



December 13, 2013

Dear Citizens of Waukesha County:

It is my privilege to present the 2014 Adopted Budget which holds the line on taxes, supports our vital infrastructure and reflects our County values. Last year, Waukesha County began updating and reenergizing the County's strategic plan. As the first step of this process our Strategic Planning Committee compiled a list of the County's core values. Among them were collaboration, ethics and integrity, innovation, efficiency and our Aaa/AAA standard. We reference these values in our daily decision making, a practice that is clear in the 2014 Budget.

#### **TAX IMPACT ON HOMEOWNERS**

My administration diligently works in partnership with the County Board of Supervisors to limit property taxes on hard working families and job creating businesses. Under the 2014 Adopted Budget, a **County homeowner, with a median valued home estimated at about \$238,900, will see no change on the county portion of their property tax bill.** Businesses and citizens in the County will continue to benefit from our stable tax environment and the fact that Waukesha County has the lowest county property tax rate among counties without a county sales tax. I remain committed to maintaining low taxes for County residents and businesses.

#### **COLLABORATION & COOPERATION**

Waukesha County exercises its value of collaboration by working with other governments to gain economies of scale and streamline government services while saving money. The 2014 budget includes several new areas where we will join forces with other governments to reduce taxes. These partnerships include:

- Radio Service operations working with Milwaukee County on the Digital Radio Upgrade project allowing for interoperable radio communications across county lines while saving both county's taxpayers money for capital investment and annual operating costs.
- Partnering with the City of Milwaukee to jointly process recyclables in a single stream facility and leverage over 20,000 tons each of recyclables to obtain optimal private sector processing proposals.
- Soliciting proposals for an on-site medical/wellness center with City and School District of Waukesha to save on health insurance costs.
- Studying courthouse remodel/replacement options that may include co-locating with City of Waukesha.

#### **BUDGET DRIVERS**

The 2014 budget addresses areas where revenue streams are declining and holds personnel expenditure increases to below 1.5% with the help of lower health insurance costs including plan design changes, premium costs share changes and greater health savings account (HSA) participation. Some areas are seeing rate increases greater than inflation, such as jail inmate costs - especially medical and food costs, vehicle fuel prices, mental health and related prescription drugs costs.

Several key revenue and expenditure highlights in the 2014 budget are listed below:

- Most major State revenue funding sources remained at or near their current 2011-2013 levels.
- Reduced prisoner board revenue for Federal prisoners and Huber room and board totaling \$259,000 and reduced fines and forfeiture and court fee revenues \$180,000 based on prior year actuals.
- Full year costs of both the transfer of New Berlin dispatch activity to the Communications Center and the implementation of the new computer aided dispatch software increasing expenditures \$269,000.
- \$212,000 increased levy support to offset reduced investment income expenses as historically low rates continue.
- State/Federal revenue increases of \$667,000 related to the 2013 mid-year creation of ten regular full time Economic Support Specialist positions to assist individuals applying for health insurance under the Affordable Care Act. These positions will sunset when the funding is reduced or terminated in 2015.

## **INVESTING IN INFRASTRUCTURE**

The County has consistently demonstrated its value of prudent financial planning by continuing to make sound strategic investment decisions to maintain our critical infrastructure. The 2014 Capital Budget continues capital spending at \$28.0 million but holds borrowing to \$10 million.

The capital budget devotes \$6.7 million for key highway improvements including \$3.2 million for road surface repaving, intersection signal and safety improvements. The remaining \$3.5 million includes roadway rehab and expanded capacity including \$1.5 million for the last phase of CTH L (Janesville Road) expansion in the City of Muskego.

Building infrastructure improvements total about \$1.5 million and technology investments include \$1.2 million for the first year of a two-year plan to implement the County's election system through process improvements and automated system enhancements.

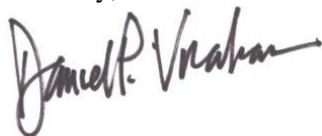
The Capital Budget continues a \$9.5 million project migrating the County's public safety radio technology from an analog to a digital signal in 2014. The budget also includes a project to replace radio console equipment for \$900,000, funded with previously reserved funds designated for equipment replacement at the Communications Center.

