WAUKESHA COUNTY

2013 ADOPTED BUDGET BOOK

Waukesha, Wisconsin

Waukesha County Executive

Daniel P. Vrakas

(Term Expires April 2015)

Board of Supervisors

(Terms Expire April 2014)

Paul L. Decker.....Chairperson
Patricia A. Haukohl.....First Vice-Chairperson
Duane E. Paulson ..... Second Vice-Chairperson

James Batzko
Janel Brandtjen
Michael Crowley
Kathleen M. Cummings
Daniel J. Draeger
Dave Falstad
Jennifer A. Grant
Keith Hammitt
James A. Heinrich
Pauline T. Jaske
James Jeskewitz
Walter L. Kolb
Pamela Meyer
Richard Morris
Larry Nelson
Fritz Ruf
Thomas J. Schellinger
Cathleen A. Slattery
David W. Swan
Peter M. Wolff
Gilbert W.Yerke
William J. Zaborowski

Cover photo by:
Nathan Cummings

Photowork by:
Fue Yang, Sr.; IT Systems Professional, DOA

About the cover: The landscape picture from the top of Lapham Peak Tower, located near the city of Delafield, pans the Northern area of Waukesha County. Lapham Peak State Park is the highest elevation point in Waukesha County.

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

TABLE OF CONTENTS

INTRODUCTION

List of Graphs 6
List of Tables 7
Readers Guide 8
Quick Reference Guide 10
Award for Distinguished Budget Presentation 11
2013 Budget Message-County Executive Dan Vrakas 13
2013 Transmittal Letter 15
Waukesha County Community Profile 17

SUMMARY

2013 Tax Levy Summary – Impact on Homeowners 21
2013 Budget Assumptions 22
2013 Budget Summary 23
2013 Budget Summary by Functional Area by Agency by Fund 24
Tax Levy by Functional Area 26
2011-2013 Expenditures 28
2011-2013 Revenues 36
Decision Making Criteria New Positions
& Budgeted Positions Summary by Functional Area 41
Fund Balance Projections 42
Summary of Projected Fund Balance 45
Functional Area Summary by Fund Type 48
Appropriation Unit Summary by Fund Type 49
Waukesha County Organizational Chart 50

STRATEGIC PLANNING AND BUDGET PROCESS

Strategic Planning Overview 53
Waukesha County Planning Processes 56
Financial Management Policies 58
Capital and Operating Budget Process 64
Financial Structure 67
Waukesha County Budgetary Funds 69
Fund Descriptions 70

FUNCTIONAL AREA - JUSTICE AND PUBLIC SAFETY

Justice and Public Safety Summary 73
Emergency Preparedness 81
District Attorney 95
Circuit Court Services 103
Medical Examiner 117
Sheriff 123

TABLE OF CONTENTS

FUNCTIONAL AREA - HEALTH AND HUMAN SERVICES

Health and Human Services Summary 139
Corporation Counsel Child Support General Fund 147
Department of Health & Human Services (H&HS) 155
H&HS - Human Services General Fund 161
H&HS - Criminal Justice Collaborating Council General Fund 185
H&HS - Mental Health Center General Fund 191
H&HS - Public Health General Fund 193
H&HS - Veterans' Services General Fund 206
H&HS - Aging & Disability Resource Center (ADRC) General Fund 210
H&HS – Nutrition - General Fund 220
H&HS - Aging and Disability Resource Center Grant Fund 226

FUNCTIONAL AREA - PARKS, ENVIRONMENT, EDUCATION AND LAND USE

Parks, Environment, Education and Land Use Summary 231
Register of Deeds 237
University of Wisconsin - Cooperative Extension 247
Federated Library System 255
Parks and Land Use 269

FUNCTIONAL AREA - PUBLIC WORKS

Public Works Summary 323
Public Works 329

FUNCTIONAL AREA - GENERAL ADMINISTRATION

General Administration Summary 371
County Executive 377
County Board 383
County Clerk 391
County Treasurer 397
Department of Administration 405
Corporation Counsel 437

FUNCTIONAL AREA - NON-DEPARTMENTAL

Non-Departmental Summary 443
Non-Departmental – General Fund 449
Non-Departmental – Health and Dental Insurance Fund 452
Contingency Fund 458

TABLE OF CONTENTS

FUNCTIONAL AREA - DEBT SERVICE

Debt Service 459

FUNCTIONAL AREA - CAPITAL PROJECTS

Capital Projects 467

STATS./TRENDS

Trends 523
- Demographic Information
- Fiscal Trends
- Position Summaries
  - -Administration
  - -Circuit Court Services
  - -Corporation Counsel
  - -County Board
  - -County Clerk
  - -County Executive
  - -District Attorney
  - -Emergency Preparedness
  - -Federated Library
  - -Health & Human Services
  - -Medical Examiner
  - -Parks & Land Use
  - -Public Works
  - -Register of Deeds
  - -Sheriff
  - -Treasurer
  - -University of Wisconsin-Extension
- Glossary of Significant Terms
- Glossary of Acronyms
- Agency Summary Budget Index

LIST OF GRAPHS

Tax Levy by Functional Area 2013 compared to 2008 26
2009-2013 Budgeted Tax Levy by Functional Area 27
2013 Expenditures by Functional Area as a Percent of Total 29
2013 Revenues as a Percent of Total 37
Budgeted Total Revenues 2013 37
Intergovernmental Revenues 38
Charges for Services 39
Justice & Public Safety 2011-2013, Expenditures, Revenues & Tax Levy 75
Health & Human Services 2011-2013, Expenditures, Revenues & Tax Levy 141
Parks, Environment, Education and Land Use 2011-2013,
Expenditures, Revenues & Tax Levy 233
Public Works 2011-2013, Expenditures, Revenues & Tax Levy 325
General Administration 2011-2013, Expenditures, Revenues & Tax Levy 373
Non-Departmental 2011-2013, Expenditures, Revenues & Tax Levy 445
Debt Service Requirements, Payments 2012-2023 464
Projected Debt Service, Five-year Capital Projects Plan 465
Waukesha County Capital Projects Plan by Functional Area 2013-2017 518
County Tax Levy Dedicated to State Mandates 525
Equalized Property Value, Rate of Change 530
Equalized Property Value by Class of Property 531
Outstanding Debt Per Capita 536
Debt Service as a Percent of Operating Expenditures 537
Operating Revenues Per Capita 538
Operating Expenditures Per Capita 539
Employees Per 1,000 Population 540

LIST OF TABLES

2013 Tax Levy Summary-Impact on Homeowners 21
2013 Budget Summary 23
2013 County Tax Levy Breakdown 23
2013 Budget Summary by Functional Area by Agency by Fund 24
2012-2013 Tax Levy by Function 27
2011-2013 Expenditure Summary 28
2011-2013 Revenue Summary 36
Budgeted Positions 2011-2013, Summary by Functional Area 41
Functional Area Summary By Fund Type 48
Appropriation Unit Summary By Fund Type 49
Justice and Public Safety Summary by Agency 76
Justice and Public Safety Budgeted Positions 2011-2013 79
Health and Human Services Summary by Agency 142
Health and Human Services Budgeted Positions 2011-2013 145
Parks, Environment, Education and Land Use Summary by Agency 234
Parks, Environment, Education and Land Use Budgeted Positions 2011-2013 236
Parks & Land Use Three Year Maintenance Plan 296
Public Works Summary by Agency 326
Public Works Budgeted Positions 2011-2013 328
Public Works Building Improvement Plan 338
2013 Vehicle Replacement Plan 365
Five-Year Vehicle Replacement Plan 366
General Administration Summary by Agency 374
General Administration Budgeted Positions 2011-2013 376
Non-Departmental Summary by Fund 446
Debt Service Requirements 462
Current and Adopted Debt Service Requirements 463
2013 Capital Budget Expenditure Plan 469
2013 Capital Project Listing 470
Five-Year Capital Projects Plan Summary 519
Five-Year Capital Project Listing 521
Waukesha County Population 528
Waukesha County Equalized Property Value by Municipality 529
General County Purpose Property Tax Levy Data 532
Comparative County Property Rates for 2012 Adopted Budget 534
Comparative Property Tax Per Person for 2011 and 2012 Budgets 535
Personnel Costs as a Percent of Net Operating Budget 541
General County Tax Levy as a Percent of Net Expenditures 2009-2013 542
Operating and Capital Budget Summary with 8 Months Information 543
Budgeted Positions Summary, Regular Full-Time/Part-Time 544
Summary of Net Change in Funded Regular Full-Time/Part-Time 545

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

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

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

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

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

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

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

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

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

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

QUICK REFERENCE GUIDE

(See page 606-607 for the Subject Index)

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
How will the tax levy affect me as a homeowner?	Tax Levy Impact on Homeowner	21
How can the reader easily locate key information?	Reader's Guide	8
	Agency/Subject Budget Index	606
What is the County's Mission?	Strategic Planning Overview	53
What are the major policy issues in the budget?	Budget Message	13
What is the budget development process?	Capital & Operating Budget Process	65
How is the County's tax levy used?	Tax Levy By Functional Area	26
What are the County's major expenditures?	Expenditure Summary	28
What are the County's major revenue sources?	Revenue Summary	36
What are the County's financial management policies/budget philosophies?	Financial Management Policies	58
How is the County organized?	County Organizational Chart	50
How many staff does the County employ?	Budgeted Positions	41
	Summary/Detail	544-595
Where is general demographic information about the County?	County Community Profile	17
What is the population of the County?	Waukesha County Population	528
What is the total County equalized property value?	Equalized Property Value	530-531
What is the County's equalized property value for each municipality?	County Equalized Property Value by Municipality	529
What funds are included in the County budget?	Fund Descriptions	70
How does the County plan for future decisions?	Waukesha County Planning Processes	56
Where does the County rank in terms of property tax rates compared to other Wisconsin counties?	Comparative County Property Rates	534

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

Waukesha County

Wisconsin

For the Fiscal Year Beginning

January 1, 2012

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, 2012.

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.

THIS PAGE LEFT BLANK

Daniel P. Vrakas
County Executive

Waukesha
COUNTY
DEPARTMENT OF
COUNTY EXECUTIVE

December 14, 2012

Dear Citizens of Waukesha County:

It is my privilege to present the 2013 Adopted Budget that confirms Waukesha County's "Commitment to Excellence." It is that commitment that has distinguished Waukesha County as a leader in Wisconsin and the nation. This budget reaffirms this commitment by providing the outstanding services we are known for while respecting County taxpayers.

TAX IMPACT ON HOMEOWNERS AND BUSINESSES

My administration diligently works in partnership with the County Board of Supervisors to limit property taxes on hard working families and job creating businesses. In the 2013 Budget, **a homeowner, with a median valued home estimated at $243,200, will see a $2 decrease on the County portion of their property tax bill**. Businesses in the County continue to benefit from Waukesha County having the lowest county property tax rate among counties without a county sales tax. I remain committed to maintaining our low tax rate for County residents and businesses.

COLLABORATION & COOPERATION

Waukesha County continues to be committed to excellence by working together with municipalities and other County governments to gain economies of scale and streamline government services while saving money. Over the past few years, these partnerships have saved local taxpayers over $2.0 million. The collaborations include countywide emergency dispatch services, Sheriff's contracts for police patrols, Public Works highway projects and operations, Parks and Land Use services and others.

The 2013 budget includes several new areas where we will join forces with other governments to reduce taxes.

- Waukesha County Communication Center (WCC) will provide 9-1-1 emergency dispatching to the City of New Berlin, resulting in an estimated cost savings to City taxpayers of about $900,000 a year.
- Radio Service operations are working with Milwaukee County representatives to address the digital Radio Upgrade project and work toward interoperable digital radio communications across county lines – a plan that would save both county's taxpayers money.
- Prompted by the state, Waukesha County Health and Human Services (HHS) has joined with four other counties (Fond du Lac, Ozaukee, Walworth and Washington) to form the Moraine Lakes Consortium. The Income Maintenance consortium will assist low-income families through Medicaid, BadgerCare, FoodShare, Child Care, and other programs. Participating counties are seeking efficiencies by sharing call center duties, document processing and client interviews. Staff is rotated and cross-trained in these areas to increase productivity.

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

Costs in certain key areas such as jail inmate medical costs, vehicle fuel prices, mental health and related prescription drug costs and workers compensation costs are increasing at rates greater than inflation. The slower than expected economic recovery, historically low interest rates and slow real estate market recovery continue to have a significant negative impact on revenue sources throughout this budget.

Several key revenue and expenditure highlights in the 2013 County budget are listed below:

- A $200,000 cut in State youth aids funding to HHS for juvenile prevention, intervention and corrections programs. The state has cut this program by $630,000 over three years.
- $350,000 of additional tax levy is being used to fund the higher costs in the County jail.
- Emergency Preparedness expenditures increase by almost $380,000. This includes the addition of 3.0 full-time dispatchers to support the consolidation of the City of New Berlin into WCC dispatch operations.
- State mental health placement costs for HHS adult and youth clients will increase by over $300,000.
- Historically low interest rates have reduced investment income in the Treasurer's budget by $280,000, bringing the 4 years total to $2 million in income reductions.

INVESTING IN INFRASTRUCTURE

The County has consistently demonstrated its prudent financial planning by making sound strategic investment decisions to maintain our critical infrastructure. After several years of funding major portions of large construction projects, the 2013 Capital Budget reduces capital spending by over $12 million to $27.9 million.

The Capital Budget devotes over $9.0 million to key highway improvements including $1.5 million for road surface repaving and intersection signal and safety improvements. Additional priority corridor projects totaling over $6.0 million include the widening and reconstruction of CTH L (Janesville Road) in the City of Muskego, the reconstruction and expansion of CTH VV (Silver Spring Drive) in the Village of Menomonee Falls and additional planning and design for the Waukesha West Bypass project.

Facility investments include nearly $10.3 million for the second year of construction on the County's $35.2 million HHS building project, a $7.8 million reduction from the 2012 adopted budget. Other building improvement priorities are budgeted at a total of over $1.4 million. These projects include nearly $950,000 in improvements at the County owned UW-Waukesha campus, energy efficiency improvements to provide more cost effective lighting upgrades and various additional projects.

Nearly $4 million is provided for major Parks projects in the 2013 Budget. Paving the Bugline Bike Trail continues in 2013 with work totaling $2.5 million, funded in part with $1.9 million in Federal funds. Additional Parks' projects include design work for bridge replacements at Wanaki Golf Course, demolition of the abandoned Menomonee Park Maintenance Building and the replacement of the roof at the Eble Ice Arena.

ACKNOWLEDGEMENTS

The County remains committed to our standard of excellence by focusing on our core service priorities, establishing strategic partnerships and implementing 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 preparing and passing the 2013 Adopted Budget. I believe this budget strikes an important balance between funding the County's service needs and controlling taxes and spending.

Sincerely,

Daniel P. Vrakas
County Executive

Daniel P. Vrakas
County Executive

Norman A. Cummings
Director

Waukesha
COUNTY
DEPARTMENT OF ADMINISTRATION

December 14, 2012

Dear Honorable County Board Supervisors:

The 2013 Adopted County Budget is themed “Commitment to Excellence” as Waukesha County continues to commit to high standards and excels at delivery of quality services.

The 2013 Budget leads the way with public safety services and infrastructure improvement as top priorities while also providing additional resources to effectively serve at-risk individuals and families in need. This budget makes strategic investments in our roads, buildings and technology to provide future benefits to our Citizens in these uncertain economic times.

REDUCES SPENDING AND LOWER TAXES FOR HOMEOWNERS

During these challenging times, the 2013 Adopted Budget beats our benchmark standards by keeping taxes and spending low, while continuing to maintain high quality services. Waukesha County continues to be the lowest per resident spending County in the State and has the lowest tax rate per $1,000 for Counties without a sales tax.

This budget will result in an estimated $2 reduction in the County portion of the property tax bill to most homeowners.

For 2013 budget purposes, the adopted 2012 County General property tax levy totals $98.8 million; an increase of $761,000 limiting the increase to only about 0.8% (less than 1%) from the prior year budget, which is below percentage increase net new construction impacts the tax base this past year.

The adopted expenditure budget totals $273.8 million, a reduction of $10.8 million. This includes $27.9 million for Capital project investments in County infrastructure and $245.9 million for operational costs. The special Federated Library System tax applied to those communities without libraries is $2.9 million, an increase of 1.6%, about $47K.

County management and their staffs work diligently on shared services collaborations, consolidating service delivery, outsourcing services where cost effective, and absorbing additional workload while reducing staff or leaving positions vacant and starting lean initiatives to help control personnel costs as we continue 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 NOW & FOR THE FUTURE

During this period of continued economic uncertainty, the County's budget continues to be challenged by the fragile economic recovery, and costs in certain areas rising faster than the rate of inflation. Despite this the County budget identifies several efficiencies through investments in technology and collaborative efforts to help maintain vital services without impinging on future budgets.

For 2013, we continued to have stagnant or revenue reductions due to the economy, and additional State budget impacts of over $265,000 from further State Youth Aids reduction and lower funding of the Victim Witness program, which have been addressed in this budget. Also, historically low interest rates are impacting Investment Income returns resulting in the need to reduce the budget by nearly $300,000 from the prior year budget. In the future years, the Federal Budget funding reductions being discussed in Washington D. C. for domestic programs may impact Medicaid and Medicare reimbursements, the social services block grant, public health funding, community development funding and other areas.

The County budget continues to be driven by higher Justice and Public Safety operational costs which requires the majority of new tax levy support. This includes $240K for the Sheriff's budget mostly for jail inmate related costs, $200K for Emergency 9-1-1 response primarily due to the City of New Berlin dispatch operations being assumed by the County Communication Center, and $135K for Circuit Court Services. Also, highway safety and road maintenance needs are being addressed with added levy support of $200K. Additionally, increasing costs for growing demands in human services programs related to seniors, children and families at risk, child support and the unemployed are impacting this budget by over $160K. Federal and State under-funded mandates continue to shift responsibilities to county government adding to budget pressures and leaving less discretionary decisions for local officials.

Despite these significant budget challenges, we have successfully addressed many of these areas while limiting tax levy growth to below the State's imposed levy limit. We have been able to accomplish this by making difficult priority decisions and through identifying operational efficiencies without making dramatic service reductions.

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 increasing challenges now and in the future.

CAPITAL PROJECT FUNDING AND DEBT MANAGEMENT

Waukesha County maintains its" Commitment to Excellence" with strategic long-term capital planning, financial forecasts, prudent budgeting and debt management practices. To cover costs associated with making investments in infrastructure improvements, the 2013 Adopted County Budget ensures that the Capital Projects Budget is funded with tax levy of $2.0 million and utilizes savings from past years to fund a planned down payment at 22.5% of net Capital expenditures.

Debt borrowing is planned at $17 million in the 2013 budget, down $3 million from 2012. Budgeted Debt service payments total $14.8 million with tax levy funding of nearly $13.4 million; a decrease of $60K, and the use of debt service fund balance of $1.4 million; reflecting savings from refinancing the 2005 and 2006 bond issues (without extending the original term). The County still maintains its key benchmark ratio of the debt service expenditure budget to total governmental operating expenditures, which is projected to be in the range 7% to 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 and assures that the County will avoid future financial stress from debt allowing us to continue focusing our resources on funding direct services in future years.

ACKNOWLEDGEMENTS

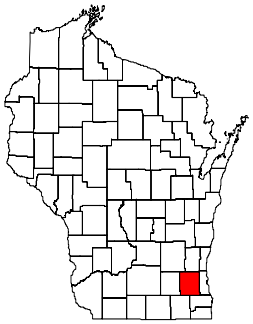
We believe you will find the 2013 Adopted County Budget balances essential service needs while keeping taxes low. We take this opportunity to thank the County Board for its very thorough review and continued support. Certainly, this budget could not be accomplished without the cooperation of department administrators and their very dedicated hard working staff continuing the County's "Commitment to Excellence".

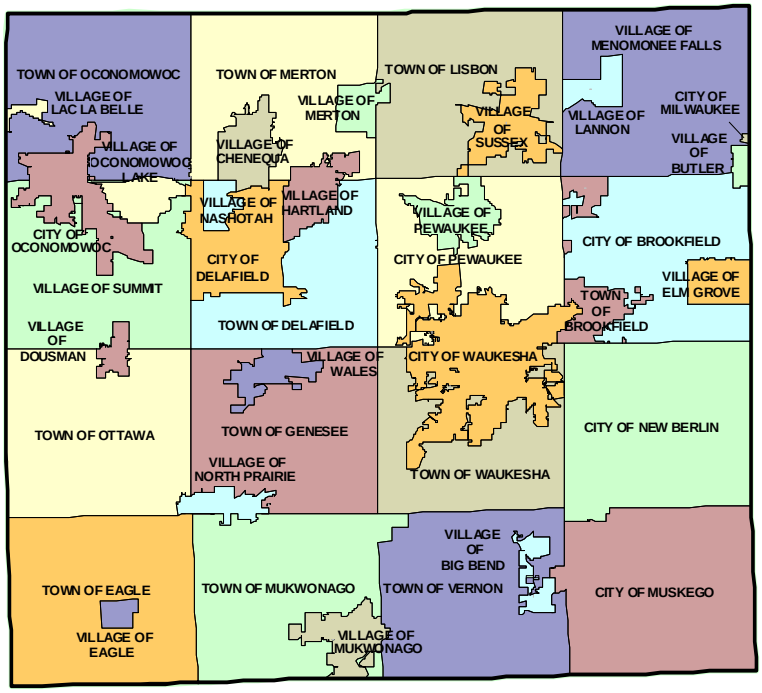
Sincerely,

Norman A. Cummings,
Director of Administration

Keith K. Swartz,
Budget Manager

WAUKESHA COUNTY, WISCONSIN • COMMUNITY PROFILE





COUNTY POPULATION*	
As of 1/1/2012	390,914
2010 Census	389,891
* Wisconsin DOA (2012), U.S. Census Bureau (2010)	

EQUALIZED PROPERTY VALUES	
Including TID	$47,739,764,800
Excluding TID	$46,923,448,900

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	5,429
Pro Health Care	4,755
General Electric Medical Systems	3,700
Quad Graphics	3,209
Roundy's	2,703
School District of Waukesha	1,823
Wal-Mart Corporation	1,465
Aurora Health Care	1,414
Waukesha County	1,357*
Community Memorial Hospital	1,331
* Full-time equivalent employees.	
Source: Wisconsin Department of Workforce Development	

PRINCIPAL TAXPAYERS		
TAXPAYER	**2011 EQUALIZED VALUE**	**2011 RANK**
Brookfield Square	$163,533,900	1
Individual	$156,694,500	2
Aurora	$131,455,700	3
Pabst Farms	$118,840,500	4
Pro Health Care	$116,912,000	5
Kohl's Dept. Stores	$109,706,600	6
Harmony Homes	$105,261,300	7
Wal-Mart	$101,711,000	8
Belinski Bros.	$99,761,300	9
Target Corporation	$92,760,000	10
Total	$1,196,636,800	
Source: Waukesha County Tax System See Waukesha County Comprehensive Annual Financial Report for more detailed information		

EMPLOYMENT BY INDUSTRY	
INDUSTRY*	**2011 NAICS (1)**
Retail Trade, Transportation, Utilities	47,320
Manufacturing	42,598
Education and Health	37,614
Professional and Business Services	31,571
Leisure and Hospitality	18,793
Financial Activities	14,041
Construction	11,805
Other Services	7,947
Public Administration	6,053
Information	5,076
Natural Resources	449
Total	223,267
(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**
2011*	412	$128,146
2010	445	$151,984
2009	394	$137,285
2008	577	$219,001
2007	969	$330,382
Source: U.S. Department of Commerce * Preliminary		

INCOME, JOBS, AND UNEMPLOYMENT	
PER CAPITA INCOME, 2010 (1)	
Waukesha County	$51,868
State of Wisconsin	$38,225
United States	$39,937
JOBS, 2011 (2)	223,267
UNEMPLOYMENT RATE, 2011 (2)	6.5%
(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**
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
2013	$35,670,846	$1,055,120	$9,389,591	$1,346,196	$278,012
% of Total	74.7%	2.2%	19.7%	2.8%	0.6%
See STATS/TRENDS Section for more detailed information * Includes Tax Incremental District Value					

Summary

TABLE OF CONTENTS
WAUKESHA COUNTY
BUDGET SUMMARY

2013 Tax Levy Summary – Impact on Homeowner 21

2013 Budget Assumptions 22

2013 Budget Summary 23

2013 Budget Summary by Functional Area by Agency by Fund 24

Tax Levy
- Comparison Charts by Functional Area 26
- Tax Levy Table by Function 27

Expenditures
- 2011-2013 Expenditures Summary Table 28
- 2013 Expenditure Highlights 29
- Pie Chart Expenditures as a Percent of Total by Function 29

Revenues
- 2011-2013 Revenue Summary Table 36
- 2013 Revenue Highlights 37
- Pie Chart Revenues as a Percent of Total by Source 37

Decision Making Criteria New Positions
- & Budgeted Position Summary by Functional Area 41

Fund Balance Projections 42
- Summary of Projected Fund Balance 45

Functional Area Summary by Fund Type 48

Appropriation Unit Summary by Fund Type 49

Waukesha County Organizational Chart 50

2013 TAX LEVY SUMMARY

Impact on Homeowners

The Waukesha County Tax Levy is comprised of two segments. The general County Tax Levy of $98,798,522, which is levied at a rate of $2.11 (up from $2.01) per $1,000 of equalized value on all eligible property in the County. The Federated Library System Levy of $2,930,604, which is levied at a rate of nearly $0.269 (up from $0.251) 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 2012 adjusted from the 2000 census, is $243,200. This is down $12,442 from the 2011 value reflecting the County-wide average residential deflation rate of -4.85%. This results in a $2 decrease in the County Tax Levy on the median home value as indicated below.

General County Tax Levy

2011 Median Home Value	2011 County Tax	Residential Inflation	2012 Median Home Value	2012 County Tax	Change Amount	Change Percent
$255,600	**$514**	**-4.85%**	**$243,200**	**$512**	**-$2**	**-0.4%**

Homeowner County Taxes over 7 years

Increase of less than 1/4% per Year

Budget Year	Median Home Value	Rate / $1,000	Tax
2006*	**$256,700**	**$1.96**	**$504**
2013	**$243,200**	**$2.11**	**$512**

Net 7-Year $ Increase: $8 **7-Year Average: 0.23%**

*County Executive Vrakas' first budget year

2013 BUDGET ASSUMPTIONS

Certain broad assumptions are determined in April through June 2012 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 County's 2013 Budget development:

- Overall inflation factor estimates assumed for calculating the cost to continue to provide existing County services are projected in a steady range between 2%-2.5% for 2012-2013. Some major exceptions include cost rate increases for certain utilities, vehicle fuel, prescription drugs, health and medical services, food and transportation costs and certain commodity prices including such items as paper and some technology purchased services.

- Revenues from State budget sources are expected to stabilize somewhat compared to the significant reductions that were addressed in the 2012 budget. Federal budget reductions impacting County revenues are possible for 2013. Some of the County's key State/Federal revenue assumptions are indicated as follows:

  – After a $525,000 budget reduction in the State Transportation Aids formula impacting the 2012 budget, this revenue source is expected to stabilize at almost $4.7 million for 2013 budget purposes.
  – Human Services State Youth Aids for prevention services to troubled youth are projected to decrease by over $200,000.
  – State Victim Witness program funding has been decreased from 55% of actual costs to a 40% reimbursement level which is about a $60,000 funding reduction for this program.
  – State Circuit Court Support grant and other state funding support for Circuit Court support services are expected to remain stable at the 2012 funding levels (this funding source had been frozen since 2000).
  – State Shared Revenues are projected to decrease 5%.
  – Federal Community Development grant funding is expected to continue to decline.

- Net Personnel cost appropriations are expected to be held below 2% and are being controlled with the help of lower benefit costs including only a 4 % increase projected for the County's health insurance premium, well below the national average cost increase.

- Average fuel costs for vehicles are assumed to increase 10% to $3.65 per gallon (equivalent to approximately $3.95 per gallon retail in 2013) up from the 2012 Budget. Consumption is estimated to rise slightly resulting in higher fuel costs budgeted countywide by an estimated $135,000.

- Net utility costs are estimated to decrease from the 2012 adopted base budget levels by $200,000 (mainly electricity and natural gas costs). These estimated cost reductions reflect paybacks for significant recent investments in energy conservation and sustainability plans.

- Investment Income budget is estimated to be reduced by $280,000 to $4,540,000, reflecting historically low rates of return on invested funds. Also, the 2013 budget for estimated Delinquent Taxes Penalty and Interest (P&I) held stable at $2,850,000 as Delinquent Taxes outstanding declined during 2011.

- The real estate market has stabilized somewhat but the prolonged economic difficulties in housing persists therefore, no real growth is expected from the combination of real estate transfer fees and document recording fee revenues.

- Due to favorable debt refinancing and historic low borrowing costs the debt service tax levy can be reduced by an estimated $60,000. To help provide funding for the Operating budget, Capital project tax levy is estimated to be reduced by $425,000.

2013 BUDGET SUMMARY

	2012 Adopted Budget	2013 Adopted Budget	Incr/(Decr) From 2012 Adopted Budget $	%
OPERATING BUDGETS				
Gross Expenditures	$244,662,650	$245,902,296	$1,239,646	0.5%
MEMO: Less Interdept. Charges (a)	$36,150,998	$36,708,567	$557,569	1.5%
MEMO: Net Expenditures (a)	$208,511,652	$209,193,729	$682,077	0.3%
Less: Revenues (Excl. Retained Earnings)	$136,098,060	$137,669,948	$1,571,888	1.2%
Less Net Appropriated Fund Balance	$10,068,621	$8,503,222	($1,565,399)	
TAX LEVY - OPERATING BUDGETS	$98,495,969	$99,729,126	$1,233,157	1.3%
CAPITAL PROJECTS BUDGET				
Expenditures	$39,956,000	$27,870,000	($12,086,000)	-30.2%
Less: Revenues	$27,100,000	$22,273,500	($4,826,500)	-17.8%
Less: Appropriated Fund Balance	$10,431,000	$3,596,500	($6,834,500)	
TAX LEVY-CAPITAL PROJECTS BUDGET	$2,425,000	$2,000,000	($425,000)	-17.5%
COUNTY TOTALS				
Expenditures (a)	$284,618,650	$273,772,296	($10,846,354)	-3.8%
Less: Revenues	$163,198,060	$159,943,448	($3,254,612)	-2.0%
Less: Appropriated Fund Balance	$20,499,621	$12,099,722	($8,399,899)	
County General Tax Levy (Excl Library)(c)	**$98,037,483**	**$98,798,522**	**$761,039**	**0.78%**
Federated Library Tax Levy (b)	$2,883,486	$2,930,604	$47,118	1.6%
Total County Tax Levy (c)	**$100,920,969**	**$101,729,126**	**$808,157**	**0.80%**

(a) **2013 operating budget net expenditures are $209,193,729 and total County net expenditures are $237,063,729 after eliminating interdepartmental chargeback transactions** (mostly from internal service fund operations and cross charges, e.g. Sheriff Bailiff and Conveyance services), included in gross expenditures to conform with GAAP, but in effect results in double budgeting.

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

(c) The Tax Levy (for 2013 Budget purposes) increase is within Wisconsin's Act 32 Tax Levy limit provisions (see Planning and Budget Policy Section).

2013 Budget Tax Levy Breakdown

(General County and Federated Library)

	2012 Adopted Budget	2013 Adopted Budget	Incr/(Decr) From 2012 Adopted Budget $	%
General County Tax Levy	$98,037,483	$98,798,522	$761,039	0.78%
General County Tax Rate	$2.0111	$2.1055	$0.0944	4.69%
General County Equalized Value	$48,747,058,300	$46,923,448,900	($1,823,609,400)	-3.74%
Federated Library Tax Levy	$2,883,486	$2,930,604	$47,118	1.63%
Federated Library Tax Rate	$0.2514	$0.2690	$0.0177	7.02%
Federated Library Equalized Value	$11,470,623,100	$10,892,998,400	($577,624,700)	-5.04%

2013 BUDGET SUMMARY BY FUNCTIONAL AREA BY AGENCY BY FUND

AGENCY NAME	2013 ADOPTED BUDGET EXPEND.		REVENUES	NET FUND BALANCE	TAX LEVY	Tax Levy $ Change '12 - '13
JUSTICE AND PUBLIC SAFETY						
EMERGENCY PREPAREDNESS						
General	$5,557,058		$384,675	$122,500	$5,049,883	$200,000
Radio Services	$926,587	(a)	$1,192,340	($265,753)	$0	$0
Radio Svcs. Rtnd. Earn.	$0		($265,753)	$265,753	$0	$0
Radio Svcs. Fund Bal. Appr.	$0		($73,388)	$73,388	$0	$0
DISTRICT ATTORNEY	$2,332,774		$526,587	$25,000	$1,781,187	$25,000
CIRCUIT COURT SERVICES	$9,379,631		$4,017,250	$20,000	$5,342,381	$135,000
MEDICAL EXAMINER	$1,547,680		$571,370	$0	$976,310	$27,075
SHERIFF	$38,184,541		$10,865,695	$285,579	$27,033,267	$240,000
Subtotal: Justice & Public Safety	$57,928,271		$17,218,776	$526,467	$40,183,028	$627,075
HEALTH AND HUMAN SERVICES						
CORPORATION COUNSEL						
Child Support (General Fund)	$2,497,974		$2,082,512	$50,000	$365,462	$26,593
HEALTH & HUMAN SERVICES						
Human Services (General Fund)	$61,663,573		$36,504,215	$243,680	$24,915,678	$135,000
Aging and Disability Resource Center Grant (ADRC) Fund	$3,030,050		$3,030,050	$0	$0	$0
Subtotal: Health and Human Services	$67,191,597		$41,616,777	$293,680	$25,281,140	$161,593
PARKS, ENVIR, EDUC. & LAND USE						
REGISTER OF DEEDS	$1,416,699		$2,811,000	$0	($1,394,301)	($26,000)
UW-EXTENSION: EDUCATION	$682,048		$330,985	$8,000	$343,063	$2,000
FEDERATED LIBRARY						
County	$2,930,604		$0	$0	$2,930,604	$47,118
State Aids	$1,390,377		$1,310,477	$79,900	$0	$0
CAFÉ Shared Automation	$376,359		$462,359	($86,000)	$0	$0
CAFÉ Rtnd. Fund Balance	$0		($86,000)	$86,000	$0	$0
PARKS & LAND USE						
General	$11,504,553		$3,998,543	$125,000	$7,381,010	$80,000
Community Development	$3,057,118		$3,032,118	$25,000	$0	$0
Land Information Systems	$788,100		$788,100	$0	$0	$0
Tarmann Parkland Acquisitions	$1,000,000		$300,000	$700,000	$0	$0
Golf Courses	$3,212,071	(a)	$3,095,000	$117,071	$0	$0
Golf Course Rtnd. Earnings	$0		$117,071	($117,071)	$0	$0
Golf Course Fund Bal. Appr.	$0		$0	$0	$0	$0
Ice Arenas	$1,078,740	(a)	$1,057,200	$21,540	$0	$0
Ice Arenas Rtnd. Earnings	$0		$21,540	($21,540)	$0	$0
Material Recycling Facility	$2,633,949	(a)	$3,006,700	($372,751)	$0	$0
MRF Retained Earnings	$0		($372,751)	$372,751	$0	$0
MRF Fund Bal. Appr.	$0		($990,700)	$990,700	$0	$0
Subtotal: Parks, Env., Ed. & Land Use	$30,070,618		$18,881,642	$1,928,600	$9,260,376	$103,118

(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.

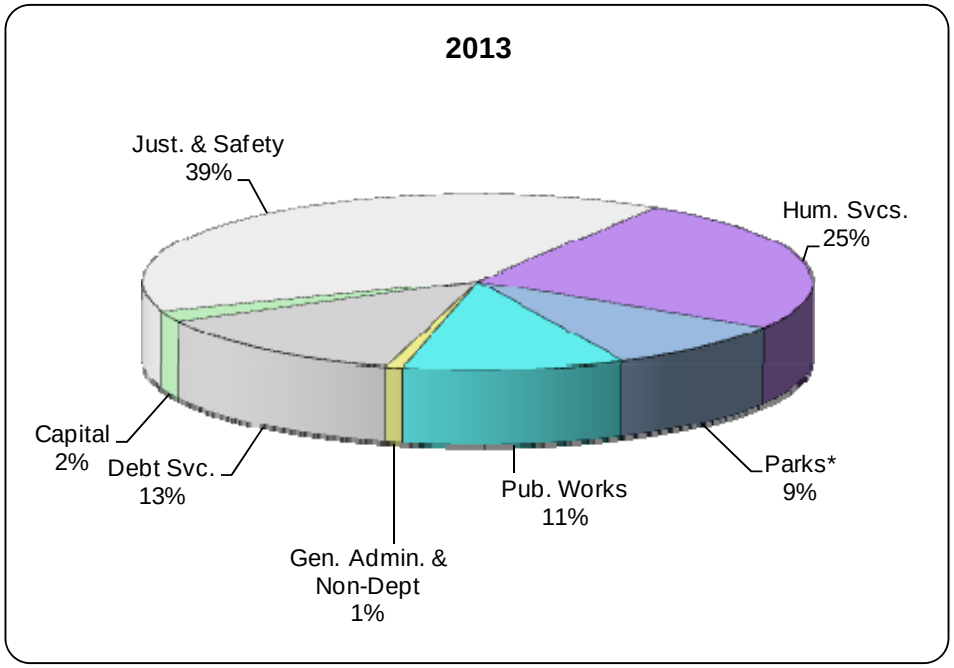
2013 BUDGET SUMMARY BY FUNCTIONAL AREA BY AGENCY BY FUND

AGENCY NAME	2013 ADOPTED BUDGET EXPEND.		REVENUES	NET FUND BALANCE	TAX LEVY	Tax Levy $ Change '12 - '13
PUBLIC WORKS						
DEPARTMENT OF PUBLIC WORKS						
General	$10,167,809		$1,410,061	$298,000	$8,459,748	($1,792)
Transportation	$11,791,305		$9,240,633	$347,000	$2,203,672	$201,792
Central Fleet Maintenance	$3,806,289	(a)	$3,807,208	($919)	$0	$0
Central Fleet Rtnd. Earnings	$0		($919)	$919	$0	$0
Central Fleet Fund Bal. Appr.	$0		($141,083)	$141,083	$0	$0
Vehicle/Equipment Replacement	$2,773,466	(a)	$2,713,232	$60,234	$0	$0
Veh. Replace Rtnd. Earnings	$0		$0	$0	$0	$0
Veh. Replace Fund Bal. Appr.	$0		$0	$0	$0	$0
Airport	$1,126,498	(a)	$753,106	$180,829	$192,563	$0
Subtotal: Public Works	$29,665,367		$17,782,238	$1,027,146	$10,855,983	$200,000
GENERAL ADMINISTRATION						
COUNTY EXECUTIVE						
General	$559,569		$12,000	$0	$547,569	$0
COUNTY BOARD	$1,167,493		$0	$0	$1,167,493	($5,382)
COUNTY CLERK	$534,710		$222,350	$0	$312,360	$0
TREASURER	$640,038		$7,693,500	$0	($7,053,462)	$235,000
ADMINISTRATION						
General	$4,809,300	(b)	$1,645,870	$2,000	$3,161,430	$30,000
Risk Management	$2,565,454	(a)	$2,322,300	$243,154	$0	$0
Collections	$956,025	(a)	$956,025	$120,000	($120,000)	$0
Collections Fund Bal. Appr.	$0		($200,000)	$200,000	$0	$0
Communications	$795,810	(a)	$786,723	$9,087	$0	$0
End User Technology	$7,987,854	(a) (b)	$5,741,657	$624,773	$1,621,424	($10,000)
End User Technology Rtnd. Earn.	$0		$0	$0	$0	$0
End User Tech. Fund Bal. Appr.	$0		$0	$0	$0	$0
CORPORATION COUNSEL						
General	$1,466,175		$459,390	$0	$1,006,785	($23,247)
Subtotal: General Administration	$21,482,428		$19,639,815	$1,199,014	$643,599	$226,371
NON DEPARTMENTAL						
GENERAL	$1,896,300		$1,345,800	$400,500	$150,000	($25,000)
HEALTH & DENTAL INSURANCE	$21,684,350	(a)	$21,184,900	$499,450	$0	$0
CONTINGENCY	$1,200,000		$0	$1,200,000	$0	$0
Subtotal: Non-Departmental	$24,780,650		$22,530,700	$2,099,950	$150,000	($25,000)
DEBT SERVICE--GENERAL	$14,783,365		$0	$1,428,365	$13,355,000	($60,000)
Subtotal: Operating Budget	$245,902,296		$137,669,948	$8,503,222	$99,729,126	$1,233,157
CAPITAL PROJECTS	$27,870,000		$22,273,500	$3,596,500	$2,000,000	($425,000)
GRAND TOTAL	$273,772,296		$159,943,448	$12,099,722	$101,729,126	$808,157

(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.

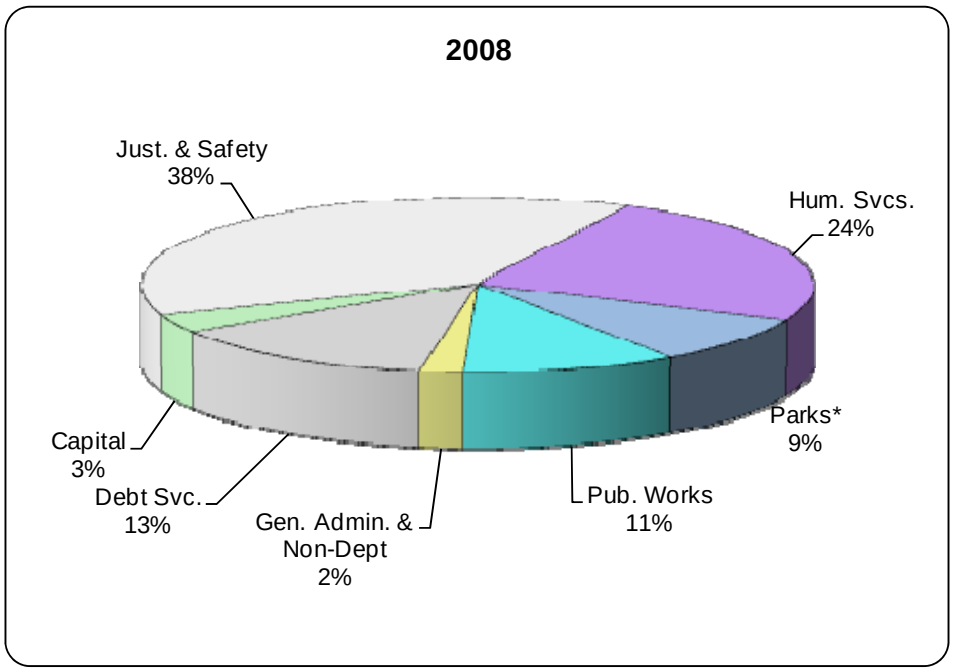
(b) For the 2013 Budget, the Information Technology Solutions program is shifted from the Department of Administration (DOA) – General Fund to the DOA – End User Technology Internal Service Fund. History has been restated for comparability purposes.

TAX LEVY BY FUNCTIONAL AREA



Tax Levy Trends:

- Justice & Safety: The 1% Tax Levy increase in this functional area is mainly due to jail support costs in the Sheriff's Department, Emergency Preparedness – Communication Center Expansion (including dispatching for the City of New Berlin) and no increase in State grant funds to Circuit Court Services in the past decade.
- Human Services: The 1% 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.

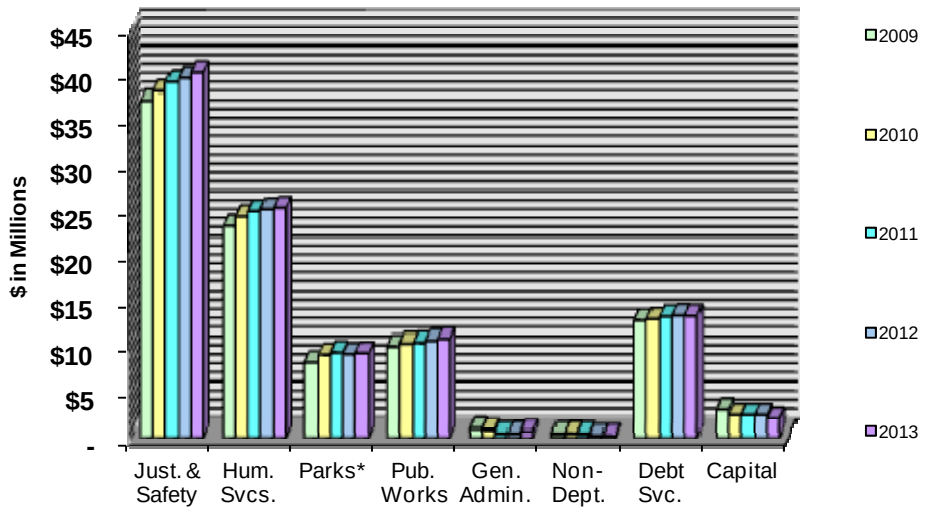


* Includes Parks, Environment, Education, and Land Use

2012-2013 TAX LEVY BY FUNCTION
(COMBINES ALL FUNDS)

BY FUNCTION	2012 Adopted Budget		2013 Adopted Budget	Incr/(Decr) From 2012 Adopted Budget $	%
Justice & Public Safety	$39,555,953		$40,183,028	$627,075	1.6%
Health & Human Services	$25,119,547		$25,281,140	$161,593	0.6%
Parks, Env., Educ. & Land Use	$9,157,258		$9,260,376	$103,118	1.1%
Public Works	$10,655,983		$10,855,983	$200,000	1.9%
General Administration	$417,228		$643,599	$226,371	54.3%
Non-Departmental	$175,000		$150,000	$(25,000)	-14.3%
Debt Service	$13,415,000		$13,355,000	$(60,000)	-0.4%
Capital Projects	$2,425,000		$2,000,000	$(425,000)	-17.5%
Total Tax Levy	**$100,920,969**		**$101,729,126**	**$808,157**	**0.8%**

2009-2013 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

2011 - 2013 EXPENDITURE SUMMARY

APPROPRIATION UNIT	2011 Actual (c)	2012 Adopted Budget (c)	2012 Estimate (a)(c)	2013 Adopted Budget	Incr/(Decr) From 2012 Adpt. Budget
Personnel Costs	$113,349,674	$114,012,267	$112,405,013	$115,753,553	$1,741,286
Operating Expenses (a)	$92,532,887	$95,735,308	$98,417,360	$94,359,254	$(1,376,054)
Interdepartmental Charges (a)	$18,094,052	$18,834,052	$18,984,383	$19,248,324	$414,272
Fixed Assets & Imprvmnts (a)(b)	$1,033,083	$1,382,125	$1,857,081	$1,757,800	$375,675
Debt Service-Excl Proprietary (b)	$14,260,230	$14,698,898	$14,050,501	$14,783,365	$84,467
Capital Projects	$19,103,801	$39,956,000	$39,956,000	$27,870,000	$(12,086,000)
Total Gross Expenditures	**$258,373,727**	**$284,618,650**	**$285,670,338**	**$273,772,296**	**$(10,846,354)**

FUNCTIONAL AREA	2011 Actual	2012 Adopted Budget	2012 Estimate (a)	2013 Adopted Budget	Incr/(Decr) From 2012 Adpt. Budget
Justice & Public Safety (a)	$56,996,988	$57,271,551	$57,477,412	$57,928,271	$656,720
Health & Human Services (a)(c)	$67,085,651	$66,280,157	$66,292,699	$67,191,597	$911,440
Parks, Env., Educ. & Land Use (a)(c)	$31,776,010	$29,836,688	$34,089,646	$30,070,618	$233,930
Public Works (a)	$28,636,700	$29,396,652	$29,415,620	$29,665,367	$268,715
General Administration	$19,886,025	$21,563,104	$21,389,880	$21,482,428	$(80,676)
Non-Departmental	$20,628,323	$25,615,600	$22,998,580	$24,780,650	$(834,950)
Debt Service-Excl Proprietary (b)	$14,260,230	$14,698,898	$14,050,501	$14,783,365	$84,467
Capital Projects	$19,103,801	$39,956,000	$39,956,000	$27,870,000	$(12,086,000)
Total Gross Expenditures	**$258,373,727**	**$284,618,650**	**$285,670,338**	**$273,772,296**	**$(10,846,354)**

(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, was transferred to the Parks and Land Use Department in the Parks, Environment, Education and Land Use Functional Area in 2012 per County Board enrolled resolution 166-5 from the County Executive Department in the Health and Human Services Functional Area. The 2011 History has been restated for comparative purposes.

2013 EXPENDITURE HIGHLIGHTS

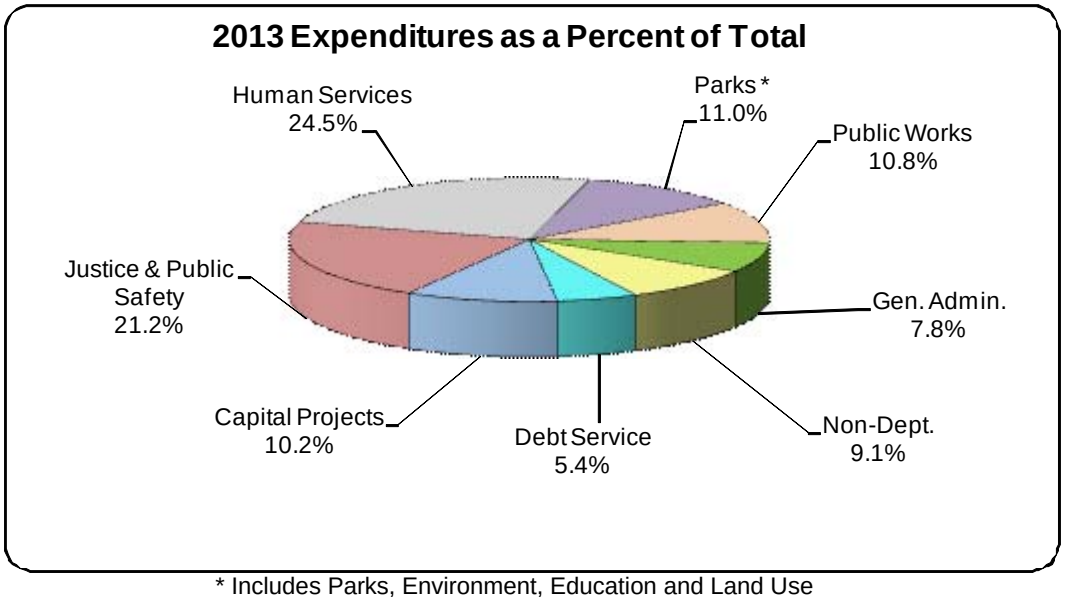
Expenditure Budget:

The 2013 total gross expenditure budget is $273,772,296, a decrease of $10,846,354 or 3.8% from the 2012 Adopted Budget. 2013 Budget appropriations consist of departmental operating budget and debt service expenditures totaling $245,902,296 and capital project spending of $27,870,000. The total operating budget increases by $1,239,646 or 0.5% from the 2012 adopted operating budget while capital project expenditures decrease by $12,086,000 or 30% from the 2012 Adopted Budget.

The net total operating expenditure budget after excluding $36,708,567 of interdepartmental charges, mainly from Internal Service Funds (which are double budgeted) is $209,193,729, an increase of $682,077 or a 0.3%.

The budget includes net personnel costs totaling $115.8 million or about 42 percent of the total expenditure budget. Personnel costs are budgeted to increase by about $1.74 million or 1.5% from the 2012 Adopted budget level.

Operating expenditures (including purchased services, operating expenses and interdepartmental charges appropriations) decrease by about $1.0 million or -0.8% from $114.6 million in the 2012 budget to $113.6 million in this budget. Fixed Assets and improvements (excluding capital projects) expenditures are budgeted at $1.76 million, an increase of nearly $375,700 from the 2012 budget. Debt service payments are budgeted at $14.78 million which is an increase of $84,500 from the 2012 budget level or about 7.5% of governmental fund expenditures (and well within the County's performance measure benchmark of less than 10%).



* Includes Parks, Environment, Education and Land Use

Functional Area	Adopted Budget	% of Total Adopted Budget
Justice & Public Safety	$57,928,271	21.2%
Human Services	$67,191,597	24.5%
Parks *	$30,070,618	11.0%
Public Works	$29,665,367	10.8%
Gen. Admin.	$21,482,428	7.8%
Non-Dept.	$24,780,650	9.1%
Debt Service	$14,783,365	5.4%
Capital Projects	$27,870,000	10.2%
Total Expenditures	$273,772,296	100.0%

2013 EXPENDITURE HIGHLIGHTS

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

The 2013 Budget expenditure level decreases by about $10.8 million to $273.8 million. This decrease reflects a $12 million decrease in capital projects budget spending and includes a $1.4 million decrease in operating expenses. These decreases are partially offset by an increase of $1.7 million in net personnel cost appropriations.

The 2012 Budget expenditure level increased 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 net personnel costs 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 Health & Human Services (HHS) Children Long Term Support (CLTS) program to a third-party administrator and no longer part of the County budget. 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 $2.75 million require further efforts to reduce County spending appropriations. Federal Community Development funding reductions also resulted in expenditures reductions by nearly $1.0 million.

The 2011 Adopted Budget expenditures increased 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 net 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; and the **Criminal Justice Collaborating Council (CJCC)** 2011 budget increases by $583,600 related to the expansion of the Day Report Center and also the Alcohol Treatment Court program being funded by a three-year grant ending in 2013. Also, the Federated Library System expenditures increase $192,900 related to transferring in of 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 net 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 only 0.4% or $920,833 to $256.5 million. This 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 over a net $21 million decrease in the Health and Human Services functional area resulting from the State taking over Long Term Care programs with the State's Family Care program and funding the full year implementation of the County's ADRC.

Future Projections and trends:

External factors will continue to play a key role in significantly impacting future trends and projections including how Federal and State budget deficits may likely impact local funding policies and services carried out by local governments changing the way government services are provided. Also, continued volatility of fuel, energy and commodity prices and increasing medical and health insurance costs are likely to have future budget impacts. In addition, internal factors includes continue high costs of Jail inmates, Emergency Preparedness emergency 9-1-1 dispatch communications, the State Circuit Court system with the lack of State funding support and future increases in the debt service payments as a result of infrastructure projects including the new Health & Human Services building and funding of major Highway infrastructure projects.

Detailed expenditure highlights are included within each Functional Area Summary. A summary of major 2013 funding changes, which impact expenditures by functional area, follows:

2013 EXPENDITURE HIGHLIGHTS

Justice and Public Safety:

- **Sheriff** budgeted expenditures increases about $199,000 on a base of nearly $38 million or 0.5%. The main budget driver is the costs to continue Jail operations. Overall, net personnel costs of $30.4 million are budgeted to increase by $157,000. The Department made a decision to not fund a 1.0 FTE deputy sheriff position responsible for covering the 3rd shift desk position and instead is funding a 0.50 FTE clerk II position to staff the desk position, which results in about $58,100 of budget cost savings. The Department also is unfunding 1.0 FTE detective position in the detective bureau and moving 1.0 FTE deputy position from the warrants division into this area to cover non-detective responsibilities resulting in $22,215 in budget cost savings. Extra help expenditures are reduced $46,000 resulting from a decrease in the number of security screeners from three to two screeners. In addition, the Sheriff's Department will staff the security station one less night a week for community meetings (going from the current three nights to two nights per week).

- The **Sheriff budget** continues the two year phase in of replacing vehicle equipment to retro fit into new police patrol vehicles mainly using Tahoes to replace the Crown Victoria model (as the Department's main patrol vehicle), which is no longer offered. In 2012, $170,000 was provided for the first year of new vehicle equipment costs. This is reduced to $72,160 in the second year. Sheriff fuel costs are estimated to increase by $35,000 mainly for anticipated increases in the price per gallon costs of vehicle fuel and some additional fuel consumption.

- **Jail Inmate** medical costs are budgeted to increase by $58,000 to a total cost of over almost $1.6 million, and include a 4% increase for the medical care contract and $120,000 is budgeted for outside of the contract provided medical care expenses for inmates.

- **Sheriff** insurance costs increase $55,000 mainly due to Workers Compensation and Liability insurance cost allocations increases resulting from higher trending claim payments being experienced and phasing down of County insurance charge subsidies. The Sheriff's budget includes a decrease of $87,000 for the elimination of Federal American Reinvestment and Recovery (ARRA) grant funding of a drug prosecutor position, which is cross charged from the District Attorney's office.

- **Emergency Preparedness** communication center and emergency management division's 2013 total expenditure budget increases by almost $380,000, including net personnel cost increases of $339,300 driving this budget. This includes the addition of 3.0 FTE (estimated personnel costs of $213,000) Telecommunicators and Telcommunicator overtime of an additional 250 hours (0.12 FTE) for the transfer in of the City of New Berlin dispatch activity to the Communications Center. Additional operating costs budgeted at $37,000 are associated with the transfer for a total estimated cost of $250,000.

- **Circuit Court Services** expenditures increase by $104,000 including the main budget driver net personnel costs estimated at $139,000. The Department has unfunded 1.0 FTE Clerk Typist II position in the Criminal Traffic Division resulting in budget cost saving of about $60,000, however, the cost to continue for remaining staff is estimated at slightly below $200,000. Net operating costs are only budgeted to increase by $11,400 or less than 1%. **Bailiff (Sheriff provided service)** charges for in-courtroom deputy security are estimated to decrease $15,000 along with Sheriff transportation service charges of $20,000. Direct video conferencing equipment replacement upgrades are planned for between the Mental Health Center and Juvenile Court which are expected to improve court proceeding experience for at risk citizens and reduce transportation costs to Health and Human Services Mental Health Center budget.

- **District Attorney's** budget reflects the sun setting of one federal grant special drug prosecutor position at the end of 2012 (mentioned above) including **expenditure reduction o**f about $87,000. Personnel cost changes include not funding a 0.50 FTE Clerk Typist I position resulting in estimated cost savings of $28,300 need to help partially offset and estimated $60,000 reduction of State Victim Witness program funding.

- The **Medical Examiner's Office** budget increased expenditures of $113,600 or almost 8% to address increased caseload activity. This includes adding staff (change from part time to full time for an additional cost of nearly $43,900) and $50,000 for contracted autopsy assistance and coverage. Increased costs associated with higher case activity include $24,000 for medical supplies and medical testing.

2013 EXPENDITURE HIGHLIGHTS

Health and Human Services

- **Mental Health Outpatient and Support Services Program** major expenditure budget driver is state mental health institute placement costs which are budgeted to increase by nearly $312,000 to over $1.5 million, of which youth placement costs account for nearly $200,000 of the increase (totaling over $609,000) and adult placement costs projected to increase by over $112,000 (totaling over $908,000).

- **Mental Health Outpatient and Support Services** operating expenditures are budgeted to include anticipated increases in room, board and treatment costs for the Comprehensive Community Services (CCS) clients, Community Recovery Services (CRS) clients and residential care placements costs by about $270,600 to over $4.4 million and includes an estimated increase of 2% for room and board services and a 1% across the board increase for all other contracted vendor services. In addition, Mental Health and AODA related pharmaceutical and medical supply costs are budgeted to increase by nearly $170,000 up to nearly $500,000 in total.

- The State Department of Health Services assumed administration of the **State/Federal Medicaid-funded Wisconsin Funeral & Cemetery Assistance Program (WFCAP)**, formerly the State indigent burial funding beginning in 2012. As a result, $210,000 expenditures budgeted in 2012 for Federal/State pass-through payments are not included in the 2013 budget.

- **Mental Health Center (MHC)** budget is driven mainly by personnel costs, which are budgeted to increase by about 5% or $207,800 totaling over $4.3 million. This includes the net cost to continue (estimated at $83,200 or 2%) for 42.95 FTE positions. In addition, extra help staff is increased by 0.99 FTE or about 2,060 hours at a cost increase estimated at $71,300. This includes, a senior substance abuse counselor at 0.50 FTE or 1,040 hours at $30,900, as Department management indicates this is budgeted to provide more substance abuse assessments, based on a federal review recommendation; and 0.49 FTE or about 1,020 hours are budgeted at $40,400 to more accurately provide for patient coverage on all shifts at this 24-hour facility.

- **Public Health Division** budgeted cost to continue existing staff and growing service demands are budgeted at an additional cost of almost $61,600 or 2.0% and an additional 0.35 FTE or about 730 hours of additional extra help staffing adds about $27,000. Net Operating expenditures include an increase of about $42,400 mainly due to an increase in medical supply costs (mainly vaccines).

- **ADRC Division- Adult Protective Services program** operating expenditures budget includes a significant decrease of over $496,000, mainly related to the elimination of State's Family Care enrollment Cap. This decrease is partly offset by an estimated budget increase of nearly $64,000 for a total of almost $615,000 for the County payment to Marsh Country Consortium for services for 26 County clients at the Clearview Nursing Home in Dodge County.

- **ADRC Division- Nutrition program** net operating expenditures are budgeted to increase over $59,800 mostly related to an increase in home delivered meals ordered and a 3% increase in vendor meal costs.

- **Corporation Counsel – Child Support program** net personnel cost decreases $22,700 mostly due to unfunding 1.0 FTE child support collection specialist position, which lowers budgeted cost by $42,000. This decrease is partially offset by personnel cost to continue increases by $19,300.

2013 EXPENDITURE HIGHLIGHTS

Parks, Environment, Education, and Land Use

- **Park and Land Use – General Fund** expenditures are budgeted to increase $190,000 to over $11,500,000 in 2013. The 2013 budget includes $135,000 for a County signage project and $75,000 for development of a new dog park at Mukwonago Park, partially funded with $25,000 of budgeted donations and $20,000 of budgeted additional park fees revenue.

- **University of Wisconsin – Cooperative Extension** budgeted expenditures decrease to about $682,000, largely from changes in various grant and other funding sources. As a result of new funding criteria from the U.S. Department of Housing and Urban Development (HUD) and outlined by the Waukesha County Parks and Land Use Director and Community Development Coordinator, the UW-Cooperative Extension's NRSA (Neighborhood Revitalization Strategy Area) projects may not receive Community Development Block Grant (CDBG) funding due to constraints in allowable public service allocations. As a result, $82,900 budgeted in CDBG for 2012 is not repeated in the 2013 budget. Also, expenditures totaling $56,400 from the ProHealth Care Cancer Prevention Outreach Project in 2012 is not repeated in 2013 budget. Grant-funded expenditures decreases are partially offset by budgeting $48,300 in expenditures and grant revenues from the U.S. Department of Health and Human Services – Substance Abuse and Mental Health Services Administration for the Sober Truth on Preventing Underage Drinking (STOP) Act grant.

- **Parks and Land Use – Community Development Fund** utilizes federal Community Development Block Grant (CDBG) and HOME Investment Partnership (HOME) grants to fund related expenditures in a collaborative, coordinated manner to meet identified housing and community needs. Expenditures are estimated to decrease in total by $53,700, which mainly includes a decrease of $119,100 for the HOME program. This is offset by an estimated increase of $73,900 in the Community Development Block Grant program (CDBG).

Public Works

- **Road Salt expenditures for County Highway snow removal operations** are budgeted to decrease by $226,700 to nearly $1.02 million. This includes an estimated $0.40 price decrease to $52.76 per ton on 15,580 tons expected to be purchased for County highway snow and ice removal usage. Also, the quantity of salt sold to municipalities is budgeted at 3,000 tons which represents a decrease of 4,000 tons from the 2012 budget.

- **County Highway vehicle fuel** budget increases by nearly $85,000 due to volatile fuel prices and anticipating increases from budgeted levels. This budget includes a price increase by $0.35 per gallon to $3.65 per gallon (equivalent to about $3.90 per gallon retail) in 2013.

- **State Highway Maintenance operations** work on State roads as directed by DOT are budgeted to increase by nearly $199,200 to over $4.5 million based on the current (2012) State's Routine Maintenance Agreement (RMA) and State Department of Transportation levels of services being requested. This agreement amount allows for funding of 22.0 FTE Patrol Workers, allocated to State highway maintenance work, which is the same level as 2012. Budgeted extra help for seasonal work for the winter second shift is being increased by $36,100 or 0.78 FTE, which is about 1,622 hours and overtime, is increased by $17,900 or 0.29 FTE (approx. 600 hours).

- **Transit Service operation** includes a fuel adjustment clause in the vendor contracts that increases $62,000 to $152,000, which is funded with Transportation fund balance.

Public Works (Continued)

- **Public Works General Fund building operations** contracted cleaning costs decrease by $61,675 from the 2012 budget to closer reflect the prior year actuals. According to DPW management, the only buildings that continue to be served with in house staff are the Courthouse and the Northview facility.

- **Energy and Utility budget costs for County facilities** are anticipated to decrease about $200,000 overall from the 2012 budget. Electricity costs are projected to decrease due to lower electric consumption directly related to energy savings projects that have been completed in the County. Also, due to an unusually high inventory of natural gas, the price of this commodity is lower than it has been in recent years resulting lower natural gas costs.

- The 2013 budget includes start up utility costs budgeted at $39,000 for the **New Health and Human Services (HHS) building** which is planned to be open by September of 2013.

- The **Vehicle Replacement Fund** includes a $204,000 increase for the purchase of replacement vehicles. The major departments include Public Works, Parks and Land Use and the Sheriff's department.

General Administration and Non-Departmental

- The **County Clerk's Office** 2013 budget removes non-reoccurring election costs budgeted in 2012 for the higher number of elections in even-numbered years of $155,000 and decreases the corresponding general fund balance, which was appropriated to fund the higher number of elections.

- **The Department of Administration (DOA)** general fund cost to continue expenditures are about $90,000, an increase of 1.9%.

- **DOA-Risk Management** expenditures for 2013 increase by less than 1% or $16,700 to almost $2.57 million. This primarily reflects an increase in Worker's Compensation self-insured claims costs and higher estimated future years claims payments based on historical trends.

- **DOA-Collections** division temporary extra help and related benefit costs decreases for about 1.8 FTE positions at an estimated cost of $56,200, and decreases in contracted services and third party temporary help by nearly $52,300 due to anticipating an increase in business in 2012 from a potential major new client that did not materialize.

- **Non-Departmental General Fund** expenditures decrease by $534,800 to $1,896,300, and includes a reduction in the Waukesha County Small Business Leverage Loan program by $200,000, from $308,000 to $108,000, based current-year estimates for the first year of this new program. The program is intended to provide "gap" loan funding for small, established businesses in Waukesha County to promote economic growth. The program is funded with prior-year Tax Increment District dissolution dollars returned to the County.

General Administration and Non-Departmental (Continued)

- **Non-Departmental General Fund** expenditures include a reduction in contributions to the Waukesha County Historical Society (WCHS) by $152,000, from $237,000 to $85,000, and provides a one-year extension of the building operations grant, in expectation of completion of plans and studies of future direction and funding for the museum. Debt service payments of $120,000 budgeted in 2012 end as the last payment of the $900,000 ten-year note for building improvements is paid off. This extension is funded with one-time General Fund Balance use. Programs operations grant funding of $215,000 will also continue to be funded in the Parks and Land Use budget for a one-year extension pending future direction of the museum and WCHS.

- **Non-Departmental General Fund** expenditures also decrease due to the removal of $125,000 budgeted in 2012 to cover the County's share of a one-time property tax appeal payment for the Target Distribution Center, which was funded with General Fund Balance.

- **Health and Dental Insurance Fund**, based on actuarial recommendation, decrease expenditures by $300,150 to $21,684,350, mainly due to a budgeted decrease in active employee claim costs by $816,000 to $17,503,000, largely from higher anticipated enrollment levels in the lower-cost HSA plan. This decrease is partially offset by an estimated increase in the County's contribution to employee health savings accounts by $446,900 to $965,900.

Debt Service

The Debt Service expenditure budget for general governmental purposes is $14,783,365, an increase of $84,467 from the 2012 Adopted Budget or 0.6%. To fund the 2013 Capital Project's Budget, $17 million is planned to be borrowed, which is $3 million below last year's level. This will increase the County's total debt outstanding to approximately $96.7 million, well below the allowable levels set by State statutes.

Capital Projects

The 2013 **Capital Project Expenditure Budget** of $27.87 million decreases $12,086,000 from the 2012 Adopted Budget. The 2013 capital budget identifies funding for existing and new projects at a net county cost of $19.5 million (after direct project revenues and fund balance appropriation totaling approximately $8.4 million are applied). For 2013, borrowed funds total $17 million (mentioned above) and investment income is at $510,000. Project funding also includes $2 million in County Tax Levy, a $425,000 decrease from the 2012 Adopted Budget.

2011-2013 REVENUE SUMMARY

SOURCE	2011 Actual (c)	2012 Adopted Budget (c)	2012 Estimate (c)	2013 Adopted Budget	Incr/(Decr) From 2012 Adpt. Budget
Intgov't Contracts & Grants (c)	$53,431,489	$49,594,332	$54,444,219	$48,863,909	$(730,423)
State Transportation Aids	$5,228,001	$4,678,002	$4,705,201	$4,678,002	-
State Shared Revenues	$1,041,769	$995,000	$995,000	$845,500	$(149,500)
Fines & Licenses	$2,614,193	$2,674,320	$2,604,675	$2,714,927	$40,607
Charges for Services (a) (c)	$32,222,883	$33,407,891	$33,604,131	$33,276,305	$(131,586)
Interdepartmental Revenue	$34,918,324	$36,150,998	$35,581,952	$36,708,567	$557,569
Other Revenues (c)	$10,610,927	$8,045,956	$9,294,175	$8,543,050	$497,094
Interest/Penalty on Delinq Taxes	$3,685,657	$2,850,000	$2,850,000	$2,850,000	-
Investment Inc-Unrestricted Funds	$5,620,459	$5,520,000	$5,000,000	$5,050,000	$(470,000)
Debt Borrowing	$10,000,000	$20,000,000	$20,000,000	$17,000,000	$(3,000,000)
Appropriated Fund Balance	$4,410,893	$20,499,621	$18,077,854	$12,099,722	$(8,399,899)
Retained Earnings (a)(b)	$(5,686,873)	$(718,439)	$(2,407,838)	$(586,812)	$131,627
Tax Levy	$100,276,004	$100,920,969	$100,920,969	$101,729,126	$808,157
Total Gross Revenues	**$258,373,727**	**$284,618,650**	**$285,670,338**	**$273,772,296**	**$(10,846,354)**

FUNCTION	2011 Actual (c)	2012 Adopted Budget (c)	2012 Estimate (c)	2013 Adopted Budget	Incr/(Decr) From 2012 Adpt. Budget
Justice & Public Safety	$18,423,699	$17,509,910	$17,752,994	$17,484,529	$(25,381)
Health & Human Services	$42,963,175	$40,473,300	$41,239,159	$41,616,777	$1,143,477
Parks, Env, Educ & Land Use	$23,440,968	$19,244,272	$24,155,797	$19,201,782	$(42,490)
Public Works	$18,998,741	$17,600,757	$17,980,912	$17,783,157	$182,400
General Administration	$20,189,533	$19,498,660	$18,940,351	$19,639,815	$141,155
Non-Departmental	$21,927,064	$22,489,600	$22,110,140	$22,530,700	$41,100
Debt Borrowing	$10,000,000	$20,000,000	$20,000,000	$17,000,000	$(3,000,000)
Capital Projects	$3,430,524	$7,100,000	$6,900,000	$5,273,500	$(1,826,500)
Appropriated Fund Balance	$4,410,893	$20,499,621	$18,077,854	$12,099,722	$(8,399,899)
Retained Earnings (a)(b)	$(5,686,873)	$(718,439)	$(2,407,838)	$(586,812)	$131,627
Tax Levy	$100,276,004	$100,920,969	$100,920,969	$101,729,126	$808,157
Total Gross Revenues	**$258,373,727**	**$284,618,650**	**$285,670,338**	**$273,772,296**	**$(10,846,354)**

(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) 2011 Actual, 2012 Budget, and 2012 Estimate have been restated for comparative purposes due to more accurately reflecting revenues classifications.

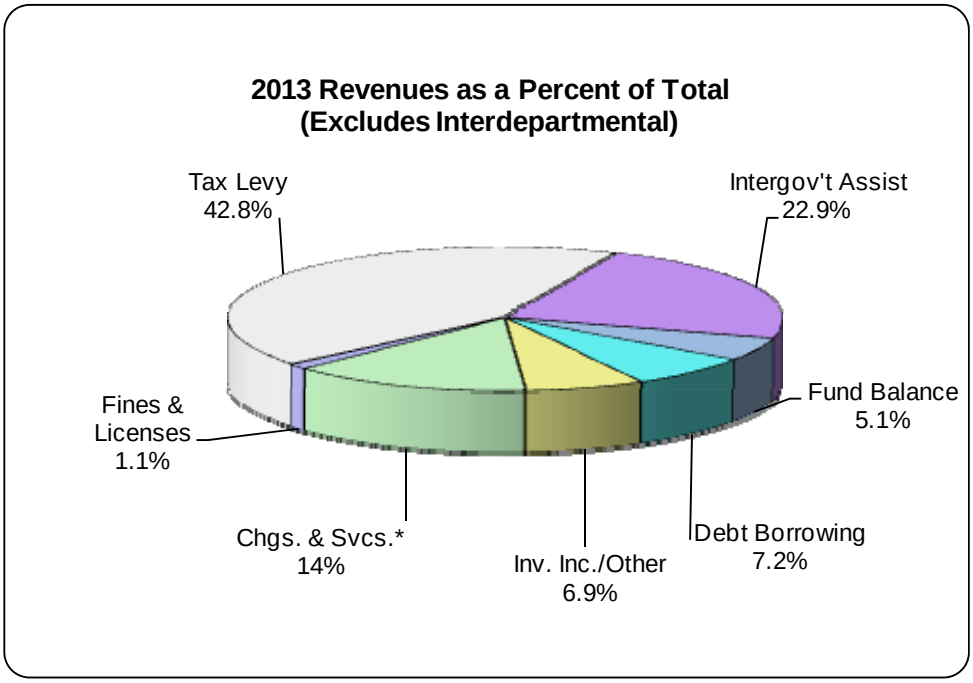
2013 REVENUE HIGHLIGHTS

Revenue Budget:

The **2013 revenue budget (excluding property Tax Levy, Fund Balance appropriations and revenue generating proprietary fund retained earnings) totals $159,943,448,** a decrease of $3,254,612 or -2.0% from the 2012 Adopted Budget. The net revenue budget is $123,234,881 after eliminating out Tax Levy of $101,729,126, Fund Balance of $12,099,722, and $36,708,567 of interdepartmental revenues (mostly from internal service funds, e.g., Health and Dental Insurance Fund and cross charges such as Sheriff Bailiff, court security, etc.), which are in essence double-budgeted.

The 2013 revenues consist of departmental operating revenues budgeted at $137,669,948 and capital project funds at $22,273,500 including $17,000,000 from planned borrowing. Overall, the operating revenues increase nearly $1.57 million or 1.2% from the prior year budget, while capital project revenues decrease by $4,826,500.

The graph below reflects the ratio of revenue sources budgeted for 2013 to all revenue sources, with tax levy of 42.8% and Intergovernmental Assistance of 22.9% (after excluding Interdepartmental revenues) as the major revenue components.



* Excludes Retained Earnings

Revenue Projection Methodology

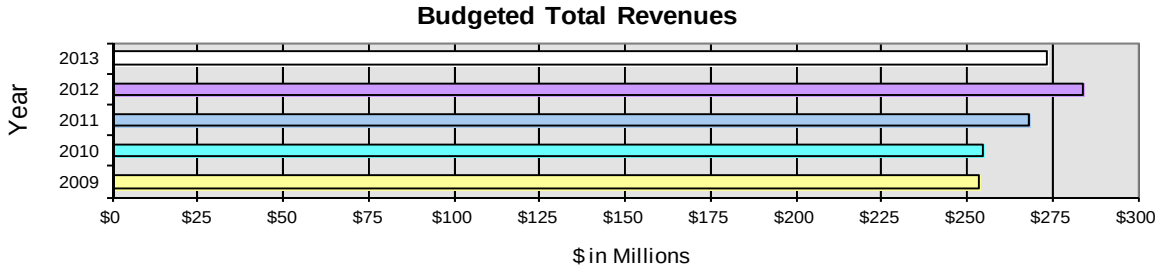
Realistic, conservative and accurate revenue estimates are one of the key building blocks in the development of a fiscally sound budget. The County combines four primary projection methods, mentioned below, based on the unique characteristics of forecasted revenue.

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

Projection and Trends:

External factors that may impact estimated future revenue trends include a continued slow economic recovery, a lack of recover in the real estate market and its impact on future property tax base values, moderate inflation, Federal and State budget deficits which will likely result in revenue reductions and the potential for higher future interest rates. Internal factors mainly include user fee rate increases which help cover the rising costs of services and the ability to collect on client accounts.

The graph below shows the total budgeted revenue trends from all sources for 2009-2013. Total revenues have shown annual increases during the five-year period as summarized below.



2013 REVENUE HIGHLIGHTS

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

The 2013 revenue budget decreases by nearly $10.8 million to $273.7 million, including Debt Borrowing decreasing by $3 million to $17 million to fund Capital Project expenditures; Overall Fund Balance appropriation reductions of $8.4 million, including a $6.8 million drop in the Capital Budget and $1.5 million less for the Operating budget. Intergovernmental Revenues decline by about $880,000 due to federal and State funding reductions. User fee charges for services decreases by $131,586 and the County general tax levy increases (excluding the special Library tax) by $761,039.

The 2012 revenue budget increases by nearly $16.5 million to $284.6 million including Debt Borrowing of $20 million to fund higher Capital Project expenditures. Interdepartmental Revenues increase by $1.6 million, including estimated increases in the 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 increases by about $346,600; partially offset by a decrease in Intergovernmental Revenues by over $3.2 million, mainly due to 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.

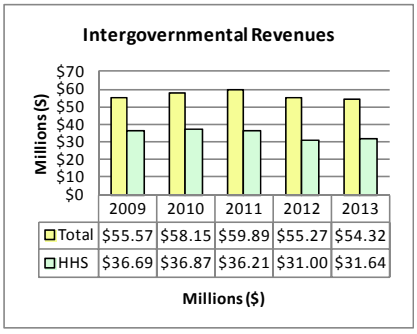
The 2010 revenue budget increased by $5.3 million largely due to an increase in Intergovernmental revenue of $2.7 million due to revenue of nearly $1.5 million for renewable energy incentive grants funded with federal stimulus (ARRA) dollars; $1.8 million for a contract with the City of Pewaukee to provide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

Detailed revenue highlights are included within each functional area summary.

A summary of highlights and major changes from the 2012 Budget to the 2013 Revenue Budget, by source, follows.

Intergovernmental Contracts & Grants:

Combined, total 2013 intergovernmental contracts, grants, state/federal aids and state shared revenues together are budgeted at $54,387,411, a decrease of $879,923 or -1.6% from the 2012 Adopted Budget (as indicated below).



- **H&HS Functional Area** Intergovernmental Revenue increases by about $643,496 to $31.6 million as follows:
  - **Department of Health and Human Services (H&HS)** – **Children with Special Needs Program** includes an increase in intergovernmental State revenue reimbursements related to the Children's Long Term Support (CLTS) Waiver programs by nearly $372,300 to $1.28 million. This includes reimbursement increases for additional case management service costs of about $178,900, which total $928,500. This is mainly due to more than 1,600 additional contracted case management staff hours (about 0.75 FTE) and an increase in the allowable billable cost recovery hourly rate up from $78.25/hour to $83/hour. In addition, federal matching revenues on locally funded CLTS client services (estimated at 60%) are budgeted at $144,900 (not budgeted for in 2012). H&HS administrative cost recovery estimated for the CLTS program increases by about $48,500 to $206,100.
  - **H&HS – Economic Services Administration and Support Program** includes a net increase in State/Federal funding for the Income Maintenance (IM) program by about $77,900 for a total of $2,411,800, mostly due to an increase in direct and indirect program costs covered with 50% federal match. Beginning in 2012, the State Department of Health Services assumed administration of the State/Federal Medicaid-funded Wisconsin Funeral & Cemetery Assistance Program (WFCAP), formerly the State indigent burial funding. As a result, $210,000 budgeted in 2012 for Federal/State pass-through payments and related expenditures, are eliminated from the current year budget
  - **Family Services & Juvenile Services Division's** 2013 budget includes decreases in State Youth Aids funding by about $201,100 to $3.25 million, based on a reduction that the Wisconsin Department of Corrections made to county allocations in 2012 to comply with the State budget's requirement to retain lapsing funds for the State's 2012 fiscal year.
  - **Aging & Disability Resource Center (ADRC)** General Government Grant revenue increases by $246,000 from $3.2 million in the 2012 Adopted budget to $3.5 million in the 2013 Adopted budget, due to $149,000 in additional indirect cost recovery, such as H&HS administrative overhead, and $97,587 mainly related to more billable time by ADRC Specialists.
  - **Nutrition Program** Federal revenues passed through the State are budgeted to increase by nearly $65,900 based on notification of an increase of the Older Americans Title III funding allocations, which is recalculated annually based on proportionate share of Wisconsin's elderly population.

2013 REVENUE HIGHLIGHTS

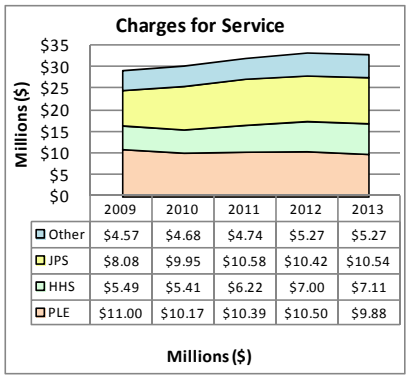
- **Capital Projects Funding** from General Government Revenues are budgeted to decrease by nearly $1.4 million including a reduction for Federal Highway funding of $3.6 million, partially offset with $1.9 million of Federal Transportation Enhancement grant funding for bike trail paving and $300,000 for the County Highway Improvement program (CHIP). Almost $2 million is also identified for local reimbursement of the cost of street amenities.

- General Government Revenues in the **Public Works Functional Area State Highway Maintenance operations** for work on State roads as directed by DOT are budgeted to increase by nearly $199,200 to over $4.5 million based on the current (2012) State's Routine Maintenance Agreement (RMA) and State Department of Transportation levels of services being 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. Revenues from the Department of Housing and Urban Development (HUD) are estimated to decrease in total by $45,200 including a decrease of $119,100 for the HOME program. However, Community Development Block Grant program (CDBG) funding is expected to increase by $73,900.

- **University of Wisconsin – Cooperative Extension** budgeted intergovernmental revenues decrease to about $243,000, mainly due to a new funding criteria from the U.S. Department of Housing and Urban Development (HUD) and outlined by the Waukesha County Parks and Land Use Director and Community Development Coordinator. The UW-Cooperative Extension's NRSA (Neighborhood Revitalization Strategy Area) projects may not receive Community Development Block Grant (CDBG) funding due to constraints in allowable public service allocations. As a result, $82,900 budgeted in CDBG grant funding for 2012 is not repeated in the 2013 budget. The revenue decreases are partially offset by budgeting the $48,300 in grant funding from the U.S. Department of Health and Human Services – Substance Abuse and Mental Health Services Administration for the Sober Truth on Preventing Underage Drinking (STOP) Act grant.

Charges for Services: User fees are budgeted at $33,276,305, which represents a decrease of $131,586 from the 2012 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 outpatient 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).



	2009	2010	2011	2012	2013
Other	$4.57	$4.68	$4.74	$5.27	$5.27
JPS	$8.08	$9.95	$10.58	$10.42	$10.54
HHS	$5.49	$5.41	$6.22	$7.00	$7.11
PLE	$11.00	$10.17	$10.39	$10.50	$9.88

- **Justice and Public Safety (JPS)** functional area Charges for Service revenues are budgeted to increase by about $127,700 to $10.5 million mainly due to an increase in **Sheriff** revenues by nearly $50,000, reflecting adjustments for requested staff changes for the Village of Sussex and the Village of Merton Police Patrol Contracts. The School Resource Officer (SRO) program includes additional revenue of $86,500 from the Norris School District requesting an additional SRO position. Higher revenues are partially offset by a reduction of $68,400 for Huber jail room and board mostly related to a decrease of 15.53 in the number of paying inmates from the 2012 Budget. Lower revenues from inmates are partially offset by fee increases and new fees in 2013 including Breathalyzer Test Fee, Huber disciplinary fee, vehicle storage fee and motorcycle escort fee. **Emergency Preparedness** charges for services revenue increase by $80,400, mostly due to one-time municipal revenue from the City of New Berlin by $62,500 and pass through charges for CAD of $17,200.

- Charges for Service revenue in the **Department of Administration – Collections Division** are budgeted to decrease by $139,700. A new major government client was anticipated to be added, which did not materialize.

- **Parks, Environment & Land Use (PLE)** functional area Charges for Service revenues decrease by about $58,000 to $9.88 million, and includes a decrease in the **Parks & Land Use Golf Courses Fund** by $129,000 to nearly $3.07 million, to be closer to current year revenue estimates.

Fines and Licenses: Fine and license revenues are estimated to total $2,714,927 for 2013, increasing $40,607, or 1.5% from the 2012 Budget, including the following: **Medical Examiner** budget includes increases for Cremation Permits of $66,250; **County Clerk** with a increase in Passport Application fee revenues by a total of $19,000; partially offset with the **H&HS Department** decreasing Operating While Intoxicated (OWI) Surcharge revenues by $50,000.

2013 REVENUE HIGHLIGHTS

Interdepartmental Revenues:

2013 Interdepartmental revenues total $36,708,567, an increase of about $557,569 or 1.5% from the 2012 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.

- In order to better reflect an increase in Worker's Compensation self-insured claims costs and higher estimated future years claims payments base on historical trends, **DOA-Risk Management** interdepartmental revenue increases by $167,600 to $1,796,100 but is still being subsidized by General Fund Balance.
- End User Technology Fund interdepartmental revenues for the total cost of technology ownership increases by about $141,100 (charges to departments limited to 2% increase) in the 2013 budget to reflect technology resources being used by departments.
- Interdepartmental revenues in the **Public Works Functional Area** increase by about $134,800 to $6.68 million, including an increase in fuel and vehicle repair and maintenance charges, from centralized fleet funding operation to departments, by nearly $200,000. Higher fuel costs are mainly due to an estimated 10% increase in prices; vehicle replacement charges by $101K; partially offset by lower housekeeping and building maintenance charges by $111,500 due to Equipment purchases and housekeeping services for the Mental Health Center being shifted out of the Public Works budget and being directly charged to the Mental Health Center budget in 2013 to eliminate the double budgeting of related expenditures and revenues.

Other Revenues:

Other revenues from various other miscellaneous sources in the 2012 Budget total $16.4 million, an increase of $27,094 from the 2012 Budget.

- The **Office of the Treasurer** investment income decreases by $280,000 to $4.5 million due to estimated lower investment rates of return.
- **Capital Projects** include an estimated decrease in investment earnings by $190,000, based on lower estimated Capital Projects Fund Balance resulting from decreased borrowing for 2013.
- **Department of H&HS – Mental Health Outpatient & Support Services Program** Revenues are budgeted to increase by about $196,700 to $1,492,200, largely from an increase in State collections revenues for County residents placed at the state mental health institutes by $184,000.
- **Department of H&HS – Children with Special Needs Unit** include $160,600 for pass-through reimbursements to vendors who cannot directly bill the Children's Long-Term Support (CLTS) program third-party administrator, budgeted for the first time in 2013.
- **University of Wisconsin – Cooperative Extension** one-time funding of $56,400 for the ProHealth Care Cancer Prevention Outreach Project in 2012 is not repeated in the 2013 budget.

Debt Financing:

The 2013 Budget includes borrowing of $17 million to finance a major portion of 2013 capital projects, which is a decrease of $3 million from the 2012 Adopted Budget although still at higher than usual levels, primarily due to last year funding of the H&HS Office Building (Project # 200615).

Appropriated Fund Balance:

To reduce the 2012 Tax Levy (for 2013 Budget purposes), the Budget includes Fund Balance appropriations of $12,099,722 for one-time projects, temporary expenditures or to phase in the impact of significant revenue losses. This includes $8,503,222 for the operating budgets and $3,596,500 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	$2,000						$2,000
Administration Internal Service Funds			$329,087				$329,087
Admin Dept-Risk Management			$243,154				$243,154
End User Tech. Fund			$624,773				$624,773
Airport Fund				$180,829			$180,829
Capital Projects Budget					$3,596,500		$3,596,500
Circuit Court Services	$20,000						$20,000
Contingency Fund	$1,200,000						$1,200,000
Corporation Counsel Dept.	$50,000						$50,000
Debt Service Fund						$1,428,365	$1,428,365
District Attorney	$25,000						$25,000
Emergency Preparedness	$122,500			$73,388			$195,888
Human Services Dept.	$243,680						$243,680
Non-Departmental	$400,500		$499,450				$899,950
Federated Library Fund		$79,900					$79,900
Parks and Land Use Dept.	$133,000	$725,000		$990,700			$1,848,700
Public Works Dept	$298,000	$347,000	$201,317				$846,317
Sheriff Dept.	$285,579						$285,579
Total by Fund Type	**$2,780,259**	**$1,151,900**	**$1,897,781**	**$1,244,917**	**$3,596,500**	**$1,428,365**	**$12,099,722**

Tax Levy: The overall 2012 Tax Levy (for 2013 Budget purposes) is $101,729,126, which represents an increase of $808,157 or 0.8% from the 2012 Adopted Budget. The total Tax Levy consists of General County Purpose Levy of $98,798,522, a $761,039 or 0.776% increase from the 2012 Adopted Budget, and the Special Federated Library Tax Levy of $2,930,604, an increase of $47,118 or 1.6% from the 2012 Adopted Budget, which are accessed to municipalities without Libraries.

DECISION MAKING CRITERIA FOR NEW POSITIONS

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

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

BUDGETED POSITIONS 2011-2013

SUMMARY BY FUNCTIONAL AREA

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

FUNCTIONAL AREAS:	2011 Year End	2012 Adopted Budget (a)	2012 Modified Budget	2013 Adopted Budget	12-13 Change
Justice and Public Safety (a)	549.75	544.52	544.52	544.90	0.38
Health and Human Services	419.62	418.06	418.06	417.06	(1.00)
Parks, Env., Educ., and Land Use	135.75	133.70	133.70	133.20	(0.50)
Public Works	144.10	135.60	135.60	135.60	-
General Administration	126.40	126.05	126.05	126.05	-
Non-Departmental	-	-	-	-	-
Total Regular Positions Countywide	**1,375.62**	**1,357.93**	**1,357.93**	**1,356.81**	**(1.12)**
Temporary Extra Help	121.02	123.64	123.64	121.41	(2.23)
Overtime	23.10	22.89	22.89	22.95	0.06
Total Position Equivalents Countywide	**1,519.74**	**1,504.46**	**1,504.46**	**1,501.17**	**(3.29)**

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

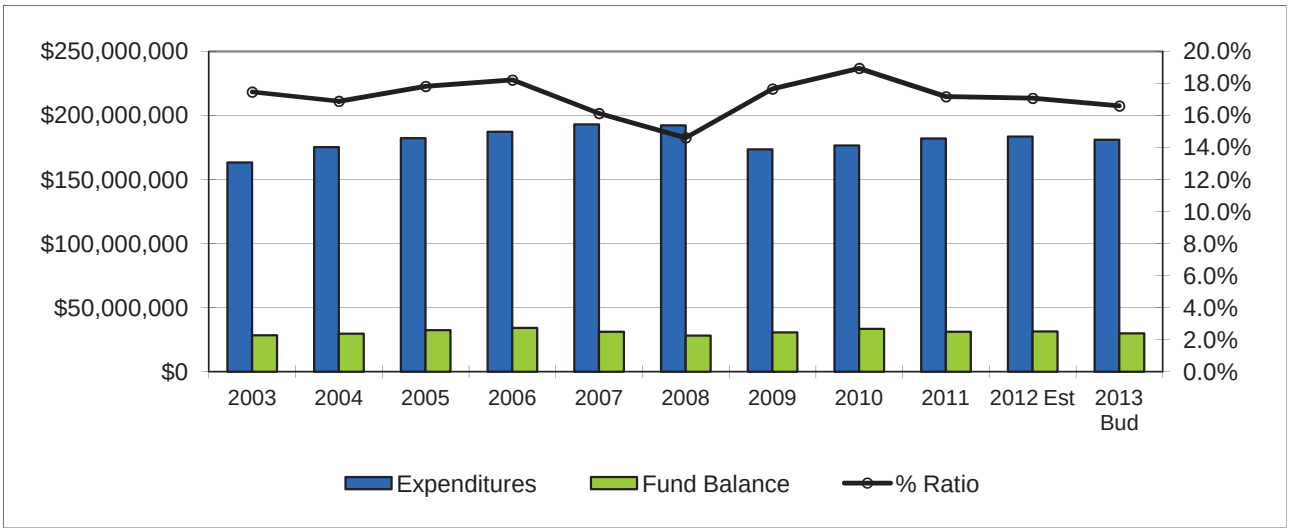
(a) The 2012 adopted budget is restated to more appropriately reflect the unfunding of an overfilled Communication Center Supervisor position (Department of Emergency Preparedness – Communication Center).

Significant Changes for 2013

- Budgeted Full-Time Equivalents (FTEs) decrease by a net of 3.29 FTE, including temporary extra help and overtime.
- There is a net decrease of 1.12 FTE budgeted regular positions.
- Temporary extra help decreases a net of 2.23 FTE (about 4,640 hours).
- Budgeted Overtime increases a net of 0.06 FTE (about 125 hours).

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

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	$182,118,157	$31,279,803	17.2%
2012 Est	$183,532,983	$31,341,713	17.1%
2013 Bud	$180,971,838	$30,031,713	16.6%

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 between 15 and 16%, 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 2013 Adopted Budget. For descriptions of funds see the Summary section.

December 31, 2012 (unaudited)

The current year projection (year-end 2012) 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, 2012 are projected at $141.8 million, a decrease of $3.7 million from December 31, 2011 year-end combined fund balances. Of the combined fund balance amount, $105.5 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, 2012 is projected at $64.9 million, a decrease of $2.7 million from 2011. Revenues were $395,000 over expenditures. Net transfers out of the General fund were $3.1 million, including $1.8 million for capital and $0.5 million for debt service. The unassigned portion of the fund balance is estimated at $36.3 million, a small increase from 2011 unassigned fund balance of $36.2 million.

Special Revenue Fund Balance - The December 31, 2012 estimated fund balance is $11.3 million, an increase of $1.3 million from 2011. This increase is due to a transfer in to the Transportation fund of $445,000 from the General Fund (mainly to offset General Transportation Aid reductions) and $580,000 of State Stewardship grant reimbursements in the Tarmann Parkland Acquisition Fund for prior year land acquisitions.

Working Capital - The unassigned General Fund balance provides working capital for almost nine weeks of operations based on the 2013 expenditure budget. In addition, the ratio of governmental funds unassigned fund balance to governmental expenditures for year-end 2012 is estimated at 17.1%. 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 15-16%.

SUMMARY OF FUND BALANCE PROJECTIONS, Cont.

Enterprise Fund Balance - Fund balance is projected at $20.3, a decrease of $0.2 million from 2011. This reflects planned use of fund balance in the 2012 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 2012 fund balance is estimated at $13.0 million, a decrease of $0.3 million from 2011. This reflects the planned use of fund balance in the 2012 budget.

Debt Service Fund Balance - Year end 2012 fund balance is estimated at $3.6 million, a decrease of $0.2 million from 2011.

Capital Projects Fund Balance – Fund balance is projected at $28.7 million, a decrease of $1.6 million from 2011. The entire fund balance is reserved for existing capital projects.

December 31, 2013

The year-end 2013 projection is based on 2013 budgeted revenues, expenditures, and estimates on completion of capital projects appropriated in prior years. At year-end 2013, total combined fund balances are estimated at $130.9 million, a decrease of $10.9 million from the estimated 2012 level. Of the estimated combined year end 2013 total fund balance, $96.0 million is restricted, committed or assigned specific future use within the particular funds, and $34.9 million is estimated to be the unassigned fund balance. This is an estimated decrease in unassigned fund balance of about $1.3 million from year-end 2012.

General Fund Balance - The estimated fund balance for the General Fund is projected at $60.7 million, a decrease of $4.1 million from the 2012 estimate. This decrease results from the planned use of $1.6 million in the 2013 budget and transfers out of $2.6 million. Transfers out include $1.5 million for capital projects, $0.5 million for debt service, and $0.3 million for transportation.

The unassigned portion of the fund balance is estimated at $34.9 million.

Special Revenue Fund Balance - The December 31, 2013 estimated fund balance is $10.5 million, a decrease of $0.8 million from 2012. This decrease results mainly from the planned use of fund balances in the 2013 budget.

Working Capital - The ratio of governmental funds unreserved fund balance to governmental expenditures for year-end 2013 is estimated at 16.6%, a decrease from the 17.1% estimate for year-end 2012.

SUMMARY OF PROJECTED FUND BALANCE
AS OF DECEMBER 31, 2012

SCHEDULE 1

	General Fund	Special Revenues	Enterprise	Internal Service	Debt Service	Capital Projects	Totals
Revenues:							
General Intergovernmental	$34,480,206	$19,896,623	$948,496	$ -	$ -	$ 800,000	$56,125,325
Taxes	80,103,040	4,885,366	192,563	(100,000)	13,415,000	2,425,000	100,920,969
Fines/Licenses	2,679,609	-	-	-	-	-	2,679,609
Charges for Services	22,398,414	1,745,128	5,412,155	3,518,945	-	-	33,074,642
Interdepartmental Revenue	3,522,931	549,738	602,875	30,741,862	-	-	35,417,406
Interest Income	4,400,000	155,000	-	-	200,000	700,000	5,455,000
Other Revenue	9,044,084	919,623	1,378,900	1,657,564	6,635,000	20,000,000	39,635,171
Total Revenues	$156,628,284	$28,151,478	$8,534,989	$35,818,371	$20,250,000	$23,925,000	$273,308,122
Expenditures:							
Personnel Costs	$97,177,069	$7,835,747	$2,827,311	$4,813,193	$ -	$ -	$112,653,320
Operating Expenses	45,826,653	13,540,409	4,568,651	31,095,891	-	-	95,031,604
Interdepartmental Charges	12,430,589	5,358,660	1,343,729	547,746	-	-	19,680,724
Fixed Asset/Capital Projects	798,778	565,078	-	-	-	27,373,241	28,737,097
Debt Service	-	-	-	-	20,943,156	-	20,943,156
Total Expenditures	$156,233,089	$27,299,894	$8,739,691 (A)	$36,456,830 (A)	$20,943,156	$27,373,241	$277,045,901
Excess of Revenues over (under) Expenditures	$395,195	$851,584 (B)	($204,702) (B)	($638,459) (B)	($693,156) (B)	($3,448,241) (B)	($3,737,779) (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, 2012

SCHEDULE 2

	General Fund	Special Revenues	Enterprise	Internal Service	Debt Service	Capital Projects	Totals
Fund Balance Dec 31, 2011	$67,643,642	$9,981,795	$20,508,611	$13,279,614	$3,773,563	$30,360,780	$145,548,005
Restricted/Committed/Assigned Fund Balance	31,444,296	9,981,795	20,508,611 (D)	13,279,614 (D)	3,773,563	30,360,780	109,348,659
Unassigned Fund Balance January 1, 2012	36,199,346	0	$0	$0	$0	$0	$36,199,346
Excess of Revenues over (under) Expenditures (A)	395,195	851,584	(204,702)	(638,459)	(693,156)	(3,448,241)	(3,737,779)
Net Operating Transfers in (out)	(3,143,254)	445,000	0	368,254	500,000	1,830,000	0
Excess of Revenues & Other Financing Sources over (under) Expenditures	($2,748,059)	$1,296,584	($204,702)	($270,205)	($193,156)	($1,618,241)	($3,737,779)
Total Projected Fund Balance Dec 31, 2012	64,895,583	11,278,379	20,303,909	13,009,409	3,580,407	28,742,539	141,810,226
Restricted/Committed/Assigned Fund Balance	28,634,327 (B)	11,278,379 (C)	20,303,909 (D)	13,009,409 (D)	3,580,407	28,742,539	105,548,970
Total Projected Unassigned Fund Balance	$36,261,256	$0	$0	$0	$0	$0	$36,261,256

Footnotes:
(A) Negative amounts reflect planned use of restricted, committed, or assigned fund balances for one time or temporary purposes.
(B) Includes $2,780,259 assigned in the 2012 budget.
(C) Includes $1,151,900 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, 2013

SCHEDULE 3

	General Fund	Special Revenues	Enterprise	Internal Service	Debt Service	Capital Projects	Totals
Fund Balance December 31, 2012	$64,895,583	$11,278,379	$20,303,909	$13,009,409	$3,580,407	$28,742,539	$141,810,226
Restricted/Committed/Assigned Fund Balance	28,634,327	11,278,379	20,303,909	13,009,409	3,580,407	28,742,539	105,548,970
Unassigned Fund Balance January 1, 2013	$36,261,256	$0	$0	$0	$0	$0	$36,261,256
Excess of Revenues over (under) Expenditures (A)	(1,580,259)	(1,151,900)	(1,244,917)	(1,897,781)	(1,428,365)	(3,596,500)	(10,899,722)
Net Operating Transfers in (out)	(2,565,654) (B)	347,000	0	178,154	500,000	1,540,500	0
Excess of Revenues & Other Financing Sources over (under) Expenditures	($4,145,913)	($804,900)	($1,244,917)	($1,719,627)	($928,365)	($2,056,000)	($10,899,722)
Total Projected Fund Balance Dec. 31, 2013	60,749,670	10,473,479	19,058,992	11,289,782	2,652,042	26,686,539	130,910,504
Restricted/Committed/Assigned Fund Balance	25,798,414	10,473,479	19,058,992 (C)	11,289,782 (C)	2,652,042	26,686,539	95,959,248
Total Projected Unassigned Fund Balance	$34,951,256	$0	$0	$0	$0	$0	$34,951,256

Footnotes:
(A) Budgeted fund balances are responsible for the deficit figures.
(B) Includes planned transfer out of $1,540,500 for Capital Projects, $500,000 for Debt Service, and $347,000 for Transportation, and $243,154 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

2013 BUDGET

REVENUES	GENERAL FUND (a)	SPECIAL REVENUE	ENTERPRISE	INTERNAL SERVICE	DEBT	CAPITAL PROJECTS	TOTAL
JUSTICE & PUBLIC SAFETY	$16,365,577		$1,118,952				$17,484,529
HEALTH & HUMAN SERVICES	$38,586,727	$3,030,050					$41,616,777
PARKS, ENV., EDUC., LAND USE	$7,140,528	$5,893,054	$6,168,200			$1,900,000	$21,101,782
PUBLIC WORKS	$1,410,061	$9,240,633	$753,106	$6,379,357		$2,313,000	$20,096,157
GENERAL ADMINISTRATION	$10,033,110			$9,606,705		$18,060,500	$37,700,315
NON DEPARTMENTAL	$1,345,800			$21,184,900			$22,530,700
FUND BALANCE APPROPRIATION	$2,780,259	$1,151,900	$1,244,917	$1,897,781	$1,428,365	$3,596,500	$12,099,722
RETAINED EARNINGS		($86,000)	($499,893)	($919)			($586,812)
TAX LEVY	**$79,545,863**	**$5,134,276**	**$192,563**	**$1,501,424**	**$13,355,000**	**$2,000,000**	**$101,729,126**
TOTAL REVENUES	$157,207,925	$24,363,913	$8,977,845	$40,569,248	$14,783,365	$27,870,000	$273,772,296
EXPENDITURES							
JUSTICE & PUBLIC SAFETY	$57,001,684		$926,587			$1,045,000	$58,973,271
HEALTH & HUMAN SERVICES	$64,161,547	$3,030,050				$10,721,000	$77,912,597
PARKS, ENV., EDUC., LAND USE	$13,603,300	$9,542,558	$6,924,760			$3,996,000	$34,066,618
PUBLIC WORKS	$10,167,809	$11,791,305	$1,126,498	$6,579,755		$11,018,000	$40,683,367
GENERAL ADMINISTRATION	$9,177,285			$12,305,143	$14,783,365	$960,000	$37,225,793
NON DEPARTMENTAL (a)	$3,096,300			$21,684,350		$130,000	$24,910,650
TOTAL EXPENDITURES	$157,207,925	$24,363,913	$8,977,845	$40,569,248	$14,783,365	$27,870,000	$273,772,296

(a) Includes Contingency Fund.

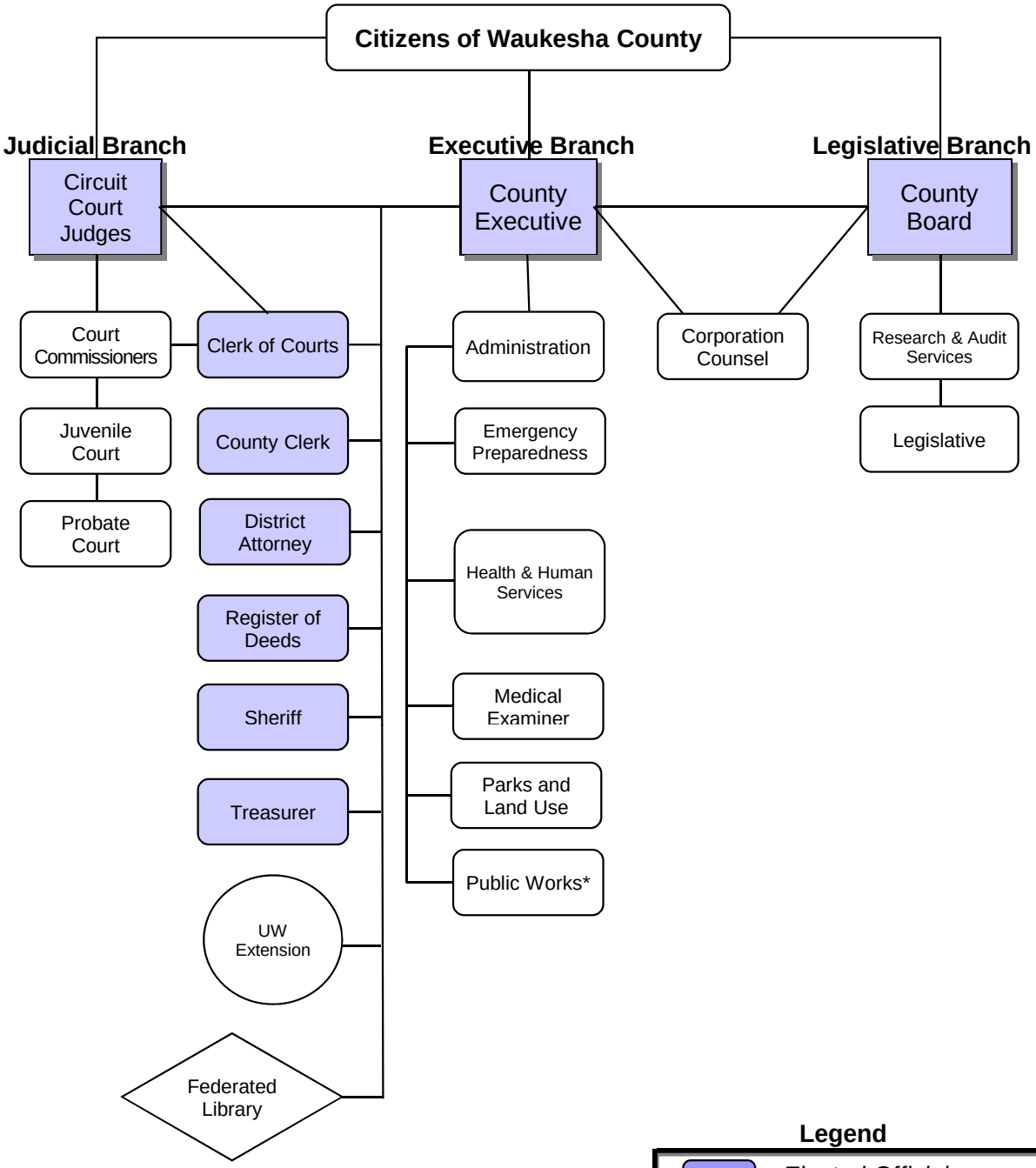
APPROPRIATION UNIT SUMMARY BY FUND TYPE

2013 BUDGET

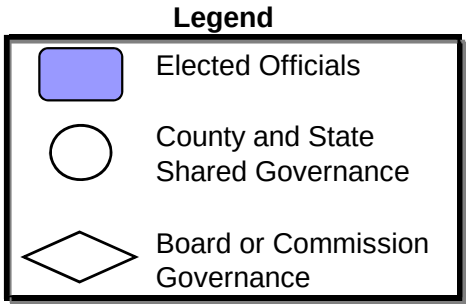
REVENUES	GENERAL FUND (a)	SPECIAL REVENUE	ENTERPRISE	INTERNAL SERVICE	DEBT	CAPITAL PROJECTS	TOTAL
INTERGOVT. CONTRACTS/GRANTS	$34,083,379	$14,665,532	$875,000	$0		$4,763,500	$54,387,411
FINES & LICENSES	$2,714,927	$0	$0	$0			$2,714,927
CHARGES FOR SERVICES	$22,393,003	$1,902,141	$5,453,272	$3,527,889			$33,276,305
INTERDEPART. REVENUES	$3,440,491	$491,532	$634,136	$32,142,408			$36,708,567
OTHER REVENUES	$12,250,003	$1,104,532	$1,077,850	$1,500,665		$17,510,000	$33,443,050
FUND BALANCE APPROPRIATION	$2,780,259	$1,151,900	$1,244,917	$1,897,781	$1,428,365	$3,596,500	$12,099,722
RETAINED EARNINGS	$0	($86,000)	($499,893)	($919)			($586,812)
TAX LEVY	**$79,545,863**	**$5,134,276**	**$192,563**	**$1,501,424**	**$13,355,000**	**$2,000,000**	**$101,729,126**
TOTAL REVENUES	$157,207,925	$24,363,913	$8,977,845	$40,569,248	$14,783,365	$27,870,000	$273,772,296
EXPENDITURES							
PERSONNEL COSTS	$98,056,453	$8,245,429	$2,962,306	$6,489,365			$115,753,553
OPERATING EXPENSES	$45,912,644	$10,599,810	$4,596,539	$33,250,261			$94,359,254
INTERDEPARTMENTAL CHARGES	$12,391,728	$4,607,974	$1,419,000	$829,622			$19,248,324
FIXED ASSETS & IMPROVEMENTS	$847,100	$910,700	$0	$0		$27,870,000	$29,627,800
DEBT SERVICE	$0	$0	$0	$0	$14,783,365		$14,783,365
TOTAL EXPENDITURES	$157,207,925	$24,363,913	$8,977,845	$40,569,248	$14,783,365	$27,870,000	$273,772,296

(a) Includes Contingency Fund.

Waukesha County Organizational Chart



* Airport became part of the Department of Public Works in 2011



Strategic Planning
&
Budget Policies

TABLE OF CONTENTS
STRATEGIC PLANNING
AND BUDGET POLICIES

Strategic Planning Overview 53

Waukesha County Planning Processes 56

Financial Management Policies 58

Capital and Operating Budget Process 64

Financial Structure 67

Waukesha County Budgetary Funds 69

Fund Descriptions 70

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. This year, the County is once again updating and re-energizing the process by holding stakeholder focus groups, conducting an environmental scan and working with departmental strategic planning coordinators to update their plans.

Through the strategic planning 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. To help guide the process, the County has established a cross-departmental Strategic Planning Steering Committee to guide the process and help identify priorities. This year's strategic planning focus groups will kick off in the fall.

When focus groups were conducted in 2005, respondents indicated that they desired 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 government exploring new ways of doing business. Most seemed 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 felt 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 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 which is updated annually. This year, 2013, will mark the greatest update to the plan since 2005. The document will continue 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 2013

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:	2011 Actual	2012 Actual	2013 Target
County's Bond Rating	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	2010 Actual	2011 Actual	2012 Actual
$ Amount of New Construction **	$397.6 million	$320.1 million	$406.4 million
% of Change	0.8%	0.64%	0.82%

********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.*

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 2013 tax levy budget.

The 2013 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. For 2013, 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 2013 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 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 2013 debt issue.

Reserve Policy

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

Investments

The County has adopted an investment policy with the primary objectives of preservation of capital in the overall portfolio, in order to protect investment principal, to maintain liquidity, and to maximize returns on investment. Investments are primarily limited to U.S. Treasury obligations, Government Agency Securities, taxable municipal (G.O.) bonds, 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.

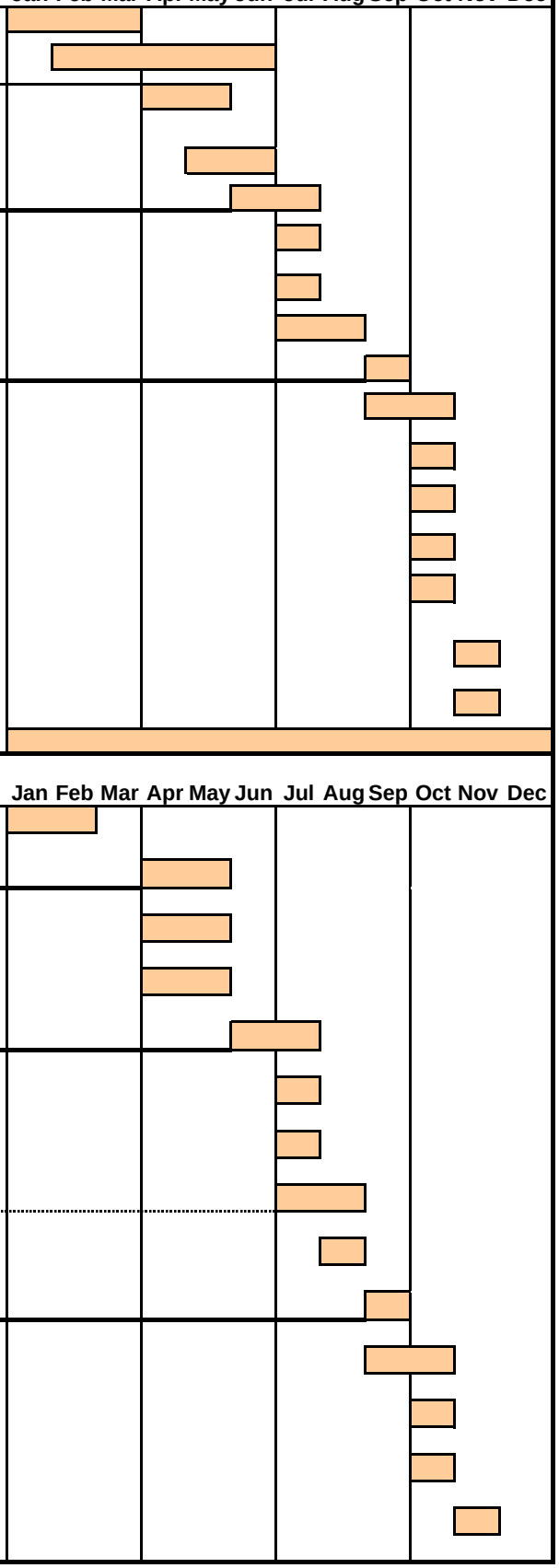
Accounting Policy and Basis of Budgeting

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	2013 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 6
Department budget development.	
Co. Executive holds Town Hall public hearing on budget.	July 17, 24, & 30
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. 25
Publication of County Board Public Notice.	Oct. 2
Finance Committee holds public hearing on Proposed Budget.	Oct. 17
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	2013 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 17, 24, & 30
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. 17
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 AND OPERATING BUDGET PROCESS, CONT.

	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**.

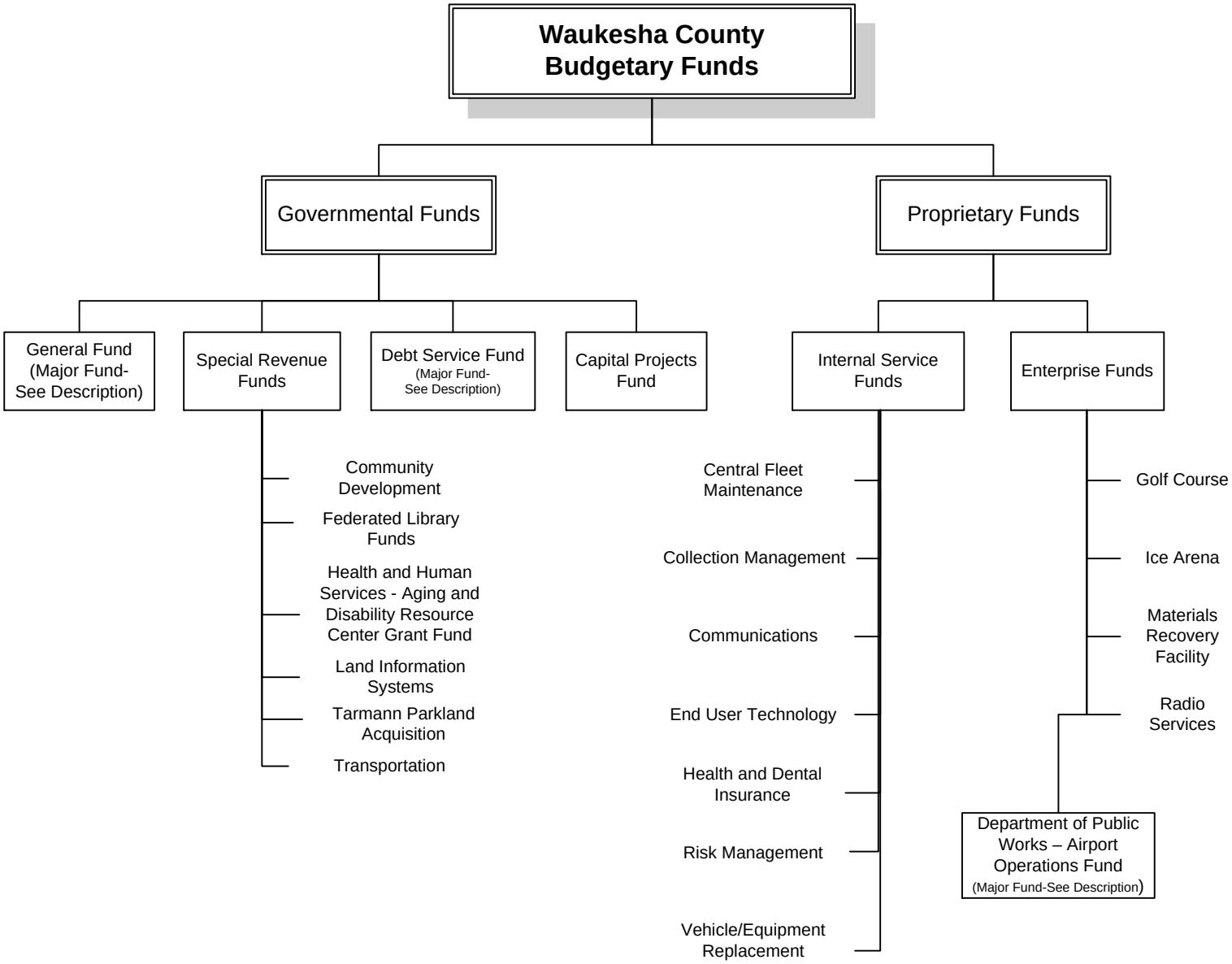
Agency Funds - Agency Funds are used to account for assets held by the County in a trustee capacity or as an agent for individuals, private organizations, other governments and/or other funds. Agency Funds are custodial in nature (assets equal liabilities) and do not involve measurement of results of 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 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 2013 expenditures and property tax levy for that fund.

	2013 Expenditure Budget	2013 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	**$157,207,925**	**$79,545,863**
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.	$3,030,050	$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.	$11,791,305	$2,203,672
Federated Library Funds		
To account for funds provided to maintain a member library system.	$4,697,340	$2,930,604
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.	$3,057,118	$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.	$788,100	$0
SPECIAL REVENUE FUND TOTALS	**$24,363,913**	**$5,134,276**

FUND DESCRIPTIONS

INTERNAL SERVICE FUNDS	2013 Expenditure Budget	2013 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.	$7,987,854	$1,621,424
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.	$2,773,466	$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.	$3,806,289	$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.	$795,810	$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.	$2,565,454	$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.	$956,025	-$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.	$21,684,350	$0
INTERNAL SERVICE FUND TOTALS	**$40,569,248**	**$1,501,424**

FUND DESCRIPTIONS

	2013 Expenditure Budget	2013 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.	$926,587	$0
Golf Courses Fund		
To account for operations and maintenance of the three County golf courses.	$3,212,071	$0
Ice Arenas Fund		
To account for operations and maintenance of the two County ice arenas.	$1,078,740	$0
Department of Public Works - Airport Operations Fund		
To account for Department of Public Works Airport operations and development of the County airport.	$1,126,498	$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.	$2,633,949	$0
ENTERPRISE FUND TOTALS	**$8,977,845**	**$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	**$14,783,365**	**$13,355,000**
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	**$27,870,000**	**$2,000,000**
TOTAL ALL FUNDS	**$273,772,296**	**$101,729,126**

Justice
&
Public Safety

TABLE OF CONTENTS
JUSTICE AND PUBLIC SAFETY

Justice and Public Safety Functional Area Summary 73

Emergency Preparedness
All Funds: 81
Fund: General - Emergency Management 84
Fund: Radio Services 91

District Attorney
Fund: General 95

Circuit Court Services
Fund: General 103

Medical Examiner
Fund: General 117

Sheriff
Fund: General 123

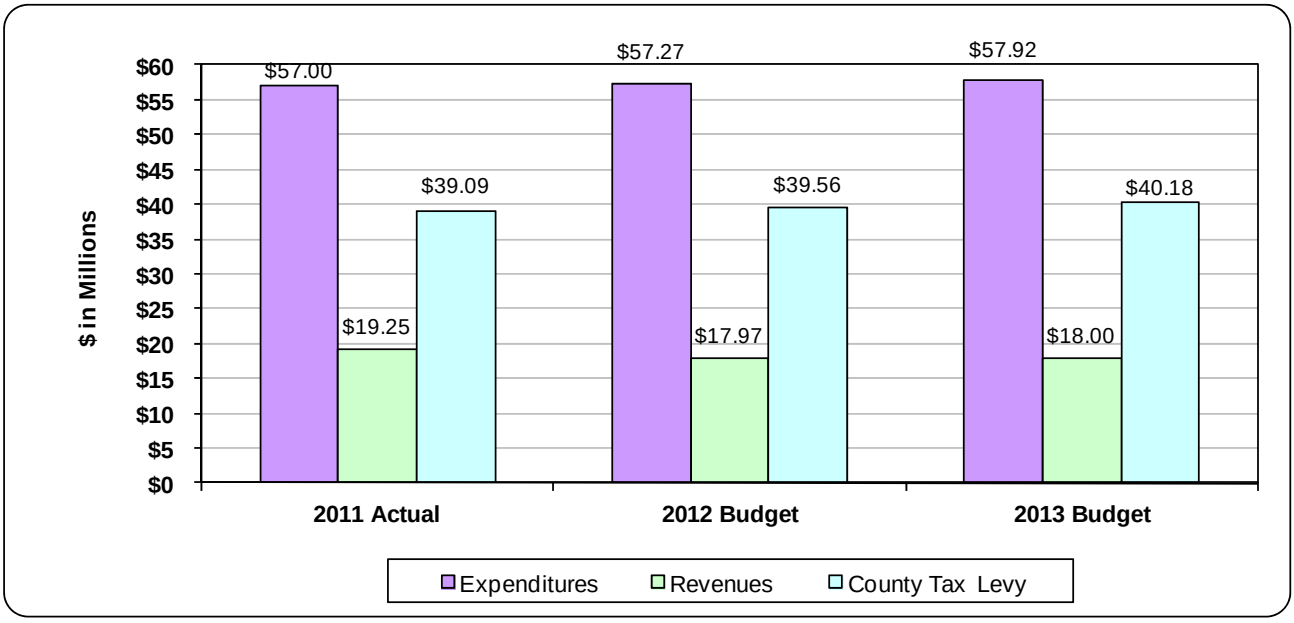
JUSTICE AND PUBLIC SAFETY

Functional Area Budget Highlights

The budgets within this functional area provide local law enforcement, corrections, support to State and County court operations and legal services, as well as 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 30 municipalities that agreed to join in the collaborative service venture. **Emergency Management** coordinates all of the disaster-related planning, training of local officials, response activities and recovery efforts. **Radio Service** operations maintain the County's Radio communication infrastructure and mobile data communication units. The **District Attorney** staff prosecutes state and local violations of law and provides services to crime victims through the **Victim/Witness and Victims of Crime Act (VOCA)** programs. For administration and budgetary purposes, the Register in Probate, Juvenile Court, Court Commissioner and Family Court Services budgets are merged together with the Clerk of Court's operating budget under an umbrella agency known as **Circuit Court Services**. The Clerk of 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 and provides contract services to Washington County. The **Sheriff's Department** provides patrol, investigation, and specialized law enforcement services to the entire County. Courtroom security and transportation are provided to court support operations through interdepartmental agreements. The Department also operates correctional facilities that include the County jail (prisoners awaiting trial and those serving jail terms of less than one year) and the Huber jail (minimum-security facility for work release prisoners).

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

The 2013 expenditure budget for this functional area totals $57,928,271, after excluding proprietary fund capitalized fixed asset items. This represents an increase of $656,720 or 1.1% from the 2012 Adopted Budget. Revenues, including fund balance appropriations, in the 2013 Budget total $18,010,996, an increase of $38,050 or 0.2% from the 2012 Adopted Budget. The County tax levy necessary to fund this functional area totals $40,183,028, an increase of $627,075 or 1.6% from the 2012 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

	2011 Actual	2012 Adopted Budget	2012 Estimate	2013 Budget	Change from 2012 Adopted Budget $	%
*** TOTAL JUSTICE & PUBLIC SAFETY ***						
Revenues (a)	$19,253,285	$17,972,946	$18,491,044	$18,010,996	$38,050	0.2%
County Tax Levy	$39,092,180	$39,555,953	$39,555,953	$40,183,028	$627,075	1.6%
Expenditure (b)	$56,996,988	$57,271,551	$57,477,412	$57,928,271	$656,720	1.1%
Rev. Over (Under) Exp.	$1,011,825	$0	$398,409	$0	-	N/A
Oper Income/(Loss) (c)	$336,653	$257,348	$171,176	$265,753	8,405	3.3%
BREAKDOWN BY AGENCY						
EMERGENCY PREPAREDNESS						
Revenues	$2,294,329	$1,545,897	$2,007,115	$1,699,515	$153,618	9.9%
County Tax Levy	$4,734,960	$4,849,883	$4,849,883	$5,049,883	$200,000	4.1%
Expenditure	$6,230,789	$6,138,432	$6,288,510	$6,483,645	$345,213	5.6%
Rev. Over (Under) Exp.	$461,847	-	$397,312	-	-	N/A
Oper Income/(Loss)	$336,653	257,348	$171,176	265,753	8,405	3.3%
DISTRICT ATTORNEY						
Revenues	$761,121	$681,479	$631,000	$551,587	($129,892)	-19.1%
County Tax Levy	$1,741,187	$1,756,187	$1,756,187	$1,781,187	$25,000	1.4%
Expenditure	$2,400,887	$2,437,666	$2,399,203	$2,332,774	($104,892)	-4.3%
Rev. Over (Under) Exp.	$101,421	-	($12,016)	-	-	N/A
CIRCUIT COURT SERVICES						
Revenues (a)	$3,962,615	$4,068,250	$3,973,750	$4,037,250	($31,000)	-0.8%
County Tax Levy	$5,130,027	$5,207,381	$5,207,381	$5,342,381	$135,000	2.6%
Expenditure	$9,316,000	$9,275,631	$9,179,643	$9,379,631	$104,000	1.1%
Rev. Over (Under) Exp.	($223,357)	-	$1,488	-	-	N/A
MEDICAL EXAMINER						
Revenues	$615,266	$484,850	$535,270	$571,370	$86,520	17.8%
County Tax Levy (c)	$944,183	$949,235	$949,235	$976,310	$27,075	2.9%
Expenditure	$1,465,776	$1,434,085	$1,502,691	$1,547,680	$113,595	7.9%
Rev. Over (Under) Exp.	$93,673	-	($18,186)	-	-	N/A
SHERIFF						
Revenues (a)	$11,619,954	$11,192,470	$11,343,909	$11,151,274	($41,196)	-0.4%
County Tax Levy	$26,541,823	$26,793,267	$26,793,267	$27,033,267	$240,000	0.9%
Expenditure (b)	$37,583,536	$37,985,737	$38,107,365	$38,184,541	$198,804	0.5%
Rev. Over (Under) Exp.	$578,241	$0	$29,811	$0	-	N/A

(a) The 2013 Budget includes a total of $388,079 of General Fund Balance appropriation, of which $122,500 is in Emergency Preparedness, $220,579 is in the Sheriff's Department, $25,000 in the District Attorney and $20,000 is in Circuit Court Services. The 2013 Budget also includes $73,388 of Radio Services Fund Balance and $65,000 of Health Insurance fund balance to ofset health insurance cost increases.. 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.

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

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

JUSTICE AND PUBLIC SAFETY

Functional Area Budget Highlights

- **Emergency Preparedness** General Fund 2013 budget total expenditures are increased by $339,319, including personnel cost increases of $339,300. This includes the addition of 3.0 FTE (Estimated personnel costs of $213,000) Telecommunicators and Telcommunicator overtime of 250 hours (0.12 FTE) for the transfer of New Berlin dispatch activity to the Communications Center. Additional costs of $37,000 are associated with the transfer for a total of $250,000. This is funded in part with $62,500 of municipal revenue from New Berlin during the transfer of dispatch services and fund balance of $37,500. The Communications Center budget also includes partial year software licensing costs for the new Computer Aided Dispatch (CAD) system of almost $20,000 offset in part with $17,200 of municipal pass through charges for new functionality. The budget also includes additional training funds of $35,000, offset with fund balance. The 2013 tax levy for the Communications Center increases $200,000.

- **Sheriff** expenditures increased about $199,000 on a base of nearly $38 million or 0.5%. The main budget driver is the costs to continue Jail operations. Overall net personnel costs of $30.4 million are budgeted to increase by $157,000. The Department made a decision to not fund a 1.0 FTE deputy sheriff position responsible for covering the 3rd shift desk position and instead are funding a 0.50 FTE clerk II position to staff the desk position which results in about $58,100 of budget cost savings. The Department also is unfunding 1.0 FTE detective position in the detective bureau and moving 1.0 FTE deputy position from the warrants division into this area to cover non-detective responsibilities resulting in $22,215 in budget cost savings. Extra help expenditures are reduced $46,000 resulting from a decrease in the number of security screeners from three to two screeners. In addition, the Sheriff's Department will staff the security station one less night a week for community meetings (going from the current three nights to two nights per week).

- The **Sheriff** continues the two year phase in of replacing vehicle equipment to retro fit into new police patrol vehicles mainly using Tahoes to replace as the Crown Victoria model (the Department's main patrol vehicle), is no longer offered. In 2012, $170,000 was provided for the first year of new vehicle equipment costs. This is reduced to $72,160 in the second year. These costs are funded with General Fund balance which is correspondingly reduced $97,840 for this purpose. Sheriff fuel costs are estimated to increase by $35,000 for anticipated increases in the price per gallon costs of fuel and some increase for fuel consumption.

- **Jail Inmate** medical costs are budgeted to increase by $58,000 to a total cost of over almost $1.6 million, and include a 4% increase for the medical care contract and $120,000 for outside the contract provided medical care for inmates.

- **Sheriff** insurance costs increase $55,000 due to various insurance cost allocation increases which result from higher claim expenses being experienced and reducing the charge subsidy. The Sheriff's budget also includes a decrease of $87,000 for an American Reinvestment and Recovery (ARRA) grant funded drug prosecutor position cross charged from the District Attorney's office. This also includes a corresponding reduction in intergovernmental revenue. The reduction is offset with an increase of $25,000 in the highway safety grant.

- **Patrol Contract** revenues increase by nearly $41,000 reflecting adjustments for requested staff changes for the Village of Sussex and the Village of Merton. The Villages have requested a sunset of the current lieutenant position to be replaced with a captain position that they plan to pay for at midyear, 2013. The School Resource Officer (SRO)program includes additional revenue of $86,500 from the Norris School District requesting an additional SRO position. The Department has also increased revenue $17,600 for HHS transports of juvenile girls to Washington County.

- **Jail operations revenues** include a reduction of $68,400 for Huber jail room and board. This includes an increase of $1.00 per day offset with a decrease of 15.53 paying inmates from the 2012 Budget of 141.4 Federal prisoner revenue remains unchanged at $77 a day, for about 43 inmates, generating revenue of $1.2 million. The Department

has seen a reduction in this in the short term (beginning in June). The Department has also increased other fees and has included new fees in 2013 including Breathalyzer Test Fee, Huber disciplinary fee, vehicle storage fee and motorcycle escort fee. Overall, charges for services revenue increases $49,400 or 0.6%.

- **Circuit Court Services** declining revenue trends continues with a decrease of $31,000 (excluding General Fund Balance of $20,000 and tax levy of $135,000). Reduced revenues include $15,000 for fines and forfeiture revenues and $10,000 for Charges for Service revenue based on prior year actual underachieved revenues. Other revenues are reduced $25,000 including lower investment income and recoveries. State revenues are budgeted to increase $19,000 which includes only $6,000 expected from the State Circuit Support Grant and increased Child Support IV-D reimbursements of $20,000 due to internal review of allocated related program costs with implemented changes made to the self help center.

- **Circuit Court Services** expenditures increase $104,000 including personnel costs of $139,000. The Department has unfunded 1.0 FTE Clerk Typist II position in the Criminal Traffic Division for $60,000. Net operating costs are increased $11,400 or less than 1%. This includes a $19,082 increase (2.7%) for guardian ad litem/court appointed attorney charges. In 2012 , this was decreased $37,000 largely due to the change in State Public Defender (SPD) indigence standards. These changes have not reduced these charges as expected. The increase is mostly offset with reduction in interpreter services of $9,000. Bailiff (Sheriff) charges for in-courtroom deputy security are estimated to decrease $15,000 along with Sheriff transportation service charges of $20,000. Bailiff cost reductions are mainly due to historical activity levels as observed by the Department. Direct video conferencing equipment replacement upgrades at the Mental Health Center and Juvenile Court at a cost of $10,000 in the Courts budget are expected to improve court proceeding experience for at risk citizens and reduce transportation costs to Health and Human Services Mental Health Center .

- **District Attorney's** budget reflects the sun setting of one federal Byrne grant special drug prosecutor position at the end of 2012 including expenditure and revenue reduction of $86,700. Budgeted revenue is also reduced $60,000 from the State Victim Witness reimbursement grant, reflecting a 40% reimbursement level as compared to 53% in 2012. When this program was started by the State Department of Justice, it was funded 90% with State funding and 10% local levy dollars. The Victim Witness revenue loss is partially offset with $25,000 of one-time General Fund Balance in the short term, while a statewide audit determines the cause of recent reductions in the offender surcharge collections is completed (the main revenue source used to fund this program) and possible alternative revenue streams are identified to continue support of this important program. The federal Victims of Crime Act (VOCA) grant funding continues being budgeted for 100% reimbursement of expenditure levels. Personnel changes also include un-funding a 0.50 FTE Clerk Typist I position resulting in estimated cost savings of $28,343.

- The **Medical Examiner's Office** budget increased expenditures of $113,600 or almost 8% to address increased case activity. This includes adding staff (change from part to full time for an additional cost of $43,865) and $50,000 for contracted autopsy assistance. Increased costs associated with higher case activity include $4,000 for medical supplies and $20,000 for medical testing. Increase revenues partially fund the cost increases including fee increases for cremation permits of $15 from $200 to $215 and additional projected permits of 175 to 1,550, estimated to generate an additional $66,250 of revenue. The death certificate fee is also increased $15 resulting in additional revenue of $5,250. Revenue from outside autopsies is increasing $17,720.

- Th**e 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 continu**es** to carry out targeted programs, projects and special studies to recommend and implement comprehensive changes aimed at reducing jail inmate recidivism and controlling jail inmate population growth and reducing the number of jail days inmates serve to help control variable jail costs.

BUDGETED POSITIONS 2011-2013
SUMMARY BY AGENCY AND FUND

JUSTICE AND PUBLIC SAFETY

Agency	Fund	2011 Year End	2012 Adopted Budget	2012 Modified Budget	2013 Budget	12-13 Change
EMERGENCY PREPAREDNESS	General	51.75	52.15	52.15	55.05	2.90
	Radio Services	5.25	5.25	5.25	5.35	0.10
	Subtotal	57.00	57.40	57.40	60.40	3.00
DISTRICT ATTORNEY	General	30.00	30.00	30.00	29.50	-0.50
CIRCUIT COURT SERVICES	General	95.50	92.00	92.00	91.00	(1.00)
MEDICAL EXAMINER	General	10.75	10.62	10.62	11.00	0.38
SHERIFF	General	356.50	354.50	354.50	353.00	(1.50)
	TOTAL REGULAR POSITIONS	549.75	544.52	544.52	544.90	0.38
	TOTAL EXTRA HELP	6.42	9.87	9.87	8.71	(1.16)
	TOTAL OVERTIME	13.35	12.96	12.96	13.17	0.21
	TOTAL BUDGETED POSITIONS	569.52	567.35	567.35	566.78	(0.57)

2013 BUDGET ACTIONS

Emergency Preparedness - General

Create 3.0 FTE Telecommunicators
Reclassify 1.0 FTE Program Assistant to Programs and Projects Analyst
Increase Overtime by 0.06 FTE
Transfer 0.10 FTE Senior Financial Analyst to Radio Services Fund

Emergency Preparedness - Radio

Transfer 0.10 FTE of Senior Financial Analyst from Emergency Preparedness General Fund

District Attorney

Unfund one vacant 0.50 FTE Clerk Typist 1 Position

Courts

Unfund 1.00 FTE Clerk Typist II in the Criminal Traffic Division
Decrease Extra Help by 0.19 FTE

Medical Examiner

Abolish part time 0.62 FTE Dep. Med Exam
Create 1.00 FTE Dep Med Exam/Path Assistant
Decrease Overtime by 0.07 FTE

Sheriff

Transfer 1.00 Clerk II From Jail Operations to Process/Warrant Service
Unfund 1.00 FTE Detective
Unfund 1.00 FTE Deputy
Abolish 1.00 FTE Lieutenant mid year 2013 funded by the Village of Sussex and Village of Merton patrol contracts. Position will sunset at mid year 2013 contingent on the funding from the contracting municipalities.
Create 0.50 FTE Clerk II
Create 1.00 FTE Captain position mid year 2013 funded by the Village of Sussex and the Village of Merton patrol contracts. Position will sunset at mid year 2013 contingent on the funding from the contracting municipalities.
Decrease Extra Help by 1.35 FTE
Increase Overtime by 0.22 FTE

2012 CURRENT YEAR ACTIONS:

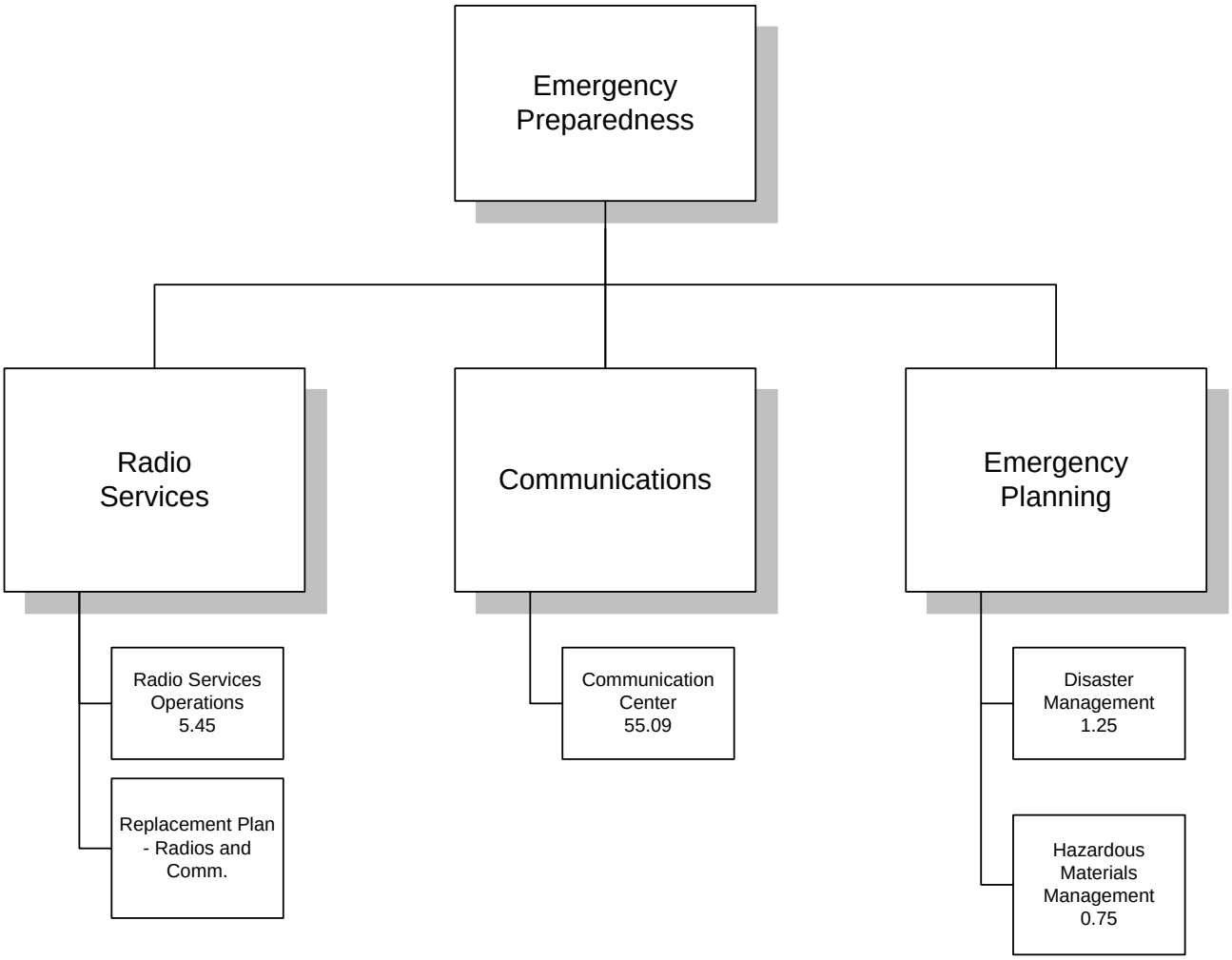
Left vacant one 0.50 FTE Clerk Typist 1 Position
Transfer 1.00 FTE Clerk Typist III from Family Court Services to the Family Division
Decrease 0.13 FTE Deputy Med. Examiner/Pathology Assistant
Increase Extra Help 0.50 FTE in Investigations/Cremations
Fund 1.00 FTE Deputy Sheriff as security screener with turnover savings and reduction in extra help
Decrease Extra help by 1.15 FTE to fund the 1.00 FTE Deputy Sheriff

THIS PAGE LEFT BLANK

Emergency Preparedness

EMERGENCY PREPAREDNESS

FUNCTION / PROGRAM CHART



62.54 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.

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	2011 Actual	2012 Adopted Budget	2012 Estimate	2013 Budget	Change From 2012 Adopted Budget $	%
General Fund						
Revenues (a)(c)	$1,091,122	$327,511	$879,261	$507,175	$179,664	54.9%
County Tax Levy	$4,734,960	$4,849,883	$4,849,883	$5,049,883	$200,000	4.1%
Expenditures	$5,364,235	$5,177,394	$5,331,832	$5,557,058	$379,664	7.3%
Rev. Over (Under) Exp.	461,846	$0	397,312	-	$0	-
Radio Services Fund						
Revenues (b)(c)	$1,203,207	$1,218,386	$1,127,854	$1,192,340	($26,046)	-2.1%
County Tax Levy	$0	$0	$0	$0	$0	-
Expenditures	$866,554	$961,038	$956,678	$926,587	($34,451)	-3.6%
Operating Income	$336,653	$257,348	$171,176	$265,753	$8,405	3.3%
Total All Funds						
Revenues (c)	$2,294,329	$1,545,897	$2,007,115	$1,699,515	$153,618	9.9%
County Tax Levy	$4,734,960	$4,849,883	$4,849,883	$5,049,883	$200,000	4.1%
Expenditures	$6,230,789	$6,138,432	$6,288,510	$6,483,645	$345,213	5.6%
Rev. Over (Under) Exp.	461,846	$0	397,312	-	-	-
Operating Income	$336,653	$257,348	$171,176	$265,753	8,405	3.3%

Position Summary (FTE)					
Regular Positions	57.00	57.40	57.40	60.40	3.00
Extra Help	0.00	0.00	0.00	0.00	0.00
Overtime	2.48	2.08	2.08	2.14	0.06
Total	**59.48**	**59.48**	**59.48**	**62.54**	**3.06**

(a) General Fund Balance is budgeted as follows: 2013: $122,500 2012: $35,000; 2011: $186,350.
(b) Radio Services Fund Balance is appropriated as follows: 2013: $79,461 2012: $89,614; 2011: $102,297 to partially cover depreciation expenses of federally funded capitalized assets.
(c) Revenues exclude County Tax Levy Funds.

General Fund 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 30 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	2011 Actual	2012 Adopted Budget	2012 Estimate (b)	2013 Budget	Change From 2012 Adopted Budget $	%
Revenues						
General Government (b)	$663,712	$252,810	$806,952	$267,670	$14,860	5.9%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$37,442	$36,409	$37,159	$116,855	$80,446	221.0%
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue	$35	$3,292	$150	$150	($3,142)	-95.4%
Appr. Fund Balance (a)	$389,933	$35,000	$35,000	$122,500	$87,500	250.0%
County Tax Levy	**$4,734,960**	**$4,849,883**	**$4,849,883**	**$5,049,883**	**$200,000**	**4.1%**
Total Revenue Sources (b)	**$5,826,082**	**$5,177,394**	**$5,729,144**	**$5,557,058**	**$379,664**	**7.3%**
Expenditures						
Personnel Costs	$4,008,825	$4,084,004	$4,014,210	$4,423,323	$339,319	8.3%
Operating Expenses (a)(b)	$752,078	$560,992	$803,423	$590,069	$29,077	5.2%
Interdept. Charges	$476,199	$497,298	$479,099	$493,666	($3,632)	-0.7%
Fixed Assets	$127,135	$35,100	$35,100	$50,000	$14,900	42.45%
Total Expenditures	**$5,364,235**	**$5,177,394**	**$5,331,832**	**$5,557,058**	**$379,664**	**7.3%**
Rev. Over (Under) Exp.	$461,846	$0	$397,312	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	51.75	52.15	52.15	55.05	2.90	
Extra Help	0.00	0.00	0.00	0.00	0.00	
Overtime	2.38	1.98	1.98	2.04	0.06	
Total FTEs	54.13	54.13	54.13	57.09	2.96	

(a) 2013 Appropriated Fund Balance is $37,500 for New Berlin, $35,000 for contracted training, $35,000 for unanticipated emergency equipment replacement needs, and $15,000 for planned equipment items.

(b) 2012 Estimate exceeds budget due to funds to be carried over from accepted grants, and grant awards anticipated in 2013.

Major Departmental Strategic Outcomes and Objectives for 2013

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:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Answer call within 15 seconds	97.65%	97.75%	97.75%	98.0%
Answer call within 40 seconds	99.06%	100%	100%	100%

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:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Key and entry question time equals input time minus 38 seconds for the Spillman System	90% on average less than 34.5 seconds	90% on average less than 31.0 seconds	90% on average less than 31.0 seconds	90% of all calls

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	2011 Actual	2012 Target	2012 Estimate	2013 Target
Case Entry	95%	96.61%	97.5%	97.50%	98.00%
Chief Complaint	95%	96.42%	97.00%	97.00%	98.00%
Key Question	90%	96.60%	97.00%	97.00%	97.00%
Pre-Arrival Instructions	95%	86.83%	90.00%	90.00%	92.00%
Post Dispatch Instructions	90%	98.68%	99.00%	99.00%	99.50%
Dispatch Code	90%	97.92%	98.00%	98.00%	98.50%
Total Rating for Incident	90%	97.06%	97.50%	97.50%	98.00%

Objective 4: 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 2013 budget.

County-Wide Key Strategic Outcome: A safe county

Objective 5: 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:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Number of Exercise Activities	25	25	35	30
Number of Locally Sponsored or Attended Classes or Trainings	New in 2012	27	25	25
Number of Planning/Coordination of ER Activities	New in 2012	170	185	185
Business Continuity Planning Activities	New in 2012	25	20	20
Number of Incident Reports	25	20	20	20
Public Education Activities	16	10	10	10
Percentage of Emergency Operation Plan reviewed	100%	100%	100%	100%

County-Wide Key Strategic Outcome: An environmentally responsible county

Objective 6: 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:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Number of Tier 2 Reports Received*	315	336	315	315
Number of Planning Facilities	134	142	134	134
Number of Plans Updated	33	36	32	32
Number of New Plans Created	3	2	6	4
Number of HazMat Incidents Reported	25	20	25	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 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 2013 technology review process. (Emergency Management, Information Technology, and Risk Management)

Current and Adopted Capital Projects

Project #	Project Name	Expected Completion Year	Total Budget Project Cost	Estimated % Complete at Year End '12	Estimated Net Operating Impact
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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**52.07**	**52.07**	**52.07**	**55.09**	**3.02**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$37,442	$36,409	$37,159	$116,855	$80,446
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$35	$3,292	$150	$150	($3,142)
Appr. Fund Balance	$312,069	$35,000	$35,000	$122,500	$87,500
County Tax Levy	**$4,538,983**	**$4,637,991**	**$4,637,991**	**$4,834,736**	**$196,745**
Total Revenues	**$4,888,529**	**$4,712,692**	**$4,710,300**	**$5,074,241**	**$361,549**
Personnel Costs	$3,819,734	$3,906,251	$3,839,964	$4,231,416	$325,165
Operating Expenses	$273,671	$351,130	$326,179	$371,656	$20,526
Interdept. Charges	$413,419	$420,211	$410,255	$421,169	$958
Fixed Assets	$52,135	$35,100	$35,100	$50,000	$14,900
Total Expenditures	**$4,558,959**	**$4,712,692**	**$4,611,498**	**$5,074,241**	**$361,549**
Rev. Over (Under) Exp.	$329,570	$0	$98,802	$0	$0

Waukesha County Department of Administration will reserve an additional $250,000 of General Fund Balance at the end of 2013 to continue funding the future equipment for dispatch center (except for desktop computers already in the replacement plan).

