WAUKESHA COUNTY

Waukesha, Wisconsin

2014 County Executive Budget

DANIEL P. VRAKAS
WAUKESHA COUNTY EXECUTIVE

Waukesha County Executive

Daniel P. Vrakas

(Term Expires April 2015)

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(Terms Expire April 2014)

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About the cover: The Wings Over Waukesha Airshow is held the 4th weekend in August at Waukesha County Airport drawing thousands of spectators to experience all segments of aviation. The event is organized and run by local volunteers, and highlights nationally renowned aerobatic performers.

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

Daniel P. Vrakas
County Executive

Waukesha
COUNTY
OFFICE OF THE COUNTY EXECUTIVE

September 24, 2013

Dear Honorable County Board Supervisors:

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

I would like to thank you in advance for your continued commitment and contribution to the County's value-based decision making. I greatly appreciate your willingness to work collaboratively with my administration on the passage of our County's budget while we keep our sights on the interests of our citizens and taxpayers.

TAX IMPACT ON HOMEOWNERS

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

The proposed 2014 County general property tax levy totals $99.5 million. County Departments have worked diligently to be innovative, use technology to improve efficiency and seek collaborative efforts to control spending. Proposed expenditures in the Budget total $282.2 million. Included as part of total expenditure figure is a state mandated change to the way the County reports payments a third party administrator makes to service providers for children with long-term support needs. That change inflates expenditures in the 2014 Budget by $3.2 million. The money is offset dollar for dollar with an equal revenue increase. The Budget contains $254.1 million in operating appropriations. The remaining $28.1 million is dedicated to our capital project budget for infrastructure investments. This budget maintains our low employee per capita ratio of 3.5 employees to 1,000 residents by controlling positions and limiting net personnel costs increases to 1.3 %.

COLLABORATION & COOPERATION

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

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Waukesha, Wisconsin 53188
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TDD: (262) 548-7903

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

BUDGET DRIVERS

The 2014 budget addresses areas where revenue streams are declining and areas where operational costs are escalating. Some areas are seeing rate increases greater than inflation, such as jail inmate costs - especially medical and food costs, vehicle fuel prices, mental health and related prescription drugs costs.

The 2013-2015 State Budget had a much more modest impact on the County than previous budgets. Several of the key revenue and expenditure impacts to deal with in this 2014 County Budget are indicated below:

- Most major state revenue funding sources remained at or near their current 2011-2013 levels. This includes human services basic community aids, youth aids, general transportation aids, circuit court support grant and shared revenues. However, the lack of increases impacts tax levy pressure to fund cost to continue needs. The state budget restored Child Support and Victim Witness funding. The youth aids allocation also benefited from 2013 allocation adjustments.

- The 2014 Budget recognizes declining trends in prisoner board revenue for Federal prisoners and Huber room and board totaling $259,000. Court revenues also decline $180,000

- Investment Income is estimated to decrease by $127,000 to $4,438,000, reflecting continued historically low rates. Also, the estimate for Delinquent Taxes Penalty and Interest is reduced by $42,000 to $2,808,000 as outstanding Delinquent Taxes declined during 2012 into 2013.

- The real estate market has improved with expected increases in real estate transfer fees and document recording fee revenues of $200,000 over the 2013 budget. The 2014 budget will also utilize an increase of $400,000 of the redaction portion of the recording fee revenue for the Register of Deeds. The 2013-14 State Budget allows counties to use redaction fee revenue for general purposes.

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

- Emergency Preparedness expenditures are increased by $269,000. This includes full year costs of both the transfer of New Berlin dispatch activity to the Communications Center and the implementation of the new computer aided dispatch software including licensing and computer hardware charges.

- The County's Crisis Line call center transitions to a new service delivery model due to loss of the previous provider. Costs are budgeted to increase $177,200. Crisis intervention services were also brought in-house resulting in increased overtime costs of $40,000.

- Mental Health Outpatient and Support Services expenditures are budgeted to include an anticipated increase in room, board and treatment costs for the Comprehensive Community Services clients, Community Recovery Services clients and residential care placements costs increase by about $413,000 for an anticipated increase in days of care. Increased client fee revenues increase by $102,000.

INVESTING IN INFRASTRUCTURE

The County has consistently demonstrated its value of prudent financial planning by continuing to make sound strategic investment decisions to maintain our critical infrastructure. My proposed 2014 Capital Budget continues capital spending at $28.1 million. We continue to reinforce our mutual objectives of striking a balance between maintaining our infrastructure to ensure economic viability while delivering critical core services to those people who need them most.

Major 2014 Capital budget spending highlights are outlined in the following key areas: County Facilities, Transportation, Technology and Parks and Environment projects.

County Facilities

In the 2014 Budget, building infrastructure improvements total about $1.5 million. Facility project improvements include about $1 million for replacement of chiller and controls at UW-Waukesha. The budget also includes $243,000 for a project to retrofit the old Public Health Building to develop an on-site medical/wellness center for county employees. The clinic is expected to involve an intergovernmental agreement, with the School District of Waukesha and City of Waukesha participating with combined medical cost savings over the first five years of $6.9 million, including $400,000 per year for the County.

Energy efficiency improvements at County facilities include $215,000 to install digital controls on all HVAC equipment at Retzer Nature Center, the Expo Center and Eble and NagaWaukee Ice Arenas. These improvements are expected to maximize the efficiencies of the HVAC system and save staff time troubleshooting issues at remote locations.

Transportation

The County's first rate County Trunk Highway (CTH) system is a critical contributor to our strong economic future. These important infrastructure assets promote the County values of public safety and economic development. My proposed 2014 capital budget devotes over $6.7 million for key highway improvements including $3.2 million for road surface repaving, intersection signal and safety improvements. In addition, $915,000 is budgeted for the rehabilitation of CTH F (Redford Boulevard), from Busse Road to State Trunk Highway190 (Capitol Drive) in the City of Pewaukee. Another project to rehab CTH C (Genesee Street) in the City of Delafield, from Mill Street to Oakwood Road, begins in 2014 with design work costs at $130,000.

Design and land acquisition related to the expansion of the CTH O (Moorland Road) in the City of New Berlin from two lanes to four is budgeted at $140,000. Construction will follow in 2015.

By far the largest County highway project to date is CTH L (Janesville Road) in the City of Muskego with a total project cost of over $29 million. This budget includes final year $1.5 million construction funding, reflecting updated costs for design, land acquisition, environmental remediation and construction for the last phase of the project.

Technology

The Capital Budget continues to make key technology investments to improve operational efficiencies. For the Justice and Public Safety areas, the Capital Budget continues a $9.5 million project migrating the County's public safety radio technology from an analog to a digital signal in 2014. This is made possible with County funding being supplemented by funding from municipal partners who may elect to receive County loans for their cost share to be paid back, interest free, over eight years. Based on a consultant study recommendation, Waukesha County is planning to partner with Milwaukee County to implement this upgrade. The budget also includes a project to replace radio console equipment for $900,000, funded with previously reserved fund balance designated for equipment replacement at the Communications Center.

Other Technology projects include $1.2 million for the first year of a two-year plan to implement the County's election system through process improvements and automated system enhancements. Other technology projects include $375,500 for the last year of funding the implementation of a Voice Over Internet Protocol (VOIP) equipment to replace the County's aging telephone system (2-5 year payback); $300,000 continued funding for the workforce management system replacement project, to extend the schedule and provide consultant assistance to minimize the impact of implementation work on regular staff duties (4-year payback).

Parks and Recycling

Major projects in this area total $6.7 million, an increase of about $2.7 million from the 2013 budget level. This includes $5.4 million as the County's share for a project to develop a collaborative Material Recycling Facility with the City of Milwaukee in 2014. This budget includes $540,000 for the final year of restroom renovations at reserved picnic sites throughout County parks, $500,000 for the Parks pavement management plan, $160,000 to begin replacement of bridges at Wanaki Golf Course, and $50,000 for preliminary design work for a multi-use trail connecting Frame Park in the City of Waukesha to Mitchell Park in the City of Brookfield.

PROJECT FUNDING AND DEBT MANAGEMENT

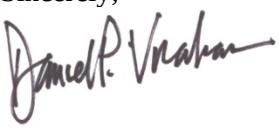
The County values strategic long range capital planning, budgeting and debt management policies and practices. Borrowed funds are budgeted at $10 million, a decrease of $7 million mostly due to the completion of the Health and Human Service project in 2013. Tax levy and the use of governmental fund cash balance of nearly $6.2 million and general revenues of $650,000 maintains the County's "down payment" at 46% of net capital expenditures.

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

ACKNOWLEDGEMENTS

We are ensuring the County maintains its key values by focusing on our core service priorities, establishing strategic collaborative partnerships and using teamwork to continue to streamline operations and achieve ongoing cost-savings. I would like to take this opportunity to thank Waukesha County's devoted employees, entrusted appointed representatives, and capable elected officials for their professionalism and dedication in helping me in preparing the 2014 County Executive's Budget. The County strives to deliver quality services and make wise investments for the future to ensure we maintain our low taxes. As the County Board begins its budget deliberations, I ask for your support of my budget proposal. I believe that you will find this proposed budget balances the County's service delivery needs while controlling tax spending.

Sincerely,



Daniel P. Vrakas
County Executive

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

Waukesha County

Wisconsin

For the Fiscal Year Beginning

January 1, 2013

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Waukesha County, Wisconsin for its annual budget for the fiscal year beginning January 1, 2013.

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

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

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READER'S GUIDE

Introduction

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

Document Organization

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

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

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

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

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

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

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

General Fund

Special Revenue Fund

Internal Service Fund

Enterprise Fund

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

READER'S GUIDE

Department Budget Sections

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

QUICK REFERENCE GUIDE

(See page 604-605 for the Subject Index)

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

To answer these questions:	Refer to:	Page
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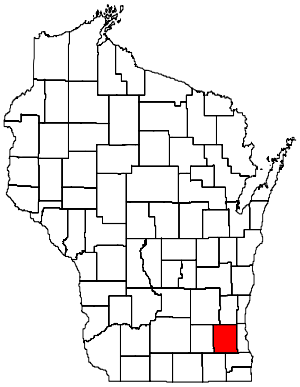
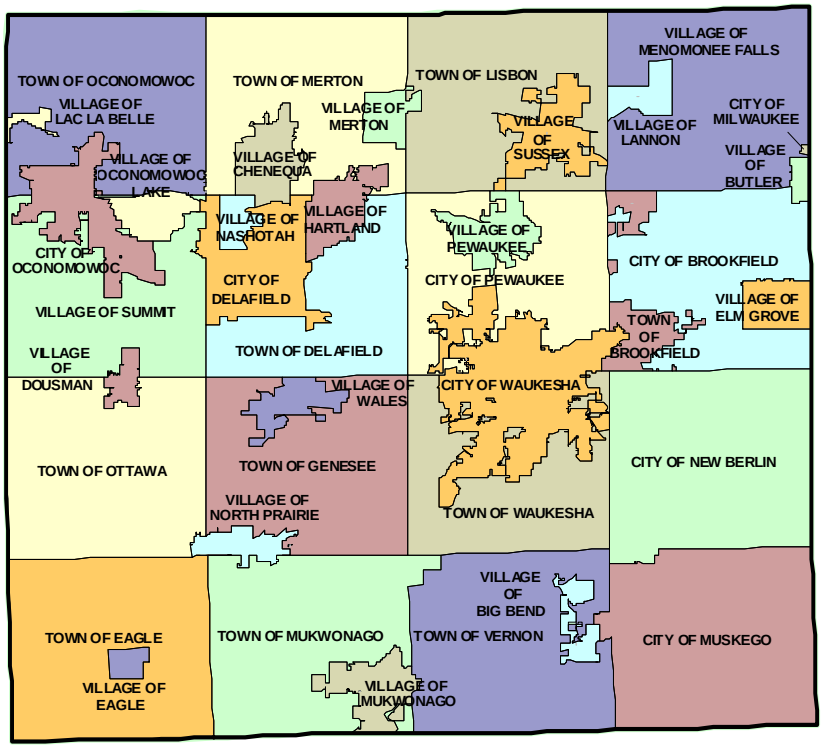
WAUKESHA COUNTY, WISCONSIN • COMMUNITY PROFILE





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

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

BRIEF WAUKESHA COUNTY HISTORY

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

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

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

WAUKESHA COUNTY TODAY

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

WAUKESHA COUNTY, WISCONSIN • COMMUNITY PROFILE

ECONOMIC DEMOGRAPHICS

TEN LARGEST EMPLOYERS	
EMPLOYER	**EMPLOYEES**
Kohl's Department Stores	5,258
Pro Health Care	4,777
General Electric Healthcare	3,700
Quad Graphics Inc.	3,249
Roundy's	2,697
School District of Waukesha	1,817
Wal-Mart Corporation	1,619
Target Corporation	1,595
Waukesha County	1,357*
Aurora Health Care	1,332
Community Memorial Hospital	1,314
Elmbrook School District	1,256
Elmbrook Memorial Hospital	1,216
AT&T	1,173
* Full-time equivalent employees.	
Source: Waukesha County Februrary, 2013 employer inquiry updates.	

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

EMPLOYMENT BY INDUSTRY	
INDUSTRY	**2012 NAICS (1)**
Retail Trade, Transportation, Utilities	47,913
Manufacturing	43,740
Education and Health	37,842
Professional and Business Services	32,852
Leisure and Hospitality	19,171
Financial Activities	14,310
Construction	11,665
Other Services	7,910
Public Administration	6,106
Information	4,861
Natural Resources	478
Total	226,848
(1) North American Industry Classification System Source: Wisconsin Department of Workforce Development, Bureau of Workforce Information	

CONSTRUCTION & BUILDING PERMITS		
	Residential	
Year	**Number**	**Value in 000's**
2012*	565	$191,785
2011	448	$140,906
2010	445	$151,984
2009	394	$137,285
2008	577	$219,001
Source: U.S. Department of Commerce * Preliminary		

INCOME, JOBS, AND UNEMPLOYMENT	
PER CAPITA INCOME, 2011 (1)	
Waukesha County	$54,847
State of Wisconsin	$39,575
United States	$41,560
JOBS, 2012 (2)	226,848
UNEMPLOYMENT RATE, 2012 (2)	6.0%
(1) Bureau of Economic Analysis - US Department of Commerce (2) Wisconsin Department of Workforce Development	

EQUALIZED PROPERTY VALUE BY CLASS * ($000's)					
Budget Year	**Residential**	**Personal Property**	**Commercial**	**Mfg.**	**Agr./Forest/ Swamp/Other**
2010	$39,273,723	$1,100,032	$10,084,520	$1,355,180	$298,055
2011	$37,883,814	$1,103,080	$9,655,814	$1,360,989	$285,177
2012	$37,329,217	$1,076,627	$9,525,264	$1,335,918	$285,537
2013	$35,670,846	$1,055,120	$9,389,591	$1,346,196	$278,012
2014	$35,263,595	$1,105,906	$9,202,897	$1,367,263	$277,706
% of Total	74.7%	2.3%	19.5%	2.9%	0.6%
See STATS/TRENDS Section for more detailed information * Includes Tax Incremental District Value					

DEMOGRAPHICS

ELEMENTARY AND SECONDARY EDUCATION

School Districts
Arrowhead Union High; Elmbrook; Hamilton; Hartland Lakeside; Kettle Moraine; Lake Country; Menomonee Falls; Merton Community; Mukwonago Area; Muskego-Norway; New Berlin; Norris; North Lake; Oconomowoc Area; Pewaukee; Richmond; Stone Bank; Swallow; Waukesha

2011/2012 Average High School Graduation Rate*
Waukesha County: 98.2%
Wisconsin: 87.5%

2011/2012 Average ACT Scores*
Waukesha County: 23.2
Wisconsin: 22.0
United States: 21.1

SCHOOL ENROLLMENT*

2012-2013 Academic Year
Public: 63,118
Private: 11,663
Home schooling: 825**

*Source: Wisconsin Department of Public Instruction
**Four districts have less than 5 students and are hidden due to privacy law

POST-SECONDARY EDUCATION

Colleges and Universities
Carroll University, City of Waukesha
Ottawa University-Milwaukee, City of Brookfield
University of Wisconsin-Waukesha, City of Waukesha
University of Phoenix, City of Brookfield

Technical and Vocational Schools
Waukesha County Technical College,
Village of Pewaukee campus
Village of Menomonee Falls campus
City of Waukesha campus

TRANSPORTATION

Roads
401 miles Waukesha County roads
254 miles State Highway roads (In County)

Public Transit
Waukesha Metro Transit Contract Administrator
Wisconsin Coach Lines
Milwaukee County Transit System (MCTS)

Commuter-oriented bus services along major corridors – Para Transit Services
Specialized transportation (Ride line) service provided by the Waukesha County, Department of Aging and Disability Resource Center

UTILITIES

Electric Power
WE Energies
City of Oconomowoc Electric & Gas

Telephone
Ameritech, Inc.
CenturyTel

Natural Gas
WE Energies
Wisconsin Gas Company

Solid Waste
Private Collection and Hauling Services
General use landfills within the County
Community recycling programs
County owned, Private Sector operated Material Recycling Facility with 25 municipal partners

Water
14 publicly owned water utilities
Numerous small-private water utilities
Water drawn from groundwater aquifers

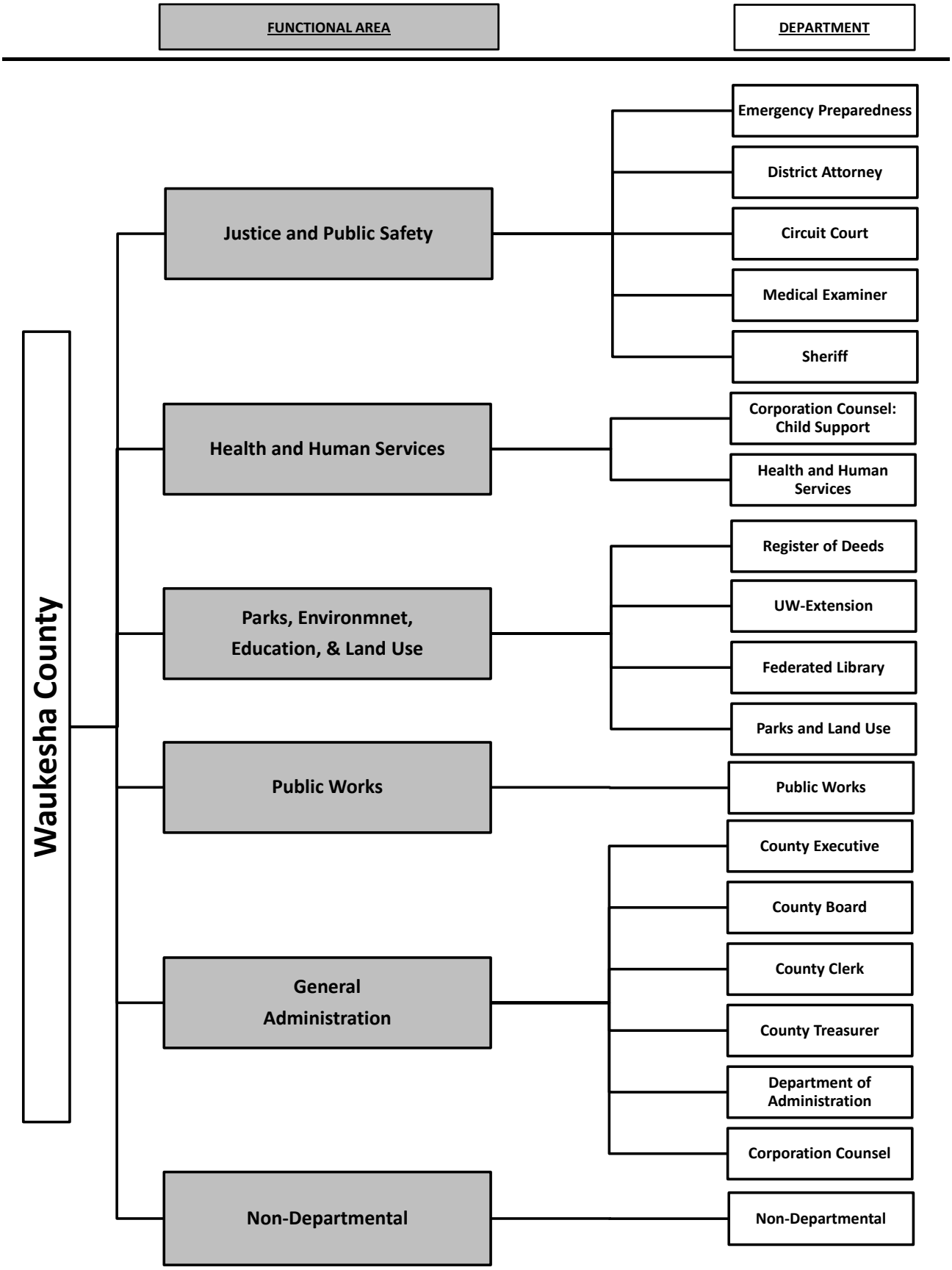
Sanitary Sewerage
19 sanitary sewerage systems served by 7 public wastewater treatment plants

EMERGENCY SERVICES*

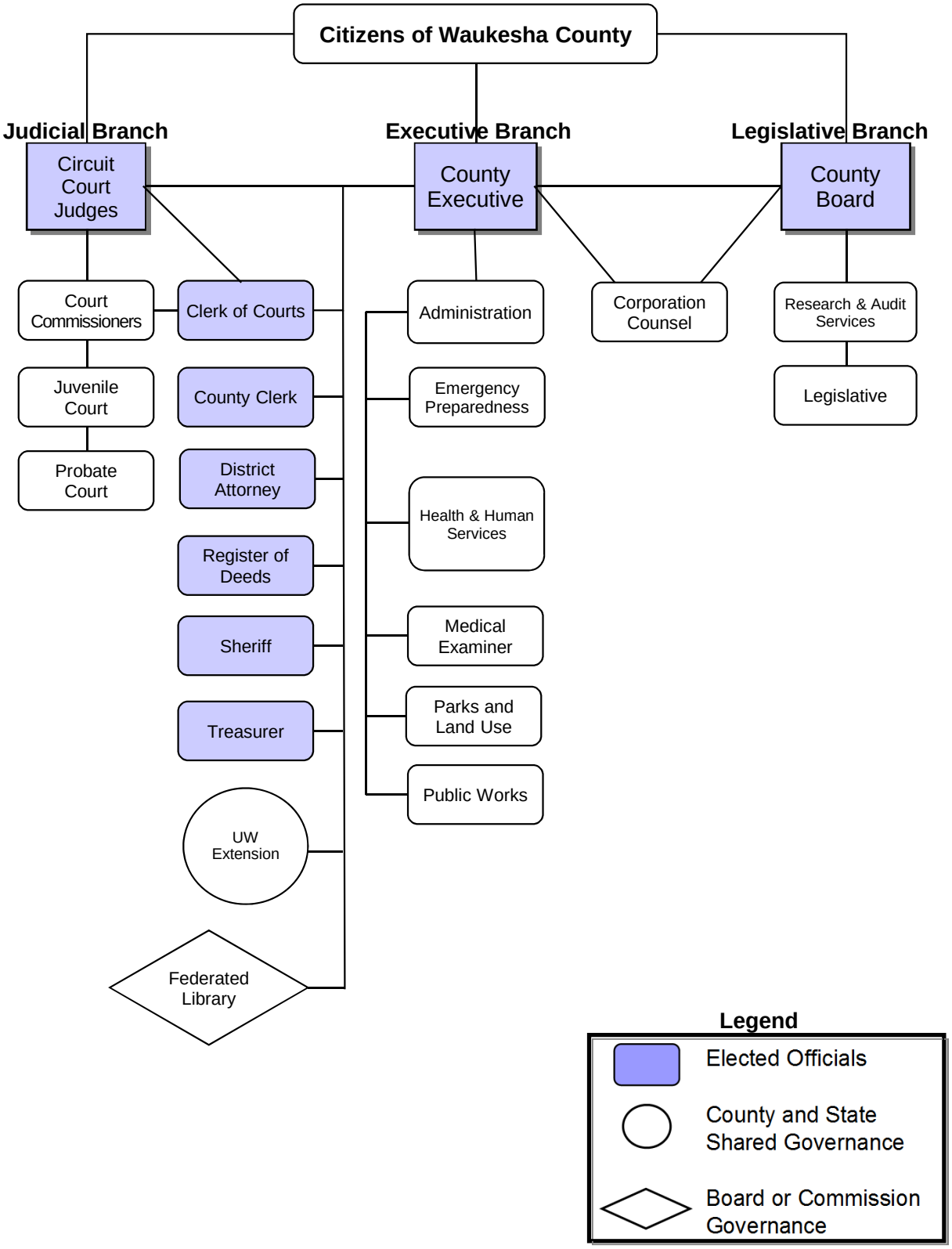
26 Police Agencies
Waukesha County Sheriff's Department
30 Fire Departments/Districts
Waukesha County Communications Center consolidates police, fire, and emergency dispatch operations for 30 of the County's public safety agencies

*Source: State of Wisconsin, Department of Justice

WAUKESHA COUNTY DEPARTMENTS BY FUNCTIONAL AREA CHART



Waukesha County Organizational Chart



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Summary

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2014 TAX LEVY SUMMARY

Impact on Homeowners

The Waukesha County Tax Levy is comprised of two segments. The general County Tax Levy of $99,509,822, which is levied at a rate of $2.15 (up from $2.11) per $1,000 of equalized value on all eligible property in the County. The Federated Library System Levy of $2,965,628, which is levied at a rate of nearly $0.277 (up from $0.269) per $1,000 of taxable properties in communities without a library.

Due to the varied assessment ratios of equalized values determined by the State Department of Revenue and property value changes (inflation/deflation), the tax bill impact on a specific property will vary. Waukesha County's median home value for 2013 adjusted from the 2000 census (the last time the long form was used to collect this information), is $238,900. This is down $4,300 from the 2012 value reflecting the County-wide average residential deflation rate of -1.75%. This results in no change in the County Tax Levy on the median home value as indicated below.

General County Tax Levy

2012 Median Home Value	2012 County Tax	Residential Inflation	2013 Median Home Value	2013 County Tax	Change Amount	Change Percent
$243,200	**$512**	**-1.75%**	**$238,900**	**$512**	**$0**	**0.0%**

Homeowner County Taxes over 8 years

Increase of less than 1/4% per Year

Budget Year	Median Home Value	Rate / $1,000	Tax
2006*	**$256,700**	**$1.96**	**$504**
2014	**$238,900**	**$2.15**	**$512**

Net 8-Year $ Increase: $8 **8-Year Average: 0.2%**

*County Executive Vrakas' first budget year

2014 BUDGET ASSUMPTIONS

Certain broad assumptions are determined in April through June 2014 to establish a basic foundation for building the County's budget. These general assumptions provide a framework to County staff, the County Executive, and the County Board of Supervisors for setting priorities, determining service levels, and allocating limited financial resources. Some adjustments have been made from updated information available during the summer months (June-August).

The following general assumptions are used in guiding the County's 2014 Budget development:

- Overall inflation factor estimates assumed for calculating the cost to continue to provide existing County services are projected to be moderate around 2% for 2013-2014. Some major exceptions include cost rate increases for certain utilities, vehicle fuel, prescription drugs, health and medical services, food and transportation costs and certain commodity prices including such items as paper and some technology purchased services.

- The 2013-2015 state had a much more modest impact on the County than the previous budget when a significant State budget deficit had to be addressed. Impacts include the following:

  - Most major state revenue funding sources remained at or near their current 2011-2013 levels. This included for human services basic community aids; youth aids; general transportation aids; circuit court support grant; and shared revenues. However, the lack of increases impacts tax levy pressure to fund cost to continue funding needs.

  - State Victim Witness program funding is restored to 55% of actual costs from a 40% reimbursement level which is about a $70,000 funding increase for this program.

  - Child Support funding is restored in the 2014 budget to 2013 levels allowing a reduction in fund balance

- Net Personnel cost appropriations are expected to be held below 2% and are being controlled with the help of lower health insurance costs including plan design changes, premium costs share changes and greater health savings account (HSA) participation.

- Average fuel costs for vehicles are assumed to increase 3% to $3.75 per gallon (equivalent to approximately $4.00 per gallon retail in 2014) up from the 2013 Budget. Consumption is estimated to remain at the 2013 level resulting in higher fuel costs budgeted countywide by an estimated $40,000.

- Net utility costs are estimated to decrease from the 2013 adopted base budget levels by $50,000 (mainly electricity and natural gas costs). These estimated cost reductions reflect paybacks for significant recent investments in energy conservation and sustainability plans. The 2014 budget also includes a full year of utility costs for the new HHS building and continues minimal heating and cooling levels of the old building without 204 budget increases due to building efficiencies.

- Investment Income budget is estimated to be reduced by $127,000 to $4,413,000, reflecting historically low rates of return on invested funds. Also, the 2014 budget for estimated Delinquent Taxes Penalty and Interest (P&I) is reduced by $42,000 to $2,808,000 as Delinquent Taxes outstanding declined during 2012.

- The real estate market has shown increased property sales with expected increases in real estate transfer fees and document recording fee revenues of $200,000 over the 2013 budget

- Due to favorable debt refinancing and historic low borrowing costs the debt service tax levy can be reduced by an estimated $145,000. To help provide funding for the Operating budget, Capital project tax levy is estimated to be reduced by $50,000.

2014 BUDGET SUMMARY

	2013 Adopted Budget	2014 Proposed Budget	Incr/(Decr) From 2013 Adopted Budget $	%
OPERATING BUDGETS				
Gross Expenditures	$245,902,296	$254,076,679	$8,174,383	3.3%
MEMO: Less Interdept. Charges (a)	$36,708,567	$37,223,385	$514,818	1.4%
MEMO: Net Expenditures (a)	$209,193,729	$216,853,294	$7,659,565	3.7%
Less: Revenues (Excl. Retained Earnings)	$137,669,948	$144,825,183	$7,155,235	5.2%
Less Net Appropriated Fund Balance	$8,503,222	$8,730,716	$227,494	
TAX LEVY - OPERATING BUDGETS	$99,729,126	$100,520,780	$791,654	0.8%
CAPITAL PROJECTS BUDGET				
Expenditures	$27,870,000	$28,092,700	$222,700	0.8%
Less: Revenues	$22,273,500	$11,900,000	($10,373,500)	-46.6%
Less: Appropriated Fund Balance	$3,596,500	$14,242,700	$10,646,200	
TAX LEVY-CAPITAL PROJECTS BUDGET	$2,000,000	$1,950,000	($50,000)	-2.5%
COUNTY TOTALS				
Expenditures (a)	$273,772,296	$282,169,379	$8,397,083	3.1%
Less: Revenues	$159,943,448	$156,725,183	($3,218,265)	-2.0%
Less: Appropriated Fund Balance	$12,099,722	$22,973,416	$10,873,694	
County General Tax Levy (Excl Library)(c)	**$98,798,522**	**$99,505,152**	**$706,630**	**0.72%**
Federated Library Tax Levy (b)	$2,930,604	$2,965,628	$35,024	1.2%
Total County Tax Levy (c)	**$101,729,126**	**$102,470,780**	**$741,654**	**0.73%**

(a) **2014 operating budget net expenditures are $216,853,294 and total County net expenditures are $244,945,994 after eliminating interdepartmental chargeback transactions** (mostly from internal service fund operations and cross charges, e.g. Sheriff Bailiff and Conveyance services), included in gross expenditures to conform with GAAP, but in effect results in double budgeting.

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

(c) The Tax Levy (for 2014 Budget purposes) increase is within Wisconsin's Act 20 Tax Levy limit provisions (see Planning and Budget Policy Section).

2014 Budget Tax Levy Breakdown

(General County and Federated Library)

	2013 Adopted Budget	2014 Proposed Budget	Incr/(Decr) From 2013 Adopted Budget $	%
General County Tax Levy	$98,798,522	$99,505,152	$706,630	0.72%
General County Tax Rate	$2.1055	$2.1451	$0.0396	1.88%
General County Equalized Value	$46,923,448,900	$46,387,463,200	($535,985,700)	-1.14%
Federated Library Tax Levy	$2,930,604	$2,965,628	$35,024	1.20%
Federated Library Tax Rate	$0.2690	$0.2768	$0.0077	2.88%
Federated Library Equalized Value	$10,892,998,400	$10,714,775,800	($178,222,600)	-1.64%

2014 BUDGET SUMMARY BY FUNCTIONAL AREA BY AGENCY BY FUND

AGENCY NAME	2014 EXECUTIVE PROPOSED BUDGET EXPEND.		REVENUES	FUND BAL ADJUST.	TAX LEVY	Tax Levy $ Change '13 - '14
JUSTICE AND PUBLIC SAFETY						
EMERGENCY PREPAREDNESS						
General	$5,828,521		$354,638	$133,000	$5,340,883	$291,000
Radio Services	$1,064,251	(a)	$1,330,004	($265,753)	$0	$0
Radio Svcs. Rtnd. Earn.	$0		($265,753)	$265,753	$0	$0
Radio Svcs. Fund Bal. Appr.	$0		($173,746)	$173,746	$0	$0
DISTRICT ATTORNEY	$2,356,224		$587,037	$0	$1,769,187	($12,000)
CIRCUIT COURT SERVICES	$9,364,181		$3,769,700	$20,000	$5,574,481	$232,100
MEDICAL EXAMINER	$1,625,845		$649,535	$0	$976,310	$0
SHERIFF	$38,378,557		$10,690,618	$279,672	$27,408,267	$375,000
Subtotal: Justice & Public Safety	$58,617,579		$16,942,033	$606,418	$41,069,128	$886,100
HEALTH AND HUMAN SERVICES						
CORPORATION COUNSEL						
Child Support (General Fund)	$2,494,084		$2,138,622	$0	$355,462	($10,000)
HEALTH & HUMAN SERVICES						
Human Services (General Fund)	$66,753,497		$41,370,097	$177,722	$25,205,678	$290,000
Aging and Disability Resource Center Contract (ADRC) Fund	$3,083,823		$3,083,823	$0	$0	$0
Subtotal: Health and Human Services	$72,331,404		$46,592,542	$177,722	$25,561,140	$280,000
PARKS, ENVIR, EDUC. & LAND USE						
REGISTER OF DEEDS	$1,441,059		$3,422,360	$0	($1,981,301)	($587,000)
UW-EXTENSION: EDUCATION	$662,614		$297,051	$17,500	$348,063	$5,000
FEDERATED LIBRARY						
County	$2,965,628		$0	$0	$2,965,628	$35,024
State Aids	$1,368,669		$1,299,369	$69,300	$0	$0
CAFÉ Shared Automation	$393,100		$444,200	($51,100)	$0	$0
CAFÉ Rtnd. Fund Balance	$0		($51,100)	$51,100	$0	$0
PARKS & LAND USE						
General	$11,551,980		$4,210,970	$65,000	$7,276,010	($105,000)
Community Development	$3,072,108		$3,072,108	$0	$0	$0
Land Information Systems	$780,559		$780,559	$0	$0	$0
Tarmann Parkland Acquisitions	$1,000,000		$300,000	$700,000	$0	$0
Golf Courses	$3,219,767	(a)	$3,095,000	$124,767	$0	$0
Golf Course Rtnd. Earnings	$0		$124,767	($124,767)	$0	$0
Golf Course Fund Bal. Appr.			$0	$0	$0	$0
Ice Arenas	$1,145,590	(a)	$1,068,000	$77,590	$0	$0
Ice Arenas Rtnd. Earnings	$0		$77,590	($77,590)	$0	$0
Ice Arenas Fund Bal. Appr.	$0		($5,000)	$5,000	$0	$0
Material Recycling Facility	$2,632,173	(a)	$3,064,700	($432,527)	$0	$0
MRF Retained Earnings	$0		($432,527)	$432,527	$0	$0
MRF Fund Bal. Appr.	$0		($973,700)	$973,700	$0	$0
Subtotal: Parks, Env., Ed. & Land Use	$30,233,247		$19,794,347	$1,830,500	$8,608,400	($651,976)

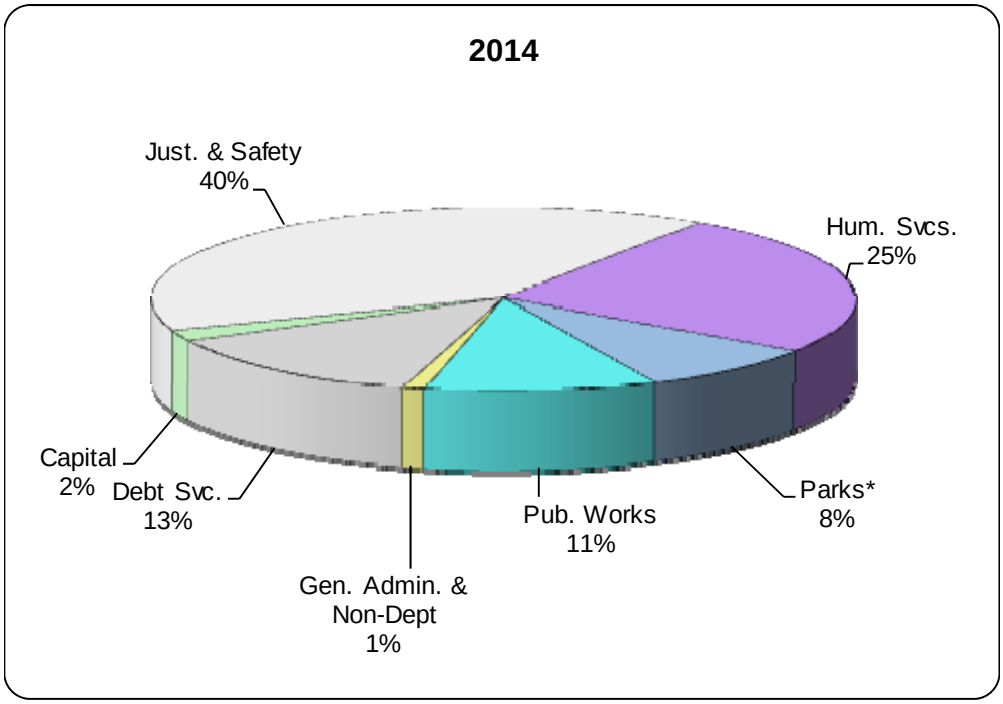
(a) Proprietary fund (Internal Service and Enterprise funds) expenditure appropriations exclude Fixed Asset and Debt Service Principal payments to conform with generally accepted accounting standards. Fixed asset purchases and Debt Service principal payments will be funded by operating revenues, tax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

2014 BUDGET SUMMARY BY FUNCTIONAL AREA BY AGENCY BY FUND

AGENCY NAME	2014 EXECUTIVE PROPOSED BUDGET EXPEND.		REVENUES	FUND BAL ADJUST.	TAX LEVY	Tax Levy $ Change '13 - '14
PUBLIC WORKS						
DEPARTMENT OF PUBLIC WORKS						
General	$8,641,294		$499,849	$270,000	$7,871,445	$60,160
Transportation	$13,790,959		$10,609,084	$222,900	$2,958,975	$106,840
Central Fleet Maintenance	$3,873,489	(a)	$3,874,084	($595)	$0	$0
Central Fleet Rtnd. Earnings	$0		($595)	$595	$0	$0
Central Fleet Fund Bal. Appr.	$0		($133,083)	$133,083	$0	$0
Vehicle/Equipment Replacement	$2,838,601	(a)	$2,870,376	($31,775)	$0	$0
Veh. Replace Rtnd. Earnings	$0		($31,775)	$31,775	$0	$0
Veh. Replace Fund Bal. Appr.	$0		$0	$0	$0	$0
Airport	$1,150,642	(a)	$777,250	$180,829	$192,563	$0
Subtotal: Public Works	$30,294,985		$18,465,190	$806,812	$11,022,983	$167,000
GENERAL ADMINISTRATION						
COUNTY EXECUTIVE						
General	$567,965		$12,000	$0	$555,965	$8,396
COUNTY BOARD	$1,166,269		$0	$0	$1,166,269	($1,224)
COUNTY CLERK	$672,285		$249,925	$110,000	$312,360	$0
TREASURER	$677,696		$7,519,000	$0	($6,841,304)	$212,158
ADMINISTRATION						
General	$4,836,912		$1,616,482	$28,000	$3,192,430	$31,000
Risk Management	$2,613,310	(a)	$2,433,425	$179,885	$0	$0
Collections	$951,712	(a)	$951,712	$90,000	($90,000)	$30,000
Collections Fund Bal. Appr.	$0		($200,000)	$200,000	$0	$0
Communications	$791,783	(a)	$791,783	$0	$0	$0
End User Technology	$8,075,909	(a)	$6,518,507	($33,022)	$1,590,424	($31,000)
End User Technology Rtnd. Earn.	$0		($33,022)	$33,022	$0	$0
End User Tech. Fund Bal. Appr.	$0		($567,025)	$567,025	$0	$0
CORPORATION COUNSEL						
General	$1,455,569		$463,784	$0	$991,785	($15,000)
Subtotal: General Administration	$21,809,410		$19,756,571	$1,174,910	$877,929	$234,330
NON DEPARTMENTAL						
GENERAL	$2,095,400		$1,205,000	$719,200	$171,200	$21,200
HEALTH & DENTAL INSURANCE	$23,071,500	(a)	$22,069,500	$1,002,000	$0	$0
CONTINGENCY	$1,200,000		$0	$1,200,000	$0	$0
Subtotal: Non-Departmental	$26,366,900		$23,274,500	$2,921,200	$171,200	$21,200
DEBT SERVICE--GENERAL	$14,423,154		$0	$1,213,154	$13,210,000	($145,000)
Subtotal: Operating Budget	$254,076,679		$144,825,183	$8,730,716	$100,520,780	$791,654
CAPITAL PROJECTS	$28,092,700		$11,900,000	$14,242,700	$1,950,000	($50,000)
GRAND TOTAL	$282,169,379		$156,725,183	$22,973,416	$102,470,780	$741,654

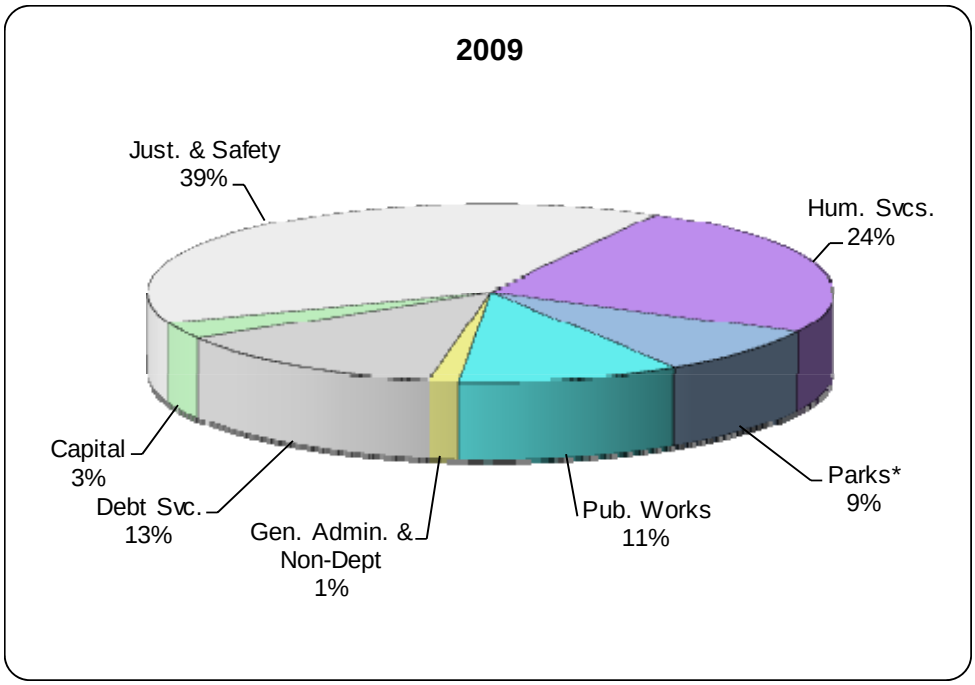
(a) Proprietary fund (Internal Service and Enterprise funds) expenditure appropriations exclude Fixed Asset and Debt Service Principal payments to conform with generally accepted accounting standards. Fixed asset purchases and Debt Service principal payments will be funded by operating revenues, tax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

TAX LEVY BY FUNCTIONAL AREA



Tax Levy Trends:

- Justice & Safety: The 1% Tax Levy increase in this functional area is mainly due to jail support costs in the Sheriff's Department, Emergency Preparedness – Communication Center Expansion (including dispatching for the City of New Berlin) and no increase in State grant funds to Circuit Court Services in the past decade.
- Human Services: The 1% Tax Levy increase in this functional area is mainly due to the County's efforts to address at-risk adults in the Adult Protective Services program; and flat or declining state/federal revenues that do not cover the ongoing cost to continue of mandated services.

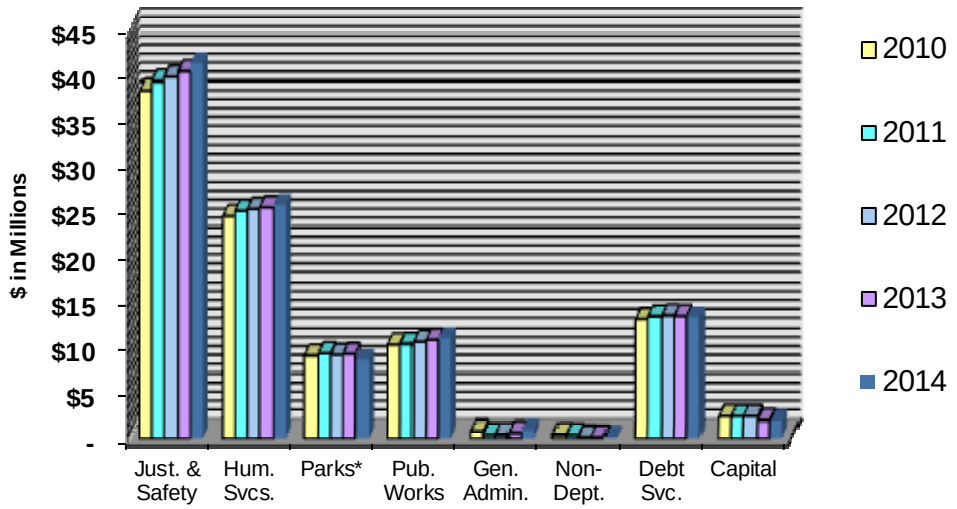


* Includes Parks, Environment, Education, and Land Use

2013-2014 TAX LEVY BY FUNCTION
(COMBINES ALL FUNDS)

BY FUNCTION	2013 Adopted Budget		2014 Proposed Budget	Incr/(Decr) From 2013 Adopted Budget $	%
Justice & Public Safety	$40,183,028		$41,069,128	$886,100	2.2%
Health & Human Services	$25,281,140		$25,561,140	$280,000	1.1%
Parks, Env., Educ. & Land Use	$9,260,376		$8,608,400	$(651,976)	-7.0%
Public Works	$10,855,983		$11,022,983	$167,000	1.5%
General Administration	$643,599		$877,929	$234,330	36.4%
Non-Departmental	$150,000		$171,200	$21,200	14.1%
Debt Service	$13,355,000		$13,210,000	$(145,000)	-1.1%
Capital Projects	$2,000,000		$1,950,000	$(50,000)	-2.5%
Total Tax Levy	**$101,729,126**		**$102,470,780**	**$741,654**	**0.7%**

2010-2014 Budgeted Tax Levy by Functional Area



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

* Includes Parks, Environment, Education and Land Use

2012 - 2014 EXPENDITURE SUMMARY

APPROPRIATION UNIT	2012 Actual	2013 Adopted Budget	2013 Estimate (a)	2014 Proposed Budget	Incr/(Decr) From 2013 Adpt. Budget
Personnel Costs	$112,076,748	$115,753,553	$114,431,076	$117,209,142	$1,455,589
Operating Expenses (a)	$91,161,876	$94,359,254	$98,907,139	$100,941,738	$6,582,484
Interdepartmental Charges	$18,661,346	$19,248,324	$19,145,939	$19,874,195	$625,871
Fixed Assets & Imprvmnts (a)(b)	$1,159,892	$1,757,800	$1,799,408	$1,628,450	$(129,350)
Debt Service-Excl Proprietary (b)	$14,025,660	$14,783,365	$14,420,889	$14,423,154	$(360,211)
Capital Projects	$35,759,182	$27,870,000	$28,430,000	$28,092,700	$222,700
Total Gross Expenditures	**$272,844,704**	**$273,772,296**	**$277,134,451**	**$282,169,379**	**$8,397,083**

FUNCTIONAL AREA	2012 Actual	2013 Adopted Budget	2013 Estimate (a)	2014 Proposed Budget	Incr/(Decr) From 2013 Adpt. Budget
Justice & Public Safety (a)	$56,794,514	$57,928,271	$58,503,971	$58,617,579	$689,308
Health & Human Services (a)	$65,764,112	$67,191,597	$69,552,019	$72,331,404	$5,139,807
Parks, Env., Educ. & Land Use (a)	$29,426,961	$30,070,618	$32,239,930	$30,233,247	$162,629
Public Works (a)	$28,042,966	$29,665,367	$29,944,379	$30,294,985	$629,618
General Administration	$20,381,502	$21,482,428	$21,271,013	$21,809,410	$326,982
Non-Departmental	$22,649,807	$24,780,650	$22,772,250	$26,366,900	$1,586,250
Debt Service-Excl Proprietary (b)	$14,025,660	$14,783,365	$14,420,889	$14,423,154	$(360,211)
Capital Projects (a)	$35,759,182	$27,870,000	$28,430,000	$28,092,700	$222,700
Total Gross Expenditures	**$272,844,704**	**$273,772,296**	**$277,134,451**	**$282,169,379**	**$8,397,083**

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

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

2014 EXPENDITURE HIGHLIGHTS

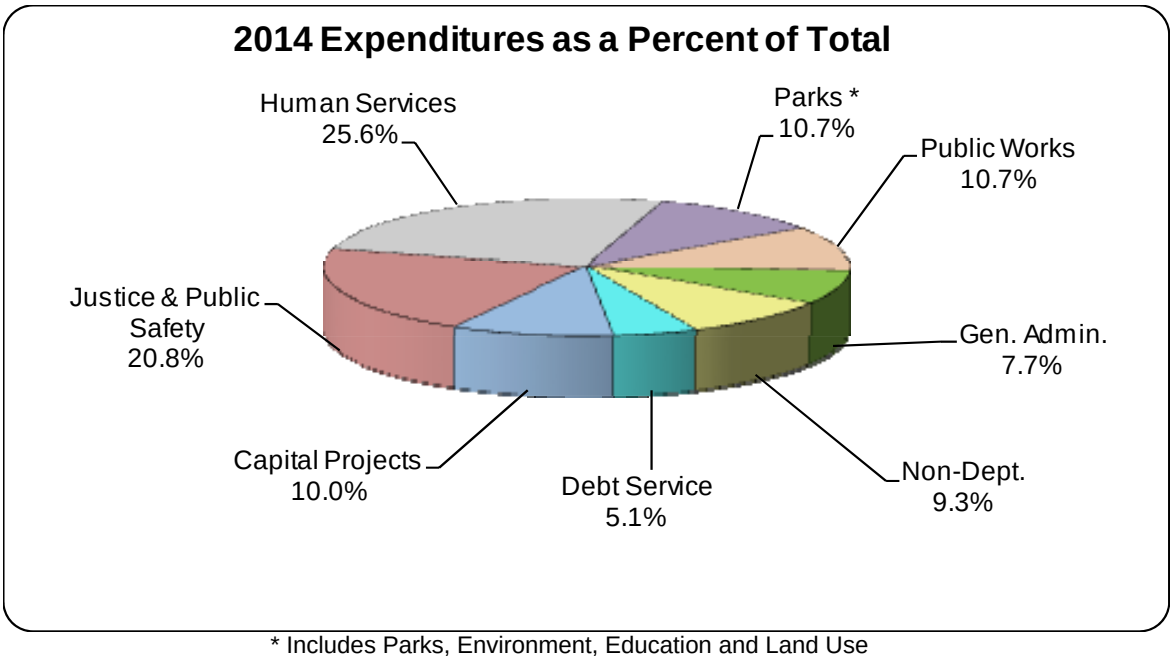
Expenditure Budget:

The 2014 total gross expenditure budget is $282,169,379, an increase of $8,397,083 or 3.1% from the 2013 Adopted Budget. 2014 Budget appropriations consist of departmental operating budget and debt service expenditures totaling $254,076,679 and capital project spending of $28,092,700. The total operating budget increases by $8,174,383 or 3.3% from the 2013 adopted operating budget while capital project expenditures increase by $222,700 or 0.8% from the 2013 Adopted Budget.

The net total operating expenditure budget after excluding $37,223,385 of interdepartmental charges, mainly from Internal Service Funds (which are double budgeted) is $216,853,294, an increase of $7,659,565 or 3.7%.

The budget includes net personnel costs totaling $117.2 million or about 41.5% of the total expenditure budget. Personnel costs are budgeted to increase by about $1.46 million, or 1.25% from the 2013 Adopted budget level.

Operating expenditures (including purchased services, operating expenses and interdepartmental charges appropriations) increase by about $7.2 million or 6.3% from $113.6 million in the 2013 budget to $120.8 million in this budget. Fixed Assets and improvements (excluding capital projects) expenditures are budgeted at $1.63 million, a reduction of $129,350 from the 2013 budget. Debt service payments are budgeted at $14.42 million which is a decrease of $360,200 from the 2013 budget level or about 5.1% of governmental fund expenditures (and well within the County's performance measure benchmark of less than 10%).



* Includes Parks, Environment, Education and Land Use

Functional Area	Expenditure Budget	% of Total Expenditure Budget
Justice & Public Safety	$58,617,579	20.8%
Human Services	$72,331,404	25.6%
Parks *	$30,233,247	10.7%
Public Works	$30,294,985	10.7%
Gen. Admin.	$21,809,410	7.7%
Non-Dept.	$26,366,900	9.3%
Debt Service	$14,423,154	5.1%
Capital Projects	$28,092,700	10.0%
Total Expenditures	$282,169,379	100.0%

* Includes Parks, Environment, Education and Land Use

2014 EXPENDITURE HIGHLIGHTS

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

The 2014 Budget expenditure level increases by $8.5 million to $282.3 million. This reflects a $6.65 million increase in operating expenses largely related to a $3.25 million increase to reflect the State of Wisconsin's opinion that payments the Children with Long-Term Support Needs (CLTS) Third Party Administrator (TPA) makes to service providers must be included in the HHS budget and a $1.4 million increase to the Health and Dental Insurance Fund budget in Non-Departmental, mainly due to the first time budgeting for a shared on-site medical/wellness center. Personnel costs also increase by $1.5 million, with cost to continue increases being partially offset with approximately $459,500 in savings from Sheriff's Department staff (deputies, detectives, and command staff) contributing to the Wisconsin Retirement System.

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

The 2012 Budget expenditure level increased by $16.5 million to $284.6 million. This increase reflects a nearly $20 million increase in capital projects budget spending partly offset by lower operating budget expenditures including a $1.9 million decrease in net personnel costs and a net $2.3 million decrease in operating expenditures appropriations. A major operating expenditure change mainly related to an Act 32 (State's 2011-13 Biennial Budget) provision, which shifts responsibility for administration of the Health & Human Services (HHS) Children Long Term Support (CLTS) program to a third-party administrator and no longer part of the County budget. The County will no longer make payments to CLTS service provider agencies thus decreasing budgeted expenditures by nearly $3.5 million. Also, State budget funding reductions of over $2.75 million require further efforts to reduce County spending appropriations. Federal Community Development funding reductions also resulted in expenditures reductions by nearly $1.0 million.

The 2011 Adopted Budget expenditures increased by $6.5 million to $268.0 million. This increase reflects a $1.5 million increase in debt service and capital project expenditure levels; $2.4 million increase for net personnel costs; and $2.2 million increase in operating expenditures largely due to HHS Children's Long Term Support MA Waiver funded services, which increases by about $930,600; Health and Human Services Mental Health Outpatient program budgeting a $637,250 increase in operating expenses; and the Criminal Justice Collaborating Council (CJCC) 2011 budget increases by $583,600 related to the expansion of the Day Report Center and also the Alcohol Treatment Court program being funded by a three-year grant ending in 2013. Also, the Federated Library System expenditures increase $192,900 related to transferring in of the CAFÉ Shared Automation program from the City of Waukesha.

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

Future Projections and trends:

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

Detailed expenditure highlights are included within each Functional Area Summary. A summary of major 2014 funding changes, which impact expenditures by functional area, follows:

2014 EXPENDITURE HIGHLIGHTS

Justice and Public Safety:

- The 2014 **expenditure budget** for this functional area totals $58,617,579, an increase of $689,308 or 1.2% from the 2013 Budget.

- **Sheriff** expenditures increase $194,016 or 0.5% on a base of over $38 million. Overall net personnel costs of $30.4 million are budgeted to decrease by $14,563. This is mostly due to approximately $459,500 in savings from deputies, detectives, and command staff contributing to the Wisconsin Retirement System. Budgeted position changes include the creation of a Financial Analyst position for $69,600 and the creation of a Support Staff Supervisor position and abolishment of a Clerk III position, resulting in a net cost of $5,603.

- The **Sheriff's** budget also includes $81,253 to fund the replacement of vehicle equipment to retro fit new police patrol vehicles. Interdepartmental vehicle costs including replacement, maintenance and fuel are increasing a total of $73,900 to $1.5 million, mostly due to an increase of $36,150 in fuel costs.

- **Jail Inmate** medical costs are budgeted to increase by about $45,000 to a total cost of over $1.6 million, and include a 4% increase for the medical care contract and about $147,500 for medical care for inmates provided outside the contract. Expenditures for inmate commissary increase about $70,000 to $520,000 based on anticipated expenditure levels and the addition of commissary at the Huber Facility. Related commissary revenues are increased by $78,100 as a result.

- **Emergency Preparedness** General Fund 2014 Budget total expenditures are increased by $271,463, including personnel cost increases of $96,100 to accommodate and adjust for New Berlin dispatch activity in the Communications Center. Increased operating costs of $65,516 are associated with full year software licensing costs for the new Computer Aided Dispatch (CAD) system. The budget also includes increased interdepartmental charges of $76,847, mostly due to increased EUTF charges associated with the CAD system.

- **Radio Services** expenditures increase $137,664 and include one-time depreciation charges of $173,746 related to the write-off of the Mobile Data System, which will be taken offline in 2014. Users have transitioned from the Mobile Data System to other solutions that offer increased speed and performance. **Radio Services** also identifies a loan program for municipalities to purchase radio for use with the new digital system (Capital Project 200815) utilizing $2 million of general fund balance.

- **Circuit Court Services** expenditures decrease $15,500 to $9.4 million. Personnel cost reductions of $60,600 are due to the unfunding of a 1.0 FTE Clerk I-II position, a reduction in temporary/extra help of over $18,000, and favorable costs to continue of existing employees. Net operating costs are increased nearly $29,700, mostly due to a $35,000 expenditure increase for a new service contract for the technology components recently installed in all court rooms and a $12,500 increase in costs for interpretation services. These increases are partially offset with a $36,600 reduction in expenditures for court appointed counsel and legal services. Interdepartmental charges are increased $25,500 mostly due to bailiff (Sheriff) charges for in-courtroom deputy security, which are estimated to increase $69,600 and an increase in collection services charges from the County Collection unit of $13,300. These cost increases are partially offset by a $67,500 reduction in prisoner transportation service charges (Sheriff).

- Modest expenditure increases in the **District Attorney's** budget reflect the creation of a 1.0 FTE paralegal position and costs to continue existing staff, partially offset with the abolishment of a 1.0 FTE legal clerk position. Interdepartmental charges increase about $13,100, mostly due to an increase in imaging costs to fund the scanning of case documents in an effort to avoid a file backlog.

- The **Medical Examiner's Office** budget increases expenditures $78,200. This includes increasing overtime by about 300 hours, or $10,600 to reflect historical and anticipated actuals. Increased costs associated with higher case activity include $3,500 for medical testing and $17,100 for medical supplies. Also included in the 2014 budget is $15,000 for the purchase of laptop/tablet devices for employees to use in the field, based on a technology review conducted by IT.

2014 EXPENDITURE HIGHLIGHTS

Health and Human Services

- The 2014 **expenditure budget** for this functional area totals $72,331,404, an increase of $5,139,807 or 7.6% from the 2013 Budget.

- Operating expenses (and General Government revenues) are budgeted to increase by $3,248,300 as a result of the State of Wisconsin issuing an opinion that payments the **Children with Long-Term Support Needs (CLTS) Third Party Administrator (TPA))** makes to service providers are grant expenditures. These expenditures had been removed from the County budget in a prior year when the State had implemented the change to a TPA.

- **Economic Services Administration and Support Program** revenue and expenditures increase $667,000, related to the 2013-2015 State biennial budget allocation of federal and state funding to the Moraine Lake Consortium for the period of July 1, 2013 – June 30, 2015. Funding will provide for 10 additional Economic Support Services positions to assist in the implementation of the Patient Protection and Affordable Care Act (PPACA). The bill requires the state Medicaid Income Maintenance program and the Federal Health Insurance Plan Marketplace to be transparent and integrated to create a "no wrong door" for applying for health insurance for those individuals with income up to 400% of the Federal Poverty Level (FPL). The 2014 cost associated with the hiring of the 10 FTE PPACA positions is about $599,300.

- **Family Services & Juvenile Services Division's** operating expenditures are budgeted to decrease by about $161,000 due to the termination of the contracted Community Day Treatment Program.

- The 2014 budget includes $838,300 budgeted for in the **Aging & Disability Resource Center (ADRC) – Adult Protective Services program**. This reflects a $223,800 or 36% increase in the payment to the Marsh Country Health Alliance for Clearview **Nursing Home and facility for Individuals with Intellectual Disabilities (IID)** in Dodge County for 26 Waukesha County residents who reside at Clearview.

- **Mental Health Outpatient-Clinical expenditures** increase $233,726 or 3.2%, mainly due to personnel cost increases of $193,300 or 6.2% to $3,317,070. The budget reflects a transfer of 1.0 FTE Clinical Therapist from the Intake and Access division as well as overtime cost increases of about $35,700. **Operating expenses** include an increase in contracted doctor staff of $79,100 to $424,353 to alleviate the 3 month wait time for initial psychiatric services and to allow consistent year-round scheduling. This is partially offset by a reduction in State mental health institute placement costs, which are budgeted to decrease by nearly $56,700 to nearly $1.5 million or 1,413 total days of care.

- **Mental Health Outpatient-Intensive** program operating expenditures are budgeted to include an anticipated increase in room, board and treatment costs by about $412,800 to over $6.0 million. This is mainly due to anticipated increases for the Community Recovery Services (CRS) program of $312,800. Costs in the CRS program are partially offset by increased client fee revenues in the CRS program of nearly $101,600.

- **Public Health Division** budgeted expenditures increase by about $11,400 to $3.7 million. This funding level is expected to provide the resources necessary to keep Public Health at least at Level II Status. The Budget includes the unfunding of 1.0 FTE Community Health Educator at an approximate cost of $74,000, offset by an increase in operating expenditures of about $27,000 mainly due to an increase in medical supply costs.

- **Corporation Counsel-Child Support** expenditures are reduced by almost $4,000 due to flat personnel costs associated with employee turnover and reduced operating costs of almost $6,000 due to lower paralegal/legal and court/paternity costs.

2014 EXPENDITURE HIGHLIGHTS

Parks, Environment, Education, and Land Use

- The 2014 **expenditure budget** for this functional area totals $30,223,247 (after excluding proprietary fund capitalized fixed asset item purchases), an increase of $162,629 or 0.5% from the 2013 Adopted Budget.

- **Park and Land Use – General Fund** expenditures are budgeted to increase $47,427 to over $11,550,000 in 2014. Personnel costs increase by $94,800 to reflect the cost to continue existing staff levels and a 0.21 FTE increase in extra help at the Retzer Nature Center, partially offset by the unfunding of a 0.5 FTE Account Clerk I position. 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, a program operations grant of $215,000 to the Waukesha County Historical Society Museum is discontinued in 2014.

- **Parks and Land Use – Material Recovery Facility (MRF) Fund Fund** includes an increase of $63,400 for education and promotion of a new single stream recycling system, to be implemented with capital project 201419 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 and a decision is expected in the fourth quarter of 2013.

- **University of Wisconsin – Extension** budgeted expenditures decrease about $19,400 to $662,600, mostly due to the discontinuation of the Drug Free Communities grant, partially offset by several new programming expenditures not introduced in the 2013 budget process. These new grants include $55,000 due to donations from ProHealth Care and the Greater Milwaukee Foundation for neighborhood revitalization efforts in the TowerHill neighborhood, the On Farm Food Safety grant of $15,300, and increases of about $15,000 in 4-H programming mainly due to increased contracted services costs offset by program revenue. The elimination of the Drug Free Communities grant also results in a reduction in temporary extra help of 0.43 FTE.

- **Parks and Land Use – Community Development Fund** utilizes federal Community Development Block Grant (CDBG) and HOME Investment Partnership (HOME) grants to fund related expenditures in a collaborative, coordinated manner to meet identified housing and community needs. Expenditures are estimated to increase in total by $14,990, which mainly includes a new 0.50 FTE Program Assistant of approximately $31,200 and an increase of $20,000 for an update of the 5-year Consolidated Plan to identify community needs of low and moderate income residents, partially offset by a reduction in grants to communities.

Public Works

- The 2014 **expenditure budget** for this functional area totals $30,294,985 (after excluding proprietary fund capitalized fixed asset item purchases), an increase of $629,618 or 2.1% from the 2013 Adopted Budget.

- **Road Salt expenditures for County Highway snow removal operations** are budgeted to increase $182,200 or 18% to nearly $1.2 million in the 2014 budget. Salt rates are estimated to increase $1.51 to $54.27 per ton based on the current State Contract and 16,400 tons of salt (820 more tons than budgeted in 2013) are expected to be purchased for County roads snow and ice removal usage. In addition, 5,000 tons are budgeted to be sold to municipalities, which is 2,000 more than the 2013 Budget.

- The Central fleet **vehicle fuel** budget includes an increase in fuel costs of $0.10 to $3.75 in 2014 compared to $3.65 in 2013, resulting in a county wide increase of about $40,000. Highway maintenance operations, both State and County, include about $22,000 of that increase.

- **State Highway Maintenance operations** work on State roads as directed by DOT are budgeted to increase by nearly $167,800 to over $4.7 million based on the current (2013) State's Routine Maintenance Agreement (RMA) and State Department of Transportation levels of services being requested. This agreement amount allows for funding of 23.0 FTE Patrol Workers, allocated to State highway maintenance work, which is the same as 2013. Budgeted extra help for seasonal work for the winter second shift is being increased slightly by $2,589 for 1.96 FTE which is about 4,077 hours and overtime is increased by $26,700 or 0.33 FTE (approx. 686 hours).

Public Works (Continued)

- **The building improvement maintenance plan** totals $1,018,000, which is an increase of $115,000 from the 2013 Budget. The plan is funded with $775,000 of County Tax Levy and $243,000 of General Fund Balance. Plan dollars overall for 2014 are consistent with the plan presented in the 2013 budget, plus an additional project to improve staff efficiency at the jail. This project, estimated to cost $68,000, and to be funded with prior-year jail assessment fee revenue (appropriated as General Fund Balance), will make modifications to inmate medical and professional visitation and inmate bathroom areas, allowing fewer staff to temporarily supervise these areas.

- **Energy and Utility budget costs for County facilities** are budgeted to decrease about $38,600 overall from the 2013 budget, mainly due to savings resulting from energy efficiency projects (e.g., lighting replacement, more efficient boilers/chillers). The utility budget also includes the full year impact of the energy efficient new Health and Human Services building, offset with reductions for the old building while it is in "mothball" status.

- The **Vehicle Replacement Fund** includes a $65,100 increase for the purchase of replacement vehicles. The major participating departments include: Public Works, Parks and Land Use and the Sheriff's Department.

General Administration

- The 2014 **expenditure budget** for this functional area totals $21,809,410 (after excluding proprietary fund capitalized fixed asset item purchases), an increase of $326,982 or 1.5% from the 2013 Adopted Budget.

- The **County Clerk's Office** 2014 budget includes non-reoccurring election costs for the higher number elections held in even-numbered years, estimated at $110,000, and increases the corresponding general fund balance which is appropriated to fund the higher number of elections.

- The **Department of Administration (DOA) General Fund** cost to continue expenditures increase by about $27,600, or less than 1%, mostly due to increased personnel costs (extra help), offset with reduced operating and interdepartmental expenditures.

- **DOA-Risk Management** expenditures for 2014 increase by 1.9% or $47,900 to $2.61 million. This primarily reflects an increase in Worker's Compensation self-insured claims costs based on historical trends.

Non-Departmental

- The 2014 **expenditure budget** for this functional area totals $26,366,900, an increase of $1,586,250 or 6.4% from the 2013 Adopted Budget.

- **Non-Departmental - General Fund** expenditures include an increase in the Waukesha County Small Business Leverage Loan program by $192,000, from $108,000 to $300,000, based on higher levels of program participation in 2012 and estimated for 2013. The program is intended to provide "gap" loan funding for small, established businesses in Waukesha County to promote economic growth. The program is funded with prior-year Tax Increment District dissolution dollars returned to the County.

Non-Departmental (Continued)

- **Non-Departmental** expenditures also include a grant to the Waukesha County Historical Society Museum, to help cover operating costs, as a second-year grant extension past the 10-year obligation of county support. A program operations grant, which was previously funded with $215,000 annually from the Parks and Land Use Budget, is discontinued in 2014. The county's total grant support to the Museum in the 2013 budget was $300,000, and is reduced to $150,000 in 2014.

- **Health and Dental Insurance Fund** budget increases about $1.4 million, mainly due to the first time budgeting for a shared on-site medical/wellness center, to be operated through a partnership with the School District of Waukesha and the City of Waukesha. The goal of the center is to lower employee health care and prescription drug costs as a result of managing and reducing emergency care, urgent care and higher cost physician and other medical services. A joint feasibility study projected that the center will generate a positive return on investment of approximately $6.9 million over a five-year period, with the County's share of savings estimated at $2.4 million. The center is budgeted at $1.1 million in 2014 to cover a partial year of operation (estimated to begin in August) and one-time start-up costs. The School District and City will fund their share of center operating costs beginning in 2014, and repay the County for one-time start-up costs over the next five years.

Debt Service

The **Debt Service expenditure budget** for general governmental purposes is $14,423,154, a decrease of $360,211 from the 2013 Adopted Budget or 2.4%. To fund the 2014 Capital Project's Budget, $10 million is planned to be borrowed, which is $7 million below last year's level. This, along with planned debt refunding, will reduce the County's total debt outstanding to approximately $94.2 million, well below the allowable levels set by State statutes.

Capital Projects

The 2014 **Capital Project expenditure budget** of $28.09 million increases $222,700 from the 2013 Adopted Budget. The 2014 Capital Budget identifies funding for existing and new projects at a net County cost of $19 million (after direct project revenues of $1 million and proprietary fund balance appropriation totaling approximately $8.1 million are applied). For 2014, borrowed funds total $10 million (mentioned above) and investment income is at $250,000. Project funding also includes $1.95 million in County tax levy, a $50,000 decrease from the 2013 Adopted Budget, and cash balances of General Fund balance of $6.2 million and $650,000 of general State revenues.

2012-2014 REVENUE SUMMARY

SOURCE	2012 Actual	2013 Adopted Budget	2013 Estimate	2014 Adopted Budget	Incr/(Decr) From 2013 Adpt. Budget
Intgov't Contracts & Grants	$46,136,448	$48,863,909	$55,680,988	$50,266,126	$1,402,217
State Transportation Aids	$4,678,002	$4,678,002	$4,449,345	$4,678,002	-
State Shared Revenues	$1,090,418	$845,500	$845,500	$845,000	$(500)
Fines & Licenses	$2,626,005	$2,714,927	$2,655,450	$2,677,545	$(37,382)
Charges for Services (a)	$34,637,033	$33,276,305	$33,128,053	$34,728,301	$1,451,996
Interdepartmental Revenue	$35,072,085	$36,708,567	$36,126,437	$37,223,385	$514,818
Other Revenues (a)	$12,950,208	$8,543,050	$8,996,406	$9,448,239	$905,189
Interest/Penalty on Delinq Taxes	$3,540,821	$2,850,000	$3,200,000	$2,808,000	$(42,000)
Investment Inc-Unrestricted Funds	$4,413,343	$5,050,000	$3,550,000	$4,663,000	$(387,000)
Debt Borrowing	$20,000,000	$17,000,000	$17,000,000	$10,000,000	$(7,000,000)
Appropriated Fund Balance	$11,572,673	$12,099,722	$11,010,747	$22,973,416	$10,873,694
Retained Earnings (a)(b)	$(4,793,301)	$(586,812)	$(1,237,601)	$(612,415)	$(25,603)
Tax Levy	$100,920,969	$101,729,126	$101,729,126	$102,470,780	$741,654
Total Gross Revenues	**$272,844,704**	**$273,772,296**	**$277,134,451**	**$282,169,379**	**$8,397,083**

FUNCTION	2012 Actual	2013 Adopted Budget	2013 Estimate	2014 Adopted Budget	Incr/(Decr) From 2013 Adpt. Budget
Justice & Public Safety	$17,574,485	$17,484,529	$17,079,083	$17,207,786	$(276,743)
Health & Human Services	$41,685,652	$41,616,777	$45,413,227	$46,592,542	$4,975,765
Parks, Env, Educ & Land Use	$21,915,761	$19,201,782	$22,419,911	$20,075,617	$873,835
Public Works	$18,429,656	$17,783,157	$17,902,670	$18,497,560	$714,403
General Administration	$19,521,427	$19,639,815	$18,507,788	$19,789,593	$149,778
Non-Departmental	$22,821,883	$22,530,700	$22,036,000	$23,274,500	$743,800
Debt Borrowing	$20,000,000	$17,000,000	$17,000,000	$10,000,000	$(7,000,000)
Capital Projects	$3,195,499	$5,273,500	$5,273,500	$1,900,000	$(3,373,500)
Appropriated Fund Balance	$11,572,673	$12,099,722	$11,010,747	$22,973,416	$10,873,694
Retained Earnings (a)(b)	$(4,793,301)	$(586,812)	$(1,237,601)	$(612,415)	$(25,603)
Tax Levy	$100,920,969	$101,729,126	$101,729,126	$102,470,780	$741,654
Total Gross Revenues	**$272,844,704**	**$273,772,296**	**$277,134,451**	**$282,169,379**	**$8,397,083**

(a) Includes revenues from Proprietary Fund user fees and other revenue which are estimated to result in retained earnings.
(b) Revenues in excess of expenditures from enterprise funds that are retained in the appropriate fund and not used to offset the overall County Tax Levy.

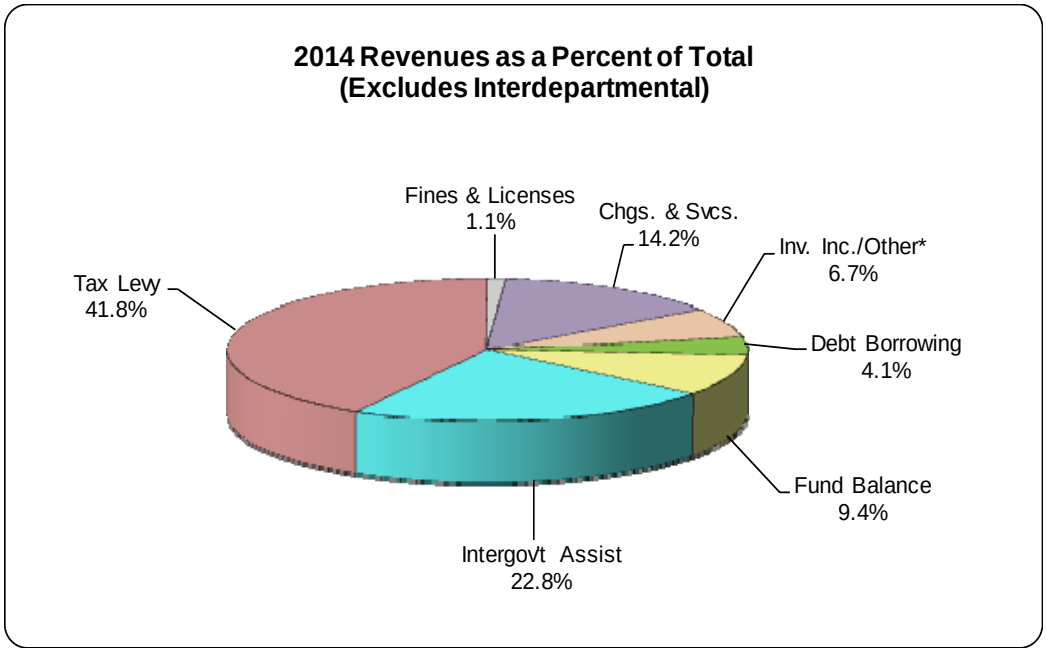
2014 REVENUE HIGHLIGHTS

Revenue Budget:

The **2014 revenue budget (excluding property Tax Levy, Fund Balance appropriations and revenue generating proprietary fund retained earnings) totals $157,337,598,** a decrease of $3,192,662 or -2.0% from the 2013 Adopted Budget. The revenue budget includes $37,223,385 of interdepartmental revenues (mostly from internal service funds, e.g., Health and Dental Insurance Fund and cross charges such as Sheriff Bailiff, court security, etc.).

The 2014 revenues consist of departmental operating revenues budgeted at $144,825,183 and capital project funds at $11,900,000 including $10,000,000 from planned borrowing. Overall, the operating revenues increase nearly $7.16 million or 5.2% from the prior year budget, while capital project revenues decrease by about $10.4 million.

The graph below reflects the ratio of revenue sources budgeted for 2014 to all revenue sources, with tax levy of 41.8% and Intergovernmental Assistance of 22.8% (after excluding Interdepartmental revenues) as the major revenue components.



* Excludes Retained Earnings

Revenue Projection Methodology

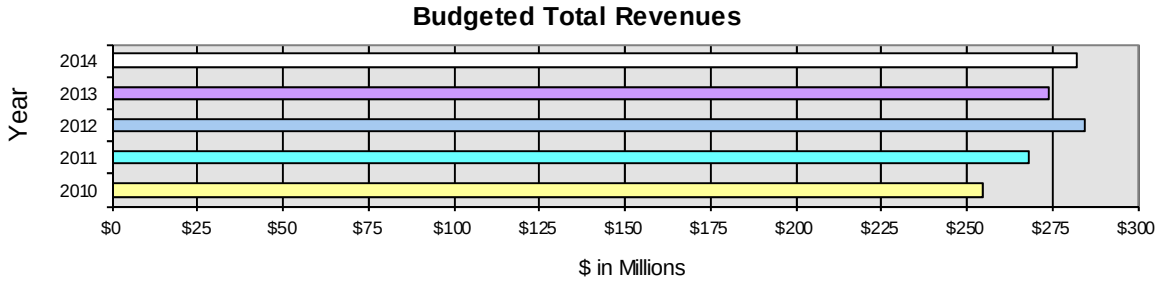
Realistic, conservative and accurate revenue estimates are one of the key building blocks in the development of a fiscally sound budget. The County combines four primary projection methods, mentioned below, based on the unique characteristics of forecasted revenue.

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

Projection and Trends:

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

The graph below shows the total budgeted revenue trends from all sources for 2010-2014. Total revenues are budgeted to increase nearly $8.4 million or 3.2% to $282.2 million to be within about 1% of the 5-year high of $284.6 million in 2012 summarized below.



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

2014 REVENUE HIGHLIGHTS

The 2014 revenue budget increases by nearly $8.4 million to $282.2 million, largely due to an increase of about $10.9 million of Fund Balance appropriations to nearly $23 million. This offsets a decrease of $7 million of Debt Borrowing to fund capital project expenditures. Intergovernmental revenues increase by $1.4 million mainly due to increases in the Children with Long-Term Support Needs (CLTS) Third Party Administrator (TPA) grant of $3.25 million, partially offset by federal and state funding reductions. Charges for Services increase $1.45 million and the County General Tax Levy (excluding the special Library tax) increases by $706,630.

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

The 2012 revenue budget increases by nearly $16.5 million to $284.6 million including Debt Borrowing of $20 million to fund higher Capital Project expenditures. Interdepartmental Revenues increase by $1.6 million, including estimated increases in the County's share of health insurance premiums of $797,000, allocating out the last $380,000 in charges and related Tax Levy funding from the End User Technology program to departments for the total cost of computer ownership, and higher Risk Management and Public Works Charges to departments. Fund Balance appropriation increases by $6.84 million, mainly for budgeted increases for Capital Projects; a nearly $645,000 increase in County General Tax Levy; Charges for Service revenue increases by about $346,600; partially offset by a decrease in Intergovernmental Revenues by over $3.2 million, mainly due to revenue reductions of over $2.5 million from the State's 2011-13 Biennial Budget, primarily in H&HS and Public Works.

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

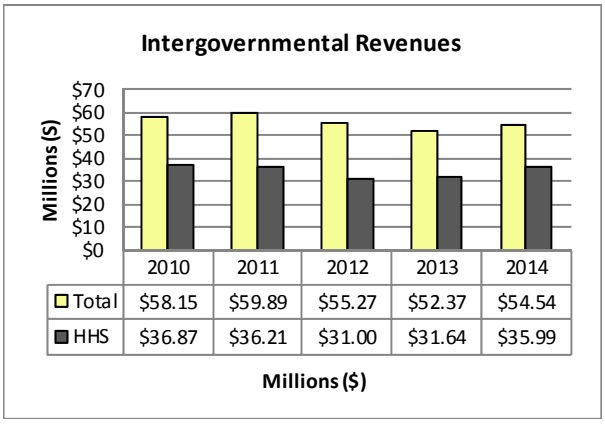
The 2010 revenue budget increased by $5.3 million largely due to an increase in Intergovernmental revenue of $2.7 million due to revenue of nearly $1.5 million for renewable energy incentive grants funded with federal stimulus (ARRA) dollars; $1.8 million for a contract with the City of Pewaukee to provide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

Detailed revenue highlights are included within each functional area summary.

A summary of highlights and major changes from the 2013 Budget to the 2014 Revenue Budget, by source, follows.

Intergovernmental Contracts & Grants:

Combined, total 2014 intergovernmental contracts, grants, state/federal aids and state shared revenues together are budgeted at $55,789,128, an increase of $1,401,717 or 2.6% from the 2013 Adopted Budget (as indicated below).



	2010	2011	2012	2013	2014
Total	$58.15	$59.89	$55.27	$52.37	$54.54
HHS	$36.87	$36.21	$31.00	$31.64	$35.99

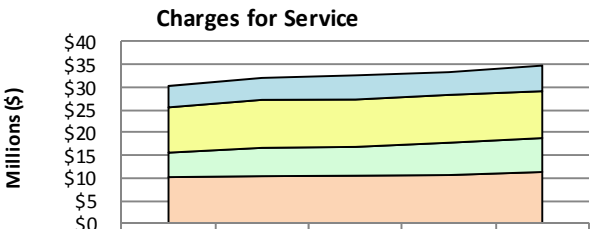
- **H&HS Functional Area** Intergovernmental Revenue increases by $4,284,741 to nearly $36 million as follows:
  - **Department of Health and Human Services (H&HS)** – **Children with Special Needs Program** includes an increase in intergovernmental State revenue reimbursements related to the Children's Long Term Support (CLTS) Third Party Administrator (TPA) program of $3.25 million as a result of the State of Wisconsin issuing an opinion making these payments to service providers documented as grant expenditures. These expenditures were removed from the budget in the prior year when the State implemented a change to the TPA. In addition, intergovernmental revenues increase about $84,300 due to the Children's Long Term Support (CLTS) waiver program as state reimbursement for the recapture of service coordinator client service hours.
  - **H&HS – Economic Services Administration and Support Program** includes an increase of both federal and state funding related to the Moraine Lakes Consortium of $667,000, including approximately $559,300 in funding for 10.0 FTE Economic Support Specialist sunset positions to assist citizens with the implementation of the Patient Protection Affordable Care Act (PPACA).
  - **Family Services & Juvenile Services Division's** 2014 budget includes increases in State Youth Aids funding by about $210,100 to $3.46 million, based on an adjustment made by the Wisconsin Department of Corrections made to county allocations in 2013.
  - **Administrative Services** intergovernmental revenue increases by nearly by about $107,500 mainly due to increases in indirect cost recovery expected from the Aging and Disability Resource (ADRC) Contract Fund of about $140,000 from $477,600 to $617,400.

- **Criminal Justice Collaborating Council** General Government revenues are budgeted to decrease by about $126,900 to $383,400 largely due to a reduction in the 3-year Alcohol Treatment Court expansion grant for 4th OWI offenders budgeted to be discontinued September 30, 2014.

- **Capital Projects** Funding from General Government revenues are budgeted to decrease by about $3.6 million including a reduction of $1.9 million of Federal Transportation Enhancement grant funding for bike trail paving, as well as a reduction of about $2.0 million for local reimbursement of the cost of street amenities.

- General Government Revenues in the **Public Works Functional Area State Highway Maintenance operations** for work on State roads as directed by DOT are budgeted to increase by nearly $167,800 to over $4.7 million based on the current (2013) State's Routine Maintenance Agreement (RMA) and State Department of Transportation levels of services being requested.
- **University of Wisconsin – Extension** budgeted intergovernmental revenues decrease by about $76,900 to $166,300, mainly due to the department not receiving the Drug Free Communities grant in 2014, previously budgeted at $125,000 in 2013.

Charges for Services: User fees are budgeted at $34,728,301, which represents an increase of $1,451,996 from the 2013 Adopted Budget. User Fees are charges for specific government services to those who utilize and value certain services. They provide an equitable, proportional user-based charging method to continue service operations without relying solely on property taxes from property owners. Major User fees include document recording and real estate transfers; public admission for recreation usage, regulation enforcement and education within the Parks, Environment, Education and Land Use (PLE) functional area; client treatment, inpatient or outpatient residential services fees accessed in the Health and Human Services (H&HS) area; and inmate board, contracted Sheriff patrols, and judicial and public safety related fees (JPS).



	2010	2011	2012	2013	2014
Other	$4.71	$4.81	$5.34	$5.00	$5.64
JPS	$9.95	$10.58	$10.42	$10.54	$10.31
HHS	$5.41	$6.22	$6.33	$7.11	$7.47
PLU	$10.17	$10.39	$10.50	$10.62	$11.31

Millions ($)

- **Parks, Environment, Education & Land use (PLU)** functional area Charges for Service revenues are budgeted to increase by about $688,000 to $11.3 million mainly due to an increase in **Register of Deeds** revenues by approximately $611,400, reflecting an increase of $325,000 of redaction fee revenues due to the 2013-2015 Wisconsin State Budget allowing Counties the use of redaction fee revenues in 2014 for general purposes. Also, Real Estate Transfer fees are budgeted to increase about $191,400 due to an increase in home sales, reflecting improving conditions in the real estate market. Document recording fee revenues are also budgeted to increase $75,000.

- **Health & Human Services (HHS)** functional area Charges for Service revenues increase by about $365,500 to $7.4 million, and includes **Clinical Services Division** increases of about $295,000 to nearly $6.14 million, related to Mental Health Outpatient Client Fee revenue increases of nearly $170,000, and a $100,000 increase at the Mental Health Center reflecting an increase of $16 per client day.

- **Justice and Public Safety (JPS)** functional area Charges for Service revenues decrease by approximately $229,400 to $10.3 million mainly due to a decrease in Federal prisoner revenue of $113,500 (4.04 inmate per day) and **Huber room and board** revenues of about $145,400 (18.16 paying inmates per day). This reduction is offset in part with an increase of $65,400 for Wisconsin DOC inmate (3.48 inmates per day). In addition, **Circuit Court Services** revenues decrease about $116,000 due to reductions for bail forfeiture revenues, reduced revenues from custody studies conducted by the Family Court Services unit, and reduced Criminal and Civil Court Fees.

Fines and Licenses: Fine and license revenues are estimated to total $2,677,545 for 2014, decreasing about $37,400, or 1.4% from the 2013 Budget, including the following: **Circuit Court Services** budget includes a reduction of $65,000 in Fines and Forfeiture revenues, partially offset by increases in the **Medical Examiner** budget from Cremation Permit revenue of nearly $23,000.

Interdepartmental Revenues:
2014 Interdepartmental revenues total $37,223,385, an increase of about $514,800 or 1.4% from the 2013 Adopted Budget. Interdepartmental revenues are primarily related to internal service fund charges and cross charges for services provided by one County department to another, which are in essence double budgeted. These charges are originally funded through an external revenue sources or tax levy in the service consumer (user) department budgets.

- In order to better reflect an increase in Worker's Compensation self-insured claims costs and higher estimated future years claims payments base on historical trends, **DOA-Risk Management** interdepartmental revenue increases by about $144,500 to $1.9 million but is still being subsidized by General Fund Balance.
- End User Technology program interdepartmental revenues for the total cost of technology ownership increases by about $179,500 in the 2014 budget as the department continues to phase in full cost recovery.
- Interdepartmental revenues in the **Public Works Functional Area** increase by about $303,000 to nearly $7.0 million. Department charges for vehicle operations increase $178,000 including fuel of $29,000, vehicle repair and maintenance charges of $68,000, and vehicle replacement charges of $72,000. Additional items include: and Building/Office rental charges increase of nearly $47,000 for maintenance and services provided to County departments.

Other Revenues:
Other revenues from various other miscellaneous sources in the 2014 Budget total $16.9 million, an increase of about $476,200 from the 2013 Budget.

- **Department of H&HS – Clinical Division** Revenues are budgeted to increase by about $165,000 to nearly $1.7 million, largely from increases in Social Security Income Collections revenues of about $92K and $78K of State of Wisconsin Medical Assistance Cost Reporting (WIMCR) program reimbursements based on current (2013) year estimates.
- **Parks and Land Use General Fund** revenues include $156,000 in pass through funding due to an agreement with the Emerald Park Landfill vendor to manage all invoicing related to the landfill in the Household Hazardous Waste program, budgeted for the first time in 2014.
- The **Office of the Treasurer** investment income decreases by $127,000 to $4.4 million due to estimated lower investment rates of return.
- **Capital Projects** include $400,000 in excess land sale revenue, partially offset by an estimated decrease in investment earnings by $260,000.
- **Public Works** includes a budgeted increase of $85,000 from the sale of retired county vehicles at auction.

Debt Financing:
The 2014 Budget includes borrowing of $10 million to finance a major portion of 2014 capital projects, which is a decrease of $7 million from the 2013 Adopted Budget mainly due to 2013 being the last year of funding of the H&HS Office Building (Project 200615).

Appropriated Fund Balance:
To reduce the 2013 Tax Levy (for 2014 Budget purposes), the Budget includes Fund Balance appropriations of $22,973,416 for one-time projects, temporary expenditures or to phase in the impact of significant revenue losses. This includes $8,730,716 for the operating budgets and $14,242,700 for the Capital Projects Budget, summarized below:

Fund Balance Use in Fund / Department Budgets	General Fund	Special Revenue Funds	Internal Service Funds	Enterprise Funds	Capital Fund	Debt Service Fund	Total
Administration	$28,000						$28,000
Administration Internal Service Funds			$290,000				$290,000
Admin Dept-Risk Management			$179,885				$179,885
End User Tech. Fund			$567,025				$567,025
Airport Fund				$180,829			$180,829
Capital Projects Budget					$14,242,700		$14,242,700
Circuit Court Services	$20,000						$20,000
Contingency Fund	$1,200,000						$1,200,000
County Clerk Dept.	$110,000						$110,000
Debt Service Fund						$1,213,154	$1,213,154
Emergency Preparedness	$133,000			$173,746			$306,746
Human Services Dept.	$177,722						$177,722
Non-Departmental	$719,200		$1,002,000				$1,721,200
Federated Library Fund		$69,300					$69,300
Parks and Land Use Dept.	$82,500	$700,000		$978,700			$1,761,200
Public Works Dept	$270,000	$222,900	$133,083				$625,983
Sheriff Dept.	$279,672						$279,672
Total by Fund Type	**$3,020,094**	**$992,200**	**$2,171,993**	**$1,333,275**	**$14,242,700**	**$1,213,154**	**$22,973,416**

Significant increases in fund balance for the capital budget include the $5.5 million for the digital radio system upgrade and $5.4 million for the collaborative material recycling facility project.

Tax Levy: The overall 2013 Tax Levy (for 2014 Budget purposes) is $102,470,780, which represents an increase of $741,654 or 0.7% from the 2013 Adopted Budget. The total Tax Levy consists of General County Purpose Levy of $99,505,152, a $706,630 or 0.72% increase from the 2013 Adopted Budget, and the Special Federated Library Tax Levy of $2,965,628, an increase of $35,024 or 1.2% from the 2013 Adopted Budget, which are accessed to municipalities without Libraries.

DECISION MAKING CRITERIA FOR NEW POSITIONS

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

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

BUDGETED POSITIONS 2012-2014

SUMMARY BY FUNCTIONAL AREA

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

FUNCTIONAL AREAS:	2012 Year End (a)	2013 Adopted Budget	2013 Modified Budget	2014 Proposed Budget	13-14 Change
Justice and Public Safety	544.52	544.90	544.90	544.90	-
Health and Human Services	418.06	417.06	426.06	425.06	8.00
Parks, Env., Educ., and Land Use	133.70	133.20	133.20	133.20	-
Public Works	135.60	135.60	135.60	135.60	-
General Administration	126.05	126.05	126.05	125.55	(0.50)
Non-Departmental	-	-	-	-	-
Total Regular Positions Countywide	**1,357.93**	**1,356.81**	**1,365.81**	**1,364.31**	**7.50**
Temporary Extra Help	123.64	121.41	121.40	120.72	(0.69)
Overtime	22.89	22.95	22.95	22.38	(0.57)
Total Position Equivalents Countywide	**1,504.46**	**1,501.17**	**1,510.16**	**1,507.41**	**6.24**

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

Significant Changes for 2014

- Budgeted Full-Time Equivalents (FTEs) increase by a net of 6.24 FTE, including temporary extra help and overtime.
- There is a net increase of 7.50 FTE budgeted regular positions mostly due to the 9.0 net FTE positions added by HHS by ordinance during 2013 offset by a 1.50 FTE reduction of regular positions in the 2014 budget.
- Temporary extra help decreases a net of 0.69 FTE (about 1,435 hours).
- Budgeted Overtime decrease a net of 0.57 FTE (about 1,186 hours).

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

Current-Year Changes in 2013

Create:	10.00 FTE Economic Support Specialist – HHS (Enrolled Ord. 168-23)	10.00
Create:	2.00 FTE Senior Information Technology Professional – HHS (Enrolled Ord. 168-31)	2.00
Abolish:	1.00 FTE Clerk I – HHS (Enrolled Ord. 168-31)	(1.00)
Abolish:	1.00 FTE Clerk Typist II – HHS (Enrolled Ord. 168-31)	(1.00)
Abolish:	1.00 FTE Programs and Projects Analyst – HHS (Enrolled Ord. 168-31)	(1.00)

FUNCTIONAL AREA SUMMARY BY FUND TYPE

2014 BUDGET

REVENUES	GENERAL FUND (a)	SPECIAL REVENUE	ENTERPRISE	INTERNAL SERVICE	DEBT	CAPITAL PROJECTS	TOTAL
JUSTICE & PUBLIC SAFETY	$16,051,528		$1,156,258				$17,207,786
HEALTH & HUMAN SERVICES	$43,508,719	$3,083,823					$46,592,542
PARKS, ENV., EDUC., LAND USE	$7,930,381	$5,896,236	$6,249,000				$20,075,617
PUBLIC WORKS	$499,849	$10,609,084	$777,250	$6,611,377		$1,000,000	$19,497,560
GENERAL ADMINISTRATION	$9,861,191			$9,928,402		$10,900,000	$30,689,593
NON DEPARTMENTAL	$1,205,000			$22,069,500			$23,274,500
FUND BALANCE APPROPRIATION	$3,020,094	$992,200	$1,333,275	$2,171,993	$1,213,154	$14,242,700	$22,973,416
RETAINED EARNINGS		($51,100)	($495,923)	($65,392)			($612,415)
TAX LEVY	**$79,693,190**	**$5,924,603**	**$192,563**	**$1,500,424**	**$13,210,000**	**$1,950,000**	**$102,470,780**
TOTAL REVENUES	$161,769,952	$26,454,846	$9,212,423	$42,216,304	$14,423,154	$28,092,700	$282,169,379
EXPENDITURES							
JUSTICE & PUBLIC SAFETY	$57,553,328		$1,064,251			$10,268,000	$68,885,579
HEALTH & HUMAN SERVICES	$69,247,581	$3,083,823				$95,000	$72,426,404
PARKS, ENV., EDUC., LAND USE	$13,655,653	$9,580,064	$6,997,530			$6,660,000	$36,893,247
PUBLIC WORKS	$8,641,294	$13,790,959	$1,150,642	$6,712,090		$8,416,200	$38,711,185
GENERAL ADMINISTRATION	$9,376,696			$12,432,714	$14,423,154	$2,538,500	$38,771,064
NON DEPARTMENTAL (a)	$3,295,400			$23,071,500		$115,000	$26,481,900
TOTAL EXPENDITURES	$161,769,952	$26,454,846	$9,212,423	$42,216,304	$14,423,154	$28,092,700	$282,169,379

(a) Includes Contingency Fund.

APPROPRIATION UNIT SUMMARY BY FUND TYPE

2014 BUDGET

REVENUES	GENERAL FUND (a)	SPECIAL REVENUE	ENTERPRISE	INTERNAL SERVICE	DEBT	CAPITAL PROJECTS	TOTAL
INTERGOVT. CONTRACTS/GRANTS	$37,358,003	$15,754,625	$950,000	$476,500		$1,250,000	$55,789,128
FINES & LICENSES	$2,605,545	$72,000	$0	$0			$2,677,545
CHARGES FOR SERVICES	$23,124,570	$2,033,927	$5,565,804	$4,004,000			$34,728,301
INTERDEPART. REVENUES	$3,471,353	$530,639	$591,854	$32,629,539			$37,223,385
OTHER REVENUES	$12,497,197	$1,197,952	$1,074,850	$1,499,240		$10,650,000	$26,919,239
FUND BALANCE APPROPRIATION	$3,020,094	$992,200	$1,333,275	$2,171,993	$1,213,154	$14,242,700	$22,973,416
RETAINED EARNINGS		($51,100)	($495,923)	($65,392)			($612,415)
TAX LEVY	**$79,693,190**	**$5,924,603**	**$192,563**	**$1,500,424**	**$13,210,000**	**$1,950,000**	**$102,470,780**
TOTAL REVENUES	$161,769,952	$26,454,846	$9,212,423	$42,216,304	$14,423,154	$28,092,700	$282,169,379
EXPENDITURES							
PERSONNEL COSTS	$98,153,344	$9,500,809	$2,972,880	$6,582,109			$117,209,142
OPERATING EXPENSES	$50,144,236	$11,273,317	$4,783,562	$34,740,623			$100,941,738
INTERDEPARTMENTAL CHARGES	$12,736,322	$4,788,320	$1,455,981	$893,572			$19,874,195
FIXED ASSETS & IMPROVEMENTS	$736,050	$892,400	$0	$0		$28,092,700	$29,721,150
DEBT SERVICE	$0	$0	$0	$0	$14,423,154		$14,423,154
TOTAL EXPENDITURES	$161,769,952	$26,454,846	$9,212,423	$42,216,304	$14,423,154	$28,092,700	$282,169,379

(a) Includes Contingency Fund.

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Strategic Planning
&
Budget Policies

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STRATEGIC PLANNING OVERVIEW

Strategic planning is the process of determining long-term goals and then identifying the best approach for achieving those goals. Waukesha County has been using strategic planning tools for over a decade. This year, the County is updating and re-energizing the process by holding stakeholder focus groups, conducting an environmental scan and working with departmental strategic planning coordinators to update their plans.

Through the strategic planning process, the County established links between core values, business functions and measurable program outcomes across all departments. Strategic planning ultimately helps the County identify and set priorities so that service delivery modifications can be made to better assist and serve its citizenry. To help guide the process, the County has established a cross-departmental Strategic Planning Steering Committee to guide the process and help identify priorities. In 2012-2013 the committee led a process to update and reenergize the strategic planning process. The process included constituent focus groups, environmental scanning and an employee survey. This year, the County will begin working with department heads and strategic plan preparers to update each department's plans to reflect the findings from the updating process.

Focus groups that were held in 2012 and 2013 indicated that, overall, County residents are pleased with the quality, level and value of services. In addition, it is clear that most important outcomes for county stakeholders continue to be a "safe" and an "economically vibrant" county. Results of the focus group efforts clearly stated that residents want high quality services at a low cost.

Over two-thirds of all employees participated in the employee survey which showed that employees largely believe there is a focus on fiscal responsibility at the County and that services are provided in a businesslike manner. Also, it is clear that Waukesha County employees are willing to give extra effort to help the County succeed. In the spring of 2013, senior managers met to form employee work groups to address employee concerns to enhance our current workforce.

The third step of the process examined and analyzed peer counties in the State of Wisconsin and nationwide to identify benchmarks in which to evaluate Waukesha County. From this process, the County determined that a process to review strategic plans and objectives must be implemented annually to ensure that each department proactively and consistently updates their progress toward strategic goals.

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

Mission Statement:

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

Vision Statement:

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

Core Values:

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

County-Wide Key Strategic Outcomes:

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

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

STRATEGIC PLANNING OVERVIEW *continued…*

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

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

For reference, please see the example illustrated below:

General Fund County Executive **Outcomes/Objectives**

Major Departmental Strategic Outcomes and Objectives for 2014

County-Wide Key Strategic Outcome: An economically vibrant county

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

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

Performance Measure:	2012 Actual	2013 Actual	2014 Target
County's Bond Rating	AAA/Aaa	AAA/Aaa	AAA/Aaa

Objective 2: Create an environment that promotes County-wide economic development.

Key Outcome Indicator: New construction growth in the County's equalized value.

Performance Measure	2011 Actual	2012 Actual	2013 Actual
$ Amount of New Construction **	$397.6 million	$320.1 million	$406.4 million
% of Change	0.8%	0.64%	0.82%

*****Amounts shown are prior year values for the subsequent year budget. Also, new construction is based on the State Department of Revenue figures with adjustments reflecting demolition of buildings.***

WAUKESHA COUNTY PLANNING PROCESSES

PLANNING FOR THE FUTURE

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

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

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

BUDGET BOOK REFERENCE

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

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

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

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

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

WAUKESHA COUNTY PLANNING PROCESSES, CONT.

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

FINANCIAL MANAGEMENT POLICIES

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

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

Waukesha County Budget Philosophy

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

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

Revenue Policy

1. The County relies on property tax as its sole source of local tax revenues to fund state and local programs and services. Property taxes account for about 36% of total revenues. Excluding interdepartmental revenues, which are mostly charges from county internal service funds, property taxes account for about 47% of revenue. Other tax options allowable by statute to counties include a 0.5% County sales tax and a local motor vehicle registration fee. Waukesha County has not implemented these other tax options.

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

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

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

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

Balanced Budget

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

Property Tax Levy Increase Limits

Enrolled 2013 Wisconsin Act 20 (2013-2015 State Budget) modified local tax levy increase limits for the 2013 and 2014 budgets. The law allows a County to increase its total property tax levy for the 2013 or 2014 Budgets by the percentage change in the County growth in equalized value due to net new construction between the previous year and the current year. It continues major current law exemptions including the Federated Library system tax levy, debt service tax levy (including related refinancings and refundings) and bridge and culvert repair aids to towns paid with County tax levy and an exemption provision to allow for payments of consolidated (shared) services. In addition, unused tax levy authority up to a maximum of 0.5% of the prior year levy could be carried forward by a majority vote of the County Board.

The 2014 Waukesha County Budget tax levy increase equals the net new construction between 2012 and 2013.

Property Tax Levy Rate Limit

Enrolled 2013 Wisconsin Act 20 (2013-2015 State Budget) eliminated property tax levy rate limits for Wisconsin counties.

Operating Expenditure Budget

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

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

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

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

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

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

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

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

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

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

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

Operating Expenditure Budget (cont.)

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

Capital Improvement Plan

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

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

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

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

Debt Policy

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

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

2. The County structures its debt borrowing issues with a moderate term of nine to ten years to maintain stable annual debt service payments and to avoid major fluctuations between years.
   - Promissory notes are amortized with larger payments in final years to integrate new debt with existing debt in order to achieve operating budget stability. The continuation of the current debt strategy allows for the larger principal payments of each successive annual debt issue in the years that previous years' issues have been retired (see Debt Service Section Requirements page and Projected Debt Service illustration page).
3. By state statute, the County's debt obligations cannot exceed 5% of the equalized value of all property in the County, including Tax Increment Financing Districts. The County has over 95% availability of its statutory debt limit with the planned 2014 debt issue.

Reserve Policy

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

Investments

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

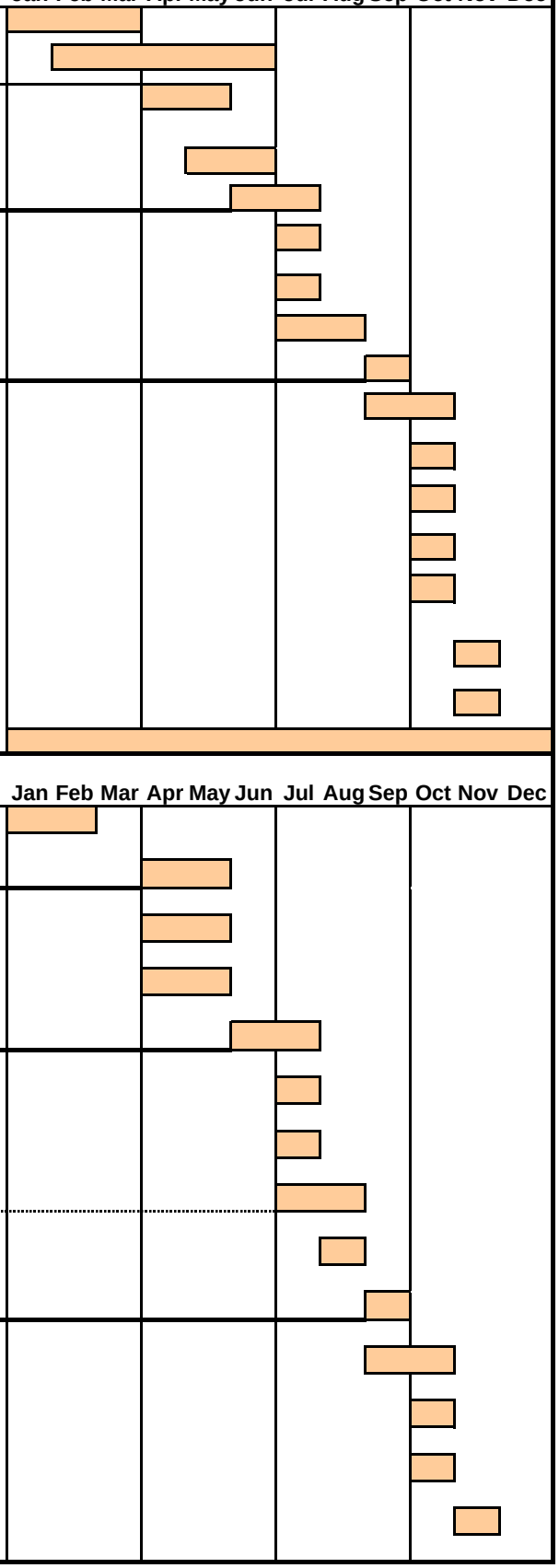
Accounting Policy and Basis of Budgeting

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

Capital and Operating Budget Process

Operating Budget Process	2013 KEY DATES
Review prior year results/identify potential budget issues.	
Analyze impact of State budget on County funding/programs.	
Develop budget assumptions and Internal Service rates for the ensuing year.	
Department budget targets developed and issued.	June 13
Department budget development.	
Co. Executive holds Town Hall public hearing on budget.	July 16, 25, & 29
Departments submit budget and new position requests.	
Department Heads present budget requests to Co. Executive.	
Executive budget prepared.	Sept. 18
Co. Executive message and budget presented to Co. Board.	Sep. 24
Publication of County Board Public Notice.	Oct. 1
Finance Committee holds public hearing on Proposed Budget.	Oct. 16
Committees review of Co. Executive Proposed Budget.	
Finance Committee reviews amendments and makes recommendation to Board.	
Co. Board votes for adoption/amendment of budget.	2nd Tues. in Nov.
Co. Executive vetoes (if necessary)- Co. Board action.	
Budget Monitoring.	

Capital Budget Process	2013 KEY DATES
All open projects reviewed; completed projects closed.	
Project list developed and submitted to departments.	
Review of open and planned projects.	
Preliminary consideration of new project requests.	
Technical reviews of projects.	
Departments present project plans to Co. Executive.	
Co. Executive holds Town Hall public hearing on budget.	July 16, 25, & 29
Executive review and decision making.	
Executive's capital budget and five-year plan developed.	
Executive presents five-year plan to Co. Board.	By Sep. 1
Committees review of five-year capital plan.	
Finance Committee holds public hearing on proposed budget.	Oct. 16
Board adopts/amends capital plan.	
Capital budget is adopted with operating budget.	2nd Tues. in Nov.



CAPITAL AND OPERATING BUDGET PROCESS

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

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

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

CAPITAL AND OPERATING BUDGET PROCESS, CONT.

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

Budget Amendment Process

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

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

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

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

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

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

FINANCIAL STRUCTURE

Summary

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

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

Fund Accounting

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

Fund Types

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

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

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

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

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

FINANCIAL STRUCTURE, CONT.

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

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

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

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

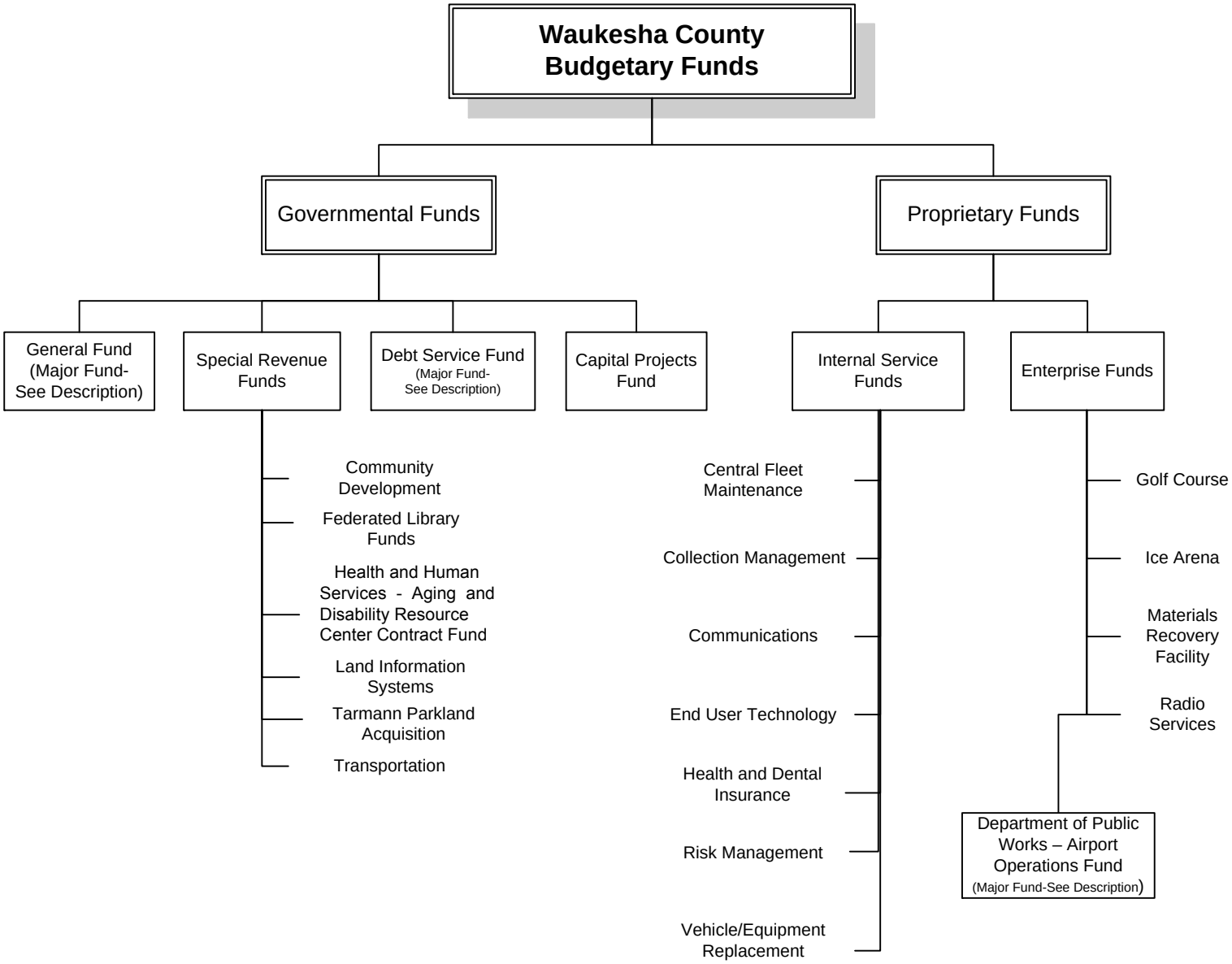
Agency Funds - Agency Funds are used to account for assets held by the County in a trustee capacity or as an agent for individuals, private organizations, other governments and/or other funds. Agency Funds are custodial in nature (assets equal liabilities) and do not involve measurement of results of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

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

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

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

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



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

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

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

FUND DESCRIPTIONS

The following are capsule descriptions of each County fund. To the right of each description are the total 2014 expenditures and property tax levy for that fund.

	2014 Expenditure Budget	2014 Tax Levy
GENERAL FUND		
The General Fund is the largest single County fund. It is the primary operating fund of the County. It accounts for all revenues that are not required to be processed through another fund. Almost two-thirds of General Fund revenue is received from taxes, but it also receives fines, fees, intergovernmental revenues, interest earnings, and other revenues.		
TOTAL GENERAL FUND	**$161,769,952**	**$79,693,190**
SPECIAL REVENUE FUNDS		
Special Revenue funds are used to account for the proceeds from specific revenue sources (other than expendable trust or major capital projects) that are legally restricted to expenditures for specific purposes.		
HHS - Aging and Disability Resource Center (ADRC) Contract Fund		
To account for Special revenue (Federal/State) funds needed to provide older adults and individuals with disabilities age 18 and above, and their families services with information, referral, assistance, long term care financial and functional eligibility, long-term care options counseling, short-term case management, elderly and disability benefits counseling, prevention, early intervention, health promotion, outreach/marketing, advocacy, and emergency referrals and services related to aging or living with a disability.	$3,083,823	$0
Transportation Fund		
To account for funds needed to provide all services on the County trunk highway system and selected non-County roads, including: planning, designing, maintenance and construction and to account for state funds provided on a reimbursement basis for performing maintenance and repair on other projects as specified on all state trunk highways within the County. To account for state, federal, and local funds used to provide transit bus services to selected areas of the County.	$13,790,959	$2,958,975
Federated Library Funds		
To account for funds provided to maintain a member library system.	$4,727,397	$2,965,628
Community Development Fund		
To account for federal funds to provide to other governmental units or nonprofit organizations that aid low to moderate income and other disadvantaged persons.	$3,072,108	$0
Walter J. Tarmann Parkland Acquisition Fund		
To account for funds provided to acquire parkland and natural areas as identified in the Waukesha County Park and Open Space Plan.	$1,000,000	$0
Land Information Systems Fund		
To establish a County-wide, integrated approach to linking land parcel locations to digital mapping and databases concerning property information.	$780,559	$0
SPECIAL REVENUE FUND TOTALS	**$26,454,846**	**$5,924,603**

FUND DESCRIPTIONS

INTERNAL SERVICE FUNDS	2014 Expenditure Budget	2014 Tax Levy
Internal Service funds account for the financing of goods or services provided by one department or agency to other departments or agencies of the County or to other governments on a cost-reimbursement basis.		
End User Technology Fund To finance the common technology infrastructure for County users. The fund is managed on a total cost of ownership basis, and is designed to identify the services provided and resources required by the Information Systems staff to support end user departments. To account for the costs associated with the operation and maintenance of the County's central imaging, microfilming, records management services, contracted central printing, and mail room services. Costs are billed to user departments based on a time and material cost basis.	$8,075,909	$1,590,424
Vehicle/Equipment Replacement Fund To account for the costs associated with the financing of vehicle/equipment replacements when the individual item's cost equals or exceeds $7,500, and has a useful life of two or more years. Costs are billed to user departments based on the depreciable life of the asset.	$2,838,601	$0
Central Fleet Maintenance Fund To account for the costs associated with the maintenance, repairs and centralized fueling of all County-owned motorized equipment. Costs are billed to user departments based on work orders, time and material costs.	$3,873,489	$0
Communications Fund To account for the costs associated with the operation and maintenance of the County's telecommunication system. Costs are billed to user departments based on actual usage and equipment inventories.	$791,783	$0
Risk Management Fund To account for the costs associated with loss control, the investigation and payment of employee claims, claims administration, and the transfer of risk to third parties through purchased insurance coverage. Costs are allocated to other County departments mostly on a claims experience/exposure basis, except for special insurance coverage, which are charged based on actual costs. This fund also accounts for funds invested in the Wisconsin Municipal Mutual Insurance Company (WMMIC). The County, together with certain other units of government within the State of Wisconsin, created WMMIC to provide general and police professional liability, errors and omissions, and vehicle liability coverage for counties or cities in Wisconsin.	$2,613,310	$0
Collection Management Fund To account for the costs associated with County-wide delinquent account collection activity. Costs are allocated to other County departments based on costs of services provided. Negative tax levy reflects payback of tax levy provided for startup costs in the early years of operation.	$951,712	-$90,000
Health and Dental Insurance Fund The Health Insurance Fund is an interest-bearing Internal Service Fund established to provide for and effectively manage the health and dental benefits for County employees, elected officials, retirees, and dependents.	$23,071,500	$0
INTERNAL SERVICE FUND TOTALS	**$42,216,304**	**$1,500,424**

FUND DESCRIPTIONS

	2014 Expenditure Budget	2014 Tax Levy
ENTERPRISE FUNDS		
Enterprise funds are used to account for operations (1) that are financed and operated in a manner similar to private business enterprises, where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (2) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability or other purposes.		
Radio Service Fund		
To account for operations and maintenance of County-wide radio services. Customers are billed on a fee for service basis.	$1,064,251	$0
Golf Courses Fund		
To account for operations and maintenance of the three County golf courses.	$3,219,767	$0
Ice Arenas Fund		
To account for operations and maintenance of the two County ice arenas.	$1,145,590	$0
Department of Public Works - Airport Operations Fund		
To account for Department of Public Works Airport operations and development of the County airport.	$1,150,642	$192,563
Materials Recycling Facility Fund		
To account for operations and maintenance in the processing and marketing of recyclable materials collected from municipalities within the County program.	$2,632,173	$0
ENTERPRISE FUND TOTALS	**$9,212,423**	**$192,563**
DEBT SERVICE FUNDS		
Debt service funds are used to account for the accumulation of resources for the payment of general long-term debt principal, interest, and services costs (Excludes debt services budgeted in Internal Service and Enterprise Funds). For further detailed information, see Debt Service Section.		
TOTAL DEBT SERVICE FUNDS	**$14,423,154**	**$13,210,000**
CAPITAL PROJECTS FUNDS		
All capital project funds used to account for financial resources used for the acquisition or construction of major capital facilities (other than those financed by proprietary and trust funds).		
TOTAL CAPITAL PROJECTS FUNDS	**$28,092,700**	**$1,950,000**
TOTAL ALL FUNDS	**$282,169,379**	**$102,470,780**

Justice
&
Public Safety

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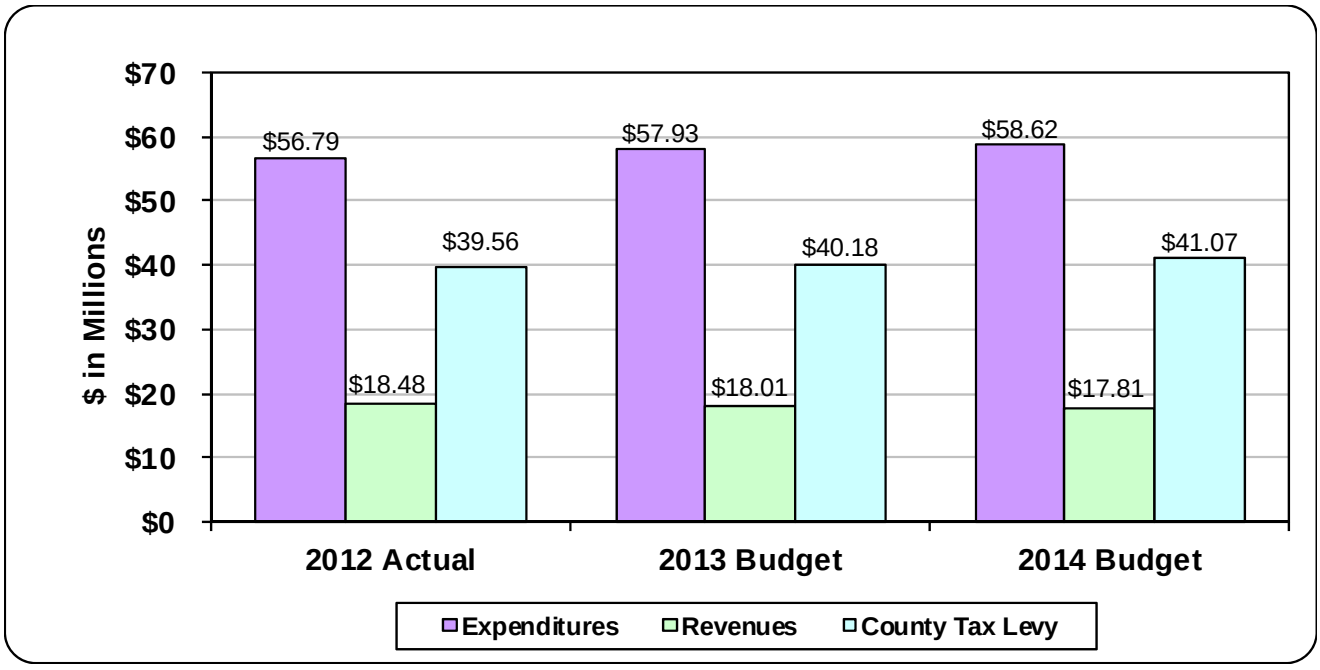
JUSTICE AND PUBLIC SAFETY

Functional Area Budget Highlights

The budgets within this functional area provide local law enforcement, corrections, support to State and County court operations and legal services, as well as provide emergency response and emergency communications. The **Emergency Preparedness Department** includes the **Communication Center** operations, which provide emergency dispatch services for County departments including the Sheriff's Department, and 30 municipalities that agreed to join in the collaborative service venture. **Emergency Management** coordinates all of the disaster-related planning, training of local officials, response activities and recovery efforts. **Radio Service** operations maintain the County's Radio communication infrastructure. The **District Attorney** staff prosecutes State and local violations of law and provides services to crime victims through the **Victim/Witness and Victims of Crime Act (VOCA)** programs. For administration and budgetary purposes, the Register in Probate, Juvenile Court, Court Commissioner and Family Court Services budgets are merged together with the Clerk of Court's operating budget under an umbrella agency known as **Circuit Court Services**. The Clerk of Court's Office provides administrative support for the State and local court system within Waukesha County, including civil, family, and criminal and traffic courts. The Probate Court, Juvenile Court, and Court Commissioner functions assist court operations in their specific areas as well as operate Family Court Services. The **Medical Examiner's Office** investigates deaths in Waukesha County as mandated by Wisconsin State statutes to ensure the safety, health, and general welfare of the community and provides contract services to Washington County. The **Sheriff's Department** provides patrol, investigation, and specialized law enforcement services to the entire County. Courtroom security and transportation are provided to court support operations through interdepartmental agreements. The Department also operates correctional facilities that include the County jail (prisoners awaiting trial and those serving jail terms of less than one year) and the Huber jail (minimum-security facility for work release prisoners).

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

The 2014 expenditure budget for this functional area totals $58,617,579, after excluding proprietary fund capitalized fixed asset items. This represents an increase of $689,308 or 1.2% from the 2013 Adopted Budget. Revenues, including fund balance appropriations in the 2014 Budget total $17,814,204, a reduction of $196,792 or 1.1% from the 2013 Adopted Budget. The County tax levy necessary to fund this functional area totals $41,069,128, an increase of $886,100 or 2.2% from the 2013 Adopted Budget. Tax Levy in this functional area represents 40% of the total County Tax Levy.



** JUSTICE AND PUBLIC SAFETY **

Functional Area Summary by Agency

	2012 Actual	2013 Adopted Budget	2013 Estimate	2014 Budget	Change from 2013 Adopted Budget $	%
*** TOTAL JUSTICE & PUBLIC SAFETY ***						
Revenues (a)	$18,484,137	$18,010,996	$18,237,421	$17,814,204	($196,792)	-1.1%
County Tax Levy	$39,555,953	$40,183,028	$40,183,028	$41,069,128	$886,100	2.2%
Expenditure (b)	$56,794,514	$57,928,271	$58,503,971	$58,617,579	$689,308	1.2%
Rev. Over (Under) Exp.	$954,922	$0	($287,195)	$0	$0	N/A
Oper Income/(Loss) (c)	$290,654	$265,753	$203,673	$265,753	$0	0.0%
BREAKDOWN BY AGENCY						
EMERGENCY PREPAREDNESS						
Revenues (a)	$2,476,988	$1,699,515	$1,786,456	$1,817,642	$118,127	7.0%
County Tax Levy	$4,849,883	$5,049,883	$5,049,883	$5,340,883	$291,000	5.8%
Expenditure (b)	$6,208,935	$6,483,645	$6,754,708	$6,892,772	$409,127	6.3%
Rev. Over (Under) Exp.	$827,282	$0	($122,042)	$0	$0	N/A
Oper Income/(Loss) (c)	$290,654	$265,753	$203,673	$265,753	$0	0.0%
DISTRICT ATTORNEY						
Revenues	$608,863	$551,587	$571,849	$587,037	$35,450	6.4%
County Tax Levy	$1,756,187	$1,781,187	$1,781,187	$1,769,187	($12,000)	-0.7%
Expenditure	$2,319,032	$2,332,774	$2,291,864	$2,356,224	$23,450	1.0%
Rev. Over (Under) Exp.	$46,018	$0	$61,172	$0	$0	N/A
CIRCUIT COURT SERVICES						
Revenues (a)	$3,697,988	$4,037,250	$3,824,350	$3,789,700	($247,550)	-6.1%
County Tax Levy	$5,207,381	$5,342,381	$5,342,381	$5,574,481	$232,100	4.3%
Expenditure	$8,994,789	$9,379,631	$9,169,639	$9,364,181	($15,450)	-0.2%
Rev. Over (Under) Exp.	($89,420)	$0	($2,908)	$0	$0	N/A
MEDICAL EXAMINER						
Revenues	$534,684	$571,370	$643,150	$649,535	$78,165	13.7%
County Tax Levy	$949,235	$976,310	$976,310	$976,310	$0	0.0%
Expenditure	$1,471,758	$1,547,680	$1,508,039	$1,625,845	$78,165	5.1%
Rev. Over (Under) Exp.	$12,161	$0	$111,421	$0	$0	N/A
SHERIFF						
Revenues (a)	$11,165,614	$11,151,274	$11,411,616	$10,970,290	($180,984)	-1.6%
County Tax Levy	$26,793,267	$27,033,267	$27,033,267	$27,408,267	$375,000	1.4%
Expenditure	$37,800,000	$38,184,541	$38,779,721	$38,378,557	$194,016	0.5%
Rev. Over (Under) Exp.	$158,881	$0	($334,838)	$0	$0	N/A

(a) The 2014 Budget includes a total of $382,672 of General Fund Balance appropriation, of which $133,000 is in Emergency Preparedness, $229,672 is in the Sheriff's Department, and $20,000 is in Circuit Court Services. The 2014 Budget also includes $173,746 of Radio Services Fund Balance and $50,000 of Health Insurance Fund Balance to offset health insurance cost increases in the Sheriff's Department. The 2013 Budget includes a total of $388,079 of General Fund Balance appropriation, of which $122,500 is in Emergency Preparedness, $220,579 is in the Sheriff's Department, $25,000 in the District Attorney and $20,000 is in Circuit Court Services. The 2013 Budget also includes $73,388 of Radio Services Fund Balance and $65,000 of Health Insurance Fund Balance to offset health insurance cost increases.

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

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

JUSTICE AND PUBLIC SAFETY

Functional Area Budget Highlights

- **Emergency Preparedness** General Fund 2014 Budget total expenditures are increased by $271,463, including personnel cost increases of $96,100 to reflect additional Telecommunicator overtime of 250 hours (0.12 FTE) to accommodate New Berlin dispatch activity in the Communications Center. Increased operating costs of $65,516 are associated with full year software licensing costs for the new Computer Aided Dispatch (CAD) system, partially offset with the elimination of one-time 2013 expenditures for training. The budget also includes increased interdepartmental charges of $76,847, mostly due to increased EUTF charges associated with the CAD system. Non-levy revenues of $487,638 represent a reduction of $19,537 from the 2013 Budget and reflect the elimination of one-time 2013 revenues associated with the transition of New Berlin dispatch activity to the Communications Center. The 2014 tax levy for Emergency Preparedness increases $291,000.
- **Radio Services** expenditures increase $137,664 and include one-time depreciation charges of $173,746 related to the write-off of the Mobile Data System, which will be taken offline in 2014. Users have transitioned from the Mobile Data System to other solutions that offer increased speed and performance.
- **Radio Services** also identifies a loan program for municipalities to purchase radio for use with the new digital system (Capital Project 200815 & 201102) utilizing $2 million of general fund balance.
- **Sheriff** expenditures increase $194,016 or 0.5% on a base of over $38 million. Overall net personnel costs of $30.4 million are budgeted to decrease by $14,563. This is mostly due to approximately $459,500 in savings from deputies, detectives, and command staff contributing to the Wisconsin Retirement System. Budgeted position changes include the creation of a Financial Analyst position for $69,600 and the creation of a Support Staff Supervisor position and abolishment of a Clerk III position, resulting in a net cost of $5,603. Extra help and overtime expenditures are increased $3,986 and $21,159 respectively.
- The **Sheriff's** budget includes $81,253 to fund the replacement of vehicle equipment to retro fit new police patrol vehicles. Interdepartmental vehicle costs including replacement, maintenance and fuel are increasing a total of $73,900 to $1.5 million, mostly due to an increase of $36,150 in fuel costs.
- **Jail Inmate** medical costs are budgeted to increase by about $45,000 to a total cost of over $1.6 million, and include a 4% increase for the medical care contract and about $147,500 for medical care for inmates provided outside the contract. Expenditures for inmate commissary increase about $70,000 to $520,000 based on anticipated expenditure levels and the addition of commissary at the Huber Facility. Related commissary revenues are increased by $78,100 as a result.
- **Patrol Contract** and school resource officer revenues decrease by about $15,100 or less than 1% to $4,794,770, reflecting savings realized by the Department from deputy, detective, and command staff contributing to the WRS. Because the contracts are based on actual costs and are mostly driven by personnel, favorable personnel costs to continue are passed on to municipalities.
- **Jail and Huber operation revenues** include a reduction of $145,400 for Huber jail room and board. This includes a reduction of 18.16 paying inmates from the 2013 Budget of 125.87. Federal prisoner revenue charges are unchanged at $77 a day, but the amount of inmates budgeted per day is reduced 4.04 from the 2013 Budget of 43.26, resulting in a revenue reduction of $113,500 to $1.1 million to recognize the reduction in federal prisoners being experienced. These reductions are partially offset by a $65,500 increase in revenue from Wisconsin DOC inmates for holding an additional 3.48 inmates per day from the 2013 Budget of 5 inmates.
- **Prisoner transport and conveyance interdepartmental revenues** are budgeted to decrease $67,500 and $24,200 respectively to reflect reduced actual experience in services provided to Courts and HHS. These reductions are partially offset with an increase of $8,500 to $867,500 for court security revenues.

JUSTICE AND PUBLIC SAFETY

Functional Area Budget Highlights

- **Circuit Court Services** declining revenue trends continue with a decrease of $247,550 (excluding General Fund Balance of $20,000 and a tax levy increase of $232,100). Reduced revenues include: $42,000 in reduced intergovernmental revenues, mostly for lower Child Support IV-D reimbursements related to fewer reimbursable expenditures in the Family and Court Commissioner divisions; $65,000 in reduced fine and forfeiture revenues; and $25,000 in lower investment income in the Other Revenue category. Charges for Services revenues are reduced by $115,600 due to fewer bail forfeiture revenues, lower revenues from custody studies conducted by the Family Court Services unit, and lower Criminal and Civil Court Fee revenues. The majority of the revenue reductions made by the Department are based on prior year actuals and historically underachieved revenues.

- **Circuit Court Services** expenditures decrease $15,500 to $9.4 million. Personnel cost reductions of $60,600 are due to the unfunding of a 1.0 FTE Clerk I-II position, a reduction in temporary/extra help of over $18,000, and favorable costs to continue existing employees. Net operating costs are increased nearly $29,700, mostly due to a $35,000 expenditure increase for a new service contract for the technology components recently installed in all court rooms and a $12,500 increase in costs for interpretation services. These increases are partially offset with a $36,600 reduction in expenditures for court appointed counsel and legal services. Interdepartmental charges are increased $25,500 mostly due to bailiff (Sheriff) charges for in-courtroom deputy security, which are estimated to increase $69,600 and an increase in collection services charges from the County Collection unit of $13,300. These cost increases are partially offset by a $67,500 reduction in prisoner transportation service charges (Sheriff). These cost changes are mainly due to historical activity levels.

- **District Attorney's** budget reflects the restoration of the State Victim Witness reimbursement grant to pre-2013 levels. In the 2013 Budget, the reimbursement level was budgeted to reduce to 40% as compared to 53% in 2012. The 2014 Budget increases this percentage to 54% based on the State Budget and other information from the State, which results in a revenue increase of $69,300. When this program was started by the State Department of Justice, it was funded 90% with State funding and 10% local levy dollars. The federal Victims of Crime Act (VOCA) grant funding continues to be budgeted for 100% reimbursement of expenditure levels. Modest expenditure increases of $16,100 for personnel include the creation of a 1.0 FTE paralegal position and costs to continue existing staff, partially offset with the abolishment of a 1.0 FTE legal clerk position. Interdepartmental charges increase about $13,100, mostly due to an increase in imaging costs to fund the scanning of case documents in an effort to avoid a file backlog. Favorable revenue assumptions and modest expenditure increases result in a tax levy reduction of $12,000.

- The **Medical Examiner's Office** budget increases non-levy revenues by $78,200 or about 13.7%. Increased revenues are mostly due to the tissue donor referral service contract that was established in early 2013. The new base contract amount of $75,000, the new facility use and supervision fee charged to organizations other than the contracted tissue recovery company, and other tissue related revenues result in an overall revenue increase of $53,500. Cremation permit revenues also increase $23,700 based on 150 additional projected permits, bringing the 2014 Budgeted amount to 1,700 cremation permits. Budgeted expenditures also increase $78,200. This includes increasing overtime by about 300 hours, or $10,600 to reflect historical and anticipated actuals. Increased costs associated with higher case activity include $3,500 for medical testing and $17,100 for medical supplies. Also included in the 2014 budget is $15,000 for the purchase of laptop/tablet devices for employees to use in the field, based on a technology review conducted by IT.

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

BUDGETED POSITIONS 2012-2014
SUMMARY BY AGENCY AND FUND

JUSTICE AND PUBLIC SAFETY

Agency	Fund	2012 Year End	2013 Adopted Budget	2013 Modified Budget	2014 Budget	13-14 Change
EMERGENCY PREPAREDNESS	General	52.15	55.05	55.05	55.05	0.00
	Radio Services	5.25	5.35	5.35	5.35	0.00
	Subtotal	57.40	60.40	60.40	60.40	0.00
DISTRICT ATTORNEY	General	30.00	29.50	29.50	29.50	0.00
CIRCUIT COURT SERVICES	General	92.00	91.00	91.00	90.00	(1.00)
MEDICAL EXAMINER	General	10.62	11.00	11.00	11.00	0.00
SHERIFF	General	354.50	353.00	353.00	354.00	1.00
	TOTAL REGULAR POSITIONS	544.52	544.90	544.90	544.90	0.00
	TOTAL EXTRA HELP	9.87	8.71	8.71	8.34	(0.37)
	TOTAL OVERTIME	12.96	13.17	13.17	13.54	0.37
	TOTAL BUDGETED POSITIONS	567.35	566.78	566.78	566.78	(0.00)

2014 BUDGET ACTIONS:

Emergency Preparedness- General
Increase overtime by 0.12 FTE

Emergency Preparedness- Radio Services
Increased overtime by 0.02 FTE

District Attorney
Abolish one vacant 1.0 FTE Legal Clerk Position
Create 1.00 FTE Paralegal Position
Reduce 0.01 FTE Extra Help

Circuit Courts Services
Unfund 1.00 FTE Clerk I-II in the Criminal Traffic Division
Decrease 0.41 FTE Temporary Extra Help
Increase 0.05 FTE Overtime

Medical Examiner
Increase Overtime 0.15 FTE

Sheriff
Create 1.0 FTE Support Staff Supervisor in Inmate Security and Services-Jail
Abolish 1.0 FTE Clerk III in Inmate Security and Services-Jail
Increase 0.50 FTE Captain position created mid year 2013 and funded by the Village of Sussex, Town of Lisbon, and the Village of Merton patrol contracts to 1.0 FTE.
Decrease (abolish) 0.50 FTE Lieutenant position abolished mid year 2013 to 0 FTE.
Create 1.0 FTE Financial Analyst position in Administrative Services
Increase Temporary Extra Help by 0.05 FTE
Increase Overtime 0.03 FTE

2013 CURRENT YEAR ACTIONS:
None

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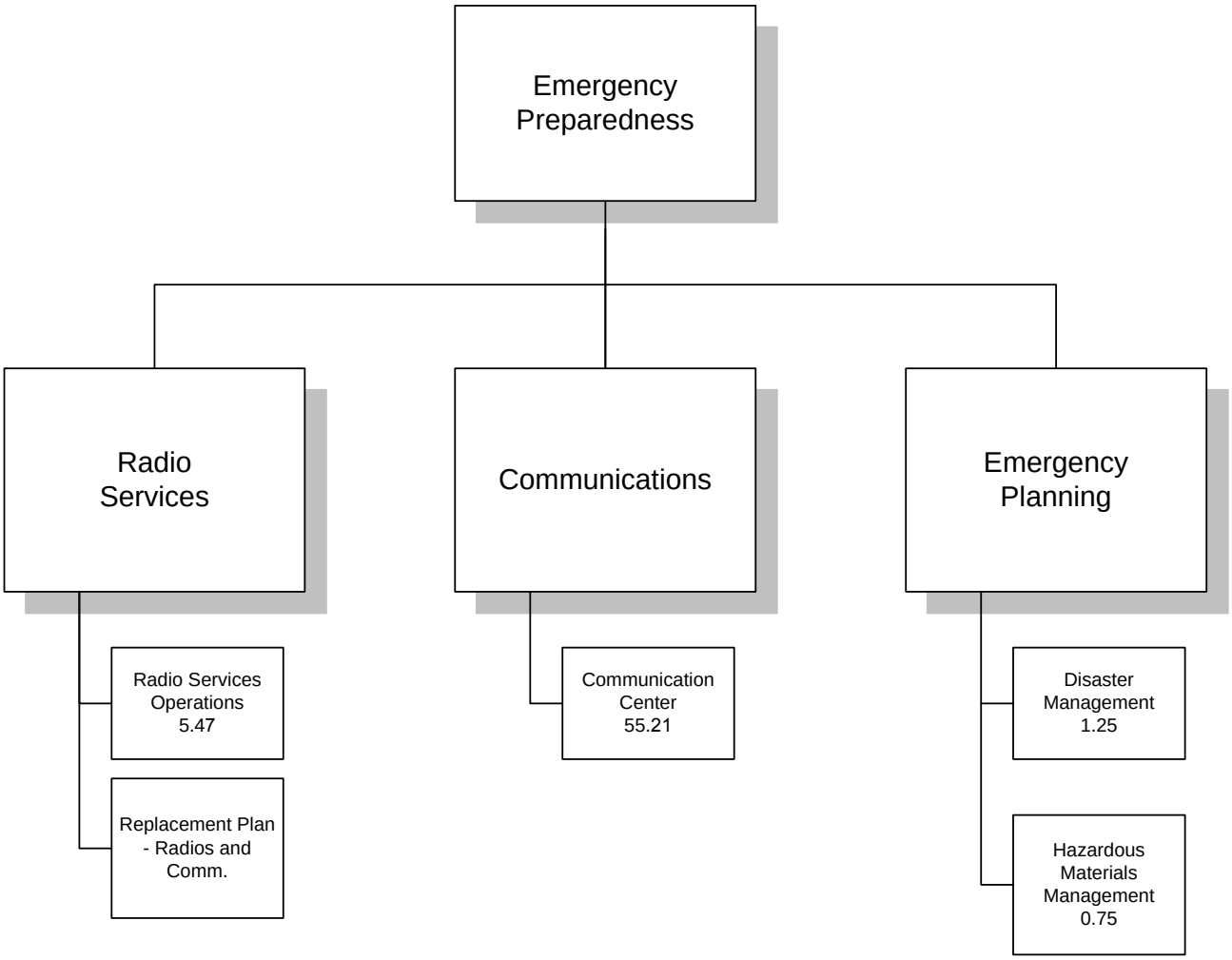
Emergency Preparedness

EMERGENCY PREPAREDNESS

FUNCTION / PROGRAM CHART



62.68 TOTAL FTE'S

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

Statement of Purpose

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

Financial Summary	2012 Actual	2013 Adopted Budget	2013 Estimate	2014 Budget	Change From 2013 Adopted Budget $	%
General Fund						
Revenues (a)(c)	$1,311,448	$507,175	$662,859	$487,638	($19,537)	-3.9%
County Tax Levy	$4,849,883	$5,049,883	$5,049,883	$5,340,883	$291,000	5.8%
Expenditures	$5,334,049	$5,557,058	$5,834,784	$5,828,521	$271,463	4.9%
Rev. Over (Under) Exp.	827,282	-	($122,042)	-	$0	0.0%
Radio Services Fund						
Revenues (b)(c)	$1,165,540	$1,192,340	$1,123,597	$1,330,004	$137,664	11.5%
County Tax Levy	$0	$0	$0	$0	$0	0.0%
Expenditures	$874,886	$926,587	$919,924	$1,064,251	$137,664	14.9%
Operating Income	$290,654	$265,753	$203,673	$265,753	$0	0.0%
Total All Funds						
Revenues (c)	$2,476,988	$1,699,515	$1,786,456	$1,817,642	$118,127	7.0%
County Tax Levy	$4,849,883	$5,049,883	$5,049,883	$5,340,883	$291,000	5.8%
Expenditures	$6,208,935	$6,483,645	$6,754,708	$6,892,772	$409,127	6.3%
Rev. Over (Under) Exp.	$827,282	-	($122,042)	-	-	0.0%
Operating Income	$290,654	$265,753	$203,673	$265,753	$0	0.0%

Position Summary (FTE)					
Regular Positions	57.40	60.40	60.40	60.40	0.00
Extra Help	0.00	0.00	0.00	0.00	0.00
Overtime	2.08	2.14	2.14	2.28	0.14
Total	**59.48**	**62.54**	**62.54**	**62.68**	**0.14**

(a) General Fund Balance is budgeted as follows: 2014: $83,000; 2013: $122,500; 2012: $35,000.
(b) Radio Services Fund Balance is appropriated as follows: 2014: $173,746; 2013: $79,461; 2012: $89,614; to partially cover depreciation expenses of federally funded capitalized assets.
(c) Revenues exclude County Tax Levy Funds.

Emergency Preparedness

Fund Purpose

To provide reliable and efficient emergency call taking and dispatching services, training, and administrative support for municipal and county police, fire, emergency medical service, and public works agencies throughout the County. Effectively and efficiently, process information to assist citizens and responding agencies. Support the operation of an emergency communication center serving as the critical link between customers in need and resources to help. The County Communication Center operates in 30 of the cities, villages, and towns in the County, as well as county-wide for the Sheriff's Department. Develop and implement a comprehensive and integrated emergency management program designed to mitigate, prepare for, respond to and recover from the effects of natural and technological hazards, which impact the health, safety and general welfare of all Waukesha County citizens; and to implement and administer the planning and reporting requirements for hazardous substances used by business, industry and government (Emergency Planning and Community Right-to-Know Act [EPCRA]). The Department is also responsible for business continuity planning, training, and related exercise for County departments.

Financial Summary	2012 Actual	2013 Adopted Budget	2013 Estimate (b)	2014 Budget	Change From 2013 Adopted Budget $	%
Revenues						
General Government (b)	$655,327	$267,670	$407,192	$267,090	($580)	-0.2%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$517,391	$116,855	$116,180	$87,498	($29,357)	-25.1%
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue	$6,822	$150	$6,852	$50	($100)	-66.7%
Appr. Fund Balance (a)	$131,908	$122,500	$132,635	$133,000	$10,500	8.6%
County Tax Levy	**$4,849,883**	**$5,049,883**	**$5,049,883**	**$5,340,883**	**$291,000**	**5.8%**
Total Revenue Sources (b)	**$6,161,331**	**$5,557,058**	**$5,712,742**	**$5,828,521**	**$271,463**	**4.9%**
Expenditures						
Personnel Costs	$4,034,078	$4,423,323	$4,491,004	$4,519,423	$96,100	2.2%
Operating Expenses (a)(b)	$784,448	$590,069	$815,304	$655,585	$65,516	11.1%
Interdept. Charges	$474,820	$493,666	$493,476	$570,513	$76,847	15.6%
Fixed Assets	$40,703	$50,000	$35,000	$83,000	$33,000	66.0%
Total Expenditures	**$5,334,049**	**$5,557,058**	**$5,834,784**	**$5,828,521**	**$271,463**	**4.9%**
Rev. Over (Under) Exp.	$827,282	$0	($122,042)	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	52.15	55.05	55.05	55.05	0.00	
Extra Help	0.00	0.00	0.00	0.00	0.00	
Overtime	1.98	2.04	2.04	2.16	0.12	
Total FTEs	54.13	57.09	57.09	57.21	0.12	

(a) 2014 Appropriated Fund Balance includes: $50,000 for the full year costs of the New Berlin call center activity to the Communication Center, $48,000 for planned equipment replacement items, and $35,000 for unanticipated emergency equipment replacement needs.

(b) 2013 Estimate exceeds Budget due to funds being carried over from accepted grants.

Major Departmental Strategic Outcomes and Objectives for 2014

County-Wide Key Strategic Outcome: A safe county

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

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

Performance Measures:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Answer call within 15 seconds	96.83%	98.0%	98.0%	98.5%
Answer call within 40 seconds	100.0%	100%	100.0%	100.0%

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

Objective 2: Meet or exceed NFPA standards for call processing for fire and medical calls for service and meet or exceed a 60 second call processing time for Police Priority 1 Calls

(These numbers are based on 50 randomly selected respective call types on a monthly basis to be prepared by WCC Supervisors and shared with appropriate protocols committees). Note that 2012 actual numbers are based upon statistics from the last 6 months of the year (post Intergraph). ***It should also be noted that the NFPA standards were different in 2012; new standards apply for 2013. Changes were made due to the increased desire for and use of the standardized protocol and coding systems for Emergency Medical Calls.***

A. **Fire Calls:** New standard as of 2013 requires 80% of calls shall be completed within 60 seconds, and 95% of calls shall be completed in 106 seconds.

Performance Measures:	Standards	2012 Actual*	2013 Target	2013 Estimate	2014 Target
Fire Calls (60 seconds)	80%	96 seconds	80 seconds	85 seconds	75 seconds
Fire Calls (106 seconds)	95%	114 seconds	106 seconds	106 seconds	100 seconds

*2012 standards were 90% and 100% of calls. Standards have been updated for 2013 to standardize all emergency calls.

B. **EMS Calls:** New standard as of 2013 requires 90% of calls shall be completed within 90 seconds, and 99% of calls shall be completed within 120 seconds. (This includes calls requiring Emergency Medical Dispatch questioning and pre-arrival instructions, calls requiring language translation, calls requiring the use of a TTY/TDD device or video/audio relay services, and calls of criminal activity that require the extraction of information vital to responder safety prior to dispatch).

Performance Measures:	Standards	2012 Actual	2013 Target	2013 Estimate	2014 Target
EMS Calls (90 seconds)	90%	94 seconds	90 seconds	90 seconds	85 seconds
EMS Calls (120 seconds)	99%	98 seconds	95 seconds	95 seconds	90 seconds

C. **Priority 1 Police Calls:** 90% of calls shall be completed within 60 seconds.

Performance Measures:	Standards	2012 Actual	2013 Target	2013 Estimate	2014 Target
Priority 1 Police Calls (60 seconds)	90%	64 seconds	60 seconds	55 seconds	50 seconds

D. **Pre/Post Intergraph Data**: The implementation of the new dispatch system (Intergraph) resulted in a reduction in response times for all three call types noted above. The table below compares pre-Intergraph (Spillman) data from June 2011 vs. Intergraph data from June 2013:

Call Types:	June 2011 (Spillman)	June 2013 (Intergraph)	% Reduction
Fire Calls	89 seconds	84 seconds	-5.62%
EMS Calls	91 seconds	77 seconds	-15.38%
Priority 1 Police Calls	55 seconds	46 seconds	-16.36%

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

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

Performance Measures:	Standards	2012 Actual	2013 Target	2013 Estimate	2014 Target
Case Entry	95%	99.2%	98.00%	99.5%	99.5%
Chief Complaint	95%	99.2%	98.00%	99.5%	99.5%
Key Question	90%	99.4%	97.00%	99.4%	99.5%
Pre-Arrival Instructions	95%	96.8%	92.00%	97.0%	97.5%
Post Dispatch Instructions	90%	99.1%	99.50%	99.5%	100.0%
Dispatch Code	90%	99.4%	98.50%	99.5%	99.5%
Total Rating for Incident	90%	99.2%	98.00%	99.5%	99.5%

Objective 4: Based on the 2011 County Board Audit of Waukesha County Communications, the Department will work with Human Resources to examine options for management issues concerning center operations, communications, chain of command, policy setting and training using staff and funding resources in the 2014 budget.

County-Wide Key Strategic Outcome: A safe county

Objective 5: Conduct activities in all five nationally recognized phases of Emergency Management including mitigation, prevention, preparedness, response, and recovery.

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

Performance Measures:	2012 Actual	2013* Target	2013* Estimate	2014 Target
Number of Exercise Activities	100	30	150	150
Number of Training Activities	99	25	175	175
Number of Planning/Coordination of EM Activities	515	185	2000	2000
Business Continuity Planning Activities	23	20	40	40
Number of Incident Reports	78	20	100	100
Public Education Activities	17	10	35	35
Percentage of Comprehensive Emergency Management Plan reviewed	100%	100%	100%	100%

*****Much of the difference between the 2013 Target and 2013 Estimate is due to a different (improved) method of tracking activity by the department.

County-Wide Key Strategic Outcome: An environmentally responsible county

Objective 6: Carry out the functions and duties of the Federal Emergency Planning and Community Right to Know Act (EPCRA) and Wisconsin Statute 323.60 through 323.72 pertaining to hazardous material preparedness, response, and recovery. (Hazardous Materials Management)

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

Performance Measure:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Number of Tier 2 Reports Received*	315	315	328	328
Number of Planning Facilities	143	134	148	148
Number of Plans Updated	32	32	32	37
Number of New Plans Created	6	4	13	4
Number of HazMat Incidents Reported	21	20	30	30

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

Current and Proposed Capital Projects

Project #	Project Name	Expected Completion Year	Total Budget Project Cost	Estimated % Complete at Year End '13	Estimated Net Operating Impact
200808	Communications Center Expansion	2017	$2,110,000	0%	TBD
201101	9-1-1-Phone System	2013	$1,100,000	90 - 100%	$40,000 annually
201102	WCC Console Radio Equipment	2014	$1,000,000	10%	$6,600 annually

Communication Center Operations

County-Wide Key Strategic Outcome: A safe county

Program Description

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

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**52.07**	**55.09**	**55.09**	**55.21**	**0.12**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$517,391	$116,855	$116,180	$87,498	($29,357)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$19	$150	$50	$50	($100)
Appr. Fund Balance	$131,908	$122,500	$132,635	$133,000	$10,500
County Tax Levy	**$4,637,991**	**$4,834,736**	**$4,834,736**	**$5,122,457**	**$287,721**
Total Revenues	**$5,287,309**	**$5,074,241**	**$5,083,601**	**$5,343,005**	**$268,764**
Personnel Costs	$3,854,095	$4,231,416	$4,298,981	$4,322,091	$90,675
Operating Expenses	$225,328	$371,656	$456,889	$441,835	$70,179
Interdept. Charges	$408,788	$421,169	$420,956	$496,079	$74,910
Fixed Assets	$27,204	$50,000	$35,000	$83,000	$33,000
Total Expenditures	**$4,515,415**	**$5,074,241**	**$5,211,826**	**$5,343,005**	**$268,764**
Rev. Over (Under) Exp.	$771,894	$0	($128,225)	$0	$0

Waukesha County Department of Administration will reserve an additional $250,000 of General Fund Balance at the end of 2014 to continue funding the future equipment for dispatch center (except for desktop computers already in the replacement plan).