Parks and Land Use capital spending includes \$5.4 million as the County's share for a project to develop a collaborative Material Recycling Facility with the City of Milwaukee in 2014. Other funding will continue restroom renovations at reserved picnic sites throughout County parks and begin preliminary design work for a multi-use trail connecting Frame Park in the City of Waukesha to Mitchell Park in the City of Brookfield.

## **ACKNOWLEDGEMENTS**

We are ensuring the County maintains its key values by focusing on our core service priorities, establishing strategic collaborative partnerships and using teamwork to continue 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 2014 Adopted Budget. The County strives to deliver quality services and make wise investments for the future to ensure we maintain our low taxes. 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



December 13, 2013

Dear Honorable County Board Supervisors:

The 2014 Adopted County Budget continues a commitment to high standards and delivery of quality services. During these challenging times, the 2014 Adopted Budget meets our benchmark standards by keeping taxes low, while continuing to maintain high quality services. In fact, this budget will result in no increase in the County portion of the tax bill to most homeowners.

For 2014 budget purposes, the adopted 2013 County General property tax levy totals \$99.5 million; an increase of \$707,000, limiting the increase to only 0.72% from the prior year budget, the same percentage increase of new construction to the tax base this past year.

The adopted expenditure budget totals \$282.1 million. Included as part of total expenditures is a state mandated change to the way the County reports and accounts for payments that a third party administrator makes to service providers for children with long-term support needs. That change inflates expenditures in the 2014 Budget by \$3.2 million. The money is offset dollar for dollar with an equal revenue increase. The Budget contains \$254.1 million in operating appropriations. This budget maintains our low employee per capita ratio of 3.5 employees.

The Capital expenditure budget includes \$28 million for infrastructure investments, the same level as the 2013 budget.

The special Federated Library System tax applied to those communities without libraries is \$2.97 million an increase of 1.2%, about \$35,000.

#### **BUDGET CHALLENGES**

The County's budget continues to be challenged by the slow economic recovery and related County revenues. Investment income is estimated to decrease by \$127,000 to \$4,438,000, reflecting continued historically low rates. Also, the estimate for Delinquent Taxes Penalty and Interest is reduced by \$42,000 to \$2,808,000 as outstanding Delinquent Taxes declined, as the economy improved, during 2012 into 2013. The 2014 Budget recognizes declining trends in prisoner board revenue for Federal prisoners and Huber room and board totaling \$259,000. Court revenues also decline \$180,000. The real estate market has improved with expected increases in real estate transfer fees and document recording fee revenues of \$200,000 over the 2013 budget.

The 2013-2015 State Budget had a much more modest impact on the County than previous budgets. Most major state revenue funding sources remained at or near their current 2011-2013 levels. The

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Health and Human Services budget includes State/Federal revenue increases of \$667,000 related to the 2013 mid-year creation of ten regular full-time Economic Support Specialist positions to assist individuals applying for health insurance under the Affordable Care Act. These positions will sunset when the funding is reduced or terminated in 2015.

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 \$375,000 for the Sheriff's budget mostly for jail inmate related costs and lower inmate revenue, \$291,000 for Emergency 9-1-1 response primarily due to full year costs of both the transfer of New Berlin dispatch activity to the Communications Center and the implementation of the new computer aided dispatch software, and \$232,000 for Circuit Court Services. Highway safety and road maintenance needs are addressed with added levy support of \$107,000. The County's Crisis Line call center will transition to a new service delivery model due to the loss of the previous provider. Mental health outpatient and support services anticipate an increase in days of care costing \$413,000.

Despite these significant budget challenges, we have successfully addressed many of these areas despite limiting tax levy growth to the State's imposed levy limit. We have been able to accomplish this by making difficult priority decisions and through operational efficiencies. The full year impact of a new Health and Human Services building in 2014 is absorbed within budget base funding and from lower utility costs per square foot than the old facility.