- General Fund Balance of $3,000,000 overall has been reserved through the 2004-2012 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 appropriated $1,175,000 to begin design to replace the 911 phone system and begin design for radio console equipment replacement.
  - In 2013, $15,000 is budgeted for the replacement of a portion of office chairs, backup computer equipment and the replacement of a portion of the television monitors. This will result in $1,223,400 of Reserved General Fund Balance being available for future equipment replacement needs.

Program Highlights

Charges for service increase by of $80,446 to $116,855 which mainly includes pass through charges for CAD of $17,200 and one-time municipal revenue from New Berlin of $62,500 for dispatch services. Other revenue is reduced by $3,142 due to equipment grants no longer being available. General Fund balance in 2013 includes continued use of $35,000 for unplanned emergency equipment replacement items; $15,000 for planned replacements of chairs, backup computers and televisions; $37,500 for New Berlin transition costs and $35,000 to fund additional training.

Personnel costs are estimated to increase by $325,165 to $4,231,416 for 54.07 FTEs. The addition of 3 Telecommunicator positions to handle calls for the addition of the City of New Berlin police and fire departments dispatch services. In May of 2012 New Berlin City Council voted to join WCC for 9-1-1 and dispatching services. Full integration was expected to take place on or before January 2013, but due to staffing issues the transition occurred on September 1, 2012. Overtime is budgeted at $153,661 which is an increase of $13,481 from the 2012 Budget to account for increasing overtime associated with New Berlin dispatching and 9-1-1- operations.

The Operating expense budget increases by $20,526 to $371,656 reflecting increases of $22,000 for partial year software licensing costs for the new CAD system, and increases of $2,000 to fuel cost for the Communications Center generator, and contracted services of $5,000 for Uninterruptible Power Source (UPS) maintenance, based on a 4 year trend. This is largely offset by budgeting decreases associated with the removal of one-time expenses associated with new/replacement equipment and re-evaluation of ongoing costs such as telecommunications equipment and the removal of four faxing/paging lines associated with the Spillman dispatch system resulting in budget cost savings of $10,829. Data processing equipment repair and maintenance costs are decreased by $8,000 based on the the last 4 years of lower actual expenses. Telecommunication costs decrease by $7,000 reflecting removal of funds for one-time equipment purchases made in 2012. Also, mileage, travel and tuition accounts decrease collectively by about $3,200 based on anticipated 2013 spending needs.

Net Interdepartmental charges increase only slightly by $958 to $421,168. This consists primarily of higher costs of technology and computer ownership costs by $11,057; an increase in general vehical liability of $3,400 based on claims paid. These increases are largely offset by decreases of $4,078 for lower radio services charges, reflecting the removal of 6 mobile data units from the Communications Center, and a decrease of about $7,150 based on 4 year trend history and reduced fixed cost of mapping services provided by the Land Information division.

Participating Members

Cities: Brookfield, Delafield, Pewaukee, and New Berlin

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. The office continues to pursue Federal and State 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 National Incident Management System(NIMS) compliance. The Office continues to coordinate and participate in disaster exercises throughout the County. Federal and State grant funding awards occur at different intervals during the year with changing fund focus, and at varying amounts, which makes it impossible to budget 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.

	2011 Actual	2012 Budget	2012 Estimate(a)	2013 Budget	Budget Change
Staffing (FTE)	**1.30**	**1.30**	**1.30**	**1.25**	**(0.05)**
General Government (a)	$582,250	$171,993	$726,135	$184,488	$12,495
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	$77,864	$0	$0	$0	$0
County Tax Levy	**$48,334**	**$64,425**	**$64,425**	**$65,602**	**$1,177**
Total Revenues	**$708,448**	**$236,418**	**$790,560**	**$250,090**	**$13,672**
Personnel Costs (a)	$114,818	$103,301	$99,712	$112,793	$9,492
Operating Expenses (a)	$332,854	$62,932	$330,314	$71,483	$8,551
Interdept. Charges (a)	$56,955	$70,185	$62,222	$65,814	($4,371)
Fixed Assets (a)	$75,000	$0	$0	$0	$0
Total Expenditures	**$579,628**	**$236,418**	**$492,248**	**$250,090**	**$13,672**
Rev. Over (Under) Exp.	$128,820	$0	$298,312	$0	$0

(a) Operating Expenses are over the adopted budget largely due to the Department's estimate that about $185,000 will be expended of the $466,875 that has been subsequently appropriated by ordinance to modify the 2012 Adopted Budget for the Urban Area Security Initiative grant awards.

Program Highlights

Disaster Management program receives General Government revenues in the form of an annual Emergency Management Performance Grant (EPMG reimbursement grant) from the State of Wisconsin Emergency Management to support disaster management activities budgeted at $184,488, which increases $12,495 from the 2012 budgeted amount.

Personnel costs increase by $9,492 to $112,793 reflecting continuing costs for 1.25 FTE and the reclassification of the Program Assistant position to Programs and Projects Analyst. This is partially offset by decreases in overtime of $3,190. Also related to this change is a reduction in operating contracted services of $6,535, as these duties will be included in the Programs and Projects Analyst positon. Operating expenses at $58,988 also include an increase in Telecommunications equipment of $2,066, based on 4 year spending trends and an increase in contracted services of $12,495 for costs assocated with planned grant activities including implementation of the new Comprehensive Emergency plan; training and exercises. Net Interdepartmental charges decrease by $4,371 to $65,814 largely due to a decrease in vehicle repair and maintenance costs of $8,000 based on anticipated expenses and the past 3 year spending trends. This is partially offset by an increase in Administrative overhead charges increase of $5,000.

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. 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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**0.76**	**0.76**	**0.76**	**0.75**	**(0.01)**
General Government	$81,462	$80,817	$80,817	$83,182	$2,365
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	**$147,643**	**$147,467**	**$147,467**	**$149,545**	**$2,078**
Total Revenues	**$229,105**	**$228,284**	**$228,284**	**$232,727**	**$4,443**
Personnel Costs	$74,272	$74,452	$74,534	$79,114	$4,662
Operating Expenses	$145,553	$146,930	$146,930	$146,930	$0
Interdept. Charges	$5,824	$6,902	$6,622	$6,683	($219)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$225,649**	**$228,284**	**$228,086**	**$232,727**	**$4,443**
Rev. Over (Under) Exp.	$3,456	$0	$198	$0	$0

Program Highlights

General governmental revenues includes $83,182 allocated from State Emergency Planning and Community Right-to-Know Act (EPCRA) reimbursement grant funds to support these activities. The $83,182 includes $8,605 (State grant funded) that is budgeted for Hazardous Materials Response Team equipment budgeted in the operating expense appropriations to fund purchases to enhance response capability.

Net Personnel costs are estimated to increase by $4,662 to $79,114 for .75 FTE allocated to this program due to the costs to continue increases for salary and benefit costs. Also the partial costs of the reclassification of the Program Assistant to Programs and Projects Analyst is included in this program. These costs are partially offset by the removal of overtime expenses in the amount of $1,145. Operating expenses remain at 2012 levels. Interdepartmental charges decrease by $219 to $6,683 due to slight decreases in End User Technology ownership costs.

Emergency Preparedness

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	2011 Actual (d)	2012 Adopted Budget	2012 Estimate	2013 Budget	Change From 2012 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$506,172	$507,320	$435,362	$484,816	($22,504)	-4.4%
Interdepartmental	$594,738	$621,449	$602,875	$634,136	$12,687	2.0%
Other Revenue	$0	$0	$0	$0	$0	N/A
Appr. Fund Balance (a)	$102,297	$89,617	$89,617	$73,388	($16,229)	-18.1%
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$1,203,207**	**$1,218,386**	**$1,127,854**	**$1,192,340**	**($26,046)**	**-2.1%**
Expenditures						N/A
Personnel Costs	$476,664	$518,270	$494,855	$529,112	$10,842	2.1%
Operating Expenses (d)	$273,587	$318,594	$337,262	$269,394	($49,200)	-15.4%
Interdept. Charges	$116,303	$124,174	$124,561	$128,081	$3,907	3.1%
Fixed Assets (memo) (c)	$0	$66,000	$66,000	$0	($66,000)	-100.0%
Total Expenditures (c)	**$866,554**	**$961,038**	**$956,678**	**$926,587**	**($34,451)**	**-3.6%**
Operating Income (Loss) (b) (d)	$336,653	$257,348	$171,176	$265,753	$8,405	3.3%
Position Summary (FTE)						
Regular Positions	5.25	5.25	5.25	5.35	0.10	
Extra Help	0.00	0.00	0.00	0.00	0.00	
Overtime	0.10	0.10	0.10	0.10	0.00	
Total FTEs	5.35	5.35	5.35	5.45	0.10	

(a) Radio Services Fund Balance of $89,617 in 2012 was budgeted to cover depreciation expenses related to the capital project mobile data computer system funded by federal Homeland Security grant funds. 2013 Radio Services Fund Balance of $73,388 is budgeted to partially offset depreciation expenses associated with the Mobile Data computer system.

(b) Operating income excludes capitalized Fixed Asset purchases and is attributable to revenues providing funding for the County radio replacement program (2011: $233,824; 2012: $257,348; and $259,084 in 2013).

(c) 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. There are no fixed asset requests for the 2013 Budget.

(d) The 2011 actual operating income amount shown differs from the 2011 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 that is not reflected as a financial transaction (revenue) by Accounting Services Division.

Major Departmental Strategic Outcomes and Objectives for 2013

County-Wide Key Strategic Outcome: A safe county

Objective 1: Maximize uptime, performance, and reliability of countywide trunked radio communications.

Key Outcome Indicator: Uptime percentage. Develop a performance measure and a reliability measure

Performance Measure:	2011 Actual	2012 Target	2012 Estimate	2013 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).	98.00%	98.00%	98.00%	98.25%

Objective 2: Provide rapid, accurate programming of custom user radio talkgroup/channel templates.

- Radio Services is responsible for programming of all radios on the Waukesha County trunked system
- Users work with Radio Services to develop custom programming template reflecting each agency's needs.
- Since 2009, radios are converted to "Advanced System Key" to enhance security and prevent tampering.

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

	2011 Actual	**2012 YTD (7/31)**	**2012 Estimate**	**2013 Target**
County	485	231	250	200(a)
In-County municipal	196	342	350	200
Out-of-county	124	68	75	75
Totals	**805**	**641**	**675**	**475**

(a) Expected to be reduced in anticipation of 2014 trunked system replacement

Current and Adopted Capital Projects

Project #	Project Name	Expected Completion Year	Total Budget Project Cost	Estimated % Complete at Year End '12	Estimated Net Oper. Impact	Est. Depreciation Expense
200815	Trunk Radio Digital Radio System (a)(b)	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.
(b) An MOU has been enacted between Waukesha County and Milwaukee County to hire a consultant to examine the feasibility of hosting a shared system for both counties at the Waukesha County site, as the technology may allow for better interoperability amongst neighboring entities.

Trunked and Conventional Radio Operations

County-Wide Key Strategic Outcome: A safe county

Program Description

Trunked Radio Operations

Provides centralized system administration, maintenance, and support for the operations of the infrastructure for the County's 37 municipalities, and 7 separate fire districts to maintain approximately 5,300 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.

Conventional Radio Operations

Provides radio design and engineering consultation services, purchasing, installation, operation, and servicing of traditional radios and base stations including new Communication Center radio consoles and related equipment (Dispatch Operations). Operations include maintenance and repair services of two-way radio communication (remaining UHF 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.

	2011 Actual	2012 Budget (a)	2012 Estimate (a)	2013 Budget	Budget Change
Staffing (FTE)	**5.35**	**5.35**	**5.35**	**5.45**	**0.10**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$506,172	$507,320	$435,362	$484,816	($22,504)
Interdepartmental	$360,914	$363,586	$345,012	$368,383	$4,797
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$102,297	$89,617	$89,617	$73,388	($16,229)
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$969,383**	**$960,523**	**$869,991**	**$926,587**	**($33,936)**
Personnel Costs	$476,664	$518,270	$494,855	$529,112	$10,842
Operating Expenses (a)	$273,587	$318,594	$337,262	$269,394	($49,200)
Interdept. Charges	$116,303	$124,174	$124,561	$128,081	$3,907
Fixed Assets (memo)	$41,584	$66,000	$66,000	$0	($66,000)
Total Expenditures	$866,554	$961,038	$956,678	$926,587	($34,451)
Rev. Over (Under) Exp.	$102,829	($515)	($86,687)	$0	$515

(a) 2012 Budget is restated to reflect correction to depreciation expense of $515 charged to incorrect program area in previous years.

Program Highlights

Charges for Services decrease by $22,504 to $484,816, due primarily to reductions in parts resale revenue of about $11,800, and lower radio installation estimates of $36,287, based on prior years' trends. Additionally, the loss of 31 mobile data system users shift to new technologies and a reduction in fee rate associated with the removal of some licensing and connection costs also contribute to this decrease. This is partially offset by an increase in Radio Tower lease revenue of $31,575. Interdepartmental revenues increase by almost $4,800, due primarily to increases in Radio Service labor, and conventional and trunked radio usage of about $5,000. Radio Services Fund Balance of $73,388 is mainly appropriated to offset deprecation expenses associated with the Mobile Data Computer System, purchased with federal homeland security grant funds.

Net personnel costs increase $10,842 mainly due to the cost to continue for 5.35 FTEs and a 0.10 FTE increase due to the transfer of 10% of the Sr. Financial Analyst position at a cost of approximately $10,000 from Emergency Preparedness-Communication Center-General Fund operations. Personnel cost to continue increases are partially offset by an employee selecting a single healthcare plan as opposed to a previously budgeted family plan, and reduced overtime costs. Operating expenses decrease by $49,200, largely due to a decrease in budgeted expenses based on recent spending levels for resale parts of about $9,000, lower electrical supplies costs of nearly $17,100, and software licensing costs no longer required of about $38,000. This offsets an estimated increase in electricity costs of about $16,650, mainly associated with the Radio Services building expansion. Interdepartmental costs increase slightly by $3,907. No fixed assets are budgeted for 2013.

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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental (a)	$233,824	$257,863	$257,863	$265,753	$7,890
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	**$233,824**	**$257,863**	**$257,863**	**$265,753**	**$7,890**
Personnel Costs	$0	$0	$0	$0	$0
Operating Expenses	$0	$0	$0	$0	$0
Interdept. Charges	$0	$0	$0	$0	$0
Fixed Assets (memo)	$0	$0	$0	$0	$0
Total Expenditures	**$0**	**$0**	**$0**	**$0**	**$0**

Rev. Over (Under) Exp. (a)	$233,824	$257,863	$257,863	$265,753	$7,890

(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.

Program Highlights

The 2013 revenue budget continues the accumulation of funds for County departments to be used as a user equipment replacement fund. Interdepartmental revenues from equipment fund replacement charges increase by $7,890 for inflationary cost increases of future equipment replacements and provides for replacements funding in the plan (based on the radio units by department in the table below).

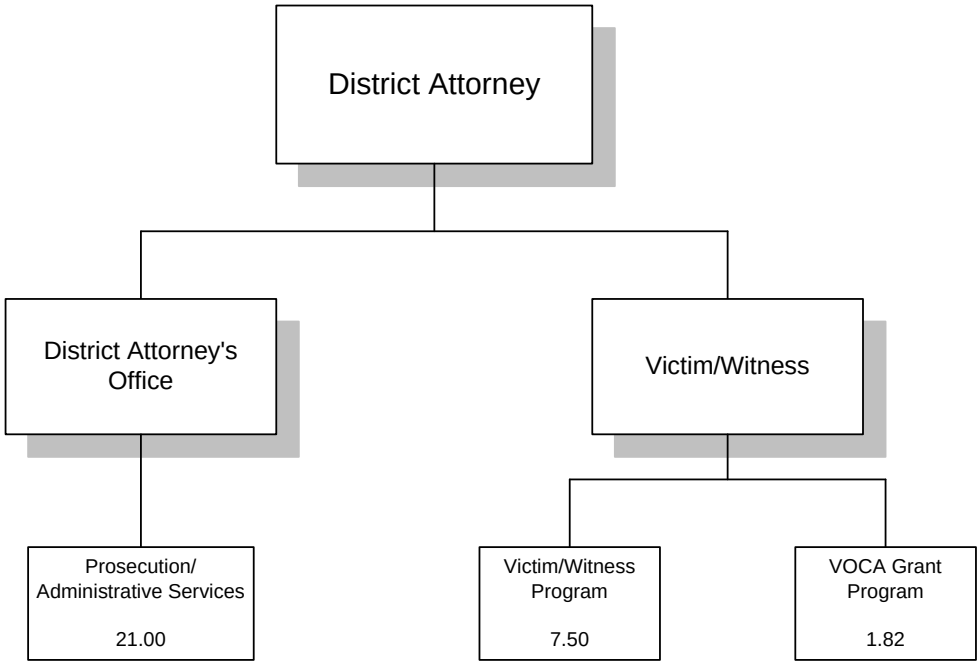
Activity – Radio Replacement Charges

Trunked Radio System	2012	2013	2012	2013	2013
Department	# of Radios	# of Radios	Budget	Budget	$ Change
Public Works	182	182	$48,271	$50,298	$2,027
Parks & Land Use	107	107	$41,353	$43,090	$1,737
Sheriff	314	314	$141,009	$144,013	$3,004
Public Works - Central Fleet	7	7	$1,831	$1,908	$77
Medical Examiner	5	5	$1,747	$1,820	$73
Emerg Prep - Emerg Mgmt	28	28	$9,662	$10,048	$386
Emerg Prep - Radio Services	18	18	$8,492	$8,849	$357
Health & Human Services	10	10	$5,035	$5,245	$210
Airport	1	1	$463	$482	$19
Total	**672**	**672**	**$257,863**	**$265,753**	**$7,890**

District Attorney

DISTRICT ATTORNEY'S OFFICE

FUNCTION / PROGRAM CHART



30.32 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	2011 Actual	2012 Adopted Budget	2012 Estimate	2013 Budget	Change From 2012 Adopted Budget $	%
Revenues						
General Government	$378,750	$375,851	$320,000	$301,292	($74,559)	-19.8%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$64,891	$60,000	$64,400	$64,439	$4,439	7.4%
Interdepartmental	$151,233	$164,500	$164,500	$77,767	($86,733)	-52.7%
Other Revenue	$91,920	$81,128	$82,100	$83,089	$1,961	2.4%
Appr. Fund Balance (a)	$74,327	$0	$0	$25,000	$25,000	N/A
County Tax Levy	**$1,741,187**	**$1,756,187**	**$1,756,187**	**$1,781,187**	**$25,000**	**1.4%**
Total Revenue Sources	**$2,502,308**	**$2,437,666**	**$2,387,187**	**$2,332,774**	**($104,892)**	**-4.3%**
Expenditures						N/A
Personnel Costs	$1,860,680	$1,862,188	$1,834,712	$1,848,242	($13,946)	-0.7%
Operating Expenses	$324,929	$364,385	$356,798	$273,179	($91,206)	-25.0%
Interdept. Charges	$215,278	$211,093	$207,693	$211,353	$260	0.1%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$2,400,887**	**$2,437,666**	**$2,399,203**	**$2,332,774**	**($104,892)**	**-4.3%**
Rev. Over (Under) Exp.	$101,421	$0	($12,016)	$0	$0	N/A
State Funded Attorney Positions	14.50	14.50	14.50	14.50	0.00	
Grant Funded Positions	2.00	2.00	2.00	1.00	(1.00)	
Position Summary (FTE)						
Regular Positions	30.00	30.00	30.00	29.50	(0.50)	
Extra Help	0.88	0.82	0.82	0.82	0.00	
Overtime	0.01	0.00	0.00	0.00	0.00	
Total FTEs	30.89	30.82	30.82	30.32	(0.50)	

(a) General Fund Balance budgeted at $25,000 in the 2013 Budget to assist the department to offset the impact of revenue loss from the State related to the Victim/Witness Program.

Major Departmental Strategic Outcomes and Objectives for 2013

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:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Number of people receiving services*	5,216	4,800	4,500	4,500

**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:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Officer cancellations	4,846	3,500	4,000	4,000
Civilian cancellations	3,399	2,700	2,900	3,000
Total cancellations	8,245	6,200	6,900	7,000
Estimated cost avoidance	$457,598	$344,100	$382,950	$388,500

** 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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**21.54**	**21.50**	**21.50**	**21.00**	**(0.50)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$64,891	$60,000	$64,000	$64,000	$4,000
Interdepartmental	$151,233	$164,500	$164,500	$77,767	($86,733)
Other Revenue	$42,820	$32,028	$33,000	$33,089	$1,061
Appr. Fund Balance	$74,000	$0	$0	$0	$0
County Tax Levy	**$1,571,950**	**$1,580,029**	**$1,580,029**	**$1,565,365**	**($14,664)**
Total Revenues	**$1,904,894**	**$1,836,557**	**$1,841,529**	**$1,740,221**	**($96,336)**
Personnel Costs	$1,293,179	$1,296,386	$1,278,088	$1,289,927	($6,459)
Operating Expenses	$316,222	$352,669	$349,200	$261,294	($91,375)
Interdept. Charges	$190,996	$187,502	$187,415	$189,000	$1,498
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,800,397**	**$1,836,557**	**$1,814,703**	**$1,740,221**	**($96,336)**
Rev. Over (Under) Exp.	$104,497	$0	$26,826	$0	$0

Program Highlights

Charges for Services increase from 2012 to $64,000 for copy charges, based on historical receipts in that area. Interdepartmental revenue received from the Sheriff's Department is to pay for one special drug prosecutor position salary and benefit costs budgeted at $77,767, a decrease of $86,733 mainly due to the sunset of one federal Byrne grant special drug prosecutor position at the end of 2012. Other revenue totaling $33,089 includes State reimbursements for two State prosecutors electing County insurance benefits at an estimated cost of $26,389, and estimated cost recoveries from extraditions and miscellaneous revenue recoveries of $6,700.

Personnel costs decrease by $6,459 to $1,289,927 for cost to continue 21.0 FTE County-funded positions. One 0.5 FTE Clerk Typist position is unfunded in the 2013 budget at a cost savings of $28,343. Operating expenses of $261,294 decrease by $91,375, mainly due to the sunset of one federal Byrne grant special drug prosecutor position at the end of 2012. Trial preparation costs, law intern assistance, legal subscriptions, membership dues, and extradition costs are budgeted at $117,964, a decrease of $5,395 from the 2012 budget level.

Interdepartmental charges increase by $1,498. This is primarily due to an increase in the charge for one Sheriff's Department detective position's costs (specifically allocated to the Department by state statute) of $102,910.

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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**7.50**	**7.50**	**7.50**	**7.50**	**0.00**
General Government	$260,722	$254,015	$200,000	$193,881	($60,134)
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$400	$439	$439
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$49,100	$49,100	$49,100	$50,000	$900
Appr. Fund Balance	$327	$0	$0	$25,000	$25,000
County Tax Levy	**$169,237**	**$176,158**	**$176,158**	**$215,822**	**$39,664**
Total Revenues	**$479,386**	**$479,273**	**$425,658**	**$485,142**	**$5,869**
Personnel Costs	$453,584	$448,918	$442,232	$455,781	$6,863
Operating Expenses	$6,874	$8,466	$5,123	$8,710	$244
Interdept. Charges	$22,632	$21,889	$19,039	$20,651	($1,238)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$483,090**	**$479,273**	**$466,394**	**$485,142**	**$5,869**
Rev. Over (Under) Exp.	($3,704)	$0	($40,736)	$0	$0

Program Highlights

General government revenue is budgeted at 40% of budgeted expenditures for 2013. The reimbursement is sum-certain statewide funding that varies depending upon the requests submitted by other Victim/Witness programs in the state, and on the funding available to the state from federal grants, offender surcharges and other sources. The Legislative Audit Bureau is conducting a statewide audit to determine the cause of recent reductions to the offender surcharge collection. Other revenue includes a percentage of bail forfeitures interest collections.

Slight increases in operating and interdepartmental line items were offset by a decrease in some interdepartmental charges, including reductions in risk management insurance charges and computer-related charges assessed by the IT Department.

The Victim/Witness Department continues to utilize volunteers and student interns to maximize services to citizens despite increasing demands and decreasing resources. During 2011, interns worked the equivalent of .25 FTE.

Also during the past year, Victim/Witness specialists switched from paper copies of court notices to an email reminder system. This paper-reduction initiative is saving the District Attorney's Office from making thousands of copies of court notices every year.

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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**1.85**	**1.82**	**1.82**	**1.82**	**0.00**
General Government	$118,028	$121,836	$120,000	$107,411	($14,425)
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	**$118,028**	**$121,836**	**$120,000**	**$107,411**	**($14,425)**
Personnel Costs	$113,917	$116,884	$114,392	$102,534	($14,350)
Operating Expenses	$1,833	$3,250	$2,475	$3,175	($75)
Interdept. Charges	$1,649	$1,702	$1,239	$1,702	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$117,400**	**$121,836**	**$118,106**	**$107,411**	**($14,425)**
Rev. Over (Under) Exp.	$628	$0	$1,894	$0	$0

Program Highlights

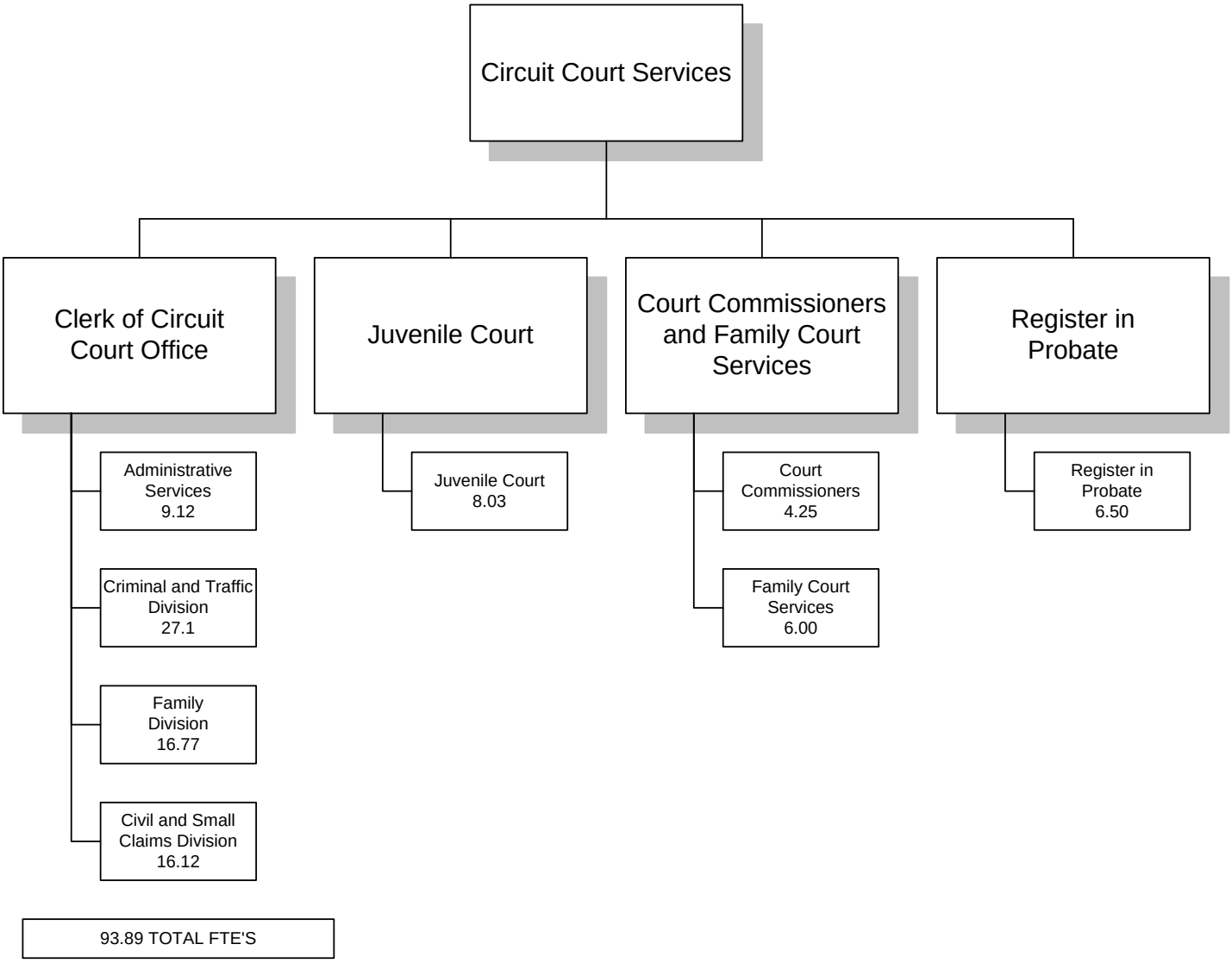
This program is 100% reimbursable by federal funds passed through the state. The decrease in personnel costs is related to an employee's decision to stop taking family health insurance.

THIS PAGE LEFT BLANK

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	2011 Actual	2012 Adopted Budget	2012 Estimate	2013 Budget	Change From 2012 Adopted Budget $	%
Revenues						
General Government	$1,670,988	$1,582,000	$1,572,000	$1,601,000	$19,000	1.2%
Fine/Licenses	$688,283	$725,500	$697,750	$710,500	($15,000)	-2.1%
Charges for Services	$1,432,577	$1,589,250	$1,546,000	$1,579,250	($10,000)	-0.6%
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue	$161,120	$151,500	$138,000	$126,500	($25,000)	-16.5%
Appr. Fund Balance (a)	$9,648	$20,000	$20,000	$20,000	$0	0.0%
County Tax Levy	**$5,130,027**	**$5,207,381**	**$5,207,381**	**$5,342,381**	**$135,000**	**2.6%**
Total Revenue Sources	**$9,092,642**	**$9,275,631**	**$9,181,131**	**$9,379,631**	**$104,000**	**1.1%**
Expenditures						N/A
Personnel Costs	$6,207,795	$6,151,797	$6,119,990	$6,290,625	$138,828	2.3%
Operating Expenses	$1,551,994	$1,531,025	$1,516,315	$1,532,382	$1,357	0.1%
Interdept. Charges	$1,556,210	$1,592,809	$1,543,338	$1,546,624	($46,185)	-2.9%
Fixed Assets	$0	$0	$0	$10,000	$10,000	N/A
Total Expenditures	**$9,316,000**	**$9,275,631**	**$9,179,643**	**$9,379,631**	**$104,000**	**1.1%**
Rev. Over (Under) Exp.	($223,357)	$0	$1,488	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	95.50	92.00	92.00	91.00	(1.00)	
Extra Help	0.56	2.40	2.40	2.59	0.19	
Overtime	0.28	0.30	0.30	0.30	0.00	
Total FTEs	96.34	94.70	94.70	93.89	(0.81)	

(a) General Fund Balance of $9,648 was provided for the 2011 budget to initiate a furniture replacement plan. Fund balance of $20,000 is provided for the 2012 and 2013 Budgets 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 '12	Estimated Operating Impact	A=Annual T= One-Time
200820	Update and Integrate Courtroom Technology	2012	$991,000	100%	$TBD	T

Major Departmental Strategic Outcomes and Objectives for 2013

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

Objective 1: Utilize newly installed video equipment in an effort to improve efficiencies for the Courts and multiple justice partners, reduce security threats, create a better court experience for litigants, and reduce transport and security personnel expenses.

Key Outcome Indicator: Increase the number of court events in which a video conference is used (as captured in CCAP).

Performance Measure:	2010 Actual	2011 Actual	2012 6-month	2013 Target
Video Conference Events	163	193	136	375

Objective 2: Identify and determine what payment enforcement mechanisms will be used in an effort to reduce Guardian Ad Litem (GAL) expenditures in the Family Division, while simultaneously implementing operational changes that result in a reduction of net county costs.

Key Outcome Indicators: Number of escrow assessment accounts and wage assignments set up in CCAP to better manage the GAL deposit and payment process.

Performance Measure:	2010 Actual	2011 Actual	2012 6-month	2013 Target
Escrow Assessment and Wage Assignments Established	Not available	Not available	Not available	150

Objective 3: Transition the Jury Program from a two-step qualification and summonsing process to a one-step qualification/summonsing process to create program efficiencies and reduce postage expense.

Key Outcome Indicators: Reduction of staff hours dedicated to the qualification/summonsing process, and a reduction in overall program postage expense.

Performance Measure:	2011 Actual	2012 Estimate	2013 Target
Staff Hours Dedicated to Qualifying & Summonsing Jurors	309	309	200
Jury Program Postage Expense	$9,563	$9,780	$6,000

Objective 4: Continue document imaging efforts to improve court operations, expand services to litigants, increase operational efficiencies, and accommodate information sharing throughout the justice system.

Key Outcome Indicator: Incorporate real-time scanning of case files in the Civil Division and eliminate the backlog of files to be scanned while integrating the Division's imaging efforts into the duties performed by regular staff, thereby eliminating costs for temporary imaging assistance.

Performance Measure:	2010 Actual	2011 Actual	2012 6-Month	2013 Target
Pending/New Civil Documents Scanned	28,070	12,861	27,636	55,000

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

Objective 5: Enhance the Department's website to introduce self-service tools to address customer needs, reduce staff time dedicated to customer related activities, and increase access to the Courts.

Key Outcome Indicators: Implement an online Jury Exit Questionnaire and Family Division Self-Help Webinars.

Performance Measure:	2011 Actual	2012 Estimate	2013 Target
Online JurorExit Questionnaires Submitted	N/A	100	250
Family Webcasts Users	N/A	100	250

Activities Chart

Administration Division	2009 Actual	2010 Actual	2011 Actual	2012 6 month
Gross Annual Department Receipts	$23.4 million	$15.3 million	$14.2 million	$11.2 million
Total Receipt Transactions	69,157	66,724	61,943	32,478
E-payment Receipt Transactions*		509	2,025	1,111
Gross E-payments Receipts (included above)		$62,276	$240,219	$142,931
Total Disbursement Transactions	2,567	2,234	2,249	1,106
Net Sales by Credit Card	$1.05 million	$962,182	$916,732	$449,026
YE Funds Held in Trust (invested)/Ct. Order	$559,142	$617,072	$395,828	$513,982
Network Users Supported	136	147	140	133
Computer Workstations/Printers*	261	255	245	247

*On 8/1/10, Circuit Courts began accepting e-payments for outstanding court ordered financial obligations through wcca.wicourts.gov.

Note: The vast majority of computer hardware utilized by Circuit Court Services is provided by the State. For 2012, replacement value of the State CCAP provided computer hardware, software and technology services is estimated to exceed $331,890.25.

Jury Program	2009 Actual	2010 Actual	2011 Actual	2012 6 month
Total # of Jury trials Started	62	65	68	48
Total Jury Days	203	170	188	94
Total Questionnaires Returned	6,526	12,399	12,238	10,986
Total Questionnaires Returned Online	2,610	5,033	4,798	4,941
% of Questionnaires Returned Online	40%	41%	40%	44%

Criminal & Traffic Division	2009 Actual		2010 Actual		2011 Actual		2012 6 month	
	Open	Disposed	Open	Disposed	Open	Disposed	Open	Disposed
Felony Cases	1,318	1,357	1,260	1,137	1,292	1,329	774	693
Misdemeanor Cases	3,184	3,360	2,778	3,113	2,431	2,671	1,242	1,159
Criminal Traffic Cases	2,760	2,994	2,274	2,613	1,812	1,978	852	915
Traffic Forfeiture Cases	10,299	10,292	9,354	9,323	9,628	9,711	4,797	4,926
Non-Traffic Forfeiture Cases	1,428	1,408	1,404	1,396	1,195	1,231	515	532
TOTAL CASES	**18,989**	**19,411**	**17,070**	**17,582**	**16,358**	**16,920**	**8,180**	**8,225**

	2009 Actual	2010 Actual	2011 Actual	2012 6 month
C/T Jury Trials Held	32	30	29	32
C/T Jury Days	70	59	94	52

Family Division	2009 Actual		2010 Actual		2011 Actual		2012 6 month	
	Open	Disposed	Open	Disposed	Open	Disposed	Open	Disposed
Divorce/Legal Separation Cases	1,393	1,282	1,398	1,404	1,318	1,341	648	697
Paternity Cases	495	501	443	465	354	422	264	240
Other Family Cases	333	343	344	367	387	327	332	284
TOTAL CASES	**2,221**	**2,126**	**2,185**	**2,236**	**2,059**	**2,090**	**1,244**	**1,221**
Post-Judgment Family Actions		2,679		2,237		2,296		1,008
Post-Judgment Paternity Actions		1,489		901		913		376
TOTAL		**4,168**		**3,138**		**3,209**		**1,384**

*During 2010, a decision was made to transition the services provided through the stand-alone Family Self Help Program into the Family Division. This was intentionally done over an 18-month period of time and presently all self help services have been successfully and fully intergrated into the daily work of the Family Division staff. Recent staff efforts have been dedicated to the development of 13 webinars that will be introduced to the Courts' website in Summer 2012. Legal Clinics staffed with volunteer attorneys continue to be offered to self-represented litigants who are seeking legal advice.

Civil Division	2009 Actual		2010 Actual		2011 Actual		2012 6 month	
	Open	Disposed	Open	Disposed	Open	Disposed	Open	Disposed
Large Claim Foreclosures	1,410	1,181	1,569	1,477	1,310	1,798	730	899
Large Claim-All Other	3,750	3,662	3,785	3,934	3,046	3,492	1,309	1,449
Small Claim Contested	943	866	965	1,006	860	757	374	454
Small Claim Uncontested	6,344	6,344	6,190	6,190	6,000	6,473	3,290	3,301
TOTAL CASES	**12,447**	**12,053**	**12,509**	**12,607**	**11,216**	**12,520**	**5,703**	**6,103**

	2009 Actual	2010 Actual	2011	2012 6 month
Civil Jury Trials Held	26	34	33	14
Civil Jury Days	123	107	82	38

Family Court Services	2009 Actual	2010 Actual	2011 Actual	2012 6 month
Mediation Cases Opened	691	652	671	355
Custody/Visitation Studies Opened	254	246	194	100

Juvenile Division	2009 Actual		2010 Actual		2011 Actual		2012 6 month	
	Open	Disposed	Open	Disposed	Open	Disposed	Open	Disposed
Delinquency/Juvenile Protection (JIPS)	248	294	224	208	252	258	118	112
Child in Need of Protection(CHIPS)	168	181	133	170	141	100	67	68
Termination of Parental Rights	51	59	50	43	60	63	25	18
Other Juvenile	381	401	430	440	350	354	204	189
Juvenile Ordinance Violations	507	507	465	467	324	324	170	169
Adult Commitments	1,203	1,185	1,079	1,085	1,129	1,140	577	543
TOTAL CASES	**2,558**	**2,627**	**2,381**	**2,413**	**2,256**	**2,239**	**1,161**	**1,099**

	2009 Actual	2010 Actual	2011 Actual	2012 6 month
Juvenile Jury Trials Held	3	1	6	2
Juvenile Jury Days	8	4	11	4

	2009 Actual	2010 Actual	2011 6 month	2012 6 month
JV Restitution Ordered	$38,264	$30,493	$36,481	$15,569
JV Restitution Collected/Disbursed	$32,195	$20,251	$26,435	$5,249

Probate Division	2009 Actual		2010 Actual		2011 Actual		2012 6 month	
	Open	Disposed	Open	Disposed	Open	Disposed	Open	Disposed
Formal Estate Actions	38	32	32	31	26	40	9	20
Informal Estate Actions	484	498	472	498	487	454	260	203
Trusts	22	65	21	63	28	37	11	22
Guardianships	241	361	257	352	227	184	139	91
Adoptions	8	6	9	11	8	8	2	2
Other Probate	74	96	101	88	111	100	64	50
TOTAL CASES	**867**	**1,058**	**892**	**1,043**	**887**	**823**	**485**	**388**

	2009 Actual	2010 Actual	2011 Actual	2012 6 month
Probate Jury Trials Held	1	0	0	0
Probate Jury Days	1	0	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

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**7.00**	**8.88**	**8.88**	**9.12**	**0.24**
General Government	$1,065,589	$1,000,000	$992,000	$1,001,000	$1,000
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$330,620	$370,000	$330,000	$340,000	($30,000)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$52,392	$60,000	$50,500	$50,000	($10,000)
Appr. Fund Balance	$8,198	$20,000	$20,000	$20,000	$0
County Tax Levy	**($786,515)**	**($549,290)**	**($549,290)**	**($486,274)**	**$63,016**
Total Revenues	**$670,284**	**$900,710**	**$843,210**	**$924,726**	**$24,016**
Personnel Costs	$627,662	$661,401	$646,811	$681,490	$20,089
Operating Expenses	$78,373	$122,900	$111,885	$117,900	($5,000)
Interdept. Charges	$147,511	$116,409	$141,828	$115,336	($1,073)
Fixed Assets	$0	$0	$0	$10,000	$10,000
Total Expenditures	**$853,546**	**$900,710**	**$900,524**	**$924,726**	**$24,016**

Rev. Over (Under) Exp.	($183,262)	$0	($57,314)	$0	$0

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 2013, Circuit Court Support Grant funding is expected to increase $6,000 or less than 1% to $956,000 and interpreter reimbursement is budgeted to decrease $5,000 to $45,000 due to scheduling efficiencies that the Clerk of Courts has implemented. Charges for services revenues are reduced $30,000 from 2012 budgeted levels to $340,000 and solely reflect a reduction in recoveries for bail forfeiture judgments. Additionally, a $10,000 decrease has been budgeted for investment income to reflect achievement historically. Fund balance of $20,000 is provided in the 2013 Budget to continue the furniture replacement plan.

Personnel expenditures are budgeted to increase $20,089 or 3% from the 2012 Budget to $681,490, which reflects cost to continue existing staff in addition to a net increase of 0.24 FTE in temporary assistance. An increase of 0.48 FTE of temporary assistance for department-wide document imaging is partially offset by a reduction of 0.24 FTE for temporary assistance for the Civilian Bailiff program. Modest increases in employee benefits are also expected.

Net operating expenses decrease 4% or $5,000 to $117,900 mostly due to the reallocation of $10,000 from the small equipment account to fixed assets equipment for additional video conferencing equipment. Interdepartmental charges are budgeted to decrease $1,073 to $115,336, mostly due to a $6,309 reduction in general/liability insurance and partially offset by a $3,400 increase in collection services costs. Fixed Assets increase $10,000 to allow direct video conferencing with Mental Health Center and Juvenile Court to improve the court proceeding experience for at risk citizens.

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 circuit court judges and 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

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**29.10**	**28.10**	**28.10**	**27.10**	**(1.00)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$653,223	$695,000	$665,000	$675,000	($20,000)
Charges for Services	$447,826	$460,750	$460,500	$470,750	$10,000
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$1,670,835**	**$1,638,076**	**$1,638,076**	**$1,600,253**	**($37,823)**
Total Revenues	**$2,771,884**	**$2,793,826**	**$2,763,576**	**$2,746,003**	**($47,823)**
Personnel Costs	$1,656,154	$1,662,223	$1,630,277	$1,639,308	($22,915)
Operating Expenses	$401,446	$356,000	$389,250	$365,832	$9,832
Interdept. Charges	$714,593	$775,603	$698,309	$740,863	($34,740)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$2,772,193**	**$2,793,826**	**$2,717,836**	**$2,746,003**	**($47,823)**

Rev. Over (Under) Exp.	($309)	$0	$45,740	$0	$0

Program Highlights

For 2013, Non-Tax Levy revenues are budgeted to decrease $10,000 or less than 1% to $1,145,750 overall in the Criminal and Traffic Division. Revenues for fines and licenses are reduced $20,000 to $675,000 to more closely reflect prior year actual achievement. Charges for services revenues are estimated to increase $10,000 to better reflect historical achievement.

Personnel costs are budgeted to decrease $22,915 or 1.4% to $1,639,308 based mostly on the unfunding of a 1.0 FTE Clerk Typist II position and partially offset by health and dental insurance cost increases related to changes in benefit plans selected by employees in the Division.

Operating expenditures are budgeted to increase $9,832 to $365,832, mostly related to a $19,082 increase for court appointed attorneys and a $4,000 increase for legal research materials. In June of 2011, the State Public Defender (SPD) indigence standards were changed, which reduced the number of attorney appointments made by the Courts as well as the related expenditures. Due to the lag time between when attorneys are appointed and when they are paid, there is not yet enough experience to accurately predict the extent of these cost savings. Therefore, the Department has fully funded budgeted expenditures in this area for 2013 until the impact of the SPD change can be fully realized. These expenditure increases are partially offset by a $9,500 reduction in interpretation services related to scheduling efficiencies implemented by the Clerk of Courts Office as well as a $2,250 reduction in jury fees in this program area.

Interdepartmental charges are budgeted to decrease $34,740, or almost 4.5% to $740,863 mostly due to reductions of $15,000 each for court security and prisoner transport charges. These reductions more accurately reflect historical activity as observed by the Department.

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.

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

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**14.05**	**15.53**	**15.53**	**16.77**	**1.24**
General Government	$452,680	$430,000	$428,000	$448,000	$18,000
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$88,807	$79,000	$98,500	$89,000	$10,000
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$687,526**	**$749,932**	**$749,932**	**$843,454**	**$93,522**
Total Revenues	**$1,229,012**	**$1,258,932**	**$1,276,432**	**$1,380,454**	**$121,522**
Personnel Costs	$669,732	$811,930	$794,385	$929,878	$117,948
Operating Expenses	$179,911	$167,000	$171,150	$173,000	$6,000
Interdept. Charges	$277,713	$280,002	$272,722	$277,576	($2,426)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,127,356**	**$1,258,932**	**$1,238,257**	**$1,380,454**	**$121,522**
Rev. Over (Under) Exp.	$101,657	$0	$38,175	$0	$0

Program Highlights

Family Division non-Tax Levy revenue is budgeted to increase a total of $28,000 to $537,000. General government revenues increase $18,000 to $448,000 mostly due to an expected $20,000 increase in state/federal child support IV-D funding. Charges for services revenues are budgeted to increase $10,000 related to projected growth in guardian ad litem cost recovery revenue.

Personnel costs are estimated to increase $117,948 or 14.5% to $929,878, which reflects a net personnel increase of 1.24 FTE related to a Clerk Typist III position being transferred into the Division, the addition of 0.24 FTE of temporary assistance for courts records management/imaging, and a correction to the base salary for a position that was changed in 2012 Budget in addition to cost to continue existing staff.

Operating costs are budgeted to increase $6,000 to $173,000 mostly due to a projected $10,000 increase for guardian ad litem fees and partially offset by a $4,500 reduction for court/paternity costs, which reflects the elimination of one-time funding for a records clean-up project. Interdepartmental charges decrease $2,426 to $277,576, mostly due to a $2,435 reduction in court security costs to more accurately reflect historical activity as observed by the Department.

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

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**17.60**	**16.60**	**16.60**	**16.12**	**(0.48)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$760	$500	$750	$500	$0
Charges for Services	$201,545	$220,000	$205,000	$215,000	($5,000)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$1,450	$0	$0	$0	$0
County Tax Levy	**$1,187,108**	**$1,144,873**	**$1,144,873**	**$1,148,886**	**$4,013**
Total Revenues	**$1,390,863**	**$1,365,373**	**$1,350,623**	**$1,364,386**	**($987)**
Personnel Costs	$980,892	$994,755	$984,944	$994,007	($748)
Operating Expenses	$108,068	$121,750	$107,350	$120,750	($1,000)
Interdept. Charges	$262,242	$248,868	$250,516	$249,629	$761
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,351,202**	**$1,365,373**	**$1,342,810**	**$1,364,386**	**($987)**
Rev. Over (Under) Exp.	$39,660	$0	$7,813	$0	$0

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. Overall, Civil Division non-Tax Levy revenue is budgeted to decrease $5,000 or 2% to $215,500 exclusively due to a budgeted reduction for Civil Court Fee revenues.

Personnel expenditures are budgeted to decrease $748 or less than 1% to $994,007, due to the elimination of 0.48 FTE of temporary assistance for imaging related to the integration of the division's imaging efforts into the duties performed daily by regular staff. This change results in savings of $10,440, which is partially offset by cost to continue existing staff.

Operating expenses are budgeted to decrease $1,000 to $120,750 due to a projected $2,000 reduction in jury fees, partially offset by a $1,000 increase for publications and subscriptions. Interdepartmental charges are estimated to increase $761 to $249,629 mostly related to a $903 increase in costs for records storage and retrieval.

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

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**8.53**	**8.03**	**8.03**	**8.03**	**0.00**
General Government	$85,000	$85,000	$85,000	$85,000	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$50,000	$50,000	$50,000	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue (a)	$92,473	$51,500	$57,500	$51,500	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$1,102,933**	**$1,105,466**	**$1,105,466**	**$1,108,915**	**$3,449**
Total Revenues	**$1,280,406**	**$1,291,966**	**$1,297,966**	**$1,295,415**	**$3,449**
Personnel Costs	$512,721	$488,609	$480,202	$502,966	$14,357
Operating Expenses	$685,424	$668,450	$651,620	$661,450	($7,000)
Interdept. Charges	$123,675	$134,907	$145,783	$130,999	($3,908)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,321,821**	**$1,291,966**	**$1,277,605**	**$1,295,415**	**$3,449**

Rev. Over (Under) Exp.	($41,415)	$0	$20,361	$0	$0

a) Other revenues for 2011 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 remain unchanged from the 2012 Budgeted amount of $186,500 based on Department estimates and continuing 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 increase by $14,357 or about 3% to $502,966 due to cost to continue existing staffing levels. Operating expenses are budgeted to decrease $7,000 to $661,450, mostly due to a reduction of $7,000 for advocate counsel payments based on expenditure history. Interdepartmental charges are projected to decrease $3,908 to $130,999, mostly due to a $5,000 reduction for Sheriff provided transportation of inmates and partially offset by an increase of $2,435 or 3% for court security.

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	2011	2012	2013
Session 1	No Charge per state statute		
Subsequent Sessions	$100 for each add'l session	$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.

	2011	2012	2013
Study Fees	$1,100	$1,100	$1,300

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

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**7.06**	**7.06**	**7.06**	**6.00**	**(1.06)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$28,380	$30,000	$32,000	$35,000	$5,000
Charges for Services	$227,465	$254,500	$259,500	$279,500	$25,000
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$232,802**	**$259,442**	**$259,442**	**$208,194**	**($51,248)**
Total Revenues	**$488,647**	**$543,942**	**$550,942**	**$522,694**	**($21,248)**
Personnel Costs	$550,785	$523,672	$517,638	$502,444	($21,228)
Operating Expenses	$8,436	$14,750	$14,460	$13,350	($1,400)
Interdept. Charges	$3,373	$5,520	$3,576	$6,900	$1,380
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$562,594**	**$543,942**	**$535,674**	**$522,694**	**($21,248)**
Rev. Over (Under) Exp.	($73,947)	$0	$15,268	$0	$0

Program Highlights

Non-Tax Levy revenues in the Family Court Services program area are budgeted to increase $30,000 to $314,500. Fines and licenses revenue is budgeted to increase $5,000 to $35,000, reflecting an increase in marriage/counseling fees. Charges for services revenue increases $25,000 and reflects a budgeted increase in custody and visitation study fee revenue of $35,000 based on an anticipated $200 increase to the $1,100 fee to $1,300. These revenues are partially offset by reductions for mediation and family court fee revenues of $5,000 each.

Personnel costs are reduced $21,228 or 4% to $502,444 in the 2013 Budget due to the transfer of a Clerk Typist III position to the Family Division during 2012 and the elimination of funding for temporary assistance. These reductions are partially offset by costs to continue remaining staff and a benefit plan change associated with a new hire. Operating expenses are budgeted to decrease $1,400 due to a reduction for employee mileage reimbursement to reflect historical expenditures. Interdepartmental costs increase $1,380 mostly related to a $1,339 increase in postage costs, which reflects an adjustment made by the Department to more accurately reflect how postage is allocated across divisions.

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

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**6.00**	**4.00**	**4.00**	**4.25**	**0.25**
General Government	$45,780	$45,000	$45,000	$45,000	$0
Fine/Licenses	$5,920	$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	**$765,816**	**$587,645**	**$587,645**	**$582,540**	**($5,105)**
Total Revenues	**$817,516**	**$632,645**	**$632,645**	**$627,540**	**($5,105)**
Personnel Costs	$787,438	$616,026	$666,563	$612,921	($3,105)
Operating Expenses	$8,110	$8,100	$6,200	$8,100	$0
Interdept. Charges	$9,453	$8,519	$10,565	$6,519	($2,000)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$805,001**	**$632,645**	**$683,328**	**$627,540**	**($5,105)**
Rev. Over (Under) Exp.	$12,515	$0	($50,683)	$0	$0

Program Highlights

Non-Tax Levy revenue in the Court Commissioners Division is solely reflective of state/federal IV-D child support enforcement funding, which is budgeted to remain unchanged from the level budgeted in 2012 at $45,000.

Personnel costs in the Division are reduced by $3,105 or 0.5% to $612,921. In 2012, $50,248 was allocated to a vacated court commissioner position to provide for unplanned scheduling/coverage needs associated with the unfunding of a 1.0 FTE court commissioner position. For 2013, this funding is reduced by approximately $25,000 and budgeted as 0.25 FTE of temporary assistance for a substitute court commissioner. This reduction is partially offset by costs to continue existing staff.

Operating expenses of $8,100 remain unchanged from 2012 budgeted levels and Interdepartmental charges decrease $2,000 to $6,519, which reflects an adjustment made by the Department to more accurately reflect how postage is allocated across divisions.

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

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**7.00**	**6.50**	**6.50**	**6.50**	**0.00**
General Government	$21,939	$22,000	$22,000	$22,000	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$136,314	$155,000	$142,500	$135,000	($20,000)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$16,255	$40,000	$30,000	$25,000	($15,000)
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$269,522**	**$271,237**	**$271,237**	**$336,413**	**$65,176**
Total Revenues	**$444,030**	**$488,237**	**$465,737**	**$518,413**	**$30,176**
Personnel Costs	$422,411	$393,181	$399,170	$427,611	$34,430
Operating Expenses	$82,225	$72,075	$64,400	$72,000	($75)
Interdept. Charges	$17,651	$22,981	$20,039	$18,802	($4,179)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$522,286**	**$488,237**	**$483,609**	**$518,413**	**$30,176**

Rev. Over (Under) Exp.	($78,256)	$0	($17,872)	$0	$0

Program Highlights

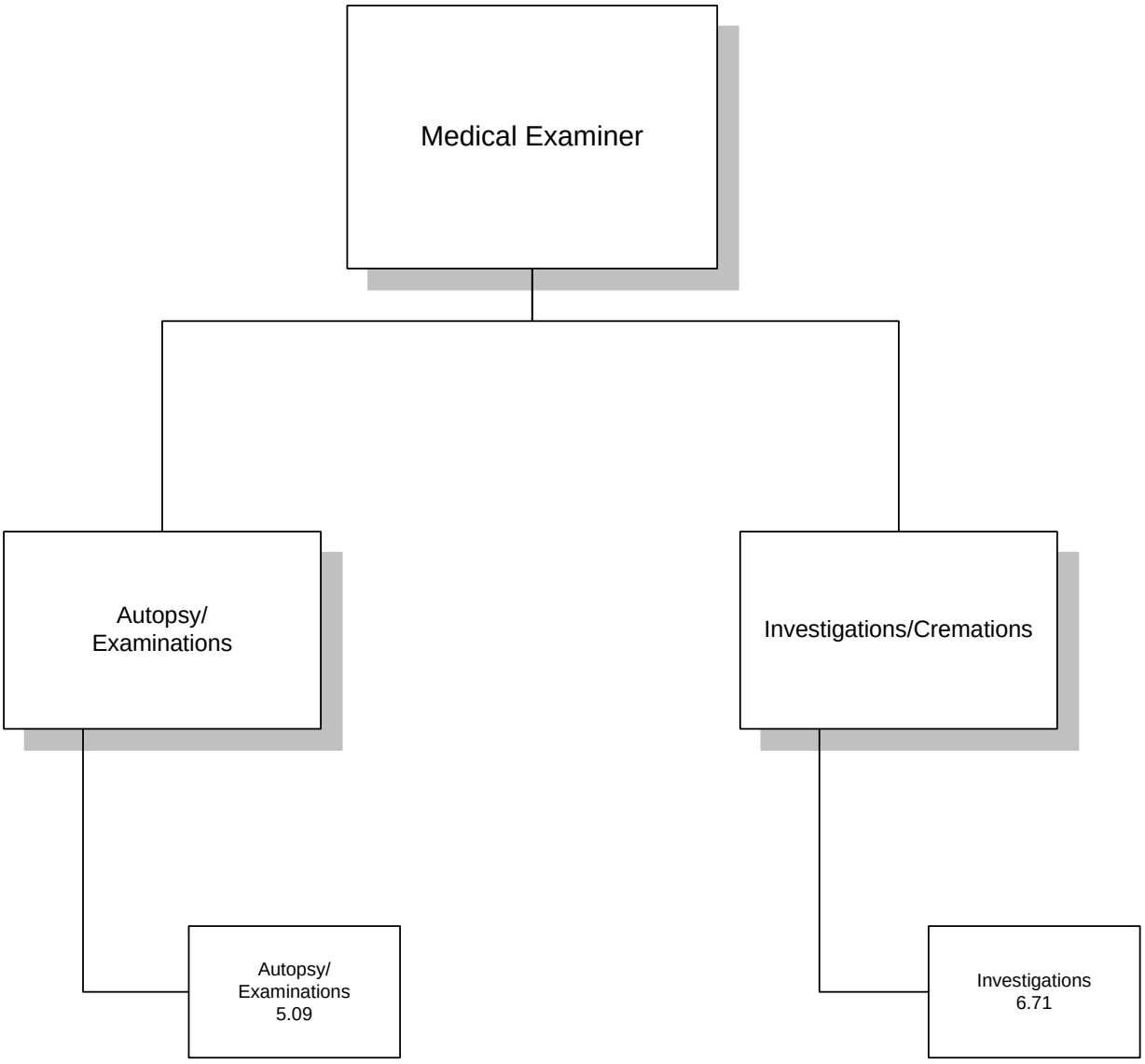
Non-Tax Levy revenues in the Register in Probate Division are budgeted to decrease $35,000 or 16% to $182,000. General government revenues are budgeted to remain unchanged from 2012 levels at $22,000. Charges for services revenues are reduced $20,000 to $135,000 specifically related to a $5,000 reduction in copy fee revenues and a $15,000 reduction in recording fee revenue to more accurately reflect historical achievement. Court ordered recoveries, budgeted as other revenue, are projected to decrease $15,000 to $25,000 for the 2013 Budget.

Personnel expenditures are budgeted to increase $34,430 or 8.8% to $427,611 due to costs to continue existing staff as well as costs associated with a change to a family insurance plan by one employee. Operating costs remain virtually unchanged at $72,000. Interdepartmental charges of $18,802 reflect a $4,179 reduction from the 2012 Budget, mostly due to a $3,300 reduction in collection services costs.

Medical Examiner

MEDICAL EXAMINER'S OFFICE

FUNCTION / PROGRAM CHART



11.80 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	2011 Actual	2012 Adopted Budget	2012 Estimate	2013 Budget	Change From 2012 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$283,850	$267,600	$300,500	$334,225	$66,625	24.9%
Charges for Services	$287,616	$187,200	$204,770	$213,145	$25,945	13.9%
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue	$43,800	$30,050	$30,000	$24,000	($6,050)	-20.1%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy	**$944,183**	**$949,235**	**$949,235**	**$976,310**	**$27,075**	**2.9%**
Total Revenue Sources	**$1,559,449**	**$1,434,085**	**$1,484,505**	**$1,547,680**	**$113,595**	**7.9%**
Expenditures						N/A
Personnel Costs	$1,134,968	$1,137,985	$1,159,749	$1,181,466	$43,481	3.8%
Operating Expenses	$228,061	$189,053	$237,454	$254,190	$65,137	34.5%
Interdept. Charges	$102,747	$107,047	$105,488	$112,024	$4,977	4.6%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$1,465,776**	**$1,434,085**	**$1,502,691**	**$1,547,680**	**$113,595**	**7.9%**
Rev. Over (Under) Exp.	$93,673	$0	($18,186)	$0	$0	N/A

Position Summary (FTE)					
Regular Positions	10.75	10.62	10.62	11.00	0.38
Extra Help	0.00	0.50	0.50	0.50	0.00
Overtime	0.37	0.37	0.37	0.30	(0.07)
Total FTEs	11.12	11.49	11.49	11.80	0.31

Major Departmental Strategic Outcomes and Objectives for 2013

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:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Percentage of deaths reported	36%	45%	45%	40%

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:	2011 **Estimate	2012 Target	2012 Estimate	2013 Target
Number of individuals over 60 living independently referred to ADRC	5	10	5	10

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

** This is an estimate due to the shift in mode of referring, from phone calls to use of referral forms.

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:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Amt. of money that the Dept. generates through contract autopsy services	$241,281	$141,000	$158,720	$158,720
% of autopsy/examinations program costs covered by contracts	29%	18%	19%	19%

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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**4.73**	**4.59**	**4.59**	**5.09**	**0.50**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$287,577	$187,000	$204,720	$213,095	$26,095
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$10,150	$30,000	$30,000	$24,000	($6,000)
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$533,044**	**$545,500**	**$545,500**	**$658,055**	**$112,555**
Total Revenues	**$830,771**	**$762,500**	**$780,220**	**$895,150**	**$132,650**
Personnel Costs	$576,160	$563,961	$583,244	$624,356	$60,395
Operating Expenses	$209,955	$160,493	$214,640	$229,442	$68,949
Interdept. Charges	$38,095	$38,046	$37,987	$41,352	$3,306
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$824,210**	**$762,500**	**$835,871**	**$895,150**	**$132,650**
Rev. Over (Under) Exp.	$6,561	$0	($55,651)	$0	$0

Program Highlights

Charges for service revenue was reduced in the 2012 budget due to the termination of the Racine contract. The Washington County contract has been changed to a fixed annual fee with annual increases. Other revenue is reduced $6,000 due to change in the administrative reimbursement portion of the tissue contract. The contract will be less of a fixed fee and more based on morgue rates and staff costs associated with the tissue contract actual activity. Personnel costs have increased due to the change to full time for the Deputy Medical Examiner / Pathology Assistant position. Overtime is reduced $1,600 or 0.07 FTE to offset the additional hours of the new full time position. Operating expenses increases include $46,750 of contracted assistance with autopsies and $20,000 to $116,500 for medical testing services due to increasing activity. While the termination of the Racine contract has reduced the number of outside autopsies, Waukesha County activity has increased.

Activity - Workload Data	2006	2007	2008	2009	2010	2011	2012 Projection	2013 Estimate
Autopsies-Waukesha Co.	158	169	163	180	193	169	230	210
External Exams*	167	146	168	162	181	169	150	170
Contract Autopsies	103	113	104	124	140	131	96	90
Total	**428**	**428**	**435**	**466**	**514**	**469**	**476**	**470**

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

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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**6.39**	**6.90**	**6.90**	**6.71**	**(0.19)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$283,850	$267,600	$300,500	$334,225	$66,625
Charges for Services	$39	$200	$50	$50	($150)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$33,650	$50	$0	$0	($50)
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$411,139**	**$403,735**	**$403,735**	**$318,255**	**($85,480)**
Total Revenues	**$728,678**	**$671,585**	**$704,285**	**$652,530**	**($19,055)**
Personnel Costs	$558,808	$574,024	$576,505	$557,110	($16,914)
Operating Expenses	$18,106	$28,560	$22,814	$24,748	($3,812)
Interdept. Charges	$64,652	$69,001	$67,501	$70,672	$1,671
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$641,566**	**$671,585**	**$666,820**	**$652,530**	**($19,055)**
Rev. Over (Under) Exp.	$87,112	$0	$37,465	$0	$0

Program Highlights

Fines and license revenue is budgeted to increase based on a higher expectation of total permits issued and an increase in the cremation permit fee to $215 from $200. Personnel costs are decreasing due to reallocation of personnel time. Additionally, there has been a shift in operating expense allocation between programs resulting in a decrease for investigations and an increase in autopsy.

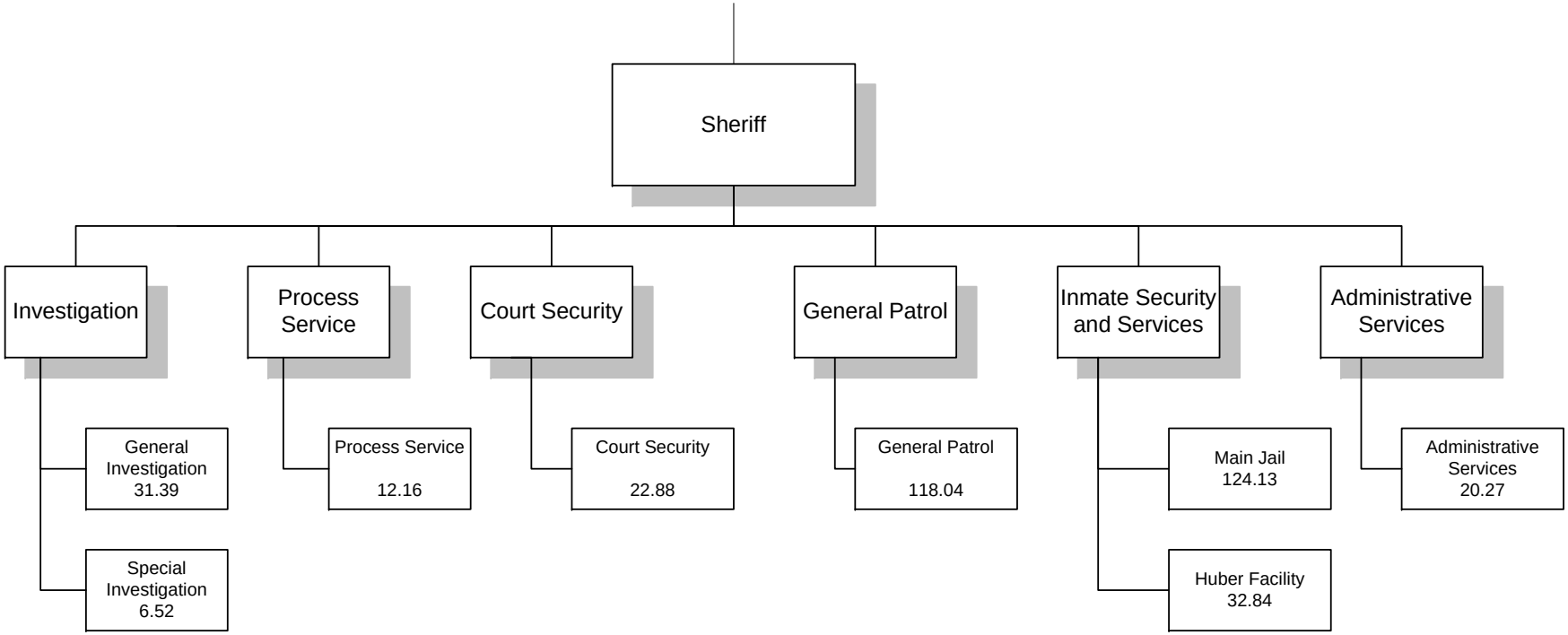
Activity - Workload Data	2006	2007	2008	2009	2010	2011	2012 Projection	2013 Estimate
Non-Scene Cases Investigated	1,079	958	1,040	1,017	1,086	970	1,250	1200
Scenes Investigated	238	293	331	303	337	320	300	310
Total Cases Investigated	**1,317**	**1,251**	**1,371**	**1,320**	**1,423**	**1,290**	**1,550**	**1510**
Cremation Permits Issued	1,077	1,041	1,237	1,287	1,515	1,506	1,600	1550

Medical Examiner Major Fee Charges	**2011**	**2012**	**2013**	**$ Change '13-'12**
Cremation Permit Fee (each)	$190	$200	$215	$15
Death Certificate Signing Fee (each)	$60	$60	$75	$15
Disinterment Permit Fee (each)	$50	$50	$65	$15
Body Storage in the Morgue (per day after 1st day)	$50	$50	$50	$0

Sheriff

SHERIFF'S DEPARTMENT

FUNCTION / PROGRAM CHART



368.23 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	2011 Actual	2012 Adopted Budget	2012 Estimate (d)	2013 Budget	Change From 2012 Adopted Budget $	%
Revenues						
General Government	$531,994	$281,698	$397,123	$206,131	($75,567)	-26.8%
Fine/Licenses	$7,277	$10,500	$7,000	$8,000	($2,500)	-23.8%
Charges for Services	$8,111,130	$8,035,789	$7,871,959	$8,085,174	$49,385	0.6%
Interdepartmental (a)	$1,461,210	$1,499,078	$1,350,776	$1,484,410	($14,668)	-1.0%
Other Revenue (b)	$1,074,816	$1,046,986	$1,123,618	$1,081,980	$34,994	3.3%
Appr. Fund Balance (c)	$433,527	$318,419	$593,433	$285,579	($32,840)	-10.3%
County Tax Levy	**$26,574,073**	**$26,793,267**	**$26,793,267**	**$27,033,267**	**$240,000**	**0.9%**
Total Revenue Sources	**$38,194,027**	**$37,985,737**	**$38,137,176**	**$38,184,541**	**$198,804**	**0.5%**
Expenditures						
Personnel Costs	$30,232,536	$30,268,352	$30,156,826	$30,425,534	$157,182	0.5%
Operating Expenses (c)	$3,675,903	$3,999,300	$4,176,662	$3,992,130	($7,170)	-0.2%
Interdept. Charges (e)	$3,364,500	$3,672,335	$3,651,765	$3,713,277	$40,942	1.1%
Fixed Assets	$310,597	$45,750	$122,112	$53,600	$7,850	17.2%
Total Expenditures (d)	**$37,583,536**	**$37,985,737**	**$38,107,365**	**$38,184,541**	**$198,804**	**0.5%**
Rev. Over (Under) Exp.	$610,491	$0	$29,811	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	356.50	354.50	354.50	353.00	(1.50)	
Extra Help	4.98	6.15	6.15	4.80	(1.35)	
Overtime	10.21	10.21	10.21	10.43	0.22	
Total FTEs	371.69	370.86	370.86	368.23	(2.63)	

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

(b) The 2011 Actual Other Revenue includes federal and state drug asset forfeiture seized fund revenue and interest on these revenues totaling $180,145 which will be assigned General Fund Balance and appropriated at later dates in future budgets or by ordinance outside the budget cycle.

(c) Fund Balance appropriations are $318,419 in the 2012 Budget and $285,579 in the 2013 Adopted Budget. The 2013 budget includes: $72,160 of general fund balance to purchase vehicle equipment for the new patrol vehicles due to the discontinuation of the Ford Crown Victoria patrol vehicle; $13,419 from federal drug seizure funds for vehicle leases for the metro drug unit; $10,000 in General Fund Balance for annual bulletproof vests replacement program; $125,000 in jail assessment fee revenues received in prior years and used to partially fund the jail equipment replacement program; and $65,000 of Health Insurance fund balance to partially offset health insurance cost increases. The 2012 Estimated Fund Balance includes $318,419 in appropriated General Fund Balance; $116,496 in General Fund Balance associated with carryovers or encumbered funds; and $158,518 appropriated through the ordinance process. 2011 Actual Fund Balance appropriation of $433,527 includes: $148,419 in appropriated General Fund Balance; $117,961 for carryovers or encumbrances from 2010 to the 2011 Budget; and $167,147 appropriated through seized fund ordinances and other various ordinances.

(d) The 2012 Estimate exceeds the 2012 Adopted Budget due to carry forward and encumbrance expenditure authority from the 2011 Budget modifying the 2012 Budget and the appropriation of expenditure authority and revenues through ordinances. The Department anticipates that it may finish the year unfavorably largely due revenue receipts less than budgeted. The Department continues to manage and monitor budget expenditures and revenues.

(e) Interdepartmental charges expenditures increase by $40,942 or 1.1% partially due to the Department budgeting an additional $55,014 in vehicle replacement, fuel, and repair expenses mostly due to an increase in the per gallon gasoline costs and higher vehicle replacement costs. Interdepartmental expenses are also increasing by $55,368 due to various insurance cost allocations increases which result from higher claim expenses being experienced and reducing the charge subsidy, and $22,253 for Technology ownership costs. These increases are partially offset by a $89,300 decrease in expenditure and related revenue for a American Reinvestment and Recovery Grant funded drug prosecutor position which sunsets at the end of 2012.

Major Departmental Strategic Outcomes and Objectives for 2013

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. (Waiting for information from OJA)

Performance Measure:	2011 Actual(a)	2012 Target	2012 Estimate	2013 Projection
Violent Crime	37	60	60	60
Burglary/Larceny	913	950	950	950

(a) The 2011 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 (2011 Statistics)

	Brown County	Dane County	Racine County	Eau Claire County	Kenosha County	Waukesha County
Violent Crimes	19	86	34	82	59	37
Property Crimes	865	1,416	1,364	962	2,065	913

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:	2011 Actual	2012 Target	2012 Estimate	2013 Target
SRO student contacts*	5,957	3,800	5,000	5,000

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

** The increase in the number of student contacts is largely due to Norris hiring two SROs for the second half of 2011 and the second half of 2012. Norris has indicated that they are hiring the second SRO for 2012/2013 school year.

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:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Response time to priority one calls *	12 min 24 sec	10 min	10 min 30 sec	10 min 30 sec

* 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 police protocols committee determines which calls are categorized as priority one calls. With the implementation of the Intergraph CAD system, the call types categorized as priority one could change making comparisons challenging.

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. 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:	2011 Actual	2012 Target	2012 Estimate	2013 Projection
Assaults between inmates - Actual	11	20	20	20
Assaults on Corrections Staff - Actual	1	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:	2011 Actual	2012 Target	2012 Estimate	2013 Projection
Number of Jail Days Saved	592	280	936	938
Value in $ of service to the County (8 hours/day, 3 to 5 days/week at $10.76/hr)	$54,069	$24,102	$80,592	$80,700

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 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 12	Estimated Operating Impact	A=Annual T= One-Time
201009	FBI/CJIS Security Audit Compliance	2012	$383,000	100%	$47,500*	A
201307	Public Safety Re-engineering and Software Upgrade	2015	$425,000	0%	$41,000*	A
201204	Jail Holding Cells	2017	$300,000	0%	Minimal	T

* Systems maintenance and upgrade license fees.

The 2013 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 general fund balance generated from prior years jail assessment fee revenues and $30,000 of base budget dollars that the Department had budgeted for equipment repairs. Below is a summary of the items that the Department is planning on purchasing with the 2013 funding.

Jail Equipment Replacement Plan	2013 Dollar Amount
Office Equipment	$11,500
Medical Equipment	$200
Inmate Area Equipment	$19,550
Maintenance Items	$8,000
Kitchen Equipment	$49,950
Security Equipment	$65,800
Total 2013 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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**12.19**	**12.19**	**12.19**	**12.16**	**(0.03)**
General Government	$4,379	$4,680	$3,200	$4,160	($520)
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$403,283	$404,600	$412,216	$413,400	$8,800
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$565,757**	**$618,357**	**$618,357**	**$602,755**	**($15,602)**
Total Revenues	**$973,419**	**$1,027,637**	**$1,033,773**	**$1,020,315**	**($7,322)**
Personnel Costs	$674,336	$847,000	$699,535	$845,940	($1,060)
Operating Expenses	$13,942	$19,845	$19,592	$18,173	($1,672)
Interdept. Charges	$134,199	$160,792	$147,886	$156,202	($4,590)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$822,477**	**$1,027,637**	**$867,013**	**$1,020,315**	**($7,322)**
Rev. Over (Under) Exp.	$150,942	$0	$166,760	$0	$0

Program Highlights

General Government revenue decreases by $520 due to the State of Wisconsin's reimbursement level for officer training. Charges for Services revenue increases by $8,800 to $413,400. The Department has budgeted to change how sheriff sales are being charged from $100 to post the sale and $50 to hold the sale to $150 flat fee for a sheriff sale. The Department estimates that the change in the fee structure will generate an additional $5,000 due to the number of sales that are cancelled and rescheduled. The Department proposes to increase the writ of execution fee from $60 to $75 due to the associated amount of work. County Tax Levy is decreasing by $15,602 mainly due to expenditure decreases noted below.

Personnel costs of $845,940 decreases by $1,060 for the 12.16 FTE staff associated to this program. The Department is planning on unfunding 1.0 FTE warrant deputy sheriff position and transferring in 1.0 FTE clerk II position from Inmate Security and Services resulting in $21,760 of salary and benefit cost savings offsetting the cost to continue for the remaining staff. The Department is budgeting $14,634 for 332 hours of overtime, which is a slight decrease from the 2012 Budget as these hours are being moved to court security services. Operating expenses decrease by $1,672 to $18,173 due to Spillman license cost decreases due to the implementation of the new computer aided dispatch system. Interdepartmental charge expenditures allocated to this program decrease by $4,590 to $156,202 mainly due to $12,248 in vehicle charges like repairs and gasoline costs being shifted to patrol program to correct for where these expenses are being charged. This is partially offset by $5,815 increase in insurance costs due to claims experience.

Activity	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Warrants Entered	3,888	5,550	4,000	4,200	(1,350)
Warrants Disposed	3,111	5,600	3,100	3,500	(2,100)

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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**24.05**	**24.20**	**24.20**	**22.88**	**(1.32)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$830,787	$901,000	$821,868	$886,000	($15,000)
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$1,133,168**	**$1,023,756**	**$1,023,756**	**$988,124**	**($35,632)**
Total Revenues	**$1,963,955**	**$1,924,756**	**$1,845,624**	**$1,874,124**	**($50,632)**
Personnel Costs	$1,991,849	$1,924,756	$1,739,047	$1,874,124	($50,632)
Operating Expenses	$0	$0	$0	$0	$0
Interdept. Charges	$0	$0	$0	$0	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,991,849**	**$1,924,756**	**$1,739,047**	**$1,874,124**	**($50,632)**
Rev. Over (Under) Exp.	($27,894)	$0	$106,577	$0	$0

Program Highlights

Interdepartmental revenue is decreasing by $15,000 to $886,000. This pays for bailiff services directly provided and charged to Circuit Court Services and also provides after hours security at the Health and Human Services Building. County Tax Levy for the Court Security program area decreases by $35,632 mainly due to personnel cost decreases noted below.

Net Personnel costs decrease by $50,632 to $1,874,124 for 22.88 FTE staff mostly due to the removal of 1.35 FTE Temporary Extra Help resulting in $52,500 in cost savings. The Department is planning on staffing the courthouse screening station with two civilian bailiff staff instead of three staff. It is the recommendation of the Waukesha County Board of Supervisors that the Sheriff provide an armed, sworn law enforcement deputy at the screening station. The Department is also going to staff the screening station two evenings a week instead of three, which was the budgeted level in 2012. The Department is budgeting costs at $34,146 over time for 790 hours, which is a slight increase from the 2012 budget. Operating and Interdepartmental expenses related to court security are not being allocated to this budget but instead are budgeted in the Process/Warrant Services program for ease of Department administration.

Activity	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Bailiff Hours	19,422	19,400	18,500	19,115	(285)
Average Bailiff Cost per Hour	$43.61	$44.93	$43.61	$44.94	$0.01

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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**31.39**	**31.39**	**31.39**	**31.39**	**0.00**
General Government	$4,547	$4,860	$3,200	$4,320	($540)
Fine/Licenses	$977	$1,500	$1,000	$1,000	($500)
Charges for Services (a)	$12,345	$110,081	$111,148	$115,879	$5,798
Interdepartmental	$97,999	$100,203	$101,598	$102,910	$2,707
Other Revenue	$43,492	$55,200	$47,010	$45,300	($9,900)
Appr. Fund Balance	$9,972	$0	$10,000	$0	$0
County Tax Levy	**$3,152,213**	**$3,191,482**	**$3,191,482**	**$3,217,446**	**$25,964**
Total Revenues	**$3,321,544**	**$3,463,326**	**$3,465,438**	**$3,486,855**	**$23,529**
Personnel Costs	$2,722,267	$2,925,607	$2,755,115	$2,944,899	$19,292
Operating Expenses	$49,405	$84,598	$75,276	$72,316	($12,282)
Interdept. Charges	$414,274	$453,121	$452,154	$469,640	$16,519
Fixed Assets	$0	$0	$10,000	$0	$0
Total Expenditures	**$3,185,946**	**$3,463,326**	**$3,292,545**	**$3,486,855**	**$23,529**
Rev. Over (Under) Exp.	$135,598	$0	$172,893	$0	$0

(a) A journal entry to move the Pewaukee contract revenue from patrol to the Detective Bureau was not done in 2011. The revenue was collected but is reflected in the Patrol program budget.

Program Highlights

General Government revenues of $4,320 come from State assist in paying for costs associated with officer training. Fine revenue is decreasing by $500 as the Department is budgeting to receive less revenue (in line with 2011 actuals) from welfare fraud citations. Charges for Services revenue is for the detective position from the City of Pewaukee contract, and from blood test and record check fees. This increase of $5,798 is mainly due to increase in Pewaukee detective contract costs and $2,900 increase in Identification Bureau fees based on volume. The Department is also budgeting $1,000 for a new vehicle storage fee to encourage timely pick up of vehicles. 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 $45,300 is funding received through restitution payment, which is anticipated to decrease by $9,900 based on prior year experience. County Tax Levy for this program area increases by $25,964 due to overall revenue reductions explained above and in the expenditure increases noted below.

Net Personnel costs of $2,944,899 increase minimally by $19,292. The Department is unfunding 1.00 FTE detective position and backfilling with 1.00 FTE deputy position resulting in $22,215 budgeted savings, which is partially offsetting part of the ongoing personnel cost increases. The Department is budgeting $38,828 for 805 hours of overtime coverage, which is the 2012 budgeted level. Operating expenditures decrease by $12,282 mainly due to $7,971 decrease in computer licensing charges as the replacement Identification Bureau computer licenses are not as expenses as originally anticipated in the 2012 budget mostly due to change in equipment. Interdepartmental charges increase by $16,519 due to a $5,273 increase in insurance cost allocation due to claims payment experience and phase out funding subsidies of insurance costs; $2,878 increase in Technology ownership charges limited to an overall 2% increase for the total cost of computer ownership; and $6,257 increase in related vehicle expenditures largely due to fuel rate increase.

Activity	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Investigations Assigned	1,608	1,700	1,700	1,650	(50)
Welfare Fraud Cases Investigated	59	80	60	65	(15)
Hours dedicated to cyber crime taskforce	111	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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**6.52**	**6.52**	**6.52**	**6.52**	**0.00**
General Government	$199,354	$190,198	$216,078	$94,831	($95,367)
Fine/Licenses	$3,639	$4,000	$3,500	$3,500	($500)
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$14,634	$16,800	$16,800	$16,800	$0
Appr. Fund Balance	$40,608	$13,419	$44,170	$13,419	$0
County Tax Levy	**$939,859**	**$979,844**	**$979,844**	**$979,015**	**($829)**
Total Revenues	**$1,198,094**	**$1,204,261**	**$1,260,392**	**$1,107,565**	**($96,696)**
Personnel Costs	$708,607	$714,869	$830,421	$698,410	($16,459)
Operating Expenses	$184,035	$172,397	$220,851	$175,171	$2,774
Interdept. Charges	$267,527	$316,995	$305,614	$233,984	($83,011)
Fixed Assets	$6,815	$0	$33,000	$0	$0
Total Expenditures	**$1,166,985**	**$1,204,261**	**$1,389,886**	**$1,107,565**	**($96,696)**
Rev. Over (Under) Exp.	$31,109	$0	($129,494)	$0	$0

Program Highlights

General Government revenues are budgeted to decrease by $95,367 to $94,831 primarily due to the removal of $89,300 of Federal Byrne Grant revenue since 2012 was the last year of budgeting for American Recovery and Reinvestment Act (ARRA) grant funded prosecutor in the District Attorney's Office. The Department is also reducing the 2013 budgeted Byrne Grant by $6,363 to $89,455 which is the 2012 actual award level. Fines revenue is decreasing by $500 for marijuana ordinance violation fine revenue. Other revenue of $16,800 is to reimburse the county for overtime utilization by the Drug Enforcement Agency. County Tax Levy for this program area decreases by $829 mainly due to the expenditure decreases noted below being slightly greater than the revenue reductions above.

Net Personnel costs of $698,410 decrease by $16,459, which includes cost to continue for 6.52 FTE staff. The primary reason for the net personnel cost decrease is a change in 3.00 FTE staff at the metro unit resulting in a reduction in the number of family health insurance plans. The Department is budgeting $51,469 for 1,075 hours of overtime.

Operating expenses of $175,171 reflect an increase of $2,774 mainly due to a $4,000 increase in office equipment and computer equipment partially offset by $2,000 decrease in travel and training to bring the budget closer to the actual amount being spent. Interdepartmental charges decrease by $83,011 to $233,984 mainly due to the removal of the ARRA funded drug prosecutor position mentioned above.

Activity	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Cases Investigated	319	300	280	290	(10)
Felony Counts Charged*	292	220	250	255	35

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 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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**118.32**	**118.32**	**118.32**	**118.04**	**(0.28)**
General Government	$299,966	$56,580	$154,805	$80,260	$23,680
Fine/Licenses	$2,661	$5,000	$2,500	$3,500	($1,500)
Charges for Services	$4,708,008	$4,648,188	$4,683,470	$4,730,471	$82,283
Interdepartmental	$532,424	$497,875	$427,310	$495,500	($2,375)
Other Revenue	$15,087	$16,000	$23,010	$10,000	($6,000)
Appr. Fund Balance	$192,527	$180,000	$289,979	$147,160	($32,840)
County Tax Levy	**$7,652,394**	**$7,789,647**	**$7,789,647**	**$7,719,939**	**($69,708)**
Total Revenues	**$13,403,067**	**$13,193,290**	**$13,370,721**	**$13,186,830**	**($6,460)**
Personnel Costs	$11,137,313	$10,782,366	$11,280,045	$10,771,335	($11,031)
Operating Expenses	$365,802	$486,138	$576,091	$426,023	($60,115)
Interdept. Charges	$1,832,729	$1,924,786	$1,929,023	$1,989,472	$64,686
Fixed Assets	$267,552	$0	$15,337	$0	$0
Total Expenditures	**$13,603,396**	**$13,193,290**	**$13,800,496**	**$13,186,830**	**($6,460)**
Rev. Over (Under) Exp.	($200,329)	$0	($429,775)	$0	$0

Program Highlights

General Government revenue increases $23,680 by budgeting $50,000 for the State Highway Safety Grant based on revenue which is an increase of $25,000 from the 2012 budget. Fine revenue is budgeted to decrease by $1,500 for ordinance violations disturbing the peace with a vehicle based on tickets issued to date. Charges for Services revenues increases by $82,283. The Department is budgeting to receive an additional $86,163 in School Resource Officer (SRO) revenue from Norris School District which has requested an additional SRO and are being charged at the full cost recovery rate. Total revenue from the SROs is $262,403. DARE program revenue is budgeted at $23,885 for full cost recovery of service to seven schools contracting for service in the 2012-2013 school year including Merton Intermediary, Richmond, Stone Bank, Swallow, North Lake, Lake Country, and St. Anthony's. The Department is also budgeting an additional $41,166 for municipal patrol contract revenue bringing the 2013 total contract revenue budgeted to almost $4.45 million. These revenue increases are partially offset by $45,000 decrease in federal inmate transport revenue no longer being provided. Interdepartmental revenue decreases by $2,375 mainly due to a $20,000 decrease in transport budgets based on anticipated need partially offset by $17,625 in Human Services conveyance. New fees include a $5 breathalyzer fee and a charge for motorcycle escorts to recoup officer time. Other revenue is budgeted to decrease by $6,000 to $10,000 based on anticipated revenue receipts. General Fund Balance of $147,160 includes $72,160 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 and $65,000 of Health Insurance fund balance to partially offset the employer portion of health insurance cost increases. County Tax Levy decreases by $69,708 in this program mainly due to personnel and operating expenditure decreases below.

Net Personnel costs decrease by $11,031 for wages and employee benefit costs. This includes the unfunding of 1.00 FTE deputy backfilled with a new 0.50 FTE clerk resulting in $58,131 cost savings. The Village of Sussex has also requested the unfunding of 1.00 FTE lieutenant at mid-year and the creation of 1.00 FTE captain starting at mid year which will be fully paid for by contract revenue. The Department is budgeting $439,018 in overtime to pay for 10,192 hours equivalent to 4.9 FTEs, which is an increase of 452 overtime hours from the 2012 budgeted level. Operating expenses decrease by $60,115 mainly due to the reduction of one-time money for vehicle equipment purchases by $97,840 partially offset by an increase in Integraph system interface charges of $34,633. Interdepartmental charges increase by $64,686 due to $17,673 increase in Risk Management charges based on claims paid experience and the reduction of risk management subsidies, $6,153 increase in technology ownership charges; and $59,180 increase in vehicle expenses largely due to fuel rate increases and high cost of replacement Tahoes.

Activity	2011 Actual	2012 Budget(a)	2012 Estimate	2013 Budget	Budget Change
Citations	6,880	7,200	7,200	7,000	(200)
D.A.R.E Students	390	385	385	385	0
Conveyance Hours	2,342	2,500	2,400	2,700	200
Transport Hours (a)	5,091	6,200	4,800	5,675	(525)

(a) Transport hours for 2012 budget should have been 6,200, not the 8,200 published in the book.

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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**126.13**	**125.13**	**125.13**	**124.13**	**(1.00)**
General Government	$23,243	$24,840	$19,360	$22,080	($2,760)
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$1,976,265	$1,691,202	$1,774,867	$1,704,006	$12,804
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$916,823	$879,000	$969,632	$941,300	$62,300
Appr. Fund Balance	$141,572	$100,840	$209,526	$107,800	$6,960
County Tax Levy	**$9,800,168**	**$9,738,129**	**$9,738,129**	**$9,996,942**	**$258,813**
Total Revenues	**$12,858,071**	**$12,434,011**	**$12,711,514**	**$12,772,128**	**$338,117**
Personnel Costs	$9,201,743	$9,125,072	$9,407,645	$9,308,093	$183,021
Operating Expenses	$2,750,202	$2,798,413	$2,878,977	$2,925,503	$127,090
Interdept. Charges	$415,386	$470,526	$470,891	$501,932	$31,406
Fixed Assets	$21,186	$40,000	$54,575	$36,600	($3,400)
Total Expenditures	**$12,388,517**	**$12,434,011**	**$12,812,088**	**$12,772,128**	**$338,117**
Rev. Over (Under) Exp.	$469,554	$0	($100,574)	$0	$0

Program Highlights

General Government revenue of $22,080 from the State of Wisconsin to assist with funding law enforcement training, is decreasing by $2,760 due to a reduction in the reimbursement rate. Charges for Services revenue increases by $12,804 to $1.7 million mainly due to cost recovery for inmate medical care resulting in an additional $11,500. The Department continues to budget for 43.26 federal inmates resulting in $1.215 million in revenue. The Department is also budgeting to receive $126,000 from probation and parole based on past actuals which is an increase of $6,000 but this revenue increase is partially offset by $15,000 decrease in State Criminal Alien Assistance Program revenue based on the 2011 actual award. The municipal hold charges are increasing from $13.74 to $14.06 based on the cost recovery formula and the Department has budgeted to increase the booking fee from $27.50 to $30 per booking. Other revenue is increasing by $62,300 primarily due to $47,400 increase in commissary revenue based on inmates decision to purchase items and the Department increasing the profit margin on enhanced lunches $1 from $1.67 to $2.67. The Department is also budgeting a $13,000 increase in inmate phone revenue based on anticipated higher usage. General Fund Balance of $107,800 is to partially fund the $134,750 of planned expenditures in the jail equipment replacement plan. County Tax Levy for this program area increases by $258,813.

Net Personnel costs of $9.3 million increase by $183,021 for cost to continue of wage cost and benefits for 124.13 FTE, which includes the transfer out of 1.00 FTE Clerk II position resulting in $59,969 is salary and benefit savings. The Department is budgeting $241,052 for overtime for 6,525 overtime hours equivalent to over 3.0 FTEs, which is the 2012 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 due to continued high position turnover.

Operating expenditures increase by $127,090 to $2,925,503 due to $54,957 increase in inmate medical expenses and $40,325 increase in inmate food cost bringing the 2013 budget to $1.56 million and $541,074 respectively. The Department is also budgeting a $30,000 increase in inmate commissary expenses and an offsetting revenue noted above. The jail equipment replacement plan purchases in the operating appropriation unit total $98,150 which is an increase from the 2012 budget of $13,350.

Interdepartmental charges are increasing $31,406 due to $6,798 increase in technology ownership costs, $17,801 increase in insurance costs based on claims paid experience and phase down of the Risk Management subsidy, and $4,534 increase in records management costs. The Department is also budgeting $36,600 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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**32.84**	**32.84**	**32.84**	**32.84**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$910,992	$1,090,718	$789,120	$1,022,318	($68,400)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$56,233	$72,486	$53,696	$58,680	($13,806)
Appr. Fund Balance	$44,853	$24,160	$46,504	$17,200	($6,960)
County Tax Levy	**$1,661,610**	**$1,768,716**	**$1,768,716**	**$1,867,633**	**$98,917**
Total Revenues	**$2,673,689**	**$2,956,080**	**$2,658,036**	**$2,965,831**	**$9,751**
Personnel Costs	$2,319,149	$2,481,461	$1,994,049	$2,537,390	$55,929
Operating Expenses	$214,285	$350,317	$313,484	$285,106	($65,211)
Interdept. Charges	$104,103	$118,552	$119,060	$126,335	$7,783
Fixed Assets	$15,044	$5,750	$9,200	$17,000	$11,250
Total Expenditures	**$2,652,581**	**$2,956,080**	**$2,435,793**	**$2,965,831**	**$9,751**
Rev. Over (Under) Exp.	$21,108	$0	$222,243	$0	$0

Program Highlights

Charges for Services revenue decreases $68,400 to $1,022,318. This revenue source is largely composed of the daily charge for Huber inmates. The per-day charge for the 2013 budget is at $23.00 per day, which is an increase of $1.00 per day. (The County budgets for and retains approximately $21.88 of the $23.00 a day due to sales taxes remitted to the State). The 2013 revenue budget is projected to decrease by $75,000 is anticipating collecting the day rate from 125.87 inmates, which is a decrease of 15.53 paying inmates from the 2012 Budget of 141.4. This decrease is partially offset by increasing the cost of the electronic monitoring set up fee from $25 to $50 and moving the budgeted revenue from the Administrative program to the Huber program resulting in a $7,500 revenue offset. Other revenue is budgeted to decrease by $13,806 to $58,680 due to the removal of the pay phone revenue as IC Solutions now provides phone service at Huber and the phone commissions are deposited in the Jail Program. The Department is also decreasing some of the vending revenue to bring the budget more in line with actual levels being received. General Fund Balance of $17,200 is to partially fund the $20,250 in expenses associated with the Huber Jail equipment replacements. County Tax Levy for this program area increases by $98,917 mostly due to revenue decreases noted above the overall expenditure increase below:

Personnel costs increase $55,929 for 32.84 FTE staff. The Department is budgeting $65,921 for 1,740 hours of overtime, which is the 2012 Adopted Budget level.

Operating expenses decrease by $65,211 to $285,106 due to $21,200 decrease in the equipment replacement plan as the majority of the purchases in 2013 are anticipated in the jail or in the fixed asset appropriation unit. Other decreases include $21,909 decrease in electronic monitoring costs as the Department is budgeting for 26 inmates on electronic monitoring instead of the 2012 adopted budget level of 35; and $19,142 decrease in inmate food costs to $128,544 based on the projected food expenditure needs at Huber facility verses the main Jail. Interdepartmental charges are budgeted to increase by $7,783 mostly due to $4,565 increase in insurance costs based on claims paid 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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**20.25**	**20.27**	**20.27**	**20.27**	**0.00**
General Government	$505	$540	$480	$480	($60)
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$100,237	$91,000	$101,138	$99,100	$8,100
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$28,547	$7,500	$13,470	$9,900	$2,400
Appr. Fund Balance	$3,995	$0	$21,948	$0	$0
County Tax Levy	**$1,668,904**	**$1,683,336**	**$1,683,336**	**$1,661,413**	**($21,923)**
Total Revenues	**$1,802,188**	**$1,782,376**	**$1,820,372**	**$1,770,893**	**($11,483)**
Personnel Costs	$1,477,271	$1,467,221	$1,450,969	$1,445,343	($21,878)
Operating Expenses	$98,231	$87,592	$92,391	$89,838	$2,246
Interdept. Charges	$196,283	$227,563	$227,137	$235,712	$8,149
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,771,784**	**$1,782,376**	**$1,770,497**	**$1,770,893**	**($11,483)**
Rev. Over (Under) Exp.	$30,404	$0	$49,875	$0	$0

Program Highlights

Charges for Services revenue increases by $8,100 to $99,100 due to $8,000 increase in transcription cost recovery revenue based on use by the contracting agencies. The Department is also budgeting a $1,000 increase in revenue associated with tactical training courses. Tax Levy for this program decreases by $21,923 due to revenue increase previously mentioned and expenditure decreases noted below.

Net Personnel costs decrease by $21,878 for continuing 20.27 FTE administrative staff positions mainly due to staff turnover in four positions resulting in different benefit selections and compensation levels. Temporary extra help is budgeted at $29,812 for 1.16 FTE staff for Department shuttle drivers and some clerical assistance. The Department is budgeting $6,246 for approximately 230 hours of overtime.

Operating Expenses of $89,838 include office supplies of $41,442, equipment/supplies and maintenance costs of $26,156, training costs of $720 and service costs of $15,190. Operating expenses increase by $2,246 largely due to $1,000 increase in shredding service costs based on volume and $1,000 increase in staff audiograms to being the budget closer to actual. Interdepartmental charges increase by $8,149 to $235,712 due to a $2,672 increase in End User Technology charges, $1,085 increase in telephone expenditures, and $3,020 increase in insurance costs based on claims experience.

Activity	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Accident Reports	2,359	2,000	2,100	2,100	100
Incident Reports	5,793	5,900	5,600	5,800	(100)

Activity	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Main Jail					
Jail Bookings	8,291	8,700	8,500	8,200	(500)
Federal Inmate Days	18,320	15,790	15,549	15,790	0
Other Inmate Days	138,522	145,000	145,000	145,000	0
Average Daily Population	430	435	440	440	5
Billable Probation/Parole Days	4,249	4,000	4,000	3,950	(50)
Billable Extended Supervision Sanct.	3,102	1,825	2,500	1,825	0
Huber Jail					
Total Huber Inmate Days	64,969	78,500	60,000	60,000	(18,500)
Avg Huber Daily Population-Housed	15	200	150	150	(50)
Avg Electronic Homebound	21	28	20	18	(10)
Meals Served for Jail and Huber facilities	675,340	677,000	685,000	676,898	102

Fee Schedule

Correction Fees	2012	2013	Change
1 Federal Inmates (per day)	$ 77.00	$ 77.00	$ -
2 DOC Extended Supervision Sanctions (per day)	$ 51.49	$ 51.49	$ -
3 DOC Extended Supervision Sanctions (per day for working Huber inmates)	$ 29.49	$ 28.49	$ (1.00)
4 Probation and Parole Holds (per day)	*	*	
5 Huber/Electronic Monitoring Charge (per day)	$ 22.00	$ 23.00	$ 1.00
6 Municipal Holds (per day)	$ 13.74	$ 14.06	$ 0.32
7 Booking Fee (unemployed)	$ 27.50	$ 30.00	$ 2.50
8 Booking Fee (employed)**	$ 5.50	$ 7.00	$ 1.50
9 Huber Transfer Fee	$ 50.00	$ 50.00	$ -
10 Disciplinary fee if Huber inmates are shipped to the Main Jail-New	$ -	$ 50.00	$ 50.00
11 Medical Co-pay	$ 20.00	$ 20.00	$ -
12 ID tag replacement/Lock Fee	$ 5.00	$ 5.00	$ -
13 Parking Pass	$ 5.00	$ 15.00	$ 10.00
14 Electronic Monitoring Set Up Fee	$ 25.00	$ 50.00	$ 25.00
15 Medtox Drug Test (if positive result)	$ 5.00	$ 5.00	$ -
16 Medtox Drug Challenge Test	$ 40.00	$ 40.00	$ -
17 Walkaway Fee	$ 100.00	$ 100.00	$ -
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	$ 0.35	$ 0.35	$ -
7 CD Copy	$ 10.00	$ 10.00	$ -
8 Microfilm Copy	$ 0.55	$ 0.55	$ -
9 Background Check	$ 5.00	$ 5.00	$ -
10 PBT Test Fee--New	$ -	$ 5.00	$ 5.00
11 Vehicle Storage Fee--New	$ -	$ 20.00	$ 20.00
12 Sheriff Sale Fees--Post Sale	$ 100.00	$ 150.00	$ 50.00
13 Sheriff Sale Fees--Hold Sale	$ 50.00	$ -	$ (50.00)
14 Execution Fee	$ 60.00	$ 75.00	$ 15.00
15 Service for Non-Sufficient Funds	$ 30.00	$ 30.00	$ -
16 Subpoena/Temporary Restraining Order/Summons and Complaint/Warrant Fee	$ 60.00	$ 60.00	$ -
17 Notary Fee	$ 1.00	$ 1.00	$ -
18 Witness Fee	$ 16.00	$ 16.00	$ -
19 Blood Test Fee (dependant on hospital bill to department)	$ 35.00	$ 35.00	$ -
20 Parking Citation	$ 25.00	$ 25.00	$ -
21 Vehicle Lockout	$ 50.00	$ 50.00	$ -

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

** 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)

THIS PAGE LEFT BLANK

Health & Human Services

TABLE OF CONTENTS
HEALTH & HUMAN SERVICES

Health & Human Services Functional Area Summary 139

Corporation Counsel
Fund: Child Support General Fund 147

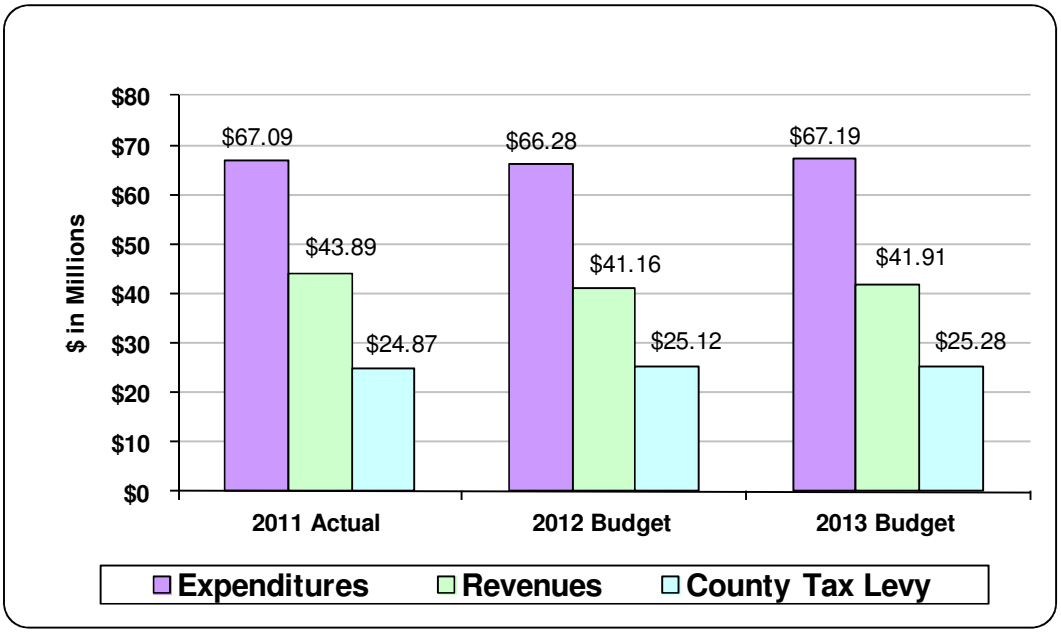
Health & Human Services ALL FUNDS 155
Fund: General Fund 159
Human Services General Fund 161
Criminal Justice Collaborating Council General Fund 185
Mental Health Center General Fund 191
Public Health General Fund 193
Veterans' Services General Fund 206
ADRC General Fund 210
Nutrition General Fund 220
Fund: Aging & Disability Resource Center Grant (ADRC) 226

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 2013 expenditure budget for this functional area totals $67,191,597, an increase of $911,440 or 1.4% from the 2012 Budget. Budgeted revenues include $293,680 of fund balance appropriations. Revenues budgeted in this functional area total $41,910,457, an increase of $749,847 or 1.8% from the 2012 budget. The Tax Levy necessary to fund this functional area totals $25,281,140, an increase of $161,593 or 0.6% from the 2012 Budget and is about 26% of the total County Tax Levy.

** HEALTH AND HUMAN SERVICES **

Functional Area Summary by Agency

	2011 Actual	2012 Adopted Budget	2012 Estimate	2013 Budget	Change from 2012 Adopted Budget $	%
*** TOTAL HEALTH & HUMAN SERVICES***						
Revenues (a)	$43,892,713	$41,160,610	$41,974,098	$41,910,457	$749,847	1.8%
County Tax Levy	$24,872,400	$25,119,547	$25,119,547	$25,281,140	$161,593	0.6%
Expenditure	$67,085,651	$66,280,157	$66,292,699	$67,191,597	$911,440	1.4%
Rev. Over (Under) Exp.	$1,679,462	$0	$800,946	$0	-	N/A
BREAKDOWN BY AGENCY						
CORPORATION COUNSEL-CHILD SUPPORT						
Revenues (a)	$2,210,895	$2,198,595	$2,230,666	$2,132,512	($66,083)	-3.0%
County Tax Levy	$335,992	$338,869	$338,869	$365,462	$26,593	7.8%
Expenditure	$2,479,092	$2,537,464	$2,385,947	$2,497,974	($39,490)	-1.6%
Rev. Over (Under) Exp.	$67,795	$0	$183,588	$0	-	N/A
HEALTH & HUMAN SERVICES						
Revenues (a)	$41,681,818	$38,962,015	$39,743,432	$39,777,945	$815,930	2.1%
County Tax Levy	$24,536,408	$24,780,678	$24,780,678	$24,915,678	$135,000	0.5%
Expenditure	$64,606,559	$63,742,693	$63,906,752	$64,693,623	$950,930	1.5%
Rev. Over (Under) Exp.	$1,611,667	$0	$617,358	$0	-	N/A

(a) The 2013 budget includes a total of $293,680 of Fund Balance appropriations, which include: Child Support of $50,000 and Human Health & Human Services General Funds of $243,680. 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.

Significant additional funding resources for the 2013 **Department of Health & Human Services (H&HS) budget** covers more than cost to continue services as outlined below:

- In the 2012 budget, $300,000 of additional tax levy was provided and budgeted for in the **Aging & Disability Resource Center (ADRC) – Adult Protective Services program** area anticipating higher potential costs associated with clients who could be denied entry to the state-run Family Care program as a result of State's enrollment cap limits that started July 1, 2011. However, the Federal Department of Health & Human Services forced the lifting of the capped enrollment limits early in 2012, which frees up $300,000 of additional budget appropriations and related tax levy. The unspent funding is being partially used in 2012 to more than make up for an estimated $201K decrease in state Youth Aids funding, discussed later. In 2013 the base budget shifts this $300,000 appropriation to fund other service requirements in meeting the Department's tax levy target.
- The **Health and Human Services Department** is budgeting an additional $282,600 of Community Aids revenue for Human Services programming, which is the Department's primary source of discretionary intergovernmental revenue funding. Most of this increase results from a scheduled reduction in the mandated Family Care Payment back to the State by about $468,700 to $2,504,600. This frees up $200,700 of Community Aids revenue for programming (and also allows a reduction in one-time fund balance use of $268,000). Also, based on a higher expected allocation from the State Departments of Children and Families and Health Services, nearly $82,000 more in Community Aids is budgeted for 2013. Total Community Aids across the Department are budgeted at nearly $11,333,000.
- Additional new tax levy allocated to the **Health and Human Services Department** overall totals $135,000, with total County tax levy funding for the Department of over $24.9 million which is about 25% of the entire County budget.
- **Administrative Services management** estimates an increase in H&HS administrative cost recovery revenues of about $149,000 in the Aging and Disability Resource Center (ADRC) Grant Fund to be more in-line with higher 2011 actual revenues received. This results from the fiscal staff implementing a new methodology approved by the State ADRC staff that more accurately reflects recovery of Human Services administrative support costs totaling $477,600.
- **Children with Special Needs Program** includes an increase in State revenue reimbursements related to the Children's Long Term Support (CLTS) Waiver programs by nearly $533,000 to $1.59 million. This includes reimbursement increases for additional case management service costs of about $178,900, which total $928,500. This is mainly due to more than 1,600 additional contracted case management staff hours (about 0.75 FTE) and an increase in the allowable billable cost recovery hourly rate up from $78.25/hour to $83/hour. In addition, federal matching revenues on locally funded CLTS client services (estimated at 60%) are budgeted at $144,900 (not budgeted for in 2012). Also, pass-through reimbursements to vendors who cannot directly bill the CLTS third-party administrator are budgeted for the first time at about $160,600. H&HS administrative cost recovery estimated for the CLTS program increases by about $48,500 to $206,100. A pass-through parental cost share revenue remains at the 2012 budget level of $150,000.
- **Mental Health Outpatient and Support Services Program** budgets State collections revenues for County residents placed at the state mental health institutes by $184,000 to $523,300, mostly due to a projected increase in youth placement levels. The county receives a Federal Medicaid (MA) reimbursement for individuals under 18 years old who are placed at the mental health institutes along with additional revenue offsets, which are estimated to cover approximately 70% of youth placement costs.
- A major budget driver is state mental health institute placement cost which is budgeted to increase by nearly $312,000 to over $1.5 million, of which youth placement costs account for nearly $200,000 of the increase (totaling $609,100) and adult placement costs projected to increase by over $112,000 (totaling $908,300). This corresponds with to an anticipated increase in total overall days of care by 267 to an estimated 1,433 days of care. Of this amount, youth placements are expected to account for 209 days of the increase (totaling 603 days of care) and adult placements account for an additional 58 days (for a total of 830 days of care).
- Also, **Mental Health Outpatient and Support Services** operating expenditure are budgeted to include an anticipated increase in room, board and treatment costs for the Comprehensive Community Services (CCS) clients, Community Recovery Services (CRS) clients and residential care placement costs up by about $270,600 to over $4.4 million. This is based on management anticipating a greater number of treatment days of care by 635 days and an estimated increase of 2% for room and board services and a 1% across the board increase for all other contracted vendor services. In addition, Mental Health and AODA related pharmaceutical and medical supply costs are budgeted to increase by nearly $170,000 up to just below $500,000 in total. According to department management, this is largely due to increasing pharmaceutical costs; higher levels of clients lacking the ability to pay (as the County is the required payer of last resort); limited patient medication assistance programs and less availability of sample medications. County Tax Levy support allocated to this program increases by about $559,200 to $7,827,800.

- **Economic Services Administration and Support Program:**
  - Includes a net increase in State/Federal funding for the Income Maintenance (IM) program by about $77,900 to $2,411,800, mostly due to an increase in direct and indirect program costs covered with 50% federal match.
  - In January 2012, as part of a State-mandated reorganization of county Income Maintenance (IM) operations across Wisconsin, Waukesha County joined with four other counties (Fond Du Lac, Ozaukee, Walworth and Washington) to form the Moraine Lakes Consortium. The IM program provides assistance to low-income families through Medicaid/BadgerCare, FoodShare, Child Care, and other programs. In the first year of the consortium, participating counties are seeking efficiencies by collaborating in three areas: call center duties, document processing and telephone/face-to-face client interviews. Staff are rotated through these duties on a weekly basis, with the goal of increasing productivity by having staff focus on one type of task at a time.
  - Also beginning in 2012, the State Department of Health Services assumed administration of the State/Federal Medicaid-funded Wisconsin Funeral & Cemetery Assistance Program (WFCAP), formerly the State indigent burial funding. As a result, $210,000 budgeted in 2012 for Federal/State pass-through payments and related expenditures, are not repeated in the 2013 budget.
- **Family Services & Juvenile Services Division's** 2013 budget includes decreases in State Youth Aids funding by about $201,100 to $3.25 million, based on a reduction that the Wisconsin Department of Corrections made to county allocations in 2012 to comply with the State budget's requirement to retain lapsing funds for the State's 2012 fiscal year. A portion of Youth Aids funding is used to pay for Juvenile Correctional Institute placement costs, (which remain at nearly the 2012 budget level of $312,000 for an average daily population of 3.0 juveniles), the remainder of $2 million is used to provide wrap around County community-based prevention programs to help avoid Correctional Institute placements and related high deep-end costs. Based on the Youth Aids funding reduction and cost increases to continue existing services, management allocates additional County Tax Levy support of $272,700 for a total of almost $3.3 million.
- **Mental Health Center (MHC)** budget is driven by personnel costs which are budgeted to increase by about 5% or $207,800 up to over $4.3 million which includes the net cost to continue (estimated at $83,200 or 2%) for 42.95 FTE positions. In addition, extra help staff is increased by 0.99 FTE or about 2,060 hours at an cost increase estimated at $71,300. This includes 0.50 FTE or 1,040 hours of a senior substance abuse counselor. Department management indicates this is budgeted to provide more substance abuse assessments, based on a federal review recommendation, and 0.49 FTE or about 1,020 hours to more accurately budget for patient coverage on all shifts at this 24-hour facility. Net cost changes in employee health insurance plan selections are estimated to increase costs by $52,000. Overall County Tax Levy Support to the MHC increases by about $225,300 to over $3.5 million.
- **Public Health Division** Tax Levy funding is budgeted to increase by about $90,400 or a 3.9% increase to nearly $2.4 million. H&HS management allocated additional tax levy funding to cover budgeted cost to continue existing and growing service demands with existing staff at an additional cost of almost $61,600 or 2.0% and an additional 0.35 FTE which is about 730 hours of additional extra help increasing budgeted costs by about $26,900. Net Operating expenditures include an increase of about $42,400 mainly due to an increase in medical supply costs (mainly vaccines). Higher expenditures are partially offset by a net increase in General Government revenue of $58,300 mostly related to increases in the Women, Infant and Children (WIC) federal grant funding allocation. This funding level is expected to provide the resources necessary to keep Public Health at least at Level II Status.
- **ADRC Division- Adult Protective Services program** operating expenditures includes decreases of over $496,000, mainly related to the elimination of State's Family Care enrollment Cap. This decrease is partly offset by an estimated budget increase of nearly $64,000 for a total of almost $615,000 for the County payment to Marsh Country Consortium for services to 26 County clients at the Clearview Nursing Home in Dodge County.
- **ADRC Division- Nutrition program** net operating expenditures are budgeted to increase over $59,800 mostly related to an increase in home delivered meals ordered and a 3% increase in vendor meal costs. **Federal** revenues passed through the State are budgeted to increase by nearly $65,900 based on notification of an increase the Older Americans Title III funding allocations, which is recalculated annually based on proportionate share of Wisconsin's elderly population.
- **Corporation Counsel-Child Support** Federal and State funded program revenues sources are budgeted to increase by $40,300 or 2.0% to nearly $2.1 million. Reliance on General Fund Balance appropriations decrease by $106,800 and County Tax Levy increases by about $26,600 to fund the costs to continue services and allow for the leveraging of federal dollars, which help avoid the loss of Federal revenue reimbursement due to State's GPR funding reductions for this program. Personnel Costs decrease by about $22,700 mainly due to unfunding 1.00 FTE child support collection specialist position.

BUDGETED POSITIONS 2011-2013
SUMMARY BY AGENCY AND FUND

HEALTH AND HUMAN SERVICES

Agency	Fund	2011 Year End	2012 Adopted Budget	2012 Modified Budget	2013 Budget	12-13 Change
CORPORATION COUNSEL	Child Support	27.60	27.60	27.60	26.60	(1.00)
HEALTH & HUMAN SERVICES	Human Services - General Fund	257.48	255.93	255.93	255.93	0.00
	Mental Health Center - General Fund	42.95	42.95	42.95	42.95	0.00
	General Fund - Public Health - General Fund	37.84	37.84	37.84	37.84	0.00
	Criminal Justice Collaborating Council - General Fund	1.00	1.00	1.00	1.00	0.00
	Veterans Services - General Fund	3.70	3.70	3.70	3.70	0.00
	ADRC - General Fund	18.04	17.55	17.55	17.55	0.00
	Elderly Nutrition - General Fund	7.10	7.09	7.09	7.09	0.00
	Aging and Disability Resource Center Grant Fund	23.91	24.40	24.40	24.40	0.00
	H&HS Subtotal	392.02	390.46	390.46	390.46	0.00
	TOTAL REGULAR POSITIONS	419.62	418.06	418.06	417.06	(1.00)
	TOTAL EXTRA HELP	19.07	16.46	16.46	17.47	1.01
	TOTAL OVERTIME	2.17	2.50	2.50	2.37	(0.13)
	TOTAL BUDGETED POSITIONS	440.86	437.02	437.02	436.90	(0.12)

2013 BUDGET ACTIONS

Corporation Counsel - Child Support

Decrease 1.0 FTE Attorney
Increase 1.0 FTE Senior Attorney
Unfund 1.0 FTE Child Support Specialist
Decrease 0.24 FTE Temporary Extra Help
Decrease 0.01 FTE Overtime

Human Services General Fund

Increase Extra Help by 0.36 FTE
Decrease Overtime by 0.15 FTE

Mental Health Center General Fund

Increase Extra Help by 0.99 FTE
Increase Overtime by 0.03 FTE

Public Health General Fund

Decrease Extra Help by 0.11 FTE

ADRC - Nutrition General Fund

Increase Extra Help Senior Dining Manager by 0.01 FTE

2012 CURRENT YEAR ACTIONS

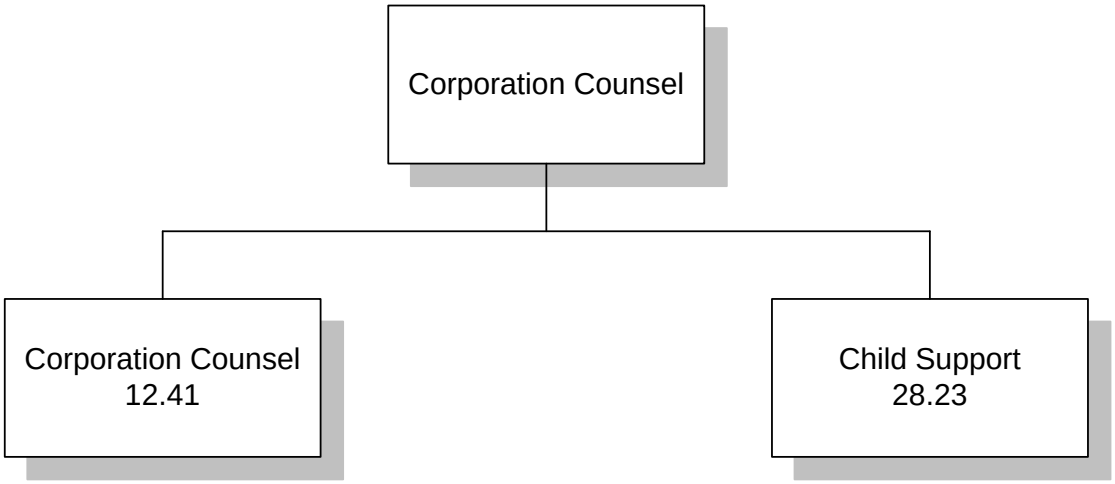
None

THIS PAGE LEFT BLANK

Corporation Counsel

CORPORATION COUNSEL'S OFFICE

FUNCTION / PROGRAM CHART



40.64 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.

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	2011 Actual	2012 Adopted Budget	2012 Estimate	2013 Budget	Change From 2012 Adopted Budget $	%
Revenues						
General Government (a) (c)	$2,121,253	$2,002,095	$2,040,466	$2,042,812	$40,717	2.0%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$32,171	$39,700	$33,400	$39,700	$0	0.0%
Interdepartmental	$850	$0	$0	$0	$0	N/A
Other Revenue	$1,621	$0	$0	$0	$0	N/A
Appr. Fund Balance (b)	$55,000	$156,800	$156,800	$50,000	($106,800)	-68.1%
County Tax Levy (b)	**$335,992**	**$338,869**	**$338,869**	**$365,462**	**$26,593**	**7.8%**
Total Revenue Sources	**$2,546,887**	**$2,537,464**	**$2,569,535**	**$2,497,974**	**($39,490)**	**-1.6%**
Expenditures						
Personnel Costs	$2,056,189	$2,046,375	$1,985,415	$2,023,628	($22,747)	-1.1%
Operating Expenses (a) (b)	$248,136	$310,255	$227,450	$295,255	($15,000)	-4.8%
Interdept. Charges (b)	$174,767	$180,834	$173,082	$179,091	($1,743)	-1.0%
Fixed Assets (b)	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$2,479,092**	**$2,537,464**	**$2,385,947**	**$2,497,974**	**($39,490)**	**-1.6%**
Rev. Over (Under) Exp.	$67,795	$0	$183,588	$0	$0 -	
Position Summary (FTE)						
Regular Positions	27.60	27.60	27.60	26.60	(1.00)	
Extra Help	1.56	1.80	1.80	1.56	(0.24)	
Overtime	0.03	0.08	0.08	0.07	(0.01)	
Total FTEs	29.19	29.48	29.48	28.23	(1.25)	

(a) In 2013, the non-match performance funds will not be matched as the federal 2005 Deficit Reduction Act (2005 DRA) is still in effect. It is budgeted at 2012 earning level of $347,766. However, the State of Wisconsin allocated State General Purpose Revenue (GPR) of $154,798 to address part of the revenue gap created by the 2005 DRA, which will provide $455,288 of expenditures authority.

(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 $50,000 of General Fund Balance. Budget for Tax levy is $365,462, including Corporation Counsel's Tax Levy transfer of $10,593 mainly to cover the additional costs of switching attorney and senior attorney between the divisions and $6,000 to minimize fund balance usage.

(c) In 2011, 2012 and 2013 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 reimburse by the state; the County receives net administrative cost recovery.

(d) The Child Support Program is estimating to finish 2012 favorably mainly due to lower projected spending than budgeted.

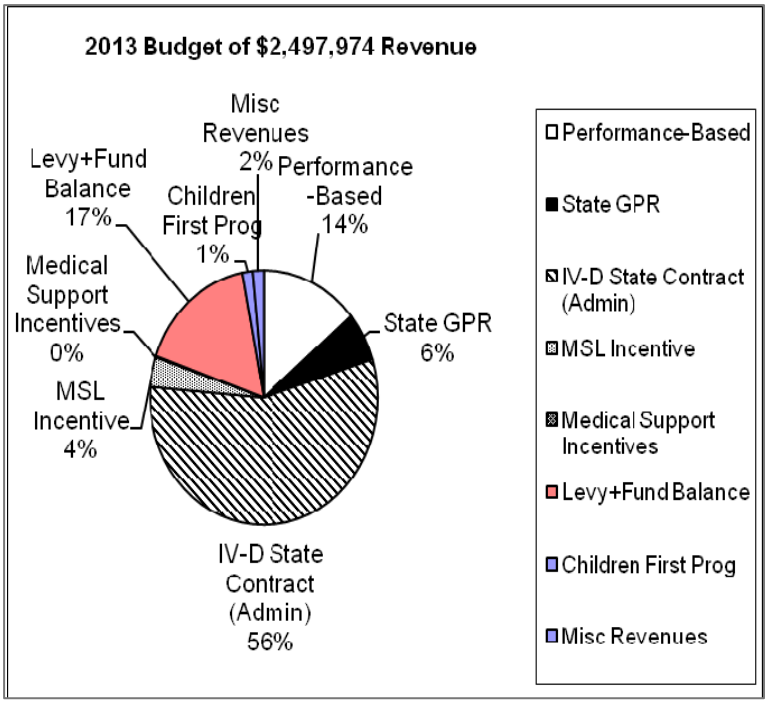
Program Highlights

General government revenues increase $40,717 or 2% to $2,042,812, excluding Child Support Charges for Services (cost recovery) of $39,700, Appropriated Fund Balance of $50,000 and Tax Levy of $365,462. This revenue increase is partly due to the way in which the Department of Children and Families phased in the reduction of State General Purpose Revenue (GPR). The State budget decreased GPR by 50% from $8.5 million to $4.25 million. However, the Department of Children and Families chose to phrase in the reduction during 2012 and 2013 such that the full cut would not be put in place until 2014. As a result of the phased-in reduction, the 2012 actual GPR was higher than the 2012 budgeted GPR by $38,789. The non-match performance funding also increases $42,622 or 14% to $347,766 based on five measures. In addition, the department included a new funding incentive, medical support incentive, of $3,500, which will provide $10,294 of expenditure authority. Funding for medical support liability increases $10,000 or 11.8% to $95,000 in accordance to the historical earnings. The IV-D state contracts for expenditure reimbursement decrease $54,194 or 3.9% mainly due to reduction in program expenditures. Charges for services, including copy and duplicating fees, vital records, blood tests, and client fees, are budgeted at 2012 levels. In 2013, revenue from State Children First Program is included at $36,400. Its expenditure is also budgeted at $36,400. Appropriated Fund Balance decreases $106,800 or 68.1% which is an effort to minimize the reliance on Fund Balance usage. Tax Levy increases $26,593 or 7.9% of which $16,593 transferred from Corporation Counsel Office; $10,593 for personnel reallocation cost and $6,000 for fund balance reduction.

Personnel Costs decrease $22,747 or 1.1% to $2,023,628 for 28.23 FTEs. This reduction is a result of un-funding 1 FTE child support specialist position, .24 FTE decrease in temporary extra help, .01 FTE decrease in overtime, and decrease in health insurance cost; two employees switched from family to single which was offset by one employee who switched from single to family health insurance coverage. In 2013, the division transfers out 1 FTE Attorney position to Corporation Counsel division, and transfers in 1 FTE Senior Attorney. This reallocation results in an additional $27,497 in child support personnel costs.

Operating expenses decrease $15,000 or 4.8% to $295,255. It is mainly due to $10,000 reduction in lab services and $5,000 in process services pursuant to historical spending.

Interdepartmental charges decrease $1,743 or .96% to $179,091. This reduction is a result of decreases in records storage and retrieval of $495, telephone-fixed of $1,038, and cross-charge of $3,197, offset by increases in workers compensation of $622 and End User Technology charges of $2,188 based on IT resources usage for the total cost of computer ownership.



This chart represents the Child Support Division's General Government and Charges for Services revenues funding components for 2013. They included non-match performance award funding of $347,766, administrative reimbursement of $1,349,248, Medical Support Liability (MSL) incentive of $95,000, which is funded by the Federal Government through the State Department of Children and Family Services, and the Children First Program of $36,400. The estimated amount for State GPR is $154,798. Miscellaneous revenues are $39,700 including copy fees, vital statistics fees, genetic test fees, and client fees. Tax Levy for 2013 is $365,462 and Appropriated Fund Balance is $50,000.

Major Departmental Strategic Outcomes and Objectives for 2013

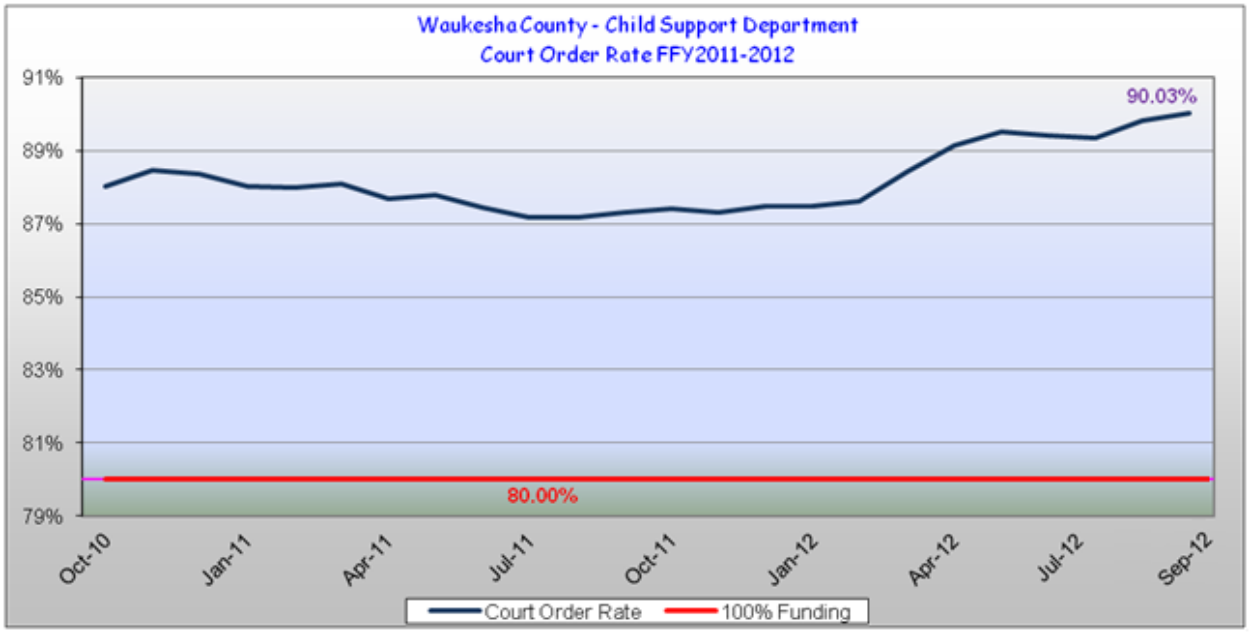
County-Wide Key Strategic Outcome: A county that assists at-risk citizens

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)

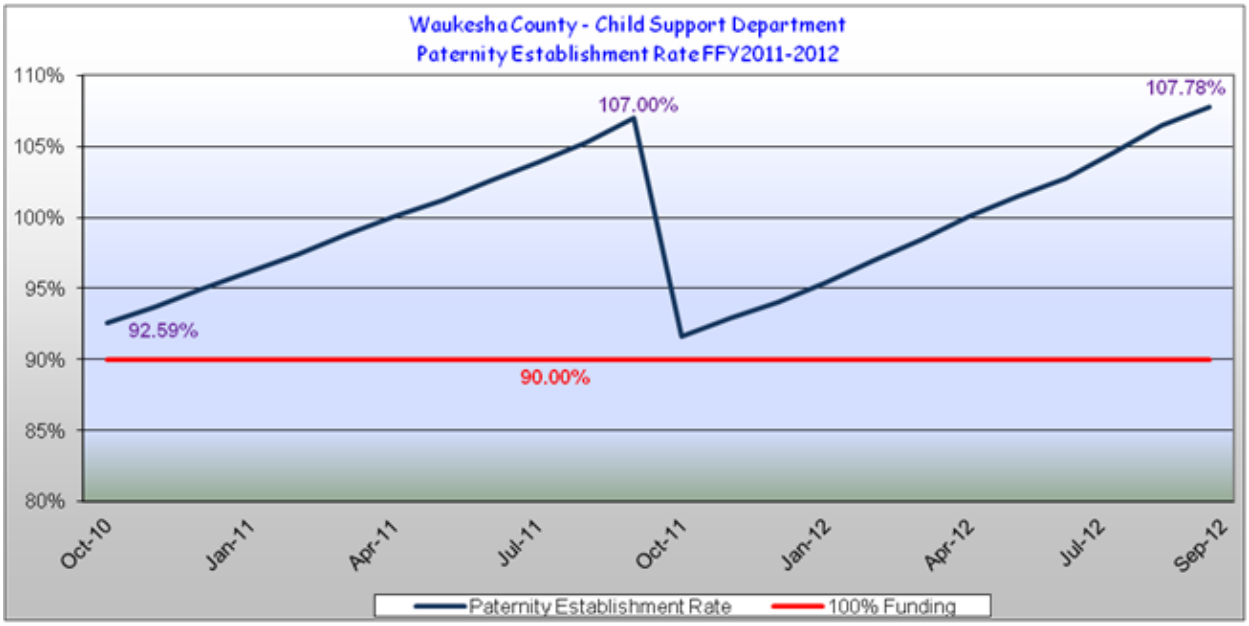
Key Outcome Indicator: Federal funding is awarded based on five performance standards: four federal performance measures and a fifth proficiency measure.

Performance Measure:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Court order rate	87.3%	>80%	>80%	>80%
Paternity establishment	107%	>90%	>90%	>90%
Child support collection rate	77.50%	>77.50%	>77.50%	>2012 Rate
Arrears collection rate	75.49%	>75.59%	>73.93%	>2012 Rate

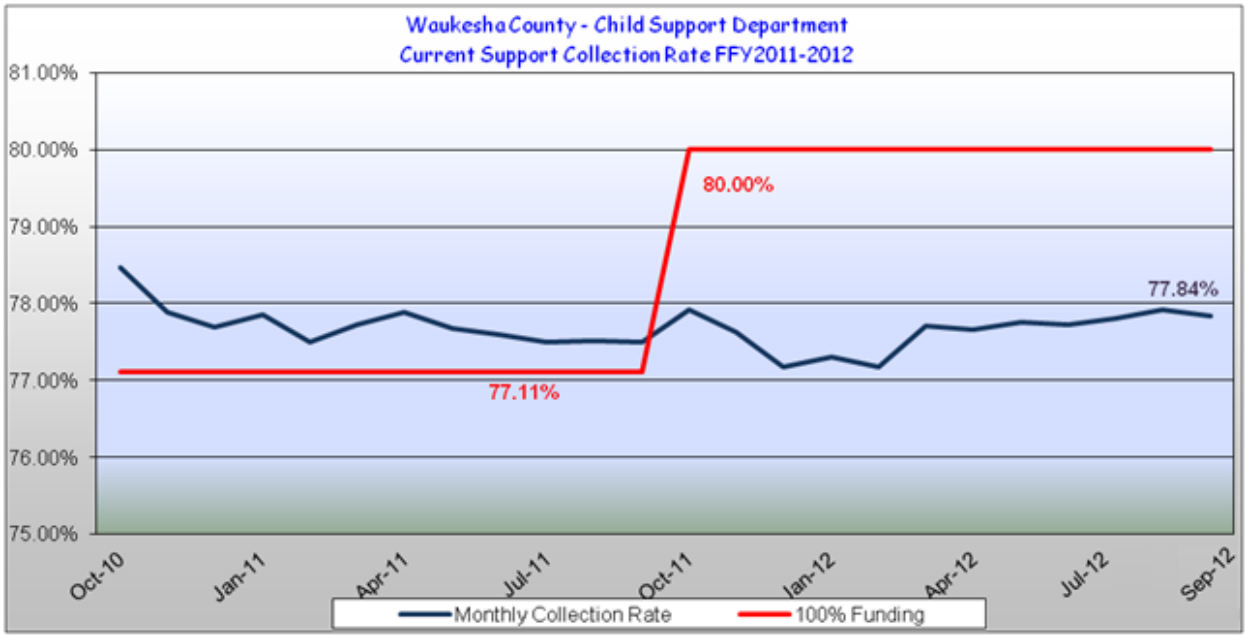
Performance Measure 1: Court Order Rate. The Court Order Rate compares the number of cases with support orders to the total number of cases. In 2011, Waukesha County earned 100% of the total performance funding possible, which was $128,812. To collect 100% of the performance funding budgeted in 2012, Waukesha County must attain a court order rate above 80% by September 30, 2012. The County achieved this performance measure for Federal Fiscal Year 2011 and expects to achieve it again in Federal Fiscal Year 2012.



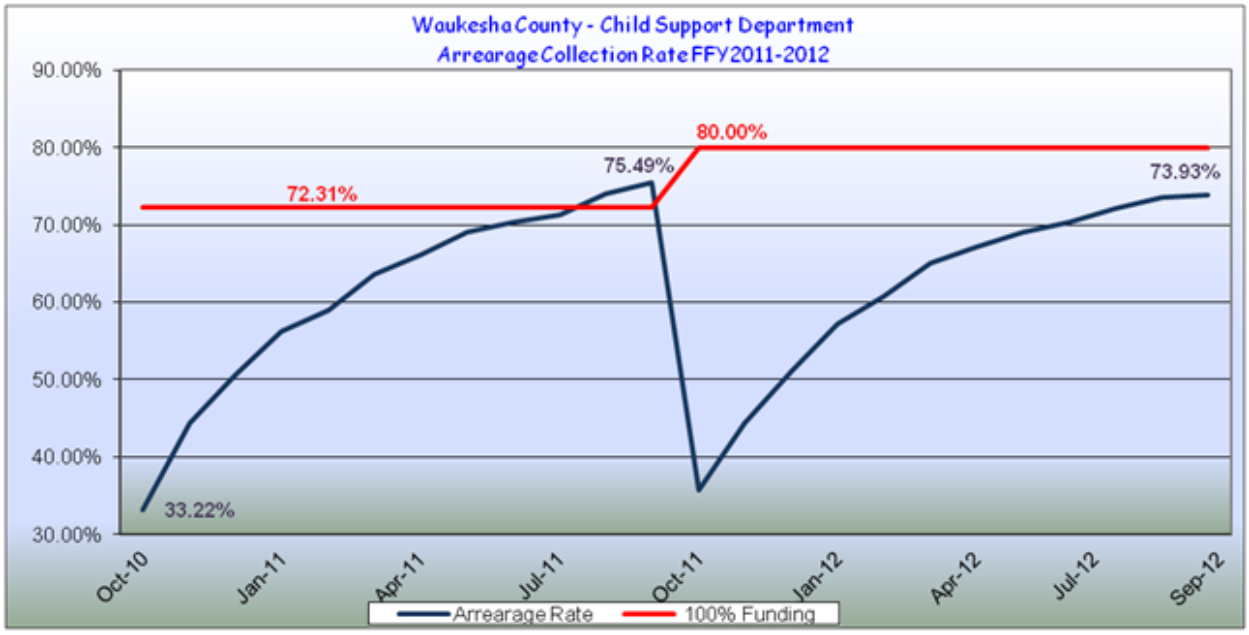
Performance Measure 2: Paternity Establishment Rate. This measure directly compares the total number of non-marital children for whom paternity has been established to the total number of non-marital children. In 2011, Waukesha County earned 100% of the total performance funding possible, which was $96,609. To collect 100% of performance funding budgeted in 2012, Waukesha County must attain a Paternity Establishment Rate above 90% by September 30, 2012. The County achieved this performance measure for Federal Fiscal Year 2011 and expects to achieve it again in Federal Fiscal Year 2012.



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 2011, Waukesha County earned 100% of the total performance funding possible, in the amount of $48,304. To collect 100% of performance funding budgeted in 2012, Waukesha County must end the year with at least an 80% collection rate. In federal fiscal year 2012, Waukesha expects to exceed last year's performance of 77.50% but not reach the new 80% target.



Performance Measure 4: Arrearage Collection Rate. This measure is the percentage of cases receiving a payment on past due child support each year. In 2011, Waukesha County earned 100% of the total performance funding possible in the amount of $48,304. To collect 100% of performance funding budgeted in 2012, Waukesha must end the year with an 80% collection rate. In FFY2012, Waukesha expects to exceed last year performance of 75.49% but not reach the new 80% target.



Fifth Proficiency Measure: Paternity/Court Order Rate per FTE.

This measure is obtained by adding the total number of new court orders and paternities established during the federal fiscal year divided by the number of FTE. In 2011, Waukesha's ratio was 53. We obtained 87% of the funding on this measure. In 2012, the number of new paternities and court orders have increased and our FTE count has decreased, therefore we expect the ratio to increase.

County-Wide Key Strategic Outcome: An environmentally responsible county

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

This objective has been fully achieved. No paper copy of orders are given to Court Order Entry staff. All orders from Corporation Counsel are scanned and sent to the financial staff electronically. No paper is used.

New Objective 2: Obtain court dates for post-judgment legal referrals within two weeks of referral date.

Objective 3: Convert from paper files to electronic files.

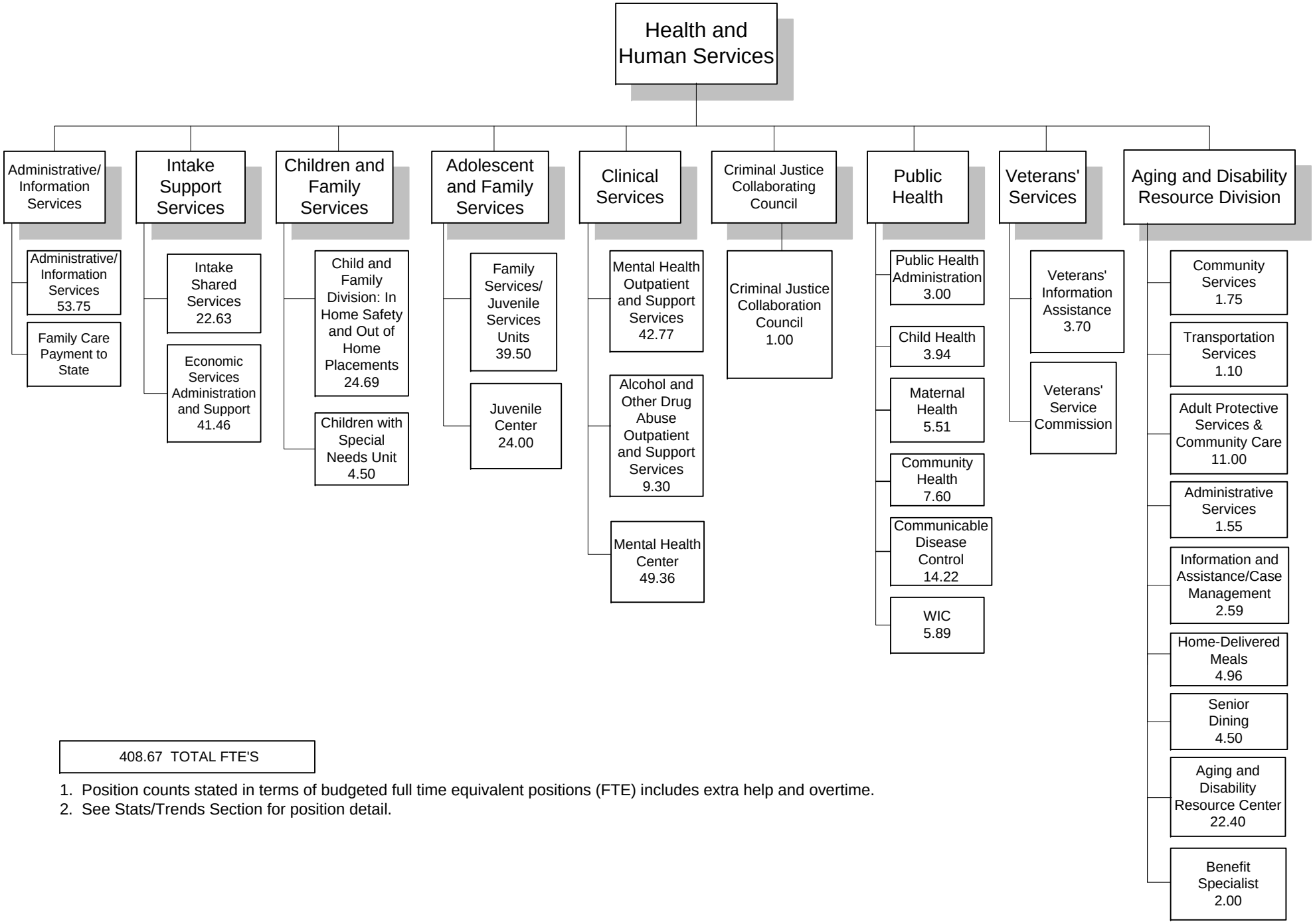
This objective has been fully achieved. The Division stopped sending any boxes for storage as of October 2009. Instead, all closed cases are scanned and destroyed. All new files are scanned and destroyed after legal proceedings finish. Therefore, no new files are added to the existing paper file drawers and every month approximately 50 to 75 paper files are closed, scanned and destroyed.

THIS PAGE LEFT BLANK

Health & Human Services

HEALTH AND HUMAN SERVICES

FUNCTION / PROGRAM CHART



408.67 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)

Financial Summary	2011 Actual	2012 Adopted Budget (a)	2012 Estimate	2013 Budget	Change from 2012 Adopted Budget $	%
Revenues						
General Government (a)	$30,729,903	$28,994,272	$29,120,961	$29,597,051	$602,779	2.1%
Fine/Licenses	$360,902	$435,000	$360,900	$385,000	($50,000)	-11.5%
Charges for Services (a)	$6,464,818	$6,964,514	$6,978,754	$7,073,672	$109,158	1.6%
Interdepartmental	$5,405	$3,050	$17,980	$12,185	$9,135	299.5%
Other Revenue	$3,246,252	$2,034,669	$2,686,698	$2,466,357	$431,688	21.2%
Appr. Fund Balance	$874,538	$530,510	$578,139	$243,680	($286,830)	-54.1%
County Tax Levy	**$24,536,408**	**$24,780,678**	**$24,780,678**	**$24,915,678**	**$135,000**	**0.5%**
Total Revenues Sources	**$66,218,226**	**$63,742,693**	**$64,524,110**	**$64,693,623**	**$950,930**	**1.5%**
Expenditures						NA
Personnel Costs	$31,746,620	$31,783,723	$31,522,335	$32,687,148	$903,425	2.8%
Operating Expenses	$29,327,575	$28,266,225	$28,604,056	$28,259,092	($7,133)	0.0%
Interdept. Charges	$3,532,363	$3,682,745	$3,761,014	$3,687,383	$4,638	0.1%
Fixed Assets	$0	$10,000	$19,347	$60,000	$50,000	500.0%
Total Expenditures	**$64,606,559**	**$63,742,693**	**$63,906,752**	**$64,693,623**	**$950,930**	**1.5%**
Rev. Over (Under) Exp.	$1,611,667	-	$617,358	-	-	N/A
Position Summary (FTE)						
Regular Positions	392.02	390.46	390.46	390.46	0.00	
Extra Help	17.51	14.66	14.66	15.91	1.25	
Overtime	2.14	2.42	2.42	2.30	(0.12)	
Total	411.67	407.54	407.54	408.67	1.13	

General Fund and Aging Disability Resource Center Grant Funds (By Fund)

Financial Summary	2011 Actual	2012 Adopted Budget	2012 Estimate	2013 Budget	Change from 2012 Adopted Budget $	%
General Fund						
Revenues	$38,791,284	$36,029,452	$36,886,113	$36,747,895	$718,443	2.0%
County Tax Levy/(Credit)	$24,536,408	$24,780,678	$24,780,678	$24,915,678	$135,000	0.5%
Expenditures	$61,904,472	$60,810,130	$61,049,433	$61,663,573	$853,443	1.4%
Rev. Over (Under) Exp.	$1,423,220	-	$617,358	-	-	N/A
Aging and Disability Resource Center Grant Fund						
Revenues	$2,890,534	$2,932,563	$2,857,319	$3,030,050	$97,487	3.3%
County Tax Levy/(Credit)	-	-	-	-	-	N/A
Expenditures	$2,702,086	$2,932,563	$2,857,319	$3,030,050	$97,487	3.3%
Rev. Over (Under) Exp.	$188,448	-	-	-	-	N/A

(a) For comparative purposes to the 2013 budget, the 2012 adopted budget is restated to more appropriately account for $671,851 of Community Recovery Service revenue as a Charges for Service revenue rather than a General Government revenue.

HEALTH AND HUMAN SERVICES (All Divisions)

Financial Summary	2011 Actual	2012 Adopted Budget (a)	2012 Estimate (a)	2013 Budget	Change From 2012 Adopted Budget $	%
Administrative/Information Services (Includes Long Term Care - Payments to State)						
Revenues	$11,941,169	$11,320,697	$11,685,821	$11,307,746	($12,951)	-0.1%
County Tax Levy/(Credit) (a)	($3,292,318)	($3,665,880)	($3,665,880)	($3,978,530)	($312,650)	-8.5%
Expenditures (a)	$8,063,680	$7,654,817	$7,525,749	$7,329,216	($325,601)	-4.3%
Rev. Over (Under) Exp.	$585,172	-	$494,192	-	-	N/A
Intake Support Services						
Revenues	$4,586,999	$4,306,910	$4,138,183	$4,285,016	($21,894)	-0.5%
County Tax Levy (a)	$2,269,872	$2,245,926	$2,245,926	$2,268,979	$23,053	1.0%
Expenditures (a)	$6,693,102	$6,552,836	$6,303,113	$6,553,995	$1,159	0.0%
Rev. Over (Under) Exp.	$163,769	-	$80,996	-	-	N/A
Children and Family Services						
Revenues	$4,754,526	$2,601,387	$2,886,246	$3,150,495	$549,108	21.1%
County Tax Levy (a)	$3,530,415	$4,010,771	$4,010,771	$3,575,739	($435,032)	-10.8%
Expenditures (a)	$8,529,160	$6,612,158	$6,294,891	$6,726,234	$114,076	1.7%
Rev. Over (Under) Exp.	($244,219)	-	$602,126	-	-	N/A
Adolescent and Family Services						
Revenues	$4,325,546	$3,999,226	$3,871,401	$3,851,530	($147,696)	-3.7%
County Tax Levy (a)	$4,514,744	$4,559,171	$4,559,171	$4,835,953	$276,782	6.1%
Expenditures (a)	$8,094,470	$8,558,397	$8,401,333	$8,687,483	$129,086	1.5%
Rev. Over (Under) Exp.	$745,821	-	$29,239	-	-	N/A
Clinical Services						
Revenues	$8,646,232	$9,140,431	$9,395,782	$9,337,079	$196,648	2.2%
County Tax Levy (a)	$10,922,042	$11,007,877	$11,007,877	$11,930,984	$923,107	8.4%
Expenditures (a)	$20,251,551	$20,148,308	$21,534,886	$21,268,063	$1,119,755	5.6%
Rev. Over (Under) Exp.	($683,277)	-	($1,131,227)	-	-	N/A
Public Health						
Revenues	$1,391,763	$1,207,129	$1,212,537	$1,252,867	$45,738	3.8%
County Tax Levy (a)	$2,305,559	$2,307,759	$2,307,759	$2,395,950	$88,191	3.8%
Expenditures (a)	$3,600,669	$3,514,888	$3,572,478	$3,648,817	$133,929	3.8%
Rev. Over (Under) Exp.	$96,654	-	($52,182)	-	-	N/A
Criminal Justice Collaborating Council						
Revenues	$269,868	$604,935	$723,776	$575,702	($29,233)	-4.8%
County Tax Levy	$993,666	$1,030,833	$1,030,833	$1,030,833	$0	0.0%
Expenditures	$1,236,178	$1,635,768	$1,753,200	$1,606,535	($29,233)	-1.8%
Rev. Over (Under) Exp.	$27,356	-	$1,409	-	-	N/A
Veterans' Services						
Revenues	$13,000	$13,000	$13,000	$13,000	$0	0.0%
County Tax Levy	$280,847	$282,105	$282,105	$282,595	$490	0.2%
Expenditures	$268,504	$295,105	$276,242	$295,595	$490	0.2%
Rev. Over (Under) Exp.	$25,343	-	$18,863	-	-	N/A
Aging and Disability Resource						
Revenues	$5,752,713	$5,768,300	$5,816,686	$6,004,510	$236,210	4.1%
County Tax Levy (a)	$3,011,581	$3,002,116	$3,002,116	$2,573,175	($428,941)	-14.3%
Expenditures (a)	$7,869,245	$8,770,416	$8,244,860	$8,577,685	($192,731)	-2.2%
Rev. Over (Under) Exp.	$895,049	-	$573,942	-	-	N/A
Total All H&HS Divisions						
Revenues	$41,681,818	$38,962,015	$39,743,432	$39,777,945	$815,930	2.1%
County Tax Levy	$24,536,408	$24,780,678	$24,780,678	$24,915,678	$135,000	0.5%
Expenditures	$64,606,559	$63,742,693	$63,906,752	$64,693,623	$950,930	1.5%
Rev. Over (Under) Exp.	$1,611,667	-	$617,358	-	-	N/A

(a) County Tax Levy and Interdepartmental Charges for the 2012 adopted budget and 2012 estimate are restated for comparative purposes to the 2013 budget to reflect a 2% limit on increases of End User Technology charges for the total cost of computer ownership to departments. Expenditure increases above 2% are due to H&HS management's decision to deploy technology to help ensure conformity of technology resources resulting in adding approximately 20 computers at the Workforce Development Center to the County's network, and a new server added for Health Insurance Portability and Accountability Act (HIPAA) compliance.

