WAUKESHA COUNTY

2017 COUNTY EXECUTIVE BUDGET

PAUL FARROW

WAUKESHA COUNTY EXECUTIVE

Waukesha County Executive

Paul Farrow
(Term Expires April 2019)

Board of Supervisors
(Terms Expire April 2018)

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About the cover:

Waukesha County ‘s Bugline trail connects Menomonee Falls on the east to the Town and Village of Merton on the west. The 16-mile trail provides a year round scenic route for people who want to bike, walk, run or stroll with children and pets. Users can connect to nature, community restaurants, downtowns and shopping areas. Bridge and water views are of the Bark River in the Town of Lisbon.

Cover photos by:
Norm Cummings, Director of Administration

Composition and Layout by:
Nicole Armendariz, Press Secretary/PIO to the County Executive

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

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Paul Farrow
County Executive

Waukesha County

Office of the County Executive

To: Honorable County Board Members
From: Paul Farrow, County Executive
Date: September 27, 2016

Dear Honorable County Board Supervisors:

As you know, every year we begin the budget process in late spring. Working together with members of the County Board, the budget team, and department heads, I created an Executive Budget with the same two key goals I had in mind last year: maintain the outstanding services we provide to the citizens of Waukesha County and continue to hold the line on taxes. This process requires strategic thinking and making difficult decisions, but also provides the opportunity to examine new and innovative ways to save tax dollars. I am proud of the strategic decisions made throughout the budget; which, if approved by the County Board, will continue our commitment to maintaining a low tax climate. In fact, a **County homeowner, with a median valued home estimated at about $256,650, will see no change from last year on the county portion of their property tax bill**.

I appreciate the willingness of the County Board to work with me throughout the budget process. Your input, sitting side by side with me as the budget is developed, is a unique and refreshing way for the Executive and Legislative Branches to work together and determine what is best for the citizens of our county. I look forward to building upon our strong relationship as you deliberate on the passage of the 2017 Budget.

TAX IMPACT ON HOMEOWNERS
The proposed 2017 County general property tax levy totals $101.8 million, an increase of 0.84%. or $850,950. This increase in levy is against an equalized property tax base of $51.0 billion, which experienced a 3.1% increase. This increase includes a net new construction growth rate of 1.63% as compared to 1.07% in the prior year. This results in a levy rate per $1,000 value reduction of 2.2% from $2.04 in 2016 to $1.9965. The median home value in Waukesha County increased by 2.26% from $250,980 to $256,650 in 2016. The reduced rate applied to an increased home value results in no change from last year's bill of $512 for the county portion of the property tax bill.

COUNTY EXPENDITURES AND REVENUES
Proposed expenditures in the budget total $284.2 million, a reduction of $1.3 million from the prior year. Operating budget expenditures increase $2.7 million or 1.01%. The Capital expenditures decrease almost $4 million for a total capital budget of $16.8 million. This reduction reflects priority capital projects in the five-year capital plan for infrastructure investments.

This budget continues careful management of personnel to control cost increases to 0.8% for 2017. The County continues to experience increased retirements and entry level replacements. Benefit costs also include lower health insurance costs based on increased participation in lower-cost health savings account plans and changes to premium cost shares. Overall, funded regular positions in 2017 result in a reduction in the employee per capita ratio to 3.4 employees to 1,000 residents. The change for 2017 includes 10 new positions offset by 8.25 unfunded positions, 2 positions sun setting (as a result of State funding reductions), and a position abolishment. County Departments have worked diligently to review and adjust positions to meet service demand in innovative ways to use technology and seek collaborative partners.

The 2017 budget includes changes in key revenue sources.

- Investment income is decreased $400,000 to $3,008,000 reflecting continued historically low rates. Delinquent Taxes Penalty and Interest is also reduced by $63,000 as outstanding Delinquent Taxes declined during 2015. The prior budget reduced investment income $200,000 and delinquent tax revenue by $55,000.
- An increase in property sales and a continuing trend in reductions in home mortgage refinancing results in offsetting changes to real estate related fees budgeted at $2.6 million.
- State revenues include stable revenue sources for Human Services basic community aids, General Transportation Aids and the Circuit Court support grant funding. Youth aids is reduced $73,000 to $3.36 million.

TARGETED SERVICE LEVEL INCREASES

This budget includes targeted increases in Justice and Law Enforcement program areas. This includes increased expenditures of $1,080,000, 6.75 additional positions and revenue increases of over $550,000.

- Emergency Preparedness will add 3.00 FTE telecommunicator positions to cover call center activity associated with a new community joining as a partner municipality in 2017. Moving to a regional model gives 911 dispatchers access to more resources and enhances emergency services.
- Emergency Preparedness will also improve existing front-line supervision and training efforts with the addition of 1.00 FTE Communication Center Supervisor.
- The Sheriff's Department will add 2 FTE Deputy positions for expansion of a third shift to the Town of Lisbon patrol contract. New municipal revenue of $178,000 will fund all costs associated with this service expansion.
- High Intensity Drug Trafficking (HIDTA) grant funding of $66,000 will increase overtime resources by 0.33 FTE and fund an additional vehicle purchase. The Special Investigations program which provides narcotics investigative services will also benefit from an internal transfer of 1.0 FTE Detective.
- Sheriff equipment replacement needs for both jail and non-corrections equipment replacement plans are funded at $331,600, an increase of $68,600.
- The District Attorney's office will use additional VOCA grant funding of $132,000 to create a Mobile Victim Assistance Counselor and provide emergency funds for victims, as well as gear, supplies, training and other operating expenses. The new funding will also provide a Restitution Specialist to focus on increasing the collection of restitution for crime victims and stream-lining the efforts of many departments regarding the process of restitution determination.

The 2017 budget also includes targeted resource allocations to mental health and substance abuse services in the Health and Human Services (HHS) Department.

- The Department adds 2.04 FTE new temporary extra help Clinical Therapists and 2.00 FTE Clinical Therapists (transferred from the Aging and Disability Resource Center division) to provide State mandated 24/7 crisis intervention services which requires HHS staff to conduct assessments on whether a person should be detained. Additional extra help of 1.03 positions are also added to provide after-hours building safety duties and after-hours reception duties as service hours are expanded. The Department will also implement a same day scheduling model.
- Contracted psychiatric services include the addition of a new children's psychiatrist to assist with programming efforts related to the Children's Comprehensive Community Services (CCS) program. The budget also includes increases in revenues of $303,500 over all, associated with new State rules that raise reimbursement rates and combine State grant funds for greater flexibility in serving clients with community based mental health services.
- State mental health institute costs increase nearly $862,000 in the 2017 budget for adults and children. A portion of this increase ($260,000) is associated with one placement awaiting court decisions and is funded with fund balance.

- The budget includes a $424,000 reduction in medication costs due to collaborations with the on-site pharmacy. This includes greater usage of generic medications and greater coordination with clients' insurance and medication coverage. A new medication dispensing machine, funded with fund balance, is anticipated to incorporate more efficient inventory control procedures.
- The Mental Health Center will utilize fund balance of $149,000 for facility improvements to comply with Medicare regulatory facility requirements and other maintenance.
- Alcohol and drug treatment programs under the Criminal Justice Collaborating Council (CJCC) are maintained with new grant awards and increased tax levy.

Collaborative Initiatives Continue

- Budgeted support for an economic development organization increases by $95,000, from $150,000 to $245,000 to implement objectives in the business growth strategy.
- The budget includes $60,000 to fund a follow-up analysis of the 2016 study report of potential collaborations between independent municipal fire departments and includes newly-participating municipalities.
- Recyclables processed at the joint Material Recovery Facility (MRF) will reach over 60,000 tons to lower the processing fee per the sliding fee scale, resulting in reduced charges of $133,500 and contributes to a budgeted positive operating income increase in 2017, the second full year of operation.

INVESTING IN INFRASTRUCTURE

The 2017 Capital budget, with total expenditures of $16.8 million, identifies projects that maintain existing infrastructure and facilities which support high quality services and provide for future economic development.

Justice and Public Safety

The Waukesha County Communication Center (WCC) will be expanded with capital funding of $3.5 million in the 2017 Budget. The WCC is the home to our County emergency 911 operations and houses our Emergency Operations Center (EOC). The WCC expansion will allow for additional municipal police and fire agencies to join County dispatch and provide new, expanded space for handling large-scale emergency events.

Following a 2013 Courthouse Future Study, the County continues to plan for a two-phase project to modernize and expand the courthouse (constructed in 1959) to meet current and future needs. The first phase is to construct a new secure courtroom facility to be located adjacent to jail facilities and will feature improved security, prisoner transport and public access. Design for this first phase begins in 2017 with construction in 2018-2020.

Transportation

The proposed 2017 capital budget devotes about $8.3 million to maintain Waukesha County's existing County Trunk Highway (CTH) infrastructure. Maintaining our roads is key to providing safe transportation for our constituents, as well as offer business consistency in their transportation system fostering greater economic development. Maintenance of existing infrastructure continues with $4.5 million for road surface repaving and intersection signal and safety improvements. Bridge maintenance work includes funding of $382,000 for three area bridges. The rehabilitation of three miles CTH D, Calhoun Rd to 124th St in New Berlin begins with design of $66,000.

Construction of Waukesha County's portion of the Waukesha West Bypass happens in 2017 with additional funding in the budget of $660,000. The State's portion of construction is scheduled for 2018. This project will relieve the congestion on nearby roads that has resulted from the continued growth and development in the area.

A 1.8-mile stretch of CTH I (Beloit Road), between CTH ES (National Avenue) and CTH O (Moorland Road) will be reconstructed with County funding of $381,000 and Federal funds of $2.7 million to accommodate new medical services and retail development at the corner of Moorland Road and CTH I. This intersection will also be reconstructed in a separate project with design beginning in 2017.

Land acquisition for the expansion of CTH M (North Avenue), Calhoun Road to 124st Street continues in the 2017 budget with funding of $2.1 million. Construction is planned for 2020-2021. The project will proceed as a single phase project estimated to total $25.8 million, with federal aid covering $16.1 million, the City of Brookfield and

Village of Elm Grove contributing $445,000 for local street amenities, and the County's share at about $9.3 million over the life of the project.

The Airport multi-year ramp expansion project for $110,000 is expected to improve capacity and safety at the airport, while generating additional revenues through new land lease agreements and increasing fuel sales.

Parks and Land Use

Projects in this functional area total $2.3 million. Maintenance of existing facilities includes $600,000 for the Parks pavement management plan, $182,000 for a multi-year plan to address University of Wisconsin Waukesha site work including concrete walk, terrace and stairway segments and $260,000 for energy-saving lighting upgrades at park facilities and parking lots. The lighting projects are expected to have a 5-year payback due to lower electrical utility costs. Design of an underpass for the Lake Country Trail as it crosses State Highway 67 in Oconomowoc is budgeted along with design for the renovation and upgrade of the Menomonee Park Beach House. The budget includes construction funding of $634,000 for a new shelter and restroom at Minooka Park will complete a multi-year effort to meet needs and expectation of park patrons throughout the park system. The remaining bridges at Wanaki Golf course are replaced in 2017 to improve safety, reduce on-going structure maintenance and improve golf course playability.

Other Capital Budget Items

Technology funding of $400,000 will involve first year implementation of a replacement system for human resource management and payroll. Building projects include design for roof replacement at the Mental Health Center, new parking lot construction at the Human Services Center and building mechanical systems upgrades at the highway substations, highway operations and fleet facilities.

PROJECT FUNDING AND DEBT MANAGEMENT

The County values strategic long range capital planning, budgeting and debt management policies and practices. Borrowed funds are budgeted at $10 million, a reduction of $2.0 million from the 2016 budget. Property tax levy support for the capital budget remains at $1,747,000. The tax levy and the use of governmental fund balance of $2.0 million and other revenues of $750,000 maintains the County's "down payment" at 31% of net capital expenditures, well above the target of 20%.

The County's 2017 debt service payment is budgeted at $14.9 million, which is well within the County's key benchmark ratio of debt service expenditure budget to the total governmental operating expenditures of less than 10%. Maintaining debt service on borrowing at a lower level in the range of 6.5% to 7.5% assures the County will be able to maintain its infrastructure without diminishing funding needed for direct services for future generations.

ACKNOWLEDGEMENTS

I would like to thank the Waukesha County staff that helped prepare the 2017 County Executive's Budget and the County Board Supervisors that sat beside me in countless meetings in preparation of this budget. As you, the County Board, begin your budget review process, I ask that you support the presented budget that will continue our commitment to the taxpayers of Waukesha County to remain a low tax leader.

Sincerely,

PAUL FARROW
County Executive

Frequently Asked Questions

(See page 595-596 for the Subject Index)

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

To answer these questions:	Refer to:	Page
How will the tax levy affect me as a homeowner?	Tax Levy Impact on Homeowner	23
How can the reader easily locate key information?	Frequently Asked Questions	8
	Agency/Subject Budget Index	595
What is the County's Mission?	Strategic Planning Overview	49
What are the major policy issues in the budget?	Budget Message	4
What is the budget development process?	Capital & Operating Budget Process	59
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Where is general demographic information about the County?	County Community Profile	13
What is the population of the County?	Waukesha County Population	513
What is the total County equalized property value?	Equalized Property Value	515-517
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What funds are included in the County budget?	Fund Descriptions	65
How does the County plan for future decisions?	Waukesha County Planning Processes	51
Where does the County rank in terms of property tax rates compared to other Wisconsin counties?	Comparative County Property Rates	519

READER'S GUIDE

Introduction

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

Document Organization

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

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

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

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

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

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

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

General Fund

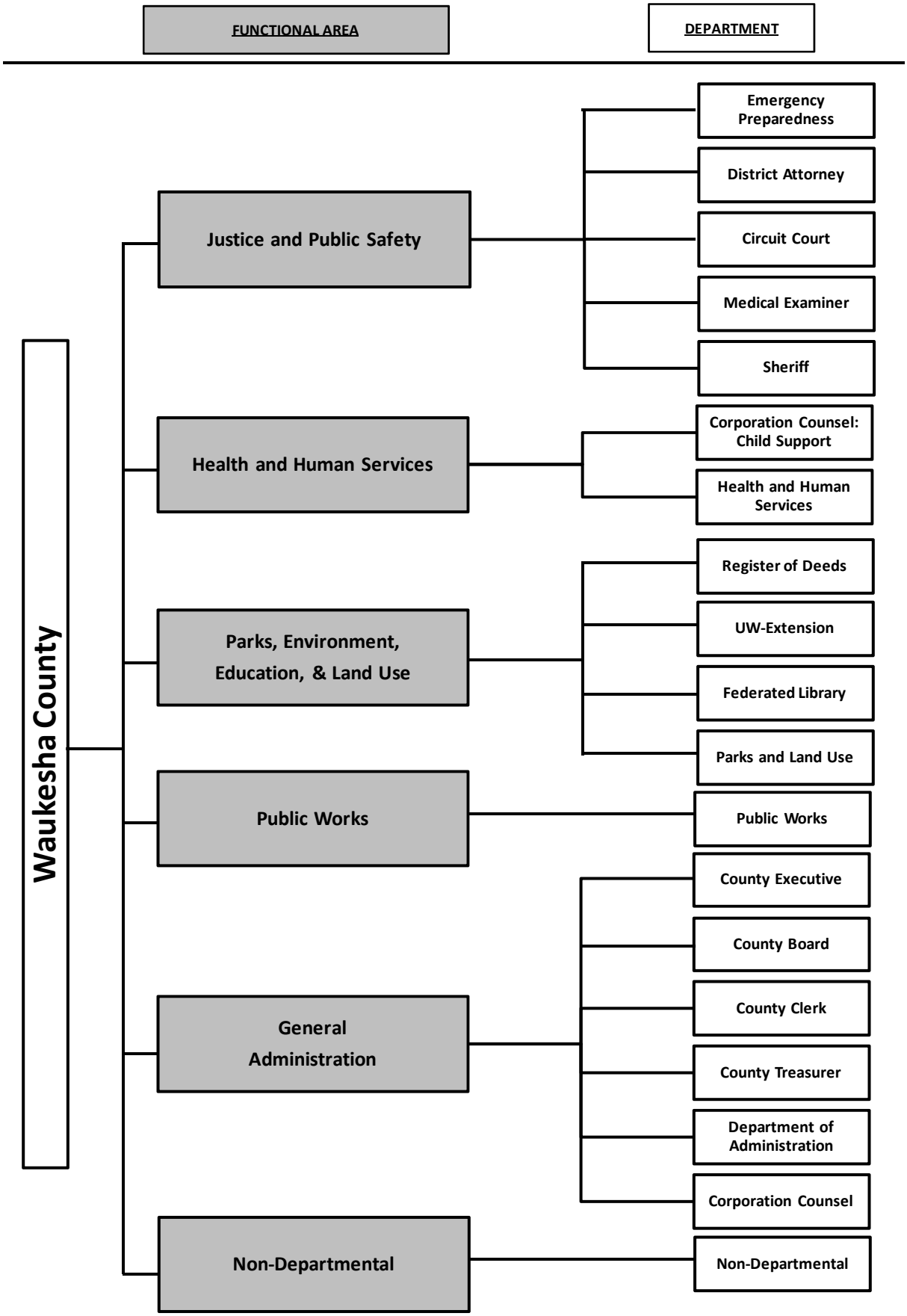
Special Revenue Fund

Internal Service Fund

Enterprise Fund

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

WAUKESHA COUNTY DEPARTMENTS BY FUNCTIONAL AREA CHART



READER'S GUIDE

Department Budget Sections

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

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

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

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

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

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

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

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

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

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

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

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

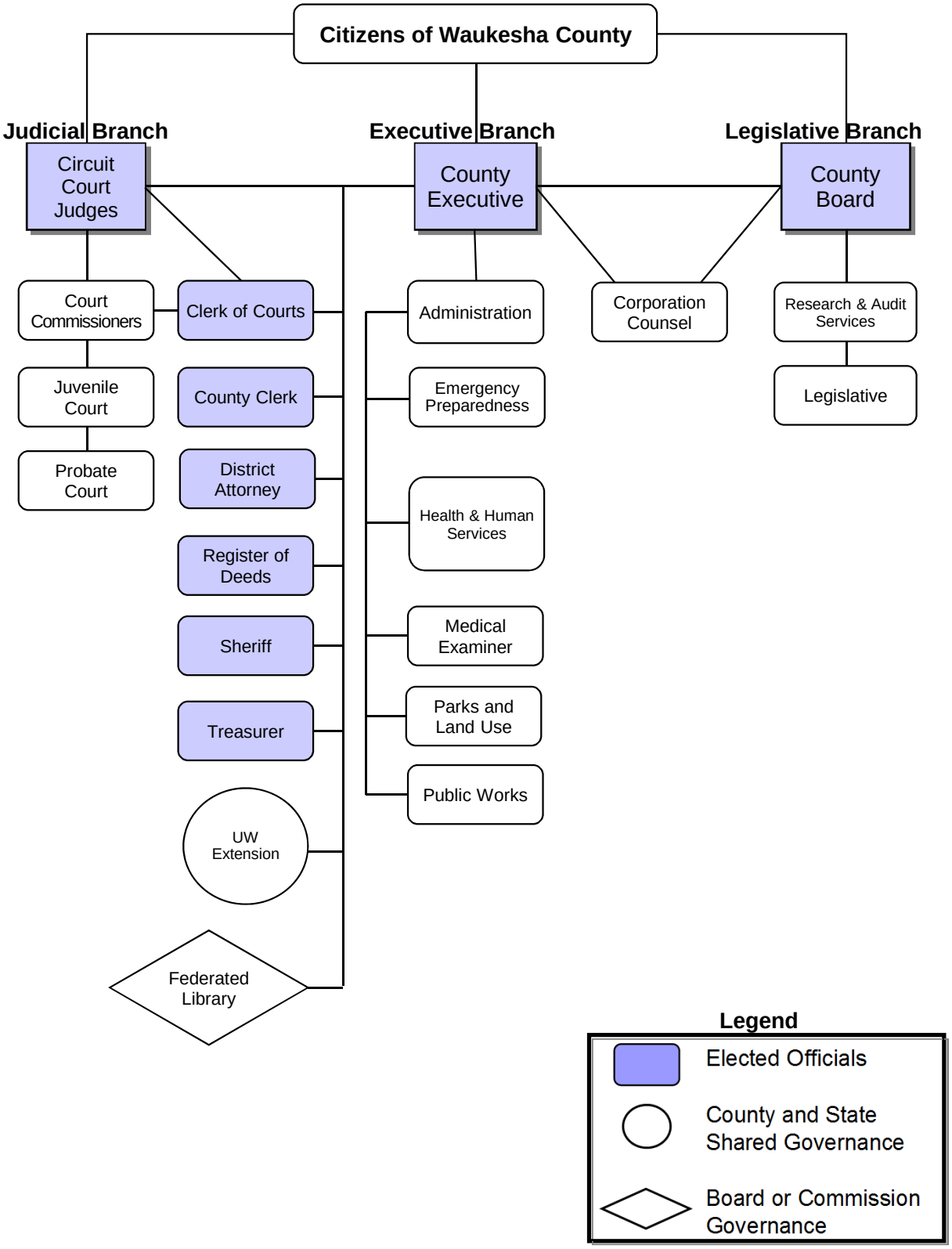
4. **Fixed Assets/Improvements** - Costs of all equipment items (more than $5,000) purchased by departments. This category includes capital outlay, small office equipment items, large automotive equipment items, and major grounds and building maintenance projects. However, it excludes capital projects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

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

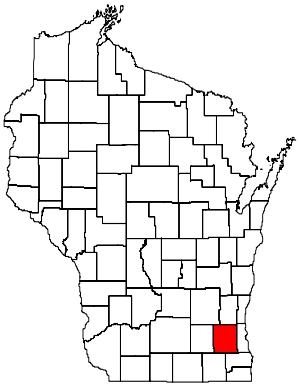
The **Statistics/Trends** section includes general County trend data such as population and equalized value; five- to ten-year data trends of expenditures, revenues, and debt service, and comparative property tax rates.

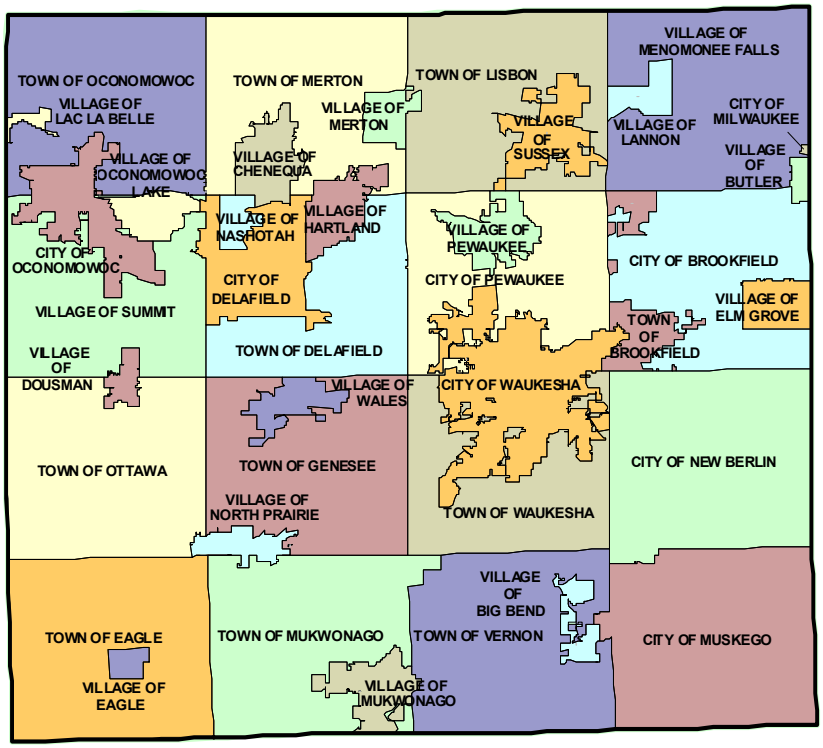
The **Subject Index** provides page number references for listed subjects.

Waukesha County Organizational Chart



WAUKESHA COUNTY, WISCONSIN • COMMUNITY PROFILE





COUNTY POPULATION*	
As of 1/1/2016	396,449
2010 Census	389,891
*Wisconsin DOA (2014), U.S. Census Bureau (2010)	

EQUALIZED PROPERTY VALUES	
Including TID	$51,937,555,000
Excluding TID	$50,989,620,500

BRIEF WAUKESHA COUNTY HISTORY

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

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

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

WAUKESHA COUNTY TODAY

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

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ECONOMIC DEMOGRAPHICS

LARGEST EMPLOYERS	
EMPLOYER	EMPLOYEES
Kohl's Department Stores	5,915
Pro Health Care	4,785
Quad Graphics Inc.	3,828
General Electric Healthcare	3,134
Froedtert	2,989
Roundy's	2,626
School District of Waukesha	1,843
Aurora Health Care	1,767
Wal-Mart Corporation	1,628
Waukesha County	1,354*
Target Corporation	1,326
Elmbrook School District	1,286
Wheaton Franciscan Healthcare	1,202
Generac	1,141

* Full-time equivalent employees.

Source: Waukesha County Februrary, 2016 employer inquiry updates.

PRINCIPAL TAXPAYERS		
TAXPAYER	2015 EQUALIZED VALUE	2014 RANK
Brookfield Square*	$223,705,200	1
Pro Health Care	$136,329,966	2
Aurora	$136,152,600	3
Individual	$121,424,478	4
Kohl's Dept. Stores	$116,348,500	5
Wal-Mart	$114,858,400	6
Target Corporation	$104,531,600	7
Pabst Farms	$100,947,440	8
Wimmer Brothers	$99,519,790	9
Belinski Brothers	$91,149,870	10
Total	$1,244,967,844	

*Incl CBL & Associates Properties, Inc, Sears, Boston Store and JC Penney

Source: Waukesha County Tax System

See Waukesha County Comprehensive Annual Financial Report for more detailed information

EMPLOYMENT BY INDUSTRY	
INDUSTRY	2015 NAICS (1)
Retail Trade, Transportation, Utilities	47,395
Manufacturing	43,832
Education and Health	39,508
Professional and Business Services	35,066
Leisure and Hospitality	20,357
Financial Activities	15,586
Construction	14,269
Other Services (2)	8,350
Public Administration	6,069
Information	4,620
Total	235,052

(1) North American Industry Classification System

Source: Wisconsin Department of Workforce Development, Bureau of Workforce Information

(2) Includes Natural Resources.

CONSTRUCTION & BUILDING PERMITS		
	Residential	
Year	Number	Value in 000's
2015	813	$301,244
2014	710	$245,830
2013	671	$230,391
2012	566	$192,414
2011	448	$140,906

Source: U.S. Department of Commerce

INCOME, JOBS, AND UNEMPLOYMENT		
PER CAPITA INCOME, 2014 (1)		
Waukesha County		$60,945
State of Wisconsin		$44,186
United States		$46,049
JOBS, 2014 (2)		231,232
UNEMPLOYMENT RATE, 2014 (3)		4.5%

(1) Bureau of Economic Analysis - US Department of Commerce

(2) Wisconsin Department of Workforce Development

(3) Bureau of Labor Statistics - US Department of Labor

EQUALIZED PROPERTY VALUE BY CLASS * ($000's)					
Budget Year	Residential	Personal Property	Commercial	Mfg.	Agr./Forest/ Swamp/Other
2013	$35,670,846	$1,055,120	$9,389,591	$1,346,196	$278,012
2014	$35,263,595	$1,105,906	$9,202,897	$1,367,263	$277,706
2015	$36,654,772	$1,159,551	$9,509,067	$1,395,080	$276,547
2016	$37,729,840	$1,103,400	$9,641,547	$1,433,208	$279,629
2017	$39,052,315	$1,127,036	$10,020,704	$1,460,141	$277,359
% of Total	75.2%	2.2%	19.3%	2.8%	0.5%

See STATS/TRENDS Section for more detailed information

* Includes Tax Incremental District Value

WAUKESHA COUNTY, WISCONSIN • COMMUNITY PROFILE

DEMOGRAPHICS

ELEMENTARY AND SECONDARY EDUCATION

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

Educational Attainment: Percent High School Graduate or Higher*

Waukesha County: 95.7%
Wisconsin: 90.8%

*Source: US Census Bureau, 2010-2014 American Community Survey 5-Year Estimates, updated annually.

SCHOOL ENROLLMENT*

2015-2016 Academic Year
Public: 62,038
Private: 11,608
Home schooling: 1,203**

*Source: Wisconsin Department of Public Instruction
**May exclude enrollment counts from districts that have few home-schooled students, due to privacy law.

POST-SECONDARY EDUCATION

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

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

TRANSPORTATION

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

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

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

UTILITIES

Electric Power
WE Energies
City of Oconomowoc Electric & Gas

Telephone
Ameritech, Inc.
CenturyTel

Natural Gas
WE Energies
Wisconsin Gas Company

Solid Waste
Private Collection and Hauling Services
General use landfills within the County
Community recycling programs

The County oversees a privately operated Material Recycling Facility in partnership with the City of Milwaukee, with 27 Waukesha County municipalities participating.

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

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

EMERGENCY SERVICES*

26 Police Agencies
Waukesha County Sheriff's Department
30 Fire Departments/Districts
Waukesha County Communications Center consolidates police, fire, and emergency dispatch operations for 31 of the County's public safety agencies

*Source: State of Wisconsin, Department of Justice

*For additional statistics, refer to the Stats./Trends section of the budget document.

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

Waukesha County

Wisconsin

For the Fiscal Year Beginning

January 1, 2016

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Waukesha County, Wisconsin for its annual budget for the fiscal year beginning January 1, 2016.

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

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

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Summary

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2017 TAX LEVY SUMMARY

Impact on Homeowners

The Waukesha County Tax Levy is comprised of two segments. The general County Tax Levy of $101,799,099, which is levied at a rate of $1.996 (down from $2.042) per $1,000 of equalized value on all eligible property in the County. The Federated Library System Levy of $3,517,752, which is levied at a rate of $0.280 (down from $0.283) per $1,000 of taxable properties in communities without a library.

Due to the varied assessment ratios of equalized values determined by the State Department of Revenue and property value changes (inflation/deflation), the tax bill impact on a specific property will vary. Waukesha County's median home value for 2016 adjusted from the 2000 census, is $256,650. This is up about $5,670 from the 2015 value reflecting the County-wide average residential inflation rate of 2.26%. This results in no change in the County Tax Levy on the median home value as indicated below.

General County Tax Levy

2015 Median Home Value	2015 County Tax	Residential Inflation	2016 Median Home Value	2016 County Tax	Change Amount	Change Percent
$250,980	**$512**	**2.26%**	**$256,650**	**$512**	**$0**	**0.0%**

Homeowner County Taxes over 10 years

Increase of $1.20 (less than 1/4%) per Year

Budget Year	Median Home Value	Rate / $1,000	Tax
2008	**$281,600**	**$1.780**	**$500**
2017	**$256,650**	**$1.996**	**$512**

Net 10-Year $ Increase: $12 **10-Year Average: 0.24%**

2017 BUDGET ASSUMPTIONS

Certain broad assumptions are determined in April through June 2017 to establish a basic foundation for building the County's budget, as the first year in the five-year budget projections. These general assumptions provide a framework to County staff, the County Executive, and the County Board of Supervisors for setting priorities, determining service levels, and allocating limited financial resources. Some adjustments have been made from updated information available during the summer months (June-August).

The following general assumptions are used in guiding the County's 2017 Budget development:

- Overall inflation factor estimates assumed for calculating the cost to continue to provide existing County services are projected to be moderate (1.8% to 2%) in 2017. Some major exceptions include cost rate increases for prescription drugs and medical services.

- Significant revenue issues linked to a slower economic recovery impact the 2017 budget including:

  – Investment Income budget is estimated to be reduced by $400,000 to $3,008,000 reflecting continued low rates of return on invested funds. Higher interest rates are expected to impact investment income positively later in 2017 as bond portfolios turnover. Also, the 2017 budget for estimated Delinquent Taxes Penalty and Interest (P&I) is reduced by $63,000 to $2,640,000 as Delinquent Taxes outstanding continued to decline during 2015.

  – The real estate market has shown increased property sales with expected increases in real estate transfer fees of $20,000 to $1,448,500. This is offset by a reduction of $24,000 in document recording fees due to reductions in home mortgage refinancing.

- Major state revenue funding areas include the following:

  – The Human Services basic community aids, General Transportation Aids, and the court support grant remained stable. The state recycling grant was restored to the prior level. The Affordable Care Act funding is reduced in a second year phase out and two Economic Support positions are sunset.

  – Increased charges for service revenue in Clinical Services are due to increased Medicaid reimbursements in mental health programming and improved intake and billing procedures. The on-site pharmacy results in lower prescription medicine costs.

- Net Personnel cost appropriations are expected to be held below 2% and are being controlled with the help of lower health insurance costs based on increased participation in lower-cost health savings account plans and changes to premium cost shares. Increased retirements and entry level replacements are also a factor.

- Average fuel prices are budgeted to be conservatively reduced by 10%, with operating budget savings projected for Public Works, Parks and Land Use and the Sheriff Departments.

- Net utility costs were estimated to increase from the 2016 adopted base budget levels by $10,000 for anticipated increases in water rates in 2016 and flat rates for natural gas and electricity. Costs are maintained through prior-year energy efficiency improvements (e.g., lighting replacement, more efficient boilers/chillers).

- The debt service tax levy increases by almost $100,000. The increase will accommodate larger bond issues anticipated by the five-year capital plan which includes a significant courthouse project. Capital project tax levy is estimated to remain the same in 2017.

2017 BUDGET SUMMARY

	2016 Adopted Budget	2017 Budget	Incr/(Decr) From 2016 Adopted Budget $	%
OPERATING BUDGETS				
Gross Expenditures	$264,710,001	$267,386,585	$2,676,584	1.01%
MEMO: Less Interdept. Charges (a)	$37,930,939	$38,043,018	$112,079	0.30%
MEMO: Net Expenditures (a)	$226,779,062	$229,343,567	$2,564,505	1.13%
Less: Revenues (Excl. Retained Earnings)	$151,348,108	$152,928,976	$1,580,868	1.04%
Less Net Appropriated Fund Balance	$10,696,622	$10,887,758	$191,136	
TAX LEVY - OPERATING BUDGETS	$102,665,271	$103,569,851	$904,580	0.88%
CAPITAL PROJECTS BUDGET				
Expenditures	$20,782,800	$16,823,400	($3,959,400)	-19.1%
Less: Revenues	$16,328,000	$12,456,400	($3,871,600)	-23.7%
Less: Appropriated Fund Balance	$2,707,800	$2,620,000	($87,800)	
TAX LEVY-CAPITAL PROJECTS BUDGET	$1,747,000	$1,747,000	$0	0.0%
COUNTY TOTALS				
Expenditures (a)	$285,492,801	$284,209,985	($1,282,816)	-0.4%
Less: Revenues	$167,676,108	$165,385,376	($2,290,732)	-1.4%
Less: Appropriated Fund Balance	$13,404,422	$13,507,758	$103,336	
County General Tax Levy (Excl Library)(c)	**$100,948,152**	**$101,799,099**	**$850,947**	**0.84%**
Federated Library Tax Levy (b)	$3,464,119	$3,517,752	$53,633	1.5%
Total County Tax Levy (c)	**$104,412,271**	**$105,316,851**	**$904,580**	**0.87%**

(a) **2017 operating budget net expenditures are $229,343,567 and total County net expenditures are $246,166,967 after eliminating interdepartmental chargeback transactions** (mostly from internal service fund operations and cross charges, e.g. Sheriff Bailiff and Conveyance services), included in gross expenditures to conform with GAAP, but in effect results in double budgeting.

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

(c) The Tax Levy (for 2017 Budget purposes) increase is within Wisconsin's Act 55 Tax Levy limit provisions (see Planning and Budget Policy Section).

2017 Budget Tax Levy Breakdown

(General County and Federated Library)

	2016 Adopted Budget	2017 Budget	Incr/(Decr) From 2016 Adopted Budget $	%
General County Tax Levy	$100,948,152	$101,799,099	$850,947	0.84%
General County Tax Rate	$2.0418	$1.9965	($0.0453)	-2.22%
General County Equalized Value	$49,440,690,500	$50,989,620,500	$1,548,930,000	3.13%
Federated Library Tax Levy	$3,464,119	$3,517,752	$53,633	1.55%
Federated Library Tax Rate	$0.2830	$0.2799	($0.0031)	-1.11%
Federated Library Equalized Value	$12,239,774,800	$12,568,556,000	$328,781,200	2.69%

2017 BUDGET SUMMARY BY FUNCTIONAL AREA BY AGENCY BY FUND

AGENCY NAME	2017 EXECUTIVE PROPOSED BUDGET EXPEND.	REVENUES	FUND BAL ADJUST.	TAX LEVY	Tax Levy $ Change '16 - '17
JUSTICE AND PUBLIC SAFETY					
EMERGENCY PREPAREDNESS					
General	$6,445,903	$412,859	$342,750	$5,690,294	$250,922
Radio Services	$1,828,399 (a)	$2,126,235	($297,836)	$0	$0
Radio Svcs. Rtnd. Earn.	$0	($297,836)	$297,836	$0	$0
Radio Svcs. Fund Bal. Appr.	$0	($753,316)	$753,316	$0	$0
DISTRICT ATTORNEY	$2,687,006	$863,669	$0	$1,823,337	($10,000)
CIRCUIT COURT SERVICES	$9,301,881	$3,805,700	$20,000	$5,476,181	($64,000)
MEDICAL EXAMINER	$2,194,809	$1,209,199	$0	$985,610	$30,000
SHERIFF	$39,625,753	$11,256,020	$368,252	$28,001,481	$229,659
Subtotal: Justice & Public Safety	$62,083,751	$18,622,530	$1,484,318	$41,976,903	$436,581
HEALTH AND HUMAN SERVICES					
CORPORATION COUNSEL					
Child Support (General Fund)	$2,594,591	$2,215,716	$0	$378,875	$36,692
HEALTH & HUMAN SERVICES					
Human Services (General Fund)	$70,831,272	$44,729,419	$521,875	$25,579,978	$162,000
Aging and Disability Resource Center Contract (ADRC) Fund	$3,176,445	$3,176,445	$0	$0	$0
Subtotal: Health and Human Services	$76,602,308	$50,121,580	$521,875	$25,958,853	$198,692
PARKS, ENVIR, EDUC. & LAND USE					
REGISTER OF DEEDS	$1,321,732	$3,061,033	$250,000	($1,989,301)	$0
UW-EXTENSION: EDUCATION	$510,473	$163,210	$2,500	$344,763	($5,000)
FEDERATED LIBRARY					
County	$3,517,752	$0	$0	$3,517,752	$53,633
State Aids	$1,669,114	$1,539,914	$129,200	$0	$0
CAFÉ Shared Automation	$431,246	$452,346	($21,100)	$0	$0
CAFÉ Rtnd. Fund Balance	$0	($21,100)	$21,100	$0	$0
PARKS & LAND USE					
General	$11,730,550	$4,526,540	$70,000	$7,134,010	($95,000)
Community Development	$2,901,898	$2,901,898	$0	$0	$0
Land Information Systems	$825,567	$825,567	$0	$0	$0
Tarmann Parkland Acquisitions	$500,000	$100,000	$400,000	$0	$0
Golf Courses	$3,237,729 (a)	$3,250,100	($12,371)	$0	$0
Golf Course Rtnd. Earnings	$0	($12,371)	$12,371	$0	$0
Golf Course Fund Bal. Appr.	$0	$0	$0	$0	$0
Ice Arenas	$1,211,038 (a)	$1,084,400	$126,638	$0	$0
Ice Arenas Rtnd. Earnings	$0	$126,638	($126,638)	$0	$0
Ice Arenas Fund Bal. Appr.	$0	$0	$0	$0	$0
Material Recycling Facility	$4,282,232 (a)	$4,573,450	($291,218)	$0	$0
MRF Retained Earnings	$0	($291,218)	$291,218	$0	$0
MRF Fund Bal. Appr.	$0	($1,230,000)	$1,230,000	$0	$0
Subtotal: Parks, Env., Ed. & Land Use	$32,139,331	$21,050,407	$2,081,700	$9,007,224	($46,367)

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

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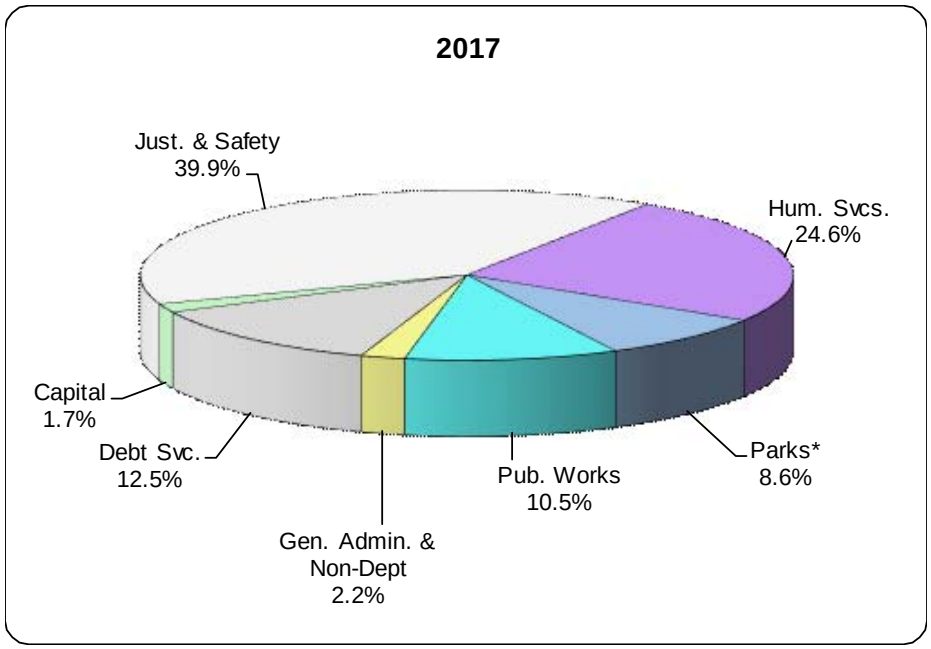
2017 BUDGET SUMMARY BY FUNCTIONAL AREA BY AGENCY BY FUND

AGENCY NAME	2017 EXECUTIVE PROPOSED BUDGET EXPEND.		REVENUES	FUND BAL ADJUST.	TAX LEVY	Tax Levy $ Change '16 - '17
PUBLIC WORKS						
DEPARTMENT OF PUBLIC WORKS						
General	$8,709,362		$569,482	$100,000	$8,039,880	($73,915)
Transportation	$15,180,366		$12,109,381	$124,000	$2,946,985	$46,915
Central Fleet Maintenance	$4,056,610	(a)	$4,056,888	($278)	$0	$0
Central Fleet Rtnd. Earnings	$0		($278)	$278	$0	$0
Central Fleet Fund Bal. Appr.	$0		($107,083)	$107,083	$0	$0
Vehicle/Equipment Replacement	$3,245,974	(a)	$3,250,063	($4,089)	$0	$0
Veh. Replace Rtnd. Earnings	$0		($4,089)	$4,089	$0	$0
Veh. Replace Fund Bal. Appr.	$0		$0	$0	$0	$0
Airport	$1,206,148	(a)	$902,756	$180,829	$122,563	($30,000)
Subtotal: Public Works	$32,398,460		$20,777,120	$511,912	$11,109,428	($57,000)
GENERAL ADMINISTRATION						
COUNTY EXECUTIVE						
General	$580,865		$12,000	$0	$568,865	($2,500)
COUNTY BOARD	$1,070,592		$0	$0	$1,070,592	($43,460)
COUNTY CLERK	$611,380		$230,570	$0	$380,810	$25,326
TREASURER	$678,401		$5,987,251	$0	($5,308,850)	$405,000
ADMINISTRATION						
General	$6,414,520		$1,750,566	$28,000	$4,635,954	($60,000)
Risk Management	$2,784,771	(a)	$2,768,217	$16,554	$0	$0
Collections	$886,481	(a)	$886,481	$0	$0	$30,000
Collections Fund Bal. Appr.	$0		($52,656)	$52,656	$0	$0
End User Technology	$7,577,104	(a)	$7,577,104	$0	$0	$0
End User Technology Rtnd. Earn.	$0		$0	$0	$0	$0
End User Tech. Fund Bal. Appr.	$0		($779,443)	$779,443	$0	$0
CORPORATION COUNSEL						
General	$1,437,621		$523,249	$0	$914,372	($81,692)
Subtotal: General Administration	$22,041,735		$18,903,339	$876,653	$2,261,743	$272,674
NON DEPARTMENTAL						
GENERAL	$2,081,600		$1,465,000	$570,400	$46,200	$0
HEALTH & DENTAL INSURANCE	$23,928,500	(a)	$21,989,000	$1,939,500	$0	$0
CONTINGENCY	$1,200,000		$0	$1,200,000	$0	$0
Subtotal: Non-Departmental	$27,210,100		$23,454,000	$3,709,900	$46,200	$0
DEBT SERVICE--GENERAL	$14,910,900		$0	$1,701,400	$13,209,500	$100,000
Subtotal: Operating Budget	$267,386,585		$152,928,976	$10,887,758	$103,569,851	$904,580
CAPITAL PROJECTS	$16,823,400		$12,456,400	$2,620,000	$1,747,000	$0
GRAND TOTAL	$284,209,985		$165,385,376	$13,507,758	$105,316,851	$904,580

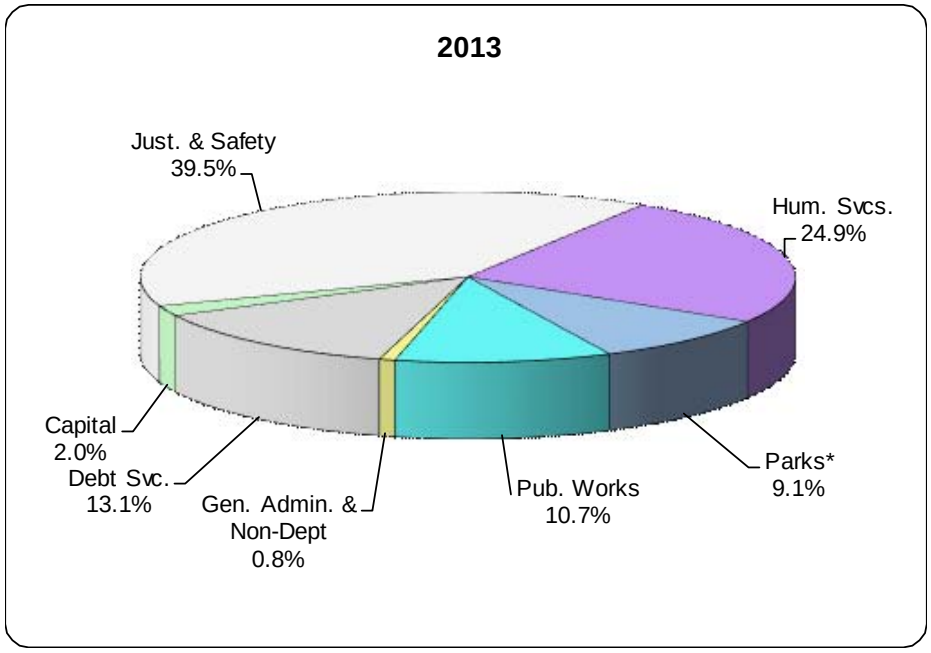
(a) Proprietary fund (Internal Service and Enterprise funds) expenditure appropriations exclude Fixed Asset and Debt Service Principal payments to conform with generally accepted accounting standards. Fixed asset purchases and Debt Service principal payments will be funded by operating revenues, tax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

TAX LEVY BY FUNCTIONAL AREA



Tax Levy Trends:

- Justice & Safety: The 0.4% proportionate tax levy increase (representing an increase of $1.8 million since 2013) in this functional area is mainly due to operational costs in the Sheriff's Department and expansion (including multiple communities) in the Emergency Preparedness – Communication Center.
- Parks: The 0.5% Tax Levy decrease in this functional area is related to the department adjusting to tighter county tax levy targets and the need to maximize alternative funding sources.
- General Administration: The Tax Levy increase of 1.4% is related to an increase in county tax levy assigned to the Treasurer's budget to offset an anticipated decrease in investment income revenues.
- Debt Service: The Tax Levy proportionate decrease of 0.6% in Debt Service is related to lower borrowing costs in recent years during bond issues and through the refinancing of existing debt to more favorable rates.

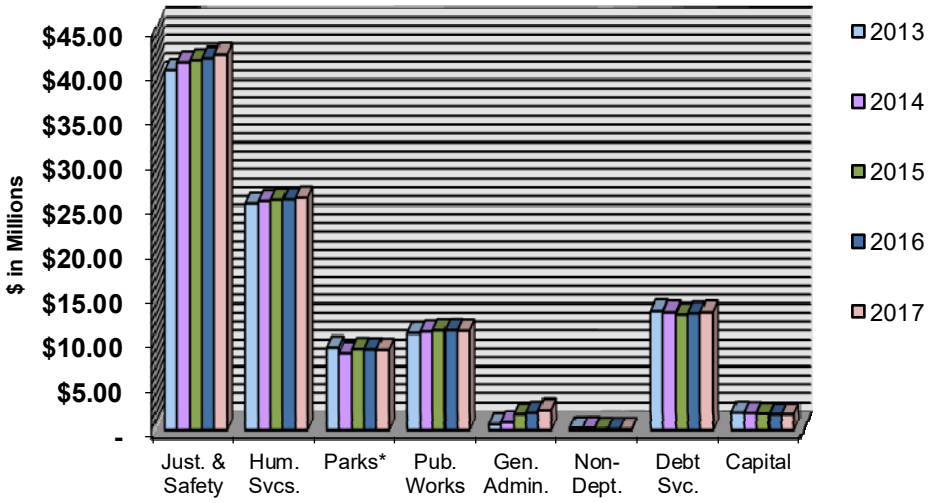


* Includes Parks, Environment, Education, and Land Use

2016-2017 TAX LEVY BY FUNCTION
(COMBINES ALL FUNDS)

BY FUNCTION	2016 Adopted Budget		2017 Budget	Incr/(Decr) From 2016 Adopted Budget $	%
Justice & Public Safety	$41,540,322		$41,976,903	$436,581	1.1%
Health & Human Services	$25,760,161		$25,958,853	$198,692	0.8%
Parks, Env., Educ. & Land Use	$9,053,591		$9,007,224	$(46,367)	-0.5%
Public Works	$11,166,428		$11,109,428	$(57,000)	-0.5%
General Administration	$1,989,069		$2,261,743	$272,674	13.7%
Non-Departmental	$46,200		$46,200	-	0.0%
Debt Service	$13,109,500		$13,209,500	$100,000	0.8%
Capital Projects	$1,747,000		$1,747,000	-	0.0%
Total Tax Levy	**$104,412,271**		**$105,316,851**	**$904,580**	**0.9%**

2013-2017 Budgeted Tax Levy by Functional Area



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

* Includes Parks, Environment, Education and Land Use

2015 - 2017 EXPENDITURE SUMMARY

APPROPRIATION UNIT	2015 Actual	2016 Adopted Budget	2016 Estimate (a)	2017 Budget	Incr/(Decr) From 2016 Adpt. Budget
Personnel Costs	$115,772,756	$119,791,099	$118,625,671	$120,737,078	$945,979
Operating Expenses	$99,159,082	$107,901,267	$105,952,113	$109,438,882	$1,537,615
Interdepartmental Charges	$19,594,249	$20,513,368	$20,024,652	$20,960,105	$446,737
Fixed Assets & Imprvmnts (a)(b)	$903,763	$1,850,650	$1,345,609	$1,339,620	$(511,030)
Debt Service-Excl Proprietary (b)	$14,435,805	$14,653,617	$14,353,617	$14,910,900	$257,283
Capital Projects	$21,818,825	$20,782,800	$21,066,382	$16,823,400	$(3,959,400)
Total Expenditures	**$271,684,480**	**$285,492,801**	**$281,368,044**	**$284,209,985**	**$(1,282,816)**

FUNCTIONAL AREA	2015 Actual	2016 Adopted Budget	2016 Estimate (a)	2017 Budget	Incr/(Decr) From 2016 Adpt. Budget
Justice & Public Safety (a)	$58,183,633	$61,004,702	$60,757,445	$62,083,751	$1,079,049
Health & Human Services	$73,463,286	$75,590,187	$76,159,471	$76,602,308	$1,012,121
Parks, Env., Educ. & Land Use	$30,543,436	$32,775,589	$31,649,797	$32,139,331	$(636,258)
Public Works	$29,663,881	$32,144,577	$31,150,212	$32,398,460	$253,883
General Administration	$20,729,142	$22,086,229	$21,760,870	$22,041,735	$(44,494)
Non-Departmental	$22,846,472	$26,455,100	$24,470,250	$27,210,100	$755,000
Debt Service-Excl Proprietary (b)	$14,435,805	$14,653,617	$14,353,617	$14,910,900	$257,283
Capital Projects (a)	$21,818,825	$20,782,800	$21,066,382	$16,823,400	$(3,959,400)
Total Expenditures	**$271,684,480**	**$285,492,801**	**$281,368,044**	**$284,209,985**	**$(1,282,816)**

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

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

2017 EXPENDITURE HIGHLIGHTS

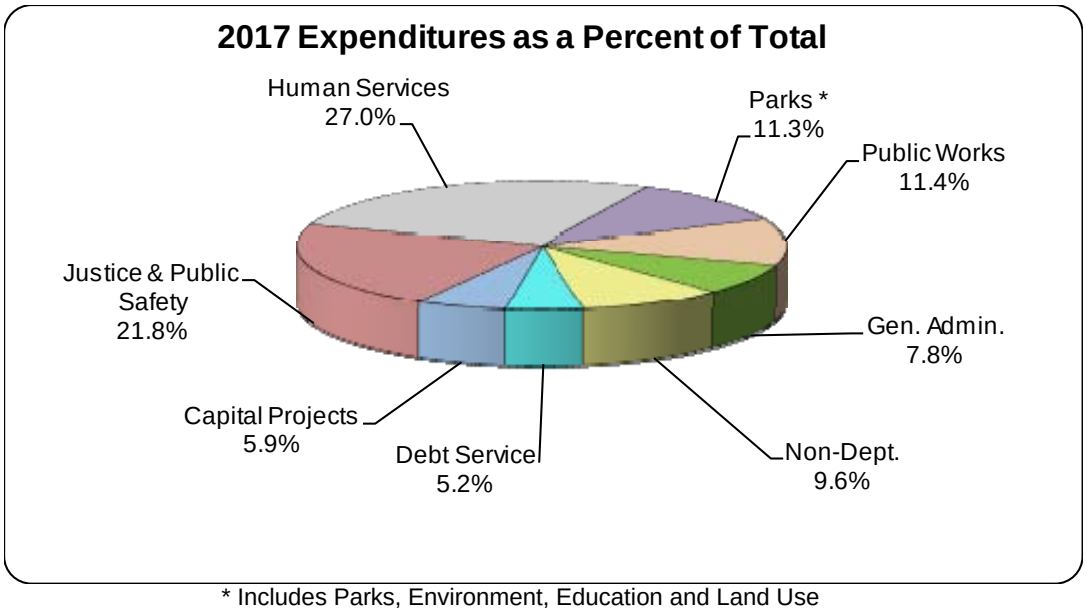
Expenditure Budget:

The 2017 total gross expenditure budget is $284,210,000, a decrease of $1,282,800 or 0.4% from the 2016 adopted budget. The 2017 budget appropriations consist of departmental operating budget and debt service expenditures totaling $267,386,600 and capital project spending of $16,823,400. The total operating budget increases by $2,676,600 or 1.01% from the 2016 adopted operating budget while capital project expenditures decrease by $3,959,400 or 19.1% from the 2016 adopted budget.

The net total operating expenditure budget after excluding $38,043,000 of interdepartmental charges, mainly from Internal Service Funds (which are double budgeted), is $229,343,600, an increase of $2,564,500 or 1.13%.

The budget includes net personnel costs totaling $120.7 million or about 45% of the total operating expenditure budget. Personnel costs are budgeted to increase by about $946,000, or 0.8% from the 2016 adopted budget level.

Operating expenditures (including purchased services, operating expenses and interdepartmental charges) increase by about $2 million or 1.5% from $128.4 million in the 2016 budget to $130.4 million in this budget. Fixed assets and improvement expenditures (excluding capital projects) are budgeted at $1.3 million, a decrease of $511,000 from the 2016 budget. Debt service payments are budgeted at $14.9 million which is an increase of $257,300 from the 2016 budget level or about 7% of governmental fund expenditures (and well within the County's performance measure benchmark of less than 10%).



* Includes Parks, Environment, Education and Land Use

Functional Area	Expenditure Budget	% of Total Expenditure Budget
Justice & Public Safety	$62,083,751	21.8%
Human Services	$76,602,308	27.0%
Parks *	$32,139,331	11.3%
Public Works	$32,398,460	11.4%
Gen. Admin.	$22,041,735	7.8%
Non-Dept.	$27,210,100	9.6%
Debt Service	$14,910,900	5.2%
Capital Projects	$16,823,400	5.9%
Total Expenditures	$284,209,985	100.0%

* Includes Parks, Environment, Education and Land Use

2017 EXPENDITURE HIGHLIGHTS

A brief summary of the major changes in the past five adopted budgets are explained below:

The 2017 Budget expenditure level decreases by $1.28 million to $284.2 million. This reflects a $3.96 million decrease in capital project expenditures, mostly due to reductions of Public Works projects which include buildings, highways and the airport. Operating expenses increase $2.6 million or 2% and reflect modest increases across most functional areas. Personnel costs also increase by $945,979, or 0.8% and reflect costs to continue, net of budgeted position changes of $289,800.

The 2016 expenditure level increases by $8.1 million to $285.5 million. This reflects a $4.6 million increase in capital project expenditures, mostly due to the addition of $2.4 million for the replacement of HVAC equipment at the Law Enforcement Center and additional expenditures for highway projects. Operating expenses increase $2.1 million or 2% and reflect modest increases across most functional areas. Personnel costs also increase by $879,800, or 0.7% and reflect costs to continue, net of budgeted position changes of $287,100.

The 2015 Budget expenditure level decreases by $4.69 million to $277.4 million. This reflects an $11.85 million reduction in capital project expenditures, mostly due to the removal of $9.6 million related to the upgrade of the upgrade of the County's public safety radio technology from an analog to a digital signal and the replacement of corresponding radio console equipment at the County's Dispatch Center. This reduction is offset by a $4.8 million increase in operating expenses, mostly related to a $1.7 million increase for the Material Recovery Facility (MRF) budget for the implementation of the joint agreement with the City of Milwaukee. Personnel cost increases of $1.7 million, or 1.5% reflect costs to continue (partially offset by a $308,400 net reduction for budgeted position changes).

The 2014 Budget expenditure level increases by $8.3 million to $282.1 million. This reflects a $6.65 million increase in operating expenses largely related to a $3.25 million increase to reflect the State of Wisconsin's opinion that payments the Children with Long-Term Support Needs (CLTS) Third Party Administrator (TPA) makes to service providers must be included in the HHS budget and a $1.4 million increase to the Health and Dental Insurance Fund budget in Non-Departmental, mainly due to the first time budgeting for a shared on-site medical/wellness center. Personnel costs also increase by $1.5 million, with cost to continue increases being partially offset with approximately $459,500 in savings from Sheriff's Department staff (deputies, detectives, and command staff) contributing to the Wisconsin Retirement System.

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

Future Projections and trends:

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

Detailed expenditure highlights are included within each Functional Area Summary. A summary of major 2017 funding changes, which impact expenditures by functional area, follows:

2017 EXPENDITURE HIGHLIGHTS

Justice and Public Safety:

- The 2017 **expenditure budget** for this functional area totals $62,083,800, an increase of $1,079,000 or 1.8% from the 2016 Adopted Budget.
- **Emergency Preparedness** includes 3.00 FTE Telecommunicator positions costing $220,600 for the transfer of emergency dispatch operations from the Village of Menomonee Falls to the Waukesha County Communications Center. An additional 1.00 FTE Communications Center Supervisor costing $94,500 is created to improve front-line supervision and training efforts. Fixed assets are reduced $117,000 for one-time items for the Computer Aided Dispatch (CAD) completed in 2016.
- **Sheriff** expenditures increase $609,500 or 1.6% on a base of over $39 million. Overall net personnel costs of $31.1 million are budgeted to increase by $438,400 or 1.4%. Personnel costs increases are mainly due to the addition of 2.00 FTE Deputy Sheriff's due to the expansion of the Town of Lisbon patrol contract, accounting for $158,200 of the total increase. The department has increased overtime $53,900 or 0.33 FTE for HIDTA grant funded overtime. The Department is also unfunding 0.50 FTE Administrative Assistant in General patrol for a cost savings of $29,700.
- **Inmate medical** costs are budgeted to increase by $64,800 or 3.6%, mostly due to the additional dental coverage, to a total cost of $1.88 million. Inmate food services costs increase $8,800 overall to $639,800 and reflect the food service contracted increase of 2.9%.
- The **Sheriff's** budget includes interdepartmental vehicle costs of $1.70 million for vehicle replacement, maintenance and fuel. These costs are increasing by approximately $16,900, mostly due to an overall increase in maintenance costs offset by a 10% reduction in in per gallon fuel cost.
- Also included in the **Sheriff's** budget is $176,600 in expenditures for the second-year of an equipment replacement plan for non-corrections items (a similar plan already exists for the Jail and Huber facilities).
- **Circuit Court** Services expenditures increase $39,500 or about 0.4% to $9.3 million. Personnel costs decrease $88,800. This includes the unfunding of 0.50 FTE of an administrative specialist and 0.25 FTE of a social worker position reflecting workload changes. These positions where partially unfunded in 2016. Guardian ad Litem (GAL) expenses increase $70,000 in in the Family Division in an effort to pay for services promptly while pursuing recovery. The budget also includes a $8,500 increase in interpreter services, which is also offset by increased state reimbursement of $5,000
- The **District Attorney's** 2017 budget reflects an expenditure increase of $174,100, mainly with the expansion of the federal Victims of Crime Act (VOCA) grant funding. The grant expansion includes the creation of 1.0 FTE Victim Witness Specialist (a sunset position) and the increase of a Victim Witness Counselor from 0.25 FTE part time extra help to 1.0 FTE regular full time as well as additional equipment and supplies.
- The **Medical Examiner's Office** budget reduces expenditures by $7,800 or 0.4% overall. 2017 is the third year of the regional initiative with Walworth and Washington Counties and several minor expenditure adjustments have been made to address actual experience.

Health and Human Services

- The 2017 **expenditure budget** for this functional area totals $76,602,300, an increase of $1.0 million or 1.3% from the 2016 Budget.
- **Health and Human Services (HHS) department** expenditures increase $891,300 to $74,007,700 or 1.2%.
- **HHS Administrative Services** includes personnel costs increase of $247,400 which includes an increase in temporary extra help for 1.03 FTE to provide after-hours facility watch and building safety and for after-hours reception duties at the Health and Human Services Center and an increase of 1.26 FTE for practice management system assistance with the Core project, and the transfer in of an administrative position from Public Health.
- **HHS Intake and Shared Services** expenditures are budgeted to decrease $55,000 related to a decrease in Kinship Care benefits.
- **HHS Economic Services Administration and Support Program** expenditures decrease $115,600 mainly related a $210,200 expenditure reduction related to the Patient Protection Affordable Care Act which includes the sunset reduction of 2.0 FTE Economic Support Specialist positions as the related Affordable Care Act funding is reduced. This reduction is offset by increases related to costs to continue the 45.66 staff in this program.
- **Children and Family Services** operating expenditures are budgeted to increase by about $318,000. This is primarily due to an increase of $264,000 for Residential Care Center expenditures and an increase of $57,000 for Foster Care due to the continued trend of higher out of home placement needs.

2017 EXPENDITURE HIGHLIGHTS

- Expenditures (and pass through revenues) for **Children with Long Term Support Needs (CLTS) – Third Party Administrator (TPA)** decrease by $317,100 related to the anticipated funding changes from the State of Wisconsin to serve children with long term support needs.
- The **Family and Juvenile Services** operating expenditures decrease by $224,000 to $2,476,600 primarily due to the elimination of the contract for educational support of $228,758.
- **Juvenile Center** operating expenditures increase about $77,000 to $955,800 mainly due to an increase of $38,000 for additional short-term, temporary female secure detention costs, as well as a $16,700 annual increase related to the shelter care contract.
- **Public Health Division** personnel costs are reduced by almost $212,500 to $2,888,300 mainly due a 2.87 FTE reduction. The reductions include the unfunding of the 1.0 FTE Health & Human Services Coordinator position and a 1.0 FTE Public Health Nurse position. The FTE reduction also includes the transfer of a 1.0 FTE Administrative Assistant position to HHS Administrative Services Admissions division**.**
- The **Aging & Disability Resource Center (ADRC) General Fund program – Adult Protective Services** expenditures decrease $408,000. This includes personnel costs decrease of $168,400 that includes the transfer of 2.0 FTE Clinical Therapists to Outpatient Clinical. Operating expenditure budget decreases $236,500 and includes a decrease of $132,300 in anticipation of the transfer of eligible Adult Protective Services (APS) clients to Managed Care Organization (MCO) funding. Also, a "flat rate" reimbursement payment schedule for all volunteer and corporate guardians will be implemented in 2017 resulting in a decrease of about $83,000. In addition, payment to the Marsh Country Health Alliance for Clearview Nursing Home and facility for Individuals with Intellectual Disabilities (IID) in Dodge County mainly for the Waukesha County residents who reside at Clearview is estimated to decrease $22,900 in 2017.
- **HHS Aging & Disability Resource Center (ADRC) General Fund – Community Services** program expenditures (and revenues) increase $93,000. The increase includes the reallocation of 0.40 FTE to the ADRC – General fund from the ADRC - Contract Fund. Also, food service costs for Home Delivered and Senior dining meals expenditures increases $47,600. Other community based services which include bathing and respite increase $45,400.
- The **Aging & Disability Resource Center (ADRC) Contract Fund** revenues and expenditures increase $10,100. Personnel cost expenditure budget decreases $107,100 mostly related to cost savings staff turnover and a 0.40 FTE transfer of a Senior ADRC Specialist to the ADRC-General Fund. Operating expenditures increases $126,500 including contract services, which increases $89,300 due to rate increases.
- **HHS Mental Health Outpatient-Clinical** expenditures increase nearly $1.2 million or 15% to $9.1 million, mainly due to a budgeted increase in State mental health institute costs of $861,900 to $2.25 million, to more accurately reflect prior year experience and current year projections. In addition, contracted psychiatric services increase $337,600 and include the addition of a new children's psychiatrist to assist with programming efforts related to the Children's Comprehensive Community Services (CCS) program. In addition, personnel costs are budgeted to increase $169,300, and includes 2.04 FTE new temporary extra help Clinical Therapists and 2.00 FTE Clinical Therapists (transferred from the Aging and Disability Resource Center division) to assist with the implementation of State of Wisconsin Act 55, state mandated continuous crisis intervention services. This program, which was launched in mid-2016, requires assessment by HHS crisis staff to determine whether a person should be detained. These increases are partially offset by a decrease in medication costs of $278,600 due to more clients presenting with health insurance and collaborations with the on-site pharmacy to find cost effective solutions (e.g. generic medications).
- **Mental Health Outpatient-Intensive** expenses decrease by $78,200. Personnel costs are budgeted to increase by $123,400 and reflect the transfer of a 1.00 FTE clinical therapist from the Mental Health Outpatient-Clinical program area. Operating expenditures are budgeted to decrease by about $205,500 and reflects a decrease of $105,000 in the treatment component for the CCS program and a decrease of $271,600 in the treatment component for CRS based on lower Medicaid eligible caseloads. These decreases are partially offset by an increase of $99,800 for specialized residential treatment costs and contracted treatment services and support costs increase by $89,700.
- **HHS Mental Health Center (MHC)** expenses increase $199,900, largely due to a $153,000 personnel increase reflecting the incremental shifting of several positions from the outpatient program areas to more appropriately account for the services being performed at the Mental Health Center. In addition, interdepartmental charges are budgeted to increase nearly $133,000 to $899,000 due to various building safety upgrades of $100,000 and the resurfacing of seclusion rooms totaling $40,000. The budget also includes a medication dispensing machine, totaling $75,000, which should generate efficiencies in medication administration and distribution. These increases are partially offset by a $140,000 decrease in medication costs based on current year estimates and collaborations with the county's onsite private pharmacy provider to drive cost-effective solutions including greater usage of generic medications.

Criminal Justice Collaborating Council (CJCC) expenditures increase about $6,000 mostly reflecting the difference between the end of one 5-year state Treatment Alternatives and Diversion (TAD) grant allocation in 2016, and the beginning of another 5-year allocation budgeted at $140,000, beginning in 2017. The TAD grant provides case management, drug testing, and medication-assisted treatment to participants enrolled in the drug court program.

Corporation Counsel-Child Support expenditures increase by $120,900 mainly related to personnel costs increases which includes a new 1.0 FTE Administrative Specialist position needed to fulfill duties created by new statewide e-filing requirements and costs to continue staff.

Parks, Environment, Education, and Land Use

- The 2017 **expenditure budget** for this functional area totals $32,139,300, a decrease of nearly $636,300 (after excluding proprietary fund capitalized fixed asset item purchases), or 1.9% from the 2016 adopted budget.
- The **Federated Library System State Aids Fund** budget enters the 2nd year of a two-county library system partnership with Jefferson County in 2017. Expenditures will include $72,200 for the *Overdrive* Advantage program, which purchases extra copies of digital content in the Wisconsin Digital Library for residents of Waukesha and Jefferson Counties; $40,000 for a pilot project to offer local, expanded Information Technology support to member libraries; and $19,000 to for library technology pilot projects, geared towards improved service delivery in member libraries.
- **Parks and Land Use – Material Recovery Facility (MRF) Fund** budget begins to stabilize after transitional periods in 2015 and 2016 at the joint-facility located in the City of Milwaukee's Menomonee Valley. Expenditures are budgeted to decrease $226K to $4.3 million, largely due to a decrease of $133,500 in charges paid to the county's contracted processor of recyclable materials. The number of tons is projected to reach over 60,000, thus lowering the processing fee per the sliding scale established in the MRF operations contract. In addition, community dividend payments are budgeted to decrease approximately $93K to $1.75 million, mainly due to a reduction in the recycling container credit of $71,000, as a result of several communities waiving the option to buy new recycling bins, and instead opting to utilize existing bins within their communities.
- **Register of Deeds** (ROD) expenditures decrease $16,100 largely due to personnel costs budgeted to decrease $25,300 related to the unfunding of 1.00 FTE Administrative Specialist as a result of departmental efficiencies and the cross-training of staff to handle multiple program areas.
- **Parks and Land Use Tarmann Land Acquisition Fund** expense budgets has been reduced by 50% to $500,000. Expenditures for all costs related to land purchases are estimated to be less than $350,000 for 2016. In the three prior years, annual costs ranged from $210,000 to $385,000.
- **Parks and Land Use General Fund** expenditures decrease $242,100. Personnel costs decrease $94,800 including a slight reduction in extra help hours of 0.70 FTE. Operating expenditures increase approximately $73,000 mainly due to $77,400 related to repair and maintenance items included in the 3-year Maintenance and Major Projects Plan, a $10,000 increase for new reservation software maintenance, which are partially offset with reductions of $10,900 in septic tank services. Fixed asset expenditures are budgeted to decrease by $240,000 to $155,000 mainly due to planned changes in the 3-year maintenance plan costs.
- **Parks and Land Use - Golf Course Fund** expenditures increase $59,200. The budgeted projects include: $8,000 for driving range expansion and $10,000 for HVAC replacement at Naga-Waukee Golf Course; and $10,000 for exterior wood replacement and $6,000 to replace an Irrigation pump at Moor Downs Golf Course. The Wanaki Golf Course Bridge Replacement is budgeted to be completed in 2017.
- **Parks and Land Use - Ice Arena Fund** expenditures increase $30,500. Budgeted projects of $34,000 include: $28,000 for various internal and external door and building sign replacements at Eble Ice Arena, and $6,000 to fund a water softener at Naga-Waukee Ice Arena.
- **Parks and Land Use – Community Development Fund** expenditures are budgeted to decrease $47,200. Revolving Loan and Program Income expenditures for CDBG program are budgeted to decrease $105,000 based on prior years' experience. Grant expenditures related to the Community Development Block Grant (CDBG) program are budgeted to decrease from 2016 budgeted levels by about $12,300 to $1,317,900. This is offset by an $70,100 increase to $1,060,900 in the HOME program.
- **University of Wisconsin – Extension** budgeted expenditures decrease $69,500 and include the unfunding of 0.30 FTE in Administrative Specialist position costs.

2017 EXPENDITURE HIGHLIGHTS

Public Works

- The 2017 **expenditure budget** for this functional area totals $32,398,500 (after excluding proprietary fund capitalized fixed asset item purchases), an increase of $253,900 or 0.8% from the 2016 Adopted Budget.
- **Road Salt expenditures for County Highway snow removal operations** are budgeted to decrease by about $26,100 in 2017. Salt rates are decreasing $1.59 per ton or 2.5% from $63.72 per ton to $62.13 per ton. Estimated salt usage on County Highways is estimated to remain at the 2016 budgeted level of 16,400 tons. Road salt purchased and then sold to municipalities is budgeted to increase by $47,800 due to an increase in anticipated salt sales by 900 tons, from 5,100 tons to 6,000 tons, based on one new municipality purchasing salt in 2017 (the Town of Waukesha).
- The **County Highway Maintenance** program budgets for $74,000 of one-time equipment purchases, including a new set of portable traffic signals ($64,000), which is expected to be safer and free-up traffic control flagger staff to perform other tasks, and the replacement of a concrete screed ($10,000).
- The **Transit Services** operating expense budget reflects a similar level of transit service overall. One minor modification is a reduction of Sunday night service on the Gold Line (Brookfield Square Extension), eliminating two trips, due to very low ridership. The service impact is expected to be minimal due to route 79 providing the same service within the half-hour.
- The **Central Fleet Repair and Maintenance** budget includes an increase in parts purchases of about $72,500 and labor of $31,500.
- **Department of Public Works – General Fund position budget** includes unfunding of a building Services Worker in the **Housekeeping program**, estimated to save approximately $62,000. Existing workload is expected to be absorbed with remaining program staff.
- **Energy and Utility budget costs for County facilities** are budgeted to increase by about $32,100, due to anticipated increases in consumption for both electricity and water and an increase in the budgeted cost per gallon of water. These increases are partially offset by anticipated lower cost per therm for natural gas. Costs are maintained through prior-year energy efficiency improvements (e.g., lighting replacement, more efficient boilers/chillers).
- The **Building Improvement Maintenance Plan** totals $1,095,000 in the 2017 budget, which is an increase of $145,000 from the typical base budget for this program of $950,000. The additional $145,000 is budgeted for one-time projects to address items identified in a state inspection report for the Mental Health Center and projects identified by staff as necessary to continue their operations.

General Administration

The 2017 **expenditure budget** for this functional area totals $22,041,700 (after excluding proprietary fund capitalized fixed asset item purchases), a decrease of about $44,500 or 0.2 from the 2016 Adopted Budget.

- The **County Clerk's Office** expenditure budget decreases by $64,900, mainly due to a decrease for election costs that occur in odd-numbered years, when there are fewer elections held.
- The **County Board** expenditures decrease by $43,500 mostly related to the unfunding of 1.00FTE Office Services Coordinator position offset by an increase of 0.50 FTE Administrative Specialist positon to full time as well as the full year impact of the County Board Chair position at part time (0.50 FTE).
- The **Department of Administration (DOA)** General Fund expenditures decrease by $32,500 due to reduced personnel costs (mostly related to a net reduction of 0.65 FTE), offset with increased operating and interdepartmental expenditures, mostly for EUTF charges.
- **DOA-End User Technology Internal Service Fund (EUTF)** expenditure budget appropriations increase $142,200, mostly due to the transfer of a portion of several positions from the General Fund Information Technology Solutions program (to more properly reflect staff directed and work performed) and for the purchase of a higher number of copiers in 2017 that are not classified as fixed assets.
- **DOA-Risk Management** expenditures for 2017 increase by 0.8% or $23,000 to $2.9 million. This primarily reflects a change in the company that provides property insurance, which was related to the elimination of the state run Local Government Property Insurance Fund (LGPIF). The Risk Management Division expenditures are subsidized with General Fund Balance of $16,600, which is a reduction of $46,900 from the 2016 budget and is intended to be phased-out as department charges are modified to better reflect costs.

2017 EXPENDITURE HIGHLIGHTS

- The **DOA-Collections** division overall expenditures decrease by $15,800, mostly due to an overall personnel reduction of $8,800 or 0.50 FTE in temporary extra help, partially offset by an increase in third party temporary assistance, and a $8,500 in interdepartmental due to lower postage and legal services.

Non-Departmental

- The 2017 **expenditure budget** for this functional area totals $27,210,100 an increase of $755,000 or 2.9% from the 2016 Adopted Budget.

- **Non-Departmental General Fund –** In 2015, with the closure of the Waukesha County Economic Development Corporation, the County convened a workgroup of businesses, business organizations and local municipalities to develop a multi-year business growth strategy for Waukesha County. The County has now contracted with the Waukesha County Business Alliance to serve as the economic development organization to implement the objectives in the business growth strategy.

- **The Non-Departmental General Fund** funds the second year study of different levels of potential collaboration among independent municipal fire departments. The first-year study (2016) focused on municipalities in and surrounding Lake Country. The 2017 budget of $60,000 funds the follow-up analysis from the first report and studies for newly-participating municipalities. Participating municipalities will contribute in-part to the County's appropriation.

- **The Waukesha Employee Health and Wellness Center (Health and Dental Insurance Fund)** budget expenditures increase by about $120,000, mostly due to contracted clinic staffing increases of $58,700, based on current-year estimated staffing costs and to cover the first full-year budgeting for a physical therapist. Pharmaceutical costs increase by $24,000 and laboratory fees increases by $19,200, based on current-year experience. Other program expenditures include contractor management and consulting fees, budgeted at $199,800, and facility-related expenses, budgeted at $55,500.

- **Waukesha Employee Health and Wellness Center –** Based on the results of the request for proposal process, it is projected that the center will generate a positive return on investment for the combined organizations of approximately $7.7 million over a 5-year period: With savings of $3.1 million estimated for the County, $3.4 million for the school district and $1.2 million for the City.

