Parks, Environment, Education, & Land Use

TABLE OF CONTENTS
PARKS, ENVIRONMENT, EDUCATION AND LAND USE

Parks, Environment, Education and Land Use Functional Area Summary…… 229

Register of Deeds
Fund: General 237

University of Wisconsin Extension
Fund: General 245

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
Hazardous Waste and County Facilities Recycling..... 275
Land & Water Conservation..... 277
Planning & Zoning, Enforcement 279
Environmental Health..... 281
Humane Animal..... 283
Hazardous Material..... 284
Licensing..... 286
Septic/ Well/ Lab Programs..... 287
Parks Programs 289
Grounds Maintenance..... 292
Retzer Nature Center..... 293
Exposition Center..... 294
Administrative Services..... 294
Three Year Maintenance Plan 296

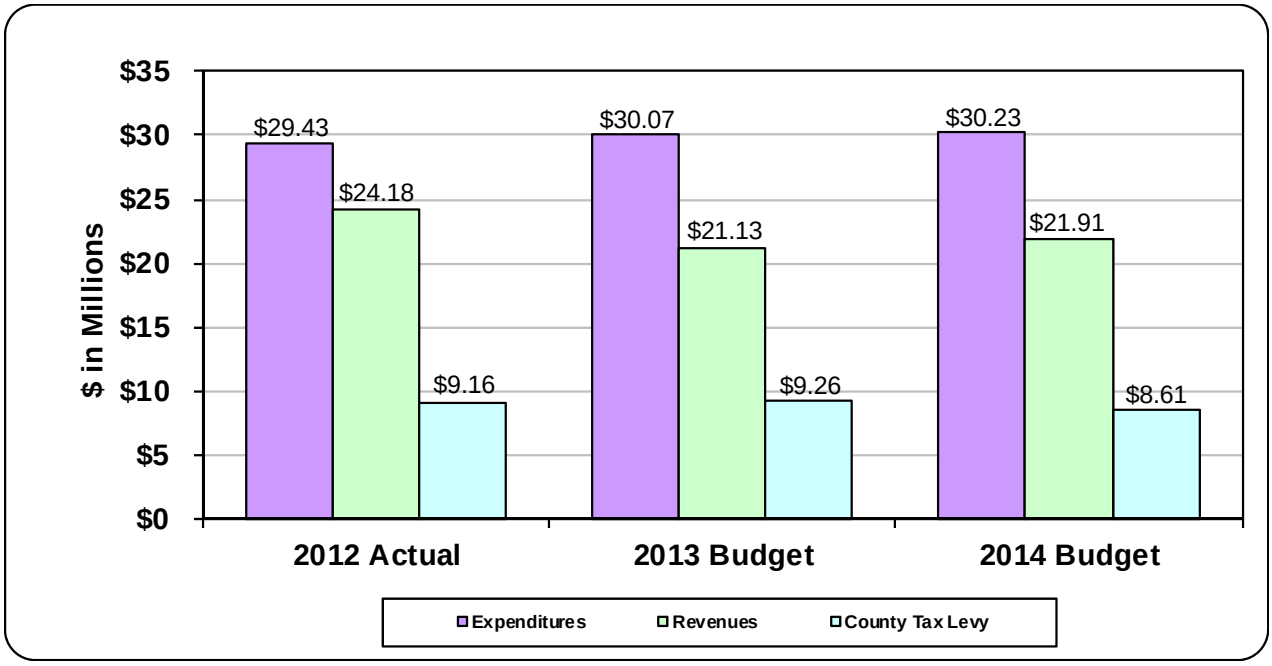
Fund: Community Development..... 298
Fund: Land Information System..... 304
Fund: Walter J. Tarmann - Park & Open Space Land Acquisition 306
Fund: Golf Courses 308
Fund: Ice Arenas 315
Fund: Materials Recycling 319

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-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 2014 Expenditure Budget for this functional area totals approximately $30,233,200, after excluding proprietary fund capitalized fixed asset item purchases, an increase of $162,629 or 0.5% from the 2013 Adopted Budget. Revenues in the 2014 Budget total about $21,906,100, after including $1,830,500 of various Fund Balance appropriations, which is an increase of about $872,388 or 4.1% from the 2013 base budget of $21,130,382. The Tax Levy necessary to fund this functional area totals $8,608,400, a decrease of $651,976 or 7.0% from the 2013 Budget. This functional area uses about 8% of the total County tax levy.

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

Functional Area Summary by Agency

	2012 Actual	2013 Adopted Budget	2013 Estimate	2014 Budget	Change from 2013 Adopted Budget $	%
*** TOTAL PARKS, ENVIRONMENT, EDUCATION AND LAND USE***						
Revenues (a)(b)	$24,181,602	$21,130,382	$23,940,207	$21,906,117	$775,735	3.7%
County Tax Levy	$9,157,258	$9,260,376	$9,260,376	$8,608,400	($651,976)	-7.0%
Expenditure (a)	$29,426,961	$30,070,618	$32,239,930	$30,233,247	$162,629	0.5%
Rev. Over (Under) Exp. (e)	$2,707,504	$86,000	$693,675	$51,100	($34,900)	-40.6%
Oper Income/(Loss) (d)	$1,204,395	$234,140	$266,978	$230,170	($3,970)	-1.7%
BREAKDOWN BY AGENCY						
REDISTER OF DEEDS						
Revenues	$3,034,839	$2,811,000	$3,048,000	$3,422,360	$611,360	21.7%
County Tax Levy (d)	($1,368,301)	($1,394,301)	($1,394,301)	($1,981,301)	($587,000)	N/A
Expenditure	$1,340,130	$1,416,699	$1,405,394	$1,441,059	$24,360	1.7%
Rev. Over (Under) Exp.(d)	$326,408	$0	$248,305	$0	$0	N/A
UW EXTENSION						
Revenues (a)(b)	$453,651	$338,985	$418,658	$314,551	($24,434)	-7.2%
County Tax Levy	$341,063	$343,063	$343,063	$348,063	$5,000	1.5%
Expenditure (a)	$768,275	$682,048	$739,113	$662,614	($19,434)	-2.8%
Rev. Over (Under) Exp.	$26,439	$0	$22,608	$0	$0	N/A
LIBRARY						
Revenues (a)(b)	$1,905,377	$1,852,736	$1,853,694	$1,812,869	($39,867)	-2.2%
County Tax Levy	$2,883,486	$2,930,604	$2,930,604	$2,965,628	$35,024	1.2%
Expenditure (a)	$4,525,090	$4,697,340	$4,674,303	$4,727,397	$30,057	0.6%
Rev. Over (Under) Exp. (e)	$263,773	$86,000	$109,995	$51,100	($34,900)	-40.6%
PARKS AND LAND USE						
Revenues (a)(b)	$18,787,735	$16,127,661	$18,619,855	$16,356,337	$228,676	1.4%
County Tax Levy	$7,301,010	$7,381,010	$7,381,010	$7,276,010	($105,000)	-1.4%
Expenditure (a)	$22,793,466	$23,274,531	$25,421,120	$23,402,177	$127,646	0.5%
Rev. Over (Under) Exp.	$2,090,884	$0	$312,767	$0	$0	N/A
Oper Income/(Loss) (c)	$1,204,395	$234,140	$266,978	$230,170	($3,970)	-1.7%

(a) The 2013 estimates exceed the 2013 Adopted Budget due to subsequent separate ordinances or encumbrance carryovers increasing appropriations.

(b) The 2014 Budget includes various Fund Balance appropriations totaling 1,830,500 which includes $973,700 from the Parks and Land Use Materials Recycling Facility (MRF) Fund; $700,000 from the Parks Tarmann Parkland Acquisition Fund; $69,300 in the Federated State Aids, Federal and Misc. Fund; $65,000 in Parks and Land Use from the General Fund; $17,500 from UW Extension and $5,000 from the Ice Arenas Fund. 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.

(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 $587,000 to $1.98 million is used to offset Tax Levy funding required for other County general fund operations. This is largely due to a $325,000 increase in budgeted redaction fee revenues due to the 2013-15 Wisconsin State Budget allowing Counties the use of redaction fee revenues in 2014 for general purposes. The revenue collected through 2013 has been reserved and is sufficient to fully fund Capital project 201117 (ROD Electronic Record Redaction). In addition, Real Estate Transfer fees are budgeted to increase nearly $191,400 due to an increase in home sales, reflecting improving conditions in the real estate market.

- **University of Wisconsin – Extension** budgeted revenues (excluding tax levy) decrease by about $24,400. New funding sources include: $20,000 as part of a CDBG Neighborhood Revitalization Strategy Area (NRSA) grant to work with community members in the Haertel Field neighborhood in developing a strategic plan, $15,350 for the On Farm Food Safety grant through the US Department of Agriculture to educate farmers on USDA policies pertaining to the risks of food borne illnesses in fresh market fruits and vegetables, and $12,800 as part of a contract through the Village of Summit for community survey service work. Also, the department is budgeting about $38,600 in funding for the Sober Truth on Preventing Underage Drinking (STOP) program to focus on preventing and reducing alcohol use among youth in Waukesha County communities.

- The **Federated Library System County Library Tax Levy** increases by about $35,000 or 1.2% to $2,965,628 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 2014, this component is $2,960,891, which is an increase of nearly $38,200 or 1.3%.

  - 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 2014 budget purposes, this component is estimated at about $4,750.

- **Parks and Land Use General Fund** charges for services revenue is budgeted to increase by $40,050 to about $1.98 million mainly due to an increase in various Parks revenues including annual stickers and entrance fees of $22,500 and an increase in Exposition Center Fees of $15,000 due to an increase in event reservations. Other Revenues are budgeted to increase by about $172,150 mainly due to an agreement with the Emerald Park Landfill vendor (Advanced Disposal Services) in the Household Hazardous Waste program. The vendor will invoice the County for costs for the year to offset the increased $156,000 in recoveries revenue to be received from the vendor. In addition, $11,000 of landfill revenues are budgeted to offset additional costs for brownfield redevelopment project. In addition, a program operations grant of $215,000 to the Waukesha County Historical Society Museum is discontinued in 2014.

- Also, **Parks and Land Use General Fund** Fixed Assets are budgeted to decrease $88,000 to $318,500 and include: LED signage at the Exposition Center of $76,000, the removal of barns at Eble and Ryan Park of $53,500, parking lot improvements at Mukwonago dog park of $50,000 and $45,000 for the replacement of the parks reservation computer system to be done as a joint effort with UW-Extension, in addition to several smaller projects.

- **Parks and Land Use General Fund** Personnel budget includes a 0.50 FTE reduction for an Account Clerk I position, and 0.21 FTE increase in Extra Help at the Retzer Nature Center for additional programming by Seasonal Naturalist, partially offset by a reduction of 0.06 FTE overtime.

- **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 remain at 2013 budgeted levels for both the Community Development Block Grant (CDBG) program of $1,249,906 and the HOME program of $1,048,902. In addition, $40,000 of prior administrative funding is carried over to 2014 to fund an update of the 5-year Consolidated Plan to identify community needs of low and moderate income residents and develop a strategy to use the available federal funds to assist in meeting those needs. The 2014 budget also includes a new 0.50 FTE Program Assistant position.

- **Parks and Land Use Tarmann Land Acquisition Fund** expenditure appropriations are at the same $1 million amount as the 2013 Budget. This includes 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.

- **Parks and Land Use – Golf Courses and Ice Arenas**

    - **The Golf Course Fund** estimates a cash flow of $42,064 (revenues – expenditures: excluding depreciation expense). Budgeted fixed asset purchases include $45,000 for replacement of the Fairways computer system to allow for on-line tee time reservations, to record point of sale transactions, and to better manage inventory.

    - **The Ice Arena Fund** estimates a cash flow of $51,226. Budgeted fixed asset purchases include: $65,000 for rubberized flooring improvements and $10,000 for locker room improvements at Eble Ice Arena, and $25,000 for electronic signage at Naga-waukee Ice Arena.

- **Parks and Land Use – Material Recovery Facility (MRF) Fund** total budgeted revenues increase by $58,000 to $3,064,700, mainly due to an increase in the State Recycling Grant by $75,000 to $950,000. Also, appropriated MRF Fund Balance decreases by $17,000 to $973,700, which is used to help fund the recycling disbursement to municipalities and to provide yard waste composting services to municipalities at no charge. Effective November 1, 2013, a new contract has been executed with Purple Cow, Inc. for composting community yard waste at the Genesee Aggregate gravel pit near North Prairie. Cost-share agreements will be executed with each participating community to phase out county funding for this purpose over the next 10 years.

- **Parks and Land Use – Material Recovery Facility (MRF) Fund** includes an increase of $63,400 for education and promotion of a new single stream recycling system, to be implemented with capital project 201409: Collaborative Materials Recycling Facility. The capital project assumes a joint venture with the City of Milwaukee to add processing equipment to the existing Milwaukee Material Recovery Facility in the Menomonee Valley. A request for proposals was conducted in the summer of 2013 and a decision is expected in the fourth quarter of 2013.

BUDGETED POSITIONS 2012-2014
SUMMARY BY AGENCY AND FUND

PARKS, ENVIRONMENT, EDUCATION AND LAND USE

Agency	Fund	2012 Year End	2013 Adopted Budget	2013 Modified Budget	2014 Budget	13-14 Change
REGISTER OF DEEDS	General	18.60	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	6.00	6.00	6.00	6.00	0.00
	CAFÉ Shared Automation Fund	1.00	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	80.80	80.39	80.39	79.89	(0.50)
	Community Development (a)	2.35	2.35	2.35	2.85	0.50
	Golf Courses	8.85	8.80	8.80	8.80	0.00
	Ice Arenas	4.95	4.91	4.91	4.91	0.00
	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	105.10	104.60	104.60	104.60	0.00
TOTAL REGULAR POSITIONS		133.70	133.20	133.20	133.20	0.00
TOTAL EXTRA HELP		75.71	75.17	75.16	75.93	0.76
TOTAL OVERTIME		3.64	3.87	3.87	2.63	(1.24)
TOTAL BUDGETED POSITIONS		213.05	212.24	212.23	211.76	(0.48)

* 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.

2014 BUDGET ACTIONS:

UW-Extension

Decrease Extra Help by 0.43 FTE.

Parks- General

Reclassification of 0.45 FTE Enterprise Operations Manager to Parks Systems Manager
Reclassification of 1.0 FTE Food Service Coordinator to Parks Program Specialist
Unfund 0.50 FTE Account Clerk I
Increase Extra Help by 0.52 FTE
Decrease Overtime by 0.84 FTE

Parks- CDBG

Create 0.50 FTE Program Assistant
Decrease Overtime by 0.01 FTE

Parks- Golf

Reclassify 0.55 FTE from Enterprise Operations Manager to Parks Systems Manager
Increase Extra Help by 0.43 FTE
Decrease Overtime by 0.39 FTE

Parks- MRF

Increase Temporary Extra Help by 0.23 FTE

2013 CURRENT YEAR ACTIONS:

None

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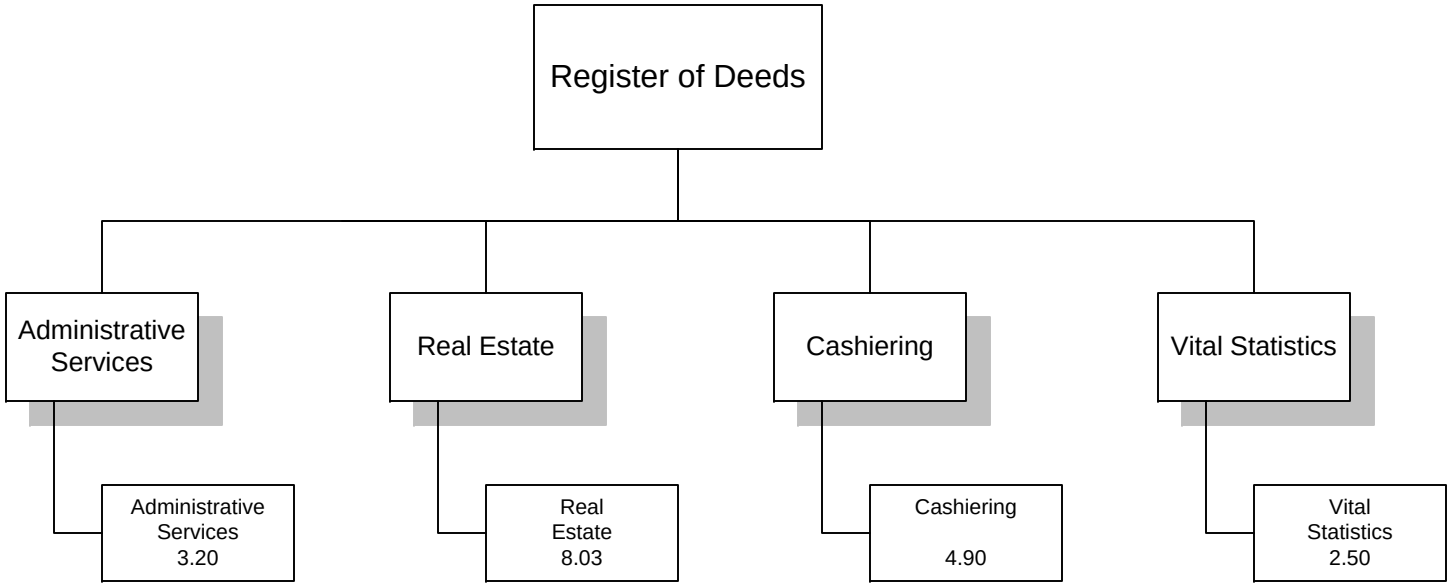
Register of Deeds

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.

Return to Table of Contents

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	2012 Actual	2013 Adopted Budget	2013 Estimate	2014 Budget	Change From 2013 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$3,028,224	$2,811,000	$3,048,000	$3,422,360	$611,360	21.7%
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue	$15	$0	$0	$0	$0	N/A
Appr. Fund Balance	$6,600	$0	$0	$0	$0	N/A
County Tax Levy (Credit)(a)	**($1,368,301)**	**($1,394,301)**	**($1,394,301)**	**($1,981,301)**	**($587,000)**	**N/A**
Total Revenue Sources	**$1,666,538**	**$1,416,699**	**$1,653,699**	**$1,441,059**	**$24,360**	**1.7%**
Expenditures						
Personnel Costs	$1,026,086	$1,092,886	$1,086,509	$1,107,427	$14,541	1.3%
Operating Expenses	$69,683	$88,871	$87,248	$86,013	($2,858)	-3.2%
Interdept. Charges	$244,361	$234,942	$231,637	$242,419	$7,477	3.2%
Fixed Assets	$0	$0	$0	$5,200	$5,200	N/A
Total Expenditures	**$1,340,130**	**$1,416,699**	**$1,405,394**	**$1,441,059**	**$24,360**	**1.7%**
Rev. Over (Under) Exp.	$326,408	$0	$248,305	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	18.60	18.60	18.60	18.60	0.00	
Extra Help	0.00	0.00	0.00	0.00	0.00	
Overtime	0.28	0.03	0.03	0.03	0.00	
Total FTEs	18.88	18.63	18.63	18.63	0.00	

(a) The Tax Levy credit amount is from revenues in excess of expenditures, which is used to reduce Tax Levy funding for other general government operations.

Current and Planned Capital Projects

Proj. #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of '13	Estimated Operating Impact	A=Annual T= One-Time
200414	Countywide Cashiering (a)	2013	$970,000	100%	$43,250	A
201117	ROD Electronic Record Redaction (b)	2016	$1,350,000	10%	$0	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. No operating budget impact is anticipated in 2014. Due to a change in state statute, this fee will be collected for the State LIS fund beginning in 2015. The ROD office will continue to use auto redaction software to examine and redact Social Security Numbers in newly recorded documents.

Major Departmental Strategic Outcomes and Objectives for 2014

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:	2012 Actual	2013 Target	2013 Estimate	2014 Target
# of days when a document is recorded after the benchmark of 6 business days*	21	0	10	5
# 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:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Total transactions via Internet	1,984	2,500*	2,300	2,500
Walk-in help requests	4,774	4,700	4,600	4,200
Phone-in help requests	5,381	5,000	5,200	5,000

* 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:	2012 Actual	2013 Target	2013 Estimate	2014 Target
% Positive responses to survey	96%	95%*	97%	98%

*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

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.

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**3.20**	**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	$1,243,263	$1,052,000	$1,302,000	$1,247,360	$195,360
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$15	$0	$0	$0	$0
Appr. Fund Balance	$6,600	$0	$0	$0	$0
County Tax Levy (Credit)(a)	**($737,100)**	**($717,260)**	**($717,260)**	**($917,072)**	**($199,812)**
Total Revenues	**$512,778**	**$334,740**	**$584,740**	**$330,288**	**($4,452)**
Personnel Costs	$276,336	$285,167	$284,988	$290,215	$5,048
Operating Expenses	$17,492	$21,705	$21,655	$19,810	($1,895)
Interdept. Charges	$27,456	$27,868	$29,024	$20,263	($7,605)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$321,284**	**$334,740**	**$335,667**	**$330,288**	**($4,452)**
Rev. Over (Under) Exp.	$191,494	$0	$249,073	$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 increase by $195,360 to $1,247,360, mainly due to an increase in home sales which has resulted in increased transfer fees. 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 of properties sold, the percentage of those properties that are exempt from transfer fees, and the sale price of the properties.

Personnel costs increase by $5,048 reflecting cost to continue for 3.2 FTEs. Operating expenditures decrease by $1,895 mainly due to a reduction of $2,000 in book binding & repair slightly offset by small increases in other accounts, and interdepartmental charges are budgeted to decrease by nearly $7,600 mainly due to a reduction of about $9,000 in computer maintenance and replacement costs due to a reallocation of charges based upon use, partially offset by an increase in postage costs of $600.

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.

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**8.25**	**8.03**	**8.03**	**8.03**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$1,581,301	$1,564,000	$1,545,000	$1,975,000	$411,000
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)	**($910,102)**	**($955,753)**	**($955,753)**	**($1,341,372)**	**($385,619)**
Total Revenues	**$671,199**	**$608,247**	**$589,247**	**$633,628**	**$25,381**
Personnel Costs	$354,029	$396,758	$392,280	$402,750	$5,992
Operating Expenses	$43,881	$57,383	$57,233	$57,843	$460
Interdept. Charges	$166,698	$154,106	$149,945	$167,835	$13,729
Fixed Assets	$0	$0	$0	$5,200	$5,200
Total Expenditures	**$564,608**	**$608,247**	**$599,458**	**$633,628**	**$25,381**
Rev. Over (Under) Exp.	$106,591	$0	($10,211)	$0	$0

(a) Revenues in excess of expenditures are used to offset Tax Levy funding required for other County general fund operations.

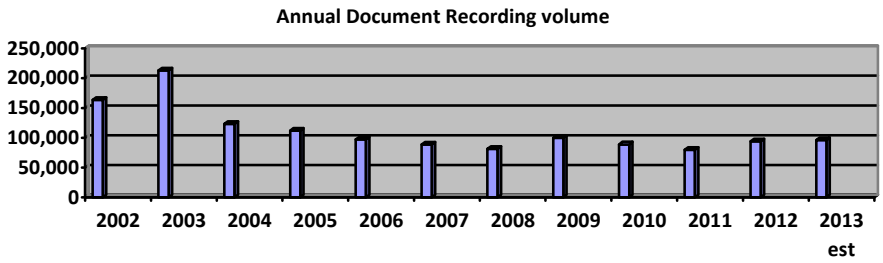
Program Highlights

Charges for services increase by $411,000 reflecting a budgeted increase of $325,000 in the redaction portion of the recording fee and an additional $75,000 in County retained fees for a 5,000 increase in documents. The 2013-14 Wisconsin State budget allows Counties the use of redaction fee revenue in 2014 for general purposes. In 2015 the redaction fee will be used by the State for land information system development. The County will complete redaction work with redaction revenue budgeted in the Capital Project 201117 ROD Electronic Record Redaction. The revenue collected through 2013 has been reserved and is sufficient to fully fund the capital project.

