

Parks, Environment, Education, & Land Use

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PARKS, ENVIRONMENT, EDUCATION AND LAND USE

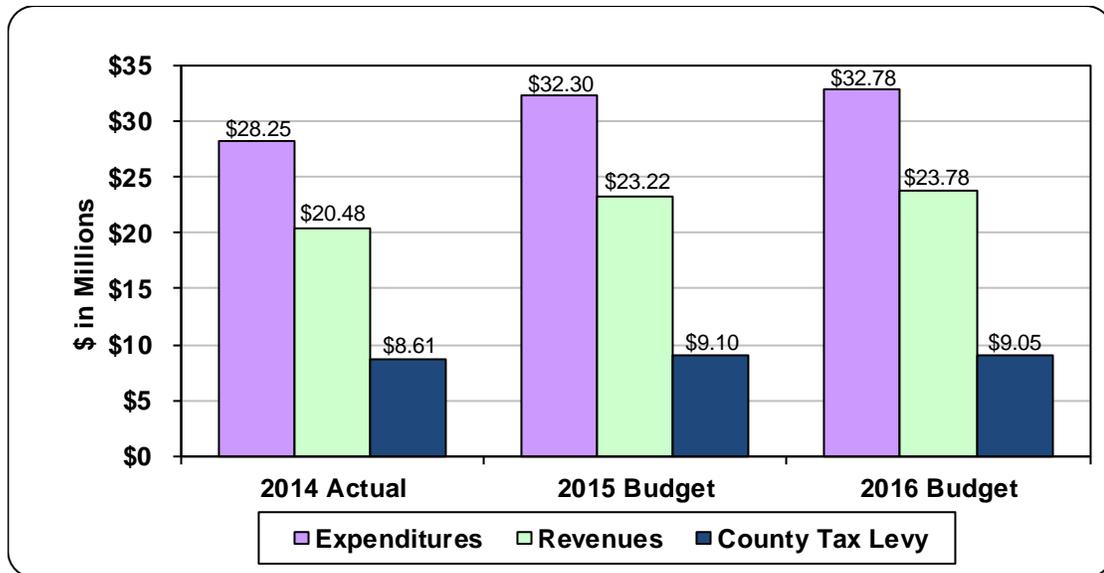
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PARKS, ENVIRONMENT, EDUCATION AND LAND USE

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, as well as 8 Jefferson County libraries beginning in 2016. 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 2016 Expenditure Budget for this functional area totals approximately \$32,775,600, after excluding proprietary fund capitalized fixed asset item purchases, an increase of nearly \$479,700 or 1.5% from the 2015 Adopted Budget. Revenues in the 2016 Budget total about \$23,776,800, after including \$2,601,200 of various Fund Balance appropriations, which is an increase of \$552,700 or 2.4% from the 2015 base budget of \$23,224,100. The Tax Levy necessary to fund this functional area totals \$9,053,600, a decrease of \$50,200 or 0.6% from the 2015 Budget. This functional area uses about 9% of the total County tax levy.

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

Functional Area Summary by Agency

	2014	2015	2015	2016	Change from 2015	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget	
					\$	%
* TOTAL PARKS, ENVIRONMENT, EDUCATION AND LAND USE*						
Revenues (a)(b)	\$20,476,292	\$23,224,139	\$23,409,446	\$23,776,910	\$552,771	2.4%
County Tax Levy	\$8,608,400	\$9,103,832	\$9,103,832	\$9,053,591	(\$50,241)	-0.6%
Expenditure (a)	\$28,253,517	\$32,295,829	\$30,867,457	\$32,775,589	\$479,760	1.5%
Rev. Over (Under) Exp. (e)	\$450,064	\$40,000	\$1,341,825	\$61,080	\$21,080	52.7%
Oper Income/(Loss) (d)	\$381,111	(\$7,858)	\$303,996	(\$6,168)	\$1,690	N/A
BREAKDOWN BY AGENCY						
REGISTER OF DEEDS						
Revenues	\$2,896,217	\$3,395,533	\$3,396,050	\$3,327,110	(\$68,423)	-2.0%
County Tax Levy (d)	(\$1,981,301)	(\$1,956,301)	(\$1,956,301)	(\$1,989,301)	(\$33,000)	N/A
Expenditure	\$1,288,778	\$1,439,232	\$1,383,781	\$1,337,809	(\$101,423)	-7.0%
Rev. Over (Under) Exp.(d)	(\$373,862)	\$0	\$55,968	\$0	\$0	N/A
UW EXTENSION						
Revenues (a)(b)	\$259,727	\$208,715	\$254,463	\$230,166	\$21,451	10.3%
County Tax Levy	\$348,063	\$349,763	\$349,763	\$349,763	\$0	0.0%
Expenditure (a)	\$567,157	\$558,478	\$541,123	\$579,929	\$21,451	3.8%
Rev. Over (Under) Exp.	\$40,633	\$0	\$63,103	\$0	\$0	N/A
LIBRARY						
Revenues (a)(b)	\$1,761,518	\$1,713,264	\$1,846,047	\$2,066,401	\$353,137	20.6%
County Tax Levy	\$2,965,628	\$3,424,360	\$3,424,360	\$3,464,119	\$39,759	1.2%
Expenditure (a)	\$4,560,987	\$5,097,624	\$5,128,963	\$5,469,440	\$371,816	7.3%
Rev. Over (Under) Exp. (e)	\$166,159	\$40,000	\$141,444	\$61,080	\$21,080	52.7%
PARKS AND LAND USE						
Revenues (a)(b)	\$15,558,830	\$17,906,627	\$17,912,886	\$18,153,233	\$246,606	1.4%
County Tax Levy	\$7,276,010	\$7,286,010	\$7,286,010	\$7,229,010	(\$57,000)	-0.8%
Expenditure (a)	\$21,836,595	\$25,200,495	\$23,813,590	\$25,388,411	\$187,916	0.7%
Rev. Over (Under) Exp.	\$617,134	\$0	\$1,081,310	\$0	\$0	N/A
Oper Income/(Loss) (c)	\$381,111	(\$7,858)	\$303,996	(\$6,168)	\$1,690	N/A

PARKS, ENVIRONMENT, EDUCATION AND LAND USE

Functional Area Budget Highlights

- The **Federated Library System State Aids Fund** budget will undergo a significant year of transition in 2016, with the creation of a two-county library system with Jefferson County. State Aid revenues increase \$258,108 as a result of the addition, and will be used to cover increased costs related to courier delivery services as well as the addition of a 1.00 FTE Librarian responsible for the central cataloging of library books and materials. In addition, as a result of increased efficiencies and greater use of technology, the department is reducing a full-time Administrative Specialist to a part-time (0.50 FTE) position.
- The **Federated Library System County Library Tax Levy** (applies to Waukesha County non-library residents only) increases by about \$39,800 or 1.2% to \$3,464,119 in 2016. The increase in library tax levy is primarily due to an increase of \$37,500 related to the calculation established in County Code 11-4, which compensates Waukesha County member libraries based on usage by non-library communities. The special library tax levy is distinct from, and has no impact on the County General Tax Levy, and is unchanged as a result of the creation of the two-county library system with Jefferson County.
- **Parks and Land Use – Material Recovery Facility (MRF) Fund** budget will undergo another year of transition in 2016, as it reflects a full year of operations to process single-stream recyclable materials in the newly remodeled joint-facility located in the City of Milwaukee’s Menomonee Valley.
 - Expenditures are budgeted to increase \$171K to \$4.5 million, largely due to an increase of \$110,500 in depreciation due to 2016 being the first full year of depreciation on the county’s share of equipment at the facility, as well as a \$77,500 increase in repair and maintenance costs related to scheduled maintenance and repair of items at the joint facility.
 - Community dividend payments are budgeted to increase approximately \$43K to \$1.84 million, largely due to the potential addition of three new municipalities that may join the Waukesha County Recycling Program. The potential new additions would bring designated state recycling grant revenues (as well as increased recycling tonnage), that mitigate the overall reduction in recycling grants as a result of the 2015-2017 WI State Budget, but also account for a large portion of the \$242,500 MRF fund balance increase to cover disbursements to municipalities participating in the County’s recycling program.
- **Register of Deeds (ROD)** budget includes a Tax Levy Credit from revenues which exceed expenditures. This levy credit increases \$33,000 to \$1.99 million and is used to offset Tax Levy funding required for other County general fund operations.
 - Revenues decrease \$43,400, mainly due to reductions in Document Recording Fees of \$130,000 primarily related to a reduction in home mortgage refinancing activity. This is partially offset by increases in Real Estate Transfer fees of nearly \$60,000 driven by an increase in home sales.
 - Personnel costs decrease \$80,100 mostly related to the unfunding of 1.00 FTE Administrative Assistant as a result of departmental efficiencies and the cross-training of staff to handle multiple program areas.
- **Parks and Land Use General Fund** intergovernmental grant funded revenues increase \$150,200 mainly due to one-time Community Development Block Grant (CDBG) funded handicap accessible projects of \$134,500 at various county facilities and UW-Waukesha. Other revenues in the Parks department increase nearly \$106K, largely due to an increase of \$58,400 to about \$2.08 million related to various Parks revenues including annual stickers and reservation fees as well as Subdivision and storm water permit fees of \$16,500 related to an increase in real estate development activity. In addition, fines and licenses from the inspection of restaurant and retail food establishments increase \$44,000 in an effort to better manage programmatic costs in this area, and Septic System Permits increase \$15,000 reflecting an increase in real estate market activity and development in areas that have private sewer systems.
- Also, **Parks and Land Use General Fund** 3 Year Maintenance and Projects are budgeted to increase \$160,900 to \$493,000 and includes: \$70,000 for a fertilizer storage facility at Menomonee Park, \$65,000 to construct Americans with Disability Act (ADA) compliant walkways, ramps and parking lot improvements at UW-Waukesha, \$59,500 to build an accessible fishing pier at Fox Brook Park, \$57,000 for fire hydrant, irrigation system and meter pit repairs and improvements, \$45,000 to demolish the Berg Property and Mukwonago Park, and \$30,000 to install a stormwater pond at Fox Brook Park, in addition to several smaller projects.

PARKS, ENVIRONMENT, EDUCATION AND LAND USE

Functional Area Budget Highlights

- **Parks and Land Use General Fund** Personnel budget increases \$73,500 or less than 1% and includes a 0.75 regular FTE reduction related to the unfunding of a vacant 1.00 FTE Administrative Assistant offset with the refunding of a 0.50 FTE Senior Land Use Specialist to more appropriately address programmatic needs. In addition, to better manage costs without making significant impacts to program coverage and oversight, the budget reclassifies a 1.00 FTE Groundwater Program Coordinator to a 1.00 FTE Lead Environmental Health Sanitarian, reclassifies a 1.00 FTE Senior Land Use Specialist to a 1.00 FTE Land Use Specialist, and unfunds a 0.25 FTE Park Maintenance Worker.
- **Parks and Land Use - Golf Course Fund** estimates a cash flow of about \$219,200 (revenues – expenditures: excluding depreciation expense). Revenues increase \$118,100 or 3.8% mainly as a result of fee increases reflecting the market review in the National Golf Foundation 2015 study. Personnel Costs decrease about \$58,400 or 4.3% in an effort to reduce annual operating losses and impact on the golf course fund, and reflect the unfunding of 1.00 FTE Golf Supervisor position and 0.75 FTE Park Maintenance Worker at Moor Downs Golf Course, partially offset by an increase of 2.03 FTE temporary extra help and the cost to continue remaining staff.
- **Parks and Land Use - Ice Arena Fund** estimates a cash flow of about \$41,900. Budgeted projects of \$71,500 include: \$50,000 to fund a Chiller inspection project and \$15,000 for locker room improvements at Eble Ice Arena, and \$6,500 to fund a compressor overhaul project at Naga-Waukee Ice Arena.
- **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 budgeted to decrease from 2015 budgeted levels for both the Community Development Block Grant (CDBG) program by about \$3,800 to \$1,330,200 and the HOME program by nearly \$114,000 to \$990,800. In addition, Revolving Loan and Program Income funding for CDBG programming is maintained at 2015 budget levels of \$460,000.
- **Parks and Land Use Land Information Systems (LIS) Fund** charges for services revenue decreases \$69,600 to \$650,400 to reflect a decrease in document recording fee revenues mainly as a result of home mortgage refinancing activity. This is mainly offset by an increased budgeted allocation of Landfill Siting Fee revenue of nearly \$101,200. Expenditures decrease nearly \$13,700 largely as a result of moving land records information off county hosted servers and onto contracted, Cloud-based hosted servers.
- **Parks and Land Use Tarmann Land Acquisition Fund** expenditure appropriations are at the same \$1 million amount as the 2015 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. Revenue appropriations (including fund balance) are unchanged from the 2015 Budget.
- **University of Wisconsin – Extension** budgeted revenues (excluding tax levy) increase by about \$21,500. This is largely as a result of decreases in grant revenues of \$40,600 being more than offset with fee revenue of \$51,300 related to the department working with several municipalities as well as the Department of Health and Human Services to lead and develop several workshops geared at improving their strategic planning capabilities.

**BUDGETED POSITIONS 2014-2016
SUMMARY BY AGENCY AND FUND**

PARKS, ENVIRONMENT, EDUCATION AND LAND USE

Agency	Fund	2014 Year End	2015 Adopted Budget	2015 Modified Budget	2016 Budget	15-16 Change
REGISTER OF DEEDS	General	18.60	18.60	18.60	17.60	(1.00)
UW-EXTENSION*	General	3.00	3.00	3.00	3.00	0.00
FED. LIBRARY	State Aids Fund	6.00	5.25	5.25	5.75	0.50
	CAFÉ Shared Automation Fund	1.00	0.75	0.75	0.75	0.00
	Subtotal Federated Library	7.00	6.00	6.00	6.50	0.50
PARKS & LAND USE	General	79.89	78.89	78.89	78.14	(0.75)
	Community Development	2.85	2.85	2.85	2.85	0.00
	Golf Courses	8.80	8.80	8.80	7.05	(1.75)
	Ice Arenas	4.91	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	104.60	103.60	103.60	101.10	(2.50)
TOTAL REGULAR POSITIONS		133.20	131.20	131.20	128.20	(3.00)
TOTAL EXTRA HELP		75.93	70.50	70.50	71.86	1.36
TOTAL OVERTIME		2.63	2.33	2.33	2.27	(0.06)
TOTAL BUDGETED POSITIONS		211.76	204.04	204.04	202.33	(1.70)

* UW-Extension position total includes County employees only. Total does not reflect state or other grant funded positions.

2016 BUDGET ACTIONS:

Register of Deeds

Unfund: 1.00 FTE Administrative Assistant
Increase: 0.01 FTE Overtime

Federated Library

Create: 1.00 Librarian
Unfund: 0.50 FTE Administrative Specialist

Parks - General

Increase: 0.50 FTE Senior Land Use Specialist
Unfund: 1.00 FTE Administrative Assistant
Unfund: 0.25 FTE Parks Maintenance Worker
Reduce: 0.72 Temporary Extra Help
Reduce: 0.05 Overtime

Parks - CDBG

Reduce: 0.02 FTE Overtime

Parks - Golf

Unfund: 1.0 FTE MoorDowns Clubhouse Supervisor
Unfund: 0.75 Parks Maintenance Worker
Increase: 2.03 Extra Help

Parks - MRF

Increase: 0.05 FTE Temporary Extra Help

2015 CURRENT YEAR ACTIONS

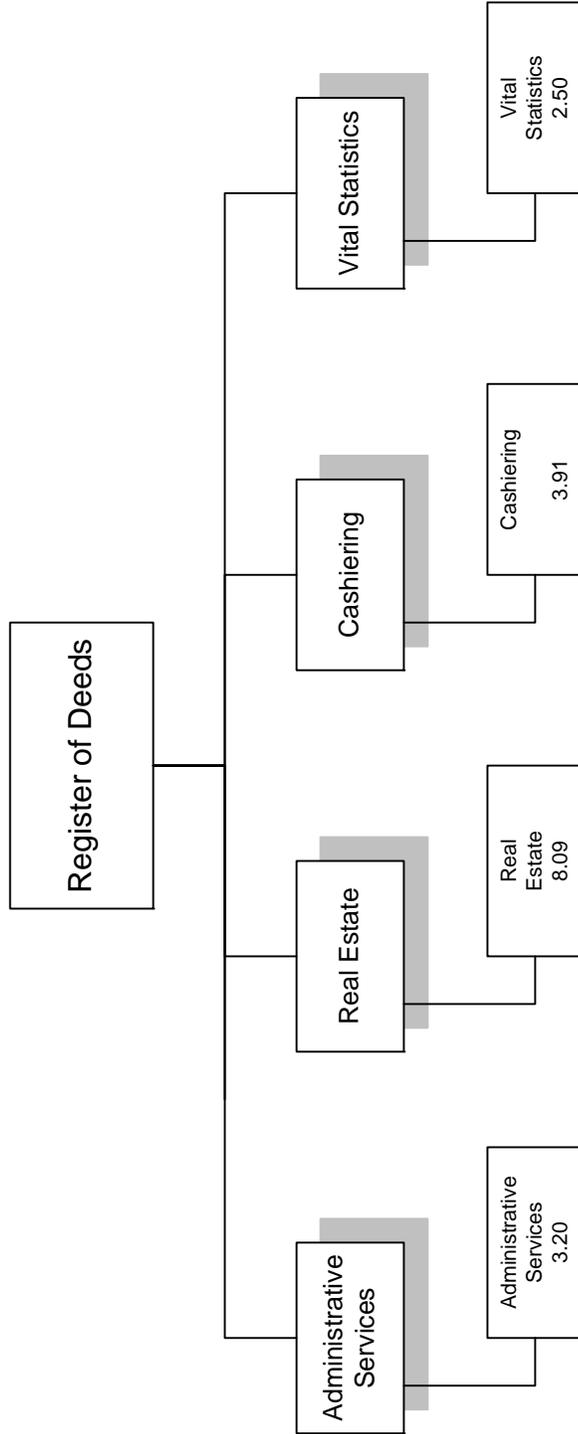
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Register of Deeds

REGISTER OF DEEDS OFFICE

FUNCTION / PROGRAM CHART



17.70 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 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	2014	2015	2015	2016	Change From 2015	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget	
					\$	%
Revenues						
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$2,896,197	\$3,095,533	\$3,096,050	\$3,052,110	(\$43,423)	-1.4%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$20	\$0	\$0	\$0	\$0	N/A
Appr. Fund Balance (b)	\$0	\$300,000	\$300,000	\$275,000	(\$25,000)	-8.3%
County Tax Levy (Credit) (a)	(\$1,981,301)	(\$1,956,301)	(\$1,956,301)	(\$1,989,301)	(\$33,000)	N/A
Total Revenue Sources	\$914,916	\$1,439,232	\$1,439,749	\$1,337,809	(\$101,423)	-7.0%
Expenditures						
Personnel Costs	\$1,023,471	\$1,136,101	\$1,105,431	\$1,055,994	(\$80,107)	-7.1%
Operating Expenses (c)	\$66,549	\$70,340	\$76,574	\$75,015	\$4,675	6.6%
Interdept. Charges	\$198,758	\$227,591	\$201,776	\$206,800	(\$20,791)	-9.1%
Fixed Assets	\$0	\$5,200	\$0	\$0	(\$5,200)	-100.0%
Total Expenditures	\$1,288,778	\$1,439,232	\$1,383,781	\$1,337,809	(\$101,423)	-7.0%
Rev. Over (Under) Exp.	(\$373,862)	\$0	\$55,968	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	18.60	18.60	18.60	17.60	(1.00)
Extra Help	0.00	0.00	0.00	0.00	0.00
Overtime	0.03	0.09	0.09	0.10	0.01
Total FTEs	18.63	18.69	18.69	17.70	(0.99)

- (a) The Tax Levy credit amount is from revenues in excess of expenditures, which is used to reduce Tax Levy funding for other general government operations.
- (b) In 2015, general Fund Balance of \$300,000 was budgeted to offset the loss of one-time budgeted redaction revenue in 2014. In 2016, as part of a planned phase down, \$250,000 of general Fund Balance is budgeted. An additional \$25,000 of Electronic Record Redaction Capital Project #201117 fund balance is budgeted in 2016 to fund staff costs related to their work on the project.
- (c) The 2015 operating expenses are estimated to exceed the 2015 budget related to higher data processing costs related to a server migration. A funds transfer will be requested during the year if the expenditures materialize.

Current and Planned Capital Projects

Proj. #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of '15	Estimated Operating Impact	A=Annual T=One-Time
200414	Countywide Cashiering (a)(c)	2017	\$970,000	95%	35,000	A
201117	ROD Electronic Record Redaction (b)	2016	\$1,350,000	80%	\$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 being built into the End User Technology Fund budget.
- (b) Project sponsored by Register of Deeds with project implementation beginning in 2011 and expected 97% completion in 2016. This project is self-funded by a fee of \$5 per document recorded. No operating budget impact is anticipated in 2016. As of January 2015, revenue from the redaction fee is now passed on to the state. Principal backfile scanning and redaction is expected to be completed in March of 2016. The ROD office will continue to use auto redaction software to examine and redact Social Security Numbers in newly recorded documents.
- (c) At the close of 2013, integration with all available lines of business applications has been achieved. The projects scope is modified in the 2015 budget, 95% completion reflects the ongoing business process review that will be used to document and establish requirements for future cashiering projects and system replacement.

Major Departmental Strategic Outcomes and Objectives for 2016

County-Wide Key Strategic Outcome: An economically vibrant county

1 Objective: 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 6 business days, and the benchmark for distributing documents is 30 calendar days.

Performance Measure:	2014 Actual	2015 Target	2015 Estimate	2016 Target
# of days when a document is recorded after the benchmark of 6 business days	52	10	40	25
# of days when a document is mailed out after the benchmark of 30 calendar days	11	5	3	3

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

2 Objective: 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 years.

Performance Measure:	2014 Actual	2015 Target	2015 Estimate	2016 Target
Total transactions via Internet	1,752*	5,000	2,062	3,500
Walk-in help requests	4,600	4,400	3,818	3,750
Phone-in help requests	5,452	4,500	4,219	4,000

*2014 internet transactions were hampered by a month long suspension of services while we switched to new software and a new credit card provider. Completion of the backfile redaction project in 2016, which will extend our online digital record start date from 1994 back to 1915, is anticipated to increase internet document sales.

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

3 Objective: 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:	2014 Actual	2015 Target	2015 Estimate	2016 Target
% Positive responses to survey	98%	99%	99%	99%

*In light of consistently positive responses in our vital records area, we have relocated the comment box to our Real Estate counter.

Administrative Services

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

Program Description

Administrative Services is responsible for coordinating and providing efficient administrative support to the department, including management of the office, working on business continuity, strategic planning, accounting, and annual budget preparation. Fees are collected for the transfer of real estate based on the value of the property, with certain statutory exceptions. The County's portion of the fee (20%) is allocated to this program and the balance is sent to the State on a monthly basis.

	2014 Actual	2015 Budget	2015 Estimate	2016 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	\$1,699,194	\$1,402,533	\$1,615,350	\$1,479,533	\$77,000
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$20	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit) (a)	(\$917,072)	(\$1,073,411)	(\$1,073,411)	(\$1,146,490)	(\$73,079)
Total Revenues	\$782,142	\$329,122	\$541,939	\$333,043	\$3,921
Personnel Costs	\$271,400	\$291,442	\$288,645	\$295,949	\$4,507
Operating Expenses	\$13,974	\$19,170	\$19,020	\$18,420	(\$750)
Interdept. Charges	\$19,321	\$18,510	\$18,515	\$18,674	\$164
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$304,695	\$329,122	\$326,180	\$333,043	\$3,921
Rev. Over (Under) Exp.	\$477,447	\$0	\$215,759	\$0	\$0

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

 **Program Highlights**

Administrative program revenue is budgeted to increase by \$77,000 to \$1,479,500 mainly due to increases in Real Estate transfer fees and Service fees, based on the last 3 years of revenue derived from home sales and recording of stipulations. 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. Sales of large commercial properties can cause unpredictable spikes in revenue.

Personnel costs increase by \$4,500 reflecting the cost to continue for 3.20 FTEs. Operating expenditures decrease by \$750, due to a decrease in Managed print services of \$2,300, offset by increases in office supplies and computer repair/maintenance totaling \$1,600. Interdepartmental charges are budgeted to increase \$200 primarily due to increases of copier repair and replacement charges of nearly \$200.

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.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	8.03	8.09	8.09	8.09	(0.00)
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$992,240	\$1,483,000	\$1,270,700	\$1,362,577	(\$120,423)
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance (b)	\$0	\$300,000	\$300,000	\$275,000	(\$25,000)
County Tax Levy (Credit)(a)	(\$1,341,372)	(\$1,174,887)	(\$1,174,887)	(\$1,083,932)	\$90,955
Total Revenues	(\$349,132)	\$608,113	\$395,813	\$553,645	(\$54,468)
Personnel Costs	\$365,722	\$405,226	\$383,149	\$371,536	(\$33,690)
Operating Expenses	\$45,929	\$41,550	\$48,035	\$47,050	\$5,500
Interdept. Charges	\$126,724	\$156,137	\$131,697	\$135,059	(\$21,078)
Fixed Assets	\$0	\$5,200	\$0	\$0	(\$5,200)
Total Expenditures	\$538,375	\$608,113	\$562,881	\$553,645	(\$54,468)

Rev. Over (Under) Exp.	(\$887,507)	\$0	(\$167,068)	\$0	\$0
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(a) Revenues in excess of expenditures are used to offset Tax Levy funding required for other County general fund operations.

(b) Fund balance was added in the 2015 budget to offset the loss of redaction fee revenue.



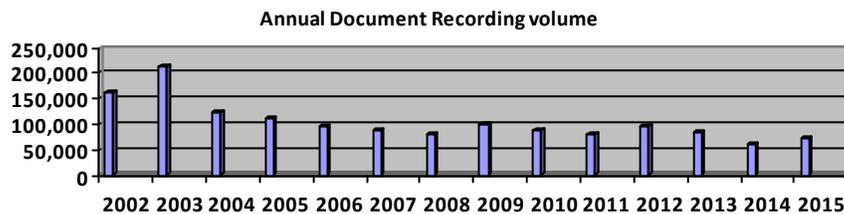
Program Highlights

Charges for services decrease by about \$120,400 to \$1,362,600, reflecting a budgeted decrease in document recordings based on 2014 and 2015 estimated document recordings of \$130,000 and removal of \$25,000 of fund balance, offset by an increase in copy and duplicating revenue of \$9,600.

Personnel costs are budgeted to decrease by \$33,700, mainly reflecting changes in employee health care plan selections of \$30,100. Operating expenditures are budgeted to increase by \$5,500 mainly due to an increase of \$7,000 in software license fees, which include Public Access software, and \$1,500 in hardware maintenance for a digital aperture card scanner from Records Management. These are offset by a decrease of \$1,200 in software repair/maintenance reflecting one time charges for past software configuration work, and a decrease in hardware maintenance of \$800 reflecting de-support of our Lektriever aperture card file machine, which will be made obsolete by the redaction/backfile scanning project in 2016. Interdepartmental charges are budgeted to decrease by about \$21,100 mainly due to budgeted decreases in microfilming charges linked to projected document recording estimates of \$14,400, decreased postage for mailing return documents of \$8,000 linked to increased electronic recording, offset by a net increase in computer technology replacement/maintenance charges of nearly \$900.