Debt Service

- The Debt Service expenditure budget for general governmental purposes is $14,910,900, an increase of $257,300 or 1.8% from the 2016 Adopted Budget. To fund the 2017 Capital Project Budget, $10 million is planned to be borrowed, which is a decrease of $2 million from the 2016 adopted budget level. (The 2016 budget was modified to appropriate $500,000 of Tarmann Parkland Acquisition Fund Balance for Parks and Land Use capital projects, thereby reducing the need for debt issue proceeds from $12,000,000 to $11,500,000 per enrolled ordinance 170-87). Retiring approximately $13 million of principal in 2017 will reduce the County's total debt outstanding to approximately $75.1. million, well below the allowable levels set by State statutes.

Capital Projects

- The 2017 **Capital Project expenditure budget** of $16,823,400 decreases $3,959,400 from the 2016 Adopted Budget. The 2017 Capital Budget identifies funding for existing and new projects at a net County cost of $14.8 million (after direct project revenues of $1,406,400 and proprietary and restricted special revenue fund balance appropriations of approximately $575,000 are applied).

2015-2017 REVENUE SUMMARY

SOURCE	2015 Actual	2016 Adopted Budget (c)	2016 Estimate	2017 Budget	Incr/(Decr) From 2016 Adpt. Budget
Intgov't Contracts & Grants	$54,867,297	$56,086,793	$56,146,129	$54,158,180	$(1,928,613)
State Transportation Aids	$4,617,115	$4,617,114	$4,608,644	$4,617,114	-
State Shared Revenues	$1,177,850	$835,000	$835,000	$835,000	-
Fines & Licenses	$2,959,173	$2,798,157	$2,891,352	$2,902,142	$103,985
Charges for Services (a)(c)	$33,996,707	$35,896,087	$35,310,860	$37,720,796	$1,824,709
Interdepartmental Revenue	$36,158,535	$37,930,939	$36,258,414	$38,043,018	$112,079
Other Revenues (a)(c)	$15,439,963	$11,798,339	$12,736,973	$11,961,734	$163,395
Interest/Penalty on Delinq Taxes	$2,003,460	$2,703,000	$2,000,000	$2,640,000	$(63,000)
Investment Inc-Unrestricted Funds	$1,437,858	$3,407,646	$2,100,000	$3,007,646	$(400,000)
Debt Borrowing	$10,000,000	$12,000,000	$11,500,000	$10,000,000	$(2,000,000)
Appropriated Fund Balance	$9,905,542	$13,404,422	$14,030,348	$13,507,758	$103,336
Retained Earnings (a)(b)	$(4,795,632)	$(396,967)	$(1,461,947)	$(500,254)	$(103,287)
Tax Levy	$103,916,612	$104,412,271	$104,412,271	$105,316,851	$904,580
Total Revenues	**$271,684,480**	**$285,492,801**	**$281,368,044**	**$284,209,985**	**$(1,282,816)**

FUNCTION	2015 Actual	2016 Adopted Budget	2016 Estimate	2017 Budget	Incr/(Decr) From 2016 Adpt. Budget
Justice & Public Safety	$17,746,953	$18,367,240	$18,423,798	$18,920,366	$553,126
Health & Human Services	$49,275,532	$49,734,885	$49,998,185	$50,121,580	$386,695
Parks, Env, Educ & Land Use	$22,112,574	$21,175,710	$21,014,589	$21,248,458	$72,748
Public Works	$19,984,640	$20,451,045	$19,577,776	$20,781,487	$330,442
General Administration	$16,469,386	$19,015,895	$17,139,124	$18,903,339	$(112,556)
Non-Departmental	$22,995,044	$23,000,300	$22,405,900	$23,454,000	$453,700
Debt Borrowing	$10,000,000	$12,000,000	$11,500,000	$10,000,000	$(2,000,000)
Capital Projects	$4,073,829	$4,328,000	$4,328,000	$2,456,400	$(1,871,600)
Appropriated Fund Balance	$9,905,542	$13,404,422	$14,030,348	$13,507,758	$103,336
Retained Earnings (a)(b)	$(4,795,632)	$(396,967)	$(1,461,947)	$(500,254)	$(103,287)
Tax Levy	$103,916,612	$104,412,271	$104,412,271	$105,316,851	$904,580
Total Revenues	**$271,684,480**	**$285,492,801**	**$281,368,044**	**$284,209,985**	**$(1,282,816)**

(a) Includes revenues from Proprietary Fund (e.g., Radio Services) user fees and other revenue which are estimated to result in retained earnings.

(b) Revenues in excess of expenditures from enterprise funds that are retained in the appropriate fund and not used to offset the overall County Tax Levy.

(c) The 2016 budget has been restated for comparative purposes to the 2017 budget.

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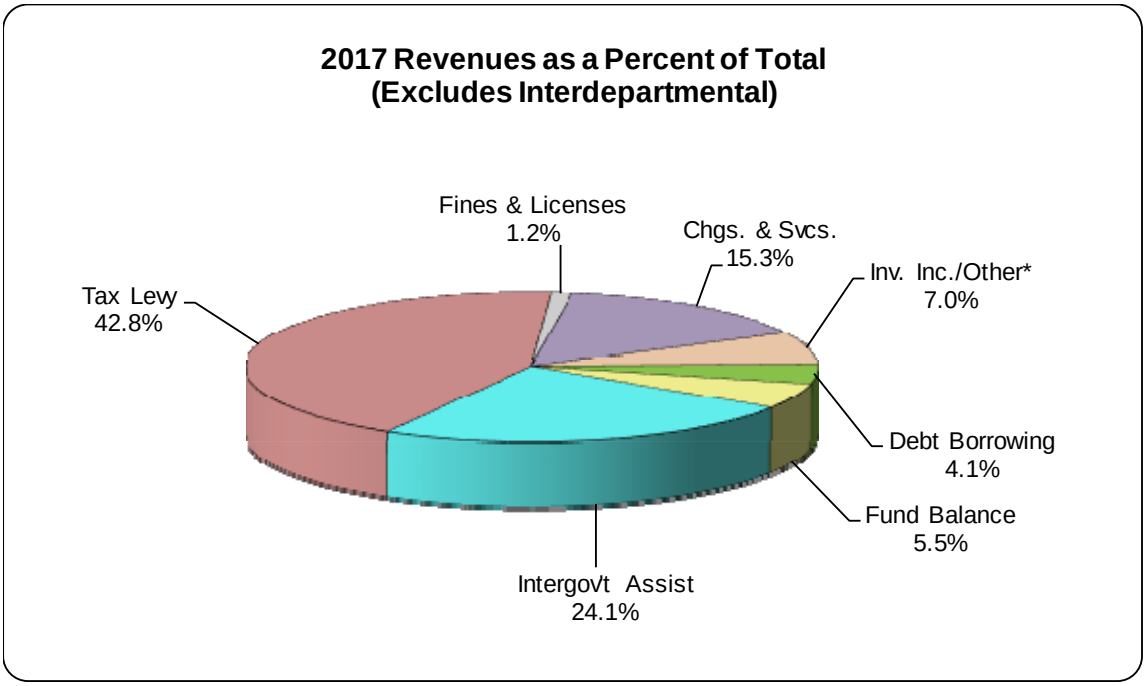
2017 REVENUE HIGHLIGHTS

Revenue Budget:

The **2017 revenue budget (excluding property Tax Levy, Fund Balance appropriations and revenue generating proprietary fund retained earnings) totals $165,385,400,** a decrease of $2,290,700 or 1.4% from the 2016 Adopted Budget. The revenue budget includes $38,043,000 of interdepartmental revenues (mostly from internal service funds, e.g., Health and Dental Insurance Fund and cross charges such as Sheriff Bailiff, court security, etc.).

The 2017 revenues consist of departmental operating revenues budgeted at $152,929,000 and capital project funds at $12,456,400 including $10,000,000 from planned borrowing. Overall, the operating revenues increase nearly $1.58 million or 1.0% from the prior year budget, while capital project revenues decrease by $3.87 million or 23.7%.

The graph below reflects the ratio of revenue sources budgeted for 2017 to all revenue sources, with tax levy of 42.8% and Intergovernmental Assistance of 24.2% (after excluding Interdepartmental revenues) as the major revenue components.



* Excludes Retained Earnings

Revenue Projection Methodology

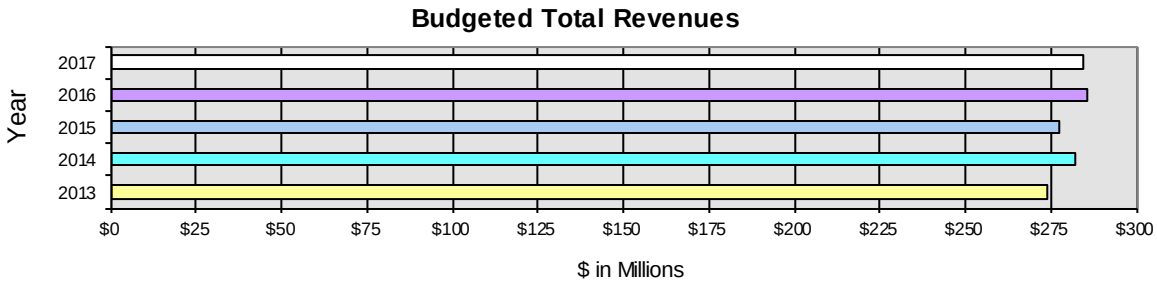
Realistic, conservative and accurate revenue estimates are one of the key building blocks in the development of a fiscally sound budget. The County combines four primary projection methods, mentioned below, based on the unique characteristics of forecasted revenue.

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

Projection and Trends:

External factors that may impact estimated future revenue trends include a continued slow economic recovery, historically low interest rates impacting County investments, moderate inflation, Federal and State budget deficits which will likely result in revenue reductions and the potential for higher future interest rates. Internal factors mainly include user fee rate increases which help cover the rising costs of services and the ability to collect on client accounts.

The graph below shows the total budgeted revenue trends from all sources for 2013-2017. Total revenues are budgeted to decrease nearly $1.28 million or 0.4% to $284.2 million.



2017 REVENUE HIGHLIGHTS

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

The 2017 revenue budget decreases by $1.28 million to $284.2 million, largely due to decreases in Intergovernmental revenues of $1.9 million to $59.6 million, attributable to about $2 million in municipal contributions for highway projects budgeted in 2016 that are not repeated in the 2017 budget. In addition, Debt Borrowing to fund capital project expenditures decreases $2 million to $10 million. This is partially offset by increases in Charges for Services of $1.8 million, due to a 5% increase in the employee cost share of county provided health insurance of $779K, increases in HHS-Clinical Services Outpatient client fee revenues of $355,100 for services provided as part of the Comprehensive Community Services (CCS) program and Community Recovery Services (CRS) program, and increases in the Mental Health Center of $172K based on prior year actuals and an intergovernmental agreement with Jefferson County. Fund Balance appropriations increase about $103K and the County General Tax Levy (excluding the Special Library Tax) increases $850,947 or less than 1%.

The 2016 revenue budget increases approximately $8.11 million to $285.5 million, mostly due to increases in Intergovernmental revenues of $4.3 million to $61.5 million, related to a $2.60 million increase in capital project revenues related to local and county highway projects, as well as an increase of $574K pass-through revenues related to the Children with Long Term Support Needs (CLTS) Third Party Administrator (TPA). In addition, Debt Borrowing to fund capital project expenditures increases $2 million to $12 million. Charges for services increase $693K mainly due to increases in HHS-Mental Health Outpatient program revenues related to the Comprehensive Community Services (CCS) program. Other revenues decrease $255K mostly due to reductions in investment income of $200K based on low interest rates. Overall Fund Balance appropriations increase about $500K and the County General Tax Levy (excluding the Special Library Tax) increases by $455,900 or less than 0.50%.

The 2015 revenue budget decreases by nearly $4.67 million to $277.4 million, mainly due to decreases in appropriated Fund Balance by nearly $10 million to $12.9 million. Intergovernmental revenues increase $1.4 million related to increases in state pass-through revenues related to the Children with Long Term Support Needs (CLTS) Third Party Administrator (TPA) of $728K and Public Works State Highway operations funding of $925K to $5.6 million. Other revenues increase by $920K mainly due to Material Recovery Facility budgetary changes related to the new joint operational agreement, resulting in an increase of $1.45 million, partially offset by a reduction in investment income of nearly $805,400 based on low interest rates. Charges for services increase $798,600 and the County General Tax Levy (excluding the Special Library Tax) increases by $987,100 or less than 1%.

The 2014 revenue budget increases by nearly $8.3 million to $282.1 million, largely due to an increase of about $10.8 million of Fund Balance appropriations to nearly $23 million. This offsets a decrease of $7 million of Debt Borrowing to fund capital project expenditures. Intergovernmental revenues increase by $1.4 million mainly due to increases in the Children with Long-Term Support Needs (CLTS) Third Party Administrator (TPA) grant of $3.25 million, partially offset by federal and state funding reductions. Charges for Services increase $1.45 million and the County General Tax Levy (excluding the special Library tax) increases by $706,630.

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

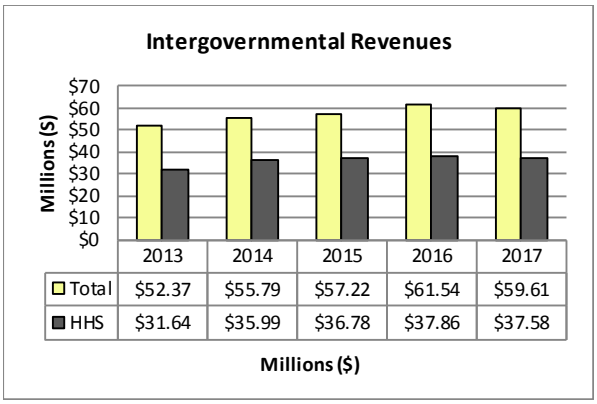
Detailed revenue highlights are included within each functional area summary.

A summary of highlights and major changes from the 2016 Budget to the 2017 Revenue Budget, by source, follows.

Intergovernmental Contracts & Grants:

Combined, total 2017 intergovernmental contracts, grants, state/federal aids and state shared revenues together reflect a budgeted decrease of $1,928,600 or 3.1% from the 2016 Adopted Budget (as indicated below).

- **Capital Project** intergovernmental revenues decrease $1.9 million to $2.15 million mainly due to decreases in local share revenue for one-time road projects and County Highway Improvement Plan (CHIP) revenues, not continued in the 2017 budget.
- **H&HS Functional Area** Intergovernmental Revenue decreases by $281,500 to nearly $37.6 million as follows:
  - **Department of Health and Human Services (H&HS)** – **Children with Special Needs Program** includes a decrease in pass-through intergovernmental State revenue reimbursements related to the Children's Long Term Support (CLTS) Third Party Administrator (TPA) program of $317K to serve children with long term support needs.
  - **H&HS – Family and Juvenile Services Program** includes a decrease of nearly $100,000 due to a decline of $73,000 in Youth Aids as a result of a declining trend in correctional placements, as well as a $21,000 decrease in Independent Living revenue due to the program transition from a County allocation to a private consortium in June 2017.
  - **The H&HS Economic Support Program** includes a decrease of $221,300 to $138,200 in Patient Protection Affordable Care Act (PPACA) revenues, coinciding with a reduction of 2.0 FTE sunset positions. The funding will continue to be reduced as prescribed by state statute. This decrease is partially offset by an increase of $189,200 in the Income Maintenance Contract allocation.



	2013	2014	2015	2016	2017
Total	$52.37	$55.79	$57.22	$61.54	$59.61
HHS	$31.64	$35.99	$36.78	$37.86	$37.58

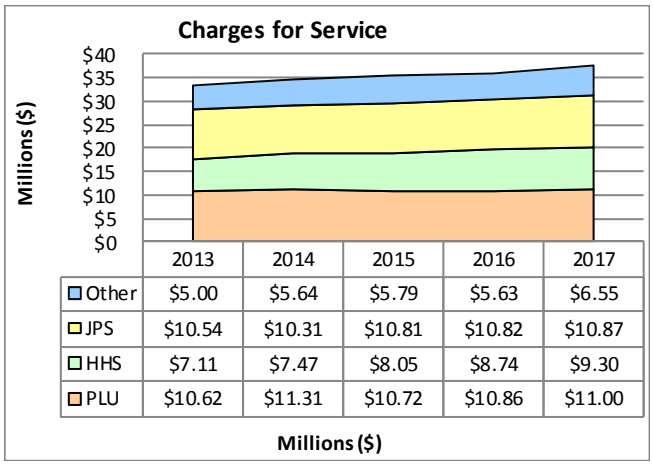
- **Aging and Disability Resource Center** net General Government revenues increase nearly $128,000, mainly due to an increase of nearly $77,000 in Older Americans Act funding, a $30,500 increase related to an Alzheimer grant, as well as slight increases in other federal programs.

- **Parks and Land Use-General Fund** budgeted intergovernmental revenues include a decrease of $100,500, related to one-time, grant funded, handicap-accessible projects around UW-Waukesha and county maintained facilities scheduled to be completed in 2016, partially offset by a $61,000 Aquatic Invasive Species joint-program with Washington County.
- The **District Attorney's** budget includes an increase of about $157,000, mainly due to the expansion of the federal Victims of Crime Act (VOCA), to fund a 1.00 FTE Victim Witness Specialist and increase a 0.25 FTE Victim Witness Counselor to full time.
- **Parks and Land Use-Materials Recycling Facility** budgeted State Recycling Grant revenues increase $111,500 to $1 million, which restores funding previously reduced in the 2016 budget due to anticipated cuts in the 2015-2017 Wisconsin State Budget.
- General Government Revenues in the **Sheriff's** budget increases $63,600 mainly due to additional grant funds awarded to support increased drug investigation and enforcement within Waukesha County.

Charges for Services: User fees are budgeted to increase nearly $1,824,700 or 5.1% to approximately $37.7 million. User Fees are charges for specific government services to those who utilize and value certain services. They provide an equitable, proportional user-based charging method to continue service operations without relying solely on property taxes from property owners. Major User fees include document recording and real estate transfers; public admission for recreation usage, regulation enforcement and education within the Parks, Environment, Education and Land Use (PLU) functional area; client treatment, inpatient or outpatient residential services fees accessed in the Health and Human Services (HHS) area; and inmate board, contracted Sheriff patrols, and judicial and public safety related fees (JPS).

- **Non-Departmental** functional area revenues increase $779,000 due to a 5% increase in the employee share of all county health insurance plans.

- **Health & Human Services (HHS)** functional area Charges for Service revenues increase by about $560,000 to nearly $9.3 million, and includes **Clinical Services Division** increases of about $527,400 to about $8 million, related to Mental Health Outpatient Client Fee revenue increases of nearly $355,100 due to increased funding reimbursements for additional Comprehensive Community Services (CCS) program and Community Recovery Services program activities, to provide community living support services, including employment and peer support through psychosocial rehabilitation. In addition, Mental Health Center revenues increase over $172K to nearly $3 million, partially due $90,000 budgeted for Jefferson County clients when the hospital has availability.



	2013	2014	2015	2016	2017
Other	$5.00	$5.64	$5.79	$5.63	$6.55
JPS	$10.54	$10.31	$10.81	$10.82	$10.87
HHS	$7.11	$7.47	$8.05	$8.74	$9.30
PLU	$10.62	$11.31	$10.72	$10.86	$11.00

- **Parks, Environment, Education & Land use (PLU)** functional area Charges for Service revenues are budgeted to increase by nearly $140K to $11.0 million mainly due to an increase in **Parks-General Fund** revenues of $70,100 mostly related to increases for various park fees (e.g. annual stickers, reservation fees, etc.). In addition, **UW-Extension** revenues increase about $17,500 related to additional workshops and courses for municipal entities related to strategic planning. **Parks-Golf Course** revenues increase $35,000, related to fee increases at all courses, reflecting market conditions and current estimates. The **Federated Library System** revenues increase $16,100 related to charge-backs to member libraries for CAFÉ license and database-related software costs.

- **Public Works** functional area revenues include a $74,700 increase in the **Airport Operations Fund,** due to a newly negotiated 22-year contract with the existing fixed-based operator, expected to generate more land lease and fuel sales revenues for the Airport.

- **Justice and Public Safety (JPS)** functional area Charges for Service revenues increase slightly by approximately $207,600 to $10.9 million, mainly due to an increase in **Sheriff-Municipal Patrol Contract** revenues by $178,200; reflecting an increase in the patrol contract with the Town of Lisbon of 2.00 FTE Deputy Sheriff positions.

Fines and Licenses: Fine and license revenues are budgeted to increase about $104,000, or 3.7% to $2,902,100 in 2017, and include the following: **Parks and Land Use** budget includes an increase of $40,000 increase in septic permits, as well as a $13,000 increase in restaurant and retail food licenses. The **Treasurer's** budget includes a $50,700 increase in Agriculture Use Conversion penalties based on an increase in real estate activity, and **Public Works** includes an increase of $20,000 in utility permits and $13,000 in driveway permits. This is partially offset by a decrease in the **Medical Examiner's** budget of $29,300 in cremation permit revenue due to state mandates requiring a higher number of waivers to be issued.

Interdepartmental Revenues:
2017 Interdepartmental revenues increase approximately $112,100 or less than 1/2% to $38,043,000. Interdepartmental revenues are primarily related to internal service fund charges and cross charges for services provided by one County department to another, which are in essence double budgeted. These charges are originally funded through an external revenue sources or tax levy in the service consumer (user) department budgets.

- In order to better reflect an increase in Worker's Compensation self-insured claims costs and higher estimated future years claims payments based on historical trends, **DOA-Risk Management** interdepartmental revenue increases by about $31,100 to $2.18

million. This fund remains subsidized by General Fund Balance, which is projected to be phased out over future years and is reduced nearly $47K in 2017.

- **Non-Departmental-Health and Dental Insurance Fund** interdepartmental revenues are budgeted to decrease by $374,000 or 2.1% to $17.3 million, and reflects the County's share of insurance premiums charged to operating departments.
- Interdepartmental revenues in the **Public Works Functional Area** increase by about $237K to nearly $7.7 million. Department charges for vehicle operations increase nearly $74,000 including an increase of vehicle repair and maintenance charges of nearly $115,300, and vehicle replacement charges of $112,600, partially offset by a decrease in fuel by $154,000. Additional items include: Building/Office rental charges increase nearly $145,000 for maintenance and services provided to County departments.

Other Revenues:

Other revenues from various sources decrease about $403K or 2.3% in the 2017 Budget to a total of about $17.1 million.

- The **Office of the Treasurer** investment income decreases by $400,000 to $3 million due to estimated lower investment rates of return, and the interest and penalty on delinquent taxes decreases by $63,000 to $2.6 million.
- The **Community Development Block Grant (CDBG)** fund is budgeting a decrease of $105,000 to $355,000 in combined program income and revolving loan income revenues due to fewer loans estimated to be issued.
- **Department of H&HS – Administrative Services Division** prior year revenues are budgeted to increase by about $161,600 to $261,200, to more accurately reflect Wisconsin Medical Assistance Cost Reporting (WIMCR) program reimbursements.

Debt Financing:

The 2017 Budget includes borrowing of $10 million to finance a major portion of 2016 capital projects, a decrease of $2 million from the 2016 Adopted Budget (The 2016 budget was modified to appropriate $500,000 of Tarmann Parkland Acquisition Fund Balance for Parks and Land use capital projects, thereby reducing the need for debt issue proceeds from $12,000,000 to $11,500,000 per enrolled ordinance 170-87).

Appropriated Fund Balance:

To reduce the 2016 Tax Levy (for 2017 Budget purposes), the Budget includes Fund Balance appropriations of $13.5 million for one-time projects and temporary expenditures or to phase in the impact of significant revenue losses, an increase of about $103K from the previous year. This includes $10.9 million for the operating budgets and $2.6 million for the Capital Projects Budget, summarized below:

Fund Balance Use in Fund / Department Budgets	General Fund	Special Revenue Funds	Internal Service Funds	Enterprise Funds	Capital Fund	Debt Service Fund	Total
Administration	$28,000						$28,000
Administration Internal Service Funds			$52,656				$52,656
Admin Dept-Risk Management			$16,554				$16,554
End User Tech. Fund	$231,500		$547,943				$779,443
Airport Fund				$180,829			$180,829
Capital Projects Budget					$2,620,000		$2,620,000
Circuit Court Services	$20,000						$20,000
Contingency Fund	$1,200,000						$1,200,000
Corporation Counsel Dept.							$0
County Clerk Dept.	$0						$0
Debt Service Fund						$1,701,400	$1,701,400
District Attorney							$0
Emergency Preparedness	$342,750			$753,316			$1,096,066
Human Services Dept.	$521,875						$521,875
Non-Departmental	$570,400		$1,939,500				$2,509,900
Federated Library Fund		$129,200					$129,200
Parks and Land Use Dept.	$70,000	$400,000		$1,230,000			$1,700,000
Public Works Dept	$100,000	$124,000	$107,083				$331,083
Register of Deeds	$250,000						$250,000
Sheriff Dept.	$368,252						$368,252
UW Extension Dept.	$2,500						$2,500
Total by Fund Type	**$3,705,277**	**$653,200**	**$2,663,736**	**$2,164,145**	**$2,620,000**	**$1,701,400**	**$13,507,758**

Tax Levy: The overall 2016 Tax Levy (for 2017 Budget purposes) is $105,316,851, which represents an increase of $904,580 or 0.87% from the 2016 Adopted Budget. The total Tax Levy consists of General County Purpose Levy of $101,799,099, a $850,947 or 0.84% increase from the 2016 Adopted Budget, and the Special Federated Library Tax Levy of $3,517,752, an increase of $53,633 or 1.5% from the 2016 Adopted Budget, which are assessed to municipalities without Libraries.

DECISION MAKING CRITERIA FOR NEW POSITIONS

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

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

BUDGETED POSITIONS 2015-2017

SUMMARY BY FUNCTIONAL AREA

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

FUNCTIONAL AREAS:	2015 Year End	2016 Adopted Budget	2016 Modified Budget	2017 Adopted Budget	16-17 Change
Justice and Public Safety	548.90	547.15	547.15	553.90	6.75
Health and Human Services	418.14	415.44	415.74	411.74	(3.70)
Parks, Env., Educ., and Land Use	131.20	128.20	128.20	126.90	(1.30)
Public Works	139.60	138.60	138.60	137.60	(1.00)
General Administration	125.55	124.65	124.65	123.00	(1.65)
Non-Departmental	-	-	-	-	-
Total Regular Positions Countywide	**1,363.39**	**1,354.04**	**1,354.34**	**1,353.14**	**(0.90)**
Temporary Extra Help	111.47	112.48	112.48	118.27	5.79
Overtime	22.26	22.39	22.39	23.08	0.69
Total Position Equivalents Countywide	**1,497.12**	**1,488.91**	**1,489.21**	**1,494.49**	**5.58**

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

Significant Changes for 2017

- Budgeted Full Time Equivalents (FTEs) increases by a net of 5.58 FTE, including temporary extra help and overtime.
- There is a net decrease of 0.90 FTE budgeted regular positions, mostly due to the abolishment of 1.15 FTE (including the full year effect of the April reduction of the County Board Chair position from full-time to part-time). In addition, 2.0 FTE Economic Support Position related to the Patient Protection Affordable Care Act (PPACA) is sunset (reduced) in 2017. Also, 8.25 FTE are unfunded in 2017. This is offset by the creation of 10.0 FTE positions and a 0.20 FTE increase in a UW Extension Part-Time Administrative Specialist position.
- Temporary extra help increases a net of 5.79 FTE or about 12,043 hours.
- Budgeted overtime increases a net of 0.69 hours or about 1,435 hours.

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

Current-Year Changes in 2016

- Increase the Part-time 0.70 FTE Veteran Service Aid by 0.30 to Full-time 1.0 FTE.

FUNCTIONAL AREA SUMMARY BY FUND TYPE

2017 BUDGET

REVENUES	GENERAL FUND (a)	SPECIAL REVENUE	ENTERPRISE	INTERNAL SERVICE	DEBT	CAPITAL PROJECTS	TOTAL
JUSTICE & PUBLIC SAFETY	$17,547,447		$1,372,919			$708,400	$19,628,766
HEALTH & HUMAN SERVICES	$46,945,135	$3,176,445					$50,121,580
PARKS, ENV., EDUC., LAND USE	$7,750,783	$5,819,725	$7,677,950			$98,000	$21,346,458
PUBLIC WORKS	$569,482	$12,109,381	$902,756	$7,199,868		$600,000	$21,381,487
GENERAL ADMINISTRATION	$8,503,636			$10,399,703		$11,050,000	$29,953,339
NON DEPARTMENTAL	$1,465,000			$21,989,000			$23,454,000
FUND BALANCE APPROPRIATION	$3,473,777	$653,200	$2,164,145	$2,895,236	$1,701,400	$2,620,000	$13,507,758
RETAINED EARNINGS	$0	($21,100)	($474,787)	($4,367)			($500,254)
TAX LEVY	**$83,773,051**	**$6,464,737**	**$122,563**	**$0**	**$13,209,500**	**$1,747,000**	**$105,316,851**
TOTAL REVENUES	$170,028,311	$28,202,388	$11,765,546	$42,479,440	$14,910,900	$16,823,400	$284,209,985
EXPENDITURES							
JUSTICE & PUBLIC SAFETY	$60,255,352		$1,828,399			$4,183,000	$66,266,751
HEALTH & HUMAN SERVICES	$73,425,863	$3,176,445					$76,602,308
PARKS, ENV., EDUC., LAND USE	$13,562,755	$9,845,577	$8,730,999			$2,332,400	$34,471,731
PUBLIC WORKS	$8,709,362	$15,180,366	$1,206,148	$7,302,584		$9,758,000	$42,156,460
GENERAL ADMINISTRATION	$10,793,379			$11,248,356	$14,910,900	$400,000	$37,352,635
NON DEPARTMENTAL (a)	$3,281,600			$23,928,500		$150,000	$27,360,100
TOTAL EXPENDITURES	$170,028,311	$28,202,388	$11,765,546	$42,479,440	$14,910,900	$16,823,400	$284,209,985

(a) Includes Contingency Fund.

APPROPRIATION UNIT SUMMARY BY FUND TYPE

2017 BUDGET

REVENUES	GENERAL FUND (a)	SPECIAL REVENUE	ENTERPRISE	INTERNAL SERVICE	DEBT	CAPITAL PROJECTS	TOTAL
INTERGOVT. CONTRACTS/GRANTS	$39,234,993	$17,185,901	$1,000,000	$33,000		$2,156,400	$59,610,294
FINES & LICENSES	$2,767,142	$135,000	$0	$0			$2,902,142
CHARGES FOR SERVICES	$25,079,117	$1,904,750	$6,021,528	$4,715,401			$37,720,796
INTERDEPART. REVENUES	$3,770,691	$628,156	$551,747	$33,092,424			$38,043,018
OTHER REVENUES	$11,929,540	$1,251,744	$2,380,350	$1,747,746		$10,300,000	$27,609,380
FUND BALANCE APPROPRIATION	$3,473,777	$653,200	$2,164,145	$2,895,236	$1,701,400	$2,620,000	$13,507,758
RETAINED EARNINGS	$0	($21,100)	($474,787)	($4,367)			($500,254)
TAX LEVY	**$83,773,051**	**$6,464,737**	**$122,563**	**$0**	**$13,209,500**	**$1,747,000**	**$105,316,851**
TOTAL REVENUES	$170,028,311	$28,202,388	$11,765,546	$42,479,440	$14,910,900	$16,823,400	$284,209,985
EXPENDITURES							
PERSONNEL COSTS	$102,603,254	$9,591,046	$3,063,841	$5,478,937			$120,737,078
OPERATING EXPENSES	$52,967,663	$12,905,743	$7,189,787	$36,375,689			$109,438,882
INTERDEPARTMENTAL CHARGES	$13,670,094	$5,153,279	$1,511,918	$624,814			$20,960,105
FIXED ASSETS & IMPROVEMENTS	$787,300	$552,320	$0	$0		$16,823,400	$18,163,020
DEBT SERVICE	$0	$0	$0	$0	$14,910,900		$14,910,900
TOTAL EXPENDITURES	$170,028,311	$28,202,388	$11,765,546	$42,479,440	$14,910,900	$16,823,400	$284,209,985

(a) Includes Contingency Fund.

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Strategic Planning
&
Budget Policies

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STRATEGIC PLANNING OVERVIEW

Strategic planning is the process of determining long-term goals and then identifying the best approach for achieving those goals. Waukesha County has been using strategic planning tools for well over a decade. In 2016, the County worked with Department Heads and departmental strategic planning coordinators to perform annual updates to their plans to include environmental scans identifying department wide and Countywide critical issues, and ensuring that all strategic objectives included year-over-year measurable data. In 2017, each County department will fully update its 3-year strategic plan and move toward a standard plan format to make it easier for employees, and the general public, to quickly find information within each respective plan.

Through the strategic planning process, the County establishes links between core values, business functions and measurable program outcomes across all departments. Strategic planning ultimately helps the County identify and set priorities so that service delivery modifications can be made to better assist and serve its citizenry. In 2012, the County created a cross-departmental Strategic Planning Steering Committee, which, to this day, continues to guide the planning process and helps identify priorities.

Focus groups that were held at the beginning of the most recent strategic planning update indicated that, overall, County residents are pleased with the quality, level and value of services. In addition, it was clear that most important outcomes for county stakeholders continue to be a “safe” and an “economically vibrant” county.

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

Mission Statement:

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

Vision Statement:

“Waukesha County…leading the way with quality and value.”

Core Values:

Collaboration, Ethics and Integrity, Innovation, Efficiency, Communication, Diversity and Respect, Seeking Cost Savings and High-Quality Customer Service

County-Wide Key Strategic Outcomes:

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

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

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

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

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

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

For reference, please see the example illustrated below:

Major Departmental Strategic Outcomes and Objectives for 2017

County-Wide Key Strategic Outcome: An economically vibrant county

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

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

Performance Measure:	2014 Actual	2015 Actual	2016 Target
County's Bond Rating	AAA/Aaa	AAA/Aaa	AAA/Aaa

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

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

Performance Measure	2013 Actual	2014 Actual	2015 Actual
$ Amount of New Construction	$336.7 million	$491.5 million	$522.3 million
% of Change	0.72%	1.04%	1.07%

WAUKESHA COUNTY PLANNING PROCESSES

PLANNING FOR THE FUTURE

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

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

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

BUDGET BOOK REFERENCE

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

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

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

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

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

WAUKESHA COUNTY PLANNING PROCESSES, CONT.

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

WAUKESHA COUNTY FIVE-YEAR FINANCIAL FORECAST

The County uses long range financial planning to project the cost to continue existing programs by using assumptions about economic conditions, potential strategic objectives, and financial challenges to project revenues and expenditures over a five-year period. The five-year forecast also provides dynamic information for the planning process and assists in providing direction for future actions and planning of resource allocations in a way that links to the County's strategic planning goals.

The five-year financial forecast is developed annually in the early stages of budget development. It includes a review of the prior fiscal year-end results and considers the impacts of various County planning processes, including the capital plan and related debt financing. The Budget Division of the Department of Administration works with staff in other departments to determine key financial assumptions, which are used to project impacts to future expenditures and major revenue sources.

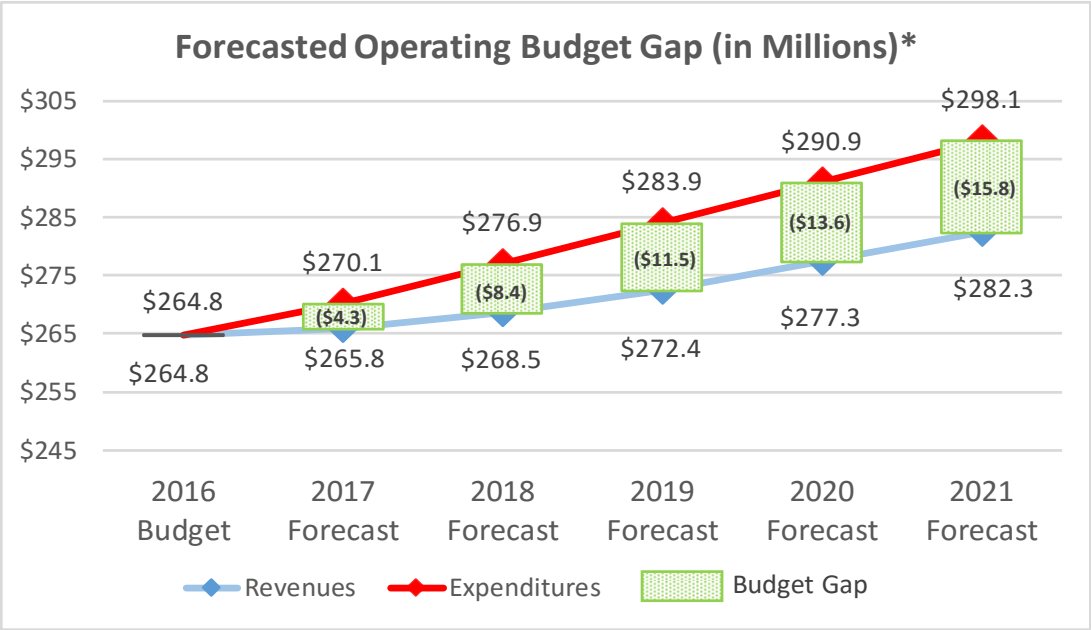
The purpose of utilizing a financial forecast is to identify and determine the extent of actions necessary to close the gap between revenues and expenditures to ensure long-term fiscal sustainability and to prepare for impacts identified in future years.

Below is a summary of Waukesha County's financial outlook as it appeared in the current year's five-year forecast prior to budget development.

Operating Budget (Non-Capital) Five Year Financial Forecast Summary 2017-2021

Operating Budget (in Millions)			
Year	**Revenues**	**Expenditures**	**GAP**
2016 Budget	$264.8	$264.8	$0.0
2017 Forecast	$265.8	$270.1	($4.3)
2018 Forecast	$268.5	$276.9	($8.4)
2019 Forecast	$272.4	$283.9	($11.5)
2020 Forecast	$277.3	$290.9	($13.6)
2021 Forecast	$282.3	$298.1	($15.8)

Closing the structural budget gap in a given year helps future budgets by reducing the gap in future years. For example, closing the 2016 budget gap resulted in a $3.4 million reduction to the projected 2017 gap – from $7.7 million to the current 2017 projection of $4.3 million. The 2017 Budget is balanced, which will again favorably impact the projected gap in future years (as demonstrated in the charts below). This was done by working to reduce expenditures and conservatively increasing revenues (when justified). The use of fund balance and other one-time revenues is limited to the situations described in the County Revenue Policy section of this document.



*The 2017 Operating Budget is balanced at $267.4 million, reflecting the elimination of the gap through expenditure reductions and revenue increases.

FINANCIAL MANAGEMENT POLICIES

Waukesha County's long- and short-term financial policies are derived from various sources including State of Wisconsin statutes, Generally Accepted Accounting Principles (GAAP) and County policies adopted by ordinance and codified in the Waukesha County Administrative Policies and Procedures Manual.

Below is a description of the County's current fiscal management policies, for revenues, operating expenditures, capital improvements, debt, investments, reserves, and the basis of budgeting and accounting methods. **The County budget is balanced as County budgeted expenditures and revenues are equal (including the use of fund balances).**

Revenue Policy

1. The County relies on property tax as its sole source of local tax revenues to fund state and local programs and services. Property taxes account for about 37% of total revenues. Excluding interdepartmental revenues, which are mostly charges from county internal service funds, property taxes account for about 42% of revenue. Other tax options allowable by statute to counties include a 0.5% County sales tax and a local motor vehicle registration fee. Waukesha County has not implemented these other tax options.

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

3. The County maximizes its return on investment consistent with its investment policy. Investment income is used to reduce reliance on the property tax levy. There is minimal risk of market losses because of the strict adherence to investment and liquidity guidelines.

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

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

Balanced Budget

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

Property Tax Levy Increase Limits

Section 66.0602 of Wisconsin Statutes imposes a limit on property tax levies for Counties. The statutes allow a County to increase its total property tax levy by the percentage change in growth in equalized value due to net new construction between the previous year and the current year. The limit includes exemptions for the Federated Library system tax levy, debt services obligations (including related refinancings and refundings), bridge and culvert repaid aids to Towns paid with County tax levy, and a provision to allow for adjustments for consolidated (shared) services as well as services transferred from one unit of government to another. In addition, unused tax levy authority up to a maximum of 1.5% of the prior year levy could be carried forward if authorized by a vote of the County Board.

FINANCIAL MANAGEMENT POLICIES, CONT.

The 2017 Waukesha County Budget tax levy increase is 0.84% as compared to the net new construction between 2015 and 2016 of 1.63%.

Operating Expenditure Budget

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

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

3. The County Executive establishes specific departmental operating budget tax levy target guidelines to limit county spending and taxes in budgets presented to the County Board by October 1st of each year.

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

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

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

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

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

7. Health & Dental Insurance Fund is budgeted in Non-Departmental functional areas as an Internal Service Fund to make the self insured insurance costs more transparent in the budget. The Fund is used to account for all claims and costs filed against and paid by the County's self-funded insurance, the premiums paid for these plans, and costs associated with the wellness programs.

Operating Expenditure Budget (cont.)

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

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

10. The 2011 budget included the first long term plan for the Sheriff's jail equipment replacements, funded with prior year jail assessment fee revenues and some base budget equipment funding. The 2016 budget included the first non-jail equipment plan, funded with seized funds and general fund balance. In addition, Circuit Court services started a furniture and equipment replacement program in 2011 and funding continues for this program in the 2017 Budget.

Capital Improvement Plan

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

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

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

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

Debt Policy

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

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

2. The County structures its debt borrowing issues with a moderate term of nine to ten years to maintain stable annual debt service payments and to avoid major fluctuations between years.
   - Promissory notes are amortized with larger payments in final years to integrate new debt with existing debt in order to achieve operating budget stability. Larger payments are structured in later years to take advantage of call provisions of the market rates when warranted. (see Debt Service Section Requirements page and Projected Debt Service illustration page).
3. By state statute, the County's debt obligations cannot exceed 5% of the equalized value of all property in the County, including Tax Increment Financing Districts. The County has over 95% availability of its statutory debt limit with the planned 2017 debt issue.

Reserve Policy

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

Investments

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

FINANCIAL MANAGEMENT POLICIES, CONT.

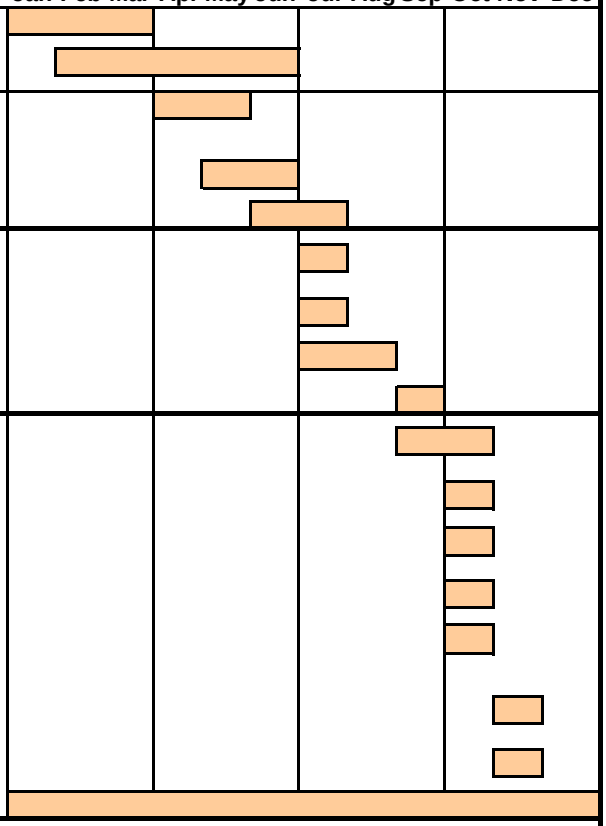
Accounting Policy and Basis of Budgeting

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

Capital and Operating Budget Process

Operating Budget Process	KEY DATES
Review prior year results/identify potential budget issues.	
Analyze impact of State budget on County funding/programs.	
Develop budget assumptions and Internal Service rates for the ensuing year.	
Department budget targets developed and issued.	June 7
Department budget development.	
Co. Executive seeks public opinion on budget.	July
Departments submit budget and new position requests.	
Department Heads present budget requests to Co. Executive.	
Executive budget prepared.	
Co. Executive message and budget presented to Co. Board.	Sep. 27
Publication of County Board Public Notice.	Sept. 28
Finance Committee holds public hearing on Proposed Budget.	Oct. 12
Committees review of Co. Executive Proposed Budget.	
Finance Committee reviews amendments and makes recommendation to Board.	
Co. Board votes for adoption/amendment of budget.	2nd Tues. in Nov.
Co. Executive vetoes (if necessary)- Co. Board action.	
Budget Monitoring.	

Capital Budget Process	KEY DATES
All open projects reviewed; completed projects closed.	
Project list developed and submitted to departments.	
Review of open and planned projects.	
Preliminary consideration of new project requests.	
Technical reviews of projects.	
Departments present project plans to Co. Executive.	
Co. Executive seeks public opinion on budget.	July
Executive review and decision making.	
Executive's capital budget and five-year plan developed.	
Executive presents five-year plan to Co. Board.	By Sep. 1
Committees review of five-year capital plan.	
Finance Committee holds public hearing on proposed budget.	Oct. 12
Board adopts/amends capital plan.	
Capital budget is adopted with operating budget.	2nd Tues. in Nov.



CAPITAL AND OPERATING BUDGET PROCESS

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

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

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

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

Budget Amendment Process

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

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

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

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

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

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

FINANCIAL STRUCTURE

Summary

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

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

Fund Accounting

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

Fund Types

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

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

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

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

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

FINANCIAL STRUCTURE, CONT.

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

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

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

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

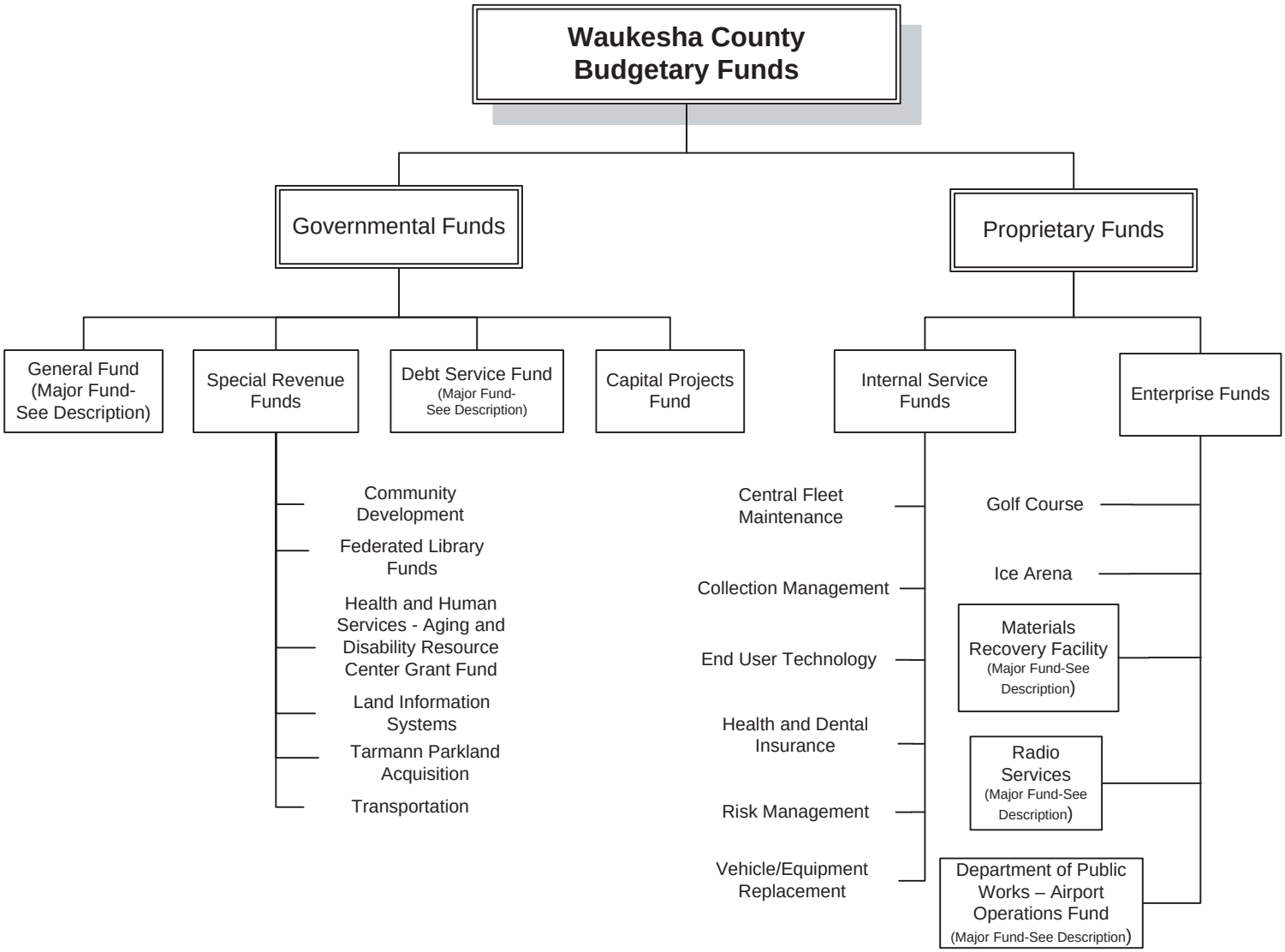
Agency Funds - Agency Funds are used to account for assets held by the County in a trustee capacity or as an agent for individuals, private organizations, other governments and/or other funds. Agency Funds are custodial in nature (assets equal liabilities) and do not involve measurement of results of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

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

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

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

For more details regarding Basis of Accounting, refer to the County's Year End Comprehensive Annual Report (CAFR) Notes to Combined Financial Statements on the County's website at http://www.waukeshacounty.gov/Accounting/



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

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

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

RADIO SERVICES FUND – To account for the operation and maintenance of the County radio system, located in Waukesha, Wisconsin.

MATERIALS RECOVERY FACILITY FUND – To account for the County portion of the operation and maintenance of the joint recycling facility with the City of Milwaukee, located in Milwaukee, Wisconsin.

FUND DESCRIPTIONS

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

	2017 Expenditure Budget	2017 Tax Levy
GENERAL FUND		
The General Fund is the largest single County fund. It is the primary operating fund of the County. It accounts for all revenues that are not required to be processed through another fund. Almost two-thirds of General Fund revenue is received from taxes, but it also receives fines, fees, intergovernmental revenues, interest earnings, and other revenues.		
TOTAL GENERAL FUND	**$170,028,311**	**$83,773,051**
SPECIAL REVENUE FUNDS		
Special Revenue funds are used to account for the proceeds from specific revenue sources (other than expendable trust or major capital projects) that are legally restricted to expenditures for specific purposes.		
HHS - Aging and Disability Resource Center (ADRC) Contract Fund		
To account for Special revenue (Federal/State) funds needed to provide older adults and individuals with disabilities age 18 and above, and their families services with information, referral, assistance, long term care financial and functional eligibility, long-term care options counseling, short-term case management, elderly and disability benefits counseling, prevention, early intervention, health promotion, outreach/marketing, advocacy, and emergency referrals and services related to aging or living with a disability.	$3,176,445	$0
Transportation Fund		
To account for funds needed to provide all services on the County trunk highway system and selected non-County roads, including: planning, designing, maintenance and construction and to account for state funds provided on a reimbursement basis for performing maintenance and repair on other projects as specified on all state trunk highways within the County. To account for state, federal, and local funds used to provide transit bus services to selected areas of the County.	$15,180,366	$2,946,985
Federated Library Funds		
To account for funds provided to maintain a member library system.	$5,618,112	$3,517,752
Community Development Fund		
To account for federal funds to provide to other governmental units or nonprofit organizations that aid low to moderate income and other disadvantaged persons.	$2,901,898	$0
Walter J. Tarmann Parkland Acquisition Fund		
To account for funds provided to acquire parkland and natural areas as identified in the Waukesha County Park and Open Space Plan.	$500,000	$0
Land Information Systems Fund		
To establish a County-wide, integrated approach to linking land parcel locations to digital mapping and databases concerning property information.	$825,567	$0
SPECIAL REVENUE FUND TOTALS	**$28,202,388**	**$6,464,737**

FUND DESCRIPTIONS

INTERNAL SERVICE FUNDS	2017 Expenditure Budget	2017 Tax Levy
Internal Service funds account for the financing of goods or services provided by one department or agency to other departments or agencies of the County or to other governments on a cost-reimbursement basis.		
End User Technology Fund To finance the common technology infrastructure for County users. The fund is managed on a total cost of ownership basis, and is designed to identify the services provided and resources required by the Information Systems staff to support end user departments. To account for the costs associated with the operation and maintenance of the County's central imaging, microfilming, records management services, contracted central printing, and mail room services. Costs are billed to user departments based on a time and material cost basis.	$7,577,104	$0
Vehicle/Equipment Replacement Fund To account for the costs associated with the financing of vehicle/equipment replacements when the individual item's cost equals or exceeds $7,500, and has a useful life of two or more years. Costs are billed to user departments based on the depreciable life of the asset.	$3,245,974	$0
Central Fleet Maintenance Fund To account for the costs associated with the maintenance, repairs and centralized fueling of all County-owned motorized equipment. Costs are billed to user departments based on work orders, time and material costs.	$4,056,610	$0
Risk Management Fund To account for the costs associated with loss control, the investigation and payment of employee claims, claims administration, and the transfer of risk to third parties through purchased insurance coverage. Costs are allocated to other County departments mostly on a claims experience/exposure basis, except for special insurance coverage, which are charged based on actual costs. This fund also accounts for funds invested in the Wisconsin Municipal Mutual Insurance Company (WMMIC). The County, together with certain other units of government within the State of Wisconsin, created WMMIC to provide general and police professional liability, errors and omissions, and vehicle liability coverage for counties or cities in Wisconsin.	$2,784,771	$0
Collection Management Fund To account for the costs associated with County-wide delinquent account collection activity. Costs are allocated to other County departments based on costs of services provided. Negative tax levy reflects payback of tax levy provided for startup costs in the early years of operation.	$886,481	$0
Health and Dental Insurance Fund The Health Insurance Fund is an interest-bearing Internal Service Fund established to provide for and effectively manage the health and dental benefits for County employees, elected officials, retirees, and dependents.	$23,928,500	$0
INTERNAL SERVICE FUND TOTALS	**$42,479,440**	**$0**

FUND DESCRIPTIONS

	2017 Expenditure Budget	2017 Tax Levy
ENTERPRISE FUNDS		
Enterprise funds are used to account for operations (1) that are financed and operated in a manner similar to private business enterprises, where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (2) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability or other purposes.		
Radio Service Fund		
To account for operations and maintenance of County-wide radio services. Customers are billed on a fee for service basis.	$1,828,399	$0
Golf Courses Fund		
To account for operations and maintenance of the three County golf courses.	$3,237,729	$0
Ice Arenas Fund		
To account for operations and maintenance of the two County ice arenas.	$1,211,038	$0
Department of Public Works - Airport Operations Fund		
To account for Department of Public Works Airport operations and development of the County airport.	$1,206,148	$122,563
Materials Recycling Facility Fund		
To account for operations and maintenance in the processing and marketing of recyclable materials collected from municipalities within the County program.	$4,282,232	$0
ENTERPRISE FUND TOTALS	**$11,765,546**	**$122,563**
DEBT SERVICE FUNDS		
Debt service funds are used to account for the accumulation of resources for the payment of general long-term debt principal, interest, and services costs (Excludes debt services budgeted in Internal Service and Enterprise Funds). For further detailed information, see Debt Service Section.		
TOTAL DEBT SERVICE FUNDS	**$14,910,900**	**$13,209,500**
CAPITAL PROJECTS FUNDS		
All capital project funds used to account for financial resources used for the acquisition or construction of major capital facilities (other than those financed by proprietary and trust funds).		
TOTAL CAPITAL PROJECTS FUNDS	**$16,823,400**	**$1,747,000**
TOTAL ALL FUNDS	**$284,209,985**	**$105,316,851**

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Justice
&
Public Safety

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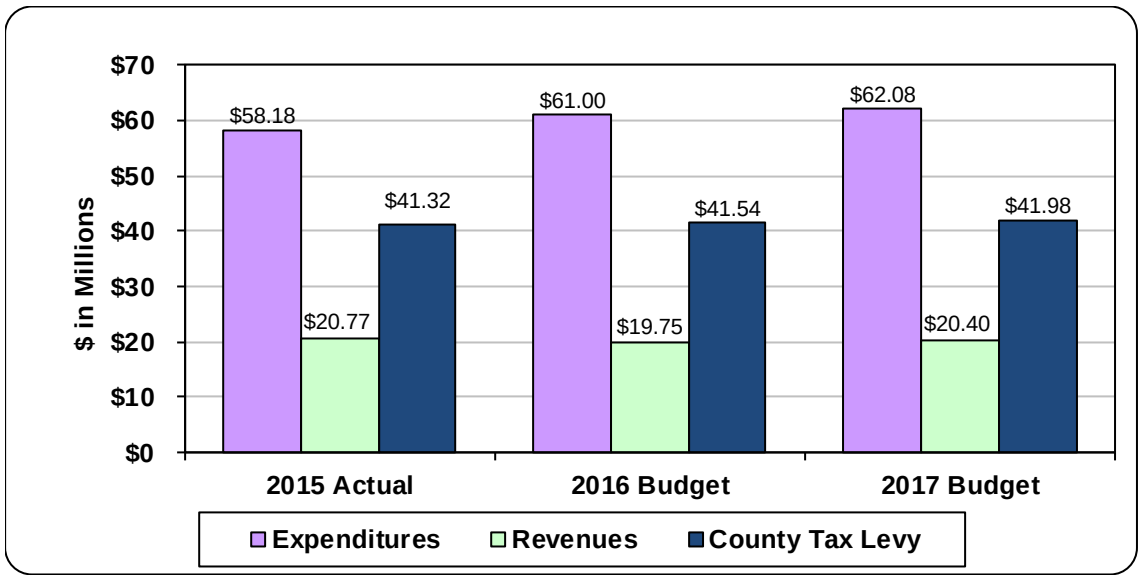
JUSTICE AND PUBLIC SAFETY

Functional Area Budget Highlights

The budgets within this functional area provide local law enforcement, corrections, support to State and County court operations and legal services, as well as emergency response and emergency communications. The **Department of Emergency Preparedness** includes the **Communication Center** operations, which provide emergency dispatch services for County departments including the Sheriff's Department, and 31 municipalities that agreed to join in the collaborative service venture. **Emergency Management** coordinates all of the disaster-related planning, training of local officials, response activities and recovery efforts. **Radio Service** operations maintain the County's Radio communication infrastructure. The **District Attorney** staff prosecutes State and local violations of law and provides services to crime victims through the **Victim/Witness and Victims of Crime Act (VOCA)** programs. For administration and budgetary purposes, the Register in Probate, Juvenile Court, Court Commissioner and Family Court Services budgets are merged together with the Clerk of Court's operating budget under an umbrella agency known as **Circuit Court Services**. The Clerk of Courts Office provides administrative support for the state and local court system within Waukesha County, including civil, family, and criminal and traffic courts. The Probate Court, Juvenile Court, and Court Commissioner functions assist court operations in their specific areas as well as operate Family Court Services. The **Medical Examiner's Office** investigates deaths in Waukesha County as mandated by Wisconsin State statutes to ensure the safety, health, and general welfare of the community and provides contracted medical examiner services to Walworth and Washington Counties. The **Sheriff's Department** provides patrol, investigation, and specialized law enforcement services to the entire County. Courtroom security and transportation are provided to court support operations through interdepartmental agreements. The Department also operates correctional facilities that include the County jail (prisoners awaiting trial and those serving jail terms of less than one year) and the Huber jail (minimum-security facility for work release prisoners).

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

The 2017 expenditure budget for this functional area totals $62,083,800, after excluding proprietary fund capitalized fixed asset items. This represents an increase of $1,079,000 or 1.8% from the 2016 Adopted Budget. Revenues, including fund balance appropriations in the 2017 Budget total $20,404,700, an increase of $659,400 or 3.3% from the 2016 Adopted Budget. The County tax levy necessary to fund this functional area totals $41,976,900, an increase of $436,600 or 1.1% from the 2016 Adopted Budget. Tax Levy in this functional area represents 40% of the total County Tax Levy.



** JUSTICE AND PUBLIC SAFETY **

Functional Area Summary by Agency

	2015 Actual	2016 Adopted Budget	2016 Estimate	2017 Budget	Change from 2016 Adopted Budget $	%
*** TOTAL JUSTICE & PUBLIC SAFETY ***						
Revenues (a)	$20,774,804	$19,745,273	$20,040,549	$20,404,684	$659,411	3.3%
County Tax Levy	$41,320,833	$41,540,322	$41,540,322	$41,976,903	$436,581	1.1%
Expenditure (b)	$58,183,633	$61,004,702	$60,757,445	$62,083,751	$1,079,049	1.8%
Rev. Over (Under) Exp.	$1,655,840	$0	$407,915	$0	$0	N/A
Oper Income/(Loss) (c)	$2,256,164	$280,893	$415,511	$297,836	$16,943	6.0%
BREAKDOWN BY AGENCY						
EMERGENCY PREPAREDNESS						
Revenues (a)	$3,815,015	$2,852,081	$3,025,549	$2,881,844	$29,763	1.0%
County Tax Levy	$5,381,883	$5,439,372	$5,439,372	$5,690,294	$250,922	4.6%
Expenditure (b)	$6,719,912	$8,010,560	$8,034,676	$8,274,302	$263,742	3.3%
Rev. Over (Under) Exp.	$220,822	$0	$14,734	$0	$0	N/A
Oper Income/(Loss) (c)	$2,256,164	$280,893	$415,511	$297,836	$16,943	6.0%
DISTRICT ATTORNEY						
Revenues	$574,879	$679,539	$719,451	$863,669	$184,130	27.1%
County Tax Levy	$1,807,337	$1,833,337	$1,833,337	$1,823,337	($10,000)	-0.5%
Expenditure	$2,265,911	$2,512,876	$2,515,080	$2,687,006	$174,130	6.9%
Rev. Over (Under) Exp.	$116,305	$0	$37,708	$0	$0	N/A
CIRCUIT COURT SERVICES						
Revenues (a)	$3,794,874	$3,722,200	$3,900,116	$3,825,700	$103,500	2.8%
County Tax Levy	$5,574,481	$5,540,181	$5,540,181	$5,476,181	($64,000)	-1.2%
Expenditure	$8,925,621	$9,262,381	$9,247,933	$9,301,881	$39,500	0.4%
Rev. Over (Under) Exp.	$443,734	$0	$192,364	$0	$0	N/A
MEDICAL EXAMINER						
Revenues	$1,188,419	$1,247,049	$1,216,443	$1,209,199	($37,850)	-3.0%
County Tax Levy	$980,310	$955,610	$955,610	$985,610	$30,000	3.1%
Expenditure	$1,946,329	$2,202,659	$2,195,342	$2,194,809	($7,850)	-0.4%
Rev. Over (Under) Exp.	$222,400	$0	($23,289)	$0	$0	N/A
SHERIFF						
Revenues (a)	$11,401,617	$11,244,404	$11,178,990	$11,624,272	$379,868	3.4%
County Tax Levy	$27,576,822	$27,771,822	$27,771,822	$28,001,481	$229,659	0.8%
Expenditure	$38,325,860	$39,016,226	$38,764,414	$39,625,753	$609,527	1.6%
Rev. Over (Under) Exp.	$652,579	$0	$186,398	$0	$0	N/A

(a) The 2017 Budget includes a total of $731,002 of General Fund Balance appropriations, of which $342,750 is in Emergency Preparedness, $368,252 is in the Sheriff's Department, and $20,000 is in Circuit Court Services. The 2017 Budget also includes $753,316 of Radio Services Fund Balance. The 2016 Budget includes a total of $626,310 of General Fund Balance appropriations, of which $349,841 is in Emergency Preparedness, $256,469 is in the Sheriff's Department, and $20,000 is in Circuit Court Services. The 2016 Budget also includes $751,723 of Radio Services Fund Balance.

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

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

JUSTICE AND PUBLIC SAFETY

Functional Area Budget Highlights

- **Emergency Preparedness** includes 3.00 FTE Telecommuinicator positions costing $220,600 for the transfer of emergency dispatch operations from the Village of Menomonee Falls to the Waukesha County Communications Center. An additional 1.00 FTE Communications Center Supervisor costing $94,500 is created to improve front-line supervision and training efforts. This is funded partially with a 2017 tax levy increase of $250,900 or 4.6% to $5.7 million. Fund balance remains at about $343,000 in 2017 for equipment ($83,000) and staff needs ($260,000), which will be phased out in future budgets.
- **Radio Services** expenditures increase $16,700 and reflect a continuation of expenditures associated with maintaining the new digital trunked radio system. System maintenance costs are charged to users, based on the formula established by contract.
- **Sheriff** expenditures increase $609,500 or 1.6% on a base of over $39 million. This increase is largely personnel which increases $438,400 (1.4%) on a base of $31.1 million.
- The budget creates 2.00 FTE Deputy Sheriff positions costing $158,200 for the expansion of the Town of Lisbon patrol contract. The Town of Lisbon has requested an expansion of their current contract from two shifts of patrol coverage seven day a week to three shifts. This is funded with the increase in revenue of $178,000 for full cost recovery of the patrol contract. The budget includes $43,200 for an additional patrol vehicle (funded with fund balance) which will be recovered over the life of the vehicle. Overall patrol contract revenue increases $215,600 to $4.9 million, including service level reductions in the Town of Waukesha and stable service levels for remaining contract communities.
- Other personnel changes in the Sheriff's budget include:
  - Reduction in extra help of 0.92 FTE for the transfer of budget responsibility to Health and Human Services (HHS) for after-hours security needs. These costs are directly budgeted in HHS and are no longer cross charges, resulting in a reduction in interdepartmental revenues of $27,000.
  - Increase of 0.82 FTE increase in clerical assistance in Special Investigations, which had previously been provided by an employment agency. This increase is offset by a reduction in operating expenses.
  - Increase in overtime of $53,900 or 0.33 FTE for activities associated with the High Intensity Drug Trafficking Area (HIDTA) grant.
  - The Department is unfunding 0.50 FTE Administrative Assistant in General Patrol for a cost savings of $29,700.
- **Inmate medical** costs are budgeted to increase by $65,800 or 3.6%, mostly due to the additional dental coverage, to a total cost of $1.88 million. Inmate food services costs increase $8,800 overall to $639,800 and reflect the food service contracted increase of 2.9%.
- **Jail prisoner board revenues** decrease slightly to $1.51 million. The budget assumes no change in federal prisoner revenue, which represents 32.22 inmates per day. Commissary and pay phone commission revenues in the Jail and Huber facilities decrease $19,700 overall to $1.33 million.
- **School Resource Officer (SRO)** program revenue is reduced by $37,000 in 2017 due to the Norris School District's decision to discontinue the program. DARE program revenues are budgeted at full cost recovery of $13,700 for the 2016-2017 school year with five participating schools.
- **Prisoner transport, conveyance, and court security** interdepartmental revenues are budgeted to increase $73,400 overall to reflect the cost to continue of staff, additional hours for court security, and prisoner transport.

JUSTICE AND PUBLIC SAFETY

Functional Area Budget Highlights

- The Sheriff's budget includes non-corrections equipment of $176,600 for the second-year of an equipment replacement plan. This plan is funded with $59,500 of prior year seized funds revenues (reserved General Fund balance) and $117,100 of General Fund balance. The Jail equipment replacement plan increases to $155,000, funded with $125,000 of jail assessment fees.
- Non-levy revenues in **Circuit Court Services** increase $103,500 overall. Fine and forfeiture revenues remain flat from 2016 which reflect stabilizing caseload trends. Other Revenues increase $67,500 in 2017, mostly due to increased Guardian ad Litem (GAL) recoveries of $62,500 across departmental programs. Charges for Services is budgeted to increase $26,000 in 2017 mainly due to an increase of $15,000 of bail forfeitures. Other increased revenues include mediation fee of $12,000 based on an increase of $50 per session in the Family Court Services Division.
- **Circuit Court Services** expenditures increase $39,500 or about 0.4% to $9.3 million. Personnel costs decrease $88,800. This includes the unfunding of 0.50 FTE of an administrative specialist and 0.25 FTE of a social worker position reflecting workload changes. These positions where partially unfunded in 2016.
- Guardian ad Litem (GAL) expenses increase $70,000 in in the Family Division in an effort to pay for services promptly while pursuing recovery. The budget also includes a $8,500 increase in interpreter services, which is also offset by increased state reimbursement of $5,000.
- The **District Attorney's** 2017 budget reflects an expenditure and revenue increase of $174,100, mainly due to the expansion of the federal Victims of Crime Act (VOCA) grant funding which provides 100% reimbursement of expenditures. The grant expansion includes the creation of 1.0 FTE Victim Witness Specialist (a sunset position) and the increase of a Victim Witness Counselor from 0.25 FTE part time extra help to 1.0 FTE regular full time as well as additional equipment and supplies. The Violence Against Women Act STOP grant continues to fund a prosecutor salary and benefits along with associated travel and training expenses.
- The **Medical Examiner's Office** budget reduces expenditures by $7,800 or 0.4% overall. 2017 is the third year of the regional initiative with Walworth and Washington Counties and several minor expenditure and revenue adjustments have been made to address actual experience. Fines and licenses revenue decrease $29,200 due to lower cremation permits are estimated based on state legislative mandates that may require a higher number of cremation permit fee waivers to be issued.
- The **Criminal Justice Collaborating Council (CJCC--see table of contents, Health and Human Services Functional Area Section)** with participation from the Sheriff, District Attorney and Courts management personnel continues to carry out targeted programs, projects and special studies to recommend and implement comprehensive changes aimed at reducing jail inmate recidivism and controlling jail inmate population growth and reducing the number of jail days inmates serve to help control variable jail costs.

BUDGETED POSITIONS 2015-2017
SUMMARY BY AGENCY AND FUND

JUSTICE AND PUBLIC SAFETY

Agency	Fund	2015 Year End	2016 Adopted Budget	2016 Modified Budget	2017 Budget	16-17 Change
EMERGENCY PREPAREDNESS	General	57.05	57.05	57.05	61.05	4.00
	Radio Services	5.35	5.35	5.35	5.35	0.00
	Subtotal	62.40	62.40	62.40	66.40	4.00
DISTRICT ATTORNEY	General	29.50	29.50	29.50	31.50	2.00
CIRCUIT COURT SERVICES	General	88.00	86.25	86.25	85.50	(0.75)
MEDICAL EXAMINER	General	15.00	16.00	16.00	16.00	0.00
SHERIFF	General	354.00	353.00	353.00	354.50	1.50
	TOTAL REGULAR POSITIONS	548.90	547.15	547.15	553.90	6.75
	TOTAL EXTRA HELP	8.88	9.91	9.91	9.29	(0.62)
	TOTAL OVERTIME	13.19	13.17	13.17	14.03	0.86
	TOTAL BUDGETED POSITIONS	570.96	570.23	570.23	577.22	6.99

2017 BUDGET ACTIONS

Emergency Preparedness
Create: 3.00 FTE Telecommunicators
Create: 1.00 FTE Communication Center Supervisor
Increase: 0.48 FTE Overtime

District Attorney
Create: 2.00 FTE Victim Witness Counselor
Create: 1.00 FTE Administrative Assistant
Abolish: 1.00 FTE Administrative Specialist
Reduce: 0.25 FTE Extra Help

Circuit Court Services
Unfund: 0.25 FTE Social Worker
Unfund: 0.50 FTE Administrative Specialist

Medical Examiner
Increase: 0.05 FTE Overtime

Sheriff
Unfund: 0.50 FTE Administrative Assistant
Create: 2.00 FTE Deputy Sheriff (Sunset)
Reduce: 0.37 FTE Extra Help
Increase: 0.33 FTE Overtime

2016 CURRENT YEAR ACTIONS
None

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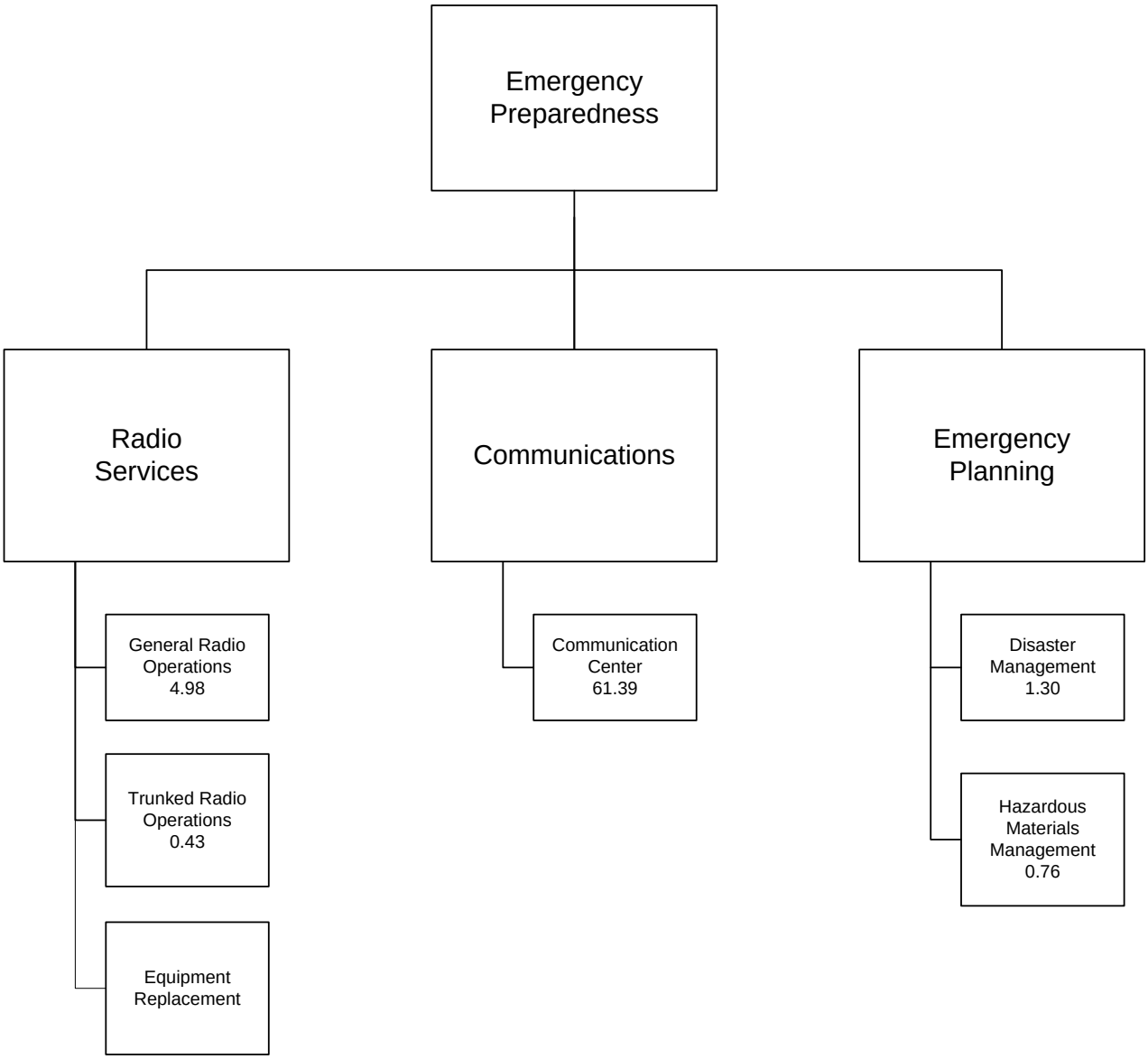
Emergency Preparedness

EMERGENCY PREPAREDNESS

FUNCTION / PROGRAM CHART



68.86 TOTAL FTE'S

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

Statement of Purpose

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

Financial Summary	2015 Actual	2016 Adopted Budget	2016 Estimate	2017 Budget	Change From 2016 Adopted Budget $	%
General Fund						
Revenues (a)(c)	$703,900	$759,491	$803,927	$755,609	-$3,882	-0.5%
County Tax Levy	$5,381,883	$5,439,372	$5,439,372	$5,690,294	$250,922	4.6%
Expenditures	$5,864,961	$6,198,863	$6,228,565	$6,445,903	$247,040	4.0%
Rev. Over (Under) Exp.	$220,822	$0	$14,734	$0	$0	N/A
Radio Services Fund						
Revenues (b)(c)	$3,111,115	$2,092,590	$2,221,622	$2,126,235	$33,645	1.6%
County Tax Levy (Credit)	$0	$0	$0	$0	$0	N/A
Expenditures	$854,951	$1,811,697	$1,806,111	$1,828,399	$16,702	0.9%
Operating Income	$2,256,164	$280,893	$415,511	$297,836	$16,943	6.0%
Total All Funds						
Revenues (c)	$3,815,015	$2,852,081	$3,025,549	$2,881,844	$29,763	1.0%
County Tax Levy	$5,381,883	$5,439,372	$5,439,372	$5,690,294	$250,922	4.6%
Expenditures	$6,719,912	$8,010,560	$8,034,676	$8,274,302	$263,742	3.3%
Rev. Over (Under) Exp.	$220,822	$0	$14,734	$0	$0	N/A
Operating Income	$2,256,164	$280,893	$415,511	$297,836	$16,943	6.0%
Position Summary (FTE)						
Regular Positions	62.40	62.40	62.40	66.40	4.00	
Extra Help	0.00	0.00	0.00	0.00	0.00	
Overtime	1.90	1.98	1.98	2.46	0.48	
Total FTEs	64.30	64.38	64.38	68.86	4.48	

(a) General Fund Balance is budgeted as follows: 2017: $342,750; 2016: $349,841 2015: $348,841

(b) Radio Services Fund Balance is appropriated as follows: 2017: $707,000; 2016: $751,723; 2015: $753,410; 2014: $173,746; to partially cover depreciation expenses of federally funded capitalized assets.

(c) Revenues exclude County Tax Levy Funds.