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	2011 Actual	2012 Adopted Budget (a)	2012 Estimate (a)	2013 Budget	Change From 2012 Adopted Budget $	%
Revenues						
General Government (a)	$27,839,449	$26,061,809	$26,263,642	$26,567,001	($166,659)	-0.6%
Fine/Licenses	$360,902	$435,000	$360,900	$385,000	($50,000)	-11.5%
Charges for Services (a)	$6,464,818	$6,964,514	$6,978,754	$7,073,672	$781,009	11.2%
Interdepartmental	$5,405	$3,050	$17,980	$12,185	$9,135	299.5%
Other Revenue	$3,246,172	$2,034,569	$2,686,698	$2,466,357	$431,788	21.2%
Appr. Fund Balance	$874,538	$530,510	$578,139	$243,680	($286,830)	-54.1%
County Tax Levy	**$24,536,408**	**$24,780,678**	**$24,780,678**	**$24,915,678**	**$135,000**	**0.5%**
Total Revenues Sources	**$63,327,692**	**$60,810,130**	**$61,666,791**	**$61,663,573**	**$853,443**	**1.4%**
Expenditures						
Personnel Costs	$29,798,692	$29,650,025	$29,388,637	$30,494,134	$844,109	2.8%
Operating Expenses	$28,945,781	$27,824,470	$28,237,633	$27,788,568	($35,902)	-0.1%
Interdept. Charges	$3,159,999	$3,325,635	$3,403,816	$3,320,871	($4,764)	-0.1%
Fixed Assets	$0	$10,000	$19,347	$60,000	$50,000	500.0%
Total Expenditures	**$61,904,472**	**$60,810,130**	**$61,049,433**	**$61,663,573**	**$853,443**	**1.4%**
Rev. Over (Under) Exp.	$1,423,220	-	$617,358	-	-	N/A
Position Summary (FTE)						
Regular Positions	368.11	366.06	366.06	366.06	0.00	
Extra Help	17.51	14.66	14.66	15.91	1.25	
Overtime	2.14	2.42	2.42	2.30	(0.12)	
Total	387.76	383.14	383.14	384.27	1.13	

(a) For comparative purposes to the 2013 budget, the 2012 adopted budget is restated to more appropriately account for $671,851 of Community Recovery Service revenue as a Charges for Service revenue rather than a General Government revenue.

Health and Human Services - General Fund Summary

Financial Summary	2011 Actual	2012 Adopted Budget (a)	2012 Estimate (a)	2013 Budget	Change From 2012 Adopted Budget $	%
Human Services						
Revenues	$31,805,431	$28,739,212	$29,292,901	$29,268,167	$528,955	1.8%
County Tax Levy (a)	$14,696,585	$14,851,405	$14,851,405	$15,101,391	$249,986	1.7%
Expenditures (a)	$45,783,086	$43,590,617	$44,123,505	$44,369,558	$778,941	1.8%
Rev. Over (Under) Exp.	$718,930	-	$20,801	-	-	NA
Mental Health Center						
Revenues	$2,449,042	$2,629,439	$2,684,532	$2,663,699	$34,260	1.3%
County Tax Levy (a)	$3,248,170	$3,306,460	$3,306,460	$3,531,734	$225,274	6.8%
Expenditures (a)	$5,848,877	$5,935,899	$5,936,467	$6,195,433	$259,534	4.4%
Rev. Over (Under) Exp.	($151,665)	-	$54,525	-	-	NA
Public Health						
Revenues	$1,391,763	$1,207,129	$1,212,537	$1,252,867	$45,738	3.8%
County Tax Levy (a)	$2,305,559	$2,307,759	$2,307,759	$2,395,950	$88,191	3.8%
Expenditures (a)	$3,600,669	$3,514,888	$3,572,478	$3,648,817	$133,929	3.8%
Rev. Over (Under) Exp.	$96,654	-	($52,182)	-	-	NA
Criminal Justice Collaborating Council						
Revenues	$269,868	$604,935	$723,776	$575,702	($29,233)	-4.8%
County Tax Levy	$993,666	$1,030,833	$1,030,833	$1,030,833	$0	0.0%
Expenditures	$1,236,178	$1,635,768	$1,753,200	$1,606,535	($29,233)	-1.8%
Rev. Over (Under) Exp.	$27,356	-	$1,409	-	-	NA
Veterans' Services						
Revenues	$13,000	$13,000	$13,000	$13,000	$0	0.0%
County Tax Levy	$280,847	$282,105	$282,105	$282,595	$490	0.2%
Expenditures	$268,504	$295,105	$276,242	$295,595	$490	0.2%
Rev. Over (Under) Exp.	$25,343	-	$18,863	-	-	NA
ADRC - General						
Revenues	$1,828,646	$1,809,765	$1,910,825	$1,874,832	$65,067	3.6%
County Tax Levy (a)	$2,741,885	$2,662,251	$2,662,251	$2,237,147	($425,104)	-16.0%
Expenditures (a)	$3,835,384	$4,472,016	$3,998,986	$4,111,979	($360,037)	-8.1%
Rev. Over (Under) Exp.	$735,146	-	$574,090	-	-	NA
ADRC - Nutrition						
Revenues	$1,033,533	$1,025,972	$1,048,542	$1,099,628	$73,656	7.2%
County Tax Levy (a)	$269,696	$339,865	$339,865	$336,028	($3,837)	-1.1%
Expenditures (a)	$1,331,774	$1,365,837	$1,388,555	$1,435,656	$69,819	5.1%
Rev. Over (Under) Exp.	($28,545)	-	($148)	-	-	NA
Total HHS General Fund						
Revenues	$38,791,284	$36,029,452	$36,886,113	$36,747,895	$718,443	2.0%
County Tax Levy	$24,536,408	$24,780,678	$24,780,678	$24,915,678	$135,000	0.5%
Expenditures	$61,904,472	$60,810,130	$61,049,433	$61,663,573	$853,443	1.4%
Rev. Over (Under) Exp.	$1,423,220	-	$617,358	-	-	NA

Position Summary (FTE)					
Regular Positions	368.11	366.06	366.06	366.06	0.00
Extra Help	17.51	14.66	14.66	15.91	1.25
Overtime	2.14	2.42	2.42	2.30	(0.12)
Total	387.76	383.14	383.14	384.27	1.13

(a) County Tax Levy and Interdepartmental Charges for the 2012 adopted budget and 2012 estimate are restated for comparative purposes to the 2013 budget to reflect a 2% limit on increases of End User Technology charges for the total cost of computer ownership to departments. Expenditure increases above 2% are due to H&HS management's decision to deploy technology to help ensure conformity of technology resources resulting in adding approximately 20 computers at the Workforce Development Center to the County's network, and a new server added for Health Insurance Portability and Accountability Act (HIPAA) compliance.

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 individuals with developmental disabilities, mental illness, or substance use disorders are also provided. Administrative support services are provided to coordinate and support service delivery.

Financial Summary	2011 Actual	2012 Adopted Budget (a)(b)	2012 Estimate (a)	2013 Budget	Change From 2012 Adopted Budget $	%
Revenues						
General Government (a)	$24,281,297	$22,299,861	$22,296,694	$22,693,410	$393,549	1.8%
Fine/Licenses	$360,902	$435,000	$360,900	$385,000	($50,000)	-11.5%
Charges for Services (a)	$3,514,853	$3,889,366	$3,858,005	$3,971,079	$81,713	2.1%
Interdepartmental	$0	$0	$15,900	$9,745	$9,745	N/A
Other Revenue	$2,845,699	$1,630,185	$2,250,766	$2,042,133	$411,948	25.3%
Appr. Fund Balance	$802,680	$484,800	$510,635	$166,800	($318,000)	-65.6%
County Tax Levy (b)	**$14,696,585**	**$14,851,405**	**$14,851,405**	**$15,101,391**	**$249,986**	**1.7%**
Total Revenue Sources	**$46,502,016**	**$43,590,617**	**$44,144,305**	**$44,369,558**	**$778,941**	**1.8%**
Expenditures						
Personnel Costs	$20,573,060	$20,401,061	$20,132,146	$20,873,843	$472,782	2.3%
Operating Expenses	$23,312,582	$21,195,520	$21,951,574	$21,390,080	$194,560	0.9%
Interdept. Charges (b)	$1,897,445	$1,994,036	$2,039,785	$2,099,635	$105,599	5.3%
Fixed Assets	$0	$0	$0	$6,000	$6,000	N/A
Total Expenditures	**$45,783,086**	**$43,590,617**	**$44,123,505**	**$44,369,558**	**$778,941**	**1.8%**
Rev. Over (Under) Exp.	**$718,930**	**$0**	**$20,800**	**$0**	**$0**	**N/A**
Position Summary (FTE)						
Regular Positions	257.48	255.93	255.93	255.93	0.00	
Extra Help	5.90	4.51	4.51	4.87	0.36	
Overtime	1.67	1.95	1.95	1.80	(0.15)	
Total FTEs	265.05	262.39	262.39	262.60	0.21	

(a) For comparative purposes to the 2013 budget, the 2012 adopted budget is restated to more appropriately account for $671,851 of Community Recovery Service revenue as a Charges for Service revenue rather than a General Government revenue.

(b) County Tax Levy and Interdepartmental Charges for the 2012 adopted budget and 2012 estimate are restated for comparative purposes to the 2013 budget to reflect a 2% limit on increases of End User Technology charges for the total cost of computer ownership to departments. Expenditure increases above 2% are due to H&HS management's decision to deploy technology to help ensure conformity of technology resources resulting in adding approximately 20 computers at the Workforce Development Center to the County's network, and a new server added for Health Insurance Portability and Accountability Act (HIPAA) compliance.

Major Departmental Strategic Outcomes and Objectives for 2013

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%.

Performance Measure:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Recurrence rate	27.4%	≤ 25%	27%	≤ 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 93.9%.

Performance Measure:	2011 Actual	2012 Target	2012 Estimate	2013 Target
% of Children NOT Abused or Neglected*	98.0%	≥ 94.6%	≥ 98%	≥ 100%

* (This is a Federal outcome. Data obtained from eWiSACWIS Dashboard Report, 01/01/11-12/31/11; (In 2011 197 out of 201 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:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Compliance Rating	100%	100%	100%	100%

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

Objective 4: Beginning in 2012, Waukesha County entered into the Morraine lakes Consortium with four other counties (Fond Du Lac, Ozaukee, Walworth and Washington) to provide Economic Support Services, including Medicaid/BadgerCare, FoodShare and Child Care. One area the Counties collaborate is with a call center, staffed by specialists from each county on a rotating basis.

Key Outcome Indicator: Meet all Federal and State compliance requirements for timeliness in serving customers. The consortium Call/Change Center must answer calls within twenty-one (21) minutes or a corrective action plan may be implemented by the State of Wisconsin Department of Health Services (Economic Services Administration and Support).

Performance Measure:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Time to Answer Incoming Calls	N/A	<21 minutes	<11 minutes	<10 minutes

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 2011 Actual average cost per year/per youth of $40,982/year) to residential care centers (based on 2011 Actual average cost per year/per youth of $109,844/year). Department Standard ≤ 2.0%.

Performance Measure 5a:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Placement rate of Children referred for Truancy and Delinquency	2.08%	≤ 2.0%	2.0%	≤ 2.0%

Key Outcome Indicator 5b: Percentage of all Waukesha County children requiring placement into more expensive settings ranging from foster care (based on 2011 Actual average cost per year/per child of $5,121/year) to residential care centers (based on 2011 Actual average cost per year/per child of $108,420/year). Department Standard ≤ 0.20%.

Performance Measure 5b:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Placement rate of Waukesha County Child Population*	0.25%	<0.20%	0.25%	<0.20%

*Out of Home Care Caseload Count For December 2011 (236 out of 93,903 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 – 2011 Final County Population Estimates.

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:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Percentage of IFSP's developed within 45 days.*	97.88%	100%	95%	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:	2011 Actual	2012 Target	2012 Estimate	2013 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 under Chapter 51.45 require a comprehensive assessment to determine a level of treatment intervention beyond medical detoxification. Human Service staff will provide or arrange for Alcohol and other Drug Abuse (AODA) assessment and referral within 72 hours for 95% of all detoxification clients admitted to the Waukesha County Mental Health Center.

Performance Measure	2011 Actual	2012 Target	2012 Estimate	2013 Target
Percent of AODA Detox Clients Assessed and given referral within 72 hours	95%	98%	95%	100%

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:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Case management hours provided by MHO Community Support Program Case Management Staff	76%	75%	75%	75%
Case management hours provided by Community Support Program RN's	56%	60%	60%	60%

Objective 9: Identify and implement technology solutions, and upgrade major computer systems to currently supported versions, to meet certification requirements and avoid emergency upgrades and other risks associated with unsupported systems.

Key Outcome Indicator 1: Health and Human Service is able to manage case data through an electronic case management/Electronic Health Record system, which will result in reduced paperwork; enhanced case worker coordination, access to case data across campus buildings and from remote sites, decreased time associated with chart pulling and filing, increased data access for management planning and evaluation, and reduced exposure to risk associated with data security issues.

Performance Measure:	2011 Actual	2012 Target	2012 Estimate	2013 Target
% of HHS Users Rating System Satisfactory re: Outcome Goals	N/A	N/A	N/A	25%

Key Outcome Indicator 2: Increase each year, the number of major systems on current or supported versions, at which time all major systems will be on supported versions.

Performance Measure:	2011 Actual	2012 Target	2012 Estimate	2013 Target
% of HHS IT Applications on Current/Supported Software	75%	75%	75%	90%

Key Outcome Indicator 3: Health and Human Services accounting services is able to manage billing and payment of services through the utilization of an integrated system.

Performance Measure 3:	2011 Actual	2012 Target	2012 Estimate	2013 Target
% of HHS integration	N/A	25%	75%	95%

Current and Adopted Capital Projects

Proj.#	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of '12	Estimated Operating Impact	A=Annual T= One-Time
200615	HHS Office Building (a)	2013	$35,180,000	20%	TBD	A
201212	Mental Health Center Chiller Upgrades (b)	2015	$631,000	0%	($2K - $4K) (c)	A
200109	Implement HHS Automated System (c)(d)	2013	$3,655,000	10%	TBD	A
200414	County-wide Cashiering (a)(c)	2013	$970,000	90%	TBD	A

(a) The operating impact specifically related to HHS will be determined at a later date.

(b) 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.

(c) Project coordinated by Department of Administration. HHS integration remains TBD until results from the AVATAR replacement RFP determines vendor. Estimated operating costs will reflect annual county-wide costs to be built into the End User Tech. Fund budget.

(d) On-going operational costs for the maintenance costs associated with the new applications is estimated at $150,000 once fully operational (after 2013 budget period).

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, commercial carrier contract negotiation, monitor and analyze legislative initiatives, the billing and service coding 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/HITECH compliance, client medical 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.

	2011 Actual	2012 Budget (b)	2012 Estimate (b)	2013 Budget	Budget Change
Staffing (FTE)	**53.51**	**53.51**	**53.51**	**53.75**	**0.24**
General Government (a)	$7,358,866	$7,953,817	$8,186,842	$8,408,356	$454,539
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$18,670	$17,700	$18,900	$21,000	$3,300
Interdepartmental	$0	$0	$15,900	$9,745	$9,745
Other Revenue	$859,533	$163,821	$278,820	$202,027	$38,206
Appr. Fund Balance	$262,000	$212,000	$212,000	$162,000	($50,000)
County Tax Levy (b)	**($3,292,318)**	**($3,665,880)**	**($3,665,880)**	**($3,978,530)**	**($312,650)**
Total Revenues	**$5,206,751**	**$4,681,458**	**$5,046,582**	**$4,824,598**	**$143,140**
Personnel Costs	$3,780,274	$3,739,183	$3,637,180	$3,815,243	$76,060
Operating Expenses	$221,660	$268,084	$242,008	$318,338	$50,254
Interdept. Charges (b)	$619,646	$674,191	$673,202	$691,017	$16,826
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$4,621,580**	**$4,681,458**	**$4,552,390**	**$4,824,598**	**$143,140**
Rev. Over (Under) Exp.	$585,172	$0	$494,192	$0	$0

(a) The major State funding source for HHS, Community Aids as directed by s. 46.031 of the Wisconsin Statues for the delivery of Social Services and Community Programs pursuant to ss 46.034(3), 46.21, 46.22, 51.42, and 51.437 of the Wisconsin Statutes,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) County Tax Levy and Interdepartmental Charges for the 2012 adopted budget and 2012 estimate are restated for comparative purposes to the 2013 budget to reflect a 2% limit on increases of End User Technology charges for the total cost of computer ownership to departments. Expenditure increases above 2% are due to H&HS management's decision to deploy technology to help ensure conformity of technology resources resulting in adding approximately 20 computers at the Workforce Development Center to the County's network, and a new server added for Health Insurance Portability and Accountability Act (HIPAA) compliance.

Program Highlights

General Government revenues include about $7,661,200 of State Community Aids Basic County Allocation (BCA) funding, which represents an increase of $282,600. This includes a shift of $200,700 of BCA to this program because of the reduction of scheduled Family Care payment to the State. The remaining increase of BCA revenue of about $81,900 is due to a higher overall allocation to the County estimated for 2013, based on the current year State contract allocation amount. General Government revenues also include the direct budgeting of administrative cost recovery reimbursement expected from the Public Health Division and the Aging and Disability Resource (ADRC) grant funded programs, which are budgeted to increase by about $168,400, mainly due to a higher reimbursements expected from the ADRC grant by about $149,000 (from $328,600 to $477,600), to be more in-line with higher 2011 actual revenues received after implementing a new methodology that more accurately reflects Human Services administrative support. State/Federal Income Maintenance revenue of $115,000, from eligible indirect cost recovery, continues at the 2012 budget.

Charges for services revenue from record copy services are budgeted to increase by $3,300 to $21,000 reflecting recent history and an increase in user fee rates.

Administrative Services (cont.)

Other Revenues are budgeted to increase by about $38,200 to $202,000, mainly due to an increase in recovery revenues from reconciling program audits by $38,000 to $58,000 to be more in-line with prior-year actual revenues received. Base budget Other Revenues also include State of Wisconsin Medicaid Cost Reporting (WIMCR) program reimbursements, which are budgeted at $134,300, an increase of $6,000, based on an increase in utilization of recoverable client services. The reimbursement for providing protective payee services for Supplemental Security Income (SSI) clients is budgeted to decline by $5,800 to $9,800 due to a decrease in clients.

Fund Balance appropriation decreases by $50,000 to $162,000, based on a planned phase-down of General Fund balance use. The tax levy credit change of $312,650 mainly results from higher General Government revenues and lower expenditures, described below.

Personnel costs increase by about $76,000 or 2% to $3,815,200, mainly due to the program's personnel costs cost to continue estimated for 2013, and includes an increase in temporary extra help and related benefits by about $10,500 to $16,900 for an additional 0.24 FTE (about 500 hours) to help during the transition to the new H&HS building (e.g., assisting with record purging, document schedule retention and other project work as needed). Operating Expenses increase by about $50,300 to $318,300, mainly from increased computer hardware and software technology requirements. The 2013 budget base includes about $147,300 for computer hardware and software purchases, service/license fees and contracted system analysis work. Operating expenses also include about $38,300 for County external audit services, $34,600 for office supplies and materials, $40,000 for staff tuition, training and travel-related expenditures; $32,700 for equipment, repair and maintenance; $12,400 for bank fee changes related to electronic processing where the County is the protective payee for individual clients account and utilization of credit card as a means of accepting client payments; and $9,800 for printing costs.

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 2013 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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
General Government	$2,906,220	$2,705,359	$2,705,359	$2,504,618	($200,741)
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	$535,880	$268,000	$268,000	$0	($268,000)
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$3,442,100**	**$2,973,359**	**$2,973,359**	**$2,504,618**	**($468,741)**
Personnel Costs	$0	$0	$0	$0	$0
Operating Expenses	$3,442,100	$2,973,359	$2,973,359	$2,504,618	($468,741)
Interdept. Charges	$0	$0	$0	$0	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$3,442,100**	**$2,973,359**	**$2,973,359**	**$2,504,618**	**($468,741)**
Rev. Over (Under) Exp.	$0	$0	$0	$0	$0

Program Highlights

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

	2011 Actual	2012 Budget (a)	2012 Estimate (a)	2013 Budget	Budget Change
Staffing (FTE)	**22.63**	**22.63**	**22.63**	**22.63**	**0.00**
General Government	$1,050,606	$1,049,316	$1,119,430	$1,119,430	$70,114
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$15,670	$12,619	$19,190	$23,020	$10,401
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$3,669	$2,700	$2,800	$2,800	$100
Appr. Fund Balance	$0	$0	$500	$0	$0
County Tax Levy (a)	**$2,057,177**	**$2,071,616**	**$2,071,616**	**$2,079,057**	**$7,441**
Total Revenues	**$3,127,122**	**$3,136,251**	**$3,213,536**	**$3,224,307**	**$88,056**
Personnel Costs	$1,736,332	$1,771,761	$1,729,239	$1,788,505	$16,744
Operating Expenses	$1,269,392	$1,273,602	$1,295,773	$1,342,906	$69,304
Interdept. Charges (a)	$77,349	$90,888	$91,125	$92,896	$2,008
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$3,083,073**	**$3,136,251**	**$3,116,137**	**$3,224,307**	**$88,056**
Rev. Over (Under) Exp.	$44,050	$0	$97,399	$0	$0

(a) County Tax Levy and Interdepartmental Charges for the 2012 adopted budget and 2012 estimate are restated for comparative purposes to the 2013 budget to reflect a 2% limit on increases of End User Technology charges for the total cost of computer ownership to departments. Expenditure increases above 2% are due to H&HS management's decision to deploy technology to help ensure conformity of technology resources resulting in adding approximately 20 computers at the Workforce Development Center to the County's network, and a new server added for Health Insurance Portability and Accountability Act (HIPAA) compliance.

Program Highlights

General Government revenues are budgeted to increase by about $70,100, due to an increase in mostly pass-through State revenues to kinship guardians up to $644,400, which is estimated to reduce the wait list by 25 children. General Government revenues remaining at the 2012 budgeted level include Child Care Administration Revenue at about $370,100 and federal/state Promoting Safe and Stable Family (PSSF) funding at $103,000.

Charges for Services are budgeted to increase by about $10,400, from $12,600 to $23,000, in client fees to more accurately reflect the demand for an increase in afterhours crisis services.

Personnel costs increase by about $16,700 or less than 1% to $1,778,500, primarily for the cost to continue the 22.63 FTE assigned to this program.

Operating expenditures increase by about $69,300, mainly due to increase in State-funded pass-through payments to kinship guardians by about $67,900 to 592,900 (revenue amount mentioned above is higher since a portion helps covers H&HS administrative costs related to the program). In addition, $21,900 is budgeted for the first time for contracted services from the CARE Center, which deals with cases of children that are abused or neglected that are referred to them by the Waukesha County Department of H&HS or law enforcement agencies. This agency provides forensic interviews, medical exams, family support, coordination of investigations and case tracking. These operating expenditure increases are partially offset by multiple smaller operating expenditure decreases.

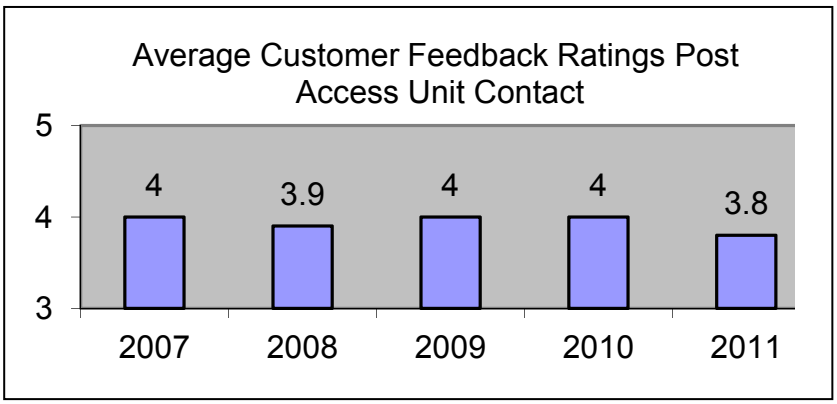
Intake and Shared Services (cont.)

Activities-(Workload data)	2011 Actual	2012 Budget	2012 Estimate	2013 Budget (a)	Budget Change
Intake (Access) # of Referrals	5,287	5,800	6,276	6,100	300
Child Abuse/Neglect Reports	1,667	1,750	2,184	2,100	350
Children Assessed For Abuse/Neglect	792	795	816	810	15
Home & Financial Management Cases	25	25	25	25	0
Kinship Care Assessments	174	125	180	200	75
Kinship Care Funded Placements of children (Avg. Monthly)	246	215	240	240	25
Kinship Care Waiting List, # of children (a)	46	40	45	45	5
Crisis Intervention: Adult Protective /Mental Health # of contracts	760	550	810	850	300
Crisis Intervention: Child Protective /Health Welfare # of contracts	518	420	552	575	155
Crisis Respite Child Day Care, # of children	127	100	150	150	50
Family Day Care: # Certified Homes	38	50	40	50	0
Volunteer Transportation: Miles Driven	85,672	90,000	90,000	90,000	0

(a) Additional kinship funding of $71,100 is estimated to help reduce the wait list by 25 children. However, the wait list is estimated to continue to grow to 45 children in 2013 due to continuing high demand for these services.

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 delivery service.

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

Waukesha County is a member of the Moraine Lakes (ML) Consortium that includes the following counties: Fond Du Lac, Ozaukee, Walworth and Washington County. Fond Du Lac County is the lead agency with fiscal responsibility for the ML Consortium. Waukesha County administers a variety of Economic Support (ES) programs including Medical Assistance, FoodShare (Food Stamps), Child Care, a fraud elimination program, and the Low-Income Energy Assistance Program. Program benefit services are provided either directly or through a purchase of service contract based on eligibility for applicable program offerings. ES services for adults, elderly, blind, and disabled are provided at the Human Services Center while ES services for families with children requesting multiple programs are provided at both the Human Services Center and the Workforce Development Center.

	2011 Actual	2012 Budget (a)	2012 Estimate (a)	2013 Budget	Budget Change
Staffing (FTE)	**39.36**	**41.36**	**41.36**	**41.46**	**0.10**
General Government	$3,465,024	$3,220,775	$2,977,592	$3,120,011	($100,764)
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$52,030	$21,500	$18,671	$19,755	($1,745)
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (a)	**$212,695**	**$174,310**	**$174,310**	**$189,922**	**$15,612**
Total Revenues	**$3,729,749**	**$3,416,585**	**$3,170,573**	**$3,329,688**	**($86,897)**
Personnel Costs	$2,417,413	$2,570,974	$2,565,052	$2,627,417	$56,443
Operating Expenses	$1,015,511	$720,588	$494,264	$515,488	($205,100)
Interdept. Charges (a)	$177,106	$125,023	$127,660	$186,783	$61,760
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$3,610,030**	**$3,416,585**	**$3,186,976**	**$3,329,688**	**($86,897)**
Rev. Over (Under) Exp.	$119,719	$0	($16,403)	$0	$0

(a) County Tax Levy and Interdepartmental Charges for the 2012 adopted budget and 2012 estimate are restated for comparative purposes to the 2013 budget to reflect a 2% limit on increases of End User Technology charges for the total cost of computer ownership to departments. Expenditure increases above 2% are due to H&HS management's decision to deploy technology to help ensure conformity of technology resources resulting in adding approximately 20 computers at the Workforce Development Center to the County's network, and a new server added for Health Insurance Portability and Accountability Act (HIPAA) compliance.

Program Highlights

General Government revenues decrease by about $100,800 to $3,120,000, primarily due to the State Department of Health Services assuming administration of the State/Federal Medicaid-funded Wisconsin Funeral & Cemetery Assistance Program (WFCAP). As a result, $210,000 in pass-through revenues and expenditures budgeted in 2012 are not repeated in the 2013 budget. This is partially offset by an increase in State/Federal Income Maintenance (IM) funding by about $77,900 to $2,411,800, mainly due to an increase in direct and indirect program costs that are covered with 50% federal match. (Note: indirect program costs, such as administrative overhead, are budgeted throughout the Department and County, not just in this program area.) In addition, federal pass-through funding and related expenditures for the Low-Income Home Energy Assistance Program (LIHEAP), is budgeted to increase by about $31,300 to $356,300, based on higher prior-year actual experience. Daycare Administration Funding remains at the 2012 budget level of about $351,800.

Personnel Costs increase by about $56,400, mainly due to the cost to continue 41 FTE regular positions, estimated to increase costs by about $46,770 or 1.8%. In addition, 0.22 FTE (about 460 hours) of economic support specialist extra help is budgeted and estimated to increase personnel costs by about $10,000, to provide coverage during staff turnover. Budgeted overtime and related benefits decrease by only $330, but budgeted overtime FTE decrease by 0.12 FTE (about 250 hours) to 0.24 FTE (about 490 hours), mainly due to more accurately budgeting for overtime costs and hours for 2013.

Economic Services Administration and Support (cont.)

Operating Expenses are budgeted to decrease by $205,100 from about $720,600 to $515,500, primarily due to the state assuming the administration of WFCAP (as noted previously), resulting in a decrease in operating expenditures by $210,000. This is partially offset by pass-through LIHEAP payments, which are budgeted to increase by about $31,300 to $356,300. The remaining net decrease in budgeted operating expenditures of about $26,400 is mainly due to several other smaller operating account decreases.

Interdepartmental Charges increase by about $61,800, mostly due to a increase End User Technology Fund (EUTF) total cost of ownership charges by about $66,000, largely due to an H&HS management decision to deploy technology to help ensure conformity of technology resources (e.g., infrastructure, network support, help desk and other technical support) mainly by adding approximately 20 computer workstations at the Workforce Development Center to the County's network (otherwise EUTF charges were limited to 2% increases for 2013). Approximately 50% of most costs in this program, including technology costs, are estimated to be covered with Federal 50/50 Addendum funding.

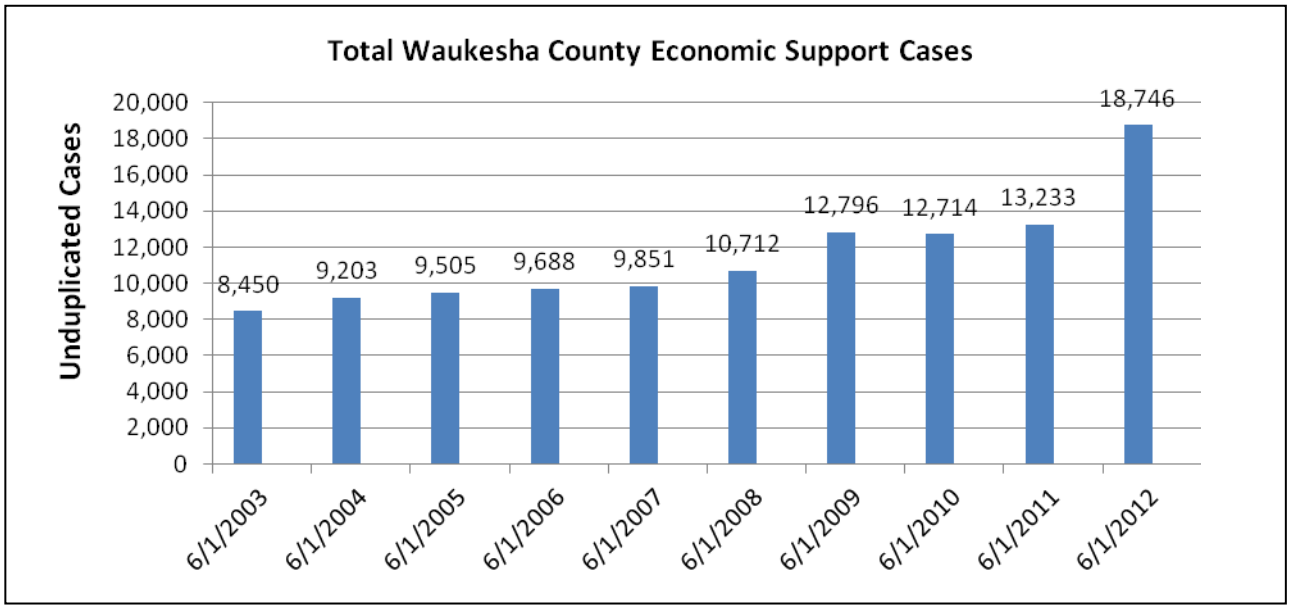
Activity

Waukesha County Economic Support Caseload Data	2011 Actual	2012 Budget	2012 Estimate*	2013 Budget*	Budget Change
Total unduplicated caseload (a)	14,448	16,263	19,138	19,498	3,235
Total Medical Assistance cases (b)	12,373	10,400	14,733	15,093	4,693
Total Food Share Cases (c)	6,960	6,650	9,200	9,200	2,550
W-2 Child Care Average Monthly Cases (d)	947	975	872	880	(95)

*Increase in caseloads for 2012 and 2013 are largely due to the state disbanding its Enrollment Services Center, which shifted additional cases from State staff to County Staff. These cases consist of childless adults who are not elderly, blind or disabled.

The following reports are from the Client Assistance for Reemployment and Economic Support (CARES), which is as State of Wisconsin mainframe application used to determine eligibility, calculate benefits and manage case activities:

(a) The adopted 2012 budget unduplicated caseload will be combined from (HSC) and (WDC) of 8,863 + 7,400 = 16,263
(b) Report ID: CARES – RP600A – RPD (Food Share)
(c) Report ID: CARES – RP600A – RPD (Medical Assistance)
(d) Report ID: CARES – RP612A – RPC (Case Directory – Summary of Case Types and Counts)



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.

	2011 Actual	2012 Budget (a)	2012 Estimate (a)	2013 Budget	Budget Change
Staffing (FTE)	**24.83**	**24.83**	**24.83**	**24.69**	**(0.14)**
General Government	$399,130	$390,935	$387,235	$391,844	$909
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$163,351	$181,218	$165,713	$166,000	($15,218)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$164,728	$146,700	$180,759	$164,715	$18,015
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (a)	**$3,354,803**	**$3,335,500**	**$3,335,500**	**$3,381,620**	**$46,120**
Total Revenues	**$4,082,011**	**$4,054,353**	**$4,069,207**	**$4,104,179**	**$49,826**
Personnel Costs	$2,083,681	$2,088,415	$2,019,751	$2,107,212	$18,797
Operating Expenses	$1,485,702	$1,678,598	$1,633,507	$1,694,013	$15,415
Interdept. Charges (a)	$271,601	$287,340	$295,066	$296,954	$9,614
Fixed Assets	$0	$0	$0	$6,000	$6,000
Total Expenditures	**$3,840,984**	**$4,054,353**	**$3,948,324**	**$4,104,179**	**$49,826**
Rev. Over (Under) Exp.	$241,027	$0	$120,883	$0	$0

(a) County Tax Levy and Interdepartmental Charges for the 2012 adopted budget and 2012 estimate are restated for comparative purposes to the 2013 budget to reflect a 2% limit on increases of End User Technology charges for the total cost of computer ownership to departments. Expenditure increases above 2% are due to H&HS management's decision to deploy technology to help ensure conformity of technology resources resulting in adding approximately 20 computers at the Workforce Development Center to the County's network, and a new server added for Health Insurance Portability and Accountability Act (HIPAA) compliance.

Program Highlights

General Government revenues overall increase slightly by about $900 to $391,800, and include $282,100 in State Community Aids funding associated to this program, $56,500 for State/Federal IV-E reimbursements for legal services related to Children in Need of Protection Services (CHIPS) and $32,000 in funding for pass-through payments for HealthCheck services provided to children placed at residential care center facilities.

Charges for Services are budgeted to decrease by about $15,200, mainly due to current year estimates for foster care placement fees revenues, for children in out-of-home placement.

Other Revenues are budgeted to increase by about $18,000, mainly for an estimated increase of $15,000 (to $164,700) in Supplemental Security Income (SSI) reimbursements for clients that the County is protective payee.

Personnel Costs are budgeted to increase by about $18,800 or less than 1%, mainly due to the cost to continue the 24.5 FTE regular positions allocated to this program. Budgeted overtime and extra help increases slightly by about $240 to $14,100, but overall FTE budgeted decrease by about 0.14 FTE (290 hours), mainly due to more accurately budgeting for overtime/extra help hours and costs.

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

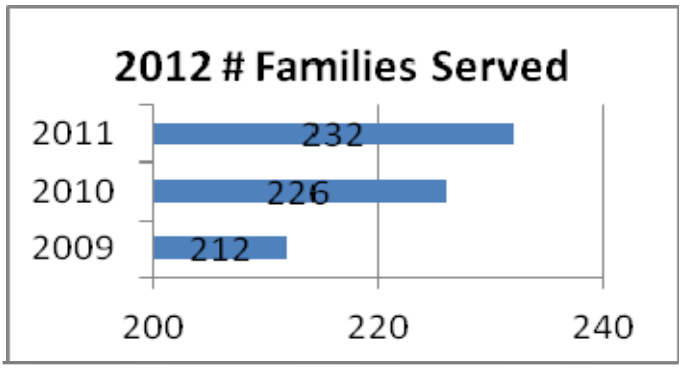
Operating expenditures are budgeted to increase by about $15,400 to $1,694,000, and include an increase in residential care center placement costs by about $87,200 to $316,000, due to the anticipation of more clients requiring a higher level of care (vs. foster care or group homes). In addition, $30,000 is budgeted for the first time for contracted centralized intake to screen, educate and refer families with developmentally disabled children to appropriate community resources for delivery of service. Increasing operating expenditures are partially offset by a decrease in payments to foster care providers by about $94,300 to $427,900, mainly due to efforts made to place children with level one foster care settings (e.g., with family members), which are often less expensive than other foster care settings (e.g., treatment foster care).

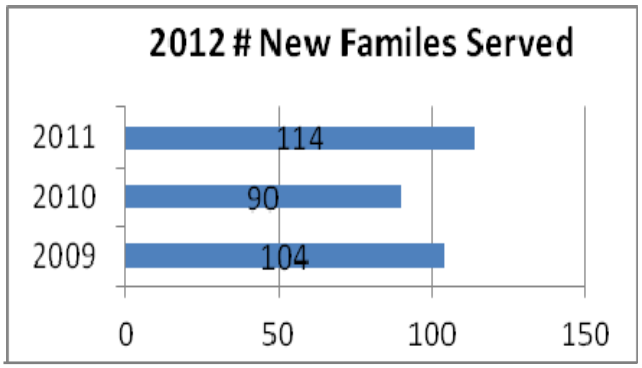
Fixed asset expenditures of $6,000 are budgeted to purchase a new multipurpose copier machine to help the Division meet State mandates to scan all documents into the State's child welfare computer system and allow for greater Health Insurance Portability and Accountability Act (HIPAA) security.

Activity	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Total children in foster care (a)	128	117	138	145	28
Days of Care	20,233	20,745	20,182	24,151	3,406
Foster Care expenditures	$326,169	$522,194	$325,944	$427,896	($94,298)
Total children in group homes	1	1	1	1	0
Days of Care	139	143	95	84	(59)
Group Homes Care expenditures	$11,120	$25,000	$14,333	$15,000	($10,000)
Total children in Residential Care Centers	2	5	8	6	1
Days of Care	384	763	883	832	69
Residential Care Centers expenditures	$129,601	$228,806	$457,626	$316,000	$87,194
Terminations of parental rights (# of cases)	12	14	9	10	(4)

(a) Foster care expenditures decrease in the 2013 budget despite an increase in days of care, mainly due to efforts made to place children with level one foster care settings (e.g., with family members), which are often less expensive than other foster care settings (e.g., treatment foster care).

Child and Family Unit Activity	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Total # Families Served	232	N/A	210	225	N/A
Number of new cases	114	N/A	118	125	N/A





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.

	2011 Actual (a)	2012 Budget (b)	2012 Estimate (b)	2013 Budget	Budget Change
Staffing (FTE)	**4.50**	**4.50**	**4.50**	**4.50**	**0.00**
General Government (a)	$3,542,562	$1,713,534	$1,837,706	$2,082,650	$369,116
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$123,858	$169,000	$135,657	$184,657	$15,657
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$360,897	$0	$178,840	$160,629	$160,629
Appr. Fund Balance	$0	$0	$336	$0	$0
County Tax Levy (b)	**$175,612**	**$675,271**	**$675,271**	**$194,119**	**($481,152)**
Total Revenues	**$4,202,930**	**$2,557,805**	**$2,827,810**	**$2,622,055**	**$64,250**
Personnel Costs	$360,046	$372,731	$373,137	$383,158	$10,427
Operating Expenses (a)	$4,298,013	$2,149,119	$1,937,475	$2,202,002	$52,883
Interdept. Charges (b)	$30,117	$35,955	$35,955	$36,895	$940
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$4,688,176**	**$2,557,805**	**$2,346,567**	**$2,622,055**	**$64,250**
Rev. Over (Under) Exp.	($485,246)	$0	$481,243	$0	$0

(a) Higher 2011 actual revenues and expenditures is mainly due to the 2011-13 State Biennial budget shifting administration of County-submitted authorizations and claims processing of the State/Federal Children's Long-Term Support (CLTS) waiver program from the County to a third-party administrator (TPA), beginning in the second half of 2011.

(b) County Tax Levy and Interdepartmental Charges for the 2012 adopted budget and 2012 estimate are restated for comparative purposes to the 2013 budget to reflect a 2% limit on increases of End User Technology charges for the total cost of computer ownership to departments. Expenditure increases above 2% are due to H&HS management's decision to deploy technology to help ensure conformity of technology resources resulting in adding approximately 20 computers at the Workforce Development Center to the County's network, and a new server added for Health Insurance Portability and Accountability Act (HIPAA) compliance.

Program Highlights

General Government revenues increase by about $369,100, from $1,713,500 to $2,082,700, mainly due to an increase in revenues related to the Children's Long-Term Support (CLTS) wavier program. This includes an increase in reimbursement revenue for case management services by about $178,900 to $928,500. This is mainly due to more than 1,600 additional contracted case management staff hours (about 0.75 FTE) and an increase in the billable hourly rate from $78.25/hour to $83/hour. In addition, federal matching revenues on locally funded CLTS client services (estimated at 60%) are budgeted at $144,900 (not budgeted for in 2012). Also, H&HS administrative cost recovery estimated for the CLTS program increases by about $48,500 to $206,100, mainly due to a change in how the State and Federal governments reimburse the County for these costs.

Children with Special Needs Unit (cont.)

(Includes Birth to Three Program)

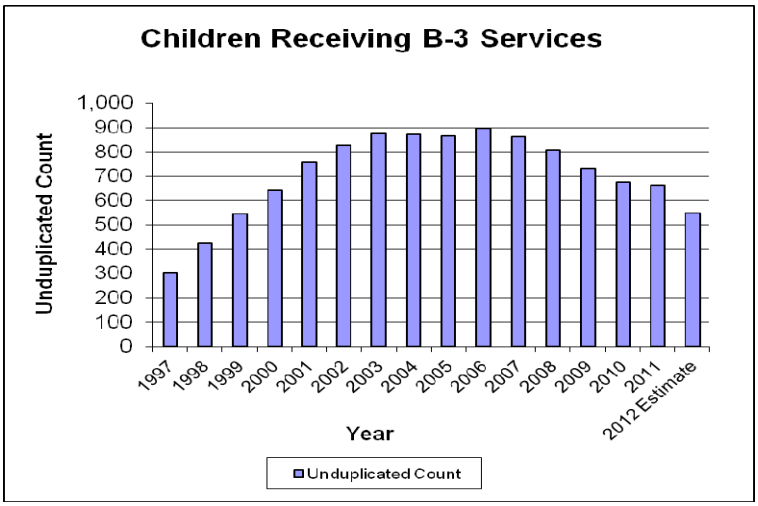
Charges for Services increase by about $15,700 to $184,700, due to an increase in reimbursement revenues for Family Support Program case management, from $19,000 to $34,700, mainly due to Department management deploying 0.5 FTE staff within child welfare unit to the delivery of case management. Base budget Charges for Service revenues include $150,000 in pass-through revenues from parents of CLTS clients to the State as part of a parental cost share for the program, which remains unchanged from the 2012 budget.

Other Revenues, budgeted at about $160,600, consist of pass-through reimbursements of CLTS related costs authorized by Waukesha County for certain vendors unable to directly bill the CLTS third-party administrator.

Personnel costs increase by about $10,400 or 2.8% for the cost to continue 4.5 FTE allocated to this program.

Operating expenditures increase by about $52,900 to $2,202,000, mainly due to the CLTS program, discussed previously, including $160,600 of vendor expenses covered with pass-through reimbursements (mentioned above) and an increase in contracted case management services by 0.75 FTE or about $26,600. This is partially offset by a decrease in locally-funded CLTS client services by about $138,000, from $379,500 to $241,500, reflecting lower current-year projections.

Birth to Three Activity	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Total # children enrolled on Oct. 1st	309	295	225	225	(70)
Total # children served	663	675	550	550	(125)



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	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
* Total # of Children Served (with or without a Waiver Slot)	220	350	246	267	(83)
Number of New Autism Waiver Slots	30	32	29	35	3
Number of Closed Autism Waiver Slots	26	15	29	14	(1)
Number of Non-autism Waiver Slots (census, crisis, local match, transition slots)	116	110	120	125	15
Number of new non-autism cases	16	18	18	23	5
Number of closed non-autism cases	16	15	15	15	0
Number of kids on waiting list for Family Support Program or waiver support	450	490	556	650	160

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 or services. Services to these children and their families are directed at maintaining the children in their own homes and communities, reducing delinquency recidivism and promoting family and public safety. Services include 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 group counseling; and independent living training/preparation. School-based community day treatment; educational support program; in-home treatment team services, intensive tracking; home detention; youth accountability groups; mediation; and electronic monitoring are provided through contracts. In addition to these in-home services, monitoring and coordination of Correctional and Correctional Aftercare placements, and monitoring and coordination of Foster Care, Group Home and Residential Care Center placements of delinquent youth and juveniles in need of protection and services are also provided.

	2011 Actual	2012 Budget (a)	2012 Estimate (a)	2013 Budget	Budget Change
Staffing (FTE)	**39.50**	**39.50**	**39.50**	**39.50**	**0.00**
General Government	$3,884,415	$3,695,289	$3,487,320	$3,472,909	($222,380)
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$134,111	$97,101	$133,891	$135,400	$38,299
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$458	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (a)	**$2,751,191**	**$2,993,824**	**$2,993,824**	**$3,266,557**	**$272,733**
Total Revenues	**$6,770,175**	**$6,786,214**	**$6,615,035**	**$6,874,866**	**$88,652**
Personnel Costs	$3,329,747	$3,303,785	$3,240,105	$3,383,800	$80,015
Operating Expenses	$2,736,150	$3,320,888	$3,260,623	$3,326,616	$5,728
Interdept. Charges (a)	$133,960	$161,541	$160,965	$164,450	$2,909
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$6,199,856**	**$6,786,214**	**$6,661,693**	**$6,874,866**	**$88,652**
Rev. Over (Under) Exp.	$570,318	$0	($46,658)	$0	$0

(a) County Tax Levy and Interdepartmental Charges for the 2012 adopted budget and 2012 estimate are restated for comparative purposes to the 2013 budget to reflect a 2% limit on increases of End User Technology charges for the total cost of computer ownership to departments. Expenditure increases above 2% are due to H&HS management's decision to deploy technology to help ensure conformity of technology resources resulting in adding approximately 20 computers at the Workforce Development Center to the County's network, and a new server added for Health Insurance Portability and Accountability Act (HIPAA) compliance.

Program Highlights

General Government revenues are budgeted to decrease by about $222,400 to $3,472,900, mainly due to a decrease in State Youth Aids funding by about $201,100, based on a reduction that the Wisconsin Department of Corrections made to the 2012 allocation to counties to comply with the state budget's requirement to lapse funding for the State's 2012 fiscal year. Other General Government revenues include a decrease in the State's Juvenile Accountability Block Grant (JABG) funding by about $11,040, from $18,180 to $7,140. JABG grant funds are used to provide restorative justice intervention for youth offenders (budgeted at about $23,200), and declining grant funding requires increasing tax levy support for this program.

Charges for Service revenues are budgeted to increase by about $38,300 to $135,400, based on an increase to the Juvenile Court Supervision user fee rate from $80/month to $100/month. The actual fee charge is determined by client ability to pay, based upon the State's Uniform Fee Schedule.

County Tax Levy support for this program increases by about $272,700 or 9.1% to $3,266,600, mainly due to decreases in Youth Aids revenues (discussed above) and expenditure increases (discussed next).

Family Services & Juvenile Services (cont.)

Personnel costs are budgeted to increase by about $80,000 or 2.4% to $3,383,800, mainly for the cost to continue the 39.50 FTE staff allocated to this program.

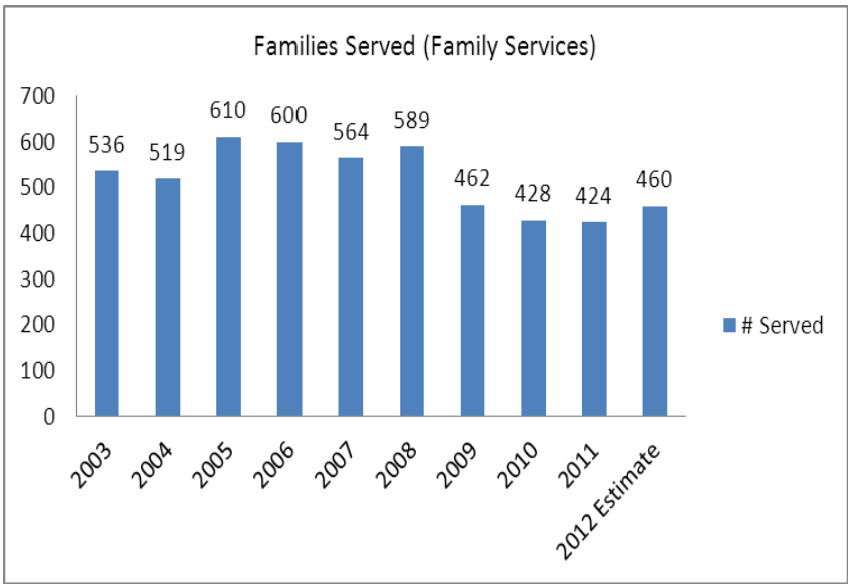
Net operating expenditures are budgeted to increase by about $5,700 to $3,326,600, and includes increases in Residential Care Center placement costs by about $74,100 to $942,200, due to the anticipation of more clients potentially requiring a higher level of care (vs. foster care or group homes), based on a higher current-year estimate; correctional after care placement costs by about $16,700 to $50,300; educational support services by about $10,200 to $219,900; and intensive in-home team services by about $9,200 to $469,900. Increasing operating expenditures are partially offset by a decrease in payments for foster care by about $102,300 to $293,400, based on a decline trend of placements. Approximately $144,700 continues to be invested in community-based prevention services as an alternative to juvenile corrections and other out-of-home placements, which were largely generated from savings from contracting with Washington County for more cost-effective secure female detention services (in the Juvenile Center program budget).

Activity	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Number of families served (Family Services)	424	480	460	465	(15)
Number of families served (Juvenile Services)	248	250	224	240	(10)
Custody Intake decisions by Juvenile Court Intake	540	550	564	575	25
Court Intake Referrals	723	750	654	675	(75)(a)
Average daily population of juveniles in State correctional institutions	1.24	3.0	3.7 (b)	3.0	0
Total State charges for correctional institution placement	$127,086	$312,086	$366,600	$311,617	($469)

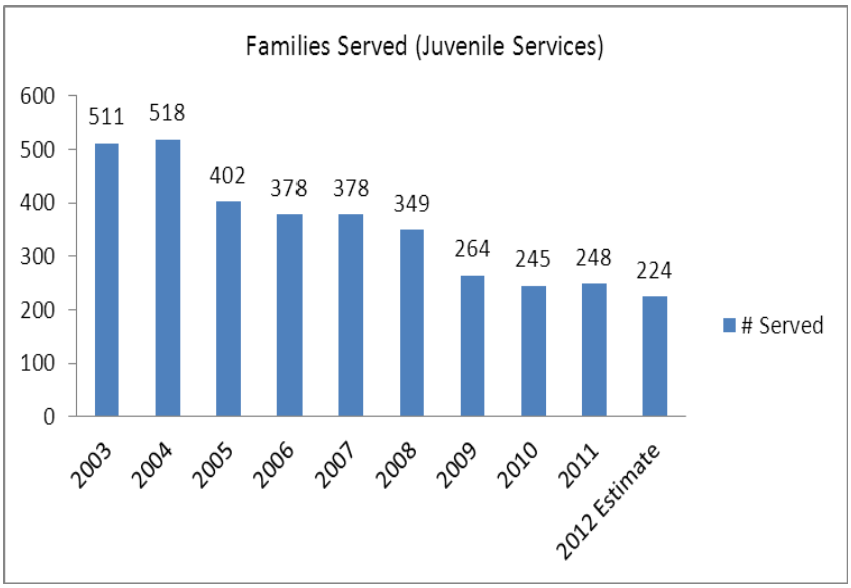
(a) The 2012 decrease in Court Intakes reflects reduced delinquency intakes, which has been a Waukesha County, Wisconsin and national trend, as well as reduced truancy intakes, which historically have shown fluctuation year to year.

(b) Higher 2012 estimated juvenile corrections placement costs are largely due to a short-term increase in placement levels that began during the fourth quarter of 2011, and is not anticipated to continue into 2013 because placements are relatively short-term. The 2013 budget for an average daily population of 3.0 juveniles is still higher than the three-year (2009-2011) actual average daily population of about 2.1 juveniles.

Family Services & Juvenile Services (cont.)

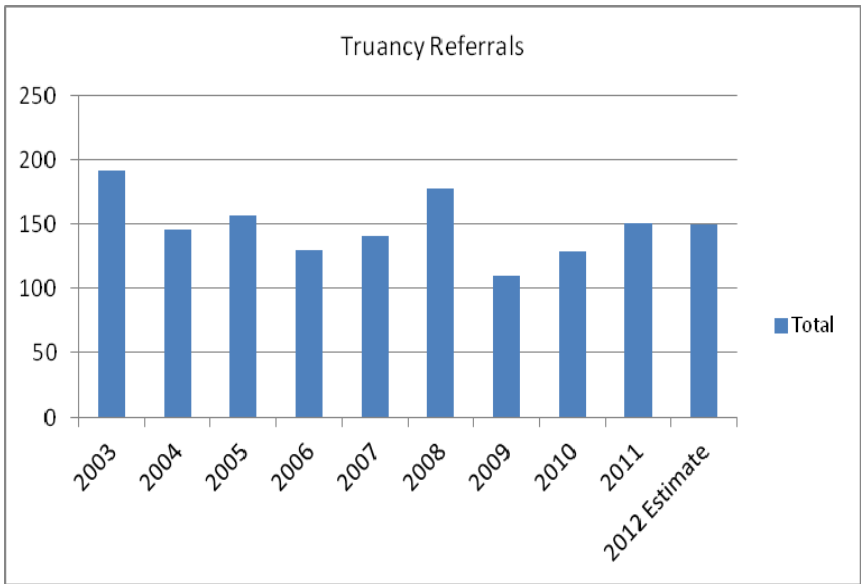


The number served in Family Services since 2009 has been lower than in previous years. A reduction in the number of truancy referrals in 2009 and 2010 was a factor in the reduced number of families served, although it is estimated this number will increase in 2012, due in part to increased truancy referrals.

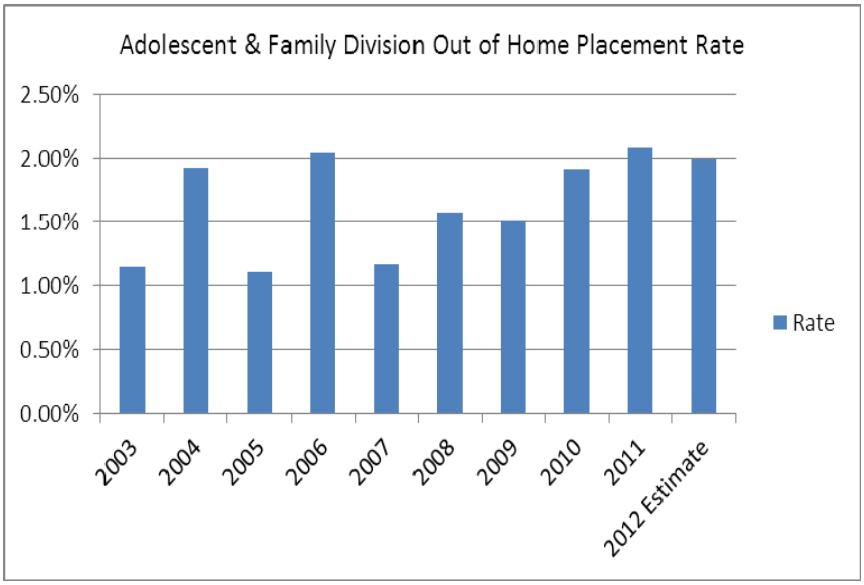


While the number of families served in Juvenile Services has decreased over the past 10 years, the rate of this decrease has slowed over the past 4 years. These figures reflect a Federal and statewide trend of reduced youth delinquency over that 10 year period.

Family Services & Juvenile Services (cont.)

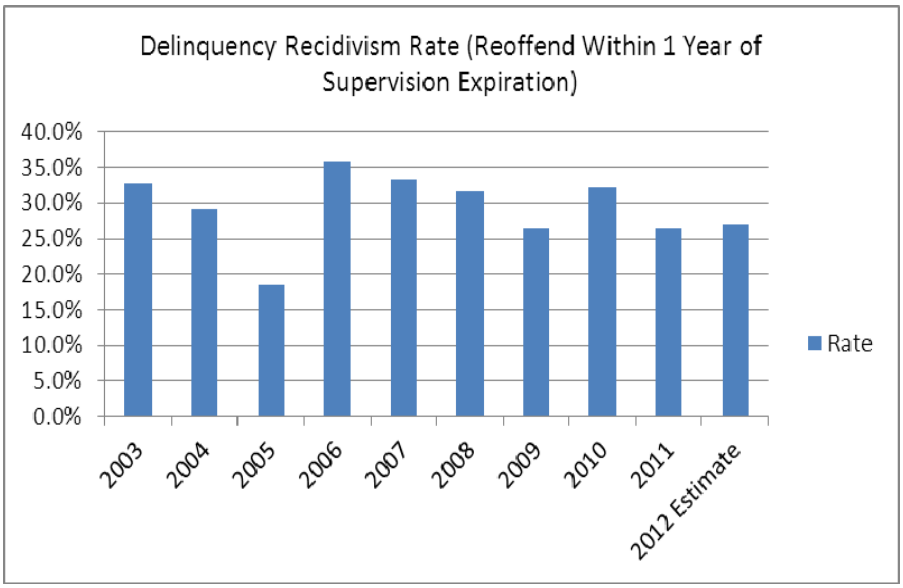


The number of truancy referrals, which had been relatively stable from 2004-2007, has shown increased volatility since that time. Among the factors that can affect these numbers, and may have contributed to the lower numbers experienced in the past, are the use of municipal truancy citations, which are 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 generally maintained the placement rate at or 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. A substantial majority of these youth do not reoffend during that time.

Alternate Care Activity (a)	2011 Actual	2012 Budget (b)	2012 Estimate (b)	2013 Budget (a)	Budget Change (a)
Total children in foster care	22	23	24	26	3
Days of Care	4,116	5,575	3,453	4,259	(1,316)
Foster Care expenditures (b)	$256,538	$395,720	$242,392	$293,440	($102,280)
Total youth in group homes	10	6	9	9	3
Days of Care	1142	1,009	743	693	(316)
Group Home expenditures (b)	$137,554	$119,824	$122,084	$122,000	$2,176 (c)
Total youth in Residential Care Centers	17	14	18	18	4
Days of Care	2,944	2,706	3,167	3,119	413
Residential Care Centers expenditures	$858,960	$868,161	$929,463	$942,219	$74,058

(a) Through the ongoing efforts of County 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 2013 budget for these placements has been reduced, with the increases in the Residential Care Center and Group Home budgets being more than offset by a decrease in the Foster Care budget.

(b) These ongoing efforts as identified in (a) have resulted in the 2012 estimated overall expenditures for these services being below the 2012 budgeted amounts.

(c) 2013 Group Home expenditures are budgeted to increase slightly despite a substantial reduction in Days of Care, because of a State licensing change that reduced placement options, including a lower cost Group Home, resulting in an increased average cost for remaining Group Homes.

Juvenile Center

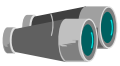
County-Wide Key Strategic Outcome: A county that assists at-risk citizens

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, dietician and physician services are provided through contracts. Beginning in 2012, female secure detention services are purchased from the Washington County Juvenile Detention facility.

	2011 Actual	2012 Budget (a)	2012 Estimate (a)	2013 Budget	Budget Change
Staffing (FTE)	**29.11**	**24.00**	**24.00**	**24.00**	**0.00**
General Government	$56,955	$52,876	$59,839	$58,221	$5,345
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$249,608	$153,960	$190,351	$185,000	$31,040
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (a)	**$1,763,553**	**$1,565,347**	**$1,565,347**	**$1,569,396**	**$4,049**
Total Revenues	**$2,070,116**	**$1,772,183**	**$1,815,537**	**$1,812,617**	**$40,434**
Personnel Costs	$1,762,647	$1,563,592	$1,585,425	$1,634,866	$71,274
Operating Expenses	$69,764	$147,360	$80,544	$102,407	($44,953)
Interdept. Charges (a)	$62,203	$61,231	$73,671	$75,344	$14,113
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,894,613**	**$1,772,183**	**$1,739,640**	**$1,812,617**	**$40,434**
Rev. Over (Under) Exp.	$175,502	$0	$75,897	$0	$0

(a) County Tax Levy and Interdepartmental Charges for the 2012 adopted budget and 2012 estimate are restated for comparative purposes to the 2013 budget to reflect a 2% limit on increases of End User Technology charges for the total cost of computer ownership to departments. Expenditure increases above 2% are due to H&HS management's decision to deploy technology to help ensure conformity of technology resources resulting in adding approximately 20 computers at the Workforce Development Center to the County's network, and a new server added for Health Insurance Portability and Accountability Act (HIPAA) compliance.



Program Highlights

General Government revenues are budgeted to increase by about $5,300, mainly due to an increase in Nutritional Grant funding by about $4,600 to $14,300. Charges for Services revenues are budgeted to increase by about $31,000 to $185,000. The Juvenile Center fee is $275 per day, effective January 1, 2012, 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 increase by about $71,300 to $1,634,900, mainly for the cost to continue the 24 FTE staff allocated to this program.

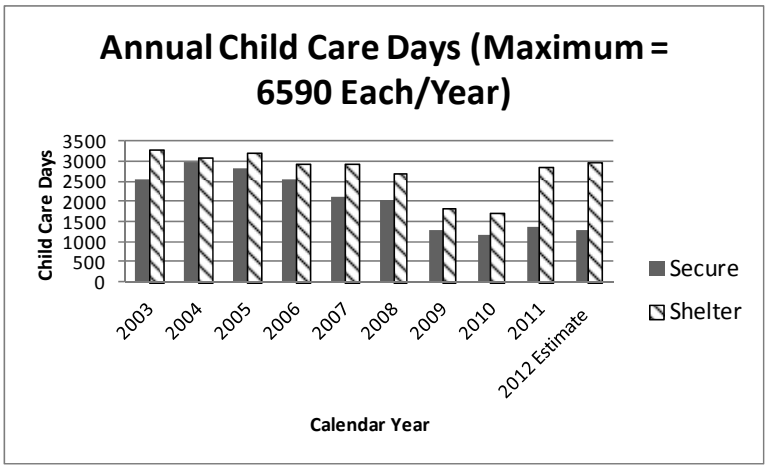
Operating expenditures are budgeted to decrease by about $45,000, mainly due to a decrease in overall expenditures for female secure detention, which is provided through a contract with Washington County, by about $33,800, from about $70,500 to $36,700. These $33,800 in savings are in addition to the approximately $200,000 saved in the 2012 adopted budget, as result of contracting with Washington County, and help fund community-based prevention services as an alternative to juvenile corrections and other out-of-home placements (see Family Services and Juvenile Services budget). More specifically, budgeted operating expenditure decreases include a reduction in contracted third-party transportation services needed to transport female juveniles to the Washington County facility (used when there's sufficient time to coordinate pick-ups with the vendor) by $33,400, and shifting about $7,500 to interdepartmental Sheriff transportation charges, for a net budget cost savings in overall female juvenile transportation costs of $25,900. Also, H&HS staff mileage and transportation costs decrease for budget cost savings of $7,900.

Interdepartmental charges increase by about $14,100, mostly due to an increase in Sheriff transportation charges, discussed above.

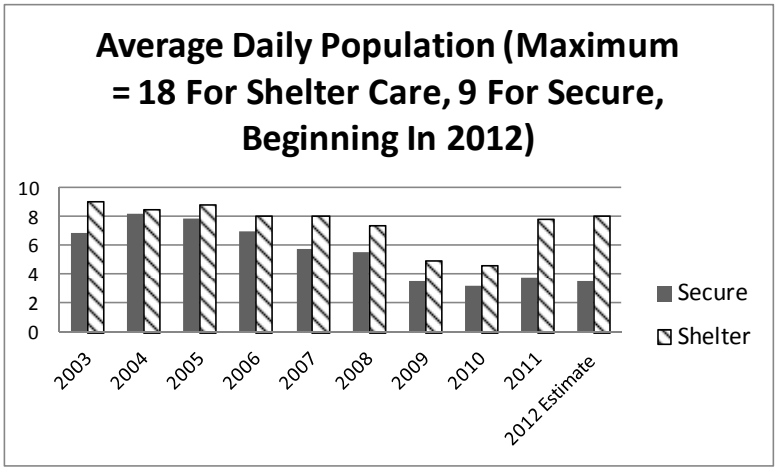
Juvenile Center (cont.)

Activity (a)	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Non-Secure Detention/Shelter Care					
# of Child Care Days – County Residents	2,643	3,000	2,793	3,000	0
# of Child Care Days – Out of County Residents	221	101	163	163	62
Total # of Child Care Days	**2,864**	**3,101**	**2,956**	**3,163**	**62**
Average daily population	7.9	8.5	8.1	8.7	0.2
Secure Detention at Waukesha County Juvenile Center (Males Only Beginning in 2012)					
# of Child Care Days – County Residents	1,198	1,132	1,001	1,000	(132)
# of Child Care Days – Out of County Residents	184	115	271	277	162
Total # of Child Care Days	**1,382**	**1,247**	**1,272**	**1,277**	**30**
Average daily population at center	3.8	3.4	3.5	3.5	0.1
Contracted Secure Detention at Washington County Facility (Females Only)					
# of child care days purchased	(b)	218	246	250	32
Average daily population	(b)	0.6	0.7	0.7	0.1

(a) Residents who spend a portion of a day in Shelter Care or Secure Detention are included in the # of child care days provided.
(b) Contract with Washington County started in 2012.



From 2003 to 2010, the number of Child Care Days (total number of days in care) had remained relatively stable, with a more significant decrease in 2009 and 2010. Beginning in 2011 and including the 2012 estimate, the overall number of days has increased significantly, primarily due to increased use of shelter care. One reason for this increase is a result of the higher number of out of county placements at the Juvenile Center. The number of days in Shelter Care has generally been higher than Secure Detention. Due to declining census in female Secure Detention, this service is purchased from Washington County, beginning in 2012.



The Average Daily Population for both Shelter Care and Secure Detention had generally maintained a downward trend over the past 10 years, although there has been a significant increase in the 2011 and estimated 2012 Shelter Care Population. The population in Shelter Care has tended to be higher than Secure Detention. The 2012 Secure Detention Estimate does not include the estimated 0.7 children/day placed at the Washington Country Detention Center.

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 behavioral medicine services. Contract services complement County provided programs ranging from inpatient care, work related services, outpatient social/recreational services, peer support, prevention, education, and intervention (24 hour crisis phone service) to adult family homes, group homes, and residential care. The array of services creates a continuum of care to maximize each client's independence in the community, recovery, self-management of symptoms, and prevention of relapse. Comprehensive Community Services (CCS), Community Recovery Services (CRS), and the Community Support Program (CSP) are provided after and as prevention to inpatient services for individuals with severe and persistent mental illness. Recovery oriented care is provided through individual and group therapy services at the Mental Health Center. The Community Support Program serves the more resistive client through community outreach. Both programs are at or near capacity; however, demand for these services remains high.

	2011 Actual	2012 Budget (a)(b)	2012 Estimate (b)	2013 Budget	Budget Change
Staffing (FTE)	**42.31**	**42.76**	**42.76**	**42.77**	**0.01**
General Government (a)	$908,028	$909,558	$926,969	$926,969	$17,411
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services (a)	$2,562,119	$2,957,368	$2,929,285	$2,971,002	$13,634
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$1,402,435	$1,295,464	$1,590,876	$1,492,207	$196,743
Appr. Fund Balance	$4,800	$4,800	$4,800	$4,800	$0
County Tax Levy (b)	**$7,166,235**	**$7,232,604**	**$7,232,604**	**$7,827,756**	**$595,152**
Total Revenues	**$12,043,616**	**$12,399,794**	**$12,684,534**	**$13,222,734**	**$822,940**
Personnel Costs	$4,299,583	$4,181,152	$4,137,913	$4,302,344	$121,192
Operating Expenses	$7,847,078	$7,689,680	$9,080,916	$8,395,306	$705,626
Interdept. Charges (b)	$494,777	$528,962	$552,720	$525,084	($3,878)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$12,641,438**	**$12,399,794**	**$13,771,549**	**$13,222,734**	**$822,940**
Rev. Over (Under) Exp.	($597,822)	$0	($1,087,015)	$0	$0

(a) For comparative purposes to the 2013 budget, the 2012 adopted budget is restated to more appropriately account for $671,851 of Community Recovery Service revenue as a Charges for Service revenue rather than a General Government revenue.

(b) County Tax Levy and Interdepartmental Charges for the 2012 adopted budget and 2012 estimate are restated for comparative purposes to the 2013 budget to reflect a 2% limit on increases of End User Technology charges for the total cost of computer ownership to departments. Expenditure increases above 2% are due to H&HS management's decision to deploy technology to help ensure conformity of technology resources resulting in adding approximately 20 computers at the Workforce Development Center to the County's network, and a new server added for Health Insurance Portability and Accountability Act (HIPAA) compliance.

Program Highlights

General Government revenue is budgeted to increase about $17,400 to $927,000, which includes an increase in federal financial participation matching funds for Medicaid-covered services by nearly $8,000 to $190,850. 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. In addition, Mental Health Block grant and Integrated Services funding are budgeted to increase by about $6,900 to $188,300. Base budget General Government revenues include Community Support Program funding of about $149,250 , an increase of $2,500 from the 2012 budget, and Community Options Program funding of about $398,600, which remains at the 2012 budget level.

Mental Health Outpatient and Support Services (cont.)

Charges for Service revenues are budgeted to increase by about $13,600 to $2,971,000, and includes client fee revenue for the Comprehensive Community Services (CCS) program, which provides psycho-rehabilitative treatment and residential care to clients with more intensive placement needs than clients in the Community Support Program. CCS client fee revenues are budgeted to increase by about $45,300 to $1,097,400, based on a projected increase in treatment costs, mentioned below. Charges for Service revenues also include client fee revenues for the Community Recovery Services (CRS) program, which provides community living support services, including employment and peer supports through psychosocial rehabilitation. CRS revenues are budgeted to decrease by about $17,700 to $654,200, to be more in-line with current year projections. Base budget Charges for Service, include client fee revenues generated from other services, budgeted at about $1,219,400, a decrease of $14,000.

Other Revenues are budgeted to increase by about $196,700 to $1,492,200, largely from an increase in State collections revenues for County residents placed at the state mental health institutes by $184,000 to $523,300, based on higher anticipated levels of youths placements (discussed below). The county receives a Federal Medicaid (MA) reimbursement for individuals younger than 18 years old who are placed at the mental health institutes along with additional offsets, which are estimated to total approximately 70% of youth placement costs. In addition, State of Wisconsin MA Cost Reporting (WIMCR) program reimbursements are budgeted to increase by $14,900 to $329,100, based on current year estimates. Base budget Other Revenues also include Supplemental Security Income (SSI)/Social Security collections revenues, where the County is the protective payee for mental health and developmentally disabled clients, which remains at the 2012 budget level of $616,900.

County Tax Levy support for this program increases by about $595,200 or 8.2% to $7,827,800, mainly due to expenditure increases, discussed below.

Personnel costs are budgeted to increase by about $121,200 or 2.9% to $4,302,300, mainly for the cost to continue 42.77 FTE allocated to this program.

Operating expenditures are budgeted to increase by about $705,600 to $8,395,300. A major budget driver is State mental health institute costs, which are budgeted to increase by nearly $312,000 to over $1.5 million, of which youth placement costs account for nearly $200,000 of the increase (totaling $609,100) and adult placement costs are projected to increase by over $112,000 (totaling $908,300). This corresponds to an anticipated increase in overall days of care by 267 to 1,433 days, of which youth placements account for 209 days of the increase (603 total) and adults account for 58 days (830 total). In addition, room, board and treatment costs for CCS clients, CRS clients and residential care placement costs are budgeted to increase by about $270,600 to over $4.4 million, based on anticipated increase in the number of treatment days of care by 635 days, an estimated increase of 2% for room and board services and a 1% across the board increase for all other contracted vendor services. Also, mental health and AODA related pharmaceutical and medical supply costs are budgeted to increase by nearly $170,000 to just below $500,000. According to department management, this is largely due to increasing pharmaceutical costs; a decline in pharmaceutical manufacturers' patient medication assistance programs and less availability of sample medications. This is partially offset by a decrease in Community Options Program expenditures by about $72,000 to $301,600, largely due to shifting related funding to cover CRS clients eligible for these services.

Activity	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Community Support: number of clients	185	195	195	195	0
Case Management Clients (Non-CCS)	75	75	70	67	-8
Residential Care: days of Care	30,278	31,110	32,113	30,920	-190
Outpatient Clients-Unduplicated Count (a)	2,215	4,000*	2,452	2,300	NA
Outpatient Visits (b)	18,457	NA	17,056	17,000	NA
Comprehensive Community Services Clients	112	99	107	110	11
State Institutes Payments: Days of Care (Children)	488	394	800	603	209
State Institutes Payments: Days of Care (Adults)	961	772	937	830	58

(a) The Outpatient Clinic MH client count has been modified to represent an unduplicated client count. The 2012 budget target of 4,000 is a count of open cases based on prior year qualifying methodology of client counts.
(b) Outpatient visits has been added to demonstrate the number of billed client contacts.

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.

	2011 Actual	2012 Budget (a)	2012 Estimate (a)	2013 Budget	Budget Change
Staffing (FTE)	**9.30**	**9.30**	**9.30**	**9.30**	**0.00**
General Government	$709,490	$608,402	$608,402	$608,402	$0
Fine/Licenses	$360,902	$435,000	$360,900	$385,000	($50,000)
Charges for Services	$247,467	$300,400	$265,018	$285,000	($15,400)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$1,950	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$25,000	$0	$0
County Tax Levy (a)	**$507,637**	**$468,813**	**$468,813**	**$571,494**	**$102,681**
Total Revenues	**$1,827,446**	**$1,812,615**	**$1,728,133**	**$1,849,896**	**$37,281**
Personnel Costs	$803,338	$809,468	$844,344	$831,298	$21,830
Operating Expenses	$927,214	$974,242	$953,105	$988,386	$14,144
Interdept. Charges (a)	$30,685	$28,905	$29,421	$30,212	$1,307
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,761,236**	**$1,812,615**	**$1,826,870**	**$1,849,896**	**$37,281**
Rev. Over (Under) Exp.	$66,210	$0	($98,737)	$0	$0

(a) County Tax Levy and Interdepartmental Charges for the 2012 adopted budget and 2012 estimate are restated for comparative purposes to the 2013 budget to reflect a 2% limit on increases of End User Technology charges for the total cost of computer ownership to departments. Expenditure increases above 2% are due to H&HS management's decision to deploy technology to help ensure conformity of technology resources resulting in adding approximately 20 computers at the Workforce Development Center to the County's network, and a new server added for Health Insurance Portability and Accountability Act (HIPAA) compliance.

Program Highlights

General Government revenues remain at the 2012 budget level of about $608,400, including $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 consist of Intoxicated Driver Program surcharge revenues, and are budgeted to decrease by $50,000 to $385,000, based on prior-year revenues received and current-year estimate. Charges for Services consist of client fee revenues, which are budgeted to decrease by $15,400 to $285,000 based on current year estimates.

Personnel costs increase by about $21,800 or 2.7% to $831,300, mainly for the cost to continue the 9.3 FTE staff assigned to this program. Throughout 2012, Substance Abuse Services staff increased the use of intensive outpatient group programming for adults and adolescents. The supervisor has become a certified trainer in the Community Reinforcement Approach, an evidenced based practice in substance abuse treatment, that will be extended to additional clinical staff. The goal is to increase engagement and follow through in treatment, and thus improve individual outcomes. An AODA outpatient activity measure of client visits (vs. client count) will be utilized to assess session attendance over time. Intensive Outpatient Programs (IOP) for adults and adolescents are research supported models for delivering substance abuse treatment and increase efficiency for deployment of staff. In addition to the clinic based programs, the substance abuse staff are involved in consultation activity with the alcohol and drug treatment courts, and are assigned to perform inpatient and community-based assessments to connect clients to treatment and rehabilitative programs. Operating Expenditures increase by about $14,100 to $988,400 which includes a 1 to 2% increase for contracted rehabilitative programs providing detoxification, residential and recovery support services.

Activity	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Clients Receiving Detox	97	140	110	140	0
Detoxification: Days of Care	222	280	242	280	0
Outpatient Clients-Unduplicated Count (a)	1,036	1,750	1,067	1,067	NA
Outpatient AODA Visits (b)	12,556	NA	13,000	13,000	NA
AODA Halfway House: Days of Care	6,254	5,800	5,300	5,800	0

(a) The 2012 budget target for AODA services outpatient client count of 1,750 is higher because the statistic was changed to reference unduplicated client counts.

(b) Outpatient visits has been added to demonstrate the number of billed client contacts.

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	2011 Actual	2012 Adopted Budget	2012 Estimate	2013 Budget	Change From 2012 Adopted Budget $	%
Revenues						
General Government	$174,776	$547,935	$657,395	$510,299	($37,636)	-6.9%
Fine/Licenses	$0	$0	$0	$0	$0	NA
Charges for Services	$62,753	$57,000	$66,381	$65,403	$8,403	14.7%
Interdepartmental	$0	$0	$0	$0	$0	NA
Other Revenue	$340	$0	$0	$0	$0	NA
Appr. Fund Balance	$32,000	$0	$0	$0	$0	NA
County Tax Levy	**$993,666**	**$1,030,833**	**$1,030,833**	**$1,030,833**	**$0**	**0.0%**
Total Revenue Sources	**$1,263,534**	**$1,635,768**	**$1,754,609**	**$1,606,535**	**($29,233)**	**-1.8%**
Expenditures						
Personnel Costs	$98,153	$100,462	$100,177	$104,162	$3,700	3.7%
Operating Expenses	$1,109,733	$1,482,507	$1,595,005	$1,467,454	($15,053)	-1.0%
Interdept. Charges	$28,293	$52,799	$58,018	$34,919	($17,880)	-33.9%
Fixed Assets	$0	$0	$0	$0	$0	NA
Total Expenditures	**$1,236,178**	**$1,635,768**	**$1,753,200**	**$1,606,535**	**($29,233)**	**-1.8%**
Rev. Over (Under) Exp.	$27,356	$0	$1,409	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	1.00	1.00	1.00	1.00	0.00	
Extra Help	1.00	0.00	0.00	0.00	0.00	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total FTEs	2.00	1.00	1.00	1.00	0.00	

Program Highlights

General Government Revenue is budgeted to decrease by about $37,600 to $510,300, mainly due to the federally grant-funded expansion of the Alcohol Treatment Court (3-year grant period), which is scheduled to end after the third quarter of 2013, resulting in a decrease of $48,900 to $363,900. This decrease is partially offset by an increase in the federally-funded Drug Treatment Court grant by about $10,600 to $124,600, due to budgeting for the first full-year of the grant (three-year grant period from October 2011 through September 2014). Other General Government revenues include grant funding from the State Department of Corrections for the Community Services Options Program at about $21,800, an increase of about $600.

Charges for Services are budgeted to increase by about $8,400 to $65,400 in anticipation of higher client fee revenues from the Alcohol Treatment Court (by $6,900 to $51,400) and Day Report Center Programs (by $1,500 to $14,000) based on prior and current year estimates, as enrollments have been increasing. Alcohol Treatment Court 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. Day Report Center 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.

Criminal Justice Collaborating Council (cont.)

Personnel costs are budgeted to increase by $3,700 to approximately $104,200 for the cost to continue for 1 FTE allocated to this program.

Operating Expenses are budgeted to decrease by about $15,100 to $1,467,500, mainly due to a decrease in federally-funded Alcohol Treatment Court operating expenditures by about $36,800 to $357,900, due to the scheduled end to that grant after the third quarter 2013, mentioned previously. In addition, the County's share of the Jail Adult Basic Education program (operated by the Waukesha County Technical College-WCTC) decreases by $20,000, from $70,000 to $50,000, due to WCTC obtaining outside grant funding to reduce the County contribution needed. Decreasing operating expenditures are partially offset by an increase in operating expenditures funded with a federal Drug Treatment Court grant by about $20,000 to $115,100, largely due to budgeting for the first full-year of this three-year grant in 2013. In addition, this budget includes an increase in Wisconsin Community Service (WCS) provided contracted services (excluding the federally funded Alcohol and Drug Treatment Court programs) by about $22,500 to $823,700, allowing for a 2% increase to most contracts, except the Day Reporting Center and Community Services Options program that increase 4.7% and 3%, respectively (see table below).

Interdepartmental Charges are budgeted to decrease by about $17,900 to $34,900, mainly due to a decrease in budgeted Countywide and H&HS indirect cost recovery charges for the Alcohol and Drug Treatment Court grants by about $18,100 to $22,900.

A summary of the CJCC programs changes are noted in the chart below:

CJCC Contracted Programs	2011 Actuals	2012 Budget	2013 Budget	Change	% Change
WCS - Alcohol Treatment Court	$117,067	$119,409	$121,795	$2,386	2.0%
WCS - Day Report Center	$222,128	$223,281	$233,793	$10,512	4.7%
WCS - Intoxicated Driver Intervention	$148,089	$151,051	$154,072	$3,021	2.0%
WCS - Pretrial Supervision	$126,887	$129,425	$132,015	$2,590	2.0%
WCS - Pretrial Screening	$107,406	$109,554	$111,745	$2,191	2.0%
WCS - Community Service Options	$42,660	$43,514	$44,819	$1,305	3.0%
WCS - Reentry Employment Program at Huber	$12,495	$25,000	$25,500	$500	2.0%
Sub-Total WCS Contracted Services	**$776,732**	**$801,234**	**$823,739**	**$22,505**	2.8%
Alcohol Treatment Court Grant (includes personnel costs, operating expenses, interdepartmental charges) (a)	$129,875	$421,800	$376,336	($45,464)	-10.8%
Drug Court Grant (includes operating and interdepartmental expenses)	$0	$114,000	$124,596	$10,596	9.3%
Community Transition	$84,782	$83,580	$85,267	$1,687	2.0%
Jail Adult Basic Education	$70,000	$70,000	$50,000	($20,000)	-28.6%
Jail AODA Services (Education Services)	$31,052	$31,884	$33,159	$1,275	4.0%
Total Program costs	**$1,092,441**	**$1,522,498**	**$1,493,097**	**($29,401)**	-1.9%

(a) Alcohol Treatment Court figures include expenditures funded with user fee charge revenues of $9,437 in 2011 actual, $9,000 in the 2012 budget and $12,403 in the 2013 budget.

Note: The CJCC was awarded a state grant during the summer of 2012 with the Wisconsin Office of Justice Assistance (OJA) for a total of $49,740 over 1 year (9/1/12-8/31/13) to incorporate medication-assisted treatment (MAT) into the Drug Court program. The project proposes to serve 35 drug court participants. Grant funding was appropriated into the 2012 budget during August (Enrolled Ordinance 167-38).

Note: The Alcohol Treatment Court program expansion grant for 4th OWI offenders through the Center for Substance Abuse Treatment (CSAT) and the Bureau of Justice Assistance (BJA) is scheduled to end on 9/30/13. However, the CJCC will be submitting a one-year, no-cost extension request for at least $241,000 in unspent grant funds that resulted from lower-than-anticipated enrollments in the first half of the three-year grant period. If approved, the grant project would be extended through 9/30/14.

Criminal Justice Collaborating Council (cont.)

Major CJCC Strategic Outcomes and Objectives for 2013

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 based on the number of Main Jail and Huber Facility jail days combined saved as a direct result of programming implemented through the CJCC.

Performance Measure:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Number of Jail Days Saved – Intoxicated Driver Intervention Program (OWI Program)	16,250	19,000	16,138	16,000
Number of Jail Days Saved – Pretrial Supervision Program	7,022	6,000	11,028	11,000
Number of Jail Days Saved – Alcohol Treatment Court Program*	5,354	6,000	8,916	9,000
Number of Jail Days Saved – Day Report Center Program	13,739	13,000	14,003	14,000
Number of Jail Days Saved – Community Service Options Program	2,714	1,000	4,792	4,500
Total Number of Jail Days Saved for all programming	45,079	45,000	54,877	54,500

** Beginning in 2011, 4th OWI offenders became eligible for the Alcohol Treatment Program.*

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:	2011 Actual	2012 Target	2012 Estimate	2013 Target
% of Participants Compliant with Intoxicated Driver Intervention Program Requirements	82%	80%	84%	82%
% of Participants Compliant with Pretrial Supervision Program Requirements	78%	80%	73%	73%

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 2013. Review program fee scale to determine if adjustments are possible to recover additional costs of expansion.

Key Outcome Indicator: A percentage of compliance greater than 80% of successful completion with Day Report Center conditions of supervision, thereby justifying an increase in the utilization of the program as an alternative to incarceration.

Performance Measure:	2011 Actual	2012 Target	2012 Estimate	2013 Target
% of Participants Successful in Completing Day Report Center Supervision Requirements	87%	80%	87%	85%
Re-Arrests During Program Supervision* [Number of Clients (% of total client discharges)]	9 (3.6%)	N/A	16 (6%)	5%

*New performance measure

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 2013 for the 2014 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.

	2011 Actual	2012 Target	2012 Estimate	2013 Target
Total Participants Enrolled	113	140	128	140
Number of Program Graduates**	38	40	60	70

** The federal grant, which allowed for the expansion of the Alcohol Treatment Court Program, is scheduled to end 9/30/2013 unless a no-cost extension is granted.*

*** The program length is approximately 12-18 months*

The total participants enrolled and the number of program graduates is mutually exclusive of each other.

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.

	2011 Actual	2012 Target	2012 Estimate	2013 Target
Community Service Hours Completed	34,592	25,000	48,821	48,000
Total Clients Served	484	500	1,012	1,000

Criminal Justice Collaborating Council (cont.)

Community Transition Program

Provides supportive services, such as food and housing assistance, to individuals who have transitioned from the jail into the community.

	2011 Actual	2012 Target	2012 Estimate	2013 Target
Average Caseload per Case Manager	45	40	45	45
Total Clients Served	117	125	125	125

Drug Treatment Court Program*

Utilizing a post-plea, pre-dispositional model, provides rigorous supervision, case management, and drug testing for drug dependent offenders, including intensive judicial oversight and an emphasis on treatment, in an effort to increase long-term sobriety, which will ultimately reduce crime and increase public safety.

	2011 Actual	2012 Target	2012 Estimate	2013 Target
Total Participants Enrolled	N/A	N/A	30	42
Number of Program Graduates**	N/A	N/A	0	12

**The Drug Treatment Court Program was implemented in March 2012 with a federal grant effective 10/1/2011-9/30/2014.*

*** The program length is approximately 12-18 months*

The total participants enrolled and the number of program graduates is mutually exclusive of each other.

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.

	2011 Actual	2012 Target	2012 Estimate	2013 Target
Total Clients Supervised (unduplicated)	304	300	436	425
Average Caseload Size per Case Manager	70	75	66	65

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.

	2011 Actual	2012 Target	2012 Estimate	2013 Target
Total Clients Supervised (unduplicated)	977	1,200	900	900
Average Caseload Size per Case Manager	309	390	298	300
OWI Re-Arrests During Program Supervision	9 (<1%)	12 (1%)	13 (1.5%)	9 (1%)

The total participants enrolled and the number of program graduates is mutually exclusive of each other.

Criminal Justice Collaborating Council (cont.)

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. WCTC has received federal funding through the Adult Education and Family Literacy Act for Institutionalized Individuals for the 2012-2013 federal fiscal year to offset $20,000 in County levy for the program.

	2010/2011 Actual	2011/2012 Actual	2011/2012 Target	2012/2013 Target
Number of Inmates Served	169	185	150	150
Sex of Participants	143 (M)	142 (M)	N/A	N/A
	26 (F)	43 (F)	N/A	N/A
Attained General Education Diploma (GED)/High School Equivalency Diploma (HSED)	28	22	25	25
% Improving Academic Literacy Skills	89%	86%	80%	85%

Pretrial Supervision Program

Provides pretrial supervision and monitoring of adults pending misdemeanor and some felony charges while awaiting trial or adjudication to assure appearances at court hearings, provide support with clients' needs to prevent recidivism, and is an alternative to pretrial incarceration, saving jail days.

	2011 Actual	2012 Target	2012 Estimate	2013 Target
Total Clients Supervised	371	400	336	340
Average Daily Caseload	120	125	145	140

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.

	2011 Actual	2012 Target	2012 Estimate	2013 Target
Inmates Interviewed	2,152	2,254	2,157	2,100
Declined Interviews	47 (2%)	46 (2%)	48 (2%)	48 (2%)
Reports Completed	2,199	2,300	2,205	2,200
Interviews/Reports Verified	732 (33%)	902 (40%)	700 (32%)	700 (32%)

Jail Alcohol and Other Drug Abuse (AODA) Services Program

A life skills program offered to inmates in the jail with an emphasis on AODA education, to include:

- Anger Management
- Relapse Prevention
- Coping Skills
- Release Planning
- Characteristics of Addiction
- Goal Setting

	2011 Actual	2012 Target	2012 Estimate	2013 Target
Inmates Served	624	625	712	650
Number of Program Modules Completed*	198	200	222	210

*(1 Module = 12 hours class time)

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 inpatient hospital program of the Mental Health Center provides 24-hour care including assessment, intervention, diagnosis and treatment for individuals with acute and chronic mental illnesses requiring diagnosis; medication monitoring and stabilization; individual, couple, and group counseling; and development of aftercare services. Detoxification management services are also provided. The facility has a capacity of 28 on two 14 bed units, and serves court-involved and voluntary patients.

Financial Summary	2011 Actual	2012 Adopted Budget (a)	2012 Estimate (a)	2013 Budget (b)(c)(d)	Change From 2012 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$2,413,728	$2,590,639	$2,631,286	$2,589,439	($1,200)	0.0%
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue	$0	$0	$0	$0	$0	N/A
Appr. Fund Balance (b)	$35,314	$38,800	$53,246	$74,260	$35,460	91.4%
County Tax Levy (a)	**$3,248,170**	**$3,306,460**	**$3,306,460**	**$3,531,734**	**$225,274**	**6.8%**
Total Revenue Sources	**$5,697,212**	**$5,935,899**	**$5,990,992**	**$6,195,433**	**$259,534**	**4.4%**
Expenditures						
Personnel Costs	$4,099,647	$4,092,292	$4,085,500	$4,300,088	$207,796	5.1%
Operating Expenses (c)(d)	$950,860	$998,738	$974,583	$1,105,622	$106,884	10.7%
Interdept. Charges (a)(c)(d)	$798,370	$834,869	$864,384	$735,723	($99,146)	-11.9%
Fixed Assets (d)	$0	$10,000	$12,000	$54,000	$44,000	440.0%
Total Expenditures	**$5,848,877**	**$5,935,899**	**$5,936,467**	**$6,195,433**	**$259,534**	**4.4%**
Rev. Over (Under) Exp.	**($151,665)**	**$0**	**$54,525**	**$0**	**$0**	**N/A**
Position Summary (FTE)						
Regular Positions	42.95	42.95	42.95	42.95	0.00	
Extra Help	4.05	4.92	4.92	5.91	0.99	
Overtime	0.47	0.47	0.47	0.50	0.03	
Total FTEs	47.47	48.34	48.34	49.36	1.02	

(a) County Tax Levy and Interdepartmental Charges for the 2012 adopted budget and 2012 estimate are restated for comparative purposes to the 2013 budget to reflect a 2% limit on increases of End User Technology charges for the total cost of computer ownership to departments. Expenditure increases above 2% are due to H&HS management's decision to deploy technology to help ensure conformity of technology resources resulting in adding approximately 20 computers at the Workforce Development Center to the County's network, and a new server added for Health Insurance Portability and Accountability Act (HIPAA) compliance.

(b) Appropriated General Fund Balance is budgeted at $74,260, mainly for one-time equipment replacement and building improvements.

(c) The increase in operating expenditures in the 2013 budget includes approximately $82,500 in housekeeping services charges that are being direct charged to the Mental Health Center Budget. These expenditures were previously budgeted for directly in the Department of Public Works budget, then cross-charged interdepartmentally to the Mental Health Center, and this change eliminates the double-budgeting of expenditures and related revenues.

(d) The 2013 budget for fixed assets and operating expenditures includes building improvement/equipment replacement expenditures that were previously direct budgeted in the Department of Public Works budget and cross-charged to the Mental Health Center as building services charges. This includes $43,000 budgeted in fixed asset expenditures and $4,000 budgeted in operating expenditures. This change results in the elimination of the double-budgeting of expenditures and related revenues.

Major Departmental Strategic Outcomes and Objectives for 2013

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: Re-admission rate is a measure of the effectiveness of inpatient treatment and subsequent community aftercare. The goal of is not to exceed 9.5% for readmission within 30 days of discharge.

Performance Measure:	2011 Actual	2012 Target	2012 Estimate	2013 Target
30 Day Readmission Rate of within 30 days of discharge	9.7%	9.5%	9.5%	9.5%

Program Highlights

Charges for services consist mostly of client fee revenues (including insurance and Medicare/Medicaid reimbursements), which remains at the 2012 budget level of about $2,586,600. Copy and duplicating fee revenues decrease by $1,200, from $4,000 to $2,800. Appropriated Fund Balance of $74,260 is budgeted to cover equipment replacement and building improvement items that may be needed to remain in compliance with State/Federal hospital regulations (facility is inspected annually). The 2013 appropriation is budgeted to cover the following replacement items: $25,000 for windows; $23,460 for mattresses and furniture for patient rooms; $10,000 for a freezer; $8,000 for a refrigerator; $4,000 for two dryers and $3,800 for an electrocardiogram (EKG) machine. Overall County Tax Levy Support to the Mental Health Center increases by about $225,300 to over $3.5 million.

Personnel costs increase by about 5% or $207,800 up to over $4.3 million which includes the net cost to continue (estimated at $83,200 or 2%) for 42.95 FTE positions. In addition, extra help staff is increased by 0.99 FTE or about 2,060 hours at an cost increase estimated at $71,300. This includes 0.50 FTE or 1,040 hours of a senior substance abuse counselor, which department management indicates is budgeted to provide more substance abuse assessments, based on a federal review recommendation, and 0.49 FTE or about 1,020 hours to more accurately budget for patient coverage on all shifts at this 24-hour facility. Net cost changes in employee health insurance plan selections are estimated to increase costs by $52,000. Also, overtime is budgeted to increase by 0.03 FTE (about 60 hours) or about $1,200, for a total of 0.50 FTE (about 1,040 hours), totaling $48,100.

Operating expenditures increase by about $106,900 to $1,105,600, mainly due to the first time directly budgeting contracted housekeeping charges (of $82,500) and some equipment replacement expenditures ($4,000 in operating expenditures for replacement of two dryers, and another $43,000 in fixed assets, discussed below) in the Mental Health Center. Previously these charges were directly budgeted in the Department of Public Works budget and cross-charged interdepartmentally to the Mental Health Center, and these changes eliminate the double-budgeting of expenditures and related revenues. Other increases to operating expenditures include pharmaceutical costs by $19,500 to $335,000, to be more in-line with 2011 actual and current-year estimated expenditures. In addition, contracted doctor/medical services increase by about $15,600 to $344,300, and includes about $30,000 to cover doctor time needed for training on the new IT electronic records requirements. Operating expenditure increases are partially offset by a decrease in contracted laundry services by about $8,100 to $11,000, based on current-year projections.

Interdepartmental Charges are budgeted to decrease by about $99,100 to $735,700, mainly due to eliminating the double-budgeting of Department of Public Works housekeeping services and some equipment replacement charges, totaling approximately $129,500 (mentioned above), and instead directly budgeting these costs as operating and fixed asset expenditures. In addition, Sheriff transportation charges are budgeted to decrease by $11,000 to $34,600, based on an estimated lower need due to expected use of new video conference equipment, discussed below. Decreasing interdepartmental charge expenditures are partially offset by an increase in Department of Administration (DOA) – Collection Services Charges by $37,200 to about $83,500. For each dollar collected from past due accounts, H&HS retains $0.78, and $0.22 is charged by DOA-Collections. The implementation of an interface between DOA-collections and H&HS in late 2011, has allowed for more timely referrals that are more likely to result in payment of balances owed.

Fixed Asset expenditures increase by $44,000 to $54,000, mainly due to the eliminating double-budgeted cross-charges of $44,000 for equipment replacement/building improvements, mentioned above. Fixed assets include $43,000 for one-time replacement of windows, a freezer, and a refrigerator, to be covered with one-time General Fund Balance use, mentioned previously. In addition, $11,000 is budgeted for replacement of video conference equipment, and planned to be covered with budget savings from lower Sheriff transportation services needed, as mentioned above.

Activity	2011 Actual	2012 Budget	2012 Estimate	2013 Target	Budget Change
Days of Care	6,419	7,000	6,200	6,500	(500)
Admissions	997	1,110	902	1,015	(95)
Discharges	990	1,110	916	1,015	(95)
Average Length of Stay (Days)	6.5	6.3	6.3	6.4	0.1

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	2011 Actual	2012 Adopted Budget(b)	2012 Estimate(a)(b)	2013 Budget	Change From 2012 Adopted Budget $	%
Revenues						
General Government	$995,730	$812,356	$831,801	$859,676	$47,320	5.8%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$393,533	$392,223	$371,309	$390,751	($1,472)	-0.4%
Interdepartmental	$2,500	$2,550	$2,080	$2,440	($110)	-4.3%
Other Revenue	$0	$0	$0	$0	$0	N/A
Appr. Fund Balance	$0	$0	$7,347	$0	$0	N/A
County Tax Levy (b)	**$2,305,559**	**$2,307,759**	**$2,307,759**	**$2,395,950**	**$88,191**	**3.8%**
Total Revenue Sources	**$3,697,322**	**$3,514,888**	**$3,520,296**	**$3,648,817**	**$133,929**	**3.8%**
Expenditures						
Personnel Costs	$3,051,441	$3,027,922	$3,065,604	$3,116,384	$88,462	2.9%
Operating Expenses	$339,195	$266,977	$279,538	$309,330	$42,353	15.9%
Interdept. Charges (b)	$210,033	$219,989	$219,989	$223,103	$3,114	1.4%
Fixed Assets	$0	$0	$7,347	$0	$0	N/A
Total Expenditures	**$3,600,669**	**$3,514,888**	**$3,572,478**	**$3,648,817**	**$133,929**	**3.8%**
Rev. Over (Under) Exp.	$96,654	$0	($52,182)	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	37.84	37.84	37.84	37.84	0.00	
Extra Help	3.79	2.43	2.43	2.32	(0.11)	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total FTEs	41.63	40.27	40.27	40.16	(0.11)	

(a) 2012 estimates exceed the 2012 adopted budget due to a Pertussis outbreak, which has a direct fiscal impact resulting in higher medical supply and extra help costs. The department will manage and absorb the estimated higher than budgeted costs within the overall Health and Human Services general fund 2012 budget.

(b) County Tax Levy and Interdepartmental Charges for the 2012 adopted budget and 2012 estimate are restated for comparative purposes to the 2013 budget to reflect a 2% limit on increases of End User Technology charges for the total cost of computer ownership to departments. Expenditure increases above 2% are due to H&HS management's decision to deploy technology to help ensure conformity of technology resources resulting in adding approximately 20 computers at the Workforce Development Center to the County's network, and a new server added for Health Insurance Portability and Accountability Act (HIPAA) compliance.

Major Departmental Strategic Outcomes and Objectives for 2013

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:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Compliance with State of Wisconsin grant funding requirements linked to level II status	100%	100%	100%	100%

Objective 2: Completion of a five-year Community Health Improvement Plan and Process 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 five-year Community Health Plan with annual review of community interventions to improve such health identified problems.

Performance Measure:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Percentage of CHIPP completed	20%	50%	50%	75%

Objective 3: Position the Public Health Division to assess local public health programs and service needs to meet the 2020 Centers for Disease Control and Prevention required national accreditation of local public health departments. **(Public Health Administration)**

Key Outcome Indicator: Percent of Public Health Division programs meeting CDC accreditation standards.

Performance Measure:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Percent of available public health programs and staff competence for 2020 accreditation	50%	60%	50%	50%

Objective 4: 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:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Percentage of category I CD Investigation	96%	96%	90%	95%
Percentage of category II CD Investigation	87%	87%	88%	88%

Objective 5: 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: All clients who utilize the Sexually Transmitted Disease clinic will be assessed and/or treated for a Sexually Transmitted Disease.

Performance Measure:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Percentage of clients assessed or treated for a Sexually Transmitted Disease (1)	90%	90%	90%	90%

(1) 2013 Target based on 300 assessments

Objective 6: 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. **(Community Health)**

Key Outcome Indicator: Public Health Division completion of mandated trainings, drills, exercises and CDC Preparedness completion of educating community agencies serving at-risk populations regarding preparedness protection skills.

Performance Measure:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Trainings skills sets and 69 competencies	93%	93%	90%	90%

Objective 7: 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: Percent of Public Health Division Cities Readiness Initiative Plan meeting the CDC required minimum score standard of 60% or above.

Performance Measure:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Percentage of the Public Health Division CRI Plan passing score	86%	88%	95%	90%

Objective 8: The Public Health Division will established Closed Point of Distribution (POD) sites with organizational entities to distribute oral drugs to employees and family members during an intentional or unintentional biological event in the county. The goal is to assist the Public Health Division in the distribution of drugs within 48 hours of an event occurring and to allow organizations to continue to function. **(Community Health)**

Key Outcome Indicator: Establishing four closed PODS will prepare Waukesha County to respond to threats to the health and safety of Waukesha County residents.

Performance Measure:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Four entities will participate in the closed POD preparedness plan.	0%	25%	25%	50%

Objective 9: 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:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Symptomatic reversal rate (1)	80%	80%	90%	90%

(1) 2013 Target based on 1600 assessed or treated children

Objective 10: 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 Prenatal Care Coordination 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:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Rate of healthy infants (1)	88%	95%	91%	93%

(1) 2013 Target based on 205 infant deliveries

Objective 11: 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 2013 estimates 4,255 mothers and children will be eligible for WIC services in Waukesha County each month. This is an increase in mothers and children from 2012. To maintain WIC grant funding, the WIC program is required to provide in 2013 nutritional services to 2,247 children and mothers per month and remediate nutritional deficiencies found.

Performance Measure:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Percentage of remediated child nutrition related health problems	90%	86%	90%	90%

Objective 12: Chronic disease screenings, assessments and counseling 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 I 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:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Provide chronic disease intervention, counseling and screening	590	600	590	590

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. **(Public Health Administration)**

Key Outcome Indicator: Percent of the Patient Protection and Affordability Care Act Public Health provisions identified and interpreted.

Performance Measure:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Percentage of Health Reform Public Health provisions identified and interpreted	10%	50%	50%	75%

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.

	2011 Actual	2012 Budget(a)	2012 Estimate(a)	2013 Budget	Budget Change
Staffing (FTE)	**3.00**	**3.00**	**3.00**	**3.00**	**0.00**
General Government (b)	$12,000	$10,560	$0	$17,600	$7,040
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$52	$0	$100	$75	$75
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (a)	**$345,464**	**$347,151**	**$347,151**	**$351,107**	**$3,956**
Total Revenues	**$357,516**	**$357,711**	**$347,251**	**$368,782**	**$11,071**
Personnel Costs	$229,306	$248,349	$240,011	$252,395	$4,046
Operating Expenses	$36,155	$39,568	$25,840	$43,624	$4,056
Interdept. Charges (a)	$61,769	$69,794	$70,190	$72,763	$2,969
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$327,230**	**$357,711**	**$336,041**	**$368,782**	**$11,071**
Rev. Over (Under) Exp.	$30,287	$0	$11,210	$0	$0

(a) County Tax Levy and Interdepartmental Charges for the 2012 adopted budget and 2012 estimate are restated for comparative purposes to the 2013 budget to reflect a 2% limit on increases of End User Technology charges for the total cost of computer ownership to departments. Expenditure increases above 2% are due to H&HS management's decision to deploy technology to help ensure conformity of technology resources resulting in adding approximately 20 computers at the Workforce Development Center to the County's network, and a new server added for Health Insurance Portability and Accountability Act (HIPAA) compliance.

(b) 2012 General Government revenue is estimated to be at 0$ due to the elimination of the federal Center for Disease Control and Prevention (CDC) Accreditation Grant in 2012.

Program Highlights

General Government net revenue increased by $7,040 due to the first time allocation of $17,600 from the Preventive Health and Health Service federal funding for capacity building of the public health infrastructure to meet accreditation requirements partially offset by the elimination of $10,560 from the federal Center for Disease and Prevention Accreditation Grant. Tax levy funding increased by $3,956, above 1%, mainly to help fund expenditure mentioned below.

Personnel costs increase by $4,046 due to the cost to continue of existing staff of 3.00 FTE. Operating expenditures are increased $4,056 due to the Preventive Health and Health Services allocation for contracted services to build the capacity of the public health infrastructure. Interdepartmental charges are increased by $2,969 due primarily to increases in workers compensation charges based on claims experience.

Activities

In January 2012, the Waukesha County Public Health Division Administration successfully negotiated an agreement with the Waukesha Family Practice to move the Sexually Transmitted Disease (STD) Clinic to the Barstow Building in Waukesha and for the Family Practice physicians to provide the STD program with medical supervision.

The Public Health Division incorporated the concepts of Lean Government by providing public health immunizations in a daily Walk-In Clinic to accommodate customer requests. The Walk-In Clinic offers all Public Health Division services and this has proven to be highly successful with county residents.

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 Level II local 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.

	2011 Actual	2012 Budget(a)	2012 Estimate(a)	2013 Budget	budget change
Staffing	**4.44**	**3.79**	**3.79**	**3.94**	**0.15**
General Government	$12,444	$13,365	$12,079	$12,079	($1,286)
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$166,196	$145,050	$156,850	$157,643	$12,593
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (a)	**$159,462**	**$157,746**	**$157,746**	**$161,989**	**$4,243**
Total Revenues	**$338,102**	**$316,161**	**$326,675**	**$331,711**	**$15,550**
Personnel Costs	$286,093	$288,189	$294,573	$302,372	$14,183
Operating Expenses	$23,308	$16,782	$18,695	$17,232	$450
Interdept. Charges (a)	$13,844	$11,190	$12,010	$12,107	$917
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$323,245**	**$316,161**	**$325,278**	**$331,711**	**$15,550**
Rev. Over (Under) Exp.	$14,856	$0	$1,397	$0	$0

(a) County Tax Levy and Interdepartmental Charges for the 2012 adopted budget and 2012 estimate are restated for comparative purposes to the 2013 budget to reflect a 2% limit on increases of End User Technology charges for the total cost of computer ownership to departments. Expenditure increases above 2% are due to H&HS management's decision to deploy technology to help ensure conformity of technology resources resulting in adding approximately 20 computers at the Workforce Development Center to the County's network, and a new server added for Health Insurance Portability and Accountability Act (HIPAA) compliance.

Program Highlights

General Government revenue decreases by $1,286 due to decreases in Childhood Lead Poisoning Prevention funding allocation. Charges for services are increased by $12,593 due to the Medicaid Child At Risk reimbursement and HealthCheck examinations fee revenues resulting in 25 additional exams.

Personnel costs are increased by $14,183. This is mainly due to increasing Extra Help by 0.15 FTE to this program at a cost impact of $9,682 related to increased in projected delivery of services associated with the Medicaid Child at Risk reimbursements mentioned above. The remaining personnel cost increase of $4,501 is the cost to continue the exist 3.79 FTE. Operating costs are increased by $450 due to mileage reimbursement costs. Interdepartmental Charges are budgeted to increase by $917.

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

Program Description

The purpose of the Maternal Health Prenatal Care Coordination 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.

	2011 Actual	2012 Budget(a)	2012 Estimate(a)	2013 Budget	budget change
Staffing	**5.51**	**5.51**	**5.51**	**5.51**	**0.00**
General Government	$58,123	$67,508	$70,987	$70,987	$3,479
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$48,291	$48,000	$41,230	$40,000	($8,000)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (a)	**$370,101**	**$357,688**	**$357,688**	**$363,383**	**$5,695**
Total Revenues	**$476,515**	**$473,196**	**$469,905**	**$474,370**	**$1,174**
Personnel Costs	$409,894	$439,404	$443,968	$440,722	$1,318
Operating Expenses	$10,012	$18,876	$17,026	$18,474	($402)
Interdept. Charges (a)	$16,114	$14,916	$14,812	$15,174	$258
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$436,020**	**$473,196**	**$475,806**	**$474,370**	**$1,174**

Rev. Over (Under) Exp.	$40,495	$0	($5,901)	$0	$0

(a) County Tax Levy and Interdepartmental Charges for the 2012 adopted budget and 2012 estimate are restated for comparative purposes to the 2013 budget to reflect a 2% limit on increases of End User Technology charges for the total cost of computer ownership to departments. Expenditure increases above 2% are due to H&HS management's decision to deploy technology to help ensure conformity of technology resources resulting in adding approximately 20 computers at the Workforce Development Center to the County's network, and a new server added for Health Insurance Portability and Accountability Act (HIPAA) compliance.

Program Highlights

General Government revenue increased by $3,479 due to an increase in the Maternal and Child Health federal funding allocation, which is funding cost to continue existing staff. Charges for Services are budgeted to decrease by $8,000 due to current year (2012) experience where the Prenatal Care Coordination Program transient population turn over is resulting in lower reimbursements estimated to be at $41,230.

Personnel costs are increased by $1,318 due to the cost to continue of 5.51 FTE staff working in this program, partly offset by turnover savings related to a 2012 retirement. Operating expenses are slightly decreased by $402 due to lower estimated medical supplies.

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

Activities - Child Health

Workload - Output Data	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Number of children tested for lead poisoning	1,500	1,525	1,600	1,600	+75
Total number of children treated for lead poisoning	8	8	8	8	0
Number of Healthcheck examinations	1,850	1,990	2,015	2,015	+25
Number of children referred with medical conditions	140	155	155	155	0
Number of POCAN* high risk/ neglected children cases managed	33	n/a	n/a	n/a	n/a
Number of POCAN high risk/ neglected children entering Child Protective Services	0	n/a	n/a	n/a	n/a

*Family Foundations Grant funding ended in 2011.

Activities - Maternal Health: Prenatal Care Coordination Program (PNCC)

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
I. **Medicaid Program:** Number of pregnant women PNCC screened	320	324	325	325	+1
A. Number of women enrolled	125	129	130	130	+1
B. Number of women who delivered full term infants of average birth weight	110	115	115	125	+10
II. **Non-Medicaid Program:** Number of pregnant women PNCC screened	85	90	95	95	+5
A. Number of women enrolled	80	85	85	85	0
B. Number of women who delivered full term infants of average birth weight	70	76	80	80	+4

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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing	**5.89**	**5.89**	**5.89**	**5.89**	**0.00**
General Government	$423,042	$429,502	$443,548	$455,072	$25,570
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$26	$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	**$423,068**	**$429,502**	**$443,548**	**$455,072**	**$25,570**
Personnel Costs	$373,717	$372,671	$386,541	$381,307	$8,636
Operating Expenses	$27,822	$31,908	$32,210	$49,284	$17,376
Interdept. Charges	$21,529	$24,923	$24,797	$24,481	($442)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$423,068**	**$429,502**	**$443,548**	**$455,072**	**$25,570**

Rev. Over (Under) Exp.	$0	$0	$0	$0	$0

Program Highlights

General Government revenue are budgeted at $455,072, an increase of $25,570 due to increases in the women, infant, children federal funding allocation.

Personnel costs budgeted at $381,307 are increased by $8,636, mainly due to the cost to continue for existing 5.89 FTE staff. Operating expenses increase by $17,376 primarily due to grant reimbursable medical supplies, books, mileage, travel and tuition. Interdepartmental Charges have decreased by $442, and variances from the 2% increase limit on end user technology charges are due to changes in the number of computer units being used in this program.

Activities

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
*State estimated # of eligible low income population per month for Waukesha County	4,212	4,212	4,255	4,255	+43
Total number of mothers, infants/children served per year in the WIC Program	4,030	4,255	4,100	4,100	0
Annual number of infants/children nutritionally deficient enrolled in the WIC program	2,885	3,140	2,900	2,900	-240
The annual number of children with improved nutritional status after WIC program intervention	2,885	2,924	2,900	2,900	-24
Monthly WIC enrollment of at-risk mothers, infants and children for Waukesha County	2,189	2,320	2,247	2,247	-73

*Based on the 2010 US Bureau of Census, Waukesha County Poverty Estimates.

From January 1, 2011 through December 31, 2011 WIC food vouchers supplemented Waukesha County retail food vendors by $2,109,006 and local Waukesha County produce farmers by $6,190.

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, anemia, and cancer. 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 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 unit is responsible for Public Health workforce development in maintaining and introducing new clinical skills. This unit includes the CDC Preparedness and Cities Readiness Initiative allocations to provide employee preparedness with the National Incident Management System (NIMS) training, the Incident Command System (ICS) compliance and the 69 public health competencies.

	2011 Actual	2012 Budget(a)	2012 Estimate(a)	2013 Budget	Budget Change
Staffing	**7.60**	**7.60**	**7.60**	**7.60**	**0.00**
General Government	$294,682	$227,944	$239,641	$238,392	$10,448
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$2,643	$2,500	$2,959	$3,000	$500
Interdepartmental	$1,320	$1,440	$1,440	$1,440	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (a)	**$397,843**	**$394,112**	**$394,112**	**$410,073**	**$15,961**
Total Revenues	**$696,488**	**$625,996**	**$638,152**	**$652,905**	**$26,909**
Personnel Costs	$597,532	$561,294	$522,364	$579,146	$17,852
Operating Expenses	$29,461	$28,658	$36,788	$37,060	$8,402
Interdept. Charges (a)	$32,334	$36,044	$36,058	$36,699	$655
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$659,327**	**$625,996**	**$595,210**	**$652,905**	**$26,909**
Rev. Over (Under) Exp.	$37,161	$0	$42,942	$0	$0

(a) County Tax Levy and Interdepartmental Charges for the 2012 adopted budget and 2012 estimate are restated for comparative purposes to the 2013 budget to reflect a 2% limit on increases of End User Technology charges for the total cost of computer ownership to departments. Expenditure increases above 2% are due to H&HS management's decision to deploy technology to help ensure conformity of technology resources resulting in adding approximately 20 computers at the Workforce Development Center to the County's network, and a new server added for Health Insurance Portability and Accountability Act (HIPAA) compliance.

Program Highlights

General Government revenue is increased by $10,448 due to the Cities Readiness Initiative allocation of federal funds. Charges for Services revenues are estimated to increase by $500 due to an estimated increase in cholesterol screens. Interdepartmental charges revenue remain at the 2012 level of $1,440 for county employee CPR classes.

Net Personnel Costs increase by $17,852 mostly due to cost to continue existing 7.60 FTE staff working in this program, and anticipated higher benefit costs due to Insurance plan selection. Operating expenses are budgeted to increase by $8,402 due to Cities Ready grant Initiative print services for the printing of forms for mass distribution. Interdepartmental charges are budgeted to increased by $655.

Activities

Chronic Disease Prevention: Level I	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Community preventative health screenings and health fairs	590	600	590	590	-10
Numbers of medical problems identified and remediated from health screens	41	44	40	42	-2

Activities

CDC Medical Prophylaxis/Medical Supplies Inventory Management: Trainings, Drills and Exercises to maintain skill sets.

Preparedness: Level I	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Training Skill Sets (69 competencies)	93%	93%	90%	90%	-3
Drills/Exercises	4	4	4	5	+1
N95 Fit Testing	60	60	60	60	0
ICS Courses Maintained	49	54	54	54	0

Activities

Community Health Improvement Plan Process:
In April of 2011, the Waukesha County Public Health Division launched the Community Health Improvement Plan Process (CHIPP). The CHIPP 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.

As of May 2012, the CHIPP Steering Committee identified the three leading health problems in Waukesha County, i.e., Access to Health Care, Mental Health and Alcohol and Other Drug Abuse. Additionally, the Steering Committee launched three CHIPP Community Response Committees to offer recommendations to remediate these conditions in Waukesha County.

Cities Readiness Initiative:
In April of 2012, Waukesha County Public Health Division was evaluated by the Center for Disease Control and Prevention for the Public Health 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. The Public Health Division scored a 95% on the site evaluation. This was an increase of 9% from the 2010 evaluation. A extraordinary score of 95% was scored by local law enforcement on security plans for the 5 community point of distribution sites.

Milwaukee/Waukesha Emergency Preparedness Project "Public Health Ready Certification"
In July of 2012, the National Association of County and City Health Officials (NACCHO) awarded national certification to the 13 Milwaukee and Waukesha Counties, local health departments as fully prepared to handle bioterrorism events, new epidemics, natural disasters and other public health emergencies. This certification follows a year long effort of the local health departments upgrading preparedness requirements to meet the national certification.

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 Diseases (STD) program, which is designed to identify, track and contain the spread of sexually transmitted diseases. Public Health services are provided to family physicians regarding current treatment schedules. Additionally, the Public Health Division tracks incidence and prevalence rates of STDs in Waukesha County. STD clinics are available for assessment, laboratory testing and treatment and counseling. Partner notification of exposure to an STD 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.

	2011 Actual(b)	2012 Budget(a)(c)	2012 Estimate(a)	2013 Budget	Budget Change
Staffing	**15.19**	**14.48**	**14.48**	**14.22**	**(0.26)**
General Government (b) (c)	$195,439	$63,477	$65,546	$65,546	$2,069
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services (c)	$176,326	$196,673	$170,170	$190,033	($6,640)
Interdepartmental (c)	$1,180	$1,110	$640	$1,000	($110)
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$7,347	$0	$0
County Tax Levy (a)	**$1,032,689**	**$1,051,062**	**$1,051,062**	**$1,109,398**	**$58,336**
Total Revenues	**$1,405,634**	**$1,312,322**	**$1,294,765**	**$1,365,977**	**$53,655**
Personnel Costs	$1,154,900	$1,118,015	$1,178,147	$1,160,442	$42,427
Operating Expenses	$212,437	$131,185	$148,979	$143,656	$12,471
Interdept. Charges (a)	$64,443	$63,122	$62,122	$61,879	($1,243)
Fixed Assets	$0	$0	$7,347	$0	$0
Total Expenditures	**$1,431,780**	**$1,312,322**	**$1,396,595**	**$1,365,977**	**$53,655**
Rev. Over (Under) Exp.	($26,146)	$0	($101,830)	$0	$0

(a) County Tax Levy and Interdepartmental Charges for the 2012 adopted budget and 2012 estimate are restated for comparative purposes to the 2013 budget to reflect a 2% limit on increases of End User Technology charges for the total cost of computer ownership to departments. Expenditure increases above 2% are due to H&HS management's decision to deploy technology to help ensure conformity of technology resources resulting in adding approximately 20 computers at the Workforce Development Center to the County's network, and a new server added for Health Insurance Portability and Accountability Act (HIPAA) compliance.

(b) General Government 2011 Actual Revenue includes the final year of appropriate H1N1 pandemic response grant.

(c) 2012 budget has been restated to reflect the department more properly reflecting flu revenue as a charge for service and State HIV prevention contract as a general government revenue.

Program Highlights

General Government Revenue of $65,546 is budgeted to increase by $2,069 mostly due to a State of Wisconsin contract for HIV Prevention increase of $2,000. Charges for Services are decreased by $6,640 due to the changes in the adult flu program based on requirements for in-network provider status related to Medicare Advantage plans.

Personnel costs increase by $42,427 for the cost to continue 14.48 FTE at an estimated amount of $30,833; and the reduction extra help for budget decrease of $11,341, extra help FTE decrease by about 0.26 FTE (about 540 hours) to 0.85 (about 1,768 hours) mainly due to more accurately budgeting for overtime costs and hours for 2013. Operating expenses increase by $12,471 due to increases in office and medical supplies. Interdepartmental charges are decreased by $1,243 due to lower budgeted postage reflecting estimated 2012 experience.

Activities

Communicable Disease Control: Level I	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Crisis CD Clients: Category I	215	100	*1,000	230	+130
General CD Clients: Category II	769	720	750	750	+30
Tuberculosis (TB) Clients	162	183	196	185	+2
TB Skin Tests	963	1,075	1,135	1,080	+5
Children Immunized	2,126	2,700	2,500	2,650	-50
Childhood Vaccines Administered	4,675	6,300	6,250	6,250	-50
Adults Immunized	2,717	3,150	2,500	**2,500	-650
Adults Vaccines Administered	4,225	4,400	4,000	3,800	-600

*The elevated number is due to 2012 Pertussis outbreak in Waukesha County.
**The 2012-2013 Adult Influenza Program, purchased vaccine program, will now serve adults ages 18 thru 64.

Activities

A Pertussis outbreak occurred in the first six months of 2012. The county level of disease suspects reported in this period was at 475 adults and children. Of this group, 258 of these were confirmed as cases as compared to the same time period of 2011 where 19 cases were confirmed. Middle school students were among the greatest group diagnosed with the disease. The Pertussis outbreak placed a significant strain on the Public Health Division surge capacity.

Sexually Transmitted Disease: Level I	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Individuals Screened by the STD Clinic	216	325	215	300	-25
Number of infections identified in the STD Clinic	23	65	36	45	-20
STD Investigations (community reported)	695	760	700	725	-35
HIV Screenings	208	350	200	250	-100

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	2011 Actual	2012 Adopted Budget	2012 Estimate	2013 Budget	Change From 2012 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**	**$282,105**	**$282,105**	**$282,595**	**$490**	**0.2%**
Total Revenue Sources	**$293,847**	**$295,105**	**$295,105**	**$295,595**	**$490**	**0.2%**
Expenditures						
Personnel Costs	$222,813	$235,625	$223,187	$236,618	$993	0.4%
Operating Expenses	$28,489	$41,600	$36,046	$41,600	$0	0.0%
Interdept. Charges	$17,202	$17,880	$17,009	$17,377	($503)	-2.8%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$268,504**	**$295,105**	**$276,242**	**$295,595**	**$490**	**0.2%**
Rev. Over (Under) Exp.	$25,343	$0	$18,863	$0	$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 FTEs	3.70	3.70	3.70	3.70	0.00	

Major Departmental Strategic Outcomes and Objectives for 2013

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):	2011 Actual	2012 Target	2012 Estimate	2013 Target
Percentage of e-mailed Newsletters vs. US mail (a)	87%	65%	85%	88%
Expansion of e-mail contact list - # of contacts (b)	136	90	140	150
Flag and marker procurement vs. distribution accuracy (c)	74%	96%	75%	75%

(a) The Waukesha County Veterans Newsletter will only be published once in 2012 due to staff changes of the Veterans Service Aide and unexpected employee medical leave. This resulted in a staff level of two employees for a six week period. The normal distribution frequency of every four months will resume for the 2013 budget year.

(b) We have initiated a sign up log on our counter informing veterans that they may be added to our e-mail address distribution listing for future contact for such things as: Federal and State news updates, job opportunities and the Department's newsletter. The list of veterans has expanded from 77 in 2010 to 134 as of June 2012.

(c) Flag distribution accuracy related to individuals buried in Waukesha County is hampered by our reliance on funeral homes and cemeteries self-reporting of veterans burials. The Veterans program continues its efforts in the development of reporting tools and verification procedures with our local resource partners. The department has made sustainable efforts to verify 19,000 burials in our pursuit of an estimated 25,686 veteran burials.

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 designated representative. 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	2011 Actual	2012 Target	2012 Estimate	2013 Target
Annual hours of training (a)	115	80	150	80

Key Outcome Indicator #2: Refer clients to the proper HHS agency when need arises.

Performance Measure #2	2011 Actual	2012 Target	2012 Estimate	2013 Target
Refer clients to appropriate HHS agency (b)	100%	100%	100%	100%

(a) Increase training hours are due to the administrative staff employee and a new Veteran Services Aide. They are in the process of completing initial VA Certification and training which will be completed by the end of this year.

(b) Last year the department made referrals to the Milwaukee Vet Center for mental health treatment, to the ADRC for benefit assistance and to the Hebron House for shelter.

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	2011 Actual	2012 Target	2012 Estimate	2013 Target
Brochures to nursing homes and assisted living centers (a)	100%	100%	100%	100%
Provide briefings to local community organizations (b)	100%	100%	100%	100%

(a) The service office provided informational brochures by general mailings and upon request to nursing homes and assisted living facilities. In 2011, the department distributed approximately 1,000 brochures.

(b) The Veteran Service Officer made 65 personal appearances in 2011, at the request of veterans and other community service organization, to provide benefit information to local citizens.

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	2011 Actual	2012 Target	2012 Estimate	2013 Target
Emergency assistance provided to eligible veterans	100%	100%	100%	100%
Assistance turnaround time in days (a)	5 days	6 days	5 days	5 days

(a) Measure increases the time to include weekends and holidays. 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.

	2011 Actual	2012 Budget	2012 Estimate	2013 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**	**$270,712**	**$270,712**	**$271,202**	**$490**
Total Revenues	**$282,954**	**$283,712**	**$283,712**	**$284,202**	**$490**
Personnel Costs	$222,273	$234,732	$222,827	$235,725	$993
Operating Expenses	$22,456	$31,100	$27,046	$31,100	$0
Interdept. Charges	$17,202	$17,880	$17,009	$17,377	($503)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$261,930**	**$283,712**	**$266,882**	**$284,202**	**$490**
Rev. Over (Under) Exp.	$21,024	$0	$16,830	$0	$0

Program Highlights

General Government revenues of $13,000 are comprised solely of a grant from the State and remain unchanged from 2012 budgeted levels. Tax levy funding increased by almost $500 to $271,202 for this program mainly due to increase in personnel costs.

Personnel costs increased by about $993, mainly due to the cost to continue for the 3.70 budgeted FTEs.

The largest Operating Expense is for the grave flags and markers. The 2011 actual expenditures were $10,812. The 2012 projected expenditures of $12,125 is higher due to an increase in veteran burials in the county. The 2013 budget operating expense base expenditures include $13,100 for grave flags and flag holders.

Activity - Output Indicators

	2011 Actual	2012 Budget (a)	2012 Estimate	2013 Budget	Budget Change
Total dollars to Waukesha County veterans (a)	$154.7 mil	$140 mil	$156 mil	$156 mil	$16 mil
Veterans referrals to other agencies for assistance	85	120	120	120	0
Clients interviewed and counseled (In Office) (b)	3,745	4,000	4,000	3,600	(400)
Number of appearances on behalf of veterans	65	60	50	50	(10)
Miles traveled on veterans' affairs	5,313	3,500	3,300	3,300	(200)
Incoming phone calls answered	7,617	9,000	7,900	7,900	(1,100)
Contacts by E-Mail (requiring a response) (c)	4,102	4,000	4,800	5,500	1,500

(a) This figure reflects the value of all Federal and State benefits award to county veterans. Based on the 2011 data this would equate to $550 of benefit returned for each tax levy dollar spent
(b) Increase use of e-mail and phone has resulted in a decrease of onsite interviews.
(c) Change due to expansion of e-mail contact list.

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 authorize and provide the amount of funds required for needy veterans.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**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**	**$11,393**	**$11,393**	**$11,393**	**$0**
Total Revenues	**$10,893**	**$11,393**	**$11,393**	**$11,393**	**$0**
Personnel Costs - Per Diem	$540	$893	$360	$893	$0
Operating Expenses	$6,034	$10,500	$9,000	$10,500	$0
Interdept. Charges	$0	$0	$0	$0	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$6,574**	**$11,393**	**$9,360**	**$11,393**	**$0**
Rev. Over (Under) Exp.	$4,319	$0	$2,033	$0	$0

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 2013 Budget is $11,393.

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 at $10,500. Veterans' Services provided $11,700 in direct assistance to needy veterans in 2011. This includes $5,500 of County Commission funding and $6,200 in services provided by local Veterans Service Organizations directly to the needy veterans (private funding sources outside of the County budget). The Commission will continue to seek out non-government sources of assistance for needy veterans when possible.

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/case management, and Administrative Services.

Financial Summary	2011 Actual	2012 Adopted Budget(a)	2012 Estimate(a)	2013 Budget	Change From 2012 Adopted Budget $	%
Revenues						
General Government	$1,725,963	$1,761,072	$1,812,348	$1,786,146	$25,074	1.4%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$82,856	$24,792	$51,773	$57,000	$32,208	129.9%
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue	$19,826	$23,901	$46,704	$31,686	$7,785	32.6%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy (a)	**$2,741,885**	**$2,662,251**	**$2,662,251**	**$2,237,147**	**($425,104)**	**-16.0%**
Total Revenue Sources	**$4,570,531**	**$4,472,016**	**$4,573,076**	**$4,111,979**	**($360,037)**	**-8.1%**
Expenditures						
Personnel Costs	$1,290,142	$1,325,506	$1,319,271	$1,389,305	$63,799	4.8%
Operating Expenses	$2,377,220	$2,987,567	$2,523,747	$2,563,109	($424,458)	-14.2%
Interdept. Charges (a)	$168,022	$158,943	$155,968	$159,565	$622	0.4%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$3,835,384**	**$4,472,016**	**$3,998,986**	**$4,111,979**	**($360,037)**	**-8.1%**
Rev. Over (Under) Exp.	$735,146	$0	$574,090	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	18.04	17.55	17.55	17.55	0.00	
Extra Help	0.44	0.44	0.44	0.44	0.00	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total FTEs	18.48	17.99	17.99	17.99	0.00	

(a) County Tax Levy and Interdepartmental Charges for the 2012 adopted budget and 2012 estimate are restated for comparative purposes to the 2013 budget to reflect a 2% limit on increases of End User Technology charges for the total cost of computer ownership to departments. Expenditure increases above 2% are due to H&HS management's decision to deploy technology to help ensure conformity of technology resources resulting in adding approximately 20 computers at the Workforce Development Center to the County's network, and a new server added for Health Insurance Portability and Accountability Act (HIPAA) compliance.

Major Departmental Strategic Outcomes and Objectives for 2013

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:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Percentage of completed comprehensive evaluations within 96 hours prior to court hearing	100%	100%	100%	100%

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

Objective 2: Identify all Waukesha County adults at risk and elder adults at risk who receive services from the ADRC staff and the Adult Protective Services Unit of the ADRC.

Key Outcome Indicator: The number of adults at risk and elder adults at risk from Waukesha County taken from Wisconsin Incident Tracking System (WITS) as tracked and entered by ADRC staff that receive services.

Performance Measure:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Staff and community reporting at risk cases	117	117	95	115

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:	2011 Actual (1)	2012 Target	2012 Estimate (2)	2013 Target
Positive responses to customer survey regarding customer needs being met.	95.5%	95.0%	94.6%	95.0%

(1) Based on 280 responses.
(2) Based on 221 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 senior dining center 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:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Number of individual volunteers	950	634	717	820
Valuation of volunteer hours (a)	* $329,810	$333,508	(a) $527,610	$531,287

(a) Effective with 2012 actuals, the hourly valuation for all Waukesha County volunteers was established at $17.85 per hour (determined by D.O.A.)
*2011 Valuation based on county semi-skilled and unclassified employee hourly rates plus 25%.

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. Positive Shared-Fare taxi customer feedback on maintaining independence indicates quality service.

Performance Measure:	2011 Actual	2012 Budget	2012 Estimate	2013 Target
Positive customer feedback on maintaining independence using the Specialized Transportation Program.	96.5%	95%	96.5%	95.0%

(1) Based on 404 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.

	2011 Actual	2012 Budget (a)	2012 Estimate(a)(b)	2013 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
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$82,646	$24,572	$51,773	$57,000	$32,428
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue (b)	$9,929	$12,871	$25,036	$12,156	($715)
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (a)	**$1,825,084**	**$1,922,444**	**$1,922,444**	**$1,492,219**	**($430,225)**
Total Revenues	**$2,404,365**	**$2,446,593**	**$2,485,959**	**$2,048,081**	**($398,512)**
Personnel Costs	$793,762	$875,497	$855,604	$907,270	$31,773
Operating Expenses	$1,056,965	$1,461,579	$1,047,868	$1,029,870	($431,709)
Interdept. Charges (a)	$119,074	$109,517	$109,570	$110,941	$1,424
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,969,801**	**$2,446,593**	**$2,013,042**	**$2,048,081**	**($398,512)**
Rev. Over (Under) Exp.	$434,564	$0	$472,917	$0	$0

(a) County Tax Levy and Interdepartmental Charges for the 2012 adopted budget and 2012 estimate are restated for comparative purposes to the 2013 budget to reflect a 2% limit on increases of End User Technology charges for the total cost of computer ownership to departments. Expenditure increases above 2% are due to H&HS management's decision to deploy technology to help ensure conformity of technology resources resulting in adding approximately 20 computers at the Workforce Development Center to the County's network, and a new server added for Health Insurance Portability and Accountability Act (HIPAA) compliance.

(b) Estimated above budget other revenue is due to a large one time cost of care payment for one client.

Program Highlights

Budgeted General Government revenues include Supportive Home Care and State Basic County Allocations funding which are unchanged in the 2013 budget. Charges for Services for guardians are budgeted to increase $32,428 to $57,000 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. Law Enforcement and APS utilize Waukesha Memorial Hospital as a placement site for emergency protective placements for both adults at risk and elder adults at risk. HHS pays for the episode and then bills the client to recapture the costs. Other revenue decreases $715 to $12,156 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 decreases $430,225 mainly related to the lifting of the Family Care Cap.

Net personnel costs are budgeted to increase by $31,773 due to all positions in APS being budgeted for a full year in 2013.

Operating expenses decrease $431,709 mostly due to a budgeted decrease to $1,029,870 due to less costs as Family Care Cap was lifted. This is offset by an increase in payment to Marsh Country Health Alliance for the Clearview Intensive Care Facility for the Mentally Retarded (ICFMR) in Dodge County from $550,539 to $614,495, a $63,956 increase, based on Waukesha County's Assessment Rate increase due to the Alliance "certified loss" related to the 2011 filed Clearview Medicaid nursing home cost report. This is for 26 Waukesha County residents who reside at Clearview. As a member of the Alliance, Waukesha County has the ability to place additional residents if the need arises.

Interdepartmental charges overall are budgeted to increase $1,424 primarily due to budgeted $1,148 increase in legal charges.

Activity

	2011 Act.	2012 Bud.	2012 Est.	2013 Projected	Change
Number of Watts Court Ordered Assessment	298	305	300	310	5
Average Caseload for six Dispositional Workers (6)	32	40	32	32	(8)
Emergency Protective Placements	43	60	52	55	(5)

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.

	2011 Actual	2012 Budget (a)	2012 Estimate(a)	2013 Budget	Budget Change
Staffing (FTE)	**1.10**	**1.10**	**1.10**	**1.10**	**0.00**
General Government	$759,537	$783,737	$813,807	$784,155	$418
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 (a)	**$390,593**	**$321,380**	**$321,380**	**$337,377**	**$15,997**
Total Revenues	**$1,150,130**	**$1,105,117**	**$1,135,187**	**$1,121,532**	**$16,415**
Personnel Costs	$71,765	$68,985	$66,055	$70,267	$1,282
Operating Expenses	$927,337	$1,025,974	$992,709	$1,040,849	$14,875
Interdept. Charges (a)	$9,599	$10,158	$10,069	$10,416	$258
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,008,700**	**$1,105,117**	**$1,068,833**	**$1,121,532**	**$16,415**
Rev. Over (Under) Exp.	$141,430	$0	$66,354	$0	$0

(a) County Tax Levy and Interdepartmental Charges for the 2012 adopted budget and 2012 estimate are restated for comparative purposes to the 2013 budget to reflect a 2% limit on increases of End User Technology charges for the total cost of computer ownership to departments. Expenditure increases above 2% are due to H&HS management's decision to deploy technology to help ensure conformity of technology resources resulting in adding approximately 20 computers at the Workforce Development Center to the County's network, and a new server added for Health Insurance Portability and Accountability Act (HIPAA) compliance.

Program Highlights

General Government revenues are budgeted to project an increase of $418 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 adequate transport services to our at risk elderly and disabled. County Tax Levy for this program area increases in the 2013 budget by $15,997, mainly due to a 3% vendor increase.

Net personnel costs are budgeted to increase $1,282 due cost to continue existing 1.10 FTE staff salary and benefit costs allocated to this program.

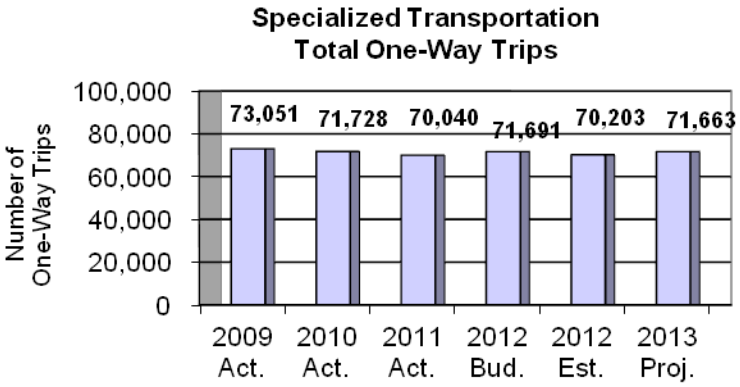
Operating expenses are budgeted to increase overall $14,875 mostly due to a 3% vendor increase. Higher Rideline vendor expenses are partially offset by a 2013 Rideline 3% fare increase to partially offset vendor cost increase.

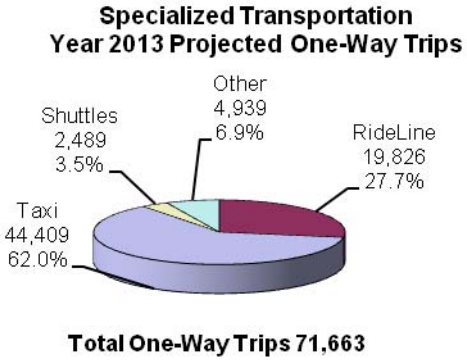
Interdepartmental charges increase by $258.

Activity

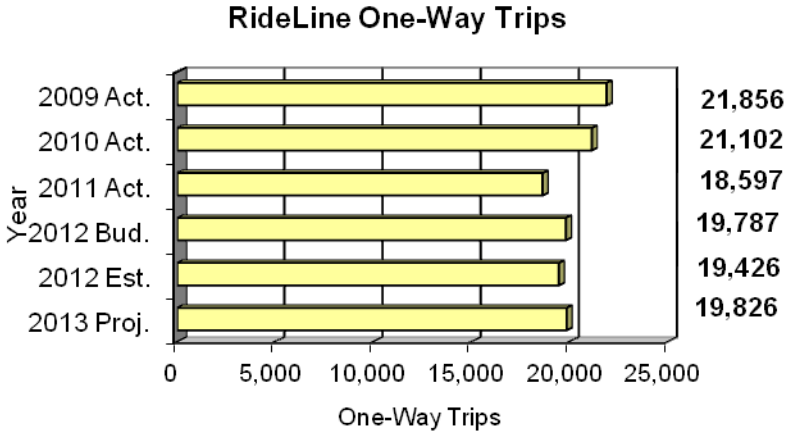
Net Average Cost Per One-Way Trip						
	2009 Act.	**2010 Act.**	**2011 Act**	**2012 Bud.**	**2012 Est.**	**2013 Proj.**
Shared-Fare Taxi	$4.88	$5.12	$5.27	$5.31	$5.46	$5.55
RideLine	$27.78	$28.33	$29.57	$31.47	$31.36	$32.70

Activity, continued

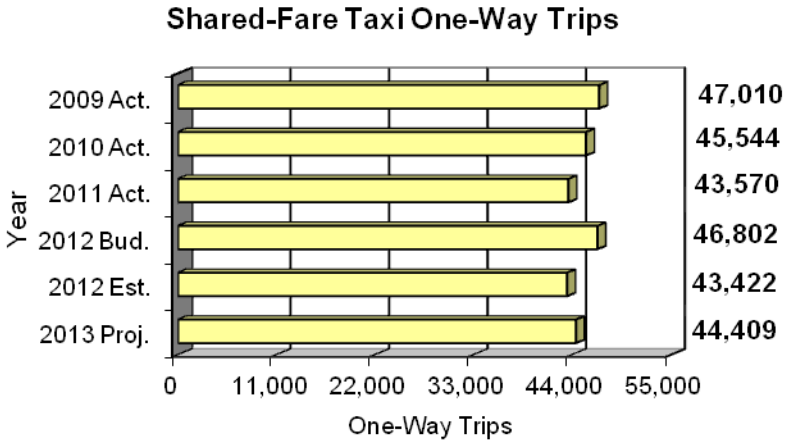




Overall, the 2013 Specialized Transportation Program budget includes a decrease of 28 one-way trips from the 2012 Budget, but a 2.1% increase of 1,460 one-way trips from the 2012 Estimate, for a total of 71,663.



The number of one-way RideLine trips is expected to adjust from the 2012 Budget level, but increase from the 2012 Estimate by 400 trips or 2.1%.



Shared-fare taxi service is expected to decrease by 2,393 one-way trips to adjust from the 2012 Budget level, but increase by 987 one-way trips or 3.3% from the 2012 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.

	2011 Actual	2012 Budget (a)	2012 Estimate(a)	2013 Budget	Budget Change
Staffing (FTE)	**1.65**	**1.75**	**1.75**	**1.75**	**0.00**
General Government	$317,180	$382,893	$395,664	$397,666	$14,773
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$210	$220	$0	$0	($220)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$9,877	$11,005	$21,648	$19,510	$8,505
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (a)	**$239,104**	**$179,467**	**$179,467**	**$162,705**	**($16,762)**
Total Revenues	**$566,371**	**$573,585**	**$596,779**	**$579,881**	**$6,296**
Personnel Costs	$108,011	$110,320	$109,537	$114,479	$4,159
Operating Expenses	$364,009	$452,106	$446,510	$455,394	$3,288
Interdept. Charges (a)	$11,527	$11,159	$9,616	$10,008	($1,151)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$483,547**	**$573,585**	**$565,663**	**$579,881**	**$6,296**
Rev. Over (Under) Exp.	$82,825	$0	$31,116	$0	$0

(a) County Tax Levy and Interdepartmental Charges for the 2012 adopted budget and 2012 estimate are restated for comparative purposes to the 2013 budget to reflect a 2% limit on increases of End User Technology charges for the total cost of computer ownership to departments. Expenditure increases above 2% are due to H&HS management's decision to deploy technology to help ensure conformity of technology resources resulting in adding approximately 20 computers at the Workforce Development Center to the County's network, and a new server added for Health Insurance Portability and Accountability Act (HIPAA) compliance.

Program Highlights

General Government revenues overall increase $14,773, mainly due to an increase from Federal Title IIIB Supportive Services grant funding of $24,044 to $166,814. These increases are partially offset by a Federal Title IIIE National Family Caregiver Support Program funding decrease of $11,804 from $79,797 to $67,993. Charges for services for workshop fees decrease by $220. Other revenues increase of $8,505 due to an estimated increase in client bathing and respite donations for $3,475, and $5,100 from the Active Aging Research Project.

Net personnel costs increase $4,159 mostly due to cost to continue 1.75 FTE staff allocated to this program.

Operating expenses overall increase $3,288 from $452,106 to $455,394. Expenditures increase in Home Health Care of $8,587, background checks of $1,680 and Personal Care of $1,383. These increases are partially offset by a decrease of $8,031 in contracted community services.

The reduction of tax levy funding is mainly related to a net $23,278 increase in General government and other revenue.

Interdepartmental charges decrease of $1,151 is primarily due to an estimated reduction in postage related expenses.

Activity

Clients Receiving Community Services				
2010 Act.	**2011 Act.**	**2012 Bud.**	**2012 Est.**	**2013 Proj.**
1,093	1,256	1,078	1,117	1,100

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.

	2011 Actual	2012 Budget(a)	2012 Estimate(a)	2013 Budget	Budget Change
Staffing (FTE)	**3.18**	**2.59**	**2.59**	**2.59**	**0.00**
General Government	$158,410	$107,736	$116,171	$117,619	$9,883
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 (a)	**$131,698**	**$107,020**	**$107,020**	**$95,943**	**($11,077)**
Total Revenues	**$290,108**	**$214,756**	**$223,191**	**$213,562**	**($1,194)**
Personnel Costs	$208,243	$162,083	$161,840	$170,158	$8,075
Operating Expenses	$24,044	$37,067	$28,483	$27,182	($9,885)
Interdept. Charges (a)	$16,060	$15,606	$15,169	$16,222	$616
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$248,346**	**$214,756**	**$205,492**	**$213,562**	**($1,194)**
Rev. Over (Under) Exp.	$41,762	$0	$17,699	$0	$0

(a) County Tax Levy and Interdepartmental Charges for the 2012 adopted budget and 2012 estimate are restated for comparative purposes to the 2013 budget to reflect a 2% limit on increases of End User Technology charges for the total cost of computer ownership to departments. Expenditure increases above 2% are due to H&HS management's decision to deploy technology to help ensure conformity of technology resources resulting in adding approximately 20 computers at the Workforce Development Center to the County's network, and a new server added for Health Insurance Portability and Accountability Act (HIPAA) compliance.

Program Highlights

General Government revenues increase of $9,883 includes a Federal Older Americans Act Title IIIE, National Family Caregiver Support Program funding increase of $9,681 from $54,393 to $64,074, and a Federal Older Americans Act Title IIIB Supportive funding increase of $202. Tax levy decreases by $11,077 related to the increase in the use of grant dollars and reduction in expenses.

Net personnel costs increase $8,075 mostly due to cost to continue existing 2.59 FTE staff for $4,540 and health insurance plan change for a part time staff for $2,630.

Operating expenses decrease of $9,885 from $37,067 to $27,182 is mostly related to an estimated $2,000 decrease in promotion/PR supplies, a $2,750 decrease in small equipment, and a $3,620 decrease in outside printing.

Interdepartmental charges increases $616 mostly due to an increase in postage reflecting actual experience.

Information and Assistance/Case Management (cont.)

Activity

A variety of informational activities and resources are available to meet the needs of older adults and caregivers.

	2011 Act	2012 Bud.	2012 Est.	2013 Bud.	Change from 2012 Budget
Caregiver Library Items Used (b)	126	600	600	600	0
Annual Newsletter Distribution (a)	9,000	9,000	10,500	10,500	1,500
ADRC Resource Guide	12,500	15,000	14,000	14,000	(1,000)
Presentation/Display Audience	1,091	1,300	1,300	1,300	0

(a) Newsletter distribution includes monthly distribution of caregiver newsletter and ADRC newsletter.
(b) Offsite locations have reduced their usage.

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.

	2011 Act.	2012 Bud.	2012 Est.	2013 Budget	Change from 2012 Budget
Total Clients Receiving Case Management Services	1,126	1,650	1,200	1200	(450)

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.