- General Fund Balance of $3,000,000 overall has been reserved through the 2004-2014 Budgets for this purpose based on prior County Board action.
  - Approximately $150,000 of this amount was appropriated in 2008 to hire a consultant to assist with the development of a request for proposal document for the replacement of the computer aided dispatch system.
  - Another $500,000 of the reserved fund balance amount was appropriated in 2009 for the Computer Aided Dispatch (CAD) replacement capital project.
  - In 2010, $50,000 was budgeted to pay for overtime associated with training on the new CAD system and $56,000 was budgeted to replace a digital recording device.
  - In 2011, $45,600 was budgeted to replace batteries for the UPS, adding paging devices, and additional dispatcher chairs for the Communications Center. Fund balance of $25,000 was also used to begin design of a 9-1-1 phone system replacement.
  - In 2012, the capital budget appropriated $1,175,000 to begin design to replace the 911 phone system and begin design for radio console equipment replacement.
  - In 2013, $15,000 is budgeted for the replacement of a portion of office chairs, backup computer equipment and the replacement of a portion of the television monitors. This will result in $1,223,400 of Reserved General Fund Balance being available for future equipment replacement needs.
  - In 2014, $900,000 is budgeted for radio console equipment as part of the capital project and $48,000 is budgeted to reconfigure the Dispatch Center to accommodate 2 additional positions – should the need arise.

Communication Center Operations (cont.)

Program Highlights

Charges for service decrease by $29,357, due primarily to the removal of one-time revenue from New Berlin for dispatch services in 2013 of $62,500. The remaining difference ($33,143) is due to changes in charge-through costs for the new Intergraph CAD system and removal of Spillman charges. General Fund balance in 2014 includes continued use of $35,000 for unplanned emergency equipment replacement items, $50,000 for the full year costs of the New Berlin call center activity to the Communication Center, and $48,000 to add 2 workstations to the dispatch room.

Personnel costs are estimated to increase by $90,700 to $4,322,000 reflecting costs to continue for 55.19 FTEs. This includes an increase of just under 0.2 FTE or 300 hours in overtime for three new Telecommunicator positions added in 2013 to handle dispatch services for the City of New Berlin police and fire departments dispatch services.

The Operating expense budget increases by $70,200 to $441,800, reflecting increases of $97,800 for full year licensing for the new CAD system, $1,600 for printing supplies, $1,300 for telephone line charges, $1,200 for membership dues, $1,500 for tuition/training expenses (primarily associated with the three new Telcomm positions), and $3,600 for contracted services, primarily related to costs for Data Transmission Network weather service. This is partially offset by removal of one-time training funds of $35,000 associated with the three new Telecommnicator positions, and a decrease of $1,900 in outside printing.

Net Interdepartmental charges increase by $74,900, including increases of $72,800 for EUTF computer maintenance costs associated with seven (7) new servers for the new CAD system, $9,100 for vehicle liability costs, and $2,300 for Radio Communications. This is partially offset by decreases of $4,000 for fixed telephone costs, $3,900 for computer replacement, and $1,000 in workers compensation.

Participating Members

Cities: Brookfield, Delafield, Pewaukee, and New Berlin

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

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

County: Sheriff's Department

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

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

Disaster Management

County-Wide Key Strategic Outcome: A safe county

Program Description

Disaster Management coordinates disaster response, general preparedness, homeland security, response and recovery training activities, and County business continuity planning. The Emergency Management Coordinator is the point of contact for federal and state agencies, which also have responsibility in mitigating the effects of disasters. The office continues to pursue Federal and State funding to better equip and train County-wide first responders; increase critical infrastructure security; and enhance citizen preparedness. The Office serves as the single point of contact for National Incident Management System (NIMS) compliance. The Office continues to coordinate and participate in disaster exercises throughout the County. Federal and State grant funding awards occur at different intervals during the year with changing fund focus, and at varying amounts, which makes it impossible to budget for them during the regular budget development cycle. Recent awards have been appropriated during the year (off the budget cycle) through adopted ordinances due to the unknown timing and dollar amounts of these grant awards.

	2012 Actual	2013 Budget	2013 Estimate (a)	2014 Budget	Budget Change
Staffing (FTE)	**1.30**	**1.25**	**1.25**	**1.25**	**0.00**
General Government (a)	$572,830	$184,488	$324,010	$184,488	$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	**$64,425**	**$65,602**	**$65,602**	**$66,074**	**$472**
Total Revenues (a)	**$637,255**	**$250,090**	**$389,612**	**$250,562**	**$472**
Personnel Costs	$104,866	$112,793	$112,689	$116,071	$3,278
Operating Expenses	$404,668	$71,483	$211,485	$66,820	($4,663)
Interdept. Charges	$59,611	$65,814	$65,837	$67,671	$1,857
Fixed Assets	$13,499	$0	$0	$0	$0
Total Expenditures	**$582,644**	**$250,090**	**$390,011**	**$250,562**	**$472**
Rev. Over (Under) Exp.	$54,611	$0	($399)	$0	$0

(a) 2013 Estimate exceeds Budget due to funds being carried over from accepted grants. The Department does not anticipate any carryover of grant funds into 2014 due to the elimination of many of the grants formerly received by the Department.

Program Highlights

The Disaster management Program receives General Government revenues, budgeted at $184,488 in the form of an annual Emergency Management Performance Grant (EMPG reimbursement grant) from the State of Wisconsin to support disaster management activities.

Personnel cost increase by $3,300 reflecting costs to continue for 1.25 FTE. Operating expenses decrease by $4,700, composed primarily of a decrease of $8,500 in contracted services due to reduced contracted training services, partially offset by increases of $1,500 in computer equipment, $1,200 for software, and $800 for office supplies. Interdepartmental charges increase by $1,900, composed primarily of an increase of $1,500 in Central Fleet repair charges, and $400 in anticipated Fuel costs.

Hazardous Materials Management

County-Wide Key Strategic Outcome: An environmentally responsible county

Program Description

Hazardous Materials Management is responsible for implementing the planning and reporting requirements of the Emergency Planning and Community Right-to-Know Act (EPCRA) and staffing the Local Emergency Planning Committee. The program is also responsible for the management of the County-wide Hazardous Materials Response contract with the City of Waukesha Fire Department. Facilities that use, store, or manufacture hazardous materials are required to comply with State regulations concerning hazardous materials. This compliance included submitting annual reports identifying the hazardous materials on-site and paying a notification and inventory administration fee to Wisconsin Emergency Management.

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**0.76**	**0.75**	**0.75**	**0.75**	**0.00**
General Government	$82,497	$83,182	$83,182	$82,602	($580)
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$6,803	$0	$6,802	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$147,467**	**$149,545**	**$149,545**	**$152,352**	**$2,807**
Total Revenues	**$236,767**	**$232,727**	**$239,529**	**$234,954**	**$2,227**
Personnel Costs	$75,117	$79,114	$79,334	$81,261	$2,147
Operating Expenses	$154,452	$146,930	$146,930	$146,930	$0
Interdept. Charges	$6,421	$6,683	$6,683	$6,763	$80
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$235,990**	**$232,727**	**$232,947**	**$234,954**	**$2,227**
Rev. Over (Under) Exp.	$777	$0	$6,582	$0	$0

Program Highlights

Personnel costs increase by $2,100 reflecting costs to continue for .75 FTE. Operating costs remain at 2013 levels and continue to budget to pay the City of Waukesha for its Hazardous Materials Response team. Interdepartmental costs increase by $80.

Fund Purpose

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

Financial Summary	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	$479,278	$484,816	$466,649	$564,404	$79,588	16.4%
Interdepartmental	$596,645	$634,136	$583,560	$591,854	($42,282)	-6.7%
Other Revenue	$0	$0	$0	$0	$0	N/A
Appr. Fund Balance (a)	$89,617	$73,388	$73,388	$173,746	$100,358	136.7%
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$1,165,540**	**$1,192,340**	**$1,123,597**	**$1,330,004**	**$137,664**	**11.5%**
Expenditures						
Personnel Costs	$494,718	$529,112	$523,049	$543,618	$14,506	2.7%
Operating Expenses	$255,854	$269,394	$268,116	$374,041	$104,647	38.8%
Interdept. Charges	$124,314	$128,081	$128,759	$146,592	$18,511	14.5%
Fixed Assets (Memo) (c)	$79,192	$0	$0	$0	$0	N/A
Total Expenditures (c)	**$874,886**	**$926,587**	**$919,924**	**$1,064,251**	**$137,664**	**14.9%**
Rev. Over (Under) Exp. (b)	$290,654	$265,753	$203,673	$265,753	$0	0.0%
Position Summary (FTE)						
Regular Positions	5.25	5.35	5.35	5.35	0.00	
Extra Help	0.00	0.00	0.00	0.00	0.00	
Overtime	0.10	0.10	0.10	0.12	0.02	
Total FTEs	5.35	5.45	5.45	5.47	0.02	

(a) Radio Services Fund balance of $173,746 is budgeted in 2014 to offset depreciation expenses related to the Mobile Data System. The System is being taken offline for 2014 and will no longer be used. $173,746 represents the depreciation amount remaining in order for the asset to be completely expended (written off). Radio Services Fund Balance of $73,388 in 2013 was budgeted to cover depreciation expenses related to the capital project Mobile Data Computer System funded by federal Homeland Security grant funds.

(b) Operating income excludes capitalized Fixed Asset purchases and is attributable to revenues providing funding for the County Radio Replacement Program (2012: $257,348; 2013: $265,753; 2014: $265,753).

(c) Total expenditures and net operating income exclude fixed asset purchases to conform to financial accounting standards. Any fixed asset purchases will be made from cash generated by operating revenues and existing Radio Services Fund Balance. The 2012 Budget includes $66,000 for the purchase of a fixed racking system (attached to the expanded Radio Services building area) to handle radio equipment. There were no fixed asset requests in the 2013 Budget and there are no fixed asset requests for the 2014 Budget.

Major Departmental Strategic Outcomes and Objectives for 2014

County-Wide Key Strategic Outcome: A safe county

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

Key Outcome Indicator: Uptime percentage. Both performance and overall reliability are measured in terms of unimpaired coverage and overall uptime in general.

Performance Measure:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Percent of time the system is available overall (reliability).	100%	99.9999%	99.9999%	99.9999%
Percent of time the system has unimpaired coverage (performance).	98.5%	98.25%	98.25%	98.00%

Objective 2: Provide rapid, accurate programming of custom user radio talkgroup/channel templates.
- Radio Services is responsible for programming of all radios on the Waukesha County trunked system.
- Users work with Radio Services to develop custom programming template reflecting each agency's needs.
- Since 2009, radios are converted to "Advanced System Key" to enhance security and prevent tampering.

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

	2012 Actual	**2013 YTD (7/31)**	**2013 Estimate (a)**	**2014 Target (a)**
County	860	56	150	860
In-County municipal	1,453	765	1,500	4,028
Out-of-county	410	394	450	3,400
Totals	**2,723**	**1,215**	**2,100**	**8,288**

(a) In anticipation of the new trunked radio system project in 2014, many radio users are holding off on subscriber-level radio reprogramming during 2013. However, all radios (both new and legacy) will require reprogramming in 2014.

Current and Proposed Capital Projects

Project #	Project Name	Expected Completion Year	Total Budget Project Cost	Estimated % Complete at Year End '13	Estimated Net Oper. Impact	Est. Depreciation Expense
200815	Trunked Radio Digital Radio System Upgrade (a)(b)	2014	$9,515,000	5%	TBD	$475,750(a)
201102	WCC Console Radio Equipment	2014	$1,000,000	10%	TBD	$100,000

(a) Amount is based on County/municipal partners 50/50 county share for 10 year useful life.
(b) An MOU has been enacted between Waukesha County and Milwaukee County to hire a consultant to examine the feasibility of hosting a shared system for both counties at the Waukesha County site, as the technology may allow for better interoperability amongst neighboring entities.

Trunked and Conventional Radio Operations

County-Wide Key Strategic Outcome: A safe county

Program Description

Trunked Radio Operations

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

Conventional Radio Operations

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

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**5.35**	**5.45**	**5.45**	**5.47**	**0.02**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$479,278	$484,816	$466,649	$564,404	$79,588
Interdepartmental	$349,982	$368,383	$317,807	$326,101	($42,282)
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$89,617	$73,388	$73,388	$173,746	$100,358
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$918,877**	**$926,587**	**$857,844**	**$1,064,251**	**$137,664**
Personnel Costs	$494,718	$529,112	$523,049	$543,618	$14,506
Operating Expenses	$255,339	$269,394	$268,116	$374,041	$104,647
Interdept. Charges	$124,314	$128,081	$128,759	$146,592	$18,511
Fixed Assets (Memo)	$79,192	$0	$0	$0	$0
Total Expenditures	**$874,371**	**$926,587**	**$919,924**	**$1,064,251**	**$137,664**

Rev. Over (Under) Exp.	$44,506	$0	($62,080)	$0	$0

Program Highlights

Charges for Services increase by almost $80,000 to $564,400, due primarily to a one-time increase of about $106,000 in revenues related to in the amount of radios that need to be reprogrammed to be compatible with the digital system upgrade. Additionally Municipal Radio Usage Fees decrease by $46,000 due to the discontinuation of Mobile Data Transmitter fees, as most subscribers had moved from that system to "air cards". An increase in Tower Land/Lease revenue of $60,000 to $200,000 is budgeted to better reflect historical experience. Interdepartmental revenues decrease by $42,000, due primarily to a decrease in Radio usage fees associated with Mobile Data of $37,700.

Net personnel costs increase $14,506, representing costs to continue for 5.45 regular FTE with an increase in overtime of .02 FTE to .12 total overtime, based on current and recent year's expenses. Operating expenses increase by $104,600, primarily due to one-time depreciation charges of $173,746 related to the write off of the Mobile Data System. The System will no longer be used beginning in 2014, so the asset must be fully expended. No depreciation expenses will be budgeted for the System in future budgets. Interdepartmental costs increase by $18,500, mostly due to vehicle/liability insurance charges increasing $12,800 to reflect historical experience. No fixed assets are budgeted for 2014.

Municipal Loan Program – Ordinance to Follow

The County will upgrade the current County wide trunked radio system with a digital system in 2014 through capital project 200815 Digital Radio System Upgrade. This will require new radios for all system users, both County Departments and municipalities. Since municipal radios will not be purchased by the County, the costs of these radios are not included in the capital project. To assist the municipalities with the acquisition of radio equipment, the County will offer limited financing (no more than $200,000 per member) to municipal partners. The terms of the loans, expected to total $2,000,000 will be for two years at the cost of capital associated with the Waukesha County 2014 bond issuance. Funding is proposed to come from the General Fund and when the loans are repaid to the County, these funds will be returned to the General Fund. An ordinance will be brought forward in 2014 for the County Board's consideration and approval of the Program.

Equipment Replacement – Trunk Radios

Program Description

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

	2012 Actual (b)	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental (a)	$246,663	$265,753	$265,753	$265,753	$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	**$246,663**	**$265,753**	**$265,753**	**$265,753**	**$0**
Personnel Costs	$0	$0	$0	$0	$0
Operating Expenses (b)	$515	$0	$0	$0	$0
Interdept. Charges	$0	$0	$0	$0	$0
Fixed Assets (Memo)	$0	$0	$0	$0	$0
Total Expenditures (b)	**$515**	**$0**	**$0**	**$0**	**$0**
Rev. Over (Under) Exp. (a)	$246,148	$265,753	$265,753	$265,753	$0

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

(b) 2012 Actual Operating Expenses reflect an expense that was incorrectly attributed to this program area.

Program Highlights

The 2014 revenue budget continues the accumulation of funds for County departments to be used as a user equipment replacement fund. Interdepartmental revenues from equipment fund replacement charges remain budgeted at 2013 levels and provides for replacement funding in the plan (based on the radio units by department in the table below).

Activity – Radio Replacement Charges

Trunked Radio System	2013	2014	2013	2014	2014
Department	# of Radios	# of Radios	Budget	Budget	$ Change
Public Works	182	182	$50,298	$51,771	$1,473
Parks & Land Use	107	107	$43,090	$44,350	$1,260
Sheriff	314	314	$144,013	$148,226	$4,213
Public Works - Central Fleet	7	7	$1,908	$1,964	$56
Medical Examiner	5	5	$1,820	$1,874	$54
Emerg Prep - Emerg Mgmt	28	3	$10,048	$2,566	-$7,482*
Emerg Prep - Radio Services	18	18	$8,849	$9,107	$258
Health & Human Services	10	10	$5,245	$5,399	$154
Airport	1	1	$482	$496	$14
Total	**672**	**647**	**$265,753**	**$265,753**	**$0**

*Emergency preparedness removed 26 cached radios from the replacement plan, which were erroneously added in 2013.

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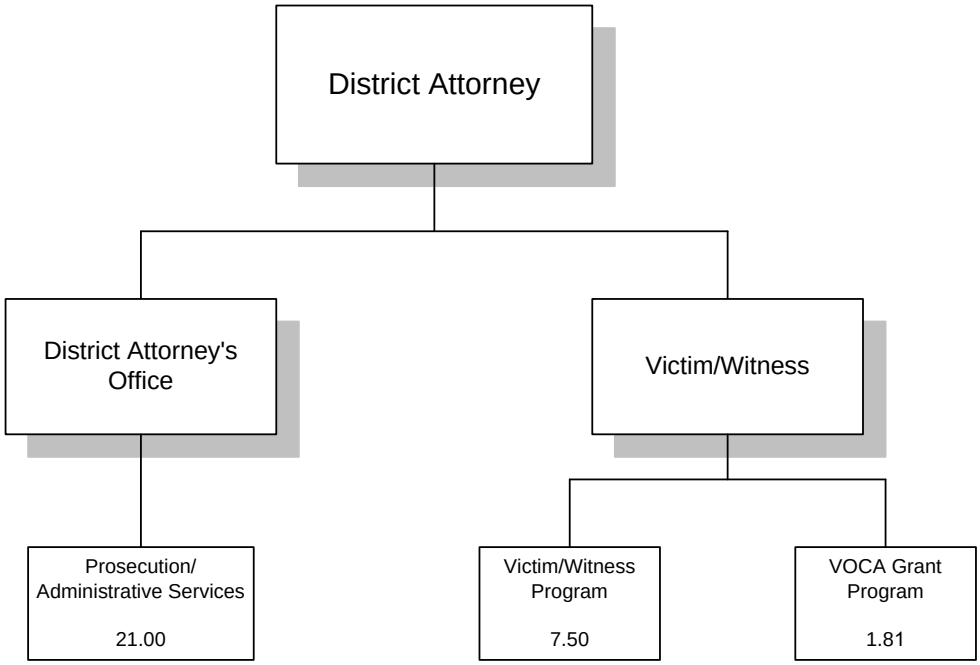
District Attorney

DISTRICT ATTORNEY'S OFFICE

FUNCTION / PROGRAM CHART



30.31 TOTAL FTE'S

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

District Attorney

Statement of Purpose

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

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

Financial Summary	2012 Actual	2013 Adopted Budget	2013 Estimate	2014 Budget	Change From 2013 Adopted Budget $	%
Revenues						
General Government	$319,110	$301,292	$322,642	$371,664	$70,372	23.4%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$63,837	$64,439	$64,385	$64,389	($50)	-0.1%
Interdepartmental	$144,571	$77,767	$77,767	$78,155	$388	0.5%
Other Revenue	$81,345	$83,089	$82,055	$72,829	($10,260)	-12.3%
Appr. Fund Balance (a)	$0	$25,000	$25,000	$0	($25,000)	-100.0%
County Tax Levy	**$1,756,187**	**$1,781,187**	**$1,781,187**	**$1,769,187**	**($12,000)**	**-0.7%**
Total Revenue Sources	**$2,365,050**	**$2,332,774**	**$2,353,036**	**$2,356,224**	**$23,450**	**1.0%**
Expenditures						
Personnel Costs	$1,805,463	$1,848,242	$1,826,436	$1,864,352	$16,110	0.9%
Operating Expenses	$308,338	$273,179	$257,684	$267,439	($5,740)	-2.1%
Interdept. Charges	$205,231	$211,353	$207,744	$224,433	$13,080	6.2%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$2,319,032**	**$2,332,774**	**$2,291,864**	**$2,356,224**	**$23,450**	**1.0%**
Rev. Over (Under) Exp.	$46,018	$0	$61,172	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	30.00	29.50	29.50	29.50	0.00	
Extra Help	0.82	0.82	0.82	0.81	(0.01)	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total FTEs	30.82	30.32	30.32	30.31	(0.01)	

(a) General Fund Balance budgeted at $25,000 in the 2013 Budget to assist the department to offset the impact of revenue loss from the State related to the Victim/Witness Program is eliminated in the 2014 budget.

Major Departmental Strategic Outcomes and Objectives for 2014

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

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

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

Performance Measure:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Number of people receiving services*	5,401	4,500	4,750	4,800

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

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

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

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

Performance Measure:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Officer cancellations	4,513	4,000	4,500	4,500
Civilian cancellations	3,172	3,000	3,100	3,100
Total cancellations	7,685	7,000	7,600	7,600
Estimated cost avoidance	$426,518	$388,500	$421,800	$421,800

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

Prosecution / Administrative Services

County-Wide Key Strategic Outcome: A safe county

Program Description

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

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**21.50**	**21.00**	**21.00**	**21.00**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$63,837	$64,000	$64,000	$64,000	$0
Interdepartmental	$144,571	$77,767	$77,767	$78,155	$388
Other Revenue	$32,245	$33,089	$32,055	$32,829	($260)
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$1,580,029**	**$1,565,365**	**$1,565,365**	**$1,584,842**	**$19,477**
Total Revenues	**$1,820,682**	**$1,740,221**	**$1,739,187**	**$1,759,826**	**$19,605**
Personnel Costs	$1,265,221	$1,289,927	$1,277,588	$1,302,018	$12,091
Operating Expenses	$299,693	$261,294	$249,430	$255,260	($6,034)
Interdept. Charges	$183,857	$189,000	$187,306	$202,548	$13,548
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,748,771**	**$1,740,221**	**$1,714,324**	**$1,759,826**	**$19,605**
Rev. Over (Under) Exp.	$71,911	$0	$24,863	$0	$0

Program Highlights

Charges for Services remain unchanged at $64,000 for copy charges, based on historical receipts in that area. Interdepartmental revenue received from the Sheriff's Department is to pay for one special drug prosecutor position. Salary and benefit costs for the position are budgeted at $78,155, an increase of $388. Other revenue totaling $32,800 includes State reimbursements for two State prosecutors electing County insurance benefits at an estimated cost of $25,929, estimated cost recoveries from extraditions, and miscellaneous revenue recoveries of $6,900.

Personnel costs increase by $12,100 to reflect cost to continue 21.0 FTE County-funded positions. One 1.0 FTE Legal Clerk position is abolished in the 2014 budget, resulting in cost savings of $59,800, and one 1.0 FTE Paralegal position is created in the 2014 budget at a cost of $67,200 to provide paraprofessional legal support to the District Attorney's Office staff attorneys in the area of white collar crime prosecution. Operating expenses decrease by about $6,000 mostly due to reduction in trial preparation costs, law intern assistance, legal subscriptions, membership dues, and extradition costs. Contracted services expenditures for a special drug prosecutor (reimbursed by the Sheriff's Department) are also reflected in this appropriation unit, and are estimated to increase slightly from 2013 Budgeted levels. Interdepartmental charges increase by $13,500. This is primarily due to the additional cost required to avoid a case file imaging backlog and an effort to maintain the department's imaging volume at historical levels.

Victim/Witness

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

Program Description

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

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**7.50**	**7.50**	**7.50**	**7.50**	**0.00**
General Government	$218,170	$193,881	$222,642	$263,200	$69,319
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$439	$385	$389	($50)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$49,100	$50,000	$50,000	$40,000	($10,000)
Appr. Fund Balance	$0	$25,000	$25,000	$0	($25,000)
County Tax Levy	**$176,158**	**$215,822**	**$215,822**	**$184,345**	**($31,477)**
Total Revenues	**$443,428**	**$485,142**	**$513,849**	**$487,934**	**$2,792**
Personnel Costs	$445,006	$455,781	$454,198	$458,878	$3,097
Operating Expenses	$6,067	$8,710	$6,050	$8,729	$19
Interdept. Charges	$19,910	$20,651	$18,936	$20,327	($324)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$470,983**	**$485,142**	**$479,184**	**$487,934**	**$2,792**

Rev. Over (Under) Exp.	($27,555)	$0	$34,665	$0	$0

Program Highlights

General government revenue is budgeted at 54% of budgeted expenditures for 2014. This reimbursement is sum-certain Statewide funding that varies depending upon request levels submitted by Victim/Witness programs throughout the State, and on funding available to the State from offender surcharges and other sources. Although the funding decreased in the last State Budget, it is anticipated that it will increase in 2014 based on budget changes that will simplify offender surcharge collection. Other revenue includes a percentage of bail forfeiture interest collections of $40,000, a decrease of $10,000 from the 2013 Budget.

Personnel costs increase about $3,100, which reflects costs to continue 7.5 FTE positions and is partially offset by favorable benefit cost changes. The Victim Witness Department continues to utilize volunteers and student interns to maximize services to citizens despite increasing demands and decreasing resources.

VOCA Grant/Program

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

Program Description

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

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**1.82**	**1.82**	**1.82**	**1.81**	**(0.01)**
General Government	$100,940	$107,411	$100,000	$108,464	$1,053
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	**$100,940**	**$107,411**	**$100,000**	**$108,464**	**$1,053**
Personnel Costs	$95,236	$102,534	$94,650	$103,456	$922
Operating Expenses	$2,578	$3,175	$2,204	$3,450	$275
Interdept. Charges	$1,464	$1,702	$1,502	$1,558	($144)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$99,278**	**$107,411**	**$98,356**	**$108,464**	**$1,053**
Rev. Over (Under) Exp.	$1,662	$0	$1,644	$0	$0

Program Highlights

This program is 100% reimbursable by federal funds passed through the state. Personnel costs increase just over $1,000 to reflect cost to continue 1.81 FTE positions and are slightly offset with a reduction of 0.01 FTE for a temporary/extra help social worker position to better reflect actual and expected levels. Slight increases in operating costs and decreases in interdepartmental charges bring the budget in line with actual grant expenses.

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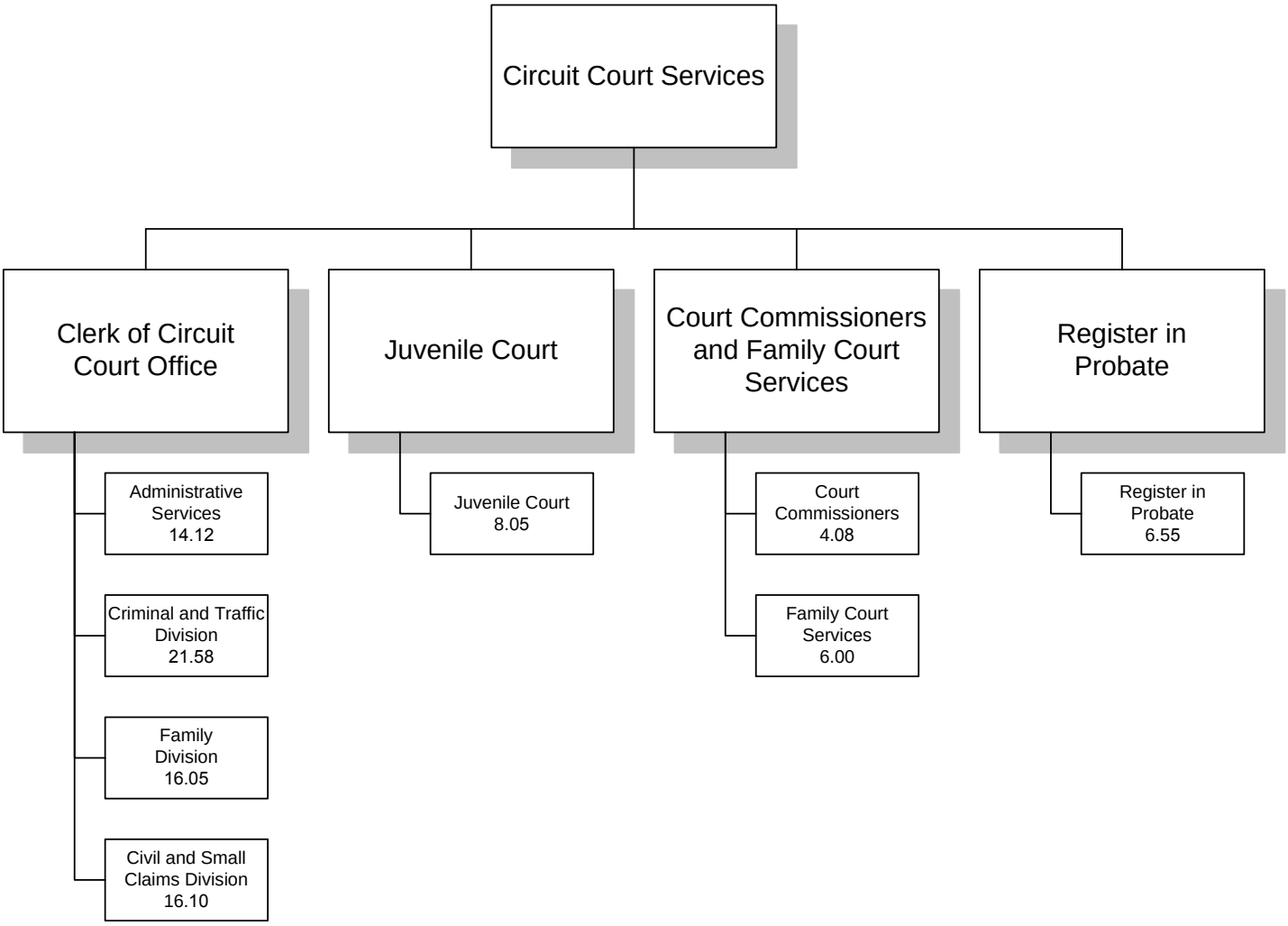
Circuit Court Services

CIRCUIT COURT SERVICES

FUNCTION / PROGRAM CHART



92.53 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.

Circuit Court Services

Statement of Purpose

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

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

Financial Summary	2012 Actual	2013 Adopted Budget	2013 Estimate	2014 Budget	Change From 2013 Adopted Budget $	%
Revenues						
General Government	$1,562,625	$1,601,000	$1,565,000	$1,559,000	($42,000)	-2.6%
Fine/Licenses	$644,352	$710,500	$640,600	$645,500	($65,000)	-9.1%
Charges for Services	$1,307,072	$1,579,250	$1,487,250	$1,463,700	($115,550)	-7.3%
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue	$163,939	$126,500	$111,500	$101,500	($25,000)	-19.8%
Appr. Fund Balance (a)	$20,000	$20,000	$20,000	$20,000	$0	0.0%
County Tax Levy	**$5,207,381**	**$5,342,381**	**$5,342,381**	**$5,574,481**	**$232,100**	**4.3%**
Total Revenue Sources	**$8,905,369**	**$9,379,631**	**$9,166,731**	**$9,364,181**	**($15,450)**	**-0.2%**
Expenditures						
Personnel Costs	$6,147,428	$6,290,625	$6,201,091	$6,230,069	($60,556)	-1.0%
Operating Expenses	$1,425,240	$1,532,382	$1,453,552	$1,562,035	$29,653	1.9%
Interdept. Charges	$1,422,121	$1,546,624	$1,506,996	$1,572,077	$25,453	1.6%
Fixed Assets	$0	$10,000	$8,000	$0	($10,000)	-100.0%
Total Expenditures	**$8,994,789**	**$9,379,631**	**$9,169,639**	**$9,364,181**	**($15,450)**	**-0.2%**
Rev. Over (Under) Exp.	($89,420)	$0	($2,908)	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	92.00	91.00	91.00	90.00	(1.00)	
Extra Help	2.40	2.59	2.59	2.18	(0.41)	
Overtime	0.30	0.30	0.30	0.35	0.05	
Total FTEs	94.70	93.89	93.89	92.53	(1.36)	

(a) Fund balance of $20,000 is provided in each of the 2012, 2013, and 2014 Budgets to continue a Furniture and Equipment Replacement Plan that was initiated in 2011.

Major Departmental Strategic Outcomes and Objectives for 2014

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

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

Key Outcome Indicators: Increase the number of court events in which a video conference is used in Criminal/Traffic and Juvenile Courts (as captured in CCAP).

Performance Measure:	2011 Actual	2012 Actual	2013 6-month	2014 Target
Criminal/Traffic Division Video Conference Events	148	228	213	450
Juvenile Division Video Conference Events	43	111	105	225

Objective 2: Utilizing Business Center resources, systematically apply payment enforcement procedures in an effort to collect court ordered financial obligations for mediation, family studies and court appointed Guardian Ad Litem (GAL) services.

Key Outcome Indicators: Use financial assessments and payment plans created in CCAP with greater oversight to manage Family Division court ordered financial payments resulting in a reduction in county paid GAL costs.

Performance Measure:	2011 Actual	2012 Actual	2013 6-month	2014 Target
Financial Assessments Created	0	1,105	1,946	3,900
Payment Plans Established	0	96	298	600
FA GAL Expenses	$148,812	$117,013	$43,146	$95,000

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

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

Performance Measure:	2011 Estimate	2012 Estimate	2013 6-month Actual	2014 Target
Staff Hours Dedicated to Qualifying & Summonsing Jurors	309	309	108	190
Jury Program Postage Expense	$9,563	$9,780	$3,946	$7,000

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

Key Outcome Indicators: Number of documents scanned for all new and pending cases files and for all on-site closed files.

Performance Measure:	2011 Actuals	2012 Actual	2013 6-month Actual	2014 Target
# of Civil Division Documents Scanned	12,861	108,420	43,326	95,000

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

Key Outcome Indicators: Number of on-line Juror Exit Surveys received and number of Family Division Self-Help Webcasts viewed.

Performance Measure:	2011 Estimate	2012 Actual	2013 6-month Actual	2014 Target
Online Juror Exit Surveys Received	N/A	52	89	200
Family Webcasts Viewed	N/A	553	574	750

Activities

Administration Division	2010 Actual	2011 Actual	2012 Actual	2013 6 month
Gross Annual Department Receipts	$15.3 million	$14.2 million	$18.9 million	$7.4 million
Total Receipt Transactions	66,724	61,943	59,868	28,786
E-payment Receipt Transactions*	509	2,025	2,635	1,519
Gross E-payments Receipts (included above)	$62,276	$240,219	$302,621	$200,415
Total Disbursement Transactions	2,234	2,249	2,194	1,223
Net Sales by Credit Card	$962,182	$916,732	$954,000	$575,662
YE Funds Held in Trust (invested)/Ct. Order	$617,072	$395,828	$467,224	$438,414
Network Users Supported	147	140	133	135
Computer Workstations/Printers**	255	245	247	245

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

**The vast majority of computer hardware utilized by Circuit Court Services is provided by the State. For 2013, replacement value of the State CCAP provided computer hardware, software and technology services is estimated to exceed $350,383.

Jury Program	2010 Actual	2011 Actual	2012 Actual	2013 6 month*
Total # of Jury Trials Started	65	68	68	37
Total Jury Days	170	188	170	82
Total Questionnaires Returned	12,399	12,238	11,550	5,779
Total Questionnaires Returned Online	5,033	4,798	4,990	3,642
% of Questionnaires Returned Online	41%	40%	43%	63%

*On 1/1/13, Circuit Courts changed to a one-step qualification/summons process from a 2-step qualification and summons process.

Criminal & Traffic Division	2010 Actual		2011 Actual		2012 Actual		2013 6 month	
	Open	Disposed	Open	Disposed	Open	Disposed	Open	Disposed
Felony Cases	1,260	1,137	1,292	1,329	1,549	1,330	726	741
Misdemeanor Cases	2,778	3,113	2,431	2,671	2,398	2,267	1,035	1,108
Criminal Traffic Cases	2,274	2,613	1,812	1,978	1,748	1,741	912	906
Traffic Cases	9,354	9,323	9,628	9,711	9,959	10,132	3,655	3,895
Forfeiture Cases	1,404	1,396	1,195	1,231	1,160	1,163	338	383
TOTAL CASES	**17,070**	**17,582**	**16,358**	**16,920**	**16,814**	**16,633**	**6,666**	**7,033**

	2010 Actual	2011 Actual	2012 Actual	2013 6 month
C/T Jury Trials Started	30	29	36	23
C/T Jury Days	59	94	81	50

Circuit Court Services

Family Division	2010 Actual		2011 Actual		2012 Actual		2013 6 month	
	Open	Disposed	Open	Disposed	Open	Disposed	Open	Disposed
Divorce/Legal Separation Cases	1,398	1,404	1,318	1,341	1,316	1,338	668	746
Paternity Cases	443	465	354	422	468	455	190	196
Other Family Cases	344	367	387	327	540	542	232	230
TOTAL CASES	**2,185**	**2,236**	**2,059**	**2,090**	**2,324**	**2,335**	**1,090**	**1,172**
Post-Judgment Family Actions		2,237		2,296		1,982		909
Post-Judgment Paternity Actions		901		913		829		489
TOTAL		**3,138**		**3,209**		**2,811**		**1,398**

Civil Division	2010 Actual		2011 Actual		2012 Actual		2013 6 month	
	Open	Disposed	Open	Disposed	Open	Disposed	Open	Disposed
Large Claim Foreclosures	1,569	1,477	1,310	1,798	1,218	1,706	406	684
Large Claim-All Other	3,785	3,934	3,046	3,492	2,515	2,325	1,107	1,195
Small Claim Contested	1,027	1,006	963	757	1,045	1,007	474	644
Small Claim Uncontested	6,071	6,071	5,897	5,897	5,908	5,908	2,714	2,714
TOTAL CASES	**12,452**	**12,488**	**11,216**	**12,520**	**10,686**	**10,946**	**4,701**	**5,237**

	2010 Actual	2011 Actual	2012 Actual	2013 6 month
Civil Jury Trials Started	34	33	30	13
Civil Jury Days	107	82	84	31

Family Court Services	2010 Actual	2011 Actual	2012 Actual	2013 6 month
Mediation Cases Opened	652	671	681	352
Custody/Visitation Studies Opened	246	194	189	83

Juvenile Division	2010 Actual		2011 Actual		2012 Actual		2013 6 month	
	Open	Disposed	Open	Disposed	Open	Disposed	Open	Disposed
Delinquency/Juvenile Protection (JIPS)	224	208	252	258	237	290	107	172
Child in Need of Protection(CHIPS)	133	170	141	100	149	148	66	96
Termination of Parental Rights	50	43	60	63	40	39	30	24
Other Juvenile	430	440	350	354	373	378	174	154
Juvenile Ordinance Violations	465	467	324	324	193	241	222	222
Adult Commitments	1,079	1,085	1,129	1,140	1,059	1,059	504	499
TOTAL CASES	**2,381**	**2,413**	**2,256**	**2,239**	**2,051**	**2,155**	**1,103**	**1,167**

	2010 Actual	2011 Actual	2012 Actual	2013 6 month
Juvenile Jury Trials Started	1	6	2	1
Juvenile Jury Days	4	11	5	1

Probate Division	2010 Actual		2011 Actual		2012 Actual		2013 6 month	
	Open	Disposed	Open	Disposed	Open	Disposed	Open	Disposed
Formal Estate Actions	32	31	26	40	26	29	12	14
Informal Estate Actions	472	498	487	454	462	411	251	224
Trusts	21	63	28	37	12	14	7	7
Guardianships	257	352	227	184	254	257	118	108
Adoptions	9	11	8	8	9	9	6	8
Other Probate	101	88	111	100	106	97	54	61
TOTAL CASES	**892**	**1,043**	**887**	**823**	**869**	**817**	**448**	**422**

	2010 Actual	2011 Actual	2012 Actual	2013 6 month
Probate Jury Trials Held	0	0	0	0
Probate Jury Days	0	0	0	0

Clerk of Courts-Administrative Services Division

Program Description

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

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

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**8.88**	**9.12**	**9.12**	**14.12**	**5.00**
General Government	$997,350	$1,001,000	$1,002,000	$999,000	($2,000)
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$295,988	$340,000	$330,000	$330,000	($10,000)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$35,822	$50,000	$30,000	$25,000	($25,000)
Appr. Fund Balance	$20,000	$20,000	$20,000	$20,000	$0
County Tax Levy	**($549,290)**	**($486,274)**	**($486,274)**	**($79,902)**	**$406,372**
Total Revenues	**$799,870**	**$924,726**	**$895,726**	**$1,294,098**	**$369,372**
Personnel Costs	$661,249	$681,490	$671,718	$992,866	$311,376
Operating Expenses	$75,006	$117,900	$110,270	$167,020	$49,120
Interdept. Charges	$124,574	$115,336	$120,668	$134,212	$18,876
Fixed Assets	$0	$10,000	$8,000	$0	($10,000)
Total Expenditures	**$860,829**	**$924,726**	**$910,656**	**$1,294,098**	**$369,372**

Rev. Over (Under) Exp.	($60,959)	$0	($14,930)	$0	$0

Program Highlights

General Governmental revenues include the state Circuit Court Support Grant and state funding for interpreter services. State revenues are budgeted at $999,000 for 2014, which is a reduction of $2,000 from 2013. Charges for Services revenues include bail forfeiture delinquent recoveries and statutory fees charged by the Clerk of Courts office. For 2014, bail forfeiture revenue has been reduced by $10,000 from 2013 budget levels and is budgeted at $100,000 to reflect lower collections that relate to increasing fiscal constraints for obligors. Other Revenues include a reduction of $25,000 in projected investment earnings on the Courts business account. Fund Balance of $20,000 is provided in the 2014 budget to continue to assist the department with furniture and equipment replacement, and maintenance services.

Personnel costs increase a total of $311,400 from the 2013 to 2014 budget, and reflect the cost to continue related to 7.5 FTE positions and 5.0 FTE positions being transferred from the Criminal &Traffic Division. These transferred positions relate specifically to the creation of a Business Center team that was created as part of a LEAN Government focused service change to prioritize efforts on the collection of court ordered financial obligations and other court wide responsibilities. Additional personnel resources totaling 1.62 FTEs for Civilian Bailiffs, digital transcription support, and centralized document imaging are also included in the 2014 budget.

Interdepartmental Charges increase by $18,900, to of $134,200 which covers all insurance, copier, records storage, technology service contracts, and telecommunication charges funded for 2014. This increase is offset by a reduction of $10,000 in fixed asset costs from 2013 due to a one-time expense for a video conferencing initiative.

Clerk of Courts-Criminal & Traffic Division

Program Description

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

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

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**28.10**	**27.10**	**27.10**	**21.58**	**(5.52)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$606,112	$675,000	$605,000	$610,000	($65,000)
Charges for Services	$393,366	$470,750	$420,750	$415,750	($55,000)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$1,638,076**	**$1,600,253**	**$1,600,253**	**$1,362,394**	**($237,859)**
Total Revenues	**$2,637,554**	**$2,746,003**	**$2,626,003**	**$2,388,144**	**($357,859)**
Personnel Costs	$1,618,607	$1,639,308	$1,666,610	$1,327,333	($311,975)
Operating Expenses	$360,308	$365,832	$358,025	$360,085	($5,747)
Interdept. Charges	$634,221	$740,863	$682,024	$700,726	($40,137)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$2,613,136**	**$2,746,003**	**$2,706,659**	**$2,388,144**	**($357,859)**

Rev. Over (Under) Exp.	$24,418	$0	($80,656)	$0	$0

Program Highlights

The 2014 budget reflects significant reductions to its revenue base to reflect a continuing decline in all payments for fines, forfeitures, and costs in criminal and traffic cases due to a combination of factors including fewer case filings and overall economic conditions leading to lengthier payment plans in general. In total, the 2014 revenue budget for all criminal fines, civil forfeitures, and all related fees is budgeted at $1,025,750, which is $120,000 less than the 2013 budget amount.

Personnel costs are budgeted to decrease by nearly $312,000 which reflects the transfer of 5.0 FTE positions to the new Business Center in the Administrative Services Division and unfunding 1.0 open Clerk I-II position. Budgeted salary and benefit costs for 2014 total $1,327,300, and includes funding for 21.0 FTE positions. This division continues funding for 200 hours of overtime (0.1 FTE) for in-court staff when Court continues past normal business hours and has added 1,000 hours (0.48 FTE) of temporary assistance for continued document imaging projects.

Divisional Operating Expenses decrease by $5,700 from the 2013 budget due to a reduction of approximately $24,000 in court ordered attorney fees due to improved Public Defender indigency guidelines and divisional fixed rate service contracts for attorneys, which are partially offset by an increase in charges for psychological examination services, jury expenses, and interpreter fees.

Interdepartmental Charges are budgeted to decrease by $40,100 in 2014. This reduction is driven by service changes implemented to decrease prisoner transportation costs and is offset by increases in court security costs. Court paid expenses for Sheriff services in this division total $629,500 in 2014.

Clerk of Courts-Family Division

Program Description

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

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

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**15.53**	**16.77**	**16.77**	**16.05**	**(0.72)**
General Government	$416,039	$448,000	$413,000	$418,000	($30,000)
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$85,831	$89,000	$109,000	$93,450	$4,450
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$749,932**	**$843,454**	**$843,454**	**$862,118**	**$18,664**
Total Revenues	**$1,251,802**	**$1,380,454**	**$1,365,454**	**$1,373,568**	**($6,886)**
Personnel Costs	$825,141	$929,878	$882,222	$902,162	($27,716)
Operating Expenses	$161,462	$173,000	$169,375	$169,898	($3,102)
Interdept. Charges	$256,371	$277,576	$286,254	$301,508	$23,932
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,242,974**	**$1,380,454**	**$1,337,851**	**$1,373,568**	**($6,886)**

Rev. Over (Under) Exp.	$8,828	$0	$27,603	$0	$0

Program Highlights

Family Division non-Tax Levy revenue for 2014 is reduced by $25,550 which reflects cost reimbursement changes that will reduce federal IV-D (child support enforcement) revenue by a total of $30,000, offset by an increase of $4,450 in state Guardian ad Litem reimbursement revenue.

Personnel costs for 2014 are estimated to decrease by $27,700 from the 2013 budget due to a very low cost to continue for 16.0 FTE positions, benefit selection changes, and insurance cost sharing changes. The 2014 budget continues to reflect the inclusion of overtime for court support staff (120 hours) but transfers all temporary assistance (0.72 FTE) for document imaging activities to the Criminal & Traffic Division to support departmental imaging initiatives.

Operating Expenses for 2014 are reduced by a total of $3,100. This reduction is related mainly to a reduction of $10,000 in divisional Guardian ad Litem expenses which is being driven by a coordinated effort with the newly created Business Center to more effectively manage the repayment of expenses related to court appointed legal counsel in family and paternity cases. This decrease is offset by an increase of $6,500 in divisional interpreter expenses.

Interdepartmental Charges are budgeted to increase by $23,900 mainly due to an increase of $16,200 for cost to continue funding for court security, and $6,700 for DOA-Collections fees, and divisional postage.

Clerk of Courts-Civil Division

Program Description

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

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

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**16.60**	**16.12**	**16.12**	**16.10**	**(0.02)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$860	$500	$600	$500	$0
Charges for Services	$191,265	$215,000	$195,000	$195,000	($20,000)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$1,144,873**	**$1,148,886**	**$1,148,886**	**$1,165,991**	**$17,105**
Total Revenues	**$1,336,998**	**$1,364,386**	**$1,344,486**	**$1,361,491**	**($2,895)**
Personnel Costs	$981,963	$994,007	$963,930	$973,220	($20,787)
Operating Expenses	$91,175	$120,750	$103,850	$117,377	($3,373)
Interdept. Charges	$242,367	$249,629	$259,416	$270,894	$21,265
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,315,505**	**$1,364,386**	**$1,327,196**	**$1,361,491**	**($2,895)**
Rev. Over (Under) Exp.	$21,493	$0	$17,290	$0	$0

Program Highlights

Civil Division revenues are comprised of a portion of the fees charged for filing large claim and small claims court cases. The 2014 budget reflects a $20,000 reduction in filing fee revenue based on lower case filing activity and to reflect the change which reduced county fees retained when the small claims filing limit was increased to $10,000.

Personnel costs for 2014 are estimated to decrease by $20,800 from the 2013 budget due to a very low cost to continue for 16.0 FTE staff based on benefit selections and insurance cost sharing changes. The 2014 budget includes funding for 220 hours of overtime (a reduction of 0.02 FTE) for court support staff which is required when court activity continues beyond normal business hours. Temporary assistance to support divisional imaging activities was eliminated in the 2013 Budget and is being coordinated with existing staff.

Operating expenses are budgeted to decrease by $3,400 as the division has made efforts to minimize supply and equipment purchases and maintain operational costs at 2013 levels.

Interdepartmental Charges have increased by $21,300 in 2014 to reflect an increase of $24,200 for courtroom security, which is offset by reductions totaling nearly $3,300 in divisional postage and records storage costs.

Juvenile Court

Program Description

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

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

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**8.03**	**8.03**	**8.03**	**8.05**	**0.02**
General Government	$85,000	$85,000	$85,000	$85,000	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$50,000	$50,000	$50,000	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$97,650	$51,500	$56,500	$51,500	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$1,105,466**	**$1,108,915**	**$1,108,915**	**$1,098,709**	**($10,206)**
Total Revenues	**$1,288,116**	**$1,295,415**	**$1,300,415**	**$1,285,209**	**($10,206)**
Personnel Costs	$491,861	$502,966	$490,663	$500,096	($2,870)
Operating Expenses	$661,183	$661,450	$624,727	$653,950	($7,500)
Interdept. Charges	$132,436	$130,999	$125,801	$131,163	$164
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,285,480**	**$1,295,415**	**$1,241,191**	**$1,285,209**	**($10,206)**

Rev. Over (Under) Exp.	$2,636	$0	$59,224	$0	$0

Program Highlights

Budgeted revenues for 2014 remain the same as 2013 for reimbursement of legal service expenses though a state payment program, and for repayment of legal service expenses through departmental recovery efforts and in concert with DOA-Collections. The division strives to establish payment orders and coordinate recovery efforts to effectively offset some of its operating expenses.

Personnel costs for 2014 are budgeted to decrease by $2,900 due to low cost to continue for 8.0 FTE staff coupled with savings from employee benefit selections and county insurance cost sharing changes. The 2014 budget includes funding for 100 hours of overtime (an increase of 0.02 FTE) for court support staff required when court activity continues beyond normal business hours.

Operating Expenses and Interdepartmental Charges are budgeted to decrease by about $7,500 in 2014 to reflect budgeted cost savings of $9,000 in legal and medical/psychiatric expenses which exceed modest cost to continue increases of $2,500 for court security services at the Juvenile Court Center.

Family Court Services

Program Description

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

Family Court Services (FCS) County Fee Schedule

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

Mediation Services	2012	2013	2014
Session 1	No Charge per state statute		
Subsequent Sessions	$100 for each add'l session	$100 for each add'l session	$100 for each add'l session

Custody and Visitation Study

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

	2012	2013	2014
Study Fees	$1,100	$1,300	$1,300

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

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**7.06**	**6.00**	**6.00**	**6.00**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$37,380	$35,000	$35,000	$35,000	$0
Charges for Services	$214,139	$279,500	$245,000	$244,500	($35,000)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$259,442**	**$208,194**	**$208,194**	**$250,331**	**$42,137**
Total Revenues	**$510,961**	**$522,694**	**$488,194**	**$529,831**	**$7,137**
Personnel Costs	$515,143	$502,444	$495,430	$508,160	$5,716
Operating Expenses	$11,187	$13,350	$12,795	$13,795	$445
Interdept. Charges	$3,341	$6,900	$7,711	$7,876	$976
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$529,671**	**$522,694**	**$515,936**	**$529,831**	**$7,137**
Rev. Over (Under) Exp.	($18,710)	$0	($27,742)	$0	$0

Program Highlights

Divisional revenues have been reduced by a total of $35,000 in 2014 to better reflect historical revenues derived from custody and placement evaluations.

Personnel costs for 2014 for 6.0 FTE staff are budgeted to increase by $5,700 from 2013. Similarly, Operating Expenses and Interdepartmental Charges have been held to a marginal increase that, in total, amounts to approximately $1,500.

Court Commissioners

Program Description

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

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

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**4.00**	**4.25**	**4.25**	**4.08**	**(0.17)**
General Government	$44,139	$45,000	$43,000	$35,000	($10,000)
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	**$587,645**	**$582,540**	**$582,540**	**$566,419**	**($16,121)**
Total Revenues	**$631,784**	**$627,540**	**$625,540**	**$601,419**	**($26,121)**
Personnel Costs	$627,418	$612,921	$601,390	$585,138	($27,783)
Operating Expenses	$5,438	$8,100	$7,850	$9,250	$1,150
Interdept. Charges	$9,052	$6,519	$7,645	$7,031	$512
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$641,908**	**$627,540**	**$616,885**	**$601,419**	**($26,121)**
Rev. Over (Under) Exp.	($10,124)	$0	$8,655	$0	$0

Program Highlights

Non-Tax Levy revenue budgeted in the Court Commissioners 2014 budget consists solely of federal IV-D (child support enforcement) funding. In the 2014 budget, this revenue was reduced by $10,000, to a total of $35,000 to reflect changes made to Court Commissioner schedules that created more efficiencies, but condensed reimbursable time in court.

Personnel costs for 2014 are budgeted to decrease a total of $27,800 from 2013 mainly due to a significant reduction (0.17 FTE) in temporary court commissioner assistance funding (approximately $15,000) to provide interim coverage for emergency situations and a decrease in the cost to continue for 4.0 FTE positions. Funding for 160 hours (0.08 FTE) of temporary court commissioner assistance remains in the 2014 budget.

There are minimal Operating Expenses or Interdepartmental Charges associated with this division. A total increase of $1,150 in Operating Expenses is budgeted for 2014 to enhance training and education opportunities for Commissioners, and to provide funding for required legal publications and materials.

Register in Probate

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

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

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**6.50**	**6.50**	**6.50**	**6.55**	**0.05**
General Government	$20,097	$22,000	$22,000	$22,000	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$126,483	$135,000	$137,500	$135,000	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$30,467	$25,000	$25,000	$25,000	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$271,237**	**$336,413**	**$336,413**	**$348,421**	**$12,008**
Total Revenues	**$448,284**	**$518,413**	**$520,913**	**$530,421**	**$12,008**
Personnel Costs	$426,046	$427,611	$429,128	$441,094	$13,483
Operating Expenses	$59,481	$72,000	$66,660	$70,660	($1,340)
Interdept. Charges	$19,759	$18,802	$17,477	$18,667	($135)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$505,286**	**$518,413**	**$513,265**	**$530,421**	**$12,008**

Rev. Over (Under) Exp.	($57,002)	$0	$7,648	$0	$0

Program Highlights

Probate Division revenues for the 2014 budget remain unchanged from 2013. State Guardian ad Litem reimbursement payments, statutory administrative fees and estate filing fees, and service cost recoveries are collectively budgeted at a total of $182,000 for 2014.

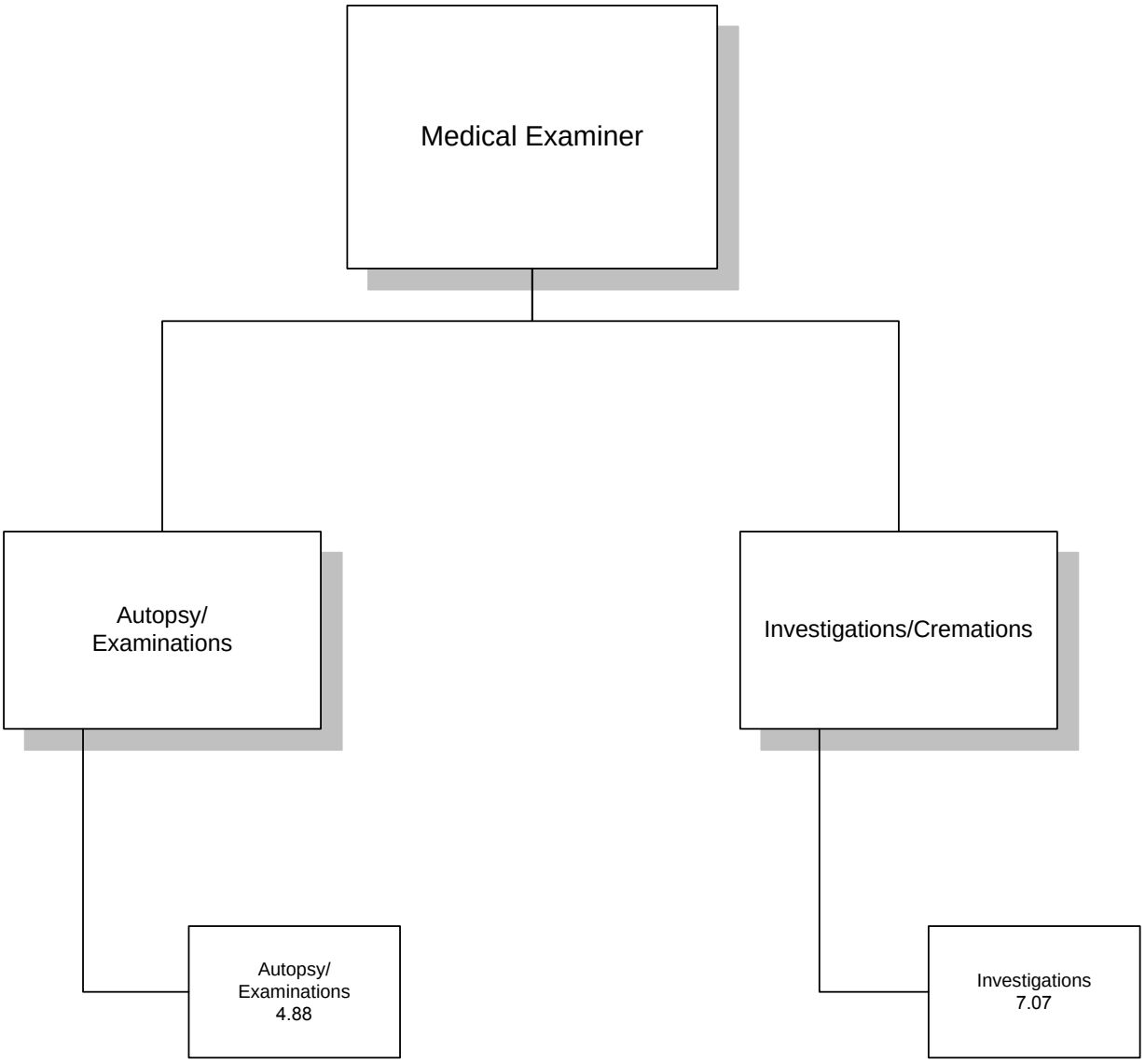
Personnel costs for 2014 are budgeted to increase by $13,500 from 2013 due to modest wage increases for 6.5 FTE staff, employee benefit selection changes and county insurance cost sharing changes. The 2014 budget includes additional funding for 100 hours (0.05 FTE) of overtime for staff to support a variety of divisional activities which may occur outside normal business hours.

The 2014 budget for Operating Expenses and Interdepartmental Charges are reduced by a combined $1,475 through modest changes made to numerous budget accounts in each appropriation unit.

Medical Examiner

MEDICAL EXAMINER'S OFFICE

FUNCTION / PROGRAM CHART



11.95 TOTAL FTE'S

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

Medical Examiner

Statement of Purpose

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

Financial Summary	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	$294,630	$334,225	$344,325	$357,095	$22,870	6.8%
Charges for Services	$213,954	$213,145	$223,825	$217,440	$4,295	2.0%
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue	$26,100	$24,000	$75,000	$75,000	$51,000	212.5%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy	**$949,235**	**$976,310**	**$976,310**	**$976,310**	**$0**	**0.0%**
Total Revenue Sources	**$1,483,919**	**$1,547,680**	**$1,619,460**	**$1,625,845**	**$78,165**	**5.1%**
Expenditures						
Personnel Costs	$1,131,690	$1,181,466	$1,157,147	$1,203,427	$21,961	1.9%
Operating Expenses	$233,254	$254,190	$239,190	$304,174	$49,984	19.7%
Interdept. Charges	$106,814	$112,024	$111,702	$118,244	$6,220	5.6%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$1,471,758**	**$1,547,680**	**$1,508,039**	**$1,625,845**	**$78,165**	**5.1%**
Rev. Over (Under) Exp.	$12,161	$0	$111,421	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	10.62	11.00	11.00	11.00	0.00	
Extra Help	0.50	0.50	0.50	0.50	0.00	
Overtime	0.37	0.30	0.30	0.45	0.15	
Total FTEs	11.49	11.80	11.80	11.95	0.15	

Major Departmental Strategic Outcomes and Objectives for 2014

County-Wide Key Strategic Outcome: A safe county

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

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

Performance Measure:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Percentage of deaths reported	43%	40%	40%	40%

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

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

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

Performance Measure:	2012 *Estimate	2013 Target	2013 Estimate	2014 Target
Number of individuals over 60 living independently referred to ADRC	5	10	8	10

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

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

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

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

Performance Measure:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Amt. of money that the Dept. generates through contract autopsy services	$156,274	$158,720	$167,300	$159,840
% of autopsy/examinations program costs covered by contracts	19%	19%	20%	19%

Medical Examiner Major Fee Charges	**2012**	**2013**	**2014**	**$ Change '14-'13**
Cremation Permit Fee (each)	$200	$215	$215	$0
Death Certificate Signing Fee (each)	$60	$75	$75	$0
Disinterment Permit Fee (each)	$50	$65	$65	$0
Body Storage in the Morgue (per day after 1st day)	$50	$50	$50	$0
Facility Use & Supervision (components below)	N/A	N/A	Up to $1,500	-
Pre/Post Recovery (per session)	*N/A*	*N/A*	*$800*	*$800*
Facility Costs (per session)	*N/A*	*N/A*	*$400*	*$400*
Supervision Fee (per session)	*N/A*	*N/A*	*$300*	*$300*

Autopsy/Examinations

County-Wide Key Strategic Outcome: A safe county

Program Description

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

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**4.59**	**5.09**	**5.09**	**4.88**	**(0.21)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$165,682	$213,095	$223,825	$217,440	$4,345
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	($10,150)	$24,000	$75,000	$75,000	$51,000
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$545,500**	**$658,055**	**$658,055**	**$610,134**	**($47,921)**
Total Revenues	**$701,032**	**$895,150**	**$956,880**	**$902,574**	**$7,424**
Personnel Costs	$587,942	$624,356	$584,628	$609,399	($14,957)
Operating Expenses	$211,297	$229,442	$208,157	$248,931	$19,489
Interdept. Charges	$37,698	$41,352	$41,010	$44,244	$2,892
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$836,937**	**$895,150**	**$833,795**	**$902,574**	**$7,424**
Rev. Over (Under) Exp.	($135,905)	$0	$123,085	$0	$0

Program Highlights

Charges for services revenue is comprised of death certificate fees, contract autopsy revenue, morgue fee revenue, and revenues from charges to outside agencies for personnel expenses when staff has to come in outside of normal working hours to supervise agencies that use the facility. Overall, these revenues increase about $4,300, which reflects a $7,100 increase in morgue fees, partially offset with a reduction in supervision fees. Other revenues increase $51,000 to $75,000, which reflects the base amount in the new tissue donor referral service contract that was established in early 2013.

Personnel costs decrease nearly $15,000 in this program area to reflect a change in how several positions are allocated across programs, a 0.01 FTE reduction in temporary/extra help, and a reduction in benefit costs related to a change in employee selected health insurance. These reductions are partially offset by an increase of 0.04 FTE of overtime and costs to continue existing employees. Operating expenditures increase about $19,500 mostly due to a $17,600 increase in medical supply and service costs.

Activity - Workload Data	2007	2008	2009	2010	2011	2012	2013 Estimate	2014 Budget
Autopsies-Waukesha Co.	169	163	180	193	169	227	200	210
External Exams*	146	168	162	181	169	163	190	195
Contract Autopsies	113	104	124	140	131	95	93	95
Total	**428**	**435**	**466**	**514**	**469**	**485**	**485**	**500**

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

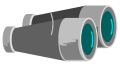
Investigations/Cremation

County-Wide Key Strategic Outcome: A safe county

Program Description

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

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**6.90**	**6.71**	**6.71**	**7.07**	**0.36**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$294,630	$334,225	$344,325	$357,095	$22,870
Charges for Services	$48,272	$50	$0	$0	($50)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$36,250	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$403,735**	**$318,255**	**$318,255**	**$366,176**	**$47,921**
Total Revenues	**$782,887**	**$652,530**	**$662,580**	**$723,271**	**$70,741**
Personnel Costs	$543,748	$557,110	$572,519	$594,028	$36,918
Operating Expenses	$21,957	$24,748	$31,033	$55,243	$30,495
Interdept. Charges	$69,116	$70,672	$70,692	$74,000	$3,328
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$634,821**	**$652,530**	**$674,244**	**$723,271**	**$70,741**
Rev. Over (Under) Exp.	$148,066	$0	($11,664)	$0	$0



Program Highlights

Fines and license revenue is budgeted to increase almost $23,000 due to an increase in permit fee revenue. In 2013, permit fees increased $15 to $215 and the Department estimates more cremation permits will be issued in 2014 (1,700) than ever before.

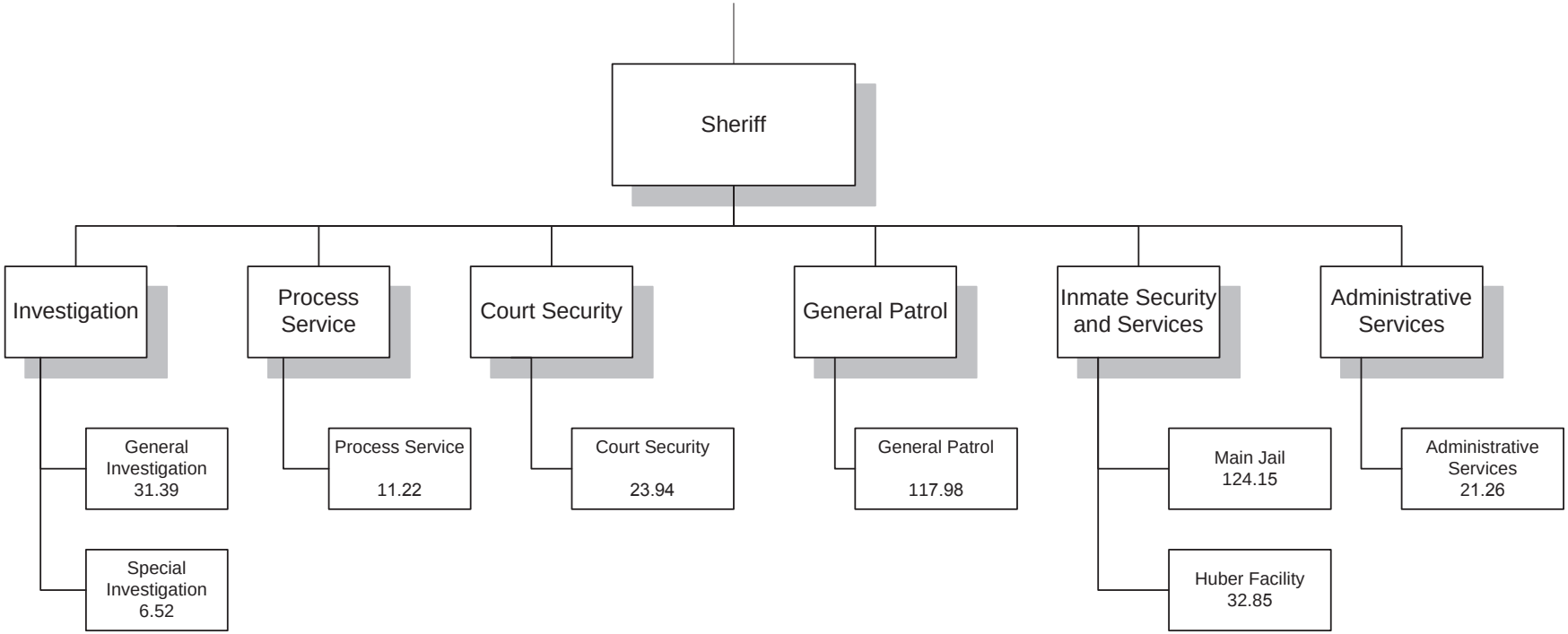
Personnel costs increase about $36,900 in this program area to reflect a change in how several positions are allocated across programs, a 0.11 FTE increase in overtime, and costs to continue existing staffing levels. Operating expenses increase $30,500, mostly due to a $10,000 increase in computer equipment costs for the purchase of tablet devices for deputy medical examiners and an increase in expenditures for outside assistance brought in for coverage needs. Interdepartmental charges increase $3,300 mostly due to higher vehicle and fuel costs.

Activity - Workload Data	2007	2008	2009	2010	2011	2012	2013 Estimate	2014 Budget
Non-Scene Cases Investigated	958	1,040	1,017	1,086	970	1,071	960	1,050
Scenes Investigated	293	331	303	337	320	348	360	350
Total Cases Investigated	**1,251**	**1,371**	**1,320**	**1,423**	**1,290**	**1,419**	**1,320**	**1,400**
Cremation Permits Issued	1,041	1,237	1,287	1,515	1,506	1,631	1,678	1,700

Sheriff

SHERIFF'S DEPARTMENT

FUNCTION / PROGRAM CHART



369.31 TOTAL FTE'S

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

Statement of Purpose

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

Financial Summary	2012 Actual	2013 Adopted Budget	2013 Estimate (d)	2014 Budget	Change From 2013 Adopted Budget $	%
Revenues						
General Government	$389,290	$206,131	$273,995	$206,977	$846	0.4%
Fine/Licenses	$3,737	$8,000	$6,500	$6,950	($1,050)	-13.1%
Charges for Services	$7,662,789	$8,085,174	$7,765,267	$7,916,880	($168,294)	-2.1%
Interdepartmental (a)	$1,351,144	$1,484,410	$1,304,239	$1,401,881	($82,529)	-5.6%
Other Revenue (b)	$1,090,527	$1,081,980	$1,154,300	$1,157,930	$75,950	7.0%
Appr. Fund Balance (c)	$668,127	$285,579	$907,315	$279,672	($5,907)	-2.1%
County Tax Levy	**$26,793,267**	**$27,033,267**	**$27,033,267**	**$27,408,267**	**$375,000**	**1.4%**
Total Revenue Sources	**$37,958,881**	**$38,184,541**	**$38,444,883**	**$38,378,557**	**$194,016**	**0.5%**
Expenditures						
Personnel Costs	$30,147,752	$30,425,534	$30,486,294	$30,410,971	($14,563)	0.0%
Operating Expenses (c)	$3,925,760	$3,992,130	$4,295,374	$4,015,583	$23,453	0.6%
Interdept. Charges (e)	$3,637,452	$3,713,277	$3,671,197	$3,826,653	$113,376	3.1%
Fixed Assets	$89,036	$53,600	$326,856	$125,350	$71,750	133.9%
Total Expenditures (d)	**$37,800,000**	**$38,184,541**	**$38,779,721**	**$38,378,557**	**$194,016**	**0.5%**
Rev. Over (Under) Exp.	$158,881	$0	($334,838)	$0	$0	N/A
Position Summary (FTE)						
Regular Positions (f)	354.50	353.00	353.00	354.00	1.00	
Extra Help	6.15	4.80	4.80	4.85	0.05	
Overtime	10.21	10.43	10.43	10.46	0.03	
Total FTEs	370.86	368.23	368.23	369.31	1.08	

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

(b) The 2012 Actual Other Revenue includes federal and state drug asset forfeiture seized fund revenue and interest on these revenues totaling $519,788 which will be assigned General Fund Balance and appropriated at later dates in future budgets or by ordinance outside the budget cycle.

(c) Fund Balance appropriations are $285,579 in the 2013 Adopted Budget and $279,672 in the 2014 Adopted Budget. The 2014 budget includes: $81,253 of general fund balance to purchase vehicle equipment for the new patrol vehicles; $13,419 from federal drug seizure funds for vehicle leases for the metro drug unit; $10,000 in General Fund Balance for annual bulletproof vests replacement program; $50,000 of Health Insurance fund balance to partially offset health insurance cost increases, and $125,000 in jail assessment fee revenues received in prior years and used to partially fund the jail equipment replacement program. The 2013 Estimated Fund Balance includes $285,579 in appropriated General Fund Balance; $154,337 in General Fund Balance associated with carryovers or encumbered funds; and $467,399 appropriated through the ordinance process. 2012 Actual Fund Balance appropriation of $668,127 includes: $318,419 in appropriated General Fund Balance; $116,496 for carryovers or encumbrances from 2011 to the 2012 Budget; and $233,212 appropriated through seized fund ordinances and other various ordinances.

(d) The 2013 Estimate exceeds the 2013 Adopted Budget due to carry forward and encumbrance expenditure authority from the 2012 Budget modifying the 2013 Budget and the appropriation of expenditure authority and revenues through ordinances. The Department anticipates that it may finish the year unfavorably largely due revenue receipts less than budgeted. The Department continues to manage and monitor budget expenditures and revenues.

(e) Interdepartmental charges expenditures increase by $113,376 or 3.1% partially due to the Department budgeting an additional $73,946 in vehicle replacement, fuel, and repair expenses mostly due to an increase in the per gallon gasoline costs and higher vehicle replacement costs. Interdepartmental expenses are also increasing by $29,440 due to various insurance cost allocations increases which result from higher claim expenses being experienced and reducing the charge subsidy, and $32,925 for Technology ownership costs. These increases are partially offset by a $27,067 decrease in expenditures for Radio Services as Radio Services no longer provides mobile data computer services.

(f) Included in the 2014 position count is a newly created financial analyst position to provide backup and assistance to the Business Manager. The Department has also included $5,603 to abolish a Clerk III position and create a Secretary Supervisor position in the Corrections Division.

Major Departmental Strategic Outcomes and Objectives for 2014

County-Wide Key Strategic Outcome: A safe county

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

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

Performance Measure:	2012 Actual	2013 Target	2013 Estimate	2014 Projection
Violent Crime	43	60	60	60
Burglary/Larceny	665	950	950	950

(a) The 2012 actual rate is from the Crime in Wisconsin publication from the Wisconsin Office of Justice Assistance.

Comparative County Sheriff Departments--Offense Rates per 100,000 Residents (2012 Statistics)

	Brown County	Dane County	Racine County	Eau Claire County	Kenosha County	Waukesha County
Violent Crimes	176	42	43	70	99	43
Property Crimes	1,172	1,140	1,221	1,014	1,757	665

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

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

Performance Measure:	2012-2013 School Year	2013 Target	2013 Estimate	2014 Target
SRO student contacts*	6,842	5,000	5,500	5,500

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

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

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

With the implementation of the Intergraph CAD system, the Sheriff's Department no longer has the ability to gather average response time information. The Department only has the ability to obtain response time information for individual calls for service. The Department does have access to average response time information through June 19, 2012 but as that response time information is not representative of the entire year, it is not being included in the performance measure.

Objective 4: Maintain a safe and secure facility for staff and inmates. Physical safety of both staff and inmates in the Corrections Division is of prime importance. One indicator of physical safety is assaultive behavior, both among inmates and by inmates on staff. Like any other outcome, it must always be weighed in terms of resources available for all law enforcement functions.

Key Outcome Indicator: Assaults on inmates and corrections staff.

Performance Measure:	2012 Actual	2013 Target	2013 Estimate	2014 Projection
Assaults between inmates - Actual	26	20	20	20
Assaults on Corrections Staff - Actual	1	0	0	0

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

Performance Measure:	2012 Actual	2013 Target	2013 Estimate	2014 Projection
Number of Jail Days Saved	1,074	938	1,050	1,102
Value in $ of service to the County (8 hours/day, 3 to 5 days/week at $10.76/hr)	$94,161	$80,700	$90,384	$94,860

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

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

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

Proj. #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of 13	Estimated Operating Impact	A=Annual T= One-Time
201204	Jail Holding Cells	2017	$300,000	0%	Minimal	T
201307	Public Safety Re-engineering and Software Upgrade	2015	$425,000	0%	$41,000*	A
201410	Security Electronics Replacement – Jail	2018	$176,000	0%	TBD	T

* Systems maintenance and upgrade license fees.

The 2014 Sheriff's Department Budget includes funding for an equipment replacement plan for the Waukesha County Jail and the Waukesha County Huber Facility. This program is partially funded with $125,000 of general fund balance generated from prior years' jail assessment fee revenues and $30,000 of base budget dollars that the Department had budgeted for equipment repairs. Below is a summary of the items that the Department is planning on purchasing with the 2014 funding.

Jail Equipment Replacement Plan	2014 Dollar Amount
Office Equipment	$5,600
Medical Equipment	$7,400
Inmate Area Equipment	$3,200
Maintenance Items	$9,350
Kitchen Equipment	$114,450
Security Equipment	$15,000
Total 2014 Equipment Replacement Plan	$155,000

Use of Seized Funds

Program Description

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

Program	Amount	Description
Special Investigations	$13,419	Vehicle Lease

Process / Warrant Service

County-Wide Key Strategic Outcome: A safe county

Program Description

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

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**12.19**	**12.16**	**12.16**	**11.22**	**(0.94)**
General Government	$3,200	$4,160	$3,558	$3,818	($342)
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$409,906	$413,400	$442,874	$425,000	$11,600
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$618,357**	**$602,755**	**$602,755**	**$481,985**	**($120,770)**
Total Revenues	**$1,031,463**	**$1,020,315**	**$1,049,187**	**$910,803**	**($109,512)**
Personnel Costs	$649,652	$845,940	$607,899	$738,345	($107,595)
Operating Expenses	$14,067	$18,173	$14,529	$15,785	($2,388)
Interdept. Charges	$147,177	$156,202	$156,265	$156,673	$471
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$810,896**	**$1,020,315**	**$778,693**	**$910,803**	**($109,512)**

Rev. Over (Under) Exp.	$220,567	$0	$270,494	$0	$0

Program Highlights

General Government revenue decreases by $342 due to the State of Wisconsin's reimbursement level for officer training. Charges for Services revenue increases by $11,600 to $425,000. Beginning with the 2013 Budget, the Sheriff's Department started charging $150 flat fee per sheriff sale. The Department is anticipating additional revenue based on revenue received to date as well as additional warrant fee revenue. County Tax Levy is decreasing by $120,770 primarily due to the personnel cost reductions noted below.

Personnel costs of $738,345 decrease by $107,595 due to the movement of 1.00 FTE from the Process/Warrant Service program to the Court Security program. This movement resulted in a $75,063 reduction in the personnel appropriation unit. The Department is also budgeting turnover savings in this program resulting in $27,324 reduction in personnel costs and savings due to the Deputies and Command Staff contributing to the Wisconsin Retirement System. The Department is budgeting $19,960 for 450 hours of overtime which is a slight increase in overtime by 0.06 FTE. Operating expenses of $15,785 decreases by $2,388 primarily due to removal of outside printing costs from this program as those expenses are no longer allocated to the program. Interdepartmental charge expenditures allocated to this program increase by $471 primarily due to $1,185 increase in insurance costs based on claims experience and $1,351 increase in computer charges offset by $3,214 decrease in radio service charges.

Activity	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Warrants Entered	4,558	4,200	4,500	4,500	300
Warrants Disposed	3,048	3,500	3,200	3,200	(300)

Court Security

County-Wide Key Strategic Outcome: A safe county

Program Description

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

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**24.20**	**22.88**	**22.88**	**23.94**	**1.06**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$854,743	$886,000	$839,999	$894,495	$8,495
Other Revenue	$545	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$1,023,756**	**$988,124**	**$988,124**	**$1,102,722**	**$114,598**
Total Revenues	**$1,879,044**	**$1,874,124**	**$1,828,123**	**$1,997,217**	**$123,093**
Personnel Costs	$1,904,967	$1,874,124	$2,357,751	$1,997,217	$123,093
Operating Expenses	$0	$0	$0	$0	$0
Interdept. Charges	$0	$0	$0	$0	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,904,967**	**$1,874,124**	**$2,357,751**	**$1,997,217**	**$123,093**
Rev. Over (Under) Exp.	($25,923)	$0	($529,628)	$0	$0

Program Highlights

Interdepartmental revenue is budgeted to increase by $8,495 to $894,495 based on the Sheriff's Departmental estimate of the amount of bailiff time Circuit Court Services will purchase in 2014. The interdepartmental revenue also includes $27,000 in revenue from Public Works for after hours security at the Health and Human Services Building. County Tax Levy for the Court Security program area increases by $114,598 primarily due to the shifting of 1.00 FTE deputy from Warrant/Process Service to Court Security.

Personnel costs increase by $123,093 to $1,997,217 mainly due to the movement of 1.00 FTE deputy position from Process/Warrant Service noted above resulting in $75,063 increase. The increase is also due to several top step deputies rotating into this program from patrol. The Department is budgeting $34,930 in overtime costs for 790 hours. The Department is also increasing temporary extra help hours by $3,524 for cost to continue increases for the employees and to provide an additional 125 hours of extra help for Heath and Human Services and Courthouse Security. These costs are partially offset with savings experienced due to the Deputies and Command Staff contributing to the Wisconsin Retirement System. Operating and Interdepartmental expenses related to court security are not being allocated to this budget but instead are budgeted in the Process/Warrant Services program for ease of Department administration.

Activity	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Bailiff Hours	17,985	19,115	17,676	18,815	(300)
Average Bailiff Cost per Hour	$44.93	$44.94	$43.85	$44.51	($0.43)

General Investigations

County-Wide Key Strategic Outcome: A safe county

Program Description

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

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**31.39**	**31.39**	**31.39**	**31.39**	**0.00**
General Government	$3,200	$4,320	$3,695	$4,320	$0
Fine/Licenses	$200	$1,000	$1,000	$750	($250)
Charges for Services	$111,777	$115,879	$115,512	$115,589	($290)
Interdepartmental	$101,762	$102,910	$100,543	$103,586	$676
Other Revenue	$46,822	$45,300	$30,630	$40,300	($5,000)
Appr. Fund Balance	$56,000	$0	$44,818	$0	$0
County Tax Levy	**$3,191,482**	**$3,217,446**	**$3,217,446**	**$3,234,498**	**$17,052**
Total Revenues	**$3,511,243**	**$3,486,855**	**$3,513,644**	**$3,499,043**	**$12,188**
Personnel Costs	$2,770,589	$2,944,899	$2,786,951	$2,950,287	$5,388
Operating Expenses	$54,067	$72,316	$70,152	$70,163	($2,153)
Interdept. Charges	$435,816	$469,640	$452,136	$478,593	$8,953
Fixed Assets	$9,154	$0	$46,356	$0	$0
Total Expenditures	**$3,269,626**	**$3,486,855**	**$3,355,595**	**$3,499,043**	**$12,188**
Rev. Over (Under) Exp.	$241,617	$0	$158,049	$0	$0

Program Highlights

General Government revenue is from the State of Wisconsin's reimbursement level for officer training. Fine revenue is decreasing by $250 as the Department is budgeting to receive less revenue from welfare fraud citations. Charges for Services revenue is for the detective position from the City of Pewaukee contract, and from blood test and record check fees. Interdepartmental revenues are received from the District Attorney's Office for the allocation of one detective to their office to assist in prosecution case activity. Other Revenue of $40,300 is funding received through restitution payments, which is anticipated to decrease by $5,000 based on current year experience. County Tax Levy for this program area increases by $17,052 due to overall revenue reductions explained above and in the expenditure increases noted below.

Personnel costs of $2,950,287 increase minimally by $5,388 due to ongoing personnel cost increases, partially offset with savings experienced due to the Detectives and Command Staff contributing to the Wisconsin Retirement System. The Department is budgeting $40,060 for 811 hours of overtime coverage, which is essentially the 2013 budgeted level. Operating expenditures decrease by $2,153 due to $2,063 decrease in computer maintenance charges. Interdepartmental charges increase by $8,953 due to a $4,402 increase in insurance cost allocation due to claims payment experience and phase out funding subsidies of insurance costs and $4,733 increase in Technology ownership charges.

Activity	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Investigations Assigned	1,558	1,650	1,600	1,600	(50)
Welfare Fraud Cases Investigated	43	65	60	60	(5)
Hours dedicated to cyber crime taskforce	626	300	600	600	300

Special Investigations

County-Wide Key Strategic Outcome: A safe county

Program Description

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

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**6.52**	**6.52**	**6.52**	**6.52**	**0.00**
General Government	$207,118	$94,831	$109,768	$95,087	$256
Fine/Licenses	$2,366	$3,500	$3,500	$3,500	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$21,132	$16,800	$16,800	$16,800	$0
Appr. Fund Balance	$44,170	$13,419	$141,467	$13,419	$0
County Tax Levy	**$979,844**	**$979,015**	**$979,015**	**$965,238**	**($13,777)**
Total Revenues	**$1,254,630**	**$1,107,565**	**$1,250,550**	**$1,094,044**	**($13,521)**
Personnel Costs	$825,694	$698,410	$683,441	$682,112	($16,298)
Operating Expenses	$186,590	$175,171	$320,655	$176,730	$1,559
Interdept. Charges	$276,132	$233,984	$218,095	$235,202	$1,218
Fixed Assets	$30,311	$0	$5,200	$0	$0
Total Expenditures	**$1,318,727**	**$1,107,565**	**$1,227,391**	**$1,094,044**	**($13,521)**
Rev. Over (Under) Exp.	($64,097)	$0	$23,159	$0	$0

Program Highlights

General Government revenues of $95,087 primarily consist of $89,455 in Federal Byrne Grant funding which is the 2013 actual award level received, $4,672 in High Intensity Drug Trafficking revenue, and $960 of State of Wisconsin training revenue. Fines revenue consists of marijuana ordinance violation fine revenue. Other revenue of $16,800 is to reimburse the county for overtime utilization by the Drug Enforcement Agency. County Tax Levy for this program area decreases by $13,777 mainly due to the expenditure decreases noted below.

Personnel costs of $682,112 decrease by $16,298, which includes cost to continue for 6.52 FTE staff. The primary reason for the net personnel cost decrease is turnover within the division resulting in a lower cost detective working in the metro drug unit as well as savings experienced due to the Detectives and Command Staff contributing to the Wisconsin Retirement System. The Department is budgeting $53,103 for 1,075 hours of overtime.

Operating expenses of $176,730 reflect an increase of $1,559 mainly due to $1,145 increase in managed print services based on actual experience. Interdepartmental charges increase by $1,218 to $235,202 mainly due to $1,685 increase in insurance costs based on claims experience.

Activity	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Cases Investigated	306	290	295	300	10
Felony Counts Charged	327	255	270	275	20

General Patrol

County-Wide Key Strategic Outcome: A safe county

Program Description

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

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**118.32**	**118.04**	**118.04**	**117.98**	**(0.06)**
General Government	$155,932	$80,260	$137,678	$81,032	$772
Fine/Licenses	$1,171	$3,500	$2,000	$2,700	($800)
Charges for Services	$4,689,213	$4,730,471	$4,744,269	$4,720,281	($10,190)
Interdepartmental	$394,639	$495,500	$363,697	$403,800	($91,700)
Other Revenue	$28,391	$10,000	$16,280	$5,000	($5,000)
Appr. Fund Balance	$289,979	$147,160	$410,390	$141,253	($5,907)
County Tax Levy	**$7,789,647**	**$7,719,939**	**$7,719,939**	**$7,631,325**	**($88,614)**
Total Revenues	**$13,348,972**	**$13,186,830**	**$13,394,253**	**$12,985,391**	**($201,439)**
Personnel Costs	$11,163,392	$10,771,335	$10,891,700	$10,502,458	($268,877)
Operating Expenses	$534,319	$426,023	$541,379	$417,370	($8,653)
Interdept. Charges	$1,958,791	$1,989,472	$1,988,690	$2,065,563	$76,091
Fixed Assets	$15,337	$0	$138,000	$0	$0
Total Expenditures	**$13,671,839**	**$13,186,830**	**$13,559,769**	**$12,985,391**	**($201,439)**
Rev. Over (Under) Exp.	($322,867)	$0	($165,516)	$0	$0

Program Highlights

General Government revenue includes $50,000 for the State Highway Safety, $17,782 in reimbursement from the State for training and $13,250 for snowmobile and boat patrol reimbursement. Fine revenue is budgeted to decrease by $800 for ordinance violations disturbing the peace with a vehicle based on anticipated ticket revenue. Charges for Services revenue decreases by $10,190 to $4.72 million. The Department is budgeting to receive a total of $263,020 in School Resource Officer (SRO) revenue from Norris, Arrowhead, Sussex Hamilton, and Kettle Moraine School Districts. DARE program revenue is budgeted at $23,885 for full cost recovery of service to seven schools contracting for service in the 2013-2014 school year including Merton Intermediary, Richmond, Stone Bank, Swallow, North Lake, Lake Country, and St. Anthony's. The Department is also budgeting a decrease of $14,807 for municipal patrol contract and overtime revenue bringing the 2014 total contract revenue budgeted to almost $4.4 million. Interdepartmental revenue decreases by $91,700 mainly due to a $24,200 decrease in conveyance revenue from Human Services and $67,500 decrease in transport revenue for Courts. Other revenue is budgeted to decrease by $5,000 to $5,000 based on anticipated revenue receipts. General Fund Balance of $141,253 includes $81,253 budgeted for replacement vehicle equipment that the Department has to buy as Ford is no longer making the Crown Victoria (the Department's main patrol vehicle). General fund balance also includes $10,000 for the annual purchase of replacement bulletproof vests and $50,000 of Health Insurance fund balance to partially offset the employer portion of health insurance cost increases.

Personnel costs decrease by $268,877 for wages and employee benefit costs primarily due to turnover and savings experienced due to the Deputies and Command Staff contributing to the Wisconsin Retirement System. The Department is budgeting $444,110 in overtime to pay for 10,067 hours equivalent to 4.84 FTEs. Operating expenses decrease by $8,653 mainly due to a reduction in cellular car charges by $7,320 due to a change in the data plans utilized and $10,119 reduction in computer charges due to the discontinuation of a software license. This reduction is offset by an increase in one time vehicle costs by $9,692 to $81,253 for Tahoe vehicle equipment purchases. Interdepartmental charges increase by $76,091 due to $16,838 increase in Risk Management charges based on claims paid experience and the reduction of risk management subsidies, $9,185 increase in technology ownership charges; and $71,838 increase in vehicle expenses largely due to fuel rate increases and cost of replacement Tahoes.

Activity	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Citations	7,427	7,000	7,100	7,200	200
D.A.R.E Students	354	385	385	385	0
Conveyance Hours	2,235	2,700	2,200	2,270	(430)
Transport Hours	4,435	5,675	4,500	4,745	(930)

Inmate Security/Services-Jail

County-Wide Key Strategic Outcome: A safe county

Program Description

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

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**125.13**	**124.13**	**124.13**	**124.15**	**0.02**
General Government	$19,360	$22,080	$18,885	$22,240	$160
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$1,579,916	$1,704,006	$1,567,352	$1,680,316	($23,690)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$928,461	$941,300	$972,586	$966,900	$25,600
Appr. Fund Balance	$209,526	$107,800	$186,490	$125,000	$17,200
County Tax Levy	**$9,738,129**	**$9,996,942**	**$9,996,942**	**$10,242,124**	**$245,182**
Total Revenues	**$12,475,392**	**$12,772,128**	**$12,742,255**	**$13,036,580**	**$264,452**
Personnel Costs	$9,392,737	$9,308,093	$9,516,506	$9,455,485	$147,392
Operating Expenses	$2,837,589	$2,925,503	$2,957,208	$2,931,539	$6,036
Interdept. Charges	$482,604	$501,932	$506,757	$524,206	$22,274
Fixed Assets	$34,234	$36,600	$62,100	$125,350	$88,750
Total Expenditures	**$12,747,164**	**$12,772,128**	**$13,042,571**	**$13,036,580**	**$264,452**
Rev. Over (Under) Exp.	($271,772)	$0	($300,316)	$0	$0

Program Highlights

General Government revenue of $22,240 is from the State of Wisconsin to assist with funding law enforcement training. Charges for Services revenue decreases by $23,690 to $1.68 million mainly due to a 4.04 inmate/day reduction in federal inmates to 39.22, resulting in $1.102 million in revenue ($113,505 reduction from the 2013 Budget). This reduction is partially offset by a $65,454 increase in revenue from Wisconsin DOC inmates for holding an additional 3.48 inmates per day or a total of 8.48 inmates, cost recovery for inmate medical care resulting in an additional $12,500, and an additional $9,000 in probation and parole revenue ($135,000 in total revenue budgeted) based on a three year average. The Department is also budgeting an increase in the municipal hold charge from $14.06 to $14.74 based on the cost recovery formula which results in an additional $10,662 in revenue. Other revenue is increasing by $25,600 primarily due to $18,600 increase in commissary revenue due to a new commissary contract with a higher commission rate and expanded services to encourage inmate spending. The Department is also budgeting a $7,000 increase in inmate phone revenue based on anticipated higher usage. General Fund Balance of $125,000 is to partially fund the $155,000 of planned expenditures in the jail equipment replacement plan. County Tax Levy for this program area increases by $245,182.

Personnel costs of $9.4 million increase by $147,392 for cost to continue of wage cost and benefits for 124.15 FTE and the abolishment of a Clerk III position and creation of a Support Staff Supervisor position to supervise the jail clerical pool. The Department is budgeting $246,573 for overtime for 6,552 overtime hours equivalent to over 3.15 FTEs, which is essentially the 2013 Adopted Budget level. The Department continues to be provided staffing flexibility by being allowed to overfill four correctional officer positions with vacancy and turnover cost savings due to continued high position turnover.

Operating expenditures increase by $6,036 to $2,931,539. This increase includes a $45,055 increase in inmate medical expenses to $1.6 million and $32,000 increase in inmate commissary expenses to $482,000. These increases are partially offset by an $18,099 reduction in inmate food bringing the total budget to $522,975 which is the result of a favorable contract from the 2012 Request for Proposal process. Operating expenses appropriation unit increases are also limited as the majority of the 2014 jail equipment plan is budgeted in the fixed asset appropriation unit resulting in a $68,500 reduction when comparing the 2013 jail operating budget to the 2014 jail operating budget.

Interdepartmental charges are increasing $22,274 due to $9,703 increase in technology ownership costs, $4,800 increase in collections expenses, $3,483 increase in insurance costs based on claims paid experience and phase down of the Risk Management subsidy, and $3,952 increase in copier replacement costs.

The Department is also budgeting $125,350 in the fixed asset appropriation unit to purchase equipment that is anticipated to exceed the $5,000 per item fixed asset threshold.

Inmate Security/Services-Huber

County-Wide Key Strategic Outcome: A safe county

Program Description

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

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**32.84**	**32.84**	**32.84**	**32.85**	**0.01**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$777,174	$1,022,318	$801,260	$879,694	($142,624)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$55,232	$58,680	$110,580	$119,030	$60,350
Appr. Fund Balance	$46,504	$17,200	$79,150	$0	($17,200)
County Tax Levy	**$1,768,716**	**$1,867,633**	**$1,867,633**	**$1,996,135**	**$128,502**
Total Revenues	**$2,647,626**	**$2,965,831**	**$2,858,623**	**$2,994,859**	**$29,028**
Personnel Costs	$1,977,988	$2,537,390	$2,197,470	$2,546,031	$8,641
Operating Expenses	$211,247	$285,106	$299,457	$319,669	$34,563
Interdept. Charges	$115,620	$126,335	$123,321	$129,159	$2,824
Fixed Assets	$0	$17,000	$45,200	$0	($17,000)
Total Expenditures	**$2,304,855**	**$2,965,831**	**$2,665,448**	**$2,994,859**	**$29,028**
Rev. Over (Under) Exp.	$342,771	$0	$193,175	$0	$0

Program Highlights

Charges for Services revenue decreases $142,624 to $879,694. This revenue source is largely composed of the daily charge for Huber inmates. The per-day charge for the 2014 budget is at $23.00 per day, which is the 2013 rate. The County budgets for and retains approximately $21.88 of the $23.00 a day due to sales taxes remitted to the State. The 2014 revenue budget is projected to decrease by $145,024 to $860,194 as the Department is anticipating collecting the day rate from 107.71 inmates, which is a decrease of 18.16 paying inmates from the 2013 Budget of 125.87. This decrease is partially offset by increasing the revenue associated with the enhanced lunch program by $4,400 based on actual revenue received. Other revenue is budgeted to increase by $60,350 to $119,030 due to the addition of commissary at Huber. General Fund Balance is not budgeted in this program as the Department does not plan on making any jail equipment purchases for the Huber Facility in 2014. County Tax Levy for this program area increases by $128,502 mostly due to revenue decreases noted above the overall expenditure increase below:

Personnel costs increase $8,641 for 32.85 FTE staff. The Department is budgeting $67,472 for 1,768 hours of overtime, which is a slight increase from the 2013 Adopted Budget level.

Operating expenses increase by $34,563 to $319,669 due to $38,000 increase in inmate commissary expenses and $6,858 increase in food service expenses as the Department is now paying for food delivery. The Department continues to budget for 26 inmates to be on electronic monitoring each day, however, due to vendor price decrease the Department is reducing the line item by $7,972 to $55,327. Interdepartmental charges are budgeted to increase by $2,824 mostly due to $2,010 increase in end user technology costs. Fixed asset expenditure authority is removed from the Huber program as equipment replacement purchases are not anticipated for the Huber Facility in 2014.

Administrative Services

County-Wide Key Strategic Outcome: A safe county

Program Description

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

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**20.27**	**20.27**	**20.27**	**21.26**	**0.99**
General Government	$480	$480	$411	$480	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$94,803	$99,100	$94,000	$96,000	($3,100)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$9,944	$9,900	$7,424	$9,900	$0
Appr. Fund Balance	$21,948	$0	$45,000	$0	$0
County Tax Levy	**$1,683,336**	**$1,661,413**	**$1,661,413**	**$1,754,240**	**$92,827**
Total Revenues	**$1,810,511**	**$1,770,893**	**$1,808,248**	**$1,860,620**	**$89,727**
Personnel Costs	$1,462,733	$1,445,343	$1,444,576	$1,539,036	$93,693
Operating Expenses	$87,881	$89,838	$91,994	$84,327	($5,511)
Interdept. Charges	$221,312	$235,712	$225,933	$237,257	$1,545
Fixed Assets	$0	$0	$30,000	$0	$0
Total Expenditures	**$1,771,926**	**$1,770,893**	**$1,792,503**	**$1,860,620**	**$89,727**
Rev. Over (Under) Exp.	$38,585	$0	$15,745	$0	$0

Program Highlights

Charges for Services revenue decreases by $3,100 to $96,000 mainly due to $4,100 decrease in copy and duplicating fees due to a $0.10 reduction in the per page cost. The Department is also budgeting a $1,000 increase in revenue associated with tactical training courses. Tax Levy for this program increases by $92,827 due to revenue decrease previously mentioned and expenditure increases noted below.

Personnel costs increase by $93,693 due to the creation of a Financial Analyst position to provide backup and assistance to the Business Manager as well as cost to continue 20.26 FTE administrative staff positions and changes in benefit levels. Temporary extra help is budgeted at $30,274 for 1.15 FTE staff for Department shuttle drivers and some clerical assistance. The Department is budgeting $6,265 for approximately 230 hours of overtime.

Operating Expenses of $84,327 includes office supplies of $37,949, equipment/supplies and maintenance costs of $25,503, training costs of $1,070 and service costs of $13,740. Operating expenses decrease by $5,511 largely due to $3,493 decrease in office supplies and $2,675 decrease in managed print services based on experience. Interdepartmental charges increase by $1,545 to $237,257 due to a $5,797 increase in End User Technology charges and $1,068 increase in insurance costs based on claims experience, partially offset by $6,508 decrease in phone charges due to line reductions.

Activity	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Accident Reports	2,312	2,100	2,300	2,300	200
Incident Reports	5,382	5,800	5,300	5,300	(500)

Activity	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Main Jail					
Jail Bookings	8,244	8,200	8,200	8,200	0
Federal Inmate Days	10,972	15,790	11,561	14,316	-1,474
Other Inmate Days	142,208	145,000	145,000	145,000	0
Average Daily Population	419	440	425	440	0
Billable Probation/Parole Days	5,830	3,950	5,000	4,216	266
Billable Extended Supervision Sanct.	5,074	1,825	4,165	3,095	1,270
Huber Jail					
Total Huber Inmate Days	56,618	60,000	55,000	60,000	0
Avg Huber Daily Population-Housed	141	150	140	150	0
Avg Electronic Homebound	14	18	15	26	8
Meals Served for Jail and Huber facilities	663,484	676,898	680,000	670,087	6,811

Fee Schedule

	Correction Fees	2013	2014	Change
1	Federal Inmates (per day)	$ 77.00	$ 77.00	$ -
2	DOC Extended Supervision Sanctions (per day)	$ 51.46	$ 51.46	$ -
3	DOC Extended Supervision Sanctions (per day for working Huber inmates)	$ 28.49	$ 28.49	$ -
4	Probation and Parole Holds (per day)	*	*	
5	Huber/Electronic Monitoring Charge (per day)	$ 23.00	$ 23.00	$ -
6	Municipal Holds (per day)	$ 14.06	$ 14.74	$ 0.68
7	Booking Fee (unemployed)	$ 30.00	$ 30.00	$ -
8	Booking Fee (employed)**	$ 7.00	$ 7.00	$ -
9	Huber Transfer Fee	$ 50.00	$ 50.00	$ -
10	Disciplinary fee if Huber inmates are shipped to the Main Jail-New	$ 50.00	$ 50.00	$ -
11	Medical Co-pay	$ 20.00	$ 20.00	$ -
12	ID tag replacement/Lock Fee	$ 5.00	$ 5.00	$ -
13	Parking Pass	$ 15.00	$ 15.00	$ -
14	Electronic Monitoring Set Up Fee	$ 50.00	$ 50.00	$ -
15	Medtox Drug Test (if positive result)	$ 5.00	$ 5.00	$ -
16	Medtox Drug Challenge Test	$ 40.00	$ 40.00	$ -
17	Walkaway Fee	$ 100.00	$ 100.00	$ -
Administration Fees		$ -	$ -	$ -
1	Accident Report	$ 1.80	$ 1.80	$ -
2	Bartenders License	$ 12.50	$ 12.50	$ -
3	Fingerprinting	$ 10.00	$ 10.00	$ -
4	Mugshot	$ 1.00	$ 1.00	$ -
5	Concealed and Carry ID Card	$ 10.00	$ 10.00	$ -
6	Copy Fee	$ 0.35	$ 0.25	$ (0.10)
7	CD Copy	$ 10.00	$ 10.00	$ -
8	Microfilm Copy	$ 0.55	$ 0.55	$ -
9	Background Check	$ 5.00	$ 5.00	$ -
10	PBT Test Fee--New	$ 5.00	$ 5.00	$ -
11	Vehicle Storage Fee--New	$ 20.00	$ 20.00	$ -
12	Sheriff Sale Fees--Post Sale	$ 150.00	$ 150.00	$ -
13	Sheriff Sale Fees--Hold Sale	$ -	$ -	$ -
14	Execution Fee	$ 75.00	$ 75.00	$ -
15	Service for Non-Sufficient Funds	$ 30.00	$ 30.00	$ -
16	Subpoena/Temporary Restraining Order/Summons and Complaint/Warrant Fee	$ 60.00	$ 60.00	$ -
17	Notary Fee	$ 1.00	$ 1.00	$ -
18	Witness Fee	$ 16.00	$ 16.00	$ -
19	Blood Test Fee (dependant on hospital bill to department)	$ 35.00	$ 35.00	$ -
20	Parking Citation	$ 25.00	$ 25.00	$ -
21	Vehicle Lockout	$ 50.00	$ 50.00	$ -

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

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

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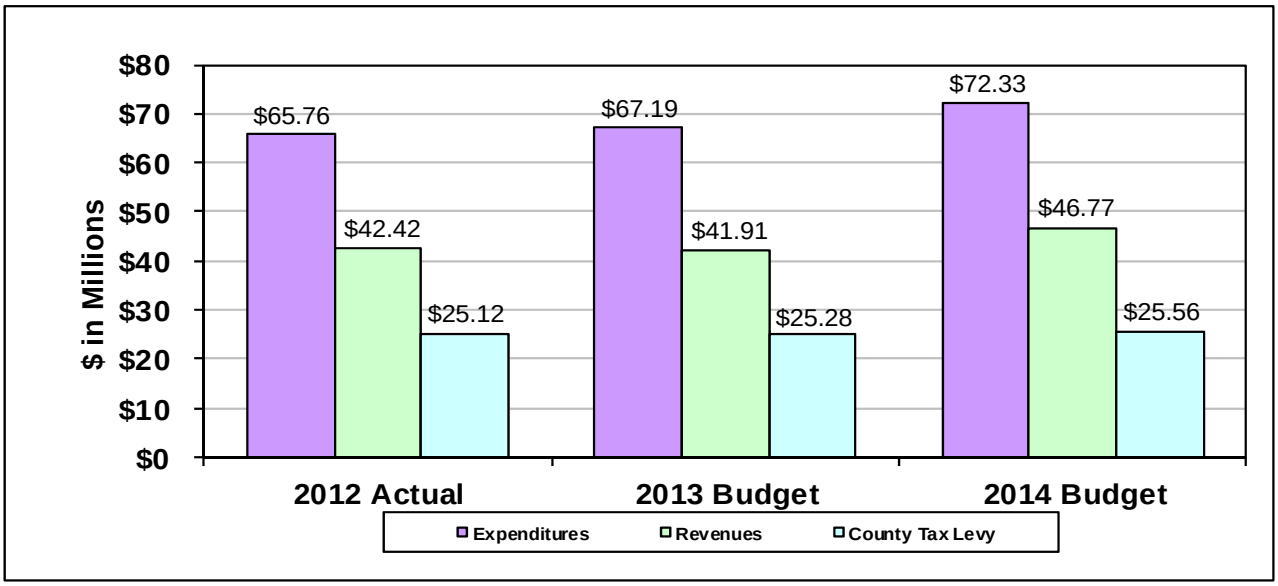
HEALTH AND HUMAN SERVICES

Functional Area Budget Highlights

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

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



The 2014 expenditure budget for this functional area totals $72,331,404, an increase of $5,139,807 or 7.6% from the 2013 Budget. Budgeted revenues include $177,722 of fund balance appropriations. Revenues budgeted in this functional area total $46,770,264, an increase of $4,859,807 or 11.6% from the 2013 budget. The Tax Levy necessary to fund this functional area totals $25,561,140, an increase of $280,000 or 1.1% from the 2013 Budget. Tax levy in this functional area is about 25% of the total County Tax Levy.

** HEALTH AND HUMAN SERVICES **

Functional Area Summary by Agency

	2012 Actual	2013 Adopted Budget	2013 Estimate	2014 Budget	Change from 2013 Adopted Budget $	%
*** TOTAL HEALTH & HUMAN SERVICES***						
Revenues (a)	$42,420,591	$41,910,457	$45,642,348	$46,770,264	$4,859,807	11.6%
County Tax Levy	$25,119,547	$25,281,140	$25,281,140	$25,561,140	$280,000	1.1%
Expenditure	$65,764,112	$67,191,597	$69,552,019	$72,331,404	$5,139,807	7.6%
Rev. Over (Under) Exp.	$1,776,026	$0	$1,371,469	$0	-	N/A
BREAKDOWN BY AGENCY						
CORPORATION COUNSEL-CHILD SUPPORT						
Revenues (a)	$2,126,316	$2,132,512	$2,043,334	$2,138,622	$6,110	0.3%
County Tax Levy	$338,869	$365,462	$365,462	$355,462	($10,000)	-2.7%
Expenditure	$2,269,581	$2,497,974	$2,380,766	$2,494,084	($3,890)	-0.2%
Rev. Over (Under) Exp.	$195,604	$0	$28,030	$0	-	N/A
HEALTH & HUMAN SERVICES						
Revenues (a)	$40,294,275	$39,777,945	$43,599,014	$44,631,642	$4,853,697	12.2%
County Tax Levy	$24,780,678	$24,915,678	$24,915,678	$25,205,678	$290,000	1.2%
Expenditure	$63,494,531	$64,693,623	$67,171,253	$69,837,320	$5,143,697	8.0%
Rev. Over (Under) Exp.	$1,580,422	$0	$1,343,439	$0	-	N/A

(a) The 2014 budget includes a total of $177,722 of Fund Balance appropriations, which include: Human Health & Human Services General Funds of $177,722. The 2013 budget includes a total of $293,680 of Fund Balance appropriations, which include: Child Support of $50,000 and Human Health & Human Services General Funds of $243,680.

- The **Health and Human Services Department** is budgeting Community Aids revenue for Human Services programming at nearly $11,333,000 in 2014, the same level as 2013. This is the Department's primary source of discretionary intergovernmental revenue funding.
- The **Intake and Shared Services program** increases pass-through State revenues for payment to kinship guardians by $108,400 to $752,800, which is estimated to reduce the wait list by 35 children. The related State-funded pass-through payments to kinship guardians are increased by about $104,900 in this program.
- General Government revenues and operating expenses are budgeted to increase by $3,248,300 as a result of the State of Wisconsin issuing an opinion that payments the **Children with Long-Term Support Needs (CLTS) Third Party Administrator (TPA)** makes to service providers are program waiver expenditures. The revenues and expenditures had been removed from the County budget in a prior year when the State had implemented the change to a TPA. This program area also includes an increase in revenues of $84,300 related to the Children's Long-Term Support (CLTS) waiver program as state reimbursement for the recapture of service coordinator client service hours.
- **Economic Services Administration and Support Program** revenue and expenditures increase $667,000 related to the 2013-2015 State biennial budget allocation of federal and state funding to the Moraine Lake Consortium for the period of July 1, 2013 – June 30, 2015. Funding will provide for 10 additional Economic Support Services positions to assist in the implementation of the Patient Protection and Affordable Care Act (PPACA). These positions will sunset when the biennial budget funding allocation ends. The bill requires the state Medicaid Income Maintenance program and the Federal Health Insurance Plan Marketplace to be transparent and integrated to create a "no wrong door" for applying for health insurance for those individuals with income up to 400% of the Federal Poverty Level (FPL). The 2014 cost associated with the hiring of the 10 FTE PPACA positions is about $599,300. This increase is offset by a decrease in **State/Federal Income Maintenance (IM) funding** by about $89,100 to $2,322,700, mainly due to the utilization of the 2013 caseload reallocation to each consortium.
- **Family Services & Juvenile Services Division's** 2014 budget includes increases in State Youth Aids funding by about $210,100, based on adjustments to the 2013 allocation methodology by the Wisconsin Department of Corrections. A portion of **Youth Aids funding** is used to pay for **Juvenile Correctional Institution placement costs**, which are requested to increase by about $12,000 to $323,600 for an average daily population of 3.0 juveniles. The remainder is used to provide wrap around County community-based prevention and other intervention programs to help avoid Correctional Institute placements and related high deep-end costs. The operating expenditures are decreased by about $161,000 due to the termination of the Community Day Treatment Program contract. The students will now be served within their home school districts and the schools will pick up the programming costs. Based on the Youth Aids funding increase and cost reduction to continue existing services, County tax levy support is reduced by $331,950 for a total of almost $2.9 million.
- **Administrative Services management** estimates an increase in H&HS administrative cost recovery revenues of about $139,800 to $617,400 from the Aging and Disability Resource Center (ADRC) Contract Fund in line with a new methodology approved by the State ADRC staff that more accurately reflects recovery of Human Services administrative support costs.
- The 2014 budget for the **Aging & Disability Resource Center (ADRC) – Adult Protective Services** program includes a $223,800 or 36% increase to $838,260 in the payment to the **Marsh Country Health Alliance for Clearview Nursing Home and facility for Individuals with Intellectual Disabilities (IID)** in Dodge County for the 26 Waukesha County residents who reside at Clearview. The increase is based on Waukesha County's Assessment Rate increase, based on the Alliance "certified loss" related to the 2012 filed Clearview Medicaid nursing home cost report which is mostly related to new construction costs at the facility. Also, contracted services in the Adult Protective Services (APS) increases by $155,900 to $551,200 based on current trends of elderly clients needing to go to the hospital for medical clearance in addition to increased costs budgeted for higher cost corporate guardianship services for an increasing number of clients.
- **County Criminal Justice Collaborating Council (CJCC)** general government grant revenues are budgeted to decrease by about $126,900 to $383,400. This includes a reduction of $103,000 to about $261,000 for the 3 year Alcohol Treatment Court expansion grant (for 4th OWI offenders) budgeted to end on 9/30/14, after a 1 year extension. Tax levy of $30,000 is budgeted to continue this program through the end of 2014. In addition, the 2014 budget includes $123,000 of tax levy funding for Alcohol treatment Court (for 3rd OWI offenders). Also, the **Drug Treatment Court grant** is budgeted to decrease by $24,552 as the 3-year grant is budgeted to end on 9/30/14. Fund balance of $28,897 is budgeted to continue the Drug Treatment court for the 4th quarter 2014.
- **Aging & Disability Resource Center (ADRC**) General Government revenues increase $42,500 for specialized transportation services; $18,517 to $429,625 for the Federal Older Americans Act Nutrition Grant (Title IIIC-1) and $6,210 to $88,133 for the Nutrition Services Incentive Program (NSIP) meal revenue. These revenue increases are offset by an $8,952 decrease to $194,400 in the Older Americans Act (IIIC-2) grant funding for Home meals.

- **Mental Health Outpatient-Clinical** expenditures increase about $233,700 or 3.2%, mainly due to personnel cost increases of $193,300 or 6.2% to $3,317,070. The increase includes a transfer of 1.0 FTE Clinical Therapist from the Intake and Access division as well as overtime cost increases of about $35,700 to fund costs associated with County Clinical Therapists providing crisis intervention services for extended hours based on the elimination of the Mental Health Association contract. **Mental Health Outpatient-Clinical** operating expenses include an increase in contracted doctor staff of $79,100 to $424,350 to alleviate the 3 month wait time for initial psychiatric services and to allow consistent year-round scheduling. Department management projects savings in prescription drug costs due to a proposed on-site pharmacy at the new HHS building for clients receiving outpatient-clinical services.
- In addition, **Mental Health Outpatient-Clinical** operating expenses include state mental health institute placement costs which are budgeted to decrease by nearly $56,700 to nearly $1.5 million or 1,413 total days of care. This decrease is mainly due to Adult placement costs of about $198,200 less than in 2013, partially offset by increased Child placement costs of nearly $141,650. Per agreement with the State, the County receives 60% reimbursement for costs associated with child placement at state mental health facilities, resulting in an increase in revenues of about $24,300 or 5.7% to $423,350.
- **Mental Health Outpatient-Intensive** program operating expenditures include an anticipated increase in room, board and treatment costs up by about $412,800 to over $6.0 million. This is mainly due to anticipated increases for the Community Recovery Services (CRS) program of $312,800. Costs in the CRS program are partially offset by increased client fee revenues in the CRS program of nearly $101,600. County Tax Levy support allocated to this program increases by about $197,800 or 4.5% to $4,603,300.
- **Mental Health Center (MHC)** expenditures increase by $9,100 or less than 1% mainly due to personnel costs budgeted to increase by about $51,700 or 1.2% mainly reflecting the net cost to continue of 42.95 FTE positions as well as the transfer of 0.15 FTE or about 312 hours Mental Health Center Administrator position from the Mental Health Outpatient-Clinical program to reflect actual staffing. Personnel cost increases are partially offset by decreases in operating expenses of approximately $41,300, mainly due to decreases in transcription fees of $24,000 to reflect 2013 estimates and decreases in office equipment and furniture of nearly $24,000. Interdepartmental charges are budgeted to increase by about $28,700 due to increases related to building maintenance and window replacement costs of nearly $49,150, partially offset by lower insurance costs of about $18,500. Also, **Mental Health Center (MHC)** Client Fee revenues increase nearly $100,000 or 3.8% based on a rate increase of approximately $16 per client day. General Fund Balance decreases about $39,500 to $34,725 mainly to fund one-time costs associated with office equipment and furniture. Overall County Tax Levy Support to the MHC decreases by about $50,700 to $3.5 million.
- **Public Health Division** budgeted expenditures increase by about $11,400 to $3.7 million. This funding level is expected to provide the resources necessary to keep Public Health at least at Level II Status. The Budget includes the unfunding of 1.0 FTE Community Health Educator at an approximate cost of $74,000. Department management indicates that current staff have been cross-trained to perform the duties previously assigned to this position. Net operating expenditures include an increase of about $27,200 mainly due to an increase in medical supply costs (mainly vaccines) of nearly $51,000 based on 2013 estimates. Non-tax levy revenues are budgeted to decrease by about $8,300 mainly due to a decrease in the Women, Infants, and Children Nutrition (WIC) grant of $15,936 based on the 2013 actual award, partially offset by increases in Charges for Services of nearly $6,800 mostly due to an increase in the HealthCheck Medical Assistance program examination fee revenues. Tax Levy revenues are budgeted to increase by nearly $19,700.

Corporation Counsel-Child Support Federal and State funded program revenues sources are budgeted to increase by $64,110 or 3.1% to $2.1 million. General Fund Balance appropriations of $50,000 are eliminated in 2014 and County Tax Levy decreases by $10,000 to $355,462. The 2013-2015 Wisconsin State Budget restored funding for local child support enforcement activities previously reduced in the 2011-2013 State Budget.

BUDGETED POSITIONS 2012-2014
SUMMARY BY AGENCY AND FUND

HEALTH AND HUMAN SERVICES

Agency	Fund	2012 Year End	2013 Adopted Budget	2013 Modified Budget	2014 Budget	13-14 Change
CORPORATION COUNSEL	Child Support	27.60	26.60	26.60	26.60	-
HEALTH & HUMAN SERVICES	General Fund					
	Human Services	207.20	207.20	216.20	215.20	8.00
	Clinical Services	91.68	91.68	91.68	92.68	1.00
	Public Health	37.84	37.84	37.84	36.84	-1.00
	Criminal Justice Collaborating Council	1.00	1.00	1.00	1.00	0.00
	Veterans Services	3.70	3.70	3.70	3.70	0.00
	ADRC	24.64	24.64	24.64	24.64	0.00
	Total H & HS General Fund	366.06	366.06	375.06	374.06	8.00
	Aging and Disability Resource Center Contract Fund	24.40	24.40	24.40	24.40	0.00
	H&HS Subtotal	390.46	390.46	399.46	398.46	8.00
	TOTAL REGULAR POSITIONS	418.06	417.06	426.06	425.06	8.00
	TOTAL EXTRA HELP	16.46	17.47	17.47	17.46	(0.01)
	TOTAL OVERTIME	2.50	2.37	2.37	2.57	0.20
	TOTAL BUDGETED POSITIONS	437.02	436.90	445.90	445.09	8.19

2014 BUDGET ACTIONS:

Corporation Counsel- Child Support
Decrease 0.50 FTE Senior Attorney
Increase 0.50 FTE Attorney

Health and Human Serivces- Human Services
Increase 0.20 FTE Overtime
Increase 0.01 FTE Temporary Extra Help
Transfer 1.0 FTE Clinical Therapist from Human Services to Mental Health Outpatient
Transfer 1.0 FTE Clinical Therapist from Human Services to Clinical Services

Health and Human Services- Clinical Services
Increase Mental Health Center Administrator by 0.15 FTE
Transfer 1.0 FTE Clinical Therapist from Human Services to Mental Health Outpatient

Health and Human Services- Public Health
Unfund 1.00 FTE Community Health Educator
Increase 0.15 FTE Public Health Technician
Decrease 0.15 FTE Epidemiologist

2013 CURRENT YEAR ACTIONS:

Corporation Counsel- Child Support
Decrease 0.50 FTE Senior Attorney
Increase 0.50 FTE Attorney

Health and Human Services- Human Services
Create 10.0 FTE Economic Support Specialist
Create 2.0 FTE Senior Information Technology Professional
Abolish 1.0 FTE Clerk I
Abolish 1.0 FTE Programs and Projects Analyst
Abolish 1.0 FTE Clerk Typist II

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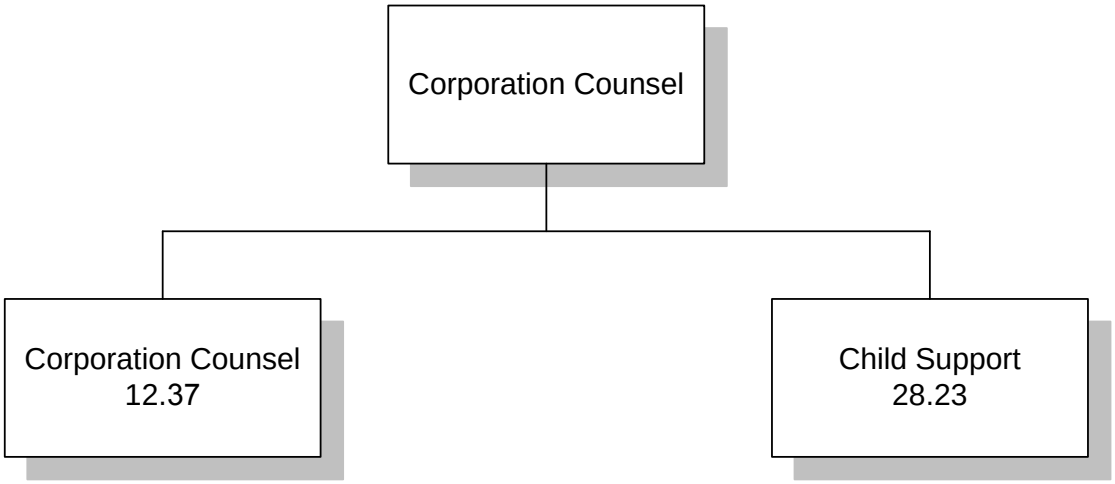
Corporation Counsel

CORPORATION COUNSEL'S OFFICE

FUNCTION / PROGRAM CHART



40.60 TOTAL FTE'S

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

Child Support

Statement of Purpose

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

Program Description

As a division of the Corporation Counsel department, Child Support provides financial, legal, case management, and clerical services in child support activities. Legal and case management activities include investigating child support cases; locating absent parents; establishing paternity; establishing court-ordered obligations for child support and health insurance; modifying obligations as required by law and enforcing obligations through a variety of administrative and judicial processes for Wisconsin and interstate cases. Financial and clerical support activities include performing court order entry in the Kids Information Data System (KIDS) computer system; generating wage assignments to employers; conducting case audits; updating demographic information; making financial adjustments; researching suspended payments; resolving issues with the Wisconsin Support Collections Trust Fund; and answering customer service inquiries. Revenues are primarily generated from the administrative cost reimbursements from Federal funding passed through the State contract; performance-based incentive funding is also federal funding passed through the State contract; incentives from the medical support liability collections; and miscellaneous revenues which are made up of blood test fees; client fees; copy fees and vital statistics fees, etc.

Financial Summary	2012 Actual	2013 Adopted Budget	2013 Estimate(f)	2014 Budget	Change From 2013 Adopted Budget $	%
Revenues						
General Government (a)(b)(e)	$1,940,156	$2,042,812	$1,961,634	$2,106,922	$64,110	3.1%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$28,363	$39,700	$31,700	$31,700	($8,000)	-20.2%
Interdepartmental	$997	$0	$0	$0	$0	N/A
Other Revenue	$0	$0	$0	$0	$0	N/A
Appr. Fund Balance (c)	$156,800	$50,000	$50,000	$0	($50,000)	-100.0%
County Tax Levy (d)	**$338,869**	**$365,462**	**$365,462**	**$355,462**	**($10,000)**	**-2.7%**
Total Revenue Sources	**$2,465,185**	**$2,497,974**	**$2,408,796**	**$2,494,084**	**($3,890)**	**-0.2%**
Expenditures						
Personnel Costs	$1,908,285	$2,023,628	$1,948,262	$2,023,670	$42	0.0%
Operating Expenses	$195,053	$295,255	$259,640	$289,261	($5,994)	-2.0%
Interdept. Charges	$166,243	$179,091	$172,864	$181,153	$2,062	1.2%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$2,269,581**	**$2,497,974**	**$2,380,766**	**$2,494,084**	**($3,890)**	**-0.2%**
Rev. Over (Under) Exp.	$195,604	$0	$28,030	$0	$0	N/A

Position Summary (FTE)					
Regular Positions	27.60	26.60	26.60	26.60	0.00
Extra Help	1.80	1.56	1.56	1.56	0.00
Overtime	0.08	0.07	0.07	0.07	(0.00)
Total FTEs	29.48	28.23	28.23	28.23	(0.00)

(a) In 2014, the non-match performance funds will not be matched as the federal 2005 Deficit Reduction Act (2005 DRA) is still in effect. It is budgeted at 2013 budget level of $347,766.

(b) In May 2013, the Joint Finance Committee unanimously approved a motion to restore funding for local child support enforcement activities, which provides an additional $4.25 million GPR (State General Purpose Revenue) and $8.25 million FED annually. Therefore, the Waukesha County Child Support Agency is budgeting $236,000 of the State GPR to address part of the revenue gap created by the 2005 DRA, which will provide $694,118 of expenditure authority.

(c) In prior year budgets, the department budget included Fund Balance Appropriation for operations to help reduce the new Tax Levy needed. In 2014, the Fund Balance Appropriation is not requested.

(d) Budget for Tax levy is $355,462, a reduction of $10,000 or -2.7% from 2013.

(e) In 2012, 2013 and 2014 budgets, the department includes Children First Program adopted by the County Board approved ordinance 165-085 in early February 2011 for $36,400 per year, of which 100% will be reimbursed by the State; the County receives net administrative cost recovery.

(f) The Child Support Program is estimating to finish 2013 favorably mainly due to lower projected spending than budgeted.

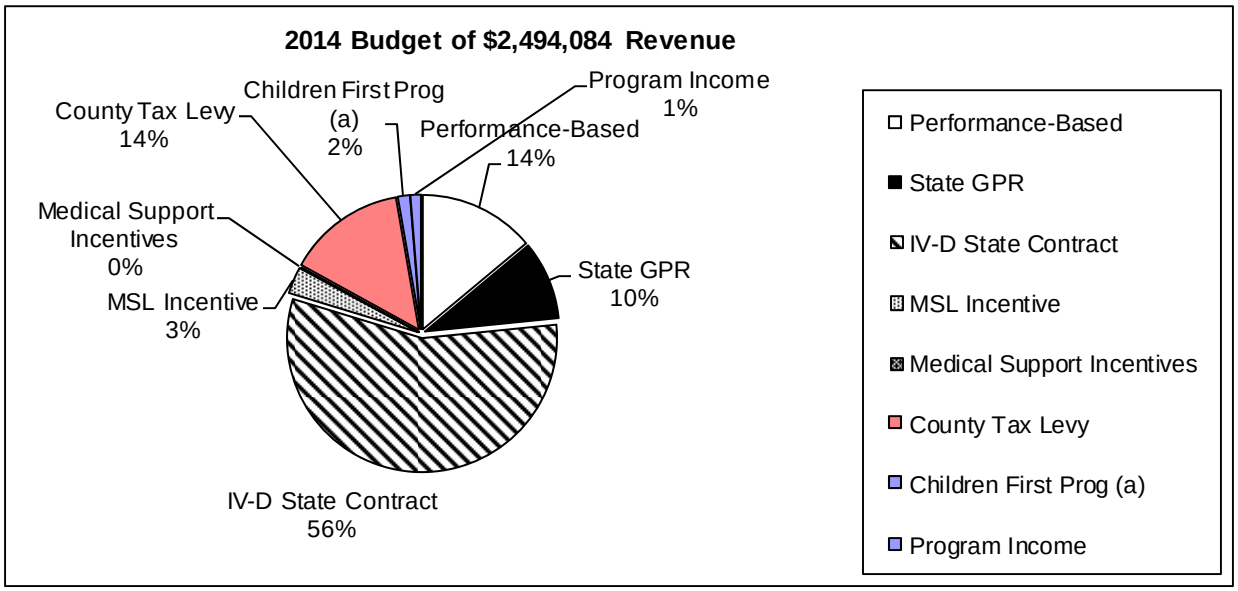
Program Highlights

General Government revenues are budgeted to increase $64,110 or 3.1% to $2,106,922. This revenue increase is mainly due to the department budgeting State GPR for 2014 higher than 2013 by $81,202 to $236,000. This increase is partially offset by budgeted decreases of $15,000 or -15.8% to $80,000 in medical support liability incentive, $6,100 or -10.9% to $50,000 in administrative reimbursement from IV-D Cooperative Agreement with the County Clerk of Courts, and $500 or -14% to $3,000 related to the medical support incentive. The non-match performance funding remains the same as the 2013 budget level of $347,766. Charges for services are fees the department collecting locally to recover the costs of process services, genetic tests, copies and vital statistic records. The department is budgeting charges for services to decrease $8,000 or -20.2% to $31,700 based on prior history. In addition, appropriated fund balance is eliminated in the 2014 budget request from $50,000 to $0, and county tax levy is reduced $10,000.

Personnel Costs increase slightly by $42 to $2,023,670 for 28.23 FTEs. Employee turnovers in 2013 mainly offset the cost to continue of 28.23 FTE.

Operating Expenses decrease $5,994 or -2% to $289,261, due to equal reductions of about $3,000 for process service delivery costs and contract attorney assistance to more closely reflect prior year history and the department's 2013 estimate.

Interdepartmental Charges increase $2,062 or 1.2% to $181,153. This budgeted expenditure increase is mainly due to increases in End User Technology charges of $2,232 based on IT resources usage for the total cost of computer ownership, partially offset by a slight decrease of $264 related to fixed telephone costs.



(a) Children First Program (CFP) is included in Child Support Program per Waukesha County Ordinance modified in 2011. Its State funding will be used to engage an outside vendor to assist non-custodial parents to obtain employment and pay Court-ordered child support.

This chart represents the Child Support Division's General Government and Charges for Services revenues funding components for 2014. They included non-match performance award funding of $347,766, IV-D State contract administrative reimbursement of $1,403,756, Medical Support Liability (MSL) incentive of $80,000, which is funded by the Federal Government through the State Department of Children and Family Services, and the Children First Program of $36,400 (a). The estimated amount for State GPR is $236,000. Miscellaneous revenues are $31,700 including copy fees, vital statistics fees, genetic test fees, and process service fees. Tax Levy for 2014 is $355,462.

Major Departmental Strategic Outcomes and Objectives for 2014

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

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

Key Outcome Indicator: Federal funding is awarded based on five performance standards: four federal performance measures and a fifth proficiency measure (the fifth proficiency measure is discontinued by the Federal government for 2014 Budget purposes).

Performance Measure:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Court order rate	90.03%	>80%	>80%	>80%
Paternity establishment	107.78%	>90%	>90%	>90%
Child support collection rate	77.84%	>77.84	>77.84%	>2013 Rate
Arrears collection rate	73.93%	>73.93%	>73.93%	>2013 Rate

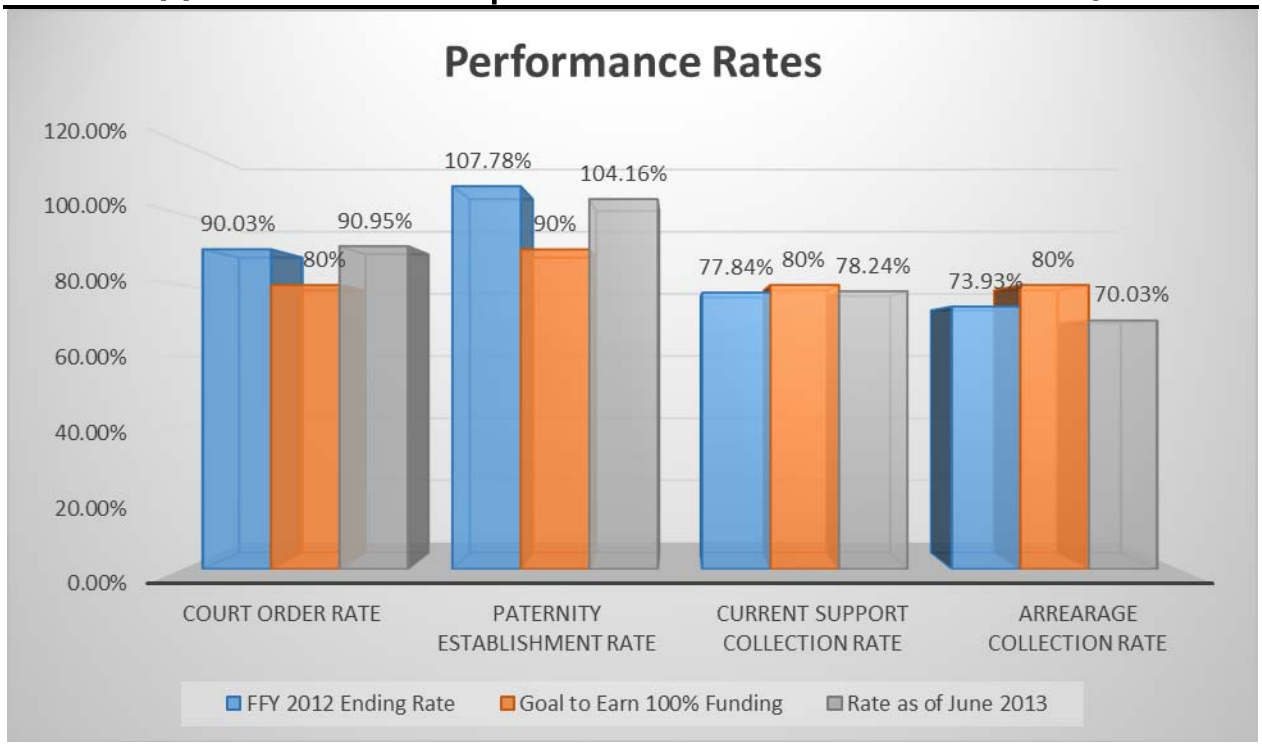
Performance Measure #1: Court Order Rate. The Court Order Rate compares the number of cases with support orders to the total number of cases. In 2012, to obtain 100% performance funding of $75,585, Waukesha County needed to attain a court order rate of 80%. Waukesha County earned 100% of funding by attaining a rate of 90.03% which exceeded 2011's performance.

Performance Measure #2. Paternity Establishment Rate. This measure directly compares the total number of non-marital children for whom paternity has been established to the total number of non-marital children. In 2012, to obtain 100% funding of $75,585.00, Waukesha County needed to attain a paternity establishment rate of 90%. Waukesha County earned 100% of funding by attaining a Paternity Establishment Rate of 107.78%, which exceeded 2011's rate.

Performance Measure #3. Current Support Collection Rate. This measure is the ratio of the total dollar amount of child support due compared to the total dollar amount of child support received and paid to the custodial parent. This measure is cumulative over the Federal Fiscal Year. In 2012, the target for 100% funding of $75,585.00 was increased to 80% from 77.11%. In 2012, Waukesha County earned 94% of funding equaling $71,050.00 at a rate of 77.84% which exceeded 2011's rate.

Performance Measure #4. Arrearage Collection Rate. This measure is the percentage of cases that received a payment on past due child support during the year. In 2012, the target for 100% of funding of $75,585.00 was increased to 80% from 72.31%. In 2012, Waukesha County earned 86% of funding in the amount of $65,003.00 with an arrearage collection rate of 73.93%.

Performance Measure #5. Proficiency Measure: Paternity/Court Order Rate per FTE. This new measure is obtained by dividing the total number of new court orders and paternities by the total number of FTE including clerk of court staff doing IVD work. In 2012, Waukesha County had a ratio of 68 which earned 83% or $62,735.00 of the total performance amount of $75,585.00. In calendar year 2012, staff was reduced in the child support agency which may positively affect this performance measure for 2013 if this performance measure remains.



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

Objective 2: Renewed focus on customer service with citizens, vendors and between staff.
This objective is to review procedures to increase communication not only with citizens but with vendors and staff of the CSA and other county agencies so that an atmosphere of cooperation is fostered.

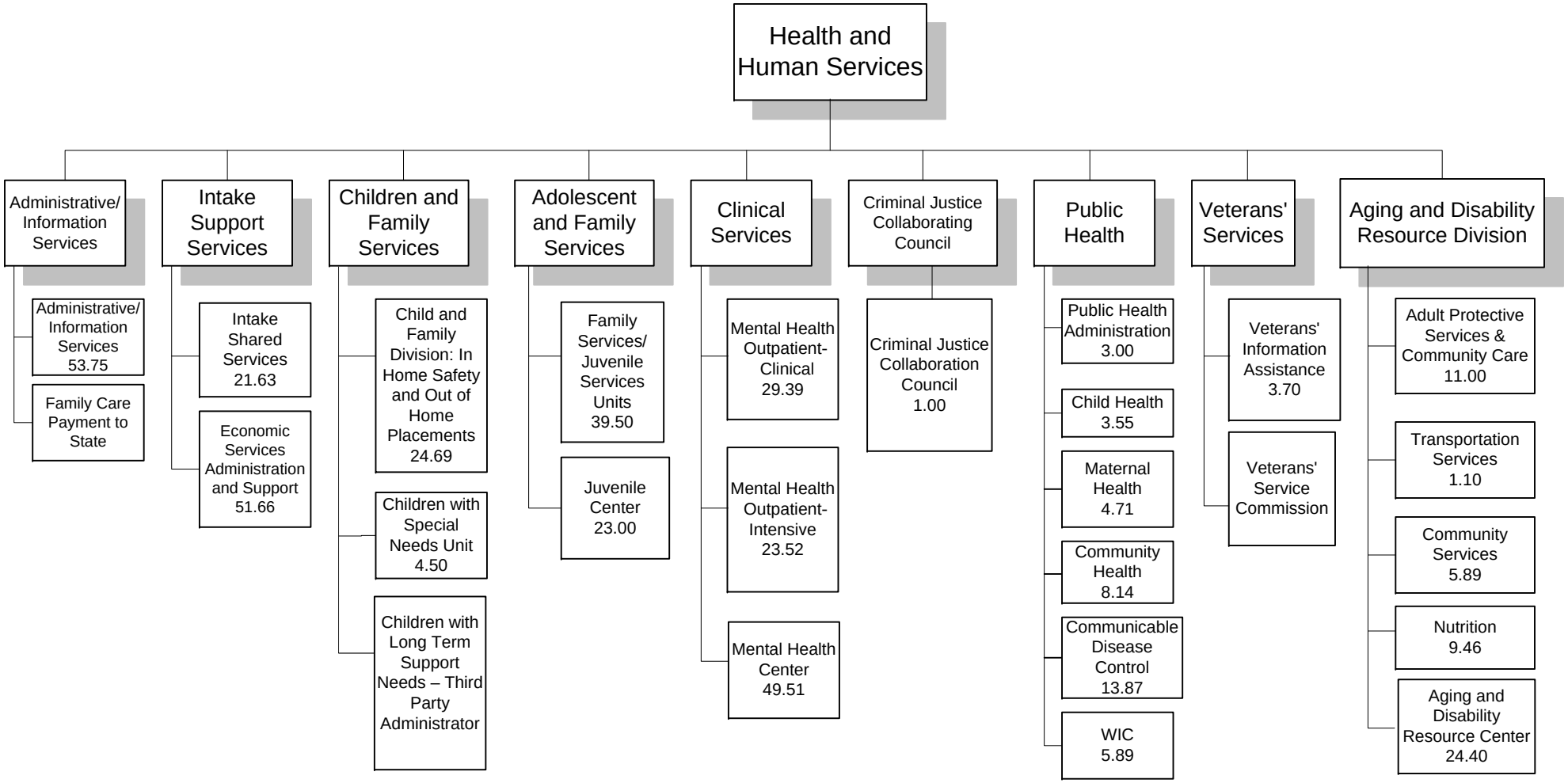
County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill.

Objective 3: Review agency structure to focus on cross-training amongst staff so that staff members can provide services in more areas and when vacancies occur within the agency.

Health & Human Services

HEALTH AND HUMAN SERVICES

FUNCTION / PROGRAM CHART



416.86 TOTAL FTE'S

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

Statement of Purpose:

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

The Aging and Disability Resource Center (ADRC) Contract Fund is a Special Revenue Fund operation providing the public with information related to aging or living with a disability.

Health and Human Services - All Funds Summary

Financial Summary	2012 Actual	2013 Adopted Budget	2013 Estimate	2014 Budget	Change From 2013 Adopted Budget $	%
General Fund						
Revenues	$37,015,097	$36,504,215	$40,557,996	$41,370,097	$4,865,882	13.3%
Appr. Fund Balance	$578,139	$243,680	$179,121	$177,722	($65,958)	-27.1%
County Tax Levy/(Credit)	$24,780,678	$24,915,678	$24,915,678	$25,205,678	$290,000	1.2%
Expenditures	$60,793,494	$61,663,573	$64,309,356	$66,753,497	$5,089,924	8.3%
Rev. Over (Under) Exp.	$1,580,420	$0	$1,343,439	$0	$0	NA
Aging and Disability Resource Center Contract Fund						
Revenues	$2,701,039	$3,030,050	$2,861,897	$3,083,823	$53,773	1.8%
Appr. Fund Balance	$0	$0	$0	$0	$0	NA
County Tax Levy/(Credit)	$0	$0	$0	$0	$0	NA
Expenditures	$2,701,037	$3,030,050	$2,861,897	$3,083,823	$53,773	1.8%
Rev. Over (Under) Exp.	$2	$0	$0	$0	$0	NA
All Funds						
Revenues	$39,716,136	$39,534,265	$43,419,893	$44,453,920	$4,919,655	12.4%
Appr. Fund Balance	$578,139	$243,680	$179,121	$177,722	($65,958)	-27.1%
County Tax Levy/(Credit)	$24,780,678	$24,915,678	$24,915,678	$25,205,678	$290,000	1.2%
Expenditures	$63,494,531	$64,693,623	$67,171,253	$69,837,320	$5,143,697	8.0%
Rev. Over (Under) Exp.	$1,580,422	$0	$1,343,439	$0	$0	NA
Position Summary (FTE)						
Regular Positions	390.46	390.46	399.46	398.46	8.00	
Extra Help	2.42	2.30	2.30	2.50	0.20	
Overtime	14.66	15.91	15.91	15.90	(0.01)	
Total	407.54	408.67	417.67	416.86	8.19	

HEALTH AND HUMAN SERVICES (All Divisions)

Financial Summary	2012 Actual	2013 Adopted Budget	2013 Estimate	2014 Budget	Change From 2013 Adopted Budget $	%
Administrative/Information Services (Includes Long Term Care - Payments to State)						
Revenues	$11,706,559	$11,307,746	$11,416,048	$11,396,525	$88,779	0.8%
County Tax Levy/(Credit)	($3,681,385)	($3,978,530)	($3,978,530)	($3,929,915)	$48,615	1.2%
Expenditures	$7,663,129	$7,329,216	$7,340,119	$7,466,610	$137,394	1.9%
Rev. Over (Under) Exp.	$362,045	$0	$97,399	$0	-	N/A
Intake Support Services						
Revenues	$4,074,578	$4,285,016	4,562,933.00	4,937,131.00	$652,115	15.2%
County Tax Levy	$2,305,638	$2,268,979	$2,268,979	$2,407,257	$138,278	6.1%
Expenditures	$6,486,988	$6,553,995	$6,854,016	$7,344,388	$790,393	12.1%
Rev. Over (Under) Exp.	($106,772)	$0	($22,104)	$0	-	N/A
Children and Family Services						
Revenues	$3,142,954	$3,074,489	$6,438,489	$6,538,253	$3,463,764	112.7%
County Tax Levy	$4,012,366	$3,651,745	$3,651,745	$3,641,426	($10,319)	-0.3%
Expenditures	$6,334,267	$6,726,234	$9,841,404	$10,179,679	$3,453,445	51.3%
Rev. Over (Under) Exp.	$821,053	$0	$248,830	$0	-	N/A
Adolescent and Family Services						
Revenues	$4,056,457	$3,927,536	$4,128,906	$4,125,872	$198,336	5.0%
County Tax Levy	$4,554,217	$4,759,947	$4,759,947	$4,388,059	($371,888)	-7.8%
Expenditures	$8,416,538	$8,687,483	$8,177,469	$8,513,931	($173,552)	-2.0%
Rev. Over (Under) Exp.	$194,136	$0	$711,384	$0	-	N/A
Clinical Services						
Revenues	$9,932,688	$9,337,079	$9,473,679	$9,722,376	$385,297	4.1%
County Tax Levy	$11,028,373	$11,988,871	$11,988,871	$12,173,866	$184,995	1.5%
Expenditures	$21,348,103	$21,325,950	$21,167,491	$21,896,242	$570,292	2.7%
Rev. Over (Under) Exp.	($387,042)	$0	$295,059	$0	-	N/A
Criminal Justice Collaborating Council						
Revenues	$479,632	$575,702	$459,249	$490,565	($85,137)	-14.8%
County Tax Levy	$975,416	$972,946	$972,946	$1,022,946	$50,000	5.1%
Expenditures	$1,428,489	$1,548,648	$1,427,918	$1,513,511	($35,137)	-2.3%
Rev. Over (Under) Exp.	$26,559	$0	$4,277	$0	-	N/A
Public Health						
Revenues	$1,253,735	$1,252,867	$1,213,907	$1,244,572	($8,295)	-0.7%
County Tax Levy	$2,305,559	$2,395,950	$2,395,950	$2,415,646	$19,696	0.8%
Expenditures	$3,565,923	$3,648,817	$3,684,732	$3,660,218	$11,401	0.3%
Rev. Over (Under) Exp.	($6,629)	$0	($74,875)	$0	-	N/A
Veterans' Services						
Revenues	$13,000	$13,000	$13,000	$13,000	$0	0.0%
County Tax Levy	$282,105	$282,595	$282,595	$274,074	($8,521)	-3.0%
Expenditures	$268,253	$295,595	$275,565	$287,074	($8,521)	-2.9%
Rev. Over (Under) Exp.	$26,852	$0	$20,030	$0	-	N/A
Aging and Disability Resource						
Revenues	$5,634,672	$6,004,510	$5,892,803	$6,163,348	$158,838	2.6%
County Tax Levy	$2,998,389	$2,573,175	$2,573,175	$2,812,319	$239,144	9.3%
Expenditures	$7,982,841	$8,577,685	$8,402,539	$8,975,667	$397,982	4.6%
Rev. Over (Under) Exp.	$650,220	$0	$63,439	$0	-	N/A
Total All H&HS Divisions						
Revenues	$40,294,275	$39,777,945	$43,599,014	$44,631,642	$4,853,697	12.2%
County Tax Levy	$24,780,678	$24,915,678	$24,915,678	$25,205,678	$290,000	1.2%
Expenditures	$63,494,531	$64,693,623	$67,171,253	$69,837,320	$5,143,697	8.0%
Rev. Over (Under) Exp.	$1,580,422	$0	$1,343,439	$0	-	N/A

HEALTH AND HUMAN SERVICES POSITIONS (All Divisions)

Financial Summary	2012 Actual	2013 Adopted Budget	2013 Estimate	2014 Budget	Change From 2013 Adopted Budget #	%
Administrative/Information Services						
Regular Positions	53.10	53.10	53.10	53.10	-	0.0%
Overtime	0.15	0.15	0.15	0.15	-	0.0%
Extra Help	0.26	0.50	0.50	0.50	-	0.0%
Total	53.51	53.75	53.75	53.75	-	0.0%
Intake Support Services						
Regular Positions	63.00	63.00	73.00	72.00	9.00	14.3%
Overtime	0.99	0.87	0.87	1.07	0.20	23.0%
Extra Help	-	0.22	0.22	0.22	-	0.0%
Total	63.99	64.09	74.09	73.29	9.20	14.4%
Children and Family Services						
Regular Positions	29.00	29.00	29.00	29.00	-	0.0%
Overtime	0.11	0.07	0.07	0.07	-	0.0%
Extra Help	0.22	0.12	0.12	0.12	-	0.0%
Total	29.33	29.19	29.19	29.19	-	0.0%
Adolescent and Family Services						
Regular Positions	62.10	62.10	61.10	61.10	(1.00)	-1.6%
Overtime	0.70	0.70	0.70	0.70	-	0.0%
Extra Help	0.70	0.70	0.70	0.70	-	0.0%
Total	63.50	63.50	62.50	62.50	(1.00)	-1.6%
Clinical Services						
Regular Positions	91.68	91.68	91.68	92.68	1.00	1.1%
Overtime	0.47	0.51	0.51	0.51	-	0.0%
Extra Help	8.25	9.24	9.24	9.23	(0.01)	-0.1%
Total	100.40	101.43	101.43	102.42	0.99	1.0%
Public Health						
Regular Positions	37.84	37.84	37.84	36.84	(1.00)	-2.6%
Overtime	-	-	-	-	-	N/A
Extra Help	2.43	2.32	2.32	2.32	-	0.0%
Total	40.27	40.16	40.16	39.16	(1.00)	-2.5%
Criminal Justice Collaborating Council						
Regular Positions	1.00	1.00	1.00	1.00	-	0.0%
Overtime	-	-	-	-	-	N/A
Extra Help	-	-	-	-	-	N/A
Total	1.00	1.00	1.00	1.00	-	0.0%
Veterans' Services						
Regular Positions	3.70	3.70	3.70	3.70	-	0.0%
Overtime	-	-	-	-	-	N/A
Extra Help	-	-	-	-	-	N/A
Total	3.70	3.70	3.70	3.70	-	0.0%
Aging and Disability Resource						
Regular Positions	49.04	49.04	49.04	49.04	-	0.0%
Overtime	-	-	-	-	-	N/A
Extra Help	2.80	2.81	2.81	2.81	-	0.0%
Total	51.84	51.85	51.85	51.85	-	0.0%
Total All H&HS Divisions						
Regular Positions	390.46	390.46	399.46	398.46	8.00	2.0%
Overtime	2.42	2.30	2.30	2.50	0.20	8.7%
Extra Help	14.66	15.91	15.91	15.90	(0.01)	-0.1%
Total	407.54	408.67	417.67	416.86	8.19	2.0%

Fund Purpose

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

Health and Human Services - General Fund Summary

Financial Summary	2012 Actual	2013 Adopted Budget (a)	2013 Estimate	2014 Budget	Change From 2013 Adopted Budget $	%
Revenues						
General Government (a)	$26,043,712	$26,567,001	$30,236,262	$30,797,969	$4,230,968	15.9%
Fine/Licenses	$377,702	$385,000	$390,000	$390,000	$5,000	1.3%
Charges for Services	$7,496,263	$7,073,672	$7,278,141	$7,439,216	$365,544	5.2%
Interdepartmental	$4,355	$12,185	$10,013	$9,825	($2,360)	-19.4%
Other Revenue	$3,093,065	$2,466,357	$2,643,580	$2,733,087	$266,730	10.8%
Appr. Fund Balance	$578,139	$243,680	$179,121	$177,722	($65,958)	-27.1%
County Tax Levy (a)	$24,780,678	$24,915,678	$24,915,678	$25,205,678	$290,000	**1.2%**
Total Revenues Sources	**$62,373,914**	**$61,663,573**	**$65,652,795**	**$66,753,497**	**$5,089,924**	**8.3%**
Expenditures						
Personnel Costs	$29,779,765	$30,494,134	$30,237,565	$31,428,919	$934,785	3.1%
Operating Expenses (a)	$27,635,976	$27,788,568	$30,710,030	$31,870,508	$4,081,940	14.7%
Interdept. Charges	$3,360,835	$3,320,871	$3,311,859	$3,430,070	$109,199	3.3%
Fixed Assets	$16,918	$60,000	$49,902	$24,000	($36,000)	-60.0%
Total Expenditures	**$60,793,494**	**$61,663,573**	**$64,309,356**	**$66,753,497**	**$5,089,924**	**8.3%**
Rev. Over (Under) Exp.	$1,580,420	$0	$1,343,439	$0	$0	**NA**

Position Summary (FTE)					
Regular Positions (a)	366.06	366.06	375.06	374.06	8.00
Extra Help	14.66	15.91	15.91	15.90	(0.01)
Overtime	2.42	2.30	2.30	2.50	0.20
Total	383.14	384.27	393.27	392.46	8.19

(a) The 2013 Estimate is estimated to exceed the 2013 Adopted budget primarily due to General Government revenues and operating expenses estimated at $3,079,800 were not budgeted for in 2013. The State of Wisconsin issued an opinion that payments the Children with Long-Term Support Needs (CLTS) Third Party Administrator (TPA) makes to service providers are grant expenditures and must be treated as such in 2013 and in future years. These revenues and expenditures had been removed from the County's budget in a prior year when the State had implemented the change to a TPA. An ordinance will be submitted for approval to appropriate the amount needed in 2013.

Major Departmental Strategic Outcomes and Objectives for 2014

County-Wide Key Strategic Outcome: A safe county

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

Key Outcome Indicator: Percentage of juvenile offenders served who re-offend while under court supervision. Department standard is < 25%.

Performance Measure:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Recurrence rate	30.1%	≤ 25%	30.5%	≤ 25%

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

Key Outcome Indicator: Percentage of all children who were not victims of another substantiated or indicated maltreatment allegation within the 6-month period following a maltreatment incident will meet or exceed the Federal Standard of 93.9%.

Performance Measure:	2012 Actual	2013 Target	2013 Estimate	2014 Target
% of Children NOT Abused or Neglected*	96.02	≥ 100%	96%	100%

* (This is a Federal outcome. Data obtained from eWiSACWIS Dashboard Report, 01/01/12-12/31/12; In 2012 169 out of 176 children were not victims of another substantiated maltreatment allegation.)

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

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

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

Performance Measure:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Compliance Rating	100%	100%	100%	100%

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

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

Key Outcome Indicator: Meet all Federal and State compliance requirements for timeliness in serving customers. The consortium Call/Change Center must answer calls within fifteen (15) minutes or a corrective action plan may be implemented by the State of Wisconsin Department of Health Services (Economic Services Administration and Support).

Performance Measure:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Time to Answer Incoming Calls	11.72	<10 minutes	<5 minutes	<5 minutes

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

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

Key Outcome Indicator 5a: Percentage of Waukesha County youth referred for delinquency or as juveniles in need of protection or service who require placement into more expensive settings ranging from treatment foster care to residential care centers. Department Standard ≤ 2.0%.