State and County Recording Fees	2013	2014	2015
State of Wisconsin	$2	$2	$7
County Land Info. Syst. Office	$8	$8	$8
ROD Retains	**$15**	**$20**	**$15**
Redaction Fee	$5	$0	$0
Total Fees	$30	$30	$30

Personnel costs are budgeted to increase by nearly $6,000 reflecting costs to continue for 8.03 FTEs, as well as a change in employee plan selection of health insurance. Operating expenditures are budgeted to increase by $460 primarily due to additional licensing fees for the Land Records system Public Access module. Interdepartmental charges are budgeted to increase by approximately $13,700 mainly due to increases in microfilming charges, related to increased activity in document recordings.

Fixed assets increase by $5,200 for the anticipated purchase of a new plat cabinet, as current cabinets are anticipated to be full by mid-2014.



Cashiering

County-Wide Key Strategic Outcome: An economically vibrant county

Program Description

Cashiering examines all legal documents to assure conformity to state statutes, advises the public of procedures for probate of an estate held in joint tenancy, and advises the public on laws and regulations concerning statutory requirements of the Register of Deeds Office. Cashiering collects and deposits the fees for recording and copies of recorded documents, uniform commercial code real estate-related recordings, Federal Tax Lien filings, marriage certificates, birth certificates, death certificates and real estate transfers. In addition, Cashiering staff prepares the recorded documents for imaging and microfilming and returns those documents to the customer. In 2011, the Department added document scanning functions to this program area.

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**4.93**	**4.90**	**4.90**	**4.90**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$315,826**	**$311,039**	**$311,039**	**$314,405**	**$3,366**
Total Revenues	**$315,826**	**$311,039**	**$311,039**	**$314,405**	**$3,366**
Personnel Costs	$263,176	$272,043	$271,295	$274,740	$2,697
Operating Expenses	$2,819	$2,378	$1,955	$1,955	($423)
Interdept. Charges	$34,660	$36,618	$36,318	$37,710	$1,092
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$300,655**	**$311,039**	**$309,568**	**$314,405**	**$3,366**
Rev. Over (Under) Exp.	$15,171	$0	$1,471	$0	$0

Program Highlights

Personnel costs are budgeted to increase by $2,697 to $274,740, reflecting costs to continue for 4.90 FTEs. Operating expenditures decrease slightly by $423 due to a reduction in office supplies, which is offset by an increase in Interdepartmental charges of $1,092 due primarily to increases in computer maintenance charges of $1,611, partially offset by decreases in postage charges of $300 and in computer replacement charges of $219.

Activity	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Subdivision Plats, Certified Survey Maps, Condo Plats Examined and Cashiered	127	130	130	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.

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**2.50**	**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	$203,660	$195,000	$201,000	$200,000	$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)	**($36,925)**	**($32,327)**	**($32,327)**	**($37,262)**	**($4,935)**
Total Revenues	**$166,735**	**$162,673**	**$168,673**	**$162,738**	**$65**
Personnel Costs	$132,545	$138,918	$137,946	$139,722	$804
Operating Expenses	$5,491	$7,405	$6,405	$6,405	($1,000)
Interdept. Charges	$15,547	$16,350	$16,350	$16,611	$261
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$153,583**	**$162,673**	**$160,701**	**$162,738**	**$65**
Rev. Over (Under) Exp.	$13,152	$0	$7,972	$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 2013 budgeted levels, based on an upward trend in vital record copy sales over the last 2 years.
Personnel costs increase by about $804 to $139,722 for costs to continue for 2.5 FTEs. Operating expenses decrease by $1,000 to approximately $6,400 due to a reduction in outside printing costs, based on the last 4 years of activity in this account.

Activity	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Number of Certificates Filed					
Birth	N/A*	N/A	N/A	N/A	N/A
Death	3,262	3,200	3,168	3,200**	0
Marriage	1,902	1,800	1,800	1,800	0
Domestic Partnership	11	14	12	12	-2
Number of Certified Copies Issued					
Birth	8,862	7,500	9,750	9,000	1,500
Death	38,869	35,000	36,000	36,000	1,000
Marriage	7,384	6,500	7,000	7,000	500
Domestic Partnership	21	30	22	22	-8

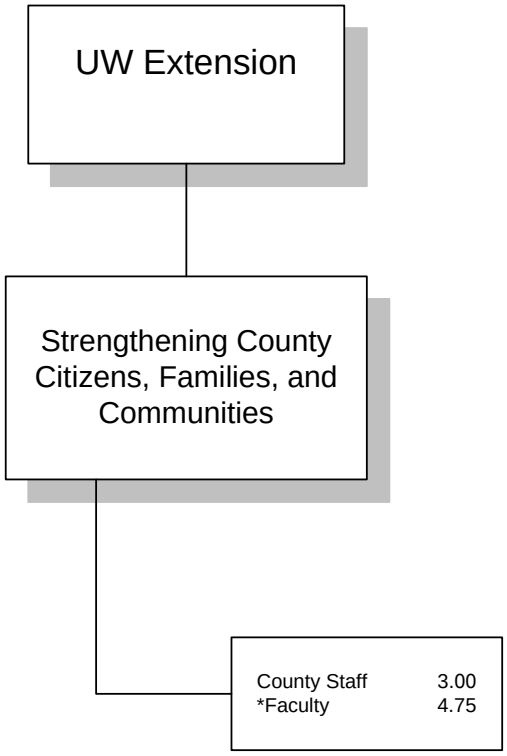
* Note: In January 2011, the State's SVRIS system went live, which allows hospitals and other agencies to file birth records directly with the state. As a result, County vital records departments are no longer responsible for scanning birth records. This has no impact on revenue.
** Death certificates are expected to be incorporated into the state SVRIS system in Q4 of 2013. As a result, the ROD will no longer be required to accept and scan new death certificates, but we will be required to review and approve each Certificate filed for Waukesha County.

Vital records fees are set by State statute (S. 69.22) at $20 for the first copy and $3 for additional copies, with fees for the first copy split with the State receiving $13 and the County retaining $7, except for birth certificates in which the County retains $5. Fees from additional copies stay with the County.

University of Wisconsin Extension

UW EXTENSION OFFICE

FUNCTION / PROGRAM CHART



3.00 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 Extension

Statement of Purpose

Waukesha County University of Wisconsin Extension (UWEX), in partnership with the state UW Extension Office, delivers research based information to improve the quality of life for families in the areas of 4-H and 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	2012 Actual	2013 Adopted Budget	2013 Estimate(a)	2014 Budget	Change From 2013 Adopted Budget $	%
Revenues						
General Government	$324,546	$243,215	$298,556	$166,348	($76,867)	-31.6%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$21,449	$34,370	$25,653	$55,473	$21,103	61.4%
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue	$99,401	$53,400	$94,449	$75,230	$21,830	40.9%
Appr. Fund Balance	$8,255	$8,000	$0	$17,500	$9,500	118.8%
County Tax Levy	**$341,063**	**$343,063**	**$343,063**	**$348,063**	**$5,000**	**1.5%**
Total Revenue Sources	**$794,714**	**$682,048**	**$761,721**	**$662,614**	**($19,434)**	**-2.8%**
Expenditures						
Personnel Costs	$172,589	$190,241	$192,976	$175,163	($15,078)	-7.9%
Operating Expenses	$476,288	$382,009	$433,607	$379,980	($2,029)	-0.5%
Interdept. Charges	$119,398	$109,798	$112,530	$107,471	($2,327)	-2.1%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$768,275**	**$682,048**	**$739,113**	**$662,614**	**($19,434)**	**-2.8%**
Rev. Over (Under) Exp.	$26,439	$0	$22,608	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	3.00	3.00	3.00	3.00	0.00	
Extra Help	0.14	0.43	0.43	0.00	(0.43)	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total FTEs	3.14	3.43	3.43	3.00	(0.43)	
Additional Human Res.						
State 133 Contract (b)	4.75	4.75	4.75	4.75	0.00	
Grant Funded State 144 Contract (c)	1.51	0.72	1.51	1.15	0.43	
Americorps/Americorps VISTA Workers	0.75	0.00	0.00	0.00	0.00	
WI Nutrition Education Program (d)	8.35	8.35	8.35	8.35	0.00	
State 4H Advisor (e)	1.00	1.00	1.00	0.25	(0.75)	
Total (Non-County)	**16.36**	**14.82**	**15.61**	**14.50**	**(0.32)**	

(a) 2013 estimates for expenditures and revenues exceed the adopted budget due to 2012 carryover and purchase orders and additional expenditure authority added to the budget by approved ordinances.

(b) State UW 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 Extension community educators is paid 100% through grant and other revenue funding. Additional grants may be identified and requested for appropriation through ordinances during 2014 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 Extension. Its operating expenses, personnel costs, and grant funding are not included in the County Budget. This program is run through the County UW Extension Office.

(e) The State 4-H Advisor is funded and administered by the State's UW Extension. That position's personnel costs are not included in the County Budget. Per Dept. management, funding is projected to end after the first quarter of 2014.

Strengthening County Citizens, Families & Communities

County-Wide Key Strategic Outcome: Quality programs and services delivered with competence and skill

Program Description

Extension educational programs apply the research and resources from the Wisconsin University System to strengthen Waukesha County citizens, youth, families, businesses and communities. Programs are planned and implemented by developing partnerships with community organizations, building collaborations and incorporating teamwork. Faculty and staff design and implement educational programs, conduct local research, train leaders and volunteers and build networks for the benefit of the citizens in Waukesha County. Education is provided to protect the environment, assist communities with growth and change, increase agriculture and horticulture productivity, and community and economic development. Waukesha County UW Extension also teaches programs to build strong families, develop youth and adult leaders, improve nutrition and 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 2012 was 33,994 and estimated for 2013 is 35,500 and budgeted for 2014 is 36,500.

Program Highlights

General Government revenues are budgeted to decrease by $76,867 to about $163,350. This is mainly due to the department not receiving the Drug Free Communities grant in 2014, previously budgeted at $125,000 in 2013. This decrease is partially offset by the department budgeting several new grants in 2014, including: $20,000 as part of a CDBG Neighborhood Revitalization Strategy Area (NRSA) grant to work with community members in the Haertel Field neighborhood in developing an updated strategic plan, about $16,300 for the On Farm Food Safety grant through the US Department of Agriculture to educate farmers on USDA policies pertaining to the risks of food borne illnesses in fresh market fruits and vegetables, and $12,800 contracted through the Village of Summit for community survey service work to be completed in six months of 2014. In addition, the budget includes approximately $28,350 of various grant funding or other revenue sources to be achieved or carried over for 2014.

In addition, the department is budgeting federal grant funding for the Lead Hazard Control Capacity Building Program of about $34,750. This is the final year of grant funding provided by HUD to the City of Waukesha, who subcontracts with UW-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 the 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 to lead. The total grant allocation from the City to the UWEX is about $115,700, 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.

The Department is budgeting $5,500 from the State UW Extension Office to help offset increases in fringe benefit cost rate (as a % of salary costs) for the State Contract 133 Educators from 47.4% to 48.4% on 7/1/2014, based on an email notification from an official with the State's UW Extension Budget Office. This is a slight decline of $2,500 from the 2013 budget due to the State reducing the differential support from 6.4% to 3.2% for the second half of 2014.

Charges for services revenue is budgeted to increase $21,103 to about $55,500. This is mainly due to department management budgeting $13,125 in membership dues to participate in programming developed by UW-Extension 4-H staff. UW-Extension management set the membership dues at $35/family, and estimates a 90% participation rate among Waukesha County 4-H families (about 375 families). The department is budgeting $3,150 for two Planning Commission workshops (one to be held in the spring, one in the fall) in 2014 to be held for Waukesha County Planning Commission members. Department management indicates this workshop is increasing from 1 to 2 workshops due to its popularity amongst participants. Department management is also budgeting $5,250 in participant fees for a strategic planning workshop geared towards non-profit agencies.

Other Revenues are budgeted to increase $21,830, from $53,400 to $75,230, other revenues mostly consist of funding and expenditures consisting of a $55,000 donation from ProHealth Care ($30,000) and a grant from the Greater Milwaukee Foundation ($25,000) for neighborhood revitalization efforts and leadership development in the TowerHill neighborhood and $11,800 for recoveries revenue due to postage reimbursement from the State UW-Extension office and equipment/technology reimbursement from the Juvenile 180 program.

The department is budgeting program Fund Balance at $17,500 an increase $9,500 from the 2013 Budget. This fund balance request consists of estimated community donation revenues for the annual Drug Free Communities Coalition-Prescription Drug Collection (DRG program) in excess of estimated program expenditures in 2012, which are estimated to lapse to the General Fund Balance at the end of 2013, and are requested to be appropriated for the same purpose in 2014 of $17,500. During 2013, prior-year donations from 2012 of $8,000 were appropriated to help cover drug collection costs. Program costs had previously been lower than revenues recently due to the federal Drug Enforcement Agency offering to pick up the cost of medication disposal. Department management is uncertain as to whether medication transportation and disposal costs will continue to be donated moving forward and have budgeted accordingly ($10,000 in 2014). In addition, previous community donation revenues have declined slightly as well, slightly offset by greater Dept. of Agriculture, Trade, and Consumer Protection (DATCP) grant revenues. The 2014 budget request budgets a greater portion of prior year DRG program donation

Program Highlights (Continued)

revenue/fund balance than in prior years. In future years, this strategy will be unsustainable, and department management must find alternative methods of payment or reducing costs to a manageable level without relying on fund balance or tax levy.

The department is budgeting Personnel Costs at $175,163, a decrease of about $15,100 or nearly 8.0%, and reflects the cost-to-continue of 3.0 full-time FTE, offset by a reduction in temporary extra help of 0.43 FTE from the 2013 Budget, previously covered by the federal Drug Free Communities grant funding discontinued in 2014.

Operating expenses are budgeted to decrease $2,029 to $379,980 mainly due to the discontinuation of the Drug Free Communities grant in the 2014 budget, partially offset by several new programming expenditures not introduced in the 2013 budget process. These include $30,000 due to donations from ProHealth Care for neighborhood revitalization efforts in the TowerHill neighborhood, the On Farm Food Safety grant of about $16,300, and increases of about $15,000 in 4-H programming mainly due to increased contracted services costs offset by program revenue.

Also, State-employed 133 Contract educators costs increase by about $1,300, from $167,600 to $168,900, mostly due to a 1% projected increases in salaries on 7/1/2014. 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 2014

County-Wide Key Strategic Outcome: An economically vibrant county

Objective 1:
Key Outcome Indicator: Increase workforce skills and knowledge level of green industry employees in emerging pest issues and pesticide selection through educational workshop training sessions.

Performance Measure:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Number of Participants who Report an Increase in Skills and Knowledge as a Result of the Training	N/A	N/A	N/A	85%
Number of Employees in the Green Industry Trained	N/A	N/A	N/A	300
Number of Employees that indicate that educational workforce training sessions increase their awareness of practices that protect the environment	N/A	N/A	N/A	80%

Objective 2: Conduct an economic development research initiative with small stage two companies (10 to 99 employees) in collaboration with Waukesha County Technical College, Waukesha County Economic Development Corporation, Waukesha County Business Alliance, City of Oconomowoc, Village of Menomonee Falls, City of Brookfield and City of Waukesha that identifies and assists stage two firms with business development and job growth strategies.

Key Outcome Indicator: Number of businesses engaged in research and number of municipalities engaged in the initiative

Performance Measure:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Number of businesses engaged in research	N/A	N/A	N/A	6
Number municipalities engaged in initiative	N/A	N/A	N/A	4

Objective 3: 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:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Percentage of Participants who Report an Increase in Knowledge	80%	85%	85%	90%
Percentage Who Understand Role as a Plan Commissioner	80%	80%	85%	90%

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

Objective 4: 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:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Number of Community Partner Agencies	84	86	80	84
Number of Unduplicated Program Participants	14,192	15,300	14,500	14,500
Number of Eating Smart Being Active Participants (ESBA)	60	68	65	65

* Lower 2013 estimate and 2014 target 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:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Percent of Participants Who Report an Increase in Fruit and Vegetable Consumption	90%	67%	65%	80%
Percent Increase in Low-Income Participants Who Showed Improvement in One or More Nutrition Practices	96%	84%	80%	85%

Objective 5: 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:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Percentage of Participants Who Report a Savings	60%	70%	70%	70%
Percentage of Huber Inmates Who Learned Gardening Skills That They Used or Shared With Others	83%	90%	N/A	90%
Percentage of Huber Inmates Who Report an Increase in Self-Confidence as a Result of Gardening	77%	80%	N/A	80%
Percentage of Huber Inmates Who Have Learned and Experienced the Importance of Teamwork	90%	90%	N/A	90%

N/A = Not Applicable, *The Department was not able to secure a funding partner for this program in 2013. The program for 2014 depends upon finding a funding partner.

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

Objective 6: Provide customized family living professional development opportunities to County Departments, Businesses, Municipalities, Community Non-Profit Agencies and Childcare Providers. (i.e. Demographics, Financial Literacy, PACE training, Poverty Simulation, Food Preservation, and Rethinking Nutrition in Childcare).

Key Outcome Indicator: Number of unduplicated participants, percent of evaluations that show an increase in knowledge and percent of post-evaluations that show knowledge applied.

Performance Measure:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Number of Unduplicated Participants	N/A	N/A	N/A	350
Percent of Evaluations that Show Increase in Knowledge	N/A	N/A	N/A	85
Percent of Evaluations that Show New Knowledge Applied	N/A	N/A	N/A	70

Objective 7: Respond to critical and emerging issues by developing and delivering research-based education in cooperation with UW Extension Specialists and the University of Wisconsin System. (UW Extension Staff)

Key Outcome Indicator: Total hours and dollar estimates invested in Waukesha County by UW Extension Specialists in educational consultation, professional development trainings, research and analysis.

Performance Measure:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Survey Analysis	30	45	43	70
Demographics & Strategic Planning	40	40	37	35
4-H Volunteer Training	180	180	200	200
Horticulture Business & Volunteer Training	360	355	358	355
UW Ext. Staff Professional Development	360	375	367	365
Food Preservation Consultation	N/A	N/A	10	50
Community Education Consultation	252	255	259	250
Total Hours of UWEX Specialist Support	1,222	1,250	1,254	1,310
Estimated dollar value ($75.00/hour)	$91,650	$93,750	$94,050	$98,250

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

Objective 8: 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. 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

- Develop additional volunteer training based on identified needs
- 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:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Certified Adult Leaders	386	408	374	395
Youth Enrollments	998	1,015	1,002	1,025
Percent of Youth Enrolled in STEM Projects that Report Mastery of at Least One STEM Skill	160	120	200	280

Objective 9: Recruit and retain volunteers to support educational programs and outreach. (UW Extension Staff)

Key Outcome Indicator: An Annual Increase in volunteer recruitment by 5 percent and an Increase in the number of hours donated by volunteers by 5 percent.

Performance Measure:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Number of Volunteers	1,409	1,395	1,480	1,555
Number of Hours	52,191	53,650	54,870	57,615

Objective 10: 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:	2012 Actual	2013 Target	2013 Estimate	2014 Target
a: Number of Coalition Members	140	145	145	150
b: Number of Educational Outreach Contacts with Alcohol Sales Retailers	30	50	50	80
c: Number of Coalition Member Volunteer Hours	3,225	3,450	3,500	3,600
d: Number of Households Participating in Prescription Drug Collection	3,296	3,125	3,185	3,200
e: Pounds of Prescription Drugs Collected	5,715	5,200	6,115	6,200

Objective 11: The Department of Parks and Land Use with the Waukesha County University of Wisconsin Extension– will coordinate on the development of a request for proposals and selection of a reservation system to replace the existing system used by the Department of Parks and Land Use which will no longer be supported by the vendor. The reservation system will allow the public to reserve park facilities, register for programs and events and purchase park stickers and gift certificates online.

Objective 12: Census population count data indicates a significant increase in Latino community population in Waukesha County. To better respond to this community's needs, work with statewide UW 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: ability to create a culturally welcoming work environment, and d: awareness of own personal culture and relationship with cultures different than own.

Performance Measure:

Performance Measure:	2012 Actual	2013 Target	2013 Estimate	2014 Target
a: Number of Culture Training Programs	15	12	12	14
b: Number of Train the Trainer Programs	1	2	2	2
c: My ability to create a culturally welcoming work environment has increased	75%	75%	80%	85%
d: I am more aware of my personal culture and my relationship with cultures different from my own	75%	75%	80%	85%

Grant Funding

Grant Title	Funding Source	Funding Administration	Amounts awarded for 2012	Amounts Awarded for 2013	Budgeted for 2014
Community Development Block Grant (CDBG) West-Side Neighborhood Revitalization Strategy Area (NRSA)	U.S. Dept of Housing & Urban Development (HUD) - CDBG	City of Waukesha	$42,000	$0	$0
CDBG Haertel Field Revitalization (NRSA) (a)	CDBG	County	$40,000	$0	$20,000
CDBG Phoenix Heights Revitalization (NRSA)	CDBG	County	$40,000	$0	$0
CDBG Sussex Community Development	CDBG	Village of Sussex	$5,000	$5,000	$5,000
Sober Truth on Preventing Underage Drinking (STOP) Act Grant	U.S. Dept of Health & Human Services (DH&HS)	N/A	N/A	$9,625	$38,633
Lead Hazard Control Capacity Building Program (b)	HUD	City of Waukesha	$42,440	$38,560	$34,741
Prescription Drug Grant – Clean Sweep (a)	DATCP	State	$2,920	$5,000	$5,000
Waukesha Co. Fresh Produce Donation Project	Multiple Organizations	County	$7,000	$0	$0
Farmer's Market Promotion Program	USDA	County	$30,100	$20,355	$0
Drug Free Communities Coalition Grant	US DH&HS	County	$125,000	$125,000	$0
Greater Milwaukee Foundation - Healthy West Side Neighborhood Initiative Grant (a)	Private - Greater MKE Foundation	County	$30,800	$25,000	$25,000
Town Bank Donation - Business Retention & Expansion Program	Private - Town Bank	County	$7,500	$7,500	$0
ProHealth Care Cancer Prevention Education Outreach Project	SAIC-Frederick, Inc. (Science Applications International Corporation)	ProHealth Care Regional Cancer Center	$56,400	$0	N/A
ProHealth TowerHill Education Outreach Project	SAIC-Frederick, Inc. (Science Applications International Corporation)	ProHealth Care	$0	$30,000	$30,000
On Food Farm Safety	USDA	USDA	$0	$0	$16,326
Survey Project	Village of Summit	Village of Summit	$0	$0	$12,800
Sub Total County UW Ext. Administered Grants			**$429,160**	**$266,040**	**$187,500**
Subtotal State/Nonprofits/ Other Administered Grants (c)	Various	Various	$626,500	$630,000	$630,000
Total UW Extension Grants			**$1,055,660**	**$896,040**	**$817,500**

(a) Grant awards pending.

(b) 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 Extension Office to provide educational outreach services. The total grant allocation from the City to the UWEX is about $115,700, 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.

(c) 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 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). For the 2014 Budget, this consists of WNEP funding of $630,000 (including SNAP education funding of $530,000 and EFNEP funding of $100,000).