	2011 Actual	2012 Budget(a)	2012 Estimate(a)	2013 Budget	Budget Change
Staffing (FTE)	**1.55**	**1.55**	**1.55**	**1.55**	**0.00**
General Government	$4,130	$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	$20	$25	$20	$20	($5)
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (a)	**$155,406**	**$131,940**	**$131,940**	**$148,903**	**$16,963**
Total Revenues	**$159,556**	**$131,965**	**$131,960**	**$148,923**	**$16,958**
Personnel Costs	$108,362	$108,621	$126,235	$127,131	$18,510
Operating Expenses	$4,865	$10,841	$8,177	$9,814	($1,027)
Interdept. Charges (a)	$11,763	$12,503	$11,544	$11,978	($525)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$124,990**	**$131,965**	**$145,956**	**$148,923**	**$16,958**
Rev. Over (Under) Exp.	$34,566	$0	($13,996)	$0	$0

(a) County Tax Levy and Interdepartmental Charges for the 2012 adopted budget and 2012 estimate are restated for comparative purposes to the 2013 budget to reflect a 2% limit on increases of End User Technology charges for the total cost of computer ownership to departments. Expenditure increases above 2% are due to H&HS management's decision to deploy technology to help ensure conformity of technology resources resulting in adding approximately 20 computers at the Workforce Development Center to the County's network, and a new server added for Health Insurance Portability and Accountability Act (HIPAA) compliance.

Program Highlights

County tax levy increased $16,953 as a result of personnel costs cost to continue. Personnel Costs increased by $18,510 mostly due to the staff benefit selection changes for a program cost impact of $15,451. Operating Expenses decreased by $1,027 mainly due to lower estimated staff development costs. Interdepartmental charges decreased $525 mostly due to a decrease in estimated postage cost of $704.

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	2011 Actual	2012 Adopted Budget(c)	2012 Estimate(c)	2013 Budget	Change From 2012 Adopted Budget $	%
Revenues						
General Government	$648,683	$638,579	$652,404	$704,470	$65,891	10.3%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$0	$0	$0	$0	$0	N/A
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue	$380,306	$380,483	$389,228	$392,538	$12,055	3.2%
Appr. Fund Balance (a)	$4,544	$6,910	$6,910	$2,620	($4,290)	-62.1%
County Tax Levy(c)	**$269,696**	**$339,865**	**$339,865**	**$336,028**	**($3,837)**	**-1.1%**
Total Revenue Sources	**$1,303,229**	**$1,365,837**	**$1,388,407**	**$1,435,656**	**$69,819**	**5.1%**
Expenditures						
Personnel Costs	$463,436	$467,157	$462,752	$473,734	$6,577	1.4%
Operating Expenses (a) (b)	$827,703	$851,561	$877,115	$911,373	$59,812	7.0%
Interdept. Charges(c)	$40,635	$47,119	$48,688	$50,549	$3,430	7.3%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$1,331,774**	**$1,365,837**	**$1,388,555**	**$1,435,656**	**$69,819**	**5.1%**
Rev. Over (Under) Exp. (b)	($28,545)	$0	($148)	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	7.10	7.09	7.09	7.09	0.00	
Extra Help	2.33	2.36	2.36	2.37	0.01	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total FTEs	9.43	9.45	9.45	9.46	0.01	

(a) Includes Nutrition Fund Balance appropriations for one-time equipment expenditure items
(b) The department is planning to manage 2012 estimated higher than budgeted costs within the Health and Human Services budget.
(c) County Tax Levy and Interdepartmental Charges expenditures for the 2012 adopted budget and 2012 Estimate are restated for comparative purposes to the 2013 budget to reflect a 2% limit on increases of End User Technology charges for the total cost of computer ownership to departments. Expenditure increases above 2% are due to H&HS management's decision to deploy technology to help ensure conformity of technology resources resulting in adding approximately 20 computers at the Workforce Development Center to the County's network, and a new server added for Health Insurance Portability and Accountability Act (HIPAA) compliance.

Major Departmental Strategic Outcomes and Objectives for 2013

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. A 20% risk score reduction is the department's benchmark.

Performance Measure:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Percent reduction in nutrition risk score of high-risk recipients. (1)	16.1%	20.0%	20.0%	20.0%

(1) 2013 Target is based on 130 high risk participants

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:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Positive responses to customer survey regarding socialization needs being met.(1)	98.7%	95.0%	96.6%	95.0%

(1) 2013 is based on 521 responses

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.

	2011 Actual	2012 Budget(b)	2012 Estimate(b)	2013 Budget	Budget Change
Staffing (FTE)	**4.95**	**4.96**	**4.96**	**4.96**	**0.00**
General Government (b)	$306,341	$284,211	$295,516	$330,199	$45,988
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$265,308	$259,635	$276,938	$280,506	$20,871
Appr. Fund Balance	$1,944	$1,710	$1,710	$520	($1,190)
County Tax Levy (b)	**$269,696**	**$339,865**	**$339,865**	**$336,028**	**($3,837)**
Total Revenues	**$843,289**	**$885,421**	**$914,029**	**$947,253**	**$61,832**
Personnel Costs (a)	$252,224	$247,701	$251,341	$251,392	$3,691
Operating Expenses (a)	$603,215	$613,669	$638,420	$669,376	$55,707
Interdept. Charges (a)(b)	$20,625	$24,051	$25,598	$26,485	$2,434
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$876,064**	**$885,421**	**$915,359**	**$947,253**	**$61,832**
Rev. Over (Under) Exp.	$32,775	$0	$1,330	$0	$0

(a) The department is planning to manage 2012 estimated higher than budgeted costs within the Health and Human Services budget.

(b) County Tax Levy, General Government revenue and Interdepartmental Charges for the 2012 adopted budget and 2012 Estimate are restated for comparative purposes to the 2013 budget to reflect a 2% limit on increases of End User Technology charges for the total cost of computer ownership to departments. Expenditure increases above 2% are due to H&HS management's decision to deploy technology to help ensure conformity of technology resources resulting in adding approximately 20 computers at the Workforce Development Center to the County's network, and a new server added for Health Insurance Portability and Accountability Act (HIPAA) compliance.

Program Highlights

General government revenues overall are budgeted to increase $45,988. This increase is primarily due to a reallocation of revenue resources by the Greater Wisconsin Agency on Aging Resources (GWAAR based on population shifts resulting in Federal Older Americans Act Title IIIC-1 congregate funding provided to the Home Delivered Meals program, which is budgeted to increase $33,925 to $76,484, and a $10,792 increase in the Older Americans Act IIIC-2, funding for Home meals, going from $192,556 to $203,348, and a $582 increase in Nutrition Services Incentive Program (NSIP) meal Revenue to $46,321.

Other revenue is budgeted to increase $20,871 primarily due to a projected increase of $15,665 from $203,637 to $219,302 from client donations resulting from an increase in the projected number of meals served. Also, a $5,306 increase to $61,004 for additional meals expected to be delivered to Managed Care Organization (MCO) clients. Appropriated Nutrition Fund Balance of $520 for one time purchase of delivery bags and cooling gel packs for cold meals. County Tax levy in this program decrease of $3,837 is mainly the result of general government and other revenue increases being higher than the program expenditure increases.

Net personnel costs increase $3,691 or 1.5% due to costs to continue of 4.97 FTE staff allocated to this program, partly offset by small anticipated reduction in employee benefit cost due to insurance plan selection.

Operating expenses overall reflect a net increase of $55,707 primarily due to an anticipated increase in food service costs of $47,360 to $575,016 based on managements projected 6.8% increase in the number of meals to be ordered and a projected 3% food vendor price increase. The budget also includes $87,482 for volunteer mileage reimbursements for meal delivery which is increased by $6,761 due to increased clients and miles driven. Department management's purchase of a new home delivered meal software program for daily operation of the meal program increases Data Processing Software maintenance expenses by $2,400 for ongoing license fees.

Interdepartmental charges overall increase of $2,434 mainly due to higher estimated postage expenses by $1,281.

Home-Delivered Meals (cont.)

Activity

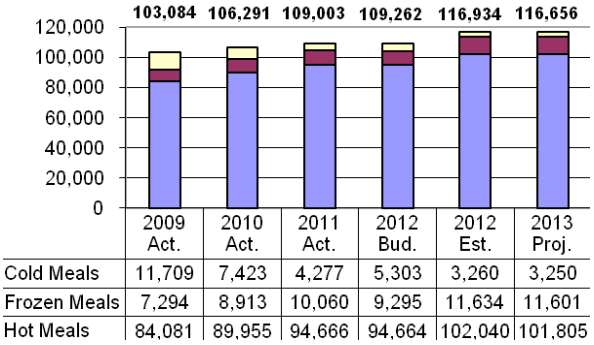
The Nutrition Screen includes Older Americans Act core nutrition risk definitions that identify nutrition problems that could impact future health and independence. A "Very High" risk score indicates a need for focused nutrition intervention. An ADRC strategic objective addresses the need to reduce high 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 Act.**	**2012 Bud.**	**2012 Est.**	**2013 Proj.**
Gross Cost Per Meal	$7.70	$7.79	$8.04	$8.10	$8.10	$8.12
Average Client Donation Per Meal	$2.11	$2.00	$2.02	$1.98	$1.98	$2.00
Net cost Per Meal	$5.59	$5.79	$6.02	$6.12	$6.12	$6.12

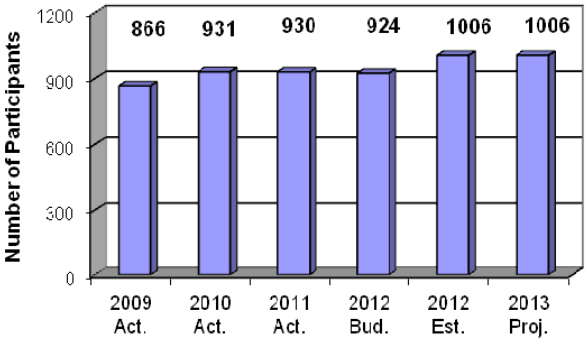
Cost per meal summary for Senior Dining and Home Delivered meals are not comparable due to program offerings.

Total Home Delivered Meals Served



Projected number of home delivered meals for 2013 anticipates an increase of 7,394 meals from the 2012 budgeted number of meals to be served. This projected increase in number of meals is based on actual experience during 2011 and the first half of 2012.

Number of Registered Home Delivered Meal Program Participants



Based on actual experience in 2011 and during the first half of 2012, the number of projected home delivered meal recipients in 2013 is expected to be at 1,006. This is an increase of 76 recipients from 2011 actuals, and an increase of 82 from 2012 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.

	2011 Actual	2012 Budget(b)	2012 Estimate(b)	2013 Budget	Budget Change
Staffing (FTE)	**4.48**	**4.49**	**4.49**	**4.50**	**0.01**
General Government (b)	$342,342	$354,368	$356,888	$374,271	$19,903
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$114,998	$120,848	$112,290	$112,032	($8,816)
Appr. Fund Balance	$2,600	$5,200	$5,200	$2,100	($3,100)
County Tax Levy (b)	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$459,940**	**$480,416**	**$474,378**	**$488,403**	**$7,987**
Personnel Costs	$211,212	$219,456	$211,411	$222,342	$2,886
Operating Expenses (a)	$224,488	$237,892	$238,695	$241,997	$4,105
Interdept. Charges (a)(b)	$20,010	$23,068	$23,090	$24,064	$996
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$455,710**	**$480,416**	**$473,196**	**$488,403**	**$7,987**
Rev. Over (Under) Exp.	($4,230)	$0	($1,182)	$0	$0

(a) The department is planning to manage 2012 estimated higher than budgeted costs within the Health and Human Services budget.

(b) County Tax Levy, General Government Revenue, and Interdepartmental Charges for the 2012 adopted budget and 2012 Estimate are restated for comparative purposes to the 2013 budget to reflect a 2% limit on increases of End User Technology charges for the total cost of computer ownership to departments. Expenditure increases above 2% are due to H&HS management's decision to deploy technology to help ensure conformity of technology resources resulting in adding approximately 20 computers at the Workforce Development Center to the County's network, and a new server added for Health Insurance Portability and Accountability Act (HIPAA) compliance.

Program Highlights

General government revenues increase to $374,271 reflecting a $19,903 estimated increase in the Federal Older American Act Title IIIC-1 grant allocation to be used in the Senior Dining program to bring total funding to $334,624. A portion of this grant is allocated to the Home Delivered Meals program.

Other Revenue, which includes client donation, is budgeted to decrease $8,816 to $112,032 based on managements 2012 estimate. Appropriated Nutrition Fund Balance decrease by $3,100 to $2,100 for one time purchase of 6 stainless steal carts and a refrigerator replacement at one nutrition site. No county tax levy is allocated to this program area.

Net Personnel Costs increase $2,886 due to costs to continue of current 4.50 FTE staff allocated to this program, partially offset by small anticipated reduction in employee benefit costs due to Insurance plan selection.

Operating expenses overall budget increase $4,105, primarily due to increase of $3,771 to $217,005 for food service, resulting from management's estimated 0.5% decrease in the number of meals to be ordered from the 2012 budget and an anticipated 3% food vendor price increase. In addition, this includes an increase of $3,341 for volunteer mileage reimbursement.

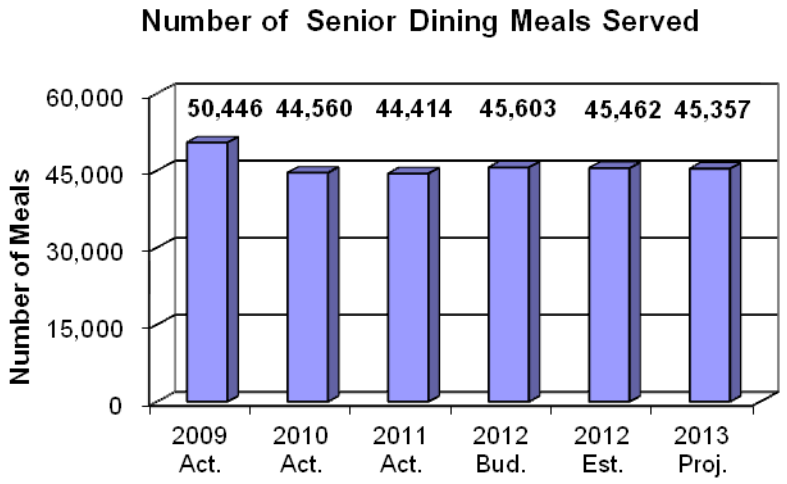
Interdepartmental charges increase from $23,068 to $24,064, primarily due to a $528 increase in telephone charges from additional phone lines.

Senior Dining (cont.)

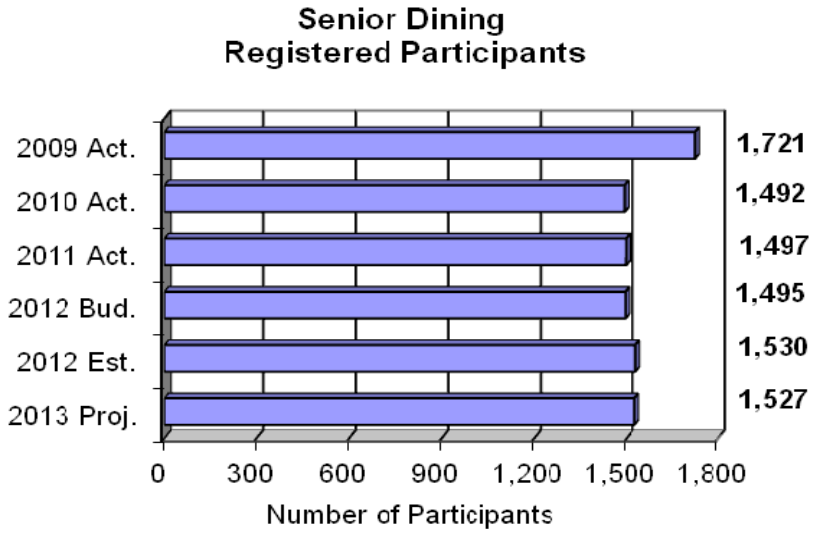
Activity

Cost Per Meal Summary						
	2009 Act.	2010 Act.	2011 Act.	2012 Bud.	2012 Est.	2013 Proj.
Gross Cost Per Meal	$9.88	$10.29	$10.26	$10.52	$10.42	$10.77
Average Donation Per Meal	$2.58	$2.73	$2.51	$2.65	$2.47	$2.47
Net Cost Per Meal	$7.30	$7.56	$7.75	$7.87	$7.95	$8.38

Cost per meal summary for Senior Dining and Home Delivered meals are not comparable due to program offerings.



The 2013 Senior Dining program is expected to increase by 943 meals from the 2011 actual level and decrease by 246 meals from the 2012 budget.



Based on actual experience during 2011 and during the first half of 2012, the number of Senior Dining participants, projected at 1,527 in 2013, is expecting to increase by 30 from the 2011 actual level. This 2013 projection is a 32 participant increase from the 2012 budgeted number of participants.

Statement of Fund Purpose

The Aging and Disability Resource Center (ADRC) Grant Fund is a Special Revenue Fund operation providing the public with 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	2011 Actual	2012 Adopted Budget	2012 Estimate	2013 Budget	Change From 2012 Adopted Budget $	%
Revenues						
General Government	$2,890,454	$2,932,463	$2,857,319	$3,030,050	$97,587	3.3%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$0	$0	$0	$0	$0	N/A
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue	$80	$100	$0	$0	($100)	-100.0%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$2,890,534**	**$2,932,563**	**$2,857,319**	**$3,030,050**	**$97,487**	**3.3%**
Expenditures						
Personnel Costs	$1,947,929	$2,133,698	$2,133,698	$2,193,014	$59,316	2.8%
Operating Expenses	$381,794	$441,755	$366,423	$470,524	$28,769	6.5%
Interdept. Charges	$372,364	$357,110	$357,198	$366,512	$9,402	2.6%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$2,702,086**	**$2,932,563**	**$2,857,319**	**$3,030,050**	**$97,487**	**3.3%**
Rev. Over (Under) Exp. (a)	$188,448	$0	$0	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	23.91	24.40	24.40	24.40	0.00	
Extra Help	0.00	0.00	0.00	0.00	0.00	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total FTEs	23.91	24.40	24.40	24.40	0.00	

(a) Starting in the 2012 Budget and here after, the Department bills the State ADRC grant and accounts for the Health and Human Services Administrative cost and County Indirect cost recovery in the Human Service General Fund Budget.

Major Departmental Strategic Outcomes and Objectives for 2013

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:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Positive responses to customer survey:				
Benefit Specialist (1)	94.2%	97.0%	95.8%	95.0%
ADRC Information & Assistance	97.6%	95.0%	97.0%	96.0%

(1) Based on 67 responses

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:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Positive customer responses to survey on remaining in home and usefulness of services provided.	97.1%	96.0%	96.4	95.0%

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 submitting a minimum of 85% of ADRC Staff work time to the State as billable to Medicaid. This ensures continued funding of the ADRC in Waukesha County.

Performance Measure:	2011 Actual	2012 Target	2012 Estimate	2013 Target
ADRC Staff time billed to Medicaid	89.2%	90.0%	90.0%	90.0%

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 Actual	2012 Target	2012 Estimate	2013 Target
Percent of eligible wait list clients to Family Care*	74%	50%	NA	NA	NA

*From 1/11 to 6/11 69% of waitlist clients transitioned to Family Care. Family Care Cap was imposed on 7/01/11. From 7/01/11 to 12/01/11 28% of wait list clients transitioned to Family Care. Entitlement resumed 4/01/12. 23% of clients on wait list were transitioned to Family Care from 01/01/12 through 03/01/12. From 04/01/12 to 06/30/12, 152 people transitioned to Family Care

Aging & Disability Resource Center

County-Wide Key Strategic Outcome: A well planned county

Program Description

Provides a centralized place for the public to receive 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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**21.91**	**22.40**	**22.40**	**22.40**	**0.00**
General Government	$2,525,604	$2,642,919	$2,572,849	$2,746,677	$103,758
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	**$2,525,604**	**$2,642,919**	**$2,572,849**	**$2,746,677**	**$103,758**
Personnel Costs	$1,805,418	$1,988,788	$1,988,788	$2,055,548	$66,760
Operating Expenses	$264,567	$308,824	$238,275	$336,789	$27,965
Interdept. Charges	$361,851	$345,307	$345,786	$354,340	$9,033
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$2,431,836**	**$2,642,919**	**$2,572,849**	**$2,746,677**	**$103,758**
Rev. Over (Under) Exp.	$93,768	$0	$0	$0	$0

Program Highlights

General Government revenue, the ADRC Grant funding is budgeted to increase by $103,758 from $2,642,219 to $2,746,677. This is mostly due to more billable time by ADRC Specialists.

Net personnel costs are budgeted to increase $66,760. Increases are due to cost to continue the existing 22.40 FTE for this program for 2013 and an anticipated increase in employee benefit cost due to Insurance plan selection.

Operating expenses overall are budgeted to increase $27,965 primarily due to budgeting a cost increase of $21,900 in Public Relations, outside printing and marketing which is required by the State Department of Health Services ADRC contract.

Interdepartmental charges increase overall by $9,033 primarily due to a budgeted increase of $8,264 in Technology (EUTF) charges from $80,118 in the 2012 budget to $88,382 in the 2013 budget.

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.

	2011 Act	2012 Bud	2012 Est.	2013 Proj.
Information & Assistance Contacts	18,925	19,000	18,500	18,600
Long-Term Care Options Counseling Contacts	9,580	10,000	10,000	10,000
Functional Screen Contacts	779	850	850	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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**2.00**	**2.00**	**2.00**	**2.00**	**0.00**
General Government	$364,850	$289,544	$284,470	$283,373	($6,171)
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$80	$100	$0	$0	($100)
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$364,930**	**$289,644**	**$284,470**	**$283,373**	**($6,271)**
Personnel Costs	$142,511	$144,910	$144,910	$137,466	($7,444)
Operating Expenses	$117,226	$132,931	$128,148	$133,735	$804
Interdept. Charges	$10,513	$11,803	$11,412	$12,172	$369
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$270,250**	**$289,644**	**$284,470**	**$283,373**	**($6,271)**
Rev. Over (Under) Exp.	$94,680	$0	$0	$0	$0

Program Highlights

General Government ADRC revenue budgeted in this program for the two Elder Benefit Specialists and two contracted Disability Specialists is budgeted to decrease $6,171 mostly related to an anticipated reductions in employee benefit cost due to Insurance plan selection related to Waukesha County staff.

Net personnel costs are budgeted to decrease $7,444 due to anticipated reductions in employee benefit costs mentioned above, partially offset by cost to continue of 2.0 FTE staff assigned to this program.

Operating expenses overall are budgeted to increase $804 mostly due to lower budgeted mileage reimbursements and travel costs of $2,000; tuition of $500, outside printing $500 and office supplies of $980. These decreases are offset by increases in contracted services of $4,552 for anticipated for full staffing of contracted Disability Benefit counselors.

Interdepartmental charges increase by $369 to $12,172.

Activity

	2011 Act.	2012 Bud.	2012 Est.	2013 Proj.
Elder Benefits Counseling Contacts (a)	2,957	2,215	2,500	2,600
Disability Benefits Counseling Contacts (b)	2002	1,986	3,502 (c)	3,000

(a) For ages 60 and over. Includes client contacts only.
(b) For ages 18 to 59. Includes client and third party contacts.
(c) Increases related to new staff, economy, Medicare D.
(d) The Elder Benefit specialist helped County residents to receive $1,181,470 in benefits and the Disability Benefit Specialist helped County residents receive $886,827 in benefits.

THIS PAGE LEFT BLANK

Parks, Environment, Education, & Land Use

TABLE OF CONTENTS
PARKS, ENVIRONMENT, EDUCATION AND LAND USE

Parks, Environment, Education and Land Use Functional Area Summary 231

Register of Deeds
Fund: General 237

University of Wisconsin Extension
Fund: General 247

Federated Library System ALL FUNDS..... 255
Fund: Federated Library - County 258
Fund: Federated Library - State Aids, Federal & Misc. 261
Fund: CAFÉ Shared Automation 267

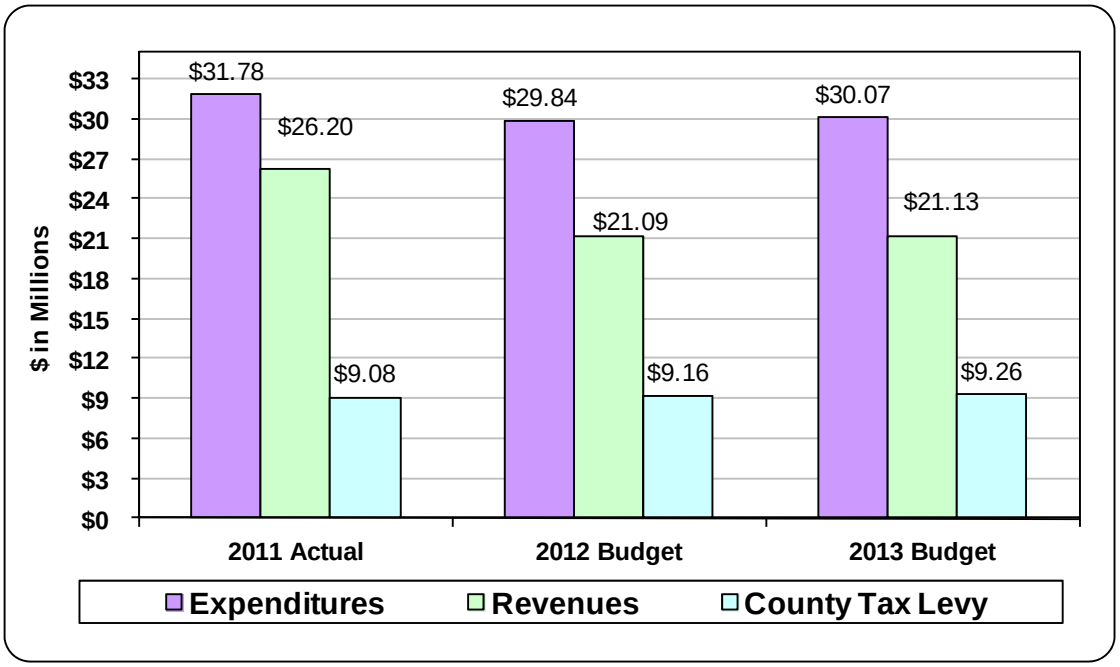
Parks and Land Use ALL FUNDS 269
Fund: General 272
Planning..... 278
Code Enforcement & Zoning 280
Environmental Health 281
Parks 288
Retzer Nature Center 292
Exposition Center 293
Three Year Maintenance Plan..... 296
Fund: Community Development..... 298
Fund: Land Information Systems..... 304
Fund: Tarmann Park & Open Space Land Acquisition..... 306
Fund: Golf Courses 308
Fund: Ice Arenas 315
Fund: Materials Recycling 319

PARKS, ENVIRONMENT, EDUCATION AND LAND USE

Functional Area Budget Highlights

The Parks, Environment, Education and Land Use functional area provides informational, cultural, and recreational services to County residents and provides for the preservation of natural resources, as well. Agency budgets consist of a combination of General Fund, Special Revenue, and Enterprise fund types. The **Register of Deeds** Office, which operates under the state statutory responsibility of an elected official, handles legal documents pertaining to Real Estate and Vital Statistics. The **University of Wisconsin-Cooperative 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 including land and water conservation programs (and manages the Contracted Materials Recycling Facilities, Recycling education and promotion and Solid Waste and household hazardous materials programs) and environmental health of its citizens through education, public cooperation, regulation and inspections; and administers the County land use planning and zoning functions. The Community Development Fund includes Community Development Block Grant (CDBG) and HOME programs which promotes the development of viable urban communities through the expansion of housing, creation of jobs and community services for low and moderate-income households.

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



The 2013 Expenditure Budget for this functional area totals $30,070,618, after excluding proprietary fund capitalized fixed asset item purchases, an increase of $233,930 or 0.8% from the 2012 Adopted Budget. Revenues in the 2013 Budget total $21,130,382, after including $1,928,600 of various Fund Balance appropriations, which is an increase of about $37,100 from the 2012 base budget of $21,093,309. The Tax Levy necessary to fund this functional area totals $9,260,376, an increase of $103,118 or 1.1% from the 2012 Budget. This functional area uses about 9% of the total County tax levy.

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

Functional Area Summary by Agency

	2011 Actual	2012 Adopted Budget	2012 Estimate	2013 Budget	Change from 2012 Adopted Budget $	%
*** PARKS, ENVIRONMENT, EDUCATION & LAND USE ***						
Revenues (a)(b)	$26,204,979	$21,093,309	$26,401,300	$21,130,382	$37,073	0.2%
County Tax Levy	$9,079,203	$9,157,258	$9,157,258	$9,260,376	$103,118	1.1%
Expenditure (a)	$31,776,010	$29,836,688	$34,089,646	$30,070,618	$233,930	0.8%
Rev. Over (Under) Exp. (e)	$2,064,022	65,000	$629,949	$86,000	$21,000	32.3%
Oper Income/(Loss) (d)	$1,444,150	$348,879	$838,963	$234,140	($114,739)	-32.9%
BREAKDOWN BY AGENCY						
REGISTER OF DEEDS						
Revenues	$2,501,263	$2,816,500	$2,836,000	$2,811,000	($5,500)	-0.2%
County Tax Levy (d)	($1,368,301)	($1,368,301)	($1,368,301)	($1,394,301)	($26,000)	1.9%
Expenditure	$1,394,877	$1,448,199	$1,370,550	$1,416,699	($31,500)	-2.2%
Rev. Over (Under) Exp. (d)	($261,914)	-	$97,149	-	-	N/A
UW EXTENSION						
Revenues (a)(b)	$418,268	$371,991	$575,552	$338,985	($33,006)	-8.9%
County Tax Levy	$339,063	$341,063	$341,063	$343,063	$2,000	0.6%
Expenditure (a)	$704,943	$713,054	$877,048	$682,048	($31,006)	-4.3%
Rev. Over (Under) Exp.	$52,388	-	$39,567	-	-	N/A
LIBRARY						
Revenues (a)(b)	$2,051,071	$1,781,750	$1,854,405	$1,852,736	$70,986	4.0%
County Tax Levy	$2,853,939	$2,883,486	$2,883,486	$2,930,604	$47,118	1.6%
Expenditure (a)	$4,270,006	$4,600,236	$4,659,028	$4,697,340	$97,104	2.1%
Rev. Over (Under) Exp. (e)	$635,004	$65,000	$78,863	86,000	$21,000	32.3%
PARKS AND LAND USE						
Revenues (a)(b)	$21,234,377	$16,123,068	$21,135,343	$16,127,661	$4,593	0.0%
County Tax Levy	$7,254,502	$7,301,010	$7,301,010	$7,381,010	$80,000	1.1%
Expenditure (a)	$25,406,184	$23,075,199	$27,183,020	$23,274,531	$199,332	0.9%
Rev. Over (Under) Exp.	$1,638,545	-	$414,370	-	-	N/A
Oper Income/(Loss) (c)	$1,444,150	$348,879	$838,963	$234,140	($114,739)	-32.9%

(a) The 2012 estimates exceed the 2012 Adopted Budget due to subsequent separate ordinances or encumbrance carryovers increasing appropriations.

(b) The 2013 Budget includes various Fund Balance appropriations totaling 1,928,600 which includes $990,700 from the Parks and Land Use Materials Recycling Facility (MRF) Fund; $125,000 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 $79,900 in the Federated State Aids, Federal and Misc. Fund and $8,000 from UW Extension. 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.

(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.

- **Register of Deeds** (ROD) budget includes a Tax Levy Credit from revenues which exceed expenditures. This levy credit increase of $26,000 is used to offset Tax Levy funding required for other County general fund operations. This is mainly due to lower Personnel costs related to health insurance cost savings from lower cost plan selections by current employees. 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 2013 ROD budget includes $75,000 in redaction fee revenue to help pay for staff time planned for work to be done on the redaction project.

- **University of Wisconsin – Cooperative Extension** budgeted expenditures decrease by about $31,000 to $682,000, largely from changes in various grant and other funding sources. As a result of new funding criteria from the U.S. Department of Housing and Urban Development (HUD) and outlined by the Waukesha County Parks and Land Use Director and Community Development Coordinator, the UW-Cooperative Extension's NRSA (Neighborhood Revitalization Strategy Area) projects may not receive Community Development Block Grant (CDBG) funding due to constraints in allowable public service allocations. As a result, $82,900 budgeted in CDBG grant funding for 2012 is not repeated in the 2013 budget. Also, one-time grant funding and related expenditures totaling $56,400 from the ProHealth Care Cancer Prevention Outreach Project in 2012 is not repeated in 2013 budget. The revenue decreases are partially offset by budgeting $48,300 in grant revenue from the U.S. Department of Health and Human Services – Substance Abuse and Mental Health Services Administration for the Sober Truth on Preventing Underage Drinking (STOP) Act grant. In addition, the budget includes federal HUD funding for the Lead Hazard Control Capacity Building Program of about $38,600. This is a multi-year grant provided by HUD to the City of Waukesha, who subcontracts with UW-Cooperative Extension Office to provide educational outreach services. The total grant allocation from the City to the County UWEX office is about $115,300, and portions of this funding ($42,440) were already appropriated (based on enrolled-ordinances) in 2012.

- The **Federated Library System County Library Tax Levy** increases by $47,118 or 1.6% to $2,930,604 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 2013, this component is $2,922,723, which is an increase of $46,200 or 1.6%.

  - 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 2013 budget purposes, this component is estimated at $7,881.

- **Parks and Land Use General Fund** net charges for services revenue are budgeted to increase by approximately $11,300 to about $1.94 million mainly due to an increase in various Parks revenues including annual stickers and entrance fees. Additional park fee revenue is budgeted related to a new dog park planned to be opened at Mukwonago Park mid year 2013. In addition, the dog exercise areas at Minooka and Nashotah Parks (which opened in 2009) continue to be very popular and are contributing to increasing Park fee revenues. However, these revenues increases are offset by reducing revenues estimated at $25,000 from the loss of several events at the County's Exposition Center.

- **Parks and Land Use – Community Development Fund** utilizes federal Community Development Block Grant (CDBG) and HOME Investment Partnership (HOME) funds in a collaborative, coordinated manner to meet identified community needs. Revenues from the Department of Housing and Urban Development (HUD) are estimated to decrease in total by $45,200 including a decrease of $119,100 for the HOME program. However, Community Development Block Grant program (CDBG) funding is expected to increase by $73,900.

- **Parks and Land Use Tarmann Land Acquisition Fund** expenditure appropriations are at the same $1 million amount, This included budgeted appropriations of $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 transaction costs (e.g., surveying and appraising). These expenditures are funded with various funding sources without using direct tax levy funding.

BUDGETED POSITIONS 2011-2013
SUMMARY BY AGENCY AND FUND

PARKS, ENVIRONMENT, EDUCATION AND LAND USE

Agency	Fund	2011 Year End	2012 Adopted Budget	2012 Modified Budget	2013 Budget	12-13 Change
REGISTER OF DEEDS	General	19.00	18.60	18.60	18.60	0.00
UW-EXTENSION*	General	3.00	3.00	3.00	3.00	0.00
FED. LIBRARY	State Aids Fund	6.25	6.00	6.00	6.00	0.00
	CAFÉ Shared Automation Fund	0.75	1.00	1.00	1.00	0.00
	Subtotal Federated Library	7.00	7.00	7.00	7.00	0.00
PARKS & LAND USE	General	82.00	80.80	80.80	80.39	(0.41)
	Community Development (a)	2.80	2.35	2.35	2.35	0.00
	Golf Courses	8.85	8.85	8.85	8.80	(0.05)
	Ice Arenas	4.95	4.95	4.95	4.91	(0.04)
	Materials Recycling Fund	4.15	4.15	4.15	4.15	0.00
	Land Information Systems	4.00	4.00	4.00	4.00	0.00
	Subtotal Parks & Land Use	106.75	105.10	105.10	104.60	(0.50)
TOTAL REGULAR POSITIONS		135.75	133.70	133.70	133.20	(0.50)
TOTAL EXTRA HELP		79.83	75.71	75.71	75.17	(0.54)
TOTAL OVERTIME		3.64	3.64	3.64	3.87	0.23
TOTAL BUDGETED POSITIONS		219.22	213.05	213.05	212.24	(0.81)

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

2013 BUDGET ACTIONS:

Register of Deeds
Decrease Overtime 0.22 FTE in Real Estate
Decrease Overtime 0.03 FTE in Cashiering

UW-Extension
Increase Extra Help by 0.29 FTE.

Parks - General
Transfer in 0.45 FTE Enterprise Operations Manager from Expo Center, Golf, and Ice Arenas
Transfer out 0.36 FTE Parks Systems Manager from Parks Programs
Unfund 0.50 FTE Account Clerk I in Administrative Services
Increase Extra Help 0.44 FTE
Decrease Overtime by 0.03 FTE

Parks - Golf Courses
Transfer 0.05 FTE Enterprise Operations Manager to Parks Programs
Increase Extra Help by 1.28
Decrease Overtime by 0.51 FTE

Parks - Ice Arenas
Transfer 0.04 FTE Enterprise Operations Manager to Parks Programs
Decrease Extra Help by 0.02 FTE

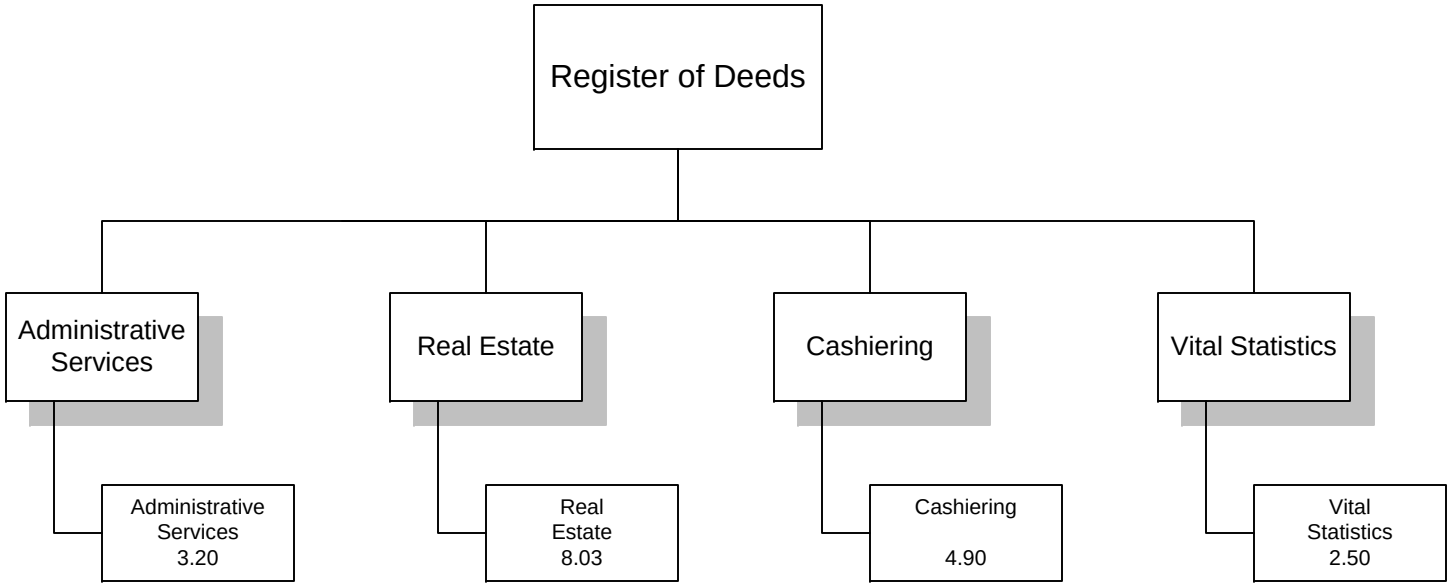
Parks - Materials Recycling Fund
Reduce Temporary Extra Help by 0.01 FTE

2012 CURRENT YEAR ACTIONS:
None

Register of Deeds

REGISTER OF DEEDS OFFICE

FUNCTION / PROGRAM CHART



18.63 TOTAL FTE'S

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

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	2011 Actual	2012 Adopted Budget	2012 Estimate	2013 Budget	Change From 2012 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$2,501,199	$2,816,500	$2,836,000	$2,811,000	($5,500)	-0.2%
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue	$64	$0	$0	$0	$0	N/A
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy (Credit) (a)	**($1,368,301)**	**($1,368,301)**	**($1,368,301)**	**($1,394,301)**	**($26,000)**	**1.9%**
Total Revenue Sources	**$1,132,962**	**$1,448,199**	**$1,467,699**	**$1,416,699**	**($31,500)**	**-2.2%**
Expenditures						
Personnel Costs	$1,109,525	$1,125,823	$1,057,728	$1,092,886	($32,937)	-2.9%
Operating Expenses	$56,062	$92,377	$83,655	$88,871	($3,506)	-3.8%
Interdept. Charges	$229,290	$229,999	$229,167	$234,942	$4,943	2.1%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$1,394,877**	**$1,448,199**	**$1,370,550**	**$1,416,699**	**($31,500)**	**-2.2%**
Rev. Over (Under) Exp.	($261,914)	$0	$97,149	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	19.00	18.60	18.60	18.60	0.00	
Extra Help	0.28	0.28	0.28	0.03	(0.25)	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total FTEs	19.28	18.88	18.88	18.63	(0.25)	

(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.

Major Departmental Strategic Outcomes and Objectives for 2013

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:	2011 Actual	2012 Target	2012 Estimate	2013 Target
# of days when a document is recorded after the benchmark of 6 business days*	0	0	1	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

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 several year.

Performance Measure:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Total transactions via Internet	1981	2000	2000	2500*
Walk-in help requests	4956	4700	4800	4700
Phone-in help requests	5134	5250	5100	5000

* We anticipate an increase in Internet transactions after the implementation of a new Public Access software module.

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.

Performance Measure:	2011 Actual	2012 Target	2012 Estimate	2013 Target
% Positive responses to survey	99%	99%	99%	95%*

*In light of consistently positive responses in our vital records area, we have relocated the comment box to our Real Estate counter.

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:	2011 Actual	2012 Target	2012 Estimate	2013 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.	6 days	6 days or less*	6 days	6 days

* 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 '12	Estimated Operating Impact	A=Annual T= One-Time
200414	Countywide Cashiering (a)	2012	$970,000	75%	$43,250	A
201117	ROD Electronic Record Redaction (b)	2016	$1,350,000	10%	$75000	A

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

(a) Project is coordinated by Department of Administration business office. Estimated operating costs reflect annual county-wide costs are being built into the End User Technology Fund budget.

(b) 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 auto redaction software to examine and redact Social Security Numbers in newly recorded documents.

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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**3.60**	**3.20**	**3.20**	**3.20**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$1,140,386	$1,096,500	$1,052,000	$1,052,000	($44,500)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$64	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$6,600	$0	$0
County Tax Levy (Credit) (a)	**($812,186)**	**($737,100)**	**($737,100)**	**($717,260)**	**$19,840**
Total Revenues	**$328,264**	**$359,400**	**$321,500**	**$334,740**	**($24,660)**
Personnel Costs	$361,323	$301,771	$276,868	$285,167	($16,604)
Operating Expenses	$7,589	$31,617	$23,800	$21,705	($9,912)
Interdept. Charges	$25,562	$26,012	$26,838	$27,868	$1,856
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$394,473**	**$359,400**	**$327,506**	**$334,740**	**($24,660)**
Rev. Over (Under) Exp.	($66,209)	$0	($6,006)	$0	$0

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

Program Highlights

Charges for Services revenue are budgeted to decrease by $44,500 to $1,052,000, mainly due to a decrease in real estate transfer fees by $50,000 to $1,025,000. This reflects a leveling off in the real estate market and more closely approximates 2011 actual revenues received and 2012 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 $16,604 to $285,167, mainly due an employee changing their health insurance option. Operating expenditures and interdepartmental charges are budgeted to decrease by $9,912 due primarily to a reduction of $8,780 in Office equipment, as the department does not plan to buy new plat cabinets in 2013.

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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**8.23**	**8.25**	**8.25**	**8.03**	**(0.22)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$1,310,660	$1,530,000	$1,589,000	$1,564,000	$34,000
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit) (a)	**($839,646)**	**($910,102)**	**($910,102)**	**($955,753)**	**($45,651)**
Total Revenues	**$471,014**	**$619,898**	**$678,898**	**$608,247**	**($11,651)**
Personnel Costs	$373,869	$417,947	$381,594	$396,758	($21,189)
Operating Expenses	$40,804	$50,148	$49,000	$57,383	$7,235
Interdept. Charges	$154,287	$151,803	$151,072	$154,106	$2,303
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$568,960**	**$619,898**	**$581,666**	**$608,247**	**($11,651)**
Rev. Over (Under) Exp.	($97,946)	$0	$97,232	$0	$0

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

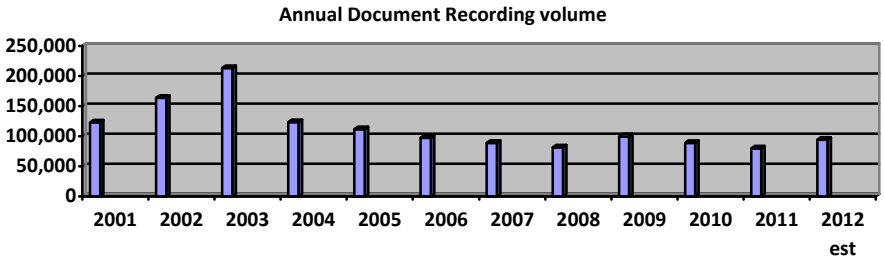
Program Highlights

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.

Charges for services increase by $34,000 to $1,564,000, mainly due to budgeting an increase in the projected volume of recorded documents. Current year activity projects 94,000 documents to be recorded in 2012, but we have conservatively estimated 90,000 documents in 2013 for the purposes of revenue estimation.

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

Personnel cost decrease by about $21,189, mainly due to changes in employee health insurance elections. Personnel costs also include significant decrease in overtime, based on current year estimates. Operating expenditures are budgeted to increase by $7,235 primarily due to additional licensing fees for the Land Records system Public Access module.



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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**5.45**	**4.93**	**4.93**	**4.90**	**(0.03)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$345,911**	**$315,826**	**$315,826**	**$311,039**	**($4,787)**
Total Revenues	**$345,911**	**$315,826**	**$315,826**	**$311,039**	**($4,787)**
Personnel Costs	$273,429	$277,043	$264,111	$272,043	($5,000)
Operating Expenses	$2,829	$2,967	$3,450	$2,378	($589)
Interdept. Charges	$34,248	$35,816	$35,316	$36,618	$802
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$310,507**	**$315,826**	**$302,877**	**$311,039**	**($4,787)**
Rev. Over (Under) Exp.	$35,404	$0	$12,949	$0	$0

Program Highlights

Personnel costs are budgeted to decrease by $5,000 to $272,000, due to one employee changing her health insurance election. Operating expenditures decrease slightly by $589 due to a reduction in data processing repair and maintenance. Interdepartmental charges increase slightly by $802 due primarily to increases in computer maintenance and replacement charges.

Activity	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Subdivision Plats, Certified Survey Maps, Condo Plats Examined and Cashiered	141	130	134	130	0

Vital Statistics

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 marriage and death certificates; and issuing certified copies of Birth, Marriage and Death 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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**2.00**	**2.50**	**2.50**	**2.50**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$186,618	$190,000	$195,000	$195,000	$5,000
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit) (a)	**($62,380)**	**($36,925)**	**($36,925)**	**($32,327)**	**$4,598**
Total Revenues	**$124,238**	**$153,075**	**$158,075**	**$162,673**	**$9,598**
Personnel Costs	$100,903	$129,062	$135,155	$138,918	$9,856
Operating Expenses	$4,840	$7,645	$7,405	$7,405	($240)
Interdept. Charges	$15,194	$16,368	$15,941	$16,350	($18)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$120,937**	**$153,075**	**$158,501**	**$162,673**	**$9,598**

Rev. Over (Under) Exp.	$3,301	$0	($426)	$0	$0

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

Program Highlights

Charges for Service revenues increase by $5,000 over 2012 budgeted level, based on an upward trend in revenue over the last 2 years.

Personnel costs increase by about $9,856 to $138,918, due primarily to an employee changing their health insurance election and costs to continue for 2.5 FTEs. Operating expenses decrease slightly by $240 to $7,405, based on the last 4 years of activity in this area. Interdepartmental charges decrease by $18.

Activity	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Number of Certificates Filed					
Birth	0	0*	N/A	N/A	N/A
Death	3,056	3,200**	3,200	3,200	0
Marriage	1,819	1,800	1,800	1,800	0
Domestic Partnership	14	12	14	14	2
Number of Certified Copies Issued					
Birth	8,693	5,400	7,500	7,500	2,100
Death	35,406	37,072	36,000	35,000	(2,072)
Marriage	6,527	7,000	6,500	6,500	(500)
Domestic Partnership	36	30	30	30	0

* 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.

** Death certificates are expected to be incorporated into the state SVRIS system in Q1 of 2013.

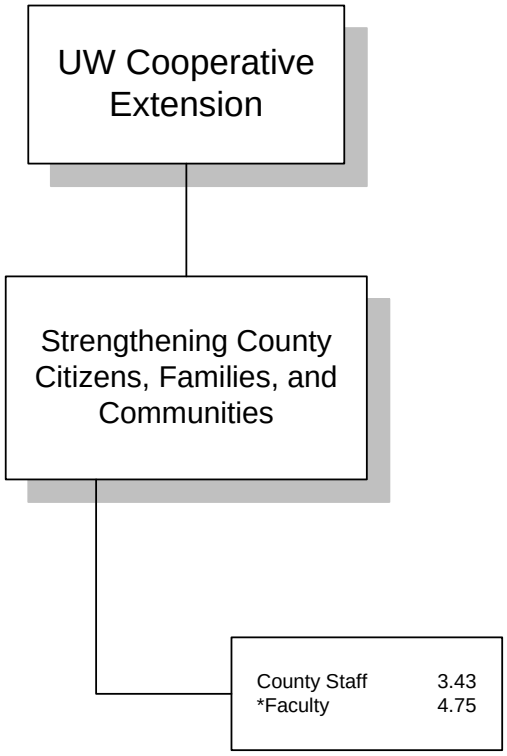
Vital records fees are set by State statute (S. 69.22) at $20 for the first copy and $3 for additional copies, with fees for the first copy split with the State receiving $13 and the County retaining $7, except for birth certificates in which the County retains $5. Fees from additional copies stay with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

THIS PAGE LEFT BLANK

University of Wisconsin Cooperative Extension

UW COOPERATIVE EXTENSION OFFICE

FUNCTION / PROGRAM CHART



3.43 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 4H & youth development, family living, community resource development, agriculture, horticulture, nutrition, and health. UWEX provides community based education for families, businesses, governments, and organizations using non-traditional educational methods.

Financial Summary	2011 Actual	2012 Adopted Budget	2012 Estimate	2013 Budget	Change From 2012 Adopted Budget $	%
Revenues						
General Government (a)	$326,883	$245,559	$430,807	$243,215	($2,344)	-1.0%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$19,270	$19,000	$20,788	$34,370	$15,370	80.9%
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue (a)	$72,115	$107,432	$115,702	$53,400	($54,032)	-50.3%
Appr. Fund Balance (a)	$0	$0	$8,255	$8,000	$8,000	N/A
County Tax Levy	**$339,063**	**$341,063**	**$341,063**	**$343,063**	**$2,000**	**0.6%**
Total Revenue Sources	**$757,331**	**$713,054**	**$916,615**	**$682,048**	**($31,006)**	**-4.3%**
Expenditures						
Personnel Costs	$162,520	$170,813	$176,637	$190,241	$19,428	11.4%
Operating Expenses (a)(b)	$424,805	$434,718	$578,384	$382,009	($52,709)	-12.1%
Interdept. Charges (a)	$117,619	$107,523	$122,027	$109,798	$2,275	2.1%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$704,943**	**$713,054**	**$877,048**	**$682,048**	**($31,006)**	**-4.3%**
Rev. Over (Under) Exp.	$52,388	$0	$39,567	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	3.00	3.00	3.00	3.00	0.00	
Extra Help	0.03	0.14	0.14	0.43	0.29	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total County Positions	3.03	3.14	3.14	3.43	0.29	
Additional Human Res.						
State 133 Contract (b)	4.75	4.75	4.75	4.75	0.00	
Grant Funded State 144 Contract (c)	2.25	1.51	1.51	0.72	(0.79)	
Americorps/Americorps VISTA Workers	1.65	1.64	1.64	0.00	(1.64)	
WI Nutrition Education Program (d)	9.20	8.35	8.35	8.35	0.00	
State 4H Advisor	0.00	1.00	1.00	1.00	0.00	
Total (Non-County)	**17.85**	**17.25**	**17.25**	**14.82**	**(2.43)**	

(a) 2012 estimates for expenditures and revenues exceed the adopted budget due to 2011 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 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 grant and other revenue funding. Additional grants may be identified and requested for appropriation through ordinances during 2013 to increase the level of 144 Contract educator community support.

(d) The Wisconsin Nutrition Education Program (WNEP) is federally funded and administered by the State's UW 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.

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 2011 was 39,305 and estimated for 2012 is 39,500 and budgeted for 2013 is 40,005.

Program Highlights

General Government revenues are budgeted to decrease by about $2,300 to $243,200, mainly to new funding criteria from the U.S. Department of Housing and Urban Development (HUD) and outlined by the Waukesha County Parks and Land Use Director and Community Development Coordinator, under which the UW-Cooperative Extension's NRSA (Neighborhood Revitalization Strategy Area) projects may not receive Community Development Block Grant (CDBG) funding due to constraints in allowable public service allocations. As a result, $82,900 budgeted in CDBG grant funding for 2012 is not repeated in 2013. (Note: 2012 actual CDBG allocation was higher than the budget anticipated at $127,000 and the 2012 budget was later modified to reflect the higher grant award, enrolled ordinance 166-109.) If the CDBG Board allocates any grant funding for UW-Cooperative Extension's program proposals for 2013, the department may request appropriating these funds into the 2013 budget through a budget amendment or ordinance. Also, Federal U.S. Department of Agriculture (USDA) Farmers' Market Promotion (FMPP) grant funding declines by $9,800 to $20,300 based on department staff's estimate for remaining grant funds. This multi-year grant award totaling approximately $90,000, and was first budgeted in 2011, and USDA officials granted an extension to the grant period through March 2013. FMPP grant funding is used to research the economic benefits to farmers' markets of introducing Electronic Benefit Transfer (EBT) machines, that can process transactions involving food stamp cards

Decreasing General Government revenues are partially offset by budgeting $48,300 in grant funding from the U.S. Department of Health and Human Services – Substance Abuse and Mental Health Services Administration for the Sober Turth on Preventing Underage Drinking (STOP) Act grant. General Government revenues also includes federal HUD funding for the Lead Hazard Control Capacity Building Program of about $38,600. This is a multi-year grant is provided by HUD to the City of Waukesha, who subcontracts with UW-Cooperative Extension Office to provide educational outreach services. Services include providing education to families with older homes contaminated with lead-based painted windows and teaching them impacts of lead on health. The City of Waukesha Community Development Department retains grant funding to pay for window replacement and removal of health risks from exposure lead. The total grant allocation from the City to the UWEX is about $115,300, and portions of this funding ($42,440) were already appropriated (by enrolled-ordinances 166-60, 166-91) to cover program expenditures for 2012. The grant period is through September 2014. In addition, the department is budgeting for the first time $8,000 from the State UW Extension Office to help offset state-projected increases in the fringe benefit cost rate (as a % of salary costs) for the State-employed 133 Contract Educators, from 41% to 55%, estimated to begin on 7/31/2013.

Charges for Service revenues are budgeted to increase by $15,400 to $34,400, and include budgeting for a new "College and Workforce Readiness Program," that includes STEM (science, technology, engineering and math) curricula, other education geared towards regional industries and basic job skills. In addition, Charges for Service revenues include $6,000, estimated to be generated from classes taught by the Family Living Educator. These classes include poverty simulations and Poverty Awareness for Community Engagement (PACE) training, which instructs individuals on issues pertaining to food insecurity, cultural differences, class issues and other related topics.

Other Revenues decrease by about $54,000, from $107,400 to $53,400, mainly due to one-time grant funding and expenditures of $56,400 for the ProHealth Care Cancer Prevention Education Outreach Project in 2012 not being repeated in the 2013 budget.

Appropriated General Fund Balance consists of estimated community donation revenues for the annual prescription drug collection in excess of estimated program expenditures in 2012, which are estimated to lapse to the General Fund balance at the end of 2012, and are requested to be appropriated for the same purpose in 2013.

Personnel costs increase by about $19,400 to $190,200, mainly due to budgeting for an increase in extra help and related benefit costs by about $12,750, from $3,650 to $16,400, for a total of 0.43 FTE (about 1,060 hours), an increase of 0.29 FTE (about 890 hours). Extra help in the 2013 request consists of a program assistant and is planned to be totally covered by the federal Drug Free Communities grant funding. The extra help position is expected to evaluate data, prepare reports, coordinate coalition meetings, and other tasks. County-employed administrative/clerical support staff cost to continue for 3.0 FTE increase by $6,650 or 4% to $173,800, which is slightly higher than normal due to eliminating the funding subsidy for part-time health insurance benefit costs (funded with Health Ins. Fund Balance). Otherwise, the cost to continue impact would be in the normal 2-3% range for these employees.

Operating expenditures are budgeted to decrease by about $52,700 to $382,000, mainly due to reductions in grant and other revenue funding, mentioned above. In particular, CDBG grant funded operating expenditures, budgeted at $72,500 in the 2012 budget, are removed in the 2013 request. This grant funding was mostly used to cover the cost of state-employed 144 contract community educators, which decrease by 0.79 FTE (about 1,640 hours), from 1.51 FTE to 0.72 FTE (about 1,500 hours, covered with a combination of Lead Hazard Control Capacity Building Program at 0.50 FTE and Healthy West Side Initiative grant funding at 0.22 FTE.)

In addition, State-employed 133 Contract educators costs increase by about $9,100, from $158,500 to $167,600, mostly due to a projected increase in fringe benefit rates (as a percent of educator salaries) from 41% to 55% on 7/1/2013, estimated to increase costs by $8,000 (but to be offset with state revenue of $8,000, as mentioned previously) and a 2% projected increases in salaries on 7/1/2013. The state assumes about 60% of 133 contract costs while the county covers the remaining 40% share with a combination of tax levy, grant funding, charges for service and other revenue.

Major Departmental Strategic Outcomes and Objectives for 2013

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:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Number of Participating Markets	9	10	10	15
Amount of Benefits Redeemed	$16,607	$12,000	$22,500	$27,000
Number of Farmers Markets Association Members	35	40	35	50

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:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Percentage of Participants who Report an Increase in Knowledge	88%	80%	80%	85%
Percentage Who Understand Role as a Plan Commissioner	81%	90%	85%	80%

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

Performance Measure

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

Performance Measure:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Number of Community Partner Agencies	78	85	80	86
Number of Unduplicated Program Participants	14,270	15,300	14,500	15,300
Number of Eating Smart Being Active Participants (ESBA)	79	83	65*	68

* Lower estimate due to a change in state policy in determining the audience for the program

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

Performance Measure:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Percent of Participants Who Report an Increase in Fruit and Vegetable Consumption	71%	65%	65%	67%
Percent Increase in Low-Income Participants Who Showed Improvement in One or More Nutrition Practices	80%	81%	80%	84%

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:	2011 Actual	2012 Target	2012 Estimate	2013 Target
a: # of Unduplicated Poverty Simulation Participants	75	150	75*	150
b: # of Unduplicated Community Change Circle Participants	23	49	23*	N/A
c: Percent of Evaluations That Show Positive Change	80	83	83	85

N/A = Not Applicable, *Lower numbers due to staff, funding, and change in program direction that eliminates community change circles for 2013.

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:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Percentage of Participants Who Report a Savings	74%	70%	70%	70%
Percentage of Huber Inmates Who Learned Gardening Skills That They Used or Shared With Others	88%	90%	90%	90%
Percentage of Huber Inmates Who Report an Increase in Self-Confidence as a Result of Gardening	77%	80%	80%	80%
Percentage of Huber Inmates Who Have Learned and Experienced the Importance of Teamwork	96%	90%	90%	90%

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 Greater Milwaukee Foundation Grant and other grants)

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:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Increase in New Neighborhood Block Clubs	3	4	3	4
Adult Block Club members in Leadership Roles	75%	75%	80%	80%
Increase in Youth Leadership Clubs	3	4	3	4
Percent Youth Club members in Leadership Roles	75%	80%	80%	80%
Increase in Youth 4-H Community Action Clubs	N/A	4	2	4
Bring community program participation up to federal civil rights parity guidelines	N/A	12%	10%	15%

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:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Survey Analysis	55	20	30	45
Comprehensive & Strategic Planning	65	50	40	40
4-H Volunteer Training	160	180	180	180
Horticulture Business & Volunteer Training	225	175	364	355
UW Ext. Staff Professional Development	337	350	360	375
Community Education Consultation	214	250	245	255
Total Hours of UWEX Specialist Support	1,056	1,025	1,219	1,250
Estimated dollar value ($75.00/hour)	$79,200	$76,875	91,425	$93,750

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

Objective 7: Preparing the leaders of tomorrow by providing practical leadership training and hands-on learning experiences ranging from robotics to quilting, delivered through the 4-H Youth Development Program. Enhance 4-H experiences that translate into college and workforce readiness, better preparing youth for the challenges of the 21st Century, with special emphasis on Science, Engineering, Technology, and Mathematics (STEM) programming. (4-H and Youth Development Educator)

In addition, the 4-H Youth Development Program is engaged in an initiative to grow the program so it better meets the needs of youth in Waukesha County. In cooperation with community partners and clientele, the 4-H Educator and volunteers will

- Research volunteer needs and how best to support them
- Form advisory groups to identify issues impacting youth
- Develop a multi-year plan to address strategic youth issues

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:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Certified Adult Leaders	389	363	398	408
Youth Enrollments	988	1,012	1,000	1,015
Percent of Youth Enrolled in STEM Projects that Report Mastery of at Least One STEM Skill	90	90	100	120

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:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Number of Volunteers	1,085	1,147	1,249	1,395
Number of Hours	43,578	45,741	50,956	53,650

Objective 9: Implement the Federal Drug Free Communities (DFC) 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. (DFC 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:	2011 Actual	2012 Target	2012 Estimate	2013 Target
a: Number of Coalition Members	135	140	140	145
b: Number of Educational Outreach Contacts with Alcohol Sales Retailers	30	40	40	50
c: Number of Coalition Member Volunteer Hours	2,925	3,200	3,225	3,450
d: Number of Households Participating in Prescription Drug Collection	2,710	2,925	3,296	3,125
e: Pounds of Prescription Drugs Collected	4,596	5,000	5,715	5,200

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:	2011 Actual	2012 Target	2012 Estimate	2013 Target
a: Number of Culture Training Programs	11	6	12	12
b: Number of Train the Trainer Programs	1	2	1	2
c: Number of Participant Evaluations Showing Behavior Change	75%	75%	75%	75%

Grant Funding

Grant Title	Funding Source	Funding Administration	Amounts awarded for 2011 (f)	Amounts Awarded for 2012 (c)(f)	Budgeted for 2013 (a)(b)(c)
Community Development Block Grant (CDBG) West-Side Neighborhood Revitalization Strategy Area (NRSA) (a)(b)	U.S. Dept of Housing & Urban Development (HUD) - CDBG	City of Waukesha	$45,000	$42,000	$0
CDBG Haertel Field Revitalization (NRSA) (a)(b)	CDBG	County	$45,000	$40,000	$0
CDBG Phoenix Heights Revitalization (NRSA) (a)(b)	CDBG	County	$45,000	$40,000	$0
CDBG Sussex Community Development (a)(b)	CDBG	Village of Sussex	$0	$5,000	$0
Sober Truth on Preventing Underage Drinking (STOP) Act Grant	U.S. Dept of Health & Human Services (DH&HS)	N/A	N/A	N/A	$48,300
Lead Hazard Control Capacity Building Program (c)	HUD	City of Waukesha	$0	$42,440	$38,560
Prescription Drug Grant – Clean Sweep (a)	DATCP	State	$7,500	$2,920	$3,000
Waukesha Co. Fresh Produce Donation Project (a)(d)	Multiple Organizations	County	$8,000	$7,000	$7,000
Farmer's Market Promotion Program (e)	USDA	County	$59,600	$30,100	$20,355
Drug Free Communities Coalition Grant (a)	US DH&HS	County	$125,000	$125,000	$125,000
Greater Milwaukee Foundation - Healthy West Side Neighborhood Initiative Grant (a)(f)	Private - Greater MKE Foundation	County	$17,600	$30,800	$20,000
Town Bank Donation - Business Retention & Expansion Program	Private - Town Bank	County	N/A	$7,500	$7,500
ProHealth Care Cancer Prevention Education Outreach Project	SAIC-Frederick, Inc. (Science Applications International Corporation)	ProHealth Care Regional Cancer Center	N/A	$56,400	N/A
Sub Total County UW Ext. Administered Grants			**$352,700**	**$429,160**	**$269,715**
Subtotal State/Nonprofits/ Other Administered Grants (g)	Various	Various	$682,100	$626,500	$630,000
Total UW Extension Grants			**$1,034,800**	**$1,055,660**	**$899,715**

(a) Grant awards pending.

(b) Grant funding is not budgeted in 2013 mainly to new funding criteria from the U.S. Department of Housing and Urban Development (HUD) and outlined by the Waukesha County Parks and Land Use Director and Community Development Coordinator, under which the UW-Cooperative Extension's NRSA (Neighborhood Revitalization Strategy Area) projects may not receive Community Development Block Grant (CDBG) funding due to constraints in allowable public service allocations.

(c) The Lead Hazard Control Capacity Building Program grant is a multi-year grant is provided by HUD to the City of Waukesha, who subcontracts with UW-Cooperative Extension Office to provide educational outreach services. The total grant allocation from the City to the UWEX is about $115,300, and portions of this funding ($42,440) were already appropriated (by enrolled-ordinances 166-60, 166-91) to cover program expenditures for 2012. The grant period is through September 2014.

(d) Funding for 2011 was provided by the Waukesha County Community Foundation. Funding for 2012 (and planned for 2013) is provided by the Food Pantry.

(e) The Farmers' Market Promotion Program grant is a multi-year award, which was first budgeted in 2011. The 2013 budget request consists of estimated underspending of the 2012 budgeted amount. The U.S. Department of Agriculture (USDA) granted an extension of the grant period (originally 9/30/2012, extended to 3/31/2013).

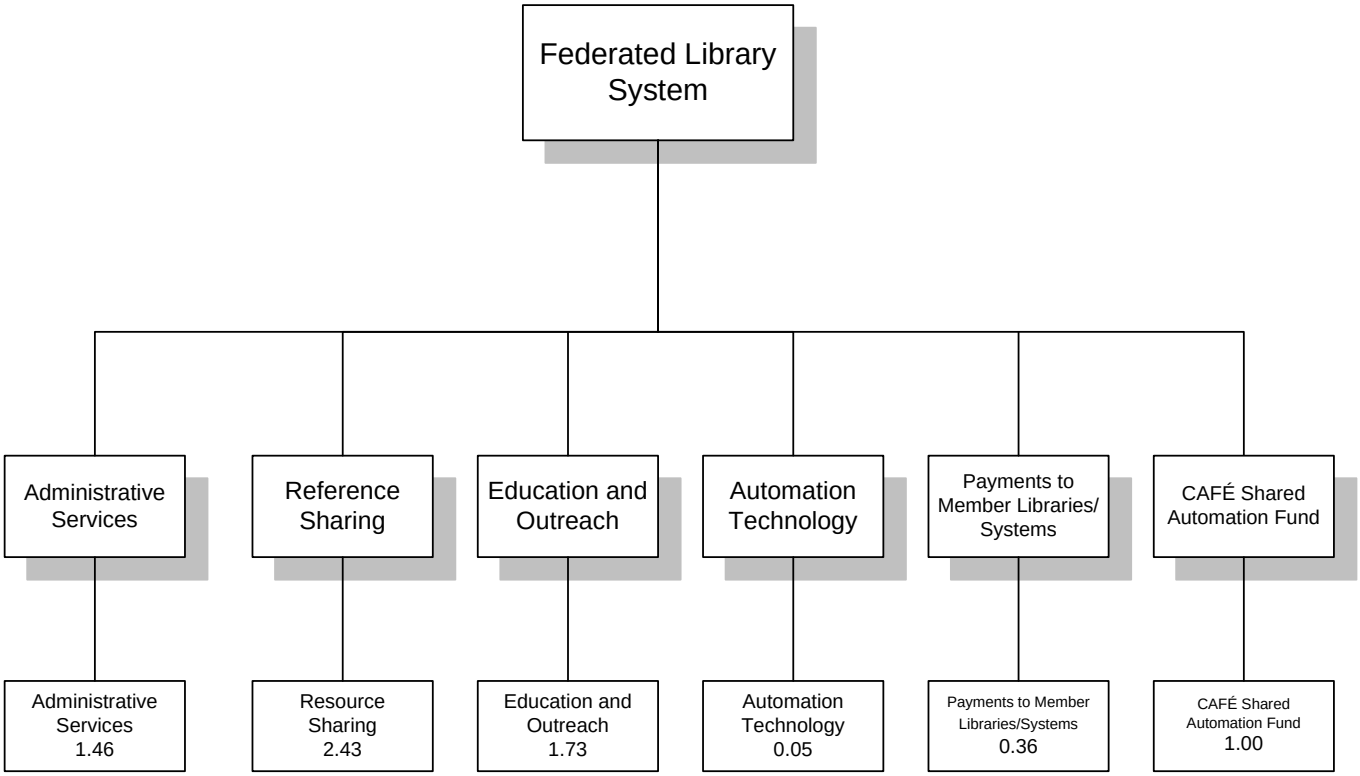
(f) The grant award for Healthy West Side Neighborhood project in 2011 includes approximately $8,400 in unused grant funding from 2010. The grant award for the Healthy West Side Neighborhood Project in 2012 includes approximately $9,200 in funding carried over from 2011 and an additional $15,000 added through enrolled ordinance 167-17.

(g) These State administered grants **do not run through the County's Budget** because they have been awarded to other agencies to administer, but provide benefits to County residents. For 2011, this consists of Wisconsin Nutrition Education Program (WNEP) funding of $682,086 (including Supplemental Food Assistance Program (SNAP) education funding of $602,086 and Expanded Food and Nutrition Education Program (EFNEP) funding of $80,000). For 2012, this consists of WNEP funding of $626,517 (including SNAP education funding of $546,781 and EFNEP funding of $79,736). For the 2013 budget, this consists of WNEP funding of $630,000 (including SNAP education funding of $530,000 and EFNEP funding of $100,000).

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	2011 Actual (a)(b)(c)	2012 Adopted Budget (b)	2012 Estimate (b)(e)	2013 Budget (b)	Change From 2012 Adopted Budget $	%
County Library Fund						
Revenue (a)	$2,501	$0	$0	$0	$0	N/A
County Tax Levy (TNR)	$2,853,939	$2,883,486	$2,883,486	$2,930,604	$47,118	1.6%
Expenditures	$2,856,440	$2,883,486	$2,883,486	$2,930,604	$47,118	1.6%
Rev. Over (Under) Exp.	-	-	-	-	-	N/A
State Aids, Federal & Misc.						
Revenue (b)(e)	$1,390,947	$1,325,754	$1,398,409	$1,390,377	$64,623	4.9%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures (e)	$1,254,027	$1,325,754	$1,384,603	$1,390,377	$64,623	4.9%
Rev. Over (Under) Exp.	$136,920	-	$13,806	-	-	N/A
CAFÉ Shared Automation Fund						
Revenue (c)(d)	$657,623	$455,996	$455,996	$462,359	$6,363	1.4%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures (d)	$159,540	$390,996	$390,939	$376,359	($14,637)	-3.7%
Rev. Over (Under) Exp. (c)	$498,084	$65,000	$65,057	$86,000	$21,000	32.3%
Total All Funds						
Revenue (a)(b)(c)(d)(e)	$2,051,071	$1,781,750	$1,854,405	$1,852,736	$70,986	4.0%
County Tax Levy (TNR)	$2,853,939	$2,883,486	$2,883,486	$2,930,604	$47,118	1.6%
Expenditures (d)(e)	$4,270,006	$4,600,236	$4,659,028	$4,697,340	$97,104	2.1%
Rev. Over (Under) Exp. (c)	$635,004	$65,000	$78,863	$86,000	$21,000	32.3%
Position Summary (FTE)						
Regular Positions	7.00	7.00	7.00	7.00	0.00	
Extra Help	0.02	0.02	0.02	0.02	0.00	
Overtime	0.01	0.01	0.01	0.01	0.00	
Total	7.03	7.03	7.03	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) 2011 Actual revenue includes State Aids Fund Balance appropriations of $50,000. However, no State Aids Fund Balance was needed in 2011, due to a delay in the project to upgrade the Federated Library System's Wide Area Network, and $39,996 was carried over into the 2012 modified budget. The 2012 adopted budget includes $76,437 in State Aids Fund Balance Appropriation, and the 2012 estimate includes $116,433 (including $39,996 carried over from 2011). The 2013 budget includes $79,900 in State Aids Fund Balance appropriation (discussed in more detail in program sections).

(c) Actual revenues over expenditures for 2011 includes approximately $440,000 of 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.

(d) 2011 actual revenues and expenditures reflect 9-months of activity since this program was transitioned from the City of Waukesha Public Library beginning in April 2011.

(e) Estimates for expenditures and revenues also exceed the 2012 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.

Financial Summary	2011 Actual	2012 Adopted Budget	2012 Estimate	2013 Budget	Change From 2012 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	$2,501	$0	$0	$0	$0	N/A
County Tax Levy	**$2,853,939**	**$2,883,486**	**$2,883,486**	**$2,930,604**	**$47,118**	**1.6%**
Total Revenue Sources	**$2,856,440**	**$2,883,486**	**$2,883,486**	**$2,930,604**	**$47,118**	**1.6%**
Expenditures						
Personnel Costs	$0	$0	$0	$0	$0	N/A
Operating Expenses	$2,856,440	$2,883,486	$2,883,486	$2,930,604	$47,118	1.6%
Interdept. Charges	$0	$0	$0	$0	$0	N/A
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$2,856,440**	**$2,883,486**	**$2,883,486**	**$2,930,604**	**$47,118**	**1.6%**
Rev. Over (Under) Exp.	$0	$0	$0	$0	$0	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 2013 Budget, those residents borrowed 17.510% of the materials at libraries, and the ordinance calls for them to be taxed for 17.510% of the library operating costs as calculated by the ordinance. For 2013, this portion of the Library Tax Levy increases by 1.61%. Of this amount, higher allowable operating costs account for 1.89%, partially offset by a decrease in relative TNR circulation by 0.28%. 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 $7,881.

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 17.510% for 2013) by County taxed residents in true non-resident (TNR) communities as shown in the table below.

Category	2012		2013	Change
Expenditures (2 years prior)	$17,919,303		$17,625,386	-1.64%
Revenues (2 years prior)	$17,964,268	-	$17,824,711	-0.78%
Overage or (lapse) - 2 years prior	($44,965)		($199,325)	343.29%
Projected budget - year prior	$16,427,194	+	$16,891,137	2.82%
Calculated allowable expenditures	$16,382,229		$16,691,812	1.89%
Countywide TNR percent 2 years prior	17.559%	x	17.510%	-0.28%
County levy (TNR % times allowable expenditures	$2,876,523		$2,922,723	1.61%
Intercounty Funding	$6,963	+	$7,881	13.18%
Total	**$2,883,486**		**$2,930,604**	1.63%

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.

	2011 Actual (a)	2012 Budget (a)	2012 Estimate (a)	2013 Budget	Budget Change
Staffing (FTE)	**0.36**	**0.36**	**0.36**	**0.36**	**0.00**
General Government (a)	$129,049	$125,142	$125,142	$119,156	($5,986)
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services (a)	$153,130	$145,265	$145,265	$174,516	$29,251
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$2,501	$0	$0	$0	$0
County Tax Levy	**$2,853,939**	**$2,883,486**	**$2,883,486**	**$2,930,604**	**$47,118**
Total Revenues	**$3,138,619**	**$3,153,893**	**$3,153,893**	**$3,224,276**	**$70,383**
Personnel Costs	$37,814	$38,364	$37,689	$39,330	$966
Operating Expenses	$3,089,872	$3,115,529	$3,115,529	$3,184,946	$69,417
Interdept. Charges	$0	$0	$0	$0	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$3,127,687**	**$3,153,893**	**$3,153,218**	**$3,224,276**	**$70,383**
Rev. Over (Under) Exp.	$10,932	$0	$675	$0	$0

(a) For comparability purposes, revenues for 2011 actual, 2012 adopted budget and 2012 estimate are restated to recognize the proper reclassification in the 2013 budget of pass-through revenues from the Lakeshores Library System (discussed in program highlights below) from a General Government revenue to a Charges for Service revenue.

Program Highlights

General Government revenues consist of State Library aid revenues allocated to this program, which decrease by almost $6,000 to $119,200. Charges for Service revenue consist of 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 increases by about $29,250 to $174,500. The County Library Tax Levy increases by $47,118 or 1.63% to $2,930,604. This increase is due to higher member library operating costs, partially offset by a decrease 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 increase by nearly $1,000 or 2.5%, for the cost to continue 0.36 FTE staff allocated to this program area. Operating Expenditures increase by about $70,400, largely due to an increase in payments of County Library Tax Levy, mostly to Waukesha County member libraries, $47,118, and an $29,250 increase in pass-through payments to member libraries from the Lakeshores Library System for their residents' use of Waukesha County member libraries, as mentioned above.

Activity	*2011 Budget*	*2012 Budget*	*2013 Budget*	*2012 - 2013 Change*
Circulation to residents subject to library tax (2 yrs prior to budget year)	867,190	878,220	855,996	-22,224
Percent Non Library Community Borrowing of Total County Borrowing	17.50%	17.56%	17.51%	Less than 1%

Budget Year	*2011*	*2012*	*2013*	*2011-2013 Average*
Total Local Allowable Library Cost, for budget purposes per County Code 11-4	$16.3Mil.	$16.3 Mil	$16.7 mil	$16.4 Mil
Percent Increase Library Allowable Operating Costs	2.38%	0.26%	2.1%	1.6%

Payments to Member Libraries/Systems (cont.)

How the 2013 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 was modified by the County Board during the summer of 2011 based on recommendations of the Act 150 Planning Committee to incorporate interlibrary loans into the definition of crossover circulations (see description of formula below).

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 2013. (See 2012-2013 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.

2012-2013 Library Tax Levy Distribution

Library	2012 Distribution	2013 Distribution (a)	'11 vs. '12 $ Change	'11 vs. '12 % Change
Big Bend	$16,428	$16,675	$247	1.5%
Brookfield	$289,701	$286,666	($3,035)	-1.0%
Butler	$1,401	$1,837	$436	31.1%
Delafield	$267,358	$275,115	$7,757	2.9%
Eagle (Alice Baker)	$25,085	$27,104	$2,019	8.0%
Elm Grove	$32,225	$30,905	($1,320)	-4.1%
Hartland	$230,005	$228,246	($1,759)	-0.8%
Menomonee Falls	$7,874	$7,480	($394)	-5.0%
Mukwonago	$344,671	$352,671	$8,000	2.3%
Muskego	$49,872	$52,738	$2,866	5.7%
New Berlin	$11,113	$12,900	$1,787	16.1%
North Lake	$53,421	$69,766	$16,345	30.6%
Oconomowoc	$267,400	$273,465	$6,065	2.3%
Pewaukee	$81,612	$86,387	$4,775	5.9%
Sussex-Lisbon (Pauline Haass)	$67,355	$69,582	$2,227	3.3%
Waukesha	$1,131,002	$1,131,186	$184	0.0%
Subtotal Payments to Waukesha Co. Member Libraries	**$2,876,523**	**$2,922,723**	**$46,200**	**1.61%**
InterCounty Payments (a)	$6,963	$7,881	$918	13.18%
Total Library Tax Levy Distribution	**$2,883,486**	**$2,930,604**	**$47,118**	**1.63%**

State Aids, Federal & Misc. Fund

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).

Financial Summary	2011 Actual (a)(b)(c)	2012 Adopted Budget (a)(b)	2012 Estimate (b)(d)	2013 Budget (a)	Change From 2012 Adopted Budget $	%
Revenues						
General Government (b)(d)	$1,083,650	$976,036	$1,020,695	$992,475	$16,439	1.7%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services (b)	$230,936	$228,865	$226,865	$283,502	$54,637	23.9%
Interdepartmental	$1,708	$6,416	$6,416	$6,500	$84	1.3%
Other Revenue	$24,653	$38,000	$28,000	$28,000	($10,000)	-26.3%
Appr. Fund Balance (a)	$50,000	$76,437	$116,433	$79,900	$3,463	4.5%
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$1,390,947**	**$1,325,754**	**$1,398,409**	**$1,390,377**	**$64,623**	**4.9%**
Expenditures						
Personnel Costs (a)(c)	$501,079	$500,653	$476,392	$503,102	$2,449	0.5%
Operating Expenses (a)(d)	$662,261	$728,758	$812,051	$786,365	$57,607	7.9%
Interdept. Charges	$90,688	$96,343	$96,160	$100,910	$4,567	4.7%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$1,254,027**	**$1,325,754**	**$1,384,603**	**$1,390,377**	**$64,623**	**4.9%**
Rev. Over (Under) Exp.	$136,920	$0	$13,806	$0	$0	N/A
Position Summary (FTE)						
Regular Positions (c)	6.25	6.00	6.00	6.00	0.00	
Extra Help	0.02	0.02	0.02	0.02	0.00	
Overtime	0.01	0.01	0.01	0.01	0.00	
Total FTEs	6.28	6.03	6.03	6.03	0.00	

(a) Fund Balance appropriation in 2011 included $50,000 for one-time equipment replacement to accommodate higher bandwidth anticipated with the replacement of the system's Wide Area Network (project was delayed, and $39,996 was carried over to 2012 for same purpose.) Fund Balance appropriation in the 2012 adopted budget is to be used partially cover one-time purchase of E-book content ($29,437) and for full-text database costs ($47,000). Fund Balance appropriation in the 2013 budget will be used to help phase in potential increases in costs for System Internet service ($34,600) and interlibrary loan delivery ($28,854) and for E-Book content purchases ($16,446).

(b) For comparability purposes, revenues for 2011 actual, 2012 adopted budget and 2012 estimate are restated to recognize the proper reclassification in the 2013 budget of revenues collected from municipal libraries from a General Government revenue account to a Charges for Service revenue account.

(c) Higher 2011 actual personnel costs and FTE's is due to transitioning the CAFÉ Shared Automation Fund from the City of Waukesha Public Library to the Waukesha County Federated Library System in 2011. Since the transition occurred part-way during 2011, 0.75 FTE of the Library Automation Coordinator was budgeted for in the CAFÉ Shared Automation Fund and 0.25 FTE was budgeted in the State Aids, Federal and Miscellaneous Fund. For the 2012 budget, this position was budgeted entirely in the CAFÉ Shared Automation Fund.

(d) Estimates for expenditures and revenues also exceed the 2012 adopted budget due to additional expenditure authority and revenues added to the budget by approved ordinances.

CURRENT AND ADOPTED CAPITAL PROJECTS

Proj. #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of '12	Estimated Operating Impact	A=Annual T= One-Time
201212	**Replacement of Integrated Library System**	**2012**	**$350,000**	**100%**	**($38,000)***	**A**

***New vendor contract estimated to reduce ongoing costs approximately $38,000, based on the 2013 budget estimates, with lower licensing and maintenance costs by about $46,500, partially offset by additional cataloging technology features by $8,500.

Major Departmental Strategic Outcomes and Objectives for 2013

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 $112 and in a non-library community taxed by the county the rate is $65. The combined average is $101.

Key Outcome Indicator: County-wide Average Library Tax.

Performance Measure:	2011 Actual	2012 Budget	2012 Estimate	2013 Target
Est. Median Value of a Home in Waukesha Co.	$260,700	$255,600	$255,600	$243,200
37 community average library tax	$104	$105	$105	$101

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:	2011 Actual	2012 Budget	2012 Estimate	2013 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:	2011 Actual	2012 Budget	2012 Estimate	2013 Target
WCFLS Assisted plans	12	11	12	13
Plans meeting WCFLS criteria w/o WCLFS assistance	4	5	4	3
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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**1.46**	**1.46**	**1.46**	**1.46**	**0.00**
General Government	$229,829	$224,809	$231,809	$242,061	$17,252
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$1,708	$6,416	$6,416	$6,500	$84
Other Revenue	$21,653	$35,000	$25,000	$25,000	($10,000)
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$253,190**	**$266,225**	**$263,225**	**$273,561**	**$7,336**
Personnel Costs	$108,257	$109,315	$106,758	$111,711	$2,396
Operating Expenses	$60,691	$65,638	$65,199	$67,560	$1,922
Interdept. Charges	$86,026	$91,272	$91,089	$94,290	$3,018
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$254,975**	**$266,225**	**$263,046**	**$273,561**	**$7,336**

Rev. Over (Under) Exp.	($1,785)	$0	$179	$0	$0

Program Highlights

General Government revenues increase by about $17,250, mainly due to a an increase in State Library Aids allocated to this program. Interdepartmental revenues consist of an administrative cost recovery charge to the CAFÉ Shared Automation Fund. Other Revenues consist of interest income on State Aids Fund Balance and decrease by $10,000, reflecting lower interest rates.

Personnel costs increase by about $2,400 or about 2% mainly for the cost to continue staffing of 1.46 FTE allocated to this program.

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.

	2011 Actual (a)	2012 Budget (a)(b)	2012 Estimate (a)(b)	2013 Budget	Budget Change
Staffing (FTE)	**2.43**	**2.43**	**2.43**	**2.43**	**0.00**
General Government (a)	$422,404	$367,554	$385,213	$373,691	$6,137
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services (a)	$54,314	$68,000	$62,000	$89,041	$21,041
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance (b)	$0	$76,437	$76,437	$45,300	($31,137)
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$476,718**	**$511,991**	**$523,650**	**$508,032**	**($3,959)**
Personnel Costs	$176,398	$187,438	$176,637	$184,512	($2,926)
Operating Expenses (b)	$273,576	$323,299	$344,735	$322,266	($1,033)
Interdept. Charges	$1,096	$1,254	$1,254	$1,254	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$451,070**	**$511,991**	**$522,626**	**$508,032**	**($3,959)**
Rev. Over (Under) Exp.	$25,648	$0	$1,024	$0	$0

(a) For comparability purposes, revenues for 2011 actual, 2012 adopted budget and 2012 estimate are restated to recognize the proper reclassification in the 2013 budget of member library contributions toward full-text database costs from General Government revenue account to a Charges for Service revenue account.

(b) Fund Balance appropriation for the 2012 budget and 2012 estimate include $47,000 to partially cover estimated full-text database costs and $29,437 to partially cover E-book content purchases.

Program Highlights

General Government revenues increase by about $6,100 , mainly due to the first time budgeting a federal grant (to be passed through the State Department of Public Instruction-DPI) of about $16,450 to partially cover the cost of E-book content purchases (remaining budgeted amount of $16,450 to be covered with State Library Aid Fund Balance), for total E-book content costs in this budget of about $32,900, mentioned below). This is partially offset by a decrease in State Library Aids revenue allocated to this program area by about $10,300 to $357,250, based on lower overall budgeted expenditures described below. Charges for Service consist of member library contributions for full-text database costs, which increase by about $21,000 to $89,000. The Federated Library System's portion of full-text database costs (covered with State Library Aids) is budgeted at about $11,000, for a total full-text database cost budget of $100,000 (discussed below). State Aids Fund Balance budgeted in this program decreases by about $31,100 to $45,300, and is intended to partially phase in potential increases in interlibrary loan delivery costs ($28,850) that may result after the contract is re-bid later in 2012, taking into account recent volatility in fuel prices. Also, State Aids Fund Balance of about $16,450 is budgeted to cover the remaining portion of E-book content purchases, as mentioned above.

Personnel costs decrease by almost about $2,900, mainly due to turnover savings of approximately $6,350 estimated for 0.50 FTE of full-time Librarian position allocated to this program (other half included in the Education and Outreach program budget), which is partially offset by the cost to continue other staff of about $3,450. Operating expenditures decrease by about $1,700, and include a decrease in overall full-text database costs by $15,000, anticipating fewer subscriptions as and member libraries prioritize which databases they plan to offer library patrons. In addition, a decrease in databases is also possible because the State DPI already provides many similar databases through its BadgerLink program at no cost to member libraries. Also, total E-book content purchases are budgeted to decrease by about $15,000, to $32,900, in addition to other smaller operating account decreases totaling about $6,500. This is partially offset by a potential increase in interlibrary loan delivery costs by $34,200 (and partially covered with State Aids Fund Balance, discussed above).

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.

	2011 Actual (a)(b)(c)	2012 Budget	2012 Estimate (a)	2013 Budget	Budget Change
Staffing (FTE)	**0.30**	**0.05**	**0.05**	**0.05**	**0.00**
General Government	$84,251	$54,535	$74,535	$51,607	($2,928)
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services (c)	$13,195	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance (a)	$50,000	$0	$39,996	$34,600	$34,600
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$147,446**	**$54,535**	**$114,531**	**$86,207**	**$31,672**
Personnel Costs (b)	$33,091	$5,900	$5,794	$6,049	$149
Operating Expenses (a)	$47,235	$45,174	$105,170	$75,148	$29,974
Interdept. Charges	$3,282	$3,461	$3,461	$5,010	$1,549
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$83,608**	**$54,535**	**$114,425**	**$86,207**	**$31,672**

Rev. Over (Under) Exp.	$63,838	$0	$106	$0	$0

(a) Fund Balance appropriation in 2011 included $50,000 for one-time equipment replacement to accommodate higher bandwidth anticipated with the replacement of the system's Wide Area Network (project was delayed, and $39,996 carried over to 2012 for same purpose.)

(b) Higher 2011 actual personnel costs and FTE's is due to transitioning the CAFÉ Shared Automation Fund from the City of Waukesha Public Library to the Waukesha County Federated Library System in 2011. Since the transition occurred part-way during 2011, 0.75 FTE of the Library Automation Coordinator was budgeted for in the CAFÉ Shared Automation Fund and 0.25 FTE was budgeted in this program. For the 2012 budget, this position was budgeted entirely in the CAFÉ Shared Automation Fund.

(c) Actual revenues for 2011 include $13,195 in Charges for Service revenues from member libraries participating in the CAFÉ Shared Automation System, to cover a portion of Library Automation Coordinator's personnel costs prior to the transition of CAFÉ from the City of Waukesha to WCFLS. This position is now 100% funded within the CAFÉ Shared Automation Fund with membership dues revenues.

Program Highlights

General Government revenues decrease by about $2,900, due to a reduction in State Library Aids allocated to this program to about $34,200. The 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). Appropriated State Aids Fund Balance of $34,600 is budgeted to help phase-in a potential increase in system Internet service costs (from $17,400 to $52,000). A pending state legislative audit could recommend splitting up the WISCNET consortium, (through which library systems, school districts and the UW System receive Internet, email and webpages) by preventing UW System membership, limiting purchasing power, and potentially increasing contract costs.

Personnel costs increase by $150 for the cost to continue staffing allocated to this program, and operating expenditures increase by nearly $30,000, mainly due to potentially higher system Internet service costs described above.

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.

	2011 Actual (a)	2012 Budget (a)	2012 Estimate (a)	2013 Budget	Budget Change
Staffing (FTE)	**1.46**	**1.46**	**1.46**	**1.46**	**0.00**
General Government (a)	$218,117	$203,996	$203,996	$205,960	$1,964
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services (a)	$10,297	$15,600	$19,600	$19,945	$4,345
Interdepartmental	$0	$0	$0	$0	$0
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	**$231,414**	**$222,596**	**$226,596**	**$228,905**	**$6,309**
Personnel Costs	$145,517	$159,636	$149,514	$161,500	$1,864
Operating Expenses	$47,326	$62,604	$64,904	$67,049	$4,445
Interdept. Charges	$284	$356	$356	$356	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$193,128**	**$222,596**	**$214,774**	**$228,905**	**$6,309**
Rev. Over (Under) Exp.	$38,286	$0	$11,822	$0	$0

(a) For comparability purposes, revenues for 2011 actual, 2012 adopted budget and 2012 estimate are restated to recognize the proper reclassification in the 2013 budget of charges to municipal libraries (e.g., for adjacent library systems' share of continuing education costs) from a General Government revenue account to a Charges for Service revenue account.

Program Highlights

General Government revenues consist of State Library Aids revenues and increase by nearly $2,000, mainly due to higher budgeted expenditures described below. Charges for Service increase by about $4,300 mainly due to an increase in revenues from adjacent counties' library systems for their share of continuing education training of their staff (coordinated by WCFLS) by $5,800 to $15,000. Other Revenues of $3,000 consists of a corporate donation for the annual member library trustee dinner.

Personnel costs increase by about $1,900 to $161,500, and include a change in health insurance plan selection (from no plan to single plan), estimated to increase personnel costs in this program by about $6,000, and the cost to continue staff at approximately $2,250. This is partially offset by turnover savings estimated for 0.50 FTE of a full-time librarian position allocated to this program by $6,350 (other half budgeted in the Resource Sharing program). Operating Expenditures increase by about $4,500, mainly for additional continuing education costs, discussed above.

Fund Purpose

CAFÉ (Computer Access for Everyone) provides automated library services for the 15 of the 16 libraries in the county. (the 16th library, Menomonee Falls, is anticipated to join in 2013.) It was formed in 2003 by the Cities of Waukesha, Brookfield and Muskego. Governance was performed by the Waukesha Public Library Board. 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 took place in April 2011.

Financial Summary	2011 Actual (a)(b)(c)(d)	2012 Adopted Budget (a)	2012 Estimate (a)	2013 Budget	Change From 2012 Adopted Budget $	%
Revenues						
General Government (a)(b)	$20,000	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services (a)(c)(d)	$632,653	$440,996	$440,996	$447,359	$6,363	1%
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue (d)	$4,970	$15,000	$15,000	$15,000	$0	0%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$657,623**	**$455,996**	**$455,996**	**$462,359**	**$6,363**	**1%**
Expenditures						
Personnel Costs (d)	$75,276	$102,577	$102,520	$104,788	$2,211	2%
Operating Expenses (d)	$82,555	$282,003	$282,003	$265,071	($16,932)	-6%
Interdept. Charges (d)	$1,708	$6,416	$6,416	$6,500	$84	1%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$159,540**	**$390,996**	**$390,939**	**$376,359**	**($14,637)**	**-4%**
Rev. Over (Under) Exp. (c)	$498,084	$65,000	$65,057	$86,000	$21,000	32%
Position Summary (FTE)						
Regular Positions (d)	0.75	1.00	1.00	1.00	0.00	
Extra Help	0.00	0.00	0.00	0.00	0.00	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total FTEs	0.75	1.00	1.00	1.00	0.00	

(a) For comparability purposes, revenues for 2011 actual, 2012 adopted budget and 2012 estimate are restated to recognize the proper reclassification in the 2013 budget of participating libraries membership dues from a General Government revenue account to a Charges for Service revenue account.

(b) General Government revenue for 2011 actual includes $20,000 in federal grant dollars (passed through the State Department of Public Instruction) to help offset the costs of New Berlin joining the CAFÉ system.

(c) Actual revenues over expenditures for 2011 includes approximately $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.

(d) 2011 actual revenues and expenditures reflect 9-months of activity since this program was transitioned from the City of Waukesha Public Library beginning in April 2011.

Program Highlights

Charges for Service revenues increase by about $6,400, and includes $7,750 in reimbursement revenue from member libraries for miscellaneous supplies, which is budgeted for the first time in 2013. In addition, the budget assumes a net increase in one-time contributions from member libraries joining CAFÉ of $6,000 ($36K from Menomonee Falls in 2013 vs. $30K for New Berlin in 2012). This is partially offset by a decrease in membership dues from member libraries estimated to be needed for 2013 by $7,400, largely from cost savings from obtaining a new vendor (discussed below). Other Revenue consists of estimated investment earnings on CAFÉ fund balance, which remain at the 2012 budget level of $15,000.

Personnel costs increase by about $2,200, for the cost to continue 1.0 FTE staff in this program. Operating expenditures decrease by about $16,900 to $265,100, mainly due to a decrease in vendor licensing and support costs by $46,500 to $86,600, largely from the favorable selection of a new Shared Automation system vendor from competitive bids during 2012. This is partially offset by an increase in small equipment repairs and replacement by about $8,700 to $24,000; library catalog technology costs by $8,500 to $17,800, mainly for enhanced reporting features; and miscellaneous supplies for member libraries of $7,750, mentioned above.

Revenues Over Expenditures consist of member library contributions to CAFÉ for software/equipment replacements, which increases by $26,000 to $86,000, mainly due to the Federated Library Director choosing to factor the $15,000 budgeted for investment income into replacement plan (planned to lapse to fund balance at year-end), and due to a net increase in one-time contributions to the replacement fund from newly joining member libraries by $6,000 (as mentioned above). **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.**

THIS PAGE LEFT BLANK

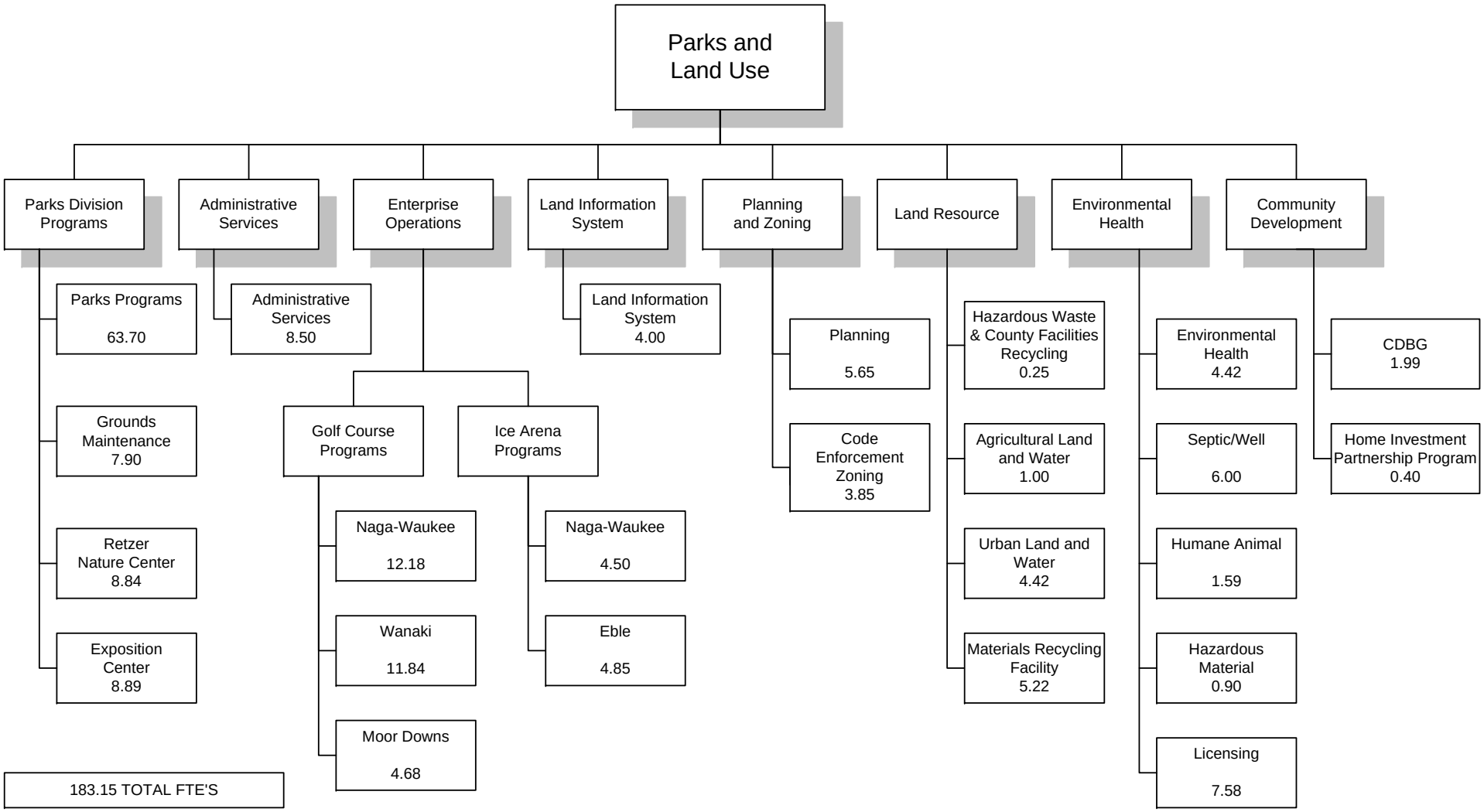
Parks

&

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	2011 Actual	2012 Adopted Budget	2012 Estimate(a)(b)	2013 Budget	Change From 2012 Adopted Budget $	%
General Fund						
Revenues(c)	$4,273,725	$4,014,093	$4,184,231	$4,123,543	$109,450	2.7%
County Tax Levy	$7,225,302	$7,301,010	$7,301,010	$7,381,010	$80,000	1.1%
Expenditures (a)	$11,082,049	$11,315,103	$11,348,821	$11,504,553	$189,450	1.7%
Rev. Over (Under) Exp.	$416,978	$0	$136,420	$0	$0	N/A
Community Development						
Revenues(c)	$6,752,769	$3,110,840	$7,485,112	$3,057,118	($53,722)	-1.7%
County Tax Levy	$29,200	$0	$0	$0	$0	N/A
Expenditures (a)	$7,171,193	$3,110,840	$7,301,408	$3,057,118	($53,722)	-1.7%
Rev. Over (Under) Exp.	($389,225)	$0	$183,704	$0	$0	N/A
Land Information System Fund						
Revenues	$733,440	$726,335	$781,190	$788,100	$61,765	8.5%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures	$703,083	$726,335	$720,944	$788,100	$61,765	8.5%
Rev. Over (Under) Exp.	$30,357	$0	$60,246	$0	-	N/A
Tarmann Fund						
Revenues(b)(c)	$1,603,035	$1,000,000	$1,104,000	$1,000,000	$0	0.0%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures(b)	$22,600	$1,000,000	$1,070,000	$1,000,000	$0	0.0%
Rev. Over (Under) Exp.	$1,580,435	$0	$34,000	$0	-	N/A
Golf Courses						
Revenues	$2,833,298	$3,227,000	$3,147,714	$3,095,000	($132,000)	-4.1%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures(d)	$2,966,868	$3,227,000	$3,109,374	$3,212,071	($14,929)	-0.5%
Operating Inc./(Loss)	($133,570)	$0	$38,340	($117,071)	($117,071)	N/A
Ice Arenas						
Revenues	$1,012,673	$1,057,200	$1,052,000	$1,057,200	$0	0.0%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures (d)	$1,067,109	$1,076,203	$1,043,478	$1,078,740	$2,537	0.2%
Operating Inc./(Loss)	($54,436)	($19,003)	$8,522	($21,540)	($2,537)	13.4%
Materials Recycling Fund						
Revenues(c)	$4,025,438	$2,987,600	$3,381,096	$3,006,700	$19,100	0.6%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures (d)	$2,393,282	$2,619,718	$2,588,995	$2,633,949	$14,231	0.5%
Operating Inc./(Loss)	$1,632,156	$367,882	$792,101	$372,751	$4,869	1.3%
Total All Funds						
Revenues (b)(c)	$21,234,377	$16,123,068	$21,135,343	$16,127,661	$4,593	0.0%
County Tax Levy	$7,254,502	$7,301,010	$7,301,010	$7,381,010	$80,000	1.1%
Expenditures (a)(b)(d)	$25,406,184	$23,075,199	$27,183,020	$23,274,531	$199,332	0.9%
Rev. Over (Under) Exp.	$1,638,545	$0	$414,370	$0	-	N/A
Operating Inc./(Loss)	$1,444,150	$348,879	$838,963	$234,140	($114,739)	-32.9%

Position Summary All Funds (FTE)					
Regular Positions	106.75	105.10	105.10	104.60	(0.50)
Extra Help	79.78	75.55	75.55	74.72	(0.83)
Overtime	3.35	3.35	3.35	3.83	0.48
Total	189.88	184.00	184.00	183.15	(0.85)

(a) 2012 estimates for expenditures exceed the adopted budget due to 2011 carryover and purchase orders and additional expenditure authority added to the adopted budget by County Board approved ordinances.

(b) The 2012 estimated revenues and expenditures exceed budget due to higher than budget land purchases anticipated during 2012, which may require ordinances requesting additional expenditure appropriations and Tarmann Fund Parkland Acquisition Fund Balance to cover purchase costs.

(c) The 2013 revenue budget includes Fund Balance appropriations totals of $1,815,700, including $125,000 for general fund operations; $990,700 of Material Recycling Facility (MRF) Funds and; and $700,000 of Tarmann Fund balance. The 2012 revenue budget includes Fund Balance appropriations totaling $1,772,600, including $55,000 for General Fund operations; $25,000 of General Fund balance for Community Development; $992,600 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.

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	2011 Actual	2012 Adopted Budget	2012 Estimate	2013 Budget	Change From 2012 Adopted Budget $	%
Revenues						
General Government	$283,386	$319,600	$306,600	$322,800	$3,200	1.0%
Fine/Licenses	$992,478	$970,000	$971,500	$979,500	$9,500	1.0%
Charges for Services	$1,910,384	$1,926,750	$1,905,030	$1,938,030	$11,280	0.6%
Interdepartmental	$249,723	$310,500	$305,600	$299,875	($10,625)	-3.4%
Other Revenue	$370,156	$432,243	$407,000	$458,338	$26,095	6.0%
Appr. Fund Balance (b)	$467,598	$55,000	$288,501	$125,000	$70,000	127.3%
County Tax Levy	**$7,225,302**	**$7,301,010**	**$7,301,010**	**$7,381,010**	**$80,000**	**1.1%**
Total Revenue Sources	**$11,499,027**	**$11,315,103**	**$11,485,241**	**$11,504,553**	**$189,450**	**1.7%**
Expenditures						
Personnel Costs	$7,800,775	$7,815,124	$7,632,372	$7,828,013	$12,889	0.2%
Operating Expenses (a)	$1,649,777	$1,825,651	$1,859,438	$1,865,635	$39,984	2.2%
Interdept. Charges	$1,291,738	$1,373,053	$1,361,575	$1,404,405	$31,352	2.3%
Fixed Assets (a)	$339,758	$301,275	$495,436	$406,500	$105,225	34.93%
Total Expenditures	**$11,082,049**	**$11,315,103**	**$11,348,821**	**$11,504,553**	**$189,450**	**1.7%**
Rev. Over (Under) Exp.	$416,978	$0	$136,420	$0	$0	-
Position Summary (FTE)						
Regular Positions	82.00	80.80	80.80	80.39	(0.41)	
Extra Help	50.78	50.30	50.30	50.74	0.44	
Overtime	2.39	2.39	2.39	2.36	(0.03)	
Total FTEs	135.17	133.49	133.49	133.49	0.00	

(a) 2012 estimates for expenditures exceed the adopted budget due to 2011 carryover and purchase orders and additional expenditure authority added to the budget by approved ordinances.

(b) The 2013 revenue budget includes Fund Balance appropriations of $125,000: $60,000 to assist the funding of one time maintenance projects, $30,000 for Mukwonago Park, $25,000 for the Brownfield recycling initiative, and $10,000 for one-time chair and table replacements at the Expo Center.

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 chair and table replacements at the Expo Center.

CURRENT AND ADOPTED CAPITAL PROJECTS

Project #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of '12	Estimated Operating Impact	A=Annual T=One-Time
200824	Pavement Management Plan (a)	Ongoing	$0/Yr	Ongoing	$0	NA
200014	Bikeway Improvement	2013	$4,095,000	75%	TBD	A
200505	Restroom Renovations	2014	$3,075,000	30%	TBD	A
201106	Menomonee Main Building Demolition	2015	$325,000	0%	$0	T

(a) In coordination with the Public Works Department the 15 year Pavement Management Plan will be updated in 2013. Project expenditures will resume in 2014.

Hazardous Waste and County Facilities Recycling

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, to coordinate an ongoing, convenient program to properly manage household hazardous waste (HHW) by maximizing service to residents and minimizing 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. Manage recycling and waste reduction program for County facilities and parks.

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 $30.

Key Outcome Indicators: County cost per participant for HHW collected is expected to be equal to or less than $30.

Performance Measure:	2011 Actual (a)	2012 Target	2012 Estimate	2013 Target
County HHW disposal costs per participating household	$28.76	$23.00	$26.00	$30.00

(a) New material disposal contract has increased program cost per participating household.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**0.25**	**0.25**	**0.25**	**0.25**	**0.00**
General Government	$59,990	$48,600	$48,600	$53,300	$4,700
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$3,000	$3,000	$3,000
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$210,636	$196,000	$195,000	$215,000	$19,000
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy(a)	**($115,509)**	**($95,852)**	**($95,852)**	**($99,226)**	**($3,374)**
Total Revenues	**$155,117**	**$148,748**	**$150,748**	**$172,074**	**$23,326**
Personnel Costs	$22,926	$18,314	$19,101	$18,379	$65
Operating Expenses	$149,267	$128,120	$159,000	$151,450	$23,330
Interdept. Charges	$4,248	$2,314	$4,092	$2,245	($69)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$176,441**	**$148,748**	**$182,193**	**$172,074**	**$23,326**
Rev. Over (Under) Exp.	($21,324)	$0	($31,445)	$0	$0

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

Hazardous Waste and County Facilities Recycling (continued)

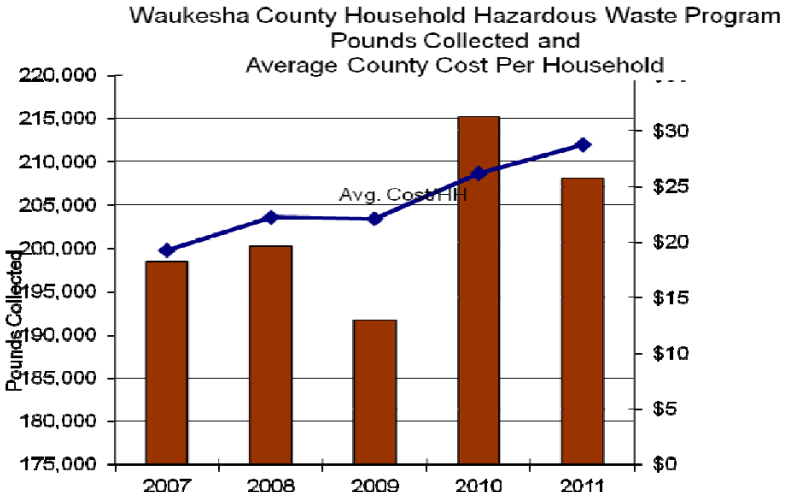
Program Highlights

General Government revenues are being increased by $4,700, from $48,600 to $53,300 mostly as a result of $5,000 increase from $35,000 to $40,000 from the local community program cost share. Participating communities pay approximately one-third of program collection costs, which is approximately, net of the estimated state grant of $13,300. The municipal share has increased as overall program collection costs have increased. Charges for services revenue includes a $3,000 payment beginning in 2013 from Walworth County for use of the Muskego collection site. Other revenues include landfill tipping fee revenues of $210,000; County in-house recycling material sale revenue of $4,000; and $1,000 in miscellaneous recoveries. Landfill fee revenues have been increased $20,000 which offsets increased household hazardous wastes collection costs.

Personnel costs allocated for 0.25 FTE increase by $65 to $18,379. Personnel costs to continue increases for 2013 are somewhat offset by cost savings from staff vacancy and turnover cost savings.

Operating expenses include continuation of a multi-year agreement with Emerald Park Landfill 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, and then the county pays up to its maximum budgeted amount of $135,000. A new material processing contract results in a $20,000 increase in the vendor processing costs. This increase is offset with increased landfill revenues (mentioned above). Promotion of household product exchanges will continue at four ongoing sites for reuse of unwanted automotive, household and garden products. By written agreement, Walworth County will be billed for a small number of it's residents who are allowed to use the site in Waukesha on a fee for service basis. Through a co-sponsorship of a one-day collection event in Mukwonago, Walworth and Waukesha Counties will co-promote the event, track participant addresses and split the cost based on participation. Other operating expenses include $2,600 for program promotion and a $900 increase to $1,000 for membership expenses.

Activity Workload – Output Data	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Households served at Hazardous Waste Collection	5,075	5,100	5,100	5,200	100
Pounds of Hazardous waste collected	208,092	215,000	215,000	215,000	-
Pounds of HHW Per household	41	42	41	41	(1)
Number of Households using product exchange	275	250	250	250	-
Tons of office paper/containers recycled at County facilities/parks	285	250	250	275	25



The chart shows that the number of pounds of household hazardous waste collected in 2011 decreased to 208,000 lbs. The cost to the County per participating household increased due to decreased State aid and more costly disposal 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.

	2011 Actual	2012 Target	2012 Estimate	2013 Target
% Cropland meeting erosion standard	80%	80%	80%	80%
% Landowners meeting nutrient mgmt stnd.	20%	20%	20%	25%

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**1.10**	**1.10**	**1.10**	**1.00**	**(0.10)**
General Government	$5,052	$71,000	$68,000	$71,000	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance (a)	$0	$0	$4,642	$0	$0
County Tax Levy	**$77,629**	**$81,722**	**$81,722**	**$79,983**	**($1,739)**
Total Revenues	**$82,681**	**$152,722**	**$154,364**	**$150,983**	**($1,739)**
Personnel Costs	$117,017	$93,437	$87,922	$91,405	($2,032)
Operating Expenses	$5,520	$49,650	$39,250	$47,950	($1,700)
Interdept. Charges	$8,692	$9,635	$9,585	$11,628	$1,993
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$131,229**	**$152,722**	**$136,757**	**$150,983**	**($1,739)**
Rev. Over (Under) Exp.	($48,548)	$0	$17,607	$0	$0

(a) The 2012 Estimate for fund balance includes carryover of funds from 2011 to 2012.

Program Highlights

General Government revenues consist of $26,000 from 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). Overall, this grant is budgeted at $136,000 with the remaining $110,000 budgeted in the Urban Land and Water Conservation program. General Government revenues also include 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 is provided to fund expenses related to the Wildlife Damage program.

Net Personnel costs decrease by $2,032 primarily due to a $5,067 or 0.10 FTE reduction in temporary extra help, which offsets other personnel cost to continue increases estimated for the 2013 budget. 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 focus on nonpoint compliance tracking for landowners participating in the Farmland Preservation Program. Operating expenses are reduced $1,700 mainly due to closer reflect prior year actuals in travel, training and printing costs. Interdepartmental charges increase $1,993 mainly due to a $2,093 increase in vehicle replacement costs.

Activity	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
# of Conservation Plans Inventoried	10	12	12	15	3
# of Status Compliance Letters Issued	3	6	6	15	9
# New/Updated Conservation Plans Prepared	3	3	3	6	3

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:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Response time for storm water permit application >/= 1 acre. Benchmark = 20 working days.	8	10	9	10
< 1 acre. Benchmark = 10 working days.	4	8	5	8

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**4.05**	**4.35**	**4.35**	**4.42**	**0.07**
General Government	$168,528	$120,000	$115,000	$118,500	($1,500)
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$89,558	$97,500	$95,000	$95,000	($2,500)
Interdepartmental	$14,065	$14,500	$14,500	$14,975	$475
Other Revenue	$52,114	$116,000	$86,000	$111,000	($5,000)
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$126,132**	**$160,152**	**$160,152**	**$179,579**	**$19,427**
Total Revenues	**$450,396**	**$508,152**	**$470,652**	**$519,054**	**$10,902**
Personnel Costs	$330,342	$375,011	$341,460	$385,606	$10,595
Operating Expenses	$49,163	$98,606	$75,050	$98,550	($56)
Interdept. Charges	$26,940	$34,535	$34,535	$34,898	$363
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$406,444**	**$508,152**	**$451,045**	**$519,054**	**$10,902**
Rev. Over (Under) Exp.	$43,952	$0	$19,607	$0	$0

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 $110,000 due to State budget funding reductions. Overall, this grant is budgeted at $136,000 with the remaining $26,000 budgeted in the Agriculture Land & Water Conservation program. Also, the 2013 budget includes a one time $8,500 increase for a State grant for the preparation of storm water education materials.

Urban Land & Water Conservation (continued)

Charges for Service revenues include $56,000 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 $25,000 budgeted for storm water permit fee, which is reduced $2,500 from the 2012 budget to reflect lower volume based on the prior year actual experience, and $14,000 from non-metallic mining reclamation permit fees. Since 2011, County Storm Water permits also provide DNR permit coverage, resulting in a savings of time and money for the local permit applicant. Permit fees are increased approximately 20%, partly to cover additional statutory screening costs for wetlands, historical sites and endangered resources. This is the first time fees have been increased since 2009.

Interdepartmental revenues of $14,975 are reimbursement for administrative assistance to the Material Recovery Facility (MRF) program.

Other Revenues are budgeted at $111,000 and mainly include $50,000 in real estate developer funds held by the County, which may 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. Reduction in other revenues is due to the elimination of a one-time donation for rain garden promotion.

Personnel costs increase $10,595, mostly due to costs to continue existing staff level and an increase of $3,951 or 0.07 FTE in extra help funding.

Operating expenses include $50,000 budgeted for construction work from developers funds held for project completion guarantees as mentioned above in the Other Revenues section.

Activity

Workload – Output Data	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Number of Educational Presentations/Events	111	100	110	100	-
Number of Erosion Control/ Storm water Permits	63	50	50	50	-
Number of Inspections Conducted	536	500	500	500	-
Tons of Sediment Reduced from Construction Sites	1,575	1,250	1,250	1,250	-

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. Updated Farmland Preservation Zoning codes by 2013.
3. 100% of approved rezones are consistent with the County Comprehensive Plan.

Performance Measures:

	2011 Actual	2012 Target	2012 Estimate	2013 Target
Benchmark Goal	100%	100%	100%	100%
% of 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 development project plans consistent with planning goals and objectives contained in the County Development t Plan.
2. New Shoreland and Floodland Protection Ordinance provisions to ensure compliance with the State's new Shoreland Zoning law, which requires an amended ordinance by 2014.

Performance Measure:

	2011 Actual	2012 Target	2012 Estimate	2013 Target
% of development plans consistent with County Development Plan objectives	100%	100%	100%	100%

Planning (Continued)

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**6.25**	**5.65**	**5.65**	**5.65**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$18,921	$20,000	$15,000	$15,000	($5,000)
Interdepartmental	$68	$0	$0	$0	$0
Other Revenue	$3,980	$6,000	$5,000	$3,500	($2,500)
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	$500,697	$480,976	$480,976	$487,576	**$6,600**
Total Revenues	**$523,666**	**$506,976**	**$500,976**	**$506,076**	**($900)**
Personnel Costs	$443,684	$437,543	$399,285	$437,910	$367
Operating Expenses	$16,656	$21,450	$19,000	$20,500	($950)
Interdept. Charges	$46,664	$47,983	$47,733	$47,666	($317)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$507,004**	**$506,976**	**$466,018**	**$506,076**	**($900)**
Rev. Over (Under) Exp.	$16,662	$0	$34,958	$0	$0

Program Highlights

Charges for service revenue consist of reimbursement for direct staff time providing planning assistance to municipalities and is being reduced $5,000 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 increases $367 mainly due to the cost to continue existing staff levels.

Operating expenses are being reduced $950 mostly due to a slight reduction in operating/office supplies.

Activity	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
# of mtgs. w/ towns under community assistance contract	46	36	40	44	8
No. of Conditional Use reviews	31	30	30	30	-
No. of Zoning Violations pursued	144	150	130	140	(10)
Site Plan reviews	51	50	60	50	-

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 completed 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.

Performance Measures:

	2011 Actual	2012 Target	2012 Estimate	2013 Target
% of subdivision plat review letters issued within statutory timeframe	100%	100%	100%	100%

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**4.23**	**3.85**	**3.85**	**3.85**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$92,350	$95,000	$94,500	$90,000	($5,000)
Charges for Services	$0	$17,600	$15,000	$13,300	($4,300)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	$229,978	$224,496	$224,496	$242,295	**$17,799**
Total Revenues	**$322,328**	**$337,096**	**$333,996**	**$345,595**	**$8,499**
Personnel Costs	$348,409	$317,046	$340,647	$328,473	$11,427
Operating Expenses	$30	$2,950	$1,700	$2,950	$0
Interdept. Charges	$11,100	$17,100	$17,100	$14,172	($2,928)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$359,539**	**$337,096**	**$359,447**	**$345,595**	**$8,499**
Rev. Over (Under) Exp.	($37,211)	$0	($25,451)	$0	$0

Program Highlights

Fines and license revenue includes zoning permit fee revenues totaling $90,000. Zoning permit revenue has been reduced $5,000 due to lower volume of program activity. Charges for Service revenue consists of subdivision plat review fee revenue of $13,300, which is estimated to decline by $4,300 to more accurately reflect estimated 2012 experience which is related to the downturn in the real estate development market.

Personnel costs are budgeted to increase by $11,427 to $328,473 mostly due to the cost to continue for existing staff levels. Interdepartmental charges are reduced $2,928 mainly due to a $3,000 reduction in postage expense.

Activity	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
No. of Zoning Permits	437	450	430	430	(20)
No. of Board of Adjustment cases	48	50	45	45	(5)
No. of Certified Survey Maps (CSMs) reviewed	18	25	20	20	(5)
No. of Subdiv. Plat Reviews	12	10	10	8	(2)

Environmental Health

Program Description

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

County-Wide Key Strategic Outcome: A safe county

Objective 1: Annually sample public water supply systems for the presence of coliform bacteria and nitrates in order to assure the public that water served from public water systems is safe.

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

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

	2011 Actual	2012 Target	2012 Estimate	2013 Target
System samples	447	454	454	454
% sampled	100%	100%	100%	100%
% with coliform bacteria	1.8%	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 system owners of the need for maintenance every three years.

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 85% of the private sewage systems notified through maintenance notification.

	2011 Actual	2012 Target	2012 Estimate	2013 Target
Maintenance cards sent(a)	6,867	10,000	7,100	9,000
Number returned(a)	6,155	7,400	6,400	8,100
% Returned(a)	90%	74%	90%	90%

(a) Prior to 2012 the maintenance requirement was bi-annual. Due to the new requirement, no delinquent notices were sent out in 2011 since a notice would be sent in 2012.

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.
- Transition to the new "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.

	2011 Actual	2012 Target	2012 Estimate	2013 Target
Inventory Private Sewerage Systems Installed before July 1, 1979 (a)	10%	100%	50%	100%

(a) Due to transitioning to the new permit tracking software and extension of the requirement set forth in WI Statute 145.20(5)(am), the inventory process is taking longer than expected.

Environmental Health (Continued)

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**4.42**	**4.42**	**4.42**	**4.42**	**0.00**
General Government	$14,890	$50,000	$45,000	$50,000	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$57,390	$57,900	$66,000	$59,500	$1,600
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$20	$0	$0	$0	$0
Appr. Fund Balance (a)	$0	$0	$25,060	$0	$0
County Tax Levy	**$322,541**	**$324,366**	**$324,366**	**$320,512**	**($3,854)**
Total Revenues	**$394,841**	**$432,266**	**$460,426**	**$430,012**	**($2,254)**
Personnel Costs	$337,435	$342,859	$354,877	$338,472	($4,387)
Operating Expenses	$17,471	$48,700	$49,750	$52,250	$3,550
Interdept. Charges	$36,021	$40,707	$38,707	$39,290	($1,417)
Fixed Assets	$5,640	$0	$23,560	$0	$0
Total Expenditures	**$396,567**	**$432,266**	**$466,894**	**$430,012**	**($2,254)**
Rev. Over (Under) Exp.	($1,726)	$0	($6,468)	$0	$0

(a)-The 2012 Estimate includes the carryover $23,560 for computer software.

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 $59,500 includes $48,500 in state reimbursements for water samples examined in accordance with the Safe Drinking Water Act, a $1,500 decrease from 2012 budget. Based on sales volume radon kit revenues have been increased $3,500 to $10,000.

Personnel costs decrease $4,387 due to saving from staff turnover more than offsetting cost to continue of the existing positions.

Operating expenses increase $3,550 mainly due to a $3,300 increase associated with purchase of additional Radon kits for resale.

Interdepartmental charges are reduced $1,417 mainly due to a $1,500 reduction in postage costs to reflect actual historic costs.

Activity	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
WI Fund Grant (Septic Replacements)	0 (a)	9	6	9	-
# of on-site septic systems under Mandatory Maintenance (b)	23,000	24,000	26,000	30,000	6,000

(a) In 2011 there were 0 Septic replacements under the WI Fund Grant which is funded by the State Department of Commerce for replacing failing septic systems since no one qualified under the financial qualifications.
(b) Per WI Statute 145.20(5)(am), the increase in these numbers is due to the inclusion of private sewage systems that were installed prior to July 1 ,1979.

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.

	2011 Actual	2012 Target	2012 Estimate	2013 Target
Number of reported animal bites	586	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.

	2011 Actual	2012 Target	2012 Estimate	2013 Target
# Reports animal abuse/neglect	180	250	250	250
% followed up within 48 hours	90%	90%	90%	90%

	2011 Actual	**2012 Budget**	**2012 Estimate**	**2013 Budget**	**Budget Change**
Staffing (FTE)	**1.61**	**1.61**	**1.61**	**1.59**	**(0.02)**
Fine/Licenses	$51,051	$55,000	$55,000	$50,000	($5,000)
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$76,939**	**$80,847**	**$80,847**	**$84,899**	**$4,052**
Total Revenues	**$127,990**	**$135,847**	**$135,847**	**$134,899**	**($948)**
Personnel Costs	$97,376	$103,455	$98,091	$105,154	$1,699
Operating Expenses	$10,889	$19,050	$16,750	$17,000	($2,050)
Interdept. Charges	$9,406	$13,342	$13,342	$12,745	($597)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$117,671**	**$135,847**	**$128,183**	**$134,899**	**($948)**
Rev. Over (Under) Exp.	$10,319	$0	$7,664	$0	$0

Program Highlights

License revenue consists of dog license surcharge revenues of $50,000, which is a $5,000 reduction from the 2012 budget.

Personnel costs increase $1,699 due to the costs to continue existing staff levels. Extra help is reduced by 0.02 FTE in the 2013 budget. Operating expenditures are reduced $2,050 mainly due to reductions in general operating costs such as mileage reimbursement, books, printing and tuition to be more in line with 2011 actual and 2012 estimated spending.

Activity	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Educational presentations on rabies control and animal neglect/abuse	46	30	30	30	-
Humane Investigations	277	240	240	240	-
Rabies Control Activities (bite investigation and quarantine follow-up)	764	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% compliance 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:	2011 Actual	2012 Target	2012 Estimate	2013 Target
% Tank sites with no violations	90%	95%	98%	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:	2011 Actual	2012 Target	2012 Estimate	2013 Target
% of Environmental assessments done within 20 working days of initial request	95%	95%	95%	95%

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**1.00**	**0.90**	**0.90**	**0.90**	**0.00**
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$16,200	$15,000	$15,000	$25,000	$10,000
County Tax Levy	**$156,743**	**$124,564**	**$124,564**	**$130,284**	**$5,720**
Total Revenues	**$172,943**	**$139,564**	**$139,564**	**$155,284**	**$15,720**
Personnel Costs	$132,189	$84,248	$86,478	$90,008	$5,760
Operating Expenses	$41,856	$47,200	$47,570	$57,470	$10,270
Interdept. Charges	$6,364	$8,116	$8,053	$7,806	($310)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$180,410**	**$139,564**	**$142,101**	**$155,284**	**$15,720**
Rev. Over (Under) Exp.	($7,467)	$0	($2,537)	$0	$0

Program Highlights

The Land Recycling Program, funded with appropriated General Fund Balance, has been increased $10,000 from $15,000 to $25,000. Program is designed to identify, clean up and market those tax delinquent properties having redevelopment potential, and has been increased due to a higher number of tax foreclosure properties.

Personnel costs increase $5,760 mainly due to cost to continue existing staff level.

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 and $25,000 for the Land Recycling Program mentioned above.

Activity	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Env. Assessment Performed					
In REM (foreclosure) Property Reviewed	59	25	50 (a)	50	25
Number of Petroleum Storage Tanks					
Monitor for Compliance—Above Ground	52	52	52	52	-
Monitor for Compliance—Under Ground	6	6	6	6	-

(a) The increase in the number of properties reviewed is due to a higher number of tax foreclosure properties.

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.

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

	2011 Actual	2012 Target	2012 Estimate	2013 Target
Number of licensed food establishments	1,552	1,530	1,530	1,530
Number of inspections & consultations	2,448	2,600	2,400	2,600

Objective 2: The department, through a combination of technology improvements, vendor education and cross training of staff, will assure the continuation of 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: 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.

	2011 Actual	2012 Target	2012 Estimate	2013 Target
# of licensed food establishments inspectors	7.0	7.1	7.1	7.1
# of pre-inspections, inspections & consultations per inspector	350	366	338	366

	2011 Actual	**2012 Budget**	**2012 Estimate**	**2013 Budget**	**Budget Change**
Staffing (FTE)	**7.78**	**7.58**	**7.58**	**7.58**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$664,007	$635,000	$635,000	$652,500	$17,500
Charges for Services	$5	$0	$0	$0	$0
Interdepartmental	$4,060	$4,000	$4,100	$4,100	$100
Other Revenue	$0	$500	$500	$500	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy/(Credit) (a)	$25,206	($27,093)	($27,093)	($67,715)	**($40,622)**
Total Revenues	**$693,278**	**$612,407**	**$612,507**	**$589,385**	**($23,022)**
Personnel Costs	$525,934	$546,823	$527,428	$528,410	($18,413)
Operating Expenses	$22,233	$31,500	$30,300	$27,200	($4,300)
Interdept. Charges	$31,863	$34,084	$34,084	$33,775	($309)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$580,030**	**$612,407**	**$591,812**	**$589,385**	**($23,022)**
Rev. Over (Under) Exp.	$113,248	$0	$20,695	$0	$0

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

Licensing (continued)

Program Highlights

License revenues are budgeted at $652,500, an increase of $17,500. Restaurant license/inspection revenues increase by $10,000 to $445,000, mainly due to a slight (1.8%) increase in program fees. Lodging and campground license fee revenues have been increased $2,500 to $72,500 mainly due to a slight increase in program activity. Retail food license revenues have been increased $5,000 to $135,000 mainly due to an approximately 1.5% increase in fees. Overall, licensing fees have been increased by a weighted average of approximately 1.3%.

Personnel costs decrease $18,413, mainly due to cost to continue existing staff levels which are more than offset by reductions in Health insurance costs due to changes in employees health plan selections. Operating expenses decrease $4,300 due to $3,000 mileage, $500 printing and $700 small equipment reductions.

Activity

# of Inspections/Consultations Performed	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
# of Restaurants	1,838	2,050	1,925	2,000	(50)
# of Retail Foods	610	530	575	600	70
# of School Food Services	118	120	120	120	-
# of Lodging	50	48	48	48	-
# of Public Pool, Camp & Rec/ED camp	302	295	295	295	-

# of Establishment Licenses issued	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Restaurants					
Temporary	98	100	100	100	-
Prepackaged	63	70	70	70	-
Full Service	959	926	925	925	(1)
Retail Food					
No Processing	119	105	105	105	-
Processing	313	315	315	315	-
Lodging					
Hotel/Motel	42	39	40	40	1
Bed and Breakfast	4	4	4	4	-
Tourist Rooming House	6	3	4	4	1
Recreation					
Public Pools	215	206	205	205	(1)
Campground / Rec Ed. Camps	18	18	18	18	-

Septic/Well/Lab Programs

Program Description

- Inspect the visible portions of the private well and/or private sewage system on existing properties to document compliance with (Wisconsin Department of Natural Resources Administrative Code) NR 812 and/or (Wisconsin Department of 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.

	2011 Actual (a)	2012 Target	2012 Estimate	2013 Target
Number of unsafe samples	114	100	100	100
Number of owner-collected samples	502	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.

Septic/Well/Lab Programs (Continued)

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.

	2011 Actual	2012 Target	2012 Estimate	2013 Target
Number of systems inspected	278	300	300	300
% systems inspected on same-day	100%	100%	100%	100%

	2011 Actual	**2012 Budget**	**2012 Estimate**	**2013 Budget**	**Budget Change**
Staffing (FTE)	**6.70**	**6.00**	**6.00**	**6.00**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$172,720	$175,000	$175,000	$177,000	$2,000
Charges for Services	$65,124	$80,100	$80,100	$72,600	($7,500)
Interdepartmental	$0	$2,000	$2,000	$2,000	$0
Other Revenue	$1,325	$0	$1,000	$1,000	$1,000
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$324,651**	**$302,036**	**$302,036**	**$312,737**	**$10,701**
Total Revenues	**$563,820**	**$559,136**	**$560,136**	**$565,337**	**$6,201**
Personnel Costs	$512,034	$463,682	$460,738	$476,585	$12,903
Operating Expenses	$36,366	$57,200	$47,750	$51,150	($6,050)
Interdept. Charges	$33,714	$38,254	$38,254	$37,602	($652)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$582,114**	**$559,136**	**$546,742**	**$565,337**	**$6,201**
Rev. Over (Under) Exp.	($18,294)	$0	$13,394	$0	$0

Program Highlights

License revenue consists of septic permit revenues, which increase $2,000 to $177,000, mainly due to a 4.6% weighted average increase in program fees. Charges for Service revenues are budgeted to decrease by $7,500 to $72,600, mainly due to a decline in the number of water samples and preliminary site evaluation (PSE) being processed. Based on reduction in program activity, water sample revenues have been reduced $2,500 and preliminary site assessment revenues have been reduced $5,000 to closer reflect prior year actuals.

Personnel costs increase $12,903 mostly due to cost to continue existing staff levels. Operating expenses have been reduced $6,050, mainly due to a $5,000 reduction in mileage reimbursement costs.

Activity	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Number of Septic Permits Issued					
Conventional	122	150	125	125	(25)
Mound	108	100	100	100	-
Holding Tank	14	20	20	20	-
At Grade	5	5	5	5	-
Pressure Distribution	1	2	2	2	-

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.

Objective 1: Improve efficiency of the current park facility record management and maintenance scheduling, begin using new asset management systems in coordination with the Department of Public Works.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**63.16**	**63.16**	**63.16**	**63.70**	**0.54**
General Government	$34,926	$30,000	$30,000	$30,000	$0
Fine/Licenses	$12,350	$10,000	$12,000	$10,000	$0
Charges for Services	$1,099,837	$1,015,950	$1,028,430	$1,067,430	$51,480
Interdepartmental	$105,961	$141,000	$140,000	$110,000	($31,000)
Other Revenue	$30,331	$18,000	$24,000	$39,000	$21,000
Appr. Fund Balance (a)	$332,276	$30,000	$69,299	$30,000	$0
County Tax Levy	**$3,241,729**	**$3,404,017**	**$3,404,017**	**$3,406,701**	**$2,684**
Total Revenues	**$4,857,411**	**$4,648,967**	**$4,707,746**	**$4,693,131**	**$44,164**
Personnel Costs	$3,049,459	$3,123,208	$3,046,797	$3,132,592	$9,384
Operating Expenses	$543,171	$582,400	$578,550	$593,260	$10,860
Interdept. Charges	$708,825	$721,084	$715,469	$755,779	$34,695
Fixed Assets (a)	$227,873	$222,275	$286,876	$211,500	($10,775)
Total Expenditures	**$4,529,328**	**$4,648,967**	**$4,627,692**	**$4,693,131**	**$44,164**
Rev. Over (Under) Exp.	$328,082	$0	$80,054	$0	$0

a) 2012 estimates for expenditures exceed the adopted budget due to 2011 carryover and purchase orders and additional expenditure authority added to the budget by approved ordinances.

Program Highlights

General Governmental revenues, which consist of state grant funding to maintain snowmobile trails is budgeted at the 2012 level of $30,000.

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

Charges for Service revenues increase by $51,480 to $1,067,430, and include the following; daily entrance - $294,700; annual stickers - $275,400; boat launch - $135,500; camping fee $105,600; concessions -$87,500; reservation fee -$81,450; and land lease - $87,280. Revenue increase is mainly due to a $14,000 increase in parks entrance fees; a $10,480 increase in land lease revenues; $5,000 increase in reservation fees and $22,000 increase in annual sticker revenues. Annual sticker and entrance fee increase are mainly due to anticipated revenues from the development of a new dog park in Mukwonago Park. Land lease and reservation revenues are adjusted to more accurately reflect actual experience. Several pricing changes have been made to park entrance fees. The spring and fall special rate will be eliminated due to higher year round park use. Both the weekend and weekday daily fee will be the same rate ($4). The increased revenue from raising weekday rate (from $3 to $4) will be offset with the reduced revenues from decreasing the weekend rate (from $5 to $4).

Interdepartmental Revenues are budgeted to decrease by $31,000 to $110,000 mainly due to reallocation of staff duties which results in a decrease in Parks staff time reimbursement for management assistance to Department's enterprise operations. General donation increase of $25,000 and a one-time general fund balance appropriation of $30,000 will assist in funding the development of a dog park at Mukwonago Park.

Parks Programs (Continued)

Personnel costs increase $9,384 or about 0.3% and include the cost to continue existing staffing levels, a 0.50 FTE increase in seasonal extra help. Personnel also reflects a reallocation of staff including the transfer in of 0.45 FTE Enterprise Operations Manager to the Parks program from the Golf fund (0.05 FTE), Ice Arena funds (0.20 FTE) and the Exposition Center program (0.20 FTE), which is offset by the transfer out of a 0.36 FTE Parks System manager to the Ice Arenas fund (0.16) fund and to the Exposition Fund (0.20 FTE). Other decreases include a 0.05 FTE reduction in overtime funding and a reduction in budgeted health and dental insurance costs.

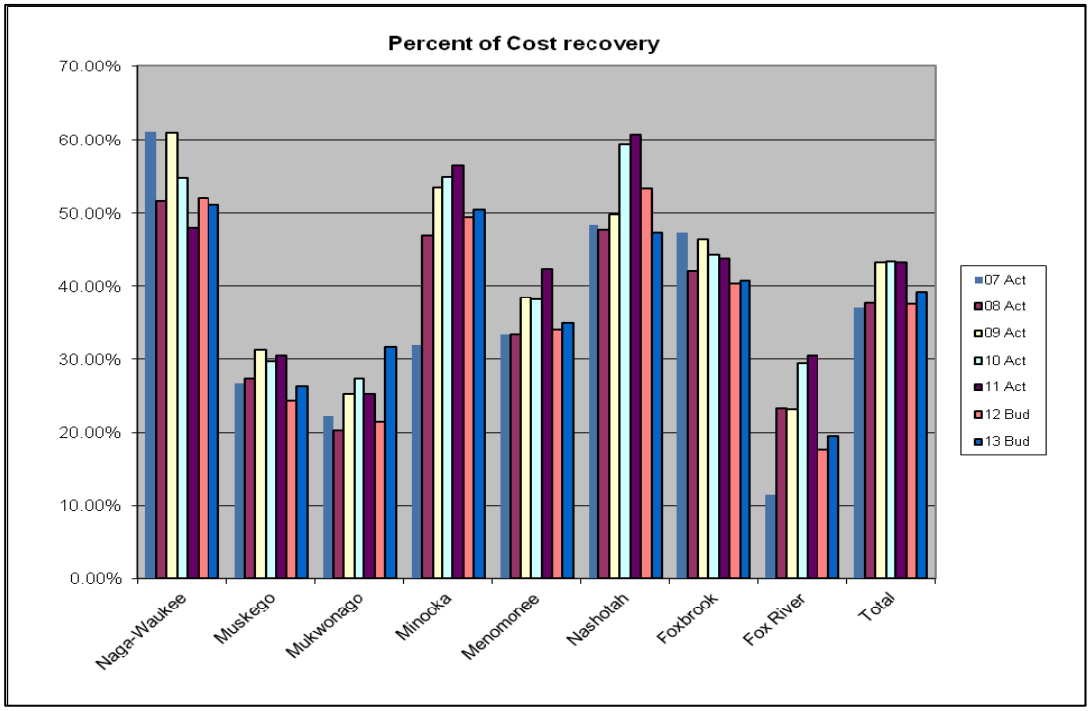
Operating expenditures have increased by $10,860 to $593,260. Increases of $12,975 for equipment, $3,575 for landscaping material and $4,975 for merchandise for resale are partially offset by a $6,500 reduction in planned maintenance and a $4,300 reduction in cleaning supplies.

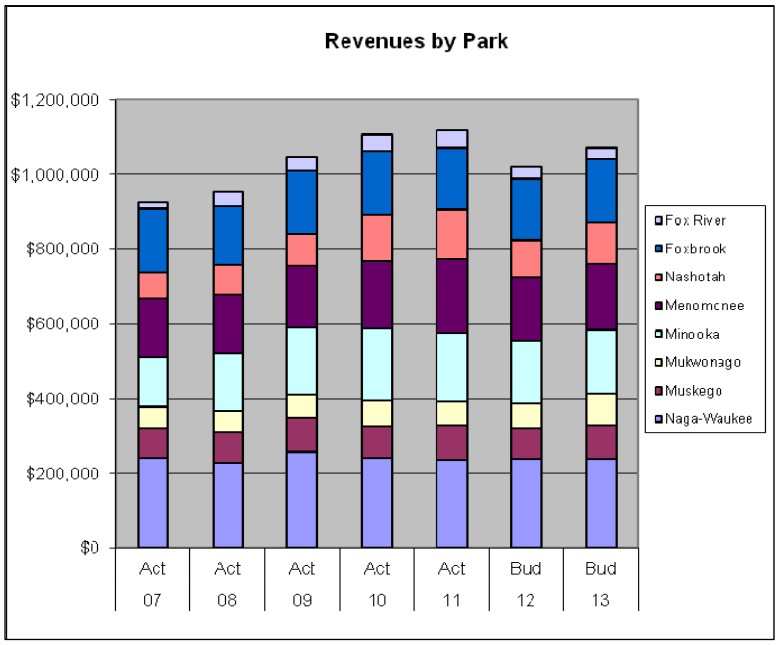
Interdepartmental charges are budgeted to increase by $34,695 mainly due to the full implementation of EPA tier 4 emission standards which have increased vehicle replacement and operating costs $24,848, and a $9,239 increase in telephone and radio communication charges.

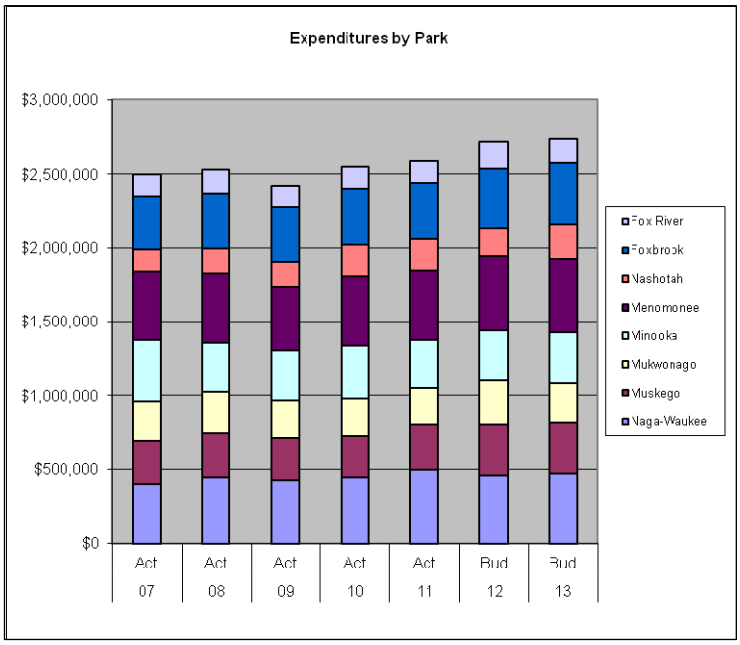
Fixed asset expenditures are budgeted to decrease by $10,775 to $211,500. The fixed asset budget includes $75,000 for development of a dog park at Mukwonago Park; $40,000 culvert and creek bed development at Mukwonago Park; $50,000 for green way trail improvements; $14,500 for equipment; $20,000 for Barn residing; and $12,000 for beach house repairs. The dog park project will be funded with $25,000 from local dog group donations, $30,000 fund balance appropriation and $20,000 from an anticipated increase in park entrance and annual sticker sales.

Activity Volumes #	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Daily Entrance Stickers	84,173	78,000	79,020	81,500	3,500
Annual Stickers	14,275	11,900	12,200	13,000	1,100
Family Camping	4,042	4,300	4,300	4,300	-
Group Camping	1,595	1,600	1,600	1,600	-
Reserved Picnics/ Pavilion/Lodge Rental	1,078	1,050	1,050	1,050	-
Annual Boat Launch Stickers	535	470	450	470	-
Daily Boat Launch	13,251	12,450	12,000	12,450	-

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 over a 6 year average, at approximately 43% of expenditure. The 2013 budget includes a cost recovery rate of 39.2%.

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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**7.93**	**7.93**	**7.93**	**7.90**	**(0.03)**
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	$156	$0	$0	$0	$0
Appr. Fund Balance (a)	$31,851	$0	$104,200	$60,000	$60,000
County Tax Levy	**$699,119**	**$664,287**	**$664,287**	**$715,361**	**$51,074**
Total Revenues	**$731,125**	**$664,287**	**$768,487**	**$775,361**	**$111,074**
Personnel Costs	$316,180	$339,134	$311,066	$324,177	($14,957)
Operating Expenses (a)	$116,909	$100,400	$125,400	$100,300	($100)
Interdept. Charges	$153,657	$189,753	$188,844	$185,884	($3,869)
Fixed Assets (a)	$13,908	$35,000	$145,000	$165,000	$130,000
Total Expenditures	**$600,654**	**$664,287**	**$770,310**	**$775,361**	**$111,074**
Rev. Over (Under) Exp.	$130,471	$0	($1,823)	$0	$0

a) 2012 estimates for expenditures exceed the adopted budget related to the 2011 carryover of 83.5K (by approved ordinance) and purchase orders carried over in the amount of $20.7K.

Program Highlights

General fund balance appropriation of $60,000 is included to offset a campus signage project and will be reduced in the next year's (2014) budget**.**

Personnel costs are budgeted to decrease by $14,957 mainly due to employee selection of health and dental insurance plans which more than offset costs to continue existing staff levels. Also, overtime is being slightly reduced by 0.03 FTE (about 62 hours) to 0.63 FTE in the 2013 budget.

Interdepartmental charges decrease $3,869, mostly due to a $3,000 increase in natural gas charges, which is more than offset by a $6,000 reduction in budgeted maintenance costs. Fixed Asset expenditures increase $130,000, mainly due to increase in major one-time projects in the three-Year Maintenance plan budgeted in this cost center. Fixed assets include $135,000 for a major sign replacement project at the county grounds campus, $25,000 for removal of a single-family dwelling at Ryan Park, and $5,000 for improvements to parking lot landscaping.

Activity Data	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Acres of Land Maintained	214	214	214	214	-
Acres of Parking Lot maintained	44	44	44	45	1
Linear Ft- Sidewalk/Entrances	31,000	31,000	31,000	33,200	2,200

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 2013, 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: Due to Naturalist staff changes, department will conduct program audits and survey of users in 2012 for report in the 2014 Budget.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**8.85**	**8.85**	**8.85**	**8.84**	**(0.01)**
Charges for Services	$82,536	$77,200	$77,000	$77,200	$0
Other Revenue	$71,524	$93,000	$93,000	$88,000	($5,000)
Appr. Fund Balance (a)	$40,000	$0	$24,000	$0	$0
County Tax Levy	**$543,230**	**$544,841**	**$544,841**	**$565,746**	**$20,905**
Total Revenues	**$737,290**	**$715,041**	**$738,841**	**$730,946**	**$15,905**
Personnel Costs	$431,366	$443,015	$423,878	$452,396	$9,381
Operating Expenses	$136,898	$137,400	$128,500	$147,380	$9,980
Interdept. Charges	$91,777	$90,626	$89,498	$101,170	$10,544
Fixed Assets	$46,616	$44,000	$40,000	$30,000	($14,000)
Total Expenditures	**$706,658**	**$715,041**	**$681,876**	**$730,946**	**$15,905**
Rev. Over (Under) Exp.	$30,632	$0	$56,965	$0	$0

a) The 2012 estimate exceeds the adopted budget related to the 2011 carryover of a purchase order in the amount of $24,000 for lab renovations.

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. Other Revenues decrease $5,000 and include $32,000 in birdseed sale; $18,000 of bookstore merchandise sale; $8,000 in miscellaneous revenue and $30,000 in donations. Merchandise for resale has been reduced $5,000 to be more inline with 2011 actual experience. In 2013, a donation from the "Friends of Retzer Nature Center" will fund adventure trail improvements.

Personnel costs are budgeted to increase by $9,381 to fund the cost to continue existing staffing levels. Extra help is reduced by 0.01 FTE. Operating costs increase $9,980 mainly due to a $2,000 increase in utility costs, $6,200 increase for landscaping materials and a $2,500 increase for small equipment. Interdepartmental charges increase $10,544 mainly due to vehicle ownership cost increases of $8,905 and a $1,500 increase in computer ownership charges. Fixed assets include $30,000 for the adventure trail improvements mentioned above.

Activity	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Attendance at hikes, workshops, seminars (a)	4,885	8,000	6,000	6,500	(1,500)
Apple harvest festival attendance	4,547	5,000	5,000	5,000	-
Site Evaluations	2	5	3	5	-
Bird Seed Bags Sold	1,865	2,300	2,300	2,300	-

(a) 2012 budget appears to be over stated based on the 2011 actual and 2012 estimate.

Museum

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$215,000**	**$215,000**	**$215,000**	**$215,000**	**$0**
Total Revenues	**$215,000**	**$215,000**	**$215,000**	**$215,000**	**$0**
Personnel Costs	$0	$0	$0	$0	$0
Operating Expenses	$215,001	$215,000	$215,000	$215,000	$0
Interdept. Charges	$0	$0	$0	$0	$0
Total Expenditures	**$215,001**	**$215,000**	**$215,000**	**$215,000**	**$0**
Rev. Over (Under) Exp.	($1)	$0	$0	$0	$0

Program Highlights

The County will continue to budget $215,000 in the 2013 budget to cover museum operating expenses.