Performance Measure 5a:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Placement rate of Children referred for Truancy and Delinquency	1.8%	< 2.0%	1.9%	< 2.0%

Key Outcome Indicator 5b: Percentage of all Waukesha County children requiring placement into more expensive settings ranging from foster care (based on 2012 Actual average cost per year/per child of $4,873/year) to residential care centers (based on 2012 Actual average cost per year/per child of $118,973/year). Department Standard ≤ 0.20%.

Performance Measure 5b:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Placement rate of Waukesha County Child Population*	.0022%	<0.20%	.0025%	<0.20%

*Out of Home Care Caseload Count For December 2011 (208 out of 94,466 children under age 18.); Data Sources: Wisconsin Department of Children and Family Division of Safety and Performance Placement Detail Report – Out of Home Care Placement Summary (Report ID: SM10A32) which is based on data taken from Wisconsin Statewide Automated Child Welfare Information System (WiSACWIS); Source: Wisconsin Demographic Services Center – 2011 Final County Population Estimates.

Objective 6: Comply with all State and Federal program and reporting requirements with no major audit findings resulting in disallowance. (Children With Special Needs Unit (Birth to Three) and Administrative Services)
Key Outcome Indicator 6a: Percentage of Birth to Three individual family service plans (IFSP) developed within the required timeline of 45 days. Federal/State standard is 100%.

Performance Measure 6a:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Percentage of IFSP's developed within 45 days.*	85.5%	100%	90%	100%

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

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

Performance Measure 6b:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Major Audit Finding Resulting in Disallowance	0.0	0.0	0.0	0.0

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

Key Outcome Indicator: Individuals in need of detoxification under Chapter 51.45 require a comprehensive assessment to determine a level of treatment intervention beyond medical detoxification. Human Service staff will provide or arrange for Alcohol and other Drug Abuse (AODA) assessment and referral within 72 hours for 95% of all detoxification clients admitted to the Waukesha County Mental Health Center.

Performance Measure	2012 Actual	2013 Target	2013 Estimate	2014 Target
Percent of AODA Detox Clients Assessed and given referral within 72 hours	95%	100%	100%	100%

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

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

Performance Measure:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Case management hours provided by MHO Community Support Program Case Management Staff	78%	75%	75%	75%
Case management hours provided by Community Support Program RN's	63%	60%	60%	60%

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

Key Outcome Indicator 9a: Health and Human Service is able to manage case data through an electronic case management/Electronic Health Record system, which will result in reduced paperwork; enhanced case worker coordination, access to case data across campus buildings and from remote sites, decreased time associated with chart pulling and filing, increased data access for management planning and evaluation, and reduced exposure to risk associated with data security issues.

Performance Measure:	2012 Actual	2013 Target	2013 Estimate	2014 Target
% of HHS Users Rating System Satisfactory re: Outcome Goals	10%	25%	10%	85%

Key Outcome Indicator 9b: Increase each year, the number of major systems on current or supported versions, at which time all major systems will be on supported versions.

Performance Measure:	2012 Actual	2013 Target	2013 Estimate	2014 Target
% of HHS IT Applications on Current/Supported Software	20%	90%	25%	90%

Key Outcome Indicator 9c: Health and Human Services accounting services is able to manage billing and payment of services through the utilization of an integrated system.

Performance Measure 3:	2012 Actual	2013 Target	2013 Estimate	2014 Target
% of HHS integration	20%	95%	25%	95%

The vendor for the capital project to implement the HHS Core Enterprise system was approved by the Waukesha County Financial Committee in June of 2013. This integrated application and the activities of implementation will commence at the end of the third quarter of 2013.

Objective 10: Evaluate the potential savings and benefits of a community placement of shelter care juvenile clients with a private provider by following-up on proposals received from an RFP for services issued in late 2013. (Juvenile Center)

Current and Proposed Capital Projects

Proj.#	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of '14	Estimated Operating Impact	A=Annual T= One-Time
200615	HHS Office Building	2013	$34,180,000	100%	TBD	A
201212	Mental Health Center Chiller Upgrades (b)	2015	$631,000	5%	($2K - $4K) (c)	A
200109	Implement HHS Automated System (c)(d)	2015	$3,750,000	50%	TBD	A
200414	County-wide Cashiering (a)(c)	2014	$970,000	100%	TBD	A
201412	Mental Health Center Roof Replacement	2018	$253,000	0%	TBD	A

(a) The operating impact specifically related to HHS will be determined at a later date.
(b) Updated equipment is estimated to be 10% to 20% more energy efficient than existing equipment, estimated to save between $2,000 and $4,000 in utility costs annually.
(c) Project coordinated by Department of Administration. HHS integration of the MyAVATAR remains TBD until the implementation is developed by Netsmart and approved by DOA and DHHS. Estimated operating costs will reflect annual county-wide costs to be built into the End User Tech. Fund budget and DHHS hosting licensure and subscription fees.
(d) On-going operational costs for the maintenance costs associated with the new applications are estimated at $525,000 once fully operational (after 2014 budget period).

Administrative Services

County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill and Identify and implement technology solutions, and upgrade major computer systems to currently supported versions, to meet certification requirements and avoid emergency upgrades and other risks associated with unsupported systems.

Program Description

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

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

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**53.51**	**53.75**	**53.75**	**53.75**	**0.00**
General Government	$8,232,943	$8,408,356	$8,481,767	$8,515,807	$107,451
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$22,496	$21,000	$23,000	$23,000	$2,000
Interdepartmental	$0	$9,745	$8,825	$8,825	($920)
Other Revenue	$265,761	$202,027	$235,838	$232,275	$30,248
Appr. Fund Balance	$212,000	$162,000	$162,000	$112,000	($50,000)
County Tax Levy	**($3,681,385)**	**($3,978,530)**	**($3,978,530)**	**($3,929,915)**	**$48,615**
Total Revenues	**$5,051,815**	**$4,824,598**	**$4,932,900**	**$4,961,992**	**$137,394**
Personnel Costs	$3,751,913	$3,815,243	$3,718,903	$3,862,249	$47,006
Operating Expenses	$295,994	$318,338	$425,611	$331,112	$12,774
Interdept. Charges	$641,863	$691,017	$684,987	$768,631	$77,614
Fixed Assets	$0	$0	$6,000	$0	$0
Total Expenditures	**$4,689,770**	**$4,824,598**	**$4,835,501**	**$4,961,992**	**$137,394**
Rev. Over (Under) Exp.	$362,045	$0	$97,399	$0	$0

Program Highlights

General Government revenues include about $7,661,200 of State Community Aids Basic County Allocation (BCA) funding, which is unchanged from 2013. General Government revenues also include the recapture of administrative cost recovery reimbursement expected from the Aging and Disability Resource (ADRC) contract, which are budgeted to increase by about $139,800 (from $477,600 to $617,400). State/Federal Income Maintenance revenue of $115,000, from eligible indirect cost recovery, is unchanged from 2013.

Charges for services revenue from record copy services are budgeted to increase by $2,000 to $23,000 reflecting recent history and an increase in user fee rates.

Administrative Services (cont.)

Other Revenues are budgeted to increase by about $30,200 to $232,300, mainly due to an increase in State of Wisconsin Medicaid Cost Reporting (WIMCR) program reimbursements, which are budgeted at $163,500, an increase of $29,200, based on prior year actual results.

Fund Balance appropriation decreases by $50,000 to $112,000, based on a planned phase-down of General Fund balance use.

Personnel costs increase by about $47,000 or 1% to $3,862,250, which reflects the cost to continue and the abolishment of a 1.0 FTE Clerk I in the records department; the abolishment of a Program and Projects Analyst; offset by the creation of a 2.0 FTE Senior Information Technology professionals (approved by enrolled ordinance #168-31).

Operating Expenses increase by about $12,800 to $331,100, mainly from an increase in training and education consulting of $53,900 offset by a decrease in contracted services of $22,400. The 2014 budget base includes about $119,500 for computer hardware and software purchases related to the new core enterprise system, service/license fees and contracted system analysis work, about $33,300 for County external audit services, $26,600 for office supplies and materials, $46,700 for staff tuition, training and travel-related expenditures; $19,500 for equipment, repair and maintenance; $12,600 for bank fee changes related to electronic processing where the County is the protective payee for individual clients account and utilization of credit card as a means of accepting client payments; and $11,000 for printing costs. Interdepartmental Charges are higher mainly due to increased allocations of $23,600 for computer replacement and maintenance, and, $37,100 for risk management insurance charges including workers compensation.

Family Care Payments to the State

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

Program Description

This program reflects the 2013 required (mandated) back to the State as part of the local maintenance of effort base for the State Family Care initiative, which began July of 2008 for Waukesha County.

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
General Government	$2,705,359	$2,504,618	$2,504,618	$2,504,618	$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	$268,000	$0	$0	$0	$0
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$2,973,359**	**$2,504,618**	**$2,504,618**	**$2,504,618**	**$0**
Personnel Costs	$0	$0	$0	$0	$0
Operating Expenses	$2,973,359	$2,504,618	$2,504,618	$2,504,618	$0
Interdept. Charges	$0	$0	$0	$0	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$2,973,359**	**$2,504,618**	**$2,504,618**	**$2,504,618**	**$0**
Rev. Over (Under) Exp.	$0	$0	$0	$0	$0

Program Highlights

General Government revenues of $2,504,618 reflect a portion of State Community Aids – Basic County Allocation (BCA) received from the State Department of Health Services. Operating expenses for 2014 include the required payment back to the State Department of Health Services to meet the scheduled county contribution. The county is now at the scheduled legislated maintenance of effort (equal to 22% of the total long-term care expenditures for the final year that the County operated this program) the same amount annually hereafter to help pay for Waukesha County residents receiving benefits from the State's Family Care Program.

Intake and Shared Services

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

Program Description

Intake and Shared Services programs serve as the initial contact point for Child Welfare service referrals. Assessments are provided in the areas of child protection services; out of home placement requests; parent/teen family dysfunction; disability funding requests; and information/referral services. Short-term and supportive service includes Kinship Care assessment and funding; childcare certification; respite day care for families in crisis; home and financial management services and volunteer transportation services. The Division's purchased services include investments in prevention and early intervention services.

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**22.63**	**22.63**	**22.63**	**21.63**	**(1.00)**
General Government	$1,326,424	$1,337,574	$1,439,648	$1,439,648	$102,074
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$13,628	$23,020	$10,073	$2,255	($20,765)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$3,272	$2,800	$2,800	$2,800	$0
Appr. Fund Balance	$500	$0	$0	$0	$0
County Tax Levy	**$2,062,354**	**$1,860,913**	**$1,860,913**	**$1,891,901**	**$30,988**
Total Revenues	**$3,406,178**	**$3,224,307**	**$3,313,434**	**$3,336,604**	**$112,297**
Personnel Costs	$1,745,245	$1,788,505	$1,708,159	$1,740,373	($48,132)
Operating Expenses	$1,370,387	$1,342,906	$1,486,776	$1,506,845	$163,939
Interdept. Charges	$82,654	$92,896	$93,730	$89,386	($3,510)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$3,198,286**	**$3,224,307**	**$3,288,665**	**$3,336,604**	**$112,297**
Rev. Over (Under) Exp.	$207,892	$0	$24,769	$0	$0

Note: The Child Care Administration Federal/State funding was previously budgeted in Economic Services and Support Program. In 2014 $218,144 is budgeted in Intake and Shared Services Program Day Care Unit revenues to match program operations. The 2012 Actual and 2013 Budget have been restated for Comparative Purposes.

Program Highlights

General Government revenues are budgeted to increase by about $102,000 primarily due to a state allocation increase in pass-through State revenues for payment to kinship guardians of $108,400 to $752,839, which is estimated to reduce the wait list by 35 children. General Government revenues that are unchanged and remaining at the 2013 budgeted level include; the State Basic County Allocation for Child Care Administration budgeted at $370,100 and federal/state Promoting Safe and Stable Family (PSSF) funding budgeted at the 2013 state allocation of $95,200.

Charges for Services are budgeted to decrease by about $20,800, from $23,000 to $ 2,200, in client fees to reflect the change in supervision of the afterhours crisis services from Intake and Support service to Mental Health Outpatient Clinic program.

Personnel costs decreased by about $48,100 or 2% to $1,740,000, primarily related to the reclassification of 1.0 FTE from Intake and Support Services to Mental Health - Outpatient Clinic which is offset by the cost to continue increases related to the 21.63 FTE assigned to this program.

Operating expenditures increase by about $163,900, mainly due to increase in State-funded pass-through payments to kinship guardians by about $104,900 up to a state allocation of $697,800 (revenue amount mentioned above is higher since a portion covers H&HS administrative costs related to the indirect cost plan). In addition, $127,220 increase to $269,700 is budgeted to contracted services for the county's Crisis line call center as a new service delivery model is implemented. This contracted agency will provide equipment and staff to develop and maintain a 24 hour emergency telephone crisis service in Waukesha County. The crisis service agency will maintain a computerized system for tracking resources, making referrals and gathering data. These operating expenditure increases are partially offset by a reduction in contract services of $48,900 as a portion of the contracted agency's to provide crisis intervention for weekend and holiday coverage is reallocated and absorbed by personnel in the Mental Health clinical unit.

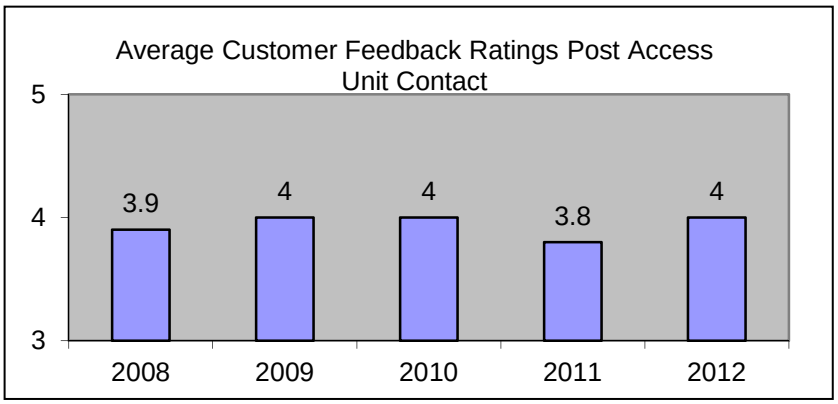
Intake and Shared Services (cont.)

Activities-(Workload data)	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Intake (Access) # of Referrals	5,867	6,100	5,800	5,850	(250)
Child Abuse/Neglect Reports	1,927	2,100	2,050	2,000	(100)
Children Assessed For Abuse/Neglect	743	810	775	790	(20)
Home & Financial Management Cases	25	25	25	25	0
Kinship Care Assessments	92	200	85	100	(100)
Kinship Care Funded Placements of children (Avg. Monthly)	194	240	196	258	18
Kinship Care Waiting List, # of children (a)	4	45	0	10	(35)
Crisis Intervention: Adult Protective /Mental Health # of contracts	649	850	756	750	(100)
Crisis Intervention: Child Protective /Health Welfare # of contracts	438	575	442	450	(125)
Crisis Respite Child Day Care, # of children	100	150	140	150	0
Family Day Care: # Certified Homes	40	45	35	45	0
Volunteer Transportation: Miles Driven	111,000	110,000	116,296	120,000	10,000

(a) Due to receiving an increase in our 2013 allocation, we have not needed to maintain a wait list. However Kinship Placements continue to increase annually. We are anticipating we may need to maintain a small wait list for 2014.

Key Activities Highlights

Customer Feedback ratings remain positive.



A random sampling of customers is routinely conducted following customer contact with Access, and includes indicators such as respect, professionalism, and pre/post opinion of the delivery service.

5 - Excellent
4 - Good
3 - Fair
2 - Needs Improvement
1 - Extremely Poor

Economic Services Administration and Support

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

Program Description

Waukesha County is a member of the Moraine Lakes (ML) Consortium that includes the following counties: Fond Du Lac, Ozaukee, Walworth and Washington County. Fond Du Lac County is the lead agency with fiscal responsibility for the ML Consortium. Waukesha County administers a variety of Economic Support (ES) programs including Medical Assistance, FoodShare (Food Stamps), Child Care, a fraud elimination program, and the Low-Income Energy Assistance Program. Program benefit services are provided either directly or through a purchase of service contract based on eligibility for applicable program offerings. ES services will be provided by permanent staff at the new Human Services Center with Patient Protection and Affordable Care Act (PPACA) sunset positions housed at the Workforce Development Center who will process Medicaid applications.

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**41.36**	**41.46**	**51.46**	**51.66**	**10.20**
General Government	$2,700,175	$2,901,867	$3,087,112	$3,467,428	$565,561
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$30,579	$19,755	$23,300	$25,000	$5,245
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$243,284**	**$408,066**	**$408,066**	**$515,356**	**$107,290**
Total Revenues	**$2,974,038**	**$3,329,688**	**$3,518,478**	**$4,007,784**	**$678,096**
Personnel Costs	$2,615,099	$2,627,417	$2,857,552	$3,299,161	$671,744
Operating Expenses	$474,965	$515,488	$510,713	$523,364	$7,876
Interdept. Charges	$198,638	$186,783	$197,086	$185,259	($1,524)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$3,288,702**	**$3,329,688**	**$3,565,351**	**$4,007,784**	**$678,096**
Rev. Over (Under) Exp.	($314,664)	$0	($46,873)	$0	$0

Note: The Child Care Administration Federal/State funding was previously budgeted in Economic Services and Support Program. In 2014 $218,144 is budgeted in Intake and Shared Services Program Day Care Unit Gen'l Gov't revenues to match program operations. The 2012 Actual and 2013 Budget have been restated for Comparative Purposes.

Program Highlights

General Government revenues increase by about $565,600 to $3,467,400, primarily related to a $667,000 increase as the State Department of Health Services increased the 2013-2015 State biennial budget allocation of federal and state funding to the Moraine Lake Consortium for the period of July 1, 2013 – June 30, 2015 for The Patient Protection and Affordable Care Act (PPACA), health care reform bill passed into law on March 23, 2010 and as amended by the Health Care and Education Reconciliation Act of 2010, requires the state Medicaid Income Maintenance program and the Federal Health Insurance Plan Marketplace be transparent whereby integrated to create a "no wrong door" for applying for health insurance for those individuals with income up to 400% of the Federal Poverty Level (FPL). The County Board of Supervisors approved enrolled ordinance 168-23, in June of 2013, related to the creation of ten regular full time Economic Support Specialist positions in the Department of Health and Human Services. These positions will sunset when the funding is reduced or terminated. This is offset by a decrease in State/Federal Income Maintenance (IM) funding by about $89,100 to $2,322,700, mainly due to the utilization of the 2013 caseload reallocation to each consortium. In addition, federal pass-through funding and related expenditures for the Low-Income Home Energy Assistance Program (LIHEAP), is budgeted to decrease by about $24,500 to $331.800, based on lower prior-year actual experience.

Economic Services Administration and Support (cont.)

Personnel Costs increase by about $671,700 mainly due to the cost to continue the 41.46 FTE regular positions, estimated to increase costs by about $72,500 or 2.8%. In addition, the cost associated with the PPACA funding related to the hiring of 10 FTE costing about $599,300.

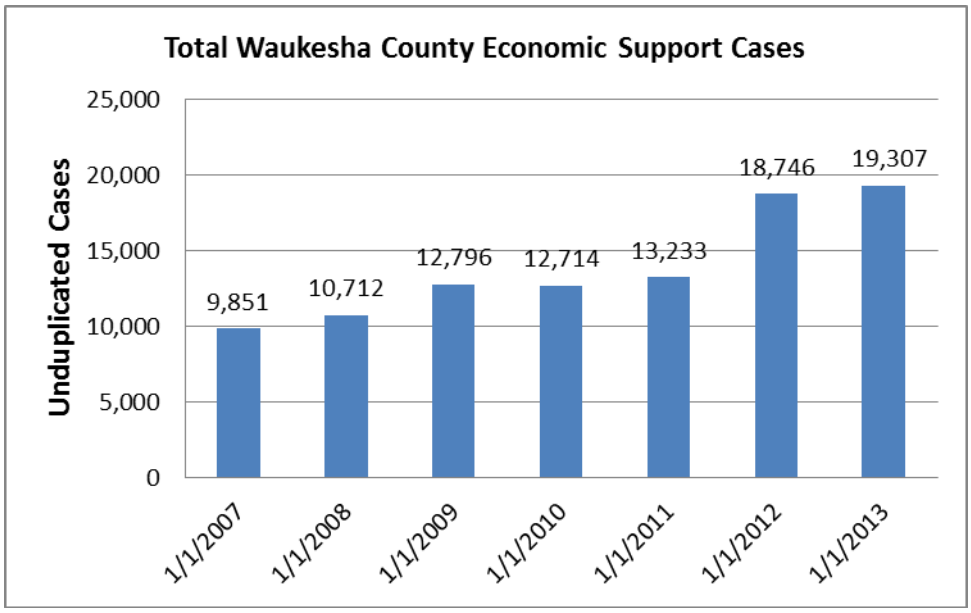
Operating Expenses are budgeted to increase by $7,900 from about $515,500 to $523,400, primarily due to the state funding related to the PPACA (as noted previously), resulting in an increase in operating expenditures by $60,100. This is partially offset by pass-through LIHEAP payments, which are budgeted to decrease by about $24,500 to $331,800. Also, the direct services Basic Program is budgeted to be reduced by $16,300.

Interdepartmental Charges decrease by about $1,500, mostly due to a decrease End User Technology Fund (EUTF) total cost of ownership charges in order to reflect actual end users. Approximately 50% of most costs in this program, including technology costs, are estimated to be covered with Federal 50/50 Addendum funding.

Activity

Waukesha County Economic Support Caseload Data	2012 Actual	2013 Budget	2013 Estimate*	2014 Budget*	Budget Change
Total unduplicated caseload (a)	19,239	19,498	19,400	21,400	1,902
Total Medical Assistance cases (b)	14,905	15,093	15,093	16,500	1,407
Total Food Share Cases (c)	9,461	9,200	9,850	10,500	1,300
W-2 Child Care Average Monthly Cases (d)	868	880	880	880	0

(a) Caseload is expected to increase by 2,000 due to the Patient Protection Affordable Care Act (PPACA)
(b) Report ID: CARES – RP600A – RPD (Medical Assistance)
(c) Report ID: CARES – RP600A – RPD (Food Share)
(d) Report ID: CARES – RP612A – RPC (Case Directory – Summary of Case Types and Counts)



Children & Family Division: In-home Safety/Out of Home Placement Services

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

Program Description

This program area is comprised of the Child and Family Services Unit and the Permanency Services/Alternate Care Unit, which provides in-home safety services to families with a child who has been abused or neglected or are at-risk of abuse and neglect. Also, services are provided to prevent imminent placements, reunify families or establish an alternate permanent plan. Alternate Care placements include court ordered placements with relatives, foster homes, treatment foster homes, group homes, residential care centers and supervised independent living settings. Placement prevention services provide an alternative to high cost placements. Services provided to parents help prepare for family preservation, reunification or termination of parental rights and adoptions.

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**24.83**	**24.69**	**24.69**	**24.69**	**0.00**
General Government	$359,441	$391,844	$374,938	$381,117	($10,727)
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$200,300	$166,000	$171,872	$166,000	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$65,226	$88,709	$87,895	$86,000	($2,709)
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$3,331,859**	**$3,457,626**	**$3,457,626**	**$3,596,873**	**$139,247**
Total Revenues	**$3,956,826**	**$4,104,179**	**$4,092,331**	**$4,229,990**	**$125,811**
Personnel Costs	$2,021,363	$2,107,212	$2,062,366	$2,146,110	$38,898
Operating Expenses	$1,585,347	$1,694,013	$1,675,142	$1,772,228	$78,215
Interdept. Charges	$287,967	$296,954	$296,865	$311,652	$14,698
Fixed Assets	$0	$6,000	$6,000	$0	($6,000)
Total Expenditures	**$3,894,677**	**$4,104,179**	**$4,040,373**	**$4,229,990**	**$125,811**
Rev. Over (Under) Exp.	$62,149	$0	$51,958	$0	$0

Note: Supplemental Security Income (SSI) reimbursements in Other Revenue previously budgeted in Children & Family program is being reallocated to Family Services & Juvenile Services in 2014 to match program operations for clients that the County is protective payee for . The 2013 Budget has been restated for Comparative Purposes.

Program Highlights

General Government revenues overall decreased slightly by about $10,700 to $381,100. State/Federal IV-E reimbursements for legal services related to Children in Need of Protection Services (CHIPS) is reduced $6,100 to $50,419; and funding for pass-through payments for HealthCheck services provided to children placed at residential care center facilities is decreased $5,500 to $26,500. The 2014 General Government revenues budget includes $282,100 in State Community Aids funding.

Charges for Services are budgeted to remain constant with the 2013 budget, mainly due to current year estimates for foster care placement fees revenues for children in out-of-home placement.

Personnel Costs are budgeted to increase by about $38,900 or 1.8%, mainly due to the cost to continue the 24.69 FTE regular positions allocated to this program

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

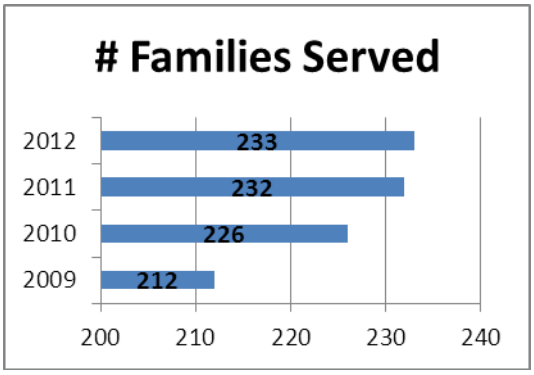
Operating expenditures are budgeted to increase by about $78,200 to $1,772,200, and include an increase in contracted services costs by about $73,600 to about $532,300 due to a $60,000 increase for contracted centralized intake to screen, educate and refer families with developmentally disabled children to appropriate community resources for delivery of service and the additional staffing of a visitation coordinator. Increasing operating expenditures are partially offset by a decrease in payments for parent services related to legal costs for TPR adoption by $11,900 to $2,500. Fixed asset expenditures of $6,000 were budgeted in 2013 to purchase a new multipurpose copier machine to help the Division meet State mandates to scan all documents into the State's child welfare computer system and allow for greater Health Insurance Portability and Accountability Act (HIPAA) security. This is not a recurring expenditure for the 2014 budget.

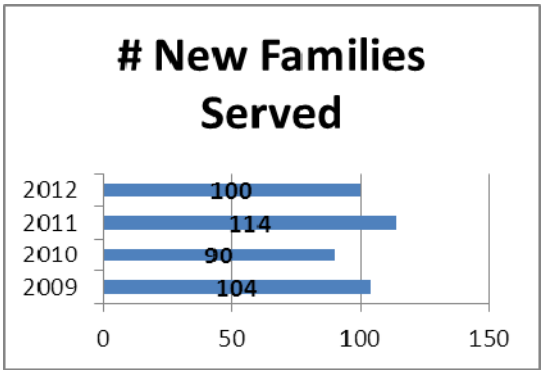
Activity	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Total children in foster care (a)	117	145	133	136	(9)
Days of Care	22,464	24,151	23,083	23,038	(1,113)
Foster Care expenditures	343,591	$427,896	382,350	407,896	(20,000)
Total children in group homes	0	1	1	1	0
Days of Care	0	84	49	77	(7)
Group Homes Care expenditures	0	$15,000	8750	15,000	0
Total children in Residential Care Centers(b)	5	6	5	6	0
Days of Care	849	832	1086	808	(24)
Residential Care Centers expenditures	358,988	$316,000	403,753	336,000	20,000
Terminations of parental rights (# of cases)	8	10	7	10	0

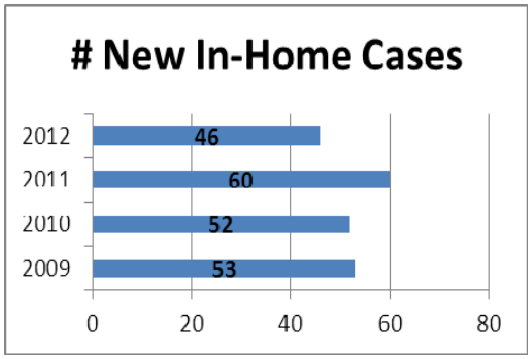
(a) Foster care expenditures decrease in the 2014 budget mainly due to efforts made to place children with level one foster care settings (e.g., with family members), which are often less expensive than other foster care settings (e.g., treatment foster care).

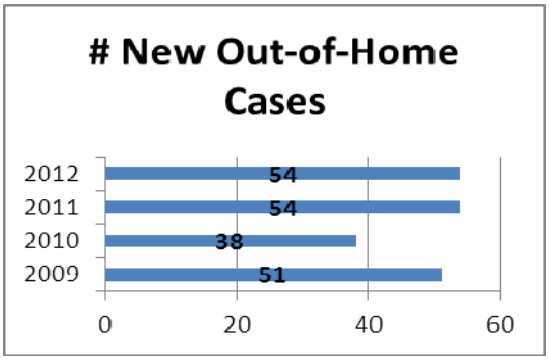
(b) Children in RCC placement requiring additional one on one support to meet their special needs thus resulting in higher costs compared to other placement settings.

Child and Family Unit Activity	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Total # Families Served	233	225	235	235	10
Number of new cases	100	125	115	115	(10)
In home	46	61	60	60	(1)
Out of home	54	64	55	55	(9)









Children with Special Needs Unit

(Includes Birth to Three Program)

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

Program Description

The Children with Special Needs unit includes the following three (3) program areas. The Birth to Three program is a joint County/Lutheran Social Services (LSS) partnership program which provides early intervention services to parents with children from birth to age three with special needs who demonstrate at least 25% delay in one or more areas of development or have a diagnosed condition which will likely result in developmental delays. Examples include Down syndrome, autism, spina bifida, and cerebral palsy.

The Children with Special Needs Unit (CSN) through the Federal/State Medicaid Home and Community Based Service Waiver for Children's Long Term Support (CLTS Waiver funding) provides fully funded and locally-matched tax levy funding for children diagnosed with Autism, Asperger's and Pervasive Developmental Disorder Not otherwise specified (NOS); Developmentally Disabled (DD), Seriously Emotionally Disturbed (SED) clients, and their families.

The Family Support Program (FSP) provides fully fund State funding to parents of children with disabilities (up to $3,000 per child) to purchase services to enable the child to remain safely living at home.

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**4.50**	**4.50**	**4.50**	**4.50**	**0.00**
General Government	$2,090,330	$2,082,650	$2,285,488	$2,235,679	$153,029
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$165,522	$184,657	$201,300	$199,657	$15,000
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$261,799	$160,629	$237,196	$221,500	$60,871
Appr. Fund Balance	$336	$0	$0	$0	$0
County Tax Levy	**$680,507**	**$194,119**	**$194,119**	**$44,553**	**($149,566)**
Total Revenues	**$3,198,494**	**$2,622,055**	**$2,918,103**	**$2,701,389**	**$79,334**
Personnel Costs	$400,370	$383,158	$411,485	$387,326	$4,168
Operating Expenses	$1,998,054	$2,202,002	$2,272,851	$2,269,328	$67,326
Interdept. Charges	$41,166	$36,895	$36,895	$44,735	$7,840
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$2,439,590**	**$2,622,055**	**$2,721,231**	**$2,701,389**	**$79,334**
Rev. Over (Under) Exp.	$758,904	$0	$196,872	$0	$0

Program Highlights

General Government revenues increase by about $153,000, from $2,082,700 to $2,235,679, mainly due to an increase in revenues related to the Children's Long-Term Support (CLTS) waiver program. This includes an increase in state reimbursement for the recapture of service coordinator client service hours by $84,312, and the reporting of H&HS administrative costs related to the indirect cost plan by $68,717.

Charges for Services increase by about $15,000 to $199,657, due to an increase in reimbursement revenues include $165,000 in pass-through revenues from parents of CLTS clients to the State as part of a parental cost share for the program.

Other Revenues, increase by $60,900 to $221,500 due to an increase in recoveries of pass-through reimbursements of CLTS related costs authorized by Waukesha County for certain vendors unable to directly bill the CLTS third-party administrator.

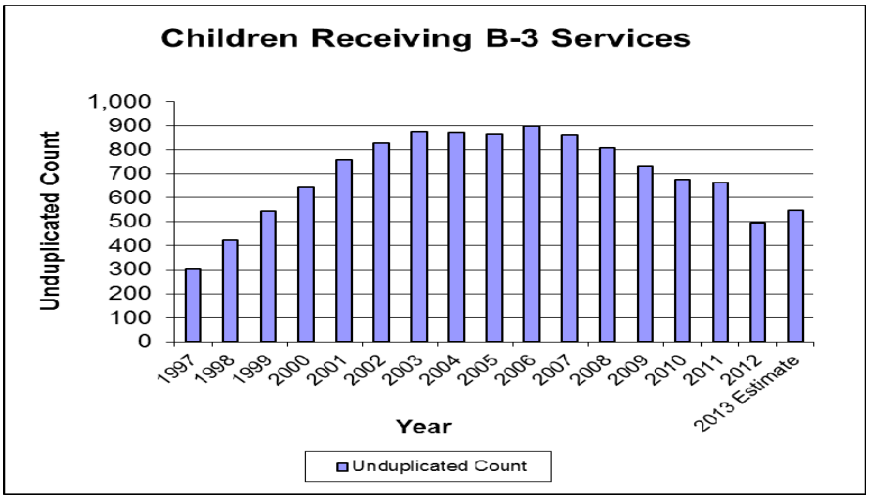
Personnel costs increase by about $4,100 or 1.09% for the cost to continue 4.5 FTE allocated to this program.

Children with Special Needs Unit (cont.)

(Includes Birth to Three Program)

Operating expenditures incurred a net increase of $67,300 to $2,269,300, mainly due to an increase of $60,900 in pass-through reimbursements of CLTS related costs authorized by Waukesha County for certain vendors unable to directly bill the CLTS third-party administrator. Also, the budget includes an increase of $15,000 to $165,000 of pass-thru payments to the state for the collection from parent participation in the parental cost share program. This is offset by a decrease in contracted case management costs of $8,000 by the vendor due to a better cost allocation system.

Birth to Three Activity	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Total # children enrolled on Oct. 1st	203	225	225	230	5
Total # children served	494	550	525	550	0



The number of birth to three clients increased significantly from 1997 through 2006, but continues to decline due to lower birth rates, families opting out of services and less physician referrals.

Childrens Long Term Support (CLTS) Waiver Activity	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
* Total # of Children Served:	518	542	536	572	30
Autism Waiver	243	267	261	272	5
Non-autism Waiver	123	125	125	150	25
Family Support Program	152	150	150	150	0
Number of New Autism Waiver Slots	42	35	35	24	(11)
Number of Closed Autism Waiver Slots	30	14	16	13	(1)
Number of new non-autism cases	31	23	20	25	2
Number of closed non-autism cases	29	15	21	20	5
Number of kids on waiting list for Family Support Program or waiver support	339	650	355	380	(270)(a)

(a) The 2014 budget is reduced to reflect assessments by Central Intake to screen, educate and refer families to other community resources which began in 2012. The 2013 budget does not reflect the new central screening process.

Children with Long-Term Support Needs (CLTS) Third Party Administrator (informational only)

Program Description

During 2010, the Centers for Medicare and Medicaid Services required that renewal of the Children's Long Term Support (CLTS) comply with federal regulations for implementing a standardized, statewide Medicaid Management Information System for processing provider claims and encounter level data reporting no later than December 31, 2011. The State of Wisconsin Department of Health Services selected Wisconsin Physicians Service (WPS) as the contracted vendor the for TPA claims implementation. All County Waiver Agencies (CWA) claims were paid through WPS, removing it from being recorded on the County financial records. Early in 2013, the State issued an opinion that payments that the TPA makes to service providers are grant expenditure and they must be treated as such in 2013 and future audits and be included on the Schedule of Expenditure of Federal and State Awards (SEFSA)

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)					
General Government	$0	$0	$3,079,800	$3,248,300	$3,248,300
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	**$0**	**$0**	**$3,079,800**	**$3,248,300**	**$3,248,300**
Personnel Costs	$0	$0	$0	$0	$0
Operating Expenses	$0	$0	$3,079,800	$3,248,300	$3,248,300
Interdept. Charges	$0	$0	$0	$0	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$0**	**$0**	**$3,079,800**	**$3,248,300**	**$3,248,300**
Rev. Over (Under) Exp.	$0	$0	$0	$0	$0

Program Highlights

General Government Revenues pass through revenues and related expenses increase by $3,248,300. This is the result of the State of Wisconsin issuing an opinion that payments the Third Party Administrator (TPA) makes to service providers are grant expenditure and that they must be treated as such in 2013 and in future audits be included in the Schedule of Expenditure of Federal and State Awards (SEFSA). There is no tax levy impact to this transaction as this is an informational only transactions.

Family Services & Juvenile Services

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

Program Description

Provide court intake services, court supervision and treatment to delinquent youth, as well as juveniles and children in need of protection or services. Services to these children and their families are directed at maintaining the children in their own homes and communities, reducing delinquency recidivism and promoting family and public safety. Services include intake assessments; regularly scheduled family and individual meetings; collaboration with schools and academic programs; monitoring compliance with court orders and school attendance; conflict resolution; case coordination group counseling; and independent living training/preparation. Educational support program; in-home treatment team services, intensive tracking; home detention; youth accountability groups; mediation; and electronic monitoring are provided through contracts. In addition to these in-home services, monitoring and coordination of Correctional and Correctional Aftercare placements, and monitoring and coordination of Foster Care, Group Home and Residential Care Center placements of delinquent youth and juveniles in need of protection and services are also provided.

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**39.50**	**39.50**	**39.50**	**39.50**	**0.00**
General Government	$3,485,130	$3,472,909	$3,638,390	$3,662,651	$189,742
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$153,497	$135,400	$167,208	$147,000	$11,600
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$133,768	$76,006	$72,153	$73,000	($3,006)
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$2,989,200**	**$3,190,551**	**$3,190,551**	**$2,858,601**	**($331,950)**
Total Revenues	**$6,761,595**	**$6,874,866**	**$7,068,302**	**$6,741,252**	**($133,614)**
Personnel Costs	$3,343,931	$3,383,800	$3,377,595	$3,422,564	$38,764
Operating Expenses	$3,153,439	$3,326,616	$2,970,533	$3,154,286	($172,330)
Interdept. Charges	$158,470	$164,450	$161,743	$164,402	($48)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$6,655,840**	**$6,874,866**	**$6,509,871**	**$6,741,252**	**($133,614)**
Rev. Over (Under) Exp.	$105,755	$0	$558,431	$0	$0

Program Highlights

General Government revenues are budgeted to increase by about $189,700 to $3,662,600, mainly due to an increase in State Youth Aids funding by about $210,100, based on adjustments to the 2013 allocation methodology by the Wisconsin Department of Corrections (related to the 2012 allocation to counties to comply with the state budget's requirement to lapse funding for the State's 2012 fiscal year). Other General Government revenues include a decrease in the State's Juvenile Accountability Block Grant (JABG) funding by about $11,609 as the JABG grant funds were discontinued as of June 30, 2013

Charges for Service revenues are budgeted to increase by about $11,600 to $147,000, based on an projection of increased client months over the 2013 budget related to the Juvenile Court Supervision Fee. The actual fee billed is determined by client ability to pay based on the regulations from the State's Uniform Fee Administrative Code.

Family Services & Juvenile Services (cont.)

Personnel costs are budgeted to increase by about $38,700 or 1.11% to $3,422,564, mainly for the cost to continue the 39.50 FTE staff allocated to this program.

Net operating expenditures are budgeted to decrease by about $172,300 to $3,154,300, and includes decreased costs of about $161,000 due to the termination of the contracted Community Day Treatment Program; reduced contracted mental health and support services related to, Juveniles In Need of Protection or Services, delinquents, and abused and neglected children of about $30,000 to $32,600, reduced residential care center placement costs of about $14,000 to $928,200 in anticipation of fewer clients requiring this higher level of care, based on a lower current year estimate. a reduction in foster care placement costs of about $3,600, based on a lower trending in county programming needs as other services become available. Also, approximately $144,700 continues to be invested in community-based prevention services as an alternative to juvenile corrections and other out-of-home placements.

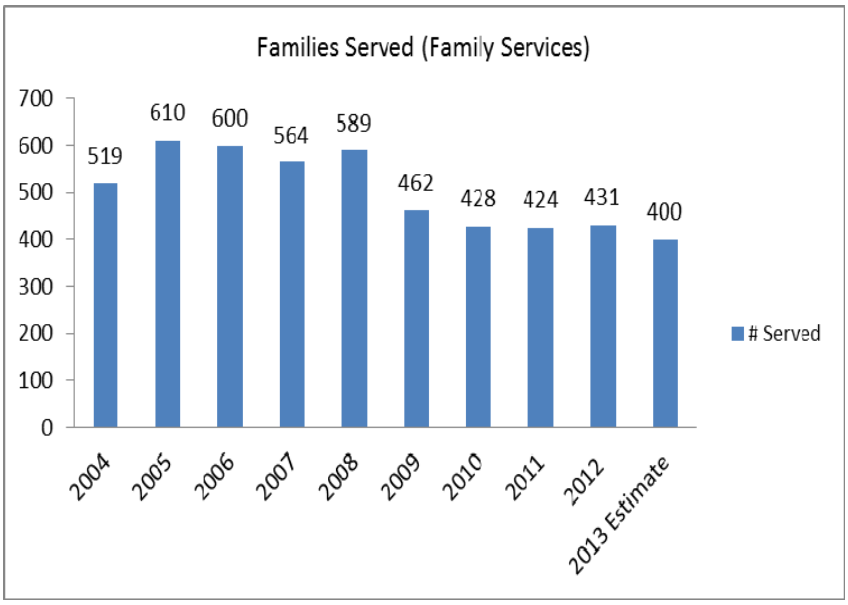
Activity	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Number of families served (Family Services)	431	465	400	410	(55)
Number of families served (Juvenile Services)	235	240	257	250	10
Custody Intake decisions	469	575	570(a)	550	(25)
Court Intake Referrals	430	675	492(b)	500	(175)
Average daily population of juveniles in State correctional institutions	3.3	3.0	2.6	3.0(c)	0
Total State charges for correctional institution placement	$350,411	$311,617	$274,746	$323,586	$11,969

(a) Custody Intakes have fluctuated historically and can be significantly affected by a relatively small group of youth who have repeated acting out behavior at home and/or run away from home.

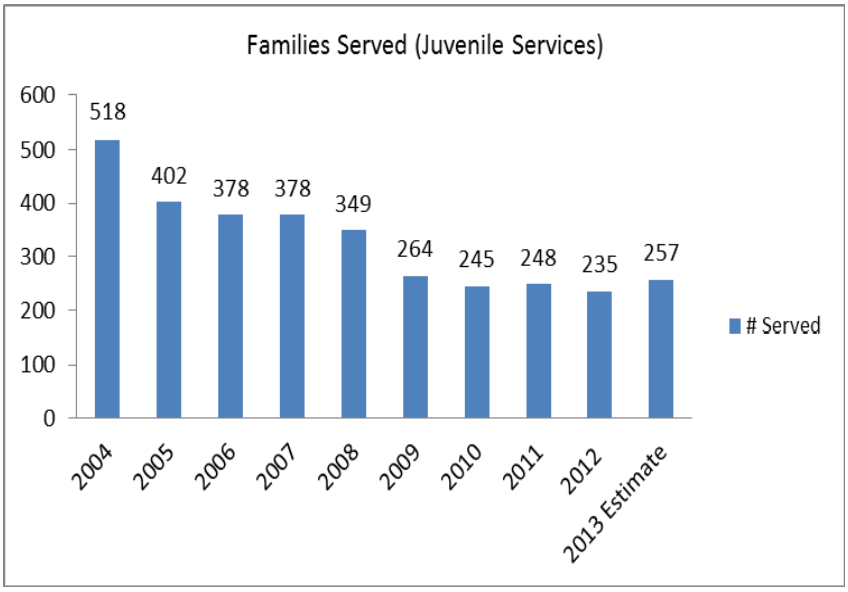
(b) The 2013 increase in estimated Court Intakes reflects increased delinquency and truancy intakes. Historically truancy referrals have fluctuated year-to-year, while delinquency referrals on a national, state and county level have decreased over the past 10 years.

(c) The 2014 budget for an average daily population of 3.0 juveniles is consistent with the average over the past several years.

Family Services & Juvenile Services (cont.)

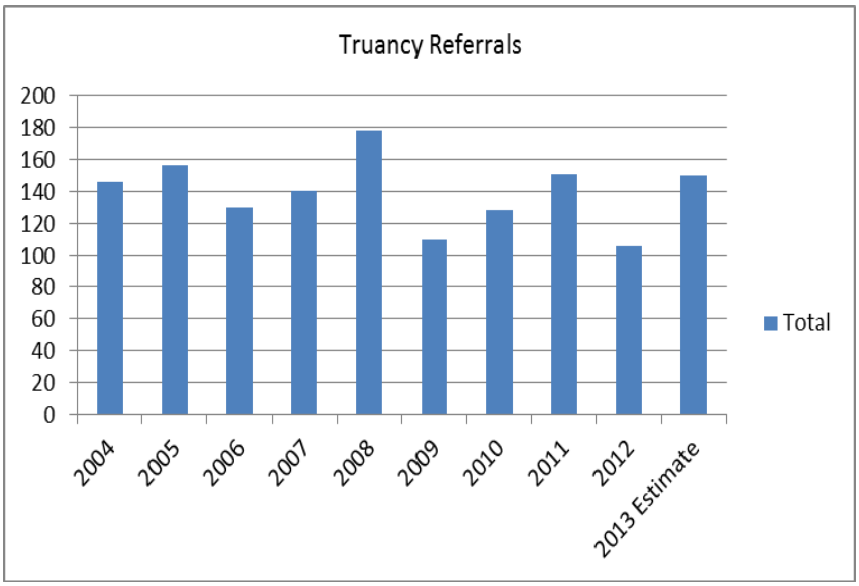


The number served in Family Services since 2009 has been lower than in previous years. A reduction in the number of truancy referrals in 2009 and 2010 was a factor in the reduced number of families served.

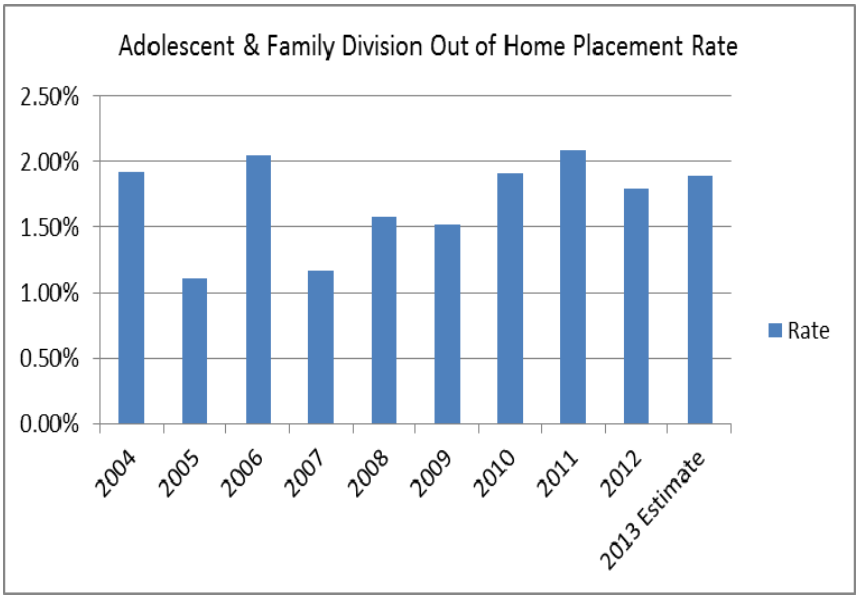


While the number of families served in Juvenile Services has decreased over the past 10 years, the rate of this decrease has slowed over the past 4 years and has remained in a relatively narrow range since 2009. These figures reflect a Federal and statewide trend of reduced youth delinquency over that 10 year period.

Family Services & Juvenile Services (cont.)

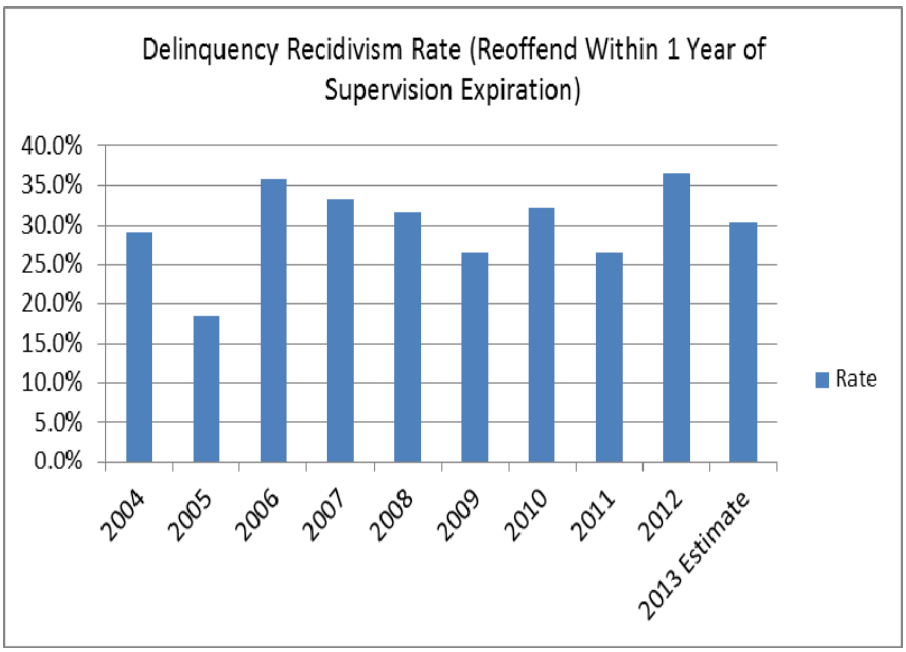


The number of truancy referrals, which had been relatively stable from 2004-2007, has shown increased volatility since that time. Among the factors that can affect these numbers are the use of municipal truancy citations, which are not referred to the Department, and the use of computer-based home school programs, reducing the likelihood of truancy referrals in those cases.



Through the use of a broad array of community-based services, the Division has maintained an extremely low out of home placement rate over the past 10 years. Although various reductions were required due to reduced State and Federal funding, staff and providers continue to achieve results that have generally maintained the placement rate at or below the target of 2%. Diligent efforts continue to be made to maintain young people in their homes whenever appropriate and to minimize the length of time in placement.

Family Services & Juvenile Services (cont.)



The recidivism rate shows the percentage of youth who reoffend during their period of court supervision and within one year after supervision ends. A substantial majority of these youth do not reoffend during that time.

Alternate Care Activity (a)	2012 Actual	2013 Budget (b)	2013 Estimate (b)	2014 Budget (a)	Budget Change (a)
Total children in foster care	23	26	30	26	0
Days of Care	3,802	4,259	4,129	3,524	(735)
Foster Care expenditures (b)	$257,971	$293,440	$281,575	$289,844	($3,596)
Total youth in group homes	7	9	8	6	(3)
Days of Care	1,004	693	581	642	(51)
Group Home expenditures (b)	$185,260	$122,000	$104,460	$124,440	$2,440
Total youth in Residential Care Centers	16	18	17	14	(4)
Days of Care	2,823	3,119	2,946	3,123	4
Residential Care Centers expenditures	$837,910	$942,219	$888,455	$928,200	($14,019)

(a) Through the ongoing efforts of County and contracted staff to maintain young people in their own homes, utilize the least restrictive, appropriate placement options, and minimize the length of time in out of home placements, the overall 2014 budget for these placements has been reduced, with the increase in the Group Home budget being more than offset by decreases in the Foster Care and Residential Care Center budgets.

(b) These ongoing efforts as identified in (a) have resulted in the 2013 estimated overall expenditures for these services being below the 2013 budgeted amounts.

Juvenile Center

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

Program Description

Provides 24-hour care and supervision to delinquent and status offender youth who are court-ordered to be held in secure or non-secure detention at the Juvenile Center. Physical custody determinations are provided by Juvenile Center supervisory staff. Non-secure detention (Shelter Care) has 18 beds and secure detention has 18 beds. On grounds schooling is provided, as well as daily structured activities. Nursing, dietician and physician services are provided through contracts. Beginning in 2012, female secure detention services are purchased from the Washington County Juvenile Detention facility.

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**24.00**	**24.00**	**23.00**	**23.00**	**(1.00)**
General Government	$55,948	$58,221	$56,849	$58,221	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$228,114	$185,000	$194,306	$185,000	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$1,565,017**	**$1,569,396**	**$1,569,396**	**$1,529,458**	**($39,938)**
Total Revenues	**$1,849,079**	**$1,812,617**	**$1,820,551**	**$1,772,679**	**($39,938)**
Personnel Costs	$1,603,121	$1,634,866	$1,531,742	$1,618,925	($15,941)
Operating Expenses	$87,977	$102,407	$75,511	$93,577	($8,830)
Interdept. Charges	$69,600	$75,344	$60,345	$60,177	($15,167)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,760,698**	**$1,812,617**	**$1,667,598**	**$1,772,679**	**($39,938)**
Rev. Over (Under) Exp.	$88,381	$0	$152,953	$0	$0

Program Highlights

General Government revenues are budgeted to be constant with the 2013 budget.

Charges for Services revenues are budgeted to be constant with the 2013 budget, with the Juvenile Center fee increasing to $285 per day, effective January 1, 2014, for secure and non-secure placement. Actual fees charged are based upon the client's ability to pay, as determined by the State Uniform Fee Schedule.

Personnel costs decrease by about $15,900 to $1,618,925, mainly due to a net decrease after un-funding a 1 FTE Clerk Typist II to accommodate the Information Technology Ordinance to create the two Senior Information Technology Professional positions. This is offset by cost to continue the remaining 23.0 FTE and a $13,483 increase in temporary extra help.

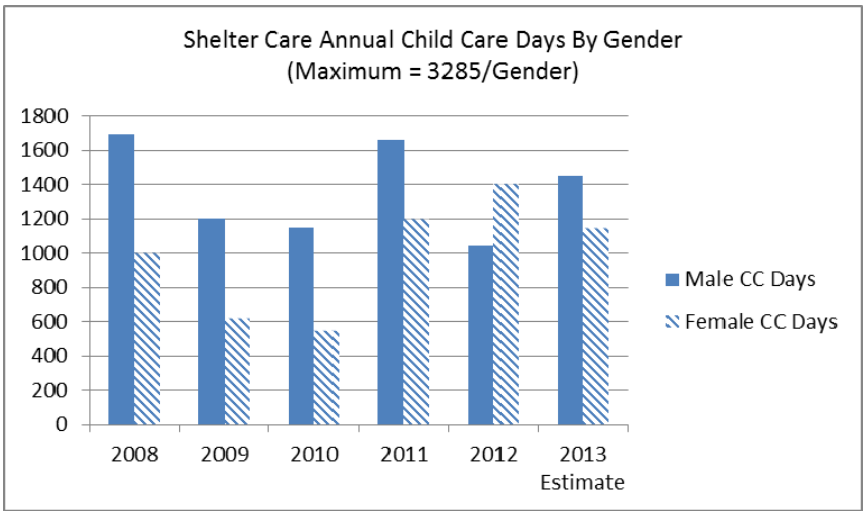
Operating expenditures are budgeted to decrease by about $8,800, mainly due to a decrease in overall expenditures for female secure detention, which is provided through a contract with Washington County.

Interdepartmental charges are budgeted to decrease by $15,200 mainly due to a $10,300 decrease in collection service charges.

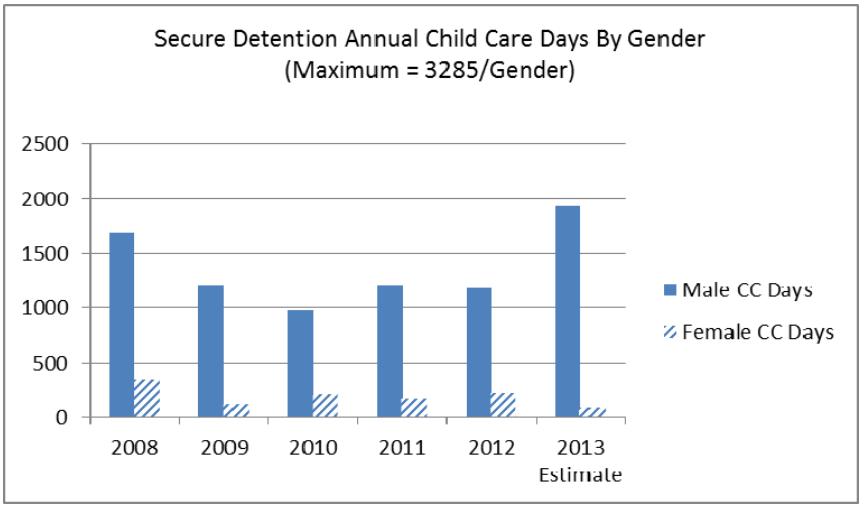
Juvenile Center (cont.)

Activity (a)	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Non-Secure Detention/Shelter Care					
# of Child Care Days – County Residents	2,245	3,000	2,470	2,500	(500)
# of Child Care Days – Out of County Residents	196	163	127	150	(13)
Total # of Child Care Days	**2,441**	**3,163**	**2,597**	**2,650**	**(513)**
Average daily population	6.7	8.7	7.0	7.3	(1.4)
Secure Detention at Waukesha County Juvenile Center (Males Only Beginning in 2012)					
# of Child Care Days – County Residents	841	1,000	1,629	1,650	650
# of Child Care Days – Out of County Residents	335	277	302	310	33
Total # of Child Care Days	**1,176**	**1,277**	**1,931**	**1,960**	**683**
Average daily population at center	3.2	3.5	5.3	5.4	1.9
Contracted Secure Detention at Washington County Facility (Females Only) (b)					
# of child care days purchased	230	250	100	110	(140)
Average daily population	0.6	0.7	0.3	0.3	(.4)

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



While the number of child care days for both genders has fluctuated over this period, the total child care days for males has generally been higher than that for females.



The number of child care days has consistently been significantly higher for males than for females, with a more significant increase estimated for 2013.

Mental Health Outpatient-Clinical

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

Program Description

The Clinical Services Division provides behavioral medicine, treatment and support services to citizens of Waukesha County who are experiencing symptoms of mental health and substance abuse disorders. The service delivery system is consistent with State Statute Chapter 51 requirements and applicable state and federal regulations. The array of services creates a continuum of care including diagnostic services, medication management, crisis intervention, individual and group therapy, case management, independent living training, peer support, residential rehabilitation, and acute psychiatric inpatient treatment. Services are individualized to maximize each client's independence, recovery, self-management of symptoms, and to prevent relapse.

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**28.41**	**28.40**	**28.40**	**29.39**	**0.99**
General Government	$951,033	$987,533	$953,107	$953,107	($34,426)
Fine/Licenses	$377,702	$385,000	$390,000	$390,000	$5,000
Charges for Services	$578,327	$605,100	$698,064	$690,000	$84,900
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$1,505,196	$1,202,582	$1,188,491	$1,289,859	$87,277
Appr. Fund Balance	$29,800	$4,800	$4,800	$0	($4,800)
County Tax Levy (a)	**$3,710,707**	**$4,051,676**	**$4,051,676**	**$4,089,564**	**$37,888**
Total Revenues	**$7,152,765**	**$7,236,691**	**$7,286,138**	**$7,412,530**	**$175,839**
Personnel Costs	$3,020,416	$3,123,779	$3,041,805	$3,317,069	$193,290
Operating Expenses (a)	$4,389,041	$3,798,288	$3,888,240	$3,788,308	($9,980)
Interdept. Charges	$287,426	$314,624	$292,899	$307,153	($7,471)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$7,696,883**	**$7,236,691**	**$7,222,944**	**$7,412,530**	**$175,839**

Rev. Over (Under) Exp.	($544,118)	$0	$63,194	$0	$0

(a) The 2014 budget includes a reallocation of $56,788 related to the Community Transition Program from CJCC to the HHS – Mental Health Outpatient-Clinical budget. The 2012 actual and the 2013 budget have been restated for comparative purposes.

The Mental Health Outpatient Clinic provides state certified Outpatient Mental Health Clinic, Substance Abuse Service, and Crisis Intervention Service serving children, youth, and adults. The Children's Mental Health Outreach Service provides case management and individualized services to families with children experiencing severe emotional disorders. The staff includes the professional services of 6 psychiatrists and an advanced practice nurse for psychotropic medication management with support services available to uninsured clients to access patient assistance programs and low-cost medication plans. Access to specialized inpatient services at the State Mental Health Institutes including geropsychiatry, child psychiatry and secure placements for adults are initiated and monitored through the outpatient clinic.

Mental Health Outpatient-Clinical (cont.)

Mental Health Outpatient-Clinical: Program Units

Financial Summary	2012 Actual	2013 Adopted Budget	2013 Estimate	2014 Budget	Change From 2013 Adopted Budget $	%
State Mental Health Institutes						
Revenues	$778,698	$523,349	$547,622	$567,622	$44,273	8.5%
County Tax Levy	$866,138	$994,045	$994,045	$893,203	($100,842)	-10.1%
Expenditures	$2,098,587	$1,517,394	$1,459,347	$1,460,825	($56,569)	-3.7%
Rev. Over (Under) Exp.	($453,751)	$0	$82,320	$0	-	N/A
Alcohol and Other Drug Abuse						
Revenues	$814,774	$893,402	$880,517	$880,402	($13,000)	-1.5%
County Tax Levy	$534,059	$572,909	$572,909	$580,942	$8,033	1.4%
Expenditures	$1,389,125	$1,466,311	$1,508,578	$1,461,344	($4,967)	-0.3%
Rev. Over (Under) Exp.	($40,292)	$0	($55,152)	$0	-	N/A
Intoxicated Driver Program						
Revenues	$390,962	$385,000	$390,000	$390,000	$5,000	1.3%
County Tax Levy/(Credit)	($62,697)	($1,415)	($1,415)	$10,320	$11,735	-829.3%
Expenditures	$360,568	$383,585	$374,797	$400,320	$16,735	4.4%
Rev. Over (Under) Exp.	($32,303)	$0	$13,788	$0	-	N/A
Mental Health Clinical						
Revenues	$1,457,625	$1,383,264	$1,416,323	$1,484,942	$101,678	7.4%
County Tax Levy	$2,373,207	$2,486,137	$2,486,137	$2,605,099	$118,962	4.8%
Expenditures	$3,848,603	$3,869,401	$3,880,222	$4,090,041	$220,640	5.7%
Rev. Over (Under) Exp.	($17,771)	$0	$22,238	$0	-	N/A
Mental Health Outpatient-Clinical Total						
Revenues	$3,442,058	$3,185,015	$3,234,462	$3,322,966	$137,951	4.3%
County Tax Levy	$3,710,707	$4,051,676	$4,051,676	$4,089,564	$37,888	0.9%
Expenditures	$7,696,883	$7,236,691	$7,222,944	$7,412,530	$175,839	2.4%
Rev. Over (Under) Exp.	($544,118)	$0	$63,194	$0	-	N/A

Program Highlights

Please note, to provide for greater clarity of the budget programs, the “Mental Health Outpatient and Support Services” program is split into the “Mental Health Outpatient-Clinical” and Mental Health Outpatient-Intensive” programs in 2014. The 2012 Actual, 2013 Budget, and 2013 Estimate have been restated for comparative purposes.

General Government revenues decrease $34,400 mainly due to a discontinued State grant allocation to provide for women and their children in AODA treatment facilities of $38,000. Remaining funding includes $521,500 in AODA block grants funding, and $48,900 due to an allocation of the State Basic County Allocation for Child Abuse and Neglect services. Fines and licenses revenues increase $5,000 to $390,000 and consist of Intoxicated Driver Program surcharge revenues, and are budgeted slightly over the 2013 adopted budget level. Charges for Services consist of client fee revenues, which are budgeted to increase by $84,900 to $690,000 based on current year estimates and to recognize the additional revenue from the reassignment of a 1.0 FTE Clinical Therapist from the Intake and Access Division to consolidate Crisis Intervention Services. Other Revenues are budgeted to increase by nearly $87,300 and include Supplemental Security Income (SSI)/Social Security collections revenues, where the County is the protective payee for mental health and developmentally disabled clients, which increase by $91,840, an increase of $44,300 in collections for clients located at the State Mental Health Institute, and a decrease of $22,800 in a pass-through Crisis Allocation Funding grant.

Mental Health Outpatient-Clinical (cont.)

Personnel costs increase by $193,300 or 6.2% to $3,317,070, mainly for the cost to continue for the 29.39 FTE staff assigned to this program. In addition, as mentioned above, a 1.0 FTE Clinical Therapist was reassigned from the Intake and Access Division to consolidate Crisis Intervention Services in the department. Also, the budget includes an increase in overtime of about $35,700 due to the elimination of the Mental Health Association contract. These crisis intervention services on evening, weekend and holiday coverage are now being provided by the Clinical Therapist staff.

Operating Expenditures reflect a net decrease of nearly $10,000 to $3,788,300 which includes a decrease of $38,000 due to a State allocation to provide for women and their children in AODA treatment facilities, a decrease of $10,150 in mental health and AODA related pharmaceutical costs in part due to a revised pharmaceutical delivery system, a decrease for the Adults placed at the State Mental Health Institutes by about $198,000 to $710,064 based on a decrease in the number of days by 134 and an estimated decrease in the average cost per day, an increase of $141,600 to $750,761 for children placed at the State Mental Health Institutes, a decrease of $22,800 in a pass-through Crisis Allocation Funding grant and an increase in the contracted doctors of $79,100 to $424,353 to reduce the 3 month wait time for initial psychiatric intake in outpatient services and to allow for consistent scheduling year round.

Interdepartmental Charges reflects a net decrease of about $7,500 which includes a reduction in Sheriffs interdepartmental transportation costs of $20,200 which have been off partially offset by increase use of video conferencing initiative, an increase of $8,750 in collection charges to reflect our greater referral activity and overall increase in computer maintenance fees of about $4,700.

Activity – MH Outpatient Clinical	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Outpatient – MH - Unduplicated count	2,360	2,300	2,452	2,300	0
Outpatient – MH – Visit	16,746	17,000	17,056	17,000	0
Outpatient – AODA – Unduplicated Count	1,143	1,067	1,070	1,070	3
Outpatient AODA Visits	12,817	13,000	13,000	13,000	0
Clients Receiving Detox	134	140	140	140	0
Detoxification: Days of Care	181	280	280	280	0
AODA Halfway House: Days of Care	5,428	5,800	5,800	5,800	0
State Institutes Payments: Days of Care (children)	810	603	717	717	114
State Institutes Payments: Days of Care (adults)	1,223	830	696	696	(134)

Mental Health Outpatient-Intensive

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

Program Description

The Mental Health Outpatient Intensive Unit (located at the Mental Health Center) is comprised of two units: The Treatment and Support Services Unit (TSSU) provides an array of community based mental health services to residents of Waukesha County through two state certified programs, Comprehensive Community Services (CCS) and Adult Mental Health Day Treatment. Additional services are provided through Targeted Case Management, Community Options Program (COP) and Community Recovery Services (CRS) benefits for eligible clients. The second unit is the State certified Community Support Program (CSP). This also utilizes Community Options Program and Community Recovery Services benefits for eligible clients.

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**23.65**	**23.67**	**23.67**	**23.52**	**(0.15)**
General Government	$501,757	$547,838	$547,838	$547,838	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$2,562,483	$2,650,902	$2,622,443	$2,760,708	$109,806
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$367,371	$289,625	$367,300	$367,300	$77,675
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$4,030,232**	**$4,405,461**	**$4,405,461**	**$4,603,307**	**$197,846**
Total Revenues	**$7,461,843**	**$7,893,826**	**$7,943,042**	**$8,279,153**	**$385,327**
Personnel Costs	$1,931,914	$2,009,863	$1,997,383	$1,985,959	($23,904)
Operating Expenses	$5,409,587	$5,643,291	$5,621,292	$6,056,104	$412,813
Interdept. Charges	$260,671	$240,672	$240,438	$237,090	($3,582)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$7,602,172**	**$7,893,826**	**$7,859,113**	**$8,279,153**	**$385,327**
Rev. Over (Under) Exp.	($140,330)	$0	$83,929	$0	$0

Residential Care in group homes, adult family homes and institutional settings is provided through contracts with multiple specialized programs throughout Wisconsin.

Mental Health Outpatient-Intensive: Program Units

Financial Summary	2012 Actual	2013 Adopted Budget	2013 Estimate	2014 Budget	Change From 2013 Adopted Budget $	%
Comprehensive Community Support (CCS)						
Revenues	$1,098,026	$1,097,439	$1,060,033	$1,095,683	($1,756)	-0.2%
County Tax Levy	$561,732	$571,220	$571,220	$582,424	$11,204	2.0%
Expenditures	$1,486,826	$1,668,659	$1,562,849	$1,678,107	$9,448	0.6%
Rev. Over (Under) Exp.	$172,932	$0	$68,404	$0	-	N/A
Community Recovery Services (CRS)						
Revenues	$573,632	$654,198	$728,396	$755,760	$101,562	15.5%
County Tax Levy	$815,645	$905,657	$905,657	$1,116,957	$211,300	23.3%
Expenditures	$1,653,928	$1,559,855	$1,709,793	$1,872,717	$312,862	20.1%
Rev. Over (Under) Exp.	($264,652)	$0	($75,740)	$0	-	N/A
Community Support Program (CSP) & Community Options Program (COP)						
Revenues	$1,759,953	$1,736,728	$1,749,152	$1,824,403	$87,675	5.0%
County Tax Levy	$2,652,855	$2,928,584	$2,928,584	$2,903,926	($24,658)	-0.8%
Expenditures	$4,461,418	$4,665,312	$4,586,471	$4,728,329	$63,017	1.4%
Rev. Over (Under) Exp.	($48,610)	$0	$91,265	$0	-	N/A
Mental Health Outpatient-Intensive Total						
Revenues	$3,431,611	$3,488,365	$3,537,581	$3,675,846	$187,481	5.4%
County Tax Levy	$4,030,232	$4,405,461	$4,405,461	$4,603,307	$197,846	4.5%
Expenditures	$7,602,172	$7,893,826	$7,859,113	$8,279,153	$385,327	4.9%
Rev. Over (Under) Exp.	($140,330)	$0	$83,929	$0	-	N/A

Mental Health Outpatient-Intensive (cont.)

Program Highlights

Please note, to provide for greater clarity of the budget programs, the “Mental Health Outpatient and Support Services” program is split into the “Mental Health Outpatient-Clinical” and Mental Health Outpatient-Intensive” programs in 2014. The 2012 Actual, 2013 Budget, and 2013 Estimate have been restated for comparative purposes.

General Government revenue includes Community Options Program funding of nearly $398,600, an allocation of Basic County Allocation for the Community Support Program funding of about $88,600, and a State allocation for the Community Support Program to enable Medicaid clients eligible for CSP services to access these critical services to reduce the wait list of approximately $60,600. All state allocations remain at the 2013 budget level.

Charges for Service revenues are budgeted to increase by about 109,800. This reflects an increase in client fee revenue for the Community Recovery Services (CRS) budgeted to increase $101,562. This program provides community living support services, including employment and peer supports through psychosocial rehabilitation. This largely exceeds a budgeted decrease in client fee revenue for services billed to Medical Assistance for the Comprehensive Community Services (CCS) program by $1,756. This program provides psycho-rehabilitative treatment and residential care to clients with more intensive placement needs than clients in the Community Support Program.

Other Revenues are budgeted to increase by nearly $77,700 to $367,300 from the State of Wisconsin Medical Assistance Cost Reporting (WIMCR) program reimbursements based on current year estimates.

Personnel costs are budgeted to decrease by about $23,900, this reflects a cost to continue for the 23.52 FTE staff and the reduction of 0.15 FTE of the Mental Health Administrator position to the Mental Health Center Inpatient Hospital to better align the work assignments.

Operating expenditures are budgeted to increase by about 412,800. This reflects an increase in room and board and treatment costs of $312,800 for the CRS program, a reallocation of COP funding of $70,500, an increase of $32,600 for residential treatment costs, and an increase of about $9,500 for room and board and treatment costs for the CCS program. The budget also reflects a 3% increase for nine contracted program staff positions, partially offset by decreases in consulting services of about $19,400 due to services now being performed by existing staff.

Interdepartmental Charges reflects a net decrease of nearly $3,500 mainly from a reduction in computer ownership charges.

Activity – MH Outpatient Intensive	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Comprehensive Community Services Clients	114	110	112	115	5
Community Support Program Clients	193	195	195	191	(4)
Case Management Clients	68	67	70	70	3
Total Residential Days of Care	30,283	31,025	31,461	31,875	850
Subtotal: CCS Program	12,736	14,235	13,328	14,235	0
Subtotal: CRS Program	8,174	8,030	8,130	8,030	0
CRS (Hours of Care)	6,630	8,395	7,443	10,582	2,187

Mental Health Center

Program Description

This budget reports the financial operations of the Mental Health Center (MHC) inpatient hospital for accounting purposes and State/Federal reporting including federal/state Medicare Cost Report requirements. This program provides for all services related to admissions to the hospital for psychiatric emergency and other psychiatric hospitalizations and related support services.

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

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**48.34**	**49.36**	**49.36**	**49.51**	**0.15**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$3,005,774	$2,589,439	$2,701,636	$2,688,839	$99,400
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$53,246	$74,260	$0	$34,725	($39,535)
County Tax Levy	**$3,287,434**	**$3,531,734**	**$3,531,734**	**$3,480,995**	**($50,739)**
Total Revenues	**$6,346,454**	**$6,195,433**	**$6,233,370**	**$6,204,559**	**$9,126**
Personnel Costs	$4,162,091	$4,300,088	$4,271,673	$4,351,818	$51,730
Operating Expenses	$1,030,721	$1,105,622	$1,041,640	$1,064,306	($41,316)
Interdept. Charges	$846,668	$735,723	$734,219	$764,435	$28,712
Fixed Assets	$9,571	$54,000	$37,902	$24,000	($30,000)
Total Expenditures	**$6,049,051**	**$6,195,433**	**$6,085,434**	**$6,204,559**	**$9,126**

Rev. Over (Under) Exp.	$297,403	$0	$147,936	$0	$0

Major Departmental Strategic Outcomes and Objectives for 2014

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

Objective 1: To provide effective care and services that allow individuals to return to community based settings as soon as possible. (Mental Health Center)

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

Performance Measure:	2012 Actual	2013 Target	2013 Estimate	2014 Target
30 Day Readmission Rate of within 30 days of discharge	10.33%	9.5%	10.4%	<10%

Mental Health Center (cont'd)

Program Highlights

Charges for services consist mostly of client fee revenues related to the 28 bed adult psychiatric hospital for the acute treatment of mental health including symptom stabilization, medication adjustment and Emergency Detentions (voluntary or involuntary) including insurance and Medicare/Medicaid reimbursements, which increases by about $99,400 to about $2,688,800 based on a rate increase of about $16 per client day. Copy and duplicating fee revenues decrease by $600, from $2,800 to $2,200.

Appropriated Fund Balance of $34,725 is budgeted to cover equipment replacement and building improvement items that may be needed to remain in compliance with State/Federal hospital regulations (facility is inspected annually). The 2014 appropriation is budgeted to cover the following replacement items: $24,000 for new cubicles, $3,600 for lobby furniture, $650 for refrigerator and $6,475 for client care equipment. Overall County Tax Levy Support to the Mental Health Center decreases by about $50,700 to over $3.48 million.

Personnel costs increase by about 1.2% or $51,730 up to over $4.35 million which includes the net cost to continue (estimated at $34,306 or 1.2%) for 49.51 FTE positions. In addition, salaries full time is increased by 0.15 FTE or about 312 hours at a cost increase estimated at $20,815 to reflect the Administrator actual operational time spent for this program. The overtime and extra help FTE remained constant with the 2013 budget at 6.41 FTE with a net decrease in cost by about $3,400 due to a change in personnel assignment and reflective of a lower wage rate.
Operating expenditures decrease by about $41,300 from $1,105,600 to $1,064,300, mainly due to a $24,000 decrease in transcription fees to reflect current estimates; $23,900 decrease in office equipment and furniture and $20,000 in miscellaneous expenditures. This decrease is partially offset by increases in expenditures for Medical Supplies/Drug of about $10,000 from $335,000 to $345,050, contracted professional service related to psychiatrists of about $10,000 from $344,300 to $354,300 in order to cover doctor time needed for training on the new IT electronic records requirements and hygiene supplies of about $2,000 and purchases related to small equipment of about $3,000.

Interdepartmental Charges are budgeted to increase by about $28,700 to from $735,700 to $764,400, mainly due to increases in building maintenance by about $49,000 related to physical plant repairs and maintenance projects. This increase in interdepartmental changes is partially offset by decreases in malpractice insurance and boiler insurance expenditures of about $19,100 and other end user technology fee of about $1,300. Sheriff transportation charges are budgeted to increase by $1,700 to about $36,400, based on an increase in Sheriff Deputy personnel costs. The Department of Administration (DOA) – Collection Services Charges remains constant with the 2013 budget and actual 2013 experience For each dollar collected from past due accounts, H&HS retains $0.78, and $0.22 is charged by DOA-Collections.

Fixed Asset expenditures decrease by $30,000 to $24,000, mainly to reflect the 2014 capital replacement plan.

Activity	2012 Actual	2013 Budget	2013 Estimate	2014 Target	Budget Change
Days of Care	5,661	6,500	6,463	6,200	(300)
Admissions	901	901	934	925	24
Discharges	891	891	958	925	34
Average Length of Stay (Days)	6.2	6.2	7.0	6.6	.4

Program Description

With the support of the Chief Judge, County Executive, and County Board, the Waukesha County Criminal Justice Collaborating Council (CJCC) was established in the fall of 2002. The Council was formed with several goals in mind including better understanding of crime and criminal justice problems, greater cooperation among agencies and units of local government, clearer objectives and priorities, more effective resource allocation, and the creation of additional criminal justice programming. The Council feels that, taken together, these results can increase public confidence in and support for criminal justice processes, and enhance system performance.

The mission of the Waukesha County CJCC is to enhance public safety and promote the effective and efficient administration of the criminal justice system through community collaboration by ensuring offender accountability and providing rehabilitative services, while recognizing the rights and needs of victims.

Financial Summary	2012 Actual	2013 Adopted Budget	2013 Estimate	2014 Budget	Change From 2013 Adopted Budget $	%
Revenues						
General Government	$406,267	$510,299	$380,092	$383,424	($126,875)	-24.9%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$73,365	$65,403	$79,157	$78,244	$12,841	19.6%
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue	$0	$0	$0	$0	$0	N/A
Appr. Fund Balance	$0	$0	$0	$28,897	$28,897	N/A
County Tax Levy	**$975,416**	**$972,946**	**$972,946**	**$1,022,946**	**$50,000**	**5.1%**
Total Revenue Sources	**$1,455,048**	**$1,548,648**	**$1,432,195**	**$1,513,511**	**($35,137)**	**-2.3%**
Expenditures						
Personnel Costs	$99,413	$104,162	$105,903	$106,846	$2,684	2.6%
Operating Expenses	$1,301,377	$1,409,567	$1,284,778	$1,374,004	($35,563)	-2.5%
Interdept. Charges	$27,699	$34,919	$37,237	$32,661	($2,258)	-6.5%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$1,428,489**	**$1,548,648**	**$1,427,918**	**$1,513,511**	**($35,137)**	**-2.3%**
Rev. Over (Under) Exp.	$26,559	$0	$4,277	$0	$0	N/A
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	

Note: The 2014 budget includes a reallocation of $56,788 related to the Community Transition Program from CJCC to the HHS – Mental Health Outpatient budget. The 2012 actual and the 2013 budget have been restated for comparative purposes.

Program Highlights

General Government revenue is budgeted to decrease by about $126,900 to $383,400, mainly due to the federally grant-funded expansion of the Alcohol Treatment Court is budgeted to decrease $103,000 as the 3 year Alcohol Treatment Court expansion grant with a 1 year extension is budgeted to end on 9/30/14. (Note: Tax levy of $30,000 is budgeted to continue this program through the end of 2014.) Also, the Drug Treatment Court grant is budgeted to decrease by $24,552 as the 3-year grant is budgeted to end on 9/30/14. (Fund balance of $28,897 is budgeted to continue the drug court for the 4th quarter 2014.) In addition, the State Department of Corrections revenue for the Community Services Options Program increases $650 to about $22,400.

Charges for Services are budgeted to increase by about $12,900 to $78,300 in anticipation of higher client fee revenues from the Alcohol Treatment Court and Day Report Center programs based on prior and current year estimates, as enrollments have been increasing. Alcohol Treatment Court participants are charged a monthly fee using an income-based fee scale, which was implemented in June 2009 and is mandatory for all program participants. Day Report Center participants are charged a flat fee based on length of stay in the program, which was implemented in October 2010 and is mandatory for all program participants.

Criminal Justice Collaborating Council (cont.)

Personnel costs are budgeted to increase by almost $2,700 to approximately $106,800 for the cost to continue the 1.00 FTE allocated to this program.

Operating Expenses are budgeted to decrease by about $35,600 to $1,374,000, mainly due to a decrease in the Alcohol Treatment Court (ATC) expansion grant operating expenditures by about $56,000 to $301,900 and by about $1,600 as expenditures (including grant monitoring are scheduled to end 9/30/14 as the ATC grant is budgeted to end) to $116,700 for the Drug Treatment Court. In addition, this budget includes an increase in Wisconsin Community Services (WCS) provided contracted services (excluding the federal grant funded Alcohol and Drug Treatment Court programs) by about $18,800 to $842,500, allowing for a 1% increase to most contracts, except the Pretrial Supervision, Day Reporting Center, and Community Services Options programs that increase 2%, 4.7%, and 2% respectively (see table below).

Interdepartmental Charges are budgeted to decrease by about $2,300 to $32,700, mainly due to a decrease in budgeted Countywide and H&HS indirect cost recovery charges for the Alcohol Treatment Court and Drug Court grants by about $5,200.

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

		Total Contracted Program Expenditures			
CJCC Contracted Programs	**2012 Actuals**	**2013 Budget**	**2014 Budget**	**Change**	**% Change**
WCS - Alcohol Treatment Court (3rd OWI Offenders)	$119,409	$121,795	$123,013	$1,218	1.0%
WCS - Day Report Center	$238,742	$233,793	$244,890	$11,097	4.7%
WCS - Intoxicated Driver Intervention	$151,051	$154,072	$155,613	$1,541	1.0%
WCS - Pretrial Supervision	$132,357	$132,015	$134,655	$2,640	2.0%
WCS - Pretrial Screening	$109,554	$111,745	$112,862	$1,117	1.0%
WCS - Community Service Options	$43,514	$44,819	$45,715	$896	2.0%
WCS - Reentry Employment Program at Huber	$5,724	$25,500	$25,755	$255	1.0%
Sub-Total WCS Contracted Services	**$800,351**	**$823,739**	**$842,503**	**$18,764**	2.3%
Alcohol Treatment Court Expansion Grant (4th OWI Offenders) (includes personnel costs, operating expenses, interdepartmental charges)	$192,066	$376,336	$307,360	($68,976)	-18.3%
Drug Court Grant (includes operating and interdepartmental expenses)	$77,255	$124,596	$128,941	$4,345	3.5%
Community Transition (incls Correct Care Solutions:Discharge Planner)	$25,473	$28,479	$28,479	$0	0.0%
Jail Adult Basic Education	$60,000	$50,000	$50,000	$0	0.0%
Jail AODA Services (Education Services)	$31,884	$33,159	$33,821	$662	2.0%
Total Program costs	**$1,187,029**	**$1,436,309**	**$1,391,104**	**($45,205)**	-3.1%

Note: The Alcohol Treatment Court program expansion grant for 4th OWI offenders through the Center for Substance Abuse Treatment (CSAT) and the Bureau of Justice Assistance (BJA) is scheduled to end on 9/30/13. The CJCC has submitted a one-year, no-cost extension request for $260,950 in unspent grant funds that resulted from lower-than-anticipated enrollments in the first half of the three-year grant period. If approved, the grant project would be extended through 9/30/14. In addition, $30,000 of tax levy is included in the 2014 budget to continue the Alcohol Treatment Court expansion program for 4th OWI offenders.

Criminal Justice Collaborating Council (cont.)

Major CJCC Strategic Outcomes and Objectives for 2014

Countywide Key Strategic Outcome: A safe county

Objective 1: Promote the effective and efficient administration of the criminal justice system through community collaboration.

Key Outcome Indicator: Demonstrate criminal justice system cost savings/cost avoidance based on the combined number of Main Jail and Huber Facility jail days saved as a direct result of programming implemented through the CJCC.

Performance Measure:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Number of Jail Days Saved – Intoxicated Driver Intervention Program (OWI Program)	17,749	16,000	18,000	17,500
Number of Jail Days Saved – Pretrial Supervision Program	11,452	11,000	9,222	10,500
Number of Jail Days Saved – Alcohol Treatment Court Program	8,166	9,000	7,784	8,200
Number of Jail Days Saved – Day Report Center Program	16,550	14,000	16,362	16,000
Number of Jail Days Saved – Community Service Options Program	4,083	4,500	4,350	4,500
Total Number of Jail Days Saved for all programming	58,000	54,500	57,970	56,700

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

Objective 2: Provide effective programming for at-risk offenders that promote accountability while enhancing public safety.

Key Outcome Indicator: Decrease impact at-risk offenders have upon criminal justice system resources through high rates of compliance.

Performance Measure:	2012 Actual	2013 Target	2013 Estimate	2014 Target
% of Participants Compliant with Intoxicated Driver Intervention Program Requirements	81%	82%	80%	80%
% of Participants Compliant with Pretrial Supervision Program Requirements	67%	73%	75%	73%

Criminal Justice Collaborating Council (cont.)

Objective 3: Continue to sustain the Day Report Center Program expansion of an estimated 125 client contacts per week (for at least 60 clients) in 2014. Review program fee scale to determine if adjustments are possible to recover additional costs of expansion.

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

Performance Measure:	2012 Actual	2013 Target	2013 Estimate	2014 Target
% of Participants Successful in Completing Day Report Center Supervision Requirements	87%	85%	83%	85%
Re-Arrests During Program Supervision [Number of Clients (% of total client discharges)]	12 (4%)	5%	4 (1%)	5%

Objective 4: Provide cost effective and results-driven programming to offenders that complies with evidence-based, best practice standards, demonstrating a significant return on investment.

Key Outcome Indicator: Formal evaluation of CJCC programs by a team of evaluators from UW-Milwaukee and Temple University to assess program goals, effectiveness, and resulting cost savings/cost avoidance.

Performance measures to be determined as part of the evaluation process in 2014 for the 2015 budget.

Activity Workload Data

Alcohol Treatment Court Program*

Provides intensive supervision and case management of 3rd & 4th offense drunk drivers post-conviction with intensive judicial oversight and an emphasis on treatment, in an effort to help offenders break the cycle of drunk driving, improve the chances of a sober and healthy lifestyle, and contribute to a safe community.

	2012 Actual	2013 Target	2013 Estimate	2014 Target
Total Participants Enrolled	145	140	218	175
Number of Program Graduates**	58	70	62	73

** The federal grant, which allowed for the expansion of the Alcohol Treatment Court Program for a fourth offense, is scheduled to end 9/30/2013 unless a no-cost one-year extension is granted. The 2014 budget assumes the extension will be granted and provides for fourth quarter tax levy funding.*

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

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

Community Service Options Program

Provides support with site placement and tracking/reporting community service hours worked for adult offenders who are court ordered to complete community service as a condition of their sentence or as a condition of probation, as well as to adults confined in the Huber facility who wish to reduce their jail sentence by performing community service.

	2012 Actual	2013 Target	2013 Estimate	2014 Target
Community Service Hours Completed	41,707	48,000	35,234	41,500
Total Clients Served	393	1,000	456	500

Criminal Justice Collaborating Council (cont.)

Drug Treatment Court Program*

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

	2012 Actual	2013 Target	2013 Estimate	2014 Target
Total Participants Enrolled*	36	42	58	45
Number of Program Graduates**	0	12	8	15

**The Drug Treatment Court Program was implemented in March 2012 with a federal grant effective 10/1/2011-9/30/2014. Fourth quarter fund balance funding is included in the 2014 budget to provide sufficient time to evaluate the program.*

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

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

Day Report Center Program

Intensive supervision and monitoring of adults post conviction, providing an alternative to incarceration with the goals of reducing the population of the Huber facility and reducing recidivism through direct support and referrals to services throughout Waukesha County to meet clients' needs and improve lives.

	2012 Actual	2013 Target	2013 Estimate	2014 Target
Total New Clients Admitted (unduplicated)*	360	N/A	338	340
Total Clients Supervised (unduplicated)	409	425	488	450

*New Outcome

Pretrial Intoxicated Driver Intervention Program (OWI Program)

Provides intensive supervision to repeat drunk driving defendants shortly after arrest in an effort to get them enrolled in treatment as soon as possible during the pretrial phase, with the goal of reducing drunk driving recidivism.

	2012 Actual	2013 Target	2013 Estimate	2014 Target
Total New Clients Admitted*	612	N/A	586	600
Total Clients Supervised (unduplicated)	919	900	883	900
OWI Re-Arrests During Program Supervision	21 (2%)	9 (1%)	10 (1%)	13 (1.5%)

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

*New Outcome

Criminal Justice Collaborating Council (cont.)

Jail Adult Basic Education (ABE) Program

In July 1990, Waukesha County Technical College (WCTC) and the Waukesha County Sheriff's Department began a partnership to provide adult basic education, high school completion, and employability skills to inmates at the Huber facility and, later, at the County Jail. WCTC has received federal funding for a 2nd year through the Adult Education and Family Literacy Act for Institutionalized Individuals for the 2013-2014 federal fiscal year to offset $20,000 in County levy for the program.

	2011/2012 Actual	2012/2013 Actual	2012/2013 Target	2013/2014 Target
Number of Inmates Served	185	278	150	150
Sex of Participants	142 (M)	213 (M)	N/A	N/A
	43 (F)	65 (F)	N/A	N/A
Attained General Education Diploma (GED)/High School Equivalency Diploma (HSED)	22	19	25	22
% Improving Academic Literacy Skills	86%	94%	85%	85%

Pretrial Supervision Program

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

	2012 Actual	2013 Target	2013 Estimate	2014 Target
Total Clients Admitted	338	340	272	340
Successful Discharge*	195 (67%)	N/A*	98 (75%)	(75%)

***** New Outcome

Pretrial Screening Program

Screens all newly booked inmates in the Waukesha County Jail, for the purpose of gathering and verifying information to prepare a screening report for the Court prior to the initial court appearance to assist in release decisions and setting appropriate bail.

	2012 Actual	2013 Target	2013 Estimate	2014 Target
Inmates Interviewed	2,168	2,100	2,084	2,100
Declined Interviews	40 (2%)	48 (2%)	32 (1.5%)	48 (2%)
Reports Completed	2,208	2,200	2,116	2,200
Interviews/Reports Verified	719 (33%)	700 (32%)	790 (37%)	726 (33%)

Jail Alcohol and Other Drug Abuse (AODA) Services Program

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

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

	2012 Actual	2013 Target	2013 Estimate	2014 Target
Inmates Served	732	650	564	650
Number of Program Modules Completed*	200	210	130	200

*(1 Module = 12 hours class time)

Division Summary

The primary purpose of Public Health Services is to address aggregate populations who are at-risk for diseases or injuries that are within the scope of prevention, protection or control.

Financial Summary	2012 Actual	2013 Adopted Budget	2013 Estimate	2014 Budget	Change From 2013 Adopted Budget $	%
Revenues						
General Government	$816,950	$859,676	$860,637	$846,059	($13,617)	-1.6%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$425,083	$390,751	$352,082	$397,513	$6,762	1.7%
Interdepartmental	$4,355	$2,440	$1,188	$1,000	($1,440)	-59.0%
Other Revenue	$0	$0	$0	$0	$0	N/A
Appr. Fund Balance	$7,347	$0	$0	$0	$0	N/A
County Tax Levy	**$2,305,559**	**$2,395,950**	**$2,395,950**	**$2,415,646**	**$19,696**	**0.8%**
Total Revenue Sources	**$3,559,294**	**$3,648,817**	**$3,609,857**	**$3,660,218**	**$11,401**	**0.3%**
Expenditures						
Personnel Costs	$3,087,139	$3,116,384	$3,113,690	$3,091,498	($24,886)	-0.8%
Operating Expenses	$256,526	$309,330	$345,686	$336,552	$27,222	8.8%
Interdept. Charges	$214,911	$223,103	$225,356	$232,168	$9,065	4.1%
Fixed Assets	$7,347	$0	$0	$0	$0	N/A
Total Expenditures	**$3,565,923**	**$3,648,817**	**$3,684,732**	**$3,660,218**	**$11,401**	**0.3%**
Rev. Over (Under) Exp.	($6,629)	$0	($74,875)	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	37.84	37.84	37.84	36.84	(1.00)	
Extra Help	2.43	2.32	2.32	2.32	0.00	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total FTEs	40.27	40.16	40.16	39.16	(1.00)	

Major Departmental Strategic Outcomes and Objectives for 2014

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

Objective 1: Provide cost effective public health (PH) services to assure compliance with the State of Wisconsin Public Health Statutes to maintain a public health department level II status. (Public Health Administration)

Key Outcome Indicator: Public Health programs will comply with the State of Wisconsin Public Health Statutes s.251.02(1); will maintain level II services status and maintain State of Wisconsin grant funding linked to level II status.

Performance Measure:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Compliance with State of Wisconsin grant funding requirements linked to level II status	100%	100%	100%	100%

Objective 2: Completion of a five-year Community Health Improvement Plan and Process identifying major Waukesha County health problems with annual review of community interventions to improve identified community health problems to meet State of Wisconsin core public health requirements. **(Community Health)**

Key Outcome Indicator: Completion of the five-year Community Health Plan with annual review of community interventions to improve such health identified problems.

Performance Measure:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Percentage of CHIPP completed	50%	75%	90%	100%

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

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

Performance Measure:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Percent of available public health programs and staff competence for 2020 accreditation	25%	50%	50%	55%

Objective 4: Control transmission of communicable disease illnesses among Waukesha County adults and children according to the State of Wisconsin Public Health Statues s251.05, that will meet State of Wisconsin core public health requirements. **(Communicable Disease Control)**

Key Outcome Indicator: Apply communicable disease control measures to the 80 reportable communicable diseases required by the US Centers for Disease Control and Prevention (CDC) and ensure investigations of these diseases within time frames required. Follow CDC required 24-hour and 72-hour time frames for imposing isolation and quarantine measures along with treatment recommendations.

Performance Measure:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Percentage of category I CD Investigation	95%	95%	95%	95%
Percentage of category II CD Investigation	91%	88%	90%	90%

Objective 5: Control the transmission and spread of sexually transmitted communicable diseases among adults to reduce the reservoir of these diseases in the County to assure Level II Status Public Health Division and State of Wisconsin HIV grant funding. **(Communicable Disease Control)**

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

Performance Measure:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Percentage of clients assessed or treated for a Sexually Transmitted Disease (1)	90%	90%	90%	90%

(1) 2013 Target based on 300 assessments

Outcomes/Objectives (Cont.)

Objective 6: The Public Health Division will respond to communicable disease emerging outbreaks or epidemics (to comply with the State of Wisconsin Statute s253.02(b)) in an Incident Command System (ICS) structure that will meet State of Wisconsin core public health requirements and maintain Public Health Preparedness Grant funding. **(Community Health)**

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

Performance Measure:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Trainings skills sets and 69 competencies	88%	90%	90%	91%

Objective 7: Build a public health preparedness infrastructure to respond to intentional or non-intentional life threatening diseases to Waukesha County citizens through improving employee competency, communications and information technology, which will meet State of Wisconsin core public health requirements and CDC preparedness grant funding requirements. **(Community Health)**

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

Performance Measure:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Percentage of the Public Health Division CRI Plan passing score	95%	90%	100%	100%

Objective 8: The Public Health Division will maintain nine public mass drug dispensing Point of Distribution (POD) sites and one private corporation closed POD; all with local law enforcement security plans. **(Community Health)**

Key Outcome Indicator: Percent of mass drug dispensing public PODs and private closed PODs maintained.

Performance Measure:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Percentage of public PODs and Private closed PODs maintained.	100%	100%	100%	100%

Objective 9: Improve the health and functioning of children exposed to elevated lead levels, and will assure Level II status Public Health Division and State of Wisconsin grant funding. **(Child Health)**

Key Outcome Indicator: Maintain reversal rates of presenting child health problems due to elevated lead levels, as identified in the Wisconsin State Statute s.253.02(1).

Performance Measure:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Symptomatic reversal rate (1)	85%	90%	90%	90%

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

Outcomes/Objectives (Cont.)

Objective 10: Reduce the number of Public Health enrolled infants born prior to 37 weeks gestation and/or with low birth weight. County Maternal and Child Health Prenatal Care Coordination services provided are according to State of Wisconsin Public Health Statutes s.253.02(1) that assures Level II status of the Public Health Division and State of Wisconsin grant funding. **(Maternal Health)**

Key Outcome Indicator: The rate of delivered infants will be a minimum of 37 weeks gestation and/or 5 lbs. 8 ozs.

Performance Measure:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Rate of healthy infants (1)	95%	93%	90%	95%

(1) 2013 Target based on 205 infant deliveries

Objective 11: Meet State prescribed number of mothers and children enrolled in the WIC program to maintain WIC grant funding. **(Women, Infant, Children Program)**

Key Outcome Indicator: The State of Wisconsin for 2014 estimates 4,180 mothers and children will be eligible for WIC services in Waukesha County each month. This is a decrease in mothers and children from 2013. To maintain WIC grant funding, the WIC program is required to provide in 2014 nutritional services to 2,117 children and mothers per month and remediate nutritional deficiencies found.

Performance Measure:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Percentage of remediated child nutrition related health problems	88%	90%	87%	90%

Objective 12: Chronic disease screenings, assessments and counseling are offered to citizens to early identify and arrest diabetes, heart disease and cancer. Chronic disease community screenings according to the State of Wisconsin Public Health Statutes s.255.056 assures Level I status of the Public Health Division and State of Wisconsin grant funding. **(Community Health)**

Key Outcome Indicator: Provide 39 annual community site screenings within the chronic disease screening program to make available preventive screenings to citizens and will assure a level II status Public Health Division and will maintain State of Wisconsin grant funding.

Performance Measure:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Provide chronic disease intervention, counseling and screening	600	590	625	615

Objective 13: The Public Health Division will assess the impact of the Patient Protection and Affordability Care Act and position itself to appropriately respond by adapting programs and staffing where possible. **(Public Health Administration)**

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

Performance Measure:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Percentage of Health Reform Public Health provisions identified and interpreted	50%	75%	50%	60%

County-Wide Key Strategic Outcome:

- **Cost effective services delivered with competence and skill.**
- **A County that assists at-risk citizens**
- **A safe County**

Program Descriptions

The Public Health Administration staff provides administrative support to the Public Health sections; provides public health assessment, program development and evaluation; maintains the budget through management of expenditures and collection of revenues; manages grants, contracts and interdepartmental services; oversees building maintenance; and provides timely reports for accountability.

The purpose of Child Health Program services is to ensure healthy Waukesha County at-risk children. The Child Health Program is directed toward high-risk children who are at-risk for lead poisoning, arrested growth and development and medical problems due to neglect or abuse. Various Public Health Level II local Tax Levy supported prevention projects are offered to Waukesha County high-risk children. They are Childhood Lead Poisoning screenings, HealthCheck physical examination screenings and Child-at-Risk (CAR) physical assessments and case management for possible physical abuse or medical neglect.

The purpose of the Maternal Health Prenatal Care Coordination Program services is to ensure healthy birth outcomes of Waukesha at-risk pregnant women. The Maternal Health Program is directed toward high-risk pregnant women at risk for delivering malformed and/or developmentally delayed infants due to malnutrition and low birth weight, alcohol and drug abuse, cigarette smoking and sexually transmitted diseases. The Prenatal Care Coordination Program and the High Risk Mother and Infant Program are the two preventive health programs that meet the statutory requirement.

The Women, Infants and Children Nutrition (WIC) federally funded program provides nutrition assessments for prenatal and postpartum lactating mothers, infants under one year and children through five years of age. Nutrition recommendations are offered with corresponding vouchers specifically outlining food purchases that will remedy nutritional deficits.

This program area includes the Chronic Disease Prevention and Control programs for Level II public health status, which provides health screenings in the community, clinics, and in the home. Services are directed at early identification of the preventable chronic diseases such as vision, hearing problems in child and adults, diabetes, heart disease, hypertension, anemia, and cancer. The Community Health and Disease Surveillance program (CHDS) is responsible for the monitoring of the incidence and prevalence rates of emerging County-wide public health problems, preventable chronic diseases, and communicable disease related issues. This program provides statistical assessment, analysis and evaluation, which is found in the County Health Report Card and in the Community Health Improvement Plan. This program recommends public health interventions to control or contain County diseases and/or identified public health problems effecting aggregate populations. This unit is responsible for Public Health workforce development in maintaining and introducing new clinical skills. This unit includes the CDC Preparedness and Cities Readiness Initiative allocations to provide employee preparedness with the National Incident Management System (NIMS) training, the Incident Command System (ICS) compliance and the 69 public health competencies.

The Public Health Division executes State of Wisconsin statutes to control local communicable diseases through surveillance, prevention and implementation of control measures. Food borne outbreaks are controlled through integrated services with the Environmental Health Division of the Waukesha County Parks and Land Use Department. The 80 national reportable communicable diseases are routinely followed up and controlled. As emergency first responders, the Public Health Division responds to all communicable disease outbreaks and is required to be trained in the Incident Command System of emergency government to control these large scale outbreaks. Public Health Immunization Clinics are provided to control the vaccine preventable childhood communicable diseases. Pneumovax and flu vaccines are provided to children and adults in Waukesha County. International traveler education and immunization against communicable diseases is also offered to residents of Waukesha County. Communicable disease assessments are provided to all age groups along with health education, counseling and referral. This area also includes the Sexually Transmitted Diseases (STD) program, which is designed to identify, track and contain the spread of sexually transmitted diseases. Public Health services are provided to family physicians regarding current treatment schedules. Additionally, the Public Health Division tracks incidence and prevalence rates of STDs in Waukesha County. STD clinics are available for assessment, laboratory testing and treatment and counseling. Partner notification of exposure to an STD is also provided. Anonymous Human Immunodeficiency Virus (HIV) testing is made available to identify HIV infections. Persons with Acquired Immune Deficiency Syndrome (AIDS) disease are followed up for disease control, education and linking to community resources.

PUBLIC HEALTH: Program Units

Financial Summary	2012 Actual	2013 Adopted Budget	2013 Estimate	2014 Budget	Change From 2013 Adopted Budget $	%
Public Health Administration						
Staffing (FTE)	**3.00**	**3.00**	**3.00**	**3.00**	**0.00**	
Revenues	$123	$17,675	$17,600	$15,000	($2,675)	-15.1%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy/(Credit)	$347,639	$351,107	$351,107	$363,916	$12,809	3.6%
Expenditures	$331,869	$368,782	$372,429	$378,916	$10,134	2.7%
Rev. Over (Under) Exp.	$15,893	$0	($3,722)	$0	-	N/A
Child Health						
Staffing (FTE)	**3.79**	**3.94**	**3.94**	**3.55**	**-0.39**	
Revenues	$216,215	$169,722	$146,559	$182,450	$12,728	7.5%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy	$160,345	$161,989	$161,989	$117,473	($44,516)	-27.5%
Expenditures	$336,975	$331,711	$314,009	$299,923	($31,788)	-9.6%
Rev. Over (Under) Exp.	$39,585	$0	($5,461)	$0	-	N/A
Maternal Health						
Staffing (FTE)	**5.51**	**5.51**	**5.51**	**4.71**	**-0.80**	
Revenues	$93,203	$110,987	$111,682	$112,591	$1,604	1.4%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy	$357,930	$363,383	$363,383	$306,330	($57,053)	-15.7%
Expenditures	$474,956	$474,370	$466,759	$418,921	($55,449)	-11.7%
Rev. Over (Under) Exp.	($23,823)	$0	$8,306	$0	-	N/A
Women, Infants, Children Nutriuion Program (WIC)						
Staffing (FTE)	**5.89**	**5.89**	**5.89**	**5.89**	**0.00**	
Revenues	$443,548	$455,072	$455,072	$439,136	($15,936)	-3.5%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures	$443,550	$455,072	$455,072	$439,136	($15,936)	-3.5%
Rev. Over (Under) Exp.	($2)	$0	$0	$0	-	N/A
Community Health						
Staffing (FTE)	**7.60**	**7.60**	**7.60**	**8.14**	**0.54**	
Revenues	$229,272	$242,832	$241,815	$241,195	($1,637)	-0.7%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy	$397,435	$410,073	$410,073	$466,588	$56,515	13.8%
Expenditures	$610,430	$652,905	$656,702	$707,783	$54,878	8.4%
Rev. Over (Under) Exp.	$16,277	$0	($4,814)	$0	-	N/A
Communicable Disease Control						
Staffing (FTE)	**14.48**	**14.22**	**14.22**	**13.87**	**-0.35**	
Revenues	$264,027	$256,579	$241,179	$254,200	($2,379)	-0.9%
Appr. Fund Balance	$7,347	$0	$0	$0	$0	N/A
County Tax Levy	$1,042,210	$1,109,398	$1,109,398	$1,161,339	$51,941	4.7%
Expenditures	$1,368,143	$1,365,977	$1,419,761	$1,415,539	$49,562	3.6%
Rev. Over (Under) Exp.	($54,559)	$0	($69,184)	$0	-	N/A
Total Public Health Division						
Revenues	$1,246,388	$1,252,867	$1,213,907	$1,244,572	($8,295)	-0.7%
Appr. Fund Balance	$7,347	$0	$0	$0	$0	N/A
County Tax Levy	$2,305,559	$2,395,950	$2,395,950	$2,415,646	$19,696	0.8%
Expenditures	$3,565,923	$3,648,817	$3,684,732	$3,660,218	$11,401	0.3%
Rev. Over (Under) Exp.	($6,629)	$0	($74,875)	$0	-	N/A

Position Summary (FTE)					
Regular Positions	37.84	37.84	37.84	36.84	(1.00)
Extra Help	2.43	2.32	2.32	2.32	0.00
Overtime	0.00	0.00	0.00	0.00	0.00
Total	40.27	40.16	40.16	39.16	(1.00)

Program Highlights

General Government revenues decrease by about $13,600 or 1.6% to approximately $846,000 mainly due to a reduction of the Women, Infant, Children federal grant funding allocation of approximately $15,900 to $439,136, and a decline in funding from the Preventive Health and Health Service federal grant funding for capacity building of the public health infrastructure to meet accreditation requirements of $2,600 to $15,000. This is partially offset by increases in the federal funding allocation for STD follow-up program requirements of about $3,600 to $56,167, and an increase in the Maternal and Child Health federal grant funding of $1,600 to $72,591. Charges for Services increases $6,762 or 1.7% to about $397,500 mainly due to the Medicaid Child At Risk reimbursement and HealthCheck examinations fee revenues increasing by about $12,800 to nearly $170,500 in the Child Health program, partially offset by decreases in the Communicable Disease Control program of $6,000 to $15,000 due to the changes in the adult flu program based on requirements for in-network provider status. Overall County Tax Levy support increases about $19,700 or 0.8% to $2,415,646.

Personnel Costs are budgeted to decrease by about $24,900 or 0.8% to $3,091,498, mainly due to the unfunding of 1.0 FTE Community Health Educator of approximately $74,000 (affecting the following programs: Child Health 0.39 FTE, Maternal Health 0.30 FTE, Community Health 0.31 FTE), partially offsetting the cost to continue of 39.16 FTE. Department management indicate that existing staff have been cross trained in performing several tasks previously performed by this position. Health Insurance costs are budgeted to decrease by about $36,300, partially due to the unfunding of the Community Health Educator position mentioned above, as well as changes in employee plan selection of health insurance coverage, largely offsetting increases in Wisconsin Retirement System contributions of about $17,300 due to a change in the employee contribution percentage from 6.1% to 6.8%. In addition, programmatic shifts including the transfer of 0.85 FTE from the Communicable Disease Control program (0.35 FTE) and Maternal Health program (0.50 FTE) to the Community Health program are included in the 2014 budget to better reflect actual staffing in those programs. Total budgeted extra help costs are budgeted to remain at 2013 budgeted levels of $98,300.

Operating Expenses are budgeted to increase by about $27,200 or 8.8% to about $336,552. This is mainly due to an increase of about $52,900 in the Communicable Disease Control program due to increases in medical supplies and prescription medications. This is partially offset by about $10,200 due to a reduction in grant funding in the WIC program, $8,200 due to decrease in the lead poisoning prevention project in the Child Health program, and about $7,400 due to reduction of mileage, medical supplies and promotions in the Maternal Health program. Interdepartmental charges are increased by about $9,000 or 4.1% to $232,168 due primarily to increases in workers compensation charges based on claims experience, copy/printing maintenance based on equipment configuration specific to the 514 building.

Activities: Public Health Administration

In April 2013, part I of the Waukesha County Community Health Improvement Plan and Process was completed with the identification of the three leading health and social service issues in Waukesha County. They are: 1) consumer access to health care, 2) alcohol & other drug abuse and 3) mental health issues. Remediation plans are in place to be implemented by various local community private and nonprofit health and human services agencies.

Activities: Child Health

Workload - Output Data	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Number of children tested for lead poisoning	1,519	1,600	1,620	1,650	+50
Total number of children treated for lead poisoning	8	8	9	9	+1
Number of Healthcheck examinations	2,150	2,015	2,025	2,100	+85
Number of children referred with medical conditions	135	155	160	160	+5

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

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
I. **Medicaid Program:** Number of pregnant women PNCC screened	315	325	322	320	-5
A. Number of women enrolled	125	130	128	130	0
B. Number of women who delivered full term infants of average birth weight	120	125	120	120	-5
II. **Non-Medicaid Program:** Number of pregnant women PNCC screened	85	95	92	90	-5
A. Number of women enrolled	80	85	82	85	0
B. Number of women who delivered full term infants of average birth weight	72	80	80	80	0

Activities: (WIC)

	2012 Actual (b)	2013 Budget	2013 Estimate	2014 Budget	Budget Change
State estimated # of eligible low income population per month for Waukesha County (a)	4,238	4,255	4,180	4,180	-75
Total number of mothers, infants/children served per year in the WIC Program	3,876	4,100	3,850	3,800	-300
Annual number of infants/children nutritionally deficient enrolled in the WIC program	2,360	2,900	2,345	2,300	-600
The annual number of children with improved nutritional status after WIC program intervention	2,360	2,900	2,345	2,300	-600
Monthly WIC enrollment of at-risk mothers, infants and children for Waukesha County	2,211	2,247	2,160	2,177	-70

(a) Based on the 2010 US Bureau of Census, Waukesha County Poverty Estimates.

(b) From January 1, 2012 through December 31, 2012 WIC food vouchers supplemented Waukesha County retail food vendors by $2,147,466 and local Waukesha County produce farmers by $9,721.

Activities: Health

Chronic Disease Prevention: Level I	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Community preventative health screenings and health fairs	600	590	625	615	+25
Numbers of medical problems identified and remediated from health screens	35	42	40	45	+3

Activities: Community Health

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

Preparedness: Level I	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Training Skill Sets (69 competencies)	88%	90%	90%	91%	+1%
Drills/Exercises	5	5	5	5	0
N95 Fit Testing	58	60	54	56	-4
ICS Courses Maintained	53	54	53	53	0

Activities: Community Health

Cities Readiness Initiative

On March 28, 2013 the State of Wisconsin Division of Public Health, on behalf of the Centers for Disease Control, evaluated the Waukesha County Public Health Division's Cities Readiness Initiative Response Plan for a mass intentional or natural biological outbreak or event. The Public Health Division scored 100% on the review, which included areas such as mass clinic plans, security plans and public information and communication plans. The Public Health Division worked closely with Emergency Management and other county departments, as well as hospitals and law enforcement agencies throughout the County, to ensure plans are fully integrated. The Public Health Division is one among the few health departments in the State of Wisconsin to achieve the 100% score.

Activities: Communicable Disease Control/STD

Communicable Disease Control: Level I	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Crisis CD Clients: Category I	752*	230	150	90	-140
General CD Clients: Category II	684	750	715	735	-15
Public Health Episodic Investigations	62	80	80	90	+10
Tuberculosis (TB) Clients	197	185	192	195	10
TB Skin Tests	1,120	1,080	1,050	1,080	0
Children Immunized	1,762	2,650	2,000	1,093	-1,557
Childhood Vaccines Administered	3,598	6,250	**3,200	2,187	-4,063
Adults Immunized	2,037	2,500	***2,000	2,000	-500
Adults Vaccines Administered	3,345	3,800	3,000	2,994	-806

*The elevated number is due to 2012-2013 Pertussis outbreak in Waukesha County.
**Federal changes in the eligibility criteria for 317 childhood immunizations.
***This number is reduced due to the control of the 2012-2013 Pertussis outbreak.

Activities: Communicable Disease Control/STD

Sexually Transmitted Disease: Level I	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Individuals Screened by the STD Clinic	209	300	250	260	-40
Number of infections identified in the STD Clinic	36	45	40	50	+5
STD Investigations (community reported)	686	725	750	760	+35

Division Summary

It is the mission of the Waukesha County Department of Veterans' Services to advocate for and assist all veterans of the U.S. Armed Services, their dependents, and survivors. The Department ensures that clients obtain all available and appropriate benefits for which they are entitled. The Department staff is committed to act in a courteous, effective, and fiscally responsible manner to maintain its reputation as one of the top veterans' service departments in the State by providing maximum service to its clientele.

Financial Summary	2012 Actual	2013 Adopted Budget	2013 Estimate	2014 Budget	Change From 2013 Adopted Budget $	%
Revenues						
General Government	$13,000	$13,000	$13,000	$13,000	$0	0.0%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$0	$0	$0	$0	$0	N/A
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue	$0	$0	$0	$0	$0	N/A
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy	**$282,105**	**$282,595**	**$282,595**	**$274,074**	**($8,521)**	**-3.0%**
Total Revenue Sources	**$295,105**	**$295,595**	**$295,595**	**$287,074**	**($8,521)**	**-2.9%**
Expenditures						
Personnel Costs	$219,543	$236,618	$223,339	$226,529	($10,089)	-4.3%
Operating Expenses	$31,930	$41,600	$35,375	$42,905	$1,305	3.1%
Interdept. Charges	$16,780	$17,377	$16,851	$17,640	$263	1.5%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$268,253**	**$295,595**	**$275,565**	**$287,074**	**($8,521)**	**-2.9%**
Rev. Over (Under) Exp.	$26,852	$0	$20,030	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	3.70	3.70	3.70	3.70	0.00	
Extra Help	0.00	0.00	0.00	0.00	0.00	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total FTEs	3.70	3.70	3.70	3.70	0.00	

HEALTH AND HUMAN SERVICES (Veteran Services)

Financial Summary	2012 Actual	2013 Adopted Budget	2013 Estimate	2014 Budget	Change From 2013 Adopted Budget $	%
Information Assistance						
Revenues	$13,000	$13,000	$13,000	$13,000	$0	0.0%
County Tax Levy	$270,712	$271,202	$271,202	$262,681	($8,521)	-3.1%
Expenditures	$257,300	$284,202	$264,696	$275,681	($8,521)	-3.0%
Rev. Over (Under) Exp.	$26,412	$0	$19,506	$0	-	N/A
Veteran's Service Commission						
Revenues	$0	$0	$0	$0	$0	N/A
County Tax Levy	$11,393	$11,393	$11,393	$11,393	$0	0.0%
Expenditures	$10,953	$11,393	$10,869	$11,393	$0	0.0%
Rev. Over (Under) Exp.	$440	$0	$524	$0	-	N/A
Veteran Services Division Total						
Revenues	$13,000	$13,000	$13,000	$13,000	$0	0.0%
County Tax Levy	$282,105	$282,595	$282,595	$274,074	($8,521)	-3.0%
Expenditures	$268,253	$295,595	$275,565	$287,074	($8,521)	-2.9%
Rev. Over (Under) Exp.	$26,852	$0	$20,030	$0	-	N/A

Program Descriptions

The Veterans' Service Division counsels and assists veterans and their dependents in applying for all Federal and State veterans' entitlements. Referrals are made to other Federal, State, and local agencies for benefits from other programs. Information related to veterans' issues is collected, updated, made available on the Internet, and distributed where and when appropriate.

In addition, the County Executive, with the approval of the County Board, appoints three Veterans' Commissioners. The Commission is required to meet at least once a year, and as needed thereafter to authorize and provide the amount of funds required for needy veterans.

Program Highlights

General Government revenues are solely comprised of a grant from the State and remains unchanged from 2013 budget levels. Tax levy funding decreased by about $8,500 to $274,074 for this program mainly due to decrease in personnel costs.

Personnel costs decrease due to the decreased cost to continue for the 3.70 budgeted FTEs. The largest Operating Expense is for the new grave flags and markers. The 2012 actual expenditures were $12,125. The 2013 projected expenditures of $12,000 is lower due to inventory on hand and increased distribution accuracy of individual veterans buried in the county. The 2014 budget operating expense base expenditures include $13,400 for grave flags and flag holders. Operating expenses also include veteran emergency service aid, which is budgeted at $10,500.

Veterans' Services provided $17,861 in direct assistance to needy veterans in 2012. This includes $9,940 of County Commission funding and $7,921 in services provided by local Veterans Service Organizations directly to the needy veterans (private funding sources outside of the County budget). The Commission will continue to seek out non-government sources of assistance for needy veterans when possible.

Activity - Output Indicators

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Total dollars to Waukesha County veterans (a)	194 mil	$156 mil	200 mil	205 mil	49
Clients interviewed and counseled (In Office) (b)	3393	3,600	3,600	3,600	0
Number of appearances on behalf of veterans	47	50	50	50	0
Miles traveled on veterans' affairs	3,295	3,300	3,300	3,330	0
Incoming phone calls answered	7,830	7,900	7,950	7.950	50
Contacts by E-Mail (requiring a response) (c)	4,921	5,500	5,700	5,700	200

(a) This figure reflects the value of all Federal and State benefits award to county veterans. Based on the 2012 data this would equate to $688 of benefit returned for each tax levy dollar expended.
(b) Increase use of e-mail and phone has resulted in a decrease of onsite interviews. Due to the recent passage of Act 17, granting veterans the ability to add veteran status to their driver's license, it is unknown at this time what our role will be in that process.
(c) We recently added our OR Reader to our e-mail signature line and to our brochures which has resulted in a slight increase in e-mail inquiries.

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: Utilize current cost effective technologies to assist veterans, their dependents, and their survivors in obtaining benefits they earned.

Key Outcome Indicator: Expansion of e-mail contact list, increase in use of e-mail for newsletter distribution and improved accuracy in flag and marker distribution are all indicators of improved workload efficiency.

Performance Measure(s):	2012 Actual	2013 Target	2013 Estimate	2014 Target
Percentage of e-mailed Newsletters vs. US mail (a)	0	88%	88%	90%
Expansion of e-mail contact list - # of contacts (b)	149	150	160	165
Flag and marker procurement vs. distribution accuracy (c)	74%	75%	75%	78%

(a) The Waukesha County Veterans Newsletter was not published in 2013 because of hard file conversion to all digital files. We are in the process of obtaining if our clients want an electronic only newsletter.

(b) We have a sign up log on our counter informing veterans that they may be added to our e-mail address distribution listing for future contact for such things as: Federal and State news updates. The 2012 target was to have 90 contacts and we ended the year with 149.

(c) Flag distribution accuracy related to individuals buried in Waukesha County is hampered by our reliance on funeral homes and cemeteries self-reporting of veterans burials. The Veterans program continues its efforts in the development of reporting tools and verification procedures with our local resource partners. The department has made sustainable efforts to verify 19,700 burials in our pursuit of an estimated 26,500 veteran burials.

Objective 2: Ensure trained personnel are available to assist veterans, dependents and their survivors with obtaining Federal State, and County earned benefits.

Key Outcome Indicator #1: Annual training is attended by the Veteran Service Officer or designated representative. The attendee will then provide the information to the rest of the staff. Target: Minimum of 80 hours of training per year.

Performance Measure #1	2012 Actual	2013 Target	2013 Estimate	2014 Target
Annual hours of training (a)	160	80	104	80

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

Performance Measure #2	2012 Actual	2013 Target	2013 Estimate	2014 Target
Refer clients to appropriate HHS agency (b)	100%	100%	100%	100%

(a) Increase training hours are due to the administrative staff employee and a new Veteran Services Aide. Follow up training for administrative support staff and Veteran Service Aide.

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

Objective 3: Provide veteran benefit information to community and veteran service organizations.

Key Outcome Indicator: Briefings provided as requested and brochures mailed to all nursing and assisted living centers.

Performance Measure	2012 Actual	2013 Target	2013 Estimate	2014 Target
Brochures to nursing homes and assisted living centers (a)	100%	100%	100%	100%
Provide briefings to local community organizations (b)	100%	100%	100%	100%

(a) The service office provided informational brochures by general mailings and upon request to nursing homes and assisted living facilities. In 2012, the department distributed approximately 1,100 brochures. We have printed and distributed 445 various brochures in the first six months of 2013. Brochures have now been added to our Department's web page for downloading and printing by interested parties.

(b) The Veteran Service Officer made 47 personal appearances in 2012 at the request of veterans and other community service organization, to provide benefit information to local citizens

Objective 4: Provide temporary assistance to veterans, survivors, and dependents.

Key Outcome Indicator: Timely assistance to clients and meet immediate short-term necessary living expenses. Target: Emergency assistance for eligible veterans – 100%. Turnaround time measured in days: 6 days.

Performance Measure	2012 Actual	2013 Target	2013 Estimate	2014 Target
Emergency assistance provided to eligible veterans	100%	100%	100%	100%
Assistance turnaround time in days (a)	4	5 days	5 days	5 days

(a) This is the time that it takes from the Commission authorization to the time a check is issued to the eligible veterans. This does not included the time it takes to obtain assistance from Veteran Service Organization.

Program Description

Health & Human Services – Aging & Disability Resource Center (ADRC) General Fund operations are responsible for planning, providing, and coordinating programs that address the needs of Waukesha County at-risk adults, older adults, people with disabilities, and their caregivers. The General Fund is comprised of four program areas: Adult Protective Services(APS), Transportation, Community Services and Nutrition.

The General Fund includes APS activities as the lead-reporting agency for instances of Abuse and Neglect for Adults and Elders At-Risk in Waukesha County. This fund provides services to vulnerable adults who are not eligible for the State's Family Care Benefit.

Transportation services are contracted for accessible transportation for older adults and adults with disabilities.

Community Services incudes information and assistance/case management, community supports and ADRC administration. Programs encourage collaboration and coordination of resources, activities, and services.

The Aging and Disability Resource Center's Senior Dining and Home Delivered Meals programs function under the provisions of the Title IIIC-1 and C-2 Older Americans Act, as amended. The programs provide low cost nutritious meals meeting one third of the recommended dietary allowance to persons age 60 or older with emphasis placed on outreaching the targeted frail, isolated, homebound and disadvantaged older population.

Financial Summary	2012 Actual	2013 Adopted Budget	2013 Estimate	2014 Budget	Change From 2013 Adopted Budget $	%
Revenues						
General Government	$2,398,955	$2,490,616	$2,532,978	$2,541,072	$50,456	**2.0%**
Fine/Licenses	$0	$0	$0	$0	$0	**N/A**
Charges for Services	$67,674	$57,000	$57,000	$101,000	$44,000	**77.2%**
Interdepartmental	$0	$0	$0	$0	$0	**N/A**
Other Revenue	$460,094	$424,224	$428,607	$435,353	$11,129	**2.6%**
Appr. Fund Balance	$6,910	$2,620	$12,321	$2,100	($520)	**-19.8%**
County Tax Levy	**$2,998,389**	**$2,573,175**	**$2,573,175**	**$2,812,319**	**$239,144**	**9.3%**
Total Revenue Sources	**$5,932,022**	**$5,547,635**	**$5,604,081**	**$5,891,844**	**$344,209**	**6.2%**
Expenditures						
Personnel Costs	$1,778,208	$1,863,039	$1,815,970	$1,872,492	$9,453	**0.5%**
Operating Expenses	$3,277,275	$3,474,482	$3,491,464	$3,804,671	$330,189	**9.5%**
Interdept. Charges	$226,321	$210,114	$233,208	$214,681	$4,567	**2.2%**
Fixed Assets	$0	$0	$0	$0	$0	**N/A**
Total Expenditures	**$5,281,804**	**$5,547,635**	**$5,540,642**	**$5,891,844**	**$344,209**	**6.2%**
Rev. Over (Under) Exp.	$650,218	$0	$63,439	$0	**$0**	**N/A**

Position Summary (FTE)					
Regular Positions	24.64	24.64	24.64	24.64	0.00
Extra Help	2.80	2.81	2.81	2.81	0.00
Overtime	0.00	0.00	0.00	0.00	0.00
Total FTEs	27.44	27.45	27.45	27.45	0.00

ADRC General: Program Units

Financial Summary	2012 Actual	2013 Adopted Budget	2013 Estimate	2014 Budget	Change From 2013 Adopted Budget $	%
Adult Protective Services						
Staffing (FTE)	**11.00**	**11.00**	**11.00**	**11.00**	**0.00**	
Revenues	$592,861	$555,862	$555,922	$599,862	$44,000	7.9%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy	$1,917,943	$1,492,219	$1,492,219	$1,845,475	$353,256	23.7%
Expenditures	$2,011,510	$2,048,081	$2,217,807	$2,445,337	$397,256	19.4%
Rev. Over (Under) Exp.	$499,294	$0	($169,666)	$0	-	N/A
Transportation Services						
Staffing (FTE)	**1.10**	**1.10**	**1.10**	**1.10**	**0.00**	
Revenues	$784,155	$784,155	$826,697	$826,697	$42,542	5.4%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy	$321,674	$337,377	$337,377	$247,301	($90,076)	-26.7%
Expenditures	$1,030,177	$1,121,532	$1,017,216	$1,073,998	($47,534)	-4.2%
Rev. Over (Under) Exp.	$75,652	$0	$146,858	$0	-	N/A
Community Services						
Staffing (FTE)	**5.89**	**5.89**	**5.89**	**5.89**	**0.00**	
Revenues	$479,997	$534,815	$519,721	$531,591	($3,224)	-0.6%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy	$420,314	$407,551	$407,551	$413,182	$5,631	1.4%
Expenditures	$837,194	$942,366	$909,647	$944,773	$2,407	0.3%
Rev. Over (Under) Exp.	$63,117	$0	$17,625	$0	-	N/A
Nutrition						
Staffing (FTE)	**9.45**	**9.46**	**9.46**	**9.46**	**0.00**	
Revenues	$1,069,710	$1,097,008	$1,116,245	$1,119,275	$22,267	2.0%
Appr. Fund Balance	$6,910	$2,620	$12,321	$2,100	($520)	-19.8%
County Tax Levy	$338,458	$336,028	$336,028	$306,361	($29,667)	-8.8%
Expenditures	$1,402,923	$1,435,656	$1,395,972	$1,427,736	($7,920)	-0.6%
Rev. Over (Under) Exp.	$12,155	$0	$68,622	$0	-	N/A
Total ADRC						
Revenues	$2,926,723	$2,971,840	$3,018,585	$3,077,425	$105,585	3.6%
Appr. Fund Balance	$6,910	$2,620	$12,321	$2,100	($520)	-19.8%
County Tax Levy	$2,998,389	$2,573,175	$2,573,175	$2,812,319	$239,144	9.3%
Expenditures	$5,281,804	$5,547,635	$5,540,642	$5,891,844	$344,209	6.2%
Rev. Over (Under) Exp.	$650,218	$0	$63,439	$0	-	N/A

Position Summary (FTE)					
Regular Positions	24.64	24.64	24.64	24.64	0.00
Extra Help	2.80	2.81	2.81	2.81	0.00
Overtime	0.00	0.00	0.00	0.00	0.00
Total	27.44	27.45	27.45	27.45	0.00

Major Departmental Strategic Outcomes and Objectives for 2014

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

Objective 1: Provide thorough, comprehensive and timely assessments and dispositional services. (Adult Protective Services)

Key Outcome Indicator: Percentage of court ordered comprehensive evaluations completed within 96 hours (4 days) prior to final court hearing. Department standard is 100%.

Performance Measure:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Percentage of completed comprehensive evaluations within 96 hours prior to court hearing	100%	100%	100%	100%

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

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

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

Performance Measure:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Staff and community reporting at risk cases	117	115	120	122

Objective 3: Provide knowledgeable, timely responses to requests for information and assistance while providing useful services that meet customers' assessed needs. (Community Services, Information and Assistance/Case Management)

Key Outcome Indicator: Percent of positive responses to customer survey. Positive feedback on meeting customer needs is an indication of quality service. Based on program history, a Department standard of 95% positive response is an indicator of success.

Performance Measure:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Positive responses to customer survey regarding customer needs being met.	98.3%	95.0%	96.2%	96%

2013 Survey data: 322 mailed; 208 responses to question (64.6% response rate)

Objective 4: Maintain volunteer involvement through outreach targeted to the community and business retirees. (Community Services)

Key Outcome Indicator: Stabilization in the number of volunteers and the valuation of volunteer time. Availability of volunteers is an indication of cost-effective services delivered with competence and skill. In recent years the ADRC had experienced a decrease in the number of volunteers. This is primarily due to the availability of fewer group members, and senior dining center closures. Additionally most volunteers are over age 60 and as they age, many are now retiring from volunteering. Maintaining previous year's volunteer levels promotes stabilization of services and is an indicator of success.

Outcomes and Objectives (Continued)

Performance Measure:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Number of individual volunteers	823	820	863	863
Valuation of volunteer hours (a)	$630,165	$531,287	$624,750	$624,750

(a) Effective with 2012 actuals, the hourly valuation for all Waukesha County volunteers was established at $17.85 per hour (determined by D.O.A.)

Objective 5: Provide cost effective transportation options that allow older adults to maintain their independence. (Transportation Services)

Key Outcome Indicator: Shared-Fare taxi and shuttle services are the most cost effective specialized transportation alternatives for older people and people with disabilities in the county. Positive Shared-Fare taxi customer feedback on maintaining independence indicates quality service.

Performance Measure:	2012 Actual	2013 Budget	2013 Estimate	2014 Target
Positive customer feedback on maintaining independence using the Specialized Transportation Program.	95%	95%	95.8%	95.5%

2013 Survey data; 841 mailed, 410 responses to question (48.4% response rate)

Objective 6: Provide services that improve health and wellness of high risk home delivered meal recipients. (Home Delivered Meals)

Key Outcome Indicator: Annual percent reduction in average nutrition risk score. High nutrition risk impacts health and independence. Reduction of 15-20% for high-risk meal recipients shows substantial improvement in health and wellness and is an indication of assisting at-risk citizens. A 20% risk score reduction is the department's benchmark.

Performance Measure:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Percent reduction in nutrition risk score of high-risk recipients. (1)	18.8%	20.0%	20.0%	20.0%

(1) 2012 Actual is based on 165 participants who were high risk in 2011 with their comparison to the annual re-assessment completed in 2012.

Note: In 2012, 545 participants scored as high-risk. In 2012, 59% of people receiving Older American Act (OAA) Home Delivered Meals (HDM) were at high risk (545 out of 919 who received meals in 2012.) This excludes Family Care recipients receiving meals purchased by Managed Care Organizations (MCO's).

Objective 7: Provide socialization opportunities to reduce and prevent isolation and improve quality of life. (Senior Dining)

Key Outcome Indicator: Percent of positive responses to customer survey. Positive feedback on meeting customer socialization needs is an indication of quality service. Based on program history, a Department standard of 85% positive response is an indicator of success.

Performance Measure:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Positive responses to customer survey regarding socialization needs being met.(1)	96.6%	95.0%	97.7%	97%

2013 Survey Data: 470 mailed; 216 responses to question (46% response rate)

Adult Protective Services

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

Program Description

Provides cost effective service intervention for vulnerable adults to ensure their safety and well-being, protects them from exploitation and harm, and preserves their maximum level of personal independence.

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**11.00**	**11.00**	**11.00**	**11.00**	**0.00**
General Government	$486,706	$486,706	$486,706	$486,706	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$67,654	$57,000	$57,000	$101,000	$44,000
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$38,501	$12,156	$12,216	$12,156	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$1,917,943**	**$1,492,219**	**$1,492,219**	**$1,845,475**	**$353,256**
Total Revenues	**$2,510,804**	**$2,048,081**	**$2,048,141**	**$2,445,337**	**$397,256**
Personnel Costs	$857,368	$907,270	$887,671	$916,870	$9,600
Operating Expenses	$1,024,539	$1,029,870	$1,195,109	$1,411,656	$381,786
Interdept. Charges	$129,603	$110,941	$135,027	$116,811	$5,870
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$2,011,510**	**$2,048,081**	**$2,217,807**	**$2,445,337**	**$397,256**
Rev. Over (Under) Exp.	$499,294	$0	($169,666)	$0	$0

Program Highlights

General Government revenues include Supportive Home Care and State Basic County Allocations funding which are unchanged in the 2014 budget.

Charges for Services for guardians are budgeted to increase $44,000 to $101,000 for adults who are found to be legally incompetent and are a danger to themselves or others. The Waukesha County Department of Health and Human Services (HHS) is obligated to provide protection and services. Law Enforcement and Adult Protective Services (APS) utilize Waukesha Memorial Hospital as a placement site for emergency protective placements for both adults at risk and elder adults at risk. HHS pays for the episode and then bills the client to recapture the costs.

Other revenue includes social security reimbursements for clients served by this program where the County is the protective payee.

County Tax Levy increases by $353,200 mainly related to an increase in expenditures for contracted services and nursing home services (reference below Net Operating narrative).

Net personnel costs are budgeted to increase by $9,600 or about 1% to $916,900, primarily for the cost to continue the 11.00 FTE assigned to this program.

Net operating expenditures are budgeted to increase by about $381,800 to $1,411,700, mainly due to a $223,800 or 36% increase in payment of $838,300 for Marsh Country Health Alliance for Clearview Nursing Home and facility for Individuals with Intellectual Disabilities (IID) in Dodge County. The increase is based on Waukesha County's Assessment Rate increase due to the Alliance "certified loss" related to the 2012 filed Clearview Medicaid nursing home cost report. This is for 26 Waukesha County residents who reside at Clearview. As a member of the Alliance, Waukesha County has the ability to place additional residents if the need arises. The 2013 budget reflected a "certified loss" anticipating that new construction costs related to Clearview's replacement facility would be deferred to the 2013 Medicaid cost reporting period. In addition, contracted services related to expenditures for the program increases by $155,900 to $551,200, based on the current year trending and an anticipation of more clients requiring more services.

Interdepartmental charges overall are budgeted to increase about $5,900 primarily due to budgeted increase in collection charges.

Adult Protective Services (continued)

Activity

	2012 Act.	2013 Bud.	2013 Est.	2014 Bud.	Change
Number of Watts Court Ordered Assessment	297	310	303	310	0
Average Caseload for seven Dispositional Workers	30	32	36	36	4
Emergency Protective Placements	40	55	48	48	(7)

Transportation Services

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

Program Description

Contracts for accessible specialized transportation services (Shared-Fare Taxi, Shuttle Services, and RideLine) for older people and individuals with disabilities.

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**1.10**	**1.10**	**1.10**	**1.10**	**0.00**
General Government	$784,155	$784,155	$826,697	$826,697	$42,542
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	**$321,674**	**$337,377**	**$337,377**	**$247,301**	**($90,076)**
Total Revenues	**$1,105,829**	**$1,121,532**	**$1,164,074**	**$1,073,998**	**($47,534)**
Personnel Costs	$66,269	$70,267	$70,385	$72,212	$1,945
Operating Expenses	$953,502	$1,040,849	$936,078	$991,357	($49,492)
Interdept. Charges	$10,406	$10,416	$10,753	$10,429	$13
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,030,177**	**$1,121,532**	**$1,017,216**	**$1,073,998**	**($47,534)**

Rev. Over (Under) Exp.	$75,652	$0	$146,858	$0	$0

Program Highlights

General Government revenues are budgeted to increase $42,500 related to the State of Wisconsin Department of Transportation (WIDOT) Specialized Transportation grant. The WIDOT grant requires a 20% local cash match or tax levy funding, which the County significantly overmatches in order to provide adequate transport services to our at risk elderly and disabled.

County Tax Levy for this program area decreases in the 2014 budget by about $90,100, mainly due to increases in General Government revenue (noted above and a decrease in operating expenses (noted below).

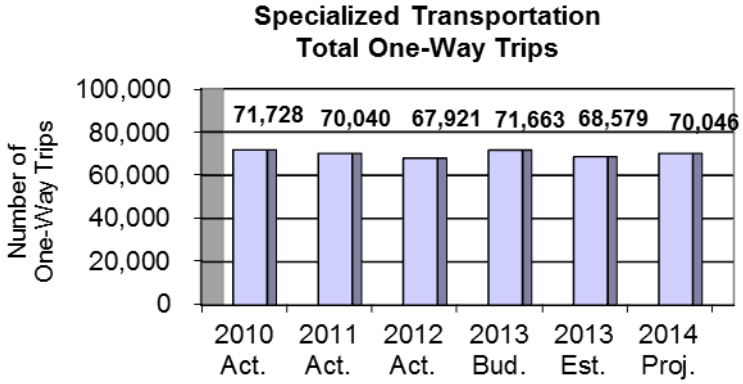
Net personnel costs are budgeted to increase $1,945 due to cost to continue existing 1.10 FTE staff salary and benefit costs allocated to this program.

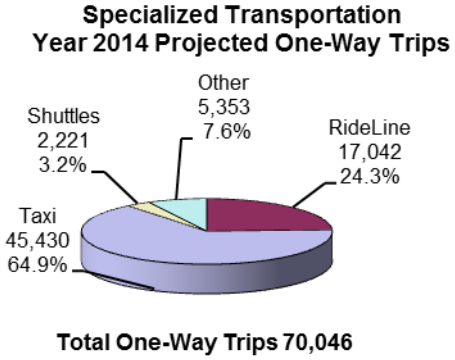
Operating expenses are budgeted to decrease by about $49,500 mostly due to Rideline one-way trips being projected to decrease by 2,784 or about $60,000 in one-way trips compared to 2013 budget offset by an increase in Shared Fare Tax one-way trips by 1,021 or about $10,000 over the 2013 budget.

Transportation Services (continued)

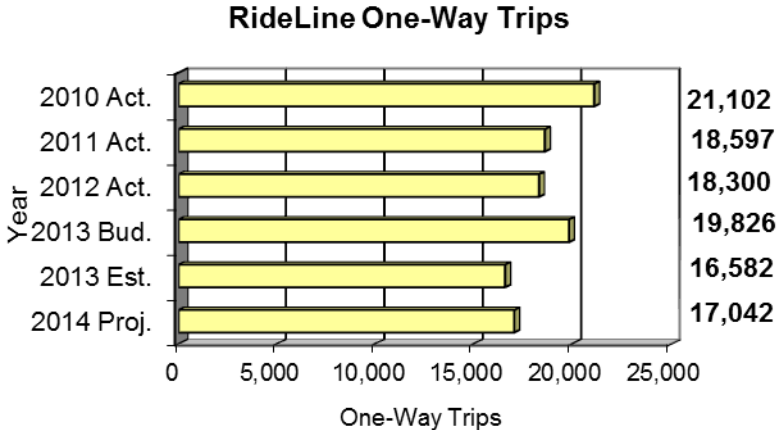
Activity

Net Average Cost Per One-Way Trip						
	2010 Act.	**2011 Act.**	**2012 Act**	**2013 Bud.**	**2013 Est.**	**2014 Bud.**
Shared-Fare Taxi	$5.12	$5.27	$5.51	$5.55	$5.55	$5.65
RideLine	$28.33	$29.57	$31.40	$32.70	$32.83	$34.11

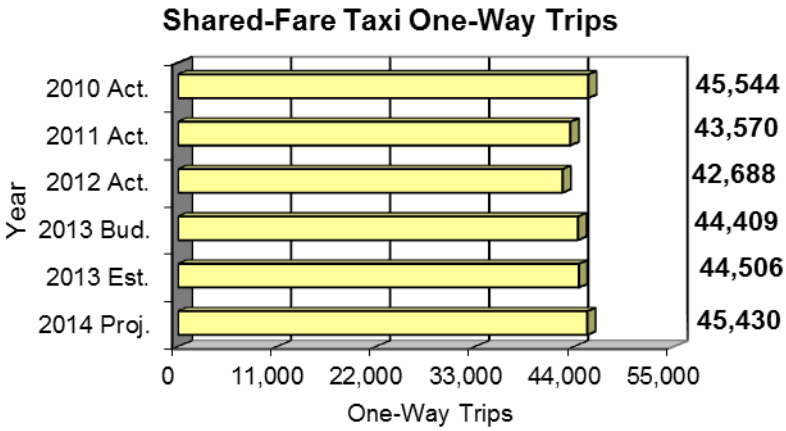




Overall, the 2014 Specialized Transportation Program budget includes a decrease of 1,617 one-way trips from the 2013 Budget, but a 2.0% increase of 1,467 one-way trips from the 2013 Estimate, for a total of 70,046.



The number of one-way RideLine trips is expected to decrease from the 2013 Budget level, but increase from the 2013 Estimate by 460 trips or 2.7%.



Shared-fare taxi service is expected to increase by 1,021 one-way trips from the 2013 Budget level, and increase by 924 one-way trips or 2.0% from the 2013 Estimate.

Community Services

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

Program Description

Entry point for accessing services and filing reports of elder abuse/neglect. Provides information, assistance and short term case management. Includes needs assessments, counseling, assistance regarding available resources and service options, and support that empower older adults, caregivers, and the community to make informed choices.

Services include a wide range of short-term and long-term supportive home care, adult day center care, and intervention programs for older adults and their families. These programs provide supportive services and opportunities including adult day centers, chore services, contracted community services, emergency intervention, health cost sharing, homemaker services, personal care, respite and volunteer services. Evidence based prevention programs and older adult education to foster safe independent community living.

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**5.89**	**5.89**	**5.89**	**5.89**	**0.00**
General Government	$459,771	$515,285	$499,330	$507,424	($7,861)
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$20,226	$19,530	$20,391	$24,167	$4,637
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$420,314**	**$407,551**	**$407,551**	**$413,182**	**$5,631**
Total Revenues	**$900,311**	**$942,366**	**$927,272**	**$944,773**	**$2,407**
Personnel Costs	$394,942	$411,768	$401,002	$414,685	$2,917
Operating Expenses	$403,524	$492,390	$470,858	$494,298	$1,908
Interdept. Charges	$38,728	$38,208	$37,787	$35,790	($2,418)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$837,194**	**$942,366**	**$909,647**	**$944,773**	**$2,407**

Rev. Over (Under) Exp.	$63,117	$0	$17,625	$0	$0

Program Highlights

General Government revenues overall decrease by $7,900, mainly due to a decrease from Federal Title IIIB Supportive Services grant funding of $12,000 to $208,400 related to the Federal Sequestration Legislative requirements. This decrease is partially offset by a Federal Title IIIE National Family Caregiver Support Program funding increase of $2,500 from $132,100 to $134,600, and an increase in the Alzheimer Family Caregiver Support Program of $1,400. This also includes a small increase of $273 in Title IIID Health Promotion. As per August 2013 state notification, the 2014 Sequestration Budget Control Act (BCA) decreased the Community Services grants by $18,900.

Other revenues increase of about $4,600 to about $24,200 due to an estimated increase in client bathing donations, and the Active Aging Research Center grant. Net personnel costs increase $2,900 to $414,700 mostly due to cost to continue existing 5.89 FTE staff.

Operating expenses overall increased by about $1,900 from $492,400 to $494,300. Expenditures increase in Home Health Care by $5,700 to $91,600, Personal Care by $5,200 to $65,300and caregiver conference by $1,500. These increases are partially offset by a decrease of about $11,000 in contracted community services.

Community Services (continued)

The increase of tax levy funding by $5,600 is mainly related to a net decrease in General Government Revenues and other revenues.

Interdepartmental charges decreases by about $2,400 mostly due to a decrease in postage and telephone reflecting actual experience.

Activity

Clients Receiving Community Services				
2012 Act.	**2013 Bud.**	**2013 Est.**	**2014 Budget**	**Change from 2013 Budget**
987	1,100	993	978	(122)

Clients Receiving Case Management Services				
2012 Act.	**2013 Bud.**	**2013 Est.**	**2014 Budget**	**Change from 2013 Budget**
1,254	1,200	1,200	1,200	0

Case management may include discussion of multiple issues; assessment or establishing of a care plan only; or individual/group counseling of an older adult and/or caregivers. Clients may receive more than one type of contact.

Outreach and Marketing Activities					
	2012 Act	**2013 Bud.**	**2013 Est.**	**2014 Bud.**	**Change from 2013 Budget**
Annual Newsletter Distribution (a)	10,200	10,500	5,575	8,700	(1,800)
ADRC Resource Guide (b)	14,155	14,000	10,000	8,000	(6,000)
Presentation/Display Audience	1,530	1,300	1,400	1,600	300

(a) Newsletter distribution includes monthly distribution of caregiver newsletter and ADRC newsletter.
(b) Increased use of technological resources has decreased the demand for printed ADRC resource guides.

Nutrition

County-Wide Key Strategic Outcomes:

- **A county that assists at risk citizens.**
- **A county that provides customers with quality programs and services.**

Program Description

The nutrition program includes the home delivered meals and senior dining center meals. Older Americans Act programs are not means tested and mandates a donation based program; therefore a standard fee cannot be charged for a meal.

Home delivery provides meals and support to homebound people age 60 or older who have been assessed and meet eligibility requirements. Further assistance is provided to high-risk recipients through home visits, and supportive service intervention.

Senior Dining Center meals provide a nutritious meal with socialization, education, and health/wellness programs at community centers for people age 60 or older who are eligible under the Older Americans Act and Wisconsin Senior Dining.

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**9.45**	**9.46**	**9.46**	**9.46**	**0.00**
General Government	$668,323	$704,470	$720,245	$720,245	$15,775
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$20	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$401,367	$392,538	$396,000	$399,030	$6,492
Appr. Fund Balance	$6,910	$2,620	$12,321	$2,100	($520)
County Tax Levy	**$338,458**	**$336,028**	**$336,028**	**$306,361**	**($29,667)**
Total Revenues	**$1,415,078**	**$1,435,656**	**$1,464,594**	**$1,427,736**	**($7,920)**
Personnel Costs	$459,629	$473,734	$456,912	$468,725	($5,009)
Operating Expenses	$895,710	$911,373	$889,419	$907,360	($4,013)
Interdept. Charges	$47,584	$50,549	$49,641	$51,651	$1,102
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,402,923**	**$1,435,656**	**$1,395,972**	**$1,427,736**	**($7,920)**
Rev. Over (Under) Exp.	$12,155	$0	$68,622	$0	$0

HEALTH AND HUMAN SERVICES (NUTRITION)

Financial Summary	2012 Actual	2013 Adopted Budget	2013 Estimate	2014 Budget	Change From 2013 Adopted Budget $	%
Home Delivered Meals						
Revenues	$592,222	$611,225	$653,538	$625,950	$14,725	2.4%
County Tax Levy	$338,458	$336,028	$336,028	$306,361	($29,667)	-8.8%
Expenditures	$928,967	$947,253	$920,944	$932,311	($14,942)	-1.6%
Rev. Over (Under) Exp.	$1,713	$0	$68,622	$0	-	N/A
Senior Dining						
Revenues	$484,398	$488,403	$475,028	$495,425	$7,022	1.4%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures	$473,956	$488,403	$475,028	$495,425	$7,022	1.4%
Rev. Over (Under) Exp.	$10,442	$0	$0	$0	-	N/A

Nutrition (Continued)

Program Highlights

General Government revenues, overall, are budgeted to increase by about $15,800 to $720,200. This increase is primarily due to an estimated increase in the Federal Older Americans Act Nutrition Grant (Title IIIC-1) which is budgeted to increase $18,500 to $429,600 and a $6,200 increase to $88,100 in Nutrition Services Incentive Program (NSIP) meal revenue. These increases are offset by an $8,950 decrease to $194,400 in the Older Americans Act IIIC-2 funding for Home meals.

Other revenue is budgeted to increase about $6,500 primarily due to a projected $9,800 increase to $70,800 for additional meals expected to be delivered to Managed Care Organization (MCO) client. This increase is offset by a decrease of $560 from $219,300 to 218,730 for home delivered meal client donations and a $2,750 decrease in senior dining center meal donations from $112,000 to $109,300 resulting from a decrease in the projected number of meals served and a revenue reduction in the actual donation per meal. General Fund Balance of $2,100 is appropriated for one time purchase of delivery bags, cooling gel packs for cold meals, and one steam table.

County Tax levy in this program decrease of $29,700 is mainly the result of general government and other revenue increases along with program expenditure decreases. There is no county tax levy in the senior dining program

Net personnel costs decrease $5,000 due to costs to continue of 9.46 FTE staff allocated to this program, offset by anticipated reduction in employee benefit cost due to insurance plan selection.

Operating expenses overall reflect a net decrease of $4,000 primarily due to an anticipated decrease in food service from $792,000 to $790,000 based on management's projected 4.4% decrease in the number of meals to be ordered: set by a projected 3% food vendor price increase. The budget also includes $85,300 for volunteer mileage reimbursements for meal delivery which is decreased by $2,200 due to decreased client meals and miles driven.

Interdepartmental charges increase $1,100 from $50,550 to $51,700, primarily due to telephone charges and end user computer maintenance fees.

Activity

The Nutrition Screen includes Older Americans Act core nutrition risk definitions that identify nutrition problems that could impact future health and independence. A "Very High" risk score indicates a need for focused nutrition intervention. An ADRC strategic objective addresses the need to reduce high and very high risk scores. Risk is assessed annually or more frequently if warranted.

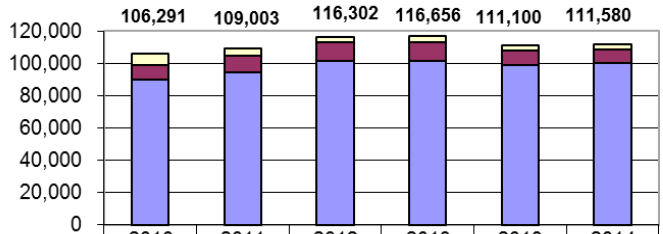
NUTRITION SCREEN	
Risk	**Score**
Low	0 – 5
High	6 – 15
Very High	16 or more

Home Delivered Meal Cost Summary						
	2010 Act.	**2011 Act.**	**2012 Act.**	**2013 Bud.**	**2013 Est.**	**2014 Bud.**
Gross Cost Per Meal	$7.79	$8.04	$7.99	$8.12	$8.31	$8.36
Average Client Donation Per Meal	$2.00	$2.02	$1.99	$2.00	$2.11	$2.11
Net cost Per Meal	$5.79	$6.02	$6.00	$6.12	$6.20	$6.25

Cost per meal summary for Senior Dining and Home Delivered meals are not comparable due to program offerings.

Nutrition (Continued)

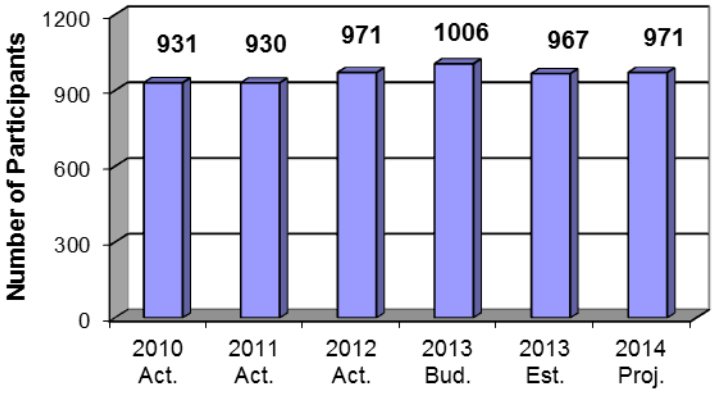
Total Home Delivered Meals Served



	2010 Act.	2011 Act.	2012 Act.	2013 Bud.	2013 Est.	2014 Proj.
Cold Meals	7,423	4,277	3,370	3,250	3,259	3,268
Frozen Meals	8,913	10,060	11,190	11,601	8,887	8,084
Hot Meals	89,955	94,666	101,742	101,805	98,954	100,228

Projected number of home delivered meals for 2014 anticipates a decrease of 5,076 meals from the 2013 budgeted number of meals to be served. This projected decrease in number of meals is based on actual experience for the first half of 2013.

Number of Registered Home Delivered Meal Program Participants



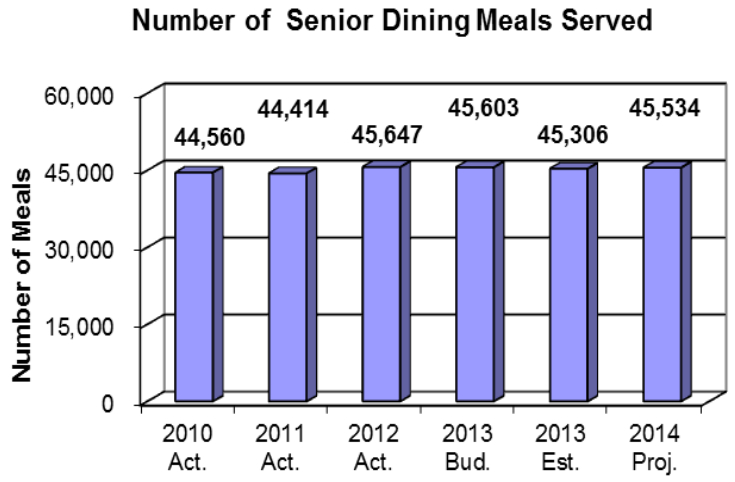
Based on actual experience in 2012 and during the first half of 2013, the number of projected home delivered meal recipients in 2014 is expected to be at 971. This is a decrease of 35 from the 2013 budgeted level.