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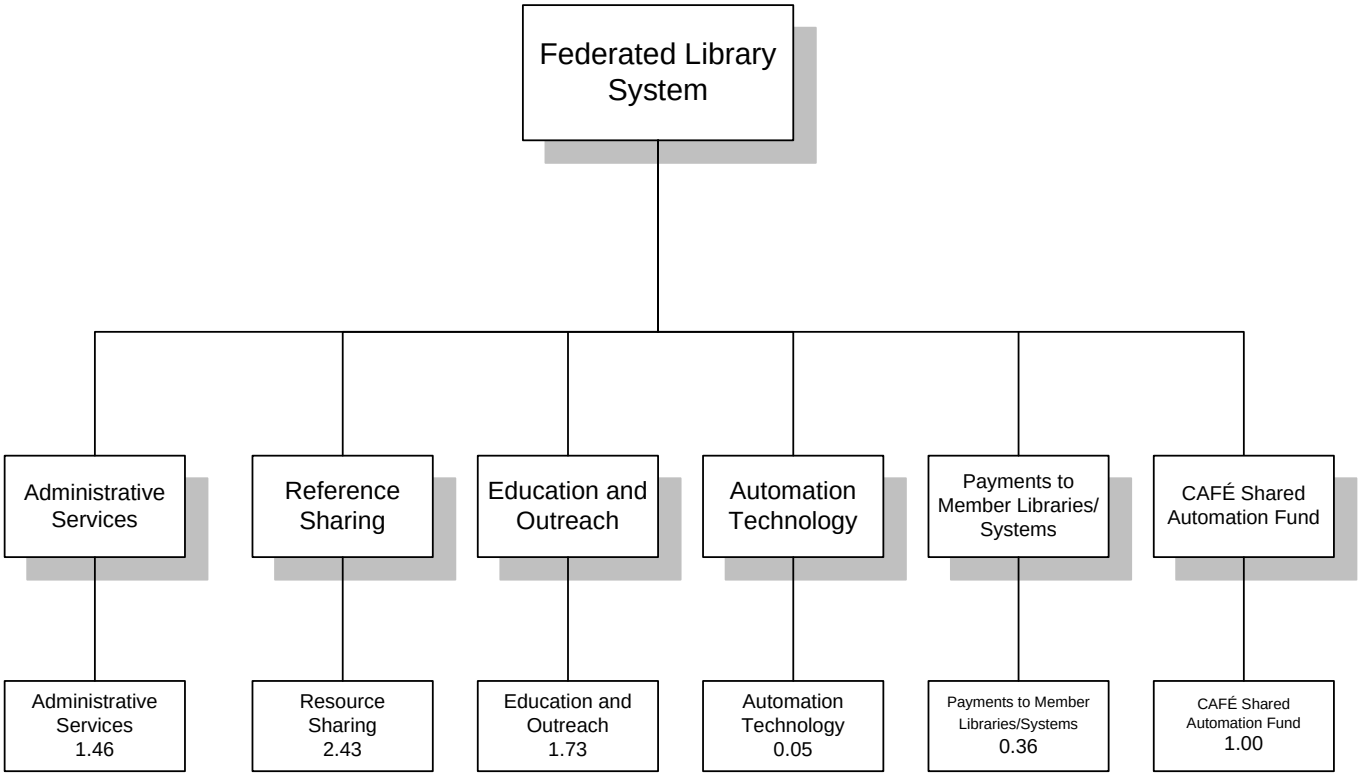
Federated Library

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	2012 Actual (a)(b)	2013 Adopted Budget (a)	2013 Estimate (a)	2014 Budget (a)	Change From 2013 Adopted Budget $	%
County Library Fund						
Revenue	$0	$0	$0	$0	$0	N/A
County Tax Levy (TNR)	$2,883,486	$2,930,604	$2,930,604	$2,965,628	$35,024	1.2%
Expenditures	$2,883,486	$2,930,604	$2,930,604	$2,965,628	$35,024	1.2%
Rev. Over (Under) Exp.	-	-	-	-	-	N/A
State Aids, Federal & Misc.						
Revenue (a)	$1,365,209	$1,390,377	$1,391,335	$1,368,669	($21,708)	-1.6%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures	$1,263,696	$1,390,377	$1,366,111	$1,368,669	($21,708)	-1.6%
Rev. Over (Under) Exp.	$101,513	-	$25,224	-	-	N/A
CAFÉ Shared Automation Fund						
Revenue (b)	$540,168	$462,359	$462,359	$444,200	($18,159)	-3.9%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures	$377,908	$376,359	$377,588	$393,100	$16,741	4.4%
Rev. Over (Under) Exp. (b)	$162,260	$86,000	$84,771	$51,100	($34,900)	-40.6%
Total All Funds						
Revenue (a)(b)	$1,905,377	$1,852,736	$1,853,694	$1,812,869	($39,867)	-2.2%
County Tax Levy (TNR)	$2,883,486	$2,930,604	$2,930,604	$2,965,628	$35,024	1.2%
Expenditures	$4,525,090	$4,697,340	$4,674,303	$4,727,397	$30,057	0.6%
Rev. Over (Under) Exp. (b)	$263,773	$86,000	$109,995	$51,100	($34,900)	-40.6%
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) 2012 Actual revenue includes State Aids Fund Balance appropriations of $116,433, including $47,000 to partially cover the cost of system full-text database subscriptions and $29,437 to help cover a portion of E-Book content purchases. In addition, $39,996 of appropriated State Aids Fund Balance was carried over from 2011 for the replacement of equipment needed for the upgrade of the system's wide area network. The 2013 adopted budget includes State Aids Fund Balance appropriations totaling $79,900, including $34,600 to cover potential cost increases for system Internet service, $28,854 for potential increases for interlibrary delivery services and $16,446 to help cover a portion of E-Book content purchases. The 2014 budget includes $69,300 in appropriated State Aids Fund Balance, including $34,400 budgeted to partially cover potential staffing cost increases that may result from anticipated turnover of positions in this department (e.g., retirement sick leave payouts and changes in employee health plan selections), $20,600 to partially cover the costs of E-Book content purchases, and $14,300 to start the "1,000 Books before Kindergarten" initiative.

(b) Actual revenues over expenditures for 2012 includes nearly $50,000 of prior-year CAFÉ Fund Balance from the City of Waukesha Public Library (WPL) as part of the transition of this program to WCFLS, which will be retained in CAFÉ Fund Balance and used for system software/hardware replacement. Approximately $440,000 was received from WPL in 2011 for the same purpose.

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	2012 Actual	2013 Adopted Budget	2013 Estimate	2014 Budget	Change From 2013 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$0	$0	$0	$0	$0	N/A
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue	$0	$0	$0	$0	$0	N/A
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy	**$2,883,486**	**$2,930,604**	**$2,930,604**	**$2,965,628**	**$35,024**	**1.2%**
Total Revenue Sources	**$2,883,486**	**$2,930,604**	**$2,930,604**	**$2,965,628**	**$35,024**	**1.2%**
Expenditures						
Personnel Costs	$0	$0	$0	$0	$0	N/A
Operating Expenses	$2,883,486	$2,930,604	$2,930,604	$2,965,628	$35,024	1.2%
Interdept. Charges	$0	$0	$0	$0	$0	N/A
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$2,883,486**	**$2,930,604**	**$2,930,604**	**$2,965,628**	**$35,024**	**1.2%**
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 2014 Budget, those residents borrowed 17.464% of the materials at libraries, and the ordinance calls for them to be taxed for 17.464% of the library operating costs as calculated by the ordinance. For 2014, this portion of the Library Tax Levy increases by 1.3%. Of this amount, higher allowable operating costs account for 1.6%, partially offset by a decrease in relative TNR circulation by 0.3%. 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 $4,737.

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 17.464% for 2014) by County taxed residents in true non-resident (TNR) communities as shown in the table below.

Category	2013		2014	Change
Expenditures (2 years prior)	$17,625,386		$17,157,182	-2.7%
Revenues (2 years prior)	$17,824,711	-	$17,667,905	-0.9%
Overage or (lapse) - 2 years prior	($199,325)		($510,723)	156.2%
Projected budget - year prior	$16,891,137	+	$17,464,851	3.4%
Calculated allowable expenditures	$16,691,812		$16,954,128	1.6%
Countywide TNR percent 2 years prior	17.510%	x	17.464%	-0.3%
County levy (TNR % times allowable expenditures	$2,922,723		$2,960,891	1.3%
Intercounty Funding	$7,881	+	$4,737	-39.9%
Total	**$2,930,604**		**$2,965,628**	1.2%

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.

	2012 Actual (a)	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**0.36**	**0.36**	**0.36**	**0.36**	**0.00**
General Government (a)	$93,857	$119,156	$119,156	$115,209	($3,947)
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services (a)	$145,265	$174,516	$174,516	$156,433	($18,083)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	$2,883,486	$2,930,604	$2,930,604	$2,965,628	**$35,024**
Total Revenues	**$3,122,608**	**$3,224,276**	**$3,224,276**	**$3,237,270**	**$12,994**
Personnel Costs	$37,753	$39,330	$39,091	$38,534	($796)
Operating Expenses	$3,096,460	$3,184,946	$3,181,647	$3,198,736	$13,790
Interdept. Charges	$0	$0	$0	$0	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$3,134,213**	**$3,224,276**	**$3,220,738**	**$3,237,270**	**$12,994**
Rev. Over (Under) Exp.	($11,605)	$0	$3,538	$0	$0

(a) For comparability purposes, revenues for 2012 actual 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 Charge for Service revenue.

Program Highlights

General Government revenues consist of State Library aid revenues allocated to this program, which decrease by about $3,900. Total State Library Aid revenue allocated throughout the State Aids, Federal and Miscellaneous Fund budget is estimated to remain at the 2013 budgeted level of about $958,600. Charges for Service consist of pass-through payments from the Lakeshores Library System partnership with Racine and Walworth Counties to WCFLS member libraries for their use of libraries in Waukesha County, which decreases by $18,100 to $156,400.

Personnel costs decrease, mainly due to anticipated turnover savings in the Federated Library Director position allocated to this program. Operating expenditures increase by about $13,800, mainly due to an increase in payments of County Tax Levy, mostly to Waukesha County member libraries, by about $35,000, partially offset by a decrease in pass-through payments from the Lakeshores library system by $18,100 (discussed above).

Activity	*2012 Budget*	*2013 Budget*	*2014 Budget*	*2013 - 2014 Change*
Circulation to residents subject to library tax (2 yrs prior to budget year)	878,220	855,996	840,199	(15,797)
Percent Non Library Community Borrowing of Total County Borrowing	17.56%	17.51%	17.46%	Less than 1%

Budget Year	*2012*	*2013*	*2014*	*2012-2014 Average*
Total Local Allowable Library Cost, for budget purposes per County Code 11-4	$16.3 Mil	$16.7Mil	$17.0 Mil	$16.7 Mil
Percent Increase Library Allowable Operating Costs	0.5%	1.9%	1.6%	1.3%

Payments to Member Libraries/Systems (cont.)

How the 2014 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 2013-2014 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.

2013-2014 Library Tax Levy Distribution

Library	2013 Distribution	2014 Distribution	'13 vs '14 $ Change	'13 vs '14 % Change
Big Bend	$16,675	$17,086	$411	2.5%
Brookfield	$286,666	$285,577	($1,089)	-0.4%
Butler	$1,837	$3,633	$1,796	97.8%
Delafield	$275,115	$286,473	$11,358	4.1%
Eagle	$27,104	$26,247	($857)	-3.2%
Elm Grove	$30,905	$29,959	($946)	-3.1%
Hartland	$228,246	$226,017	($2,229)	-1.0%
Menomonee Falls	$7,480	$8,515	$1,035	13.8%
Mukwonago	$352,671	$364,756	$12,085	3.4%
Muskego	$52,738	$50,452	($2,286)	-4.3%
New Berlin	$12,900	$19,806	$6,906	53.5%
North Lake	$69,766	$66,311	($3,455)	-5.0%
Oconomowoc	$273,465	$280,416	$6,951	2.5%
Pewaukee	$86,387	$91,769	$5,382	6.2%
Sussex-Lisbon	$69,582	$66,675	($2,907)	-4.2%
Waukesha	$1,131,186	$1,137,199	$6,013	0.5%
Subtotal Pmt to Waukesha Co. Member Libraries	**$2,922,723**	**$2,960,891**	**$38,168**	**1.3%**
Intercounty Payments	$7,881	$4,737	($3,144)	-39.9%
Total Library Tax Levy Distribution	**$2,930,604**	**$2,965,628**	**$35,024**	**1.2%**

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	2012 Actual (a)(b)	2013 Adopted Budget (a)	2013 Estimate (a)	2014 Budget (a)	Change From 2013 Adopted Budget $	%
Revenues						
General Government (b)	$1,000,695	$992,475	$992,475	$988,492	($3,983)	-0.4%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services (b)	$222,727	$283,502	$284,460	$276,377	($7,125)	-2.5%
Interdepartmental	$6,416	$6,500	$6,500	$6,500	$0	0.0%
Other Revenue	$18,938	$28,000	$28,000	$28,000	$0	0.0%
Appr. Fund Balance (a)	$116,433	$79,900	$79,900	$69,300	($10,600)	-13.3%
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$1,365,209**	**$1,390,377**	**$1,391,335**	**$1,368,669**	**($21,708)**	**-1.6%**
Expenditures						
Personnel Costs	$447,442	$503,102	$516,967	$533,751	$30,649	6.1%
Operating Expenses	$721,304	$786,365	$748,319	$712,122	($74,243)	-9.4%
Interdept. Charges	$94,950	$100,910	$100,825	$105,396	$4,486	4.4%
Fixed Assets	$0	$0	$0	$17,400	$17,400	N/A
Total Expenditures	**$1,263,696**	**$1,390,377**	**$1,366,111**	**$1,368,669**	**($21,708)**	**-1.6%**
Rev. Over (Under) Exp.	$101,513	$0	$25,224	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	6.00	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	6.03	6.03	6.03	6.03	0.00	

(a) State Aids fund balance appropriation for 2012 Actual revenue includes $47,000 to partially cover the cost of system full-text database subscriptions and $29,437 to help cover a portion of E-Book content purchases. In addition, $39,996 of appropriated State Aids Fund Balance was carried over from 2011 for the replacement of equipment needed for the upgrade of the system's wide area network. The 2013 adopted budget includes State Aids Fund Balance appropriations totaling $79,900, including $34,600 to cover potential cost increases for system Internet service, $28,854 for potential increases for interlibrary delivery services and $16,446 to help cover a portion of E-Book content purchases. The 2014 budget includes $69,300 in appropriated State Aids Fund Balance, including $34,400 budgeted to partially cover potential staffing cost increases that may result from anticipated turnover of positions in this department (e.g., retirement sick leave payouts and changes in employee health plan selections), $20,600 to partially cover the costs of E-Book content purchases, and $14,300 to start the "1,000 Books before Kindergarten" initiative.

(b) For comparability purposes, revenues for 2012 actual 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.

Major Departmental Strategic Outcomes and Objectives for 2014

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:	2012 Actual	2013 Budget	2013 Estimate	2014 Target
Est. Median Value of a Home in Waukesha Co.	$255,600	$243,200	$243,200	$238,900
37 community average library tax	$105	$101	$101	$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:	2012 Actual	2013 Budget	2013 Estimate	2014 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:	2012 Actual	2013 Budget	2013 Estimate	2014 Target
WCFLS Assisted plans	13	13	13	13
Plans meeting WCFLS criteria w/o WCLFS assistance	3	3	3	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.

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**1.46**	**1.46**	**1.46**	**1.46**	**0.00**
General Government	$408,266	$242,061	$272,061	$229,859	($12,202)
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$6,416	$6,500	$6,500	$6,500	$0
Other Revenue	$15,938	$25,000	$25,000	$25,000	$0
Appr. Fund Balance	$0	$0	$0	$34,400	$34,400
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$430,620**	**$273,561**	**$303,561**	**$295,759**	**$22,198**
Personnel Costs	$107,104	$111,711	$138,201	$127,756	$16,045
Operating Expenses	$62,388	$67,560	$67,560	$68,901	$1,341
Interdept. Charges	$90,078	$94,290	$94,290	$99,102	$4,812
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$259,570**	**$273,561**	**$300,051**	**$295,759**	**$22,198**

Rev. Over (Under) Exp.	$171,050	$0	$3,510	$0	$0

Program Highlights

General Government revenues decrease by about $12,200 due to decrease in State Library Aids allocated to this program. Interdepartmental revenues consist of administrative cost recovery charges to the CAFÉ Share Automation Fund. Other Revenues consist of investment income on State Aids Fund Balance. Appropriated State Aids Fund Balance includes $34,400 budgeted to partially cover potential staffing cost increases that may result from anticipated turnover of positions throughout this department (e.g., retirement sick leave payouts and changes in employee health plan selections), which are uncertain at this time.

Personnel costs increase, mainly due to budgeting for one-time retirement sick leave payouts and changes in employee health plans allocated to this program, estimated at $27,000, partially offset by estimated lower salary costs from anticipated position turnover of about $11,000.

Federated Library

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.

	2012 Actual (a)(b)	2013 Budget (b)	2013 Estimate (b)	2014 Budget	Budget Change
Staffing (FTE)	**2.43**	**2.43**	**2.43**	**2.43**	**0.00**
General Government (a)	$275,665	$373,691	$373,691	$353,901	($19,790)
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services (a)	$66,812	$89,041	$90,000	$100,000	$10,959
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance (b)	$76,437	$45,300	$45,300	$20,600	($24,700)
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$418,914**	**$508,032**	**$508,991**	**$474,501**	**($33,531)**
Personnel Costs	$161,642	$184,512	$181,012	$186,792	$2,280
Operating Expenses	$319,048	$322,266	$321,819	$286,448	($35,818)
Interdept. Charges	$1,119	$1,254	$1,185	$1,261	$7
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$481,809**	**$508,032**	**$504,016**	**$474,501**	**($33,531)**
Rev. Over (Under) Exp.	($62,895)	$0	$4,975	$0	$0

(a) For comparability purposes, revenues for 2012 actual 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) 2012 actual revenues include State Aids Fund Balance appropriation include $47,000 to partially cover estimated full-text database costs and $29,437 to partially cover E-Book content purchases. The 2013 adopted budget includes $45,300 of appropriated State Aids Fund Balance, including $28,854 to cover potential increases in interlibrary loan delivery costs and $16,446 to partially cover E-Book content purchases.

Program Highlights

General Government revenue is budgeted to decrease by about $19,800 , mainly due to a decrease in the State Library Aids revenue allocated to this budget by about $15,800 to $341,400. In addition, a federal grant (passed through the State Department of Public Instruction—DPI), to cover a portion of E-Book Content purchases, decreases by about $4,000, from $16,500 to $12,500. Total costs of E-Book purchases are budgeted to remain near the 2013 budget level at $33,100, with the remaining $20,600 in costs planned to be covered with appropriated State Aid Fund Balance.

Charges for Service consist of member library contributions for full-text database subscription costs, which increase by about $11,000 to $100,000. Total full-text database costs are budgeted to remain at the same level as the 2013 budget at $100,000, but the member libraries will pay for the full amount, resulting in this revenue increase (in the 2013 budget, this $11,000 had been covered by the Federated Library through its existing State Library Aids Budget).

Personnel Costs increase mainly due to the cost to continue staff allocated to this program. Operating expenditures decrease, mainly due to a reduction in interlibrary loan delivery costs by about $36,000 to $138,000 based on a favorable bid result in 2012. Pending the outcome of this bid in 2012, these costs were increased in the 2013 adopted budget (up to about $174,000) and were planned to be partially covered with State Aids Fund Balance (with a plan to phase down fund balance need). However, these costs didn't materialize in 2013, and are able to be reduced in 2014.

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.

	2012 Actual (a)	2013 Budget (a)	2013 Estimate (a)	2014 Budget	Budget Change
Staffing (FTE)	**0.05**	**0.05**	**0.05**	**0.05**	**0.00**
General Government	$69,910	$51,607	$21,607	$70,137	$18,530
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)	$39,996	$34,600	$34,600	$0	($34,600)
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$109,906**	**$86,207**	**$56,207**	**$70,137**	**($16,070)**
Personnel Costs	$5,799	$6,049	$6,015	$5,912	($137)
Operating Expenses	$85,742	$75,148	$41,148	$42,148	($33,000)
Interdept. Charges	$3,476	$5,010	$4,994	$4,677	($333)
Fixed Assets	$0	$0	$0	$17,400	$17,400
Total Expenditures	**$95,017**	**$86,207**	**$52,157**	**$70,137**	**($16,070)**
Rev. Over (Under) Exp.	$14,889	$0	$4,050	$0	$0

(a) Fund Balance appropriation in 2012 included $39,996 carried over from 2011 to purchase equipment replacement to accommodate higher bandwidth anticipated with the replacement of the system's Wide Area Network. Fund Balance appropriation in the 2013 budget included $34,600 to cover potential cost increases for system Internet service.

Program Highlights

General Government revenues increase, due to an increase in State Library Aids allocated to this program, by about $18,500 to $52,700. 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), used to purchase new technology (discussed below).

Personnel costs decrease slightly, mainly due to estimated salary turnover savings related to the Federated Library Director position allocated to this program.

Operating expenditures decrease mainly due to a reduction in system Internet services costs by $34,000 (from $52,000 to $18,000). These expenditures were increased in the 2013 adopted budget, based on a then-pending state legislative audit evaluating whether the UW System should be excluded from the WISCNET consortium (through which library systems and school districts had also received Internet, email and webpage services). Without the UW System's participation, it was uncertain whether the consortium would continue to allow the system to benefit from its purchasing power, possibly resulting in increased contract costs. The state's 2013-15 biennial budget now mandates the exclusion of the UW System from WISCNET, but department staff believe the consortium is likely to continue, so the higher costs budgeted in 2013 (along with State Aids Fund Balance use) are not repeated in the 2014 budget.

The fixed assets budget includes $17,400 for the purchase of a server to store local and self-published E-Books for the library system. Currently, the system does not have a server for these books because most other E-Books are stored on state servers to allow for statewide sharing of those E-Books. This purchase is planned to be covered with the annual library automation block grant, mentioned 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.

	2012 Actual (a)	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**1.73**	**1.73**	**1.73**	**1.73**	**0.00**
General Government (a)	$152,997	$205,960	$205,960	$219,386	$13,426
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services (a)	$10,650	$19,945	$19,944	$19,944	($1)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$3,000	$3,000	$3,000	$3,000	$0
Appr. Fund Balance	$0	$0	$0	$14,300	$14,300
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$166,647**	**$228,905**	**$228,904**	**$256,630**	**$27,725**
Personnel Costs	$135,144	$161,500	$152,648	$174,757	$13,257
Operating Expenses	$41,152	$67,049	$66,749	$81,517	$14,468
Interdept. Charges	$277	$356	$356	$356	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$176,573**	**$228,905**	**$219,753**	**$256,630**	**$27,725**

Rev. Over (Under) Exp.	($9,926)	$0	$9,151	$0	$0

(a) For comparability purposes, revenues for 2012 actual, 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 Aid, and the allocation is to this program is increased to cover budgeted expenditure increases described below. Charges for Service consist mostly of $15,000 in revenues from adjacent counties' library systems for their share of continuing education training for their staff (coordinated by WCFLS). Other revenue of $3,000 consists of a corporate donation for the annual member library trustee dinner. Appropriated State Aids Fund balance of $14,300 is budgeted to cover one-time start-up costs for the "1,000 Books before Kindergarten" initiative, designed to promote reading to young children. Costs are expected to cover the development of a mobile device application to help parents track reading, print materials to explain and promote the project, and book giveaways as prizes for meeting goals.

Personnel costs increase mainly due to changes in health plan selections totaling approximately $11,000. Operating expenditures increase mainly due to budgeting for the "1,000 Books before Kindergarten," initiative, as mentioned above.

Fund Purpose

CAFÉ (Computer Access for Everyone) provides automated library services for the system's 16 libraries in the county. It was formed in 2003 by the Cities of Waukesha, Brookfield and Muskego. Governance was performed by the Waukesha Public Library Board. 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 took place in April 2011.

Financial Summary	2012 Actual (a)(b)	2013 Adopted Budget	2013 Estimate	2014 Budget	Change From 2013 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 (a)(b)	$528,627	$447,359	$447,359	$429,200	($18,159)	-4.1%
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue	$11,541	$15,000	$15,000	$15,000	$0	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	**$540,168**	**$462,359**	**$462,359**	**$444,200**	**($18,159)**	**-3.9%**
Expenditures						
Personnel Costs	$102,575	$104,788	$106,017	$107,752	$2,964	2.8%
Operating Expenses	$272,085	$265,071	$265,071	$278,848	$13,777	5.2%
Interdept. Charges	$3,248	$6,500	$6,500	$6,500	$0	0.0%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$377,908**	**$376,359**	**$377,588**	**$393,100**	**$16,741**	**4.4%**
Rev. Over (Under) Exp. (b)	$162,260	$86,000	$84,771	$51,100	($34,900)	-40.6%
Position Summary (FTE)						
Regular Positions	1.00	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	1.00	1.00	1.00	1.00	0.00	

(a) For comparability purposes, revenues for 2012 actual 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) Actual revenues over expenditures for 2012 includes nearly $50,000 of prior-year CAFÉ Fund Balance from the City of Waukesha Public Library (WPL) as part of the transition of this program to WCFLS, which will be retained in CAFÉ Fund Balance and used for system software/hardware replacement. Approximately $440,000 was received from WPL in 2011 for the same purpose.