The County continues to be well-positioned to meet its strategic outcomes while focusing on core essential services due to its prudent prior investments made in technology, energy conservation and infrastructure to help address these increasing challenges now and in the future.

#### **PROJECT FUNDING AND DEBT MANAGEMENT**

The County values strategic long-range capital planning, budgeting and debt management policies and practices. Borrowed funds are budgeted at \$10 million, a decrease of \$7 million mostly due to the completion of the Health and Human Service building project in 2013. Tax levy and the use of governmental fund cash balance of nearly \$6.1 million and general revenues of \$650,000 maintains the County's "down payment" at well over the 20% goal of net capital expenditures to keep borrowing costs down.

The County's 2014 debt service payment is budgeted at \$14.4 million, which is well within to the County's key benchmark ratio of debt service expenditure budget to the total governmental operating expenditures targeted at less than 10%. Maintaining debt service on borrowing at a lower level in the range of 6.5% to 7.5% assures that the County will be able to maintain its infrastructure without diminishing funding needed for direct services for future generations.

#### **ACKNOWLEDGEMENTS**

We believe you will find the 2014 Adopted County Budget balances essential service delivery needs while keeping taxes low. We take this opportunity to thank the County Board for its very thorough review and continued support. Certainly, this budget could not be accomplished without the cooperation of department administrators and their hard working, dedicated staff making decision that reflect the County's core values of collaboration, ethics and integrity, innovation, efficiency and our Aaa/AAA standard.

Sincerely,

  
Norman A. Cummings,  
Director of Administration

  
Linda G. Witkowski  
Budget Manager



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Waukesha County**

**Wisconsin**

For the Fiscal Year Beginning

**January 1, 2013**

A handwritten signature in cursive script, appearing to read 'Jeffrey R. Egan'.

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, 2013.

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

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

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# READER'S GUIDE

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## 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.

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# READER'S GUIDE

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

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

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

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

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

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

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

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# QUICK REFERENCE GUIDE

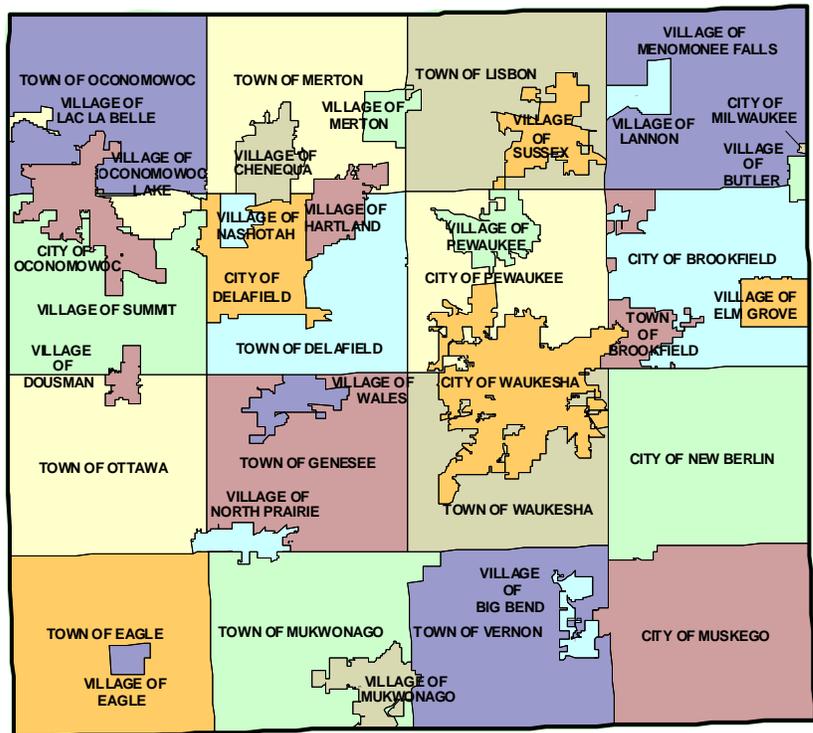
(See page 610-611 for the Subject Index)