Activity

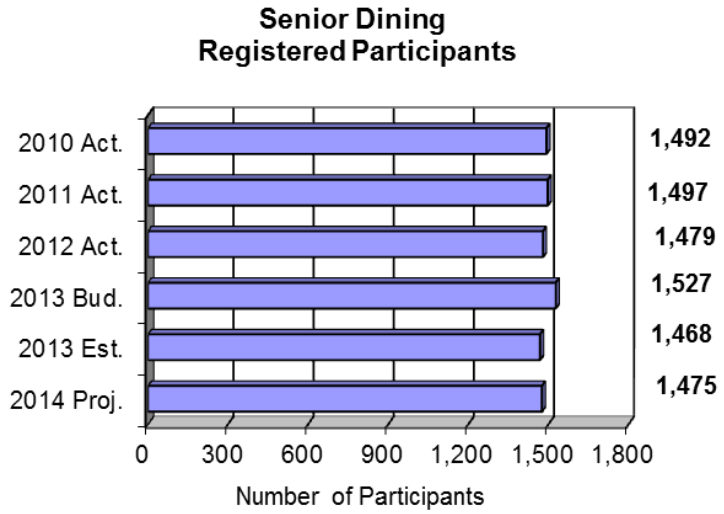
Senior Dining Center Meal Cost Summary						
	2010 Act.	**2011 Act.**	**2012 Act.**	**2013 Bud.**	**2013 Est.**	**2014 Bud.**
Gross Cost Per Meal	$10.29	$10.26	$10.38	$10.77	$10.81	$10.88
Average Donation Per Meal	$2.73	$2.51	$2.43	$2.47	$2.40	$2.40
Net Cost Per Meal	$7.56	$7.75	$7.95	$8.30	$8.41	$8.48

Cost per meal summary for Home Delivered meals and Senior Dining are not comparable due to required program offerings including nutrition education and activities.

Nutrition (Continued)



The 2014 Senior Dining Program is expected to remain relatively constant with 2012 Actual and the 2013 Estimate.



Based on actual experience during 2012 and during the first half of 2013, the number of Senior Dining participants is projected at 1,475 in 2014. This is a 52 participant decrease from the 2013 budgeted number of participants.

Statement of Fund Purpose

The Aging and Disability Resource Center (ADRC) Contract Fund is a Special Revenue Fund operation providing the public with information related to aging or living with a disability. Programs provide specialized counseling, support, and options to older adults and adults with disabilities in areas related to elder and disability rights, income maintenance, housing, surrogate decision making, consumer/financial issues, legal and benefit problems, health care financing, and reverse mortgages. Core services include: information, referral, assistance, long-term care financial and functional eligibility, long-term care options, short-term case management, elderly and disability benefits counseling, prevention, early intervention, health promotion, outreach/marketing, advocacy, and emergency referrals for older adults, individuals with disabilities age 18 and above, and their families. The ADRC honors choice, supports dignity, and maximizes independence.

Financial Summary	2012 Actual	2013 Adopted Budget	2013 Estimate	2014 Budget	Change From 2013 Adopted Budget $	%
Revenues						
General Government	$2,701,019	$3,030,050	$2,861,897	$3,083,823	$53,773	1.8%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$0	$0	$0	$0	$0	N/A
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue	$20	$0	$0	$0	$0	N/A
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$2,701,039**	**$3,030,050**	**$2,861,897**	**$3,083,823**	**$53,773**	**1.8%**
Expenditures						
Personnel Costs	$1,976,555	$2,193,014	$1,998,428	$2,194,944	$1,930	0.1%
Operating Expenses (a)	$367,383	$470,524	$497,002	$519,811	$49,287	10.5%
Interdept. Charges	$357,099	$366,512	$366,467	$369,068	$2,556	0.7%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$2,701,037**	**$3,030,050**	**$2,861,897**	**$3,083,823**	**$53,773**	**1.8%**
Rev. Over (Under) Exp.	$2	$0	$0	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	0.00	0.00	0.00	0.00	0.00	
Extra Help	390.46	390.46	390.46	398.46	8.00	
Overtime	407.54	408.67	408.67	416.86	8.19	
Total FTEs	798.00	799.13	799.13	815.32	16.19	

(a) The 2013 operating expenses are estimated to exceed the 2013 budget related to higher contracted service costs. A funds transfer will be requested during the year if the expenditures materiatize.

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: Through the Aging and Disability Resource Center (ADRC), provide knowledgeable, timely responses to requests for general and benefit information and assistance that meet customers' needs.
(ADRC, Benefit Specialist, Information and Assistance)

Key Outcome Indicator: Percent of positive responses to customer surveys. Positive feedback on meeting customer needs is an indication of successful implementation of an ADRC, and of provision of quality service. Based on program history, an ADRC standard of 95% positive response is an indicator of success for established programs and 80% positive response is an indicator of success for new programs.

Performance Measure:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Positive responses to customer survey:				
Benefit Specialist	95.8%	95.0%	96.9%	96%
ADRC Information & Assistance	97%	96.0%	100%	98%

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

Objective 2: Coordinate services that promote client independence and ability to remain living safely in their home.
(Case Management)

Key Outcome Indicator: Percent of positive responses to customer survey above ADRC standard of 95%. Service referrals are made to help keep at-risk, older adults safely in their homes. Positive feedback from clients on services that improve their quality of life and help them to remain living in their homes is an indication of a county that assists at-risk citizens.

Performance Measure:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Positive customer responses to survey on remaining in home and usefulness of services provided.	96.4%	95.0%	91.5%	95%

County-Wide Key Strategic Outcome: A well planned county

Objective 3: Operate an Aging and Disability Resource Center (ADRC) in Waukesha County through collaboration with state, county, and community partners to provide a coordinated entry point for information and services for older adults and individuals with disabilities. (ADRC)

Key Outcome Indicator: The resource center provides a single coordinated point of entry for aging and disability services, which is an indication of a well planned county. Indicator of success includes submitting a minimum of 85% of ADRC Staff work time to the State as billable to Medicaid. This ensures continued funding of the ADRC in Waukesha County.

Performance Measure:	2012 Actual	2013 Target	2013 Estimate	2014 Target
ADRC Staff time billed to Medicaid	91.38%	90.0%	91.55%	91.5%

Program Highlights

General Government revenue for the ADRC Contract fund is budgeted to increase $53,773 from $3,030,050 to $3,083,823. This is mostly due to more billable time by ADRC Specialists, accounting for $48,506 of the increase. Also, cost reimbursement for two Elderly Benefit Specialists and two Disability Specialists positions are budgeted to increase $5,267. This is due to anticipating being fully staffed and an increase in the cost to continue the existing operations.

Net personnel costs are budgeted to increase $1,930. The budget change is mainly due to higher Wisconsin Retirement budgeted costs offset by lower cost to continue for salary and benefits of staff including the 2 benefit specialists.

Operating expenses, overall, are budgeted to increase about $49,300. This is mainly due to a $38,900 increase to $396,900 of contract services as cost adjustments are anticipated to fully staff the Disability Benefit counselors. This includes a 3% increase, for the four contracted staff, which is required by the State Department of Health Services ADRC contract. Also, other cost increases include $7,125 increase in outside printing to $30,300; and a $3,500 increase to $30,000 in mileage reimbursement costs to closer reflect prior year actual costs.

Interdepartmental Charges increased by $2,556 mostly due to a $1,200 allocated costs for End User Technology (EUTF) charges.

Activity

The ADRC provides customers a variety of services to help them make appropriate choices to meet their long-term care needs. Activities include information and referral, long-term care options counseling, conducting financial and functional eligibility screens, and elder and disability benefit counseling contacts.

	2012 Act	2013 Bud	2013 Est.	2014 Proj.
Information & Assistance Contacts	18,352	18,600	18,400	18,500
Long-Term Care Options Counseling Contacts	9,305	10,000	9,800	10,000
Functional Screen Contacts	761	850	750	800
Elder Benefits Counseling Contacts (a) (c) (e) (f)	2,982	2,600	2,000	3,000
Disability Benefits Counseling Contacts (b) (c) (d)	3,760	3,000	4,087	5,108

(a) For ages 60 and over. Includes client contacts only.
(b) For ages 18 to 59. Includes client and third party contacts.
(c) The Elder Benefit specialist helped County residents to receive $1,152,655 in benefits and the Disability Benefit Specialist helped County residents receive $886,827 in benefits.
(d) Increases related to Affordable Care Act (ACA) initial startup in October, 2013 (25% increase).
For Disability Benefit Specialists, 2012 numbers reflect 8% reduction of actual total given. We were without one Disability Benefit Specialist for two months.
(e) 2013 Elder Benefit Specialist contacts lower due to vacant Elder Benefit Specialist position for three months.
(f) Anticipate decrease in Elder Benefit Specialist contacts as new Elder Benefit Specialist typically has 18 month initial training.

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Parks, Environment, Education, & Land Use

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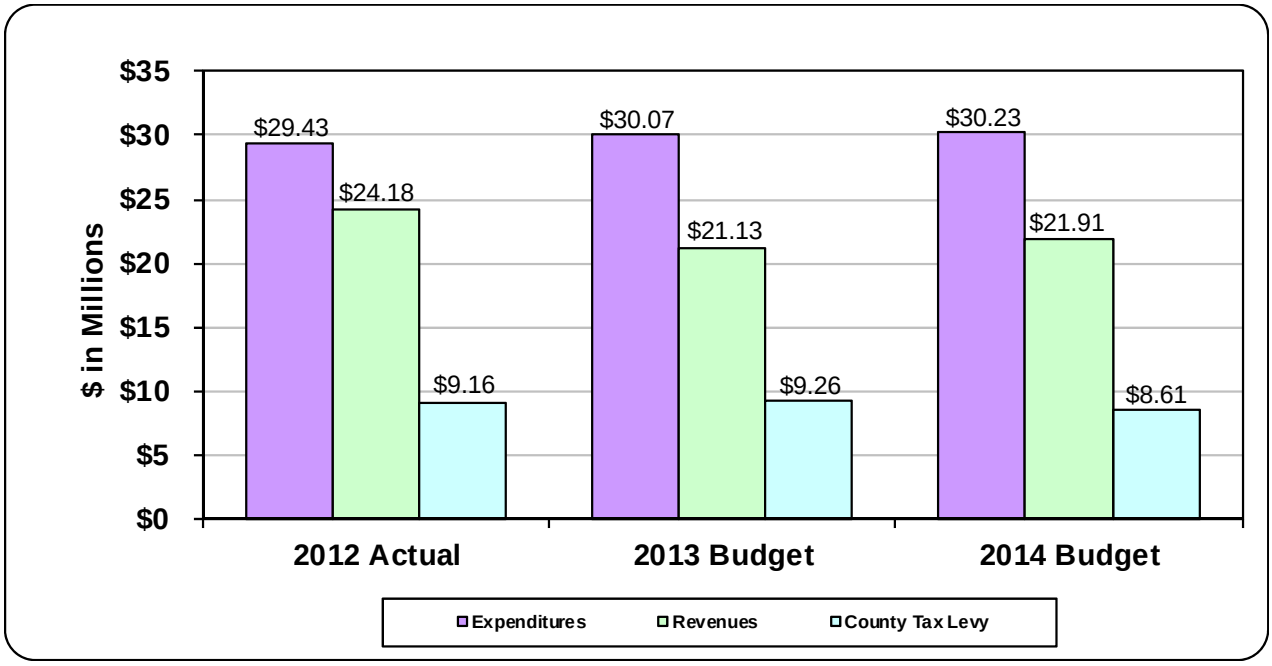
PARKS, ENVIRONMENT, EDUCATION AND LAND USE

Functional Area Budget Highlights

The Parks, Environment, Education and Land Use functional area provides informational, cultural, and recreational services to County residents and provides for the preservation of natural resources, as well. Agency budgets consist of a combination of General Fund, Special Revenue, and Enterprise fund types. The **Register of Deeds** Office, which operates under the 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)	42.1%
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 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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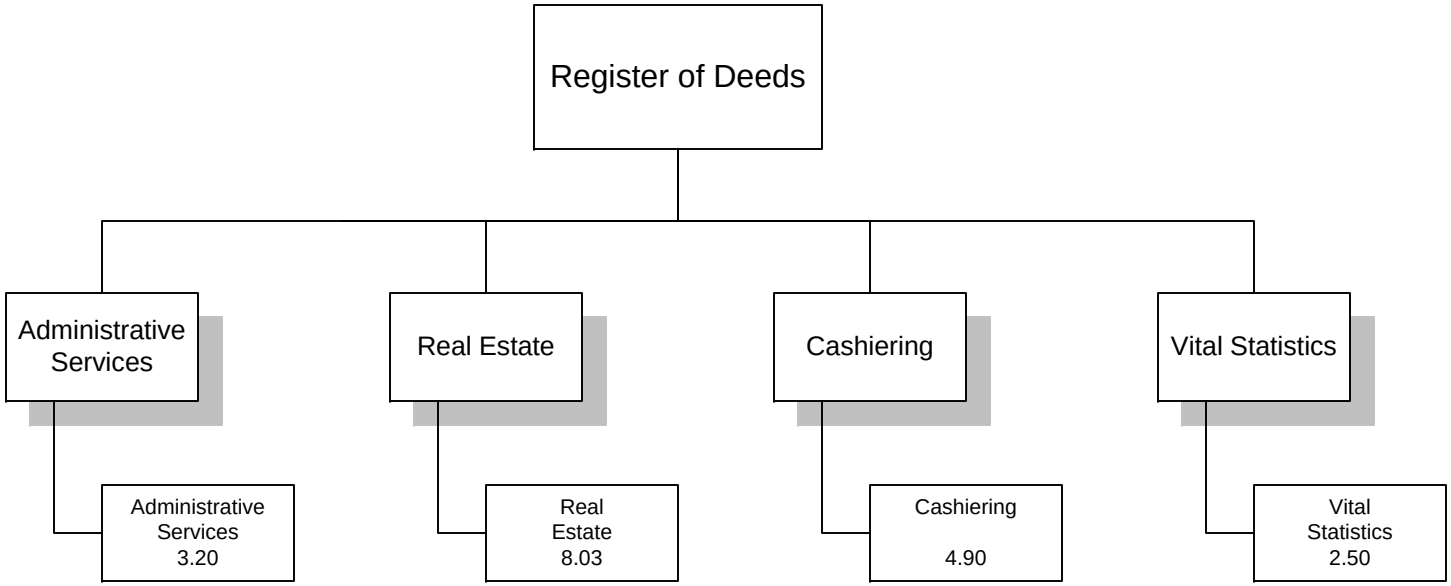
Register of Deeds

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.

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)**	**-42.1%**
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 Proposed 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	$1,720,298	$1,052,000	$1,692,000	$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	**$989,813**	**$334,740**	**$974,740**	**$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.	$668,529	$0	$639,073	$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	$1,104,266	$1,564,000	$1,155,000	$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	**$194,164**	**$608,247**	**$199,247**	**$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.	($370,444)	$0	($400,211)	$0	$0

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

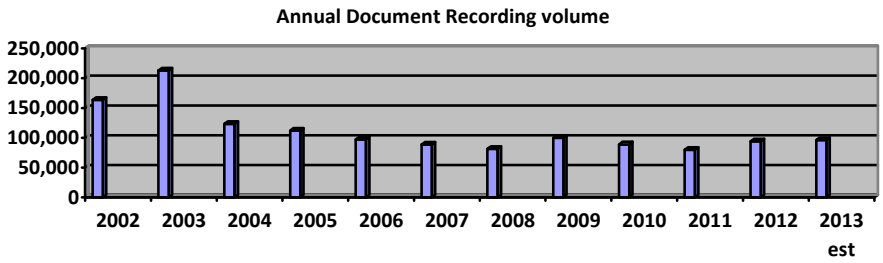
Program Highlights

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 we anticipate our current cabinets 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 2012 budgeted level, 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			
Death	3,262	3,200	3,168	3,200**	3,200
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	-1500
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

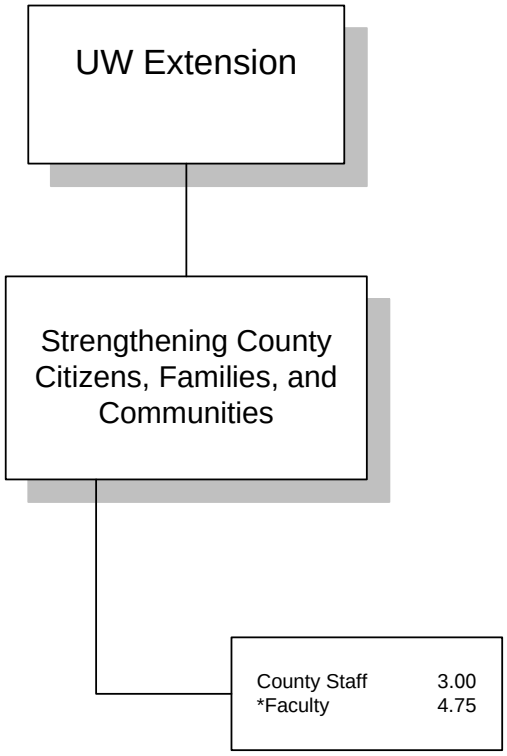
* Note: In January 2011, the State's SVRIS system went live, which allows hospitals and other agencies to file birth records directly with the state. As a result, County vital records departments are no longer responsible for scanning birth records. This has no impact on revenue.
** Death certificates 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, $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 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 a multi-year grant 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 $115,300, and portions of this funding ($42,440) were already appropriated (by enrolled-ordinances 166-60, 166-91) to cover program expenditures for 2012. The grant period is through September 2014.

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 Net Revenues are budgeted to increase $21,830, from $53,400 to $75,230, other net revenues mostly consist of grant funding and expenditures of $55,000 from ProHealth Care ($30,000) and 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 General 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, an 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 due to grants not introduced in the 2013 budget process. These new grants include $55,000 due to donations from ProHealth Care and the Greater Milwaukee Foundation for neighborhood revitalization efforts in the TowerHill neighborhood, the On Farm Food Safety grant of $15,300, 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, Rethinking Nutrition in Childcare, and Raising a Thinking Child).

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	$95,600	$99,375

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	$15,359
Survey Project	Village of Summit	Village of Summit			$12,800
Sub Total County UW Ext. Administered Grants			**$429,160**	**$266,040**	**$186,533**
Subtotal State/Nonprofits/ Other Administered Grants (c)	Various	Various	$626,500	$630,000	$630,000
Total UW Extension Grants			**$1,055,660**	**$896,040**	**$816,533**

(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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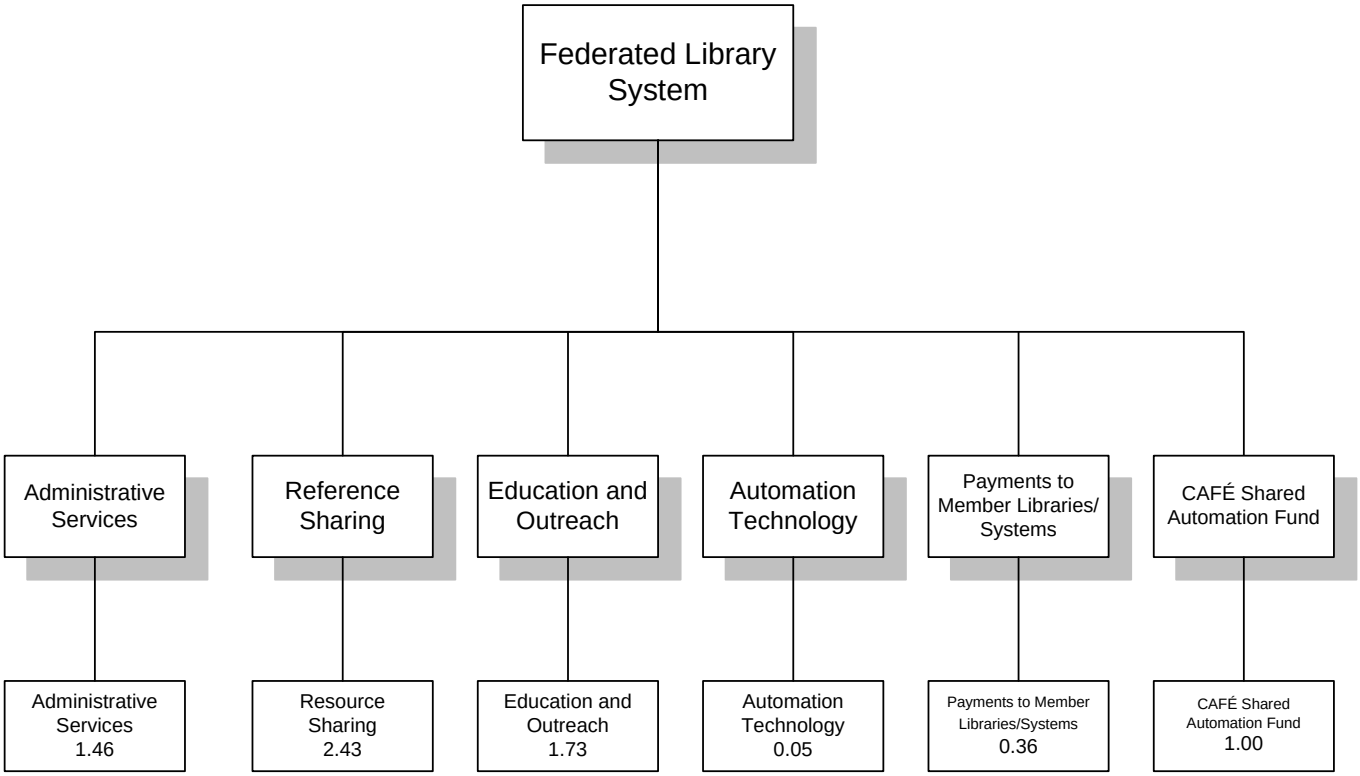
Federated Library

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.

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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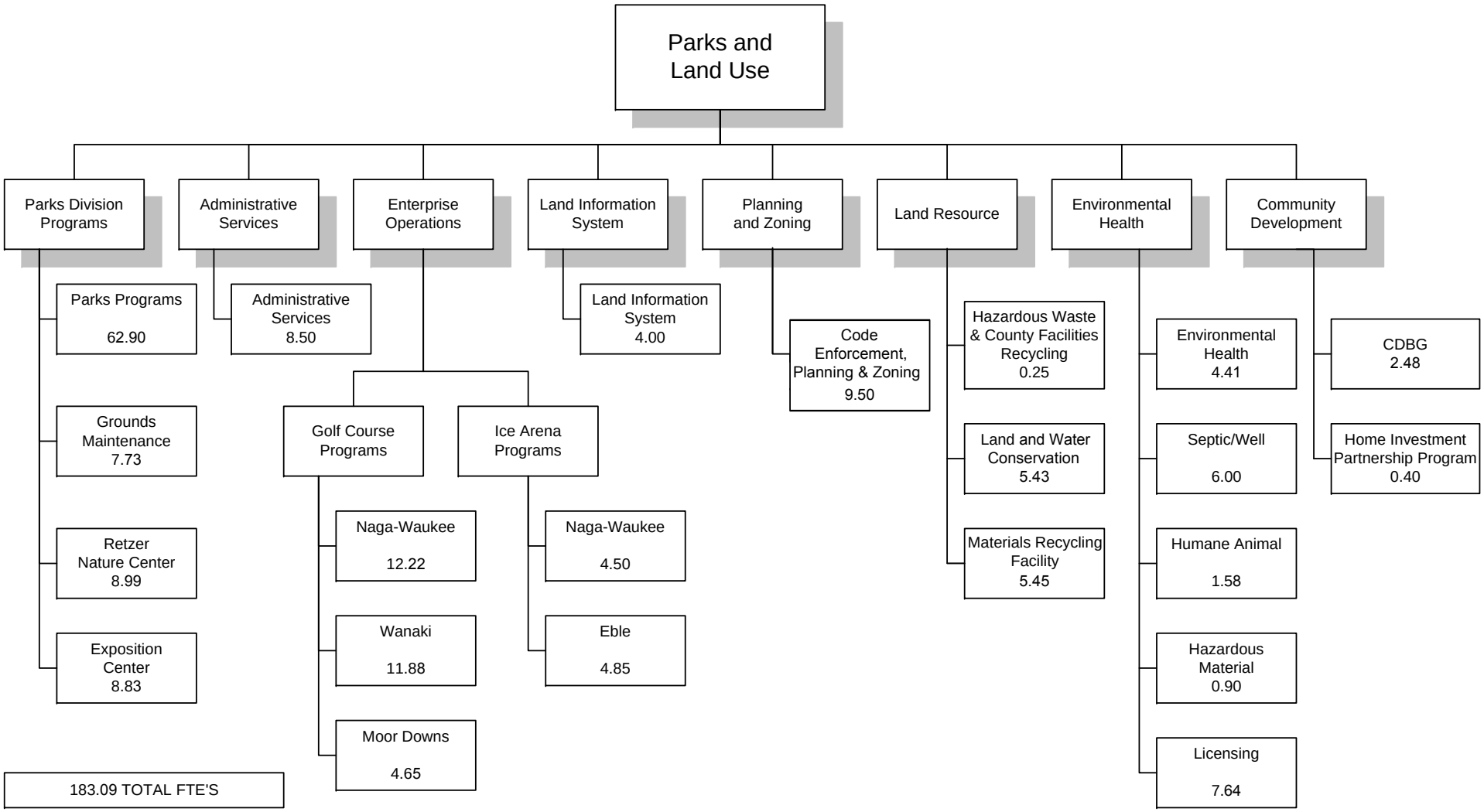
Parks

&

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.

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)	6.6%
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)	260.2%
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	$11,253,221	$11,504,553	$11,311,589	$11,551,980	$47,427	0.4%
Rev. Over (Under) Exp.	$456,418	$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)**	**3.3%**
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	$581,042	$670,037	$590,087	$688,374	$18,337	2.7%
Rev. Over (Under) Exp.	$56,295	$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	$836,259	$851,671	$846,005	$868,317	$16,646	2.0%
Rev. Over (Under) Exp.	($11,298)	$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**	**-12.7%**
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 PROPOSED 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.

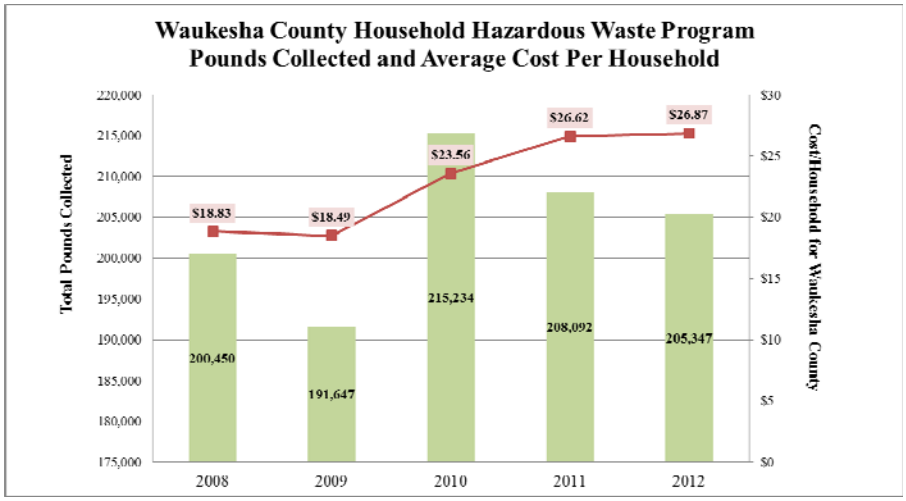
Program Highlights

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-thru 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-thru 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 leveles and a slight .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 increase $10,750 mainly due to 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

Note: prior to 2014, the Planning program was listed separately from Code Enforcement and Zoning. The 2012 Actual, 2013 Budget and 2013 Estimate have been restated for comparative purposes.

Planning and Zoning, Enforcement (Continued)

Program Highlights

Please note, prior to 2014, the Planning program was listed separately from Code Enforcement and Zoning. 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 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-thru grant from the State for the Wisconsin Fund Septic System Replacement Program, intended to help lower-income County residents replace faulty septic systems. General Government revenues also include $15,000 budgeted for the State's Radon Grant to cover staff time and other costs related to providing radon education services to area residents. Charges for Service of $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 increases in 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.

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 a $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.

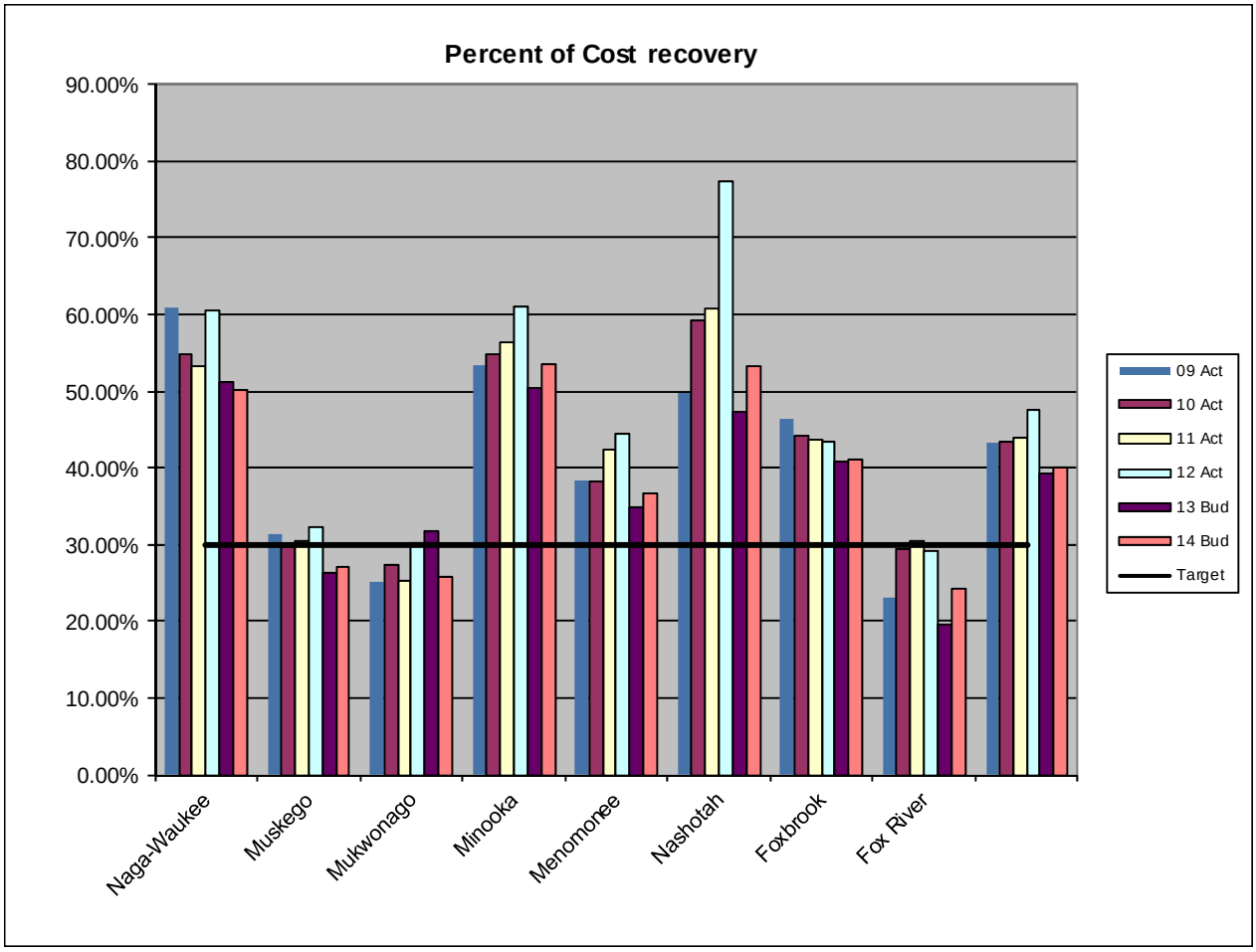
Interdepartmental charges are budgeted to increase by $17,884 mainly due to a increases of nearly $13,000 for worker compensation allocation, $8,400 in computer ownership charges, $6,000 in vehicle replacement and operating costs which are partially offset with $10,400 reduction in telephone and radio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

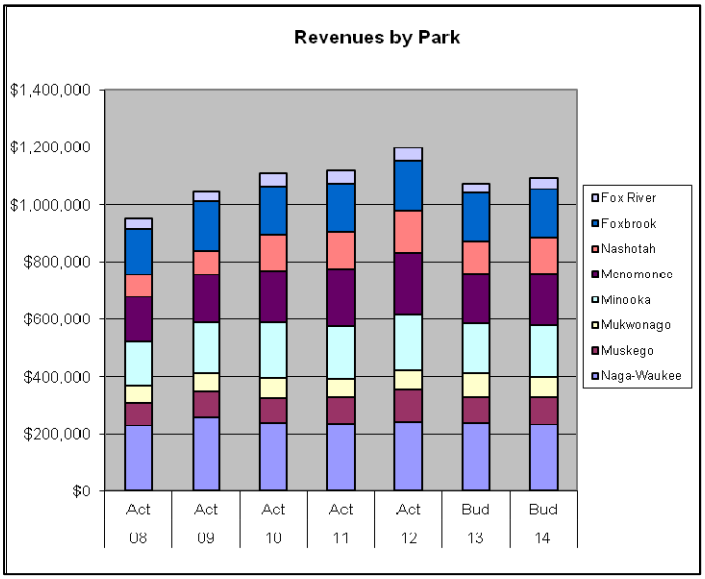
Fixed asset expenditures are budgeted to decrease by $63,500 to $148,000. The fixed asset budget includes $50,000 for construction of a parking lot at the Mukwonago dog exercise area; $45,000 for replacement of the parks reservation computer system; $28,000 to raze a barn at Ryan park; $15,000 for beach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

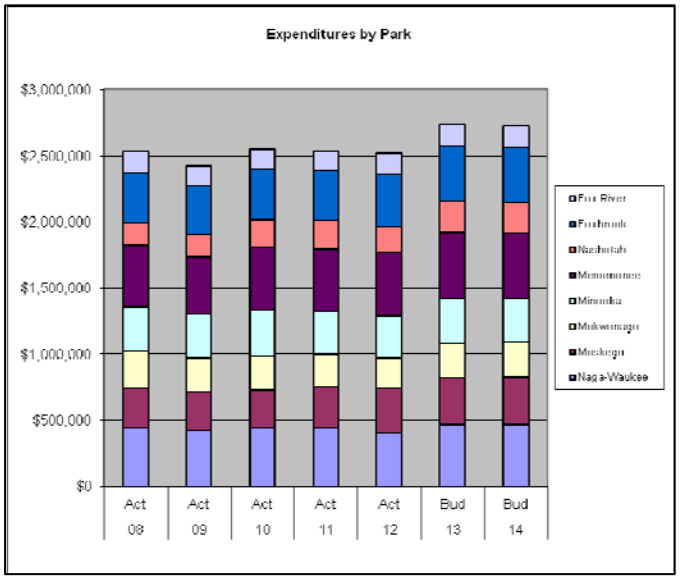
Activity Data	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Daily Entrance Stickers	91,633	81,500	80,400	82,600	1,100
Annual Stickers	15,435	13,000	13,875	13,650	650
Family Camping	3.794	4,300	4,000	3,900	(400)
Group Camping	1,490	1,600	1,600	1,600	-
Reserved Picnics/ Pavilion/Lodge 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.

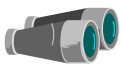
Performance Measure:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Number of Jail Days Saved	1,074	938	1,050	1,102
Est. Value in $ of service to the County	$94,161	$80,700	$90,384	$94,860

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	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.

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

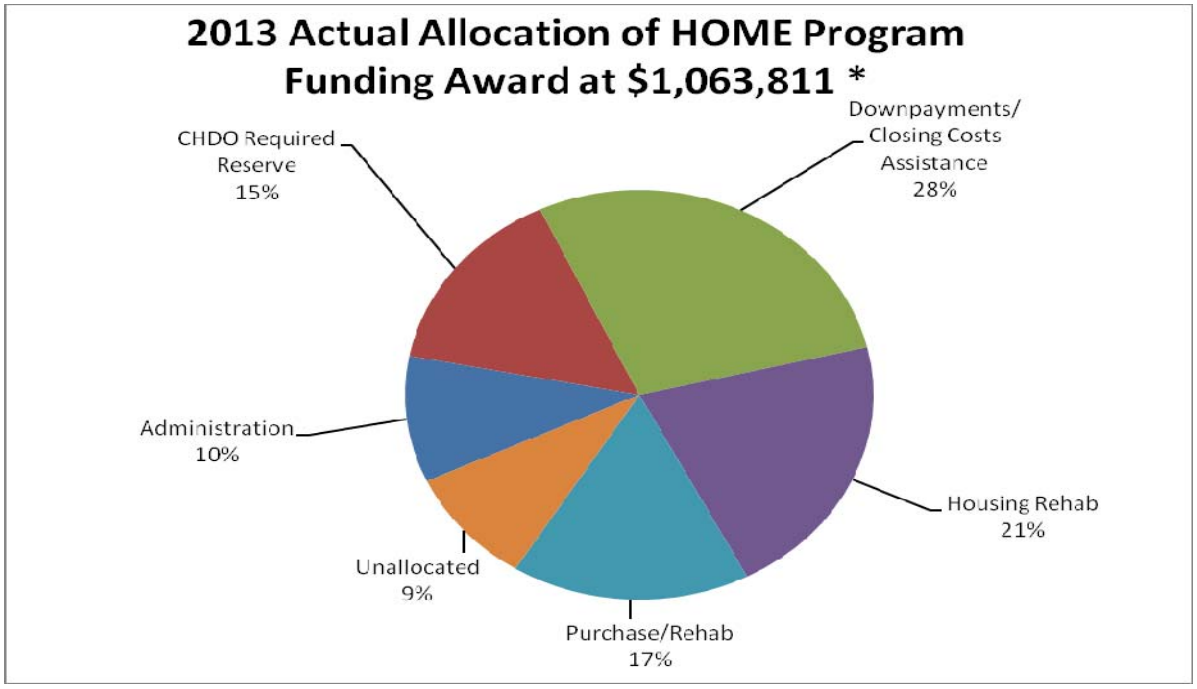
HOME Investment Partnership Program (Continued)

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 PROPOSED 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	$400,000	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)**	**-6.6%**
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	18.91	0.44	
Overtime	0.92	1.43	1.43	1.04	(0.39)	
Total FTEs	29.52	28.70	28.70	28.75	0.05	

(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 Proposed 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)**	**-260.2%**
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 PROPOSED 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

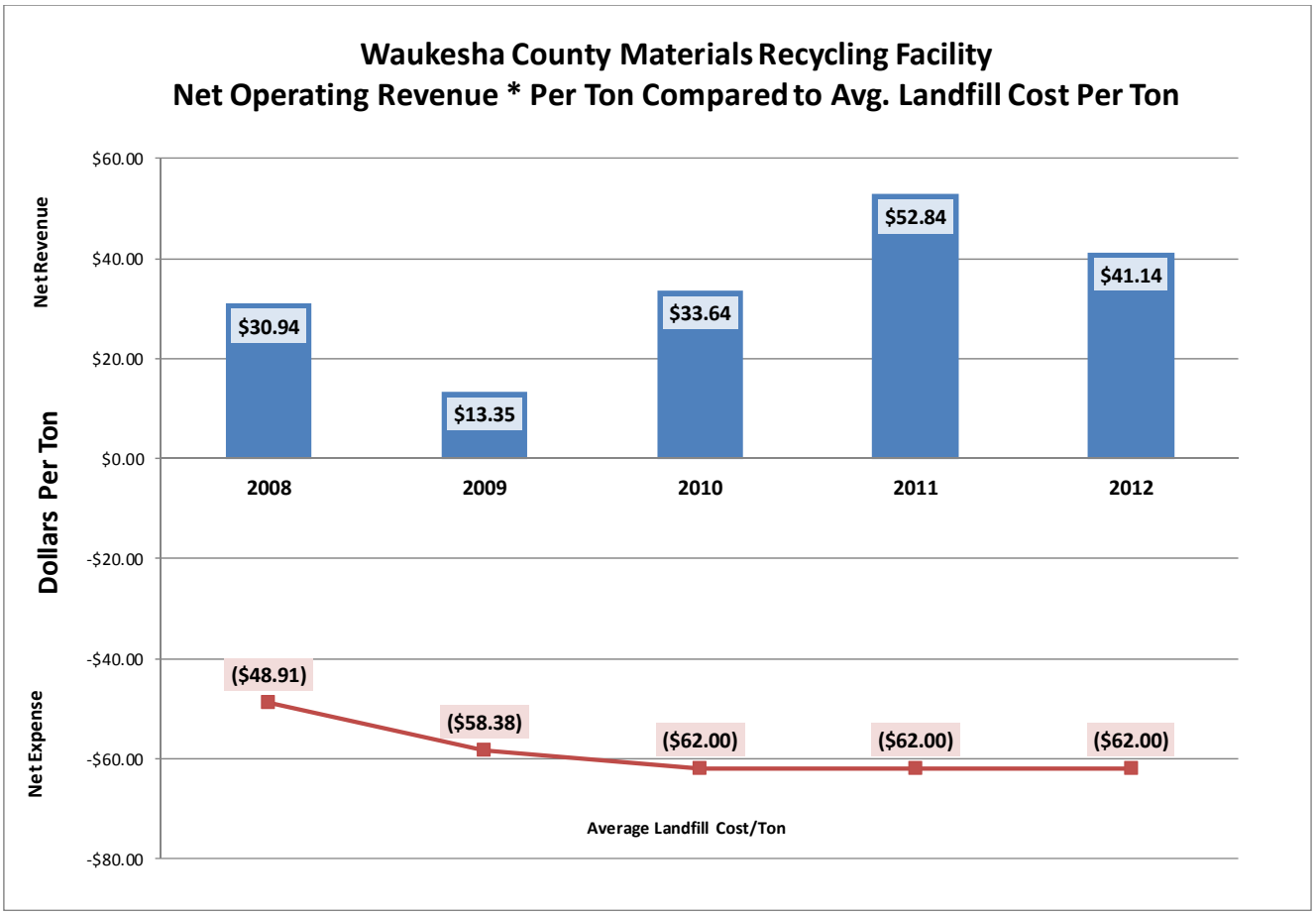
Objective 1: Maintain a cost-effective system for processing recyclables at the County Materials Recycling Facility (MRF) that is competitive with local landfill costs.

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%

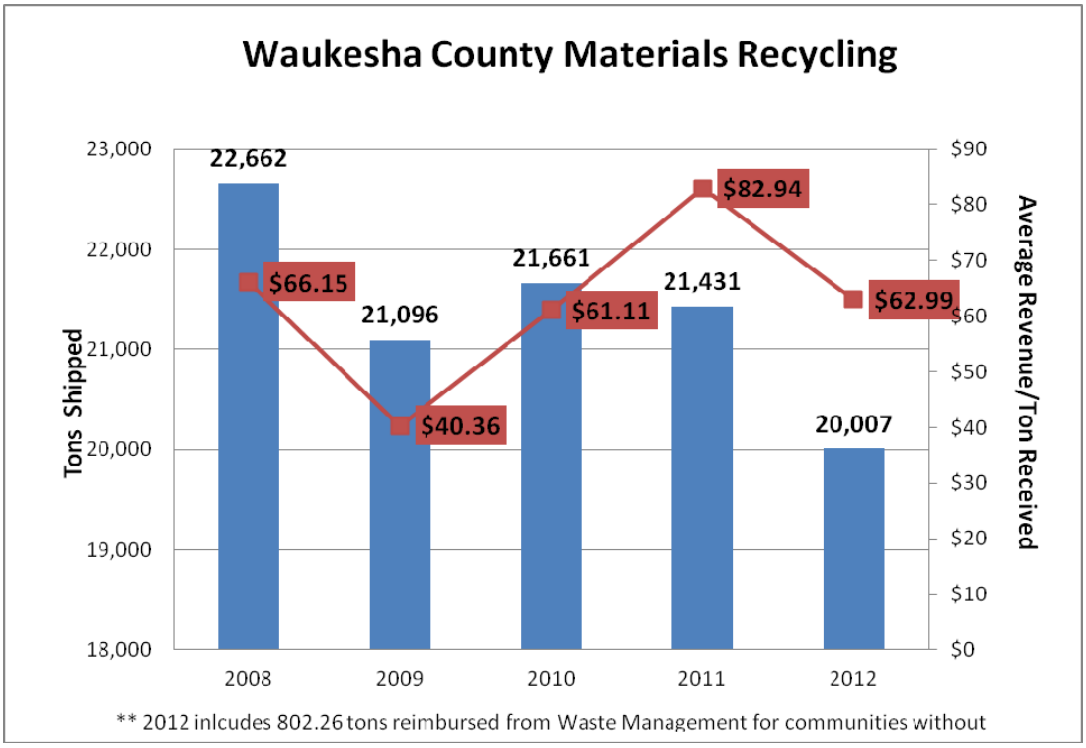
County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill

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%

Public Works

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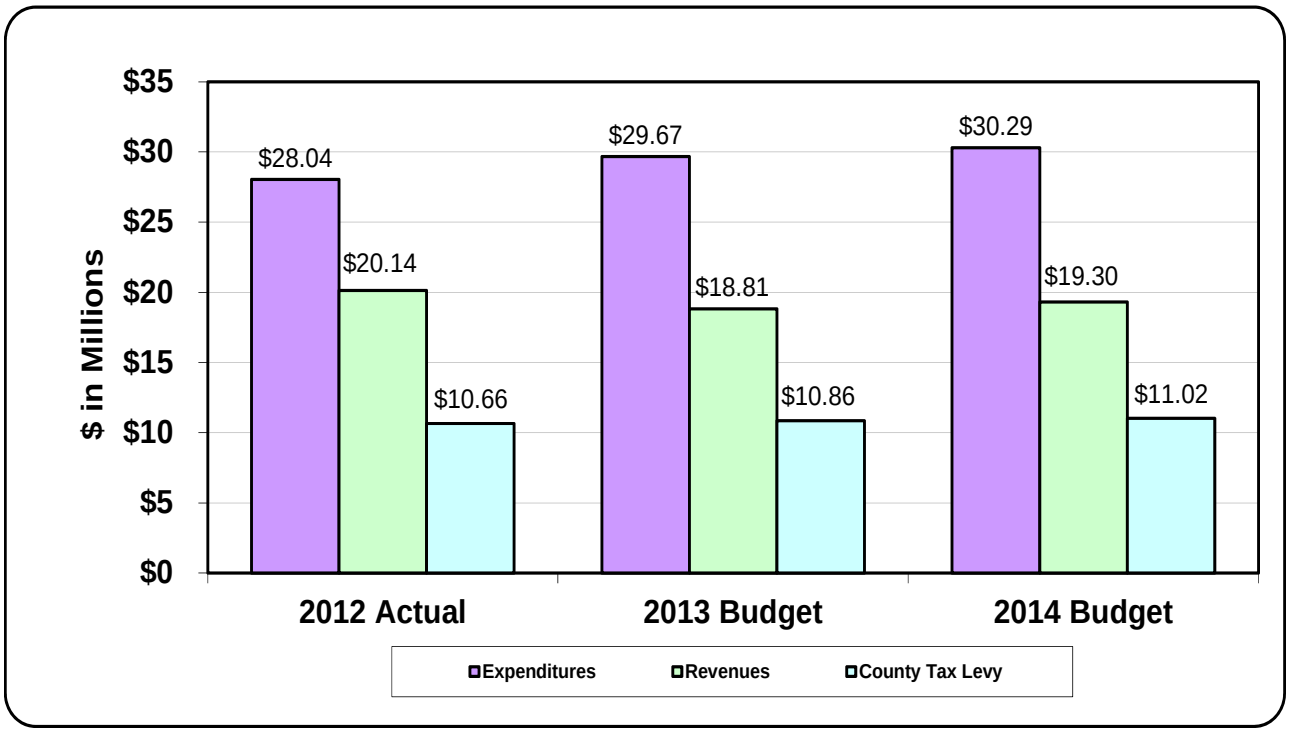
PUBLIC WORKS

Functional Area Budget Highlights

The Public Works Functional Area includes all Public Works Department funds outlined below. The **Public Works** Department includes **General Fund** appropriations to provide architectural services, energy and utility costs, construction management and facilities, maintenance, housekeeping services. The **Transportation Fund** includes all maintenance and repair services for the County Trunk Highway System and provides appropriations for maintenance and repair of State Trunk Highways within the County, under contract with the State Department of Transportation (DOT) and engineering, permit processing and traffic control for roadways. Also in the fund are contracted **transit service** activities including commuter bus service to/from Milwaukee, plus limited intra-county bus service and contracted program administration. A **Central Fleet Maintenance Internal Service Fund** provides for maintenance and repairs of County-owned motorized equipment, and assists equipment users in making vehicle maintenance, repair and replacement decisions. The **Vehicle/Equipment Replacement Internal Service Fund** finances necessary and justified replacements of vehicles and major pieces of equipment. The **Airport Operations Enterprise Fund** of the Department of Public Works, through a Fixed Based Operator contract, maintains and operates a reliever airport serving general aviation and business travel needs.

Not included in this functional area are Public Works related capital projects, (See Capital Projects Section) and major IT equipment replacements (from the End-User Technology Internal Service Fund, in General Administration Functional Area Section).



The 2014 expenditure budget for this functional area totals $30,294,985 after adjustments to exclude proprietary fund capitalized fixed asset items, an increase of $629,618 or 2.1% from the 2013 Adopted Budget. Budgeted revenues (including $806,812 of Fund Balance appropriations) total $19,304,372, an increase of $494,069 or 2.6% from the previous year's budget. The tax levy necessary to fund this functional area totals $11,022,983, an increase of $167,000 or 1.5% from the 2013 Adopted Budget.

** PUBLIC WORKS **

Functional Area Summary by Agency

	2012 Actual	2013 Adopted Budget	2013 Estimate	2014 Budget	Change from 2013 Adopted Budget $	%
*** TOTAL PUBLIC WORKS ***						
Revenues (a)	$20,141,085	$18,810,303	$19,236,425	$19,304,372	$494,069	2.6%
County Tax Levy (b)(c)	$10,655,983	$10,855,983	$10,855,983	$11,022,983	$167,000	1.5%
Expenditure (d)	$28,042,966	$29,665,367	$29,944,379	$30,294,985	$629,618	2.1%
Rev. Over (Under) Exp.	$2,259,708	$0	$38,182	$0	$0	N/A
Oper Income/(Loss) (d)	$494,394	$919	$109,847	$32,370	31,451	3422.3%
BREAKDOWN BY AGENCY						
PUBLIC WORKS						
Revenues	$20,141,085	$18,810,303	$19,236,425	$19,304,372	$494,069	2.6%
County Tax Levy	$10,655,983	$10,855,983	$10,855,983	$11,022,983	$167,000	1.5%
Expenditure	$28,042,966	$29,665,367	$29,944,379	$30,294,985	$629,618	2.1%
Rev. Over (Under) Exp.	$2,259,708	$0	$38,182	$0	$0	N/A
Oper Income/(Loss)	$494,394	$919	$109,847	$32,370	$31,451	3422.3%

(a) General Fund includes use of General fund balance of $373,000 in 2012, $298,000 in 2013, and $270,000 in the 2014 General fund budget; Transportation Fund includes use of General Fund Balance of $445,000 in 2012 and $347,000 in 2013 and $222,900 in 2014; Central Fleet Fund Balance of $141,083 in 2012 and 2013 and $133,083 is used in 2014; Airport Operations Fund Balance of $180,829 is used in 2012, 2013 and 2014; and Vehicle Replacement Fund Balance of $60,234 is used in 2013.

(b) Tax levy amount is not determined by expenditures less revenues due to proprietary fund accounting.

(c) Tax levy is provided in Airport Fund to fund estimated operating loss and/or fixed asset purchases.

(d) Total expenditures and net operating income exclude capitalized fixed asset purchases to conform with financial accounting standards. Fixed Assets purchases will be made out of operating revenues, and are included in the department's fixed asset request. Vehicle Replacement Fund expenditures exclude capitalized fixed asset purchases of $3,060,365 in 2012, $2,798,600 in the 2013 Budget and $3,901,100 in the 2014 Budget. Central Fleet Fund expenditures exclude capitalized fixed asset purchases of $32,000 in the 2014 Budget.

PUBLIC WORKS

Functional Area Budget Highlights

Significant Budget and program changes for the Public Works department are highlighted as follows:

- **State General Transportation Aids (GTA) funding** is unchanged in the 2014 budget at $4,678,000. In the 2012 adopted budget GTA formula funding was decreased by nearly $648,000 due to reductions in the State's 2011-2013 biennial budget. County Fund balance (prior years tax levy) of $405,000 was provided to partially offset the impacts that would have resulted from this drastic funding reduction of the GTA revenues. For the 2014 budget a portion of the Fund balance is phased down by $167,000 to $150,000. The plan is to continue to phase down and eliminate the reliance on this fund balance over the next couple of year's budgets. Tax levy is budgeted to increase about $97,100 in the County Highway operations and Engineering Services programs which is partially used to offset the reductions of Fund balance.
- **State Highway Maintenance operations revenue reimbursements** work on State roads as directed by DOT are budgeted to increase by nearly $167,800 to over $4.7 million based on the current (2013) State's Routine Maintenance Agreement (RMA) and State Department of Transportation levels of services being requested. This agreement amount allows for funding of 23.0 FTE Patrol Workers, allocated to State highway maintenance work, which is the same as 2013. Budgeted extra help for seasonal work for the winter second shift is being increased slightly by $2,589 for 1.96 FTE which is about 4,077 hours and overtime is increased by $26,700 or 0.33 FTE (approx. 686 hours).
- **Road Salt expenditures for County Highway snow removal operations** are budgeted to increase $182,200 or 18% to $1,199,367 in the 2014 budget. Salt rates are increasing from $1.51 from $52.76 per ton to $54.27 per ton based on the current State Contract for 16,400 tons of salt expected to be purchased for County roads snow and ice removal usage, which is 820 more tons than the 15,580 budgeted in 2013. In addition, 5,000 tons are budgeted to be sold to municipalities, which is 2,000 more tons than the 2013 Budget. Also, the handling fee mark up charge to municipalities is anticipated to increase by $1 to $7 per ton in 201. The municipal revenues are budgeted to increase by $130,700 to $306,350 in 2014.
- The Central fleet **vehicle fuel** budget includes an increase in fuel costs of $0.10 to $3.75 in 2014 compared to $3.65 in 2013, resulting in a county wide increase of about $40,000. Highway maintenance operations, both State and County, include about $22,000 of that increase.
- County Tax Levy support for **Transit Services** remains at $867,700. Fund balance decreases by $79,100 to $72,900 for expenses related to fuel adjustment clauses in vendor contracts. The State and Federal revenues reimbursed rate is budgeted at 54.2% of gross expenses in the 2014 budget. This rate is increased 1.2% from the 2013 budget rate of 53.0%. The actual 2013 rate is 56.01%. There are no changes in the regular contracted bus route services planned for in the 2014 budget. In addition, no rider fare increases are planned in the 2014 budget.
- **Energy and Utility budget costs for County facilities** are budgeted to decrease about $38,600 overall from the 2013 budget, mainly due to savings resulting from energy efficiency projects (e.g., lighting replacement, more efficient boilers/chillers). The utility budget also includes the full year impact of the energy efficient new Health and Human Services building, offset with reductions for the old building while it is in "mothball" status.
- **The building improvement maintenance plan** totals $1,018,000, which is an increase of $115,000 from the 2013 Budget. The plan is funded with $775,000 of County Tax Levy and $243,000 of General Fund Balance. Plan dollars overall for 2014 are consistent with the plan presented in the 2013 budget, plus an additional project to improve staff efficiency at the jail. This project, estimated to cost $68,000, and to be funded with prior-year jail assessment fee revenue (appropriated as General Fund Balance), will make modifications to inmate medical and professional visitation and inmate bathroom areas, allowing fewer staff to temporarily supervise these areas.
- The **Vehicle Replacement Fund** includes a $204,000 increase for the purchase of replacement vehicles. Fund balance of $60,234 has been reduced in the 2014. The Fund balance was used to partially offset increases in the 2013 vehicle replacement charges to major departments including Public Works, Parks and Land Use and Sheriff.
- The **Airport Tax Levy is unchanged** at $192,563. This includes an increase in revenues of $24,144 mainly due to Land lease revenues that are budgeted to increase $14,000. Additional resources provided in the budget for marketing efforts and airport events.

BUDGETED POSITIONS 2012-2014
SUMMARY BY AGENCY AND FUND

PUBLIC WORKS

Agency	Fund	2012 Year End	2013 Adopted Budget	2013 Modified Budget	2014 Budget	13-14 Change
PUBLIC WORKS	General	45.90	45.90	45.90	45.90	0.00
PUBLIC WORKS	Transportation	72.70	72.70	72.70	72.70	0.00
PUBLIC WORKS	Central Fleet Maintenance	14.00	14.00	14.00	14.00	0.00
PUBLIC WORKS	Vehicle Replacement Fund	0.00	0.00	0.00	0.00	0.00
AIRPORT	Airport Development	3.00	3.00	3.00	3.00	0.00
	TOTAL REGULAR POSITIONS	135.60	135.60	135.60	135.60	0.00
	TOTAL EXTRA HELP	5.99	6.12	6.12	5.37	(0.75)
	TOTAL OVERTIME	3.51	3.36	3.36	3.49	0.13
	TOTAL BUDGETED POSITIONS	145.10	145.08	145.08	144.46	(0.62)

2014 BUDGET ACTIONS:

Public Works- General

Increase Overtime 0.07 FTE for Maintenance Mechanics

Public Works- Transportation

Decrease Temporary Extra help 0.75 FTE
Increase Overtime 0.06 FTE

Public Works- Central Fleet

Abolish 1.0 FTE Mechanic position.
Create 1.0 FTE Lead Mechanic position

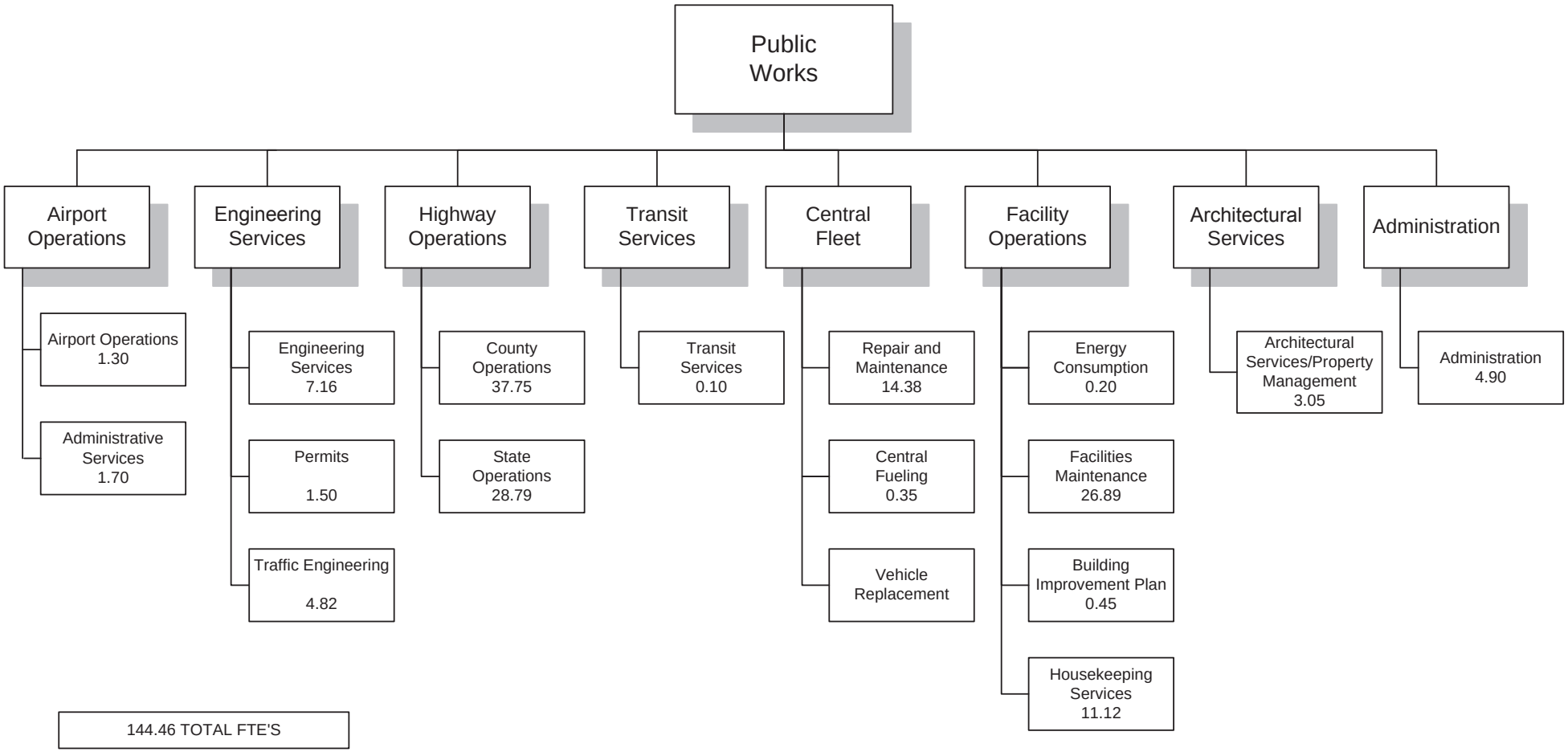
2013 CURRENT YEAR ACTIONS:

None

Public Works

PUBLIC WORKS

FUNCTION / PROGRAM CHART



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

Statement of Purpose

Provide the foundations of success for the citizens and businesses of Waukesha County by constructing and maintaining quality transportation and building infrastructure.

Financial Summary	2012 Actual	2013 Adopted Budget	2013 Estimate (b)	2014 Budget	Change From 2013 Adopted Budget $	%
Public Works-General Fund						
Revenues (c)	$1,332,348	$657,604	$863,233	$769,849	$112,245	17.1%
County Tax Levy	$7,879,427	$7,811,285	$7,811,285	$7,871,445	$60,160	0.8%
Expenditures	$8,434,532	$8,468,889	$8,552,619	$8,641,294	$172,405	2.0%
Rev. Over (Under) Exp.	$777,243	$0	$121,899	$0	$0	NA
Transportation Fund						
Revenues (c)	$11,498,323	$10,638,090	$10,656,764	$10,831,984	$193,894	1.8%
County Tax Levy	$2,583,993	$2,852,135	$2,852,135	$2,958,975	$106,840	3.7%
Expenditures	$12,599,851	$13,490,225	$13,592,616	$13,790,959	$300,734	2.2%
Rev. Over (Under) Exp.	$1,482,465	$0	($83,717)	$0	$0	NA
Central Fleet						
Revenues (c)	$3,596,947	$3,807,208	$3,932,583	$3,874,084	$66,876	1.8%
County Tax Levy (a)	$0	$0	$0	$0	$0	NA
Expenditures	$3,531,286	$3,806,289	$3,937,516	$3,873,489	$67,200	1.8%
Operating Inc./(Loss) (d)	$65,661	$919	($4,933)	$595	($324)	-35.3%
Vehicle Replacement						
Revenues (c)	$2,644,797	$2,773,466	$2,773,466	$2,870,376	$96,910	3.5%
County Tax Levy (a)	$0	$0	$0	$0	$0	NA
Expenditures	$2,524,764	$2,773,466	$2,773,466	$2,838,601	$65,135	2.3%
Operating Inc./(Loss) (d)	$120,033	$0	$0	$31,775	$31,775	NA
Airport						
Revenues (c)(e)	$1,068,670	$933,935	$1,010,379	$958,079	$24,144	2.6%
County Tax Levy	$192,563	$192,563	$192,563	$192,563	$0	0.0%
Expenditures	$952,533	$1,126,498	$1,088,162	$1,150,642	$24,144	2.1%
Operating Inc./(Loss) (d)	$308,700	$0	$114,780	$0	$0	NA
Total All Funds						
Revenues (c)	$20,141,085	$18,810,303	$19,236,425	$19,304,372	$494,069	2.6%
County Tax Levy (a)	$10,655,983	$10,855,983	$10,855,983	$11,022,983	$167,000	1.5%
Expenditures	$28,042,966	$29,665,367	$29,944,379	$30,294,985	$629,618	2.1%
Rev. Over (Under) Exp.	$2,259,708	$0	$38,182	$0	$0	NA
Operating Inc./(Loss) (d)	$494,394	$919	$109,847	$32,370	$31,451	NA

Position Summary (FTE)					
Regular Positions	135.60	135.60	135.60	135.60	0.00
Extra Help	5.99	6.12	6.12	5.37	(0.75)
Overtime	3.21	3.36	3.36	3.49	0.13
Total	144.80	145.08	145.08	144.46	(0.62)

a) Tax Levy amount is not determined by expenditures less revenues.
b) The 2013 Estimate includes 2012 budget appropriation carryovers and open encumbrances, which modified the 2013 budget after it was adopted.
c) Includes General Fund Balance of $724,667 in 2012, $449,198 in 2013, and $270,000 in 2014 (including $68,000 of prior-year jail assessment fee revenue); Transportation Fund includes General Fund Balance of $540,000 in 2012, $435,111 in 2013, and $229,900 in 2014; Central Fleet Fund Balance appropriations of $141,083 in 2012 and 2013 and $133,083 in 2014; Vehicle Replacement Fund Balance of $60,234 in 2013; and Airport Operations Fund Balance of $305,679 in 2012, $248,129 in 2013, and $180,829 in 2014;
d) Total expenditures and net operating income excludes capitalized fixed asset purchases and debt service principal repayment of Proprietary Funds to conform to financial accounting standards. Fixed Asset purchases will be made out of operating revenues, and are included in the department's fixed asset request.
e) Airport Fund Balance is used to partially offset depreciation expenses on assets expected to be replaced in future years with federal, state or other funding sources.

Major Departmental Strategic Outcomes and Objectives for 2014

County-Wide Key Strategic Outcome: A safe county

Objective 1: After a winter storm event, achieve 90% bare pavement on County Trunk Highway System as defined by the Wisconsin Department of Transportation Highway Maintenance Manual.

Key Outcome Indicator: Achieve a 90% bare pavement on County Trunk Highway Systems as defined by the Wisconsin Department of Transportation by category within the noted targets as shown below.

Road Category	2013/2014 winter target	2013/2014 winter actual
Category 2: • High volume four lane highways (ADT>= 25,000) and • Some four lane highways (ADT<=25,000) • Some six lane highways. *i.e. CTH O Moorland Rd., CTH ES National Ave. in New Berlin, CTH Y Barker Rd. CTH M in Brookfield*	2.0 hours	TBD
Category 3: • All other four lane highways (ADT<25,000). *i.e. CTH YY in Menomonee Falls, CTH L in Muskego, CTH X and CTH TT in Waukesha*	2.5 hours	TBD
Category 4: • Most high volume two lane highways (ADT>=5,000) • Some two lanes (ADT < 5,000). *i.e. CTH C in Genesse and Delafield. CTH VV in Town and Village of Merton*	3.0 hours	TBD
Category 5: • All other two lane Highways *i.e. CTH ZZ ZC in Town of Ottawa, CTH S in Town of Eagle*	4.0 hours	TBD

Note: 1. ADT = Average Daily Traffic
2. Category 1 is not shown above as it refers to major urban freeways and most highways with six lanes and greater which is managed and controlled by the State Highway system.

Performance Measure:

This was a new objective for 2013, department plans to develop performance measures for the 2014 budget year.

Objective 2: Maintain a sufficiency index of 80.0 for county bridges and reduce number of load posted bridges to a level of 0 by 2015. Maintain a pavement condition index of 70.0 for County highway and airport pavements.
Key Outcome Indicator: Bridge sufficiency index benchmark at 80 or above and pavement condition index benchmark at 70 or above.

Performance Measures	2012 Actual	2013 Target	2013 Estimate	2014 Target
Bridge Conditions				
Sufficiency Index Benchmark:		80.0		80.0
Sufficiency Index: Actuals	**85.0**	**83.0**	**83.2**	**84.0**
Number of Bridges	64	65	65	68
Load Posted Bridges *	1	0	0	0
* 1 closed structure(non bridge), 0 load posted bridges				
Pavement Condition Index				
County Highway System				
Benchmark		70.0		70.0
PCI—Actual				
Asphalt—primary (arterial highways)	69.0	66.0	67.0	65.0
Asphalt—secondary (major collector highways)	66.0	63.0	62.0	65.0
Asphalt—tertiary (minor collector highways)	66.0	63.0	62.0	61.0
PCI -- Concrete	60.0	58.0	63.0	61.0
Waukesha County Airport				
Benchmark		70.0		
Runways *	74.0	73.0	73.0	73.0
Taxiways *	81.0	80.0	85.0	87.0
Aprons *	73.0	72.0	73.0	73.0
Landside Pavements	71.0	70.0	71.0	71.0

***** 2013 Estimates are estimated from the 2009 Bureau of Aeronautics (BOA) Report.

Objective 3: In a partnership with Department of Parks & Land Use **i**mplement an improved Asset management system. The new system will place asset data into a single database. This will enable The Department to electronically track complaints, and issue work requests and work orders. These work orders can then be used to charge labor, materials and equipment against an asset and report on where and for what costs are being incurred, The system will improve our ability to field manage our assets, provide improved data entry, documented workflows, improved reporting and improved communications between functions such as general ledger, timecards and County Highway Expenditure Microcomputer System (CHEMS).

Key Outcome Indicator: Evidence of Success:

- 40% savings in highway operations data entry
- 100% improvement in cost reporting
- 20% improved customer satisfaction levels (before and after survey)
- Improved selection and budgeting of capital and non-capital improvements
- Ability to track and analyze asset life cycle costs to obtain maximum ROI

* While the objective is to implement an Asset Management system that works best for each division, the long term vision is to use one department wide enterprise system that fully meets each division's functional needs.

Performance Measures: TBD

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

Objective 4: Maintain or reduce the maintenance and housekeeping costs per square foot in county buildings and utility consumption usage by comparing current year usage and the next target year with previous year's usage. (Facilities Maintenance and Services)

Key Outcome Indicator: Annual utility consumption usage and square foot program costs across all major County buildings.

Performance Measures	2012 Actual*	2013 Target	2013 Estimate	2014 Target
Utility Consumption per rentable square foot **				
Natural Gas Therm usage per rentable sq ft. **	0.77	0.93	0.85	0.93
Electric Kilowatt-hour per rentable sq. ft.**	15.83	17.00	16.05	17.00
Water Gallons usage per rentable sq. ft.**	25.5	28.50	26.00	28.50
Maintenance & Housekeeping costs per square foot **				
Maintenance costs per rentable sq ft**.	1.70	$1.90	1.82	1.90
Housekeeping costs per rentable sq. ft.**	1.75	$2.61	1.80	2.61

***** Electric Kilowatt hours are higher in 2012 mostly due to the early spring and warm summer in 2012 which resulted in increased use of air conditioning.

** Rentable square foot is the working square footage to support a particular function; this often includes space for furniture as well as chair movement and circulation.

Objective 5: Advance portions of the Airport marketing plan in order to generate additional business activities and generate new revenues to reduce reliance on County Tax Levy. Additionally, coordinate with other groups to develop events that promote aviation and the Waukesha County Airport.

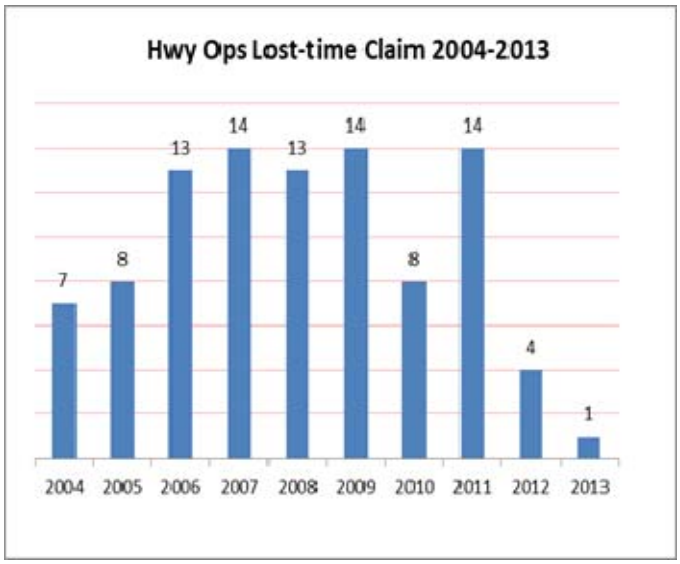
Key Outcome Indicator: Continue implementation of the Airport marketing plan expected results include more demand for the construction of new corporate and business hangars, an increase in airport operations and activities, and an increase in fuel flowage and hangar rental revenues.

Marketing Performance Measures	2012 Actual	2013 Estimate	2014 Target
Customer Satisfaction Survey (biennial)			
-Management Effectiveness	89%	89%	89%
-Communication Effectiveness	84%	84%	84%
T-Hangar Occupancy Rate	95%	95%	96%
Total Cumulative # of Hangars	54	54	56

Objective 6: In partnership with the Department of Administration Budget division, develop clearly defined ongoing operating impacts resulting from capital project decisions and identify the cumulative impacts for planning of necessary personnel and equipment resources and funding in the financial forecast and operating budgets.

Key Outcome Indicators: Define in terms of labor, equipment and materials, the cost of maintenance for one lane mile of road. These costs will be applied to road expansion projects, round about projects, and jurisdictional transfers. Create an inventory of ongoing maintenance expense impacts for past and future projects and transfers to show the cumulative impacts of projects and to assist with planning of future projects and transfers.

Objective 7: Reduce workers compensation claims through improved safety awareness, training and accountability in order to decrease costs, as well as increase revenue generation and employee productivity.



Note: 2013 represents Year to Date claims through June.

Objective 8: Deliver clear, timely and coordinated information within and across Public Works divisions and between departments to improve productivity and employee engagement.

During 2012 and 2013, DPW:

- Developed and provided every onsite and offsite employee with access to a computer and intra-County systems. This has allowed all our staff access to both departmental and countywide communications.
- Initiated anonymous suggestion boxes located at several DPW sites throughout the county. All suggestions are reviewed and many are addressed publicly at biennial all department staff meetings.
- Two DPW employees are actively involved with the Waukesha County Strategic Planning Sub-Committee which is working on an improved county wide communications plan.

Objective 9: Develop a system that promotes productivity and provides incentives to the most motivated DPW employees. This includes a pay for performance and recognition system.

- The Central Fleet Division is piloting a pay for performance system for the mechanic positions as part of the County's overall Employee Compensation Study. The mechanics will be moved into the Open Pay System as part of the pilot. The 2013 Performance Evaluation has been revised to accommodate the pay for performance pilot and is based upon a quantitative and qualitative metrics. The results of each mechanics performance will be evaluated against the established criteria and an overall rating will be assessed. The pilot program will utilize the same system for rewarding outstanding performance as the Non-Rep Open System.
- Two DPW employees are actively involved with the Waukesha County Strategic Planning Sub-Committee which is developing a County-wide Employee Recognition and Rewards policy and program. The policy is expected to be completed by the end of 2013.

County-Wide Key Strategic Outcome: An economically vibrant county

Objective 10: Provide an efficient and effective mass transit system to meet the needs of both employers and employees commuting between Waukesha County and Milwaukee County.

Key Outcome Indicators: Rides per revenue hour should consistently exceed 10.00 rides per revenue hour. (Revenue hour is the time when a vehicle is available to the general public and there is an expectation of carrying passengers)

Route	Route Description	2012 Actual	2013 Budget	2013 Estimate	2014 Budget
1	Waukesha Metro to Brookfield Square	19.25	19.20	18.54	18.33
10	Brookfield Square Extension to 124th *	38.39	36.85	37.01	36.31
79	Weekday from Menomonee Falls to Downtown Milwaukee	21.05	21.85	16.48	12.72**
901,904,905	Weekday between Cities of Waukesha and Oconomowoc and downtown Milwaukee.	12.80	13.58	12.14	12.37
906	Weekday between Mukwonago and Milwaukee via I-43	24.22	27.42	25.75	24.77
Average Ride per Revenue Hour for all Routes		21.07	21.19	20.00	19.48

***Route 10 runs to downtown Milwaukee. Waukesha County pays from 124th to Brookfield Square.**
**** Reduction in 2014 expected due to planned zoo interchange construction.**

Objective 11: 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
Total Number of Jail Days Saved (a)	1,074	938	1,050	1,102
Value in $ of service to the County (8 hours/day, 3 days/week at $10.76/hr)	$94,161	$80,700	$90,384	$94,860
Huber Workforce at Fleet (hours)	2,080	2,080	2,080	2,080
Huber Workforce at Hwy Ops (hours)	3,918	2,080	4,000	4,000

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

Objective 12: Develop internal Department of Public Works fiscal procedures which promote revenue generation, operational cost efficiency, and financial stability.

- To assist with better financial knowledge and management, developed and implemented training sessions for all DPW managers and key staff to learn the strengths and tools the new financial management system has to support program and project management. Created DPW specific documentation for reference as needed.
- The original Vehicle Replacement procedures were modified in 2013 to reflect current financial practices.

Objective 13: Develop a pilot program that will examine extending the life cycle of patrol trucks by one year, from 8 years to 9 years. Analyze the total life cycle cost of the trucks and report findings to the County Executive and County Board.

- Compiled historical repair data of Patrol Trucks and provided a preliminary analysis to Public Work Committee in July 2013. Complete data will not be available until 2014 after the completion of the 2013-2014 winter season and after auction values are known. Full report should be complete in 2014.

Public Works

Fund Purpose

Through planning, design, construction and maintenance, preserve and extend the useful life of the County's facilities. Provide a safe and efficient work environment within the County facilities. Provide managerial, fiscal, technical and clerical support to the capital planning and implementation process in conjunction with an overall approach to addressing County infrastructure issues.

Financial Summary	2012 Actual (c)(d)	2013 Adopted Budget (d)	2013 Estimate (a)(d)	2014 Budget	Change From 2013 Adopted Budget $	%
Revenues						
General Government	$9,084	$9,000	$9,000	$9,000	$0	0.0%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$68,784	$79,236	$71,290	$69,673	($9,563)	-12.1%
Interdepartmental (c)	$519,079	$335,868	$333,345	$420,776	$84,908	25.3%
Other Revenue	$10,734	$500	$400	$400	($100)	-20.0%
Appr. Fund Balance (a)(b)	$724,667	$233,000	$449,198	$270,000	$37,000	15.9%
County Tax Levy	**$7,879,427**	**$7,811,285**	**$7,811,285**	**$7,871,445**	**$60,160**	**0.8%**
Total Revenue Sources	**$9,211,775**	**$8,468,889**	**$8,674,518**	**$8,641,294**	**$172,405**	**2.0%**
Expenditures						
Personnel Costs	$3,314,991	$3,357,729	$3,305,490	$3,429,540	$71,811	2.1%
Operating Expenses (a)(c)	$4,621,555	$4,392,867	$4,529,751	$4,570,959	$178,092	4.1%
Interdept. Charges	$422,978	$451,293	$450,378	$460,795	$9,502	2.1%
Fixed Assets	$75,008	$267,000	$267,000	$180,000	($87,000)	-32.6%
Total Expenditures	**$8,434,532**	**$8,468,889**	**$8,552,619**	**$8,641,294**	**$172,405**	**2.0%**
Rev. Over (Under) Exp.	$777,243	$0	$121,899	$0	$0	N/A
Position Summary (FTE) (d)						
Regular Positions	45.90	45.90	45.90	45.90	0.00	
Extra Help	0.55	0.40	0.40	0.40	0.00	
Overtime	0.00	0.24	0.24	0.31	0.07	
Total FTEs	46.45	46.54	46.54	46.61	0.07	

(a) The 2013 estimate includes 2012 carryovers of $216,196 mostly related to the building improvement plan projects which includes open encumbrances that modified the budget after it was adopted.

(b) General Fund Balance of $233,000 is budgeted in the 2013 budget including $225,000 for Building Maintenance Plan and $8,000 for possible rental property repairs. The 2014 budget includes $270,000, which includes $243,000 for the Building Maintenance Plan (including $68,000 of prior-year jail assessment fee revenue) and $27,000 for possible rental property demolitions and repairs. In addition, General Fund Balance of $724,667 was provided in 2012 Actuals, which includes $250,000 approved in the 2012 Adopted budget for the Building Maintenance Plan, $28,000 for possible rental property demolitions and repairs and carryovers and open encumbrances from 2011 to 2012 totaling $446,667.

(c) Housekeeping services for the Mental Health Center are shifted out of the Public Works budget and direct charged to the Health and Human Services - Mental Health Center budget beginning in 2013 to eliminate the double budgeting of the related expenditures and revenues. This continues in the 2014 budget.

(d) For comparative purposes to the 2014 budget, 2012 actual, 2013 budget and 2013 estimate are restated to reflect the transition of the Engineering Services Division (Engineering Services, Permits and Traffic Engineering Program) to the Public Works – Transportation Fund.

Architectural Services/ Property Management

County-Wide Key Strategic Outcome: A well-planned county

Program Description

It is this division's responsibility to coordinate all building related capital projects in the five-year capital plan. This coordination consists of following County Project Control Methodology to present, implement, design, construct and administer all new and renovated or remodeled capital projects. Measurements of successful projects are realized in both fiscal management and timely completion of each project. Also, this division manages rental properties by coordinating with and supervising a real estate firm in the collection of revenues and repair of residential properties, which the County owns. This division also administers the disposal or sale of properties when necessary. In addition, this division is responsible for management of non-rental properties the county acquires through land acquisitions, tax foreclosures, etc. Management can include securing properties, demolition of sites, or sale of sites as well as preparation and execution of leased space within County office buildings.

	2012 Actual (a)	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**3.05**	**3.05**	**3.05**	**3.05**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$28,450	$30,246	$22,300	$19,700	($10,546)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$28,000	$8,000	$31,802	$27,000	$19,000
County Tax Levy (a)	**$306,558**	**$313,901**	**$313,901**	**$328,590**	**$14,689**
Total Revenues	**$363,008**	**$352,147**	**$368,003**	**$375,290**	**$23,143**
Personnel Costs	$303,704	$310,517	$312,186	$315,521	$5,004
Operating Expenses	$15,890	$28,600	$48,300	$47,400	$18,800
Interdept. Charges (a)	$12,382	$13,030	$12,830	$12,369	($661)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$331,976**	**$352,147**	**$373,316**	**$375,290**	**$23,143**
Rev. Over (Under) Exp.	$31,032	$0	($5,313)	$0	$0

(a) End user technology fund (EUTF) charges and the related tax levy were shifted into this program from the Administration program in the 2013 Budget. The 2012 Actual has been restated for comparison purposes.

Program Highlights

Charges for Services are revenues collected from rental properties. These revenues are decreasing by $10,546 due to the plan that the County will remove one property mid-way through 2014, leaving two rental properties to maintain and collect rental revenue from in 2014. The County has a contract with a property management company to oversee the management of these properties. This company retains 6% of the rent collected. Rental rates are projected to increase approximately 2% from the actual 2013 rates. General Fund Balance is appropriated to fund one-time maintenance, repair and/or demolition of County properties that do not generate rental revenue. General Fund Balance is increased in 2014 by $19,000 to $27,000. $5,000 of this is to offset one time expenditures for rental property repairs ($3,000 lower than 2013) and $22,000 of this will be used to fund the razing of one of the rental properties in 2014. It is the County's plan to remove one rental property a year until the existing three buildings are gone in 2016.

Overall, expenditures include appropriations to provide small architectural design services; the cost of printing project plans; and the cost of professional staff development. Net Personnel cost increase by $5,004 for costs to continue the existing 3.05 FTE staff level in this program. Staff support is used to provide administrative support to the capital projects and to provide building project services to the other County departments. The Operating expenses of $47,400, which is an increase of $18,800, includes the cost of property maintenance repairs ($5,000); funds for professional architectural services as needed ($16,500); and funds to raze one rental property in 2014 ($22,000).

Current and Proposed Architectural Services Capital Projects

Project #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of 13	Est. Operating Impact
200615	HHS Office Building	2013	$34,180,000	100%	Reduced
200914	Courthouse Future Study	2013	$250,000	100%	TBD
201204	Construct Holding Cells in Jail	2014	$300,000	0%	TBD
200808	Communications Center Expansion	2017	$2,110,000	0%	TBD
201418	Courthouse Project	2020	$36,400,000	0%	TBD

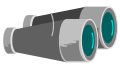
Building Improvement Plan

County-Wide Key Strategic Outcome: A well-planned county

Program Description

Review building structure, mechanical systems and other needs on a regular basis to ensure they are still of good quality and functioning in the most effective manner. Plan for long-term maintenance, repair and replacement and develop a five-year funding plan.

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**0.45**	**0.45**	**0.45**	**0.45**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$694,005	$225,000	$404,552	$243,000	$18,000
County Tax Levy	**$750,180**	**$725,163**	**$725,163**	**$822,886**	**$97,723**
Total Revenues	**$1,444,185**	**$950,163**	**$1,129,715**	**$1,065,886**	**$115,723**
Personnel Costs	$44,717	$47,163	$46,957	$47,886	$723
Operating Expenses	$1,040,623	$636,000	$744,560	$838,000	$202,000
Interdept. Charges	$0	$0	$0	$0	$0
Fixed Assets	$75,008	$267,000	$267,000	$180,000	($87,000)
Total Expenditures	**$1,160,348**	**$950,163**	**$1,058,517**	**$1,065,886**	**$115,723**
Rev. Over (Under) Exp.	$283,837	$0	$71,198	$0	$0



Program Highlights

General Fund Balance appropriations increase by $18,000, mostly due to budgeting $68,000 of prior-year jail assessment fee revenue for a one-time project to improve staff efficiency at the jail through modifications to inmate medical and professional visitation and restroom areas, allowing fewer staff to temporarily supervise these areas. This is partially offset by the planned $50,000 reduction of General Fund Balance support for the rest of the plan, used to fund the costs of on-going painting, roofing and carpeting projects. The use of General Fund Balance is planned to be reduced annually and eventually phased out in future budgets.

Personnel cost increases reflects projected cost increases for the same 0.45 FTE allocated to this program.

The Five-Year Building improvement plan projects are budgeted across both operating expense appropriations (for non-capitalized items) or in the fixed asset appropriations (if items are capitalized and cost over $5,000). The operating expenses are budgeted to increase in the 2014 budget by $202,000 while the fixed Asset appropriation is budgeted to decrease by $87,000 as projects are re-allocated between the two appropriations based on whether they are capitalized or non-capitalized projects. Projects in the plan are either identified by the Public Works staff as necessary improvements to buildings; are requested by other County employees as improvements to their work areas; or have been identified by staff during a condition analysis. Overall, the plan assumes the current Health and Human Services Center, the Courthouse and Northview are in “maintenance only” mode pending renovation, replacement or removal of buildings in the Capital Plan. This means that the mechanical systems may be repaired when broken, however they will not be upgraded or replaced as a preventative measure in the building improvement plan.

Building Improvement Plan by Type of Project

Type of Project	2014 Plan	2015 Plan	2016 Plan	2017 Plan	2018 Plan
Roof	$70,000	$75,000	$75,000	$75,000	$75,000
HVAC	$330,000	$275,000	$455,000	$395,000	$450,000
Plumbing		$60,000			
Furniture	$15,000	$15,000	$15,000	$15,000	$15,000
Paint / Wall Cover	$30,000	$75,000	$75,000	$105,000	$75,000
Electrical	$85,000	$40,000		$30,000	$0
Carpet / Tile / Seal	$40,000	$75,000	$75,000	$75,000	$75,000
Doors & Windows	$25,000	$50,000	$15,000	$15,000	$15,000
Seal/ Tuckpoint	$70,000	$75,000	$75,000	$75,000	$115,000
Maintenance Only (a)	$60,000	$100,000	$100,000	$100,000	$80,000
Remodel	$78,000				
Asbestos	$15,000	$15,000	$15,000	$15,000	
Safety/Security	$50,000	$50,000	$50,000	$50,000	$50,000
Flooring	$90,000	$45,000			
Exterior	$60,000				
Grand Total	$1,018,000	$950,000	$950,000	$950,000	$950,000
Use of Fund Balance (c)	$243,000	$125,000	$75,000	$25,000	$0

Building Improvement Plan by Building

By Building	2014 Plan	2015 Plan	2016 Plan	2017 Plan	2018 Plan
County Jail	$88,000				
Courthouse	$10,000				
UWW	$75,000				
Administration Center	$40,000	$75,000		$30,000	
Law Enforcement Center	$0		$16,000		
Juvenile Center	$15,000	$60,000	$20,000		
Mental Health Center	$20,000				
Other/All Buildings (b)	$720,000	$770,000	$864,000	$835,000	$860,000
Highway Operations	$50,000	$45,000	$50,000	$85,000	$40,000
Communications Center					$50,000
Grand Total	$1,018,000	$950,000	$950,000	$950,000	$950,000
Use of Fund Balance (c)	$243,000	$125,000	$75,000	$25,000	$0

(a) Maintenance Only mode includes the Health and Human Services Center, the Courthouse, and Northview facilities operating in “maintenance only” mode pending renovation/replacement of buildings in the Capital Plan. This means that the mechanical systems will be repaired when broken; however, they will not be upgraded or replaced as a preventative measure in the building improvement plan.

(b) Projects, as needed, in Other Buildings are groupings of maintenance projects that have been identified through experience as maintenance needs, yet at the time of budget development it is unknown which building will require the specific maintenance. Items included here are flooring replacements, painting, window and door replacements, replace/repair mechanical equipment as needed, tuck point/seal/caulk building envelope as needed and roof repairs as needed. When these projects are completed, the expenses are charged to the building that the work was incurred.

(c) Designated for future use to replace interior treatments (e.g. carpeting, painting, roofing) and small projects (building systems, HVAC) to facilitate a stable maintenance plan. For 2014, this includes $68,000 of prior-year jail assessment fee revenue for a one-time project to improve staff efficiency at the jail through modifications to inmate medical and professional visitation and restroom areas, allowing fewer staff to temporarily supervise these areas.

Energy Consumption

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

Program Description

Review of utility bills to monitor energy consumption. Identify possible equipment inefficiencies so repairs can be performed to eliminate energy waste, and identify specifications in new equipment to ensure future energy efficiencies.

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**0.20**	**0.20**	**0.20**	**0.20**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$40,334	$48,990	$48,990	$49,973	$983
Interdepartmental	$0	$0	$0	$30,900	$30,900
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$2,226,528**	**$2,061,811**	**$2,061,811**	**$1,991,806**	**($70,005)**
Total Revenues	**$2,266,862**	**$2,110,801**	**$2,110,801**	**$2,072,679**	**($38,122)**
Personnel Costs	$22,689	$23,919	$23,828	$24,379	$460
Operating Expenses	$1,790,078	$2,086,882	$2,004,500	$2,048,300	($38,582)
Interdept. Charges	$0	$0	$0	$0	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,812,767**	**$2,110,801**	**$2,028,328**	**$2,072,679**	**($38,122)**
Rev. Over (Under) Exp.	$454,095	$0	$82,473	$0	$0

Program Highlights

Charges for services revenues include $49,973 for County office space rental to outside agencies such as title companies, the Farm Service Agency and the District Court Administrator. The slight increase of $983 reflects an estimated 2% increase in annual revenues. Other Revenues consist of a cross-charge to the Health Insurance Fund for estimated utility charges associated with a new employee medical/wellness center, to be housed in the old Public Health Building that is being retrofitted for that purpose (Capital Project #201417). Public Health Operations are moving to the new Health and Human Services Building in 2013.

Personnel cost increases reflects costs to continue of the 0.20 FTE allocated to this program.

Operating expense of $2,048,500 decrease by $38,582, mostly related to anticipated cost savings from lower electric consumption directly related to energy savings projects that have been completed in the County, especially in the Administration Center. This budget includes the full year utility expenses for the New Health and Human Services (HHS) building which is planned to be open by October 1, 2013. This budget also includes the continued, yet reduced, utility expenses for the vacated Health and Human Services building, and the retrofitted Public Health Center building (mentioned above). Due to the volatile nature of the utility markets and changing weather conditions, energy costs can often be difficult to predict. The department continues to maintain and improve the buildings' infrastructure to provide for the most efficient heating and cooling systems. As systems are updated, utility usage is monitored and budgets will be adjusted accordingly.

Activity
Utility Source

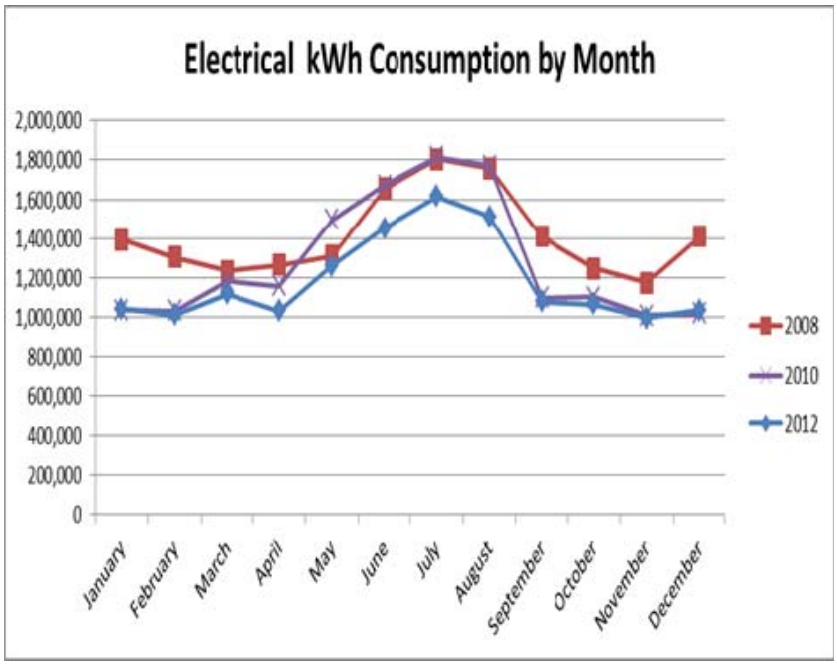
	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Electricity (Kilowatt-Hrs)	14,222,399	14,250,000	14,200,000	14,125,000	(125,000)
Natural Gas (Therms)	692,146	750,000	720,000	730,000	(20,000)
Water/Sewer (Gallons)	22,907,301	24,200,000	22,400,000	23,500,000	(700,000)

Energy Consumption (cont.)

In order to evaluate utility performance the Department will track and monitor utility usage by building on a square foot basis. This allows the Department to use the lowest common denominator cost/square foot as a benchmark. The graphs below give a quick comparison of utility usage by building. There can be numerous reasons why building utility performance varies or is higher than average, but the important thing is to investigate why and implement physical or operational changes if needed. Examples of factors that impact utility usage include 24-hour operations, support of full time populations, inefficient equipment or operational procedures.

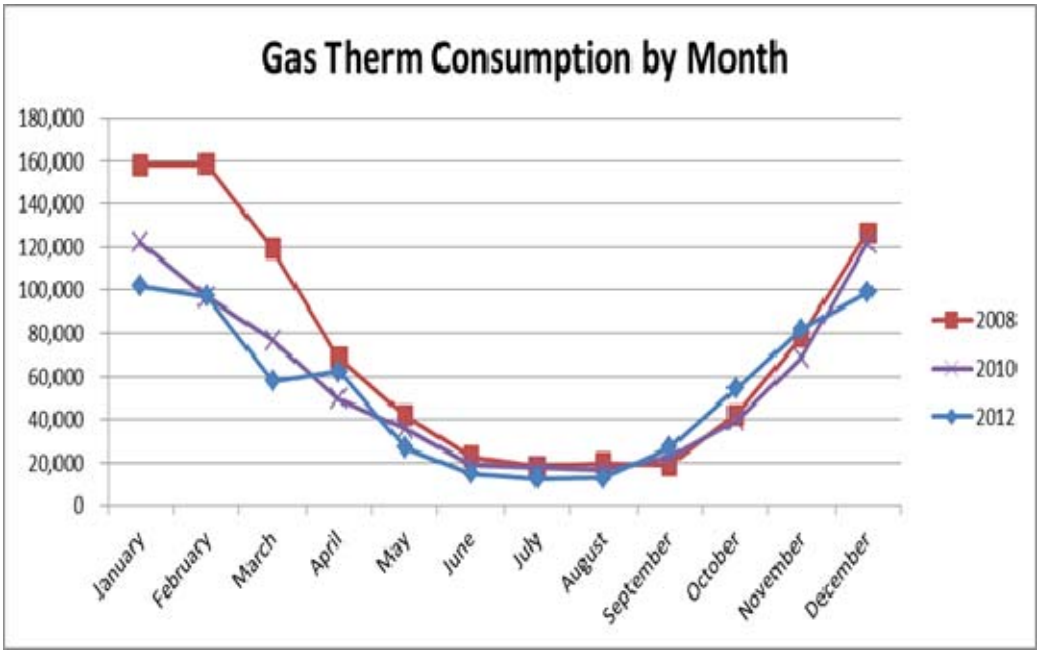
	2012 Annual units per rentable square foot	Gas - Therms	Electricity - KWH	Water- M Gallons
ALL	All Buildings	0.77	15.83	25.50
AC	Administration Center	0.68	19.01	16.29
CC	Communications Center	0.75	58.18	14.00
CJ	County Jail	0.64	18.70	43.11
CH	Courthouse	0.88	25.08	17.04
HS	Health & Human Services Center	0.74	9.36	8.70
LE	Law Enforcement Center	0.81	18.75	66.06
JV	Juvenile Center	1.75	25.41	16.53
MH	Mental Health Center	0.93	19.31	19.97
NV	Northview	1.47	10.66	25.36
PH	Public Health Center	0.15	17.21	6.24

Note: The Highway facility data is still in the process of being compiled.

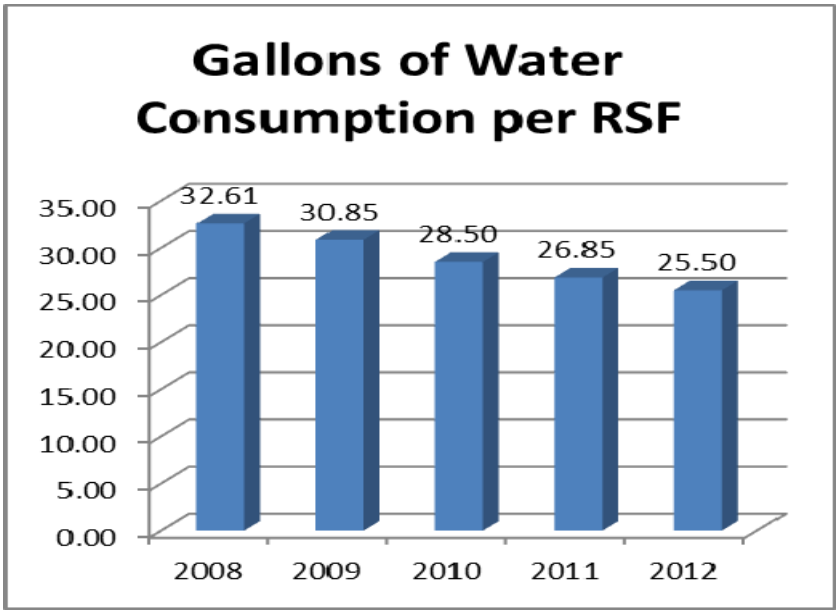


This chart illustratess the total electrical consumption per month for the facility management facilities for the past five years. Consumption is affected by weather, equipment efficiency, facility usage and corporate culture. Consumption has generally been decreasing the past few years. Monthly electrical usage is the highest in the summer due to the operation of the air conditioning equipment. There have been a number of energy efficiency projects initiated over the past few years that have had an effect on electrical comsumption. In 2011 and 2012 a number of lighting upgrade projects have been completed that should reduce consumption in the future.

Energy Consumption (cont.)



Gas consumption has remained relatively stable. We do expect some savings in the future due to the boiler burner upgrades to high efficiency burners, the use of ozone generation for the laundry, and solar hot water equipment on the roofs of the Jail.



Water consumption for all buildings has been on the decline since 2005. The chart references the past five years. There are a number of factors that contribute to this, including low flow toilets and operational changes in the Jail. But the primary reason is the elimination of the water cooled condensing units in the Law Enforcement Center.

Facilities Maintenance

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

Program Description

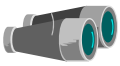
The Facilities Maintenance division provides a variety of services to customers. The primary function is to extend the useful life of the facilities by providing preventative maintenance and repair services for our building infrastructure and equipment. This includes maintaining interior aesthetics, painting, carpeting, etc. through internal work or through external contracts. This also includes the management of maintenance related capital projects.

The secondary function is to provide support services to the various county programs. Examples include room set ups, moving furniture, or any other request from a program manager that is necessitated by a program requirement and not a building requirement.

This program area is the main contact with departmental customers for all building maintenance needs.

	2012 Actual (a)	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**26.86**	**26.82**	**26.82**	**26.89**	**0.07**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$400,579	$328,868	$326,345	$381,376	$52,508
Other Revenue	$10,397	$0	$0	$0	$0
Appr. Fund Balance	$1,645	$0	$12,844	$0	$0
County Tax Levy (a)	**$2,696,648**	**$2,843,090**	**$2,843,090**	**$2,826,728**	**($16,362)**
Total Revenues	**$3,109,269**	**$3,171,958**	**$3,182,279**	**$3,208,104**	**$36,146**
Personnel Costs	$1,824,473	$1,856,358	$1,800,942	$1,905,922	$49,564
Operating Expenses	$1,004,224	$948,750	$1,031,931	$921,759	($26,991)
Interdept. Charges (a)	$342,650	$366,850	$365,685	$380,423	$13,573
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$3,171,347**	**$3,171,958**	**$3,198,558**	**$3,208,104**	**$36,146**
Rev. Over (Under) Exp.	($62,078)	$0	($16,279)	$0	$0

(a) End user technology fund (EUTF) charges and the related tax levy were shifted into this program from the Administration program in the 2013 Budget. The 2012 Actual has been restated for comparison purposes.



Program Highlights

Interdepartmental revenues in this program area are received from other county departments for maintenance services provided to their departments. These revenues are mainly from enterprise funds or certain other special revenue funds that receive outside revenue sources to pay for these related expenses. The interdepartmental revenue increases of $52,508 is primarily related to an increase in revenues from the Health and Human Services Mental Center primarily related to the installation of an emergency UPS for backup power, an increase in utility expenses, and an slight increase in labor resources budgeted in this area.

Net Personnel costs are estimated to increase by $49,564 mainly related to costs salary and employee benefit cost increases for 26.82 FTE allocated to this program, however overtime is increased slightly by $5,145 (by 0.07 FTE). Funding continues for a 0.40 FTE student intern.

Facilities Maintenance (Continued)

Operating expenditures included in this program area are for materials and supplies required to maintain the exterior and interior County buildings. Also included are materials for the heating, cooling, plumbing and electrical systems in all the buildings. In addition, expenditures include the cost of contracts administered by the staff required for the operations of the building systems. Staff works closely with the Purchasing Division to determine the most effective and economical level of contracted service for the buildings. Maintenance contracts, budgeted in operating expenses, include: controlled access maintenance; elevator service; chiller and boiler maintenance; and sprinkler/fire alarm testing. Operating expenditures are about $27,000 lower in the 2014 budget. This is partly due some ongoing maintenance costs being shifted to the building improvement plan and due to lower costs associated with the close down of the existing Health and Human Services (HHS) building. These costs are somewhat offset by the full year cost identified for the new HHS building. The County's investment in on-going building improvements and preventative maintenance has resulted in an anticipated need for decreased building repair expenditures.

Interdepartmental charges include cost of vehicle and generator repair, usage and replacement; insurances; telephone and copier replacement charges; and Technology total cost of computer ownership charges. Interdepartmental charges increase includes an increase of $13,573 mainly for Risk Management insurance charges based on the prior year claims paid experience, and vehicle and generator repair services.

Current & Proposed Facilities Maintenance Capital Projects

Project #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of 13	Est. Operating Impact
201108	Highway Substations Roofing Upgrades	2013	$583,000	100%	Reduced
201208	Energy Efficiency Improvements	2015	$995,200	15%	Reduced
201417	On Site Medical Clinic	2014	$243,000	0%	(a)
201109	Highway Substations HVAC Upgrades	2016	$611,000	0%	Reduced
201113	Admin Center Roofing Upgrades	2015	$222,000	0%	Reduced
201214	Mental Health Center Chiller Upgrades	2015	$631,000	5%	Reduced
200902	UWW Boiler, Chiller & Controls Rplmnt	2015	$3,360,000	15%	Reduced
201210	UWW Roofing Upgrades	2016	$4,141,000	10%	Reduced
201414	UWW Roof Top Unit Replacements	2016	$370,000	0%	Reduced
201206	Highway Ops Center HVAC Upgrades	2017	$763,000	0%	Reduced
201412	Mental Health Center Roof Replacement	2018	$253,000	0%	Reduced
201413	Law Enforcement Center Mechanical Upgrades	2018	$981,000	0%	Reduced

(a) The clinic is expected to involve an intergovernmental agreement, with the School District of Waukesha and City of Waukesha participating. A feasibility study has projected that the clinic will generate a positive return on investment for the County and its partner organizations totaling approximately $6.9 million over a five-year period (County share of savings estimated at $2.4 million). This is to be achieved by lowering health claim and prescription drug costs through onsite management and encouraging greater use of primary care over specialty care.

Housekeeping Services

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

Program Description

The housekeeping division is responsible for maintaining a clean working environment for most of the County owned buildings either through the use of internal staff or through contracted housekeeping services. Internal housekeeping staff is responsible for maintaining the Courthouse and Northview buildings. The housekeeping staff follows a planned schedule of cleaning, but also responds to individual requests for specific areas of need. Housekeeping services also include the supervision, monitoring and management of housekeeping service contracts for Administration Center; Mental Health Center; Juvenile Center; the Human Services Center; Communications Center; Law Enforcement Center including the County Jail; Highway Operations Center and four substations; and the Public Health Center. Housekeeping supervisory staff is the primary point of contact for communication from other county personnel for all housekeeping concerns.

	2012 Actual (a)	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**11.14**	**11.12**	**11.12**	**11.12**	**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	$118,500	$7,000	$7,000	$8,500	$1,500
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$17	$0	$0	$0	$0
County Tax Levy (a)	**$1,363,116**	**$1,318,561**	**$1,318,561**	**$1,354,012**	**$35,451**
Total Revenues	**$1,481,633**	**$1,325,561**	**$1,325,561**	**$1,362,512**	**$36,951**
Personnel Costs	$641,293	$655,590	$655,148	$670,721	$15,131
Operating Expenses	$735,398	$661,925	$667,400	$683,100	$21,175
Interdept. Charges (a)	$8,806	$8,046	$8,046	$8,691	$645
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,385,497**	**$1,325,561**	**$1,330,594**	**$1,362,512**	**$36,951**
Rev. Over (Under) Exp.	$96,136	$0	($5,033)	$0	$0

(a) End user technology fund (EUTF) charges and the related tax levy were shifted into this program from the Administration program in the 2013 Budget. The 2012 Actual has been restated for comparison purposes.

Program Highlights

Interdepartmental revenues in this program consist mostly of recovery of Mental Health Center supply costs through the Mental Health Center budget. The housekeeping services previously budgeted in both Public Works and at the Mental Health Center are now being budgeted as a direct expense in the Mental Health Center budget and were eliminated from the Public Works budget in 2013 and continue in the 2014 budget to eliminate the double budgeting of these Interdepartmental expenditures and revenues.

Personnel costs increases of $15,131 mostly reflect costs to continue for the 11.12 FTE staff and increases in health insurance costs reflecting employees' selection of health insurance plans. Overtime remains the same as 2013 at 0.02 FTE.

Operating expenditures increase mainly due to an increase cleaning and other supplies by $13,500 and contracted housekeeping services by about $8,600. In 2013, housekeeping expenses were shifted out of the DPW budget into H&HS Mental Health Center budget where it was direct charged eliminating double budgeting and streamlining accounting transaction administration. This practice continues into the 2014 budget. Contracted cleaning services, are used to clean all County buildings except the Courthouse and Northview in 2014. Other buildings serviced with contracted cleaning include the Administration Center, Law Enforcement Center, County Jail, Juvenile Center, the new Health and Human Services Center, Highway Operations Center and all Highway Substations, the Big Bend/Vernon Sheriff's Substation, the Communications Center, and the new employee medical/wellness center (the old Public Health Building). Although the existing HHS building will be vacated in the fourth quarter of 2013, minimal cleaning continues to be budgeted for this building in 2014.

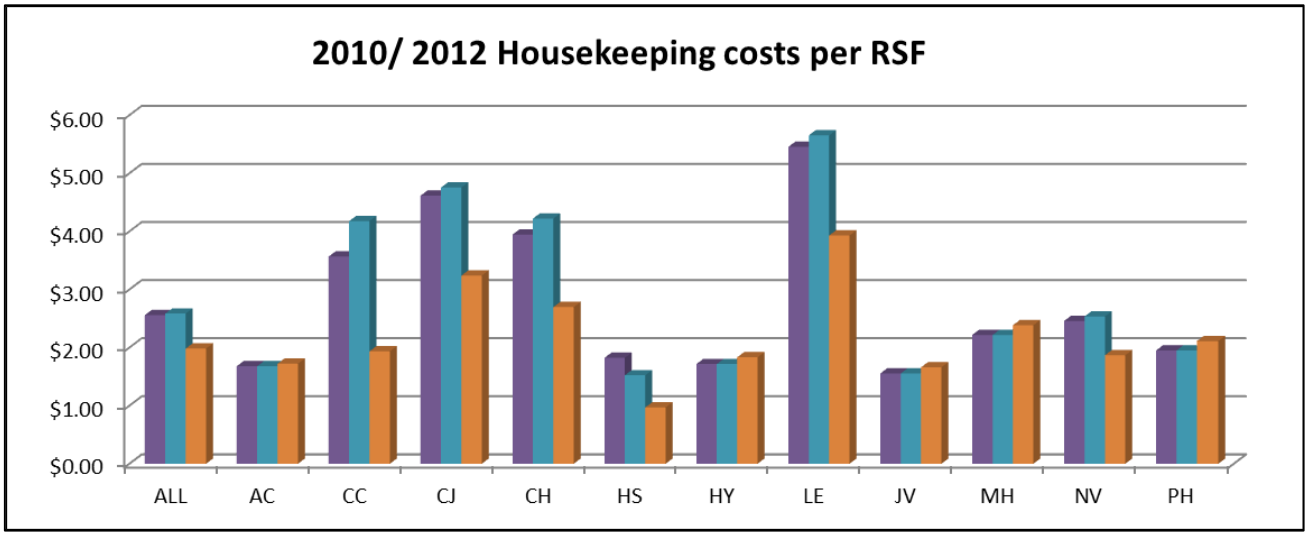
Interdepartmental charges include cost of telephone and copier replacement charges; and Technology total cost of computer ownership charges.

Housekeeping Services (Continued)

Buildings Cleaned within this budget

Activity	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Buildings Cleaned Daily					
In-house staff	2.0	2.0	2.0	2.0	0.0
Contracted staff	12.0	14.0	14.0	14.0	0.0
Floor Area Cleaned Daily (sq. ft)					
In-house staff	156,425	156,425	156,425	156,425	0
Contracted staff	404,847	404,847	542,847	441,992	37,145
Total Square Foot	561,272	561,272	699,272	598,417	37,145
Cost per Sq. Ft.	$2.47	$2.36	$2.33 (a)	$2.25 (b)	($0.11)

(a) Square footage for 2013 estimate includes both old and new Health and Human Services Buildings, however, the cost per square foot takes into account that neither building has full cleaning services budgeted for the full year.
(b) 2014 square footage and cost per square foot exclude minimial cleaning associated with the old Health and Human Services Building.



Overall, through the past five years, housekeeping costs per rentable square foot (RSF) are decreasing. The primary reason for this has been the phasing out of in-house cleaning staff and increasing the amount of square footage cleaned with contracted housekeeping services.

ALL	All Buildings
AC	Administration Center
CC	Communications Center
CJ	County Jail
CH	Courthouse
HS	Health & Human Services Center
HY	Highway
LE	Law Enforcement Center
JV	Juvenile Center
MH	Mental Health Center
NV	Northview
PH	Public Health Center

Administrative Services

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

Program Description

This area serves as the first and primary point of contact for the public and other government agencies. This division provides the overall administrative direction for the department; maintains financial and administrative records for the department; provides central supervision for all organizational units. The Administrative Services program is responsible for coordinating and providing efficient administrative/clerical support to the department.

	2012 Actual (a)	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**5.05**	**4.90**	**4.90**	**4.90**	**0.00**
General Government	$9,084	$9,000	$9,000	$9,000	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$337	$500	$400	$400	($100)
Appr. Fund Balance	$1,000	$0	$0	$0	$0
County Tax Levy (a)	**$536,397**	**$548,759**	**$548,759**	**$547,423**	**($1,336)**
Total Revenues	**$546,818**	**$558,259**	**$558,159**	**$556,823**	**($1,436)**
Personnel Costs	$478,115	$464,182	$466,429	$465,111	$929
Operating Expenses	$35,342	$30,710	$33,060	$32,400	$1,690
Interdept. Charges (a)	$59,140	$63,367	$63,817	$59,312	($4,055)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$572,597**	**$558,259**	**$563,306**	**$556,823**	**($1,436)**
Rev. Over (Under) Exp.	($25,779)	$0	($5,147)	$0	$0

(a) End user technology fund (EUTF) charges and the related tax levy were shifted out of this program to other Public Works General Fund programs in the 2013 Budget. The 2012 Actual has been restated for comparison purposes.

Program Highlights

General Government revenues include administrative reimbursement for the Local Road Improvement Program (LRIP) budget at $9,000 the same as 2013. This revenue is received every other year; however, one-half of the revenue is budgeted every year to provide for a more stable revenue budget from year to year. Other revenues include the sale of plans to contractors that may bid on projects.

Net personnel costs increase $929 mostly related to costs to continue for 4.9 FTE staff; however, these costs are offset by reductions in health insurance costs due to employees choosing less expensive health plans.

Operating expenses of $32,400 include budget appropriations for general office supply purchases; centralized postage and printing costs for the department; funds for employee bus passes for the Clean Air Compliance program; and expenditures for staff professional development.

Interdepartmental charges include expenses for Technology total cost of computer ownership, telephone services, copier replacement charges, and radio equipment replacement charges.

Fund Purpose

Provide for transportation related activities including roadways and transit services. Activities include the maintenance, repair, and operation of the County Trunk Highway System and providing the necessary labor, equipment and materials to maintain the State Trunk Highway System as specified by the Wisconsin Department of Transportation. Transit activities include bus services to selected areas of Waukesha County; primarily addressing the transit needs of employers and employees commuting between Waukesha County and its neighboring counties. Paratransit service to the physically challenged along a parallel commuting corridor is also provided in accordance with the Americans with Disabilities Act. Note: The Engineering, Traffic Control and Permit Processing programs are moved from the Public Works General Fund Budget to this Transportation Fund in 2014. The 2013 Budget and 2012 Actuals have been restated for comparative purposes.

Financial Summary	2012 Actual	2013 Adopted Budget	2013 Estimate	2014 Budget	Change From 2013 Adopted Budget $	%
Revenues						
General Government	$9,438,802	$9,214,679	$9,143,353	$9,382,502	$167,823	1.8%
Fine/Licenses	$66,895	$84,677	$67,000	$72,000	($12,677)	-15.0%
Charges for Services	$463,345	$301,280	$275,000	$426,350	$125,070	41.5%
Interdepartmental	$551,595	$469,532	$492,300	$508,639	$39,107	8.3%
Other Revenue	$437,686	$155,922	$244,000	$219,593	$63,671	40.8%
Appr. Fund Balance (a)	$540,000	$412,000	$435,111	$222,900	($189,100)	-45.9%
County Tax Levy	**$2,583,993**	**$2,852,135**	**$2,852,135**	**$2,958,975**	**$106,840**	**3.7%**
Total Revenue Sources	**$14,082,316**	**$13,490,225**	**$13,508,899**	**$13,790,959**	**$300,734**	**2.2%**
Expenditures						
Personnel Costs	$5,611,747	$6,003,072	$5,981,446	$6,013,636	$10,564	0.2%
Operating Expenses (b)	$3,143,899	$3,489,431	$3,557,861	$3,705,583	$216,152	6.2%
Interdept. Charges (c)	$3,826,182	$3,962,022	$4,012,259	$4,071,740	$109,718	2.8%
Fixed Assets (d)	$18,023	$35,700	$41,050	$0	($35,700)	-100.0%
Total Expenditures	**$12,599,851**	**$13,490,225**	**$13,592,616**	**$13,790,959**	**$300,734**	**2.2%**
Rev. Over (Under) Exp.	$1,482,465	$0	($83,717)	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	72.70	72.70	72.70	72.70	0.00	
Extra Help	4.79	5.07	5.07	4.32	(0.75)	
Overtime	3.13	3.04	3.04	3.10	0.06	
Total FTEs	80.62	80.81	80.81	80.12	(0.69)	

(a) General Fund balance of $222,900 in the 2014 budget includes $150,000 to phase down the impact of State General Transportation Aid (GTA) reductions, $50,000 for Transit fuel adjustment, and $22,900 to offset the local share cost of one-time pavement repairs at Goerke's Corners park & ride lot. General Fund balance of $435,111 in the 2013 budget includes $260,000 to phase down the impact of State General Transportation Aid (GTA) reductions and, $152,000 for Transit fuel adjustment, and a carryover of $23,111 from the 2012 budget to the 2013 budget. Includes General Fund balance of $540,000 in the 2012 budget including $450,000 to offset General Transportation Aid (GTA) revenue reductions, $90,000 for Transit fuel adjustment.

(b) Operating expenses and insurance reimbursement revenues in other revenues are estimated to exceed the 2013 adopted budget due to traffic signal knockdowns

(c) Interdepartmental charges are estimated to exceed the 2013 adopted budget by $50,237 primarily due to vehicle related expenses such as fuel and vehicle repairs, which are partially funded by the State. A funds transfer or an ordinance will be requested if the higher expenditures materialize.

(d) The 2013 estimate includes $5,400 related to an approved funds transfer from operating expenses.

County Operations

County-Wide Key Strategic Outcome: A safe county

Program Description

The Operations Division provides service directly to the public by keeping County trunk highways safe and well maintained. This includes plowing, salting, and sanding in the winter; repaving highway pavement and shoulders; mowing of roadsides and median strips; cutting back vegetation from the right of way; clearing culverts, drainage ditches and catch basins; and concrete and asphalt repair. To perform these tasks, the division operates a fleet of vehicles and equipment at the highway operations center and at four substations located throughout the County. The Operations Division also provides services to other County departments and municipalities on a cost reimbursement basis.

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**39.65**	**39.09**	**39.09**	**37.75**	**(1.34)**
General Government	$3,807,222	$3,807,222	$3,612,180	$3,807,222	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$463,345	$301,280	$275,000	$426,350	$125,070
Interdepartmental	$551,595	$469,532	$492,300	$508,639	$39,107
Other Revenue	$55,265	$17,000	$23,000	$20,000	$3,000
Appr. Fund Balance	$355,000	$195,000	$195,000	$97,000	($98,000)
County Tax Levy	**$1,134,180**	**$1,335,972**	**$1,335,972**	**$1,399,696**	**$63,724**
Total Revenues	**$6,366,607**	**$6,126,006**	**$5,933,452**	**$6,258,907**	**$132,901**
Personnel Costs	$2,263,315	$2,853,439	$2,767,176	$2,768,097	($85,342)
Operating Expenses (a)	$1,521,285	$1,569,383	$1,675,941	$1,778,591	$209,208
Interdept. Charges	$1,562,765	$1,667,484	$1,667,171	$1,712,219	$44,735
Fixed Assets	$0	$35,700	$41,050	$0	($35,700)
Total Expenditures	**$5,347,365**	**$6,126,006**	**$6,151,338**	**$6,258,907**	**$132,901**
Rev. Over (Under) Exp.	$1,019,242	$0	($217,886)	$0	$0

(a) Operating expenses are estimated to exceed budget primarily due to salt use higher than anticipated in 2013.

Program Highlights

General Government revenues consist of General Transportation Aids (GTA), which are budgeted at the same level as the 2013 budget base of slightly over $3.8 million in this program. Of the total GTA revenues received by the department, approximately 80% are budgeted in this program area. Traffic Control and Engineering, also in the Transportation Fund; include the remaining 20% of GTA revenues. The 2012 budget included a large decrease in GTA revenues due to a provision in the State's 2012/2013 biennial budget. General Fund balance was budgeted in 2012 to help significantly offset the impact these drastic revenue reductions. The 2014 budget continues to include a phased down level of $98,000 to $97,000 of General fund balance to continue to offset the revenue reduction impacts in this program. In an effort to reduce dependency on the fund balance; fund balance has been reduced $258,000 from the 2012 base.

Charges for services mainly represent revenues received from municipalities for the purchase of salt and for pavement marking services. The $125,000 increase is due to an anticipated 2,000 ton increase in the amount of salt requested to be purchased by the municipalities in 2014. The quantity of salt sold to municipalities is budgeted at 5,000 tons. The markup/handling fee charged to municipalities is anticipated to increase $1.00 to $7.00 per ton, from the 2013 budget. In addition, the 2014 charges for services revenue budget includes $125,000 of revenues from pavement marking services to local municipalities which is unchanged from the 2013 adopted budget.

County Operations (Continued)

Interdepartmental revenues, totaling around $508,640, are increasing about $39,100. These revenues include services provided to the Airport that includes mowing, brush control and small pavement work on the grounds; work provided to Parks and Land Use such as changing light bulbs in parking lots and tree trimming; and sale of an estimated 700 tons of salt to Parks and Land Use. The budget is based on service anticipated to be provided to the customers. Also represented in Interdepartmental revenues is the reimbursement from the State for salt and equipment storage and radio cost reimbursements.

Other revenues represent a conservative estimate for insurance reimbursements for damage to highway property due to accidents; the sale of scrap metal; and the sale of small equipment items not in the vehicle replacement plan.

Net personnel costs are decreasing by about $85,300 to $2,768,100. This is primarily due to a shift of 1.00 FTE Patrol Worker position to the State Highway Maintenance budget based on the level of service the State is supporting in 2014. There is also a reduction of 0.34 FTE of overtime, which reduces the budget by about $20,600 as a result of both the change in work schedules and in overtime management. Two winter seasonal employees continue to be budgeted in 2014, consistent with the 2013 adopted budget. Health Insurance continues to be reduced due employees changing to less expensive insurance plans and due to the shift of the Patrol Worker to the State Highway Maintenance operations. The County Highway Maintenance budget provides support funding for 29.00 FTE Patrol Workers and 2.00 Crew Leaders to maintain the County Highway System.

Operating expenses increase approximately $209,200 to about$1,778,600 primarily due to an anticipated increase in salt price and usage, primarily by the municipalities that buy salt from the county. It is anticipated the municipalities will purchase 5,000 tons of salt, which is 2,000 more tons of salt than in 2013. The 2013 budget base assumed 15,580 tons of salt use on County roads. Experience has shown that with the implementation of salt saving measures over the years, the County's average salt use per season is closer to 16,400 tons. Therefore, the 2014 budget assumes 16,400 tons is expected to be used. Salt is the largest expenditure in the operating expenses area. It is budgeted to increase by $182,154 to almost $1,199,400. The 2013/2014 salt contract price is anticipated to be $54.27 per ton, a $1.48 per ton increase from the 2012/2013 contract amount of $52.76 per ton. Other areas that are increasing from the 2013 budget base are $17,000 of expenses for the purchase of beet juice and liquid calcium chloride to assist with de-icing of roads; $20,000 of expenditures for the replacement of guardrails; and $15,000 of software maintenance and licensing fees for the newly implemented asset management system.

Some of these increases have been offset with reductions in other areas such as electricity and landfill costs. Other operating expenditures include: waste disposal costs of $40,000; plow blade replacement expenditures of $65,000; roadway materials such as cold/hot patch, gravel, sand, cement, and culvert pipe budgeted at $110,500; and contracted roadway repair including rental of equipment budgeted at $37,500.

Interdepartmental charges include charges for End User Technology (EUTF) total cost of computer ownership; insurance costs, including workers compensation; radio services; vehicle repairs, fuel and vehicle replacement charges; and telephone costs. The largest increase in this appropriation unit is for vehicle costs. Vehicle costs include vehicle repairs, vehicle replacements and fuel costs. Overall, these costs increase $85,100 to $1,345,600. The 2014 budget assumes an increase in the price of fuel from an average of $3.65 per gallon to $3.75 per gallon. A portion of the total vehicle costs are also supported by the State of Wisconsin and are budgeted in the State Highway Maintenance portion of this budget. This is offset by workers compensation costs that are also decreasing for the first time in many years as a result of positive claims experience. The 2014 total charge for Worker's Compensation is just under $275,000, a $24,200 decrease from the 2013 budget. The County Highway Maintenance budget represents a portion of the total Workers Compensation cost. The other portion is budgeted in the State Highway Maintenance Budget.

Project #	Project Name	Expected Year of Completion	Total Project Cost	Est % Completed at end of 2013	Est. Operating Impact
201401	Replace Brinemaker	2017	$323,375	0%	TBD

County Operations (Continued)

Activity	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Centerline miles of road maintained -- County	392	400	392	401	1
Centerline miles of road maintained – Non County/Non-State	325	325	325	325	0
County Lane Miles Crackfilled	20	25	15	15	(10)
Crackfilling 2 lane highways cost per mile	$3,409	$3,579	$3,579	$3,600	$21
Center line striping cost per mile	$500	$515	$467	$500	($15)
Mowing—1 linear mile cost per mile	$287	$254	$290	$295	$41
Avg Annual maint 1 lane mile	$6,853	$6,680	$6,860	$6,860	$180
Salt Annual Tons Used on County Roads	14,531	15,675	20,000	16,400	725

State Highway Operations

County-Wide Key Strategic Outcome: A safe county

Program Description

Provide the necessary labor, equipment, and materials to maintain the State Trunk Highway System as specified by the Wisconsin Department of Transportation (WiDOT). Maintenance tasks performed include plowing, salting and sanding in winter; highway pavement repair; pavement marking; mowing and vegetation control in summer. Minor construction projects will also be performed by agreement with the State. A cost accounting system for the purposes of obtaining reimbursement for work performed is also maintained.

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**26.39**	**27.46**	**27.46**	**28.79**	**1.33**
General Government	$4,760,800	$4,536,677	$4,694,008	$4,704,500	$167,823
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$4,760,800**	**$4,536,677**	**$4,694,008**	**$4,704,500**	**$167,823**
Personnel Costs (a)	$2,278,617	$1,972,477	$2,047,607	$2,054,902	$82,425
Operating Expenses (a)	$260,557	$321,200	$344,300	$344,500	$23,300
Interdept. Charges (a)	$2,210,051	$2,243,000	$2,292,900	$2,305,098	$62,098
Fixed Assets	$18,023	$0	$0	$0	$0
Total Expenditures	**$4,767,248**	**$4,536,677**	**$4,684,807**	**$4,704,500**	**$167,823**
Rev. Over (Under) Exp.	($6,448)	$0	$9,201	$0	$0

(a) 2013 estimate is estimated to exceed the 2013 budget due to more work being requested by the State than anticipated in the budget. State Highway related expenses are reimbursed by the State DOT resulting in a revenue estimate that also exceeds the 2013 budget.

State Highway Operations (Continued)

Program Highlights

The State Highway Maintenance program budget is a non-tax levy supported program. All expenses are approved and reimbursed by the State Department of Transportation (DOT). The 2014 General Government revenue budget which is based on the State's approved 2013 Routine Maintenance Agreement (RMA) and level of service being requested is about $167,800 higher than 2013 adopted.

Personnel costs are increased by $82,425 mostly due to the shift of one Patrol Worker from the County operations to this program area. Due to the increase in the State's level of service and level of funding in 2014; staffing levels are increasing from the 2013 budget base of 22.00 FTE Patrol Workers on State crews to 23.00 FTE Patrol Workers. Funding continues for 2.00 FTE Patrol Superintendents. This budget continues the State's desire to have a second shift, winter maintenance force on the busier roads. This second shift operation, which includes six employees, is planned to operate approximately November 1 through March 31. Also, the overtime budget increases by about $26,700 or by 0.33 FTE which is mostly reflective of the change in work schedules and how overtime is now earned at the end of a forty hour work week. The 2014 extra help budget increases only slightly by $2,589 which is reflective of pay changes rather than an increase in hours.

Operating Expenses are increasing $23,300 from the 2013 budget. This increase is primarily due to a purchasing change for pavement marking materials (paint and glass beads) budgeted at $28,000. Materials previously purchased and supplied by the State will be purchased by the county and will be reimbursed by the State through the Routine Maintenance Agreement (RMA).

Interdepartmental charges increase of almost $62,100 is primarily related to higher anticipated reimbursement from the state for vehicle related expenses including vehicle replacement, vehicle repair and maintenance and fuel costs. Administrative cost recovery continues to be budgeted at approximately 4.5% for labor, materials and equipment costs reported to the State. The actual percentage is based on a State DOT formula for 71 counties, which varies between 4%-5%. Workers' Compensation and vehicle insurance expenses, totaling $130,048, are also included in this appropriation unit.

Activity	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Centerline miles of road maintained	266	266	266	254	(12)(a)
Centerline miles of road striped	356	356	356	356	0
Lane miles maintained	1,100	1,100	1,076	1,076	(24)(a)

Source: WisDOT

(a) Transfer between County and State results in decreased State lane miles and higher County lane miles.

Transit Services

County-Wide Key Strategic Outcome: An economically vibrant county

Program Description

Through contracts with the private sector, this program provides bus service to address the mass transit needs of employers and employees commuting between Waukesha County and its neighboring counties. Currently the Waukesha County Transit System primarily operates commuter, parallel to and along the I-94 Oconomowoc-Waukesha-Milwaukee corridor, although services also exist between the southern and eastern tier communities and the Milwaukee Central Business District (CBD) and University of Wisconsin-Milwaukee (UWM).

Fixed bus route services extend eastbound into Milwaukee County as traditional 'commuter' services carrying workers to jobs in the Milwaukee CBD. Non-traditional 'reverse commuter' services also exist to respond to the labor needs in Waukesha County, bringing workers from Milwaukee County into areas in Waukesha County where job density is high, especially in existing and developing industrial parks. This fund also provides Paratransit services along the route 901 corridor serving the disabled population who are unable to utilize the fixed route service, as outlined in the 1990 Americans with Disabilities Act (ADA).

Transit Services (Continued)

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**0.10**	**0.10**	**0.10**	**0.10**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$231,989	$108,922	$113,000	$139,593	$30,671
Appr. Fund Balance	$90,000	$152,000	$152,000	$72,900	($79,100)
County Tax Levy	**$867,700**	**$867,700**	**$867,700**	**$867,700**	**$0**
Total Revenues	**$1,189,689**	**$1,128,622**	**$1,132,700**	**$1,080,193**	**($48,429)**
Personnel Costs	$13,506	$13,924	$13,767	$14,051	$127
Operating Expenses	$876,006	$1,114,698	$971,000	$1,066,142	($48,556)
Interdept. Charges	$619	$0	$0	$0	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$890,131**	**$1,128,622**	**$984,767**	**$1,080,193**	**($48,429)**
Rev. Over (Under) Exp.	$299,558	$0	$147,933	$0	$0

Program Highlights

Waukesha Metro Transit administers the Waukesha County Transit program through a contract with the City of Waukesha. Funding from State and Federal sources is received directly by and paid to vendors by Waukesha Metro. Other Revenue is reimbursement from Waukesha Metro for the costs remaining in the County budget that are eligible for State and Federal funding. The State and Federal revenues are anticipated to be reimbursed at a rate of 54.2% of gross expenses in 2014, which is the lower than the 2013 actual level of 56.01%, yet higher than the 2013 budgeted level of 53.0%. Fund Balance is reduced by $79,100 to $72,900 in the 2014 budget. Of this, $50,000 is being used for expenses related to the fuel adjustment clause in the applicable transit service contracts (as determined by Waukesha Metro), and $22,900 is being used to offset the local share of one –time costs for pavement repairs at the Goerke's Corners Park and Ride.

The 2014 operating expense budget reflects a consistent level of transit service as compared to the service in the 2013 budget. There are no fare increases are planned in the 2014 budget. The decrease in operating expenses relates primarily to an anticipated decrease in expenses related to the fuel adjustment clause in the transit contracts. The fuel adjustment is based on comparing current fuel prices to a designated fuel price benchmark that is unique to each transit contract. The fuel price benchmark remains the same throughout the life of the contract, which is usually five years. In addition ridership on routes including Paratransit and other routes is estimated to decrease based on YTD and anticipated future needs partially related to freeway construction projects and other considerations. The 2014 budget includes increases of 5% to 5.9% on existing contracts plus a 5% increase estimated for the new Route 79 contract, which expires at the end of 2013. Funds for a marketing program continue in the 2014 budget. This will include $1,600 for the development of Google Transit in 2014, which will provide customers with on-line transit planning tools. Approximately 0.10 FTE of the Business Manager's position continues to be budgeted in the 2014 budget. Waukesha County continues direct responsibility for the maintenance of the park and ride lots at Goerke's Corner, CTH G and Pilgrim Road. The Highway Operations Manager has identified extensive sidewalk and pavement repair necessary at Goerke's Corners. The 2014 budget includes $50,000 of additional in the 2014 budget for these repairs. The County Tax Levy contribution for this program is budgeted at $867,700, which is unchanged from the 2013 budget.

Transit Services (Continued)

Activity

Total Ridership

Route	Route Description	2012 Actual	2013 Budget	2013 Estimate	2014 Budget
1	Waukesha Metro to Brookfield Square	115,588	115,175	111,384	110,000
10	Brookfield Square Extension	229,055	218,025	222,672	220,000
79 (1)	Weekday from Menomonee Falls to Downtown Milwaukee	54,755	55,165	47,170	36,500
901,904,905	Weekday between Cities of Waukesha and Oconomowoc and downtown Milwaukee.	150,065	159,139	141,838	145,000
906	Weekday between Mukwonago and Milwaukee via I-43	35,223	37,650	37,280	36,000
Subtotal		584,686	585,154	560,344	547,500
Paratransit	Federally mandated service operated within 1 mile of the Route 901 service area	9,028	8,500	6,658	6,000
Total with Paratransit		593,714	593,654	567,002	553,500

(1) Ridership estimates for the 2013 Estimate and the 2014 Budget are lowered due to zoo interchange construction.

Investment per ride

Investment per ride determined by total Cost of the Route less fare box Revenues divided by the total ridership.

Route	Route Description	2012 Actual	2013 Budget	2013 Estimate	2014 Budget
1	Waukesha Metro to Brookfield Square	$0.77	$0.77	$0.80	$0.85
10	Brookfield Square Extension	$2.15	$2.61	$2.27	$2.41
79	Weekday from Menomonee Falls to Downtown Milwaukee	$5.91	$6.19	$8.87	$11.50
901,904,905	Weekday between Cities of Waukesha and Oconomowoc and downtown Milwaukee.	$8.22	$8.03	$8.28	$8.53
906	Weekday between Mukwonago and Milwaukee via I-43	$9.21	$8.97	$8.15	$8.99
Subtotal Average		$4.21	$4.47	$4.45	$4.76
Paratransit	Federally mandated service operated within 1 mile of the Route 901 service area	$32.89	$34.20	$32.51	$36.21
Avg with Paratransit		$9.05	$9.32	$9.33	$10.46

Transit Services (Continued)

Rides per Revenue Hour
Rides per Revenue Hour are determined by total ridership of the route divided by the total revenues per hour. The standard benchmark for Rides per Revenue Hour is 10.0 or higher.

Route	Route Description	2012 Actual	2013 Budget	2013 Estimate	2014 Budget
1	Waukesha Metro to Brookfield Square	19.25	19.20	18.54	18.33
10	Brookfield Square Extension	38.39	36.85	37.01	36.31
79	Weekday from Menomonee Falls to Downtown Milwaukee	21.05	21.85	16.48	12.72
901,904,905	Weekday between Cities of Waukesha and Oconomowoc and downtown Milwaukee.	12.80	13.58	12.14	12.37
906	Weekday between Mukwonago and Milwaukee via I-43	24.22	25.90	25.75	24.77
Subtotal Average		21.07	21.19	20.00	19.48
Paratransit	Federally mandated service operated within 1 mile of the Route 901 service area	2.67	2.74	2.74	2.73
Avg with Paratransit		19.07	19.33	18.62	18.27

Engineering Services

County-Wide Key Strategic Outcome: A well-planned county

Program Description

The Engineering Services Division is the main point of contact for meeting the customers' technical needs and requests concerning major road projects. This division administers the design and construction of county trunk highways and bridges. The work involves planning of capital projects, selecting consultants for design work and construction management or providing "in-house" design services, administering contracts, acquiring right of way, advertising and awarding construction contracts, and administering the construction contracts and activities. In addition, the Engineering Services Division works with the Operations Division in resurfacing of asphalt pavements, replacement of culverts, roadside ditching projects and side bank cutting.

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**7.14**	**6.91**	**6.91**	**7.16**	**0.25**
General Government	$427,941	$427,941	$411,421	$427,941	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$841	$0	$8,000	$10,000	$10,000
Appr. Fund Balance	$48,308	$33,308	$33,308	$27,300	($6,008)
County Tax Levy	**$197,779**	**$254,474**	**$254,474**	**$287,891**	**$33,417**
Total Revenues	**$674,869**	**$715,723**	**$707,203**	**$753,132**	**$37,409**
Personnel Costs	$629,216	$635,691	$649,729	$654,407	$18,716
Operating Expenses	$36,504	$30,050	$28,020	$46,450	$16,400
Interdept. Charges	$49,097	$49,982	$49,932	$52,275	$2,293
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$714,817**	**$715,723**	**$727,681**	**$753,132**	**$37,409**
Rev. Over (Under) Exp.	($39,948)	$0	($20,478)	$0	$0

Note: Prior to 2014, this program was in the Public Works General Fund. The 2012 Actual, 2013 Budget and 2013 Estimate have been restated in this Transportation Fund for Comparative Purposes.

Program Highlights

General government revenues are budgeted at the same level as the 2013 budget base, which includes approximately 9.2% or $427,941 of General Transportation Aids (GTA) allocation in this program area. The Traffic Control program and County Highway Operations, both in the Transportation Fund, include the remaining GTA revenues. The 2012 budget included a large decrease in GTA revenues due to a provision in the State's 2012/2013 biennial budget. General fund balance was budgeted in 2012 to help significantly offset the impact these drastic revenue reductions. The 2014 budget includes a continued phased down of $6,000 to $27,300 of general fund balance to continue to offset the revenue reduction impacts in this program. In an effort to reduce dependency on the fund balance; fund balance has been reduced $21,000 from the 2012 base. New in the 2014 budget is $10,000 of revenue for engineering and design services from municipalities.

Engineering Services (continued)

Personnel costs increases $18,700 mostly related to costs to continue the regular staff of 5.45 FTE's. Also, temporary extra help is increased by 0.25 FTE to 1.71 FTE or about $2,500 due to an increase from two to three summer interns. This cost impact is offset by the reduction of one co-op student that was budgeted in the Traffic Control program. In addition to three summer interns, funding continues for 1.00 FTE co-op student. The co-op student program is run through a partnership with Marquette University.

Operating expenses increase of $16,400 to $46,450 includes $8,000 for consulting services to implement infrared surveying for bridges. Operating expenses include funds for engineering software maintenance, survey supplies, and funds for staff professional development. Interdepartmental charges include costs of phone services. The 2014 budget includes $15,000 of funds to hire specialty services for bridge inspection work. This work includes a bridge dive inspection; re-rating the load capacity of a bridge; and the implementation of an infrared bridge survey program.

Current and Proposed Capital Projects

Project #	Project Name	Total Project Cost	Total County Cost	Non-County Fed/State Revenues	Estimated Completion Year	2013 Est. % Compl. Yr End	Net Annual Est. Operating Impact
9131	Bridge Aid Program	$0	$0	$0	Ongoing	N/A	$0
9817	Culvert Replacement Program	$100,000	$100,000	$0	Ongoing	N/A	$0
200427	Signal/Safety Improvements	$1,200,000	$950,000	$250,000	Ongoing	N/A	Reduced
200509	Repaving Program 2013-2017	$2,000,000	$1,670,000	$330,000	Ongoing	N/A	$0
200011	CTH L, CTH Y - Moorland	$29,033,000	$18,682,000	$10,351,000	2014	90%	$33,350
200511	CTH D, Calhoun Road - Intersection	$2,585,000	$2,585,000	$0	2014	50%	$10,000
200606	CTH P, Bark River Bridge	$943,000	$468,000	$475,000	2015	40%	Reduced
200608	CTH VV, CTH Y - Jackson Dr.	$11,731,000	$3,586,000	$8,145,000	2014	100%	$36,750
200810	CTH CW, Ashippun River Bridge	$867,000	$333,400	$533,600	2015	30%	Reduced
200905	CTH F, I-94 to STH 190 (Rehabilitation)	$5,028,000	$1,310,000	$3,718,000	2014	50%	$0
200917	Waukesha West By Pass	$11,700,000	$3,570,000	$8,130,000	2015	30%	$36,000
201004	CTH ES, Fox River Bridge	$1,034,000	$332,000	$702,000	2015	2%	Reduced
201005	CTH I, CTH ES - CTH O (Rehabilitation)	$4,924,000	$2,198,000	$2,726,000	2017	0%	Reduced
201006	CTH NN, STH 83 - CTH ES	$4,006,000	$1,686,000	$2,320,000	2016	0%	Reduced
201007	CTH O, CTH HH to Grange Ave.	$4,775,000	$1,148,000	$3,627,000	2015	20%	$13,700
201008	CTH M, CTH YY to East County Line	$17,016,000	$6,480,000	$10,536,000	2018	0%	$28,800
201116	CTH C, Mill Streat to Oakwood Rd.	$2,063,000	$1,600,000	$463,000	2016	0%	Reduced
201201	CTH Q, Oconomowoc River Bridge	$703,000	$253,000	$450,000	2018	0%	Reduced
201202	Expand CTH M, Calhoun Rd - CTH YY	$8,443,000	$3,475,000	$4,968,000	2019	0%	$13,700
201302	CTY YY, Underwood Creek Structure	$1,366,000	$1,366,000	$0	2019	0%	Reduced
201303	CTH D, Deer Creek Bridge	$693,000	$231,000	$462,000	2018	0%	Reduced
201304	CTH Y, Pilak Creek Tributary Bridge Rplc	$634,000	$634,000	$0	2019	0%	Reduced
201402	CTH XX, Pebble Brook Creek Bridge	$230,000	$97,000	$133,000	2018	0%	Reduced

Traffic Control

County-Wide Key Strategic Outcome: A safe county

Program Description

The Traffic Control program provides for the maintenance, engineering and placement of traffic signals, signs and pavement markings on the County Trunk Highway System.

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**5.84**	**5.75**	**5.75**	**4.82**	**(0.93)**
General Government	$442,839	$442,839	$425,744	$442,839	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue (b)	$149,591	$30,000	$100,000	$50,000	$20,000
Appr. Fund Balance (a)	$46,692	$31,692	$54,803	$25,700	($5,992)
County Tax Levy	**$323,816**	**$337,465**	**$337,465**	**$331,256**	**($6,209)**
Total Revenues	**$962,938**	**$841,996**	**$918,012**	**$849,795**	**$7,799**
Personnel Costs	$288,857	$386,340	$361,163	$377,747	($8,593)
Operating Expenses (a)(b)	$449,547	$454,100	$538,600	$469,900	$15,800
Interdept. Charges	$3,650	$1,556	$2,256	$2,148	$592
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$742,054**	**$841,996**	**$902,019**	**$849,795**	**$7,799**
Rev. Over (Under) Exp.	$220,884	$0	$15,993	$0	$0

(a) The 2013 Estimate includes an encumbrance carryover from 2012 to 2013.
(b) Higher than budgeted expenses and insurance reimbursements in 2013 due to traffic signal knockdowns.

Note: Prior to 2014, this program was in the Public Works General Fund. The 2012 Actual, 2013 Budget and 2013 Estimate have been restated in this Transportation Fund for Comparative Purposes.

Program Highlights

General Government revenue is budgeted at the same level as the 2013 budget base, which includes approximately 9.2% or $422,800 of General Transportation Aids (GTA) allocation in this program area. The Engineering program and County Highway Operations, both in the Transportation Fund, include the remaining GTA revenues. The 2012 budget included a large decrease in GTA revenues due to a provision in the State's 2012/2013 biennial budget. Fund balance was budgeted in 2012 to help significantly offset the impact these drastic revenue reductions. The 2014 budget includes a phased down level of $25,700 of General Fund balance to continue to offset the revenue reduction impacts in this program. In an effort to reduce dependency on the fund balance; fund balance has been reduced $5,992 from the 2013 base. The plan is to continue to phase down General Fund balance in future budgets. Other revenues include recovered costs from traffic signals that have been knocked down which are increasing over the past few years; therefore the 2014 budget has been increased by $20,000 to reflect more of this type of revenue.

Net personnel costs decrease $8,593 partially related to lower salary costs of $4,500 due to position turnover. The 0.07 FTE increase in overtime reflects actual workload of the traffic control staff. Also, 1.00 FTE of extra help for a Co-op student has been deleted from the 2014 budget.

Operating expenses include pavement marking expenses at $170,000; $145,000 for traffic signal electricity costs; signal maintenance costs, which include signal cabinet maintenance and Digger's Hotline charges are budgeted at $65,000; signage is budgeted at $42,000; and the replacement of two traffic counters and miscellaneous computer upgrades are budgeted at $7,300.

Activity

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Traffic Signals	105	104	105	105	1
Total Electricity Costs	$148,483	$142,000	$142,000	$145,000	$3,000
Avg annual electrical cost for one intersection	$1,414	$1,365	$1,352	$1,381	$16

Permit Processing

County-Wide Key Strategic Outcome: A well-planned county

Program Description

The Permit Processing program area is the main point of contact for meeting the customers' requests concerning driveway and utility permits. Staff works with utility companies, developers, and homeowners to review applications and answer questions about utility and access permits.

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**1.50**	**1.50**	**1.50**	**1.50**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$66,895	$84,677	$67,000	$72,000	($12,677)
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$60,518**	**$56,524**	**$56,524**	**$72,432**	**$15,908**
Total Revenues	**$127,413**	**$141,201**	**$123,524**	**$144,432**	**$3,231**
Personnel Costs	$138,236	$141,201	$142,004	$144,432	$3,231
Operating Expenses	$0	$0	$0	$0	$0
Interdept. Charges	$0	$0	$0	$0	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$138,236**	**$141,201**	**$142,004**	**$144,432**	**$3,231**
Rev. Over (Under) Exp.	($10,823)	$0	($18,480)	$0	$0

Note: Prior to 2014, this program was in the Public Works General Fund. The 2012 Actual, 2013 Budget and 2013 Estimate have been restated in this Transportation Fund for Comparative Purposes.

Program Highlights

Permit fees are remaining the same as the 2013 rates and are itemized on the following schedule. The next increase is planned for 2015, which follows the cycle of increasing fees every two years. Due to the unknown nature of the types of permits to be requested and the number of permits that may be requested, revenues for both utility and driveway access permits are budgeted to decrease by $12,677. Tax Levy subsidy to fund this program of $72,432 is increased by $15,908 mostly due to the revenue decrease indicated above.

Personnel costs of $144,432 increase $3,231 from 2013 and mainly reflect the costs to continue for the 1.5 FTE staff allocated to this program.

Activity	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Driveway & Miscellaneous Permits Processed	43	55	55	60	5
Utility Permits Processed	260	300	300	300	0

Permit Processing (Continued)

The following is the Permit Fee structure for years 2011/2012 and 2013/2014:

		2011/2012 Rates		2013/2014 Rates	
Utility Permits					
Type	Unit	Application	Application	Application	Inspect
Excavate in Pavement	First 200'	$80	$210	$85	$220
	Add'l 1,000'		$210		$220
Excavate/Plow in ROW	First 200'	$80	$160	$85	$170
	Add'l mile		$160		$170
New Poles	Each	$80	$160	$85	$170
Re-application		$80		$85	
Driveway Permits					
Single Family, Farm		Application	Application	Application	Permit
1) with culvert	Each drive		$800		$850
2) without culvert	Each drive		$290		$305
Commercial/Industrial/ Institutional/Subdivision (type A,B,C or D entrance)	Each drive	$380	$525	$400	$550
Commercial/Industrial/ Institutional/Subdivision (> 50,000 sf) or Subdivision (>100 Units) (type A,B,C or D entrance)	Each drive	$380	$805	$400	$805
Commercial/Industrial/ Institutional/Subdivision (Roadway reconstruction needed)		$380	$2,870	$400	$3,000
Traffic Signal Installation	Per signal		$1,325		$1,390
Re-application		$85		$90	
Other driveway work (no culvert)		$80		$85	

Fund Purpose

An internal service fund set up to account for the maintenance and repair of all county-owned motorized equipment. The operation includes a county-wide fuel dispensing system; a stockroom to furnish parts and supplies for vehicle repair and maintenance; the operation of a service truck for maintaining equipment in the field; the maintenance of a database of vehicle repair costs, receiving, setup and issuing of all new vehicles and equipment to County departments; and disposal of surplus vehicles and equipment for County departments. Other activities include assisting the Department of Administration – Purchasing Division in the development of equipment specifications and in the evaluation of bids, assisting user departments in making vehicle maintenance, repair, and replacement decisions and exploring the use of new technologies (electronic diagnostics, alternative fuels, etc.) for improving the County's fleet capability.

Financial Summary	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	$70,838	$100,189	$70,000	$75,000	($25,189)	-25.1%
Interdepartmental (a)	$3,366,805	$3,544,936	$3,705,000	$3,651,801	$106,865	3.0%
Other Revenue	$18,221	$21,000	$16,500	$14,200	($6,800)	-32.4%
Appr. Fund Balance (b)	$141,083	$141,083	$141,083	$133,083	($8,000)	-5.7%
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$3,596,947**	**$3,807,208**	**$3,932,583**	**$3,874,084**	**$66,876**	**1.8%**
Expenditures						
Personnel Costs	$1,014,144	$1,168,155	$1,150,066	$1,191,489	$23,334	2.0%
Operating Expenses (c)	$2,458,406	$2,570,897	$2,718,413	$2,612,748	$41,851	1.6%
Interdept. Charges	$58,736	$67,237	$69,037	$69,252	$2,015	3.0%
Fixed Assets (Memo) (d)	$0	$0	$0	$32,000	$32,000	N/A
Total Expenditures (d)	**$3,531,286**	**$3,806,289**	**$3,937,516**	**$3,873,489**	**$67,200**	**1.8%**
Operating Income/(Loss) (d)	$65,661	$919	($4,933)	$595	($324)	-35.3%
Position Summary (FTE)						
Regular Positions	14.00	14.00	14.00	14.00	0.00	
Extra Help	0.65	0.65	0.65	0.65	0.00	
Overtime	0.08	0.08	0.08	0.08	0.00	
Total FTEs	14.73	14.73	14.73	14.73	0.00	

(a) Interdepartmental revenues are charges to departmental users, which may be funded by a combination of revenue sources including tax levy.

(b) Includes Central Fleet Fund Balance appropriation of $101,083 in 2012, 2013 and 2014 for the facility depreciation expense; $40,000 in 2012 and 2013 for the repairs to fuel islands associated with the COMM10 legislation; and $32,000 in 2014 for the one time purchase of equipment.

(c) The 2013 operating expenses are estimated to exceed the 2013 Adopted budget due to higher vehicle repair and maintenance costs.

(d) Total expenditures and net operating income exclude fixed asset purchases to conform with financial accounting standards. Fixed Asset purchases will be made out of operating revenues and cash balances and are included in the department's fixed assets expenditure request.

Repair & Maintenance

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

Program Description

Provides for the maintenance and repair for all county-owned motorized equipment. This includes a stockroom, a service truck for on-site customer repairs, and the maintenance of a database of vehicle repair costs, receiving, setup, and new vehicle issuance. This division also provides repair and maintenance services to external customers.

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**14.38**	**14.38**	**14.38**	**14.38**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services (a)	$70,838	$100,189	$70,000	$75,000	($25,189)
Interdepartmental (b)	$1,903,638	$1,919,876	$2,080,000	$1,987,611	$67,735
Other Revenue	$18,221	$21,000	$16,500	$14,200	($6,800)
Appr. Fund Balance	$101,083	$101,083	$101,083	$133,083	$32,000
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$2,093,780**	**$2,142,148**	**$2,267,583**	**$2,209,894**	**$67,746**
Personnel Costs	$986,231	$1,139,130	$1,120,997	$1,161,975	$22,845
Operating Expenses	$1,009,938	$936,608	$1,095,774	$979,171	$42,563
Interdept. Charges	$57,582	$61,867	$61,667	$62,414	$547
Fixed Assets	$0	$0	$0	$32,000	$32,000
Total Expenditures	**$2,053,751**	**$2,137,605**	**$2,278,438**	**$2,203,560**	**$65,955**
Operating Income/(Loss)	$40,029	$4,543	($10,855)	$6,334	$1,791

(a) Interdepartmental Revenues are generated from charges to departments that receive revenues from various sources including tax levy funding.

(b) Central Fleet Fund Balance appropriation of $101,083 in 2012, 2013 and 2014 is for the facility depreciation; 2014 includes $32,000 for the one-time purchase of equipment.