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

Fixed assets decrease by \$5,200, reflecting removal of funds for a new plat cabinet. The department plans to alternate plat cabinet replacement purchases every-other-year with book binding and repair services, as both expenses are intermittent and of approximately the same cost.



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, scanning and microfilming and returns those documents to the customer.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	4.90	4.90	4.90	3.91	(0.99)
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)	\$314,405	\$323,981	\$323,981	\$270,191	(\$53,790)
Total Revenues	\$314,405	\$323,981	\$323,981	\$270,191	(\$53,790)
Personnel Costs	\$276,598	\$284,412	\$280,817	\$229,955	(\$54,457)
Operating Expenses	\$652	\$2,790	\$2,660	\$2,660	(\$130)
Interdept. Charges	\$37,015	\$36,779	\$36,479	\$37,576	\$797
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$314,265	\$323,981	\$319,956	\$270,191	(\$53,790)
Rev. Over (Under) Exp.	\$140	\$0	\$4,025	\$0	\$0

 **Program Highlights**

Personnel costs are budgeted to decrease by \$54,500 to \$230,000, reflecting the unfunding of one vacant Administrative Assistant position, as a result of staff cross-training and departmental efficiencies. Operating expenditures decrease slightly to \$2,700 due to a decrease in office supplies of \$400, offset by a slight increase in printing supplies of \$250. Interdepartmental charges increase by \$800, due to an increase in computer maintenance and replacement charges of \$1,300, offset by a decrease in communications charges of \$400.

 Activity	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Subdivision Plats, Certified Survey Maps, Condo Plats Examined and Cashiered	176	150	159	160	10

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.

	2014 Actual	2015 Budget	2015 Estimate	2016 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	\$204,763	\$210,000	\$210,000	\$210,000	\$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 (Credit)(a)	(\$37,262)	(\$31,984)	(\$31,984)	(\$29,070)	\$2,914
Total Revenues	\$167,501	\$178,016	\$178,016	\$180,930	\$2,914
Personnel Costs	\$109,751	\$155,021	\$152,820	\$158,554	\$3,533
Operating Expenses	\$5,994	\$6,830	\$6,859	\$6,885	\$55
Interdept. Charges	\$15,698	\$16,165	\$15,085	\$15,491	(\$674)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$131,443	\$178,016	\$174,764	\$180,930	\$2,914
Rev. Over (Under) Exp.	\$36,058	\$0	\$3,252	\$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 remain the same at \$210,000, based on 2014 actual and 2015 estimated revenues. Personnel costs increase by \$3,533 reflecting costs to continue for 2.50 FTE positions. Operating expenses increase slightly, reflecting small increases in printing and office supplies. Interdepartmental charges decrease by \$674, due to a reduction of \$1,000 in microfilming and charges for marriage records (now recorded by the state system), offset by small increases in telephone and computer maintenance charges.



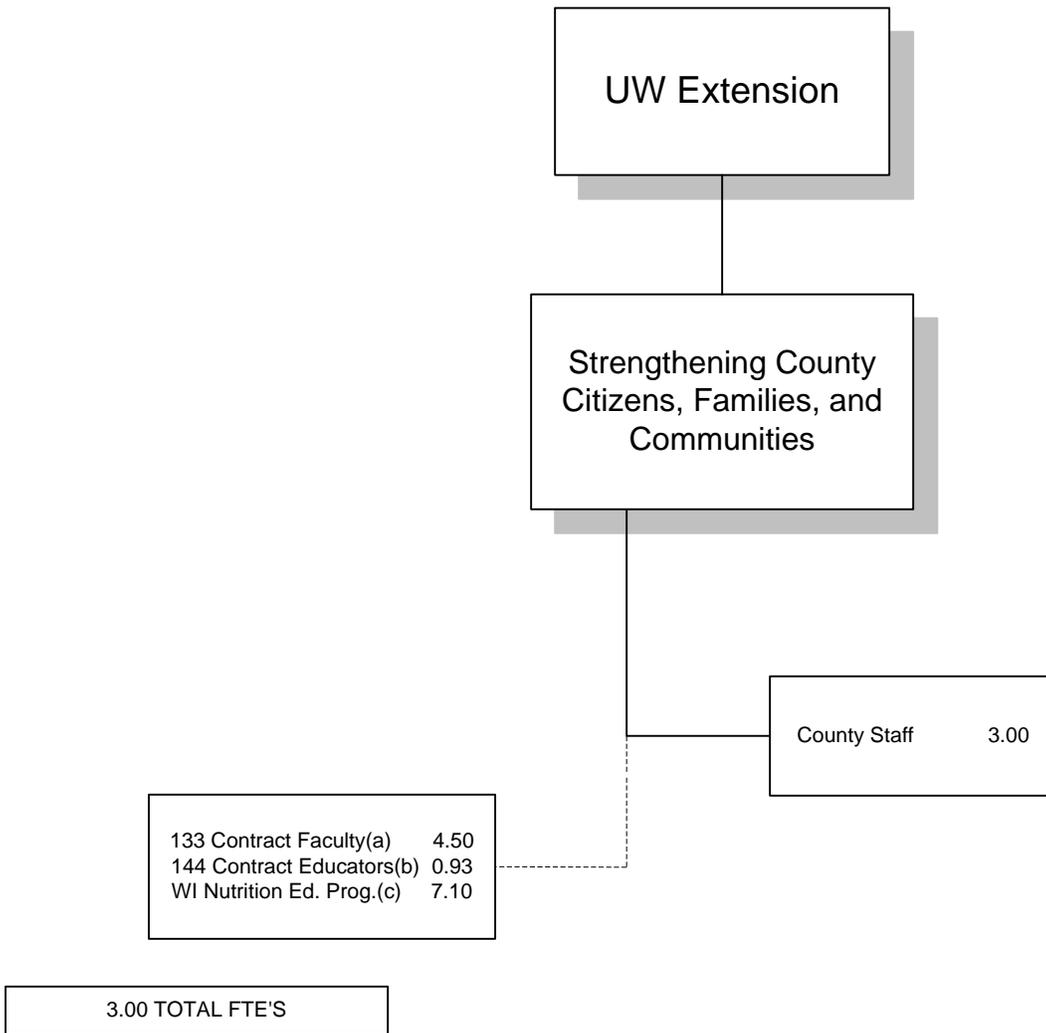
Activity	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Number of Certified Copies Issued					
Birth	8,026	9,000	8,500	8,500	-500
Death	40,238	38,000	41,000	39,000	1,000
Marriage*	7,472	6,000	6,000	6,000	0
Domestic Partnership	17	10	6	6	-4

* Marriage certificates were incorporated into the state SVRIS system in May of 2015. 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



- (a.) State 133 Contract UW-Extension Faculty and Academic Staff are funded by State/County/Grant/Fee sources.
- (b.) State 144 Contract educators are funded 100% through grants and other revenue sources, and are included in the County Budget.
- (c.) 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.

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

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 and business development, agriculture, horticulture, nutrition, and health. UWEX provides community based education for families, businesses, governments, and organizations using non-traditional educational methods.

Financial Summary	2014	2015	2015	2016	Change From 2015	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
Revenues						
General Government	\$132,491	\$107,417	\$91,398	\$66,804	(\$40,613)	-37.8%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$39,418	\$54,198	\$87,323	\$90,350	\$36,152	66.7%
Interdepartmental	\$0	\$0	\$23,917	\$15,112	\$15,112	N/A
Other Revenue	\$70,318	\$35,900	\$40,625	\$44,200	\$8,300	23.1%
Apr. Fund Balance (e)	\$17,500	\$11,200	\$11,200	\$13,700	\$2,500	22.3%
County Tax Levy (Credit)	\$348,063	\$349,763	\$349,763	\$349,763	\$0	0.0%
Total Revenue Sources	\$607,790	\$558,478	\$604,226	\$579,929	\$21,451	3.8%
Expenditures						
Personnel Costs	\$159,004	\$169,293	\$178,250	\$182,766	\$13,473	8.0%
Operating Expenses	\$307,875	\$293,328	\$272,870	\$309,151	\$15,823	5.4%
Interdept. Charges	\$100,278	\$95,857	\$90,003	\$88,012	(\$7,845)	-8.2%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$567,157	\$558,478	\$541,123	\$579,929	\$21,451	3.8%
Rev. Over (Under) Exp.	\$40,633	\$0	\$63,103	\$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

Additional Human Res.

State 133 Contract (a)	4.75	4.50	4.50	4.50	0.00
Grant Funded State 144 Contract (b)	1.15	1.25	1.25	0.93	(0.32)
WI Nutrition Education Program (c)	8.35	8.35	8.35	7.10	(1.25)
State 4H Advisor (d)	0.25	0.00	0.00	0.00	0.00
Total (Non-County)	14.50	14.10	14.10	12.53	(1.57)

- (a) 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.
- (b) The State 144 Contract for UW Extension community educators is paid 100% through grants and other revenue sources, and are not included in the County Budget. Additional grants may be identified and requested for appropriation through the State to increase the level of 144 Contract educator community support.
- (c) 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.
- (d) The state funded 4-H Advisor position ended July 31, 2014.
- (e) In 2016, fund balance of \$13,700 consists of \$2,500 related to a pilot-project Juvenile Community Garden program targeted towards at risk youth, as well as \$11,200 in prior community donation revenues in excess of expenditures related to the annual Drug Free Communities (DFC) Coalition-Prescription Drug Collection requested to be used for the same purpose in 2016. Fund balance in 2015 of \$11,200 is related to prior year community donation revenues in excess of expenditures related to the annual DFC-Prescription Drug Collection. In 2014, Fund Balance of \$17,500 consists of prior year community donation revenues in excess of expenditures related to the annual DFC-Prescription Drug Collection.

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 2014 was 35,497 and estimated for 2015 is 36,000 and budgeted for 2016 is 36,500.

Program Highlights

General government revenues are budgeted to decrease by nearly \$40,600 to about \$66,800. This is mainly due to a \$30,000 decrease in budgeted one-time grant funding by the Wisconsin Women's Business Initiative Center (WWBIC). UWEX was responsible for assembling market information, and develop broader economic development strategies for each district, so that the district develops a clearly defined market position complementary with other areas. The budget also removes \$3,100 in drug collection grant funding, due to 2015 being the last year of the annual one-day drug collection.

In addition, the department is budgeting federal grant funding for the Sober Truth on Preventing Underage Drinking (STOP Act) grant (a Drug Free Communities related grant) of about \$41,500 a nearly \$6,700 decrease from the 2015 budget. This is a multi-year federal grant which began in 2013 and is projected to conclude in September 2016. The program seeks to prevent and reduce alcohol use among youth through the development of educational materials and the collection of survey data among local high school students at participating schools within the county.

Charges for services revenue is budgeted to increase nearly \$36,200 to \$90,350. This is mainly due to department management budgeting a \$31,000 increase in Community Resource Development related programming due to consulting fees and strategic planning services offered to the Village of Mukwonago and the City of Oconomowoc. In addition, the 4H program revenues increase \$5,900 to \$18,500 partially due to the department budgeting more families becoming 4H members (from 375 to 400 families, \$35/family fee), as well as a new workshop geared towards developing STEM (Science, Technology, Engineering & Mathematics) skills related to robotics as part of a partnership with Waukesha County Technical College.

Interdepartmental revenues increase about \$15,100, related to strategic planning and consulting services provided to the Waukesha County Health and Human Services Department.

Other revenues increase \$8,300 to \$44,200, mainly due to an increase in the Greater Milwaukee Foundation (GMF) donation of \$5,000 to \$30,000 in 2016. These funds are mainly used for leadership development in the Tower Hill neighborhood. In addition, the department is budgeting \$3,300 in recoveries revenues due to postage reimbursement from the State UW-Extension office, equipment/technology reimbursement from the 180 Juvenile program, and reimbursable staff costs.

The department is budgeting an increase of \$2,500 in general fund balance to \$13,700. The increase is related to a pilot-project Juvenile Community Garden program targeted towards at-risk youth. Remaining fund balance consists of estimated community donation revenues from the annual Drug Free Communities Coalition-Prescription Drug Collection in excess of estimated program expenditures in 2014, which are estimated to lapse to the General Fund balance at the end of 2015, and are requested to be appropriated for the same purpose in 2016. 2015 is the last year for the Drug Free Communities Coalition-Prescription Drug Collection – 1 Day Event. This funding is budgeted for the purchase, installation, and public education of six medication drop boxes to be used year-round in Waukesha County communities. In 2015, the communities were Menomonee Falls, Oconomowoc, Mukwonago, Waukesha, Brookfield and Pewaukee. The specific communities may change in 2016 based on demand, and the specific communities are still being identified. The drop box purchases were originally budgeted in 2015, but due to programmatic delays, the department is budgeting these funds for the same purpose in 2016.

Program Highlights (Continued)

The department is budgeting personnel costs at about \$182,800, an increase of nearly \$13,500 or 8.0%, and reflects an \$8,600 increase in health insurance costs mainly due to changes in employee plan selection as well as the cost-to-continue of 3.00 full-time FTE.

Operating expenses are budgeted to increase about \$15,800 to nearly \$309,150 mainly due to increased costs related to department programming, partially offset by the uncertainty and/or discontinuation of grant funding sources in 2016. This includes \$31,000 in Community Resource Development strategic planning and consulting projects as well as \$15,100 in strategic planning services provided to the Department of Health and Human Services. This is partially offset by a \$30,000 reduction in one-time WWBIC funding.

Also, State-employed 133 Contract educators costs increase by about \$4,700, to \$170,000, mostly due to a 1% projected increase in fringe benefits on 7/1/2015. 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.

Interdepartmental charges decrease \$7,800 to about \$88,000, mainly due to decreases in computer maintenance and replacement costs of nearly \$4,300 due to the expected retirement of two (1.25 FTE) Federally funded nutrition educators in 2015, not anticipated to be filled in 2016.

Major Departmental Strategic Outcomes and Objectives for 2016

County-Wide Key Strategic Outcome: An economically vibrant county

1. Objective: Provide training and resources for direct marketers to increase opportunities and sustainability of agricultural producers and small businesses selling at farmers' markets.

Key Outcome Indicators: Educate farmers' market managers on emerging topics, expand Wisconsin professional farmers' market association, evaluate the common farm food safety risks, develop educational materials to reduce risk, and provide annual conference training based on assessment of farmers' market managers' needs.

Performance Measure:	2014 Actual	2015 Target	2015 Estimate	2016 Target
Number of Farmers Market Association Members	23	30	35	40
Number of Farmers Markets Assisted with Electronic Benefits Transfer (EBT)	16	22	28	35
Number of EBT redeemed	\$249,282	\$265,000	\$300,000	\$350,000

2. Objective: Conduct green industry professional training sessions.

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

Performance Measure:	2014 Actual	2015 Target	2015 Estimate	2016 Target
Number of Participants who Report an Increase in Knowledge as a Result of the Training	84%	81%	85%	85%
Number of Employees in the Green Industry Trained	704	675	725	700
Number of Employees that indicate that educational workforce training sessions increase their awareness of practices that protect the environment	71%	75%	75%	75%

3. Objective: In collaboration with Waukesha County Board of Supervisors Office, develop and conduct training workshop for Waukesha County Board of Supervisors to increase their knowledge and skills to enhance effectiveness and education of constituents about county government.

Key Outcome Indicators: Measured six months after the workshop - percent of supervisors who engage in training, percent of supervisors who indicated they gained knowledge from the training and percent of supervisors who shared information with at least one constituent.

Performance Measure:	2014 Actual(a)	2015 Target	2015 Estimate	2016 Target
Percent of Supervisors Who Engage in Training	N/A	80%	80%	80%
Percentage of Supervisors Who Felt That They Will Use Their Knowledge Learned to Carry Out their Responsibilities	N/A	85%	85%	85%
Percent of Supervisors Who Shared Information Learned with Constituents	N/A	80%	80%	80%

(a) No actuals for 2014 due to creation of objective in 2015.

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

4. Objective: 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 (ESBA) (i.e. plans meals, makes healthy food choices, prepares foods without adding salt, reads nutrition labels (entry/exit Behavior Checklist).

Performance Measures

A. Impact data will include outreach to an increasing number of agency partners and low-income resident participants.

Performance Measure:	2014 Actual	2015 Target	2015 Estimate	2016 Target
Number of Community Partner Agencies	80	82	82	75
Number of Unduplicated Program Participants*	13,192	15,000	12,000	11,000
Number of Eating Smart Being Active Participants (ESBA)	83	70	85	90
Number of Youth Expanded Food and Nutrition Education Program (EFNEP) Participants	39	50	50	195

*Lower 2015 estimate and 2016 target due to a change in state policy in method of reporting

B. Collect evaluation data from participants of Supplemental Nutrition Assistance Program (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:	2014 Actual	2015 Target	2015 Estimate	2016 Target
Percentage of Participants Who Report Intent to Increase Fruit and Vegetable Consumption	87%	90%	85%	85%
Percent Increase in Low-Income Participants Who Showed Improvement in One or More Nutrition Practices	96%	85%	92%	90%
Percent of Participants Who Report Increasing Whole Grain Consumption	90%	65%	85%	85%

5. Objective: Increase self-sufficiency through participation in community gardening.

Key Outcome Indicator: Assessment of Huber Facility inmate participation in the community garden educational program.

Performance Measure:	2014 Actual	2015 Target	2015 Estimate	2016 Target
Percentage of Huber Facility Inmates Who Learned Gardening Skills That They Used or Shared With Others	95%	90%	95%	95%
Percentage of Huber Facility Inmates Who Report an Increase in Self-Confidence as a Result of Gardening	77%	80%	80%	85%
Percentage of Huber Facility Inmates Who Have Learned and Experienced the Importance of Teamwork	91%	90%	90%	90%
Percentage of Huber Facility Inmates Who Have Learned Financial Literacy Skills and that They Used or Shared with Others	84%	85%	85%	85%

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

6. Objective: Provide customized professional development opportunities on topics related to Demographics, Data Analysis, Financial Literacy, Poverty Awareness for Community Engagement (PACE) Training, Poverty Simulation, Food Preservation, and Rethinking Nutrition in Childcare to County Departments, Businesses, Municipalities, Community Non-Profit Agencies and Childcare Providers.

Key Outcome Indicators: Percent of evaluations that show an increase in knowledge and percent of post-evaluations that show new knowledge applied.

Performance Measure:	2014 Actual	2015 Target	2015 Estimate	2016 Target
Number of Unduplicated Participants	377	400	400	725
Number of Unduplicated Spanish Speaking Participants	43	50	150	250
Percent of Evaluations that Show Increase in Knowledge	82%	85%	85%	90%
Percent of Evaluations that Show New Knowledge Applied	70%	75%	75%	75%

7. Objective: 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:	2014 Actual	2015 Target	2015 Estimate	2016 Target
Survey Analysis	80	75	75	75
Demographics & Strategic Planning	70	85	88	85
4-H Volunteer Training	130	160	130	160
Horticulture Business & Volunteer Training	301	300	300	300
UW Ext. Staff Professional Development	338	375	345	375
Food Preservation Consultation	50	60	30	50
Community and Business Education Consultation	190	195	195	210
Total Hours of UWEX Specialist Support	1,159	1,250	1,163	1,255
Estimated dollar value (salary + benefits)	\$86,925	\$93,750	\$87,225	\$94,125

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

8. Objective: Preparing the leaders of tomorrow by providing practical leadership training and hands-on learning experiences ranging from robotics to quilting, delivered through the adult volunteers of the 4-H Youth Development Program.

Key Outcome Indicator: Emphasis on Science, Technology, Engineering and Math (STEM) programming along with life and career skills development to help meet growing future labor force needs of Waukesha County. Strengthen program through directed increase of volunteer support of youth targeted services.

Performance Measure:	2014 Actual	2015 Target	2015 Estimate	2016 Target
Certified Adult Leaders	284	370	325	350
Additional Adult Education	N/A	60	60	80
Traditional 4-H Members	583	680	600	700
Non 4-H Youth Contacts	30	36	80	100
Percent of Youth Enrolled in STEM Projects That Report Mastery of at Least One STEM Skill	76%	80%	85%	85%

9. Objective: Recruit and retain volunteers to support educational programs and outreach.

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:	2014 Actual	2015 Target	2015 Estimate	2016 Target
Number of Volunteers	1,501	1,565	1,565	1,643
Number of Hours	55,036	57,250	57,100	59,955

General Fund

UW Extension

Outcomes/Objectives

10. Objective: Continue to enhance Drug Collection and Awareness Program to prevent the use of prescription drugs for non-medical uses. In collaboration with the Waukesha County Executive's Office, Waukesha County Metro Drug Unit, Waukesha County Medical Examiners Office and Waukesha County Drug Free Communities Coalition.

Key Outcome Indicator: Number of households participating in prescription drug collection; pounds of prescription drugs collected through the Drug Collection Awareness Program, and number of drop boxes installed by municipal police departments for year round disposal.

Performance Measure:	2014 Actual	2015 Target	2015 Estimate	2016 Target
Number of Households Participating in Drug Collection	3,980	4,000	2,697	3,200
Pounds of Prescription Drugs Collected	6,416	6,500	5,071	5,000
Number of Municipalities with a Drug Collection Drop Box	4	8	10	15

11. Objective: Provide trainings on Latino culture and values to increase staff effectiveness in delivering culturally appropriate services for Latino individuals and families in cooperation with Waukesha County Health and Human Services.

Key Outcome Indicator: Increase the number of training programs and understanding of Latino culture.

Performance Measure:	2014 Actual	2015 Target	2015 Estimate	2016 Target
Number of Culture Training Program Participants	407	600	250*	480
Percentage of Participants who Increased their Ability to Create a Culturally Welcoming Work Environment	90%	95%	90%	95%
Percent of Participants Who Increased their Awareness of their Own Personal Culture and their Relationship with Cultures Other Than their Own	90%	95%	95%	95%

*2015 estimate is lower than target due to a decision to update the program curriculum to meet needs

General Fund

UW Extension

Grant Funding

Grant Funding

Grant Title	Funding Source	Funding Administration	Amounts awarded for 2013	Amounts Awarded for 2014	Amounts Awarded for 2015	Budgeted for 2016
CDBG Haertel Field Revitalization (NRSA)	CDBG	County	\$0	\$20,000	\$0	\$0
Sussex Community Development	Sussex	Village of Sussex	\$5,000	\$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	\$9,625	\$38,633	\$48,258	\$41,523
Lead Hazard Control Capacity Building Program	HUD	City of Waukesha	\$38,560	\$34,741	\$0	\$0
Prescription Drug Grant – Clean Sweep	DATCP	State	\$5,000	\$3,100	\$3,100	\$0
Farmer’s Market Promotion Program	USDA	County	\$20,355	\$0	\$0	\$0
Drug Free Communities Coalition Grant	US DH&HS	County	\$125,000	\$0	\$0	\$0
Greater Milwaukee Foundation - Healthy West Side Neighborhood Initiative Grant	Private - Greater MKE Foundation	County	\$25,000	\$25,000	\$30,000	\$30,000
Town Bank Donation - Business Retention & Expansion Program	Private - Town Bank	County	\$7,500	\$0	\$0	\$0
ProHealth TowerHill Education Outreach Project	SAIC-Frederick, Inc. (Science Applications International Corporation)	ProHealth Care	\$30,000	\$30,000	\$20,000	\$0
On Farm Food Safety	USDA	USDA	\$0	\$9,679	\$20,040	\$20,281
Survey Project	Village of Summit	Village of Summit	\$0	\$12,800	\$0	\$0
Wisconsin Women's Business Innovation Center (WWBIC)	WWBIC	WWBIC	\$0	\$0	\$15,000	\$0
Sub Total County UW Ext. Administered Grants			\$266,040	\$178,953	\$126,398	\$96,804
Subtotal State/Nonprofits/ Other Administered Grants (a)	Various	Various	\$630,000	\$630,000	\$630,000	\$564,431
Total UW Extension Grants			\$896,040	\$808,953	\$756,398	\$661,235

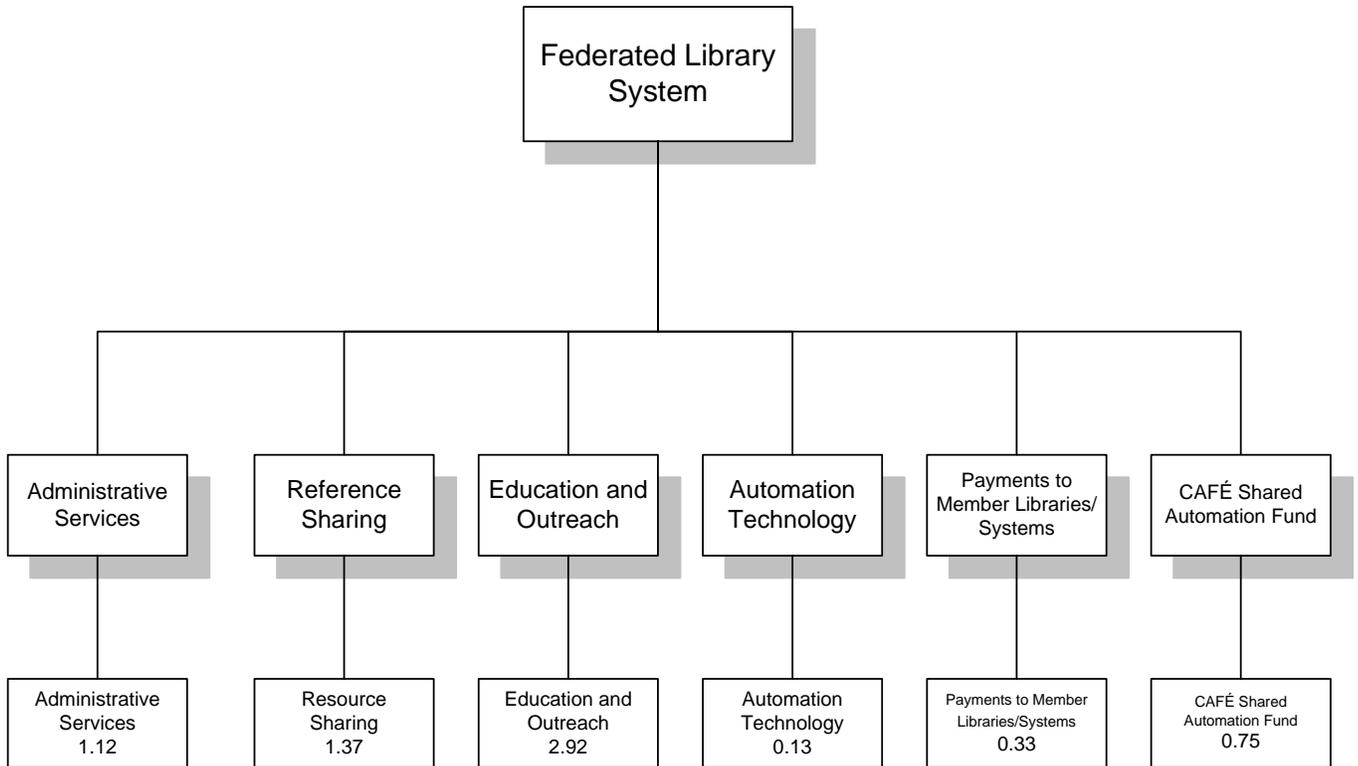
(a) These State administered grants **do not run through the County's Budget** because they have been awarded to other agencies to administer, but provide benefits to County residents. For 2013, this consists of WNEP funding of \$630,000 (including SNAP education funding of \$530,000 and EFNEP funding 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). For the 2015 Budget, this consists of WNEP funding of \$630,000 (including SNAP education funding of \$530,000 and EFNEP funding of \$100,000). For the 2016 Budget, this consists of \$564,431 of WNEP funding (including SNAP education funding of \$392,339 and EFNEP funding of \$172,092).