Activity	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Estimate	2013 Budget
Annual Contractual Visitor Performance Standard	13,530	13,730	13,930	14,130	14,330	N/A
Actual/Estimate	15,509	15,559	17,016	17,719	18,400	20,000

Exposition Center

Program Description

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

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**8.84**	**8.84**	**8.84**	**8.89**	**0.05**
Charges for Services	$497,013	$560,000	$525,000	$535,000	($25,000)
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance (a)	$30,002	$10,000	$46,300	$10,000	$0
County Tax Levy	**$128,629**	**$139,252**	**$139,252**	**$165,069**	**$25,817**
Total Revenues	**$655,645**	**$709,252**	**$710,552**	**$710,069**	**$817**
Personnel Costs	$403,723	$425,554	$422,136	$433,982	$8,428
Operating Expenses (a)	$232,578	$220,025	$253,525	$213,825	($6,200)
Interdept. Charges	$63,237	$63,673	$63,382	$62,262	($1,411)
Fixed Assets	$45,720	$0	$0	$0	$0
Total Expenditures	**$745,258**	**$709,252**	**$739,043**	**$710,069**	**$817**
Rev. Over (Under) Exp.	($89,613)	$0	($28,491)	$0	$0

(a) 2012 estimate exceeds the adopted budget related to the 2011 carryover of maintenance projects, as approved by ordinance.

Program Highlights

Charges for services revenue decrease $25,000, 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 2013 to fund expenditures for a table and chair replacement program. Tax levy support for this program increases by $25,817 to $165,069.

Personnel costs increase $8,428 mainly due to the cost to continue existing staff levels. In addition, overtime is increased by 0.05 FTE. Also, management changes results in a transfer out of 0.20 FTE for the Enterprise Operations manager to Parks Operations and an transfer in of 0.20 FTE for the Parks System Manager from Parks Operations.

Operating expenses decrease by $6,200, mainly due to a $10,000 reduction in natural gas costs which is partially offset by a $2,000 increase in electricity and $2,000 increase in sewer and water charges. Interdepartmental charges are budgeted to decrease by $1,411, mainly due to a $687 reduction in telephone charges and reductions 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:	2011 Actual	2012 Target	2012 Estimate	2013 Target
# of PLU web pages viewed on divisions home page (a)	154,582	300,000	300,000	305,000
# of web based inquires/% responded to within 2 business days	135/100%	200/100%	140/100%	150/100%

(a) Due to a loss of data during a computer software upgrade for the County web site, the 2011 actual data only include information from June through December.

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:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Number of Jail Days Saved	592	280	936	938
Est. Value in $ of service to the County	$54,069	$24,102	$80,592	$80,700

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 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%. The Department will implement energy conservation initiatives justified in facility energy analysis reports with return on investment (ROI) of under 7 years (high and medium ranked projects).

Objective 4: The Department of Administration – Accounting / Payroll Divisions will continue 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.

Administrative Services (continued)

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**9.00**	**9.00**	**9.00**	**8.50**	**(0.50)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$500	$500	$0	($500)
Interdepartmental	$125,569	$149,000	$145,000	$168,800	$19,800
Other Revenue	$70	$2,743	$2,500	$338	($2,405)
Appr. Fund Balance (a)	$17,268	$0	$0	$0	$0
County Tax Levy	$672,588	$677,399	$677,399	$642,209	**($35,190)**
Total Revenues	**$815,495**	**$829,642**	**$825,399**	**$811,347**	**($18,295)**
Personnel Costs (b)	$732,700	$701,795	$712,468	$684,464	($17,331)
Operating Expenses (b)	$55,769	$66,000	$72,343	$69,400	$3,400
Interdept. Charges	$59,230	$61,847	$58,897	$57,483	($4,364)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$847,700**	**$829,642**	**$843,708**	**$811,347**	**($18,295)**
Rev. Over (Under) Exp.	($32,204)	$0	($18,309)	$0	$0

(a) Fund balance in 2011 was used to complete a lake Kessus floodplain study.
(b) The 2012 Estimate exceeds the 2012 Adopted budget mainly due to health care costs and one-time equipment and maintenance costs.

Program Highlights

Interdepartmental revenues increase by $19,800 due to a department restructuring which results in reallocation of administrative and financial management charges to Parks Department enterprise and special revenue funds.

Personnel costs decrease $17,331, or approximately 2.5%, mainly due to cost to continue existing positions which is more than offset by the unfunding of a 0.50 FTE Account Clerk I position.

Operating costs are increased $3,400 mainly due to a $2,000 increase in office equipment maintenance costs, $1,000 increase in contracted services and $500 increase in small equipment.

Interdepartmental charges are decreased $4,364 mainly due to a $1,221 reduction in computer replacement charges and a reduction of $3,000 for postage to match actual experience.

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.

	2013	2014	2015
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	$0	$0	$0
Road/Parking Lot Maintenance	$0	$0	$0
Building Improvements (a)	$160,000	$0	$0
Total Grounds Maintenance	$160,000	$0	$0
Retzer Nature Center (1)			
Building Repair/Maintenance	$0	$0	$0
Road/Parking Lot Maintenance	$600	$900	$600
Building Improvements	$0	$0	$0
Total Retzer Nature Center	$600	$900	$600
Naga-Waukee Park (*)			
Building Repair/Maintenance	$7,000	$0	$8,950
Road/Parking Lot Maintenance	$1,500	$1,500	$1,500
Building Improvements	$0	$0	$25,000
Total Naga-Waukee Park	$8,500	$1,500	$35,450
Muskego Park (*)			
Building Repair/Maintenance	$1,000	$2,500	$0
Road/Parking Lot Maintenance	$1,500	$1,500	$1,500
Building Improvements	$0	$15,000	$0
Total Muskego Park	$2,500	$19,000	$1,500
Mukwonago Park (*)			
Building Repair/Maintenance	$0	$0	$12,800
Road/Parking Lot Maintenance	$1,500	$1,500	$1,500
Building Improvements	$0	$12,500	$0
Total Mukwonago Park	$1,500	$14,000	$14,300

(1) These maintenance plan costs are included in each specific program budget.
(*) These maintenance plan costs are included in Parks program budget.
(a) Includes County signage project.

PARK AND LAND USE
THREE-YEAR MAINTENANCE PLAN (continued)

	2013	2014	2015
Minooka Park (*)			
Building Repair/Maintenance	$0	$2,800	$0
Road/Parking Lot Maintenance	$1,500	$1,500	$1,500
Building Improvements	$0	$0	$0
Total Minooka Park	$1,500	$4,300	$1,500
Menomonee Park (*)			
Building Repair/Maintenance	$0	$22,900	$47,600
Road/Parking Lot Maintenance	$1,500	$1,500	$1,500
Building Improvements	$0	$100,000	$28,000
Total Menomonee Park	$1,500	$124,400	$77,100
Nashotah Park (*)			
Building Repair/Maintenance	$4,300	$0	$0
Road/Parking Lot Maintenance	$1,500	$1,500	$1,500
Building Improvements	$0	$0	$0
Total Nashotah Park	$5,800	$1,500	$1,500
Foxbrook Park (*)			
Building Repair/Maintenance	$0	$0	$0
Road/Parking Lot Maintenance	$1,500	$1,500	$1,500
Building Improvements	$12,000	$28,000	$0
Total Foxbrook Park	$13,500	$29,500	$1,500
Fox River Park (*)			
Building Repair/Maintenance	$0	$0	$0
Road/Parking Lot Maintenance	$1,500	$1,500	$1,500
Building Improvements	$0	$0	$59,800
Total Fox River Park	$1,500	$1,500	$61,300
Total			
Building Repair/Maintenance	$28,300	$44,200	$85,350
Road/Parking Lot Maintenance	$14,100	$14,400	$14,100
Building Improvements	$172,000	$115,000	$153,300
Grand Total	$214,400	$214,100	$212,250
Planned Use of General Fund Balance appropriations (a)	$60,000	$30,000	$0

(*)These maintenance plan costs are included in Parks program budget.
(a) Appropriation of Fund balance in 2013 is for signage.

Parks & Land Use

Statement of Purpose

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

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

Financial Summary	2011 Actual	2012 Adopted Budget	2012 Estimate	2013 Budget	Change From 2012 Adopted Budget $	%
Revenues						
General Government (a) (b)	$6,239,267	$2,344,000	$6,688,693	$2,298,808	($45,192)	-1.9%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$0	$0	$0	$0	$0	N/A
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue (c)	$513,501	$741,840	$771,419	$733,310	($8,530)	-1.1%
Appr. Fund Balance (d)	$0	$25,000	$25,000	$25,000	$0	0.0%
County Tax Levy (d)	**$29,200**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$6,781,969**	**$3,110,840**	**$7,485,112**	**$3,057,118**	**($53,722)**	**-1.7%**
Expenditures						N/A
Personnel Costs	$220,545	$187,511	$183,114	$185,083	($2,428)	-1.3%
Operating Expenses (a)	$6,831,880	$2,821,132	$7,024,327	$2,777,199	($43,933)	-1.6%
Interdept. Charges	$118,769	$102,197	$93,967	$94,836	($7,361)	-7.2%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$7,171,193**	**$3,110,840**	**$7,301,408**	**$3,057,118**	**($53,722)**	**-1.7%**
Rev. Over (Under) Exp.	($389,225)	$0	$183,704	$0	$0	N/A

Position Summary (FTE)					
Regular Positions	2.80	2.35	2.35	2.35	0.00
Extra Help	0.00	0.00	0.00	0.00	0.00
Overtime	0.04	0.04	0.04	0.04	0.00
Total FTEs	2.84	2.39	2.39	2.39	0.00

(a) 2012 Estimate includes a 2011 carryover of encumbered grant contracts that totaled $4.5 million and an approved request to carry-over 2011 expenditure appropriations that totaled $2.6 million.

(b) The 2013 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 and 2013 General 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.

Community Development Block Grant

Program Description

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

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**2.08**	**1.99**	**1.99**	**1.99**	**0.00**
General Government (a)	$1,341,224	$1,176,000	$1,391,204	$1,249,906	$73,906
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue (b)	$386,964	$565,000	$531,291	$565,000	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$1,728,188**	**$1,741,000**	**$1,922,495**	**$1,814,906**	**$73,906**
Personnel Costs	$160,041	$159,620	$157,636	$157,092	($2,528)
Operating Expenses (a)	$1,838,094	$1,521,320	$1,651,551	$1,596,420	$75,100
Interdept. Charges	$67,420	$60,060	$60,360	$61,394	$1,334
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$2,065,555**	**$1,741,000**	**$1,869,547**	**$1,814,906**	**$73,906**
Rev. Over (Under) Exp.	($337,366)	$0	$52,948	$0	$0

(a) 2012 Estimate includes a 2011 carryover of encumbrances totaling $773,873 and a 2011 carryover of $437,643 through a separate ordinance. Unexpended appropriations at year end 2012 will be requested to be carried over to the 2013 Modified budget.

(b) Other Revenue includes revolving loan and program income revenue.

Program Highlights

Federal CDBG revenue from the Department of Housing and Urban Development (HUD) is budgeted at the 2012 actual award of $1,249,906 for the 2013 Budget. This represents a $73,906 increase from the 2012 adopted budget.

Other revenue of $565,000 and includes revolving loan income estimated at $365,000 repaid by Waukesha County Economic Development Corporation (WCEDC) and program income estimated at $200,000 repaid by the City of Waukesha, Housing Development and Housing Rehabilitation programs.

Personnel costs decrease $2,528 mainly due to the cost to continue existing staffing level which is more than offset by savings from staff turnover. The CDBG program budget includes about $5,150 for CDBG Board expenses of which $4,500 is related to estimated personnel costs per diems and $650 is included for operating expense mileage reimbursements. Overall, operating expenses increase $75,100 mainly related to the $73,906 increase in HUD funding. Interdepartmental charges increase $1,334 mainly due to higher computer ownership costs.

Community Development Block Grant (Continued)

Major Departmental Strategic Outcomes and Objectives for 2013

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

Objective 1: To address key community objectives and funding targets contained in the current consolidated plan.

Key Outcome Indicator: The 2013 allocation will target funding to the community objectives based on percentages identified in the consolidated plan.

Performance Measure:

Community Objective	Funding Target % of annual Allocation(a)	2011 Actual	2012 Estimate	2013 Target
Housing	18%	14%	18%	18%
Economic Development	30%	29%	30%	30%
Public Service (outside neighborhood stabilization areas)	15%	15%	15%	15%
Public Service (within neighborhood stabilization areas)	10%	15%	10%	10%
Facilities	7%	7%	7%	7%
Administration	20%	20%	20%	20%

(a) Funding Target % of Annual Allocation is taken from the 2010—2014 Waukesha County Consolidated Plan.

The community objectives can be further defined as:

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

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

"Public Services": These are services provided directly to qualifying individuals such as family/personal assistance; shelters; food/nutrition; workforce/job training; medical/health; and transportation. Federal regulations cap the funding of these services at 15% of the annual allocation to the County.

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

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

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

HOME Investment Partnership Program

Program Description

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

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**0.76**	**0.40**	**0.40**	**0.40**	**0.00**
General Government (a)	$1,835,550	$1,168,000	$1,115,672	$1,048,902	($119,098)
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue (b)	$126,437	$176,840	$240,128	$168,310	($8,530)
Appr. Fund Balance (c)	$0	$25,000	$25,000	$25,000	$0
County Tax Levy (c)	**$29,200**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$1,991,187**	**$1,369,840**	**$1,380,800**	**$1,242,212**	**($127,628)**
Personnel Costs	$11,547	$27,891	$25,478	$27,991	$100
Operating Expenses (a)	$1,987,904	$1,299,812	$1,190,959	$1,180,779	($119,033)
Interdept. Charges	$43,594	$42,137	$33,607	$33,442	($8,695)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$2,043,046**	**$1,369,840**	**$1,250,044**	**$1,242,212**	**($127,628)**
Rev. Over (Under) Exp.	($51,858)	$0	$130,756	$0	$0

(a) 2012 Estimate includes a 2011 carryover of encumbrances totaling $456,331 and a 2011 carryover of $958,231 through a separate ordinance. Unexpended appropriations at year end 2012 will be requested to be carried over to the 2013 Modified budget.

(b) Other Revenue for the 2013 Budget includes $157,000 for program income and $11,310 from Wisconsin Partnership housing development for facility lease 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 Wisconsin Partnership Housing Development as a contract incentive. 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.

Program Highlights

Federal HOME revenues from the Department of Housing and Urban Development (HUD) are budgeted at the 2012 actual award of $1,048,902 for the 2013 Budget. This represents a $119,098 decrease from the 2012 adopted budget.

Other revenues include program income and lease payments from Wisconsin Partnership for Housing Development. Program income revenues remain at the 2012 level of $157,000. The program income revenue results from Down Payment Assistance, Housing Development and Housing Rehabilitation programs, and include a sub-recipient contract agreement with WI Partnership to administer down payment assistance and housing rehabilitation programs and providing county reimbursed revenues which is budgeted to decrease $8,530 to $11,310.

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

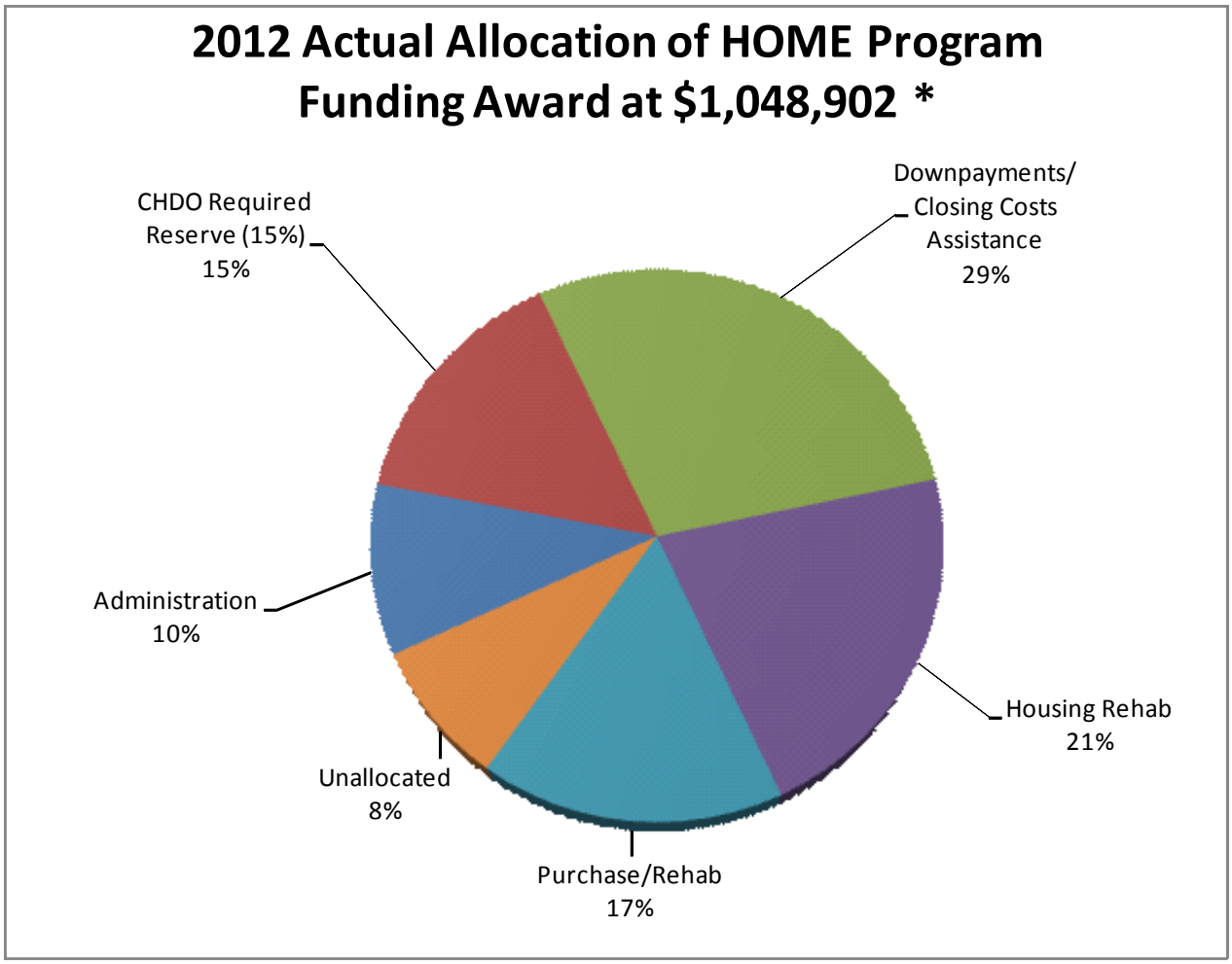
Objective 1: To provide services that improve affordable housing opportunities for low- and moderate- income households in the County. (HOME)

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:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Percent of Persons Improving Housing Affordability	100%	99%	100%	100%
Number of households benefiting	89	205	88	77

HOME Investment Partnership Program (Continued)

Activity	2011 Actual	2012 Budget	2012 Actual	2013 Budget	12-13 Budget Change
# of Down payment and Closing Cost Assistance	53	70	61	50	(20)
# of Actual Homebuyers	72	80	75	80	-
Housing Rehabilitation	16	35	13	13	(22)
Purchase/Rehab	20	25	14	14	(11)



* 2012 Allocation based on the Home Board Recommendation.

Other CDBG Grant Programs

Program Description

Administration for other grant assistance programs as funding is provided.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
General Government (a)	$3,062,493	$0	$4,181,817	$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	$100	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$3,062,593**	**$0**	**$4,181,817**	**$0**	**$0**
Personnel Costs	$48,957	$0	$0	$0	$0
Operating Expenses (a)	$3,005,882	$0	$4,181,817	$0	$0
Interdept. Charges	$7,754	$0	$0	$0	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$3,062,593**	**$0**	**$4,181,817**	**$0**	**$0**
Rev. Over (Under) Exp.	$0	$0	$0	$0	$0

(a) 2012 Estimate includes a 2011 carryover to 2012 of encumbrances and approved carryover through a separate ordinance.

Program Highlights

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 2009. In 2010 an additional $2,552,600 was awarded. In 2011 an additional $204,520 was awarded. The grant is expected to be fully expended by 12/31/12.

HUD-Neighborhood Stabilization Program (NSP)

In 2009 Waukesha County was awarded $1,312,575 of HUD funding from the State of Wisconsin for the Housing and Economic Recovery Act of 2008. In 2010, the County was awarded an additional adjusted amount of $245,166 of HUD funding from the State of Wisconsin for the Housing and Economic Recovery Act of 2008 under the Supplemental HUD-Neighborhood Stabilization Program. The grant is expected to be fully expended by 12/31/12.

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	2011 Actual	2012 Adopted Budget	2012 Estimate (a)	2013 Budget	Change From 2012 Adopted Budget $	%
Revenues						
General Government	$0	$300	$300	$300	$0	0.0%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Service	$698,513	$704,000	$736,000	$720,000	$16,000	2.3%
Interdepartmental	$15,500	$15,500	$15,500	$15,500	$0	0.0%
Other Revenue	$4,427	$6,535	$4,390	$52,300	$45,765	700.3%
Appr. Fund Balance (a)	$15,000	$0	$25,000	$0	$0	N/A
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$733,440**	**$726,335**	**$781,190**	**$788,100**	**$61,765**	**8.5%**
Expenditures						
Personnel Costs	$404,231	$410,678	$388,133	$419,602	$8,924	2.2%
Operating Expenses	$179,651	$194,366	$212,420	$239,766	$45,400	23.4%
Interdept. Charges	$119,201	$121,291	$120,391	$128,732	$7,441	6.1%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$703,083**	**$726,335**	**$720,944**	**$788,100**	**$61,765**	**8.5%**
Rev. Over (Under) Exp.	$30,357	$0	$60,246	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	4.00	4.00	4.00	4.00	0.00	
Extra Help	0.00	0.00	0.00	0.00	0.00	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total FTEs	4.00	4.00	4.00	4.00	0.00	

(a) The 2012 estimate for appropriated LIS Fund Balance exceeds the 2012 adopted budget due to a 2011 consulting services project carried forward into 2012 per County Board enrolled ordinance 166-100.

CURRENT AND ADOPTED CAPITAL PROJECTS

Proj. #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of '12	Estimated Operating Impact	A=Annual T= One-Time
201119	**Orthophotography**	**2015**	**$400,000**	**50%**	**$0**	**NA**

Major Departmental Strategic Outcomes and Objectives for 2013

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.

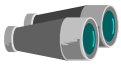
Key Outcome Indicator: Provide monthly updates to parcel information presented on the Land Information System.

Performance Measure:	2011 Actual	2012 Budget	2012 Estimate	2013 Target
Number of Parcels added	695	1,200	1,200	1,200
# of months parcels were updated on LIS within 1 month of receipt from Tax Listing	12	12	12	12

Objective 2: 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:	2011 Actual	2012 Budget	2012 Estimate	2013 Target
# of survey monuments maintained	79	60	60	60



Program Highlights

Charges for Service revenues, which consist of document recording fee revenues, are anticipated to increase slightly from $704,000 to $720,000, as the real estate market shows more stability. This is based on the estimated number of recorded documents, increasing from 88,000 in 2012 to 90,000 in 2013. For Interdepartmental Revenues, Land Information staff have an interagency agreement with the Department of Emergency Preparedness to provide street address maintenance services. The agreement is anticipated to continue at current service level and will generate $15,500 in revenue. Other Revenue includes $10,000 from the sale of an updated Street Atlas to fund the cost to produce the Atlas and $40,000 of landfill siting revenues to help offset program expenditures. Use of landfill siting revenues is planned to be phased out as document recording fees rebound to higher levels.

Personnel Costs increased by $8,924 or 2.2% mainly due to the cost to continue the 4.0 FTE staffing level. General Operating expenses increased due to several one-time costs, including about $6,365 for the purchase of software products required to manipulate the new LiDAR data set acquired in Capital project 201119; $8,000 for office space reconfiguration, $7,700 is provided for programming assistance and $10,000 is added to update the County's street atlas (with offsetting revenues mentioned above). Other operating expense increases include $8,500 for an anticipated increase in software licensing and maintenance costs and $4,100 to provide some additional training required to accommodate changes in the underlying GIS software. Interdepartmental Charges increase $7,441 mainly due a $4,700 increase in eligible indirect cost recovery charges, a $1,500 increase in Parks management services, and $1,426 increase in computer technology ownership costs.

Fund Purpose

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

Financial Summary	2011 Actual	2012 Adopted Budget(c)	2012 Estimate	2013 Budget	Change From 2012 Adopted Budget $	%
Revenues						
General Government (a)	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services (c)	$187,761	$150,000	$200,000	$150,000	$0	0.0%
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue (c)	$130,699	$150,000	$134,000	$150,000	$0	0.0%
Appr. Fund Balance (b)	$1,284,575	$700,000	$770,000	$700,000	$0	0.0%
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$1,603,035**	**$1,000,000**	**$1,104,000**	**$1,000,000**	**$0**	**0.0%**
Expenditures						
Personnel Costs	$0	$0	$0	$0	$0	N/A
Operating Expenses	$22,600	$125,000	$47,945	$125,000	$0	0.0%
Interdept. Charges	$0	$0	$0	$0	$0	N/A
Fixed Assets (b)	$0	$875,000	$1,022,055	$875,000	$0	0.0%
Total Expenditures	**$22,600**	**$1,000,000**	**$1,070,000**	**$1,000,000**	**$0**	**0.0%**
Rev. Over (Under) Exp.	$1,580,435	$0	$34,000	$0	$0 -	

(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 2012 estimated revenues and expenditures exceed budget due to higher than budget land purchases anticipated during 2012, which will require ordinances requesting additional expenditure appropriations and Tarmann Fund Balance to cover purchase costs.

(c) The 2012 Adopted Budget is restated for comparative purposes to the 2011 Actual, 2012 Estimate, and 2013 Budget, adjusting $150,000 to the Charges for Service for Municipal Charges-Landfill Siting account, previously budgeted in the Other Revenue-Landfill Siting account.

Summary of Tarmann Fund Funding Sources 2010 – 2013

Revenue Source	2010 Actual	2011 Actual	2012 Budget	2013 Budget	Budget Change
DNR Stewardship Grant Reimbursements	$130,000	$0	$0	$0	$0
Interest Income	$132,453	$130,549	$150,000	$150,000	$0
Landfill Siting	$239,776	$187,760	$150,000	$150,000	$0
Tarmann Fund Balance	$300,000	$0	$700,000	$700,000	$0
Land Sales - Permits/Sales, Etc.	$3,685	$150	$0	$0	$0
Total Revenues	**$805,914**	**$318,459**	**$1,000,000**	**$1,000,000**	**$0**
Total Expenditures	**$415,425**	**$22,600**	**$1,000,000**	**$1,000,000**	**$0**
Revenues Over/(Under) Expenditures	**$390,489**	**$295,859**	**$0**	**$0**	**$0**

Program Highlights

Charges for services include $150,000 of landfill siting revenues, remaining at the 2012 budget level. 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 $150,000 of interest income earned on Tarmann Fund Balance.

Expenditures remain at 2012 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 2013

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:	2011 Actual	2012 Target	2012 Estimate	2013 Target
# of Acres of parkland and greenway lands acquired	0	300	150	150

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:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Acres in Parks Plan	4,664	4,664	4,664	4,664
Acres of Parks Plan Acquired	4,021	4,131	4,030	4,055
% of Park Plan Acquired	86.2%	88.6%	86.4%	87.0%
Acres in Greenway Plan	8,301	8,301	8,301	8,301
Acres of Greenway Plan Acquired	3,205	3,515	3,345	3,470
% of Greenway Plan Acquired	38.6%	42.3%	40.3%	41.8%

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 on-going maintenance and some proposed improvements to the facilities, which will serve to provide safe and accessible facilities and enhance the recreational experience for the golfing public while maintaining a high level of usage at the facility.

Financial Summary	2011 Actual	2012 Adopted Budget	2012 Estimate	2013 Budget	Change From 2012 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$2,792,714	$3,199,000	$3,100,000	$3,070,000	($129,000)	-4.0%
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue (a)	$20,451	$28,000	$28,000	$25,000	($3,000)	-10.7%
Appr. Fund Balance (d)	$20,133	$0	$19,714	$0	$0	N/A
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$2,833,298**	**$3,227,000**	**$3,147,714**	**$3,095,000**	**($132,000)**	**-4.1%**
Expenditures						
Personnel Costs	$1,239,498	$1,318,966	$1,260,832	$1,328,994	$10,028	0.8%
Operating Expenses	$946,517	$1,044,406	$1,021,927	$1,017,352	($27,054)	-2.6%
Interdept. Charges	$780,853	$863,628	$826,615	$865,725	$2,097	0.2%
Fixed Assets (c)	$15,320	$0	$60,000	$20,000	$20,000	N/A
Total Expenditures	**$2,966,868**	**$3,227,000**	**$3,109,374**	**$3,212,071**	**($14,929)**	**-0.5%**
Operating Inc./(Loss).	**($133,570)**	**$0**	**$38,340**	**($117,071)**	**($117,071)**	**N/A**
Cash Flow From Operations (b)	**$33,073**	**$183,865**	**$222,205**	**$54,726**	**($129,139)**	**-70.2%**
Position Summary (FTE)						
Regular Positions	8.85	8.85	8.85	8.80	(0.05)	
Extra Help	23.13	19.75	19.75	18.47	(1.28)	
Overtime	0.92	0.92	0.92	1.43	0.51	
Total FTEs	32.90	29.52	29.52	28.70	(0.82)	

(a) Other Revenue contained in the 2011 Actual includes interest income of $20,451. In 2012 and 2013 interest income is budgeted in and accounted for by management only in the Moor Downs Golf Course program area.

(b) Cash Flow from operations for the 2011 actual is obtained from the County's 2011 Comprehensive Annual Financial Report (CAFR). Cash flow from operation figures for the 2012 budget, 2012 estimate and 2013 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 2011 actual and 2012 estimate include fund balance appropriations which are due to 2011 carry over and purchase orders and offset additional expenditure authority added to the budget by approved ordinances.

Major Departmental Strategic Outcomes and Objectives for 2013

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 2009	2011 Actual	2012 Target	2012 Estimate	2013 Target
All three courses net operating income - EBITDA	$158,820	$33,073	$183,865	$222,205	$54,726

*The National Golf Foundation benchmark comparison for golf courses in the Upper Midwest. Most recent data available is from 2010 report on 2009 results.

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 2013.

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 1st Qtr 2013.

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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**13.93**	**12.43**	**12.43**	**12.18**	**(0.25)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$1,485,626	$1,725,000	$1,650,000	$1,650,000	($75,000)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$20,451	$0	$0	$0	$0
Appr. Fund Balance	$11,428	$0	$11,214	$0	$0
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$1,517,505**	**$1,725,000**	**$1,661,214**	**$1,650,000**	**($75,000)**
Personnel Costs	$505,287	$554,698	$509,928	$546,416	($8,282)
Operating Expenses (excl. Depr. Exp)	$335,825	$409,157	$393,282	$392,285	($16,872)
Depreciation Expense	$69,786	$72,558	$72,558	$62,853	($9,705)
Interdept. Charges	$375,063	$410,357	$395,552	$413,900	$3,543
Fixed Assets (a)	$0	$0	$60,000	$20,000	$20,000
Total Expenditures	**$1,285,961**	**$1,446,770**	**$1,371,320**	**$1,415,454**	**($31,316)**
Rev. Over (Under) Exp.	$231,545	$278,230	$289,894	$234,546	($43,684)

(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, car rental, food/merchandise and discount card sales decrease $75,000 to $1.65 million. Budgeted green fees have been increased by an overall weighted average of approximately 2.7%. Fees will be adjusted as necessary to maintain competitive market position; however, fees are expected to increase between $.25 and $1.00 per round.

Total budgeted expenditures decrease $31,316 or 2.2% to $1,415,454. Personnel costs decrease $8,282 or 1.5% to $546,416, which includes the cost to continue 3.25 FTE existing regular full time staff, a $14,917 increase in overtime funding (from .41 FTE to .62 FTE), a .43 FTE reduction from 8.75 FTE to 8.32 FTE in temporary extra help and health care plan savings of $21,419 mainly due to employees changing plan selections. Operating expenses (excluding depreciation) decrease $16,872 or approximately 4.1% to $392,285. Operating expense decreases include $1,600 in various operating supplies, a $10,000 reduction in Merchandise for resale expenses and a $5,000 reduction in electrical costs. Scheduled depreciation expenses have decreased $9,705 to $62,853. Interdepartmental charges increase $3,543 to $413,900 reflecting an increase in vehicle ownership cost of $6,239, which is partially offset by a $4,472 reduction in management services charges. Fixed assets includes $20,000 replacement or upgrade of POS software.

Activity

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
9 Hole Rounds	66,276	75,400	73,200	73,200	(2,200)
Golf Car Rentals	24,029	27,000	25,750	25,750	(1,250)
ID Cards Paying	1,272	1,400	1,300	1,300	(100)
9 Hole Play	18,616	20,800	20,200	20,200	(600)
18 Hole Play	23,830	27,300	26,500	26,500	(800)

Public Mid-Range Frost Belt Courses*		
	National Golf Foundation Median 2009 data	2011 Data
Gross Revenue(average)	$1.087 million	$1,625,673
Gross Revenue/Round (golf and golf carts)	$43.73	$38.30
Rounds Played	24,857	42,446

*The National Golf Foundation benchmark comparison for golf courses in the Upper Midwest. Most recent data available is from 2009.

Naga-Waukee Golf Course (cont.)

Naga-Waukee Golf Course Revenue				
	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Green Fees	$826,768	$1,010,000	$975,000	$975,000
Golf Cars	$301,489	$360,000	$335,000	$335,000
ID Cards	$21,879	$27,000	$25,000	$25,000
Food	$160,290	$179,500	$175,000	$175,000
Merchandise	$88,819	$104,500	$95,000	$95,000
Misc. Revenue	$86,381	$44,000	$45,000	$45,000
Total Revenue	$1,485,626	$1,725,000	$1,650,000	$1,650,000

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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**13.44**	**12.11**	**12.11**	**11.84**	**(0.27)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$1,050,758	$1,149,000	$1,150,000	$1,140,000	($9,000)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$6,205	$0	$6,000	$0	$0
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$1,056,963**	**$1,149,000**	**$1,156,000**	**$1,140,000**	**($9,000)**
Personnel Costs	$487,765	$522,427	$502,017	$537,824	$15,397
Operating Expenses (excl. Depr. Exp)	$366,156	$381,045	$378,850	$379,995	($1,050)
Depreciation Expense	$92,746	$91,407	$91,407	$91,534	$127
Interdept. Charges	$303,718	$334,256	$320,307	$337,106	$2,850
Fixed Assets (a)	$15,320	$0	$0	$0	$0
Total Expenditures	**$1,250,385**	**$1,329,135**	**$1,292,581**	**$1,346,459**	**$17,324**
Rev. Over (Under) Exp.	($193,422)	($180,135)	($136,581)	($206,459)	($26,324)

(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, car rental, food/merchandise and discount card sales have been reduced $9,000 to $1.14 million. Budgeted revenue include a weighted average increase of approximately 2.2%. Fees will be adjusted as necessary to maintain market position; however, fees are expected to increase between $0.25 and $1.00 per round.

Wanaki Golf Course (cont.)

Total budgeted expenditures increase $17,324 to $1,346,459. Personnel costs increase $15,397 or 2.9% to $537,824, which includes the cost to continue 3.25 FTE existing regular full time staff, a $13,458 increase in overtime, and a .47 FTE reduction of $16,829 from 8.50 FTE to 8.03 FTE in temporary extra help.

Operating expenses (excluding depreciation) decrease $1,050 to $379,995. Operating expense decreases include a $4,000 reduction in Merchandise for resale, and planned building maintenance reduction of $2,000, which is partially offset by an increase of $4,500 of small equipment. Scheduled depreciation expenses have increased $127.

Interdepartmental charges increase $2,850 to $337,106, an increase of $3,542 in vehicle ownership cost and $1,276 in worker compensation insurance costs are partially offset by a $2,500 reduction in management services charges.

Current and Adopted Capital Projects

Proj. #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of '12	Estimated Operating Impact	Est. Annual Depreciation Expense
201309	Wanaki GC Bridge Replacement	2016	$545,000	0%	TBD	$27,250

Activity

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
9 Hole Rounds	52,742	54,000	54,000	54,000	-
Golf Car/Cart Rental	15,616	14,800	14,800	15,000	200
ID Cards Paying	957	1,000	1,000	1,000	-
9 Hole Play	23,598	25,000	25,000	25,000	-
18 Hole Play	14,572	14,500	14,500	14,500	-

Public Mid-Range Frost Belt Courses*		
	National Golf Foundation Median 2009 data	2011 Data
Gross Revenue	$1.087 million	$1,148,074
Gross Revenue/Round	$43.73	$30.08
Rounds Played	24,857	38,170

*The National Golf Foundation benchmark comparison for golf courses in the Upper Midwest. Most recent data available is from 2009.

Wanaki Golf Course Revenue				
	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Green Fees	$603,831	$702,000	$690,000	$680,000
Golf Cars	$129,754	$130,000	$130,000	$132,000
ID Cards	$17,468	$20,000	$20,000	$21,000
Food	$135,849	$150,000	$155,000	$155,000
Merchandise	$114,899	$128,000	$130,000	$132,000
Misc.	$48,957	$19,000	25,000	$20,000
Total	$1,050,758	$1,149,000	$1,150,000	$1,140,000

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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**5.53**	**4.98**	**4.98**	**4.68**	**(0.30)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$256,329	$325,000	$300,000	$280,000	($45,000)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue (a)	$0	$28,000	$28,000	$25,000	($3,000)
Appr. Fund Balance	$2,500	$0	$2,500	$0	$0
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$258,829**	**$353,000**	**$330,500**	**$305,000**	**($48,000)**
Personnel Costs	$246,445	$241,841	$248,887	$244,754	$2,913
Operating Expenses (excl. Depr. Exp)	$62,004	$70,339	$65,930	$73,275	$2,936
Depreciation Expense	$20,001	$19,900	$19,900	$17,410	($2,490)
Interdept. Charges	$102,073	$119,015	$110,756	$114,719	($4,296)
Fixed Assets (b)	$0	$0	$0	$0	$0
Total Expenditures	**$430,523**	**$451,095**	**$445,473**	**$450,158**	**($937)**
Rev. Over (Under) Exp.	($171,693)	($98,095)	($114,973)	($145,158)	($47,063)

(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, car rental, food/merchandise and discount card sales are budgeted to decrease $45,000 to $280,000. Fees have been adjusted to respond to area market conditions, attract additional golfers and promote the game of golf. The lower fees were also used to compensate golfers for the County Grounds Service Center (CGSC) and Health & Human Services (HHS) construction area, which affected holes 4, 5, 6 and 7. Fees will be adjusted as necessary to maintain market position and attract golfers.

Total budgeted expenditures decrease $937 or approximately 0.2% to 450,158. Personnel costs increase $2,913 or approximately 1.2% to $244,754, which includes the cost to continue 2.3 FTE existing regular full time staff and a 0.37 FTE reduction from 2.50 FTE to 2.13 FTE in temporary extra help. Operating expenses (excluding depreciation expenses) increase $2,936 to $73,275. Operating expenses increases are mainly due to a $2,000 increase in water & sewer charges and $1,000 increase in maintenance supplies. Interdepartmental charges decrease $4,296 to $114,719 mainly due to a $5,600 decrease in management services, which is partially offset by a $400 increase in vehicle ownership costs and a $550 increase in highway supply charges.

Moor Downs Golf Course (cont.)

Activity

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
9 Hole Rounds	15,586	20,040	18,080	19,150	(890)
Golf Car Rental	5,771	5,550	5,550	5.550	-
ID Cards paying	467	700	700	700	-
9 Hole Play	15,520	19,800	17,920	19,000	(800)
18 Hole Play	33	120	80	75	(45)

Public Mid-Range Frost Belt Courses*		
	National Golf Foundation Median 2009 data	2011 Data
Gross Revenue	$1.087 million	$278,830
Gross Revenue/Round	$43.73	$17.93
Rounds Played	24,857	15,553

*The National Golf Foundation benchmark comparison for golf courses in the Upper Midwest. Most recent data available is from 2009.

Moor Downs Golf Course Revenue*				
	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Green Fees	$176,222	$237,500	$215,000	$190,500
Golf Cars	$36,984	$42,000	$41,000	$43,000
ID Cards	$8,305	$11,500	$10,000	$11,000
Food	$16,703	$21,000	$21,000	$22,000
Merchandise	$5,611	$7,000	$7,000	$7,500
Misc. Revenues	$12,504	$6,000	$6,000	$6,000
Total Revenue	$256,329	$325,000	$300,000	$280,000

***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	2011 Actual	2012 Adopted Budget	2012 Estimate	2013 Budget	Change From 2012 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$995,043	$1,045,200	$1,040,000	$1,045,200	$0	0.0%
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue	$14,630	$12,000	$12,000	$12,000	$0	0.0%
Appr. Fund Balance	$3,000	$0	$0	$0	$0	N/A
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$1,012,673**	**$1,057,200**	**$1,052,000**	**$1,057,200**	**$0**	**0.0%**
Expenditures						
Personnel Costs	$447,292	$462,455	$446,438	$469,013	$6,558	1.4%
Operating Expenses (b)	$544,750	$532,576	$517,586	$528,496	($4,080)	-0.8%
Interdept. Charges	$75,067	$81,172	$79,454	$81,231	$59	0.1%
Fixed Assets (Memo) (c)	$26,847	$50,000	$41,031	$55,000	$5,000	10.0%
Interdept. Debt-Prin (d)	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$1,067,109**	**$1,076,203**	**$1,043,478**	**$1,078,740**	**$2,537**	**0.2%**
Operating Inc./(Loss)(b)	**($54,436)**	**($19,003)**	**$8,522**	**($21,540)**	**($2,537)**	**-13.4%**
Cash Flow From Operations (a)	**$74,330**	**$115,341**	**$142,866**	**$110,419**	**($4,922)**	**-4.3%**
Position Summary (FTE)						
Regular Positions	4.95	4.95	4.95	4.91	(0.04)	
Extra Help	4.42	4.42	4.42	4.44	0.02	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total FTEs	9.37	9.37	9.37	9.35	(0.02)	

(a) Cash Flow from operations for the 2011 actual is obtained from the County's 2011 Comprehensive Annual Financial Report (CAFR). Cash flow from operation figures for the 2011 budget, 2012 estimate and 2013 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) Per County ordinance 167-033 the General Fund principal repayment for Eble Park and Naga-Waukee Ice Arenas' loan amounts have been suspended until no later than 2020 or the year in which projections indicate that at least five years of principal payments can be made without exhausting the Ice Arena cash reserves. Interest expense payments for the ice arenas are delayed until the end of the current loan term, at which time annual interest expense payments will be paid in the amount per year originally scheduled.

Major Departmental Strategic Outcomes and Objectives for 2013

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

Performance Measure:	2010 Actual	2011 Actual	2012 Target	2012 Estimate	2013 Target
Naga-Waukee: Prime hours utilized	71%	63%	65%	65%	65%
Eble: Prime hours utilized	61%	63%	60%	65%	65%

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:	2010 Actual	2011 Actual	2012 Target	2012 Estimate	2013 Target
Naga-Waukee: Non-prime hours utilized	30%	30%	27%	30%	30%
Eble: Non-prime hours utilized	24%	21%	25%	25%	25%

Naga-Waukee Ice Arena

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

Program Description

Provide a quality ice skating facility.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**4.51**	**4.51**	**4.51**	**4.50**	**(0.01)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$513,104	$520,200	$520,000	$520,200	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue (a)	$11,831	$12,000	$12,000	$12,000	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$524,935**	**$532,200**	**$532,000**	**$532,200**	**$0**
Personnel Costs	$212,603	$213,648	$203,955	$218,359	$4,711
Operating Expenses (excl. Depr. Exp)	$238,319	$223,779	$219,154	$226,959	$3,180
Depreciation Expense (b)	$63,901	$63,442	$63,442	$63,059	($383)
Interdept. Charges	$32,588	$38,982	$37,259	$37,160	($1,822)
Fixed Assets(c)	$0	$0	$0	$0	$0
Total Expenditures	**$547,412**	**$539,851**	**$523,810**	**$545,537**	**$5,686**
Operating Inc./(Loss) (b)(c)	($22,477)	($7,651)	$8,190	($13,337)	($5,686)

(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 budgeted to remain at the 2012 budgeted level of $520,200. Public skating fees are budgeted to remain at the 2012 budgeted level of $5.00 for junior/seniors and $6.50 for adults. Contracted skating rates are budgeted to increase a weighted average of 1.6%. The 2013 budgeted fees may be adjusted as necessary to maintain market position. Interdepartmental charges decrease $1,822 to $37,160, mainly reflecting decreases in vehicle replacement costs.

Personnel costs increase $4,711 to $218,359 mainly due to the cost to continue existing staff level, partially offset by a $814 reduction in extra help. Operating costs increase $3,180 to $226,959 reflecting higher utility costs, water fees are up $3,000 and electrical cost increases of $2,000 mainly due to higher rates. Operating expense are partially offset by a $1,000 reduction in planned maintenance and a $750 reduction in advertising. Interdepartmental charges decrease $1,822 to $37,160 mainly as a result of decreased vehicle maintenance and replacement costs.

Activity	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	2013 vs. 2012 Budget Change
Contract Ice Hours	1,542	1,610	1,575	1,610	0
Public Skating Attendance	11,103	9,100	10,500	9,100	0
No. of Skate Rentals	5,001	4,700	4,700	4,700	0

Naga-Waukee Ice Arena Revenue

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	2013 vs. 2012 Budget Change
Public Skating - $Receipts	$59,206	$45,900	$53,000	$46,300	$400
Contracted - $ Receipts	$352,778	$378,000	$370,000	$378,800	$800
Concession- $ Receipts	$45,961	$49,000	$49,000	$46,000	($3,000)
Merch/Bds/Misc* - $ Receipts	$55,159	$47,300	$48,000	$49,100	$1,800
Total	**$513,104**	**$520,200**	**$520,000**	**$520,200**	**$0**

* 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.

Current and Adopted Capital Projects

Proj. #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of '12	Estimated Operating Impact	Est. Annual Depreciation Expense
201305	Eble Ice Arena Roof Replacement	2013	$285,000	0%	TBD	$11,400

Eble Ice Arena

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

Program Description

Provide a quality ice skating facility.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**4.86**	**4.86**	**4.86**	**4.85**	**(0.01)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$481,938	$525,000	$520,000	$525,000	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$2,799	$0	$0	$0	$0
Appr. Fund Balance	$3,000	$0	$0	$0	$0
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$487,737**	**$525,000**	**$520,000**	**$525,000**	**$0**
Personnel Costs	$234,689	$248,807	$242,483	$250,654	$1,847
Operating Expenses (excl. Depr. Exp)	$174,642	$174,453	$164,088	$169,578	($4,875)
Depreciation Expense (a)	$67,888	$70,902	$70,902	$68,900	($2,002)
Interdept. Charges	$42,479	$42,190	$42,195	$44,071	$1,881
Fixed Assets (b)	$26,847	$50,000	$41,031	$55,000	$5,000
Total Expenditures	**$519,697**	**$536,352**	**$519,668**	**$533,203**	**($3,149)**
Operating Inc./(Loss) (a)(b)	($31,960)	($11,352)	$332	($8,203)	$3,149

(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 service revenue is budgeted to remain at the 2012 budgeted level of $525,000. Public skating fees are budgeted to remain at the 2012 levels of $5.00 for junior/seniors and $6.50 for adults. Contracted skating rates are budgeted to increase a weighted average of 2%. The 2013 budgeted fees may be adjusted as necessary to maintain market position.

Personnel costs increased $1,847 to $250,654, mainly due to the cost to continue existing staffing levels, partially offset by a reduction of $582 in extra help funding. Operating costs have decreased $4,875 to $169,578. Increasing operating expenses include $3,500 of increased utility expenses mainly due to increase electrical rates which are offset with reductions for small equipment of $3,500, and Hockey league costs of $5,000. Budgeted depreciation is reduced about $2,000 to $68,900. Interdepartmental charges increase $1,881 to $44,071 mainly reflecting increased County-wide Indirect cost charges of $1,500 and increased vehicle repair/maintenance costs of $2,210. Fixed asset expenditures of $30,000 are budgeted for signage improvements and $25,000 for flooring replacement.

Activity	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	2013 vs. 2012 Budget Change
Contract Ice Hours	1,568	1,570	1,570	1,595	25
Public Skating Attendance	10,016	13,300	11,000	12,000	(1,300)
No. of Skate Rentals	6,210	7,700	7,000	7,000	(700)

Eble Ice Arena Revenue

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	2013 vs. 2012 Budget Change
Public Skating- $ Receipts	$53,164	$63,200	$56,000	$60,100	($3,100)
Contracted - $ Receipts	$346,895	$366,200	$366,200	$366,300	$100
Concession- $ Receipts	$44,585	$48,600	$48,600	$48,600	$0
Merch/Bds/Misc - $ Receipts*	$39,824	$47,000	$49,200	$50,000	$3,000
Total	**$484,468**	**$525,000**	**$520,000**	**$525,000**	**$0**

* 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 contracts with a private vendor who 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	2011 Actual	2012 Adopted Budget	2012 Estimate	2013 Budget	Change From 2012 Adopted Budget $	%
Revenues						
General Government	$874,122	$875,000	$948,496	$875,000	$0	0.0%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$135,303	$120,000	$120,000	$120,000	$0	0.0%
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue	$1,704,429	$1,000,000	$1,320,000	$1,021,000	$21,000	2.1%
Appr. Fund Balance (a) (b)	$1,311,584	$992,600	$992,600	$990,700	($1,900)	-0.2%
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$4,025,438**	**$2,987,600**	**$3,381,096**	**$3,006,700**	**$19,100**	**0.6%**
Expenditures						
Personnel Costs	$346,315	$356,624	$358,627	$357,020	$396	0.1%
Operating Expenses (a)	$1,861,771	$2,050,434	$2,015,234	$2,054,655	$4,221	0.2%
Interdept. Charges	$185,195	$212,660	$215,134	$222,274	$9,614	4.5%
Fixed Assets (memo) (b)	$0	$30,000	$20,000	$0	($30,000)	-100.0%
Total Expenditures	**$2,393,282**	**$2,619,718**	**$2,588,995**	**$2,633,949**	**$14,231**	**0.5%**
Operating Inc./(Loss)	$1,632,156	$367,882	$792,101	$372,751	$4,869	1.3%

Position Summary (FTE)					
Regular Positions	4.15	4.15	4.15	4.15	0.00
Extra Help	1.45	1.08	1.08	1.07	(0.01)
Overtime	0.00	0.00	0.00	0.00	0.00
Total FTEs	5.60	5.23	5.23	5.22	(0.01)

(a) MRF Fund Balance appropriation for 2013 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 $117,000, 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) 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 2012 and 2013.

Program Highlights

General Government revenues, which consists of the State Recycling Grant are budgeted to remain at 2012 budget level of $875,000. Charges for Service consist of a per-ton payment received from the MRF contractor for incoming tons, and is budgeted to remain at 2012 level of $120,000. Other Revenue consists of the County's share (50%) of material sales from MRF operations, which is budgeted to remain at $1,000,000, reflecting the stabilization of market sale prices and an increase of $21,000 due to the recycling program budgeting for compost bins for sale at the Retzer Nature Center. 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 $117,000 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 increase by $396 to $357,020. A reduction of $8,420 in salary due to staff turnover is more than offset by an increase $9,127 in health insurnace costs mainly due to a change in health care plan selection. Operating expenditures increase $4,221 to $2,054,655, and includes a reduction of $26,600 for small equipment and replacement recycling bins and a $15,000 reduction in budgeted depreciation. These expenditure reductions are more than offset with increases of $13,100 in contracted/consulting mainly due to engineering service related to the design of a transfer station, $11,000 for drop-off site operations and $21,000 for compost bins.

Recycling disbursements to communities participating in the County's Recycling program (mentioned above, and displayed in the table below) remains at 2012 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:2012 and 2013

	'12 Budget	'13 Budget	Bud. Chng.	% Chng.
Base Dividend	$459,400	$459,400	$0	0.0%
Solid Waste Tip Fee Credit	$343,700	$343,700	$0	0.0%
Rebate Incentive	$414,300	$414,300	$0	0.0%
Subtotal Disbursement to Participating Municipalities	**$1,217,400**	**$1,217,400**	**$0**	**0.0%**
Other Recycling Grants to Communities/Organizations (a)	$56,000	$59,000	$3,000	5.4%
Total Grants to Communities	**$1,273,400**	**$1,276,400**	**$3,000**	**0.2%**

(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 $9,600 mainly due to a $7,200 increase in Countywide indirect cost recovery and management services charges and a $1,000 increase in computer ownership charges. Fixed asset purchases of $30,000 are budgeted for emergency equipment repair. Pending a decision on the future of the current facility, major modifications are being deferred.

Activity Workload – Output Data	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Tons processed at County compost facility	8,300	8,200	8,200	8,200	--
Tons of office paper and containers recycled – County	285	250	275	275	25
Number of participants in education presentation/events	4,200	2,500	4,200	4,200	1,700
Lbs. of residential computers recycled	1,022,000	700,000	1,000,000	1,000,000	300,000

Major Departmental Strategic Outcomes and Objectives for 2013

County-Wide Key Strategic Outcome: An environmentally responsible county

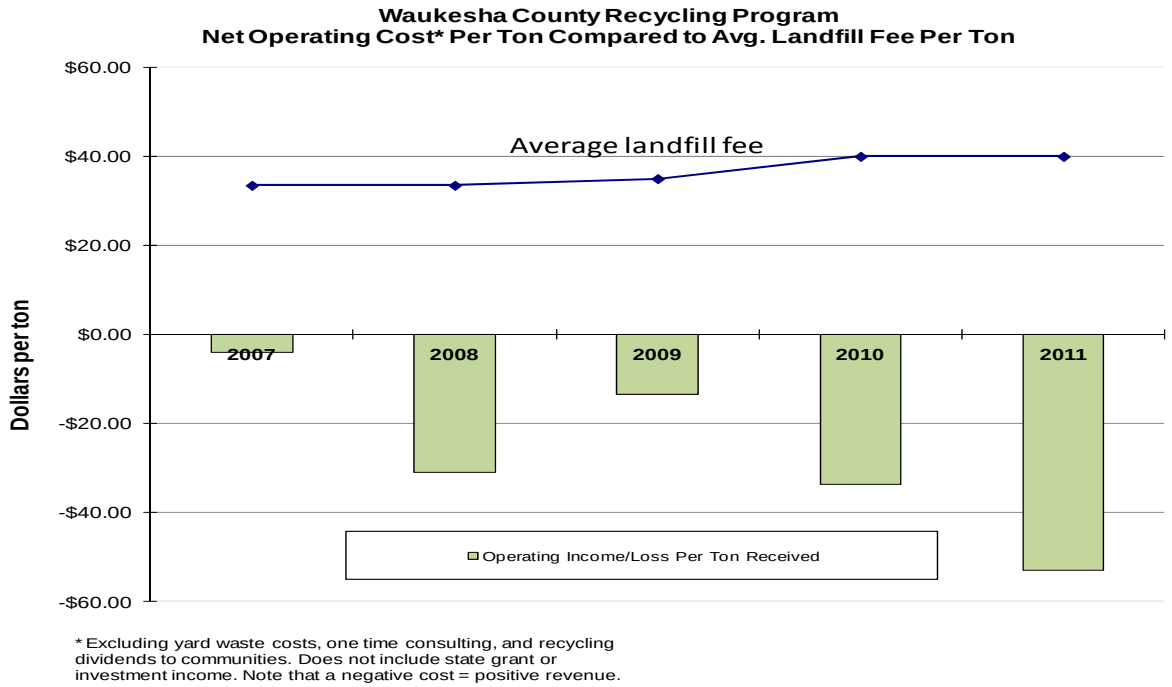
Objective 1: Maintain a cost-effective system for processing recyclables at the County Materials Recycling Facility (MRF) that is competitive with local landfill costs.

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:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Revenue as a percentage of total expenses	238%	117%	187%	121%
Net operating cost per ton (a)	($49.26)	($6.95)	($31.41)	($8.87)

(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 2004, 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 $26.75 per ton when added to landfill costs is $66.75 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:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Percentage of residue rejected	3.4%	4.0%	3.0%	3.0%

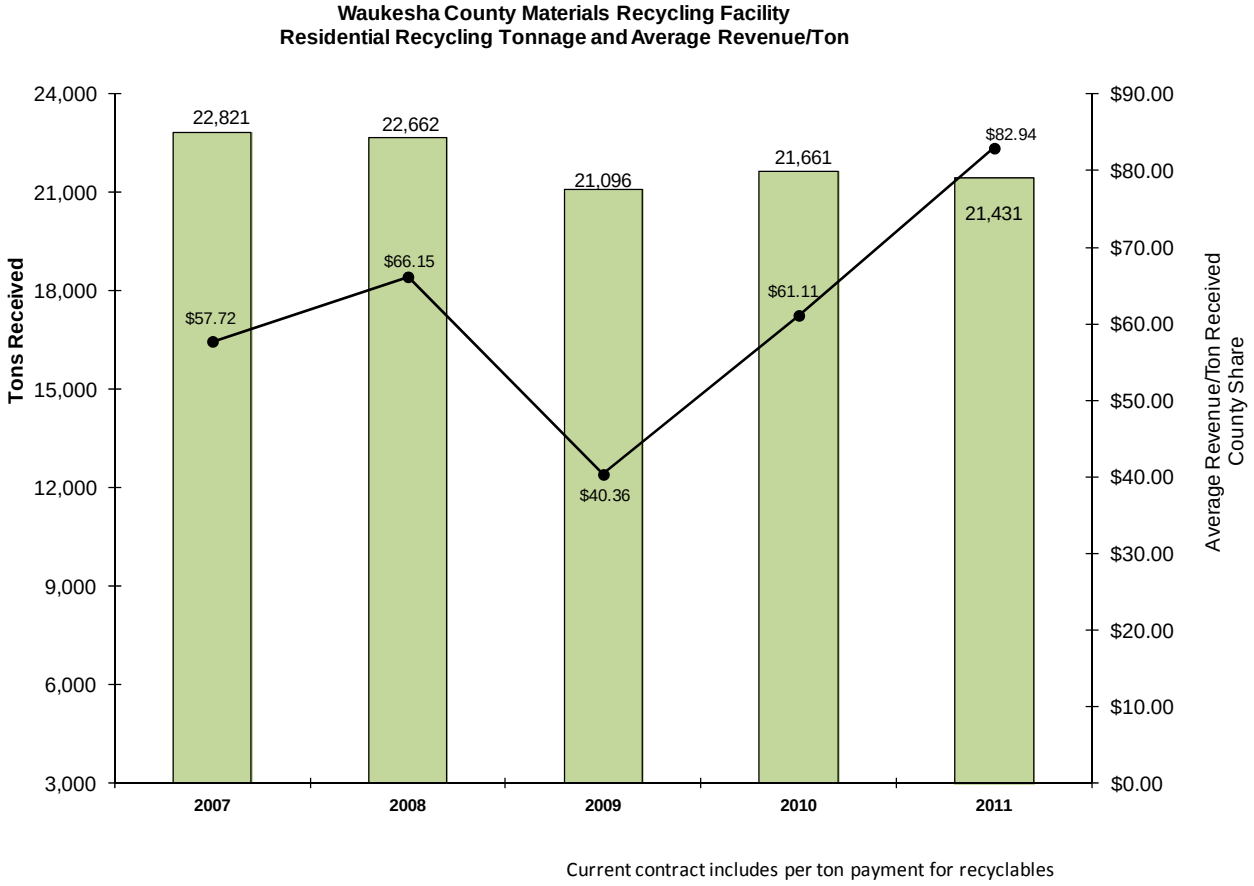
County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill

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:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Tons of recyclables received	21,431	22,000	21,000	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:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Percentage of waste stream recycled	44%	42%	44%	44%

Objective 5: The County will continue to analyze and negotiate a Materials Recovery Facility agreement to privately process aggregate tonnage with the City of Milwaukee or other regional partners.

Public Works

TABLE OF CONTENTS
PUBLIC WORKS

Public Works Functional Area Summary 323

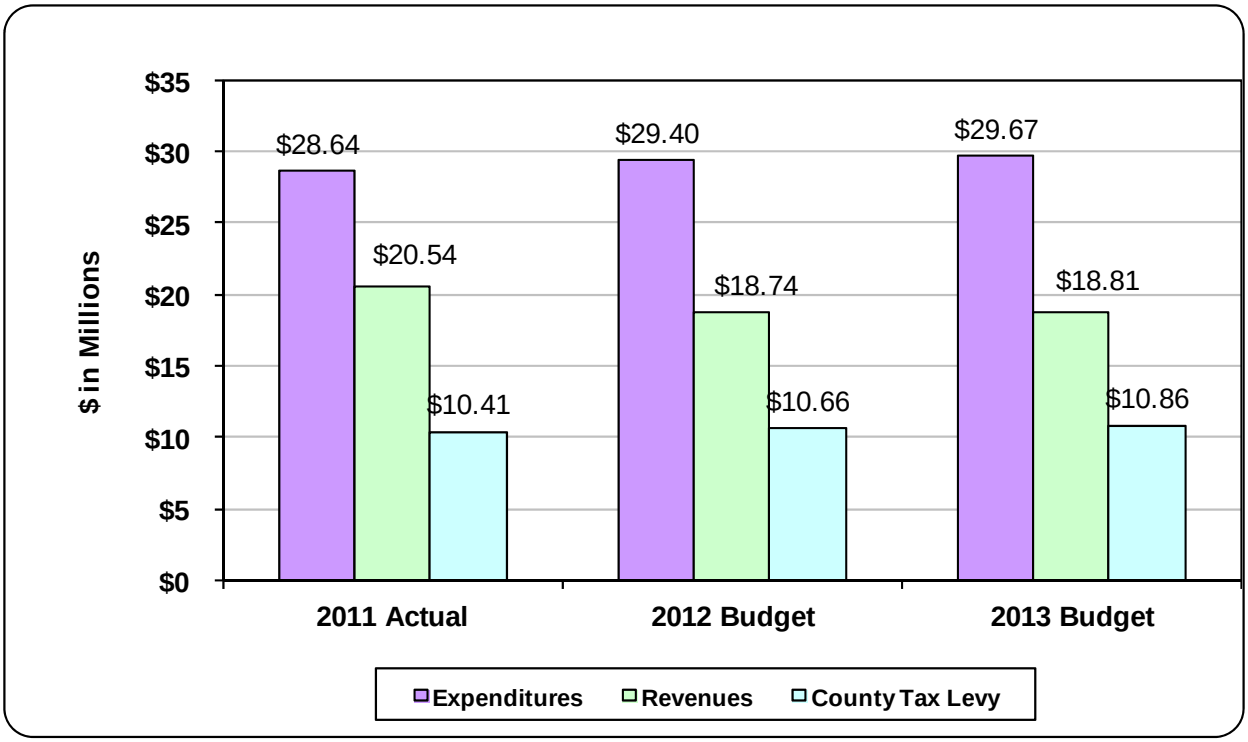
Public Works- ALL FUNDS 329
Fund: General 335
Building Improvement Plan 338
Fund: Transportation Fund 352
Fund: Central Fleet Maintenance 359
Fund: Vehicle/Equipment Replacement 363
2013 Replacement Plan 365
Five Year Replacement Plan 366
Fund: Airport Operations and Development 367

PUBLIC WORKS

Functional Area Budget Highlights

The Public Works Functional Area includes all Public Works Department funds outlined below. The **Public Works** Department includes **General Fund** appropriations to provide architectural services, energy and utility costs, construction management and engineering, permit processing and traffic control for roadways and facilities, maintenance, housekeeping services. The **Transportation Fund** includes all maintenance and repair services for the County Trunk Highway System and provides appropriations for maintenance and repair of State Trunk Highways within the County, under contract with the State Department of Transportation (DOT). Also in the fund are contracted **transit service** activities including commuter bus service to/from Milwaukee, plus limited intra-county bus service and contracted program administration. A **Central Fleet Maintenance Internal Service Fund** provides for maintenance and repairs of County-owned motorized equipment, and assists equipment users in making vehicle maintenance, repair and replacement decisions. The **Vehicle/Equipment Replacement Internal Service Fund** finances necessary and justified replacements of vehicles and major pieces of equipment. The **Airport Operations Fund** the newest part of the Department of Public Works, through a Fixed Based Operator contract, maintains and operates a reliever airport serving general aviation and business travel needs.

Not included in this functional area are Public Works related capital projects, (See Capital Projects Section) and major IT equipment replacements (from the End-User Technology Internal Service Fund, in General Administration Functional Area Section).



The 2013 expenditure budget for this functional area totals $29,665,367 after adjustments to exclude proprietary fund capitalized fixed asset items, an increase of $268,715 or 0.9% from the 2012 Adopted Budget. Budgeted revenues (including $1,027,146 of Fund Balance appropriations) total $18,810,303, an increase of $69,634 or 0.4% from the previous year's budget. The tax levy necessary to fund this functional area totals $10,855,983 an increase of $268,715 or 0.9% from the 2012 Adopted Budget.

** PUBLIC WORKS **

Functional Area Summary by Agency

	2011 Actual	2012 Adopted Budget	2012 Estimate	2013 Budget	Change from 2012 Adopted Budget $	%
*** TOTAL PUBLIC WORKS ***						
Revenues (a)	$20,537,570	$18,740,669	$19,650,528	$18,810,303	$69,634	0.4%
County Tax Levy (b)(c)	$10,405,362	$10,655,983	$10,655,983	$10,855,983	$200,000	1.9%
Expenditure (d)	$28,636,700	$29,396,652	$29,136,893	$29,665,367	$268,715	0.9%
Rev. Over (Under) Exp.	$1,794,690	$0	$805,078	$0	$0	N/A
Oper Income/(Loss) (d)	$511,540	$0	$364,540	$919	919	N/A
BREAKDOWN BY AGENCY						
PUBLIC WORKS						
Revenues	$20,537,570	$18,740,669	$19,650,528	$18,810,303	$69,634	0.4%
County Tax Levy	$10,405,362	$10,655,983	$10,655,983	$10,855,983	$200,000	1.9%
Expenditure	$28,636,700	$29,396,652	$29,136,893	$29,665,367	$268,715	0.9%
Rev. Over (Under) Exp.	$1,794,690	$0	$805,078	$0	$0	N/A
Oper Income/(Loss)	$511,540	$0	$364,540	$919	$919	N/A

(a) Includes Central Fleet Fund Balance appropriations of $141,088 in 2011, and $141,083 in 2012 and 2013; Transportation Fund Balance of $148,274 in 2011 and $445,000 in 2012 and $347,000 in 2013; General Fund Balance $858,123 was provided in 2011, $373,000 in 2012, and $298,000 in the 2013 budget; Airport Operations Fund Balance of $391,349 in 2011, $180,829 in 2012, and $180,829 in 2013; Vehicle Replacement Fund Balance of $60,234 in 2013.

(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 $2,784,264 in 2011, $2,322,660 in the 2012 Budget and $2,798,600 in the 2013 Budget.

PUBLIC WORKS

Functional Area Budget Highlights

Significant Budget and program changes for the Public Works department are highlighted as follows:

- **Road Salt expenditures for County Highway snow removal operations** are budgeted to decrease by $226,700 to nearly $1.02 million. This includes an estimated $0.40 price decrease to $52.76 per ton on 15,580 tons expected to be purchased for County highway snow and ice removal usage. A reduction in revenues of $222,920 is budgeted in 2013 due to an anticipated reduction in the amount of salt estimated to be purchased by the County municipalities. The quantity of salt sold to municipalities is budgeted at 3,000 tons which represents a decrease of 4,000 tons from the 2012 budget. The handling fee mark up charge to municipalities is anticipated to remain at same $6.00 per ton as charged in 2012, which result in a reduction of handling fee municipal revenues by $24,000 due to the lower salt tonnage to be purchased.
- **County Highway vehicle fuel** budget increases by nearly $85,000 due to volatile fuel prices projected in the budget. This budget includes a price increase by $0.35 per gallon to $3.65 per gallon (equivalent to about $3.90 per gallon retail) in 2013.
- **County Highway operations** also provides pavement marking services to some local municipalities. The 2013 budget charges for services revenue includes $125,000 of revenues for this service an increase of $15,000.
- **State General Transportation Aids (GTA) funding** is unchanged in the 2013 budget at $4,678,000. In the 2012 adopted budget GTA formula funding was decreased by nearly $648,000 due to reductions in the State's 2012-2013 biennial budget. County Fund balance (prior years tax levy) of $405,000 was provided to partially offset the impacts that would have resulted from this drastic funding reduction of the GTA revenues with future plans to phase out the Fund balance over several future years. For 2013 budget a portion of the Fund balance is phased down by $190,000 to $260,000. The plan is to continue to phase down and eliminate the reliance on this fund balance over the next couple of year's budgets. Tax levy is budgeted to increase both the County Highway operations and Engineering Services programs to partially offset the reductions of Fund balance.
- **State Highway Maintenance operations revenue reimbursements** work on State roads as directed by DOT are budgeted to increase by nearly $199,200 to over $4.5 million based on the current (2012) State's Routine Maintenance Agreement (RMA) and State Department of Transportation levels of services being requested. This agreement amount allows for funding of 22.0 FTE Patrol Workers, allocated to State highway maintenance work, which is the same as 2012. Budgeted extra help for seasonal work for the winter second shift is being increased by $36,100 or 0.78 FTE which is about 1,622 hours and overtime is increased by $17,900 or 0.29 FTE (approx. 600 hours).
- **Public Works General Fund building operations** contracted cleaning costs decrease by $61,675 from the 2012 budget to closer reflect the prior year actuals. According to DPW management, the only buildings that continue to be served with in house staff are the Courthouse and the Northview facility.
- **Energy and Utility budget costs for County facilities** are anticipated to decrease about $200,000 overall from the 2012 budget. Electricity costs are projected to decrease due to lower electric consumption directly related to energy savings projects that have been completed in the County. Also, due to an unusually high inventory of natural gas, the price of this commodity is lower than it has been in recent years resulting lower natural gas costs.
- The 2013 budget includes **start up utility costs budgeted at $39,000 for the New Health and Human Services (HHS**) **building** which is planned to be open by September or early in the fourth quarter of 2013.
- The **building improvement maintenance plan** totals $950,000 the dollar amount is unchanged from the 2012 budget. The maintenance plan is funded by $725,000 of County Tax Levy and $225,000 of General Fund Balance for one-time projects. General Fund Balance is planned to continue to be phased down in future year's budgets.
- The **Vehicle Replacement Fund** includes a $204,000 increase for the purchase of replacement vehicles. Fund balance of $60,234 has been allocated to the 2013 budget to assist with offsetting increases in the 2013 vehicle replacement charges to major departments (Public Works, Parks and Land Use and Sheriff).
- County Tax Levy support for **Transit Services** remains at $867,700. Transportation Fund balance increases by $62,000 to $152,000 for expenses related to fuel adjustment clauses in vendor contracts. The State and Federal revenues reimbursed rate is budgeted at 53% of gross expenses in the 2013 budget. This rate is reduced 3.2% from the 2012 budget rate of 56.2% and from the actual 2012 rate of 55.27%. There are no changes in the regular contracted bus route services planned for in the 2013 budget. In addition, no rider fare increases are planned in the 2013 budget.
- The **Airport Tax Levy is unchanged** at $192,563. This includes an increase in revenues of $18,300 mainly due to Land lease revenues that are budgeted to increase $10,000. Additional resources provided in the budget for marketing efforts and airport events. Expenditures also increase related to the inclusion in Public Works Pavement Management Plan expenditures for non-aviation pavements and reflects actual experience with the Highway Division providing services for grass cutting and non-aviation pavement repairs.

BUDGETED POSITIONS 2011-2013
SUMMARY BY AGENCY AND FUND

PUBLIC WORKS

Agency	Fund	2011 Year End	2012 Adopted Budget	2012 Modified Budget	2013 Budget	12-13 Change
PUBLIC WORKS	General	63.75	57.50	57.50	57.50	(0.00)
PUBLIC WORKS	Transportation	61.85	61.10	61.10	61.10	0.00
PUBLIC WORKS	Central Fleet Maintenance	15.50	14.00	14.00	14.00	0.00
PUBLIC WORKS	Vehicle Replacement Fund	0.00	0.00	0.00	0.00	0.00
AIRPORT	Airport Development	3.00	3.00	3.00	3.00	0.00
	TOTAL REGULAR POSITIONS	144.10	135.60	135.60	135.60	0.00
	TOTAL EXTRA HELP	5.01	5.99	5.99	6.12	0.13
	TOTAL OVERTIME	3.75	3.51	3.51	3.36	(0.15)
	TOTAL BUDGETED POSITIONS	152.86	145.10	145.10	145.08	(0.02)

2013 BUDGET ACTIONS

General Fund

Decrease Extra Help by 0.38 FTE
Decrease Overtime by 0.15 FTE

Transportation Fund

Increase Extra Help by 0.51 FTE

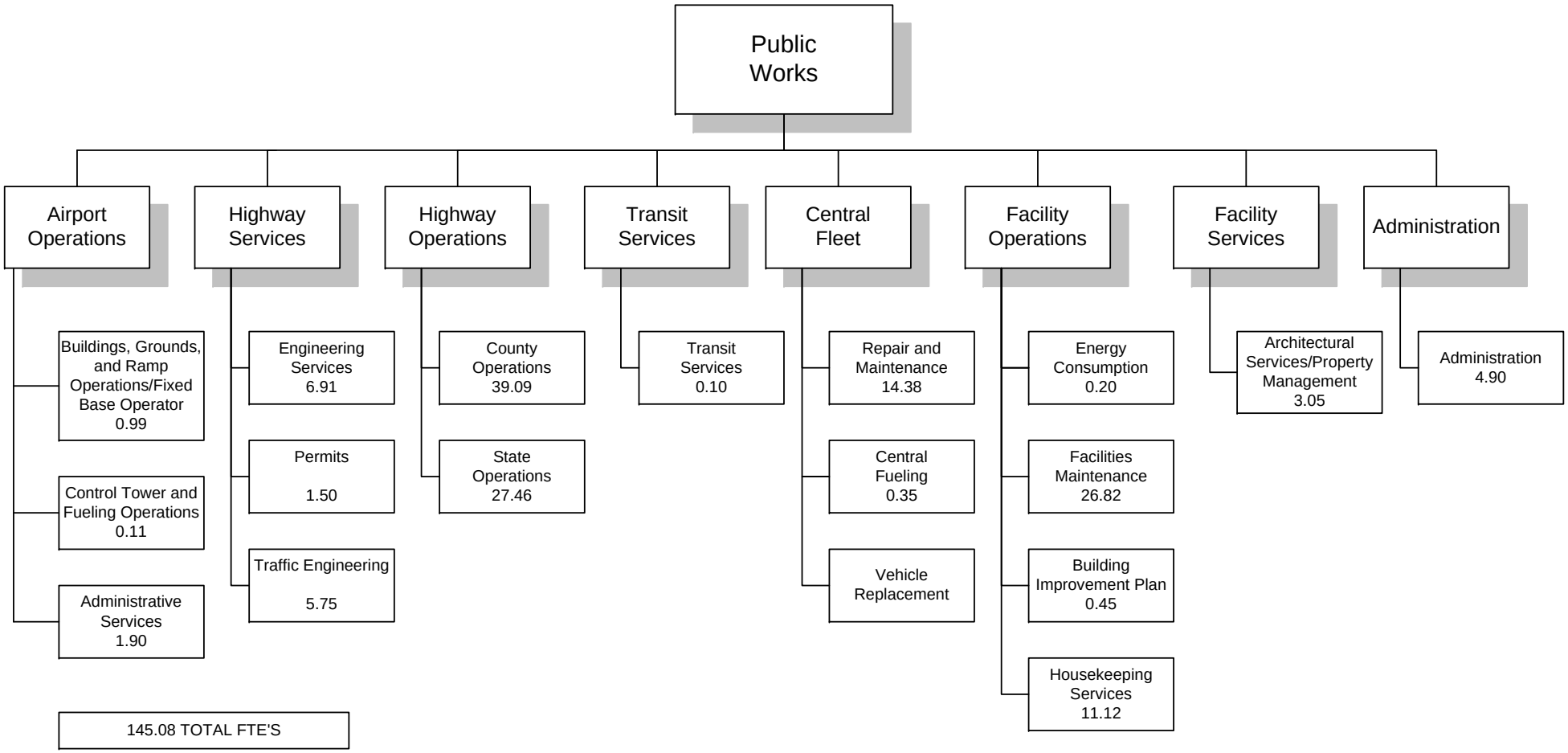
2012 CURRENT YEAR ACTIONS:

None

Public Works

PUBLIC WORKS

FUNCTION / PROGRAM CHART



145.08 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

Provide the foundations of success for the citizens and businesses of Waukesha County by constructing and maintaining quality transportation and building infrastructure.

Financial Summary	2011 Actual	2012 Adopted Budget	2012 Estimate (b)	2013 Budget	Change From 2012 Adopted Budget $	%
Public Works-General Fund						
Revenues (c)	$2,602,023	$1,963,430	$2,443,256	$1,708,061	($255,369)	-13.0%
County Tax Levy	$8,377,657	$8,461,540	$8,461,540	$8,459,748	($1,792)	0.0%
Expenditures	$9,823,297	$10,424,970	$10,624,284	$10,167,809	($257,161)	-2.5%
Rev. Over (Under) Exp.	$1,156,384	$0	$280,512	$0	$0	NA
Transportation Fund						
Revenues (c)	$10,370,777	$9,710,959	$10,010,132	$9,587,633	($123,326)	-1.3%
County Tax Levy	$1,835,142	$2,001,880	$2,001,880	$2,203,672	$201,792	10.1%
Expenditures	$11,567,612	$11,712,839	$11,487,446	$11,791,305	$78,466	0.7%
Rev. Over (Under) Exp.	$638,307	$0	$524,566	$0	$0	NA
Central Fleet						
Revenues (c)	$3,718,629	$3,581,024	$3,586,271	$3,807,208	$226,184	6.3%
County Tax Levy (a)	$0	$0	$0	$0	$0	NA
Expenditures	$3,700,828	$3,581,024	$3,414,252	$3,806,289	$225,265	6.3%
Operating Inc./(Loss) (d)	$17,801	$0	$172,019	$919	$919	NA
Vehicle Replacement						
Revenues (c)	$2,704,768	$2,569,597	$2,569,597	$2,773,466	$203,869	7.9%
County Tax Levy (a)	$0	$0	$0	$0	$0	NA
Expenditures	$2,398,959	$2,569,597	$2,569,597	$2,773,466	$203,869	7.9%
Operating Inc./(Loss) (d)	$305,808	$0	$0	$0	$0	NA
Airport						
Revenues (c) (e)	$1,141,372	$915,659	$1,041,272	$933,935	$18,276	2.0%
County Tax Levy	$192,563	$192,563	$192,563	$192,563	$0	0.0%
Expenditures	$1,146,004	$1,108,222	$1,041,314	$1,126,498	$18,276	1.6%
Operating Inc./(Loss)	$187,932	$0	$192,521	$0	$0	NA
Total All Funds						
Revenues (c)	$20,537,570	$18,740,669	$19,650,528	$18,810,303	$69,634	0.4%
County Tax Levy (a)	$10,405,362	$10,655,983	$10,655,983	$10,855,983	$200,000	1.9%
Expenditures	$28,636,700	$29,396,652	$29,136,893	$29,665,367	$268,715	0.9%
Rev. Over (Under) Exp.	$1,794,691	$0	$805,078	$0	$0	NA
Operating Inc./(Loss) (d)	$511,541	$0	$364,540	$919	$919	NA

Position Summary (FTE)					
Regular Positions	144.10	135.60	135.60	135.60	0.00
Extra Help	5.01	5.99	5.99	6.12	0.13
Overtime	3.75	3.51	3.51	3.36	(0.15)
Total	152.86	145.10	145.10	145.08	(0.02)

a) Tax Levy amount is not determined by expenditures less revenues.

b) The 2012 Estimate includes 2011 budget appropriation carryovers and open encumbrances, which modified the 2012 budget after it was adopted.

c) Includes Central Fleet Fund Balance appropriations of $141,088 in 2011, and $141,083 in 2012 and 2013; Transportation Fund Balance of $148,274 in 2011 and $445,000 in 2012 and $347,000 in 2013; General Fund Balance $858,123 was provided in 2011, $373,000 in 2012, and $298,000 in the 2013 budget; Airport Operations Fund Balance of $391,349 in 2011, $180,829 in 2012, and $180,829 in 2013; Vehicle Replacement Fund Balance of $60,234 in 2013.

d) 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.
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 2013

County-Wide Key Strategic Outcome: A safe county

Objective 1: After a winter storm event, achieve 90% bare pavement on County Trunk Highway System as defined by the Wisconsin Department of Transportation Highway Maintenance Manual.

Key Outcome Indicator: Achieve a 90% bare pavement on County Trunk Highway Systems as defined by the Wisconsin Department of Transportation by category within the noted targets as shown below.

Road Category	2012/2013 winter target
Category 2: • High volume four lane highways (ADT>= 25,000) and • Some four lane highways (ADT<=25,000) • Some six lane highways. *i.e. CTH O Moorland Rd., CTH ES National Ave. in New Berlin, CTH Y Barker Rd. CTH M in Brookfield*	Within 2 hours
Category 3: • All other four lane highways (ADT<25,000). *i.e. CTH YY in Menomonee Falls, CTH L in Muskego, CTH X and CTH TT in Waukesha*	Within 2½ hours
Category 4: • Most high volume two lane highways (ADT>=5,000) • Some two lanes (ADT < 5,000). *i.e. CTH C in Genesse and Delafield. CTH VV in Town and Village of Merton*	Within 3 hours
Category 5: • All other two lane Highways *i.e. CTH ZZ ZC in Town of Ottawa, CTH S in Town of Eagle*	Within 4 hours

Note: 1. ADT = Average Daily Traffic
2. Category 1 is not shown above as it refers to major urban freeways and most highways with six lanes and greater which is managed and controlled by the State Highway system.

Performance Measure:

This is a new objective for 2013, department plans to develop performance measures for the 2014 budget year**.**

Objective 2: Maintain a sufficiency index of 80.0 for county bridges and reduce number of load posted bridges to a level of 0 by 2015. Maintain a pavement condition index of 70.0 for County highway and airport pavements.

Key Outcome Indicator: Bridge sufficiency index benchmark at 80 or above and pavement condition index benchmark at 70 or above.

Performance Measures	2011 Actual	2012 Target	2012 Estimate	2013 Target
Bridge Conditions				
Sufficiency Index Benchmark:	80.0	80.0	80.0	80.0
Sufficiency Index: Actuals	**85.0**	**84.0**	**85.0**	**83.0**
Number of Bridges	64	65	64	65
Load Posted Bridges	0*	0	0	0
* 1 closed structure(non bridge), 0 load posted bridges				
Pavement Condition Index				
County Highway System				
Benchmark	70.0	70.0	70.0	70.0
PCI—Actual				
Asphalt—primary (arterial highways)	72.0	72.0	69.0	66.0
Asphalt—secondary (major collector highways)	68.0	64.0	65.0	63.0
Asphalt—tertiary (minor collector highways)	61.0	64.0	65.0	63.0
PCI -- Concrete	61.0	59.0	60.0	58.0
Waukesha County Airport (est. from 2009) report				
Benchmark	70.0	70.0	70.0	70.0
Runways *	76.0	74.0	74.0	73.0
Taxiways *	82.0	81.0	81.0	80.0
Aprons *	74.0	73.0	73.0	72.0
Landside Pavements	N/A	71.0	71.0	70.0

***** 2011 Actual and 2012 Estimates are estimated from the 2009 Bureau of Aeronautics (BOA) Report.

Objective 3: In a partnership with Department of Parks & Land Use **i**mplement an improved Asset management system. The new system will place asset data into a single database. This will enable The Department to electronically track complaints, and issue work requests and work orders. These work orders can then be used to charge labor, materials and equipment against an asset and report on where and for what costs are being incurred, The system will improve our ability to field manage our assets, provide improved data entry, documented workflows, improved reporting and improved communications between functions such as general ledger, timecards and County Highway Expenditure Microcomputer System (CHEMS).

Key Outcome Indicator: Evidence of Success:

- 40% savings in highway operations data entry
- 100% improvement in cost reporting
- 20% improved customer satisfaction levels (before and after survey)
- Improved selection and budgeting of capital and non-capital improvements
- Ability to track and analyze asset life cycle costs to obtain maximum ROI

* While the objective is to implement an Asset Management system that works best for each division, the long term vision is to use one department wide enterprise system that fully meets each division's functional needs.

Performance Measures: TBD

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

Objective 4: Maintain or reduce the maintenance and housekeeping costs per square foot in county buildings and utility consumption usage by comparing current year usage and the next target year with previous year's usage. (Facilities Maintenance and Services)

Key Outcome Indicator: Annual utility consumption usage and square foot program costs across all major County buildings.

Performance Measures	2011 Actual	2012 Target	2012 Estimate	2013 Target
Utility Consumption per rentable square foot **				
Natural Gas Therm usage per rentable sq ft. **	0.82	0.93	0.92	0.93
Electric Kilowatt-hour per rentable sq. ft.**	15.61	17.00	19.00*	17.00
Water Gallons usage per rentable sq. ft.**	26.85	28.5	26.5	28.50
Maintenance & Housekeeping costs per square foot **				
Maintenance costs per rentable sq ft**.	$1.50	$1.90	$1.90	$1.90
Housekeeping costs per rentable sq. ft.**	$2.51	$2.41	$2.55	$2.61

***** Electric Kilowatt hours are higher in 2012 mostly due to the early spring and warm summer in 2012 which resulted in increased use of air conditioning.

** Rentable square foot is the working square footage to support a particular function; this often includes space for furniture as well as chair movement and circulation.

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. Additionally, coordinate with other groups to develop events that promote aviation and the Waukesha County Airport.

Key Outcome Indicator: Continue implementation of the Airport marketing plan expected results include more demand for 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	**2011 Actual**	**2012 Estimate**	**2013 Target**
Customer Satisfaction Survey (biennial)			
-Management Effectiveness	89%	89%	>89%
-Communication Effectiveness	84%	84%	>84%
T-Hangar Occupancy Rate	95%	95%	98%
Total Cumulative # of Hangars	54	54	55

Objective 6: Reduce workers compensation claims through improved safety awareness, training and accountability in order to decrease costs, as well as increase revenue generation and employee productivity.

Objective 7: Deliver clear, timely and coordinated information within and across Public Works divisions and between departments to improve productivity and employee engagement.

Objective 8: Develop a system that promotes productivity and provides incentives to the most motivated DPW employees. This includes a pay for performance and recognition system.

County-Wide Key Strategic Outcome: An economically vibrant county

Objective 9: 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. (Revenue hour is the time when a vehicle is available to the general public and there is an expectation of carrying passengers)

Route	Route Description	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
1	Waukesha Metro to Brookfield Square	18.46	19.49	18.72	19.20
10	Brookfield Square Extension to 124th *	32.31	29.13	36.09	36.85
79	Weekday from Menomonee Falls to Downtown Milwaukee	24.01	20.48	20.44	21.85
901,904,905	Weekday between Cities of Waukesha and Oconomowoc and downtown Milwaukee.	10.64	17.25	13.19	13.58
906	Weekday between Mukwonago and Milwaukee via I-43	24.14	25.52	25.77	27.42
Average Ride per Revenue Hour for all Routes		17.46	21.33	20.56	21.19

***Route 10 runs to downtown Milwaukee. Waukesha County pays from 124th to Brookfield Square.**

Objective 10: 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:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Total Number of Jail Days Saved (a)	592	280	936	938
Value in $ of service to the County (8 hours/day, 3 days/week at $10.76/hr)	$54,069	$24,102	$80,592	$80,700
Huber Workforce at Fleet (hours)	2,080	n/a*	2,080	2,080
Huber Workforce at Hwy Ops (hours)	4,304	n/a*	4,000	4,000

* This is a new measure in the 2013 budget. No measure was provided for the 2012 budget.

(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 11: Develop internal Department of Public Works fiscal procedures which promote revenue generation, operational cost efficiency, and financial stability.

Objective 12: Develop a pilot program that will examine extending the life cycle of 2-3 patrol trucks by one year, from 8 years to 9 years. Analyze the total life cycle cost of the trucks and report findings to the County Executive and County Board.

Public Works

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	2011 Actual	2012 Adopted Budget	2012 Estimate (a)	2013 Budget	Change From 2012 Adopted Budget $	%
Revenues						
General Government (b)	$992,756	$879,780	$894,305	$879,780	$0	0.0%
Fine/Licenses	$68,490	$80,000	$64,000	$84,677	$4,677	5.8%
Charges for Services	$77,240	$79,521	$79,551	$79,236	($285)	-0.4%
Interdepartmental (d)	$498,579	$533,629	$515,234	$335,868	($197,761)	-37.1%
Other Revenue	$106,835	$17,500	$70,500	$30,500	$13,000	74.3%
Appr. Fund Balance (a)(b)	$858,123	$373,000	$819,666	$298,000	($75,000)	-20.1%
County Tax Levy	**$8,377,657**	**$8,461,540**	**$8,461,540**	**$8,459,748**	**($1,792)**	**0.0%**
Total Revenue Sources	**$10,979,680**	**$10,424,970**	**$10,904,796**	**$10,167,809**	**($257,161)**	**-2.5%**
Expenditures						
Personnel Costs	$4,582,370	$4,422,242	$4,371,178	$4,520,961	$98,719	2.2%
Operating Expenses (a)(b)(d)	$4,572,455	$5,422,000	$5,638,345	$4,877,017	($544,983)	-10.1%
Interdept. Charges (c)	$436,154	$465,728	$469,753	$502,831	$37,103	8.0%
Fixed Assets (b)(d)	$232,319	$115,000	$145,008	$267,000	$152,000	132.17%
Total Expenditures	**$9,823,297**	**$10,424,970**	**$10,624,284**	**$10,167,809**	**($257,161)**	**-2.5%**
Rev. Over (Under) Exp.	$1,156,384	$0	$280,512	$0	$0	-
Position Summary (FTE)						
Regular Positions	63.75	57.50	57.50	57.50	0.00	
Extra Help	2.13	3.24	3.24	2.86	(0.38)	
Overtime	0.49	0.49	0.49	0.34	(0.15)	
Total FTEs	66.37	61.23	61.23	60.70	(0.53)	

(a) The 2012 estimate includes 2011 carryovers of $658,915 mostly related to the building improvement plan projects which includes open encumbrances of $393,023 and carry over ordinance of $265,892, that modified the budget after it was adopted.

(b) General Fund Balance of $298,000 is budgeted in the 2013 budget including $225,000 for Building Maintenance Plan, $65,000 to offset General Transportation Aid (GTA) reduction and $8,000 for possible rental property demolitions and repairs. The 2012 budget includes $373,000 which includes $250,000 for the Building Maintenance Plan, $95,000 to offset General Transportation Aid (GTA) reduction and $28,000 for possible rental property demolitions and repairs. In addition, General Fund Balance of $858,123 was provided in 2011 Actuals, which includes $434,500 approved in the 2011 Adopted budget for the Building Maintenance Plan, $20,000 for one-time traffic engineering contracted services; $8,000 for possible rental property demolitions and repairs and carryovers and open encumbrances from 2010 to 2011 totaling $395,623.

(c) 2012 Interdepartmental charges are estimated to be higher than the 2012 adopted budget due to central fleet repair, maintenance and fuel charges.

(d) Equipment purchases and housekeeping services for the Mental Health Center are shifted out of the Public Works budget and will be direct charged to the Health and Human Services - Mental Health Center budget in 2013 to eliminate the double budgeting of the related expenditures and revenues.

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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**3.05**	**3.05**	**3.05**	**3.05**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$30,418	$29,970	$30,000	$30,246	$276
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$9,552	$28,000	$28,000	$8,000	($20,000)
County Tax Levy (a)	**$316,464**	**$306,558**	**$306,558**	**$313,901**	**$7,343**
Total Revenues	**$356,434**	**$364,528**	**$364,558**	**$352,147**	**($12,381)**
Personnel Costs	$306,509	$305,577	$304,486	$310,517	$4,940
Operating Expenses	$17,506	$46,400	$45,850	$28,600	($17,800)
Interdept. Charges (a)	$12,033	$12,551	$12,801	$13,030	$479
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$336,048**	**$364,528**	**$363,137**	**$352,147**	**($12,381)**
Rev. Over (Under) Exp.	$20,387	$0	$1,421	$0	$0

a) End user technology fund (EUTF) charges and the related tax levy are shifted into this program from the Administration program in the 2013 Budget. The 2011 Actual, 2012 Adopted budget and 2012 Estimates have been restated for comparison purposes.

Program Highlights

Charges for Services revenues includes rental revenues and assumes the County will maintain and collect rental revenue from four rental properties in 2013. 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 the actual 2012 rates. General Fund Balance is appropriated to fund one-time maintenance, repair and/or demolition of County properties that do not generate rental revenue. General Fund Balance is reduced in 2013 by $20,000 to $8,000 (closer to the 2011 level) since fund balance used in 2012 was to offset higher one-time expenditures for repairs to the Orchard Knoll property.

Overall, expenditures include appropriations to provide small architectural design services; the cost of printing project plans; and the cost of professional staff development; Net Personnel cost increase by $4,940 for costs to continue the existing 3.05 FTE staff level in this program. Staff support is used to provide administrative support to the capital projects and to provide building project services to the other County departments. The Operating expenses of $28,600 which is a reduction of $17,800 includes the cost of property maintenance repairs and funds for professional architectural services as needed.

Current and Adopted Architectural Services Capital Projects

Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of 12	Est. Operating Impact
HHS Office Building	2013	$36,680,000	50%	Reduced
Courthouse Future Study	2013	$250,000	0%	TBD
Construct Holding Cells in Jail	2016	$300,000	0%	TBD
Communications Center Expansion	2017	$2,110,000	0%	TBD

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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**0.45**	**0.45**	**0.45**	**0.45**	**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	$12,081	$0	$0	$0	$0
Appr. Fund Balance	$633,190	$250,000	$694,005	$225,000	($25,000)
County Tax Levy	**$704,702**	**$750,180**	**$750,180**	**$725,163**	**($25,017)**
Total Revenues	**$1,349,973**	**$1,000,180**	**$1,444,185**	**$950,163**	**($50,017)**
Personnel Costs	$43,690	$45,180	$44,980	$47,163	$1,983
Operating Expenses (a)	$392,261	$840,000	$1,077,466	$636,000	($204,000)
Interdept. Charges	$0	$0	$0	$0	$0
Fixed Assets (a)	$232,319	$115,000	$145,008	$267,000	$152,000
Total Expenditures	**$668,270**	**$1,000,180**	**$1,267,454**	**$950,163**	**($50,017)**
Rev. Over (Under) Exp.	$681,703	$0	$176,731	$0	$0

a) The equipment purchases for the Mental Health Center are shifted out of the Public Works budget and will be direct charged to the Mental Health Center budget beginning in 2013 to eliminate the double budgeting of the related expenditures.

Program Highlights

General Fund Balance appropriations are reduced by $25,000 to $225,000 and are planned to fund the costs of on-going painting, roofing and carpeting projects. The use of general fund balance is planned to be reduced annually and eventually phased out in future budgets.

Personnel cost increases reflects projected cost increases for the same 0.45 FTE allocated to this program.

The 5 year Building improvement plan projects are budgeted across both operating expense appropriations (for items costing under $5,000) or in the fixed asset appropriations (if items cost over $5,000). The operating expenses are budgeted to decrease in the 2013 budget by $204,000 while the fixed Asset appropriation is budgeted to increase by $152,000 as projects are re-allocated between the two appropriations. Projects in the plan are either identified by the Public Works staff as necessary improvements to buildings; are requested by other County employees as improvements to their work areas; or have been identified by staff during a condition analysis. Overall, the slight reduction in the plan assumes the current 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.

The 2013 budget year of the 5 year plan includes $40,000 for the purchase of a condition analysis software program module to work in conjunction with for the existing computer aided facility management (CAFM) system. The information gained from the use of this module is expected to allow management and staff to do better long range planning of building systems repairs and/or replacements needs. Also included in the 2013 budget is $10,000 to modify the Courts Family Division offices to create service efficiencies to customers.

Building Improvement Plan (Continued)

Type of Project	2013 Plan	2014 Plan	2015 Plan	2016 Plan	2017 Plan
Roof (maintenance & Repairs)	$70,000	$90,000	$75,000	$75,000	$75,000
HVAC (repair & replacement)	$237,000	$305,000	$380,000	$455,000	$455,000
Plumbing (replacements)	$6,000	$10,000			
Furniture (replacement)	$15,000	$15,000	$15,000	$15,000	$15,000
Paint / Wall Cover (replacement)	$92,000	$75,000	$75,000	$75,000	$75,000
Electrical (replacement & maintenance)	$70,000	$85,000	$40,000		
Flooring (Carpet / Tile)	$68,000	$75,000	$75,000	$75,000	$75,000
Doors & Windows (replacements) (b)	$25,000	$50,000	$50,000	$15,000	$15,000
Building Envelope (seal/tuckpoint & caulk)	$70,000	$75,000	$75,000	$75,000	$75,000
Maintenance only mode (a)	$60,000	$100,000	$100,000	$100,000	$100,000
Remodel (Family Courts office remodel)	$10,000				
Equipment Replacement (b)	$0	$5,000			
Asbestos (removal)	$15,000	$15,000	$15,000	$15,000	$15,000
Cooling Tower (replacement)	$50,000				
Computer Aided Facility Management (CAFM) System Software	$40,000				
Safety/Security Equip (maintenance)	$75,000	$50,000	$50,000	$50,000	$50,000
Grand Total	$903,000	$950,000	$950,000	$950,000	$950,000
Use of Fund Balance (d)	$225,000	$175,000	$125,000	$75,000	$25,000

Building Improvement Plan by Building

By Building	2013 Plan	2014 Plan	2015 Plan	2016 Plan	2017 Plan
County Jail	$20,000				
Courthouse (Family Courts office remodel)	$10,000				
UWW	$60,000	$15,000			
Administration Center	$72,000				
Juvenile Center	$10,000		$40,000		
Mental Health Center (b)	$0				
Highway Operations	$31,000	$15,000			
Other Buildings as needed (c)	$700,000	$920,000	$910,000	$950,000	$950,000
Grand Total	$903,000	$950,000	$950,000	$950,000	$950,000
Use of Fund Balance (d)	$225,000	$175,000	$125,000	$75,000	$25,000

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.

b) The HHS Mental Health Center building improvement expenses (for windows & equipment replacements) totaling $47,000 are shifted out of the Public Works budget and will be direct charged to the Mental Health Center budget beginning in 2013 to eliminate the double budgeting of the related expenses.

c) Projects, as needed, in Other Buildings are groupings of maintenance projects that have been identified through experience as maintenance needs, yet at the time of budget development it is not known which building will require the specific maintenance. Items included here are flooring replacements, painting, window and door replacements, replace/repair mechanical equipment as needed, tuck point/seal/caulk building envelope as needed and roof repairs as needed. When these projects are completed, the expenses are charged to the building that the work was incurred.

d) 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.

	2011 Actual	2012 Budget	2012 Estimate	2013 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	$46,822	$49,551	$49,551	$48,990	($561)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$2,112,418**	**$2,226,528**	**$2,226,528**	**$2,061,811**	**($164,717)**
Total Revenues	**$2,159,240**	**$2,276,079**	**$2,276,079**	**$2,110,801**	**($165,278)**
Personnel Costs	$22,188	$23,079	$22,981	$23,919	$840
Operating Expenses	$1,984,411	$2,253,000	$2,278,850	$2,086,882	($166,118)
Interdept. Charges	$0	$0	$0	$0	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$2,006,599**	**$2,276,079**	**$2,301,831**	**$2,110,801**	**($165,278)**
Rev. Over (Under) Exp.	$152,641	$0	($25,752)	$0	$0

Program Highlights

Charges for services revenues include $48,990 for County office space rental to outside agencies, which decreases by $561 to reflect an adjustment to the current year actual rents.

Personnel cost increase reflects costs to continue of the 0.20 FTE allocated to this program.

Operating expense of $2,086,882 decrease by $166,118 mostly related to utility cost savings which are anticipated to decrease approximately $200,000 from the 2012 budget base. This is primarily due to $187,000 lower budgeted costs from lower electric consumption directly related to energy savings projects that have been completed in the County. Also, due to an unusually high inventory of natural gas, the price of this commodity is lower than it has been in recent years resulting in an anticipated $15,000 decrease in natural gas costs. This budget includes the start up of utility expenses for the New Health and Human Services (HHS) building which is anticipated to be open by September 1, 2013. The additional utility expenses for the start up of the new building are anticipated to be about $39,000. Due to the volatile nature of the utility markets and changing weather conditions, energy costs can often be difficult to predict. The department continues to maintain and improve the buildings' infrastructure to provide for the most efficient heating and cooling systems. As systems are updated, utility usage is monitored and budgets will be adjusted accordingly.

Activity

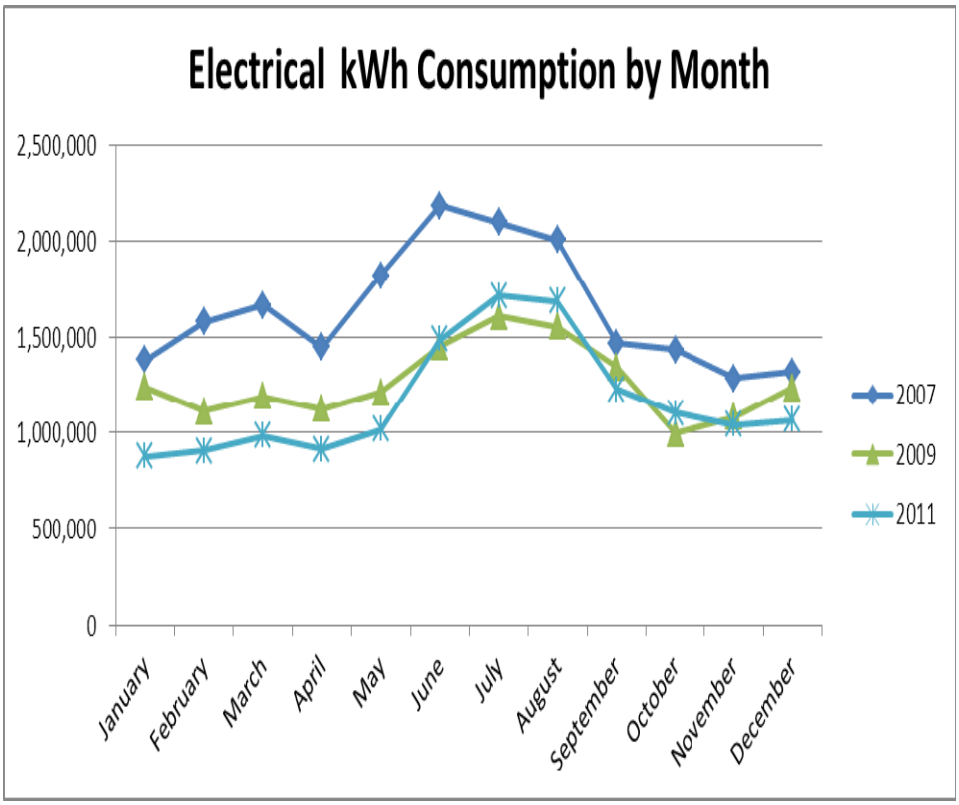
Utility Source	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Electricity (Kilowatt-Hrs)	14,026,833	14,502,946	14,942,000	14,250,000	(252,946)
Natural Gas (Therms)	737,345	750,000	725,000	750,000	0
Water/Sewer (Gallons)	24,121,900	26,500,000	24,100,000	24,200,000	(2,300,000)

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.

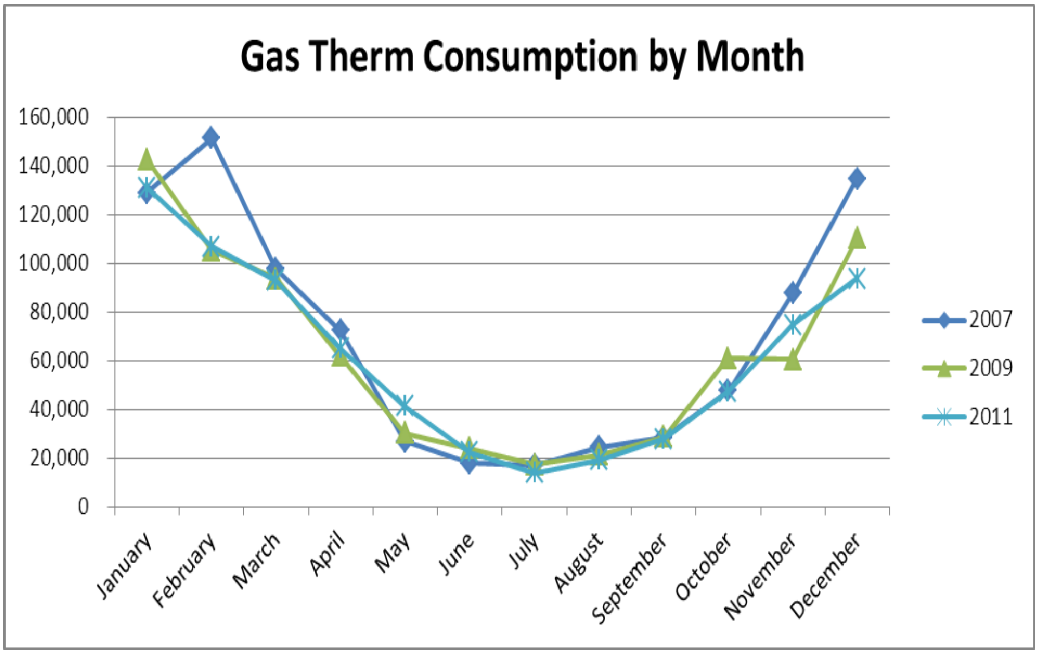
	2011 Annual units per rentable square foot	Gas - Therms	Electricity - KWH	Water- M Gallons
ALL	All Buildings	0.82	15.61	26.85
AC	Administration Center	0.82	18.28	19.63
CC	Communications Center	0.72	57.77	16.15
CJ	County Jail	0.87	17.42	45.45
CH	Courthouse	1.06	26.70	16.37
HS	Health & Human Services Center	0.85	9.39	8.58
LE	Law Enforcement Center	0.96	17.8	67.93
JV	Juvenile Center	1.80	24.66	18.83
MH	Mental Health Center	0.98	19.68	19.91
NV	Northview	0.89	10.24	28.42
PH	Public Health Center	0.22	17.67	5.91

Note: The Highway facility data is still in the process of being compiled.

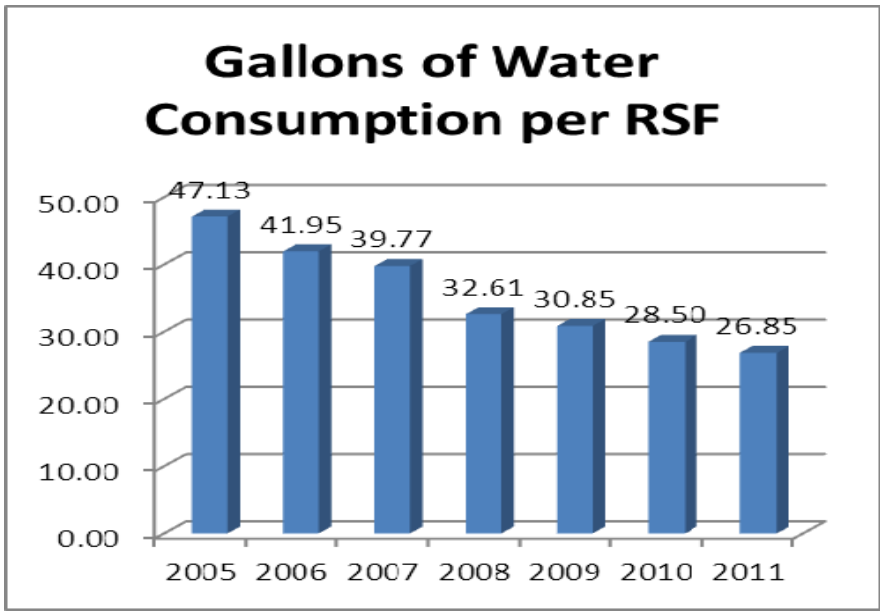


This chart illustratess the total electrical consumption per month for the facility management facilities for the past five years. Consumption is affected by weather, equipment efficiency, facility usage and corporate culture. Consumption has generally been decreasing the past few years. Monthly electrical 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 and 2012 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.

Facilities Maintenance

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

Program Description

The Facilities Maintenance division provides a variety of services to customers. The primary function is to extend the useful life of the facilities by providing preventative maintenance and repair services for our building infrastructure and equipment. This includes maintaining interior aesthetics, painting, carpeting, etc. through internal work or through external contracts. This also includes the management of maintenance related capital projects.

The secondary function is to provide support services to the various county programs. Examples include room set ups, moving furniture, or any other request from a program manager that is necessitated by a program requirement and not a building requirement.

This program area is the main contact with departmental customers for all building maintenance needs.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**26.69**	**26.86**	**26.86**	**26.82**	**-0.04**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental (a)	$383,579	$415,129	$396,734	$328,868	($86,261)
Other Revenue	$8,574	$0	$0	$0	$0
Appr. Fund Balance	$188,581	$0	$1,645	$0	$0
County Tax Levy (b)	**$2,677,460**	**$2,696,648**	**$2,696,648**	**$2,843,090**	**$146,442**
Total Revenues	**$3,258,194**	**$3,111,777**	**$3,095,027**	**$3,171,958**	**$60,181**
Personnel Costs	$1,802,944	$1,811,480	$1,794,565	$1,856,358	$44,878
Operating Expenses	$1,053,376	$966,550	$1,005,150	$948,750	($17,800)
Interdept. Charges (b)	$306,822	$333,747	$340,772	$366,850	$33,103
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$3,163,142**	**$3,111,777**	**$3,140,487**	**$3,171,958**	**$60,181**
Rev. Over (Under) Exp.	$95,051	$0	($45,460)	$0	$0

a) The interdepartmental revenue budgeted in this program for equipment purchases for the Mental Health Center is shifted out of the Public Works budget and will be direct charged to the Mental Health Center budget beginning in 2013 to eliminate the double budgeting of the related revenues.

b) End user technology fund (EUTF) charges and the related tax levy are shifted into this program from the Administration program in the 2013 Budget. The 2011 Actual, 2012 Adopted budget and 2012 Estimates have been restated for comparison purposes.

Program Highlights

Interdepartmental revenues in this program area are received from other county departments for maintenance services provided to their departments. These revenues are mainly from enterprise funds or certain other special revenue funds that receive outside revenue sources to pay for these related expenses. The interdepartmental revenue decreases of $86,261 is related to a decrease in revenues from the H&HS Mental Center primarily related to fewer labor resources budgeted in this area and a reduction in revenues from Community Development Block Grant and HOME Housing Partnerships programs as HUD revenues in those programs have declined significantly.

Net Personnel costs are estimated to increase by $44,878 mainly related to costs salary and employee benefit cost increases for 26.82 FTE allocated to this program. Overtime is reduced slightly by $3,161 (by 0.04 FTE about 80 hours) for a student intern.

Facilities Maintenance Continued

Operating expenditures included in this program area are for 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. In addition, expenditures include the cost of contracts administered by the staff required for the operations of the building systems. Staff works 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. Operating expenditures are $17,800 lower in the 2013 budget, partly due to $25,000 of lower costs associated with the close down of the existing Health and Human Services building somewhat offset by start up costs identified for the new HHS building budgeted of $11,000.

Interdepartmental charges include cost of vehicle repair, usage and replacement; insurances; telephone and copier replacement charges; and Technology total cost of computer ownership charges. Interdepartmental charges increase includes an increase of $23,200 mainly for Risk Management insurance charges based on the prior year claims paid experience.

Current & Adopted Facilities Maintenance Capital Projects

Project #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of 12	Est. Operating Impact
201108	Highway Substations Roofing Upgrades	2013	$583,000	0%	TBD
201208	Energy Efficiency Improvements	2014	$864,000	15%	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	2015	$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

The housekeeping division is responsible for maintaining a clean working environment for most of the County owned buildings either through the use of internal staff or through contracted housekeeping services. Internal housekeeping staff is responsible for maintaining the Courthouse and Northview buildings. The housekeeping staff follows a planned schedule of cleaning, but also responds to individual requests for specific areas of need. Housekeeping services also include the supervision, monitoring and management of housekeeping service contracts for Administration Center; Mental Health Center; Juvenile Center; the Human Services Center; Communications Center; Law Enforcement Center including the County Jail; Highway Operations Center and four substations; and the Public Health Center. Housekeeping supervisory staff is the primary point of contact for communication from other county personnel for all housekeeping concerns.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**16.14**	**11.14**	**11.14**	**11.12**	**-0.02**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental (a)	$115,000	$118,500	$118,500	$7,000	($111,500)
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$17	$0	$0
County Tax Levy (b)	**$1,444,048**	**$1,363,116**	**$1,363,116**	**$1,318,561**	**($44,555)**
Total Revenues	**$1,559,048**	**$1,481,616**	**$1,481,633**	**$1,325,561**	**($156,055)**
Personnel Costs	$838,718	$637,424	$632,947	$655,590	$18,166
Operating Expenses (a)	$614,959	$836,300	$731,079	$661,925	($174,375)
Interdept. Charges (b)	$7,227	$7,892	$7,892	$8,046	$154
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,460,905**	**$1,481,616**	**$1,371,918**	**$1,325,561**	**($156,055)**
Rev. Over (Under) Exp.	$98,143	$0	$109,715	$0	$0

a) The housekeeping services charges for the Mental Health Center will be shifted out of the Public Works budget and will be direct charged to the Mental Health Center budget in 2013 to eliminate the double budgeting of the related expenditure and revenue.

b) End user technology fund (EUTF) charges and the related tax levy are shifted into this program from the Administration program in the 2013 Budget. The 2011 Actual, 2012 Adopted budget and 2012 Estimates have been restated for comparison purposes.

Program Highlights

Interdepartmental revenues in this program reflect recovery of Mental Health Center supply costs through the Mental Health Center budget. The housekeeping services previously budgeted in both Public Works and at the Mental Health Center are now being as a direct expense in the Mental Health Center budget and are eliminated from the Public Works budget in 2013 to eliminate the double budgeting of these Interdepartmental expenditures and revenues.

Personnel costs increases of $18,166 mostly reflect costs to continue for the 11.12 FTE staff and increases in health insurance costs reflecting employees' selection of health insurance plans. Overtime is decreased by 0.02 FTE.

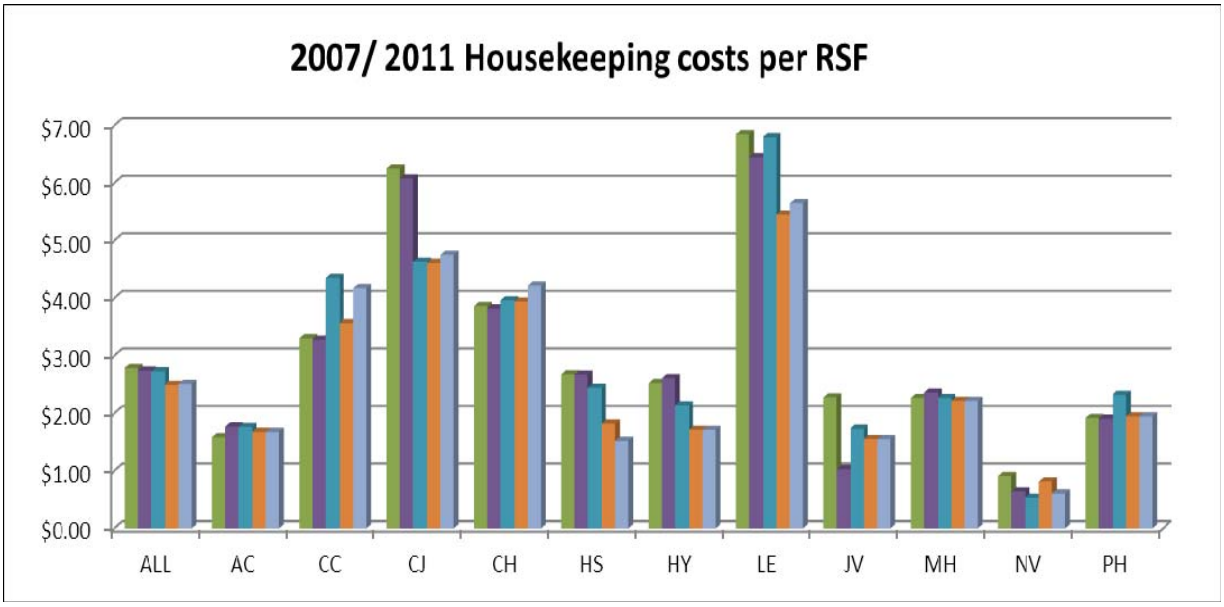
In the 2013 proposed budget most of the $174,375 operating expenses reduction results from shifting out $114,600 of budget cost to the H&HS Mental Health Center budget where it will be direct charged eliminating double budgeting and streamlining accounting transaction administration. Also, 2013 budget cost savings of $61,675 results from lower contracted cleaning costs below the 2012 budget. The freed up budget resources have been shifted to fund other program areas in the Department of Public Works budget. Contracted cleaning services, budgeted at $586,725 (after shifting $114,600 directly to the Mental Health Center budgets) are used to clean all County buildings except the Courthouse and Northview in 2013. Other buildings serviced with contracted cleaning include the Administration Center, Law Enforcement Center, County Jail, Juvenile Center, Public Health Center, existing Health and Human Services Center, the new Health and Human Services Center, Highway Operations Center and all Highway Substations and the Communications Center. This budget includes $26,400 of expenditures to fund the start up of a new housekeeping contract at the new HHS Building anticipated to be open by September 1, 2013.

Interdepartmental charges include cost of vehicle repair, usage and replacement; insurances; telephone and copier replacement charges; and Technology total cost of computer ownership charges.

Housekeeping Services (cont.)

Buildings Cleaned within this budget

Activity	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Buildings Cleaned Daily					
In-house staff	2.0	2.0	2.0	2.0	0.0
Contracted staff	14.0	14.0	14.0	14.0	0.0
Floor Area Cleaned Daily (sq. ft)					
In-house staff	156,425	156,425	156,425	156,425	0
Contracted staff	404,847	404,847	404,847	404,847	0
Total Square Foot	561,272	561,272	561,272	561,272	0
Cost per Sq. Ft.					
In-house staff	3.72	$3.72	$3.72	$3.72	$0.00
Contracted staff	2.01	$1.98	$2.01	$2.05	$0.07



Overall, through the past five years, housekeeping costs per rentable square foot (RSF) are decreasing. The primary reason for this has been the phasing out of in-house cleaning staff and increasing the amount of square footage cleaned with contracted housekeeping services.

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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**7.10**	**7.14**	**7.14**	**6.91**	**(0.23)**
General Government	$483,421	$427,941	$435,079	$427,941	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$816	$0	$0	$0	$0
Appr. Fund Balance	$0	$48,308	$48,308	$33,308	($15,000)
County Tax Levy (a)	**$216,620**	**$197,779**	**$197,779**	**$254,474**	**$56,695**
Total Revenues	**$700,857**	**$674,028**	**$681,166**	**$715,723**	**$41,695**
Personnel Costs	$649,002	$598,840	$614,862	$635,691	$36,851
Operating Expenses	$21,736	$25,950	$25,650	$30,050	$4,100
Interdept. Charges (a)	$45,203	$49,238	$49,138	$49,982	$744
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$715,940**	**$674,028**	**$689,650**	**$715,723**	**$41,695**
Rev. Over (Under) Exp.	($15,083)	$0	($8,484)	$0	$0

a) End user technology fund (EUTF) charges and the related tax levy are shifted into this program from the Administration program in the 2013 Budget. The 2011 Actual, 2012 Adopted budget and 2012 Estimates have been restated for comparison purposes.

Program Highlights

General government revenues are budgeted at the same level as the 2012 budget base, which includes approximately 9.2% or $427,941 of General Transportation Aids (GTA) allocation in this program area. The Traffic Control program (in the General Fund) and County Highway Operations (in the Transportation Fund) include the remaining GTA revenues. The 2012 budget reflects a decrease of $55,481 in GTA revenues from the 2011 actual amount due to a funding reduction in the State's 2012/2013 biennial budget. Fund balance of $48,308 was used in 2012 to help partially offset the impact these drastic revenue reductions. The 2013 budget also includes $33,308 of fund balance to assist with offsetting the impacts. However, in an effort to reduce dependency on the fund balance; the fund balance has been reduced $15,000 from the 2012 base. The plan is to continue to reduce the fund balance in future budgets.

Personnel costs increases $36,851 mostly related to costs to continue the regular staff of 5.45 FTE's. Temporary extra help staffing decreases by 0.23 FTE to 1.46 FTE due to a decrease from three to two summer interns. In addition to two summer interns, funding continues 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. Included in this year's budget is $4,000 for the partial cost of a GPS total station. This will be purchased in partnership with the Parks and Land Use Department. Total cost of this unit is estimated to be $12,000. The engineering staff includes a certified surveyor to use this equipment.

Engineering Services (cont.)

Current and Adopted Capital Projects

Project #	Project Name	Total Project Cost	Total County Cost	Non-County Fed/State Revenues	Estimated Completion Year	2012 Est. % Compl. Yr End	Net Annual Est. Operating Impact
9131	Bridge Aid Program	$0	$0	$0	Ongoing	N/A	$0
9817	Culvert Replacement Program	$100,000	$100,000	$0	Ongoing	N/A	$0
200427	Signal/Safety Improvements	$300,000	$300,000	$0	Ongoing	N/A	Reduced
200509	Repaving Program	$1,200,000	$1,200,000	$0	Ongoing	N/A	$0
200511	CTH D, Calhoun Road - Intersection	$2,090,000	$2,090,000	$0	2013	40%	$0
200011	CTH L, CTH Y - Moorland	$26,764,000	$21,211,000	$5,553,000	2013	60%	$13,500
200905	CTH F, I-94 to STH 190 (Rehabilitation)	$4,668,000	$1,250,000	$3,418,000	2014	20%	$0
200917	Waukesha West By Pass	$8,820,000	$3,570,000	$5,250,000	2013	20%	$36,000
200608	CTH VV, CTH Y - Jackson Dr.	$11,731,000	$3,586,000	$8,145,000	2014	40%	$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	$1,106,000	$2,320,000	2015	0%	Reduced
201007	CTH O, CTH HH to Grange Ave.	$4,700,000	$1,073,000	$3,627,000	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	$17,144,000	$6,381,000	$10,763,000	2017	0%	Reduced
201005	CTH I, CTH ES - CTH O (Rehabilitation)	$4,864,000	$2,138,000	$2,726,000	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	$8,690,000	$3,458,000	$5,232,000	2019	0%	Reduced
201302	CTY YY, Underwood Creek Structure	$1,366,000	$1,366,000	$0	2019	0%	Reduced
201303	CTH D, Deer Creek Bridge	$689,000	$202,000	$487,000	2018	0%	Reduced
201304	CTH Y, Pilak Creek Tributary Bridge Rplc	$634,000	$634,000	$0	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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**6.09**	**5.84**	**5.84**	**5.75**	**-0.09**
General Government	$500,250	$442,839	$450,226	$442,839	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$85,195	$17,000	$70,000	$30,000	$13,000
Appr. Fund Balance	$24,200	$46,692	$46,692	$31,692	($15,000)
County Tax Levy	**$336,366**	**$323,816**	**$323,816**	**$337,465**	**$13,649**
Total Revenues	**$946,011**	**$830,347**	**$890,734**	**$841,996**	**$11,649**
Personnel Costs	$286,795	$405,291	$367,733	$386,340	($18,951)
Operating Expenses	$438,871	$423,500	$444,400	$454,100	$30,600
Interdept. Charges	$1,474	$1,556	$1,556	$1,556	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$727,141**	**$830,347**	**$813,689**	**$841,996**	**$11,649**
Rev. Over (Under) Exp.	$218,870	$0	$77,045	$0	$0

Program Highlights

General government revenues are budgeted at the same level as the 2012 budget base, which includes approximately 9.6% or $442,839 of General Transportation Aids (GTA) allocation in this program area. The 2012 budget reflectes a decrease of $57,412 in GTA revenues from the 2011 Actual amount due to a funding reduction in the State's 2012/2013 biennial budget. General Fund balance of $46,692 was used in 2012 to help partially offset the impact this drastic revenue reductions. The 2013 budget includes $31,692 of general fund balance to continue to offset the State budget impacts, however, in an effort to reduce dependency on the fund balance; it has been reduced $15,000 from the 2012 base. The plan is to reduce fund balance in future budgets. Other Revenues include recovered costs from traffic signal that have been knockdown which are increasing; therefore the budget has been increased by $13,000 to reflect that growing revenue.

Net personnel costs decrease $18,951 partially related to lower salary costs of $4,500 due to position turnover. The 0.09 FTE reduction in overtime results in budget savings of $6,551. The overtime decrease from the 2012 base is due to a planned reduction in overtime use, as a result of a change in work schedules implemented in mid 2012. 1.00 FTE of Extra Help continues to be budgeted for a Co-op student to assist with traffic studies and related work.

Operating expenses include $142,000 for traffic signal electricity costs, which represents a $12,000 increase from 2012, which represents a 10% increase from the 2011 expenses. Other operating expenses in this budget include: pavement marking expenses at $165,000, which represents an increase of $18,000 due to higher volume and higher cost of materials; signal maintenance costs, which include signal cabinet maintenance and Digger's Hotline charges, which are budgeted at $63,000; signage is budgeted at $42,000; and the replacement of two traffic counters are budgeted at $5,000 which is basically the same level as the 2012 budget for the last three items.

Activity

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Traffic Signals	102	100	102	104	4
Total Electricity Costs	$125,454	$130,000	$132,000	$142,000	$12,000
Avg annual electrical cost for one intersection	$1,230	$1,300	$1,294	1,365	$65

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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**1.60**	**1.50**	**1.50**	**1.50**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$68,490	$80,000	$64,000	$84,677	$4,677
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	**$40,013**	**$60,518**	**$60,518**	**$56,524**	**($3,994)**
Total Revenues	**$108,503**	**$140,518**	**$124,518**	**$141,201**	**$683**
Personnel Costs	$138,580	$140,518	$138,578	$141,201	$683
Operating Expenses	$0	$0	$0	$0	$0
Interdept. Charges	$0	$0	$0	$0	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$138,580**	**$140,518**	**$138,578**	**$141,201**	**$683**
Rev. Over (Under) Exp.	($30,077)	$0	($14,060)	$0	$0

Program Highlights

Permit fees are increasing from the 2012 rates as itemized on the following schedule. The next increase is planned for 2015, 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 both utility and driveway access permits are budgeted only to increase by $4,677. Tax Levy subsidy to fund this program of $56,524 is reduced by $3,994 mostly due to the revenue increase indicated above.

Net Personnel costs at $141,201 an increase of $682 mainly reflects the costs to continue and some health insurance cost saving from health plan selection for the 1.5 FTE staff allocated to this program.

Activity	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Driveway & Miscellaneous Permits Processed	53	60	55	55	(5)
Utility Permits Processed	313	300	300	300	0

Permit Processing (Continued)

The following is the Permit Fee structure for 2011 and 2012:

		2011/2012 Rates		2013/2014 Rates	
Utility Permits					
Type	Unit	Application	Application	Application	Inspect
Excavate in Pavement	First 200'	$80	$210	$85	$220
	Add'l 1,000'		$210		$220
Excavate/Plow in ROW	First 200'	$80	$160	$85	$170
	Add'l mile		$160		$170
New Poles	Each	$80	$160	$85	$170
Re-application		$80		$85	
Driveway Permits					
Single Family, Farm		Application	Application	Application	Permit
1) with culvert	Each drive		$800		$850
2) without culvert	Each drive		$290		$305
Commercial/Industrial/ Institutional/Subdivision (type A,B,C or D entrance)	Each drive	$380	$525	$400	$550
Commercial/Industrial/ Institutional/Subdivision (> 50,000 sf) or Subdivision (>100 Units) (type A,B,C or D entrance)	Each drive	$380	$805	$400	$805
Commercial/Industrial/ Institutional/Subdivision (Roadway reconstruction needed)		$380	$2,870	$400	$3,000
Traffic Signal Installation	Per signal		$1,325		$1,390
Re-application		$85		$90	
Other driveway work (no culvert)		$80		$85	

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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**5.05**	**5.05**	**5.05**	**4.90**	**-0.15**
General Government	$9,084	$9,000	$9,000	$9,000	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$169	$500	$500	$500	$0
Appr. Fund Balance	$2,600	$0	$1,000	$0	$0
County Tax Levy (a)	**$529,566**	**$536,397**	**$536,397**	**$548,759**	**$12,362**
Total Revenues	**$541,420**	**$545,897**	**$546,897**	**$558,259**	**$12,362**
Personnel Costs	$493,943	$454,853	$450,046	$464,182	$9,329
Operating Expenses	$49,334	$30,300	$29,900	$30,710	$410
Interdept. Charges (a)	$63,395	$60,744	$57,594	$63,367	$2,623
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$606,672**	**$545,897**	**$537,540**	**$558,259**	**$12,362**
Rev. Over (Under) Exp.	($65,253)	$0	$9,357	$0	$0

a) End user technology fund (EUTF) charges and the related tax levy are shifted from this Administration program to other programs in the Public Works – General Fund beginning in the 2013 Budget. The 2011 Actual, 2012 Adopted budget and 2012 Estimates have been restated for comparison purposes.

Program Highlights

General Government revenues include administrative reimbursement for the Local Road Improvement Program (LRIP) budget at $9,000 the same as 2012. This revenue is received every other year; however, one-half of the revenue is budgeted every year to provide for a more stable revenue budget from year to year. Other revenues include the sale of plans to contractors that may bid on projects.

Net personnel costs increase $9,329 mostly related to costs to continue for 4.9 FTE staff remaining. The Staffing levels reflect a decrease of 312 hours or 0.15 FTE a reduction of $3,300 in the extra help budget funding.

Operating expenses of $30,710 include budget appropriations for general office supply purchases; centralized postage and printing costs for the department; funds for employee bus passes for the Clean Air Compliance program; and expenditures for staff professional development.

Interdepartmental charges include expenses for Technology total cost of computer ownership, telephone services, copier replacement charges, and radio equipment replacement charges.

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	2011 Actual	2012 Adopted Budget	2012 Estimate (a)	2013 Budget	Change From 2012 Adopted Budget $	%
Revenues						
General Government	$9,171,134	$8,144,722	$8,475,262	$8,343,899	$199,177	2.4%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$363,430	$524,200	$445,000	$301,280	($222,920)	-42.5%
Interdepartmental	$532,939	$446,100	$516,000	$469,532	$23,432	5.3%
Other Revenue	$155,001	$150,937	$128,870	$125,922	($25,015)	-16.6%
Appr. Fund Balance (b)	$148,274	$445,000	$445,000	$347,000	($98,000)	-22.0%
County Tax Levy	**$1,835,142**	**$2,001,880**	**$2,001,880**	**$2,203,672**	**$201,792**	**10.1%**
Total Revenue Sources	**$12,205,919**	**$11,712,839**	**$12,012,012**	**$11,791,305**	**$78,466**	**0.7%**
Expenditures						N/A
Personnel Costs	$4,835,342	$4,797,600	$4,661,371	$4,839,840	$42,240	0.9%
Operating Expenses (a)	$2,968,542	$3,244,766	$2,911,606	$3,005,281	($239,485)	-7.4%
Interdept. Charges (c)	$3,740,454	$3,670,473	$3,896,446	$3,910,484	$240,011	6.5%
Fixed Assets (a)	$23,274	$0	$18,023	$35,700	$35,700	N/A
Total Expenditures	**$11,567,612**	**$11,712,839**	**$11,487,446**	**$11,791,305**	**$78,466**	**0.7%**
Rev. Over (Under) Exp.	$638,307	$0	$524,566	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	61.85	61.10	61.10	61.10	0.00	
Extra Help	2.13	2.10	2.10	2.61	0.51	
Overtime	3.18	2.94	2.94	2.94	0.00	
Total FTEs	67.16	66.14	66.14	66.65	0.51	

(a) The 2012 estimate includes 2011 open encumbrances, which modified the 2012 budget after it was adopted.

(b) Includes General Fund Balance of $148,274 in 2011 including $60,000 for Transit fuel adjustment, $18,000 for the van pool and a carry over of $70,274 from 2010 to the 2011 budget. General Fund balance of $445,000 in 2012 budget includes $355,000 to offset General Transportation Aid (GTA) revenue reductions, $90,000 for Transit fuel adjustment. General Fund balance of $347,000 in the 2013 budget includes $195,000 to phase down the impact of State General Transportation Aid (GTA) reductions and, $152,000 for Transit fuel adjustment.

(c) Interdepartmental charges are estimated to exceed the modified budget by $ 225,973 primarily due to vehicle related expenses such as fuel and vehicle repairs, which are partially funded by the State. A funds transfer or an ordinance will be requested if the higher expenditures materialize.

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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**39.18**	**39.65**	**39.65**	**39.09**	**(0.56)**
General Government	$4,244,330	$3,807,222	$3,819,896	$3,807,222	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$363,430	$524,200	$445,000	$301,280	($222,920)
Interdepartmental	$532,939	$446,100	$516,000	$469,532	$23,432
Other Revenue	$46,848	$15,000	$15,000	$17,000	$2,000
Appr. Fund Balance	$47,000	$355,000	$355,000	$195,000	($160,000)
County Tax Levy	**$992,442**	**$1,134,180**	**$1,134,180**	**$1,335,972**	**$201,792**
Total Revenues	**$6,226,988**	**$6,281,702**	**$6,285,076**	**$6,126,006**	**($155,696)**
Personnel Costs	$2,465,750	$2,879,376	$2,631,500	$2,853,439	($25,937)
Operating Expenses	$1,652,181	$1,862,750	$1,590,206	$1,569,383	($293,367)
Interdept. Charges (a)	$1,488,920	$1,539,576	$1,590,149	$1,667,484	$127,908
Fixed Assets	$0	$0	$0	$35,700	$35,700
Total Expenditures	**$5,606,851**	**$6,281,702**	**$5,811,855**	**$6,126,006**	**($155,696)**
Rev. Over (Under) Exp.	$620,137	$0	$473,221	$0	$0

(a) Interdepartmental charges are expected to exceed budget primarily due to vehicle related expenses such as fuel and vehicle repairs.

Program Highlights

General Government revenues consist of General Transportation Aids (GTA), which are budgeted at the same level as the 2012 budget base of slightly over $3.8 million in this program. Of the total GTA revenues received by the department, approximately 80% are budgeted in this program area. Traffic Control and Engineering in the General Fund include the remaining 20% of GTA revenues. The 2012 budget included a large decrease in GTA revenues due to a provision in the State's 2012/2013 biennial budget. Fund balance was budgeted in 2012 to help significantly offset the impact these drastic revenue reductions. The 2013 budget includes a phased down level of $195,000 of General fund balance to continue to offset the revenue reduction impacts in this program. However, in an effort to reduce dependency on the fund balance; fund balance has been reduced $160,000 from the 2012 base. The plan is to continue to phase down General Fund balance in future budgets.

Charges for services represent revenues received from municipalities for the purchase of salt and for pavement marking services. The $222,920 reduction is mostly due to an anticipated reduction in the amount of salt requested to be purchased by the municipalities in 2013. The quantity of salt sold to municipalities is budgeted at 3,000 tons which represents a decrease of 4,000 tons from the 2012 budget. The markup/handling fee charged to municipalities is anticipated to remain at $6.00 per ton, which is unchanged from 2012. In addition, the 2013 charges for services revenue budget includes $125,000 of revenues from pavement marking services to local municipalities which is increased by $15,000 in the 2013 budget.

Interdepartmental revenues of $469,532 an increase of $23,432 includes services to the Airport, including mowing, brush control and small pavement work on the grounds; work provided to Parks and Land Use such as changing light bulbs in parking lots and tree trimming; and sale of an estimated 700 tons of salt to Parks and Land Use. The budget is based on actual service anticipated to be provided to the customers. Also represented in Interdepartmental revenues is the reimbursement from the State for salt and equipment storage and radio cost reimbursements.

County Operations (Continued)

Other revenues represent a conservative estimate due to the uncertainty of insurance reimbursements due to accidents; and sale of scrap metal or sale of small equipment items not in the vehicle replacement plan.

Net personnel costs are decreasing by $25,937 to $2,853,439, primarily due to a reduction of approximately 600 less hours (0.29 FTE reduction) of overtime by $23,098 as a result of a change in work schedules implemented in mid 2012. Also, a reduction in the number of winter seasonal employees from three to two results in a $13,600 or 0.28 FTE (approximately 580 hours) reduction in budgeted extra help ; and a reduction in Health Insurance due employees changing to less expensive insurance plans. The County Highway Maintenance budget continues to provide support funding for 30.00 FTE Patrol Workers and 2.00 Crew Leaders to maintain the County Highway System. This is consistent with the 2012 budget.

Operating expenses decrease $293,367 to $1,569,383 primarily due to a reduction in salt usage. It is anticipated that municipalities will require 3,300 fewer tons of salt in 2013. In addition, the County has implemented measures to be more efficient with salt use. As a result, the County's anticipated salt use is being deceased 5%. The 2012 budget base assumed 16,400 tons of salt use on County roads. The 2013 budget assumes 15,580 tons expected to be used. Salt is the largest expenditure in the operating expenses area is budgeted to decrease by $226,700 to almost $1,017,200. The 2012/2013 salt contract price is $52.76 per ton, a $0.40 per ton decrease from the 2011/2012 contract amount of $53.16 per ton. Another area that is decreasing from the 2012 budget base is utilities, especially electricity and natural gas. Due to recently implemented lighting efficiencies, there has been a reduction in electrical usage. Due to a large supply of natural gas, prices have been decreasing which allow for this budget to be reduced slightly by $15,000. Other operating expenditures include: landfill and waste disposal costs of $65,000; plow blade replacement expenditures of $65,000; roadway materials such as cold/hot patch, gravel, sand, cement, guardrail, and culvert pipe budgeted at $116,656; and contracted roadway repair including rental of equipment budgeted at $32,500.

Interdepartmental charges include charges for End User Technology (EUTF) total cost of computer ownership (which was limited to a 2% increase to departments); insurance costs, including workers compensation; radio services; vehicle repairs, fuel and vehicle replacement charges; and telephone costs. The largest increase in this appropriation unit is for fuel, which increases by $84,700 to $399,900. The 2013 budget assumes both an increase in the amount of consumption and price of fuel. The 2013 budget assumes fuel to average $3.65 per gallon (up to a $0.35 per gallon) from the 2012 budget base. Costs to replace equipment are also increasing due to the increased cost of equipment, not due to additional equipment in the fleet. Workers Compensation costs are also increasing due to higher claims experience. The 2013 total charge for Worker's Compensation is just under $300,000, a $48,000 increase from the 2012 budget. The department was provided $15,000 of additional tax levy to help offset this cost increase. The County Highway Maintenance budget represents a portion of the total Workers Compensation cost. The other portion is budgeted in the State Highway Maintenance Budget.

Fixed assets items include the purchase of a replacement pavement marking remover for $6,500; a replacement line striper for $7,200; and two new hot patch asphalt heaters for $11,000 each totaling $22,000. The replacement equipment is not in the vehicle replacement plan because of the relatively low value of this equipment; however, the two asphalt heaters are planned to go into the replacement plan after they are purchased.

Activity	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Centerline miles of road maintained -- County	400	400	400	400	0
Centerline miles of road maintained – Non County/Non-State	325	325	325	325	0
County Lane Miles Crackfilled	23	25	25	25	0
Crackfilling 2 lane highways cost per mile	$3,225	$3,409	$3,579	$3,579	$170
Center line striping cost per mile	$460	$575	$500	515	($60)
Mowing—1 linear mile cost per mile	$225	$287	$220	$254	($33)
Avg Annual maint 1 lane mile	$6,853	$6,860	$6,860	$6,680	$0
Salt Annual Tons Used on County Roads	14,485	16,400	13,888	15,675	(725)

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 (WiDOT). 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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**27.88**	**26.39**	**26.39**	**27.46**	**1.07**
General Government (a)	$4,926,804	$4,337,500	$4,655,366	$4,536,677	$199,177
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	**$4,926,804**	**$4,337,500**	**$4,655,366**	**$4,536,677**	**$199,177**
Personnel Costs (a)	$2,356,186	$1,904,703	$2,016,346	$1,972,477	$67,774
Operating Expenses (a)	$311,053	$313,900	$314,700	$321,200	$7,300
Interdept. Charges (a)	$2,250,825	$2,118,897	$2,306,297	$2,243,000	$124,103
Fixed Assets	$0	$0	$18,023	$0	$0
Total Expenditures	**$4,918,065**	**$4,337,500**	**$4,655,366**	**$4,536,677**	**$199,177**
Rev. Over (Under) Exp.	$8,739	$0	$0	$0	$0

(a) 2012 estimate is estimated to exceed the 2012 budget by $317,866 due to more work being requested by the State than anticipated in the budget. State Highway related expenses are reimbursed by the State DOT resulting in a revenue estimate that also exceeds the 2012 budget.

Program Highlights

The State Highway Maintenance program budget is a non-tax levy supported program. All expenses are approved and reimbursed by the State Department of Transportation (DOT). The 2013 General Government revenue budget is mostly based on the State's approved 2012 Routine Maintenance Agreement (RMA) and level of service being requested. The 2013 revenue budget is about $199,000 higher than the actual 2012 budget; however, the 2013 budget is based on the actual 2012 RMA.

There is no known change in the State's level of service in 2013; therefore the staffing levels are similar to the 2012 budget base of 22.00 FTE Patrol Workers on State crews and 2.00 FTE Patrol Superintendents. Personnel costs are increased by $67,774 or 3.5% mostly for costs to continue the regular positions. Also, the overtime budget increases by $17,892 or by 0.29 FTE about 600 hours to 1.50 FTE which is mostly reflective of the change in work schedules and how overtime is now earned at the end of a forty hour work week. 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 six employees, is planned to operate approximately November 1 through March 31. The 2013 budget extra help budget increases by $36,128 or 0.78 FTE or about 1,622 hours.

Interdepartmental charges increase by $124,103 related to higher anticipated reimbursement from the state for vehicle related expenses including vehicle replacement, vehicle repair and maintenance and fuel costs. In addition, Administrative cost recovery is budgeted to increase $21,300 approximately 4.5% (The actual percentage is based on a State DOT formula for 71 counties, which varies between 4%-5% for labor, material and equipment costs reported annually). Also, insurance costs increases $20,900 based on prior years claim history.

State Highway Operations (Continued)

Activity	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Centerline miles of road maintained	266	266	266	266	0
Centerline miles of road striped	356	356	356	356	0
Lane miles maintained	1,085	1,085	1,100	1,100	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).

	2011 Actual	2012 Budget	2012 Estimate	2013 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	$108,153	$135,937	$113,870	$108,922	($27,015)
Appr. Fund Balance	$101,274	$90,000	$90,000	$152,000	$62,000
County Tax Levy	**$842,700**	**$867,700**	**$867,700**	**$867,700**	**$0**
Total Revenues	**$1,052,127**	**$1,093,637**	**$1,071,570**	**$1,128,622**	**$34,985**
Personnel Costs	$13,406	$13,521	$13,525	$13,924	$403
Operating Expenses	$1,005,308	$1,068,116	$1,006,700	$1,114,698	$46,582
Interdept. Charges	$708	$12,000	$0	$0	($12,000)
Fixed Assets	$23,274	$0	$0	$0	$0
Total Expenditures	**$1,042,696**	**$1,093,637**	**$1,020,225**	**$1,128,622**	**$34,985**
Rev. Over (Under) Exp.	$9,431	$0	$51,345	$0	$0

Program Highlights

Waukesha Metro Transit administers the Waukesha County Transit program through a contract with the City of Waukesha. Funding from State and Federal sources is received directly by and paid to vendors by Waukesha Metro. Other Revenue is reimbursement from Waukesha Metro for the costs remaining in the County budget that are eligible for State and Federal funding. The State and Federal Revenues are anticipated to be reimbursed at a rate of 53.0% of gross expenses in 2013, which is the lower than both the 2012 budgeted level of 56.2% and the 2012 actual level of 55.27%. Fund Balance is increased to $152,000 in the 2013 budget for expenses related to the fuel adjustment clause in the applicable transit service contracts.

The 2013 operating expense budget reflects a consistent level of transit service as compared to the service in the 2012 budget. No fare increases are planned in the 2013 budget. The Paratransit contract expires at the end of April 2013. The increase in operating expenses relates to an increase on existing contracts plus an estimated 5% increase for the new Paratransit contract. The van pool service has been eliminated in the 2013 budget based on the decision to discontinue the program during the 2012 calendar year that results in a reduction of administrative service costs and a reduction for van replacement costs of $12,000. Funds for a marketing program continue in the 2013 budget. Approximately 0.10 FTE of the Business Manager's position continues to be budgeted in the 2013 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, the same as the 2012 budget.

Activity

Total Ridership

Route	Route Description	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
1	Waukesha Metro to Brookfield Square	110,488	115,000	112,366	115,175
10	Brookfield Square Extension	194,199	180,000	212,707	218,025
79	Weekday from Menomonee Falls to Downtown Milwaukee	57,474	56,000	53,820	55,165
901,904,905	Weekday between Cities of Waukesha and Oconomowoc and downtown Milwaukee.	194,629	185,000	155,258	159,139
906	Weekday between Mukwonago and Milwaukee via I-43	39,202	40,000	36,732	37,650
Subtotal		595,992	576,000	570,883	585,154
Paratransit	Federally mandated service operated within 1 mile of the Route 901 service area	8,325	8,850	8,001	8,500
Total with Paratransit		604,317	584,850	578,884	593,654

Transit Services (Continued)

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	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
1	Waukesha Metro to Brookfield Square	$0.77	$0.74	$0.76	$0.77
10	Brookfield Square Extension	$2.85	$3.47	$2.36	$2.61
79	Weekday from Menomonee Falls to Downtown Milwaukee	$4.48	$6.53	$6.16	$6.19
901,904,905	Weekday between Cities of Waukesha and Oconomowoc and downtown Milwaukee.	$9.33	$6.33	$8.41	$8.03
906	Weekday between Mukwonago and Milwaukee via I-43	$8.17	$7.73	$9.10	$8.97
Subtotal Average		$5.09	$4.44	$4.48	$4.47
Paratransit	Federally mandated service operated within 1 mile of the Route 901 service area	$31.77	$32.47	$32.40	$34.20
Avg with Paratransit		$8.92	$8.81	$9.09	$9.32

Rides per Revenue Hour
Rides per Revenue Hour are determined by total ridership of the route divided by the total revenues per hour. The standard benchmark for Rides per Revenue Hour is 10.0 or higher.

Route	Route Description	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
1	Waukesha Metro to Brookfield Square	18.46	19.49	18.72	19.20
10	Brookfield Square Extension	32.31	29.13	36.09	36.85
79	Weekday from Menomonee Falls to Downtown Milwaukee	24.01	20.48	20.44	21.85
901,904,905	Weekday between Cities of Waukesha and Oconomowoc and downtown Milwaukee.	10.64	17.25	13.19	13.58
906	Weekday between Mukwonago and Milwaukee via I-43	26.76	27.42	25.18	25.90
Subtotal Average		17.46	21.33	20.56	21.19
Paratransit	Federally mandated service operated within 1 mile of the Route 901 service area	2.57	2.53	2.65	2.74
Avg with Paratransit		16.16	19.18	18.81	19.33

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	2011 Actual	2012 Adopted Budget	2012 Estimate	2013 Budget	Change From 2012 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$143,178	$79,346	$80,945	$100,189	$20,843	26.3%
Interdepartmental (a)	$3,417,005	$3,337,095	$3,309,206	$3,544,936	$207,841	6.2%
Other Revenue	$17,363	$23,500	$55,037	$21,000	($2,500)	-10.6%
Appr. Fund Balance (b)	$141,083	$141,083	$141,083	$141,083	$0	0.0%
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$3,718,629**	**$3,581,024**	**$3,586,271**	**$3,807,208**	**$226,184**	**6.3%**
Expenditures						N/A
Personnel Costs	$1,194,534	$1,147,381	$970,524	$1,168,155	$20,774	1.8%
Operating Expenses (c)	$2,443,212	$2,370,067	$2,384,141	$2,570,897	$200,830	8.5%
Interdept. Charges	$63,083	$63,576	$59,587	$67,237	$3,661	5.8%
Fixed Assets (d)	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$3,700,828**	**$3,581,024**	**$3,414,252**	**$3,806,289**	**$225,265**	6.3%
Operating Income/(Loss)	$17,801	$0	$172,019	$919	$919	N/A
Position Summary (FTE)						
Regular Positions	15.50	14.00	14.00	14.00	0.00	
Extra Help	0.75	0.65	0.65	0.65	0.00	
Overtime	0.08	0.08	0.08	0.08	0.00	
Total FTEs	16.33	14.73	14.73	14.73	0.00	

(a) Interdepartmental revenues are charges to departmental users, which may be funded by a combination of revenue sources including tax levy.

(b) Includes Central Fleet Fund Balance appropriation of $101,083 in 2011, 2012 and 2013 for the facility depreciation expense; and $40,000 in 2011, 2012 and 2013 for the repairs to fuel islands associated with the COMM10 legislation.

(c) The 2012 operating expenses are estimated to exceed the 2012 Adopted budget due to higher fuel and vehicle repair and maintenance costs.