Emergency Preparedness

Fund Purpose

To provide reliable and efficient emergency call taking and dispatching services, training, and administrative support for municipal and county police, fire, emergency medical service, and public works agencies throughout the County. Effectively and efficiently, process information to assist citizens and responding agencies. Support the operation of an emergency communication center serving as the critical link between customers in need and resources to help. The County Communication Center operates in 31 of the cities, villages, and towns in the County, as well as county-wide for the Sheriff's Department. Develop and implement a comprehensive and integrated emergency management program designed to mitigate, prepare for, respond to and recover from the effects of natural and technological hazards, which impact the health, safety and general welfare of all Waukesha County citizens; and to implement and administer the planning and reporting requirements for hazardous substances used by business, industry and government (Emergency Planning and Community Right-to-Know Act [EPCRA]). The Department is also responsible for business continuity planning, training, and related exercise for County departments.

Financial Summary	2015 Actual	2016 Adopted Budget	2016 Estimate	2017 Budget	Change From 2016 Adopted Budget $	%
Revenues						
General Government	$268,725	$276,017	$276,017	$276,017	$0	0.0%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$83,467	$83,533	$86,639	$86,692	$3,159	3.8%
Interdepartmental	$0	$50,000	$50,000	$50,000	$0	0.0%
Other Revenue	$2,867	$100	$0	$150	$50	50.0%
Appr. Fund Balance (a)(b)	$348,841	$349,841	$391,271	$342,750	($7,091)	-2.0%
County Tax Levy (Credit)	**$5,381,883**	**$5,439,372**	**$5,439,372**	**$5,690,294**	**$250,922**	**4.6%**
Total Revenue Sources	**$6,085,783**	**$6,198,863**	**$6,243,299**	**$6,445,903**	**$247,040**	**4.0%**
Expenditures						
Personnel Costs	$4,612,096	$4,782,004	$4,812,877	$5,139,363	$357,359	7.5%
Operating Expenses	$568,677	$675,573	$654,124	$697,136	$21,563	3.2%
Interdept. Charges	$560,118	$576,286	$575,220	$561,404	($14,882)	-2.6%
Fixed Assets (b)	$124,070	$165,000	$186,344	$48,000	($117,000)	-70.9%
Total Expenditures	**$5,864,961**	**$6,198,863**	**$6,228,565**	**$6,445,903**	**$247,040**	**4.0%**
Rev. Over (Under) Exp.	$220,822	$0	$14,734	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	57.05	57.05	57.05	61.05	4.00	
Extra Help	0.00	0.00	0.00	0.00	0.00	
Overtime	1.84	1.92	1.92	2.40	0.48	
Total FTEs	58.89	58.97	58.97	63.45	4.48	

(a) 2017 Appropriated Fund Balance includes: $48,000 for planned equipment replacement items (Paging system replacement and dispatch center chairs), $35,000 for unanticipated emergency equipment replacement needs, $58,426 assist with phasing in the costs of three new dispatch positions and $94,483 for one dispatch supervisor position to cover New Community call center activity, and $106,841 to continue phasing-in the funding of 2.0 FTE telecommunicator positions.

(b) 2016 fixed assets are estimated to exceed the 2016 adopted budget due to 2015 carryover and purchase orders and additional expenditure authority added to the adopted budget by County Board approved ordinances.

Major Departmental Strategic Outcomes and Objectives for 2017

County-Wide Key Strategic Outcome: A safe county

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

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

Performance Measures:	2015 Actual	2016 Target	2016 Estimate	2017 Target
Answer call within 15 seconds	95.01%	95%	95%	95%
Answer call within 40 seconds	99.17%	99%	99%	99%

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

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

These numbers are based on 100% of 50 randomly selected respective call types on a monthly basis to be prepared by WCC Supervisors and shared with appropriate protocols committees.

A. **Fire Calls:** NFPA standards say 80% of calls shall be completed within 60 seconds, and 95% of calls shall be completed in 106 seconds.

Performance Measures:	Standards	2015 Actual	2016 Target	2016 Estimate	2017 Target
Fire Calls (60 seconds)	80%	84 Seconds	75 Seconds	75 Seconds	64 Seconds
Fire Calls (106 seconds)	95%	98 Seconds	106 Seconds	106 Seconds	106 Seconds

B. **EMS Calls:** NFPA standards say 90% of calls shall be completed within 90 seconds, and 99% of calls shall be completed within 120 seconds.

Performance Measures:	Standards	2015 Actual	2016 Target	2016 Estimate	2017 Target
EMS Calls (90 seconds)	90%	86 Seconds	90 Seconds	75 Seconds	64 Seconds
EMS Calls (120 seconds)	99%	89 Seconds	120 Seconds	106 Seconds	106 Seconds

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

Performance Measures:	Standards	2015 Actual	2016 Target	2016 Estimate	2017 Target
Priority 1 Police Calls (60 seconds)	90%	40 Seconds	40 Seconds	35 Seconds	60 Seconds

Objective 3: Meet the Medical Priorities Standards for Protocol Compliance needs for accreditation.

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

Performance Measures:	Standard	2015 Target	2015 Actual	2016 Target	2016 Estimate	2017 Target
Case Entry	95%	95%	95%	95%	95%	95%
Chief Complaint	95%	95%	95.69%	95%	95%	95%
Key Questions	90%	90%	98.28%	90%	98%	90%
Pre Arrival Instruct	95%	95%	91.57%	95%	92%	95%
Post Dispatch Inst	90%	90%	97.56%	90%	95%	90%
Final Coding	90%	90%	98.49%	90%	95%	90%
Overall Score	90%	90%	96.90%	90%	95%	90%

Note: Targets have been adjusted with focused attention to attain accreditation standard scoring in all areas of measurement. Once accreditation standards have been met in all categories, broader focus on continual improvement and exceeding standards will be pursued.

Key Strategic Outcomes: A county that provides customers with quality programs and services.

Objective 4: To plan, develop, implement and maintain an effective and informative Community Education Plan highlighting the operations of the Communication Center and staff (shared objective with IT).

Key Outcome Indicator: Begin to assess 'hits' on the website, indicating the number of individuals monitoring our information stream.

Performance Measures:	2015 Actual	2016 Target	2016 Estimate	2017 Target
Hits on website	3,391	5,000	6,483	10,000

Key Outcome Indicator: Participation of the Community Education Team at local public safety and educational events.

Performance Measures:	2015 Actual	2016 Target	2016 Estimate	2017 Target
Number of Events Attended	14	20	25	25
Number of Hours in Attendance	63.5 hours >60% than '14	45 hours	70 hours	80 hours

County-Wide Key Strategic Outcome: A safe county

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

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

Performance Measures:	2015 Actual	2016 Target	2016 Estimate	2017 Target
Number of Exercise Activities	270	350	350	350
Number of Training Activities	286	250	300	300
Number of Planning/Coordination of EM Activities	4183	4,000	5,000	5,000
Number of Incident Support Activities	349	300	300	300
Number of Public Education Activities	192	100	100	100
Percentage of Comprehensive Emergency Management Plan Reviewed	100%	100%	100%	100%

County-Wide Key Strategic Outcome: An environmentally responsible county

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

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

Performance Measures:	2015 Actual	2016 Target	2016 Estimate	2017 Target
Number of Tier 2 Reports Received*	341	350	349	350
Number of Planning Facilities	155	160	167	165
Number of Plans Updated	38	40	38	42
Number of Plans Created	8	8	13	8
Number of Hazmat Incidents Reported	207	350	250	250

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

Current and Planned Capital Projects

Project #	Project Name	Expected Completion Year	Total Budget Project Cost	Estimated % Complete at Year End '16	Estimated Net Operating Impact
200808	Communications Center Expansion	2017	$3,731,000	10%	TBD
201102	WCC Console Radio Equipment	2016	$1,000,000	100%	$53,000 annually
201101	9-1-1 Phone System	2016	$1,100,000	100%	$117,000 annually

Communication Center Operations

County-Wide Key Strategic Outcome: A safe county

Program Description

Responsible for dispatching police, fire and emergency medical services (EMS) resources operated by partner municipalities and the County Sheriff in emergency situations throughout the County. This includes a partnership initiated in 2010 with Flight for Life to migrate them to the County's 800 trunked radio system and act as their dispatch center for rescue operations. Act as Public Safety Answering Point (PSAP) for the E-911 system. Act as initial department contact for calls for service while providing information and routing of non-dispatch center calls. Starting in 2017, the Village of Menomonee Falls will partner with the Waukesha County Communications Center.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**56.89**	**56.97**	**56.97**	**61.39**	**4.42**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$83,428	$83,533	$86,639	$86,692	$3,159
Interdepartmental	$0	$50,000	$50,000	$50,000	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$348,841	$349,841	$373,116	$342,750	($7,091)
County Tax Levy (Credit)	**$5,150,171**	**$5,199,526**	**$5,199,526**	**$5,444,186**	**$244,660**
Total Revenues	**$5,582,440**	**$5,682,900**	**$5,709,281**	**$5,923,628**	**$240,728**
Personnel Costs	$4,408,983	$4,573,645	$4,604,317	$4,926,849	$353,204
Operating Expenses	$379,300	$502,258	$480,809	$523,371	$21,113
Interdept. Charges	$477,335	$441,997	$441,847	$425,408	($16,589)
Fixed Assets	$124,070	$165,000	$186,344	$48,000	($117,000)
Total Expenditures	**$5,389,688**	**$5,682,900**	**$5,713,317**	**$5,923,628**	**$240,728**

Rev. Over (Under) Exp.	$192,752	$0	($4,036)	$0	$0

Program Highlights

In 2017, the Village of Menomonee Falls is planning to discontinue its current dispatch operations, and partner with the Waukesha County Communications Center. This program area reflects the additional changes related to this transition.

Charges for service increase by nearly $3,200 reflecting an increase in annual Computer Aided Dispatch (CAD) and integrated systems ongoing support charges, part of which expense is distributed to partner municipalities as an annual fee. Interdepartmental revenues remain unchanged at $50,000 to reflect a payment from Disaster Management for the coordination of planning, training, and response activities. General Fund balance of $342,750 is provided for the following: $94,483 related to the creation of a 1.00 FTE Communication Center Supervisor; $58,426 to assist with the phase-in of 3.00 additional telecommunicator positions in preparation for the Village of Menomonee Falls becoming a partner municipality in 2017; $48,000 for ongoing equipment replacement (Zetron paging system upgrade and replacement of 2 dispatch chairs); and the continued use of $35,000 for unplanned emergency equipment replacement items. Also included is $106,841 to continue phasing-in telecommunicator positions added in 2015.

Personnel costs are estimated to increase by about $353,200, reflecting the addition of 3.00 FTE telecommunicator positions to cover call center activity associated with the Village of Menomonee Falls joining as a partner municipality in 2017. In addition, a 1.00 FTE Communication Center Supervisor is added in 2017 to provide additional front line level supervision and cross-staffing among other supervisor and training manager positions. In addition, overtime costs are increased $26,100 to $168,800 to better reflect costs in this program area. Operating expense increases by $21,100, primarily due to increases of $21,000 for a new data connection to Radio services related to the digital Radio Upgrade project. Interdepartmental charges decrease by $16,600 primarily due to a decrease of $8,000 in liability insurance costs and $31,000 in radio services charges mostly due to the decommissioning of several old radios. These savings are partially offset by increase of $13,000 in Workers Compensation and Property insurance costs. Fixed assets decrease by $117,000 due to the removal of funds associated with the CAD upgrade, expected to be completed in 2016.

Communication Center Operations (cont.)

Waukesha County Department of Administration will reserve an additional $100,000 of General Fund Balance each year as part of a five-year plan through 2021, to continue funding the future equipment replacement for the dispatch center (except for desktop computers already in the replacement plan).

General Fund Balance of $3,800,000 overall has been reserved through the 2004-2017 Budgets for this purpose based on prior County Board action.

- Approximately $150,000 of this amount was appropriated in 2008 to hire a consultant to assist with the development of a request for proposal document for the replacement of the computer aided dispatch system.
- Another $500,000 of the reserved fund balance amount was appropriated in 2009 for the Computer Aided Dispatch (CAD) replacement capital project.
- In 2010, $50,000 was budgeted to pay for overtime associated with training on the new CAD system and $56,000 was budgeted to replace a digital recording device.
- In 2011, $45,600 was budgeted to replace batteries for the UPS, adding paging devices, and additional dispatcher chairs for the Communications Center. Fund balance of $25,000 was also used to begin design of a 9-1-1 phone system replacement.
- In 2012, the capital budget appropriated $1,175,000 to begin design to replace the 911 phone system and begin design for radio console equipment replacement.
- In 2013, $15,000 is budgeted for the replacement of a portion of office chairs, backup computer equipment and the replacement of a portion of the television monitors. This will result in $1,223,400 of Reserved General Fund Balance being available for future equipment replacement needs.
- In 2014, $900,000 is budgeted for radio console equipment as part of the capital project and $48,000 is budgeted to reconfigure the Dispatch Center to accommodate 2 additional positions – should the need arise.
- In 2015, $48,000 was budgeted to reconfigure the Dispatch Center to accommodate 2 additional positions (4 total, including the 2 added in 2014) – should the need arise.
- In 2016, $120,000 is budgeted to upgrade the CAD system software, and $48,000 is budgeted for a recording system upgrade and dispatch chair replacement.
- In 2017, $48,000 is budgeted for a paging system upgrade and dispatch chair replacement

Participating Members

Cities: Brookfield, Delafield, Pewaukee, and New Berlin.

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

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

County: Sheriff's Department

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

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

*** The Village of Menomonee Falls is planning to join the Waukesha County Communications Center in 2017. It did not prepay, and will pay a capital contribution charge of $358,395.

Disaster Management

County-Wide Key Strategic Outcome: A safe county

Program Description

Disaster Management coordinates disaster response, general preparedness, homeland security, response and recovery training activities, and Waukesha County business continuity planning. The office continues to pursue Federal and State funding to better equip and train first responders; increase critical infrastructure security; and enhance citizen preparedness. The office is the single point of contact for National Incident Management System (NIMS) compliance. The office continues to coordinate and participate in disaster exercises throughout the County. The office will lead a 75-person contingent of county and municipal staff to the Emergency Management Institute for an Integrated Emergency Management Course specific to Waukesha County in June of 2017. The division maintains the Comprehensive Emergency Management Plan (CEMP) as adopted by the County Board in 2013 ensuring the contents, protocols, and responsibility assignments remain consistent and current with County policy and capabilities. The County maintains a County-wide Pre-Disaster Hazard Mitigation Plan in conjunction with the municipalities within the County. The office is actively participating in Federal Emergency Management Agency (FEMA) Region V's effort to aggressively develop revisions to federal, state, and local damage assessment process and data collection methodologies. The division is very active in implementation of the Wisconsin Credentialing and Asset Management System (WICAMS) program for emergency response personnel accountability. The division also funds access to the Alert Sense mass notification system, which provides emergency and non-emergency notification services to County and municipal agencies. System upgrades include access to the federal Integrated Public Alert and Warning System (IPAWS), which improves the capability to warn both residents and visitors of an impending or potential life threatening danger.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**1.25**	**1.25**	**1.25**	**1.30**	**0.05**
General Government	$202,495	$188,591	$188,591	$188,591	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$39	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$1,050	$100	$0	$150	$50
Appr. Fund Balance	$0	$0	$18,155	$0	$0
County Tax Levy (Credit)	**$123,500**	**$127,600**	**$127,600**	**$132,248**	**$4,648**
Total Revenues	**$327,084**	**$316,291**	**$334,346**	**$320,989**	**$4,698**
Personnel Costs	$119,414	$122,654	$122,712	$125,286	$2,632
Operating Expenses	$93,475	$66,285	$66,285	$66,735	$450
Interdept. Charges	$75,597	$127,352	$126,436	$128,968	$1,616
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$288,486**	**$316,291**	**$315,433**	**$320,989**	**$4,698**
Rev. Over (Under) Exp.	$38,598	$0	$18,913	$0	$0

Program Highlights

Disaster Management program receives General Government revenues in the form of an annual Emergency Management Performance Grant (EMPG reimbursement grant) from Wisconsin Emergency Management to support disaster management activities budgeted at the 2016 level of $188,591.

Personnel costs increase by $2,600 mainly reflecting the cost to continue for 1.25 FTEs, as well as a 0.05 FTE increase in overtime costs. Operating expenses increase by $450, primarily due to increased maintenance costs for EOC video conferencing of $200, and increased travel/training costs of $200. Interdepartmental charges increase by $1,600 due primarily to an increase in fleet maintenance charges of $1,400.

Hazardous Materials Management

County-Wide Key Strategic Outcome: An environmentally responsible county

Program Description

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

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**0.75**	**0.75**	**0.75**	**0.76**	**0.01**
General Government	$66,230	$87,426	$87,426	$87,426	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$1,817	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$108,212**	**$112,246**	**$112,246**	**$113,860**	**$1,614**
Total Revenues	**$176,259**	**$199,672**	**$199,672**	**$201,286**	**$1,614**
Personnel Costs	$83,699	$85,705	$85,848	$87,228	$1,523
Operating Expenses	$95,902	$107,030	$107,030	$107,030	$0
Interdept. Charges	$7,186	$6,937	$6,937	$7,028	$91
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$186,787**	**$199,672**	**$199,815**	**$201,286**	**$1,614**
Rev. Over (Under) Exp.	($10,528)	$0	($143)	$0	$0

Program Highlights

State law requires submission of hazardous materials planning and inventory administration fees to Wisconsin Emergency Management. These fees form the fund from which the County receives state EPCRA grant (General Government) revenues of $87,426. Of this, $10,000 is budgeted for Hazardous Materials Emergency Response Team equipment to fund purchases to enhance response capability.

Personnel costs increase by $1,500, representing costs to continue for existing staff as well as a slight increase in overtime costs. Operating expenses remain at 2016 levels. Interdepartmental charges increase mainly due to a slight increase in computer maintenance charges.

Emergency Preparedness

Fund Purpose

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

Financial Summary	2015 Actual	2016 Adopted Budget	2016 Estimate	2017 Budget	Change From 2016 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$628,989	$814,789	$919,528	$821,172	$6,383	0.8%
Interdepartmental	$494,488	$526,078	$544,162	$551,747	$25,669	4.9%
Other Revenue	$0	$0	$0	$0	$0	N/A
Appr. Fund Balance (a)	$1,987,638	$751,723	$757,932	$753,316	$1,593	0.2%
County Tax Levy (Credit)	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$3,111,115**	**$2,092,590**	**$2,221,622**	**$2,126,235**	**$33,645**	**1.6%**
Expenditures						
Personnel Costs	$501,388	$555,458	$556,583	$564,002	$8,544	1.5%
Operating Expenses	$209,802	$1,106,740	$1,098,446	$1,110,168	$3,428	0.3%
Interdept. Charges	$143,761	$147,811	$151,082	$154,229	$6,418	4.3%
Interdept. Charges - Interest. Exp.	$0	$1,688	$0	$0	($1,688)	-100.0%
Gen. Fund Loan Repay. (Memo) (b)	$115,875	$112,500	$190,876	$0	($112,500)	-100.0%
Fixed Assets (Memo)	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$854,951**	**$1,811,697**	**$1,806,111**	**$1,828,399**	**$16,702**	**0.9%**
Rev. Over (Under) Exp. (c)	$2,256,164	$280,893	$415,511	$297,836	$16,943	6.0%
Position Summary (FTE)						
Regular Positions	5.35	5.35	5.35	5.35	0.00	
Extra Help	0.00	0.00	0.00	0.00	0.00	
Overtime	0.06	0.06	0.06	0.06	0.00	
Total FTEs	5.41	5.41	5.41	5.41	0.00	

(a) Radio Services Fund balance of $753,316 is budgeted in 2017 to offset depreciation expenses for radio equipment.

(b) Debt repayment of a general fund loans for the Trunked Radio infrastructure and radio equipment. Repayment is funded with cash balance generated by repayments from municipalities. The repayment amount is excluded from the expenditure total because the accounting entry for the repayment applied to the balance sheet advances the funds liability account.

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

Major Departmental Strategic Outcomes and Objectives for 2017

County-Wide Key Strategic Outcome: A safe county

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

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

Performance Measure:	2015 Actual	2016 Target	2016 Estimate	2017 Target
Percent of time the system is available overalll (reliability)	100.00%	99.998%(a)	100.00%	100.00%
Percent of time the system has unimpaired coverage(performance)	98.20%	98.0% (a)	98.30%	98.50%

(a) Analog trunked system is expected to be decommissioned during calendar year 2016 or very early 2017; 2017 target numbers are for new digital system.

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

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

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

	2015 Actual	2016 YTD (7/31)	2016 Estimate (a)	2017 Target (a)
County	10	384	600	300
In-County Municipal	468	1,596	4,500	600
Out-of-County	201	433	500	300
TOTALS	679	2,413	5,600	1,200

(a) All radios (both new and legacy) will require reprogramming in 2016-2017. These counts do not include approximately 2,500 flash upgrades for legacy radios.

Current and Planned Capital Projects

Project #	Project Name	Expected Completion Year	Total Budget Project Cost	Estimated % Complete at Year End '16	Estimated Net Oper. Impact	Est. Depreciation Expense
200815	Trunked Radio Digital Radio System Upgrade (a)(b)	2017	$9,515,000	95%	TBD	$475,750(a)
201102	WCC Console Radio Equipment	2016	$1,000,000	100%	$53,000 annually	N/A

(a) Amount is based on county/municipal partners' 50/50 share for 10-year useful life.

(b) An MOU has been enacted between Waukesha County and Milwaukee County to hire a consultant to examine the feasibility of hosting a shared system for both counties at the Waukesha County site, as the technology may allow for better interoperability amongst neighboring entities.

General Radio Operations

County-Wide Key Strategic Outcome: A safe county

Program Description

General Radio Operations

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

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**5.01**	**4.98**	**4.98**	**4.98**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$348,999	$444,412	$502,666	$446,026	$1,614
Interdepartmental	$187,601	$208,685	$151,135	$216,780	$8,095
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$43,035	$43,035	$46,658	$46,316	$3,281
County Tax Levy (Credit)	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$579,635**	**$696,132**	**$700,459**	**$709,122**	**$12,990**
Personnel Costs	$458,894	$508,564	$512,384	$516,808	$8,244
Operating Expenses	$97,807	$102,083	$103,538	$106,999	$4,916
Interdept. Charges	$87,575	$85,485	$88,725	$85,315	($170)
Fixed Assets (Memo)	$0	$0	$0	$0	$0
Total Expenditures	**$644,276**	**$696,132**	**$704,647**	**$709,122**	**$12,990**

Rev. Over (Under) Exp.	($64,641)	$0	($4,188)	$0	$0

Program Highlights

Total revenue for General Radio Services increases by about $13,000. This is composed of an increase in interdepartmental revenues of $8,100, reflecting an increase in service contract revenue and work to be performed by staff due to the increase in the number of digital radios currently in operation among county departments. Charges for services revenues increase slightly by $1,600, and include: $173,600 in installation charges, a decrease of $21,000 as most digital radio installations become completed by year end; and $148,400 in tower site lease revenues, a decrease of $13,700. This is offset by $106,100 in radio usage and time and materials charges, an increase of nearly $36,700 as staff begin to transition to a different service delivery model built on maintaining and re-programming radios for municipal entities.

Personnel costs increase by $8,200, reflecting costs to continue for 4.98 FTE and a slight increase in overtime. Operating expenses increase by $4,900, mostly due to an increase of $3,200 in mechanical repair and maintenance and $2,200 for Janitorial services. These are partially offset by a decrease of $2,600 in Security services based on prior year expense history and current year estimates. Interdepartmental charges decrease by approximately $200, composed primarily of a decrease in Vehicle liability of $4,900 and trunked radio maintenance charges of $2,000, partially offset by increases in computer maintenance charges of $4,800.

Trunked Radio Operations

County-Wide Key Strategic Outcome: A safe county

Program Description

Trunked Radio Operations

Provides centralized system administration, maintenance, and support for the operations of the infrastructure for the County's 37 municipalities, and 7 separate fire districts to maintain approximately 5,800 mobile and portable radios utilizing county-wide 800 MHz trunked radio system. This includes 9 antenna sites, 15 radio channels, 180 transmitters, and 115 control base stations.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**0.40**	**0.43**	**0.43**	**0.43**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$279,990	$370,377	$416,862	$375,146	$4,769
Interdepartmental	$34,409	$36,500	$112,134	$37,131	$631
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$250,000	$0	$0	$0	$0
County Tax Levy (Credit)	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$564,399**	**$406,877**	**$528,996**	**$412,277**	**$5,400**
Personnel Costs	$42,494	$46,894	$44,199	$47,194	$300
Operating Expenses	$65,798	$297,657	$287,908	$296,169	($1,488)
Interdept. Charges	$56,186	$62,326	$62,357	$68,914	$6,588
Fixed Assets (Memo)	$0	$0	$0	$0	$0
Total Expenditures	**$164,478**	**$406,877**	**$394,464**	**$412,277**	**$5,400**

Rev. Over (Under) Exp.	$399,921	$0	$134,532	$0	$0

Program Highlights

Total revenue for trunked radio services increase by $5,400, primarily due to an increase in charges for services of nearly $4,800, mainly due to an increase in tower site land lease revenue of $14,700, partially offset by a decrease in municipal trunked radio operating charges of $9,900.

Personnel costs increase by $300, representing costs to continue for 0.43 FTEs. Operating expenses decrease by about $1,500, mostly due to a decrease of $6,500 in Communication equipment repair and maintenance, offset by increases of $2,000 in electricity, $2,500 in Office Building repair and maintenance and $1,000 in Janitorial Services. Interdepartmental charges increase by nearly $6,600 mostly due to increases in EUTF charges of $4,800 and Business office charges of $2,300, and is partially offset by decreases in Radio replacement charges of $1,600.

Equipment Replacement

Program Description

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

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental (a)	$272,478	$280,893	$280,893	$297,836	$16,943
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance (c)	$1,694,603	$708,688	$711,274	$707,000	($1,688)
County Tax Levy (Credit)	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$1,967,081**	**$989,581**	**$992,167**	**$1,004,836**	**$15,255**
Personnel Costs	$0	$0	$0	$0	$0
Operating Expenses	$46,197	$707,000	$707,000	$707,000	$0
Interdept. Charges	$0	$0	$0	$0	$0
Interdept. Charges - Interest Exp. (c)	$0	$1,688	$0	$0	($1,688)
Gen. Fund Loan Repay. (Memo) (b)	$115,875	$112,500	$190,876	$0	($112,500)
Fixed Assets (Memo)	$0	$0	$0	$0	$0
Total Expenditures	**$46,197**	**$708,688**	**$707,000**	**$707,000**	**$0**
Rev. Over (Under) Exp. (a)	$1,920,884	$280,893	$285,167	$297,836	$16,943

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

(b) Debt repayment of a general fund loans for the Trunked Radio infrastructure and radio equipment. Repayment is funded with cash balance generated by repayments from municipalities. The repayment amount is excluded from the expenditure total because the accounting entry for the repayment applied to the balance sheet advances the funds liability account.

(c) Radio Services fund balance is appropriated to offset the depreciation on the Trunked Radio System and to repay the General Fund for the interest on the loans to municipalities to acquire radio equipment.

Program Highlights

The 2017 revenue budget continues the accumulation of funds for County departments to be used as a user equipment replacement fund. Interdepartmental revenues from equipment fund replacement charges increase slightly from the 2016 Budget and provide for replacement funding in the plan.

Operating expenses include depreciation expense of the Trunked Radio Infrastructure replacement. These costs are fully offset by the appropriation of Radio Services fund balance. Therefore, no sinking fund is building up for future infrastructure replacement costs. Interdepartmental charges decrease by $1,688 due to removal of interest expense for Municipal Radio Loans that were paid in full in 2016.

Activity – Radio Replacement Charges

Trunked Radio System	**2016**	**2017**	**2016**	**2017**	**2016**
Department	**# of Radios**	**# of Radios**	**Budget**	**Budget**	**$ Change**
Public Works	175	178	$62,020	$63,261	$1,241
Parks & Land Use	87	87	$33,381	$34,049	$668
Sheriff	306	310	$168,752	$172,127	$3,375
Public Works - Central Fleet	7	7	$2,430	$2,479	$49
Medical Examiner	6	6	$3,196	$3,260	$64
Emerg. Prep – Emerg. Mgmt.	3	3	$1,351	$1,378	$27
Emerg. Prep - Radio Services	18	18	$5,150	$5,253	$103
Emerg. Prep - Comm. Center	0	31*	$0	$10,868	$10,868
Health & Human Services	10	10	$4,164	$4,247	$83
County Executive	1	1	$449	$457	$8
Airport	1	1	$449	$457	$8
Total	**614**	**621**	**$281,342**	**$297,836**	**$16,494**

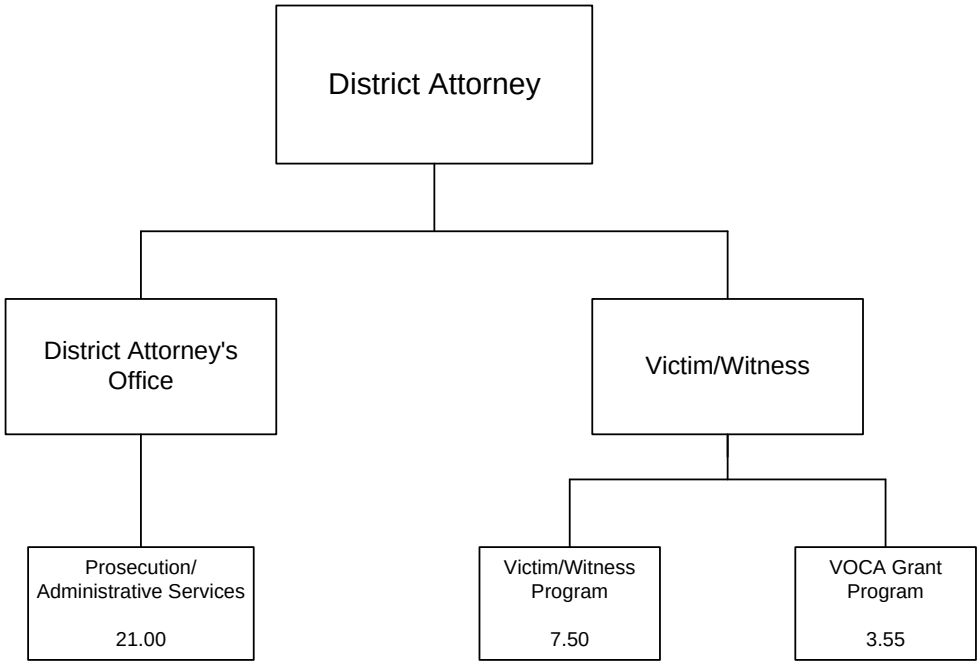
Note: 2017 count assumes all existing X-series radios are retired

- New backup radios added to Communications Center inventory in 2016

District Attorney

DISTRICT ATTORNEY'S OFFICE

FUNCTION / PROGRAM CHART



32.05 TOTAL FTE'S

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

District Attorney

Statement of Purpose

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

The Victim/Witness Assistance Program provides advocacy, information, referral, and trauma-informed support to citizens and law enforcement officers of Waukesha County who have been victims of or witnesses to crimes, as mandated under Chapter 950 of the Wisconsin Statutes. Victim/Witness staff and volunteers maintain continuous contact with victims and witnesses to ensure compliance with victims' rights, provide updates about case progress, assist victims and witnesses in participating in the justice system, and to offer resources and referrals that enable victims to maintain their safety and recover from the harmful impacts of crime.

Financial Summary	2015 Actual	2016 Adopted Budget	2016 Estimate (a)	2017 Budget	Change From 2016 Adopted Budget $	%
Revenues						
General Government	$366,391	$506,036	$506,962	$662,928	$156,892	31.0%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$82,955	$68,314	$71,300	$73,260	$4,946	7.2%
Interdepartmental	$72,146	$71,739	$71,739	$89,100	$17,361	24.2%
Other Revenue	$47,721	$33,450	$37,850	$38,381	$4,931	14.7%
Appr. Fund Balance	$5,666	$0	$31,600	$0	$0	N/A
County Tax Levy (Credit)	**$1,807,337**	**$1,833,337**	**$1,833,337**	**$1,823,337**	**($10,000)**	**-0.5%**
Total Revenue Sources	**$2,382,216**	**$2,512,876**	**$2,552,788**	**$2,687,006**	**$174,130**	**6.9%**
Expenditures						
Personnel Costs	$1,847,118	$1,953,405	$1,921,646	$2,086,318	$132,913	6.8%
Operating Expenses	$228,500	$335,578	$342,627	$361,286	$25,708	7.7%
Interdept. Charges	$190,293	$223,893	$250,807	$239,402	$15,509	6.9%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures (a)	**$2,265,911**	**$2,512,876**	**$2,515,080**	**$2,687,006**	**$174,130**	**6.9%**
Rev. Over (Under) Exp.	$116,305	$0	$37,708	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	29.50	29.50	29.50	31.50	2.00	
Extra Help	0.82	0.80	0.80	0.55	(0.25)	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total FTEs	30.32	30.30	30.30	32.05	1.75	

(a) The 2016 Estimate exceeds the 2016 Adopted Budget due to the carryover of expenditure authority from the 2015 Budget approved by ordinance.

Major Departmental Strategic Outcomes and Objectives for 2017

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

Objective 1: Provide timely notification to citizen and officer witnesses of court cancellations, thereby decreasing frustration with the criminal justice system and sparing the County the expense of paying for witness fees, mileage, and officers' time for cancelled court events. (Victim/Witness)

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

Performance Measure:	2015 Actual	2016 Target	2016 Estimate	2017 Target
Officer cancellations	4,593	4,500	4,500	4,500
Civilian cancellations	3,128	3,200	3,200	3,200
Total cancellations*	7,721	7,700	7,700	7,700
Estimated cost avoidance	$428,516	$427,350	$427,350	$427,350

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

Objective 2: Review and improve current file flow by utilizing LEAN practices. Prosecutors determine preliminary hearing witnesses at the time of charging, rather than waiting until the hearing date is scheduled. This eliminates extra re-routing of the file and eliminates the time prosecutors spent re-familiarizing themselves with the file. Prosecutors use the time that is saved to concentrate more fully on cases. Witnesses receive subpoenas 5 days sooner than under the previous method, allowing them to plan and request time-off more effectively.

Key Outcome Indicator 1: Number of days that witnesses are notified sooner than before.

Witnesses are notified an average of 5 days earlier than under the previous method.

Key Outcome Indicator 2: Amount of time saved by prosecutors.

Performance Measure:	2015 Actual	2016 Target	2016 Estimate	2017 Target
Length of time in hours saved by prosecutors*	4,515	4,000	4,500	4,500

*Average time saved by prosecutor = 30 minutes per case

Objective 3: Achieve case resolutions that maintain community safety and perpetrator accountability, assure conviction and avoid the high cost and risk of jury trials.

Key Outcome Indicator: Number of adult criminal cases resolved without jury trials.

Performance Measure:	2015 Actual	2016 Target	2016 Estimate	2017 Target
Adult criminal cases resolved with plea agreements or other methods of conviction*	4,121	4,300	4,100	4,100

* The District Attorney's Office does not have control over the number of cases that may be referred for charges during the year, nor ultimately whether a defendant accepts a plea agreement.

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

Objective 4: Collect restitution owed to crime victims at the beginning of a case as a condition of plea agreements in order to reduce the hardship individuals experience due to the crime and to help restore financial well-being in a timely fashion, rather than after the disposition of a case or during extended supervision.

Key Outcome Indicator: Amount of restitution collected by the District Attorney's Office.

Performance Measure:	2015 Actual	2016 Target	2016 Estimate	2017 Target
Restitution Collected	$575,541	$450,000	$475,000	$475,000

Prosecution / Administrative Services

County-Wide Key Strategic Outcome: A safe county

Program Description

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

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**21.00**	**21.00**	**21.00**	**21.00**	**0.00**
General Government	$2,041	$115,000	$115,000	$124,800	$9,800
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$82,955	$68,000	$71,000	$73,000	$5,000
Interdepartmental	$72,146	$71,739	$71,739	$89,100	$17,361
Other Revenue	$20,871	$6,600	$11,000	$7,000	$400
Appr. Fund Balance	$5,666	$0	$31,600	$0	$0
County Tax Levy (Credit)	**$1,605,767**	**$1,622,015**	**$1,622,015**	**$1,617,232**	**($4,783)**
Total Revenues	**$1,789,446**	**$1,883,354**	**$1,922,354**	**$1,911,132**	**$27,778**
Personnel Costs	$1,292,919	$1,356,229	$1,340,279	$1,364,857	$8,628
Operating Expenses	$217,053	$320,972	$330,805	$340,384	$19,412
Interdept. Charges	$173,660	$206,153	$236,148	$205,891	($262)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,683,632**	**$1,883,354**	**$1,907,232**	**$1,911,132**	**$27,778**
Rev. Over (Under) Exp.	$105,814	$0	$15,122	$0	$0

Program Highlights

General government revenues of $124,800 are budgeted to reflect second-year continuation funding for a Violence Against Women Act (VAWA) STOP grant. Charges for services increase by $5,000 to $73,000 for copy charges, based on a continuing trend of increased receipts in that area. Interdepartmental revenue received from the Sheriff's Department is to pay for one special drug prosecutor position. Salary and benefit costs for the position are budgeted at $72,100, an increase of $360. Other Revenue is budgeted at $7,000 for estimated extradition and miscellaneous case cost recoveries, an increase of $400. Other Revenue previously included reimbursement for one State prosecutor electing County insurance benefits. That prosecutor is now retired, and the revenue (and corresponding expenditures) has been removed from the budget.

Personnel costs increase by $8,600 to reflect cost to continue 21.00 FTE County-funded positions. Operating expenses increase by $19,400, primarily to include $12,000 in phase 1 funding for replacement of outdated/ non-functional desk furniture, $4,000 for extradition services, and $6,100 mainly related to the 100% reimbursed VAWA STOP grant. These expenditures are partially offset by reductions in a number of small accounts within that area. Interdepartmental charges decrease slightly.

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

Program Description

Chapter 950 of the Wisconsin Statutes mandates the rights of victims and witnesses of criminal offenses. The Victim/Witness Assistance Program ensures the provision of those rights through advocacy, information, referral, and trauma-sensitive supportive services. Victims and witnesses are kept informed of case progress to final disposition. Victims and witnesses receive assistance with participation in the justice system, accompaniment to court, and assistance with victim impact statements and informing the court of their wishes. Victim/Witness Specialists and Counselors assist with obtaining witness fees, restitution, crime victim compensation and other resources to help individuals restore financial well-being and recover from harm. Victims may also receive assistance with safety planning and temporary restraining orders.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**7.50**	**7.50**	**7.50**	**7.50**	**0.00**
General Government	$264,051	$281,002	$285,718	$279,093	($1,909)
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$314	$300	$260	($54)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$26,850	$26,850	$26,850	$31,381	$4,531
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$201,570**	**$211,322**	**$211,322**	**$206,105**	**($5,217)**
Total Revenues	**$492,471**	**$519,488**	**$524,190**	**$516,839**	**($2,649)**
Personnel Costs	$458,487	$492,205	$481,366	$492,081	($124)
Operating Expenses	$7,842	$10,641	$6,467	$9,747	($894)
Interdept. Charges	$15,549	$16,642	$13,771	$15,011	($1,631)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$481,878**	**$519,488**	**$501,604**	**$516,839**	**($2,649)**
Rev. Over (Under) Exp.	$10,593	$0	$22,586	$0	$0

Program Highlights

General government revenue is budgeted at 54% of budgeted expenditures for 2017. This reimbursement is sum-certain Statewide funding that varies depending upon request levels submitted by Victim/Witness Assistance programs throughout the State, and on funding available to the State from offender surcharges and other sources. Other revenues $31,381 include a percentage of bail forfeiture interest and $260 for a phone line used by the Women's Center within the District Attorney's Office.

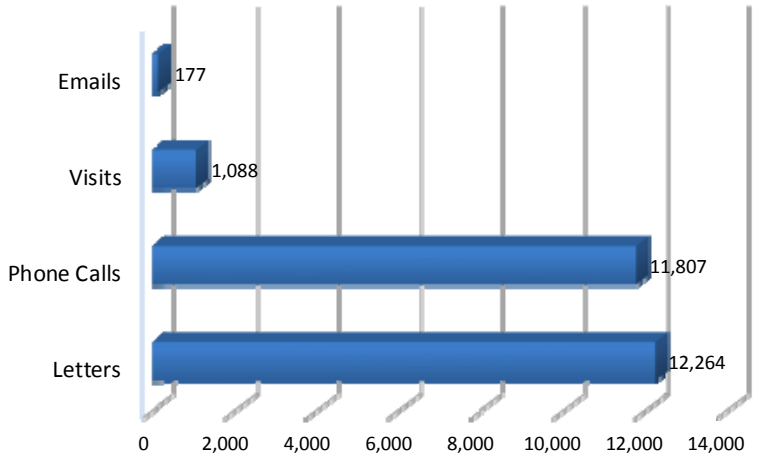
Personnel costs decreased slightly ($124) overall due to decreases in health insurance costs that offset the increases in salaries.

Reductions in operating ($894) and interdepartmental charges ($1,631) reflect successful efforts by the Victim Witness Director to find alternative funding. Due to additional VOCA funding, phone and postage charges, and training funds, have been allocated to the VOCA Program. Operating costs make up less than 2% of the Victim/Witness budget.

The Victim Witness Program continues to utilize volunteers and interns to provide additional services to victims without increasing personnel costs.

Activities

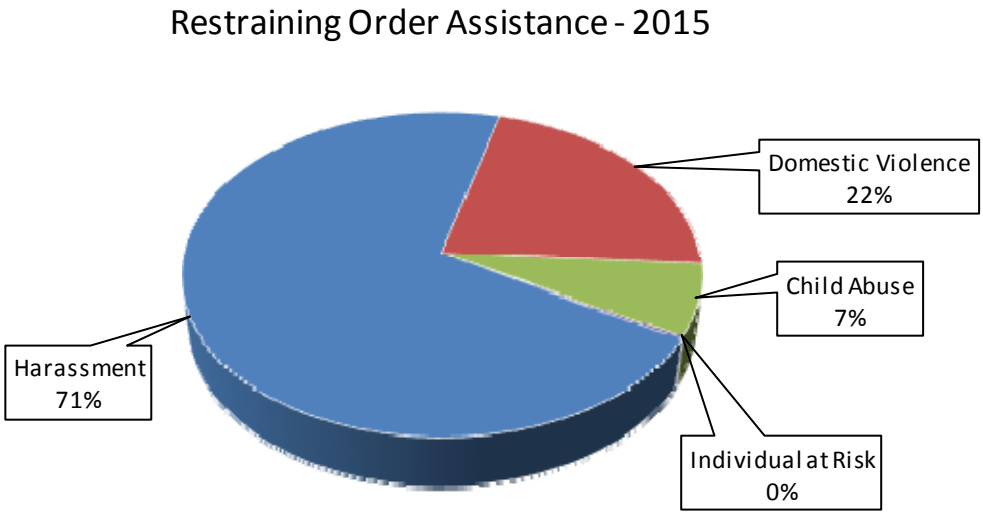
The Victim Witness Assistance Program provided at least 25,336 services to at least 4,448 crime victims on charged cases during 2015, an increase by 1,000 services from 2014. Interestingly, the number of victims served decreased, indicating that people actually needed more instances and types of assistance during the past year. This number does not include individuals who called the office or came in for assistance related to crimes that were not charged, assistance with restraining orders, or contacts with victims for incidents that later developed into charges. It also does not include some multiple phone calls and visits by the same individual, or calls on behalf of victims to social workers, law enforcement officers, or other agencies.



Letters	12,264
Calls	11,807
Visits	1,088
Emails	177
Total	25,336

In 2015, Victim/Witness staff assisted citizens in completing petitions for 356 restraining orders, an increase of roughly 50 restraining orders from 2014. This assistance includes screening petitioners and respondents for safety and criminal histories, explaining the process by which a temporary restraining order and an injunction are obtained, and assisting in the completion of forms and statements. Victim/Witness staff also screened another 151 restraining order requests for assistance by The Women's Center, and answered hundreds of phone calls related to questions about restraining orders.

Type of Restraining Order	Victim/Witness Completed	Victim/Witness Screened
Harassment	252	84
Domestic Violence	78	55
Child Abuse	25	12
Individual at Risk	1	0
Total	**356**	**151**



VOCA Grant/Program

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

Program Description

Mobile Victim Assistance counselors and volunteers provide 24-hour crisis response and trauma-informed services to victims at the scene of the crime, at the request of law enforcement. Victims receive emotional support, information about the criminal justice system, and referrals to community resources. A Homicide Specialist is also funded through the grant to provide victim assistance services and advocacy, as well as a support group to family members and friends of victims of homicide. Additionally, the VOCA programs include a support group for families and individuals victimized by abusive head trauma (shaken baby syndrome). Grant resources provided through the Victims of Crime Act (VOCA) fully fund (100%) of program expenditures.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**1.82**	**1.80**	**1.80**	**3.55**	**1.75**
General Government	$100,299	$110,034	$106,244	$259,035	$149,001
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	**$100,299**	**$110,034**	**$106,244**	**$259,035**	**$149,001**
Personnel Costs	$95,712	$104,971	$100,001	$229,380	$124,409
Operating Expenses	$3,605	$3,965	$5,355	$11,155	$7,190
Interdept. Charges	$1,084	$1,098	$888	$18,500	$17,402
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$100,401**	**$110,034**	**$106,244**	**$259,035**	**$149,001**
Rev. Over (Under) Exp.	($102)	$0	$0	$0	$0

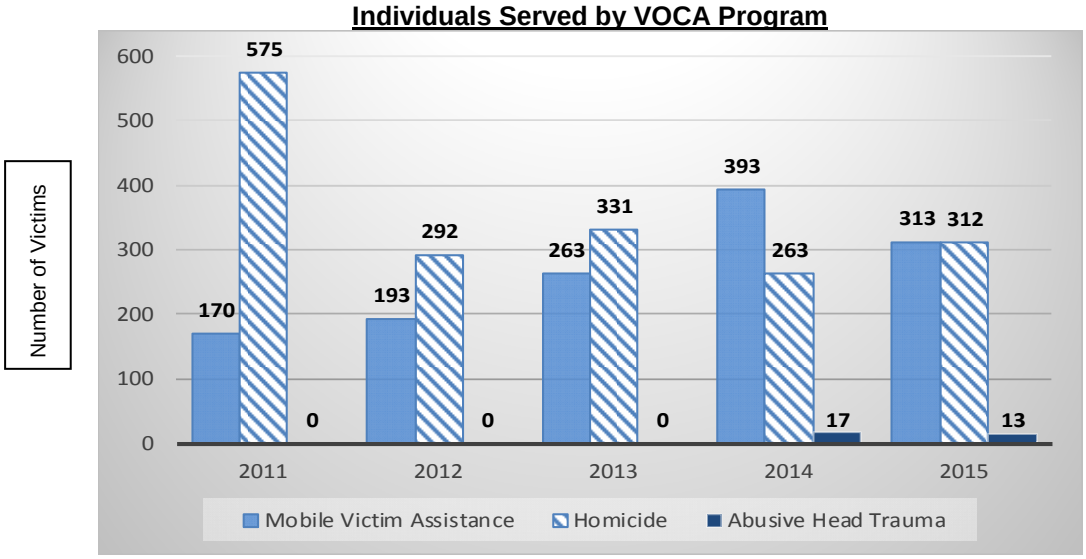
Program Highlights

This program is 100% reimbursable by federal funds passed through the state. The VOCA Program increases by $149,000 due to two grant awards sought by the Victim Witness Director. These include an expansion of the existing VOCA grant to increase a Mobile Victim Assistance Counselor from part to full-time, and emergency funds for victims, as well as gear, supplies, training and other operating expenses. The second grant is a new grant to provide a Restitution Specialist to focus on increasing the collection of restitution for crime victims and stream-lining the efforts of many departments regarding the process of restitution determination. The restitution specialist grant application was enthusiastically supported by the Evidence-Based Decision Making Policy Committee of the CJCC. The increased Mobile Victim Assistance Counselor and Restitution Specialist Positions are included as position requests for 2017.

Personnel costs increase to reflect cost to increase positions by 1.75 FTE, and large increases in operating costs and interdepartmental charges covered by additional grant funding. These new grant awards allow the department to allocate certain operating and interdepartmental charges out of the Victim Witness Program and into the VOCA Program.

Activities

VOCA funded programs in the Victim/Witness department served 3,135 individuals during the last 5 years. The Abusive Head Trauma Support Group was not started until November, 2013.



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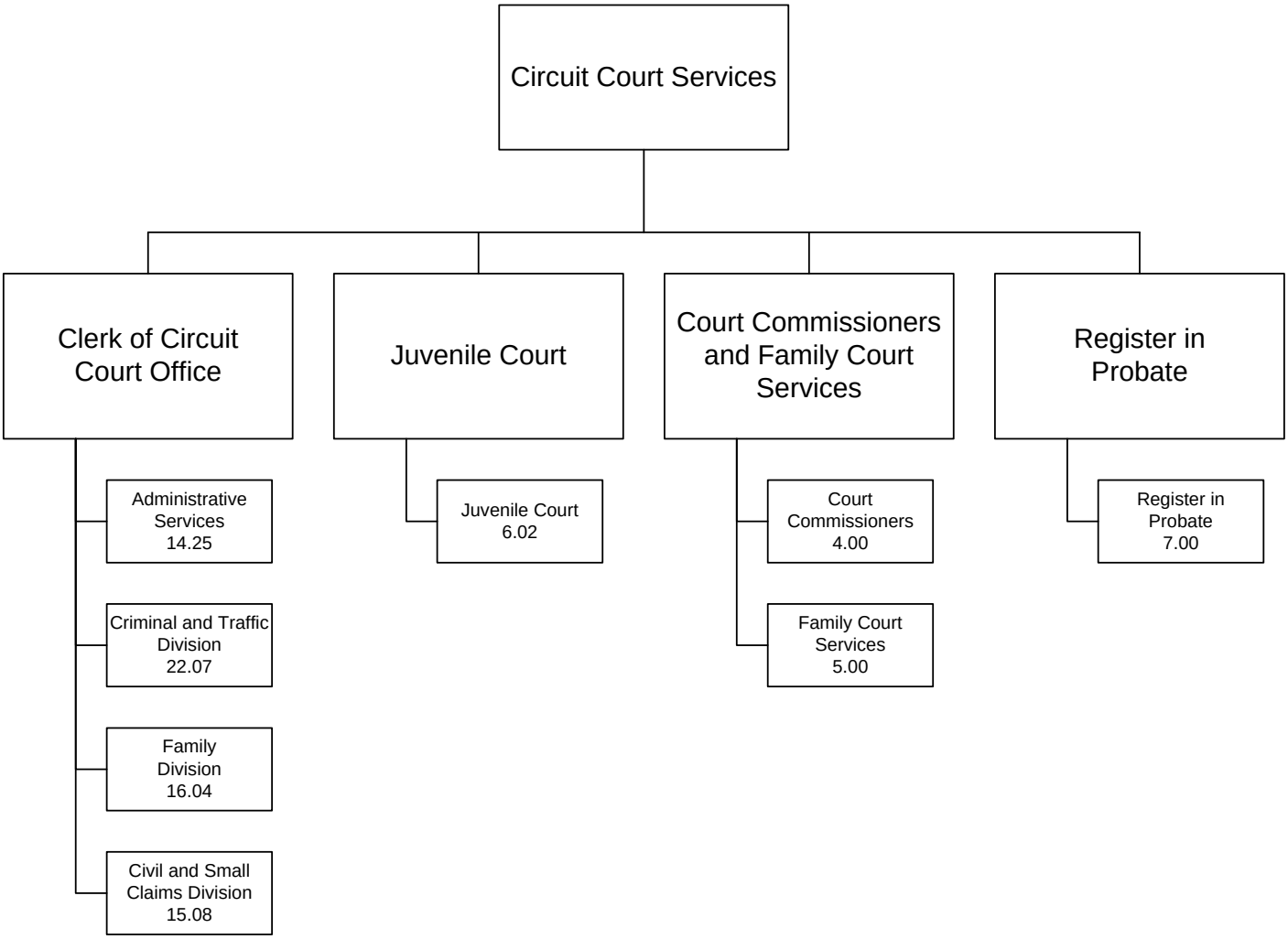
Circuit Court Services

CIRCUIT COURT SERVICES

FUNCTION / PROGRAM CHART



89.46 TOTAL FTE'S

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

Circuit Court Services

Statement of Purpose

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

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

Financial Summary	2015 Actual (b)	2016 Adopted Budget (b)	2016 Estimate	2017 Budget	Change From 2016 Adopted Budget $	%
Revenues						
General Government	$1,749,020	$1,719,000	$1,727,264	$1,729,000	$10,000	0.6%
Fine/Licenses	$510,943	$535,500	$538,500	$535,500	$0	0.0%
Charges for Services	$1,213,095	$1,182,700	$1,238,200	$1,208,700	$26,000	2.2%
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue	$299,392	$265,000	$369,500	$332,500	$67,500	25.5%
Appr. Fund Balance (a)	$22,424	$20,000	$26,652	$20,000	$0	0.0%
County Tax Levy (Credit)	**$5,574,481**	**$5,540,181**	**$5,540,181**	**$5,476,181**	**($64,000)**	**-1.2%**
Total Revenue Sources	**$9,369,355**	**$9,262,381**	**$9,440,297**	**$9,301,881**	**$39,500**	**0.4%**
Expenditures						
Personnel Costs	$5,971,484	$6,222,284	$6,198,144	$6,133,512	($88,772)	-1.4%
Operating Expenses	$1,448,388	$1,474,700	$1,462,969	$1,551,050	$76,350	5.2%
Interdept. Charges	$1,505,749	$1,565,397	$1,586,820	$1,617,319	$51,922	3.3%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$8,925,621**	**$9,262,381**	**$9,247,933**	**$9,301,881**	**$39,500**	**0.4%**
Rev. Over (Under) Exp.	$443,734	$0	$192,364	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	88.00	86.25	86.25	85.50	(0.75)	
Extra Help	2.23	3.75	3.75	3.75	0.00	
Overtime	0.26	0.21	0.21	0.21	0.00	
Total FTEs	90.49	90.21	90.21	89.46	(0.75)	

(a) Fund balance of $20,000 has been provided for each of the 2017, 2016, and 2015 Budgets to enable a Furniture and Equipment Replacement Plan that was initiated in 2011.

(b) Recovery and payment revenues have been restated between Charges for Services and Other Revenue to better reflect revenue type. The history has also been restated for comparability purposes.

Major Departmental Strategic Outcomes and Objectives for 2017

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

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

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

Performance Measure:	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Target	2016 YE Projection	2017 Target
Criminal/Traffic Division Video Conference Events	228	445	604	565	625	572	580
Juvenile Division Video Conference Events	111	204	296	313	325	262	290
Total	339	649	900	878	950	834	870

Objective 2: Systematically apply payment enforcement procedures in an effort to collect court ordered financial obligations for court appointed Guardian Ad Litem (GAL) services.

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

Performance Measure:	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 YE Projection	2017 Target
Total Fees Paid to FA GALs	(a)	$254,180	$556,144	$685,855	$796,546	$815,321
% Paid by litigants	(b)	$158,400 (63%)	$465,839 (84%)	$520,082 (76%)	$629,456 (79%)	$693,022 (85%)
% Paid by County	**$117,013**	**$95,780 (37%)**	**$90,304 (16%)**	**$165,773 (24%)**	**$167,090 (21%)**	**$122,298 (15%)**
Total County Fees Recovered	**$74,016**	**$84,697**	**$93,135**	**$82,978**	**$139,928**	**$103,953**
Repayment thru COC	(b)	$1,849	$13,447	$20,429	$40,984	$20,791
Repayment thru DOA-C	$74,016	$82,848	$79,688	$62,549	$98,944	$83,162
Net Advanced by County	**$42,997 (37%)**	**$11,083 (12%)**	**($2,831) (-3%)**	**$82,795 (50%)**	**$27,162 (16%)**	**$18,345 (15%)**

(a) New recovery efforts of customer deposits, payment plans and receivable management began in 2013.
(b) Payment by litigants and repayment thru Clerk of Court were not tracked prior to 2013.

Objective 3: Continue to expand CCAP eFiling in the Civil and Family Divisions to provide increased accessibility, convenience and security for litigants, attorneys and our justice partners, in addition to enhancing productivity and cost savings in the Clerk's Office.

Key Outcome Indicators: Increase the number of cases filed through eFiling by litigants, attorneys and justice partners.

Performance Measure:	2013* Actual	2014 Actual	2015 Actual	2016* Target	2016* YE Projection	2017** Target
Civil-Large Claim Cases eFiled or Converted	25	100	301	150	536	2,000
Civil-Small Claim Cases eFiled or Converted	9	89	145	100	374	3,135
Family Cases eFiled or Converted	23	78	148	100	675	1,200
Paternity Cases eFiled or Converted	N/A	N/A	0	350	1,000	1,100
Criminal/Traffic	NA	NA	NA	NA	NA	3,747
Total	57	267	594	700	2,585	11,182

*Voluntary eFiling turned on 8/1/13 for CV, SC and FA cases and on 4/19/16 for PA case.
**Conversion to Mandatory eFiling for CV, SC, FA and PA cases planned for November 15, 2016 and all C/T cases mid-2017.

Objective 4: Continue document imaging in the Criminal/Traffic, Probate and Family Divisions in an effort to improve court operations, expand services to litigants, increase operational efficiencies, and accommodate information sharing throughout the justice system.

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

Performance Measure:	2013 Actual	2014 Actual	2015 Actual	2016 Target	2016 YE Projections	2017 Target
# of Criminal/Traffic Division Documents Scanned	75,748	71,923	86,734	90,000	84,992	90,000
# of Probate Division Documents Scanned	26,516	25,830	81,600	70,000	86,224	90,000
# of Family Division Documents Scanned	34,755	37,067	54,413	70,000	96,896	90,000

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

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

Performance Measure:	2013 Actual	2014 Actual	2015 Actual	2016 Target	2016 YE Projection	2017 Target
Online Juror Exit Surveys Received	143	57	134	200	166	200
Website Satisfaction Surveys Received	N/A	N/A	N/A	0	200	200
Family Webcasts Viewed	998	1,366	585	1,400	750	1,000

Activities

Administration Division	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Est.
Gross Annual Department Receipts	$18,922,947	$15,044,750	$19,318,998	$19,580,075	$22,817,514
Total Receipt Transactions	59,868	54,893	53,303	53,444	56,912
E-payment Receipt Transactions	2,635	2,881	3,376	3,933	4,712
Gross E-payments Receipts (included above)	$302,621	$479,122	$602,533	$688,381	$862,872
Total Disbursement Transactions	2,194	2,534	3,055	2,979	3,124
Net Sales by Credit Card	$954,000	$1,219,822	$1,374,197	$1,662,179	$1,701,480
YE Funds Held in Trust (invested)/Ct. Order	$467,224	$329,895	$277,626	$292,894	$300,138
Network Users Supported	133	135	132	132	136
Workstations/Printers/Scanners*	247	245	252	256	265

*The vast majority of computer hardware utilized by Circuit Court Services is provided by the State. For 2016, replacement value of the State CCAP provided computer hardware, software and technology services is estimated to exceed $333,702.

Jury Program	2012 Actual	2013 Actual*	2014 Actual	2015 Actual	2016 Est.
Total # of Jury Trials Started	68	73	67	51	64
Total Jury Days	170	149	106	106	126
Total Questionnaires Returned	11,550	10,567	7,860	7,666	11,796
Total Questionnaires Returned Online	4,990	5,590	5,344	5,385	8,956
% of Questionnairres Returned Online	43%	53%	68%	70%	76%

*On 1/1/13, the Jury Program changed to a one-step qualification/summons process from a 2-step qualification and summons process.

Criminal & Traffic Division	2012 Actual		2013 Actual		2014 Actual		2015 Actual		2016 Est.	
	Open	Disposed	Open	Disposed	Open	Disposed	Open	Disposed	Open	Disposed
Felony Cases	1,549	1,330	1,487	1,440	1,514	1505	1,571	1459	1,574	1,508
Misdemeanor Cases	2,398	2,267	2,293	2,235	2,410	2,274	2,414	2,304	2,468	2,460
Criminal Traffic Cases	1,748	1,741	1,783	1,729	1,945	1,868	1,922	1,895	1,852	1,802
Traffic Cases	9,959	10,132	6,765	7,042	7,562	7,644	7,418	7,677	7,860	8,002
Forfeiture Cases	1,160	1,163	873	912	881	890	748	797	586	614
TOTAL CASES	**16,814**	**16,633**	**13,201**	**13,358**	**14,312**	**14,181**	**14,073**	**14,132**	**14,340**	**14,386**

	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Est.
C/T Jury Trials Started	36	41	44	33	48
C/T Jury Days	81	83	59	69	92

Family Division	2012 Actual		2013 Actual		2014 Actual		2015 Actual		2016 Est.	
	Open	Disposed	Open	Disposed	Open	Disposed	Open	Disposed	Open	Disposed
Divorce/Legal Separation Cases	1,316	1,338	1,314	1,425	1,202	1,316	1,165	1,191	1,184	1,162
Paternity Cases	468	455	350	379	383	393	402	436	326	362
Other Family Cases	540	542	418	416	390	433	418	412	346	346
TOTAL CASES	**2,324**	**2,335**	**2,082**	**2,220**	**1,975**	**2,142**	**1,985**	**2,039**	**1,856**	**1,870**
Post-Judgment Family Actions		1,982		1,290		1,226		1,197		1,262
Post-Judgment Paternity Actions		829		767		721		682		770
TOTAL		**2,811**		**2,057**		**1,947**		**1,879**		**2,032**

Activities

Civil Division	2012 Actual		2013 Actual		2014 Actual		2015 Actual		2016 Est.	
	Open	Disposed	Open	Disposed	Open	Disposed	Open	Disposed	Open	Disposed
Large Claim Foreclosures	1,218	1,706	812	1,228	563	685	552	561	528	562
Large Claim-All Other	2,515	2,325	2,117	2,194	1,984	2,072	1,954	1,914	1,886	1,816
Small Claim Contested	1,045	1,007	1050	1,221	984	1066	876	946	710	906
Small Claim Uncontested	5,908	5,908	4,998	4,459	4,468	4,064	4,462	4,462	4,616	4,616
TOTAL CASES	**10,686**	**10,946**	**8,977**	**9,102**	**7,999**	**7,887**	**7,844**	**7,883**	**7,740**	**7,900**
	2012 Actual		2013 Actual		2014 Actual		2015 Actual		2016 Est.	
Civil Jury Trials Started	30		30		19		16		12	
Civil Jury Days	84		64		42		34		30	

Family Court Services	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Est.
Mediation Cases Opened	681	632	648	671	716
Custody/Visitation Studies Opened	189	149	136	92	116

Juvenile Division	2012 Actual		2013 Actual		2014 Actual		2015 Actual		2016 Est.	
	Open	Disposed	Open	Disposed	Open	Disposed	Open	Disposed	Open	Disposed
Delinquency/Juvenile Protection (JIPS)	237	290	206	317	240	339	267	298	308	340
Child in Need of Protection(CHIPS)	149	148	118	212	112	108	126	120	182	180
Termination of Parental Rights	40	39	56	55	55	48	53	55	42	46
Other Juvenile	373	378	347	346	325	308	291	291	314	326
Juvenile Ordinance Violations	193	241	345	345	275	329	213	213	277	296
Adult Commitments	1,059	1,059	964	959	917	922	996	996	788	796
TOTAL CASES	**2,051**	**2,155**	**2,036**	**2,234**	**1,924**	**2,054**	**1,946**	**1,973**	**1,911**	**1,984**
	2012 Actual		2013 Actual		2014 Actual		2015 Actual		2016 Est.	
Juvenile Jury Trials Started	2		2		4		2		4	
Juvenile Jury Days	5		2		5		3		4	

Probate Division	2012 Actual		2013 Actual		2014 Actual		2015 Actual.		2016 Est.	
	Open	Disposed	Open	Disposed	Open	Disposed	Open	Disposed	Open	Disposed
Formal Estate Actions	26	29	34	29	35	39	34	31	44	70
Informal Estate Actions	462	411	478	456	496	405	493	354	490	346
Trusts	12	14	15	19	22	13	20	12	26	22
Guardianships	254	257	245	225	266	261	313	300	312	288
Adoptions	9	9	8	11	15	15	9	9	6	6
Other Probate	106	97	111	112	97	104	90	84	68	64
TOTAL CASES	**869**	**817**	**891**	**852**	**931**	**837**	**959**	**790**	**946**	**796**
	2012 Actual		2013 Actual		2014 Actual		2015 Actual		2016 Est.	
Probate Jury Trials Held	0		0		0		0		0	
Probate Jury Days	0		0		0		0		0	

Clerk of Courts-Administrative Services Division

Program Description

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

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

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**14.13**	**14.25**	**14.25**	**14.25**	**0.00**
General Government	$1,161,108	$1,152,000	$1,155,264	$1,157,000	$5,000
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$323,912	$300,000	$300,000	$300,000	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$24,327	$20,000	$25,000	$25,000	$5,000
Appr. Fund Balance	$22,424	$20,000	$26,652	$20,000	$0
County Tax Levy (Credit)	**($110,607)**	**($70,362)**	**($70,362)**	**($107,718)**	**($37,356)**
Total Revenues	**$1,421,164**	**$1,421,638**	**$1,436,554**	**$1,394,282**	**($27,356)**
Personnel Costs	$990,526	$1,117,916	$1,073,648	$1,067,539	($50,377)
Operating Expenses	$113,627	$150,000	$138,379	$160,250	$10,250
Interdept. Charges	$148,381	$153,722	$150,146	$166,493	$12,771
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,252,534**	**$1,421,638**	**$1,362,173**	**$1,394,282**	**($27,356)**
Rev. Over (Under) Exp.	$168,630	$0	$74,381	$0	$0

Program Highlights

General Government revenues consist of state payments to support circuit court operations at the county level. These state payments budgeted in our Administrative Services division consist of a Circuit Court Support grant estimated at $1,097,000 for 2017, and also partial funding for foreign language interpreters required for case proceedings in the circuit court. Interpreter reimbursement is budgeted at $60,000 for 2017, which is an increase of $5,000 based on higher incidence of usage. Statutory fees have been reduced by $5,000 to $215,000, which is partially offset by an increase of $5,000 to $85,000 budgeted for bail recoveries from sureties and on signature bond judgments. Other Revenue consists of interest earnings on our business account, and has been increased to reflect higher average balances and improved returns. County fund balance of $20,000 is allocated to sustain a furniture and equipment replacement program.

Personnel Costs for 14.25 FTE staff and temporary assistance is budgeted at $1,067,539, which is $50,377 lower than the 2016 budgeted due to position underfills, and benefit selection changes. Of the total number of FTE staff, 0.75 FTE is temporary assistance funded to utilize non-sworn civilian bailiffs to support our juror program.

Operating Expenses increase a total of $10,250 for anticipated furniture and equipment costs, technology replacement costs, and for a budgeted increase in a maintenance and support contract for courtroom audio and visual technologies.

Interdepartmental Charges increase $12,771 and reflect higher anticipated Collection Service fees based on higher recovery volume, and an increase in general liability premiums allocated to Circuit Court Services.

Clerk of Courts-Criminal & Traffic Division

Program Description

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

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

	2015 Actual (a)	2016 Budget (a)	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**21.68**	**22.07**	**22.07**	**22.07**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$472,083	$500,000	$500,000	$500,000	$0
Charges for Services	$379,485	$340,200	$380,200	$360,200	$20,000
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$45,275	$50,000	$55,000	$60,000	$10,000
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$1,483,857**	**$1,524,326**	**$1,524,326**	**$1,530,162**	**$5,836**
Total Revenues	**$2,380,700**	**$2,414,526**	**$2,459,526**	**$2,450,362**	**$35,836**
Personnel Costs	$1,345,761	$1,365,962	$1,339,801	$1,363,950	($2,012)
Operating Expenses	$352,475	$354,350	$352,415	$367,400	$13,050
Interdept. Charges	$702,220	$694,214	$722,459	$719,012	$24,798
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$2,400,456**	**$2,414,526**	**$2,414,675**	**$2,450,362**	**$35,836**
Rev. Over (Under) Exp.	($19,756)	$0	$44,851	$0	$0

a) Recovery and payment revenues have been restated between Charges for Services and Other Revenue to better reflect revenue type. The history has also been restated for comparability purposes.

Program Highlights

Criminal/Traffic Division revenues derived from state and county civil forfeitures, and from various criminal fines and costs appear to be stable and are budgeted at comparable levels as 2016. Fee receipts for services in alcohol related driving offenses, payment plans for court receivables, recovery of costs for court ordered legal representation, and cash bail forfeitures are trending higher and collectively are budgeted to increase a total of $30,000 in the 2017 budget.

Personnel Costs are budgeted at $1,363,950 for 22.07 FTE staff, including overtime (0.07 FTE) and temporary assistance (1.0 FTE) for imaging and records management efforts as this division prepares for additional electronic case filing initiatives in 2017.

Operating Expenses are budgeted at an increase of $13,050, for 2017. This increase mainly results from increases in Legal Services costs and Interpreter Services costs totaling $16,000, and is offset by reductions in Medical Services and Witness Service costs.

Interdepartmental Charges for this division are budgeted to increase approximately $25,000, and almost entirely attributable to Sheriff charges for in-custody transportation services and for Courtroom Security services provided by sworn deputy personnel. Expenses for Criminal Division Sheriff Security and Defendant Transportation services totals $657,100 in 2017.

Clerk of Courts-Family Division

Program Description

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

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

	2015 Actual (a)	2016 Budget (a)	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**15.05**	**16.04**	**16.04**	**16.04**	**(0.00)**
General Government	$440,275	$420,000	$435,000	$430,000	$10,000
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$27,939	$54,000	$66,400	$58,000	$4,000
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$62,549	$50,000	$94,500	$75,000	$25,000
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$811,028**	**$867,838**	**$867,838**	**$898,506**	**$30,668**
Total Revenues	**$1,341,791**	**$1,391,838**	**$1,463,738**	**$1,461,506**	**$69,668**
Personnel Costs	$863,074	$963,314	$1,005,508	$958,738	($4,576)
Operating Expenses	$206,129	$137,000	$211,449	$204,000	$67,000
Interdept. Charges	$262,657	$291,524	$284,024	$298,768	$7,244
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,331,860**	**$1,391,838**	**$1,500,981**	**$1,461,506**	**$69,668**

Rev. Over (Under) Exp.	$9,931	$0	($37,243)	$0	$0

(a) Recovery and payment revenues have been restated between Charges for Services and Other Revenue to better reflect revenue type. The history has also been restated for comparability purposes.

Program Highlights

Family Division revenues increase $39,000 from the Adopted 2016 Budget and total $563,000. Two significant increases are incorporated into this budget. The first is an increase of $10,000 in State funding to help offset county expenses for court ordered Guardian ad Litem (GAL) services. The second is an increase of $29,000 in payments from case participants toward county paid GAL services. These are funds paid to Circuit Court Services directly, and from payments made on delinquent account referrals.

Personnel Costs are budgeted at $958,738 for 16.04 FTE staff, including overtime (0.04 FTE) and temporary assistance (1.0 FTE) for imaging and records management efforts as this division has begun implementation of a full electronic case filing initiative in 2016, which will grow and continue in 2017.

Operating Expenses are budgeted at an increase of $67,000, for 2017. This increase directly results from a significant increase in Guardian ad Litem expenses ($70,000) due to efforts to pay ordered service costs promptly and to simultaneously pursue more aggressive cost recovery through combined efforts of divisional judges and the Court's Business Center. This increase is partially offset by a modest reduction of $2,500 in Interpreter Services costs for 2017.

Interdepartmental Charges for this division are budgeted to increase $7,244, and this is related to both collection fees and for Courtroom Security services provided by sworn deputy personnel. Expenses for Family division Sheriff security services totals $256,000 in 2017.

Clerk of Courts-Civil Division

Program Description

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

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

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**16.09**	**15.58**	**15.58**	**15.08**	**(0.50)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$460	$500	$500	$500	$0
Charges for Services	$147,732	$155,000	$150,000	$150,000	($5,000)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$1,202,616**	**$1,125,295**	**$1,125,295**	**$1,114,525**	**($10,770)**
Total Revenues	**$1,350,808**	**$1,280,795**	**$1,275,795**	**$1,265,025**	**($15,770)**
Personnel Costs	$866,227	$927,053	$834,494	$910,214	($16,839)
Operating Expenses	$80,804	$92,700	$77,271	$91,500	($1,200)
Interdept. Charges	$240,070	$261,042	$254,191	$263,311	$2,269
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,187,101**	**$1,280,795**	**$1,165,956**	**$1,265,025**	**($15,770)**
Rev. Over (Under) Exp.	$163,707	$0	$109,839	$0	$0

Program Highlights

Civil Division revenues decrease $5,000 from the Adopted 2016 Budget and total $150,500. Funds retained on large claim Civil case filings are modestly reduced to reflect current case filing trends. Small claim filings and revenues remain relatively unchanged.

Personnel Costs are budgeted at $910,214 for 15.08 FTE staff, including overtime (0.08 FTE). This reflects a decrease of 0.50 FTE from the 2016 budget. No temporary assistance is budgeted in this division for paper document imaging, as they have completed all their identified back-scanning. This division, like the Family division, has begun implementation of a full electronic case filing initiative in 2016, which will grow and continue in 2017.

Operating Expenses are budgeted at a decrease of $1,200, for 2017. This decrease is due to several minimal reductions to divisional supply and equipment funding.

Interdepartmental Charges for this division are budgeted to increase $2,269. Minor reductions for postage and records storage are offset by a $4,500 increase for Courtroom Security services provided by sworn deputy personnel. Expenses for Civil division Sheriff security services totals $215,000 in 2017.

Program Description

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

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

	2015 Actual (a)	2016 Budget (a)	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**7.04**	**6.02**	**6.02**	**6.02**	**0.00**
General Government	$83,000	$85,000	$85,000	$85,000	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$7,641	$6,000	$6,500	$6,000	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$124,066	$115,000	$145,000	$135,000	$20,000
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$1,030,123**	**$916,296**	**$916,296**	**$900,319**	**($15,977)**
Total Revenues	**$1,244,830**	**$1,122,296**	**$1,152,796**	**$1,126,319**	**$4,023**
Personnel Costs	$389,106	$362,122	$362,383	$369,376	$7,254
Operating Expenses	$622,918	$624,850	$611,297	$618,050	($6,800)
Interdept. Charges	$119,641	$135,324	$145,839	$138,893	$3,569
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,131,665**	**$1,122,296**	**$1,119,519**	**$1,126,319**	**$4,023**
Rev. Over (Under) Exp.	$113,165	$0	$33,277	$0	$0

(a) Recovery and payment revenues have been restated between Charges for Services and Other Revenue to better reflect revenue type. The history has also been restated for comparability purposes.

Program Highlights

Juvenile Division revenues are budgeted at $226,000 for the 2017 budget. State reimbursement for Guardian ad Litem costs remains unchanged. However, post disposition recovery of county funded legal services (GAL and Advocate counsel) are budgeted to increase a combined total of $20,000 which anticipates higher collections due to an improved economic climate and additional focused effort on internal receivable management.

Personnel Costs are budgeted at $369,376 for 6.02 FTE staff, including overtime (0.02 FTE). No temporary assistance is budgeted in this division for paper document imaging, as they have completed all their identified back-scanning. This division, like the Criminal division, will be anticipating implementation of a full electronic case filing initiative in 2017/2018.

Operating Expenses are budgeted at a decrease of $6,800 for 2017. This decrease is due to several minimal reductions to divisional supply and services funding, and a decrease of $5,500 for court appointed advocate counsel based on case load metrics.

Interdepartmental Charges for this division are budgeted to increase $3,569. Minor reductions for postage and for telecommunications charges (-$460) are offset by a $3,500 increase for Courtroom Security services provided by sworn deputy personnel. Expenses for Juvenile division Sheriff security and transportation services totals $100,500 in 2017.

Program Description

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

Family Court Services (FCS) County Fee Schedule

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

Mediation Services	2015	2016	2017
Session 1	No Charge per state statute		
Subsequent Sessions	$100 for each add'l session	$100 for each add'l session	$150 for each add'l session

Custody and Visitation Study

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

	2015	2016	2017
Study Fees	$1,500	$1,500	$1,500

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

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**6.00**	**5.25**	**5.25**	**5.00**	**(0.25)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$38,400	$35,000	$38,000	$35,000	$0
Charges for Services	$166,974	$182,500	$197,500	$194,500	$12,000
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$267,087**	**$306,564**	**$306,564**	**$274,131**	**($32,433)**
Total Revenues	**$472,461**	**$524,064**	**$542,064**	**$503,631**	**($20,433)**
Personnel Costs	$530,277	$481,848	$491,258	$462,003	($19,845)
Operating Expenses	$9,707	$36,000	$14,050	$35,500	($500)
Interdept. Charges	$3,481	$6,216	$2,806	$6,128	($88)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$543,465**	**$524,064**	**$508,114**	**$503,631**	**($20,433)**
Rev. Over (Under) Exp.	($71,004)	$0	$33,950	$0	$0

Program Highlights

Family Court Services Division revenues are budgeted at $229,500 for the 2017 budget. The only change to note is an increase of $12,000 for court ordered mediation services, which is derived from an increase of $50 in the fee assessed to parties participating in mediation, with the fee increasing from $100 to $150.

Personnel Costs are budgeted at $462,003 for 5.0 FTE staff. This reflects a decrease from the 2016 budget due to unfunding a 0.25 FTE Social Worker in the 2017 budget. This follows the 2016 budget which unfunded 0.75 FTE of this position due to workload changes. No over time or temporary assistance is budgeted in this division for service delivery.

Operating Expenses are budgeted at a decrease of $500 for 2017. All other elements of the 2017 budget are funded at the same several level as 2016.

Interdepartmental Charges for this division are budgeted to decrease by $88.

Court Commissioners

Program Description

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

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

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**4.00**	**4.00**	**4.00**	**4.00**	**0.00**
General Government	$42,637	$40,000	$30,000	$35,000	($5,000)
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$569,447**	**$566,668**	**$566,668**	**$543,190**	**($23,478)**
Total Revenues	**$612,084**	**$606,668**	**$596,668**	**$578,190**	**($28,478)**
Personnel Costs	$583,002	$588,854	$628,243	$559,702	($29,152)
Operating Expenses	$7,244	$13,200	$10,550	$12,950	($250)
Interdept. Charges	$8,310	$4,614	$7,309	$5,538	$924
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$598,556**	**$606,668**	**$646,102**	**$578,190**	**($28,478)**
Rev. Over (Under) Exp.	$13,528	$0	($49,434)	$0	$0

Program Highlights

Commissioner Division revenues are budgeted at $35,000 for the 2017 budget. This is a reduction of $5,000 from 2016 due to changes in the cost for Court Commissioner services claimed for reimbursement under the state/federal IV-D program.