Program Highlights

Charges for Service revenues decrease by about $18,000, mainly due to 2013 budget including a one-time contribution from the Village of Menomonee Falls to join the CAFÉ system of approximately $36,000, which is not repeated in the 2014 budget. This is partially offset by member library dues, budgeted to cover system operation costs, discussed below). Other revenues consist of estimated investment earnings on CAFÉ Fund Balance, which remain at the 2013 budget level of $15,000.

Personnel costs increase by about $3,000, for the cost to continue 1.0 FTE staff in this program. Operating expenditures increase mainly due to an estimated increase in subscription costs to the Online Computer Library Center (OCLC), which provides access to cataloging services by about $16,000 (from $34,000 to $50,000).

Revenues Over Expenditures consist of member library contributions to CAFÉ for software/equipment replacements, which decrease by about $34,900 to $51,000, mainly due to not needing to budget the one-time contribution for Menomonee Falls joining the CAFÉ system (as mentioned previously). **All excess revenues will be retained and assigned in this special revenue fund and be used to provide future software/equipment replacement and/or automation services to participating member libraries. In future years' budgets.**

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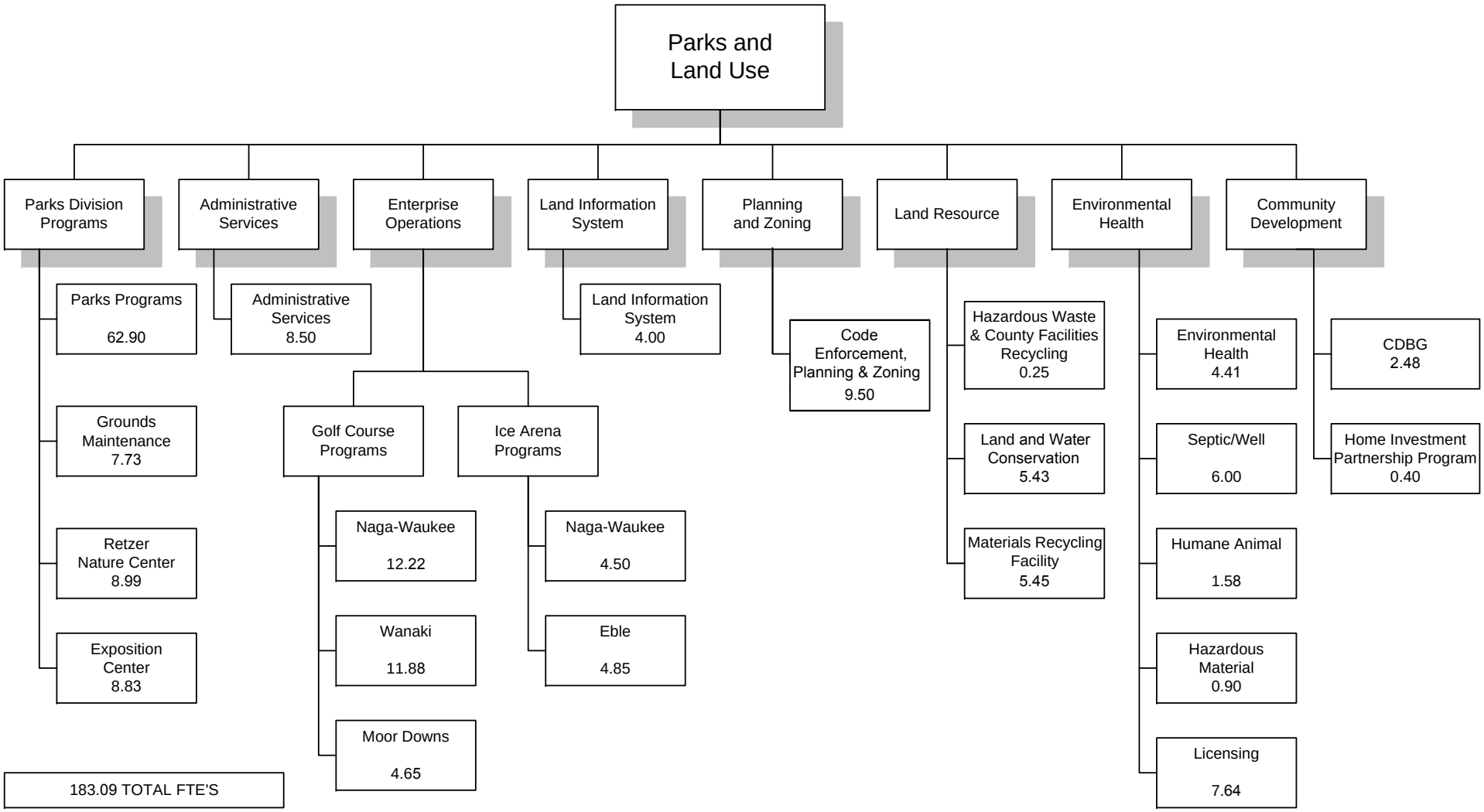
Parks

&

Land Use

PARKS AND LAND USE

FUNCTION / PROGRAM CHART



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

Return to Table of Contents

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	2012 Actual	2013 Adopted Budget	2013 Estimate (a)	2014 Budget	Change From 2014 Adopted Budget $	%
General Fund						
Revenues (b)	$4,408,629	$4,123,543	$4,129,000	$4,275,970	$152,427	3.7%
County Tax Levy	$7,301,010	$7,381,010	$7,381,010	$7,276,010	($105,000)	-1.4%
Expenditures	$11,253,220	$11,504,553	$11,311,589	$11,551,980	$47,427	0.4%
Rev. Over (Under) Exp.	$456,419	$0	$198,421	$0	$0	N/A
Community Development						
Revenues (b)	$3,832,515	$3,057,118	$6,108,459	$3,072,108	$14,990	0.5%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures (a)	$3,739,748	$3,057,118	$6,005,519	$3,072,108	$14,990	0.5%
Rev. Over (Under) Exp.	$92,767	$0	$102,940	$0	$0	N/A
Land Information System Fund						
Revenues	$800,661	$788,100	$760,996	$780,559	($7,541)	-1.0%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures	$704,602	$788,100	$749,590	$780,559	($7,541)	-1.0%
Rev. Over (Under) Exp.	$96,059	$0	$11,406	$0	-	N/A
Tarmann Fund						
Revenues (b)	$2,018,345	$1,000,000	$620,000	$1,000,000	$0	0.0%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures	$572,706	$1,000,000	$620,000	$1,000,000	$0	0.0%
Rev. Over (Under) Exp.	$1,445,639	$0	$0	$0	-	N/A
Golf Courses						
Revenues	$3,094,775	$3,095,000	$2,875,000	$3,095,000	$0	0.0%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures (c)	$3,101,805	$3,212,071	$3,136,307	$3,219,767	$7,696	0.2%
Operating Inc./(Loss)	($7,030)	($117,071)	($261,307)	($124,767)	($7,696)	N/A
Ice Arenas						
Revenues (b)	$1,045,851	$1,057,200	$1,055,700	$1,068,000	$10,800	1.0%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures (c)	$1,071,401	$1,078,740	$1,101,778	$1,145,590	$66,850	6.2%
Operating Inc./(Loss)	($25,550)	($21,540)	($46,078)	($77,590)	($56,050)	N/A
Materials Recycling Fund						
Revenues (b)	$3,586,959	$3,006,700	$3,070,700	$3,064,700	$58,000	1.9%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures (c)	$2,349,984	$2,633,949	$2,496,337	$2,632,173	($1,776)	-0.1%
Operating Inc./(Loss)	$1,236,975	$372,751	$574,363	$432,527	$59,776	16.0%
Total All Funds						
Revenues (b)	$18,787,735	$16,127,661	$18,619,855	$16,356,337	$228,676	1.4%
County Tax Levy	$7,301,010	$7,381,010	$7,381,010	$7,276,010	($105,000)	-1.4%
Expenditures (a)(c)	$22,793,466	$23,274,531	$25,421,120	$23,402,177	$127,646	0.5%
Rev. Over (Under) Exp.	$2,090,884	$0	$312,767	$0	-	N/A
Operating Inc./(Loss)	$1,204,395	$234,140	$266,978	$230,170	($3,970)	-1.7%

Position Summary All Funds (FTE)					
Regular Positions	105.10	104.60	104.60	104.60	0.00
Extra Help	75.55	74.72	74.72	75.90	1.18
Overtime	3.35	3.83	3.83	2.59	(1.24)
Total	184.00	183.15	183.15	183.09	(0.06)

(a) 2013 estimates for expenditures exceed the adopted budget due to 2012 carryover and purchase orders and additional expenditure authority added to the adopted budget by County Board approved ordinances.

(b) 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 2014 revenue budget includes Fund Balance appropriations totaling $1,768,700, including $65,000 for General Fund operations; $25,000 of General Fund balance for Community Development; $973,700 of Materials Recycling Facility (MRF) Fund balance;$5,000 for Ice Arena and $700,000 of Tarmann Parkland Acquisition Fund Balance.

(c) Total expenditures and net operating income exclude capitalized Fixed Asset purchases to conform to 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	2012 Actual	2013 Adopted Budget	2013 Estimate	2014 Budget	Change From 2013 Adopted Budget $	%
Revenues						
General Government	$258,909	$322,800	$299,000	$324,300	$1,500	0.5%
Fine/Licenses	$1,018,953	$979,500	$990,000	$996,000	$16,500	1.7%
Charges for Services	$2,151,384	$1,938,030	$2,008,250	$1,978,080	$40,050	2.1%
Interdepartmental	$315,161	$299,875	$281,100	$282,100	($17,775)	-5.9%
Other Revenue	$375,721	$458,338	$425,650	$630,490	$172,152	37.6%
Appr. Fund Balance (a)	$288,501	$125,000	$125,000	$65,000	($60,000)	-48.0%
County Tax Levy	**$7,301,010**	**$7,381,010**	**$7,381,010**	**$7,276,010**	**($105,000)**	**-1.4%**
Total Revenue Sources	**$11,709,639**	**$11,504,553**	**$11,510,010**	**$11,551,980**	**$47,427**	**0.4%**
Expenditures						
Personnel Costs	$7,757,881	$7,828,013	$7,656,042	$7,922,815	$94,802	1.2%
Operating Expenses	$1,769,654	$1,865,635	$1,802,810	$1,885,185	$19,550	1.0%
Interdept. Charges	$1,352,536	$1,404,405	$1,376,137	$1,425,480	$21,075	1.5%
Fixed Assets (b)	$373,149	$406,500	$476,600	$318,500	($88,000)	-21.6%
Total Expenditures	**$11,253,220**	**$11,504,553**	**$11,311,589**	**$11,551,980**	**$47,427**	**0.4%**
Rev. Over (Under) Exp.	$456,419	$0	$198,421	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	80.80	80.39	80.39	79.89	(0.50)	
Extra Help	50.30	50.74	50.74	51.26	0.52	
Overtime	2.39	2.36	2.36	1.52	(0.84)	
Total FTEs	133.49	133.49	133.49	132.67	(0.82)	

(a) 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 2014 revenue budget includes Fund Balance appropriations of $65,000: $30,000 to assist the funding of one time maintenance projects, $25,000 for the Brownfield recycling initiative, and $10,000 for chair and table replacements program at the Expo Center.

(b) 2013 estimates for expenditures exceed the adopted budget due to 2012 carryover and purchase orders and additional expenditure authority added to the adopted budget by County Board approved ordinances.

PARKS-GENERAL FUND: PROGRAM UNITS

Financial Summary	2012 Actual	2013 Adopted Budget	2013 Estimate	2014 Budget	Change From 2013 Adopted Budget $	%
Total Parks General Fund						
Revenues	$4,120,128	$3,998,543	$4,004,000	$4,210,970	$212,427	5.3%
Appr. Fund Balance	$288,501	$125,000	$125,000	$65,000	($60,000)	-48.0%
County Tax Levy	**$7,301,010**	**$7,381,010**	**$7,381,010**	**$7,276,010**	**($105,000)**	**-1.4%**
Expenditures	$11,253,220	$11,504,553	$11,311,589	$11,551,980	$47,427	0.4%
Rev. Over (Under) Exp.	$456,419	$0	$198,421	$0	-	N/A
Position Summary (FTE)						
Regular Positions	80.80	80.39	80.39	79.89	(0.50)	
Extra Help	50.30	50.74	50.74	51.26	0.52	
Overtime	2.39	2.36	2.36	1.52	(0.84)	
Total	133.49	133.49	133.49	132.67	(0.82)	
Hazardous Waste and County Facilities Recycling						
Staffing (FTE)	0.25	0.25	0.25	0.25	0.00	0.0%
Revenues	$260,362	$271,300	$278,500	$457,300	$186,000	68.6%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy/(Credit)	**($95,852)**	**($99,226)**	**($99,226)**	**($102,518)**	**($3,292)**	**N/A**
Expenditures	$195,227	$172,074	$187,512	$354,782	$182,708	106.2%
Rev. Over (Under) Exp.	($30,717)	$0	($8,238)	$0	-	N/A
Land & Water Conservation						
Staffing (FTE)	5.45	5.42	5.42	5.43	0.01	0.2%
Revenues	$390,821	$410,475	$362,000	$402,300	($8,175)	-2.0%
Appr. Fund Balance	$4,642	$0	$0	$0	$0	N/A
County Tax Levy	**$241,874**	**$259,562**	**$259,562**	**$286,074**	**$26,512**	**10.2%**
Expenditures	$581,040	$670,037	$590,087	$688,374	$18,337	2.7%
Rev. Over (Under) Exp.	$56,297	$0	$31,475	$0	-	N/A
Planning & Zoning, Enforcement						
Staffing (FTE)	9.50	9.50	9.50	9.50	0.00	0.0%
Revenues	$119,489	$121,800	$119,000	$122,300	$500	0.4%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy	**$705,472**	**$729,871**	**$729,871**	**$746,017**	**$16,146**	**2.2%**
Expenditures	$836,260	$851,671	$846,005	$868,317	$16,646	2.0%
Rev. Over (Under) Exp.	($11,299)	$0	$2,866	$0	-	N/A
Environmental Health						
Staffing (FTE)	4.42	4.42	4.42	4.41	-0.01	-0.2%
Revenues	$90,807	$109,500	$104,500	$114,500	$5,000	4.6%
Appr. Fund Balance	$25,060	$0	$0	$0	$0	N/A
County Tax Levy	**$324,366**	**$320,512**	**$320,512**	**$329,301**	**$8,789**	**2.7%**
Expenditures	$440,952	$430,012	$415,715	$443,801	$13,789	3.2%
Rev. Over (Under) Exp.	($719)	$0	$9,297	$0	-	N/A
Humane Animal						
Staffing (FTE)	1.61	1.59	1.59	1.58	-0.01	-0.6%
Revenues	$32,466	$50,000	$50,000	$50,000	$0	0.0%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy	**$80,847**	**$84,899**	**$84,899**	**$89,892**	**$4,993**	**5.9%**
Expenditures	$122,473	$134,899	$128,491	$139,892	$4,993	3.7%
Rev. Over (Under) Exp.	($9,160)	$0	$6,408	$0	-	N/A
Hazardous Material						
Staffing (FTE)	0.90	0.90	0.90	0.90	0.00	0.0%
Revenues	$277	$0	$0	$11,000	$11,000	N/A
Appr. Fund Balance	$15,000	$25,000	$25,000	$25,000	$0	0.0%
County Tax Levy	**$124,564**	**$130,284**	**$130,284**	**$135,070**	**$4,786**	**3.7%**
Expenditures	$137,088	$155,284	$154,286	$171,070	$15,786	10.2%
Rev. Over (Under) Exp.	$2,753	$0	$998	$0	-	N/A

PARKS-GENERAL FUND: PROGRAM UNITS (Cont'd)

Financial Summary	2012 Actual	2013 Adopted Budget	2013 Estimate	2014 Budget	Change From 2013 Adopted Budget $	%
Licensing						
Staffing (FTE)	7.58	7.58	7.58	7.64	0.06	0.8%
Revenues	$686,509	$657,100	$664,600	$670,100	$13,000	2.0%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy	**($27,093)**	**($67,715)**	**($67,715)**	**($59,094)**	**$8,621**	**N/A**
Expenditures	$579,335	$589,385	$573,926	$611,006	$21,621	3.7%
Rev. Over (Under) Exp.	$80,081	$0	$22,959	$0	-	N/A
Septic/Well/Lab Programs						
Staffing (FTE)	6.00	6.00	6.00	6.00	0.00	0.0%
Revenues	$272,524	$252,600	$255,600	$255,600	$3,000	1.2%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy	**$302,036**	**$312,737**	**$312,737**	**$320,519**	**$7,782**	**2.5%**
Expenditures	$531,107	$565,337	$550,768	$576,119	$10,782	1.9%
Rev. Over (Under) Exp.	$43,453	$0	$17,569	$0	-	N/A
Parks Programs						
Staffing (FTE)	63.16	63.70	63.70	62.90	-0.80	-1.3%
Revenues	$1,385,316	$1,256,430	$1,305,800	$1,249,280	($7,150)	-0.6%
Appr. Fund Balance	$69,299	$30,000	$30,000	$0	($30,000)	-100.0%
County Tax Levy	**$3,404,017**	**$3,406,701**	**$3,406,701**	**$3,402,434**	**($4,267)**	**-0.1%**
Expenditures	$4,567,773	$4,693,131	$4,678,252	$4,651,714	($41,417)	-0.9%
Rev. Over (Under) Exp.	$290,859	$0	$64,249	$0	-	N/A
General County Grounds Maintenance						
Staffing (FTE)	7.93	7.90	7.90	7.73	-0.16	-2.1%
Revenues	$0	$0	$0	$0	$0	N/A
Appr. Fund Balance	$104,200	$60,000	$60,000	$30,000	($30,000)	-50.0%
County Tax Levy	**$664,287**	**$715,361**	**$715,361**	**$638,099**	**($77,262)**	**-10.8%**
Expenditures	$792,350	$775,361	$762,639	$668,099	($107,262)	-13.8%
Rev. Over (Under) Exp.	($23,863)	$0	$12,722	$0	-	N/A
Retzer Nature Center						
Staffing (FTE)	8.85	8.84	8.84	8.99	0.15	1.7%
Revenues	$171,155	$165,200	$164,000	$165,200	$0	0.0%
Appr. Fund Balance	$24,000	$0	$0	$0	$0	N/A
County Tax Levy	**$544,841**	**$565,746**	**$565,746**	**$583,575**	**$17,829**	**3.2%**
Expenditures	$697,778	$730,946	$710,963	$748,775	$17,829	2.4%
Rev. Over (Under) Exp.	$42,218	$0	$18,783	$0	-	N/A
Museum						
Staffing (FTE)						
Revenues	$0	$0	$0	$0	$0	N/A
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy	**$215,000**	**$215,000**	**$215,000**	**$0**	**($215,000)**	**-100.0%**
Expenditures	$215,000	$215,000	$215,000	$0	($215,000)	-100.0%
Rev. Over (Under) Exp.	$0	$0	$0	$0	-	N/A
Exposition Center						
Staffing (FTE)	8.84	8.89	8.89	8.83	-0.06	-0.7%
Revenues	$590,277	$535,000	$550,000	$550,000	$15,000	2.8%
Appr. Fund Balance	$46,300	$10,000	$10,000	$10,000	$0	0.0%
County Tax Levy	**$139,252**	**$165,069**	**$165,069**	**$250,003**	**$84,934**	**51.5%**
Expenditures	$723,277	$710,069	$691,352	$810,003	$99,934	14.1%
Rev. Over (Under) Exp.	$52,552	$0	$33,717	$0	-	N/A
Administrative Services						
Staffing (FTE)	9.00	8.50	8.50	8.50	0.00	0.0%
Revenues	$120,125	$169,138	$150,000	$163,390	($5,748)	-3.4%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy	**$677,399**	**$642,209**	**$642,209**	**$656,638**	**$14,429**	**2.2%**
Expenditures	$833,560	$811,347	$806,593	$820,028	$8,681	1.1%
Rev. Over (Under) Exp.	($36,036)	$0	($14,384)	$0	-	N/A

CURRENT AND PLANNED CAPITAL PROJECTS

Project #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of '13	Estimated Operating Impact	A=Annual T=One-Time
200014	Bikeway Improvement	2014	$4,095,000	55%	TBD	A
200505	Restroom Renovations	2014	$3,075,000	75%	TBD	A
201106	Menomonee Main Building Demolition	2014	$325,000	90%	$0	T
201208	Energy Efficiency Improvements	2015	$995,200	15%	TBD	A
201407	Waukesha-Brookfield trail	2017	$2,980,400	0%	TBD	A
201408	Minooka Beach Area Renovation	2018	$989,000	0%	TBD	A
200824	Pavement Management Plan	Ongoing	$500,000/Yr	Ongoing	$0	NA

Hazardous Waste and County Facilities Recycling

Program Description

Provide safe, convenient and cost-effective disposal sites for household hazardous wastes (HHW) to county residents. Also manage internal recycling and waste reduction efforts for county buildings and parks, and assist with county sustainability, energy efficiency and pollution prevention efforts. To help control county HHW program costs and encourage community support, all 37 local communities generally pay 1/3 of county HHW program costs. Through a landfill expansion agreement executed in 2000, the current owner of the Muskego Emerald Park Landfill (Advanced Disposal Services) also provides annual funding to support the HHW program. When state grants are available, Agricultural Hazardous Wastes are also collected using the same facilities and staffing as the HHW program.

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:	2012 Actual	2013 Target	2013 Estimate	2014 Target
County HHW disposal costs per participating household	$29.06	$30.00	$30.00	$30.00

Hazardous Waste and County Facilities Recycling (continued)

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**0.25**	**0.25**	**0.25**	**0.25**	**0.00**
General Government	$63,095	$53,300	$63,000	$63,300	$10,000
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$2,477	$3,000	$3,000	$3,000	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$194,790	$215,000	$212,500	$391,000	$176,000
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (a)	**($95,852)**	**($99,226)**	**($99,226)**	**($102,518)**	**($3,292)**
Total Revenues	**$164,510**	**$172,074**	**$179,274**	**$354,782**	**$182,708**
Personnel Costs	$19,537	$18,379	$16,263	$16,812	($1,567)
Operating Expenses	$171,374	$151,450	$166,950	$331,050	$179,600
Interdept. Charges	$4,316	$2,245	$4,299	$6,920	$4,675
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$195,227**	**$172,074**	**$187,512**	**$354,782**	**$182,708**
Rev. Over (Under) Exp.	($30,717)	$0	($8,238)	$0	$0

(a) Levy Credit reflects revenues over expenses, which are used to offset expenses within other PLU department programs.

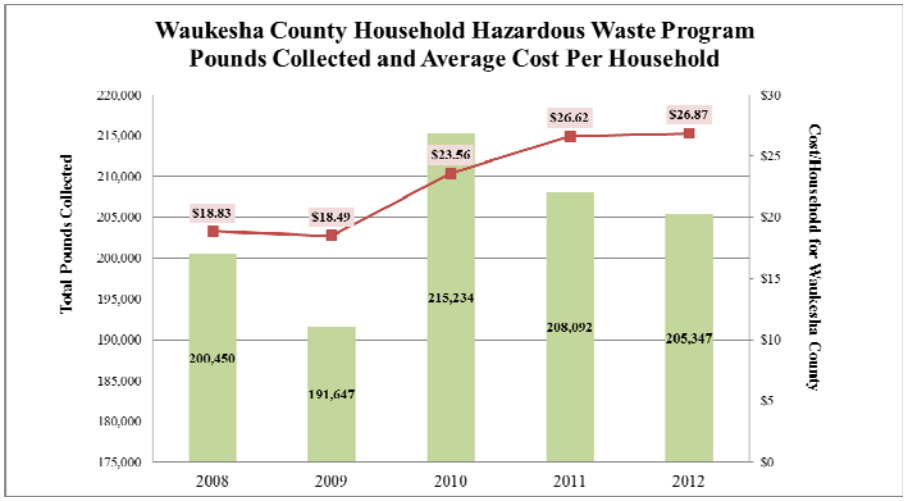
Program Highlights

General Government revenues are being increased by $10,000, from $53,300 to $63,300 as a result of a $10,000 increase from $40,000 to $50,000 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 $241,000; Beginning in 2014, the Emerald Park Landfill operator (Advanced Disposal Services) will pay the County $156,000 and county staff will administer all of the HHW program activities; County in-house recycling material sale revenue of $4,000; and $1,000 in miscellaneous recoveries. Landfill fee revenues have been increased $31,000 to offset increased household hazardous wastes collection costs.