(d) 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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**15.98**	**14.38**	**14.38**	**14.38**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services (a)	$143,178	$79,346	$80,945	$100,189	$20,843
Interdepartmental (b)	$1,949,786	$1,898,521	$1,849,178	$1,919,876	$21,355
Other Revenue	$17,363	$23,500	$55,037	$21,000	($2,500)
Appr. Fund Balance (c)	$101,083	$101,083	$101,083	$101,083	$0
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$2,211,410**	**$2,102,450**	**$2,086,243**	**$2,142,148**	**$39,698**
Personnel Costs	$1,165,984	$1,118,793	$942,354	$1,139,130	$20,337
Operating Expenses	$996,961	$919,423	$962,009	$936,608	$17,185
Interdept. Charges	$61,735	$58,246	$54,257	$61,867	$3,621
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$2,224,679**	**$2,096,462**	**$1,958,620**	**$2,137,605**	**$41,143**
Operating Income/(Loss)	($13,269)	$5,988	$127,623	$4,543	($1,445)

(a) Charges for services in 2011 included additional one-time set up charges for a new customer.
(b) Interdepartmental Revenues are generated from charges to departments that receive revenues from various sources including tax levy funding.
(c) Central Fleet Fund Balance appropriation of $101,083 in 2011, 2012 and 2013 is for the facility depreciation.

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. The addition of Carroll University as a customer in 2012 has increased the charges for services revenues estimate for 2013. Interdepartmental charge revenues increase $21,355 mostly related to increased requests for repair and maintenance services. Other revenues include salvage revenues, oil recycling revenues and miscellaneous reimbursements.

Personnel costs increase $20,337, about 1.8% from the 2012 budget. The 2013 budget continues to have funds of $17,700 to hire a student intern to assist with the analysis of fleet data and development of reports in the fleet maintenance software program and to hire extra help for parts running as necessary.

Repair & Maintenance (Cont.)

Operating expenses are increasing $17,185 about 1.9% from the 2012 budget. Major expenses include parts purchased for repairs and maintenance of $505,431 and the cost of commercial repair services budgeted at $149,853. Both of these expenditures are based on a five-year history of vehicle repairs and maintenance. Additionally, appropriations have been included in the 2013 budget for the start of both a small tools replacement program and includes $6,480 for an employee incentive or pay for performance program. Other expenditures in this appropriation unit include $4,000 for building maintenance costs; utilities; software maintenance; outside vendor costs; and small tools and supplies for the shop personnel.

Interdepartmental charges are $3,661 higher than the 2012 budgeted levels at $67,237. The increase is primarily due to an increase of Worker's Compensation costs. Worker's Compensation is calculated on a five-year average using weighted risk exposure and claims experience. Other expenses in this appropriation unit include general vehicle liability insurance, property insurance, End user technology-total cost of ownership charges, telephone charges, radio charges, and indirect cost charges.

In an effort to keep the 2012 to 2013 rate increases at or below 2%, the 2013 Central Fleet Rates are as follows:

Heavy labor rate:	$86.75, 2.0% increase from 2012
Light labor rate:	$73.25, 2.0% increase from 2012
Service rate:	$79.50, 1.9% increase from 2012
Outside Heavy labor rate:	$93.50, 1.9% increase from 2012
Outside Light labor rate:	$78.25, 2.1% increase from 2012
Outside Service rate:	$85.15, 1.9% increase from 2012
Parts markup:	16%, 0% increase from 2012
Commercial markup:	16%, 0% increase from 2012

Performance Measures	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Total Preventive Maintenance vs. Repairs	32%	25%	28%	32%	7%
Marked Squad Basic A- Preventive Maintenance (PM Costs	$35.30	$36.01	$40.69	$40.69	$4.68

	Benchmark	10 Actual	11 Actual
Customer Satisfaction	95%	97%	98%
Vehicle Comebacks	2%	< 1%	<1%
Marked Squad A Preventive Maintenance	0.30 hours	0.25 hours	0.27 hours
Outfront Mower Preventive Maintenance	2.00 hours	1.55 hours	1.36 hours

Activity	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Total Work Orders	5,622	5,800	5,800	5,800	0
Internal Customer Work Orders	5,384	5,500	5,500	5,500	0
External Customer Work Orders	238	300	300	300	0
Total Internal. Cust. Rep./Maint. Revenues	$1,949,786	$1,858,521	$1,865,000	$1,879,876	$21,355
Total External Cust. Rep./Maint. Revenues	$143,178	$79,400	$80,000	$100,189	$20,789
Total External Customers	7	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.

	2011 Actual	2012 Budget	2012 Estimate	2013 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)	$1,467,219	$1,438,574	$1,460,028	$1,625,060	$186,486
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance (b)	$40,000	$40,000	$40,000	$40,000	$0
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$1,507,219**	**$1,478,574**	**$1,500,028**	**$1,665,060**	**$186,486**
Personnel Costs	$28,550	$28,588	$28,170	$29,025	$437
Operating Expenses	$1,446,251	$1,450,644	$1,422,132	$1,634,289	$183,645
Interdept. Charges	$1,348	$5,330	$5,330	$5,370	$40
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,476,149**	**$1,484,562**	**$1,455,632**	**$1,668,684**	**$184,122**
Operating Income/(Loss)	$31,070	($5,988)	$44,396	($3,624)	$2,364

(a) Interdepartmental revenues are charges to departmental users, which may be funded by a combination of revenue sources including tax levy.
(b) Central Fleet Fund Balance appropriation of $40,000 in 2011, 2012 and 2013 for the repairs to fuel islands associated with the COMM10 legislation.

Program Highlights

The 2013 budget assumes the average wholesale price of fuel (diesel and unleaded) will be $3.65 per gallon in 2013. Of this, approximately $0.32 is for State fuel taxes, which are consistent with the 2012 rate. This is $0.35 per gallon higher than the 2012 budget base. Fuel usage is based on a five-year average of actual usage and is budgeted higher than the 2011 budget. The markup for fuel is remaining stable at $0.21 per gallon in 2013. Use of fund balance continues in 2013. 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). Integrity testing of all the underground tanks will continue in 2013 and funds are budgeted for maintenance and repairs of the 18 sites.

In an effort to keep the 2012 to 2013 rate increase below 2.0% the 2013 Central Fleet Rates is as follows:

Fuel markup: $0.21 per gallon, no increase from 2012

Activity	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Fuel Sites maintained	18	18	18	18	0
Gallons sold	423,626	409,850	418,450	421,000	11,150

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	2011 Actual	2012 Adopted Budget	2012 Estimate	2013 Budget	Change From 2012 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)	$2,213,918	$2,235,940	$2,235,940	$2,337,232	$101,292	4.5%
Other Revenue (b)	$490,850	$333,657	$333,657	$376,000	$42,343	12.7%
Appr. Fund Balance (c)	$0	$0	$0	$60,234	$60,234	N/A
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$2,704,768**	**$2,569,597**	**$2,569,597**	**$2,773,466**	**$203,869**	7.9%
Expenditures						N/A
Personnel Costs	$0	$0	$0	$0	$0	N/A
Operating Expenses	$2,305,344	$2,476,885	$2,476,885	$2,671,249	$194,364	7.8%
Interdept. Charges	$93,615	$92,712	$92,712	$102,217	$9,505	10.3%
Fixed Assets (Memo) (d)	$2,784,264	$2,322,600	$2,255,263	$2,798,600	$2,798,600	20.5%
Total Expenditures (d)	**$2,398,959**	**$2,569,597**	**$2,569,597**	**$2,773,466**	**$203,869**	7.9%
Operating Inc./(Loss) (d)	$305,808	$0	$0	$0	$0	N/A

(a) Interdepartmental revenues are charges to departmental users, which may be funded by a combination of revenue sources including tax levy.

(b) Other revenues include revenues from vehicle and equipment sales. Investment income is accounted for but is not budgeted for in the fund and is used to pay for increases in future vehicle replacement costs.

(c) Vehicle Replacement fund balance generated mainly from prior years vehicle sales proceeds are budgeted in the 2013 budget to partially offset large impacts to major departments (Public Works, Parks and Land Use and Sheriff).

(d) 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

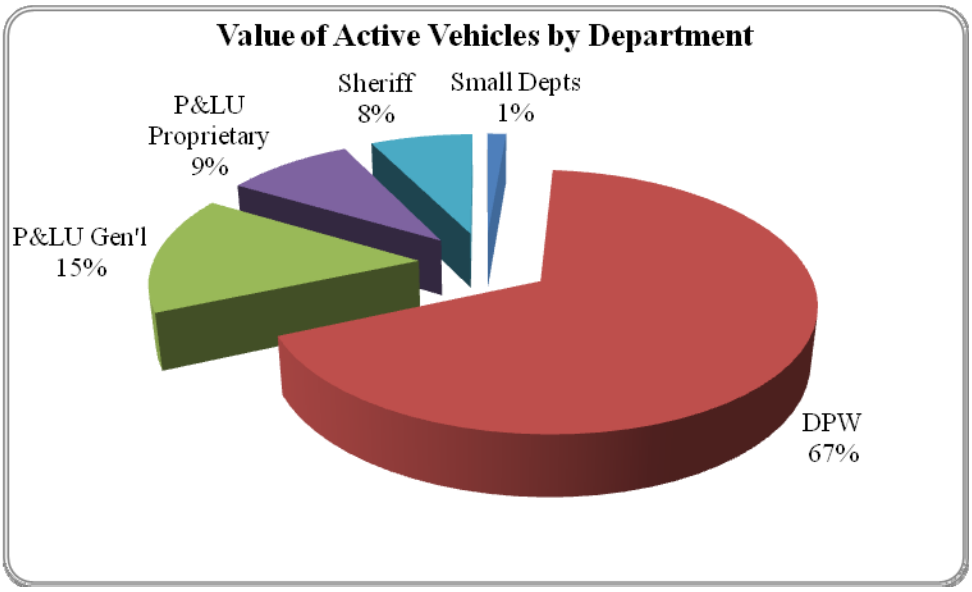
Program Description

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 2011 vehicle purchases. Initially depreciation is assessed on the budgeted value of the vehicle and then adjusted to account for actual acquisition costs. The actual acquisition cost tends to be lower than the budgeted cost, therefore lowering the overall depreciation charge. Insurance cost allocations are based on a three-year experience history and are increasing about $9,500 from the 2012 allocations. This increase is due to the increase in the value of the vehicles in the plan which is directly related to the increased risk exposure of the vehicles.

Other revenues are the estimated value received from the sale of retired vehicles at auction. The budget can fluctuate based on the number of and value of vehicles going to auction each year. In an effort to minimize the effects of large increases in the replacement costs of vehicles and equipment, vehicle replacement fund balance of $60,234 has been allocated to the 2013 budget to assist with offsetting increases in the 2013 vehicle replacement charges to major departments (Public Works, Parks and Land Use and Sheriff).



Activity	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Active Vehicles in Plan	379	379	379	377	(2)
Vehicles Replaced	63	41	41	56	15

Waukesha County
2013 Vehicle Replacement Plan

Fund	Department	Description	Qty	Unit Cost	Total Cost	Estimated Salvage
100	Sheriff's Department	Squad, full size patrol	16	$28,600	$457,600	$80,000
100	Sheriff's Department	Van, full size transport	2	$28,900	$57,800	$10,000
	Subtotal Sheriff's Dept		18		$515,400	$90,000
240	Public Works Hwys	Service Truck & Body	1	$88,700	$88,700	$15,000
240	Public Works Hwys	Truck, Attenuator (tow behind)	1	$75,500	$75,500	$10,000
240	Public Works Hwys	Truck, Tandem, muni body	3	$238,500	$715,500	$66,000
240	Public Works Hwys	Automobile	1	$21,700	$21,700	$5,000
240	Public Works Hwys	Truck, 1 Ton Sign, Aerial Chassis	1	$68,000	$68,000	$10,000
240	Public Works Hwys	Truck, 1 Ton Sign	1	$74,300	$74,300	$10,000
240	Public Works Hwys	Pickup 1/2 ton	1	$23,000	$23,000	$5,000
240	Public Works Hwys	Stump Cutter	1	$50,400	$50,400	$4,000
240	Public Works Hwys	SUV	1	$21,200	$21,200	$5,000
240	Public Works Hwys	Truck, Patrol muni body	2	$181,300	$362,600	$40,000
	Subtotal DPW Hwys		13		$1,500,900	$170,000
100	Public Works Bldgs	Van, Cargo	1	$21,900	$21,900	$5,000
	Subtotal DPW Bldgs		1		$21,900	$5,000
100	Parks & Land Use Genl	Pickup, 3/4 T, 4x4, plow, crew cab	2	$35,600	$71,200	$10,000
100	Parks & Land Use Genl	SUV	1	$25,900	$25,900	$5,000
100	Parks & Land Use Genl	Pickup, 1/4 T, ext cab w/ cap	1	$31,800	$31,800	$5,000
100	Parks & Land Use Genl	Tractor, 4x4, loader	1	$42,300	$42,300	$8,000
100	Parks & Land Use Genl	Pickup, 3/4 T, 4x4, plow w/ cap	1	$37,300	$37,300	$5,000
100	Parks & Land Use Genl	Utility Vehicle, 4 wheel, 4x4, dump box	1	$15,700	$15,700	$2,000
100	Parks & Land Use Genl	Sand Trap Rake	2	$21,400	$42,800	$4,000
100	Parks & Land Use Genl	Mower, outfront, broom, cab	1	$29,200	$29,200	$4,000
100	Parks & Land Use Genl	Utility Vehicle, 4 wheel, 4x4, dump box	1	$10,100	$10,100	$1,000
100	Parks & Land Use Genl	Tractor, 4x4	1	$23,000	$23,000	$6,000
	Subtotal P&LU Gen'l Fund		12		$329,300	$50,000
505	Parks & Land Use Golf Courses	Mower, Greens	2	$36,000	$72,000	$12,000
505	Parks & Land Use Golf Courses	Mower, Triplex Trim	2	$40,100	$80,200	$12,000
505	Parks & Land Use Golf Courses	Utility Vehicle, 4 wheel, dump box	1	$13,200	$13,200	$2,000
505	Parks & Land Use Golf Courses	Utility Vehicle, 4 wheel, dump box, cab	1	$41,100	$41,100	$5,000
505	Parks & Land Use Golf Courses	Mower, 5 gang, fairway	2	$57,400	$114,800	$12,000
505	Parks & Land Use Golf Courses	Utility Vehicle, 4 wheel	1	$14,900	$14,900	$2,000
505	Parks & Land Use Golf Courses	Mower, Greens, triplex	1	$41,300	$41,300	$6,000
	Subtotal P&LU Golf Courses		10		$377,500	$51,000
100	Medical Examiner	Van	2	$26,800	$53,600	$10,000
	Subtotal Small Depts		2		$53,600	$10,000
	Grand Total		**56**		**$2,798,600**	**$376,000**

WAUKESHA COUNTY
FIVE YEAR VEHICLE/EQUIPMENT REPLACEMENT PLAN

		2012		2013		2014		2015		2016		2017	
Fund	Agency	Units	Cost	Units	Cost	Units	Cost	Units	Cost	Units	Cost	Units	Cost
400	Public Works Hwy Ops	15	$1,612,846	13	$1,500,900	20	$2,345,400	10	$1,226,100	20	$2,143,300	13	$2,060,100
010	Public Works Bldg Ops	1	$20,324	1	$21,900	0	$0	3	$73,950	0	$0	0	$0
010	Sheriff	6	$149,839	18	$515,400	16	$418,901	28	$771,700	12	$322,200	19	$531,500
010	Parks & Land Use Gen'l	11	$272,810	12	$329,300	19	$541,575	12	$429,800	9	$318,800	17	$683,705
505	Golf Courses	7	$179,570	10	$377,500	9	$249,400	8	$222,600	15	$421,200	9	$206,000
545	Ice Arenas	1	$85,000	0	$0	0	$0	0	$0	0	$0	0	$0
010	Medical Examiner	0	$0	2	$53,600	0	$0	2	$57,400	0	$0	0	$0
various	Human Services	0	$0	0	$0	0	$0	1	$23,500	2	$49,600	0	$0
450	Records Mgmt	0	$0	0	$0	0	$0	0	$0	0.5	$11,900	0	$0
010	Information Systems	0	$0	0	$0	0	$0	0	$0	0.5	$11,900	0	$0
010	Emergency Mgmt	0	$0	0	$0	0	$0	0	$0	0	$0	0	$0
470	Radio Services	0	$0	0	$0	0	$0	1	$22,800	0	$0	0	$0
Total Replacements		41	$2,320,389	56	$2,798,600	64	$3,555,276	65	$2,827,850	59	$3,278,900	58	$3,481,305

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	2011 Actual	2012 Adopted Budget	2012 Estimate	2013 Budget	Change From 2012 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$716,783	$712,960	$716,693	$733,256	$20,296	2.8%
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue	$33,240	$21,870	$18,900	$19,850	($2,020)	-9.2%
Appr. Fund Balance (a) (c)	$391,349	$180,829	$305,679	$180,829	$0	0.0%
County Tax Levy	**$192,563**	**$192,563**	**$192,563**	**$192,563**	**$0**	**0.0%**
Total Revenue Sources	**$1,333,935**	**$1,108,222**	**$1,233,835**	**$1,126,498**	**$18,276**	**1.6%**
Expenditures						
Personnel Costs	$261,217	$270,247	$266,559	$278,167	$7,920	2.9%
Operating Expenses (b) (c)	$737,147	$735,767	$676,790	$726,642	($9,125)	-1.2%
Interdept. Charges	$147,639	$102,208	$97,965	$121,689	$19,481	19.1%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$1,146,004**	**$1,108,222**	**$1,041,314**	**$1,126,498**	**$18,276**	**1.6%**
Operating Income/(Loss)	$187,932	$0	$192,521	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	3.00	3.00	3.00	3.00	0.00	
Extra Help	0.00	0.00	0.00	0.00	0.00	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total FTEs	3.00	3.00	3.00	3.00	0.00	

(a) Airport Fund balance is used to partially offset depreciation expense on assets expected to be replaced in future years with federal, state or other funding sources.

(b) Budgeted depreciation expense is included in the operating expense appropriation unit, which only represents the County's portion of the capital investment and excludes State and Federal funds as contributed capital, as a result, the operation's income or loss shown here differs from the Comprehensive Annual Financial Statements and includes these funds as contributed capital.

(c) The 2012 estimate includes approximately $18,000 (originally budgeted in 2011) carried over to the 2012 budget to fund the appraisal of the Century Fence property in the Building/Grounds Maintenance program area. Also, an open P.O. for snow removal and grass cutting was carried over from 2011 to the 2012 budget in the amount of $105,000.

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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**0.99**	**0.99**	**0.99**	**0.99**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$680,791	$676,660	$680,293	$695,796	$19,136
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$32,700	$21,700	$18,700	$19,700	($2,000)
Appr. Fund Balance	$342,883	$145,829	$253,263	$145,829	$0
County Tax Levy (a)	**($54,913)**	**($49,109)**	**($49,109)**	**($65,544)**	**($16,435)**
Total Revenues	**$1,001,462**	**$795,080**	**$903,147**	**$795,781**	**$701**
Personnel Costs	$87,714	$90,904	$89,858	$93,971	$3,067
Operating Expenses	$613,492	$626,732	$565,743	$612,062	($14,670)
Interdept. Charges	$126,262	$77,444	$73,332	$89,748	$12,304
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$827,469**	**$795,080**	**$728,933**	**$795,781**	**$701**
Operating Income/(Loss)	$173,993	$0	$174,214	$0	$0

(a) A tax levy credit is generated in this program from 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 are based on historic data. Fuel volumes have begun to stabilize and through positive marketing efforts and airport events fuel volumes for 2011 were higher than budgeted. Jet fuel sales remain up and it is anticipated that this will result in a net increase in volume over the 2011 budgeted levels. Fuel flowage revenues received from the FBO remain at ten cents per gallon, and are expected to increase by $1,000 to $88,000 based on 880,000 total gallons of fuel.

The FBO leased facilities and land leases are adjusted annually by the change in the Consumer Price Index (CPI). The increase in CPI for 2011 and 2012 was 1% or lower. The projected CPI change for calculating 2013 rates is approximately 3% resulting in an increase in lease revenues. Land lease revenues are budgeted anticipating an increase of approximately $10,000. Revenues from the FBO leased spaces are budgeted to increased by $4,400. Even with the demolition of two T-hangars, vacancies are down and an increase of $3,000 is projected.

The Fund Balance appropriation remains at the 2012 budgeted level of $145,829.

Favorable weather conditions in 2012 help to reduce operating expense projections for 2012. For 2013, operating expenses are reduced by $14,670 to more accurately reflect actual experience and a little closer to the 2012 Estimate.

Interdepartmental charges are increased mainly for the inclusion in Public Works Pavement Management Plan expenditures for non-aviation pavements and to reflect actual experience with the Highway Division providing services for grass cutting and non aviation pavement repairs.

Activity	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Total Airport Buildings	12	12	12	12	0
Square Yards of Pavement	456,949	456,949	456,949	447,949	(9,000)
Acres of grass to be mowed	337	337	337	335	2

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

Program Description

Air Traffic Control Tower facility and operations; also this program includes Fuel farm operations. The costs of the air traffic controllers is funded by the Federal Contract Tower Program.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**0.11**	**0.11**	**0.11**	**0.11**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$35,992	$36,300	$36,400	$37,460	$1,160
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$35,000	$35,000	$35,000	$35,000	$0
County Tax Levy	**$41,766**	**$33,424**	**$33,424**	**$33,912**	**$488**
Total Revenues	**$112,758**	**$104,724**	**$104,824**	**$106,372**	**$1,648**
Personnel Costs	$9,781	$10,135	$10,020	$10,471	$336
Operating Expenses	$86,174	$86,426	$85,955	$88,820	$2,394
Interdept. Charges	$8,335	$8,163	$8,157	$7,081	($1,082)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$104,290**	**$104,724**	**$104,132**	**$106,372**	**$1,648**
Operating Income/(Loss)	$8,468	$0	$692	$0	$0

Program Highlights

Charges for Services 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 3%. Airport fund balance appropriation of $35,000 is used to offset depreciation expenses of non-revenue producing assets funded with state and federal funds. County tax levy of $33,912, an increase of $488, is to balance this program budget.

Personnel costs are budgeted to increase reflecting costs to continue of 0.11 FTE allotted to this program area.

Operating expenses of $88,820 increase $2,394 mainly anticipating an increase for utility costs and waste disposal costs.

Interdepartmental charges are decreased as a result of more favorable insurance rates.

Activity Data

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Fuel Purchases (gallons)					
Jet A (a)	754,137	770,000	775,000	780,000	10,000
100LL	108,570	100,000	105,000,	110,000	10,000
Total	862,707	870,000	880,000	890,000	20,000

(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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**1.90**	**1.90**	**1.90**	**1.90**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$540	$170	$200	$150	($20)
Appr. Fund Balance (a)	$13,466	$0	$17,416	$0	$0
County Tax Levy	**$205,710**	**$208,248**	**$208,248**	**$224,195**	**$15,947**
Total Revenues	**$219,716**	**$208,418**	**$225,864**	**$224,345**	**$15,927**
Personnel Costs	$163,722	$169,208	$166,681	$173,725	$4,517
Operating Expenses	$37,480	$22,609	$25,092	$25,760	$3,151
Interdept. Charges	$13,042	$16,601	$16,476	$24,860	$8,259
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$214,245**	**$208,418**	**$208,249**	**$224,345**	**$15,927**
Operating Income/(Loss)	$5,471	$0	$17,615	$0	$0

(a) Fund balance in the 2011 Actuals includes $13,466 for the marketing contract. Also, the 2012 Estimate includes a carryover of funds for the Century Fence Appraisal project.

Program Highlights

Historically this Administration Services program budget has been funded solely by tax levy; other revenue budgeted at $150 is from estimated cost recoveries for airport identification/access control badges issued.

Personnel costs are budgeted to increase $4,517 reflecting projected salary and employee benefit costs for the 1.9 FTE staffing level allocated to this program.

Operating expenses appropriation are increased by $3,150 to continue portions of the Airport marketing plan and for cost increases being experienced for professional memberships.

Interdepartmental charges increase includes first time budgeting for administrative costs associated with support services provided to airport operations.

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	TBD	$290,000	$TBD	$14,500	$TBD
200702	Taxiways and North Ramp Reconstruction	2012	$120,000	$0	$6,000	$6,000
200804	Master Plan Update	2013	$65,000	$0	$0	$0
201308	Taxiway "C" Realignment & Lighting	2013	$210,000	$0	$0	$0
200310	Runway 10/28 Safety Areas	2014	$794,052	$10,721	$39,703	$50,424
200704	Rwy 10/28 Rehabilitation	2014	$49,000	$TBD	$2,450	$TBD
201118	Airport Facility Upgrade	2015	$581,000	$0	$29,050	$29,050
201213	Reconstruct T-Hangar 674 (study)	TBD	$10,000	$0	$0	$0

General Administration

TABLE OF CONTENTS
GENERAL ADMINISTRATION

General Administration Functional Area Summary 371

County Executive
Fund: General 377

County Board
Fund: General 383

County Clerk
Fund: General 391

County Treasurer
Fund: General 397

Department of Administration ALL FUNDS 405
Fund: General 409
Fund: End User Technology 420
Fund: Risk Management 427
Fund: Communications 431
Fund: Collections 434

Corporation Counsel ALL FUNDS 437
Fund: General 440

GENERAL ADMINISTRATION

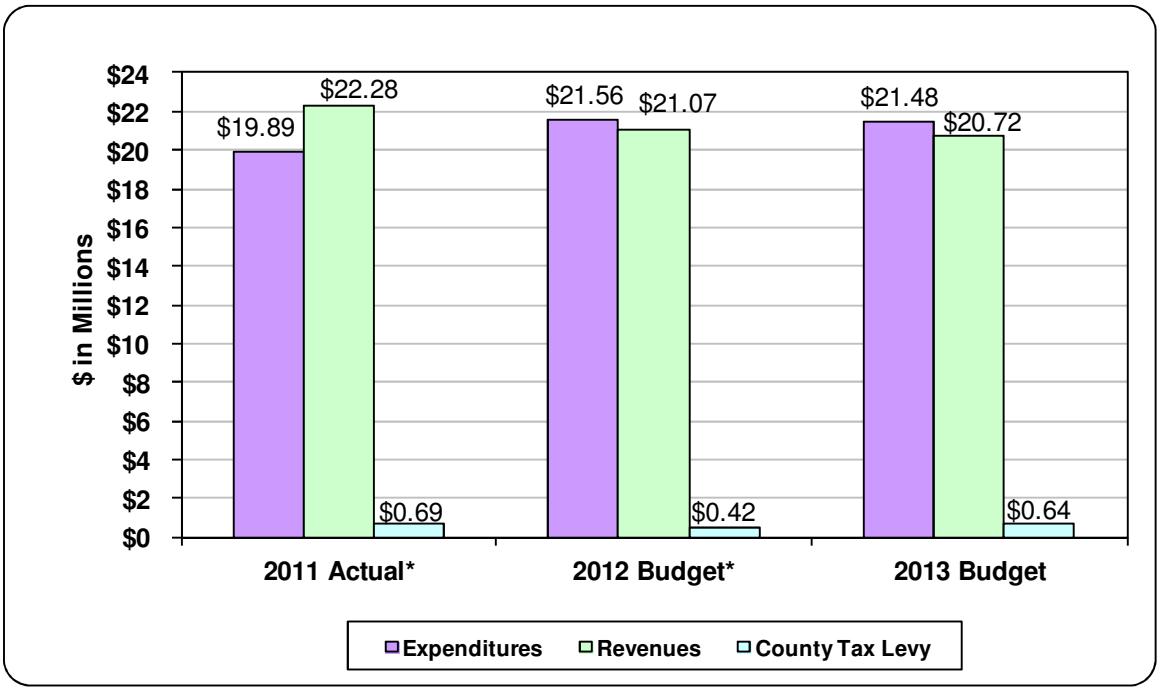
Functional Area Budget Highlights

The agencies within the General Administration Functional Area can be divided into two areas: 1) those with responsibilities vested in an elected official; and 2) those that provide the central administrative support operation for the County.

The agencies headed by an elected official include the **County Executive**, **County Board, County Clerk,** and **County Treasurer**.

The agencies that provide central administrative support include: the **Department of Administration (DOA)**, which provides internal operations of financial services, human resource services, purchasing and information systems, and includes the following Internal Service Funds: **Risk Management**, **Collections**, **Communications and End User Technology.** The Technology fund includes 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 departments, boards, commissions, and committees.

General Administration related operations and projects that are included in other functional areas are County-wide technology related capital projects (see Capital Projects Section) and purchases of major equipment replacements.



The 2013 Expenditure Budget for this functional area totals $21,482,428, after excluding Internal Service fund capitalized fixed asset expenditures. This represents a decrease of $80,676 or 0.4% from the 2012 Adopted expenditure budget. Budgeted revenues for 2013, include $1,079,014 of fund balance appropriations and total $20,718,829 a decrease of $354,259 or 1.7% from the 2012 Adopted Budget. The Tax Levy necessary to fund this functional area totals $643,599, an increase of $226,371 from the 2012 Adopted Budget which is mainly due to lower expected investment income by $280,000 due to the historic low rate of investment returns impacting the Treasurer's Office budget for 2013.

** GENERAL ADMINISTRATION **

Functional Area Summary by Agency

	2011 Actual	2012 Adopted Budget	2012 Estimate	2013 Budget	Change from 2012 Adopted Budget $	%
*** TOTAL GENERAL ADMINISTRATION ***						
Revenues (a)(e)	$22,283,999	$21,073,088	$21,100,325	$20,718,829	($354,259)	-1.7%
County Tax Levy (c)(e)	$689,609	$417,228	$417,228	$643,599	$226,371	54.3%
Expenditure (b)(e)	$19,886,025	$21,563,104	$21,389,880	$21,482,428	($80,676)	-0.4%
Rev. Over (Under) Exp. (e)	$2,194,458	-	($130,204)	-	-	N/A
Oper Income/(Loss) (d)	$893,123	($72,788)	$257,877	($120,000)	(47,212)	64.9%
BREAKDOWN BY AGENCY						
COUNTY EXECUTIVE						
Revenues	$12,230	$11,500	$11,500	$12,000	$500	4.3%
County Tax Levy	$548,569	$547,569	$547,569	$547,569	$0	0.0%
Expenditure	$481,716	$559,069	$530,398	$559,569	$500	0.1%
Rev. Over (Under) Exp.	$79,083	-	$28,671	-	-	N/A
COUNTY BOARD						
Revenues	$155,474	$0	$130,000	$0	$0	N/A
County Tax Levy	$1,215,862	$1,172,875	$1,172,875	$1,167,493	($5,382)	-0.5%
Expenditure	$1,127,650	$1,172,875	$1,278,288	$1,167,493	($5,382)	-0.5%
Rev. Over (Under) Exp.	$243,686	-	$24,587	-	-	N/A
COUNTY CLERK						
Revenues (a)	$353,474	$377,245	$588,850	$222,350	($154,895)	-41.1%
County Tax Levy	$310,360	$312,360	$312,360	$312,360	$0	0.0%
Expenditure	$626,730	$689,605	$868,412	$534,710	($154,895)	-22.5%
Rev. Over (Under) Exp.	$37,104	-	$32,798	-	-	N/A
COUNTY TREASURER						
Revenues	$9,440,972	$7,932,250	$7,486,474	$7,693,500	($238,750)	-3.0%
County Tax Levy (c)	($7,400,462)	($7,288,462)	($7,288,462)	($7,053,462)	$235,000	3.2%
Expenditure	$582,956	$643,788	$647,471	$640,038	($3,750)	-0.6%
Rev. Over (Under) Exp.	$1,457,554	-	($449,459)	-	-	N/A
DEPARTMENT OF ADMINISTRATION						
Revenues (a)(e)	$11,865,235	$12,299,993	$12,431,312	$12,331,589	$31,596	0.3%
County Tax Levy (e)	$5,009,264	$4,642,854	$4,642,854	$4,662,854	$20,000	0.4%
Expenditure (b)(e)	$15,704,586	$17,015,635	$16,668,516	$17,114,443	$98,808	0.6%
Rev. Over (Under) Exp. (e)	$276,789	$0	$147,773	$0	$0	N/A
Oper Income/(Loss) (d)	$893,123	($72,788)	$257,877	($120,000)	($47,212)	64.9%
CORPORATION COUNSEL						
Revenues	$456,614	$452,100	$452,189	$459,390	$7,290	1.6%
County Tax Levy	$1,006,016	$1,030,032	$1,030,032	$1,006,785	($23,247)	-2.3%
Expenditure	$1,362,387	$1,482,132	$1,396,795	$1,466,175	($15,957)	-1.1%
Rev. Over (Under) Exp.	$100,243	-	$85,426	-	-	N/A

(a) The 2013 Budget includes a total of $1,079,014 Fund Balance appropriations, which includes $594,773 for DOA End User Technology Program, $243,154 for DOA Risk Management, $200,000 for DOA Collections, $30,000 for DOA Records Management, $9,087 for DOA Communications, and $2,000 in DOA Human Resources. 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.

(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 2013 Budget expenditures exclude capitalized fixed asset purchases as follows: End User Technology Fund of $479,675. Total 2012 Budget expenditures exclude capitalized Fixed Asset purchases as follows: End User Technology Fund of $482,691.

(c) Revenues in excess of expenditures reduce Tax Levy funding for other general governmental operations.

(d) 2011 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 2013 Budget include the following:

- The **County Board** budget reduces it reliance on tax levy for the sixth consecutive year with a $5,382 tax levy decrease mainly by lowering operating expenditures.

- The **County Clerk's Office** 2013 budget removes non-reoccurring election costs budgeted in 2012 for the higher number elections in even-numbered years of $155,000 and decreases the corresponding general fund balance which was appropriated to fund the higher number of elections.

- Th**e County Treasurer** office budget operates with a tax levy credit, which results from more revenues budgeted than expenditures. This tax levy credit is used to reduce tax levy funding for other general governmental operations. The 2013 budgeted tax levy credit declines by about $235,000 mainly due to an estimated decrease in investment income to be earned of $280,000, partly offset by other revenue increases.

- The **Department of Administration (DOA) general fund cost to continue** expenditures increase by about $90K increase less than 1%. These increases are mostly offset by higher indirect cost recovery revenues and procurement card rebate revenues, which result in the need for only $30,000 of tax levy funding , or an increase of about 1%.

- **DOA-End User Technology Internal Service Fund (EUTF)** tax levy overall decreases by $10,000 while expenditure budget appropriations are held to less than a 1% increase and reduces reliance on general fund balance appropriations. The last remaining Tax Levy subsidy for the End User Technology program was eliminated in the 2012 budget, and the End User Technology Fund Balance decreases further by about $68,000 to $594,800 in 2013. The portion of the full cost of technology ownership bore by department charges and other ongoing revenue sources is estimated to be about 89% in the 2013 budget.

- **DOA-Risk Management** expenditures for 2013 increase by less than 1% or $16,700 to almost $2.57 million. This primarily reflects an increase in Worker's Compensation self-insured claims costs and higher estimated future years claims payments based on historical trends. Risk Management divisions expenditures are subsidized with General Fund Balance of $243,154 which is a decrease by $125,100 from the 2012 budget and is intended to be phased-out as department charges are modified to better reflect costs. Interdepartmental revenue charges back to departments increase $167,600 (after reducing the fund balance subsidy) and reflects costs allocated to departments which are based on a five year weighted average of claims experience and risk exposure factors. .

- **DOA-Collections** division will continue to provide a Tax Levy credit of $120,000, the same as the 2012 budget. The Collections Division works with various other departments to improve the automation of collection services to collect on past due accounts receivable. Charges for Service revenues decrease by $139,700, which is partially offset by decreases in temporary extra help and related benefit costs for about 1.8 FTE positions at an estimated cost of $56,200, and decreases in contracted services and third party temporary help of $52,300 due to anticipating an increase in business in 2012 from a new major client that did not materialize.

BUDGETED POSITIONS 2011-2013
SUMMARY BY AGENCY AND FUND

GENERAL ADMINISTRATION

Agency	Fund	2011 Actual	2012 Adopted Budget	2012 Modified Budget	2013 Budget	12-13 Change
COUNTY EXECUTIVE	General	4.50	4.65	4.65	4.65	0.00
COUNTY BOARD	General	7.00	7.00	7.00	7.00	0.00
COUNTY CLERK	General	4.00	4.00	4.00	4.00	0.00
TREASURER	General	6.00	5.50	5.50	5.50	0.00
DEPT. OF ADMINISTRATION	General (a)	44.75	44.75	44.75	44.75	0.00
	End User Technology (a)	37.45	37.45	37.45	37.45	0.00
	Risk Management	3.20	3.20	3.20	3.20	0.00
	Communications	2.35	2.35	2.35	2.35	0.00
	Collections	5.75	5.75	5.75	5.75	0.00
	Subtotal Dept. of Admin.	93.50	93.50	93.50	93.50	0.00
CORPORATION COUNSEL	General	11.42	11.40	11.40	11.40	0.00
TOTAL REGULAR POSITIONS		126.42	126.05	126.05	126.05	0.00
TOTAL EXTRA HELP		10.69	15.61	15.61	13.94	(1.67)
TOTAL OVERTIME		0.17	0.28	0.28	0.18	(0.10)
TOTAL BUDGETED POSITIONS		137.28	141.94	141.94	140.17	(1.77)

(a) For the 2013 Budget, the Information Technology Solutions program is shifted from the Department of Administration (DOA)-General Fund to the DOA - End User Technology Fund. History has been restated for comparability purposes.

2013 BUDGET ACTIONS

County Clerk

Decrease Temporary Extra Help by 0.62 FTE.
Decrease Overtime by 0.05 FTE.

Department of Administration - General Fund

Decrease 0.05 FTE Overtime in Tax Listing.
Decrease 0.16 FTE Temporary Extra Help

Department of Administration - End User Technology Fund

Increase 0.91 FTE Extra Help in Records Management

Department of Administration - Collections

Reduce Extra Help 1.8 FTE

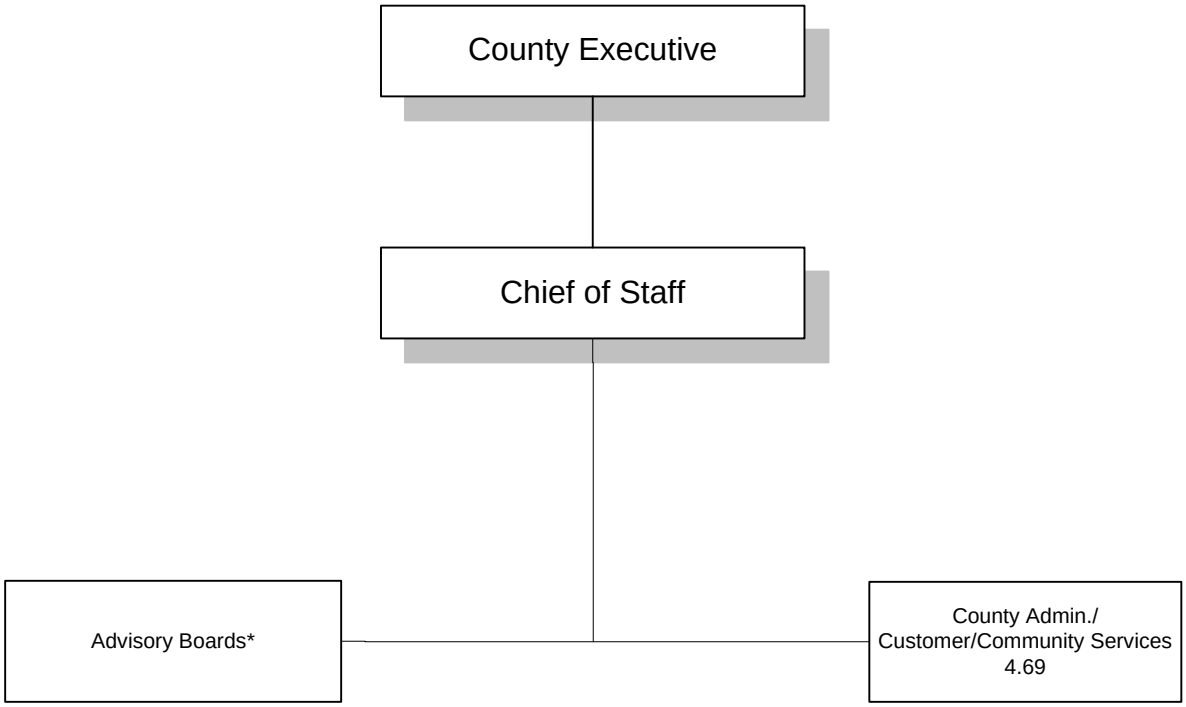
2012 CURRENT YEAR ACTIONS:

None

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	2011 Actual	2012 Adopted Budget	2012 Estimate	2013 Budget	Change From 2012 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$0	$0	$0	$0	$0	N/A
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue (a)	$12,230	$11,500	$11,500	$12,000	$500	4.3%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy	**$548,569**	**$547,569**	**$547,569**	**$547,569**	**$0**	**0.0%**
Total Revenue Sources	**$560,799**	**$559,069**	**$559,069**	**$559,569**	**$500**	**0.1%**
Expenditures						N/A
Personnel Costs	$427,383	$484,395	$465,327	$487,020	$2,625	0.5%
Operating Expenses	$30,994	$45,700	$37,897	$42,396	($3,304)	-7.2%
Interdept. Charges	$23,339	$28,974	$27,174	$30,153	$1,179	4.1%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$481,716**	**$559,069**	**$530,398**	**$559,569**	**$500**	0.1%
Rev. Over (Under) Exp.	$79,083	$0	$28,671	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	4.50	4.65	4.65	4.65	0.00	
Extra Help	0.04	0.04	0.04	0.04	0.00	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total FTEs	4.54	4.69	4.69	4.69	0.00	

(a) The Other Revenue primarily relates to the County Executive award luncheon.

Major Departmental Strategic Outcomes and Objectives for 2013

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:	2011 Actual	2012 Actual	2013 Target
County's Bond Ratings	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	2010 Actual	2011 Actual	2012 Actual
$ Amount of New Construction **	$397.6 million	$320.1 million	$406.4 million
% of Change	0.8%	0.64%	0.82%

*****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: 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:	2006-2010 Actual	2007-2011 Actual	2008-2012 Actual
Average annual CPI-U core (less food and energy) % increase over the five-year period.	2.06%	1.85%	1.84%
Average annual tax increase (decrease) % on the medium value home over the 5 year period	0.40%	0.56%	0.49%

***** Year ending June 30th is consistently used since it represents the period preceding the budget development process.

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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**4.54**	**4.69**	**4.69**	**4.69**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue (a)	$12,230	$11,500	$11,500	$12,000	$500
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$513,788**	**$517,605**	**$517,605**	**$521,504**	**$3,899**
Total Revenues	**$526,018**	**$529,105**	**$529,105**	**$533,504**	**$4,399**
Personnel Costs	$413,369	$463,906	$450,294	$468,470	$4,564
Operating Expenses	$25,590	$36,225	$30,952	$34,881	($1,344)
Interdept. Charges	$23,339	$28,974	$27,174	$30,153	$1,179
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$462,298**	**$529,105**	**$508,420**	**$533,504**	**$4,399**
Rev. Over (Under) Exp.	$63,720	$0	$20,685	$0	$0

(a) The other revenue primarily is from the County Executive award luncheon to reimburse costs of the luncheon.

Program Highlights

Personnel costs are increased by $4,564 less than 1% mainly due to costs to continue for the 4.69 FTE staff. Operating expenses decrease mostly related to a decrease in tuition/registration and mileage reimbursement related to budgeting costs closer to actual spending levels.

The County Executive office is currently coordinating the updating of the strategic planning process by holding stakeholder focus groups, conducting environmental scans and working with departmental strategic planning coordinators to update their plans.

Activity Data

	2011 Actual	2012 Budget	2012 Estimate	2013 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. This number Includes reviews of other department news releases and electronic media.	100(b)	400	400	400

(a) Includes Corporation Counsel and UW Extension
(b) Does not include news releases drafted by departments for County Executive's Office review.

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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**No Staff**				
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	**$34,781**	**$29,964**	**$29,964**	**$26,065**	**($3,899)**
Total Revenues	**$34,781**	**$29,964**	**$29,964**	**$26,065**	**($3,899)**
Personnel Costs	$14,014	$20,489	$15,033	$18,550	($1,939)
Operating Expenses	$5,404	$9,475	$6,945	$7,515	($1,960)
Interdept. Charges	$0	$0	$0	$0	$0
Fixed Assets)	$0	$0	$0	$0	$0
Total Expenditures	**$19,418**	**$29,964**	**$21,978**	**$26,065**	**($3,899)**
Rev. Over (Under) Exp.	$15,364	$0	$7,986	$0	$0

Program Highlights

Overall expenditures for the Boards and Commissions per diems, mileage and other related expenses are budgeted to decrease in 2013 to be budgeted closer to prior year requests for reimbursements.

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

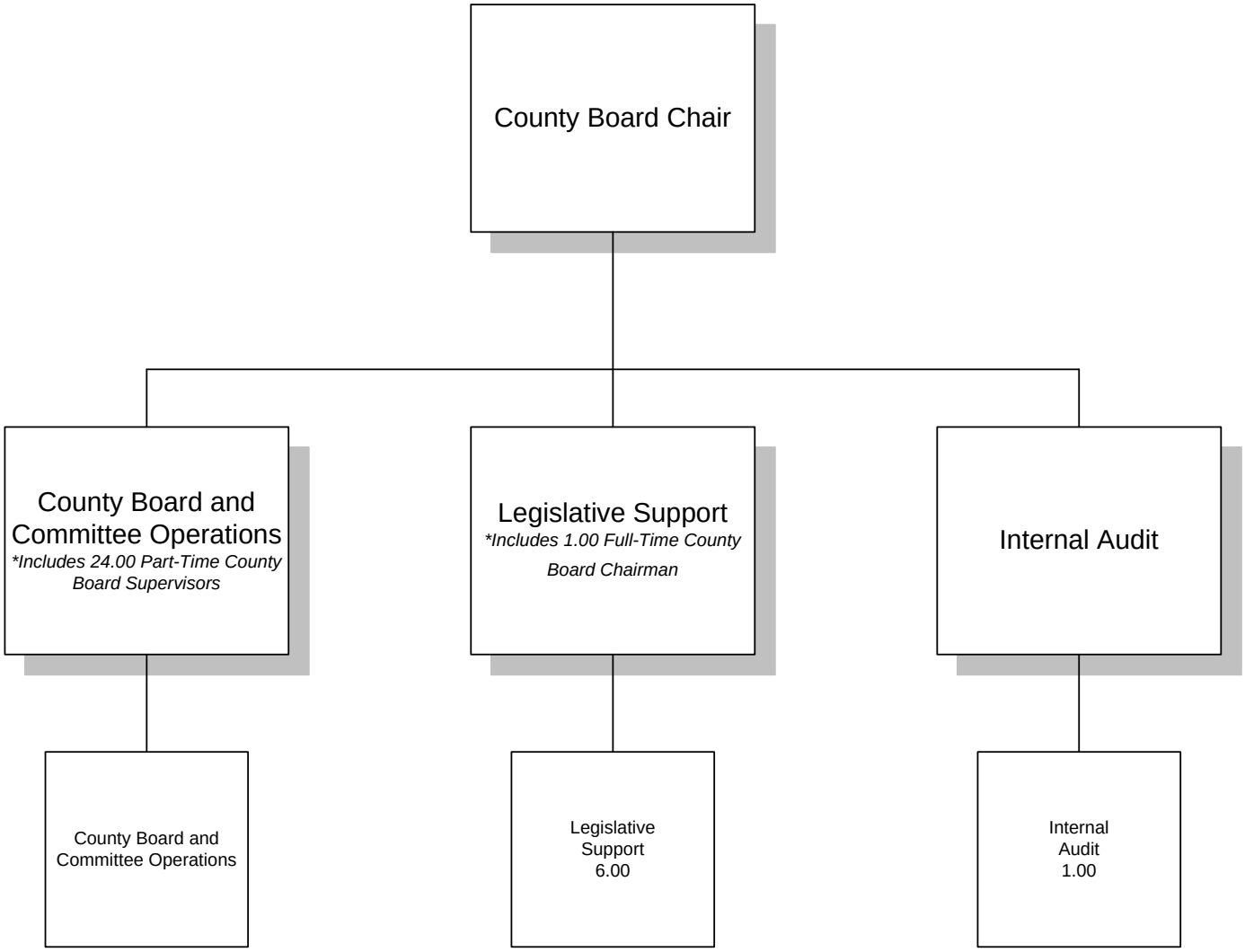
Other Boards and Commissions appointed by the County Executive that are not included in the County Executive's Department Budget include: The Southeastern Wi. Regional Planning Commission appointees, Lake Management Districts, Trustees to Library Boards, Traffic Safety Commission, The Marsh Country Health Alliance Commission, The Sheriff Civil Service Commission which is included in the DOA - Human Resource Budget, CDBG Board which is included in the Parks and Land Use - CDBG budget and the Veteran Service Commission which is included in the HHS - 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, 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	2011 Actual	2012 Adopted Budget	2012 Estimate	2013 Budget	Change From 2012 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$0	$0	$0	$0	$0	N/A
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue	$0	$0	$0	$0	$0	N/A
Appr. Fund Balance (a) (b)	$155,474	$0	$130,000	$0	$0	N/A
County Tax Levy	**$1,215,862**	**$1,172,875**	**$1,172,875**	**$1,167,493**	**($5,382)**	**-0.5%**
Total Revenue Sources	**$1,371,336**	**$1,172,875**	**$1,302,875**	**$1,167,493**	**($5,382)**	**-0.5%**
Expenditures						
Personnel Costs	$902,507	$907,103	$903,910	$922,454	$15,351	1.7%
Operating Expenses (a) (b)	$196,118	$234,368	$343,893	$214,405	($19,963)	-8.5%
Interdept. Charges	$29,025	$31,404	$30,485	$30,634	($770)	-2.5%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$1,127,650**	**$1,172,875**	**$1,278,288**	**$1,167,493**	**($5,382)**	**-0.5%**
Rev. Over (Under) Exp.	$243,686	$0	$24,587	$0	$0	-
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 FTEs	7.00	7.00	7.00	7.00	0.00	

(a) The 2011 actual column reflects General Fund Balance of $155,474 related to carry-over expenditure authority from the 2010 modified budget to the 2011 modified budget in the Internal Audit program for the following contracted internal audit work: 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 delayed due to additional projects added to the plan in 2010.

(b) The 2012 Estimate column reflects General Fund Balance of $130,000 related to carry-over expenditure authority from the 2011 modified budget to the 2012 modified budget in the Internal Audit program for the following contracted internal audit work: 1) $75,000 encumbered for an audit of information technology project management; and 2) $55,000 for completion of Internal Audit projects from the 2011 audit plan which were delayed due to additional projects added to the plan in 2011 (including County Clerk and health and dental insurance fund audits).

Major Departmental Strategic Outcomes and Objectives for 2013

County-Wide Key Strategic Outcome: An economically vibrant county

Objective 1: Maintain exemplary financial management policies 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:	2010 Actual	2011 Actual	2012 Actual	2013 Target
County's Bond Rating	AAA/Aaa	AAA/Aaa	AAA/Aaa	AAA/Aaa

Objective 2: Create an environment that promotes county-wide economic development. The County Board Chairman is making concerted efforts to enhance economic development strategic direction in 2012 and 2013.

Key Outcome Indicator: New construction growth in the county's equalized value.

Performance Measure:	2010 Actual	2011 Actual	2012 Actual
$ Amount of New Construction*	$397.6 million	$320.1 million	$406.4 million
% of Change	0.8%	0.64%	0.82%

**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 2013 audits include: ongoing efforts related to the county-wide cashiering system, the Sheriff's Department, Clerk of Courts, payroll system, employee flexible spending account, and UW Cooperative Extension Office.

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
County board staff evaluates and promotes initiatives to better serve supervisors and the public and enhances the development, efficiency and cost effectiveness of county and county board operations.

	2011 Actual	2012 Budget	2012 Estimate	2013 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	**$588,497**	**$564,955**	**$564,955**	**$573,901**	**$8,946**
Total Revenues	**$588,497**	**$564,955**	**$564,955**	**$573,901**	**$8,946**
Personnel Costs	$504,314	$507,615	$505,246	$520,912	$13,297
Operating Expenses	$11,495	$28,936	$22,761	$24,355	($4,581)
Interdept. Charges	$27,651	$28,404	$28,485	$28,634	$230
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$543,461**	**$564,955**	**$556,492**	**$573,901**	**$8,946**
Rev. Over (Under) Exp.	$45,036	$0	$8,463	$0	$0

Program Highlights

Personnel costs increases of $13,297 or 2.6% reflect salary and benefits cost projections for existing 6.0 FTE staff including Health Savings Account (HSA) insurance plan savings.

Operating expenses are reduced $4,581 reflecting lower cost estimates for travel, mileage reimbursement, and tuition and registration costs related to a commitment to increase efficiency by greater use of technology.

Activity-Workload Data	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Committee agenda/minutes prepared	281	250	250	250	0
Advisement to committees by staff	346	250	265	275	25
Reviewing/advising on state legislative issues *	200	200	200	200	0
Staff participating in community events/meetings/conferences	150	150	150	150	0

* These items are not duplicated in the above advisement item counts.

County Board and Committees Operations

County-Wide Key Strategic Outcome: An economically vibrant county

Program Description

The county board makes a concerted effort to promote economic development and the well-being of county residents while building relationships with local and state officials to enhance cooperation and delivering services to taxpayers in the most cost effective manner. The Waukesha County Board of Supervisors consists of 25 elected members who elect a chairperson 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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
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	**$376,454**	**$360,750**	**$360,750**	**$345,500**	**($15,250)**
Total Revenues	**$376,454**	**$360,750**	**$360,750**	**$345,500**	**($15,250)**
Personnel Costs	$262,960	$264,168	$263,640	$264,000	($168)
Operating Expenses	$51,042	$93,582	$79,482	$79,500	($14,082)
Interdept. Charges	$1,373	$3,000	$2,000	$2,000	($1,000)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$315,375**	**$360,750**	**$345,122**	**$345,500**	**($15,250)**
Rev. Over (Under) Exp.	$61,079	$0	$15,628	$0	$0

Program Highlights

County board members work with county board staff, including participation in staff developed surveys to identify information needs, to make informed decisions on policy issues and ordinances.

Personnel Costs include estimated salary and benefit costs for 24 county board supervisors.

Operating expense appropriations are reduced $14,082 to $79,500 mostly due to a $9,500 reduction to consulting expenditures, which are generally used for issues deemed essential and emergent. Also, mileage reimbursement, tuition/registration and travel costs are reduced $4,582 as more online and in-house training alternatives are planned to gain further operational efficiencies.

Activity-Workload Data	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Ordinances/Resolutions considered	167	150	150	150	0
County Board meetings attended	314	275	275	275	0
Standing Committee meetings attended	706	675	675	675	0

Internal Audit

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

Program Description

Internal audit, an independent function of the legislative branch of the county, is responsible for conducting operational, performance and financial audits of county operations to help ensure safeguarding of county assets, efficiency, management integrity and reliability by identifying cost effective controls throughout county operations. Internal audits and special projects result in recommendations to improve operations that assist administration, supervisors and taxpayers of Waukesha County for the purpose of promoting efficiency, economy and adequate internal controls.

	2011 Actual	2012 Budget	2012 Estimate	2013 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)	$155,474	$0	$130,000	$0	$0
County Tax Levy	**$250,911**	**$247,170**	**$247,170**	**$248,092**	**$922**
Total Revenues	**$406,385**	**$247,170**	**$377,170**	**$248,092**	**$922**
Personnel Costs	$135,233	$135,320	$135,024	$137,542	$2,222
Operating Expenses (a) (b)	$133,581	$111,850	$241,650	$110,550	($1,300)
Interdept. Charges	$0	$0	$0	$0	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$268,814**	**$247,170**	**$376,674**	**$248,092**	**$922**
Rev. Over (Under) Exp.	$137,570	$0	$496	$0	$0

(a) The 2011 actual column reflects General Fund Balance of $155,474 related to carry-over expenditure authority from the 2010 modified budget to the 2011 modified budget in the Internal Audit Program for the following contracted internal audit work: 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 delayed due to additional projects added to the plan in 2010.

(b) The 2012 Estimate column reflects General Fund Balance of $130,000 related to carry-over expenditure authority from the 2011 modified budget to the 2012 modified budget in the Internal Audit Program for the following contracted internal audit work: 1) $75,000 encumbered for an audit of information technology project management; and 2) $55,000 for completion of internal audit projects from the 2011 audit plan which were delayed due to additional projects added to the plan in 2011 (including County Clerk and health and dental insurance fund audits).

Program Highlights

Personnel costs increase $2,222 or 1.6% based on salary and benefit projections for existing staff and an employee's change in health insurance plan.

Operating expenses are reduced $1,300 mostly reflecting lower cost estimates for travel and tuition and registration costs. The 2013 operating costs include $104,500 for contracted audits, which is unchanged from the 2012 budget.

Anticipated 2013 audit efforts include ongoing audit of the county-wide cashiering system, the Sheriff's Department, Clerk of Courts, payroll system, employee flexible spending account and UW Cooperative Extension Office.

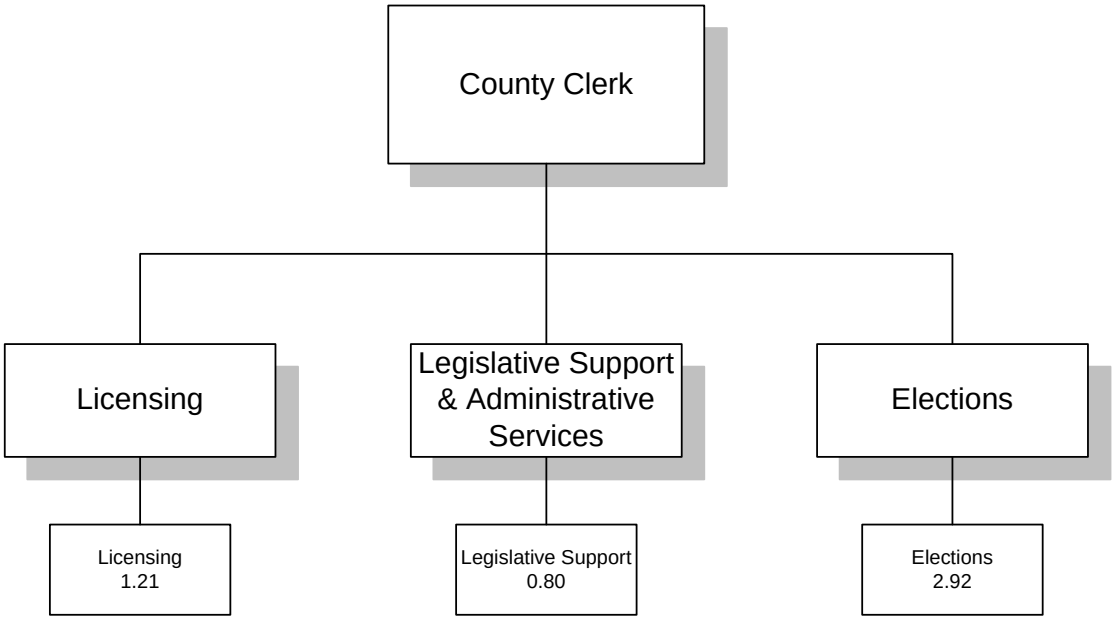
Activity-Workload Data	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Audits of department activities	5	5	4	5	0
Consult with departments to assist in various projects	2	2	2	2	0
Follow-up of internal audit and external auditor's recommendations	1	1	1	1	0
Assist in completion of single audit work performed by external auditors	1	1	1	1	0

THIS PAGE LEFT BLANK

County Clerk

COUNTY CLERK'S OFFICE

FUNCTION / PROGRAM CHART



4.93 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	2011 Actual (a)(b)	2012 Adopted Budget (a)(c)	2012 Estimate (a)(d)	2013 Budget (c)	Change From 2012 Adopted Budget $	%
Revenues						
General Government (a)	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$158,218	$140,720	$158,025	$158,025	$17,305	12.3%
Charges for Services (a)	$68,286	$79,225	$82,525	$62,525	($16,700)	-21.1%
Interdepartmental	$473	$400	$400	$400	$0	0.0%
Other Revenue	$1,298	$1,900	$1,900	$1,400	($500)	-26.3%
Appr. Fund Balance (b)(c)(d)	$125,200	$155,000	$346,000	$0	($155,000)	-100.0%
County Tax Levy	**$310,360**	**$312,360**	**$312,360**	**$312,360**	**$0**	**0.0%**
Total Revenue Sources	**$663,834**	**$689,605**	**$901,210**	**$534,710**	**($154,895)**	-22.5%
Expenditures						
Personnel Costs (b)(c)(d)	$370,503	$374,938	$364,655	$350,042	($24,896)	-6.6%
Operating Expenses (b)(c)(d)	$217,142	$275,459	$464,549	$144,414	($131,045)	-47.6%
Interdept. Charges (b)	$39,085	$39,208	$39,208	$40,254	$1,046	2.7%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$626,730**	**$689,605**	**$868,412**	**$534,710**	**($154,895)**	-22.5%
Rev. Over (Under) Exp.	$37,104	$0	$32,798	$0	$0	N/A

Position Summary (FTE)					
Regular Positions	4.00	4.00	4.00	4.00	0.00
Extra Help	0.89	1.54	1.54	0.92	(0.62)
Overtime	0.01	0.06	0.06	0.01	(0.05)
Total FTEs	4.90	5.60	5.60	4.93	(0.67)

(a) For comparability purposes, revenues for 2011 actual, 2012 adopted budget and 2012 estimate are restated to recognize the proper reclassification in the 2013 budget of municipal election charge reimbursement revenue account from a General Government revenue to a Charges for Service revenue.

(b) 2011 actual General Fund Balance corresponds to a Contingency Fund transfer of $125,200 used to cover above budget costs related to the state Supreme Court election recount.

(c) The 2012 adopted 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. This General Fund Balance and associated costs are removed in the 2013 budget.

(d) The 2012 estimate includes additional costs associated with the recall elections for the Governor and Lieutenant Governor, which resulted in a Contingency Fund transfer of $191,000 into this budget.

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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**1.32**	**1.32**	**1.32**	**1.21**	**(0.11)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$158,218	$140,720	$158,025	$158,025	$17,305
Charges for Services	$14,390	$8,700	$12,000	$12,000	$3,300
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$63	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit) (a)	**($43,822)**	**($44,365)**	**($44,365)**	**($60,344)**	**($15,979)**
Total Revenues	**$128,848**	**$105,055**	**$125,660**	**$109,681**	**$4,626**
Personnel Costs	$72,236	$72,386	$71,210	$69,897	($2,489)
Operating Expenses	$14,310	$16,572	$16,389	$23,017	$6,445
Interdept. Charges	$16,306	$16,097	$16,097	$16,767	$670
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$102,852**	**$105,055**	**$103,696**	**$109,681**	**$4,626**
Rev. Over (Under) Exp.	$25,996	$0	$21,964	$0	$0

(a) The tax levy credit in this program area is used to reduce the County Clerk's overall tax levy increase in the Elections and Legislative Support programs.

Program Highlights

License revenues include passport application fee revenues, which increase by $19,000 to $54,000 to be more inline with 2011 actual revenues received of nearly $54,000, partially offset by marriage license revenues that decrease by $1,500 to $103,500 in the 2013 budget (see Activity table below for number of licenses.) Charges for service revenues include marriage waiver fees that increase by $2,300 to $3,800 and charges for passport photos by $1,000 to $8,200, both are increasing based on higher prior-year actual revenues received. The Tax Levy Credit (of $60,344) generated by this program helps fund and partially offsets tax levy in other program areas of the County Clerk's Office's budget.

Personnel costs decrease by nearly $2,500 to about $69,900, and includes a reduction in temporary extra help by 0.10 FTE (210 hours) to 0.41 (850 hours), resulting in budgeted cost savings of about $2,700. In addition, overtime budgeted in this program of $500 (0.01 FTE or 20 hours) for 2012 is reduced in the 2013 budget due to minimal 2011 actual overtime costs and only minimal need to budget for overtime use. Operating expenditures increase by about $6,400 mostly for additional training costs (by $3,300 to $6,700) and other costs related to the transition to a new County Clerk in 2013 (e.g., replacing letterhead on official stationary, new office supply needs, etc.)

Activity-The chart shows the number of County Clerk issued licenses and applications by year.

	2009 Actual	2010 Actual	2011 Actual	2012 Budget	2013 Budget	Budget Change
Marriage Licenses	1,734	1,812	1,715	1,750	1,715	(35)
Re-issued Marriage Licenses	55	53	45	50	60	10
Dog Licenses	18,091	17,764	17,154	18,137	17,154	(983) (b)
Passports Applications	1,294	1,536	1,953	1,400	2,160	760 (c)

(b) Dog licenses have trended downward over the past 3 years of actual data. The 2011 budget is based on the 2011 actual level. Revenue generated from dog licenses are not retained in the County Clerk's Office.

(c) The 2013 passport application budget is based on an increasing trend over the last three years of actual data and higher year-to-date passport activity.

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.

	2011 Actual (a)(b)	2012 Budget (a)(c)	2012 Est. (a)(d)	2013 Budget (c)	Budget Change
Staffing (FTE)	**2.71**	**3.41**	**3.41**	**2.92**	**(0.49)**
General Government (a)	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services (a)	$52,760	$70,000	$70,000	$50,000	($20,000)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance (b)(c)(d)	$125,200	$155,000	$346,000	$0	($155,000)
County Tax Levy (Credit)	**$288,911**	**$293,498**	**$293,498**	**$309,674**	**$16,176**
Total Revenues	**$466,871**	**$518,498**	**$709,498**	**$359,674**	**($158,824)**
Personnel Costs (b)(c)(d)	$243,765	$245,228	$237,193	$224,421	($20,807)
Operating Expenses (b)(c)(d)	$199,032	$254,067	$443,690	$115,680	($138,387)
Interdept. Charges (b)	$18,722	$19,203	$19,203	$19,573	$370
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$461,519**	**$518,498**	**$700,086**	**$359,674**	**($158,824)**
Rev. Over (Under) Exp.	$5,351	$0	$9,412	$0	$0

(a) For comparability purposes, revenues for 2011 actual, 2012 adopted budget and 2012 estimate are restated to recognize the proper reclassification in the 2013 budget of municipal election charge reimbursement revenue account from a General Government revenue to a Charges for Service revenue.

(b) 2011 actual General Fund Balance corresponds to a Contingency Fund transfer of $125,000 used to cover above budget costs related to the state Supreme Court election recount.

(c) The 2012 adopted 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. This General Fund Balance and associated costs are removed in the 2013 budget.

(d) The 2012 estimate includes additional costs associated with the recall elections for the Governor and Lieutenant Governor, which resulted in a Contingency Fund transfer of $191,000 into this program budget.

Program Highlights

Charges for Service revenue, which consists of municipal reimbursements for election-related work, decreases by $20,000 to $50,000, based on actual revenues received in the last lower-volume odd-numbered election year (2011, with $52,760). General Fund Balance of $155,000, budgeted in 2012 for one-time higher costs related to the higher number of elections in the presidential election year, is removed in 2013. Tax Levy support budgeted in this program increases by $16,176 to $309,674.

Personnel costs decrease by about $20,800, mainly due to a decrease in temporary extra help and related benefits by about $16,700 to $17,300, or by about 0.45 FTE (935 hours) down to 0.51 FTE (1,060 hours), since less temporary staffing assistance is estimated to be needed for the fewer elections planned for in 2013. In addition, budgeted overtime and related benefits decrease by about $2,300 down to $400, or by 0.04 FTE (about 80 hours) to 0.01 FTE (about 20 hours), based on lower 2011 actual overtime costs, which should be similar to last year.

Operating expenditures decrease by about $138,400, mainly due to fewer elections planned for in 2013, including decreases in budgeted ballot costs by $119,000 to $51,000 (including a more favorable request-for-proposal contract resulting in the elimination of $10,000 of shipping and handling costs) and lower expected legal notice costs by $16,500, budgeted at about $12,500.

Activity	2009	2010	2011	2012	2013 Est.
Number of Waukesha County Registered Voters as certified in January	262,763	264,786	268,037	266,000 (e)	267,000 (e)

(e) The # of registered voters may decline from year to year due to the elimination of duplicate registrations, as determined through maintenance of the Statewide Voter Registration System.

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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**0.87**	**0.87**	**0.87**	**0.80**	**(0.07)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$1,137	$525	$525	$525	$0
Interdepartmental	$473	$400	$400	$400	$0
Other Revenue	$1,235	$1,900	$1,900	$1,400	($500)
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$65,271**	**$63,227**	**$63,227**	**$63,030**	**($197)**
Total Revenues	**$68,116**	**$66,052**	**$66,052**	**$65,355**	**($697)**
Personnel Costs	$54,502	$57,324	$56,252	$55,724	($1,600)
Operating Expenses	$3,801	$4,820	$4,470	$5,717	$897
Interdept. Charges	$4,057	$3,908	$3,908	$3,914	$6
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$62,359**	**$66,052**	**$64,630**	**$65,355**	**($697)**

Rev. Over (Under) Exp.	$5,756	$0	$1,422	$0	$0

Program Highlights

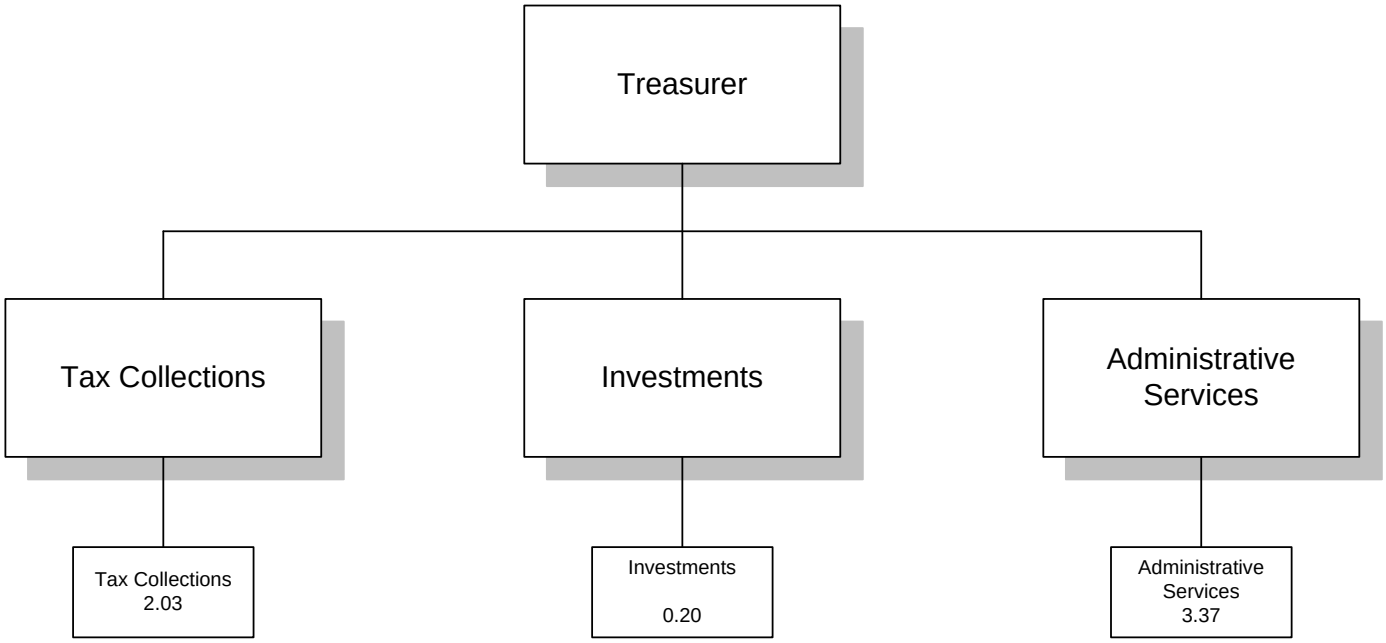
Charges for Service revenues include $525 in the base budget, mostly for copy and duplicating fee revenues. Interdepartmental charge revenues include $400 budgeted for revenue generated from providing other County departments with the “Directory of Public Officials,” produced by County Clerk’s Office staff in this program area. Other Revenues consist of reimbursements from municipal officials for meeting supplies, which decreases by $500 (from $1,000 to $500), based on lower 2011 actual experience, and publication sales revenue for the “Directory of Public Officials,” sold to the general public, budgeted at $900. Tax Levy support for this program decreases slightly by $197 to $63,030, mainly due to lower personnel costs described below.

Personnel costs decrease by $1,600, mainly due to the reduction of $2,300 in temporary extra help and related benefit costs budgeted in 2012 (0.07 FTE or about 145 hours), based on needing minimal temporary staffing assistance in the program in recent years. Budgeted operating expenditures increases are mainly due to an estimated increase in legal notice costs by about $800 to $3,500 for this program area.

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	2011 Actual	2012 Adopted Budget	2012 Estimate	2013 Budget	Change From 2012 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$54,694	$45,000	$45,000	$55,000	$10,000	22.2%
Charges for Services	$138,651	$119,200	$131,574	$132,700	$13,500	11.3%
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue (a)	$9,247,005	$7,768,050	$7,309,900	$7,505,800	($262,250)	-3.4%
Appr. Fund Balance	$622	$0	$0	$0	$0	N/A
County Tax Levy/ (Credit) (b)	**($7,400,462)**	**($7,288,462)**	**($7,288,462)**	**($7,053,462)**	**$235,000**	**3.2%**
Total Revenue Sources (b)	**$2,040,510**	**$643,788**	**$198,012**	**$640,038**	**($3,750)**	**-0.6%**
Expenditures						N/A
Personnel Costs	$324,794	$357,787	$355,937	$355,363	($2,424)	-0.7%
Operating Expenses (c)	$124,103	$154,424	$159,967	$149,679	($4,745)	-3.1%
Interdept. Charges	$134,059	$131,577	$131,567	$134,996	$3,419	2.6%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$582,956**	**$643,788**	**$647,471**	**$640,038**	**($3,750)**	-0.6%
Rev. Over (Under) Exp.	$1,457,554	$0	($449,459)	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	6.00	5.50	5.50	5.50	0.00	
Extra Help	0.06	0.07	0.07	0.07	0.00	
Overtime	0.04	0.03	0.03	0.03	0.00	
Total FTEs	6.10	5.60	5.60	5.60	0.00	

a) For budget comparison purposes, the 2011 actual Investment Income revenues reported here do not agree to the Comprehensive Annual Financial Report which includes year-end market to market values of investments as required by GAAP.

b) The tax levy credit amount, which is revenues in excess of expenditures, is used to reduce tax levy funding for other general governmental operations.

c) The 2012 estimate is currently estimated to exceed the 2012 adopted budget primarily related to higher reimbursement for personal property tax in 2012 than the budget anticipated. An ordinance to appropriate the additional related revenues or a funds transfer will be requested if the higher expenditures materialize.

Current and Adopted Capital Projects

Proj.#	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of '12	Est. Operating Impact	A=Annual T=One-Time
200205	Tax Records Replacement (a)(b)	2012	$900,000	100%	$21,135	A
200414	County-wide Cashiering (c)	2013	$970,000	90%	$45,000	A

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

a) The Tax Records Systems project core functions were completed the beginning of the 4th quarter of 2011. The DOA IT Manager (Project Manager) expects the second phase of the Tax Records Systems to be fully implemented by the end of the 4th quarter of 2012. The Treasurer's 2012 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% Treasurer's Office and 55% to Department of Administration. The operating expense amount estimated for the Treasurer is $9,511.

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 2013. The total estimated operating impact to the County is estimated at $45,000. 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 2014 which a percentage of the $45,000 will impact the Treasurer's 2014 budget through the EUTF cost allocations.

Tax Collection

Program Description

The County Treasurer computes and distributes tax settlements for thirty-seven municipalities, the Department of Revenue, and all school districts in the County. Contractual agreements exist with twelve municipalities to collect first installment property taxes. Second installment taxes are collected for thirty-one of the thirty-seven municipalities. The office also collects delinquent taxes and, as necessary, forecloses and sells foreclosed properties according to Wisconsin Statutes.

Major Departmental Strategic Outcomes and Objectives for 2013

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

Objective: Work cooperatively with financial institutions and escrow companies to electronically receive tax payments in order to improve efficiencies and reduce costs.

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 2010 and 2011 tax bills, a 2013 target (estimate) is shown below:

Performance Measure:	2011 Actual	2012 Target	2012 Estimate	2013 Target
# Tax payments received electronically	1,895	4,000	2,500	4,000
Projected estimated cost savings	$341	$720	$450	$720

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**1.80**	**2.05**	**2.05**	**2.03**	**(0.02)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$54,694	$45,000	$45,000	$55,000	$10,000
Charges for Services	$137,740	$118,000	$130,174	$131,500	$13,500
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$3,808,776	$2,946,650	$3,008,500	$2,964,400	$17,750
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy/(Credit) (a)	**($2,881,319)**	**($2,827,379)**	**($2,827,379)**	**($2,882,985)**	**($55,606)**
Total Revenues	**$1,119,890**	**$282,271**	**$356,295**	**$267,915**	**($14,356)**
Personnel Costs	$86,676	$114,872	$112,361	$110,563	($4,309)
Operating Expenses (b)	$101,946	$113,308	$119,271	$101,043	($12,265)
Interdept. Charges	$54,045	$54,091	$54,096	$56,309	$2,218
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$242,667**	**$282,271**	**$285,728**	**$267,915**	**($14,356)**
Rev. Over (Under) Exp.	$877,223	$0	$70,567	$0	$0

a) Revenues in excess of expenditures are used to reduce tax levy funding for other General Governmental operations.

b) The 2012 Estimate is currently estimated to exceed the 2012 adopted budget primarily related to higher reimbursement for personal property tax in 2012 than the budget anticipated. An ordinance to appropriate the additional related revenues or a funds transfer will be requested if the higher expenditures materialize.

Tax Collection (cont.)

Program Highlights

Fines/Licenses revenue consists of Agricultural Land Use conversion charges budgeted to increase by $10,000 or 22% to $55,000 due to a slight increase in real estate development.

Charges for Services are budgeted to increase $13,500 or 11.4% due to an increase in In-Rem revenues of $11,500 and Municipal Charges – Tax Processing fees of $2,000.

Other revenue is budgeted to increase by $17,750 primarily due to an increase in Profit – Tax Deed Sales of $14,750 and an increase in Payments in Lieu of Taxes of $4,000, being offset by a decrease in Sale of Capital Assets of $1,000.

Personnel costs are budgeted to decrease by $4,309 primarily due to a decrease in Health Insurance of $3,364; a decrease in overtime of $1,511 partially related to a 0.02 FTE transfer to the Administration program from the Tax Collection program; and a decrease in temporary extra help of $1,000. The decreases are offset by costs to continue remaining personnel.

Operating expenses are budgeted to decrease $12,265 or 10.8% mostly due to a new law that will limit the conditions under which a municipality will be able to request reimbursement from the county for municipality chargeback of personal property taxes related to non-payment of taxes by businesses, resulting in a budgeted decrease of $11,000 to $15,000. Also, outside printing is budgeted to decrease $2,708 based on prior year actual. These decreases are offset by an anticipated increase in postage of $2,743.

Interdepartmental charges are budgeted to increase $2,218 or 4.1% mostly due to an increase in administrative overhead of $1,600 and a budgeted increase in the DOA Principal Financial Analyst position allocated costs of $415.

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

	2006	2007	2008	2009	2010	2011	2012 Est.
Interest	$1,250,235	$1,218,480	$1,456,248	$1,953,118	$2,284,491	$2,458,214	$1,900,000
Penalty	$634,653	$617,609	$749,364	$1,007,175	$1,165,653	$1,227,443	$950,000
TOTAL	$1,884,888	$1,836,089	$2,205,612	$2,960,293	$3,450,144	$3,685,657	$2,850,000

Tax Collection (cont.)

Activity

The Treasurer's office collected first installment taxes for twelve municipalities in the 2011-2012 tax years. The dollars collected increased by $1.2 million to $141.3 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	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12
Village of Men. Falls	$56,574,790	$58,215,725	$60,985,033	$64,339,552	$65,932,259	$66,324,210
City of Delafield	$14,242,282	$14,999,037	$15,434,974	$15,557,891	$15,918,438	$15,814,785
Village of Pewaukee	$12,130,339	$12,188,606	$12,917,048	$12,920,211	$13,237,318	$13,356,551
Village of Wales	$3,692,573	$3,955,811	$4,045,371	$4,373,080	$4,431,651	$4,600,464
Town of Brookfield	$11,999,351	$12,118,745	$11,959,197	$12,489,714	$12,333,060	$12,476,796
Village of Merton	$4,030,582	$4,187,394	$4,143,616	$4,572,666	$4,797,428	$5,015,291
Village of Lannon	$1,317,869	$1,310,240	$1,445,786	$1,496,486	$1,571,496	$1,573,686
Village of Nashotah	$2,216,218	$2,283,807	$2,113,498	$2,255,421	$2,370,252	$2,391,372
Village of Dousman	$2,244,893	$2,161,110	$2,161,526	$2,167,348	$2,250,107	$2,362,645
Village of Lac La Belle	$1,435,724	$1,382,026	$1,417,124	$1,345,392	$1,482,481	$1,431,506
Village of Oconomowoc Lake	$4,394,283	$4,402,494	$4,655,719	$4,532,374	$4,453,360	$4,471,340
Town of Waukesha	$10,418,946	$10,933,378	$10,608,409	$11,320,785	$11,351,046	$11,481,880
TOTAL	$124,697,850	$128,138,373	$131,887,301	$137,370,920	$140,128,896	$141,300,526

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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**0.20**	**0.20**	**0.20**	**0.20**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue (a)	$5,436,409	$4,820,000	$4,300,000	$4,540,000	($280,000)
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy/(Credit) (b)	**($4,863,490)**	**($4,764,402)**	**($4,764,402)**	**($4,483,310)**	**$281,092**
Total Revenues	**$572,919**	**$55,598**	**($464,402)**	**$56,690**	**$1,092**
Personnel Costs	$17,858	$17,849	$17,849	$18,171	$322
Operating Expenses	$0	$0	$0	$0	$0
Interdept. Charges	$38,284	$37,749	$37,749	$38,519	$770
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$56,142**	**$55,598**	**$55,598**	**$56,690**	**$1,092**
Rev. Over (Under) Exp.	$516,778	$0	($520,000)	$0	$0

(a) 2012 Estimate of investment income is projected to be $520,000 lower than 2012 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

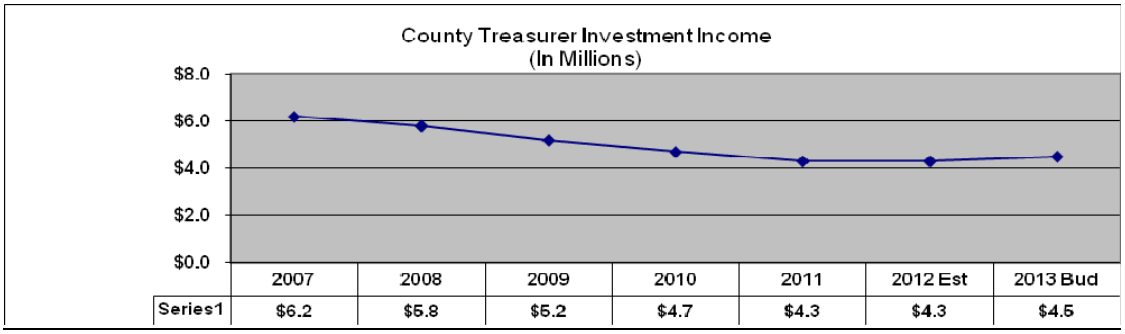
Other revenue is budgeted to decrease $280,000 or 5.8% due to expected lower investment rates of return in 2013.

Personnel costs increase by $322 or 1.8% due to costs to continue staff in this area.

Interdepartmental Charges increase by $770 or 2.0% due to an increase in the DOA Principal Financial Analyst position allocated costs.

Activity

Interest rates peaked in 2007 with the county's fixed income portfolio reaching $6.2 million. 2008 through 2011, interest rates have been declining with investment income at historic levels ending 2011 at nearly $4.3 million. Interest rates are expected to remain historically low in 2012. Investment Income is expected to remain low in 2013 but improves slightly.



Administrative Services

Program Description

The Administrative Services division is responsible for coordinating and providing efficient administrative/clerical support. The office collects and receipts departmental monies for the County and disburses all checks.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**4.10**	**3.35**	**3.35**	**3.37**	**0.02**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$911	$1,200	$1,400	$1,200	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$1,820	$1,400	$1,400	$1,400	$0
Appr. Fund Balance	$622	$0	$0	$0	$0
County Tax Levy\(Credit) (a)	**$344,347**	**$303,319**	**$303,319**	**$312,833**	**$9,514**
Total Revenues	**$347,700**	**$305,919**	**$306,119**	**$315,433**	**$9,514**
Personnel Costs	$220,260	$225,066	$225,727	$226,629	$1,563
Operating Expenses	$22,157	$41,116	$40,696	$48,636	$7,520
Interdept. Charges	$41,729	$39,737	$39,722	$40,168	$431
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$284,147**	**$305,919**	**$306,145**	**$315,433**	**$9,514**
Rev. Over (Under) Exp.	$63,553	$0	($26)	$0	$0

(a) Budgeted revenues in excess of expenditures are used to reduce tax levy funding for other General Governmental operations.

Program Highlights

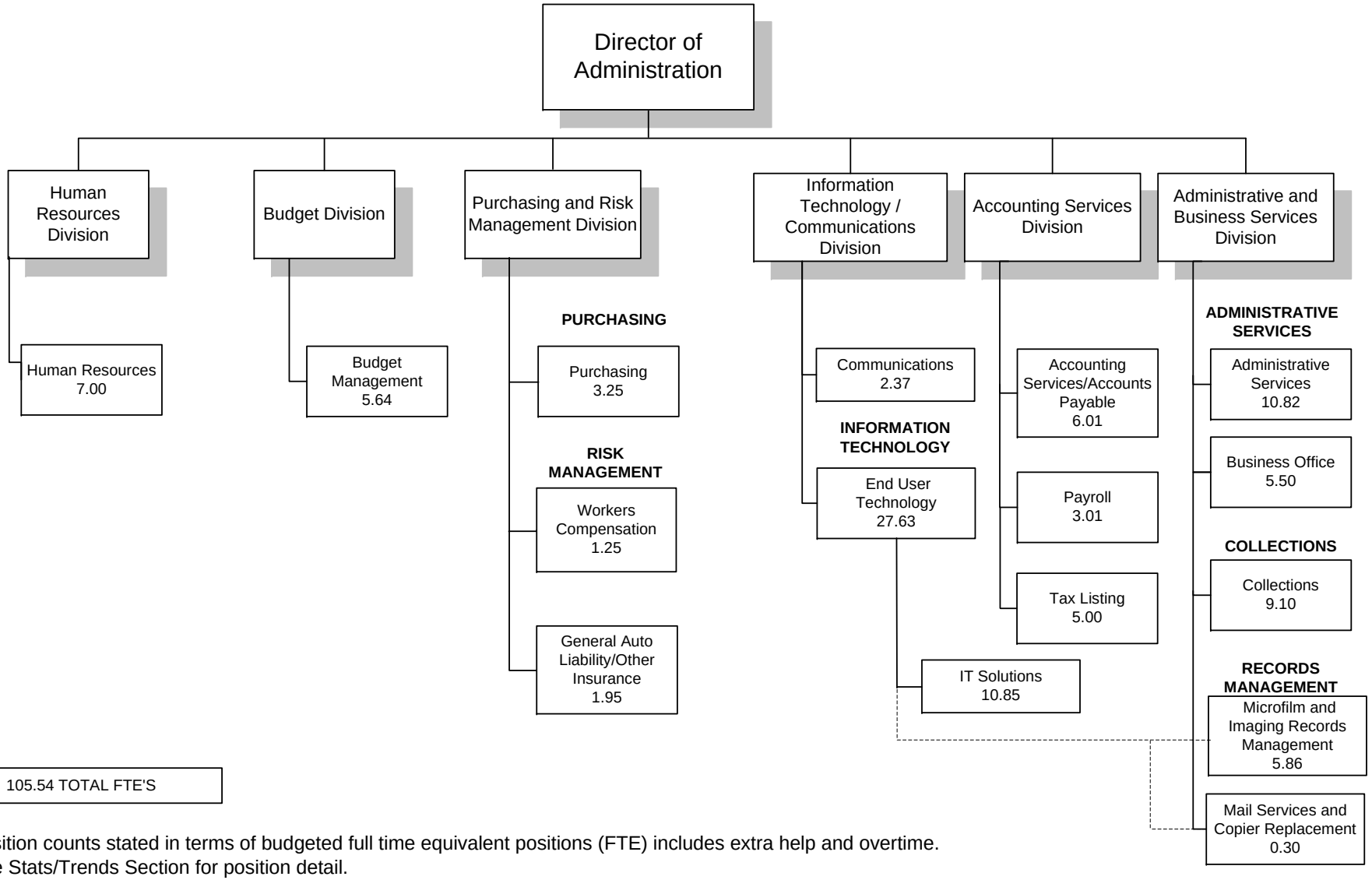
Personnel costs are budgeted to increase $1,563 primarily due to costs to continue personnel. This also includes an overtime cost increase of $661 related to a 0.02 FTE transfer into the Administration program from the Tax Collection program and a slight increase in Wisconsin Retirement Contributions (WRS) costs of $570. These increases are offset by a decrease in estimated health insurance costs allocated by $3,529

Operating expenses are budgeted to increase by $7,520 or 18.3% mostly due to an increase of $8,000 in Office equipment for the purchase of electronic check presentation equipment offset by a slight decrease in security services of $700 to closer reflect prior year actuals.

Department of Administration

ADMINISTRATION

FUNCTION / PROGRAM CHART



105.54 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.

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	2011 Actual	2012 Adopted Budget	2012 Estimate	2013 Budget	Change From 2012 Adopted Budget $	%
General Fund						
Revenues	$1,582,821	$1,588,234	$1,642,934	$1,647,870	$59,636	3.8%
County Tax Levy	$3,167,782	$3,131,430	$3,131,430	$3,161,430	$30,000	1.0%
Expenditures	$4,473,815	$4,719,664	$4,626,591	$4,809,300	$89,636	1.9%
Rev. Over (Under) Exp.	$276,789	$0	$147,773	$0	$0	N/A
End User Technology Fund						
Revenues	$6,194,663	$6,329,091	$6,436,520	$6,366,430	$37,339	0.6%
County Tax Levy	$1,961,482	$1,631,424	$1,631,424	$1,621,424	($10,000)	-0.6%
Expenditures	$7,067,288	$7,913,303	$7,788,142	$7,987,854	$74,551	0.9%
Operating Inc./(Loss)	$1,088,856	$47,212	$279,802	$0	($47,212)	-100.0%
Risk Management						
Revenues	$2,384,327	$2,548,754	$2,637,471	$2,565,454	$16,700	0.7%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures	$2,543,177	$2,548,754	$2,572,579	$2,565,454	$16,700	0.7%
Operating Inc./(Loss)	($158,850)	$0	$64,892	$0	$0	N/A
Communications						
Revenues	$826,063	$795,534	$801,746	$795,810	$276	0.0%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures	$790,604	$795,534	$768,563	$795,810	$276	0.0%
Operating Inc./(Loss)	$35,460	$0	$33,183	$0	$0	N/A
Collections						
Revenues	$877,360	$1,038,380	$912,641	$956,025	($82,355)	-7.9%
County Tax Levy (a)	($120,000)	($120,000)	($120,000)	($120,000)	$0	0.0%
Expenditures	$829,702	$1,038,380	$912,641	$956,025	($82,355)	-7.9%
Operating Inc./(Loss)	($72,342)	($120,000)	($120,000)	($120,000)	$0	0.0%
Total All Funds						
Revenues	$11,865,234	$12,299,993	$12,431,312	$12,331,589	$31,596	0.3%
County Tax Levy (a)	$5,009,264	$4,642,854	$4,642,854	$4,662,854	$20,000	0.4%
Expenditures	$15,704,586	$17,015,635	$16,668,516	$17,114,443	$98,808	0.6%
Rev. Over (Under) Exp.	$276,789	$0	$147,773	$0	$0	N/A
Operating Inc./(Loss)	$893,123	($72,788)	$257,877	($120,000)	($47,212)	64.9%

(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)	2011 Actual	2012 Adopted Budget	2012 Estimate	2013 Budget	Budget Change
Department of Administration:					
Regular Positions	93.50	93.50	93.50	93.50	0.00
Extra Help	8.88	12.99	12.99	11.94	(1.05)
Overtime	0.12	0.15	0.15	0.10	(0.05)
Total	**102.50**	**106.64**	**106.64**	**105.54**	**(1.10)**

(a) Includes End User Technology Fund, Risk Management, Communications and Collections. Refer to Stats/Trends section.

Current Capital Projects

Proj. #	Project Name	Information Technology Strategic Plan	Expected Completion Year	Total Project Costs	Estimated % Complete End of '12	Estimated Operating Impact	A = Annual T = One-Time
200205	Tax Records Replacement (a)	Y	2012	$900,000	100%	$22,000	A
200414	County wide Cashiering (b)	Y	2013	$970,000	85%	$43,250	A
200619	Financial Operations & Management Systems	Y	2013	$2,040,000	95%	($75,000)	A
200710	Collection System Interface(s) (c)	Y	2012	$46,592	100%	$9,400	A
200820	VOIP and Infrastructure Upgrades	Y	2014	$1,175,500	20%	($50,000)	A
200910	Enterprise Content Management	Y	2016	$1,240,000	25%	$58,000	A
200912	Workforce Management System	N	2013	$618,000	40%	$45,000	A

(a) Coordinated project with Treasurer/Register of Deeds.
(b) Coordinated project with Departments County-wide.
(c) Coordinated project with Health & Human Services 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	2011 Actual	2012 Adopted Budget	2012 Estimate	2013 Budget	Change From 2012 Adopted Budget $	%
Revenues						
General Government	$635,563	$593,611	$593,611	$625,878	$32,267	5.4%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$162,649	$167,446	$161,254	$162,607	($4,839)	-2.9%
Interdepartmental	$593,874	$647,215	$647,215	$660,896	$13,681	2.1%
Other Revenue	$185,378	$172,362	$187,112	$196,489	$24,127	14.0%
Appr. Fund Balance (a)	$5,357	$7,600	$53,742	$2,000	($5,600)	-73.7%
County Tax Levy (b)	**$3,167,782**	**$3,131,430**	**$3,131,430**	**$3,161,430**	**$30,000**	**1.0%**
Total Revenue Sources	**$4,750,603**	**$4,719,664**	**$4,774,364**	**$4,809,300**	**$89,636**	**1.9%**
Expenditures						
Personnel Costs (b)	$3,910,074	$3,959,820	$3,904,272	$4,028,249	$68,429	1.7%
Operating Expenses (a)(b)	$403,547	$584,367	$551,894	$604,667	$20,300	3.5%
Interdept. Charges (b)	$160,194	$175,477	$170,425	$176,384	$907	0.5%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$4,473,815**	**$4,719,664**	**$4,626,591**	**$4,809,300**	**$89,636**	**1.9%**
Rev. Over (Under) Exp.	$276,789	$0	$147,773	$0	$0	N/A
Position Summary (FTE)						
Regular Positions (b)	44.75	44.75	44.75	44.75	0.00	
Extra Help	1.36	1.62	1.62	1.46	(0.16)	
Overtime	0.04	0.07	0.07	0.02	(0.05)	
Total FTEs	46.15	46.44	46.44	46.23	(0.21)	

(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. The 2012 Estimate includes $31,142 Fund Balance appropriation in revenues and in open purchase orders from 2011 carried forward into 2012, $15,000 Fund Balance appropriation in revenues and in contracted services from 2011 carried forward into 2012, and $7,600 Fund Balance appropriation in revenues and expenditures from cafeteria and vending funds. 2013 includes $2,000 Fund Balance appropriation in revenues and expenditures from Wellness funds for Wellness Center exercise equipment.

(b) For the 2013 Budget, the Information Technology Solutions program is shifted from the Department of Administration (DOA) – General Fund to the DOA – End User Technology Fund. History has been restated for comparability purposes.

Major Departmental Strategic Outcomes and Objectives for 2013

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: Email management environment in place, user training developed and a schedule for initial implementation for the County by 4th quarter 2012. Functional production environment for the Medical Examiner's office by 4th quarter 2012. Enterprise Content Management environment for the Financial Management Information System in production by 1st quarter 2013.

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

Objective 2 Implement the New World Financial system to replace our Oracle Government Financial System and associated Oracle databases (Information Technology and DOA).

Key Outcome Indicator: The New World Financial System Budget Module went into production May 2012 in support of the 2013 budget process. Implement remaining New World System modules (e.g., General Ledger, Accounts Payable), and related interfaces to third party systems, by January 1, 2013. De-installation of Oracle systems by 4th quarter 2013.

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 Savings ending 2011 (6-years cumulative) $619,300.

Performance Measures:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Operating cost reductions*	$66,000	$74,700	$40,000	$40,000

*Operating cost reductions include continued virtualization of servers, conversion from tape backup to disk and elimination of UNIX environment as part of the financial system implementation.

Objective 4: 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:	2011 Actual	2012 Target	2012 Estimate	2013 Target
# of areas implemented on shared system	3 (15 Total)	5 (19 Total)	7 (22 Total)	2(24)*

*Continued 2013 implementation contingent upon HHS and Sheriff Department system implementation decisions.

Objective 5: 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.

Objective 6: Identify payback ratio of implementing Enterprise Content Management (ECM) technology and create policy and procedures to retain and manage the lifecycle of electronic records according to statutory and/or business retention requirements. As part of the 2014 budget, develop measures for identifying records management outcomes focusing on end user cost reductions associated with improved document accessibility, life cycle management and decreased long term paper storage and retrieval costs. (Records Management and Information Technology)

Key Outcome Indicator: Savings to departments is greater than records consulting and management costs.

Objective 7: As part of records retention audit and implementation of ECM solutions, identify existing long term storage and frequently recalled records, for conversion to ECM.

Key Outcome Indicator: Identify back file conversion projects where savings exceed costs of records management storage fees over the life of the record.

Objective 8: Implement a Voice Over Internet Protocol (VOIP) telecommunication system replacing the existing Centrex System improving phone system functionality and reducing operating costs.

Key Outcome Indicator: Select VOIP vendor, implement VOIP pilot and install VOIP solution for the new Health and Human Services Center by 3rd quarter 2013.

Objective 9: Develop a Collections Business plan to focus on the long term stability of collection fees, improvements to operating efficiency and decreased use of Collections fund balance.

Key Outcome Indicator: Completion of Collections business plan by 3rd quarter 2013.

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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**10.80**	**10.82**	**10.82**	**10.82**	**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	**$634,184**	**$647,229**	**$647,229**	**$650,116**	**$2,887**
Total Revenues	**$634,184**	**$647,229**	**$647,229**	**$650,116**	**$2,887**
Personnel Costs	$610,102	$577,731	$574,729	$584,469	$6,738
Operating Expenses	$17,538	$35,711	$28,150	$31,950	($3,761)
Interdept. Charges	$30,122	$33,787	$31,082	$33,697	($90)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$657,762**	**$647,229**	**$633,961**	**$650,116**	**$2,887**

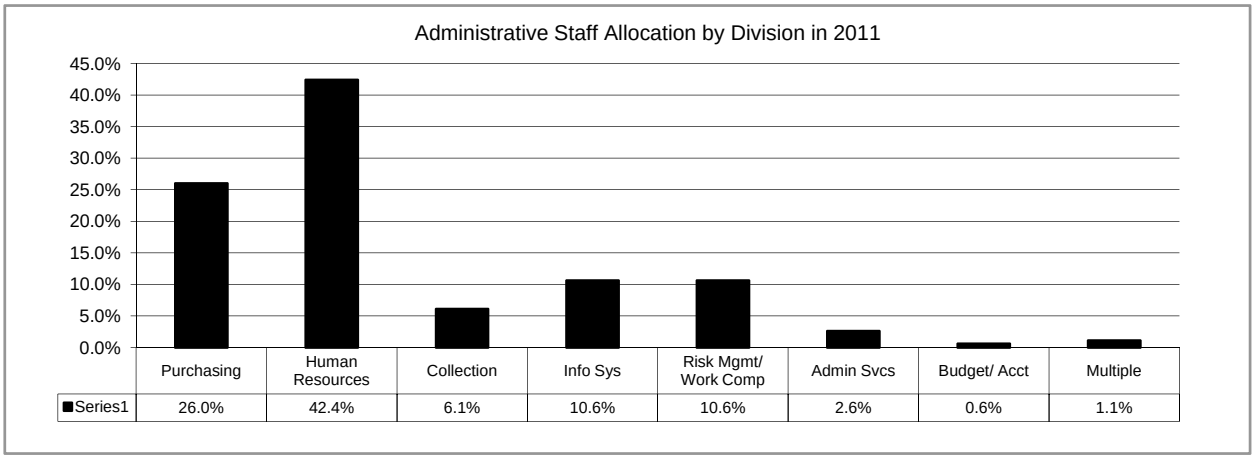
Rev. Over (Under) Exp.	($23,578)	$0	$13,268	$0	$0

Program Highlights

County tax levy funding increases by approximately $2,900 mainly due to increased expenditures budgeted as described below.

Personnel costs increase approximately $6,700 mainly due to cost to continue existing staff, partially offset by a decrease in health and dental insurance for changes in plan selection. Operating expenses decrease approximately $3,800 mainly due to decreases in office supplies and third party contracted (clerical) temporary help.

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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**5.50**	**5.50**	**5.50**	**5.50**	**0.00**
General Government	$635,563	$593,611	$593,611	$625,878	$32,267
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$535,805	$590,106	$590,106	$602,602	$12,496
Other Revenue	$108,683	$111,112	$111,112	$115,239	$4,127
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**($738,279)**	**($707,839)**	**($707,839)**	**($758,827)**	**($50,988)**
Total Revenues	**$541,773**	**$586,990**	**$586,990**	**$584,892**	**($2,098)**
Personnel Costs	$567,588	$569,400	$549,710	$568,267	($1,133)
Operating Expenses	$5,994	$5,554	$5,517	$5,892	$338
Interdept. Charges	$9,730	$12,036	$12,036	$10,733	($1,303)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$583,312**	**$586,990**	**$567,263**	**$584,892**	**($2,098)**
Rev. Over (Under) Exp.	($41,539)	$0	$19,727	$0	$0

Program Highlights

General Government revenues increase approximately $32,300 mainly due to a higher percentage of indirect cost charges budgeted in 2013, partially offset by a decrease in indirect cost recovery revenue from Child Support by $20,600. Interdepartmental revenues increase approximately $12,500 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 $4,100 due to an increase from the Workforce Development Center to fund the Center Coordinator position commensurate with expected salary and benefit changes.

County tax levy funding decreases by approximately $51,000 mainly due to increased revenues budgeted as described above.

Personnel costs decrease by approximately $1,100 mainly due to turnover and lower health and dental insurance for changes in plan selection, partially offset by cost to continue existing staff. Interdepartmental charges decrease approximately $1,300 mainly due to decreased End User Technology Fund (EUTF) charges.

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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**3.01**	**3.01**	**3.01**	**3.01**	**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	$3,857	$0	$17,987	$0	$0
County Tax Levy	**$353,579**	**$360,111**	**$360,111**	**$374,517**	**$14,406**
Total Revenues	**$357,436**	**$360,111**	**$378,098**	**$374,517**	**$14,406**
Personnel Costs	$240,208	$241,206	$238,256	$246,482	$5,276
Operating Expenses	$83,463	$109,731	$109,651	$118,707	$8,976
Interdept. Charges	$7,634	$9,174	$9,174	$9,328	$154
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$331,305**	**$360,111**	**$357,081**	**$374,517**	**$14,406**
Rev. Over (Under) Exp.	$26,132	$0	$21,017	$0	$0

Program Highlights

County tax levy funding increases by approximately $14,400 mainly due to increased expenditures budgeted as described below.

Personnel costs increase by approximately $5,300 due to cost to continue existing staff. Operating expenses increase approximately $9,000 mainly due to increased costs associated with the Ceridian system including payroll processing and maintenance.

Activity	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Paychecks Processed	43,373	44,000	44,000	44,000	0
Payroll Exception Checks	38	30	30	30	0
W2s Processed	2,059	2,000	2,000	2,000	0

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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**6.01**	**6.01**	**6.01**	**6.01**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$282	$0	$0	($282)
Interdepartmental	$58,069	$57,109	$57,109	$58,294	$1,185
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$13,155	$0	$0
County Tax Levy	**$631,358**	**$633,470**	**$633,470**	**$635,288**	**$1,818**
Total Revenues	**$689,427**	**$690,861**	**$703,734**	**$693,582**	**$2,721**
Personnel Costs	$546,935	$549,249	$546,564	$562,063	$12,814
Operating Expenses	$95,583	$124,169	$123,493	$113,937	($10,232)
Interdept. Charges	$15,467	$17,443	$17,443	$17,582	$139
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$657,985**	**$690,861**	**$687,500**	**$693,582**	**$2,721**
Rev. Over (Under) Exp.	$31,442	$0	$16,234	$0	$0

Program Highlights

Interdepartmental revenue for investment management services provided to the County Treasurer's Office is increased by nearly $1,200 to $58,294. County tax levy funding increases by approximately $1,800 mainly due to increased expenditures budgeted as described below.

Personnel costs increase by approximately $12,800 due to cost to continue existing staff. Operating expenses decrease approximately $10,200 mainly due to decreased audit costs by $8,300 reflecting the new contract and decreased software maintenance by $1,700.

Activity	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Budget Entries Prepared	1,154	1,200	1,200	1,200	0
Journal Entries Audited	2,714	2,700	2,700	2,700	0
Requisition Lines Audited	1,219	1,400	1,414	1,450	50
Invoice Lines (Direct Buys) Audited	48,815	50,000	43,720	45,000	(5,000)
Procard Lines Entered/Audited	10,625	10,000	12,000	13,500	3,500

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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**5.02**	**5.05**	**5.05**	**5.00**	**(0.05)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$160,630	$165,239	$160,579	$161,657	($3,582)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$296,806**	**$219,202**	**$219,202**	**$223,141**	**$3,939**
Total Revenues	**$457,436**	**$384,441**	**$379,781**	**$384,798**	**$357**
Personnel Costs	$290,791	$339,934	$327,725	$339,690	($244)
Operating Expenses	$19,116	$33,995	$30,995	$34,172	$177
Interdept. Charges	$21,610	$10,512	$10,477	$10,936	$424
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$331,518**	**$384,441**	**$369,197**	**$384,798**	**$357**
Rev. Over (Under) Exp.	$125,918	$0	$10,584	$0	$0

Program Highlights

Charges for services revenue decreases approximately $3,600 mainly due to decreased assessment revenue.

County tax levy funding increases by approximately $3,900 mainly due to decreased revenues budgeted as described above.

Personnel costs decrease mainly due to eliminating overtime of $2,528, partially offset by cost to continue existing staff.

Activity	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Real Estate & Personal Property Accounts maintained by Tax Listing	97,838	102,000	99,000	100,000	(2,000)
Number of tax listings updated by Tax Listing staff (a)	993,068	700,000	700,000	750,000	50,000
Number of Property Transfers Processed	6,332	8,400	7,000	7,500	(900)
# Tax Billing Customers	34	34	34	34	0
# Property Tax Bills	103,618	104,000	104,000	104,000	0
# Notice of Assessment Customers	7	7	7	7	0
# Notice of Assessments	1,600	1,600	1,600	1,600	0
# Online Payments	4,178	4,400	4,400	4,400	0
$ Online Payments	$14,197,813	$14,700,000	$14,700,000	$14,700,000	0
# Municipalities participating with County's online payment program	2	4	3	3	(1)

(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.

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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**5.56**	**5.80**	**5.80**	**5.64**	**(0.16)**
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	$15,000	$0	$0
County Tax Levy	**$608,172**	**$606,491**	**$606,491**	**$616,180**	**$9,689**
Total Revenues	**$608,172**	**$606,491**	**$621,491**	**$616,180**	**$9,689**
Personnel Costs	$548,563	$563,943	$561,715	$572,951	$9,008
Operating Expenses	$5,960	$27,050	$23,025	$27,380	$330
Interdept. Charges	$12,674	$15,498	$15,495	$15,849	$351
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$567,197**	**$606,491**	**$600,235**	**$616,180**	**$9,689**

Rev. Over (Under) Exp.	$40,975	$0	$21,256	$0	$0

Program Highlights

County tax levy funding increases by approximately $9,700 mainly due to increased expenditures budgeted as described below.

Net personnel costs increase by approximately $9,000 mainly due to cost to continue existing staff, partially offset by decreased temporary extra help of $3,400 or 0.16 FTE due to implementation of the new financial (budget module) system in 2012 not repeated in 2013.

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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**7.00**	**7.00**	**7.00**	**7.00**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$1,687	$1,800	$550	$800	($1,000)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$28,682	$31,250	$31,000	$36,250	$5,000
Appr. Fund Balance (a)	$1,500	$7,600	$7,600	$2,000	($5,600)
County Tax Levy	**$1,021,554**	**$1,016,528**	**$1,016,528**	**$1,071,871**	**$55,343**
Total Revenues	**$1,053,423**	**$1,057,178**	**$1,055,678**	**$1,110,921**	**$53,743**
Personnel Costs	$784,717	$792,045	$780,273	$816,794	$24,749
Operating Expenses	$169,886	$213,032	$210,213	$240,709	$27,677
Interdept. Charges	$44,073	$52,101	$52,092	$53,418	$1,317
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$998,676**	**$1,057,178**	**$1,042,578**	**$1,110,921**	**$53,743**
Rev. Over (Under) Exp.	$54,746	$0	$13,100	$0	$0

(a) 2011 represents Wellness fundraising activities. 2012 represents prior year cafeteria/vending revenues. 2012 represents Wellness fundraising activities.

Program Highlights

Charges for services revenue decreases $1,000 due to a decrease in training opportunities with other County governments. Other Revenues increase by $5,000 due to increased revenues from cafeteria/ vending. Fund balance of $2,000 is from prior year wellness fund raising revenues for exercise equipment.

County tax levy funding increases by approximately $55,300 mainly due to a increase in expenditures budgeted as described below.

Personnel costs increase by approximately $24,700 due to cost to continue existing staff and an increase in health and dental insurance by $11,800 for changes in plan selection. Operating expenses increase $27,700 mainly due to $25,000 in consulting services to review and make recommendations on the modification to the County administrative support classifications (mostly clerical). Interdepartmental charges increase approximately $1,300 due to increased End User Technology Fund (EUTF) charges and copier replacement charges.

Activity	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
# of Seasonal,Temporary Employees Hired	152	175	125	150	(25)
# of Regular Full-Time Employees Hired	75	80	80	80	0
Promotions/Demotions/Transfers	63	75	75	75	0
Peak # of Employees on Payroll	1,785	1,800	1,726	1,750	(50)
# of Employee/Family Medical Leaves	231	250	250	250	0

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).

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**3.25**	**3.25**	**3.25**	**3.25**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$332	$125	$125	$150	$25
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$48,013	$30,000	$45,000	$45,000	$15,000
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$360,408**	**$356,238**	**$356,238**	**$349,144**	**($7,094)**
Total Revenues	**$408,752**	**$386,363**	**$401,363**	**$394,294**	**$7,931**
Personnel Costs	$321,170	$326,312	$325,300	$337,533	$11,221
Operating Expenses	$6,006	$35,125	$20,850	$31,920	($3,205)
Interdept. Charges	$18,883	$24,926	$22,626	$24,841	($85)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$346,060**	**$386,363**	**$368,776**	**$394,294**	**$7,931**
Rev. Over (Under) Exp.	$62,692	$0	$32,587	$0	$0

Program Highlights

Other Revenues increase by $15,000 due to increased procurement card rebates.

County tax levy funding decreases by approximately $7,100 mainly due to increased revenues budgeted as described above.

Personnel costs increase by approximately $11,200 due to cost to continue existing staff. Operating expenses decrease approximately $3,200 mainly due to decreased advertising/legal notices and office equipment maintenance.

Activity	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Requisitions Processed	372	420	420	420	0
Purchase Orders Issued	519	575	550	550	(25)
Bids/Proposals Issued	115	125	120	120	(5)
Procard Transactions	$4,570,702	$6,000,000	$8,000,000	$8,000,000	$2,000,000

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	2011 Actual	2012 Adopted Budget	2012 Estimate	2013 Budget	Change From 2012 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$152,446	$127,000	$127,000	$150,000	$23,000	18.1%
Interdepartmental (a)	$4,926,104	$5,385,420	$5,363,162	$5,591,657	$206,237	3.8%
Other Revenue	$39,615	$0	$0	$0	$0	N/A
Appr. Fund Balance (b)	$1,076,497	$816,671	$946,358	$624,773	($191,898)	-23.5%
County Tax Levy (c)	**$1,961,482**	**$1,631,424**	**$1,631,424**	**$1,621,424**	**($10,000)**	**-0.6%**
Total Revenue Sources	**$8,156,145**	**$7,960,515**	**$8,067,944**	**$7,987,854**	**$27,339**	**0.3%**
Expenditures						
Personnel Costs (c)	$3,982,039	$4,101,206	$3,994,923	$4,193,137	$91,931	2.2%
Operating Expenses (c)	$2,798,707	$3,467,557	$3,449,679	$3,448,501	($19,056)	-0.5%
Interdept. Charges (c)	$286,542	$344,540	$343,540	$346,216	$1,676	0.5%
Fixed Assets (Memo) (d)	$477,455	$482,691	$472,913	$479,675	($3,016)	-0.6%
Total Expenditures (d)	**$7,067,288**	**$7,913,303**	**$7,788,142**	**$7,987,854**	**$74,551**	**0.9%**
Operating Inc./(Loss) (d)(e)	$1,088,856	$47,212	$279,802	$0	($47,212)	-100.0%
Position Summary (FTE)						
Regular Positions (c)	37.45	37.45	37.45	37.45	0.00	
Extra Help	5.39	6.22	6.22	7.13	0.91	
Overtime	0.06	0.06	0.06	0.06	0.00	
Total FTEs	42.90	43.73	43.73	44.64	0.91	

(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) 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. 2013 Budgeted Appropriated Fund Balance includes End User Technology Fund Balance of $624,773.

(c) For the 2013 Budget, the Information Technology Solutions program is shifted from the Department of Administration (DOA) – General Fund to the DOA – End User Technology Fund. History has been restated for comparability purposes.

(d) Total expenditures and net operating income exclude Fixed Assets to conform to financial accounting standards. Fixed Asset purchases in the department operating request will be funded by operating revenues and General Fund Balance.

(e) 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 2013

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

Objective: 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:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Percent ID Login Costs	50%	51%	51%	54%
Percent Server & Software Costs	43%	42%	42%	41%
Percent Connected Device Cost	7%	7%	7%	5%

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, information technology infrastructure. These costs are charged to user departments under a Total Cost of Ownership and Support concept.

Included in this program are sections of Information Technology:

IT 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.

This program also includes Records Management staff that conducts business analysis and collaboratively works with departments to improve information access and reduce operating costs though the implementation of Enterprise Content Management (ECM) solutions. Records Management staff also create, analyze and update retention schedules, obtain approval of schedules, audit schedules and maintain records within the County's ECM system and physical records center; managing retrieval, records destruction, and maintaining retention in accordance with the County's records retention ordinance.

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.)

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
	25.73	**25.73**	**25.73**	**27.63**	**1.90**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$60,200	$52,000	$52,000	$75,000	$23,000
Interdepartmental (a)	$4,182,556	$4,640,270	$4,640,270	$4,781,409	$141,139
Other Revenue	$39,343	$0	$0	$0	$0
Appr. Fund Balance (b)	$979,612	$662,779	$792,466	$594,773	($68,006)
County Tax Levy (d)	**$379,872**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$5,641,582**	**$5,355,049**	**$5,484,736**	**$5,451,182**	**$96,133**
Personnel Costs	$2,453,371	$2,538,070	$2,469,251	$2,718,239	$180,169
Operating Expenses	$2,222,923	$2,809,999	$2,809,999	$2,725,947	($84,052)
Interdept. Charges	$4,139	$6,980	$6,980	$6,996	$16
Fixed Assets (Memo) (c)	$387,566	$405,000	$405,000	$375,000	($30,000)
Total Expenditures (c)	**$4,680,432**	**$5,355,049**	**$5,286,230**	**$5,451,182**	**$96,133**
Rev. Over (Under) Exp. (c)	$961,150	$0	$198,506	$0	$0

(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) 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. 2013 Budgeted Appropriated Fund Balance includes End User Technology Fund Balance of $594,773.

(c) 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.

(d) Tax levy shifted to departments after 2011 to ease department budgets in phasing in full cost recovery charges for departmental users.

Program Highlights

Charges for Services reflect annual rental for title company PCs and other miscellaneous revenues. Interdepartmental Revenues increase $141,139 as the Department continues to phase in full cost recovery. End User Technology Fund balance decreases $68,006.

Net personnel costs increase $180,169 mostly due to the transfer of $139,871 or 1.90 FTE Records Management Analysts shifted in from the Records Management program. These Analyst positions are transferred reflecting the transition from centralized imaging services to enterprise content management (ECM) systems development. These positions will focus on assisting departments in the implementation of ECM solutions that improve document accessibility, life cycle management and decrease long term paper storage and retrieval costs.

Operating expenses decrease $84,052 mostly due to decreased contracted services and depreciation expense, partially offset by increased software maintenance.

Activity

The plan is scheduled to replace 252 PC's (including laptops), 50 flat panels and 45 peripherals (printers, scanners, etc.) in 2013. The plan currently supports 1,474 personal workstations and laptop computers.

Year	2006	2007	2008	2009	2010	2011	2012	2013	Units Purchased Incr./(Decr.)
PC	323	317	186	205	316	310	279	252	(27)
Flat panels	N/A	336	164	300	300	50	50	50	0
Peripherals	25	15	35	30	50	50	45	45	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. This program is being shifted from the Department of Administration-General Fund to the End User Internal Service Fund, but the restated costs are not being allocated out to departments.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
	10.85	**10.85**	**10.85**	**10.85**	**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	**$1,561,610**	**$1,611,424**	**$1,611,424**	**$1,621,424**	**$10,000**
Total Revenues	**$1,561,610**	**$1,611,424**	**$1,611,424**	**$1,621,424**	**$10,000**
Personnel Costs	$1,196,426	$1,223,073	$1,200,423	$1,238,499	$15,426
Operating Expenses	$66,756	$145,555	$132,205	$139,405	($6,150)
Interdept. Charges	$200,741	$242,796	$241,796	$243,520	$724
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,463,922**	**$1,611,424**	**$1,574,424**	**$1,621,424**	**$10,000**

Rev. Over (Under) Exp.	$97,688	$0	$37,000	$0	$0

Program Highlights

County tax levy funding increases by $10,000 due to increased expenditures budgeted as described below.

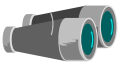
Personnel costs increase by approximately $15,400 mainly due to cost to continue existing staff. Operating expenses decrease $6,150 mainly due to reductions in computer supplies/equipment.

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, 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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
	6.02	**6.85**	**6.85**	**5.86**	**(0.99)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$92,246	$75,000	$75,000	$75,000	$0
Interdepartmental	$232,042	$209,473	$197,215	$279,889	$70,416
Other Revenue	$273	$0	$0	$0	$0
Appr. Fund Balance	$96,885	$153,892	$153,892	$30,000	($123,892)
County Tax Levy	**$20,000**	**$20,000**	**$20,000**	**$0**	**($20,000)**
Total Revenues	**$441,446**	**$458,365**	**$446,107**	**$384,889**	**($73,476)**
Personnel Costs	$314,826	$322,851	$308,164	$218,785	($104,066)
Operating Expenses	$59,943	$57,613	$55,857	$86,954	$29,341
Interdept. Charges	$68,518	$77,901	$77,901	$79,150	$1,249
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$443,287**	**$458,365**	**$441,922**	**$384,889**	**($73,476)**
Rev. Over (Under) Exp.	($1,841)	$0	$4,185	$0	$0



Program Highlights

Interdepartmental charges increase $70,416 reflecting increased activity to provide imaging services related to conversion of microfilm to redacted digital images available for public access and continued development of back file conversion projects related to Countywide Enterprise Content Management System. Fund Balance of $30,000 is budgeted to provide for back file conversion projects where savings exceed costs of records management storage fees over the life of the record.

Personnel costs decrease $104,066 mainly due to the transfer of $139,871 or 1.90 FTE Records Management Analysts to the End User Technology program, partially offset by the addition of 0.91 FTE extra help or $30,000 to provide increased services to convert paper files to the County's Enterprise Content Management system and to convert Register of Deeds microfilm images to electronic images available for public access. Operating Expenses increase $29,341 mainly due to third party temporary help to be utilized to assist imaging services on back file conversion projects and to prepare for Electronic Content Management (ECM) project implementation. Interdepartmental charges increase 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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
	0.30	**0.30**	**0.30**	**0.30**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental (a)	$511,506	$535,677	$525,677	$530,359	($5,318)
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	**$511,506**	**$535,677**	**$525,677**	**$530,359**	**($5,318)**
Personnel Costs	$17,417	$17,212	$17,085	$17,614	$402
Operating Expenses	$449,085	$454,390	$451,618	$496,195	$41,805
Interdept. Charges	$13,145	$16,863	$16,863	$16,550	($313)
Fixed Assets (b)	$89,889	$77,691	$67,913	$104,675	$26,984
Total Expenditures (b)	**$479,647**	**$488,465**	**$485,566**	**$530,359**	**$41,894**
Rev. Over (Under) Exp. (b)(c)	$31,859	$47,212	$40,111	$0	($47,212)

(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 about $5,300 mostly due to a $10,000 postage expense decrease reflecting lower recent years actual expenses and an estimated 4,500 reduction in budgeted mail pieces processed, partially offset by an increase in copier replacement charges of nearly $3,900.

Personnel costs increase $402 reflecting cost to continue existing 0.30 FTE positions allocated to this program. Operating costs increase $41,805 mostly reflecting the purchase a larger number of copiers in 2013 that are not classified as fixed assets (i.e, <$5,000). Fixed asset reflects the purchase of copier machines.

Activity – Copier Replacement

Copier Purchases	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Total Number of Units in Plan	78	78	78	78	0
Units Purchased Annually	20	14	13	31	17

Activity – Records Management

Output Indicators	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Storage Boxes Received (a)	958	1,000	550	550	(450)
Storage Boxes Destroyed (a)	1,033	950	1,091	1,000	50
Boxes/Journals Offsite	12,911	13,036	12,370	11,920	(1,116)

(a) In the year referenced.

Activity – Microfilm/Imaging

Output Indicators	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Microfilm Reels Created (b)	262	260	100	100	(160)
Images Converted (Microfilmed & Digitized) (c)	708,111	661,184	708,500	705,000	43,816
CD's Produced (c)	1,173	1,150	1,150	1,150	0

(b) In 2012 the new company that converts images to film is putting more than one day on a reel of film which will reduce the number of reels produced.
(c) Directly related to the real estate market.

Activity – Mail Services

Output Indicators	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Incoming Mail (Bins)	1,536	1,600	1,600	1,600	0
Outgoing Mail (Pieces)	691,503	700,000	695,500	695,500	(4,500)
Outgoing UPS (Pieces)	302	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	2011 Actual	2012 Adopted Budget	2012 Estimate	2013 Budget	Change From 2012 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)	$1,465,673	$1,628,500	$1,628,500	$1,796,100	$167,600	10.3%
Other Revenue (b)	$362,359	$552,000	$552,000	$526,200	($25,800)	-4.7%
Appr. Fund Balance (c)	$556,295	$368,254	$456,971	$243,154	($125,100)	-34.0%
County Tax Levy	$0	$0	$0	$0	**$0**	N/A
Total Revenue Sources (a)(b)(c)	**$2,384,327**	**$2,548,754**	**$2,637,471**	**$2,565,454**	**$16,700**	0.7%
Expenditures						N/A
Personnel Costs	$291,417	$294,049	$293,734	$300,045	$5,996	2.0%
Operating Expenses	$2,190,491	$2,187,496	$2,211,636	$2,197,797	$10,301	0.5%
Interdept. Charges	$61,269	$67,209	$67,209	$67,612	$403	0.6%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$2,543,177**	**$2,548,754**	**$2,572,579**	**$2,565,454**	**$16,700**	0.7%
Rev. Over (Under) Exp.	($158,850)	$0	$64,892	$0	$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 FTEs	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:

	2011 Budget	2012 Budget	2013 Budget
Source			
General Fund Balance	$528,522	$368,254	$243,154
Use			
General/Auto/Other Liability	$189,557	$145,668	$122,998
Worker's Compensation	$338,962	$222,586	$120,156

Major Departmental Strategic Outcomes and Objectives for 2013

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:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Workers' Compensation Experience Modification Factor	1.08	At or below 1.00	1.05	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).

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**1.95**	**1.95**	**1.95**	**1.95**	**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)	$730,867	$766,400	$766,400	$804,700	$38,300
Other Revenue (b)	$333,518	$480,000	$480,000	$477,000	($3,000)
Appr. Fund Balance	$212,870	$145,668	$229,925	$122,998	($22,670)
County Tax Levy	$0	$0	$0	$0	**$0**
Total Revenues (a)(b)	**$1,277,255**	**$1,392,068**	**$1,476,325**	**$1,404,698**	**$12,630**
Personnel Costs	$178,983	$180,370	$180,078	$182,574	$2,204
Operating Expenses	$1,034,320	$1,145,529	$1,178,241	$1,155,612	$10,083
Interdept. Charges	$60,275	$66,169	$66,169	$66,512	$343
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,273,578**	**$1,392,068**	**$1,424,488**	**$1,404,698**	**$12,630**
Rev. Over (Under) Exp.	$3,676	$0	$51,837	$0	$0

(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 $38,300 to better reflect historical claims payout patterns. The department charges were held at this increase with the assistance of $122,998 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 increased 1% or $2,204 based on budget projections. Operating expenses increased approximately 1% or $10,083 primarily due to projected increase in self-insured claims 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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**1.25**	**1.25**	**1.25**	**1.25**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental (a)	$734,806	$862,100	$862,100	$991,400	$129,300
Other Revenue	$28,842	$72,000	$72,000	$49,200	($22,800)
Appr. Fund Balance	$343,425	$222,586	$227,046	$120,156	($102,430)
County Tax Levy	$0	$0	$0	$0	**$0**
Total Revenues (a)	**$1,107,072**	**$1,156,686**	**$1,161,146**	**$1,160,756**	**$4,070**
Personnel Costs	$112,434	$113,679	$113,656	$117,471	$3,792
Operating Expenses	$1,156,170	$1,041,967	$1,033,395	$1,042,185	$218
Interdept. Charges	$994	$1,040	$1,040	$1,100	$60
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,269,599**	**$1,156,686**	**$1,148,091**	**$1,160,756**	**$4,070**
Rev. Over (Under) Exp.	($162,526)	$0	$13,055	$0	$0

(a) Interdepartmental revenues from charges to insured departments include tax levy funding.

Program Highlights

Interdepartmental revenues are generated from department insurance charges which increased 15% or $129,300 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 $120,156 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 incudes investment income and claims subrogation which decreased approximately 32 % or 22,800 to better reflect current financial climate.

Personnel costs decrease 3% or $3,792 based on budget projections. Operating expenses and interdepartmental expenses stable.

Worker's Compensation (cont.)

Activity – Risk Management Fund Overall

Output Indicators:	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Estimate
Safety Inspections/Surveys	12	25	30	33	25
Safety Meetings	11	14	23	37	40
Training In-services	13	23	22	26	25
Beat Articles/Flyers	4	4	3	5	10
Contracts & Ins Certificates Reviewed	430	593	586	595	577
Efficiency Indicators:					
Total Purchased Insurance Premium	$605,350	$626,678	$622,547	$628,664	$626,228
Cost of Insurance Per $1,000 of County Expenditures*	$2.80	$2.91	$2.84	$2.80	$2.70
Total Risk Mgmt Expenditures	$2,201,508	$2,275,753	$2,435,583	$2,543,177	$2,572,579
Cost of Risk Per $1,000 of County Expenditures*	$10.18	$10.56	$11.11	$11.31	$11.10

*excludes capital projects & debt service
Note: Output indicators low in 2008 given professional staff turnover.

Activity – General/Auto Liability & Other Insurance Program

Output Indicators:	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Estimate
# of Property/Auto Physical Claims	44	45	57	52	59
Paid & Reserve Net of Subrogation	$172,806	$151,581	$203,751	$131,393	NA
Average Cost Per Claim	$3,927	$3,368	$3,575	$2,527	NA
Subrogation Collections	$38,513	$7,677	$10,247	$49,519	NA
# of General/Auto Liability Claims	67	45	43	53	52
Paid & Reserve	$462,094	$187,294	$106,365	$161,871	NA
Average Cost Per Claim	$6,897	$4,162	$2,474	$3,054	NA

Note: Accident year claims data valued as of 3/31/12.
NA=estimates not available due to need for actuarial analysis.

Activity – Workers' Compensation Program

Output Indicators:	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Estimate
# of Worker's Compensation Claims	121	116	112	110	112
Paid & Reserve Net of Subrogation	$1,289,269	$1,134,303	$870,462	$784,168	NA
Average Cost Per Claim	$10,655	$9,778	$7,772	$7,129	NA

Note: Accident year claims data valued as of 03/31/12
$ 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	2011 Actual	2012 Adopted Budget	2012 Estimate	2013 Budget	Change From 2012 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	$786,398	$757,842	$764,054	$781,783	$23,941	3.2%
Other Revenue	$5,266	$5,230	$5,230	$4,940	($290)	-5.5%
Appr. Fund Balance (a) (b)	$34,399	$32,462	$32,462	$9,087	($23,375)	-72.0%
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$826,063**	**$795,534**	**$801,746**	**$795,810**	**$276**	**0.0%**
Expenditures						N/A
Personnel Costs	$204,413	$207,444	$198,384	$205,541	($1,903)	-0.9%
Operating Expenses	$558,097	$559,113	$541,202	$562,209	$3,096	0.6%
Interdept. Charges	$28,094	$28,977	$28,977	$28,060	($917)	-3.2%
Fixed Assets (c)	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$790,604**	**$795,534**	**$768,563**	**$795,810**	**$276**	**0.0%**
Operating Inc./(Loss) (b)	$35,460	$0	$33,183	$0	$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 FTEs	2.37	2.37	2.37	2.37	0.00	

(a) Communications includes a Communications Fund Balance appropriation of $25,312 in 2011 and $23,375 in 2012 to stabilize charges to departments. In 2011, 2012 and 2013 there is a Communications Fund Balance appropriation of $9,087 for depreciation of the voice mail system.

(b) The 2011 net operating income differs from the amount shown in the Comprehensive Annual Financial Report (CAFR) because the CAFR does not recognize Appropriated Fund Balance of $34,399 as a current-year revenue source.

(c) Total expenditures and net operating income exclude fixed assets to conform with financial accounting standards.

Program Highlights

Interdepartmental revenues increase $23,900 mostly due to increased phone charges for land lines, reflecting an increase in number of lines. Rates charged to departments in 2013 remains the same as the rates charged in 2012. Communications Fund Balance decreases by $23,375.

Personnel costs decrease by approximately $1,900 mostly due to a decrease in health insurance for changes in plan selection, partially offset by cost to continue existing staff. Operating expenses increase by approximately $3,100 mostly due to an increase in land line phone service costs.

Major Departmental Strategic Outcomes and Objectives for 2013

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.

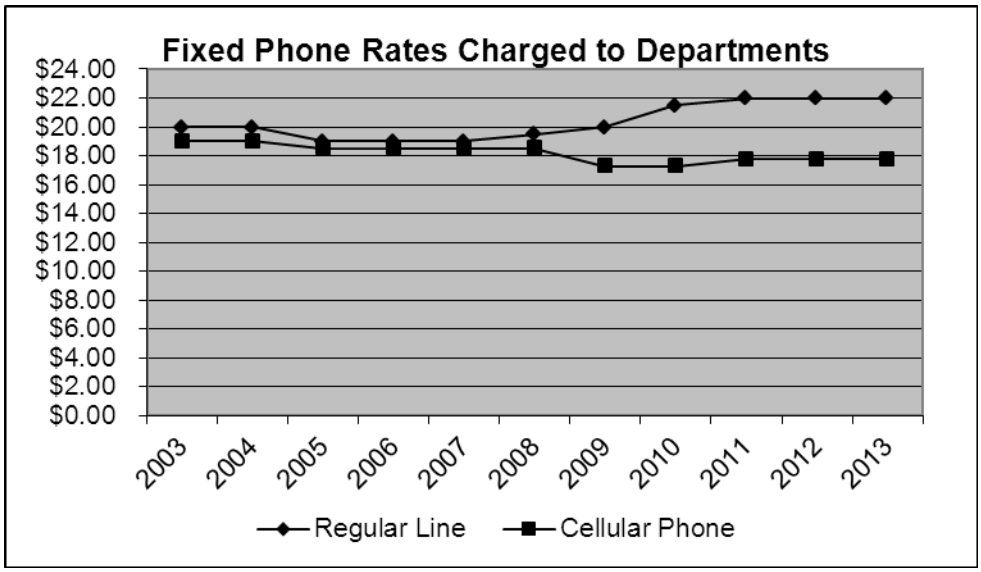
Key Outcome Indicator: A County telecommunications system that supports County needs and is stable, reliable and always available to assist departments in performing their missions and goals.

Performance Measure:	2011 Actual	2012 Budget	2012 Estimate	2013 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:	2011 Actual	2012 Budget	2012 Estimate	2013 Target
Average time to clear issue: Standard Repair – 6 hours	98%	90%	95%	90%
Announced Move – 14 days	100%	95%	97%	95%

Current Capital Projects

Proj#	Project Name	Expected Completion Year	Total Project Costs	Estimated % Complete End of '12	Estimated Operating Impact	A = Annual T = One-Time
200820	VOIP and Infrastructure Upgrades	2014	$1,175,500	20%	($50,000)	A

(a) Coordinated project with Department of Administration – Information Technology.

Activity

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
# of Regular Telephone Lines	1,769	1,754	1,776	1,776	22
# of Business Set Lines	193	190	192	192	2
# of Non-Centrex Telephone Lines	136	134	136	136	2
# of Cellular Phones	273	270	277	277	7

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	2011 Actual	2012 Adopted Budget	2012 Estimate	2013 Budget	Change From 2012 Adopted Budget $	%
Revenues						
General Government (b)	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$163,500	$320,200	$164,000	$180,500	($139,700)	-43.6%
Interdepartmental	$449,196	$419,564	$450,000	$462,000	$42,436	10.1%
Other Revenue	$124,043	$104,175	$104,200	$113,525	$9,350	9.0%
Appr. Fund Balance (a) (b)	$140,621	$194,441	$194,441	$200,000	$5,559	2.9%
County Tax Levy	**($120,000)**	**($120,000)**	**($120,000)**	**($120,000)**	**$0**	**0.0%**
Total Revenue Sources	**$757,360**	**$918,380**	**$792,641**	**$836,025**	**($82,355)**	**-9.0%**
Expenditures						N/A
Personnel Costs	$516,200	$673,821	$556,051	$622,487	($51,334)	-7.6%
Operating Expenses (a) (b)	$124,814	$174,142	$165,673	$121,858	($52,284)	-30.0%
Interdept. Charges (b)	$188,688	$190,417	$190,917	$211,680	$21,263	11.2%
Fixed Assets (b)	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$829,702**	**$1,038,380**	**$912,641**	**$956,025**	**($82,355)**	**-7.9%**
Operating Inc./(Loss)	($72,342)	($120,000)	($120,000)	($120,000)	$0	0.0%
Position Summary (FTE)						
Regular Positions	5.75	5.75	5.75	5.75	0.00	
Extra Help	2.13	5.15	5.15	3.35	(1.80)	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total FTEs	7.88	10.90	10.90	9.10	(1.80)	

(a) The 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 2012 Budget $13,120 is for depreciation expense and $181,321 to maintain Collections internal cost to departments for total of $194,441. A Collections Fund Balance appropriation in 2013 of $13,000 is for depreciation expense and $187,000 to maintain Collections internal cost to departments for total of $200,000.

(b) The 2011 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 2013, the overall amount of this general tax levy reduction totals $1,180,000.

Current Capital Projects

Proj#	Project Name	Expected Completion Year	Total Project Costs	Estimated % Complete End of '12	Estimated Operating Impact	A = Annual T = One-Time
200710	Collection System Interface(s) (a)	2012	$46,592	100%	$9,400	A

(a) Coordinated project with Department of Administration – Information Technology and Health & Human Services.

Major Departmental Strategic Outcomes and Objectives for 2013

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: Achieve greater than 75% reduction in the amount of time staff spends on HHS referral processing measured post project implementation.

Performance Measure:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Reduced total staff time per referral	N/A	75%	75%*	75%*

*Following project completion, Return on Investment calculations will be refreshed with actual results.

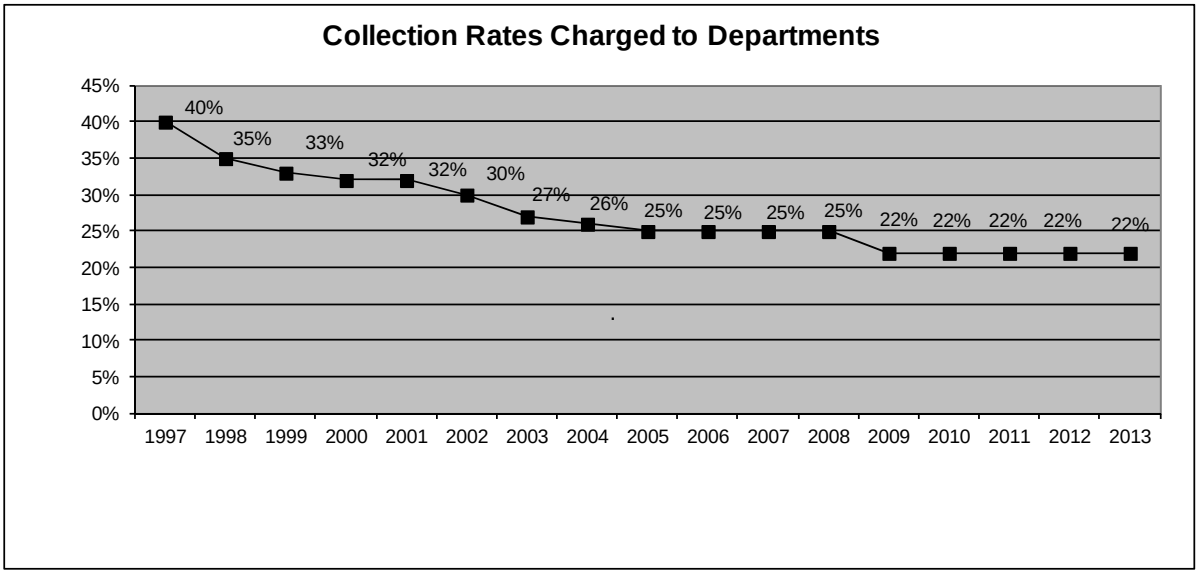
As more difficult collection cases are referred, maintain desired County Efficiency Ratio. This is the ratio of dollars collected versus dollars expensed or return on investment for each dollar spent (includes depreciation).

Performance Measure:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Ratio – All Collected Funds*	3.54	3.14	3.06	3.06

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 %**	29.6%	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 decrease $139,700 to reflect anticipated revenue. The 2012 budget anticipated a major new municipal client; this client did not pursue a contract with Waukesha County. Interdepartmental revenues increase $42,436 reflecting increase HHS collections. Other revenue increases $9,350 to reflect historical trends. A Collections Fund Balance Appropriation of $200,000 is for general depreciation expenses and to maintain a low internal collection fee for internal customers.

Personnel Costs decrease $51,334 due to a decrease of 1.8 FTE temporary extra help positions which were budgeted in 2012 anticipating increased business. Operating costs decrease $52,284 reflecting a decrease in contracted services and third party temporary collections services that were budgeted in 2012 anticipating an increase in business.

Interdepartmental charges increase $21,263 reflecting a $16,985 increase in End User Technology Fund reflecting the addition of the Clientview and Report Archiving server that allows Collection's clients to view activity and make online referrals.

Activity

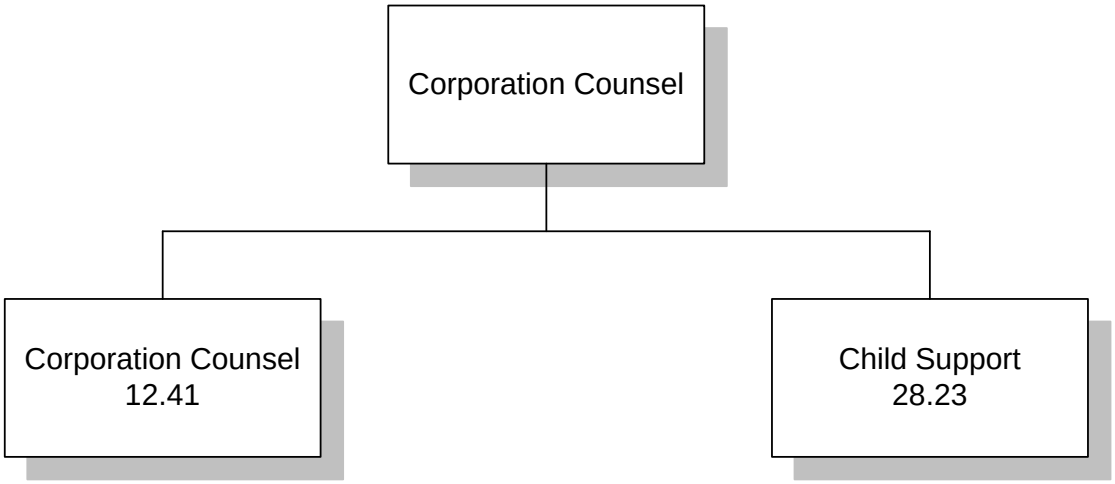
	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
$ Coll. for Wauk. Cty. Customers	$1,539,648	$1,229,475	$1,303,275	1,477,625	$248,150
$ Coll. & Shared with State	$806,942	$890,000	$845,001	$830,000	($60,000)
$ Coll. for Municipal Customers	$591,228	$1,142,500	$630,000	$645,714	($496,786)
Total $ Collected	**$2,937,818**	**$3,261,975**	**$2,778,276**	**$2,953,339**	**($308,636)**
Total $ Retained by County	$2,065,306	$1,944,125	$1,851,476	$2,027,675	$83,550
Accts Referred to Collection Div.	17,144	13,000	13,000	13,000	-
$ Referred to Collection Division *	$11,760,965	$8,500,000	$8,500,000	$8,500,000	-
# of External Intergovernmental Customers	38	35	38	38	3

*88.54% of the 2011 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



40.64 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

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	2011 Actual	2012 Adopted Budget	2012 Estimate (g)	2013 Budget	Change From 2012 Adopted Budget $	%
Corporation Counsel						
Revenues (a)	$456,614	$452,100	$452,189	$459,390	$7,290	1.6%
County Tax Levy (b)	$1,006,016	$1,030,032	$1,030,032	$1,006,785	($23,247)	-2.3%
Expenditures (c)	$1,362,387	$1,482,132	$1,396,795	$1,466,175	($15,957)	-1.1%
Rev. Over (Under) Exp. (f)	$100,243	$0	$85,426	$0	-	N/A
Child Support						
Revenues (d) (e)	$2,210,895	$2,198,595	$2,230,666	$2,132,512	($66,083)	-3.0%
County Tax Levy (b)	$335,992	$338,869	$338,869	$365,462	$26,593	7.8%
Expenditures (f)	$2,479,092	$2,537,464	$2,385,947	$2,497,974	($39,490)	-1.6%
Rev. Over (Under) Exp.	$67,795	$0	$183,588	$0	-	N/A
Total						
Revenues (a) (d) (e)	$2,667,509	$2,650,695	$2,682,855	$2,591,902	($58,793)	-2.2%
County Tax Levy (b)	$1,342,008	$1,368,901	$1,368,901	$1,372,247	$3,346	0.2%
Expenditures (c) (f)	$3,841,479	$4,019,596	$3,782,742	$3,964,149	($55,447)	-1.4%
Rev. Over (Under) Exp. (g)	$168,038	-	$269,014	-	-	N/A
Position Summary (FTE)						
Regular Positions	39.00	39.00	39.00	38.00	(1.00)	
Extra Help	2.38	2.77	2.77	2.53	(0.24)	
Overtime	0.05	0.12	0.12	0.11	(0.01)	
Total	41.43	41.89	41.89	40.64	(1.25)	

(a) In 2013, Corporation Counsel Revenues increase $7,290 or 1.6% to $459,390, mainly from legal services providing to the Health and Human Services Department.

(b) County Tax Levy decreases $23,247 or 2.3% to $1,006,785 due to reduction in expenditures and shifting some base Tax Levy funding into Child Support budget.

(c) Corporation Counsel Expenditures decrease $15,957 or 1.1% to $1,466,175 mostly due to reduction of personnel costs.

(d) Child Support Revenues included General Fund Balance appropriations of $55,000 in 2011, $156,800 in 2012, and $50,000 in 2013.

(e) Child Support's performance funding is not expected to be matched by the Federal funding in 2013. However, the State of Wisconsin allocated State General Purpose Revenue (GPR) to address part of the revenue gap created by the 2005 Deficit Reduction Act. Child Support budgeted $154,798 of State General Purpose Revenue (GPR).

(f) Child Support Expenditures decrease $39,490 or 1.6% to $2,497,974. It included un-funding of 1 FTE child support specialist position (a sunset clause position) due to funding reduction, and a reduction of .24 FTE temporary extra help, and .01 FTE overtime costs.

(g) Fiscal year 2012 budget projected to finish favorably.

Corporation Counsel

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	2011 Actual	2012 Adopted Budget	2012 Estimate	2013 Budget	Change From 2012 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services (a)	$92	$300	$200	$300	$0	0.0%
Interdepartmental (b)	$456,319	$451,800	$451,800	$459,090	$7,290	1.6%
Other Revenue	$202	$0	$189	$0	$0	N/A
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy (c)	**$1,006,016**	**$1,030,032**	**$1,030,032**	**$1,006,785**	**($23,247)**	**-2.3%**
Total Revenue Sources	**$1,462,630**	**$1,482,132**	**$1,482,221**	**$1,466,175**	**($15,957)**	**-1.1%**
Expenditures						
Personnel Costs	$1,161,634	$1,181,316	$1,150,256	$1,164,272	($17,044)	-1.4%
Operating Expenses (a) (b)	$148,106	$228,278	$175,756	$228,278	$0	0.0%
Interdept. Charges (b)	$52,647	$72,538	$70,783	$73,625	$1,087	1.5%
Fixed Assets (b)	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$1,362,387**	**$1,482,132**	**$1,396,795**	**$1,466,175**	**($15,957)**	**-1.1%**
Rev. Over (Under) Exp.	$100,243	$0	$85,426	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	11.40	11.40	11.40	11.40	0.00	
Extra Help	0.82	0.97	0.97	0.97	0.00	
Overtime	0.02	0.04	0.04	0.04	0.00	
Total FTEs	12.24	12.41	12.41	12.41	0.00	

(a) Charges for Services include copy and duplicating fees and legal fees.
(b) Interdepartmental revenues include legal services mainly providing to Health and Human Services Department. In 2013, it is budgeted to increase $7,290 or 1.6% to $459,090.
(c) County Tax Levy decreases $23,247 or 2.3% to $1,006,785, mainly due to reduction in expenditures and shifting of $16,593 tax levy base into Child Support budget, of which $10,593 is mainly to compensate the cost of duties reassignments and reallocations of legal counsels and $6,000 to minimize the reliance on Child Support Fund Balance appropriations.

Personnel costs decrease $17,044 or 1.4% to $1,164,272 for 12.41 FTEs. This reduction is mainly due to decrease in health insurance cost of $11,520 and employees job duty cost reallocations of $27,497 to Child Support Program, these reductions are partially offset by cost to continue increases for the existing 11.4 FTE staff allocated to this program. The department planned to transfer out one FTE Senior Attorney to Child Support division and transfer in one FTE Attorney.

Operating expenses are budgeted at the same spending authority level as 2012 budget at $228,278. Effective June 2012, the Department of Administration (DOA) implemented a new Managed Print Services Program to generate savings based on print equipment total cost of ownership. To assist DOA's calculation of return on investment, the department is included a new managed print services account with budget appropriation shifted from office supplies of $400, to the new print services account; office equipment repair/maintenance of $1,250; and contracted services of $170.

Interdepartmental charges increase $1,087 or 1.5% to $73,625 mainly due to higher Technology costs based on information technology resources usage for the total cost of computer ownership.

Major Departmental Strategic Outcomes and Objectives for 2013

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

Objective 1: . Provide quality and timely review of contracts, ordinances and resolutions for Waukesha County Departments. Represent the County successfully in civil litigation prosecution and defense. Issue validated opinions concerning interpretation of the rights, duties and powers of the municipal corporation, its departments and officials.

Key Outcome Indicator: Time that it takes to review contracts effectively and the number of cases filed.

Performance Measure:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Review and return contract within 72 hours (Dept. standard is 4 business days)	97%	>90%	>90%	>90%
Percent of contracts approved that do not result in dispute resolution including mediation, arbitration and litigation	99%	>97%	98%	>98%

Activity - Workload Data	2010 Actual	2011 Actual	2012 Budget(a)	2012 Estimate(a)	2013 Budget	Budget Change
Total Number of Cases Filed						
Bankruptcy Cases	567	408	400	400	375	-25
Claims Received	52	67	60	60	60	0
Lawsuits Monitored (a)	12	21	8	23	25	17
Contracts Reviewed	359	256	250	280	280	30
Opinions Issued	349	330	300	300	300	0
Resolutions/Ordinances Reviewed	131	117	130	120	120	-10

(a) Lawsuits Estimated to be monitored for the 2012 budget were under estimated at 8, the current estimate for 2012 is 23.

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).

Key Outcome Indicator: Number of cases filed for the case types outlined in the strategic objective.

Workload Data	2010 Actual	2011 Actual	2012 Budget	2012 Estimate (a)	2013 Budget	Budget Change
Adult and Juvenile Chapter 51 Cases	1,517	1588	1,616	1600	1620	4
Guardianships/Protective Placements:						
- Adults (b)	362	435	390	425	425	35
- Juveniles	45	50	35	44	45	10
Juvenile Court Petitions:						
- Children/Juveniles in Need of Protection/Services (CHIPS) cases	399	422	425	420	420	-5
- Termination of Parental Rights (TPR)	17	3	10	10	10	0

(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.