Personnel Costs are budgeted at $559,702 for 4.0 FTE staff. There is no overtime and no temporary assistance budgeted in this division. Expenses are $29,152 lower than the 2016 budget due to the retirement of a senior Court Commissioner in 2016.

Operating Expenses are budgeted at a decrease of $250 for 2017.

Interdepartmental Charges for this division are budgeted to increase $924. This reflects higher charges for copier replacement allocated to this budget for 2017.

Register in Probate

Program Description

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

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

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**6.50**	**7.00**	**7.00**	**7.00**	**0.00**
General Government	$22,000	$22,000	$22,000	$22,000	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$159,412	$145,000	$137,600	$140,000	($5,000)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$43,175	$30,000	$50,000	$37,500	$7,500
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$320,930**	**$303,556**	**$303,556**	**$323,066**	**$19,510**
Total Revenues	**$545,517**	**$500,556**	**$513,156**	**$522,566**	**$22,010**
Personnel Costs	$403,511	$415,215	$462,809	$441,990	$26,775
Operating Expenses	$55,484	$66,600	$47,558	$61,400	($5,200)
Interdept. Charges	$20,989	$18,741	$20,046	$19,176	$435
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$479,984**	**$500,556**	**$530,413**	**$522,566**	**$22,010**

Rev. Over (Under) Exp.	$65,533	$0	($17,257)	$0	$0

Program Highlights

Register in Probate Division revenues are budgeted at $199,500 for the 2017 budget. This is $2,500 higher than the 2016 budget. State reimbursement for Guardian ad Litem costs remains unchanged. Administrative fees and estate filing fees combined are budgeted at a net reduction of $7,500. This decrease is offset by an increase of $10,000 anticipated from a higher volume of repayments and delinquent recoveries of professional services costs in Probate matters due to an improved economic climate and additional receivable management efforts.

Personnel Costs are budgeted at $441,990 for 7.00 FTE staff. There is no overtime budgeted, however 1.00 FTE temporary assistance is budgeted in this division for paper document imaging and back-scanning. This division, like other divisions will be anticipating implementation of a full electronic case filing initiative in 2017/2018.

Operating Expenses are budgeted to decrease $5,200 for 2017. This decrease is due to continued positive experience with court appointed Guardians ad Litem services.

Interdepartmental Charges for this division are budgeted to increase $435 consisting of minor reductions for postage and for telecommunications charges.

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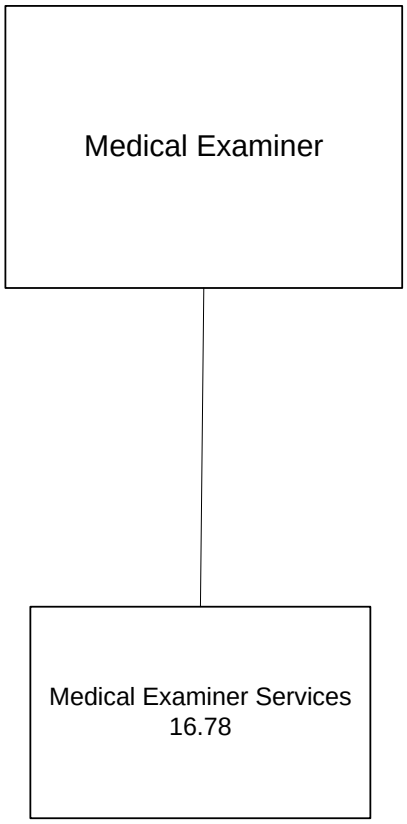
Medical Examiner

MEDICAL EXAMINER'S OFFICE

FUNCTION / PROGRAM CHART



16.78 TOTAL FTE'S

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

Medical Examiner

Statement of Purpose

The Waukesha County Medical Examiner's Office investigates deaths in Waukesha County as mandated by Wisconsin State Statute 979 to ensure the safety, health, and welfare of the community. The Office provides investigation, documentation, and medical evaluation of reportable cases. In 2015, the office was contracted to oversee medical examiner responsibilities and operations in Washington and Walworth Counties (the actual investigations are still conducted by staff in those counties).

Financial Summary	2015 Actual	2016 Adopted Budget	2016 Estimate	2017 Budget	Change From 2016 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$438,977	$502,335	$462,085	$473,125	($29,210)	-5.8%
Charges for Services	$645,420	$666,458	$672,054	$652,035	($14,423)	-2.2%
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue	$93,697	$78,256	$82,304	$84,039	$5,783	7.4%
Appr. Fund Balance	$10,325	$0	$0	$0	$0	N/A
County Tax Levy (Credit)	**$980,310**	**$955,610**	**$955,610**	**$985,610**	**$30,000**	**3.1%**
Total Revenue Sources	**$2,168,729**	**$2,202,659**	**$2,172,053**	**$2,194,809**	**($7,850)**	**-0.4%**
Expenditures						
Personnel Costs	$1,504,588	$1,735,931	$1,758,898	$1,766,208	$30,277	1.7%
Operating Expenses	$295,179	$310,068	$280,743	$266,483	($43,585)	-14.1%
Interdept. Charges	$146,562	$156,660	$155,701	$162,118	$5,458	3.5%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$1,946,329**	**$2,202,659**	**$2,195,342**	**$2,194,809**	**($7,850)**	**-0.4%**
Rev. Over (Under) Exp.	$222,400	$0	($23,289)	$0	$0	N/A

Position Summary (FTE)					
Regular Positions	15.00	16.00	16.00	16.00	0.00
Extra Help	0.86	0.33	0.33	0.33	0.00
Overtime	0.45	0.40	0.40	0.45	0.05
Total FTEs	16.31	16.73	16.73	16.78	0.05

Major Departmental Strategic Outcomes and Objectives for 2017

County-Wide Key Strategic Outcome: A safe county

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

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

Performance Measure:	2015 Actual	2016 Target	2016 Estimate	2017 Target
Percentage of deaths reported	42%	35-45%	38%	35-45%

Objective 2: Promote a regional approach to disaster and mass fatality planning.

Key Outcome Indicator: Create an updated business continuity plan for Waukesha county with integration of business continuity and mass fatality plans for Walworth and Washington counties.

Performance Measure: Regionalized mass fatality and business continuity plans for Walworth, Washington and Waukesha counties.

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

Objective 3: Collaborate with Health and Human Services to improve referrals of citizens in need of services identified through contact with our office.

Key Outcome Indicator: The number of referrals for ADRC, Intake and shared services and veteran's services.

Performance Measure: (a)	2015 Actual	2016 Target	2016 Estimate	2017 Target
Number of HHS referrals	6	10	20	20

(a) [1]Revised performed measure. Prior to June 2016 the referrals were exclusively to ADRC. Beginning July 2016, referrals are expanding to additional areas of Health & Human Services.

Medical Examiner Major Fees	**2015**	**2016**	**2017**	**% Change '16-'17**
Cremation Permit Fee (each)	$240	$240	$240	-
Death Certificate Signing Fee (each)	$80	$80	$80	-
Disinterment Permit Fee (each)	$65	$65	$65	-
Body Storage in the Morgue (per day after 1st day)	$50	$50	$50	-
Facility Use & Supervision (components below)	Up to $1,500	Up to $1,545	Up to $1,545	-
Pre/Post Recovery (per session)	*$800*	*$825*	*$825*	-
Facility Costs (per session)	*$400*	*$410*	*$410*	-
Supervision Fee (per session)	*$300*	*$310*	*$310*	-

Medical Examiner Services

County-Wide Key Strategic Outcome: A safe county

Program Description

The Medical Examiner's office conducts independent medicolegal death investigations of referred cases under state statute. Investigations involve assessing the circumstances surrounding death and may include collecting a variety of information, autopsy or external examination of the decedent and laboratory testing.

Cremation permits are also required under state statute and involve examination of the decedent and inquiry into the cause of death.

Program Highlights

Fines and licenses revenue decrease $29,300 due to lower cremation permits estimated to be issued in 2017 based on state legislative mandates that may require a higher number of cremation permit fee waivers in some cases.

Charges for service revenue decrease $14,400 mostly related to $23,000 of lower morgue use fees based on prior year experience. This is offset by contracted medical examiner services provided to Walworth and Washington Counties, which are budgeted to increase $8,900 or 1.6%.

Personnel costs increase $30,300 mostly based on costs to continue staff. This includes overtime which increases by 0.05 FTE or $5,000.

Operating expenses decrease $43,600 mostly related to a $17,700 reduction of third party temporary help for autopsy assistant services and a $10,000 reduction for budgeted medical supplies based on prior years actual usage.

Interdepartmental charges increase $5,500 mostly related to an increase in indirect administrative overhead charges related to the new medical examiner contracts.

Activity - Workload Data	2010	2011	2012	2013	2014	2015	2016 Estimate	2017 Budget
Autopsies-Waukesha Co.	193	169	227	216	229	201	188	200
External Exams-Waukesha Co.*	181	169	163	181	185	203	204	185
Partner Autopsies	140	131	95	101	118	162	194	178
Partner Exams**	-	-	-	-	-	105	124	114
Total	**514**	**469**	**485**	**498**	**532**	**671**	**710**	**677**

Activity - Workload Data	2010	2011	2012	2013	2014	2015	2016 Estimate	2017 Budget
Non-Scene Cases Investigated	1,086	970	1,071	989	1,032	1,000	962	1,000
Scene Cases Investigated	337	320	348	371	366	375	380	375
Cremation Permits Issued	1,515	1,506	1,631	1,727	1,860	1,856	1,970	2,000

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

***Contract Exams* line added in 2015. Some, but not all of these exams are done at the Waukesha facility.

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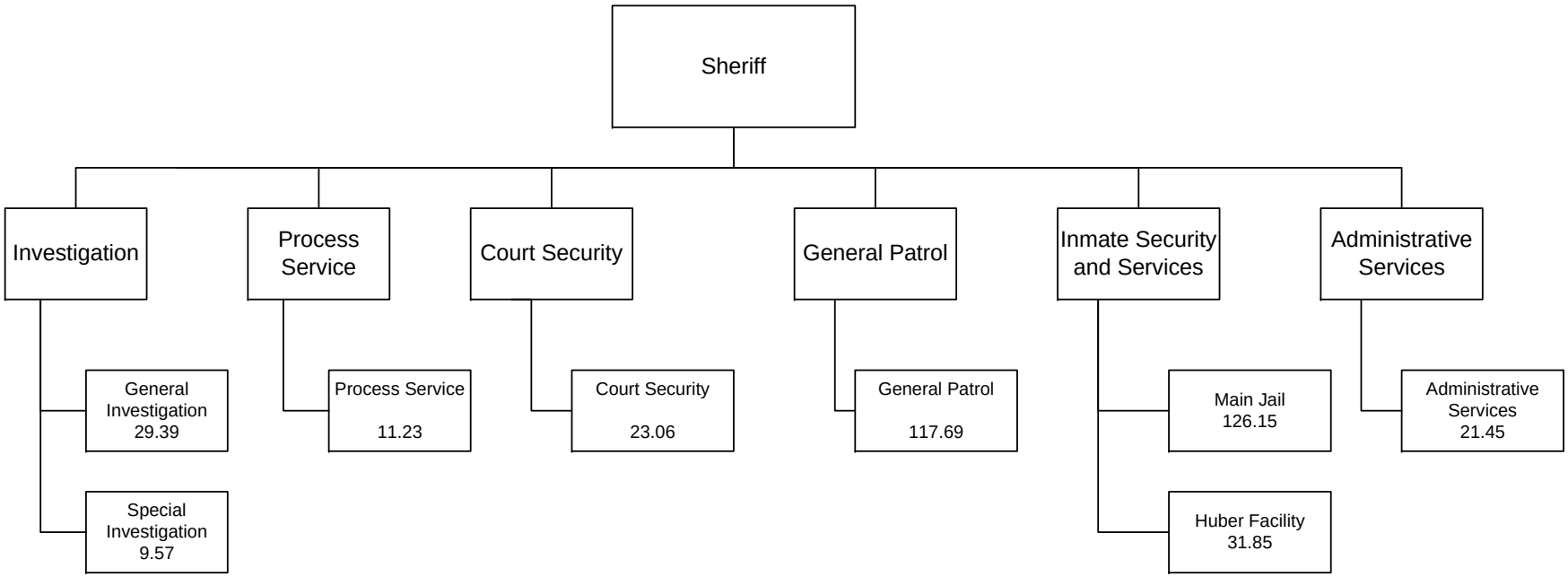
Sheriff

SHERIFF'S DEPARTMENT

FUNCTION / PROGRAM CHART



370.07 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.

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Statement of Purpose

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

Financial Summary	2015 Actual	2016 Adopted Budget	2016 Estimate (c)	2017 Budget	Change From 2016 Adopted Budget $	%
Revenues						
General Government	$256,510	$230,416	$306,566	$293,998	$63,582	27.6%
Fine/Licenses	$2,847	$3,800	$2,850	$3,500	($300)	-7.9%
Charges for Services	$7,650,959	$7,849,897	$7,631,629	$8,031,440	$181,543	2.3%
Interdepartmental (a)	$1,396,913	$1,443,678	$1,438,271	$1,489,228	$45,550	3.2%
Other Revenue	$1,441,431	$1,460,144	$1,390,378	$1,437,854	($22,290)	-1.5%
Appr. Fund Balance (b)	$652,957	$256,469	$409,296	$368,252	$111,783	43.6%
County Tax Levy (Credit)	**$27,576,822**	**$27,771,822**	**$27,771,822**	**$28,001,481**	**$229,659**	**0.8%**
Total Revenue Sources	**$38,978,439**	**$39,016,226**	**$38,950,812**	**$39,625,753**	**$609,527**	**1.6%**
Expenditures						
Personnel Costs	$30,481,811	$30,645,802	$30,715,233	$31,084,152	$438,350	1.4%
Operating Expenses	$3,959,884	$4,345,969	$4,267,197	$4,425,091	$79,122	1.8%
Interdept. Charges (d)	$3,607,152	$3,941,805	$3,643,447	$3,966,210	$24,405	0.6%
Fixed Assets	$277,013	$82,650	$138,537	$150,300	$67,650	81.9%
Total Expenditures (c)	**$38,325,860**	**$39,016,226**	**$38,764,414**	**$39,625,753**	**$609,527**	**1.6%**
Rev. Over (Under) Exp.	$652,579	$0	$186,398	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	354.00	353.00	353.00	354.50	1.50	
Extra Help	4.97	5.03	5.03	4.66	(0.37)	
Overtime	10.58	10.58	10.58	10.91	0.33	
Total FTEs	369.55	368.61	368.61	370.07	1.46	

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

(b) Fund Balance appropriations are $256,500 in the 2016 Adopted Budget and $368,300 in the 2017 Budget. The 2017 budget includes $73,000 from federal drug seizure funds (reserved fund balance) for vehicle leases for the metro drug unit and non-corrections equipment replacement; $43,200 for an additional patrol vehicle due to the expansion of the Town of Lisbon contract; $10,000 in General Fund Balance for annual bulletproof vests replacement program; $125,000 in jail assessment fee revenues received in prior years and used to partially fund the jail equipment replacement program; and $117,100 in General Fund Balance used to fund the non-corrections equipment replacement program. The 2016 Estimated Fund Balance includes $256,500 in appropriated General Fund Balance; $138,800 in General Fund Balance associated with carryovers or encumbered funds; and $14,000 appropriated through the ordinance process. 2015 Actual Fund Balance appropriation of $653,000 includes: $209,900 in appropriated General Fund Balance; $172,400 for carryovers or encumbrances from 2014 to the 2015 Budget; and $270,700 appropriated through seized fund ordinances and other various ordinances.

(c) The 2016 Estimate exceeds the 2016 Adopted Budget due to carry forward and encumbrance expenditure authority from the 2015 Budget modifying the 2016 Budget and the appropriation of expenditure authority through ordinances.

(d) Interdepartmental charges increase by $24,400 or 0.6% partially due to the Department budgeting a decrease in fuel expenditures by $45,800, and a $23,500 decrease in insurance costs based on claims experience. These decreases are partially offset by increases of $62,600 in vehicle replacement and repair, and a $23,200 increase in End User Technology cost calculation.

Major Departmental Strategic Outcomes and Objectives for 2017

County-Wide Key Strategic Outcome: A safe county

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

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

Performance Measure:	2015 Actual (a)	2016 Target	2016 Estimate	2017 Projection
Violent Crime	56	65	65	65
Burglary/Larceny	481	1,100	600	600

(a) The 2015 actual rate is from the Crime in Wisconsin publication from the Wisconsin Office of Justice Assistance. The information provided is preliminary information as the final report has not yet been released.

Comparative County Sheriff Departments--Offense Rates per 100,000 Residents (2014 Statistics)

	Brown County	Dane County	Racine County	Eau Claire County	Kenosha County	Waukesha County
Violent Crimes	73	77	47	47	75	56
Property Crimes	936	773	713	799	1,077	481

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

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

Performance Measure:	2015-2016 School Year	2016 Target	2016 Estimate	2017 Target
SRO student contacts*	7,460	5,000	5,000	5,000

*Contacts include citations, accident reports, incident reports, as well as other officer/student interactions. The decrease in the number of contacts for 2016 estimate and 2017 target is largely due to the elimination of the SRO for the Norris School District.

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

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

With the implementation of the Intergraph CAD system, the Sheriff's Department no longer has the ability to gather aggregate average response time information. The Department only has the ability to obtain response time information for individual calls for service.

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

Key Outcome Indicator: Assaults on inmates and corrections staff.

Performance Measure:	2015 Actual	2016 Target	2016 Estimate	2017 Projection
Assaults between inmates - Actual	20	20	20	20
Assaults on Corrections Staff - Actual	2	0	0	0

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

Performance Measure:	2015 Actual	2016 Target	2016 Estimate	2017 Projection
Number of Jail Days Saved	1,139	1,300	1,200	1,200
Value in $ of service to the County (8 hours/day, 3 to 5 days/week at $11.42/hr)	$104,100	$118,800	$109,700	$109,700

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

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

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

Proj. #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of 16	Estimated Operating Impact	A=Annual T= One-Time
201615	Security System Recording & Display Equipment Replacement	2019	$301,000	15%	TBD	A
201702	Jail Video Visitation System Replacement	2018	$450,000	5%	TBD	A
201307	Public Safety Re-engineering and Software Upgrade	2016	$425,000	100%	$41,000*	A

*System maintenance and upgrade license fees.

Jail Equipment Replacement Plan

Program Description

The 2017 Sheriff's Department Budget includes funding for an equipment replacement plan for the Waukesha County Jail and the Waukesha County Huber Facility. This program is partially funded with $125,000 of general fund balance generated from prior years' jail assessment fee revenues and $30,000 of base budget dollars that the Department had budgeted for equipment repairs. Below is a summary of the items that the Department is planning on purchasing with the 2017 funding.

Category	2017
Office Equipment	$10,500
Medical Equipment	$11,200
Inmate Area Equipment	$5,000
Laundry Equipment	$26,200
Maintenance Items	$53,200
Kitchen Equipment	$19,000
Security Equipment	$29,900
Total	$155,000

Non-Corrections Equipment Replacement Plan

Program Description

The 2017 Sheriff's Department Budget includes funding for the purchase of equipment in program areas of the Department other than Jail and Huber. This program is partially funded with $59,500 of reserved General Fund balance generated from prior year seized funds revenue and $117,133 of General Fund balance. Below is a summary of the items that the Department is planning on purchasing with the 2017 funding.

Category	2017	2018	2019	2020	2021
Investigative Equipment	$8,015	$70,765	$2,615	$5,415	$11,315
Patrol Equipment	$135,918	$136,764	$133,501	$108,257	$77,189
Public Safety Equipment	$6,000				
Tactical Equipment	$26,700	$27,800	$39,860	$13,450	$37,600
Total	**$176,633**	**$235,329**	**$175,976**	**$127,122**	**$126,104**

Use of Seized Funds

Program Description

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

Program	Amount	Description
Special Investigations	$13,419	Vehicle Lease
Equipment Replacement Plan	$59,500	Non-Jail Equipment Enhancements

Process / Warrant Service

County-Wide Key Strategic Outcome: A safe county

Program Description

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

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**11.22**	**11.22**	**11.22**	**11.23**	**0.01**
General Government	$3,503	$3,818	$3,818	$3,818	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$304,127	$395,000	$288,586	$375,000	($20,000)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$6,100	$0	$0	$6,000	$6,000
County Tax Levy (Credit)	**$491,424**	**$555,667**	**$555,667**	**$568,171**	**$12,504**
Total Revenues	**$805,154**	**$954,485**	**$848,071**	**$952,989**	**($1,496)**
Personnel Costs	$618,573	$772,403	$629,627	$781,170	$8,767
Operating Expenses	$25,384	$18,148	$19,002	$24,909	$6,761
Interdept. Charges	$152,499	$163,934	$157,291	$146,910	($17,024)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$796,456**	**$954,485**	**$805,920**	**$952,989**	**($1,496)**
Rev. Over (Under) Exp.	$8,698	$0	$42,151	$0	$0

Program Highlights

General Government revenue is from the State of Wisconsin's reimbursement for deputy training. Charges for Services revenue decreases by $20,000 to $375,000 due to past revenue experience for process and warrant service. General Fund Balance of $6,000 is budgeted for to replace items identified in the sworn equipment replacement plan. County Tax Levy is increasing by $12,500 due to revenue reduction noted above.

Personnel costs of $781,200 increase by $8,800 due to cost to continue increases for 11.23 FTE. The Department is budgeting $21,700 for 480 hours of overtime. Operating expenses of $24,900 includes a $6,000 for sworn equipment replacement plan. Interdepartmental charges allocated to this program decrease by $17,000 primarily due to the reallocation of vehicle replacement cost from this program to General Patrol.

Activity	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Warrants Entered	4,738	4,500	4,500	4,500	0
Warrants Disposed	3,724	3,600	3,600	3,600	0

Court Security

County-Wide Key Strategic Outcome: A safe county

Program Description

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

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**23.93**	**23.96**	**23.96**	**23.06**	**(0.90)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$896,086	$964,000	$908,030	$958,000	($6,000)
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$1,081,168**	**$1,101,820**	**$1,101,820**	**$1,127,278**	**$25,458**
Total Revenues	**$1,977,254**	**$2,065,820**	**$2,009,850**	**$2,085,278**	**$19,458**
Personnel Costs	$2,098,483	$2,065,820	$2,134,585	$2,085,278	$19,458
Operating Expenses	$0	$0	$0	$0	$0
Interdept. Charges	$0	$0	$0	$0	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$2,098,483**	**$2,065,820**	**$2,134,585**	**$2,085,278**	**$19,458**
Rev. Over (Under) Exp.	($121,229)	$0	($124,735)	$0	$0

Program Highlights

Interdepartmental revenue is budgeted to decrease by $6,000 due to the removal of the revenue and the expense for security at the Health and Human Services Building as the security expense and the levy are included in Health and Human Services budget. County tax levy for the Court Security program area increases by $25,500 primarily due to revenue reduction and personnel cost increases.

Personnel costs increase by $19,500 to $2,085,300 due to cost to continue increases for existing staff largely offset by the removal of the temporary extra help to provide security to the Health and Human Services building. The Department is budgeting $37,900 in overtime costs for 830 hours. Operating and Interdepartmental expenses related to court security are not being allocated to this budget but instead are budgeted in the Process/Warrant Services program for ease of Department administration.

Activity	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Bailiff Hours	18,851	19,600	18,900	19,350	(250)
Average Bailiff Cost per Hour	$44.51	$47.83	$47.83	$48.23	$0.40

General Investigations

County-Wide Key Strategic Outcome: A safe county

Program Description

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

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**30.39**	**30.39**	**30.39**	**29.39**	**(1.00)**
General Government	$9,401	$8,887	$8,727	$8,945	$58
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$113,556	$115,797	$114,219	$118,440	$2,643
Interdepartmental	$104,679	$113,378	$112,034	$112,508	($870)
Other Revenue	$33,520	$40,300	$38,300	$38,300	($2,000)
Appr. Fund Balance	$18,250	$8,050	$15,450	$8,015	($35)
County Tax Levy (Credit)	**$3,157,239**	**$3,165,885**	**$3,165,885**	**$3,123,971**	**($41,914)**
Total Revenues	**$3,436,645**	**$3,452,297**	**$3,454,615**	**$3,410,179**	**($42,118)**
Personnel Costs	$2,663,914	$2,879,614	$2,764,587	$2,817,689	($61,925)
Operating Expenses	$73,587	$87,590	$104,177	$93,409	$5,819
Interdept. Charges	$461,404	$478,343	$474,615	$499,081	$20,738
Fixed Assets	$11,545	$6,750	$6,750	$0	($6,750)
Total Expenditures	**$3,210,450**	**$3,452,297**	**$3,350,129**	**$3,410,179**	**($42,118)**
Rev. Over (Under) Exp.	$226,195	$0	$104,486	$0	$0

Program Highlights

General Government revenue is from the State of Wisconsin's reimbursement for officer training budgeted at $4,200 and for Justice Assistance Grant revenue budgeted at $4,800. Charges for Services revenue is primarily for the detective position from the City of Pewaukee contract, from blood test fee revenue, and record check fees. Interdepartmental revenues are received from the District Attorney's Office for the allocation of one detective to their office to assist in prosecution case activity. Other Revenue of $38,300 is funding received through restitution payments. General Fund Balance of $8,000 is budgeted to fund the sworn equipment replacement program. County Tax Levy for this program area decreases by $41,900 due to the transfer of one detective from the General Investigations program to the Special Investigations program.

Personnel costs of $2,817,700 decrease by $61,900 due to the transfer of one detective from the General Investigations program to the Special Investigations program resulting in a $105,500 decrease in this program offsetting cost to continue of existing employees. The Department is budgeting $42,200 for 810 hours of overtime coverage. Operating expenditures increase by $5,800 to $93,400. The $8,000 of sworn equipment plan expenses are budgeted in the operating appropriation unit in 2017 instead of being budgeted in the fixed asset appropriation unit as was the case in 2016. Interdepartmental charges increase by $20,700 due to $19,300 increase in vehicle maintenance costs based on recent expenditure experience. There are no fixed asset expenses associated with the sworn equipment replacement plan in 2017.

Activity	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Investigations Assigned	1,078	1,600	1,300	1,400	(200)
Len Bias Homicide Cases*	4	10	7	8	(2)
Hours dedicated to cyber crime taskforce	408	1,250	300	600	(650)

*Len Bias case: A case that is developed to prosecute the individual responsible for the sale of drugs that resulted in an overdose death.

Special Investigations

County-Wide Key Strategic Outcome: A safe county

Program Description

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

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**7.51**	**7.51**	**7.51**	**9.57**	**2.05**
General Government	$147,615	$100,075	$125,224	$166,194	$66,119
Fine/Licenses	$2,597	$3,000	$2,600	$3,000	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$15,149	$17,374	$17,374	$17,374	$0
Appr. Fund Balance	$26,240	$13,419	$30,950	$13,419	$0
County Tax Levy (Credit)	**$1,081,691**	**$1,057,068**	**$1,057,068**	**$1,138,498**	**$81,430**
Total Revenues	**$1,273,292**	**$1,190,936**	**$1,233,216**	**$1,338,485**	**$147,549**
Personnel Costs	$811,840	$789,268	$832,163	$963,753	$174,485
Operating Expenses	$194,726	$186,284	$174,395	$143,496	($42,788)
Interdept. Charges	$184,895	$215,384	$190,771	$202,036	($13,348)
Fixed Assets	$0	$0	$0	$29,200	$29,200
Total Expenditures	**$1,191,461**	**$1,190,936**	**$1,197,329**	**$1,338,485**	**$147,549**
Rev. Over (Under) Exp.	$81,831	$0	$35,887	$0	$0

Program Highlights

General Government revenues of $166,200 consist of $89,500 in Federal Byrne Grant funding which is the 2016 actual award level received, $75,600 in High Intensity Drug Trafficking revenue (HIDTA), and $1,100 of State of Wisconsin training revenue. Fine and License revenue consists of marijuana ordinance violation revenue. Other revenue of $17,400 is to reimburse the County for overtime utilization by the Drug Enforcement Agency. County Tax Levy for this program area increases by $81,400 due to the transfer of one detective from the General Investigations program to Special Investigations.

Personnel costs of $963,800 increase by $174,500 due to cost to continue for existing staff and the transfer of 1.00 FTE detective from the General Investigations program to the Special Investigations program resulting in $105,500 increase for the additional person. Personnel costs also include the addition of 0.82 FTE temporary extra help or $32,300 to provide clerical assistance to the staff working in the division. The clerical assistance was previously provided through a contract with an employment agency and budgeted in the operating appropriation unit. Special Investigations is budgeting $81,300 for overtime which is an increase of $26,200 from the 2016 budgeted level as the Department is budgeting $30,000 for HIDTA overtime and associated benefits which was previously appropriated through the ordinance process.

Operating expenses of $143,500 reflect a decrease of $42,800 as clerical assistance for the metro drug unit is no longer paid for through a contract with an employment agency resulting in a $47,600 decrease in operating expenses. Interdepartmental charges decrease by $13,300 to $202,000 mainly due to $13,900 decrease in vehicle repair costs due to recent program expenditure experience. The Department is budgeting $29,200 in fixed assets for the purchase of a vehicle funded by HIDTA.

Activity	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Cases Investigated	156	230	180	180	(50)
Felony Counts Charged	273	195	285	285	90

General Patrol

County-Wide Key Strategic Outcome: A safe county

Program Description

Provide primary police patrol services to unincorporated areas of the County as well as to part-time municipal police agencies. Respond to calls for service within Waukesha County. Provide transport of prisoners as required by the courts. Assist other County police agencies as required under mutual aid provisions. Provide primary patrol services to contract municipalities including: City of Pewaukee, Town of Delafield, Town of Merton, Town of Lisbon, Town of Waukesha, Village of Merton, and Village of Sussex. Provide school resource officer assistance to three schools including: Arrowhead, Hamilton, and Kettle Moraine. Provide drug abuse educational programs to Waukesha County schools on a contractual basis. Instruction is by a Drug Abuse Resistance Education (D.A.R.E) certified officer on a part-time basis of approximately 150 hours in a school year. The Waukesha County Sheriff's Department is accredited through the Wisconsin Law Enforcement Accreditation Group.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**117.98**	**115.98**	**115.98**	**117.69**	**1.70**
General Government	$75,733	$97,316	$148,477	$94,721	($2,595)
Fine/Licenses	$250	$800	$250	$500	($300)
Charges for Services	$4,739,015	$4,791,844	$4,829,477	$4,999,874	$208,030
Interdepartmental	$396,148	$366,300	$418,207	$418,720	$52,420
Other Revenue	$46,669	$29,900	$52,663	$29,900	$0
Appr. Fund Balance	$194,843	$131,950	$180,063	$184,168	$52,218
County Tax Levy (Credit)	**$7,716,419**	**$7,647,336**	**$7,647,336**	**$7,673,457**	**$26,121**
Total Revenues	**$13,169,077**	**$13,065,446**	**$13,276,473**	**$13,401,340**	**$335,894**
Personnel Costs	$10,687,753	$10,339,190	$10,349,814	$10,598,692	$259,502
Operating Expenses	$454,899	$487,074	$532,362	$495,773	$8,699
Interdept. Charges	$1,970,127	$2,209,282	$1,970,382	$2,239,775	$30,493
Fixed Assets	$39,312	$29,900	$48,949	$67,100	$37,200
Total Expenditures	**$13,152,091**	**$13,065,446**	**$12,901,507**	**$13,401,340**	**$335,894**
Rev. Over (Under) Exp.	$16,986	$0	$374,966	$0	$0

Program Highlights

General Government revenue includes $50,000 for the State Highway Safety, $14,600 in reimbursement from the State for Training and $30,100 for snowmobile and boat patrol reimbursement. Charges for Services revenue increases by $208,000 to $4,999,900. The Department is budgeting to receive a total of about $169,000 in School Resource Officer (SRO) revenue from Arrowhead, Sussex Hamilton, and Kettle Moraine School Districts. This is a decrease of $37,000 from the 2016 budgeted level due to the Norris School District's decision to discontinue the SRO for financial reasons. DARE program revenue is budgeted at $13,700 for full cost recovery of service to five schools contracting for service in the 2016-2017 school year including: Richmond, Stone Bank, North Lake, Lake Country, and St. Anthony's. The Department is also budgeting an increase of $215,600 for municipal patrol contract and overtime revenue bringing the 2017 total contract revenue budgeted at nearly $4,859,700 based on the Town of Lisbon's decision to expand their contract from two shifts of patrol coverage seven days a week to three shifts of patrol coverage seven days a week. This increase was partially offset by the Town of Waukesha's decision to change their service level from a seven day a week contract to a four day a week contract. The Department is budgeting $36,000 in additional revenue for completing Federal Marshall transports. Interdepartmental revenue increases by $52,400 mainly due to Health and Human Services and Circuit Court Services decision on the amount to budget for transportation costs. Fund Balance of $184,200 includes $131,000 equipment replacement program, $43,200 to purchase an additional Tahoe for the Town of Lisbon contract expansion as well as $10,000 in general fund balance for the annual purchase of replacement bulletproof vests. County Tax Levy for this program area increases by $26,100 due to cost to continue increases noted below.

Personnel costs increase by $259,500 for wages and employee benefit costs. The Department is budgeting $482,100 in overtime to pay for 10,500 hours equivalent to 5.05 FTEs which is a 0.20 FTE increase from the 2016 Adopted Budget. The Department is unfunding a part-time, 0.50 FTE, Administrative Assistant position resulting in $29,700 in personnel savings and is creating 2.00 FTE deputy sheriff positions for the Town of Lisbon contract expansion for an additional cost of $158,200. Operating expenditures increase $8,700 due to $9,000 increase in the sworn equipment replacement plan. Interdepartmental charges increase by $30,500 mainly due to $42,600 increase in vehicle expenses partially offset by a decrease in risk management costs of $27,600. The Department is budgeting a total of $67,100 in fixed assets. Approximately $23,900 for the purchase of a replacement canine unit funded by donations from the Waukesha County Deputy Sheriff's Association and $43,200 for the purchase of the Town of Lisbon Tahoe.

Activity	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Citations	5,648	6,400	5,800	5,800	(600)
D.A.R.E Students	188	200	200	200	0
Conveyance Hours	2,083	2,050	2,400	2,600	550
Transport Hours	4,544	3,750	4,700	4,400	650

Inmate Security/Services-Jail

County-Wide Key Strategic Outcome: A safe county

Program Description

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

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**124.25**	**125.25**	**125.25**	**126.15**	**0.90**
General Government	$19,818	$19,840	$19,840	$19,840	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$1,857,702	$1,578,562	$1,726,786	$1,572,932	($5,630)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$1,235,339	$1,288,240	$1,169,093	$1,245,150	($43,090)
Appr. Fund Balance	$395,680	$100,990	$170,693	$119,750	$18,760
County Tax Levy (Credit)	**$10,292,108**	**$10,361,103**	**$10,361,103**	**$10,565,942**	**$204,839**
Total Revenues	**$13,800,647**	**$13,348,735**	**$13,447,515**	**$13,523,614**	**$174,879**
Personnel Costs	$9,806,423	$9,599,772	$9,877,690	$9,690,494	$90,722
Operating Expenses	$2,913,925	$3,189,965	$3,102,776	$3,255,534	$65,569
Interdept. Charges	$502,361	$512,998	$509,464	$523,586	$10,588
Fixed Assets	$226,156	$46,000	$82,838	$54,000	$8,000
Total Expenditures	**$13,448,865**	**$13,348,735**	**$13,572,768**	**$13,523,614**	**$174,879**

Rev. Over (Under) Exp.	$351,782	$0	($125,253)	$0	$0

Program Highlights

General Government revenue of $19,800 is from the State of Wisconsin to assist with funding law enforcement training. Charges for Services revenue decreases by $5,600 to $1,572,900 mainly due to reduced revenues received from booking fees. The Sheriff's Department is budgeting for 32.22 federal inmates, resulting in $905,543 in revenue, which is 2016 budget level. The Sheriff's Department budgeting to hold 12 inmates per day for the Wisconsin Department of Corrections which is the 2016 Adopted Budget level. The Department is budgeting for approximately 7,000 inmate days, which is a slight increase from the 2016 Adopted Budget. Other revenue is decreasing by $43,100 due to a $11,800 decrease in pay phone commission revenue and $31,500 decrease in jail commissary revenue. General Fund Balance of $119,800 is to partially fund the $148,500 of planned expenditures in the jail equipment replacement plan. County Tax Levy for this program area increases by $204,800 mainly due to increased personnel and operating expenses.

Personnel costs of $9,690,500 increase by $90,700 due to the transfer of an administrative specialist position increasing personnel costs by $56,300 and cost to continue wages and benefit levels of 125.25 FTE. The Department is budgeting $257,100 for overtime for 6,550 overtime hours equivalent to over 3.15 FTEs. The Department continues to be provided staffing flexibility by being allowed to overfill four correctional officer positions with vacancy and turnover cost savings due to continued high position turnover.

Operating expenditures increase by $65,600 to $3,255,500. This increase includes an additional $63,400 in inmate medical expenses bringing this expenditure to $1.85 million. The Department is budgeting $490,300 for inmate food which is an increase of $6,300 from the 2016 Adopted Budget. Interdepartmental charges are increasing by $10,600 to $523,600 mainly due to $6,700 increase in computer and technology support costs. The Department is also budgeting $54,000 in the fixed asset appropriation unit for replacement of Jail Equipment which meets the fixed asset expenditure threshold. In total the Department is budgeting $148,500 in the jail program for equipment replacement which is a $17,950 increase from the 2016 Adopted Budget level based on equipment replacement needs.

Inmate Security/Services-Huber

County-Wide Key Strategic Outcome: A safe county

Program Description

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

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**32.88**	**31.88**	**31.88**	**31.85**	**(0.03)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$551,913	$876,694	$584,943	$875,194	($1,500)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$103,624	$76,230	$104,886	$99,830	$23,600
Appr. Fund Balance	$8,595	$2,060	$6,010	$5,250	$3,190
County Tax Levy (Credit)	**$2,000,805**	**$2,024,336**	**$2,024,336**	**$2,018,459**	**($5,877)**
Total Revenues	**$2,664,937**	**$2,979,320**	**$2,720,175**	**$2,998,733**	**$19,413**
Personnel Costs	$2,339,692	$2,570,399	$2,672,378	$2,587,817	$17,418
Operating Expenses	$221,999	$283,646	$244,649	$293,223	$9,577
Interdept. Charges	$117,838	$125,275	$118,714	$117,693	($7,582)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$2,679,529**	**$2,979,320**	**$3,035,741**	**$2,998,733**	**$19,413**
Rev. Over (Under) Exp.	($14,592)	$0	($315,566)	$0	$0

Program Highlights

Charges for Services revenue decreases by $1,500 to $875,200. This revenue source is largely composed of the daily charge for Huber inmates. The per-day charge for the 2017 budget is $23.00 per day, which is the 2016 rate. The County budgets for and retains approximately $21.88 of the $23.00 a day due to sales taxes remitted to the State. The 2017 Huber Board revenue is budgeted at the 2016 revenue level of $860,200 as the Department is anticipating collecting the day rate from 107.71 inmates. Other revenue is budgeted to increase by $23,600 to $99,800 due to the historical data relating to the commissary revenue at Huber. General Fund Balance of $5,300 is for the purchase of security and visitation equipment at Huber as part of the equipment replacement plan. County Tax Levy for this program area decreases by $6,000 due to revenue increases noted above.

Personnel costs increase by $17,400 for the cost to continue 31.85 FTE staff. The Department is budgeting $70,300 for 1,770 hours of overtime, which is a slight decrease from the 2016 Adopted Budget level.

Operating expenses increase by $9,600 to $293,200 due to the Department budgeting an additional $8,500 for maintenance on the video visitation system and an additional $10,000 for commissary based on inmates' decision to purchase items. These increases are partially offset by a $10,600 decrease as the Department is budgeting for 5 inmates on electronic monitoring which is a decrease from the 2016 budget of 10 inmates but is in line with actual expenditures. Interdepartmental charges are budgeted to decrease by $7,600 based on vehicle replacement costs allocated between programs. The Department is budgeting $6,500 for security equipment for the jail equipment replacement plan in the Huber program.

Administrative Services

County-Wide Key Strategic Outcome: A safe county

Program Description

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

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**21.39**	**22.42**	**22.42**	**21.15**	**(1.27)**
General Government	$440	$480	$480	$480	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$84,646	$92,000	$87,618	$90,000	($2,000)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$7,130	$8,100	$8,062	$7,300	($800)
Appr. Fund Balance	$3,249	$0	$6,130	$31,650	$31,650
County Tax Levy (Credit)	**$1,755,968**	**$1,858,607**	**$1,858,607**	**$1,785,705**	**($72,902)**
Total Revenues	**$1,851,433**	**$1,959,187**	**$1,960,897**	**$1,915,135**	**($44,052)**
Personnel Costs	$1,455,133	$1,629,336	$1,454,389	$1,559,259	($70,077)
Operating Expenses	$75,364	$93,262	$89,836	$118,747	$25,485
Interdept. Charges	$218,028	$236,589	$222,210	$237,129	$540
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,748,525**	**$1,959,187**	**$1,766,435**	**$1,915,135**	**($44,052)**
Rev. Over (Under) Exp.	$102,908	$0	$194,462	$0	$0

Program Highlights

Charges for Services revenue decreased by $2,000 to $90,000 due to a slight decrease in the budgeted transcription revenue based on recent report volumes. General Fund Balance increases by $31,650 to fund purchases associated with the sworn equipment replacement plan. Tax Levy for this program decreases by $72,900 due to transfer of 1.00 FTE Administrative Specialist to Inmate Security and Services-Jail program and removal of clerical extra help of 0.35 FTE.

Personnel costs decrease by $70,100 to $1,559,300 due to the transfer of 1.00 FTE Administrative Specialist to Inmate Security and Services-Jail resulting in $56,300 reduction in cost to continue. Temporary extra help is budgeted at $25,300 for 1.04 FTE staff for Department shuttle drivers which is a 0.27 FTE decrease from the 2016 budgeted level due to the removal of 0.35 FTE clerical extra help. The Department is budgeting $6,600 for approximately 230 hours of overtime.

Operating expenses of $118,700 includes office supplies of $35,000, equipment/supplies and maintenance costs of $52,000, training costs of $11,100, subscriptions/memberships of $3,600, and service costs of $17,000. Operating expenses increase by $25,500 largely due to $31,600 in sworn equipment replacement plan expenditures.

Activity	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Accident Reports	2,291	2,300	2,300	2,300	0
Incident Reports	4,994	5,100	5,000	5,000	(100)

Activity	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Main Jail					
Jail Bookings	8,191	8,400	8,500	8,400	0
Federal Inmate Days	15,178	11,760	13,827	11,760	0
Other Inmate Days	134,244	137,890	132,173	136,065	(1,825)
Average Daily Population	409	410	400	405	(5)
Billable Probation/Parole Days	4,301	4,568	4,200	4,200	(368)
Billable Extended Supervision Sanct.	4,890	4,380	4,900	4,380	0
Huber Jail					
Total Huber Inmate Days	43,939	56,575	45,625	49,275	(7,300)
Avg Huber Daily Population-Housed	117	140	125	135	(5)
Avg Electronic Homebound	4	10	4	5	(5)
Meals Served for Jail and Huber facilities	649,071	652,829	635,000	644,458	(8,371)

Fee Schedule

		2016	2017	Change
Correction Fees				
1	Federal Inmates (per day)	$ 77.00	$ 77.00	$ -
2	DOC Extended Supervision Sanctions (per day)	$ 51.46	$ 51.46	$ -
3	DOC Extended Supervision Sanctions (per day for working Huber inmates)	$ 28.46	$ 28.46	$ -
4	Probation and Parole Holds (per day)	*	*	
5	Huber/Electronic Monitoring Charge (per day)	$ 23.00	$ 23.00	$ -
6	Municipal Holds (per day)	$ 16.62	$ 16.60	$ (0.02)
7	Booking Fee (unemployed)	$ 32.00	$ 32.00	$ -
8	Booking Fee (employed)**	$ 9.00	$ 9.00	$ -
9	Huber Transfer Fee	$ 50.00	$ 50.00	$ -
10	Disciplinary fee if Huber inmates are shipped to the Main Jail	$ 50.00	$ 50.00	$ -
11	Medical Co-pay	$ 20.00	$ 20.00	$ -
12	ID tag replacement/Lock Fee	$ 5.00	$ 5.00	$ -
13	Parking Pass	$ 15.00	$ 15.00	$ -
14	Electronic Monitoring Set Up Fee	$ 50.00	$ 50.00	$ -
15	Medtox Drug Test (if positive result)	$ 5.00	$ 5.00	$ -
16	Medtox Drug Challenge Test	$ 40.00	$ 40.00	$ -
17	Walkaway Fee	$ 100.00	$ 100.00	$ -
Administration Fees		$ -	$ -	$ -
1	Accident Report	$ 1.80	$ 1.80	$ -
2	Bartenders License	$ 12.50	$ 12.50	$ -
3	Fingerprinting	$ 10.00	$ 10.00	$ -
4	Mugshot	$ 1.00	$ 1.00	$ -
5	Concealed and Carry ID Card	$ 10.00	$ 10.00	$ -
6	Copy Fee	$ 0.25	$ 0.25	$ -
7	CD Copy	$ 10.00	$ 10.00	$ -
8	Microfilm Copy	$ 0.55	$ 0.55	$ -
9	Background Check	$ 5.00	$ 5.00	$ -
10	PBT Test Fee	$ 5.00	$ 5.00	$ -
11	Vehicle Storage Fee	$ 20.00	$ 20.00	$ -
12	Sheriff Sale Fees--Post and Hold Sale	$ 150.00	$ 150.00	$ -
14	Writ of Execution Fee	$ 75.00	$ 75.00	$ -
15	Service for Non-Sufficient Funds	$ 30.00	$ 30.00	$ -
16	Subpoena/Temporary Restraining Order/Summons and Complaint/Warrant Fee	$ 60.00	$ 60.00	$ -
17	Notary Fee	$ 1.00	$ 1.00	$ -
18	Witness Fee	$ 16.00	$ 16.00	$ -
19	Blood Test Fee (dependant on hospital bill to department)	$ 35.00	$ 35.00	$ -
20	Parking Citation	$ 25.00	$ 25.00	$ -
21	Vehicle Lockout	$ 50.00	$ 50.00	$ -

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

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

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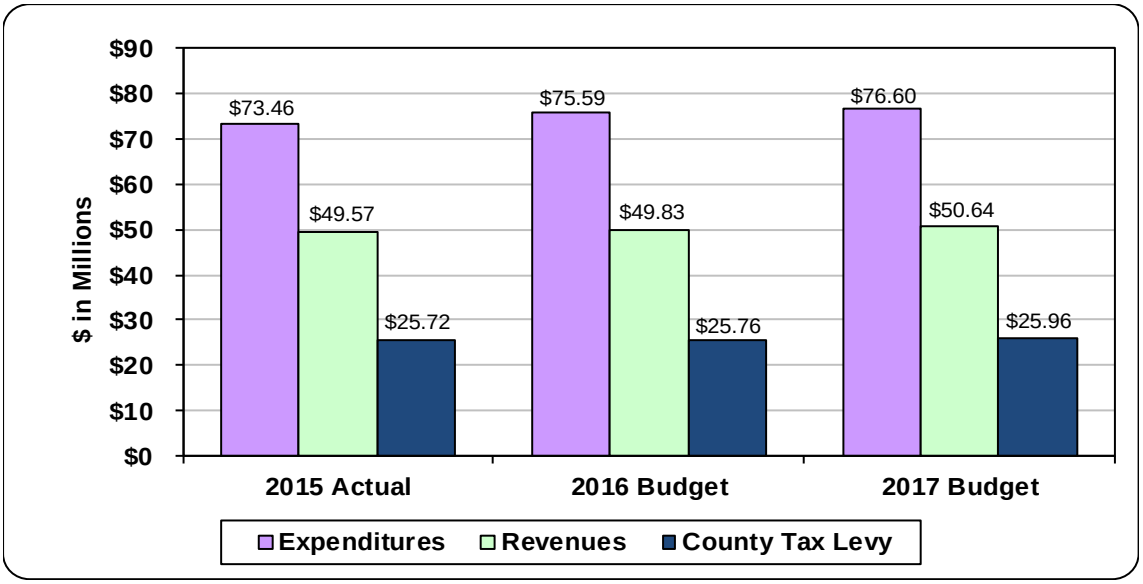
HEALTH AND HUMAN SERVICES

Functional Area Budget Highlights

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

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



The 2017 expenditure budget for this functional area totals $76,602,308, an increase of $1,012,121 or 1.3% from the 2016 Budget. Budgeted revenues include $521,875 of fund balance appropriations. Revenues budgeted in this functional area total $50,643,455, an increase of $813,429 or 1.6% from the 2016 budget. The Tax Levy necessary to fund this functional area totals $25,958,853, an increase of $198,692 from the 2016 Budget. Tax levy in this functional area is about 25% of the total County Tax Levy.

** HEALTH AND HUMAN SERVICES **

Functional Area Summary by Agency

	2015 Actual	2016 Adopted Budget	2016 Estimate	2017 Budget	Change from 2016 Adopted Budget $	%
*** TOTAL HEALTH & HUMAN SERVICES***						
Revenues (a)	$49,572,622	$49,830,026	$50,144,490	$50,643,455	$813,429	1.6%
County Tax Levy	$25,716,440	$25,760,161	$25,760,161	$25,958,853	$198,692	0.8%
Expenditure	$73,463,286	$75,590,187	$76,159,471	$76,602,308	$1,012,121	1.3%
Rev. Over (Under) Exp.	$1,825,776	$0	($254,820)	$0	$0	N/A
BREAKDOWN BY AGENCY						
CORPORATION COUNSEL-CHILD SUPPORT						
Revenues (a)	$2,068,472	$2,131,542	$2,141,662	$2,215,716	$84,174	3.9%
County Tax Levy	$335,462	$342,183	$342,183	$378,875	$36,692	10.7%
Expenditure	$2,321,278	$2,473,725	$2,471,830	$2,594,591	$120,866	4.9%
Rev. Over (Under) Exp.	$82,656	$0	$12,015	$0	$0	N/A
HEALTH & HUMAN SERVICES						
Revenues (a)	$47,504,150	$47,698,484	$48,002,828	$48,427,739	$729,255	1.5%
County Tax Levy	$25,380,978	$25,417,978	$25,417,978	$25,579,978	$162,000	0.6%
Expenditure	$71,142,008	$73,116,462	$73,687,641	$74,007,717	$891,255	1.2%
Rev. Over (Under) Exp.	$1,743,120	$0	($266,835)	$0	$0	N/A

(a) The 2017 budget includes a total of $95,141 of Fund Balance appropriations, which include: Health & Human Services General Funds of $95,141. The 2016 budget includes a total of $541,875 of Fund Balance appropriations, which include: Health & Human Services General Funds of $541,875.

- **HHS Administrative Services** Division other revenues are budgeted to increase $161,800 to $330,100 related to the Wisconsin Medical Assistance Cost Reporting (WIMCR) program reimbursements to reflect the current funding distribution Maintenance of Effort. Personnel cost increase of $247,400 includes an increase in temporary extra help of 1.03 FTE to provide after-hours facility watch and building safety and for after-hours reception duties at the Health and Human Services Center and an increase of 1.26 FTE for practice management system assistance with the Core project. The increase also includes the transfer of an administrative position from Public Health.
- **HHS Intake and Shared Services** revenues and expenditures are budgeted to decrease mostly related to a $55,000 decrease in Kinship Care benefits.
- **Economic Services Administration and Support Program** general government revenues decreases $35,400 to $3,493,000. Patient Protection Affordable Care Act (PPACA) program funding is decreased $221,300 to $138,200. As a result, 2.0 FTE Economic Support Specialist positions are sunset. This revenue reduction is offset by an increase of $189,200 in the state base Income Maintenance Contract funding.
- **Children and Family Services** general government revenues decrease $22,600. This includes a decrease $37,000 related to fewer eligible children in the Post Reunification Program that helps reduce re-entry into out-of-home care placements by enhancing support services that assist the families and prevent the recurrence of abuse. This is offset by a $21,500 increase in the IV-E Legal Reimbursement revenues. Also, Charges for Services revenues increase $23,500, mainly due to revenue reimbursement related to a new clinical therapist position which was added to this program area in 2016 to address the need for comprehensive mental health/AODA and crisis screening, assessment and treatment for children that need ongoing child protective services (CPS). Operating expenditures are budgeted to increase by about $317,800. This is primarily due to an increase of $264,000 for Residential Care Center expenditures and an increase of $57,000 for Foster Care due to the continued trend of higher out of home placement needs.
- **Children with Long Term Support Needs (CLTS) – Third Part Administrator (TPA)** pass through revenues and related expenses decrease by $317,100 related to anticipated funding changes from the State of Wisconsin to serve children with long term support needs.
- The **Family and Juvenile Services** general government revenue funding decreases $100,000 primarily due to a decrease in the Youth Aids allocation of $73,000 to $3,347,100 as the result of a declining trend in correctional placements. There is also a decrease in the Independent Living revenues of $21,000 as the program is scheduled to transition from a County allocation to a private consortium by June 30, 2017. Operating expenditures decreases by $224,000 to $2,476,600 primarily due to the elimination of the contract for educational support of $228,758.
- **Juvenile Center** operating expenditures increase about $76,800 to $955,800 mainly due to an increase of $38,000 for additional short-term, temporary female secure detention costs, as well as a $16,700 annual increase related to the shelter care contract.
- The **Aging & Disability Resource Center (ADRC) General Fund** expenditures decrease $252,500. This includes a personnel costs decrease of $138,700 that includes the transfer out of 2.0 FTE Clinical Therapists to Outpatient Clinical division and the transfer in of 0.40 FTE of a Senior ADRC Specialist from the ADRC-Contract Fund. Operating expenditure budget decreases $143,400 which includes a decrease of $132,300 in anticipation of the transfer of eligible Adult Protective Services (APS) clients to Managed Care Organization (MCO) funding. Also, a “flat rate” reimbursement payment schedule for all volunteer and corporate guardians will be implemented in 2017 resulting in a decrease of about $83,000. In addition, payment to the Marsh Country Health Alliance for Clearview Nursing Home and facility for Individuals with Intellectual Disabilities (IID) in Dodge County mainly for the Waukesha County residents who reside at Clearview is estimated to decrease $22,900 in 2017. This is offset by an $93,000 increase in ADRC Community Services program expenditures which includes nutrition costs, transportation, respite care and bathing services for seniors.
- The **Aging & Disability Resource Center (ADRC) Contract Fund** revenues and expenditures increase $10,100. Personnel cost expenditure budget decreases $107,100 mostly related to cost savings from staff turnover and a 0.40 FTE transfer of a Senior ADRC Specialist to the ADRC-General Fund. Operating expenditures increases $126,500 including contract services, which increases $89,300 due to rate increases.

Mental Health Outpatient-Clinical expenditures increase nearly $1.2 million or 15% to $9.1 million, mainly due to a budgeted increase in State mental health institute costs of $861,900 to $2.25 million, to more accurately reflect prior year experience and current year projections. In addition, contracted psychiatric services increase $337,600 and include the addition of a new children's psychiatrist to assist with programming efforts related to the Children's CCS program. In addition, personnel costs are budgeted to increase $169,300, and includes 2.04 FTE new temporary extra help Clinical Therapists and 2.00 FTE Clinical Therapists (transferred from the Aging and Disability Resource Center division) to assist with the implementation of 2015 State of Wisconsin Act 55, state mandated continuous crisis intervention services. This program, which was launched in mid-2016, requires assessment by HHS crisis staff to determine whether a person should be detained. These increases are partially offset by a decrease in medication costs of $278,600 due to more clients presenting with health insurance and collaborations with the on-site pharmacy to find cost effective solutions (e.g. generic medications).

- **Mental Health Outpatient-Intensive** revenues increase $303,500 partially due to increases in the Comprehensive Community Services (CCS) program of nearly $177,300 to $2.66 million. This is partly due to an increase in client program days for CCS clients, as well as an increase in revenues based on actual reimbursements for qualifying services under the new rules passed as part of the 2013-2015 WI State Budget. This increase more than offsets a decrease in Community Support Program (CSP) revenues of $100,000 to more accurately reflect client caseloads with Medicaid reimbursement eligibility. In addition, general government revenues increase $144,500 resulting from the combining of several grant funds between the outpatient program areas, including: The Community Options Program, Community Support Program, and other Mental Health Block grant funds. The budget also includes the transfer of a 1.00 FTE Clinical Therapist from the Mental Health Outpatient-Clinical program area to more accurately reflect the work being done in this program area.

- **Mental Health Center (MHC)** expenses increase $199,900, largely due to a $153,000 personnel increase reflecting the incremental shifting of several positions from the outpatient program areas to more appropriately account for the services being performed at the Mental Health Center. In addition, interdepartmental charges are budgeted to increase nearly $133,000 to $899,000 due to various building safety upgrades of $100,000 and the resurfacing of seclusion rooms totaling $40,000. The budget also includes a medication dispensing machine, totaling $75,000, which should generate efficiencies in medication administration and distribution. These increases are partially offset by a $140,000 decrease in medication costs based on current year estimates and collaborations with the county's onsite private pharmacy provider to drive cost-effective solutions including greater usage of generic medications. Client Fee revenues increase $174,600 or 6.1% based on past experience and current year estimates, as well as additional revenue of about $90,000 for clients from Jefferson County when the MHC has availability.

- **Criminal Justice Collaborating Council (CJCC)** revenues (excluding county tax levy) decrease about $16,700, partially reflecting the difference between the end of one 5-year state Treatment Alternatives and Diversion (TAD) grant allocation in 2016, and the beginning of another 5-year allocation beginning in 2017, of $2,900 to $140,000. The TAD grant provides case management, drug testing, and medication-assisted treatment to participants enrolled in the drug court program. Day Report Center program revenues are also budgeted to decrease $12,600 based on prior year actuals and current year projections. In addition, the federal Bureau of Justice Assistance Drug Court Enhancement grant is scheduled to end on September 30, 2017. However, due to program underspending, client numbers and programmatic spending are maintained at 2016 budgeted levels.

- **Public Health** Charges for Services revenues increase almost $36,000 to $358,900 mainly due to an increase in the Travel Immunization Clinic as a result of increased Travel Clinic usage and an overall increase in service fees.

- **Public Health Division** personnel costs are reduced by almost $212,500 to $2,888,300 mainly due a 2.87 FTE reduction. The reductions include the unfunding of the 1.0 FTE Health & Human Services Coordinator position and a 1.0 FTE Public Health Nurse position. The FTE reduction also includes the transfer of a 1.0 FTE Administrative Assistant position to HHS Administrative Services Admissions division**.**

- **Corporation Counsel-Child Support** Federal and State funded program revenues sources are budgeted to increase by $84,200 or 4.0% to $2.14 million. Personnel costs increases by $121,900 mainly for a new 1.0 FTE Administrative Specialist position needed to fulfill duties created by new statewide e-filing requirements and costs to continue staff. Tax levy increases by nearly $36,700 in this program.

BUDGETED POSITIONS 2015-2017
SUMMARY BY AGENCY AND FUND

HEALTH AND HUMAN SERVICES

Agency	Fund	2015 Year End	2016 Adopted Budget	2016 Modified Budget	2017 Budget	16-17 Change
CORPORATION COUNSEL	Child Support	26.60	26.65	26.65	27.65	1.00
HEALTH & HUMAN SERVICES	General Fund					
	Administrative/Information Services	59.10	60.00	60.00	61.00	1.00
	Intake Support Services	66.00	70.00	70.00	68.00	(2.00)
	Children and Family Services	30.00	29.00	29.00	29.00	-
	Adolescent and Family Services	55.06	48.00	48.00	47.00	(1.00)
	Clinical Services	92.80	93.21	93.21	95.21	2.00
	Public Health	34.84	34.84	34.84	31.84	(3.00)
	Criminal Justice Collaborating Council	1.00	1.00	1.00	1.00	-
	Veterans Services	3.70	3.70	4.00	4.00	0.30
	ADRC	23.98	26.64	26.64	25.04	(1.60)
	Total H & HS General Fund	366.48	366.39	366.69	362.09	(3.30)
	Aging and Disability Resource Center	25.06	22.40	22.40	22.00	(0.40)
	H&HS Subtotal	391.54	388.79	389.09	384.09	(3.70)
	TOTAL REGULAR POSITIONS	418.14	415.44	415.74	411.74	(2.70)
	TOTAL EXTRA HELP	15.72	19.38	19.38	24.59	5.21
	TOTAL OVERTIME	2.80	2.80	2.80	2.50	(0.30)
	TOTAL BUDGETED POSITIONS	436.66	437.62	437.92	438.83	1.21

2017 BUDGET ACTIONS

Corporation Counsel- Child Support
Increase: 1.00 FTE Administrative Specialist
Increase: 0.08 FTE Extra Help
Decrease: 0.01 FTE Overtime

Health and Human Serivces -General Fund
Sunset: 2.00 FTE Economic Support Specialist PPACA (Economic Support Services)
Unfund: 1.00 FTE Social Worker (Family & Juvenile Services)
Unfund: 1.00 FTE Public Health Nurse (Public Health)
Unfund: 1.00 FTE Health & Human Services Coordinator (Public Health)
Transfer In: 0.40 FTE Senior ADRC Specialist from ADRC Contract Fund (ADRC General Fund)
Increase: 5.14 FTE Extra help
Decrease: 0.29 Overtime

Health and Human Serivces - Aging and Disability Resource Center Contract Fund
Transfer Out: 0.40 FTE Senior ADRC Specialist to ADRC General Fund (ADRC Contract Fund)

2016 CURRENT YEAR ACTIONS

Health and Human Services - General Fund
Increase: 0.30 FTE Veteran Service Aid

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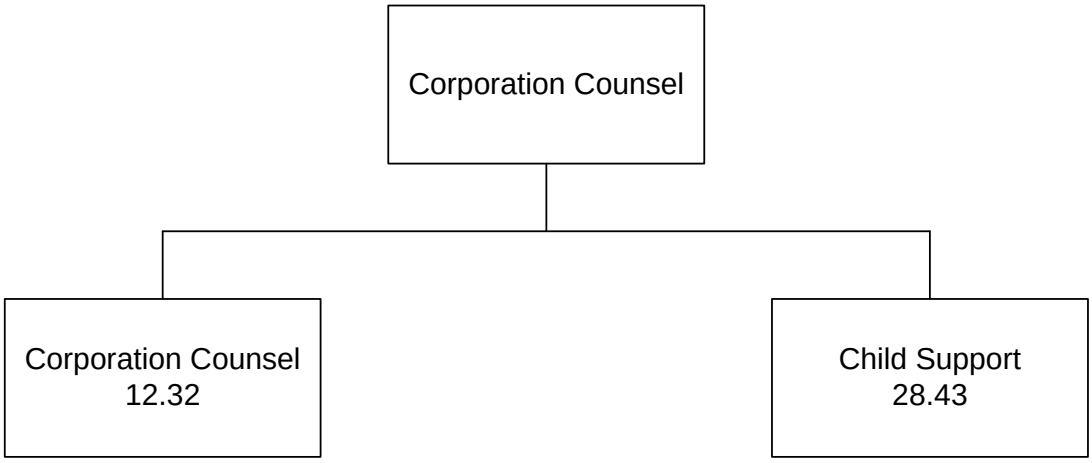
Corporation Counsel

CORPORATION COUNSEL'S OFFICE

FUNCTION / PROGRAM CHART



40.75 TOTAL FTE'S

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

Child Support

Statement of Purpose

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

Program Description

Under the umbrella of the Corporation Counsel department, the Child Support Division provides financial, legal, case management, and clerical services for child support cases. Legal and case management activities include establishing paternity, establishing court-ordered obligations for child support and health insurance, locating absent parents, investigating delinquent child support cases, modifying support obligations as required by law, and enforcing support obligations through a variety of administrative and judicial processes for Wisconsin and interstate cases. Financial and clerical support activities include entering court order information into the Kids Information Data System (KIDS), generating and sending wage assignments to employers, conducting case audits, updating demographic information, adjusting accounts, researching suspended payments, resolving issues with the Wisconsin Support Collections Trust Fund, and answering customer service inquiries. Revenues are primarily generated from Federally-funded administrative cost reimbursements and performance-based incentive funding passed through State contract, incentives from medical support liability collections, and miscellaneous revenues from genetic test fees, client fees, copy fees, and vital statistics fees.

Financial Summary	2015 Actual	2016 Adopted Budget	2016 Estimate	2017 Budget	Change From 2016 Adopted Budget $	%
Revenues						
General Government (a)	$2,034,926	$2,099,842	$2,110,762	$2,184,016	$84,174	4.0%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$31,591	$31,700	$30,900	$31,700	$0	0.0%
Interdepartmental	$1,285	$0	$0	$0	$0	N/A
Other Revenue	$670	$0	$0	$0	$0	N/A
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy (Credit)	**$335,462**	**$342,183**	**$342,183**	**$378,875**	**$36,692**	**10.7%**
Total Revenue Sources	**$2,403,934**	**$2,473,725**	**$2,483,845**	**$2,594,591**	**$120,866**	**4.9%**
Expenditures						
Personnel Costs	$1,917,521	$2,010,769	$2,033,022	$2,132,688	$121,919	6.1%
Operating Expenses	$235,149	$280,921	$268,611	$287,157	$6,236	2.2%
Interdept. Charges	$168,608	$182,035	$170,197	$174,746	($7,289)	-4.0%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$2,321,278**	**$2,473,725**	**$2,471,830**	**$2,594,591**	**$120,866**	**4.9%**
Rev. Over (Under) Exp.	$82,656	$0	$12,015	$0	$0	N/A

Position Summary (FTE)					
Regular Positions	26.60	26.65	26.65	27.65	1.00
Extra Help	0.97	0.65	0.65	0.73	0.08
Overtime	0.06	0.06	0.06	0.05	(0.01)
Total FTEs	27.63	27.36	27.36	28.43	1.07

(a) The General Government Revenues include State General Purposes Revenue (GPR) of $236,487 in 2015 actual, $236,000 in 2016 budget and $236,000 in 2017 budget, which is eligible to be matched pursuant to the State and County Contract.

Program Highlights

Overall, Child Support revenues are budgeted to increase $120,900 or 4.9% to $2,594,600.

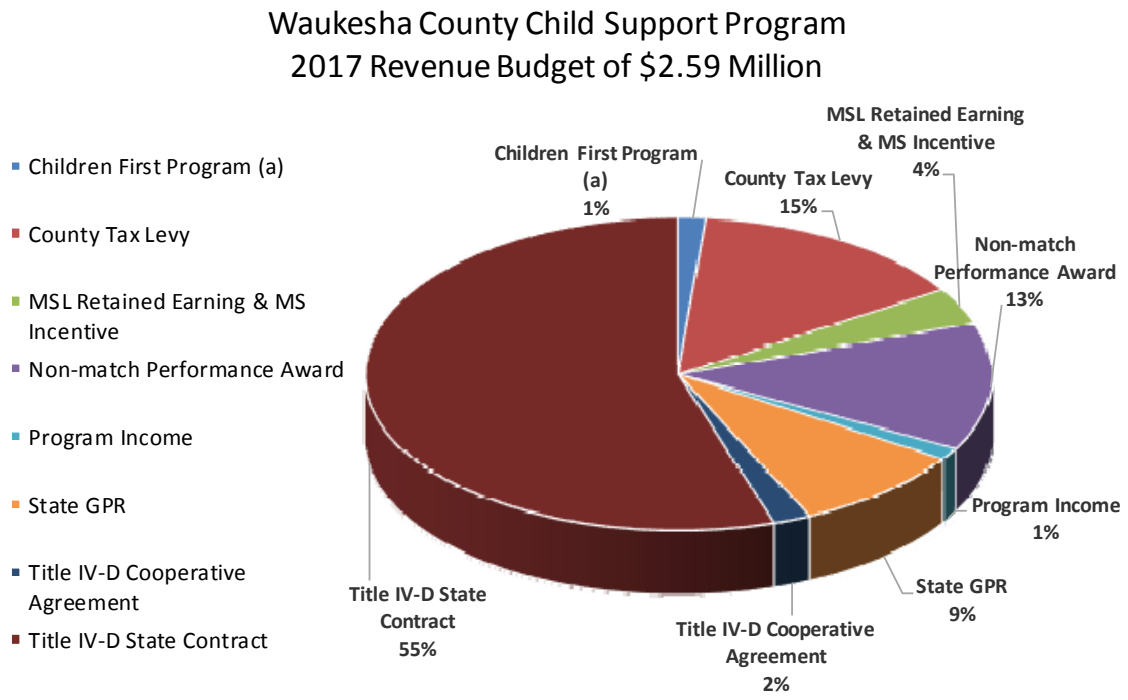
General Government revenues increase $84,200 mostly related to an $85,700 increase in matching Federal contract revenue and a medical support incentive increase of $7,700. The increases are offset by a reduction of performance fund incentive of $9,300 due to a change in the statewide calculation methodology.

Tax levy is increased $36,700 to $378,900.

Total personnel costs increase $121,900 in 2017 partly due a $62,300 increase for the creation of a new 1.0 FTE Administrative Specialist position needed to fulfill duties created by new statewide e-filing requirements. An additional $23,600 of the increase relates to the rotation of more experienced senior attorneys into the Child Support Division from the Corporation Counsel Office. In addition, $27,200 of the increase relates to a rise in health insurance costs, mostly as a result of employee selections, and $2,600 of the increase is attributed to a 0.08 FTE increase in temporary extra help.

Total operating expenses increase by $6,200, primarily due to a $5,000 increase for paralegal and legal expenses.

Total interdepartmental charges decrease $7,300 mostly related to the elimination of cross charges to the Child Support Division.



The above chart represents total estimated revenue sources in the 2017 Child Support Program budget, which is primarily funded by the Federal and State Government through the Wisconsin Department of Children and Families. Included are a title IV-D State contract administrative reimbursement of $1,426,116, State GPR of $236,000, a non-match performance award of $338,500, a retained earnings from Medical Support Liabilities (MSL) collection of $94,000, and medical support incentive of $3,000. The Children First Program is allotted $36,400[(a)]. The program income of $31,700 includes copy fees, vital statistics fees, genetic test fees, and process service fees. The 2017 budget includes Tax Levy of $378,875.

[(a)] The Children First Program (CFP) is included in the Child Support Program. The program contracts with an outside vendor to assist non-custodial parents in obtaining employment and paying court-ordered child support.

Major Departmental Strategic Outcomes and Objectives for 2017

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

Objective 1: Bring increasing economic stability to families in need and at risk by collecting consistent monthly child support in a cost-effective manner. The statewide goal for cost effectiveness is to collect at least $5.00 for every $1.00 expended. In 2015, Waukesha County exceed this goal by collecting approximately $8.36 for every $1.00 expended.

Key Outcome Indicator: In 2014, the Department of Children and Families began phasing in a new formula for fund allocation. The new formula is based upon a pay for performance approach while using the four Federal performance measures as well as a state determined fifth measure based upon federally adjusted case loads. The performance measures did not change for 2016.

The allocation for performance measure 3 (collection of current support) is based upon the county receiving approximately $.0139 for each $1.00 collected in current support. The allocation for performance measure 4 (arrears cases with a payment during the year) is based on the county receiving approximately $34.72 for each case that receives a payment on arrears during the year. Counties that have shown improvement in measures 3 and 4 from the previous year will also be rewarded with a weighted share of unallocated funds.

Performance Measure:	2015 Actual	2016 Target	2016 Estimate	2017 Target
Court order rate	92.44%	>80%	>80%	>80%
Paternity establishment	109.97%	>90%	>90%	>90%
Child support collection rate	79.90%	>79.90%	>79.90%	>2016 rate
Arrears collection rate	74.87%	>74.87%	>74.87%	>2016 rate

Performance Measure #1: Court Order Rate. The Court Order Rate compares the number of cases with support orders to the total number of cases. In 2015, Waukesha County earned 100% of funding by obtaining a court order rate of 92.44%. Of the $196,700 available to be earned on this measure, Waukesha County received the full amount.

Performance Measure #2. Paternity Establishment Rate. This measure compares the total number of non-marital children for whom paternity has been established to the total number of non-marital children. In 2015, Waukesha County earned 100% of funding by obtaining a paternity establishment rate of 109.97%. Of the $196,700 available to be earned on this measure, Waukesha County received the full amount.

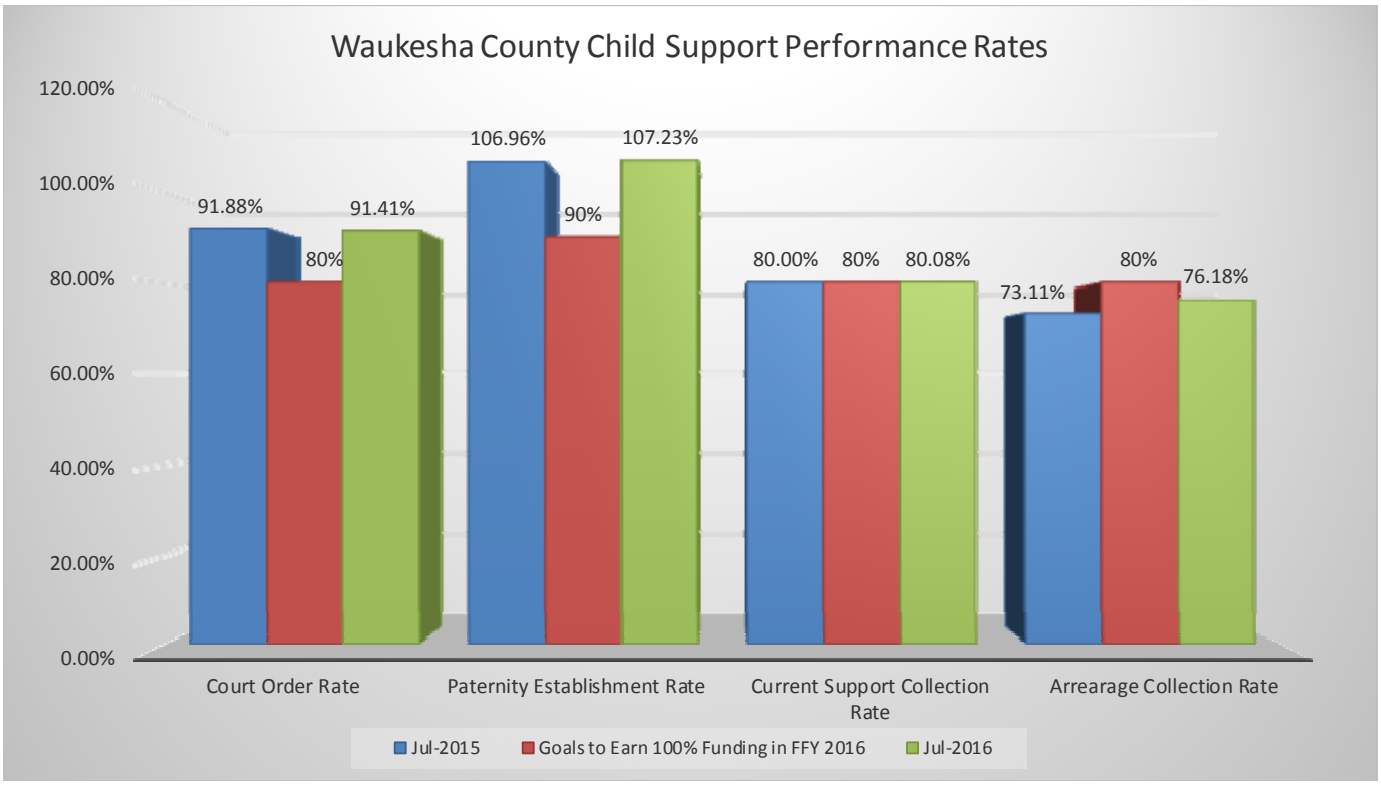
Performance Measure #3. Current Support Collection Rate. This measure is the ratio of the total dollar amount of child support due compared to the total dollar amount of child support collected. This measure is cumulative over the Federal Fiscal Year. In 2015, Waukesha County achieved a collection rate of 79.90%. To obtain 100% funding on this measure, the county would have needed to reach a collection rate of 80%. Of the $266,800 available to be earned on this measure, Waukesha County received $260,900.

Performance Measure #4. Arrearage Collection Rate. This measure is the percentage of cases that received a payment on past due child support during the year. In 2015, Waukesha County achieved a rate of 74.87% which exceeded the prior year's rate of 74.72%. Of a possible $193,500 available to be earned, Waukesha County received $180,700. To obtain 100% of funding, Waukesha County would have needed to reach a rate of 80%.

Performance Measure #5. This measure reviews the number of open cases with activity in the last two years. The allocation is based upon a formula that will be adjusted on an annual basis with the understanding that this measure may be phased out over the next several years with the funding being allocated to performance measures 3 and 4. Of the $196,700 available to be earned on this measure, Waukesha County received the full amount.

Because of the improvement in performance measures 3 and 4, Waukesha County was awarded additional federal funding passed through the state of $19,300.

The chart below exhibits the performance rates standing as of July 2016 compared to July 2015.



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

Objective 2: Maintain a high level of customer service for the citizens of Waukesha County while continually increasing communication with the public, vendors, Child Support Division staff, and other county agencies to foster an atmosphere of cooperation.