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Federated Library

FEDERATED LIBRARY SYSTEM

FUNCTION / PROGRAM CHART



6.61 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 Federated Library System is to improve member libraries through leadership, collaboration, and support. This budget includes a fundamental change in the Library System's operation due to the change from a single county library system to a two county library system with the addition of Jefferson County that was approved by the Waukesha County Board of Supervisors on June 23, 2015. Library Systems in Wisconsin play an important role in improving public libraries. An effective library system results in better access to information and resources, higher quality library services, and cost savings through economies of scale and collaborations—all to the benefit of the Waukesha County citizen. The Library System has an improved ability to meet its mission, as a result of the addition of the eight libraries of Jefferson County, and this budget reflects the specific changes and priorities identified as a part of a strategic planning effort that took place in 2015.

Financial Summary	2014 Actual	2015		2016 Budget	Change From 2015 Adopted Budget	
		Adopted Budget	2015 Estimate		\$	%
County Library Fund						
Revenue	\$0	\$0	\$0	\$0	\$0	N/A
County Tax Levy (TNR)	\$2,965,628	\$3,424,360	\$3,424,360	\$3,464,119	\$39,759	1.2%
Expenditures	\$2,965,628	\$3,424,360	\$3,424,360	\$3,464,119	\$39,759	1.2%
Rev. Over (Under) Exp.	\$0	\$0	\$0	\$0	\$0	N/A
State Aids, Federal & Misc.						
Revenue (a)	\$1,334,624	\$1,332,275	\$1,353,122	\$1,647,682	\$315,407	23.7%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$1,222,334	\$1,332,275	\$1,250,871	\$1,647,682	\$315,407	23.7%
Rev. Over (Under) Exp.	\$112,290	\$0	\$102,251	\$0	-	N/A
CAFÉ Shared Automation Fund						
Revenue	\$426,894	\$380,989	\$492,925	\$418,719	\$37,730	9.9%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$373,025	\$340,989	\$453,732	\$357,639	\$16,650	4.9%
Rev. Over (Under) Exp.	\$53,869	\$40,000	\$39,193	\$61,080	\$21,080	52.7%
Total All Funds						
Revenue (a)	\$1,761,518	\$1,713,264	\$1,846,047	\$2,066,401	\$353,137	20.6%
County Tax Levy (TNR)	\$2,965,628	\$3,424,360	\$3,424,360	\$3,464,119	\$39,759	1.2%
Expenditures	\$4,560,987	\$5,097,624	\$5,128,963	\$5,469,440	\$371,816	7.3%
Rev. Over (Under) Exp.	\$166,159	\$40,000	\$141,444	\$61,080	\$21,080	52.7%
Position Summary (FTE)						
Regular Positions	7.00	6.00	6.00	6.50	0.50	
Extra Help	0.02	0.10	0.10	0.10	0.00	
Overtime	0.01	0.01	0.01	0.01	0.00	
Total	7.03	6.11	6.11	6.61	0.50	

- (a) The **2014 budget** included \$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. The **2015 budget** includes \$50,050 in appropriated State Aids Fund Balance, including \$40,000 for the Gale Courses Pilot Project which would provide unlimited access to hundreds of instructor-led, self-paced online classes for all Waukesha County citizens, \$6,000 for a contracted entity to assist the Federated Library System with conducting a strategic planning study, and \$4,050 for a study to examine the possibility of transitioning to a centralized cataloging model which we anticipate would result in significantly reduced costs for all libraries, greater efficiency, and a higher quality catalog. The **2016 budget** includes \$100,000 in appropriated State Aids Fund Balance, including \$60,000 for investing in the Wisconsin Digital Library's "Advantage Program"—a program designed to allow library systems to purchase additional licenses for popular items and better respond to heavy demand for e-books and e-audios and \$40,000 to fund a second year of the Gale Courses Pilot Project started in 2015.

Related Departmental Strategic Outcomes and Objectives for 2016

Strategic Directions Identified in the Federated Library System Strategic Plan 2015-2017

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

1-Objective: Reduce membership costs for system libraries to allow maximum return on investment for budget dollars.

Key Outcome Indicator - Find additional funding opportunities and reducing member library costs which will strengthen the libraries' ability to meet their mission and sustain evolving library needs.

Performance Measure: Reduce membership costs for system libraries (e.g. databases, other shared costs).

County-Wide Key Strategic Outcomes: A well planned county, a county that provides customers with quality programs and services, and cost effective services delivered with competence and skill.

2-Objective: Assist libraries to partner with their community organizations by providing support and leadership around collaborations and partnerships to broaden connections and maximize impact.

Key Outcome Indicator - Help transform libraries into vital community centers that improve the health of our communities and engage citizens.

Performance Measure: Six community outreach presentations or community events will be provided.

3-Objective: Maximize use of current technologies and system functionalities to increase output potential and service opportunities for libraries.

Key Outcome Indicator - Provide technology support and leadership that will offer member libraries a stable operational environment and seek to maximize the potential of current hardware and software, positioning the library system to offer an innovative approach to future technology developments.

Performance Measure: Improve accuracy of the Polaris catalog for a more efficient patron experience by funding and hiring professional cataloger.

4-Objective: Continue to invest in Library System staff professional development to ensure the system provides high-quality, professional level consulting.

Key Outcome Indicator - The system will strive to provide support to library staff members and library boards by offering professional consulting and by fostering supportive environments.

Performance Measure: 80% of the staff respond affirmatively to the County's employee survey questions on core values, goals and information sharing.



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 as well as libraries in adjacent counties. The County levies the library tax only on the Waukesha County communities that do not have public libraries. The communities with libraries tax their own citizens for library service and exempt themselves from the county library tax. As a result, there is no double taxation and all residents pay their fair share to support libraries.

Additionally, in 2008, Wisconsin State Statute 43.12 was modified to require all counties to pay for library use in adjacent counties. This legislation has been very beneficial to Waukesha County libraries, specifically those in close proximity to a county border. Those libraries serve large numbers of residents from adjacent counties and now receive reimbursement from neighboring counties for providing services to their citizens. All libraries are reimbursed for TNR usage by citizens in neighboring counties. Some Waukesha County residents use libraries in adjacent counties as well. The reimbursement payments to adjacent county libraries is funded from the special library tax.

Financial Summary	2014 Actual	2015 Adopted Budget	2015 Estimate	2016 Budget	Change From 2015 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 (Credit) (a)	\$2,965,628	\$3,424,360	\$3,424,360	\$3,464,119	\$39,759	1.2%
Total Revenue Sources	\$2,965,628	\$3,424,360	\$3,424,360	\$3,464,119	\$39,759	1.2%
Expenditures						
Personnel Costs	\$0	\$0	\$0	\$0	\$0	N/A
Operating Expenses	\$2,965,628	\$3,424,360	\$3,424,360	\$3,464,119	\$39,759	1.2%
Interdept. Charges	\$0	\$0	\$0	\$0	\$0	N/A
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$2,965,628	\$3,424,360	\$3,424,360	\$3,464,119	\$39,759	1.2%
Rev. Over (Under) Exp.	\$0	\$0	\$0	\$0	\$0	N/A

(a) In the 2015 budget, a one-time modification was made to the formula to account for the change in status of the Pauline Haass Library as a result of the town of Lisbon's decision to end its joint library agreement with the village of Sussex, and become a True Non-Resident (TNR) community.

No positions are budgeted in this fund. The Federated Library Director carries out administration of this County Fund budget and all staff are budgeted within the State Aids fund. By County Code 11-4, the usage of the 16 County libraries by residents of the 19 communities without libraries represents the largest portion of the County library fund budget. For purposes of the 2016 budget, the TNR residents borrowed 19.228% of the materials at libraries, and the ordinance calls for them to be taxed for 19.228% of the library operating costs as calculated by the ordinance. Per Wisconsin State Statute 43.12, TNR communities are also taxed for their residents' use of libraries in adjacent counties (excluding Milwaukee County). That portion of the Library Tax increases \$2,227 or 22% to \$12,284 and is based on actual circulation-based reimbursement requests made by adjacent county libraries (or library systems on behalf of the libraries). All reimbursement requests have been verified by the Federated Library System Director.

How the 2016 County Special Library Tax Formula 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 19.228% for the 2016 budget) by County taxed residents in true non-resident (TNR) communities as shown in the table below.

ESTIMATED 2015 LIBRARY TAX LEVY FOR 2016 BUDGET PURPOSES				
Category	2014 for 2015 Budget Purposes	2015 for 2016 Budget Purposes	\$ Change	% Change
Expenditures (2 years prior)	\$17,688,274	\$17,813,796	\$125,522	0.7%
Revenues (2 years prior)	\$18,062,732	\$18,035,349	-\$27,383	-0.2%
Overage or (lapse) - 2 years prior	-\$374,458	-\$221,553	\$152,905	-40.8%
Projected budget - year prior	\$18,134,286	\$18,173,430	\$39,144	0.2%
Calculated allowable expenditures	\$17,759,828	\$17,951,877	\$192,049	1.1%
Countywide TNR percent 2 years prior	19.225%	19.228%	0.003%	0.018%
County levy (TNR % times allowable expenditures)	\$3,414,303	\$3,451,835	\$37,532	1.1%
Intercounty Funding	\$10,057	\$12,284	\$2,227	22.1%
Total	\$3,424,360	\$3,464,119	\$39,759	1.2%

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. 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). In 2014, a one-time modification was made to the formula to account for the change in the status of the Pauline Haass Library as a result of the town of Lisbon's decision to end its joint library agreement with the village of Sussex, and become a True Non-Resident (TNR) community.



Activity	2014 Budget	2015 Budget	2016 Budget	2014 - 2015 Change
Circulation to residents subject to library tax (2 yrs prior to budget year)	840,199	907,301	874,462	-3.62%
Total In-County Circulation	4,810,999	4,719,414	4,547,794	-3.64%
Percent Non Library Community Borrowing of Total County Borrowing	17.464%	19.225%	19.228%	0.003%

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 every year. 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.

2015-2016 Library Tax Levy Distribution

Library	2015 Distribution	2016 Distribution	15 vs '16 \$ Change	15 v. '16 % Change
Big Bend	\$16,232	\$16,021	-\$211	-1.3%
Brookfield	\$293,748	\$293,019	-\$729	-0.2%
Butler	\$4,181	\$4,777	\$596	14.3%
Delafield	\$296,085	\$309,221	\$13,136	4.4%
Eagle	\$24,935	\$23,688	-\$1,247	-5.0%
Elm Grove	\$28,876	\$28,091	-\$785	-2.7%
Hartland	\$234,461	\$232,331	-\$2,130	-0.9%
Menomonee Falls	\$25,385	\$26,636	\$1,251	4.9%
Mukwonago	\$372,918	\$386,040	\$13,122	3.5%
Muskego	\$48,096	\$46,066	-\$2,030	-4.2%
New Berlin	\$21,066	\$23,957	\$2,891	13.7%
North Lake	\$73,849	\$70,157	-\$3,692	-5.0%
Oconomowoc	\$282,903	\$281,657	-\$1,246	-0.4%
Pewaukee	\$120,259	\$120,926	\$667	0.6%
Sussex	\$428,477	\$439,978	\$11,501	2.7%
Waukesha	\$1,142,832	\$1,149,270	\$6,438	0.6%
Subtotal Pmt to Waukesha Co. Libraries	\$3,414,303	\$3,451,835	\$37,532	1.1%
Intercounty Payments	\$10,057	\$12,284	\$2,227	22.1%
Total Library Tax Levy Distribution	\$3,424,360	\$3,464,119	\$39,759	1.2%



Fund Purpose

The State Aids, Federal and Other Miscellaneous special revenue fund is responsible for providing library system services and support to its member libraries, which will increase from 16 libraries to 24 libraries with the addition of Jefferson County in 2016. State aids provide the vast majority of revenues and are distributed to the library system through a State statutory formula which will be increasing in 2016 due to the addition of Jefferson County. The Wisconsin Division for Libraries and Technology (DLT) must approve the budget and program of service based on whether the DLT determines that the library system has an effective service program in each of the required service areas specified in Wisconsin Statute 43.19. The Federated Library System Board approves the budget based on the amount of revenue that the DLT estimates for the following year. The library system receives additional revenue for providing services to other library systems as well as for providing services and programs to member libraries.

Financial Summary	2014 Actual	2015 Adopted Budget	2015 Estimate	2016 Budget	Change From 2015 Adopted Budget	
					\$	%
Revenues						
General Government	\$981,772	\$976,736	\$999,204	\$1,218,044	\$241,308	24.7%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$264,917	\$281,989	\$284,818	\$311,138	\$29,149	10.3%
Interdepartmental	\$6,500	\$6,500	\$6,500	\$6,500	\$0	0.0%
Other Revenue	\$11,280	\$17,000	\$12,550	\$12,000	(\$5,000)	-29.4%
Appr. Fund Balance (a)	\$70,155	\$50,050	\$50,050	\$100,000	\$49,950	99.8%
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$1,334,624	\$1,332,275	\$1,353,122	\$1,647,682	\$315,407	23.7%
Expenditures						
Personnel Costs	\$449,149	\$458,570	\$377,608	\$534,204	\$75,634	16.5%
Operating Expenses	\$668,347	\$766,248	\$766,116	\$992,673	\$226,425	29.5%
Interdept. Charges	\$104,838	\$107,457	\$107,147	\$120,805	\$13,348	12.4%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$1,222,334	\$1,332,275	\$1,250,871	\$1,647,682	\$315,407	23.7%
Rev. Over (Under) Exp.	\$112,290	\$0	\$102,251	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	6.00	5.25	5.25	5.75	0.50
Extra Help	0.02	0.10	0.10	0.10	0.00
Overtime	0.01	0.01	0.01	0.01	0.00
Total FTEs	6.03	5.36	5.36	5.86	0.50

(a) The **2014 budget** included \$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. The **2015 budget** includes \$50,050 in appropriated State Aids Fund Balance, including \$40,000 for the Gale Courses Pilot Project which would provide unlimited access to hundreds of instructor-led, self-paced online classes for all Waukesha County citizens, \$6,000 for a contracted entity to assist the Federated Library System with conducting a strategic planning study, and \$4,050 for a study to examine the possibility of transitioning to a centralized cataloging model which we anticipate would result in significantly reduced costs for all libraries, greater efficiency, and a higher quality catalog. The **2016 budget** includes \$100,000 in appropriated State Aids Fund Balance, including \$60,000 for investing in the Wisconsin Digital Library’s “Advantage Program”—a program designed to allow library systems to purchase additional licenses for popular items and better respond to heavy demand for e-books and e-audios and \$40,000 to fund a second year of the Gale Courses Pilot Project started in 2015.

 **Program Highlights**

General Government revenues increase by about \$241,300, mainly due to a State Aid increase of approximately \$237,000 to \$1,195,600, as a result of adding Jefferson County to the Federated Library System. Overall, State Aids increased \$258,108 from the addition of Jefferson County. However, per Enrolled Ordinance 170-31, \$21,100 of these new State Aid Funds are budgeted in the CAFÉ fund to reimburse the CAFÉ fund for supplying the initial funds to enable the migration of Jefferson County to be functional by January 1, 2016. In addition, Federal Library Services Technology Act (LSTA) block grant funds received from the state increase \$4,300 to \$22,400, also as a result of adding Jefferson County. These funds may be used to purchase E-anced software, which integrates with other library software and offers the ability for libraries to electronically manage the reservation of library meeting rooms, enables electronic program registrations and management (e.g. the children's summer library program), and also provides an event calendaring system that can interface with library systems, thereby reducing duplication of work for staff and expanding access to programs throughout the two-county area.

Charges for Services revenues increase by \$29,150, mainly as a result of Lakeshores Library System (LLS) charges increasing by about \$22,100 to \$185,000. These are pass-through amounts that are paid by LLS (with funds it receives from Racine and Walworth Counties) as a part of a contract with the Federated Library System for access to Waukesha County libraries for its TNR citizens who live in non-library areas. This is partially offset by a decrease of \$2,900 to \$87,100 in charges to member libraries to pay for full-text database subscriptions as a result of the Federated Library System funding this portion of the databases, offset by the discontinuation of book grant funding to the libraries.

Interdepartmental Revenues remain at 2015 budgeted levels of \$6,500 and consists of administrative cost recovery charges to the CAFÉ fund. Other Revenues decrease by \$5,000 to \$12,000 due to a reduction of investment income to better reflect prior year actuals and current year estimates.

State Library Aids Fund Balance appropriations increase by \$49,950 to \$100,000, to cover project expenditures identified as priorities in the strategic planning process. The first project would help fund the second and final year of the Gale Courses pilot project. This is a subscription service that allows the library system to offer unlimited access to instructor-led, self-paced online classes to all citizens in Waukesha and Jefferson Counties. Citizens are able to take online classes on wide variety of topics and receive certificates upon successful completion of the class. Fund balance would be used to fund \$40,000 of the cost to continue with Gale Courses for a second year while more data is gathered to analyze its importance to the libraries and allow them time to adjust their budgets locally to prepare for the possible future continuation of the subscription. The second project is to add \$60,000 to the Advantage Program in the state's Wisconsin Public Library Consortium (WPLC) for purchasing additional e-content only accessible to citizens in this Federated Library System. As more and more people transition to digital downloads, the need to offer e-books and e-audios in a timely fashion is critical to the libraries' success in filling this need for the citizens of the library system. It is anticipated that a significant investment in the Advantage Program will allow the Federated Library System to offer shorter wait times for citizens and the ability to analyze the impact of the investment in the Wisconsin Digital Library.

Personnel costs increase \$75,600, related to the addition of a 1.00 full-time employee (FTE) Librarian, at a cost of \$82,800, as well as the cost to continue of 4.75 regular FTE. This position may be responsible for central cataloging services, as this need was identified in department strategic planning. This increase is partially offset by the unfunding of 0.50 FTE of an Administrative Specialist position of \$26,100, based on an increasing use of technology and efficiencies realized by the department.

Operating costs increase over \$226,400 related to a \$115,000 increase in in library contracts largely due to the additional courier services added to the budget to account for added delivery costs of associated with Jefferson County. In addition, e-content purchases are budgeted to increase nearly \$75,000, mainly due to costs related to the Advantage program of \$60,000, discussed previously. There is also an increase of \$22,100 or 13.5% in Lakeshores Library System pass-through payments to Waukesha County libraries based on an increase in cost per circulation and an increase in circulation.

Interdepartmental Charges increase about \$13,300 mostly related to an increase county indirect costs of \$13,400 or 20%, to reflect the additional work associated with adding Jefferson County, and Waukesha County remaining the fiscal agent for the federated library system.

Program Descriptions

Payments to Member Libraries/Systems

The Federated Library System has a contract with the Lakeshores Library System for reimbursement for TNR usage in Waukesha County as well as in Racine and Walworth Counties. The Lakeshores Library System funds pass through the Federated Library System budget and are distributed to libraries that provide the service to residents from the TNR areas of Lakeshores Library System. The Federated Library System's resource library contracted professional reference services are also funded in this program.

Administrative Services

The Administrative Services program is responsible for coordinating and providing efficient administrative and clerical support of all Federated Library System operations.

Resource Sharing

The Resource Sharing program of 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, delivery of materials within the library system and to the statewide delivery network, as well as e-content licensing in the Wisconsin Digital Library.

Automation Technology

The Federated Library System works with the member libraries to maintain and develop technology systems that enable effective delivery of library services.

Education and Outreach

The Education and Outreach program includes developing and providing continuing education opportunities for library staff and board members. The Federated Library System manages a continuing education partnership program for the Southeast Wisconsin (SEWI) library system area. Library Systems in the region provide revenue to the Federated Library System to enhance the quality of the programs. The Federated Library System also develops education/outreach programs for libraries to better serve youth and special needs library users as well as providing learning opportunities for all ages and the communications program necessary to inform others about the services and programs.

FEDERATED LIBRARY - STATE AIDS, FEDERAL & MISC: Program Units

Financial Summary	2014	2015	2015	2016	Change From 2015	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget	%
					\$	
Payments to Member Library Systems						
Staffing (FTE)	0.36	0.35	0.35	0.33	-0.03	
Revenues	\$271,642	\$252,343	\$252,343	\$265,419	\$13,076	5.2%
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$267,868	\$252,343	\$252,648	\$265,419	\$13,076	5.2%
Rev. Over (Under) Exp.	\$3,774	\$0	(\$305)	\$0	-	N/A
Administrative Services						
Staffing (FTE)	1.46	1.56	1.56	1.12	-0.44	
Revenues	\$251,979	\$272,278	\$266,865	\$270,732	(\$1,546)	-0.6%
Appr. Fund Balance	\$34,400	\$6,000	\$6,000	\$0	(\$6,000)	-100.0%
Expenditures	\$295,519	\$278,278	\$265,330	\$270,732	(\$7,546)	-2.7%
Rev. Over (Under) Exp.	(\$9,140)	\$0	\$7,535	\$0	-	N/A
Resource Sharing						
Staffing (FTE)	2.43	1.39	1.39	1.37	-0.02	
Revenues	\$443,791	\$438,663	\$429,246	\$540,697	\$102,034	23.3%
Appr. Fund Balance	\$20,600	\$4,050	\$4,050	\$60,000	\$55,950	1381.5%
Expenditures	\$438,622	\$442,713	\$363,823	\$600,697	\$157,984	35.7%
Rev. Over (Under) Exp.	\$25,769	\$0	\$69,473	\$0	-	N/A
Automation Technology						
Staffing (FTE)	0.05	0.13	0.13	0.13	0.00	
Revenues	\$58,747	\$70,551	\$70,551	\$82,435	\$11,884	16.8%
Appr. Fund Balance	\$855	\$0	\$0	\$0	\$0	N/A
Expenditures	\$40,187	\$70,551	\$76,505	\$82,435	\$11,884	16.8%
Rev. Over (Under) Exp.	\$19,415	\$0	(\$5,954)	\$0	-	N/A
Education and Outreach						
Staffing (FTE)	1.73	1.73	1.73	1.94	0.21	
Revenues	\$238,310	\$248,390	\$284,067	\$388,399	\$140,009	56.4%
Appr. Fund Balance	\$14,300	\$40,000	\$40,000	\$40,000	\$0	0.0%
Expenditures	\$180,138	\$288,390	\$292,565	\$428,399	\$140,009	48.5%
Rev. Over (Under) Exp.	\$72,472	\$0	\$31,502	\$0	-	N/A
Total Federated Library-State Aids, Federal & Misc. Fund						
Revenues	\$1,264,469	\$1,282,225	\$1,303,072	\$1,547,682	\$265,457	20.7%
Appr. Fund Balance	\$70,155	\$50,050	\$50,050	\$100,000	\$49,950	99.8%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$1,222,334	\$1,332,275	\$1,250,871	\$1,647,682	\$315,407	23.7%
Rev. Over (Under) Exp.	\$112,290	\$0	\$102,251	\$0	\$0	N/A
Position Summary (FTE)						
Regular Positions	6.00	5.25	5.25	5.75	0.50	
Extra Help	0.02	0.10	0.10	0.10	0.00	
Overtime	0.01	0.01	0.01	0.01	0.00	
Total	6.03	5.36	5.36	5.86	0.50	



CAFÉ (Catalog Access for Everyone) is a shared integrated library system (ILS) that provides ready access to 2.3 million items, enables resource sharing, provides automated library services, promotes communication and cooperation among member libraries, implements new information technologies and saves for future hardware and software replacements. The sharing of costs and collections results in significant savings for member libraries as well as greatly expanded access to resources, resulting in efficient and effective use of taxpayer dollars. CAFÉ is funded by its member libraries through membership fees. Fees are assessed annually based on each library's share of the budget using a formula that charges libraries based on the number of licenses it requires. In 2016, the 8 Jefferson County libraries will be joining the 16 Waukesha County libraries in CAFÉ.

Financial Summary	2014	2015	2015	2016	Change From 2015	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
Revenues						
General Government	\$17,600	\$0	\$0	\$21,100	\$21,100	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$405,947	\$375,989	\$377,625	\$395,119	\$19,130	5.1%
Interdepartmental	\$1,420	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$1,927	\$5,000	\$2,000	\$2,500	(\$2,500)	-50.0%
Appr. Fund Balance	\$0	\$0	\$113,300	\$0	\$0	N/A
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$426,894	\$380,989	\$492,925	\$418,719	\$37,730	9.9%
Expenditures						
Personnel Costs	\$106,445	\$80,873	\$80,863	\$83,035	\$2,162	2.7%
Operating Expenses	\$240,608	\$253,616	\$358,569	\$268,104	\$14,488	5.7%
Interdept. Charges	\$6,500	\$6,500	\$6,500	\$6,500	\$0	0.0%
Fixed Assets	\$19,472	\$0	\$7,800	\$0	\$0	N/A
Total Expenditures	\$373,025	\$340,989	\$453,732	\$357,639	\$16,650	4.9%
Rev. Over (Under) Exp.	\$53,869	\$40,000	\$39,193	\$61,080	\$21,080	52.7%

Position Summary (FTE)

Regular Positions	1.00	0.75	0.75	0.75	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	0.75	0.75	0.75	0.00

Program Highlights

General Government revenues increase \$21,100 as a result of Enrolled Ordinance 170-31, which results in a three-year payback (beginning in 2016) from the State Aid Fund for providing initial funding to ensure a smooth migration of Jefferson County onto CAFÉ by January 1, 2016. The total migration costs in 2015 are estimated at \$113,300.

Charges for Service revenues from member libraries to CAFÉ increases by \$19,100 due to the increased subscription and network costs related to the addition of 8 Jefferson County libraries to the CAFÉ system. This is partially offset by a decrease in CAFÉ membership fees in 2016 for Waukesha County libraries, which averages about 12% across the 16 libraries, related to economies of scale savings from spreading fixed CAFÉ costs over more libraries. Other revenues are reduced \$2,500 related to a decrease in anticipated investment income based on prior year actuals.