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

<u>To answer these questions:</u>	<u>Refer to:</u>	<u>Page</u>
How will the tax levy affect me as a homeowner?	Tax Levy Impact on Homeowner	25
How can the reader easily locate key information?	Reader's Guide Agency/Subject Budget Index	14 610
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# WAUKESHA COUNTY, WISCONSIN • COMMUNITY PROFILE



COUNTY POPULATION*	
As of 1/1/2013	391,478
2010 Census	389,891
*Wisconsin DOA (2013), U.S. Census Bureau (2010)	

EQUALIZED PROPERTY VALUES	
Including TID	\$47,217,366,700
Excluding TID	\$46,387,463,200

## **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	5,258
Pro Health Care	4,777
General Electric Healthcare	3,700
Quad Graphics Inc.	3,249
Roundy's	2,697
School District of Waukesha	1,817
Wal-Mart Corporation	1,619
Target Corporation	1,595
Waukesha County	1,357*
Aurora Health Care	1,332
Community Memorial Hospital	1,314
Elmbrook School District	1,256
Elmbrook Memorial Hospital	1,216
AT&T	1,173
* Full-time equivalent employees.	

Source: Waukesha County February, 2013 employer inquiry updates.

PRINCIPAL TAXPAYERS		
TAXPAYER	2012 EQUALIZED VALUE	2012 RANK
Brookfield Square	\$160,907,600	1
Individual	\$145,878,100	2
Aurora	\$129,265,100	3
Kohl's Dept. Stores	\$106,029,800	4
Pro Health Care	\$103,734,940	5
Wal-Mart	\$101,865,400	6
Pabst Farms	\$101,705,000	7
Target Corporation	\$95,472,800	8
Harmony Homes	\$92,856,400	9
Belinski Bros.	\$87,642,600	10
Total	\$1,125,357,740	

Source: Waukesha County Tax System  
See Waukesha County Comprehensive Annual Financial Report for more detailed information

EMPLOYMENT BY INDUSTRY	
INDUSTRY	2012 NAICS (1)
Retail Trade, Transportation, Utilities	47,913
Manufacturing	43,740
Education and Health	37,842
Professional and Business Services	32,852
Leisure and Hospitality	19,171
Financial Activities	14,310
Construction	11,665
Other Services	7,910
Public Administration	6,106
Information	4,861
Natural Resources	478
Total	226,848

(1) North American Industry Classification System  
Source: Wisconsin Department of Workforce Development, Bureau of Workforce Information

CONSTRUCTION & BUILDING PERMITS		
Year	Residential	
	Number	Value in 000's
2012*	565	\$191,785
2011	448	\$140,906
2010	445	\$151,984
2009	394	\$137,285
2008	577	\$219,001

Source: U.S. Department of Commerce  
\* Preliminary

INCOME, JOBS, AND UNEMPLOYMENT	
<b>PER CAPITA INCOME, 2011 (1)</b>	
Waukesha County	\$54,847
State of Wisconsin	\$39,575
United States	\$41,560
<b>JOBS, 2012 (2)</b>	226,848
<b>UNEMPLOYMENT RATE, 2012 (2)</b>	6.0%

(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
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
2014	\$35,263,595	\$1,105,906	\$9,202,897	\$1,367,263	\$277,706
% of Total	74.7%	2.3%	19.5%	2.9%	0.6%

See STATS/TRENDS Section for more detailed information  
\* Includes Tax Incremental District Value

# 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

#### **2011/2012 Average High School Graduation Rate\***

Waukesha County: 98.2%  
Wisconsin: 87.5%

#### **2011/2012 Average ACT Scores\***

Waukesha County: 23.2  
Wisconsin: 22.0  
United States: 21.1

### **SCHOOL ENROLLMENT\***

#### **2012-2013 Academic Year**

Public: 63,118  
Private: 11,663  
Home schooling: 825\*\*

\*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**

401 miles Waukesha County roads  
254 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**