Program Highlights

Central Fleet continues to provide repair and maintenance service to both internal departments and external customers. The Division continues to charge a separate rate to external customers, while maintaining services to internal customers. Revenue projections are based on a five-year average of services provided to customers. The Division continues to provide services to outside agencies, including the increased use of services by Carroll University in 2013, however, revenues are being decreased in 2013 due to the uncertainty of level of service requests in the future. Interdepartmental charge revenues increase $67,735 mostly related to both the increased requests for repair and maintenance services and the 2.0% increase in labor rates. Other revenues include salvage revenues, oil recycling revenues and miscellaneous reimbursements. Fund Balance continues to be used to offset the facility depreciation and in 2014, an additional $32,000 of Fund Balance is being used to offset the costs of one-time replacement equipment purchases.

Personnel costs increase $25,189, about 2% from the 2013 budget. The 2014 budget continues to have funds to hire a student intern to assist with the analysis of fleet data and development of reports in the fleet maintenance software program and to hire extra help for parts running as necessary. Funds are included in the 2014 budget request for the abolishment of a Mechanic position and the creation of a Lead Mechanic position. This impact to salaries and benefits is estimated to be under $4,500.

Repair & Maintenance (Cont.)

Operating expenses are increasing about $42,500 about 4.5% from the 2013 budget primarily related cost of goods sold for parts and commercial services for repairs are estimated to increase almost $34,800, Support/licensing costs for Fleet Focus estimated to increase $2,000, and depreciation estimated to increase $3,200. Major expenses include parts purchased for repairs and maintenance of $522,716 and the cost of commercial repair services budgeted at $167,328. Both of these expenditures are based on a five-year history of vehicle repairs and maintenance. Additionally, appropriations continue in the 2014 budget for both a small tools replacement program approximately $16,000, and for an employee incentive or pay for performance program budgeted at $6,700. Other expenditures in this appropriation unit include building maintenance costs; utilities; software maintenance; outside vendor costs; and small tools and supplies for the shop personnel.

Interdepartmental charges are at $547 higher than the 2013 budget. The increase is primarily due to an increase of General/Vehicle insurance costs and EUTF fees, although this increase is partially offset by reductions in telephone costs. Expenses in this appropriation unit include general vehicle liability insurance, property insurance, end user technology-total cost of ownership charges (EUTF), telephone charges, radio charges, and indirect cost charges.

Fixed Assets include a tire balancer for $10,500; a tire machine for $11,500; an A/C machine for $5,000 and a 10 ton air/hydraulic jack for $5,000.

In an effort to keep the 2013 to 2014 rate increases at or below 2%, the 2014 Central Fleet Rates are as follows:

Heavy labor rate:	$88.50, 2.0% increase from 2013
Light labor rate:	$74.75, 2.0% increase from 2013
Service rate:	$81.10, 2.0% increase from 2013
Outside Heavy labor rate:	$95.40, 2.0% increase from 2013
Outside Light labor rate:	$79.85, 2.0% increase from 2013
Outside Service rate:	$86.85, 2.0% increase from 2013
Parts markup:	16%, 0.0% increase from 2013
Commercial markup:	16%, 0.0% increase from 2013

Performance Measures	2012` Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Total Preventive Maintenance vs. Repairs	25%	32%	32%	32%	0%
Marked Squad Basic A- Preventive Maintenance (PM Costs	$37.09	$40.69	$40.69	$41.51	$0.82

	Benchmark	11 Actual	12 Actual
Vehicle Comebacks	2%	<1%	<1%
Marked Squad A Preventive Maintenance	0.30 hours	0.27 hours	0.27 hours
Outfront Mower Preventive Maintenance	2.00 hours	1.36 hours	1.57 hours

Activity	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Total Work Orders	5,895	5,800	5,800	6,025	225
Internal Customer Work Orders	5,659	5,500	5,500	5,800	300
External Customer Work Orders	236	300	300	325	25
Total Internal. Cust. Rep./Maint. Rev.	$1,863,691	$1,879,876	$2,040,000	$1,947,611	$67,735
Total External Cust. Rep./Maint. Rev	$70,838	$100,189	$70,000	$77,040	($23,149)
Total External Customers	8	8	8	8	0

Central Fueling

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

Program Description

This program provides a county-wide fuel dispensing system for all county vehicles and equipment.

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**0.35**	**0.35**	**0.35**	**0.35**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental (a)	$1,463,167	$1,625,060	$1,625,000	$1,664,190	$39,130
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance (b)	$40,000	$40,000	$40,000	$0	($40,000)
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$1,503,167**	**$1,665,060**	**$1,665,000**	**$1,664,190**	**($870)**
Personnel Costs	$27,913	$29,025	$29,069	$29,514	$489
Operating Expenses	$1,448,468	$1,634,289	$1,622,639	$1,633,577	($712)
Interdept. Charges	$1,154	$5,370	$7,370	$6,838	$1,468
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,477,535**	**$1,668,684**	**$1,659,078**	**$1,669,929**	**$1,245**
Operating Income/(Loss)	$25,632	($3,624)	$5,922	($5,739)	($2,115)

(a) Interdepartmental revenues are charges to departmental users, which may be funded by a combination of revenue sources including tax levy.

(b) Central Fleet Fund Balance appropriation of $40,000 in 2012 and 2013 for the repairs to fuel islands associated with the COMM10 legislation.

Program Highlights

The 2014 budget assumes the average wholesale price of fuel (diesel and unleaded) will be $3.75 per gallon, an increase of $0.10 per gallon from the 2013 budget. Of this, approximately $0.32 is for State fuel taxes, which is consistent with the 2013 rate. Fuel usage is based on a five-year average of actual usage and is budgeted slightly lower than the 2013 budget. The markup for fuel is remaining stable at $0.21 per gallon in 2014. Use of fund balance does not continue in 2014. This was used to offset the expenditures related to the State's Administrative Rule to regulate fuel tanks and pumps (COMM10). A capital project has been implemented to fund the remaining COMM10 expenditures. Integrity testing of all the underground tanks will continue in 2014 and funds are budgeted for maintenance and repairs of the 18 sites.

Project #	Project Name	Expected Year of Completion	Total Project Cost	Est % Completed at end of 2013	Est. Operating Impact
201211	Fuel Site Upgrades	2013	$232,000	100%	$0
201415	Fuel Tank Replacement and Infrastructure	2019	$1,500,000	0%	TBD

In an effort to keep the 2013 to 2014 rate increase at or below 2.0% the 2014 Central Fleet Rates is as follows:

Fuel markup: $0.21 per gallon, 0.0% increases from 2013

Activity

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Fuel Sites maintained	18	18	18	18	0
Gallons sold	409,067	421,000	430,000	420,250	(750)

Statement of Purpose

The Vehicle/Equipment Replacement Fund is an interest bearing Internal Service Fund established to finance necessary and justified vehicle/equipment replacements. The County adopted a Vehicle Replacement plan for certain vehicles and contractor type equipment. With the exception of certain utility vehicles, the Vehicle Replacement Plan will only include those items with a replacement cost of $7,500 or greater and a useful life of two or more years. Contractor equipment includes unlicensed off-road vehicles, construction equipment, large maintenance tools and equipment, and other rolling stock. The plan allows for the funding of replacements through contributions to the Replacement Fund by user departments with inflationary increases on replacements funded by investment income applied to the Fund. Year-to-year fluctuations within the departmental base budgets will be reduced as a result of the plan. Replacement decisions are based on usage, service, and cost issues. A regular replacement cycle will keep the condition of the fleet at an optimum level reducing fleet maintenance costs and excessive out of service situations.

Financial Summary	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 (a)	$2,240,940	$2,337,232	$2,337,232	$2,409,376	$72,144	3.1%
Other Revenue (b)	$403,857	$376,000	$376,000	$461,000	$85,000	22.6%
Appr. Fund Balance (c)	$0	$60,234	$60,234	$0	($60,234)	-100.0%
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$2,644,797**	**$2,773,466**	**$2,773,466**	**$2,870,376**	**$96,910**	**3.5%**
Expenditures						
Personnel Costs	$0	$0	$0	$0	$0	N/A
Operating Expenses	$2,432,052	$2,671,249	$2,671,249	$2,735,270	$64,021	2.4%
Interdept. Charges	$92,712	$102,217	$102,217	$103,331	$1,114	1.1%
Fixed Assets (Memo) (d)	$3,060,365	$2,798,600	$2,798,600	$3,901,100	$1,102,500	39.4%
Total Expenditures (d)	**$2,524,764**	**$2,773,466**	**$2,773,466**	**$2,838,601**	**$65,135**	**2.3%**
Operating Income/(Loss) (d)	$120,033	$0	$0	$31,775	$31,775	N/A

(a) Interdepartmental revenues are charges to departmental users, which may be funded by a combination of revenue sources including tax levy.

(b) Other revenues include revenues from vehicle and equipment sales. Investment income is accounted for but is not budgeted for in the fund and is used to pay for increases in future vehicle replacement costs.

(c) Vehicle Replacement fund balance generated mainly from prior years vehicle sales proceeds are budgeted in the 2013 budget to partially offset large impacts to major departments (Public Works, Parks and Land Use and Sheriff) Fund balance is not needed for the 2014 budget.

(d) Total expenditures and net operating income exclude fixed assets to conform with financial accounting standards. Fixed Asset purchases will be funded by operating revenues and existing fund balance and are included in the department's fixed asset request.

Vehicle Replacement Plan

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

Program Description

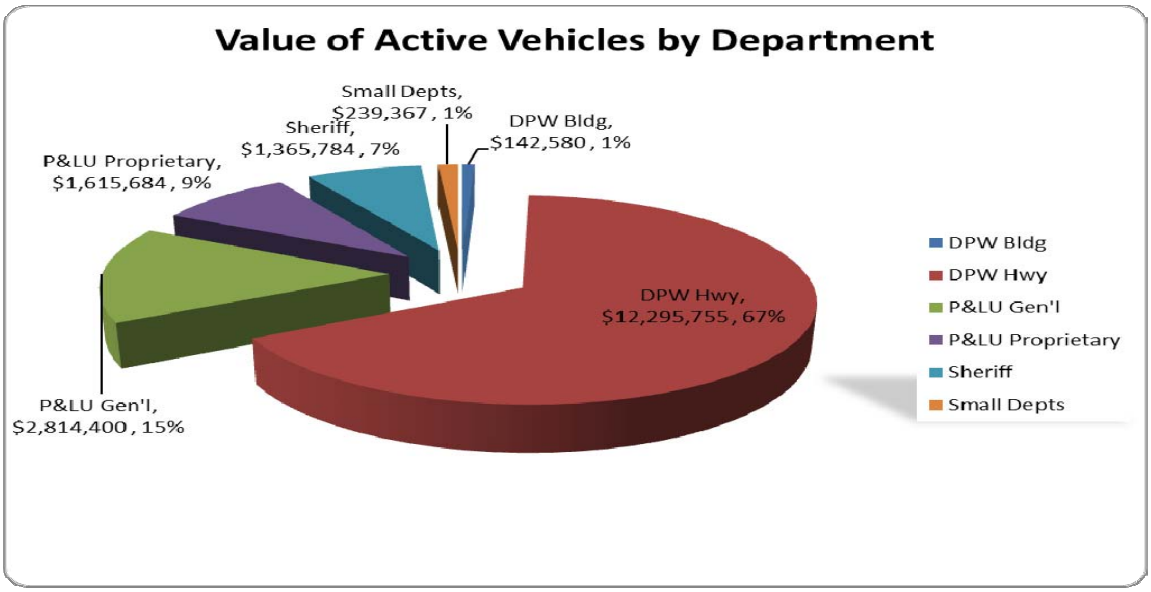
The Vehicle/Equipment Replacement Fund is an interest bearing Internal Service Fund established to finance necessary and justified vehicle/equipment replacements. Departments retain ownership of their vehicles and are cross charged for the future replacement costs.

Program Highlights

Interdepartmental revenues are based on the depreciation of each vehicle in the replacement plan. Depreciation is assessed at one-half year charge for the acquisition and disposition years of a vehicle. Full year depreciation is assessed all other years. Depreciation increases are a result of increased valuation of vehicles in the plan and the first full-year depreciation charge on the 2013 vehicle purchases. Initially depreciation is assessed on the budgeted value of the vehicle and then adjusted to account for actual acquisition costs. The actual acquisition cost tends to be lower than the budgeted cost, therefore lowering the overall depreciation charge. Insurance cost allocations are based on a three-year experience history and are increasing about $1,115 from the 2013 allocations. This increase is due to the increase in the value of the vehicles in the plan which is directly related to the increased risk exposure of the vehicles.

Other revenues are the estimated value received from the sale of retired vehicles at auction. The budget can fluctuate based on the number of and value of vehicles going to auction each year. In an effort to minimize the effects of large increases in the replacement costs of vehicles and equipment, vehicle replacement fund balance of $60,234 was allocated in the 2013 budget to assist with offsetting increases in the 2013 vehicle replacement charges to major departments (Public Works, Parks and Land Use and Sheriff). The use of fund balance is not necessary in the 2014 budget.

Operating expenditures increase $64,021 mostly related to depreciation costs for the vehicle replacement plan as a result of changes from new vehicles being added offset by vehicles being retired.



Activity	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Active Vehicles in Plan	377	377	379	379	2
Vehicles Replaced	38	56	56	66	10

Waukesha County

2014 Vehicle Replacement Plan

Fund	Department	Description	Qty	Unit Cost	Total Cost	Estimated Salvage
100	Sheriff's Department	Squad, full size patrol	13	$27,200	$353,600	$52,000
100	Sheriff's Department	Van, surveilence	1	$25,300	$25,300	$4,000
100	Sheriff's Department	Van, full size transport	4	$27,800	$111,200	$16,000
100	Sheriff's Department	SUV	1	$25,800	$25,800	$4,000
	Subtotal Sheriff's Dept		19		$515,900	$76,000
240	Public Works Hwys	Excavator, rubber tired	1	$220,000	$220,000	$15,000
240	Public Works Hwys	Compressor truck w/ compressor	1	$71,800	$71,800	$8,000
240	Public Works Hwys	Centerliner, refurbished	1	$225,000	$225,000	$15,000
240	Public Works Hwys	Tractor w/ boom mower	1	$135,000	$135,000	$10,000
240	Public Works Hwys	Loader, rubber tired	1	$184,000	$184,000	$15,000
240	Public Works Hwys	Truck, 1 ton dump	1	$91,700	$91,700	$10,000
240	Public Works Hwys	Floor Scrubber	1	$15,200	$15,200	$2,000
240	Public Works Hwys	SUV	4	$25,100	$100,400	$16,000
240	Public Works Hwys	Truck, Patrol regular body w/ Vbox	7	$196,000	$1,372,000	$175,000
	Subtotal DPW Hwys		18		$2,415,100	$266,000
100	Parks & Land Use Genl	Pickup, 3/4 ton, 4x4 w/ plow	2	$32,950	$65,900	$8,000
100	Parks & Land Use Genl	Pickup, 3/4 ton, 4x4 w/ plow, lift gate	2	$33,000	$66,000	$8,000
100	Parks & Land Use Genl	Truck, 1 ton dump	1	$63,800	$63,800	$8,000
100	Parks & Land Use Genl	Tractor, loader	1	$60,200	$60,200	$5,000
100	Parks & Land Use Genl	Stump cutter	1	$57,000	$57,000	$8,000
100	Parks & Land Use Genl	SUV	1	$25,100	$25,100	$4,000
100	Parks & Land Use Genl	Utility vehicle w/ tracks	1	$25,000	$25,000	$4,000
100	Parks & Land Use Genl	Utility vehicle, 4 wheel, 4x4, dump box	1	$11,500	$11,500	$2,000
100	Parks & Land Use Genl	Utility vehicle, 4 wheel, 4x4, dump box, cab	1	$15,100	$15,100	$2,000
100	Parks & Land Use Genl	Sand Trap Rake	1	$15,200	$15,200	$2,000
100	Parks & Land Use Genl	Mower, tri-wing	1	$20,700	$20,700	$4,000
100	Parks & Land Use Genl	Mower, outfront, broom & cab	2	$33,200	$66,400	$10,000
100	Parks & Land Use Genl	Mower, tow behind rotary	1	$37,000	$37,000	$5,000
100	Parks & Land Use Genl	Trailer, double axle	1	$15,000	$15,000	$2,000
100	Parks & Land Use Genl	Tractor, loader, 4x4, cab, forks	1	$75,300	$75,300	$8,000
	Subtotal P&LU Gen'l Fund		18		$619,200	$80,000
505	Parks & Land Use Golf Courses	Slit seeder, tow beind	1	$9,500	$9,500	$1,000
505	Parks & Land Use Golf Courses	Mower, outfront rotary	1	$33,200	$33,200	$5,000
505	Parks & Land Use Golf Courses	Mower, fairway	2	$60,000	$120,000	$10,000
505	Parks & Land Use Golf Courses	Aerifier, walker	1	$27,500	$27,500	$4,000
505	Parks & Land Use Golf Courses	Sand trap rake	2	$22,300	$44,600	$4,000
505	Parks & Land Use Golf Courses	Pickup, 3/4 ton	1	$33,000	$33,000	$4,000
505	Parks & Land Use Golf Courses	Mower, greens,triplex	1	$35,300	$35,300	$5,000
505	Parks & Land Use Golf Courses	Overseeder	1	$11,000	$11,000	$1,000
505	Parks & Land Use Golf Courses	Mower, greens,triplex	1	$36,800	$36,800	$5,000
	Subtotal P&LU Golf Courses		11		$350,900	$39,000
	Grand Total		**66**		**$3,901,100**	**$461,000**

WAUKESHA COUNTY
FIVE YEAR VEHICLE/EQUIPMENT REPLACEMENT PLAN

		2013		2014		2015		2016		2017		2018	
Fund	Agency	Units	Cost	Units	Cost	Units	Cost	Units	Cost	Units	Cost	Units	Cost
240	Public Works Hwy Ops	13	$1,496,000	18	$2,415,100	12	$1,402,900	22	$2,185,500	17	$2,159,300	19	$2,421,100
100	Public Works Bldg Ops	1	$19,650	0	$0	3	$73,950	0	$0	1	$24,800	1	$25,300
100	Sheriff (a)	18	$480,000	19	$515,900	28	$797,300	20	$56,300	4	$116,700	1	$33,000
100	Parks & Land Use Gen'l	12	$318,500	18	$619,200	14	$453,100	9	$318,800	18	$697,305	15	$480,100
505	Golf Courses	10	$377,500	11	$350,900	8	$222,600	15	$421,200	9	$206,000	6	$217,600
545	Ice Arenas	0	$0	0	$0	0	$0	0	$0	0	$0	0	$0
100	Medical Examiner	2	$50,750	0	$0	2	$57,400	0	$0	2	$60,200	0	$0
various	Human Services	0	$0	0	$0	1	$23,500	3	$73,900	0	$0	0	$0
450	Records Mgmt	0	$0	0	$0	0	$0	0.5	$11,900	0	$0	0	$0
100	Information Systems	0	$0	0	$0	0	$0	0.5	$11,900	0	$0	0	$0
100	Emergency Mgmt	0	$0	0	$0	1	$33,500	0	$0	0	$0	0	$0
470	Radio Services	0	$0	0	$0	1	$22,800	0	$0	0	$0	0	$0
Total Replacements		56	$2,742,400	66	$3,901,100	70	$3,087,050	70	$3,079,500	51	$3,264,305	42	$3,177,100

(a) Due to the short useful lives of the Sheriff's Department vehicles (2 years for most), future year replacement projections will not show on chart.

Statement of Purpose

The mission of Waukesha County Airport (an enterprise fund) is to maximize the net economic and recreational benefit it provides to Southeastern Wisconsin and the Great Lakes Region. By leading the industry with quality facilities and services and operating in a fiscally prudent manner, the airport strives to meet the needs of all customers and users. Through short and long range planning, the staff initiates proactive and environmentally responsible projects, establishes systems to maintain existing structures, and designs future improvements. The airport provides a safe, convenient, and efficient operating environment for all members of the aviation community while cooperating with all levels of government and working toward reducing its dependency on County tax levy.

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	$740,367	$733,256	$742,400	$757,400	$24,144	3.3%
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue	$22,624	$19,850	$19,850	$19,850	$0	0.0%
Appr. Fund Balance (a) (c)	$305,679	$180,829	$248,129	$180,829	$0	0.0%
County Tax Levy	**$192,563**	**$192,563**	**$192,563**	**$192,563**	**$0**	**0.0%**
Total Revenue Sources	**$1,261,233**	**$1,126,498**	**$1,202,942**	**$1,150,642**	**$24,144**	**2.1%**
Expenditures						
Personnel Costs	$212,799	$278,167	$252,343	$269,279	($8,888)	-3.2%
Operating Expenses (b)(c)	$601,198	$726,642	$705,258	$745,126	$18,484	2.5%
Interdept. Charges (d)	$138,536	$121,689	$130,561	$136,237	$14,548	12.0%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$952,533**	**$1,126,498**	**$1,088,162**	**$1,150,642**	**$24,144**	**2.1%**
Operating Income/(Loss)	$308,700	$0	$114,780	$0	$0	N/A

Position Summary (FTE)					
Regular Positions	3.00	3.00	3.00	3.00	0.00
Extra Help	0.00	0.00	0.00	0.00	0.00
Overtime	0.00	0.00	0.00	0.00	0.00
Total FTEs	3.00	3.00	3.00	3.00	0.00

(a) Airport Fund balance is used to partially offset depreciation expense on assets expected to be replaced in future years with federal, state or other funding sources.

(b) Budgeted depreciation expense is included in the operating expense appropriation unit, which only represents the County's portion of the capital investment and excludes State and Federal funds as contributed capital, as a result, the operation's income or loss shown here differs from the Comprehensive Annual Financial Statements and includes these funds as contributed capital.

(c) The 2013 estimate includes $67,300 (originally budgeted in 2012) for an open P.O. for snow removal which was carried over from 2012 to the 2013 budget.

(d) Interdepartmental charges are estimated to exceed the 2013 budget due to additional grounds maintenance services.

Airport Operations

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

Program Description

The Operations program maintains the airport grounds, infrastructure, and equipment as necessary to ensure a safe and secure airfield operation. The program tracks the condition of Airport buildings and associated equipment through scheduling and monitoring of contact maintenance services. This program is also responsible for wildlife control, airfield security, hazard mitigation, and emergency response and also monitors the contract for performing and providing aeronautical services and parking and ramp operations. This program includes the Air Traffic Control Tower facility and operations; and Fuel farm operations. The costs of the air traffic controllers is funded by the Federal Contract Tower Program.

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**1.10**	**1.10**	**1.10**	**1.30**	**0.20**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$652,420	$644,256	$641,400	$662,400	$18,144
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$20,829	$19,700	$19,700	$19,700	$0
Appr. Fund Balance	$305,679	$180,829	$248,129	$180,829	$0
County Tax Levy	**$65,932**	**$50,960**	**$50,960**	**$77,860**	**$26,900**
Total Revenues	**$1,044,860**	**$895,745**	**$960,189**	**$940,789**	**$45,044**
Personnel Costs	$81,555	$100,784	$115,570	$128,499	$27,715
Operating Expenses	$564,128	$700,232	$667,142	$706,393	$6,161
Interdept. Charges	$119,228	$94,729	$103,451	$105,897	$11,168
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$764,911**	**$895,745**	**$886,163**	**$940,789**	**$45,044**
Rev. Over (Under) Exp.	$279,949	$0	$74,026	$0	$0

Note: The Airport programs have been reorganized into two programs in this 2014 budget. The prior year 2012 Actuals and the 2013 budget have been restated for comparative purposes.

Program Highlights

Charges for service increase $18,144 mainly due to new hanger construction and new lease option agreements. Charges for services include revenues from land leases which increases $18,000 to $318,700. Charges for Service also include hangar rental revenues of $244,300; office space revenues from the Fixed Base Operator (FBO) for exclusively leased county facilities of $52,600; airport lease revenues paid by the FBO for exclusively leased ramp area of $5,600; the FBO lease for the Airport fuel farm of $39,200 and tie down fees of $2,000.

Other revenues include the recoveries from the FBO for utility costs.

The Fund Balance appropriation remains the same as the 2013 budget levels. Fund balance is used to offset depreciation of non-revenue producing assets funded with State and Federal funds.

Personnel costs are increasing $27,715. This increase represents a shift of 0.20 FTE from the Administration program to best reflect job assignments. The Airport continues to budget for 3.00 FTE positions to operate all the programs. Overall, Personnel Costs for these positions are decreasing in 2014 due to turnover of two of the three positions.

Operating expenses are increasing primarily due to an increase in depreciation charges of $14,000 for the terminal ramp expansion project. Other expenses budgeted in this area include electricity; natural gas; water; contracted snow removal; maintenance for buildings and pavement; janitorial costs; and contracted mowing services for outside the terminal building.

Interdepartmental charges are increased by $11,168 primarily to closer reflect actual experience with the Highway Division providing services for grass cutting and non aviation pavement repairs.

Airport Operations (Continued)

Activity Data	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Total Airport Buildings	12	12	12	12	0
Square Yards of Pavement	456,949	447,949	456,949	476,949	29,000 (a)
Acres of grass to be mowed	337	335	337	333	(2)

(a) Related the terminal ramp expansion (capital project 201311)

Activity Data	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Fuel Purchases (gallons)					
Jet A (b)	898,385	780,000	900,000	840,000	60,000(c)
100LL	133,054	110,000	110,000	110,000	0
Total	1,031,439	890,000	1,010,000	950,000	60,000

(b) Jet A (Jet fuel) is used by both turboprop and jet aircraft. The primary customers for Jet A are business aircraft.
(c) Increase related to increased corporate traffic and jet fuel sales.

Administrative Services

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

Program Description

Administrative Services is the first point of service to our customers; and is responsible for maintaining compliance with all applicable Federal Aviation Regulations (FAR's), Orders and Advisory Circulars (AC's) as well as conditions of grant assurances. In addition, this division is responsible for the monitoring of all leases and contracts; the enforcement of all provisions; and is responsible for coordinating and providing efficient administrative/clerical support for the Airport's development and operations.

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**1.90**	**1.90**	**1.90**	**1.70**	**(0.20)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$87,947	$89,000	$101,000	$95,000	$6,000
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$1,795	$150	$150	$150	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$126,631**	**$141,603**	**$141,603**	**$114,703**	**($26,900)**
Total Revenues	**$216,373**	**$230,753**	**$242,753**	**$209,853**	**($20,900)**
Personnel Costs	$131,244	$177,383	$136,773	$140,780	($36,603)
Operating Expenses	$37,070	$26,410	$38,116	$38,733	$12,323
Interdept. Charges	$19,308	$26,960	$27,110	$30,340	$3,380
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$187,622**	**$230,753**	**$201,999**	**$209,853**	**($20,900)**
Operating Income/(Loss)	$28,751	$0	$40,754	$0	$0

Note: The Airport programs have been reorganized into two programs in this 2014 budget. The prior year 2012 Actuals and the 2013 budget have been restated for comparative purposes.

Administrative Services (Continued)

Program Highlights

Charges for services include revenues from Fuel sales. Fuel volume projections are based on historic data. Fuel flowage revenues received from the FBO remain at $0.10 per gallon, and are expected to increase by $6,000 to $95,000 based on 950,000 total gallons of fuel sales anticipated in 2014. Other revenues include $150 from cost recoveries for airport identification/access control badges issued.

Personnel costs are decreasing $36,603. This decrease represents a shift of 0.20 FTE from this program to Airport Operations program to better reflect job assignments. The Airport continues to budget for 3.00 FTE positions to operate all the programs. Overall, Personnel Costs for these positions are decreasing in 2014 due to turnover of two of the three positions.

Operating expenses are decreased by $22,073. Due to the restructuring of the Airport budget in 2014, expenses have shifted between Administration and Operations. The primary reason for the decrease in Operating Expenses is due to the shift of depreciation for the fuel tanks from Administration to the Operations program. Some of this decrease has been offset by an increase in funds budgeted for Airport marketing. Also included are administrative costs to support the administration of the Airport such as expenses for professional development, office supplies, and printing costs.

Interdepartmental charges are increasing $3,380, which is primarily due to a $3,000, or 37% increase in Administrative Overhead charges. These costs were first budgeted in 2013 at $8,000. Other items in Interdepartmental Charges include telephone charges, Insurance for Workers Compensation and Airport Liability, copier replacement and computer replacement and maintenance.

Airport Capital Projects

CURRENT AND PROPOSED CAPITAL PROJECTS:

				Estimated Annual Operating Impact*		
Project #	Project Name	Estimated Completion Year	County Project Cost	(Revenues)/ Expend	Estimated Depreciation Expense	Total (Rev)/Expend
200703	Airport Snow Removal Equipment Building	TBD	$290,000	$TBD	$14,500	$TBD
201311	Terminal Ramp Expansion	2013	$560,000	$0	$28,000	$28,000
200804	Master Plan Update	2014	$65,000	$0	$0	$0
201308	Taxiway "C" Realignment & Lighting	2014	$210,000	$0	$0	$0
200310	Runway 10/28 Safety Areas	2014	$796,500	$10,721	$39,825	$50,546
200704	Rwy 10/28 Rehabilitation	2014	$47,000	$TBD	$2,350	$TBD
201118	Airport Facility Upgrade	2015	$610,000	$0	$30,500	$30,500
201213	Reconstruct T-Hangar 674 (study)	TBD	$10,000	$0	$0	$0

*See capital project forms for ongoing operating impacts.

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General Administration

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GENERAL ADMINISTRATION

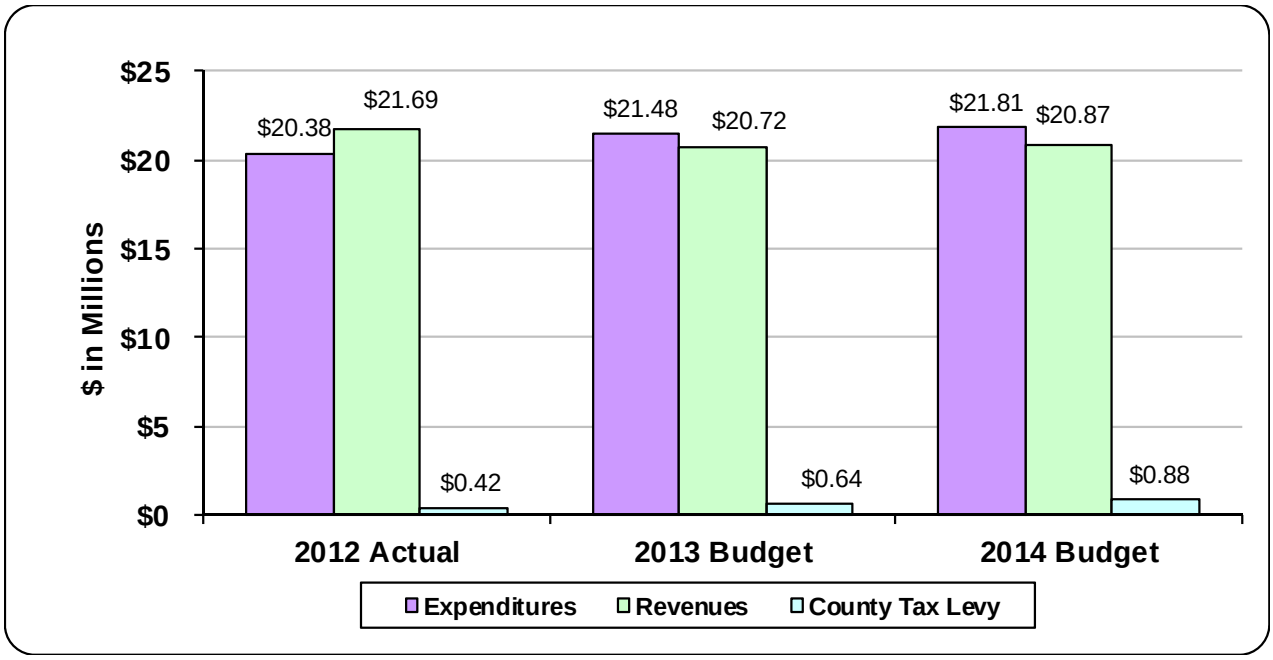
Functional Area Budget Highlights

The agencies within the General Administration Functional Area can be divided into two areas: 1) those with responsibilities vested in an elected official; and 2) those that provide the central administrative support operation for the County.

The agencies headed by an elected official include the **County Executive, County Board, County Clerk, and County Treasurer**.

The agencies that provide central administrative support include: **the Department of Administration (DOA)**, which provides internal operations of financial services, human resource services, purchasing and information systems, and includes the following Internal Service Funds: **Risk Management, Collections, Communications and End User Technology**. The Technology fund includes the County's information technology and records management functions. The **Office of Corporation Counsel** serves as legal advisor and counsel to all County elected officials, County departments, boards, commissions, and committees.

General Administration related operations and projects that are included in other functional areas are County-wide technology related capital projects (see Capital Projects Section) and purchases of major equipment replacements.



The 2014 Expenditure Budget for this functional area totals $21,809,410, after excluding Internal Service fund capitalized fixed asset expenditures. This represents an increase of $326,982 or 1.5% from the 2013 Adopted expenditure budget. Budgeted revenues in 2014 include $1,084,910 of fund balance appropriations and total $20,874,503, an increase of $155,674 or 0.8% from the 2013 Adopted Budget. The Tax Levy necessary to fund this functional area totals $877,929, an increase of $234,330 from the 2013 Adopted Budget which is mainly due to lower expected investment income and decreased revenues for penalties and interest on delinquent taxes, all impacting the Treasurer's Office budget for 2014.

** GENERAL ADMINISTRATION **

Functional Area Summary by Agency

	2012 Actual	2013 Adopted Budget	2013 Estimate	2014 Budget	Change from 2013 Adopted Budget $	%
*** TOTAL GENERAL ADMINISTRATION ***						
Revenues (a)	$21,694,869	$20,718,829	$19,752,890	$20,874,503	$155,674	0.8%
County Tax Levy (c)	$417,228	$643,599	$643,599	$877,929	$234,330	36.4%
Expenditure (b)	$20,381,502	$21,482,428	$21,271,013	$21,809,410	$326,982	1.5%
Rev. Over (Under) Exp.	$914,053	$0	($986,706)	$0	$0	N/A
Oper Income/(Loss) (d)	$816,542	($120,000)	$112,182	($56,978)	$63,022	-52.5%
BREAKDOWN BY AGENCY						
COUNTY EXECUTIVE						
Revenues	$12,875	$12,000	$12,000	$12,000	$0	0.0%
County Tax Levy	$547,569	$547,569	$547,569	$555,965	$8,396	1.5%
Expenditure	$518,750	$559,569	$538,013	$567,965	$8,396	1.5%
Rev. Over (Under) Exp.	$41,694	$0	$21,556	$0	$0	N/A
COUNTY BOARD						
Revenues	$130,000	$0	$166,088	$0	$0	N/A
County Tax Levy	$1,172,875	$1,167,493	$1,167,493	$1,166,269	($1,224)	-0.1%
Expenditure	$1,071,744	$1,167,493	$1,328,608	$1,166,269	($1,224)	-0.1%
Rev. Over (Under) Exp.	$231,131	$0	$4,973	$0	$0	N/A
COUNTY CLERK						
Revenues (a)	$619,980	$222,350	$233,801	$359,925	$137,575	61.9%
County Tax Levy	$312,360	$312,360	$312,360	$312,360	$0	0.0%
Expenditure	$868,788	$534,710	$514,644	$672,285	$137,575	25.7%
Rev. Over (Under) Exp.	$63,552	$0	$31,517	$0	$0	N/A
COUNTY TREASURER						
Revenues	$8,025,454	$7,693,500	$6,551,555	$7,519,000	($174,500)	-2.3%
County Tax Levy (c)	($7,288,462)	($7,053,462)	($7,053,462)	($6,841,304)	$212,158	-3.0%
Expenditure	$560,565	$640,038	$646,171	$677,696	$37,658	5.9%
Rev. Over (Under) Exp.	$176,427	$0	($1,148,078)	$0	$0	N/A
DEPARTMENT OF ADMINISTRATION						
Revenues (a)	$12,439,346	$12,331,589	$12,330,027	$12,519,794	$188,205	1.5%
County Tax Levy	$4,642,854	$4,662,854	$4,662,854	$4,692,854	$30,000	0.6%
Expenditure (b)	$16,084,576	$17,114,443	$16,926,041	$17,269,626	$155,183	0.9%
Rev. Over (Under) Exp.	$181,082	$0	($45,342)	$0	$0	N/A
Oper Income/(Loss) (d)	$816,542	($120,000)	$112,182	($56,978)	$63,022	-52.5%
CORPORATION COUNSEL						
Revenues	$467,214	$459,390	$459,419	$463,784	$4,394	1.0%
County Tax Levy	$1,030,032	$1,006,785	$1,006,785	$991,785	($15,000)	-1.5%
Expenditure	$1,277,079	$1,466,175	$1,317,536	$1,455,569	($10,606)	-0.7%
Rev. Over (Under) Exp.	$220,167	$0	$148,668	$0	$0	N/A

(a) The 2014 Budget includes a total of $1,084,910 Fund Balance appropriations, which includes $110,000 for the County Clerk, $552,025 for DOA End User Technology Program, $179,885 for DOA Risk Management, $200,000 for DOA Collections, $15,000 for DOA Records Management, and $28,000 in DOA Human Resources. The 2013 Budget includes a total of $1,079,014 Fund Balance appropriations, which includes $594,773 for DOA End User Technology Program, $243,154 for DOA Risk Management, $200,000 for DOA Collections, $30,000 for DOA Records Management, $9,087 for DOA Communications, and $2,000 in DOA Human Resources.

(b) To conform with financial accounting standards, proprietary fund expenditures exclude fixed asset expenditures, debt service-principal payments and proprietary fund retained earnings. Therefore, expenditures less revenues do not equal Tax Levy. Total 2014 Budget expenditures exclude capitalized fixed asset purchases as follows: End User Technology Fund of $416,380. Total 2013 Budget expenditures exclude capitalized Fixed Asset purchases as follows: End User Technology Fund of $479,675.

(c) Revenues in excess of expenditures reduce Tax Levy funding for other general governmental operations.

(d) Operating income generated from proprietary fund operations is retained in proprietary fund balance and does not result in a reduction of Tax Levy funding for other operations.

GENERAL ADMINISTRATION

Functional Area Budget Highlights

Significant program and funding changes to the 2014 Budget include the following:

- The **County Board** budget reduces its reliance on tax levy for the seventh consecutive year with a $1,224 tax levy decrease mainly by lowering operating expenditures.

- The **County Clerk's Office** expenditure budget increases by about $138,000, mainly due to budgeting $140,000 for additional non-reoccurring election costs that occur in even-numbered years, when there are more elections held. These one-time costs are covered through $110,000 of General Fund Balance appropriation and $22,000 of higher municipal reimbursements for election related work, with the remainder covered through a reallocation of tax levy among County Clerk programs.

- Th**e County Treasurer** office budget operates with a tax levy credit, which results from more revenues budgeted than expenditures. This tax levy credit is used to reduce tax levy funding for other general governmental operations. The 2014 budgeted tax levy credit declines by about $212,200 to $6,841,300 mainly due to an estimated decrease in investment income to be earned of $127,000 to $4,413,000 and decreased revenues of $42,000 to $2,808,000 million for penalties and interest on delinquent taxes. The Department is also abolishing a 0.5 FTE Clerk Typist I-II position, which results in a reduction of $29,700 from the 2013 Budget, offset by costs to continue existing positions.

- The **Department of Administration (DOA) General Fund** cost to continue expenditures increase by about $27,600, or less than 1%, mostly due to increased personnel costs (extra help), offset with reduced operating and interdepartmental expenditures. Non-levy revenues decrease by about $3,400 due to an overall reduction in indirect cost recovery and cafeteria/vending revenues. This results in the need for $31,000 of tax levy funding, or an increase of about 1%.

- **DOA-End User Technology Internal Service Fund (EUTF)** tax levy overall decreases by $31,000, while expenditure budget appropriations are held to a 1.1% increase and reliance on fund balance appropriations is reduced. The last remaining tax levy subsidy for the End User Technology program was eliminated in the 2012 budget, and the use of End User Technology Fund Balance is reduced further by about $42,700 to $552,000 in 2014. The portion of the full cost of technology ownership borne by department charges and other ongoing revenue sources is estimated to be about 90% in the 2014 budget.

- **DOA-Risk Management** expenditures for 2014 increase by 1.9% or $47,900 to $2.61 million. This primarily reflects an increase in Worker's Compensation self-insured claims costs based on historical trends. Risk Management Division expenditures are subsidized with General Fund Balance of $179,885 which is a reduction of $63,300 from the 2013 budget and is intended to be phased-out as department charges are modified to better reflect costs. Interdepartmental revenue charges back to departments increase $144,500 (after reducing the fund balance subsidy) and reflect costs allocated to departments which are based on a five year weighted average of claims experience and risk exposure factors.

- **DOA-Collections** division will provide a Tax Levy credit of $90,000, a reduction of $30,000 from the 2013 Budget. The Collections Division works with various other departments to improve the automation of collection services to collect on past due accounts receivable. Overall expenditures decrease by $4,300, mostly due to a reduction in third party temporary help and partially offset by costs to continue existing staffing and service levels.

BUDGETED POSITIONS 2012-2014
SUMMARY BY AGENCY AND FUND

GENERAL ADMINISTRATION

Agency	Fund	2012 Actual	2013 Adopted Budget	2013 Modified Budget	2014 Budget	13-14 Change
COUNTY EXECUTIVE	General	4.65	4.65	4.65	4.65	0.00
COUNTY BOARD	General	7.00	7.00	7.00	7.00	0.00
COUNTY CLERK	General	4.00	4.00	4.00	4.00	0.00
TREASURER	General	5.50	5.50	5.50	5.00	(0.50)
DEPT. OF ADMINISTRATION	General	44.75	44.75	44.75	44.75	0.00
	End User Technology	37.45	37.45	37.45	37.45	0.00
	Risk Management	3.20	3.20	3.20	3.20	0.00
	Communications	2.35	2.35	2.35	2.35	0.00
	Collections	5.75	5.75	5.75	5.75	0.00
	Subtotal Dept. of Admin.	93.50	93.50	93.50	93.50	0.00
CORPORATION COUNSEL	General	11.40	11.40	11.40	11.40	0.00
TOTAL REGULAR POSITIONS		126.05	126.05	126.05	125.55	(0.50)
TOTAL EXTRA HELP		15.61	13.94	13.94	13.62	(0.32)
TOTAL OVERTIME		0.28	0.18	0.18	0.15	(0.03)
TOTAL BUDGETED POSITIONS		141.94	140.17	140.17	139.32	(0.85)

2014 BUDGET ACTIONS:

County Clerk
Increase Temporary Extra Help by 0.15 FTE.

Treasurer
Abolish 0.50 FTE Clerk Typist I-II
Increase Temporary Extra Help by 0.22 FTE

Department of Administration- General
Create 1.00 FTE Administrative Assistant I - Fiscal Management in Business Office.
Abolish 1.00 FTE Account Clerk I in Business Office.
Increase 1.02 FTE Temporary Extra Help
Decrease 0.02 FTE Overtime

Department of Administration- End User Technology
Create 1.00 FTE Centralized Records Supervisor.
Abolish 1.0 FTE Records Management Analyst.
Decrease 1.67 FTE Extra Help in Records Management

Department of Administration- Communications
Reduce 0.01 FTE Overtime

Corporation Counsel
Decrease 0.50 FTE Senior Attorney
Increase 0.50 FTE Attorney
Decrease 0.04 Extra Help

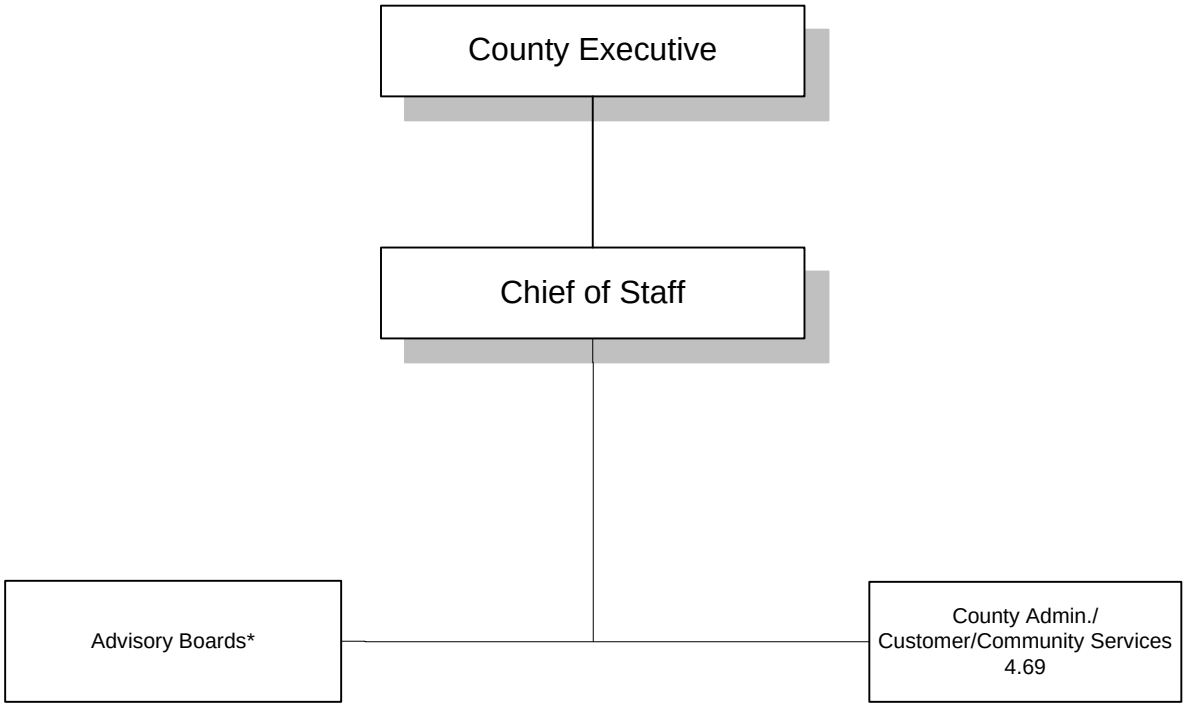
2013 CURRENT YEAR ACTIONS:

Corporation Counsel
Decrease 0.5 FTE Senior Attorney
Increase 0.5 FTE Attorney

County Executive

COUNTY EXECUTIVE'S OFFICE

FUNCTION / PROGRAM CHART



4.69 Total FTE'S

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

* No Staff FTE's are allocated to Advisory Boards.

County Executive

Statement of Purpose

As chief executive officer of county government, the County Executive serves the citizens of Waukesha County by protecting and promoting their welfare, safety, health, and quality of life. The County Executive is responsible for managing administrative functions of County government, which are not vested in other elected officials. County government policy is established in partnership with the County Board of Supervisors, boards and commissions and the County Executive.

Financial Summary	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 (a)	$12,875	$12,000	$12,000	$12,000	$0	0.0%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy	**$547,569**	**$547,569**	**$547,569**	**$555,965**	**$8,396**	**1.5%**
Total Revenue Sources	**$560,444**	**$559,569**	**$559,569**	**$567,965**	**$8,396**	**1.5%**
Expenditures						
Personnel Costs	$462,831	$487,020	$481,117	$496,931	$9,911	2.0%
Operating Expenses	$31,965	$42,396	$27,891	$40,565	($1,831)	-4.3%
Interdept. Charges	$23,954	$30,153	$29,005	$30,469	$316	1.0%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$518,750**	**$559,569**	**$538,013**	**$567,965**	**$8,396**	**1.5%**
Rev. Over (Under) Exp.	$41,694	$0	$21,556	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	4.65	4.65	4.65	4.65	0.00	
Extra Help	0.04	0.04	0.04	0.04	0.00	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total FTEs	4.69	4.69	4.69	4.69	0.00	

(a) The Other Revenue primarily relates to the County Executive award luncheon.

Major Departmental Strategic Outcomes and Objectives for 2014

County-Wide Key Strategic Outcome: An economically vibrant county

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

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

Performance Measure:	2012 Actual	2013 Actual	2014 Target
County's Bond Ratings	AAA/Aaa	AAA/Aaa	AAA/Aaa

Objective 2: Create an environment that promotes County-wide economic development.

Key Outcome Indicator: New construction growth in the County's equalized value.

Performance Measure	2011 Actual	2012 Actual	2013 Actual
$ Amount of New Construction **	$320.1 million	$406.4 million	$336.7 million
% of Change	0.64%	0.82%	0.72%

*****Amounts shown are prior year values for the subsequent year budget. Also, new construction is based on the State Department of Revenue figures with adjustments reflecting demolition of buildings.***

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

Objective 3: The County tax impact on the homeowner is measured by looking at long term budget trends (five years) versus the rate of inflation as measured by the Core Consumer Price Index –Urban (CPI-U) five year annual average percentage for fiscal years July 1 to June 30th.*****

Key Outcome Indicator: Measures taxation stability by looking at the long term tax bill impact on the median home value versus the annual five year average CPI-U Core inflation rate.

Performance Measure:	2007-2011 Actual	2008-2012 Actual	2009-2013 Actual
Average annual CPI-U core (less food and energy) % increase over the five-year period.	1.85%	1.84%	1.68%
Average annual tax increase (decrease) % on the medium value home over the 5 year period	0.56%	0.49%	0.36%

***** Year ending June 30th is consistently used since it represents the period preceding the budget development process.

County Administration/Customer/Community Services

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

Program Description

The County Executive Office is responsible for the coordination of countywide strategic planning process, an executive budget and for coordination of efficient executive office administrative and clerical support. The County Executive is responsible for managing administrative functions of County government, which are not vested in other elected officials. County Executive reviews non-represented performance pay recommendations for fairness, consistency, and meeting County evaluation requirements. The County Executive also provides for public relations between County Government and other entities including other governments, commercial, industrial, non-profit concerns and County citizens.

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**4.69**	**4.69**	**4.69**	**4.69**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue (a)	$12,875	$12,000	$12,000	$12,000	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$517,605**	**$521,504**	**$521,504**	**$529,900**	**$8,396**
Total Revenues	**$530,480**	**$533,504**	**$533,504**	**$541,900**	**$8,396**
Personnel Costs	$448,617	$468,470	$468,470	$478,381	$9,911
Operating Expenses	$26,979	$34,881	$23,446	$33,050	($1,831)
Interdept. Charges	$23,954	$30,153	$29,005	$30,469	$316
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$499,550**	**$533,504**	**$520,921**	**$541,900**	**$8,396**
Rev. Over (Under) Exp.	$30,930	$0	$12,583	$0	$0

(a) The other revenue primarily is from the County Executive award luncheon to reimburse costs of the luncheon.

Program Highlights

Personnel costs are increased by $9,911 or 2% mainly due to costs to continue for the 4.69 FTE staff. Operating expenses decrease mostly related to a decrease in tuition/registration and printing costs related to budgeting costs closer to actual spending levels.

Activity Data

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget
Dept. Heads Report directly to County Exec (a)	8	8	8	8
Funding quality services and keeping taxes low by limiting administrative support costs.				
% of County Property Taxes Spent on Admin. Functional Area	<1%	<1%	<1%	<1%
The County Executive's Office utilizes a variety of tools to communicate with its constituency. Among the most effective means of conveying information to a broad audience is by issuing news releases and newsletters.				
No. of news releases, electronic newsletters and newspaper columns drafted and distributed by the County Executive's Office. This number Includes reviews of other department news releases and electronic media.	380	400	400	400

(a) Includes Corporation Counsel and UW Extension

Advisory Boards

Program Description

The County Executive has the authority to appoint Department heads and all members of boards and commissions with County Board approval. The Boards and Commissions advise the County Executive and Departments on policy issues.

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)			**No Staff Allocated**		
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$29,964**	**$26,065**	**$26,065**	**$26,065**	**$0**
Total Revenues	**$29,964**	**$26,065**	**$26,065**	**$26,065**	**$0**
Personnel Costs	$14,214	$18,550	$12,647	$18,550	$0
Operating Expenses	$4,986	$7,515	$4,445	$7,515	$0
Interdept. Charges	$0	$0	$0	$0	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$19,200**	**$26,065**	**$17,092**	**$26,065**	**$0**
Rev. Over (Under) Exp.	$10,764	$0	$8,973	$0	$0

Program Highlights

Overall expenditures for the Boards and Commissions per diems, mileage and other related expenses are budgeted to remain at 2013 budgeted levels of $26,065.

Activity

Provided below is a summary of the boards and commissions staffing level and meeting frequency for Board and Commissions with per diems and or other reimbursable expenditures are included within the County Executive's budget.

	Boards & Commissions Members		Avg. Meetings
	Co. Board	Citizens	Per Month
Health & Human Services Board	4	6	1.5
Park & Planning Commission	3	4	2.0
Aging and Disability Resource Center Advisory Board	1	12	1.0
Federated Library Board	2	5	1.0
Housing Authority	2	3	0.33
Wisconsin River Rail Transit Commission	1	2	0.33
Airport Operations Commission	1	4	1.0
Board of Adjustment	0	5	1.0
Ethics Board	0	3	As needed

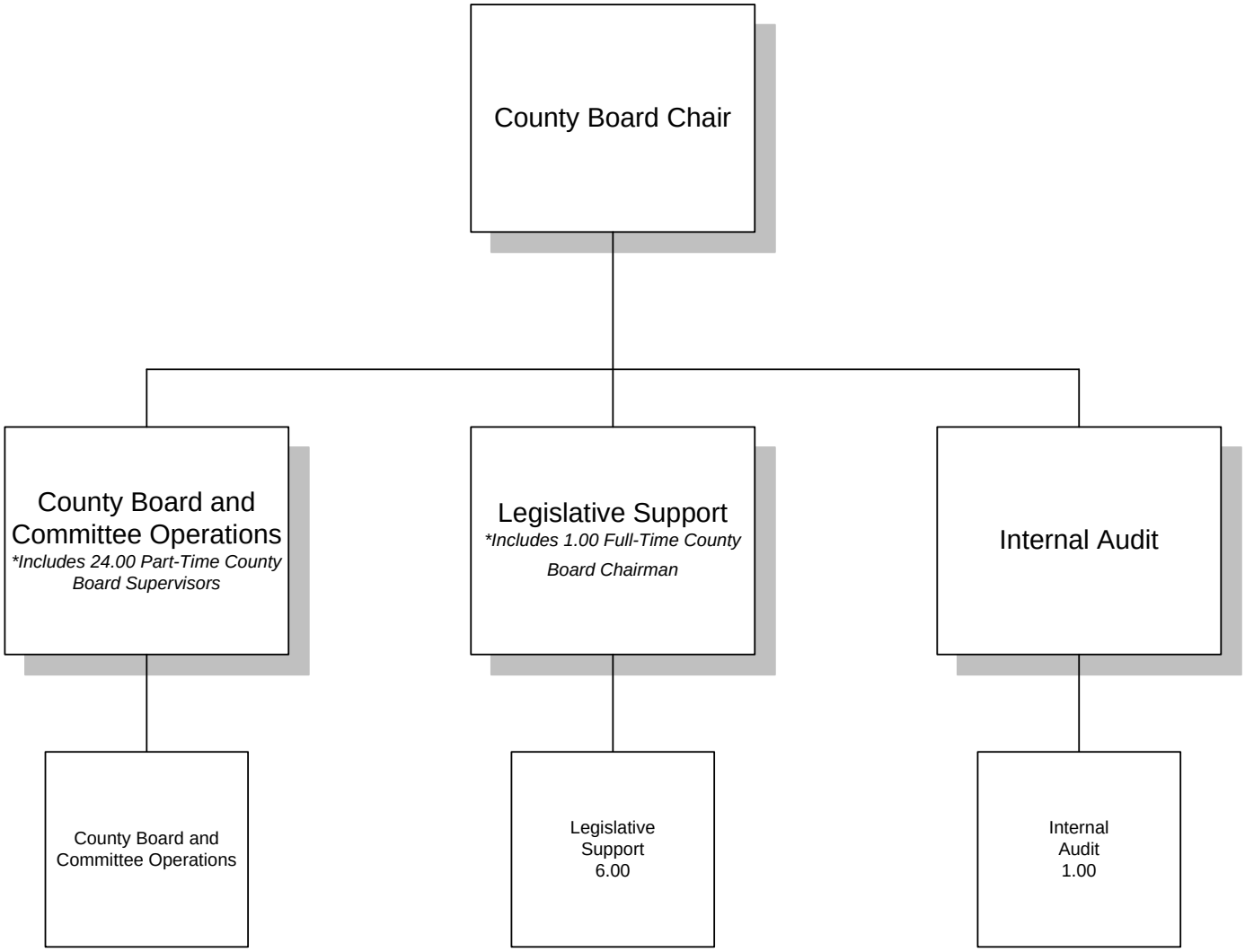
Other Boards and Commissions appointed by the County Executive that are not included in the County Executive's Department Budget include: The Southeastern Wi. Regional Planning Commission appointees, Lake Management Districts, Trustees to Library Boards, Traffic Safety Commission, The Marsh Country Health Alliance Commission, The Sheriff Civil Service Commission which is included in the DOA - Human Resource Budget, CDBG Board which is included in the Parks and Land Use - CDBG budget and the Veteran Service Commission which is included in the HHS - Veteran Services office budget.

Also, employees are appointed to the Future Parkland Standing Committee; Veolia Emerald Park Standing Committee, Waste Management's Metro Landfill Monitoring Committee, Metro Recycling & Disposal Facility Siting Committee and Orchard Ridge Recycling & Disposal Facility Siting Committee.

County Board

COUNTY BOARD CHAIR'S OFFICE

FUNCTION / PROGRAM CHART



7.00 TOTAL FTE'S

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

County Board

Statement of Purpose

The mission of the Waukesha County Board of Supervisors is to enact legislation to establish policy to promote the health, safety, and quality of the life for the people of Waukesha County in a fiscally responsible manner.

The legislative body of the county is the board of supervisors, which consists of 25 members who are elected by districts to two-year terms in even numbered years. From its members, the board elects a chairperson, first vice-chairperson, and second vice-chairperson as officers of the County Board. There are seven standing committees organized on functional lines. The Executive, Finance and Human Resources committees deal with administrative policy matters, whereas the remaining four standing committees, Judiciary and Law Enforcement; Health and Human Services; Land Use, Parks and Environment; and Public Works, are concerned with policy matters affecting public services.

Through the internal audit function, the County Board provides financial and program evaluations to assure cost-effective and efficient use of available resources.

Financial Summary	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 (a) (b)	$130,000	$0	$166,088	$0	$0	N/A
County Tax Levy	**$1,172,875**	**$1,167,493**	**$1,167,493**	**$1,166,269**	**($1,224)**	**-0.1%**
Total Revenue Sources	**$1,302,875**	**$1,167,493**	**$1,333,581**	**$1,166,269**	**($1,224)**	**-0.1%**
Expenditures						
Personnel Costs	$888,116	$922,454	$922,404	$938,733	$16,279	1.8%
Operating Expenses (a) (b)	$155,485	$214,405	$194,882	$197,077	($17,328)	-8.1%
Interdept. Charges	$28,143	$30,634	$29,434	$30,459	($175)	-0.6%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$1,071,744**	**$1,167,493**	**$1,146,720**	**$1,166,269**	**($1,224)**	**-0.1%**
Rev. Over (Under) Exp.	$231,131	$0	$186,861	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	7.00	7.00	7.00	7.00	0.00	
Extra Help	0.00	0.00	0.00	0.00	0.00	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total FTEs	7.00	7.00	7.00	7.00	0.00	

(a) The 2012 actual reflects fund balance of $130,000 related to carry-over expenditure authority from the 2011 modified budget to the 2012 modified budget Internal Audit program for completion of internal audit projects ($55,000) from the 2011 audit plan which were delayed due to additional projects added to the plan in 2011 (including County Clerk and Health and Dental Insurance fund audits) and an open purchase order to complete the information technology project management audit ($75,000).

(b) The 2013 estimate reflects $166,088 from open purchase orders in the internal audit program carried over from 2012 into 2013 for audit of emergency government ($44,788), HHS building change order review assistance ($20,000), parks and land use department ($75,000), and consulting service for internal audit ($14,000). The estimated amount also includes fund balance of $12,300 related to carry-over expenditure authority from the 2012 modified budget to the 2013 modified in the County Board and committees' operations program for the development of a communal economic development platform.

Major Departmental Strategic Outcomes and Objectives for 2014

County-Wide Key Strategic Outcome: An economically vibrant county

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

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

Performance Measure:	2011 Actual	2012 Actual	2013 Actual	2014 Target
County's Bond Rating	AAA/Aaa	AAA/Aaa	AAA/Aaa	AAA/Aaa

Objective 2: Create an environment that promotes county-wide economic development. The County Board Chairman is making concerted efforts to enhance regional economic and workforce development in 2013 and 2014 including enabling communication across the region and building and training a strong and diverse workforce capable of serving growing industries. The County Board Chairman is working cooperatively with outside organizations to further develop Waukesha County's business base.

Key Outcome Indicator: New construction growth in the county's equalized value.

Performance Measure	2011 Actual	2012 Actual	2013 Actual
$ Amount of New Construction **	$320.1 million	$406.4 million	$336.7 million
% of Change	0.64%	0.82%	0.72%

***Amounts shown are prior year values for the subsequent year budget. Also, new construction is based on the State Department of Revenue figures with adjustments reflecting demolition of buildings.*

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

Objective 3: Complete operational, performance and financial audits to promote efficiency, economy, adequate internal controls and implementation of best practices, and identify potential loss of county assets. Audit findings are based on measurable objectives and practices to ensure stable future budgets and compliance with county policies and procedures and federal, state and county laws and regulations. (Internal Audit)

The audit process actively engages departments to facilitate understanding, cooperation and follow-up which is critical to the successful completion of a performance audit. Benchmarking analysis is used to compare and identify lead practices in peer counties' programs that could be considered and adopted to improve effectiveness and efficiency of operations.

Anticipated 2014 audits include: financial management information system (FMIS), Waukesha County's use of contracted services, Department of Health and Human Services, Register of Deeds, payroll system and University of Wisconsin Extension.

Key Outcome Indicator: Bond rating measures efficacy, efficiency, best practices and cost effectiveness of services (see county bond rating above).

County-Wide Key Strategic Outcome: An economically vibrant county

Program Description

The County Board Chair and staff evaluate and promote initiatives to better serve supervisors and the public and enhance and increase the development, efficiency and cost effectiveness of County and County Board operations. The County Board Chairman, elected by the board to fill a leadership position in the legislative support program, addresses all responsibilities designated in state statutes, county code and as an elected department head directing overall operations of department staff including audit functions, intergovernmental relations, task force assignments, research projects, etc.

	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	$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	**$564,955**	**$573,901**	**$573,901**	**$584,089**	**$10,188**
Total Revenues	**$564,955**	**$573,901**	**$573,901**	**$584,089**	**$10,188**
Personnel Costs	$494,920	$520,912	$520,912	$533,655	$12,743
Operating Expenses	$12,169	$24,355	$19,950	$21,975	($2,380)
Interdept. Charges	$27,295	$28,634	$28,234	$28,459	($175)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$534,384**	**$573,901**	**$569,096**	**$584,089**	**$10,188**
Rev. Over (Under) Exp.	$30,571	$0	$4,805	$0	$0

Program Highlights

Personnel costs increases of $12,743 reflect salary and benefits cost projections for existing 6.0 FTE staff.

Operating expenses are reduced $2,380 or 9.77% reflecting lower cost estimates for travel, mileage reimbursement, and tuition and registration costs related to a commitment to increase efficiency by greater use of technology.

In 2012, County Board staff provided approximately 300 hours of administrative support to the Criminal Justice Collaboration Council which was not charged back to health and human services including production of meeting minutes, design and editing of newsletters and brochures, website updates, event/meeting planning and support, etc.

Activity-Workload Data	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Committee agenda/minutes prepared	241	250	250	250	0
Advisement to committees by staff	255	275	265	275	0
Reviewing/advising on state legislative issues *	200	200	200	200	0
Staff participating in community events/meetings/conferences	150	150	150	150	0

** These items are not duplicated in the above advisement item counts.*

County Board and Committees Operations

County-Wide Key Strategic Outcome: An economically vibrant county

Program Description

The County Board makes a concerted effort to promote economic development and the well-being of county residents while building relationships with local and state officials to enhance cooperation and delivering services to taxpayers in the most cost effective manner. The Waukesha County Board of Supervisors consists of 25 elected members who elect a chairperson. There are no FTEs budgeted in the County Board and committees operations program due to the part-time nature of the 24 supervisor positions.

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance (a)	$0	$0	$12,300	$0	$0
County Tax Levy	**$360,750**	**$345,500**	**$345,500**	**$334,380**	**($11,120)**
Total Revenues	**$360,750**	**$345,500**	**$357,800**	**$334,380**	**($11,120)**
Personnel Costs	$258,171	$264,000	$264,000	$263,880	($120)
Operating Expenses	$60,547	$79,500	$92,782	$68,500	($11,000)
Interdept. Charges	$848	$2,000	$1,200	$2,000	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$319,566**	**$345,500**	**$357,982**	**$334,380**	**($11,120)**
Rev. Over (Under) Exp.	$41,184	$0	($182)	$0	$0

a) The 2013 Estimate reflects fund balance of $12,300 related to carry-over expenditure authority from the 2012 modified budget to the 2013 modified budget for the development of a communal economic development platform.

Program Highlights

The County Board and committee operations program budget is lower than five years ago.

Operating expense appropriations are reduced $11,000 to $68,500 due to a reduction in consulting expenditures, which are generally used for issues deemed essential and emergent.

Activity-Workload Data	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Ordinances/Resolutions considered	154	150	150	150	0
County Board meetings attended	304	275	275	275	0
Standing Committee meetings attended	614	675	675	675	0

Internal Audit

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

Program Description

Internal audit, an independent function of the legislative branch of the county, is responsible for conducting operational, performance and financial audits of county operations to help ensure safeguarding of county assets, efficiency, management integrity and reliability by identifying cost effective controls throughout county operations. Internal audits and special projects result in recommendations to improve operations that assist administration, supervisors and taxpayers of Waukesha County for the purpose of promoting efficiency, economy and adequate internal controls.

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**1.00**	**1.00**	**1.00**	**1.00**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance (a) (b)	$130,000	$0	$153,788	$0	$0
County Tax Levy	**$247,170**	**$248,092**	**$248,092**	**$247,800**	**($292)**
Total Revenues	**$377,170**	**$248,092**	**$401,880**	**$247,800**	**($292)**
Personnel Costs	$135,025	$137,542	$137,492	$141,198	$3,656
Operating Expenses (a) (b)	$82,769	$110,550	$264,038	$106,602	($3,948)
Interdept. Charges	$0	$0	$0	$0	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$217,794**	**$248,092**	**$401,530**	**$247,800**	**($292)**
Rev. Over (Under) Exp.	$159,376	$0	$350	$0	$0

a.) The 2012 actual reflects fund balance of $130,000 related to carry-over expenditure authority from the 2011 modified budget to the 2012 modified budget internal audit program for completion of internal audit projects ($55,000) from the 2011 audit plan which were delayed due to additional projects added to the plan in 2011 (including County Clerk and health and dental insurance fund audits) and an open purchase order to complete the information technology project management audit ($75,000).

b.) The 2013 estimate reflects $153,788 from open purchase orders carried over from 2012 into 2013 for audit of emergency government ($44,788), HHS building change order review assistance ($20,000), Parks and Land Use Department ($75,000), and consulting service for internal audit ($14,000).

Program Highlights

Personnel costs increase $3,656 based on salary and benefit projections for existing staff.

Operating expenses are reduced $3,948 or 3.7% due to a reduction in consulting services for outside contracted audits.

Anticipated 2014 audits include: financial management information system (FMIS), counties use of contracted services, Department of Health and Human Services, Register of Deeds, payroll system and University of Wisconsin Extension.

Activity-Workload Data	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Audits of department activities	4	5	7	6	1
Consult with departments to assist in various projects	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Follow-up of internal audit and external auditor's recommendations	1	1	1	1	0
Assist in completion of single audit work performed by external auditors	1	1	1	1	0

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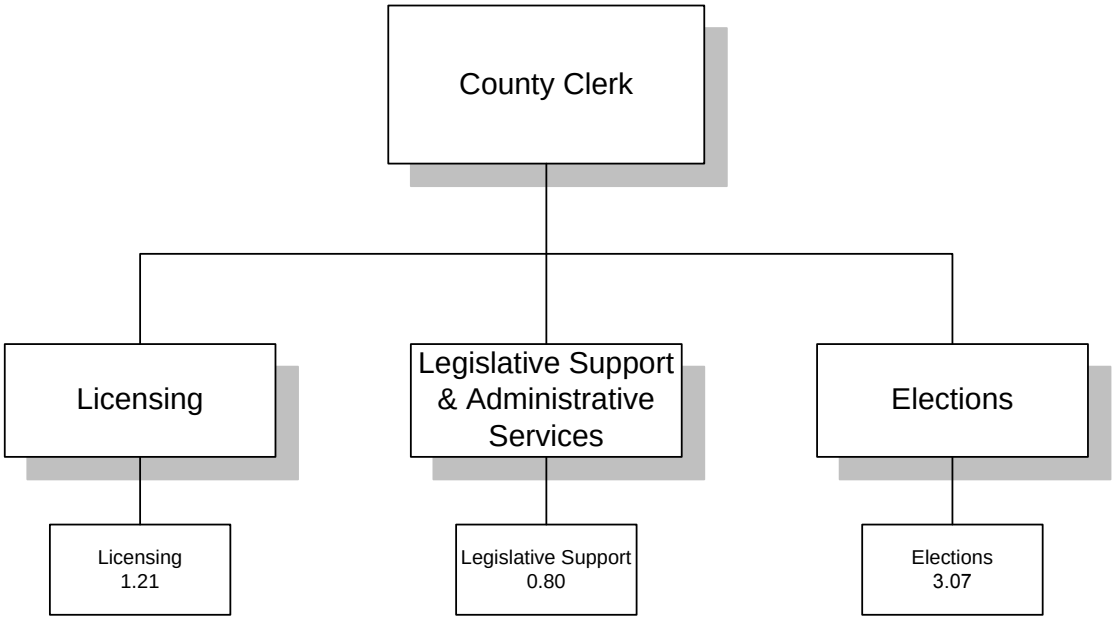
County Clerk

COUNTY CLERK'S OFFICE

FUNCTION / PROGRAM CHART



5.08 TOTAL FTE'S

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

County Clerk

Statement of Purpose

The Waukesha County electorate chooses the County Clerk, which is a State Constitutional Officer defined by Wisconsin Statutes, every two years. The County Clerk's two main statutory duties are to act as the Waukesha County Election Commissioner and Clerk of the Waukesha County Board.

Financial Summary	2012 Actual (a)	2013 Adopted Budget	2013 Estimate	2014 Budget (b)	Change From 2013 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$178,520	$158,025	$162,025	$162,000	$3,975	2.5%
Charges for Services	$93,583	$62,525	$70,276	$86,125	$23,600	37.7%
Interdepartmental	$74	$400	$400	$400	$0	0.0%
Other Revenue	$1,803	$1,400	$1,100	$1,400	$0	0.0%
Appr. Fund Balance (a)(b)	$346,000	$0	$0	$110,000	$110,000	N/A
County Tax Levy	**$312,360**	**$312,360**	**$312,360**	**$312,360**	**$0**	**0.0%**
Total Revenue Sources	**$932,340**	**$534,710**	**$546,161**	**$672,285**	**$137,575**	**25.7%**
Expenditures						
Personnel Costs	$350,995	$350,042	$334,344	$360,703	$10,661	3.0%
Operating Expenses	$478,150	$144,414	$140,751	$270,907	$126,493	87.6%
Interdept. Charges	$39,643	$40,254	$39,549	$40,675	$421	1.0%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$868,788**	**$534,710**	**$514,644**	**$672,285**	**$137,575**	**25.7%**
Rev. Over (Under) Exp.	$63,552	$0	$31,517	$0	$0	N/A

Position Summary (FTE)					
Regular Positions	4.00	4.00	4.00	4.00	0.00
Extra Help	1.54	0.92	0.92	1.07	0.15
Overtime	0.06	0.01	0.01	0.01	0.00
Total FTEs	5.60	4.93	4.93	5.08	0.15

(a) 2012 actual General Fund Balance includes one-time General Fund Balance appropriation of $155,000 for higher estimated costs associated with the higher number of elections in the presidential election year. Fund balance also includes a transfer from the Contingency Fund of $191,000 to cover additional costs associated with the recall elections for Governor and Lieutenant Governor

(b) The 2014 budget includes one-time General Fund Balance appropriation of $110,000 for higher estimated costs associated with the higher number of elections in the mid-term election year.

County Clerk's Mission is to:

- *manage specific licenses for the County that are mandated by State law & County ordinance*
- *maintain a strong working relationship with all County departments and municipalities*
- *utilize existing technologies to improve efficiency*
- *embrace fiscally responsible practices*
- *establish ongoing relationships and communication with elected officials at the Federal, State and local levels*
- *keep current with the changing election laws*
- *provide expedient and courteous service to our customer*

Current & Proposed Capital Projects

Proj. #	Project Name	Expected Completion Year	Total Project Costs	Estimated % Complete End of '13	Estimated Operating Impact	A = Annual T = One-Tim
201310	Election System Upgrade	2015	$2,318,000	10%	TBD	A

Program Description

The County Clerk's Office issues marriage licenses and domestic partnership licenses to County residents or out of state customers who are eligible to marry under Wisconsin law; distributes dog licenses, tags and supplies to municipalities as mandated by State law; and accepts and forwards passport applications and all required materials to the U.S. State Department.

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**1.32**	**1.21**	**1.21**	**1.21**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$178,520	$158,025	$162,025	$162,000	$3,975
Charges for Services	$17,584	$12,000	$13,700	$13,600	$1,600
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$82	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (a)	**($44,365)**	**($60,344)**	**($60,344)**	**($66,160)**	**($5,816)**
Total Revenues	**$151,821**	**$109,681**	**$115,381**	**$109,440**	**($241)**
Personnel Costs	$76,758	$69,897	$78,409	$72,350	$2,453
Operating Expenses	$14,897	$23,017	$18,102	$19,950	($3,067)
Interdept. Charges	$16,146	$16,767	$16,752	$17,140	$373
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$107,801**	**$109,681**	**$113,263**	**$109,440**	**($241)**
Rev. Over (Under) Exp.	$44,020	$0	$2,118	$0	$0

(a) The tax levy credit in this program area is used to reduce the County Clerk's overall tax levy need in the Elections and Legislative Support programs.

Program Highlights

License revenues include passport application fee revenues, which increase by $4,000 to $58,000, to be more inline with an upward trend in these revenues. Marriage license revenue remains at the 2013 budget level of $103,500 (see activity table below). Charges for service revenue include marriage waiver fee revenues, which are budgeted to increase by $1,000 to $4,800, and charges for passport photos, which increases by $600 to $8,800.

Personnel costs increase about $2,500, mainly due to the cost to continue staff allocated to this program. Operating expenditures decrease by about $3,100, mainly due to a reduction in training and travel related expenditures.

Activity-The chart shows the number of County Clerk issued licenses and applications by year.

	2010 Actual	2011 Actual	2012 Actual	2013 Budget	2014 Budget	Budget Change
Marriage Licenses (b)	1,812	1,715	1,871	1,715	1,715	0
Dog Licenses (c)	17,764	17,154	16,785	17,154	16,850	(304)
Passports Applications	1,536	1,953	2,424	2,160	2,200	40

(b) Excludes re-issued licenses.
(c) Revenues generated from dog licenses are not retained in the County Clerk's Office except for direct expenses.

Program Description

Prepare and publish State statutory required legal election notices. Train inspectors and poll workers. Help with voter registration. Certify to local clerks, pertinent election data. Prepare and distribute ballots and other election supplies to local clerks. Prepare voting machine layouts for municipalities. Receive and tabulate election returns on election night. Canvass the results of all elections held for County, State, and Federal offices within the County. Respond to, and take appropriate action, when necessary, on all questions and complaints regarding the election process within the County and maintain the necessary records for Waukesha County municipalities collaborating on the Statewide Voter Registration System (SVRS) to maintain compliance with Federal election statutes.

	2012 Actual (a)	2013 Budget	2013 Estimate	2014 Budget (b)	Budget Change
Staffing (FTE)	**3.41**	**2.92**	**2.92**	**3.07**	**0.15**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$75,575	$50,000	$56,016	$72,000	$22,000
Interdepartmental	$22	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance (a)(b)	$346,000	$0	$0	$110,000	$110,000
County Tax Levy	**$293,498**	**$309,674**	**$309,674**	**$318,054**	**$8,380**
Total Revenues	**$715,095**	**$359,674**	**$365,690**	**$500,054**	**$140,380**
Personnel Costs	$220,237	$224,421	$201,526	$232,902	$8,481
Operating Expenses	$460,343	$115,680	$121,330	$247,382	$131,702
Interdept. Charges	$19,446	$19,573	$19,108	$19,770	$197
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$700,026**	**$359,674**	**$341,964**	**$500,054**	**$140,380**
Rev. Over (Under) Exp.	$15,069	$0	$23,726	$0	$0

(a) 2012 actual General Fund Balance includes one-time General Fund Balance appropriation of $155,000 for higher estimated costs associated with the higher number of elections in the presidential election year. Fund balance also includes a transfer from the Contingency Fund of $191,000 to cover additional costs associated with the recall elections for Governor and Lieutenant Governor.

(b) The 2014 budget includes one-time General Fund Balance appropriation of $110,000 for higher estimated costs associated with the higher number of elections in the mid-term election year.

Program Highlights

Charges for Service revenues, which consist of municipal reimbursements for election related work, increase by $22,000 to $72,000, based on higher volumes of reimbursable work anticipated during this mid-term election year. General Fund Balance of $110,000 is budgeted for one-time higher costs related to the higher number of elections in 2014.

Personnel costs increase by about $8,500, mainly due to an increase in temporary extra help and related benefits by about $9,900, or about 0.15 FTE (310 hours), up to 0.66 FTE (1,370 hours), since additional temporary staffing assistance is estimated to be needed for the higher number of elections. In addition, salary per diem expenses for canvassing board work increase by $1,700 (from about $800 to $2,500). This is partially offset by a decrease in the net cost to continue of regular staff allocated to this program by about $3,100, mainly due to a change in employee health plan selection, from a higher cost plan to a lower cost plan.

Operating expenditures are budgeted to increase by about $131,700, mainly due to the additional elections planned for 2014, including an increase in ballot costs by $98,000 to $149,000, legal notice costs by $15,500 to $28,000. The net remaining increase of $18,200 consists of several smaller operating expense account increases for other election costs such as equipment programming, ballot containers and other related items.

Activity	2010	2011	2012	2013	2014 Est.
Number of Waukesha County Registered Voters as certified in January	264,786	268,037	284,034	262,329 (c)	268,350

(c) The # of registered voters may decline from year to year due to the elimination of duplicate registrations, as determined through maintenance of the Statewide Voter Registration System.

Legislative Support and Administrative Services

Program Description

Clerk of the County Board of Supervisors, custodian of all records of the Board and all other records as required to be filed by statutes. The Administrative Services program is responsible for coordinating and providing efficient administrative/clerical support, including actively working on business continuity, the County accounting system, and annual budget for the Department. The County Clerk is also responsible for posting agendas and minutes and publishing summaries of proposed County Ordinances. Many times, the Office is the first place residents call to get transferred to the appropriate department.

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**0.87**	**0.80**	**0.80**	**0.80**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$424	$525	$560	$525	$0
Interdepartmental	$52	$400	$400	$400	$0
Other Revenue	$1,721	$1,400	$1,100	$1,400	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$63,227**	**$63,030**	**$63,030**	**$60,466**	**($2,564)**
Total Revenues	**$65,424**	**$65,355**	**$65,090**	**$62,791**	**($2,564)**
Personnel Costs	$54,000	$55,724	$54,409	$55,451	($273)
Operating Expenses	$2,910	$5,717	$1,319	$3,575	($2,142)
Interdept. Charges	$4,051	$3,914	$3,689	$3,765	($149)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$60,961**	**$65,355**	**$59,417**	**$62,791**	**($2,564)**
Rev. Over (Under) Exp.	$4,463	$0	$5,673	$0	$0

Program Highlights

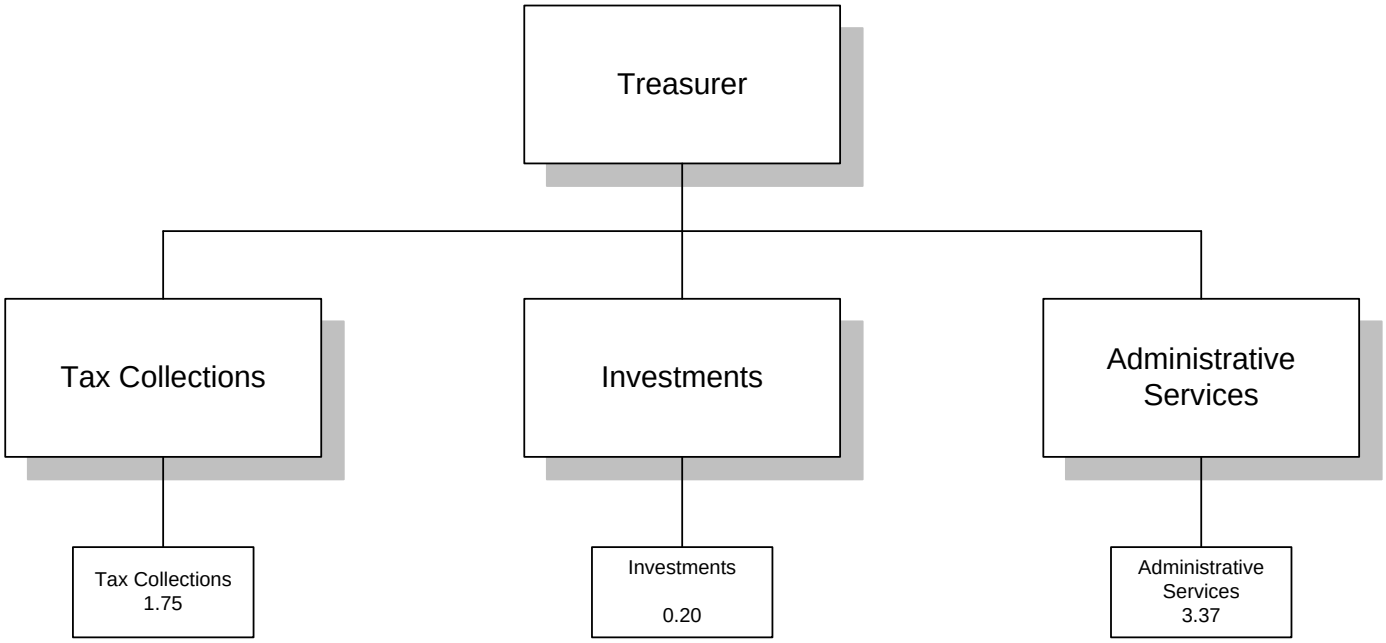
Charges for Service revenues include $525 in the base budget, mostly for copy and duplicating fee revenues. Interdepartmental charge revenues include $400 budgeted for revenue generated from providing other County departments with the “Directory of Public Officials,” produced by the County Clerk’s Office staff in this program area. Other revenues consist of reimbursements from municipal officials for meeting supplies.

Personnel costs decrease by about $300, mainly due to a change in an employee’s health plan selection, partially offset by the cost to continue staffing allocated to this program. Operating expenditures are budgeted to decrease by about $2,100, mostly due to a decrease in legal notice costs.

County Treasurer

TREASURER'S OFFICE

FUNCTION / PROGRAM CHART



5.32 TOTAL FTE'S

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

County Treasurer

Statement of Purpose

The mission of the County Treasurer's office is to provide efficient, courteous service and maintain accurate records, while upholding the fiduciary and statutory responsibilities required of the office.

Financial Summary	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	$41,216	$55,000	$55,000	$48,000	($7,000)	-12.7%
Charges for Services	$149,817	$132,700	$133,050	$132,700	$0	0.0%
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue (a)	$7,834,421	$7,505,800	$6,363,505	$7,338,300	($167,500)	-2.2%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy/ (Credit) (b)	**($7,288,462)**	**($7,053,462)**	**($7,053,462)**	**($6,841,304)**	**$212,158**	**3.0%**
Total Revenue Sources	**$736,992**	**$640,038**	**($501,907)**	**$677,696**	**$37,658**	**5.9%**
Expenditures						
Personnel Costs (c)	$314,234	$355,363	$359,073	$357,605	$2,242	0.6%
Operating Expenses (c)	$116,450	$149,679	$151,648	$186,236	$36,557	24.4%
Interdept. Charges (c)	$129,881	$134,996	$135,450	$133,855	($1,141)	-0.8%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$560,565**	**$640,038**	**$646,171**	**$677,696**	**$37,658**	**5.9%**
Rev. Over (Under) Exp.	$176,427	$0	($1,148,078)	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	5.50	5.50	5.50	5.00	(0.50)	
Extra Help	0.07	0.07	0.07	0.29	0.22	
Overtime	0.03	0.03	0.03	0.03	0.00	
Total FTEs	5.60	5.60	5.60	5.32	(0.28)	

a) For budget comparison purposes, the 2012 actual Investment Income revenues reported here do not agree to the Comprehensive Annual Financial Report which includes year-end market to market values of investments as required by GAAP.

b) The tax levy credit amount, which is revenues in excess of expenditures, is used to reduce tax levy funding for other general governmental operations.

c) The 2013 Expenditures estimate is currently estimated to exceed the 2013 adopted budget primarily related to unexpected Retirement/Separation Payouts, Finance Charges, and Interdepartmental Charges–Postage in 2013 than the budget anticipated. A funds transfer will be requested if higher expenditures materialize.

Current and Proposed Capital Projects

Proj.#	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of '13	Est. Operating Impact	A=Annual T=One-Time
200414	County-wide Cashiering (a)	2013	$970,000	100%	$45,000	A

Refer to Capital Project section of the budget book for additional details.

a) Project is coordinated by Department of Administration Business Office. The cashier system currently being utilized by the Treasurer's office is expected to be fully implemented by County departments by the end of 2013. The total estimated operating impact to the County is estimated at $45,000. The first year of cashiering software/maintenance was funded from the capital project. The charges are added to End User Technology Fund (EUTF) and are allocated to all applicable department budgets through the EUTF cost allocation.

Tax Collection

Program Description

The County Treasurer computes and distributes tax settlements for thirty-seven municipalities, the Department of Revenue, and all school districts in the County. Contractual agreements exist with twelve municipalities to collect first installment property taxes. Second installment taxes are collected for thirty-one of the thirty-seven municipalities. The office also collects delinquent taxes and, as necessary, forecloses and sells foreclosed properties according to Wisconsin Statutes.

Major Departmental Strategic Outcomes and Objectives for 2014

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

Objective: Work cooperatively with financial institutions and escrow companies to electronically receive tax payments in order to improve efficiencies and reduce costs.

Key Outcome Indicator: Increased number of property tax payments electronically imported (interfaced) into the tax system. An increasing rate of electronic submissions will indicate improved efficiency, improved cash flow and reduced costs. Based on analysis of electronic submission of 2011 and 2012 tax bills, a 2014 target (estimate) is shown below:

Performance Measure:	2012 Actual	2013 Target	2013 Estimate	2014 Target
# Tax payments received electronically	3,364	4,000	4,000	5,000
Projected estimated cost savings	$606	$720	$720	$900

	2012 Actual	**2013 Budget**	**2013 Estimate**	**2014 Budget**	**Budget Change**
Staffing (FTE)	**2.05**	**2.03**	**2.03**	**1.75**	**(0.28)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$41,216	$55,000	$55,000	$48,000	($7,000)
Charges for Services	$147,755	$131,500	$131,850	$131,500	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$3,703,445	$2,964,400	$3,322,055	$2,923,900	($40,500)
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy/(Credit) (a)	**($2,827,379)**	**($2,882,985)**	**($2,882,985)**	**($2,852,365)**	**$30,620**
Total Revenues	**$1,065,037**	**$267,915**	**$625,920**	**$251,035**	**($16,880)**
Personnel Costs (b)	$81,241	$110,563	$112,418	$99,356	($11,207)
Operating Expenses	$100,230	$101,043	$94,552	$96,340	($4,703)
Interdept. Charges	$52,740	$56,309	$56,259	$55,339	($970)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$234,211**	**$267,915**	**$263,229**	**$251,035**	**($16,880)**
Rev. Over (Under) Exp.	$830,826	$0	$362,691	$0	$0

a) Revenues in excess of expenditures are used to reduce tax levy funding for other General Governmental operations.
b) The 2013 Personnel Costs estimate is currently estimated to exceed the 2013 adopted budget primarily related to unexpected retirement/separation vacation payouts in 2013 than the budget anticipated. A funds transfer will be requested if higher expenditures materialize.

Program Highlights

Fines/Licenses revenue consists of Agricultural Land Use conversion charges budgeted to decrease by $7,000 or 12.73% to $48,000 to more closely reflect historical revenues.

Other Revenue is budgeted to decrease $40,500 which includes a budgeted decrease in Interest and Penalty on delinquent taxes of $42,000 or 4.98% to $2.8 million reflecting a reduction in tax delinquencies and is slightly offset by an increase in Payments in Lieu of Taxes of $1,500 or 2.54%.

Personnel costs are budgeted to decrease by $11,207 or 10.14% primarily related to an abolishment of a 0.50 FTE Clerk Typist I-II position partially due to greater efficiencies realized with workflow on the tax records replacement and countywide cashiering systems. This reduction is offset by a 0.22 FTE increase in Temporary Extra Help of $6,688. Temporary Extra Help will be used to assist with possible processes pertaining to electronic check presentation.

Operating Expenses are budgeted to decrease by $4,703 due to a decrease in Reimbursement for Personal Property Tax of $4,000 or 26.67%; a decrease in Postage of $403 or 2.34%; and a decrease in Outside Microfilming or $300 or 100% as microfilming of the tax roll is no longer needed due to records retention is now electronic (PDF'd).

Interdepartmental Charges are budgeted to decrease by $970 primarily due to a decrease in Administrative Overhead of $800 or 5.52%, a decrease in Interdepartmental Charges-Legal Charges of $50 or 33.33%, and a decrease in Interdepartmental Charges-Computer Maintenance-Information Systems of $367 or 3.69% offset by an increase related to the DOA Principal Financial Analyst position for tax collection services provided to the Treasurer is increasing $247 or 1.21%.

Activity

Interest and penalty revenue is collected from delinquent property taxpayers. Revenues have fluctuated over the past several years, partly due to the cyclical nature of delinquent taxes and when they are paid.

Interest and Penalty Earned on Delinquent Taxes

	2007	2008	2009	2010	2011	2012	2013 Est.
Interest	$1,218,480	$1,456,248	$1,953,118	$2,284,491	$2,458,214	$2,365,206	$1,900,000
Penalty	$617,609	$749,364	$1,007,175	$1,165,653	$1,227,443	$1,175,615	$950,000
TOTAL	$1,836,089	$2,205,612	$2,960,293	$3,450,144	$3,685,657	$3,540,821	$2,850,000

Tax Collection (cont.)

Activity

The Treasurer's office collected first installment taxes for twelve municipalities in the 2012-2013 tax years. The dollars collected increased by $1.0 million to $142.3 million. A contractual agreement is established and fees are charged to the municipality for this service. The fees assessed to municipalities offset direct costs associated with the process of collection such as staff time, printing costs, postage, etc. These costs are included in the contractual agreements with the municipalities utilizing the County's tax collection service.

Property Taxes Dollars Collected under Municipal Contracts

Municipality	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13
City of Delafield	$14,999,037	$15,434,974	$15,557,891	$15,918,438	$15,814,785	$15,929,219
Town of Brookfield	$12,118,745	$11,959,197	$12,489,714	$12,333,060	$12,476,796	$12,325,160
Town of Waukesha	$10,933,378	$10,608,409	$11,320,785	$11,351,046	$11,481,880	$11,216,061
Village of Dousman	$2,161,110	$2,161,526	$2,167,348	$2,250,107	$2,362,645	$2,464,520
Village of Lac La Belle	$1,382,026	$1,417,124	$1,345,392	$1,482,481	$1,431,506	$1,502,700
Village of Lannon	$1,310,240	$1,445,786	$1,496,486	$1,571,496	$1,573,686	$1,610,014
Village of Menomonee Falls	$58,215,725	$60,985,033	$64,339,552	$65,932,259	$66,324,210	$66,606,056
Village of Merton	$4,187,394	$4,143,616	$4,572,666	$4,797,428	$5,015,291	$5,125,366
Village of Nashotah	$2,283,807	$2,113,498	$2,255,421	$2,370,252	$2,391,372	$2,290,541
Village of Oconomowoc Lake	$4,402,494	$4,655,719	$4,532,374	$4,453,360	$4,471,340	$4,584,523
Village of Pewaukee	$12,188,606	$12,917,048	$12,920,211	$13,237,318	$13,356,551	$13,795,245
Village of Wales	$3,955,811	$4,045,371	$4,373,080	$4,431,651	$4,600,464	$4,933,828
TOTAL	$128,138,373	$131,887,301	$137,370,920	$140,128,896	$141,300,526	$142,383,233

Investments

Program Description

The County cash balances are invested using the State's Local Government Investment Pool, Aaa/AAA money market funds and securities by investment firms with contracts that are authorized by State Statutes and in accordance with the County's adopted investment policies. The primary investment objective is the preservation of capital in the overall portfolio, to protect investment principal, to maintain liquidity and to maximize the return on investment.

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**0.20**	**0.20**	**0.20**	**0.20**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue (a)	$4,129,520	$4,540,000	$3,040,000	$4,413,000	($127,000)
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy/(Credit) (b)	**($4,764,402)**	**($4,483,310)**	**($4,483,310)**	**($4,319,601)**	**$163,709**
Total Revenues	**($634,882)**	**$56,690**	**($1,443,310)**	**$93,399**	**$36,709**
Personnel Costs	$17,818	$18,171	$18,171	$18,421	$250
Operating Expenses (c)	$0	$0	$9,000	$36,000	$36,000
Interdept. Charges	$37,659	$38,519	$38,519	$38,978	$459
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$55,477**	**$56,690**	**$65,690**	**$93,399**	**$36,709**

Rev. Over (Under) Exp.	($690,359)	$0	($1,509,000)	$0	$0

(a) 2013 Estimate of investment income is projected to be $1,500,000 lower than 2013 budget figures as a result of expected lower investment rates of return.
(b) Budgeted revenues in excess of expenditures are used to reduce tax levy funding for other General Governmental operations.
(c) The 2013 Operating Expenses estimate is currently estimated to exceed the 2013 adopted budget relating to unexpected Finance Charges in 2013 than the budget anticipated. A funds transfer will be requested if higher expenditures materialize.

Program Highlights

Investment income in other revenue is reduced in 2014 by $127,000 to $4,413,000.

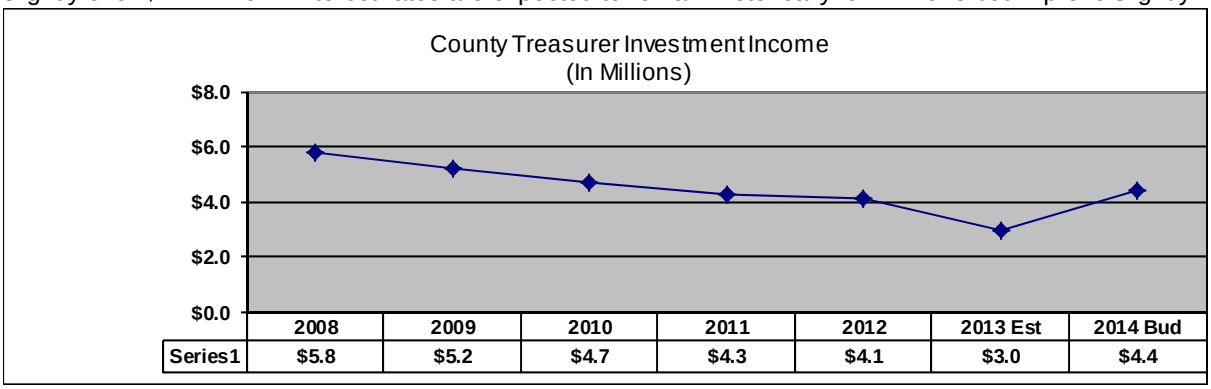
Personnel Costs increase by $250 or 1.38% due to costs to continue staff in this area.

Operating Expenses are budgeted to increase by $36,000 due to a new bank contract in which Finance Charges will start to be realized starting in October 2013.

Interdepartmental Charges increase slightly by $459 or 1.21% due an increase in the DOA Principal Financial Analyst position allocated costs.

Activity

Interest rates between 2008 and 2012 have been declining with investment income at historical levels ending 2012 slightly over $4.1 million. Interest rates are expected to remain historically low in 2013 but improve slightly in 2014.



Administrative Services

Program Description

The Administrative Services division is responsible for coordinating and providing efficient administrative/clerical support. The office collects and receipts departmental monies for the County and disburses all checks.

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**3.35**	**3.37**	**3.37**	**3.37**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$2,062	$1,200	$1,200	$1,200	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$1,456	$1,400	$1,450	$1,400	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy\(Credit) (a)	**$303,319**	**$312,833**	**$312,833**	**$330,662**	**$17,829**
Total Revenues	**$306,837**	**$315,433**	**$315,483**	**$333,262**	**$17,829**
Personnel Costs (b)	$215,175	$226,629	$228,484	$239,828	$13,199
Operating Expenses	$16,220	$48,636	$48,096	$53,896	$5,260
Interdept. Charges (b)	$39,482	$40,168	$40,672	$39,538	($630)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$270,877**	**$315,433**	**$317,252**	**$333,262**	**$17,829**
Rev. Over (Under) Exp.	$35,960	$0	($1,769)	$0	$0

(a) Budgeted revenues in excess of expenditures are used to reduce tax levy funding for other General Governmental operations.

(b) The 2013 Expenditures estimate is currently estimated to exceed the 2013 adopted budget primarily related to unexpected Retirement/Separation vacation payouts and Interdepartmental Charges–Postage in 2013 than the budget anticipated. A funds transfer will be requested if higher expenditures materialize.

Program Highlights

Personnel Costs are budgeted to increase by $13,199 or 5.82% due to costs to continue staff in this area; in addition to staff switching from single health coverage to family health coverage.

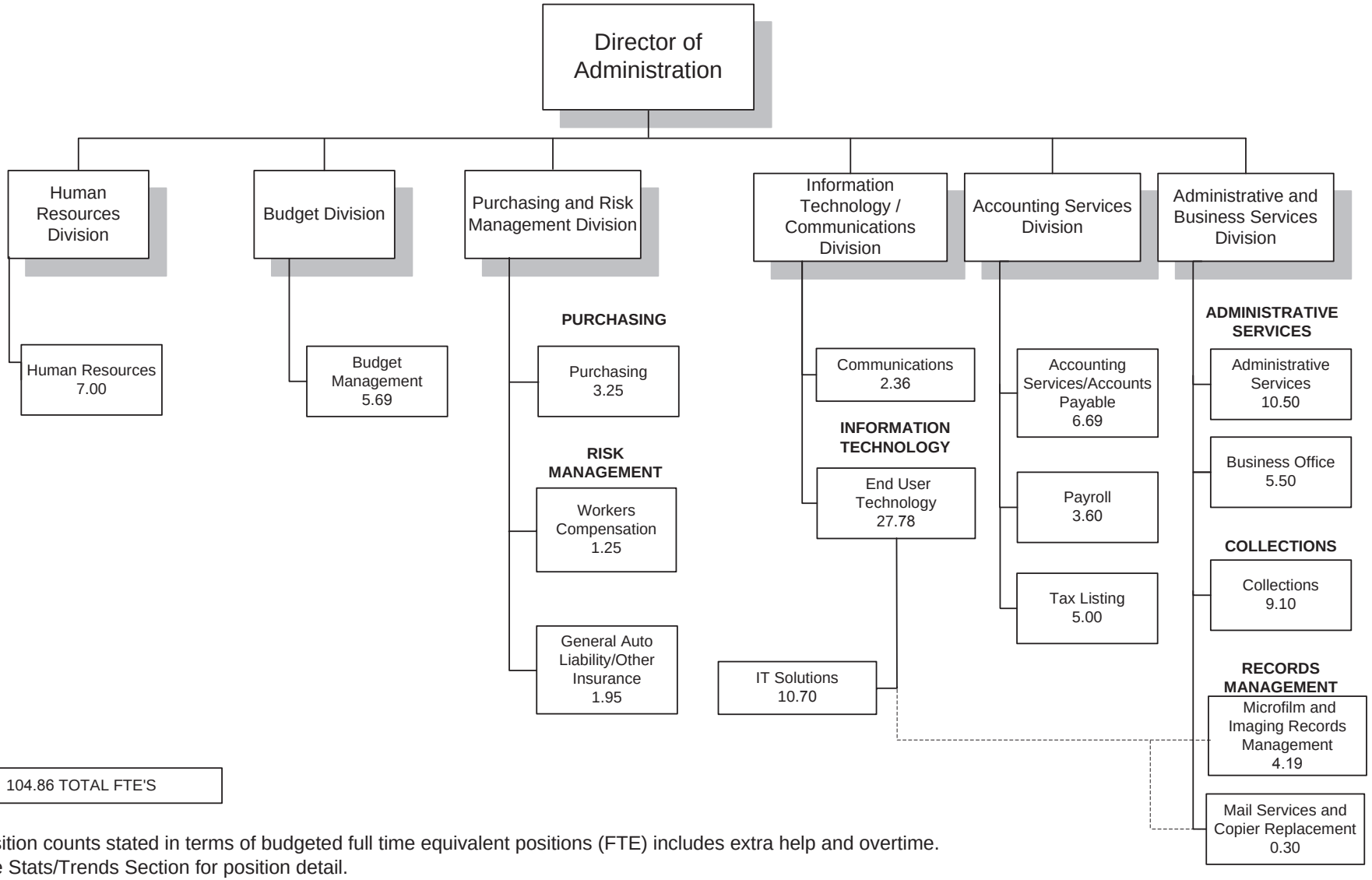
Operating Expenses are budgeted to increase by $5,260 or 10.82% due to an increase of $5,500 in Office Equipment for the purchase of electronic check presentation equipment; an increase of $500 in Advertising and Legal Notices; and an increase of $920 in Printing Supplies. Increases are offset by a decrease of $600 in Data Processing/Computer Supplies; a decrease of $660 in Office Equipment Repair/Maintenance; and a decrease of $500 in DP Equipment Repair/Maintenance.

Interdepartmental Charges decrease slightly by $630 or 1.94% due to a decrease of $680 in Computer Maintenance-Information System, a decrease of $120 in Copier Replacement Charges; a decrease of $141 in Records Storage and Retrieval; and a decrease of $184 in Computer Replacement, offset by an increase of $521 in Postage.

Department of Administration

ADMINISTRATION

FUNCTION / PROGRAM CHART



104.86 TOTAL FTE'S

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

Statement of Purpose

The mission of the Department of Administration is to assist other County departments and provide County-wide standards and support systems for human resources, financial management, information technology, procurement and other internal support services. The Department promotes and initiates enhancements and efficiencies of internal service operations, which enables better services to other County departments and ultimately the citizens of Waukesha County.

Financial Summary	2012 Actual	2013 Adopted Budget	2013 Estimate	2014 Budget	Change From 2013 Adopted Budget $	%
General Fund						
Revenues	$1,682,845	$1,647,870	$1,623,181	$1,644,482	($3,388)	-0.2%
County Tax Levy	$3,131,430	$3,161,430	$3,161,430	$3,192,430	$31,000	1.0%
Expenditures	$4,633,193	$4,809,300	$4,829,953	$4,836,912	$27,612	0.6%
Rev. Over (Under) Exp.	$181,082	$0	($45,342)	$0	$0	N/A
End User Technology Fund						
Revenues	$6,476,826	$6,366,430	$6,320,218	$6,518,507	$152,077	2.4%
County Tax Levy	$1,631,424	$1,621,424	$1,621,424	$1,590,424	($31,000)	-1.9%
Expenditures	$7,319,232	$7,987,854	$7,709,771	$8,075,909	$88,055	1.1%
Operating Inc./(Loss)	$789,018	$0	$231,871	$33,022	$33,022	N/A
Risk Management						
Revenues	$2,563,599	$2,565,454	$2,635,561	$2,613,310	$47,856	1.9%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures	$2,637,471	$2,565,454	$2,715,633	$2,613,310	$47,856	1.9%
Operating Inc./(Loss)	($73,872)	$0	($80,072)	$0	$0	N/A
Communications						
Revenues	$837,735	$795,810	$803,267	$791,783	($4,027)	-0.5%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures	$736,922	$795,810	$798,057	$791,783	($4,027)	-0.5%
Operating Inc./(Loss)	$100,813	$0	$5,210	$0	$0	N/A
Collections						
Revenues	$878,341	$956,025	$947,800	$951,712	($4,313)	-0.5%
County Tax Levy (a)	($120,000)	($120,000)	($120,000)	($90,000)	$30,000	-25.0%
Expenditures	$757,758	$956,025	$872,627	$951,712	($4,313)	-0.5%
Operating Inc./(Loss)	$583	($120,000)	($44,827)	($90,000)	$30,000	-25.0%
Total All Funds						
Revenues	$12,439,346	$12,331,589	$12,330,027	$12,519,794	$188,205	1.5%
County Tax Levy (a)	$4,642,854	$4,662,854	$4,662,854	$4,692,854	$30,000	0.6%
Expenditures	$16,084,576	$17,114,443	$16,926,041	$17,269,626	$155,183	0.9%
Rev. Over (Under) Exp.	$181,082	$0	($45,342)	$0	$0	N/A
Operating Inc./(Loss)	$816,542	($120,000)	$112,182	($56,978)	$63,022	-52.5%

Position Summary (FTE) (b)					
Regular Positions	93.50	93.50	93.50	93.50	0.00
Extra Help	12.99	11.94	11.94	11.29	(0.65)
Overtime	0.15	0.10	0.10	0.07	(0.03)
Total	**106.64**	**105.54**	**105.54**	**104.86**	**(0.68)**

(a) The Collections Fund Balance appropriation is used to repay the General Fund for start-up funds and deferred indirect costs provided in prior years, which reduces the overall general County Tax Levy. This will be phased down over four years as to date and with 2014 budget total payback $1,270,000.

(b) Includes End User Technology Fund, Risk Management, Communications and Collections. Refer to Stats/Trends section.

Current Capital Projects

Proj. #	Project Name	Information Technology Strategic Plan	Expected Completion Year	Total Project Costs	Estimated % Complete End of '13	Estimated Operating Impact	A = Annual T = One-Time
200414	County wide Cashiering (a)	Y	2013	$970,000	100%	$43,250	A
200619	Financial Operations & Management Systems	Y	2013	$2,040,000	100%	($75,000)	A
200820	VOIP and Infrastructure Upgrades	Y	2014	$1,175,500	35%	($50,000)	A
200910	Enterprise Content Management	Y	2016	$1,240,000	45%	$58,000	A
200912	Workforce Management System	N	2015	$1,293,000	40%	$45,000	A

(a) Coordinated project with Departments County-wide, 100% completion percentage reflects integration with all lines of business applications available at the close of 2013. Future integrations with HHS and Sheriff applications will be contingent upon business process reviews in 2014.

Fund Purpose

The General Fund is the primary operating fund of the County. It accounts for resources traditionally associated with governments and includes all revenues not required to be processed through another fund. Most General Fund revenue comes from Taxes, but the Fund also receives charges for service user fees, intergovernmental revenues, and other revenues.

Financial Summary	2012 Actual	2013 Adopted Budget	2013 Estimate	2014 Budget	Change From 2013 Adopted Budget $	%
Revenues						
General Government	$593,611	$625,878	$625,878	$593,733	($32,145)	-5.1%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$159,520	$162,607	$158,418	$159,036	($3,571)	-2.2%
Interdepartmental	$647,215	$660,896	$660,896	$684,732	$23,836	3.6%
Other Revenue	$228,757	$196,489	$175,989	$178,981	($17,508)	-8.9%
Appr. Fund Balance (a)	$53,742	$2,000	$2,000	$28,000	$26,000	1300.0%
County Tax Levy (b)	**$3,131,430**	**$3,161,430**	**$3,161,430**	**$3,192,430**	**$31,000**	**1.0%**
Total Revenue Sources	**$4,814,275**	**$4,809,300**	**$4,784,611**	**$4,836,912**	**$27,612**	**0.6%**
Expenditures						
Personnel Costs (b)	$3,945,800	$4,028,249	$4,087,971	$4,076,110	$47,861	1.2%
Operating Expenses (a)(b)	$519,211	$604,667	$569,657	$584,851	($19,816)	-3.3%
Interdept. Charges (b)	$168,182	$176,384	$172,325	$175,951	($433)	-0.2%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$4,633,193**	**$4,809,300**	**$4,829,953**	**$4,836,912**	**$27,612**	**0.6%**
Rev. Over (Under) Exp.	$181,082	$0	($45,342)	$0	$0	N/A
Position Summary (FTE)						
Regular Positions (b)	44.75	44.75	44.75	44.75	0.00	
Extra Help	1.62	1.46	1.46	2.48	1.02	
Overtime	0.07	0.02	0.02	0.00	(0.02)	
Total FTEs	46.44	46.23	46.23	47.23	1.00	

(a) 2012 includes $31,142 Fund Balance appropriation in revenues and in open purchase orders from 2011 carried forward into 2012, $15,000 Fund Balance appropriation in revenues and in contracted services from 2011 carried forward into 2012, and $7,600 Fund Balance appropriation in revenues and expenditures from cafeteria and vending funds. 2013 includes $2,000 Fund Balance appropriation in revenues and expenditures from Wellness funds for Wellness Center exercise equipment. 2014 includes $28,000 Fund Balance appropriation in revenues and consulting services for the Diversity program.

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

Major Departmental Strategic Outcomes and Objectives for 2014

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

Objective 1: Working with Corporation Counsel, develop policies, procedures and a County-wide system for department users that provides for effective life-cycle storage management of electronic records, and also provides for the appropriate disposal of those records when they have reached their end-of-life requirement. The system will also provide for litigation holds and suspension of disposal if it is required. (Information Technology, Business Office, Employment Services, and Risk Management)

Key Outcome Indicator: Email management environment in place, user training developed and a schedule for initial implementation for the County by 1st quarter 2014. Enterprise Content Management environment for the Financial Management Information System, for distributed scanning and retrieval in production by 2nd quarter 2014. Phase 1 for the implementation of County-wide ECM defined and under way in the 2nd quarter of 2014.

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

Objective 2: Improve cost containment associated with Information Technology. (Information Technology including End User Technology Fund)

Key Outcome Indicator: Actual cost reduction in operational expenses related to server room operations Savings ending 2012 (7-years cumulative) $710,166.

Performance Measures:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Operating cost reductions*	$90,866	$40,000	$80,500	$50,000

*Operating cost reductions include continued virtualization of servers, conversion from tape backup to disk and elimination of UNIX environment as part of the financial system implementation.

Objective 3: Implement a Workforce Management system that will incorporate scheduling, benefit accrual, leave management and improved time and attendance data collection. (Payroll)

Key Outcome Indicator: Implementation of Time and Attendance (T&A) base application into departments. Later advance scheduling systems implemented with reduction in staff time committed to managing the County workforce by adding improved functionality and eliminating manual or redundant processes.

Performance Measures:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Areas Implemented	Waukesha County Communications Center	Sheriff	Sheriff	DPW, PLU, Smaller departments

Objective 4: Identify payback ratio of implementing Enterprise Content Management (ECM) technology and create policy and procedures to retain and manage the lifecycle of electronic records according to statutory and/or business retention requirements. As part of the 2014 budget, develop measures for identifying records management outcomes focusing on end user cost reductions associated with improved document accessibility, life cycle management and decreased long term paper storage and retrieval costs. (Records Management and Information Technology)

Key Outcome Indicator: Savings to departments is greater than records consulting and management costs.

Objective 5: As part of records retention audit and implementation of ECM solutions, identify existing long term storage and frequently recalled records, for conversion to ECM.

Key Outcome Indicator: Identify back file conversion projects where savings exceed costs of records management storage fees over the life of the record.

Objective 6: Implement a Voice Over Internet Protocol (VOIP) telecommunication system replacing the existing Centrex System improving phone system functionality and reducing operating costs.

Key Outcome Indicator: Completion of full County VOIP solution by 1st quarter 2015.

Objective 7: In collaboration with the City of Waukesha and the School District of Waukesha, the County will establish an onsite medical/wellness center for employees, dependents and retirees who are eligible to enroll in the health insurance program. The goal and purpose for establishing the center is to reduce health care expenditures over a five year period.

Key Outcome Indicator: For 2014 the key outcomes will be the selection of a vendor to operate and manage the on-site medical/wellness center, successfully negotiate a vendor contract for services and establish an intergovernmental agreement with both the City of Waukesha and the Waukesha School District.

Objective 8: Implement the 2014 components of the Diversity and Equal Employment Opportunity Plan. Specifically, coordinating and developing training for all managers, supervisors and staff involved in the selection of individuals for employment with the County. In addition, expand the recruitment and outreach efforts to regional, professional, and community organizations.

Key Outcome Indicator: All managers and supervisors will have participated in diversity and equal employment training. The outreach for applicants, in order to establish a more diverse workforce, will be expanded to include minority organizations within and around the County. The number of minority applicants for County positions will be evaluated to determine if the outreach efforts were successful or need modification.

Objective 9: Expand the County's Lean Government Initiative. Continue to train and develop County staff and workgroups in the concepts and tools needed to identify areas for improved efficiencies and cost-savings. Develop an organization wide structure which will support department efforts and projects and will enable the County to track and monitor efforts to determine the cost and efficiency savings.

Key Outcome Indicator: The County established a centralized committee to develop a formalized process and organizational structure which supports existing lean projects and encourages and identifies new lean initiatives. New projects were identified and worked through as lean initiatives. Prior projects were monitored and supported. Key County staff were trained and given expanded roles as Lean resource experts.

Administrative Services

Program Description

The Administrative Services program is responsible for coordinating and providing efficient administrative/clerical support to divisions and proprietary operations of the Department of Administration and the Director of Administration. This program includes most of the administrative personnel costs associated with the DOA General Fund.

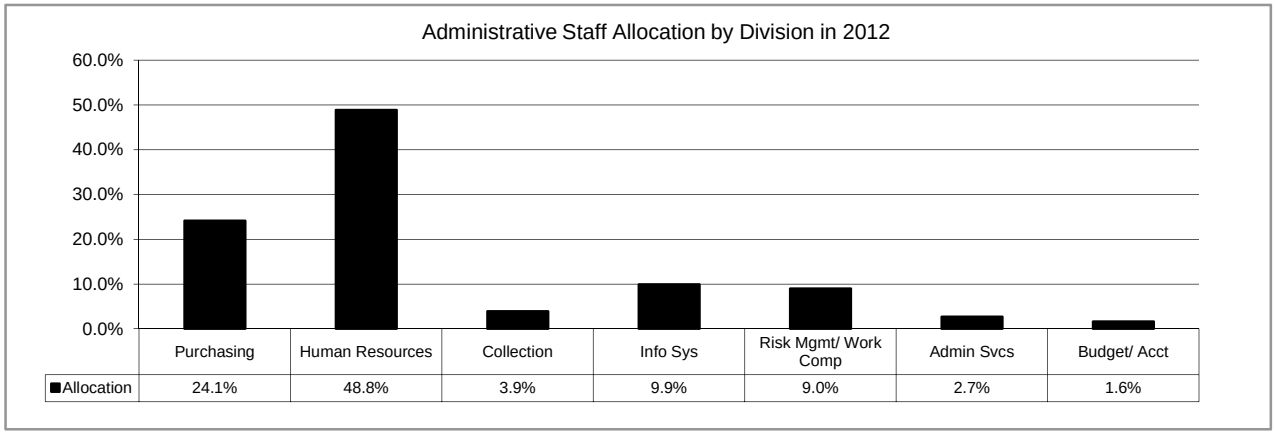
	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**10.82**	**10.82**	**10.82**	**10.50**	**(0.32)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$647,229**	**$650,116**	**$650,116**	**$650,704**	**$588**
Total Revenues	**$647,229**	**$650,116**	**$650,116**	**$650,704**	**$588**
Personnel Costs	$614,204	$584,469	$558,696	$585,010	$541
Operating Expenses	$17,212	$31,950	$28,320	$31,889	($61)
Interdept. Charges	$31,951	$33,697	$32,396	$33,805	$108
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$663,367**	**$650,116**	**$619,412**	**$650,704**	**$588**
Rev. Over (Under) Exp.	($16,138)	$0	$30,704	$0	$0

Program Highlights

County tax levy funding increases by $588 due to increased expenditures budgeted as described below.

Personnel costs increase $541 mainly due to cost to continue existing staff, partially offset by a decrease in temporary extra help of 0.32 FTE or $8,686. Interdepartmental expenses increase slightly mostly due to increased End User Technology Fund (EUTF) charges.

Activity



Business Office

Program Description

The Business Office program coordinates the development and monitoring of the Department of Administration Budget, assists divisions and other County departments in their business operations, financial functions and financial analyses.

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**5.50**	**5.50**	**5.50**	**5.50**	**0.00**
General Government	$593,611	$625,878	$625,878	$593,733	($32,145)
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$590,106	$602,602	$602,602	$625,737	$23,135
Other Revenue	$113,859	$115,239	$115,239	$118,231	$2,992
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**($707,839)**	**($758,827)**	**($758,827)**	**($729,200)**	**$29,627**
Total Revenues	**$589,737**	**$584,892**	**$584,892**	**$608,501**	**$23,609**
Personnel Costs	$547,708	$568,267	$571,851	$591,566	$23,299
Operating Expenses	$8,454	$5,892	$5,575	$5,910	$18
Interdept. Charges	$12,036	$10,733	$10,733	$11,025	$292
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$568,198**	**$584,892**	**$588,159**	**$608,501**	**$23,609**

Rev. Over (Under) Exp.	$21,539	$0	($3,267)	$0	$0

Program Highlights

General Government revenues decrease approximately $32,100 due to a decrease in the indirect cost recovery revenue from Child Support. Interdepartmental revenues increase approximately $23,100 mostly due to increased interdepartmental indirect cost recovery revenue. Additional indirect cost recovery revenues received above budgeted amounts in this program are accounted for in the Non-Departmental General Fund budget. Other revenue increases approximately $3,000 due to an increase from the Workforce Development Center to fund the Center Coordinator position commensurate with expected salary and benefit changes.

County tax levy funding increases by approximately $29,600 mainly due to decreased revenues budgeted as described above and increased expenditures budgeted as described below.

Personnel costs increase approximately $23,300 mainly due to cost to continue existing staff including $3,000 to create 1.0 FTE Administrative Assistant – Fiscal Management position to replace an Account Clerk I position and higher health and dental insurance for changes in plan selection. Interdepartmental charges increase approximately $300 mostly due to increased End User Technology Fund (EUTF) charges.

Payroll

Program Description

The Payroll program provides support to all County agencies in preparation and monitoring of payroll data. In addition, program personnel work in conjunction with the Employment Services Division in maintaining an effective human resources/payroll reporting system, audit County-wide payroll in accordance with established County policies and procedures and in compliance with State and Federal regulations, and file required payroll reports to various reporting agencies.

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**3.01**	**3.01**	**3.01**	**3.60**	**0.59**
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	$17,987	$0	$0	$0	$0
County Tax Levy	**$360,111**	**$374,517**	**$374,517**	**$393,975**	**$19,458**
Total Revenues	**$378,098**	**$374,517**	**$374,517**	**$393,975**	**$19,458**
Personnel Costs	$247,279	$246,482	$265,051	$263,773	$17,291
Operating Expenses	$102,973	$118,707	$116,662	$120,672	$1,965
Interdept. Charges	$9,174	$9,328	$9,328	$9,530	$202
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$359,426**	**$374,517**	**$391,041**	**$393,975**	**$19,458**
Rev. Over (Under) Exp.	$18,672	$0	($16,524)	$0	$0

Program Highlights

County tax levy funding increases approximately $19,500 due to increased expenditures budgeted as described below.

Personnel costs increase approximately $17,300 mostly due to increased temporary extra help by 0.60 FTE or $26,866 to free staff for Workforce Management project implementation, partially offset by decreased overtime of 0.01 FTE and lower health and dental insurance for changes in plan selection. Operating expenses increase approximately $2,000 mostly due to increased costs associated with the Ceridian system including payroll processing and maintenance.

Activity	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Paychecks Processed	43,363	44,000	44,000	44,000	0
Payroll Exception Checks	66	30	50	50	20
W2s Processed	2,007	2,000	2,000	2,000	0

Accounting Services/Accounts Payable

Program Description

The Accounting Services/Accounts Payable program provides support to all County agencies in establishing and maintaining an effective accounting and financial reporting system and County-wide system of internal control in accordance with generally accepted accounting principles and in the processing of vendor invoices to ensure payments are made in a timely manner. In addition, program personnel prepare annual financial statements, work in conjunction with the Budget Division in maintaining financial assets and monitoring expenditures against annual and capital budgets, prepare financial analyses, manage County investments, assist the Treasurer's Office in managing County cash flows and audit transactions so that requisitions and payments are accurate and purchased in accordance with the Adopted Budget.

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**6.01**	**6.01**	**6.01**	**6.69**	**0.68**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$57,109	$58,294	$58,294	$58,995	$701
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$13,155	$0	$0	$0	$0
County Tax Levy	**$633,470**	**$635,288**	**$635,288**	**$657,429**	**$22,141**
Total Revenues	**$703,734**	**$693,582**	**$693,582**	**$716,424**	**$22,842**
Personnel Costs	$572,682	$562,063	$622,317	$577,194	$15,131
Operating Expenses	$142,791	$113,937	$114,058	$121,555	$7,618
Interdept. Charges	$17,443	$17,582	$17,582	$17,675	$93
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$732,916**	**$693,582**	**$753,957**	**$716,424**	**$22,842**
Rev. Over (Under) Exp.	($29,182)	$0	($60,375)	$0	$0

Program Highlights

Interdepartmental revenue for investment management services provided to the County Treasurer's Office is increased by $700.

County tax levy funding increases by approximately $22,100 mainly due to increased expenditures budgeted as described below.

Personnel costs increase approximately $15,100 mostly due to increased temporary extra help by 0.69 FTE or $15,731 to free accounting staff to free staff for Workforce Management project implementation, partially offset by decreased overtime of 0.01 FTE. Operating expenses increase approximately $7,600 mostly due to increased software maintenance.

Activity	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Budget Entries Prepared	1,015	1,200	1,100	1,200	0
Journal Entries Audited	2,581	2,700	2,900	3,000	300
Invoice Lines (Direct Buys) Audited	47,108	45,000	45,000	45,000	0
Procard Lines Entered/Audited	11,470	13,500	13,500	13,500	0

Tax Listing

Program Description

Tax Listing creates and maintains the accuracy of lists and descriptions of all parcels of real estate in the County that are subject to tax and also those exempt from tax. Tax Listing provides lists, maps, and descriptions of such parcels to the public. In addition, Tax Listing is responsible for all coordination and transmission of tax listing file information in response to municipal requests.

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**5.05**	**5.00**	**5.00**	**5.00**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$159,154	$161,657	$157,468	$158,036	($3,621)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$219,202**	**$223,141**	**$223,141**	**$235,856**	**$12,715**
Total Revenues	**$378,356**	**$384,798**	**$380,609**	**$393,892**	**$9,094**
Personnel Costs	$294,144	$339,690	$338,886	$348,401	$8,711
Operating Expenses	$24,786	$34,172	$33,559	$34,704	$532
Interdept. Charges	$11,159	$10,936	$10,904	$10,787	($149)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$330,089**	**$384,798**	**$383,349**	**$393,892**	**$9,094**
Rev. Over (Under) Exp.	$48,267	$0	($2,740)	$0	$0

Program Highlights

Charges for services revenue decreases approximately $3,621 mainly due to decreased assessment revenue.

County tax levy funding increases by approximately $12,700 mainly due to decreased revenues budgeted as described above and increased expenditures budgeted as described below.

Personnel costs increase approximately $8,700 mainly due to cost to continue existing staff.

Activity	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Real Estate & Personal Property Accounts maintained by Tax Listing	97,709	100,000	98,200	99,000	(1,000)
Number of tax listings updated by Tax Listing staff (a)	716,758	750,000	490,000	492,000	(258,000)
Number of Property Transfers Processed	7,003	7,500	8,000	9,000	1,500
# Tax Billing Customers	34	34	34	34	0
# Property Tax Bills	103,836	104,000	104,000	104,100	100
# Notice of Assessment Customers	5	7	0	0	(7)
# Notice of Assessments	1,199	1,600	0	0	(1,600)
# Online Payments	4,162	4,400	4,160	4,400	0
$ Online Payments	$13,785,423	$14,700,000	$13,725,000	$14,700,000	0
# Municipalities participating with County's online payment program	3	3	3	3	0

(a) Conversion cleanup work is mostly completed. Some work remains, which will inflate this number slightly.

Budget Management

Program Description

The Budget Management program is responsible for providing technical assistance to County agencies in preparing annual operating, capital planning and capital project budget requests. The program also provides technical assistance to the County Executive, Finance and other County Board Standing Committees in performing budget reviews, monitoring fiscal analyses on budget requests, contract and grant reviews, and other issues having a fiscal impact.

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**5.80**	**5.64**	**5.64**	**5.69**	**0.05**
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	$15,000	$0	$0	$0	$0
County Tax Levy	**$606,491**	**$616,180**	**$616,180**	**$582,922**	**($33,258)**
Total Revenues	**$621,491**	**$616,180**	**$616,180**	**$582,922**	**($33,258)**
Personnel Costs	$562,935	$572,951	$583,912	$539,148	($33,803)
Operating Expenses	$20,869	$27,380	$22,950	$27,630	$250
Interdept. Charges	$15,498	$15,849	$15,820	$16,144	$295
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$599,302**	**$616,180**	**$622,682**	**$582,922**	**($33,258)**

Rev. Over (Under) Exp.	$22,189	$0	($6,502)	$0	$0

Program Highlights

County tax levy funding decreases approximately $33,300 due to decreased expenditures budgeted as described below.

Personnel costs decrease by approximately $33,800 mainly due to turnover of the Budget Manager and Budget Specialist positions. Extra temporary help increased by 0.05 FTE or $730.

Human Resources

Program Description

The Employment Services program is responsible for the implementation of federal and state employment and labor laws, personnel recruitment and selection, processing new applications and applicant tracking, and wage and salary administration. The Training program provides training and education assistance to County employees in order to improve the quality of County services, assist employees in the performance of their jobs and prepare employees for promotional opportunities. The Employee Benefits program provides the administration of the County's benefit plans. The Labor Relations program manages the County's collective bargaining, grievance arbitration, and employee relations and performance functions.

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**7.00**	**7.00**	**7.00**	**7.00**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	($25)	$800	$800	$800	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$33,511	$36,250	$15,750	$15,750	($20,500)
Appr. Fund Balance (a)	$7,600	$2,000	$2,000	$28,000	$26,000
County Tax Levy	**$1,016,528**	**$1,071,871**	**$1,071,871**	**$1,058,108**	**($13,763)**
Total Revenues	**$1,057,614**	**$1,110,921**	**$1,090,421**	**$1,102,658**	**($8,263)**
Personnel Costs	$783,628	$816,794	$813,037	$830,070	$13,276
Operating Expenses	$195,302	$240,709	$218,713	$219,691	($21,018)
Interdept. Charges	$48,621	$53,418	$52,021	$52,897	($521)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,027,551**	**$1,110,921**	**$1,083,771**	**$1,102,658**	**($8,263)**

Rev. Over (Under) Exp.	$30,063	$0	$6,650	$0	$0

(a) 2012 represents prior year cafeteria/vending revenues. 2013 represents Wellness fundraising activities. 2014 represents funding for the Diversity program.

Program Highlights

Other revenue decreases $20,000 due to decreased revenues from cafeteria/ vending and $500 due to decreased wellness revenue. Fund balance of $28,000 is for the membership and training of the new Diversity program.

County tax levy funding decreases by approximately $13,800 mainly due to increased expenditures budgeted as described below.

Personnel costs increase approximately $13,300 mostly due to cost to continue existing staff, partially offset by lower health and dental insurance for changes in plan selection. Operating expenses decrease approximately $21,000 mostly due to a decrease of $20,000 for the employee picnic and holiday party, a decrease of $31,400 for the Employee Assistance Program transferred to the Health Insurance Fund and a decrease of $25,000 in consulting services for the 2013 review of the County administrative support classifications (mostly clerical) not repeated in 2014. These increases are partially offset by an increase in consulting services of $28,000 for the Diversity program and an increase of $25,000 for the Lean program.

Activity	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
# of Seasonal,Temporary Employees Hired	139	150	145	150	0
# of Regular Full-Time Employees Hired	83	80	100	100	20
Promotions/Demotions/Transfers	68	75	75	80	5
Peak # of Employees on Payroll	1,726	1,750	1,743	1,750	0
# of Employee/Family Medical Leaves	190	250	250	250	0

Purchasing

Program Description

The Purchasing program is responsible for directing and coordinating the procurement of equipment, supplies and services required by the County. Program activities include: developing County purchasing policies and initiatives; drafting, negotiating and administering County contracts; and providing support and information (and/or making recommendations) to users on type, availability and costs of equipment, supplies and services (with consideration to benefits, effectiveness and efficiency). The division also manages the disposal or reallocation of the County Fixed Assets (excluding land and buildings).

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**3.25**	**3.25**	**3.25**	**3.25**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$391	$150	$150	$200	$50
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$81,387	$45,000	$45,000	$45,000	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$356,238**	**$349,144**	**$349,144**	**$342,636**	**($6,508)**
Total Revenues	**$438,016**	**$394,294**	**$394,294**	**$387,836**	**($6,458)**
Personnel Costs	$323,220	$337,533	$334,221	$340,948	$3,415
Operating Expenses	$6,824	$31,920	$29,820	$22,800	($9,120)
Interdept. Charges	$22,300	$24,841	$23,541	$24,088	($753)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$352,344**	**$394,294**	**$387,582**	**$387,836**	**($6,458)**
Rev. Over (Under) Exp.	$85,672	$0	$6,712	$0	$0

Program Highlights

County tax levy funding decreases approximately $6,500 due to decreased expenditures budgeted as described below.

Personnel costs increase approximately $3,400 mostly due to cost to continue existing staff. Operating expenses decrease approximately $9,100 mostly due to decreased travel and tuition by $5,200, decreased legal/advertising notices by $2,000 and decreased printing by $1,000.

Activity	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Requisitions Processed*	371	420	370	275	(145)
Purchase Orders Issued	448	550	550	575	25
Bids/Proposals Issued	108	120	120	125	5
Procard Transactions**	$5,203,000	$8,000,000	$5,300,000	$5,400,000	($2,600,000)

* Anticipate reduction in requisition count due to streamlined processes put in place with FMIS implementation.
** Procard transactions 2013 budget based on significant growth in prior years which now appear to have stabilized at $5,000,000 based on current business opportunities and payment practices by departments.

Fund Purpose

The End User Technology Fund is an Internal Service Fund established to (1) finance the commonly used business, web-related and technical infrastructure used to support County technology users; (2) finance the replacement of office copiers; & (3) support the records management and mail services needs of County departments.

The technology infrastructure is managed on a total cost of ownership and support basis, and is designed to identify the services provided and resources required by the Information Technology Division to support automation in the user departments. This support includes replacement and maintenance of personal computers and printers, software licensing and support, help desk and training, maintenance of County network hardware and software, backup and recovery functions, business analysis, project management and other costs related to making technology available to users. The costs incurred are charged back to the users based primarily on an assessment of the level of staff support and hardware and software required in performing department functions and secondarily by the number of work stations in the department.

Financial Summary	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	$165,351	$150,000	$150,000	$200,000	$50,000	33.3%
Interdepartmental (a)	$5,346,922	$5,591,657	$5,545,445	$5,751,482	$159,825	2.9%
Other Revenue	$18,196	$0	$0	$0	$0	N/A
Appr. Fund Balance (b)	$946,357	$624,773	$624,773	$567,025	($57,748)	-9.2%
County Tax Levy (c)	**$1,631,424**	**$1,621,424**	**$1,621,424**	**$1,590,424**	**($31,000)**	**-1.9%**
Total Revenue Sources	**$8,108,250**	**$7,987,854**	**$7,941,642**	**$8,108,931**	**$121,077**	**1.5%**
Expenditures						
Personnel Costs (c)	$3,893,060	$4,193,137	$3,958,381	$4,238,950	$45,813	1.1%
Operating Expenses (c)	$3,092,331	$3,448,501	$3,414,079	$3,497,007	$48,506	1.4%
Interdept. Charges (c)	$333,841	$346,216	$337,311	$339,952	($6,264)	-1.8%
Fixed Assets (Memo) (d)	$472,913	$479,675	$492,785	$416,380	($63,295)	-13.2%
Total Expenditures (d)	**$7,319,232**	**$7,987,854**	**$7,709,771**	**$8,075,909**	**$88,055**	**1.1%**
Rev. Over (Under) Exp. (d)(e)	$789,018	$0	$231,871	$33,022	$33,022	N/A
Position Summary (FTE)						
Regular Positions	37.45	37.45	37.45	37.45	0.00	
Extra Help	6.22	7.13	7.13	5.46	(1.67)	
Overtime	0.06	0.06	0.06	0.06	0.00	
Total FTEs	43.73	44.64	44.64	42.97	(1.67)	

(a) Interdepartmental revenues related to the total cost of ownership charges are being phased in over time to departmental users that may be funded by a combination of revenue sources including tax levy.

(b) 2012 Budgeted Appropriated Fund Balance includes End User Technology Fund Balance of $816,671. 2013 Budgeted Appropriated Fund Balance includes End User Technology Fund Balance of $624,773. 2014 Budgeted Appropriated Fund Balance includes End User Technology Fund Balance of $567,025.

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

(d) Total expenditures and net operating income exclude Fixed Assets to conform to financial accounting standards. Fixed Asset purchases in the department operating request will be funded by operating revenues and General Fund Balance.

(e) The goal is to breakeven across the years. In some years the copier replacement program will budget a gain and some years will budget a loss with an overall trend to breakeven.

Major Departmental Strategic Outcomes and Objectives for 2014

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

Objective: Review and adjust the rate-setting process to better align with technology cost drivers in an effort to improve decision-making. (Information Technology)

Key Outcome Indicator: Alignment of the expenses associated with workstation support and technology infrastructure with the charges for those two categories. Compare the proportions of both the expenses and charges.

Performance Measure:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Percent ID Login Costs	51%	54%	54%	57%
Percent Server & Software Costs	42%	41%	41%	38%
Percent Connected Device Cost	7%	5%	5%	5%

End User Technology

Program Description

This program provides for the financing of computer equipment repairs, maintenance, County-wide software upgrades and replacements, Internet and personal computer help desk support, information technology infrastructure. These costs are charged to user departments under a Total Cost of Ownership and Support concept.

Included in this program are sections of Information Technology:

IT Business Services: The IT Business Services program is responsible for providing IT expertise to assist departmental customers in integrating and blending business objectives with technology opportunities to maximize their overall efficiency. This section works cooperatively with departments to identify new IT initiatives/opportunities that are supported by developed business case and return on investment analysis. This program also serves as the central point for providing IT communication, ownership and accountability and expertise to all customer departments.

This program also includes Records Management staff that conducts business analysis and collaboratively works with departments to improve information access and reduce operating costs though the implementation of Enterprise Content Management (ECM) solutions. Records Management staff also create, analyze and update retention schedules, obtain approval of schedules, audit schedules and maintain records within the County's ECM system and physical records center; managing retrieval, records destruction, and maintaining retention in accordance with the County's records retention ordinance.

IT Infrastructure: The IT Infrastructure program provides support for the County's centralized computer file and application servers, computer network, and the web server and related software. IT Infrastructure includes installation and maintenance of the enterprise network, which connects devices on the Courthouse campus, and also communication links to remote County sites, the Internet, the State network, municipalities and "dial-in" users.

End User Technology (cont.)

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**25.73**	**27.63**	**27.63**	**27.78**	**0.15**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$60,200	$75,000	$75,000	$125,000	$50,000
Interdepartmental (a)	$4,615,746	$4,781,409	$4,779,797	$4,960,923	$179,514
Other Revenue	$17,870	$0	$0	$0	$0
Appr. Fund Balance (b)	$792,465	$594,773	$594,773	$552,025	($42,748)
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$5,486,281**	**$5,451,182**	**$5,449,570**	**$5,637,948**	**$186,766**
Personnel Costs	$2,431,333	$2,718,239	$2,553,556	$2,823,044	$104,805
Operating Expenses	$2,535,150	$2,725,947	$2,691,700	$2,810,404	$84,457
Interdept. Charges	$4,320	$6,996	$4,355	$4,500	($2,496)
Fixed Assets (Memo) (c)	$405,000	$375,000	$375,000	$375,000	$0
Total Expenditures (c)	**$4,970,803**	**$5,451,182**	**$5,249,611**	**$5,637,948**	**$186,766**
Rev. Over (Under) Exp. (c)	$515,478	$0	$199,959	$0	$0

(a) Interdepartmental revenues related to the total cost of ownership charges are being phased in over time to departmental users, which may be funded by a combination of revenue sources including Tax Levy.
(b) All Appropriated Fund Balance is from End User Technology Fund.
(c) Total expenditures and net operating income exclude fixed assets to conform to financial accounting standards. Fixed Asset purchases in the Department's operating request will be funded by operating revenues and Fund Balance.

Program Highlights

Charges for Services increase $50,000 due to charges for equipment and licenses for Emergency Preparedness services related to new computer aided dispatch system. Interdepartmental charges increase $179,514 as the department continues to phase in full cost recovery. End User Technology Fund balance decreases $42,748.

Personnel costs increase $104,805 due to the transfer of 0.15 FTE or $28,200 Information Technology manager position from the Information Technology Solutions program (to more properly reflect staff directed), $15,750 associated with the 0.90 FTE Centralized Records Management Supervisor position created to replace 0.90 FTE Records Management Analyst position (to reflect changing work responsibilities), and cost to continue existing staff. Operating expenses increase $84,457 mostly due to the purchase of equipment and licenses for Emergency Preparedness services by $50,000.

Activity

The plan is scheduled to replace 268 PC's (including laptops), 75 flat panels and 45 peripherals (printers, scanners, etc.) in 2014. The plan currently supports 1,784 personal workstations and laptop computers.

Year	2007	2008	2009	2010	2011	2012	2013	2014	Units Purchased Incr./(Decr.)
PC	317	186	205	316	310	279	252	268	16
Flat panels	336	164	300	300	50	50	50	75	25
Peripherals	15	35	30	50	50	45	45	45	0

Information Technology Solutions

Program Description

The Information Technology (IT) Solutions program supports large computer data applications used by county staff. This support can include either developing "custom" software or implementing Commercial Off The Shelf "COTS" or "package" software systems. The support also includes enhancing the systems, resolving problems with software use and supporting, developing and maintaining the County web environment. This program is being shifted from the Department of Administration-General Fund to the End User Internal Service Fund, but the restated costs are not being allocated out to departments.

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**10.85**	**10.85**	**10.85**	**10.70**	**(0.15)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$1,611,424**	**$1,621,424**	**$1,621,424**	**$1,590,424**	**($31,000)**
Total Revenues	**$1,611,424**	**$1,621,424**	**$1,621,424**	**$1,590,424**	**($31,000)**
Personnel Costs	$1,153,787	$1,238,499	$1,211,413	$1,212,401	($26,098)
Operating Expenses	$96,924	$139,405	$137,110	$133,655	($5,750)
Interdept. Charges	$236,833	$243,520	$241,501	$244,368	$848
Fixed Assets (Memo)	$0	$0	$0	$0	$0
Total Expenditures	**$1,487,544**	**$1,621,424**	**$1,590,024**	**$1,590,424**	**($31,000)**
Rev. Over (Under) Exp.	$123,880	$0	$31,400	$0	$0

Program Highlights

County tax levy funding decreases by $31,000 due to decreased expenditures budgeted as described below.

Personnel costs decrease approximately $26,100 mostly due to the transfer of 0.15 FTE (to 0.30 FTE) or $28,200 Information Technology manager position to the End User Technology program (to more properly reflect staff directed) and decrease in health and dental insurance due to changes in plan selection, partially offset by cost to continue existing staff. Operating expenses decrease approximately $5,700 mostly due to reductions in contracted services by $3,700 and in travel by $2,000.

Microfilm and Imaging/Records Management

Program Description

Microfilm/Imaging is responsible for the microfilming and imaging of County records. Activities include: receipt, file preparation, microfilming/scanning, processing microfilm/optical disk duplication, inspection quality control, hardcopy records destruction, microfilm distribution, invoicing, retention and preservation of the processed microfilm/optical disks. Timely and effective customer service is provided to the general public and County agencies.

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**6.85**	**5.86**	**5.86**	**4.19**	**(1.67)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$105,151	$75,000	$75,000	$75,000	$0
Interdepartmental	$218,898	$279,889	$238,099	$235,500	($44,389)
Other Revenue	$326	$0	$0	$0	$0
Appr. Fund Balance	$153,892	$30,000	$30,000	$15,000	($15,000)
County Tax Levy	**$20,000**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$498,267**	**$384,889**	**$343,099**	**$325,500**	**($59,389)**
Personnel Costs	$290,845	$218,785	$175,936	$182,515	($36,270)
Operating Expenses	$42,477	$86,954	$62,679	$63,044	($23,910)
Interdept. Charges	$77,357	$79,150	$78,941	$79,941	$791
Fixed Assets (Memo)	$0	$0	$0	$0	$0
Total Expenditures	**$410,679**	**$384,889**	**$317,556**	**$325,500**	**($59,389)**
Rev. Over (Under) Exp.	$87,588	$0	$25,543	$0	$0

Program Highlights

Interdepartmental charges decrease $44,389 reflecting the estimated volume of centralized imaging services provided to County departments. Fund balance is reduced, with the remaining $15,000 budgeted to provide temporary assistance for imaging back file conversion projects where savings exceed costs of records management storage fees over the life of the record.

Personnel costs decrease $36,270 reflecting the budgeted reduction of 1.67 FTE. The reduction in FTE results from lower anticipated imaging services volume as these services become more decentralized with the deployment of Enterprise Content Management services. Operating costs decrease $23,910 mainly due to a $15,000 reduction in contract temporary clerical, a $4,000 reduction in travel training and a $2,630 reduction in software maintenance expenses.

Mail Services / Copier Replacement

Program Description

Mail Services provides prompt sorting and delivery of all in-coming and outgoing U.S. Postal Service mail, and outgoing UPS packages to County agencies through public-private partnering. This program also provides for the financing of copier equipment replacements in accordance with a replacement plan. Copiers with a unit cost greater than $5,000 are capitalized when purchased and depreciated over a useful life; copiers with a unit cost less than $5,000 are expensed in the year of purchase.

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**0.30**	**0.30**	**0.30**	**0.30**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental (a)	$512,278	$530,359	$527,549	$555,059	$24,700
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	**$512,278**	**$530,359**	**$527,549**	**$555,059**	**$24,700**
Personnel Costs	$17,095	$17,614	$17,476	$20,990	$3,376
Operating Expenses	$417,780	$496,195	$522,590	$489,904	($6,291)
Interdept. Charges	$15,331	$16,550	$12,514	$11,143	($5,407)
Fixed Assets (Memo) (b)	$67,913	$104,675	$117,785	$41,380	($63,295)
Total Expenditures (b)	**$450,206**	**$530,359**	**$552,580**	**$522,037**	**($8,322)**
Rev. Over (Under) Exp. (b)(c)	$62,072	$0	($25,031)	$33,022	$33,022

(a) Interdepartmental revenues are replacement and maintenance cost chargebacks to departmental users that may be funded by a combination of revenue sources including tax levy.
(b) Total expenditures and net operating income exclude fixed assets to conform to financial accounting standards. Fixed Asset purchases in the Department's operating request will be funded by operating revenues, Tax Levy and General Fund Balance.
(c) The goal is to breakeven across the years. Some years will budget a gain and some years will budget a loss with an overall trend to breakeven.

Program Highlights

Interdepartmental revenues increase $24,700 mostly due to increased copier replacement charges by $20,700. There are 13 more multi-function copiers in the plan in 2014 than in 2013. Printers are being consolidated into multi-function copiers to reduce overall printing costs. Mail charges increase $4,000 mostly due to increases in the cost of postage.

Personnel costs increase $3,376 mostly due 0.10 FTE Centralized Records Management Supervisor position created to replace 0.10 FTE Records Management Analyst position. Operating expenses decrease $6,291 mostly reflecting a decrease of $12,322 for the purchase of a lower number of copiers in 2014 that are not classified as fixed assets (i.e. <$5,000). This decrease is partially offset by an increase in postage expenses by $6,031. Interdepartmental charges decrease $5,407 mostly due to a decrease in vehicle replacement and worker's compensation charges. Fixed assets reflect the purchase of copier machines.

Activity – Copier Replacement

Copier Purchases	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Total Number of Units in Plan	78	78	91	91	13
Units Purchased Annually	13	31	42	14	(17)

Activity – Records Management

Output Indicators	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Storage Boxes Received (a)	840	550	840	700	150
Storage Boxes Destroyed (a)	1,101	1,000	1,100	1,100	100
Boxes/Journals Offsite	12,650	11,920	12,390	11,990	70

(a) In the year referenced.

Activity – Microfilm/Imaging

Output Indicators	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Images Converted (Microfilmed & Digitized) (b)	844,558	705,000	728,000	682,000	(23,000)
CD's Produced (b)	1,208	1,150	1,150	1,150	0

(b) Directly related to the real estate market.

Activity – Mail Services

Output Indicators	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Incoming Mail (Bins)	1,618	1,600	1,565	1,550	(50)
Outgoing Mail (Pieces)	655,737	695,500	655,000	655,000	(40,500)
Outgoing UPS (Pieces)	238	300	240	240	(60)

Fund Purpose

The Risk Management Fund is an Internal Service Fund established to safeguard the financial security of the County by protecting and responding to incidents involving its human, financial, and property assets from the adverse impact of a loss. Major activities include: identifying and analyzing risks, considering alternatives and selecting risk treatment devices (control, reduction, retention, and transfer), implementing appropriate treatment devices, preparing and guarding against catastrophic fiscal loss.

Financial Summary	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 (a)	$1,628,884	$1,796,100	$1,796,100	$1,940,625	$144,525	8.0%
Other Revenue (b)	$477,744	$526,200	$596,307	$492,800	($33,400)	-6.3%
Appr. Fund Balance (c)	$456,971	$243,154	$243,154	$179,885	($63,269)	-26.0%
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources (a)(b)(c)	**$2,563,599**	**$2,565,454**	**$2,635,561**	**$2,613,310**	**$47,856**	**1.9%**
Expenditures						
Personnel Costs	$284,215	$300,045	$298,763	$304,633	$4,588	1.5%
Operating Expenses	$2,319,237	$2,197,797	$2,349,258	$2,242,228	$44,431	2.0%
Interdept. Charges	$34,019	$67,612	$67,612	$66,449	($1,163)	-1.7%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$2,637,471**	**$2,565,454**	**$2,715,633**	**$2,613,310**	**$47,856**	**1.9%**
Rev. Over (Under) Exp.	($73,872)	$0	($80,072)	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	3.20	3.20	3.20	3.20	0.00	
Extra Help	0.00	0.00	0.00	0.00	0.00	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total FTEs	3.20	3.20	3.20	3.20	0.00	

(a) Interdepartmental revenues from charges to insured departments include tax levy funding.
(b) Other revenues include investment income, Wisconsin Municipal Mutual Insurance company dividends and subrogation recoveries on claims which are decreased to reflect prior year use of Risk Management Fund Balance reducing available funds to invest.
(c) Appropriated Fund Balance consists of the following sources and uses:

	2012 Budget	2013 Budget	2014 Budget
Source			
General Fund Balance	$368,254	$243,154	$179,885
Use			
General/Auto/Other Liability	$145,668	$122,998	$90,625
Worker's Compensation	$222,586	$120,156	$89,260

Major Departmental Strategic Outcomes and Objectives for 2014

County-Wide Key Strategic Outcome: A county that provides cost-effective services delivered with competence and skill

Objective 1: Target workers' compensation loss control efforts to reduce worker's compensation claims.

Key Outcome Indicator:
Target benchmark is the County's Workers' Compensation Experience Modification Factor for the calendar year. Experience Modification Factors are commonly used to evaluate workers' compensation claims experience. The objective is to outperform other local governments in the State of Wisconsin with a comparable work force in terms of size and job classifications. An experience modification factor less than 1.00 is an indication of better than average performance. An experience modification greater than 1.00 is an indication of below average performance.

Performance Measure:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Workers' Compensation Experience Modification Factor	1.08	At or below 1.00	1.05	At or below 1.00

NOTE: In 2010 the experience modification factor was 1.14. Progress is being made toward the goal of 1.00

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General/Auto Liability & Other Insurance

Program Description

Management of the County's property and liability risks, safety and security programs and transfer of risk to insurance carriers or others where appropriate. Risk Management develops and implements a program which includes risk exposure identification and analysis, loss prevention and control, education and training of employees, contract monitoring and review, claims administration, self-insured loss reserve funding and insurance purchasing to reduce loss occurrences and their financial impact. Risk Management also monitors the County's investment in Wisconsin Municipal Mutual Insurance Company (WMMIC). This mutual insurance company was created by a group of large Wisconsin municipalities in 1988 to provide general and police professional liability, errors and omissions and vehicle liability excess coverage for member counties (14 in 2013) and cities (2 in 2013).

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**1.95**	**1.95**	**1.95**	**1.95**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental (a)	$766,468	$804,700	$804,700	$844,900	$40,200
Other Revenue (b)	$405,093	$477,000	$477,000	$445,000	($32,000)
Appr. Fund Balance	$229,925	$122,998	$122,998	$90,625	($32,373)
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues (a)(b)	**$1,401,486**	**$1,404,698**	**$1,404,698**	**$1,380,525**	**($24,173)**
Personnel Costs	$170,373	$182,574	$181,004	$184,092	$1,518
Operating Expenses	$1,060,379	$1,155,612	$1,144,822	$1,131,024	($24,588)
Interdept. Charges	$33,063	$66,512	$66,512	$65,409	($1,103)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,263,815**	**$1,404,698**	**$1,392,338**	**$1,380,525**	**($24,173)**
Rev. Over (Under) Exp.	$137,671	$0	$12,360	$0	$0

(a) Interdepartmental revenues from charges to insured departments include tax levy funding.
(b) Includes revenues from recoveries, investment income, Wisconsin Municipal Mutual Insurance Compay (WMMIC), and insurance reimbursements.

General/Auto Liability & Other Insurance (cont.)

Program Highlights

Interdepartmental revenues are generated from department insurance charges which increased 5% or $40,200 to better reflect historical claims payout patterns. The department charges were held at this increase with the assistance of $90,625 of General Fund balance. The goal is to continue to reduce reliance on General Fund Balance as department charges are modified to better reflect program costs. Other Revenue includes investment income which was adjusted down 7% or $32,000 to reflect actual earnings.

Personnel costs increased 1% or $1,518 based on cost to continue existing staff. Operating expenses decreased 2% or $24,588 due to reduction in insurance and loss control expenses based on historical payments. Interdepartmental charges down 2% or $1,103 due to reduction in vehicle collision damage claims.

Worker's Compensation

Program Description

Worker's Compensation provides for self-insured worker's compensation claims administration, excess worker's compensation insurance coverage, self-insured loss reserve funding and employee safety and loss control programs to prevent workplace injuries.

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**1.25**	**1.25**	**1.25**	**1.25**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental (a)	$862,416	$991,400	$991,400	$1,095,725	$104,325
Other Revenue	$72,651	$49,200	$119,307	$47,800	($1,400)
Appr. Fund Balance	$227,046	$120,156	$120,156	$89,260	($30,896)
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues (a)	**$1,162,113**	**$1,160,756**	**$1,230,863**	**$1,232,785**	**$72,029**
Personnel Costs	$113,842	$117,471	$117,759	$120,541	$3,070
Operating Expenses	$1,258,858	$1,042,185	$1,204,436	$1,111,204	$69,019
Interdept. Charges	$956	$1,100	$1,100	$1,040	($60)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,373,656**	**$1,160,756**	**$1,323,295**	**$1,232,785**	**$72,029**
Rev. Over (Under) Exp.	($211,543)	$0	($92,432)	$0	$0

(a) Interdepartmental revenues from charges to insured departments include tax levy funding.

Program Highlights

Interdepartmental revenues are generated from department insurance charges which increased 11% or $104,325 to better reflect historical claims payout patterns and to reduce fund balance subsidy. The department charges were held at this increase with the assistance of $89,260 in General Fund Balance. The goal is to reduce reliance on General Fund balance as department charges are modified to better reflect program costs. Other Revenue includes investment income and claims subrogation which decreased 3% or $1,400 to better reflect historical earnings.

Personnel costs increase 3% or $3,070 based on cost to continue existing staff. Operating expenses increased 7% or $69,019 to better reflect historical claims expenses. Interdepartmental charges remain stable.

Worker's Compensation (cont.)