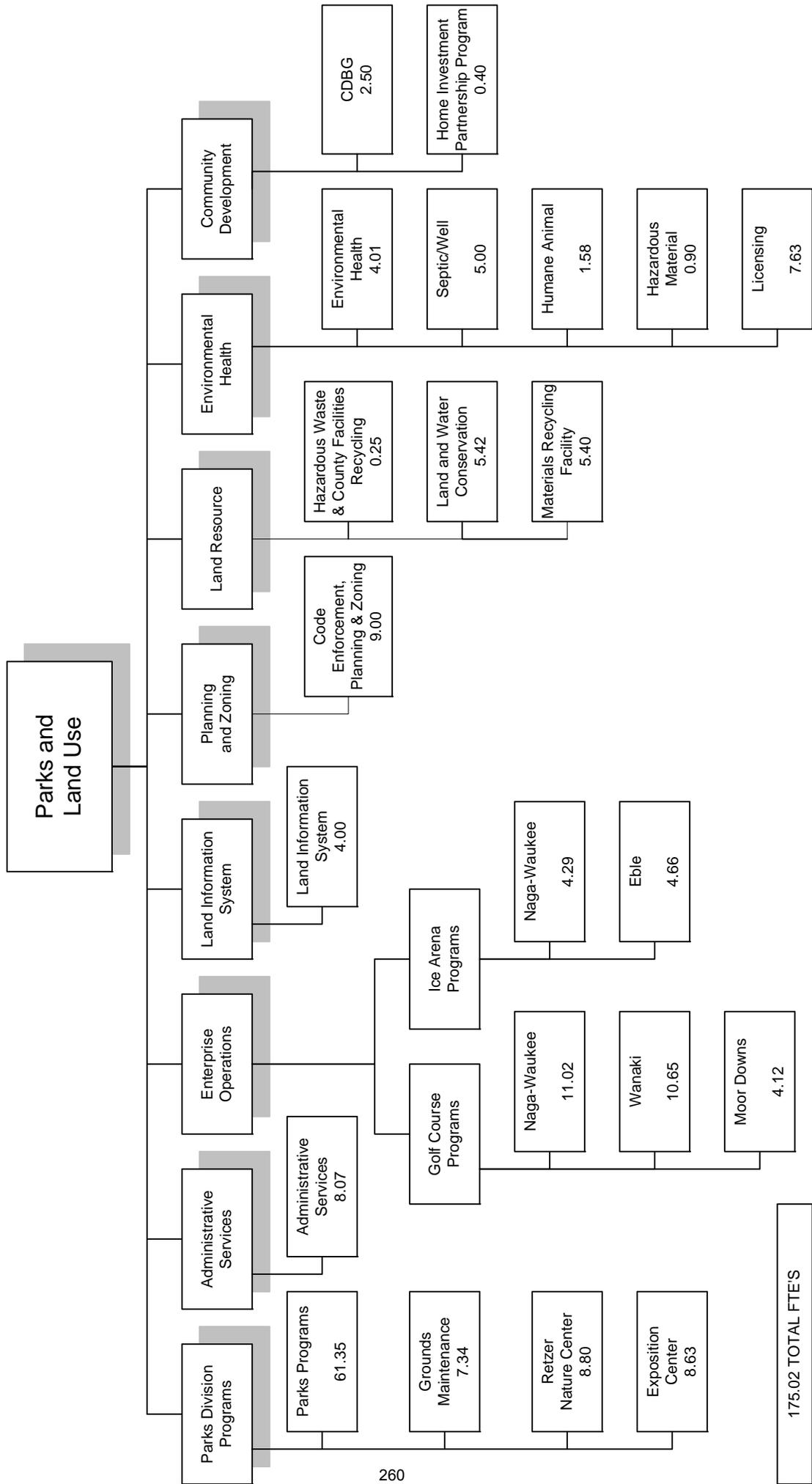
Operating costs are budgeted to increase by \$14,500 mostly due to an increase of \$6,000 in subscription costs to the Online Computer Library Center (OCLC), which provides the records for the CAFÉ catalog, as well as a \$6,300 increase due to the addition of e-commerce software. E-commerce software would allow library patrons to pay fines and fees through CAFÉ via a credit/debit card.

Revenues in excess of expenditures consists of member library contributions to CAFÉ for software and hardware replacements, which increase by \$21,100 to \$61,100 due to the increase in state aids as a result of Jefferson County which are being paid from state aid to the CAFÉ fund in the amount of \$21,100 in 2016.

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	2014 Actual	2015 Adopted Budget	2015 Estimate (a)	2016 Budget	Change From 2015 Adopted Budget	
					\$	%
General Fund						
Revenues (b)	\$4,697,590	\$4,314,050	\$4,453,041	\$4,573,255	\$259,205	6.0%
County Tax Levy	\$7,276,010	\$7,286,010	\$7,286,010	\$7,229,010	(\$57,000)	-0.8%
Expenditures	\$11,369,303	\$11,600,060	\$11,593,508	\$11,802,265	\$202,205	1.7%
Rev. Over (Under) Exp.	\$604,297	\$0	\$145,543	\$0	\$0	N/A
Community Development						
Revenues (b)	\$2,351,454	\$3,066,944	\$3,153,395	\$2,949,112	(\$117,832)	-3.8%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures (a)	\$2,849,518	\$3,066,944	\$3,028,395	\$2,949,112	(\$117,832)	-3.8%
Rev. Over (Under) Exp.	(\$498,064)	\$0	\$125,000	\$0	\$0	N/A
Land Information System Fund						
Revenues	\$749,671	\$783,733	\$803,500	\$770,066	(\$13,667)	-1.7%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$749,670	\$783,733	\$763,983	\$770,066	(\$13,667)	-1.7%
Rev. Over (Under) Exp.	\$1	\$0	\$39,517	\$0	-	N/A
Tarmann Fund						
Revenues (b)	\$840,713	\$1,000,000	\$1,290,250	\$1,000,000	\$0	0.0%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$329,813	\$1,000,000	\$519,000	\$1,000,000	\$0	0.0%
Rev. Over (Under) Exp.	\$510,900	\$0	\$771,250	\$0	-	N/A
Golf Courses						
Revenues	\$2,749,024	\$3,115,000	\$3,010,000	\$3,233,100	\$118,100	3.8%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures (c)	\$3,049,603	\$3,225,242	\$3,085,114	\$3,178,577	(\$46,665)	-1.4%
Operating Inc./Loss	(\$300,579)	(\$110,242)	(\$75,114)	\$54,523	\$164,765	N/A
Ice Arenas						
Revenues (b)	\$1,075,705	\$1,106,500	\$1,107,700	\$1,082,700	(\$23,800)	-2.2%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures (c)	\$1,129,173	\$1,188,008	\$1,146,831	\$1,180,525	(\$7,483)	-0.6%
Operating Inc./Loss	(\$53,468)	(\$81,508)	(\$39,131)	(\$97,825)	(\$16,317)	N/A
Materials Recycling Fund						
Revenues (b)	\$3,094,673	\$4,520,400	\$4,095,000	\$4,545,000	\$24,600	0.5%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures (c)	\$2,359,515	\$4,336,508	\$3,676,759	\$4,507,866	\$171,358	4.0%
Operating Inc./Loss	\$735,158	\$183,892	\$418,241	\$37,134	(\$146,758)	-79.8%
Total All Funds						
Revenues (b)	\$15,558,830	\$17,906,627	\$17,912,886	\$18,153,233	\$246,606	1.4%
County Tax Levy	\$7,276,010	\$7,286,010	\$7,286,010	\$7,229,010	(\$57,000)	-0.8%
Expenditures (a)(c)	\$21,836,595	\$25,200,495	\$23,813,590	\$25,388,411	\$187,916	0.7%
Rev. Over (Under) Exp.	\$617,134	\$0	\$1,081,310	\$0	-	N/A
Operating Inc./Loss	\$381,111	(\$7,858)	\$303,996	(\$6,168)	\$1,690	N/A

Position Summary All Funds (FTE)

Regular Positions	104.60	103.60	103.60	101.10	(2.50)
Extra Help	75.91	70.40	70.40	71.76	1.35
Overtime	2.59	2.23	2.23	2.16	(0.07)
Total	183.10	176.24	176.24	175.02	(1.22)

- (a) 2015 estimates for expenditures exceed the adopted budget due to 2014 carryover and purchase orders and additional expenditure authority added to the adopted budget by County Board approved ordinances.
- (b) The 2015 revenue budget includes Fund Balance appropriations totals of \$2,792,100, including \$67,100 for general fund operations; \$1,900,000 of Material Recycling Facility (MRF) Funds; \$25,000 Ice Arena projects and \$800,000 of Tarmann Fund balance. The 2016 revenue budget includes Fund Balance appropriations totals of \$2,135,000, including \$70,000 for general fund operations; \$1,342,500 of Material Recycling Facility (MRF) Funds and \$800,000 of Tarmann Fund balance.
- (c) Total expenditures and net operating income exclude capitalized Fixed Asset purchases to conform to generally accepted financial accounting standards.



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	2014 Actual	2015 Adopted Budget	2015 Estimate(b)	2016 Budget	Change From 2015 Adopted Budget	
					\$	%
Revenues						
General Government	\$328,369	\$350,300	\$348,700	\$500,500	\$150,200	42.9%
Fine/Licenses	\$1,131,748	\$1,019,000	\$1,059,700	\$1,075,800	\$56,800	5.6%
Charges for Services	\$2,114,864	\$2,026,150	\$2,013,175	\$2,084,550	\$58,400	2.9%
Interdepartmental	\$234,788	\$272,000	\$269,400	\$256,400	(\$15,600)	-5.7%
Other Revenue	\$627,500	\$579,500	\$533,800	\$586,005	\$6,505	1.1%
Appr. Fund Balance (a)	\$260,321	\$67,100	\$228,266	\$70,000	\$2,900	4.3%
County Tax Levy (Credit)	\$7,276,010	\$7,286,010	\$7,286,010	\$7,229,010	(\$57,000)	-0.8%
Total Revenue Sources	\$11,973,600	\$11,600,060	\$11,739,051	\$11,802,265	\$202,205	1.7%
Expenditures						
Personnel Costs	\$7,842,921	\$7,994,989	\$7,927,895	\$8,068,497	\$73,508	0.9%
Operating Expenses	\$1,732,186	\$1,943,322	\$1,890,565	\$1,913,590	(\$29,732)	-1.5%
Interdept. Charges	\$1,447,713	\$1,417,649	\$1,412,048	\$1,425,178	\$7,529	0.5%
Fixed Assets (b)	\$346,483	\$244,100	\$363,000	\$395,000	\$150,900	61.8%
Total Expenditures	\$11,369,303	\$11,600,060	\$11,593,508	\$11,802,265	\$202,205	1.7%
Rev. Over (Under) Exp.	\$604,297	\$0	\$145,543	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	79.89	78.89	78.89	78.14	(0.75)
Extra Help	51.26	49.18	49.18	48.46	(0.72)
Overtime	1.52	1.43	1.43	1.38	(0.05)
Total FTEs	132.67	129.50	129.50	127.98	(1.52)

- (a) The 2015 revenue budget includes Fund Balance appropriations of \$67,100: \$30,000 to assist the funding of maintenance projects, \$25,000 for the Brownfield recycling initiative, \$2,100 for planetarium maintenance and \$10,000 for chair and table replacements program at the Expo Center. The 2016 revenue budget includes Fund Balance appropriations of \$70,000: \$30,000 to assist the funding of maintenance projects, \$25,000 for the Brownfield recycling initiative, \$5,000 for planetarium maintenance and \$10,000 for chair and table replacements program at the Expo Center.
- (b) 2015 estimates for fixed assets exceed the adopted budget due to 2014 carryover and purchase orders and additional expenditure authority added to the adopted budget by County Board approved ordinances.

Total Parks and Land Use General: Positions					
Total Positions by Program	2015				Change From 2015 Adopted Budget
	2014 Actual	Adopted Budget	2015 Estimate	2016 Budget	
Parks Programs	62.90	61.40	61.40	61.35	-0.06
Regular Positions	27.09	27.09	27.09	27.09	0.00
Extra Help/Overtime	35.81	34.31	34.31	34.26	-0.06
General County Grounds Maintenance	7.73	7.59	7.59	7.34	-0.25
Regular Positions	2.75	2.75	2.75	2.50	-0.25
Extra Help/Overtime	4.98	4.84	4.84	4.84	0.00
Retzer Nature Center	8.99	8.80	8.80	8.80	0.01
Regular Positions	4.50	4.50	4.50	4.50	0.00
Extra Help/Overtime	4.49	4.30	4.30	4.30	0.01
Exposition Center	8.83	8.63	8.63	8.63	0.00
Regular Positions	4.20	4.20	4.20	4.20	0.00
Extra Help/Overtime	4.63	4.43	4.43	4.43	0.00
Enforcement, Planning & Zoning	9.50	9.50	9.50	9.00	-0.50
Regular Positions	9.50	9.50	9.50	9.00	-0.50
Extra Help/Overtime	-	-	-	-	0.00
Environmental Health	4.42	4.41	4.41	4.01	-0.40
Regular Positions	4.00	4.00	4.00	4.00	0.00
Extra Help/Overtime	0.42	0.41	0.41	0.01	-0.40
Licensing	7.64	7.63	7.63	7.63	0.00
Regular Positions	7.10	7.10	7.10	7.10	0.00
Extra Help/Overtime	0.54	0.53	0.53	0.53	0.00
Septic/Well/Lab Programs	6.00	5.00	5.00	5.00	0.00
Regular Positions	6.00	5.00	5.00	5.00	0.00
Extra Help/Overtime	-	-	-	-	0.00
Humane Animal	1.58	1.58	1.58	1.58	0.00
Regular Positions	1.00	1.00	1.00	1.00	0.00
Extra Help/Overtime	0.58	0.58	0.58	0.58	0.00
Hazardous Material	0.90	0.90	0.90	0.90	0.00
Regular Positions	0.90	0.90	0.90	0.90	0.00
Extra Help/Overtime	-	-	-	-	0.00
Land & Water Conservation	5.43	5.42	5.42	5.42	0.00
Regular Positions	4.60	4.60	4.60	4.60	0.00
Extra Help/Overtime	0.83	0.82	0.82	0.82	0.00
Hazardous Waste & County Facilities Recycling	0.25	0.25	0.25	0.25	0.00
Regular Positions	0.25	0.25	0.25	0.25	0.00
Extra Help/Overtime	-	-	-	-	0.00
Administrative Services	8.50	8.39	8.39	8.07	-0.32
Regular Positions	8.00	8.00	8.00	8.00	0.00
Extra Help/Overtime	0.50	0.39	0.39	0.07	-0.32
Total Parks and Land Use General: Positions	132.67	129.50	129.50	127.98	-1.52
Regular Positions	79.89	78.89	78.89	78.14	-0.75
Extra Help	51.26	49.18	49.18	48.46	-0.72
Overtime	1.52	1.43	1.43	1.38	-0.05

PARKS-GENERAL FUND: PROGRAM UNITS

Financial Summary	2014 Actual	2015		2016 Budget	Change From 2015 Adopted Budget	
		Adopted Budget	Estimate		\$	%
Total Parks General Fund						
Revenues	\$4,437,269	\$4,246,950	\$4,224,775	\$4,503,255	\$256,305	6.0%
Appr. Fund Balance	\$260,321	\$67,100	\$228,266	\$70,000	\$2,900	4.3%
County Tax Levy	\$7,276,010	\$7,286,010	\$7,286,010	\$7,229,010	(\$57,000)	-0.8%
Expenditures	\$11,369,303	\$11,600,060	\$11,593,508	\$11,802,265	\$202,205	1.7%
Rev. Over (Under) Exp.	\$604,297	\$0	\$145,543	\$0	-	N/A

Position Summary (FTE)

Regular Positions	79.89	78.89	78.89	78.14	(0.75)	
Extra Help	51.26	49.18	49.18	48.46	(0.72)	
Overtime	1.52	1.43	1.43	1.38	(0.05)	
Total	132.67	129.50	129.50	127.98	(1.52)	

Parks Programs

Staffing (FTE)	62.90	61.40	61.40	61.35	-0.06	-0.1%
Revenues	\$1,340,951	\$1,273,150	\$1,251,200	\$1,486,803	\$213,653	16.8%
County Tax Levy	\$3,402,434	\$3,578,122	\$3,578,122	\$3,593,357	\$15,235	0.4%
Expenditures	\$4,832,783	\$4,883,372	\$4,992,482	\$5,115,160	\$231,788	4.7%
Rev. Over (Under) Exp.	\$35,730	\$0	(\$72,325)	\$0	-	N/A

General County Grounds Maintenance

Staffing (FTE)	7.73	7.59	7.59	7.34	-0.25	-3.3%
Revenues	\$264	\$0	\$0	\$0	\$0	N/A
County Tax Levy	\$638,099	\$641,521	\$641,521	\$638,314	(\$3,207)	-0.5%
Expenditures	\$742,647	\$641,521	\$649,851	\$638,314	(\$3,207)	-0.5%
Rev. Over (Under) Exp.	(\$44,284)	\$0	(\$8,330)	\$0	-	N/A

Retzer Nature Center

Staffing (FTE)	8.99	8.80	8.80	8.80	0.01	0.1%
Revenues	\$219,951	\$135,200	\$123,450	\$135,200	\$0	0.0%
County Tax Levy	\$583,575	\$599,619	\$599,619	\$586,037	(\$13,582)	-2.3%
Expenditures	\$679,190	\$734,819	\$740,206	\$721,237	(\$13,582)	-1.8%
Rev. Over (Under) Exp.	\$162,596	\$0	(\$16,959)	\$0	-	N/A

Exposition Center

Staffing (FTE)	8.83	8.63	8.63	8.63	0.00	0.0%
Revenues	\$524,482	\$550,000	\$550,000	\$550,000	\$0	0.0%
County Tax Levy	\$250,003	\$149,598	\$149,598	\$147,675	(\$1,923)	-1.3%
Expenditures	\$687,821	\$709,598	\$706,742	\$707,675	(\$1,923)	-0.3%
Rev. Over (Under) Exp.	\$96,664	\$0	\$79,893	\$0	-	N/A

Planning & Zoning, Enforcement

Staffing (FTE)	9.50	9.50	9.50	9.00	-0.50	-5.3%
Revenues	\$153,599	\$127,500	\$138,725	\$133,300	\$5,800	4.5%
County Tax Levy	\$746,017	\$753,287	\$753,287	\$740,103	(\$13,184)	-1.8%
Expenditures	\$847,228	\$880,787	\$852,222	\$873,403	(\$7,384)	-0.8%
Rev. Over (Under) Exp.	\$52,388	\$0	\$39,790	\$0	-	N/A

Parks & Land Use

General Fund

Program

PARKS-GENERAL FUND: PROGRAM UNITS (Cont.)

Financial Summary	2014	2015	2015	2016	Change From 2015	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget	
					\$	%
Environmental Health						
Staffing (FTE)	4.42	4.41	4.41	4.01	-0.40	-9.0%
Revenues	\$107,889	\$116,000	\$104,400	\$104,000	(\$12,000)	-10.3%
County Tax Levy	\$329,301	\$332,844	\$332,844	\$360,312	\$27,468	8.3%
Expenditures	\$387,303	\$448,844	\$436,290	\$464,312	\$15,468	3.4%
Rev. Over (Under) Exp.	\$49,887	\$0	\$954	\$0	-	N/A
Licensing						
Staffing (FTE)	7.64	7.63	7.63	7.63	0.00	0.0%
Revenues	\$745,963	\$683,600	\$707,100	\$734,100	\$50,500	7.4%
County Tax Levy	(\$59,094)	(\$55,648)	(\$55,648)	(\$111,043)	(\$55,395)	N/A
Expenditures	\$532,058	\$627,952	\$614,155	\$623,057	(\$4,895)	-0.8%
Rev. Over (Under) Exp.	\$154,811	\$0	\$37,297	\$0	-	N/A
Septic/Well/Lab Programs						
Staffing (FTE)	6.00	5.00	5.00	5.00	0.00	0.0%
Revenues	\$332,921	\$270,600	\$285,000	\$288,000	\$17,400	6.4%
County Tax Levy	\$320,519	\$215,251	\$215,251	\$183,502	(\$31,749)	-14.7%
Expenditures	\$577,672	\$485,851	\$469,790	\$471,502	(\$14,349)	-3.0%
Rev. Over (Under) Exp.	\$75,768	\$0	\$30,461	\$0	-	N/A
Humane Animal						
Staffing (FTE)	1.58	1.58	1.58	1.58	0.00	0.1%
Revenues	\$24,804	\$50,000	\$50,000	\$50,000	\$0	0.0%
County Tax Levy	\$89,892	\$94,835	\$94,835	\$96,563	\$1,728	1.8%
Expenditures	\$125,679	\$144,835	\$140,392	\$146,563	\$1,728	1.2%
Rev. Over (Under) Exp.	(\$10,983)	\$0	\$4,443	\$0	-	N/A
Hazardous Material						
Staffing (FTE)	0.90	0.90	0.90	0.90	0.00	0.0%
Revenues	\$11,000	\$0	\$12,800	\$0	\$0	N/A
County Tax Levy	\$135,070	\$137,764	\$137,764	\$139,838	\$2,074	1.5%
Expenditures	\$127,294	\$162,764	\$161,129	\$164,838	\$2,074	1.3%
Rev. Over (Under) Exp.	\$43,776	\$0	\$18,927	\$0	-	N/A
Land & Water Conservation						
Staffing (FTE)	5.43	5.42	5.42	5.42	0.00	0.0%
Revenues	\$377,127	\$429,300	\$397,800	\$422,300	(\$7,000)	-1.6%
County Tax Levy	\$286,074	\$267,994	\$267,994	\$272,680	\$4,686	1.7%
Expenditures	\$616,882	\$697,294	\$651,496	\$694,980	(\$2,314)	-0.3%
Rev. Over (Under) Exp.	\$46,319	\$0	\$15,973	\$0	-	N/A
Hazardous Waste and County Facilities Recycling						
Staffing (FTE)	0.25	0.25	0.25	0.25	0.00	0.0%
Revenues	\$467,111	\$458,300	\$454,000	\$473,000	\$14,700	3.2%
County Tax Levy/(Credit)	(\$102,518)	(\$107,291)	(\$107,291)	(\$107,014)	\$277	N/A
Expenditures	\$375,310	\$351,009	\$350,182	\$365,986	\$14,977	4.3%
Rev. Over (Under) Exp.	(\$10,717)	\$0	(\$3,473)	\$0	-	N/A
Administrative Services						
Staffing (FTE)	8.50	8.39	8.39	8.07	-0.32	-3.8%
Revenues	\$131,207	\$153,300	\$150,300	\$126,552	(\$26,748)	-17.4%
County Tax Levy	\$656,638	\$678,114	\$678,114	\$688,686	\$10,572	1.6%
Expenditures	\$837,436	\$831,414	\$828,571	\$815,238	(\$16,176)	-1.9%
Rev. Over (Under) Exp.	(\$47,658)	\$0	\$18,892	\$0	-	N/A

Parks Programs

Program Description

The Parks program is responsible for the acquisition, development, operation, and maintenance of a natural resource based park system, which meets the open space, recreational, educational, and quality of life needs of the residents of Waukesha County. Program activities include the acquisition of park and open space land throughout the County, planning for new parks and existing park enhancements, daily operation of facilities and park specific recreation programs.

County-wide Key Strategic Outcome: A safe County

1-Objective: Provide for year-round safety of customers and employees (PLU Strategic Plan objective 1.1)

Key Outcome Indicators:

- a. Average Pavement PCI rating of greater than 70
- b. Full time staff certified in life safety training
- c. Food service inspections with no risk violations

County-wide Key Strategic Outcome: An economically vibrant County

2-Objective: Provide recreational, educational and entertainment venues, activities and events to users of the park system facilities, which will meet the expectations of the citizens. (PLU Strategic Plan objective 2.2)

Key Outcome Indicators:

- a. Park Program and Facility User survey should result in at least 80% customer service satisfaction for clean, safe and well-maintained buildings and grounds
- b. Achieve a 3-year average net increase in park system revenues of 2.5%

County-wide Key Strategic Outcome: An environmentally responsible County

3-Objective: Implement environmentally sustainable policies and procedures that are fiscally responsible (PLU Strategic Plan objective 3.2)

Key Outcome Indicator:

- a. Reduce fuel and maintenance costs associated with mowing of park areas and replace with native vegetation, such as wildflowers and grasses by 2 acres annually

County-wide Key Strategic Outcome: A County the provides customers with quality programs and services

4-Objective: Recruit and train volunteers to reduce operational costs and increase public involvement in the County Park System (Strategic Plan objective 6.2)

Key Outcome Indicator:

- a. Increase volunteer hours by 5% annually

5-Objective: 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. (Strategic Plan objective 6.3)

Key Outcome Indicator:

- a. Provide access for customers to make online reservations and increase the percent of customers making online reservations by 50%

Performance Measure:

Objective-KOI	Performance Measure:	2015 Benchmark	2015 Estimate	2016 Goal
1-a	Average Pavement PCI Rating	>71	78	78
1-b	Full-time staff trained in life safety	100%	100%	100%
1-c	Food service inspection violations	100%	100%	100%
2-a	Customer Satisfaction	80%	95%	85%
2-b	Park System Revenues	\$1,262,488	\$1,233,200	\$1,380,150
3-a	Acres of Native Grass restoration	7.5	6.5	7.0
4-a	Volunteer Hours annually	10,815	10,000	10,100
5-a	Percent of customers making online Reservations	N/A	N/A	50%

Parks Programs (continued)

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	62.90	61.40	61.40	61.35	(0.06)
General Government	\$25,577	\$35,000	\$33,000	\$199,500	\$164,500
Fine/Licenses	\$10,180	\$10,000	\$10,000	\$10,000	\$0
Charges for Services	\$1,161,291	\$1,116,350	\$1,095,200	\$1,152,850	\$36,500
Interdepartmental	\$84,096	\$97,600	\$97,500	\$108,600	\$11,000
Other Revenue	\$59,807	\$14,200	\$15,500	\$15,853	\$1,653
Appr. Fund Balance (a)(b)	\$125,128	\$32,100	\$90,835	\$35,000	\$2,900
County Tax Levy (Credit)	\$3,402,434	\$3,578,122	\$3,578,122	\$3,593,357	\$15,235
Total Revenues	\$4,868,513	\$4,883,372	\$4,920,157	\$5,115,160	\$231,788
Personnel Costs	\$3,117,783	\$3,215,606	\$3,208,445	\$3,284,081	\$68,475
Operating Expenses (a)	\$589,303	\$658,135	\$656,665	\$668,090	\$9,955
Interdept. Charges	\$797,056	\$776,781	\$776,372	\$767,989	(\$8,792)
Fixed Assets (a)(b)	\$328,641	\$232,850	\$351,000	\$395,000	\$162,150
Total Expenditures	\$4,832,783	\$4,883,372	\$4,992,482	\$5,115,160	\$231,788

Rev. Over (Under) Exp.	\$35,730	\$0	(\$72,325)	\$0	\$0
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(a) For comparability purposes, Operating Expenses, Fixed Assets, and Fund Balance for the 2014 Actuals are restated to recognize the shifting of Parks Three-year maintenance plan and project amounts from Retzer Nature Center, Exposition Center and Grounds Maintenance program area to the Parks Programs area.

(b) 2015 estimates for expenditures exceed the adopted budget due to 2014 carryover and purchase orders and additional expenditure authority added to the adopted budget by County Board approved ordinances.



Program Highlights

General Governmental revenues increase \$164,500, related to a \$15,000 one-time state DNR grant for 50% cost share of construction of storm water pond, a \$65,000 CDBG grant for ADA projects at university of Waukesha campus, a \$25,000 CDBG grant for ADA projects on the government center campus and a one-time \$59,500 CDBG grant to fund handicap accessible fishing pier project at Fox Brook Park. Fines and licenses, which are parking violations on County grounds, remain budgeted at \$10,000.