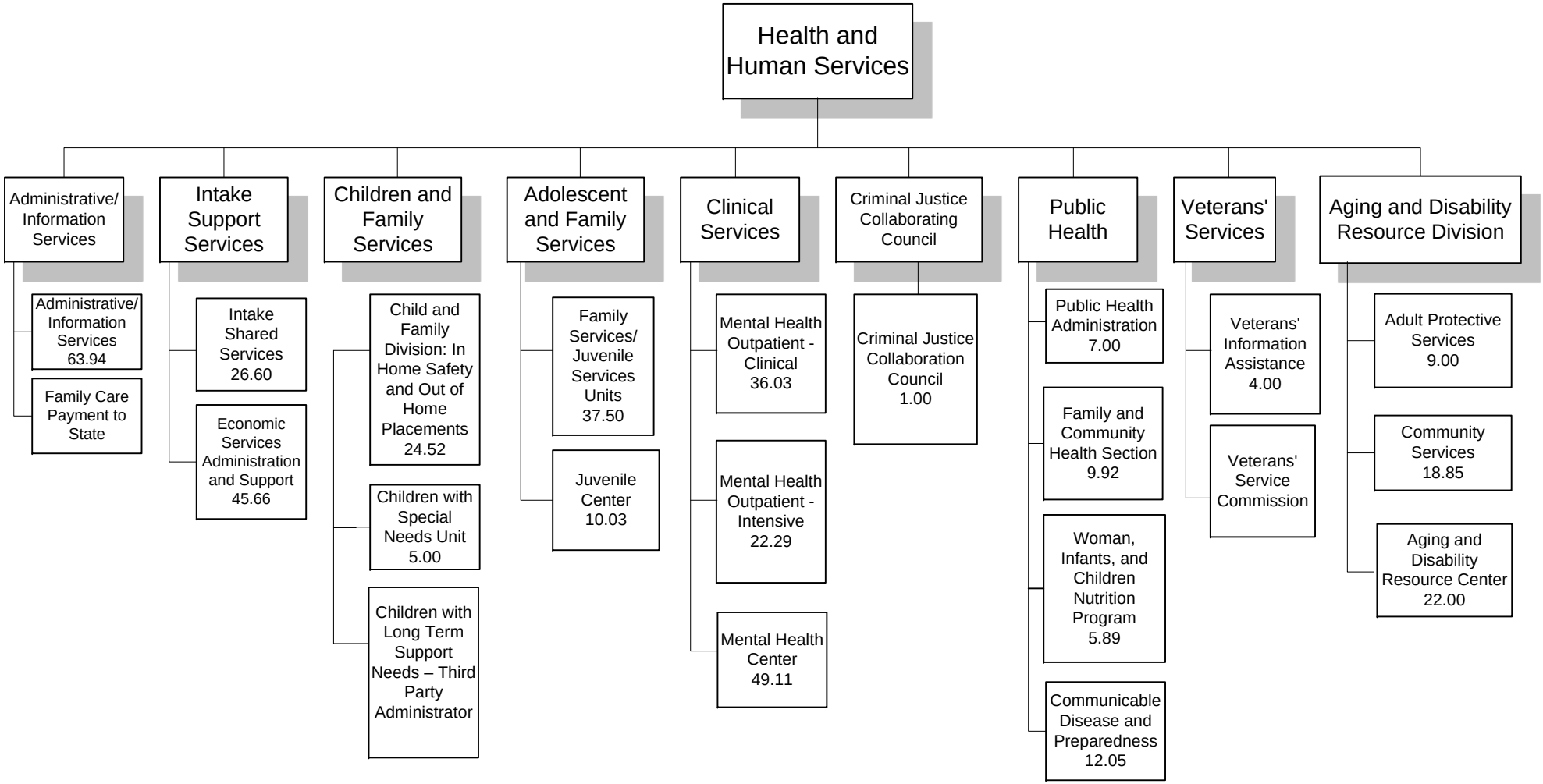
County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill.

Objective 3: Ensure that all staff members receive the most up-to-date training in their respective areas, and cross-train staff within the agency so that staff members can provide services in all areas when absences or vacancies occur within the agency.

Health & Human Services

HEALTH AND HUMAN SERVICES

FUNCTION / PROGRAM CHART



410.40 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.

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Statement of Purpose:

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

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

Health and Human Services - All Funds Summary

Financial Summary	2015 Actual	2016 Adopted Budget	2016 Estimate	2017 Budget	Change From 2016 Adopted Budget $	%
General Fund						
Revenues	$44,390,880	$44,436,980	$44,811,260	$44,729,419	$292,439	1%
Appr. Fund Balance	$297,090	$95,141	$146,305	$521,875	$426,734	449%
County Tax Levy/(Credit)	$25,380,978	$25,417,978	$25,417,978	$25,579,978	$162,000	1%
Expenditures	$68,325,828	$69,950,099	$70,642,378	$70,831,272	$881,173	1%
Rev. Over (Under) Exp.	$1,743,120	$0	($266,835)	$0	$0	N/A
Aging and Disability Resource Center Contract Fund						
Revenues	$2,816,180	$3,166,363	$3,045,263	$3,176,445	$10,082	0%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy/(Credit)	$0	$0	$0	$0	$0	N/A
Expenditures	$2,816,180	$3,166,363	$3,045,263	$3,176,445	$10,082	0%
Rev. Over (Under) Exp.	$0	$0	$0	$0	$0	N/A
All Funds						
Revenues	$47,207,060	$47,603,343	$47,856,523	$47,905,864	$302,521	1%
Appr. Fund Balance	$297,090	$95,141	$146,305	$521,875	$426,734	449%
County Tax Levy/(Credit)	$25,380,978	$25,417,978	$25,417,978	$25,579,978	$162,000	1%
Expenditures	$71,142,008	$73,116,462	$73,687,641	$74,007,717	$891,255	1%
Rev. Over (Under) Exp.	$1,743,120	$0	($266,835)	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	391.54	388.79	389.09	384.09	(4.70)	
Extra Help	14.75	18.73	18.73	23.87	5.14	
Overtime	2.74	2.74	2.74	2.45	(0.29)	
Total	409.03	410.26	410.56	410.40	0.14	

Health and Human Services

HEALTH AND HUMAN SERVICES (All Divisions)

Financial Summary	2015 Actual	2016 Adopted Budget	2016 Estimate	2017 Budget	Change From 2016 Adopted Budget $	%
Administrative/Information Services (Includes Family Care - Payments to State)						
Revenues	$11,737,100	$11,247,810	$11,479,650	$11,411,673	$163,863	1.5%
County Tax Levy	($2,941,469)	($2,583,381)	($2,583,381)	($2,413,597)	$169,784	N/A
Expenditures	$8,286,121	$8,664,429	$8,809,945	$8,998,076	$333,647	3.9%
Rev. Over (Under) Exp.	$509,510	$0	$86,324	$0	$0	N/A
Intake Support Services						
Revenues	$5,259,231	$4,889,393	$4,888,715	$4,861,100	($28,293)	-0.6%
County Tax Levy	$2,097,488	$2,326,437	$2,326,437	$2,188,675	($137,762)	-5.9%
Expenditures	$6,801,143	$7,215,830	$6,824,303	$7,049,775	($166,055)	-2.3%
Rev. Over (Under) Exp.	$555,576	$0	$390,849	$0	$0	N/A
Children and Family Services						
Revenues	$7,917,515	$8,098,867	$7,958,082	$7,821,366	($277,501)	-3.4%
County Tax Levy	$3,829,207	$3,528,199	$3,528,199	$3,819,523	$291,324	8.3%
Expenditures	$11,904,669	$11,627,066	$12,091,352	$11,640,889	$13,823	0.1%
Rev. Over (Under) Exp.	($157,947)	$0	($605,071)	$0	$0	N/A
Adolescent and Family Services						
Revenues	$4,085,463	$4,113,235	$4,099,975	$4,003,559	($109,676)	-2.7%
County Tax Levy	$4,352,306	$3,966,493	$3,966,493	$3,978,670	$12,177	0.3%
Expenditures	$8,055,179	$8,079,728	$8,042,495	$7,982,229	($97,499)	-1.2%
Rev. Over (Under) Exp.	$382,590	$0	$23,973	$0	-	N/A
Clinical Services						
Revenues	$10,781,298	$11,226,595	$11,451,056	$12,091,100	$864,505	7.7%
County Tax Levy	$11,756,698	$11,876,420	$11,876,420	$12,332,155	$455,735	3.8%
Expenditures	$22,409,293	$23,103,015	$23,768,448	$24,423,255	$1,320,240	5.7%
Rev. Over (Under) Exp.	$128,703	$0	($440,972)	$0	$0	N/A
Criminal Justice Collaborating Council (CJCC)						
Revenues	$361,246	$313,681	$300,842	$296,950	($16,731)	-5.3%
County Tax Levy	$1,025,862	$1,055,158	$1,055,158	$1,077,870	$22,712	2.2%
Expenditures	$1,385,218	$1,368,839	$1,351,383	$1,374,820	$5,981	0.4%
Rev. Over (Under) Exp.	$1,890	$0	$4,617	$0	$0	N/A
Public Health						
Revenues	$1,036,928	$1,165,928	$1,239,797	$1,183,097	$17,169	1.5%
County Tax Levy	$2,420,013	$2,460,042	$2,460,042	$2,168,268	($291,774)	-11.9%
Expenditures	$3,353,046	$3,625,970	$3,567,039	$3,351,365	($274,605)	-7.6%
Rev. Over (Under) Exp.	$103,895	$0	$132,800	$0	$0	N/A
Veterans' Services						
Revenues	$13,598	$13,000	$13,000	$13,000	$0	0.0%
County Tax Levy	$284,085	$304,626	$304,626	$302,801	($1,825)	-0.6%
Expenditures	$278,670	$317,626	$327,115	$315,801	($1,825)	-0.6%
Rev. Over (Under) Exp.	$19,013	$0	($9,489)	$0	$0	N/A
Aging and Disability Resource						
Revenues	$6,311,771	$6,629,975	$6,571,711	$6,745,894	$115,919	1.7%
County Tax Levy	$2,556,788	$2,483,984	$2,483,984	$2,125,613	($358,371)	-14.4%
Expenditures	$8,668,669	$9,113,959	$8,905,561	$8,871,507	($242,452)	-2.7%
Rev. Over (Under) Exp.	$199,890	$0	$150,134	$0	$0	N/A
Total All H&HS Divisions						
Revenues	$47,504,150	$47,698,484	$48,002,828	$48,427,739	$729,255	1.5%
County Tax Levy	$25,380,978	$25,417,978	$25,417,978	$25,579,978	$162,000	0.6%
Expenditures	$71,142,008	$73,116,462	$73,687,641	$74,007,717	$891,255	1.2%
Rev. Over (Under) Exp.	$1,743,120	$0	($266,835)	$0	$0	N/A

Position Summary All Funds (FTE)					
Regular Positions	391.54	388.79	389.09	384.09	(4.70)
Extra Help	14.75	18.73	18.73	23.87	5.14
Overtime	2.74	2.74	2.74	2.45	(0.29)
Total	409.03	410.26	410.56	410.40	0.14

HEALTH AND HUMAN SERVICES POSITIONS (All Divisions)

Financial Summary	2015 Actual	2016 Adopted Budget	2016 Estimate	2017 Budget	Change From 2016 Adopted Budget $	%
Administrative/Information Services (Includes Family Care - Payments to State)						
Regular Positions	59.10	60.00	60.00	61.00	1.00	1.7%
Extra Help	0.50	0.50	0.50	2.79	2.29	458.1%
Overtime	0.15	0.15	0.15	0.15	0.00	0.0%
Total	59.75	60.65	60.65	63.94	3.29	5.4%
Intake Support Services						
Regular Positions	66.00	70.00	70.00	68.00	-2.00	-2.9%
Extra Help	0.22	2.22	2.22	3.16	0.94	42.3%
Overtime	1.07	1.50	1.50	1.10	-0.40	-26.6%
Total	67.29	73.72	73.72	72.26	-1.46	-2.0%
Children and Family Services						
Regular Positions	30.00	29.00	29.00	29.00	0.00	0.0%
Extra Help	0.12	0.62	0.62	0.52	-0.10	-15.4%
Overtime	0.07	0.07	0.07	-	-0.07	-100.0%
Total	30.19	29.69	29.69	29.52	0.07	0.2%
Adolescent and Family Services						
Regular Positions	55.06	48.00	48.00	47.00	-1.00	-2.1%
Extra Help	0.35	0.35	0.35	0.35	0.00	0.0%
Overtime	0.61	0.18	0.18	0.18	0.00	0.0%
Total	56.02	48.53	48.53	47.53	-1.00	-2.1%
Clinical Services						
Regular Positions	92.80	93.21	93.21	95.21	2.00	2.1%
Extra Help	8.27	9.34	9.34	11.20	1.87	20.0%
Overtime	0.84	0.84	0.84	1.02	0.18	20.9%
Total	101.91	103.39	103.39	107.43	4.04	3.9%
Criminal Justice Collaborating Council (CJCC)						
Regular Positions	1.00	1.00	1.00	1.00	0.00	0.0%
Extra Help	-	-	-	-	0.00	N/A
Overtime	-	-	-	-	0.00	N/A
Total	1.00	1.00	1.00	1.00	0.00	0.0%
Public Health						
Regular Positions	34.84	34.84	34.84	31.84	-3.00	-8.6%
Extra Help	2.48	2.89	2.89	3.03	0.13	4.6%
Overtime	-	-	-	-	0.00	N/A
Total	37.32	37.73	37.73	34.87	-2.87	-7.6%
Veterans' Services						
Regular Positions	3.70	3.70	4.00	4.00	0.30	8.1%
Extra Help	-	-	-	-	0.00	N/A
Overtime	-	-	-	-	0.00	N/A
Total	3.70	3.70	4.00	4.00	0.30	8.1%
Aging and Disability Resource						
Regular Positions	49.04	49.04	49.04	47.04	-2.00	-4.1%
Extra Help	2.81	2.81	2.81	2.81	0.00	0.0%
Overtime	-	-	-	-	0.00	N/A
Total	51.85	51.85	51.85	49.85	-2.00	-3.9%
Total All H&HS Divisions						
Regular Positions	391.54	388.79	389.09	384.09	-4.70	-1.2%
Extra Help	14.75	18.73	18.73	23.87	5.14	27.4%
Overtime	2.74	2.74	2.74	2.45	-0.29	-10.7%
Total	409.03	410.26	410.56	410.40	0.14	0.0%

Health and Human Services

Fund Purpose

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

Health and Human Services - General Fund Summary

Financial Summary	2015 Actual	2016 Adopted Budget	2016 Estimate	2017 Budget	Change From 2016 Adopted Budget $	%
Revenues						
General Government	$32,983,675	$32,596,135	$32,553,591	$32,220,382	($375,753)	-1.2%
Fine/Licenses	$349,287	$371,112	$357,002	$357,002	($14,110)	-3.8%
Charges for Services	$7,597,966	$8,705,496	$8,784,141	$9,265,077	$559,581	6.4%
Interdepartmental	$2,345	$3,415	$30,415	$275	($3,140)	-91.9%
Other Revenue	$3,457,607	$2,760,822	$3,086,111	$2,886,683	$125,861	4.6%
Appr. Fund Balance	$297,090	$95,141	$146,305	$521,875	$426,734	448.5%
County Tax Levy	$25,380,978	$25,417,978	$25,417,978	$25,579,978	$162,000	**0.6%**
Total Revenues Sources	**$70,068,948**	**$69,950,099**	**$70,375,543**	**$70,831,272**	**$881,173**	**1.3%**
Expenditures						
Personnel Costs	$31,343,351	$32,569,485	$32,010,599	$32,729,677	$160,192	0.5%
Operating Expenses	$33,390,076	$33,853,189	$35,027,935	$34,253,751	$400,562	1.2%
Interdept. Charges	$3,592,401	$3,512,425	$3,588,844	$3,772,844	$260,419	7.4%
Fixed Assets	$0	$15,000	$15,000	$75,000	$60,000	400.0%
Total Expenditures	**$68,325,828**	**$69,950,099**	**$70,642,378**	**$70,831,272**	**$881,173**	**1.3%**
Rev. Over (Under) Exp.	$1,743,120	$0	($266,835)	$0	$0	**N/A**

Position Summary (FTE)					
Regular Positions	366.48	366.39	366.69	362.09	(4.30)
Extra Help	14.75	18.73	18.73	23.87	5.14
Overtime	2.74	2.74	2.74	2.45	(0.29)
Total	383.97	387.86	388.16	388.40	0.54

Administrative Services

Major Departmental Strategic Outcomes and Objectives for 2017

Strategic Outcome: A safe county

Objective 1.1: Emergency Preparedness Skills of HHS Staff.
Protect the health and safety of citizens, by effectively and efficiently responding to emergencies by annually assessing employees' emergency preparedness skills and knowledge and provide quarterly employee training to address identified gaps. Through an annual HHS Survey, 80% of employees will agree they are prepared to respond.

Objective Owner: Public Health, Emergency Preparedness Coordinator

Initiative/Action:

1. Design survey to identify gaps. Initial survey will be through SurveyMonkey and will focus on familiarity with emergency notification systems, ability to respond to an emergency within 2 hours, staff perception of educational needs to be prepared. Potential questions include:
    a. Are you aware that all HHS employees are considered first responders for HHS in the event of an emergency?
    b. Are you familiar with the county's emergency notification system called AlertSense (formerly known as MyState)?
    c. Is your contact information current in AlertSense/MyState?
    d. Do you feel you and your family are prepared in the event you need to respond to an emergency (i.e. Are arrangements in place for dependent care, food, etc.)?
    e. Are you reasonably confident in your ability to respond to an event within approximately 2 hours, if needed?
    f. What types of training topics would help you better prepare for or respond to an emergency?
    g. What type of training format would you find most helpful? (For example, e-mailed articles, on-line training, e-mailed PowerPoint, in person presentations, other…)?
2. Implement survey by sending it to all HHS employees via e-mail each November.
3. Analyze survey results to identify knowledge and preparedness gaps based on survey answers and staff comments.
4. Determine training priorities based on the identified knowledge and preparedness gaps as well as feedback from staff regarding preferred training methods.
5. Identify the educational tool(s) such as e-mails, online trainings, articles, videos, in-person training courses, etc. that will assist in narrowing the identified gaps.
6. Implement the selected educational tool(s) and distribute appropriately to staff.
7. Enlist the assistance of the Division Managers to encourage or require their staff to participate or complete the educational materials.
8. Repeat the survey annually in November to gauge progress towards 80% goal.

Performance Measure:

Measure	2015 Actual	2016 Estimate	2017 Goal
Number of Trainings Provided in person, on-line or via email	7	10 (The increase in number of trainings was due to grant funding available in 2016)	8
Percentage of Employees Responding to the Survey	50%	53%	55%
Percentage of Employees Responding Affirmatively	73%	75%	77%

Administrative Services (Cont.)

Strategic Outcome: A county that assists at-risk citizens.

Objective 5.6: Address the Rising Prevalence of Opioid and Heroin Addiction.
Waukesha County will address the rising prevalence of opioid and heroin addiction through a comprehensive community approach to prevent the abuse and misuse of prescription drugs and opiates, and prevent death by heroin overdose. HHS will coordinate the effort utilizing the recommendations of the State's Heroin Workgroup and by providing leadership to implement the Five Pillars strategies.

Objective Owner: Heroin Task Force of HHS, Community Partners, Sheriffs, Medical Examiner, District Attorney

Initiative/Action:
1. Full array of accessible community-based substance abuse treatment and support services including the development of resources for opiate detox and recovery coaching.
2. Targeted marketing strategy to promote awareness of issue and treatment options.
3. Education of youth and families utilizing school-based resources.
4. Distribution of and training on the use of Narcan to reverse overdose.
5. Promotion of safe handling of prescription medications and use of medication collection sites.
6. Develop internet clearing house for prevention, education, treatment, resources and workplace tools to reduce opioid and heroin addiction.

Performance Measure:

Measure	2016 Estimate	2017 Goal
Opioid and heroin related deaths	46	5% reduction
Implementation of Heroin Task Force Pillar Workgroups Plans	6	6
Increase in requests for information from Impact 2-1-1	5%	10%

Strategic Outcome: A county that provides customers with quality programs and services

Objective 6.1: Maintain a Practice of Continuous Quality Improvement (CQI)
Maintain a practice of continuous quality improvement through annual program evaluations utilizing evidence based standards.

Objective Owner: Public Health, Clinical Services, Adolescent and Family Services

Initiative/Action (Adolescent and Family Services):
1. Develop a system to assess policies and procedures.
2. Annually assess programs utilizing evidenced based standards and implement quality improvement measures.
3. Train staff in the 18 month Carey Group's Evidence Based Briefcase series using Unit meetings to train all staff on a monthly basis.
4. Provide pre-test and post-testing to determine level of staff understanding.

Initiative/Action (Clinical Services):
1. Develop training for clinical staff on the Illness Management and Recovery fidelity standards.
2. Expand and enhance training for clinical staff on Person Centered Planning.
3. Work with Quality Assurance and Performance Improvement staff to develop and monitor clinical program outcomes.
4. Develop dashboards to maximize use of EMR reports to gather program outcome data.

Initiative/Action (Public Health):
1. Develop a quality improvement plan.
2. Train all staff on quality improvement concepts and the Public Health Division's plan.
3. Annually assess programs utilizing evidenced based standards and implement quality improvement measures.
4. Develop a system to assess policies and procedures.
5. Develop dashboards to maximize use of EMR reports to gather program outcome data.

Administrative Services (Cont.)

Performance Measure:

Measure	2016 Estimate	2017 Goal
Policies and Procedures Assessed for Quality Improvement	8 for A & F 5 for PH	8 for A & F 6 for PH
Quality Improvement Projects Initiated and/or Completed	1 for A & F 1 for PH 1 for Clinical	1 for A & F 1 for PH 2 for Clinical
Pre and Post Test Improvement Ratio	75% for A & F 75% for PH	80% for A & F 80% for PH
Number of Staff Trained in CQI	60	80

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

Objective 7.2: The Department will modify current business policies to better meet customer needs, reduce denied claims, and improve revenue cycle integrity

The Department will modify current business policies by analyzing staff utilization and implementing inter-divisional initiatives to meet customer needs. The Department will utilize electronic technology to improve service delivery and maximize funding. The Department will focus on the following areas: reduction in denied claims, increase in customer satisfaction, improve revenue cycle integrity.

Objective Owner: Administrative Services, Department of Administration Information Technology Division, Public Health, Clinical Services

Initiative/Action:

1. Review the use of additional denial reason codes, analyze data, determine and implement new process for the adjudication of denied claims; measure progress.
2. Track the reason codes for the denied medical claims and use the integrated system of electronic medical records, case management and scheduling to reduce denied claims.
3. Review, analyze and enhance intake process to collect appropriate billing/claims management documentation.
4. Review scheduling practices to assure the maximization of practitioner's available time
5. Review and evaluate the implementation of an automated appointment reminder telephone call system.
6. Develop informatics data analysis of payment patterns to evaluate payer performance, analysis data to industry benchmark and implement a plan to engage our payer in resolving deviations.
7. Provide service program supervisors with denied claim information at monthly budget driver meetings.
8. Provide and support community-based staff with tools needed to expedite services delivery and billing using electronic records technology.

Performance Measure:

Measure	2016 Estimate	2017 Goal
Reduction in Denied Claims	1%	10%
Increase in Practitioner/Client Time Through Improved Scheduling Management	1%	10%

Administrative Services (Cont.)

Program Description

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

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

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

Objective 7.3: Build a Culture of Trauma Informed Care

Raise awareness and increase knowledge of basic trauma principles and trauma informed care practices among Waukesha County employees in an effort to build a culture of trauma informed care. Over the next two years, the Department will increase the number of individuals trained and pilot a “Trauma Checklist” system among social workers.

Objective Owner: Children and Family Services, Adolescent and Family Services, Intake and Support Services, Circuit Courts

Initiative/Action:

1. Host Trauma Partnership meetings held bi- monthly to bring stakeholders together and provide training opportunities.
2. Develop a Trauma 101 curriculum and begin training all Waukesha County Department of Health and Human Services staff.
3. Provide trauma trainings for Judges, attorneys and other professionals who work with trauma affected individuals.
4. Provide surveys at the completion of trainings to gauge increased awareness, understanding and confidence in ability to perform their job in a trauma sensitive way following the training.
5. Implement “Trauma Checklist” system among social workers to increase staff diligence in providing Trauma Informed Care to clients.
6. Supervisors review staff checklists and discuss strengths and weaknesses; provide feedback on how worker could make more use of trauma techniques.
7. Utilized regular supervision to probe staff about trauma matters and evaluate staff skill level in this area.
8. Staff to provide evidence of increased knowledge of trauma matters by incorporating these elements into regularly scheduled casework discussions with their supervisor.
9. Develop a HHS Secondary Trauma workgroup to create policy and practice for addressing ongoing trauma reactions, serious incidents and crises involving staff.
10. The “Trauma Checklist” will be completed in all Primary CAN Investigations and case openings by the Intake and Shared Services Division.

Performance Measure:

Measure	2016 Estimate	2017 Goal
Number of Individuals Trained	300	300
Trauma Informed Care Checklists Utilized in Case Management	30% in C & F	40% in C & F
Trauma Informed Care Checklists completed during CAN investigations or case openings	95%	95%

Administrative Services (cont.)

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**59.75**	**60.65**	**60.65**	**63.94**	**3.29**
General Government	$8,707,030	$8,539,872	$8,539,269	$8,553,977	$14,105
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$23,854	$23,000	$23,000	$23,000	$0
Interdepartmental	$0	$0	$27,000	$0	$0
Other Revenue	$375,436	$168,320	$330,078	$330,078	$161,758
Appr. Fund Balance	$126,162	$12,000	$55,685	$0	($12,000)
County Tax Levy (Credit)	**($2,941,469)**	**($2,583,381)**	**($2,583,381)**	**($2,413,597)**	**$169,784**
Total Revenues	**$6,291,013**	**$6,159,811**	**$6,391,651**	**$6,493,458**	**$333,647**
Personnel Costs	$4,209,770	$4,428,536	$4,436,575	$4,675,895	$247,359
Operating Expenses	$886,350	$895,192	$1,042,101	$971,121	$75,929
Interdept. Charges	$685,383	$836,083	$826,651	$846,442	$10,359
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$5,781,503**	**$6,159,811**	**$6,305,327**	**$6,493,458**	**$333,647**

Rev. Over (Under) Exp.	$509,510	$0	$86,324	$0	$0

Program Highlights

General Government revenues increase by $14,100 to about $8,554,000. This is primarily related to an increase of $13,100 in administrative cost recovery from the Aging and Disability Resource Center (ADRC) State Contract to $669,800. Other funding included in general government revenue had minimal or no funding increases includes the Basic County Allocation of $7,606,500, the Income Maintenance Allocation of $115,000, Public Health Grants of $77,100, and indirect Cost Recovery from ADRC Older American grants of $64,300.

Charges for Services revenue from record copy services budgeted at $23,000 remain unchanged from the 2016 budget.

Other revenues are budgeted to increase $161,800 to $330,100. This is related to the Wisconsin Medical Assistance Cost Reporting (WIMCR) program reimbursements to reflect the current funding distribution between HHS programs at the 2002 established Maintenance of Effort.

Fund Balance appropriation decrease by $12,000 to $0 to reflect the final planned phase-down of General Fund balance use.

Personnel costs increase by about $247,400 to $4,675,900. This reflects a net cost to continue for the 63.94 FTE staff. This also reflects a transfer in from the Public Health Division of 1.0 FTE of an Administrative Assistant to work in the Admissions unit, $66,600 increase in temporary extra help which includes an increase of 1.03 FTE to provide after-hours facility watch and building safety and for after-hours reception duties at the Health and Human Services Center and an increase of 1.26 FTE for practice management system assistance with the Core project.

Administrative Services (cont.)

Operating expenses increase by about $75,900 to approximately $971,100 mainly from a $85,200 increase in contracted services of which about $46,000 is for contracted staffing to assist with the CORE project implementation and $36,400 is related to the legacy system maintenance and licensure fees.

Interdepartmental charges are higher by $10,400 to $846,400 mainly due to increased allocations of about $6,300 for end user technology computer charges, which partly relates to personnel changes and Workers Compensation charges of about $8,400 due to an increase in the risk management insurance allocation.

Family Care Payments to the State

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

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
General Government	$2,504,618	$2,504,618	$2,504,618	$2,504,618	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$2,504,618**	**$2,504,618**	**$2,504,618**	**$2,504,618**	**$0**
Personnel Costs	$0	$0	$0	$0	$0
Operating Expenses	$2,504,618	$2,504,618	$2,504,618	$2,504,618	$0
Interdept. Charges	$0	$0	$0	$0	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$2,504,618**	**$2,504,618**	**$2,504,618**	**$2,504,618**	**$0**
Rev. Over (Under) Exp.	$0	$0	$0	$0	$0

Program Highlights

General Government revenues of $2,504,618 reflect a portion of State Community Aids – Basic County Allocation (BCA) received from the State Department of Health Services. Operating expenses for 2017 include the required payment back to the State Department of Health Services to meet the scheduled county contribution. The county is now at the scheduled legislated maintenance of effort (equal to 22% of the total long-term care expenditures for the final year that the County operated this program) the same amount annually hereafter to help pay for Waukesha County residents receiving benefits from the State's Family Care Program.

Intake and Shared Services

Program Description

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

Strategic Outcome: An Economically Vibrant County

Objective 2.2: Reducing Child Care Barriers to Employment
Provide safe, affordable and accessible child care services to the citizens of Waukesha County in order to reduce barriers to employment.

Objective Owner: Intake and Support Services

Initiative/Action:
Provide initial startup training and resource support to small business owners in Waukesha County in order to create certified child care providers.

1. Market small business owner's quality and reliable daycare services to the community.
2. Connect working individuals with quality child care services in Waukesha County.
3. Provide resource challenged families with appropriate cost effective interventions to reduce barriers to employment.
4. Develop efficiencies for time sensitive processing of Wisconsin Shares childcare applications.

Performance Measure:

Measure	**2016 Estimate**	**2017 Goal**
DCF Timeliness Month to Month Report	98%	Greater than 97%
IM Project Call Center Average Speed to Answer	5 min.	Less than 8 min.

Intake and Shared Services (cont.)

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**21.63**	**26.06**	**26.06**	**26.60**	**0.54**
General Government	$1,315,025	$1,327,566	$1,334,711	$1,334,711	$7,145
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$3,104	$2,100	$2,751	$2,100	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$3,245	$2,800	$2,800	$2,800	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$1,675,165**	**$2,039,790**	**$2,039,790**	**$1,982,244**	**($57,546)**
Total Revenues	**$2,996,539**	**$3,372,256**	**$3,380,052**	**$3,321,855**	**($50,401)**
Personnel Costs	$1,814,809	$2,091,168	$2,045,914	$2,102,464	$11,296
Operating Expenses	$1,101,344	$1,207,575	$1,142,777	$1,142,777	($64,798)
Interdept. Charges	$79,257	$73,513	$74,255	$76,614	$3,101
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$2,995,410**	**$3,372,256**	**$3,262,946**	**$3,321,855**	**($50,401)**
Rev. Over (Under) Exp.	$1,129	$0	$117,106	$0	$0

Program Highlights

General Government revenues are budgeted to increase by $7,100, mostly related to the Child Day Care Administration funds allocation increase of $59,900 to $266,900 and the Kinship Care Assessments increase of $2,300 to $49,900. This is offset by a decrease of about $55,000 to $536,000 for Kinship Care Base Benefits. All other General Government revenues remain the same: State Basic County Allocation budgeted at $372,000, state funding for the Promoting Safe and Stable Family (PSSF) program budgeted at $95,200 and the Foster Parent Training allocation of $14,900.

Charges for Services are budgeted at $2,100 and are unchanged in the 2017 budget. This is a fee collected from Voluntary Kinship Providers related to annual background check.

Other Revenues are budgeted to remain unchanged at about $2,800.

Personnel costs increase by about $11,300 to $2,102,500. This represents the cost to continue for 26.06 FTE's and 0.94 increase in temporary extra help offset by a 0.40 FTE decrease in overtime.

Operating expenditures reflect a net decrease of $64,800 to $1,142,800. This reflects a $55,000 decrease in Kinship Care base benefits to $535,800 to align with the change in the state county contract. Also crisis respite day care is budgeted to decrease $27,000 to $115,600 based on trending utilization. These decreases are offset by a realignment of a contract from the Child and Family division to this division of $21,500 as it better aligns with the Intake and Shared Service programming. This contract provides a timely and comprehensive response to child abuse allegations in a safe child-focused setting. Also, the Kinship Care assessments are increased $2,300 to $49,900.

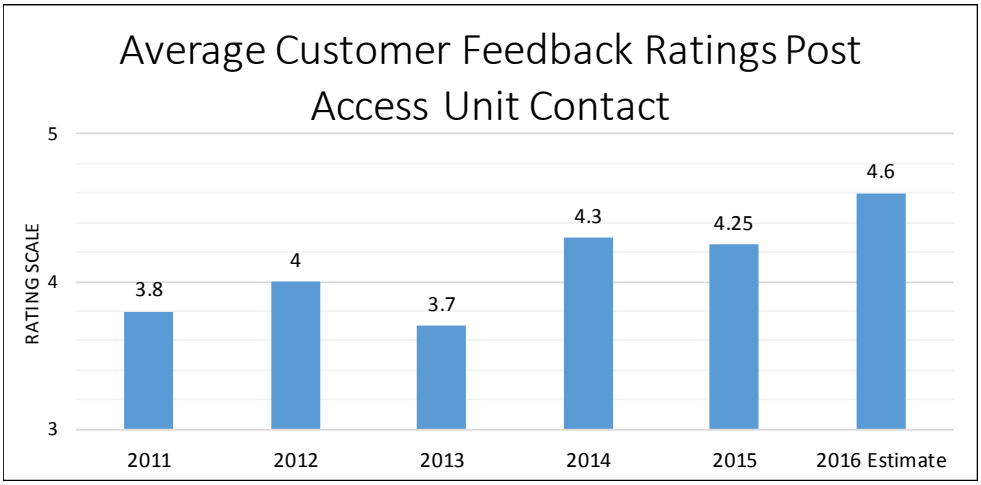
Interdepartmental charges increase $3,100 to $77,000. This is due to a $2,000 increase in telephone and a $1,100 increase in the End User Technology Fees.

Intake and Shared Services (cont.)

Program Activities

Activities-(Workload data)	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Intake (Access) # of Referrals	4,516	5,500	5,467	5,200	(300)
Child Abuse/Neglect Reports	1,662	2,000	1,896	2,000	0
Children Assessed For Abuse/Neglect	697	700	895	900	200
Home & Financial Management Cases	27	25	34	35	10
Kinship Care Assessments/Reassessments	195	200	193	193	(7)
Kinship Care Funded Placements of children (Avg. Monthly)	195	225	193	193	(32)
Kinship Care Waiting List, # of children	2	0	3	20	20
Crisis Intervention: Child Protective /Health Welfare/JCI # of contract	775	500	1,068	1,070	570
Crisis Respite Child Day Care, # of children	97	150	125	125	(25)
Family Day Care: # Certified Homes	16	40	18	25	(15)
Volunteer Transportation: Miles Driven	64,848	90,000	77,028	80,000	(10,000)

*eWiSACWIS Dashboard Report (448/498)



A random sample of customers is mailed a survey following customer contact with Access, and includes indicators such as respect, professionalism, and pre/post opinion of the delivery service.

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

Economic Services Administration and Support

Program Description

Waukesha County is a member of the Moraine Lakes (ML) Consortium that includes the following counties: Fond du Lac, Ozaukee, Walworth and Washington County. Fond du Lac County is the lead agency with fiscal responsibility for the ML Consortium. Waukesha County administers a variety of Economic Support (ES) programs including Medical Assistance, FoodShare (Food Stamps), Child Care, a fraud elimination program, and the Low-Income Energy Assistance Program. Program benefit services are provided either directly or through a purchase of service contract based on eligibility for applicable program offerings. Additionally, Economic Support has responsibility to work closely with the FoodShare Employment and Training (FSET) agency to ensure participants are meeting the work requirements associated with the FSET program. The remaining Patient Protection and Affordable Care Act (PPACA) sunset positions, formerly housed at the Workforce Development Center to process the additional volume of work resulting from the Affordable Care Act, are now located at the Human Services Center.

Strategic Outcome: A county that assists at-risk citizens.

Objective 5.7: Provide Economic Support Services Efficiently through Moraine Lakes Consortium
Provide Economic Support Services (FoodShare, Medical Assistance, Childcare) timely and efficiently through utilization of the Moraine Lakes Consortium call center and monthly review of measurement data obtained through the Income Maintenance Project Daily Call Statistics and Ongoing Caseload Monitoring Reports.

Objective Owner: Economic Support

Initiative/Action:

1. Review performance data monthly in the Moraine Lakes Operations team meetings and through analysis of these data reports, adjust processes and work assignments to increase call center and case processing performance.
2. Present performance data bi-monthly to the Moraine Lakes Directors and obtain feedback and approval for the implementation of new processes to assist in continuous improvement efforts.

Performance Measure:

Measure	2016 Estimate	2017 Goal
DCF Childcare New Authorization Timeliness Detail Report	94.2%	Greater than 90%
IM Project Call Center Statistics Report	5 minutes average speed of answer	5 minutes average speed of answer

Economic Services Administration and Support (cont.)

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**45.66**	**47.66**	**47.66**	**45.66**	**(2.00)**
General Government	$3,882,962	$3,528,427	$3,523,374	$3,492,989	($35,438)
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$16,284	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$38,285	$28,500	$25,000	$28,500	$0
Appr. Fund Balance	$326	$0	$79	$0	$0
County Tax Levy (Credit)	**$422,323**	**$286,647**	**$286,647**	**$206,431**	**($80,216)**
Total Revenues	**$4,360,180**	**$3,843,574**	**$3,835,100**	**$3,727,920**	**($115,654)**
Personnel Costs	$3,028,167	$3,252,338	$3,014,133	$3,139,862	($112,476)
Operating Expenses	$580,214	$394,477	$355,286	$394,207	($270)
Interdept. Charges	$197,352	$196,759	$191,938	$193,851	($2,908)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$3,805,733**	**$3,843,574**	**$3,561,357**	**$3,727,920**	**($115,654)**
Rev. Over (Under) Exp.	$554,447	$0	$273,743	$0	$0

Note: The 2016 budget reduces funding to 2.0 FTE Economic Support Specialist positions. The 2016 Adopted budget included funding for 4.0 FTE Economic Support Specialist positions (10 positions were budgeted to end June 30, 2015) to assist with the Patient Protection and Affordable Care Act (PPACA). The County Board of Supervisors approved enrolled ordinance 169-094, in Feb of 2015, related to the extension of funding to maintain 8 of the Economic Support Specialist PPACA positions for 2015. These positions will sunset as the funding is reduced or terminated.

Program Highlights

General Government revenues decrease by about $35,400 to $3,493,000. This is the result of a reduction of $221,300 in Patient Protection Affordable Care Act (PPACA) revenue as the PPACA funding is being decreased to $138,200 and a decrease in the Fraud Consortium funding of $12,200. It is offset by an increase of $189,200 in the Income Maintenance Contract and the Day Care Administration Contract of $10,200. The purpose of this State allocation is to determine child care eligibility, child care eligibility redetermination, child care authorization, provider and client fraud prevention and certification. Allocations that remain unchanged are the Low Income Energy Assistance benefit of $321,800.

Other Revenues are budgeted to remain unchanged at about $28,500. Waukesha County receives a percentage of collections from fraud recoveries for FoodShare, Medical Assistance and Aid for Families with Dependent Children (AFDC).

Personnel costs decrease by $112,500 to $3,139,900. This is related to the net cost to continue of 45.66 FTE positions and the reduction of 2.0 sunset PPACA positions as the funding continues to be reduced as prescribed by state statue.

Operating expenditures are budgeted to decrease by $270 to $394,300. This is a net decrease mainly due to a loss of the Fraud Consortium payments of $34,700, and are offset by an increase of $24,000 for small equipment which includes the purchase ergonomic work stations recommended for the call center staff and three in-house technical call center training sessions of $15,000.

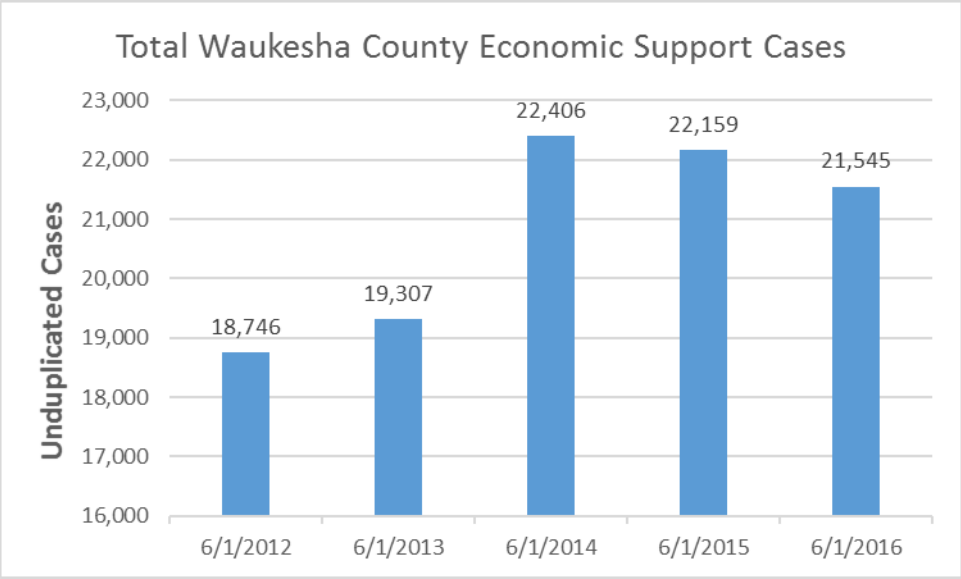
Interdepartmental charges decrease by $2,900 to $193,900, mostly related to a decrease in the collection fee for outstanding fraud claims by $5,500 to more closely align with actual usage offset by an increase in the End User Technology Fees (EUTF) of $3,170.

Economic Services Administration and Support (cont.)

Program Activities

Waukesha County Economic Support Caseload Data	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Total unduplicated caseload (a)	21,858	22,700	21,900	22,000	(700)
Total Medicaid Caseload (b)	18,307	18,800	18,500	18,800	0
Total Food Share Cases (c)	9,193	10,200	9,000	9,200	(1,000)
W-2 Child Care Average Monthly Cases (d)	760	820	760	775	(45)
Call Center Average Speed of Answer (e)	5.84 minutes	5 minutes	5 minutes	5 minutes	0
Application processing Timeliness (e)	97.42%	95%	95%	95%	0

(a) WEBI Income Maintenance Management Report – Active Case Summary;
(b) WEBI Income Maintenance Management Report – IM Case Summary Report
(c) WEBI Income Maintenance Management Report – IM Case Summary Report
(d) WEBI Automated Case Directory – Child Care Case County Summary Report
(e) State benchmarks average speed of answer is 10 minutes and application processing at 95% minimum



The increase from 6/1/2013 to 6/1/2014 was primarily due to the start of the federal market place based on the Affordable Care Act.

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

Program Description

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

Strategic Outcome: A county that assists at-risk citizens

Objective 5.4: Develop/Utilize Community Resources to Serve Children with Special Needs
As a result of an increase in the complexity of the special needs of children in Waukesha County, the Department will identify, develop and/or utilize various community resources to most effectively serve and safely maintain children with chronic, disabling special needs safely in their communities. Success will be measured by parental satisfaction surveys as well as maintaining Waukesha County's low ratio of children served in out of home care settings.

Objective Owner: Children and Family Services

Initiative/Action:

1. Facilitate quarterly Special Services Advisory Committee meetings to gather community input and review resources and identified needs.
2. Develop community services in coordination with private agencies and partnering county agencies to increase the at home and community based service array.
3. Attend state, regional workgroups to advocate for funding, allocations and policies.
4. Collect and analyze data utilizing the Program Participation System to determine unmet needs and trends in target groups in order to provide feedback to community partners regarding service gaps and resource needs.
5. Determine potential community partners, identify programs and services provided by partners to match programs and services to identified needs/target groups.
6. Distribute annual parent satisfaction surveys.
7. Create and distribute resource guide to families on waiver waiting list in order to minimize crisis development.
8. Extend "child find" efforts to improve identification of children qualifying for Birth to Three services.

Performance Measure:

Number of Child Out-of-Home Placements as Compared to Similar Sized County Per One Thousand Residents			
County	2016 Child Population/# of kids in out of home care	2015 percent	2016 percent
Brown	62,163 / 475	0.76	.76
Kenosha	41,043 / 501	1.24	1.22
Milwaukee	234,315 / 3,333	1.47	1.42
Dane	108,126 / 727	0.64	.67
Racine	46,976 / 545	0.93	1.16
Waukesha	89,424 / 212	0.20	.23

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

Measure	2016 Estimate	2017 Goal
Parent Satisfaction Rating	92.2%	95%

Objective 5.5: Improve Trauma Assessments thus Improving Permanency Outcomes
The Department will enhance the health, safety and wellbeing of the children and families they serve, by improving trauma assessments, teaming, and planning, thus improving permanency outcomes as evidenced by decreased time in out of home care and a reduction in system re-entries.

Objective Owner: Children and Family Services

Initiative/Action:

1. Participate in the year-long "Breakthrough Series Collaborative" to improve the use of Child and Adolescent Needs and Strengths (CANS)/Family Assessment of Needs and Strengths (FANS) with families.
2. Increase knowledge of trauma in relative caregivers, foster parents and biological parents through trainings and direct interventions.
3. Increase the knowledge of CANS/FANS assessments in relative caregivers, foster parents and biological parents through training and direct interventions.
4. Utilize the post reunification program to increase supports and services to at-risk reunified families.
5. Reassess and/or develop programs to support an improved assessment process and teaming for parents and foster parents/relative caregivers.
6. Provide increased training on teaming and CANS/FANS trauma assessments for all on-going CPS social workers.
7. Develop supervisory tools and structure to improve oversight and quality reviews of worker's practice in assessments and teaming.
8. Develop review panel for any re-entry cases to look for systemic improvements.

Performance Measure:

Measure	2016 Estimate	2017 Goal
Positives Response Rate to CANS Survey	3.4 of 5	4.0
Minimize Time Spent in Temporary Homes	78% reunify in 12 months 100% guardianship in 24 months 55% adoption in 24 months	80% reunify in 12 months 95% guardianship in 24 months 60 % adoptions in 24 months
Increase/Maintain Stability of Placement Homes	87% 2 placements or less in 12 months 70% 2 placements or less in 13-24 months	90% 2 placements or less in 12 months 85% 2 placements or less in 13-24 months
Decrease in System Re-Entry Rates	17% re-entry rate	15% or less

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

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**24.69**	**24.69**	**24.69**	**24.52**	**(0.17)**
General Government	$491,333	$512,847	$489,089	$491,889	($20,958)
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$132,460	$168,325	$171,241	$191,825	$23,500
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$100,304	$86,000	$99,180	$99,180	$13,180
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$3,667,266**	**$3,636,647**	**$3,636,647**	**$3,875,285**	**$238,638**
Total Revenues	**$4,391,363**	**$4,403,819**	**$4,396,157**	**$4,658,179**	**$254,360**
Personnel Costs	$2,119,306	$2,115,716	$2,084,340	$2,080,627	($35,089)
Operating Expenses	$2,503,112	$1,990,362	$2,598,130	$2,308,175	$317,813
Interdept. Charges	$303,678	$297,741	$265,855	$269,377	($28,364)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$4,926,096**	**$4,403,819**	**$4,948,325**	**$4,658,179**	**$254,360**
Rev. Over (Under) Exp.	($534,733)	$0	($552,168)	$0	$0

Program Highlights

General Government revenues overall decreases by $21,000 to $492,000. This is mostly due to a $37,000 decrease in Post Reunification Program revenue based on the number of eligible children participating in the program. This revenue is based on a capitated rate per eligible child. Also, funding through the Adam Walsh Fingerprint program of $5,500 was eliminated by the State in 2016. These are partially offset by a $21,500 increase in the IV-E Legal Reimbursement revenues.

Charges for Services revenues increase $23,500, mainly due to revenue reimbursement related to a new clinical therapist position which was added to this program area in 2016.

Other Revenues increased by about $13,100 to $99,200 due to an increase in SSI/SS Collections revenue for cost of care of $16,000, and offset by a $3,000 decrease in General Donations revenue related to the foster family annual picnic.

Personnel costs are budgeted to decrease $35,100 to $2,080,600 reflecting cost savings from the turnover of positions and a 0.10 FTE or $5,400 reduction in extra help and a 0.07 or $6,300 reduction in overtime. This is partially offset by the cost to continue the 24.52 FTE.

Operating expenditures are budgeted to increase by about $318,000 to $2,308,200. The primary change is the increase of $264,000 for Residential Care Center expenditures and $57,000 to Foster Care due to the continued trend of higher out of home placement needs. In addition, an increase of $20,000 is related to higher than anticipated direct costs associated with the Post Reunification Program contract services, and alternatives to placement for short term services is increased by $11,400 to $40,200 for continued efforts to prevent costly out of home placements. Also, these increases are partially offset by the transfer of a $21,500 contract for Family Services to the Intake/Shared Services Division to realign the division programing and a $10,000 decrease for respite costs to closer reflect current and prior years' experience.

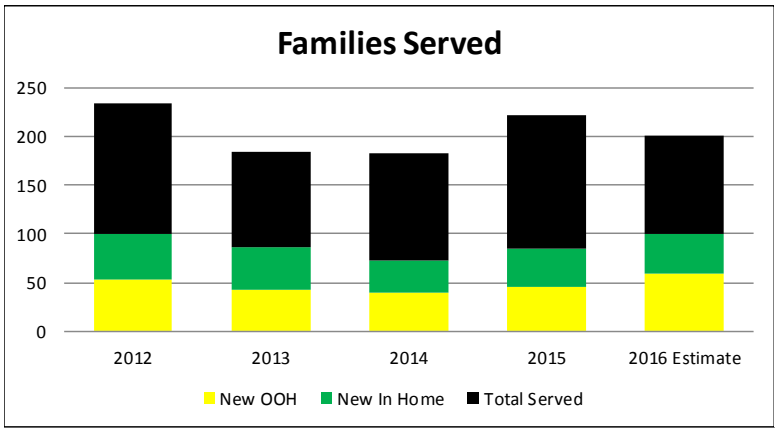
Interdepartmental costs decrease by about $28,400 mostly due to lower projected costs of interdepartmental legal services.

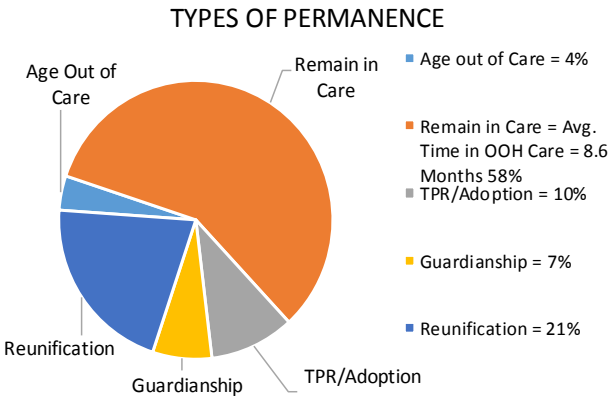
Children & Family Division: In-home Safety/Out of Home Placement Services (cont.)

Program Activities

Activity	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Total foster care					
Days of Care	23,832	21,441	25,410	22,873	1,432
Foster Care expenditures	465,932	432,896	550,833	450,000	17,104
Total group homes					
Days of Care	153	75	366	73	(2)
Group Homes Care expenditures	28,250	15,000	60,155	15,000	0
Total Residential Care Centers					
Days of Care	1,437	1,210	1,736	1,455	245
Residential Care Centers expenditures	806,420	536,000	963,735	800,000	264,000
Terminations of parental rights (# of cases)	13	15	12	12	(3)

Child and Family Unit Activity	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Total # Families Served	222	195	220	225	30
Total children in:					
Foster care	150	125	150	150	25
Group homes	1	1	1	1	0
Residential care	5	5	5	7	2
Number of new cases	85	95	100	100	5
In home	39	50	40	40	(10)
Out of home	46	45	60	60	15
Average length of time in out of home Care = 8.6 months					





Note: New OOH = Number of New Cases Out of Home
New in Home = Number of New Cases In Home
Total served = Total # Families Served.

Children with Special Needs Unit

(Includes Birth to Three Program)

Program Description

The Children with Special Needs unit includes the following three (3) program areas: Birth to Three, Children's Long Term Support, and Children's Community Options Program. (CCOP). The Birth to Three program is a public/private partnership with Lutheran Social Services (LSS). It provides early intervention services to parents with children from birth to age three with special needs, who demonstrate at least 25% delay in one or more areas of development, or have a diagnosed condition which will likely result in developmental delays. Examples include Downs Syndrome, Autism, Spina Bifida, and Cerebral Palsy.

Another area includes the Federal/State Medicaid Home and Community Based Service Waiver for Children's Long Term Support (CLTS Waiver funding). It provides fully funded and locally-matched tax levy funding for children diagnosed with severe and chronic disabilities to purchase supports and services that enable them to remain living safely at home and in their communities.

Finally, the Children's Community Options Program (CCOP), formerly known as Family Support Program (FSP), provides fully funded State dollars to parents of children with disabilities to purchase goods or services that enable the child to remain safely living at home.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**5.50**	**5.00**	**5.00**	**5.00**	**0.00**
General Government	$2,260,490	$2,312,215	$2,515,878	$2,355,778	$43,563
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$210,924	$203,482	$191,775	$191,775	($11,707)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$258,563	$265,720	$257,707	$257,707	($8,013)
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$161,941**	**($108,448)**	**($108,448)**	**($55,762)**	**$52,686**
Total Revenues	**$2,891,918**	**$2,672,969**	**$2,856,912**	**$2,749,498**	**$76,529**
Personnel Costs	$432,256	$409,933	$394,879	$404,420	($5,513)
Operating Expenses	$2,039,595	$2,220,591	$2,472,491	$2,301,848	$81,257
Interdept. Charges	$43,281	$42,445	$42,445	$43,230	$785
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$2,515,132**	**$2,672,969**	**$2,909,815**	**$2,749,498**	**$76,529**
Rev. Over (Under) Exp.	$376,786	$0	($52,903)	$0	$0

Program Highlights

In response to a Federal mandate, many Autism Waiver Services were transitioned to Medicaid card services throughout 2016 and are no longer funded through the CLTS waiver. The exact budget implications are unknown at this time.

General Government revenues increase by $43,600 to $2,355,800 primarily due to an $84,000 increase in Case Management for the CLTS program, as well as a $46,300 transfer in of the Children's Community Option Program (COP) allocation from the Clinical division which brings the funding total to $301,600. This is offset by an $86,000 decrease in Indirect Cost reimbursement revenues for the CLTS program of $1,707,700. The 2017 budget also includes the Birth to Three Program allocation of $547,900, which is unchanged.

Charges for services decrease by $11,700 primarily due to a change in state programming with the implementation of the Children's COP program.

Children with Special Needs Unit (cont.)

Other revenues decrease by about $8,000 due to a lower volume of pass-through reimbursements of CLTS related costs authorized by Waukesha County for certain vendors unable to directly bill the CLTS third-party administrator. These revenues are directly offset by CLTS client expenses.

Personnel costs decrease by about $5,500 to $404,400 primarily due to employee turnover offset by cost to continue.

Operating expenditures are budgeted to increase by about $81,300 to $2,301,900. This is primarily due to an increase to Children's COP expenditures of $42,000, which is offset by the increase in the revenue allocation. This is also due to an increase to Birth to Three program of $35,000 related to programming staff needs. In addition, there is a decrease of $8,000 for pass-through expenditures of CLTS related costs authorized by Waukesha County for certain vendors unable to directly bill the CLTS third-party administrator.

Interdepartmental costs increase by about $800 mostly as a result of changes to the End User Technology Fees.

Program Activities

(Includes Birth to Three Program)

Birth to Three Activity	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Total # children enrolled on Oct.1st	200	240	217	225	(15)
Total # children served in B-3	528	550	560	565	15
Total # children served in Trauma At-risk	53	45	46	45	0
Total # children served in Centralized Intake	642	700	693	700	0

Percentage of children 5 and under served in Waukesha County = 642 kids served in Centralized Intake, at risk and B-3 – Waukesha County population 5 and under = 20,409 = 3% of WC population 5 and under served (US Census Bureau).

Childrens Long Term Support (CLTS) Waiver Activity	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Total # of Children Served:	568	585	570	595	10
Autism Waiver	260	250	0	0	(250)
Non-autism Waiver	186	195	450	475	280
Children's COP Program	122	140	120	120	(20)
Number of New Autism Waiver Slots	30	0	0	0	N/A
Number of Closed Autism Waiver Slots	23	*Unknown	*Unknown	0	N/A
Number of new non-autism cases	60	40	10	25	(15)
Number of closed non-autism cases	18	30	20	15	(15)
Number of kids on waiting list for Children's COP Program or waiver support	263	348	280	310	0

*Future estimates of children served will be impacted by State mandated changes.

Children with Long-Term Support Needs (CLTS) Third Party Administrator (informational only)

Program Description

During 2010, the Centers for Medicare and Medicaid Services required that renewal of the Children's Long Term Support (CLTS) comply with federal regulations for implementing a standardized, statewide Medicaid Management Information System for processing provider claims and encounter level data reporting no later than December 31, 2011. The State of Wisconsin Department of Health Services selected Wisconsin Physicians Service (WPS) as the contracted vendor for the Third Party Administrator (TPA) claims implementation. All County Waiver Agencies (CWA) claims were paid through WPS, removing it from being recorded on the County financial records. Early in 2013, the State issued an opinion that payments that the TPA makes to service providers are grant expenditure and they must be treated as such in 2013 and future audits and be included on the Schedule of Expenditure of Federal and State Awards (SEFSA).

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
General Government	$4,463,441	$4,550,278	$4,233,212	$4,233,212	($317,066)
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	**$4,463,441**	**$4,550,278**	**$4,233,212**	**$4,233,212**	**($317,066)**
Personnel Costs	$0	$0	$0	$0	$0
Operating Expenses	$4,463,441	$4,550,278	$4,233,212	$4,233,212	($317,066)
Interdept. Charges	$0	$0	$0	$0	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$4,463,441**	**$4,550,278**	**$4,233,212**	**$4,233,212**	**($317,066)**

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

Program Highlights

In response to a Federal mandate many Autism Waiver Services are becoming Medicaid card services throughout 2016 and will no longer be funded through the CLTS waiver. The exact budget implications are unknown at this time.

General Government pass through revenues decrease by $317,000 to $4,233,200 related to the anticipated changes in the funding from the State of Wisconsin. There is no tax levy impact to this transaction as the revenue and expenses are pass through as required by the State of Wisconsin and are informational only transactions.

Operating Expenses pass through expenses decrease by $317,000 to $4,233,200 related to the anticipated changes in the funding from the State of Wisconsin. There is no tax levy impact to this transaction as the revenue and expenses are pass through as required by the State of Wisconsin and are informational only transactions.

Family Services & Juvenile Services

Program Description

Provide court intake services, court supervision and treatment to delinquent youth, as well as juveniles and children in need of protection or services. Services to these children and their families are directed at maintaining the children in their own homes and communities, reducing delinquency recidivism and promoting family and public safety. Services include intake assessments; regularly scheduled family and individual meetings; collaboration with schools and academic programs; monitoring compliance with court orders and school attendance; conflict resolution; case coordination; group counseling; and independent living training/preparation. In-home treatment team services, intensive tracking; home detention; youth accountability groups; mediation; and electronic monitoring are provided through contracts. In addition to these in-home services, monitoring and coordination of Correctional and Correctional Aftercare placements, and monitoring and coordination of Foster Care, Group Home and Residential Care Center placements of delinquent youth and juveniles in need of protection and services are provided.

Strategic Outcome: A county that provides customers with quality programs and services

Objective 6.1: Maintain a Practice of Continuous Quality Improvement (CQI)
Maintain a practice of continuous quality improvement through annual program evaluations utilizing evidence based standards.

Objective Owner: Clinical Services, Adolescent and Family Services

Initiative/Action (Adolescent and Family Services):

1. Develop a system to assess policies and procedures.
2. Annually assess programs utilizing evidenced based standards and implement quality improvement measures.
3. Train staff in the 18 month Carey Group's Evidence Based Briefcase series using Unit meetings to train all staff on a monthly basis.
4. Provide pre-test and post-testing to determine level of staff understanding.

Performance Measure:

Measure	2016 Goal	2016 Actual	2017 Goal
Policies and Procedures Assessed for Quality Improvement	3	8	8
Quality Improvement Projects Initiated and/or Completed	1	1	1
Pre and Post Test Improvement Ratio	75	75	75

Family Services & Juvenile Services (cont.)

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**39.50**	**38.50**	**38.50**	**37.50**	**(1.00)**
General Government	$3,659,980	$3,636,634	$3,626,108	$3,536,656	($99,978)
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$158,116	$149,700	$170,362	$158,200	$8,500
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$53,814	$63,000	$54,802	$54,802	($8,198)
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$2,846,571**	**$2,530,004**	**$2,530,004**	**$2,457,255**	**($72,749)**
Total Revenues	**$6,718,481**	**$6,379,338**	**$6,381,276**	**$6,206,913**	**($172,425)**
Personnel Costs	$3,561,263	$3,538,401	$3,551,545	$3,475,290	($63,111)
Operating Expenses	$2,444,459	$2,700,552	$2,523,691	$2,476,611	($223,941)
Interdept. Charges	$244,130	$140,385	$256,509	$255,012	$114,627
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$6,249,852**	**$6,379,338**	**$6,331,745**	**$6,206,913**	**($172,425)**
Rev. Over (Under) Exp.	$468,629	$0	$49,531	$0	$0

Program Highlights

General Government revenues are budgeted to decrease by nearly $100,000 to $3,536,700, primarily due to a decrease in the Youth Aids allocation of $73,000 to $3,347,100 as the result of a declining trend in correctional placements. There is also a decrease in the state's Independent Living revenues of $21,000 as the program is scheduled to transition from a County allocation to a private consortium by June 30, 2017.

Charges for Service revenues are budgeted to increase slightly by $8,500 to $158,200 based on an increasing population of juveniles on supervision.

Other Revenues for SSI/SS Collections for cost of care decrease by $8,200 based on fewer adolescents in out of home care who are receiving benefits.

Personnel costs are budgeted to decrease by about $63,100 to $3,475,300. This is due to unfunding a 1.0 FTE social worker and offset by the cost to continue of the 37.5 FTEs.

Operating expenditures are budgeted to decrease by $224,000 to $2,476,600. This is primarily due to the elimination of the contract for educational support of $228,758. This programming will be provided by the respective school districts. A transfer of $25,000 was made from Juvenile Corrections budget to contracted services due to a decline in Correctional placements and the need to find alternative ways to support children in their schools.

Interdepartmental charges increase by approximately $114,600 to $255,000 due primarily to an $81,600 increase in Interdepartmental legal charges which includes a transfer from Administrative Services to the Adolescent and Family Services budget to more appropriately align with division usage. The Interdepartmental collections fee budget of $32,000 was also transferred from the Juvenile Center division to be consistent with how collection fees are reflected across the programs.

Family Services & Juvenile Services (cont.)

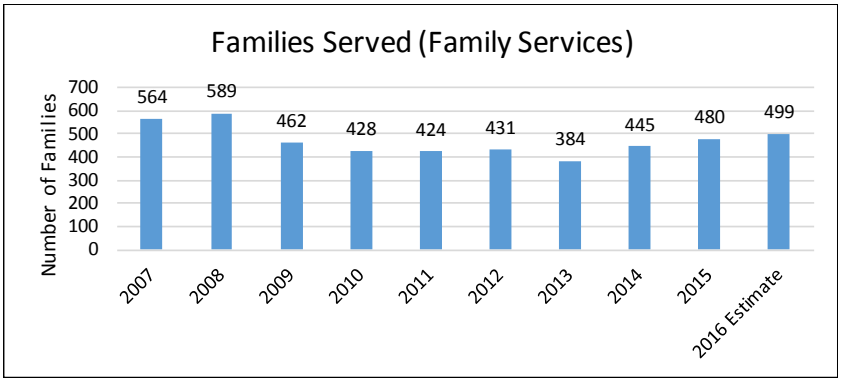
Program Activities

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Number of families served (Family Services) (a)	475	480	499	515	35
Number of families served (Juvenile Services)	256	245	299	305	60
Custody Intake decisions (b)	391	400	473	450	50
Court Intake Referrals (c)	513	490	664	670	180
Days of Care of juveniles in State correctional institutions	460	766	226	673	(93)
Total State charges for correctional institution placement	$135,332	$223,586	$64,184	$198,586	(25,000)

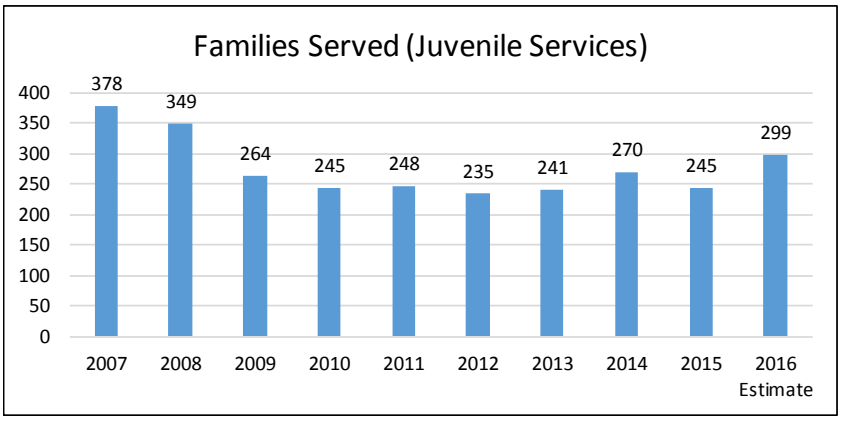
(a) An increase in the 2016 estimated number of families served in Family Services is due in part to a continued increase in the overall number of truancy referrals, including an increased number of younger children being referred.

(b) Custody Intakes have fluctuated historically and can be significantly affected by a relatively small group of youth who have repeated acting out behavior at home and/or run away from home.

(c) The 2016 increase in estimated Court Intakes reflects increased truancy intakes and increased delinquency intakes. Historically truancy referrals have fluctuated year-to-year, while delinquency referrals on a national, state and county level have generally decreased over the past 10 years.

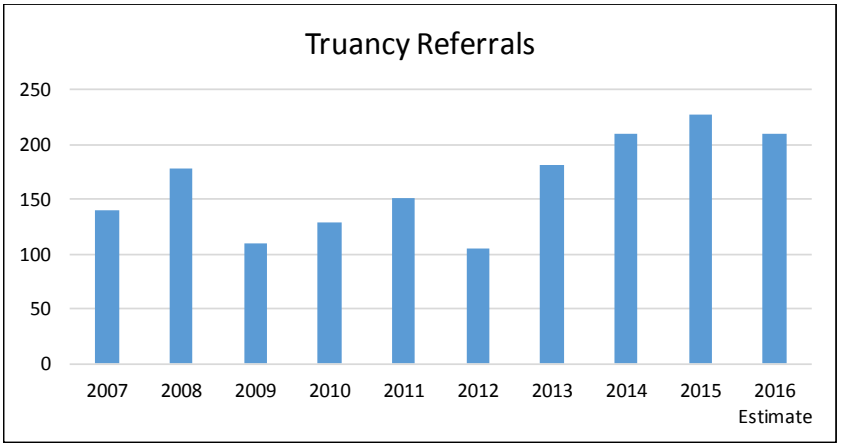


The number of families served has increased steadily since reaching a low in 2013. The increases are largely due to a high number of truancy referrals.

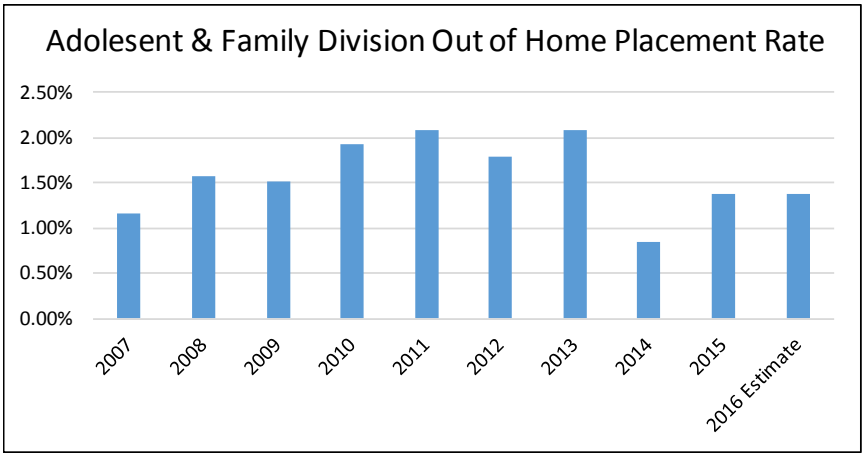


The number of families served continues to be in a relatively narrow range since 2009, at a level that is significantly lower than the period prior to that year. This lower range reflects an overall Federal and statewide trend of reduced youth delinquency referrals over the past 10 years.

Family Services & Juvenile Services (cont.)

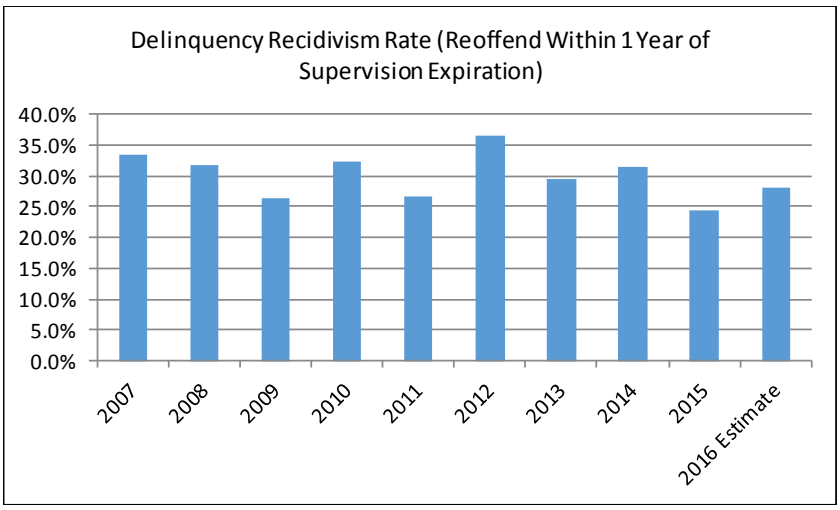


The number of truancy referrals has continued the pattern of volatility. Among the factors that can affect these numbers are the use of municipal truancy citations, which are not referred to the Department, and the use of computer-based home school programs, reducing the likelihood of truancy referrals in those cases. Over the past several years there has been a significant increase in truancy referrals for young, elementary school age children.



Through the use of a broad array of community-based services, the Division has maintained an extremely low out of home placement rate over the past 10 years. Although various reductions were required due to reduced State and Federal funding, staff and providers continue to achieve results that have generally maintained the placement rate at or below the target of 2%. Diligent efforts continue to be made to maintain young people in their homes whenever appropriate and to minimize the length of time in placement.

Family Services & Juvenile Services (cont.)



The recidivism rate shows the percentage of youth who reoffend within one year of the end of their Court supervision. A substantial majority of these youth do not reoffend during that time.

Alternate Care Activity	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Total children in foster care	20	18	24	21	3
Days of Care	3,657	3,711	5,807	3,750	39
Foster Care expenditures	$260,436	$289,844	$381,620	$289,844	0
Total youth in group homes	2	3	1	3	0
Days of Care	110	499	366	497	(2)
Group Home expenditures	$21,731	$99,440	$71,869	$99,440	0
Total youth in Residential Care Centers	14	10	12	10	0
Days of Care	2,026	1,631	1,894	1,878	247
Residential Care Centers expenditures	$673,298	$653,200	$641,956	$653,200	0

Juvenile Center

Program Description

Provides 24-hour care and supervision to delinquent and status offender youth who are court-ordered to be held in boy's secure detention at the Juvenile Center. Physical custody determinations are provided by Juvenile Center supervisory staff. On grounds schooling is provided, as well as daily structured activities. Nursing, dietician and physician services are provided through contracts. Beginning in 2012, female secure detention services were purchased from the Washington County Juvenile Detention Facility. Effective July 1, 2015, Lad Lake, Inc. began providing male and female Shelter Care services through a contract at a licensed Residential Care Center located in Dousman, WI.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**16.52**	**10.03**	**10.03**	**10.03**	**0.00**
General Government	$54,374	$43,901	$43,901	$43,901	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$159,179	$190,000	$174,802	$180,000	($10,000)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$30,000	$30,000	$30,000	$0
County Tax Levy (Credit)	**$1,505,735**	**$1,436,489**	**$1,436,489**	**$1,521,415**	**$84,926**
Total Revenues	**$1,719,288**	**$1,700,390**	**$1,685,192**	**$1,775,316**	**$74,926**
Personnel Costs	$1,175,492	$737,049	$748,020	$759,651	$22,602
Operating Expenses	$546,681	$878,990	$923,860	$955,753	$76,763
Interdept. Charges	$83,154	$84,351	$38,870	$59,912	($24,439)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,805,327**	**$1,700,390**	**$1,710,750**	**$1,775,316**	**$74,926**

Rev. Over (Under) Exp.	($86,039)	$0	($25,558)	$0	$0

Program Highlights

General Government revenue from Basic County Allocation and Youth Aids is budgeted to remain at the 2016 budget of $43,901.

Charges for Services decrease by $10,000 due to collection trend from clients.

Fund Balance of $30,000 is budgeted to cover short-term, temporary costs for female secure detention.

Personnel costs increase by about $22,600 to $759,700 for 10.03 FTE's due to cost to continue.

Operating expenditures are budgeted to increase by about $77,000 to $955,800 mainly due to an increase of about $38,000 for additional short-term, temporary female secure detention costs, as well as $16,700 cost of living increase related to the shelter care contract. This also includes $20,000 for additional physical plant improvements specific to the shelter care contract, to deter youth from leaving.

Interdepartmental charges decrease $24,500 to $59,900, due to the transfer of the collections fee budget of $24,000 to the Adolescent and Family Services division to be consistent with how collection fees are reflected across the programs.

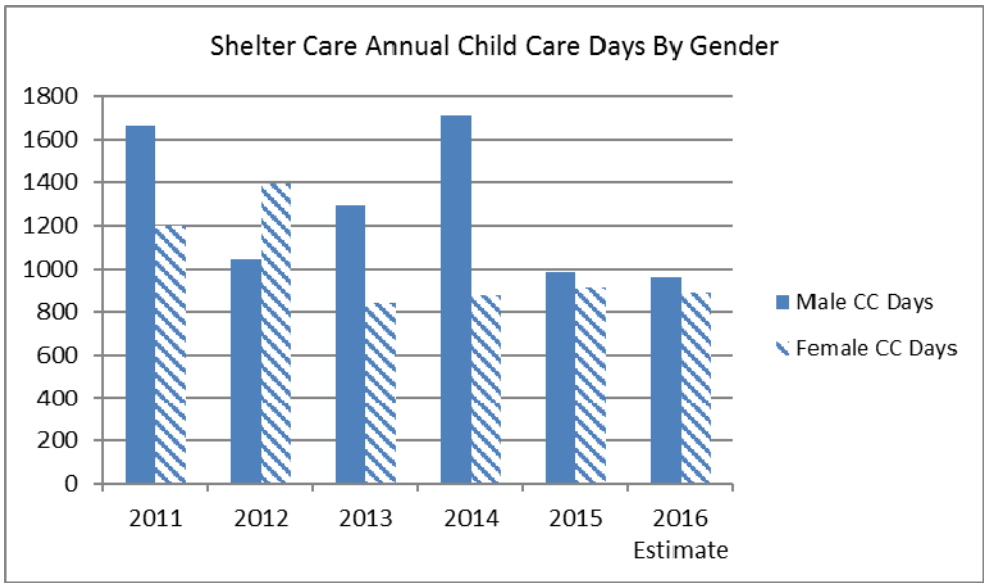
Juvenile Center (cont.)

Program Activities

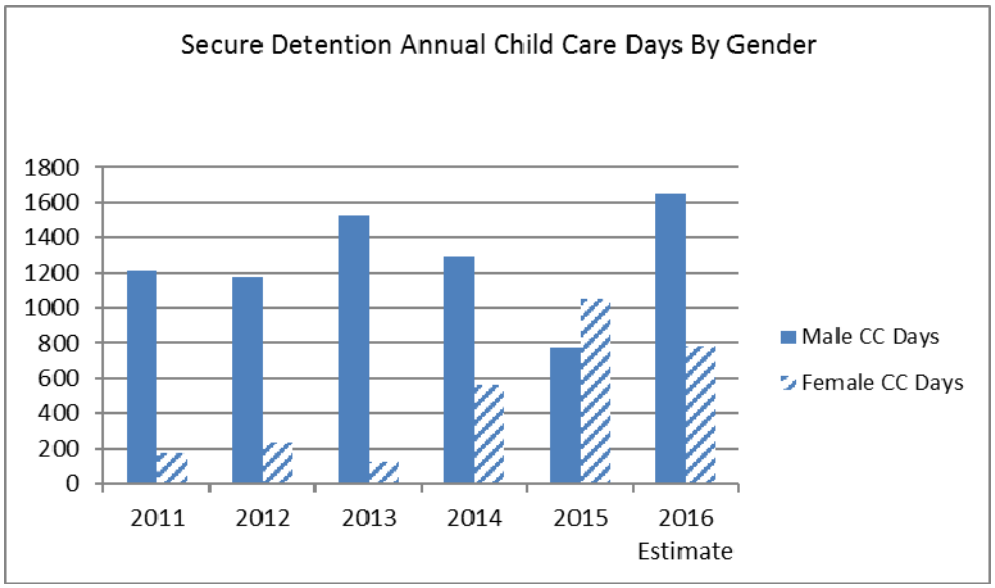
Activity (a)	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Non-Secure Detention/Shelter Care					
# of Child Care Days – County Residents	1,843	1,800	1,848	2,096	296
# of Child Care Days – Out of County Residents	56	0	0	0	0
Total # of Child Care Days	**1,899**	**1,800**	**1,848**	**2,096**	**296**
Average daily population	5.2	4.9	5.0	5.7	0.80
Secure Detention at Waukesha County Juvenile Center (Males Only)					
# of Child Care Days – County Residents	676	800	1230	1132	332
# of Child Care Days – Out of County Residents	95	75	417	200	125
Total # of Child Care Days	**771**	**875**	**1647**	**1332**	**457**
Average daily population at center	2.1	2.4	4.5	3.6	1.20
Contracted Secure Detention at Washington County Facility (Females Only) (b)					
# of child care days purchased	1,049	324	783	640	316
Average daily population	2.9	0.9	2.1	1.8	0.90

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

Juvenile Center (cont.)



While the number of child care days for both genders has fluctuated over this period, the total child care days for males has, with the exception of 2012, been higher than that for females.



The number of child care days has consistently been significantly higher for males than for females, with the exception of 2015. This reflects the placement by the Adult Court of two adolescent females for extended periods of time in the Washington County Secure Detention Facility.