Activity – Risk Management Fund Overall

Output Indicators:	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Estimate
Safety Inspections/Surveys	25	30	33	38	38
Safety Meetings	14	23	37	38	38
Training In-services	23	22	26	28	28
Beat Articles/Flyers	4	3	5	14	10
Contracts & Ins Certificates Reviewed	593	586	595	622	600
Efficiency Indicators:					
Total Purchased Insurance Premium	$626,678	$622,547	$628,664	$626,228	$666,251
Cost of Insurance Per $1,000 of County Expenditures*	$2.91	$2.84	$2.80	$2.70	$2.88
Total Risk Mgmt Expenditures	$2,275,753	$2,435,583	$2,543,177	$2,637,471	$2,565,454
Cost of Risk Per $1,000 of County Expenditures*	$10.56	$11.11	$11.31	$11.38	$11.10

*excludes capital projects & debt service

Activity – General/Auto Liability & Other Insurance Program

Output Indicators:	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Estimate
# of Property/Auto Physical Claims	45	57	55	39	45
Paid & Reserve Net of Subrogation	$151,581	$203,251	$125,037	$287,457	N/A
Average Cost Per Claim	$3,368	$3,566	$2,273	$7,371	N/A
Subrogation Collections	$7,677	$10,247	$55,954	$16,279	N/A
# of General/Auto Liability Claims	45	43	56	38	45
Paid & Reserve	$337,284	$308,433	$231,372	$69,796	N/A
Average Cost Per Claim	$7,495	$7,173	$4,132	$1,837	N/A

Note: Accident year claims data valued as of 06/31/13.
NA=estimates not available due to need for actuarial analysis.

Activity – Workers' Compensation Program

Output Indicators:	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Estimate
# of Worker's Compensation Claims	116	112	110	89	100
Paid & Reserve Net of Subrogation	$1,077,947	$1,026,733	$787,228	$908,518	N/A
Average Cost Per Claim	$9,293	$9,167	$7,157	$10,208	N/A

Note: Accident year claims data valued as of 06/31/13
$ Includes legal expenses and statutory workers' compensation portion of disability pay.
NA=estimates not available due to need for actuarial analysis.

Fund Purpose

The Communications Division operates as an Internal Service fund by providing County-wide telecommunication systems and services. The program is responsible for installing, operating, and maintaining County telephones and other telecommunication equipment and services.

Financial Summary	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	$800,618	$781,783	$788,950	$786,843	$5,060	0.6%
Other Revenue	$4,655	$4,940	$5,230	$4,940	$0	0.0%
Appr. Fund Balance (a)(b)	$32,462	$9,087	$9,087	$0	($9,087)	-100.0%
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$837,735**	**$795,810**	**$803,267**	**$791,783**	**($4,027)**	**-0.5%**
Expenditures						
Personnel Costs	$196,536	$205,541	$203,540	$214,990	$9,449	4.6%
Operating Expenses	$511,483	$562,209	$566,457	$549,821	($12,388)	-2.2%
Interdept. Charges	$28,903	$28,060	$28,060	$26,972	($1,088)	-3.9%
Fixed Assets (c)	$0	$0	$0	$0	$0	N/A
Total Expenditures (c)	**$736,922**	**$795,810**	**$798,057**	**$791,783**	**($4,027)**	**-0.5%**
Rev. Over (Under) Exp. (b)	$100,813	$0	$5,210	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	2.35	2.35	2.35	2.35	0.00	
Extra Help	0.00	0.00	0.00	0.00	0.00	
Overtime	0.02	0.02	0.02	0.01	(0.01)	
Total FTEs	2.37	2.37	2.37	2.36	(0.01)	

(a) Communications includes a Communications Fund Balance appropriation of $23,375 in 2012 to stabilize charges to departments. In 2012 and 2013 there is a Communications Fund Balance appropriation of $9,087 for depreciation of the voice mail system.
(b) The 2012 net operating income differs from the amount shown in the Comprehensive Annual Financial Report (CAFR) because the CAFR does not recognize Appropriated Fund Balance of $32,462 as a current-year revenue source.
(c) Total expenditures and net operating income exclude fixed assets to conform with financial accounting standards.

Program Highlights

Interdepartmental revenues increase approximately $5,000 due to increased phone charges. Rates to departments in 2014 remains the same as the rates charges in 2013. Communications fund balance decreases $9,087.

Personnel costs increase approximately $9,400 mostly due to cost to continue existing staff and an increase in health and dental insurance for changes in plan selection, partially offset by a decrease in overtime by 0.01 FTE or $1,375. Operating expenses decrease approximately $12,400 mostly due to a decrease in phone charges with the new Voice Over Internet Protocol (VOIP) system, partially offset by and increase in depreciation and supplies for the new VOIP system.

Major Departmental Strategic Outcomes and Objectives for 2014

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

Objective 1: Provide 7x24x365 phone services with very high stability and availability to support the County mission and all departments and employees.

Key Outcome Indicator: A County telecommunications system that supports County needs and is stable, reliable and always available to assist departments in performing their missions and goals.

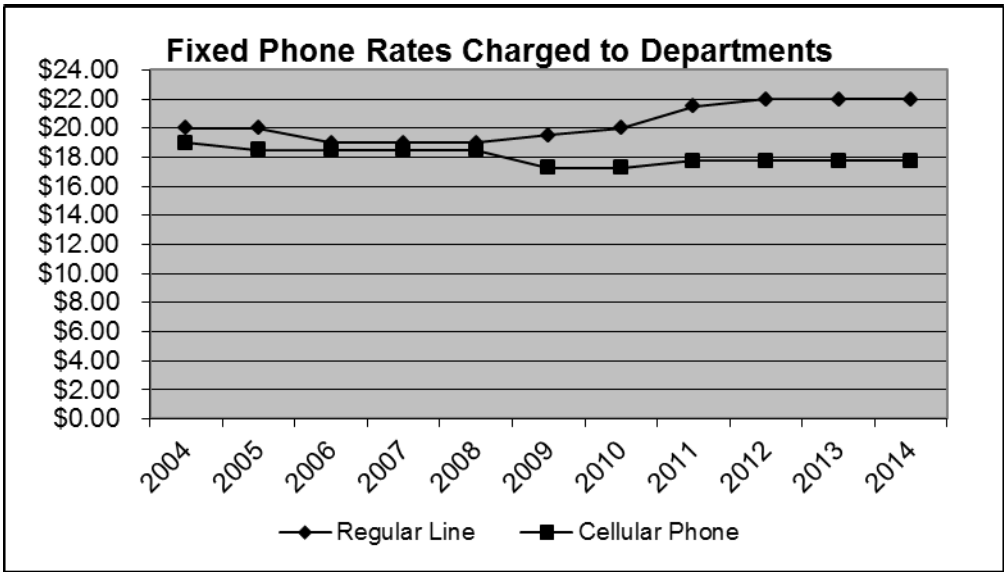
Performance Measure:	2012 Actual	2013 Budget	2013 Estimate	2014 Target
System Uptime*	99.99%	99.99%	99.99%	95%

*2014 system uptime unknown due to new system and linked to a new network.

Objective 2: Engineer solutions, evaluate proposals and controls to ensure the most cost-effective services for voice and data communications.

Key Outcome Indicator: A County telecommunications system that remains supportable and meets County requirements and where costs increase only in proportion to Cost of Living, or in proportion to added infrastructure.

Performance Measure:



Objective 3: Provide responsive support and repair efforts to solve problems and address issues.

Key Outcome Indicator: A County voice communications system that is reliable and supportable, given current staffing and resources. Systems and staffing that provide for expeditious return to service for all problems and move/change requests.

Performance Measures:	2012 Actual	2013 Budget	2013 Estimate	2014 Target
Average time to clear issue: Standard Repair – 6 hours	98%	90%	95%	90%
Announced Move – 14 days	99%	95%	98%	95%

Current Capital Projects

Proj#	Project Name	Expected Completion Year	Total Project Costs	Estimated % Complete End of '13	Estimated Operating Impact	A = Annual T = One-Time
200820	VOIP and Infrastructure Upgrades (a)	2015	$1,175,500	35%	($50,000)	A

(a) Coordinated project with Department of Administration – Information Technology.

Activity

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
# of Regular Telephone Lines	1,779	1,776	1,265	120	(1,656)
# of Business Set Lines	191	192	185	0	(191)
# of Non-Centrex Telephone Lines	122	136	120	120	(16)
# of Cellular Phones	278	277	273	273	(4)
# of VOIP Lines	0	0	504	1847	1847

Fund Purpose

The Collections Division (1) operates as an Internal Service fund by providing financially responsible centralized collection services to all agencies of the County and participating external Waukesha County municipalities; (2) generates savings to taxpayers by maximizing the collection of dollars owed to the County in the most consistent, timely, efficient, and cost effective manner possible in compliance with all laws, rules, and regulations; (3) strives toward a fair and equitable balance between clients who receive goods and services from the County and taxpayers who bear the cost of unpaid goods and services.

Financial Summary	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	$180,051	$180,500	$180,500	$186,000	$5,500	3.0%
Interdepartmental	$462,846	$462,000	$465,000	$463,412	$1,412	0.3%
Other Revenue	$27,534	$113,525	$102,300	$102,300	($11,225)	-9.9%
Appr. Fund Balance (a)	$207,910	$200,000	$200,000	$200,000	$0	0.0%
County Tax Levy (b)(c)	**($120,000)**	**($120,000)**	**($120,000)**	**($90,000)**	**$30,000**	**25.0%**
Total Revenue Sources	**$758,341**	**$836,025**	**$827,800**	**$861,712**	**$25,687**	**3.1%**
Expenditures						
Personnel Costs	$501,297	$622,487	$560,022	$632,047	$9,560	1.5%
Operating Expenses (a)	$75,962	$121,858	$95,050	$100,949	($20,909)	-17.2%
Interdept. Charges	$180,499	$211,680	$217,555	$218,716	$7,036	3.3%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$757,758**	**$956,025**	**$872,627**	**$951,712**	**($4,313)**	**-0.5%**
Rev. Over (Under) Exp. (b)(c)	$583	($120,000)	($44,827)	($90,000)	$30,000	25.0%
Position Summary (FTE)						
Regular Positions	5.75	5.75	5.75	5.75	0.00	
Extra Help	5.15	3.35	3.35	3.35	0.00	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total FTEs	10.90	9.10	9.10	9.10	0.00	

(a) The Collections Fund Balance appropriation in 2012 of $13,120 is for depreciation expense, $13,469 relates to 2011 carryover expenses and $181,321 to maintain Collections internal cost to departments for total of $207,910. A Collections Fund Balance appropriation in 2013 of $13,000 is for depreciation expense and $187,000 to maintain Collections internal cost to departments for total of $200,000. A Collections Fund Balance appropriation in 2014 of $13,000 is for depreciation expense and $187,000 to maintain Collections internal cost to departments for total of $200,000.

(b) The 2012 net operating income differs from the amount shown in the Comprehensive Annual Financial Report by the Fund Balance amount shown.

(c) A Fund Balance appropriation is used to repay the General Fund for start-up funds and deferred indirect costs provided in prior years, which reduces the overall general County Tax Levy. From 2000 to 2014, the overall amount of this general tax levy reduction totals $1,270,000. The (negative) levy provided will be reduced in future years beginning in 2014 reflecting full payment to the General Fund.

Major Departmental Strategic Outcomes and Objectives for 2014

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

Objective 1: Work cooperatively with Clerk of Courts, Health & Human Services (HHS), Department of Administration-Information Technology (DOA-IT) and applicable software vendors to continue alternative for automating the referral process between HHS and other Collections clients. The desired result is a considerable reduction of time for staff to process referrals and to allow for timelier referral and collection of accounts.

Key Outcome Indicator: Achieve greater than 75% reduction in the amount of time staff spends on HHS referral processing measured post project implementation.

Performance Measure:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Reduced total staff time per referral	75%	75%	95%	95%

*Following 12 months of implementation, return on Investment calculations will be refreshed. Current Collections staff time to process a referral batch is less than 30 minutes, down from 8 hours pre-project implementation.

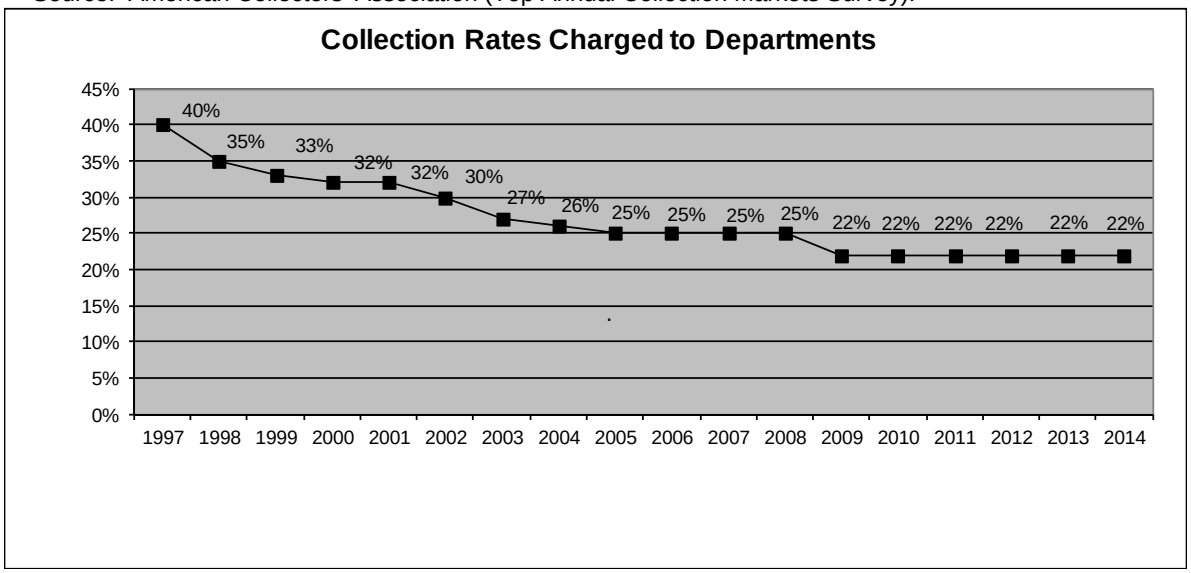
As more difficult collection cases are referred, maintain desired County Efficiency Ratio. This is the ratio of dollars collected versus dollars expensed or return on investment for each dollar spent (includes depreciation).

Performance Measure:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Ratio – All Collected Funds*	3.79	3.06	3.06	3.06

Maintain a recovery % greater than collection agency industry average specific to governmental accounts. Ratio reduction mainly due to lower level of judgment (bail forfeiture and interest) backlog accounts from prior year success.

Waukesha County Recovery %**	32.4%	31.0%	31%	31%
Collection Agencies Rec. %***	11.27%	11.27%	11.27%	11.27%

*Calculated as total dollars collected divided by expenditures; desired goal ratio greater than or equal to 2.5 to 1.
**The overall recovery percent is being impacted by increasing referrals from Health & Human Services. These accounts are increasingly more difficult to collect given the nature of the debt, the financial status of the parties being collected from and the State's ability to pay provisions.
***Source: American Collectors' Association (Top Annual Collection Markets Survey).



Program Highlights

Charges for Services revenues increase $5,500 to reflect increased municipal and interdepartmental collections. Other revenue decrease $11,255 mainly due to reduced interest revenue on judgments. A Collections Fund Balance appropriation of $200,000 is for general depreciation expenses and to maintain a low collection fee for internal customers.

Personnel costs increase $9,560 or 1.5% reflecting the cost to continue existing staffing levels. Operating costs decrease $20,909, mainly due to a $13,922 decrease in budgeted third party temporary help, $3,100 in credit card processing fees and $3,000 in third party collection services reflecting historical expenditures in these areas.

Interdepartmental charges increase $7,036 reflecting an increase of $3,113 in postage to accommodate increased automated processing of placement and tax intercept mailings. Business Office cross charges from the Department of Administration Business Services program increase $3,010 due a slight increase of staff time focusing on Collection Division month-end and reporting needs.

Activity

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
$ Coll. for Wauk. Cty. Customers	1,416,877	1,477,625	1,465,300	1,473,300	($4,325)
$ Coll. & Shared with State	$784,240	$830,000	$745,000	$737,000	($93,000)
$ Coll. for Municipal Customers	$673,137	$645,714	$665,000	$665,400	$19,686
Total $ Collected	**$2,874,254**	**$2,953,339**	**$2,875,300**	**$2,875,700**	**($77,639)**
Total $ Retained by County	$1,974,057	$2,027,675	$2,020,750	$2,028,862	$1,187
Accts Referred to Collection Div.	25,557	13,000	25,500	25,500	12,500
$ Referred to Collection Division *	$11,788,150	$8,500,000	$10,000,000	$10,000,000	$1,500,000
# of External Intergovernmental Customers	38	38	38	38	0

Collections shared with the State decrease $93,000 because of discontinuation of collection of Medicaid third party liability/subrogation collections. These HHS activities were assumed by the Kettle Moraine Consortium in 2012.

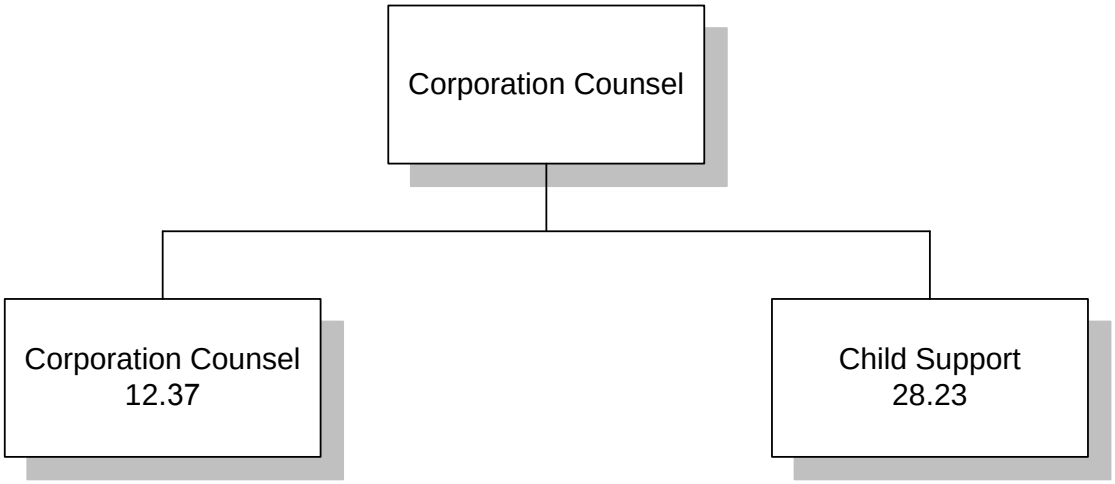
Total accounts referred increase 12,500 reflecting recognizing individual HHS account referrals rather than aggregating them by debtor. This change was necessitated because of referral automation undertaken in 2012.

*89.12% of the 2011 County revenue referrals are for bail forfeitures and Health and Human Services private pay billings. Given the nature of the parties the Division is attempting to collect from, and the State's provision for clients' ability to pay, recovery in these areas is anticipated at less than 15% of the amount referred.

Corporation Counsel

CORPORATION COUNSEL'S OFFICE

FUNCTION / PROGRAM CHART



40.60 TOTAL FTE'S

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

Statement of Purpose

It is the mission of the Corporation Counsel Office to improve the quality of life for all residents of Waukesha County by facilitating effective policy making and administrative decision making of the County Board and County Executive; to provide for the establishment and enforcement of financial support for needy children and establish care for the mentally ill and elderly infirm; to cooperate in providing stability for dysfunctional families through the Juvenile Court System; to assist in establishing and enforcing land use plans and zoning regulations; to enforce health ordinances; to give sound legal advice to all County Departments, Boards and Commissions to assist them in effectively carrying out their functions; and to respond to the legal needs of County employees whose function is to provide various governmental services to the public. In addition, the Corporation Counsel Office is responsible for overseeing the activities of the Child Support Program.

Financial Summary	2012 Actual	2013 Adopted Budget	2013 Estimate(h)	2014 Budget	Change From 2013 Adopted Budget $	%
Corporation Counsel						
Revenues (a)	$467,214	$459,390	$459,419	$463,784	$4,394	1.0%
County Tax Levy (b)	$1,030,032	$1,006,785	$1,006,785	$991,785	($15,000)	-1.5%
Expenditures (c)	$1,277,079	$1,466,175	$1,317,536	$1,455,569	($10,606)	-0.7%
Rev. Over (Under) Exp.	$220,167	$0	$148,668	$0	-	N/A
Child Support						
Revenues (d)(e)	$2,126,316	$2,132,512	$2,043,334	$2,138,622	$6,110	0.3%
County Tax Levy (f)	$338,869	$365,462	$365,462	$355,462	($10,000)	-2.7%
Expenditures (g)	$2,269,581	$2,497,974	$2,380,766	$2,494,084	($3,890)	-0.2%
Rev. Over (Under) Exp.	$195,604	$0	$28,030	$0	-	N/A
Total						
Revenues (a)(d)	$2,593,530	$2,591,902	$2,502,753	$2,602,406	$10,504	0.4%
County Tax Levy (b)(f)	$1,368,901	$1,372,247	$1,372,247	$1,347,247	($25,000)	-1.8%
Expenditures (c)(g)	$3,546,660	$3,964,149	$3,698,302	$3,949,653	($14,496)	-0.4%
Rev. Over (Under) Exp.	$415,771	-	$176,698	-	-	N/A
Position Summary (FTE)						
Regular Positions	39.00	38.00	38.00	38.00	0.00	
Extra Help	2.77	2.53	2.53	2.49	(0.04)	
Overtime	0.12	0.11	0.11	0.11	(0.00)	
Total	41.89	40.64	40.64	40.60	(0.04)	

(a) In 2014, Corporation Counsel Revenues increase $4,394 or 1% to $463,784, mainly from legal services providing to the Health and Human Services Department.
(b) Corporation Counsel County Tax Levy decreases $15,000 or -1.5% to $991,785.
(c) Corporation Counsel Expenditures decrease $10,606 or -.7% to $1,455,569 mostly due to reduction of personnel costs.
(d) Child Support Revenues included General Fund Balance appropriations of $55,000 in 2011, $156,800 in 2012, $50,000 in 2013, and $0 in 2014.
(e) Child Support's performance funding is not expected to be matched by the Federal funding in 2014. However, in May, the Joint Finance Committee's Omnibus Funding Motion moved to restore funding for local child support enforcement activities, which provides an additional $4.25 million State GPR (General Purpose Revenue) and $8.25 million FED annually. Therefore, the Waukesha County Child Support Agency is anticipated to budget an additional of $81,202 or 52.5% to $236,000 of State GPR to address part of the revenue gap created by the 2005 Deficit Reduction Act and 100% reduction of General Fund Balance appropriation.
(f) Child Support County Tax Levy decreases $10,000 or -2.7% to $355,462.
(g) Child Support Expenditures decrease $3,890 or -.2% to $2,494,084.
(h) Fiscal year 2013 budget projected to finish favorably.

General Fund

Corporation Counsel

Fund Purpose

The General Fund operations of the Corporation Counsel are to provide legal advice, counsel and support to all county departments and elected officials.

Financial Summary	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 (a)	$33	$300	$300	$300	$0	0.0%
Interdepartmental (b)	$466,929	$459,090	$459,090	$463,484	$4,394	1.0%
Other Revenue	$252	$0	$29	$0	$0	N/A
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy (c)	**$1,030,032**	**$1,006,785**	**$1,006,785**	**$991,785**	**($15,000)**	**-1.5%**
Total Revenue Sources	**$1,497,246**	**$1,466,175**	**$1,466,204**	**$1,455,569**	**($10,606)**	**-0.7%**
Expenditures						
Personnel Costs	$1,086,290	$1,164,272	$1,117,001	$1,152,486	($11,786)	-1.0%
Operating Expenses	$121,246	$228,278	$129,110	$228,278	$0	0.0%
Interdept. Charges	$69,543	$73,625	$71,425	$74,805	$1,180	1.6%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$1,277,079**	**$1,466,175**	**$1,317,536**	**$1,455,569**	**($10,606)**	**-0.7%**
Rev. Over (Under) Exp.	$220,167	$0	$148,668	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	11.40	11.40	11.40	11.40	0.00	
Extra Help	0.97	0.97	0.97	0.93	(0.04)	
Overtime	0.04	0.04	0.04	0.04	0.00	
Total FTEs	12.41	12.41	12.41	12.37	(0.04)	

(a) Charges for Services include copy and duplicating fees and legal fees.
(b) Interdepartmental revenues include legal services mainly provided to the Health and Human Services Department. In 2014, it is budgeted to increase $4,394 or 1% to $463,484.
(c) County Tax Levy decreases $15,000 or -1.5% to $991,785, mainly due to a reduction in expenditures.

Personnel Costs decrease $11,786 or -1% to $1,152,486 for costs to continue of 12.37 FTEs. This reduction is mainly due to lower-than-budget wages and health insurance due to employee turnovers, including 1.0 FTE principal assistant corporation counsel, 0.5 FTE senior attorney under filled as an attorney, and 1.0 FTE legal clerk. The budget for Extra Help expenses remains at 2013 levels, however, its FTE decreases 0.04.

Operating Expenses are budgeted to remain at 2013 levels of $228,278.

Interdepartmental Charges increase $1,180 or 1.6% to $74,805, mainly due to higher technology costs based on information technology resource usage for the total cost of computer ownership.

Major Departmental Strategic Outcomes and Objectives for 2014

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

Objective 1: Provide quality and timely review of contracts, ordinances and resolutions for Waukesha County Departments. Represent the County successfully in civil litigation prosecution and defense. Issue validated opinions concerning interpretation of the rights, duties and powers of the municipal corporation, its departments and officials.

Key Outcome Indicator: Time that it takes to review contracts effectively and the number of cases filed.

Performance Measure:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Review and return contract within 72 hours (Dept. standard is 4 business days)	97%	>90%	>90%	>90%
Percent of contracts approved that do not result in dispute resolution including mediation, arbitration and litigation	99%	>98%	>98%	>98%

Activity - Workload Data	2011 Actual	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Total Number of Cases Filed						
Bankruptcy Cases	408	431	375	400	375	0
Claims Received	67	47	60	50	55	-5
Lawsuits Monitored	21	11	25	15	15	-10
Contracts Reviewed	256	239	280	240	250	-30
Opinions Issued	330	302	300	300	300	0
Resolutions/Ordinances Reviewed	117	118	120	120	120	0

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

Objective 2: To provide support for children, establish care for the mentally ill and elderly infirm, and provide stability for families in need through the Court system. Provide high-quality, effective legal representation of Waukesha County residents in matters such as adult and juvenile guardianships/protective placements, involuntary commitment proceedings for adults and minors, juvenile court actions for children in need of protective services, and termination of parental rights/adoptions (in conjunction with services offered by the Department of Health and Human Services).

Key Outcome Indicator: Number of cases filed for the case types outlined in the strategic objective.

Workload Data	2011 Actual	2012 Actual	2013 Budget	2013 Estimate (a)	2014 Budget	Budget Change
Adult and Juvenile Chapter 51 Cases	1,588	1,520	1,620	1,550	1,560	-60
Guardianships/Protective Placements:						
- Adults (b)	435	468	425	440	440	15
- Juveniles	50	37	45	40	40	5
Juvenile Court Petitions:						
- Children/Juveniles in Need of Protection/Services (CHIPS) cases	422	417	420	420	420	0
- Termination of Parental Rights (TPR)	3	8	10	9	9	-1

(a) Estimate takes into consideration recent trends (increases/decreases) in the number of filed cases over the past three years.

(b) WATTS hearings, as a separate case type, were included as of January 1, 2010.

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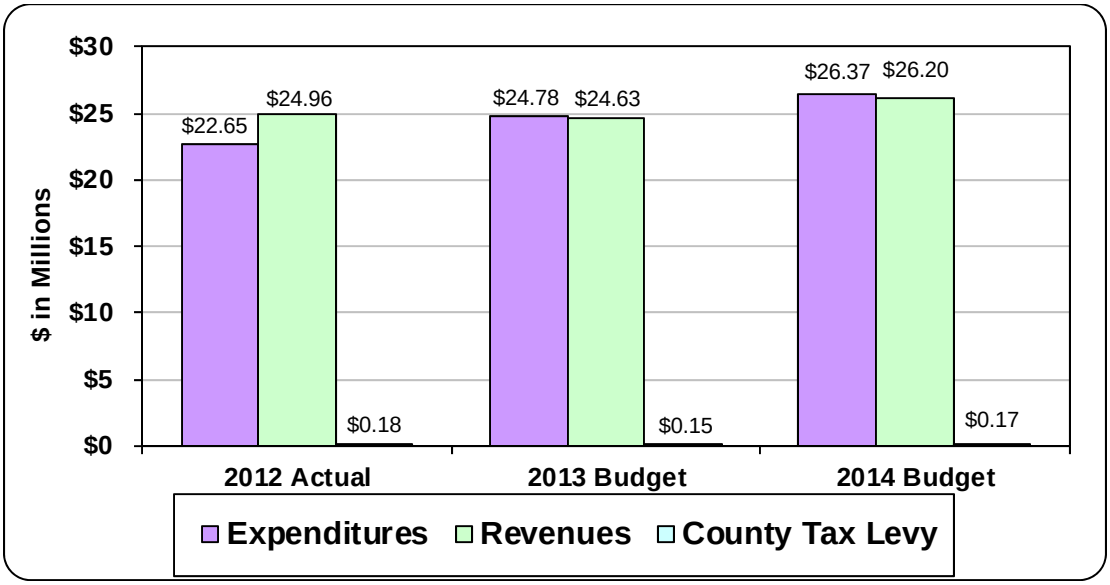
Functional Area Budget Highlights

The Non-Departmental Functional area includes three budgets not directly associated with, or controlled by, a specific County department. The **Non-Departmental General Fund** provides for a wide variety of purposes, which includes significant items such as: membership in the Southeastern Wisconsin Regional Planning Commission; consulting services that benefit the entire County; payment of special assessments on County properties; and receipt of State Shared Revenues. The **Health and Dental Insurance Fund** is an interest-bearing Internal Service Fund, established to provide for and effectively manage the self-funded health benefits for County employees, elected officials, retirees and dependents. This Fund also includes an Employee Wellness (Health Advancement) program, designed to improve employee productivity, morale and healthcare cost savings, through health education and health focused activities. Beginning in 2014, this Fund budgets for an on-site medical/wellness center for employees and retirees enrolled in County Health Insurance plans, with the goal of reducing prescription drug and medical costs. The center will be operated through an intergovernmental agreement with the School District of Waukesha and the City of Waukesha, who are also participating. The **Contingency Fund** provides funds to respond to emergency situations and issues that could not be anticipated during the budget process.



- The Tax Levy necessary to fund this functional area totals $171,200, an increase of $21,200 from the 2013 Budget.
- **Non-Departmental General Fund** expenditures include an increase in the Waukesha County Small Business Leverage Loan program by $192,000, from $108,000 to $300,000, based on higher levels of program participation in 2012 and estimated for 2013. The program is intended to provide "gap" loan funding for small, established businesses in Waukesha County to promote economic growth. The program is funded with prior-year Tax Increment District dissolution dollars returned to the County.
- **Non-Departmental** expenditures also include a grant to the Waukesha County Historical Society Museum, to help cover operating costs, as a second-year grant extension past the 10-year obligation of county support. A program operations grant, which was previously funded with $215,000 annually from the Parks and Land Use Budget, is discontinued in 2014. The county's total grant support to the Museum in the 2013 budget was $300,000, and is reduced to $150,000 in 2014.
- **Health and Dental Insurance Fund** budget increases about $1.4 million, mainly due to the first time budgeting for a shared on-site medical/wellness center, to be operated through a partnership with the School District of Waukesha and the City of Waukesha. The goal of the center is to lower employee health care and prescription drug costs as a result of managing and reducing emergency care, urgent care and higher cost physician and other medical services. A joint feasibility study projected that the center will generate a positive return on investment of approximately $6.9 million over a five-year period, with the County's share of savings estimated at $2.4 million. The center is budgeted at $1.1 million in 2014 to cover a partial year of operation (estimated to begin in August) and one-time start-up costs. The School District and City will fund their share of center operating costs beginning in 2014, and repay the County for one-time start-up costs over the next five years.
- **Contingency Fund** expenditure appropriations remain at the 2012 budgeted level of $1.2 million and are funded with appropriated General Fund Balance.

NON-DEPARTMENTAL

Functional Area Summary by Agency

	2012 Actual	2013 Adopted Budget	2013 Estimate	2014 Budget	Change from 2013 Adopted Budget $	%
TOTAL NON-DEPARTMENTAL						
Revenues (a)	$24,959,818	$24,630,650	$23,210,133	$26,195,700	$1,565,050	6.4%
County Tax Levy	$175,000	$150,000	$150,000	$171,200	$21,200	14.1%
Expenditure (b)	$22,649,807	$24,780,650	$22,772,250	$26,366,900	$1,586,250	6.4%
Rev. Over (Under) Exp.	$658,789	$0	$127,733	$0	$0	N/A
Oper Income/(Loss)	$1,826,222	$0	$460,150	$0	$0	N/A
BREAKDOWN BY AGENCY						
GENERAL NON-DEPARTMENTAL						
Revenues	$2,776,667	$1,746,300	$1,895,533	$1,924,200	$177,900	10.2%
County Tax Levy	$175,000	$150,000	$150,000	$171,200	$21,200	14.1%
Expenditure	$2,292,878	$1,896,300	$1,917,800	$2,095,400	$199,100	10.5%
Rev. Over (Under) Exp.	$658,789	$0	$127,733	$0	$0	N/A
HEALTH AND DENTAL INSURANCE						
Revenues	$21,380,851	$21,684,350	$20,914,600	$23,071,500	$1,387,150	6.4%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditure	$19,554,629	$21,684,350	$20,454,450	$23,071,500	$1,387,150	6.4%
Oper Income/(Loss)	$1,826,222	$0	$460,150	$0	$0	N/A
CONTINGENCY						
Revenues (a)	$802,300	$1,200,000	$400,000	$1,200,000	$0	0.0%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditure	$802,300	$1,200,000	$400,000	$1,200,000	$0	0.0%
Rev. Over (Under) Exp.	$0	$0	$0	$0	$0	N/A

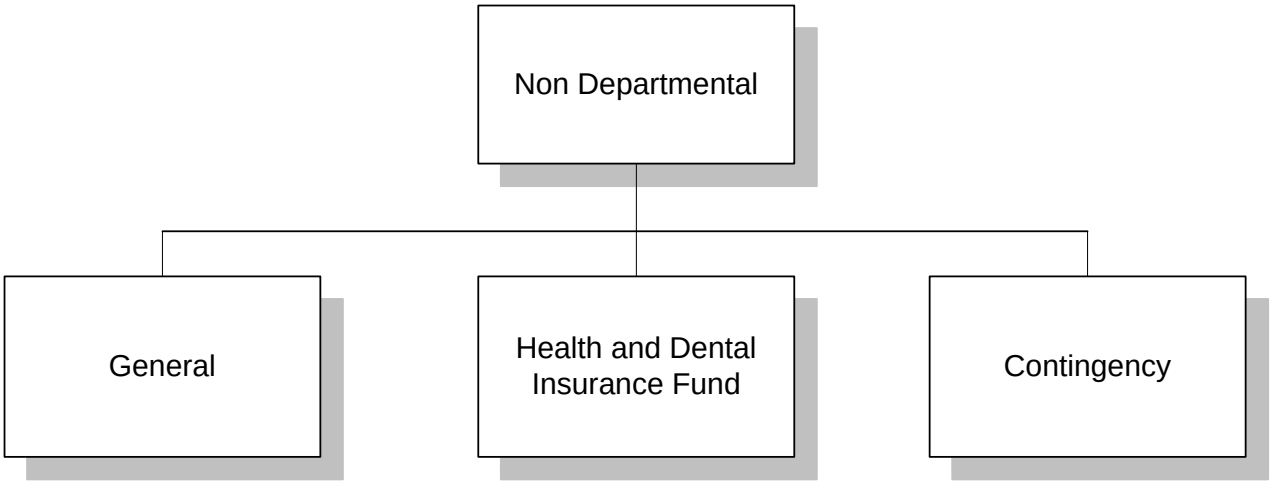
(a) For budget comparative purposes, 2012 Actual Revenues exclude Jail Assessment fees of about $677,300, which are received in the Non-Departmental Budget, but budgeted (as fund balance appropriation) in subsequent years to help fund jail equipment replacements, capital projects and debt service for jail related projects. Actual revenues for 2012 also exclude about $79,300 in unclaimed funds revenue, and is budgeted in later years as General Fund Balance due to its unpredictability. Actual revenues for 2012 also exclude Tax Increment Dissolution funds of about $17,200 which are received in the Non-Departmental Budget and become part of General Fund Balances used in later years.

(b) Revenue Budget for 2014 includes fund balance appropriations totalling $2,921,200 as follows: General Fund: $719,200 (of which $300,000 is from Tax Increment Dissolution (TID) funds); Health and Dental Insurance Fund: $1,002,000; and Contingency Fund: $1,200,000. 2013 includes Fund Balance appropriations totaling $2,099,950 as follows: General Fund: $400,500 (of which $108,000 is from TID funds); Health and Dental Insurance Fund: $499,450; Contingency Fund: $1,200,000.

Non-Departmental

NON DEPARTMENTAL

FUNCTION / PROGRAM CHART



There are no positions associated with the Non-Departmental accounts.

Non-Departmental

Statement of Purpose

This agency is established to account for those revenue and expenditure transactions that are not directly associated with or controlled by a specific departmental operating budget. This Budget also serves as a vehicle for one-time or short-term (five years or less) program appropriations.

Activities

This Budget is the custodial responsibility of the Department of Administration. Items included are State Shared Revenue, non-benefit insurance premiums for certain departments, unemployment compensation, general feasibility and operational studies, funding of the retirement and sick leave reserve, economic development and tourism organization funding, certain special local property assessments of County owned land, funding for the County's membership in the Southeast Wisconsin Regional Planning Commission (SEWRPC), funding for loss control and safety requirements which cannot be anticipated for County facilities and programs, and operations grant funding for the Waukesha County Museum.

Financial Summary	2012 Actual	2013 Adopted Budget	2013 Estimate	2014 Budget	Change From 2013 Adopted Budget $	%
Revenues						
General Government (a)	$1,120,340	$1,025,800	$984,000	$955,000	($70,800)	-6.9%
Fine/Licenses (b)	$0	$0	$0	$0	$0	N/A
Charges for Services	$0	$0	$0	$0	$0	N/A
Interdepartmental (c)	$155,809	$110,000	$171,000	$130,000	$20,000	18.2%
Other Revenue (b)	$276,718	$210,000	$177,000	$120,000	($90,000)	-42.9%
Appr. Fund Balance (d)	$1,223,800	$400,500	$563,533	$719,200	$318,700	79.6%
County Tax Levy	**$175,000**	**$150,000**	**$150,000**	**$171,200**	**$21,200**	**14.1%**
Total Revenue Sources	**$2,951,667**	**$1,896,300**	**$2,045,533**	**$2,095,400**	**$199,100**	**10.5%**
Expenditures						
Personnel Costs (d)(e)	$425,114	$430,000	$340,000	$455,000	$25,000	5.8%
Operating Expenses (d)(e)	$1,807,764	$1,389,500	$1,501,000	$1,549,600	$160,100	11.5%
Interdept. Charges	$60,000	$76,800	$76,800	$90,800	$14,000	18.2%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$2,292,878**	**$1,896,300**	**$1,917,800**	**$2,095,400**	**$199,100**	**10.5%**
Rev. Over (Under) Exp.	$658,789	$0	$127,733	$0	$0	N/A

Position Summary (FTE) **No Positions are Budgeted in this fund**

(a) General Government revenues for 2014 Budget include State Shared Revenue payments of $795,000. The 2013 Budget includes Shared Revenue payments of $645,000 and Computer Exemption aid revenue of $200,000. General Government revenues also include estimated countywide indirect cost reimbursements (in excess of the amounts budgeted in the Department of Administration) received from the State/Federal funding sources for Child Support and the Aging and Disability Resource Center Contract.

(b) 2012 Actual Fines and Licenses revenues exclude jail assessment fees of about $677,300, which is accounted for in the Non-Departmental Budget, but budgeted in subsequent years to help fund jail equipment replacement and related capital projects and debt service for Jail related projects. Actual Other Revenues in 2012 exclude unclaimed funds revenue of about $79,300, and is budgeted in later years as General Fund Balance due to its unpredictability. Actual Other Revenues in 2012 also exclude about $17,200 in Tax Increment District (TID) dissolution funds, which are received in the Non-Departmental Budget and appropriated as General Fund Balance in later years for one-time, temporary or periodic expenditures.

(c) Interdepartmental Revenues include indirect cost recovery, mostly from County proprietary and special revenue funds, in excess of the amounts budgeted in the Department of Administration.

(d) Appropriated General Fund Balance for the 2014 Budget includes $300,000 in prior-year Tax Increment District (TID) revenues to fund the Small Business Leverage Loan Funding program; $150,000 for retirement payouts from reserves for this purpose; $150,000 toward an extension of the Waukesha County Historical Society (WCHS) operations grant; $70,000 toward one-time employee severance/retention payments; $36,700 from prior-year unclaimed funds revenues; and $12,500 for the third year of a 4-year contribution to the Milwaukee 7 Regional Economic Development Campaign. For a description of 2013 Budget and 2013 Estimated General Fund Balance use, see footnote (a) for the Non-Departmental Program/Activity Financial Summary (third page in the budget).

(e) For comparative purposes to the 2013 and 2014 budget, actual expenditures for 2012 are restated to more appropriately account for third-party administration of Section 125 Plan accounts (County employee flexible spending accounts) as an operating expenditure rather than a personnel cost.

2014 Specific Activities and Purpose:

SEWRPC Allocation: Continue to provide funding for the County's share of the Southeastern Wisconsin Regional Planning Commission (SEWRPC) which provides regional planning, including: land use, transportation, water quality, flood-land management, and planned research for the seven counties in southeastern Wisconsin.

Waukesha County Economic Development Corporation & Tourism Initiative: Continue to support Waukesha County Economic Development Corporation (WCEDC) and Waukesha Area Convention and Visitors Bureau activity related to economic development, tourism, planning, and promotion.

Wisconsin River Rail Transit System: Funding for Wisconsin River Rail Transit Commission infrastructure project costs.

Loss Control/ADA: Continue to fund loss control and safety requirements and to fund measures necessary to comply with the federal Americans with Disabilities Act (ADA) that cannot be anticipated for County facilities and programs.

Separation Payouts (Vacation/Sick Leave): Continue budgeting for sick leave payouts that exceed normal budget amounts for large departments (reserves), based on an expected higher level of retirements (as baby boomers reach retirement age). Large service departments provide for most of this cost within their respective budgets. Continue to maintain an account to fund retirement sick leave and vacation payouts in administrative and small departments.

Employee Maximum Sick Leave/Non-Represented Vacation Payouts: Continue to fund the employee incentive payment for those who have maximized their sick leave accrual (maximum of 960 hours) in prior years. Continue to fund payouts for unused vacation time (maximum 40 hours) for non-represented employees who earn more than three weeks of vacation time during a year.

Section 125 Plan Administration Costs: Continue to fund the third-party administration of the County employees' Flexible Spending Account plans, which allow employees to set aside untaxed earnings for out-of-pocket health care expenses, which save the County the employer's cost share of FICA and Medicare payments.

Deferred Compensation Plan Consulting: Continue to provide consulting services to the employee investment advisory committee for the Deferred Compensation plan. This is offset by revenues (no tax levy) that the plan administrator shares with the County.

Severance/Retention: Provide for the funding of a program establishing a severance budget and an incentive to remain employed with the County to the end of the year for employees that are laid off due to abolishing or unfunding their position in the budget process. Employees who leave before the end of the year or accept another County position are not eligible.

Consulting/Grant/Other: Continue to provide funding for special consulting studies identified during the year.

Merchant Card Fees: Provide funding for credit card and debit card processing fees in non-enterprise activities.

Waukesha County Historical Society Museum Operations Grant: Provide a grant to the Waukesha County Historical Society (WCHS) in expectation of completing plans and studies of future direction and funding of the museum. This second-year grant extension provides the WCHS an additional year of County support past the 10-year obligation per enrolled ordinance (157-76). A program operations grant, which was previously funded with $215,000 annually from the Parks and Land Use Budget, is discontinued in 2014. The County's total grant in the 2013 budget was $300,000, reduced to $150,000 for 2014.

Milwaukee 7 Regional Economic Development Campaign: The Milwaukee 7 is a regional, cooperative economic development platform for the seven counties of southeastern Wisconsin: Kenosha, Milwaukee, Ozaukee, Racine, Walworth, Waukesha and Washington. Waukesha County's third-year contribution to the Milwaukee 7's Regional Economic Development Campaign is an installment toward the $50,000 four-year commitment ($12,500 annually, from 2012 though 2015) to be funded with appropriated General Fund Balance.

Waukesha County Small Business Leverage Loan Program: Beginning in 2012, the County established a gap loan funding program for small established businesses in Waukesha County to promote economic growth. Loans no greater than $50,000, to be administered by a contract agency, will be targeted to small businesses in high-impact industries, such as manufacturing, technology and distribution and suppliers to larger businesses. This "gap" loan funding is intended to help businesses to qualify for larger funding from banks, the Small Business Administration (SBA) and other financial institutions to finance expansions, additional product lines, services or building capacity. The loans will be for three to five year terms, at an interest rate no less than 3% per year and funded initially with prior-year Tax Increment District dissolution dollars returned to the County. Expanded employment and/or tax base by businesses will be closely monitored. The program will sunset at the end of 2014 unless the County Board approves an ordinance for its continuation.

Non-Departmental Program/Activity Financial Summary

Expenditures:	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change	% Change
Continuous						
SEWRPC Allocation	$652,700	$659,000	$659,000	$668,200	$9,200	1%
Waukesha Co Econ Dev Corp (WCEDC) Contrib.	$95,000	$95,000	$95,000	$95,000	$0	0%
Waukesha County Tourism Initiative	$10,000	$10,000	$10,000	$10,000	$0	0%
Wis. River Rail Transit System	$26,520	$27,000	$28,000	$28,000	$1,000	4%
Loss Control/ADA (a)	$0	$50,000	$66,000	$50,000	$0	0%
Separation Payouts (Vac. & Sick Leave) (a)	$129,004	$150,000	$125,000	$150,000	$0	0%
Empl. Max. Sick Leave/Non-Rep. Vac. Payouts (for Active Empl.)	$131,819	$135,000	$133,000	$150,000	$15,000	11%
Section 125 Plan Administration Costs	$15,549	$30,000	$20,000	$15,000	($15,000)	-50%
Unemployment	$95,136	$85,000	$82,000	$85,000	$0	0%
Severence/Retention (a)	$59,618	$60,000	$0	$70,000	$10,000	17%
Deferred Compensation Plan Consulting/Retirement Planning (b)	$26,961	$50,000	$50,000	$40,000	($10,000)	-20%
Consulting (a)	$29,387	$40,000	$65,000	$40,000	$0	0%
Merchant Card Fees (c)	$107,739	$135,000	$110,000	$52,900	($82,100)	-61%
Employment Advertising	$10,596	$20,000	$25,000	$20,000	$0	0%
Property Tax/Special Assessments	$134,665	$50,000	$50,000	$50,000	$0	0%
Printing inc. Adopted Budget Books	$5,630	$8,000	$7,500	$8,000	$0	0%
Work Comp/Liab/Casualty/Other Ins	$60,000	$76,800	$76,800	$90,800	$14,000	18%
Other Expenses	$5,074	$10,000	$10,000	$10,000	$0	0%
Short-Term/Temporary/Periodic						
Wauk. Co. Hist. Society - Capital/Debt Svc	$118,234	$0	$0	$0	$0	N/A
Wauk. Co. Hist. Society - Operations Grant (a)	$117,000	$85,000	$85,000	$150,000	$65,000	76%
Milwaukee 7 Regional Econ Dev Campaign (a)	$12,500	$12,500	$12,500	$12,500	$0	0%
Election Consultant Programming, Training & Recommend. (a)	$253,746	$0	$0	$0	$0	N/A
Wauk. Co. Small Business Leverage Loan Funding Program (a)	$196,000	$108,000	$208,000	$300,000	$192,000	178%
Total Expenditures	$2,292,878	$1,896,300	$1,917,800	$2,095,400	$199,100	10%
Revenue:						
State Shared Revenues/State Computer Aid	$895,000	$845,000	$845,000	$795,000	($50,000)	-6%
Other General Government Revenues (d)	$225,340	$180,800	$139,000	$160,000	($20,800)	-12%
Intedepartmental Charge Revenue*	$155,809	$110,000	$171,000	$130,000	$20,000	18%
Fund Balance Appropriation (a)	$1,223,800	$400,500	$563,533	$719,200	$318,700	80%
Other Revenue (b)(c)(e)	$276,718	$210,000	$177,000	$120,000	($90,000)	-43%
Tax Levy	$175,000	$150,000	$150,000	$171,200	$21,200	14%
Total Revenues	$2,951,667	$1,896,300	$2,045,533	$2,095,400	$199,100	10%
Revenues Over/(Under) Expenditures	$658,789	$0	$127,733	$0	$0	N/A

* See Footnote (c) to the financial summary table on the first page of this budget.

(a) Appropriated General Fund Balance for the **2014 Budget** includes $300,000 in prior-year Tax Increment District (TID) revenues to fund the Small Business Leverage Loan Funding program; $150,000 for retirement payouts from reserves for this purpose; $150,000 toward an extension of the Waukesha County Historical Society (WCHS) operations grant (see previous page for explanation of 2012-14); $70,000 toward one-time employee severance/retention payments; $36,700 from prior-year unclaimed funds revenues; and $12,500 for the third year of a 4-year contribution to the Milwaukee 7 Regional Economic Development Campaign. The **2013 Estimate** includes about $51,000 in County Board approved carryovers and open purchase orders (and related expenditure authority) from 2011. The **2013 Budget** includes $108,000 in prior-year Tax Increment District (TID) revenues to fund the Small Business Leverage Loan Funding program; $150,000 for retirement payouts from reserve. Fund balance for **2012 Actual** includes approximately $250,000 of Contingency Funds transferred in to cover one-time consultant costs to program the gubernatorial Recall and August Primary elections, to train county staff and recommend improvements to elections administration in the County Clerk's Office.

(b) Other Revenue includes offsetting revenue to pay for the Deferred Compensation Plan consulting of $40,000 in the 2014 Budget and $50,000 in the 2013 Budget. No County tax levy is used to fund this expenditure.

(c) The decrease in merchant card fees for 2014 is mostly due to a change in service providers as a result of a request for proposal. Beginning in 2014, charges related to Internet payment portal hosting and associated merchant card fees will be paid for directly by the customers. Previously, the County incurred these costs, and then were reimbursed for most of the costs through an Internet payment convenience surcharge. The new contract results in a reduction in charges to taxpayers that use this service. This revenue also is eliminated in the 2014 budget. This budget will continue to provide funding for credit card and debit card processing fees in other non-enterprise activities.

(d) Other General Government revenue includes indirect cost recovery in excess of the amounts budgeted in the (Department of Administration) received from state and federal government funding sources including the Aging and Disability Resource Center Contract and Child Support.

(e) Other Revenues include miscellaneous recoveries ($50,000 in the 2014 and 2013 Budgets) and procurement card rebate revenue in excess of what is budgeted in the Department of Administration ($30,000 in the 2014 Budget and $50,000 in the 2013 Budget).

Fund Purpose

The Health and Dental Insurance Fund is an interest-bearing Internal Service Fund established to provide for and effectively manage the health benefits for County employees, elected officials, retirees, and dependents. This Fund consists of a self-funded active employee health insurance plan, a self-funded retired employee health insurance plan, a self-funded dental insurance plan, an employee wellness program, and an on-site medical/wellness center for employees and retirees enrolled in County health insurance plans. The Health and Dental Insurance Fund is used to account for all claims and costs filed against and paid by the County's self-funded insurance, the premiums paid for these plans, and costs associated with the wellness programs. This Fund recovers its costs through charges to County departments, employees, retirees, and qualifying former employees for COBRA (Consolidated Omnibus Budget Reconciliation Act of 1985) benefits. This Fund provides budgetary protection by purchasing stop loss insurance coverage. A health insurance actuary is retained to assist with the determination of premium rates, insurance reserve levels and analyze effectiveness of wellness and health benefit changes to the total cost of the program.

Financial Summary	2012 Actual (b)	2013 Adopted Budget (c)	2013 Estimate (b)	2014 Budget (a)(c)	Change From 2013 Adopted Budget $	%
Revenues (a)						
General Government	$0	$0	$0	$476,500	$476,500	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$3,327,675	$3,097,200	$3,136,000	$3,543,000	$445,800	14.4%
Interdepartmental	$16,449,580	$17,628,700	$17,093,000	$17,626,000	($2,700)	0.0%
Other Revenue (b)	$1,491,761	$459,000	$475,000	$424,000	($35,000)	-7.6%
Appr. Fund Balance (c)	$111,835	$499,450	$210,600	$1,002,000	$502,550	100.6%
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$21,380,851**	**$21,684,350**	**$20,914,600**	**$23,071,500**	**$1,387,150**	**6.4%**
Expenditures (a)						
Personnel Costs	$0	$0	$0	$0	$0	N/A
Operating Expenses	$19,551,604	$21,677,750	$20,447,900	$23,002,600	$1,324,850	6.1%
Interdept. Charges	$3,025	$6,600	$6,550	$68,900	$62,300	943.9%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$19,554,629**	**$21,684,350**	**$20,454,450**	**$23,071,500**	**$1,387,150**	**6.4%**
Rev. Over (Under) Exp.	$1,826,222	$0	$460,150	$0	$0	N/A

Position Summary (FTE) **No Positions Budgeted in this fund**

(a) The increase in budgeted expenditures and revenues is mostly due to the planned implementation of a new on-site medical/wellness center for active County employees and retirees enrolled in County health insurance programs, planned to begin in August 2014, which will include payments from the Waukesha School District and City of Waukesha.

(b) Other Revenues for the 2012 actual and 2013 estimate include one-time unbudgeted revenues totaling about $985,000 and $51,000, which consist mostly of repayments received from the County's stop loss insurer for high-cost claims.

(c) Appropriated Fund Balance from Health and Dental Insurance Fund Reserves for the 2014 Budget includes $216,000 in the Active Employee and Retiree Health Insurance Programs to cover temporary (annually for three years, beginning in 2014) payments required under the Federal Affordable Care Act (ACA), $153,500 in the Wellness Program and $632,500 for the new On-Site Medical/Wellness Center. The 2013 Budget includes $235,300 in the Active Employee Health Insurance Program, $35,000 in the Employee Dental Insurance Program and $229,150 in the Wellness Program.

Current & Proposed Capital Projects

Proj. #	Project Name	Expected Completion Year	Total Project Costs	Estimated % Complete End of '13	Estimated Operating Impact	A = Annual T = One-Time
200417	On-Site Medical Clinic, Retrofit Facility	2014	$243,000	0%	(d)	A

(d) A feasibility study has projected that the center will generate a positive return on investment for the County and its partner organizations totaling approximately $6.9 million over a 5 year period: With savings of $2.4 million estimated for the County, $3.1 million for the school district and $1.4 million for the City.

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: Contain health insurance cost trends, and/or the rate of premium increases through effective design changes, education, wellness initiatives and data management.

Key Outcome Indicator: Keep health insurance plan increases from prior year estimate/actual lower than medical inflation rate.

Performance Measure:	2012 Actual	2013 Budget*	2013 Estimate	2014 Budget
Health Plan cost increases*	5%	8%	4%	6%
Medical Inflation Rate**	9%	9%	9%	9%

*Health plan cost increases measured using prior-year actual/estimates as a base. For comparability purposes, the 2013 Budget is restated to use prior-year estimate during 2013 budget development.
**Milliman's (County Health Insurance Actuary) expected annual trend assumptions

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

Objective 2: Control Health Plan rate of cost increase (or reduce costs).

Key Outcome Indicator: The increase in plan costs from the prior year actual/estimate for the Choice Plus (Point of Service – POS) and Consumer Driven Health (with Health Savings Account feature – HSA) Plans.

Performance Measures:

Choice Plus Plan	2012 Actual	2013 Budget	2013 Estimate	2014 Budget
Average Plan % Premium Increase	10%	-0.1%	-0.1%	2.0%
Average Monthly Plan Cost: Single	$639	$638	$638	$651
Family	$1,689	$1,687	$1,687	$1,721

HSA Plan*	2012 Actual	2013 Budget	2013 Estimate	2014 Budget
Average Plan % Premium Increase	6%	3%	3%	1%
Average Full Monthly Plan Cost: Single*	$560	$583	$583	$588
Family*	$1,432	$1,485	$1,485	$1,498

*County contribution to employee health savings accounts is included in monthly figures (added to premium).

Objective 3: Demonstrate return on investment (ROI) under the wellness program. In 2013, the County conducted an ROI analysis of the employees who participated in the 3 Steps to Success program over a three-year period (2010-12). There were 277 employees actively engaged and 971 non-engaged during this time period. The analysis looked at medical and pharmacy claims, absenteeism, participation in preventative health screenings and pre-disease risk factors.

Key Outcome Indicator: Participation in the 3 Steps to Success program is expected to help County staff and their spouses lead healthier life styles that may, on average, lead to lower claims and sick leave-related costs.

Performance Measure:	Actively Engaged	Non-Engaged	Total Est. Cost Avoidance
2012 Avg. Health Insurance Claims	$4,482	$4,977	$137,000
2012 Avg. Pharmacy Claims	$986	$987	$300
2012 Avg. Sick Leave Costs	1,004	1,352	$96,000
2012 Total Estimated ROI			**$233,300**

Key Outcome Indicator: Similarly, wellness program initiatives are designed to encourage individuals to be more proactive with their health to avoid the on-set of disease. This is accomplished by participating in preventive screenings and other wellness initiatives such as weight management, fitness challenges, and on-going education.

Performance Measure (For 2012):	Actively Engaged	Non-Engaged
% Having Annual Physical Exams	67%	36%
% Having Breast Cancer Screenings	82%	54%
% Having Cervical Cancer Screenings	45%	31%
% Having Colon Cancer Screenings	23%	14%

Active Employee Health Insurance

Program Description

This program area accounts for all costs associated with the operation of the Active Employee Health Insurance program. This includes medical, pharmacy, and vision claims payments; and administrative expenses, stop loss insurance premiums, consulting fees and other program-related services/expenses that may arise. This program area recovers its costs through premium charges to internal departments, employees, and COBRA participants. This program area also carries an actuarially determined Incurred But Not Reported reserve balance (outstanding claims paid in next fiscal year) as required for internal service fund accounting. Two health plans are offered to employees: (1) a self-funded Point of Service (POS) plan (Choice Plus) and (2) a self-funded Consumer Driven health plan with a Health Savings Account (HSA) feature. Both plans offer an incentive to employees for participating in the Health Advancement Program, designed to help reduce the County's health insurance costs (see Wellness Program). Program participants in the POS plan pay a lower premium costs share at 15% (vs. 20% for non-participants), and participants in the HSA plan receive a higher employer HSA contribution at $1,125/$2,250 for single/family plans (vs. $750/$1,500 for non-participants).

	2012 Actual (a)	2013 Budget	2013 Estimate (a)	2014 Budget	Budget Change
Staffing (FTE)	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$2,385,140	$2,222,000	$2,292,000	$2,697,000	$475,000
Interdepartmental	$15,776,840	$16,993,900	$16,401,000	$16,934,000	($59,900)
Other Revenue (a)	$1,465,226	$437,000	$453,000	$402,000	($35,000)
Appr. Fund Balance	$0	$235,300	$0	$210,000	($25,300)
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$19,627,206**	**$19,888,200**	**$19,146,000**	**$20,243,000**	**$354,800**
Personnel Costs	$0	$0	$0	$0	$0
Operating Expenses	$18,096,704	$19,886,600	$18,870,200	$20,240,000	$353,400
Interdept. Charges	$2,927	$1,600	$2,000	$3,000	$1,400
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$18,099,631**	**$19,888,200**	**$18,872,200**	**$20,243,000**	**$354,800**
Rev. Over (Under) Exp.	$1,527,575	$0	$273,800	$0	$0

(a) Other Revenues for the 2012 actual and 2013 estimate include one-time unbudgeted revenues totaling about $985,000 and $51,000, which consist mostly of repayments received from the County's stop loss insurer for high-cost claims.

Program Highlights

Based on actuarial recommendations, this fund estimates necessary premiums to cover the costs associated with anticipated claims to be paid in 2014 (described below). Charges for Service revenue include the employees' share of estimated premiums (15% or 20% for individuals enrolled in the POS plan, depending on participation in Health Advancement Program, or 10% if in the HSA plan, see program description above). Interdepartmental Charge revenues include the County's share (85%, 80% or 90%) of estimated premiums and employee HSA contributions charged to County departments. Other Revenues include a decrease in prescription drug rebates by $35,000 to $340,000, and interest income on Health Insurance Fund Balance, which remains at the 2013 budget level of $62,000. Appropriated Health Insurance Fund Balance is budgeted at $210,000 to cover temporary (for three years beginning in 2014) payments required under the Federal Affordable Care Act (ACA).

Operating expenditures increase, mainly due to budgeting for the ACA payment mentioned above at $210,000, and due to an estimated increase in claims costs by $181,000 to $17,684,000. Interdepartmental charges, consist of postage charges for distributing open enrollment information to employees, and increases to be more in-line with prior-year actuals.

Note: Based on actuarial recommendation, $1.77 million (approximately 10% of the $17,684,000 in estimated claims costs for 2014) is to be reserved in the Health and Dental Insurance Fund Reserves to be available for appropriation by ordinance if claims exceed appropriations.

Activity		2012	2013	2013	2014	Budget
# of Health Ins. Contracts		Actual (a)	Budget (b)	Estimate (c)	Budget (b)	Chng
POS	Single	251	252	238	236	(16)
	Family	527	538	495	504	(34)
Subtotal		**778**	**790**	**733**	**740**	**(50)**
H.S.A.	Single	92	97	112	120	23
	Family	306	323	342	368	45
Subtotal		**398**	**420**	**454**	**488**	**68**
Total		**1,176**	**1,210**	**1,187**	**1,228**	**18**

(a) Enrollment as of 12/31/2012.
(b) The 2013 and 2014 budget figures are based on enrollment counts obtained during mid-summer budget development, with adjustments made for vacant positions.
(c) Enrollment as of 8/21/2012.

Retired Employee Health Insurance

Program Description

This program area accounts for all costs associated with the operation of the Retired Employee Health Insurance program. This includes medical, pharmacy and vision claims payments; and administrative expenses, stop loss insurance premiums, consulting fees and other program-related services/expenses that may arise. This program area recovers its costs through premium charges to retirees. Retirees pay 100% of the premium cost. Actuarial consultants rate the retiree health insurance plan separately from the active employee health insurance plans.

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$847,469	$805,000	$768,000	$770,000	($35,000)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$22,004	$19,000	$19,000	$19,000	$0
Appr. Fund Balance	$0	$0	$0	$6,000	$6,000
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$869,473**	**$824,000**	**$787,000**	**$795,000**	**($29,000)**
Personnel Costs	$0	$0	$0	$0	$0
Operating Expenses	$604,829	$823,100	$646,600	$794,100	($29,000)
Interdept. Charges	$98	$900	$450	$900	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$604,927**	**$824,000**	**$647,050**	**$795,000**	**($29,000)**
Rev. Over (Under) Exp.	$264,546	$0	$139,950	$0	$0

Program Highlights

Based on actuarial recommendation, which is separately rated from the active employee health plans, this fund estimates necessary premiums to cover the costs associated with anticipated claims to be paid in 2014 (described below). Charges for Service revenues consist of health insurance premiums paid by retirees (retirees pay 100% of premium costs. Other revenues consist of prescription drug rebates, budgeted at $15,000, and interest income at $4,000. Appropriated Health and Dental Insurance Fund Balance is budgeted at $6,000 to cover temporary (for three years beginning in 2014) payments required under the Federal Affordable Care Act (ACA).

Operating expenditures are budgeted to decrease mainly due to a decrease in estimated claims costs by $35,000 to $691,200.

Note: Based on actuarial recommendation, $69,000 (approximately 10% of the $691,200 in estimated claims paid) is to be reserved in the Health and Dental Insurance Fund Balance Reserves to be available for appropriation by ordinance if claims exceed appropriations.

Activity # of POS Retiree Health Ins. Contracts (a)	2012 Actuals (b)	2013 Budget	2013 Estimate (c)	2014 Budget	Budget Change
Pre-Medicare					
Single	39	39	41	41	2
Family	11	11	10	10	(1)
Subtotal	**50**	**50**	**51**	**51**	**1**
Medicare					
Single	6	6	9	9	3
Family	6	6	2	2	(4)
Subtotal	**12**	**12**	**11**	**11**	**(1)**
Total	**62**	**62**	**62**	**62**	**0**

(a) Contract figures and the budget exclude retiree enrollment in the Medicare Advantage healthcare plan, which had 279 participants (as of August 1, 2013), and is not accounted for in the County Budget.
(b) Enrollment as of March 1, 2012.
(c) Enrollment as of August 1, 2013.

Employee Dental Insurance

Program Description

This program area accounts for all costs associated with the operation of the self-funded Employee Dental Insurance program. This includes dental claims payments, administrative expenses and other program-related services/expenses that may arise. This program area recovers its costs through premium charges to internal departments, employees and COBRA participants.

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$95,066	$70,200	$76,000	$76,000	$5,800
Interdepartmental	$672,740	$634,800	$692,000	$692,000	$57,200
Other Revenue	$4,531	$3,000	$3,000	$3,000	$0
Appr. Fund Balance	$0	$35,000	$0	$0	($35,000)
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$772,337**	**$743,000**	**$771,000**	**$771,000**	**$28,000**
Personnel Costs	$0	$0	$0	$0	$0
Operating Expenses	$738,236	$741,400	$723,000	$769,400	$28,000
Interdept. Charges	$0	$1,600	$1,600	$1,600	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$738,236**	**$743,000**	**$724,600**	**$771,000**	**$28,000**
Rev. Over (Under) Exp.	$34,101	$0	$46,400	$0	$0

Program Highlights

Charges for Service revenue, which consist of the employees' share (10%) of dental premiums, and Interdepartmental Revenues, which consist of the County's share (90%) of Dental premiums, are budgeted to increase a total of $63,000, based on current-year estimates. Other revenues consist of investment income, which remains at the 2013 budget level.

Operating expenditures increase by $28,000 to $741,400, mostly due to an increase in estimated claims costs by $27,000 to $711,000.

Activity # of Dental Ins. Contracts	2012 Actual (a)	2013 Budget (b)	2013 Est. (c)	2014 Budget (b)	Budget Change
Self-Funded					
Single	178	202	205	211	9
Family	470	527	549	553	26
Subtotal	**648**	**729**	**754**	**764**	**35**
DentaCare ❖					
Single	137	142	125	135	(7)
Family	305	296	314	316	20
Subtotal	**442**	**438**	**439**	**451**	**13**
Total	**1,090**	**1,167**	**1,193**	**1,215**	**48**

❖ DentaCare is a fully-insured dental insurance plan that was removed in this Internal Service Fund's 2011 Budget. This plan is budgeted at the lowest cost plan amount in departmental budgets and accounted for in General Fund Balance Sheet Accounts.

(a) Enrollment as of 12/31/2012

(b) The 2013 and 2014 budget figures are based on enrollment counts obtained during mid-summer budget development, with adjustments made for vacant positions.

(c) Enrollment as of 8/21/2013.

Wellness Initiative

Program Description

This program area accounts for all costs associated with the operation of the Wellness Initiative program. This program is designed to improve the health and well-being of County employees' lives through health education and activities that will support positive lifestyle change, thereby resulting in improved employee productivity, morale and healthcare cost savings for the County and the employees. Program components include biometric screenings, health risk assessments, program marketing and communications, health coaching, data analysis to include return on investment and an interactive website.

Approximately 70% of the County's health plan contracts are family coverage. In an effort to increase employee participation in Wellness related activities, both employees and spouses will be required to participate in the Health Advancement Program's "3 Steps to Success" (biometric screening, health risk assessment and nurse review call) in order to qualify for the following incentives: For 2014, program participants in the POS plan pay a lower premium costs share at 15% (vs. 20% for non-participants), and participants in the HSA plan receive a higher HSA contribution at $1,125/$2,250 for single/family plans (vs. $750/$1,500 for non-participants).

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$111,835	$229,150	$210,600	$153,500	($75,650)
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$111,835**	**$229,150**	**$210,600**	**$153,500**	**($75,650)**
Personnel Costs	$0	$0	$0	$0	$0
Operating Expenses	$111,835	$226,650	$208,100	$151,000	($75,650)
Interdept. Charges	$0	$2,500	$2,500	$2,500	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$111,835**	**$229,150**	**$210,600**	**$153,500**	**($75,650)**
Rev. Over (Under) Exp.	$0	$0	$0	$0	$0

Program Highlights

Appropriated Health and Dental Insurance Fund Balance from reserves decreases by $75,650, based on changes in program expenditures.

Operating expenditures decrease in third-party contractor charges for administering the Health Advancement Program (e.g., biometrics) by $75,650, $140,650 to $65,000, due to the anticipation this program will begin to be administered by a new contractor, budgeted for in the new On-Site Medical/Wellness Center program. Other base operating expenditures include $29,000 in program incentives for participating employees, $26,000 for health coaching programs, $9,000 for cancer screenings and $22,000 for other program costs.

Activity	2012 Actual	2013 Budget	2012 Estimate	2014 Budget	Budget Change
Health Assessment Participation					
# Participating	1,096	1,450	1,302	1,700	250
% of Work Force + Spouses	51%	68%	61%	80%	12%

On-Site Medical/Wellness Center

Program Description

This program area accounts for all costs and revenues associated with the development and implementation of a shared on-site medical/wellness center. The center will be a shared intergovernmental arrangement managed and funded by Waukesha County, City of Waukesha and the Waukesha School District. The center is being developed following a joint feasibility study and a subsequent comprehensive request for proposal process. The feasibility study has projected that the center will generate a positive return on investment for the combined organizations of approximately $6.9 million over a 5 year period: With savings of $2.4 million estimated for the County, $3.1 million for the school district and $1.4 million for the City. It is anticipated that the clinic will begin operations in August, 2014.

The goal of the center is to lower health care and prescription drug costs as a result of managing and reducing emergency care, urgent care and higher cost physician and other medical related services. The Center will provide services to employees and retirees enrolled in the County health insurance program. Services will include primary, preventative and urgent medical care services, wellness programming, biometric and health risk assessments, health coaching and education, limited pharmacy and occupational medicine services. The center is expected to be located in the former Public Health Building, after those operations relocate to the new Health and Human Services building in the fourth quarter of 2013. However, the eventual location will be dependent upon the results of the request-for-proposal, discussed above.

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Staffing (FTE)	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
General Government	$0	$0	$0	$476,500	$476,500
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	$632,500	$632,500
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$0**	**$0**	**$0**	**$1,109,000**	**$1,109,000**
Personnel Costs	$0	$0	$0	$0	$0
Operating Expenses	$0	$0	$0	$1,048,100	$1,048,100
Interdept. Charges	$0	$0	$0	$60,900	$60,900
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$0**	**$0**	**$0**	**$1,109,000**	**$1,109,000**
Rev. Over (Under) Exp.	$0	$0	$0	$0	$0

Program Highlights

Program expenditures and revenues reflect an estimated five months of operation, plus one-time start-up costs (discussed below), due to the anticipated August 2014 start date. General Government revenues consist of the Waukesha School District's and City of Waukesha's share of program costs, estimated at $349,200 and $127,300. Waukesha County's share is estimated at $632,500, and planned to be covered with Health and Dental Insurance Fund Balance. The County's share of costs is estimated to be higher proportionally initially in this first year due to providing up-front funding of one-time start-up costs (discussed below), with the School District and City to repay their share over the five following years.

Operating expenditures include contract staffing estimated at $359,300, one-time start-up costs (e.g., technology, equipment) at $291,900, contractor management fees at $143,500, wellness programming (e.g., biometrics) at $172,900, and supplies and other costs estimated at $80,500. Interdepartmental charge expenditures consist of estimated facility-related costs (e.g, utilities, housekeeping).

Contingency Fund Non-Departmental

Statement of Purpose

To provide funds only for emergency and other situations which could not be anticipated or adequately planned for during the budget development and review process. In preparing agency budget requests, departments are required to identify all anticipated expenditures for projects and programs. The need for Contingency Fund transfer requests are determined by the County Executive and authorized by the Finance Committee in accordance with statutory authority and the County Board if requests exceed the statutory authority of the Finance Committee.

Financial Summary	2012 Actual (a)	2013 Adopted Budget	2013 Estimate (b)	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 (a)(b)	$802,300	$1,200,000	$400,000	$1,200,000	$0	0.0%
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$802,300**	**$1,200,000**	**$400,000**	**$1,200,000**	**$0**	**0.0%**
Expenditures						
Personnel Costs	$0	$0	$0	$0	$0	N/A
Operating Expenses (a)(b)	$802,300	$1,200,000	$400,000	$1,200,000	$0	0.0%
Interdept. Charges	$0	$0	$0	$0	$0	N/A
Fixed Assets (a)(b)	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$802,300**	**$1,200,000**	**$400,000**	**$1,200,000**	**$0**	**0.0%**
Rev. Over (Under) Exp.	$0	$0	$0	$0	$0	N/A

(a) 2012 actual Contingency Fund use includes $447,300 transferred for election-related issues: (1) To help the County Clerk's Office cover unanticipated recall election costs for the Governor, Lieutenant Governor and a State Legislator; and (2) to the Non-Departmental General Fund Budget to resolve problems, mitigate risks and improve County Clerk election management protocols. 2012 Contingency Fund transfers also included $355,000 to replace a damaged Chiller in the Administration Center building (Capital Project #201213).

(b) The 2013 Estimate for Contingency Funds used include $75,000 transferred to cover unanticipated water flow management costs related to the County Highway E, Oconomowoc River Bridge Project (# 200008). In addition, $45,000 was transferred to the Health & Human Services budget to maintain 24/7 crisis phone coverage through the Mental Health Association. Both funding ordinances were approved by the County Board prior to July 31, 2013.

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Debt Service

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Mission

Debt Service provides funds sufficient to make annual interest and principal payments on County debt obligations borrowed for capital expenditures, largely highway and building projects. By statute, the County's outstanding debt is restricted to 5% of the equalized value of all property in the County.

Policy

The County structures its debt borrowing issues to maintain annual debt service payments to avoid major fluctuations between years. Promissory notes are amortized integrating new debt with existing debt to achieve stability in annual payments and impact on future budgets. Larger payments are structured in later years to take advantage of call provisions of the market rates when warranted.

The County uses debt borrowing to fund no more than 80 percent of net (after revenues applied) capital budget expenditures for a moderate term no longer than ten years. This allows debt service to be managed to comprise no greater than 10% of total governmental operating expenditures over the long term. Capital projects include highway projects, county buildings, information technology projects and building projects at county parks and airport.

Based on the current five year Capital Projects Plan, debt service expenditures are structured to be no greater than ten percent of the estimated total governmental funds operating expenditures for each budget year through the final year of debt repayment. See "Debt Service Ratio" (next page).

By State Statute, the County's debt obligations cannot exceed 5% of the equalized value of all property in the County. The County will have over 95% of its debt limit available after including the planned 2014 debt issue of $10.0 million. See "Financial Management Policies" - Revenues and Debt Policies.

By State Statute, there is a separate property tax levy rate limits for debt service levy. The baseline for the limit is the 1992 tax rate adopted for the 1993 Budget (for more information see Financial Management Policies-Property Tax Levy Rate Limits section). The County continues to be in compliance with the debt levy rate and expects to be with the 2014 debt issue.

General Debt Service Fund

This fund includes general County debt obligations related to capital project expenditures in governmental funds.

Expenditures	2012 Actual (a)	2013 Budget		2013 Estimate		2014 Based on Prior Years		Impact of 2014 Issue	2014 Budget	Budget Change
Principal	$11,925,000	$12,380,000		$12,380,000	(a)	$12,220,000			$12,220,000	($160,000)
Interest Expense	$2,100,660	$2,403,365		$2,040,889		$1,903,154		$300,000	$2,203,154	($200,211)
TOTAL DEBT	$14,025,660	$14,783,365		$14,420,889		$14,123,154		$300,000	$14,423,154	($360,211)
Fund Balance (b)	$125,549	$123,141		$123,141		$116,965	(b)	$0	$116,965	($6,176)
Fund balance	$485,111	$1,305,224	(c)	$942,748		$1,096,189	(d)	$0	$1,096,189	($209,035)
TAX LEVY	$13,415,000	$13,355,000		$13,355,000		$12,910,000		$300,000	$13,210,000	($145,000)

(a) Does not include the 2012 refunding of the $6.705 million of the 2005 issue or the 2013 refunding of $4.6 million for the 2006 issue. Since principal paydown was not changed in refunding, it would reflect a doubling of debt in years of refinancing.

(b) Includes fund balance in anticipation of 45% direct payment interest credit (to be received over the life of the note beginning in 2010) from the United States Treasury in connection with the 2010 Notes. State requirements do not allow the use of budgeted revenue for payment of debt obligations but revenues can be used in a future year, after they have been received.

(c) 2013 Budget includes designated jail assessment revenue from prior years of $500,000, investment income (prior year revenue) of $305,224 and $500,000 of debt service fund balance.

(d) 2014 Budget includes designated jail assessment revenue from prior years of $500,000, investment income (prior year revenue) of $200,000 and $396,189 of debt service fund balance.

Debt Service Ratio

Debt service as a percent of total governmental operating expenditures, excluding proprietary funds and capital project funds, is a measure of debt service impact to operations. As a fixed cost, debt issues are structured to maintain debt service at less than ten percent of the total governmental operating expenditures in future County budgets. Projected debt includes debt expected to be issued for capital projects in future years of the 2014-2018 Five-Year Capital Projects Plan. Projected expenditures for governmental operations assume a 3.0% annual growth rate after 2014.

(Millions)	2012 Actual	2013 Estimate	2014 Budget	2015 Projected	2016 Projected	2017 Projected	2018 Projected
Gov. Oper.*	$192.9	$196.9	$199.7	$205.7	$211.9	$218.2	$224.8
Debt Ser.**	$14.0	$14.4	$14.4	$14.9	$15.2	$15.1	$15.1
Ratio (%) of Debt to Oper	7.3%	7.3%	7.2%	7.2%	7.2%	6.9%	6.7%

*Excludes proprietary fund operating expenditures.
**Does not include refunding and debt redemption activity.

Debt Outstanding

Debt outstanding is the outstanding principal on general obligation bonds for which the County has pledged its full faith, credit and unlimited taxing power.

Year Issue (a)	Budget Year	Final Payment Year	Amount Issued	True Interest Cost	Outstanding Debt
2013 GOPN	2013	2023	$17,000,000	1.64%	$17,000,000
2013 Refunding (b)	2012	2016	$4,550,000	0.65%	$4,550,000
2012 GOPN	2012	2022	$20,000,000	1.64%	$19,500,000
2012 Refunding (c)	2012	2015	$6,635,000	1.19%	$4,120,000
2011 GOPN (d)	2011	2021	$19,490,000	1.81%	$11,215,000
2010 GOPN (e)	2010	2020	$9,000,000	1.93%	$8,250,000
2009 GOPN (f)	2009	2019	$15,700,000	2.70%	$6,900,000
2008 GOPN (g)	2008	2018	$10,000,000	3.28%	$7,200,000
2007 GOPN	2007	2017	$10,000,000	3.77%	$5,500,000
			TOTAL DEBT 12/31/13		$84,235,000
			2014 BUDGET		$10,000,000
			TOTAL DEBT (h)		$94,235,000

(a) GOPN=General Obligation Promissory Note
(b) 2013 refunding includes $4,550,000 of 2006 notes refunded in 2013.
(c) 2012 refunding includes $6,635,000 of the 2005 notes refunded in April, 2012.
(d) 2011 includes refunding of $9.9 million balance of 2003 and 2004 debt issues.
(e) The 2010 Adopted Budget was reduced by $1,000,000 to offset related Capital Budget reductions.
(f) The 2009 issue includes a reduction of $2,000,000 to $8,000,000 for 2009 capital expenditures reduced $2.0 million by ordinance and $7.7 million to refinance debt issued in 2001 and 2002.
(g) The 2008 Adopted Budget was for $12,000,000. After reviewing 2007 year end results, it was determined that $2 million was available from undesignated fund balance to reduce the 2008 borrowing to $10,000,000.
(h) The 2014 budget will reduce the outstanding debt with the budgeted principal payment of $12,220,000 to $82,015,000.

Outstanding Debt Limit

By statute, the County's outstanding debt is limited to 5% of the equalized value of all County property.

	2012 Budget Year	2013 Budget Year	2014 Budget Year
Equalized Value (i)	$49,552,562,500	$47,739,764,800	$47,217,366,700
Debt Limit (5% x equalized value)	$2,477,628,125	$2,386,988,240	$2,360,868,335
Outstanding Debt (j)	$79,665,000	$96,665,000	$94,235,000
Available Debt Limit	$2,397,963,125	$2,290,323,240	$2,266,633,335
Percent of Debt Limit Available	96.8%	96.0%	96.0%

(i) Total County equalized value including Tax Incremental Districts for budget year purposes.
(j) Includes anticipated 2014 debt issue of $10.0 million.

SCHEDULE OF CURRENT AND ADOPTED DEBT SERVICE REQUIREMENTS

	2012 REFUNDING (a)	2013 REFUNDING (b)	2007 GOPN	2008 GOPN	2009 GOPN	2010 GOPN	2011 GOPN	2012 GOPN	2013 GOPN	2014 GOPN	Total
2014											
Principal	2,720,000	2,035,000	1,200,000	1,500,000	650,000	900,000	2,015,000 (c)	700,000	500,000	0	12,220,000
Interest	32,844	22,962	189,875	218,275	204,250	259,923	245,400	384,625	345,000	300,000	2,203,154
2014 Budget Total											14,423,154
2015											
Principal	1,400,000	1,480,000	1,600,000	1,800,000	950,000	1,075,000	1,200,000	2,200,000	600,000	300,000	12,605,000
Interest	8,330	11,538	135,625	163,525	183,063	235,466	213,250	355,625	334,000	300,000	1,940,422
2016											
Principal		1,035,000	1,600,000	1,800,000	1,450,000	1,435,000	1,700,000	2,300,000	600,000	500,000	12,420,000
Interest		3,364	73,625	102,775	148,250	198,443	180,000	310,625	322,000	291,000	1,630,082
2017											
Principal			1,100,000	1,100,000	1,450,000	1,435,000	1,800,000	2,600,000	2,000,000	500,000	11,985,000
Interest			21,313	53,700	102,938	152,164	136,250	261,625	296,000	276,000	1,299,990
2018											
Principal				1,000,000	1,300,000	1,435,000	2,000,000	2,700,000	2,300,000	800,000	11,535,000
Interest				17,500	58,250	103,015	88,750	208,625	253,000	261,000	990,140
2019											
Principal					1,100,000	1,255,000	1,000,000	2,800,000	2,350,000	1,500,000	10,005,000
Interest					18,563	53,430	51,250	153,625	206,500	237,000	720,368
2020											
Principal						715,000	1,000,000	2,500,000	2,350,000	1,500,000	8,065,000
Interest						14,479	26,250	100,625	159,500	192,000	492,854
2021											
Principal							500,000	2,400,000	2,300,000	1,500,000	6,700,000
Interest							6,875	51,625	113,000	147,000	318,500
2022											
Principal								1,300,000	2,000,000	1,400,000	4,700,000
Interest								13,813	67,500	102,000	183,313
2023											
Principal									2,000,000	1,200,000	3,200,000
Interest									22,500	60,000	82,500
2024											
Principal										800,000	800,000
Interest										24,000	24,000
Total Principal	$4,120,000	$4,550,000	$5,500,000	$7,200,000	$6,900,000	$8,250,000	$11,215,000	$19,500,000	$17,000,000	$10,000,000	$94,235,000
Total Interest	$41,174	$37,864	$420,438	$555,775	$715,314	$1,016,920	$948,025	$1,840,813	$2,119,000	$2,190,000	$9,885,323
Total Payment	$4,161,174	$4,587,864	$5,920,438	$7,755,775	$7,615,314	$9,266,920	$12,163,025	$21,340,813	$19,119,000	$12,190,000	$104,120,323

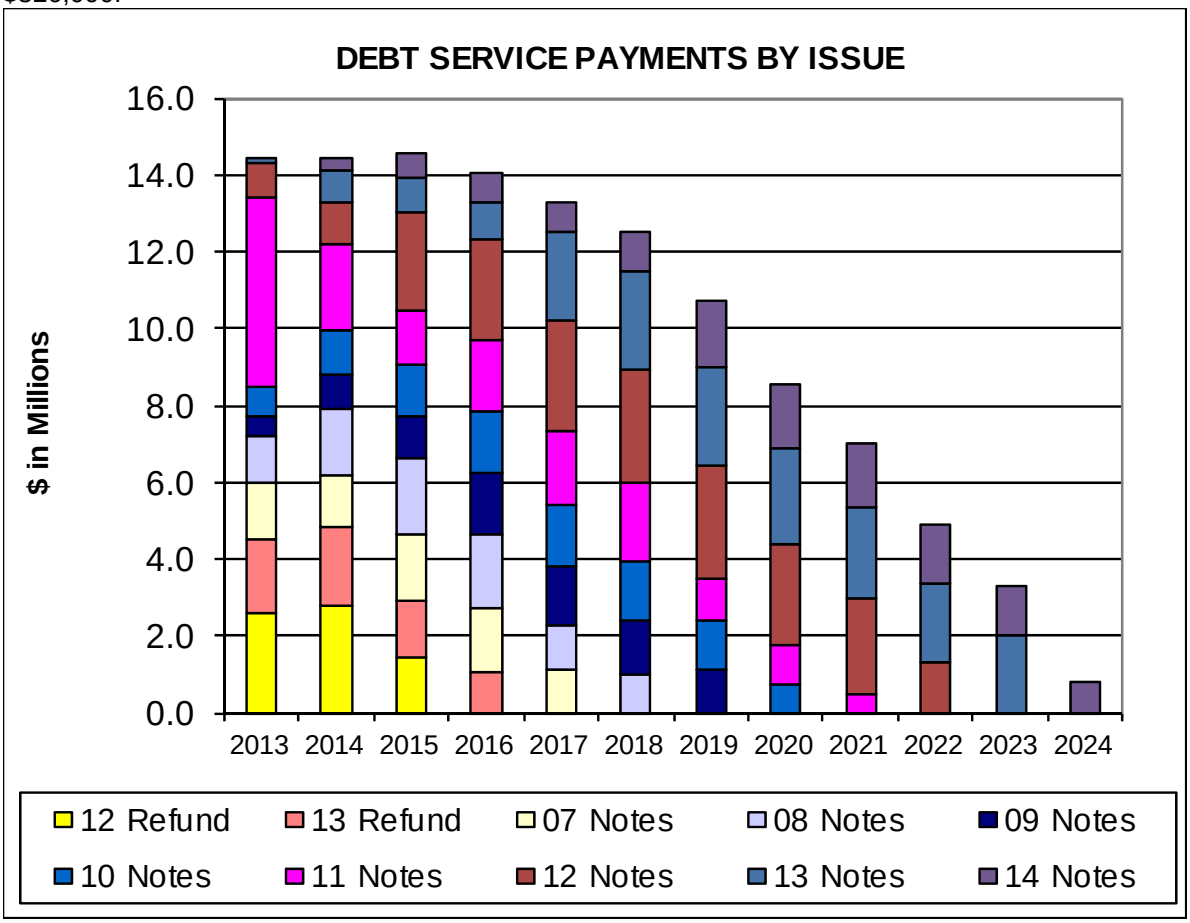
(a) 2012 Refunding Issue includes $6.6 million of the 2005 notes refunded in April, 2012.
(b) 2013 Refunding Issue includes $4.6 million of the 2006 notes funded in 2013.
(c) 2011 Issue of $19,490,000 includes refunding of $9.9 million balance of the 2003 and 2004 debt issues.

DEBT SERVICE BY BOND ISSUE

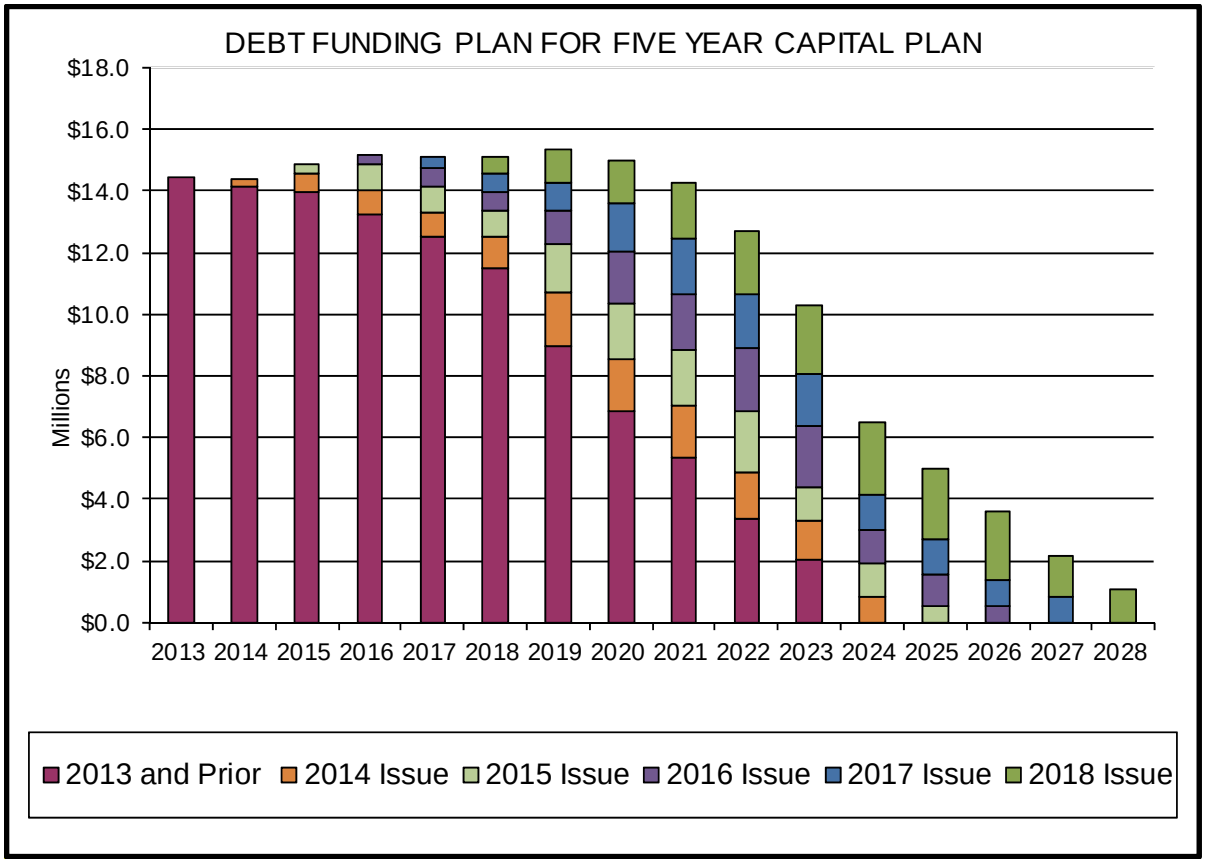
Payments by bond issue indicate a rapid repayment of debt due to a policy of using moderate term (9 to 10 years) promissory notes amortized integrating new debt with existing debt to achieve stability in annual payments and impact on future budgets. Larger payments are structured in later years to take advantage of call provisions of the market rates when warranted. It is the County's policy to maintain County infrastructure (roads, facilities, technology, and equipment) within established standards to avoid more costly replacement or liability risks. The County relies on using moderate term debt issues to finance these projects and continue to address infrastructure needs prudently.

Debt service expenditures are projected to decrease by about $360,000 in 2014, including a decrease in principal payments by $160,000 and interest payments by $200,000. The decreases are mostly due to obtaining favorable interest rates through refinancing of previously issued debt.

The County has taken action to reduce planned borrowing and refinanced past debt issues to prepare for the large debt issues in 2012 and 2013. The 2008 Adopted Budget included planned borrowing of $12,000,000; however, after reviewing 2007 year end results, it was determined that $2 million of undesignated Fund Balance was available to reduce the 2008 borrowing to $10,000,000. In 2009, favorable contract bids allowed reduced capital expenditures and reduced debt borrowing by $2 million to $8 million. Also in 2009, $7.7 million of debt issued in 2001 and 2002 was refinanced resulting in estimated future interest savings of $400,000. In 2010, debt borrowing was reduced from $10,000,000 to $9,000,000 due to lower cash flow requirements for a major road project. In 2011, $9 million of debt issues in 2003 and 2004 was refinanced resulting in future interest savings estimated at $256,000. In 2012, $6.625 million of debt issued in 2005 was also refinanced with additional interest savings estimated at $332,000. In 2013, $4,600,000 of debt issued in 2006 was also refinanced with savings estimated at $326,000.



Future debt service is projected based on capital expenditures planned for in the County's five-year capital plan. Debt is managed to maintain debt service payments at less than 10% of each respective budget year governmental operating expenditures. (See Debt Service Activity page)



	2014 Budget	2015 5- Year Plan	2016 5- Year Plan	2017 5- Year Plan	2018 5- Year Plan
Capital Plan Project Costs	$28,092,700	$15,503,000	$15,296,200	$14,775,400	$19,601,000
Capital Plan Funding					
Project Direct Funding Sources (a)	$1,000,000	$2,007,500	$1,641,200	$1,886,600	$300,000
Investment Income on Cash Balances	$250,000	$300,000	$400,000	$400,000	$500,000
Tax levy/Current Funds (b)	$16,842,700	$3,195,500	$3,255,000	$2,488,800	$4,801,000
Borrowed Funds	$10,000,000	$10,000,000	$10,000,000	$10,000,000	$14,000,000
Total Capital Plan Funding	$28,092,700	$15,503,000	$15,296,200	$14,775,400	$19,601,000
Length of Bond Issue-Years	10	10	10	10	10
Estimated Interest Rate %	3.00%	4.00%	4.00%	4.00%	4.50%
Planned Bond Issue	$10,000,000	$10,000,000	$10,000,000	$10,000,000	$14,000,000

(a) Other funding for projects usually is identified as project year nears the budget appropriation year.
(b) Includes funds from Capital and General Fund Balances.

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Capital Projects

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Mission

To provide comprehensive planning and analysis of the long-range capital needs of Waukesha County. This process contributes to the fiscal review and prioritization of such capital projects as facility development (new construction and improvements), infrastructure maintenance, technology, major equipment and systems installations.

Policy

A capital project is defined as an active or proposed non-recurrent expenditure in one or more specified plan years of an amount usually in excess of $100,000 for a permanent fixed asset (building, land, improvement, or equipment or technology installation) which has a useful life or extends the useful life of an existing fixed asset, usually in excess of seven years.

This budget maintains the emphasis on planning and funding for infrastructure and capital improvements projects, as they are needed rather than reacting to crisis situations. New projects should be requested in the last year of the five-year plan, unless circumstances require a more immediate time frame. County Code Section 7-16 (c) requires design and implementation for larger projects to be, at a minimum, in separate calendar years. This project methodology further identifies documentation and justification requirements to support the project from the first year included in the plan to project completion. Justification includes costs vs. benefits, return on investment analysis and project need.

A long range goal to managing overall debt service is to use annual cash balances from tax levy and governmental fund balance to fund capital projects at a minimum of 20 percent of net capital expenditures. This "down payment," reduces the need to borrow additional funds and manages debt service growth in relationship to the operating budget.

In this section, under "2014 Capital Projects and Operational Impact," is a summary of operational impacts resulting from implementation of the capital improvement program. Also, in this section are individual capital project sheets, which detail operational impacts. Impacts associated with new facility operations are included in planning for future funding needs for County operations (See individual project pages), but are only included in operating department budgets in the year they will be incurred.

Financial Summary

	2012 Budget	2013 Budget	2014 Budget	Change from 2013 $	Change from 2013 %
Expenditures	$39,956,000	$27,870,000	$28,092,700	$222,700	0.8%
Revenues-Project Specific	$5,600,000	$4,213,000	$1,000,000	($3,213,000)	-76.3%
Enterprise Fund Balance (a)	$135,000	$1,071,000	$7,121,500	$6,050,500	564.9%
Internal Service Fund Balance (b)	$580,000	$525,000	$933,500	$408,500	77.8%
Net Expenditures	$33,641,000	$22,061,000	$19,037,700	($3,023,300)	-13.7%
Other Financing Sources:					
Investment Earnings	$700,000	$510,000	$250,000	($260,000)	-51.0%
Debt Issue Proceeds	$20,000,000	$17,000,000	$10,000,000	($7,000,000)	-41.2%
Cash Balances from Governmental Fund Balance (c)	$9,716,000	$2,000,500	$6,187,700	$4,187,200	209.3%
Revenues-General	$800,000	$550,500	$650,000	$99,500	18.1%
Tax Levy	**$2,425,000**	**$2,000,000**	**$1,950,000**	**($50,000)**	**-2.5%**
Total Cash Balances	$12,941,000	$4,551,000	$8,787,700	$4,236,700	93.1%
Est. Use of Cash Balances as % Of Net Expenditures	38%	21%	46%		

a) 2014 Budget use of Enterprise fund balance of $7,121,500 includes Material Recycling Facility (MRF) Fund Balance of $5,410,000, Radio Services Fund Balance of $1,212,500, Airport Fund Balance of $239,000, Golf Course Fund Balance of $160,000 and Ice Arenas Fund Balance of $100,000.

b) 2014 Budget use of Internal Service Fund Balance appropriations of $933,500 includes Telecommunications Fund Balance of $375,500, End User Technology Fund Balance of $315,000 and Health Insurance Fund Balance of $243,000

c) 2014 Budget use of governmental fund balance of $6,187,700 includes General Fund balance of $5,782,200 and Capital Project Fund Balance of $405,500.

2014 Capital Projects

	2012 Budget	2013 Budget	2014 Budget	13-14 Budget Change
EXPENDITURES				
Justice and Public Safety	$1,245,000	$1,045,000	$10,268,000	$9,223,000
Health and Human Services	$18,000,000	$10,721,000	$95,000	($10,626,000)
Parks, Env, Edu & Land Use	$1,884,000	$3,996,000	$6,660,000	$2,664,000
Public Works	$17,807,000	$11,018,000	$8,416,200	($2,601,800)
County Wide Technology Projects	$880,000	$960,000	$2,538,500	$1,578,500
Est. Financing Costs	$140,000	$130,000	$115,000	($15,000)
Total Gross Capital Expenditures	$39,956,000	$27,870,000	$28,092,700	$222,700
REVENUES-Project Specific				
County Highway Improvement Program (CHIP)	$0	$0	$330,000	$330,000
CHIP-Discretionary	$0	$300,000	$250,000	($50,000)
Federal Transportation Enhancement (TE) Grant	$0	$1,900,000	$0	($1,900,000)
Sale of Excess Land			$400,000	
Highway Local Reimbursement	$2,000,000	$2,013,000	$20,000	($1,993,000)
STP-M Federal Revenue	$3,600,000	$0	$0	$0
Subtotal Revenues-Project Specific	$5,600,000	$4,213,000	$1,000,000	($3,213,000)
REVENUES-General				
State Shared Revenue/Utility Payment	$300,000	$200,500	$50,000	($150,500)
State Computer Equipment Exemption	$500,000	$350,000	$600,000	$250,000
Subtotal Revenues-General	$800,000	$550,500	$650,000	$99,500
FUND BALANCE APPROPRIATIONS:				
Airport Fund	$65,000	$491,000	$239,000	($252,000)
Radio Services Fund	$70,000	$387,500	$1,212,500	$825,000
Material Recycling Fund Balance			$5,410,000	$5,410,000
Golf Course Fund	$0	$50,000	$160,000	$110,000
Ice Arena Fund	$0	$142,500	$100,000	($42,500)
Subtotal: Enterprise Funds	$135,000	$1,071,000	$7,121,500	$6,050,500
End User Technology Fund Balance	$580,000	$525,000	$315,000	($210,000)
Telecommunications Fund Balance	$0	$0	$375,500	$375,500
Health Insurance Fund Balance	$0	$0	$243,000	$243,000
Subtotal: Internal Service Funds	$580,000	$525,000	$933,500	$408,500
CAFÉ Library Fund-Special Revenue	$0	$65,000	$0	($65,000)
General Fund - ROD Doc. Fee Reserved	$100,000	$300,000	$600,000	$300,000
General Fund - Communication Center Assigned	$1,175,000	$0	$900,000	$900,000
General Fund - Digital Radio System Upgrade Assigned	$0	$0	$3,119,000	$3,119,000
General Fund - Assigned	$200,000	$1,240,500	$1,163,200	($77,300)
Capital Project Funds Assigned	$8,241,000	$395,000	$405,500	$10,500
Subtotal: Cash Balances from Governmental Fund Balance	$9,716,000	$2,000,500	$6,187,700	$4,187,200
Total Fund Balance Uses For Capital Projects	$10,431,000	$3,596,500	$14,242,700	$10,646,200
Investment Earnings	$700,000	$510,000	$250,000	($260,000)
Debt Proceeds	$20,000,000	$17,000,000	$10,000,000	($7,000,000)
Tax Levy	$2,425,000	$2,000,000	$1,950,000	($50,000)

Page #	PROJECT TITLE	Project Number	2014 Project Budget	Fund Balance & Revenue Applied		Net $'s Needed After Revenues Applied
	PUBLIC WORKS - AIRPORT					
476	RUNWAY 10/28 SAFETY ZONES	200310	$180,000	$180,000	(a)	$0
477	AIRPORT FACILITY UPGRADES	201118	$59,000	$59,000	(a)	$0
	SHERIFF - BUILDINGS					
478	JAIL HOLDING CELLS	201204	$300,000	$300,000	(b)	$0
	PUBLIC WORKS - BUILDINGS					
480	HIGHWAY SUBSTATION HVAC UPGRADES	201109	$36,000	$0		$36,000
481	ADMINISTRATION CENTER ROOFING UPGRADES	201113	$11,000	$0		$11,000
482	ENERGY EFFICIENCY IMPROVEMENTS	201208	$215,200	$215,200	(c)	$0
483	ON-SITE MEDICAL CLINIC, RETROFIT FACILITY	201417	$243,000	$243,000	(d)	$0
	UW-Waukesha					
484	UWW BOILER,CHILLER & CONTROLS REPLACE	200902	$1,007,000	$0		$1,007,000
	PUBLIC WORKS - HIGHWAYS					
486	CTH ES, Fox River Bridge	201004	$176,000	$0		$176,000
487	CTH C, MILL STREET TO OAKWOOD ROAD	201116	$130,000	$0		$130,000
488	CTH L, CTH Y to Moorland Road	200011	$1,484,000	$400,000	(e)	$1,084,000
489	CTH D, CALHOUN -INTERSECTION	200511	$495,000	$0		$495,000
490	CTH F REHABILITATION (BUSSE RD TO STH 190)	200905	$915,000	$0		$915,000
491	CTH O, CTH HH TO GRANGE AVE.	201007	$140,000	$0		$140,000
492	CTH XX, PEBBLE BROOK CREEK BRIDGE	201402	$5,000	$0		$5,000
493	CULVERT REPLACEMENT PROGRAM	9817	$120,000	$20,000	(f)	$100,000
494	REPAVING PROGRAM 2013-2017	200911	$2,000,000	$330,000	(g)	$1,670,000
495	SIGNAL/SAFETY IMPROVEMENTS	200427	$1,200,000	$250,000	(h)	$950,000

(a) Airport Fund Balance
(b) General Fund Balance from prior year jail assessment fees
(c) General Fund Balance of $115,200, Ice Arenas Fund Balance of $100,000
(d) Health Insurance Fund Balance
(e) Revenue from Sale of Excess Land
(f) Local Reimbursement for city road amenities
(g) County Highway Improvement Program (CHIP)
(h) County Highway Improvement Program (CHIP) - Discretionary Funds

	PROJECT TITLE	Project Number	2014 Project Budget	Fund Balance & Revenue Applied		Net $'s Needed After Revenues Applied
	PARKS AND LAND USE					
496	WANAKI GC BRIDGE REPLACEMENT	201309	$160,000	$160,000	(i)	$0
497	PARKS RESTROOM RENOVATION	200505	$540,000	$0		$540,000
498	PAVEMENT MANAGEMENT PLAN THRU 2017	200824	$500,000	$0		$500,000
499	WAUKESHA-BROOKFIELD MULTI-USE TRAIL	201407	$50,000	$0		$50,000
500	COLLABORATIVE MATERIAL RECYCLING FACILITY	201409	$5,410,000	$5,410,000	(j)	$0
	IT-EMERGENCY PREPAREDNESS					
501	DIGITAL RADIO SYSTEM UPGRADE	200815	$8,663,000	$4,331,500	(k)	$4,331,500
502	WCC CONSOLE RADIO EQUIPMENT	201102	$900,000	$900,000	(l)	$0
	REGISTER OF DEEDS					
503	ROD ELECTRONIC RECORD REDACTION	201117	$600,000	$600,000	(m)	$0
	IT-HEALTH AND HUMAN SERVICES					
504	IMPLEMENT HHS AUTOMATED SYS	200109	$95,000	$95,000	(n)	$0
	IT-COUNTY CLERK					
506	ELECTION SYSTEM UPGRADE	201310	$1,248,000	$248,000	(n)	$1,000,000
	IT-SHERIFF					
508	JAIL SYSTEM RE-ENGINEERING & UPGRADES	201307	$405,000	$405,000	(o)	$0
	TECHNOLOGY PROJECTS					
510	VOIP IMPLMTN & INFRASTRUCTURE UPGRADE	200820	$375,500	$375,500	(p)	$0
511	WORKFORCE MANAGEMENT SYSTEM	200912	$300,000	$300,000	(q)	$0
512	END USER REPORT DEVELOPMENT	201411	$15,000	$15,000	(q)	$0
	EST. FINANCING (Includes Arb Rebate/Discount)	999999	$115,000	$0		$115,000
	TOTAL EXPENDITURES/Fund Balance Applied/Net $ Needed		$28,092,700	$14,837,200		$13,255,500

ADDITIONAL REVENUES & FUND BALANCE-GENERALLY APPLIED

STATE COMPUTER EQUIPMENT EXEMPTION	$600,000	
STATE SHARED REVENUE/UTILITY PAYMENT	$50,000	
CAPITAL PROJECT FUND BALANCE	$405,500	
DEBT ISSUE PROCEEDS	$10,000,000	
INVESTMENT INCOME EARNED ON DEBT ISSUE	$250,000	
TOTAL FROM OTHER FUNDING SOURCES		$11,305,500
TAX LEVY		$1,950,000

(i) Golf Course Fund Balance
(j) Material Recycling Facility Fund Balance
(k) General Fund Balance of $3,119,000 and Radio Services Fund Balance of $1,212,500
(l) General Fund Balance Assigned
(m) General Fund Balance from prior year document recording fees
(n) General Fund Balance
(o) General Fund Balance from prior year jail assessment fees
(p) Telecommunications Fund Balance
(q) End User Technology Fund Balance

GENERAL SUMMARY

The 2014 capital project expenditures increase $222,700 from the 2013 Adopted Budget to about $28.1 million. Changes are identified by functional area below.

Justice and Public Safety

Projects in this functional area total $10.3 million, which is an increase of $9.2 million from the prior year budget, mainly due to funding $8.7 million to continue the upgrade of the County's public safety radio technology from an analog to a digital signal. An additional $900,000 is budgeted to replace corresponding radio console equipment at the Waukesha County Communication Center. Jail-related projects include $405,000 in 2014 to complete a Jail system software update and $300,000 to construct jail holding cells.

Health and Human Services

This area includes $95,000 to complete a Human Services case management and related system project. Expenditures in this functional area decrease by about $10.6 million, mostly due to the anticipated completion of the Health and Human Services building in 2013.

Parks, Environment, Education and Land Use

Projects in this functional area total $6.7 million, an increase of about $2.7 million from the 2013 budget level. This includes $5.4 million as the County's share for a project to develop a collaborative Material Recycling Facility with the City of Milwaukee in 2014. This budget includes $540,000 for the final year of restroom renovations at reserved picnic sites throughout County parks. The budget also includes $500,000 for the Parks pavement management plan, $160,000 to begin replacement of bridges at Wanaki Golf Course, and $50,000 for preliminary design work for a multi-use trail connecting Frame Park in the City of Waukesha to Mitchell Park in the City of Brookfield.

Public Works

Project expenditures in the Public Works functional area total $8.4 million, a decrease of $2.6 million from the 2013 Adopted Budget. Projects include buildings, highways and the airport as follows:

Buildings

Building infrastructure improvements total about $1.5 million. Facility project improvements include about $1 million for replacement of chiller and controls at UW-Waukesha. The budget also includes $243,000 for a project to retrofit the old Public Health Building to develop an on-site medical/wellness center for county employees. The center is expected to involve an intergovernmental agreement, with the School District of Waukesha and City of Waukesha participating. A joint feasibility study projected a positive return on investment of $6.9 million over five years (County's share of savings estimated at $2.4 million). A project continues to address energy efficiency improvements at County facilities with about $215,000 to install digital controls on all HVAC equipment at Retzer Nature Center, the Expo Center and Eble and NagaWaukee Ice Arenas. These improvements are expected to maximize the efficiencies of the HVAC system and save staff time troubleshooting issues at remote locations. Design work for upgrading HVAC systems at highway substations and to replace the Administration Center roof is budgeted at $36,000 and $11,000.

Highways

The 2014 capital budget for roadways continues priorities established in four categories and includes projects in all categories to provide a balanced plan. Projects and funding priorities are identified below.

Bridges/Culverts

The existing culvert replacement program continues with an appropriation of $120,000. The County Highway (CTH) ES (National Ave) Fox River bridge project includes $176,000 for rehabilitation. Another $5,000 for preliminary design work is included for the Pebble Brook Creek Bridge on CTH XX (Oakdale Drive). Future year construction costs for these projects are expected to be funded with Federal Bridge Aid revenues of $835,000.

Signal & Safety Improvements

Project costs of nearly $1.7 million address intersection improvement including traffic signals and turn lanes at the top rated locations over two years (2014-15). Ratings are based on safety, traffic congestion and roadway safety audits to identify the use of lower cost remediation strategies. Also, included is a project to widen and improve the intersection of CTH D (Cleveland Avenue) and Calhoun Road in the City of New Berlin includes additional construction funds of $495,000.

Repaving

A funding level of $2.0 million is budgeted for annual County Trunk Highway (CTH) repaving program with a goal of covering approximately 20 miles of road. In addition, $915,000 is budgeted for the rehabilitation of CTH F (Redford Boulevard), from Busse Road to State Trunk Highway (STH) 190 (Capitol Drive) in the City of Pewaukee. Another project to rehab CTH C (Genesee Street) in the City of Delafield, from Mill Street to Oakwood Road, begins in 2014 with design work costs at $130,000.

Priority Corridors
Two projects address major through routes in the County. This includes nearly $1.5 million for reconstruction of CTH L (Janesville Road) in the City of Muskego, reflecting updated costs for design, land acquisition, environmental remediation and construction. In addition, $140,000 is budgeted for design and land acquisition related to the expansion of the CTH O (Moorland Road) between CTH H (College Avenue) in the City of New Berlin from two lanes to four lanes, with construction planned for 2015.

Airport
The 2014 budget includes funding for two Airport projects including $180,000 to address runway 10/28 safety zone areas, along with federal and state funding of $15.1 million. Also, $59,000 is budgeted for design work to upgrade the Terminal Building and Control Tower.

County Wide Technology Investments
County technology projects include $1.2 million for the first year of a two-year plan to implement the County's election system through process improvements and automated system enhancements. The budget also includes $600,000 for the final year of funding for a project in the Register of Deeds Office to address the removal of Social Security numbers from electronic real estate documents, funded with a state-approved document recording surcharge. Other technology projects include $375,500 for the last year of funding the implementation of a Voice Over Internet Protocol (VOIP) environment to replace the County's aging telephone system; $300,000 for the workforce management system replacement project, to extend the schedule and provide consultant assistance to minimize the impact of implementation work on regular staff duties; and $15,000 for initial hardware and software costs for a project to transition the County to a new, more affordable data reporting system.

Project Revenue Funding
Revenues and various Fund Balance appropriations for project funding increase by about $7.3 million to $16.1 million for the 2014 Budget.

Project specific revenues include a decrease in revenue budgeted for local reimbursement for the cost of street amenities by about $2 million. Also $1.9 million of Federal Transportation Enhancement grant funding for bike trail paving was included in the 2013 budget, but not repeated in 2014. This is partially offset with $400,000 in anticipated revenue from the sale of excess land associated with the reconstruction of CTH L (Janesville Road) and an increase in funding for the County Highway Improvement Program by $280,000.

Revenues also include State payments received for personal property tax exemption for technology equipment of $600,000 and State shared revenue/utility payments allocated to Capital Projects budget estimated at $50,000.

Use of various Fund Balances for specific projects in 2014 include: $5,782,200 of General Fund Balance, $5,410,000 of Material Recycling Facility Fund (MRF) Balance, $1,212,500 of Radio Services Fund Balance, $405,500 of Capital Projects Fund Balance, $375,500 of Telecommunications Fund Balance, $315,000 of End User Technology Fund Balance, $243,000 of Health Insurance Fund Balance, $239,000 of Airport Fund Balance, $160,000 of Golf Course Fund Balance and $100,000 of Ice Arenas Fund Balance. Use of Fund Balance totals $14,242,700, which is an increase of $10,646,200 from the 2013 adopted budget. The increase is largely due to the $5.4 million collaborative MRF project and the $4.3 million in General Fund and Radio Services Fund Balance set aside for a project to upgrade the public safety radio system in 2014.

Borrowed funds are budgeted at $10 million, a decrease of $7 million mostly due to the completion of the Health and Human Service project in 2013. Investment income is budgeted at $250,000. Property tax levy funding at $1,950,000 is a reduction of $50,000 from the 2013 Adopted Budget. Tax levy and the use of governmental fund cash balance of nearly $6.2 million, enterprise fund balance of $7.1 million and internal service fund balance of $933,500, along with County general revenues of $650,000 maintains the County's "down payment" at 46% of net capital expenditures.

OPERATING IMPACTS BY FUNCTIONAL AREA

Justice and Public Safety
An upgrade to the Countywide digital radio system for public safety and radio console equipment will change maintenance costs currently budgeted in operating budgets for existing system users. These costs are expected to be partially offset by system users' annual operating cost reimbursements for radio services operations. A jail system software upgrade project will include imaging enhancements, improved security, screen and database functionality. On-going operating costs are identified as $7,100 for hardware and $34,000 for software annually.

Health and Human Services
Implementation of the Health and Human Services Automated System is estimated to result in operating costs in the first year of operation of about $440,000, which is more than offset by reduced costs from the old system of about $560,000 for software licensing, maintenance and related expenses.

Park, Environment, Education and Land Use
Maintenance costs for park restroom renovations are expected to increase in future years due to more mechanical features and plumbing with the new restrooms. However this impact will be somewhat offset by revenue increases expected from higher use of the park reserved picnic sites. This project continues in 2014 with restroom renovations at Minooka and Mukwonago Parks. Wanaki Golf Course bridges are planned to be replaced over the next three years. The number of bridges will be reduced to avoid future maintenance costs. The project is also expected to improve river flow and reduce flooding which may help limit golf course closures and loss of revenue.

The budget includes a project to develop a cooperative Material Recycling Facility (MRF) with the City of Milwaukee, to be operated by a private contractor. This joint facility will allow participating municipalities to move from “dual stream” recyclable processing, where materials must be sorted, to a more-efficient “single stream” system, where all paper, bottles and cans can be mixed together in a single container for collection and processing. This is expected to increase program revenues through higher recycling levels. However, program revenues and ongoing operating costs will be dependent upon the final contract with the private MRF operator. This project is also expected to include the one-time purchase of new recycling containers for approximately 89,000 households, estimated to cost between $4 million and $5 million, which is planned to be funded with MRF Fund Balance through a proposed ordinance.

Public Works
The project to develop an on-site medical/wellness center, through a partnership with the Waukesha School District and City of Waukesha, is expected to generate a positive return on investment of about $6.9 million over five years (County’s share estimated at $2.4 million). This is to be achieved by lowering health claim and prescription drug costs through onsite management and encouraging greater use of primary care over specialty care.

An energy conservation project will install digital controls on all HVAC equipment at Retzer Nature Center, the Expo Center and Eble and NagaWaukee Ice Arenas, which is expected to maximize the efficiencies of the HVAC system and save staff time troubleshooting issues at remote locations. Return on investment for these improvements are expected within 2-6 years, depending on the facility. Projects to upgrade the HVAC system at highway substation buildings are expected to make these facilities more energy efficient.

Highways
Annual operating costs for additional lane miles are estimated at $6,860 per lane mile. Since 1998, the County has used a highway pavement management program to achieve an average Pavement Condition Index (PCI) rating of 70. Since 1998, the overall average PCI rating of all County Trunk highways has improved from 60.6 in 1998 to a 68 for 2012. The County follows Wisconsin Department of Transportation guidelines for bridge replacement. Structure rehabilitation is warranted when the sufficiency number drops below 80, and a structure replacement is warranted when the sufficiency number drops below 50. The Highway Engineering division continues to work to maintain an average sufficiency index rating of 80 or higher for all county bridges.

Technology Projects
The Capital plan continues a number of technology projects to improve and automate business processes as well as upgrade old systems. This includes a workforce management system (time and attendance tracking and scheduling) upgrade expected to help better manage and reduce overtime usage and spending, with a return on investment estimated within four years. A Register of Deeds redaction project to move to electronic real estate records will include additional technology maintenance fees, offset by increasing efficiency from online records search, retrieval revenue and reduction in costly record storage. An election system upgrade is expected to generate process improvements and automated system enhancements to maximize efficiencies and automate the vote collection, tallying and reporting processes. A $125,000 project to transition the County to a new, more affordable data reporting system is estimated to have an immediate return on investment by forgoing estimated re-licensing ($190,000) and maintenance fees ($83,000) estimated with the current system in 2015. By contrast, the new system is expected to have ongoing annual maintenance cost of $5,500.

Project #	A-200310	**Project Title**:	Runway 10/28 Safety Areas
Department:	Public Works/Airport	**Manager:**	Allison Bussler, DPW Director
Phase:	Construction		
Budget Action:	As Planned	**Date:**	Aug-13

CAPITAL BUDGET SUMMARY

Year Project Phase	2007 Design	Phase I -2013 Construction	Phase II - 2014 Construction	Total Project
Expenditure Budget	$356,500	$260,000	$180,000	$796,500
Revenue Budget	$356,000	$260,000	$180,000	$796,000
Net County Cost	$500	$0	$0	$500

COST DOCUMENTATION		**REVENUE**	
Construction	$13,234,200	WI BOA 5%	$796,500
Design	$1,191,100	FAA 90%	$14,288,100
Construction Admin	$1,455,800	Project dependent on available Federal and/or State Funding	
Total Project Cost	$15,881,100	Total Revenue	$15,084,600
EXPENDITURE BUDGET	$796,500	**REVENUE BUDGET** (Airport Fund Balance)	$796,500

Project Scope & Description

To improve the currently non-compliant runway 10/28 safety area (RSA) and object free area (OFA) to provide for standard RSA and OFA dimensions. Doing this requires the implementation of Declared Distances on runway 10/28, which can be built with no effect to Pewaukee Road or to Silvernail Road. A state Bureau of Aeronautics (BOA) study conducted on May 13, 2005 states that the condition of the pavement for runway 10/28 will reach the minimum service level in 2012, which will require substantial rehabilitative maintenance to the runway. The BOA states that this will more than likely be the triggering event that causes the Federal Aviation Administration (FAA) to withhold federal funding for the rehabilitation if the safety areas are not in compliance with federal regulations.

Location

Safety Areas off of both ends of runway 10/28.

Analysis of Need

In October of 1999, the FAA issued Order 5200.8, *Runway Safety Area Program*. The RSA is intended to provide a measure of safety in the event of an aircraft excursion from the runway by significantly reducing the extent of personal injury (to both people on the ground and in the aircraft) and aircraft damage during overruns, undershoots and veer-offs. It is the objective of the Runway Safety Area Program that all RSA's at federally obligated airports conform to the standards set forth in FAA Advisory Circular (AC) 150/5300-13, *Airport Design.* As part of the Master Plan process there was a review of the RSA. Based strictly on above ground objects the RSA does not meet the FAA requirements. Pewaukee Road penetrates the RSA by an average of 375 feet, while Silvernail penetrates the RSA at an angle, with encroachment at the southwest corner by approximately 200 feet and encroachment at the northeast edge by 700 feet. Changes to airport design criteria, lack of federal funding for several years, changes in cost share percentages and concurrence from different divisions of FAA delayed project. In March 2012, the FAA agreed on a course of action.

With safety area compliance projects becoming a high priority for the BOA, it would be prudent to include this project in the plan in order to get it included in the BOA capital plan to ensure that the state can program adequate funds.

Alternatives

Do nothing: If we do nothing and still wish to receive federal aid for runway related repairs or reconstruction beyond 2012, we would be required to shorten the length of the runway at both ends, relocate the localizer antenna, approach lighting system, glideslope antenna, perimeter fencing, connector taxiway, and the visual approach slope indicators (VASI's). The cost of this alone is estimated to be $1.8 million. Under this scenario impacts to the surrounding roads and land uses of the airport would be minimal. However, given the runway length needs associated with the existing and projected corporate users of the airport, a reduction in the runway length would limit current aircraft operations and put restrictions on projected future growth. The runway would be shortened by 1000 feet making it essentially useless to jet aircraft. If we do nothing and still wish to keep the existing 5850 feet of runway, the County would be solely responsible for any future capital costs associated with the runways. Under this scenario, the future ability of the airport to expand to meet the changing needs of the users would be severely hampered.

Ongoing Operating Costs

The ongoing operating costs would be associated with the continued maintenance required for upkeep of the extended pavement, plus the extra area required for snow removal.

Previous Action

Approved for design, initial request for construction.

Project #	201118	**Project Title**:	Airport Facility Upgrades
Department:	Public Works-Airport	**Manager:**	Allison Bussler, DPW Director
Phase:	Design		
Budget Action:	C - $ update	**Date:**	Aug-13

CAPITAL BUDGET SUMMARY

Year	2013	2014	2015	Total
Project Phase	Budget & Concept	Design	Construction	Project
Expenditure Budget	$11,000	$59,000	$540,000	$610,000
Revenue Budget	$11,000	$59,000	$540,000	$610,000
Net County Cost	$0	$0	$0	$0

COST DOCUMENTATION		**REVENUE**	
Architect	$70,000	Airport Fund Balance	$610,000
Construction	$500,000		
Contingency	$40,000		
Total Project Cost	$610,000	Total Revenue	$610,000
EXPENDITURE BUDGET	$610,000	**REVENUE BUDGET**	$610,000

Project Scope & Description
Upgrade the HVAC infrastructure and replace worn items as identified by the five-year building improvement plan.

Location
Terminal and control tower buildings at the Waukesha County Airport.

Analysis of Need
Waukesha County Airport's main terminal building and control tower are two of the nicest aviation facilities in Wisconsin and serve as the aviation gateway to Waukesha County for pilots, passengers and the community. The control tower and terminal building were built in 1997 and 1998 and are in need of interior paint, wall paper, carpet and ceramic tile within the next five years. Both buildings have been measured and assessed for repairs and a five-year-building improvement plan was developed to calculate the cost of these repairs.

The heating, ventilating and air conditioning equipment installed in this facility was scheduled to be replaced in the LAW study in 2010 and 2011. The equipment is still in operable condition and it is recommended that replacement be deferred until 2015. New equipment will provide the County an opportunity to utilize more energy efficient equipment and reduce energy consumption. Design costs updated based on costs received from the 2013 architectural design services RFP responses.

Alternatives
Do nothing. The condition of the buildings is good now but will continually fade as the years progress making the interiors less attractive.

Ongoing Operating Costs
Energy consumption will be reduced by replacing the older equipment with newer high efficiency equipment. Energy consumption reductions will be determined as part of the budget and concept design.

Previous Action
Approved as new project in 2011-2015 Plan.
2012-2016, 2013-2017 capital plans: approved as planned.

Project #	201204	**Project Title**:	Jail Holding Cells
Department:	Sheriff	**Sponsor:**	Sheriff's Department
Phase:	One-Year Project	**Manager:**	Allison Bussler, Public Works Director
Budget Action:	C - Accelerate	**Date:**	August 30, 2013

CAPITAL BUDGET SUMMARY

Year	2014	Total
Project Phase	Design/Construction	Project
Expenditure Budget	$300,000	$300,000
Revenue Budget	$300,000	$300,000
Net County Cost	$0	$0

COST DOCUMENTATION		**REVENUE**	
Architect	$25,000		
Construction	$255,000	Jail Assessment	$300,000
Contingency	$20,000	Fund Balance	
Total Project Cost	$300,000	Total Revenue	$300,000
EXPENDITURE BUDGET	$300,000	**REVENUE BUDGET**	$300,000

Project Scope & Description

This project would involve the construction of a small group holding area in the adjacent area to Pod 1 where the negative pressure cells were deleted from the jail expansion project. Unfinished or roughed out cell space currently exists in this area. This project would involve finishing off some of the roughed out cell space for inmates that cannot be released into the general inmate population and also be used to house overflow inmates until other pod cell space is available. The project also includes the removal of the door (wall can stay, no need for demolition) separating Pod 1 from this cell area for better supervision and access. The bid for this project will need to be approved by the County Board's Public Works Committee prior to construction.

Location

Waukesha County Jail: Negative Pressure Cells near Pod 1

Analysis of Need

This need exists as the additional 192 jail beds that were identified as a need to address anticipated jail population growth and were recommended with the initial jail expansion plan were not approved for construction by Waukesha County. In addition the number of inmates with special needs (medical, mental health, AODA issues, etc.) has increased beyond what was planned or anticipated.

The inmate population at the Waukesha County Jail remains high. When the facility was opened in December 2005, the average daily population (ADP) in the jail was 311. The ADP to date in 2013 is 421 and has exceeded 464 this year. The Waukesha County Jail capacity is 469 beds. By national standards, the facility is considered full when it is 80% occupied or at 375 beds.

Year	2006	2007	2008	2009	2010	2011	2012	2013
Average Jail Population **	387.17	429.88	427.69	440.04	423.45	429.70	418.77	420.66
Average Federal Inmate Population	67.09	64.34	58.29	55.85	52.16	50.17	30.10	24.82

** The average jail population includes the federal inmate population.

Project #	201204	**Project Title**:	Jail Holding Cells
Department:	Sheriff	**Sponsor:**	Sheriff's Department
Phase:	One-Year Project	**Manager:**	Allison Bussler, Public Works Director
Budget Action:	C - Accelerate	**Date:**	August 30, 2013

The Waukesha County Jail, as well as jails nationally, continues to experience an increase in number of special needs inmates, as well as an increase in the level of severity of afflictions apparent in this population. This includes inmates with very serious drug and alcohol abuse issues, medical problems, mental health problems, suicidal ideations, co-occurring disorders (alcohol and other drug addictions and mental health) as well as an increase in very violent and dangerous individuals. These inmates are very staff intensive to manage, supervise and transport.

An area of concern for the department is that there is an inadequate number of cells available for special needs inmates, as well as inmates classified as restricted custody (violent, dangerous, predatory, disciplinary problems, high bail, unknown past institutional history, etc.) This requires inmates to be housed in areas that are not constructed or staffed to provide adequate supervision. For example, special needs inmates are routinely housed in the temporary holding cells in the intake center awaiting cell space in the special needs housing pod. The intake center is staffed adequately to complete intake/release functions and to monitor near term housing but is not adequately staffed to supervise these highly staff intensive special needs inmates.

This area, if constructed, could also be used for overflow inmates if there are no special needs inmates in that space. Overflow inmates are currently being housed on plastic bunks in the dayroom areas in the general housing units and in program areas. When inmates are sleeping on the floor, there needs to be sufficient room so that staff can quickly move throughout the area and safely monitor all of the individuals, which limits the number of individuals who can sleep on the floor. There is also a limited amount of program space where inmates can be housed.

Housing inmates on the floor is not a safe solution to overcrowding. Inmates with cells are required to share toilet facilities with the inmates housed in the dayrooms. In the event of an emergency situation or disciplinary action, inmates are required to share or "swap" cell space. Housing inmates in the dayrooms of the housing units is also a violation of Department of Correction administrative code.

Alternatives

1. Do nothing: As previously mentioned, the overflow special needs inmates are currently housed in the intake area until a cell in the special needs pod becomes available. The concern is that these inmates require staff intensive supervision due to serious medical and mental health problems. Intake staff is responsible for booking and releasing inmates and do not have the time necessary to provide adequate supervision to these high need inmates. Housing inmates in the intake area is also a violation of Department of Correction administrative code.

2. Shipping inmates has also been considered. In 2009, the Department was provided with $200,000 to ship inmates to other counties. The Department did not utilize the available funding in 2009 but may not have that option in future years if the population continues to rise. This project could be delayed, however, if inmate populations require the Department to ship inmates to other counties, the shipping will have an impact to the operating budget which the department may not be able to absorb. In addition, there is no assurance that other jails would even agree to house this type of special needs inmate.

   The other concern is that other jails are not likely to accept special needs inmates so the Department still needs to have adequate space for those inmates in the Waukesha County Jail Facility.

Ongoing Operating Costs

The on-going impact of installing bathrooms and finishing the negative pressure cell areas for regular housing is negligible as the Department would have to provide meals, inmate medical, access to restroom facilities, etc if the population was housed at the Waukesha County Jail. The additional space could allow the Department the flexibility to address some of the overcrowding currently experienced on site as opposed to shipping them to other facilities. The estimated cost to the county to ship inmates is approximately $60 per inmate day (not including transport costs) if other facilities are even willing or able to accept these inmates.

Previous Action

2012-2016 capital plan: approved as a new project.
2013-2017 capital plan: approved as planned.

Project #	201109	**Project Title**:	Highway Substations HVAC Upgrades
Department:	Public Works -Buildings	**Sponsor:**	Public Works
Phase:	Design	**Manager:**	Allison Bussler, DPW Director
Budget Action:	As Planned	**Date:**	Aug-13

CAPITAL BUDGET SUMMARY			
Year	2014	2016	Total
Project Phase	Budget & Concept Design	Construction	Project
Expenditure Budget	$36,000	$575,000	$611,000
Revenue Budget	$0	$0	$0
Net County Cost	$36,000	$575,000	$611,000

COST DOCUMENTATION		REVENUE	
Architect	$36,000		
Construction	$530,000		
Contingency	$45,000		
Total Project Cost	$611,000	Total Revenue	$0
EXPENDITURE BUDGET	$611,000	**REVENUE BUDGET**	$0

Project Scope & Description
HVAC equipment controls and upgrades at the four Highway Division substations.

Locations
Nashotah Substation–N46W33480 CTH R, Nashotah, WI 53058
New Berlin Substation–20300 W. Lawnsdale Road, New Berlin, WI 53058
North Prairie Substation–126 Oakridge Drive, North Prairie, WI 53153
Sussex Substation–N51W23093 Lisbon Road, Sussex, WI 53098

Analysis of Need
The equipment targeted to be replaced in this project has been identified to have reached the end of its useful life. Mechanical HVAC equipment normally has a useful life of approximately 25 years depending upon the quality of the equipment and the frequency of maintenance. With proper maintenance the useful life of the equipment can be extended. The substations were constructed as follows: Nashotah 1972 (41 years ago), New Berlin 1950 (63 years ago), North Prairie 1988 (25 years ago) and Sussex 1965 (48 years ago). The project proposes a concept and budget in 2014 to determine which equipment needs to be replaced, reconditioned or reused. This project will also allow the County to install high-efficiency equipment to reduce annual utility costs.

Alternatives
Repair or replace equipment when it breaks down.

Ongoing Operating Costs
Energy consumption will be reduced with more efficient equipment, estimates to be determined by the 2014 budget and concept study.

Previous Action
- 2011-2015 capital plan: approved as a new project.
- 2012-2016 capital plan: approved with cost update.
- 2013-2017 capital plan: delayed.

Project #	201113	**Project Title**:	Administration Center Roofing Upgrades
Department:	Public Works-Buildings	**Sponsor:**	Public Works
Phase:	Design	**Manager:**	Allison Bussler, DPW Director
Budget Action:	As Planned	**Date:**	Aug-13

CAPITAL BUDGET SUMMARY			
Year	2014	2015	Total
Project Phase	Design	Construction	Project
Expenditure Budget	$11,000	$211,000	$222,000
Revenue Budget	$0	$0	$0
Net County Cost	$11,000	$211,000	$222,000

COST DOCUMENTATION		REVENUE	
Architect	$11,000		
Construction	$196,000		
Contingency	$15,000		
Total Project Cost	$222,000	Total Revenue	$0
EXPENDITURE BUDGET	$222,000	**REVENUE BUDGET**	$0

Project Scope & Description
This project is to replace 34,000 GSF (gross square feet) of 60 mil EDPM (rubber) roofing on the Administration Center.

Location
Administration Center, 515 W. Moreland Boulevard, Waukesha, WI 53188

Analysis of Need
This replacement was originally scheduled for 2008 but patching done in 2010 to the perimeter of the building, deferred replacement until 2015 when the roof will be 21-years-old. EDPM roofs are typically under warranty for 15 years and have a useful life expectancy between 15 and 20 years. The patched roofing has shrunk and deteriorated due to sun exposure. The Administration Center was constructed in 1994.

Alternatives
Patch the roof when leaks develop.

Ongoing Operating Costs
Operating costs will be reduced for labor and materials associated with repairing leaks and associated damages.

Previous Action
- 2011-2015 capital plan: approved as a new project.
- 2012-2016, 2013-2017 capital plans: approved as planned.

Project #	201208	**Project Title**:	Energy Efficiency Improvements
Department:	Public Works-Facilities	**Sponsor:**	Public Works
Phase:	Program Project	**Manager:**	Dale Shaver, P&LU Director Allison Bussler, DPW Director
Budget Action:	C – Scope, $ Update	**Date:**	Aug-13

CAPITAL BUDGET SUMMARY

Year	2012	2013	2014	2015	Total
Program Project	Design & Construction	Design & Construction	Design & Construction	Design & Construction	Project
Expenditure Budget	$372,000	$333,000	$215,200	$75,000	$995,200
Revenue Budget	$0	$333,000	$215,200	$75,000	$623,200
Net County Cost	$372,000	$0	$0	$0	$372,000

COST DOCUMENTATION	Cost	**Revenue**	
Architect/Consultant	$84,750	General Fund Balance	$448,200
Construction	$843,000	Ice Arena Fund Balance	$100,000
Contingency	$67,450	Golf Course Fund Balance	$75,000
Total Project Cost	$995,200		
EXPENDITURE BUDGET	$995,200	**REVENUE BUDGET**	$623,200

Note: Project Scope and Description have been comprehensively revised to account for updated projects in 2014 and 2015.

Project Scope & Description

Energy efficiency improvements for 2012 and 2013 consisted mostly of government center campus (e.g., Courthouse, Mental Health Center, etc.) building lighting upgrades.

For 2014 and 2015, this project will continue the implementation of Energy Efficiency Improvements in Waukesha County and includes the following projects:

1. Installation of digital controls on all HVAC equipment at the high energy use County facilities such as Retzer Nature Center, Eble and NagaWaukee Ice Arenas and Expo Arena to enable monitoring, troubleshooting and adjustment of the equipment through a central computer system. This enterprise energy management system maximizes the efficiencies of the HVAC system and saves significant staff cost in trouble shooting issues at remote locations. Currently the Department of Public Works – Facility Management Division has the Government Campus buildings on the system. Adding the additional buildings would save additional staff time and further leverage the existing technology.
2. The lighting projects designed by Leedy and Petzold Associates that were not able to be funded under the Energy Efficiency and Conservation Block Grant (EECBG) grant. These projects include interior and exterior lighting at NagaWaukee and Wanaki Golf Courses.

Implementation of energy conservation initiatives will focus on those upgrades justified in facility analysis reports or other detailed analysis of existing systems which have a return on investment (ROI) of less than 7 years (high and medium ranked projects). Focus on sound return on investments will continue to demonstrate a sound business approach to energy saving and will provide the strong reduction of utility expenditures in the operating budget.

Project Examples and projected ROI

2014	Eble Ice Arena	Facility HVAC Automation	2.6 years ROI
2014	Nagawaukee Ice Arena	Facility HVAC Automation	3.0 years ROI
2014	Retzer Nature Center	Facility HVAC Automation	6.0 years ROI
2014	Expo Arena	Facility HVAC Automation	4.5 years ROI
2015	Nagawaukee and Wanaki	Lighting upgrade	2.0 years ROI

Location

Various Waukesha County owned facilities.

Analysis of Need

With improvements in lighting and mechanical equipment technology and the increasing cost of energy and water, it is in Waukesha County's best interest to continually evaluate opportunities to conserve energy and reduce utility costs. The individual projects submitted were chosen because of the returns on investment as well contributing to successful implementation of the Waukesha County Sustainability Plan.

Alternatives

Do nothing or take advantage of opportunities to reduce utility consumption and related expenditures.

Ongoing Operating Costs

Utility costs will continue to increase based on rate increases and consumption. The County can do something to manage and reduce consumption. Energy consumption will be reduced by an overall estimated average of 12% based on the consultants design by replacing the existing lighting fixtures with the new higher efficiency lighting fixtures and with the addition of Building Automation Systems for high energy buildings.

Previous Action

Capital Project 200805 Energy Conservation completed in 2008 and 2009. Capital Project 200918 Energy Efficiency and Conservation Block Grant completed in 2010 and 2011. 2012-2016 capital plan: approved as a new project. 2013-2017 capital plan: approved as planned.

Project #	201417	**Project Title**:	On-Site Medical Clinic, Retrofit Facility
Department:	Public Works	**Sponsor:**	Jim Richter, HR Manager
Phase:	One-Year Project	**Manager:**	Allison Bussler, DPW Director
Budget Action	New	**Date:**	August 29, 2013

CAPITAL BUDGET SUMMARY

Year	2014	Total
Project Phase	Design/Construction	Project
Expenditure Budget	$243,000	$243,000
Revenue Budget	$243,000	$243,000
Net County Cost	$0	$0

COST DOCUMENTATION		**REVENUE**	
Architect	$24,000		
Construction	$203,000	Health Insurance Fund Balance*	$243,000
Contingency	$16,000		
		* Project Costs are to be funded up-front by the County, with the City of Waukesha and the Waukesha School District repaying their share over five years.	
EXPENDITURE BUDGET	$243,000	**REVENUE BUDGET**	$243,000

Project Scope & Description

This project is being proposed to provide for space associated with an on-site medical clinic. Waukesha County, the City of Waukesha and the Waukesha School District are partnering in the development of a joint on-site medical clinic to be used by employees and their dependents. The building currently is occupied by the Public Health Division. The space will become available following their relocation to the new Health and Human Services Center in the fourth quarter of 2013. The building has many of the features necessary for a medical clinic making this an appropriate location for the on-site clinic.

The building will require the addition of several exam rooms and office areas to accommodate the services that are anticipated to be provided in the building. The building will also house a new physical therapy area. The building is in a central location for County employees as well as employees from the City and School District. In addition, this building has an accessible entrance and sufficient parking. The County Board will need to approve the final intergovernmental agreement with the City and School District prior to remodeling the facility.

Location

615 W Moreland Blvd., City of Waukesha The building is the current Public Health Center and will be vacated in the fourth quarter of 2013 when the Public Health staff relocates to the new Health and Human Services building.

Analysis of Need

The County, in conjunction with the City and School District, conducted a feasibility study to determine if there was sufficient cost savings to our respective organizations by implementing an on-site medical clinic. The study concluded that, jointly, the organizations had the potential to save at least $6,900,000 over a five-year period. The County portion of these savings over the same time period is approximately $2,400,000. In addition to the fiscal savings, there will be productivity savings due to the location of the facility. The County has had a long term health care management strategy for several years which includes the implementation of various health assessment and wellness programs. The on-site clinic enables these programs to be expanded and refined, which in turn will result in a greater employee engagement in identifying health risks early and with the goal of preventing high cost medical claims in the future. The clinic is also expected to lower health claim and prescription drug costs through onsite management and encouraging greater use of primary care over specialty care.

Alternatives

The County will be conducting a comprehensive RFP process to select a vendor to operate and manage the clinic. During the RFP process, if the successful proposer identifies, an alternative location which meets the needs and provides the necessary services in a cost effective approach, the County will consider that location.

Ongoing Operating Costs

There will be ongoing building related operating costs such as utilities, housekeeping and building maintenance. The County will be developing intergovernmental agreements with the City and School District which will identify these costs and how these costs will be shared . The consultant developed estimated operational costs for the clinic, which again will be shared between the three organizations.

Previous Action

None. This is a new project.

Project #	200902	**Project Title**:	UWW Boiler, Chiller and Controls Replacement
Department:	Public Works-Buildings	**Sponsor:**	Public Works
Phase:	Construction	**Manager:**	Allison Bussler, DPW Director
Budget Action:	As Planned	**Date:**	Aug-13

CAPITAL BUDGET SUMMARY

Year	2011	2013	2014	2015	Total
Project Phase	Budget & Concept	Design & Const. Chillers	Design & Const. Chillers	Design & Const Boilers	Project
Expenditure Budget	$20,000	$947,000	$1,007,000	$1,386,000	$3,360,000
Revenue Budget	$0	$0	$0	$0	$0
Net County Cost	$20,000	$947,000	$1,007,000	$1,386,000	$3,360,000

COST DOCUMENTATION	Chiller & Grant Work	Boiler & Controls
Current Project scope	$1,750,000	$1,472,000
Additional Project scope* (Air handling units, electrical motors, Plumbing, Bldg Envelope	$1,943,000	$0
Contingency	$77,000	$118,000
Total Project Cost	$3,770,000	$1,590,000
* funded with state grant		
EXPENDITURE BUDGET	$3,360,000	

REVENUE

UW-Waukesha has qualified for funding from the State based on the investment grade audit and energy report identifying a return on investment up to 16 years. The State will be funding up to $2 million through the Department of Facilities Development(DFD) Energy Efficiency Program. With the adoption of this Capital Project the County will be committing $1,750,000 towards the $3.75 million partnership with UW.

Total Revenue	$2,000,000
REVENUE BUDGET	$0

Project Scope & Description

This project replaces aging boilers, chillers, controls and related equipment at the University of Wisconsin-Waukesha (UWW). The campus central heating plant currently includes two steam boilers and one hot water boiler. Steam is converted to hot water in seven different locations throughout the campus and hot water is distributed to the various loads. This equipment serves most of the campus with the exception of a few gas fired units in some isolated areas. The central plant also includes two chillers, a primary and secondary, and two cooling towers for cooling. Chilled water is distributed to most cooling loads on campus.

A feasibility study was completed to determine the best solution for long-term viability of the central heating and cooling plant including the condition of the existing equipment, system efficiencies, long-term reliability and maintenance concerns, operating costs and environmental considerations. The study recommended replacement of the existing steam boilers and chillers and converting the steam system to a campus-wide hot water system with removal or replacement of the steam-to-hot-water converters. The study also recommended replacing the standard motor drive units with variable frequency drive motors for greater energy efficiency. The project will also include replacing and upgrading HVAC system controls.

Funding was granted to UWW to have an Investment Grade Audit and Energy Assessment Report completed by Honeywell ESG, to qualify for State funding through an Energy Efficiency Bond for State Facilities. The County participated in the RFP process to select Honeywell ESG to perform the audit and report. The State has gone through the competitive process allowing the County to utilize Honeywell as the construction manager to deliver project design, specifications, and construction management. The State program is based on a 16 year Return on Investment (ROI) for building system efficiencies, electrical, mechanical replacements and energy improvements. The State has funded similar projects at other two-year campuses. The audit and report qualified the primary chiller, VFD motors, and HVAC controls identified in the County's feasibility study. These items will be funded by the County, up to $1,750,000, as indicated in the current project scope. The County's project fund will be handled by the State and distributed to Honeywell as the construction management firm for the project. The following table identifies the current project scope items:

- Campus Wide - Energy Management and DDC - Enhanced scope for HVAC system controls
- Campus Wide - Valve, Pipe, and Accessory Fittings, Insulation - for boiler and chiller lines
- Field House - Variable Speed Drives/Ventilation Control (VFD)
- Field House - Replace Chiller - Identical Capacity
- South View Theater - Energy Management DDC - Dual Duct AHU VAV Boxes
- Admin/Commons/Westview - Energy Management DDC - Danfoss Upgrade
- Admin/Commons/Westview - Variable Speed Drives/Ventilation Control (VFD)

Project #	200902	**Project Title**:	UWW Boiler, Chiller and Controls Replacement
Department:	Public Works-Buildings	**Sponsor:**	Public Works
Phase:	Construction	**Manager:**	Allison Bussler, DPW Director
Budget Action:	As Planned	**Date:**	Aug-13

The total scope of work in the Investment Grade Audit and Energy Assessment Report address additional items identified in the County's feasibility study; The additional scope items, such as the two AHU units installed in 1965, are projected to be replaced by the County in the next 10 years. The completed State audit and report qualified these items as part of the State program for replacement. These items will be paid through State funds, up to $2,000,000, resulting in County savings on a future capital expenditure. The following table illustrates the additional project scope items as part of the State program:

- Campus Wide - Electrical Motor Efficiency Improvements
- Campus Wide - Plumbing Improvements
- Campus Wide - Building Envelope/Air Leakage
- Campus Wide - PC - Power Management
- Campus Wide - Lighting Retrofit Interior
- Campus Wide - Lighting Retrofit Exterior
- Admin/Commons/Westview - Replace AHU-B1 & AHU-B2
- Fieldhouse – 1 Cooling Tower

The secondary chiller did not qualify for replacement as it did not meet the State's 16 year ROI in the Investment Grade Audit and Energy Assessment Report. The secondary chiller operates as a back-up to the primary chiller and runs 5% to 10% during peak summer demand. The boilers, heating controls, and related equipment addressed in the County's feasibility study and project scope will be constructed one year in advance due to the County's ability to capture the State funds in 2013 for the chillers and controls.

Location

UW Waukesha, 1500 N. University Drive, Waukesha, WI 53188

Analysis of Need

The UWW Campus was constructed in 1965. Most of the heating and cooling plant is from the original construction and much of the existing equipment is approximately 48-years-old. Mechanical equipment usually has a useful life expectancy of 25 to 30 years. Many times the useful life can be extended with a good preventative maintenance program. The replacement of the heating and cooling plant equipment and controls is needed because of the age and potential failure of the equipment. In addition to the rising cost of energy, it is prudent to replace older inefficient mechanical equipment and controls with new high efficiency equipment. Two 400 horse power Cleaver Brooks boilers provide heat to the entire campus which is approximately 266,000 square feet. One 175 ton and 300 ton Carrier Hermetic Centrifugal Chiller provide cooling to approximately 204,000 square feet of campus. Both chillers contain refrigerant R-11, which is considered unfriendly to the environment.

Alternatives

Do not replace the equipment and operate it until it breaks down with plans to replace it under emergency conditions, which will have potential impact on the daily operation of the university.

Ongoing Operating Costs

If the project proceeds with the State program, Waukesha County will benefit from the additional scope items in the State program. The County will also see a reduction in annual expenses for maintenance repair parts, materials, and labor. In addition the interior and exterior lighting upgrades and pc power management efficiencies funded through the State will aid in reduction of energy consumption at the UWW Campus.

If the project scope proceeds without the State program, the UWW campus will still benefit from the impact on the amount of energy used per square foot with the new energy efficient equipment and controls and see a cost reduction on maintenance repair parts, materials, and labor.

Previous Action

- Feasibility study completed July 15, 2008.
- 2009-2013 capital plan: new.
- 2010-2014 capital plan: cost update.
- 2011-2015 capital plan: approved as planned.
- 2012-2016 capital plan: delayed.
- 2013-2017 capital plan: updated scope and revenue.

Project #	201004	**Project Title**:	CTH ES, Fox River Bridge
Department:	Public Works-Highways	**Road Name:**	National Avenue
Phase:	Construction	**Project Type:**	Bridge
Budget Action:	As Planned	**Manager:**	Allison Bussler, DPW Director
Date:	Aug-13		

CAPITAL BUDGET SUMMARY

Year	2012	2013	2014	Total
Project Phase	Budget/Concept	Design	Construction	Project
Expenditure Budget	$6,000	$150,000	$176,000	$332,000
Revenue Budget	$0	$0	$0	$0
Net County Cost	$6,000	$150,000	$176,000	$332,000

COST DOCUMENTATION		**REVENUE**	
Budget/Concept	$6,000	Federal Bridge Aid	$702,000
Design	$150,000		
Land Acquisition	$0		
Construction	$763,000		
Construction Management	$84,000		
Contingency	$31,000		
Total Project Cost	$1,034,000	Total Revenue	$702,000
EXPENDITURE BUDGET	$332,000	**REVENUE BUDGET**	$0

Project Scope & Description

This project is a rehabilitation of the CTH ES bridge over the Fox River and is expected to include substructure widening and concrete deck replacement. A bridge rehabilitation report was completed to verify the cost effectiveness of the proposed rehabilitation strategy. The roadway will remain two lanes over the bridge but the substandard shoulder width will be improved to current standards. Right-of-way acquisition is not anticipated. The project scope includes a two-way bicycle trail across the north side of the bridge to correlate with Waukesha County Parks and Land Use Department 2035 Bicycle Plan, which shows a trail along the river in the vicinity of the bridge. This addition was added to the original project estimate. Waukesha County will apply for an estimated $702,000 in Federal Bridge Aid to help fund the project.

Location

Village of Mukwonago and Town of Mukwonago

Analysis of Need

The existing bridge (B-67-147) is a two-span, pre-stressed concrete girder structure that was constructed in 1971. A concrete overlay was placed on the deck in 1995. The abutments and girders are generally in good condition. The bridge is considered “structurally deficient” due to the condition of the deck which includes deterioration and spalling on the underside of the deck along both edges. The roadway over the structure is narrow with minimal shoulders, causing the bridge to be classified as “functionally obsolete”. The structure sufficiency number is 59.3, which indicates that structure rehabilitation is warranted according to WisDOT guidelines and makes the bridge eligible for Federal Bridge Aid (rehabilitation). The 2012 traffic volume at the site is 10,500 vehicles per day.

Alternatives

- Do nothing which does not address the identified deficiencies.
- Rehabilitate the existing bridge to address structural and geometric deficiencies.
- Reconstruct the existing bridge which will not be eligible for federal Bridge Aid.

Ongoing Operating Costs

Initial maintenance costs may be reduced following construction.

Previous Action

- 2010-2014 capital plan: approved as a new project.
- 2011-2015 capital plan: approved with cost update.
- 2012-2016 capital plan: approved with cost update/delay.
- 2013-2017 capital plan: approved as planned.

Project #	201116	**Project Title**:	CTH C, Mill Street to Oakwood Road
Department:	Public Works- Highways	**Road Name:**	Genesee Street
Phase:	Design	**Project Type:**	Rehabilitation/Jurisdictional Transfer
Budget Action:	As Planned	**Manager:**	Allison Bussler, DPW Director
Date:	Aug-13		

CAPITAL BUDGET SUMMARY

Year	2014	2015	2016	Total
Project Phase	Design	Land	Land/Const	Project
Expenditure Budget	$130,000	$83,000	$1,850,000	$2,063,000
Revenue Budget	$0	$0	$463,000	$463,000
Net County Cost	$130,000	$83,000	$1,387,000	$1,600,000

COST DOCUMENTATION		**REVENUE**	
Design	$130,000	City of Delafield	$463,000
Land Acquisition	$83,000		
Construction	$1,600,000		
Construction Management	$185,000		
Contingency	$65,000		
Total Project Cost	$2,063,000	Total Revenue	$463,000
EXPENDITURE BUDGET	$2,063,000	**REVENUE BUDGET**	$463,000

Project Scope & Description

The City of Delafield passed a resolution dated July 28, 2008 requesting a jurisdictional transfer of this segment of roadway. The jurisdictional agreement will need to be finalized and approved by both parties. As part of this agreement, Waukesha County would enter into an agreement for cost sharing of the reconstruction. Between the Mill street and the Delafield post office, the project includes the reconstruction of the existing lane roadway to an urban section with bypass lanes as needed. The existing culvert structure will be replaced to improve the hydraulic capacity. Storm sewer, sidewalks and curb and gutter will be added. From the Post office to Oakwood the pavement will be resurfaced and the road will remain a two lane rural roadway. The City of Delafield's share of the project is approximately 22% of the total project cost and covers the design and construction of City requested amenities such as sidewalks, storm sewers, bypass lanes, streetscaping and landscaping, street lights, decorative railings etc.

Location

City of Delafield

Analysis of Need

This roadway was last resurfaced in 1996 and the latest Pavement Condition Index (PCI) for this segment is 50. Major rehabilitation is recommended when PCI ratings drops below 40. Additionally, the twin galvanized steel culverts over the Bark River were placed in 1950 and show signs of deterioration. Traffic volumes within this segment have steadily increased to 9,305 vehicles per day (2010).

Alternatives

- Do nothing which does not address the identified deficiencies.
- Reconstruct CTH C as outlined above.

Ongoing Operating Costs

Initial and future costs will be reduced.

Previous Action

- 2011-2015 capital plan: approved as a new project.
- 2012-2016 capital plan: approved as planned.
- 2013-2017 capital plan: approved as planned.