Charges for Services revenues increase by \$36,500, related to the following, an increase of \$11,500 to \$315,000 in annual stickers; an increase of \$5,000 to \$108,550 in camping fees; and land lease revenue increases of \$10,000 to \$105,300. In addition, charges for service also include daily entrance - \$309,900; boat launch - \$120,500; concessions - \$86,000; reservation fee - \$92,600; pedal boat rental - \$5,000 and Swim lessons - \$10,000. Overall park fees are increased by approximately 2.8% and include the following; annual stickers increase between \$1 to \$2 and reservation fees increase of approximately 9.0%. Reservation fee increases will be used to partially offset the costs associated with the new department wide reservation system. Included in Charges for Services are two fees being increased for 2016, Land Use Permits and Park Permit Violations. Land Use Permits allow for temporary or permanent access across County owned property, starting in 2016 the base permit fee will be \$450 to reflect staff costs to gather information and to initiate permits. Park Permit Violations are used to notify individuals that they did not pay the daily park entrance fee while using the park, starting in 2016, a \$2 penalty will be added to the stated park entrance fee for these violations.

Interdepartmental revenues include Parks staff time reimbursement for management assistance to Department's enterprise operations and budgeted at \$108,600, an increase of \$11,000 from the 2015 budget.

Other Revenues include \$3,000 in general donations and \$12,855 of miscellaneous park revenue. Appropriated fund balance includes \$30,000 from general fund balance for 3 year maintenance plan projects and \$5,000 from the Planetarium maintenance account.

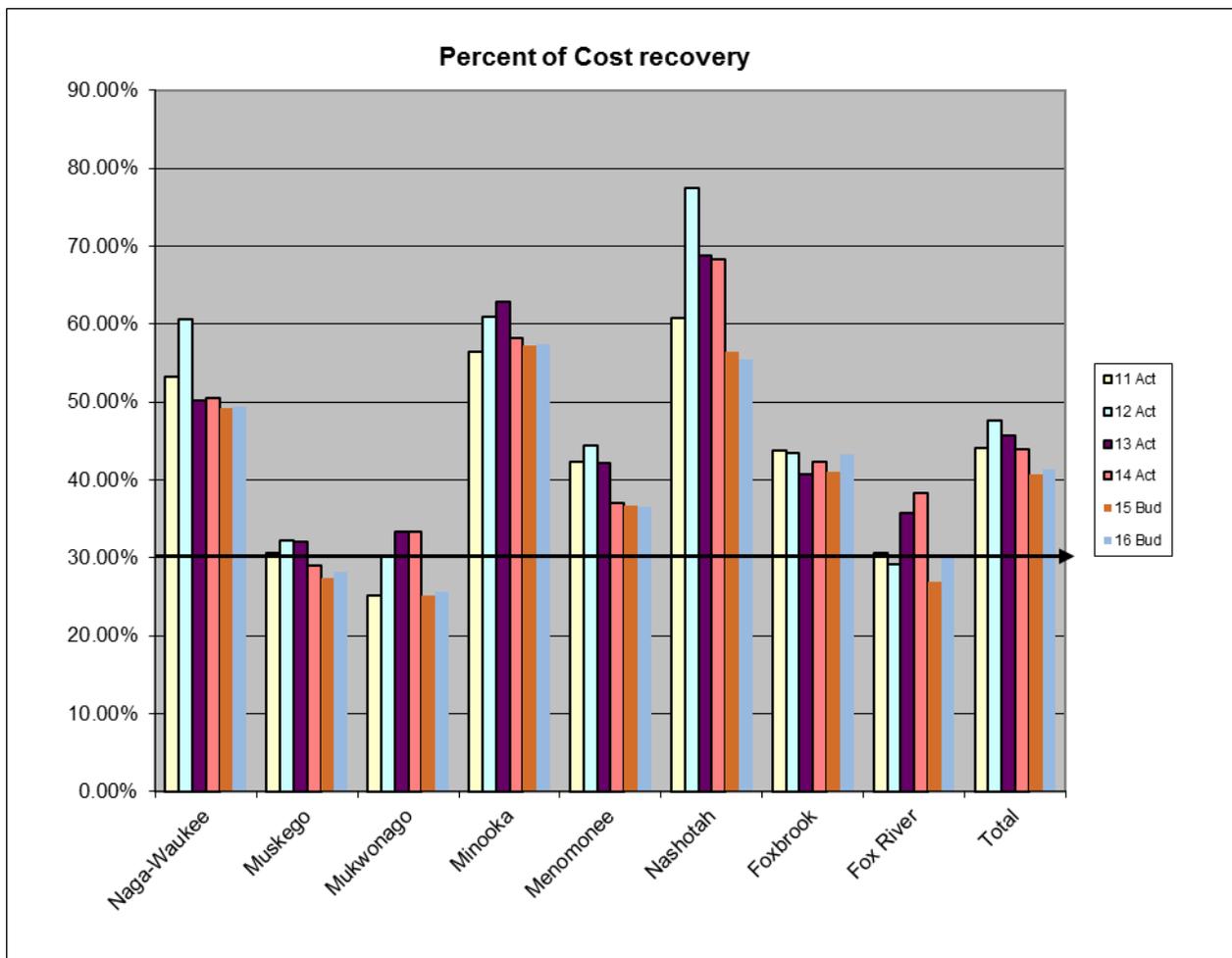
Personnel costs increase nearly \$68,500 or 2.1% to about \$3,284,100 and include the cost to continue of existing staffing level, and a slight decrease in extra help hours. Operating expenditures increase approximately \$10,000 to \$668,090 mainly due to an increase of \$11,500 in office equipment and park operations equipment. Interdepartmental charges are budgeted to decrease by almost \$8,800 mainly due to a decrease of nearly \$12,500 for communication charges and an approximately \$8,800 reduction for vehicle related costs, which are partially offset with an increase of \$7,700 for insurance allocation costs and \$3,400 in computer cost of ownership charges. Fixed asset expenditures are budgeted to increase by \$162,150 to \$395,000 due to planned changes in the 3 year maintenance plan costs, including \$30,000 for construction of storm water pond and \$59,500 to fund handicap accessible fishing pier project at Fox Brook Park mentioned above.

Parks Programs (Continued)



Activity Data	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Daily Entrance Stickers	77,095	82,600	80,000	82,600	-
Annual Stickers	15,471	13,650	14,500	14,450	800
Family Camping	3,670	3,900	3,800	3,800	(100)
Group Camping	1,069	1,600	1,500	1,500	(100)
Reserved Picnics/ Pavilion/Lodge Rental	874	1,060	1,000	1,000	(60)
Annual Boat Launch Stickers	479	470	500	500	30
Daily Boat Launch	13,675	12,450	13,500	13,500	1,050

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 44.9% of expenditure. The 2016 budget includes a cost recovery rate of 41.6%.



3-Year Maintenance and Major Projects 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 and improvement 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.

Location	Project	2016 Plan	2017 Plan	2018 Plan
Expo Center	Facility repair and replacement	\$1,500	\$9,950	\$35,850
Expo Center	Bleacher Replacement	\$5,200	\$10,400	\$15,600
Expo Center	Plumbing/HVAC repair and replacement	\$20,150	\$7,600	\$3,150
Expo Center	Fire Hydrant replacement	\$20,000	\$60,000	\$0
Expo Center	Replace Cracked Meter Pit	\$20,000	\$0	\$0
Grounds Maintenance	ADA projects at UWW (a)	\$65,000	\$0	\$0
Grounds Maintenance	Government Center ADA projects (b)	\$25,000	\$0	\$0
Grounds Maintenance	Grounds improvements	\$12,500	\$22,500	\$7,500
Retzer	Planetarium Maintenance (c)	\$5,000	\$5,000	\$5,000
Retzer	Boardwalk upgrades	\$5,000	\$20,000	\$20,000
Retzer	Paint Learning Center	\$0	\$0	\$20,000
Retzer	Plumbing/HVAC repairs and replacements	\$5,000	\$0	\$0
Various Parks	Stripping/parking lot/pavement maintenance	\$22,450	\$15,050	\$45,900
Fox Brook	ADA Accessible fishing Pier (d)	\$59,500	\$0	\$0
Fox Brook	Facility repair and replacement	\$8,000	\$35,000	\$15,000
Fox Brook	Plumbing/HVAC repairs and replacements	\$0	\$5,000	\$46,000
Fox Brook	Install Storm water Pond (e)	\$30,000	\$0	\$0
Fox Brook	Roof Replacement	\$6,000	\$0	\$25,000
Fox River	Facility repair and replacement	\$11,700	\$0	\$0
Fox River	Plumbing/HVAC repair and replacement	\$3,000	\$0	\$0
Menomonee	Water Study	\$30,000	\$0	\$0
Menomonee	Fertilizer Storage Building improvements	\$70,000	\$0	\$0
Menomonee	Facility repair and replacement	\$0	\$0	\$20,000
Minooka	Facility repair and replacement	\$3,000	\$3,000	\$2,000
Mukwonago	Bridge construction	\$0	\$25,000	\$0
Mukwonago	Facility repair and replacement	\$5,000	\$19,000	\$20,000
Mukwonago	Barn Painting	\$0	\$25,000	\$0
Mukwonago	Plumbing/HVAC repair and replacement	\$0	\$13,000	\$0
Mukwonago	Berg Property Demolition	\$45,000	\$0	\$0
Mukwonago	School Section Boat Ramp Improvements(f)	\$0	\$25,000	\$0
Muskego	Facility repair and replacement	\$2,500	\$15,000	\$29,000
Nagawaukee	Facility repair and replacement	\$8,000	\$18,000	\$13,000
Nagawaukee	Plumbing/HVAC repair and replacement	\$4,500	\$0	\$5,500
Nashotah	Facility repair and replacement	\$0	\$7,500	\$0
PLAN TOTAL		\$493,000	\$341,000	\$328,500

- (a) Project costs are offset with a \$65,000 CDBG grant.
- (b) Project costs are offset with a \$25,000 CDBG grant.
- (c) Planetarium maintenance of \$5,000 is fund balance designated for this purpose.
- (d) Project costs are offset with a \$59,500 CDBG grant.
- (e) Project costs are partially offset with a \$15,000 State DNR grant
- (f) Project costs are partially offset with a \$12,500 State DNR grant.

PLANNED CAPITAL PROJECTS

Project #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of '15	Estimated Operating Impact	A=Annual T=One-Time
200014	Bikeway Improvement	2016	\$4,095,000	95%	TBD	A
201106	Menomonee Main Building Demolition	2014	\$325,000	100%	\$0	T
201208	Energy Efficiency Improvements	2017	\$1,435,200	70%	TBD	A
201407	Waukesha-Brookfield trail	2018	\$3,216,000	10%	TBD	A
201408	Beach Area Renovation	2015	\$15,000	100%	TBD	A
201406	Pavement Management	2022	\$3,500,000	0%	\$0	NA
201504	Camp Pow Wow Expansion	2020	\$750,000	0%	\$0	A
201602	Minooka Restroom Shelter	2017	\$497,200	0%	\$0	A
201605	Menomonee Beach House Renovations	2018	\$957,000	0%	\$0	A
201606	Retzer Nature Center Remodeling	2016	\$356,000	0%	\$0	A
201607	Lake Country Trail Underpass	2017	\$1,820,000	0%	\$0	A
200824	Pavement Management Plan	2017	\$2,400,000	Ongoing	\$0	NA

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.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	7.73	7.59	7.59	7.34	(0.25)
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	\$264	\$0	\$0	\$0	\$0
Appr. Fund Balance (a)	\$60,000	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$638,099	\$641,521	\$641,521	\$638,314	(\$3,207)
Total Revenues	\$698,363	\$641,521	\$641,521	\$638,314	(\$3,207)
Personnel Costs	\$385,010	\$331,072	\$334,122	\$318,771	(\$12,301)
Operating Expenses (a)	\$155,696	\$123,520	\$130,800	\$124,725	\$1,205
Interdept. Charges	\$201,941	\$186,929	\$184,929	\$194,818	\$7,889
Fixed Assets (a)	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$742,647	\$641,521	\$649,851	\$638,314	(\$3,207)

Rev. Over (Under) Exp.	(\$44,284)	\$0	(\$8,330)	\$0	\$0
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a) For comparability purposes, Operating Expenses, Fixed Assets, and Fund Balance for the 2014 Actuals are restated to recognize the shifting of Parks Three-year maintenance plan and project amounts from the Grounds Maintenance program area to the Parks Programs area.



Program Highlights

Personnel costs decrease \$12,300 due to the unfunding of a 0.25 FTE Parks Maintenance Worker position, partially offset by the cost to continue existing staff levels. Operating expenses increase \$1,200 mainly due to a \$4,000 increase in salt which is partially offset by a reduction of almost \$2,800 for small tools. Interdepartmental charges increase about \$7,900, mostly due to an \$8,000 increase in vehicle ownership costs.

General County Grounds Maintenance (Continued)



Activity Data	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Acres of Land Maintained	214	214	214	214	-
Acres of Parking Lot maintained	45	45	45	45	-
Sq Ft- Sidewalk/Entrances	115,530	115,530	115,530	115,530	-

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

1-Objective: Increase attendance at and satisfaction with environmental education programs presented at the Retzer Nature Center and parks.

Key Outcome Indicator:

- a. Exit survey results from educational programming that indicate high satisfaction with attended programs and a desire to attend future programming.
- b. Increase number of attendees in environmental classes by 5% annually.



Activity Data	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Program Attendance	6,738	6,825	6,825	7,190	365

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	8.99	8.80	8.80	8.80	0.01
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$108,921	\$77,200	\$73,450	\$77,200	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$111,030	\$58,000	\$50,000	\$58,000	\$0
Appr. Fund Balance (a)	\$38,260	\$0	\$178	\$0	\$0
County Tax Levy (Credit)	\$583,575	\$599,619	\$599,619	\$586,037	(\$13,582)
Total Revenues	\$841,786	\$734,819	\$723,247	\$721,237	(\$13,582)
Personnel Costs	\$449,056	\$469,068	\$468,375	\$478,194	\$9,126
Operating Expenses (a)	\$128,372	\$153,050	\$160,630	\$142,150	(\$10,900)
Interdept. Charges	\$83,920	\$101,451	\$99,201	\$100,893	(\$558)
Fixed Assets (a)	\$17,842	\$11,250	\$12,000	\$0	(\$11,250)
Total Expenditures	\$679,190	\$734,819	\$740,206	\$721,237	(\$13,582)

Rev. Over (Under) Exp.	\$162,596	\$0	(\$16,959)	\$0	\$0
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a) For comparability purposes, Operating Expenses, Fixed Assets, and Fund Balance for the 2014 Actuals are restated to recognize the shifting of Parks Three-year maintenance plan and project amounts from the Retzer Nature Center program area to the Parks Programs area.



Program Highlights

Charges for Services revenues are budgeted to remain at 2015 budgeted levels of \$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 also budgeted to remain at 2015 budgeted levels of \$58,000 and include \$32,000 in birdseed sale; \$18,000 of bookstore merchandise sale and \$8,000 in miscellaneous revenue.

Personnel costs are budgeted to increase by approximately \$9,100 to fund the cost to continue existing staffing levels. Operating costs decrease \$10,900 mainly due to a decrease of \$10,400 for small equipment and a decrease of \$3,500 for

Retzer Nature Center (Continued)

merchandise for resale costs partially offset by a \$2,900 increase in maintenance and supply costs. Interdepartmental charges decrease approximately \$550 mainly due to decreases related to postage of \$2,000, which are partially offset with increases in computer maintenance and replacement costs of nearly \$1,300. Fixed asset expenses decrease \$11,250 due to a one-time backup generator system purchase in 2015.



Activity Data	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Apple harvest festival attendance	4,297	5,000	5,000	5,000	-
Site Evaluations	4	5	5	5	-
Bird Seed Bags Sold	1,515	1,650	1,600	1,600	(50)

Exposition Center

Program Description

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

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	8.83	8.63	8.63	8.63	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$524,482	\$550,000	\$550,000	\$550,000	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance (a)	\$10,000	\$10,000	\$87,037	\$10,000	\$0
County Tax Levy (Credit)	\$250,003	\$149,598	\$149,598	\$147,675	(\$1,923)
Total Revenues	\$784,485	\$709,598	\$786,635	\$707,675	(\$1,923)
Personnel Costs	\$417,745	\$448,222	\$445,866	\$458,886	\$10,664
Operating Expenses (a)	\$209,871	\$208,600	\$208,275	\$196,325	(\$12,275)
Interdept. Charges	\$60,205	\$52,776	\$52,601	\$52,464	(\$312)
Fixed Assets (a)	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$687,821	\$709,598	\$706,742	\$707,675	(\$1,923)
Rev. Over (Under) Exp.	\$96,664	\$0	\$79,893	\$0	\$0

a) For comparability purposes, Operating Expenses, Fixed Assets, and Fund Balance for the 2014 Actuals are restated to recognize the shifting of Parks Three-year maintenance plan and project amounts from the Exposition Center program area to the Parks Programs area.



Program Highlights

Charges for services revenue remains at the 2015 level of \$550,000. Fees will be adjusted as necessary to maintain a competitive market position. A general fund balance appropriation of \$10,000 is included in 2016 to fund expenditures for a table and chair replacement program.

Personnel costs increase approximately \$10,700 mainly due to the cost to continue existing staff levels. Operating expenses decrease \$12,300 mainly due to reductions of \$6,000 in utility costs, \$2,000 for small equipment, \$1,500 in contracted services, and \$700 in supplies.

Exposition Center (Continued)



Activity Data	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Banquet/Wedding	7	7	7	6	(1)
Consumer Sales	31	36	36	37	1
Entertainment/Sporting	8	10	10	12	2
Fundraiser	4	2	2	2	-
Grounds Events	8	8	8	7	(1)
Hobby Shows	8	6	6	6	-
Meetings	39	42	42	42	-
Religious	3	3	3	3	-
Seminar	1	1	1	1	-
Trade Show	3	3	5	3	-
4 H	64	66	66	66	-
County Sponsored	21	22	22	22	-

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

1-Objective: Foster a well-planned County through optimal distribution of business, industry, and housing land uses, while preserving natural resources, prime agricultural lands, and open space. (PLU Strategic Plan objective 4.1)

Key Outcome Indicators:

- a. Updated Farmland Preservation Zoning codes by end of 2015.
- b. 100% of approved rezones are consistent with the County Comprehensive Plan, Farmland Preservation Plan and Shoreland Code requirements.
- c. New Shoreland and Floodland Protection Ordinance provisions to ensure compliance with the State's new Shoreland Zoning law, which requires an amended ordinance by end of 2016.

Performance Measures:

Benchmark Goal	2014 Actual	2015 Target	2015 Estimate	2016 Target
% of rezones consistent with development plan	100%	100%	100%	100%
Zoning actions consistent with Primary Environmental Corridor standards	100%	100%	100%	100%
Zoning actions consistent with Floodland protection standards	100%	100%	100%	100%
Zoning actions consistent with Park and Open Space Plan goals	100%	100%	100%	100%

Planning & Zoning, Enforcement (continued)

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	9.50	9.50	9.50	9.00	(0.50)
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$102,435	\$85,000	\$87,700	\$76,300	(\$8,700)
Charges for Services	\$48,443	\$40,000	\$49,525	\$55,500	\$15,500
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$2,721	\$2,500	\$1,500	\$1,500	(\$1,000)
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$746,017	\$753,287	\$753,287	\$740,103	(\$13,184)
Total Revenues	\$899,616	\$880,787	\$892,012	\$873,403	(\$7,384)
Personnel Costs	\$772,967	\$810,594	\$785,680	\$804,346	(\$6,248)
Operating Expenses	\$13,084	\$19,500	\$17,500	\$17,700	(\$1,800)
Interdept. Charges	\$61,177	\$50,693	\$49,042	\$51,357	\$664
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$847,228	\$880,787	\$852,222	\$873,403	(\$7,384)
Rev. Over (Under) Exp.	\$52,388	\$0	\$39,790	\$0	\$0



Program Highlights

Fines and license revenue, which include zoning permit fee revenues totaling \$76,300, are budgeted to decrease \$8,700. The decrease is mainly due to projecting that the Town of Vernon will likely adopt its own zoning code.

Charges for Services revenue increases \$15,500 related to an increase in subdivision review fees to \$41,500 based on an increase in program activity. Also included are \$14,000 in reimbursements for direct staff time providing planning assistance to municipalities. Other revenue of \$1,500 is budgeted from the sale of maps, a decrease of \$1,000 based on prior year experience and current year estimates.

Personnel costs decrease approximately \$6,200 due to the unfunding of a vacant 1.00 FTE Administrative Assistant position partially offset by a funding increase for a previously unfunded 0.50 FTE Senior Land Use Specialist position in an effort to better manage the workload in the program area, as well as the cost to continue existing staff levels. The budget also reclassifies a 1.00 FTE Senior Land Use Specialist to a 1.00 FTE Land use Specialist, in an effort to more effectively manage costs while maintaining appropriate program coverage. Operating expenses are being decreased \$1,800 to \$17,700 mainly due to a slight reduction in staff development and legal notice costs. Interdepartmental charges increase \$664 mainly due to an increase in computer ownership charges.



Activity Data	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
No. of Conditional Use reviews	18	20	25	15	-5
No. of Zoning Violations pursued	122	130	100	110	-20
Site Plan reviews	47	40	40	30	-10



Activity Data	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
No. of Zoning Permits	509	400	450	375	-25
No. of Board of Adjustment cases	56	45	42	45	-
No. of Certified Survey Maps (CSMs) reviewed	29	25	26	25	-
No. of Subdiv. Plat Reviews	40	32	30	35	3

Environmental Health

Program Description

Provide management and clerical support to Environmental Health, Humane Animal Program, Hazardous Material, Laboratory, Licensing and Septic/Well sections. Administer the Safe Drinking Water Act (SDWA) grant, Wisconsin Fund grant, Radon grant and laboratory and the Private Sewage System maintenance program.

County-Wide Key Strategic Outcome: A safe County

1-Objective: 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.

	2014 Actual	2015 Target	2015 Estimate	2016 Target
System samples	447	450	460	450
% sampled	100%	100%	100%	100
% with coliform bacteria	2.0%	2.5%	<2.0%	2.0%
% with nitrates	0%	<.1%	<.1%	<.1%

County-Wide Key Strategic Outcome: An environmentally responsible County

2-Objective: Operate a mandatory maintenance program for the estimated 38,000 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.

	2014 Actual	2015 Target	2015 Estimate	2016 Target
Maintenance cards sent	8,000	10,000	9,000	12,000
Number returned	6,500	9,000	8,100	10,800
% Returned (a)	81%	90%	90%	90%

(a) The number of maintenance reports filed may not accurately represent a percent of maintenance notices sent. Maintenance reports may be submitted for properties recently added to the tracking program, but no notice has been sent.

3-Objective: 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.

Key Outcome Indicator: Continued maintenance of software related to permit tracking for Private On-site Waste Treatment Systems (POWTS) will allow the efficient inventory of the estimated 16,000 additional POWTS.

Performance Measure:

	2014 Actual	2015 Target	2015 Estimate	2016 Target
Inventory Private Sewerage Systems Installed before July 1, 1979 (a)	85%	95%	95%	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.

Environmental Health (Continued)

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	4.42	4.41	4.41	4.01	(0.40)
General Government	\$39,432	\$50,000	\$40,400	\$40,000	(\$10,000)
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$68,335	\$66,000	\$64,000	\$64,000	(\$2,000)
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$122	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$329,301	\$332,844	\$332,844	\$360,312	\$27,468
Total Revenues	\$437,190	\$448,844	\$437,244	\$464,312	\$15,468
Personnel Costs	\$298,536	\$344,965	\$344,426	\$369,759	\$24,794
Operating Expenses	\$47,489	\$61,300	\$50,500	\$51,600	(\$9,700)
Interdept. Charges	\$41,278	\$42,579	\$41,364	\$42,953	\$374
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$387,303	\$448,844	\$436,290	\$464,312	\$15,468
Rev. Over (Under) Exp.	\$49,887	\$0	\$954	\$0	\$0



Program Highlights

General Government revenues decrease \$10,000 related to a State budget reduction to the Wisconsin Fund, a septic system replacement program run by the State intended to help lower income County residents replace failing septic systems. Due to State budget cuts, funding has been reduced \$9,000 from to \$26,000 in 2016. Also included is \$14,000 budgeted for the State’s Radon Grant to cover staff time and other costs related to providing radon education services to area residents, a reduction of \$1,000 from the 2015 budget.

Charges for Services decrease \$2,000 related to a reduction in radon kit sales to \$13,000, and also includes \$50,000, in state reimbursements for water samples examined in accordance with the Safe Drinking Water Act, and \$1,000 related to the lead program.

Personnel costs increase about \$24,800 related to the transfer in of an Environmental Health Supervisor position from the Septic/Well/Lab program as well as the cost to continue of existing positions, partially offset by the reclassification and transfer of a Groundwater Program Coordinator to a Lead Environmental Health Sanitarian to the Septic/Well/Lab program, and a \$9,000 or 0.40 FTE reduction in extra help and overtime funding.

Operating expenses decrease \$9,700 mainly due to the reduction in the Wisconsin Fund septic system replacement program mentioned above.



Activity Data	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
WI Fund Grant (Septic Replacements)	5	5	3	3	(2)
# of on-site septic systems under Mandatory Maintenance (a)	33,000	38,000	37,000	37,000	(1,000)

(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.

Program Description

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.

County-wide Key Strategic Outcome: A Safe County

1-Objective: Reduce occurrences of foodborne illness through reduction of risk factor violations. (PLU Strategic Plan objective 1.2)

Key Outcome Indicator: Using State of Wisconsin Guidance set forth in DHS 196 of the Wisconsin Administrative Code; amend the restaurant license categories so that they are based upon the complexity of the restaurant. The higher the number of risk factors, the higher the complexity. Update procedures regarding the current inspection frequency of once per year per establishment to risk-based inspection. Increase the inspection frequency of the moderate and complex food establishments while decreasing the inspection frequency of the pre-packaged and simple restaurants.

Performance Measure: 10% reduction in risk factor violation (identified by the Center of Disease Control as the most often responsible for foodborne illness outbreaks) average

Measure	Year 2015 Benchmark	Year 2016 Goal	Year 2017 Goal
Risk Factor Violation Average	45%	35%	35%

2-Objective: 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.