Personnel costs allocated for 0.25 FTE decrease by $1,567 to $16,812. Personnel cost to continue increases for 2014 are offset by cost savings from staff vacancy and turnover. Operating expenses include continuation of a multi-year agreement with Emerald Park Landfill Standing Committee (EPL) and the landfill operator (Advanced Disposal Services) for the hazardous waste program under which EPL funds of $156,000 are exhausted first, Clean Sweep grant funds are used next, and then the county pays up to its maximum budgeted amount of $155,000. Beginning in 2014, Advanced Disposal Services will pay the County $156,000 to administer all invoicing for the HHW program. This program cost increase is offset with direct payment from the landfill operator (mentioned above). Due to increase in program costs, the county's contribution to this program has been increased by $20,000. This increase is offset with increased landfill fee 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 a $2,000 increase for small equipment and a $2,000 increase for waste disposal. Interdepartmental charges have increased $4,675 mainly due to changes in insurance allocation and telephone charges.

Activity Data	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Households served at Hazardous Waste Collection	5,616	5,200	5,800	5,200	-
Pounds of Hazardous waste collected	205,347	215,000	215,000	215,000	-
Pounds of HHW Per household	36.6	41.0	37.0	37.0	-4.0
Number of Households using product exchange	390	250	350	350	100
Tons of office paper/containers recycled at County facilities/parks	295	275	295	295	20

Hazardous Waste and County Facilities Recycling (continued)



The chart shows that the number of pounds of household hazardous waste collected in 2012 decreased to 205,000 lbs. The cost to the County per participating household increased due to decreased State aid and more costly disposal of materials collected.

Land & Water Conservation

Program Description

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

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

County-Wide Key Strategic Outcome: An environmentally responsible county

Objective: Implement State urban and agricultural non-point pollution control performance standards and prohibitions under Chapters NR 151, NR 216 and ATCP 50 of Wisconsin Administrative Code.

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

Performance Measure:	2012 Actual	2013 Target	2013 Estimate	2014 Target
For storm water permit sites >/= 1 acre. Benchmark = 20 working days.	8	10	9	10
For storm water permit sites< 1 acre. Benchmark = 10 working days.	5	8	7	8

Land & Water Conservation (continued)

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**5.45**	**5.42**	**5.42**	**5.43**	**0.01**
General Government	$147,772	$189,500	$166,000	$181,000	($8,500)
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$108,442	$95,000	$95,000	$95,000	$0
Interdepartmental	$79,957	$14,975	$15,000	$15,300	$325
Other Revenue	$54,650	$111,000	$86,000	$111,000	$0
Appr. Fund Balance	$4,642	$0	$0	$0	$0
County Tax Levy	**$241,874**	**$259,562**	**$259,562**	**$286,074**	**$26,512**
Total Revenues	**$637,337**	**$670,037**	**$621,562**	**$688,374**	**$18,337**
Personnel Costs	$480,556	$477,011	$440,414	$484,300	$7,289
Operating Expenses	$56,712	$146,500	$108,700	$157,250	$10,750
Interdept. Charges	$43,772	$46,526	$40,973	$46,824	$298
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$581,040**	**$670,037**	**$590,087**	**$688,374**	**$18,337**
Rev. Over (Under) Exp.	$56,297	$0	$31,475	$0	$0

Program Highlights

To simplify the budget and better reflect the integration of programs, the “Urban Land & Water Conservation” and the “Agricultural Land & Water Conservation” programs were combined into a single program for 2014. The 2012 Actual, 2013 Budget, and 2013 Estimate have been restated for comparative purposes.

General Government revenues consist of $136,000 from State Department of Agriculture, Trade and Consumer Protection (DATCP) staffing grant and is used to help offset a portion of land and water conservation staffing costs. General Government revenues also include a $30,000 pass-through grant from the state to cost-share the installation of conservation practices and meet state water runoff pollution control standards (Nonpoint Grant), and a $15,000 pass-through grant is provided to fund expenses related to the Wildlife Damage program. Also, the 2013 budget included a one time $8,500 State grant for the preparation of storm water education materials. This grant has been eliminated from the 2014 budget.

Charges for Service revenues include $56,000 from 25 municipalities, as part of an intergovernmental agreement with the County, to implement a mandatory storm water education program. Municipalities need this program to comply with Municipal Separate Storm Sewer Systems (MS4) storm water discharge permit requirements under Department of Natural Resources administrative code NR 216. Charges for Service also include $25,000 budgeted for storm water permit fee and $14,000 from non-metallic mining reclamation permit fees.

Interdepartmental revenues of $15,300 are reimbursement for administrative assistance to the Material Recovery Facility (MRF) program.

Other Revenues are budgeted at $111,000 and includes $50,000 in real estate developer funds held by the County, which may be used to bring new developments into compliance with storm water codes in case developers are unwilling to do so; $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 storm water runoff pollution.

Land & Water Conservation (continued)

Personnel costs increase by $7,289 primarily due to the cost to continue existing staffing levels and a slight 0.01 FTE increase in extra help.

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 budgeted to increase $10,750 mainly due to an increase of $10,000 for consulting services to automate the storm water field inspection process through a web application.

Activity Data	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Number of Educational Presentations/Events	107	100	80	80	(20)*
Number of Storm water Permits issued	40	50	50	50	0
Number of Construction Site Inspections	568	500	500	500	0
Number of Farm Compliance Inspections	17	15	18	17	2

* Reduction reflects a program change; reduced community meetings and farmer markets, more emphasis on teacher training.

Planning & Zoning, Enforcement

Program Description

Provide for the administration and preparation of a variety of land use related planning efforts. These efforts include land use planning and zoning assistance to the public and communities, and implementation and update of the County Development Plan.

Administration and enforcement of the Waukesha County Zoning Code, the Waukesha County Shoreland and Floodland Protection Ordinance, the Waukesha County Shoreland and Floodland Subdivision Control Ordinance and the Waukesha County Airport Height Ordinance. Review of subdivision and certified survey maps for compliance with applicable statutes, codes, the County Development Plan and ordinances. Prepare recommendations for rezoning, conditional use, and conduct site plan and plan of operation reviews.

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 2015.
3. 100% of approved rezones are consistent with the County Comprehensive Plan.

Performance Measures:

	2012 Actual	2013 Target	2013 Estimate	2014 Target
Benchmark Goal				
% of rezones consistent with development plan	100%	100%	100%	100%

Planning & Zoning, Enforcement (continued)

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 development project plans consistent with planning goals and objectives contained in the County Development 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:

	2012 Actual	2013 Target	2013 Estimate	2014 Target
% of development plans consistent with County Development Plan objectives	100%	100%	100%	100%

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

Objective 3: 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 Mondays.
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:

	2012 Actual	2013 Target	2013 Estimate	2014 Target
% of subdivision plat review letters issued within statutory timeframe	100%	100%	100%	100%

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**9.50**	**9.50**	**9.50**	**9.50**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$95,890	$90,000	$90,000	$90,500	$500
Charges for Services	$19,078	$28,300	$26,000	$28,300	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$4,521	$3,500	$3,000	$3,500	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$705,472**	**$729,871**	**$729,871**	**$746,017**	**$16,146**
Total Revenues	**$824,961**	**$851,671**	**$848,871**	**$868,317**	**$16,646**
Personnel Costs	$755,788	$766,383	$765,137	$783,124	$16,741
Operating Expenses	$17,768	$23,450	$19,250	$22,250	($1,200)
Interdept. Charges	$62,704	$61,838	$61,618	$62,943	$1,105
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$836,260**	**$851,671**	**$846,005**	**$868,317**	**$16,646**
Rev. Over (Under) Exp.	($11,299)	$0	$2,866	$0	$0

Planning and Zoning, Enforcement (Continued)

Program Highlights

To simplify the budget and better reflect the integration of programs, the "Planning" program and the "Code Enforcement and Zoning" program were combined into a single program for 2014. The 2012 Actual, 2013 Budget and 2013 Estimate have been restated for comparative purposes.

Fines and license revenue include zoning permit fee revenues totaling $90,500, a slight increase from the 2013 budget. Zoning permit fees have been increased by approximately 2.5%. Charges for service revenue of $28,300 consist of $15,000 of reimbursement for direct staff time providing planning assistance to municipalities and $13,300 for subdivision plat review fees. Subdivision review fees have been increased by approximately 2%. Other revenue of $3,500 is budgeted from the sale of maps.

Personnel costs are increasing $16,741 due to the cost to continue existing staff levels. Operating expenses are being decreased $1,200 mostly due slight reduction in office supplies and equipment. Interdepartmental charges increase $1,105 mainly due to the reallocation of insurance costs.

Activity Data	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
# of mtgs. w/ towns under community assistance contract	45	44	40	40	(4)
No. of Conditional Use reviews	30	30	35	30	-
No. of Zoning Violations pursued	144	140	130	140	-
Site Plan reviews	72	50	60	55	5

Activity Data	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
No. of Zoning Permits	511	430	440	450	20
No. of Board of Adjustment cases	50	45	35	40	(5)
No. of Certified Survey Maps (CSMs) reviewed	16	20	20	20	-
No. of Subdiv. Plat Reviews	8	8	20	15	7

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.

	2012 Actual	2013 Target	2013 Estimate	2014 Target
System samples	452	454	454	484
% sampled	100%	100%	100%	100%
% with coliform bacteria	2.2%	2.5%	3.5%	2.2%
% with nitrates	.2%	1.0%	.2%	.2%

Environmental Health (continued)

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.

	2012 Actual	2013 Target	2013 Estimate	2014 Target
Maintenance cards sent	2,100	9,000	7,125	9,600
Number returned	1,950	8,100	6,400	8,830
% Returned	93%	90%	90%	92%

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.

	2012 Actual	2013 Target	2013 Estimate	2014 Target
Inventory Private Sewerage Systems Installed before July 1, 1979 (a)	10%	100%	70%	98%

(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.

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**4.42**	**4.42**	**4.42**	**4.41**	**(0.01)**
General Government	$17,378	$50,000	$40,000	$50,000	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$73,429	$59,500	$64,500	$64,500	$5,000
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$25,060	$0	$0	$0	$0
County Tax Levy	**$324,366**	**$320,512**	**$320,512**	**$329,301**	**$8,789**
Total Revenues	**$440,233**	**$430,012**	**$425,012**	**$443,801**	**$13,789**
Personnel Costs	$348,322	$338,472	$327,757	$344,129	$5,657
Operating Expenses	$27,515	$52,250	$49,000	$58,000	$5,750
Interdept. Charges	$40,255	$39,290	$38,958	$41,672	$2,382
Fixed Assets	$24,860	$0	$0	$0	$0
Total Expenditures	**$440,952**	**$430,012**	**$415,715**	**$443,801**	**$13,789**

Rev. Over (Under) Exp.	($719)	$0	$9,297	$0	$0

Environmental Health (Continued)

Program Highlights

General Government revenues of $50,000 include a $35,000 pass-through 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 $64,500 includes $48,500 in state reimbursements for water samples examined in accordance with the Safe Drinking Water Act and radon kit sale revenue. Based on sales volume radon kit revenues have been increased $5,000 to $15,000.

Personnel costs increase $5,657 due to cost to continue existing positions and a slight .01 reduction in overtime. Operating expenses increase $5,750 mainly due to a $5,000 increase associated with purchase of additional Radon kits for resale. Interdepartmental charges are increased $2,382 mainly due to a $1,291 increase in insurance cost and copier replacement charges.

Activity Data	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
WI Fund Grant (Septic Replacements)	4	9	9	9	-
# of on-site septic systems under Mandatory Maintenance (a)	24,000	30,000	33,000	37,000	7,000

(a) Per WI Statute 145.20(5)(am), the increase in these numbers is due to the inclusion of private sewage systems that were installed prior to July 1,1979.

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.

	2012 Actual	2013 Target	2013 Estimate	2014 Target
Number of reported animal bites	675	550	600	600
% 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.

	2012 Actual	2013 Target	2013 Estimate	2014 Target
# Reports animal abuse/neglect	168	250	225	225
% followed up within 48 hours	90%	90%	90%	90%

Humane Animal (continued)

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**1.61**	**1.59**	**1.59**	**1.58**	**(0.01)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$32,466	$50,000	$50,000	$50,000	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$80,847**	**$84,899**	**$84,899**	**$89,892**	**$4,993**
Total Revenues	**$113,313**	**$134,899**	**$134,899**	**$139,892**	**$4,993**
Personnel Costs	$98,934	$105,154	$101,021	$107,512	$2,358
Operating Expenses	$12,159	$17,000	$14,750	$19,250	$2,250
Interdept. Charges	$11,380	$12,745	$12,720	$13,130	$385
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$122,473**	**$134,899**	**$128,491**	**$139,892**	**$4,993**
Rev. Over (Under) Exp.	($9,160)	$0	$6,408	$0	$0

Program Highlights

License revenue consists of dog license surcharge revenues of $50,000.

Personnel costs increase $2,358 due to the costs to continue existing staff levels. Extra help is reduced by 0.01 FTE in the 2014 budget. Operating expenditures are increased $2,250 mainly due to an increase of $1,000 in postage and $1,500 for legal fees.

Activity Data	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Educational presentations on rabies control and animal neglect/abuse	43	30	30	30	-
Humane Investigations	257	240	240	240	-
Rabies Control Activities (bite investigation and quarantine follow-up)	964	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:	2012 Actual	2013 Target	2013 Estimate	2014 Target
% Tank sites with no violations	94%	95%	96%	95%

Hazardous Material (continued)

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:	2012 Actual	2013 Target	2013 Estimate	2014 Target
% of Environmental assessments done within 20 working days of initial request	100%	95%	98%	95%

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**0.90**	**0.90**	**0.90**	**0.90**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$277	$0	$0	$11,000	$11,000
Appr. Fund Balance	$15,000	$25,000	$25,000	$25,000	$0
County Tax Levy	**$124,564**	**$130,284**	**$130,284**	**$135,070**	**$4,786**
Total Revenues	**$139,841**	**$155,284**	**$155,284**	**$171,070**	**$15,786**
Personnel Costs	$86,273	$90,008	$89,910	$92,371	$2,363
Operating Expenses	$42,914	$57,470	$56,570	$68,300	$10,830
Interdept. Charges	$7,901	$7,806	$7,806	$10,399	$2,593
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$137,088**	**$155,284**	**$154,286**	**$171,070**	**$15,786**
Rev. Over (Under) Exp.	$2,753	$0	$998	$0	$0

Program Highlights

Other revenues include $11,000 of landfill fee revenue to fund increased costs in the Land Recycling Program including anticipated building demolitions. General Fund Balance of $25,000 is budgeted to fund the Land Recycling Program. 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 $2,363 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 $36,000 for the Land Recycling Program mentioned above. Interdepartmental costs have increased $2,593 mainly due to increased insurance and cellular phone charges.

Activity Data	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Env. Assessment Performed					
In REM (foreclosure) Property Reviewed	51	50	75	50	-
Number of Petroleum Storage Tanks					
Monitor for Compliance—Above Ground	52	52	53	53	1
Monitor for Compliance—Under Ground	6	6	6	6	-

Licensing

Program Description

Provide licensing, inspection, education and plan reviews of restaurants, retail food establishments, and other businesses.

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

Objective 1: Provide protection to the public health by licensing, inspection, and education of restaurants, retail food establishments, hotels/motels/tourist rooming houses, bed and breakfast establishments, public pools, recreational-educational camps and campgrounds.

Key Outcome Indicator: Through a combination of inspection, education, and when needed, enforcement actions, protect the public health by reducing those risk factors that contribute to food borne/waterborne illnesses and other safety risk factors in food service establishments, lodging, and recreational facilities.

Performance Measure: Perform at least one inspection of each licensed food establishment during the license year.

	2012 Actual	2013 Target	2013 Estimate	2014 Target
Number of licensed food establishments	1,597	1,530	1,530	1,550
Number of inspections & consultations	2,466	2,600	2,600	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.

	2012 Actual	2013 Target	2013 Estimate	2014 Target
# of licensed food establishments inspectors	7.1	7.1	7.0	7.0
# of pre-inspections, inspections & consultations per inspector	347	366	371	371

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**7.58**	**7.58**	**7.58**	**7.64**	**0.06**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$682,296	$652,500	$660,000	$665,500	$13,000
Charges for Services	$18	$0	$0	$0	$0
Interdepartmental	$4,160	$4,100	$4,100	$4,100	$0
Other Revenue	$35	$500	$500	$500	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (a)	**($27,093)**	**($67,715)**	**($67,715)**	**($59,094)**	**$8,621**
Total Revenues	**$659,416**	**$589,385**	**$596,885**	**$611,006**	**$21,621**
Personnel Costs	$519,928	$528,410	$514,001	$549,702	$21,292
Operating Expenses	$25,325	$27,200	$26,200	$27,500	$300
Interdept. Charges	$34,082	$33,775	$33,725	$33,804	$29
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$579,335**	**$589,385**	**$573,926**	**$611,006**	**$21,621**
Rev. Over (Under) Exp.	$80,081	$0	$22,959	$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 $665,500, an increase of $13,000. Restaurant license/inspection revenues increase by $5,000 to $450,000, mainly due to an approximately 1.5% increase in program fees. Lodging and campground license fee revenues have been increased $3,000 to $60,500 mainly due to an approximately 1.5% increase in program fees. Retail food license revenues have been increased $5,000 to $140,000 mainly due to an approximately 1.5% increase in fees. Interdepartmental revenue budgeted at $4,100 is for the inspection of County facilities.

Personnel costs increase $21,292, mainly due to cost to continue existing staff levels and slight (.06 FTE) increase in extra help.

Activity Data

# of Inspections/Consultations Performed	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
# of Restaurants	1,798	2,000	2,000	2,000	-
# of Retail Foods	668	600	600	600	-
# of School Food Services	125	120	120	120	-
# of Lodging	55	48	48	48	-
# of Public Pool, Camp & Rec/ED camp	278	295	295	295	-

# of Establishment Licenses issued	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Restaurants					
Temporary	142	100	120	120	20
Prepackaged	61	70	60	60	(10)
Full Service	948	925	925	925	-
Retail Food					
No Processing	118	105	105	105	-
Processing	328	315	315	315	-
Lodging					
Hotel/Motel	41	40	40	40	-
Bed and Breakfast	3	4	4	4	-
Tourist Rooming House	5	4	4	4	-
Recreation					
Public Pools	216	205	205	205	-
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.

	2012 Actual	2013 Target	2013 Estimate	2014 Target
Number of unsafe samples	100	100	50	50
Number of owner-collected samples	518	500	400	400
% Reported same day	100%	100%	100%	100%

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.

	2012 Actual	2013 Target	2013 Estimate	2014 Target
Number of systems inspected	236	300	280	280
% systems inspected on same-day	100%	100%	100%	100%

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**6.00**	**6.00**	**6.00**	**6.00**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$195,691	$177,000	$180,000	$180,000	$3,000
Charges for Services	$76,783	$72,600	$72,600	$72,600	$0
Interdepartmental	$0	$2,000	$2,000	$2,000	$0
Other Revenue	$50	$1,000	$1,000	$1,000	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$302,036**	**$312,737**	**$312,737**	**$320,519**	**$7,782**
Total Revenues	**$574,560**	**$565,337**	**$568,337**	**$576,119**	**$10,782**
Personnel Costs	$458,801	$476,585	$471,366	$486,124	$9,539
Operating Expenses	$33,850	$51,150	$41,850	$50,150	($1,000)
Interdept. Charges	$38,456	$37,602	$37,552	$39,845	$2,243
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$531,107**	**$565,337**	**$550,768**	**$576,119**	**$10,782**
Rev. Over (Under) Exp.	$43,453	$0	$17,569	$0	$0

Program Highlights

License revenue consists of septic permit revenues and increase $3,000 to $180,000, mainly due to a slight increase in program activity. Charges for Service revenues are budgeted at $72,600 and include $47,600 in water sample fees and $25,000 for Preliminary site assessment fees.

Personnel costs increase $9,539 due to cost to continue existing staff levels. Operating expenses have been reduced $1,000, mainly due to a slight reduction in printing and legal notices costs.

Activity Data	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Number of Septic Permits Issued					
Conventional	146	125	130	130	5
Mound	119	100	130	130	30
Holding Tank	26	20	25	25	5
At Grade	4	5	12	12	7
Pressure Distribution	2	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, Implementation of asset management software to best manage facilities, land records and documents.

Objective 2: The Department of Parks and Land Use with the Waukesha County University of Wisconsin Extension will coordinate on the development of a request for proposals and selection of a reservation system to replace the existing system used by the Department of Parks and Land Use which will no longer be supported by the vendor. The reservation system will allow the public to reserve park facilities, register for programs and events and purchase park stickers and gift certificates online.

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**63.16**	**63.70**	**63.70**	**62.90**	**(0.80)**
General Government	$30,664	$30,000	$30,000	$30,000	$0
Fine/Licenses	$12,610	$10,000	$10,000	$10,000	$0
Charges for Services	$1,193,943	$1,067,430	$1,121,150	$1,087,480	$20,050
Interdepartmental	$111,444	$110,000	$110,000	$97,600	($12,400)
Other Revenue	$36,655	$39,000	$34,650	$24,200	($14,800)
Appr. Fund Balance	$69,299	$30,000	$30,000	$0	($30,000)
County Tax Levy	**$3,404,017**	**$3,406,701**	**$3,406,701**	**$3,402,434**	**($4,267)**
Total Revenues	**$4,858,632**	**$4,693,131**	**$4,742,501**	**$4,651,714**	**($41,417)**
Personnel Costs	$3,091,422	$3,132,592	$3,066,048	$3,152,321	$19,729
Operating Expenses	$548,206	$593,260	$588,360	$577,730	($15,530)
Interdept. Charges	$760,419	$755,779	$753,844	$773,663	$17,884
Fixed Assets (a)	$167,726	$211,500	$270,000	$148,000	($63,500)
Total Expenditures	**$4,567,773**	**$4,693,131**	**$4,678,252**	**$4,651,714**	**($41,417)**
Rev. Over (Under) Exp.	$290,859	$0	$64,249	$0	$0

(a) 2013 estimates for expenditures exceed the adopted budget due to 2012 carryover and purchase orders and additional expenditure authority added to the adopted budget by County Board approved ordinances.

Parks Programs(continued)

Program Highlights

General Governmental revenues, which consist of state grant funding to maintain snowmobile trails is budgeted at the 2013 level of $30,000.

Fines and licenses, which are parking violations on County grounds, remain at $10,000.

Charges for Service revenues increase by $20,050 to $1,087,480, and include the following; daily entrance - $309,600 an increase of $14,900; annual stickers - $283,000, an increase of $7,600; boat launch - $117,500; camping fee $103,000, a reduction of $2,600; concessions -$87,500; reservation fee -$81,600; and land lease - $83,480. Park fees remain budgeted at the 2013 rates.

Interdepartmental Revenues are budgeted to decrease by $12,400 to $97,600 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.

Other revenues decrease $14,800 mainly due to General donation decrease of $15,000 related to the initial funding of a dog exercise area at Mukwonago Park in 2013. Fund balance appropriation revenue is reduced $30,000 due one-time funding provided for construction of a dog exercise area at Mukwonago Park.

Personnel costs increase $19,729 or less than 1% and include the cost to continue of existing staffing levels, which is partially offset by a $14,750 or 0.51 FTE reduction in overtime and an $8,900 or 0.29 FTE reduction in extra help expenditures.

Operating expenditures decrease by $15,530 to $577,730. Decreases of $12,700 for equipment, $6,300 for planned maintenance, $5,700 in various supplies and $1,500 in utility costs are partially offset by a $5,600 increase in planned sign replacement and a $4,600 increase in printing costs.