Mental Health Outpatient-Clinical

Program Description

The Clinical Services Division provides behavioral medicine, treatment and support services to citizens of Waukesha County who are experiencing symptoms of mental health and substance abuse disorders. The service delivery system is consistent with State Statute Chapter 51 requirements and applicable state and federal regulations. The array of services creates a continuum of care including diagnostic services, medication management, crisis intervention, individual and group therapy, case management, independent living training, peer support, residential rehabilitation, and acute psychiatric inpatient treatment. Services are individualized to maximize each client's independence, recovery, self-management of symptoms, and to prevent relapse.

The Mental Health Outpatient Clinic provides state certified Outpatient Mental Health Clinic, Substance Abuse Service, and Crisis Intervention Service serving children, youth, and adults. The Children's Mental Health Outreach Service provides case management and individualized services to families with children experiencing severe emotional disorders. The staff includes the professional services of psychiatrists and an advanced practice nurse practitioner for psychotropic medication management with support services available to uninsured clients to access patient assistance programs and low-cost medication plans. Access to specialized inpatient services at the State Mental Health Institutes including geropsychiatry, child psychiatry and secure placements for adults are initiated and monitored through the outpatient clinic.

Strategic Outcome: A county that provides customers with quality programs and services

Objective 6.3: Improve Service to Scheduled Treatment Sessions

Improve service utilization, reduce wait times, and increase adherence to scheduled treatment sessions by making optimal use of the transition to electronic records in the outpatient mental health and substance abuse services clinic.

Objective Owner: Clinical Services

Initiative/Action:

1. Assess the benefits and efficacy of expanding business hours in the outpatient mental health and substance abuse services clinic.
2. Evaluate the volume of intakes and on-going individual and group treatment contacts to determine baseline measures of wait times and "no shows".
3. Research models of improved access such as Same Day Access and Just in Time Scheduling.
4. Implement enhanced array of evidence based practices such as collaborative documentation, recovery education and group-based peer support curriculums.
5. Continue with efforts to build a workforce of dually credentialed staff trained to provide mental health, substance abuse and integrated treatment interventions.

Performance Measure:

Measure	2015 Actual	2016 Estimate	2017 Goal
Average # of days pending intake assessment	33	30	3
"No Show" rate	30%	32%	10%

Mental Health Outpatient-Clinical (cont.)

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**32.21**	**33.48**	**33.48**	**36.03**	**2.55**
General Government	$1,027,553	$1,044,047	$822,811	$822,811	($221,236)
Fine/Licenses	$349,287	$371,112	$357,002	$357,002	($14,110)
Charges for Services	$901,924	$756,741	$815,903	$963,626	$206,885
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$1,401,960	$1,451,888	$1,630,351	$1,430,344	($21,544)
Appr. Fund Balance	$0	$0	$0	$260,000	$260,000
County Tax Levy (Credit)	**$4,255,016**	**$4,280,294**	**$4,280,294**	**$5,268,821**	**$988,527**
Total Revenues	**$7,935,740**	**$7,904,082**	**$7,906,361**	**$9,102,604**	**$1,198,522**
Personnel Costs	$3,396,935	$3,710,413	$3,480,581	$3,879,707	$169,294
Operating Expenses (a)	$4,289,182	$3,885,400	$4,961,101	$4,885,091	$999,691
Interdept. Charges	$335,702	$308,269	$338,503	$337,806	$29,537
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$8,021,819**	**$7,904,082**	**$8,780,185**	**$9,102,604**	**$1,198,522**
Rev. Over (Under) Exp.	($86,079)	$0	($873,824)	$0	$0

(a) The 2016 operating expenses are estimated to exceed the 2016 budget related to greater than anticipated costs for placements of county residents receiving treatment at state mental health institutions.

Program Highlights

General Government revenues decrease by $221,200 to $822,800 primarily as a result of consolidation of several state grants and allocation of the new consolidated grant to intensive outpatient services, and a result of a reduction of $18,800 to a state grant for children with severe emotional disturbance. Other state funding remains constant: $521,500 in AODA block grant funding, $169,500 in Mental Health block grant funding, and $48,900 in the State Basic County Allocation for Child Abuse and Neglect services.

Fines and License revenues reflect a decrease in the amount of $14,100 to $357,000 to reflect prior year activity levels of Intoxicated Driver Program surcharge revenues.

Charges for Services consist of client fee revenues, which are budgeted to increase by $206,900 to $963,600 based on current year estimates and additional revenue for crisis services as well as transitioning towards open access for mental health clinic services.

Other Revenues are budgeted to decrease $21,500 related to a decrease of $77,000 in Supplemental Security Income (SSI)/Social Security collections revenues, where the County is the protective payee for mental health clients. The decrease in revenue is partially offset by an increase of $52,700 to $655,200 in collections for adult and children located at the State Mental Health Institute. Wisconsin Medical Assistance Cost Reporting (WIMCR) program reimbursements increases by $2,800 to reflect the current funding distribution between county health and human services programs at the 2002 established Maintenance of Effort.

A fund balance increase of $260,000 provides one-time funding for increased costs for placements at state mental health institutions.

Personnel costs increase by approximately $169,300 to $3,879,700, mainly for the cost to continue for 36.03 FTE staff assigned to this program. The budget includes $160,900 of funding for 2.04 FTE for temporary extra help staff, and transfers 2.00 FTE Clinical Therapists from the Aging and Disability Resource Center division, as well as 0.23 FTE Weekend Registered Nurse and 0.10 FTE Senior Clinical Psychologist from the Mental Health Center, for the purpose of implementing 24/7 crisis services mandated by the 2015 State of Wisconsin Act 55. The budget also includes the cost to continue for other extra help based on current year actuals. In addition, 1.00 FTE Clinical Therapist is transferred to the Mental Health Outpatient-Intensive program area to more accurately reflect the work performed.

Mental Health Outpatient-Clinical (cont.)

Operating Expenditures increase $999,700 to $4,885,100 which includes a budget increase of $648,500 to $1,654,800 to Adult State Mental Health Institute costs related to an increase in the number of days of care by 748 to 1,520. In addition, there is an increase of $213,400 to $592,100 for children placed at the State Mental Health Institutes related to an increase in the number of days of care by 211 to 486. Costs related to emergency detentions at mental health facilities may decline in future years related to 24/7 crisis intervention services, as these assessments include consideration of least restrictive alternatives. Also, contracted psychiatric services costs increase by $337,600 due to additional psychiatric services for children and the cost to continue for existing contracted psychiatrists. Contracted AODA services increase by $59,700 based on increased costs for residential and detoxification services. These increases are partially offset by a decrease in Mental Health and AODA related pharmaceutical costs of $278,600 due to increased efficiencies associated with the use of a contracted, on-site pharmacy.

Interdepartmental Charges reflects a net increase of about $29,500 to $337,800, related to an increase in Sheriff department transportation costs of $41,900 to $89,000, which reflects the cost to continue as well as a projected increase in client trips based on current year estimates. These charges are partially offset by a decrease in collection activity of $21,700 to $78,000, as collection efforts of prior year claims begin to stabilize.

Program Activities

Activity – MH Outpatient Clinical	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Outpatient – MH - Unduplicated count	2,572	2,450	2,550	2,600	150
Outpatient – MH – Visit	16,998	17,500	17,850	18,000	500
Outpatient – AODA – Unduplicated Count	951	1,100	1050	1,050	(50)
Outpatient AODA Visits	12,811	13,000	13,650	15,110	2,110
Clients Receiving Detox	50	80	48	50	(30)
Detoxification: Days of Care	139	150	123	130	(20)
AODA Residential: Days of Care	4,414	4,500	4,291	4,500	0
State Institutes Payments: Days of Care (children)	515	275	657	486	211
State Institutes Payments: Days of Care (adults)	1,346	772	1,570	1520	748

Mental Health Outpatient-Intensive

Program Description

The Mental Health Outpatient Intensive program (located at the Mental Health Center) is comprised of two units. The Treatment and Support Services Unit (TSSU) provides an array of community based mental health services to residents of Waukesha County through two state certified programs, Comprehensive Community Services (CCS) and Adult Mental Health Day Treatment. The second unit is the State certified Community Support Program (CSP). Additional services are provided through Targeted Case Management and Community Recovery Services (CRS) benefits for eligible clients.

Residential Care in group homes, adult family homes and institutional settings is provided through contracts with multiple specialized programs throughout Wisconsin.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**21.97**	**21.18**	**21.18**	**22.29**	**1.10**
General Government	$567,653	$547,838	$692,352	$692,352	$144,514
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$2,552,569	$3,915,556	$3,974,846	$4,063,822	$148,266
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$759,805	$271,883	$292,609	$282,609	$10,726
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$4,150,091**	**$3,901,189**	**$3,901,189**	**$3,519,525**	**($381,664)**
Total Revenues	**$8,030,118**	**$8,636,466**	**$8,860,996**	**$8,558,308**	**($78,158)**
Personnel Costs	$1,920,445	$1,951,224	$2,146,996	$2,074,626	$123,402
Operating Expenses	$5,876,800	$6,455,268	$6,181,776	$6,249,760	($205,508)
Interdept. Charges	$242,930	$229,974	$230,757	$233,922	$3,948
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$8,040,175**	**$8,636,466**	**$8,559,529**	**$8,558,308**	**($78,158)**
Rev. Over (Under) Exp.	($10,057)	$0	$301,467	$0	$0

Program Highlights

General Government revenue increases by $144,500 to $692,400 as a result of the consolidation of several state grants and allocation of the new consolidated grant to intensive outpatient services. The $603,700 consolidated grant combined funds previously received through the community options program (COP) grant, the CSP waitlist grant, and the certified mental health programs grant. The allocation of Basic County Allocation for the Community Support Program funding is maintained at $88,600.

Charges for Service revenues are budgeted to increase by about $148,300 to $4,063,800. This reflects a budgeted increase in client fee revenue for services billed to Medicaid for the Comprehensive Community Services (CCS) program by $177,300 to $2,658,000, based on an estimate of total expenses for which reimbursement will be available under the state's cost-based reimbursement model. Community Recovery Services (CRS) client fee revenue increases by $63,100 to $584,800 based on prior year actual revenues. The increases are partially offset by a decrease in Community Support Program (CSP) revenue by $100,000 to $744,300 based on lower revenue as a result of fewer clients with Medicaid eligibility.

Other Revenue increases by $10,700 to $282,600 to reflect the current distribution for funding received for the State of Wisconsin Medical Assistance Cost Reporting (WIMCR) cost based reimbursement program. This state funding allocation to WCDHHS is budgeted to remain at the 2002 Maintenance of Effort.

Mental Health Outpatient-Intensive (cont.)

Personnel costs are budgeted to increase by $123,400 to $2,074,600. Personnel costs reflect the transfer of a 1.00 FTE clinical therapist from the Mental Health Outpatient-Clinical program area as well as an increase of 0.10 FTE of extra help based on an estimate of current year actuals and the addition of extra help in the CCS program to perform quality assurance activities.

Operating expenditures are budgeted to decrease by about $205,500 to nearly $6,249,800. This reflects a decrease of $105,000 in the treatment component for the CCS program and a decrease of $271,600 in the treatment component for CRS based on lower Medicaid eligible caseloads. In addition, operating expenses decrease by $16,300 for office equipment and $5,500 for medication costs. These decreases are partially offset by an increase of $99,800 for specialized residential treatment costs. In addition, contracted treatment services and support costs increase by $89,700 due to increases in use of contracted staff whose current professional credentials have allowed for increased billing.

Interdepartmental Charges increase by $3,900 to $233,900 mainly due to increases in computer maintenance and information system charges.

Program Activities

Activity – MH Outpatient Intensive	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
CCS (Comprehensive Community Services) Number of Clients	132	135	145	145	10
CSP (Community Support Program) Number of Clients	185	191	191	191	0
Case Management Number of Clients	76	70	70	70	0
CCS Program Days	10,573	12,155	13,559	13,559	1,404
CRS Program Days	5,460	6,588	6,113	6,113	(475)
Specialized Residential Program Days	11,467	10,788	9,679	9,679	(1,109)
Total Residential Days of Care	27,500	29,531	29,351	29,351	(180)
CCS Hours of Care	5,397	5,913	5,400	5,400	(513)
CRS Hours of Care	3,205	3,901	3,250	3,250	(651)
Total Residential Hours of Care	8,602	9,814	8,650	8,650	(1,164)

Mental Health Center

Program Description

This budget reports the financial operations of the Mental Health Center (MHC) inpatient hospital for accounting purposes and State/Federal reporting including federal/state Medicare Cost Report requirements. This program provides for all services related to admissions to the hospital for psychiatric emergency and other psychiatric hospitalizations and related support services.

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

Strategic Outcome: A county that assists at-risk citizens

Objective 5.2: Increase and Improve Access to Suicide Prevention Resources
Increase and improve access to suicide prevention resources by developing a community wide network focused on reducing Emergency Detentions by reassessing crisis services, implementing Question, Persuade, Refer (QPR) protocol, providing Crisis Intervention Trainings and working closely with veterans to connect them with behavioral health treatment and support services.

Objective Owner: Clinical Services, Veterans Affairs

Initiative/Action (Clinical Services):

1. Include veteran's issues in CIT trainings.
2. Provide intra-departmental training on available crisis services.
3. Provide QPR education to youth, families and community staff.
4. Expand training on DHS 34 Crisis Intervention Services to all staff who meet qualification standards as mental health professionals.
5. Provide information on Impact-211 to all clients at intake and upon standard program or treatment review.
6. Explore enhancement of mobile crisis services to 24/7 basis to respond to the needs of subjects under consideration for emergency detention by law enforcement.
7. Collaborate with statewide initiatives using the Zero Suicide approach and bring training opportunities to service providers within Waukesha County.

Performance Measure:

Measure	2015 Actual	2016 Estimate	2017 Goal
Number of Chapter 51 Interventions within the Calendar Year	911	840	787

Mental Health Center (cont.)

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**47.74**	**48.72**	**48.72**	**49.11**	**0.39**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$3,088,497	$2,822,044	$2,819,696	$2,994,314	$172,270
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$132,050	$45,486	$45,486	$224,220	$178,734
County Tax Levy (Credit)	**$3,351,591**	**$3,694,937**	**$3,694,937**	**$3,543,809**	**($151,128)**
Total Revenues	**$6,572,138**	**$6,562,467**	**$6,560,119**	**$6,762,343**	**$199,876**
Personnel Costs	$4,327,796	$4,696,928	$4,684,981	$4,849,951	$153,023
Operating Expenses	$1,181,351	$1,084,437	$951,606	$938,347	($146,090)
Interdept. Charges	$838,152	$766,102	$777,147	$899,045	$132,943
Fixed Assets	$0	$15,000	$15,000	$75,000	$60,000
Total Expenditures	**$6,347,299**	**$6,562,467**	**$6,428,734**	**$6,762,343**	**$199,876**
Rev. Over (Under) Exp.	$224,839	$0	$131,385	$0	$0

Program Highlights

Charges for services increase by $172,300 to $2,994,300 primarily due to client fee revenues related to the 28 bed adult psychiatric hospital for the acute treatment of mental health including symptom stabilization, medication adjustment and emergency detentions (voluntary or involuntary) including Commerical Insurance, Medicare/Medicaid and self pay reimbursements based on increases in insurance and Medicaid managed care reimbursments and higher census related to contracts for services with surrounding counties.

Appropriated Fund Balance increases by $178,700 to $224,200 and is budgeted to cover equipment replacement and building improvement items that are needed to remain in compliance with State/Federal hospital regulations (facility is inspected annually). The 2017 fund balance appropriation is budgeted to cover the following replacement items: $100,000 for building improvements required as a result of the recent federal compliance audit primarily related to adding a drop celing to the stairwell for fire safety compliance, $75,000 for a medication dispensing machine that will improve the efficiency of medication administration and minimize costs by preventing expired usage, $40,000 for the resurfacing of two seclusion rooms, and $9,200 for various furniture upgrades such as mattresses and replacement chairs.

Personnel costs increase by approximately $153,000 or 3.2% to about $4,849,900 which includes the net cost to continue for 49.11 FTE positions. Personnel costs reflect the following changes to better reflect the actual operational and administrative time for the Mental Health Center: an increase of 0.60 FTE Psychiatrist and 0.10 FTE Senior Clinical Psychologist as well as a decrease of 0.23 FTE Weekend Registered Nurse reallocated to the Mental Health Outpatient-Clinical program to reflect adjustments to address operational efficiencies. In addition, overtime costs are increased by 0.19 FTE or $13,000 in Overtime costs and a decrease of 0.27 FTE or $2,000 in Extra Help costs based on an estimate of current year utilization.

Operating expenditures decrease approximately $146,100 to $938,300, primarily due to a $140,000 decrease in medication costs based on current year estimates and increased usage of generic drugs as well as more payments for medications coming from third-party, private insurance. This is largely due to a more collaborative working relationship with the county's onsite, contracted pharmacy provider located at the Health and Human Services building. In addition, food service costs decrease by $17,200 and lab service costs decrease by $29,600 based on lower prior year actuals. This is partially offset by an increase in contracted physician and psychiatrist costs of $59,900 based on anticipated increases in medical and psychiatric wage rates in 2017.

Interdepartmental Charges are budgeted to increase by $132,900 to $899,000, mainly due to an increase of $135,000 in building maintenance costs related to $100,000 in building code upgrades; largely for fire suppression equipment, and $40,000 for the resurfacing of seclusion rooms. In addition, the budget includes an increase of $5,500 or 2% in computer maintenance and replacement charges, $2,600 in medical malpractice insurance costs, and an increase of $4,100 for increased phone and communications charges. This is partially offset by a decrease in estimated collection services costs of $14,600.

Mental Health Center (cont.)

Fixed Assets are budgeted to increase $60,000 to $75,000. This is related to the purchase of a medication dispensing machine, which will improve the efficiency of medication administration by minimizing manual processes currently completed by county staff, and reduce costs by preventing expired usage and more efficient inventory controls.

Program Activities

Activity	2015 Actual	2016 Budget	2016 Estimate	2017 Target	Budget Change
Days of Care	5,973	6,500	6,000	6,600	100
Admissions	698	850	650	863	13
Discharges	697	850	650	863	13
Average Length of Stay (Days)	8.5	7.6	9.2	7.6	0

Criminal Justice Collaborating Council (CJCC)

Program Description

With the support of the Chief Judge, County Executive, and County Board, the Waukesha County Criminal Justice Collaborating Council (CJCC) was established in the fall of 2002. The Council was formed with several goals in mind including better understanding of crime and criminal justice problems, greater cooperation among agencies and units of local government, clearer objectives and priorities, more effective resource allocation, and the creation of additional criminal justice programming. The Council feels that, taken together, these results can increase public confidence in and support for criminal justice processes, and enhance system performance.

The mission of the Waukesha County CJCC is to enhance public safety and promote the effective and efficient administration of the criminal justice system through community collaboration by ensuring offender accountability and providing rehabilitative services, while recognizing the rights and needs of victims.

Strategic Outcome: A County that Provides Customers with Quality Programs and Services

Objective 6.2 Create a Framework for Collaboration with Local Criminal Justice System

Create a framework for the local criminal justice system that will result in improved system outcomes through collaborative partnerships, systematic use of research, and a shared vision of desired outcomes.

Objective Owner: Clinical Services – Criminal Justice Collaborating Council

Initiative/Action:

1. Through a partnership with the state, participate in the National Institute of Corrections (NIC) Evidence-Based Decision Making (EBDM) Initiative.
2. Create a Policy Team made up of criminal justice system stakeholders to meet monthly with the NIC consultant.
3. Develop system wide change strategies that will align local and state jurisdictions with one another and with the principles of EBDM.
4. Prepare to implement identified change strategies.

Performance Measure:

1. At least 80% of members attend Policy Team meetings.
2. Number of system wide change strategies identified.

Measure	2015 Actual	2016 Estimate	2017 Goal
Members Attending Policy Team Meetings	89%	83%	85%
System-wide Change Strategies Identified	6	4	4

CJCC (cont.)

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**1.00**	**1.00**	**1.00**	**1.00**	**0.00**
General Government	$284,036	$263,033	$263,033	$260,386	($2,647)
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$48,313	$50,648	$37,809	$36,564	($14,084)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$28,897	$0	$0	$0	$0
County Tax Levy (Credit)	**$1,025,862**	**$1,055,158**	**$1,055,158**	**$1,077,870**	**$22,712**
Total Revenues	**$1,387,108**	**$1,368,839**	**$1,356,000**	**$1,374,820**	**$5,981**
Personnel Costs	$108,733	$112,887	$112,476	$115,760	$2,873
Operating Expenses	$1,259,523	$1,237,465	$1,220,919	$1,241,058	$3,593
Interdept. Charges	$16,962	$18,487	$17,988	$18,002	($485)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,385,218**	**$1,368,839**	**$1,351,383**	**$1,374,820**	**$5,981**
Rev. Over (Under) Exp.	$1,890	$0	$4,617	$0	$0

Program Highlights

General Government Revenue decreases by approximately $2,600 to $260,400, mainly due to the ending of the state Treatment Alternatives and Diversion (TAD) grant allocation for the funding cycle ending December 31, 2016. The budget includes $140,000 for a new TAD grant allocation the Department of Health and Human Services has received for the funding cycle beginning January 1, 2017, a slight reduction from the current year grant level of $142,900. The federal Bureau of Justice Assistance (BJA) Drug Court Enhancement grant will end on September 30, 2017. However, the 2017 budget maintains prior budget year BJA revenue of $96,600, as a result of prior year underspending. General Government revenues also include, state Department of Corrections (DOC) revenue for the Community Service Options (CSO) program of $23,800.

Charges for Services are budgeted to decrease by $14,100 to $36,600. This is in anticipation of reduced revenue from client fees from the Alcohol Treatment Court and Day Report Center Programs based on prior year actuals. Alcohol Treatment Court participants are charged a monthly fee using an income-based fee scale, which was implemented in June 2009 and is mandatory for all program participants. Day Report Center participants are charged a flat fee, which was implemented in October 2010 and is mandatory for all program participants based upon length of stay in the program.

Personnel costs are budgeted to increase $2,900 to $115,800, reflecting the cost to continue for the 1.0 FTE Coordinator position.

Operating expenditures are budgeted to increase by about $3,600 to $1,241,100, largely due to the cost to continue for contracted services for various CJCC programming efforts.

Interdepartmental Charges are budgeted to decrease by approximately $500 to $18,000, due to minor changes to various interdepartmental accounts.

Program Activities

CJCC activities include the following programs:

Pretrial Screening Program
Screens all newly booked inmates in the Waukesha County Jail, for the purpose of gathering and verifying information to prepare a screening report for the Court prior to the initial court appearance to assist in release decisions and setting appropriate bail.

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

Pretrial Intoxicated Driver Intervention Program (OWI Program)
Provides intensive supervision to repeat drunk driving defendants shortly after arrest in an effort to get them enrolled in treatment as soon as possible during the pretrial phase, with the goal of reducing drunk driving recidivism.

Drug Treatment Court Program
Utilizing a post-plea, pre-dispositional model, provides rigorous supervision, case management, and drug testing for drug dependent offenders, including intensive judicial oversight and an emphasis on treatment, in an effort to increase long-term sobriety, which will ultimately reduce crime and increase public safety. The average program length is 18 months.

Alcohol Treatment Court Program
Provides intensive supervision and case management of 3rd & 4th offense drunk drivers post-conviction with intensive judicial oversight and an emphasis on treatment, in an effort to help offenders break the cycle of drunk driving, improve the chances of a sober and healthy lifestyle, and contribute to a safe community. The program length is approximately 12-18 months.

Community Service Options Program
Provides support with site placement and tracking/reporting community service hours worked for adult offenders who are court ordered to complete community service as a condition of their sentence or as a condition of probation, as well as to adults confined in the Huber facility who wish to reduce their jail sentence by performing community service.

Day Report Center Program
Intensive supervision and monitoring of adults post-conviction, providing an alternative to incarceration with the goals of reducing the population of the Huber facility and reducing recidivism through direct support and referrals to services throughout Waukesha County to meet clients' needs and improve lives.

Jail Adult Basic Education (ABE) Program
In July 1990, Waukesha County Technical College (WCTC) and the Waukesha County Sheriff's Department began a partnership to provide adult basic education, high school completion, and employability skills to inmates at the Huber facility and, later, at the County Jail.

Reentry Employment Program
Provides job readiness skills (resume development, preparation for interviews, assistance completing on-line applications, etc.) to unemployed or underemployed offenders in the Waukesha County Huber facility to help them secure and maintain employment.

The following tables show the number of clients served, successful completion rates, and jail days diverted by CJCC programs.

CJCC (cont.)

	Program	2015 Actual	2016 Target	2016 Estimate	2017 Target
# Clients Served	Pretrial Screening	2,464	2,300	2,400	2,350
	Pretrial Supervision	500	N/A	514	500
	Pretrial Intoxicated Driver Intervention	850	525	800	825
	Day Report Center	276	274	272	250
	Alcohol Treatment Court	68	75	69	70
	Drug Treatment Court	83	40	73	70
	Community Service Options	670	500	550	600
	Offender Reentry Employment	217	260	228	225
	Jail ABE/GED	220	150	150	150
	TOTAL CLIENTS SERVED*	**5,348**	**4,124**	**5,056**	**5,040**

*Not an unduplicated total, as clients can participate in multiple programs.

	Program	2015 Actual	2016 Target*	2016 Estimate	2017 Target
% Successful Completions	Pretrial Supervision	65%	70%	80%	75%
	Pretrial Intoxicated Driver Intervention	81%	N/A	83%	80%
	Day Report Center	71%	N/A	79%	75%
	Alcohol Treatment Court	84%	N/A	87%	85%
	Drug Treatment Court	64%	N/A	62%	65%
	Community Service Options	81%	N/A	82%	80%

*Targets not established in 2016 for programs with “N/A” target.

	Program	2015 Actual	2016 Target	2016 Estimate	2017 Target
# Jail Days Diverted	Pretrial Supervision	7,921	6,000	6,048	6,000
	Pretrial Intoxicated Driver Intervention	16,946	12,000	18,852	15,000
	Day Report Center	8,904	9,500	5,021	6,000
	Alcohol Treatment Court	2,124	2,500	2,428	2,500
	Community Service Options	3,285	2,900	2,544	2,500
	TOTAL JAIL DAYS DIVERTED*	**39,180**	**32,900**	**34,893**	**32,000**

*Reflects potential good time earned by inmates.

Public Health

Program Description

Administration Section
The Administration Section provides leadership, direction and clinical competence in the overall management of the Public Health Division's human resources, program resources, and overall budget. This section is responsible for the Division's State of Wisconsin Administrative Code 140 certification review to maintain Level II health department status. This section will prepare the Division for national accreditation, and will maintain necessary programs for accreditation, such as quality improvement and workforce development. The section works closely with the fiscal division in ensuring corporate compliance. The operation of Insight, public health's electronic medical record, will be overseen by this section.

Family and Community Health Section
The Family and Community Health Section provides services directly to individuals, families and to the population collectively. This section provides various services to individuals from early childhood to late in life through clinic visits, home visits or community events. Child preventive health services can include childhood immunizations, lead poisoning screenings, child health checks, fluoride varnishing, and child neglect and abuse assessments. Adult health services consist of screenings and case management in areas such as: cholesterol, glucose, blood pressure, pregnancy testing, prenatal and postpartum monitoring, sexually transmitted diseases, and drug testing. This section oversees the County's Community Health Assessment and Improvement Plan and Process (CHIPP), which addresses population health through community assessments to determine leading health problems and collaborates with community partners for remediation strategies. Additionally, there is participation on numerous community collaboratives to address health equity and health disparities.

Women, Infants, and Children (WIC)
The Women, Infants and Children (WIC) program is federally funded and provides nutrition assessments for prenatal and postpartum lactating mothers, infants under one year and children through five years of age. Nutrition recommendations are offered with corresponding electronic benefits specifically outlining food purchases that will remedy nutritional deficits.

Communicable Disease Control and Public Health Preparedness Section
The Communicable Disease Control and Public Health Preparedness Section provides services to individuals, families and to the population collectively. This section provides communicable disease surveillance, investigations and interventions to control communicable diseases and outbreaks affecting individuals, families and businesses in Waukesha County. Communicable disease interventions include notification, education, treatment consultation and containment measures (such as work restriction, isolation or quarantine). Clinical services in this section include directly-observed treatment for Tuberculosis (TB), the Travel Immunization Clinic and the Sexually Transmitted Diseases (STD) Clinic. Partner notification for STDs and HIV are conducted routinely. Public health preparedness is a rapidly evolving component of this section that addresses preparedness strategies for quick response to a range of public health threats, both intentional and unintentional, including biological, chemical or natural disasters. Emerging diseases, are tracked closely and plans are continually refined based off of the latest information. Staff trainings and exercises are routinely conducted with key partners.

Strategic Outcome: An Economically Vibrant County

Objective 2.1: Reducing Employee Absences in Hospital Health Systems
Assist five Waukesha County hospital health systems: Froedtert & the Medical College of Wisconsin, Inc.; ProHealth Care, Inc.; Aurora Health Care, Inc.; Wheaton Franciscan Healthcare, Inc.; and Waukesha County Mental Health Center to remain economically viable in reducing employee absences due to preventable communicable diseases among hospital and clinic based employees.

Objective Owner: Public Health Communicable Disease Control Services

Public Health (cont.)

Initiative Action:

1. Establish a local public health and health care systems committee to address employee preventable occupationally acquired communicable diseases.
2. Provide public health consultation on employee occupational communicable disease prevention recommended standards.
3. Provide public health consultation on employee occupational communicable disease control prevention and inpatient communicable disease control according to the CDC recommended communicable disease control standards for new emerging communicable diseases. **Performance Measure:**

Measure	2016 Estimate	2017 Goal
Healthcare Systems Participation	5	5
Healthcare Systems Communicable Disease Training provided by Public Health	4	5

Strategic Outcome: A well-planned county

Objective 4.1

Every five years, the Waukesha County Community Health Improvement Plan and Process (CHIPP) steering committee will make available information on the health status of the community, along with the identification of Waukesha County's leading health problems and health needs of the community, through a systematic collection, assembly and analysis of community health statistics. Key CHIPP steering committee stake holders of policy makers, community professionals and the general public will develop a community health improvement plan.

Objective Owner: CHIPP Community Steering Committee, Public Health Division

Initiative/Action:

1. The CHIPP co-chairs will establish a 2016-2020 Community Health Improvement Plan and Process steering committee membership and convene a CHIPP steering committee meeting to launch a new county 2016-2020 CHIPP by December 31, 2016.

2. The CHIPP steering committee will have a completed Community Health Assessment with identified leading health problems in Waukesha County by December 21, 2017.

3. The CHIPP steering committee will identify Waukesha County providers who will voluntarily take on a CHIPP initiative that will remediate one of the leading health issues in Waukesha County, by December 31, 2017.

4. The CHIPP steering committee will have completed a final 2016-2020 report informing the community on health improvements related to the CHIPP initiatives by December 31, 2020.

Performance Measure:

Measure	2016 Estimate	2017 Goal
CHIPP Plan and Response Team Outcomes	Launch CHIPP and convene first meeting	Completion of Community Health Assessment

Public Health (cont.)

Strategic Outcome: A County that Provides Customers with Quality Programs and Services

Objective 6.1: Maintain a Practice of Continuous Quality Improvement (CQI)
Maintain a practice of continuous quality improvement through annual program evaluations utilizing evidence based standards.

Objective Owner: Public Health, Clinical Services, Adolescent and Family Services

Initiative/Action (Public Health):

1. Develop a quality improvement plan.
2. Train all staff on quality improvement concepts and the Public Health Division's plan.
3. Annually assess programs utilizing evidenced based standards and implement quality improvement measures.
4. Develop a system to assess policies and procedures.
5. Develop dashboards to maximize use of EMR reports to gather program outcome data.

Performance Measure:

Measure	2016 Estimate	2017 Goal
Policies and Procedures Assessed for Quality Improvement	5	6
Quality Improvement Projects Initiated and/or Completed	1	1
Pre and Post Test Improvement Ratio	75%	80%
Number of Staff Trained in CQI	30	35

Public Health (cont.)

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**37.32**	**37.73**	**37.73**	**34.87**	**(2.87)**
General Government	$802,086	$839,613	$915,448	$823,971	($15,642)
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$231,042	$322,900	$320,934	$358,851	$35,951
Interdepartmental	$2,345	$3,415	$3,415	$275	($3,140)
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$1,455	$0	$0	$0	$0
County Tax Levy (Credit)	**$2,420,013**	**$2,460,042**	**$2,460,042**	**$2,168,268**	**($291,774)**
Total Revenues	**$3,456,941**	**$3,625,970**	**$3,699,839**	**$3,351,365**	**($274,605)**
Personnel Costs	$2,906,603	$3,100,736	$2,984,516	$2,888,255	($212,481)
Operating Expenses	$224,682	$285,349	$347,745	$230,880	($54,469)
Interdept. Charges	$221,761	$239,885	$234,778	$232,230	($7,655)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$3,353,046**	**$3,625,970**	**$3,567,039**	**$3,351,365**	**($274,605)**

Rev. Over (Under) Exp.	$103,895	$0	$132,800	$0	$0

Program Highlights

General Government revenues decreased over $15,600 to $824,000 mainly due to reductions in the following grants: Public Health Preparedness (BIO) - $19,900 of which $9,200 is due to an increase in revenue recognized in the HHS Administration Division; Cities Readiness (READY) - $8,300 and Women Infants and Children (WIC) - $4,800; the reductions are offset by increases due to the following: a new Adult Immunization (IMMUAD) grant - $11,400; and an increase in the Maternal Child Health (MATERN) grant - $3,700.

Charges for Services revenue increased almost $36,000 to $358,900 mainly due to an increase in the Travel Immunization Clinic as a result of increased Travel Clinic usage and an overall increase in service fees.

Interdepartmental revenues decreased over $3,100 to $275 due Waukesha County employees receiving services at the Waukesha Employee Health & Wellness Center.

Personnel costs are reduced by almost $212,500 to $2,888,300 mainly due a 2.87 FTE reduction to 34.87 FTE's. The reductions include the unfunding of 1.0 FTE Health & Human Services Coordinator position and a 1.0 FTE Public Health Nurse position. The FTE reduction also includes the transfer of a 1.0 FTE Administrative Assistant position to HHS Administrative Services Admissions Unit. These reductions are offset by a 0.13 FTE net increase in extra help positions, as well as cost to continue the remaining 34.87 FTE's.

Operating expenditures are reduced by $54,500 to $230,900 which includes decreases in travel of $7,600, outside printing of $7,500, mileage reimbursement of $7,000, medical services of $6,200; prescription medications of $5,200, office supplies of $4,500; books, publications &, subscriptions of $3,800, and tuition & registration of $3,700.

Interdepartmental charges decrease $7,600 to about $232,200 partly due to decreases in postage of $5,300, telephone costs of $2,800; and property insurance allocation of $2,600. The reductions are offset by a $3,000 increase in End User Technology Fund (EUTF) charges.

Public Health (cont.)

Program Activities

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Number of telephone calls to the Division for information/triage	8,217	8,400	8,300	8,400	0
Number of walk-in clients at the Division	3,750	4,000	3,750	3,850	(150)

Program Activities: Family and Community Health

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Number of children tested for lead poisoning	1,498	1,525	1,476	1,525	0
Number of Healthcheck examinations	2,060	2,050	1,800	1,950	(100)
Number of pregnant women PNCC screened	373	380	350	350	(30)
• Number of women enrolled	180	185	185	185	0
• Number of women who delivered full term infants of average birth weight	178	175	180	180	5
Number of children at-risk (medical/physical neglect) case managed	160	150	160	165	15
Number of children receiving fluoride varnishing	671	825	700	725	(100)
Number of chronic disease screenings	690	750	700	750	0
Number of urine drug screening for HHS clients	662	500	700	700	200
• Number of positive urine drug screening clients	321	250	350	350	100

Program Activities: (WIC)

	2015 Actual (b)	2016 Budget	2016 Estimate	2017 Budget	Budget Change
State estimated # of eligible low income population per month for Waukesha County (a)	4,483	4,450	4,400	4,400	(50)
Total number of mothers, infants/children served per year in the WIC Program	3,298	3,375	3,150	3,150	(225)
Annual number of infants/children nutritionally deficient enrolled in the WIC program	2,400	2,425	2,300	2,300	(125)
The annual number of children with improved nutritional status after WIC program intervention	2,400	2,425	2,300	2,300	(125)
Monthly WIC enrollment of at-risk mothers, infants and children for Waukesha County	2,110	2,100	1,925	1,925	(175)

(a) Based on the 2012 US Bureau of Census, Waukesha County Poverty Estimates.
(b) From January 1, 2015 through December 21, 2015 WIC food vouchers supplemented Waukesha County retail food vendors by $2,193,551 and local Waukesha County produce farmers by $8,179.

Program Activities: Communicable Disease and Preparedness

Communicable Disease Control: Level I	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Number of communicable disease referrals investigated	2,414	2,500	2,550	2,600	100
Number of communicable disease cases identified	1,650	1,700	1,625	1,700	0
Number of outbreaks investigated	107	110	104	110	0
Number of TB skin tests	800	1,000	815	900	(100)
Number of vaccines administered	3,289	3,400	3,100	3,200	(200)
Number of Travel Clinic clients	255	*	269	280	*
Number screened in STD clinic	178	190	175	190	0
Number of preparedness trainings conducted	13	12	15	15	3
Percentage of staff meeting 23 preparedness competencies	88%	95%	90%	90%	(5)

*New Activity Tracking Category

Program Descriptions

It is the mission of the Waukesha County Division of Veterans' Services to advocate for and assist all veterans of the U.S. Armed Services, their dependents, and survivors. The Division ensures that clients obtain all available and appropriate benefits for which they are entitled. The Division staff is committed to act in a courteous, effective, and fiscally responsible manner to maintain its reputation as one of the top veterans' service divisions in the State by providing maximum service to its clientele.

Referrals are made to other Federal, State, and local agencies for benefits from other programs. Information related to veterans' issues is collected, updated, made available on the Internet, and distributed where and when appropriate.

In addition, the County Executive, with the approval of the County Board, appoints three Veterans' Commissioners. The Commission is required to meet at least once a year, and as needed thereafter to authorize and provide the amount of funds required for needy veterans.

Strategic Outcome: A county that assists at-risk citizens

Objective 5.1: Provide Support to Individuals Impacted by a Death.
Minimize trauma and provide support to individuals impacted by a death, by coordinating with the Medical Examiner's Office and/or Waukesha County Health and Human Services to proactively outreach and offer assistance to affected individuals within an average of 5 days of referral.

Objective Owner: Veterans Affairs, Medical Examiners' Office

Initiative/Action (Veterans Affairs):

1. Immediately notify the VA Regional Office.
2. Within 2 work days send a letter of sympathy and assistance to the surviving family member or the descendant's estate.
3. Upon request for assistance we will assist survivors with obtaining any eligible veteran's benefits from the state or federal veteran programs.
4. Immediately refer survivors to HHS Divisions and other agencies that can assist them with non-VA issues.

Performance Measure:

Measure	2016 Estimate	2017 Goal
Response time following Notification of Death	2 work days	2 work days

Strategic Outcome: A county that assists at-risk citizens

Objective 5.2: Increase and Improve Access to Suicide Prevention Resources
Increase and improve access to suicide prevention resources by developing a community wide network focused on reducing Emergency Detentions by reassessing crisis services, implementing Question, Persuade, Refer (QPR) protocol, providing Crisis Intervention Trainings and working closely with veterans to connect them with behavioral health treatment and support services.

Objective Owner: Clinical Services, Veterans Affairs

Initiative/Action (Veterans Affairs):

1. Contact the Waukesha County HHS crisis worker for assessment, and Sherriff's Office if suicide risk is high.
2. Provide Veterans Crisis Line information to local agencies, posts and veterans.
3. Make referrals to the VA Medical Center or the Milwaukee Vet Center after consulting with the veteran.
4. When notified by representatives from NAMI, the Veterans Service Office will provide benefit or referral services to the affected client.
5. When notified of a homeless veteran, the department will contact the Supportive Services for Veterans Families or the Center for Veterans Issues to screen for placement.
6. When necessary, the Veteran's Office will contact local veterans and civic organizations to provide material assistance to homeless and low income veterans.
7. The Service Officer or Aide will request that the Veterans Service Commission will convene to provide assistance when all other options have been exhausted.

Performance Measure:

Measure	2016 Estimate	2017 Goal
Response time following request for assistance	Within 24 hours	Within 24 hours

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**3.70**	**3.70**	**4.00**	**4.00**	**0.30**
General Government	$13,000	$13,000	$13,000	$13,000	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$598	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$284,085**	**$304,626**	**$304,626**	**$302,801**	**($1,825)**
Total Revenues	**$297,683**	**$317,626**	**$317,626**	**$315,801**	**($1,825)**
Personnel Costs	$232,418	$257,038	$267,358	$254,723	($2,315)
Operating Expenses	$24,862	$40,939	$40,506	$42,020	$1,081
Interdept. Charges	$21,390	$19,649	$19,251	$19,058	($591)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$278,670**	**$317,626**	**$327,115**	**$315,801**	**($1,825)**
Rev. Over (Under) Exp.	$19,013	$0	($9,489)	$0	$0

Program Highlights

General Government revenues of $13,000 consist of a Wisconsin Department of Veterans' Affairs County Veterans' Service Office Grant from the State and remains unchanged in the 2017 budget.

Personnel Costs decrease by $2,300 to $254,700 due to staff turnover and cost to continue. This is offset by a 2016 ordinance action to increase by 0.30 FTE in the Veteran Service Aide position to full time.

Operating expenditures increase almost $1,100 to $42,000 mainly due to an increase of over $3,200 in Promotion/PR Supplies, offset by a reduction of over $2,000 in Outside Printing based on trend levels.

Interdepartmental Charges decrease almost $600 to $19,000 mainly due to reductions in Postage and the allocation of Property Insurance, offset by an increase in EUTF.

Veterans' Services Program Units

Financial Summary	2015 Actual	2016 Adopted Budget	2016 Estimate	2017 Budget	Change From 2016 Adopted Budget $	%
Information Assistance						
Revenues	$13,598	$13,000	$13,000	$13,000	$0	0.0%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy	**$272,692**	**$293,512**	**$293,512**	**$291,934**	**($1,578)**	**-0.5%**
Expenditures	$276,498	$306,512	$316,402	$304,934	($1,578)	-0.5%
Rev. Over (Under) Exp.	$9,792	$0	($9,890)	$0	-	N/A
Veterans' Service Commission						
Revenues	$0	$0	$0	$0	$0	N/A
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy	**$11,393**	**$11,114**	**$11,114**	**$10,867**	**($247)**	**-2.2%**
Expenditures	$2,172	$11,114	$10,713	$10,867	($247)	-2.2%
Rev. Over (Under) Exp.	$9,221	$0	$401	$0	-	N/A
Veterans' Services Division Total						
Revenues	$13,598	$13,000	$13,000	$13,000	$0	0.0%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy	**$284,085**	**$304,626**	**$304,626**	**$302,801**	**($1,825)**	**-0.6%**
Expenditures	$278,670	$317,626	$327,115	$315,801	($1,825)	-0.6%
Rev. Over (Under) Exp.	$19,013	$0	($9,489)	$0	-	N/A

Program Activities

Activity - Output Indicators	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Total dollars to Waukesha County veterans (a)	$260 mil	$230 mil	$260 mil	$255 mil	$25 mil
Clients interviewed and counseled (In Office)	4,052	3,700	4,000	4,000	300
Number of appearances on behalf of veterans	51	55	55	65	10
Miles traveled on veterans' affairs	2,654	3,400	3,400	3,700	300
Incoming phone calls answered	8,093	8,000	8,000	8,100	100
Contacts by E-Mail (requiring a response)	8,791	9,000	9,000	9,100	100

(a) This figure reflects the value of all Federal and State benefits awarded to county veterans. Based on the 2016 estimate data this would equate to $854 of benefits returned for each tax levy dollar expended.

ADRC - Adult Protective Services

Program Description

Adult Protective Services (APS) is the lead-reporting agency for instances of Abuse and Neglect for Adults and Elders At-Risk in Waukesha County.

APS Provides cost effective service intervention for vulnerable adults who are not eligible for the State's Family Care Benefit to ensure their safety and well-being, protect them from exploitation and harm, and preserve their maximum level of personal independence.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**11.00**	**11.00**	**11.00**	**9.00**	**(2.00)**
General Government	$486,706	$486,706	$486,706	$486,706	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$71,700	$101,000	$81,022	$101,000	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$65,187	$12,420	$26,904	$26,904	$14,484
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$1,642,023**	**$1,491,883**	**$1,491,883**	**$1,069,392**	**($422,491)**
Total Revenues	**$2,265,616**	**$2,092,009**	**$2,086,515**	**$1,684,002**	**($408,007)**
Personnel Costs	$883,138	$918,544	$767,061	$750,158	($168,386)
Operating Expenses	$1,060,216	$1,014,352	$946,361	$777,903	($236,449)
Interdept. Charges	$186,236	$159,113	$167,637	$155,941	($3,172)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$2,129,590**	**$2,092,009**	**$1,881,059**	**$1,684,002**	**($408,007)**

Rev. Over (Under) Exp.	$136,026	$0	$205,456	$0	$0

Program Highlights

General government includes revenues from Supportive Home Care State Basic County allocation of $259,000, and a State Basic County Allocation of $227,700, to fund Adults-at-Risk activities and Adult Protective Services (APS). These funds remain unchanged from the 2016 budget.

Charges for services are budgeted to remain at $101,000, for adults who are in need of guardianship services or are found to be legally incompetent and unable to safely provide for their residential care and custody needs. The Waukesha County Department of Health and Human Services (HHS) is obligated to provide services and protection. Law enforcement and APS utilize Waukesha Memorial Hospital as a placement site for emergency protective placements for both adults at risk and elder adults at risk. HHS pays for the episode and then bills the client to recapture the costs.

Other revenue is budgeted to increase approximately $14,500 to about $26,900 resulting from social security reimbursements for clients served by this program where Waukesha County is the protective payee.

Net personnel costs are budgeted to decrease approximately $168,400 to about $750,200 primarily due to the transfer of two Clinical Therapist positions to the Clinical Services Division to better align job functions with divisional service delivery.

Operating expenditures are budgeted to decrease approximately $236,400 to $777,900. Of this decrease, $132,300 is attributable to the anticipated transfer of APS clients who are eligible for Managed Care Organization (MCO) funding and a reduction in contracted services expenditures. During 2017, a "flat rate" reimbursement payment schedule for all volunteer and corporate guardians will be implemented resulting in a decrease of about $83,000 from $174,200 in previous year's budget. In addition, due to a reduction in the number of clients receiving ongoing care at Clearview Nursing Home and Facility for Individuals with Intellectual Disabilities (IID) in Dodge County, client care costs are anticipated to decrease $40,200. These decreases are offset by an approximate $17,300 increase in the annual Marsh Country Health Alliance assessment fee budgeted at $150,000.

ADRC - Adult Protective Services (cont.)

Interdepartmental charges are budgeted to decrease approximately $3,200 to $155,900 due to the reallocation of about $9,800 insurance and copier replacement costs to the Aging and Disability Resource Center (ADRC) Administration program to standardize the allocation methodology of these types of costs within the HHS department. These reductions are offset by an increase in legal charges of about $5,700.

Program Activities

Activity	2015 Act.	2016 Bud.	2016 Est.	2017 Bud.	Bud. Change
Average Caseload for eight Dispositional Workers	60	74	60	60	(14)
Number of Watts Court Ordered Assessment Reviews	360	375	360	350	(25)
Emergency Protective Placements	67	65	70	70	5
Chapter 51.67	52	100	60	60	(40)
Comprehensive Evals	65	75	65	65	(10)
At Risk Cases Reported in WITS*	423	250	350	325	75

*Wisconsin Incident Tracking System

ADRC - Community Services

Program Description

The Community Services (CS) program provides information and assistance/case management, community support and ADRC administration. These programs encourage collaboration and coordination of resources, activities, and services. It is an entry point for accessing services and filing reports of elder abuse/neglect. Provides information, assistance and short term case management. Includes needs assessments, counseling, assistance regarding available resources and service options, and support that empowers older adults, caregivers, and the community to make informed choices. Services include a wide range of short-term and long-term supportive home care, and intervention programs for older adults and their families. These programs provide supportive services and opportunities including adult day centers, chore services, contracted community services, emergency intervention, health cost sharing, homemaker services, personal care, respite and volunteer services, evidence based prevention programs and older adult education to foster safe independent community living.

The CS program also includes Aging and Disability Resource Center's Senior Dining and Home Delivered Meals program functions under the provisions of Title IIIC-1 and IIIC-2 Older Americans Act, as amended. The programs provide low cost nutritious meals meeting one third of the recommended dietary allowance to persons age 60 or older with emphasis placed on outreaching the targeted frail, isolated, homebound and disadvantaged older population. Older Americans Act programs are not means tested and mandates a donation based program; therefore a standard fee cannot be charged for a meal.

Home delivery provides meals and support to homebound people age 60 or older who have been assessed and meet eligibility requirements. Further assistance is provided to high-risk recipients through home visits, and supportive service intervention.

Senior Dining Center meals provide a nutritious meal with socialization, education, and health/wellness programs at community centers for people age 60 or older who are eligible under the Older Americans Act and Wisconsin Senior Dining.

In addition, the Community Services program includes contracted transportation services which provides elderly and adults with disabilities accessible specialized transportation services (Shared-Fare Taxi, Shuttle Services, and RideLine).

7.0 Strategic Outcome: A County that Provides Cost-Effective Services Delivered with Competence and Skill

Objective 7.1: Aging and Disability Resource Center will Partner with Community Agencies to Improve Service Delivery

To improve transportation services and decrease unmet needs, the ADRC will partner with community agencies to develop and implement strategies to improve service delivery in a cost-effective manner.

Objective Owner: Aging and Disability Resource Center, Community Partners, and Public Works

Initiative/Action:

1. Partner with Thriving Waukesha County Transportation Affinity Group to develop and implement "One Call, One Click" Information and Assistance Call center (based on available funding).
2. Provide outreach and educate community on ADRC Transportation services.
3. Collect, analyze and evaluate consumer data on an ongoing basis.
4. Identify future partners to meet needs.
5. Implement attainable improvements to service as identified by the ADRC, partners or consumers.

Performance Measure:

Measure	2016 Act	2016 Estimate	2017 Goal
One new transportation initiative	New Measure	1	1
Percentage of individuals who report increased knowledge of transportation services provided by "One Call, One Click" following community education presentations/events.	New Measure	NA	80%

ADRC - Community Services (cont.)

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**15.79**	**18.45**	**18.45**	**18.85**	**0.40**
General Government	$2,463,388	$2,445,540	$2,550,081	$2,573,425	$127,885
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$400,410	$410,291	$366,680	$373,759	($36,532)
Appr. Fund Balance	$8,200	$7,655	$15,055	$7,655	$0
County Tax Levy (Credit)	**$914,765**	**$992,101**	**$992,101**	**$1,056,221**	**$64,120**
Total Revenues	**$3,786,763**	**$3,855,587**	**$3,923,917**	**$4,011,060**	**$155,473**
Personnel Costs	$1,226,220	$1,248,574	$1,291,224	$1,278,288	$29,714
Operating Expenses	$2,403,646	$2,507,344	$2,581,755	$2,600,370	$93,026
Interdept. Charges	$93,033	$99,669	$106,260	$132,402	$32,733
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$3,722,899**	**$3,855,587**	**$3,979,239**	**$4,011,060**	**$155,473**
Rev. Over (Under) Exp.	$63,864	$0	($55,322)	$0	$0

Program Highlights

General government revenues are budgeted to increase about $127,900 to approximately $2,573,400 primarily due to additional Older Americans Act grant funding, $76,900 (including increases of Supportive Services IIIB, $30,600; Nutrition Services IIIC1 & IIIC2, $23,200; Nutrition Incentive Services Program (NSIP), $15,000; Family Caregiver Support IIIE, $8,100); Alzheimer's grant, $30,500; State of Wisconsin Specialized Transportation Grant, $13,800; and Other State Revenue grant, $6,700.

Other revenue is budgeted to decrease approximately $36,500 to about $373,800 due to reduced nutrition program revenue from Managed Care Organization (MCO) meals of $22,300, and client donations primarily due to nutrition services of $14,100.

Net personnel costs increase about $29,700 to $1,278,300 primarily for the cost-to-continue for existing 18.45 FTE and the reallocation of 0.40 FTE Senior ADRC Specialist staff from Fund 201 ADRC Contract Program to Fund 150 ADRC Community Services Program to assist with increasing Older Americans Act grant and Alzheimer's grant programming needs.

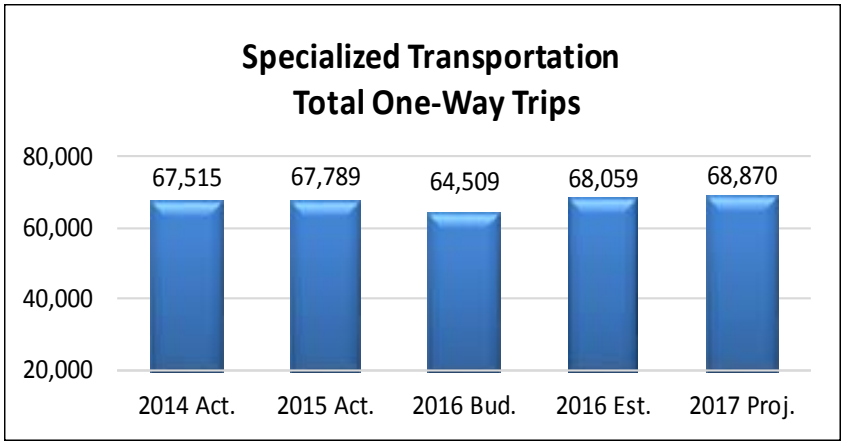
Operating expenditures are budgeted to increase about $93,000 to $2,600,400 primarily due to anticipated increase in nutrition program food costs of $47,600 to $898,900 to serve a combined nutrition program total of 171,120, meals, an increase of about 11,600 meals from previous year's budget. Community based bath and respite care services are anticipated to increase $39,200 and $10,600 to $148,200 and $82,600, respectively. Alzheimer's grant related services are anticipated to increase $27,400. Transportation services increase about $16,700 to $913,900 due to a Rideline contract vendor rate increase. These increases are partially offset by reductions in contracted staff costs, $24,000 and adult day care service, $18,300.

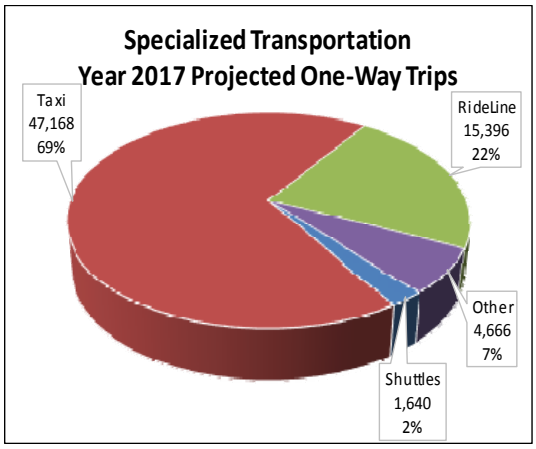
Interdepartmental charges increase by about $32,700 to $132,400 due to reallocation of insurance and copier replacement costs in the amount of $15,000 from the ADRC Contract Fund and about $9,800 from APS program to standardize the budgeting of these costs within the ADRC Division which conforms to HHS methodology. In addition, worker's compensation and telephone usage costs increase about $5,800 and $3,600, respectively.

ADRC – Community Services (cont.)

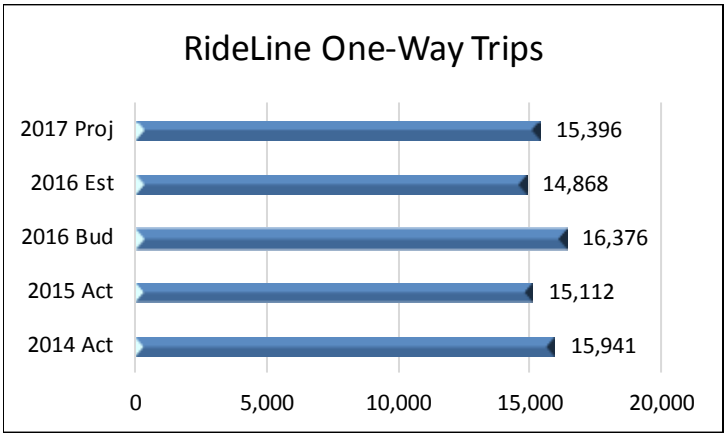
Program Activities

Specialized Transportation Net Average Cost Per One-Way Trip					
Type of Services	**2014 Act.**	**2015 Act**	**2016 Bud.**	**2016 Est.**	**2017 Bud.**
Shared-Fare Taxi	$5.70	$5.94	$6.02	$5.95	$6.05
RideLine	$33.84	$34.24	$36.64	$36.05	$37.78



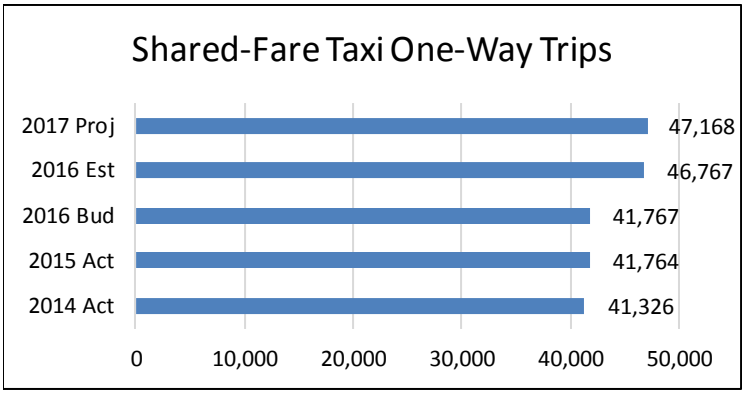


Overall, the 2017 Specialized Transportation Program budget includes an increase of 4,361 one-way trips from the 2016 budget, and a 1.2% increase of 811 one-way trips from the 2016 estimate, for a total of 68,870.



The number of one-way RideLine trips is expected to decrease from the 2016 budget level, by 980 rides.

ADRC – Community Services (cont.)



Shared-fare taxi service is expected to increase by 5,401 one-way trips from the 2016 budget level, and increase by 401 one-way trips or less than 1.0% from the 2016 estimate.

Clients Receiving Community Services				
2015 Act.	**2016 Bud.**	**2016 Est.**	**2017 Budget**	**Change from 2016 Budget**
1,516	1,350	1,350	1,350	0

Volunteer Activities	2015 Act	2016 Bud.	2016 Est.	2017 Bud.	Change from 2016 Budget
Number of Volunteers	699	800	710	725	(75)
Valuation	$838,830	$759,669	$836,380	$848,160	$88,491
Number of Hours	35,604	32,244	35,500	36,000	3,756

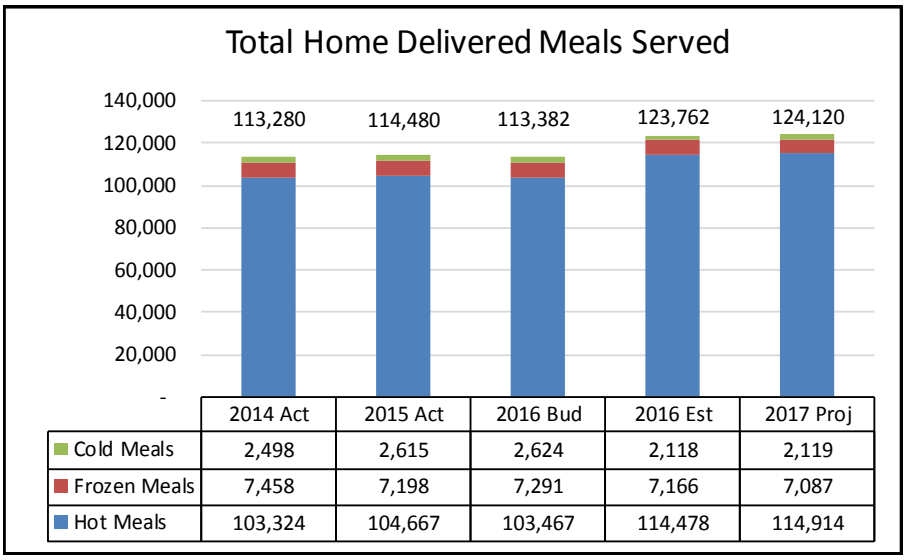
The hourly valuation for all Waukesha County volunteers was established at $23.56 per hour as determined by The Independent Sector.

Home Delivered Meal (HDM) Participant Responses to Survey Questions				
	2015 Act.	**2016 Bud.**	**2016 Act.**	**2017 Bud.**
HDMs help to live independently in home (182 responses)	85.7%	85.0%	85.4%	85.0%
Feel HDMs have improved quality of life (182 responses)	93.3%	90.0%	87.9%	90.0%
Half or more daily food intake provided by meal (182 responses)	67.3%	65.0%	64.6%	65.0%

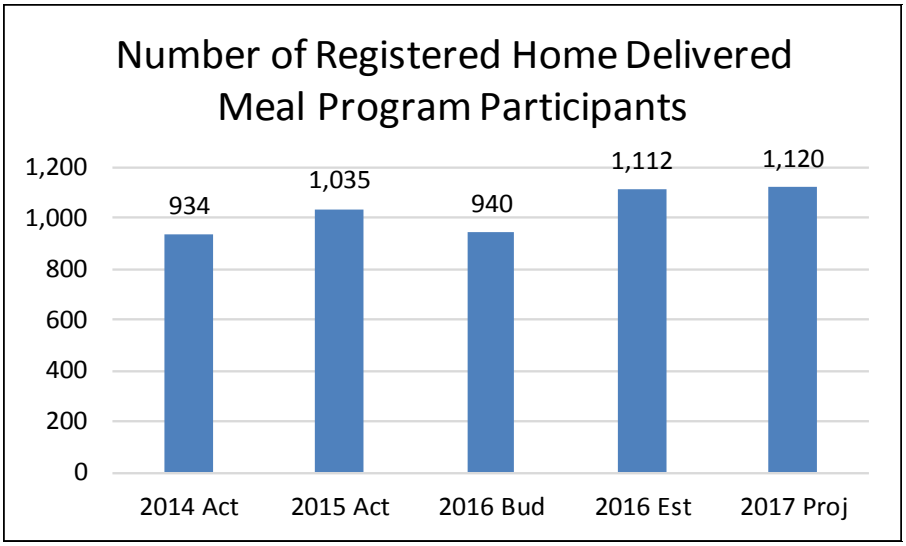
ADRC – Community Services (cont.)

Home Delivered Meal Cost Summary					
	2014 Act.	**2015 Act.**	**2016 Bud.**	**2016 Est.**	**2017 Bud.**
Gross Cost Per Meal	$7.95	$8.18	$8.30	$7.80	$7.96
Average Client Donation Per Meal	$2.05	$1.87	$1.98	$1.69	$1.69
Net Cost Per Meal	$5.90	$6.31	$6.32	$6.11	$6.27

Cost per meal summary for Senior Dining and Home Delivered meals are not comparable due to program offerings.



Projected number of home delivered meals for 2017 anticipates an increase of 10,738 meals from the 2016 budgeted number of meals to be served. This projected increase in number of meals is based on actual experience for the first half of 2016.



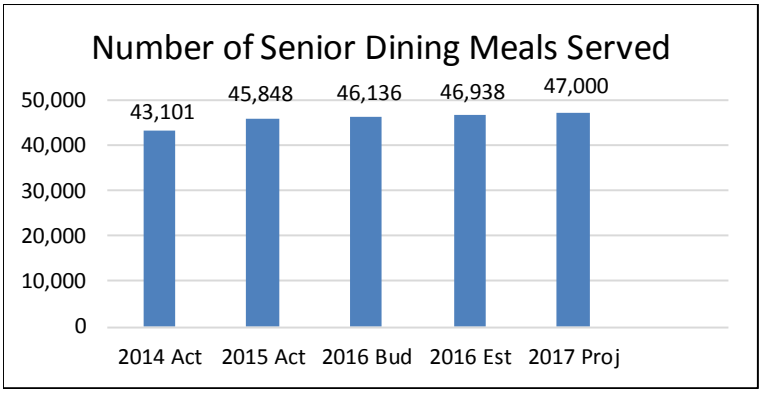
Based on actual experience in 2015 and during the first half of 2016, the number of projected home delivered meal recipients in 2017 is expected to be at 1,120. This is an increase of 180 from the 2016 budgeted level.

ADRC – Community Services (cont.)

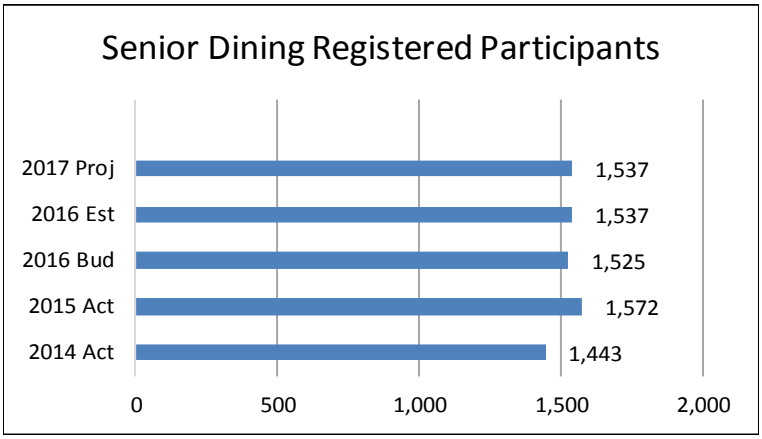
Senior Dining Center Meal Cost Summary					
	2014 Act.	2015 Act.	2016 Bud.	2016 Est.	2017 Bud.
Gross Cost Per Meal	$10.38	$11.02	$11.05	$11.43	$11.04
Average Donation Per Meal	$2.08	$2.01	$2.00	$1.86	$1.86
Net Cost Per Meal	$8.30	$9.01	$9.05	$9.57	$9.18

Cost per meal summary for Home Delivered meals and Senior Dining are not comparable due to required program offerings including nutrition education and activities.

Percent of Senior Dining Participants Responding to Survey				
	2015 Act.	2016 Bud.	2016 Act.	2017 Bud.
Half or more daily food intake provided by meal (195 responses)	64.1%	60.0%	65.7%	60.0%
Improved quality of life (194 responses)	86.8%	85.0%	88.7%	85.0%



The 2017 Senior Dining Program is expected to increase by 864 meals from 2016 budget, and increase 62 meals from 2016 estimate.



Based on actual experience during 2015 and during the first half of 2016, the number of Senior Dining participants is projected at 1,537 in 2017. This is a 12 participant increase from the 2016 budgeted number of participants.

Aging & Disability Resource Center Contract Fund

Program Description

The Aging and Disability Resource Center (ADRC) Contract Fund is a Special Revenue Fund providing the public with information related to aging or living with a disability. Programs provide specialized counseling, support, and options to older adults and adults with disabilities in areas related to elder and disability rights, income maintenance, housing, surrogate decision making, consumer/financial issues, legal and benefit problems, and health care financing. Core services include: information, referral, assistance, long-term care financial and functional eligibility, long-term care options, short-term case management, elderly and disability benefits counseling, prevention, early intervention, health promotion, outreach/marketing, advocacy, and emergency referrals for older adults, individuals with disabilities age 18 and above, and their families. The ADRC honors choice, supports dignity, and maximizes independence.

Strategic Outcome: A county that assists at-risk citizens

Objective 5.3: Train Businesses on Strategies to Improve Customer Service for Individuals with Dementia
To address the need for services for individuals and families impacted by dementia, the ADRC will launch a "Dementia Friendly Community" initiative to train businesses and their employees on strategies to improve customer experience for individuals with dementia.

Objective Owner: Aging and Disability Resource Center

Initiative/Action:
1. Engage community partners to assist with initiative expansion throughout Waukesha County.
2. Disseminate business toolkit based on dementia awareness business training.
3. Identify and connect with businesses to participate in program.
4. Train business owners and employees on becoming dementia aware.
5. Market to the community "Dementia Friendly Businesses" through universal emblem, ADRC newsletter, traditional media and other mediums to be identified.
6. Develop plan to collaborate with Public Health on this initiative.
7. The ADRC will follow up six months' post training to determine if the business continues to support dementia awareness.

Performance Measure:

Measure	2015 Actual	2016 Estimate	2017 Goal
Businesses trained	5	10	20
Percentage of employees indicating increased dementia awareness post training	New Measure	90%	90%

Aging & Disability Resource Center Contract Fund (cont.)

Financial Summary	2015 Actual	2016 Adopted Budget	2016 Estimate	2017 Budget	Change From 2016 Adopted Budget $	%
Revenues						
General Government	$2,816,180	$3,166,363	$3,045,263	$3,176,445	$10,082	0.3%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$0	$0	$0	$0	$0	N/A
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue	$0	$0	$0	$0	$0	N/A
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy (Credit)	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$2,816,180**	**$3,166,363**	**$3,045,263**	**$3,176,445**	**$10,082**	**0.3%**
Expenditures						
Personnel Costs	$1,703,348	$1,849,899	$1,787,175	$1,742,796	($107,103)	-5.8%
Operating Expenses	$724,839	$924,049	$860,975	$1,050,587	$126,538	13.7%
Interdept. Charges	$387,993	$392,415	$397,113	$383,062	($9,353)	-2.4%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$2,816,180**	**$3,166,363**	**$3,045,263**	**$3,176,445**	**$10,082**	**0.3%**
Rev. Over (Under) Exp.	$0	$0	$0	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	25.06	22.40	22.40	22.00	(0.40)	
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	25.06	22.40	22.40	22.00	(0.40)	

Program Highlights

General government revenue for the Aging and Disability Resource Center (ADRC) Contract fund is budgeted to increase about $10,100 to $3,176,400 due to program related costs-to-continue.

Net personnel costs are budgeted to decrease approximately $107,100 to $1,742,800 for 22.0 FTE. This decrease is primarily due to staff retirements, allowing for positions to be filled at a lower wage level, and the reallocation of 0.40 FTE Senior ADRC Specialist positions to Fund 150 Community Services Program to assist with growing Older Americans Act grant and Alzheimer's grant programming needs.

Operating expenditures increase about $126,500 to $1,050,600 mainly due to an $89,300 increase in contract services related to rate increases; as well as increases for program promotion related materials of $15,000; printing costs of $9,700; newspaper related program advertising of $4,200; office supplies of $3,000; telecommunication equipment of $1,700; and copy machine service of $1,400

Interdepartmental charges decrease by about $9,400 to $383,100 primarily due to reallocation of insurance and copier replacement costs in the amount of about $15,000 to Fund 150 ADRC Administration program to standardize the budgeting of these costs within the ADRC Division, which conforms to HHS methodology. Utilization of HHS indirect cost plan will allow for inclusion of these costs. This cost reduction is partially offset by increases in postage of $5,400; and End User Technology Fund of $2,500.

Aging & Disability Resource Center Contract Fund (cont.)

Program Activity

The ADRC provides customers a variety of services to help them make appropriate choices to meet their long-term care needs. Activities include information and referral, long-term care options counseling, conducting financial and functional eligibility screens, and elder and disability benefit counseling contacts.

	2015 Act	2016 Bud.	2016 Est.	2017 Bud.
Information & Assistance Contacts	21,569	20,000	31,550	31,000
Long-Term Care Options Counseling Contacts	5,423	8,000	4,000	4,000
Functional Screen Contacts	654	660	1,720	1,600
Elder Benefits Counseling Cases (a) (c) (d)	654	NA	650	650
Disability Benefits Counseling Cases (b) (c)	469	500	580	575

(a) For ages 60 and over. Includes client cases only, New Measure.
(b) For ages 18 to 59. Includes client and third party contacts.
(c) The Elder Benefit Specialist helped County residents to receive $2,393,841 in benefits and the Disability Benefit Specialist helped County residents receive $1,241,587 in benefits.
(d) 2016 budget tracks “contacts,” therefore no statistics available.

Outreach and Marketing Activities					
	2015 Act	2016 Bud.	2016 Est.	2017 Bud.	Change from 2016 Budget
Annual Newsletter Distribution	2,400	24,000	27,000	30,000	6,000
ADRC Resource Guide	12,000	10,000	12,500	12,500	2,500
Presentation/Display Audience	4,800	2,500	4,000	4,000	1,500

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Parks, Environment, Education, & Land Use

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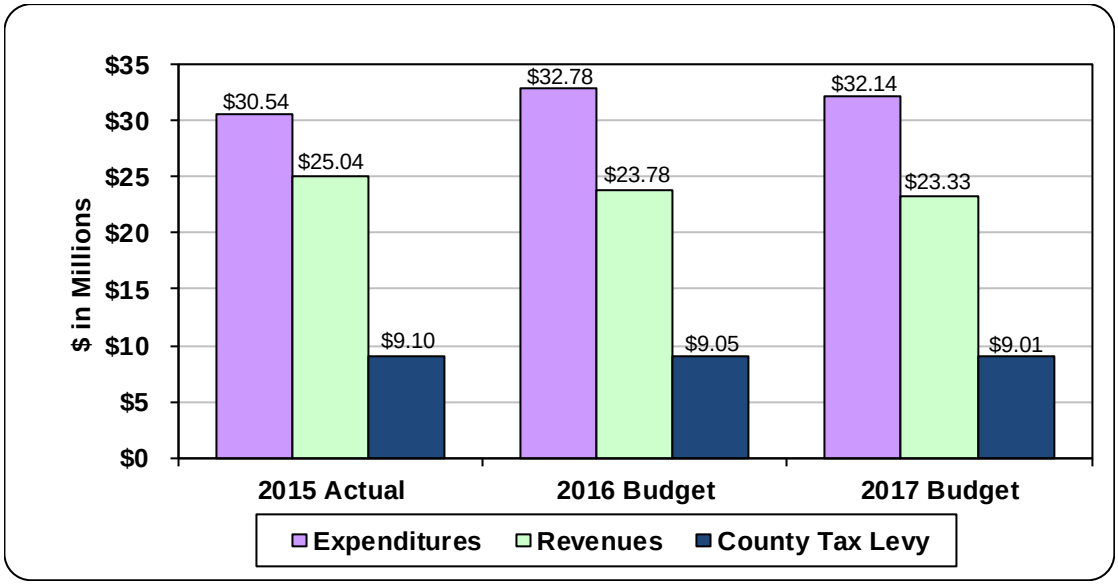
PARKS, ENVIRONMENT, EDUCATION AND LAND USE

Functional Area Budget Highlights

The Parks, Environment, Education and Land Use functional area provides informational, cultural, and recreational services to County residents and provides for the preservation of natural resources, as well. Agency budgets consist of a combination of General Fund, Special Revenue, and Enterprise fund types. The **Register of Deeds** Office, which operates under the state statutory responsibility of an elected official, handles legal documents pertaining to Real Estate and Vital Statistics. The **University of Wisconsin-Extension Office** offers educational programs in a variety of areas including agriculture, horticulture, family living, economic and youth development. The **Federated Library System**, which levies a special County Library Tax assessed to non-library communities for their use of member libraries, and is partially supported through state and federal grants, coordinates activities for 16 Waukesha County member libraries, as well as 8 Jefferson County libraries, which began 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 2017 Expenditure Budget for this functional area totals approximately $32,139,300, after excluding proprietary fund capitalized fixed asset item purchases, a decrease of nearly $636,300 or 1.9% from the 2016 Adopted Budget. Revenues in the 2017 Budget total about $23,330,200, after including $2,081,700 of various Fund Balance appropriations, which is a decrease of $446,800 or 1.9% from the 2016 base budget of $23,776,900. The Tax Levy necessary to fund this functional area totals $9,007,200, a decrease of $46,400 or 0.5% from the 2016 Budget. This functional area uses about 9% of the total County tax levy.

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

Functional Area Summary by Agency

	2015 Actual	2016 Adopted Budget	2016 Estimate	2017 Budget	Change from 2016 Adopted Budget $	%
*** TOTAL PARKS, ENVIRONMENT, EDUCATION AND LAND USE***						
Revenues (a)	$25,036,877	$23,776,910	$23,228,391	$23,330,158	($446,752)	-1.9%
County Tax Levy	$9,103,832	$9,053,591	$9,053,591	$9,007,224	($46,367)	-0.5%
Expenditure	$30,543,436	$32,775,589	$31,649,797	$32,139,331	($636,258)	-1.9%
Rev. Over (Under) Exp. (d)	$2,864,784	$61,080	$514,584	$21,100	($39,980)	-65.5%
Oper Income/(Loss) (b)	$732,489	($6,168)	$117,601	$176,951	$183,119	N/A
BREAKDOWN BY AGENCY						
REGISTER OF DEEDS						
Revenues	$3,415,296	$3,327,110	$3,263,986	$3,311,033	($16,077)	-0.5%
County Tax Levy (c)	($1,956,301)	($1,989,301)	($1,989,301)	($1,989,301)	$0	N/A
Expenditure	$1,275,002	$1,337,809	$1,274,685	$1,321,732	($16,077)	-1.2%
Rev. Over (Under) Exp.(c)	$183,993	$0	$0	$0	$0	N/A
UW EXTENSION						
Revenues (a)	$258,196	$230,166	$297,136	$165,710	($64,456)	-28.0%
County Tax Levy	$349,763	$349,763	$349,763	$344,763	($5,000)	-1.4%
Expenditure	$566,906	$579,929	$626,817	$510,473	($69,456)	-12.0%
Rev. Over (Under) Exp.	$41,053	$0	$20,082	$0	$0	N/A
LIBRARY						
Revenues (a)	$1,889,314	$2,066,401	$2,089,592	$2,121,460	$55,059	2.7%
County Tax Levy	$3,424,360	$3,464,119	$3,464,119	$3,517,752	$53,633	1.5%
Expenditure	$5,097,073	$5,469,440	$5,380,220	$5,618,112	$148,672	2.7%
Rev. Over (Under) Exp. (d)	$216,601	$61,080	$173,491	$21,100	($39,980)	-65.5%
PARKS AND LAND USE						
Revenues (a)	$19,474,071	$18,153,233	$17,577,677	$17,731,955	($421,278)	-2.3%
County Tax Levy	$7,286,010	$7,229,010	$7,229,010	$7,134,010	($95,000)	-1.3%
Expenditure	$23,604,455	$25,388,411	$24,368,075	$24,689,014	($699,397)	-2.8%
Rev. Over (Under) Exp.	$2,423,137	$0	$321,011	$0	$0	N/A
Oper Income/(Loss) (b)	$732,489	($6,168)	$117,601	$176,951	$183,119	N/A

(a) The 2017 Budget includes various Fund Balance appropriations totaling $2,081,700, which include: $250,000 in Register of Deeds from the General Fund; $2,500 from UW Extension; $129,200 in the State Aids, Federal & Misc. Fund; $70,000 from the Park & Land Use General Fund; $400,000 from the Walter J. Tarmann Fund; and $1,230,000 from the Materials Recycling Fund. The 2016 Budget includes various Fund Balance appropriations totaling $2,601,200, which include: $275,000 in Register of Deeds from the General Fund; $13,000 from UW Extension; $100,000 in the State Aids, Federal & Misc. Fund; $70,000 from the Park & Land Use General Fund; $800,000 from the Walter J. Tarmann Fund; and $1,342,500 from the Materials Recycling Fund.