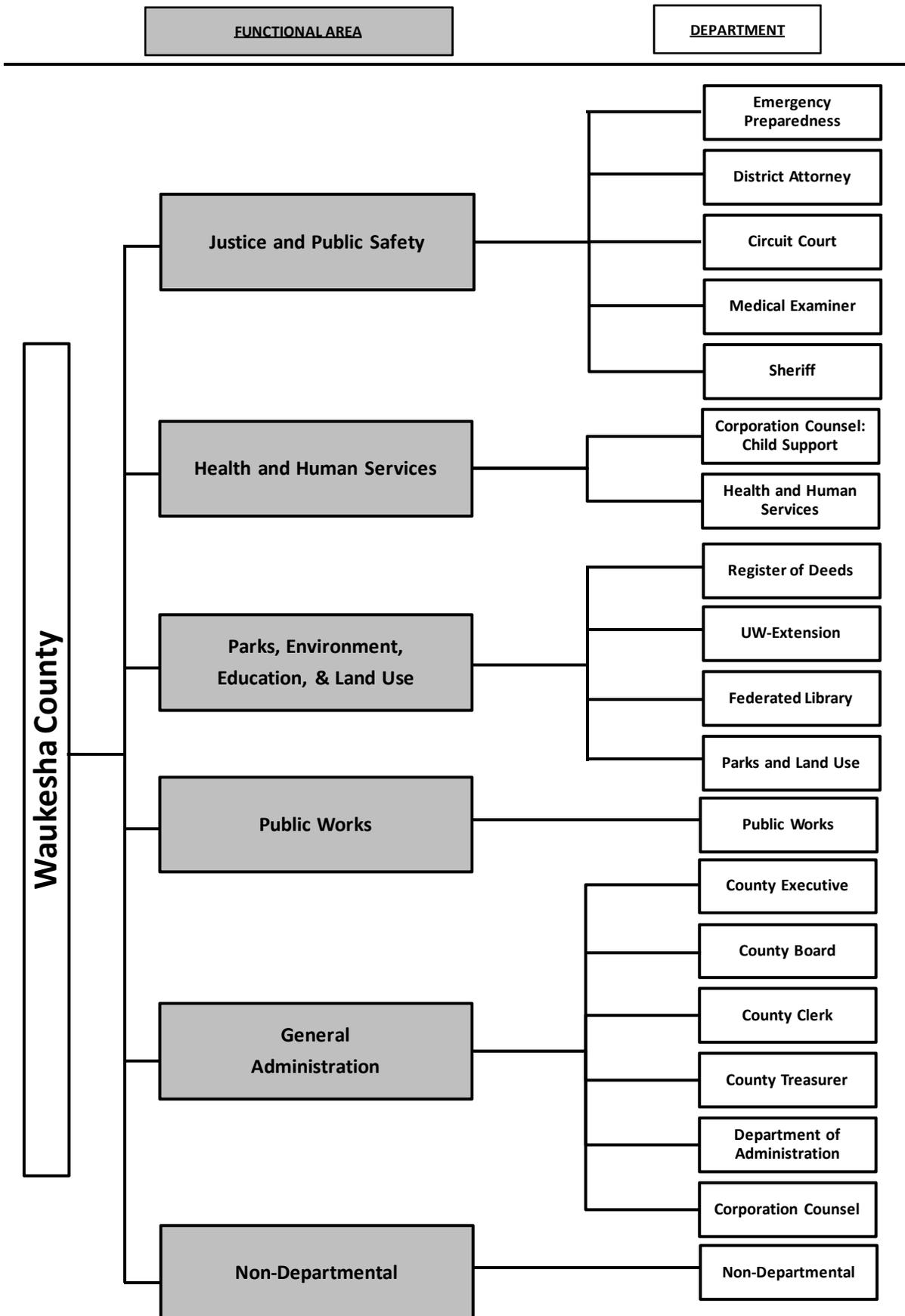
19 sanitary sewerage systems served by 7 public wastewater treatment plants

### **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

# WAUKESHA COUNTY DEPARTMENTS BY FUNCTIONAL AREA CHART



# Waukesha County Organizational Chart