Non-Departmental

TABLE OF CONTENTS
NON-DEPARTMENTAL

Non-Departmental Functional Area Summary 443

Non-Departmental

Fund: Non-Departmental General 449

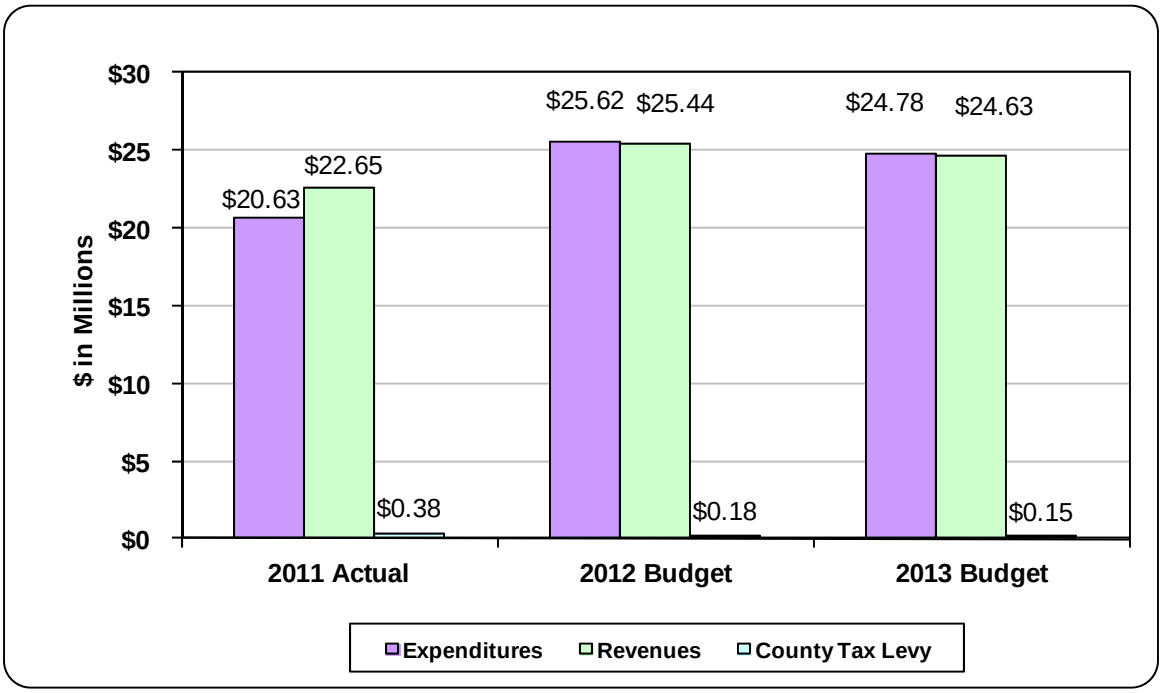
Fund: Health and Dental Insurance..... 452

Fund: Contingency 458

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 $150,000, a decrease of $25,000 from the 2012 Budget.
- **Non-Departmental General Fund** expenditures decrease by $534,800 to $1,896,300, and includes a reduction in the Waukesha County Small Business Leverage Loan program by $200,000, from $308,000 to $108,000, based current-year estimates for the first year of this new program. The program is intended to provide "gap" loan funding for small, established businesses in Waukesha County to promote economic growth. The program is funded with prior-year Tax Increment District dissolution dollars returned to the County.
- **Non-Departmental** expenditures includes a reduction in contributions to the Waukesha County Historical Society (WCHS) by $152,000, from $237,000 to $85,000, and provides a one-year extension of the building operations grant, in expectation of completing plans and studies of future direction and funding for the museum. Debt service payments of $120,000 budgeted in 2012 ended as the last payment of the $900,000 ten-year note for building improvements is paid off. This grant extension is funded with one-time General Fund Balance use. Programs operations grant funding of $215,000 will also continue to be funded in the Parks and Land Use budget for a one-year extension pending future direction of the museum and WCHS.
- **Non-Departmental** expenditures also decrease due to the removal of $125,000 budgeted in 2012 to cover the County's share of a one-time property tax appeal payment for the Target Distribution Center, which was funded with General Fund Balance.
- **Health and Dental Insurance Fund** budget, which is based on actuarial recommendations, decreases expenditures by $300,150 to $21,684,350, mainly due to lower projected active employee claim costs by $816,000 to $17,503,000. This is largely due to higher anticipated enrollment levels in the lower-cost HSA plan. This decrease is partially offset by an estimated increase in the County's contribution to employees' health savings accounts by $446,900 to $965,900.
- **Contingency Fund** expenditure appropriations remain at the 2012 budgeted level of $1.2 million and are funded with appropriated General Fund Balance.

** NON-DEPARTMENTAL **

Functional Area Summary by Agency

	2011 Actual (a)	2012 Adopted Budget (b)	2012 Estimate	2013 Budget (b)	Change from 2012 Adopted Budget $	%
*** TOTAL NON-DEPARTMENTAL***						
Revenues (a)(b)	$22,652,432	$25,440,600	$23,828,120	$24,630,650	($809,950)	-3.2%
County Tax Levy	$375,000	$175,000	$175,000	$150,000	($25,000)	-14.3%
Expenditure	$20,628,323	$25,615,600	$22,998,580	$24,780,650	($834,950)	-3.3%
Rev. Over (Under) Exp.	$395,788	-	$57,400	-	-	N/A
Oper Income/(Loss)	$2,003,321	-	$947,140	-	-	N/A
BREAKDOWN BY AGENCY						
GENERAL NON-DEPARTMENTAL						
Revenues (a)(b)	$2,189,225	$2,256,100	$2,375,500	$1,746,300	($509,800)	-22.6%
County Tax Levy	$175,000	$175,000	$175,000	$150,000	($25,000)	-14.3%
Expenditure	$2,043,237	$2,431,100	$2,493,100	$1,896,300	($534,800)	-22.0%
Rev. Over (Under) Exp.	$320,988	-	$57,400	-	-	N/A
HEALTH AND DENTAL INSURANCE						
Revenues (b)	$20,463,207	$21,984,500	$20,952,620	$21,684,350	($300,150)	-1.4%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditure	$18,459,886	$21,984,500	$20,005,480	$21,684,350	($300,150)	-1.4%
Oper Income/(Loss)	$2,003,321	-	$947,140	-	-	N/A
CONTINGENCY						
Revenues (b)	$0	$1,200,000	$500,000	$1,200,000	$0	0.0%
County Tax Levy	$200,000	$0	$0	$0	$0	N/A
Expenditure	$125,200	$1,200,000	$500,000	$1,200,000	$0	0.0%
Rev. Over (Under) Exp.	$74,800	-	-	-	-	N/A

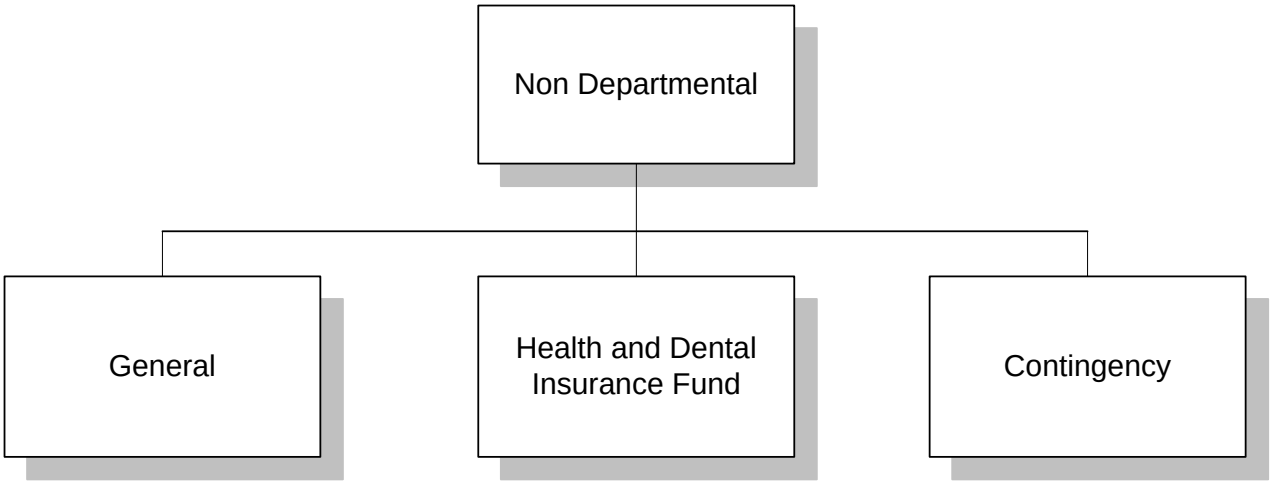
(a) For budget comparative purposes, 2011 Actual Revenues exclude Jail Assessment fees of about $597,000, which are received in the Non-Departmental Budget, but budgeted (as fund balance appropriation) in subsequent years to help fund jail equipment replacements, capital projects and debt service for jail related projects. Actual revenues for 2011 also exclude about $4,900 in unclaimed funds revenue, which is not budgeted due to its unpredictability. Actual revenues for 2011 also exclude Tax Increment Dissolution funds of about $22,600, which are received in the Non-Departmental Budget and become part of General Fund Balances used in later years.

(b) Revenue Budget for 2013 includes Fund Balance appropriations totaling $2,099,950 as follows: General Fund: $400,500 (of which $108,000 is from Tax Increment Dissolution (TID) funds); Health and Dental Insurance Fund: $499,450; Contingency Fund: $1,200,000. 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.

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 (five years or less) program appropriations.

Activities

This Budget is the custodial responsibility of the Department of Administration. Items included are State Shared Revenue, non-benefit insurance premiums for certain departments, unemployment compensation, general feasibility and operational studies, funding of the retirement and sick leave reserve, economic development and tourism organization funding, certain special local property assessments of County owned land, funding for the County's membership in the Southeast Wisconsin Regional Planning Commission (SEWRPC), funding for loss control and safety requirements which cannot be anticipated for County facilities and programs, and building operations funding for the Waukesha County Museum (program funding is in the Department of Parks and Land Use Budget).

Financial Summary	2011 Actual	2012 Adopted Budget	2012 Estimate	2013 Budget	Change From 2012 Adopted Budget $	%
Revenues						
General Government (a)	$1,357,965	$1,000,000	$1,000,000	$1,025,800	**$25,800**	**2.6%**
Fine/Licenses (b)	$0	$0	$0	$0	**$0**	**N/A**
Charges for Services	$0	$0	$0	$0	**$0**	**N/A**
Interdepartmental (c)	$160,941	$110,000	$165,000	$110,000	**$0**	**0.0%**
Other Revenue (b)	$139,804	$230,600	$199,700	$210,000	**($20,600)**	**-8.9%**
Appr. Fund Balance (d)	$530,514	$915,500	$1,010,800	$400,500	**($515,000)**	**-56.3%**
County Tax Levy	$175,000	$175,000	$175,000	$150,000	**($25,000)**	**-14.3%**
Total Revenue Sources	**$2,364,225**	**$2,431,100**	**$2,550,500**	**$1,896,300**	**($534,800)**	**-22.0%**
Expenditures						
Personnel Costs (d)(e)	$326,244	$497,000	$429,000	$430,000	**($67,000)**	**-13.5%**
Operating Expenses (d)(e)	$1,655,321	$1,874,100	$2,004,100	$1,389,500	**($484,600)**	**-25.9%**
Interdept. Charges	$61,672	$60,000	$60,000	$76,800	**$16,800**	**28.0%**
Fixed Assets	$0	$0	$0	$0	**$0**	**N/A**
Total Expenditures	**$2,043,237**	**$2,431,100**	**$2,493,100**	**$1,896,300**	**($534,800)**	**-22.0%**
Rev. Over (Under) Exp.	**$320,988**	**$0**	**$57,400**	**$0**	**$0**	**N/A**

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

(a) General Government revenues for 2013 Budget include State Shared Revenue payments of $645,000 and State Computer Equipment Exemption aid revenue of $200,000 (a portion of these revenues are budgeted in the Capital Projects Fund). The 2012 Budget includes Shared Revenue payments of $695,000 and Computer Exemption aid revenue of $200,000. 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 funding sources for Child Support and the Aging and Disability Resource Center Grant.

(b) 2011 Actual Fines and Licenses revenues exclude jail assessment fees of about $597,000, which is 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 2011 exclude about $22,620 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 2011 also exclude unclaimed funds revenue of about $4,900, and is budgeted in later years as General Fund Balance due to its unpredictability.

(c) Interdepartmental Revenues include indirect cost recovery, mostly from County proprietary and special revenue funds, in excess of the amounts budgeted in the Department of Administration.

(d) Appropriated General Fund Balance for the 2013 Budget includes $108,000 in prior-year Tax Increment District (TID) revenues to fund the Small Business Leverage Loan Funding program (down from $308,000 in 2012); $150,000 for retirement payouts from reserves for this purpose; $85,000 toward a one-year extension of the Waukesha County Historical Society (WCHS) building operations grant (down from $117,000 in 2012); $20,000 from prior-year unclaimed funds revenues; and $12,500 for the second year of a 4-year contribution to the Milwaukee 7 Regional Economic Development Campaign. For a description of 2012 Budget and 2012 Estimated General Fund Balance use, see footnote (a) for the Non-Departmental Program/Activity Financial Summary (third page in the budget).

(e) For comparative purposes to the 2013 budget, expenditures for 2011 actual, 2012 adopted budget and 2012 estimate are restated to more appropriately account for third-party administration of Section 125 Plan accounts (County employee flexible spending accounts) as an operating expenditure rather than a personnel cost.

2013 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 one-year extension of building operations grant to the Waukesha County Historical Society (WCHS) for maintenance of the old courthouse, in expectation of completing plans and studies of future direction and funding of the museum. This grant extension provides the WCHS an additional year of County support past the 10-year obligation per enrolled ordinance (157-76). Program operations grant funding of $215,000 will also continue to be funded in the Parks and Land Use budget for the one-year extension, pending future direction of the museum by the WCHS.

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 second-year contribution to the Milwaukee 7's Regional Economic Development Campaign is an installment toward the $50,000 four-year commitment ($12,500 annually, from 2012 though 2015) to be funded with appropriated General Fund Balance.

Waukesha County Small Business Leverage Loan Program: Beginning in 2012, the County established 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:	2011	2012	2012	2013	Budget	%
Continuous	**Actual**	**Budget**	**Estimate**	**Budget**	**Change**	**Change**
SEWRPC Allocation	$647,800	$653,000	$652,700	$659,000	$6,000	1%
Waukesha Co Econ Dev Corp (WCEDC) Contrib.	$95,000	$95,000	$95,000	$95,000	$0	0%
Waukesha County Tourism Initiative	$10,000	$10,000	$10,000	$10,000	$0	0%
Wis. River Rail Transit System	$26,520	$26,600	$26,600	$27,000	$400	2%
Loss Control/ADA	$5,410	$50,000	$55,000	$50,000	$0	0%
Separation Payouts (Vac. & Sick Leave) (a)	$69,615	$160,000	$150,000	$150,000	($10,000)	-6%
Empl. Max. Sick Leave/Non-Rep. Vac. Payouts (for Active Employees)	$108,875	$132,000	$130,000	$135,000	$3,000	2%
Section 125 Plan Administration Costs	$27,671	$32,000	$30,000	$30,000	($2,000)	-6%
Unemployment (a)	$127,156	$110,000	$92,000	$85,000	($25,000)	-23%
Severence/Retention (a)	$12,687	$95,000	$57,000	$60,000	($35,000)	-37%
Deferred Compensation Plan Consulting (b)	$24,563	$50,000	$50,000	$50,000	$0	0%
Consulting/Grant/Other	$52,850	$40,000	$60,000	$40,000	$0	0%
Merchant Card / Internet Host (c)	$153,728	$135,000	$135,000	$135,000	$0	0%
Employment Advertising	$12,291	$30,000	$20,000	$20,000	($10,000)	-33%
Property Tax/Special Assessments	$0	$175,000	$140,000	$50,000	($125,000)	-71%
Printing inc. Adopted Budget Books	$5,796	$10,000	$6,000	$8,000	($2,000)	-20%
Work Comp/Liab/Casualty/Other Ins	$61,672	$60,000	$60,000	$76,800	$16,800	28%
Other Expenses	$54,912	$10,000	$10,000	$10,000	$0	0%
Short-Term/Temporary/Periodic						
Wauk. Co. Hist. Society - Capital/Debt Svc (a)	$117,241	$120,000	$120,000	$0	($120,000)	-100%
Wauk. Co. Hist. Society - Bldg. Operations (a)	$129,000	$117,000	$117,000	$85,000	($32,000)	-27%
Milwaukee 7 Regional Econ Dev Campaign (a)	$0	$12,500	$12,500	$12,500	$0	0%
Election Consultant Programming, Training & Recommendations (a)	$0	$0	$256,300	$0	$0	N/A
Repayment of HOME Funding to HUD (d)	$300,450	$0	$0	$0	$0	N/A
Wauk. Co. Small Business Leverage Loan Funding Program (a)	$0	$308,000	$208,000	$108,000	($200,000)	-65%
Total Expenditures	$2,043,237	$2,431,100	$2,493,100	$1,896,300	($534,800)	-22%
Revenue:						
State Shared Revenues/State Computer Aid	$1,041,769	$895,000	$895,000	$845,000	($50,000)	-6%
Other General Government Revenues (e)	$316,196	$105,000	$105,000	$180,800	$75,800	72%
Intedepartmental Charge Revenue*	$160,641	$110,000	$165,000	$110,000	$0	0%
Fund Balance Appropriation (a)	$530,514	$915,500	$1,010,800	$400,500	($515,000)	-56%
Other Revenue (b)(c)(f)	$140,105	$230,600	$199,700	$210,000	($20,600)	-9%
Tax Levy	$175,000	$175,000	$175,000	$150,000	($25,000)	-14%
Total Revenues	$2,364,225	$2,431,100	$2,550,500	$1,896,300	($534,800)	-22%
Revenues Over/(Under) Expenditures	$320,988	-	$57,400	-	-	N/A

* See Footnote (c) on page 449.

(a) Appropriated General Fund Balance **for the 2013 Budget** includes $108,000 in prior-year Tax Increment District (TID) revenues to fund the Small Business Leverage Loan Funding program (down from $308,000 in 2012); $150,000 for retirement payouts from reserve; $85,000 toward the one-year extension of the Waukesha County Historical Society (WCHS) building operations grant (down from $117,000 in 2012); and $12,500 for the second year of a 4-year contribution to the Milwaukee 7 Regional Economic Development Campaign. **The 2012 estimate** includes $52,000 in County Board approved carryovers and open purchase orders (and related expenditure authority) from 2011 and $256,300 of Contingency Funds transferred in to cover one-time consultant costs to program the gubernatorial Recall and August Primary elections, and to train county staff and recommend changes to elections administration in the County Clerk's Office. **The 2012 Budget** includes $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 last year of WCHS debt payments; $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.

(b) Other Revenue includes offsetting revenue to pay for the Deferred Compensation Plan consulting of $50,000 in the 2013 Budget and $40,000 in the 2012 Budget. No County tax levy is used to fund this expenditure.

(c) Merchant Card/Internet Host expenditures are partially covered with Internet payment convenience surcharges, budgeted in Other Revenue ($60,000 in the 2013 & 2012 Budgets).

(d) In 2011, the County made 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). Reimbursement from the Hebron House of Hospitality is expected in the future.

(e) Other General Government revenue includes indirect cost recovery in excess of the amounts budgeted in the (Department of Administration) received from state and federal government funding sources including the Aging and Disability Resource Center grant and Child Support.

(f) Other Revenues include miscellaneous recoveries ($50,000 in the 2013 Budget and $70,600 in the 2012 Budget) and procurement card rebate revenue in excess of what is budgeted in the Department of Administration ($50,000 in 2013 & 2012 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	2011 Actual (a)(b)	2012 Adopted Budget (c)	2012 Estimate (a)	2013 Budget (c)	Change From 2012 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$2,785,657	$3,128,000	$3,147,000	$3,097,200	($30,800)	-1.0%
Interdepartmental	$16,936,539	$17,577,000	$16,991,000	$17,628,700	$51,700	0.3%
Other Revenue (a)(b)	$546,157	$444,000	$607,440	$459,000	$15,000	3.4%
Appr. Fund Balance (c)	$194,854	$835,500	$207,180	$499,450	($336,050)	-40.2%
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$20,463,207**	**$21,984,500**	**$20,952,620**	**$21,684,350**	**($300,150)**	**-1.4%**
Expenditures						
Personnel Costs	$0	$0	$0	$0	$0	N/A
Operating Expenses	$18,459,886	$21,977,900	$19,998,880	$21,677,750	($300,150)	-1.4%
Interdept. Charges	$0	$6,600	$6,600	$6,600	$0	0.0%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$18,459,886**	**$21,984,500**	**$20,005,480**	**$21,684,350**	**($300,150)**	**-1.4%**
Rev. Over (Under) Exp.	$2,003,321	$0	$947,140	$0	$0	N/A

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

(a) Other Revenues for the 2011 actual and 2012 estimate include one-time re-payments of about $76,400 and $140,400, received from the County's stop loss insurer for high-cost claims.

(b) For comparability purposes, 2011 actual revenues exclude approximately $215,000 in one-time, pass-through revenue from the federal government to County retirees to help offset health insurance costs.

(c) Appropriated Fund Balance from Health and Dental Insurance Fund Reserves for the 2013 Budget includes $235,300 in the Active Employee Health Insurance Program, $35,000 in the Employee Dental Insurance Program and $229,150 in the Wellness Program. 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.

Major Departmental Strategic Outcomes and Objectives for 2013

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

Objective 1: Contain health insurance cost trends, and/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:	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Health Plan cost increases	-2.2%	7.4%	7%	-2%
Medical Inflation Rate*	9%	9%	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.

Performance Measures:

Choice Plus Plan	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Average Plan % Premium Increase	10%	10%	10%	-0.1%
Average Monthly Plan Cost: Single	$579	$639	$639	$638
Family	$1,532	$1,689	$1,687	$1,687

HSA Plan	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Average Plan % Premium Increase	10%	6%	6%	2.5%
Average Full Monthly Plan Cost: Single	$448	$477	$477	$489
Family	$1,188	$1,265	$1,265	$1,297

Objective 3: Demonstrate return on investment (ROI) under the wellness program. In 2012, the County conducted an initial ROI analysis of the employees who participated in the 3 Steps to Success program over a three-year period (2009-11). There were 263 employees actively engaged and 994 non-engaged during this time period. The analysis looked at medical and pharmacy claims, absenteeism, participation in preventative health screenings and pre-disease risk factors. Future analysis will include data from participating employees in a three-year period in which data is available.

Key Outcome Indicator: Participation in the 3 Steps to Success program is expected to help County staff and their spouses lead healthier life styles that may, on average, lead to lower claims and sick leave-related costs.

Performance Measure:	Actively Engaged	Non-Engaged	Total Est. Cost Avoidance
2011 Avg. Health Insurance Claims	$3,832*	$4,028	$46,300
2011 Avg. Pharmacy Claims	$719	$1,019	$92,000
2011 Avg. Sick Leave Costs	$3,722	$4,215	$42,900
2011 Total Estimated ROI			**$181,200**

*Excludes one high-cost claim (>$50K, an outlier) that skews results.

Key Outcome Indicator: Similarly, wellness program initiatives are designed to encourage individuals to be more proactive with their health to avoid the on-set of disease. This is accomplished by participating in preventive screenings and other wellness initiatives such as weight management, fitness challenges, and on-going education.

Performance Measure (For 2011):	Actively Engaged	Non-Engaged
% Having Annual Physical Exams	66%	41%
% Having Breast Cancer Screenings	77%	60%
% Having Cervical Cancer Screenings	50%	39%
% Having Colon Cancer Screenings	23%	15%

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. Two health plans are offered to employees: (1) a self-funded Point of Service (POS) plan (Choice Plus) and (2) a self-funded Consumer Driven health plan with a Health Savings Account (HSA) feature. Both plans offer an incentive to employees for participating in the Health Advancement Program, designed to help reduce the County's health insurance costs (see Wellness Program). Program participants in the POS plan pay a lower premium costs share at 12% (vs. 15% for non-participants), and participants in the HSA plan receive a higher employer HSA contribution at $1,125/$2,250 for single/family plans (vs. $1,000/$2,000 for non-participants).

	2011 Actual (a)	2012 Budget	2012 Estimate (a)	2013 Budget	Budget Change
Staffing (FTE)	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Charges for Services	$1,960,935	$2,312,000	$2,220,000	$2,222,000	($90,000)
Interdepartmental	$16,309,789	$16,935,000	$16,295,000	$16,993,900	$58,900
Other Revenue (a)	$523,524	$417,000	$585,440	$437,000	$20,000
Appr. Fund Balance	$0	$570,000	$0	$235,300	($334,700)
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$18,794,248**	**$20,234,000**	**$19,100,440**	**$19,888,200**	**($345,800)**
Operating Expenses	$17,214,510	$20,232,400	$18,420,400	$19,886,600	($345,800)
Interdept. Charges	$0	$1,600	$1,600	$1,600	$0
Total Expenditures	**$17,214,510**	**$20,234,000**	**$18,422,000**	**$19,888,200**	**($345,800)**
Rev. Over (Under) Exp.	$1,579,739	$0	$678,440	$0	$0

(a) Other Revenues for the 2011 actual and 2012 estimate include one-time re-payments of about $76,400 and $140,400, received from the County's stop loss insurer for high-cost claims.

Program Highlights

Based on actuarial recommendations, this fund estimates necessary premiums to cover the costs associated with anticipated claims to be paid in 2013 (described below). Charges for Service revenue include the employees' share of estimated premiums (12% or 15% for individuals enrolled in the POS plan, depending on participation in Health Advancement Program, or 10% if in the HSA plan, see program description above). Interdepartmental Charge revenues include the County's share (88%, 85% or 90%) of estimated premiums charged to County departments. Other Revenues include an increase in prescription drug rebates by $5,000 to $375,000, and interest income on Health and Dental Insurance Fund Balance, which increases by $15,000 to $62,000. Appropriated Health and Dental Insurance Fund Balance from reserves decreases by $334,700, from $570,000 to $235,300, mainly due to not needing to subsidize health insurance costs to most County departments to smooth out cost increase impacts, as was done in the 2012 budget.

Operating expenditures decrease by $345,800 to $19,886,600, and include a decrease in claims costs by $816,000 to $17,503,000, mainly due to anticipated higher enrollment levels in the lower-cost HSA plan. This decrease is partially offset by an estimated increase in the County's contribution to employee health savings accounts by $446,900 to $965,900, also based on higher enrollment in the HSA plan. **The 2013 budget includes $35,000 for a feasibility and cost-effectiveness study of an on-site health clinic**.

Note: Based on actuarial recommendation, $1.75 million (approximately 10% of the $17,503,000 in estimated claims costs for 2013) is to be reserved in the Health and Dental Insurance Fund Reserves to be available for appropriation by ordinance if claims exceed appropriations.

Activity		2011	2012	2012	2013	Budget
# of Health Ins. Contracts		Actual (a)	Budget (b)	Estimate (c)	Budget (b)	Chng
POS	Single	305	285	250	252	(33)
	Family	694	658	533	538	(120)
Total		**999**	**943**	**783**	**790**	**(153)**
H.S.A.	Single	11	75	88	97	22
	Family	8	211	304	323	112
Total		**19**	**286**	**392**	**420**	**134**

(a) Enrollment as of 12/31/2011.
(b) The 2012 and 2013 budget figures are based on the initial Countywide salary and benefit projection and exclude vacant positions. Decrease in overall enrollment from the 2012 budget to 2013 budget is mainly due to positions subsequently unfunded in the 2012.
(c) Enrollment as of 6/18/2012.

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. Actuarial consultants rate the retiree health insurance plan separately from the active employee health insurance plans.

	2011 Actual (a)	2012 Budget	2012 Estimate	2013 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	$741,218	$745,000	$855,000	$805,000	$60,000
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue (a)	$19,186	$24,000	$19,000	$19,000	($5,000)
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$760,404**	**$769,000**	**$874,000**	**$824,000**	**$55,000**
Personnel Costs	$0	$0	$0	$0	$0
Operating Expenses	$409,444	$768,100	$626,400	$823,100	$55,000
Interdept. Charges	$0	$900	$900	$900	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$409,444**	**$769,000**	**$627,300**	**$824,000**	**$55,000**
Rev. Over (Under) Exp.	$350,960	$0	$246,700	$0	$0

(a) For comparability purposes, 2011 actual revenues exclude approximately $215,000 in one-time, pass-through revenue from the federal government to County retirees to help offset health insurance costs.

Program Highlights

Based on actuarial recommendation, which is separately rated from the active employee health plans, this fund estimates necessary premiums to cover the costs associated with anticipated claims to be paid in 2013 (described below). Charges for Service revenues consist of health insurance premiums paid by retirees (retirees pay 100% of premium costs), and assume a 4.8% premium reduction for retirees based on better-than-expected experience in 2011 and 2012. Other revenues consist of prescription drug rebates that are budgeted to decrease by $5,000 to $15,000 and interest income of $4,000. The above revenues are estimated to be sufficient to cover claims and other costs in 2013, so no appropriated Health & Dental Insurance Fund Balance is budgeted in this program for 2013.

Operating expenditures increase by $55,000, mostly due to an increase estimated claims costs by $37,800 to $726,200 and an increase in estimated third-party administrator (TPA) charges by $15,450 to $41,200.

Note: Based on actuarial recommendation, $73,000 (approximately 10% of the $726,200 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.

Activity # of POS Retiree Health Ins. Contracts (a)	2011 Actuals (b)	2012 Budget	2012 Estimate (c)	2013 Budget	Budget Change
Pre-Medicare					
Single	42	42	39	39	(3)
Family	9	9	11	11	2
Total	**51**	**51**	**50**	**50**	**(1)**
Medicare					
Single	11	11	6	6	(5)
Family	5	5	6	6	1
Total	**16**	**16**	**12**	**12**	**(4)**

(a) Contract figures and the budget exclude retiree enrollment in the Medicare Advantage healthcare plan, which had 243 participants (as of March 1, 2012), and is not accounted for in the County Budget.
(b) Enrollment as of March 1, 2011.
(c) Enrollment as of March 1, 2012.

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.

	2011 Actual	2012 Budget	2012 Estimate	2013 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	$83,505	$71,000	$72,000	$70,200	($800)
Interdepartmental	$626,749	$642,000	$696,000	$634,800	($7,200)
Other Revenue	$3,447	$3,000	$3,000	$3,000	$0
Appr. Fund Balance	$0	$35,000	$0	$35,000	$0
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$713,701**	**$751,000**	**$771,000**	**$743,000**	**($8,000)**
Personnel Costs	$0	$0	$0	$0	$0
Operating Expenses	$641,078	$749,400	$747,400	$741,400	($8,000)
Interdept. Charges	$0	$1,600	$1,600	$1,600	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$641,078**	**$751,000**	**$749,000**	**$743,000**	**($8,000)**
Rev. Over (Under) Exp.	$72,623	$0	$22,000	$0	$0

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, decrease a total of $8,000 due anticipated cost decreases (discussed below). Other revenues consist of investment income, which remains at the 2012 budget level.

Operating expenditures decrease by $8,000 to $741,400, due to an anticipated decrease in third-party administrator (TPA) costs in 2013 by $8,000 to $30,000, resulting from a favorable bidding process for these services during 2012. Base operating expenditures include estimated claims costs, which remain at the 2012 budget level of $684,000.

Activity # of Dental Ins. Contracts	2011 Actual (a)	2012 Budget (b)	2012 Est. (c)	2013 Budget (b)	Budget Change
Self-Funded					
Single	199	212	193	202	(10)
Family	511	545	553	527	(18)
Total	**710**	**757**	**746**	**729**	**(28)**
DentaCare ❖					
Single	152	143	137	142	(1)
Family	338	343	307	296	(47)
Total	**490**	**486**	**444**	**438**	**(48)**

❖ 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 12/31/2011

(b) The 2012 and 2013 budget figures are based on the initial Countywide salary and benefit projection and exclude vacant positions. Decrease in overall enrollment from the 2012 budget to 2013 budget is partly due to positions subsequently unfunded in the 2012 and variation in enrollment from over time.

(c) Enrollment as of 6/18/2012.

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 Health Advancement Program's "3 Steps to Success" (biometric screening, health risk assessment and nurse review call) in order to qualify for the following incentives: Program participants in the POS plan pay a lower premium costs share at 12% (vs. 15% for non-participants), and participants in the HSA plan receive a higher HSA contribution at $1,125/$2,250 for single/family plans (vs. $1,000/$2,000 for non-participants).

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$194,854	$230,500	$207,180	$229,150	($1,350)
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$194,854**	**$230,500**	**$207,180**	**$229,150**	**($1,350)**
Personnel Costs	$0	$0	$0	$0	$0
Operating Expenses	$194,854	$228,000	$204,680	$226,650	($1,350)
Interdept. Charges	$0	$2,500	$2,500	$2,500	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$194,854**	**$230,500**	**$207,180**	**$229,150**	**($1,350)**
Rev. Over (Under) Exp.	$0	$0	$0	$0	$0

Program Highlights

Appropriated Health and Dental Insurance Fund Balance from reserves decreases by $1,350 to $229,150, based on a slight decrease in program expenditures. Base operating expenditures include $140,650 in charges from a third-party contractor to administer the Health Advancement Program, $29,000 in program incentives for participating employees, $26,000 for health coaching programs, $9,000 for cancer screenings and $22,000 for other program costs.

Activity	2011 Actual	2012 Budget (b)	2012 Estimate	2013 Budget	Budget Change
Health Assessment Participation (a)					
# Participating	1,091	1,580	1,302	1,450	(130)
% of Work Force + Spouses	51%	74%	61%	68%	-6%

(a) Employee spouses are allowed to participate in the Health Advancement program.
(b) 2012 was the first year tying participation in program to employee health premium contributions.

Contingency Fund Non-Departmental

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	2011 Actual (a)	2012 Adopted Budget	2012 Estimate (b)	2013 Budget	Change From 2012 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	$1,200,000	$500,000	$1,200,000	$0	0.0%
County Tax Levy	**$200,000**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$200,000**	**$1,200,000**	**$500,000**	**$1,200,000**	**$0**	**0.0%**
Expenditures						
Personnel Costs	$0	$0	$0	$0	$0	N/A
Operating Expenses (a)(b)	$125,200	$1,200,000	$500,000	$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	**$125,200**	**$1,200,000**	**$500,000**	**$1,200,000**	**$0**	**0.0%**
Rev. Over (Under) Exp.	$74,800	$0	$0	$0	$0	N/A

(a) 2011 actual Contingency Funds were used to cover above budget costs in the County Clerk's Office related to the recount of the Wisconsin Supreme Court Election in the spring of 2011.

(b) The 2012 Estimate for Contingency Funds used include $447,300 transferred during 2012: (1) to County Clerk's Office to cover recall election costs for the Governor, Lieutenant Governor and a State Legislator; and (2) to the Non-Departmental General Fund budget to resolve problems, mitigate risks and improve County Clerk election management protocols.

Debt Service

TABLE OF CONTENTS
DEBT SERVICE

Fund:Debt Service Mission Policy Summary 461
Debt Service Activity 462
Table by Note 463
Debt Service by Bond Issue 464
Projected Debt Service 465

Debt Service

Mission

Debt Service provides funds sufficient to make annual interest and principal payments on County debt obligations borrowed for capital expenditures, largely highway and building projects. By statute, the County's outstanding debt is restricted to 5% of the equalized value of all property in the County.

Policy

The County structures its debt borrowing issues to maintain annual debt service payments to avoid major fluctuations between years. Promissory notes are amortized integrating new debt with existing debt to achieve stability in annual payments and impact on future budgets. Larger payments are structured in later years to take advantage of call provisions of the market rates when warranted.

The County uses debt borrowing to fund no more than 80 percent of net (after revenues applied) capital budget expenditures for a moderate term no longer than ten years. This allows debt service to be managed to comprise no greater than 10% of total governmental operating expenditures over the long term. Capital projects include highway projects, county buildings, information technology projects and building projects at county parks and airport.

Based on the current five year Capital Projects Plan, debt service expenditures are structured to be no greater than 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 2013 debt issue of $17.0 million. See "Financial Management Policies" - Revenues and Debt Policies.

By State Statute, there is a 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). The County continues to be in compliance with the debt levy rate and expects to be with the 2013 debt issue.

General Debt Service Fund

This fund includes general County debt obligations related to capital project expenditures in governmental funds.

Expenditures	2011 Actual (a)	2012 Budget	2012 Estimate	2013 Based on Prior Years	Impact of 2013 Issue	2013 Budget	Budget Change
Principal	$11,885,000	$11,995,000	$11,925,000 (a)	$12,380,000		$12,380,000	$385,000
Interest Expense	$2,375,230	$2,703,898	$2,125,501	$1,978,365	$425,000	$2,403,365	($300,533)
TOTAL DEBT	$14,260,230	$14,698,898	$14,050,501	$14,358,365	$425,000	$14,783,365	$84,467
Fund Balance (b)	$126,325	$125,549	$126,325	$123,141 (b)	$0	$123,141	($2,408)
Fund balance	$828,905	$1,158,349 (c)	$509,176	$1,305,224 (d)	$0	$1,305,224	$146,875
TAX LEVY	$13,305,000	$13,415,000	$13,415,000	$12,930,000	$425,000	$13,355,000	($60,000)

(a) Does not include 2011 refunding payoff of $9.875 million balance of 2003 and 2004 debt issues or the 2012 refunding of the $6.705 million of the 2005 issue.

(b) 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.

(c) 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.

(d) 2013 Budget includes designated jail assessment revenue from prior years of $500,000, investment income (prior year revenue) of $305,224 and $500,000 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 2013-2017 Five-Year Capital Projects Plan. Projected expenditures for governmental operations assume a 3.0% annual growth rate after 2013. The 2012 estimate 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)	2011 Actual	2012 Estimate	2013 Budget	2014 Projected	2015 Projected	2016 Projected	2017 Projected
Gov. Oper.*	$196.4	$196.2	$196.3	$202.2	$208.2	$214.5	$220.9
Debt Ser.**	$14.3	$14.1	$14.8	$14.9	$15.4	$15.4	$15.5
Ratio (%) of Debt to Oper	7.3%	7.2%	7.5%	7.3%	7.4%	7.2%	7.0%

*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
2012 GOPN	2012	2022	$20,000,000	1.64%	$20,000,000
2012 Refunding (b)	2012	2015	$6,635,000	1.19%	$6,635,000
2011 GOPN (c)	2011	2021	$19,490,000	1.81%	$15,830,000
2010 GOPN (d)	2010	2020	$9,000,000	1.93%	$8,700,000
2009 GOPN (e)	2009	2019	$15,700,000	2.70%	$7,200,000
2008 GOPN (f)	2008	2018	$10,000,000	3.28%	$8,200,000
2007 GOPN	2007	2017	$10,000,000	3.77%	$6,700,000
2006 GOPN	2006	2016	$12,000,000	4.05%	$6,400,000
			TOTAL DEBT 12/31/12		$79,665,000
			2013 BUDGET		$17,000,000
			TOTAL DEBT (g)		$96,665,000

(a) GOPN=General Obligation Promissory Note
(b) 2012 refunding includes $6,635,000 of the 2005 notes refunded in April, 2012.
(c) 2011 includes refunding of $9.9 million balance of 2003 and 2004 debt issues.
(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 2013 budget will reduce the outstanding debt with the budgeted principal payment of $12,380,000 to $87,945,000.

Outstanding Debt Limit

By statute, the County's outstanding debt is limited to 5% of the equalized value of all County property.

	2011 Budget Year	2012 Budget Year	2013 Budget Year
Equalized Value (h)	$50,288,874,199	$49,552,562,500	$47,739,764,800
Debt Limit (5% x equalized value)	$2,514,443,710	$2,477,628,125	$2,386,988,240
Outstanding Debt (i)	$71,590,000	$79,665,000	$96,665,000
Available Debt Limit	$2,442,853,710	$2,397,963,125	$2,290,323,240
Percent of Debt Limit Available	97.2%	96.8%	96.0%

(h) Total County equalized value including Tax Incremental Districts for budget year purposes.
(i) Includes anticipated 2013 debt issue of $17.0 million.

SCHEDULE OF CURRENT AND ADOPTED DEBT SERVICE REQUIREMENTS

	2012 REFUNDING (a)	2006 GOPN	2007 GOPN	2008 GOPN	2009 GOPN	2010 GOPN	2011 GOPN	2012 GOPN	2013 GOPN	Total
2013										
Principal	2,515,000	1,800,000	1,200,000	1,000,000	300,000	450,000	4,615,000 (b)	500,000	0	12,380,000
Interest	63,992	221,375	236,375	258,900	215,750	273,648	311,700	396,625	425,000	2,403,365
2013 Budget Total										14,783,365
2014										
Principal	2,720,000	2,000,000	1,200,000	1,500,000	650,000	900,000	2,015,000 (b)	700,000	450,000	12,135,000
Interest	32,844	145,375	189,875	218,275	204,250	259,923	245,400	384,625	510,000	2,190,567
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	600,000	12,325,000
Interest	8,330	75,375	135,625	163,525	183,063	235,466	213,250	355,625	496,500	1,866,759
2016										
Principal		1,100,000	1,600,000	1,800,000	1,450,000	1,435,000	1,700,000	2,300,000	600,000	11,985,000
Interest		22,688	73,625	102,775	148,250	198,443	180,000	310,625	478,500	1,514,906
2017										
Principal			1,100,000	1,100,000	1,450,000	1,435,000	1,800,000	2,600,000	2,000,000	11,485,000
Interest			21,313	53,700	102,938	152,164	136,250	261,625	460,500	1,188,490
2018										
Principal				1,000,000	1,300,000	1,435,000	2,000,000	2,700,000	2,350,000	10,785,000
Interest				17,500	58,250	103,015	88,750	208,625	400,500	876,640
2019										
Principal					1,100,000	1,255,000	1,000,000	2,800,000	2,350,000	8,505,000
Interest					18,563	53,430	51,250	153,625	330,000	606,868
2020										
Principal						715,000	1,000,000	2,500,000	2,350,000	6,565,000
Interest						14,479	26,250	100,625	259,500	400,854
2021										
Principal							500,000	2,400,000	2,300,000	5,200,000
Interest							6,875	51,625	189,000	247,500
2022										
Principal								1,300,000	2,000,000	3,300,000
Interest								13,813	120,000	133,813
2023										
Principal									2,000,000	2,000,000
Interest									120,000	120,000
Total Principal	$6,635,000	$6,400,000	$6,700,000	$8,200,000	$7,200,000	$8,700,000	$15,830,000	$20,000,000	$17,000,000	$96,665,000
Total Interest	$105,166	$464,813	$656,813	$814,675	$931,064	$1,290,568	$1,259,725	$2,237,438	$3,789,500	$11,549,762
Total Payment	$6,740,166	$6,864,813	$7,356,813	$9,014,675	$8,131,064	$9,990,568	$17,089,725	$22,237,438	$20,789,500	$108,214,762

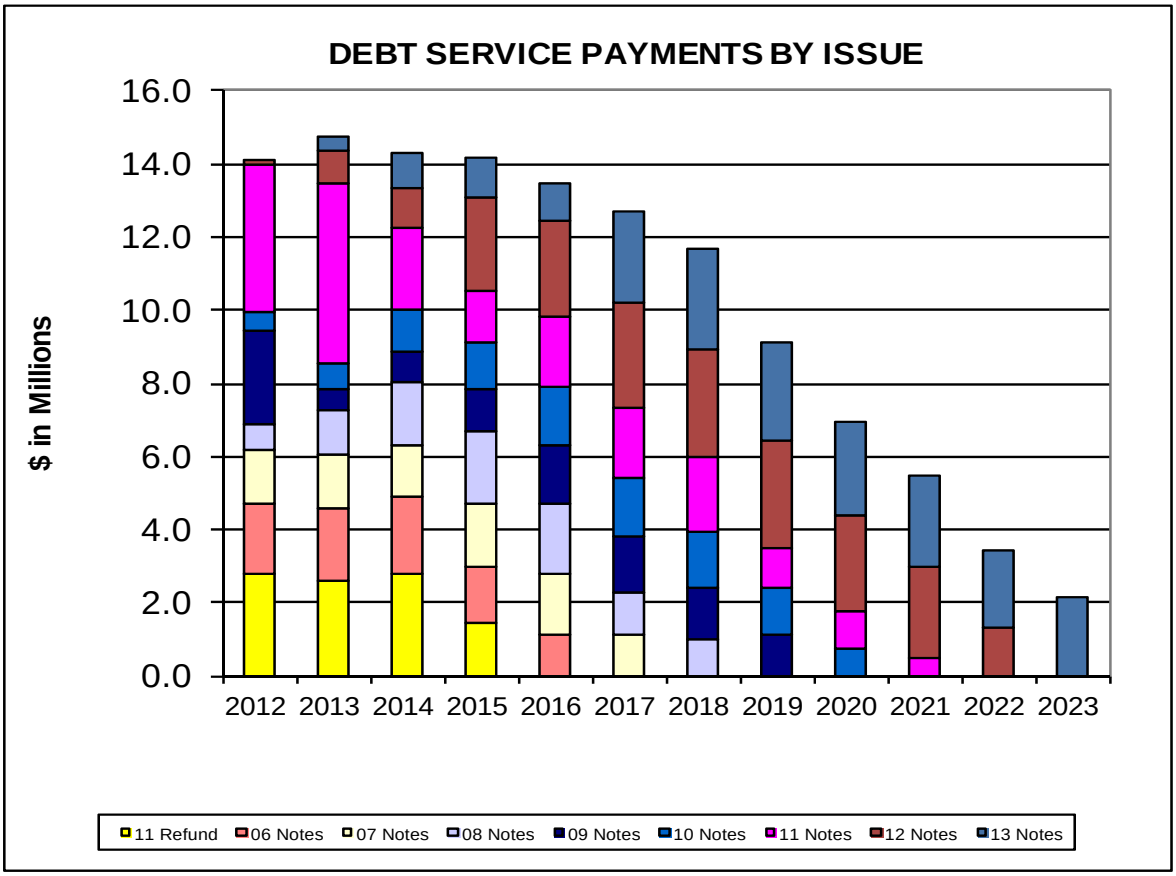
(a) 2012 Refunding Issue includes $6.6 million of the 2005 notes refunded in April, 2012
(b) 2011 Issue of $19,490,000 includes refunding of $9.9 million balance of the 2003 and 2004 debt issues.

DEBT SERVICE BY BOND ISSUE

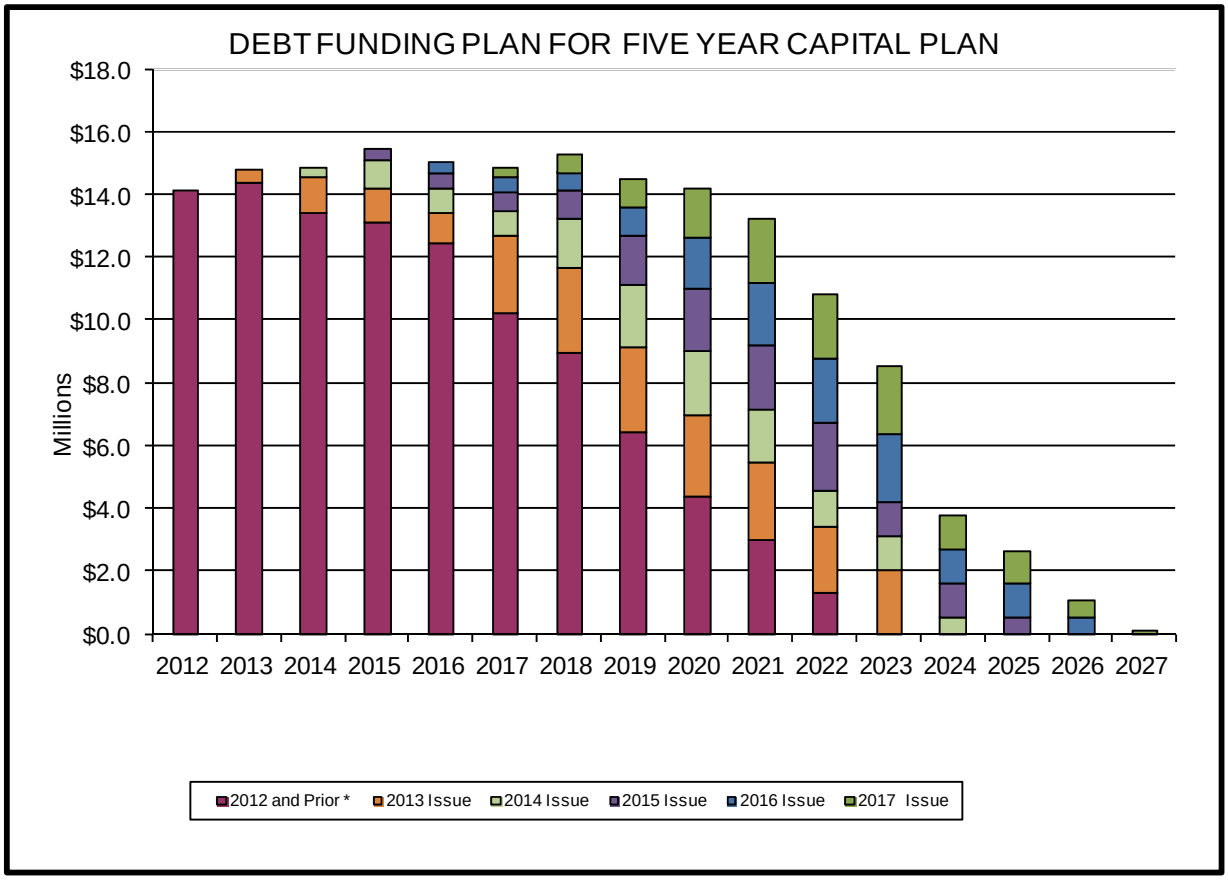
Payments by bond issue indicate a rapid repayment of debt due to a policy of using moderate term (9 to 10 years) promissory notes amortized integrating new debt with existing debt to achieve stability in annual payments and impact on future budgets. Larger payments are structured in later years to take advantage of call provisions of the market rates when warranted. It is the County's policy to maintain County infrastructure (roads, facilities, technology, and equipment) within established standards to avoid more costly replacement or liability risks. The County relies on using moderate term debt issues to finance these projects and continue to address infrastructure needs prudently.

Debt service increases in 2013 include interest expense of $425,000 (assuming 3.0% annual rate for 10 months) on borrowing planned at $17.0 million for 2013 capital projects. The 2013 issue is planned for a ten year term, therefore the County's debt, to this point in time including the 2013 budget issue, is planned to be entirely paid off by the year 2023.

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 estimated at $256,000. In 2012, $6.625 million of debt issued in 2005 was also refinanced with additional interest savings estimated at $332,000.



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)



	2013 Budget	2014 5- Year Plan	2015 5- Year Plan	2016 5- Year Plan	2017 5- Year Plan
Capital Plan Project Costs	$27,870,000	$20,566,500	$14,264,480	$13,450,000	$13,013,000
Capital Plan Funding					
Project Direct Funding Sources (a)	$5,349,000	$4,902,500	$1,704,000	$633,000	$708,400
Investment Income on Cash Balances	$510,000	$400,000	$400,000	$400,000	$400,000
Tax levy/Current Funds (b)	$5,011,000	$5,264,000	$2,160,480	$2,417,000	$1,904,600
Borrowed Funds	$17,000,000	$10,000,000	$10,000,000	$10,000,000	$10,000,000
Total Capital Plan Funding	$27,870,000	$20,566,500	$14,264,480	$13,450,000	$13,013,000
Length of Bond Issue-Years	10	10	10	10	10
Estimated Interest Rate %	3.00%	4.00%	4.00%	4.00%	4.00%
Planned Bond Issue	$17,000,000	$10,000,000	$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.
(b) Includes funds from Capital and General Fund Balances.

THIS PAGE LEFT BLANK

Capital Projects

TABLE OF CONTENTS
CAPITAL PROJECTS

2013 Capital Budget

Mission/Policy 469
Summary 469
Projects Listing 470
Highlights 473
Operating Impact & Capital Project Detail 474

2013-2017 Capital Projects Plan

Plan Summary 518
Plan Summary by Functional Area 518
Plan Summary Narrative 520
2013-2017 Project Summary Listing 521

Mission

To provide comprehensive planning and analysis of the long-range capital needs of Waukesha County. This process contributes to the fiscal review and prioritization of such capital projects as facility development (new construction and improvements), infrastructure maintenance, technology, major equipment and systems installations.

Policy

A capital project is defined as an active or proposed non-recurrent expenditure in one or more specified plan years of an amount usually in excess of $100,000 for a permanent fixed asset (building, land, improvement, or equipment or technology installation) which has a useful life or extends the useful life of an existing fixed asset, usually in excess of seven years.

This budget maintains the emphasis on planning and funding for infrastructure and capital improvements projects, as they are needed rather than reacting to 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 "2013 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

	2011 Budget	2012 Budget	2013 Budget	Change from 2012 $	Change from 2012 %
Expenditures	$19,982,500	$39,956,000	$27,870,000	($12,086,000)	-30.2%
Revenues-Project Specific	$2,060,000	$5,600,000	$4,213,000	($1,387,000)	-24.8%
Enterprise Fund Balance (a)	$7,000	$135,000	$1,071,000	$936,000	693.3%
Net Expenditures	$17,915,500	$34,221,000	$22,586,000	($11,635,000)	-34.0%
Other Financing Sources:					
Investment Earnings	$350,000	$700,000	$510,000	($190,000)	-27.1%
Debt Issue Proceeds	$10,000,000	$20,000,000	$17,000,000	($3,000,000)	-15.0%
Cash Balances from					
Governmental Fund Balance (b)	$3,650,000	$9,716,000	$2,000,500	($7,715,500)	-79.4%
Internal Service Fund Balance (c)	$590,000	$580,000	$525,000	($55,000)	-9.5%
Revenues-General	$900,500	$800,000	$550,500	($249,500)	-31.2%
Tax Levy	**$2,425,000**	**$2,425,000**	**$2,000,000**	**($425,000)**	**-17.5%**
Total Cash Balances	$7,565,500	$13,521,000	$5,076,000	($8,445,000)	-62.5%
Est. Use of Cash Balances as % Of Net Expenditures	42.2%	39.5%	22.5%		

a) 2013 Budget use of Enterprise fund balance of $1.071 million includes Airport Fund $491,000, Radio Services Fund $387,500, Golf Course Fund $50,000 and Ice Arena Fund $142,500.
b) Governmental Fund Balance use of $2.0 million includes Special Revenue Fund of $65,000, General Fund balance of $1,540,500 and Capital Project Fund Balance of $395,000.
c) Fund Balance appropriations in 2013 Budget include Proprietary Fund Balance of $525,000 from Internal Service Fund operations (End User Technology Fund).

2013 Capital Projects

	2011 Budget*	2012 Budget	2013 Budget	12-13 Budget Change
EXPENDITURES				
Justice and Public Safety	$518,000	$1,245,000	$1,045,000	($200,000)
Health and Human Services *	$3,616,500	$18,000,000	$10,721,000	($7,279,000)
Parks, Env, Edu & Land Use	$1,835,000	$1,884,000	$3,996,000	$2,112,000
Public Works	$11,353,000	$17,807,000	$11,018,000	($6,789,000)
County Wide Technology Projects	$2,550,000	$880,000	$960,000	$80,000
Est. Financing Costs	$110,000	$140,000	$130,000	($10,000)
Total Gross Capital Expenditures	$19,982,500	$39,956,000	$27,870,000	($12,086,000)
REVENUES-Project Specific				
County Highway Improvement Program (CHIP)	$0	$0	$0	$0
CHIP-Discretionary	$500,000	$0	$300,000	$300,000
Federal Transportation Enhancement (TE) Grant	$0	$0	$1,900,000	$1,900,000
Energy Grant	$160,000	$0	$0	$0
Highway Local Reimbursement	$0	$2,000,000	$2,013,000	$13,000
STP-M Federal Revenue	$1,400,000	$3,600,000	$0	($3,600,000)
Subtotal Revenues-Project Specific	$2,060,000	$5,600,000	$4,213,000	($1,387,000)
REVENUES-General				
State Shared Revenue/Utility Payment	$250,000	$300,000	$200,500	($99,500)
State Computer Equipment Exemption	$650,500	$500,000	$350,000	($150,000)
Subtotal Revenues-General	$900,500	$800,000	$550,500	($249,500)
FUND BALANCE APPROPRIATIONS:				
Airport Fund	$0	$65,000	$491,000	$426,000
Radio Services Fund	$7,000	$70,000	$387,500	$317,500
Golf Course Fund	$0	$0	$50,000	$50,000
Ice Arena Fund	$0	$0	$142,500	$142,500
Subtotal: Enterprise Funds	$7,000	$135,000	$1,071,000	$936,000
End User Technology Fund-Internal Service	$590,000	$580,000	$525,000	($55,000)
CAFÉ Library Fund-Special Revenue	$0	$0	$65,000	$65,000
General Fund - Human Services	$500,000	$0	$0	$0
General Fund - ROD Doc. Fee Reserved	$350,000	$100,000	$300,000	$200,000
General Fund - Com Cen Reserved	$25,000	$1,175,000	$0	($1,175,000)
General Fund - Assigned	$150,000	$200,000	$1,240,500	$1,040,500
Capital Project Funds Assigned *	$2,625,000	$8,241,000	$395,000	($7,846,000)
Subtotal: Cash Balances from Governmental Fund Balance	$3,650,000	$9,716,000	$2,000,500	($7,715,500)
Total Fund Balance Uses For Capital Projects	$4,247,000	$10,431,000	$3,596,500	($6,834,500)
Investment Earnings	$350,000	$700,000	$510,000	($190,000)
Debt Proceeds	$10,000,000	$20,000,000	$17,000,000	($3,000,000)
Tax Levy	$2,425,000	$2,425,000	$2,000,000	($425,000)

* 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	2013 Project Budget	Fund Balance & Revenue Applied		Net $'s Needed After Revenues Applied
	PUBLIC WORKS AIRPORT					
476	AIRPORT FACILITY UPGRADES	201118	$11,000	$11,000	(a)	$0
477	RECONSTRUCT HANGAR 674	201213	$10,000	$10,000	(a)	$0
478	RUNWAY 10/28 SAFETY ZONES	200310	$260,000	$260,000	(a)	$0
479	TAXIWAYS C REALIGNMENT & LIGHTING	201308	$210,000	$210,000	(a)	$0
	PUBLIC WORKS - BUILDINGS					
480	FUEL SITE UPGRADES	201211	$82,000	$0		$82,000
481	COURTHOUSE FUTURE STUDY	200914	$250,000	$0		$250,000
483	HEALTH & HUMAN SERVICES BLDG	200615	$10,261,000	$0		$10,261,000
	SHERIFF					
484	JAIL SYSTEM RE-ENGINEERING & UPGRADES	201307	$20,000	$20,000	(b)	$0
	PUBLIC WORKS BUILDINGS					
486	MHC CHILLER UPGRADES	201212	$48,000	$0		$48,000
487	ENERGY EFFICIENCY IMPROVEMENTS	201208	$333,000	$333,000	(c)	$0
	UW-Waukesha					
488	UWW BOILER,CHILLER & CONTROLS REPLACE	200902	$947,000	$0		$947,000
	PUBLIC WORKS - HIGHWAYS					
490	CTH ES, Fox River Bridge	201004	$150,000	$0		$150,000
491	CTH NN, STH 83 to CTH ES	201006	$288,000	$0		$288,000
492	CTH L, CTH Y to Moorland Road	200011	$3,377,000	$2,013,000	(d)	$1,364,000
493	CTH D, CALHOUN -INTERSECTION	200511	$590,000	$0		$590,000
494	CTH VV, CTH Y to JACKSON	200608	$1,536,000	$0		$1,536,000
495	WAUKESHA WEST BYPASS	200917	$1,220,000	$0		$1,220,000
497	CTH O, CTH HH TO GRANGE AVE.	201007	$351,000	$0		$351,000
498	CTH D, Deer Creek Bridge	201303	$5,000	$0		$5,000
499	REPAVING PROGRAM 2013-2017	200911	$1,200,000	$0		$1,200,000
500	CULVERT REPLACEMENT PROGRAM	9817	$100,000	$0		$100,000
501	SIGNAL/SAFETY IMPROVEMENTS	200427	$300,000	$300,000	(e)	$0

(a) Airport Fund Balance
(b) General Fund Balance from prior year jail assessment fees
(c) General Fund Balance
(d) Local Reimbursement for city road amenities
(e) County Highway Improvement Program (CHIP)-Discretionary Funds

Page #	PROJECT TITLE	Project Number	2013 Project Budget	Fund Balance & Revenue Applied		Net $'s Needed After Revenues Applied
	PARKS AND LAND USE					
502	PARKS RESTROOM RENOVATION	200505	$700,000	$0		$700,000
503	MENOMONEE MAIN BLDG DEMOLITION	201106	$325,000	$325,000	(f)	$0
504	BIKEWAY PAVEMENT IMPROVEMENTS	200014	$2,636,000	$1,900,000	(g)	$736,000
505	EBLE ICE ARENA ROOF REPLACEMENT	201305	$285,000	$285,000	(h)	$0
506	WANAKI GC BRIDGE REPLACEMENT	201309	$50,000	$50,000	(i)	$0
	FEDERATED LIBRARY					
507	REPLACEMENT OF INTEGRATED LIBRARY SYS	201212	$65,000	$65,000	(j)	$0
	COUNTY CLERK					
508	ELECTION SYSTEM UPGRADE	201310	$70,000	$70,000	(f)	$0
	REGISTER OF DEEDS					
509	ROD ELECTRONIC RECORD REDACTION	201117	$300,000	$300,000	(k)	$0
	IT-EMERGENCY PREPAREDNESS					
510	DIGITAL RADIO SYSTEM UPGRADE	200815	$775,000	$387,500	(l)	$387,500
	TECHNOLOGY PROJECTS					
511	ENTERPRISE CONTENT MANAGEMENT	200910	$250,000	$250,000	(m)	$0
513	IMPLEMENT HHS AUTOMATED SYS	200109	$460,000	$460,000	(n)	$0
515	WORKFORCE MANAGEMENT SYSTEM	200912	$275,000	$275,000	(m)	$0
	EST. FINANCING (Includes Arb Rebate/Discount)	999999	$130,000	$0		$130,000
	TOTAL EXPENDITURES/Fund Balance Applied/Net $ Needed		$27,870,000	$7,524,500		$20,345,500

ADDITIONAL REVENUES & FUND BALANCE-GENERALLY APPLIED

STATE COMPUTER EQUIPMENT EXEMPTION	$350,000	
STATE SHARED REVENUE/UTILITY PAYMENT	$200,500	
CAPITAL PROJECT FUND BALANCE	$285,000	
DEBT ISSUE PROCEEDS	$17,000,000	
INVESTMENT INCOME EARNED ON DEBT ISSUE	$510,000	
TOTAL FROM OTHER FUNDING SOURCES		$18,345,500

TAX LEVY	$2,000,000

(f) General Fund Balance
(g) Federal Transportation Enhancement (TE) Grant Funding
(h) Ice Arena Fund Balance $142,500 and General Fund Balance $142,500
(i) Golf Course Fund Balance
(j) CAFÉ Library Fund Balance
(k) General Fund Balance from prior year document recording fees
(l) Radio Services Fund Balance
(m) End User Technology Fund Balance
(n) Capital Project fund balance $110,000 and $350,000 General Fund Balance

GENERAL SUMMARY

The 2013 capital project expenditures decrease $12,086,000 from the 2012 Adopted Budget to almost $27.9 million. Changes are identified by functional area below.

Justice and Public Safety

Projects in this functional area total $1,045,000, which is $200,000 less than prior year budget. The 2013 budget funding includes $250,000 for a courthouse study; $775,000 for identifying requirements for the digital radio system upgrade; and $20,000 for the design of the jail system software upgrade.

Health and Human Services

The Human Services area includes $10,261,000 of construction funding for the new building, which is a decrease of $7.8 million from the 2012 Adopted Budget, representing funding needed for the construction in year two. This project will replace the current 1911 (over 100 years old) building and the Public Health Center. The 2013 budget is $2 million less than the 2013 capital plan due to revised cash flow requirements and in addition the over all project is reduced $1.0 million. The 2013 capital budget also includes $460,000 of additional funding for a technology project.

Parks, Environment, Education and Land Use

Projects in this functional area total almost $4 million, an increase of $2.1 million over the 2012 Budget level. The multi-year rest room renovation projects at reserved picnic sites throughout County parks continues at Minooka Park with funding at $700,000. The paving of the Bugline bike trail continues in 2013 with $2.5 million funded in part with Federal funds of $1.9 million. The 2013 budget includes new projects for first year design work at of $50,000 for bridge replacements at Wanaki Golf Course; $325,000 for the demolition of the abandoned Menomonee Park Maintenance Building; and $285,000 for the replacement of the Eble Ice Arena Roof.

Public Works

Project expenditures in the Public Works functional area total $11.0 million, a decrease of $6.8 million from the 2012 Adopted Budget. Projects include buildings, highways and the airport as follows:

Buildings

Building infrastructure improvements total almost $1.4 million. Facility project improvements includes almost $950,000 for the replacement of the chiller and controls at UW-Waukesha. Design work is at $82,000, which addresses the chiller at the Mental Health Center, with a future year replacement. A project continues to address energy efficiency improvements over the next two years mainly for interior and exterior lighting upgrades. This includes 2013 funding of $333,000. Fuel Site upgrades work will be completed with second year funding of $82,000.

Highways

The 2013 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. The County Highway (CTH) ES (National Ave) bridge project includes $150,000 in County funding for design. Another $5,000 for preliminary design work is included for the Deer Creek Bridge on CTH D (Cleveland Ave). Future year construction costs will also include Federal Bridge aid funding of $1.2 million.

Signal & Safety Improvements

Project costs of almost $900,000 address intersection improvement including traffic signals and turn lanes at the top two rated locations over two years (2013-14). 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 $590,000.

Repaving A funding level of $1.2 million is proposed for annual County Trunk Highway (CTH) repaving program to cover 20 miles of road. Another project to rehab v CTH NN in the village of Mukwonago, from STH 83 to CTH ES National Avenue, begins in 2013 with design work costs at $288,000.

Priority Corridors Four projects address major through routes in the County. Construction funds of $1.5 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. Additional planning and design costs of $1.2 million are included for the Waukesha West Bypass project. The reconstruction of CTH L (Janesville Road) includes last year funding of almost $3.4 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. Design funds of $351,000 are included for the completion of additional lanes on CTH O, between CTH HH (College Avenue) to Grange Avenue to create a continuous four-lane roadway.

Airport
The 2013 budget includes funding for four Airport projects including $11,000 for design work for Airport Facility upgrades, $10,000 to redesign the southeast T-hanger area to address larger aircraft, $260,000 to address runway 10/28 safety zone areas along with federal and state funds of $15.1 million and $210,000 to reconstruct and realign taxiway C along with signage and lighting. This project utilizes almost $4 million in federal and state funds.

County Wide Technology Investments
The Workforce Management system replacement project will include additional funding of $275,000 in 2013 to extend the schedule and provide consultant assistance to minimize the impact of implementation work on regular staff duties. 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 $300,000. 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. Funding of $250,000 will complete the Enterprise Content Management project for the automated process for storage and archival for electronic records. The Integrated Library System (ILS) is completed with additional funding of $65,000 for identified servers and network setup. An Election System Upgrade project begins with $70,000 for study and design.

Project Revenue Funding
Revenues and various Fund Balance appropriations for project funding decreases by almost $8.6 million to $8.9 million for the 2013 Budget.

Project specific revenue includes a decrease of almost $1.4 million including a reduction for Federal Highway funding of $3.6 million, partially offset with $1.9 million of a Federal Transportation Enhancement grant for bike trail paving and $300,000 for the County Highway Improvement program. Almost $2 million is also identified for local reimbursement of the cost of street amenities.

Revenues also include State payments received for personal property tax exemption for technology equipment of $350,000 and State shared revenue/utility payments allocated to Capital Projects budget estimated at $200,500.

Use of various Fund Balances for specific projects in 2013 include: $525,000 of End User Technology Fund Balance; Airport Fund Balance $491,000; $387,500 of Radio Services Fund Balance; Golf Course Fund Balance of $50,000; Ice Arena Fund Balance of $142,500, CAFÉ Library Fund Balance of $65,000 and $1,540,500 of General Fund Balance and $395,000 of Capital Project Fund Balance. Use of Fund Balances totals $3,596,500, a decrease of $7,027,000 in the 2013 capital budget from the 2012 Adopted Budget. This includes $7.8 million of Capital project Fund Balance which had been used to fund the 2012 Health & Human Services project budget of $18 million.

Borrowed funds are budgeted at $17.0 million mostly to fund the planned replacement of the Health and Human Services building for $35.2 million. Investment income is budgeted at $510,000. Property tax levy funding at $2,000,000, a reduction of $425,000 from the 2012 Adopted Budget. Tax levy and the use of governmental fund cash balance of $2.0 million and internal service fund balance of $525,000 along with County general revenues of $550,000 maintains the County's "down payment" at 22.5% of net capital expenditures.

OPERATING IMPACTS BY FUNCTIONAL AREA

Justice and Public Safety
An upgrade to Countywide digital radio system for public safety and radio console equipment will change maintenance costs currently budgeted in operating budgets for existing system users. The operating impacts will be estimated once the budget, concept and design phases of the projects are completed. A jail system software upgrade project will include imaging enhancements, improved security, screen and data base functionality. On-going operating costs are identified as $7,100 for hardware and $34,000 for software annually.

Health and Human Services
Construction is planned to be completed for the new Health and Humans Services building, with an anticipated occupancy date of 4th Quarter 2013. Start up costs included in the 2013 operating budget include $39,000 for utilities, $11,000 for facility maintenance and $26,400 for the start up of a new housekeeping contract. A court house study will be conducted in 2013 to determine possible interim use of the building. Preliminary numbers to mothball the existing H&HS building are annual costs of $192,000 to maintain temperature and humidity at

levels to prevent freezing and mold growth, as well as performing building inspections and rodent and pest control.

Park, Environment, Education and Land Use

Maintenance costs for park restroom renovations are expected to 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 2013 with restroom renovations at Minooka Park. The 16-mile Bugline Trail will be paved in 2013. 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. The Eble Ice Arena roof replacement results in cost avoidance for annual patching estimated at $10,000- $40,000. Wanaki Golf Course bridges are planned to be replaced over four years at an estimated cost of $545,000. The number of bridges will be reduced to avoid future maintenance costs. The project is also expected to improve river flow and reduce flooding which may help limit golf course closures and loss of revenue. A building demolition project at Menomonee Park will eliminate further upkeep and maintenance expenses at that park location.

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. 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 2013 and other energy conservation projects in future years which are expected to reduce energy consumption and result in budgeted cost savings 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 2012. The County follows Wisconsin Department of Transportation guidelines for bridge replacement. Structure rehabilitation is warranted when the sufficiency number drops below 80 and a structure replacement is warranted when the sufficiency number drops below 50. The Highway Engineering division continues to work to maintain an average sufficiency index rating of 80 or higher for all county bridges.

Technology Projects

The Capital plan continues a number of technology projects to improve and automate business processes as well as upgrade old systems. This includes a Workforce Management (time and attendance tracking and scheduling) upgrade expected to help better manage and reduce overtime usage and spending. A Lands Records Redaction project to move to electronic real estate records will include additional technology maintenance fees offset by increasing efficiency from online records search, retrieval revenue and help to reduce costly record storage. Implementation of Health & Human Services automated case management system will include operating impacts for software maintenance fees estimated at $150,000 which will likely impact the 2014 H&HS operating budget, however a positive return on investment includes savings from process improvements and personnel time savings. The Electronic Document Management and Archival project is expected to reduce costs associated with system recovery, record storage, and the management of email and archival and retrieval functions, resulting in a positive return on investment with a breakeven point of 2.5 years. Savings include risk reduction, reduction in record storage and staff time associated with e-Discovery and record retrieval. The implementation of Voice Over Internet Protocol is expected to result in a reduction in telecommunication charges to departments. The vendor selection process will determine return on investment results for a hosted and “Cloud” solution. An election system upgrade project study will address both process improvements and automated system enhancements to maximize efficiencies and automate the vote collection, tallying and reporting processes.

Project #	201118	**Project Title**:	Airport Facility Upgrades
Department:	Public Works-Airport	**Manager:**	Allison Bussler, DPW Director
Phase:	Budget & Concept		
Budget Action:	As Planned	**Date:**	Aug-12

CAPITAL BUDGET SUMMARY				
Year	2013	2014	2015	Total
Project Phase	Budget & Concept	Design	Construction	Project
Expenditure Budget	$11,000	$31,000	$539,000	$581,000
Revenue Budget	$11,000	$31,000	$539,000	$581,000
Net County Cost	$0	$0	$0	$0

COST DOCUMENTATION		REVENUE	
Architect	$42,000	Airport Fund Balance	$581,000
Construction	$499,000		
Contingency	$40,000		
Total Project Cost	$581,000	Total Revenue	$581,000
EXPENDITURE BUDGET	$581,000	**REVENUE BUDGET**	$581,000

Project Scope & Description
Upgrade the HVAC infrastructure and replace worn items as identified by the five-year building improvement plan.

Location
Terminal and control tower buildings at the Waukesha County Airport.

Analysis of Need
Waukesha County Airport's main terminal building and control tower are two of the nicest aviation facilities in Wisconsin and serve as the aviation gateway to Waukesha County for pilots, passengers and the community. The control tower and terminal building were built in 1997 and 1998 and are in need of interior paint, wall paper, carpet and ceramic tile within the next five years. Both buildings have been measured and assessed for repairs and a five-year-building improvement plan was developed to calculate the cost of these repairs.

The heating, ventilating and air conditioning equipment installed in this facility was scheduled to be replaced in the LAW study in 2010 and 2011. The equipment is still in operable condition and it is recommended that replacement be deferred until 2015. New equipment will provide the County an opportunity to utilize more energy efficient equipment and reduce energy consumption.

Alternatives
Do nothing. The condition of the buildings is good now but will continually fade as the years progress making the interiors less attractive.

Ongoing Operating Costs
Estimated cost savings as result of replacing the HVAC S/B at least 10% or equivalent to a two year payback period which will be determined as proof of the budget and concept work in 2013.

Previous Action
Approved as new project in 2011-2015 Plan.
2012-2016 capital plan: approved as planned.

Project #	A-201213	**Project Title**:	Reconstruct Hangar 674
Department:	Public Works-Airport	**Manager:**	Allison Bussler, DPW Director
Phase:	Delay; C-Scope		
Budget Action:	C - Delay	**Date:**	Aug-12

CAPITAL BUDGET SUMMARY		
Year	2013	Total
Project Phase	Concept	Project
Expenditure Budget	$10,000	$10,000
Revenue Budget	$10,000	$10,000
Net County Cost	$0	$0

COST DOCUMENTATION		REVENUE	
Alternatives Study	$10,000	Airport Fund Balance	$10,000
Total Project Cost	$10,000	Total Revenue	$10,000
EXPENDITURE BUDGET	$10,000	**REVENUE BUDGET**	$10,000

Project Scope & Description

Complete an alternatives analysis for redesigning southeast T-hangar area to accommodated modern style hangars and meet current Federal Aviaion Administration clearance requirements for replacing hangar 674.

In the 50-years since the original hangars were constructed, the dimensions of small aircraft have increased necessitating a slightly larger hangar. This would compromise taxiway and object free area dimensions. A redesign of this area to meet current criteria is the recommended course of action.

Location

Southeast hangar area of airport.

Analysis of Need

The original hangars were constructed in 1963 to meet the demands and aircraft designs of that time. Up until 2005, tenancy had been 100% and there was a waiting list. Deteriorating conditions caused several units to become untenable. In a memo dated May 10, 1993, County Field Operations Manager Kerry Kneser was of the opinion that a “major reconstruction” was required to address problems at that time. One of the suggestions in the memo was to: “Tear down the existing hangars, regrade the entire lot and start all over.” With the demolition of hangar 674, there are 40 remaining T-hangar units with a 95% occupancy rating. With newer aircraft being slightly wider and longer potential tenants have been turned away. The T-hangars have historically been a revenue source with their useful life exceeding the depreciation schedule.

Alternatives

Do nothing: Continue using the hangars until they become untenable and demolish as needed. This would displace tenants to other area airports as T-hangar availability is reduced. Rental income and fuel sales would decline. Fewer based aircraft and operations could effect FAA Funding for the Contract Tower Program and our priority position among GA airports for federal funding.

Ongoing Operating Costs

If replacement hangars are ultimately constructed, the FBO is responsible for a portion of maintenance costs based on a formula in the FBO Agreement. Experience with hangar 513, a prefabricated steel building constructed in 1984, has been very favorable. Revenue would cover depreciation expense.

Previous Action

Approved as new project in 2012 plan.

Project #	A-200310	**Project Title**:	Runway 10/28 Safety Areas
Department:	Public Works/Airport	**Manager:**	Allison Bussler, DPW Director
Phase:	Design		
Budget Action:	C - $ Update	**Date:**	Sep-12

CAPITAL BUDGET SUMMARY

Year Project Phase	2007 Design	Phase I -2013 Construction	Phase II - 2014 Construction	Total Project
Expenditure Budget	$356,500	$260,000	$180,000	$796,500
Revenue Budget	$356,000	$260,000	$180,000	$796,000
Net County Cost	$500	$0	$0	$500

COST DOCUMENTATION		**REVENUE**	
Construction	$13,234,200	WI BOA 5%	$796,500
Design	$1,191,100	FAA 90%	$14,288,100
Construction Admin	$1,455,800	Project dependent on available Federal and/or State Funding	
Total Project Cost	$15,881,100	Total Revenue	$15,084,600
EXPENDITURE BUDGET	$796,500	**REVENUE BUDGET** (Airport Fund Balance)	$796,500

Project Scope & Description

To improve the currently non-compliant runway safety area (RSA) and object free area (OFA) to provide for standard RSA and OFA dimensions. Doing this requires the implementation of Declared Distances on runway 10/28, which can be built with no effect to Pewaukee Road or to Silvernail Road. A state Bureau of Aeronautics (BOA) study conducted on May 13, 2005 states that the condition of the pavement for runway 10/28 will reach the minimum service level in 2012, which will require substantial rehabilitative maintenance to the runway. The BOA states that this will more than likely be the triggering event that causes the FAA to withhold federal funding for the rehabilitation if the safety areas are not in compliance with federal regulations.

Location

Safety Areas off of both ends of runway 10/28.

Analysis of Need

In October of 1999, the FAA issued Order 5200.8, *Runway Safety Area Program*. The RSA is intended to provide a measure of safety in the event of an aircraft excursion from the runway by significantly reducing the extent of personal injury (to both people on the ground and in the aircraft) and aircraft damage during overruns, undershoots and veer-offs. It is the objective of the Runway Safety Area Program that all RSA's at federally obligated airports conform to the standards set forth in FAA Advisory Circular (AC) 150/5300-13, *Airport Design.* As part of the Master Plan process there was a review of the RSA. Based strictly on above ground objects the RSA does not meet the FAA requirements. Pewaukee Road penetrates the RSA by an average of 375 feet, while Silvernail penetrates the RSA at an angle, with encroachment at the southwest corner by approximately 200 feet and encroachment at the northeast edge by 700 feet. Changes to airport design criteria, lack of federal funding for several years, changes in cost share percentages and concurrence from different divisions of FAA delayed project. In March 2012, the FAA agreed on a course of action.
With safety area compliance projects becoming a high priority for the BOA, it would be prudent to include this project in the plan in order to get it included in the BOA capital plan to ensure that the state can program adequate funds.

Alternatives

Do nothing: If we do nothing and still wish to receive federal aid for runway related repairs or reconstruction beyond 2012, we would be required to shorten the length of the runway at both ends, relocate the localizer antenna, approach lighting system, glideslope antenna, perimeter fencing, connector taxiway, and the visual approach slope indicators (VASI's). The cost of this alone is estimated to be $1.8 million. Under this scenario impacts to the surrounding roads and land uses of the airport would be minimal. However, given the runway length needs associated with the existing and projected corporate users of the airport, a reduction in the runway length would limit current aircraft operations and put restrictions on projected future growth. The runway would be shortened by 1000 feet making it essentially useless to jet aircraft. If we do nothing and still wish to keep the existing 5850 feet of runway, the County would be solely responsible for any future capital costs associated with the runways. Under this scenario, the future ability of the airport to expand to meet the changing needs of the users would be severely hampered.

Ongoing Operating Costs

The ongoing operating costs would be associated with the continued maintenance required for upkeep of the extended pavement, plus the extra area required for snow removal.

Previous Action

Approved for design, initial request for construction.

Project #	201308	**Project Title**:	Taxiway "C", Realignment and Lighting
Department:	Public Works-Airport	**Manager:**	Allison Bussler, DPW Director
Phase:	Construct		
Budget Action:	New	**Date:**	Aug-12

CAPITAL BUDGET SUMMARY

Year	2012	2013	Total
Project Phase	Design	Construction	Project
Expenditure Budget	$0	$210,000	$210,000
Revenue Budget	$0	$210,000	$210,000
Net County Cost	$0	$0	$0

COST DOCUMENTATION		**REVENUE**	
Construction	$3,485,000	WI BOA 5%	$205,000
Design	$315,000	FAA 90%	$3,765,000
Admin/Engineering	$380,000	Project dependent on available Federal and/or State Funding	
Total Project Cost	$4,180,000	Total Revenue	$3,970,000
EXPENDITURE BUDGET	$210,000	**REVENUE BUDGET** (Airport Fund Balance)	$210,000

Project Scope & Description

Reconstruct and realign Taxiway "C" in conformance with FAA runway separation distance standards. Install intersection guidance signs in compliance with FAA design standards and replace pavement edge reflectors with a taxiway edge lighting system. An alternate to this project is to remove 2.1 acres of unneccessary pavement from the North Ramp area. This would include replacement of the edge lighting to coincide with the new pavement configuration.

Location

Taxiway "C" is the eastern parallel for the north/south runway 18/36. Currently approved Environmental Assessment will determine alignment.

Analysis of Need

Separation standards are based on the size and approach speed of aircraft. Taxiway "C" was originally constructed in the early 1960s to the then current standards for separation distance between runways and taxiways. At the time of construction, single and small twin engine aircrafts all used the same runway and parallel taxiway. Turboprop and now Very Light Jets (VLJ's) can use runway 18/36 necessitating increasing the distance by the relocation of Taxiway "C" at least 40 feet further east. A Modification of Standards (MOS) was requested from FAA to reconstruct in the current location and was denied. Taxiway "C" was originally included for reconstruction in project 200702. The scope of that project was changed by ordinance 166-O-120 in March 2012 which included the Environmental Assessment for Taxiway "C" for wetlands impact in the vicinity of the control tower. Taxiway "C" serves the south east hangar area, which holds most of the airport's hangars. Significant cracking and pavement displacement has already taken place along the entire length of "C". The underlying pavement base course is failing and crack sealing is an annual process as the cracks become wider and the sealer gradually sinks into the cracks.

Alternatives

Do nothing: We would continue to use the pavement as is, but there would be an increased safety risk to aircraft using that pavement. Even though daily inspections occur along these specific pavements during the week, pavement can crack or chip off at any time, causing debris to be ingested into aircraft engines, which can cause serious damage. We would also continue to use the reflectors to guide aircraft along the taxiways, but the risk would remain high for aircraft losing their way along the taxiways during low ceiling conditions and nighttime operations. Remove Taxiway "C" south of the control tower. Pavement out of the southeast hangar area would need to be maintained. This option would result in a significant increase in the number of runway crossings for taxiing aircraft, thereby increasing the potential for runway incursions.

Ongoing Operating Costs

Operating costs would include the continual upkeep and maintenance of the taxiways when needed, plus the costs of lighting supplies. Also, depreciation on the projects costs will be involved.

Previous Action

Approved as part of project 200702 in the 2007-2011 plan. Removed from scope of 200702 in March 2012.

Project #	201211	**Project Title**:	Fuel Site Upgrades
Department:	Public Works – Central Fleet	**Sponsor:**	Public Works
Phase:	Construction	**Manager:**	Allison Bussler, DPW Director
Budget Action:	As Planned	**Date:**	Aug-12

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. Approved as new project in 2012-2016 plan.

Project #	200914	Project Title:	Courthouse Future Study
Department:	Public Works-Buildings	Sponsor:	Public Works
Phase:	Study	Manager:	Allison Bussler, DPW Director
Budget Action:	As Planned	Date:	Aug-12

CAPITAL BUDGET SUMMARY			
Project Phase	2013 Courthouse Study		Total Project
Expenditure Budget	$250,000		$250,000
Revenue Budget	$0		$0
Net County Cost	$250,000		$250,000
COST DOCUMENTATION		**REVENUE**	
Study	$250,000		
Total Project Cost	$250,000	Total Revenue	$0
EXPENDITURE BUDGET	$250,000	**REVENUE BUDGET**	$0

Project Scope & Description

The County is faced with two options to meet future needs–construct a new courthouse facility or remodel the existing Courthouse. This study will provide a comprehensive analysis of these two alternatives and result in developing programmatic, design and budgetary options as listed below:

Part I

1. Construction of a new courthouse

a. Site analysis
b. Space programming/allocation
c. Schematic design
d. Budgetary estimate

Part II

1. Remodeling of the existing Courthouse

a. Space analysis/level of finish
b. Analysis of existing Courthouse systems–mechanical, electrical & plumbing
c. Budgetary estimate

Part III

1. Temporary Relocation Costs to utilize the existing Health and Human Services (HHS) building or "off-site" location for Courts occupancy

a. Costs to relocate all Courthouse personnel into the existing HHS building during a remodeling period (2 years)
b. Costs to relocate all Courthouse personnel into an off-site location during a remodeling period (2 years)
c. Costs to relocate partial Courthouse personnel to off-site location during a phased Courthouse remodeling period(2 years)
d. Cost analysis of temporary leased space
e. Cost analysis of temporary improvements to the existing HHS building in order to house Courts
f. Cost analysis for prisoner transport to the existing HHS building or to an "off-site" location during a Courthouse remodeling
g. Parking space analysis of general public, Courts/HHS staff at the present HHS site

2. Miscellaneous Expenses applied to both projects

a. Furniture, phone, data and equipment.
b. Moving expenses
c. Security Equipment
d. Permits, fees, etc.

Location

Waukesha County Courthouse, 515 W. Moreland Boulevard, Waukesha, WI 53188

Analysis of Need

The existing Courthouse, constructed in 1959, building remains structurally sound. Over the years, extensive remodeling has taken place to add additional courtrooms and reconfigure interior space. Public access to the building is now limited to the main entrance (door #2) where security screening takes place. The original boiler and chiller have been replaced but most of the original mechanical infrastructure remains. Currently all available courtrooms have a judge or commissioner assigned and there are no open or spare courtrooms for additional judicial offices. However, the State of Wisconsin has not indicated that Waukesha County should plan on any new judges in the near future. Some courtrooms are considered

Project #	200914	**Project Title**:	Courthouse Future Study
Department:	Public Works-Buildings	**Sponsor:**	Public Works
Phase:	Study	**Manager:**	Allison Bussler, DPW Director
Budget Action:	As Planned	**Date:**	Aug-12

inadequate since the space and/or security does not measure up to current courtroom design standards. The decision to renovate or build new will have far-reaching consequences. Decision makers need a comprehensive and straightforward presentation of the costs, benefits and return-on-investment of these two alternatives. The final decision must be based on strong analysis and be capable of spanning several county board terms of office.

Alternatives

- Build a new courthouse.
- Renovate the existing square footage of the Courthouse.

Ongoing Operating Costs

- To be determined as part of the Courthouse Future Study.

Previous Action

- 2009-2013 capital plan: new project.
- 2010-2014 capital plan: accelerated.
- 2011-2015 capital plan: county board amended out of plan.
- 2012-2016 Capital plan restored the Study to 2013

Project #	200615	Project Title:	Health & Human Services Building
Department:	Public Works--Buildings	Sponsor:	Health & Human Services
Phase:	Construction	Manager:	Allison Bussler,DPW Director
Budget Action:	C-$ Update & Cashflow	Date:	Aug-12

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	$10,261,000	$1,000,000	$0	$35,180,000
Revenue Budget	$0	$0	$0	$0	$0	$0	$0
Net County Cost	$302,500	$5,616,500	$18,000,000	$10,261,000	$1,000,000	$0	$35,180,000

COST DOCUMENTATION		REVENUE	
Design	$2,355,000		
Construction	$26,710,000		
Contingency	$1,195,000		
Misc/Permits/Fees	$82,000		
Furniture Equipment	$2,340,000		
Technology	$2,498,000		
Total Project Cost	$35,180,000	Total Revenue	$0
EXPENDITURE BUDGET	$35,180,000	**REVENUE BUDGET**	$0

Scope & Description

The work involves the design and construction of a new building to house the Department of Health and Human Services, Veterans Services and the Aging and Disability Resource Center (ADRC). The new building would replace the present Health and Human Services Center and the Public Health Center. The building is estimated to replace 97,000 square feet of Health and Human Services space including Veteran's Services, 14,255 square feet of Public Health Center space and 5,000 square feet of ADRC space. In addition, the feasibility of relocating the 9,200 square feet of records storage from Northview to the new HHS building location 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. Due to the favorable bidding climate in 2011, $1,000,000 of budget is being reduced from the 2013 construction budget. Another $1,000,000 is being reallocated from the 2013 budget to the 2014 budget to provide cash flow funds for final project close out.

Location

The building will be located at the southeast corner of the grounds of the existing Health and Human Service Center Campus.

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 – 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

Approved as new project in 2006-2010 Plan. Approved as planned in 2007-2011 Plan. Cost update in 2009-2013 Plan.
Cost update, accelerated, and scope change in 2011-2015 Plan. Cashflow updates in 2012-2016 Plan.

Project #	IT-201307	**Project Title**:	Jail System Re-engineering & Upgrade
Department:	Waukesha County Sheriff Dept.	**Sponsor:**	Eric Severson, Inspector-Sheriff's Department
Phase:	Implementation	**Manager:**	Michael Biagioli
Budget Action:	New	**Date:**	Aug-12

CAPITAL BUDGET SUMMARY

Year Project Phase	2013 Analysis	2014 Implementation	2015 Completion	Total Project
Expenditure Budget	$20,000	$405,000	$0	$425,000
Revenue Budget	$0	$0	$0	$0
Net County Cost	$20,000	$405,000	$0	$425,000

COST DOCUMENTATION		**REVENUE**	
Software	$61,000	Jail Assessment	$425,000
Hardware	$251,000	Fund Balance	
Consulting Services	$75,000		
Contingency	$38,000		
Total project cost	$425,000		
EXPENDITURE BUDGET	**$425,000**	**Revenue Budget**	**$425,000**

Project Scope & Description

The purpose of this project is to upgrade the Spillman Technology servers and operating system software that support the Public Safety System and to transition the current technology environment to the evolving pubic safety operational needs of the County and implement postponed projects benefiting the Waukesha County Sheriff, District Attorney Office, and county police agencies. This project will analyze, implement and maintain the technologies for internal and external County users in the most efficient and cost effective manner possible. This initiative will deliver a basis to ensure the County will always have a four to five year period to view into the future for technology issues.

The Spillman Technology 'Sentryx 6.x' infrastructure upgrade and WSD–Jail Division software upgrade were originally scheduled for April 2011. Except for periodic software patch updates/hot fixes, upgrades were agreed upon to be postponed until after the new Intergraph CAD system is completed, scheduled November 2011.

In 2010 we concluded the following:

1. Spillman has committed to supporting software version 4.6 until they have deployed 8.x (2013 to 2015 timeframe).
2. Spillman Technologies confirmed our current servers would not have sufficient processor power to support the new 6.x software version (we would experience significant visible slow-down of all applications).
3. Our current systems are not capable of being upgraded to support the specifications outlined by Spillman, so that is not an option.
4. While there will be continued support of Spillman Law Records for WSD and all participating police agencies, the County would be required to implement two of these servers (the second one would be for fail-over/redundancy and business continuity environment) at a cost of $200,000. Estimates for a single UNIX server configured at the new recommended capacity would be $100,000.
5. If required, the County could utilize an interface that would allow the new cashiering application, The Active Network, to query Spillman when a payment is received from a customer (i.e. paying for a civil process and then sending the payment details back to Spillman's Civil Process table). A 'trigger' capability is needed which is only available in Sentryx 6.x and greater software releases. For the development and testing of the TAN Cashiering interface, the estimated cost is $52,800.
6. If required, the County could maintain two CAD mapping systems for law records geo-verification purposes. A single ARC GIS server and associated ARC GIS enterprise software is estimated to cost $83,000.
7. Upgrading to a Spillman Technology - Microsoft Windows 'Intel-based' operating system at this time is not recommended due to limited customer success, however. If proven technically feasible later, the County will estimate the onsite migration cost from Spillman AIX to Windows at a cost of $28,570.

The reasons for this upgrade are:

1) Current servers would not have sufficient processor power to support the new version of software (budget issue).
2) Based on contractual agreements with Spillman, there would be no cost for the software upgrade product itself or for the Spillman technician to be onsite.

3) Transition the Jail Division to the new Jail module (The Law Records module will not be replaced but there will be enhancements applied that will affect WSD and all participating policy agencies).
4) The Jail Division's indirect cost would be in system setup and personnel training, as was experienced when converted in January 2003. Note. Per the County's contract with Spillman, two 'free' weeks of allotted time each year are received that can be used at the County's discretion. Time for training Jail Division personnel will be set aside.

Jail Module Upgrade (new module/features):

- Jail module replacement.
- File Capture (store, organize and access files for attaching to records).
- Imaging enhancements.
- Improved Sentryx screens (standardized features and tools, partitioning available on more screens, tabbed to show associated records, improved searching).
- Protect files with improved security (attach multiple files via the menu bar or file icon, using drag and drop).
- System administration manager enhancements.
- Upgraded database and Visual Involvements.

Locations

All internal and external users of Spillman Technology Law Records and appended software modules

Analysis of Need

1. Allow Information Technology and the public safety system users to clearly make strategic decisions for the County, based on pre-established strategies and yet allow for variations dictated by evolving technologies. The ongoing, availability and use of a public safety system strategy will allow for emerging technologies to be incorporated into the overall strategy for the County, while allowing current efforts to be controlled under established standards.

2. Matching the public safety technology requirements for Waukesha County to the overall Strategic Plan for the County will insure dollars spent on technology are focused on areas where the most strategic value will be returned.

3. Establishing a public safety system strategy (4 to 5 years) will keep the focus on the long term goals of technology for the County and the outside users, while allowing the evolution of technology to be reflected and incorporated in the overall plans for the County on a measured and planned approach.

Alternatives

None

Ongoing Operating Costs

Hardware maintenance is anticipated to be $7,100 annually; Software Maintenance is anticipated to be $34,000 annually.

Impact on Other Projects

The decision to **postpone** this project directly affects several other county projects which have been delayed for two plus years. They are:

- CCAP Phase II (WSD)
- Countywide Cashiering 'Integrated' (WSD)
- ePROTECT (DA's Office and all county police agencies)
- Jail Division Module Replacement
- WIJIS Gateway

Previous Action

Proposed as a new project in the 2013-2017 plan.

Project #	201212	**Project Title**:	MHC Chiller Upgrades
Department:	Public Works-Buildings	**Sponsor:**	Public Works
Phase:	Design	**Manager:**	Allison Bussler, DPW Director
Budget Action:	As Planned	**Date:**	Aug-12

CAPITAL BUDGET SUMMARY

Year	2013	2015	Total
Project Phase	Budget & Concept, Design	Construction	Project
Expenditure Budget	$48,000	$583,000	$631,000
Revenue Budget	$0	$0	$0
Net County Cost	$48,000	$583,000	$631,000

COST DOCUMENTATION		**REVENUE**	
Architect	$48,000	Energy rebates will be identified prior to construction year.	
Construction	$542,000		
Contingency	$41,000		
Total Project Cost	$631,000	Total Revenue	$0
EXPENDITURE BUDGET	$631,000	**REVENUE BUDGET**	$0

Project Scope & Description

This project is for the replacement of the chillers and controls at the Mental Health Center (MHC) . This project would include variable frequency drives (VFD) for energy efficiency that should qualify for Focus on Energy rebates.

Location

Mental Health Center, 1501 Airport Road, Waukesha, WI 53188

Analysis of Need

Normal life expectancy for mechanical equipment is approximately 25 years. The chiller units at the MHC have experienced equipment problems needing repairs to coils, compressors and pumps in the last few years. The chillers and related equipment are outdated, use significantly more energy than new high efficiency models and have reached the end of their useful life. As a 24/7 healthcare facility it is imperative that the County provide a properly conditioned environment for Mental Health patients and Health and Human Services staff. The facility was constructed in 1993, and the new chiller and related equipment will be operating 24/7 for the next 22 years to the end of its useful life.

Alternatives

Delay the project and replace equipment only when it can no longer be repaired; breaks down frequently and/or operation interruptions can not continue to be tolerated. To replace the equipment when it breaks will result in excessive costs for temporary air, equipment acquisition, and significant operation interruptions. The replacement chiller and related equipment has a 90 day lead time for manufacturing and delivery. A planned, end of useful life, chiller replacement will allow for minimal operations interruptions and equipment down time.

Ongoing Operating Costs

The updated equipment will be 10% to 20% more efficient than existing equipment and provide more reliable service to the Mental Health Center. The MHC uses 996,000 kWh of energy use per year based on a three year average. If 20% of the electrical load was attributed to the chiller operation, 20,000 and 40,000 kWh could be saved per year equaling $2,000 to $4,000 in utility costs. The return on investment is minimal as an end of its useful life mechanical equipment replacement.

Previous Action

2012-2016 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, P&LU Director Allison Bussler, DPW Director
Budget Action:	As Planned	**Date:**	Aug-12

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 increases and consumption. The County can do something to manage and reduce consumption. Energy consumption will be reduced by an overall estimated average of 58% based on the consultants design by replacing the existing lighting fixtures with the new higher efficiency lighting fixtures.

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. 2012-2016 capital plan: approved as a new project.

Project #	200902	**Project Title**:	UWW Boiler, Chiller and Controls Replacement
Department:	Public Works-Buildings	**Sponsor:**	Public Works
Phase:	Budget & Concept	**Manager:**	Allison Bussler, DPW Director
Budget Action:	C-Scope, Revenue	**Date:**	Dec-12

CAPITAL BUDGET SUMMARY

Year	2013	2014	2015	Total
Project Phase	Design & Const. Chillers	Design & Const. Chillers	Design & Const Boilers	Project
Expenditure Budget	$947,000	$1,007,000	$1,386,000	$3,340,000
Revenue Budget	$0	$0	$0	$0
Net County Cost	$947,000	$1,007,000	$1,386,000	$3,340,000

COST DOCUMENTATION			**REVENUE**	
	Chiller & Grant Work	Boiler & Controls		
Current Project scope	$1,750,000	$1,472,000	UW-Waukesha has qualified for funding from the State based on the investment grade audit and energy report identifying a return on investment up to 16 years. The State will be funding up to $2 million through the Department of Facilities Development(DFD) Energy Efficiency Program. With the adoption of this Capital Project the County will be committing $1,750,000 towards the $3.75 million partnership with UW.	
Additional Project scope* (Air handling units, electrical motors, Plumbing, Bldg Envelope	$1,923,000	$0		
Contingency	$77,000	$118,000		
Total Project Cost	$3,750,000	$1,590,000	Total Revenue	$2,000,000
* funded with state grant				
EXPENDITURE BUDGET	$3,340,000		**REVENUE BUDGET**	$2,000,000

Project Scope & Description

This project replaces aging boilers, chillers, controls and related equipment at the University of Wisconsin-Waukesha (UWW). The campus central heating plant currently includes two steam boilers and one hot water boiler. Steam is converted to hot water in seven different locations throughout the campus and hot water is distributed to the various loads. This equipment serves most of the campus with the exception of a few gas fired units in some isolated areas. The central plant also includes two chillers, a primary and secondary, and two cooling towers for cooling. Chilled water is distributed to most cooling loads on campus.

A feasibility study was completed to determine the best solution for long-term viability of the central heating and cooling plant including the condition of the existing equipment, system efficiencies, long-term reliability and maintenance concerns, operating costs and environmental considerations. The study recommended replacement of the existing steam boilers and chillers and converting the steam system to a campus-wide hot water system with removal or replacement of the steam-to-hot-water converters. The study also recommended replacing the standard motor drive units with variable frequency drive motors for greater energy efficiency. The project will also include replacing and upgrading HVAC system controls.

Funding was granted to UWW to have an Investment Grade Audit and Energy Assessment Report completed by Honeywell ESG, to qualify for State funding through an Energy Efficiency Bond for State Facilities. The County participated in the RFP process to select Honeywell ESG to perform the audit and report. The State has gone through the competitive process allowing the County to utilize Honeywell as the construction manager to deliver project design, specifications, and construction management. The State program is based on a 16 year Return on Investment (ROI) for building system efficiencies, electrical, mechanical replacements and energy improvements. The State has funded similar projects at other two-year campuses. The audit and report qualified the primary chiller, VFD motors, and HVAC controls identified in the County's feasibility study. These items will be funded by the County, up to $1,750,000, as indicated in the current project scope. The County's project fund will be handled by the State and distributed to Honeywell as the construction management firm for the project. The following table identifies the current project scope items:

- Campus Wide - Energy Management and DDC - Enhanced scope for HVAC system controls
- Campus Wide - Valve, Pipe, and Accessory Fittings, Insulation - for boiler and chiller lines
- Field House - Variable Speed Drives/Ventilation Control (VFD)
- Field House - Replace Chiller - Identical Capacity
- South View Theater - Energy Management DDC - Dual Duct AHU VAV Boxes
- Admin/Commons/Westview - Energy Management DDC - Danfoss Upgrade
- Admin/Commons/Westview - Variable Speed Drives/Ventilation Control (VFD)

Project #	200902	**Project Title**:	UWW Boiler, Chiller and Controls Replacement
Department:	Public Works-Buildings	**Sponsor:**	Public Works
Phase:	Budget & Concept	**Manager:**	Allison Bussler, DPW Director
Budget Action:	C-Scope, Revenue	**Date:**	Dec-12

The total scope of work in the Investment Grade Audit and Energy Assessment Report address additional items identified in the County's feasibility study; The additional scope items, such as the two AHU units installed in 1965, are projected to be replaced by the County in the next 10 years. The completed State audit and report qualified these items as part of the State program for replacement. These items will be paid through State funds, up to $2,000,000, resulting in County savings on a future capital expenditure. The following table illustrates the additional project scope items as part of the State program:

- Campus Wide - Electrical Motor Efficiency Improvements
- Campus Wide - Plumbing Improvements
- Campus Wide - Building Envelope/Air Leakage
- Campus Wide - PC - Power Management
- Campus Wide - Lighting Retrofit Interior
- Campus Wide - Lighting Retrofit Exterior
- Admin/Commons/Westview - Replace AHU-B1 & AHU-B2
- Fieldhouse – 1 Cooling Tower

The secondary chiller did not qualify for replacement as it did not meet the State's 16 year ROI in the Investment Grade Audit and Energy Assessment Report. The secondary chiller operates as a back-up to the primary chiller and runs 5% to 10% during peak summer demand. The boilers, heating controls, and related equipment addressed in the County's feasibility study and project scope will be constructed one year in advance due to the County's ability to capture the State funds in 2013 for the chillers and controls.

Location

UW Waukesha, 1500 N. University Drive, Waukesha, WI 53188

Analysis of Need

The UWW Campus was constructed in 1965. Most of the heating and cooling plant is from the original construction and much of the existing equipment is approximately 43-years-old. Mechanical equipment usually has a useful life expectancy of 25 to 30 years. Many times the useful life can be extended with a good preventative maintenance program. The replacement of the heating and cooling plant equipment and controls is needed because of the age and potential failure of the equipment. In addition to the rising cost of energy, it is prudent to replace older inefficient mechanical equipment and controls with new high efficiency equipment. Two 400 horse power Cleaver Brooks boilers provide heat to the entire campus which is approximately 266,000 square feet. One 175 ton and 300 ton Carrier Hermetic Centrifugal Chiller provide cooling to approximately 204,000 square feet of campus. Both chillers contain refrigerant R-11, which is considered unfriendly to the environment.

Alternatives

Do not replace the equipment and operate it until it breaks down with plans to replace it under emergency conditions, which will have potential impact on the daily operation of the university.

Ongoing Operating Costs

If the project proceeds with the State program, Waukesha County will benefit from the additional scope items in the State program. The County will also see a reduction in annual expenses for maintenance repair parts, materials, and labor. In addition the interior and exterior lighting upgrades and pc power management efficiencies funded through the State will aid in reduction of energy consumption at the UWW Campus.

If the project scope proceeds without the State program, the UWW campus will still benefit from the impact on the amount of energy used per square foot with the new energy efficient equipment and controls and see a cost reduction on maintenance repair parts, materials, and labor.

Previous Action

- Feasibility study completed July 15, 2008.
- 2009-2013 capital plan: new.
- 2010-2014 capital plan: cost update.
- 2011-2015 capital plan: approved as planned.
- 2012-2016 capital plan: delayed.

Project #	201004	**Project Title**:	CTH ES, Fox River Bridge
Department:	Public Works-Highways	**Road Name:**	National Avenue
Phase:	Design	**Project Type:**	Bridge
Budget Action:	As Planned	**Manager:**	Allison Bussler, DPW Director
Date:	Aug-12		

CAPITAL BUDGET SUMMARY				
Year	2012	2013	2014	Total
Project Phase	Budget/Concept	Design	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). The 2012 traffic volume at the site is 10,500 (ADT).

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.
- 2012-2016 capital plan: approved with cost update/delay.

Project #	201006	**Project Title**:	CTH NN, STH 83 to CTH ES
Department:	Public Works–Highways	**Road Name:**	CTH NN
Phase:	Design	**Project Type:**	Rehabilitation
Budget Action:	As Planned	**Manager:**	Allison Bussler, DPW Director
Date:	Aug-12		

CAPITAL BUDGET SUMMARY

Year	2013	2014	2015	Total
Project Phase	Design	Land	Const.	Project
Expenditure Budget	$288,000	$818,000	$580,000	$1,686,000
Revenue Budget	$0	$0	$0	$0
Net County Cost	$288,000	$818,000	$580,000	$1,686,000

COST DOCUMENTATION		**REVENUE**	
Design	$288,000	Surface Transportation Program - Urban-Mukwonago	$2,320,000
Land Acquisition	$818,000		
Construction	$2,540,000		
Construction Management	$255,000		
Contingency	$105,000		
Total Project Cost	$4,006,000	Total Revenue	$2,320,000
EXPENDITURE BUDGET	$1,686,000	**REVENUE BUDGET**	$0

Project Scope & Description

Rehabilitate 1.1 miles of CTH "NN" to meet current design standards. Study providing a center left turn lane to replace the bypass lanes. Bring vertical geometry up to standard where warranted, improve side ditch and cross culvert drainage, rehabilitate the pavement and provide adequate shoulders. The project will make use of $2,320,000 of STP-Urban-Mukwonago funds. A project agreement with the Wisconsin Department of Transportation will be needed for this project to proceed.

Location

Village of Mukwonago

Analysis of Need

This portion of CTH NN through Mukwonago carries 9,500 vehicles per day and is an arterial highway linking STH 83 to CTH ES and Holtz Drive and acts as a STH 83 bypass around the east side of Mukwonago. With two schools, a number of businesses and subdivision and condominium driveways, CTH NN has an odd mix of bypass and turn lanes. The pavement in this area is in poor condition with a pavement condition index of 32, roadway ditches are poor to non-existent and shoulders are below standard.

Alternatives

- Do nothing which does not address the identified deficiencies.
- Rehabilitate/reconstruction of the existing roadway.

Ongoing Operating Costs

Operating costs may decrease in the early years following reconstruction.

Previous Action

- 2010-2014 capital plan: approved as planned.
- 2012-2016 capital plan: revenue source modified.

Project #	200011	**Project Title**:	CTH L, CTH Y to Moorland Road
Department:	Public Works- Highways	**Road Name:**	Janesville Road
Phase:	Design, Construction	**Project Type:**	Priority Corridor
Budget Action:	C-$ Update	**Manager:**	Allison Bussler, DPW Director
Date:	Aug-12		

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	$3,377,000	$21,211,000
Revenue Budget	$0	$0	$0	$0	$0	$1,600,000	$2,013,000	$3,613,000
Net County Cost	$1,000,000	$3,500,000	$3,850,000	$600,000	$900,000	$6,384,000	$1,364,000	$17,598,000

COST DOCUMENTATION	**Project Wide**	**Phase I** County only	**Phase II** Fed Aid		
Design	$1,406,000			Surface Transportation Program	$5,553,000
Land Acquisition	$8,250,000			(Phase 2 construction)	
Construction		$5,900,000	$6,036,000		
Construction Mgmnt.		$352,000	$604,000	City of Muskego	$3,613,000
Contingency		$302,000	$301,000		
City of Muskego (streetscaping)		$1,600,000	$2,013,000		
Total Project Cost	$26,764,000			Total Revenue	$9,166,000
EXPENDITURE BUDGET	$21,211,000			Revenue Budget	$3,613,000

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 has been designed as one project with construction in two phases: Phase 1: Moorland Road to Lannon Drive and Phase 2: Lannon Drive to Racine Avenue. 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 reduced the number of business and residential relocations from 22 to 16. At the request of the City of Muskego, Waukesha County will include side walks, landscaping, street lighting and other aesthetic improvements. The City of Muskego will reimburse the County for these additional expenses with a project agreement prior to construction. Phase 2 construction will be a federal aid project through WDOT, as such, WDOT will pay 80% of eligible construction costs - anticipated to be approximately $5,553,000. Updated costs reflect the current design cost, actual Phase 1 construction costs, and estimated Phase 2 construction cost.

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 $33,350 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, 2012-2016 capital plans: approved with cost and cash flow updates.

Project #	200511	**Project Title**:	CTH D, Calhoun Road–Intersection
Department:	Public Works-Highways	**Road Name:**	Cleveland Avenue
Phase:	Design/Land	**Project Type:**	Intersection
Budget Action:	C-$ Update, Scope	**Manager:**	Allison Bussler, DPW Director
Date:	Aug-12		

CAPITAL BUDGET SUMMARY

Year	2010	2011	2012	2013	Total
Project Phase	Design	Design	Design/Land	Const	Project
Expenditure Budget	$100,000	$1,100,000	$300,000	$590,000	$2,090,000
Revenue Budget	$0	$0	$0	$0	$0
Net County Cost	$100,000	$1,100,000	$300,000	$590,000	$2,090,000

COST DOCUMENTATION		**REVENUE**	
Design	$125,000		$0
Land Acquisition	$340,000		
Construction	$1,450,000		
Construction Management	$115,000		
Contingency	$60,000		
Total Project Cost	$2,090,000	Total Revenue	$0
EXPENDITURE BUDGET	$2,090,000	**REVENUE BUDGET**	

Project Scope & Description

This project provides funding to fully reconstruct the intersection of CTH D (Cleveland Avenue) and Calhoun Road in New Berlin. The work will involve reconstructing the entire intersection and pavement core and widening the intersection to provide for future traffic volumes and to accommodate the ultimate 4-lane section on Cleveland Ave. A conventional intersection consisting of two through traffic lanes, a left turn lane on all four approaches and a roundabout were considered as alternatives for the intersection. In coordination with the City of New Berlin, the alternative of choice will be a signalized intersection. The increase costs include the current design costs, increased real estate needs, and construction costs and reflect 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. Cleveland Avenue is intended to become 4-lanes in the future and this intersection design will allow the 4-lanes without additional effort in the future. This project will improve travel thru the intersection and be compatible with future 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, 2011-2015, 2012-2016 capital plans: approved with cost update.
- 2008-2012 capital plan: delayed.
- 2009-2013 capital plan: change in scope and cost update.
- 2012-2016 capital plan: change in cost update.

Project #	200608	**Project Title**:	CTH VV, CTH Y–Jackson Drive
Department:	Public Works- Highways	**Road Name:**	Silver Spring Drive
Phase:	Design/Land	**Project Type:**	Priority Corridor
Budget Action:	C - $ Update	**Manager:**	Allison Bussler, DPW Director
Date:	Aug-12		

CAPITAL BUDGET SUMMARY

Year	2010	2011	2012	2013	2014	Total
Project Phase	Design/Land	Design/Land	Design/Land	Const		Project
Expenditure Budget	$250,000	$600,000	$1,200,000	$1,536,000	$0	$3,586,000
Revenue Budget	$0	$0	$0	$0	$0	$0
Net County Cost	$250,000	$600,000	$1,200,000	$1,536,000	$0	$3,586,000

COST DOCUMENTATION		**REVENUE**	
Design	$350,000	Surface Transportation Program -	$8,145,000
Land Acquisition	$1,200,000		
Const, DOT oversight	$8,853,000		
Construction Management	$885,000		
Contingency	$443,000		
Total Project Cost	$11,731,000	Total Revenue	$8,145,000
EXPENDITURE BUDGET*	$3,586,000	**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 the reconstruction from Jackson Drive westerly to approximately 800-feet west of the Fox River Bridge. 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 (CTH VV and CTH Y bridge). The use of a median to provide for left turn movements and allow for stormwater management will be utilized. The roadway alignment will stay at its present location. Land will be acquired to a distance of 65 feet from the roadway centerline and additional grading easements and vision corners may be required. Two residential relocations were required. Federal aid will be used on this project and at 80% is estimated at $8,145,000. Cost update realizes construction cost increases and reduced land costs.

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 not address the identified deficiencies.
- Reconstruct CTH VV as described above.

Ongoing Operating Costs

Operating costs are expected to increase by approximately $20,010 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, 2011-2015, and 2012-2016 capital plans: approved as planned.
- 2009-2013 capital plan: approved with additional revenue.
- 2010 - 2014 capital plan: cost updated and delayed.
- 2012-2016 capital plan: approved as planned.

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	**Manager:**	Allison Bussler, DPW Director
Date:	Oct-12		

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	$1,220,000	$8,820,000
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	$1,220,000	$3,570,000

COST DOCUMENTATION		**REVENUE**	
Design	$2,500,000	Surface Transportation Program (STP)- (not budgeted)	$2,880,000
Land Acquisition	$5,600,000	STP - (Right of Way Acq.) budgeted State ROW reimbursement	$2,600,000 (State 100%)
Construction	$3,214,000	STP - (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	$11,700,000	Total Revenue	$5,250,000
EXPENDITURE BUDGET	$8,820,000	**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 "If the preferred alternate estimate for the Waukesha Bypass from the southern limit to the Wis. 18 and County TT intersection is greater than $43.1 million (anyone of the partners) may advocate for the "no build" alternate, thus voiding this agreement".

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, a jurisdictional transfer agreement has been signed with WisDOT. 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.

Review comments from agencies such as US EPA and Corps of engineers has led to significant additional effort to address those agencies concerns and obtain concurrence with the proposed alternates. For this reason the proposed total design cost was raised by $500,000. The draft Environmental Impact Statement will be submitted in late June/early July 2012 with an anticipated Record of Decision in February 2013.

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	**Manager:**	Allison Bussler, Director
Date:	Oct-12		

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. 2012-2016 capital plan: approved with cost and revenue updates.

Project #	201007	**Project Title**:	CTH O, CTH HH to Grange Avenue
Department:	Public Works-Highways	**Road Name:**	Moorland Road
Phase:	Design	**Project Type:**	Priority Corridor
Budget Action:	C-$ Update	**Manager:**	Allison Bussler, DPW Director
Date:	Aug-12		

CAPITAL BUDGET SUMMARY

Year	2013	2014	2015	Total
Project Phase	Design	Design/Land	Const.	Project
Expenditure Budget	$351,000	$65,000	$1,657,000	$2,073,000
Revenue Budget	$0	$0	$1,000,000	$1,000,000
Net County Cost	$351,000	$65,000	$657,000	$1,073,000

COST DOCUMENTATION		**REVENUE**	
Design	$351,000		$2,627,000
Land Acquisition	$65,000	Surface Transportation Program	
Const, DOT oversight	$3,725,000	Business/TIF	$1,000,000
Construction Mgmt	$373,000		
Contingency	$186,000		
Total Project Cost	$4,700,000	Total Revenue	$3,627,000
EXPENDITURE BUDGET	$2,073,000	**REVENUE BUDGET**	$1,000,000

Project Scope & Description

This project will add and complete additional lanes on CTH O, between CTH HH (College Avenue) to Grange Avenue (1.0 miles) to create a continuous four-lane roadway. The road currently has a four lane section to the north and south. The road will have a median to provide for separation of opposing movements and will stay on current alignment. The roadway will be situated within the existing 130-foot wide corridor and although most of the right-of-way was previously acquired, some additional land acquisition and grading easements may be needed. In 2011 approximately 17,900 vehicles per day utilize this segment of roadway. Federal STP-M allotments estimated at $2.6 to $3.4 million will be used to fund 80% of the project construction cost.

Location

New Berlin

Analysis of Need

When CTH O was constructed between Janesville Road and Grange Avenue in 1997, it was designed so that the two-lane roadway would become the north bound lanes of a future four-lane roadway. At that time the Southeastern Regional Planning Commission (SEWRPC) jurisdictional plan called for CTH O to be a two-lane highway. Since that time traffic has increased significantly and the latest SEWRPC jurisdictional plan calls for CTH O to be a four-lane highway. In 2009 the City of Muskego as part of a TIF created the planned four-lane roadway between Janesville Road and College Ave by building the southbound lanes. The portion of CTH O between College Avenue and Grange Avenue remains a two-lane roadway.

Alternatives

- Do nothing which does not address the long-term needs of the corridor.
- Reconstruct CTH O as described above.

Ongoing Operating Costs

Operating costs are expected to increase by approximately $13,340 per annum for the additional lane miles after construction in 2016 and beyond.

Previous Action

- 2010-2014 capital plan: approved as a new project.
- 2011-2015, 2012-2016 capital plans: approved as planned.
- 2012-2016 capital plan: approved as planned.

Project #	201303	**Project Title**:	CTH D, Deer Creek Bridge
Department:	Public Works-Highways	**Road Name:**	Cleveland Avenue
Phase:	Formation	**Project Type:**	Bridge
Budget Action:	New Project	**Manager:**	Allison Bussler, DPW Director
Date:	Aug-12		

CAPITAL BUDGET SUMMARY

Year	2013		2017	2018	Total
Project Phase	Concept		Design-R/W	Construction	Project
Expenditure Budget	$5,000	$0	$78,000	$119,000	$202,000
Revenue Budget	$0	$0	$0	$0	$0
Net County Cost	$5,000	$0	$78,000	$119,000	$202,000

COST DOCUMENTATION		**REVENUE**	
Budget/Concept	$5,000	Federal Bridge Aid	$487,000
Design	$52,000		
Land Acquisition	$23,000		
WDOT Plan Review	$12,000		
Construction	$515,000		
Construction Management	$62,000		
Contingency	$20,000		
Total Project Cost	$689,000	Total Revenue	$487,000
EXPENDITURE BUDGET	$202,000	**REVENUE BUDGET**	$0

Project Scope & Description

This project is a rehabilitation of the CTH D bridge at Deer Creek. Anticipated scope includes culvert lining and grouting, headwall reconstruction, and approach ditch re-grading. Structure rehabilitation will effectively extend the life of the structure, while avoiding the need to close the highway and excavate the deep roadway embankment for a stream diversion. However, the proposed rehab does not address structure width that may be needed for highway expansion. Any future roadway expansion, consistent with the 2035 regional transportation plan, may need to widen this culvert structure. The roadway will remain two lanes over the bridge. The acquisition of temporary easements is anticipated to construct this project. A bridge rehabilitation report will be required to verify the cost effectiveness of the proposed rehabilitation strategy. Waukesha County will apply for an estimated $487,000 in Federal Bridge Aid to help fund the project.

Location

City of New Berlin

Analysis of Need

The existing bridge (P-67-779) is a triple-barrel corrugated steel pipe culvert. Each barrel is 72-inch in diameter. The structure was initially constructed in 1959 with two culvert barrels. The culverts were lowered, and a third culvert barrel added in 1969 by a developer along with re-grading of Deer Creek. The structure now sits under a 30-feet high roadway embankment. The two original barrels are rusting through at the normal water line. The stone masonry headwalls are in poor condition. The riprap ditch at the northeast bridge approach is eroding. The existing structure appears to have adequate hydraulic capacity. The structure sufficiency number is 41.1, which indicates that structure replacement or rehabilitation is warranted according to WisDOT guidelines and makes the bridge eligible for Federal Bridge Aid (replacement or rehabilitation). The 2010 traffic volume on CTH D was 14,100 (ADT).

Alternatives

- Do nothing which does not address the identified deficiencies.
- Rehabilitate the existing bridge to address structural deficiencies.
- Reconstruct the existing bridge.

Ongoing Operating Costs

Initial maintenance costs may be reduced, to be determined in the budget and concept study in 2012.

Previous Action

Proposed as a new project in the 2013-2017 plan.

Project #	200911	**Project Title**:	Repaving Program 2013–2017
Department:	Public Works-Highways	**Road Name:**	
Phase:	Program Project	**Project Type:**	Repaving
Budget Action:	C-$ Update	**Manager:**	Allison Bussler, DPW Director
Date:	Oct-12		

CAPITAL BUDGET SUMMARY

Year Project Phase	Previous	2013	2014	2015	2016	2017
Expenditure Budget	$0	$1,200,000	$2,000,000	$3,000,000	$3,000,000	$3,000,000
Revenue Budget	$0	$0	$0	$0	$0	$0
Net County Cost	$0	$1,200,000	$2,000,000	$3,000,000	$3,000,000	$3,000,000

COST DOCUMENTATION				**REVENUE**	
	Paver Study	UWW Pav.	Hwy Paving & shouldering		County Highway Improvement Program
2013	$20,000	$50,000	$1,130,000	2013	$0
2014	$20,000	$50,000	$1,930,000	2014	$0
2015	$20,000	$50,000	$2,930,000	2015	$0
2016	$20,000	$50,000	$2,930,000	2016	$0
2017	$20,000	$50,000	$2,930,000	2017	$0
Total Project Cost	$100,000	$250,000	$11,850,000	Tot. Revenue	$0
EXPENDITURE BUDGET			$12,200,000	**REVENUE BUDGET**	$0

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 Pubic Work's goal to pave approximately 20 miles of roadway on an annual basis. Crush, relay and surface or other alternative methods will be used as necessary in lieu of a simple patch and overlay. The project includes the cost of the ongoing Paver Inspection Program, which determines the sections of highways to be repaved, along with the cost of shouldering, the paving program at UW-Waukesha and parking lots at the Department's substation facilities. Cost increases reflect the significant increases of current industry prices.

Location

Various locations throughout the county.

Analysis of Need

The Department of 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. The Department reconstructed existing two-lane roadways to four-lane facilities. These four-lane facilities are now coming to the end of their design life and need repaving. As asphalt pavements age the surface tends to rut and crack due to vehicle loads and weathering of the asphalt. The Department has initiated a pavement management program, using PAVER software to rate pavement conditions and 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% of roadways under a PCI of 40. Resurfacing projects take into consideration the PCI of existing pavements and classification of the road. The PCI ratings are updated on a rolling three-year schedule.

Alternatives

- Do nothing. This alternative will result in a deteriorated system requiring large expenditures of funds to reconstruct the deteriorated sections.
- Spot repairs and patching. The result will be a slight delay in the deterioration of the system but the eventual result will be the same as "do 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 projected to cost approximately $7,000 per mile annually (2013).

Previous Action

- 2009-2013 capital plan: approved as a new project.
- 2010-2014 and 2011-2015 capital plans: approved as planned.

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, DPW Director
Date:	Aug-12		

CAPITAL BUDGET SUMMARY

Year Project Phase	Previous	2013	2014	2015	2016	2017	Total Project
Expenditure Budget	$1,600,000	$100,000	$100,000	$100,000	$100,000	$100,000	$2,100,000
Revenue Budget	$0	$0	$0	$0	$0	$0	$0
Net County Cost	$1,600,000	$100,000	$100,000	$100,000	$100,000	$100,000	$2,100,000

COST DOCUMENTATION		**REVENUE**	
Previous	$1,600,000		
2013 Appropriation	$100,000		
2014 Appropriation	$100,000		
2015 Appropriation	$100,000		
2016 Appropriation	$100,000		
2017 Appropriation	$100,000		
Total Project Cost	$2,100,000	Total Revenue	$0
EXPENDITURE BUDGET	$2,100,000	**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 2012-2016 capital plans: approved with additional years.

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, DPW Director
Date:	Oct-12		

CAPITAL BUDGET SUMMARY

Year	2012 (existing budget)	2013	2014	2015	2016	2017	Total Project
Expenditure Budget	$1,100,000	$300,000	$1,200,000	$1,250,000	$1,250,000	$1,250,000	$6,350,000
Revenue Budget	$0	$300,000	$200,000	$0	$0	$0	$500,000
Net County Cost	$1,100,000	$0	$1,000,000	$1,250,000	$1,250,000	$1,250,000	$5,850,000

COST DOCUMENTATION		**REVENUE**	
2012 Appropriation	$1,100,000		
2013 Appropriation	$300,000	2013/2014 CHIP D Revenue	$500,000
2014 Appropriation	$1,200,000	(County Highway Improvement Plan-Discretionary)	
2015 Appropriation	$1,250,000	2013 Highway Safety Improvement Program	$952,000
2016 Appropriation	$1,250,000	Funding	
2017 Appropriation	$1,250,000		
Total Project Cost	$6,350,000	Total Revenue	$1,452,000
EXPENDITURE BUDGET	$6,350,000	**REVENUE BUDGET**	$1,452,000

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 three years (2012/2013/2014):

CTH M and Brookfield Road: signal or roundabout upgrades and roadway improvements. Design 2012, construction 2013 (revised increase of $80k)	$830,000
CTH D and Sunny Slope Road: upgrade with new equipment and revised lane use for better operations. Construction 2012 (revised increase of $100k)	$450,000
CTH JJ & J, CTH JJ & SR Highway Safety Improvement Program (HSIP) Funded (10% Local, 90% State). Intersection safety upgrade. Design 2013, constr. 2014 (new 2013 funding request). Costs - $120,000 County, $952,000 - HSIP	$1,072,000

Location

The listed projects are located in the Cities of Brookfield, New Berlin and Waukesha, will be studied/designed in 2012 / 2013 with construction in 2013 / 2014.

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

- 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.
- 2013-2017 capital plan: Cost update. Addition of HSIP funded project.

Project #	200505	**Project Title**:	Park Restrooms Renovation
Department:	Parks & Land Use	**Sponsor:**	
Phase:	Construction	**Manager:**	Dale Shaver, P&LU Director
Budget Action:	As Planned	**Date:**	Sep-12

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 #	201106	Project Title:	Menomonee Maintenance Building Demolition
Department:	Parks & Land Use	Sponsor:	
Phase:	Demolition	Manager:	Dale Shaver, P&LU Director
Budget Action:	C-Accelerate	Date:	Aug-12

CAPITAL BUDGET SUMMARY			
Year		2013	Total
Program Project			Project
Expenditure Budget		$325,000	$325,000
Revenue Budget		$325,000	$325,000
Net County Cost		$0	$0
COST DOCUMENTATION	Cost		
Asbestos and Lead Paint Removal	$135,000	General Fund Balance	$325,000
Building Demolition			
maintenance building	$90,000		
recreation building	15,000		
Utility removal	$65,000		
Site Restoration - grading/seeding	$20,000		
Total Project Cost	$325,000	Total Revenue	$325,000
EXPENDITURE BUDGET	$325,000	**REVENUE BUDGET**	$325,000

Project Scope and Description

This project includes the demolition of the old maintenance and recreation buildings at Menomonee Park. Prior to demolition, asbestos and lead paint will be removed from the maintenance building and adjacent storage building. Utilities to the old maintenance buildings will be removed. Site restorations will include grading and seeding. A separate storage building will not be demolished because it will be used to store park and Camp Pow Wow equipment.

These buildings were previously used as a military installation for Nike Site #M-86. In 1963 the 6.67-acre site was transferred to Waukesha County and the County was required to pay 50% of the value for 20 years in return for using the property for recreational purposes. Per Elyse LaForest, Program Manager of the Federal Lands to Parks Program, NPS via email, land use restrictions were eliminated after the 20 year time period (1983).

Location

Menomonee Park former office location.

Analysis of Need

A new maintenance building was built in 2009 due to the poor condition of the old one. The old maintenance building is no longer in use and continues to deteriorate. Demolition will eliminate further upkeep and maintenance expenses. The fertilizer storage building will continue to be used for storage, but requires the removal of asbestos.

Alternatives

- Take no action, keep the existing buildings for storage and continue to provide maintenance and repairs as needed.
- Keep buildings and remodel for alternative use.

Ongoing Operating Costs

Maintenance costs will be eliminated with the demolition of these deteriorating buildings.

Previous Action

- 2011-2015 capital project: approved as a new project.
- 2012-2016 capital plan: project approved as planned.

Project #	200014	**Project Title**:	Bikeway Pavement Improvements
Department:	Parks and Land Use	**Sponsor:**	
Phase:	Construction	**Manager:**	Dale Shaver, P &LU Director
Budget Action:	As Planned	**Date:**	Oct-12

Year Project Phase	2002-2005 Const	2010 Const.	2011 Design	2012 Design	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	
2002-2005 New Berlin	$675,000
2011 Bugline Design	$80,000
2012 Bugline Design	$704,000
2013 Bugline Const.	$2,636,000
Total Project Cost	$4,095,000
EXPENDITURE BUDGET	$4,095,000

REVENUE BUDGET - BUGLINE		
2009 State Stewardship Grant 50/50		$250,000
2010 State Stewardship Grant 50/50		$134,000
2010 State Stewardship Grant (amendment) 50/50		$83,000
2010 RTA Grant 50/50		$30,000
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
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, and with the additional 2 miles of trail, 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. 2012-2016 capital plan: updated cost and scope.

Project #	201305	**Project Title**:	Eble Ice Arena Roof
Department:	Parks and Land Use	**Sponsor:**	
Phase:	One Year Project	**Manager:**	Dale Shaver, P&LU Director
Budget Action	New Project	**Date:**	Aug-12

CAPITAL BUDGET SUMMARY		
Year	2013	Total
Project Phase	Construction	Project
Expenditure Budget	$285,000	$285,000
Revenue Budget	$285,000	$285,000
Net County Cost	$0	$0

COST DOCUMENTATION		REVENUE	
Design	$20,000	General Fund Balance	$142,500
Construction	$265,000	Ice Arena Fund Balance	$142,500
Contingency	$0		
Total Project Cost	$285,000	Total Revenue	$285,000
EXPENDITURE BUDGET	$285,000	**REVENUE BUDGET**	$285,000

Project Scope & Description

The roof is original from when the building was constructed in 1988. There is a main roof area over the arena and a lower roof area over the lobby, concessions and offices. The roof system is a stone ballasted, EPDM membrane roof system. The roof has performed adequately over the course of its life. Occasional isolated leaks were repaired as needed. The condition of the EPDM material on the roof is fair considering it is 24 years old. EPDM is a very durable material that generally holds up very well over time. Recent spot checks of the roof have not turned up any concerns; no holes, tears or open seams were discovered. There are no apparent leaks currently noted in the interior of the building. Currently there is “tenting” along the perimeter caused by EPDM shrinkage. “Tenting” is were the rubber membrane is pulling away from the parapets adjacent to the flat roof. Core sampling of the roof system showed no water has gotten under the membrane as the expanded polystyrene insulation was dry. This project would remove, dispose and replace the coping caps, ballast and membrane. Additionally the project will examine the insulation, replace damaged or wet insulation board and repair as required,

Location

Eble Ice Arena, 19400 W. Bluemound Road, Brookfield WI 53045

Analysis of Need

Roof Investigation dated May 30, 2012 by Roofing Consultants Ltd.

Alternatives

Patch as needed, spending $10,000 - $40,000 annually; with the realistic idea the entire roof will need to be replaced within the next 5-years

Ongoing Operating Costs

Any emergency roofing repairs

Previous Action

Approved as a new project in the 2013-2017 plan.

Project #	201309	**Project Title**:	Wanaki Golf Course Bridges
Department:	Parks and Land Use	**Sponsor:**	
Phase:	Design	**Manager:**	Dale Shaver, P&LU Director
Budget Action:	New	**Date:**	Aug-12

CAPITAL BUDGET SUMMARY

Year	2013	2014	2015	2016	2017	2018	Total
Program Project	Plan/Design	Construction	Construction	Construction	Construction	Construction	Project
Expenditure Budget	$50,000	$160,000	$165,000	$170,000	$0	$0	$545,000
Revenue Budget	$50,000	$160,000	$165,000	$170,000	$0	$0	$545,000
Net County Cost	$0	$0	$0	$0	$0	$0	$0

COST DOCUMENTATION		Cost	Item	Per Unit	#	
2013 Planning & Design		$50,000	Soils Testing *	$1,000	6	$6,000
2014 Ped/Golf Course Bridge	1	$160,000	Hydraulic Analysis/Design	$80,000	1	$80,000
2015 Ped/Golf Cart Bridge	1	$165,000	Site work/removals	$25,000	1	$25,000
2016 Ped/Golf Cart Bridge	1	$170,000	Foundation	$20,000	3	$60,000
			Bridges	$95,000	3	$285,000
			Cart paths	$20,000	1	$20,000
			Contingency			$45,000
Total Project Cost		$545,000	Construction Inflation (2014-2016)			$24,000
			Total			$545,000
EXPENDITURE BUDGET		$0	Revenue: Golf Course Fund Balance			$545,000

Note Hydraulic analysis, or a portion thereof, may be able to be accomplished using Departmental staff; sitework design by staff; design and bridge structural design by consultant.

Project Scope & Description

2012 Bridge evaluations have revealed deteriorating conditions that have led to one bridge failure. Current bridge construction dates back to early 1970's, and consists of metal pipe culverts in the Fox River, with stone abutments and crushed stone fill and surfacing. Rain events cause flooding and washout of the six bridges, deposition of crushed stone into the Fox River. Bridge closures due to flooding cause golf course closure and loss of revenue following rain events. The proposed project will improve the flow of the Fox River, reduce the total number of bridge structures, and provide safe, compliant and aesthetic crossings of the river. The project proposes to reducing six current bridges down to three to maintain golf course playability, allowing for use by course maintenance equipment, while reducing on-going structure maintenance cost.

Location

Wanaki Golf Course, located in the Village of Menomonee Falls.

Analysis of Need

A bridge evaluation conducted in 2012 identifies structural failures, and need for replacement. Original construction consists of metal culvert pipe and stone endwalls dating back to early 1970's. Metal culvert pipe has deteriorated and in some cases failed, necessitating limiting the loads on one of the bridges. The existing bridges have served a useful life of over 40 years. The current structures have been evaluated for the option of continuing to repair in specific areas, and attempt to extend the life of the structures. Removal of the existing structures will also improve flow of the Fox River in this area, and reduce continual damage to the stone surface and endwalls in large rain events.

Alternatives

The design team reviewed bridge locations, evaluated the repair of existing bridge types to extend the life of current structures; reviewed multiple bridge types including prefab steel, laminated wood, precast concrete bridges; analyzed reduction of number of bridges to reduce cost and impact to Fox River.Criteria for final design decisions included cost effectiveness, ability to obtain required regulatory permits, minimize impacts to floodplain, reduce long term maintenance, and aesthetics in the golf course setting.

Ongoing Operating Costs

It is expected that a reduction of labor and material costs to continuously repair existing structures will be realized. Future maintenance of new structures will be performed by golf course and parks staff. Removal of existing structures will reduce time spent on repair of the six bridges on an on-going basis, and improve the ability of the current staff to focus on golf course turf conditions. Savings will be realized to maintain three bridges, as opposed to the former six bridges.

Previous Action

Approved as a new project in the 2013-2017 plan.

Project #	201212	**Project Title**:	Replacement of Integrated Library Sys
Department:	Waukesha County Federated Library System	**Sponsor:**	
Phase:	Implementation	**Manager:**	Thomas J. Hennen Jr
Budget Action:	$ Update	**Date:**	Aug-12

CAPITAL BUDGET SUMMARY

Year	2012	2013	Total
Project Phase	Implementation	Implementation	Project
Expenditure Budget	$350,000	$65,000	$415,000
Revenue Budget	$350,000	$65,000	$415,000
Net County Cost	$0	$0	$0

COST DOCUMENTATION		**REVENUE**	
Software	$163,000	CAFÉ Fund Balance	$415,000
Hardware	$90,250		
Consulting Services	$105,750		
Training	$21,000		
Contingency	$35,000		
Total Project Cost	$415,000	Total Revenue	$415,000
EXPENDITURE BUDGET	$415,000	**REVENUE BUDGET**	$415,000

Project Scope & Description

The project will provide for the purchase of hardware and software for an Integrated Library System (ILS) for the member libraries in Waukesha County Federated Library System (WCFLS). An ILS provides for the circulation, cataloguing, acquisitions, and online public access and additional features for the public and staff. Nearly half (about 47%) of the capital costs are for the purchase of software from Polaris. Remaining costs are estimated to include hardware purchases, data conversion and training. Additional hardware costs identified in 2013 are for servers and network set up identified later in the implementation phase.

This project is planned to be funded with Federated Library CAFÉ (Computer Access for Everyone) Shared Automation Fund Balance, which is a special revenue fund administered by the WCFLS Board as advised by the member libraries. Member libraries contact with the WCFLS for the administration of the CAFÉ and pay dues sufficient to cover this capital project and all ongoing operating costs.

Location

The equipment will be housed in a temperature-controlled room at the Waukesha Public Library.

Analysis of Need

The existing CAFÉ Shared Automation System was started in 2005 using the current software that the Waukesha Public Library was using, which was still part of a 1981 contract. The system was last upgraded by the existing vendor in 2002. Beginning in 2003, additional libraries have joined in sharing that software, bringing the current count of participating member libraries to 15. The software was originally set up for a standalone library and not a consortium, which limits some functionality that the libraries can use. The Waukesha Public Library had not evaluated any other software since their initial purchase in 1981 and when the operation of CAFÉ was moved from the Waukesha County Library to the Waukesha County Federated Library System during 2011. After doing an evaluation of the current software, it was determined that the current system had reached the end of its useful life and a replacement system was needed to provide more functionality with newer technology,

Alternatives

Continue using existing system which is past its useful life, which limits functionality to member libraries.

Ongoing Operating Costs

Ongoing costs for Polaris are estimated to be approximately $90,000 annually versus $120,000 annually estimated for the existing system. The contract Polaris will provide for annual increases in costs of no more than 3% over a five year period.

Previous Action

In the 2011 Adopted Budget, the County Board established WCFLS as the fiscal agent for the CAFÉ Shared Automation Fund, which provided a special revenue fund to account for revenues from other member libraries to cover operating and capital expenditures for the shared automation system.

Project #	201310	**Project Title**:	Election System Upgrade
Department:	DOA-Information Technology	**Sponsor:**	County Clerk
Phase:	Design	**Manager:**	Mike Biagioli
Budget Action:	New	**Date:**	Aug-12

CAPITAL BUDGET SUMMARY

Year	2013	**2014**	Project
	Study & Design	Implementation	Total
Project Phase			
Expenditure Budget	$70,000	To Be Determined	$70,000
Revenue Budget	$70,000	To Be Determined	$70,000
Net County Cost	$0	To Be Determined	$0

Cost Documentation		**Revenue**	
Study/Design	**$70,000**	General Fund Balance	$70,000
Total Project Cost	**$70,000**	**Revenue Budget**	**$70,000**

Project Scope & Description

The project will develop election system requirements, along with business processes, and conduct a needs analysis for new election hardware and software.

The project will review the current election hardware and software system; investigate systems used in other Wisconsin jurisdictions and present alternatives and recommendations. Additionally, the analysis will present realistic cost estimations for the alternatives proposed and a timeline for implementation. The County Clerk will take the lead in getting local community involvement in planning and selection of any County election system solution and the formulation of any cost share agreement.

The intent would be to mitigate the risk inherent in ***any*** election, as well as to create a ***proactive*** process instead of a reactive one and maximize efficiencies and automate vote collection, tallying, and reporting, the entire process of collecting, tallying, and reporting vote counts should be outside of human intervention (though auditable by manual redundancy) in order to remove risks around error or fraud.

Location

County Clerk's Office

Analysis of Need

1. The SysLogic analysis document has highlighted the shortcomings of the current election system and the business practices associated with the overall election process. Key to this was the fact that the size and complexity of the County's population and reporting units have increased the need for automated processes for efficiency, accuracy and timeliness of vote reporting. The current election process has been defined as overly complex. This project will address both the process improvements as well as the automated system enhancements required to take the election system to a well-founded, logical and effective integrated system and process.
2. Manual transmission of election results is prone to human error, requiring significant review before publication of unofficial results.
3. Validating and publishing of elections results, although better, is still labor-intensive. This process needs to be automated and streamlined.

Alternatives

- Continue to use the current election system, waiting for the certification of the automated transmission of ballot results. During that wait time the count will be required to rely on manual entry of call-in sheets generated by the Government Accountability Board system. This will require the continued programming of the backup system database for each of the ballot configurations required for the current election.

Ongoing Operating Costs

The Design phase of this project will have little if any impact on ongoing operating costs.

Previous Action

Proposed as a new project in the 2013-2017 plan.

Project #	201117	**Project Title**:	ROD Electronic record redaction
Department:	Register of Deeds	**Sponsor:**	
Phase:	Implementation	**Manager:**	Jim Behrend, Register of Deeds
Budget Action:	As Planned	**Date:**	Sep-12

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. 2012-2016 capital plan: approved with a cost update.

Project #	200815	Project Title:	Digital Radio System Upgrade
Department:	Emergency Preparedness	Sponsor:	Radio Services
Phase:	Budget & Concept	Manager:	Richard H. Tuma
Budget Action:	C-Scope	Date:	Aug-12

Year	2012 Budget & Concept	2012 Design & Engineering	2013 Engineering Implement	2014 Implement	Total 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)	$4,796,000
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. Originally, we planned on just replacing our own system, however, in 2012 we developed an MOU between Waukesha and Milwaukee Counties to study the feasibility and develop a RFP for a regional radio system that would serve both counties. 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 transmitting sites based on the FCC regulations and the 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.
- 2012-2016 capital plan: approved as planned.

Project #	200910	Project Title:	Enterprise Content Management
Department:	DOA-Information Technology	Sponsor:	DOA
Phase:	Implementation	Manager:	Mike Biagioli, Information Technology Mgr.
Budget Action:	As Planned	Date:	Sep-12

CAPITAL BUDGET SUMMARY				
Year	**2010**	**2011**	**2013**	
Project Phase	Implementation	Implementation	Implementation	Project Total
Expenditure Budget	$700,000	$290,000	$250,000	$1,240,000
Revenue Budget	$700,000	$290,000	$250,000	$1,240,000
Net County Cost	**$0**	**$0**	**$0**	**$0**

Cost Documentation		**Revenue**	
Contract Services	$341,700		
Training	$8,300	End User Technology	$1,240,000
Hardware	$549,000	Fund Balance	
Software	$254,000		
Project Contingency	$87,000		
Total Project Cost	$1,240,000	Total Revenue	$1,240,000
Total Project Cost	**$1,240,000**	**Revenue Budget**	**$1,240,000**

Project Scope & Description

The purpose of this project is to fund multiple aspects of the County's electronic document management environment and to implement an automated process for storage and archival for electronic records. This is to include:

- The replacement of the County's current optical scanning storage repository that uses optical laser disk storage with a technology environment that allows for the same write-once read-many requirement, but also allows for deletion of these records as the file retention "end of life" date is reached.

- Oracle informed Waukesha County that in 2012 the Stellent product used by the County will reach its "end of life" and all customers will have to transition to Oracle Imaging solution which will entail a new contract and support agreement. This project will evaluate the fiscal impact this transition will have on the County, determine the correct course of action including the issuance of an RFP to replace the Stellent system with a more fiscally reasonable alternative than that presented by Oracle. Additionally, the County must determine the best technical architecture to make this information available to the public through web-based applications.

- The implementation of a software/hardware environment that will allow for management of the County's email archival and retrieval function. Because the County does not force the deletion of any received or sent email, a major strain has been placed on storage requirements for saving these emails. It also creates a long and expensive process if these emails have to be restored. Information requests, related to emails, require extensive technical and manual efforts to find and produce. The implementation of the email archival solution would allow each user to retain emails outside the email system following the County's records retention policy and set up automated destruction timeframes that matches the County's retention policy. It would also allow the County to automatically delete and manage received and sent emails according to a set schedule and control the size of storage required for email while allowing easy retrieval of records when required.

- An overall enterprise content management environment will be developed and implemented that will allow for policy-driven, user-controlled management of electronic records and documents. This environment will automate the retention and disposition of electronic records, utilizing the County's records retention schedule; provide for automated record destruction based on scheduled retention, suspend destruction for "legal holds"; and provide end-user tools that will simplify the retention and retrieval process. It will also provide data masking/data privacy for sensitive information that is not for public viewing, which could take the forms of simple data transformation allowing data elements to retain their defined characteristics, while protecting the identity of the individual or automated redacting of information that is not to be made available to the general public.

- The above tasks will require upgrades to the County's current storage environment so that it will accommodate physical requirements needed to implement these solutions.
- A 2013 budget adjustment of $250,000 has been made to allow for departments to contract for assistance in file conversion if needed to assist moving current documents to the new environment or develop departmental workflows.

Project #	200910	Project Title:	Enterprise Content Management
Department:	DOA-Information Technology	Sponsor:	DOA
Phase:	Implementation	Manager:	Mike Biagioli, Information Technology Mgr.
Budget Action:	As Planned	Date:	Sep-12

Location
All County departments.

Analysis of Need

1. The growing concern around the cost associated with e-Discovery, as well as the potential financial exposure for the County if a discovery request is mishandled, makes this project a high priority effort. Records management responsibilities, as it relates to the protection and non-disclosure of health and other protected information, makes an automated records management environment the most cost efficient and effective method for satisfying this requirement. This project will also greatly reduce the countless hours of staff time required to review electronic records to satisfy open records requests, by providing the ability to search electronic documents by selected key words or streams of characters and returning only those electronic documents that match that criteria.

2. The costs associated with system recovery and the rebuilding of the email environment need to be reduced. This is one major way to accomplish that goal.

3. Our current "Juke Box" Optical Laser Disk infrastructure is coming to the end of its useful life and needs to be replaced with a more current environment. Using our Current environment does not allow for the deletion of scanned records and our current software system does not track deletion dates. Therefore our Optical Laser Disk storage requirements only grow. This also requires that we either replace our Stellent Imaging software or purchase the additional modules that will allow that environment to appropriately manage our Electronic Document Management function.

Alternatives
The alternative to this project would be to continue using the current technology environment, absorbing costs for open records requests, system rebuilds and e-Discovery requirements.

Ongoing Operating Costs
The End User Technology Fund will incur additional maintenance costs associated with the software and hardware estimated at $58,000 per year beginning in budget year 2012.

Return on Investment
Return on investment: 67.50%
Return on investment break-even Period: 2.25 years, based on the project completion date.

Five-Year Forecast

Tangible Savings	$74,500
Risk Reduction	$970,000
Process Improvement	$7,500
IT Savings	$201,000
Personnel Time Savings	$348,000
Total Non-Budgetary / Intangible Savings	$1,526,500

**To be measured in 2013 with follow up in 2014.*

Previous Action

- 2009-2013 capital plan: approved as a new project.
- 2010-2014 capital plan: approved as planned.
- 2011-2015 capital plan: Approved with a change in scope.
- 2012-2016 capital plan: approved as planned.

Project #	200109	Project Title:	Implement HHS Automated System
Department:	DOA-Information Technology	Sponsor:	A. Robertson, Deputy Director of HHS
Phase:	Implementation	Manager:	Mike Biagioli, Information Technology Mgr.
Budget Action:	C-$ Update	Date:	August 29, 2012

CAPITAL BUDGET SUMMARY

Year	2001-2006	2008	2009	2011	2013	Phase II	Total
Project Phase	**Phase I ***	**Devlpmnt**	**Implmnt**	**Implmnt**	**Implmnt**	**Subtotal**	Project
Expenditure Budget	$1,285,000	$580,000	$830,000	$500,000	$460,000	$2,370,000	$3,655,000
Revenue Budget	$1,285,000	$0	$0	$500,000	$460,000	$960,000	$2,245,000
Net County Cost	$0	$580,000	$830,000	$0	$0	$1,410,000	$1,410,000

* 2006 funds of $110,000 lapsed at year end 2011.

COST DOCUMENTATION	Phase I	Phase II	Total
Software	$830,000	$1,895,000	$2,725,000
Vendor Customization	$105,000	$0	$105,000
Hardware	$0	$85,000	$85,000
Consulting Services*	$240,000	$250,000	$490,000
Contingency	$0	$250,000	$250,000
Total Project Cost	$1,175,000	$2,480,000	$3,655,000
EXPENDITURE BUDGET	$3,655,000		

* To assist HHS & IT staff wih project/regular assignments workload

REVENUE	
State Funding (SACWIS) 2001-2006	$180,000
Capital Project Fund Balance 2001-2006	$60,000
Human Services Fund Balance 2001-2006	$1,045,000
Human Services Fund Balance 2005	$500,000
Capital Project Fund Balance 2013	$110,000
General Fund Balance 2013	$350,000
Total Revenue	$2,245,000
* $110,000 reappropriated from 2006 HS fund balance	
REVENUE BUDGET	$2,245,000

Phase I

Prior funding from this Capital Project has funded the implementation of the State WiSACWIS system and its interfaces to the PeopleLink System. Funding was also included to incorporate the implementation of the Avatar PM Module from Netsmart to replace the prior Accounts Receivable system (MDX) which was not HIPAA compliant and the vendor has determined that they were not going to invest in the system to bring it into compliance. Funding was also included to replace the current Special Living Fund system with an updated fund management system. This replacement of the Special Living Fund system is still an objective of this project.

Phase II

This Capital Project's scope was changed to reflect a new objective for 2008 through 2013. Information Technology, working with Human Services has developed a Request for Proposal to select a vendor-supported application suite that will replace the in-house developed PeopleLink system, select a Case Management system, allow the County to be compliant with ePrescribing requirements, eOrder Entry, Electronic Medical Record, Imaging, Patient Scheduling, Contract Management, and potentially replace the Avatar PM module (currently provided and supported by NetSmart).