(b) Operating income amounts generated from Enterprise Fund operations are retained earnings within Enterprise Fund Balance and do no result in a reduction of Tax Levy funding for other operations.

(c) Revenues in excess of expenditures is used to reduce tax levy funding for other general government operations.

(d) Revenues in excess of expenditures consist mainly of member library payments for CAFÉ system and software/equipment replacement fund.

- **Register of Deeds** (ROD) budget includes a Tax Levy Credit from revenues which exceed expenditures. This levy credit remains at the 2016 budgeted level of $1.99 million and is used to offset Tax Levy funding required for other County general fund operations. Expenditures decrease $16,100 largely due to Personnel costs budgeted to decrease $25,300 related to the unfunding of 1.00 FTE Administrative Specialist as a result of departmental efficiencies and the cross-training of staff to handle multiple program areas.

- **Parks and Land Use General Fund** General Government revenues decrease $100,500 to $400,000, due to $164,500 in one time grant funded projects completed in 2016. This is partially offset by $61,000 in grant funding related to the Aquatic Invasive Species (AIS) grant program partnership with Washington County. The AIS program, which began in March 2016, is a partnership with Washington County to collaborate with resources and contracted staff to coordinate efforts and develop strategic plans aimed at controlling the spread of invasive species in county lakes and streams. Other non-levy revenues in the Parks department increase $123,800. This is largely related to increases of $55,100 to $2.15 million in various Parks fee revenues, including annual stickers and reservation fees. The budget also includes increases of $40,000 in Septic System Permits as the result of an increase in real estate market activity and development in areas that have private sewer systems, as well as a $13,000 increase in restaurant and retail food licenses. In addition, the budget includes $15,000 in local community cost share revenues related to the AIS program mentioned previously.

- The **Parks and Land Use General Fund** 3 Year Maintenance and Projects Plan is fully funded in the 2017 budget. The plan decreased $164,500 from the 2016 budget due to the planned completion of several one-time, grant funded projects. The 2017 budget includes funding of $60,000 for fire hydrant replacement at the Expo Center, $40,000 to replace the roof at Naga-Waukee barn, $30,000 to fund a water study at Menomonee Park, nearly $21,000 for pavement/parking lot projects at various facilities and several smaller projects.

- **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. Revolving Loan and Program Income funding for CDBG programming is budgeted to decrease $105,000 due to fewer loans issued while the program transitioned between loan service providers. In addition, revenues from the Department of Housing and Urban Development (HUD) are budgeted to decrease from 2016 budgeted levels for the Community Development Block Grant (CDBG) program by about $12,300 to $1,317,900. Revenue decreases are partially offset by a budgeted increase in HUD funding for the HOME program by $70,100 to $1,060,900.

- **Parks and Land Use Land Information Systems (LIS) Fund** revenues increase $55,500 to $825,600, largely due to a new State Strategic Initiative grant program of $50,000 over the next three years, to assist the state in developing targeted data sets and generating an open data portal for land records information.

- **Parks and Land Use Tarmann Land Acquisition Fund** expense and revenue budgets have been reduced by 50% to $500,000. Expenditures for all costs related to land purchases are estimated to be less than $350,000 for 2016. In the three prior years, annual costs ranged from $210,000 to $385,000. In 2016, the County Board passed an ordinance setting a $4 million cap on Tarmann fund balance levels, and initiated a planned reduction in fund balance by allowing a portion of it to be used for Parks capital projects in part to reduce borrowing below 2016-2020 adopted five year plan levels.

- **Parks and Land Use - Golf Course Fund** estimates a cash flow of about $189,200 (revenues – expenditures: excluding depreciation expense). Revenues increase $17,000 or 0.5% mainly as a result of fee increases to more closely reflect market conditions as well as the incorporation of $10,000 of foot golf revenue at Moor Downs Golf Course based on current year estimates. Budgeted projects of $34,000, include: $8,000 for driving range expansion and $10,000 for HVAC replacement at Naga-Waukee Golf Course; and $10,000 for exterior wood replacement and $6,000 to replace an Irrigation pump at Moor Downs Golf Course. The Wanaki Golf Course Bridge Replacement project, is budgeted to be completed in 2017.

- **Parks and Land Use - Ice Arena Fund** estimates a cash flow of about $16,300. Budgeted projects of $34,000 include: $28,000 for various internal and external door and building sign replacements at Eble Ice Arena, and $6,000 to fund a water softener at Naga-Waukee Ice Arena.

Parks and Land Use – Material Recovery Facility (MRF) Fund budget begins to stabilize after transitional periods in 2015 and 2016 at the joint-facility located in the City of Milwaukee's Menomonee Valley. Expenditures are budgeted to decrease $226K to $4.3 million, largely due to a decrease of $133,500 in charges paid to the county's contracted processor of recyclable materials. The number of tons is projected to reach over 60,000, thus lowering the processing fee per the sliding scale established in the MRF operations contract. In addition, community dividend payments are budgeted to decrease approximately $93K to $1.75 million, mainly due to a reduction in the recycling container credit of $71,000, as a result of several communities waiving the option to buy new recycling bins, and instead opting to utilize existing bins within their communities.

- The **Federated Library System State Aids Fund** budget enters the 2nd year of a two-county library system partnership with Jefferson County in 2017. State Library Aid Fund Balance increases by $29,200 to $129,200 to fund three projects, including: $70,200 in funding for the *Overdrive* Advantage program, which purchases extra copies of digital content in the Wisconsin Digital Library for residents of Waukesha and Jefferson Counties; $40,000 to fund a pilot project to offer local, expanded Information Technology support to member libraries; and $19,000 to partially fund library technology pilot projects, geared towards improved service delivery in member libraries.

- The **Federated Library System County Library Tax Levy** (applies to Waukesha County non-library residents only) increases by about $53,600 or 1.5% to $3,517,752 in 2017. The increase in library tax levy is primarily due to an increase of $55,200 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.

- **University of Wisconsin – Extension** budgeted revenues (excluding tax levy) decrease by about $64,500. This is largely as a result of decreases in grant revenues of $61,800 due to, the Sober Truth on Preventing Underage Drinking (STOP Act) grant and the Farm Food Safety grant ending in 2016 These reductions are partially offset by increases in programming fee revenues and the unfunding of 0.30 FTE in Administrative Specialist position expenses.

BUDGETED POSITIONS 2015-2017
SUMMARY BY AGENCY AND FUND

PARKS, ENVIRONMENT, EDUCATION AND LAND USE

Agency	Fund	2015 Year End	2016 Adopted Budget	2016 Modified Budget	2017 Budget	16-17 Change
REGISTER OF DEEDS	General	18.60	17.60	17.60	16.60	(1.00)
UW-EXTENSION*	General	3.00	3.00	3.00	2.70	(0.30)
FED. LIBRARY	State Aids Fund	5.25	5.75	5.75	5.75	0.00
	CAFÉ Shared Automation Fund	0.75	0.75	0.75	0.75	0.00
	Subtotal Federated Library	6.00	6.50	6.50	6.50	0.00
PARKS & LAND USE	General	78.89	78.14	78.14	78.14	0.00
	Community Development	2.85	2.85	2.85	2.85	0.00
	Golf Courses	8.80	7.05	7.05	7.05	0.00
	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	103.60	101.10	101.10	101.10	0.00
TOTAL REGULAR POSITIONS		131.20	128.20	128.20	126.90	(1.30)
TOTAL EXTRA HELP		70.50	71.86	71.86	72.89	1.03
TOTAL OVERTIME		2.33	2.27	2.27	2.31	0.04
TOTAL BUDGETED POSITIONS		204.04	202.33	202.33	202.10	(0.23)

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

2017 BUDGET ACTIONS:

Register of Deeds
Unfund: 1.00 FTE Administrative Specialist
Increase: 0.02 FTE Overtime

UW-Extension
Unfund: 0.50 FTE Administrative Specialist
Increase:0.20 FTE Administrative Specialist

Federated Library
Reduce: 0.10 FTE Extra Help
Reduce: 0.01 FTE Overtime

Parks - General
Reduce: 0.46 FTE Extra Help
Increase: 0.07 FTE Overtime

Parks - CDBG
Reduce: 0.02 FTE Overtime

Parks - Golf
Increase: 1.59 FTE Extra Help
Reduce: 0.01 FTE Overtime

Parks - Ice
Reduce: 0.01 FTE Extra Help

2016 CURRENT YEAR ACTIONS
None

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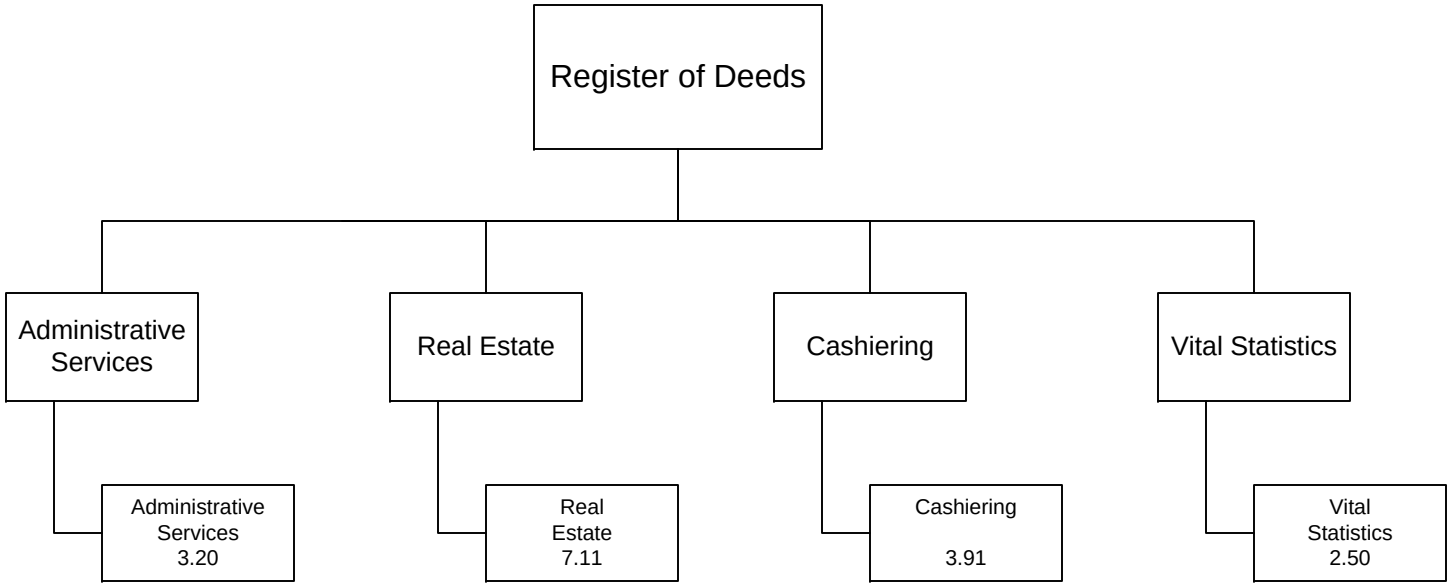
Register of Deeds

REGISTER OF DEEDS OFFICE

FUNCTION / PROGRAM CHART



16.72 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.

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Register of Deeds

Statement of Purpose

The purpose of the Register of Deeds office is to provide to the citizens of Waukesha County a depository for safekeeping and public inspection of all legal documents pertaining to Real Estate and Vital Statistics.

Financial Summary	2015 Actual	2016 Adopted Budget	2016 Estimate	2017 Budget	Change From 2016 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$3,115,282	$3,052,110	$2,988,986	$3,061,033	$8,923	0.3%
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue	$14	$0	$0	$0	$0	N/A
Appr. Fund Balance (b)	$300,000	$275,000	$275,000	$250,000	($25,000)	-9.1%
County Tax Levy (Credit) (a)	**($1,956,301)**	**($1,989,301)**	**($1,989,301)**	**($1,989,301)**	**$0**	**N/A**
Total Revenue Sources	**$1,458,995**	**$1,337,809**	**$1,274,685**	**$1,321,732**	**($16,077)**	**-1.2%**
Expenditures						
Personnel Costs	$998,852	$1,055,994	$997,367	$1,029,662	($26,332)	-2.5%
Operating Expenses	$69,036	$75,015	$72,323	$75,517	$502	0.7%
Interdept. Charges	$207,114	$206,800	$204,995	$216,553	$9,753	4.7%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$1,275,002**	**$1,337,809**	**$1,274,685**	**$1,321,732**	**($16,077)**	**-1.2%**
Rev. Over (Under) Exp.	$183,993	$0	$0	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	18.60	17.60	17.60	16.60	(1.00)	
Extra Help	0.00	0.00	0.00	0.00	0.00	
Overtime	0.09	0.10	0.10	0.12	0.02	
Total FTEs	18.69	17.70	17.70	16.72	(0.98)	

(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 costs related to their work on the project. In 2017, as part of a planned phase down, $250,000 of general Fund Balance is budgeted.

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
201117	ROD Electronic Record Redaction (a)	2017	$1,350,000	97%	$0	A

Refer to Capital Project section of the budget book for additional detail.

(a) 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 2017. 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 August of 2016. The ROD office will continue to use auto redaction software to examine and redact Social Security Numbers in newly recorded documents.

Major Departmental Strategic Outcomes and Objectives for 2017

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:	2015 Actual	2016 Target	2016 Estimate	2017 Target
# of days when a document is marked permanent after the benchmark of 6 business days	77	10	0	5
# of times when a document is mailed out after the benchmark of 30 calendar days	0	5	0	2

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:	2015 Actual	2016 Target	2016 Estimate	2017 Target
Total transactions via Internet	2,265	3,500	2,530	2,750
Walk-in help requests	4,512	3,750	3,500	3,200
Phone-in help requests	4,895	4,000	3,900	3,500

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:	2015 Actual	2016 Target	2016 Estimate	2017 Target
% Positive responses to survey	98%	99%	98%	99%

*There is a gap in data collection in 2016 as we rework the customer feedback form.

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.

	2015 Actual	2016 Budget	2016 Estimate	2017 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	$1,749,344	$1,479,533	$1,527,986	$1,502,033	$22,500
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$14	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit) (a)	**($1,073,411)**	**($1,146,490)**	**($1,146,490)**	**($1,155,251)**	**($8,761)**
Total Revenues	**$675,947**	**$333,043**	**$381,496**	**$346,782**	**$13,739**
Personnel Costs	$287,699	$295,949	$295,516	$309,536	$13,587
Operating Expenses	$18,201	$18,420	$16,935	$18,410	($10)
Interdept. Charges	$21,384	$18,674	$18,564	$18,836	$162
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$327,284**	**$333,043**	**$331,015**	**$346,782**	**$13,739**
Rev. Over (Under) Exp.	$348,663	$0	$50,481	$0	$0

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

Program Highlights

Charges for Services revenue is budgeted to increase by $22,500 to $1,502,033, mainly due to increases of $20,000 in Real Estate transfer fees and $3,000 in 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 about $13,600 reflecting the cost to continue for 3.20 FTEs and a change in employee health care plan election. Operating expenditures decrease slightly, reflecting increases in data processing supplies and office equipment totaling $800, offset by decreases in IT and office equipment repair, staff development and Outside printing. Interdepartmental charges are budgeted to increase by less than $200, due primarily to an increase in EUTF maintenance charges, offset by a decrease in variable telephone costs.

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.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**8.09**	**8.09**	**8.09**	**7.11**	**(0.98)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$1,157,237	$1,362,577	$1,254,000	$1,349,000	($13,577)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance (b)	$300,000	$275,000	$275,000	$250,000	($25,000)
County Tax Levy (Credit)(a)	**($1,174,887)**	**($1,083,932)**	**($1,083,932)**	**($1,066,387)**	**$17,545**
Total Revenues	**$282,350**	**$553,645**	**$445,068**	**$532,613**	**($21,032)**
Personnel Costs	$317,847	$371,536	$336,772	$339,951	($31,585)
Operating Expenses	$45,263	$47,050	$46,748	$48,397	$1,347
Interdept. Charges	$135,741	$135,059	$133,559	$144,265	$9,206
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$498,851**	**$553,645**	**$517,079**	**$532,613**	**($21,032)**
Rev. Over (Under) Exp.	($216,501)	$0	($72,011)	$0	$0

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

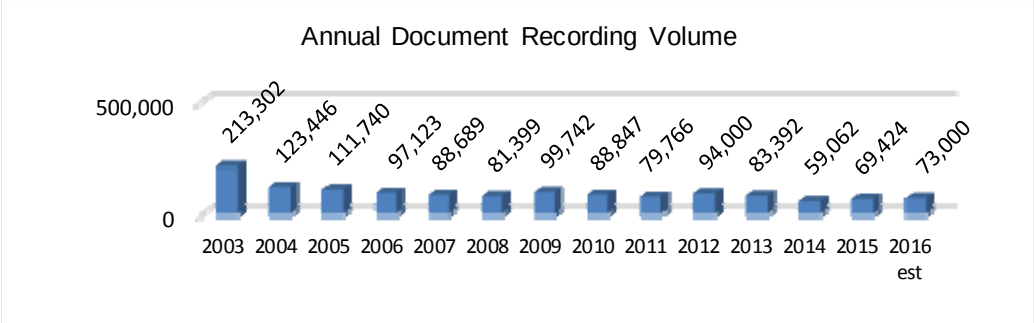
(b) Fund balance was added in the 2015 budget to offset the loss of redaction fee revenue.

Program Highlights

Charges for services decrease by nearly $13,600 to $1,349,000, reflecting a budgeted decrease of $24,000 in document recordings based on 2015 and 2016 estimated document recordings. Revenues further decrease by $25,000 due to removal of $25,000 of fund balance meant to offset the loss of redaction fee revenue discontinued in 2015. This budgeted decrease is partially offset by an increase in copy and duplicating fees of $10,400 as users migrate to the Public Access module to obtain requested land records online.

State and County Recording Fees	2014	2015	2016
State of Wisconsin	$2	$7	$7
County Land Info. Syst. Office	$8	$8	$8
ROD Retains	**$20**	**$15**	**$15**
Redaction Fee	$0	$0	$0
Total Fees	$30	$30	$30

Personnel costs are budgeted to decrease by about $31,600, mainly reflecting the unfunding of 1.00 FTE Administrative Specialist position. Operating expenditures are budgeted to increase by $1,300 mainly due to an increase in software license fees. Interdepartmental charges are budgeted to increase by $9,200 mainly due to budgeted increases of $7,500 in microfilming and imaging charges, $1,300 in computer maintenance charges, and a $500 increase in postage for mailing return documents.



Cashiering

County-Wide Key Strategic Outcome: An economically vibrant county

Program Description

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

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**4.90**	**3.91**	**3.91**	**3.91**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$323,981**	**$270,191**	**$270,191**	**$270,959**	**$768**
Total Revenues	**$323,981**	**$270,191**	**$270,191**	**$270,959**	**$768**
Personnel Costs	$251,700	$229,955	$217,905	$230,567	$612
Operating Expenses	$1,925	$2,660	$2,250	$2,310	($350)
Interdept. Charges	$36,231	$37,576	$37,576	$38,082	$506
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$289,856**	**$270,191**	**$257,731**	**$270,959**	**$768**
Rev. Over (Under) Exp.	$34,125	$0	$12,460	$0	$0

Program Highlights

Personnel costs are budgeted to increase by about $600 to $230,567, reflecting the costs to continue for 3.91 FTE. Operating expenditures decrease slightly $350 to $2,310. Interdepartmental charges increase slightly by about $500, primarily due to an increase in computer maintenance charges of $725.

Activity	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Subdivision Plats, Certified Survey Maps, Condo Plats Examined and Cashiered	179	160	175	175	15

Vital Statistics

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

Program Description

Vital statistics is responsible for the accurate recording and filing of marriage and death certificates; and issuing certified copies of Birth, Marriage and Death certificates. This program also examines all original birth, marriage, and death certificates before processing them to the state. The vital statistics program provides both phone and walk-in reception services for the entire office.

	2015 Actual	2016 Budget	2016 Estimate	2017 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	$208,701	$210,000	$207,000	$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)	**($31,984)**	**($29,070)**	**($29,070)**	**($38,622)**	**($9,552)**
Total Revenues	**$176,717**	**$180,930**	**$177,930**	**$171,378**	**($9,552)**
Personnel Costs	$141,606	$158,554	$147,174	$149,608	($8,946)
Operating Expenses	$3,647	$6,885	$6,390	$6,400	($485)
Interdept. Charges	$13,758	$15,491	$15,296	$15,370	($121)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$159,011**	**$180,930**	**$168,860**	**$171,378**	**($9,552)**
Rev. Over (Under) Exp.	$17,706	$0	$9,070	$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 2015 actual and 2016 estimated revenues. Personnel costs decrease by $8,900, due to staff turnover in 4th quarter of 2015, and related changes in employee health care plan elections, partially offset by costs to continue for 2.50 FTE. Operating expenses decrease by about $500, due primarily to a decrease in outside printing. Interdepartmental charges decrease slightly, due to removal of remaining imaging charges, as Marriage records are now imaged within the department due to changes in the state vital records system.

Activity	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Number of Certified Copies Issued					
Birth	9,072	8,500	9,702	8,500	0
Death	39,833	39,000	39,500	39,000	0
Marriage*	7,726	6,000	5,600	6,000	0
Domestic Partnership	6	6	6	6	0

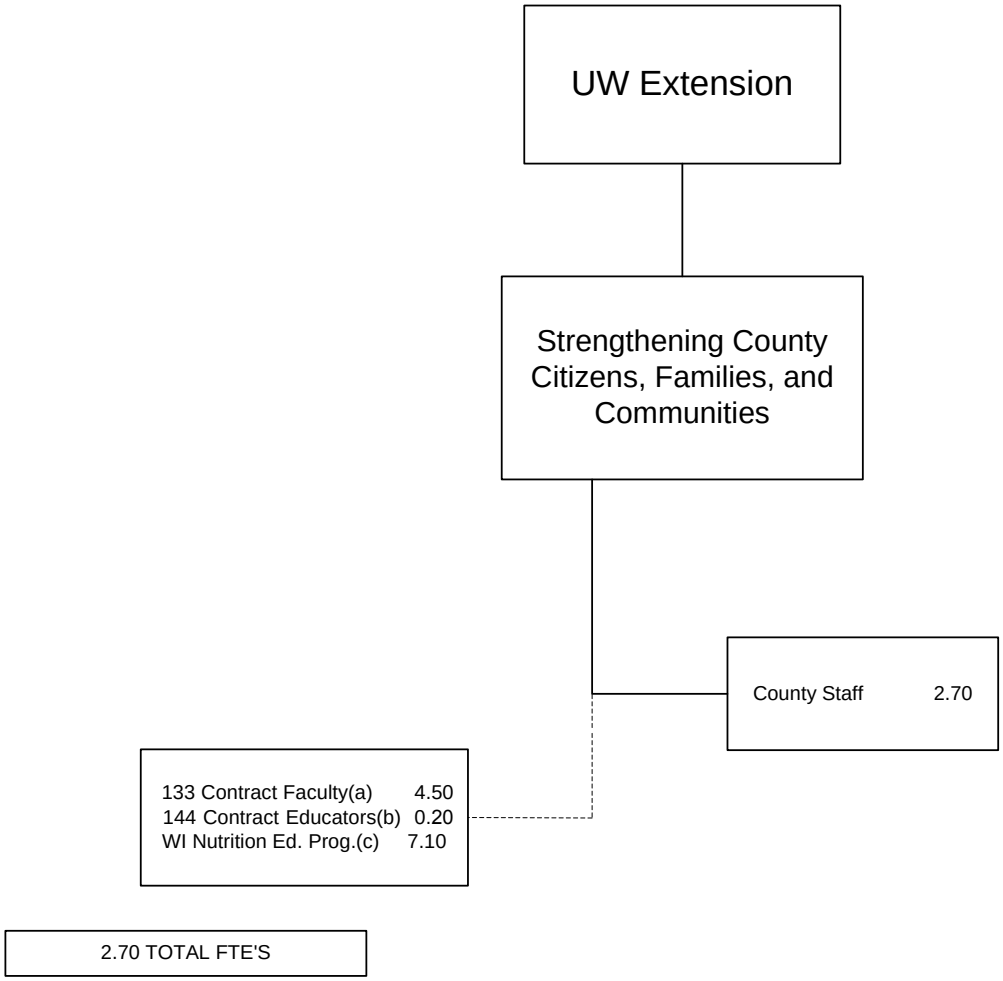
* Marriage certificates were incorporated into the state SVRIS (State Vital Records Information Service) system in May of 2015.

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 Cooperative 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.

UW Extension

Statement of Purpose

University of Wisconsin Extension (UWEX), in partnership with Waukesha County delivers research based information, data, and educational programs to improve the quality of life for families, businesses, governments, and organizations in the areas of 4-H and youth development, family living, community and business development, agriculture, horticulture, nutrition, and health.

Financial Summary	2015 Actual	2016 Adopted Budget	2016 Estimate	2017 Budget	Change From 2016 Adopted Budget $	%
Revenues						
General Government	$90,673	$66,804	$100,420	$10,825	($55,979)	-83.8%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$94,314	$90,350	$81,907	$107,885	$17,535	19.4%
Interdepartmental	$0	$15,112	$15,112	$0	($15,112)	-100.0%
Other Revenue	$62,009	$44,200	$80,340	$44,500	$300	0.7%
Appr. Fund Balance (d)	$11,200	$13,700	$19,357	$2,500	($11,200)	-81.8%
County Tax Levy (Credit)	**$349,763**	**$349,763**	**$349,763**	**$344,763**	**($5,000)**	**-1.4%**
Total Revenue Sources	**$607,959**	**$579,929**	**$646,899**	**$510,473**	**($69,456)**	**-12.0%**
Expenditures						
Personnel Costs	$178,768	$182,766	$180,627	$165,613	($17,153)	-9.4%
Operating Expenses	$295,433	$309,151	$356,378	$256,920	($52,231)	-16.9%
Interdept. Charges	$92,705	$88,012	$89,812	$87,940	($72)	-0.1%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures (d)	**$566,906**	**$579,929**	**$626,817**	**$510,473**	**($69,456)**	**-12.0%**
Rev. Over (Under) Exp.	$41,053	$0	$20,082	$0	$0	N/A

Position Summary (FTE)					
Regular Positions	3.00	3.00	3.00	2.70	(0.30)
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	2.70	(0.30)
Additional Human Res.					
State 133 Contract (a)	4.50	4.50	4.50	4.50	0.00
Grant Funded State 144 Contract (b)	1.25	0.93	0.93	0.20	(0.73)
WI Nutrition Education Program (c)	8.35	7.10	7.10	7.10	0.00
Total (Non-County)	**14.35**	**12.53**	**12.53**	**11.80**	**(0.73)**

(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) In 2017, fund balance of $2,500 is related to the continuation of the Juvenile Community Garden program targeted towards at risk youth. In 2016, fund balance consists of $2,500 for the first year of the Juvenile Community Garden program, 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. The additional fund balance allocation of $5,657 in the 2016 estimate was due to the appropriation of the remainder of the Drug Free Communities Coalition to a Coalition approved third party to execute the purpose of the funds. 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.

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 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 2015 was 35,852 and estimated for 2016 is 35,900 and budgeted for 2017 is 35,500.

Program Highlights

General Government revenues are budgeted to decrease by $56,000 to about $10,800. This is mainly due to two multi-year federal grants ending in 2016. There is a $41,523 decrease in for the Sober Truth on Preventing Underage Drinking (STOP Act) grant (a Drug Free Communities related grant). This was a multi-year federal grant which began September 2012 and concludes September 2016. The program would seek 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. The second grant ending September 2016 is the Farm Food Safety grant which, as a result, will decrease the revenues by approximately $20,281.

Charges for services revenue is budgeted to increase about $17,500. This is mainly due to increase in Community Resource Development requests related to programming due to consulting fees and strategic planning services offered to Village and City municipalities. In addition, the 4-H program revenues increase partially due to the introduction of SPIN Clubs in Waukesha County. The SPIN clubs are special interest 4-H clubs that focus on shorter-term, higher impact programming related to specific activities and skill development for youth.

Interdepartmental revenues decrease by approximately $15,100 primarily due to a HHS project ending in 2016.

Other revenues increase due to continued support from the Greater Milwaukee Foundation ($30,000 awarded through December 2017) which yielded additional donations to support the Tower Hill and Dunbar Oaks neighborhood educational outreach in the City of Waukesha. In addition, the department is budgeting over $13,500 in recoveries for postage reimbursement from the State of Wisconsin UW-Extension office, equipment/technology reimbursement from the 180 Juvenile program and reimbursable staff costs.

The department is budgeting personnel costs at about $165,600, which is a decrease of about $17,200 or 9.4%, and reflects the unfunding of 0.30 FTE in Administrative Specialist position. As a result, this reflects an overall cost-to-continue of 2.70 FTE.

Expenses are budgeted to decrease about $69,500 to approximately $510,500 mainly due to costs related to department programming, partially offset by the discontinuation of grant funding sources mentioned above. In addition, the state-employed “144 Contract” educator costs will decrease due to state support.

Also, state-employed 133 Contract educators costs increase about $4,525, to $174,525, mostly due to a 2% projected increase in fringe benefits on 7/1/2017. The state assumes 60% of 133 contract costs with the county covers approximately 40% with a combination of grant funding, charges for services, tax levy and other revenue.

Interdepartmental charges decrease $72 as a result of decreased administrative overhead due to the conclusion STOP Act Grant offset by increased communications charges based on the number of phone lines.

Major Departmental Strategic Outcomes and Objectives for 2017

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:	2015 Actual	2016 Target	2016 Estimate	2017 Target
Number of Farmers Market Association Members	35	40	40	45
Number of Farmers Markets Assisted with Electronic Benefits Transfer (EBT)	28	35	35	17
Number of Farmers Market Association Members Developing Marketing Initiatives	17	20	20	12
Number of EBT redeemed	$300,000	$350,000	$350,000	$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:	2015 Actual	2016 Target	2016 Estimate	2017 Target
Number of Participants who Report an Increase in Knowledge as a Result of the Training	85%	85%	85%	86%
Number of Employees in the Green Industry Trained	725	700	700	725
Number of Employees that indicate that educational workforce training sessions increase their awareness of practices that protect the environment	75%	75%	75%	75%

3. Objective: Increase regional small business development by engaging communities in small business retention and expansion training programs in collaboration with partners in Waukesha County Center for Growth, Inc. that identify business needs as well as community strengths and opportunities based on data analysis.

Key Outcome Indicator: training community economic development staff and community leaders how to develop effective small business retention and expansion programs (BR&E), number of BR&E programs implemented, number of businesses participating in BR&E visits, number of small businesses engaged in market growth potential data analysis through UW-Extension Division of Business and Entrepreneurship and number of community development workshops with small businesses and community leaders.

Performance Measure:	2015 Actual	2016 Target	2016 Estimate	2017 Target
Number of Communities trained in BR&E who implement BR&E programs	N/A	3	3	2
Number of Small Businesses Engaged	N/A	35	35	35
Number of Small Businesses Engaged in Analysis to determine Growth markets	N/A	3	3	3
Number of Business and Community Development Workshops	N/A	3	3	3

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:	2015 Actual	2016 Target	2016 Estimate	2017 Target
Number of Community Partner Agencies	80	75	81	83
Number of Unduplicated Program Participants*	11,610	11,000	11,700	11,750
Number of Eating Smart Being Active Participants (ESBA)	105	90	110	115
Number of Youth Expanded Food and Nutrition Education Program (EFNEP) Participants	40	195	160	500

*Estimate 2016 and 2017 target increased despite reductions in federal funding

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:	2015 Actual	2016 Target	2016 Estimate	2017 Target
Percentage of Participants Who Report Intent to Increase Fruit and Vegetable Consumption	69%	75%	70%	71%
Percent Increase in Low-Income Participants Who Showed Improvement in One or More Nutrition Practices	88%	90%	89%	90%
Percent of Participants Who Report Increasing Whole Grain Consumption	68%	75%	71%	73%

5. Objective: Develop the community-based Strong Women™ (also known as Strong Senior) Program in Waukesha County as a means to help aging residents remain healthy and independent in the community.

Key Outcome Indicators: Increased number of Strong Women™ training sites throughout the County. Increased number of volunteer leaders trained, increased number of participants, and increased participant strength as a result of completing the program

Performance Measure:	2015 Actual	2016 Target	2016 Estimate	2017 Target
Number of Strong Women™ Locations	N/A	3	3	9
Number of Strong Women™ Participants	N/A	35	35	180
Number of Volunteers Trained	N/A	3	3	12
Percent Reporting Increased Strength	N/A	75%	90%	90%

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

6. 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 in volunteer training, marketing, and SPIN Club emphasis.

Performance Measure:	2015 Actual	2016 Target	2016 Estimate	2017 Target
Certified Adult Leaders	240	250	270	300
4-H Leader Trainings	1	4	4	6
Traditional 4-H Members	575	700	700	725
SPIN Club Members	N/A	50	60	150

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:	2015 Actual	2016 Target	2016 Estimate	2017 Target
Survey Analysis	20	50	50	60
Demographics & Strategic Planning	90	85	150	150
4-H Volunteer Training	130	160	160	180
Horticulture Business & Volunteer Training	300	300	300	300
UW Ext. Staff Professional Development	345	375	375	375
State Specialist Consultation	200	210	320	340
Total Hours of UWEX Specialist Support	1,205	1,255	1,385	1,405
Estimated dollar value (salary + benefits)	$90,375	$94,125	$103,875	$105,375

8. 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 would recommend sharing information with at least one constituent.

Performance Measure:	2015 Actual(a)	2016 Target	2016 Estimate	2017 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%	88%	85%
Percent of Supervisors Who Would Recommend Sharing Information Learned with Constituents	N/A	80%	80%	85%

(a)No actuals for 2015 due to creation of objective in 2016.

9. Objective: Conduct workshops for municipal plan commissioners, elected officials and staff to increase knowledge and skills for effective implementation of comprehensive plans and in concert with applicable zoning codes and land division ordinances.

Key Outcome Indicators: Number of participants, percent of participants who report an increase in knowledge, and percent of participants who enhance understanding of plan commissioner role

Performance Measure:	2015 Actual	2016 Target	2016 Estimate	2017 Target
Number of Participants	90	60	60	65
Percent of Participants who Report an Increase in Knowledge	80%	80%	80%	85%
Percent of Participants Who Enhance Understanding of Plan Commissioner Role	80%	80%	80%	85%

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

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

Key Outcome Indicator: Maintain level of volunteer support measured by number of annual volunteers, hours donated, and number of volunteers trained.

Performance Measure:	2015 Actual	2016 Target	2016 Estimate	2017 Target
Number of Volunteers	1,552	1,643	1,500	1,500
Volunteers Trained	246	300	375	475
Number of Hours	50,398	59,955	51,396	53,110

Grant Funding

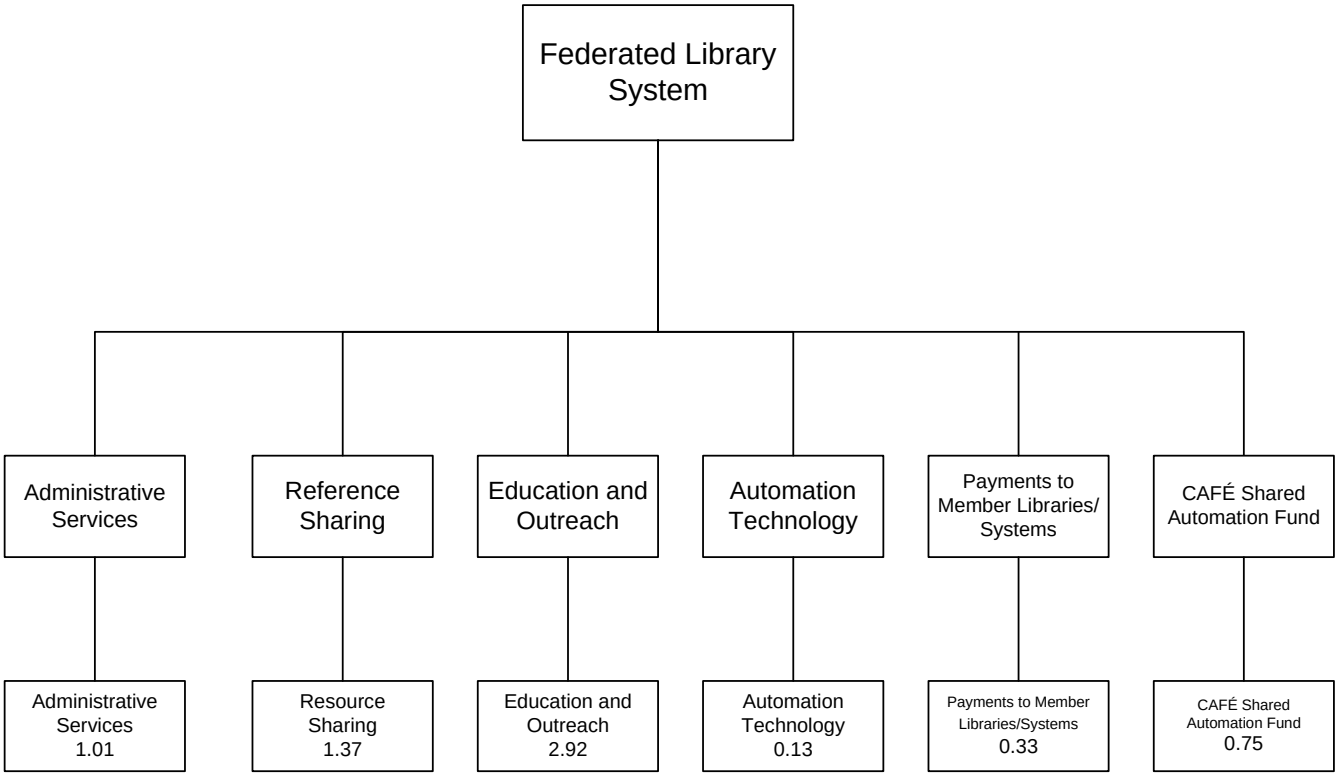
Grant Title	Funding Source	Funding Administration	2015 Actual Award	2016 Budgeted Award	2016 Estimated Award	2017 Budget
CDBG Haertel Field Revitalization (NRSA)	CDBG	County	$0	$0	$15,000	$0
Sussex Community Development	Sussex	Village of Sussex	$5,000	$5,000	$5,000	$5,000
Sober Truth on Preventing Underage Drinking (STOP) Act Grant	U.S. Dept of Health & Human Services (DH&HS)	N/A	$48,115	$41,523	$43,394	$0
Prescription Drug Grant – Clean Sweep	DATCP	State	$3,100	$0	$0	$0
Greater Milwaukee Foundation - Healthy West Side Neighborhood Initiative Grant	Private - Greater MKE Foundation	County	$30,000	$30,000	$30,000	$30,000
ProHealth TowerHill Education Outreach Project	SAIC-Frederick, Inc. (Science Applications International Corporation)	ProHealth Care	$20,000	$0	$0	$0
On Farm Food Safety	USDA	USDA	$17,972	$20,281	$16,326	$0
Strong Women	Community Memorial Hospital	County	$0	$0	$0	$5,825
Wisconsin Women's Business Innovation Center (WWBIC)	WWBIC	WWBIC	$15,000	$0	$18,000	$0
Sub Total County UW Ext. Administered Grants			**$139,187**	**$96,804**	**$127,720**	**$40,825**
Subtotal State/Nonprofits/ Other Administered Grants (a)	Various	Various	$630,000	$564,431	$564,431	$530,104
Total UW Extension Grants			**$769,187**	**$661,235**	**$692,151**	**$570,929**

(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 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). For the 2017 budget, this consists of $ 530,104 of WNEP funding (including SNAP education funding of $304,073 and EFNEP funding of $226,031).

Federated Library

FEDERATED LIBRARY SYSTEM

FUNCTION / PROGRAM CHART



6.50 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 Bridges Library System is to improve member libraries through leadership, collaboration, and support. The library system officially became a two county library system on January 1, 2016 when Jefferson County joined Waukesha County to create the Bridges Library System. 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. This budget incorporates important strategic priorities into the library system's service program and does so without sacrificing core services.

Financial Summary	2015 Actual	2016 Adopted Budget	2016 Estimate	2017 Budget	Change From 2016 Adopted Budget $	%
County Library Fund						
Revenue	$0	$0	$0	$0	$0	N/A
County Tax Levy (TNR)	$3,424,360	$3,464,119	$3,464,119	$3,517,752	$53,633	1.5%
Expenditures	$3,424,360	$3,464,119	$3,464,119	$3,517,752	$53,633	1.5%
Rev. Over (Under) Exp.	$0	$0	$0	$0	$0	N/A
State Aids, Federal & Misc.						
Revenue (a)	$1,353,135	$1,647,682	$1,664,805	$1,669,114	$21,432	1.3%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures	$1,228,445	$1,647,682	$1,557,624	$1,669,114	$21,432	1.3%
Rev. Over (Under) Exp.	$124,690	$0	$107,181	$0	-	N/A
CAFÉ Shared Automation Fund						
Revenue	$536,179	$418,719	$424,787	$452,346	$33,627	8.0%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures	$444,268	$357,639	$358,477	$431,246	$73,607	20.6%
Rev. Over (Under) Exp.	$91,911	$61,080	$66,310	$21,100	($39,980)	-65.5%
Total All Funds						
Revenue (a)	$1,889,314	$2,066,401	$2,089,592	$2,121,460	$55,059	2.7%
County Tax Levy (TNR)	$3,424,360	$3,464,119	$3,464,119	$3,517,752	$53,633	1.5%
Expenditures	$5,097,073	$5,469,440	$5,380,220	$5,618,112	$148,672	2.7%
Rev. Over (Under) Exp.	$216,601	$61,080	$173,491	$21,100	($39,980)	-65.5%
Position Summary (FTE)						
Regular Positions	6.00	6.50	6.50	6.50	0.00	
Extra Help	0.10	0.10	0.10	0.00	(0.10)	
Overtime	0.01	0.01	0.01	0.00	(0.01)	
Total	6.11	6.61	6.61	6.50	(0.11)	

(a) The **2015 budget** included $50,050 in appropriated State Aids Fund Balance, including $40,000 for the Gale Courses Pilot Project, $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. The **2016 budget** included $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. It is anticipated that the reserve funds will not be used in 2016 as unspent operating funds are anticipated to be sufficient to cover the project costs. The **2017 budget** includes $129,200 for three projects: 1) a continuation of the *Advantage Program* with the library system funding 67% of the program ($40,200) and the libraries funding a 33% share as well as a much needed "boost" of $30,000 to catch up on filling holds for high demand e-materials. 2) a pilot project to provide local IT tech support to assist member libraries with technology needs in the amount of $40,000, and 3) $19,000 to fund pilot library technology improvement projects, geared towards improved service delivery in member libraries.

Related Departmental Strategic Outcomes and Objectives for 2017

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: Successfully reduced membership costs for system libraries (e.g. databases, other shared costs). All Waukesha County libraries have had a reduction in CAFÉ costs. The average 3-year cost savings for the libraries has been 22%.

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

Key Outcome Indicator - Provide wide area network and 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: Begin pilot project to offer local IT support and join the community area network to improve Internet speed.

3-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.

Federated Library

Fund Purpose

This fund is for the special levy that charges residents that live in non-library (**T**rue **N**on-**R**esident – **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.

In 2008, Wisconsin State Statue 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	2015 Actual	2016 Adopted Budget	2016 Estimate	2017 Budget	Change From 2016 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)	**$3,424,360**	**$3,464,119**	**$3,464,119**	**$3,517,752**	**$53,633**	**1.5%**
Total Revenue Sources	**$3,424,360**	**$3,464,119**	**$3,464,119**	**$3,517,752**	**$53,633**	**1.5%**
Expenditures						
Personnel Costs	$0	$0	$0	$0	$0	N/A
Operating Expenses	$3,424,360	$3,464,119	$3,464,119	$3,517,752	$53,633	1.5%
Interdept. Charges	$0	$0	$0	$0	$0	N/A
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$3,424,360**	**$3,464,119**	**$3,464,119**	**$3,517,752**	**$53,633**	**1.5%**
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 2017 budget, the TNR residents borrowed 19.061% of the materials at libraries, and the ordinance calls for them to be taxed for 19.061% 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 decreases $1,562 or 12.7% to $10,722 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 2017 County Special Library Tax Formula is Calculated:

The county ordinance (11-4) specifies that the library system 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 19.061% for the 2017 budget) by County taxed residents in true non-resident (TNR) communities as shown in the table below.

ESTIMATED 2016 LIBRARY TAX LEVY FOR 2017 BUDGET PURPOSES

Category		2015 for 2016 Budget Purposes	2016 for 2017 Budget Purposes	$ Change	% Change
Expenditures (2 years prior)		$17,813,796	$18,093,630	$279,834	1.6%
Revenues (2 years prior)	-	$18,035,349	$18,499,052	$463,703	2.6%
Overage or (lapse) - 2 years prior		-$221,553	-$405,422	-$183,869	83.0%
Projected budget - year prior	+	$18,173,430	$18,804,400	$630,970	3.5%
Calculated allowable expenditures		$17,951,877	$18,398,978	$447,101	2.5%
Countywide TNR percent 2 years prior	x	19.228%	19.061%	N/A	-0.9%
County levy (TNR % times allowable expenditures)		$3,451,835	**$3,507,030**	$55,195	1.6%
Intercounty Funding	+	$12,284	$10,722	-$1,562	-12.7%
Total		**$3,464,119**	**$3,517,752**	$53,633	1.5%

In August 2008, the County Board adopted the current Library Tax Levy Distribution formula, that took 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	*2015 Budget*	*2016 Budget*	*2017 Budget*	*2016 - 2017 Change*
Circulation to residents subject to library tax (2 yrs prior to budget year)	907,301	874,462	828,806	-5%
Total In-County Circulation	4,719,414	4,547,794	4,348,176	-4%
Percent Non Library Community Borrowing of Total County Borrowing	19.23%	19.23%	19.06%	-1%
Digital Circulation to residents subject to library tax (2 yrs prior to budget year)	36,024	45,538	64,403	41%
Total In-County Digital Circulation	187,027	233,116	281,644	21%
Percent Non Library Community Borrorwing of Total County Borrowing of Digital Materials	19.3%	19.5%	22.9%	17%

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.

2016-2017 Library Tax Levy Distribution

Library	2016 Distribution	2017 Distribution	16 vs '17 $ Change	16 v. '17 % Change
Big Bend	$16,021	$16,740	$719	4.5%
Brookfield	$293,019	$292,831	-$188	-0.1%
Butler	$4,777	$5,528	$751	15.7%
Delafield	$309,221	$323,870	$14,649	4.7%
Eagle	$23,688	$22,504	-$1,184	-5.0%
Elm Grove	$28,091	$30,561	$2,470	8.8%
Hartland	$232,331	$230,969	-$1,362	-0.6%
Menomonee Falls	$26,636	$25,304	-$1,332	-5.0%
Mukwonago	$386,040	$400,574	$14,534	3.8%
Muskego	$46,066	$49,398	$3,332	7.2%
New Berlin	$23,957	$25,214	$1,257	5.2%
North Lake	$70,157	$66,649	-$3,508	-5.0%
Oconomowoc	$281,657	$289,621	$7,964	2.8%
Pewaukee	$120,926	$116,980	-$3,946	-3.3%
Sussex	$439,978	$453,726	$13,748	3.1%
Waukesha	$1,149,270	$1,156,561	$7,291	0.6%
Subtotal Pmt to Waukesha Co. Libraries	$3,451,835	$3,507,030	$55,195	1.6%
Intercounty Payments	$12,284	$10,722	-$1,562	-12.7%
Total Library Tax Levy Distribution	$3,464,119	$3,517,752	$53,633	1.5%

Federated Library

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 increased 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 increased 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	2015 Actual	2016 Adopted Budget	2016 Estimate	2017 Budget	Change From 2016 Adopted Budget $	%
Revenues						
General Government	$998,980	$1,218,044	$1,218,044	$1,196,944	($21,100)	-1.7%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$284,282	$311,138	$324,961	$319,410	$8,272	2.7%
Interdepartmental	$6,500	$6,500	$6,500	$6,500	$0	0.0%
Other Revenue	$13,323	$12,000	$15,300	$17,060	$5,060	42.2%
Appr. Fund Balance (a)	$50,050	$100,000	$100,000	$129,200	$29,200	29.2%
County Tax Levy (Credit)	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$1,353,135**	**$1,647,682**	**$1,664,805**	**$1,669,114**	**$21,432**	**1.3%**
Expenditures						
Personnel Costs	$377,371	$534,204	$495,422	$525,834	($8,370)	-1.6%
Operating Expenses	$745,084	$992,673	$941,690	$1,015,276	$22,603	2.3%
Interdept. Charges	$105,990	$120,805	$120,512	$128,004	$7,199	6.0%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$1,228,445**	**$1,647,682**	**$1,557,624**	**$1,669,114**	**$21,432**	**1.3%**
Rev. Over (Under) Exp.	$124,690	$0	$107,181	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	5.25	5.75	5.75	5.75	0.00	
Extra Help	0.10	0.10	0.10	0.00	(0.10)	
Overtime	0.01	0.01	0.01	0.00	(0.01)	
Total FTEs	5.36	5.86	5.86	5.75	(0.11)	

(a) The **2015 budget** included $50,050 in appropriated State Aids Fund Balance, including $40,000 for the Gale Courses Pilot Project, $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. The **2016 budget** included $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. It is anticipated that the reserve funds will not be used in 2016 as unspent operating funds are anticipated to be sufficient to cover the project costs. The **2017 budget** includes $129,200 for three projects: 1) a continuation of the *Advantage Program* with the library system funding 67% of the program ($40,200) and the libraries funding a 33% share as well as a much needed "boost" of $30,000 to catch up on filling holds for high demand e-materials. 2) a pilot project to provide local IT tech support to assist member libraries with technology needs in the amount of $40,000, and 3) $19,000 to fund pilot library technology improvement projects, geared towards improved service delivery in member libraries.

Program Highlights

General Government revenues decrease $21,100 from the 2016 budgeted levels. The Bridges Library System will receive $1,216,744 in state aid for the purpose of providing library system services to Waukesha and Jefferson Counties, exactly the same amount as received in 2016. As part of a payback plan to Fund 215 (CAFÉ), $42,200 of the state aid amount will be transferred to Fund 215 (CAFÉ) for a portion of the costs associated with the migration of the Jefferson County libraries into the CAFÉ integrated library system (ILS) when the joined the library system on January 1, 2016. In addition, the technology block grant fund received from the state will be the same amount as 2016 at $22,400. This grant is budgeted to be used to assist with costs related to purchasing mobile WiFi hot spot devices to be checked out by patrons at member libraries, and electronic charging stations.

Charges for Services revenues increases by about $8,300 or 2.7%, mostly based on the libraries paying for increased shares of collaborative purchases of resources such as Flipster (digital magazines) and Gale Courses (online classes). There was a reduction of funds from Lakeshores Library System as a result of decreases in circulation to residents of Walworth and Racine Counties of $11,700 to $173,341. These fund are pass-through amounts that are received from Lakeshores Library System and paid out to member libraries who provide the circulation to residents from Walworth and Racine Counties who live in areas without libraries.

Interdepartmental Revenue remains at 2016 budgeted levels of $6,500 and consists of administrative cost recovery charges to the CAFÉ fund. Other Revenues increase by nearly $5,100 in anticipation of revenue from a Bader Philanthropies grant and revenue from other library systems for the 1000 Books Before Kindergarten app project.

State Library Aids Fund Balance appropriations increase by $29,200 to $129,200 to cover project expenditures identified as priorities in the strategic planning process. The first project would fund $40,200 for a continuation of the *Overdrive Advantage* program which purchases extra copies of digital content in the Wisconsin Digital Library for residents of Waukesha and Jefferson Counties. The libraries are scheduled to begin paying 33% of the Advantage Program in 2017 with an increasing share that will be phased in. Also, in addition to the Advantage Program investment, there is $30,000 in additional funding from reserves which would boost the collection for the library system's residents to "catch up" on the holds that are now being addressed by the Advantage Program. The second project to be funded with reserves is a $40,000 pilot project to offer local tech support to member libraries. The library system plans to contract with the Lakeshores Library System to offer these additional tech support services. Currently, the Bridges Library System offers tech support for the CAFÉ automation system and the wide area network only. The 2015-2017 strategic plan identified local tech support among its highest priorities as there are local technology issues currently unaddressed in a number of libraries. The third project, in the amount of $19,000, is to fund pilot library technology improvement projects, geared towards improved service delivery in member libraries.

Personnel costs decrease nearly $8,400 to $525,834 due to reductions in anticipated health insurance costs of $17,700 related to changes in employee plan selections. This is partially offset by remaining salary and benefit costs reflecting the cost to continue for 5.75 FTE. Staffing levels are reduced from 5.86 FTE to 5.75 FTE, reflecting a decrease of 0.10 FTE temporary help and 0.01 overtime costs based on need and current staffing levels.

Operating costs increase by about $24,700 or 2.5% largely due to an increase of $40,000 related to a pilot project to provide contracted information technology support through the Lakeshores Library System. There is also an increase of $18,200 to $131,100 for the purchase of e-book content from the 2016 budget, including the library system's share of the Wisconsin Digital Library's buying pool, the Advantage Program pilot program and the related Booster pilot program mentioned previously. In addition, the budget includes a $20,100 increase in database charges, largely due to the addition of the "JobNow" database, which will provide assistance with job searching and resume assistance, as well as a $19,000 increase related to technology pilot projects geared towards library service delivery improvements. This is partially offset by a reduction in inter-library loan delivery services of $56,400 to $162,200, based on actual costs and experience related to the addition of Jefferson County routes which began in 2016. Operating costs are further offset by a reduction of $20,000 or 50% in resource library contracted services based on a restructuring of services provided by the Waukesha Public Library.

Interdepartmental Charges increase by nearly $7,200 or 6%, related to an increase in county indirect costs of $3,500 as well as an increase of $3,500 for additional CAFÉ user licenses for recently hired Bridges Library staff.

Program Descriptions

Payments to Member Libraries/Systems

The Bridges 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 from Racine and Walworth Counties 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 Bridges Library System operations.

Resource Sharing

The Resource Sharing program of the Bridges 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 Bridges 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 Bridges 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 Bridges Library System to enhance the quality of the programs. The Bridges 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	2015 Actual	2016 Adopted Budget	2016 Estimate	2017 Budget	Change From 2016 Adopted Budget $	%
Payments to Member Library Systems						
Staffing (FTE)	**0.35**	**0.33**	**0.33**	**0.33**	**0.00**	
Revenues	$252,343	$265,419	$265,419	$258,051	($7,368)	-2.8%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
Expenditures	$252,486	$265,419	$265,262	$258,051	($7,368)	-2.8%
Rev. Over (Under) Exp.	($143)	$0	$157	$0	-	N/A
Administrative Services						
Staffing (FTE)	**1.56**	**1.12**	**1.12**	**1.01**	**-0.11**	
Revenues	$271,195	$270,732	$279,484	$278,411	$7,679	2.8%
Appr. Fund Balance	$6,000	$0	$0	$0	$0	N/A
Expenditures	$281,075	$270,732	$284,518	$278,411	$7,679	2.8%
Rev. Over (Under) Exp.	($3,880)	$0	($5,034)	$0	-	N/A
Resource Sharing						
Staffing (FTE)	**1.39**	**1.37**	**1.37**	**1.37**	**0.00**	
Revenues	$339,291	$540,697	$537,897	$494,800	($45,897)	-8.5%
Appr. Fund Balance	$4,050	$60,000	$60,000	$70,200	$10,200	17.0%
Expenditures	$321,347	$600,697	$510,115	$565,000	($35,697)	-5.9%
Rev. Over (Under) Exp.	$21,994	$0	$87,782	$0	-	N/A
Automation Technology						
Staffing (FTE)	**0.13**	**0.13**	**0.13**	**0.13**	**0.00**	
Revenues	$70,327	$82,435	$82,435	$99,556	$17,121	20.8%
Appr. Fund Balance	$0	$0	$0	$59,000	$59,000	N/A
Expenditures	$79,264	$82,435	$79,515	$158,556	$76,121	92.3%
Rev. Over (Under) Exp.	($8,937)	$0	$2,920	$0	-	N/A
Education and Outreach						
Staffing (FTE)	**1.93**	**2.92**	**2.92**	**2.92**	**0.00**	
Revenues	$369,929	$388,399	$399,570	$409,096	$20,697	5.3%
Appr. Fund Balance	$40,000	$40,000	$40,000	$0	($40,000)	-100.0%
Expenditures	$294,273	$428,399	$418,214	$409,096	($19,303)	-4.5%
Rev. Over (Under) Exp.	$115,656	$0	$21,356	$0	-	N/A
Total Federated Library-State Aids, Federal & Misc. Fund						
Revenues	$1,303,085	$1,547,682	$1,564,805	$1,539,914	($7,768)	-0.5%
Appr. Fund Balance	$50,050	$100,000	$100,000	$129,200	$29,200	29.2%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures	$1,228,445	$1,647,682	$1,557,624	$1,669,114	$21,432	1.3%
Rev. Over (Under) Exp.	$124,690	$0	$107,181	$0	$0	N/A

Position Summary (FTE)					
Regular Positions	5.25	5.75	5.75	5.75	0.00
Extra Help	0.10	0.10	0.10	0.00	(0.10)
Overtime	0.01	0.01	0.01	0.00	(0.01)
Total	5.36	5.86	5.86	5.75	(0.11)

Federated Library

Fund Purpose

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 joined the 16 Waukesha County libraries in CAFÉ.

Financial Summary	2015 Actual	2016 Adopted Budget	2016 Estimate(a)	2017 Budget	Change From 2016 Adopted Budget $	%
Revenues						
General Government	$0	$21,100	$21,100	$42,200	$21,100	100.0%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$420,492	$395,119	$390,767	$402,960	$7,841	2.0%
Interdepartmental	$0	$0	$1,220	$4,686	$4,686	N/A
Other Revenue	$2,387	$2,500	$2,500	$2,500	$0	0.0%
Appr. Fund Balance (a)	$113,300	$0	$9,200	$0	$0	N/A
County Tax Levy (Credit)	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$536,179**	**$418,719**	**$424,787**	**$452,346**	**$33,627**	**8.0%**
Expenditures						
Personnel Costs	$80,773	$83,035	$82,563	$84,758	$1,723	2.1%
Operating Expenses (a)	$349,252	$268,104	$269,414	$299,168	$31,064	11.6%
Interdept. Charges	$6,500	$6,500	$6,500	$6,500	$0	0.0%
Fixed Assets	$7,743	$0	$0	$40,820	$40,820	N/A
Total Expenditures	**$444,268**	**$357,639**	**$358,477**	**$431,246**	**$73,607**	**20.6%**
Rev. Over (Under) Exp.	$91,911	$61,080	$66,310	$21,100	($39,980)	-65.5%
Position Summary (FTE)						
Regular Positions	0.75	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	0.75	0.75	0.75	0.75	0.00	

(a) 2016 estimates for Operating Expenses exceed the adopted budget due to 2015 purchase orders and additional expenditure authority added to the adopted budget by County Board approved ordinances.

Program Highlights

General Government revenues increase $21,100 from the 2016 budgeted amount, and include $42,200 of state aid revenue to reimburse the CAFÉ reserve fund, which was used to migrate the Jefferson County libraries into the CAFÉ integrated library system. The reimbursement was originally planned to be completed in 2018, but due to the availability of state aid funds, is accelerated and finished in 2017.

Charges for Service revenues from member libraries are increased by about $7,800 or 2%, primarily due to increased costs related to the Jefferson County libraries beginning to pay for their licenses for the first time in 2017. In 2016, their license costs were included as part of the migration project costs. Interdepartmental Revenues is increased nearly $4,700 to reflect additional CAFÉ licenses needed to support the work done by library system staff.

Personnel costs increase about $1,700 to $84,758 reflecting the cost to continue for the 0.75 FTE Library Automation Coordinator. The remaining 0.25 FTE of this position is located in the State Aids Fund.

Operating Expenses are budgeted to increase by approximately $31,100 largely due to an increase in CAFÉ system license and support costs of $13,700 partially due to new annual license fees charged to Jefferson County libraries as part of their integration into the CAFÉ system. Additionally, an increase in equipment repair and maintenance of $6,900 is related to the purchase of new backup batteries for the CAFÉ system.

Fixed assets are budgeted for $40,820 to replace the CAFÉ servers. The servers will be 5 years old in 2017.

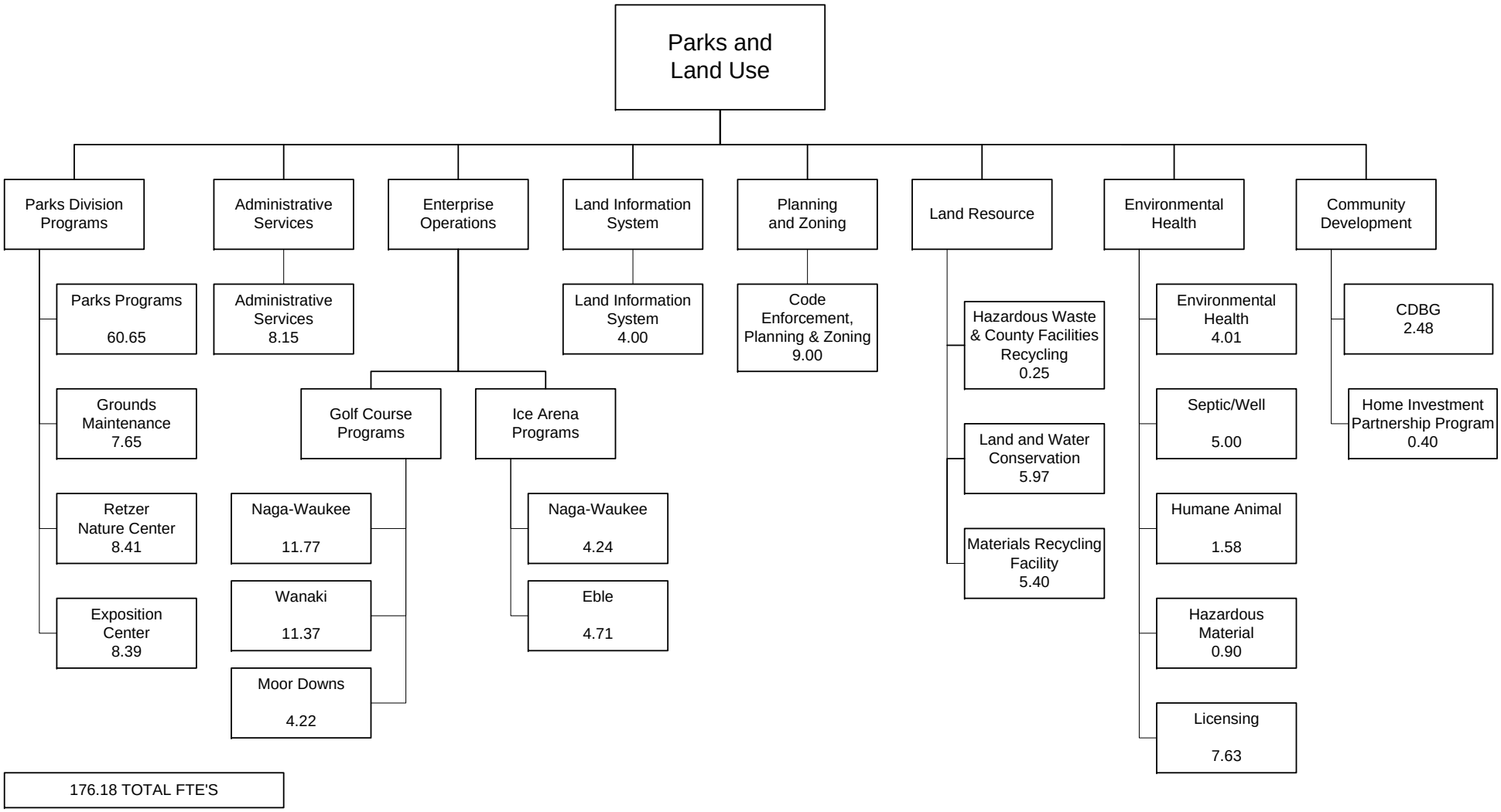
Parks

&

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.

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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	2015 Actual	2016 Adopted Budget	2016 Estimate (a)	2017 Budget	Change From 2016 Adopted Budget $	%
General Fund						
Revenues (b)	$4,866,184	$4,573,255	$4,837,865	$4,596,540	$23,285	0.5%
County Tax Levy	$7,286,010	$7,229,010	$7,229,010	$7,134,010	($95,000)	-1.3%
Expenditures	$11,225,445	$11,802,265	$11,745,864	$11,730,550	($71,715)	-0.6%
Rev. Over (Under) Exp.	$926,749	$0	$321,011	$0	$0	N/A
Community Development						
Revenues (b)	$3,759,551	$2,949,112	$3,012,592	$2,901,898	($47,214)	-1.6%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures (a)	$3,340,479	$2,949,112	$3,012,592	$2,901,898	($47,214)	-1.6%
Rev. Over (Under) Exp.	$419,072	$0	$0	$0	$0	N/A
Land Information System Fund						
Revenues	$751,766	$770,066	$748,017	$825,567	$55,501	7.2%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures	$751,766	$770,066	$748,017	$825,567	$55,501	7.2%
Rev. Over (Under) Exp.	$0	$0	$0	$0	-	N/A
Tarmann Fund						
Revenues (b)	$1,287,149	$1,000,000	$344,285	$500,000	($500,000)	-50.0%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures	$209,833	$1,000,000	$344,285	$500,000	($500,000)	-50.0%
Rev. Over (Under) Exp.	$1,077,316	$0	$0	$0	-	N/A
Golf Courses						
Revenues	$3,152,852	$3,233,100	$3,097,000	$3,250,100	$17,000	0.5%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures (c)	$3,178,628	$3,178,577	$3,059,727	$3,237,729	$59,152	1.9%
Operating Inc./(Loss)	($25,776)	$54,523	$37,273	$12,371	($42,152)	-77.3%
Ice Arenas						
Revenues (b)	$1,089,862	$1,082,700	$1,083,700	$1,084,400	$1,700	0.2%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures (c)	$1,143,294	$1,180,525	$1,201,119	$1,211,038	$30,513	2.6%
Operating Inc./(Loss)	($53,432)	($97,825)	($117,419)	($126,638)	($28,813)	N/A
Materials Recycling Fund						
Revenues (b)	$4,566,707	$4,545,000	$4,454,218	$4,573,450	$28,450	0.6%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures (c)	$3,755,010	$4,507,866	$4,256,471	$4,282,232	($225,634)	-5.0%
Operating Inc./(Loss)	$811,697	$37,134	$197,747	$291,218	$254,084	684.2%
Total All Funds						
Revenues (b)	$19,474,071	$18,153,233	$17,577,677	$17,731,955	($421,278)	-2.3%
County Tax Levy	$7,286,010	$7,229,010	$7,229,010	$7,134,010	($95,000)	-1.3%
Expenditures (a)(c)	$23,604,455	$25,388,411	$24,368,075	$24,689,014	($699,397)	-2.8%
Rev. Over (Under) Exp.	$2,423,137	$0	$321,011	$0	-	N/A
Operating Inc./(Loss)	$732,489	($6,168)	$117,601	$176,951	$183,119	N/A

Position Summary All Funds (FTE)					
Regular Positions	103.60	101.10	101.10	101.10	0.00
Extra Help	70.40	71.76	71.76	72.89	1.13
Overtime	2.23	2.16	2.16	2.20	0.03
Total	176.24	175.02	175.02	176.18	1.16

(a) 2016 estimates for expenditures exceed the adopted budget due to 2015 carryover and purchase orders and additional expenditure authority added to the adopted budget by County Board approved ordinances.

(b) The 2017 revenue budget includes Fund Balance appropriations totals of $2,212,500, including $70,000 for general fund operations;$1,342,500 of Material Recycling Facility (MRF) Funds and $400,000 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.

Parks & Land Use

Fund Purpose

The Department of Parks & Land Use General Fund operations are responsible for: posturing economic development, sound land use, enhancement and enjoyment of natural resources and fostering health of citizens through acquisition, development, operation, and maintenance of park facilities; administration of the Shore land and Flood land Protections Ordinance, the Storm water Management Program and Zoning Code; administration of Humane Animal program, restaurant and retail food licensing programs, and water and septic inspections/permit issuance.

Financial Summary	2015 Actual	2016 Adopted Budget	2016 Estimate(b)	2017 Budget	Change From 2016 Adopted Budget $	%
Revenues						
General Government	$348,953	$500,500	$547,400	$400,000	($100,500)	-20.1%
Fine/Licenses	$1,222,143	$1,075,800	$1,157,600	$1,134,700	$58,900	5.5%
Charges for Services	$2,380,374	$2,084,550	$2,128,450	$2,154,650	$70,100	3.4%
Interdepartmental	$208,175	$256,400	$241,400	$239,390	($17,010)	-6.6%
Other Revenue	$478,273	$586,005	$549,200	$597,800	$11,795	2.0%
Appr. Fund Balance (a)	$228,266	$70,000	$213,815	$70,000	$0	0.0%
County Tax Levy (Credit)	**$7,286,010**	**$7,229,010**	**$7,229,010**	**$7,134,010**	**($95,000)**	**-1.3%**
Total Revenue Sources	**$12,152,194**	**$11,802,265**	**$12,066,875**	**$11,730,550**	**($71,715)**	**-0.6%**
Expenditures						
Personnel Costs	$7,926,035	$8,068,497	$8,052,657	$8,041,943	($26,554)	-0.3%
Operating Expenses (b)	$1,738,777	$1,913,590	$1,914,065	$2,069,850	$156,260	8.2%
Interdept. Charges	$1,349,569	$1,425,178	$1,385,142	$1,448,757	$23,579	1.7%
Fixed Assets	$211,064	$395,000	$394,000	$170,000	($225,000)	-57.0%
Total Expenditures	**$11,225,445**	**$11,802,265**	**$11,745,864**	**$11,730,550**	**($71,715)**	**-0.6%**
Rev. Over (Under) Exp.	$926,749	$0	$321,011	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	78.89	78.14	78.14	78.14	0.00	
Extra Help	49.18	48.46	48.46	48.00	(0.46)	
Overtime	1.43	1.38	1.38	1.45	0.07	
Total FTEs	129.50	127.98	127.98	127.59	(0.39)	

(a) The 2017 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. 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) 2016 estimates for expenditures exceed the adopted budget due to 2015 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 Actual	2016 Adopted Budget	2016 Estimate	2017 Budget	Change From 2016 Adopted Budget
Parks Programs	**61.40**	**61.35**	**61.35**	**60.65**	**-0.70**
Regular Positions	27.09	27.09	27.09	27.09	0.00
Extra Help/Overtime	34.31	34.26	34.26	33.56	-0.70
General County Grounds Maintenance	**7.59**	**7.34**	**7.34**	**7.65**	**0.31**
Regular Positions	2.75	2.50	2.50	2.50	0.00
Extra Help/Overtime	4.84	4.84	4.84	5.15	0.31
Retzer Nature Center	**8.80**	**8.80**	***8.80***	**8.41**	**-0.39**
Regular Positions	4.50	4.50	4.50	4.50	0.00
Extra Help/Overtime	4.30	4.30	4.30	3.91	-0.39
Exposition Center	**8.63**	**8.63**	**8.63**	**8.39**	**-0.24**
Regular Positions	4.20	4.20	4.20	4.20	0.00
Extra Help/Overtime	4.43	4.43	4.43	4.19	-0.24
Enforcement, Planning & Zoning	**9.50**	**9.00**	**9.00**	**9.00**	**0.00**
Regular Positions	9.50	9.00	9.00	9.00	0.00
Extra Help/Overtime	-	-	-	-	0.00
Environmental Health	**4.41**	**4.01**	**4.01**	**4.01**	**0.00**
Regular Positions	4.00	4.00	4.00	4.00	0.00
Extra Help/Overtime	0.41	0.01	0.01	0.01	0.00
Licensing	**7.63**	**7.63**	**7.63**	**7.63**	**0.00**
Regular Positions	7.10	7.10	7.10	7.10	0.00
Extra Help/Overtime	0.53	0.53	0.53	0.53	0.00
Septic/Well/Lab Programs	**5.00**	**5.00**	**5.00**	**5.00**	**0.00**
Regular Positions	5.00	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	**5.42**	**5.42**	**5.42**	**5.97**	**0.55**
Regular Positions	4.60	4.60	4.60	4.60	0.00
Extra Help/Overtime	0.82	0.82	0.82	1.37	0.55
Hazerdous 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 Serivces	**8.39**	**8.07**	**8.07**	**8.15**	**0.08**
Regular Positions	8.00	8.00	8.00	8.00	0.00
Extra Help/Overtime	0.39	0.07	0.07	0.15	0.08
Total Parks and Land Use General: Positions	**129.50**	**127.98**	**127.98**	**127.59**	**-0.39**
Regular Positions	78.89	78.14	78.14	78.14	0.00
Extra Help	49.18	48.46	48.46	48.00	-0.46
Overtime	1.43	1.38	1.38	1.45	0.07

PARKS-GENERAL FUND: PROGRAM UNITS

Financial Summary	2015 Actual	2016 Adopted Budget	2016 Estimate	2017 Budget	Change From 2016 Adopted Budget $	%
Total Parks General Fund						
Revenues	$4,637,918	$4,503,255	$4,624,050	$4,526,540	$23,285	0.5%
Appr. Fund Balance	$228,266	$70,000	$213,815	$70,000	$0	0.0%
County Tax Levy	**$7,286,010**	**$7,229,010**	**$7,229,010**	**$7,134,010**	**($95,000)**	**-1.3%**
Expenditures	$11,225,445	$11,802,265	$11,745,864	$11,730,550	($71,715)	-0.6%
Rev. Over (Under) Exp.	$926,749	$0	$321,011	$0	-	N/A
Position Summary (FTE)						
Regular Positions	78.89	78.14	78.14	78.14	0.00	
Extra Help	49.18	48.46	48.46	48.00	(0.46)	
Overtime	1.43	1.38	1.38	1.45	0.07	
Total	129.50	127.98	127.98	127.59	(0.39)	
Parks Programs						
Staffing (FTE)	61.40	61.35	61.35	60.65	-0.70	-1.1%
Revenues	$1,445,525	$1,486,803	$1,503,650	$1,344,520	($142,283)	-9.6%
County Tax Levy	**$3,578,122**	**$3,593,357**	**$3,593,357**	**$3,493,539**	**($99,818)**	**-2.8%**
Expenditures	$4,614,757	$5,115,160	$4,986,038	$4,873,059	($242,101)	-4.7%
Rev. Over (Under) Exp.	$499,725	$0	$258,156	$0	-	N/A
General County Grounds Maintenance						
Staffing (FTE)	7.59	7.34	7.34	7.65	0.31	4.3%
Revenues	$0	$0	$0	$0	$0	N/A
County Tax Levy	**$641,521**	**$638,314**	**$638,314**	**$640,523**	**$2,209**	**0.3%**
Expenditures	$684,358	$638,314	$624,577	$640,523	$2,209	0.3%
Rev. Over (Under) Exp.	($42,837)	$0	$14,488	$0	-	N/A
Retzer Nature Center						
Staffing (FTE)	8.80	8.80	8.80	8.41	-0.39	-4.5%
Revenues	$149,533	$135,200	$134,700	$144,200	$9,000	6.7%
County Tax Levy	**$599,619**	**$586,037**	**$586,037**	**$600,979**	**$14,942**	**2.5%**
Expenditures	$673,795	$721,237	$703,845	$745,179	$23,942	3.3%
Rev. Over (Under) Exp.	$75,535	$0	$17,114	$0	-	N/A
Exposition Center						
Staffing (FTE)	8.63	8.63	8.63	8.39	-0.24	-2.8%
Revenues	$573,334	$550,000	$560,000	$559,000	$9,000	1.6%
County Tax Levy	**$149,598**	**$147,675**	**$147,675**	**$133,051**	**($14,624)**	**-9.9%**
Expenditures	$751,629	$707,675	$669,729	$702,051	($5,624)	-0.8%
Rev. Over (Under) Exp.	$58,340	$0	$48,168	$0	-	N/A
Planning & Zoning, Enforcement						
Staffing (FTE)	9.50	9.00	9.00	9.00	0.00	0.0%
Revenues	$156,365	$133,300	$135,000	$134,100	$800	0.6%
County Tax Levy	**$753,287**	**$740,103**	**$740,103**	**$729,375**	**($10,728)**	**-1.4%**
Expenditures	$826,891	$873,403	$860,264	$863,475	($9,928)	-1.1%
Rev. Over (Under) Exp.	$82,761	$0	$14,839	$0	-	N/A

PARKS-GENERAL FUND: PROGRAM UNITS (Cont.)