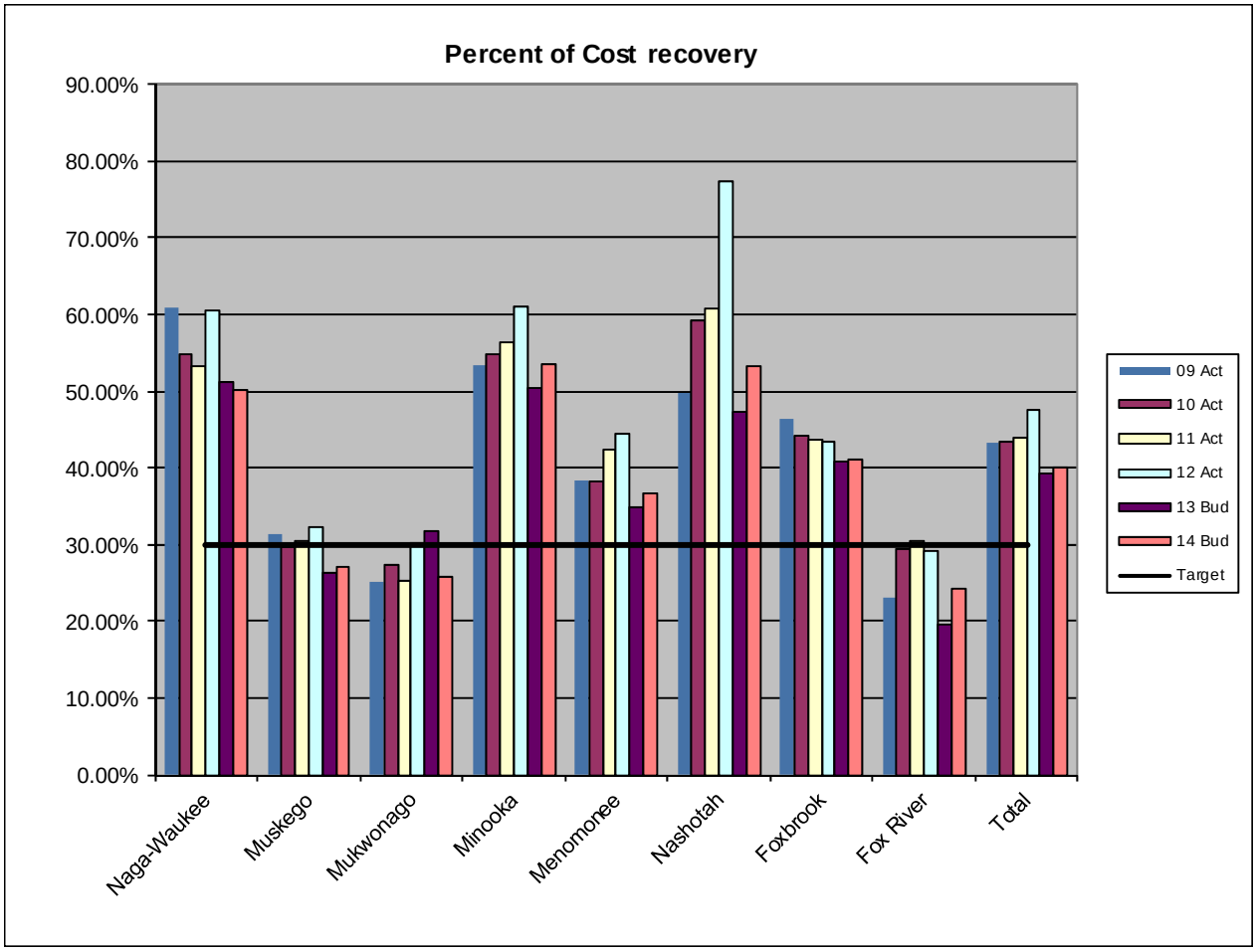
Interdepartmental charges are budgeted to increase by $17,884 mainly due to an increase of nearly $13,000 for worker compensation allocation, $8,400 in computer ownership charges, $6,000 in vehicle replacement and operating costs which are partially offset with $10,400 reduction in telephone and radio communication charges.

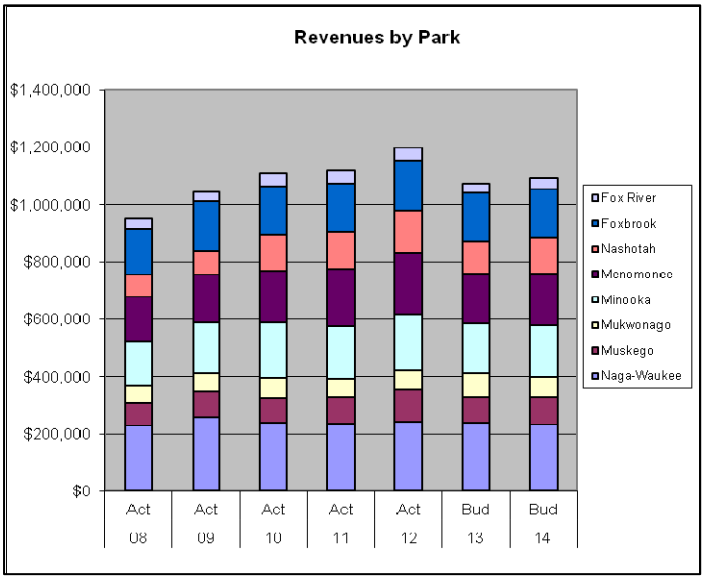
Fixed asset expenditures are budgeted to decrease by $63,500 to $148,000. The fixed asset budget includes $50,000 for construction of a parking lot at the Mukwonago dog exercise area; $45,000 for replacement of the parks reservation computer system; $28,000 to raze a barn at Ryan Park; $15,000 for beach house window and furnace replacement at Muskego Park; and $10,000 for improvements to the dog exercise area at Mukwonago Park.

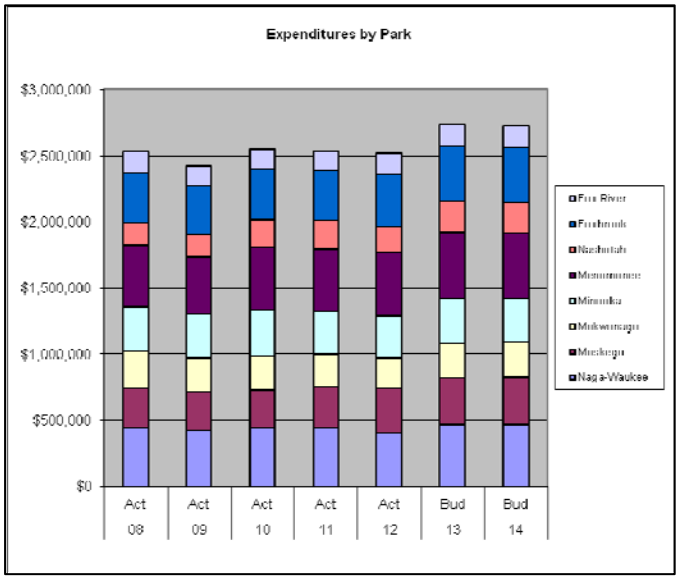
Activity Data	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Daily Entrance Stickers	91,633	81,500	80,400	82,600	1,100
Annual Stickers	15,435	13,000	13,875	13,650	650
Family Camping	3,794	4,300	4,000	3,900	(400)
Group Camping	1,490	1,600	1,600	1,600	-
Reserved Picnics/ Pavilion/Lodge Rental	1,057	1,050	1,050	1,060	10
Annual Boat Launch Stickers	557	470	495	470	-
Daily Boat Launch	10,877	12,450	12,450	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 expenditures have remained relatively stable and the park system has been able to maintain revenue recovery over a 5 year average, at approximately 43.2% of expenditure. The 2014 budget includes a cost recovery rate of 40.1%.







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.

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**7.93**	**7.90**	**7.90**	**7.73**	**(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	$104,200	$60,000	$60,000	$30,000	($30,000)
County Tax Levy	**$664,287**	**$715,361**	**$715,361**	**$638,099**	**($77,262)**
Total Revenues	**$768,487**	**$775,361**	**$775,361**	**$668,099**	**($107,262)**
Personnel Costs	$358,655	$324,177	$318,355	$324,260	$83
Operating Expenses	$153,660	$100,300	$99,750	$110,400	$10,100
Interdept. Charges	$154,507	$185,884	$178,934	$183,939	($1,945)
Fixed Assets (a)	$125,528	$165,000	$165,600	$49,500	($115,500)
Total Expenditures	**$792,350**	**$775,361**	**$762,639**	**$668,099**	**($107,262)**
Rev. Over (Under) Exp.	($23,863)	$0	$12,722	$0	$0

a) 2013 estimates for expenditures exceed the adopted budget related to the 2012 carryover and purchase orders carried over as approved by county ordinance.

Program Highlights

General fund balance appropriation of $30,000 is included to offset 3 year maintenance plan costs and is reduced $30,000 from 2013 budget levels.

Personnel costs are budgeted to remain similar to the 2013 Budget and include the cost to continue existing staff levels and a $6,800 or 0.26 FTE reduction in overtime, partially offset by a $1,550 or 0.10 FTE increase in extra help. Operating expense increase $10,100 mainly due to increases of $7,400 in hardware and lumber supplies; $3,800 in equipment and $3,000 in waste disposal costs which is partially offset with a $3,800 reduction in planned maintenance costs. Interdepartmental charges decrease $1,945, mostly due to a $1,945 increase in worker compensation costs which is more than offset by a $4,000 reduction in budgeted vehicle maintenance costs. Fixed Asset expenditures decrease $115,500 to $49,500, mainly due to decrease in major one-time projects in the three-Year Maintenance plan budgeted in this program. Fixed assets include $24,000 for front entrance lighting and plantings for all parks and $25,500 for the removal of the Eble barn.

Activity Data	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Acres of Land Maintained	214	214	214	214	-
Acres of Parking Lot maintained	44	45	45	45	-
Linear Ft- Sidewalk/Entrances	32,000	33,200	33,200	33,200	-

Museum

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)			**No Staff Allocated**		
General Government	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$215,000**	**$215,000**	**$215,000**	**$0**	**($215,000)**
Total Revenues	**$215,000**	**$215,000**	**$215,000**	**$0**	**($215,000)**
Personnel Costs	$0	$0	$0	$0	$0
Operating Expenses	$215,000	$215,000	$215,000	$0	($215,000)
Total Expenditures	**$215,000**	**$215,000**	**$215,000**	**$0**	**($215,000)**
Rev. Over (Under) Exp.	$0	$0	$0	$0	$0

Program Highlights

A program operations grant of $215,000 to the Waukesha County Historical Society Museum is discontinued in 2014.

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.

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: Program attendance has risen 15% from 2012 to 2013.

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**8.85**	**8.84**	**8.84**	**8.99**	**0.15**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$86,937	$77,200	$76,000	$77,200	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$84,218	$88,000	$88,000	$88,000	$0
Appr. Fund Balance	$24,000	$0	$0	$0	$0
County Tax Levy	**$544,841**	**$565,746**	**$565,746**	**$583,575**	**$17,829**
Total Revenues	**$739,996**	**$730,946**	**$729,746**	**$748,775**	**$17,829**
Personnel Costs	$432,021	$452,396	$431,943	$456,181	$3,785
Operating Expenses	$131,536	$147,380	$141,600	$144,950	($2,430)
Interdept. Charges	$81,146	$101,170	$96,420	$102,644	$1,474
Fixed Assets (a)	$53,075	$30,000	$41,000	$45,000	$15,000
Total Expenditures	**$697,778**	**$730,946**	**$710,963**	**$748,775**	**$17,829**
Rev. Over (Under) Exp.	$42,218	$0	$18,783	$0	$0

a) 2013 estimates for expenditures exceed the adopted budget due to 2012 carryover and purchase orders and additional expenditure authority added to the adopted budget by County Board approved ordinances.

Program Highlights

Charges for Services revenues are budgeted at $77,200 and 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 are budgeted at $88,000 and include $32,000 in birdseed sale; $18,000 of bookstore merchandise sale; $8,000 in miscellaneous revenue; and $30,000 in donations. In 2014, a donation from the "Friends of Retzer Nature Center" will fund informational/interpretive signage throughout the Retzer Nature Center property.

Personnel costs are budgeted to increase by $3,785 to fund the cost to continue existing staffing levels. Extra help is increased by 0.21 FTE for additional programming by a Seasonal Naturalist and partially offset by a 0.06 FTE reduction in overtime. Operating costs decrease $2,430 mainly due to a $6,400 decrease in landscaping material which is partially offset by a $3,800 increase in planned maintenance costs. Interdepartmental charges increase $1,474 mainly due to an increase in worker compensation charges. Fixed assets are budgeted at $45,000 and include $30,000 for the informational/interpretive signage mentioned above and $15,000 for seed planting equipment.

Activity Data	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Attendance at hikes, workshops, seminars	5,663	6,500	6,800	6,800	300
Apple harvest festival attendance	2,656	5,000	5,000	5,000	-
Site Evaluations	0	5	5	5	-
Bird Seed Bags Sold	1,626	2,300	1,800	2,000	(300)

Exposition Center

Program Description

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

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**8.84**	**8.89**	**8.89**	**8.83**	**(0.06)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$590,277	$535,000	$550,000	$550,000	$15,000
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$46,300	$10,000	$10,000	$10,000	$0
County Tax Levy	**$139,252**	**$165,069**	**$165,069**	**$250,003**	**$84,934**
Total Revenues	**$775,829**	**$710,069**	**$725,069**	**$810,003**	**$99,934**
Personnel Costs	$398,926	$433,982	$421,790	$437,440	$3,458
Operating Expenses	$264,069	$213,825	$212,550	$238,625	$24,800
Interdept. Charges	$58,322	$62,262	$57,012	$57,938	($4,324)
Fixed Assets	$1,960	$0	$0	$76,000	$76,000
Total Expenditures	**$723,277**	**$710,069**	**$691,352**	**$810,003**	**$99,934**
Rev. Over (Under) Exp.	$52,552	$0	$33,717	$0	$0

Program Highlights

Charges for services revenue increase $15,000, mainly due to the increase in event bookings. Fees will be adjusted as necessary to maintain a competitive market position. A general fund balance appropriation of $10,000 is included in 2014 to fund expenditures for a table and chair replacement program.

Personnel costs increase $3,458 mainly due to the cost to continue existing staff levels and a slight (0.06 FTE) reduction in overtime funding. Operating expenses increase by $24,800, mainly due to a $16,100 increase in maintenance costs, $7,000 in small equipment and $2,500 in lumber supplies. Interdepartmental charges are budgeted to decrease by $4,324, mainly due to a $4,281 reduction in telephone charges. Fixed assets include $76,000 for replacement of the two main facility signs with one reader board sign.

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:	2012 Actual	2013 Target	2013 Estimate	2014 Target
# of PLU web pages viewed on divisions home page	290,054	305,000	315,000	320,000
# of web based inquires/% responded to within 2 business days	130/100%	150/100%	120/100%	125/100%

Administrative Services (continued)

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.

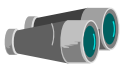
Performance Measure:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Number of Jail Days Saved	1,074	938	1,050	1,102
Est. Value in $ of service to the County	$94,161	$80,700	$90,384	$94,860

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.

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**9.00**	**8.50**	**8.50**	**8.50**	**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	$119,600	$168,800	$150,000	$163,100	($5,700)
Other Revenue	$525	$338	$0	$290	($48)
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$677,399**	**$642,209**	**$642,209**	**$656,638**	**$14,429**
Total Revenues	**$797,524**	**$811,347**	**$792,209**	**$820,028**	**$8,681**
Personnel Costs	$708,718	$684,464	$692,037	$688,539	$4,075
Operating Expenses	$69,566	$69,400	$62,280	$79,730	$10,330
Interdept. Charges	$55,276	$57,483	$52,276	$51,759	($5,724)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$833,560**	**$811,347**	**$806,593**	**$820,028**	**$8,681**
Rev. Over (Under) Exp.	($36,036)	$0	($14,384)	$0	$0



Program Highlights

Interdepartmental revenues decrease by $5,700 due to a department restructuring which results in reallocation of administrative and financial management charges to enterprise and special revenue funds.

Personnel costs increase about $4,100, mainly due to cost to continue of existing positions, the unfunding of a 0.50 FTE Account Clerk I position, an increase of $10,000 or 0.43 FTE in extra help and a $4,500 or 0.07 FTE increase in overtime. Operating costs are increased $10,330 mainly due to increases of $3,450 in office supplies, $3,300 for office equipment maintenance, $2,000 increase in computer equipment and $1,000 increase postage. Interdepartmental charges are decreased $5,724 mainly due to a $2,900 reduction in copier replacement charges, and a $1,700 reduction in computer ownership charges.

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.

	2014	2015	2016
Expo Center (1)			
Building Repair/Maintenance	$16,000	$46,000	$46,000
Road/Parking Lot Maintenance	$1,500	$1,500	$1,500
Building Improvements (a)	$76,000	$0	$0
Total Expo Center	$93,500	$47,500	$47,500
Grounds Maintenance (1)			
Building Repair/Maintenance	$0	$0	$0
Road/Parking Lot Maintenance	$0	$0	$0
Building Improvements (a)	$49,500	$0	$0
Total Grounds Maintenance	$49,500	$0	$0
Retzer Nature Center (1)			
Building Repair/Maintenance	$0	$0	$0
Road/Parking Lot Maintenance	$2,400	$2,400	$2,400
Building Improvements	$0	$0	$0
Total Retzer Nature Center	$2,400	$2,400	$2,400
Naga-Waukee Park (*)			
Building Repair/Maintenance	$0	$1,200	$9.000
Road/Parking Lot Maintenance	$1,500	$1,500	$1,500
Building Improvements	$0	$15,000	$6,000
Total Naga-Waukee Park	$1,500	$17,700	$16,500
Muskego Park (*)			
Building Repair/Maintenance	$0	$0	$4,000
Road/Parking Lot Maintenance	$1,500	$1,500	$1,500
Building Improvements	$15,000	$0	$15,000
Total Muskego Park	$16,500	$1,500	$20,500
Mukwonago Park (*)			
Building Repair/Maintenance	$0	$24,800	$0
Road/Parking Lot Maintenance	$1,500	$1,500	$1,500
Building Improvements	$0	$0	$0
Total Mukwonago Park	$1,500	$26,300	$1,500

(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)

	2014	2015	2016
Minooka Park (*)			
Building Repair/Maintenance	$2,800	$0	$3,000
Road/Parking Lot Maintenance	$1,500	$1,500	$1,500
Building Improvements	$0	$0	$7,000
Total Minooka Park	$4,300	$1,500	$11,500
Menomonee Park (*)			
Building Repair/Maintenance	$0	$36,000	$11,500
Road/Parking Lot Maintenance	$1,500	$1,500	$1,500
Building Improvements	$0	$0	$84,000
Total Menomonee Park	$1,500	$37,500	$97,000
Nashotah Park (*)			
Building Repair/Maintenance	$0	$2,000	$0
Road/Parking Lot Maintenance	$1,500	$1,500	$1,500
Building Improvements	$28,000	$0	$0
Total Nashotah Park	$29,500	$3,500	$1,500
Foxbrook Park (*)			
Building Repair/Maintenance	$0	$6,000	$0
Road/Parking Lot Maintenance	$1,500	$1,500	$1,500
Building Improvements	$0	$0	$0
Total Foxbrook Park	$1,500	$7,500	$1,500
Fox River Park (*)			
Building Repair/Maintenance	$0	$0	$4,000
Road/Parking Lot Maintenance	$1,500	$1,500	$1,500
Building Improvements	$0	$59,800	$0
Total Fox River Park	$1,500	$61,300	$5,500
Total			
Building Repair/Maintenance	$18,800	$116,000	$77,500
Road/Parking Lot Maintenance	$15,900	$15,900	$15,900
Building Improvements	$168,500	$74,800	$112,000
Grand Total	$203,200	$206,700	$205,400
Planned Use of General Fund Balance appropriations (a)	$30,000	$30,000	$30,000

(*)These maintenance plan costs are included in Parks program budget.
(a) Includes County signage project.

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	2012 Actual	2013 Adopted Budget	2013 Estimate	2014 Budget	Change From 2013 Adopted Budget $	%
Revenues						
General Government (a)(b)	$2,830,009	$2,298,808	$5,281,149	$2,298,808	$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	$977,506	$733,310	$827,310	$773,300	$39,990	5.5%
Appr. Fund Balance (c)	$25,000	$25,000	$0	$0	($25,000)	-100.0%
County Tax Levy (c)	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$3,832,515**	**$3,057,118**	**$6,108,459**	**$3,072,108**	**$14,990**	**0.5%**
Expenditures						
Personnel Costs	$212,708	$185,083	$185,439	$222,156	$37,073	20.0%
Operating Expenses (a)	$3,370,284	$2,777,199	$5,725,286	$2,753,333	($23,866)	-0.9%
Interdept. Charges	$156,756	$94,836	$94,794	$96,619	$1,783	1.9%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$3,739,748**	**$3,057,118**	**$6,005,519**	**$3,072,108**	**$14,990**	**0.5%**
Rev. Over (Under) Exp.	$92,767	$0	$102,940	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	2.35	2.35	2.35	2.85	0.50	
Extra Help	0.00	0.00	0.00	0.00	0.00	
Overtime	0.04	0.04	0.04	0.03	(0.01)	
Total FTEs	2.39	2.39	2.39	2.88	0.49	

(a) 2013 Estimate includes a 2012 carryover of encumbered grant contracts that totaled $4,122,188 and an approved request to carry-over 2012 expenditure appropriations that totaled $1,860,152.

(b) The 2014 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) This Special Revenue fund relies mainly on federal funding. The actual County Tax Levy is usually $0 for this fund. However, in 2013 General Fund balance was budgeted for Wisconsin Partnership Housing Development technical assistance initiative. There is no proposed fund balance usage in 2014.

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.

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**1.99**	**1.99**	**1.99**	**2.48**	**0.49**
General Government (a)	$953,079	$1,249,906	$1,759,419	$1,249,906	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$816,363	$565,000	$565,000	$585,000	$20,000
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$1,769,442**	**$1,814,906**	**$2,324,419**	**$1,834,906**	**$20,000**
Personnel Costs	$181,858	$157,092	$157,584	$193,448	$36,356
Operating Expenses (a)	$1,133,042	$1,596,420	$1,997,393	$1,576,414	($20,006)
Interdept. Charges	$59,966	$61,394	$61,502	$65,044	$3,650
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,374,866**	**$1,814,906**	**$2,216,479**	**$1,834,906**	**$20,000**
Rev. Over (Under) Exp.	$394,576	$0	$107,940	$0	$0

(a) 2013 Estimate includes a 2012 carryover of encumbrances totaling $1,049,478 and a 2012 carryover of $959,543 through a separate ordinance. Unexpended appropriations at year end 2013 will be requested to be carried over to the 2014 Modified budget.

Program Highlights

Federal CDBG revenue from the Department of Housing and Urban Development (HUD) is budgeted at the 2013 budget level of $1,249,906 for the 2014 Budget.

Other revenue of $585,000 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. Other revenue also includes $20,000 of prior administrative funding carried over to 2014 to fund an update of the consolidated plan. Waukesha County, as the eligible designated federal grantee for the CDBG and HOME program, is required to prepare an updated 5-year Consolidated Plan to identify community needs of low and moderate income residents and develop a strategy to use the available federal funds to assist in meeting those needs. The current Consolidated Plan will expire at the end of Year 2014. The new Plan will be for the years of 2015-2019.

Personnel costs increase $36,356 mainly due to the cost to continue existing staffing level and the creation of a part-time (0.50 FTE) Program Assistant position. The CDBG program budget includes about $5,150 for CDBG Board expenses of which $4,500 is related to estimated per diems and $650 is included for operating expense mileage reimbursements.

Overall, operating expenses decrease about $20,000 to $1,576,414. Increases of $20,000 for update of consolidated plan mentioned above and $3,375 for training are more than offset with a $42,520 reduction in grants to communities. Interdepartmental charges increase $3,650 mainly due to $2,576 increase in indirect overhead charges.