Project #	200011	**Project Title**:	CTH L, CTH Y to Moorland Road
Department:	Public Works- Highways	**Road Name:**	Janesville Road
Phase:	Construction	**Project Type:**	Priority Corridor
Budget Action:	C-$ Update, Revenue	**Manager:**	Allison Bussler, DPW Director
Date:	August 29, 2013		

CAPITAL BUDGET SUMMARY

Year	2007	2008	2009	2010	2011	2012	2013	2014	Total
Project Phase	Design	Land	Land	Land	Land Acq.	Des/Const	Des/Const	Const	Project
Expenditure Budget	$1,000,000	$3,500,000	$3,850,000	$600,000	$900,000	$7,984,000	$3,377,000	$1,484,000	$22,695,000
Revenue Budget	$0	$0	$0	$0	$0	$1,600,000	$2,013,000	$400,000	$4,013,000
Net County Cost	$1,000,000	$3,500,000	$3,850,000	$600,000	$900,000	$6,384,000	$1,364,000	$1,084,000	$18,682,000

COST DOCUMENTATION	**Project Wide**	**Phase I** County only	**Phase II** Fed Aid		Phase I	Phase II
Design	$1,505,000			Surface Transportation Program		$6,338,000
Land Acquisition	$9,230,000			(Phase 2 construction)		
Construction		$5,900,000	$6,889,000			
Construction Mgmnt.		$385,000	$689,000	City of Muskego	$1,920,000	$1,693,000
Contingency		$302,000	$345,000			
City of Muskego (street scaping)		$1,920,000	$1,693,000	Sale of Excess Land		$400,000
WDOT Design Review			$175,000			
Project Subtotal		$8,507,000	$9,791,000	Total Revenue	$1,920,000	$8,431,000
Total Project Cost	$29,033,000					
EXPENDITURE BUDGET	$22,695,000			**REVENUE BUDGET**	$1,920,000	$2,093,000

Project Scope & Description

This project involves the reconstruction of 2.5 miles of CTH L (Janesville Road) from Moorland Road to CTH Y (Racine Avenue) from a two-lane to a four-lane roadway. The project has been designed as one project with construction in two phases: Phase I: Moorland Road to Lannon Drive and Phase II: Lannon Drive to Racine Avenue. Land will be acquired to a width of 60 feet between Lannon Drive and Moorland Road and 110 feet between Racine Avenue and Lannon Drive. The smaller width will provide significant savings in land purchase costs and reduced the number of business and residential relocations from 22 to 16. At the request of the City of Muskego, Waukesha County will include sidewalks, landscaping, street lighting and other aesthetic improvements. The City of Muskego will reimburse the County for these additional expenses with a project agreement prior to construction. Phase II construction will be a federal aid project through WDOT, as such, WDOT will pay 80% of eligible construction costs - anticipated to be approximately $6,338,000. Updated costs reflect: actual design cost to date; land acquisition costs including environmental remediation; WDOT design review cost for Phase II; Phase I construction cost and estimated Phase II construction cost. Revenue update for Phase II land sales and (estimated) construction costs.

Location

City of Muskego

Analysis of Need

The Waukesha County Department of Public Works has identified CTH L or Janesville Road as a priority need for widening to four lanes. This portion of CTH L is also shown as a 4-lane roadway in the SEWRPC Jurisdictional Highway Plan for the year 2010 for Waukesha County. Traffic volumes recorded in 2011 along this portion of CTH L are between 15,300 vehicles per day (vpd) at Lannon Drive to 19,700 vpd at Moorland. These volumes indicate that the existing two-lane roadway is beyond its operating capacity of 13,000 vehicles per day, and is therefore in need of widening.

Alternatives

- Do nothing which does not address the identified deficiencies.
- Reconstruct CTH L as described above.

Ongoing Operating Costs

Operating costs are expected to increase by approximately $33,350 per annum for the additional lane miles after the 2014 construction phase is completed.

Previous Action

- 2001-2005 capital plan: approved as a new project.
- 2003-2007 capital plan: delayed.
- 2002-2006, 2008-2012 and 2009-2013 capital plans: approved as planned.
- 2004-2008, 2005-2009, 2007-2011, 2010-2014, 2013-2017 capital plans: approved with cost updates.
- 2006-2010 capital plan: approved as two projects.
- 2007-2011 capital plan: approved as combined projects 200011 and 200603 with a cost update.
- 2010-2014 capital plan: approved with cost and revenue updates.
- 2011-2015, 2012-2016 capital plans: approved with cost and cash flow updates.

Project #	200511	**Project Title**:	CTH D, Calhoun Road–Intersection
Department:	Public Works-Highways	**Road Name:**	Cleveland Avenue
Phase:	Land/Const	**Project Type:**	Intersection
Budget Action:	C- Scope, $ Update	**Manager:**	Allison Bussler, DPW Director
Date:	September 8, 2013		

CAPITAL BUDGET SUMMARY

Year	2010	2011	2012	2013	2014	Total
Project Phase	Design	Design	Design	Design/Land	Const/Land	Project
Expenditure Budget	$100,000	$1,100,000	$300,000	$590,000	$495,000	$2,585,000
Revenue Budget	$0	$0	$0	$0	$0	$0
Net County Cost	$100,000	$1,100,000	$300,000	$590,000	$495,000	$2,585,000

COST DOCUMENTATION		**REVENUE**	
Design	$200,000		
Land Acquisition	$460,000		
Construction	$1,685,000		
Construction Management	$160,000		
Contingency	$80,000		
Total Project Cost	$2,585,000	Total Revenue	$0
EXPENDITURE BUDGET	$2,585,000	**REVENUE BUDGET**	**$0**

Project Scope & Description

This project provides funding to fully reconstruct the intersection of CTH D (Cleveland Avenue) and Calhoun Road in New Berlin. The work will involve reconstructing the entire intersection and pavement core and widening the intersection to provide for future traffic volumes and to accommodate the ultimate 4-lane section on Cleveland Ave. A conventional intersection consisting of two through traffic lanes, a left turn lane on all four approaches and a roundabout were considered as alternatives for the intersection. In coordination with the City of New Berlin, the alternative of choice will be a signalized intersection. The increased costs include the current design costs, increased real estate needs, and construction costs mainly due the identified need for a retention pond and reflect the extension of the limits to match at existing logical and safe locations.

Location

City of New Berlin, Intersection at Calhoun Road and Cleveland Avenue

Analysis of Need:

This intersection controls traffic on two heavily used roadways, Calhoun Road and Cleveland Avenue. Cleveland Avenue is intended to become 4-lanes in the future and this intersection design will allow the 4-lanes without additional effort in the future. This project will improve travel through the intersection and be compatible with future County and SEWRPC road widening plans.

Alternatives

- Do nothing which does not address the identified deficiencies.

Ongoing Operating Costs

Ongoing costs are expected to increase by approximately $10,000 per annum for the additional lane miles after construction..

Previous Action

- 2005-2009 capital plan: approved as a new project.
- 2006-2010 and 2010-2014 capital plans: approved as planned.
- 2007-2011, 2011-2015, 2012-2016 capital plans: approved with cost update.
- 2008-2012 capital plan: delayed.
- 2009-2013, 2013-2017 capital plan: change in scope and cost update.
- 2012-2016 capital plan: change in cost update.

Project #	200905	**Project Title**:	CTH F Rehab. (Busse Rd. to STH 190)
Department:	Public Works-Highways	**Road Name:**	Redford Boulevard
Phase:	Construction	**Project Type:**	Rehabilitation
Budget Action:	C - $ Update	**Manager:**	Allison Bussler, DPW Director
Date:	August 29, 2013		

CAPITAL BUDGET SUMMARY

Year Project Phase	2012 Design	2014 Construction	Total Project
Expenditure Budget	$395,000	$915,000	$1,310,000
Revenue Budget	$0	$0	$0
Net County Cost	$395,000	$915,000	$1,310,000

COST DOCUMENTATION		**REVENUE**	
Design	$300,000	Surface Transportation Program -	$3,718,000
WisDOT Design Fee	$80,000		
Construction	$4,042,000		
Construction Management	$404,000		
Contingency	$202,000		
Total Project Cost	$5,028,000	Total Revenue	$3,718,000
EXPENDITURE BUDGET	$1,310,000	**REVENUE BUDGET**	$0

Project Scope & Description

CTH F (Redford Blvd) is a six-lane urban roadway north to Duplainville Road, and a four-lane rural roadway to STH 190 (Capitol Drive). The roadway transferred from state to county jurisdiction in 2004. This project includes the rehabilitation of CTH F (Redford Blvd) from 0.25 miles south of the I-94 ramps north to the STH 190 ramps and consists of several pavement segments. The majority of this roadway is nine-inch concrete pavement constructed in 1988. The rehabilitation of this segment will include concrete repairs, dowel bar retrofit and diamond grinding. In the vicinity of I-94, the existing pavement is an older nine-inch concrete pavement constructed around 1971 and will be replaced in-kind. The northbound lanes of CTH F north of Duplainville Road are asphalt pavement constructed in the late 1960s. This pavement will be pulverized in place and overlaid with fresh asphalt. With the project, turn lane improvements will be made at the DuPlainville Road, CTH M, and Ridgeview Parkway intersections. Traffic signal improvements will be made at the DuPlainville Road and Ridgeview Road intersections. The need for turn lane improvements and addition of traffic signals were investigated at the Westwood Drive intersection and found not necessary. The traffic signal system will be interconnected to optimize traffic flow. Neither land acquisition or significant bridge work is anticipated on this project. Bicycle and pedestrian accommodations will be considered during project design. The County will discuss possible WisDOT participation to address the pavement within the I-94 right of way. Federal aid will be used on this project.

Location

City of Pewaukee

Analysis of Need

The majority of pavement is in fair condition (PCI 51-65) but rides poorly due to joint faulting. The older concrete pavement constructed about 1977 is in poor condition (PCI 32-35) and is past the point of repair. Asphalt pavement constructed in the late 1960s and rehabbed in 1988, is now in poor condition (PCI 53). The project limits include two state-owned bridges and four county-owned bridges (county bridge sufficiency from 93.6 to 100.0). 2009 traffic volumes on CTH F were 25,900 Average Daily Traffic (ADT) south of I-94 and 23,600 ADT south of STH 190.

Alternatives

- Do nothing which will not address the identified deficiencies.
- The preferred alternative is pavement rehabilitation.
- Reconstruct the existing roadway to current WisDOT standards which would not be cost effective since the majority of the pavement does not warrant reconstruction.

Ongoing Operating Costs

Operating costs will not change as a result of this project.

Previous Action

- 2009-2013 capital plan: approved as a new project.
- 2010-2014 capital plan: approved with cost update.
- 2011-2015 capital plan: approved as planned.
- 2012-2016 capital plan: approved with delay (const phase).
- 2013-2017 capital plan: approved as planned.

Project #	201007	**Project Title**:	CTH O, CTH HH to Grange Avenue
Department:	Public Works-Highways	**Road Name:**	Moorland Road
Phase:	Design/Land	**Project Type:**	Priority Corridor
Budget Action:	C-$ Update	**Manager:**	Allison Bussler, DPW Director
Date:	Aug-13		

CAPITAL BUDGET SUMMARY

Year	2013	2014	2015	Total
Project Phase	Design	Design/Land	Const.	Project
Expenditure Budget	$351,000	$140,000	$1,657,000	$2,148,000
Revenue Budget	$0	$0	$1,000,000	$1,000,000
Net County Cost	$351,000	$140,000	$657,000	$1,148,000

COST DOCUMENTATION		**REVENUE**	
Design	$351,000	Surface Transportation Program	$2,627,000
WisDOT Review	$75,000		
Land Acquisition	$65,000	Business/TIF	$1,000,000
Const, DOT oversight	$3,725,000		
Construction Mgmt	$373,000		
Contingency	$186,000		
Total Project Cost	$4,775,000	Total Revenue	$3,627,000
EXPENDITURE BUDGET	$2,148,000	**REVENUE BUDGET**	$1,000,000

Project Scope & Description

This project will add and complete additional lanes on CTH O, between CTH HH (College Avenue) to Grange Avenue (1.0 miles) to create a continuous four-lane roadway. Moorland Road currently has a four lane section to the north of Grange and south of College. The road will have a median to provide for separation of opposing movements and will stay on its current alignment. The roadway will be situated within the existing 130-foot wide corridor and although most of the right-of-way was previously acquired, some additional land acquisition and grading easements may be needed. Federal STP-M allotments estimated at $2.6 to $3.4 million will be used to fund 80% of the project construction cost. Project costs are updated to reflect required WisDOT review fee. Additionally a $1,000,000 contribution toward the project will be assessed to the adjacent land developer and/or TIF to help fund the project.

Location

New Berlin

Analysis of Need

When CTH O was constructed between Janesville Road and Grange Avenue in 1997, it was designed so that the two-lane roadway would become the north bound lanes of a future four-lane roadway. At that time the Southeastern Wisconsin Regional Planning Commission (SEWRPC) jurisdictional plan called for CTH O to be a two-lane highway. Since then traffic has increased significantly and was measured at 17,900 vehicles per day in 2011.These traffic volumes meet the warrants for the road to be a four lane highway. Additionally the latest SEWRPC jurisdictional plan calls for CTH O to be a four-lane highway. In 2009 the City of Muskego as part of a TIF created the planned four-lane roadway between Janesville Road and College Ave by building the southbound lanes. The portion of CTH O between College Avenue and Grange Avenue remains a two-lane roadway. Mixed use development is now moving ahead for the 640 acres immediately east of the roadway. This development will have a significant impact on Traffic volumes and the will increase the potential for congestion and safety issues along CTH O.

Alternatives

- Do nothing which does not address the long-term needs of the corridor.
- Reconstruct CTH O as described above.

Ongoing Operating Costs

Operating costs are expected to increase by approximately $13,700 per annum for the additional lane miles after construction in 2016 and beyond.

Previous Action

- 2010-2014 capital plan: approved as a new project.
- 2011-2015, 2012-2016 capital plans: approved as planned.
- 2012-2016 capital plan: approved as planned.
- 2013-2017 capital plan: approved with cost update.

Project #	201402	**Project Title**:	CTH XX, Pebble Brook Creek Bridge
Department:	Public Works-Highways	**Road Name:**	Oakdale Drive
Phase:	Formation	**Project Type:**	Bridge
Budget Action:	New	**Manager:**	Allison Bussler, DPW Director
Date:	August 29, 2013		

CAPITAL BUDGET SUMMARY

Year	2014	2015	2016	2017	2018	Total
Project Phase	Concept		Design	R/W	Construction	Project
Expenditure Budget	$5,000	$0	$48,000	$11,000	$33,000	$97,000
Revenue Budget	$0	$0	$0	$0	$0	$0
Net County Cost	$5,000	$0	$48,000	$11,000	$33,000	$97,000

COST DOCUMENTATION		**REVENUE**	
Budget/Concept	$5,000	Federal Bridge Aid (Anticipated)	$133,000
Design	$37,000		
State Review For Design	$11,000		
Land Acquisition	$11,000		
Construction	$133,000		
Construction Management	$26,000		
Contingency	$7,000		
Total Project Cost	$230,000	Total Revenue	$133,000
EXPENDITURE BUDGET	$97,000	**REVENUE BUDGET**	$0

Project Scope & Description

This project is an overlay of the CTH XX bridge over Pebble Brook Creek. A concrete overlay is anticipated, but several overlay types will be considered during design. Concrete repairs will be made to the spalled areas of the deck edges. Existing bridge railing may be salvaged/remounted or completely replaced with this project. Approach guardrail will be replaced to meet current standards. The asphalt bridge approaches will be repaved, and concrete approach slabs will be added at the structure. Right of way was purchased to the ultimate width of 100 feet at this bridge in the 1970's. No additional fee acquisition is anticipated. Some easements may be necessary due to the proximity to railroad right of way. Federal bridge aid is anticipated to be used, and at 80% of construction phase is estimated at $133,000.

Location

Town of Waukesha

Analysis of Need

The existing bridge (B-67-195) is a two-span concrete box culvert that was constructed in 1980. The roof of the box culvert serves as the roadway driving surface. Most of the box culvert is in good condition. However, approximately 5% of the top deck surface is delaminated, and some concrete is beginning to spall. The delamination is due to corrosion of the top mat of bar steel. This bar steel is not epoxy coated. There is also spalling of concrete along both edges of the deck (roof) at the drip edge. The approach guardrail is in poor condition and does not meet current standards. The roadway is functionally classified as a 'Principal Arterial'. The bridge is considered 'structurally deficient' due to it's current condition rating. The structure sufficiency number is 67.1. This indicates that structure rehabilitation is warranted according to WDOT guidelines which makes the bridge eligible for federal bridge rehabilitation funding when the sufficiency is below 80. An independent engineering study report will need to be prepared for this project prior to application for federal bridge funding. This report verifies that the proposed project scope is a cost effective rehabilitation strategy. The 2011 traffic volume on this roadway segment was 6,446 vehicles per day.

Alternatives

- Do nothing which does not address the identified deficiencies.
- Rehabilitation, which does address all structural deficiencies and is the recommended alternative.
- Reconstruct the existing bridge and roadway approaches to current WisDOT standards. This alternate, while addressing the deficiencies, is not warranted.

Ongoing Operating Costs

Maintenance costs will be reduced in the early years after construction beyond 2018.

Previous Action

- None

Project #	9817	**Project Title**:	Culvert Replacement Program
Department:	Public Works-Highways	**Road Name:**	Various
Phase:	Program Project	**Project Type:**	Bridge
Budget Action:	C – Scope, $ Update, Revenue	**Manager:**	Allison Bussler, DPW Director
Date:	Aug-13		

CAPITAL BUDGET SUMMARY

Year Project Phase	Previous	2014	2015	2016	2017	2018	Total Project
Expenditure Budget	$1,700,000	$120,000	$100,000	$100,000	$100,000	$100,000	$2,220,000
Revenue Budget	$0	$20,000	$0	$0	$0	$0	$20,000
Net County Cost	$1,700,000	$100,000	$100,000	$100,000	$100,000	$100,000	$2,200,000

COST DOCUMENTATION		**REVENUE**	
Previous	$1,700,000		
2014 Appropriation	$100,000	Village of Pewaukee	
2015Appropriation	$100,000	Reimbursement	$20,000
2016 Appropriation	$100,000		
2017 Appropriation	$100,000		
2018 Appropriation	$100,000		
Total Project Cost	$2,200,000	Total Revenue	$20,000
EXPENDITURE BUDGET	**$2,200,000**	**REVENUE BUDGET**	**$20,000**

Project Scope & Description
Provide annual funding for a countywide culvert replacement program.

Location
Various

Analysis of Need
The Public Works Department replaces a number of culverts every year because of deterioration. This program is designed to address larger culvert structures that require extensive design, more land acquisition and higher construction costs. Generally the individual cost of culvert replacements is approximately $50,000 and do not warrant capital projects, however when grouped together the annual costs exceed $100,000. The County averages one to two culvert replacements per year under this program. Individual culvert locations are not normally known until the year they are to be replaced. For 2014, the Village of Pewaukee is requesting a water main relocation as part of culvert replacement project on CTH M, and plans to reimburse the County for these costs, estimated at $20,000.

Alternatives
- Schedule individual projects as needed.

Ongoing Operating Costs
The projects do not require departmental budget operating expenditures. Projects are reviewed by County engineering staff.

Previous Action
- 1998-2002 capital plan: project approved as a new program.
- 2001-2005 capital plan: approved as planned.
- 2002-2006 to 2013-2017 capital plans: approved with additional years.

Project #	200911	**Project Title**:	Repaving Program 2013–2017
Department:	Public Works-Highways	**Road Name:**	
Phase:	Program Project	**Project Type:**	Repaving
Budget Action:	C - Revenue	**Manager:**	Allison Bussler, DPW Director
Date:	Aug-13		

CAPITAL BUDGET SUMMARY

Year Project Phase	Previous	2013	2014	2015	2016	2017
Expenditure Budget	$0	$1,200,000	$2,000,000	$3,000,000	$3,000,000	$3,000,000
Revenue Budget	$0	$0	$330,000	$330,000	$0	$0
Net County Cost	$0	$1,200,000	$1,670,000	$2,670,000	$3,000,000	$3,000,000

COST DOCUMENTATION				**REVENUE**	
	Paver Study	UWW Pav.	Hwy Paving & shouldering	County Highway Improvement Program (CHIP)	
2013	$20,000	$50,000	$1,130,000		
2014	$20,000	$50,000	$1,930,000	2014	$330,000
2015	$20,000	$50,000	$2,930,000	2015	$330,000
2016	$20,000	$50,000	$2,930,000		
2017	$20,000	$50,000	$2,930,000		
Total Project Cost	$100,000	$250,000	$11,850,000	Total Revenue	$660,000
EXPENDITURE BUDGET			$12,200,000	**REVENUE BUDGET**	$660,000

Project Scope & Description

The project involves resurfacing or rehabilitation of county trunk highways to remove distressed areas and provide improved riding surfaces. It is the Department of Pubic Work's goal to pave approximately 20 miles of roadway on an annual basis. Crush, relay and surface or other alternative methods will be used as necessary in lieu of a simple patch and overlay. The project includes the cost of the ongoing Pavement Inspection Program, which determines the sections of highways to be repaved, along with the cost of shouldering, the paving program at UW-Waukesha and parking lots at the Department's substation facilities.

Location

Various locations throughout the county.

Analysis of Need

The Department of Public Works presently maintains about 396 centerline miles of asphalt-surfaced roadways on the county trunk system and the parking lots at U.W. Waukesha. The Department reconstructed existing two-lane roadways to four-lane facilities. These four-lane facilities are now coming to the end of their design life and need repaving. As asphalt pavements age the surface tends to rut and crack due to vehicle loads and weathering of the asphalt. The Department has initiated a pavement management program, using Cartegraph's Pavementview software to rate pavement conditions and manage pavement projects. The average overall condition index (OCI) of asphalt pavements in 2012 was 68. It is the county's goal to maintain an average OCI rating of 70 with less than 10% of roadways under a PCI of 40. Resurfacing projects take into consideration the OCI of existing pavements and classification of the road. The OCI ratings are updated on a rolling three-year schedule.

Alternatives

- Do nothing. This alternative will result in a deteriorated system requiring large expenditures of funds to reconstruct the deteriorated sections.
- Spot repairs and patching. The result will be a slight delay in the deterioration of the system but the eventual result will be the same as "do nothing".
- Resurface roadways based on pavement conditions determined by the PAVER pavement management system and Department review.

Ongoing Operating Costs

The cost of maintaining a two-lane roadway in good condition is projected to cost approximately $7,000 per mile annually (2013).

Previous Action

- 2009-2013 capital plan: approved as a new project.
- 2010-2014 and 2011-2015 capital plans: approved as planned.

Project #	200427	**Project Title**:	Signals & Safety Improvements
Department:	Public Works-Highways	**Road Name:**	
Phase:	Program Project	**Project Type:**	Spot Improvement
Budget Action:	C-Revenue	**Manager:**	Allison Bussler, DPW Director
Date:	August 29, 2013		

CAPITAL BUDGET SUMMARY

Year	2013 (existing budget)	2014	2015	2016	2017	2018	Total Project
Expenditure Budget	$300,000	$1,200,000	$1,250,000	$1,250,000	$1,250,000	$250,000	$5,500,000
Revenue Budget	$300,000	$250,000	$250,000	$0	$0	$0	$800,000
Net County Cost	$0	$950,000	$1,000,000	$1,250,000	$1,250,000	$250,000	$4,700,000

COST DOCUMENTATION		**REVENUE**	
2013 Appropriation	$300,000		
2014 Appropriation	$1,200,000	2013 CHIP D Revenue	$300,000
2015Appropriation	$1,250,000	2014 thru 2018 CHIP D Revenue	$500,000
2016 Appropriation	$1,250,000	(County Highway Improvement Plan-Discretionary)	
2017 Appropriation	$1,250,000		
2018 Appropriation	$250,000	2015 HSIP	$720,000
Total Project Cost	$5,500,000	Total Revenue	$1,520,000
EXPENDITURE BUDGET	$5,500,000	**REVENUE BUDGET**	$800,000

Project Scope & Description

This program addresses roadway safety needs in two specific areas: existing signal upgrades and/or corridor signal system upgrades and improvements at intersections that meet traffic signal warrants. For the intersection that meets signal warrants, the Department will study signal and roundabout alternatives. For intersections that are upgraded, new equipment and some minor geometric updates will be included to increase intersection safety and performance. The following projects will be studied, designed and constructed over the next two years (2014/15):

CTH Y and CTH I – Intersection: Add traffic signals and turn lanes, Design in 2014, Construction 2015. Cost :$730,000	$730,000
CTH YY and Burleigh Rd - Intersection: Upgrade existing signals and improve turn lanes, Design 2014, Construction 2015. Cost $1,030,000	$1,030,000
CTH M, Brookfield Rd – Intersection. Complete construction in 2014. Cost $925,000. (Revised increase of $95,000).	$925,000
CTH JJ and Silvernail: Improve intersection to address high crash rates, Design 2014, Construction 2015. Will apply for HSIP (Highway Safety Improvement) funds, 90% Federal, 10% local. Cost : $80,000- Waukesha County, $720,000 Federal HSIP funds.	$800,000
CTH VV /CTH YY and CTH W and CTH YY – intersection, traffic signal / Intersection upgrades to add and improvement pedestrian crossings, design complete, Construct 2014. Cost $165,000	$165,000
CTH O, Moorland Road: Upgrade and retime traffic signal interconnect. $30,000.	$30,000

Location

The listed projects are located in the Cities of Brookfield, New Berlin, Waukesha and The Village of Menomonee Falls, they will be studied and designed in 2014 with construction in 2014 / 2015.

Analysis of Need

As the County's population continues to grow, roadway vehicular accidents increase, resulting in the need to install new traffic signals or roundabouts to reduce crash rates, delays and congestion. Some existing signals are more than 20-years-old and are in need of new features such as turn arrows and pedestrian phases. Some high crash site locations do not meet traffic signal warrants and need to be addressed with other lower cost improvements.

Alternatives

- Accept increasing numbers of vehicle delays and rising crash rates. Attempt to perform signal upgrades using maintenance funding. Watch the list of warranted signal locations grow.
- Encourage alternative forms of transportation including transit, bicycling and walking.

Ongoing Operating Costs

Increased costs of approximately $9,600 annually per new signal installation and additional lane miles.

Previous Action

- 2004-2008 capital plan: approved as a combined program.
- 2005-2009, 2006-2010, 2007-2011, 2008-2012 and 2011-2015 capital plans: approved as planned.
- 2009-2013 capital plan: cost update.
- 2010-2014 capital plan: approved use of stimulus funds.
- 2013-2017 capital plan: Cost update. Addition of HSIP funded project.
- 2014-2018 Capital plan: new projects.

Project #	201309	**Project Title**:	Wanaki Golf Course Bridges
Department:	Parks and Land Use	**Sponsor:**	
Phase:	Design	**Manager:**	Dale Shaver, P&LU Director
Budget Action:	As Planned	**Date:**	Aug-13

CAPITAL BUDGET SUMMARY

Year	2013	2014	2015	2016	2017	2018	Total
Program Project	Plan/Design	Construction	Construction	Construction	Construction	Construction	Project
Expenditure Budget	$50,000	$160,000	$165,000	$170,000	$0	$0	$545,000
Revenue Budget	$50,000	$160,000	$165,000	$170,000	$0	$0	$545,000
Net County Cost	$0	$0	$0	$0	$0	$0	$0

COST DOCUMENTATION		Cost	Item	Per Unit	#	
2013 Planning & Design		$50,000	Soils Testing*	$1,000	6	$6,000
2014 Ped/Golf Course Bridge	1	$160,000	Hydraulic Analysis/Design	$80,000	1	$80,000
2015 Ped/Golf Cart Bridge	1	$165,000	Site work/removals	$25,000	1	$25,000
2016 Ped/Golf Cart Bridge	1	$170,000	Foundation	$20,000	3	$60,000
			Bridges	$95,000	3	$285,000
			Cart paths	$20,000	1	$20,000
			Contingency			$45,000
Total Project Cost		$545,000	Construction Inflation (2014-2016)			$24,000
				Total		$545,000
EXPENDITURE BUDGET		$545,000	Revenue: Golf Course Fund Balance			$545,000

*Note Hydraulic analysis, or a portion thereof, may be able to be accomplished using Departmental staff; sitework design by staff; design and bridge structural design by consultant.

Project Scope & Description

2012 Bridge evaluations have revealed deteriorating conditions that have led to one bridge failure. Current bridge construction dates back to early 1970's, and consists of metal pipe culverts in the Fox River, with stone abutments and crushed stone fill and surfacing. Rain events cause flooding and washout of the six bridges, deposition of crushed stone into the Fox River. Bridge closures due to flooding cause golf course closure and loss of revenue following rain events. The proposed project will improve the flow of the Fox River, reduce the total number of bridge structures, and provide safe, compliant and aesthetic crossings of the river. The project proposes reducing six current bridges down to three to maintain golf course playability, allowing for use by course maintenance equipment, while reducing on-going structure maintenance cost.

Location

Wanaki Golf Course, located in the Village of Menomonee Falls.

Analysis of Need

A bridge evaluation conducted in 2012 identifies structural failures, and need for replacement. Original construction consists of metal culvert pipe and stone endwalls dating back to early 1970's. Metal culvert pipe has deteriorated and in some cases failed, necessitating limiting the loads on one of the bridges. The existing bridges have served a useful life of over 40 years. The current structures have been evaluated for the option of continuing to repair in specific areas, and attempt to extend the life of the structures. Removal of the existing structures will also improve flow of the Fox River in this area, and reduce continual damage to the stone surface and endwalls in large rain events.

Alternatives

The design team reviewed bridge locations, evaluated the repair of existing bridge types to extend the life of current structures; reviewed multiple bridge types including prefab steel, laminated wood, precast concrete bridges; analyzed reduction of number of bridges to reduce cost and impact to Fox River. Criteria for final design decisions included cost effectiveness, ability to obtain required regulatory permits, minimize impacts to floodplain, reduce long term maintenance, and aesthetics in the golf course setting.

Ongoing Operating Costs

It is expected that a reduction of labor and material costs to continuously repair existing structures will be realized. Future maintenance of new structures will be performed by golf course and parks staff. Removal of existing structures will reduce time spent on repair of the six bridges on an on-going basis, and improve the ability of the current staff to focus on golf course turf conditions. Savings will be realized to maintain three bridges, as opposed to the former six bridges.

Previous Action

Approved as a new project in the 2013-2017 plan.

Project #	200505	**Project Title**:	Park Restrooms Renovation
Department:	Parks & Land Use	**Manager:**	Dale Shaver, Parks & Land Use Director
Phase:	Construction		
Budget Action:	C - Scope	**Date:**	August 29, 2013

CAPITAL BUDGET SUMMARY

Year	2009	2010	2011	2012	2013	2014	Total
Program Project	Plan/Design	Construction	Construction	Construction	Construction	Construction	Project
Expenditure Budget	$15,000	$480,000	$660,000	$680,000	$700,000	$540,000	$3,075,000
Revenue Budget	$0	$0	$0	$0	$0	$0	$0
Net County Cost	$15,000	$480,000	$660,000	$680,000	$700,000	$540,000	$3,075,000

COST DOCUMENTATION	# Restrooms	Cost
2009 Planning & Design Building		$15,000
2010 Muskego Park	3	$480,000
2011 Men. (Nash. moved to 2012)	2	$660,000
2012 Nashotah and Nag. Park	6	$680,000
2013 Minooka (moved to 2014)	0	$700,000
2014 Min. and Mukwonago Park	3	$540,000
Total Project Cost	14	$3,075,000
EXPENDITURE BUDGET		$3,075,000

Item	Per Unit	#	
Soils Testing *	$1,000	14	$14,000
On-Site Sys *	$20,000	14	$280,000
Well *	$13,000	11	$143,000
Restroom	$120,000	14	$1,680,000
Site work	$29,518	14	$413,300
Green Design			$260,000
Contingency			$103,000
Construction Inflation (2010-2014)			$181,700
Total			$3,075,000

* Not all sites require.

Project Scope and Description

The plan identifies Capital Projects over 5 years (2010-2014) to be accomplished in order to bring the parks up to sanitary expectations of the park user. The project would build new restrooms in the reserved picnic areas of Muskego, Nashotah, Menomonee, Minooka, Naga-Waukee, and Mukwonago parks. This project includes green initiatives such as low-flow fixtures, solar tube skylighting, and energy conserving motion detector/photocell switches for lighting and ventilation fans. Grants and financial incentives for incorporating energy efficiency and renewable energy elements may be available to offset additional costs of sustainable technology. Geothermal was mentioned in previous scoping, but is cost prohibitive for structures of this size. This project addresses only the reserved picnic areas. Golf course and park camping toilets projects are planned to be introduced after completion of this project. Due to the high bids and distance between Nashotah and Menomonee Park, it was decided to only rebid Menomonee Park in 2011 and moved Nashotah Park to 2012.

The original plan in 2005 was to construct 18 new restrooms to replace 22 existing open concrete vault toilets at these parks. However, during the design phase for the proposed Minooka and Mukwonago restrooms, and additional evaluation during the Master Plan update process for these parks, changes to the scope of the planned restrooms are recommended, reducing the total number of new restrooms to 14. Specifically, it is recommended to defer construction of two restrooms at Minooka Park and two restrooms at Mukwonago Park. At Minooka Park, one of the shelters that a restroom was to be added has unforeseen foundation structural issues. Therefore, options will be further analyzed for consolidation of shelters with consideration for accommodating larger user groups, and integrate the shelter structure with a restroom in the future. The existing beach bathhouse is being evaluated for renovation into a pavilion that can be used for year-round rental, thereby expanding the revenue potential at this location. This renovation would reduce the need for the second planned restroom at Minooka. At Mukwonago Park, as part of the park Master Plan process, one larger restroom building is proposed to be shared among three picnic areas due to proximity. In the future, road and parking lot modifications and a potential replacement of the late 1950's bathhouse/pavilion building would reduce the need for the second restroom.

Location

Various park locations as described in project scope.

Analysis of Need

The specific parks listed have been in existence for many years. These parks have been upgraded over the years with picnic shelters, camping facilities, swimming areas with beach houses, and the addition of improved shelters with restroom facilities. These improvements are well appreciated by the park user. However, recurring complaints are received regarding the conditions of the older vault restroom facilities. The unpleasant odor of the vault restroom creates a disagreeable experience, even with increased pumping frequencies and the use of deodorants. The existing vault restrooms also lack hand-washing fixtures, critical to maintaining sanitary conditions for park users. Finally, the existing vault restrooms predate ADA (Americans with Disabilities Act) and require improvements for compliance and to best serve all park users by incorporating barrier-free facilities. ADA compliance may require grading approaches and entry areas to manageable slopes, widening doorframes and doors to accommodate wheelchairs, expanding stall areas and adding handrails within the restrooms.

Alternatives

Continue to use the vault toilet: keep trying to overcome the unpleasant odor; provide dispensers with anti-bacterial water-free hand cleansers; attempt to modify site work, doors and fixtures to work toward ADA compliance.

Ongoing Operating Costs

Maintenance costs will increase because of the increased mechanical features and plumbing within the new restrooms. Cutting edge sustainable technologies potentially may have reduced operating and life cycle costs, though require additional staff training for specialized maintenance. Additional operating costs will be somewhat offset by increased use of the parks. Various companies have turned down the parks for company picnics because of the restroom conditions. The six parks identified currently generate as a total of $51,500 in reservation fees and $321,200 in entrance fees annually. The parks currently spend $13,250 for septic services annually.

Previous Action

Approved as new project in the 2005-2009 plan. As planned in the 2006-2010 and 2007-2011 plans. Approved with cost update in the 2008-2012 plan. Change to scope in the 2009-2013 Plan. Approved as planned in the 2010-2014 Plan. Approved as planned in the 2011-2015 Plan. Change to scope in the 2012-2016 Plan. Update to 2012-2016 Plan, and update for 2014-2018 Plan.

Project #	200824	**Project Title**:	Pavement Management Plan – Thru 2017
Department:	Parks & Land Use	**Sponsor:**	
Phase:	Program Project	**Manager:**	Dale Shaver, Parks & Land Use Director
Budget Action:	As Planned	**Date:**	August 29, 2013

CAPITAL BUDGET SUMMARY

Year	2012	2013	2014	2015	2016	2017	Total
Program Project							Project
Expenditure Budget	$500,000	$0	$500,000	$500,000	$500,000	$500,000	$2,500,000
Revenue Budget	$0	$0	$0	$0	$0	$0	$0
Net County Cost	$500,000	$0	$500,000	$500,000	$500,000	$500,000	$2,500,000

COST DOCUMENTATION		**REVENUE**	
2012	$500,000		
2013	$0		
2014	$500,000		
2015	$500,000		
2016	$500,000		
2017	$500,000		
Total Project Cost	$2,500,000	Total Revenue	$0
EXPENDITURE BUDGET '14	$500,000	**REVENUE BUDGET**	$0

Project Scope & Description

In cooperation with the Department of Public Works, retain consultant services to update the Pavement Management Plan for County parks, highways and roads and to address the condition and maintenance schedule of parking lots, trails, curb and gutter, and sidewalks at County facilities. The projects consists of soil borings, pavement pulverization, stabilization fabric, culverts, stone base and asphalt pavement construction and concrete paving. The annual budget includes: $440,000 for asphalt repair, $50,000 for concrete repair and $10,000 for consulting services. Beginning in 2011 a 10% increase was included in the asphalt repair budget to ensure the County maintains an average PCI of 71 by providing funds for additional site analysis, including soil borings and surveys, to ensure higher quality construction and lower maintenance costs.

Location

Various locations as determined by pavement conditions.

Analysis of Need

As a result of a 2007 engineering study funded through the Parks and Land Use budget, the Parks Department changed from the PASER rating to the PAVER system to be consistent with the Public Works Department. The study included field surveys of pavement conditions, development of deterioration models and preparation of a three year pavement plan. The plan establishes a Pavement Condition Index (PCI). The PCI is a rated scale of 1-100 based on the state of the asphalt, pavement repairs will be based on need. A PCI rating of 86-100 is good and 71-85 satisfactory; pavements with these ratings need routine maintenance or repairs. A rating of 56-70 is fair and 41-55 poor, needing routine maintenance, repairs, major repairs or overall reconstruction. A rating of 26-40 is very poor needing major repairs or overall reconstruction. A rating of 11-25 is serious and 0-10 failed, needing overall reconstruction.

Approximately 80% of the budget for this project will be used for major rehabilitation on sections of roadway selected on a worst-first basis. The remaining budget allocation is first utilized for preventative maintenance on roadway sections with a PCI rating between 67 and 75, selected on worst-first basis. Any remaining funds are utilized for minor rehabilitation on sections with PCI values between 45 and 65, selected on a worst-first basis. The goal of these practices is to maintain an average PCI of 71. The major project in 2014 and 2015 is the Expo parking lots. A comprehensive system wide analysis will take place in 2013. Anticipated projects may be adjusted due to project coordination efficiencies, accelerated deterioration or the PAVER analysis results.

Alternatives

Spot repair with asphalt base patching or chip and seal road surface could be continued on an annual basis to maintain some function of the roadway but the desired surface performance will not be achieved and reconstruction would be required sooner.

Ongoing Operating Costs

Maintenance of the existing road conditions requires frequent patching and chip and seal applications in order to provide usable conditions. Operating costs within the next five years will be minimal with the proposed pavement improvements.

Previous Action

Approved as a new program project in the 1997-2001 Capital Plan, continued in the 1998-2002 Plan and 1999-2003 Capital Plan. Approved with a change in scope to include additional pavement in the 2000-2004 plan. Approved as planned in the 2001-2005 plan, 2002-2006 plan, 2003-2007 plan, 2004-2008 plan, 2005-2009 plan, 2006-2010 plan, 2007-2011 plan, and the 2008-2012 plan. Cost update in the 2009-2013 plan. Cost update in the 2010-2014 and 2012-2016 plan. Approved as planned in the 2013-2017 plan.

Project #	201407	**Project Title**:	Waukesha-Brookfield Multi-Use Trail Project
Department:	Parks and Land Use	**Sponsor:**	
Phase:	Formation	**Manager:**	Dale Shaver-Parks & Land Use Director
Budget Action:	New	**Date:**	August 13, 2013

CAPITAL BUDGET SUMMARY

Year	2014	2015	2016	2017	Total
Project Phase	Prelim. Design	Design/Eng.	Construction	Construction	Project
Expenditure Budget	$50,000	$450,000	$1,240,200	$1,240,200	$2,980,400
Revenue Budget	$0	$427,500	$1,178,200	$1,178,200	$2,783,900
Net County Cost	$50,000	$22,500	$62,000	$62,000	$196,500

COST DOCUMENTATION		**REVENUE**	
Design	$500,000	80% Fed/State WisDOT	$2,344,340
Construction	$2,380,400	10% State WDNR	$293,040
Contingency	$100,000	5% City of Brookfield	$146,520
Total Project Cost	$2,980,400	Total Revenue	$2,783,900
EXPENDITURE BUDGET	$2,980,400	**REVENUE BUDGET**	$2,783,900

Project Scope & Description

In 2009, the Waukesha County Board adopted the updated Comprehensive Development Plan for Waukesha County. Through a collaborative effort between the Department of Parks and Land Use, the Department of Public Works, all municipalities within the County, the Wisconsin Department of Transportation, the Wisconsin Department of Natural Resources and the Southeast Wisconsin Regional Planning Commission (SEWRPC) an updated Bicycle Plan was developed and adopted by the Waukesha County Board as part of the Comprehensive Development Plan in 2012.

A component of the Bicycle Plan includes an approximately 4 mile bike-pedestrian trail from the City of Waukesha at Frame Park, to the City of Brookfield at Mitchell Park, and the Brookfield redevelopment district along the old Chicago-Pacific Railroad. The project will be coordinated with the State of Wisconsin Department of Transportation, Department of Natural Resources, Army Corps of Engineers, Chicago-Pacific Railroad Company, State of Wisconsin Railroad Commission, City of Brookfield and City of Waukesha. The trail will offer two trail heads, and crosses three roadways, underpasses Bluemound Road and Interstate 94, crosses the Fox River three times, crosses the Pewaukee River once.

The Department of Parks and Land Use will secure funding from multiple sources. The Trail project anticipates receiving $2,334,340 (80:20 cost share reimbursable program) from the Wisconsin Department of Transportation through the Federal Transportation Enhancement (TE) Grant; $239,040 from the Wisconsin DNR Stewardship (50:50) – Recreational Trails program and the City of Brookfield and Waukesha County splitting the remaining costs, less the $50,000 that Waukesha County will spend in preliminary design. The County does not anticipate plowing the trail in the winter. Depending on future use and demand, this trail may be maintained cooperatively with the City for year round use.

Location

The project is located on the abandoned railroad corridor, and is located on the southern terminus at Moreland Boulevard in the City of Waukesha, and on the northern terminus at River Road/Brookfield Road in the City of Brookfield. Features or destinations along the trail include the GE Medical Training Center located on Watertown Plank Road.

Analysis of Need

The project is identified as a north-south connector trail in the Waukesha County Bike/Pedestrian Plan. This project will serve an estimated 120,000 in the Waukesha-Brookfield area. This project connects public parks and green space, and is a re-use of an abandoned railroad corridor. The project will offer economic benefits by connecting business and employment centers in the communities.

Alternatives

The project alternatives are to not build a connector trail in this part of the county, or build a connector bicycle lane or paved shoulder facility as part of the CTH F overlay project. This county road is a simple overlay project, and not a reconstruction project, and also has limited available right-of-way for separated trail purposes.

Ongoing Operating Costs

This project will generate an additional 4 lineal miles of trail to maintain. This facility will be maintained by the current parks staffing level located at Fox Brook Park.

Previous Action

No previous action has been taken, other than to acquire the required land area.

Project #	201409	**Project Title**:	Collaborative Materials Recycling Facility
Department:	Parks & Land Use	**Manager:**	Dale Shaver, Parks & Land Use Director
Phase:	One-Year Project		
Budget Action:	New	**Date:**	September 11, 2013

CAPITAL BUDGET SUMMARY			
Year	2014		Total
Program Project	Construction		Project
Expenditure Budget	$5,410,000		$5,410,000
Revenue Budget	$5,410,000		$5,410,000
Net County Cost	$0		$0
COST DOCUMENTATION	Cost	**Revenue**	
Waukesha County	$5,200,000	Materials Recycling Fund	$5,410,000
City of Milwaukee	$8,475,000	City of Milwaukee	$8,475,000
Contingency	$210,000		
Total Project Cost	$13,885,000		
EXPENDITURE BUDGET	$5,410,000	**REVENUE BUDGET**	$5,410,000

Project Scope & Description

This project assumes a joint venture with the City of Milwaukee to add new single stream recyclable processing equipment to the existing Milwaukee Material Recovery Facility (MRF) in the Menomonee Valley. A "single stream" recycling system is when all paper, bottles, and cans are mixed together in a single container for collection and processing. The current Waukesha County-owned MRF is 22 years old, processes dual stream recyclables, and is not adequate to process single stream recyclable material. A "dual stream" recycling system is when paper is collected and processed separate from bottles and cans. The trend in picking up and hauling residential recyclable material is shifting to single stream since the material can be picked up with automated devices on trucks which eliminates the risk and cost of manual pick up. Since 2007, the Department of Parks and Land Use has initiated a series of studies to analyze the conversion of processing dual-stream recyclables to single-stream. These studies consisted of a thorough technical, operational and fiscal analysis of the process of collection, transportation and processing recyclables under a series of alternatives. The studies indicate that through collaboration with other governmental units, a significant increase in the tonnage of recyclables processed produces the best return on investment. Specifically a partnership with the City of Milwaukee would double the tonnage of recyclables processed. In the summer of 2013, a Request for Proposals is being conducted which seeks proposals to privately process single stream recyclables at a joint facility between Waukesha County and the City of Milwaukee or at other private facilities. A final plan will be determined in September of 2013. If the option of privately processing material at a joint public facility is selected, a joint venture agreement will be approved between the City of Milwaukee and Waukesha County that would share the equipment and operating costs, as well as recyclable sales revenue. If the option of privately processing material at a privately-owned facility is selected, this capital project request will need to be revised.

Location

Project includes the conversion of the Waukesha County MRF (220 S. Prairie Ave, Waukesha, WI 53186) to a transfer station to haul recyclables to the existing City of Milwaukee MRF (1401 W. Mt Vernon Ave, Milwaukee, WI 53233). This allows compaction of recyclables into walking floor semi trailers, reducing trips to Milwaukee from 35 to 4-5 trucks per day.

Analysis of Need

Past: Several studies completed since 2007. Most recent one was a joint Milwaukee/Waukesha County study in 2012.

Current: Current MRF requires major upgrades & equipment replacements. Problems with plastic line, tip floor and bale storage would require MRF expansion. There is no opportunity to expand on the current Waukesha County MRF 2 acre lot.

Trends: Industry trend is a switch to a single stream recycling due to improved efficiencies in collection and processing. A single stream system mixes paper and containers together and completes the sorting process at the MRF using new sort line technologies.

Alternatives

There are three alternatives included in the current RFP, all of which include the private processing of single stream recyclables for both the City of Milwaukee and Waukesha County:

A. Equip and privately operate the existing City of Milwaukee MRF building for material processing.

B. Transfer and process materials at an existing MRF.

C. Transfer and process materials at a new MRF facility, location to be determined.

Ongoing Operating Costs

Initial startup costs: Estimated $13.9 million in capital costs for MRF equipment and building upgrades. Annual Operational Costs: Estimated $2.3 million to process a total of 54,000 tons of recyclables per year. It is estimated to cost $1.4 million to process 27,000 tons of recyclables per year from the Waukesha County program. Depending upon the timing result of the RFP, an ordinance may be proposed in late 2013 or early 2014 to purchase new recycling containers for an estimated 89,000 households, to be funded with MRF fund balance at an estimated total cost of $4-5 million. An amendment to the 2013 MRF operating budget may be requested after the RFP process is completed this fall to fund the first phase of final design services, estimated to be $100,000.

Previous Action

In the 2013 Budget, the County Board authorized the Department of Parks and Land Use to analyze and negotiate with the City of Milwaukee and others on processing single stream recyclable material.

Project #	200815	**Project Title**:	Digital Radio System Upgrade
Department:	Emergency Preparedness	**Sponsor:**	Radio Services
Phase:	Implementation	**Manager:**	Gary Bell
Budget Action:	As Planned	**Date:**	August 29, 2013

Year	2011	2012	2013	2014	Total
	Budget & Concept	Design & Engineering	Engineering Implement	Implement	Project
Expenditure Budget	$7,000	$70,000	$775,000	$8,663,000	$9,515,000
Revenue Budget	$7,000	$70,000	$387,500	$4,331,500	$4,796,000
Net County Cost	$0	$0	$387,500	$4,331,500	$4,719,000

COST DOCUMENTATION		**REVENUE**	
		Radio Services Fund Balance	$77,000
Design	$57,000	Municipal Sinking fund	$1,600,000
Engineering	$73,000	County Loans to Municipal partners*	$3,119,000
Construction	$8,941,000	General Fund Balance of $625,000 set aside	
Contingency	$444,000	per year beginning in 2010	
		County Share (Not included in total revenue)	$4,796,000
Total Project Cost	$9,515,000	*Loans to be paid back over 8 years.	
EXPENDITURE BUDGET	$9,515,000	**REVENUE BUDGET**	$4,796,000

Project Scope & Description

The migration from analog to digital technology is required because the vendor will no longer support analog systems, and the current analog system will have reached the end of its normal life cycle. All new trunked radio systems will be required to meet the new FCC standards or upgrade their current radios to the new platform. Originally, we planned on just replacing our own system, however, in 2012 we developed an MOU between Waukesha and Milwaukee Counties to study the feasibility and develop a RFP for a regional radio system that would serve both counties. This project does not include costs of agency radios.

While this infrastructure is a separate project, the console project must be considered in conjunction with the digital trunked radio project. Therefore, the dollars assigned in 2012 for design and engineering will be combined with the dollars in the WCC Console Radio Equipment (project no. 201102) so that one vendor can provide the necessary services thereby eliminating unnecessary duplication.

Location

Equipment is located throughout the county, but the "intelligence" of the system is located at 2120 Davidson Road. The County expects to add two additional transmitting sites based on the FCC regulations and the requirement for better than 95% coverage.

Analysis of Need

When the current system was purchased and installed in 2000 digital systems were relatively new and it was determined that the digital technology was not stable enough for the County's application. The replacement of the current 800 MHz trunked radio system to the new technology fits within the original planned time frame for the useful life estimate and system financing. In addition, digital technology offers new features, tracking of radios, better interoperability with neighbors, and meeting a national standard. Digital offers better reception in the fringe areas compared to analog thereby increasing coverage.

Alternatives

There are no alternatives to replacing the system if the County wants to continue to use this as a public safety system. As these systems age, reliability can be negatively affected. In the near future the vendor will no longer support this system and replacement parts will be more difficult to obtain. It would be inappropriate to rely on a public safety system that is in danger of failure or hampered by an inability to be repaired effectively.

Ongoing Operating Costs

The County expects increased equipment and maintenance costs to be partially offset by system users' annual operating cost reimbursements for County radio services operations.

Previous Action

- 2008: new project.
- 2010-2014 capital plan: approved as planned. An amendment to the original intergovernmental agreement was signed by all 37 communities.
- 2012-2016 capital plan: approved as planned.
- 2013-2017 capital plan: approved with change in scope.

Project #	201102	**Project Title**:	WCC Console Radio Equipment
Department:	Emergency Preparedness	**Sponsor:**	Waukesha County Communications
Phase:	Implementation	**Manager:**	Gary Bell
Budget Action:	As Planned	**Date:**	August 13, 2013

CAPITAL BUDGET SUMMARY

Year	2012	2013	2014	Total
Project Phase	Design & Engineering	Bidding	Implementation	Project
Expenditure Budget	$100,000	$0	$900,000	$1,000,000
Revenue Budget	$100,000	$0	$900,000	$1,000,000
Net County Cost	$0	$0	$0	$0

COST DOCUMENTATION		**REVENUE**	
Bidding & Engineering	$100,000	General Fund Balance (assigned)	$1,000,000
Implementation	$850,000		
Contingency	$50,000		
Total Project Cost	$1,000,000	Total Revenue	$1,000,000
EXPENDITURE BUDGET	$1,000,000	**REVENUE BUDGET**	$1,000,000

Project Scope & Description

In 2013, the current analog 800 trunked radio system is scheduled to be replaced with a digital 800 trunked radio system. In conjunction with that project, the radio console equipment at Waukesha County Communications Center (WCC) will need to be replaced/upgraded with equipment that can operate with the new technology. The implementation of console equipment must be done in conjunction with the replacement and implementation of the infrastructure for the digital trunked radio equipment.

The consoles replacement is a separate project but must be done in conjunction with the digital trunked radio project (200815). Therefore, the 2012 budget for design and engineering will be combined with the trunked radio replacement project budget so one vendor can provide the necessary services eliminating duplication.

Location

The equipment will be installed at WCC on the dispatch floor and in the radio equipment room and 15 positions will be upgraded.

Analysis of Need

This project must be done in conjunction with the Trunked Radio Digital Replacement project (#200815) in order to maintain radio communications with field units. Some components of the current system may be used with the newer digital technology but both systems will be needed at the same time; one for testing, the other for operations.

Alternatives

There are no alternatives. The current analog trunked system is out of production and spare parts are becoming more difficult to obtain. Staying with the current system would result in the County not being able to maintain the radio system according to standards.

Ongoing Operating Costs

Annual trunked radio maintenance is $6,631. Maintenance costs are estimated to be similar to the current maintenance costs.

Previous Action

- 2011-2015 capital plan: approved as a new project.
- 2012-2016 capital plan: approved as planned.

Project #	201117	**Project Title**:	ROD Electronic record redaction
Department:	Register of Deeds	**Sponsor:**	
Phase:	Implementation/Backfile	**Manager:**	Jim Behrend, Register of Deeds
Budget Action:	C - Accelerate	**Date:**	Aug-13

CAPITAL BUDGET SUMMARY

Year	2011	2012	2013*	2014*	2015*	2016*	Total
Project Phase	Implement	Implement	Backfile	Backfile	Backfile	Backfile	Project
Expenditure Budget	$350,000	$100,000	$300,000	$600,000	$0	$0	$1,350,000
Revenue Budget	$350,000	$100,000	$300,000	$600,000	$0	$0	$1,350,000
Net County Cost	$0	$0	$0	$0	$0	$0	$0

COST DOCUMENTATION	Capital	Operating*	**REVENUE**	
Software	$49,655		Statutory Redaction Fee-	$1,450,000
Hardware	$50,000		General Fund Reserved**	
Contracted Services	$300,691			
Department Costs	$949,654	$100,000		
Total Project Cost	$1,350,000	$100,000	Total Revenue	$1,450,000
EXPENDITURE BUDGET	$1,350,000		**REVENUE BUDGET**	$1,450,000

*Operating funds are reserved to offset costs incurred by in-house staff supporting vendor digitization work

**Reservation ends at end of 2013, when it is estimated sufficient revenues have been collected for this project.

Project Scope & Description

The projects goal is to remove social security numbers from real estate records that are viewable in electronic format via the Internet. All real estate records recorded between 1935 and March 31, 2006 may contain social security numbers. Currently Waukesha County allows electronic access to over 1,900,000 records on the Internet. In addition, approximately 1,700,000 paper records may contain social security numbers. This project makes use of revenue dedicated to the project's purpose by WI Act 314 (2010) to cover the costs associated with this project and other costs associated with redaction of social security numbers. The County Board authorized the collection of this additional fee, starting June 25, 2010, thereby committing the County to engage in the activities enumerated under this capital project. As of this writing, all counties in Wisconsin are collecting the fee and engaging in efforts to redact social security numbers from the public real estate records.

The work for this project will proceed as follows:

2011-2012: Redaction software implementation, Redaction of current digital file begins.

2012: Backfile digitization to be completed by third party, public access software to be implemented, redaction of current digital file continues.

2013: Redaction of current digital file to be complete, indexing and redaction of backfile to begin.

2014-2016: Indexing and redaction of backfile continues, to be completed by 2016.

Location

The project will take place in the ROD office.

Analysis of Need

Recent public interest in maintaining the integrity of social security numbers has resulted in legislation affecting the duties of the Office of Register of Deeds. Since April 1, 2006, State Statutes make it illegal to record documents with social security numbers. In addition, the ROD staff may manually redact social security numbers on recorded documents recorded after March 31, 2006, if they come across social security numbers in the course of their recording activities. Outside of this recent timeframe, social security numbers exist in ROD records dating back to 1935.

Alternatives

Waukesha County could decide to not collect the $5 per document fee and not engage in the project. Such a decision would leave Waukesha County as the only County in Wisconsin that continues to make individual social security numbers available on documents showing on the Internet. Waukesha County could also comply with the law by removing Internet access to all real estate records. This would result in reduced present and future revenues received from the public for search and copy fees. Limiting access to real estate records on the Internet would also increase foot traffic in the ROD office, as the public comes in the purchase copies of real estate records.

Ongoing Operating Costs

This project is self-funded by a fee of $5 per document recorded, starting June 25, 2010. This fee, created by WI Act 314(SB 507), is specifically designated by the statute to be used only for making available a redacted electronic version of ROD documents that may contain social security numbers. The 2013-15 State biennial budget discontinues the use of this fee revenue for redaction work beginning in January of 2015, when this $5 fee will instead be diverted by the State. It is estimated that sufficient fee revenue will be collected to cover project expenditures by the end of 2013. With the entire real estate record digitized back to 1935 as an end result of this project, greatly reduced foot traffic in our office is anticipated. As a result, savings in several areas, including reduced staff time dedicated to face-to-face contact with customers, lower repair costs for our physical record, and less staff time dedicated to researching in the physical record are anticipated. At the end of the project, maintaining 1-2 fewer FTEs in our ongoing budget is anticipated (reduction will take place through normal attrition).

Previous Action

County board approval of Redaction fee. 2011-2015 Approved as a new project. 2012-2016 capital plan: approved with a cost update. 2013-2017 capital plan: approved as planned.

Project #	200109	**Project Title**:	Implement HHS Automated System
Department:	DOA-Information Technology	**Sponsor:**	A. Robertson, Director of HHS
Phase:	Implementation	**Manager:**	Mike Biagioli, Information Technology Mgr.
Budget Action:	C-$ Update	**Date:**	August 29, 2013

CAPITAL BUDGET SUMMARY

Year	2001-2006	2008	2009	2011	2013	2014	Phase II	Total
Project Phase	**Phase I ***	**Devlpmnt**	**Implmnt**	**Implmnt**	**Implmnt**	**Implmnt**	**Subtotal**	Project
Expenditure Budget	$1,285,000	$580,000	$830,000	$500,000	$460,000	$95,000	$2,465,000	$3,750,000
Revenue Budget	$1,285,000	$0	$0	$500,000	$460,000	$95,000	$1,055,000	$2,340,000
Net County Cost	$0	$580,000	$830,000	$0	$0	$0	$1,410,000	$1,410,000

* 2006 funds of $110,000 lapsed at year end 2011.

COST DOCUMENTATION

	Phase I	Phase II	Total
Software	$830,000	$1,990,000	$2,820,000
Vendor Customization	$105,000	$0	$105,000
Hardware	$0	$85,000	$85,000
Consulting Services*	$240,000	$250,000	$490,000
Contingency	$0	$250,000	$250,000
Total Project Cost	$1,175,000	$2,575,000	$3,750,000
EXPENDITURE BUDGET	$3,750,000		

* To assist HHS & IT staff wih project/regular assignments workload

REVENUE

State Funding (SACWIS) 2001-2006	$180,000
Capital Project Fund Balance 2001-2006	$60,000
Human Services Fund Balance 2001-2006	$1,045,000
Human Services Fund Balance 2005	$500,000
Capital Project Fund Balance 2013	$110,000
General Fund Balance 2013	$350,000
General Fund Balance 2014	$95,000
Total Revenue	$2,340,000
* $110,000 reappropriated from 2006 HS fund balance	
REVENUE BUDGET	$2,340,000

Phase I

Prior funding from this Capital Project has funded the implementation of the State WiSACWIS system and its interfaces to the PeopleLink System. Funding was also included to incorporate the implementation of the Avatar PM Module from Netsmart to replace the prior Accounts Receivable system (MDX) which was not HIPAA compliant and the vendor has determined that they were not going to invest in the system to bring it into compliance. Funding was also included to replace the current Special Living Fund system with an updated fund management system. This replacement of the Special Living Fund system is still an objective of this project.

Phase II

This Capital Project's scope was changed to reflect a new objective for 2008 through 2014. Information Technology, working with Human Services has developed a Request for Proposal to select a vendor-supported application suite that will replace the in-house developed PeopleLink system, select a Case Management system, allow the County to be compliant with ePrescribing requirements, eOrder Entry, Electronic Medical Record, Imaging, Patient Scheduling, Contract Management, and potentially replace the Avatar PM module (currently provided and supported by NetSmart).

The new system will replace several existing systems/components and add new functionality to meet Federal mandates and further streamline the business processes for Health and Human Services.

Capital project costs for 2014 are updated to include funding estimated to be sufficient to help cover upfront software maintenance charges as part of a favorable contract negotiation, estimated to save nearly $210,000 (discounted to net present value in 2013 dollars) over the life of the vendor contract.

It is anticipated that there will be customizations to the software, required by Waukesha County, as well as the conversion of all databases and associated applications which will add an estimated $610,000 to the cost of the software.

Significant contract consultant help will be required to assist both Information Technology and Health and Human Services during the implementation of these modules. $500,000 was added to this Capital Plan in 2011, to account for this additional contract services requirement. This staff augmentation component will assist in the conversion of current systems and applications to interface with the newly selected application suite.

Additional Server capacity will be required for the operation of these modules.

Location

Health and Human Services will be the major beneficiaries of this effort.

Project #	200109	**Project Title**:	Implement HHS Automated System
Department:	DOA-Information Technology	**Sponsor:**	A. Robertson, Director of HHS
Phase:	Implementation	**Manager:**	Mike Biagioli, Information Technology Mgr.
Budget Action:	C-$ Update	**Date:**	August 29, 2013

Analysis of Need

1. The required modifications to PeopleLink, to properly interface with eWiSACWIS, HRIS, and the Avatar PM module and the Clinician Workstation System, would extend this project well into 2013. Replacing PeopleLink will eliminate an in-house application that has consumed staff resources far beyond the original expectations.
2. The business case for implementing a Case Management/Electronic Health Record (EHR) system for Health and Human Services has been made and is supported by solid Return on Investment as well as solid business justification.
3. Installing vendor supported modules instead of in-house developed applications moves the majority of burden of maintenance of the core application (system) onto the vendor. This reduces the dependency on a single person in Information Technology. These include: Electronic Medication Administration, ePrescribing, and Order Entry.
4. The PeopleLink module is in need of a significant upgrade. Replacing it with a vendor package will defer the funds required for this upgrade.
5. Although a temporary solution for the Special Living Fund issue has been implemented, a long-term solution still needs to be analyzed and implemented.

Alternatives

Alternatives to this project include:

1. Continue using the current partially automated process that is in place.
2. Develop the system in-house using a combination of County Information Technology staff and contracted services.

Ongoing Operating Costs

Based on a signed contract with the selected vendor, ongoing operating cost in the first year of operation is about $440,000, which is more than offset by reduced costs from the old system of about $560,000 of software licensing, maintenance and related expenses.

Return on Investment

Return on Investment: 23%
Return on Investment Break-even Period (Years): Estimated to be at least break-even through five years of operation.

To be measured in 2014 with follow up in 2016.

NOTE: Any delay pushing the completion date out an additional year will require a recalculation of ROI.

Previous Action

Approved as new project in the 2001-2005 Plan. Approved with change of scope in the 2006-2009 Plan. Approved with cost update in the 2011-2015, 2013-2017 Plans.

Project #	201310	**Project Title**:	Election System Upgrade
Department:	DOA-Information Technologies	**Sponsor:**	Kathy Novack County Clerk
Phase:	Analysis/Implementation	**Manager:**	Mike Biagioli, Information Technology Mgr
Budget Action:	C - Scope, $ Update	**Date:**	August 29, 2013

CAPITAL BUDGET SUMMARY

Year	2013			Total
	Initial	2014	2015	Project
Project Phase	Analysis	Implementation	Implementation*	
Expenditure Budget	$70,000	$1,248,000	$1,000,000	$2,318,000
Revenue Budget	$70,000	$248,000	$0	$318,000
Net County Cost	$0	$1,000,000	$1,000,000	$2,000,000

COST DOCUMENTATION		**REVENUE**	
Hardware/Software - County Clerk Office/Munis	$2,000,000	General Fund Balance*	$318,000
Training	$8,000		
Contract Services	$70,000		
Contingency	$240,000		
Total Project Cost	$2,318,000		
		*Of the upfront County funding toward this project in 2015, it is estimated that municipalities will repay the County in future years for a portion of their share, totalling approximately $650,000.	
EXPENDITURE BUDGET	**$2,318,000**	**REVENUE BUDGET**	**$318,000**

Note: Based on the initial analysis, this project form has been comprehensively revised to reflect the updated project scope.

I. EXISITNG SYSTEM BACKGROUND

The Waukesha County Clerk's Office (WCCO) is bound by the rules of the Federal and State election mandates. The Wisconsin Government Accountability Board (GAB) is charged with oversight of Wisconsin's elections. The WCCO oversees the election procedures in the thirty-seven (37) municipalities of Waukesha County. Each municipality determines its own Reporting Units in accordance with state legislative district lines. There are 179 Reporting Units and 87 polling places. Currently, there are four (4) municipalities that process absentee ballots on a municipal level at the Municipal Clerk's office (Central Count) in lieu of the polling places. The WCCO works in partnership with all County municipalities in conducting elections. The WCCO is accountable to the Voters of Waukesha County to ensure the integrity of the County's election process. Among its many duties, it produces ballots, collects votes, and reports results. County election software and hardware vendors must be certified and approved at the federal and state level in order to be utilized.

Changes and gaps in election hardware, software technology and varying procedures across municipalities increase the difficulty. Ensuring that the municipalities and the County are equipped with standard equipment and processes will minimize variances and increase successful running of elections.

Voting machines have changed over time, mandated by federal law (and certification), as well as State law (and certification) and County laws and ordinances. Municipalities are responsible for their own election hardware equipment purchases, including support and maintenance. The municipalities have the authority to purchase any certified election hardware they deem appropriate, whether or not it integrates with the County system.

II. PROJECT GOALS

A. Review the County Clerk's Office business processes for election administration.
B. Conduct an analysis of the election equipment industry.
C. Evaluate election equipment systems that are certified or pending certification with Federal and Government Accountability Board (GAB) standards.
D. Provide a gap analysis between the current state of election equipment utilized by all Reporting Units and the desired state.
E. Identify solutions for both election processes and equipment.
F. Recommend election equipment systems to make the election process more effective and efficient for both the County and the municipalities, and
G. Implement a new election system.

III. SCOPE OF SERVICES

The County wishes to study the current election process, and if recommended and adopted, budget and plan for a single election system to be used by all municipalities throughout the County.

PROJECT PHASE 1: Budget and Concept Development / Preliminary System Design

Prepare a Budget and Concept Study inclusive of both hardware and software for an election system. Services shall include, but not limited to the following:

A. Evaluate the needs assessment of both the County and each individual municipality on the performance of an election from start to finish.

B. Prepare an itemized estimated cost comparison of hardware and software, along with any other peripherals required for each municipality and their remote polling places. Include a 5 year schedule of annual operational costs (maintenance/support) or fees associated with the operation of the system.
C. Provide recommendations of the various systems that are available.
D. Include recommendations for efficiencies to be incorporated into the process.
E. Participate in submitting and receiving any and all preliminary approvals from all governmental jurisdictions.
F. Prepare an estimated timetable for the bidding and implementation of a system.

PROJECT PHASE 2: Detailed System Design and System RFP Development Phase
Prepare detailed system design and RPF documents based on the decision of the County to proceed.

A. Prepare the RFP. Sections of the RFP to be included but not limited:
   - General system requirements
   - Sites and site location
   - Operational requirements
   - Hardware and equipment requirements
   - Software requirements
   - Acceptance Test Plan
   - System warranties
   - Support and maintenance annual agreements
   - Training
   - System documentation
B. All aspects of the proposed system shall meet Wisconsin's GAB requirements.

PROJECT PHASE 3: Election System Implementation (County Clerk Office/Municipalities)
The purpose of Project Phase 3 is to implement the new election system.

IV. PROJECT SCHEDULE

- Project Phase 1 (Budget & Concept/Preliminary Design) DRAFT shall be submitted for review and approval no later than November 1, 2013.
- Project Phase 1 (Budget & Concept/Preliminary Design) FINAL VERSION no later than November 30, 2013.
- Project Phase 2 (Detailed system design and system RFP) DRAFT shall be submitted no later than January 10, 2014.
- Project Phase 2 (Detailed system design and system RFP) FINAL VERSION shall be submitted no later than January 17, 2014.
- Project Phase 3 (Election System Implementation – County Clerk Office and Municipalities) will commence upon completion of Project Phase 2 (vendor selection) no later than April 1, 2014.

Location
The County Clerk and Waukesha County municipalities will be affected by this project.

Analysis of Need
1. The SysLogic analysis document has highlighted the shortcomings of the current election system and the business practices associated with the overall election process. Key to this was the fact that the size and complexity of the County's population and reporting units have increased the need for automated processes for efficiency, accuracy and timeliness of vote reporting. The current election process has been defined as overly complex. This project will address both the process improvements as well as the automated system enhancements required to take the election system to a well-founded, logical and effective integrated system and process.
2. Manual transmission of election results is prone to human error, requiring significant review before publication of unofficial results.
3. Validating and publishing of elections results, although better, is still labor-intensive. This process needs to be automated and streamlined.

Alternatives
Continue to use the current election system, waiting for the certification of the automated transmission of ballot results. During that wait time the count will be required to rely on manual entry of call-in sheets generated by the Government Accountability Board system. This will require the continued programming of the backup system database for each of the ballot configurations required for the current election.

Ongoing Operating Costs
To be determined with consultant study.

Previous Action
Proposed as a new project in the 2013-2017 plan.

Project #	201307	**Project Title**:	Jail System Re-engineering & Upgrade
Department:	Waukesha County Sheriff Dept.	**Sponsor:**	Eric Severson, Inspector
Phase:	Implementation	**Manager:**	Michael Biagioli, Information Technology Mgr.
Budget Action:	As Planned	**Date:**	August 29, 2013

CAPITAL BUDGET SUMMARY				
Year	2013	2014	2015	Total
Project Phase	Analysis	Implementation	Completion	Project
Expenditure Budget	$20,000	$405,000	$0	$425,000
Revenue Budget	$20,000	$405,000	$0	$425,000
Net County Cost	$0	$0	$0	$0

COST DOCUMENTATION		REVENUE	
Software	$61,000	Jail Assessment	$425,000
Hardware	$251,000	Fund Balance	
Consulting Services	$75,000		
Contingency	$38,000		
Total project cost	$425,000		
EXPENDITURE BUDGET	**$425,000**	**Revenue Budget**	**$425,000**

Project Scope & Description

The purpose of this project is to 1) upgrade the Spillman Technology servers and operating system software that support the Public Safety System; 2) transition the current technology environment to the evolving public safety operational needs of the County and; 3) implement postponed projects benefiting the Waukesha County Sheriff, District Attorney Office, and county police agencies. This project will analyze, implement and maintain the technologies for internal and external County public safety systems users in the most efficient and cost effective manner possible. This initiative will deliver a basis to ensure the County will always have a four to five year period strategy for technology issues.

The Spillman Technology 'Sentryx 6.x' infrastructure upgrade and WSD –Jail Division software upgrades were originally scheduled for April 2011. Except for periodic software patch updates/hot fixes, these upgrades were agreed to be postponed until after the new Intergraph CAD system was completed; implemented June 2012 (originally scheduled November 2011).

In 2010 we concluded the following:

1. Spillman has committed to supporting software version 4.6 until they have deployed 8.x (2013 to 2015 timeframe);
2. Spillman Technologies confirmed our current servers would not have sufficient processor power to support the new 6.x software version (we would experience significant visible slow-down of all applications (reconfirmed February 2013);
3. Our current systems are not capable of being upgraded to support the specifications outlined by Spillman, so that is not an option;
4. While we continue to support Spillman Law Records for WSD and all participating police agencies, we would be required to implement two servers (the second server for the fail-over/redundancy and business continuity environment) at a total cost of $200,000. (We estimate a single UNIX server configured at the new recommended capacity would be $100,000).
5. If required that the county utilize an interface that would allow the new cashiering application (The Active Network) to query Spillman when a payment is received from a customer; i.e. paying for a civil process and then send the payment details back to Spillman's Civil Process table, a 'trigger' capability is needed that is only available in Sentryx 6.x and greater software releases. For the development and testing of the TAN Cashiering interface, the estimated cost is $52,800;
6. We researched the feasibility in upgrading to a Spillman Technology - Microsoft Windows 'Intel-based' operating system; however, at this time Spillman Technology is not recommending its customer base migrates to Microsoft Windows due to limited customer success. If proven technically feasible later, we estimate the onsite migration cost from Spillman AIX to Windows is $28,570.

The reasons for this upgrade are:

1) Our current servers do not have sufficient processor power to support the new version of software (budget issue);

2) Based on our contractual agreement with Spillman, there would be no cost for the software upgrade product itself or for the Spillman technician to be onsite;
3) Transition the Jail Division to the new Jail module (we are not replacing the Law Records module but there will be enhancements applied to it affecting WSD and all participating policy agencies); and
4) The Jail Division's indirect cost would be in system setup and personnel training, as was experienced when converted in January 2003. Note. Per our contract with Spillman, we receive two 'free' weeks of allotted time each year that can be used at our discretion. We would set aside time for training Jail Division personnel.

Jail Module Upgrade (new module/features):

- Jail module replacement;
- File Capture (store, organize and access files for attaching to records);
- Imaging enhancements;
- Improved Sentryx screens (standardized features and tools, partitioning available on more screens, tabbed to show associated records, improved searching);
- Protect files with improved security (attach multiple files via the menu bar or file icon, using drag and drop);
- System administration manager enhancements;
- Upgraded database and Visual Involvements.

Locations

All internal and external users of Spillman Technology Law Records and appended software modules.

Analysis of Need

1. Allow Information Technology and the public safety system users to clearly make strategic decisions for the County, based on pre-established strategies and yet allow for variations dictated by evolving technologies. The ongoing, availability and use of a public safety system strategy will allow for emerging technologies to be incorporated into the overall strategy for the County, while allowing current efforts to be controlled under established standards.

2. Matching the public safety technology requirements for Waukesha County to the overall Strategic Plan for the County will insure dollars spent on technology are focused on areas where the most strategic value will be returned.

3. Establishing a public safety system strategy (4 to 5 year plan) will keep the focus on the long term goals of technology for the County and the outside users, while allowing the evolution of technology to be reflected and incorporated in the overall plans for the County on a measured and planned approach.

Alternatives

None

Ongoing Operating Costs

Hardware maintenance is anticipated to be $7,100 annually; Software Maintenance is anticipated to be $34,000 annually.

Impact on Other Projects

The decision to **postpone** this project directly affects several other county projects which have been delayed for two plus years. They are:

- CCAP Phase II (WSD)
- Countywide Cashiering 'Integrated' (WSD)
- ePROTECT (DA's Office and all county police agencies)
- Jail Division Module Replacement
- WIJIS Gateway

Previous Action

2013-2017 Capital Plan: approved as a new project.

Project #	200820	**Project Title**:	VOIP and Infrastructure Upgrades
Department:	DOA-Information Technology	**Sponsor:**	DOA
Phase:	Implementation	**Manager:**	Mike Biagioli, Information Technology Mgr.
Budget Action:	As Planned	**Date:**	August 29, 2013

CAPITAL BUDGET SUMMARY

Year	2008	2009 - 2010	2014	Project Total
Project Phase	Engineering	Implementation	Completion	
Expenditure Budget	$50,000	$750,000	$375,500	$1,175,500
Revenue Budget	$50,000	$750,000	$375,500	$1,175,500
Net County Cost	**$0**	**$0**	**$0**	**$0**

Cost Documentation		**Revenue**	
Contract Services	$80,500	End User Technology Fund Balance-08-10	$400,000
Hardware / Software for VOIP	$660,000		
Hand Sets	$328,000	Telecommunications Fund Balance- 08-10	$400,000
Contingency	$107,000	Telecommunications Fund Balance-2014	$375,000
Total Project Cost	**$1,175,500**	**Revenue Budget**	**$1,175,000**

Project Scope & Description

This project scope focuses on the preparation of the infrastructure for the implementation of a Voice Over Internet Protocol (VOIP) telecommunication system, to include funding for the purchase and implementation of the VOIP telecommunication system as well as funding the required upgrades for the County's wiring closets supporting our network infrastructure for VOIP. The 2014 increased project funding applied to all County facilities except the new Human Services building which included phone system infrastructure and attendant costs in that capital project. Return on Investment calculations indicate that moving to VOIP on a more rapid schedule will return positive fiscal results earlier than originally thought. A new Health and Human Services building will serve as the first phase for roll out to other facilities. A Pilot was initiated in June 2013, with a small (less than 100) phone user pool. The pilot will be used to evaluate the selected system and to address immediate needs and plan for the future. A phased plan has been developed to address the remainder of the County, where VOIP is deemed to be highly beneficial. The additional $375,000 was added in the 2013-2017 capital plan to cover the costs associated with the completion of the VOIP infrastructure for the rest of the county needs.

Location

All departments within the County.

Analysis of Need

1. An external communications and network consultant was contracted in 2004. The assessment prepared by that consultant identified parts of the network infrastructure that maybe inadequate to support VOIP and that significant modifications may have to be made to our infrastructure to accommodate this transition. This is still an issue but has been mitigated, for the most part, by improvements in technology. It is anticipated that there will still need to be wiring closet improvements in some areas of the county infrastructure.
2. Our current Centrex telecommunications environment is an aging technology and cannot support the additional features and functions of current telecommunications systems. Voice Over Internet Protocol is a proven technology with clearly defined fiscal and operational benefits to the county.
3. As building projects evolve for the county, adopting Voice Over Internet Protocol will reduce the cost of cabling for those projects.
4. Voice over Internet Protocol is a proven technology, that once implemented, will have a dramatic positive impact on the cost of Telecommunications for Waukesha County, while improving work processes.
5. The County should realize a reduction in clerical support required to support the administrative processes currently followed to review and allocate the telecommunications billing process.

Alternatives

Alternatives to this project include:

1. Postpone the upgrades until the throughput requirements dictate that an immediate upgrade is required.
2. Continue with our current Centrex telecommunications structure through the end of 2018 and re-evaluate.

Ongoing Operating Costs

The RFP for the Voice Over Internet Protocol (VOIP) was completed and the Mitel system has been selected as the platform for Waukesha County. This is a Self-hosted solution. The implementation of Voice Over Internet Protocol should result in a reduction in telecommunication chargebacks to departments, by the beginning of 2015. We estimate that return on investment, for this Capital Project is achieved in the 5th year after full implementation, or earlier.

Previous Action

New project in 2008-2012 capital plan.
Approved as planned in the 2013-2017 capital plan.

Project #	200912	**Project Title**:	Workforce Management System
Department:	Administration	**Sponsor:**	DOA–Accounting/HR
Phase:	Implement	**Manager:**	Larry Dahl
Budget Action:	C- $ Update	**Date:**	Aug-13

CAPITAL BUDGET SUMMARY

Year	2010	2011	2012	2013	2014	2015	Total
Project Phase	Design/Implement	Implementation	Implementation	Implementation	Implementation	Implementation	Project
Expenditure Budget	$268,000	$150,000	$200,000	$275,000	$300,000	$100,000	$1,293,000
Revenue Budget	$0	$150,000	$200,000	$275,000	$300,000	$0	$925,000
Net County Cost	$268,000	$0	$0	$0	$0	$100,000	$368,000

COST DOCUMENTATION		**REVENUE**	
Software	$762,000	General Fund Balance	$350,000
Hardware	$140,000	End User Technology Fund	$575,000
Consultant Services	$341,000		
Training	$50,000		
Total Project Cost	$1,293,000	Total Revenue	$925,000
EXPENDITURE BUDGET	$1,293,000	**REVENUE BUDGET**	$925,000

Project Scope & Description

Review alternatives and select and acquire a system for collecting payroll time and attendance data.

Location

This application is used by all County departments.

Analysis of Need

The County currently uses the Ceridian Time and Attendance Professional (TimePro) system to collect time and attendance data for the biweekly payroll and manage the accrual of time-driven benefits such as vacation, sick leave and compensatory time. In addition to nearing the end of its life cycle, the product vendor announced plans to discontinue it, having shifted development resources to a new product. The resources budgeted for this project include a process review and acquisition of a workforce management system with improved capabilities for data collection, scheduling, benefit accrual and leave management and biometric time terminals in certain locations. These additional capabilities (modules) will only be purchased if implementation plans show clear return-on-investments as shown in the consultant's study. The 2014-15 update to this budget includes funding for an extended schedule and consultant assistance to minimize the impact of implementation work on regular staff duties and other project schedules. The revised project anticipates a return on investment of approximately 27% with a discounted pay back period of 4 years. This compares to the previous return on investment estimate of 34% and payback period of 4 years.

Alternatives

- An alternative would be to develop an in-house application for collecting data which would be difficult due to the wide variety of business rules that would need to be accommodated. This alternative was rejected in the analysis since there are many competing vendors that provide these services. Continue scheduling systems currently in use by the various departments.

Ongoing Operating Costs

Annual application software maintenance costs are estimated at about $45,000 per year. The comparable cost for the current system is about $40,000 per year. Hardware support is estimated at approximately $10,000/year.

Previous Action

- 2009-2013 capital plan: approved as a new project.
- 2010-2014 capital plan: approved as planned.
- 2011-2015 capital plan: approved with changes in scope and cost updates.
- 2013-2017 capital plan: approved with changes in scope and cost updates.

Project #	IS-201411	**Project Title**:	End User Report Development
Department:	DOA-Information Technology	**Sponsor:**	DOA
Phase:	Analysis	**Manager:**	Mike Biagioli
Budget Action:	New	**Date:**	8/13/2013

CAPITAL BUDGET SUMMARY

Year Project Phase	2014 Design	2015 Implementation	Project Total
Expenditure Budget	$15,000	$110,000	$125,000
Revenue Budget	$15,000	$0	$15,000
Net County Cost	**$0**	**$110,000**	**$110,000**

Cost Documentation		Revenue	
Hardware	$10,000		
Software Licenses	$5,000	End User Technology	$15,000
Consulting / Conversion Services	$75,000	Fund Balance	
Training	$20,000		
Contingency	$15,000		
Total Project Cost	**$125,000**	**Revenue Budget**	**$15,000**

Project Scope & Description

Waukesha County started a relationship with Crystal Reports and its Crystal Reports Enterprise reporting environment in the early 2000's. Around 2006-2007, this product was purchased by Business Objects and was rebranded as the Business Objects Enterprise (BOE) reporting environment. Around 2009, Business Objects was purchased by SAP. SAP is Tier 1 Software provider much like Oracle and IBM. At that time, all of our licensing was grandfathered and the impact to us has been minimal. Currently, we are using version 3 of BOE which costs us approx. $50,000 per year. There are approximately 100 users of this environment (25 power users) affecting almost 20 different departments as well as some municipal agencies.

SAP has made a significant change to their licensing which involves changing from CPU to Core licenses and the explicitness of licensing physical vs. virtual environments. This affects us significantly if we want to upgrade to version 4.

The purpose of this project is to move away from the prohibitively expensive SAP and towards the Microsoft SQL Server Reporting Services (SSRS) environment. This new environment came into the county via the New World Financial Package that was implemented in 2013. Since the licensing for SSRS is bundled with SQL and we already own a sufficient number of SQL licenses, there would be no impact on Microsoft licenses. As an additional benefit, this product is fully compatible with the SharePoint implementation currently underway via the ECM capital project (200910).

Actions

1. Set up the hardware environment for SSRS
2. Training
3. Conversion of existing reports using consulting expertise
4. Implement the new reporting methodology by application or department need
5. Decommission the BOE environment and cancel the license

Location

All County departments would be affected.

Project #	IS-201411	**Project Title**:	End User Report Development
Department:	DOA-Information Technology	**Sponsor:**	DOA
Phase:	Analysis	**Manager:**	Mike Biagioli
Budget Action:	New	**Date:**	8/13/2013

Analysis of Need

The County has made a significant investment in the environment and the support tools for End User Report generation and development. Through the selection process Business Objects was selected and staff fully trained in the use of the tools. Allowing for end user report generation, without the need for development staff from Information Technology, still remains a high priority. Providing this function at the most effective and efficient price needs to be a priority. Avoiding the dictated price increase, to remain with SAP's Business Objects Enterprise, is a sound business strategy, especially, given the proven capabilities of the Microsoft alternative.

Alternatives

Alternatives to this project include:

1. Remain with the Business Objects Enterprise solution until we are notified that Version 3 is to be de-supported and determine a strategy at that time.
2. Remain with the Business Objects Enterprise solution until we are impacted by the de-support action. At that time determine a strategy to address the County reporting needs.

Fiscal Impacts

When the conversion is completed and the License for Business Objects Enterprise decommissioned, the current Annual Maintenance cost of $50,500 will stop and an estimated Annual Maintenance charge of $5,500 for the incremental Microsoft licenses and associated infrastructure will start. Therefore it is anticipated that there will be a reduction in EUTF costs (associated with end user reporting) to be approximately $45,000.

Return on investment

Remaining with Business Object Enterprise will require that the County re-license with SAP in 2015 for an anticipated amount of $190,000 one-time cost and an increase in annual maintenance from $53,000 to $83,000. This would result in year-one increase of approximately $220,000 from our current cost. The total cost of conversion to Microsoft SSRS will be approximately $125,000. This yields a Return on Investment timeframe of less than one year after the work has been completed.

Previous Action

No Previous Action

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Capital Projects Plan

Narrative

Each year, the County Executive submits a capital budget and an updated five-year Capital Plan to the County Board. After review and modification, the County Board adopts the plan by resolution. The plan represents the prioritization of long-range capital infrastructure needs linked to the County's strategic plan.

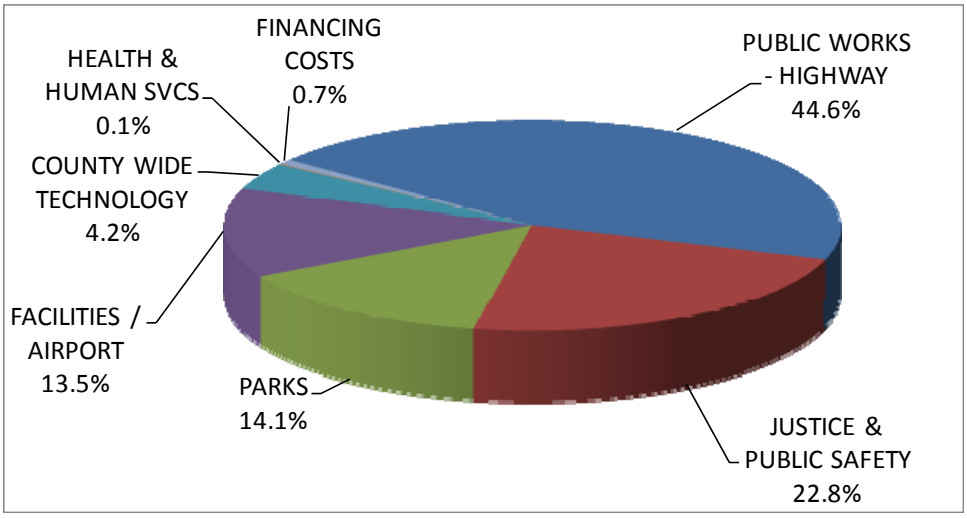
Public Works–Highway projects are about 45% of the plan at $41.6 million. In addition, Federal funds of $35.4 million are planned to be used for a number of highway projects. The federal funding is not included in the County Budget since it is managed and accounted for by the State Department of Transportation.

Justice and Public Safety projects total $21.3 million or 23% of the plan. This includes technology projects totaling $10.1 million, of which $9.6 million is planned to complete the migration of the County's public safety radio technology from an analog to digital signal and replace corresponding radio console equipment at the Waukesha County Communication Center. The last two years of the Plan include $8.7 million of an estimated $36.4 million project to construct eight new courtrooms, which is the first phase of a multi-phase project to upgrade and improve the County Courthouse facility. Also, $2.1 million is planned for the expansion of the Waukesha County Communication Center Facility to allow for additional municipal police and fire departments to join County dispatch.

The Parks and Land Use functional area includes about $13.1 million or about 14% of the plan, of which $1.5 million is for park building projects and about $5.5 million is for trails and parks pavement improvements. Trail project costs are partially funded with Federal, State and local dollars of about $2.8 million. The Plan also includes $5.4 million in funding for the County's share of a project to develop a collaborative Material Recycling Facility project with the City of Milwaukee. The County's GIS digital topographic maps are identified for orthophotography updating at a costs of $195,000 in 2015.

Public Works-Facilities/Airport projects total about $12.6 million or 13.5%. This includes $6.8 million for University of Wisconsin-Waukesha campus buildings, $5 million for County buildings, and nearly $780,000 for of County Airport facilities/runways which are planned to be funded with Airport fund balance.

County-wide technology projects total $3.9 million or 4% of the plan, of which $2.2 million is for a project to update the County's election system. Also included is $925,000 to complete projects for a workforce management system, and enterprise content management system and to implement a voice over Internet protocol (VOIP) environment. Another $600,000 is planned to implement redaction requirements for Register of Deeds electronic records, fully funded by redaction fee revenue. General Administration totals $685,000 for financing costs over the five years.



FUNCTIONAL AREA FOR TOTAL PLAN 2014-2017

FUNCTIONAL AREA	TOTAL 2014-2018	% OF TOTAL
PUBLIC WORKS - HIGHWAY	$41,640,000	44.6%
JUSTICE & PUBLIC SAFETY	$21,254,000	22.8%
PARKS	$13,109,900	14.1%
FACILITIES / AIRPORT	$12,585,900	13.5%
COUNTY WIDE TECHNOLOGY	$3,898,500	4.2%
HEALTH AND HUMAN SERVICES	$95,000	0.1%
FINANCING COSTS	$685,000	0.7%
TOTAL PLAN EXPENDITURES	$93,268,300	100%

WAUKESHA COUNTY 2014-2018 CAPITAL PROJECT PLAN SUMMARY

FUNCTIONAL AREA:	2014 Budget	2015 Plan	2016 Plan	2017 Plan	2018 Plan	5 YR TOTAL
JUSTICE & PUBLIC SAFETY						
Facility Projects	$300,000	$20,000	$90,000	$2,700,000	$8,000,000	$11,110,000
System Projects	$9,968,000	$0	$0	$25,000	$151,000	$10,144,000
HEALTH & HUMAN SERVICES						
Facility Projects	$0	$0	$0	$0	$0	$0
System Projects	$95,000	$0	$0	$0	$0	$95,000
PARKS & LAND USE						
Parks/Facilities, Pavement	$6,660,000	$1,310,500	$1,910,200	$1,828,200	$1,401,000	$13,109,900
PUBLIC WORKS						
Highways	$3,345,000	$4,009,000	$5,285,000	$4,616,000	$4,565,000	$21,820,000
Highways/Major Maintenance	$3,320,000	$4,350,000	$4,350,000	$4,350,000	$3,450,000	$19,820,000
Subtotal Highways	$6,665,000	$8,359,000	$9,635,000	$8,966,000	$8,015,000	$41,640,000
Facilities	$505,200	$924,500	$575,000	$1,106,200	$1,859,000	$4,969,900
UW-Waukesha	$1,007,000	$2,874,000	$2,956,000	$0	$0	$6,837,000
Airport	$239,000	$540,000	$0	$0	$0	$779,000
Subtotal Public Works	$8,416,200	$12,697,500	$13,166,000	$10,072,200	$9,874,000	$54,225,900
GENERAL ADMINISTRATION						
COUNTY WIDE						
Technology	$2,538,500	$1,360,000	$0	$0	$0	$3,898,500
Est. Financing Costs	$115,000	$115,000	$130,000	$150,000	$175,000	$685,000
Subtotal	$2,653,500	$1,475,000	$130,000	$150,000	$175,000	$4,583,500
TOTAL GROSS EXPENDITURES	$28,092,700	$15,503,000	$15,296,200	$14,775,400	$19,601,000	$93,268,300
LESS PROJECT SPECIFIC REVENUES & PROPRIETARY FUND BALANCES APPLIED	($9,055,000)	($2,787,500)	($1,811,200)	($1,886,600)	($300,000)	($15,840,300)
NET EXPENDITURES	$19,037,700	$12,715,500	$13,485,000	$12,888,800	$19,301,000	$77,428,000
Cash Balances Excluding Property Tax Levy	$6,837,700	$195,500	$750,000	$25,000	$1,151,000	$8,959,200
NET EXPENDITURES BEFORE TAXES, DEBT BORROWING AND INTEREST APPLIED	$12,200,000	$12,520,000	$12,735,000	$12,863,800	$18,150,000	$68,468,800

Narrative

The 2014-2018 Capital Plan identifies 57 projects at an estimated total cost of $93.3 million over the five-year period. Projects in the first year of the plan represent the 2014 Budget. Major projects for future years are briefly explained in the following narrative. A project listing all projects in the Plan is shown on the following pages.

JUSTICE AND PUBLIC SAFETY

Justice and Public Safety projects total $21.3 million, and includes $8.7 million to complete the migration of the County's public safety radio technology from an analog to digital signal and $900,000 to replace corresponding radio console equipment at the Waukesha County Communication Center. The last two years of the Plan include $8.7 million of an estimated $36.4 million to construct a eight new courtrooms, which is the first phase of a multi-phase project to upgrade and improve the County Courthouse facility. The courthouse facility was originally built in 1959, and is approaching the end of its useful life. Beginning with design in 2015 and construction planned for 2017, the Plan includes $2.1 million to expand the existing Waukesha County Communications Center (WCC) to allow for additional municipal police and fire agencies to join the WCC. Jail-related projects include $405,000 in 2014 to complete a Jail system software update, $300,000 in 2014 to construct jail holding cells and $176,000 in the last years of the plan to replace the security video monitoring system.

HEALTH AND HUMAN SERVICES

This area includes $95,000 to complete a Human Services case management and related system project.

PARKS AND LAND USE

Projects in this functional area total $13.1 million. The plan includes a project to develop a collaborative Material Recycling Facility with the City of Milwaukee in 2014, estimated to total $13.9 million with the County's share at $5.4 million. The plan also includes a project to build a multi-use trail between Frame Park in the City of Waukesha to Mitchell Park in the City of Brookfield, estimated to cost $3.0, with federal, state and municipal revenues covering about $2.8 million. The plan also includes $2.5 million for park roadway maintenance improvements; $495,000 over the next three years to replace bridges at Wanaki Golf Course; $540,000 to complete parks restroom upgrades; $195,000 for orthophography to update digitized maps for Land Information (GIS) Systems; and $989,000 to renovate the beach house at Minooka Park.

PUBLIC WORKS

Public works projects for highways and facilities combined are estimated at $54.2 million and represent 58% of the total plan. This includes road projects totaling $41.6 million. New and expanded road capacity construction is identified in priority corridors and is estimated to cost nearly $13.5 million, including about $10.3 million for about three miles of CTH M (North Avenue). Road projects include $20.7 million for major maintenance and roadway rehab; $1.7 million for bridge improvements; and several spot safety improvements at an estimated cost of $5.7 million, primarily for intersection and signal work.

Facility projects totaling $11.8 million include roof, boiler and chiller replacements totaling $6.8 million at the UW-Waukesha Campus (in addition to about $1 million already appropriated in previous budgets); $3.2 million for HVAC upgrades and energy saving investments at various county facilities; $475,000 for roofing upgrades the Administration Center and Mental Health Center; and about $324,000 for replacement of a brinemaker and construction of an overhang roof at the Highway Operations Building. The plan also include $243,000 to retrofit the old Public Health Building as part of a project to develop an on-site medical/wellness center for county employees. The center is expected to involve an intergovernmental agreement, with the School District of Waukesha and City of Waukesha participating. The last year of the plan includes $700,000 for fuel tank replacement, and another $800,000 planned for out-years, for a total project cost estimated at $1.5 million.

The Plan continues two Airport projects to upgrade the Terminal Building and Control Tower and address runway safety, with a County share of costs at nearly $780,000 and State/Federal Funding totaling nearly $15.1 million.

GENERAL ADMINISTRATION – COUNTYWIDE TECHNOLGY PROJECTS

Countywide technology projects total almost $3.9 million, including $2.2 million for a project to update the County's election system with process improvements and automated system enhancements. Other technology projects include $400,000 to implement a workforce management system; $375,500 to implement a Voice Over Internet Protocol (VOIP) environment; $150,000 for enterprise wide content management; and $125,000 to transition the County to a new, more affordable data reporting system. Another project in the Register of Deeds office includes $600,000 to remove social security numbers from real estate records that are viewable in electronic format.

DEBT FINANCING COSTS

Debt financing related costs on borrowing is planned at $54 million over the five year plan include promissory note discounts and arbitrage rebate expenditures which are currently estimated at $685,000 over the five year plan period.

PROJECT TITLE	NO.	CURRENT APPROP.	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN	TOTAL FIVE-YEAR PLAN
PUBLIC WORKS AIRPORT								
RUNWAY 10/28 SAFETY AREAS	200310	$616,500	$180,000					$180,000
AIRPORT FACILITY UPGRADES	201118	$11,000	$59,000	$540,000				$599,000
PUBLIC WORKS - FLEET & HIGHWAY OPS								
REPLACE BRINE MAKER\CONSTR OVERHANG ROOF	201401			$10,500		$313,200		$323,700
FUEL TANK REPLACEMENT AND INFRASTRUCTURE	201415						$700,000	$700,000
SHERIFF - BUILDINGS								
JAIL HOLDING CELLS	201204		$300,000					$300,000
EMERGENCY PREPAREDNESS - BUILDINGS								
COMMUNICATIONS CENTER EXPANSION	200808			$20,000	$90,000	$2,000,000		$2,110,000
PUBLIC WORKS BUILDINGS								
HIGHWAY SUBSTATION HVAC UPGRADES	201109		$36,000		$575,000			$611,000
ADMINISTRATION CENTER ROOFING UPGRADES	201113		$11,000	$211,000				$222,000
HWY OPS-FLEET HVAC UPGRADES	201206			$45,000		$718,000		$763,000
MHC CHILLER UPGRADES	201214	$48,000		$583,000				$583,000
ENERGY EFFICIENCY IMPROVEMENTS	201208	$705,000	$215,200	$75,000				$290,200
MHC ROOF REPLACEMENT	201412					$15,000	$238,000	$253,000
LAW ENFORCEMENT CTR MECHANICAL UPGRADES	201413					$60,000	$921,000	$981,000
ONSITE MEDICAL CLINIC, RETROFIT FACILITY	201417		$243,000					
HEALTH & HUMAN SERVICES BLDG	200615	$34,180,000						$0
COURTHOUSE PROJECT	201418					$700,000	$8,000,000	$8,700,000
UW-Waukesha								
UWW BOILER,CHILLER & CONTROLS REPLACEMENT	200902	$967,000	$1,007,000	$1,386,000				$2,393,000
UWW ROOFING UPGRADES	201210	$67,000		$1,442,000	$2,632,000			$4,074,000
UWW ROOFTOP UNIT REPLACEMENTS	201414			$46,000	$324,000			$370,000
PUBLIC WORKS - HIGHWAYS								
CTH ES, FOX RIVER BRIDGE	201004	$156,000	$176,000					$176,000
CTH C, MILL STREET TO OAKWOOD ROAD	201116		$130,000	$83,000	$1,850,000			$2,063,000
CTH YY, UNDERWOOD CREEK STRUCTURE	201302					$170,000	$179,000	$349,000
CTH Y, PILAK CREEK TRIBUTARY BRIDGE RPLCMNT	201304					$90,000	$24,000	$114,000
CTH L, CTH Y TO MOORLAND ROAD	200011	$21,211,000	$1,484,000					$1,484,000
CTH D, CALHOUN -INTERSECTION	200511	$2,090,000	$495,000					$495,000
CTH F REHABILITATION (BUSSE RD- STH 190)	200905	$395,000	$915,000					$915,000
CTH I, CTH ES TO CTH O REHAB	201005			$353,000	$1,164,000	$681,000		$2,198,000
CTH NN, STH 83 TO CTH ES	201006	$288,000		$818,000	$580,000			$1,398,000
CTH O, CTH HH TO GRANGE AVE.	201007	$351,000	$140,000	$1,657,000				$1,797,000
CTH M, CTH YY TO EAST COUNTY LINE	201008			$1,098,000	$1,000,000	$1,800,000	$2,792,000	$6,690,000
CTH M, CALHOUN RD-CTH YY,	201202				$524,000	$1,732,000	$1,309,000	$3,565,000
CTH Q OCON RIVER BRIDGE	201201				$119,000	$22,000	$112,000	$253,000
CTH D, DEER CREEK BRIDGE	201303	$5,000				$110,000	$116,000	$226,000
CTH XX, PEBBLE BROOK CREEK BRIDGE	201402		$5,000		$48,000	$11,000	$33,000	$97,000
CULVERT REPLACEMENT PROGRAM	9817	$1,700,000	$120,000	$100,000	$100,000	$100,000	$100,000	$520,000
REPAVING PROGRAM 2013-2017	200911	$1,200,000	$2,000,000	$3,000,000	$3,000,000	$3,000,000		$11,000,000
REPAVING PROGRAM 2018-2022	201416						$3,100,000	$3,100,000
SIGNAL/SAFETY IMPROVEMENTS	200427	$300,000	$1,200,000	$1,250,000	$1,250,000	$1,250,000	$250,000	$5,200,000

PROJECT TITLE	NO.	CURRENT APPROP.	2014 BUDGET	2015 PLAN	2016 PLAN	2017 PLAN	2018 PLAN	TOTAL FIVE-YEAR PLAN
PARKS AND LAND USE								
ORTHOPHOTOGRAPHY	201119	$204,520		$195,500				$195,500
WANAKI GC BRIDGE REPLACEMENT	201309	$50,000	$160,000	$165,000	$170,000			$495,000
PARKS RESTROOM RENOVATION	200505	$2,535,000	$540,000					$540,000
PAVEMENT MANAGEMENT PLAN THRU 2017	200824	$500,000	$500,000	$500,000	$500,000	$500,000		$2,000,000
PAVEMENT MANAGEMENT PLAN 2018 - 2022	201406						$500,000	$500,000
WAUKESHA-BROOKFIELD MULTI-USE TRAIL	201407		$50,000	$450,000	$1,240,200	$1,240,200		$2,980,400
MINOOKA PARK BEACH AREA RENOVATIONS	201408					$88,000	$901,000	$989,000
COLLABORATIVE MATERIAL RECYCLING FACILITY	201409		$5,410,000					$5,410,000
IT-EMERGENCY PREPAREDNESS								
DIGITAL RADIO SYSTEM UPGRADE	200815	$852,000	$8,663,000					$8,663,000
WCC CONSOLE RADIO EQUIPMENT	201102	$100,000	$900,000					$900,000
REGISTER OF DEEDS								
ROD ELECTRONIC RECORD REDACTION	201117	$750,000	$600,000	$0	$0			$600,000
IT - HHS								
IMPLEMENT HHS AUTOMATED SYS	200109	$3,655,000	$95,000					$95,000
IT - COUNTY CLERK								
ELECTION SYSTEM UPGRADE	201310	$70,000	$1,248,000	$1,000,000				$2,248,000
IT - SHERIFF								
JAIL SYSTEM RE-ENGINEERING & UPGRADES	201307	$20,000	$405,000					$405,000
SECURITY ELECTRONICS REPLACEMENTS - JAIL	201410					$25,000	$151,000	$176,000
IT - COUNTYWIDE								
VOIP IMPLMNTN & INFRASTRUCTURE UPGRADE	200820	$800,000	$375,500					$375,500
ENTERPRISE CONTENT MANAGEMENT	200910	$1,240,000		$150,000				$150,000
WORKFORCE MANAGEMENT SYSTEM	200912	$893,000	$300,000	$100,000				$400,000
END USER REPORT DEVELOPMENT	201411		$15,000	$110,000				$125,000
EST. FINANCING (Includes Arb Rebate/Discount)	999999		$115,000	$115,000	$130,000	$150,000	$175,000	$685,000
GROSS EXPENDITURES			$28,092,700	$15,503,000	$15,296,200	$14,775,400	$19,601,000	$93,268,300
REVENUES								
AIRPORT FUND BALANCE #200310; 201118			$239,000	$540,000				$779,000
RADIO SERVICES FUND BALANCE # 200815 Trunk Radio System Upgrade			$1,212,500					$1,212,500
ICE ARENA FUND BALANCE #201208 Energy Efficiency Improvements			$100,000					$100,000
GOLF CRSE FUND BAL-#201309 Wanaki Bridge Rplmnt/#201208 Energy Effic.			$160,000	$240,000	$170,000			$570,000
MRF Fund Balance #201409 Collaborative Materials Recycling Facility			$5,410,000					$5,410,000
END USER TECHNOLOGY FUND BALANCE #201411 End User Report Dvlmpnt			$15,000	$0				$15,000
END USER TECHNOLOGY FUND BALANCE #200912 Workforce Mgmt System			$300,000	$0				$300,000
HEALTH INSURANCE FUND BALANCE # Onsite Medical Clinic			$243,000					$243,000
TELECOMMUNICATIONS FUND BALANCE # 200820 VOIP Implementation			$375,500					$375,500
Local Reimbursement Project 201116 CTH C Mill St to Oakwood Rd					$463,000			$463,000
Revenue from Sale of Excess Land - Project 200011, CTH L			$400,000					$400,000
TIF funding for Project 201007 CTH O, CTH HH to Grange				$1,000,000				$1,000,000
Municipal Share for Communications Center #200808 Comm Center Expansion						$708,400		$708,400
CHIP D REVENUE-200427 Signals and Safety			$250,000	$250,000				$500,000
CHIP REVENUE-200911 Repaving Program 2013-2017			$330,000	$330,000				$660,000
Local Rev #201008 CTH M, CTH YY to East County Line							$210,000	$210,000
Local Rev #201202 CTH, Calhoun Rd - CTH YY							$90,000	$90,000
Local Rev #9817 Culvert Replacement			$20,000					$20,000
Revenue for #201407 Waukesha-Brookfield Multi-Use Trail				$427,500	$1,178,200	$1,178,200		$2,783,900
Subtotal Revenue and Fund Balance			$9,055,000	$2,787,500	$1,811,200	$1,886,600	$300,000	$15,840,300
Net Expenditures			$19,037,700	$12,715,500	$13,485,000	$12,888,800	$19,301,000	$77,428,000
STATE SHARED REVENUE/UTILITY PAYMENT			$50,000					$50,000
PERSONAL PROPERTY REPLACEMENT-STATE AID			$600,000					$600,000
GOVERNMENTAL FUND BALANCE			$6,187,700	$195,500	$750,000	$25,000	$1,151,000	$8,309,200
Subtotal			$6,837,700	$195,500	$750,000	$25,000	$1,151,000	$8,959,200
EXPENDITURES BEFORE TAXES, DEBT BORROWING & INTEREST			$12,200,000	$12,520,000	$12,735,000	$12,863,800	$18,150,000	$68,468,800

Stats./Trends

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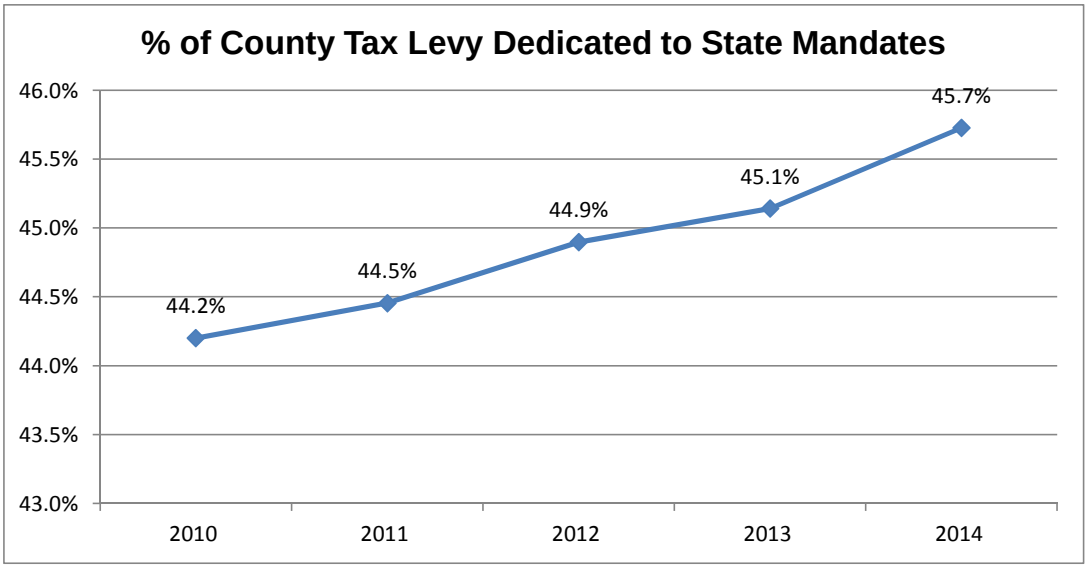
Table 1
MAJOR PROPERTY TAX LEVY FUNDING FOR STATE MANDATED SERVICES

The share of County tax levy that is required to fund State mandates reduces discretionary spending that is available for nonmandated essential services and programs. Estimated mandated County tax levy include court services provided by the Clerk of Court and the District Attorney. The Sheriff also provides service to the courts including process serving, warrents and baliff servces. Mandate law enforcement services includes probations/parole holds, corrections, and law enforcement service levels for patrol and detective services required by statute. The largest share of mandates are for federal/state health and human service programs administered by the County.

State Revenues include Shared Revenues and Transportation Aids.



Item	2010	2011	2012	2013	2014
		(Values in millions)			
County Tax Levy Budget:	$95.7	$97.4	$98.0	$98.8	$99.5
Estimated Major State Mandated Net Expenditures:	$48.8	$49.7	$49.7	$50.1	$51.0
State Discretionary Revenue Offsets:	$6.5	$6.4	$5.7	$5.5	$5.5
County Tax Levy for Major State Mandates:	$42.3	$43.3	$44.0	$44.6	$45.5
% of County Tax Levy for Major State Mandates:	44.2%	44.5%	44.9%	45.1%	45.7%

Table 2
COUNTY DEMOGRAPHICS STATISTICS TRENDS

Fiscal Year	(1) Population	(2) Per Capita Income	(3) Number Of Jobs	(4) Unemployment Rate	(5) Public School Enrollment	(5) Private School Enrollment	(7) Median Age	
2002	368,077	$41,770	223,247	4.5%	60,165	14,026	39.1	
2003	371,189	$42,463	227,051	4.4%	60,746	13,554	39.1	
2004	373,339	$44,426	226,862	3.9%	61,831	13,038	40.2	
2005	377,348	$46,252	230,607	3.8%	62,472	12,718	40.3	
2006	379,577	$50,723	234,852	3.8%	62,859	12,801	40.6	
2007	381,603	$51,950	236,413	3.9%	63,082	12,592	41	
2008	382,697	$53,789	233,321	3.9%	62,868	12,539	41.8	
2009	383,190	$50,939	220,841	7.5%	63,685	12,004	41.1	
2010	389,891	$51,868	218,361	7.4%	63,868	11,530	42	(8)
2011	390,267	$54,847	223,267	6.5%	63,309	12,403	43.4	
2012	390,914	*	226,848	6.0%	63,118	11,663	*	

* Information unavailable

SOURCES

(1) Wisconsin Department of Administration
(2) Bureau of Economic Analysis - US Department of Commerce (2001-2010 relfect revised estimates as of April 2013)
(3) Wisconsin Department of Workforce Development
(4) Wisconsin Department of Workforce Development
(5) Wisconsin Department of Public Instruction
(6) Sales & Marketing Management, Survey of Buying Power
(7) American Community Survey
(8) 2010 Census

Table 3
WAUKESHA COUNTY POPULATION

According to the January 2013 preliminary population estimates by the Wisconsin Department of Administration, the current population of Waukesha County is 391,478. This represents an increase of 1,587 persons county-wide, or 0.41% from the 2010 Census.

	2010 CENSUS	2012	2013	'12 - '13 CHANGE	% CHANGE
CITIES					
Brookfield	37,920	37,870	37,835	(35)	-0.09%
Delafield	7,085	7,095	7,083	(12)	-0.17%
Milwaukee *	0	0	0	0	0.00%
Muskego	24,135	24,217	24,239	22	0.09%
New Berlin	39,584	39,770	39,915	145	0.37%
Oconomowoc	15,759	15,834	16,004	170	1.08%
Pewaukee	13,195	13,464	13,654	190	1.44%
Waukesha	70,718	71,020	70,900	(120)	-0.17%
CITIES TOTAL	208,396	209,270	209,630	360	0.17%
TOWNS					
Brookfield	6,116	6,102	6,095	(7)	-0.11%
Delafield	8,400	8,195	8,199	4	0.05%
Eagle	3,507	3,514	3,507	(7)	-0.20%
Genesee	7,340	7,331	7,319	(12)	-0.16%
Lisbon	10,157	10,184	10,202	18	0.18%
Merton	8,338	8,361	8,368	7	0.08%
Mukwonago	7,959	7,976	7,990	14	0.18%
Oconomowoc	8,408	8,505	8,547	42	0.50%
Ottawa	3,859	3,867	3,872	5	0.13%
Vernon	7,601	7,603	7,612	9	0.12%
Waukesha	9,133	9,142	9,131	(11)	-0.12%
TOTAL TOWNS	80,818	80,780	80,842	62	0.08%
VILLAGES					
Big Bend	1,290	1,287	1,284	(3)	-0.23%
Butler	1,841	1,837	1,834	(3)	-0.16%
Chenequa	590	586	587	1	0.17%
Dousman	2,302	2,317	2,320	3	0.13%
Eagle	1,950	1,947	1,944	(3)	-0.15%
Elm Grove	5,934	5,930	5,934	4	0.07%
Hartland	9,110	9,118	9,124	6	0.07%
Lac la Belle	289	289	290	1	0.35%
Lannon	1,107	1,104	1,101	(3)	-0.27%
Menomonee Falls	35,626	35,680	35,710	30	0.08%
Merton	3,346	3,384	3,413	29	0.87%
Mukwonago	7,254	7,281	7,319	38	0.52%
Nashotah	1,395	1,387	1,383	(4)	-0.29%
North Prairie	2,141	2,145	2,142	(3)	-0.14%
Oconomowoc Lake	595	594	591	(3)	-0.50%
Pewaukee	8,166	8,178	8,166	(12)	-0.15%
Summit	4,674	4,680	4,695	15	0.32%
Sussex	10,518	10,573	10,623	50	0.48%
Wales	2,549	2,547	2,546	(1)	-0.04%
TOTAL VILLAGES	100,677	100,864	101,006	142	0.14%
TOTAL: COUNTY	389,891	390,914	391,478	564	0.14%

* Includes only a manufacturing plant on property annexed to allow access to Milwaukee sewer and water.
SOURCE: Wisconsin Department of Administration.

Table 4
EQUALIZED PROPERTY VALUE BY MUNICIPALITY

According to the August 15, 2013 reports provided by the State Department of Revenue, the total equalized property value in Waukesha County, including all Tax Increment Districts, is $47,217,366,700. This represents a decrease of $522,398,100 or -1.09% from 2012. A table listing 2012 and 2013 equalized values for municipalities is presented below. County-wide property values, as reflected in the equalized valuation, have declined.

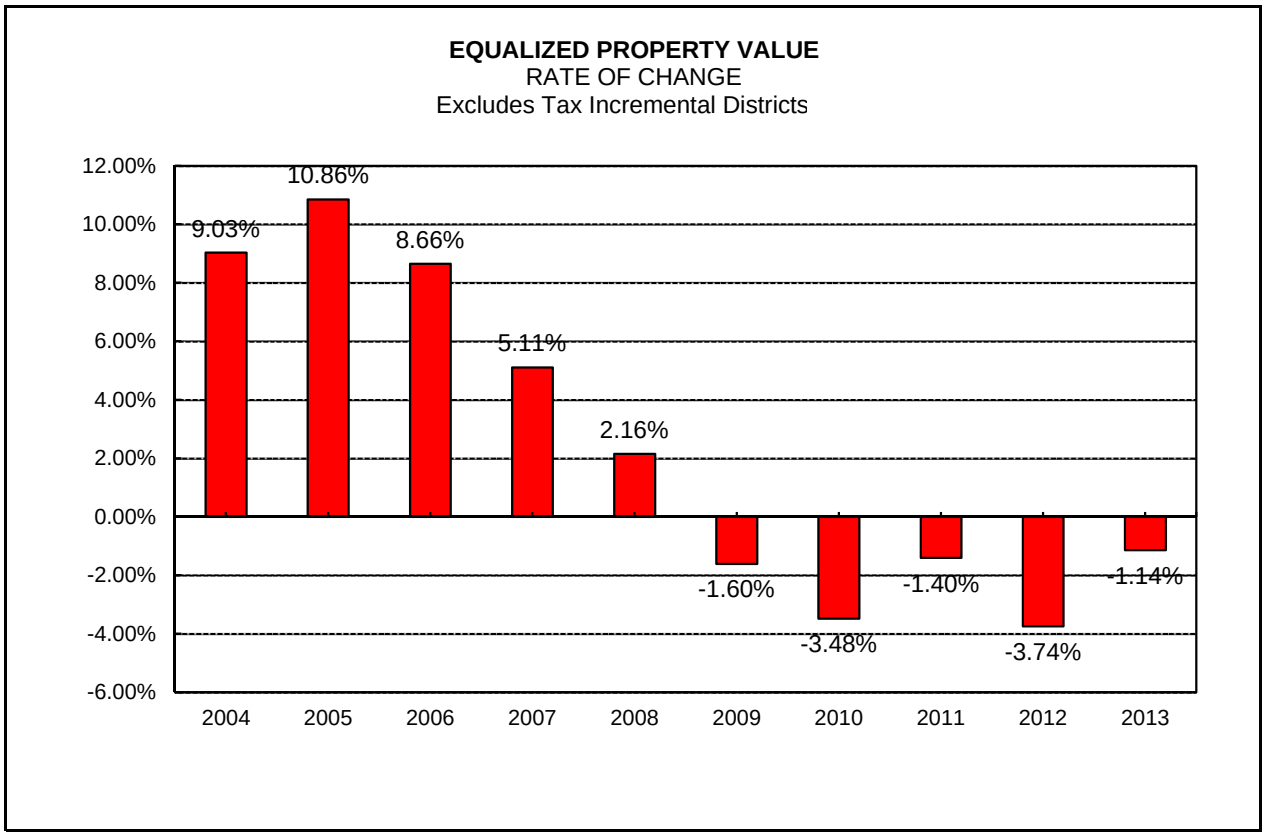
	2012 EQUAL PROP. VALUE	2013 EQUAL PROP. VALUE	'12-'13 CHANGE	% CHANGE
CITIES:				
Brookfield	$5,975,204,600	$5,997,534,700	$22,330,100	0.37%
Delafield	$1,235,854,000	$1,253,023,400	$17,169,400	1.39%
Milwaukee *	$12,751,700	$12,818,300	$66,600	0.52%
Muskego	$2,566,467,000	$2,534,512,400	($31,954,600)	-1.25%
New Berlin	$4,583,167,900	$4,523,919,800	($59,248,100)	-1.29%
Oconomowoc	$1,795,970,900	$1,799,980,600	$4,009,700	0.22%
Pewaukee	$2,609,715,000	$2,569,531,900	($40,183,100)	-1.54%
Waukesha	$5,426,429,500	$5,389,651,300	($36,778,200)	-0.68%
SUBTOTAL	$24,205,560,600	$24,080,972,400	($124,588,200)	-0.51%
TOWNS:				
Brookfield	$984,336,100	$992,266,200	$7,930,100	0.81%
Delafield	$1,388,600,100	$1,362,607,500	($25,992,600)	-1.87%
Eagle	$432,829,000	$436,250,900	$3,421,900	0.79%
Genesee	$911,387,300	$861,565,200	($49,822,100)	-5.47%
Lisbon	$1,033,412,700	$1,019,198,300	($14,214,400)	-1.38%
Merton	$1,407,585,400	$1,389,594,500	($17,990,900)	-1.28%
Mukwonago	$816,237,000	$812,016,200	($4,220,800)	-0.52%
Oconomowoc	$1,319,416,800	$1,378,151,000	$58,734,200	4.45%
Ottawa	$531,485,600	$505,847,800	($25,637,800)	-4.82%
Vernon	$780,189,100	$798,058,100	$17,869,000	2.29%
Waukesha	$910,321,800	$887,517,600	($22,804,200)	-2.51%
SUBTOTAL	$10,515,800,900	$10,443,073,300	($72,727,600)	-0.69%
VILLAGES:				
Big Bend	$141,032,400	$140,045,300	($987,100)	-0.70%
Butler	$234,172,500	$234,060,400	($112,100)	-0.05%
Chenequa	$462,212,100	$434,159,000	($28,053,100)	-6.07%
Dousman	$167,350,500	$168,721,500	$1,371,000	0.82%
Eagle	$147,784,400	$147,658,700	($125,700)	-0.09%
Elm Grove	$1,011,730,300	$976,671,200	($35,059,100)	-3.47%
Hartland	$1,129,849,800	$1,129,413,700	($436,100)	-0.04%
Lac la Belle	$109,168,900	$109,118,400	($50,500)	-0.05%
Lannon	$107,122,800	$103,997,200	($3,125,600)	-2.92%
Menomonee Falls	$4,315,491,900	$4,245,013,600	($70,478,300)	-1.63%
Merton	$370,326,300	$362,858,100	($7,468,200)	-2.02%
Mukwonago	$718,663,100	$674,276,600	($44,386,500)	-6.18%
Nashotah	$169,060,600	$172,338,000	$3,277,400	1.94%
North Prairie	$222,806,900	$204,322,200	($18,484,700)	-8.30%
Oconomowoc Lake	$368,894,300	$320,329,600	($48,564,700)	-13.16%
Pewaukee	$924,934,400	$901,140,700	($23,793,700)	-2.57%
Summit	$938,988,400	$911,487,300	($27,501,100)	-2.93%
Sussex	$1,125,021,900	$1,118,931,800	($6,090,100)	-0.54%
Wales	$353,791,800	$338,777,700	($15,014,100)	-4.24%
SUBTOTAL	$13,018,403,300	$12,693,321,000	($325,082,300)	-2.50%
TOTAL	$47,739,764,800	$47,217,366,700	($522,398,100)	-1.09%

* Includes only a manufacturing plant on property annexed to allow access to Milwaukee sewer and water.

SOURCE: Wisconsin Department of Revenue.

Table 5
EQUALIZED PROPERTY VALUE
Excludes Tax Incremental Districts

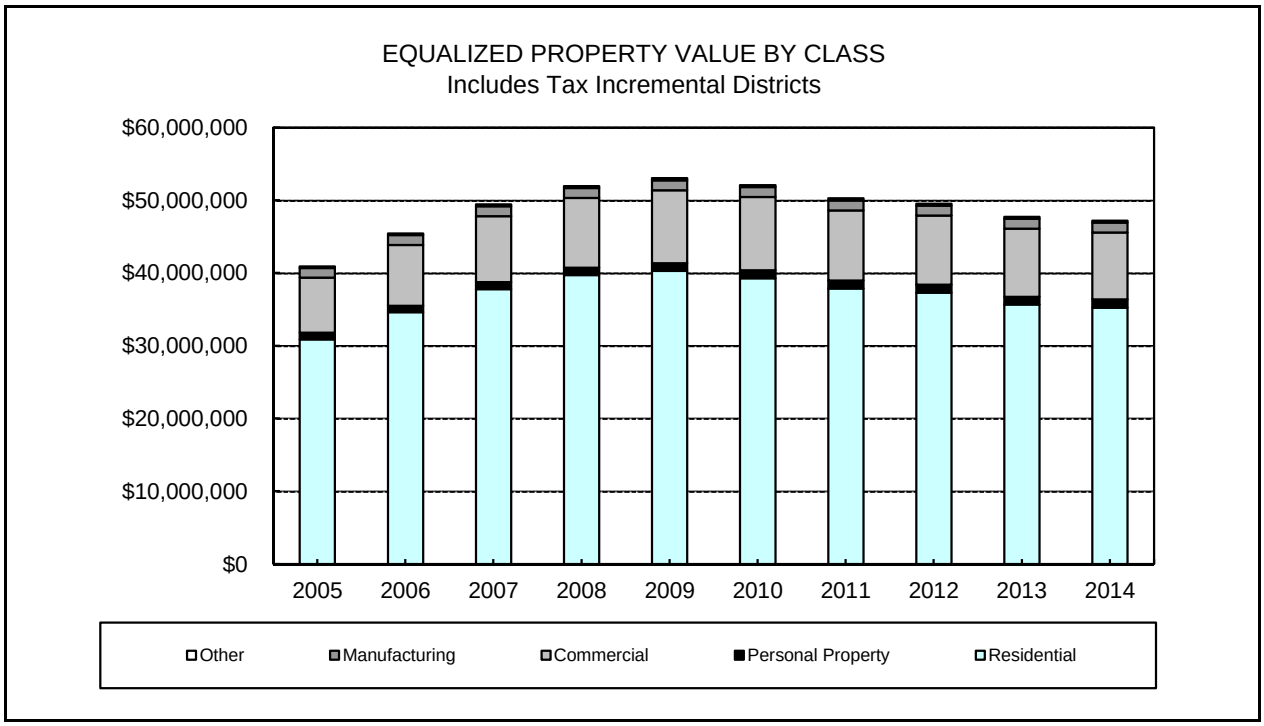
Equalized property value is a broad measure of the County's tax base. The Wisconsin Department of Revenue annually determines the equalized (fair market) value of all property subject to general property taxation. Equalized values are reduced by tax incremental district value increments for apportioning the County levy. In 2002-2007, higher market based inflation rates ranging from 4.2%-9% on residential properties (over 75% of total value) along with new construction were primarily responsible for greater valuation growth rates than in recent years. Beginning in 2009, deflation on residential property rates offset by new construction of less than 2% are responsible for most of the valuation decrease. Prior to 2009, the County had not experienced a tax base reduction in over 30 years. Housing sales experienced in the first half of 2013 suggests that residential deflation may be near bottom.



Valuation Year	Total Value	Change In Valuation	Rate of Change
2004	$40,244,065,050	$3,333,630,000	9.03%
2005	$44,614,092,450	$4,370,027,400	10.86%
2006	$48,476,599,550	$3,862,507,100	8.66%
2007	$50,954,981,250	$2,478,381,700	5.11%
2008	$52,055,313,050	$1,100,331,800	2.16%
2009	$51,220,442,050	($834,871,000)	-1.60%
2010	$49,439,797,100	($1,780,644,950)	-3.48%
2011	$48,747,058,300	($692,738,800)	-1.40%
2012	$46,923,448,900	($1,823,609,400)	-3.74%
2013	$46,387,463,200	($535,985,700)	-1.14%

Table 6
EQUALIZED PROPERTY VALUE BY CLASS OF PROPERTY
Including Tax Incremental Districts

The total value of equalized property including all tax incremental districts reported for Waukesha County in budget year 2014 is $47.2 billion. The total reflects the combined valuation of several separate classes of property including: residential, personal, commercial, manufacturing, and agricultural, forest/swamp/other properties. Changes in the relative proportion of these classes of property reflect the growth and economic development trends of the County. Market values in the residential tax base have declined in recent years resulting in a decrease in this proportion of the tax base to 75% from 76% in 2008. Residential valuation deflated by 1.75% based on prior year analysis by the Wisconsin Department of Revenue.. Commercial properties and manufacturing continue to maintain their share of the tax base at 19% and 3% respectively for budget year 2014.



($000's)

Budget Year	Residential	Personal Property	Commercial	Mfg.	Agr./Forest/ Swamp/Other	Total Value
2005	$30,903,597	$912,143	$7,586,152	$1,305,452	$232,229	$40,939,573
2006	$34,623,811	$899,286	$8,355,042	$1,341,526	$231,366	$45,451,031
2007	$37,785,792	$967,353	$9,090,014	$1,367,315	$266,636	$49,477,110
2008	$39,743,016	$1,017,478	$9,557,795	$1,372,812	$297,043	$51,988,144
2009	$40,317,412	$1,047,674	$10,024,713	$1,369,402	$296,676	$53,055,877
2010	$39,273,723	$1,100,032	$10,084,520	$1,355,180	$298,055	$52,111,510
2011	$37,883,814	$1,103,080	$9,655,814	$1,360,989	$285,177	$50,288,874
2012	$37,329,217	$1,076,627	$9,525,264	$1,335,918	$285,537	$49,552,563
2013	$35,670,846	$1,055,120	$9,389,591	$1,346,196	$278,012	$47,739,765
2014	$35,263,595	$1,105,906	$9,202,897	$1,367,263	$277,706	$47,217,367
% of Total	74.7%	2.3%	19.5%	2.9%	0.6%	100.0%

Table 7
GENERAL COUNTY PURPOSE PROPERTY TAX LEVY DATA
EXCLUDES FEDERATED LIBRARY

	BUDGET YEAR	TAX YEAR	PROPERTY TAX RATES --PER $1,000 OF EQUALIZED VALUE-- GENERAL COUNTY RATE(1)	RATE CHANGE ($$)	Tax Rate Change (%)
	2004	2003	$2.21	($0.10)	-4.33%
	2005	2004	$2.11	($0.10)	-4.50%
	2006	2005	$1.96	($0.15)	-6.95%
	2007	2006	$1.83	($0.13)	-6.77%
	2008	2007	$1.78	($0.05)	-2.95%
	2009	2008	$1.79	$0.01	0.66%
	2010	2009	$1.87	$0.08	4.50%
	2011	2010	$1.97	$0.10	5.42%
	2012	2011	$2.01	$0.04	2.03%
	2013	2012	$2.11	$0.10	4.98%
Proposed	**2014**	**2013**	**$2.15**	**$0.04**	**1.90%**

	BUDGET YEAR	TAX YEAR	COUNTY TAX LEVY(2)	TAX LEVY CHANGE ($$)	Tax Levy Change (%)
	2004	2003	$81,552,478	$3,487,024	4.47%
	2005	2004	$84,919,831	$3,367,353	4.13%
	2006	2005	$87,595,762	$2,675,931	3.15%
	2007	2006	$88,696,977	$1,101,215	1.26%
	2008	2007	$90,524,503	$1,827,526	2.06%
	2009	2008	$93,086,754	$2,562,251	2.83%
	2010	2009	$95,717,457	$2,630,703	2.83%
	2011	2010	$97,422,065	$1,704,608	1.78%
	2012	2011	$98,037,483	$615,418	0.63%
	2013	2012	$98,798,522	$761,039	0.78%
Proposed	**2014**	**2013**	**$99,505,152**	**$706,630**	**0.72%**

	BUDGET YEAR	TAX YEAR	EQUALIZED VALUE WITHOUT TIDS (3)	EQUALIZED VALUE CHANGE ($$)	Equalized Value Change (%)
	2004	2003	$36,910,435,050	$3,119,325,500	9.23%
	2005	2004	$40,244,065,050	$3,333,630,000	9.03%
	2006	2005	$44,614,092,450	$4,370,027,400	10.86%
	2007	2006	$48,476,599,550	$3,862,507,100	8.66%
	2008	2007	$50,954,981,250	$2,478,381,700	5.11%
	2009	2008	$52,055,313,050	$1,100,331,800	2.16%
	2010	2009	$51,220,442,050	($834,871,000)	-1.60%
	2011	2010	$49,439,797,100	($1,780,644,950)	-3.48%
	2012	2011	$48,747,058,300	($692,738,800)	-1.40%
	2013	2012	$46,923,448,900	($1,823,609,400)	-3.74%
Proposed	**2014**	**2013**	**$46,387,463,200**	**($535,985,700)**	**-1.14%**

NOTES:
(1) Rounded to nearest cent.
(2) Excludes amounts for Federated Library System.
(3) Equalized value excludes tax incremental financing districts (TIDs).

Table 8
FEDERATED LIBRARY PROPERTY TAX LEVY DATA

	BUDGET YEAR	TAX YEAR	FEDERATED LIBRARY PROPERTY TAX RATE --PER $1,000 OF EQUALIZED VALUE-- GENERAL COUNTY RATE	RATE CHANGE ($$)	RATE CHANGE (%)
	2004	2003	$0.2629	($0.0014)	-0.52%
	2005	2004	$0.2354	($0.0275)	-10.44%
	2006	2005	$0.2416	$0.0062	2.62%
	2007	2006	$0.2232	($0.0184)	-7.62%
	2008	2007	$0.2159	($0.0073)	-3.26%
	2009	2008	$0.2210	$0.0051	2.34%
	2010	2009	$0.2314	$0.0104	4.70%
	2011	2010	$0.2460	$0.0146	6.31%
	2012	2011	$0.2514	$0.0054	2.21%
	2013	2012	$0.2690	$0.0176	7.00%
Proposed	**2014**	**2013**	**$0.2768**	**$0.0078**	**-2.89%**

	BUDGET YEAR	TAX YEAR	COUNTY LEVY FOR FED LIB.	TAX LEVY CHANGE ($$)	TAX LEVY CHANGE (%)
	2004	2003	$2,769,187	$225,082	8.85%
	2005	2004	$2,741,386	($27,801)	-1.00%
	2006	2005	$2,576,634	($164,752)	-6.01%
	2007	2006	$2,597,084	$20,450	0.79%
	2008	2007	$2,663,828	$66,744	2.57%
	2009	2008	$2,752,289	$88,461	3.32%
	2010	2009	$2,773,900	$21,611	0.79%
	2011	2010	$2,853,939	$80,039	2.89%
	2012	2011	$2,883,486	$29,547	1.04%
	2013	2012	$2,930,604	$47,118	1.63%
Proposed	**2014**	**2013**	**$2,965,628**	**$35,024**	**1.20%**

	BUDGET YEAR	TAX YEAR	EQUALIZED VALUE MUNICIPALITIES W/O LIBRARIES	EQUALIZED VALUE CHANGE ($$)	EQUALIZED VALUE CHANGE (%)
	2004	2003	$10,533,032,800	$906,510,800	9.42%
	2005	2004	$11,643,340,500	$1,110,307,700	10.54%
	2006	2005	$10,664,628,100	($978,712,400)	-8.41%
	2007	2006	$11,636,122,500	$971,494,400	9.11%
	2008	2007	$12,337,085,300	$700,962,800	6.02%
	2009	2008	$12,454,954,400	$117,869,100	0.96%
	2010	2009	$11,989,066,300	($465,888,100)	-3.74%
	2011	2010	$11,602,963,300	($386,103,000)	-3.22%
	2012	2011	$11,470,523,100	($132,440,200)	-1.14%
	2013	2012	$10,892,998,400	($577,524,700)	-5.03%
Proposed	**2014**	**2013**	**$10,714,775,800**	**($178,222,600)**	**-1.64%**

Table 9
COMPARATIVE COUNTIES PROPERTY RATES
FOR 2013 ADOPTED BUDGET

Waukesha County's property tax rate is ranked 70th of 72 counties for 2013 budget purposes. An asterisk (*) to the left of the county name denotes that the county has not enacted an optional 0.5% county sales tax. An underline reflects counties bordering Waukesha County.

County	2012 Rank	Property Tax Rate For 2013 Budget (a)	County	2012 Rank	Property Tax Rate For 2013 Budget (a)
* Menominee	1	$8.41	Portage	37	$5.25
Taylor	2	$8.11	* Calumet	38	$5.25
Crawford	3	$8.01	Barron	44	$5.20
Dunn	4	$8.00	Marathon	36	$5.17
* Kewaunee	6	$7.77	Shawano	40	$5.17
Clark	5	$7.51	Oconto	41	$5.15
Adams	8	$7.21	Columbia	42	$5.11
Marquette	11	$7.10	Milwaukee	46	$5.05
Pepin	10	$7.02	Kenosha	47	$5.02
Jackson	9	$6.82	* Outagamie	45	$4.91
Lafayette	7	$6.77	Wood	43	$4.86
Rock	13	$6.64	Douglas	50	$4.69
Richland	12	$6.57	* Brown	48	$4.68
Waupaca	16	$6.43	Sauk	49	$4.66
Waushara	15	$6.42	Iron	52	$4.59
Florence	14	$6.32	Walworth	53	$4.56
Juneau	17	$6.24	Forest	51	$4.55
Green Lake	27	$6.22	Jefferson	54	$4.48
Buffalo	18	$6.09	Washburn	55	$4.42
Monroe	19	$6.04	Marinette	56	$4.20
* Winnebago	20	$6.02	St Croix	58	$4.09
Pierce	24	$5.93	Grant	57	$4.00
Fond du Lac	25	$5.90	La Crosse	59	$3.87
Green	23	$5.78	Eau Claire	60	$3.86
Iowa	22	$5.78	* Racine	62	$3.79
Lincoln	26	$5.77	Chippewa	61	$3.75
* Manitowoc	29	$5.74	Door	63	$3.55
Dodge	30	$5.68	Bayfield	64	$3.51
Trempealeau	21	$5.68	Burnett	65	$3.48
Price	31	$5.63	Washington	66	$3.01
Vernon	28	$5.59	Dane	67	$3.01
Ashland	33	$5.53	Sawyer	68	$2.94
Langlade	32	$5.47	Oneida	69	$2.23
* Sheboygan	34	$5.41	* Waukesha	70	$2.17
Polk	35	$5.37	Ozaukee	71	$1.90
Rusk	39	$5.30	Vilas	72	$1.87

(a) Property tax rates shown include library system and other special taxing authorities.

Source: Compiled by the Wisconsin Taxpayers Alliance. In previous years the Wisconsin Department of Revenue provided this information, but no longer. In the last State budget, the County Tax Rate sheet that was required to be filled out and filed by each county was suspended by the state legislature for two years and is likely permanent.

Table 10
COMPARATIVE COUNTIES PROPERTY TAX PER PERSON
FOR 2012 AND 2013 BUDGETS

Waukesha County's property tax per person is ranked 68th of 72 counties for 2013 budget purposes. An asterik (*) to the left of the county name denotes that the county has not enacted an optional 0.5% county sales tax. An underline reflects counties bordering Waukesha County.

	County	2012 Rank	2013 Rank	2012 Tax Levy Per Person	2013 Tax Levy Per Person
	Door	1	1	$892.84	$897.53
	Florence	2	2	$871.23	$876.91
	Adams	3	3	$819.78	$825.13
	Green Lake	5	4	$716.74	$720.91
	Iron	4	5	$718.22	$718.93
	Marquette	6	6	$685.76	$710.25
	Washburn	7	7	$659.29	$659.00
	Waushara	8	8	$626.15	$624.71
*	Menominee	9	9	$618.25	$619.38
	Vilas	10	10	$613.22	$608.53
	Sawyer	12	11	$592.86	$596.57
	Walworth	11	12	$594.04	$593.78
	Bayfield	13	13	$582.79	$589.60
	Forest	16	14	$552.20	$564.55
	Burnett	15	15	$554.09	$559.57
	Price	14	16	$560.05	$558.28
*	Kewaunee	17	17	$513.44	$533.59
	Pepin	18	18	$498.73	$503.27
	Taylor	20	19	$485.24	$496.78
	Polk	19	20	$487.04	$489.48
	Oconto	21	21	$471.60	$475.55
	Jackson	24	22	$467.57	$468.57
	Crawford	22	23	$468.65	$467.58
	Lincoln	23	24	$467.65	$466.61
	Dunn	27	25	$455.11	$462.95
	Sauk	25	26	$460.55	$460.23
	Langlade	26	27	$457.19	$454.04
	Waupaca	28	28	$441.84	$446.79
	Juneau	29	29	$438.38	$437.94
	Iowa	30	30	$434.11	$437.63
	Buffalo	31	31	$430.56	$433.97
	Columbia	32	32	$430.11	$432.04
	Oneida	34	33	$417.18	$414.65
	Ashland	35	34	$406.06	$407.87
*	Winnebago	36	35	$404.86	$401.05
	Green	37	36	$396.73	$399.60
	Rusk	38	37	$394.66	$397.93
	Lafayette	33	38	$427.88	$397.86
*	Sheboygan	39	39	$391.59	$394.95
	Pierce	40	40	$386.60	$389.34
	Fond du Lac	42	41	$382.17	$386.52
	Barron	41	42	$382.60	$386.42
	Rock	43	43	$375.41	$381.66
	Clark	44	44	$371.15	$375.56
	Richland	45	45	$368.08	$368.87
	Dodge	46	46	$361.33	$360.53
	Marinette	50	47	$353.71	$357.31
	Kenosha	47	48	$356.70	$356.43
	Shawano	48	49	$354.11	$355.78
*	Manitowoc	51	50	$351.77	$352.68
	Portage	52	51	$351.56	$351.72
*	Outagamie	53	52	$351.53	$350.85
	Douglas	55	53	$340.23	$345.58
	Trempealeau	54	54	$347.64	$345.15
*	Calumet	56	55	$340.01	$343.24
	Marathon	49	56	$353.93	$342.62
	Monroe	57	57	$339.15	$341.27
	St Croix	58	58	$329.54	$326.77
*	Brown	59	59	$324.52	$323.09
	Vernon	60	60	$320.65	$321.75
	Jefferson	61	61	$318.73	$320.86
	Wood	62	62	$298.83	$295.94
	Milwaukee	63	63	$291.27	$295.42
	Dane	65	64	$284.18	$291.20
	Washington	64	65	$290.40	$282.18
	Chippewa	69	66	$249.97	$261.44
*	Racine	66	67	$260.73	$261.08
*	Waukesha	67	68	$258.56	$260.19
	La Crosse	68	69	$256.61	$258.18
	Eau Claire	70	70	$247.38	$255.88
	Ozaukee	71	71	$221.35	$223.32
	Grant	72	72	$211.41	$212.33

Source: Compiled by the Wisconsin Taxpayers Alliance and information from the Wisconsin Department of Administration.

Table 11
OUTSTANDING DEBT PER CAPITA

Outstanding debt is defined as the remaining principal on general obligation bonds which the County has pledged its full faith and credit, and unlimited taxing power. Dividing the outstanding debt by the current population is another indicator of the burden on the community of the general obligation debt issued.

-In 2002-2004 the bond issues was increased to fund a Justice Center addition project for $34 million, with additional borrowing over the following two years. The County retired $2.8 million of the remaining 1997 debt in 2004 with the use of General Fund balance.

-In 2007, the County paid down $1.5 million of the 2000 debt issue.

-In 2008, borrowing was reduced from $12,000,000 in the 2008 adopted budget to $10,000,000 with the appropriation of general fund balance available from favorable 2007 year end results.

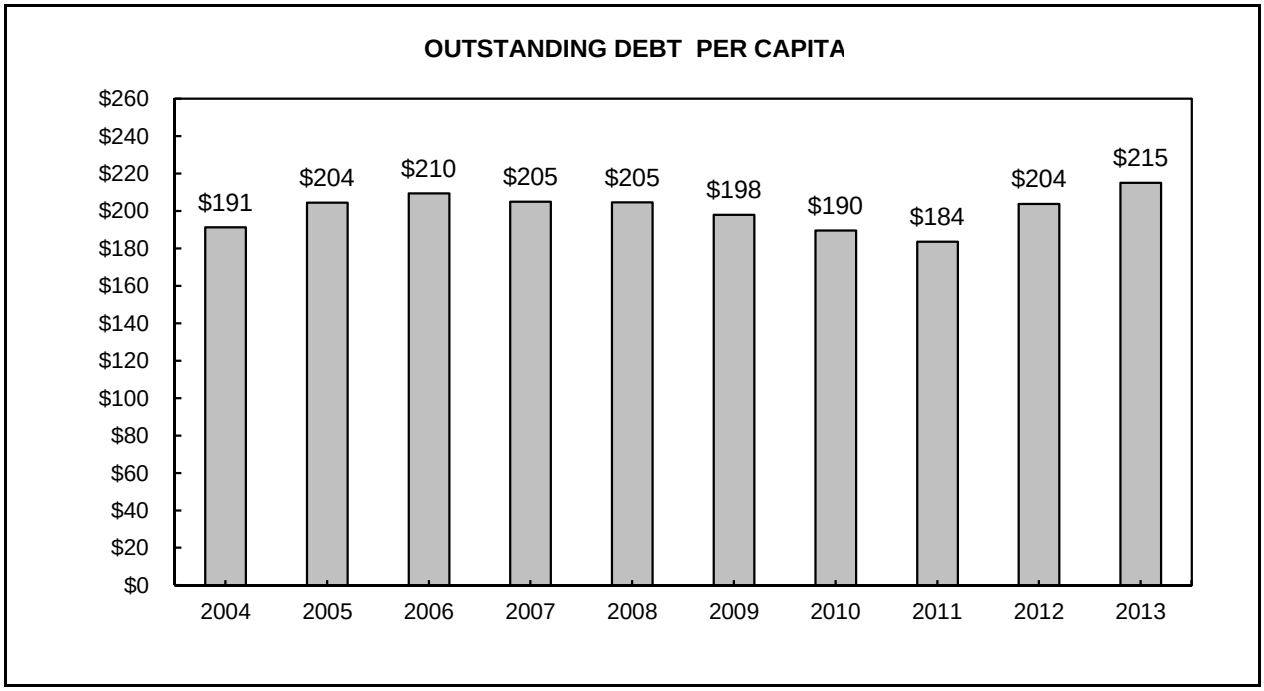
-In 2009, borrowing was reduced from $10,000,000 to $8,000,000 due to the reduction in project expenditures. The County also refinanced $7.7 million of debt issued in 2001 and 2002.

-In 2010, borrowing was reduced from $10,000,000 to $9,000,000 due to delays in project expenditures.

-In 2011, the County refinanced $9.9 million of debt issued in 2003 & 2004 resulting in future interest savings. The County also refunded $6,635,000 of the 2005 notes in April 2012.

-In 2012, the County refinanced $6,635,000 of the debt issued in 2005.

-In 2013, the County refinanced $4,550,000 of the debt issued in 2006.



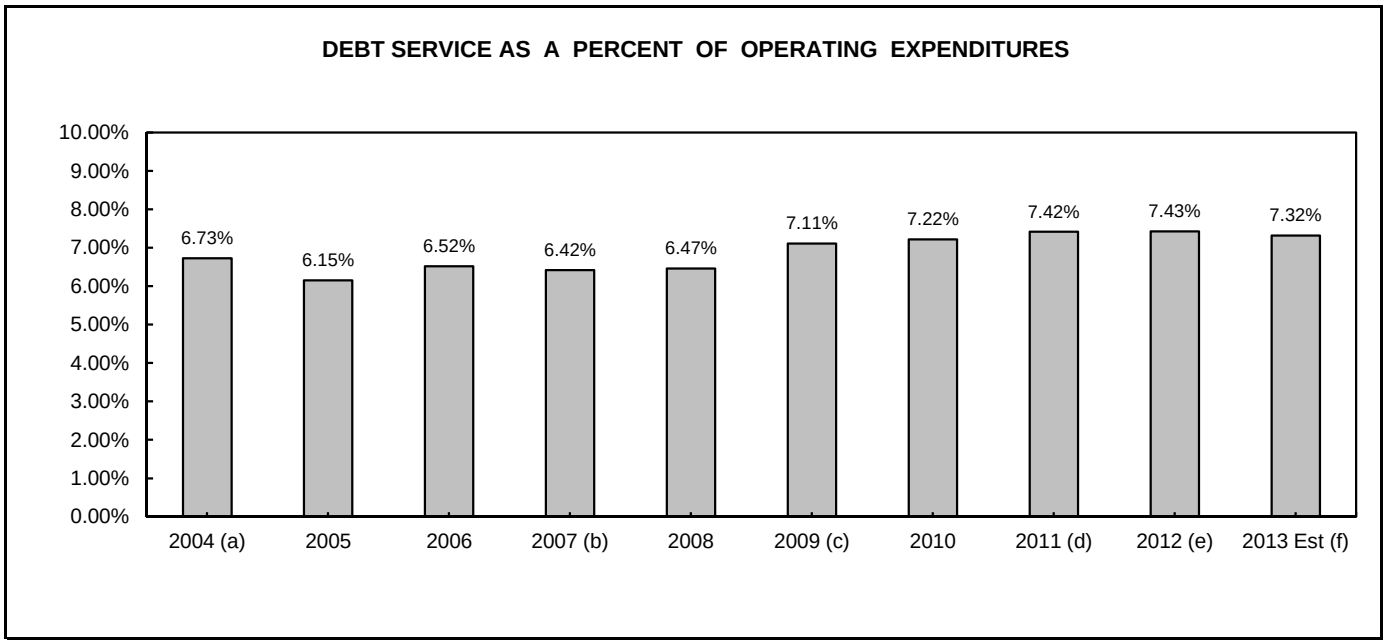
Year	Current Year Borrowing	Outstanding Debt	Population	Debt Per Capita
2004	$14,000,000	$71,465,000	373,339	$191
2005	$14,400,000	$77,150,000	377,348	$204
2006	$12,000,000	$79,525,000	379,577	$210
2007	$10,000,000	$78,250,000	381,603	$205
2008	$10,000,000	$78,320,000	382,697	$205
2009 *	$8,000,000	$75,855,000	383,190	$198
2010	$9,000,000	$73,930,000	389,891	$190
2011 *	$10,000,000	$71,660,000	390,267	$184
2012	$20,000,000	$79,665,000	390,914	$204
2013	$17,000,000	$84,235,000	391,478	$215

* Does not include debt issued to refinance prior year issues.

Table 12
DEBT SERVICE AS A PERCENT OF OPERATING EXPENDITURES

Debt service includes principal and interest payments on general county debt obligations borrowed for capital project expenditures. Debt service payments are examined relative to general operating expenditures including special revenue funds. As a fixed cost, debt service can reduce expenditure flexibility. According to the International City Management Association (ICMA), if debt service as a percent of operating expenditure is below 10 percent, the credit industry views this situation favorably. If it exceeds 20 percent, potential risk exists. County debt service has remained stable in proportion to increases in general operating expenditures. Overall, the County is still below the 10 percent threshold. Increases reflect a continued emphasis on capital needs including major highway and facility projects. The debt burden is managed in relation to the funding requirements of the Five-Year Capital Plan.

The County has used defeasement and refunding activity to manage debt service. In 2001, the County refinanced $16.4 million of debt issued between 1994 and 1996 resulting in future interest savings. In 2004, the County paid down the remaining $2.8 million of the 1997 issue, resulting in reduced debt service in 2005. In 2007, the County paid down $1.5 million of the 2000 debt issue. In 2008, borrowing was reduced from $12,000,000 in the 2008 adopted budget to $10,000,000 with the appropriation of general fund balance available from favorable 2007 year end results. In 2009, borrowing was reduced from $10,000,000 to $8,000,000 due to the reduction in project expenditures. The County also refinanced $7.7 million of debt issued in 2001 and 2002. In 2010, borrowing was reduced from $10,000,000 to $9,000,000 due to delays in project expenditures. In 2011, the County borrowed $10,000,000 and also refinanced $9.9 million of debt issued in 2003 and 2004. In April 2012, $6.6 million of the 2005 notes were refunded. In 2013, $4,550,000 of 2006 notes were refunded.

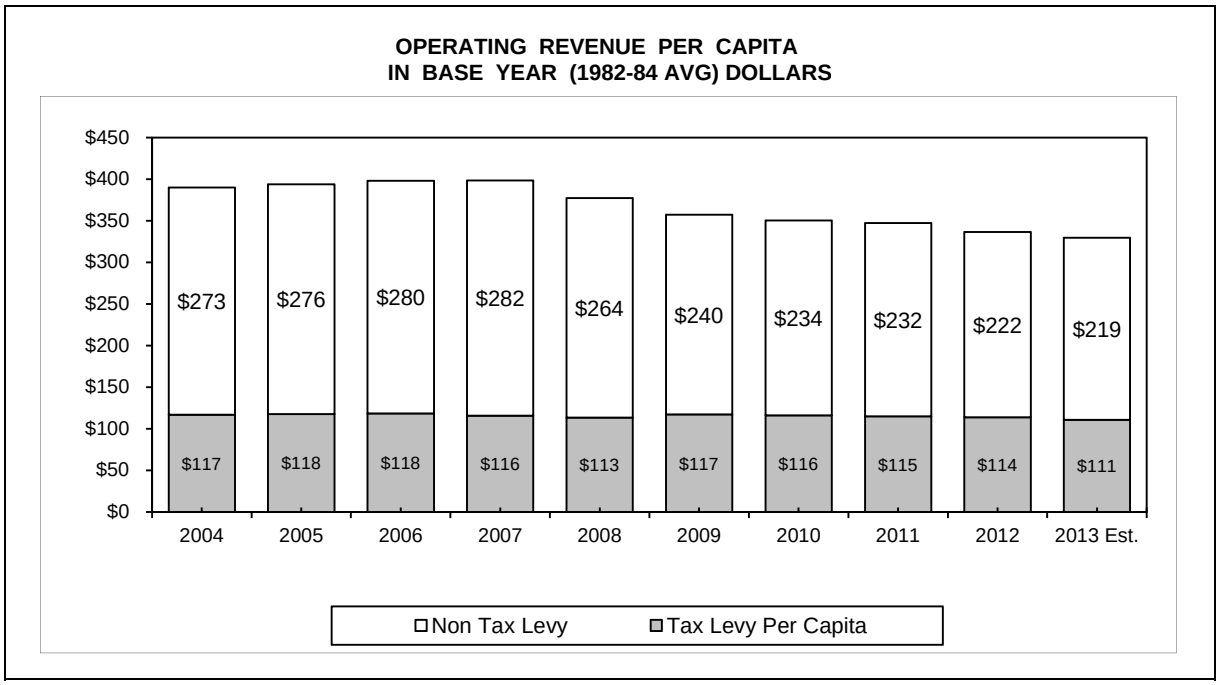


Year	Debt Service	Operating Expenditures	Percent
2004 (a)	$12,440,551	$184,864,883	6.73%
2005	$11,717,020	$190,463,473	6.15%
2006	$12,806,485	$196,462,959	6.52%
2007 (b)	$12,939,806	$201,591,217	6.42%
2008	$12,987,327	$200,868,835	6.47%
2009 (c)	$12,974,363	$182,406,472	7.11%
2010	$13,424,280	$185,925,176	7.22%
2011 (d)	$14,260,230	$192,232,670	7.42%
2012 (e)	$14,025,660	$188,709,358	7.43%
2013 Est (f)	$14,420,889	$196,888,273	7.32%

(a) Excludes debt service to pay down remaining $2.8 million of the 1997 debt issue.
(b) Excludes debt service to pay down $1.5 million of the 2000 debt issue.
(c) Excludes debt service to refinance $7.7 million in debt issued in 2001 and 2002.
(d) Excludes debt service to refinance $9.9 million in debt issued in 2003 and 2004.
(e) Excludes debt service to refinance $6.6 million of the 2005 issue.
(f) Excludes debt service to refinance $4,550,000 of the 2006 issue.