	2014 Actual	2015 Target	2015 Estimate	2016 Target
Number of licensed food establishments	1,571	1,550	1,550	1,550
Number of inspections & consultations	2,717	2,600	2,600	2,600
# of preinspections/inspections/consultations per Inspector	388	371	371	371

	Licensing (continued)				
	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	7.64	7.63	7.63	7.63	(0.00)
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$741,521	\$679,000	\$702,000	\$729,500	\$50,500
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$4,442	\$4,100	\$4,600	\$4,100	\$0
Other Revenue	\$0	\$500	\$500	\$500	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit) (a)	(\$59,094)	(\$55,648)	(\$55,648)	(\$111,043)	(\$55,395)
Total Revenues	\$686,869	\$627,952	\$651,452	\$623,057	(\$4,895)
Personnel Costs	\$468,888	\$560,054	\$547,257	\$553,139	(\$6,915)
Operating Expenses	\$29,649	\$31,200	\$30,300	\$32,200	\$1,000
Interdept. Charges	\$33,521	\$36,698	\$36,598	\$37,718	\$1,020
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$532,058	\$627,952	\$614,155	\$623,057	(\$4,895)
Rev. Over (Under) Exp.	\$154,811	\$0	\$37,297	\$0	\$0

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



Program Highlights

License revenues increase \$50,500 primarily due to an increase in restaurant license/inspection revenues by \$30,000 to \$490,000, due to an approximately 5.4% increase in program fees. Retail food license revenues have been increased \$14,000 to \$157,000 mainly due to an approximately 4.9% increase in fees. Lodging and campground license fee revenues have been increased \$6,500 to \$82,500 mainly due to an approximately 2.5% increase in program fees.

Personnel costs decrease about \$6,900, mainly due to the cost to continue existing staff levels and staff turnover. Operating expenses increase \$1,000 due to a one-time computer equipment purchase. Interdepartmental charges increase about \$1,000 mainly due to computer ownership cost allocation.

Activity Data



# of Inspections/Consultations Performed	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
# of Restaurants	2,018	2,000	2,000	2,000	-
# of Retail Foods	699	625	650	650	25
# of School Food Services	169	120	130	130	10
# of Lodging	58	50	50	50	-
# of Public Pool, Camp & Rec/ED camp	268	275	275	275	-
# of Establishment Licenses issued	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Restaurants					
Temporary	108	120	110	110	(10)
Prepackaged	60	60	60	60	-
Full Service	937	925	925	925	-
Retail Food					
No Processing	146	120	120	120	-
Processing	320	315	315	315	-
Lodging					
Hotel/Motel	40	40	40	40	-
Bed and Breakfast	3	4	4	4	-
Tourist Rooming House	5	4	4	4	-
Recreation					
Public Pools	224	205	205	210	5
Campground / Rec Ed. Camps	19	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 Safety and Professional Services) 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

1-Objective: Same day reporting of bacteriologically unsafe sample results to property owners.

Key Outcome Indicators: Owner collected water samples brought in for bacteriological analysis will result in notification during the same day results indicate a bacteriologically unsafe result.

Performance Measure: Inform property owners of drinking water quality concerns.

	2014 Actual	2015 Target	2015 Estimate	2016 Target
Number of unsafe samples	160	75	60	75
Number of owner-collected samples	937	500	400	500
% Reported same day	100%	100%	100%	100%

County-wide Key Strategic Outcome: An environmentally responsible County

2-Objective: Inspect private sewage systems at the time of installation.

Key Outcome Indicator: After a sanitary permit is issued by the Division, a licensed plumber will install the sewage system. Plumbers are requested to call for an inspection appointment a day prior to the needed inspection.

Performance Measure: Inspect 100% of permitted private sewage system installations.

	2014 Actual	2015 Target	2015 Estimate	2016 Target
Number of systems inspected	384	310	360	350
% systems inspected on same-day	100%	100%	100%	100%

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	6.00	5.00	5.00	5.00	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$252,808	\$195,000	\$210,000	\$210,000	\$15,000
Charges for Services	\$80,113	\$72,600	\$72,000	\$75,000	\$2,400
Interdepartmental	\$0	\$2,000	\$2,000	\$2,000	\$0
Other Revenue	\$0	\$1,000	\$1,000	\$1,000	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$320,519	\$215,251	\$215,251	\$183,502	(\$31,749)
Total Revenues	\$653,440	\$485,851	\$500,251	\$471,502	(\$14,349)
Personnel Costs	\$500,027	\$396,472	\$380,961	\$379,477	(\$16,995)
Operating Expenses	\$35,798	\$47,100	\$46,600	\$47,100	\$0
Interdept. Charges	\$41,847	\$42,279	\$42,229	\$44,925	\$2,646
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$577,672	\$485,851	\$469,790	\$471,502	(\$14,349)
Rev. Over (Under) Exp.	\$75,768	\$0	\$30,461	\$0	\$0

Septic/Well/Lab Programs (Continued)



Program Highlights

License revenue consists of septic permit revenues and increase \$15,000, mainly due to an increase in program activity and a 2.4% fee increase. Charges for Service revenues are budgeted at \$75,000 and include \$50,000 in water sample fees and \$25,000 for preliminary site assessment fees.

Personnel costs decrease \$16,995 reflecting the transferring out of 1.00 FTE Environmental Health Supervisor to the Environmental Health program area, as well as the reclassification and transfer in of a Groundwater Program Coordinator to a Lead Environmental Health Sanitarian from the Environmental Health program area, further offset by the cost to continue of remaining positions.

Interdepartmental charges are budgeted to increase about \$2,600 due to a \$1,500 increase in communication costs and a \$1,360 increase in computer ownership charges.



Activity Data	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Number of Septic Permits Issued					
Conventional	190	185	175	185	-
Mound	154	185	175	185	-
Holding Tank	21	30	15	15	(15)
At Grade	7	5	5	5	-
Pressure Distribution	-	5	5	5	-

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

1-Objective: When necessary, ensure animal bite victims receive critical and time sensitive post-exposure rabies treatment. (PLU Strategic Plan objective 1.4)

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: Within 48 hours 100% of reported bite victims are advised to seek medical advice.

	2014 Actual	2015 Target	2015 Estimate	2016 Target
Number of reported animal bites	638	600	600	600
% bite victims seek medical advice within 48 hours	100%	100%	100%	100%



Activity Data	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Educational presentations on rabies control and animal neglect/abuse	44	40	40	40	-
Humane complaints	173	240	200	200	(40)

Humane Animal (continued)

2-Objective: Reduce occurrences of animal abuse and neglect. (PLU Strategic Plan objective 1.5)

Key Outcome Indicator: Provide education, advice, and enforcement on animal welfare, neglect and cruelty, by investigating reported incidents within 48 hours. Provide public education opportunities regarding animal welfare. Refer criminal animal neglect and abuse to the local law enforcement authority. As the population of Waukesha County ages we anticipate encountering more occurrences of hoarding, a mental health disorder most often seen in the elderly. We will create a committee to address issues surrounding general and animal hoarding cases, which will consist of personnel from both Environmental Health and Health and Human Services. Monitor animal welfare cases to prevent re-occurrences from happening.

Performance Measure: a 10% reduction in behavior reversion of past offenders

Measure	Year 2015 Benchmark	Year 2016 Goal	Year 2017 Goal
10% Reduction in behavior reversion	6.0%	4.0%	4.0%

Activity Data



	2014 Actual	2015 Target	2015 Estimate	2016 Target
# Reports animal abuse/neglect	173	225	200	200
% followed up within 48 hours	90%	90%	90%	90%

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	1.58	1.58	1.58	1.58	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$24,804	\$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 (Credit)	\$89,892	\$94,835	\$94,835	\$96,563	\$1,728
Total Revenues	\$114,696	\$144,835	\$144,835	\$146,563	\$1,728
Personnel Costs	\$101,148	\$109,657	\$107,064	\$112,683	\$3,026
Operating Expenses	\$11,733	\$19,300	\$17,600	\$18,150	(\$1,150)
Interdept. Charges	\$12,798	\$15,878	\$15,728	\$15,730	(\$148)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$125,679	\$144,835	\$140,392	\$146,563	\$1,728
Rev. Over (Under) Exp.	(\$10,983)	\$0	\$4,443	\$0	\$0

Program Highlights

License revenue consists of dog license surcharge revenues of \$50,000, unchanged from the 2015 budget.

Personnel costs increase \$3,026 due to the costs to continue existing staff levels. Operating expenses decrease \$1,150 mainly due to a \$1,000 reductions in budgeted medical expenses.

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

1-Objective: To ensure groundwater and surface water quality protection, and maintain code compliant County petroleum storage tank and chemical storage facilities. (PLU Strategic Plan objective 3.4)

Key Outcome Indicator: Percent of sites with no violations noted on annual Department of Agriculture, Trade and Consumer Protection Tank Inspection Reports for County facilities.

Performance Measure:	2014 Actual	2015 Target	2015 Estimate	2016 Target
% of County petroleum storage tanks and chemical storage facilities that are code compliant	100%	100%	95%	100%

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	0.90	0.90	0.90	0.90	0.00
General Government	\$0	\$0	\$12,800	\$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	\$11,000	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$25,000	\$25,000	\$29,492	\$25,000	\$0
County Tax Levy (Credit)	\$135,070	\$137,764	\$137,764	\$139,838	\$2,074
Total Revenues	\$171,070	\$162,764	\$180,056	\$164,838	\$2,074
Personnel Costs	\$92,158	\$94,631	\$94,521	\$97,466	\$2,835
Operating Expenses	\$24,473	\$57,300	\$55,675	\$56,300	(\$1,000)
Interdept. Charges	\$10,663	\$10,833	\$10,933	\$11,072	\$239
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$127,294	\$162,764	\$161,129	\$164,838	\$2,074

Rev. Over (Under) Exp.	\$43,776	\$0	\$18,927	\$0	\$0
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Program Highlights

General Fund Balance of \$25,000 is budgeted to fund the Land Recycling Program. This program is designed to identify, clean up and market those tax delinquent properties having redevelopment potential.

Personnel costs increase \$2,835 related to the cost to continue existing staff levels. Operating expenses decrease \$1,000 and include \$25,000 to conduct environmental reconnaissance for site assessments on properties the County is considering acquiring to determine if and how much pollution has contaminated the site and \$25,000 for the Land Recycling Program mentioned above.



Activity Data	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Env. Assessment Performed					
In REM (foreclosure) Property Reviewed	64	60	48	50	(10)
Number of Petroleum Storage Tanks					
Monitor for Compliance—Above Ground	53	53	53	53	-
Monitor for Compliance—Under Ground	6	6	6	6	-

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

1-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:	2014 Actual	2015 Target	2015 Estimate	2016 Target
For storm water permit sites >= 1 acre. Benchmark = 20 working days.	9	10	10	10
For storm water permit sites < 1 acre. Benchmark = 10 working days.	5	8	6	7

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	5.43	5.42	5.42	5.42	(0.00)
General Government	\$191,420	\$202,000	\$201,500	\$195,000	(\$7,000)
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$123,279	\$101,000	\$106,000	\$107,000	\$6,000
Interdepartmental	\$15,290	\$15,300	\$15,300	\$15,300	\$0
Other Revenue	\$47,138	\$111,000	\$75,000	\$105,000	(\$6,000)
Appr. Fund Balance	\$0	\$0	\$1,675	\$0	\$0
County Tax Levy (Credit)	\$286,074	\$267,994	\$267,994	\$272,680	\$4,686
Total Revenues	\$663,201	\$697,294	\$667,469	\$694,980	(\$2,314)
Personnel Costs	\$504,760	\$496,310	\$493,840	\$498,950	\$2,640
Operating Expenses	\$65,542	\$156,900	\$110,650	\$148,250	(\$8,650)
Interdept. Charges	\$46,580	\$44,084	\$47,006	\$47,780	\$3,696
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$616,882	\$697,294	\$651,496	\$694,980	(\$2,314)
Rev. Over (Under) Exp.	\$46,319	\$0	\$15,973	\$0	\$0

Land & Water Conservation (continued)



Program Highlights

General Government revenues are budgeted to decrease \$7,000 to \$195,000 mainly related to a decrease of \$12,000 for a pass-through grant from the state to cost-share the installation of conservation practices and meet state water runoff pollution control standards (Nonpoint Grant). This is partially offset by a \$5,000 increase to \$160,000 for the State Department of Agriculture, Trade and Consumer Protection (DATCP) staffing grant which is used to help offset a portion of land and water conservation staffing costs. General Government revenues also includes a \$15,000 pass-through grant to fund expenses related to the Wildlife Damage program.

Charges for Service revenues increase \$6,000 to \$107,000 mainly based on a \$5,000 increase to \$35,000 in storm water permit revenues based on current activity levels. Charges for service also include \$57,000 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. In addition, charges for service include \$15,000 from non-metallic mining reclamation permit fees.

Interdepartmental revenues remain at 2015 budgeted levels of \$15,300 related to reimbursement for administrative assistance to the Material Recovery Facility (MRF) program.

Other Revenues are budgeted to decrease \$6,000 to \$105,000 and includes \$30,000 in payments per an agreement with a gravel mining vendor for use of a County owned mine, a reduction of \$10,000 from the 2015 budget, offset by an increase of \$4,000 to \$5,000 in miscellaneous revenues; \$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; and \$20,000 for the sale of native plants and rain barrels to construct rain gardens and help mitigate storm water runoff pollution.

Personnel costs increase approximately \$2,600 related to the cost to continue existing staff levels. Operating expenses decrease just over \$8,600, mainly due to the reduction of the Non Point grant mentioned above which is partially offset with an increase for staff development costs. Interdepartmental charges increase \$3,700 mainly due to a \$2,700 increase for insurance and a \$1,200 increase in computer ownership charges.



Activity Data	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Number of Educational Presentations/Events	110	80	100	90	10
Number of Storm water Permits issued	78	50	60	55	5
Number of Construction Site Inspections	793	500	600	550	50
Number of Farm Compliance Inspections *	5	10	14	14	4

* Reflects 25% annual compliance checks for the Farmland Preservation Program as required by DATCP.

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

1-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:	2014 Actual	2015 Target	2015 Estimate	2016 Target
County HHW disposal costs per participating household	\$27.64	\$30.00	\$30.00	\$30.00

Hazardous Waste and County Facilities Recycling (continued)

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	0.25	0.25	0.25	0.25	0.00
General Government	\$71,940	\$63,300	\$61,000	\$66,000	\$2,700
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$3,000	\$3,000	\$3,000	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$395,171	\$392,000	\$390,000	\$404,000	\$12,000
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit) (a)	(\$102,518)	(\$107,291)	(\$107,291)	(\$107,014)	\$277
Total Revenues	\$364,593	\$351,009	\$346,709	\$365,986	\$14,977
Personnel Costs	\$18,175	\$18,382	\$19,002	\$19,576	\$1,194
Operating Expenses	\$350,683	\$329,800	\$328,450	\$344,250	\$14,450
Interdept. Charges	\$6,452	\$2,827	\$2,730	\$2,160	(\$667)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$375,310	\$351,009	\$350,182	\$365,986	\$14,977

Rev. Over (Under) Exp.	(\$10,717)	\$0	(\$3,473)	\$0	\$0
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(a) Levy Credit reflects revenues over expenses, which are used to offset expenses within other PLU department programs.

 **Program Highlights**

General government revenue are budgeted at \$66,000, an increase of \$2,700 from the 2015 budget. Participating communities pay approximately one-third of the County's HHW program collection costs. The Communities cost share has increased \$5,000 and is budgeted at \$55,000. Due to state budget cuts, State funding for hazardous waste disposal has been reduced \$2,300 to \$11,000.

Charges for services revenue includes a \$3,000 payment from Walworth County for use of the Muskego collection site. Through a Memorandum of Understanding, Walworth County residents, by referral, are able to utilize Waukesha County collection sites and events. Other revenues increase \$12,000 mainly due to landfill tipping fee revenue increases of \$14,000 to \$244,000 to meet increased program collection costs. Beginning in 2014, the Emerald Park Landfill operator (Advanced Disposal Services) pays the County \$156,000 on an annual basis and county staff administer all of the HHW program activities.

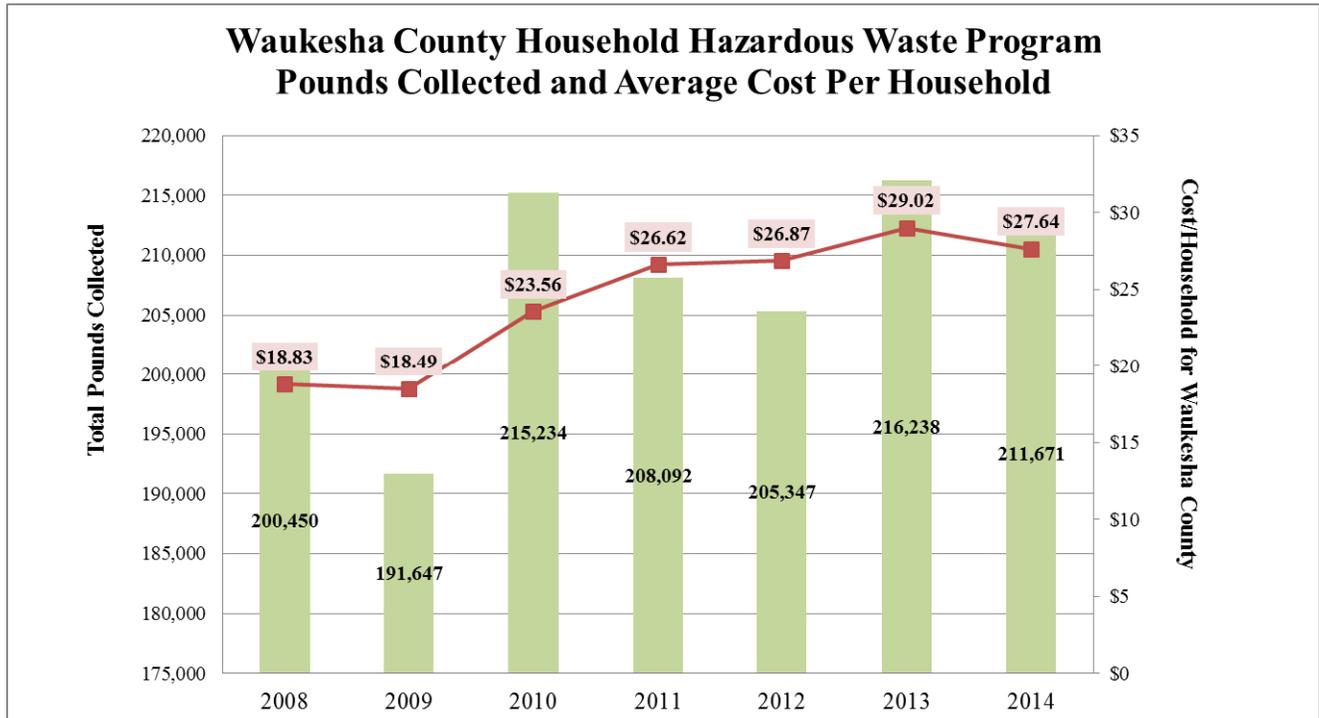
Personnel costs allocated for 0.25 FTE increase by nearly \$1,200 to \$19,600 to fund the cost to continue existing staff levels.

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 \$169,000 an increase of \$14,000 from the 2015 budget. Beginning in 2014, Advanced Disposal Services pays 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). 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 its 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.

Interdepartmental charges have decreased about \$700 mainly due to a reduction in insurance cost allocations.

 Activity Data	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Households served at Hazardous Waste Collection	5,583	5,800	5,600	5,600	(200)
Pounds of Hazardous waste collected	211,671	215,000	210,000	210,000	(5,000)
Pounds of HHW Per household	37.9	37.0	37.5	37.5	0.5
Number of Households using product exchange	209	400	200	200	(200)
Tons of office paper/containers recycled at County facilities/parks	289	325	300	325	-

Hazardous Waste and County Facilities Recycling (continued)



The chart shows that the number of pounds of household hazardous waste collected in 2014 decreased to 211,671 lbs. The cost to the County per participating household decreased due to reduced number of households served and total pounds collected

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

1-Objective: 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. (PLU Strategic Objective 6.2).

Performance Measure:	2014 Actual	2015 Target	2015 Estimate	2016 Target
Number of Jail Days Saved	1,236	1,300	1,300	1,300
Est. Value in \$ of service to the County	\$106,296	\$111,900	\$111,900	\$111,900

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.

2-Objective: 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:	2014 Actual	2015 Target	2015 Estimate	2016 Target
# of web based inquiries/% responded to within 2 business days	106/100%	100/100%	90/100%	85/100%

Administrative Services (continued)

3-Objective: 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.

County-wide Key Strategic Outcome: An environmentally responsible County

4-Objective: 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). (PLU Strategic Plan Objective 3.1)

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	8.50	8.39	8.39	8.07	(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	\$130,960	\$153,000	\$150,000	\$126,400	(\$26,600)
Other Revenue	\$247	\$300	\$300	\$152	(\$148)
Appr. Fund Balance	\$1,933	\$0	\$19,049	\$0	\$0
County Tax Levy (Credit)	\$656,638	\$678,114	\$678,114	\$688,686	\$10,572
Total Revenues	\$789,778	\$831,414	\$847,463	\$815,238	(\$16,176)
Personnel Costs	\$716,668	\$699,956	\$698,336	\$693,169	(\$6,787)
Operating Expenses	\$70,493	\$77,617	\$76,920	\$66,750	(\$10,867)
Interdept. Charges	\$50,275	\$53,841	\$53,315	\$55,319	\$1,478
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$837,436	\$831,414	\$828,571	\$815,238	(\$16,176)
Rev. Over (Under) Exp.	(\$47,658)	\$0	\$18,892	\$0	\$0



Program Highlights

Interdepartmental revenues decrease \$26,600 to \$142,000 related to management services charges to enterprise and special revenue funds mainly due to reallocation of staff time and a \$15,600 reduction of management service charges to Moor Downs golf course.

Personnel costs decrease about \$6,800 to \$693,200, largely due to a reduction of 0.32 FTE in extra help costs, partially offset by the cost to continue of existing positions. Operating expenses decrease approximately \$10,900 mainly due to a reduction of \$15,000 for computer consulting service, partially offset by an increase of \$4,600 for office equipment. Interdepartmental charges are increased about \$1,500 mainly due to computer ownership and insurance cost allocations.



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	2014	2015	2015	2016	Change From 2015	
	Actual	Adopted Budget	Estimate (a)	Budget	Adopted Budget \$	%
Revenues						
General Government (a) (b)	\$1,840,663	\$2,438,785	\$2,525,386	\$2,320,953	(\$117,832)	-4.8%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$0	\$0	\$0	\$0	\$0	N/A
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$510,791	\$628,159	\$628,009	\$628,159	\$0	0.0%
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$2,351,454	\$3,066,944	\$3,153,395	\$2,949,112	(\$117,832)	-3.8%
Expenditures						
Personnel Costs	\$197,787	\$229,395	\$214,541	\$223,902	(\$5,493)	-2.4%
Operating Expenses (a)	\$2,558,974	\$2,740,283	\$2,716,688	\$2,637,871	(\$102,412)	-3.7%
Interdept. Charges	\$92,757	\$97,266	\$97,166	\$87,339	(\$9,927)	-10.2%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$2,849,518	\$3,066,944	\$3,028,395	\$2,949,112	(\$117,832)	-3.8%
Rev. Over (Under) Exp.	(\$498,064)	\$0	\$125,000	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	2.85	2.85	2.85	2.85	0.00
Extra Help	0.00	0.00	0.00	0.00	0.00
Overtime	0.03	0.07	0.07	0.05	(0.02)
Total FTEs	2.88	2.92	2.92	2.90	(0.02)

- (a) 2015 Estimate includes a 2014 carryover of encumbered grant contracts that totaled \$1,563,577 and an approved request to carry-over 2014 expenditure appropriations that totaled \$1,922,046.
- (b) The 2016 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.

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.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	2.48	2.51	2.51	2.50	(0.02)
General Government (a)	\$1,104,318	\$1,334,000	\$1,190,000	\$1,330,160	(\$3,840)
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue (a)	\$341,650	\$460,000	\$460,000	\$460,000	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$1,445,968	\$1,794,000	\$1,650,000	\$1,790,160	(\$3,840)
Personnel Costs	\$171,640	\$199,591	\$185,555	\$193,349	(\$6,242)
Operating Expenses (a)	\$1,564,435	\$1,529,166	\$1,274,252	\$1,538,391	\$9,225
Interdept. Charges	\$60,803	\$65,243	\$65,193	\$58,420	(\$6,823)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,796,878	\$1,794,000	\$1,525,000	\$1,790,160	(\$3,840)
Rev. Over (Under) Exp.	(\$350,910)	\$0	\$125,000	\$0	\$0

(a) 2015 Estimate includes a 2014 carryover of encumbrances totaling \$897,349 and a 2014 carryover of \$843,306 through a separate ordinance. Unexpended appropriations at year end 2015 will be requested to be carried over to the 2016 Modified budget.



Program Highlights

Federal CDBG revenue from the Department of Housing and Urban Development (HUD) is budgeted at \$1,330,160, a reduction of \$3,840 from the 2015 budget.

Other revenue of \$460,000 includes revolving loan income estimated at \$275,000, repaid by Waukesha County Economic Development Corporation (WCEDC), and program income estimated at \$185,000, repaid by the City of Waukesha, Housing Development and Housing Rehabilitation programs.

Personnel costs decrease approximately \$6,200 mainly due to the cost to continue existing staffing level and an employee change of health care plan option. The CDBG program budget includes \$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 increase \$9,225, mainly due to an increase of almost \$9,000 for grants to communities.

Interdepartmental charges decrease \$6,823 mainly due to a \$7,000 reduction in administration overhead charges.

Community Development Block Grant (Cont.)

Major Departmental Strategic Outcomes and Objectives for 2016

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 allocation will target funding to the community objectives based on percentages identified in the Consolidated Plan.

Performance Measure:

The community objectives are further defined as:

Community Objective	Funding Target % of annual Allocation(a)	2014 Actual(b)	2015 Estimate	2016 Target
Housing	18%	17%	18%	9%
Economic Development	30%	26%	25%	27%
Public Service (outside neighborhood stabilization areas)	15%	15%	14%	15%
Public Service (within neighborhood stabilization areas)	10%	10%	10%	10%
Facilities	7%	8%	10%	14%
Administration	20%	20%	19%	20%

(a) Funding Target % of Annual Allocation is taken from the 2015-2019 Waukesha County Consolidated Plan.

(b) 2014 Actuals represent a percentage of the budgeted funding allocation. Unspent funding has been carried over to 2014. HUD calculates the percentage over the five year period of the consolidated plan.

“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 providing training opportunities and childcare assistance to increase the likelihood of persons keeping a job.

“Public Services” (outside neighborhood stabilization area): 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.

Community Development Fund **Parks and Land Use**

Program

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).

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	0.40	0.41	0.41	0.40	(0.01)
General Government (a)	\$743,065	\$1,104,785	\$1,200,000	\$990,793	(\$113,992)
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue (a)	\$169,141	\$168,159	\$168,009	\$168,159	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$912,206	\$1,272,944	\$1,368,009	\$1,158,952	(\$113,992)
Personnel Costs	\$26,147	\$29,804	\$28,986	\$30,553	\$749
Operating Expenses (a)	\$994,539	\$1,211,117	\$1,307,050	\$1,099,480	(\$111,637)
Interdept. Charges	\$31,954	\$32,023	\$31,973	\$28,919	(\$3,104)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,052,640	\$1,272,944	\$1,368,009	\$1,158,952	(\$113,992)
Rev. Over (Under) Exp.	(\$140,434)	\$0	\$0	\$0	\$0

(a) 2015 Estimate includes a 2014 carryover of encumbrances totaling \$666,228 and a 2014 carryover of \$943,354 through a separate ordinance. Unexpended appropriations at year end 2015 will be requested to be carried over to the 2016 Modified budget.