Community Development Block Grant (Continued)

Major Departmental Strategic Outcomes and Objectives for 2014

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 2014 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)	2012 Actual(b)	2013 Estimate	2014 Target
Housing	18%	5%	18%	15%
Economic Development	30%	17%	30%	25%
Public Service (outside neighborhood stabilization areas)	15%	15%	15%	15%
Public Service (within neighborhood stabilization areas)	10%	19%	10%	15%
Facilities	7%	10%	7%	10%
Administration	20%	20%	20%	20%

(a) Funding Target % of Annual Allocation is taken from the 2010-2014 Waukesha County Consolidated Plan.
(b) 2012 Actuals represent a percentage of the budgeted funding allocation. Unspent funding has been carried over to 2013.

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).

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**0.40**	**0.40**	**0.40**	**0.40**	**0.00**
General Government (a)	$1,471,102	$1,048,902	$1,220,731	$1,048,902	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$161,143	$168,310	$262,310	$188,300	$19,990
Appr. Fund Balance	$25,000	$25,000	$0	$0	($25,000)
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$1,657,245**	**$1,242,212**	**$1,483,041**	**$1,237,202**	**($5,010)**
Personnel Costs	$28,640	$27,991	$27,855	$28,708	$717
Operating Expenses (a)	$1,574,107	$1,180,779	$1,426,894	$1,176,919	($3,860)
Interdept. Charges	$34,320	$33,442	$33,292	$31,575	($1,867)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,637,067**	**$1,242,212**	**$1,488,041**	**$1,237,202**	**($5,010)**
Rev. Over (Under) Exp.	$20,178	$0	($5,000)	$0	$0

(a) 2013 Estimate includes a 2012 carryover of encumbrances totaling $167,760 and a 2012 carryover of $787,201 through a separate ordinance. Unexpended appropriations at year end 2013 will be requested to be carried over to the 2014 Modified budget.

Program Highlights

Federal HOME revenues from the Department of Housing and Urban Development (HUD) are budgeted at the 2013 budget level of $1,048,902 for the 2014 Budget.

Other revenues include program income and lease payments from Wisconsin Partnership for Housing Development. Program income revenues remain at the 2013 level of $168,300. 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. Other revenue also includes $20,000 of prior administrative funding carried over to 2014 to fund an update of the consolidated plan. Waukesha County, as the eligible designated federal grantee for the CDBG and HOME program, is required to prepare an updated 5-year Consolidated Plan to identify community needs of low and moderate income residents and develop a strategy to use the available federal funds to assist in meeting those needs. The current Consolidated Plan will expire at the end of Year 2014. The new Plan will be for the years of 2015-2019.

Personnel costs increase $717 due to the cost to continue existing staffing level. Operating expenses decrease $3,860 primarily due to decreases of $5,000 for contracted services, partially offset by a $790 increase for grants to communities and about $400 staff training. Interdepartmental charges reduced $1,867 due to a reduction in indirect overhead charges

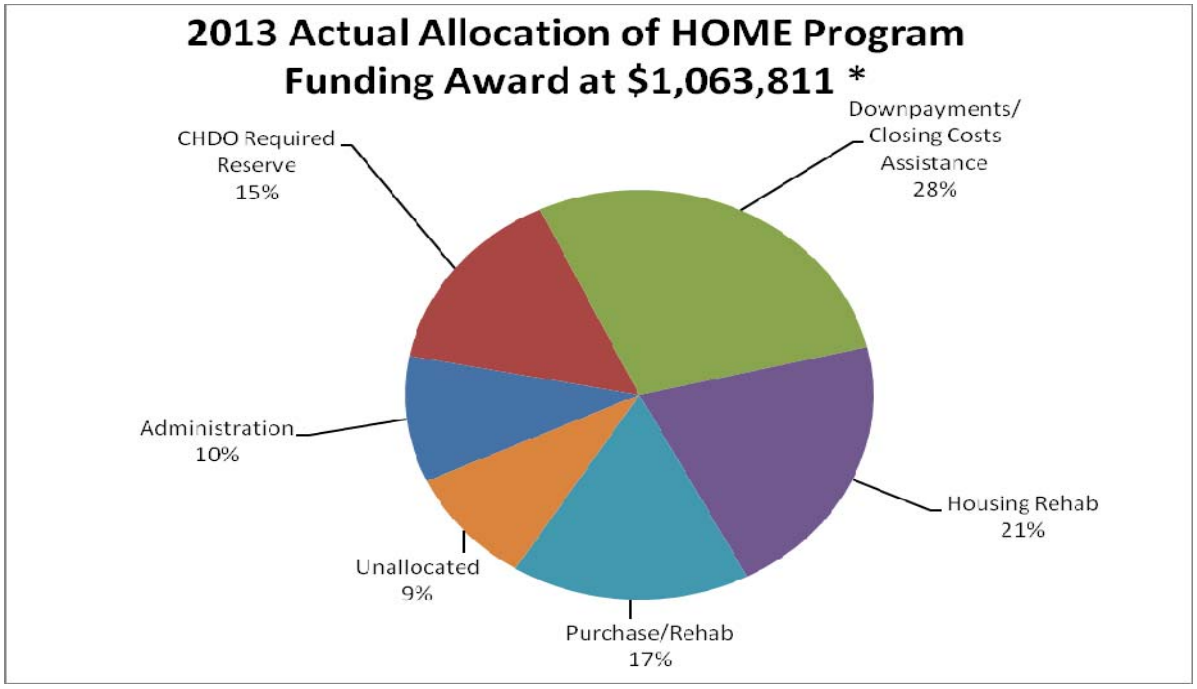
HOME Investment Partnership Program (Continued)

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: The 2014 allocation will be used to improve or maintain housing affordability for all HOME recipients.

Activity	2012 Actual	2013 Budget	2014 Budget	13-14 Budget Change
# of Down payment and Closing Cost Assistance	61	50	48	-2
# of Actual Homebuyers	75	80	60	-20
Housing Rehabilitation	13	13	12	-1
Purchase/Rehab	14	14	13	-1



* 2013 Allocation based on the Home Board Recommendation.

Other CDBG Grant Programs

Program Description

Administration for other grant assistance programs as funding is provided.

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
General Government (a)	$405,828	$0	$2,300,999	$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	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$405,828**	**$0**	**$2,300,999**	**$0**	**$0**
Personnel Costs	$2,210	$0	$0	$0	$0
Operating Expenses (a)	$663,135	$0	$2,300,999	$0	$0
Interdept. Charges	$62,470	$0	$0	$0	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$727,815**	**$0**	**$2,300,999**	**$0**	**$0**
Rev. Over (Under) Exp.	($321,987)	$0	$0	$0	$0

(a) 2013 Estimate includes a 2012 carryover to 2013 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 12/31/13.

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 12/31/13.

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 per State Statute 59.72(5)(b)3.

Financial Summary	2012 Actual	2013 Adopted Budget	2013 Estimate	2014 Budget	Change From 2013 Adopted Budget $	%
Revenues						
General Government	$0	$300	$300	$1,000	$700	233.3%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$756,400	$720,000	$736,000	$752,000	$32,000	4.4%
Interdepartmental	$15,500	$15,500	$15,500	$15,500	$0	0.0%
Other Revenue	$3,761	$52,300	$4,500	$12,059	($40,241)	-76.9%
Appr. Fund Balance (a)	$25,000	$0	$4,696	$0	$0	N/A
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$800,661**	**$788,100**	**$760,996**	**$780,559**	**($7,541)**	**-1.0%**
Expenditures						
Personnel Costs	$387,833	$419,602	$399,557	$428,570	$8,968	2.1%
Operating Expenses	$197,331	$239,766	$221,801	$212,992	($26,774)	-11.2%
Interdept. Charges	$119,438	$128,732	$128,232	$138,997	$10,265	8.0%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$704,602**	**$788,100**	**$749,590**	**$780,559**	**($7,541)**	**-1.0%**
Rev. Over (Under) Exp.	$96,059	$0	$11,406	$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 2013 estimate for appropriated LIS Fund balance includes consulting services carried forward into 2013 per County Board enrolled ordinance 167-87

CURRENT AND PLANNED CAPITAL PROJECTS

Proj. #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of '13	Estimated Operating Impact	A=Annual T= One-Time
201119	Orthophotography	2015	$400,020	50%	$0	NA

Major Departmental Strategic Outcomes and Objectives for 2014

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:	2012 Actual	2013 Budget	2013 Estimate	2014 Target
Number of Parcels added	912	1,200	1,190	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:	2012 Actual	2013 Budget	2013 Estimate	2014 Target
# of survey monuments maintained	68	60	65	65

Objective 3: The Department will analyze costs associated with the annual Surveyor Monument Maintenance contract, to identify additional opportunities for cost recovery, including billing municipal projects that cause the survey monument to be reset or repaired.

Objective 4: Review and Analyze the Implementation of an Updated Survey Control System in Waukesha County

Key Outcome Indicator: Analyze and document the advantages, disadvantages, and costs related to converting county Land Records from the current survey control system (North American Datum of 1927) to a system more compatible with GPS surveying methods and Automated Vehicle Locator (AVL) systems (North American Datum of 1983).

Program Highlights

Charges for Service revenues, which consist of document recording fee revenues, are anticipated to increase slightly from $720,000 to $752,000, as the real estate market shows more stability. This is based on the estimated number of recorded documents, increasing from 90,000 in 2013 to 94,000 in 2014. 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 $5,000 from the sale of an updated Street Atlas and $7,059 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 $8,968 or 2.1% due to the cost to continue the 4.0 FTE staffing level. General Operating expenses decreased $26,774 mainly due to the elimination of several one-time costs in the 2013 budget, including $5,365 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, $5,000 for programming assistance and $10,000 to update the County's street atlas. Operating expense increases include $1,500 to provide some additional training required to accommodate changes in the underlying GIS software. Interdepartmental Charges increase $10,265 mainly due a $2,000 increase in indirect cost recovery charges and $8,572 increase in computer technology ownership charges.

Fund Purpose

The Waukesha County Legacy Parkland Acquisition Program provides for the acquisition of Parkland and unique natural areas either directly by the County or in partnership with local municipalities, government units or non-profit conservation organizations as identified in the Waukesha County Park and Open Space Plan and Greenway Plans. Specific acquisitions under this program shall be presented as ordinances for consideration by the County Board.

Financial Summary	2012 Actual	2013 Adopted Budget	2013 Estimate	2014 Budget	Change From 2013 Adopted Budget $	%
Revenues						
General Government (a)	$582,766	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$550,524	$150,000	$150,000	$150,000	$0	0.0%
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue	$115,055	$150,000	$150,000	$150,000	$0	0.0%
Appr. Fund Balance	$770,000	$700,000	$320,000	$700,000	$0	0.0%
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$2,018,345**	**$1,000,000**	**$620,000**	**$1,000,000**	**$0**	**0.0%**
Expenditures						
Personnel Costs	$0	$0	$0	$0	$0	N/A
Operating Expenses	$25,651	$125,000	$25,000	$125,000	$0	0.0%
Interdept. Charges	$0	$0	$0	$0	$0	N/A
Fixed Assets	$547,055	$875,000	$595,000	$875,000	$0	0.0%
Total Expenditures	**$572,706**	**$1,000,000**	**$620,000**	**$1,000,000**	**$0**	**0.0%**
Rev. Over (Under) Exp.	$1,445,639	$0	$0	$0	$0	N/A

(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.

Summary of Tarmann Fund Funding Sources 2011 – 2014

Revenue Source	2011 Actual	2012 Actual	2013 Budget	2014 Budget	Budget Change
DNR Stewardship Grant Reimbursements	$0	$582,766	$0	$0	$0
Interest Income	$130,549	$111,082	$150,000	$150,000	$0
Landfill Siting (a)	$187,760	$550,524	$150,000	$150,000	$0
Tarmann Fund Balance	$0	$0	$700,000	$700,000	$0
Land Sales - Permits/Sales, Etc.	$150	$3,972	$0	$0	$0
Total Revenues	**$318,459**	**$1,248,344**	**$1,000,000**	**$1,000,000**	**$0**
Total Expenditures	**$22,600**	**$572,706**	**$1,000,000**	**$1,000,000**	**$0**
Revenues Over/(Under) Expenditures	**$295,859**	**$675,638**	**$0**	**$0**	**$0**

(a) Landfill Siting Revenues were significantly higher in 2012 due to four major construction projects which resulted in substantial increases in tonnage received.

Program Highlights

Other Revenues include $150,000 of landfill siting revenues and $150,000 of interest income earned on Tarmann fund balance. Fund balance appropriation revenue of $700,000 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.

Expenditures remain at 2013 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 2014

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 150 acres of parkland and greenway lands annually through donations, dedications, right of first refusal, easements, fee simple acquisition, or bequeaths.

Performance Measure:	2012 Actual	2013 Target	2013 Estimate	2014 Target
# of Acres of parkland and greenway lands acquired	68	150	112	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:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Acres in Parks Plan	4,664	4,664	4,664	4,664
Acres of Parks Plan Acquired	4,021	4,055	4,131	4,200
% of Park Plan Acquired	86.2%	87.0%	88.6%	90.1%
Acres in Greenway Plan	8,301	8,301	8,301	8,301
Acres of Greenway Plan Acquired	3,273	3,470	3,275	3,356
% of Greenway Plan Acquired	39.4%	41.8%	39.5%	40.4%

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	2012 Actual	2013 Adopted Budget	2013 Estimate	2014 Budget	Change From 2013 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$3,043,822	$3,070,000	$2,855,000	$3,075,000	$5,000	0.2%
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue (a)	$20,025	$25,000	$20,000	$20,000	($5,000)	-20.0%
Appr. Fund Balance	$30,928	$0	$0	$0	$0	N/A
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$3,094,775**	**$3,095,000**	**$2,875,000**	**$3,095,000**	**$0**	**0.0%**
Expenditures						
Personnel Costs	$1,208,930	$1,328,994	$1,276,116	$1,321,746	($7,248)	-0.5%
Operating Expenses	$1,101,149	$1,017,352	$1,010,892	$1,042,140	$24,788	2.4%
Interdept. Charges	$791,726	$865,725	$849,299	$855,881	($9,844)	-1.1%
Fixed Assets (Memo) (c)	$61,823	$20,000	$0	$45,000	$25,000	125.0%
Total Expenditures	**$3,101,805**	**$3,212,071**	**$3,136,307**	**$3,219,767**	**$7,696**	**0.2%**
Operating Income/(Loss)	**($7,030)**	**($117,071)**	**($261,307)**	**($124,767)**	**($7,696)**	**N/A**
Cash Flow From Operations (b)	**$147,812**	**$54,726**	**($89,510)**	**$42,064**	**($12,662)**	**-23.1%**
Position Summary (FTE)						
Regular Positions	8.85	8.80	8.80	8.80	0.00	
Extra Help	19.75	18.47	18.47	18.90	0.43	
Overtime	0.92	1.43	1.43	1.04	(0.39)	
Total FTEs	29.52	28.70	28.70	28.74	0.04	

(a) Other Revenue contained in the 2012 Actual includes interest income of $20,025. In 2013 and 2014 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 2012 actual is obtained from the County's 2012 Comprehensive Annual Financial Report (CAFR). Cash flow from operation figures for the 2013 budget, 2013 estimate and 2014 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.

Major Departmental Strategic Outcomes and Objectives for 2014

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 2010(a)	2012 Actual	2013 Target	2013 Estimate	2014 Target
All three courses net operating income – EBITDA	$261,400	$147,812	$54,726	(89,510)	$42,064

(a) The National Golf Foundation benchmark comparison for golf courses in the Upper Midwest. Most recent data available is from 2011 report on 2010 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 2014.

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 2014.

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.

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**12.43**	**12.18**	**12.18**	**12.22**	**0.04**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$1,606,992	$1,650,000	$1,500,000	$1,650,000	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$20,025	$0	$0	$0	$0
Appr. Fund Balance	$22,428	$0	$0	$0	$0
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$1,649,445**	**$1,650,000**	**$1,500,000**	**$1,650,000**	**$0**
Personnel Costs	$525,388	$546,416	$531,102	$540,044	($6,372)
Operating Expenses (excl. Depr. Exp)	$401,889	$392,285	$389,440	$409,804	$17,519
Depreciation Expense	$64,609	$62,853	$62,853	$61,366	($1,487)
Interdept. Charges	$378,909	$413,900	$407,931	$405,264	($8,636)
Fixed Assets (Memo) (a)	$61,823	$20,000	$0	$45,000	$25,000
Total Expenditures	**$1,370,795**	**$1,415,454**	**$1,391,326**	**$1,416,478**	**$1,024**

Operating Income/(Loss)	$278,650	$234,546	$108,674	$233,522	($1,024)

(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 (Continued)

Program Highlights

Charges for Services revenue from greens fees, car rental, food/merchandise and discount card sales remain at 2013 budget of $1.65 million. Fees will be adjusted as necessary to maintain market position; however, greens fees are expected to increase between $0.25 and $1.00 per round.

Total budgeted expenditures increase $1,024 to $1,416,478. Personnel costs decrease $6,372 or 1.2% to $540,044, which includes the cost to continue 3.25 FTE existing regular full time staff, decrease in overtime funding (from 0.62 FTE to 0.46 FTE), an extra help increase from 8.31 FTE to 8.51 FTE. Operating expenses (excluding depreciation) increase $17,519 or approximately 4.5% to $409,804. Operating expense increases include a $9,000 increase in Merchandise for resale expenses, $3,000 for food for resale, $4,000 for data software maintenance. Scheduled depreciation expenses have decreased $1,487 to $61,366. Interdepartmental charges decrease $8,636 to $405,264 mainly due to a $11,500 reduction in management services charges which is partially offset by increased insurance costs of $2,075. Fixed Asset of $45,000 is budgeted for the replacement of the point of sale and reservation computer system.

Activity

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
9 Hole Rounds	70,353	73,200	65,400	73,200	-
Golf Car Rentals	27,406	25,750	24,600	25,750	-
ID Cards	1,190	1,300	1,040	1,300	-
9 Hole Play	20,691	20,200	19,400	20,200	-
18 Hole Play	24,831	26,500	23,000	26,500	-

Public Mid-Range Frost Belt Courses*		
	National Golf Foundation Median 2010 data	County 2012 Data
Gross Revenue(average)	$1,087,200	$1,627,017
Gross Revenue/Round	$34.11	$35.74
Rounds Played	31,869	45,522

*The National Golf Foundation benchmark comparison for golf courses in the Upper Midwest. Most recent data available is from 2010.

Naga-Waukee Golf Course Revenue				
	2012 Actual	2013 Budget	2013 Estimate	2014 Budget
Green Fees	$921,711	$975,000	$850,000	$975,000
Golf Cars	$340,280	$335,000	$320,000	$335,000
ID Cards	$22,156	$25,000	$20,000	$25,000
Food	$178,322	$175,000	$165,000	$175,000
Merchandise	$119,464	$95,000	$100,000	$95,000
Misc. Revenue	$45,084	$45,000	$45,000	$45,000
Total Revenue	$1,627,017	$1,650,000	$1,500,000	$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.

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**12.11**	**11.84**	**11.84**	**11.88**	**0.04**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$1,185,705	$1,140,000	$1,100,000	$1,150,000	$10,000
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$6,000	$0	$0	$0	$0
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$1,191,705**	**$1,140,000**	**$1,100,000**	**$1,150,000**	**$10,000**
Personnel Costs	$490,791	$537,824	$520,699	$533,371	($4,453)
Operating Expenses (excl. Depr. Exp)	$424,012	$379,995	$374,225	$381,421	$1,426
Depreciation Expense	$92,444	$91,534	$91,534	$90,545	($989)
Interdept. Charges	$311,772	$337,106	$332,468	$340,581	$3,475
Fixed Assets (Memo)	$0	$0	$0	$0	$0
Total Expenditures	**$1,319,019**	**$1,346,459**	**$1,318,926**	**$1,345,918**	**($541)**
Operating Income/(Loss)	($127,314)	($206,459)	($218,926)	($195,918)	$10,541

Program Highlights

Charges for Services revenue from greens fees, car rental, food/merchandise and discount card sales have been increased $10,000 to $1.15 million. Fees will be adjusted as necessary to maintain market position; however, greens fees are expected to increase between $0.25 and $1.00 per round.

Total budgeted expenditures decrease $541 to $1,345,918. Personnel costs decrease $4,453 to $533,371, which includes the cost to continue 3.25 FTE existing regular full time staff, a reduction in overtime of 0.16 FTE and a 0.20 FTE increase from 8.03 FTE to 8.23 FTE in temporary extra help.

Operating expenses (excluding depreciation) increase $1,426 to $381,421. Operating expense increases include a $13,000 increase for pro shop and concession resale items, an increase of $6,000 for various maintenance items which are partially offset by a $5,000 reduction in landscape material, a $7,000 reduction in recreation services and a $4,500 reduction in pest control.

Scheduled depreciation expenses have decreased $989 to $90,545.

Interdepartmental charges increase $3,475 to $340,581, an increase of $6,090 in worker compensation insurance costs are partially offset by a $2,500 reduction in management services charges.

Wanaki Golf Course (continued)

Current and Planned Capital Projects

Proj. #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of '13	Estimated Operating Impact	Est. Annual Depreciation Expense
201309	Wanaki GC Bridge Replacement	2016	$545,000	0%	TBD	$27,250

Activity

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
9 Hole Rounds	58,749	54,000	51,750	54,000	-
Golf Car/Cart Rental	19,756	15,000	15,340	15,000	-
ID Cards	1,029	1,000	1,000	1,000	-
9 Hole Play	25,099	25,000	24,350	25,000	-
18 Hole Play	16,825	14,500	13,700	14,500	-

Public Mid-Range Frost Belt Courses*		
	National Golf Foundation Median 2010 data	County 2012 Data
Gross Revenue (Average)	$1,087,200	$1,185,705
Gross Revenue/Round	$34.11	$28.28
Rounds Played	31,869	41,924

*The National Golf Foundation benchmark comparison for golf courses in the Upper Midwest. Most recent data available is from 2010.

Wanaki Golf Course Revenue				
	2012 Actual	2013 Budget	2013 Estimate	2014 Budget
Green Fees	$697,033	$680,000	$652,000	$687,000
Golf Cars	$157,073	$132,000	$135,000	$135,000
ID Cards	$18,361	$21,000	$18,000	$21,000
Food	$162,338	$155,000	$150,000	$155,000
Merchandise	$146,635	$132,000	$135,000	$132,000
Misc.	$4,265	$20,000	$10,000	$20,000
Total	$1,185,705	$1,140,000	$1,100,000	$1,150,000

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.

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**4.98**	**4.68**	**4.68**	**4.65**	**(0.03)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$251,125	$280,000	$255,000	$275,000	($5,000)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue (a)	$0	$25,000	$20,000	$20,000	($5,000)
Appr. Fund Balance	$2,500	$0	$0	$0	$0
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$253,625**	**$305,000**	**$275,000**	**$295,000**	**($10,000)**
Personnel Costs	$192,751	$244,754	$224,315	$248,331	$3,577
Operating Expenses (excl. Depr. Exp)	$98,294	$73,275	$75,430	$84,084	$10,809
Depreciation Expense	$19,901	$17,410	$17,410	$14,920	($2,490)
Interdept. Charges	$101,045	$114,719	$108,900	$110,036	($4,683)
Fixed Assets (Memo)	$0	$0	$0	$0	$0
Total Expenditures	**$411,991**	**$450,158**	**$426,055**	**$457,371**	**$7,213**
Operating Income/(Loss)	($158,366)	($145,158)	($151,055)	($162,371)	($17,213)

(a) In 2013, Other Revenue consists of interest income at $20,000, which is budgeted and accounted for by management only in the Moor Downs Golf Course program area.

Program Highlights

Charges for Services revenue from greens fees, car rental, food/merchandise and discount card sales are budgeted to decrease $5,000 to $275,000. 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. Projected fees will be increased $1 to $3 to reflect the completion of several construction projects that caused disturbance and temporary conditions on 4 of the 9 holes. Fees will be adjusted as necessary to maintain market position and attract golfers. Other Revenues have been reduced $5,000 due to lower investment income.