Table 13
OPERATING REVENUES PER CAPITA

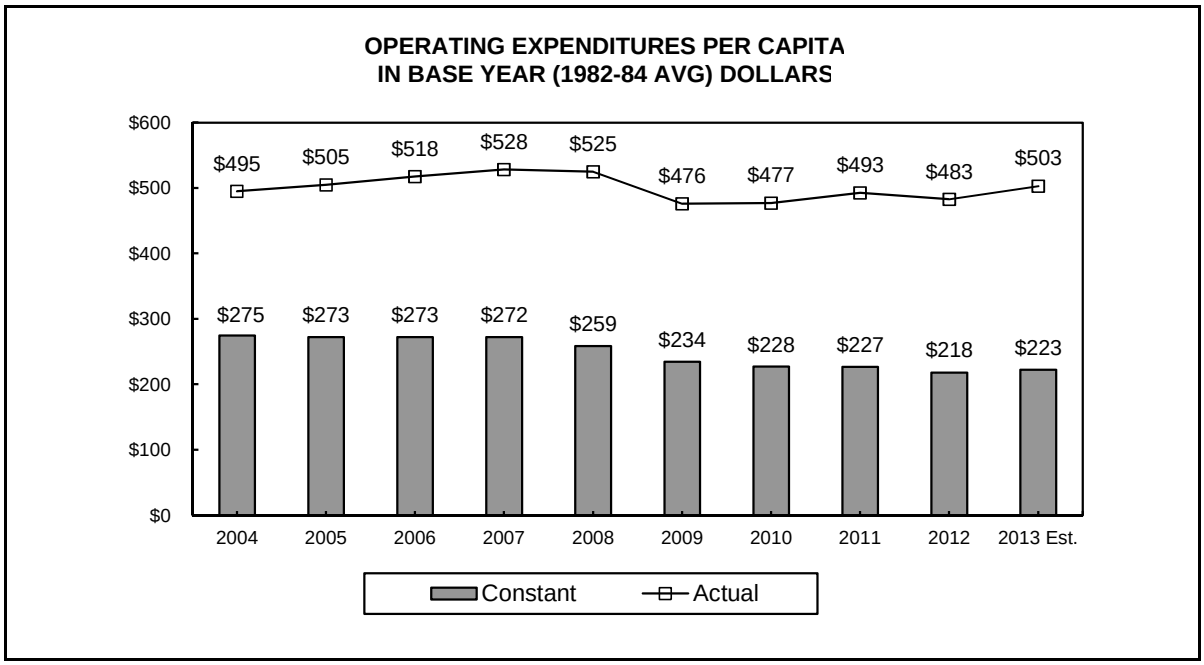
Operating revenue per capita shows how revenues are changing relative to changes in the levels of population. Revenues include general fund, special revenue and debt service funds. Revenue sources include tax levy, intergovernmental revenues, charges for services, fines/forfeitures and licenses/permits. Total revenues are adjusted for inflation with the base year being 1982-1984 average. In 2005 almost $3.7 million of new State Federal revenues are shifted to the County for disabled individuals at Intermediate Care Facilities. In 2008, revenues are reduced for the transition to the State Family Care program with $8.3 million for client's care no longer provided by the County but now provided by State contracts to two private sector Managed Care organizations. Another $15 million reduction occurs in 2009, completing the transition. Revenue reduction in 2009 also include lower estimated interest earned on investments of $2.9 million. Years 2010 and 2011 included some increases. 2012 includes reductions in State revenue due to a change to shift administration of the Children Long Term Support Program to a third party administrator ($3.5 million), as well as State revenues reductions included in the 2011-2013 State budget for Youth Aids, Child Support and General Transportation Aids. State revenues continue to remain flat in 2013.



Year	Oper. Revenues With Tax Levy	W.C. Property Tax Levy	Consumer Price Index	Revenues Base Year	Population	Per Capita
2004	$183,556,767	$78,682,880	180.2	$101,862,801	373,339	$273
2005	$193,001,363	$82,305,953	185.2	$104,212,399	377,348	$276
2006	$201,551,027	$85,216,371	189.9	$106,135,349	379,577	$280
2007	$209,204,070	$85,745,138	194.1	$107,781,592	381,603	$282
2008	$205,013,738	$88,052,506	203.0	$100,991,989	382,697	$264
2009	$186,622,210	$91,226,366	203.0	$91,932,123	383,190	$240
2010	$191,210,023	$94,981,926	209.6	$91,226,156	389,891	$234
2011	$196,702,097	$97,378,950	216.9	$90,687,919	390,267	$232
2012	$192,216,535	$98,516,081	221.1	$86,920,745	390,914	$222
2013 Est.	$193,584,945	$98,035,139	226.0	$85,657,055	391,478	$219

Table 14
OPERATING EXPENDITURES PER CAPITA

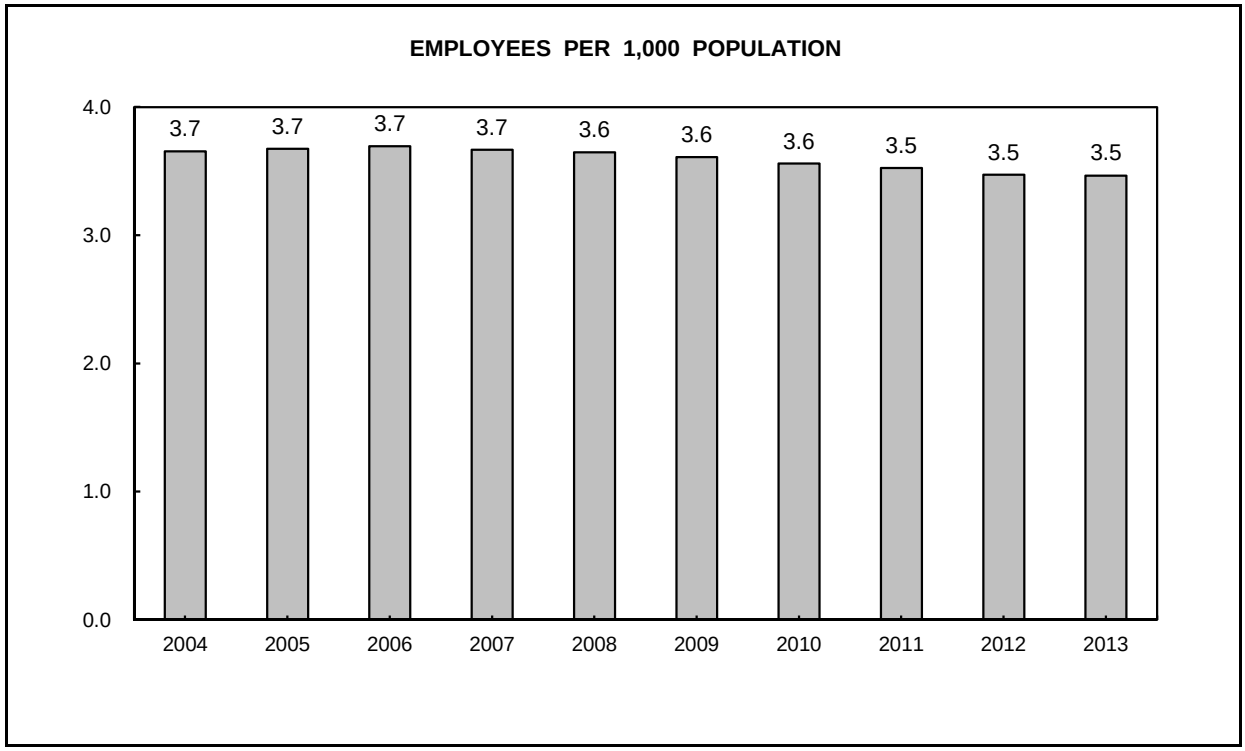
Changes in expenditures (1982-1984 base year dollars) per capita reflect changes in expenditures relative to changes in population. Expenditures include general fund, special revenue and debt service funds (excludes proprietary and capital project funds). Debt Service also excludes the one-time expenditure for debt retirement. The 2005 increase includes $1.6 million for the opening of the Justice Facility expansion in the fourth quarter, as well as increases for full year funding of the Communications Center. Another $1.0 million increase in 2006, also funds full year costs of the jail expansion. The indicator remains relatively flat until 2008, when cost to continue increases are offset with a $8.3 million reduction in expenditures for the state shifting the transfer of Health and Human Services Long Term Care program to state Family Care working with private sector contracted managed Care Organizations. This involves another $19 million reduction in 2009, which completes the transition. Years 2010 and 2011 remain flat. In 2012, the State Budget repair bill required most County employees (except for protective classifications) to make 50% contribution to their pension in the WI retirement System, which reduced expenditures by $3.5 million. The State budget also transferred the payments ($3.5 million) for the Children Long Term Support Program to a third party administrator . 2013 estimates reflect a cost to continue 2013 budget.



Year	Expenditures *	Consumer Price Index	Base Year	Population	Per Capita Actual	Per Capita Base Year
2004	$184,864,883	180.2	$102,588,725	373,339	$495	$275
2005	$190,463,473	185.2	$102,842,048	377,348	$505	$273
2006	$196,462,959	189.9	$103,456,008	379,577	$518	$273
2007	$201,591,217	194.1	$103,859,463	381,603	$528	$272
2008	$200,868,835	203.0	$98,950,165	382,697	$525	$259
2009	$182,406,472	203.0	$89,855,405	383,190	$476	$234
2010	$185,925,176	209.6	$88,704,760	389,891	$477	$228
2011	$192,232,670	216.9	$88,627,326	390,267	$493	$227
2012	$188,709,358	221.1	$85,334,792	390,914	$483	$218
2013 Est.	$196,888,273	226.0	$87,118,705	391,478	$503	$223

Table 15
EMPLOYEES PER 1,000 POPULATION

The number of employees reflect the number of budgeted regular full-time and regular part-time positions stated in full time equivalents for each year. Since personnel costs represent a significant portion of the County's operating budget, changes in the number of employees in relation to the population of the County provide another means of assessing the growth in County operations. Increases or decreases may indicate changes in the productivity of employees. New positions in 2004 were created for the new Communications Center operations. In 2005 and 2006, the majority of the almost 37 net new positions were created for the opening of the new justice facility expansion, and additional full time equivalent positions associated with the full year impact of the Communications Center. In 2010, a net increase of 2.75 FTE budgeted regular positions was mainly due to the creation of 18 FTE positions in the Sheriff's Department as part of a new police services contract with the City of Pewaukee. The County offset this growth with positions reductions in other functional areas, resulting in a stable lower level of positions compared to population changes. For 2011, the budget includes a net reduction of 11.26 FTE regular positions mostly due to reductions in the Park, Environment, Education and Land Use and the Public Works functional areas, with a minimal increase in the County's population which results in a drop in employees per 1,000 of population to a very lean 3.5 per 1000. The 2012 budget further decreased positions a net 18.69 FTE, including 3.5 FTE in the Courts and 5.0 FTE's as a result of additional contracting of housekeeping services. The 2013 budget reduces regular staff levels a net 1.12 FTE.



Year	Employees*	Population	Employees per 1,000 Population
2004	1,365	373,339	3.7
2005	1,387	377,348	3.7
2006	1,403	379,577	3.7
2007	1,400	381,603	3.7
2008	1,396	382,697	3.6
2009	1,384	383,190	3.6
2010	1,388	389,891	3.6
2011	1,376	390,267	3.5
2012	1,358	390,914	3.5
2013	1,357	391,478	3.5

* Excludes temporary extra help, seasonals, and limited term employees

Table 16
BUDGETED PERSONNEL COSTS AS A PERCENT OF NET OPERATING BUDGET
(ALL FUNDS)

	2010	2011	2012	2013	2014
Personnel Costs	$113,524,322	$115,958,056	$114,012,267	$115,753,553	$117,209,142
Total Net Oper Expenditures (w/o Capital Projects)	$208,526,770	$213,555,811	$208,511,652	$209,193,729	$216,853,294
Percent of Net Operating Budget	54.4%	54.3%	54.7%	55.3%	54.0%

BUDGETED SALARY AND BENEFIT COST BREAKDOWN
(ALL FUNDS)

	2010	2011	2012	2013	2014
Salaries and wages (a)	$79,804,971	$80,730,321	$81,732,675	$83,152,099	$84,263,364
Employee Benefits (b)	$33,719,351	$35,227,735	$32,279,592	$32,601,454	$32,945,778
Total Personnel Costs	$113,524,322	$115,958,056	$114,012,267	$115,753,553	$117,209,142
Benefits as % of Total Salaries	42.3%	43.6%	39.5%	39.2%	39.1%

(a) Salaries and wages include salaries of regular full-time and part-time employees, overtime costs, limited term, seasonal extra help employees pay, Per Diems, Longevity pay for employees that start with the County prior to 1978, educational incentives and earned vacation pay.

(b) Amounts include compensated benefit cost only. Does not include value of paid time off such as vacation which is included in the salaries amounts.

Table 17
GENERAL COUNTY TAX LEVY PERCENT OF TOTAL NET EXPENDITURES
(2010 - 2014)

	2010 Budget	2011 Budget	2012 Budget	2013 Budget	2014 Budget
Gross Expenditures					
Operating	$242,442,657	$248,081,591	$244,662,650	$245,902,296	$254,076,679
Capital	$19,353,400	$19,982,500	$39,956,000	$27,870,000	$28,092,700
TOTAL GROSS EXPENDITURES	$261,796,057	$268,064,091	$284,618,650	$273,772,296	$282,169,379
Less: Interdepartmental Charges*	$33,915,886	$34,525,779	$36,150,997	$36,708,567	$37,223,385
TOTAL NET EXPENDITURES	$227,880,171	$233,538,312	$248,467,653	$237,063,729	$244,945,994
Operating % of Net Expenditures	91.5%	91.4%	83.9%	88.2%	88.5%
Capital % of Net Expenditures	8.5%	8.6%	16.1%	11.8%	11.5%
General County Tax Levy **					
Operating	$93,287,457	$94,997,065	$95,612,483	$96,798,522	$97,555,152
Capital	$2,429,999	$2,425,000	$2,425,000	$2,000,000	$1,950,000
TOTAL COUNTY GENERAL TAX LEVY	$95,717,456	$97,422,065	$98,037,483	$98,798,522	$99,505,152
Operating Levy % of General County Levy	97.5%	97.5%	97.5%	98.0%	98.0%
Capital Levy % of General County Levy	2.5%	2.5%	2.5%	2.0%	2.0%
General County Tax Levy % of Total Net Expenditures	42.0%	41.7%	39.5%	41.7%	40.6%

* In 2009, the Health and Dental Internal Services fund was created which added $16.1 million to the Interdepartmental Charge amount, the increase of $1.6 million in 2012 is mainly due to a actuarial recommended Health and Dental self insured premium increases charged to Departments and End User Technology Internal Service Fund phasing in the shifting of the total cost of computer ownership into department budgets (currently estimated at 90% of total costs) and Risk Management charges reflecting historical claim experience payout patterns charged to department and reviewing the general fund balance being used to subside this Internal Service fund.

** Total Levy Excluding Federated Library System.

Table 18
OPERATING & CAPITAL BUDGET SUMMARY WITH YEAR TO DATE INFORMATION

Note: State law (Wis Stats. Chap.65.90) requires budgets to include actual expenditures for not less than the first 6 months of the current year.

OPERATING BUDGET	2012 ACTUAL	2013 ADOPTED BUDGET	2013 MODIFIED BUDGET	2013 ACTUAL YTD (a)	2014 BUDGET	CHANGE FROM 2013 ADOPTED BUDGET $	%
EXPENDITURES							
PERSONNEL COSTS	$ 112,076,748	$ 115,753,553	$ 116,111,043	$ 70,413,758	$ 117,209,142	$ 1,455,589	1.26%
OPERATING EXPENSES	$ 91,161,876	$ 94,359,254	$ 101,955,711	$ 61,261,276	$ 100,941,738	$ 6,582,484	6.98%
INTERDEPT. CHARGES	$ 18,661,346	$ 19,248,324	$ 19,272,638	$ 13,527,119	$ 19,874,195	$ 625,871	3.25%
FIXED ASSET & IMPROVE	$ 1,159,892	$ 1,757,800	$ 2,151,095	$ 590,660	$ 1,628,450	$ (129,350)	-7.36%
DEBT SERVICE	$ 14,025,660	$ 14,783,365	$ 14,783,365	$ 13,443,702	$ 14,423,154	$ (360,211)	-2.44%
TOTAL EXPENDITURES	$ 237,085,522	$ 245,902,296	$ 254,273,852	$ 159,236,515	$ 254,076,679	$ 8,174,383	3.32%
REVENUES							
GEN'L GOVT. REVENUES	$ 50,968,497	$ 49,623,911	$ 55,163,752	$ 31,366,744	$ 54,539,128	$ 4,915,217	9.90%
FINES & LICENSES	$ 2,626,005	$ 2,714,927	$ 2,714,927	$ 2,373,447	$ 2,677,545	$ (37,382)	-1.38%
CHARGES FOR SERVICES	$ 34,637,033	$ 33,276,305	$ 33,286,305	$ 20,652,808	$ 34,728,301	$ 1,451,996	4.36%
INTERDEPART. REVENUES	$ 35,072,085	$ 36,708,567	$ 36,708,567	$ 25,195,465	$ 37,223,385	$ 514,818	1.40%
OTHER REVENUES (b)	$ 18,645,244	$ 15,933,050	$ 17,095,298	$ 5,396,631	$ 16,269,239	$ 336,189	2.11%
TOTAL REVENUES	$ 141,948,864	$ 138,256,760	$ 144,968,849	$ 84,985,095	$ 145,437,598	$ 7,180,838	5.19%
RETAINED EARNINGS	$ 4,793,301	$ 586,812	$ 586,812		$ 612,415	$ 25,603	4.36%
TRANSFERS/SURPLUSES	$ (1,433,990)	$ 8,503,222	$ 11,395,846		$ 8,730,716	$ 227,494	0.00%
TAX LEVY	$ 98,495,969	$ 99,729,126	$ 98,495,969	NA	$ 100,520,780	$ 791,654	0.79%

CAPITAL BUDGET	2012 ACTUAL	2013 ADOPTED BUDGET	2013 MODIFIED BUDGET	2013 ACTUAL YTD (a)	2014 BUDGET	CHANGE FROM 2013 ADOPTED BUDGET $	%
EXPENDITURES	$ 35,759,182	$ 27,870,000	$ 56,108,133	$ 29,089,796	$ 28,092,700	$ 222,700	0.80%
REVENUES (b)	$23,195,499	$ 25,870,000	$ 25,870,000	$ 19,389,336	$ 26,142,700	$ 272,700	1.05%
TAX LEVY/ FUND BALANCE (c)	$ 12,563,683	$ 2,000,000	$ 30,238,133		$ 1,950,000	$ (50,000)	-2.50%

(a) 2013 Actual Year to Date figures include financial and encumbrance activity through 9/12/12.

(b) Amounts include fund balance appropriations in 2013 and 2014 budget amounts.

(c) Capital projects are multi-year appropriations; therefore, negative tax levy figures represent unexpended funds that may be spent in subsequent years.

BUDGETED POSITIONS 2012-2014 - SUMMARY BY DEPARTMENT

(INCLUDES EXTRA HELP AND OVERTIME)

BY DEPARTMENT	2012 Year End	2013 Adopted Budget	2013 Modified Budget	2014 Adopted Budget	Incr/(Decr) From 2013 Adpt Budget
Administration (Includes End User Operations & Tech.)	93.50	93.50	93.50	93.50	0.00
Circuit Court Services	92.00	91.00	91.00	90.00	(1.00)
Corporation Counsel	39.00	38.00	38.00	38.00	0.00
County Board	7.00	7.00	7.00	7.00	0.00
County Clerk	4.00	4.00	4.00	4.00	0.00
County Executive	4.65	4.65	4.65	4.65	0.00
District Attorney	30.00	29.50	29.50	29.50	0.00
Emergency Preparedness	57.40	60.40	60.40	60.40	0.00
Federated Library	7.00	7.00	7.00	7.00	0.00
Health & Human Services	390.46	390.46	399.46	398.46	8.00
Medical Examiner	10.62	11.00	11.00	11.00	0.00
Parks & Land Use	105.10	104.60	104.60	104.60	0.00
Public Works	135.60	135.60	135.60	135.60	0.00
Register Of Deeds	18.60	18.60	18.60	18.60	0.00
Sheriff	354.50	353.00	353.00	354.00	1.00
Treasurer	5.50	5.50	5.50	5.00	(0.50)
UW-Extension	3.00	3.00	3.00	3.00	0.00
Total Regular Positions (FTE)	1,357.93	1,356.81	1,365.81	1,364.31	7.50
Total Extra-Help Positions (FTE)	123.64	121.41	121.40	120.72	(0.69)
Total Overtime Positions (FTE)	22.89	22.95	22.95	22.38	(0.57)
TOTAL POSITION EQUIVALENTS COUNTY-WIDE	**1,504.46**	**1,501.17**	**1,510.16**	**1,507.41**	**6.24**

SIGNIFICANT CHANGES FOR 2014:

- **Budgeted Full-Time Equivalents (FTEs) increase by a net of 6.24 FTE, including temporary extra help and overtime.**
- **There is a net increase of 7.50 FTE budgeted regular positions.**
- **Temporary extra help decreases a net of 0.69 FTE (about 1,435 hours), and budgeted overtime decrease a net of 0.57 FTE (about 1,186 hours).**

REGULAR FULL-TIME / PART-TIME
BUDGETED POSITIONS SUMMARY 2012-2014
EXCLUDES OVERTIME AND EXTRA HELP

DEPARTMENTS BY FUND & FUNCTIONAL AREA	FUND	2012 Adopted Budget	Change from 2012	2013 Budget	Change from 2013	2014 Budget
Emergency Preparedness	General	52.15	2.90	55.05	-	55.05
Emergency Preparedness	Radio Services	5.25	0.10	5.35	-	5.35
District Attorney	General	30.00	(0.50)	29.50	-	29.50
Circuit Court Services	General	92.00	(1.00)	91.00	(1.00)	90.00
Medical Examiner	General	10.62	0.38	11.00	-	11.00
Sheriff	General	354.50	(1.50)	353.00	1.00	354.00
Justice and Public Safety		**544.52**	**0.38**	**544.90**	**-**	**544.90**
Corporation Counsel	Child Support - General Fund	27.60	(1.00)	26.60	-	26.60
Health & Human Services	General Fund	366.06	-	366.06	8.00	374.06
Health & Human Services	Aging & Disab. Res. Center Contract Fund	24.40	-	24.40	-	24.40
Health and Human Services		**418.06**	**(1.00)**	**417.06**	**8.00**	**425.06**
Register Of Deeds	General	18.60	-	18.60	-	18.60
UW-Extension	General	3.00	-	3.00	-	3.00
Fed. Library	State Aids & Misc. Fund	6.00	-	6.00	-	6.00
Fed. Library	CAFÉ Shared Automation Fund	1.00	-	1.00	-	1.00
Parks & Land Use	General	80.80	(0.41)	80.39	(0.50)	79.89
Parks & Land Use	Golf Course	8.85	(0.05)	8.80	-	8.80
Parks & Land Use	Ice Arenas	4.95	(0.04)	4.91	-	4.91
Parks & Land Use	Materials Recycling Fund	4.15	-	4.15	-	4.15
Parks & Land Use	Land Information Systems	4.00	-	4.00	-	4.00
Parks & Land Use	Community Development (a)	2.35	-	2.35	0.50	2.85
Parks, Env., Educ., and Land Use		**133.70**	**(0.50)**	**133.20**	**-**	**133.20**
Public Works	General	57.50	(11.60)	45.90	-	45.90
Public Works	Transportation	61.10	11.60	72.70	-	72.70
Public Works	Central Fleet Maintenance	14.00	-	14.00	-	14.00
Public Works	Airport	3.00	-	3.00	-	3.00
Public Works		**135.60**	**-**	**135.60**	**-**	**135.60**
County Executive	General	4.65	-	4.65	-	4.65
County Board	General	7.00	-	7.00	-	7.00
County Clerk	General	4.00	-	4.00	-	4.00
Treasurer	General	5.50	-	5.50	(0.50)	5.00
Dept. Of Administration	General	44.75	-	44.75	-	44.75
Dept. Of Administration	Risk Management	3.20	-	3.20	-	3.20
Dept. Of Administration	Communications	2.35	-	2.35	-	2.35
Dept. Of Administration	Collections	5.75	-	5.75	-	5.75
Dept. Of Administration	End User Technology Fund	37.45	-	37.45	-	37.45
Corporation Counsel	General	11.40	-	11.40	-	11.40
General Administration		**126.05**	**-**	**126.05**	**(0.50)**	**125.55**
Total Regular (F.T. / P.T) Positions County-Wide (FTE)		**1,357.93**	**(1.12)**	**1,356.81**	**7.50**	**1,364.31**

For additional detail see the Budgeted Position Detail Summary for each Department

SUMMARY OF NET CHANGE IN FUNDED REGULAR FULL-TIME/PART-TIME POSITIONS IN 2014 BUDGET BY POSITION TITLE

	Dept	Fund	Program	Position Title	FTE Count
	2014 Adopted Budget Position Unfunded (But Not Abolished)				
*	Health and Human Services	General	Public Health	Community Health Educator	(1.00)
	Circuit Court Service	General	Criminal and Traffic Division	Clerk I-II	(1.00)
	Parks and Land Use	General	Administrative Services	Account Clerk I	(0.50)
	Subtotal 2014 Adopted Budget Positions Unfunded (But Not Abolished)				**(2.50)**
	2014 Adopted Budget Positions Unfunded and Abolished				
	District Attorney	General	Prosecution	Legal Clerk	(1.00)
	Administration	General	Business Office	Account Clerk I	(1.00)
	Administration	General	End User Tech./Mail Services.	Records Management Analyst	(1.00)
	Treasurer	General	Tax Collections	Clerk Typist I-II	(0.50)
	Public Works	General	Central Fleet	Mechanic	(1.00)
	Sheriff	General	Corrections Administration	Clerk III	(1.00)
	Subtotal 2014 Adopted Budget Positions Unfunded and Abolished				**(5.50)**
	2014 Adopted Budget Position Created				
	District Attorney	General	Prosecution	Paralegal	1.00
	Sheriff	General	Sheriff Administration	Financial Analyst	1.00
	Sheriff	General	Corrections Administration	Support Staff Supervisor	1.00
	Administration	General	Business Office	Administrative Assistant I - Fiscal Mgmt	1.00
	Administration	General	End User Tech./Mail Services.	Centralized Records Supervisor	1.00
*	Parks and Land Use	General	CDBG	Program Assistant	0.50
	Public Works	Central Fleet	Central Fleet	Lead Mechanic	1.00
	Subtotal 2014 Adopted Budget Positions Created				**6.50**
	2013 Current Year Positions Unfunded and Abolished				
	Health and Human Services	General	Administrative Services	Clerk I	(1.00)
	Health and Human Services	General	Juvenile Center	Clerk Typist II	(1.00)
	Health and Human Services	General	Administrative Services	Programs and Projects Analyst	(1.00)
	Subtotal 2013 Current Year Positions Unfunded and Abolished				**(3.00)**
	2013 Current Year Positions Created				
*	Health and Human Services	General	Economic Services Administration and Support	Economic Support Specialist	10.00
	Health and Human Services	General	Administrative Services	Senior Information Technology Professional	2.00
	Subtotal 2013 Current Year Positions Created				**12.00**
	Total 2014 Net Reduction in Authorized Positions				**7.50**

* These are positions that include sunset clauses. Position will be reduced or terminated if funding is reduced or terminated.

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

The following schedules detail the funded position totals by department and program. They are presented alphabetically in department order.

ADMINISTRATION - General Fund	12 Year End	13 Budget	14 Budget	Change
Administrative Services				
Collections & Business Services Manager	0.10	0.10	0.10	-
Office Services Coordinator	0.70	0.70	0.70	-
Human Resources Assistant	2.00	2.00	2.00	-
Clerk Typist I/II	0.75	0.75	0.75	-
Clerk Typist II	1.45	1.45	1.45	-
Clerk Typist III	2.00	2.00	2.00	-
Clerk Typist II - Confidential	1.00	1.00	1.00	-
Clerk Typist III - Confidential	2.00	2.00	2.00	-
Extra Help	0.82	0.82	0.50	(0.32)
Overtime	-	-	-	-
Subtotal	10.82	10.82	10.50	(0.32)
Business Office				
Director of Administration	0.85	0.85	0.85	-
Collections & Business Services Manager	0.40	0.40	0.40	-
* Workforce Development Center Coordinator	1.00	1.00	1.00	-
Senior Financial Analyst	0.75	0.75	0.75	-
Administrative Assistant I - Fiscal Mgmt	0.50	0.50	1.50	1.00
Account Clerk I	2.00	2.00	1.00	(1.00)
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	5.50	5.50	5.50	-
Payroll				
Accounting Services Manager	0.25	0.25	0.25	-
Senior Financial Analyst	0.75	0.75	0.75	-
Payroll Coordinator	1.00	1.00	1.00	-
Account Clerk II	1.00	1.00	1.00	-
Extra Help	-	-	0.60	0.60
Overtime	0.01	0.01	-	(0.01)
Subtotal	3.01	3.01	3.60	0.59
Accounting Services/Accounts Payable				
Accounting Services Manager	0.75	0.75	0.75	-
Principal Financial Project Analyst	2.00	2.00	2.00	-
Senior Financial Analyst	0.25	0.25	0.25	-
Administrative Assistant I - Fiscal Mgmt	1.00	1.00	1.00	-
Account Clerk I	2.00	2.00	2.00	-
Extra Help	-	-	0.69	0.69
Overtime	0.01	0.01	-	(0.01)
Subtotal	6.01	6.01	6.69	0.68
Tax Listing				
Clerk Typist II	1.00	1.00	1.00	-
Clerk Typist III	2.00	2.00	2.00	-
Program Assistant	1.00	1.00	1.00	-
Community Service Representative	1.00	1.00	1.00	-
Extra Help				-
Overtime	0.05	-	-	-
Subtotal	5.05	5.00	5.00	-
Budget Management				
Budget Manager	1.00	1.00	1.00	-
Budget Management Specialist	1.00	1.00	1.00	-
Senior Financial Budget Analyst	3.00	3.00	3.00	-
Extra Help - Budget Intern	0.80	0.64	0.69	0.05
Overtime	-	-	-	-
Subtotal	5.80	5.64	5.69	0.05

* Sunset position, position will be terminated or reduced if funding is terminated or reduced.

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

ADMINISTRATION - General Fund (cont.)	12 Year End	13 Budget	14 Budget	Change
Human Resources				
Human Resources Manager	1.00	1.00	1.00	-
Employee Benefits Administrator	1.00	1.00	1.00	-
Training Coordinator	1.00	1.00	1.00	-
Principal Human Resources Analyst	1.00	1.00	1.00	-
Senior Human Resources Analyst	2.00	2.00	2.00	-
Human Resources Analyst	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	7.00	7.00	7.00	-
Purchasing				
Risk/Purchasing Manager	0.25	0.25	0.25	-
Principal Buyer	1.00	1.00	1.00	-
Senior Buyer	2.00	2.00	2.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	3.25	3.25	3.25	-
End User Operations & Technology Fund (Memo)				
Information Technology Manager	1.00	1.00	1.00	-
Business Services Administrator	1.00	1.00	1.00	-
Solutions Administrator	1.00	1.00	1.00	-
Information Technology Infrastructure Administrator	0.80	0.80	0.80	-
Principal Information Technology Professional	15.00	15.00	15.00	-
Senior Information Technology Professional	13.00	13.00	13.00	-
Information Technology Technician	1.40	1.40	1.40	-
Office Services Coordinator	0.25	0.25	0.25	-
Records Management Analyst	2.00	2.00	2.00	-
Clerk II	1.00	1.00	1.00	-
Delivery and Receiving Clerk	1.00	1.00	1.00	-
Extra Help	6.22	7.13	5.46	(1.67)
Overtime	0.06	0.06	0.06	-
Subtotal	43.73	44.64	42.97	(1.67)
TOTAL ADMINISTRATION - General Fund	**46.44**	**46.23**	**47.23**	**1.00**
Regular Positions	44.75	44.75	44.75	(0.00)
Extra Help	1.62	1.46	2.48	1.02
Overtime	0.07	0.02	-	(0.02)

ADMINISTRATION - General Fund (cont.)

2014 BUDGET ACTIONS:

Create: 1.00 FTE Administrative Assistant I - Fiscal Management in Business Office.
Abolish: 1.00 FTE Account Clerk I in Business Office.
Decrease: 0.32 FTE Temporary Extra Help in Administrative Services.
Increase: 0.60 FTE Temporary Extra Help in Payroll.
Decrease: 0.01 FTE Overtime in Payroll.
Increase: 0.69 FTE Temporary Extra Help in Accounting.
Decrease: 0.01 FTE Overtime in Accounting.
Increase: 0.05 FTE Temporary Extra Help in Budget Management.

2013 CURRENT YEAR ACTIONS:

None.

2013 BUDGET ACTIONS:

Decrease: 0.05 FTE Overtime in Tax Listing.
Decrease: 0.16 FTE Temporary Extra Help in Budget.

Waukesha County Budgeted Positions
Full-time Equivalents (FTE)

ADMINISTRATION - End User Technology Fund	12 Year End	13 Budget	14 Budget	Change
Information Technology Solutions				
Information Technology Manager	0.85	0.85	0.70	(0.15)
Solutions Administrator	1.00	1.00	1.00	-
Principal Information Technology Professional	3.00	3.00	3.00	-
Senior Information Technology Professional	6.00	6.00	6.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	10.85	10.85	10.70	(0.15)
End User Technology				
Information Technology Manager	0.15	0.15	0.30	0.15
Business Services Administrator	1.00	1.00	1.00	-
Information Technology Infrastructure Administrator	0.80	0.80	0.80	-
Principal Information Technology Professional	12.00	12.00	12.00	-
Senior Information Technology Professional	7.00	7.00	7.00	-
Records Management Analyst	-	1.90	1.00	(0.90)
Information Technology Technician	1.40	1.40	1.40	-
Centralized Records Supervisor	-	-	0.90	0.90
Extra Help	3.38	3.38	3.38	-
Subtotal	25.73	27.63	27.78	0.15
Records Management including Microfilming/Imaging				
Records Management Analyst	1.90	-	-	-
Office Services Coordinator	0.25	0.25	0.25	-
Clerk II	1.00	1.00	1.00	-
Delivery and Receiving Clerk	0.80	0.80	0.80	-
Extra Help	2.84	3.75	2.08	(1.67)
Overtime	0.06	0.06	0.06	-
Subtotal	6.85	5.86	4.19	(1.67)
Mail Services				
Delivery and Receiving Clerk	0.20	0.20	0.20	-
Records Management Analyst	0.10	0.10	-	(0.10)
Centralized Records Supervisor	-	-	0.10	0.10
Imaging Technician	-	-	-	-
Subtotal	0.30	0.30	0.30	-
TOTAL ADMINISTRATION - End User Technology Fund	**43.73**	**44.64**	**42.97**	**(1.67)**
Regular Positions	37.45	37.45	37.45	-
Extra Help	6.22	7.13	5.46	(1.67)
Overtime	0.06	0.06	0.06	-

2014 BUDGET ACTIONS:
Transfer: 0.15 FTE Information Technology Manager from Information Technology Solutions to End User Technology.
Create: 1.00 FTE Centralized Records Supervisor.
Abolish: 1.0 FTE Records Management Analyst.
Decrease: 1.67 FTE Extra Help in Records Management

2013 CURRENT YEAR ACTIONS:
None.

2013 BUDGET ACTIONS:
Transfer : 1.90 Records Management Analyst from Records Manement to End User Technology
Increase: 0.91 FTE Extra Help in Records Management

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

ADMINISTRATION - Risk Management Fund		12 Year End	13 Budget	14 Budget	Change
General/Auto Liability & Other Insurance					
Clerk Typist I/II		0.25	0.25	0.25	-
Clerk Typist III		0.75	0.75	0.75	-
Director of Administration		0.10	0.10	0.10	-
Office Service's Coordinator		0.05	0.05	0.05	-
Risk/Purchasing Manager		0.60	0.60	0.60	-
Principal Risk Management Analyst		0.20	0.20	0.20	-
Extra Help		-	-	-	-
Overtime		-	-	-	-
	Subtotal	1.95	1.95	1.95	-
Worker's Compensation					
Clerk Typist III		0.25	0.25	0.25	-
Director of Administration		0.05	0.05	0.05	-
Risk/Purchasing Manager		0.15	0.15	0.15	-
Principal Risk Management Analyst		0.80	0.80	0.80	-
Extra Help		-	-	-	-
Overtime		-	-	-	-
	Subtotal	1.25	1.25	1.25	-
TOTAL ADMINISTRATION - Risk Management Fund		**3.20**	**3.20**	**3.20**	**0.00**
Regular Positions		3.20	3.20	3.20	0.00
Extra Help		0.00	0.00	0.00	0.00
Overtime		0.00	0.00	0.00	0.00

2014 BUDGET ACTIONS:

None

2013 CURRENT YEAR ACTIONS:

None

2013 BUDGET ACTIONS:

None

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

ADMINISTRATION - Communications Fund	12 Year End	13 Budget	14 Budget	Change
Communications				
Administrative Assistant I - Fiscal Mgmt	0.50	0.50	0.50	-
Clerk Typist I-II	0.05	0.05	0.05	-
Information Technology Technician	0.60	0.60	0.60	-
Information Technology Administrator	0.20	0.20	0.20	-
Telecommunications Specialist	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	0.02	0.02	0.01	(0.01)
Subtotal	2.37	2.37	2.36	(0.01)
TOTAL ADMINISTRATION - Communications Fund	**2.37**	**2.37**	**2.36**	**(0.01)**
Regular Positions	2.35	2.35	2.35	-
Extra Help	-	-	-	-
Overtime	0.02	0.02	0.01	(0.01)

2014 BUDGET ACTIONS:
Reduce: 0.01 FTE overtime

2013 CURRENT YEAR ACTIONS:
None.

2013 BUDGET ACTIONS:
None.

ADMINISTRATION - Collections Fund	12 Year End	13 Budget	14 Budget	Change
Collections				
Account Clerk I	1.00	1.00	1.00	-
Collection and Business Services Manager	0.50	0.50	0.50	-
Senior Collections Specialist	4.00	4.00	4.00	-
Senior Financial Analyst	0.25	0.25	0.25	-
Extra Help	5.15	3.35	3.35	-
Overtime	-	-	-	-
Subtotal	10.90	9.10	9.10	-
TOTAL ADMINISTRATION - Collections Fund	**10.90**	**9.10**	**9.10**	**-**
Regular Positions	5.75	5.75	5.75	-
Extra Help	5.15	3.35	3.35	-
Overtime	-	-	-	-

2014 BUDGET ACTIONS:
None.

2013 CURRENT YEAR ACTIONS:
None.

2013 BUDGET ACTIONS:
Reduce Extra Help 1.80 FTE

TOTAL ADMINISTRATION - ALL FUNDS	106.64	105.54	104.86	(0.68)
Regular Positions	93.50	93.50	93.50	-
Extra Help	12.99	11.94	11.29	(0.65)
Overtime	0.15	0.10	0.07	(0.03)

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

CIRCUIT COURT SERVICES	12 Year End	13 Budget	14 Budget	Change
Administrative Services Division				
Account Clerk I	-	-	1.00	1.00
Administrative Ass't. - Fiscal Mgmt.	1.00	1.00	1.00	-
Business Manager	1.00	1.00	1.00	-
Circuit Court Supervisor	-	-	1.00	1.00
Clerk of Courts	1.00	1.00	1.00	-
Clerk Typist I-II	-	-	1.00	1.00
Clerk Typist II	-	-	2.00	2.00
Departmental Secretary	1.00	1.00	1.00	-
Deputy Clerk (Jury Coordinator)	1.00	1.00	1.00	-
Principal Information Systems Professional	1.00	1.00	1.00	-
Programs and Projects Analyst	1.00	1.00	1.00	-
Court Reporter	0.50	0.50	0.50	-
Extra Help	1.38	1.62	1.62	-
Overtime	-	-	-	-
Subtotal	8.88	9.12	14.12	5.00
Criminal and Traffic Division				
Account Clerk I	1.00	1.00	-	(1.00)
Chief Deputy Clerk	1.00	1.00	1.00	-
Clerk I-II	1.00	1.00	-	(1.00)
Clerk Typist I-II	2.00	2.00	1.00	(1.00)
Clerk Typist II	5.00	4.00	2.00	(2.00)
Clerk Typist III	4.00	4.00	4.00	-
Legal Clerk	5.00	5.00	5.00	-
Deputy Clerk of Court	7.00	7.00	7.00	-
Circuit Court Supervisor	2.00	2.00	1.00	(1.00)
Extra Help	-	-	0.48	0.48
Overtime	0.10	0.10	0.10	-
Subtotal	28.10	27.10	21.58	(5.52)
Family Division				
Account Clerk I	1.00	1.00	1.00	-
Clerk I-II	1.00	1.00	1.00	-
Clerk Typist I-II	2.00	2.00	2.00	-
Clerk Typist III	2.00	3.00	3.00	-
Legal Clerk	3.00	3.00	3.00	-
Deputy Clerk of Court	5.00	5.00	5.00	-
Circuit Court Division Coordinator	1.00	1.00	1.00	-
Extra Help	0.48	0.72	-	(0.72)
Overtime	0.05	0.05	0.05	-
Subtotal	15.53	16.77	16.05	(0.72)
Civil and Small Claim Division				
Account Clerk I	1.00	1.00	1.00	-
Chief Deputy Clerk	1.00	1.00	1.00	-
Clerk I-II	1.00	1.00	1.00	-
Clerk Typist II	2.00	2.00	2.00	-
Clerk Typist III	3.00	3.00	3.00	-
Legal Clerk	3.00	3.00	3.00	-
Deputy Clerk of Court	4.00	4.00	4.00	-
Circuit Court Supervisor	1.00	1.00	1.00	-
Extra Help	0.48	-	-	-
Overtime	0.12	0.12	0.10	(0.02)
Subtotal	16.60	16.12	16.10	(0.02)

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

CIRCUIT COURT SERVICES (cont.)	12 Year End	13 Budget	14 Budget	Change
Juvenile Court				
Account Clerk I	1.00	1.00	1.00	-
Clerk of Juvenile Court	1.00	1.00	1.00	-
Clerk Typist I-II	1.00	1.00	1.00	-
Clerk Typist III	2.00	2.00	2.00	-
Legal Clerk	1.00	1.00	1.00	-
Deputy Clerk of Juvenile Court	2.00	2.00	2.00	-
Extra Help	-	-	-	-
Overtime	0.03	0.03	0.05	0.02
Subtotal	8.03	8.03	8.05	0.02
Family Court Services				
Clerk Typist III	1.00	-	-	-
Family Court Counseling Supervisor	1.00	1.00	1.00	-
Social Worker	5.00	5.00	5.00	-
Extra Help	0.06	-	-	-
Overtime	-	-	-	-
Subtotal	7.06	6.00	6.00	-
Court Commissioner Office				
Court Commissioner	4.00	4.00	4.00	-
Extra Help	-	0.25	0.08	(0.17)
Overtime	-	-	-	-
Subtotal	4.00	4.25	4.08	(0.17)
Register in Probate Office				
Clerk Typist I	1.00	1.00	1.00	-
Clerk Typist II	1.00	1.00	1.00	-
Deputy Register in Probate	2.00	2.00	2.00	-
Program Assistant	1.50	1.50	1.50	-
Register in Probate	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	-	-	0.05	0.05
Subtotal	6.50	6.50	6.55	0.05
TOTAL CIRCUIT COURT SERVICES	**94.70**	**93.89**	**92.53**	**(1.36)**
Regular Positions	92.00	91.00	90.00	(1.00)
Extra Help	2.40	2.59	2.18	(0.41)
Overtime	0.30	0.30	0.35	0.05

2014 BUDGET ACTIONS:

Unfund: 1.00 FTE Clerk I-II in the Criminal Traffic Division
Increase: 0.48 FTE Temporary Help for Imaging in the Criminal Traffic Division
Decrease: 0.72 FTE Temporary Extra Help in the Family Division
Decrease: 0.17 FTE Temporary Extra Help in the Court Commissioner Division
Decrease: 0.02 FTE Overtime in the Civil Division
Increase: 0.02 FTE Overtime in the Juvenile Court Division
Increase: 0.05 FTE Overtime in the Register in Probate Division

2013 CURRENT YEAR ACTIONS:

Transfer: 1.00 FTE Account Clerk I from the Criminal Traffic Division to the Administration Division
Transfer: 1.00 FTE Circuit Court Supervisor from the Criminal Traffic Division to the Administration Division
Transfer: 2.00 FTE Clerk Typist II from the Criminal Traffic Division to the Administration Division
Transfer: 1.00 FTE Clerk Typist I-II from the Criminal Traffic Division to the Administration Division

2013 BUDGET ACTIONS:

Increase: 0.48 FTE Temporary Help for Imaging in the Administration Division
Decrease: 0.24 FTE Temporary Help for Civilian Bailiffs in the Administration Division
Unfund: 1.00 FTE Clerk Typist II in the Criminal Traffic Division
Increase: 0.24 FTE Temporary Extra Help for Imaging in the Family Division
Decrease: 0.48 FTE Temporary Extra Help in the Civil Division
Decrease: 0.06 FTE Temporary Extra Help in Family Court Services
Increase: 0.25 FTE Temporary Extra Help for a Temp Court Commissioner in the Court Commissioner Division

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

CORPORATION COUNSEL - General Fund	12 Year End	13 Budget	14 Budget	Change
General Legal Services				
Corporation Counsel	0.85	0.85	0.85	-
Principal Assistant Corporation Counsel	2.00	2.00	2.00	-
Senior Attorney	3.50	2.50	2.00	(0.50)
Attorney*	-	1.00	1.50	0.50
Financial Analyst	0.15	0.15	0.15	-
Commitment Hearings Coordinator	1.00	1.00	1.00	-
Office Services Coordinator	0.50	0.50	0.50	-
Legal Clerk	2.90	2.90	2.90	-
Clerk Typist I/II	0.50	0.50	0.50	-
Extra Help	0.97	0.97	0.93	(0.04)
Overtime	0.04	0.04	0.04	-
Subtotal	12.41	12.41	12.37	(0.04)
TOTAL CORPORATION COUNSEL - General Fund	**12.41**	**12.41**	**12.37**	**(0.04)**
Regular Positions	11.40	11.40	11.40	-
Extra Help	0.97	0.97	0.93	(0.04)
Overtime	0.04	0.04	0.04	-

*1.50 FTE Approved Senior Attorney underfilled as Attorney.

2014 BUDGET ACTIONS:
Decrease: 0.50 FTE Senior Attorney
Increase: 0.50 FTE Attorney
Decrease: 0.04 Extra Help

2013 CURRENT YEAR ACTIONS:
Decrease: 0.50 FTE Senior Attorney
Increase: 0.50 FTE Attorney

2013 BUDGET ACTIONS:
Decrease: 1.00 FTE Senior Attorney
Increase: 1.00 FTE Attorney

Waukesha County Budgeted Positions
Full-time Equivalents (FTE)

CORPORATION COUNSEL - General Fund-Child Support	12 Year End	13 Budget	14 Budget	Change
Child Support				
Corporation Counsel	0.15	0.15	0.15	-
Principal Assistant Corporation Counsel	1.00	1.00	1.00	-
Senior Attorney	1.50	2.50	2.00	(0.50)
* Attorney	1.00	-	0.50	0.50
Child Support Supervisor	1.00	1.00	1.00	-
Financial Analyst	0.85	0.85	0.85	-
Office Services Coordinator	1.50	1.50	1.50	-
** Child Support Specialist	1.00	1.00	1.00	-
Child Support Specialist	8.00	7.00	7.00	-
Legal Clerk	2.10	2.10	2.10	-
Account Clerk I	2.00	2.00	2.00	-
Clerk Typist III	2.00	2.00	2.00	-
Clerk Typist II	4.00	4.00	4.00	-
Clerk Typist I/II	1.50	1.50	1.50	-
Extra Help	1.80	1.56	1.56	-
Overtime	0.08	0.07	0.07	(0.00)
Subtotal	29.48	28.23	28.23	(0.00)
TOTAL CORPORATION COUNSEL - General Fund - Child Support	**29.48**	**28.23**	**28.23**	**(0.00)**
Regular Positions	27.60	26.60	26.60	-
Extra Help	1.80	1.56	1.56	-
Overtime	0.08	0.07	0.07	(0.00)
TOTAL CORPORATION COUNSEL	**41.89**	**40.64**	**40.60**	**(0.04)**
Regular Positions	39.00	38.00	38.00	-
Extra Help	2.77	2.53	2.49	(0.04)
Overtime	0.12	0.11	0.11	-

* 0.50 FTE Approved Senior Attorney underfilled as Attorney

** Child Support Specialist position has a sunset clause attached (Enr. Ord 156-065) to the position that it will be reduced or terminated if funding is reduced or terminated.

All Child Support positions are funded with State Administrative Reimbursement of 66%

2014 BUDGET ACTIONS:
Decrease: 0.50 FTE Senior Attorney
Increase: 0.50 FTE Attorney

2013 CURRENT YEAR ACTIONS:
Decrease: 0.50 FTE Senior Attorney
Increase: 0.50 FTE Attorney

2013 BUDGET ACTIONS:
Decrease: 1.00 FTE Attorney
Increase: 1.00 FTE Senior Attorney
Decrease: 0.24 FTE Temp. Extra Help
Decrease: 0.01 FTE Overtime
Unfund: 1.00 FTE Child Support Specialist

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

COUNTY BOARD	12 Year End	13 Budget	14 Budget	Change
Legislative Support				
County Board Chairman*	1.00	1.00	1.00	-
County Board Chief of Staff	1.00	1.00	1.00	-
Legislative Policy Advisor**	2.00	2.00	2.00	-
Committee Secretary	2.00	2.00	2.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	6.00	6.00	6.00	-
Internal Audit				
Internal Audit Manager	1.00	1.00	1.00	-
Principal Internal Auditor	-	-	-	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	1.00	1.00	1.00	-
TOTAL COUNTY BOARD*	**7.00**	**7.00**	**7.00**	**0.00**
Regular Positions	7.00	7.00	7.00	-
Overtime	-	-	-	-
Extra Help	-	-	-	-

* The Waukesha County Board of Supervisors consists of 25 elected members . They elect a Chairperson who fills a 1.00 FTE position in the Legislative Support program. No FTE is budgeted for the County Board and Committees Operations program due to the part-time nature of the 24 Supervisor positions.

** 1.00 FTE Legislative Policy Advisor (Board authorized position) is underfilled and funded as a 1.00 FTE Programs and Projects Analyst.

2014 BUDGET ACTIONS:

None

2013 CURRENT YEAR ACTIONS:

None

2013 BUDGET ACTIONS:

None

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

COUNTY CLERK	12 Year End	13 Budget	14 Budget	Change
Elections				
Account Clerk I	0.80	0.80	0.80	-
County Clerk	0.80	0.80	0.80	-
Deputy County Clerk	0.80	0.80	0.80	-
Extra Help	0.96	0.51	0.66	0.15
Overtime	0.05	0.01	0.01	-
Subtotal	3.41	2.92	3.07	0.15
Legislative Support & Administrative Services				
Account Clerk I	0.10	0.10	0.10	-
Clerk Typist II	0.50	0.50	0.50	-
County Clerk	0.10	0.10	0.10	-
Deputy County Clerk	0.10	0.10	0.10	-
Extra Help	0.07	-	-	-
Overtime	-	-	-	-
Subtotal	0.87	0.80	0.80	-
Licensing				
Account Clerk I	0.10	0.10	0.10	-
Clerk Typist II	0.50	0.50	0.50	-
County Clerk	0.10	0.10	0.10	-
Deputy County Clerk	0.10	0.10	0.10	-
Extra Help	0.51	0.41	0.41	-
Overtime	0.01	-	-	-
Subtotal	1.32	1.21	1.21	-
TOTAL COUNTY CLERK	**5.60**	**4.93**	**5.08**	**0.15**
Regular Positions	4.00	4.00	4.00	-
Extra Help	1.54	0.92	1.07	0.15
Overtime	0.06	0.01	0.01	-

2014 BUDGET ACTIONS:

Legislative Support & Administrative Services

Increase Extra Help by 0.15 FTE.

2013 CURRENT YEAR ACTIONS:

None

2013 BUDGET ACTIONS:

Elections

Decrease Extra Help by 0.45 FTE.
Decrease Overtime by 0.04 FTE.

Legislative Support & Administrative Services

Decrease Extra Help by 0.07 FTE.

Licensing

Decrease Extra Help by 0.10 FTE.
Decrease Overtime by 0.01 FTE.

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

COUNTY EXECUTIVE - General Fund	12 Year End	13 Budget	14 Budget	Change
Customer/Community Service/Advisory Boards				
Clerk Typist I/II	0.65	0.65	0.65	-
Chief of Staff	1.00	1.00	1.00	-
County Executive	1.00	1.00	1.00	-
Office Services Coordinator	1.00	1.00	1.00	-
Executive Assistant	1.00	1.00	1.00	-
Extra Help	0.04	0.04	0.04	-
Overtime	-	-	-	-
Subtotal	4.69	4.69	4.69	-
TOTAL COUNTY EXECUTIVE - General Fund	**4.69**	**4.69**	**4.69**	**-**
Regular Positions	4.65	4.65	4.65	-
Extra Help	0.04	0.04	0.04	-
Overtime	0.00	0.00	0.00	-

2014 BUDGET ACTIONS:

None

2013 CURRENT YEAR ACTIONS:

None

2013 BUDGET ACTIONS:

None

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

DISTRICT ATTORNEY	12 Year End	13 Budget	14 Budget	Change
Prosecution / Administrative Services				
Office Services Coordinator	1.00	1.00	1.00	-
Paralegal	-	-	1.00	1.00
Support Staff Supervisor	1.00	1.00	1.00	-
Social Worker I	1.00	1.00	1.00	-
Legal Clerk	9.00	9.00	8.00	(1.00)
Check Investigator	1.00	1.00	1.00	-
Clerk Typist III	4.00	4.00	4.00	-
Clerk Typist II	1.00	1.00	1.00	-
Clerk Typist I/II	2.00	2.00	2.00	-
Clerk Typist I	1.50	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	21.50	21.00	21.00	-
Victim/Witness Program				
Victim/Witness Program Coordinator	1.00	1.00	1.00	-
Victim/Witness Specialist	2.50	2.50	2.50	-
Victim/Witness Specialist (Chap. 950)	3.00	3.00	3.00	-
Clerk Typist II (Chap. 950)	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	7.50	7.50	7.50	-
VOCA Grant Program				
* Social Worker	1.00	1.00	1.00	-
EH - Social Worker	0.27	0.27	0.26	(0.01)
EH - Victim/Witness Specialist	0.48	0.48	0.48	-
Extra Help - Intern	0.07	0.07	0.07	-
Overtime	-	-	-	-
Subtotal	1.82	1.82	1.81	(0.01)
Victim/Witness Subtotal	**9.32**	**9.32**	**9.31**	(0.01)

* Positions are 100% State Funded and will be reduced or terminated if funding is reduced or terminated.

State funded District Attorney/ Assistant DA's	14.50	14.50	14.50	-
Grant/Sheriff funded District Attorney/ Assistant DA's	2.00	1.00	1.00	0.00

TOTAL DISTRICT ATTORNEY	30.82	30.32	30.31	(0.01)
Regular Positions	30.00	29.50	29.50	0.00
Extra Help	0.82	0.82	0.81	(0.01)
Overtime	0.00	0.00	0.00	0.00

2014 BUDGET ACTIONS:
Abolish one vacant 1.0 FTE Legal Clerk Position
Create one 1.0 FTE Paralegal Position
Reduce 0.01 FTE Extra Help for Social Worker

2013 CURRENT YEAR ACTIONS:
None

2013 BUDGET ACTIONS:
Unfunded one vacant 0.50 FTE Clerk Typist 1 Position
Retitle Secretary Supervisor to Support Staff Supervisor

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

EMERGENCY PREPAREDNESS - General Fund	12 Year End	13 Budget	14 Budget	Change
Communication Center Operation				
Director of Emergency Preparedness	0.75	0.75	0.75	-
Training and Operations Manager	1.00	1.00	1.00	-
Communications Center Specialist	1.00	1.00	1.00	-
Communications Center Supervisor	6.00	6.00	6.00	-
Telecommunicator	40.00	43.00	43.00	-
Clerk Typist III	1.00	1.00	1.00	-
Sr. Financial Analyst	0.40	0.30	0.30	-
Extra Help	-	-	-	-
Overtime	1.92	2.04	2.16	0.12
Subtotal	52.07	55.09	55.21	0.12
Disaster Management				
Emergency Management Coordinator	0.50	0.50	0.50	-
* Clerk Typist I/II	-	-	-	-
* Program Assistant	0.75	-	-	-
* Programs and Projects Analyst	-	0.75	0.75	-
Extra Help	-	-	-	-
Overtime	0.05	-	-	-
Subtotal	1.30	1.25	1.25	-
Hazardous Materials Management				
Emergency Management Coordinator	0.50	0.50	0.50	-
* Clerk Typist I/II	-	-	-	-
* Program Assistant	0.25	-	-	-
* Programs and Projects Analyst	-	0.25	0.25	-
Extra Help	-	-	-	-
Overtime	0.01	-	-	-
Subtotal	0.76	0.75	0.75	-

* Position will be reduced or terminated if funding is reduced or terminated.

TOTAL EMERGENCY PREPAREDNESS - General Fund	54.13	57.09	57.21	0.12
Regular Positions	52.15	55.05	55.05	0.00
Extra Help	0.00	0.00	0.00	0.00
Overtime	1.98	2.04	2.16	0.12

2014 BUDGET ACTIONS:

Increase overtime by .12 FTE due to addition in 2013 of New Berlin PD and FD dispatch operations.

2013 CURRENT YEAR ACTIONS:

None

2013 BUDGET ACTIONS:

Create 3.0 FTE Telecommunicators
Reclassify 1.0 FTE Program Assistant to Programs and Projects Analyst
Increase Overtime 0.12 FTE
Transfer 0.10 FTE Senior Financial Analyst to Radio Services Fund

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

EMERGENCY PREPAREDNESS - Radio Services Fund	12 Year End	13 Budget	14 Budget	Change
Radio Services Operation				
Director of Emergency Preparedness	0.20	0.20	0.20	-
Radio Systems Manager	0.75	0.75	0.75	-
Radio Systems Specialist	0.45	0.45	0.45	-
Radio Systems Technician	1.90	1.90	1.90	-
Senior Financial Analyst	-	0.10	0.10	-
Account Clerk I	0.90	0.90	0.90	-
Extra Help	-	-	-	-
Overtime	0.05	0.05	0.06	0.01
Subtotal	4.25	4.35	4.36	0.01
Trunked Radio				
Director of Emergency Preparedness	0.05	0.05	0.05	-
Radio Systems Manager	0.25	0.25	0.25	-
Radio Systems Specialist	0.55	0.55	0.55	-
Radio Systems Technician	0.10	0.10	0.10	-
Account Clerk I	0.10	0.10	0.10	-
Extra Help	-	-	-	-
Overtime	0.05	0.05	0.06	0.01
Subtotal	1.10	1.10	1.11	0.01
TOTAL EMERGENCY PREPAREDNESS - Radio Services Fund	**5.35**	**5.45**	**5.47**	**0.02**
Regular Positions	5.25	5.35	5.35	0.00
Extra Help	0.00	0.00	0.00	0.00
Overtime	0.10	0.10	0.12	0.02
TOTAL EMERGENCY PREPAREDNESS - ALL FUNDS	**59.48**	**62.54**	**62.68**	**0.14**
Regular Positions	57.40	60.40	60.40	0.00
Extra Help	-	-	-	0.00
Overtime	2.08	2.14	2.28	0.14

2014 BUDGET ACTIONS:

Added 0.02 FTE overtime based on current and anticipated 2014 usage.

2013 CURRENT YEAR ACTIONS:

None

2013 BUDGET ACTIONS:

Transfer 0.10 FTE of Senior Financial Analyst from Emergency Preparedness General Fund
Retitle Radio Communications Administrator Position to Radio Systems Manager
Retitle Radio Communications Specialist Position to Radio Systems Specialist
Retitle Radio Communications Technician Position to Radio Systems Technician

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

FEDERATED LIBRARY	12 Year End	13 Budget	14 Budget	Change
STATE AID, FEDERAL AND MISC. FUND				
Payments to Member Libraries/Systems				
* Clerk Typist III	0.06	0.06	0.06	-
* Director of Federated Library	0.30	0.30	0.30	-
Subtotal	0.36	0.36	0.36	-
Administrative Services				
* Director of Federated Library	0.55	0.55	0.55	-
* Clerk Typist III	0.88	0.88	0.88	-
Overtime	0.01	0.01	0.01	-
Extra Help	0.02	0.02	0.02	-
Subtotal	1.46	1.46	1.46	-
Resource Sharing				
* Director of Federated Library	0.04	0.04	0.04	-
* Library Services Specialist	0.05	0.05	0.05	-
* Clerk Typist I-II	0.80	0.80	0.80	-
* Clerk Typist III	0.04	0.04	0.04	-
* Librarian	1.50	1.50	1.50	-
Subtotal	2.43	2.43	2.43	-
Automation Technology				
* Director Of Federated Library	0.05	0.05	0.05	-
* Library Automation Coordinator	-	-	-	-
Subtotal	0.05	0.05	0.05	-
Education and Outreach				
* Director of Federated Library	0.06	0.06	0.06	-
* Clerk Typist I-II	0.20	0.20	0.20	-
* Clerk Typist III	0.02	0.02	0.02	-
* Library Services Specialist	0.95	0.95	0.95	-
* Librarian	0.50	0.50	0.50	-
Subtotal	1.73	1.73	1.73	-
CAFÉ SHARED AUTOMATION FUND				
* Library Automation Coordinator	1.00	1.00	1.00	-
Subtotal	1.00	1.00	1.00	-
TOTAL FEDERATED LIBRARY	**7.03**	**7.03**	**7.03**	**-**
Regular Positions	7.00	7.00	7.00	-
Overtime	0.01	0.01	0.01	-
Extra Help	0.02	0.02	0.02	-

* Positions will be reduced or terminated if State funding is reduced or terminated.

2014 BUDGET ACTIONS:
None

2013 CURRENT YEAR ACTIONS:
None

2013 BUDGET ACTIONS:
None

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

H&HS - Human Services - General Fund	12 Year End	13 Budget	14 Budget	Change
Administrative/Information Services				
Account Clerk I	9.00	9.00	9.00	-
* Account Clerk I	1.00	1.00	1.00	-
Account Clerk II	4.00	4.00	4.00	-
Accounting Services Coordinator	1.00	1.00	1.00	-
Administrative Services Manager	1.00	1.00	1.00	-
Centralized Records Supervisor	1.00	1.00	1.00	-
Clerk I	1.00	1.00	-	(1.00)
Clerk II	4.00	4.00	4.00	-
Clerk Typist I	1.00	1.00	1.00	-
Clerk Typist II	5.00	5.00	6.00	1.00
Clerk Typist I/II	3.00	3.00	2.00	(1.00)
Clerk Typist III	1.00	1.00	1.00	-
Clinical Director	0.10	0.10	0.10	-
Departmental Secretary	1.00	1.00	1.00	-
Deputy Director of Health & Human Services	1.00	1.00	1.00	-
Director of Health & Human Services	1.00	1.00	1.00	-
Financial Analyst	1.00	1.00	1.00	-
Health and Human Services Coordinator	1.00	1.00	1.00	-
Office Services Coordinator	3.00	3.00	3.00	-
Principal Information Systems Professional	1.00	1.00	1.00	-
Program Assistant	4.00	4.00	4.00	-
Programs and Projects Analyst	4.00	4.00	3.00	(1.00)
Senior Financial Analyst	3.00	3.00	3.00	-
Senior Information Technology Professional	1.00	1.00	3.00	2.00
Extra Help	0.26	0.50	0.50	-
Overtime	0.15	0.15	0.15	-
Subtotal	53.51	53.75	53.75	-
Intake and Shared Services				
Clinical Therapist	1.00	1.00	-	(1.00)
Human Services Manager	1.00	1.00	1.00	-
Human Services Supervisor	3.00	3.00	3.00	-
Human Services Support Specialist	4.00	4.00	4.00	-
Social Worker	12.00	12.00	12.00	-
Volunteer Program Specialist	1.00	1.00	1.00	-
Extra Help	-	-		-
Overtime	0.63	0.63	0.63	-
Subtotal	22.63	22.63	21.63	(1.00)
Economic Services Administration and Support				
Clerk Typist I/II	4.00	4.00	3.00	(1.00)
Clerk Typist II	-	-	1.00	1.00
Economic Support Coordinator	1.00	1.00	1.00	-
** Economic Support Specialist	31.00	31.00	41.00	10.00
Economic Support Supervisor	4.00	4.00	4.00	-
Fraud Investigator	1.00	1.00	1.00	-
Social Worker	-	-		-
Extra Help	-	0.22	0.22	-
Overtime	0.36	0.24	0.44	0.20
Subtotal	41.36	41.46	51.66	10.20

** The 10 Economic Support Specialist positions associated with the Patient Protection and Affordable Care Act (PPACA) will sunset when funding ends.

* Sunset position, position will be terminated or reduced if funding is terminated or reduced.

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

H&HS - Human Services - General Fund	12 Year End	13 Budget	14 Budget	Change
Children and Family Division: In-Home Safety and Out of Home Placement Services				
Human Services Manager	1.00	1.00	1.00	-
Human Services Supervisor	2.50	2.50	2.50	-
Social Worker	20.00	20.00	20.00	-
* Social Worker	1.00	1.00	1.00	-
Extra Help	0.22	0.12	0.12	-
Overtime	0.11	0.07	0.07	-
Subtotal	24.83	24.69	24.69	-
Children with Special Needs Unit (Including Birth to Three)				
Human Services Supervisor	0.50	0.50	0.50	-
Senior DD Counselor	1.00	1.00	1.00	-
Social Worker	3.00	3.00	3.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	4.50	4.50	4.50	-
Family Services & Juvenile Services				
Clinical Therapist	2.50	2.50	2.50	-
Human Services Manager	1.00	1.00	1.00	-
Human Services Supervisor	4.00	4.00	4.00	-
Social Worker	31.00	31.00	31.00	-
Human Services Support Specialist	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	39.50	39.50	39.50	-
Juvenile Center				
Juvenile Center Worker	13.60	13.60	13.60	-
Clerk Typist II	2.00	2.00	1.00	(1.00)
Juvenile Center Coordinator	1.00	1.00	1.00	-
Juvenile Center Supervisor	6.00	6.00	6.00	-
Extra Help	0.70	0.70	0.70	-
Overtime	0.70	0.70	0.70	-
Subtotal	24.00	24.00	23.00	(1.00)

* Sunset position, position will be terminated or reduced if funding is terminated or reduced.

TOTAL H&HS - Human Services	**210.33**	**210.53**	**218.73**	**8.20**
Regular Positions	207.20	207.20	215.20	8.00
Overtime	1.95	1.79	1.99	0.20
Extra Help	1.18	1.54	1.54	-

2014 BUDGET ACTIONS:
Administrative/Information Services
Reclassify 1.0 FTE Clerk Typist II to Clerk Typist I

Economic Services Administration and Support
Reclassify 1.0 FTE Clerk Typist I-II to Clerk Typist II

2013 CURRENT YEAR ACTIONS:
Administrative/Information Services
Create 2.0 FTE Senior Information Technology Professional
Abolish 1.0 FTE Clerk I
Abolish 1.0 FTE Programs and Projects Analyst

Intake and Shared Services
Transfer 1.0 FTE Clinical Therapist to Mental Health Outpatient

Economic Services Administration and Support
Create 10.0 FTE Economic Support Specialist
Reclassify 1.0 FTE Clerk Typist I-II to Clerk Typist II

Juvenile Center
Abolish 1.0 FTE Clerk Typist II

2013 BUDGET ACTIONS:

Administrative/Information Services
Increase Extra Help by 0.24 FTE.

Economic Services Administration and Support
Increase Extra Help by 0.22 FTE.
Decrease Overtime by 0.12 FTE.

Children and Family Division: In-Home Safety and Out of Home Placement Services
Decrease Extra Help by 0.10 FTE.
Decrease Overtime by 0.04 FTE.

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

H&HS - Clinical Services - General Fund	12 Year End	13 Budget	14 Budget	Change
Mental Helath Outpatient-Clinical				
Mental Health Center Administrator	0.10	0.10	0.10	-
Clinical Director	0.10	0.10	0.10	-
Clinical Psychologist	1.00	1.00	1.00	-
Clinical Services Manager	0.80	0.80	0.80	-
Clinical Therapist	7.00	7.00	8.00	1.00
Human Services Supervisor	1.00	1.00	1.00	-
Outpatient Services Coordinator	1.00	1.00	1.00	-
Psychiatrist	2.13	2.13	2.13	-
Registered Nurse	1.00	1.00	1.00	-
Senior Clinical Psychologist	2.00	2.00	2.00	-
* Senior Mental Health Counselor	2.00	2.00	2.00	-
Nurse Practitioner	1.00	1.00	1.00	-
Senior Substance Abuse Counselor	8.00	8.00	8.00	-
Extra Help	1.26	1.26	1.25	(0.01)
Overtime	-	0.01	0.01	-
Subtotal	28.39	28.40	29.39	0.99
Mental Health Outpatient-Intensive				
Clerk Typist I-II	1.00	1.00	1.00	-
Mental Health Center Administrator	0.35	0.35	0.20	(0.15)
Clerk Typist II	1.00	1.00	1.00	-
* Clinical Therapist	2.00	2.00	2.00	-
Human Services Supervisor	2.50	2.50	2.50	-
Registered Nurse	3.50	3.50	3.50	-
Senior Clinical Psychologist	0.50	0.50	0.50	-
Senior Mental Health Counselor	9.75	9.75	9.75	-
* Senior Mental Health Counselor	1.00	1.00	1.00	-
Extra Help	2.07	2.07	2.07	(0.00)
Overtime	-	-	-	-
Subtotal	23.67	23.67	23.52	(0.15)
Mental Health Center				
Certified Occupational Therapy Assistant	2.00	2.00	2.00	-
Chief Psychiatrist	1.00	1.00	1.00	-
Clerk I/II	1.00	1.00	1.00	-
Clerk Typist II	1.00	1.00	1.00	-
Clinical Director	0.80	0.80	0.80	-
Clinical Services Manager	0.20	0.20	0.20	-
Clinical Therapist	2.00	2.00	2.00	-
Food Service Specialist	1.00	1.00	1.00	-
Licensed Practical Nurse	1.50	1.50	1.50	-
Mental Health Center Administrator	0.55	0.55	0.70	0.15
Nursing and Patient Services Coordinator	1.00	1.00	1.00	-
Occupational Therapy Supervisor	1.00	1.00	1.00	-
Psychiatric Technician	16.00	16.00	16.00	-
Psychiatrist	0.50	0.50	0.50	-
Registered Nurse (RN)	9.10	9.10	9.10	-
Registered Nurse Supervisor	1.00	1.00	1.00	-
Support Staff Supervisor	1.00	1.00	1.00	-
Senior Clinical Psychologist	0.50	0.50	0.50	-
Weekend Registered Nurse	1.80	1.80	1.80	-
Extra Help	4.92	5.91	5.91	-
Overtime	0.47	0.50	0.50	-
Subtotal	48.34	49.36	49.51	0.15

***** Sunset position, position will be terminated or reduced if funding is terminated or reduced.

TOTAL H&HS - Clinical Services - General Fund	**100.40**	**101.43**	**102.42**	**0.99**
Regular Positions	91.68	91.68	92.68	1.00
Overtime	0.47	0.51	0.51	0.00
Extra Help	8.25	9.24	9.23	(0.01)

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

H&HS - Clinical Services - General Fund (cont.)

2014 BUDGET ACTIONS:

Mental Health Center

Increase Mental Health Center Administrator by 0.15 FTE

Mental Health Outpatient-Intensive

Reduce Mental Health Center Administrator by 0.15 FTE

Mental Health Outpatient-Clinical

Increase Clinical Therapist by 1.00 FTE

Reduce Extra Help by 0.01 FTE

2013 CURRENT YEAR ACTIONS:

None

2013 BUDGET ACTIONS:

Mental Health Center

Increase Extra Help by 0.99 FTE.

Increase Overtime by 0.03 FTE.

Retitle Secretary Supervisor to Support Staff Supervisor

Mental Health Outpatient-Clinical

Increase Extra Help by 0.01 FTE.

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

H&HS - General Fund	12 Year End	13 Budget	14 Budget	Change
Criminal Justice Collaborating Council (CJCC)				
Criminal Justice Collaborating Council Coordinator	1.00	1.00	1.00	-
Temporary Extra Help	-	-	-	-
Subtotal	1.00	1.00	1.00	-
TOTAL H&HS - CJCC General Fund	**1.00**	**1.00**	**1.00**	**-**
Regular Positions	1.00	1.00	1.00	-
Overtime	-	-	-	-
Extra Help	-	-	-	-

2014 BUDGET ACTIONS:

None

2013 CURRENT YEAR ACTIONS:

None

2013 BUDGET ACTIONS:

None

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

H&HS - Public Health - General Fund		12 Year End	13 Budget	14 Budget	Change
Public Health Administration					
Clerk Typist III		1.00	1.00	1.00	-
Clerk Typist I/II		1.00	1.00	1.00	-
Public Health Manager		1.00	1.00	1.00	-
	Subtotal	3.00	3.00	3.00	-
Child Health					
Clerk Typist II		0.45	0.45	0.45	-
Community Health Educator		0.39	0.39	-	(0.39)
Public Health Nurse II		2.70	2.70	2.70	-
Public Health Supervisor		0.25	0.25	0.25	-
Public Health Technician		-	-	0.15	0.15
Extra Help		-	0.15	-	(0.15)
	Subtotal	3.79	3.94	3.55	(0.39)
Maternal Health					
Clerk Typist II		0.45	0.45	0.45	-
* Community Health Educator		0.51	0.51	0.51	-
Community Health Educator		0.30	0.30	-	(0.30)
Public Health Nurse II		3.75	3.75	3.25	(0.50)
Public Health Supervisor		0.50	0.50	0.50	-
	Subtotal	5.51	5.51	4.71	(0.80)
Women, Infants, Children Nutrition Program					
* Clerk Typist II		1.00	1.00	1.00	-
* Community Health Educator		2.00	2.00	2.00	-
Public Health Nurse II		0.07	0.07	0.07	-
* WIC Program Supervisor		1.00	1.00	1.00	-
* Registered Dietetic Technician		0.50	0.50	0.50	-
* Extra Help - Public Health Technician		0.40	0.40	0.99	0.59
Extra Help		0.92	0.92	0.33	(0.59)
	Subtotal	5.89	5.89	5.89	-
Community Health					
Clerk Typist II		1.00	1.00	1.00	-
* Clerk Typist II		1.00	1.00	1.00	-
Community Health Educator		0.31	0.31	-	(0.31)
* Community Health Educator		0.49	0.49	0.49	-
Public Health Nurse II		1.65	1.65	2.30	0.65
Epidemiologist		1.00	1.00	1.00	-
Public Health Technician		1.00	1.00	0.85	(0.15)
Public Health Supervisor		0.15	0.15	0.15	-
Health and Human Services Coordinator		1.00	1.00	1.00	-
Extra Help		-	-	0.35	0.35
	Subtotal	7.60	7.60	8.14	0.54
Communicable Disease Control					
Clerk Typist II		1.10	1.10	1.10	-
Public Health Supervisor		1.10	1.10	1.10	-
Public Health Nurse II		10.43	10.43	10.28	(0.15)
Public Health Technician		0.74	0.74	0.74	-
Community Health Educator		-	-		-
Extra Help		1.11	0.85	0.65	(0.20)
	Subtotal	14.48	14.22	13.87	(0.35)

* Sunset position, position will be terminated or reduced if funding is terminated or reduced.

TOTAL H&HS Public Health - General Fund	**40.27**	**40.16**	**39.16**	**(1.00)**
Regular Positions	37.84	37.84	36.84	(1.00)
Overtime	-	-	-	-
Extra Help	2.43	2.32	2.32	-

H&HS - Public Health - General Fund (cont'd.)

2014 BUDGET ACTIONS:

Child Health
Unfund 0.39 FTE Community Health Educator
Increase 0.15 FTE Public Health Technician
Decrease 0.15 FTE Extra Help

Maternal Health
Unfund 0.30 FTE Community Health Educator
Decrease 0.50 Public Health Nurse II

Women, Infants, Children Nutrition Program
Increase 0.59 FTE Public Health Technician-Extra Help
Decrease 0.59 FTE Extra Help

Community Health
Decrease 0.31 FTE Community Health Educator
Increase 0.65 FTE Public Health Nurse II
Decrease 0.15 FTE Epidemiologist
Increase 0.35 FTE Extra Help

Communicable Disease Control
Decrease 0.15 FTE Public Health Nurse II
Decrease 0.20 FTE Extra Help

2013 CURRENT YEAR ACTIONS:
None

2013 BUDGET ACTIONS:

Child Health
Increase Extra Help 0.15 FTE

Communicable Disease Control
Decrease Extra Help 0.26 FTE

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

H&HS VETERANS' SERVICES	12 Year End	13 Budget	14 Budget	Change
Veterans' Information Assistance				
Clerk Typist II	2.00	1.00	1.00	-
Clerk Typist III	-	1.00	1.00	-
Veterans' Services Officer	1.00	1.00	1.00	-
Veteran Service Aide	0.70	0.70	0.70	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	3.70	3.70	3.70	-
TOTAL H&HS VETERANS' SERVICES	**3.70**	**3.70**	**3.70**	**-**
Regular Positions	3.70	3.70	3.70	-
Overtime	-	-	-	-
Extra Help	-	-	-	-

2014 BUDGET ACTIONS:

None

2013 CURRENT YEAR ACTIONS:

None

2013 BUDGET ACTIONS:

Reclassify 1.0 FTE Clerk Typist II to 1.0 FTE Clerk Typist III

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

H&HS - ADRC - GENERAL FUND

		12 Year End	13 Budget	14 Budget	Change
Adult Protective Services					
	Human Services Supervisor	1.00	1.00	1.00	-
	Registered Nurse	-	-		-
	Social Worker	8.00	8.00	8.00	-
	Clinical Therapist	2.00	2.00	2.00	-
	Extra Help	-	-	-	-
	Overtime	-	-	-	-
	Subtotal	11.00	11.00	11.00	-
Transportation Services					
	Account Clerk II	-	-		-
	Clerk Typist II	0.65	0.65	0.65	-
	Sr. ADRC Specialist (Clt Services Specialist)	0.30	0.30	0.30	-
	ADRC Manager (Formerly Director of Senior Services/ADRC)	0.10	0.10	0.10	-
	Support Staff Supervisor	0.05	0.05	0.05	-
	Senior Financial Analyst	-	-	-	-
	Extra Help	-	-	-	-
	Overtime	-	-	-	-
	Subtotal	1.10	1.10	1.10	-
Community Services (1)					
	Account Clerk II	-	-		-
	Clerk Typist II	2.10	2.10	2.10	-
	ADRC Manager (Formerly Director of Senior Services/ADRC)	0.45	0.45	0.45	-
	Sr. ADRC Specialist (Nursing & Sr Serv Supr)	0.50	0.50	0.50	-
	Sr. ADRC Specialist (Clt Services Specialist)	0.20	0.20	0.20	-
	Support Staff Supervisor	0.95	0.95	0.95	-
	Sr. ADRC Specialist (Social Worker)	1.00	1.00	1.00	-
	Volunteer Program Specialist	0.25	0.25	0.25	-
	Extra Help	0.44	0.44	0.44	-
	Overtime	-	-	-	-
	Subtotal	5.89	5.89	5.89	-
Nutrition (1)					
	Clerk Typist I/II	1.00	1.00	1.00	-
	Clerk Typist II	0.10	0.10	0.10	-
	ADRC Manager	0.20	0.20	0.20	-
*	Nutrition Services Assistant	0.50	0.50	0.50	-
*	Nutrition and Aging Services Supervisor	1.00	1.00	1.00	-
	Volunteer Program Specialist	0.50	0.50	0.50	-
*	Senior Dining Manager	3.79	3.79	3.79	-
*	Extra Help (Senior Dining Managers)	2.36	2.37	2.37	-
	Overtime	-	-	-	-
	Subtotal	9.45	9.46	9.46	-

* Position created with sunset clause that will be terminated or reduced if funding is terminated or reduced.

(1) 2012 Actual and 2013 Budgets are restated to reflect the consolication of Information and Assistance, Case Management, Administration and Community Services for comparative purposes. Also, Home Delivered Meals and Senior Dining are consolidated into Nutrition and the 2012 Acual and 2013 budget has been restated.

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

TOTAL H&HS ADRC - General Fund	27.44	27.45	27.45	0.00
Regular Positions	24.64	24.64	24.64	-
Overtime	0.00	0.00	0.00	0.00
Extra Help	2.80	2.81	2.81	0.00

Total H&HS General Fund	383.14	384.27	392.46	8.19
Regular Positions	366.06	366.06	374.06	8.00
Overtime	2.42	2.30	2.50	0.20
Extra Help	14.66	15.91	15.90	(0.01)

2014 BUDGET ACTIONS:

None

2013 CURRENT YEAR ACTONS:

None

2013 BUDGET ACTIONS:

Community Services

Retitle Secretary Supervisor to Support Staff Supervisor

Transportation Services

Retitle Secretary Supervisor to Support Staff Supervisor

Nutrition

Increase Senior Dining Manager by 0.01 FTE

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

H&HS - AGING AND DISABILITY RESOURCE CENTER (ADRC) CONTRACT FUND	12 Year End	13 Budget	14 Budget	Change
Aging and Disability Resource Center				
* Clerk Typist I/II	1.00	1.00	1.00	-
Clerk Typist II	0.15	0.15	0.15	-
* Sr. ADRC Specialist (Clt Services Specialist)	0.50	0.50	0.50	-
ADRC Manager (Formerly Director of Senior Services/ADRC)	0.25	0.25	0.25	-
* Health and Human Services Coordinator	1.00	1.00	1.00	-
* Human Services Supervisor	3.00	3.00	3.00	-
* Sr. ADRC Specialist (Nursing & Sr Serv Supr)	0.50	0.50	0.50	-
* Senior ADRC Specialist (Public Health Nurse II)	1.00	1.00	1.00	-
* Senior ADRC Specialist (Senior DD Counselor)	9.00	9.00	9.00	-
* Senior ADRC Specialist/ADRC Specialist (Social Worker)	6.00	6.00	6.00	-
Benefits Specialist	2.00	2.00	2.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	24.40	24.40	24.40	-

* New positions created with sunset clause will be terminated or reduced if funding is terminated or reduced.

TOTAL H&HS AGING AND DISABILITY RESOURCE CENTER - ADRC CONTRACT FUND	24.40	24.40	24.40	-
Regular Positions	24.40	24.40	24.40	-
Overtime	-	-	-	-
Extra Help	-	-	-	-

Total Health &Human Services	407.54	408.67	416.86	8.19
Regular Positions	390.46	390.46	398.46	8.00
Overtime	2.42	2.30	2.50	0.20
Extra Help	14.66	15.91	15.90	(0.01)

2014 BUDGET ACTIONS:

None

2013 CURRENT YEAR ACTIONS:

None

2013 BUDGET ACTIONS:

Aging and Disability Resource Center

None

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

MEDICAL EXAMINER		12 Year End	13 Budget	14 Budget	Change
Autopsy/Examinations					
	Medical Examiner (Pathologist)	0.74	0.74	0.74	-
*	Pathologist	0.75	0.75	0.75	-
	Deputy Medical Examiner	0.65	0.65	0.56	(0.09)
**	Dep. Med. Exam. / Path. Assistant	1.54	1.92	1.92	-
	Office Services Coordinator	0.46	0.46	0.30	(0.16)
	Clerk Typist I/II	0.35	0.35	0.35	-
	Extra Help	-	0.14	0.14	-
	Overtime	0.10	0.08	0.12	0.04
	Subtotal	4.59	5.09	4.88	(0.21)
Investigations/Cremations					
	Medical Examiner (Pathologist)	0.26	0.26	0.26	-
*	Pathologist	0.25	0.25	0.25	-
	Deputy Medical Examiner	4.35	4.35	4.44	0.09
*	Dep. Med. Exam. / Path. Assistant	0.08	0.08	0.08	-
	Office Services Coordinator	0.54	0.54	0.70	0.16
	Clerk Typist I/II	0.65	0.65	0.65	-
	Extra Help	0.50	0.36	0.36	-
	Overtime	0.27	0.22	0.33	0.11
	Subtotal	6.90	6.71	7.07	0.36

***** Sunset position, position will be reduced or terminated if contract funding is reduced or terminated.

****** Of the 1.92 FTE Dep. Med. Exam. / Path. Assistant, 0.92 FTE is a sunset position that will be reduced or terminated if contract funding is reduced or terminated.

TOTAL MEDICAL EXAMINER	**11.49**	**11.80**	**11.95**	**0.15**
Regular Positions	10.62	11.00	11.00	0.00
Extra Help	0.50	0.50	0.50	-
Overtime	0.37	0.30	0.45	0.15

2014 BUDGET ACTIONS:

Increase Overtime 0.15 FTE

2013 CURRENT YEAR ACTIONS:

Transfer 0.09 FTE Deputy Medical Examiner from Autopsy/Examinations to Investigations/Cremations

Transfer 0.16 FTE Office Services Coordinator from Autopsy/Examinations to Investigations/Cremations

2013 BUDGET ACTIONS:

Abolish Part Time 0.62 FTE Dep. Med Exam

Create 1.00 FTE Dep Med Exam/Path Assistant

Decrease Over time 0.07 FTE

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PARKS & LAND USE - General Fund	12 Year End	13 Budget	14 Budget	Change
Hazardous Waste & County Facilities Recycling				
Program Assistant	0.10	0.10	0.10	-
Recycling Specialist	0.05	0.05	0.05	-
Solid Waste Supervisor	0.10	0.10	0.10	-
Land Resources Manager	-	-	-	-
Senior Conservation Specialist	-	-	-	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	0.25	0.25	0.25	-
Land & Water Conservation				
Senior Civil Engineer	1.00	1.00	1.00	-
Senior Conservation Specialist	1.90	1.90	1.90	-
Conservation Specialist	1.00	1.00	1.00	-
Manager Land Resources	0.70	0.70	0.70	-
Land Conservation Supervisor	-	-	-	-
Extra Help	0.85	0.82	0.83	0.01
Overtime	-	-	-	-
Subtotal	5.45	5.42	5.43	0.01
Enforcement, Planning & Zoning				
Clerk Typist II	1.00	1.00	1.00	-
Clerk Typist III	1.00	1.00	1.00	-
Senior Civil Engineer	-	-	-	-
Planning And Zoning Manager	1.00	1.00	1.00	-
Senior Land Use Specialist	3.50	3.50	3.50	-
Support Staff Supervisor	1.00	1.00	1.00	-
Land Use Specialist *	1.00	1.00	1.00	-
Senior Planner	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	9.50	9.50	9.50	-
Environmental Health				
Clerk Typist II	2.00	2.00	2.00	-
Environmental Health Manager	1.00	1.00	1.00	-
Groundwater Program Coordinator	1.00	1.00	1.00	-
Extra Help	0.38	0.38	0.38	-
Overtime	0.04	0.04	0.03	(0.01)
Subtotal	4.42	4.42	4.41	(0.01)

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PARKS & LAND USE - General Fund	12 Year End	13 Budget	14 Budget	Change
Humane Animal				
Human Animal Officer	1.00	1.00	1.00	-
Extra Help	0.58	0.56	0.56	-
Overtime	0.03	0.03	0.02	(0.01)
Subtotal	1.61	1.59	1.58	(0.01)
Hazardous Materials				
Hazardous Materials Coordinator	0.90	0.90	0.90	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	0.90	0.90	0.90	-
Licensing				
Environmental Health Sanitarian I	6.00	6.00	6.00	-
Environmental Health Supervisor	-	-	-	-
Hazardous Materials Coordinator	0.10	0.10	0.10	-
Lead Environmental Health Sanitarian	1.00	1.00	1.00	-
Extra Help	0.48	0.48	0.54	0.06
Overtime	-	-	-	-
Subtotal	7.58	7.58	7.64	0.06
Septic/Well/Lab Programs				
Environmental Health Sanitarian I	4.00	4.00	4.00	-
Environmental Health Specialist	1.00	1.00	1.00	-
Environmental Health Supervisor	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	6.00	6.00	6.00	-
Parks Programs				
Clerk Typist I-II	1.00	1.00	1.00	-
Park Foreman	8.00	8.00	8.00	-
Park Maintenance Worker	6.00	6.00	6.00	-
Carpenter	2.00	2.00	2.00	-
Clerk Typist III	1.00	1.00	1.00	-
Enterprise Operations Manager	-	0.45	-	(0.45)
Food Service Coordinator	1.00	1.00	-	(1.00)
Park Programs Specialist	2.00	2.00	3.00	1.00
Parks Supervisor	2.00	2.00	2.00	-
Parks Systems Manager	1.00	0.64	1.09	0.45
Senior Landscape Architect	3.00	3.00	3.00	-
Extra Help	34.75	35.25	34.96	(0.29)
Overtime	1.41	1.36	0.85	(0.51)
Subtotal	63.16	63.70	62.90	(0.80)

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PARKS & LAND USE - General Fund	12 Year End	13 Budget	14 Budget	Change
General County Grounds Maintenance				
Golf Course Superintendent	0.50	0.50	0.50	-
Park Maintenance Worker	2.25	2.25	2.25	-
Extra Help	4.52	4.52	4.62	0.10
Overtime	0.66	0.63	0.36	(0.26)
Subtotal	7.93	7.90	7.73	(0.16)
Retzer Nature Center				
Clerk Typist I/II	1.00	1.00	1.00	-
Nature Center Supervisor	1.00	1.00	1.00	-
Park Naturalist	0.50	0.50	0.50	-
Park Foreman	1.00	1.00	1.00	-
Conservation Biologist (Sr. Park Naturalist)	1.00	1.00	1.00	-
Extra Help	4.22	4.21	4.42	0.21
Overtime	0.13	0.13	0.07	(0.06)
Subtotal	8.85	8.84	8.99	0.15
Exposition Center				
Enterprise Operations Manager	0.20	-	-	-
Parks System Manager	-	0.20	0.20	-
Exposition Center Manager	1.00	1.00	1.00	-
Lead Expo Worker	1.00	1.00	1.00	-
Expo Center Worker	1.00	1.00	1.00	-
Clerk Typist III	1.00	1.00	1.00	-
Extra Help	4.52	4.52	4.52	-
Overtime	0.12	0.17	0.11	(0.06)
Subtotal	8.84	8.89	8.83	(0.06)
Administrative Services				
Account Clerk I	1.00	0.50	-	(0.50)
Account Clerk II	3.00	3.00	3.00	-
Business Manager	1.00	1.00	1.00	-
Clerk Typist I/II	2.00	2.00	2.00	-
Director Of Parks And Land Use	1.00	1.00	1.00	-
Office Services Coordinator	1.00	1.00	1.00	-
Extra Help	-	-	0.43	0.43
Overtime	-	-	0.07	0.07
Subtotal	9.00	8.50	8.50	-

* The Land Use Specialist position is an underfill of the approved Senior Land Use Specialist position

TOTAL PARKS & LAND USE - General Fund	**133.49**	**133.49**	**132.67**	**(0.82)**
Regular Positions	80.80	80.39	79.89	(0.50)
Extra Help	50.30	50.74	51.26	0.52
Overtime	2.39	2.36	1.52	(0.84)

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PARKS & LAND USE - General Fund

2014 BUDGET ACTIONS:

Land & Water Conservation
Increase Extra Help by 0.01 FTE

Environmental Health
Decrease Overtime by 0.01 FTE

Humane Animal
Decrease Overtime by 0.01 FTE

Licensing
Increase Extra Help by 0.06 FTE

Parks Programs
Reclassification of 0.45 FTE Enterprise Operations Manager to Parks Systems Manager
Reclassification of 1.0 FTE Food Service Coordinator to Parks Program Specialist
Decrease Extra Help by 0.29 FTE
Decrease Overtime by 0.51 FTE

General County Grounds Maintenance
Increase Extra Help by 0.10 FTE
Decrease Overtime by 0.26 FTE

Retzer Nature Center
Increase Extra Help by 0.21 FTE
Decrease Overtime by 0.06 FTE

Exposition Center
Decrease Overtime by 0.06 FTE

Administrative Services
Unfund 0.50 FTE Account Clerk I
Increase Extra Help by 0.43 FTE
Increase Overtime by 0.07 FTE

2013 CURRENT YEAR ACTIONS:
None

2013 BUDGET ACTIONS:

Hazardous Waste and County Facilities Recycling
Reclassification of Clerk Typist III to Program Assistant

Agricultural Land & Water
Decrease Extra Help by 0.10 FTE

Urban Water Land & Water
Increase Extra Help in by 0.07 FTE

Humane Animal
Decrease Extra Help in Humane Animal by 0.02 FTE

Code Enforcement
Retitle Secretary Supervisor to Support Staff Supervisor

Parks Programs
Transfer in 0.45 FTE Enterprise Operations Manager from Expo Center (0.20 FTE) & Golf funds (0.05 FTE) & Ice
Transfer out 0.36 FTE Parks Systems Manager from Parks Programs to Ice Arenas (0.16 FTE) & Expo Center (0.20
Increase Extra Help by 0.50 FTE
Decrease overtime by 0.05 FTE

General County Grounds Maintenance
Decrease overtime by 0.03 FTE

Retzer Nature Center
Decrease extra help by 0.01 FTE

Exposition Center
Transfer in of 0.20 FTE Parks System Manager from Parks Operations
Transfer out of 0.20 FTE Enterprise Operations Manager to Parks Operations
Increase Overtime by 0.05 FTE

Adminstrative Services
Unfund 0.50 FTE Account Clerk I in Administrative Services

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PARKS & LAND USE - Community Development Fund	12 Year End	13 Budget	14 Budget	Change
Parks and Land Use - CDBG				
* Community Development Coordinator	0.90	0.90	0.90	-
* Program Assistant	0.80	0.80	1.30	0.50
* Clerk Typist I/II	0.26	0.26	0.26	-
Extra Help	-	-	-	-
Overtime	0.03	0.03	0.02	(0.01)
Subtotal	1.99	1.99	2.48	0.49
Parks and Land Use - Other CDBG Grant Programs				
* Community Development Coordinator	-	-	-	-
* Program Assistant	-	-	-	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	-	-	-	-
Parks and Land Use - HOME Grant Programs				
* Community Development Coordinator	0.10	0.10	0.10	-
* Program Assistant	0.20	0.20	0.20	-
* Clerk typist I/II	0.09	0.09	0.09	-
Senior Planner	-	-		-
Extra Help				-
Overtime	0.01	0.01	0.01	-
Subtotal	0.40	0.40	0.40	-
TOTAL PARKS & LAND USE - Community Development Fund	**2.39**	**2.39**	**2.88**	**0.49**
Regular Positions	2.35	2.35	2.85	0.50
Overtime	0.04	0.04	0.03	(0.01)
Extra Help	-	-	-	-

* Position will be terminated or reduced if funding is eliminated or reduced.

2014 BUDGET ACTIONS:

Create 0.50 FTE Program Assistant

Decrease Overtime by 0.01 FTE

2013 CURRENT YEAR ACTIONS:

None

2013 BUDGET ACTIONS:

None

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PARKS & LAND USE - LIS Fund	12 Year End	13 Budget	14 Budget	Change
				-
Land Information Systems Manager	1.00	1.00	1.00	-
Land Information Systems Analyst	3.00	3.00	3.00	-
Extra Help	-	-		-
TOTAL PARKS & LAND USE- LIS Fund	4.00	4.00	4.00	-
Regular Positions	4.00	4.00	4.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-

2014 BUDGET ACTIONS:

None

2013 CURRENT YEAR ACTIONS:

None

2013 BUDGET ACTIONS

None

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PARKS & LAND USE - Golf Courses	12 Year End	13 Budget	14 Budget	Change
NAGA-WAUKEE GOLF COURSE				
Parks Systems Manager	-	-	0.25	0.25
Enterprise Operations Manager	0.27	0.25	-	(0.25)
Golf Course Clubhouse Supervisor	1.00	1.00	1.00	-
Golf Course Superintendent	1.00	1.00	1.00	-
Park Maintenance I	1.00	1.00	1.00	-
Subtotal Naga-Waukee	3.27	3.25	3.25	-
Extra Help (FTE)	8.75	8.32	8.51	0.19
Overtime (FTE)	0.41	0.62	0.46	(0.16)
Total Naga-Waukee	**12.43**	**12.19**	**12.22**	**0.03**
WANAKI GOLF COURSE				
Parks Systems Manager	-	-	0.25	0.25
Enterprise Operations Manager	0.25	0.25	-	(0.25)
Golf Course Clubhouse Supervisor	1.00	1.00	1.00	-
Golf Course Superintendent	1.00	1.00	1.00	-
Park Maintenance I	1.00	1.00	1.00	-
Subtotal Wanaki	3.25	3.25	3.25	-
Extra Help (FTE)	8.50	8.03	8.23	0.20
Overtime (FTE)	0.36	0.56	0.40	(0.16)
Total Wanaki	**12.11**	**11.84**	**11.88**	**0.04**
MOOR DOWNS GOLF COURSE				
Parks Systems Manager	-	-	0.05	0.05
Enterprise Operations Manager	0.08	0.05	-	(0.05)
Golf Course Superintendent	0.50	0.50	0.50	-
Park Maintenance Worker I	0.75	0.75	0.75	-
Golf Course Clubhouse Supervisor	1.00	1.00	1.00	-
Subtotal Moor Downs	2.33	2.30	2.30	-
Extra Help (FTE)	2.50	2.13	2.17	0.04
Overtime (FTE)	0.15	0.25	0.18	(0.07)
Total Moor Downs	**4.98**	**4.68**	**4.65**	**(0.03)**
FUND SUBTOTAL				
Regular Position (FTE)	**8.85**	**8.80**	**8.80**	**-**
Extra Help (FTE)	19.75	18.47	18.90	0.43
Overtime (FTE)	0.92	1.43	1.04	(0.39)
FUND TOTAL	**29.52**	**28.70**	**28.74**	**0.04**

PARKS & LAND USE - Golf Courses (Cont'd.)

2014 BUDGET ACTIONS:

Naga-Waukee Golf Course

Reclassify 0.25 FTE from Enterprise Operations Manager to Parks Systems Manager
Increase Extra Help by 0.19 FTE
Decrease Overtime by 0.16 FTE

Wanaki Golf Course

Reclassify 0.25 FTE from Enterprise Operations Manager to Parks Systems Manager
Increase Extra Help by 0.20 FTE
Decrease Overtime by 0.16 FTE

Moor Downs Golf Course

Reclassify 0.05 FTE from Enterprise Operations Manager to Parks Systems Manager
Increase Extra Help by 0.04 FTE
Decrease Overtime by 0.07 FTE

2013 CURRENT YEAR ACTIONS:

None

2013 BUDGET ACTIONS:

Naga-Waukee Golf Course

Transfer: 0.02 FTE Enterprise Operations Manager from Naga-Waukee to Parks Programs
Decrease: Extra Help 0.44 FTE at Naga-Waukee
Increase: Overtime 0.21 FTE at Naga-Waukee

Wanaki Golf Course

Decrease: Extra Help 0.47 FTE at Wanaki
Increase: Overtime 0.20 FTE at Wanaki

Moor Downs Golf Course

Transfer: 0.03 FTE Enterprise Operations Manager from Nagawaukee to Parks Programs
Decrease: Extra Help 0.37 FTE at Moor Downs
Increase: Overtime 0.10 FTE at Moor Downs

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PARKS & LAND USE - Ice Arenas	12 Year End	13 Budget	14 Budget	Change
NAGA-WAUKEE Ice Arena				
Enterprise Operations Manager	0.10	-	-	-
Parks System Manager	-	0.08	0.08	-
Ice Arena Coordinator	1.00	1.00	1.00	-
Ice Arena Supervisor	1.00	1.00	1.00	-
Subtotal Naga-Waukee Ice Arena	2.10	2.08	2.08	-
Extra Help (FTE)	2.41	2.42	2.42	-
Ovetime (FTE)	-	-		-
Total Naga-Waukee Ice Arena	**4.51**	**4.50**	**4.50**	**-**
EBLE PARK Ice Arena				
Enterprise Operations Manager	0.10	-		-
Parks System Manager	-	0.08	0.08	-
Ice Arena Coordinator	1.00	1.00	1.00	-
Ice Arena Supervisor	1.00	1.00	1.00	-
Clerk I	0.75	0.75	0.75	-
Subtotal Eble Ice Arena	2.85	2.83	2.83	-
Extra Help (FTE)	2.01	2.02	2.02	-
Total Eble Park Arena	**4.86**	**4.85**	**4.85**	**-**
FUND SUBTOTAL				
Regular Positions	**4.95**	**4.91**	**4.91**	**-**
Extra Help (FTE)	4.42	4.44	4.44	-
Overtime (FTE)	-	-	-	-
FUND TOTAL	**9.37**	**9.35**	**9.35**	**-**

2014 BUDGET ACTIONS:

None

2013 CURRENT YEAR ACTIONS:

None

2013 BUDGET ACTIONS:

Naga-Waukee Ice Arena

Transfer: 0.10 FTE Enterprise Operations Manager from Naga-Waukee to Parks Programs
Transfer: 0.08 FTE Parks System Manager from Parks Programs to Naga-Waukee
Increase: Extra Help by 0.01 FTE in Naga-waukee Ice Arena

Eble Park Ice Arena

Transfer: 0.10 FTE Enterprise Operations Manager from Eble Ice Arena to Parks Programs
Transfer: 0.08 FTE Parks System Manager from Parks Programs to Eble Ice Arena
Increase: Extra Help by 0.01 FTE in Eble Ice Arena

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PARKS & LAND USE - Material Recycling Facility Fund	12 Year End	13 Budget	14 Budget	Change
				-
(a) Program Assistant	0.90	0.90	0.90	-
* (a) Recycling Specialist	1.95	1.95	1.95	-
(a) Solid Waste Supervisor	0.90	0.90	0.90	-
(a) Land Resources Manager	0.30	0.30	0.30	-
Senior Conservation Specialist	0.10	0.10	0.10	-
(a) Extra Help	1.08	1.07	1.30	0.23
Subtotal	5.23	5.22	5.45	0.23
TOTAL PARKS & LAND USE- Material Recycling Facility Fund	5.23	5.22	5.45	0.23
Regular Positions	4.15	4.15	4.15	-
Extra Help	1.08	1.07	1.30	0.23
Overtime	-	-	-	-

* Includes 1.0 FTE Recycling Specialist position created in 1997 by ordinance 151-61 that has sunset clause attached. Position is 75% funded with recycling grant and material sales revenue and will be reduced or terminated if funding is reduced or terminated.

TOTAL PARKS & LAND USE - ALL FUNDS	**184.00**	**183.15**	**183.09**	**(0.06)**
Regular Positions	105.10	104.60	104.60	-
Extra Help	75.55	74.72	75.90	1.18
Overtime	3.35	3.83	2.59	(1.24)

2014 BUDGET ACTIONS:

Increase Temporary Extra Help by 0.23 FTE

2013 CURRENT YEAR ACTIONS:

None

2013 BUDGET ACTIONS

Reduce Temporary Extra Help by 0.01 FTE

Reclassify 0.90 FTE Clerk Typist III to 0.90 FTE Program Assistant

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PUBLIC WORKS - General Fund	12 Year End	13 Budget	14 Budget	Change
Architectural Services/Property Management				
Account Clerk I	1.00	1.00	1.00	-
Architectural Engineer Technician	1.00	1.00	1.00	-
Architectural Services Manager	1.00	1.00	1.00	-
Facilities Manager	0.05	0.05	0.05	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	3.05	3.05	3.05	-
Building Improvement Plan & Planned Maintenance				
Facilities Supervisor	0.40	0.40	0.40	-
Facilities Manager	0.05	0.05	0.05	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	0.45	0.45	0.45	-
Energy Consumption				
Facilities Manager	0.10	0.10	0.10	-
Facilities Supervisor	0.10	0.10	0.10	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	0.20	0.20	0.20	-
Facilities Maintenance				
Facilities Supervisor	1.50	1.50	1.50	-
Electrician	1.00	1.00	1.00	-
Facilities Manager	0.70	0.70	0.70	-
Maintenance Mechanic I	4.00	4.00	4.00	-
Maintenance Mechanic II	15.00	15.00	15.00	-
Maintenance Mechanic III	4.00	4.00	4.00	-
Building Service Worker II	-	-	-	-
Extra Help	0.40	0.40	0.40	-
Overtime	0.26	0.22	0.29	0.07
Subtotal	26.86	26.82	26.89	0.07
Housekeeping Services				
Building Service Worker I	-	-		-
Building Service Worker II	-	-		-
Building Service Worker	9.00	9.00	9.00	-
Facilities Manager	0.10	0.10	0.10	-
Housekeeping Supervisor	2.00	2.00	2.00	-
Extra Help	-	-	-	-
Overtime	0.04	0.02	0.02	-
Subtotal	11.14	11.12	11.12	-
Administrative Services				
Administrative Assistant I	1.00	1.00	1.00	-
Business Manager	0.90	0.90	0.90	-
Clerk Typist II	-	-	-	-
Departmental Secretary	1.00	1.00	1.00	-
Director of Public Works	1.00	1.00	1.00	-
Account Clerk I	1.00	1.00	1.00	-
Extra Help	0.15	-	-	-
Overtime	-	-	-	-
Subtotal	5.05	4.90	4.90	-

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PUBLIC WORKS - General Fund	12 Year End	13 Budget	14 Budget	Change
TOTAL PUBLIC WORKS - General Fund	46.75	46.54	46.61	0.07
Regular Positions	45.90	45.90	45.90	0.00
Extra Help	0.55	0.40	0.40	0.00
Overtime	0.30	0.24	0.31	0.07

2014 BUDGET ACTIONS:

0.07 FTE increase in overtime for Maintenance Mechanics

2013 CURRENT YEAR ACTIONS:

None

2013 BUDGET ACTIONS:

Positon title changes include:

Facilities Manager from Building Operations Manager

Facilities Supervisor from Building Operations Supervisor

Facilities Maintenance

0.04 FTE Decrease in Facilities Maintenance

Housekeeping Services

0.02 FTE Decrease in Overtime

Engineering Services

0.23 FTE Decrease in Extra Help

Traffic Control

0.09 FTE Decrease in Overtime

Administrative Services

0.15 FTE decrease in Extra Help

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PUBLIC WORKS - Transportation Fund	12 Year End	13 Budget	14 Budget	Change
County Operations				
Account Clerk I	1.00	1.00	1.00	-
Clerk Typist III	1.00	1.00	1.00	-
Crew Leader	2.00	2.00	2.00	-
Highway Operations Manager	1.00	1.00	1.00	-
Patrol Superintendant	2.00	2.00	2.00	-
Patrol Worker	30.00	30.00	29.00	(1.00)
Extra Help	0.92	0.65	0.65	-
Overtime	1.73	1.44	1.10	(0.34)
Subtotal	39.65	39.09	37.75	(1.34)
State Highway Operations				
Patrol Superintendent	2.00	2.00	2.00	-
Patrol Worker	22.00	22.00	23.00	1.00
Extra Help	1.18	1.96	1.96	-
Overtime	1.21	1.50	1.83	0.33
Subtotal	26.39	27.46	28.79	1.33
Transit Services				
Business Manager	0.10	0.10	0.10	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	0.10	0.10	0.10	-
Engineering Services (1)				
Engineering Services Manager	1.00	1.00	1.00	-
Senior Civil Engineer	2.95	2.95	2.95	-
Senior Engineering Techincian	1.50	1.50	1.50	-
Extra Help	1.69	1.46	1.71	0.25
Overtime	-	-	-	-
Subtotal	7.14	6.91	7.16	0.25
Traffic Control (1)				
Patrol Worker	1.00	1.00	1.00	-
Sign and Signal Maintenance	3.00	3.00	3.00	-
Senior Civil Engineer	0.65	0.65	0.65	-
Extra Help	1.00	1.00	-	(1.00)
Overtime	0.19	0.10	0.17	0.07
Subtotal	5.84	5.75	4.82	(0.93)
Permit Processing (1)				
Clerk Typist II	-	-	-	-
Senior Engineering Technician	1.50	1.50	1.50	-
Senior Civil Engineer	-	-	-	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
	1.50	1.50	1.50	-

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PUBLIC WORKS - Transportation Fund	12 Year End	13 Budget	14 Budget	Change
TOTAL PUBLIC WORKS - Transportation Fund	80.62	80.81	80.12	(0.69)
Regular Positions	72.70	72.70	72.70	-
Extra Help	4.79	5.07	4.32	(0.75)
Overtime	3.13	3.04	3.10	0.06

(1) Programs moved from the General Fund to the Transportation fund in 2014. Prior year budget and actuals have been restated for comparative purposes.

2014 BUDGET ACTIONS:

County Operations

1.00 FTE Decrease -Patrol Worker shifted from County Highway Ops to State Highway Ops
0.34 FTE Decrease in overtime

State Operations

1.00 FTE Increase - Patrol Worker shifted to State Highway Operations from County Highway Ops
0.33 FTE Increase in Overtime

Engineering Services

0.25 FTE Increase in Extra Help (Engineering Intern)

Traffic Control

0.07 FTE Increase in Overtime
1.00 FTE Decrease in Extra Help (Co-op position)

2013 CURRENT YEAR ACTIONS:

None.

2013 BUDGET ACTIONS:

Positon title changes include:

Highway Operations Manager from Field Operations Manager

County Operations

0.27 FTE Decrease in Extra Help
0.28 FTE Decrease in overtime

State Operations

0.78 FTE Increase in Extra Help
0.28 FTE Increase in Overtime

Engineering Services

0.23 FTE Decrease in Extra Help

Traffic Control

0.09 FTE Decrease in Overtime

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PUBLIC WORKS - AIRPORT FUND	12 Year End	13 Budget	14 Budget	Change
Airport Operations (1)				
Airport Manager	0.30	0.30	0.30	-
Clerk Typist III	0.21	0.21	0.00	(0.21)
Programs & Projects Analyst	0.59	0.59	1.00	0.41
Extra Help	-	-		-
Overtime	-	-	-	-
Subtotal	1.10	1.10	1.30	0.20
Administrative Services (1)				
Airport Manager	0.70	0.70	0.70	-
Clerk Typist III	0.79	0.79	1.00	0.21
Programs & Projects Analyst	0.41	0.41	0.00	(0.41)
Extra Help	-	-		-
Overtime	-	-	-	-
Subtotal	1.90	1.90	1.70	(0.20)
TOTAL AIRPORT	**3.00**	**3.00**	**3.00**	**-**
Regular Positions	3.00	3.00	3.00	-
Overtime	-	-	-	-
Extra Help	-	-	-	-

(1) Programs have been reorganized in 2014 and prior year budgets and actuals have been restated.

2014 BUDGET ACTIONS

Airport Operations

0.21 FTE Decrease in Clerk Typist II position

0.41 FTE Increase in Programs & Project Analyst position

Administrative Services

0.21 FTE Increase in Clerk Typist II position

0.41 FTE Decrease in Programs & Project Analyst position

2013 CURRENT YEAR ACTIONS:

None

2013 BUDGET ACTIONS:

None

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PUBLIC WORKS - Central Fleet	12 Year End	13 Budget	14 Budget	Change
Repair & Maintenance				
Account Clerk I	0.75	0.75	0.75	-
Fleet Manager	0.90	0.90	0.90	-
Lead Mechanic	2.00	2.00	3.00	1.00
Mechanic	9.00	9.00	8.00	(1.00)
Shop Supervisor	-	-	-	-
Stock Clerk	1.00	1.00	1.00	-
Extra Help	0.65	0.65	0.65	-
Overtime	0.08	0.08	0.08	-
Subtotal	14.38	14.38	14.38	-
Central Fueling				
Account Clerk I	0.25	0.25	0.25	-
Fleet Manager	0.10	0.10	0.10	-
Subtotal	0.35	0.35	0.35	-
TOTAL PUBLIC WORKS - Central Fleet	**14.73**	**14.73**	**14.73**	**-**
Regular Positions	14.00	14.00	14.00	-
Extra Help	0.65	0.65	0.65	-
Overtime	0.08	0.08	0.08	-
TOTAL PUBLIC WORKS - ALL FUNDS	**145.10**	**145.08**	**144.46**	**(0.62)**
Regular Positions	135.60	135.60	135.60	-
Extra Help	5.99	6.12	5.37	(0.75)
Overtime	3.51	3.36	3.49	0.13

2014 BUDGET ACTIONS:

Abolish 1.0 FTE Mechanic position.

Create 1.0 FTE Lead Mechanic position.

2013 CURRENT YEAR ACTIONS:

None

2013 BUDGET ACTIONS:

None

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

REGISTER OF DEEDS		12 Year End	13 Budget	14 Budget	Change
Administrative Services					
Account Clerk I		0.60	0.60	0.60	-
Programs & Projects Analyst		-	-		
Senior Financial Analyst		0.60	0.60	0.60	-
Deputy Register of Deeds		1.00	1.00	1.00	-
Register of Deeds		1.00	1.00	1.00	-
Extra Help		-	-	-	-
	Subtotal	3.20	3.20	3.20	-
Real Estate					
Support Staff Supervisor		1.00	1.00	1.00	-
Clerk Typist I/II		2.00	2.00	2.00	-
Clerk Typist II		4.00	4.00	4.00	-
Clerk Typist III		1.00	1.00	1.00	-
Extra Help		-	-		-
Overtime		0.25	0.03	0.03	-
	Subtotal	8.25	8.03	8.03	-
Cashiering					
Account Clerk I		0.40	0.40	0.40	-
Clerk I/II		1.50	1.50	1.50	-
Clerk Typist II		1.00	1.00	1.00	-
Clerk III		2.00	2.00	2.00	-
Extra Help		-	-	-	-
Overtime		0.03	-	-	-
	Subtotal	4.93	4.90	4.90	-
Vital Statistics					
Overtime		-	-		-
Clerk I/II		2.50	2.50	2.50	-
	Subtotal	2.50	2.50	2.50	-
TOTAL REGISTER OF DEEDS		**18.88**	**18.63**	**18.63**	**0.00**
Regular Positions		18.60	18.60	18.60	-
Overtime		0.28	0.03	0.03	-
Extra Help		-	-	-	-

2014 BUDGET ACTIONS:

None

2013 CURRENT YEAR ACTIONS:

None

2013 BUDGET ACTIONS:

Decrease Overtime 0.22 FTE in Real Estate

Decrease Overtime 0.03 FTE in Cashiering

Retitle Secretary Supervisor to Staff Support Supervisor

Waukesha County Budgeted Positions
Full-time Equivalents (FTE)

SHERIFF		12 Year End	13 Budget	14 Budget	Change
Process / Warrant Service					
Captain		1.00	1.00	1.00	-
Deputy		5.00	4.00	3.00	(1.00)
Account Clerk II		1.00	1.00	1.00	-
Clerk Typist II		4.00	4.00	3.00	(1.00)
Clerk Typist I/II		-	-	1.00	1.00
Clerk II		-	1.00	1.00	-
Clerk I/II		1.00	1.00	1.00	-
Extra Help		-	-	-	-
Overtime		0.19	0.16	0.22	0.06
	Subtotal	12.19	12.16	11.22	(0.94)
					-
Court Security					-
Lieutenant		1.00	1.00	1.00	-
Deputy		17.86	17.86	18.86	1.00
Extra Help		4.99	3.64	3.70	0.06
Overtime		0.35	0.38	0.38	-
	Subtotal	24.20	22.88	23.94	1.06
					-
General Investigations					-
Captain		1.00	1.00	1.00	-
Lieutenant		1.00	1.00	1.00	-
Detectives		24.00	23.00	23.00	-
* Detectives		1.00	1.00	1.00	-
Deputy		-	1.00	1.00	-
Identification Technician		2.00	2.00	2.00	-
Incident Report Clerk		2.00	2.00	2.00	-
Extra Help		-	-	-	-
Overtime		0.39	0.39	0.39	-
	Subtotal	31.39	31.39	31.39	-
					-
Special Investigations					-
Captain		1.00	1.00	1.00	-
Lieutenant		1.00	1.00	1.00	-
Detectives		4.00	4.00	4.00	-
Extra Help		-	-	-	-
Overtime		0.52	0.52	0.52	-
	Subtotal	6.52	6.52	6.52	-

*One Detective position is fully funded through a municipal contract. If funding is reduced or terminated, the position will be reduced or terminated.

Waukesha County Budgeted Positions
Full-time Equivalents (FTE)

SHERIFF (cont.)	12 Year End	13 Budget	14 Budget	Change
General Patrol				
Captain	3.00	3.00	3.00	-
* Captain		0.50	1.00	0.50
Lieutenant	7.00	7.00	7.00	-
* Lieutenant	3.00	2.50	2.00	(0.50)
Deputy	73.14	72.14	72.14	-
* Deputy	26.00	26.00	26.00	-
Clerk III	1.50	1.50	1.50	-
Clerk II	-	0.50	0.50	-
Extra Help	-	-	-	-
Overtime	4.68	4.90	4.84	(0.06)
Subtotal	118.32	118.04	117.98	(0.06)
				-
Inmate Security and Services-Jail				-
Jail Administrator	1.00	1.00	1.00	-
Senior Correctional Facility Manager	1.00	1.00	1.00	-
Correctional Facility Manager	2.00	2.00	2.00	-
Correctional Supervisor	9.00	9.00	9.00	-
Correctional Officers	95.00	95.00	95.00	-
Correctional Srvs Assistant	2.00	2.00	2.00	-
Clerk III	7.00	7.00	6.00	(1.00)
Clerk II	5.00	4.00	4.00	-
Support Staff Supervisor	-	-	1.00	1.00
Extra Help	-	-	-	-
Overtime	3.13	3.13	3.15	0.02
Subtotal	125.13	124.13	124.15	0.02
				-
Inmate Security and Services-Huber Facility				-
Correctional Facility Manager	1.00	1.00	1.00	-
Correctional Supervisor	3.00	3.00	3.00	-
Senior Correctional Counselors	1.00	1.00	1.00	-
Correctional Officers	25.00	25.00	25.00	-
Account Clerk I	2.00	2.00	2.00	-
Extra Help	-	-	-	-
Overtime	0.84	0.84	0.85	0.01
Subtotal	32.84	32.84	32.85	0.01
				-
Administrative Services				-
Sheriff	1.00	1.00	1.00	-
Inspector	1.00	1.00	1.00	-
Deputy Inspector	1.00	1.00	1.00	-
Business Manager	1.00	1.00	1.00	-
Office Services Coordinator	1.00	1.00	1.00	-
Departmental Secretary	1.00	1.00	1.00	-
Account Clerk II	1.00	1.00	1.00	-
Account Clerk I	1.00	1.00	1.00	-
Clerk Typist III	1.00	1.00	1.00	-
Incident Report Clerk	8.00	8.00	8.00	-
Clerk Typist II	1.00	1.00	2.00	1.00
Clerk Typist I/II	1.00	1.00	-	(1.00)
Financial Analyst	-	-	1.00	1.00
Extra Help	1.16	1.16	1.15	(0.01)
Overtime	0.11	0.11	0.11	-
Subtotal	20.27	20.27	21.26	0.99

*Three Lieutenant positions and twenty-six Deputy positions are fully funded through municipal contracts. If funding is reduced or terminated the positions will be reduced or terminated.

Waukesha County Budgeted Positions
Full-time Equivalents (FTE)

SHERIFF (cont.)	12 Year End	13 Budget	14 Budget	Change
TOTAL SHERIFF	**370.86**	**368.23**	**369.31**	**1.08**
Regular Positions	354.50	353.00	354.00	1.00
Extra Help	6.15	4.80	4.85	0.05
Overtime	10.21	10.43	10.46	0.03

2014 BUDGET ACTIONS:

Transfer:	1.00 Deputy from Process/Warrant Service to Court Security
Transfer:	1.00 Clerk Typist II from Process/Warrant Service to Administrative Services
Transfer:	1.00 Clerk Typist I/II from Administrative Services to Process/Warrant Service
Increase:	Temporary Extra Help by 0.05 FTE
Increase:	Overtime 0.03 FTE
Increase:	0.50 FTE Captain position that was created mid year 2013 and funded by the Village of Sussex, Town of Lisbon, and the Village of Merton patrol contracts.
Reduce:	0.50 FTE Lieutenant position that was abolished mid year 2013.
Create:	1.0 FTE Support Staff Supervisor in Inmate Security and Services-Jail
Abolish:	1.0 FTE Clerk III in Inmate Security and Services-Jail
Create:	1.0 FTE Financial Analyst position in Administrative Services

2013 CURRENT YEAR ACTIONS:
None

2013 BUDGET ACTIONS:

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

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

COUNTY TREASURER		12 Year End	13 Budget	14 Budget	Change
Tax Collections/Processing					
Account Clerk I		0.25	0.25	0.25	-
Clerk Typist I-II		0.50	0.50	-	(0.50)
Clerk II		1.00	1.00	1.00	-
Deputy County Treasurer		0.20	0.20	0.20	-
Extra Help		0.07	0.07	0.29	0.22
Overtime		0.03	0.01	0.01	-
	Subtotal	2.05	2.03	1.75	(0.28)
Investments					
Treasurer		0.20	0.20	0.20	-
Extra Help		-	-		-
Overtime		-	-		-
	Subtotal	0.20	0.20	0.20	-
Administrative Services					
Account Clerk I		0.75	0.75	0.75	-
Clerk Typist I-II		-	-	-	-
Clerk II		1.00	1.00	1.00	-
Deputy County Treasurer		0.80	0.80	0.80	-
Treasurer		0.80	0.80	0.80	-
Extra Help		-	-	-	-
Overtime		-	0.02	0.02	-
	Subtotal	3.35	3.37	3.37	-
TOTAL COUNTY TREASURER		**5.60**	**5.60**	**5.32**	**(0.28)**
Regular Positions		5.50	5.50	5.00	(0.50)
Extra Help		0.07	0.07	0.29	0.22
Overtime		0.03	0.03	0.03	-

2014 BUDGET ACTIONS:

Abolish 0.50 FTE Clerk Typist II

Increase Temporary extra help by 0.22 FTE

2013 CURRENT YEAR ACTIONS:

None

2013 BUDGET ACTIONS:

Decrease overtime by 0.02 FTE in the Tax Collection Program

Increase overtime by 0.02 FTE in the Administrative Services Program.

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

UW EXTENSION	12 Year End	13 Budget	14 Budget	Change
Strengthening County Citizens, Families & Communities				
Clerk Typist II	2.00	2.00	2.00	-
Office Services Coordinator	1.00	1.00	1.00	-
Extra Help	0.14	0.43	-	(0.43)
Overtime	-	-		-
Subtotal	3.14	3.43	3.00	(0.43)
Faculty*	4.75	4.75	4.75	-

***** State "133" Contract UW Extension positions that are funded by 60 pecent state funding and 40 percent local share funding.

TOTAL UW-EXTENSION	**3.14**	**3.43**	**3.00**	**(0.43)**
Regular Positions	3.00	3.00	3.00	-
Overtime	-	-	-	-
Extra Help	0.14	0.43	-	(0.43)
Faculty Positions *funded by State\County\Grants*	***4.75***	***4.75***	***4.75***	-

2014 BUDGET ACTIONS:

Decrease Extra Help by 0.43 FTE.

2013 CURRENT YEAR ACTIONS:

None

2013 BUDGET ACTIONS:

Increase Extra Help by 0.29 FTE.

GLOSSARY OF SIGNIFICANT TERMS

ACCRUAL BASIS OF ACCOUNTING
A method of accounting that recognizes the financial effect of transactions, events, and interfund activities when they occur, regardless of the timing of related cash flows.

ACTIVITIES
The major programs and projects performed by a department.

ACTIVITY AND PROGRAM DATA STATISTICS
Data that reflects the volume (quantitative measure) of work performed in the significant activities of a department/program. As the County implements its strategic planning process, this information will be transitioned into performance measures (see performance measures).

ADOPTED BUDGET
The budget that is approved by the County Board in November for the following fiscal year beginning January 1.

AMERICAN RECOVERY AND REINVESTMENT ACT (ARRA)
An economic stimulus package enacted by the United States Congress in 2009 that expands social welfare and infrastructure (as well as education and health care) provisions in an attempt to rejuvenate the United States economy.

AMORTIZATION
The gradual elimination of a liability.

APPROPRIATION
The legal authorization to make expenditures or incur financial obligations for goods or services during the budget year. Appropriations are authorized in department budgets by fund.

APPROPRIATION UNIT
An expenditure account grouped by purpose, including:
1. Personnel Costs
2. Operating Expenses
3. Interdepartmental Charges
4. Fixed Assets/Improvements
5. Debt Service

ASSESSED VALUATION
A valuation set on real estate and certain personal property, by the municipal assessor, as a basis for levying property taxes (See equalized property valuation).

ASSESSMENT
An assessment is the value placed upon a property by the local assessor, which is a basis for levying property taxes (See equalized property valuation).

ASSETS
Resources with present service capacity that the government presently controls.

AUTHORIZED POSITIONS
Regular full-time or regular part-time positions as authorized by a County Board approved ordinance.

BADGERCAREPLUS
A State medical assistance benefit program that has two main benefit plans: Standard and Benchmark. The Standard Plan is for families with income at or below 200% of the Federal Poverty Level (FPL). The Benchmark Plan, which provides more limited services than the Standard Plan, is for families with income above 200% of the FPL, and for self-employed parents and caretakers. In addition, BadgerCarePlus has several limited health plans including: Family Planning Waiver program, Prenatal Care Services, Emergency Services, and Well Women (Cervical and breast cancer related) Care.

BALANCE SHEET
A statement that discloses the financial condition of an entity by assets, liabilities, and fund balance (equity) of a fund or account group at a specific date to exhibit financial position.

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

BOND OR PROMISSORY NOTES
A fixed interest financial asset issued for a period of time with the purpose of raising capital by borrowing.

GLOSSARY OF SIGNIFICANT TERMS

BOND RATING
A level of risk assigned to general obligation promissory notes assessed by a rating agency. The higher the rating, the less risky the notes are to the entity borrowing the funds. Waukesha County has a AAA bond rating, which represents the lowest risk possible to obtain. Waukesha County is one of less than thirty counties in the nation with a AAA bond rating.

BONDED DEBT
The portion of indebtedness represented by outstanding bonds, which include general obligation promissory notes that are backed by approved, irrevocable future tax levies for debt service.

BUDGET
A plan of financial operation embodying an estimate of proposed expenditures and revenues for a given calendar year. It specifies the type and level of county services to be provided while limiting, through the appropriation process, the amount of money that can be spent. Budgets are adopted for the following fiscal year, but they can be modified. Most local governments have two types of budgets, an "operating" budget and a "capital" budget.

BUDGET BOOK
The official written document prepared by the budget office and supporting staff, which presents the Executive's proposed budget to the County Board for review and the final adopted document, subsequent to County Board approval and Executive veto (if necessary).

BUDGET MESSAGE
The opening section of the budget prepared by the County Executive, that provides the County Board of Supervisors and the public with a general summary of important aspects of budget policy, including changes from the current and previous fiscal years.

BUDGETARY CONTROL
The control or management of a governmental unit in accordance with an approved budget for the purpose of keeping expenditures within the limitations of authorization. Waukesha County controls at the appropriation unit level (see appropriation unit).

BUDGETED POSITIONS
Authorized positions that are funded in the current or ensuing budget year.

CAPITAL BUDGET
A budget of approved capital projects contained in the first year of the five-year capital projects plan.

CAPITAL EXPENDITURES
The cost of acquisition of operating equipment items, which includes expenditures for fixed assets and capital projects.

CAPITAL OUTLAY
The cost of acquisition of operating equipment items such as vehicles and office equipment greater than $5,000. These items generally have a useful life greater than one year, but less than ten years, and are included in an organization's operating budget.

CAPITAL PROJECT
An active or proposed nonrecurring expenditure that is in excess of one hundred thousand dollars ($100,000) for costs associated with a permanent fixed asset (e.g. building, land, highway and technology improvements, or equipment), and has a useful life or extends the useful life of an existing fixed asset, usually in excess of seven (7) years.

CAPITAL PROJECTS PLAN
A five-year plan for capital expenditures. The first year in the plan is the adopted Capital Budget.

CHILDREN'S LONG TERM SUPPORT (CLTS)
Home and Community Based Waiver Funding provides fully funded and locally-matched tax levy funding for children diagnosed with Autism, Asperger's and Pervasive Developmental Disorders.

COMMISSIONS AND BOARDS
Members consist of both County Board of Supervisors and citizens. Most commission and board members are appointed by the County Executive and are approved by the County Board. Responsibilities include making policy recommendations to the Executive on decisions that affect county government services and operations.

COMMUNITY AIDS – BASIC COUNTY ALLOCATION (BCA)
The major state funding source for County Human Service Department programs. These funds can be broadly used to pay for social services and services for mentally disabled persons.

GLOSSARY OF SIGNIFICANT TERMS

COMMUNITY OPTIONS PROGRAM WAIVER (COP-Waiver; COP-W)
Provides Medical Assistance funding for home and community-based care for elderly and physically disabled citizens who have long-term care needs, and who would otherwise be eligible for Medical Assistance reimbursement in a nursing home. County participation was mandated effective January 1, 1990.

COMMUNITY RECOVERY SERVICES (CRS)
1915(i) Home and Community Based Services, will provide three specific services: Community Living Supportive Services, Supported Employment, and Peer Supports under the umbrella of psychosocial rehabilitation to individuals with serious and persistent mental illness.

COMMUNITY SERVICES DEFICIT REDUCTION (CSDR)
A Federal funding source that reimburses counties for a portion of Medical Assistance eligible costs

COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR)
The official annual financial report for the County. This report is prepared in conformity with Generally Accepted Accounting Principles, and is subject to review by a public accounting firm. The report provides information used by bond rating agencies, prospective investors, regulatory and funding agencies, and other interested parties.

COMPREHENSIVE COMMUNITY SERVICES (CCS)
Under State Administrative Code Ch. DHS 36, Comprehensive Community Services are designed to provide persons with mental disorders and substance-use disorders a flexible array of individualized community based psycho-social rehabilitation services authorized by a mental health professional to consumers with mental health or substance use issues across their lifespan.

CONTINGENCY FUNDS
Assets or other resources set aside to provide for unforeseen expenditures or for anticipated expenditures of uncertain amounts.

COUNTY BOARD CHAIRMAN
A County Board member elected by the County Board. This full-time position refers all matters directed to the County Board to the appropriate standing committees of the Board, and is responsible for determining the meeting agendas and for conducting the proceedings of the Board at its meeting. The County Board Chairman serves as Chairman of the Executive Committee and at any joint meeting of County Board Committees.

COUNTY BOARD OF SUPERVISORS
The acting County legislative body. Comprised of twenty-five (25) supervisors elected from separate districts. Supervisors are elected for two-year terms in April of even numbered years.

COUNTY EXECUTIVE
A non-partisan position who is elected at large for a four-year term. The Executive is responsible for coordinating and directing all administrative and management functions for the County, which are not vested in other elected officials. The Executive has the power to appoint the heads of all County departments, except those headed by elected officials or State statutory boards and commissions. The Executive appoints the members of most boards and commissions. Appointments are subject to County Board confirmation. A major responsibility of the County Executive is budget preparation and its submission to the County Board. The County Executive may veto a resolution or ordinance passed by the County Board, and the Executive may exercise a partial veto of legislation that involves an appropriation. A two-thirds vote of the members elect of the County Board is necessary to override a County Executive veto.

COUNTY-WIDE KEY STRATEGIC OUTCOMES
Seven strategic planning outcomes that are identified as significant priorities of the County. Departments assign each programmatic area to one outcome.

DEBT
An obligation resulting from borrowing money.

DEBT LIMIT
The maximum amount of gross or net debt legally permitted.

DEBT RATE LIMIT
The maximum debt rate that the County may levy a tax, which is imposed by the state legislature based on the 1993 debt rate limit.

DEBT SERVICE
Cost of principal, interest, and service costs pertaining to long-term notes or bonds, which are issued to finance capital projects.

DEFEASANCE
The pay-down of debt by setting aside asset/funding in a fund to fulfill future principal and interest payments.

GLOSSARY OF SIGNIFICANT TERMS

DEFICIT
The excess of expenditures/uses over revenues/resources.

DEPARTMENT
A major county office (agency) that administers programs and operations.

DEPRECIATION
A business operating expense which reflects the annual benefit derived from capitalized fixed asset purchases. These costs are calculated for proprietary funds (i.e., internal service and enterprise funds only) in accordance with Generally Accepted Accounting Principals.

DESIGNATED FOR SUBSEQUENT YEAR
A portion of this year's unreserved fund balance to provide for the excess of expenditures, other financing uses over revenues, and other financing sources budgeted in the next year.

EFFECTIVENESS INDICATOR
A type of performance measure including effectiveness, quality, cycle time, and citizen satisfaction that measures results and accomplishments of the service provided.

EFFICIENCY INDICATOR
A performance measure that measures how much output or outcome can be produced or provided by a given resource level, or how much input it takes to produce a given outcome level. Indicators quantify the relationship between inputs and outputs and can be expressed as productivity ratios or as unit-cost ratios.

EMPLOYEE BENEFITS
Compensation in addition to regular salary or wages provided to an employee. This includes health insurance, life insurance, dental insurance, Social Security, Wisconsin Retirement, and salary continuance (disability insurance).

ENCUMBRANCE
Obligations in the form of purchase orders, contracts, or salary commitments that are chargeable to an appropriation and for which a part of the appropriation is reserved. They cease to be encumbrances when paid or when the actual liability is established.

END USER TECHNOLOGY FUND (EUTF)
The End User Technology Fund is an internal service fund established to finance common technology infrastructure for county users. The fund is managed on a total cost of ownership basis and includes the following costs: the replacement and maintenance of personal computers, printers, and copiers; software licensing and support; help desk and training; maintenance of county network hardware and software; backup and recovery functions; and other costs related to making technology available to users.

EQUALIZED PROPERTY VALUATION
Equalized value is the statutory full market value of all taxable property within each jurisdiction (except agricultural land, which is valued based on income). The State Department of Revenue analyzes market sales statewide to estimate the full market (or equalized) value of each jurisdiction. Equalized values provide a means of comparing different jurisdictions, even if they are assessed at different percentages of market value. Equalized values are used to apportion the levies of overlying districts (e.g., schools and counties) to the municipalities within them. Also, they are used in distribution formulas for certain types of state aid to local governments. The state values are needed because municipalities assess property at varying percentages of market value.

EQUITY
The excess of assets over liabilities generally referred to as fund balance.

EXPENDITURE
The outflow of funds paid, or to be paid, for an asset or service obtained, regardless of when the expense is actually paid. NOTE: An encumbrance is not an expenditure; an encumbrance reserves funds to be expended.

GLOSSARY OF SIGNIFICANT TERMS

FINANCIAL STATEMENTS
Presentation of financial data that shows the financial position, cash flows generated, and the results of financial operations of a fund, for a group of accounts, or an entire entity for a particular accounting period.

FISCAL YEAR
A twelve-month period to which the annual operating budget applies, and at the end of which a governmental unit determines its financial position and the results of its operations. Waukesha County uses a January 1 to December 31 calendar year as its fiscal year.

FIXED ASSETS/IMPROVEMENTS
Costs of all equipment items (over $5,000) used by agencies. This category includes capital outlay, small office equipment items, large automotive equipment, and major maintenance projects. Capital projects as defined by County Code and indicated above are excluded.

FULL TIME EQUIVALENT (FTE)
Used to compare the hours budgeted for regular full-time, regular part-time, temporary part-time, and overtime based on 2,080 hours annually of a full-time position.

FUNCTIONAL AREA
Departments are grouped in the annual budget according to the related functions that they perform. The budget has eight functional areas including: Justice & Public Safety, Health & Human Services, Parks, Environment, Education and Land Use, Public Works, General Administration, Capital Projects, Debt Service, and Non-Departmental.

FUND BALANCE
Fund Balance is the difference between assets and liabilities in a government fund's balance sheet.

Beginning in 2011, GASB 54 established five classifications of fund balance with a hierarchy that is based on the extent to which spending constraints restrict how a government can use the funds. The five classifications are:

- **Nonspendable fund balance** – amounts that are not in a spendable form, such as inventory or prepaid expenses. It also includes amounts that are required to be maintained intact, such as the principal of an endowment fund.

- **Restricted fund balance** – amounts that can be spent only for specific purposes stipulated by external providers, such as grant providers or bondholders, as well as amounts that are restricted constitutionally or through legislation.

- **Committed fund balance** – amounts that can be used only for specific purposes that are determined by a formal action of the County Board. These commitments may be changed or lifted, but only by the same formal action that was used to impose the constraint originally.

- **Assigned fund balance** – amounts that are intended for specific purposes, as expressed by the governing body or authorized official. This applies to the remaining resources in any governmental fund other than the general fund that are intended to be used for a defined purpose.

- **Unassigned fund balance** – all amounts not contained in other classifications. Unassigned amounts are technically available for any purpose.

GLOSSARY OF SIGNIFICANT TERMS

FUNDS
A fiscal entity that is segregated for the purpose of accounting and budget reporting. The following is a brief definition of the major types of funds used by Waukesha County.

1. Capital Projects: to account for financial resources to be used for the acquisition or construction of major facilities or equipment.

2. Debt Service: to account for the accumulation of resources for, and the payment of, general long-term debt and interest (other than enterprise and internal service fund debt).

3. General: to account for all financial resources used to fund general government operations not accounted for by other funds.

4. Proprietary: an account that uses the accrual basis of accounting.
    a. Enterprise: to account for operations that are financed and operated similar to private businesses with the intention that the costs of providing goods or services to the general public is to be financed or recovered primarily through user charges (e.g. golf courses).
    b. Internal Service: to account for the cost of providing goods or services by one department to another department on a cost-reimbursement basis (e.g. Central Fleet).

5. Special Revenue: are created to account and report revenue sources that are restricted or committed to specified purposes (e.g. Federated Library Funds).

FUND PURPOSE
A statement that describes the reasons why the fund exists. It is mainly used to describe the purpose of certain special revenues and proprietary (Internal Services and Enterprises) funds.

GENERAL OBLIGATION BONDS
Bonds in which the government pledges its full faith and credit to the repayment of bonds that it issues. The County is authorized by law (section 67.05 (10)) to levy on all taxable property, such ad valorem taxes, without limitation as to rate or amount that may be necessary to pay the notes.

INCOME MAINTENANCE (IM)
Used to describe services and associated funding related to the providing of economic support services, such as food stamps, low income child care, and medical benefits.

INTERDEPARTMENTAL CHARGES
Costs of all supplies, materials, or services purchased by one county department from another county department (mainly Internal Service funds).

KEY OUTCOME INDICATOR (KOI)
Used to identify and justify how the performance measure is an indicator of success. KOIs link the performance measure to the outcomes and objectives and explain why the measure is important in determining success.

LAND INFORMATION SYSTEM (LIS)
An integrated computerized system that links land parcel locations to digital mapping and databases concerning property information (e.g., address, zoning, or civil boundaries).

LIABILITIES
Amounts that are owed for assets received, services rendered, or any other obligation.

MAJOR FUNDS DEFINITIONS
A fund is considered major if it is the primary operating fund of the County or meets the following criteria: (1) Total assets, liabilities, revenues, or expenditures/expenses of that individual governmental or enterprise fund are at least 10 percent of the corresponding total for all funds of that category or type. (2) The same element of the individual governmental fund or enterprise fund that met the 10 percent test, is at least five percent of the corresponding total for all governmental and enterprise funds combined. In addition, any other governmental or proprietary fund that the County believes is particularly important to financial statement users may be reported as a major fund. The County has four major funds: General, Health and Dental Insurance, Debt Service, and Department of Public Works – Airport Fund.

MEDICAL ASSISTANCE (MA)
A Medicaid (Title XIX) program that pays for necessary health care services for persons whose financial resources are not adequate to provide for their health care needs.

GLOSSARY OF SIGNIFICANT TERMS

MISSION
A statement defining the major reasons for the existence, including the purpose of the County.

MODIFIED ACCRUAL BASIS OF ACCOUNTING
Basis of accounting in which (1) revenues are recognized in the accounting period when they become available and measurable, and (2) expenditures are recognized in the accounting period when the fund liability is incurred, if measurable, except for un-matured interest on general long-term debt and certain similar accrued obligations, which are recognized when due.

MODIFIED BUDGET
An ordinance and fund transfer as a result of unanticipated revenues and/or expenditures that change the adopted budget; it then becomes a modified budget.

NET ASSETS
The residual of all other elements presented in a statement of financial position.

OBJECTIVES
Goal statement that focuses on achieving the county-wide key strategic outcome. The level of services or specific achievement an agency expects to, or plans to accomplish in the budget year. Objectives should reflect desired outcomes or results as identified in the strategic plan.

OBLIGATIONS
Amounts that a governmental unit may be required to legally meet out of its resources, including both liabilities and unliquidated encumbrances.

OPERATING BUDGET
A plan of current expenditures and the proposed means of financing them. The annual operating budget is the primary means in which most of the financing, acquisition, spending, and service delivery activities of a government are controlled. The use of annual operating budgets for governments is usually required by law. Even when not required by law, annual operating budgets are essential for sound financial management.

OPERATING EXPENSES
Cost of all utilities, supplies, materials, travel, and tuition expenses necessary for the operation of a department. Also includes costs of all services purchased from outside vendors.

OPERATING TRANSFERS
All interfund (between fund) and intrafund (within funds) appropriation transfers other than residual equity transfers, (Fund Balance) to the appropriation unit of the fund through which the resources are to be expended.

OTHER FINANCING SOURCES
Funds received from general long-term debt proceeds, operating transfers in, and material proceeds of fixed asset dispositions. Such amounts are classified separately from operating revenues.

OTHER FINANCING USES
Funds used for operating transfers out. Such amounts are classified separately from expenditures.

OVERLAPPING DEBT
The proportionate share of the debts of local governments located in whole or in part within the limits of the reporting government, which must be borne by property within each government.

PER CAPITA INCOME
The total county income divided by the total county population.

PER DIEM
Compensation that is paid on a per day basis.

PERFORMANCE MEASURE
A measure used to determine success by indicating how well a program or service is accomplishing its mission and goals, by linking program area results to the County-Wide Key Strategic Outcomes and Objectives.

PERSONNEL COSTS
Costs of all salary and non-salary compensation incurred in accordance with County policy. Includes wages, longevity, and overtime compensation paid to County employees. This also includes compensation for sick leave, holiday, vacation, and education leaves. Major employee benefits include: County pension and Social Security contributions, health, life, dental, and disability insurance.

GLOSSARY OF SIGNIFICANT TERMS

POSITION SUMMARY
The list of budgeted full-time positions within each program. Positions are expressed in terms of full-time work year equivalents (FTE); which is approximately 2,080 hours per year.

PROGRAM
The primary identifiable financial unit of a department, which groups department functions and activities that have a common purpose.

PROGRAM BUDGET
A budget that focuses upon the mission, function, and objectives of a department rather than upon its detailed (line item) object classes of expenditures.

PROMISSORY NOTE
A written promise to pay (debt) a specific sum of money (called principal or face value) at a specified future date (called the maturity date(s)) along with periodic interest paid at a specified percentage of the principal (interest rate).

PROPERTY TAX
Taxes levied on both real and personal property according to the property's equalized valuation and tax rate.

RETAINED EARNINGS
An equity account reflecting the accumulated earnings of a proprietary (enterprise) fund.

REVENUES
Financial resources received from tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, shared revenues, and interest income. There are several budget categories of revenue that the County receives, including:

1. General Government Revenues: contracts or grant funds mainly from state and/or federal sources for the support of programs.

2. Fines and Licenses: funds received as a result of penalties paid by persons having been found in violation of state laws and/or county ordinances. Fees received from the sale of county issued licenses and permits to citizens and business entities to enable them to carry out regulated activities.

3. Charge for Services: funds received as payment for services performed by county agencies.

4. Interdepartmental Revenues: funds received for payments made or services performed by county agencies for other county agencies.

5. Other Revenues: funds received for rents, commissions, and other commercial-type income. Also includes transfers from other funds and proceeds from borrowing.

STANDING COMMITTEES
There are seven standing committees of the County Board organized on functional lines. The Executive, Finance, and Human Resources committees deal with administrative policy matters; whereas, the remaining four standing committees (Judiciary and Law Enforcement; Health and Human Services; Land Use, Parks, and Environment: and Public Works) are concerned with policy matters affecting public services. Committees make recommendations to the Board on all budget and legislative matters that have been referred to them.

STATE AID
Funds made available by the legislature for distribution to each local unit of government based on a prescribed formula of distribution to offset some expenses.

STATEMENT OF PURPOSE
A statement defining the major reasons for the existence of the department, including its purpose in the County government.

STATUTE
A written law enacted by a duly organized and constituted legislative body.

STRATEGIC PLANNING
The process of determining long-term goals and then identifying the best approach for achieving those goals.

GLOSSARY OF SIGNIFICANT TERMS

SUNSET CLAUSE POSITIONS
Authorized positions created by County Board approved ordinances, which include a clause to reduce or eliminate a position or budget appropriation for that position if the designated funding source is subsequently reduced or terminated.

TAX INCREMENTAL FINANCING DISTRICT (TID)
Areas of redevelopment within a municipality, designated to finance public projects that stimulates development or redevelopment that would not otherwise occur. The area involved is designated a TIF district. To finance the cost of improvements, property taxes levied on any increased property value within the TID are diverted from the overlying taxing jurisdictions (municipal, school district, vocational district, and county) and, are placed in a special account to be used to pay the project costs.

TAX LEVY
The total amount of revenues to be raised by property taxes to support County activities. Property taxes are levied in the current year for subsequent year appropriations.

TAX LEVY BUDGET BASE
The amount of tax levy included in the current year adopted budget.

TAX LEVY RATE (MILL RATE)
The amount of taxes levied for each $1,000 (mill) of equalized property valuation at the current tax rate.

TAX RATE LIMIT
The maximum rate in which the County may levy a tax. It is imposed by the state legislature based on the 1993 tax rate limit.

TRUE NON-RESIDENT (TNR)
Resident in a non-library community.

UNFUNDED POSITIONS
An authorized position with no funding appropriation provided for the current or ensuing budget year.

VETO
A power of the County Executive to delete or stop approval on a resolution or ordinance passed by the County Board. The County Executive may exercise a partial veto of legislation that involves an appropriation. A two-thirds vote of the members elect of the County Board is necessary in order to override a County Executive veto action.

WORKING CAPITAL
Liquidity measure of fiscal health, measured by current assets minus current liabilities. Positive working capital means that an entity should be able to pay off its short-term liabilities.

YOUTH AIDS
A funding source distributed by the State of Wisconsin Department of Corrections to pay for state correctional services for youths found by the courts to be delinquent, and to fund correctional alternative programs and services at the county level.

GLOSSARY OF ACRONYMS

AASHTO American Association of State Highway and Transportation Officials
ABE Adult Basic Education
ADA Americans with Disabilities Act
ADRC Aging and Disability Resource Center
ADT Average Daily Traffic
AFCSP Alzheimer's Family Caregiver Support Program
AHPR Annual Housing Performance Report
AODA Alcohol and Other Drug Abuse
APS Adult Protective Services
ARRA American Recovery and Reinvestment Act
ATC Alcohol Treatment Court
AVL Automatic Vehicle Location
BC Benefit/cost
BCA Basic County Allocation
BJA Bureau of Justice Assistance
CAD Computer Aided Dispatch
CAFR Comprehensive Annual Financial Report
CAR Child at Risk
CAFÉ Computer Access for Everyone
CBD Central Business District
CCAP Circuit Court Automation Program
CCS Comprehensive Community Services
CDBG Community Development Block Grant
CDC Centers for Disease Control
CHDS Community Health and Disease Surveillance Program
CHIP County Highway Improvement Program
CHIPS Children in Need of Protection or Services
CJCC Criminal Justice Collaborating Council
CLTS Children's Long Term Support Waiver Services
CMAQ Congestion Mitigation Air Quality
CPI Consumer Price Index
CPI-U Consumer Price Index -Urban
CRI Cities Readiness Initiative
CRS Community Recovery Services
CSAT Center for Substance Abuse Treatment
CSMs Certified Survey Maps
CSN Children with Special Needs Unit
CSP Community Support Program
CTH County Trunk Highway
CY Calendar Year
DARE Drug Abuse Resistance Education
DATCP State Department of Trade and Consumer Protection
DD Developmental Disabilities
DHS Department of Health and Human Services
DFS State Departments of Children and Family Services
DLTCL Wisconsin Division for Libraries, Technology and Community Learning
DNR State Department of Natural Resources
DOA Department of Administration
DOC State Department of Corrections
DOT Department of Transportation
DRC Day Report Center
DPI Department of Public Instruction
EBT Economic Benefit Transfer
EECBG Energy Efficiency and Conservation Block Grant
EFNEP Expanded Food and Nutrition Education Program
EMD Emergency Medical Dispatch
EMMA Electronic Municipal Market Access
EMS Emergency Medical Services
EPA Federal Environmental Protection Agency
EPCRA Emergency Planning and Community Right-to-Know Act
EPL Emerald Park Landfill
ES Economic Support
ESBA Eating Smart Being Active
EUTF End User Technology Fund
FAA Federal Aviation Association
FACTORS Family Care Tracking System
FAR's Federal Aviation Regulations
FCS Family Court Services
FSP Family Support Program
FTE Full Time Equivalent
FY Fiscal Year
GAAP Generally Accepted Accounting Principles
GAB Government Accountability Board
GAL Guardian ad Litems
GASB Government Accounting Standards Board
GASG General Aviation Security Guidelines
GED General Education Development
GFOA Government Finance Officers Association
GPR Grantee Performance Report
GTA General Transportation Aids
HHW Household Hazardous Waste
HIPAA Health Insurance Portability and Accountability Act
HOME Home Investment Partnerships Grant
HSA Health Savings Account
HUD Housing and Urban Development
IDP Intoxicated Driver Program
IFSP Individual Family Service Plan
IID Individuals with Intellectual Disabilities
IM Income Maintenance
IT Information Technology
JABG Juvenile Accountability Block Grant
LIHEAP Low Income Home Energy Assistance Program
LIS Land Information System
LSS Lutheran Social Services
MA Medical Assistance
MCH Maternal and Child Health
MCO Manage Care Organization
MHC Mental Health Center
MHO-CSP Mental Health Outpatient – Community Support Program
MOU Memorandum of Understanding
MRF Materials Recycling Fund
MSL Medical Support Liability
NAED National Academies of Emergency Dispatch
NFPA National Fire Protection Association
NIMS National Incident Management System
NOS Not Otherwise Specified
NSIP Nutrition Services Incentive Program
NSP Neighborhood Stabilization Program
OAR Operating After Revocation
OHC Out-of-home Care
OJA Office of Justice Assistance
OJJDP Office of Juvenile Justice and Delinquency Prevention
OWI Operating While Intoxicated
PCI Pavement Condition Index
PHD Public Health Division
PNCC Prenatal Care Coordination Program
POS Point of Service
POWTS Private On-site Waste Treatment Systems
PPACA Patient Protection and Affordable Care Act
PSE Preliminary Site Evaluation
REI Recycling Efficiency Initiative
RFP Request for Proposal
RMA Routine Maintenance Agreement
RMS Records Management System
ROI Return on Investment
RTA Regional Transit Authority
SAPP Substance Abuse Prevention Program
SBA Small Business Administration
SDWA Safe Drinking Water
SED Seriously Emotionally Disturbed
SEWRPC Southeastern Wisconsin Regional Planning Commission
SMSA Standard Metropolitan Statistical Area
SPD State Public Defender
SRO School Resource officer
SSI Supplemental Security Income
STEM Science, Technology, Engineering, and Mathematics
STI Sexually Transmitted Infection
SVRIS Statewide Vital Records Information System
SVRS Statewide Voter Registration System
TDD Telecommunication Device for the Deaf
TE Transportation Enhancement
TID Tax Incremental Financing District
TNR True Non-Resident
TPA Third-Party Administrator
TPR Termination of Parental Rights
UPS Uninterruptible Power Supply
USDA United States Department of Agriculture
UW-EXT University of Wisconsin Extension Office
UWW University of Wisconsin-Waukesha
VA Veterans Administration
VIMS Veteran's Information Management System
VOIP Voice Over Internet Protocol
VOCA Victims of Crime Act
WCC Waukesha Communications Center
WCEDC Waukesha County Economic Development Corporation
WCFLS Waukesha County Federated Library System
WCHS Waukesha County Historical Society
WCNC Waukesha County Nutrition Coalition
WCS Wisconsin Correctional Service
WCTC Waukesha County Technical College
WDC Workforce Development Center
WEDSS Wisconsin Electronic Disease Surveillance System
WIC Women, Infant and Child
WIDOT Wisconsin Department of Transportation
WiSACWIS Wisconsin Statewide Automated Child Welfare Information System
WIMCR Wisconsin Medicaid Cost Report
WIR Wisconsin Immunization Registry
WMMIC Wisconsin Municipal Mutual Insurance Company
WNEP Wisconsin Education Nutrition Program
WRS Wisconsin Retirement System

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