Program Highlights

Federal HOME revenues from the Department of Housing and Urban Development (HUD) are budgeted at \$990,793, a decrease of \$113,992 from the 2015 Budget.

Other revenues include program income which remains at the 2015 budget level of \$157,000 and lease payments from Wisconsin Partnership for Housing Development of \$11,159. 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 provides county reimbursed revenues.

Personnel costs increase nearly \$750 due to the cost to continue existing staffing level.

Operating expenses decrease \$111,637 mainly due to a decrease in grants to communities.

Interdepartmental charges decrease \$3,104 mainly due to a \$3,400 reduction in administration overhead charges.

HOME Investment Partnership Program (Cont.)

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

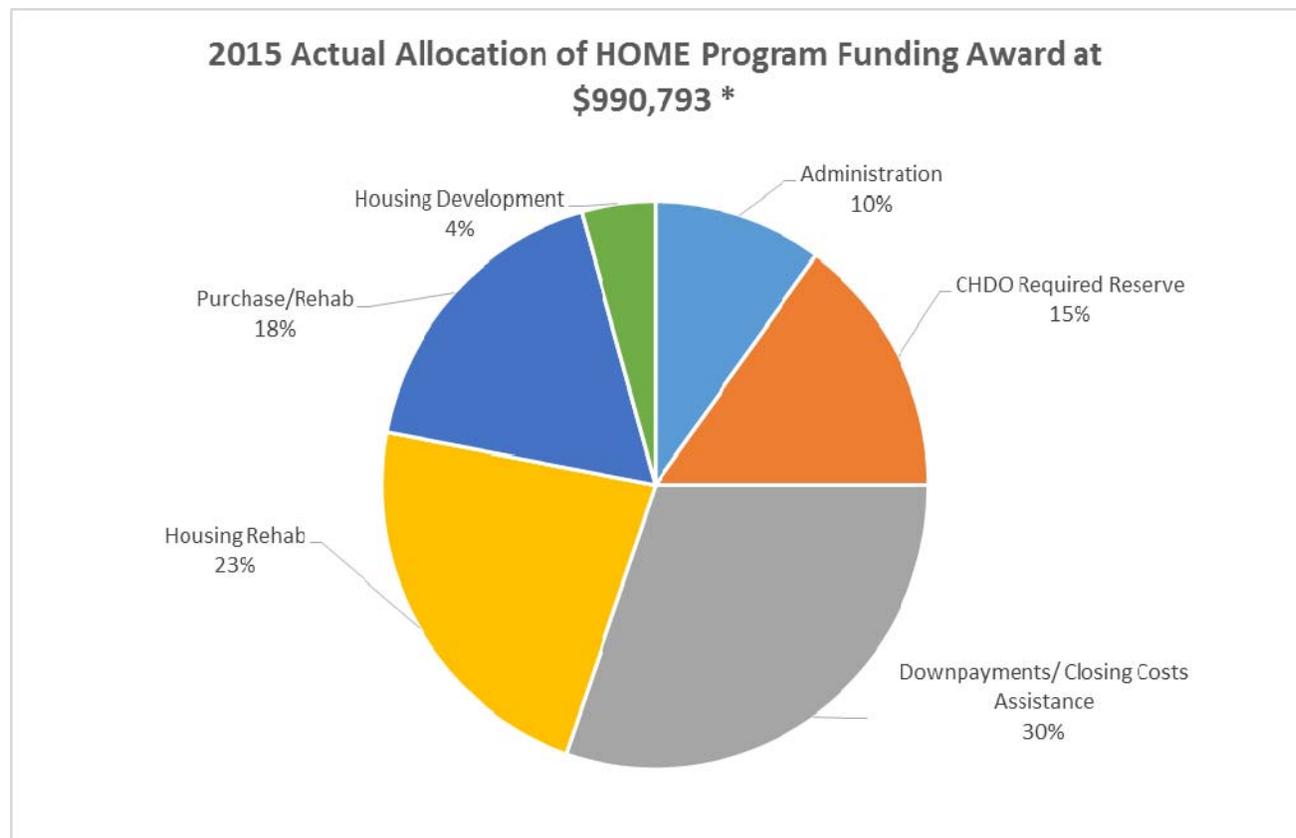
Activity #1: To provide services that improve affordable housing opportunities for low- and moderate- income households in the County. (HOME)

Key Outcome Indicator: The 2015 allocation will be used to improve or maintain housing affordability for all HOME recipients.



Activity

	2014 Actual	2015 Budget	2016 Budget	15-16 Budget Change
# of Down payment and Closing Cost Assistance	45	48	48	-
# of Actual Homebuyers	56	58	58	-
Housing Rehabilitation	3	12	12	-
Purchase/Rehab	11	10	10	-



* 2015 Allocation based on the Home Board Recommendation.

Other CDBG Grant Programs

Program Description

Administration for other grant assistance programs as funding is provided.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	No Staff Budgeted in this Program Area				
General Government (a)	(\$6,720)	\$0	\$135,386	\$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)	\$0	\$0	\$0	\$0	\$0
Total Revenues	(\$6,720)	\$0	\$135,386	\$0	\$0
Personnel Costs	\$0	\$0	\$0	\$0	\$0
Operating Expenses (a)	\$0	\$0	\$135,386	\$0	\$0
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$0	\$0	\$135,386	\$0	\$0
Rev. Over (Under) Exp.	(\$6,720)	\$0	\$0	\$0	\$0

(a) 2015 Estimate includes a 2014 carryover of \$135,386 through a separate ordinance. Unexpended appropriations at year end 2015 will be requested to be carried over to the 2016 Modified budget.



Program Highlights

The HUD – Neighborhood Stabilization Program (NSP) awarded to convert the former YWCA property in the City of Waukesha to affordable housing is almost completed and the program will be closed in 2015.



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 \$15 fee is collected and retained for Land Records Modernization efforts. Of this \$15, \$7 is sent to the Wisconsin Department of Revenue and \$8 is retained locally to support County land information modernization activities per State Statute 59.725.

Financial Summary	2014	2015	2015	2016	Change From 2015	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget	
					\$	%
Revenues						
General Government	\$0	\$1,000	\$1,000	\$1,000	\$0	0.0%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$451,928	\$720,000	\$600,000	\$650,400	(\$69,600)	-9.7%
Interdepartmental	\$15,500	\$15,500	\$15,500	\$15,500	\$0	0.0%
Other Revenue (a)	\$282,243	\$47,233	\$187,000	\$103,166	\$55,933	118.4%
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$749,671	\$783,733	\$803,500	\$770,066	(\$13,667)	-1.7%
Expenditures						
Personnel Costs	\$411,622	\$437,219	\$419,069	\$448,689	\$11,470	2.6%
Operating Expenses	\$201,072	\$212,774	\$211,724	\$246,772	\$33,998	16.0%
Interdept. Charges	\$136,976	\$133,740	\$133,190	\$74,605	(\$59,135)	-44.2%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$749,670	\$783,733	\$763,983	\$770,066	(\$13,667)	-1.7%
Rev. Over (Under) Exp.	\$1	\$0	\$39,517	\$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 2015 Estimate for Other Revenue exceeds budget due to the shifting of estimated landfill sitting fee revenue to be received in 2015 from the Tarmann Fund budget to offset estimated shortfalls in document recording fee revenue.

CURRENT AND PLANNED CAPITAL PROJECTS

Proj. #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of '16	Estimated Operating Impact	A=Annual T=One-Time
201406	Orthophotography	2020	\$195,500	0%	\$0	NA

Major Departmental Strategic Outcomes and Objectives: 2015-2017

County-Wide Key Strategic Outcome: A county that provides cost-effective services delivered with competence and skill

1 Objective: Create a web based system for delivery of land information to County staff and the general public which is efficient and user friendly. (Strategic Plan Objective 7.7)

Initiatives:

1. Move Land Information System to a private Cloud based storage system to reduce cost of internally hosting data.
2. Modify the availability of web-based land information for the convenience of mobile users.

Performance Measure	Year 2015 Benchmark	Year 2016 Goal	Year 2017 Strategic Plan Goal
Percentage of users who strongly agreed or somewhat agreed with the statement, "I find this Waukesha County mapping application to be useful."	92%	93%	95%
Percentage of users who strongly agreed or somewhat agreed with the statement, "I find this Waukesha County mapping application to be easy to use."	77%	78%	80%

2 Objective: Development of spatial datasets that are of importance to, and accessible by, multiple County departments and/or municipalities based on feedback received from these organizations. (Strategic Plan Objective 7.8)

Initiatives:

1. Develop viewable spatial datasets that are companion to Public Works Department and Parks Division asset databases.
2. Continue development of viewable spatial datasets that provide access to Planning Division permit data.
3. Continue working with local municipalities to identify opportunities where local spatial data could be consolidated with County data and efficiently hosted on the County Web mapping site.

Performance Measure	Year 2015 Benchmark	Year 2016 Goal	Year 2017 Strategic Plan Goal
Store and manage 100% of all shared spatial datasets that are centrally located and provide access to multiple departments	95%	95%	95%



Program Highlights

Charges for Service revenues decrease \$69,600 to \$650,400, which consist of document recording fee revenues, to reflect the estimated number of recorded documents, decreasing from 90,000 in 2015 to 81,300 in 2016. For Interdepartmental Revenues remain at \$15,500, related to an interagency agreement between LIS staff and the Department of Emergency Preparedness to provide street address maintenance services to assist in locating 911 calls. The agreement is anticipated to continue at current service levels. Other Revenue increase \$55,900 and includes \$101,200 of landfill siting revenues to help offset program expenditures as well as \$2,000 from the sale of an updated Street Atlas. Use of landfill siting revenues is planned to be phased out when document recording fees rebound to higher levels.

Personnel costs increase nearly \$11,500 or 2.6% and reflect the cost to continue existing 4.00 FTE staffing levels. Operating expenses increased almost \$34,000 due to switching from internally hosted data services to Cloud based data hosting services. This increase is more than offset by a decline in Interdepartmental charges of about \$59,000, related to decreases in computer technology maintenance and replacements costs.



Fund Purpose

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

Financial Summary	2014	2015	2015	2016	Change From 2015	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
Revenues						
General Government	\$4,600	\$0	\$305,250	\$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	\$136,113	\$200,000	\$185,000	\$200,000	\$0	0.0%
Appr. Fund Balance	\$700,000	\$800,000	\$800,000	\$800,000	\$0	0.0%
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$840,713	\$1,000,000	\$1,290,250	\$1,000,000	\$0	0.0%
Expenditures						
Personnel Costs	\$0	\$0	\$0	\$0	\$0	N/A
Operating Expenses	\$20,143	\$125,000	\$30,000	\$125,000	\$0	0.0%
Interdept. Charges	\$0	\$0	\$0	\$0	\$0	N/A
Fixed Assets	\$309,670	\$875,000	\$489,000	\$875,000	\$0	0.0%
Total Expenditures	\$329,813	\$1,000,000	\$519,000	\$1,000,000	\$0	0.0%
Rev. Over (Under) Exp.	\$510,900	\$0	\$771,250	\$0	\$0	N/A

Summary of Tarmann Fund Funding Sources 2013 – 2016

Revenue Source	2013 Actual	2014 Actual	2015 Budget	2016 Budget	Budget Change
DNR Stewardship Grant Reimbursements	\$0	\$4,600	\$0	\$0	-
Interest Income	\$77,343	\$69,313	\$100,000	\$100,000	-
Landfill Siting	\$153,337	\$66,799	\$100,000	\$100,000	-
Tarmann Fund Balance	\$0	\$0	\$800,000	\$800,000	-
Land Sales - Permits/Sales, Etc.	\$1,415	\$0	\$0	\$0	-
Total Revenues	\$232,095	\$140,712	\$1,000,000	\$1,000,000	-
Total Expenditures	\$383,251	\$329,813	\$1,000,000	\$1,000,000	-
Revenues Over/(Under) Expenditures	(\$151,156)	(189,101)	\$0	\$0	



Program Highlights

Other Revenues include \$100,000 of interest income earned on Tarmann Fund balance and \$100,000 of landfill siting fee revenues. Fund balance appropriation revenue of \$800,000 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 2015 budget levels 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 2016

**County-Wide Key Strategic Outcome: An Economically Vibrant County
An Environmentally Responsible county**

1 Objective: Using the Waukesha County Park and Open Space Plan, 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:	2014 Actual	2015 Target	2015 Estimate	2016 Target
Acres in Parks Plan	4,664	4,664	4,664	4,664
Acres of Parks Plan Acquired	4,021	4,300	4,100	4,200
% of Park Plan Acquired	86.2%	92.2%	87.9%	90.1%
Acres in Greenway Plan	8,301	8,301	8,301	8,301
Acres of Greenway Plan Acquired	3,288	3,500	3,596	3,800
% of Greenway Plan Acquired	39.6%	42.2%	43.3%	45.8%



Fund Purpose

This budget is comprised of three separate golf courses (Naga-Waukee, Wanaki, and Moor Downs) that are financed in a manner similar to private business enterprises. The Fund's purpose is to provide complete golfing facilities for the general public at an affordable rate, while not requiring a tax subsidy; to generate adequate income; to develop, maintain, and operate the facilities consistent with industry's standards; and to continue to provide on-going maintenance and some proposed improvements to the facilities, which will serve to provide safe and accessible facilities and enhance the recreational experience for the golfing public while maintaining a high level of usage at the facility.

Financial Summary	2014 Actual	2015 Adopted Budget	2015 Estimate	2016 Budget	Change From 2015 Adopted Budget	
					\$	%
Revenues						
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$2,740,942	\$3,100,000	\$3,000,000	\$3,208,100	\$108,100	3.5%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue (a)	\$8,082	\$15,000	\$10,000	\$25,000	\$10,000	66.7%
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$2,749,024	\$3,115,000	\$3,010,000	\$3,233,100	\$118,100	3.8%
Expenditures						
Personnel Costs	\$1,231,023	\$1,344,804	\$1,233,911	\$1,286,419	(\$58,385)	-4.3%
Operating Expenses	\$987,063	\$998,019	\$972,123	\$1,012,602	\$14,583	1.5%
Interdept. Charges	\$831,517	\$882,419	\$879,080	\$879,556	(\$2,863)	-0.3%
Fixed Assets (Memo) (c)	\$0	\$49,000	\$38,400	\$25,000	(\$24,000)	-49.0%
Total Expenditures	\$3,049,603	\$3,225,242	\$3,085,114	\$3,178,577	(\$46,665)	-1.4%
Operating Income/(Loss)	(\$300,579)	(\$110,242)	(\$75,114)	\$54,523	\$164,765	N/A
Cash Flow From Operations (b)	(\$134,269)	\$56,838	\$91,965	\$219,237	\$162,399	285.7%
Position Summary (FTE)						
Regular Positions	8.80	8.80	8.80	7.05	(1.75)	
Extra Help	18.90	15.97	15.97	18.00	2.03	
Overtime	1.04	0.73	0.73	0.73	0.00	
Total FTEs	28.75	25.50	25.50	25.78	0.28	

(a) In 2014, 2015 and 2016 interest income is budgeted in and accounted for by management only in the Naga-Waukee Golf Course program area.

(b) Cash Flow from operations for the 2014 actual is obtained from the County's 2014 Comprehensive Annual Financial Report (CAFR). Cash flow from operation figures for the 2015 budget, 2015 estimate and 2016 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.

**Golf Course Fund Parks & Land Use Outcome/
Objective/Program**

Major Departmental Strategic Outcomes and Objectives for 2016

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

1 Objective: 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)	2014 Actual	2015 Target	2015 Estimate	2016 Target
All three courses net operating income – EBITDA	\$261,400	(\$134,269)	\$56,838	\$91,965	\$219,157

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

2 Objective: In cooperation 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 2015.

Key Outcome Indicator: Reduction of resources committed to managing golf course cashiering operations by reducing point of sale hardware and eliminating redundant processes by 1st Qtr 2016.

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

3. Objective: Implement findings of the 2015 National Golf Foundation’s “Golf Business Study”

Key Outcome Indicator: Improved efficiencies, control of expenses, increase in revenues and increase in cash flow.

Naga-Waukee Golf Course

Program Description

Provides a well-maintained 18-hole golf course and support facilities without Tax Levy funds.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	12.22	10.73	10.73	11.02	0.28
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$1,429,406	\$1,700,000	\$1,600,000	\$1,732,000	\$32,000
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$8,082	\$15,000	\$10,000	\$25,000	\$10,000
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$1,437,488	\$1,715,000	\$1,610,000	\$1,757,000	\$42,000
Personnel Costs	\$514,603	\$543,805	\$516,495	\$567,199	\$23,394
Operating Expenses (excl. Depr. Exp)	\$372,344	\$405,094	\$375,444	\$421,100	\$16,006
Depreciation Expense	\$61,986	\$59,871	\$59,871	\$57,906	(\$1,965)
Interdept. Charges	\$389,877	\$416,990	\$417,862	\$430,942	\$13,952
Fixed Assets (Memo) (a)	\$0	\$10,000	\$38,400	\$25,000	\$15,000
Total Expenditures	\$1,338,810	\$1,425,760	\$1,369,672	\$1,477,147	\$51,387

Operating Income/(Loss)	\$98,678	\$289,240	\$240,328	\$279,853	(\$9,387)
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(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 increases \$32,000 to \$1,732,000 from greens fees, car rental, food/merchandise and discount card sales. Fees will be increased by a weighted average of approximately 6.9%, reflecting the market review in the National Golf Foundation 2015 study.

Other Revenues increases \$10,000 mainly due to a \$15,000 increase in donations which will be used for a patio improvement project, partially offset by a \$5,000 decrease in investment income to \$10,000, to reflect lower investment returns.

Personnel costs increase about \$23,400 to about \$567,200, which includes the cost to continue 3.25 FTE regular existing positions, and an increase of \$8,700 for additional extra help. FTE staffing numbers are impacted by changes in budgeted rates for seasonal employees.

Operating expense increase about \$16,000 mainly due to the \$15,000 patio improvement project mentioned above. Scheduled depreciation expenses have decreased about \$2,000 to \$57,900.

Interdepartmental charges increase nearly \$14,000 to \$431,000 mainly due to increases for vehicle costs and slight reallocation of management service charges. Budgeted fixed assets increase \$15,000 to \$25,000 to fund patio and driving range improvements.



Activity

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
9 Hole Rounds	60,848	73,200	64,500	68,200	(3,700)
Golf Car Rentals	26,356	25,750	25,750	25,750	-
ID Cards	903	1,300	1,000	1,000	(300)
9 Hole Play	17,758	20,200	18,500	19,800	(400)
18 Hole Play	21,545	26,500	23,000	24,200	(2,300)

Public Mid-Range Frost Belt Courses*		
	National Golf Foundation Median 2012 data	County 2014 Data
Gross Revenue(average)	\$1,047,000	\$1,437,488
Gross Revenue/Round	\$35.26	\$36.57
Rounds Played	29,681	39,303

*The National Golf Foundation benchmark comparison for golf courses in the Upper Midwest. Most recent data available is from 2012.

Naga-Waukee Golf Course Revenue				
	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Green Fees	\$811,187	\$1,020,000	\$925,000	\$1,020,000
Golf Cars	\$317,651	\$335,000	\$330,000	\$350,000
ID Cards	\$17,108	\$25,000	\$20,000	\$22,000
Food	\$168,324	\$175,000	\$175,000	\$175,000
Merchandise	\$89,141	\$100,000	\$100,000	\$100,000
Misc. Revenue	\$34,077	\$60,000	\$60,000	\$90,000
Total Revenue	\$1,437,488	\$1,715,000	\$1,610,000	\$1,757,000

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.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	11.87	10.54	10.54	10.65	0.11
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$1,041,857	\$1,120,000	\$1,120,000	\$1,183,600	\$63,600
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$1,041,857	\$1,120,000	\$1,120,000	\$1,183,600	\$63,600
Personnel Costs	\$499,839	\$546,326	\$500,937	\$561,395	\$15,069
Operating Expenses (excl. Depr. Exp)	\$373,474	\$343,861	\$360,211	\$355,200	\$11,339
Depreciation Expense	\$92,540	\$92,288	\$92,288	\$91,955	(\$333)
Interdept. Charges	\$337,760	\$355,657	\$353,457	\$365,839	\$10,182
Fixed Assets (Memo) (a)	\$0	\$15,000	\$0	\$0	(\$15,000)
Total Expenditures	\$1,303,613	\$1,338,132	\$1,306,893	\$1,374,389	\$36,257
Operating Income/(Loss)	(\$261,756)	(\$218,132)	(\$186,893)	(\$190,789)	\$27,343

(a) Total expenditures and net operating income/(loss) exclude capitalized fixed asset purchases to conform to financial accounting standards. Fixed asset purchases will be made from cash generated by operating revenues, and are included in the Department's fixed asset request.



Program Highlights

Charges for Services revenue from greens fees, car rental, food/merchandise and discount card sales have been increased \$63,600 to \$1,183,600. Fees will be increased by a weighted average of approximately 5.8% reflecting the market review in the National Golf Foundation 2015 study.

Personnel costs increase about \$15,100 to \$561,400, which includes the cost to continue 3.25 FTE existing regular full time staff, a \$740 increase in overtime and a \$4,700 increase in temporary extra help. FTE staffing numbers are impacted by changes in budgeted rates for seasonal employees. Operating expenses (excluding depreciation) increase about \$11,300 to \$355,200.

Operating expenses increase \$5,000 for pro shop merchandise expenses, \$4,000 for staff development, and a \$2,000 increase in utilities costs. Scheduled depreciation expenses have decreased approximately \$300.

Interdepartmental charges increase approximately \$10,200 to \$365,800, and include an increase of nearly \$8,000 increase for costs related to insurance and management services cost allocations, and \$2,000 for vehicle maintenance and replacement costs.

Wanaki Golf Course (continued)

Current and Planned Capital Projects

Proj. #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of '15	Estimated Operating Impact	Est. Annual Depreciation Expense
201309	Wanaki GC Bridge Replacement	2018	\$725,000	20%	TBD	\$27,250



Activity

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
9 Hole Rounds	49,726	51,100	51,100	51,920	820
Golf Car/Cart Rental	17,712	15,550	15,550	17,750	2,200
ID Cards	507	950	950	500	(450)
9 Hole Play	20,506	23,750	23,750	22,450	(1,300)
18 Hole Play	14,610	13,775	13,775	14,735	960

Public Mid-Range Frost Belt Courses*

	National Golf Foundation Median 2012 data	County 2014 Data
Gross Revenue (Average)	\$1,047,000	\$1,041,856
Gross Revenue/Round	\$35.26	\$29.67
Rounds Played	29,681	35,116

*The National Golf Foundation benchmark comparison for golf courses in the Upper Midwest. Most recent data available is from 2012.

Wanaki Golf Course Revenue

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Green Fees	\$591,117	\$665,000	\$665,000	\$696,000
Golf Cars	\$149,454	\$140,000	\$140,000	\$155,000
ID Cards	\$9,555	\$20,000	\$20,000	\$12,600
Food	\$160,988	\$155,000	\$155,000	\$165,000
Merchandise	\$109,619	\$120,000	\$120,000	\$125,000
Misc.	\$21,124	\$20,000	\$20,000	\$30,000
Total	\$1,041,857	\$1,120,000	\$1,120,000	\$1,183,600

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.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	4.65	4.23	4.23	4.12	(0.11)
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$269,679	\$280,000	\$280,000	\$292,500	\$12,500
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)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$269,679	\$280,000	\$280,000	\$292,500	\$12,500
Personnel Costs	\$216,581	\$254,673	\$216,479	\$157,825	(\$96,848)
Operating Expenses (excl. Depr. Exp)	\$71,799	\$81,984	\$69,389	\$71,588	(\$10,396)
Depreciation Expense	\$14,920	\$14,921	\$14,920	\$14,853	(\$68)
Interdept. Charges	\$103,880	\$109,772	\$107,761	\$82,775	(\$26,997)
Fixed Assets (Memo) (a)	\$0	\$24,000	\$0	\$0	(\$24,000)
Total Expenditures	\$407,180	\$461,350	\$408,549	\$327,041	(\$134,309)
Operating Income/(Loss)	(\$137,501)	(\$181,350)	(\$128,549)	(\$34,541)	\$146,809

(a) Total expenditures and net operating income/(loss) exclude capitalized fixed asset purchases to conform to financial accounting standards. Fixed asset purchases will be made from cash generated by operating revenues, and are included in the Department's fixed asset request.



Program Highlights

Charges for Services revenue from greens fees, car rental, food/merchandise and discount card sales are budgeted to increase \$12,500 to \$292,500. Fees will be increased by a weighted average increase of 8.25% or about \$1.00 per round, reflecting the market review in the National Golf Foundation 2015 study.

To reduce annual operating losses and impact on the golf course fund, total budgeted expenditures decrease about \$134,309 to \$327,041.

Personnel costs decrease approximately \$96,800 mainly due to unfunding of 1.00 FTE Golf Supervisor position and 0.75 FTE of a Parks Maintenance Worker which is partially offset by an approximately \$40,700 increase in seasonal extra help.

Operating expenses (excluding depreciation expenses) decrease \$10,396 to \$71,588 mainly due to reductions of \$5,000 for consulting services, \$3,000 in utility charges, and \$1,800 for staff development costs.

Interdepartmental charges decrease \$26,997 to \$82,775 mainly due to a \$25,600 reduction in management service charges.

Fixed assets have been reduced \$24,000 due to one-time purchases of irrigation equipment in 2015.

Moor Downs Golf Course (Continued)



Activity

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
9 Hole Rounds	19,317	19,150	19,950	19,150	-
Golf Car Rental	10,022	5,800	5,800	5,800	-
ID Cards	45	600	100	100	-
9 Hole Play	19,077	19,000	19,875	19,000	-
18 Hole Play	80	75	75	75	-

9 hole Public Mid-Range Frost Belt Courses*

	National Golf Foundation Median 2012 data	2014 Data
Gross Revenue (average)	N/A	\$269,679
Gross Revenue/Round	N/A	\$14.07
Rounds played	15,935	19,157

*The National Golf Foundation benchmark comparison for golf courses in the Upper Midwest. Most recent data available is from 2012.

Moor Downs Golf Course Revenue*

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Green Fees	\$175,167	\$185,000	\$192,800	\$200,000
Golf Cars	\$62,527	\$45,000	\$45,000	\$50,000
ID Cards	\$855	\$10,000	\$2,200	\$2,500
Concessions	\$22,094	\$25,000	\$25,000	\$25,000
Merchandise	\$7,003	\$10,000	\$10,000	\$10,000
Misc. Revenues	\$2,033	\$5,000	\$5,000	\$5,000
Total Revenue	\$269,679	\$280,000	\$280,000	\$292,500



Ice Arenas Fund

Parks & Land Use

Fund Purpose

To provide quality ice skating facilities at competitive and affordable rates providing efficiency and quality of services to the public. With a goal of exceeding the recreational and entertainment expectations of the customers by proper management of activities and events of the Ice Arenas.