The new system will replace several existing systems/components and add new functionality to meet Federal mandates and further streamline the business processes for Health and Human Services.

It is anticipated that there will be customizations to the software, required by Waukesha County, as well as the conversion of all databases and associated applications which will add an estimated $610,000 to the cost of the software.

Significant contract consultant help will be required to assist both Information Technology and Health and Human Services during the implementation of these modules. $500,000 was added to this Capital Plan in 2011, to account for this additional contract services requirement. This staff augmentation component will assist in the conversion of current systems and applications to interface with the newly selected application suite.

Additional Server capacity will be required for the operation of these modules.

Location

Health and Human Services will be the major beneficiaries of this effort.

Analysis of Need

1. The required modifications to PeopleLink, to properly interface with eWiSACWIS, HRIS, and the Avatar PM module and the Clinician Workstation System, would extend this project well into 2013. Replacing PeopleLink will eliminate an in-house application that has consumed staff resources far beyond the original expectations.
2. The business case for implementing a Case Management/Electronic Health Record (EHR) system for Health and Human Services has been made and is supported by solid Return on Investment as well as solid business justification.

Project #	200109	Project Title:	Implement HHS Automated System
Department:	DOA-Information Technology	Sponsor:	A. Robertson, Deputy Director of HHS
Phase:	Implementation	Manager:	Mike Biagioli, Information Technology Mgr.
Budget Action:	C-$ Update	Date:	August 29, 2012

3. Installing vendor supported modules instead of in-house developed applications moves the majority of burden of maintenance of the core application (system) onto the vendor. This reduces the dependency on a single person in Information Technology. These include: Electronic Medication Administration, ePrescribing, and Order Entry.
4. The PeopleLink module is in need of a significant upgrade. Replacing it with a vendor package will defer the funds required for this upgrade.
5. Although a temporary solution for the Special Living Fund issue has been implemented, a long-term solution still needs to be analyzed and implemented.

Alternatives

Alternatives to this project include:

1. Continue using the current partially automated process that is in place.
2. Develop the system in-house using a combination of County Information Technology staff and contracted services.

Ongoing Operating Costs

An estimate of on-going operational costs for the maintenance component for the Avatar PM module will be $40,614. The maintenance costs associated with the new application suite is estimated at between 15% and 20% of the cost of the software (approximately $150,000). These costs will be reflected in the Health and Human Services operating budget starting in 2013.

Return on Investment

Return on Investment: 37.50%
Return on Investment Break-even Period (Years): 4.10, based upon the project completion date
Five-Year Forecast:

Tangible Savings	$327,000	
Process Improvement:	$1,581,700	
Personnel Time Savings:	$3,906,000	Potential for a staff reduction equivalent to 5 FTEs
Total Non-Budgetary / Intangible Savings:	$5,487,700	

To be measured in 2014 with follow up in 2016.

NOTE: Any delay pushing the completion date out an additional year will require a recalculation of ROI.

Previous Action

Approved as new project in the 2001-2005 Plan. Approved with change of scope in the 2006-2009 Plan. Approved with cost update in the 2011-2015 Plan.

Project #	200912	**Project Title**:	Workforce Management System
Department:	Administration	**Sponsor:**	DOA–Accounting/HR
Phase:	Implement	**Manager:**	Larry Dahl
Budget Action:	C- $ Update	**Date:**	Dec-12

CAPITAL BUDGET SUMMARY

Year	2010	2011	2012	2013	Total
Project Phase	Design/Implement	Implementation	Implementation	Implementation	Project
Expenditure Budget	$268,000	$150,000	$200,000	$275,000	$893,000
Revenue Budget	$0	$150,000	$200,000	$275,000	$625,000
Net County Cost	$268,000	$0	$0	$0	$268,000

COST DOCUMENTATION		**REVENUE**	
Software	$526,000	General Fund Balance	$350,000
Hardware	$130,000	End User Technology Fund	$275,000
Consultant Services	$147,000		
Training	$30,000		
Contingency	$60,000		
Total Project Cost	$893,000	Total Revenue	$625,000
EXPENDITURE BUDGET	$893,000	**REVENUE BUDGET**	$625,000

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, 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. The 2013 update to this budget includes funding for an extended schedule and consultant assistance to minimize the impact of implementation work on regular staff duties. The revised project anticipates a return on investment of approximately 34% with a discounted pay back period of 4 years. This compares to the previous return on investment estimate of 44% and payback period of 3 years.

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 is estimated at approximately $10,000/year.

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.
- 2013-2017 capital plan: approved with changes in scope and cost updates.

THIS PAGE LEFT BLANK

Capital Projects Plan

Each year, the County Executive submits a capital budget and an updated five-year Capital Plan to the County Board. After review and modification, the County Board adopts the plan by resolution. The plan represents the prioritization of long-range capital infrastructure needs linked to the County's strategic plan.

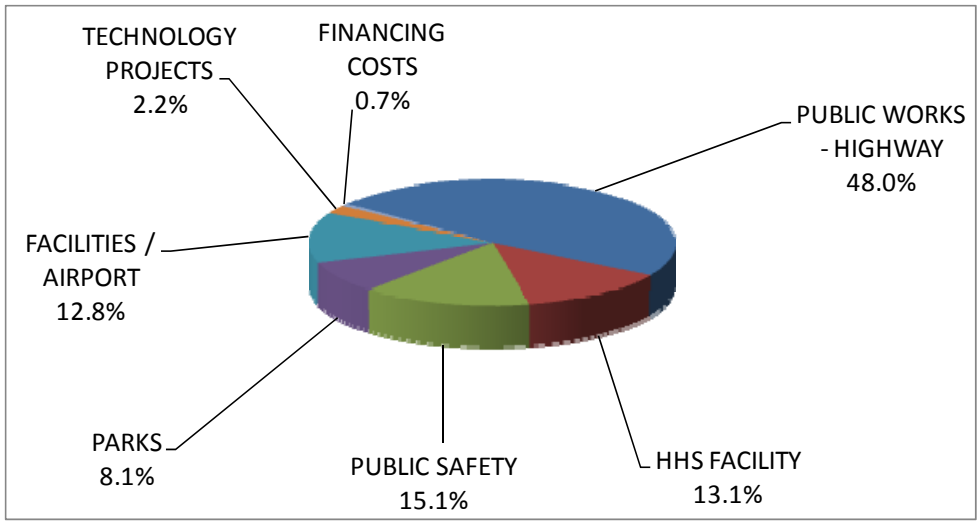
Public Works–Highway projects are 48% of the plan at $42.8 million. In addition, Federal funds of $45.2 million are planned to be used for a number of highway projects. The federal funding is not included in the County Budget since it is managed and accounted for by the State Department of Transportation. The Health and Human Services building project includes second year construction funding of $11.3 million for 2013 and 2014 ($35.2 million total project cost) in addition to the $23.9 million already appropriated prior to 2013.

Justice and Public Safety projects of $13.4 million or 15% of the plan. This includes expanding the Communications Center at $2.1 million and a courthouse study at $250,000. Technology projects totaling $11.1 million include an upgrade to a digital radio system, 911 phone system and radio console equipment replacements.

The Parks and Land Use functional area includes nearly $7.2 million or about 8.1% of the plan, of which $1.85 million is for park buildings and $4.6 million is for trails and parks pavement improvements. This is partially funded with Federal dollars 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.

Public Works-Facilities/Airport projects total nearly $11.5 million or almost 13%. This includes $7.4 million for University of Wisconsin-Waukesha campus buildings and $2.8 million for County buildings and $1.2 million of County Airport facilities which are planned to be funded with Airport fund balance.

County-wide technology projects total $1.9 million or 2.2% of the plan of which $500,000 is to complete projects for a workforce management system and an enterprise content management system. Another $900,000 is planned to implement redaction requirements for Register of Deeds electronic records fully funded by redaction fee revenue. Two smaller projects include completing an integrated library system and begin a study to help address an upgrade to the election systems. General Administration totals $590,000 for financing costs over the 5 years.



FUNCTIONAL AREA FOR TOTAL PLAN 2013-2017

FUNCTIONAL AREA	TOTAL 2013-2017	% OF TOTAL
PUBLIC WORKS - HIGHWAY	$42,812,000	48.0%
HEALTH AND HUMAN SERVICES	$11,721,000	13.1%
JUSTICE & PUBLIC SAFETY	$13,423,000	15.1%
PARKS	$7,226,480	8.1%
FACILITIES / AIRPORT	$11,456,000	12.8%
COUNTY WIDE TECHNOLOGY	$1,935,500	2.2%
FINANCING COSTS	$590,000	0.7%
TOTAL PLAN EXPENDITURES	$89,163,980	100%

WAUKESHA COUNTY 2013-2017 CAPITAL PROJECT PLAN SUMMARY

FUNCTIONAL AREA:	2013 Budget	2014 Plan	2015 Plan	2016 Plan	2017 Plan	5 YR TOTAL
JUSTICE & PUBLIC SAFETY						
Facility Projects	$250,000	$0	$20,000	$90,000	$2,000,000	$2,360,000
System Projects	$795,000	$10,018,000	$0	$250,000	$0	$11,063,000
HEALTH & HUMAN SERVICES						
Facility Projects	$10,261,000	$1,000,000	$0	$0	$0	$11,261,000
System Projects	$460,000	$0	$0	$0	$0	$460,000
PARKS & LAND USE						
Parks/Facilities, Pavement	$3,996,000	$1,200,000	$860,480	$670,000	$500,000	$7,226,480
PUBLIC WORKS						
Highways	$7,517,000	$2,934,000	$4,513,000	$4,568,000	$5,330,000	$24,862,000
Highways/Major Maintenance	$1,600,000	$3,300,000	$4,350,000	$4,350,000	$4,350,000	$17,950,000
Subtotal Highways*	$9,117,000	$6,234,000	$8,863,000	$8,918,000	$9,680,000	$42,812,000
Facilities	$463,000	$206,000	$839,000	$575,000	$718,000	$2,801,000
UW-Waukesha	$947,000	$1,007,000	$2,828,000	$2,632,000	$0	$7,414,000
Airport	$491,000	$211,000	$539,000	$0	$0	$1,241,000
Subtotal Public Works	$11,018,000	$7,658,000	$13,069,000	$12,125,000	$10,398,000	$54,268,000
GENERAL ADMINISTRATION						
COUNTY WIDE						
Technology	$960,000	$575,500	$200,000	$200,000	$0	$1,935,500
Est. Financing Costs	$130,000	$115,000	$115,000	$115,000	$115,000	$590,000
Subtotal	$1,090,000	$690,500	$315,000	$315,000	$115,000	$2,525,500
TOTAL GROSS EXPENDITURES	$27,870,000	$20,566,500	$14,264,480	$13,450,000	$13,013,000	$89,163,980
LESS PROJECT SPECIFIC REVENUES & ENTERPRISE FUND BALANCES APPLIED	($5,349,000)	($4,902,500)	($1,704,000)	($633,000)	($708,400)	($13,296,900)
NET EXPENDITURES	$22,521,000	$15,664,000	$12,560,480	$12,817,000	$12,304,600	$75,867,080
Cash Balances Excluding Property Tax Levy	$3,011,000	$2,659,500	$200,000	$450,000	$0	$6,320,500
NET EXPENDITURES BEFORE TAXES, DEBT BORROWING AND INTEREST APPLIED	$19,510,000	$13,004,500	$12,360,480	$12,367,000	$12,304,600	$69,546,580

The 2013-2017 Capital Plan identifies 53 projects at an estimated total cost of $89.2 million over the five-year period. Projects in the first year of the plan represent the 2013 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 $13.4 million. This area includes $9.4 million for a digital upgrade to the 800 MHz Trunked radio system; Communication Center projects include $900,000 to replace the console radio equipment, 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 and another $425,000 for a jail system software upgrade.

HEALTH AND HUMAN SERVICES
This includes remaining construction funding of $11.3 million for remaining construction over the next two years to construct a new building for Health and Human Services (total project $35.2 million. 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. This functional area also includes $460,000 to complete a Human Services case management and related system project.

PARKS AND LAND USE
Projects in this functional area total nearly $7.2 million. Park projects include $2.0 million for park roadway maintenance improvements and $2.6 million for bikeway pavement improvements mostly funded with federal grant funding of $1.9 million. The plan also includes Parks restroom upgrades totaling $1.2 million; $325,000 for a maintenance building demolition; and $195,000 for orthophotography to update digitized maps for the Land Informational (GIS) Systems. Golf course fund balance appropriations of $545,000 will fund replacing bridges at Wanaki Golf Course.

PUBLIC WORKS
Public works projects for highways and facilities combined are estimated at $54.3 million and represent 61% of the total plan. This includes road projects totaling $42.8 million. New and expanded road capacity construction is identified in priority corridors and is estimated to cost nearly $16.7 million. Road projects include $18.9 million for major maintenance and roadway rehab including $8.4 million for three miles of CTH M (North Avenue); $1.3 million for bridge improvements; and several spot safety improvements at an estimated cost of $5.8 million, primarily for intersection and signal work.

Facility projects totaling $10.2 million include $7.4 million for roofs, boiler and chiller replacements at UW-Waukesha; $2.5 million for HVAC upgrades and energy saving investments at various County facilities; $222,000 for roofing upgrades at the Administration Center and Highway Substations; and $82,000 for fuel site upgrades required with changes in State of Wisconsin fuel regulations.

Four Airport improvement projects, with a County cost share at $1.2 million and State and Federal funding of $19.0 million will address facility upgrades at the Terminal Building and Control Tower, address runway and taxiway projects and study the replacement of the T-hanger.

GENERAL ADMINISTRATION – COUNTYWIDE TECHNOLGY PROJECTS
Countywide technology projects total almost $2.0 million include major projects for workforce management system; enterprise wide content management and implementation of a Voice Over Internet Protocol (VOIP) environment. 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 $900,000 through 2016 with funding coming from a $5 per document recording fee. Two smaller projects will complete an integrated CAFÉ library system ($65,000) and $70,000 to study the election systems.

DEBT FINANCING COSTS
Debt financing related costs on borrowing planned at $57 million over the five year plan include promissory note discounts and arbitrage rebate expenditures which are currently estimated at $590,000 over the five year plan period.

PROJECT TITLE	NO.	CURRENT APPROP.	2013 BUDGET	2014 PLAN	2015 PLAN	2016 PLAN	2017 PLAN	Total Five Year Plan
PUBLIC WORKS AIRPORT								
AIRPORT FACILITY UPGRADES	201118		$11,000	$31,000	$539,000			$581,000
RECONSTRUCT HANGAR 674 STUDY	201213		$10,000					$10,000
RUNWAY 10/28 SAFETY AREAS	200310	$356,500	$260,000	$180,000				$440,000
TAXIWAY C REALIGNMENT & LIGHTING	201308		$210,000					$210,000
PUBLIC WORKS - BUILDINGS								
FUEL SITE UPGRADES	201211	$150,000	$82,000					$82,000
COURTHOUSE FUTURE STUDY	200914		$250,000					$250,000
HEALTH & HUMAN SERVICES BLDG	200615	$21,919,000	$10,261,000	$1,000,000				$11,261,000
SHERIFF								
JAIL HOLDING CELLS	201204			$50,000		$250,000		$300,000
JAIL SYSTEM RE-ENGINEERING & UPGRADES	201307		$20,000	$405,000				$425,000
EMERGENCY PREPAREDNESS								
COMMUNICATIONS CENTER EXPANSION	200808			$0	$20,000	$90,000	$2,000,000	$2,110,000
PUBLIC WORKS BUILDINGS								
ADMINISTRATION CENTER ROOFING UPGRADES	201113			$11,000	$211,000			$222,000
MHC CHILLER UPGRADES	201212		$48,000		$583,000			$631,000
HWY OPS-FLEET HVAC UPGRADES	201206				$45,000		$718,000	$763,000
ENERGY EFFICIENCY IMPROVEMENTS	201208	$372,000	$333,000	$159,000				$492,000
HIGHWAY SUBSTATION HVAC UPGRADES	201109		$0	$36,000	$0	$575,000		$611,000
UW-Waukesha								
UWW BOILER,CHILLER & CONTROLS REPLACEM	200902	$20,000	$947,000	$1,007,000	$1,386,000	$0		$3,340,000
UWW ROOFING UPGRADES	201210	$67,000	$0	$0	$1,442,000	$2,632,000		$4,074,000
PUBLIC WORKS - HIGHWAYS								
CTH F REHABILITATION (BUSSE RD- STH 190)	200905	$395,000		$855,000				$855,000
CTH ES, Fox River Bridge	201004	$6,000	$150,000	$176,000				$326,000
CHT I, CTH ES to CTH O REHAB	201005				$293,000	$1,164,000	$681,000	$2,138,000
CTH NN, STH 83 to CTH ES	201006		$288,000	$818,000	$580,000			$1,686,000
CTH C, MILL STREET TO OAKWOOD ROAD	201116			$130,000	$83,000	$1,850,000		$2,063,000
CTH Q OCON RIVER BRIDGE	201201					$104,000	$20,000	$124,000
CTH L, CTH Y to Moorland Road	200011	$17,834,000	$3,377,000					$3,377,000
CTH D, CALHOUN -INTERSECTION	200511	$1,500,000	$590,000					$590,000
CTH VV, CTH Y to JACKSON	200608	$2,050,000	$1,536,000					$1,536,000
WAUKESHA WEST BYPASS	200917	$7,350,000	$1,220,000					$1,220,000
CTH O, CTH HH TO GRANGE AVE.	201007		$351,000	$65,000	$1,657,000			$2,073,000
CTH M, CTH YY to East County Line	201008			$890,000	$1,900,000	$900,000	$2,691,000	$6,381,000
CTH M, CALHOUN RD-CTH YY,	201202					$550,000	$1,600,000	$2,150,000
CTH YY, Underwood Creek Structure	201302						$170,000	$170,000
CTH D, Deer Creek Bridge	201303		$5,000				$78,000	$83,000
CTH Y, Pilak Creek Tributary Bridge Replacement	201304						$90,000	$90,000
REPAVING PROGRAM 2013-2017	200911		$1,200,000	$2,000,000	$3,000,000	$3,000,000	$3,000,000	$12,200,000
BRIDGE AID PROGRAM	9131	$910,000						
CULVERT REPLACEMENT PROGRAM	9817	$1,200,000	$100,000	$100,000	$100,000	$100,000	$100,000	$500,000
SIGNAL/SAFETY IMPROVEMENTS	200427	$7,380,000	$300,000	$1,200,000	$1,250,000	$1,250,000	$1,250,000	$5,250,000

PROJECT TITLE	NO.	CURRENT APPROP.	2013 BUDGET	2014 PLAN	2015 PLAN	2016 PLAN	2017 PLAN	Total Five Year Plan
PARKS AND LAND USE								
ORTHOPHOTOGRAPHY	201119	$204,520			$195,480			$195,480
PARKS RESTROOM RENOVATION	200505	$1,835,000	$700,000	$540,000				$1,240,000
MENOMONEE MAIN BLDG DEMOLITION	201106		$325,000		$0			$325,000
BIKEWAY PAVEMENT IMPROVEMENTS	200014	$1,459,000	$2,636,000					$2,636,000
PAVEMENT MANAGEMENT PLAN	200824	$2,320,000	$0	$500,000	$500,000	$500,000	$500,000	$2,000,000
EBLE ICE ARENA ROOF REPLACEMENT	201305		$285,000					$285,000
WANAKI GC BRIDGE REPLACEMENT	201309		$50,000	$160,000	$165,000	$170,000		$545,000
FEDERATED LIBRARY								
CAFÉ' SHARED AUTOMATION RPLC INTEGRATE	201212	$900,000	$65,000					$65,000
COUNTY CLERK								
ELECTION SYSTEM UPGRADE	201310		$70,000					$70,000
REGISTER OF DEEDS								
ROD ELECTRONIC RECORD REDACTION	201117	$450,000	$300,000	$200,000	$200,000	$200,000		$900,000
IT-EMERGENCY PREPAREDNESS								
DIGITAL RADIO SYSTEM UPGRADE	200815	$77,000	$775,000	$8,663,000				$9,438,000
WCC CONSOLE RADIO EQUIPMENT	201102	$100,000		$900,000				$900,000
TECHNOLOGY PROJECTS								
ENTERPRISE CONTENT MANAGEMENT	200910	$990,000	$250,000					$250,000
IMPLEMENT HHS AUTOMATED SYS	200109	$3,305,000	$460,000					$460,000
WORKFORCE MANAGEMENT SYSTEM	200912	$618,000	$275,000					$275,000
VOIP IMPLEMENTATION & INFRASTRUCTURE UP	200820	$800,000		$375,500				$375,500
EST. FINANCING (Includes Arb Rebate/Discount)	999999		$130,000	$115,000	$115,000	$115,000	$115,000	$590,000
GROSS EXPENDITURES			**$27,870,000**	**$20,566,500**	**$14,264,480**	**$13,450,000**	**$13,013,000**	**$89,163,980**

AIRPORT FUND BALANCE #200804; 201118	$491,000	$211,000	$539,000			$1,241,000
RADIO SERVICES FUND BALANCE # 200815 Trunk Radio System Upgrade	$387,500	$1,212,500				$1,600,000
GENERAL FUND LOANS TO PARTNERS # 200815 Trunk Radio System Upgrade		$3,119,000				$3,119,000
ICE ARENA FUND BALANCE - # 201305 Eble Ice Arena Roof	$142,500					$142,500
GOLF COURSE FUND BALANCE - # 201309 Golf Course Bridge Rplmnt	$50,000	$160,000	$165,000	$170,000		$545,000
Local Reimbursement Project 201116 CTH C Mill St to Oakwood Rd				$463,000		$463,000
Local Reimbursement Project 200011, CTH L	$2,013,000					$2,013,000
TIF funding for Project 201007 CTH O, CTH HH to Grange			$1,000,000			$1,000,000
Municipal Cost Share for Communications Center					$708,400	$708,400
CHIP D REVENUE-200427 Signals and Safety	$300,000	$200,000				$500,000
Federal TE Grant for Bike Trail	$1,900,000					$1,900,000
Subtotal Revenue & Fund Balance	$5,284,000	$4,902,500	$1,704,000	$633,000	$708,400	$13,231,900
						$0
Net Expenditures	$22,586,000	$15,664,000	$12,560,480	$12,817,000	$12,304,600	$75,932,080
STATE SHARED REVENUE/UTILITY PAYMENT	$200,500					$200,500
PERSONAL PROPERTY REPLACEMENT-STATE AID	$350,000					$350,000
GOVERNEMENTAL FUND BALANCE	$2,000,500	$2,284,000	$200,000	$450,000	$0	$4,934,500
INTERNAL SERVICE FUND BALANCE	$525,000	$375,500	$0	$0	$0	$900,500
SUBTOTAL	$3,076,000	$2,659,500	$200,000	$450,000	$0	$6,385,500
EXPENDITURES BEFORE TAXES, DEBT BORROWING AND INTEREST	$19,510,000	$13,004,500	$12,360,480	$12,367,000	$12,304,600	$69,546,580

Stats./Trends

TABLE OF CONTENTS
STATS./TRENDS

Table 1: Major Property Tax Levy For State Mandated Services....525
Table 2: Waukesha County Demographic Statistics Trends....526

Table 3: Waukesha County Community Profile....527
Table 4: Waukesha County Population....528

Table 5: Waukesha County Equalized Property Value by Municipality....529
Table 6: Equalized Property Value Rate of Change....530
Table 7: Equalized Property Value by Class of Property....531

Table 8: General County Purpose Property Tax Levy....532
Table 9: Federated Library Property Tax Levy....533

Table 10: Comparative Counties Property Rates....534
Table 11: Comparative Counties Property Tax Per Person....535

Table 12: Outstanding Debt Per Capita....536
Table 13: Debt Service as a Percent of Operating Expenditures....537

Table 14: Operating Revenues Per Capita....538
Table 15: Operating Expenditures Per Capita....539

Table 16: Employees Per 1,000 Population....540
Table 17: Personnel Costs as a Percent of Net Operating Budget....541

Table 18: Budgeted Expenditures and Tax Levy....542
Table 19: Operating and Capital Budget Summary with 8 Mo. Information....543

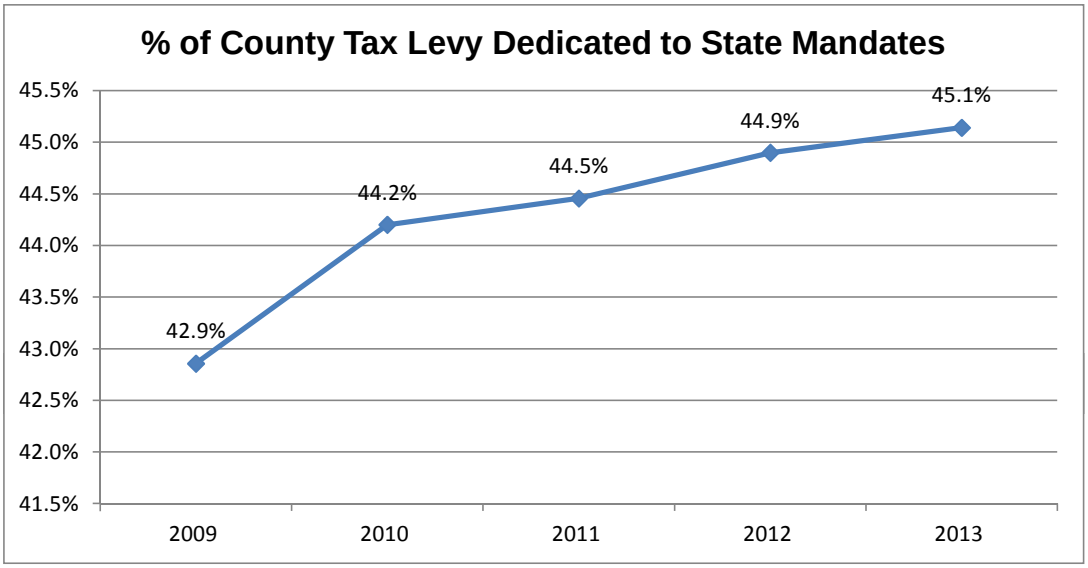
Regular Full-Time/Part-Time Budgeted Positions Summary....544
Summary of Net Change in Funded Regular Full-Time/Part-Time Positions....545
Position Detail Summary
- -Administration....546
- -Circuit Courts Services....551
- -Corporation Counsel....553
- -County Board....555
- -County Clerk....556
- -County Executive....557
- -District Attorney....558
- -Emergency Preparedness....559
- -Federated Library....561
- -Health & Human Services....562
- -Medical Examiner....564
- -Parks & Land Use....575
- -Public Works....585
- -Register of Deeds....590
- -Sheriff....591
- -Treasurer....594
- -University of Wisconsin - Cooperative Extension....595

Glossary of Significant Terms....596
Glossary of Acronyms....605
Agency/Subject Budget Index....606

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	2009	2010	2011	2012	2013
		(Values in millions)			
County Tax Levy Budget:	$93.1	$95.7	$97.4	$98.0	$98.8
Estimated Major State Mandated Net Expenditures:	$46.6	$48.8	$49.7	$49.7	$50.1
State Discretionary Revenue Offsets:	$6.8	$6.5	$6.4	$5.7	$5.5
County Tax Levy for Major State Mandates:	$39.9	$42.3	$43.3	$44.0	$44.6
% of County Tax Levy for Major State Mandates:	42.9%	44.2%	44.5%	44.9%	45.1%

Table 2
COUNTY DEMOGRAPHICS STATISTICS TRENDS

Fiscal Year	(1) Population	(2) Per Capita Income	(3) Number Of Jobs	(4) Unemployment Rate	(5) Public School Enrollment	(5) Private School Enrollment	(7) Median Age	
2001	363,571	$41,251	227,044	3.3%	59,304	14,321	*	
2002	368,077	$41,770	223,247	4.5%	60,165	14,026	39.1	
2003	371,189	$42,463	227,051	4.4%	60,746	13,554	39.1	
2004	373,339	$44,426	226,862	3.9%	61,831	13,038	40.2	
2005	377,348	$46,252	230,607	3.8%	62,472	12,718	40.3	
2006	379,577	$50,723	234,852	3.8%	62,859	12,801	40.6	
2007	381,603	$51,950	236,413	3.9%	63,082	12,592	41	
2008	382,697	$53,789	233,321	3.9%	62,868	12,539	41.8	
2009	383,190	$50,939	220,841	7.5%	63,685	12,004	41.1	
2010	389,891	$51,868	218,361	7.4%	63,868	11,530	42	(8)
2011	390,267	*	223,267	6.5%	63,309	12,403	*	

* Information unavailable

SOURCES

(1) Wisconsin Department of Administration
(2) Bureau of Economic Analysis - US Department of Commerce (2001-2010 relfect revised estimates as of April 2012)
(3) Wisconsin Department of Workforce Development
(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

2010/2011 Average High School Graduation Rate*
Waukesha County: 97.6%
Wisconsin: 87.0%

2010/2011 Average ACT Scores*
Waukesha County: 23.7
Wisconsin: 22.0
United States: 21.1

SCHOOL ENROLLMENT*

2011-2012 Academic Year
Public: 63,309
Private: 12,403
Home schooling: 1,161**

*Source: Wisconsin Department of Public Instruction
**Four districts have less than 5 students and are hidden due to privacy law

POST-SECONDARY EDUCATION

Colleges and Universities
Carroll University, City of Waukesha
Ottawa University-Milwaukee, City of Brookfield
University of Wisconsin-Waukesha, City of Waukesha
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
266 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 2012 preliminary population estimates by the Wisconsin Department of Administration, the current population of Waukesha County is 390,914. This represents an increase of 1,023 persons county-wide, or .26% from the 2010 Census.

	2010 CENSUS	2011	2012	'11 - '12 CHANGE	% CHANGE
CITIES					
Brookfield	37,920	37,890	37,870	(20)	-0.05%
Delafield	7,085	7,092	7,095	3	0.04%
Milwaukee *	0	0	0	0	0.00%
Muskego	24,135	24,168	24,217	49	0.20%
New Berlin	39,584	39,594	39,770	176	0.44%
Oconomowoc	15,759	15,805	15,834	29	0.18%
Pewaukee	13,195	13,294	13,464	170	1.29%
Waukesha	70,718	70,735	71,020	285	0.40%
CITIES TOTAL	208,396	208,578	209,270	692	0.33%
TOWNS					
Brookfield	6,116	6,109	6,102	(7)	-0.11%
Delafield	8,400	8,374	8,195	(179)	-2.13%
Eagle	3,507	3,510	3,514	4	0.11%
Genesee	7,340	7,331	7,331	0	0.00%
Lisbon	10,157	10,174	10,184	10	0.10%
Merton	8,338	8,353	8,361	8	0.10%
Mukwonago	7,959	7,972	7,976	4	0.05%
Oconomowoc	8,408	8,474	8,505	31	0.37%
Ottawa	3,859	3,867	3,867	0	0.00%
Vernon	7,601	7,600	7,603	3	0.04%
Waukesha	9,133	9,133	9,142	9	0.10%
TOTAL TOWNS	80,818	80,897	80,780	(117)	-0.14%
VILLAGES					
Big Bend	1,290	1,290	1,287	(3)	-0.23%
Butler	1,841	1,840	1,837	(3)	-0.16%
Chenequa	590	589	586	(3)	-0.51%
Dousman	2,302	2,304	2,317	13	0.56%
Eagle	1,950	1,948	1,947	(1)	-0.05%
Elm Grove	5,934	5,941	5,930	(11)	-0.19%
Hartland	9,110	9,115	9,118	3	0.03%
Lac la Belle	289	290	289	(1)	-0.35%
Lannon	1,107	1,106	1,104	(2)	-0.18%
Menomonee Falls	35,626	35,675	35,680	5	0.01%
Merton	3,346	3,364	3,384	20	0.60%
Mukwonago	7,254	7,272	7,281	9	0.12%
Nashotah	1,395	1,391	1,387	(4)	-0.29%
North Prairie	2,141	2,146	2,145	(1)	-0.05%
Oconomowoc Lake	595	595	594	(1)	-0.17%
Pewaukee	8,166	8,159	8,178	19	0.23%
Summit	4,674	4,671	4,680	9	0.19%
Sussex	10,518	10,552	10,573	21	0.20%
Wales	2,549	2,544	2,547	3	0.12%
TOTAL VILLAGES	100,677	100,792	100,864	72	0.07%
TOTAL: COUNTY	389,891	390,267	390,914	647	0.17%

* 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, 2012 reports provided by the State Department of Revenue, the total equalized property value in Waukesha County, including all Tax Increment Districts, is $47,739,764,800. This represents a decrease of $1,812,797,700 or -3.66% from 2011. A table listing 2011 and 2012 equalized values for municipalities is presented below. County-wide property values, as reflected in the equalized valuation, have declined.

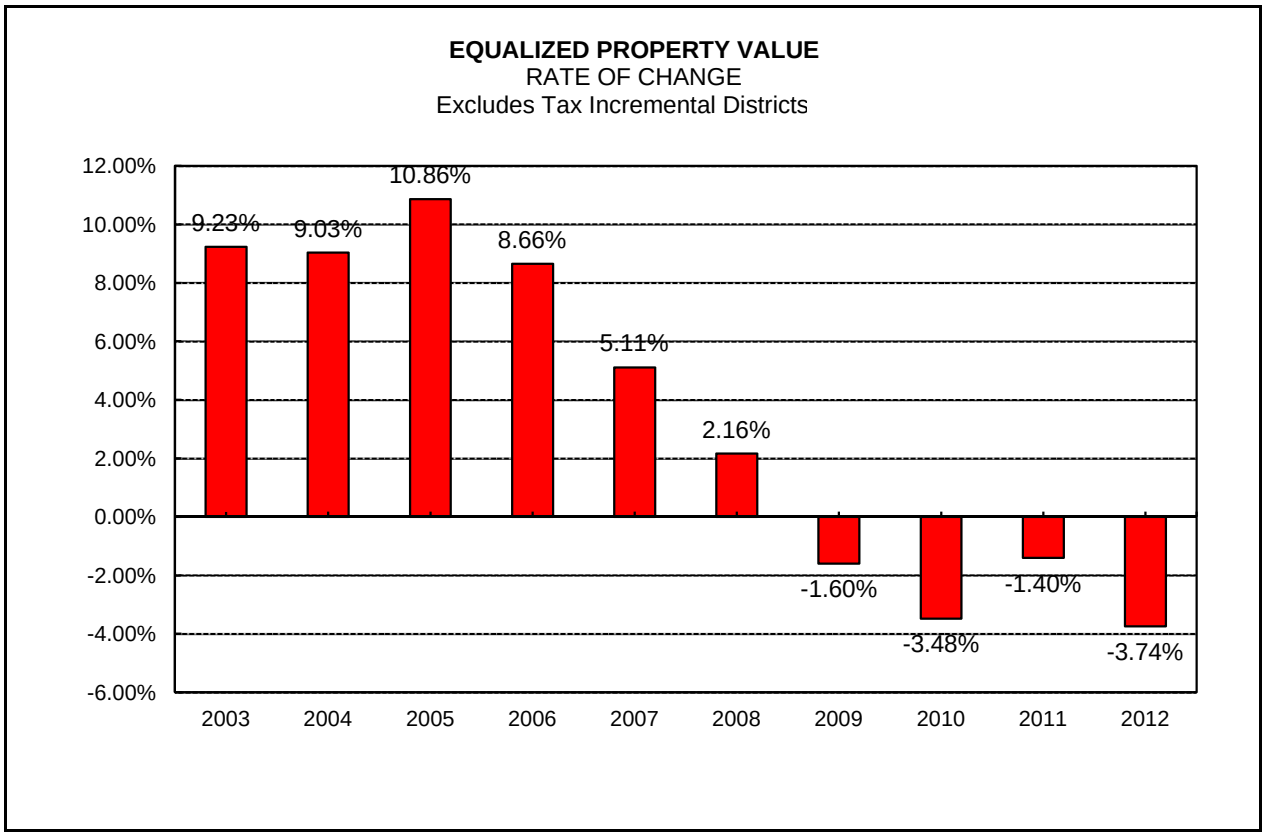
	2011 EQUAL PROP. VALUE	2012 EQUAL PROP. VALUE	'11-'12 CHANGE	% CHANGE
CITIES:				
Brookfield	$6,083,418,800	$5,975,204,600	($108,214,200)	-1.78%
Delafield	$1,307,413,400	$1,235,854,000	($71,559,400)	-5.47%
Milwaukee *	$18,280,400	$12,751,700	($5,528,700)	-30.24%
Muskego	$2,634,299,800	$2,566,467,000	($67,832,800)	-2.57%
New Berlin	$4,745,968,400	$4,583,167,900	($162,800,500)	-3.43%
Oconomowoc	$1,921,427,200	$1,795,970,900	($125,456,300)	-6.53%
Pewaukee	$2,609,197,200	$2,609,715,000	$517,800	0.02%
Waukesha	$5,767,116,700	$5,426,429,500	($340,687,200)	-5.91%
SUBTOTAL	$25,087,121,900	$24,205,560,600	($881,561,300)	-3.51%
TOWNS:				
Brookfield	$1,015,838,400	$984,336,100	($31,502,300)	-3.10%
Delafield	$1,463,319,600	$1,388,600,100	($74,719,500)	-5.11%
Eagle	$436,390,000	$432,829,000	($3,561,000)	-0.82%
Genesee	$934,827,700	$911,387,300	($23,440,400)	-2.51%
Lisbon	$1,087,393,700	$1,033,412,700	($53,981,000)	-4.96%
Merton	$1,433,687,800	$1,407,585,400	($26,102,400)	-1.82%
Mukwonago	$846,691,900	$816,237,000	($30,454,900)	-3.60%
Oconomowoc	$1,442,750,200	$1,319,416,800	($123,333,400)	-8.55%
Ottawa	$549,566,100	$531,485,600	($18,080,500)	-3.29%
Vernon	$851,747,300	$780,189,100	($71,558,200)	-8.40%
Waukesha	$974,055,300	$910,321,800	($63,733,500)	-6.54%
SUBTOTAL	$11,036,268,000	$10,515,800,900	($520,467,100)	-4.72%
VILLAGES:				
Big Bend	$151,147,000	$141,032,400	($10,114,600)	-6.69%
Butler	$234,430,800	$234,172,500	($258,300)	-0.11%
Chenequa	$493,358,200	$462,212,100	($31,146,100)	-6.31%
Dousman	$167,305,300	$167,350,500	$45,200	0.03%
Eagle	$158,986,300	$147,784,400	($11,201,900)	-7.05%
Elm Grove	$1,047,445,900	$1,011,730,300	($35,715,600)	-3.41%
Hartland	$1,173,978,700	$1,129,849,800	($44,128,900)	-3.76%
Lac la Belle	$116,696,700	$109,168,900	($7,527,800)	-6.45%
Lannon	$110,570,100	$107,122,800	($3,447,300)	-3.12%
Menomonee Falls	$4,441,598,500	$4,315,491,900	($126,106,600)	-2.84%
Merton	$381,799,300	$370,326,300	($11,473,000)	-3.00%
Mukwonago	$724,702,200	$718,663,100	($6,039,100)	-0.83%
Nashotah	$173,437,700	$169,060,600	($4,377,100)	-2.52%
North Prairie	$237,620,900	$222,806,900	($14,814,000)	-6.23%
Oconomowoc Lake	$395,634,500	$368,894,300	($26,740,200)	-6.76%
Pewaukee	$925,472,800	$924,934,400	($538,400)	-0.06%
Summit	$987,268,000	$938,988,400	($48,279,600)	-4.89%
Sussex	$1,151,031,800	$1,125,021,900	($26,009,900)	-2.26%
Wales	$356,687,900	$353,791,800	($2,896,100)	-0.81%
SUBTOTAL	$13,429,172,600	$13,018,403,300	($410,769,300)	-3.06%
TOTAL	$49,552,562,500	$47,739,764,800	($1,812,797,700)	-3.66%

* 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
Excludes Tax Incremental Districts

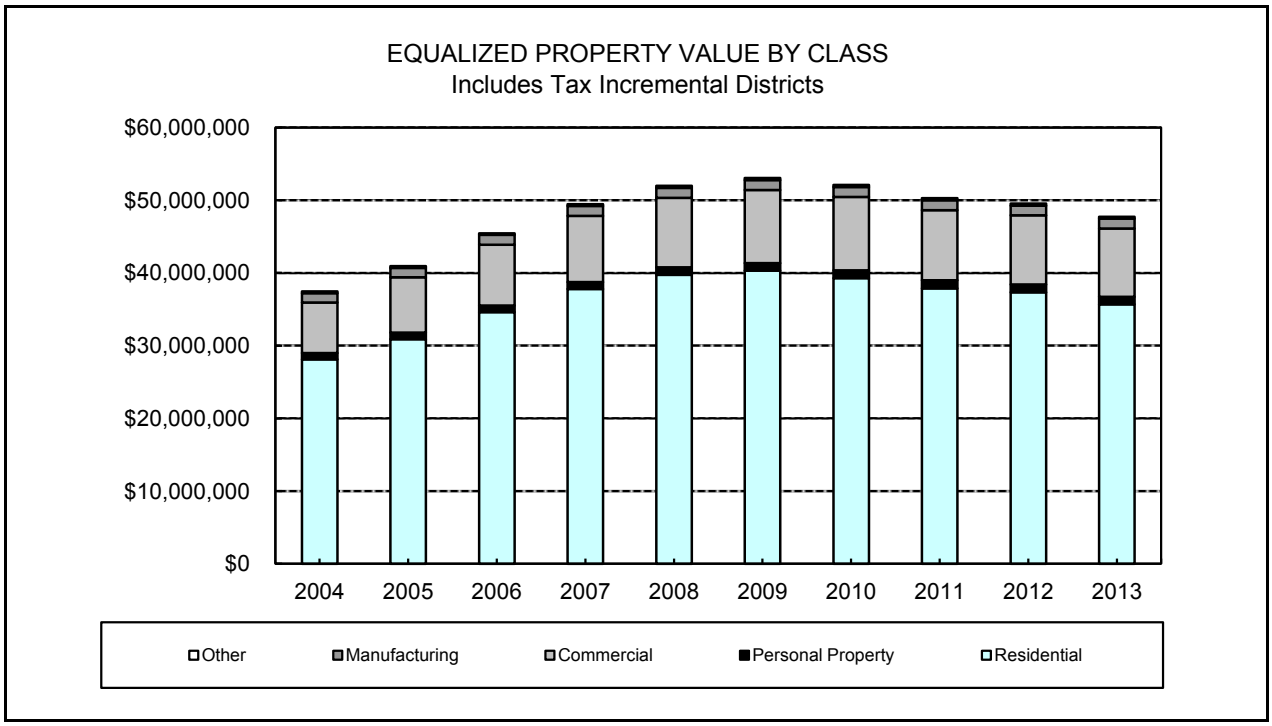
Equalized property value is a broad measure of the County's tax base. The Wisconsin Department of Revenue annually determines the equalized (fair market) value of all property subject to general property taxation. Equalized values are reduced by tax incremental district value increments for apportioning the County levy. In 2002-2007, 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, deflation on residential property rates offset by new construction of less than 2% are responsible for most of the valuation decrease. Prior to 2009, the County had not experienced a tax base reduction in over 30 years. Housing sales experienced in the first half of 2012 suggests that residential deflation may be near bottom.



Valuation Year	Total Value	Change In Valuation	Rate of Change
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%
2012	$46,923,448,900	($1,823,609,400)	-3.74%

Table 7
EQUALIZED PROPERTY VALUE BY CLASS OF PROPERTY
Including Tax Incremental Districts

The total value of equalized property including all tax incremental districts reported for Waukesha County in budget year 2013 is $47.7 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. Residential valuation deflated by 4% based on prior year analysis by the Wisconsin Department of Revenue , however this may be the last major change as home values have begun to pick up slightly in 2012. Commercial properties and manufacturing continue to maintain their share of the tax base at 19% and 3% respectively for budget year 2013.



($000's)

Budget Year	Residential	Personal Property	Commercial	Mfg.	Agr./Forest/ Swamp/Other	Total Value
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
2013	$35,670,846	$1,055,120	$9,389,591	$1,346,196	$278,012	$47,739,765
% of Total	75.3%	2.2%	19.2%	2.7%	0.6%	100.0%

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 (%)
	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	5.42%
	2012	2011	$2.01	$0.04	2.03%
Adopted	**2013**	**2012**	**$2.11**	**$0.10**	**4.98%**

	BUDGET YEAR	TAX YEAR	COUNTY TAX LEVY(2)	TAX LEVY CHANGE ($$)	Tax Levy Change (%)
	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%
	2012	2011	$98,037,483	$615,418	0.63%
Adopted	**2013**	**2012**	**$98,798,522**	**$761,039**	**0.78%**

	BUDGET YEAR	TAX YEAR	EQUALIZED VALUE WITHOUT TIDS (3)	EQUALIZED VALUE CHANGE ($$)	Equalized Value Change (%)
	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%
	2012	2011	$48,747,058,300	($692,738,800)	-1.40%
Adopted	**2013**	**2012**	**$46,923,448,900**	**($1,823,609,400)**	**-3.74%**

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 (%)
	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%
	2012	2011	$0.2514	$0.0054	2.21%
Adopted	**2013**	**2012**	**$0.2690**	**$0.0176**	**7.00%**

	BUDGET YEAR	TAX YEAR	COUNTY LEVY FOR FED LIB.	TAX LEVY CHANGE ($$)	TAX LEVY CHANGE (%)
	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%
	2012	2011	$2,883,486	$29,547	1.04%
Adopted	**2013**	**2012**	**$2,930,604**	**$47,118**	**1.63%**

	BUDGET YEAR	TAX YEAR	EQUALIZED VALUE MUNICIPALITIES W/O LIBRARIES	EQUALIZED VALUE CHANGE ($$)	EQUALIZED VALUE CHANGE (%)
	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%
	2012	2011	$11,470,523,100	($132,440,200)	-1.14%
Adopted	**2013**	**2012**	**$10,892,995,400**	**($577,527,700)**	**-5.03%**

Table 10
COMPARATIVE COUNTIES PROPERTY RATES
FOR 2012 ADOPTED BUDGET

Waukesha County's property tax rate is ranked 70th of 72 counties for 2012 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	2011 Rank	Property Tax Rate For 2012 Budget (a)	County	2011 Rank	Property Tax Rate For 2012 Budget (a)
* Menominee	1	$8.16	Portage	37	$5.12
Taylor	2	$7.85	* Calumet	38	$5.07
Crawford	3	$7.64	Rusk	39	$5.03
Dunn	4	$7.54	Shawano	40	$5.02
Clark	5	$7.45	Oconto	41	$5.00
* Kewaunee	6	$7.34	Columbia	42	$4.94
Lafayette	7	$7.29	Wood	43	$4.86
Adams	8	$6.95	Barron	44	$4.85
Jackson	9	$6.73	* Outagamie	45	$4.77
Pepin	10	$6.71	Milwaukee	46	$4.72
Marquette	11	$6.69	Kenosha	47	$4.60
Richland	12	$6.41	* Brown	48	$4.57
Rock	13	$6.41	Sauk	49	$4.54
Florence	14	$6.31	Douglas	50	$4.47
Waushara	15	$6.30	Forest	51	$4.42
Waupaca	16	$6.29	Iron	52	$4.36
Juneau	17	$6.17	Walworth	53	$4.26
Buffalo	18	$5.97	Jefferson	54	$4.25
Monroe	19	$5.94	Washburn	55	$4.23
* Winnebago	20	$5.91	Marinette	56	$4.14
Trempealeau	21	$5.79	Grant	57	$3.99
Iowa	22	$5.73	St Croix	58	$3.87
Green	23	$5.72	La Crosse	59	$3.86
Pierce	24	$5.70	Eau Claire	60	$3.71
Fond du Lac	25	$5.69	Chippewa	61	$3.55
Lincoln	26	$5.68	* Racine	62	$3.53
Green Lake	27	$5.65	Door	63	$3.49
Vernon	28	$5.55	Bayfield	64	$3.39
* Manitowoc	29	$5.52	Burnett	65	$3.20
Dodge	30	$5.52	Washington	66	$2.98
Price	31	$5.47	Dane	67	$2.87
Langlade	32	$5.44	Sawyer	68	$2.75
Ashland	33	$5.37	Oneida	69	$2.16
* Sheboygan	34	$5.28	* Waukesha	70	$2.07
Polk	35	$5.23	Ozaukee	71	$1.82
Marathon	36	$5.17	Vilas	72	$1.79

(a) Property tax rates shown include library system and other special taxing authorities.

Source: Compiled by the Wisconsin Taxpayers Alliance. In previous years the Wisconsin Department of Revenue provided this information, but no longer. In the last State budget, the County Tax Rate sheet that was required to be filled out and filed by each county was suspended by the state legislature for two years and is likely permanent.

Table 11
COMPARATIVE COUNTIES PROPERTY TAX PER PERSON
FOR 2011 AND 2012 BUDGETS

Waukesha County's property tax per person is ranked 68th of 72 counties for 2012 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	2011 Rank	2012 Rank	2011 Tax Levy Per Person	2012 Tax Levy Per Person
Door	1	1	$ 885.84	$ 892.84
Florence	2	2	$ 843.20	$ 871.23
Adams	3	3	$ 822.11	$ 819.78
Iron	5	4	$ 714.27	$ 718.22
Green Lake	4	5	$ 716.21	$ 716.74
Marquette	6	6	$ 667.77	$ 685.76
Washburn	7	7	$ 659.89	$ 659.29
Waushara	8	8	$ 612.34	$ 626.15
* Menominee	10	9	$ 609.96	$ 618.25
Vilas	9	10	$ 611.11	$ 613.22
Walworth	12	11	$ 594.68	$ 594.04
Sawyer	11	12	$ 594.77	$ 592.86
Bayfield	13	13	$ 589.47	$ 582.79
Price	15	14	$ 548.15	$ 560.05
Burnett	14	15	$ 550.98	$ 554.09
Forest	16	16	$ 541.34	$ 552.20
* Kewaunee	18	17	$ 491.48	$ 513.44
Pepin	17	18	$ 494.14	$ 498.73
Polk	19	19	$ 488.76	$ 487.04
Taylor	20	20	$ 477.98	$ 485.24
Oconto	21	21	$ 468.22	$ 471.60
Crawford	27	22	$ 439.65	$ 468.65
Lincoln	22	23	$ 463.96	$ 467.65
Jackson	24	24	$ 458.32	$ 467.57
Sauk	23	25	$ 460.36	$ 460.55
Langlade	26	26	$ 451.40	$ 457.19
Dunn	25	27	$ 451.64	$ 455.11
Waupaca	29	28	$ 434.77	$ 441.84
Juneau	28	29	$ 436.52	$ 438.38
Iowa	30	30	$ 432.78	$ 434.11
Buffalo	31	31	$ 429.36	$ 430.56
Columbia	35	32	$ 408.21	$ 430.11
Lafayette	32	33	$ 429.00	$ 427.88
Oneida	33	34	$ 418.47	$ 417.18
Ashland	36	35	$ 398.73	$ 406.06
* Winnebago	34	36	$ 410.46	$ 404.86
Green	39	37	$ 389.26	$ 396.73
Rusk	37	38	$ 396.11	$ 394.66
* Sheboygan	38	39	$ 392.80	$ 391.59
Pierce	40	40	$ 380.64	$ 386.60
Barron	42	41	$ 375.57	$ 382.60
Fond du Lac	41	42	$ 377.88	$ 382.17
Rock	45	43	$ 367.57	$ 375.41
Clark	46	44	$ 364.30	$ 371.15
Richland	44	45	$ 369.19	$ 368.08
Dodge	43	46	$ 369.79	$ 361.33
Kenosha	50	47	$ 350.84	$ 356.70
Shawano	52	48	$ 350.27	$ 354.11
Marathon	47	49	$ 359.47	$ 353.93
Marinette	49	50	$ 351.60	$ 353.71
* Manitowoc	53	51	$ 349.35	$ 351.77
Portage	48	52	$ 356.38	$ 351.56
* Outagamie	54	53	$ 346.81	$ 351.53
Trempealeau	51	54	$ 350.60	$ 347.64
Douglas	55	55	$ 336.49	$ 340.23
* Calumet	58	56	$ 326.93	$ 340.01
Monroe	56	57	$ 335.64	$ 339.15
St Croix	59	58	$ 325.63	$ 329.54
* Brown	57	59	$ 331.73	$ 324.52
Vernon	60	60	$ 321.37	$ 320.65
Jefferson	61	61	$ 319.14	$ 318.73
Wood	62	62	$ 298.87	$ 298.83
Milwaukee	64	63	$ 285.35	$ 291.27
Washington	63	64	$ 295.59	$ 290.40
Dane	65	65	$ 272.64	$ 284.18
* Racine	66	66	$ 260.13	$ 260.73
* Waukesha	68	67	$ 257.15	$ 258.56
La Crosse	67	68	$ 257.24	$ 256.61
Chippewa	70	69	$ 245.68	$ 249.97
Eau Claire	69	70	$ 245.96	$ 247.38
Ozaukee	71	71	$ 220.39	$ 221.35
Grant	72	72	$ 209.22	$ 211.41

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.

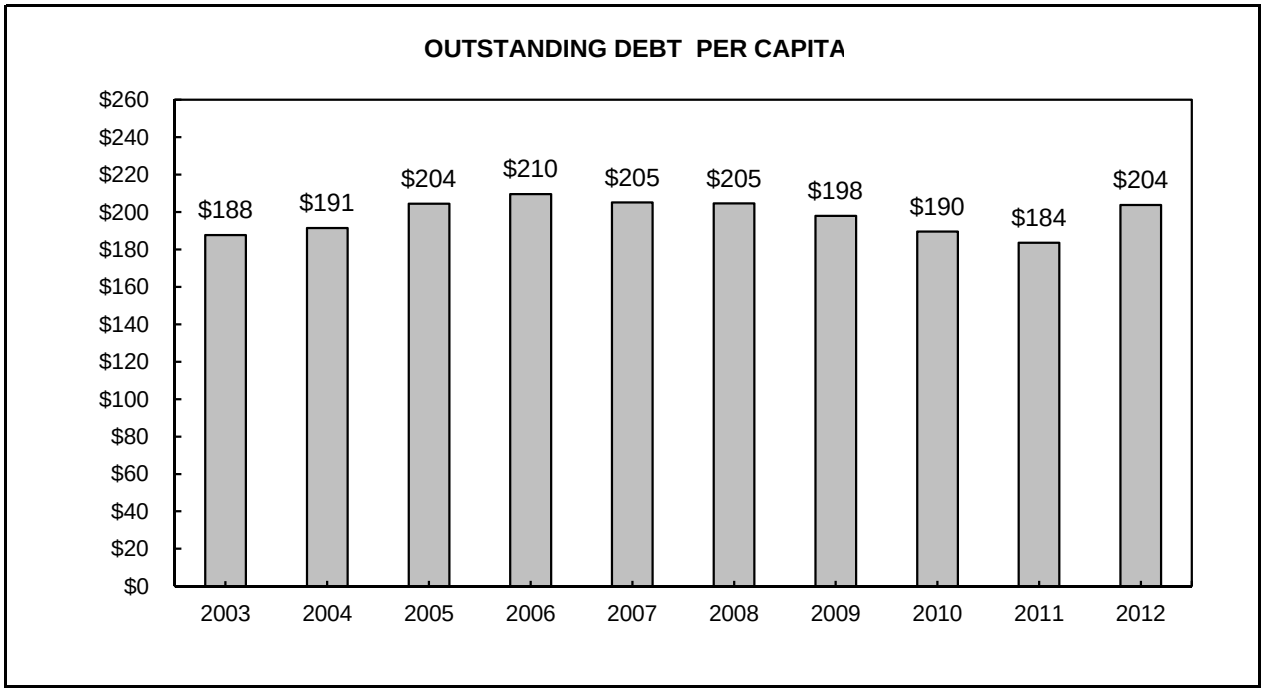
-In 2007, the County paid down $1.5 million of the 2000 debt issue.

-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 in April 2012.



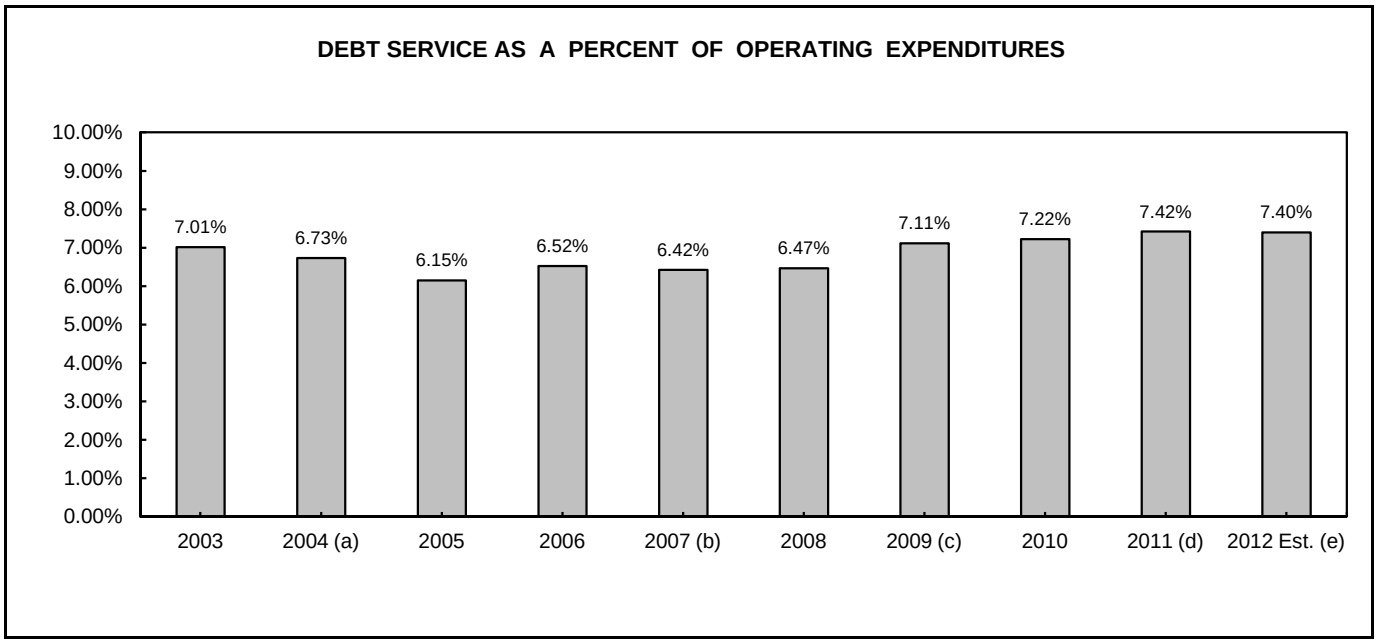
Year	Current Year Borrowing	Outstanding Debt	Population	Debt Per Capita
2003	$13,500,000	$69,665,000	371,189	$188
2004	$14,000,000	$71,465,000	373,339	$191
2005	$14,400,000	$77,150,000	377,348	$204
2006	$12,000,000	$79,525,000	379,577	$210
2007	$10,000,000	$78,250,000	381,603	$205
2008	$10,000,000	$78,320,000	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	$71,660,000	390,267	$184
2012	$20,000,000	$79,665,000	390,914	$204

* 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.

The County has used defeasement and refunding activity to manage debt service. 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. In April 2012, $6.6 million of the 2005 notes were refunded.



Year	Debt Service	Operating Expenditures	Percent
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 (d)	$14,260,230	$192,232,670	7.42%
2012 Est. (e)	$14,315,105	$193,475,419	7.40%

(a) Excludes debt service to pay down remaining $2.8 million of the 1997 debt issue.

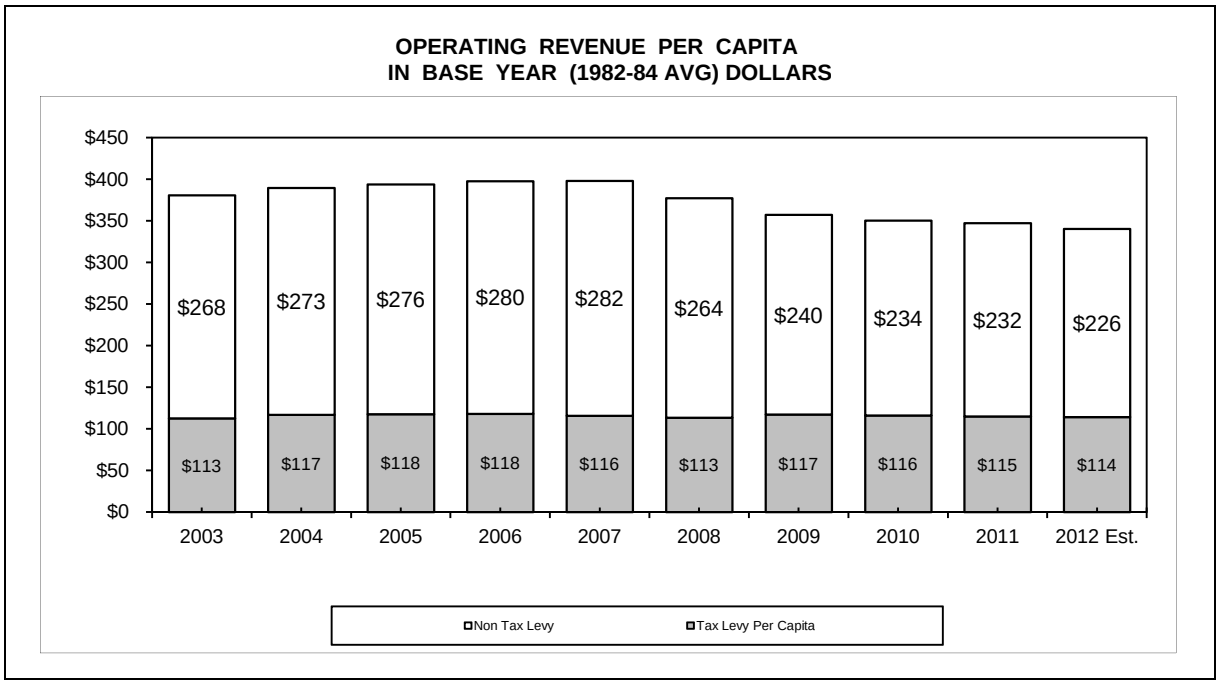
(b) Excludes debt service to pay down $1.5 million of the 2000 debt issue.

(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

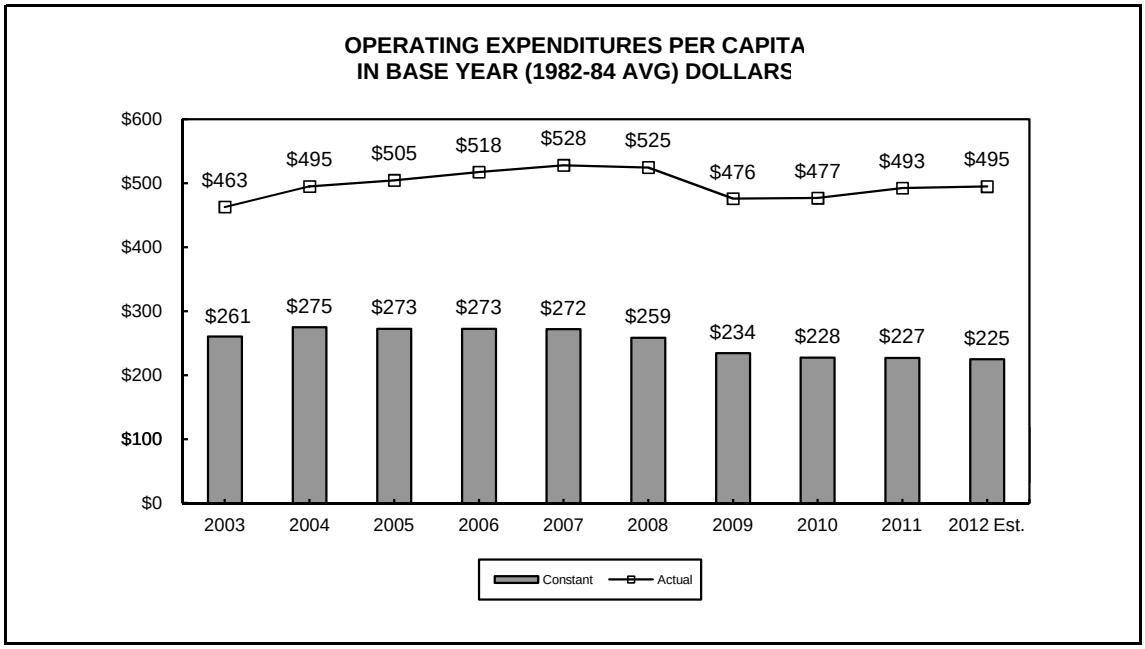
Operating revenue per capita shows how revenues are changing relative to changes in the levels of population. Revenues include general fund, special revenue and debt service funds. Revenue sources include tax levy, intergovernmental revenues, charges for services, fines/forfeitures and licenses/permits. 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. Years 2010 and 2011 included some increases with 2012 estimating a reduction anticipated in the budget for reductions in State revenue due to change to shift administration of the Children Long Term Support Program to a third party administrator ($3.5 million)



Year	Oper. Revenues With Tax Levy	W.C. Property Tax Levy	Consumer Price Index	Revenues Base Year	Population	Per Capita
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	$196,702,097	$97,378,950	216.9	$90,687,919	390,267	$232
2012 Est.	$194,488,418	$98,403,406	220.2	$88,323,532	390,914	$226

Table 15
OPERATING EXPENDITURES PER CAPITA

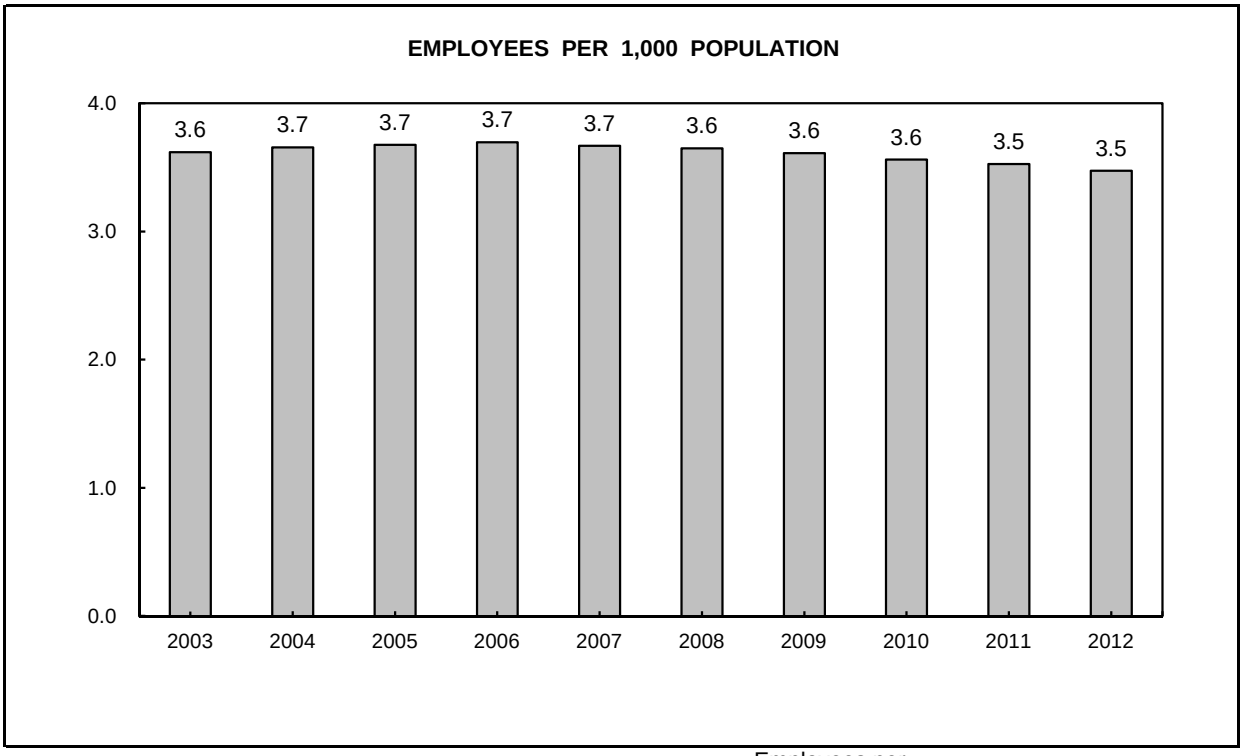
Changes in expenditures (1982-1984 base year dollars) per capita reflect changes in expenditures relative to changes in population. Expenditures include general fund, special revenue and debt service funds (excludes proprietary and capital project funds). Debt Service also excludes the one-time expenditure for debt retirement. 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. In 2010, while expenditures increase, an increase in the CPI and the 2010 census growth combine to decrease the adjusted per capita indicator.



Year	Expenditures *	Consumer Price Index	Base Year	Population	Per Capita Actual	Per Capita Base Year
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	$192,232,670	216.9	$88,627,326	390,267	$493	$227
2012 Est.	$193,475,419	220.2	$87,863,496	390,914	$495	$225

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. The 2012 budget further decreased positions a net 18.69 FTE, including 3.5 FTE in the Courts and 5.0 FTE's as a result of additional contracting of housekeeping services.



Year	Employees*	Population	Employees per 1,000 Population
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
2012	1,358	390,914	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)

	2009	2010	2011	2012	2013
Personnel Costs	$110,698,177	$113,524,322	$115,958,056	$114,012,267	$115,753,553
Total Net Oper Expenditures (w/o Capital Projects)	$204,318,446	$208,526,770	$213,555,811	$208,511,652	$209,193,729
Percent of Net Operating Budget	54.2%	54.4%	54.3%	54.7%	55.3%

BUDGETED SALARY AND BENEFIT COST BREAKDOWN
(ALL FUNDS)

	2009	2010	2011	2012	2013
Salaries and wages (a)	$78,036,840	$79,804,971	$80,730,321	$81,732,675	$83,152,099
Employee Benefits (b)	$32,661,337	$33,719,351	$35,227,735	$32,279,592	$32,601,454
Total Personnel Costs	$110,698,177	$113,524,322	$115,958,056	$114,012,267	$115,753,553
Benefits as % of Total Salaries	41.9%	42.3%	43.6%	39.5%	39.2%

(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
(2009 - 2013)

	2009 Budget	2010 Budget	2011 Budget	2012 Budget	2013 Budget
Gross Expenditures					
Operating	$237,054,722	$242,442,657	$248,081,591	$244,662,650	$245,902,296
Capital	$19,399,400	$19,353,400	$19,982,500	$39,956,000	$27,870,000
TOTAL GROSS EXPENDITURES	$256,454,122	$261,796,057	$268,064,091	$284,618,650	$273,772,296
Less: Interdepartmental Charges*	$32,736,275	$33,915,886	$34,525,779	$36,150,997	$36,708,567
TOTAL NET EXPENDITURES	$223,717,847	$227,880,171	$233,538,312	$248,467,653	$237,063,729
Operating % of Net Expenditures	91.3%	91.5%	91.4%	83.9%	88.2%
Capital % of Net Expenditures	8.7%	8.5%	8.6%	16.1%	11.8%
General County Tax Levy **					
Operating	$90,039,354	$93,287,457	$94,997,065	$95,612,483	$96,798,522
Capital	$3,047,399	$2,429,999	$2,425,000	$2,425,000	$2,000,000
TOTAL COUNTY GENERAL TAX LEVY	$93,086,753	$95,717,456	$97,422,065	$98,037,483	$98,798,522
Operating Levy % of General County Levy	96.7%	97.5%	97.5%	97.5%	98.0%
Capital Levy % of General County Levy	3.3%	2.5%	2.5%	2.5%	2.0%
General County Tax Levy % of Total Net Expenditures	41.6%	42.0%	41.7%	39.5%	41.7%

* 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	2011 ACTUAL	2012 ADOPTED BUDGET	2012 MODIFIED BUDGET	2012 ACTUAL YTD (a)	2013 BUDGET	CHANGE FROM 2012 ADOPTED BUDGET $	%
EXPENDITURES							
PERSONNEL COSTS	$ 113,349,674	$ 114,012,267	$ 114,154,169	$ 69,574,117	$ 115,753,553	$ 1,741,286	1.53%
OPERATING EXPENSES	$ 92,407,687	$ 95,735,125	$ 105,479,987	$ 58,235,479	$ 94,359,254	$ (1,375,871)	-1.44%
INTERDEPT. CHARGES	$ 18,094,052	$ 18,834,235	$ 18,851,024	$ 14,560,185	$ 19,248,324	$ 414,089	2.20%
FIXED ASSET & IMPROVE	$ 1,033,083	$ 1,382,125	$ 1,840,470	$ 865,625	$ 1,757,800	$ 375,675	27.18%
DEBT SERVICE	$ 14,260,230	$ 14,698,898	$ 21,403,898	$ 19,746,386	$ 14,783,365	$ 84,467	0.57%
TOTAL EXPENDITURES	$ 239,144,726	$ 244,662,650	$ 261,729,548	$ 162,981,792	$ 245,902,296	$ 1,239,646	0.51%
REVENUES							
GEN'L GOVT. REVENUES	$ 59,701,259	$ 50,279,046	$ 57,912,069	$ 30,193,414	$ 49,623,911	$ (655,135)	-1.30%
FINES & LICENSES	$ 3,211,224	$ 2,674,320	$ 2,674,320	$ 2,453,174	$ 2,714,927	$ 40,607	1.52%
CHARGES FOR SERVICES	$ 32,222,883	$ 31,846,179	$ 31,846,179	$ 9,667,123	$ 33,276,305	$ 1,430,126	4.49%
INTERDEPART. REVENUES	$ 34,918,324	$ 36,150,998	$ 36,150,998	$ 25,678,099	$ 36,708,567	$ 557,569	1.54%
OTHER REVENUES (b)	$ 20,159,553	$ 15,865,956	$ 16,518,489	$ 5,570,837	$ 15,933,050	$ 67,094	0.42%
TOTAL REVENUES	$ 150,213,243	$ 136,816,499	$ 145,102,055	$ 73,562,647	$ 138,256,760	$ 1,440,261	1.05%
RETAINED EARNINGS	$ 5,686,873	$ 718,439	$ 718,439		$ 586,812	$ (131,627)	-18.32%
TRANSFERS/SURPLUSES	$ 3,232,648	$ 10,068,621	$ 18,849,963	$ -	$ 8,503,222	$ (1,565,399)	0.00%
TAX LEVY	$ 97,851,004	$ 98,495,969	$ 98,495,969	NA	$ 99,729,126	$ 1,233,157	1.25%

CAPITAL BUDGET	2011 ACTUAL	2012 ADOPTED BUDGET	2012 MODIFIED BUDGET	2012 ACTUAL YTD (a)	2013 BUDGET	CHANGE FROM 2012 ADOPTED BUDGET $	%
EXPENDITURES	$ 19,103,801	$ 39,956,000	$ 63,290,254	$ 15,808,353	$ 27,870,000	$ (12,086,000)	-30.25%
REVENUES (b)	$13,430,524	$ 37,531,000	$ 37,531,000	$ 21,566,943	$ 25,870,000	$ (11,661,000)	-31.07%
TAX LEVY/ FUND BALANCE (c)	$ 5,673,277	$ 2,425,000	$ 25,759,254		$ 2,000,000	$ (425,000)	-17.53%

(a) 2012 Actual Year to Date figures include financial and encumbrance activity through 9/12/12.

(b) Amounts include fund balance appropriations in 2011, 2012, and 2013 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 2011-2013
EXCLUDES OVERTIME AND EXTRA HELP

DEPARTMENTS BY FUND & FUNCTIONAL AREA	FUND	2011 Adopted Budget	Change from 2011	2012 Adopted Budget (a)(b)	Change from 2012	2013 Budget
Emergency Preparedness (a)	General	51.75	0.40	52.15	2.90	55.05
Emergency Preparedness	Radio Services	5.25	-	5.25	0.10	5.35
District Attorney	General	30.00	-	30.00	(0.50)	29.50
Circuit Court Services	General	95.50	(3.50)	92.00	(1.00)	91.00
Medical Examiner	General	10.75	(0.13)	10.62	0.38	11.00
Sheriff	General	356.50	(2.00)	354.50	(1.50)	353.00
Justice and Public Safety		**549.75**	**(5.23)**	**544.52**	**0.38**	**544.90**
Corporation Counsel	Child Support - General Fund	27.60	-	27.60	(1.00)	26.60
Health & Human Services	General Fund	368.11	(2.05)	366.06	-	366.06
Health & Human Services	Aging & Disab. Res. Center Grant Fund	23.91	0.49	24.40	-	24.40
Health and Human Services (b)		**419.62**	**(1.56)**	**418.06**	**(1.00)**	**417.06**
Register Of Deeds	General	19.00	(0.40)	18.60	-	18.60
UW-Extension	General	3.00	-	3.00	-	3.00
Fed. Library	State Aids & Misc. Fund	6.25	(0.25)	6.00	-	6.00
Fed. Library	CAFÉ Shared Automation Fund	0.75	0.25	1.00	-	1.00
Parks & Land Use	General	82.00	(1.20)	80.80	(0.41)	80.39
Parks & Land Use	Golf Course	8.85	-	8.85	(0.05)	8.80
Parks & Land Use	Ice Arenas	4.95	-	4.95	(0.04)	4.91
Parks & Land Use	Materials Recycling Fund	4.15	-	4.15	-	4.15
Parks & Land Use	Land Information Systems	4.00	-	4.00	-	4.00
Parks & Land Use	Community Development (a)	2.80	(0.45)	2.35	-	2.35
Parks, Env., Educ., and Land Use		**135.75**	**(2.05)**	**133.70**	**(0.50)**	**133.20**
Public Works	General	63.75	(6.25)	57.50	-	57.50
Public Works	Transportation	61.85	(0.75)	61.10	-	61.10
Public Works	Central Fleet Maintenance	15.50	(1.50)	14.00	-	14.00
Public Works	Airport	3.00	-	3.00	-	3.00
Public Works		**144.10**	**(8.50)**	**135.60**	**-**	**135.60**
County Executive	General	4.50	0.15	4.65	-	4.65
County Board	General	7.00	-	7.00	-	7.00
County Clerk	General	4.00	-	4.00	-	4.00
Treasurer	General	6.00	(0.50)	5.50	-	5.50
Dept. Of Administration (b)	General	44.75	-	44.75	-	44.75
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 (b)	End User Technology Fund	37.45	-	37.45	-	37.45
Corporation Counsel	General	11.40	-	11.40	-	11.40
General Administration		**126.40**	**(0.35)**	**126.05**	**-**	**126.05**
Total Regular (F.T. / P.T) Positions County-Wide (FTE)		**1,375.62**	**(17.69)**	**1,357.93**	**(1.12)**	**1,356.81**

(a) The 2012 adopted budget is restated to more appropriately reflect the unfunding of an overfilled Communication Center supervisor position.

(b) The 2011 and 2012 adopted budgets have been restated for comparative purposes to the 2013 budget to reflect the transfer of the Information Technology Solutions program from the Department of Administration (DOA) - General Fund to the DOA - End User Technology Fund.

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 2013 BUDGET BY POSITION TITLE

	Dept	Fund	Program	Position Title	FTE Count
	2013 Adopted Budget Position Unfunds (But Not Abolished)				
	Sheriff	General	General Patrol	Sheriff Deputy	(1.00)
	Sheriff	General	General Investigations	Detective	(1.00)
	Circuit Court Services	General	Criminal and Traffic Division	Clerk Typist II	(1.00)
	District Attorney	General	Prosecution/Administrative Services	Clerk Typist I	(0.50)
	Corporation Counsel	General	Child Support	Child Support Specialist	(1.00)
	Parks & Land Use	General	Administrative Services	Account Clerk I	(0.50)
	Subtotal 2013 Adopted Budget Position Unfunds (But Not Abolished)				**(5.00)**
	2013 Adopted Budget Positions Unfunded and Abolished				
*	Emergency Preparedness	General	Disaster Mgmt & Hazard. Materials Mgmt Programs	Program Assistant	(1.00)
*	Medical Examiner	General	Autopsy/Exam. & Investigation/Cremations Programs	Deputy Med. Examiner/Path Asst.	(0.62)
*	Sheriff (a)	General	General Patrol	Lieutenant	(0.50)
	Health & Human Services	General	Veterans' Information Assistance	Clerk Typist II	(1.00)
	Parks & Land Use	General/MRF	Household Hazard. Waste/Material Recyc. Facility	Clerk Typist III	(1.00)
	Subtotal 2013 Adopted Budget Positions Unfunded and Abolished				**(4.12)**
	2013 Adopted Budget Position Creations				
*	Emergency Preparedness	General	Disaster Mgmt & Hazardous Materials Mgmt Programs	Programs and Projects Analyst	1.00
	Emergency Preparedness	General	Communication Center Operations	Telecommunicator	3.00
*	Medical Examiner	General	Autopsy/Exam. & Investigation/Cremations Programs	Deputy Med. Examiner/Path Asst.	1.00
*	Sheriff (a)	General	General Patrol	Captain	0.50
	Sheriff	General	General Patrol	Clerk II	0.50
	Health & Human Services	General	Veterans' Information Assistance	Clerk Typist III	1.00
	Parks & Land Use	General/MRF	Household Hazard. Waste/Material Recyc. Facility	Program Assistant	1.00
	Subtotal 2013 Adopted Budget Position Creations				**8.00**
	Total 2013 Adopted Budget Net Funded/(Unfunded) Position Changes				**(1.12)**

*These are positions that include sunset clauses, which will be terminated or reduced if funding is terminated or reduced.

(a) The abolishment of the Lieutenant and creation of the Captain positions are planned to occur mid-year 2013.

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	11 Year End	12 Budget	13 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	2.00	2.00	2.00	-
Clerk Typist II - Confidential	1.00	1.00	1.00	-
Clerk Typist III - Confidential	2.00	2.00	2.00	-
Extra Help	0.80	0.82	0.82	-
Overtime	-	-	-	-
Subtotal	10.80	10.82	10.82	-
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	0.75	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	0.01	-
Subtotal	3.01	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	0.25	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	0.01	-
Subtotal	6.01	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	1.00	-
Community Service Representative	1.00	1.00	1.00	-
Extra Help	-			-
Overtime	0.02	0.05	-	(0.05)
Subtotal	5.02	5.05	5.00	(0.05)
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	0.80	0.64	(0.16)
Overtime	-	-	-	-
Subtotal	5.56	5.80	5.64	(0.16)

* 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.)	11 Year End	12 Budget	13 Budget	Change
Human Resources				
Human Resources Manager	1.00	1.00	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	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	-
End User Operations & Technology Fund (Memo)				
Information Technology Manager	1.00	1.00	1.00	-
Business Services Administrator	1.00	1.00	1.00	-
Solutions Administrator	1.00	1.00	1.00	-
Information Technology Infrastructure Administrator	0.80	0.80	0.80	-
Principal Information Technology Professional	15.00	15.00	15.00	-
Senior Information Technology Professional	13.00	13.00	13.00	-
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	5.39	6.22	7.13	0.91
Overtime	0.06	0.06	0.06	-
Subtotal	42.90	43.73	44.64	0.91
TOTAL ADMINISTRATION - General Fund	**46.15**	**46.44**	**46.23**	**(0.21)**
Regular Positions	44.75	44.75	44.75	-
Extra Help	1.36	1.62	1.46	(0.16)
Overtime	0.04	0.07	0.02	(0.05)

ADMINISTRATION - General Fund (cont.)

2013 BUDGET ACTIONS:

Decrease: 0.05 FTE Overtime in Tax Listing.

Decrease: 0.16 FTE Temporary Extra Help in Budget.

2012 CURRENT YEAR ACTIONS:

None.

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.

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

ADMINISTRATION - End User Technology Fund	11 Year End	12 Budget	13 Budget	Change
Information Technology Solutions				
Information Technology Manager	0.85	0.85	0.85	-
Solutions Administrator	1.00	1.00	1.00	-
Principal Information Technology Professional	3.00	3.00	3.00	-
Senior Information Technology Professional	6.00	6.00	6.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	10.85	10.85	10.85	-
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	-
Records Management Analyst	-	-	1.90	1.90
Information Technology Technician	1.40	1.40	1.40	-
Extra Help	3.38	3.38	3.38	-
Subtotal	25.73	25.73	27.63	1.90
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	2.01	2.84	3.75	0.91
Overtime	0.06	0.06	0.06	-
Subtotal	6.02	6.85	5.86	(0.99)
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	**42.90**	**43.73**	**44.64**	**0.91**
Regular Positions	37.45	37.45	37.45	-
Extra Help	5.39	6.22	7.13	0.91
Overtime	0.06	0.06	0.06	-

2013 BUDGET ACTIONS:

Transfer : 1.90 Records Management Analyst from Records Manement to End User Technology
Increase: 0.91 FTE Extra Help in Records Management

2012 CURRENT YEAR ACTIONS:
None

2012 BUDGET ACTIONS:
Increase 0.83 FTE Extra Help in Records Management.

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

ADMINISTRATION - Risk Management Fund		11 Year End	12 Budget	13 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

2013 BUDGET ACTIONS:

None

2012 CURRENT YEAR ACTIONS:

None

2012 BUDGET ACTIONS:

None

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

ADMINISTRATION - Communications Fund	11 Year End	12 Budget	13 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	-

2013 BUDGET ACTIONS:
None.

2012 CURRENT YEAR ACTIONS:
None.

2012 BUDGET ACTIONS:
None.

ADMINISTRATION - Collections Fund	11 Year End	12 Budget	13 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	2.13	5.15	3.35	(1.80)
Overtime	-	-	-	-
Subtotal	7.88	10.90	9.10	(1.80)
TOTAL ADMINISTRATION - Collections Fund	**7.88**	**10.90**	**9.10**	**(1.80)**
Regular Positions	5.75	5.75	5.75	-
Extra Help	2.13	5.15	3.35	(1.80)
Overtime	-	-	-	-

2013 BUDGET ACTIONS:
Reduce Extra Help 1.8 FTE

2012 CURRENT YEAR ACTIONS:
None

2012 BUDGET ACTIONS:
Increase Extra Help 3.02 FTE

TOTAL ADMINISTRATION - ALL FUNDS	102.50	106.64	105.54	(1.10)
Regular Positions	93.50	93.50	93.50	-
Extra Help	8.88	12.99	11.94	(1.05)
Overtime	0.12	0.15	0.10	(0.05)

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

CIRCUIT COURT SERVICES	11 Year End	12 Budget	13 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	1.62	0.24
Overtime	-	-	-	-
Subtotal	7.00	8.88	9.12	0.24
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	3.00	2.00	2.00	-
Clerk Typist II	5.00	5.00	4.00	(1.00)
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	-	-	-	-
Overtime	0.10	0.10	0.10	-
Subtotal	29.10	28.10	27.10	(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	3.00	1.00
Legal Clerk	3.00	3.00	3.00	-
Deputy Clerk of Court	4.00	5.00	5.00	-
Circuit Court Supervisor	1.00	-	-	-
Circuit Court Division Coordinator	-	1.00	1.00	-
Extra Help	-	0.48	0.72	0.24
Overtime	0.05	0.05	0.05	-
Subtotal	14.05	15.53	16.77	1.24
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	4.00	4.00	-
Circuit Court Supervisor	1.00	1.00	1.00	-
Extra Help	0.50	0.48	-	(0.48)
Overtime	0.10	0.12	0.12	-
Subtotal	17.60	16.60	16.12	(0.48)

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

CIRCUIT COURT SERVICES (cont.)	11 Year End	12 Budget	13 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	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	0.03	0.03	0.03	-
Subtotal	8.53	8.03	8.03	-
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	6.00	(1.06)
Court Commissioner Office				
Court Commissioner	5.00	4.00	4.00	-
Court Reporter	1.00	-	-	-
Extra Help	-	-	0.25	0.25
Overtime	-	-	-	-
Subtotal	6.00	4.00	4.25	0.25
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	1.50	1.50	-
Register in Probate	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	7.00	6.50	6.50	-
TOTAL CIRCUIT COURT SERVICES	**96.34**	**94.70**	**93.89**	**(0.81)**
Regular Positions	95.50	92.00	91.00	(1.00)
Extra Help	0.56	2.40	2.59	0.19
Overtime	0.28	0.30	0.30	-

2013 BUDGET ACTIONS:

Increase:	0.48 FTE Temporary Help for Imaging in the Administration Division
Decrease:	0.24 FTE Temporary Help for Civilian Bailiffs in the Administration Division
Unfund:	1.00 FTE Clerk Typist II in the Criminal Traffic Division
Increase:	0.24 FTE Temporary Extra Help for Imaging in the Family Division
Decrease:	0.48 FTE Temporary Extra Help in the Civil Division
Decrease:	0.06 FTE Temporary Extra Help in Family Court Services
Increase:	0.25 FTE Temporary Extra Help for a Temp Court Commissioner in the Court Commissioner Division

2012 CURRENT YEAR ACTIONS:

Transfer:	1.00 FTE Clerk Typist III from Family Court Services to the Family Division

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

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

CORPORATION COUNSEL - General Fund	11 Year End	12 Budget	13 Budget	Change
General Legal Services				
Corporation Counsel	0.85	0.85	0.85	-
Principal Assistant Corporation Counsel	2.40	2.00	2.00	-
Senior Attorney	2.10	3.50	2.50	(1.00)
Attorney*	1.00	-	1.00	1.00
Financial Analyst	0.15	0.15	0.15	-
Commitment Hearings Coordinator	1.00	1.00	1.00	-
Office Services Coordinator	0.50	0.50	0.50	-
Legal Clerk	2.90	2.90	2.90	-
Clerk Typist I/II	0.50	0.50	0.50	-
Extra Help	0.82	0.97	0.97	-
Overtime	0.02	0.04	0.04	-
Subtotal	12.24	12.41	12.41	-
TOTAL CORPORATION COUNSEL - General Fund	**12.24**	**12.41**	**12.41**	**-**
Regular Positions	11.40	11.40	11.40	-
Extra Help	0.82	0.97	0.97	-
Overtime	0.02	0.04	0.04	-

2013 BUDGET ACTIONS:
Decrease: 1.00 FTE Senior Attorney
Increase: 1.00 FTE Attorney

*1.0 FTE Approved Principal Assistant Corporation Counsel underfilled as Attorney as of 2011.

2012 CURRENT YEAR ACTIONS:

Decrease: 1.00 FTE Senior Attorney
Increase: 1.00 FTE Attorney

2012 BUDGET ACTIONS:
Increase 0.15 FTE Extra Help in General Legal Services
Increase 0.02 FTE Overtime in General Legal Services

Waukesha County Budgeted Positions
Full-time Equivalents (FTE)

CORPORATION COUNSEL - Child Support	11 Year End	12 Budget	13 Budget	Change
Corporation Counsel	0.15	0.15	0.15	-
Principal Assistant Corporation Counsel	1.00	1.00	1.00	-
Senior Attorney	1.90	1.50	2.50	1.00
Attorney	0.60	1.00	-	(1.00)
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	7.00	(1.00)
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	1.56	1.80	1.56	(0.24)
Overtime	0.03	0.08	0.07	(0.01)
TOTAL CORPORATION COUNSEL - Child Support	**29.19**	**29.48**	**28.23**	**(1.25)**
Regular Positions	27.60	27.60	26.60	(1.00)
Extra Help	1.56	1.80	1.56	(0.24)
Overtime	0.03	0.08	0.07	(0.01)
TOTAL CORPORATION COUNSEL	**41.43**	**41.89**	**40.64**	**(1.25)**
Regular Positions	39.00	39.00	38.00	(1.00)
Extra Help	2.38	2.77	2.53	(0.24)
Overtime	0.05	0.12	0.11	(0.01)

* 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%.

2013 BUDGET ACTIONS:
Decrease: 1.00 FTE Attorney
Increase: 1.00 FTE Senior Attorney
Decrease: 0.24 FTE Temp. Extra Help
Decrease: 0.01 FTE Overtime
Unfund: 1.00 FTE Child Support Specialist

2012 CURRENT YEAR ACTIONS:
Decrease: 1.00 FTE Attorney
Increase: 1.00 FTE Senior Attorney
Decrease: 1.00 FTE Child Support Specialist

2012 BUDGET ACTIONS:
Increase: 0.24 FTE temporary extra help
Increase: 0.05 FTE overtime

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

COUNTY BOARD	11 Year End	12 Budget	13 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	-
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 (Board authorized position) is underfilled and funded as a 1.00 FTE Programs and Projects Analyst.

2013 BUDGET ACTIONS:

None

2012 CURRENT YEAR ACTIONS:

None

2012 BUDGET ACTIONS:

None

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

COUNTY CLERK	11 Year End	12 Budget	13 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	0.31	0.96	0.51	(0.45)
Overtime	-	0.05	0.01	(0.04)
Subtotal	2.71	3.41	2.92	(0.49)
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	-	(0.07)
Overtime	-	-	-	-
Subtotal	0.87	0.87	0.80	(0.07)
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	0.51	0.51	0.41	(0.10)
Overtime	0.01	0.01	-	(0.01)
Subtotal	1.32	1.32	1.21	(0.11)
TOTAL COUNTY CLERK	**4.90**	**5.60**	**4.93**	**(0.67)**
Regular Positions	4.00	4.00	4.00	-
Extra Help	0.89	1.54	0.92	(0.62)
Overtime	0.01	0.06	0.01	(0.05)

2013 BUDGET ACTIONS:

Elections

Decrease Extra Help by 0.45 FTE.
Decrease Overtime by 0.04 FTE.

Legislative Support & Administrative Services

Decrease Extra Help by 0.07 FTE.

Licensing

Decrease Extra Help by 0.10 FTE.
Decrease Overtime by 0.01 FTE.

2012 CURRENT YEAR ACTIONS:

None

2012 BUDGET ACTIONS:

Elections

Increase temporary extra help by 0.65 FTE.
Increase overtime by 0.05 FTE based on 2010 actual usage.

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

COUNTY EXECUTIVE - General Fund	11 Year End	12 Budget	13 Budget	Change
Customer/Community Service/Advisory Boards				
Clerk Typist I/II	0.50	0.65	0.65	-
Chief of Staff	1.00	1.00	1.00	-
County Executive	1.00	1.00	1.00	-
Office Services Coordinator	1.00	1.00	1.00	-
Executive Assistant	1.00	1.00	1.00	-
Extra Help	0.04	0.04	0.04	-
Overtime	-	-	-	-
Subtotal	4.54	4.69	4.69	-
TOTAL COUNTY EXECUTIVE - General Fund	**4.54**	**4.69**	**4.69**	**-**
Regular Positions	4.50	4.65	4.65	-
Extra Help	0.04	0.04	0.04	-
Overtime	0.00	0.00	0.00	-

2013 BUDGET ACTIONS:

None

2012 CURRENT YEAR ACTIONS:

None

2012 BUDGET ACTIONS:

Allocate an additional 0.15 FTE Clerk Typist I-II from PLU - Community Development to the County Executive.

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

DISTRICT ATTORNEY	11 Year End	12 Budget	13 Budget	Change
Prosecution / Administrative Services				
Office Services Coordinator	1.00	1.00	1.00	-
Computer Services Coordinator	-	-		-
Support Staff 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	2.00	2.00	2.00	-
Clerk Typist I	1.50	1.50	1.00	(0.50)
Extra Help	0.04	-	-	-
Overtime	-	-	-	-
Subtotal	21.54	21.50	21.00	(0.50)
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	0.29	0.27	0.27	-
EH - Victim/Witness Specialist	0.47	0.48	0.48	-
Extra Help - Intern	0.08	0.07	0.07	-
Overtime	0.01	-	-	-
Subtotal	1.85	1.82	1.82	-
Victim/Witness Subtotal	**9.35**	**9.32**	**9.32**	-

* Positions are 100% State Funded and will be reduced or terminated if funding is reduced or terminated.

State funded District Attorney/ Assistant DA's	14.50	14.50	14.50	-
Grant/Sheriff funded District Attorney/ Assistant DA's	2.00	2.00	1.00	(1.00)

TOTAL DISTRICT ATTORNEY	**30.89**	**30.82**	**30.32**	**(0.50)**
Regular Positions	30.00	30.00	29.50	(0.50)
Extra Help	0.88	0.82	0.82	-
Overtime	0.01	-	-	-

2013 BUDGET ACTIONS:
Unfunded one vacant 0.50 FTE Clerk Typist 1 Position
Retitle Secretary Supervisor to Support Staff Supervisor

2012 CURRENT YEAR ACTIONS:
Left vacant one 0.50 FTE Clerk Typist 1 Position

2012 BUDGET ACTIONS:
Reduce Extra Help by 0.06 FTE
Reduce Overtime by 0.01 FTE

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

EMERGENCY PREPAREDNESS - General Fund	11 Year End	12 Budget	13 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	6.00	-
Telecommunicator	40.00	40.00	43.00	3.00
Clerk Typist III	1.00	1.00	1.00	-
Sr. Financial Analyst	-	0.40	0.30	(0.10)
Extra Help				-
Overtime	2.32	1.92	2.04	0.12
Subtotal	52.07	52.07	55.09	3.02
Disaster Management				
Emergency Management Coordinator	0.50	0.50	0.50	-
* Clerk Typist I/II	-			-
* Program Assistant	0.75	0.75	-	(0.75)
Programs and Projects Analyst			0.75	0.75
Extra Help	-			-
Overtime	0.05	0.05	-	(0.05)
Subtotal	1.30	1.30	1.25	(0.05)
Hazardous Materials Management				
Emergency Management Coordinator	0.50	0.50	0.50	-
* Clerk Typist I/II	-	-		-
* Program Assistant	0.25	0.25	-	(0.25)
Programs and Projects Analyst			0.25	0.25
Extra Help	-	-		-
Overtime	0.01	0.01	-	(0.01)
Subtotal	0.76	0.76	0.75	(0.01)

* Position will be reduced or terminated if funding is reduced or terminated.

TOTAL EMERGENCY PREPAREDNESS - General Fund	54.13	54.13	57.09	2.96
Regular Positions	51.75	52.15	55.05	2.90
Extra Help	0.00	0.00	0.00	-
Overtime	2.38	1.98	2.04	0.06

2013 BUDGET ACTIONS:

Create 3.0 FTE Telecommunicators
Reclassify 1.0 FTE Program Assistant to Programs and Projects Analyst
Increase Overtime 0.12 FTE
Transfer 0.10 FTE Senior Financial Analyst to Radio Services Fund

2012 CURRENT YEAR ACTIONS:

None

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

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

EMERGENCY PREPAREDNESS - Radio Services Fund	11 Year End	12 Budget	13 Budget	Change
Radio Services Operation				
Director of Emergency Preparedness	0.20	0.20	0.20	-
Radio Systems Manager	0.80	0.75	0.75	-
Radio Systems Specialist	0.45	0.45	0.45	-
Radio Systems Technician	1.90	1.90	1.90	-
Senior Financial Analyst	-	-	0.10	0.10
Account Clerk I	0.90	0.90	0.90	-
Extra Help	-	-	-	-
Overtime	0.05	0.05	0.05	-
Subtotal	4.30	4.25	4.35	0.10
Trunked Radio				
Director of Emergency Preparedness	0.05	0.05	0.05	-
Radio Systems Manager	0.20	0.25	0.25	-
Radio Systems Specialist	0.55	0.55	0.55	-
Radio Systems Technician	0.10	0.10	0.10	-
Account Clerk I	0.10	0.10	0.10	-
Extra Help	-	-	-	-
Overtime	0.05	0.05	0.05	-
Subtotal	1.05	1.10	1.10	-
TOTAL EMERGENCY PREPAREDNESS - Radio Services Fund	**5.35**	**5.35**	**5.45**	**0.10**
Regular Positions	5.25	5.25	5.35	0.10
Extra Help	-	-	-	-
Overtime	0.10	0.10	0.10	-
TOTAL EMERGENCY PREPAREDNESS - ALL FUNDS	**59.48**	**59.48**	**62.54**	**3.06**
Regular Positions	57.00	57.40	60.40	3.00
Extra Help	-	-	-	-
Overtime	2.48	2.08	2.14	0.06

2013 BUDGET ACTIONS:

Transfer 0.10 FTE of Senior Financial Analyst from Emergency Preparedness General Fund
Retitle Radio Communications Administrator Position to Radio Systems Manager
Retitle Radio Communications Specialist Position to Radio Systems Specialist
Retitle Radio Communications Technician Position to Radio Systems Technician

2012 CURRENT YEAR ACTIONS:

None

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

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

FEDERATED LIBRARY	11 Year End	12 Budget	13 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	0.02	-
Subtotal	1.46	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 (a)				
* Director Of Federated Library	0.05	0.05	0.05	-
* Library Automation Coordinator	0.25	-	-	-
Subtotal	0.30	0.05	0.05	-
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	1.00	-
Subtotal	0.75	1.00	1.00	-
TOTAL FEDERATED LIBRARY	**7.03**	**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	0.02	-

* 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.

2013 BUDGET ACTIONS:

None

2012 CURRENT YEAR ACTIONS:

None

2012 BUDGET ACTIONS:

Transfer 0.25 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	11 Year End	12 Budget	13 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 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	4.00	4.00	4.00	-
Clerk Typist I	1.00	1.00	1.00	-
Clerk Typist II	5.00	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	-
Office Services Coordinator	4.00	3.00	3.00	-
Principal Information Systems Professional	1.00	1.00	1.00	-
Program Assistant	4.00	4.00	4.00	-
Programs and Projects Analyst	4.00	4.00	4.00	-
Senior Financial Analyst	2.00	3.00	3.00	-
Senior Information Technology Professional	1.00	1.00	1.00	-
Extra Help	0.26	0.26	0.50	0.24
Overtime	0.15	0.15	0.15	-
Subtotal	53.51	53.51	53.75	0.24
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	4.00	4.00	4.00	-
Social Worker	12.00	12.00	12.00	-
Volunteer Program Specialist	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	0.63	0.63	0.63	-
Subtotal	22.63	22.63	22.63	-
Economic Services Administration and Support				
Clerk Typist II	3.00	4.00	4.00	-
Economic Support Coordinator	1.00	1.00	1.00	-
Economic Support Specialist	30.00	31.00	31.00	-
Economic Support Supervisor	4.00	4.00	4.00	-
Fraud Investigator	1.00	1.00	1.00	-
Human Services Support Specialist	-	-	-	-
Social Worker	-	-	-	-
Extra Help	-	-	0.22	0.22
Overtime	0.36	0.36	0.24	(0.12)
Subtotal	39.36	41.36	41.46	0.10

* Sunset position, position will be terminated or reduced if funding is terminated or reduced.

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

H&HS - Human Services - General Fund	11 Year End	12 Budget	13 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	20.00	20.00	20.00	-
* Social Worker	1.00	1.00	1.00	-
Extra Help	0.22	0.22	0.12	(0.10)
Overtime	0.11	0.11	0.07	(0.04)
Subtotal	24.83	24.83	24.69	(0.14)
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	31.00	31.00	31.00	-
Human Services Support Specialist	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	39.50	39.50	39.50	-
Juvenile Center				
Juvenile Center Worker	17.60	13.60	13.60	-
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	0.70	0.70	-
Overtime	0.42	0.70	0.70	-
Subtotal	29.11	24.00	24.00	-

* 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	11 Year End	12 Budget	13 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	8.00	8.00	-
* Clinical Therapist	1.00	1.00	1.00	-
Human Service Supervisor	2.50	2.50	2.50	-
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	2.13	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	9.75	9.75	-
* Senior Mental Health Counselor	3.00	3.00	3.00	-
Extra Help	3.33	3.33	3.33	-
Overtime	-	-	0.01	0.01
Subtotal	42.31	42.76	42.77	0.01
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	**265.05**	**262.39**	**262.60**	**0.21**
Regular Positions	257.48	255.93	255.93	-
Overtime	1.67	1.95	1.80	(0.15)
Extra Help	5.90	4.51	4.87	0.36

2013 BUDGET ACTIONS:

Administrative/Information Services
Increase Extra Help by 0.24 FTE.

Economic Services Administration and Support
Increase Extra Help by 0.22 FTE.
Decrease Overtime by 0.12 FTE.

Children and Family Division: In-Home Safety and Out of Home Placement Services
Decrease Extra Help by 0.10 FTE.
Decrease Overtime by 0.04 FTE.

Mental Health Outpatient and Support Services
Increase Extra Help by 0.01 FTE.

2012 CURRENT YEAR ACTIONS:

None.

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

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

H&HS - Mental Health Center	11 Year End	12 Budget	13 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	1.00	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	0.50	-
Registered Nurse (RN)	9.10	9.10	9.10	-
Registered Nurse Supervisor	1.00	1.00	1.00	-
Support Staff Supervisor	1.00	1.00	1.00	-
Senior Clinical Psychologist	0.50	0.50	0.50	-
Weekend Registered Nurse	1.80	1.80	1.80	-
Extra Help	4.05	4.92	5.91	0.99
Overtime	0.47	0.47	0.50	0.03
Subtotal	47.47	48.34	49.36	1.02
TOTAL H&HS - Mental Health Center	**47.47**	**48.34**	**49.36**	**1.02**
Regular Positions	42.95	42.95	42.95	-
Overtime	0.47	0.47	0.50	0.03
Extra Help	4.05	4.92	5.91	0.99

2013 BUDGET ACTIONS:

Increase Extra Help by 0.99 FTE.
Increase Overtime by 0.03 FTE.
Retitle Secretary Supervisor to Support Staff Supervisor

2012 CURRENT YEAR ACTIONS:

None

2012 BUDGET ACTIONS:

Increase Extra Help by 0.87 FTE.

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

H&HS - Public Health - General Fund		11 Year End	12 Budget	13 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	-	0.15	0.15
	Subtotal	4.44	3.79	3.94	0.15
Maternal Health					
Clerk Typist II		0.45	0.45	0.45	-
* Community Health Educator		0.51	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	5.51	5.51	5.51	-
Women, Infants, Children Nutrition Program					
* Clerk Typist II		2.00	1.00	1.00	-
* Community Health Educator		1.00	2.00	2.00	-
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	0.40	-
Extra Help		0.92	0.92	0.92	-
	Subtotal	5.89	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		0.49	0.49	0.49	-
Public Health Nurse II		1.65	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	-
Health and Human Services Coordinator		1.00	1.00	1.00	-
Extra Help		-	-	-	-
	Subtotal	7.60	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		10.43	10.43	10.43	-
Public Health Technician		0.74	0.74	0.74	-
Community Health Educator		-	-	-	-
Extra Help		1.82	1.11	0.85	(0.26)
	Subtotal	15.19	14.48	14.22	(0.26)

* Sunset position, position will be terminated or reduced if funding is terminated or reduced.

TOTAL H&HS Public Health - General Fund	**41.63**	**40.27**	**40.16**	**(0.11)**
Regular Positions	37.84	37.84	37.84	-
Overtime	-	-	-	-
Extra Help	3.79	2.43	2.32	(0.11)

2013 BUDGET ACTIONS:

Child Health
Increase Extra Help 0.15 FTE

Communicable Disease Control
Decrease Extra Help 0.26 FTE

2012 CURRENT YEAR ACTIONS:
None

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

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

H&HS - AGING AND DISABILITY RESOURCE CENTER (ADRC) GRANT FUND	11 Year End	12 Budget	13 Budget	Change
Aging and Disability Resource Center (1)				
Account Clerk II	-	-	-	-
* Clerk Typist I	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	0.50	0.50	-
ADRC Manager (Formerly Director of Senior Services/ADRC)	0.25	0.25	0.25	-
* Human Services Manager	-	-	-	-
* Health and 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	0.50	0.50	-
Programs & Projects Analyst	-	-	-	-
* 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	-	-	-	-
* Senior ADRC Specialist/ADRC Specialist (Social Worker)	5.75	6.00	6.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	21.91	22.40	22.40	-
(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.

TOTAL H&HS AGING AND DISABILITY RESOURCE CENTER - ADRC GRANT FUND	23.91	24.40	24.40	-
Regular Positions	23.91	24.40	24.40	-
Overtime	-	-	-	-
Extra Help	-	-	-	-

2013 BUDGET ACTIONS:

Aging and Disability Resource Center

None

2012 CURRENT YEAR ACTIONS:

Aging and Disability Resource Center

None

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

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

H&HS - ADRC - NUTRITION GENERAL FUND		11 Year End	12 Budget	13 Budget	Change
Senior Dining					
	Account Clerk II	-	-	-	-
	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	-	-	-	-
	Senior Financial Analyst	-	-	-	-
	Volunteer Program Specialist	0.25	0.25	0.25	-
*	Senior Dining Manager	1.57	1.56	1.56	-
*	Extra Help (Senior Dining Managers)	1.36	1.38	1.39	0.01
	Overtime	-	-	-	-
	Subtotal	4.48	4.49	4.50	0.01
Home Delivered Meals					
	Account Clerk II	-	-	-	-
	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	-	-	-	-
	Senior Financial Analyst	-	-	-	-
	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	0.98	0.98	-
	Overtime	-	-	-	-
	Subtotal	4.95	4.96	4.96	-

***** Position created with sunset clause that will be terminated or reduced if funding is terminated or reduced.

TOTAL H&HS - ADRC- NUTRITION - GENERAL FUND	11 Year End	12 Budget	13 Budget	Change
	9.43	**9.45**	**9.46**	**0.01**
Regular Positions	7.10	7.09	7.09	0.00
Overtime	-	-	-	-
Extra Help	2.33	2.36	2.37	0.01

2013 BUDGET ACTIONS:

Senior Dining

Increase Senior Dining Manager by 0.01 FTE

2012 CURRENT YEAR ACTIONS:

None

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 0.02 FTE

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

H&HS - ADRC - GENERAL FUND

	11 Year End	12 Budget	13 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	-	-	-	-
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)	-	-	-	-
Support Staff Supervisor	0.05	0.05	0.05	-
Senior Financial Analyst	-	-	-	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	1.10	1.10	1.10	-
Community Services				
Account Clerk II	-	-	-	-
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)	-	-	-	-
Senior Financial Analyst	-	-	-	-
Sr. ADRC Specialist (Social Worker)	0.05	0.15	0.15	-
Volunteer Program Specialist	0.25	0.25	0.25	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	1.65	1.75	1.75	-
Information & Assistance				
Account Clerk II	-	-	-	-
Clerk Typist II	0.80	0.80	0.80	-
Sr. ADRC Specialist (Clt Services Specialist)	0.28	0.05	0.05	-
Sr. ADRC Specialist (Nursing & Sr Serv Supr)	0.11	0.10	0.10	-
Senior ADRC Specialist/ADRC Specialist (Social Worker)	0.78	0.40	0.40	-
Extra Help	0.44	0.44	0.44	-
Overtime	-	-	-	-
Subtotal	2.41	1.79	1.79	-
Case Management				
Sr. ADRC Specialist (Clt Services Specialist)	0.12	0.15	0.15	-
ADRC Manager (Formerly Director of Senior Services/ADRC)	0.05	0.05	0.05	-
Sr. ADRC Specialist (Nursing & Sr Serv Supr)	0.18	0.15	0.15	-
Programs and Projects Analyst	-	-	-	-
Senior ADRC Specialist/ADRC Specialist (Social Worker)	0.42	0.45	0.45	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	0.77	0.80	0.80	-

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

Administrative Services				
Account Clerk II	-	-	-	-
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)	-	-	-	-
Support Staff Supervisor	0.95	0.95	0.95	-
Senior Financial Analyst	-	-	-	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	1.55	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	**18.48**	**17.99**	**17.99**	**0.00**
Regular Positions	18.04	17.55	17.55	-
Overtime	0.00	0.00	0.00	0.00
Extra Help	0.44	0.44	0.44	0.00

2013 BUDGET ACTIONS:

Transportation Services

Retitle Secretary Supervisor to Support Staff Supervisor

Administrative Services

Retitle Secretary Supervisor to Support Staff Supervisor

2012 CURRENT YEAR ACTIONS:

None

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

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

H&HS - General Fund	11 Year End	12 Budget	13 Budget	Change
Criminal Justice Collaborating Council (CJCC)				
Criminal Justice Collaborating Council Coordinator	1.00	1.00	1.00	-
Temporary Extra Help	1.00	-	-	-
Subtotal	2.00	1.00	1.00	-
TOTAL H&HS - CJCC General Fund	**2.00**	**1.00**	**1.00**	**-**
Regular Positions	1.00	1.00	1.00	-
Overtime	-	-	-	-
Extra Help	1.00	-	-	-

2013 BUDGET ACTIONS:

None

2012 CURRENT YEAR ACTIONS:

None

2012 BUDGET ACTIONS:

Decrease Temp Extra Help by 1.0 FTE

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

H&HS VETERANS' SERVICES	11 Year End	12 Budget	13 Budget	Change
Veterans' Information Assistance				
Clerk Typist II	2.00	2.00	1.00	(1.00)
Clerk Typist III	-	-	1.00	1.00
Veterans' Services Officer	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	**411.67**	**407.54**	**408.67**	**1.13**
Regular Positions	392.02	390.46	390.46	-
Overtime	2.14	2.42	2.30	(0.12)
Extra Help	17.51	14.66	15.91	1.25

2013 BUDGET ACTIONS:

Reclassify 1.0 FTE Clerk Typist II to 1.0 FTE Clerk Typist III

2012 CURRENT YEAR ACTIONS:

None

2012 BUDGET ACTIONS:

None

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

MEDICAL EXAMINER		11 Year End	12 Budget	13 Budget	Change
Autopsy/Examinations					
	Medical Examiner (Pathologist)	0.74	0.74	0.74	-
*	Pathologist	0.75	0.75	0.75	-
	Deputy Medical Examiner	1.61	0.65	0.65	-
*	Dep. Med. Exam. / Path. Assistant	0.72	1.54	1.92	0.38
	Departmental Secretary	0.46	-	-	-
	Office Services Coordinator		0.46	0.46	-
	Clerk Typist I/II	0.35	0.35	0.35	-
	Extra Help	-	-	0.14	0.14
	Overtime	0.10	0.10	0.08	(0.02)
	Subtotal	4.73	4.59	5.09	0.50
Investigations/Cremations					
	Medical Examiner (Pathologist)	0.26	0.26	0.26	-
*	Pathologist	0.25	0.25	0.25	-
	Deputy Medical Examiner	4.39	4.35	4.35	-
*	Dep. Med. Exam. / Path. Assistant	0.03	0.08	0.08	-
	Departmental Secretary	0.54	-	-	-
	Office Services Coordinator		0.54	0.54	-
	Clerk Typist I/II	0.65	0.65	0.65	-
	Extra Help		0.50	0.36	(0.14)
	Overtime	0.27	0.27	0.22	(0.05)
	Subtotal	6.39	6.90	6.71	(0.19)

* Sunset position, position will be reduced or terminated if contract funding is reduced or terminated.

TOTAL MEDICAL EXAMINER	11.12	11.49	11.80	0.31
Regular Positions	10.75	10.62	11.00	0.38
Extra Help	0.00	0.50	0.50	-
Overtime	0.37	0.37	0.30	(0.07)

2013 BUDGET ACTIONS:

Abolish part time 0.62 FTE Dep. Med Exam

Create 1.00 FTE Dep Med Exam/Path Assistant

Decrease Over time 0.07 FTE

2012 CURRENT YEAR ACTIONS:

Departmental Secretary reclassed to Office Services Coordinator

Deputy Medical Examiner reassigned to Dep Med Exam/Path Assistant

2012 BUDGET ACTIONS:

Decrease 0.13 FTE Deputy Med. Examiner/Pathology Assistant

Increase Extra Help 0.50 FTE in Investigations/Cremations

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PARKS & LAND USE - General Fund	11 Year End	12 Budget	13 Budget	Change
Hazardous Waste & County Facilities Recycling				
Program Assistant	-	0.10	0.10	-
Recycling Specialist	0.05	0.05	0.05	-
Solid Waste Supervisor	0.10	0.10	0.10	-
Land Resources Manager	-	-	-	-
Senior Conservation Specialist	0.10	-	-	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	0.25	0.25	0.25	-
Agricultural Land & Water Conservation				
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	-	(0.10)
Overtime	-	-	-	-
Subtotal	1.10	1.10	1.00	(0.10)
Urban Water Land & Water				
Senior Civil Engineer	0.70	1.00	1.00	-
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	0.82	0.07
Overtime	-	-	-	-
Subtotal	4.05	4.35	4.42	0.07
Planning				
Clerk Typist II	1.00	1.00	1.00	-
Senior Civil Engineer	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	0.60	0.60	-
Extra Help	0.48	-	-	-
Overtime	-	-	-	-
Subtotal	6.25	5.65	5.65	-
Code Enforcement/Zoning				
Planning And Zoning Manager	0.20	0.20	0.20	-
Support Staff Supervisor	1.00	1.00	1.00	-
Senior Land Use Specialist	2.70	2.20	2.20	-
Land Use Specialist *	-	0.05	0.05	-
Senior Planner	0.33	0.40	0.40	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	4.23	3.85	3.85	-

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PARKS & LAND USE - General Fund	11 Year End	12 Budget	13 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	0.38	-
Overtime	0.04	0.04	0.04	-
Subtotal	4.42	4.42	4.42	-
Humane Animal				
Human Animal Officer	1.00	1.00	1.00	-
Extra Help	0.58	0.58	0.56	(0.02)
Overtime	0.03	0.03	0.03	-
Subtotal	1.61	1.61	1.59	(0.02)
Hazardous Materials				
Hazardous Materials Coordinator	1.00	0.90	0.90	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	1.00	0.90	0.90	-
Licensing				
Environmental Health Sanitarian I	6.30	6.00	6.00	-
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	0.48	-
Overtime	-	-	-	-
Subtotal	7.78	7.58	7.58	-
Septic/Well/Lab Programs				
Environmental Health Sanitarian I	4.70	4.00	4.00	-
Environmental Health Specialist	1.00	1.00	1.00	-
Environmental Health Supervisor	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	6.70	6.00	6.00	-
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	-
Enterprise Operations Manager	-	-	0.45	0.45
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	0.64	(0.36)
Senior Landscape Architect	3.00	3.00	3.00	-
Extra Help	34.75	34.75	35.25	0.50
Overtime	1.41	1.41	1.36	(0.05)
Subtotal	63.16	63.16	63.70	0.54

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PARKS & LAND USE - General Fund	11 Year End	12 Budget	13 Budget	Change
General County Grounds Maintenance				
Golf Course Superintendent	0.50	0.50	0.50	-
Park Maintenance Worker	2.25	2.25	2.25	-
Extra Help	4.52	4.52	4.52	-
Overtime	0.66	0.66	0.63	(0.03)
Subtotal	7.93	7.93	7.90	(0.03)
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	4.22	4.22	4.21	(0.01)
Overtime	0.13	0.13	0.13	-
Subtotal	8.85	8.85	8.84	(0.01)
Exposition Center				
Enterprise Operations Manager	0.20	0.20	-	(0.20)
Parks System Manager	-	-	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	4.52	4.52	4.52	-
Overtime	0.12	0.12	0.17	0.05
Subtotal	8.84	8.84	8.89	0.05
Administrative Services				
Account Clerk I	1.00	1.00	0.50	(0.50)
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	8.50	(0.50)

* The Land Use Specialist position is an underfill of the approved Senior Land Use Specialist position

TOTAL PARKS & LAND USE - General Fund	**135.17**	**133.49**	**133.49**	**-**
Regular Positions	82.00	80.80	80.39	(0.41)
Extra Help	50.78	50.30	50.74	0.44
Overtime	2.39	2.39	2.36	(0.03)

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

2013 BUDGET ACTIONS:

Hazardous Waste and County Facilities Recycling

Reclassification of Clerk Typist III to Program Assistant

Agricultural Land & Water

Decrease Extra Help by 0.10 FTE

Urban Water Land & Water

Increase Extra Help in by 0.07 FTE

Humane Animal

Decrease Extra Help in Humane Animal by 0.02 FTE

Code Enforcement

Retitle Secretary Supervisor to Support Staff Supervisor

Parks Programs

Transfer in 0.45 FTE Enterprise Operations Manager from Expo Center (0.20 FTE) & Golf funds (0.05 FTE) & Ice Arenas (0.20 FTE)

Transfer out 0.36 FTE Parks Systems Manager from Parks Programs to Ice Arenas (0.16 FTE) & Expo Center (0.20 FTE)

Increase Extra Help by 0.50 FTE

Decrease overtime by 0.05 FTE

General County Grounds Maintenance

Decrease overtime by 0.03 FTE

Retzer Nature Center

Decrease extra help by 0.01 FTE

Exposition Center

Transfer in of 0.20 FTE Parks System Manager from Parks Operations

Transfer out of 0.20 FTE Enterprise Operations Manager to Parks Operations

Increase Overtime by 0.05 FTE

Adminstrative Services

Unfund 0.50 FTE Account Clerk I in Administrative Services

2012 CURRENT YEAR ACTIONS:

None

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

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PARKS & LAND USE - Community Development Fund (1)	11 Year End	12 Budget	13 Budget	Change
Parks and Land Use - CDBG				
* Community Development Coordinator	0.90	0.90	0.90	-
* Program Assistant	0.80	0.80	0.80	-
* Clerk Typist I/II	0.35	0.26	0.26	-
Extra Help	-	-	-	-
Overtime	0.03	0.03	0.03	-
Subtotal	2.08	1.99	1.99	-
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	0.10	0.10	0.10	-
* Program Assistant	0.20	0.20	0.20	-
* Clerk typist I/II	0.15	0.09	0.09	-
Senior Planner	0.30	-	-	-
Extra Help	-			-
Overtime	0.01	0.01	0.01	-
Subtotal	0.76	0.40	0.40	-
TOTAL PARKS & LAND USE - Community Development Fund	**2.84**	**2.39**	**2.39**	**-**
Regular Positions	2.80	2.35	2.35	-
Overtime	0.04	0.04	0.04	-
Extra Help	-	-	-	-

* Position will be terminated or reduced if funding is eliminated or reduced.

2013 BUDGET ACTIONS:

None

2012 CURRENT YEAR ACTIONS:

None

2012 BUDGET ACTIONS:

(1) Community Development transferred from the County Executive Department to the Parks and Land Use Department in 2012 and the 2011 Actualst 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.

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PARKS & LAND USE - LIS Fund	11 Year End	12 Budget	13 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	-	-	-	-

2013 BUDGET ACTIONS

None

2012 CURRENT YEAR ACTIONS

None

2012 BUDGET ACTIONS

None

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PARKS & LAND USE - Golf Courses	11 Year End	12 Budget	13 Budget	Change
NAGA-WAUKEE GOLF COURSE				
Enterprise Operations Manager	0.27	0.27	0.25	(0.02)
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	3.25	(0.02)
Extra Help (FTE)	10.25	8.75	8.31	(0.44)
Overtime (FTE)	0.41	0.41	0.62	0.21
Total Naga-Waukee	**13.93**	**12.43**	**12.18**	**(0.25)**
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	8.50	8.03	(0.47)
Overtime (FTE)	0.36	0.36	0.56	0.20
Total Wanaki	**13.44**	**12.11**	**11.84**	**(0.27)**
MOOR DOWNS GOLF COURSE				
Enterprise Operations Manager	0.08	0.08	0.05	(0.03)
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	2.30	(0.03)
Extra Help (FTE)	3.05	2.50	2.13	(0.37)
Overtime (FTE)	0.15	0.15	0.25	0.10
Total Moor Downs	**5.53**	**4.98**	**4.68**	**(0.30)**
FUND SUBTOTAL				
Regular Position (FTE)	**8.85**	**8.85**	**8.80**	**(0.05)**
Extra Help (FTE)	23.13	19.75	18.47	(1.28)
Overtime (FTE)	0.92	0.92	1.43	0.51
FUND TOTAL	**32.90**	**29.52**	**28.70**	**(0.82)**

2013 BUDGET ACTIONS:

Naga-Waukee Golf Course

Transfer: 0.02 FTE Enterprise Operations Manager from Naga-Waukee to Parks Programs

Decrease: Extra Help 0.44 FTE at Naga-Waukee

Increase: Overtime 0.21 FTE at Naga-Waukee

Wanaki Golf Course

Decrease: Extra Help 0.47 FTE at Wanaki

Increase: Overtime 0.20 FTE at Wanaki

Moor Downs Golf Course

Transfer: 0.03 FTE Enterprise Operations Manager from Nagawaukee to Parks Programs

Decrease: Extra Help 0.37 FTE at Moor Downs

Increase: Overtime 0.10 FTE at Moor Downs

2012 CURRENT YEAR ACTIONS:

None

2012 BUDGET ACTIONS:

Reduce Extra Help 3.38 FTE

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PARKS & LAND USE - Ice Arenas	11 Year End	12 Budget	13 Budget	Change
NAGA-WAUKEE Ice Arena				
Enterprise Operations Manager	0.10	0.10	-	(0.10)
Parks System Manager	-	-	0.08	0.08
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	2.08	(0.02)
Extra Help (FTE)	2.41	2.41	2.42	0.01
Ovetime (FTE)	-	-	-	-
Total Naga-Waukee Ice Arena	**4.51**	**4.51**	**4.50**	**(0.01)**
EBLE PARK Ice Arena				
Enterprise Operations Manager	0.10	0.10	-	(0.10)
Parks System Manager	-	-	0.08	0.08
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	2.83	(0.02)
Extra Help (FTE)	2.01	2.01	2.02	0.01
Total Eble Park Arena	**4.86**	**4.86**	**4.85**	**(0.01)**
FUND SUBTOTAL				
Regular Positions	**4.95**	**4.95**	**4.91**	**(0.04)**
Extra Help (FTE)	4.42	4.42	4.44	0.02
Overtime (FTE)	-	-	-	-
FUND TOTAL	**9.37**	**9.37**	**9.35**	**(0.02)**

2013 BUDGET ACTIONS:

Naga-Waukee Ice Arena

Transfer: 0.10 FTE Enterprise Operations Manager from Naga-Waukee to Parks Programs

Transfer: 0.08 FTE Parks System Manager from Parks Programs to Naga-Waukee

Increase: Extra Help by 0.01 FTE in Naga-waukee Ice Arena

Eble Park Ice Arena

Transfer: 0.10 FTE Enterprise Operations Manager from Eble Ice Arena to Parks Programs

Transfer: 0.08 FTE Parks System Manager from Parks Programs to Eble Ice Arena

Increase: Extra Help by 0.01 FTE in Eble Ice Arena

2012 CURRENT YEAR ACTIONS:

None

2012 BUDGET ACTIONS:

None

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PARKS & LAND USE - Material Recycling Facility Fund	11 Year End	12 Budget (a)	13 Budget	Change
				-
(a) Program Assistant	1.00	0.90	0.90	-
* (a) Recycling Specialist	1.95	1.95	1.95	-
(a) Solid Waste Supervisor	0.90	0.90	0.90	-
(a) Land Resources Manager	0.30	0.30	0.30	-
Senior Conservation Specialist	-	0.10	0.10	-
(a) Extra Help	1.45	1.08	1.07	(0.01)
Subtotal	5.60	5.23	5.22	(0.01)
TOTAL PARKS & LAND USE- Material Recycling Facility Fund	5.60	5.23	5.22	(0.01)
Regular Positions	4.15	4.15	4.15	-
Extra Help	1.45	1.08	1.07	(0.01)
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	**189.89**	**184.00**	**183.15**	**(0.85)**
Regular Positions	106.76	105.10	104.60	(0.50)
Extra Help	79.78	75.55	74.72	(0.83)
Overtime	3.35	3.35	3.83	0.48

2013 BUDGET ACTIONS

Reduce Temporary Extra Help by 0.01 FTE

Reclassify 0.90 FTE Clerk Typist III to 0.90 FTE Program Assistant

2012 CURRENT YEAR ACTIONS

None

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

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PUBLIC WORKS - General Fund	11 Year End	12 Budget	13 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	-
Building Improvement Plan & Planned Maintenance				
Facilities 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	-
Energy Consumption				
Facilities Manager	0.10	0.10	0.10	-
Facilities Supervisor	0.10	0.10	0.10	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	0.20	0.20	0.20	-
Facilities Maintenance				
Facilities Supervisor	1.50	1.50	1.50	-
Electrician	1.00	1.00	1.00	-
Facilities Manager	0.70	0.70	0.70	-
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	0.40	0.40	-
Overtime	0.26	0.26	0.22	(0.04)
Subtotal	26.69	26.86	26.82	(0.04)
Housekeeping Services				
Building Service Worker I	10.00	-	-	-
Building Service Worker II	4.00	-	-	-
Building Service Worker	-	9.00	9.00	-
Facilities Manager	0.10	0.10	0.10	-
Housekeeping Supervisor	2.00	2.00	2.00	-
Extra Help	-	-	-	-
Overtime	0.04	0.04	0.02	(0.02)
Subtotal	16.14	11.14	11.12	(0.02)
Engineering Services				
Engineering Services Manager	1.00	1.00	1.00	-
Senior Civil Engineer	2.85	2.95	2.95	-
Senior Engineering Techincian	1.50	1.50	1.50	-
Extra Help	1.75	1.69	1.46	(0.23)
Overtime		-	-	-
Subtotal	7.10	7.14	6.91	(0.23)
Traffic Control				
Patrol Worker	2.25	1.00	1.00	-
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	0.10	(0.09)
Subtotal	6.09	5.84	5.75	(0.09)

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PUBLIC WORKS - General Fund	11 Year End	12 Budget	13 Budget	Change
Permit Processing				
Clerk Typist II	-	-	-	-
Senior Engineering Technician	1.50	1.50	1.50	-
Senior Civil Engineer	0.10	-	-	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
	1.60	1.50	1.50	-
Administrative Services				
Administrative Assistant I	1.00	1.00	1.00	-
Business Manager	0.90	0.90	0.90	-
Clerk Typist II	-	-	-	-
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	-	(0.15)
Overtime	-	-	-	-
Subtotal	5.05	5.05	4.90	(0.15)
TOTAL PUBLIC WORKS - General Fund	66.37	61.23	60.70	(0.53)
Regular Positions	63.75	57.50	57.50	0.00
Extra Help	2.13	3.24	2.86	(0.38)
Overtime	0.49	0.49	0.34	(0.15)

2013 BUDGET ACTIONS:

Positon title changes include:

Facilities Manager from Building Operations Manager

Facilities Supervisor from Building Operations Supervisor

Facilities Maintenance

0.04 FTE Decrease in Facilities Maintenance

Housekeeping Services

0.02 FTE Decrease in Overtime

Engineering Services

0.23 FTE Decrease in Extra Help

Traffic Control

0.09 FTE Decrease in Overtime

Administrative Services

0.15 FTE decrease in Extra Help

2012 CURRENT YEAR ACTIONS:

None

2012 BUDGET ACTIONS:

Housekeeping Services

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

Engineering Services

0.10 FTE Sr. Civil Engineer shifted from Permit Processing to Engineering

0.06 FTE Extra Help decreased

Traffic Control

1.25 FTE Patrol Workers shifted to Highway Operations division to better reflect the level of service in each

1.00 FTE increase in Extra Help for a Co-op student to assist with traffic studies

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PUBLIC WORKS - Transportation Fund	11 Year End	12 Budget	13 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	-
Highway Operations Manager	1.00	1.00	1.00	-
Patrol Superintendant	2.00	2.00	2.00	-
Patrol Worker	29.75	30.00	30.00	-
Extra Help	0.46	0.92	0.65	(0.27)
Overtime	1.97	1.73	1.44	(0.29)
Subtotal	39.18	39.65	39.09	(0.56)
State Highway Operations				
Patrol Superintendent	2.00	2.00	2.00	-
Patrol Worker	23.00	22.00	22.00	-
Extra Help	1.67	1.18	1.96	0.78
Overtime	1.21	1.21	1.50	0.29
Subtotal	27.88	26.39	27.46	1.07
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	66.14	66.65	0.51
Regular Positions	61.85	61.10	61.10	-
Extra Help	2.13	2.10	2.61	0.51
Overtime	3.18	2.94	2.94	-

2013 BUDGET ACTIONS:

Positon title changes include:

Highway Operations Manager from Field Operations Manager

County Operations

0.27 FTE reduction in Extra Help

0.28 FTE reduction in overtime

State Operations

0.78 FTE increase in Extra Help

0.28 FTE increase in Overtime

2012 CURRENT YEAR ACTIONS:

None.

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

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PUBLIC WORKS - AIRPORT FUND	11 Year End	12 Budget	13 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**	**-**
Regular Positions	3.00	3.00	3.00	-
Overtime	-	-	-	-
Extra Help	-	-	-	-

2013 BUDGET ACTIONS:

None

2012 CURRENT YEAR ACTIONS:

None

2012 BUDGET ACTIONS:

None

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PUBLIC WORKS - Central Fleet	11 Year End	12 Budget	13 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	9.50	9.00	9.00	-
Shop Supervisor	1.00	-	-	-
Stock Clerk	1.00	1.00	1.00	-
Extra Help	0.75	0.65	0.65	-
Overtime	0.08	0.08	0.08	-
Subtotal	15.98	14.38	14.38	-
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	**16.33**	**14.73**	**14.73**	**-**
Regular Positions	15.50	14.00	14.00	-
Extra Help	0.75	0.65	0.65	-
Overtime	0.08	0.08	0.08	-
TOTAL PUBLIC WORKS - ALL FUNDS	**152.86**	**145.10**	**145.08**	**(0.02)**
Regular Positions	144.10	135.60	135.60	-
Extra Help	5.01	5.99	6.12	0.13
Overtime	3.75	3.51	3.36	(0.15)

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.

2013 BUDGET ACTIONS:

None

2012 CURRENT YEAR ACTIONS:

None

2012 BUDGET ACTIONS:

1.0 FTE Shop Supervisor unfunded.

0.50 FTE Mechanic unfunded.

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

REGISTER OF DEEDS		11 Year End (a)	12 Budget	13 Budget	Change
Administrative Services					
Account Clerk I		0.60	0.60	0.60	-
Programs & Projects Analyst		-	-	-	
Senior Financial Analyst		1.00	0.60	0.60	-
Deputy Register of Deeds		1.00	1.00	1.00	-
Register of Deeds		1.00	1.00	1.00	-
Extra Help		-	-	-	-
	Subtotal	3.60	3.20	3.20	-
Real Estate					
Support Staff Supervisor		1.00	1.00	1.00	-
Clerk Typist I/II		2.00	2.00	2.00	-
Clerk Typist II		4.00	4.00	4.00	-
Clerk Typist III		1.00	1.00	1.00	-
Extra Help		-	-	-	-
Overtime		0.23	0.25	0.03	(0.22)
	Subtotal	8.23	8.25	8.03	(0.22)
Cashiering					
Account Clerk I		0.40	0.40	0.40	-
Clerk I/II		2.00	1.50	1.50	-
Clerk Typist II		1.00	1.00	1.00	-
Clerk III		2.00	2.00	2.00	-
Extra Help		-	-	-	-
Overtime		0.05	0.03	-	(0.03)
	Subtotal	5.45	4.93	4.90	(0.03)
Vital Statistics					
Overtime		-	-	-	-
Clerk I/II		2.00	2.50	2.50	-
	Subtotal	2.00	2.50	2.50	-
TOTAL REGISTER OF DEEDS		**19.28**	**18.88**	**18.63**	**(0.25)**
Regular Positions		19.00	18.60	18.60	-
Overtime		0.28	0.28	0.03	(0.25)
Extra Help		-	-	-	-

(a) The 2011 Year-End is restated to reflect the shifting of 4.02 FTE budgeted inTax Listing Program to the Department of Administration

2013 BUDGET ACTIONS:

Decrease Overtime 0.22 FTE in Real Estate
Decrease Overtime 0.03 FTE in Cashiering
Retitle Secretary Supervisor to Staff Support Supervisor

2012 CURRENT YEAR ACTIONS:

None

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

Waukesha County Budgeted Positions
Full-time Equivalents (FTE)

SHERIFF		11 Year End	12 Budget	13 Budget	Change
Process / Warrant Service					
Captain		1.00	1.00	1.00	-
Deputy		5.00	5.00	4.00	(1.00)
Account Clerk II		1.00	1.00	1.00	-
Clerk Typist II		4.00	4.00	4.00	-
Clerk II		-	-	1.00	1.00
Clerk I/II		1.00	1.00	1.00	-
Extra Help		-	-	-	-
Overtime		0.19	0.19	0.16	(0.03)
	Subtotal	12.19	12.19	12.16	(0.03)
Court Security					
Lieutenant		1.00	1.00	1.00	-
Deputy		18.86	17.86	17.86	-
Extra Help		3.84	4.99	3.64	(1.35)
Overtime		0.35	0.35	0.38	0.03
	Subtotal	24.05	24.20	22.88	(1.32)
General Investigations					
Captain		1.00	1.00	1.00	-
Lieutenant		1.00	1.00	1.00	-
Detectives		24.00	24.00	23.00	(1.00)
* Detectives		1.00	1.00	1.00	-
Deputy				1.00	1.00
Identification Technician		2.00	2.00	2.00	-
Incident Report Clerk		2.00	2.00	2.00	-
Extra Help		-	-	-	-
Overtime		0.39	0.39	0.39	-
	Subtotal	31.39	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		0.52	0.52	0.52	-
	Subtotal	6.52	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.)	11 Year End	12 Budget	13 Budget	Change
General Patrol				
Captain	3.00	3.00	3.00	-
Captain			0.50	0.50
Lieutenant	7.00	7.00	7.00	-
* Lieutenant	3.00	3.00	2.50	(0.50)
Deputy	73.14	73.14	72.14	(1.00)
* Deputy	26.00	26.00	26.00	-
Clerk III	1.50	1.50	1.50	-
Clerk II			0.50	0.50
Extra Help	-	-	-	-
Overtime	4.68	4.68	4.90	0.22
Subtotal	118.32	118.32	118.04	(0.28)
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	9.00	9.00	-
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 II	5.00	5.00	4.00	(1.00)
Extra Help	-	-	-	-
Overtime	3.13	3.13	3.13	-
Subtotal	126.13	125.13	124.13	(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	0.84	0.84	0.84	-
Subtotal	32.84	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	1.14	1.16	1.16	-
Overtime	0.11	0.11	0.11	-
Subtotal	20.25	20.27	20.27	-

*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.)	11 Year End	12 Budget	13 Budget	Change
TOTAL SHERIFF	**371.69**	**370.86**	**368.23**	**(2.63)**
Regular Positions	356.50	354.50	353.00	(1.50)
Extra Help	4.98	6.15	4.80	(1.35)
Overtime	10.21	10.21	10.43	0.22

2013 BUDGET ACTIONS:

Increase: Overtime by 0.22 FTE

Decrease: Extra Help by 1.35 FTE removing the third person at screening station and removing one late night a week of screening coverage.

Transfer: 1.00 Clerk II From Jail Operations to Process/Warrant Service

Unfund: 1.00 FTE Detective

Unfund: 1.00 FTE Deputy

Abolish: 1.00 FTE Lieutenant mid year 2013 funded by the Village of Sussex and Village of Merton patrol contracts. Position will sunset at mid year 2013 contingent on the funding from the contracting municipalities.

Create: 0.50 FTE Clerk II

Create: 1.00 FTE Captain position mid year 2013 funded by the Village of Sussex and the Village of Merton patrol contracts. Position will sunset at mid year 2013 contingent on the funding from the contracting municipalities.

2012 CURRENT YEAR ACTIONS:

Fund: 1.00 FTE Deputy Sheriff as security screener with turnover savings and reduction in extra help.

Decrease: Extra help by 1.15 FTE to fund the 1.00 FTE Deputy Sheriff

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	11 Year End	12 Budget	13 Budget	Change
Tax Collections/Processing				
Account Clerk I	0.25	0.25	0.25	-
Clerk Typist I-II	0.25	0.50	0.50	-
Clerk II	1.00	1.00	1.00	-
Deputy County Treasurer	0.20	0.20	0.20	-
Extra Help	0.06	0.07	0.07	-
Overtime	0.04	0.03	0.01	(0.02)
Subtotal	1.80	2.05	2.03	(0.02)
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	-	-	-
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	-	-	0.02	0.02
Subtotal	4.10	3.35	3.37	0.02
TOTAL COUNTY TREASURER	**6.10**	**5.60**	**5.60**	**-**
Regular Positions	6.00	5.50	5.50	-
Extra Help	0.06	0.07	0.07	-
Overtime	0.04	0.03	0.03	-

2013 BUDGET ACTIONS:

Decrease budgeted overtime by 0.02 FTE in the Tax Collection Program

Increase budgeted overtime by 0.02 FTE in the Administrative Services Program.

2012 CURRENT YEAR ACTIONS:

None

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

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

UW EXTENSION	11 Year End	12 Budget	13 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	0.03	0.14	0.43	0.29
Overtime	-	-	-	-
Subtotal	3.03	3.14	3.43	0.29
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	**3.03**	**3.14**	**3.43**	**0.29**
Regular Positions	3.00	3.00	3.00	-
Overtime	-	-	-	-
Extra Help	0.03	0.14	0.43	0.29
Faculty Positions *funded by State\County\Grants*	***4.75***	***4.75***	***4.75***	-

2013 BUDGET ACTIONS:

Increase Extra Help by 0.29 FTE.

2012 CURRENT YEAR ACTIONS:

None

2012 BUDGET ACTIONS:

Increase Extra Help by 0.11 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 property valuation).

ASSESSMENT
An assessment is the value placed upon your property by the local assessor, which is a basis for levying property taxes (See equalized property valuation).

ASSETS
Resources with present service capacity that the government presently controls.

AUTHORIZED POSITIONS
Regular full-time or regular part-time positions as authorized by a County Board approved ordinance.

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.

CHILDREN'S LONG TERM SUPPORT (CLTS)
(Home and Community Based Waiver Funding) provides fully funded and locally-matched tax levy funding for children diagnosed with Autism, Asperger's and Pervasive Developmental Disorders.

COMMISSIONS AND BOARDS
Members consist of both County Board of Supervisors and citizens. Most commission and board members are appointed by the County Executive and approved by the County Board. Responsibilities include making policy recommendations to the Executive on decisions that affect county government services and operations.

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 RECOVERY SERVICES (CRS)
(1915(i) Home and Community Based Services) will provide three specific services: Community Living Supportive Services, Supported Employment, and Peer Supports under the umbrella of psychosocial rehabilitation to individuals with serious and persistent mental illness.

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.

GLOSSARY OF SIGNIFICANT TERMS

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.

FIXED ASSETS/IMPROVEMENTS
Costs of all equipment items (over $5,000) used by agencies. This category includes capital outlay, small office equipment items, large automotive equipment, and major maintenance projects. Capital projects as defined by County Code and indicated above are excluded.

FULL TIME EQUIVALENT (FTE)
Used to compare the hours budgeted for regular full-time, regular part-time, temporary part-time, and overtime based on 2,080 hours annually of a full-time position.

FUNCTIONAL AREA
Departments are grouped in the annual budget according to the related functions that they perform. The budget has eight functional areas including: Justice & Public Safety, Health & Human Services, Parks, Environment, Education and Land Use, Public Works, General Administration, Capital Projects, Debt Service, and Non-Departmental.

FUND BALANCE
Fund Balance is the difference between assets and liabilities in a government fund's balance sheet.

Beginning in 2011, GASB 54 established five classifications of fund balance with a hierarchy that is based on the extent to which spending constraints restrict how a government can use the funds. The five classifications are:

- **Nonspendable fund balance** – amounts that are not in a spendable form, such as inventory or prepaid expenses. It also includes amounts that are required to be maintained intact, such as the principal of an endowment fund.

- **Restricted fund balance** – amounts that can be spent only for specific purposes stipulated by external providers, such as grant providers or bondholders, as well as amounts that are restricted constitutionally or through legislation.

- **Committed fund balance** – amounts that can be used only for specific purposes that are determined by a formal action of the County Board. These commitments may be changed or lifted, but only by the same formal action that was used to impose the constraint originally.

- **Assigned fund balance** – amounts that are intended for specific purposes, as expressed by the governing body or authorized official. This applies to the remaining resources in any governmental fund other than the general fund that are intended to be used for a defined purpose.

- **Unassigned fund balance** – all amounts not contained in other classifications. Unassigned amounts are technically available for any purpose.

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
Liquidity measure of fiscal health, measured by current assets minus current liabilities. Positive working capital means that an entity should be able to pay off its short-term liabilities.

YOUTH AIDS
A funding source distributed by the State of Wisconsin Department of Corrections to pay for state correctional services for youths found by the courts to be delinquent, and to fund correctional alternative programs and services at the county level.

GLOSSARY OF ACRONYMS

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
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
GFOA Government Finance Officers Association
GPR Grantee Performance Report
GTA General Transportation Aids
HHW Household Hazardous Waste
HIPAA Health Insurance Portability and Accountability Act
HOME Home Investment Partnerships Grant
HSA Health Savings Account
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
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
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
VOIP Voice Over Internet Protocol
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

SUBJECT INDEX

A

Acronym List, 605
Administration, 405
- Accounting Services, 415
- Budget Management, 417
- Collections, 434
- Communications, 431
- Human Resources, 418
- Purchasing, 419
- Risk Management, 427

Airport Operations, 367

B

Budget Highlights
- Expenditure, 29
- Revenue, 37
- Tax Levy, 26

Budget Management Division, 417
Budget Message, 13
Budget Summary
- By Agency, 24
- By Appropriation Unit Summary, 49
- By Fund Type, 48
- Operating/Capital Comparison, 65

C

Capital and Operating Budget Process, 64
Capital Projects, 467
- Project Highlights & Oper. Impact, 473
- Project Detail, 476
- Five-Year Plan, 517

Central Fleet Maintenance, 359
Child Support, 149
Circuit Court Services, 103
Communications (Telephones) Fund, 431
Community Development Fund, 298
Contingency Fund, 458
Corporation Counsel, 147, 437
County Board, 383
County Clerk, 391
- Elections, 395

County Executive, 377
- Advisory Boards, 382

Criminal Justice Collaborating Council, 185

D

Debt Service, 459
Demographics/Land Area, 17, 18, 526, 527
Dispatch Center, (see Emergency Preparedness) 87
District Attorney, 95
- Prosecution, 99
- Victim/Witness, 100

E

Emergency Preparedness, 81
- Communication Center (Dispatch), 87
- Disaster Management, 89
- Hazardous Material Management, 90
- Radio Services, 91

E (Continued)

End User Technology Fund, 420
- Information Technology Solutions, 423

Equalized Property Value, 529-531
Exposition Center, 293

F

Federated Library, 255
- County, 258
- State Aids, Federal & Misc, 259
- CAFÉ Shared Automation Fund, 267

Financial Management Policies, 58
Financial Services (Accounting/Budget), 415 , 417
Financial Structure, 67
Functional Area Summary Information
- Capital Projects, 467
- General Administration, 405
- Health and Human Services, 139
- Justice and Public Safety, 73
- Non-Departmental, 447
- Parks, Envrn., Educ. & Land Use, 231
- Public Works, 329

Fund Descriptions, 70

G

Glossary of Significant Terms, 596
Golf Courses, 308

H

Health and Dental Insurance, 452
Health and Human Services Dept., 155
- Human Services General Fund, 161
- Mental Health Center General Fund, 191
- Public Health General Fund, 193
- Criminal Justice Collaborating Council, 185
- Veterans' Services General Fund, 206
- ADRC General Fund, 210
- Nutrition General Fund, 220
- ADRC Grant Fund, 226

Highway Operations, 353
Human Resources, 418

I

Ice Skating Facilities, 315
Information Technology Solutions, 423
- also see End User Operations & Tech, 420

Insurance - see Risk Mgmt., 427
Investments - see Treasurer, 403

L

Land Information Systems, 304
Liability Insurance, 428
List of Graphs, 6
List of Tables, 7

M

Materials Recycling, 319
Medical Examiner, 119

N

Non-Departmental, 447

SUBJECT INDEX

O

Organizational Chart, 50

P

Parks and Land Use, 269
- 3-Year Maintenance Plan, 296
- Agricultural Land & Water Conservation, 275
- County Facilities Recycling, 273
- Code Enforcement & Zoning, 280
- Environmental Health, 281-282
- Exposition Center, 293
- General County Grounds Maintenance, 291
- Golf Courses, 308
- Hazardous Material, 284
- Hazardous Waste Recycling, 273
- Humane Animal, 283
- Ice Arenas, 315
- Land Information Systems, 304
- Licensing, 285-286
- Materials Recycling, 319
- Museum, 293
- Parks, 288-290
- Planning, 278-279
- Retzer Nature Center, 292
- Septic/Well/Lab, 286
- Tarmann Land Acquisition Fund, 306
- Urban Land & Water Conservation, 276

Planning Processes, 56

Population, County, 528

Position Summary, 41
- Position Detail, 546

Probate Court, 116

Public Works, 329
- Airport Operations Fund, 367
- Architectural Services, 336
- Building Improvement Plan, 337
- Central Fleet Maintenance, 359
- Facilities Maintenance, 342-343
- General Fund, 335
- Energy Consumption, 339-341
- Engineering Services, 346-347
- Highway Operations, 353
- Housekeeping Services, 344-345
- Permit Processing, 349-350
- Transit Services, 356-358
- Traffic Control, 348
- Transportation Fund, 352
- Vehicle Equipment Replacement Fund, 363

Purchasing, 419

Q

Quick Reference Guide, 10

R

Radio Services (see Emergency Preparedness), 91

Readers Guide, 8

Records Management/Microfilm Imaging, 424

Register of Deeds, 237

Risk Management, 427

S

Sheriff, 123
- Huber (Work Release), 135
- Investigations, 131
- Jail, 134
- Patrol, 133

T

Tax Levy Impact on Homeowners, 21

Transit Services (see Public Works), 356

Transmittal Letter, 15

Treasurer, 397

Trends Data, 523

U

UW Extension, 247

V

Vehicle Replacement Fund, 363

Veterans' Service, 206

W

Workers Compensation - See Risk Mgmt., 429

Waukesha
COUNTY
DEPARTMENT OF ADMINISTRATION

Prepared By:

Department of Administration-
Budget Division

Keith K. Swartz, Budget Manager – 27th Budget

Linda G. Witkowski, Budget Management Specialist – 25th Budget

Clara L. Daniels, Senior Financial Budget Analyst – 13th Budget

William P. Duckwitz, Senior Financial Budget Analyst – 6th Budget

Danielle M. Igielski, Senior Financial Budget Analyst – 2nd Budget

Steven E. Trimborn, Financial Analyst – 2nd Budget

Kevin A. Ausman, Budget Intern – 1st Budget

Norman A. Cummings, Director – 28th Budget
Waukesha County Department of Administration