Total budgeted expenditures increase $7,213 or approximately 1.6% to 457,371. Personnel costs increase $3,577 or approximately 1.5% to $248,331, which includes the cost to continue 2.3 FTE existing regular full time staff, a .07 FTE reduction in overtime and a 0.04 FTE increase from 2.13 FTE to 2.17 FTE in temporary extra help.

Operating expenses (excluding depreciation expenses) increase $10,809 to $84,084. Operating expenses increases are mainly due to a $5,000 increase in water & sewer charges and $5,000 increase in landscape material.

Scheduled depreciation expenses have decreased $2,490 to $14,920.

Interdepartmental charges decrease $4,683 to $110,036 mainly due to a $2,400 decrease in management services and a $2,011 decrease in vehicle ownership costs.

Moor Downs Golf Course (Continued)

Activity

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
9 Hole Rounds	19,082	19,150	19,000	19,150	-
Golf Car Rental	8,386	5,550	8,400	5,550	-
ID Cards	300	700	300	700	-
9 Hole Play	19,076	19,000	18,900	19,000	-
18 Hole Play	3	75	50	75	-

9 hole Public Mid-Range Frost Belt Courses*		
	National Golf Foundation Median 2010 data	2012 Data
Gross Revenue (average)	N/A	$251,125
Gross Revenue/Round	N/A	$13.16
Rounds played	15,935	19,079

*The National Golf Foundation benchmark comparison for golf courses in the Upper Midwest. Most recent data available is from 2010.

Moor Downs Golf Course Revenue*				
	2012 Actual	2013 Budget	2013 Estimate	2014 Budget
Green Fees	$165,024	$190,500	$167,000	$185,500
Golf Cars	$51,987	$43,000	$53,000	$43,000
ID Cards	$5,523	$11,000	$5,500	$11,000
Food	$21,429	$22,000	$22,000	$22,000
Merchandise	$7,020	$7,500	$7,000	$7,500
Misc. Revenues	$142	$6,000	$500	$6,000
Total Revenue	$251,125	$280,000	$255,000	$275,000

***Excludes Investment Income

Fund Purpose

To provide quality ice skating facilities at competitive and affordable rates providing efficiency and quality of services to the public. In addition, providing a high quality recreational experience for users, while maintaining a high level of usage at the facility.

Financial Summary	2012 Actual	2013 Adopted Budget	2013 Estimate	2014 Budget	Change From 2013 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$1,028,181	$1,045,200	$1,042,700	$1,049,000	$3,800	0.4%
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue	$17,670	$12,000	$13,000	$14,000	$2,000	16.7%
Appr. Fund Balance	$0	$0	$0	$5,000	$5,000	N/A
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$1,045,851**	**$1,057,200**	**$1,055,700**	**$1,068,000**	**$10,800**	**1.0%**
Expenditures						
Personnel Costs	$469,883	$469,013	$489,608	$493,598	$24,585	5.2%
Operating Expenses (b)	$519,364	$528,496	$531,451	$565,624	$37,128	7.0%
Interdept. Charges	$82,154	$81,231	$80,719	$86,368	$5,137	6.3%
Fixed Assets (Memo) (c)	$47,844	$55,000	$0	$100,000	$45,000	81.8%
Interdept. Debt-Prin (d)	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$1,071,401**	**$1,078,740**	**$1,101,778**	**$1,145,590**	**$66,850**	**6.2%**
Operating Income/(Loss) (b)	**($25,550)**	**($21,540)**	**($46,078)**	**($77,590)**	**($56,050)**	**N/A**
Cash Flow From Operations (a)	**$120,362**	**$110,419**	**$85,881**	**$51,226**	**($59,193)**	**-53.6%**
Position Summary (FTE)						
Regular Positions	4.95	4.91	4.91	4.91	0.00	
Extra Help	4.42	4.44	4.44	4.44	0.00	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total FTEs	9.37	9.35	9.35	9.35	0.00	

(a) Cash Flow from operations for the 2012 actual is obtained from the County's 2012 Comprehensive Annual Financial Report (CAFR). Cash flow from operation figures for the 2013 budget, 2013 estimate and 2014 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 to financial accounting standards. Fixed Asset purchases will be made from cash generated by operating revenues, and are included in the Department's fixed assets request.

(d) Per County ordinance 167-033 the General Fund principal repayment for Eble Park and Naga-Waukee Ice Arenas' loan amounts have been suspended until no later than 2020 or the year in which projections indicate that at least five years of principal payments can be made without exhausting the Ice Arena cash reserves. Interest expense payments for the ice arenas are delayed until the end of the current loan term, at which time annual interest expense payments will be paid in the amount per year originally scheduled.

Major Departmental Strategic Outcomes and Objectives for 2014

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:	2011 Actual	2012 Actual	2013 Target	2013 Estimate	2014 Target
Naga-Waukee: Prime hours utilized	63%	67%	65%	65%	65%
Eble: Prime hours utilized	63%	72%	65%	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:	2011 Actual	2012 Actual	2013 Target	2013 Estimate	2014 Target
Naga-Waukee: Non-prime hours utilized	30%	18%	30%	20%	30%
Eble: Non-prime hours utilized	21%	24%	25%	24%	25%

Naga-Waukee Ice Arena

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

Program Description

Provide affordable ice skating opportunities to the public.

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**4.51**	**4.50**	**4.50**	**4.50**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$489,711	$520,200	$508,700	$515,000	($5,200)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue (a)	$11,560	$12,000	$12,000	$13,000	$1,000
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$501,271**	**$532,200**	**$520,700**	**$528,000**	**($4,200)**
Personnel Costs	$220,963	$218,359	$240,456	$240,722	$22,363
Operating Expenses (excl. Depr. Exp)	$234,453	$226,959	$235,849	$246,072	$19,113
Depreciation Expense (b)	$62,935	$63,059	$63,059	$63,060	$1
Interdept. Charges	$38,514	$37,160	$36,927	$38,192	$1,032
Fixed Assets (Memo) (c)	$0	$0	$0	$25,000	$25,000
Total Expenditures	**$556,865**	**$545,537**	**$576,291**	**$588,046**	**$42,509**

Operating Income/(Loss) (b)(c)	($55,594)	($13,337)	($55,591)	($60,046)	($46,709)

(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 (continued)

Program Highlights

Charges for service revenue are reduced $5,200 to $515,000. Contracted ice revenues are being reduced to match actual experience**.** Contracted ice fees will be increased by approximately 2% in 2014. Contracted ice fees, public skating and lesson fees may be adjusted as necessary to maintain market position. Personnel costs increase $22,363 to $240,722 mainly due to the cost to continue existing staff level and a change in health plan benefit selection. Operating costs, excluding budgeted depreciation, increase $19,113 to $246,072 and include $6,000 in higher utility costs, $2,000 food for resale costs, and $8,000 for additional maintenance. Interdepartmental charges increase $1,032 to $38,192 mainly as result of a $1,000 increase in administrative overhead charges. Fixed asset expenditures of $25,000 are budgeted for sign replacement.

Activity	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	2014 vs. 2013 Budget Change
Contract Ice Hours	1,600	1,610	1,690	1,660	50
Public Skating Attendance	10,660	9,100	10,700	10,000	900
No. of Skate Rentals	5,099	4,700	4,900	4,700	-

Naga-Waukee Ice Arena Revenue

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	2014 vs. 2013 Budget Change
Public Skating - $Receipts	$64,114	$63,000	$63,000	$63,000	$0
Contracted - $ Receipts	$360,266	$390,800	$380,000	$385,000	(5,800)
Concession- $ Receipts	$44,622	$46,000	$45,000	$46,000	$0
Merch/Bds/Misc* - $ Receipts	$32,269	$32,400	$32,700	$34,000	$1,600
Total	**$501,271**	**$532,200**	**520,700**	**$528,000**	**($4,200)**

* Misc. includes Waukesha County Hockey League (WCHL) revenue collected for referee and scorekeeper expenses and paid directly to referee and scorekeepers. Misc Revenue also includes lesson receipts.

Eble Ice Arena

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

Program Description

Provide affordable ice skating opportunities to the public.

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**4.86**	**4.85**	**4.85**	**4.85**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$538,470	$525,000	$534,000	$534,000	$9,000
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$6,110	$0	$1,000	$1,000	$1,000
Appr. Fund Balance	$0	$0	$0	$5,000	$5,000
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$544,580**	**$525,000**	**$535,000**	**$540,000**	**$15,000**
Personnel Costs	$248,920	$250,654	$249,152	$252,876	$2,222
Operating Expenses (excl. Depr. Exp)	$152,697	$169,578	$163,643	$190,736	$21,158
Depreciation Expense (a)	$69,279	$68,900	$68,900	$65,756	($3,144)
Interdept. Charges	$43,640	$44,071	$43,792	$48,176	$4,105
Fixed Assets (Memo) (b)	$47,844	$55,000	$0	$75,000	$20,000
Total Expenditures	**$514,536**	**$533,203**	**$525,487**	**$557,544**	**$24,341**

Operating Income/(Loss) (a)(b)	$30,044	($8,203)	$9,513	($17,544)	($9,341)

(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.

Eble Ice Arena (continued)

Program Highlights

Charges for service revenue is budgeted to increase $9,000 to $534,000**.** Contracted ice and public skating revenues have been increased $8,000 mainly due to an approximately 2% rate increase in 2014. The 2014 contracted ice fees, public skating fees and skating instruction fees may be adjusted as necessary to maintain market position. Fund balance appropriation of $5,000 will be used to fund a study to indentify the options to replace the current R22 Freon based rink refrigeration system. By 2020, production of R22 Freon will end and the cost of using it as a refrigerant will become cost prohibitive.

Personnel costs increased $2,222 to $252,876, mainly due to the cost to continue existing staffing levels.

Operating expenses are budgeted to increase $21,158 to $190,736. Operating expenses increase primarily due to inclusion of $5,000 for the Freon system replacement study mentioned above. In addition, the rolled rubberized flooring installed in 2008 has not performed as expected; the rubber floor in high traffic areas spreads out and creates raised edges along the seams. Staff have cut the raised edges to keep the rubber floor level, but the rubber flooring is thinning out in these high traffic areas and needs to be replaced . This asset is not fully depreciated and a $17,200 loss on disposal of assets is budgeted.

Budgeted depreciation is decreased $3,144 to $65,756.

Interdepartmental charges increase $4,105 to $48,176, primarily due to increased Countywide Indirect cost charges of $1,500 and increased vehicle repair/maintenance costs of $2,210.

Fixed asset expenditures of $75,000 and include $10,000 for locker room improvements and $65,000 for rubberized flooring replacement.

Activity	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	2014 vs. 2013 Budget Change
Contract Ice Hours	1,750	1,595	1,625	1,680	85
Public Skating Attendance	11,683	12,000	11,400	12,000	-
No. of Skate Rentals	6,718	7,000	6,900	7,000	-

Eble Ice Arena Revenue

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	2014 vs. 2013 Budget Change
Public Skating- $ Receipts	$83,766	$83,000	$85,000	$88,000	$5,000
Contracted - $ Receipts	$393,605	$382,000	$385,000	$385,000	$3,000
Concession- $ Receipts	$50,443	$48,600	$50,000	$50,000	$1,400
Merch/Bds/Misc - $ Receipts*	$16,766	$11,400	$15,000	$12,000	$600
Total	**$544,580**	**$525,000**	**$535,000**	**$535,000**	**$10,000**

* Misc. includes Waukesha County Hockey League (WCHL) revenue collected for referee and scorekeeper expenses and paid directly to referee and scorekeepers. Misc Revenue also includes lesson receipts.

Fund Purpose/Program Description

As the designated Responsible Unit for 25 Waukesha County municipalities, promote waste reduction, recycling, composting and resource recovery through the administration of an effective recycling program, to comply with the Solid Waste Reduction Recovery, and Recycling Law, (Chapter 287 of Wisconsin Statutes). Includes overseeing a County-owned and privately operated Material Recycling Facility (MRF), which processes and markets recyclables collected from the 25 partner municipalities. Through an annual dividend program, revenue from the sale of recyclables and state grants is shared with the partner communities to help them recover recyclable collection costs.

The County manages MRF operation contracts, state recycling grants, MRF building and equipment maintenance, annual community dividend payments and recycling grants, and recyclable collection services at 5 drop-off sites located around the county. The County also delivers a comprehensive public education and outreach program, participates on local landfill siting and monitoring committees, and provides technical assistance to local officials, businesses, and the public on waste management technique including waste reduction, composting, recycling and special waste disposal.

Financial Summary	2012 Actual	2013 Adopted Budget	2013 Estimate	2014 Budget	Change From 2013 Adopted Budget $	%
Revenues						
General Government	$1,198,496	$875,000	$950,000	$950,000	$75,000	8.6%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$117,384	$120,000	$110,000	$120,000	$0	0.0%
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue	$1,275,955	$1,021,000	$1,020,000	$1,021,000	$0	0.0%
Appr. Fund Balance (a)(b)	$995,124	$990,700	$990,700	$973,700	($17,000)	-1.7%
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$3,586,959**	**$3,006,700**	**$3,070,700**	**$3,064,700**	**$58,000**	**1.9%**
Expenditures						
Personnel Costs	$362,918	$357,020	$300,608	$344,639	($12,381)	-3.5%
Operating Expenses (a)	$1,783,993	$2,054,655	$1,977,055	$2,056,631	$1,976	0.1%
Interdept. Charges	$203,073	$222,274	$218,674	$230,903	$8,629	3.9%
Fixed Assets (memo) (b)	$0	$30,000	$0	$0	($30,000)	-100.0%
Total Expenditures	**$2,349,984**	**$2,633,949**	**$2,496,337**	**$2,632,173**	**($1,776)**	**-0.1%**
Operating Income/(Loss)	$1,236,975	$372,751	$574,363	$432,527	$59,776	16.0%

Position Summary (FTE)					
Regular Positions	4.15	4.15	4.15	4.15	0.00
Extra Help	1.08	1.07	1.07	1.30	0.23
Overtime	0.00	0.00	0.00	0.00	0.00
Total FTEs	5.23	5.22	5.22	5.45	0.23

(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. MRF Fund Balance appropriation for 2014 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, and $100,000, 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.

Program Highlights

General Government revenues, which consist of the State Base Recycling Grant and Recycling Consolidation Grant which are budgeted to increase $75,000 from the 2013 budget level of $875,000, based on actual grant award in 2013. Charges for Service consist of a per-ton payment received from the MRF contractor for incoming tons, and is budgeted to remain at the 2013 budgeted 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 $21,000 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. An additional $100,000 in MRF Fund Balance consists of prior-year State Recycling Efficiency Initiative (REI) grant funding and is used to provide yard waste composting to municipalities at no charge. A new contract, effective November 1, 2013, has been executed with Purple Cow, Inc. for composting community yard waste at the Genesee Aggregate gravel pit near North Prairie. Cost-sharing agreements will be executed with each participating community to phase out county funding over the next 10 years, or until the balance of REI grant funds are used up, whichever comes first.

Personnel costs decrease by $12,381 to $344,639 and includes the cost to continue existing staff levels and a reduction in health insurance costs mainly due to a change in health care plan selection. Temporary extra help increases about $1,600, despite a 0.23 FTE increase, due to a reduction in the hourly rate budgeted for temporary workers. Operating expenditures increase $1,976 to $2,056,631. An increase of $63,400 for education and promotion of the new single stream recycling system, and an increase of $55,000 for facility maintenance, are mostly offset with a reduction of $45,000 in depreciation, a reduction of $50,000 for transfer station consulting and a $21,000 reduction in miscellaneous operating expenses. Interdepartmental charges increase just over $8,600 mainly due to a $10,200 increase in Countywide indirect cost recovery and management services charges.

Recycling disbursements to communities participating in the County's Recycling program (mentioned above, and displayed in the table below) remains at 2013 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. The dividends assist in offsetting a portion of the local recycable collection costs.

Disbursement and other grants to communities:2013 and 2014

	'13 Budget	'14 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)	$59,000	$59,000	$0	0.0%
Total Grants to Communities	**$1,276,400**	**$1,276,400**	**$0**	**0.0%**

(a) Other recycling grants to communities include funding for green school program, special event recycling program and subsidies for drop-off site operations.

Activity Data	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Tons processed at County compost facility	5,839	8,200	8,200	8,200	-
Tons of office paper and containers recycled – County	296	275	275	275	-
Number of participants in education presentation/events	3,790	4,200	4,200	4,200	-
Lbs. of residential computers recycled	1,013,800	1,000,000	1,000,000	1,000,000	-

CURRENT AND PLANNED CAPITAL PROJECTS

Proj. #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of '13	Estimated Operating Impact	A=Annual T= One-Time
201409	Collaborative Material Recycling Facility	2015	$13,885,000	0%	TBD	NA

Major Departmental Strategic Outcomes and Objectives for 2014

County-Wide Key Strategic Outcome: An environmentally responsible county

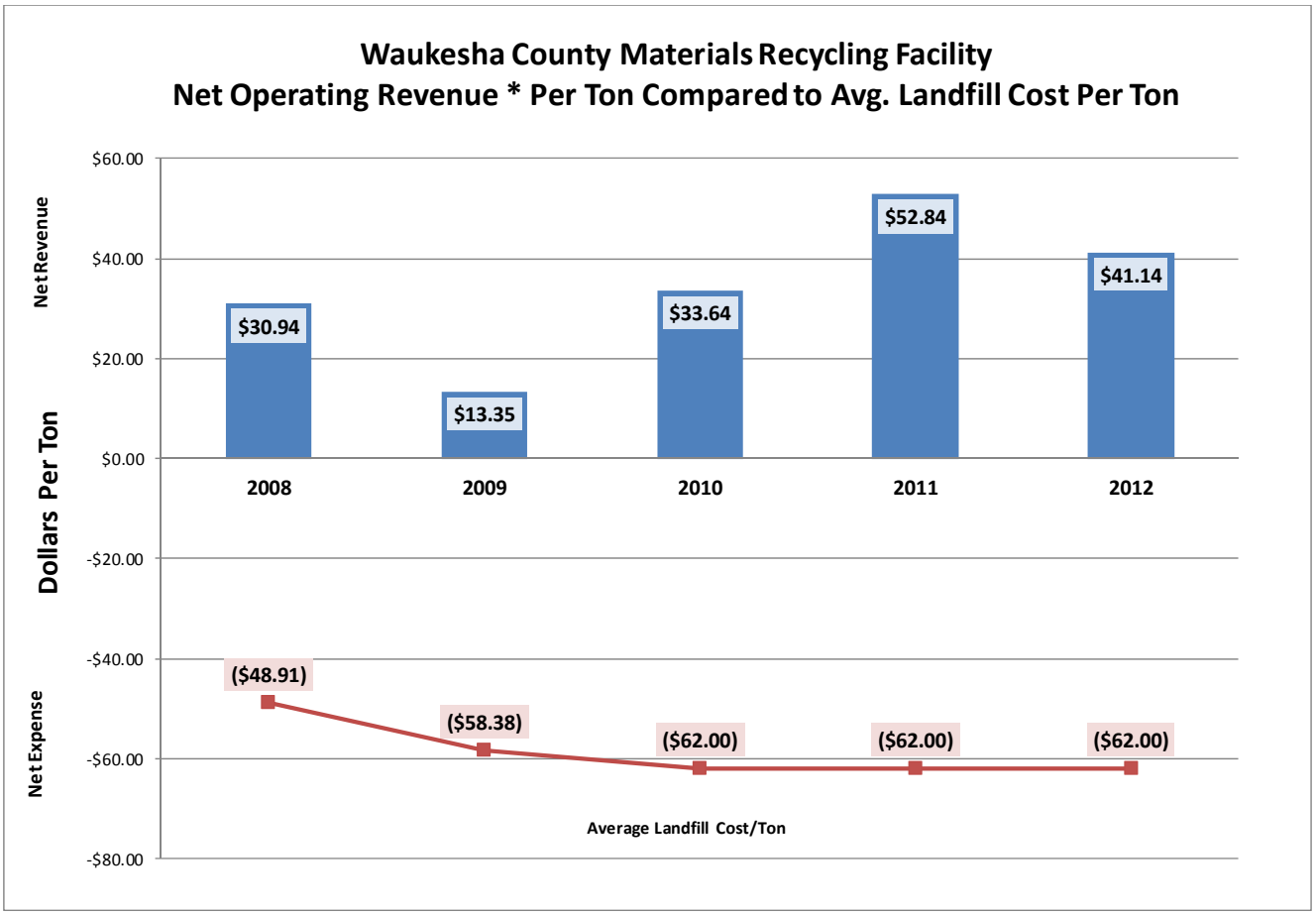
Objective 1: Maintain a cost-effective system for processing recyclables at the County Materials Recycling Facility (MRF) that is competitive with local landfill costs.

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:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Revenue as a percentage of total expenses	198%	121%	129%	136%
Net operating income/(loss) cost per ton (a)	$34.43	$8.87	$11.81	$13.36

(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 fees in Waukesha County for the past five years. There has been a positive net operating cost 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 continued to recover. The landfill disposal charge for solid waste in Waukesha County is an average of $62 per ton ($55 at Emerald Park and $69 at Orchard Ridge). The five year net average operating gain is $34.38 per ton and when added to landfill costs are $93.04 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:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Percentage of residue rejected	3.1%	3.0%	3.0%	3.0%

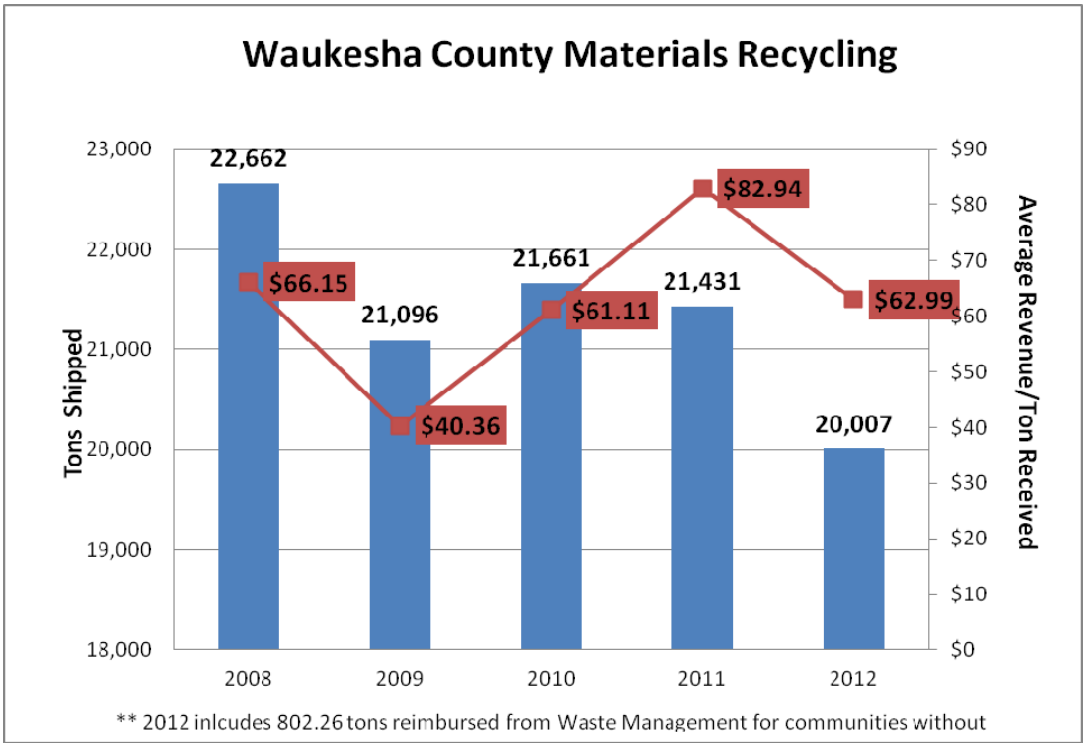
County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill

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:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Tons of recyclables received	20,007	22,000	21,000	22,000

There has been a decline in annual tonnage recycled at the MRF since 2010, however, because of the gradual rebound in the economy there is a projected increase for 2013. The drop in average per ton revenue in 2009 reflected the economic conditions although with improved economic conditions, the county share of average revenue per ton shipped is expected to continue to be approximately $60.00 per ton in 2014.



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:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Percentage of waste stream recycled	52%	44%	44%	44%