Financial Summary	2014	2015	2015	2016	Change From 2015	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
Revenues						
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$1,056,045	\$1,070,500	\$1,070,500	\$1,070,500	\$0	0.0%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$14,660	\$11,000	\$12,200	\$12,200	\$1,200	10.9%
Appr. Fund Balance	\$5,000	\$25,000	\$25,000	\$0	(\$25,000)	-100.0%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$1,075,705	\$1,106,500	\$1,107,700	\$1,082,700	(\$23,800)	-2.2%
Expenditures						
Personnel Costs	\$500,850	\$506,665	\$494,239	\$515,631	\$8,966	1.8%
Operating Expenses (b)	\$540,214	\$593,153	\$567,652	\$577,231	(\$15,922)	-2.7%
Interdept. Charges	\$88,109	\$88,190	\$84,940	\$87,663	(\$527)	-0.6%
Fixed Assets (Memo) (c)	\$77,832	\$0	\$0	\$71,500	\$71,500	N/A
Interdept. Debt-Prin (d)	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$1,129,173	\$1,188,008	\$1,146,831	\$1,180,525	(\$7,483)	-0.6%
Operating Income/(Loss) (b)	(\$53,468)	(\$81,508)	(\$39,131)	(\$97,825)	(\$16,317)	N/A
Cash Flow From Operations (a)	\$15,551	\$25,333	\$79,449	\$41,933	\$16,600	65.5%

Position Summary (FTE)

Regular Positions	4.91	4.91	4.91	4.91	0.00
Extra Help	4.44	4.05	4.05	4.05	0.00
Overtime	0.00	0.00	0.00	0.00	0.00
Total FTEs	9.35	8.96	8.96	8.96	0.00

- Cash Flow from operations for the 2014 actual is obtained from the County's 2014 Comprehensive Annual Financial Report (CAFR). Cash flow from operation figures for the 2015 budget, 2015 estimate and 2016 budget consist of estimates based on total operating revenues (excluding fund balance) less expenditures, excluding depreciation expense.
- 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.
- 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.
- 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 2016**County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill**

1 Objective: Provide affordable ice skating opportunities through cost-effective management.

Key Outcome Indicator 1: Percentage of booked prime time (contracted) ice rentals 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:	2013 Actual	2014 Actual	2015 Target	2015 Estimate	2016 Target
Naga-Waukee: Prime hours utilized	69%	64%	70%	68%	70%
Eble: Prime hours utilized	65%	60%	65%	68%	70%

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:	2013 Actual	2014 Actual	2015 Target	2015 Estimate	2016 Target
Naga-Waukee: Non-prime hours utilized	18%	18%	20%	18%	20%
Eble: Non-prime hours utilized	20%	19%	20%	21%	21%

Key Outcome Indicator 3: Program and facility user survey should result in at least 80% customer service satisfaction for clean, safe and well maintained buildings and grounds.

Performance Measure:	2013 Actual	2014 Actual	2015 Target	2015 Estimate	2016 Target
Naga-Waukee Survey results	NA	N/A	80%	85%	85%
Eble Survey results	NA	N/A	80%	85%	85%

Current and Planned Capital Projects

Proj. #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of '15	Estimated Operating Impact	Est. Annual Depreciation Expense
201608	Naga-Waukee Dasher Board Replacement	2016	\$216,800	0%	Reduced	\$10,800

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.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	4.50	4.28	4.28	4.29	0.01
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$519,641	\$516,500	\$516,500	\$516,500	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$9,158	\$11,000	\$11,000	\$11,000	\$0
Appr. Fund Balance	\$0	\$25,000	\$25,000	\$0	(\$25,000)
County Tax Levy	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$528,799	\$552,500	\$552,500	\$527,500	(\$25,000)
Personnel Costs	\$240,010	\$248,184	\$243,051	\$253,507	\$5,323
Operating Expenses (excl. Depr. Exp)	\$224,952	\$273,479	\$249,899	\$261,295	(\$12,184)
Depreciation Expense (a)	\$62,988	\$59,856	\$59,855	\$56,377	(\$3,479)
Interdept. Charges	\$41,627	\$38,535	\$36,135	\$37,637	(\$898)
Fixed Assets (Memo) (b)	\$0	\$0	\$0	\$6,500	\$6,500
Total Expenditures	\$569,577	\$620,054	\$588,940	\$608,816	(\$11,238)
Operating Income/(Loss) (a)	(\$40,778)	(\$67,554)	(\$36,440)	(\$81,316)	(\$13,762)

(a) 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.

(b) Total expenditures and net operating income/(loss) exclude capitalized fixed asset purchases and debt principal payments to conform with financial accounting standards. Fixed Asset purchases will be made from cash generated by operating revenues, and are included in the Department's fixed assets request.

 Program Highlights

Charges for service revenue remain at 2015 budget level of \$516,500. Other revenues includes investment income which remains at the 2015 budget level of \$10,000 and \$1,000 in miscellaneous revenues. Fund balance appropriation is eliminated due to a 2015 one-time appropriation of \$25,000 to fund a mold removal project on the exterior of the building. Public skating and lesson fees may be adjusted as necessary to maintain market position.

Personnel costs increase \$5,323 due to the cost to continue existing staff levels. Operating costs, excluding budgeted depreciation, decrease approximately \$12,200, mainly due to a reduction of \$25,000 related to the mold removal project mentioned above which is partially offset with an increase of \$12,500 related a rink dasherboard and glass replacement project. Interdepartmental charges decrease nearly \$900 due to a slight decrease in telephone charges. Fixed assets include \$6,500 to fund a compressor overhaul project.



Activity	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	2016 vs. 2015 Budget Change
Contract Ice Hours	1,842	1,600	1,600	1,600	-
Public Skating Attendance	10,231	10,700	10,700	10,700	-
No. of Skate Rentals	4,740	5,500	5,500	5,500	-

Naga-Waukee Ice Arena Revenue

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	2016 vs. 2015 Budget Change
Public Skating	\$80,993	\$79,500	\$79,500	\$79,500	-
Learn to Skate Program	\$26,956	\$19,000	\$19,000	\$19,000	-
WCHL - Hockey League	\$81,936	\$75,000	\$75,000	\$75,000	-
Contracted Ice	\$283,703	\$295,000	\$295,000	\$295,000	-
Concession	\$46,053	\$46,000	\$46,000	\$46,000	-
Investment Income	\$7,560	\$10,000	\$10,000	\$10,000	-
Merch/Bds/Misc	\$1,598	\$3,000	\$3,000	\$3,000	-
Total	\$528,799	\$527,500	\$527,500	\$527,500	-

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.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	4.85	4.68	4.68	4.66	(0.01)
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$536,404	\$554,000	\$554,000	\$554,000	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$5,502	\$0	\$1,200	\$1,200	\$1,200
Appr. Fund Balance	\$5,000	\$0	\$0	\$0	\$0
County Tax Levy	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$546,906	\$554,000	\$555,200	\$555,200	\$1,200
Personnel Costs	\$260,840	\$258,481	\$251,188	\$262,124	\$3,643
Operating Expenses (excl. Depr. Exp)	\$173,471	\$187,833	\$174,173	\$176,178	(\$11,655)
Depreciation Expense (a)	\$78,803	\$71,985	\$83,725	\$83,381	\$11,396
Interdept. Charges	\$46,482	\$49,655	\$48,805	\$50,026	\$371
Fixed Assets (Memo) (b)	\$77,832	\$0	\$0	\$65,000	\$65,000
Total Expenditures	\$559,596	\$567,954	\$557,891	\$571,709	\$3,755

Operating Income/(Loss) (a)	(\$12,690)	(\$13,954)	(\$2,691)	(\$16,509)	(\$2,555)
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(a) Budgeted depreciation expense includes only the County's portion of the capital investment, and excludes donations as contributed capital. As a result, the operating income/(loss) differs from the comprehensive annual financial statement, which includes donations as contributed capital resulting in higher depreciation expense.

(b) Total expenditures and net operating income/(loss) exclude capitalized fixed asset purchases and debt principal payments to conform with financial accounting standards. Fixed Asset purchases will be made from cash generated by operating revenues, and are included in the Department's fixed assets request.

Program Highlights

Charges for service revenue is budgeted to remain at 2015 budgeted levels of \$554,000. The 2015 public skating fees and skating instruction fees may be adjusted as necessary to maintain market position.

Personnel costs increased approximately \$3,600 to \$262,124, mainly due to the cost to continue existing staffing levels. Operating costs excluding depreciation are budgeted to decrease about \$11,655 to \$176,178. The decrease is mainly due to a \$3,000 reduction in budgeted utility cost, \$4,800 reduction in small equipment and a \$4,300 reduction in planned maintenance. Operating expenses includes \$10,650 for maintenance projects, including \$4,000 for rest room hand dryers, \$3,050 concrete picnic table, \$2,400 for on demand hot water, and \$1,200 for a water bottle filling drinking fountain. Depreciation expenses increase approximately \$11,400 due to recent improvements. Fixed assets include \$65,000 to fund the Chiller inspection project of \$50,000 and locker room improvements of \$15,000.

Activity	2014	2015	2015	2016	2016 vs. 2015
	Actual	Budget	Estimate	Budget	Budget Change
Contract Ice Hours	1,664	1,700	1,700	1,700	-
Public Skating Attendance	11,048	12,000	12,000	12,000	-
No. of Skate Rentals	5,371	7,000	7,000	7,000	-

Eble Ice Arena Revenue

	2014	2015	2015	2016	2016 vs. 2015
	Actual	Budget	Estimate	Budget	Budget Change
Public Skating	\$97,369	\$90,000	\$90,000	\$90,000	-
Learn to Skate Program	\$19,294	\$21,000	\$21,000	\$21,000	-
WCHL – Hockey League	\$72,816	\$58,000	\$58,000	\$58,000	-
Contracted Ice	300,306	\$325,000	\$325,000	\$325,000	-
Concession	\$46,619	\$50,000	\$50,000	\$50,000	-
Merch/Bds/Misc	\$5,502	\$10,000	\$11,200	\$11,200	\$1,200
Total	\$541,906	\$554,000	\$555,200	\$555,200	





Fund Purpose/Program Description

As the designated Responsible Unit for 25 Waukesha County municipalities, the County promotes 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). This includes overseeing a privately operated City/County 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 are 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, recycling grants and recyclable collection services at 13 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	2014	2015	2015	2016	Change From 2015	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
Revenues						
General Government	\$947,620	\$950,000	\$948,000	\$888,500	(\$61,500)	-6.5%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$89,161	\$0	\$0	\$0	\$0	N/A
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$1,029,055	\$2,470,400	\$2,047,000	\$2,314,000	(\$156,400)	-6.3%
Appr. Fund Balance (a)(b)	\$1,028,837	\$1,100,000	\$1,100,000	\$1,342,500	\$242,500	22.0%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$3,094,673	\$4,520,400	\$4,095,000	\$4,545,000	\$24,600	0.5%
Expenditures						
Personnel Costs	\$363,675	\$360,915	\$367,766	\$383,883	\$22,968	6.4%
Operating Expenses (a)(c)	\$1,778,508	\$3,781,697	\$3,121,497	\$3,908,796	\$127,099	3.4%
Interdept. Charges	\$217,332	\$193,896	\$187,496	\$215,187	\$21,291	11.0%
Fixed Assets (Memo) (b)	\$0	\$0	\$0	\$100,000	\$100,000	N/A
Total Expenditures	\$2,359,515	\$4,336,508	\$3,676,759	\$4,507,866	\$171,358	4.0%
Operating Income/(Loss)	\$735,158	\$183,892	\$418,241	\$37,134	(\$146,758)	-79.8%
Position Summary (FTE)						
Regular Positions	4.15	4.15	4.15	4.15	0.00	
Extra Help	1.30	1.20	1.20	1.25	0.05	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total FTEs	5.45	5.35	5.35	5.40	0.05	

- (a) MRF Fund Balance appropriation of \$1,100,000 for 2015 includes prior-year State Recycling Grant revenues received above budgeted amounts, and \$1,000,000 is appropriated to pay for the disbursement payments to municipalities participating in the County's recycling program. The remaining \$100,000, consists of prior-year State Recycling Efficiency Initiative (REI) grant dollars, which are budgeted to provide yard-waste composting services to municipalities with a 10 year cost sharing agreement starting in 2013. MRF Fund Balance appropriation for 2016 includes prior-year State Recycling Grant revenues received above budgeted amounts, and \$1,193,000 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. An additional \$77,500 in equipment replacement revenues received from the county's recycling processor designated for capital improvements. The remaining \$72,000 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.
- (c) Operating expenses include \$515,000 in Depreciation costs. The 2015 budget includes \$404,500 in Depreciation costs. The 2015 estimate includes \$400,000 in Depreciation costs, and the 2014 actuals include \$138,408 in Depreciation costs.



Program Highlights

The 2015 and 2016 budget are transition years for the Waukesha County Recycling Program. The program, along with the 25 municipal partners, will complete the conversion to a single sort recyclable collection and processing system. The collected residential recyclable material are directly hauled to the joint City/County Recycling Facility located in the City of Milwaukee's Menomonee Valley ("Valley MRF"). As a result of the final transition phases, the budget reflects the new Operational Agreement with ReCommunity Inc, and the Intergovernmental Agreement with the City of Milwaukee. The transition to single sort collection results in an anticipated increase in recycling tonnage collected of over 25% (19,000 to 25,000 tons) over a three year period, starting in 2015.

General Government revenues are budgeted at \$888,500, which consists of the State Recycling Grant and includes grants of \$785,000 for communities currently in the County program. Due to projected state budget cuts in 2016, grant revenues are reduced \$165,000 or 17.4%. An additional \$103,500 of grant funding has been added in anticipation of several new communities joining the County program in 2016.

Overall, other revenues decrease \$156,400 to \$2,314,000, mainly due to a decrease of \$168,000 from the 2015 budget related to a per ton fee collected from the county's recycling processor and reserved for future capital improvements. These revenues are still accounted for and will be used to pay for future capital improvements, but in the form of MRF fund balance. Other Revenues mainly consist of material sales revenues that are projected to decrease \$11,100 to \$2,127,300. Education fee revenue related to \$2 per ton fee provided by the private processing vendor is budgeted to increase \$3,700 to \$57,700 based on an increase in tonnage, and revenue for the sale of compost bins and the cost share for the composting program is budgeted to increase \$19,000 to \$29,000. Landfill fees are budgeted to remain at 2015 budgeted levels of \$100,000 to assist in covering transition costs.

Appropriated MRF Fund Balance increases \$242,500 to \$1,342,500 and includes \$1,193,000 to fund the base dividend and recycling incentive portion of the annual recycling dividend paid to participating municipalities (discussed below). In addition, \$77,500 is budgeted to fund future capital improvements at the Valley MRF (using prior year equipment replacement revenues), and the remaining \$72,000 in MRF Fund Balance, consists of prior-year State Recycling Efficiency Initiative (REI) grant funding and is used to provide yard waste composting services to municipalities. Cost-sharing agreements with each participating municipality will 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 increase by \$22,968, reflecting cost to continue existing staff levels, as well as increases in health insurance costs of nearly \$11,700 related to changes in employee health plan selection, as well as a slight 0.05 FTE increase in extra help.

Operating expenses are budgeted to increase about \$127,100 from the 2015 budget. Depreciation expenses increase \$110,500 from 2015 due to 2016 being the first full year of depreciation on the new facility. Repair and Maintenance costs increase \$77,500 to fund scheduled maintenance projects at the Valley MRF facility. Grants to communities increase \$43,000 mainly due to the inclusion of an additional \$192,800 of dividend payments for new communities joining the County program as mentioned above, as well as \$30,900 increase in additional educational promotions, printing and postage costs. These increases are partially offset by decreases in contracted service costs for processing recyclable, yard waste compost and media buys by \$60,000, transportation services decrease by \$39,000 due to new 7 year contract for municipal drop off site collections, Waste disposal costs are reduced \$13,500 due to the (Act 301) State waving landfill tipping fee for residue derived from certified MRF and Consulting Services for Education on single sort collection system are reduced by \$10,000.

Interdepartmental charges have increased just over \$21,000 to \$215,187 mainly due to a \$25,000 increase in administrative overhead charges which are partially offset by a \$4,800 reduction in drop off site and building maintenance costs.

Fixed assets increase by \$100,000, which are designated for future equipment repair/replacement in accordance with the intergovernmental agreement with Milwaukee.

Recycling disbursements to communities participating in the County's Recycling program (mentioned above, and displayed in the table below) remain fairly constant overall. However, individual components of the disbursement are modified to reflect possible program changes and recently executed intergovernmental agreements with participating municipalities. The disbursement includes a base dividend and recycling incentive, along with a direct haul compensation, recycling container credit, and yard waste composting. The table below and accompanying footnotes describe each of these disbursement components in detail, as well as 2016 changes. Note that the first two components of the disbursements include additional amounts to allow for up to three additional municipalities that have expressed an interest in consolidating into the Waukesha County Recycling Program.

Disbursement and other grants to communities: 2015 and 2016

	'15 Budget	'16 Budget	Bud. Chng.	% Chng.
Base Dividend (a)	\$500,000	\$581,000	\$81,000	16.2%
Recycling Incentive (b)	\$500,000	\$612,000	\$112,000	22.4%
Direct Haul Compensation (c)	\$310,000	200,000	(\$110,000)	(35.5%)
Recycling Container Credit (d)	\$490,000	\$450,000	(\$40,000)	(8.2%)
Subtotal Disbursement to Participating Municipalities	\$1,800,000	\$1,843,000	\$43,000	2.4%
Other Recycling Grants to Communities/Organizations (e)	\$128,000	\$88,000	(\$40,000)	(31.3%)
Total Grants to Communities	\$1,928,000	\$1,931,000	\$3,000	0.2%

- (a) Base dividend is proportional to community recycling program costs, including municipal contracts for recyclable collection services. Amount shown is what will be allocated based on community financial reports.
- (b) Recycling Incentive is based on the tons of recycling material processed at the MRF for each community. Amount shown will be allocated proportionally based on tonnage reports.
- (c) Direct Haul Compensation is based on the additional costs communities must pay to haul recyclables directly to the Joint MRF in Milwaukee compared to the Waukesha MRF location.
- (d) Recycling Container Credit is a standard per household payment, based on container size, to support the costs of the recycling containers in local hauling contracts.
- (e) Other recycling grants to communities include funding for green school program, special event recycling program, subsidies for recyclables drop-off site operations and yard waste composting program.



Activity Data	2014 Actual	2015 Budget	2015 Estimate (a)	2016 Budget	Budget Change
Tons processed at County compost facility	4,170	8,200	6,000	6,000	(2,200)
Tons of office paper and containers recycled – County	289	295	300	325	30
Number of participants in education presentation/events	7,143	5,000	5,000	5,500	500
Lbs. of residential computers recycled (a)	1,425,000	1,000,000	500,000	1,000,000	-

- (a) Due to contract performance issues no municipal electronics recycling collection sites have operated through August of 2015.

MRF Program Units

Financial Summary	2014	2015		2016	Change From 2015	
	Actual	Adopted Budget	2015 Estimate	2016 Budget	Adopted Budget \$	%
MRF-Operations						
Revenues	\$2,065,836	\$3,252,400	\$2,845,000	\$3,202,500	(\$49,900)	-1.5%
Appr. Fund Balance	\$1,028,837	\$1,100,000	\$1,100,000	\$1,265,000	\$165,000	15.0%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$2,359,515	\$4,336,508	\$3,676,759	\$4,430,366	\$93,858	2.2%
Operating Income/(Loss)	\$735,158	\$15,892	\$268,241	\$37,134	21,242	133.7%
MRF-Equipment Replacement						
Revenues (a)	\$0	\$168,000	\$150,000	\$0	(\$168,000)	-100.0%
Appr. Fund Balance (a)	\$0	\$0	\$0	\$77,500	\$77,500	N/A
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$0	\$0	\$0	\$77,500	\$77,500	N/A
Operating Income/(Loss)	\$0	\$168,000	\$150,000	\$0	(168,000)	-100.0%
MRF Total						
Revenues	\$2,065,836	\$3,420,400	\$2,995,000	\$3,202,500	(\$217,900)	-6.4%
Appr. Fund Balance	\$1,028,837	\$1,100,000	\$1,100,000	\$1,342,500	\$242,500	22.0%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$2,359,515	\$4,336,508	\$3,676,759	\$4,507,866	\$171,358	4.0%
Operating Income/(Loss)	\$735,158	\$183,892	\$418,241	\$37,134	(146,758)	-79.8%

- (a) In 2016, \$77,500 in MRF fund balance is budgeted to fund capital improvements, previously budgeted in an Other Revenue account in 2015. This consists of prior year equipment replacement revenues based on a per ton fee paid by the county recycling processor for county recycling tonnage. This revenue will continue to be accounted for and will continue to be used for future capital improvements moving forward.

Major Departmental Strategic Outcomes and Objectives for 2016

County-Wide Key Strategic Outcome: An environmentally responsible County

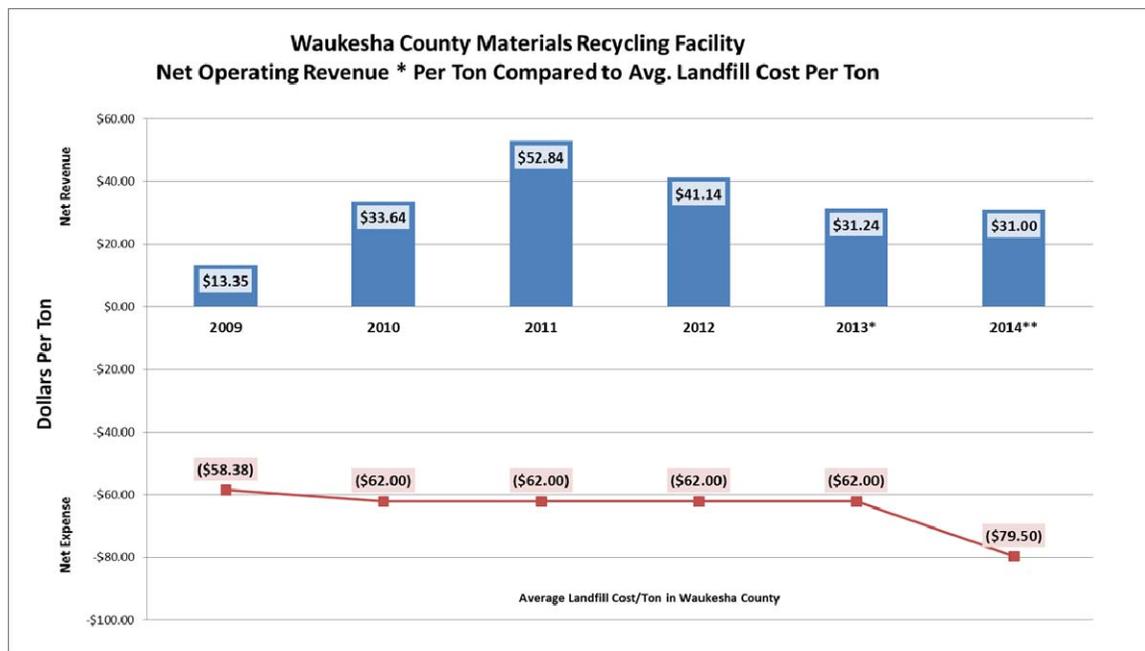
1 Objective: Maximize recycling rates and net revenues through a joint single stream Material Recovery Facility (MRF) with the City of Milwaukee. (Strategic Objective 3.3)

Key Outcome Indicators:

1. Develop and implement a plan to provide larger recycling containers for participating communities to improve recycling rates.
2. Develop and implement a public educational campaign to promote a conversion to single sort recycling and to minimize Joint MRF residue rates.
3. Prepare and implement a plan to transport County recyclables to the Joint MRF in the most cost effective manner for each community.

Performance Measures	Year 2015 Benchmark	Year 2016 Goal	Year 2017 Goal
Annual County recycling tons processed increasing 25%	22,000	25,000	25,000
Total annual Joint MRF recycling tons processed > 60,000 tons	60,000	60,000	60,000
% residue for County tons processed at Joint MRF < 8%	10%	8%	8%
100% of households converted to larger container/single sort	90%	100%	100%

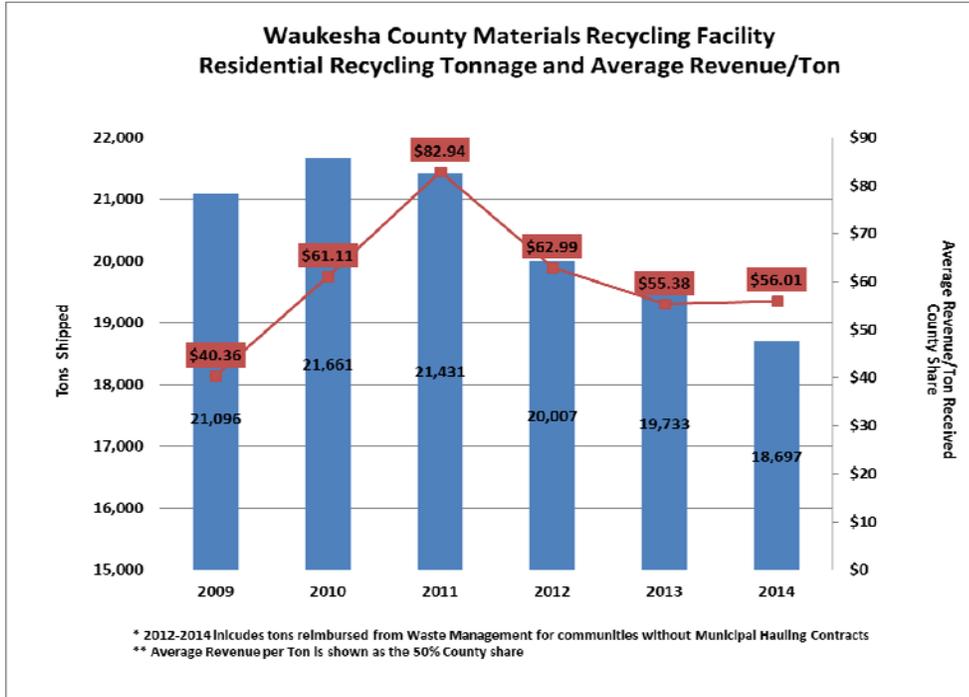
The following chart shows the net operating cost per ton compared to the average landfill tip fees in Waukesha County for the past six years. There has been a positive net operating cost mainly due to recycling revenue, recovering commodity markets and a significant reduction in processing costs due to a new vendor contract in 2008. With the economic downturn in 2009 market revenues declined, however, markets are recovering but remain sensitive to economic conditions. The 2014 landfill disposal charge for solid waste in Waukesha County was an average of \$79.50 per ton (\$74 at Emerald Park and \$85 at Orchard Ridge). The six year net average operating gain is \$33.84 per ton and when added to average landfill costs are \$113.37 per ton advantage to recycling.



*The 2013 data was updated to reflect actual revenue decline from 2012 to 2013.

**The 2014 landfill gate rates were provided by the Wisconsin Department of Natural Resources.

The continued decline in recycling tonnage since 2010 highlighted the need to convert from the dual to a single sort recycling system which simplifies recycling and accepts more materials for processing. With 90% of all households in the program fully converted to single sort in 2015, the tonnage is projected to increase 15% in year one. The remaining 10% of community partners will be fully transition to single sort collection by January 1, 2016. Revenues per ton are also projected to increase under the new operating contract with an 80% revenue share instead of the previous 50% share although, the revenue continues to be sensitive to economic conditions.



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