Financial Summary	2015 Actual	2016 Adopted Budget	2016 Estimate	2017 Budget	Change From 2016 Adopted Budget $	%
Environmental Health						
Staffing (FTE)	4.41	4.01	4.01	4.01	0.00	0.0%
Revenues	$121,975	$104,000	$106,900	$110,000	$6,000	5.8%
County Tax Levy	**$332,844**	**$360,312**	**$360,312**	**$356,915**	**($3,397)**	**-0.9%**
Expenditures	$344,173	$464,312	$462,660	$466,915	$2,603	0.6%
Rev. Over (Under) Exp.	$110,646	$0	$4,552	$0	-	N/A
Licensing						
Staffing (FTE)	7.63	7.63	7.63	7.63	0.00	0.0%
Revenues	$779,906	$734,100	$789,200	$748,200	$14,100	1.9%
County Tax Levy	**($55,648)**	**($111,043)**	**($111,043)**	**($107,508)**	**$3,535**	**N/A**
Expenditures	$606,530	$623,057	$640,910	$640,692	$17,635	2.8%
Rev. Over (Under) Exp.	$117,728	$0	$37,247	$0	-	N/A
Septic/Well/Lab Programs						
Staffing (FTE)	5.00	5.00	5.00	5.00	0.00	0.0%
Revenues	$336,618	$288,000	$308,000	$334,000	$46,000	16.0%
County Tax Levy	**$215,251**	**$183,502**	**$183,502**	**$144,287**	**($39,215)**	**-21.4%**
Expenditures	$574,454	$471,502	$464,517	$478,287	$6,785	1.4%
Rev. Over (Under) Exp.	($22,585)	$0	$26,985	$0	-	N/A
Humane Animal						
Staffing (FTE)	1.58	1.58	1.58	1.58	0.00	0.0%
Revenues	$87,303	$50,000	$48,000	$50,000	$0	0.0%
County Tax Levy	**$94,835**	**$96,563**	**$96,563**	**$98,315**	**$1,752**	**1.8%**
Expenditures	$125,169	$146,563	$140,993	$148,315	$1,752	1.2%
Rev. Over (Under) Exp.	$56,969	$0	$3,570	$0	-	N/A
Hazardous Material						
Staffing (FTE)	0.90	0.90	0.90	0.90	0.00	0.0%
Revenues	$9,613	$0	$0	$0	$0	N/A
County Tax Levy	**$137,764**	**$139,838**	**$139,838**	**$140,953**	**$1,115**	**0.8%**
Expenditures	$157,358	$164,838	$154,117	$165,953	$1,115	0.7%
Rev. Over (Under) Exp.	$19,511	$0	$15,671	$0	-	N/A
Land & Water Conservation						
Staffing (FTE)	5.42	5.42	5.42	5.97	0.55	10.1%
Revenues	$387,790	$422,300	$443,800	$507,860	$85,560	20.3%
County Tax Levy	**$267,994**	**$272,680**	**$272,680**	**$281,340**	**$8,660**	**3.2%**
Expenditures	$633,482	$694,980	$755,585	$789,200	$94,220	13.6%
Rev. Over (Under) Exp.	$23,977	$0	($27,105)	$0	-	N/A
Hazardous Waste and County Facilities Recycling						
Staffing (FTE)	0.25	0.25	0.25	0.25	0.00	0.0%
Revenues	$452,525	$473,000	$474,800	$477,000	$4,000	0.8%
County Tax Levy/(Credit)	**($107,291)**	**($107,014)**	**($107,014)**	**($110,763)**	**($3,749)**	**N/A**
Expenditures	$357,617	$365,986	$383,877	$366,237	$251	0.1%
Rev. Over (Under) Exp.	($12,383)	$0	($13,673)	$0	-	N/A
Administrative Services						
Staffing (FTE)	8.39	8.07	8.07	8.15	0.08	1.0%
Revenues	$137,431	$126,552	$120,000	$117,660	($8,892)	-7.0%
County Tax Levy	**$678,114**	**$688,686**	**$688,686**	**$733,004**	**$44,318**	**6.4%**
Expenditures	$875,232	$815,238	$898,752	$850,664	$35,426	4.3%
Rev. Over (Under) Exp.	($40,638)	$0	($79,001)	$0	-	N/A

Parks Programs

Program Description

The Parks program is responsible for the 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 planning for new parks and existing park enhancements, daily operation of facilities and working in cooperation with businesses, agencies and organizations to advance and develop nature-based opportunities within the parks.

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 through an online reservation system will allow the public to reserve park facilities, register for programs and events and purchase park stickers and gift certificates. (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 to 75%.

Performance Measure:

Objective-KOI	Performance Measure:	2016 Benchmark	2016 Estimate	2017 Goal
1-a	Average Pavement PCI Rating	71.0	75.8	74.2
1-b	Full-time staff trained in life safety	100%	100%	100%
1-c	Food service inspection violations	0	0	0
2-a	Customer Satisfaction	85%	95%	95%
2-b	Park System Revenues	$1,287,303	$1,254,150	$1,309,520
3-a	Acres of Native Grass restoration	6.0	6.8	7.5
4-a	Volunteer Hours annually	10,300	10,800	11,350
5-a	Percent of customers making online Reservations	N/A	20%	75%

Parks Programs (continued)

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**61.40**	**61.35**	**61.35**	**60.65**	**(0.70)**
General Government	$41,143	$199,500	$199,500	$35,000	($164,500)
Fine/Licenses	$8,991	$10,000	$10,000	$10,000	$0
Charges for Services	$1,311,020	$1,152,850	$1,183,450	$1,177,450	$24,600
Interdepartmental	$68,391	$108,600	$100,000	$102,770	($5,830)
Other Revenue	$15,980	$15,853	$10,700	$19,300	$3,447
Appr. Fund Balance	$90,835	$35,000	$147,187	$35,000	$0
County Tax Levy (Credit)	**$3,578,122**	**$3,593,357**	**$3,593,357**	**$3,493,539**	**($99,818)**
Total Revenues	**$5,114,482**	**$5,115,160**	**$5,244,194**	**$4,873,059**	**($242,101)**
Personnel Costs	$3,153,111	$3,284,081	$3,201,601	$3,189,321	($94,760)
Operating Expenses	$569,431	$668,090	$643,560	$741,075	$72,985
Interdept. Charges	$758,010	$767,989	$746,877	$787,663	$19,674
Fixed Assets	$134,205	$395,000	$394,000	$155,000	($240,000)
Total Expenditures	**$4,614,757**	**$5,115,160**	**$4,986,038**	**$4,873,059**	**($242,101)**
Rev. Over (Under) Exp.	$499,725	$0	$258,156	$0	$0

Program Highlights

General Governmental revenues decrease $164,500 mainly due to one-time grants in the 2016 budget. Grants in 2016 included a $65,000 CDBG grant for ADA projects at University of Waukesha campus, a $59,500 CDBG grant to fund handicap accessible fishing pier project at Fox Brook Park, a $25,000 CDBG grant for ADA projects on the government center campus, and a $15,000 one-time state DNR grant for 50% cost share of construction of storm water pond. The 2017 General Government revenue includes $32,000 for the State snowmobile grant and $3,000 for a State Conservation Grant.

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

Charges for Services revenues increase by $24,600, and are related to the following: an increase of $10,100 to $325,100 in annual stickers; an increase of $10,100 to $320,000 in daily entrance fees; and an increase of $1,500 to $110,050 in camping fees. In addition, charges for service also include boat launch fees of $120,500, land lease revenue of $105,300, concessions revenue of $81,500; reservation fees of $100,000; Swim lessons revenue of $10,000; and pedal boat rental revenue of $5,000. New for 2017, Park Entrance Annual Stickers will be sold either as Regular or Senior (over 60 years of age), eliminating the non-resident sticker and four types of additional stickers. Customers will have the ability to purchase two additional stickers at a reduced rate. The change to two types of stickers will replace the previous six different types of park entrance stickers used, eliminating the need to determine appropriate allocations for the six and reduce administrative efforts to monitor sticker inventories. Lake Access stickers will be sold in a similar manner, and the customer can buy one sticker or two additional stickers at a reduced rate.

Interdepartmental revenues include Park staff time reimbursement for management assistance to the department's golf and Ice Arena operations and are budgeted at $102,770, a decrease of about $5,800 from the 2016 budget.

Other Revenues increase $3,400 from the 2016 budget and include $6,400 in donations and $12,900 of miscellaneous park revenue.

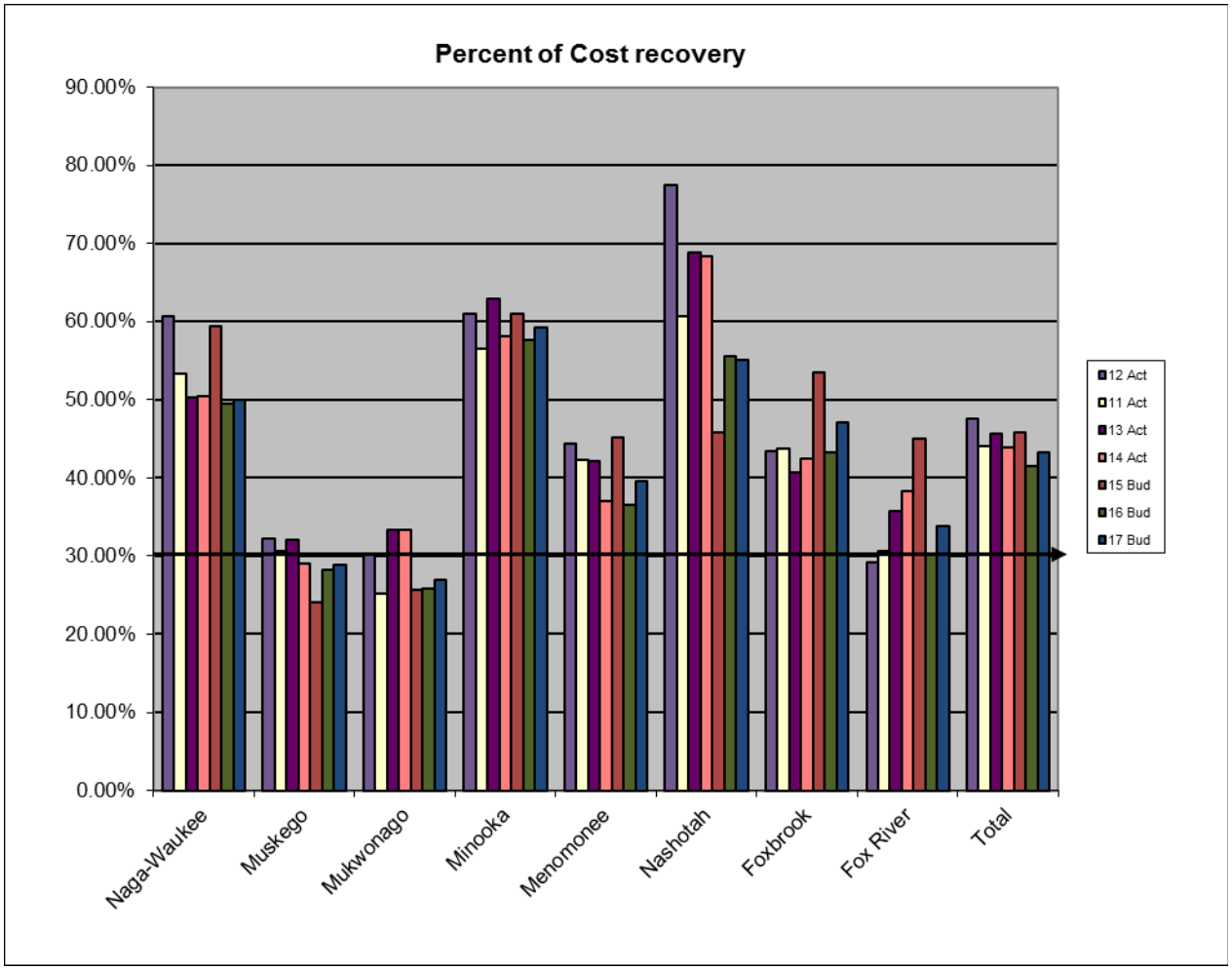
Appropriated fund balance includes $30,000 from general fund balance for 3-year maintenance plan projects and $5,000 from the Planetarium maintenance account for 2017 projects.

Personnel costs decrease $94,800 or approximately 2.9% to $3,189,321 and include the cost to continue of existing staffing levels, as well as extra help hourly rates being increased to help maintain competitive wages, which is more than offset by a slight reduction in extra help hours of 0.70 FTE, staff turnover and changes in health plan selections. Operating expenditures increase approximately $73,000 to $741,075 mainly due to an increase of $77,400 related to repair and maintenance items included in the 3 year Maintenance and Major Projects Plan, a $10,000 increase for new reservation software maintenance, which are partially offset with reductions of $10,900 in septic tank services. Interdepartmental charges are budgeted to increase by $19,700 mainly due to an increase of nearly approximately $16,000 increase for vehicle related costs and an $8,700 increase for communication charges, which are partially offset with a decrease of $4,000 for worker compensation insurance. Fixed asset expenditures are budgeted to decrease by $240,000 to $155,000 mainly due to planned changes in the 3 year maintenance plan costs and elimination of the one-time grant funded projects mentioned above.

Parks Programs (Continued)

Activity Data	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Daily Entrance Stickers	90,045	82,600	84,000	85,470	2,870
Annual Stickers	15,674	14,450	14,500	14,500	50
Family Camping	4,209	3,800	3,800	3,800	-
Group Camping	1,693	1,500	1,500	1,475	(25)
Reserved Picnics/Pavilion/Lodge Rental	1263	1,000	1,200	1,250	250
Annual Boat Launch Stickers	507	500	500	500	-
Daily Boat Launch	13,413	13,500	13,200	13,175	(325)

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 45.4% of expenditures. The 2017 budget includes a cost recovery rate of 43.3%.



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	2017 Plan	2018 Plan	2019 Plan
Expo Center	Facility repair and replacement	$7,650	$18,850	$12,000
Expo Center	Bleacher Replacement	$10,400	$15,600	$0
Expo Center	Plumbing/HVAC repair and replacement	$14,900	$20,200	$1,800
Expo Center	Fire Hydrant replacement	$60,000	$0	$0
Expo Center	Replace Cracked Meter Pit	$0	$0	$0
Grounds Maintenance	Grounds improvements	$17,500	$15,000	$7,500
Retzer	Planetarium Maintenance (a)	$5,000	$5,000	$5,000
Retzer	Boardwalk upgrades	$20,000	$20,000	$20,000
Retzer	Paint Learning Center	$0	$20,000	$0
Retzer	Door Replacements	$17,500	$16,000	$7,500
Retzer	Plumbing/HVAC repairs and replacements	$9,500	$0	$0
Various Parks	Stripping/parking lot/pavement maintenance	$20,550	$30,950	$23,400
Fox Brook	Diving Dock replacement	$0	$18,000	$0
Fox Brook	Facility repair and replacement	$25,500	$14,000	$6,600
Fox Brook	Plumbing/HVAC repairs and replacements	$0	$7,800	$12,700
Fox Brook	Shoreland Erosion Protection	$0	$10,000	$10,000
Menomonee	Water Study	$30,000	$0	$0
Menomonee	Entrance Hut Improvements	$0	$20,000	$0
Minooka	Facility repair and replacement	$2,000	$2,100	$0
Minooka	Plumbing/HVAC repair and replacement	$0	$6,000	$6,000
Mukwonago	Dam Structure Repair	$0	$20,000	$0
Mukwonago	Facility repair and replacement	$4,500	$0	$0
Mukwonago	Prairie Installation	$10,000	$0	$0
Mukwonago	Accessible Fishing Pier	$0	$0	$50,000
Mukwonago	School Section Boat Ramp Improvements(b)	$0	$26,000	$0
Muskego	Facility repair and replacement	$5,000	$19,000	$6,000
Muskego	Trail Improvements	$0	$20,000	$0
Muskego	Observation Deck	$0	$0	$15,000
Nagawaukee	Facility repair and replacement	$21,000	$16,000	$10,500
Nagawaukee	Barn Reside and improvements	$0	$0	$70,000
Nagawaukee	Reroof Barn	$40,000	$0	$0
Nagawaukee	Plumbing/HVAC repair and replacement	$0	$5,500	$2,500
Nashotah	Remove Millpointer House	$0	$0	$25,000
Nashotah	Plumbing/HVAC repairs and replacements	$0	$0	$14,500
Nashotah	Facility repair and replacement	$7,500	$0	$22,500
	PLAN TOTAL	**$328,500**	**$346,000**	**$328,500**

(a) Planetarium maintenance of $5,000 is fund balance designated for this purpose.
(b) Project costs are partially offset with a $12,500 State DNR grant.

CURRENT AND PROPOSED CAPITAL PROJECTS

Project #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of '16	Estimated Operating Impact	A=Annual T=One-Time
200014	Bikeway Improvement	2016	$4,095,000	100%	TBD	A
201208	Energy Efficiency Improvements	2017	$1,435,200	75%	TBD	A
201407	Waukesha-Brookfield trail	2018	$2,494,800	25%	TBD	A
201504	Camp Pow Wow Expansion	2020	$750,000	0%	$0	A
201602	Minooka Restroom Shelter	2017	$684,000	10%	$0	A
201605	Menomonee Beach House Renovations	2018	$1,012,600	0%	$0	A
201606	Retzer Nature Center Remodeling	2017	$356,000	40%	$0	A
201607	Lake Country Trail Underpass	2019	$1,107,000	5%	$0	A
201703	UWW Site Infrastructure improvements	2020	$1,228,000	0%	$0	A
200824	Pavement Management Plan (2013-2017)	2017	$2,400,000	N/A	$0	NA
201406	Pavement Management Plan (2018-2022)	2022	$3,600,000	N/A	$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 Park.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**7.59**	**7.34**	**7.34**	**7.65**	**0.31**
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	$751	$0	$0
County Tax Levy (Credit)	**$641,521**	**$638,314**	**$638,314**	**$640,523**	**$2,209**
Total Revenues	**$641,521**	**$638,314**	**$639,065**	**$640,523**	**$2,209**
Personnel Costs	$405,678	$318,771	$325,184	$323,103	$4,332
Operating Expenses	$125,906	$124,725	$117,175	$123,550	($1,175)
Interdept. Charges	$152,774	$194,818	$182,218	$193,870	($948)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$684,358**	**$638,314**	**$624,577**	**$640,523**	**$2,209**
Rev. Over (Under) Exp.	($42,837)	$0	$14,488	$0	$0

Program Highlights

Personnel costs increase $4,300 and funds the cost to continue existing staff levels, a slight increase in extra help hours as well as extra help hourly rates being increased to help maintain competitive wages, which is partially offset by savings from staff turnover. Operating expenses decrease almost $1,200 mainly due to a slight reductions in operating supply costs. Interdepartmental charges decrease nearly $1,000 mainly due to a $5,000 reduction in salt which is mostly offset with increased vehicle ownership costs.

General County Grounds Maintenance (Continued)

Activity Data	2015 Actual	2016 Budget	2016 Estimate	2017 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.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**8.80**	**8.80**	**8.80**	**8.41**	**(0.39)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$104,736	$77,200	$71,700	$77,200	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$44,797	$58,000	$63,000	$67,000	$9,000
Appr. Fund Balance	$178	$0	$222	$0	$0
County Tax Levy (Credit)	**$599,619**	**$586,037**	**$586,037**	**$600,979**	**$14,942**
Total Revenues	**$749,330**	**$721,237**	**$720,959**	**$745,179**	**$23,942**
Personnel Costs	$460,327	$478,194	$476,639	$484,650	$6,456
Operating Expenses	$128,031	$142,150	$130,000	$144,475	$2,325
Interdept. Charges	$85,437	$100,893	$97,206	$101,054	$161
Fixed Assets	$0	$0	$0	$15,000	$15,000
Total Expenditures	**$673,795**	**$721,237**	**$703,845**	**$745,179**	**$23,942**
Rev. Over (Under) Exp.	$75,535	$0	$17,114	$0	$0

Program Highlights

Charges for Services revenues are budgeted to remain at 2016 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 budgeted to increase $9,000 from 2016 budgeted levels, largely due to an $11,000 increase in donation revenue related to sponsorship of Special Events. Other Revenues also include: $30,000 in birdseed sales, a reduction of $2,000 from 2016; $18,000 of bookstore merchandise sale, and $8,000 in miscellaneous revenue.

Personnel costs are budgeted to increase by $6,500 to fund the cost to continue existing staffing levels as well as extra help hourly rates being increased to help maintain competitive wages, which is partially offset by a slight reduction in extra help hours of 0.39 FTE. Operating costs increase $2,300 mainly due to an increase of $5,500 for merchandise for resale partially offset by slight reductions in staff development and small equipment costs. Interdepartmental charges increase slightly due to an increase for vehicle and computer ownership charges which are partially offset with a decrease in postage expenses. Fixed asset expenses increase $15,000 and include the purchase of three trailers for off-site storage of special event and off-season supplies.

Retzer Nature Center (Continued)

Activity Data	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Program Attendance	7,264	7,190	7,250	7,600	410
Apple harvest festival attendance	3,581	5,000	4,500	4,800	(200)
Site Evaluations	2	5	4	5	0
Bird Seed Bags Sold	1,444	1,600	1,500	1,600	0

Exposition Center

Program Description

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

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**8.63**	**8.63**	**8.63**	**8.39**	**(0.25)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$573,334	$550,000	$560,000	$559,000	$9,000
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$87,037	$10,000	$10,222	$10,000	$0
County Tax Levy (Credit)	**$149,598**	**$147,675**	**$147,675**	**$133,051**	**($14,624)**
Total Revenues	**$809,969**	**$707,675**	**$717,897**	**$702,051**	**($5,624)**
Personnel Costs	$412,477	$458,886	$424,575	$441,908	($16,978)
Operating Expenses	$208,109	$196,325	$193,600	$203,300	$6,975
Interdept. Charges	$54,184	$52,464	$51,554	$56,843	$4,379
Fixed Assets	$76,859	$0	$0	$0	$0
Total Expenditures	**$751,629**	**$707,675**	**$669,729**	**$702,051**	**($5,624)**
Rev. Over (Under) Exp.	$58,340	$0	$48,168	$0	$0

Program Highlights

Charges for services revenue has been increased $9,000 to $559,000 to reflect current activity levels. Fees will be adjusted as necessary to maintain a competitive market position. A general fund balance appropriation of $10,000 is included in 2017 to fund expenditures for a table and chair replacement program.

Personnel costs decrease approximately $17,000 mainly due to the cost to continue existing staff levels as well as extra help hourly rates being increased to help maintain competitive wages which are more than offset by staff turnover and changes in health care selections. Operating expenses increase $7,000 due to a $7,000 increase in utility costs. Interdepartmental Charges increase $4,400 mainly due to a $2,700 increase in communication charges and a $1,400 increase in vehicle ownership costs.

Exposition Center (Continued)

Activity Data	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Banquet/Wedding	4	6	4	4	(2)
Consumer Sales	36	37	35	36	(1)
Entertainment/Sportir	12	12	9	7	(5)
Fundraiser	4	2	2	3	1
Grounds Events	7	7	11	9	2
Hobby Shows	6	6	4	5	(1)
Meetings	32	42	32	33	(9)
Religious	3	3	4	3	0
Seminar	9	1	7	7	6
Trade Show	3	3	4	4	1
4 H	70	66	58	58	(8)
County Sponsored	37	22	30	30	8

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. 100% of approved rezones are consistent with the County Comprehensive Plan, Farmland Preservation Plan and Shoreland Code requirements.

Performance Measures:

	2015 Actual	2016 Target	2016 Estimate	2017 Target
Benchmark Goal				
% 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)

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**9.50**	**9.00**	**9.00**	**9.00**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$95,771	$76,300	$85,000	$81,100	$4,800
Charges for Services	$56,899	$55,500	$49,000	$52,000	($3,500)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$3,695	$1,500	$1,000	$1,000	($500)
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$753,287**	**$740,103**	**$740,103**	**$729,375**	**($10,728)**
Total Revenues	**$909,652**	**$873,403**	**$875,103**	**$863,475**	**($9,928)**
Personnel Costs	$760,180	$804,346	$793,695	$797,726	($6,620)
Operating Expenses	$17,726	$17,700	$15,900	$16,100	($1,600)
Interdept. Charges	$48,985	$51,357	$50,669	$49,649	($1,708)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$826,891**	**$873,403**	**$860,264**	**$863,475**	**($9,928)**
Rev. Over (Under) Exp.	$82,761	$0	$14,839	$0	$0

Program Highlights

Fines and license revenue, which include zoning permit fee revenues are increasing overall by $4,800 to $81,100. Board of Adjustment revenue may decline as code amendments are proposed to make more activities permitted by right, thus reducing variances. Revenue from change of use, conditional use and deck/patio permits are increasing based on current activity levels.

Charges for Services revenue decrease $3,500 mainly due to subdivision review revenues being reduced from $41,500 to $38,000 which is based on anticipated program activity levels. Charges for services also includes $14,000 in reimbursements for direct staff time providing planning assistance to municipalities. Other revenue is budgeted to decrease $500 to $1,000 related to the sale of maps, based on prior year experience and current year estimates.

Personnel costs decrease approximately $6,600. The cost to continue current staffing levels is offset by changes in health care options.

Operating expenses are being decreased $1,600 to $16,100 mainly due to a slight reduction operating supplies

Interdepartmental charges decrease $1,700 mainly due to a decrease in postage and computer ownership charges.

Activity Data	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
No. of Conditional Use reviews	17	15	18	15	-
No. of Zoning Violations pursued	98	110	110	100	(10)
Site Plan reviews	28	30	28	30	-

Activity Data	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
No. of Zoning Permits	375	375	400	375	-
No. of Board of Adjustment cases	44	45	35	30	(15)
No. of Certified Survey Maps (CSMs) reviewed	34	25	25	25	-
No. of Subdiv. Plat Reviews	34	35	30	30	(5)

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. 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.

	2015 Actual	2016 Target	2016 Estimate	2017 Target
System samples	447	450	450	450
% sampled	99.5%	100%	100%	100%
% with coliform bacteria	1%	2%	2%	2%
% with nitrates	<1%	<.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 90% of the private sewage systems notified through maintenance notification.

	2015 Actual	2016 Target	2016 Estimate	2017 Target
Maintenance cards sent	9,000	12,000	11,000	11,000
Number returned	8,550	10,800	10,450	10,450
% Returned (a)	95%	90%	95%	95%

(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:

	2015 Actual	2016 Target	2016 Estimate	2017 Target
Inventory Private Sewerage Systems Installed before July 1, 1979 (a)	95%	98%	98%	99%

(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)

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**4.41**	**4.01**	**4.01**	**4.01**	**(0.00)**
General Government	$39,167	$40,000	$34,400	$34,000	($6,000)
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$82,523	$64,000	$72,500	$76,000	$12,000
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$285	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$332,844**	**$360,312**	**$360,312**	**$356,915**	**($3,397)**
Total Revenues	**$454,819**	**$464,312**	**$467,212**	**$466,915**	**$2,603**
Personnel Costs	$250,276	$369,759	$375,512	$376,613	$6,854
Operating Expenses	$50,461	$51,600	$44,000	$46,750	($4,850)
Interdept. Charges	$43,436	$42,953	$43,148	$43,552	$599
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$344,173**	**$464,312**	**$462,660**	**$466,915**	**$2,603**
Rev. Over (Under) Exp.	$110,646	$0	$4,552	$0	$0

Program Highlights

General Government revenues decrease $6,000 which is 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 $6,000 to $20,000 in 2017. Also included in General Government revenues 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.

Charges for Services increase $12,000 due to an increase of $10,000 from $50,000 to $60,000 for water samples examined in accordance with the Safe Drinking Water Act, and an increase of $2,000 for radon kit sales to $15,000. Charges for services also includes $1,000 related to the lead program.

Personnel costs increase $6,900 and funds the cost to continue existing staff levels.

Operating expenses decrease about $4,900 mainly due to the reduction in the Wisconsin Fund septic system replacement program mentioned above which is partially offset by an increase in operating supply costs.

Activity Data	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
WI Fund Grant (Septic Replacements)	5	3	3	3	-
# of on-site septic systems under Mandatory Maintenance (a)	26,082	37,000	26,000	26,000	(11,000)

(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.

Licensing

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 2016 Benchmark	Year 2017 Goal	Year 2018 Goal
Risk Factor Violation Average	35%	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: National Retail Regulatory Program Standard 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.

	2015 Actual	2016 Target	2016 Estimate	2017 Target
Number of licensed food establishments	1,666	1,550	1,550	1,550
Number of inspections & consultations	2,535	2,600	2,500	2,500
# of preinspections/inspections/consultations per Inspector (a)	362	371	357	357

(a)The number of inspections per inspector has gone down for various reasons. Program efficiencies such as maximizing time spent during an initial inspection to get operators to correct violations immediately has reduced the number of re-inspections required. Better understanding on the part of the inspectors as to what is considered a consultation and better documentation due to use of Intellitime and HealthSpace software programs.

Licensing (continued)

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**7.63**	**7.63**	**7.63**	**7.63**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$775,421	$729,500	$784,600	$743,600	$14,100
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$4,485	$4,100	$4,100	$4,100	$0
Other Revenue	$0	$500	$500	$500	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit) (a)	**($55,648)**	**($111,043)**	**($111,043)**	**($107,508)**	**$3,535**
Total Revenues	**$724,258**	**$623,057**	**$678,157**	**$640,692**	**$17,635**
Personnel Costs	$542,233	$553,139	$571,651	$571,438	$18,299
Operating Expenses	$27,528	$32,200	$31,650	$31,600	($600)
Interdept. Charges	$36,769	$37,718	$37,609	$37,654	($64)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$606,530**	**$623,057**	**$640,910**	**$640,692**	**$17,635**
Rev. Over (Under) Exp.	$117,728	$0	$37,247	$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 $14,100 primarily due to an increase in restaurant license/inspection revenues of $10,000 to $500,000. Retail food license revenues have been increased $3,000 to $160,000. Lodging and campground license fee revenues have been increased $1,100 to $82,600.

Personnel costs increase $18,300 mainly due to the cost to continue existing staff levels. Operating expenses decrease $600 due to a slight reduction in staff development costs.

Activity Data

# of Inspections/Consultations Performed	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
# of Restaurants	1,894	2,000	1,900	1,900	(100)
# of Retail Foods	641	650	650	650	-
# of School Food Services	168	130	150	150	20
# of Lodging	56	50	50	50	-
# of Public Pool, Camp & Rec/ED camp	273	275	275	275	-

# of Establishment Licenses issued	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Restaurants					
Temporary	123	110	120	120	10
Prepackaged	60	60	60	60	-
Full Service	977	925	950	950	25
Retail Food					
No Processing	169	120	140	120	-
Processing	337	315	320	320	5
Lodging					
Hotel/Motel	43	40	40	40	-
Bed and Breakfast	3	4	4	4	-
Tourist Rooming House	6	4	4	4	-
Recreation					
Public Pools	232	210	220	220	10
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.

	2015 Actual	2016 Target	2016 Estimate	2017 Target
Number of unsafe samples	65	75	50	50
Number of owner-collected samples	398	400	400	400
% Reported same day	400%	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.

	2015 Actual	2016 Target	2016 Estimate	2017 Target
Number of systems inspected	358	350	360	360
% systems inspected on same-day	100%	100%	100%	100%

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**5.00**	**5.00**	**5.00**	**5.00**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$254,657	$210,000	$230,000	$250,000	$40,000
Charges for Services	$81,961	$75,000	$75,000	$81,000	$6,000
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)	**$215,251**	**$183,502**	**$183,502**	**$144,287**	**($39,215)**
Total Revenues	**$551,869**	**$471,502**	**$491,502**	**$478,287**	**$6,785**
Personnel Costs	$489,916	$379,477	$376,618	$384,824	$5,347
Operating Expenses	$41,052	$47,100	$43,550	$48,100	$1,000
Interdept. Charges	$43,486	$44,925	$44,349	$45,363	$438
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$574,454**	**$471,502**	**$464,517**	**$478,287**	**$6,785**

Rev. Over (Under) Exp.	($22,585)	$0	$26,985	$0	$0

Septic/Well/Lab Programs (Continued)

Program Highlights

License revenue consists of septic permit revenues and increase $40,000, mainly due to an increase in program activity and a 3.2% fee increase. Charges for Service revenues are budgeted to increase $6,000 to $81,000 and include $53,000 in water sample fees and $28,000 for preliminary site assessment fees. Water samples fees have been increased by an average of approximately 5.7% and preliminary site assessment fees have been increase $5 per fee category.

Personnel costs increase approximately $5,300 reflecting the cost to continue existing staffing levels.

Operating expenses increase $1,000 to $48,100 mainly due to an increase in equipment cost.

Activity Data	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Number of Septic Permits Issued					
Conventional	220	185	220	215	30
Mound	149	185	160	170	(15)
Holding Tank	24	15	22	20	5
At Grade	3	5	10	10	5
Pressure Distribution	1	5	1	1	(4)

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 within 48 hours.

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

	2015 Actual	2016 Target	2016 Estimate	2017 Target
Number of reported animal bites	617	600	600	600
% bite victims seek medical advice within 48 hours	100%	100%	100%	100%

Activity Data	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Educational presentations on rabies control and animal neglect/abuse	43	40	40	40	-
Humane complaints	171	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.

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	2015 Actual	2016 Budget	2016 Estimate	2017 Target
# Reports animal abuse/neglect	171	200	200	200
% followed up within 48 hours	90%	90%	90%	90%

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**1.58**	**1.58**	**1.58**	**1.58**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$87,303	$50,000	$48,000	$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)	**$94,835**	**$96,563**	**$96,563**	**$98,315**	**$1,752**
Total Revenues	**$182,138**	**$146,563**	**$144,563**	**$148,315**	**$1,752**
Personnel Costs	$100,553	$112,683	$111,585	$113,805	$1,122
Operating Expenses	$9,567	$18,150	$13,700	$17,550	($600)
Interdept. Charges	$15,049	$15,730	$15,708	$16,960	$1,230
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$125,169**	**$146,563**	**$140,993**	**$148,315**	**$1,752**
Rev. Over (Under) Exp.	$56,969	$0	$3,570	$0	$0

Program Highlights

License revenue consists of dog license surcharge revenues of $50,000, unchanged from the 2016 budget.

Personnel costs increase about $1,100 due to the costs to continue existing staff levels. Interdepartmental Charges increase about $1,200, mainly due to a $1,300 increase in computer ownership charges.

Hazardous Material

Program Description

Reviews and assesses the purchase, storage, use and disposal of hazardous materials controlled by the County to assure compliance with all applicable Federal, State and local environmental laws. Performs or contracts for environmental assessment services used in the property transactions involving the County. Coordinates environmental remediation services for County projects and County facilities.

County-Wide Key Strategic Outcome: An environmentally responsible County

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:	2015 Actual	2016 Target	2016 Estimate	2017 Target
% of County petroleum storage tanks and chemical storage facilities that are code compliant	100%	100%	100%	100%

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**0.90**	**0.90**	**0.90**	**0.90**	**0.00**
General Government	$9,613	$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	$29,492	$25,000	$29,950	$25,000	$0
County Tax Levy (Credit)	**$137,764**	**$139,838**	**$139,838**	**$140,953**	**$1,115**
Total Revenues	**$176,869**	**$164,838**	**$169,788**	**$165,953**	**$1,115**
Personnel Costs	$94,576	$97,466	$97,217	$98,928	$1,462
Operating Expenses	$51,808	$56,300	$45,850	$56,350	$50
Interdept. Charges	$10,974	$11,072	$11,050	$10,675	($397)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$157,358**	**$164,838**	**$154,117**	**$165,953**	**$1,115**
Rev. Over (Under) Exp.	$19,511	$0	$15,671	$0	$0

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 $1,500 related to the cost to continue existing staff levels.

Activity Data	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Env. Assessment Performed					
In REM (foreclosure) Property Reviewed	48	50	45	50	-
Number of Petroleum Storage Tanks					
Monitor for Compliance—Above Ground	53	53	54	54	1
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:	2015 Actual	2016 Target	2016 Estimate	2017 Target
For storm water permit sites >/= 1 acre. Benchmark = 20 working days.	5	10	9	10
For storm water permit sites< 1 acre. Benchmark = 10 working days.	6	7	7	7

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**5.42**	**5.42**	**5.42**	**5.97**	**0.55**
General Government	$197,170	$195,000	$245,000	$261,000	$66,000
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$167,426	$107,000	$114,000	$129,000	$22,000
Interdepartmental	$0	$15,300	$15,300	$12,860	($2,440)
Other Revenue	$23,194	$105,000	$69,500	$105,000	$0
Appr. Fund Balance	$1,675	$0	$12,000	$0	$0
County Tax Levy (Credit)	**$267,994**	**$272,680**	**$272,680**	**$281,340**	**$8,660**
Total Revenues	**$657,459**	**$694,980**	**$728,480**	**$789,200**	**$94,220**
Personnel Costs	$511,879	$498,950	$514,115	$524,707	$25,757
Operating Expenses	$77,484	$148,250	$193,980	$214,600	$66,350
Interdept. Charges	$44,119	$47,780	$47,490	$49,893	$2,113
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$633,482**	**$694,980**	**$755,585**	**$789,200**	**$94,220**
Rev. Over (Under) Exp.	$23,977	$0	($27,105)	$0	$0

Land & Water Conservation (continued)

Program Highlights

General Government revenues are budgeted to increase $66,000 to $261,000 due to an increase of $61,000 for a pass-thru grant from the state for an aquatic invasive species (AIS) program in collaboration with lake organizations and Washington County to help control the spread of invasive species in county lakes and streams, and a $5,000 increase to $25,000 for a pass-thru grant from the State to cost share the installation of conservation practices and meet state water runoff pollution control standards (Nonpoint Grant). General Government revenues also includes 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 remains at the 2016 budgeted level of $160,000. General Government revenues also includes a $15,000 pass-thru grant to fund expenses related to the Wildlife Damage program.

Charges for Service revenues increase $22,000 to $129,000 mainly related to a $15,000 increase for the local communities cost share portion of the new Aquatic Invasive Species (AIS) program mentioned previously, and a $5,000 increase to $40,000 in storm water permit revenues which is based on current activity levels. Charges for service also include $60,000, an increase of $2,000 from the 2016 budget, 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 $14,000 from non-metallic mining reclamation permit fees.

Interdepartmental revenues have been reduced about $2,400 to $12,860 and is reimbursement for management services provided to the Material Recycling Facility (MRF) program.

Other Revenues are budgeted at the 2016 budget level of $105,000, and includes: $50,000 in real estate developer funds held by the County, which may be used to bring new developments into compliance with storm water codes in case developers are unwilling to do so; $30,000 in payments per an agreement with a gravel mining vendor for use of a County owned mine; $20,000 for the sale of native plants and rain barrels to construct rain gardens and help mitigate storm water runoff pollution; and $5,000 in miscellaneous revenues.

Personnel costs increase $25,800 and is related to the cost to continue existing staff levels and an increase of $12,500 in extra help related to the new Invasive Species Program (mentioned above). Operating expenses increase nearly $66,400 to $214,600 mainly due to a $63,500 increase in cost related to the Invasive Species Program. These costs include Interdepartmental charges increase $2,100 mainly due to a $900 increase for vehicle costs and a $1,600 increase in computer ownership charges.

Activity Data	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Number of Educational Presentations/Events	110	90	90	90	-
Number of Storm water Permits issued	58	55	60	55	-
Number of Construction Site Inspections	826	550	578	550	-
Number of Farm Compliance Inspections *	7	14	16	10	(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:	2015 Actual	2016 Target	2016 Estimate	2017 Target
County HHW disposal costs per participating household	25.82	$30.00	$30.00	$30.00

Hazardous Waste and County Facilities Recycling (continued)

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**0.25**	**0.25**	**0.25**	**0.25**	**0.00**
General Government	$61,860	$66,000	$68,500	$70,000	$4,000
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$2,475	$3,000	$2,800	$3,000	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$388,190	$404,000	$403,500	$404,000	$0
Appr. Fund Balance	$0	$0	$2,418	$0	$0
County Tax Levy (Credit) (a)	**($107,291)**	**($107,014)**	**($107,014)**	**($110,763)**	**($3,749)**
Total Revenues	**$345,234**	**$365,986**	**$370,204**	**$366,237**	**$251**
Personnel Costs	$18,992	$19,576	$19,617	$19,979	$403
Operating Expenses	$336,073	$344,250	$362,200	$344,250	$0
Interdept. Charges	$2,552	$2,160	$2,060	$2,008	($152)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$357,617**	**$365,986**	**$383,877**	**$366,237**	**$251**
Rev. Over (Under) Exp.	($12,383)	$0	($13,673)	$0	$0

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

Program Highlights

General government revenues are budgeted to increase $4,000 to $70,000, related to an increase in state grant funding for hazardous waste disposal of $4,000 to $15,000. Participating communities pay approximately one-third of the County's HHW program collection costs and are budgeted at the same level as 2016.

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.

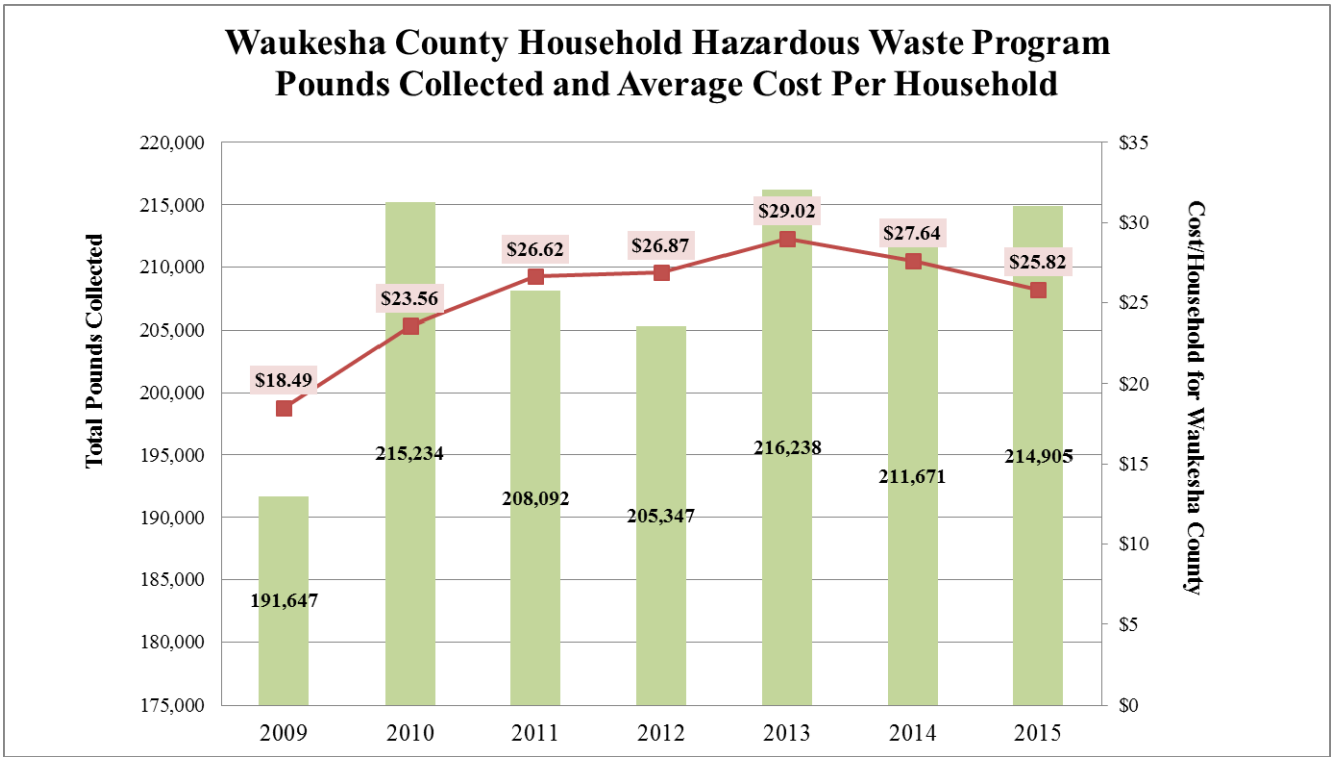
Other revenues include $244,000 from landfill siting agreement, the Emerald Park Landfill operator (Advanced Disposal Services) pays the County $156,000 on an annual basis to have county staff administer all of the HHW program activities and $4,000 from sale of merchandise revenue.

Personnel costs increase about $400 to approximately $20,000 due to 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. Advanced Disposal Services pays the County $156,000 to administer all invoicing for the HHW program. 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.

Activity Data	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Households served at Hazardous Waste Collection	5,205	5,600	5,600	5,500	(100)
Pounds of Hazardous waste collected	214,905	210,000	210,000	200,000	(10,000)
Pounds of HHW Per household	41.3	37.5	37.5	36.5	(1.0)
Number of Households using product exchange	236	200	200	200	-
Tons of office paper/containers recycled at County facilities/parks	282	325	300	300	(25)

Hazardous Waste and County Facilities Recycling (continued)



The chart shows that the number of pounds of household hazardous waste collected in 2015 increased to 214,905lbs. The cost to the County per participating household decreased relative the 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 LEAN initiatives, 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 coordinate the Huber Workforce Initiative to provide inmates a work alternative to daily incarceration. (PLU Strategic Objective 6.2).

Performance Measure:	2015 Actual	2016 Target	2016 Estimate	2017 Target
Number of Jail Days Saved	1,139	1,300	1,200	1,200
Est. Value in $ of service to the County (8 hours/day, 3 to 5 days/week at $10.76/hr)	$104,100	$118,800	$109,700	$109,700

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

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:	2015 Actual	2016 Target	2016 Estimate	2017 Target
# of web based inquiries/% responded to within two business days	87	85/100%	90/100%	90/100%

Administrative Services (continued)

County-wide Key Strategic Outcome: An environmentally responsible County

3-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 3.2)

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**8.39**	**8.07**	**8.07**	**8.15**	**0.08**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$135,299	$126,400	$120,000	$117,660	($8,740)
Other Revenue	$2,132	$152	$0	$0	($152)
Appr. Fund Balance	$19,049	$0	$11,065	$0	$0
County Tax Levy (Credit)	**$678,114**	**$688,686**	**$688,686**	**$733,004**	**$44,318**
Total Revenues	**$834,594**	**$815,238**	**$819,751**	**$850,664**	**$35,426**
Personnel Costs	$725,837	$693,169	$764,648	$714,941	$21,772
Operating Expenses	$95,601	$66,750	$78,900	$82,150	$15,400
Interdept. Charges	$53,794	$55,319	$55,204	$53,573	($1,746)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$875,232**	**$815,238**	**$898,752**	**$850,664**	**$35,426**
Rev. Over (Under) Exp.	($40,638)	$0	($79,001)	$0	$0

Program Highlights

Interdepartmental revenues decrease $8,700 to $117,660 mainly due to an adjustment in management service charges to the materials recycling facility (MRF).

Personnel costs increase nearly $21,800 to $714,941, mainly due to the cost to continue existing positions and an increase of $5,000 in overtime funding. Operating expenses have increased $15,400 mainly due to a $15,000 increase for computer consulting to pursue acquisition of permitting software. Interdepartmental charges have decreased about $1,700 mainly due to a slight reduction in computer ownership and insurance cost allocations.

Parks & Land Use

Statement of Purpose

The Waukesha County Community Development program utilizes federal Community Development Block Grant (CDBG) and HOME Investment Partnership (HOME) funds in a collaborative, coordinated manner to meet identified community needs detailed in the current Waukesha County Five Year Consolidated Plan. The Plan has identified the following basic principles that guide funding decisions and program priorities:

- Provide opportunities for the rehabilitation and development of affordable housing for both owner occupied and rental properties;
- Provide opportunities for low and moderate income households for homeownership;
- Provide opportunities to meet special population affordable housing and support service needs;
- Provide direct client services to meet identified needs through collaborative public services;
- Provide for expanding economic opportunities and job creation for low and moderate income households;
- Provide opportunities for maintenance and rehabilitation of public facilities with emphasis on accessibility;
- Provide strategies and activities in areas of concentrated low and moderate income to improve the quality of life and opportunities to self-sufficiency;
- Concentration of resources directed to specific Housing and Urban Development (HUD) eligible neighborhoods to improve livability, safety, and empower the residents.

Financial Summary	2015 Actual	2016 Adopted Budget	2016 Estimate (a)	2017 Budget	Change From 2016 Adopted Budget $	%
Revenues						
General Government (a) (b)	$2,981,636	$2,320,953	$2,384,433	$2,378,739	$57,786	2.5%
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	$777,915	$628,159	$628,159	$523,159	($105,000)	-16.7%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy (Credit)	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$3,759,551**	**$2,949,112**	**$3,012,592**	**$2,901,898**	**($47,214)**	**-1.6%**
Expenditures						
Personnel Costs	$212,396	$223,902	$220,513	$230,806	$6,904	3.1%
Operating Expenses (a)	$3,033,805	$2,637,871	$2,701,914	$2,581,520	($56,351)	-2.1%
Interdept. Charges	$94,278	$87,339	$90,165	$89,572	$2,233	2.6%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$3,340,479**	**$2,949,112**	**$3,012,592**	**$2,901,898**	**($47,214)**	**-1.6%**
Rev. Over (Under) Exp.	$419,072	$0	$0	$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	0.07	0.05	0.05	0.03	(0.02)	
Total FTEs	2.92	2.90	2.90	2.88	(0.02)	

(a) 2016 Estimate includes consideration of the 2015 carryover of encumbered grant contracts that totaled $788,802 and an approved request to carryover 2015 expenditure appropriations that totaled $1,120,364.

(b) The 2017 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.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**2.51**	**2.50**	**2.50**	**2.48**	**(0.02)**
General Government (a)	$1,510,278	$1,330,160	$1,317,868	$1,317,868	($12,292)
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue (a)	$543,335	$460,000	$460,000	$355,000	($105,000)
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$2,053,613**	**$1,790,160**	**$1,777,868**	**$1,672,868**	**($117,292)**
Personnel Costs	$183,498	$193,349	$190,769	$196,019	$2,670
Operating Expenses (a)	$1,435,146	$1,538,391	$1,530,178	$1,420,031	($118,360)
Interdept. Charges	$61,744	$58,420	$56,921	$56,818	($1,602)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,680,388**	**$1,790,160**	**$1,777,868**	**$1,672,868**	**($117,292)**

Rev. Over (Under) Exp.	$373,225	$0	$0	$0	$0

(a) 2016 Estimate includes consideration of the 2015 carryover of encumbrances totaling $582,443 and a 2015 carryover of $223,561 through a separate ordinance. Unexpended appropriations at year end 2016 will be requested to be carried over to the 2017 Modified budget.

Program Highlights

Federal CDBG revenue from the Department of Housing and Urban Development (HUD) is budgeted at $1,317,868, a reduction of $12,292 from the 2016 budget.

Other revenue of $355,000 includes revolving loan income estimated at $275,000, repaid through the revolving loan fund, and program income, repaid by the City of Waukesha, Housing Development and Housing Rehabilitation programs, is estimated at $80,000, a $105,000 reduction from the 2016 budget. Program income reduction is due to a decrease in the number of loans made while the program was in transition between loan service providers.

Personnel costs increase $2,670 mainly due to the cost to continue existing staffing level, which is offset by a 0.02 FTE reduction in overtime. 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 decrease $118,360, mainly due to a decrease of $105,000 for program income grants, previously mentioned, and a decrease of almost $12,500 for grants to communities.

Interdepartmental charges decrease approximately $1,600 mainly due to a $1,400 reduction in administration overhead charges and a $180 reduction in insurance related expenses.

Community Development Block Grant (Cont.)

Major Departmental Strategic Outcomes and Objectives for 2017

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)	2015 Actual(b)	2016 Estimate	2017 Target
Housing	18%	18%	10%	17%
Economic Development	30%	25%	27%	26%
Public Service (outside neighborhood stabilization areas)	15%	14%	15%	15%
Public Service (within neighborhood stabilization areas)	10%	10%	10%	11%
Facilities	7%	10%	14%	10%
Administration	20%	19%	20%	20%

(a) Funding Target % of Annual Allocation is taken from the 2015-2019 Waukesha County Consolidated Plan.
(b) 2015 Actuals represent a percentage of the budgeted funding allocation. Unspent funding has been carried over to 2016. 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.

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).

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**0.41**	**0.40**	**0.40**	**0.40**	**(0.01)**
General Government (a)	$1,471,358	$990,793	$1,066,565	$1,060,871	$70,078
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue (a)	$234,580	$168,159	$168,159	$168,159	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$1,705,938**	**$1,158,952**	**$1,234,724**	**$1,229,030**	**$70,078**
Personnel Costs	$28,898	$30,553	$29,744	$34,787	$4,234
Operating Expenses (a)	$1,598,659	$1,099,480	$1,171,736	$1,161,489	$62,009
Interdept. Charges	$32,534	$28,919	$33,244	$32,754	$3,835
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,660,091**	**$1,158,952**	**$1,234,724**	**$1,229,030**	**$70,078**
Rev. Over (Under) Exp.	$45,847	$0	$0	$0	$0

(a) 2016 Estimate includes consideration of the 2015 carryover of encumbrances totaling $206,359 and a 2015 carryover of $896,803 through a separate ordinance. Unexpended appropriations at year end 2016 will be requested to be carried over to the 2017 Modified budget.

Program Highlights

Federal HOME revenues from the Department of Housing and Urban Development (HUD) are budgeted at $1,060,871, an increase of $70,078 from the 2016 Budget.

Other revenues include program income which remains at the 2016 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 $4,234 due to the cost to continue existing staffing level and to the reallocation from operating expenses to personnel costs of the HOME board per diem expenses estimated to be $4,000.

Operating expenses increase $62,009 mainly due to a $63,369 increase in grants to communities and a $2,840 increase in vehicle liability insurance, which is offset by the aforementioned $4,000 decrease in operating expenses related to the HOME board per diems.

Interdepartmental charges increase $3,835 mainly due to a $3,800 increase in administration overhead charges.

HOME Investment Partnership Program (Cont.)

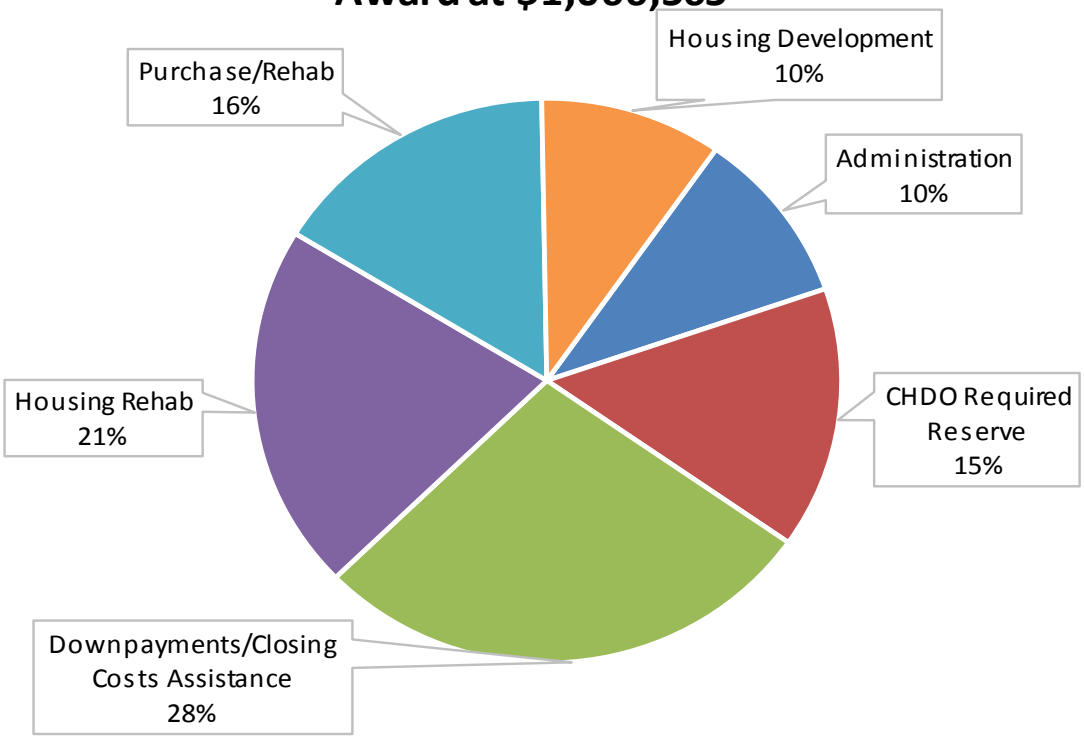
County-Wide Key Strategic Outcome: A county that provides customers with quality programs and services

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

Key Outcome Indicator: The 2017 allocation will be used to improve or maintain housing affordability for all HOME recipients.

Activity	2015 Actual	2016 Budget	2017 Budget	16-17 Budget Change
# of Down payment and Closing Cost Assistance	63	48	48	0
# of Actual Homebuyers	82	58	58	0
Housing Rehabilitation	18	12	12	0
Purchase/Rehab	19	10	10	0

2016 Actual Allocation of HOME Program Funding Award at $1,066,565 *



* 2016 Allocation based on the Home Board Recommendation.

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 Administration and $8 is retained locally to support County land information modernization activities per State Statute 59.725.

Financial Summary	2015 Actual	2016 Adopted Budget	2016 Estimate	2017 Budget	Change From 2016 Adopted Budget $	%
Revenues						
General Government	$1,000	$1,000	$1,000	$51,000	$50,000	5000.0%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$535,144	$650,400	$480,000	$637,600	($12,800)	-2.0%
Interdepartmental	$15,500	$15,500	$15,500	$15,500	$0	0.0%
Other Revenue	$200,122	$103,166	$251,517	$121,467	$18,301	17.7%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy (Credit)	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$751,766**	**$770,066**	**$748,017**	**$825,567**	**$55,501**	**7.2%**
Expenditures						
Personnel Costs	$418,203	$448,689	$428,790	$455,097	$6,408	1.4%
Operating Expenses	$201,992	$246,772	$245,622	$296,804	$50,032	20.3%
Interdept. Charges	$131,571	$74,605	$73,605	$73,666	($939)	-1.3%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$751,766**	**$770,066**	**$748,017**	**$825,567**	**$55,501**	**7.2%**
Rev. Over (Under) Exp.	$0	$0	$0	$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	

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
201609	Orthophotography	2020	$195,500	0%	$0	NA

Major Departmental Strategic Outcomes and Objectives: 2016-2018

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

Objective 1: 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 2016 Benchmark	Year 2017 Goal	Year 2018 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."	93%	95%	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."	78%	80%	80%

Objective 2: 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. Create an Open Data portal that provides user access, linkage, and download functionality to the most current County spatial databases available.

Performance Measure	Year 2016 Benchmark	Year 2017 Goal	Year 2018 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

General governmental revenues have increased $50,000 due to new State Strategic Initiative grant program that provides funds to assist Counties in completing State defined priority datasets, including the public land survey control system, parcels, aerial imagery and LiDAR as well as establishing a local open data portal. This program is currently envisioned to continue annually through at least 2020.

Charges for Service revenues of $637,600 a reduction of $12,800, which consist of document recording fee revenues, to reflect the estimated number of recorded documents. 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 includes $121,467 of landfill fee revenues. Other Revenue has increased $18,301 and includes an increase of $20,301 for landfill siting revenues to help offset program expenditures, which is partially offset by a $2,000 reduction for the sale of Street Atlas. Use of landfill siting revenues is planned to be phased out when document recording fees achieve higher revenue levels.

Personnel costs increase $6,408 or 1.4% and reflect the cost to continue existing 4.00 FTE staffing levels. Operating expenses increased over $50,000 mainly due to a new project to convert the public land survey control system to a reference base, established by the National Geodetic Survey agency called Datum, that is more widely used throughout the United States. This will allow an easier and more precise exchange of data such as floodplain and State protected areas between Waukesha County and other agencies at all levels of government. This effort, which is being coordinated by SEWRPC and will be completed throughout Southeastern Wisconsin, is anticipated to cost Waukesha County approximately $150,000 over 3 years and will be funded by the Strategic Initiative Grants identified above. Interdepartmental charges decrease $939 mainly due to a $1,200 reduction in administrative overhead and management services charges.

Fund Purpose

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

Financial Summary	2015 Actual	2016 Adopted Budget	2016 Estimate	2017 Budget	Change From 2016 Adopted Budget $	%
Revenues						
General Government (a)	$300,465	$0	$90,073	$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	$186,684	$200,000	$100,000	$100,000	($100,000)	-50.0%
Appr. Fund Balance	$800,000	$800,000	$154,212	$400,000	($400,000)	-50.0%
County Tax Levy (Credit)	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$1,287,149**	**$1,000,000**	**$344,285**	**$500,000**	**($500,000)**	**-50.0%**
Expenditures						
Personnel Costs	$0	$0	$0	$0	$0	N/A
Operating Expenses	$3,500	$125,000	$5,897	$62,500	($62,500)	-50.0%
Interdept. Charges	$0	$0	$0	$0	$0	N/A
Fixed Assets	$206,333	$875,000	$338,388	$437,500	($437,500)	-50.0%
Total Expenditures	**$209,833**	**$1,000,000**	**$344,285**	**$500,000**	**($500,000)**	**-50.0%**
Rev. Over (Under) Exp.	$1,077,316	$0	$0	$0	$0	N/A

(a) General Government revenues consist of State Stewardship reimbursement grants for a portion of land acquisition costs.

Summary of Tarmann Fund Funding Sources 2014 – 2017

Revenue Source	2014 Budget	2015 Budget	2016 Budget	2017 Budget	Budget Change
DNR Stewardship Grant Reimbursements	$0	$0	$0	$0	$0
Interest Income	$150,000	$100,000	$100,000	$0	($100,000)
Landfill Siting (a)	$150,000	$100,000	$100,000	$100,000	$0
Tarmann Fund Balance	$700,000	$800,000	$800,000	$400,000	($400,000)
Land Sales - Permits/Sales, Etc.	$0	$0	$0	$0	$0
Total Revenues	**$1,000,000**	**$1,000,000**	**$1,000,000**	**$500,000**	**($500,000)**
Total Expenditures	**$1,000,000**	**$1,000,000**	**$1,000,000**	**$500,000**	**($500,000)**
Revenues Over/(Under) Expenditures	**$0**	**$0**	**$0**	**$0**	**$0**

Program Highlights

Other Revenues include $100,000 of landfill siting fee revenues. Investment income has been reduced by $100,000 to $0. In 2016, the County Board passed an ordinance placing a $4.0 million cap on Tarmann fund balance and initiating a planned reduction in the fund balance by allowing the use of Tarmann Funds for Parks capital projects along with appropriating investment income to the County Treasurer.

Fund balance appropriation revenue is budgeted at $400,000, a reduction of $400,000 from the 2016 budget and 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 have been reduced $500,000 from the 2016 budget level of $1,000,000 to $500,000, which include $437,500 for land purchases, $50,000 for grants to conservancy organizations to assist with land purchases, and $12,500 for consulting services such as surveying, appraising and other costs related to land acquisition.

Major Departmental Strategic Outcomes and Objectives for 2017

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

Objective 1: 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:	2015 Actual	2016 Target	2016 Estimate	2017 Target
Acres in Parks Plan	4,664	4,664	4,664	4,664
Acres of Parks Plan Acquired	4,044	4,200	4,112	4,200
% of Park Plan Acquired	86.7%	90.1%	88.2%	90.1%
Acres in Greenway Plan	8,301	8,301	8,301	8,301
Acres of Greenway Plan Acquired	3,594	3,800	3,596	3,750
% of Greenway Plan Acquired	43.3%	45.8%	43.3%	45.2%

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	2015 Actual	2016 Adopted Budget	2016 Estimate	2017 Budget	Change From 2016 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$3,065,012	$3,208,100	$3,075,000	$3,243,100	$35,000	1.1%
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue (a)	$6,864	$25,000	$22,000	$7,000	($18,000)	-72.0%
Appr. Fund Balance	$80,976	$0	$0	$0	$0	N/A
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$3,152,852**	**$3,233,100**	**$3,097,000**	**$3,250,100**	**$17,000**	**0.5%**
Expenditures						
Personnel Costs	$1,290,524	$1,286,419	$1,212,960	$1,306,257	$19,838	1.5%
Operating Expenses	$1,053,209	$1,012,602	$984,713	$1,042,478	$29,876	3.0%
Interdept. Charges	$834,895	$879,556	$862,054	$888,994	$9,438	1.1%
Fixed Assets (Memo) (c)	$19,771	$25,000	$25,000	$34,000	$9,000	36.0%
Total Expenditures	**$3,178,628**	**$3,178,577**	**$3,059,727**	**$3,237,729**	**$59,152**	**1.9%**
Operating Income/(Loss)	**($25,776)**	**$54,523**	**$37,273**	**$12,371**	**($42,152)**	**-77.3%**
Cash Flow From Operations (b)	**$65,395**	**$219,237**	**$212,123**	**$184,197**	**($35,040)**	**-16.0%**
Position Summary (FTE)						
Regular Positions	8.80	7.05	7.05	7.05	0.00	
Extra Help (d)	15.97	18.00	18.00	19.59	1.59	
Overtime	0.73	0.73	0.73	0.72	(0.01)	
Total FTEs	25.50	25.78	25.78	27.36	1.58	

(a) In 2015, 2016 and 2017 interest income is budgeted in and accounted for by management only in the Naga-Waukee Golf Course program area.
(b) Cash flow from operation figures are based on total operating revenues less expenditures, excluding depreciation expense.
(c) Total expenditures and net operating income/(loss) exclude capitalized fixed asset purchases to conform to financial accounting standards. Fixed asset purchases will be made from cash generated by operating revenues, and are included in the Department's fixed asset request.
(d) Increase of 1.59 FTE in Temporary Extra Help largely due to changes in temporary help position classifications.

Major Departmental Strategic Outcomes and Objectives for 2017

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)	2015 Actual	2016 Target	2016 Estimate	2017 Target
All three courses net operating income – EBITDA	$261,400	$11,451	$219,237	$348,123	$192,197

(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 2016.

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 2017.

Naga-Waukee Golf Course

Program Description

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

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**10.73**	**11.02**	**11.02**	**11.77**	**0.75**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$1,631,181	$1,732,000	$1,640,000	$1,740,000	$8,000
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$6,864	$25,000	$22,000	$7,000	($18,000)
Appr. Fund Balance	$74,286	$0	$0	$0	$0
County Tax Levy (Credit)	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$1,712,331**	**$1,757,000**	**$1,662,000**	**$1,747,000**	**($10,000)**
Personnel Costs	$573,552	$567,199	$529,595	$579,170	$11,971
Operating Expenses (excl. Depr. Exp)	$419,839	$421,100	$393,750	$419,589	($1,511)
Depreciation Expense	$63,814	$57,906	$65,792	$65,037	$7,131
Interdept. Charges	$401,747	$430,942	$428,779	$433,649	$2,707
Fixed Assets (Memo) (a)	$8,521	$25,000	$25,000	$18,000	($7,000)
Total Expenditures	**$1,458,952**	**$1,477,147**	**$1,417,916**	**$1,497,445**	**$20,298**
Operating Income/(Loss)	$253,379	$279,853	$244,084	$249,555	($30,298)

(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 increase $8,000 to $1,740,000 from greens fees, car rental, food/merchandise and discount card sales. Green fees will be increased by a weighted average of approximately 4.6% or approximately $1.00 per round.

Other Revenues decrease $18,000 mainly due to a $15,000 reduction in donations which was used for a patio improvement project in 2016 and a $3,000 decrease in investment income, to reflect lower investment returns.

Personnel costs increase almost $12,000 to $579,170, which includes the cost to continue 3.25 FTE regular existing positions, and an increase of $9,000 for additional extra help staff funding as well as extra help hourly rates being increased to help maintain competitive wages.

Scheduled depreciation is increased by about $7,100.

Interdepartmental charges increase approximately $2,700 to $433,649 mainly due to a slight increase for vehicle ownership and insurance costs.

Fixed asset are budgeted at $18,000 and include $8,000 for expansion of the driving range. The planned expansion would add an area of synthetic turf to allow staff to open the range area sooner in the golf season. In addition, $10,000 is added for the replacement of the club house Heating, Ventilation and Air Conditioning (HVAC) system.

Activity

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
9 Hole Rounds	68,426	68,200	68,800	68,200	0
Golf Car Rentals	29,613	25,750	25,750	27,390	1,640
ID Cards	909	1,000	1,000	1,000	0
9 Hole Play	19,304	19,800	19,800	19,800	0
18 Hole Play	24,561	24,200	24,500	24,200	0

Public Mid-Range Frost Belt Courses*		
	National Golf Foundation Median 2012 data	County 2015 Data
Gross Revenue(average)	$1,047,000	$1,638,044
Gross Revenue/Round	$35.26	$37.34
Rounds Played	29,681	43,865

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				
	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Green Fees	$898,854	$1,020,000	$1,000,000	$1,020,000
Golf Cars	$363,124	$350,000	$355,000	$355,000
ID Cards	$17,490	$22,000	$22,000	$22,000
Food	$197,751	$175,000	$185,000	$185,000
Merchandise	$100,838	$100,000	$100,000	$100,000
Misc. Revenue	$59,987	$90,000	$80,000	$65,000
Total Revenue	**$1,638,044**	**$1,757,000**	**$1,742,000**	**$1,747,000**

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.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**10.54**	**10.65**	**10.65**	**11.37**	**0.73**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$1,129,335	$1,183,600	$1,135,000	$1,188,600	$5,000
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$6,690	$0	$0	$0	$0
County Tax Levy (Credit)	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$1,136,025**	**$1,183,600**	**$1,135,000**	**$1,188,600**	**$5,000**
Personnel Costs	$523,536	$561,395	$539,342	$571,584	$10,189
Operating Expenses (excl. Depr. Exp)	$362,028	$355,200	$341,150	$374,950	$19,750
Depreciation Expense	$92,288	$91,955	$91,955	$89,927	($2,028)
Interdept. Charges	$336,196	$365,839	$352,325	$372,657	$6,818
Fixed Assets (Memo) (a)	$0	$0	$0	$0	$0
Total Expenditures	**$1,314,048**	**$1,374,389**	**$1,324,772**	**$1,409,118**	**$34,729**
Operating Income/(Loss)	($178,023)	($190,789)	($189,772)	($220,518)	($29,729)

(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 $5,000 to $1,188,600. Green fees will be increased by a weighted average of approximately 2.7% or approximately $.50 per round.

Personnel costs increase almost $10,200 to $571,584, which includes the cost to continue 3.25 FTE existing regular full time staff and an approximately $5,300 increase in additional temporary extra help funding, to partially add seasonal help as well as increase extra help hourly rates to help maintain competitive wages.

Operating expenses (excluding depreciation) increase $19,750 to $374,950. Operating expenses increase mainly due to an $8,000 increase for replacement of patio furniture, $5,000 increase for pro shop merchandise expenses and $5,000 increase for cost of concession merchandise.

Scheduled depreciation expenses have decreased by about $2,000.

Interdepartmental charges increase $6,800 to $372,657, mainly due to a $7,000 increase related to worker compensation insurance.

Wanaki Golf Course (continued)

Current and Planned Capital Projects

Proj. #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of '16	Estimated Operating Impact	Est. Annual Depreciation Expense
201309	Wanaki GC Bridge Replacement	2017	$877,000	30%	TBD	$30,000

Activity

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
9 Hole Rounds	54,506	51,920	53,000	53,730	1,810
Golf Car/Cart Rental	20,026	17,750	17,750	17,830	80
ID Cards	507	500	520	550	50
9 Hole Play	23,334	22,450	23,000	22,840	390
18 Hole Play	15,586	14,735	15,000	15,445	710

Public Mid-Range Frost Belt Courses*		
	National Golf Foundation Median 2012 Data	County 2015 Data
Gross Revenue (Average)	$1,047,000	$1,129,336
Gross Revenue/Round	$35.26	$29.02
Rounds Played	29,681	38,920

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

Wanaki Golf Course Revenue				
	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Green Fees	$643,790	$696,000	$695,000	$696,000
Golf Cars	$169,727	$155,000	$155,000	$160,000
ID Cards	$10,016	$12,600	$12,000	$12,600
Food	$159,789	$165,000	$165,000	$165,000
Merchandise	$124,228	$125,000	$125,000	$125,000
Misc.	$21,786	$30,000	$30,000	$30,000
Total	**$1,129,336**	**$1,183,600**	**$1,182,000**	**$1,188,600**

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, 18-hole foot golf course, and support facilities without Tax Levy funds.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**4.23**	**4.12**	**4.12**	**4.22**	**0.10**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$304,496	$292,500	$300,000	$314,500	$22,000
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$304,496**	**$292,500**	**$300,000**	**$314,500**	**$22,000**
Personnel Costs	$193,436	$157,825	$144,023	$155,503	($2,322)
Operating Expenses (excl. Depr. Exp)	$99,195	$71,588	$74,963	$76,113	$4,525
Depreciation Expense	$16,045	$14,853	$17,103	$16,862	$2,009
Interdept. Charges	$96,952	$82,775	$80,950	$82,688	($87)
Fixed Assets (Memo) (a)	$11,250	$0	$0	$16,000	$16,000
Total Expenditures	**$405,628**	**$327,041**	**$317,039**	**$331,166**	**$4,125**
Operating Income/(Loss)	($101,132)	($34,541)	($17,039)	($16,666)	$17,875

(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 $22,000 to $314,500. Fees will be increased by a weighted average increase of 3.0% or about $.35 per round. The 2017 budget for Charges for Services also includes $10,000 for foot golf revenue.

Personnel costs decrease approximately $2,300 to $155,503 and funds the cost to continue existing staffing levels and a reduction in extra help hours as well as extra help hourly rates being increased to help maintain competitive wages.

Operating expenses (excluding depreciation) increase about $4,500 to $76,113. Operating expenses increase mainly due to a $5,000 increase in supply and material costs.

Scheduled depreciation expenses have increased by approximately $2,000.

Fixed asset of $16,000 are budgeted for a $6,000 Irrigation pump replacement project and $10,000 related to the replacement of exterior wood on the clubhouse building.

Moor Downs Golf Course (Continued)

Activity

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
9 Hole Rounds	19,241	19,150	19,150	19,225	75
Golf Car Rental	10,437	10,100	10,000	10,000	(100)
ID Cards	19	100	25	25	(75)
9 Hole Play	19,023	19,000	19,000	19,075	75
18 Hole Play	109	75	75	75	0
Foot Golf Rounds	649	0	835	835	835

9 hole Public Mid-Range Frost Belt Courses*		
	National Golf Foundation Median 2012 data	2015 Data
Gross Revenue (average)	N/A	$304,496
Gross Revenue/Round	N/A	$15.92
Rounds played	15,935	19,132

*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*				
	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Green Fees	$195,450	$200,000	$200,000	$205,000
Foot Golf	$7,790	$0	$10,000	$10,000
Golf Cars	$67,097	$50,000	$60,000	$60,000
ID Cards	$360	$2,500	$1,000	$1,000
Concessions	$22,721	$25,000	$25,000	$25,000
Merchandise	$9,151	$10,000	$10,000	$10,000
Misc. Revenues	$1,927	$5,000	$3,000	$3,500
Total Revenue	**$304,496**	**$292,500**	**$309,000**	**$314,500**

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	2015 Actual	2016 Adopted Budget	2016 Estimate	2017 Budget	Change From 2016 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$1,029,811	$1,070,500	$1,069,200	$1,075,200	$4,700	0.4%
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue	$11,387	$12,200	$14,500	$9,200	($3,000)	-24.6%
Appr. Fund Balance	$48,664	$0	$0	$0	$0	N/A
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$1,089,862**	**$1,082,700**	**$1,083,700**	**$1,084,400**	**$1,700**	**0.2%**
Expenditures						
Personnel Costs	$508,364	$515,631	$508,374	$530,514	$14,883	2.9%
Operating Expenses (b)	$550,355	$577,231	$600,973	$585,317	$8,086	1.4%
Interdept. Charges	$84,575	$87,663	$91,772	$95,207	$7,544	8.6%
Fixed Assets (Memo) (c)	$22,168	$71,500	$21,500	$34,000	($37,500)	-52.4%
Interdept. Debt-Prin (d)	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$1,143,294**	**$1,180,525**	**$1,201,119**	**$1,211,038**	**$30,513**	**2.6%**
Operating Income/(Loss) (b)	**($53,432)**	**($97,825)**	**($117,419)**	**($126,638)**	**($28,813)**	**N/A**
Cash Flow From Operations (a)	**$43,243**	**$41,933**	**$25,856**	**$16,292**	**($25,641)**	**-61.1%**
Position Summary (FTE)						
Regular Positions	4.91	4.91	4.91	4.91	0.00	
Extra Help	4.05	4.05	4.05	4.04	(0.01)	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total FTEs	8.96	8.96	8.96	8.95	(0.01)	

(a) Cash Flow from operation figures are based on total operating revenues (excluding fund balance) less expenditures, excluding depreciation expense.

(b) Budgeted depreciation expense includes only the County's portion of the capital investment, and excludes donations as contributed capital. As a result, the operating income/(loss) differs from the comprehensive annual financial statement, which includes higher depreciation expense from all capital investment regardless of the funding source.

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

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

Major Departmental Strategic Outcomes and Objectives for 2017

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:	2014 Actual	2015 Actual	2016 Target	2016 Estimate	2017 Target
Naga-Waukee: Prime hours utilized	64%	63%	70%	68%	70%
Eble: Prime hours utilized	60%	63%	70%	65%	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:	2014 Actual	2015 Actual	2016 Target	2016 Estimate	2017 Target
Naga-Waukee: Non-prime hours utilized	18%	18%	20%	18%	20%
Eble: Non-prime hours utilized	19%	20%	21%	19%	20%

CURRENT CONTRACT ICE COMPARISON: PRIME	2014 Prime	2015 Prime	2016 Prime	2017 Prime	2017 % Increase
Eble	$264.85	$268.00	$268.00	$273.00	1.87%
Naga-waukee	$271.16	$271.16	$271.16	$273.00	0.68%
Other Area Ice Arenas (Average)	$268.49	$270.51	$272.20	N/A	N/A

CURRENT CONTRACT ICE COMPARISON: NON-PRIME	2014 Prime	2015 Prime	2016 Prime	2017 Prime	2017 % Increase
Eble	$231.22	$233.32	$233.32	$236.25	1.26%
Naga-waukee	$236.48	$236.48	$236.48	$236.25	-0.10%
Waukesha Summer	$204.95	$195.00	$195.00	$200.00	2.56%
Other Area Ice Arenas (Average)	$221.55	$222.95	$226.11	N/A	N/A

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.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**4.28**	**4.29**	**4.29**	**4.24**	**(0.05)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$484,536	$516,500	$516,700	$521,200	$4,700
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$7,536	$11,000	$11,300	$8,000	($3,000)
Appr. Fund Balance	$48,486	$0	$0	$0	$0
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$540,558**	**$527,500**	**$528,000**	**$529,200**	**$1,700**
Personnel Costs	$241,902	$253,507	$248,749	$259,355	$5,848
Operating Expenses (excl. Depr. Exp)	$218,021	$261,295	$241,575	$243,352	($17,943)
Depreciation Expense (a)	$61,614	$56,377	$59,894	$59,549	$3,172
Interdept. Charges	$39,007	$37,637	$38,930	$45,033	$7,396
Fixed Assets (Memo) (b)	$22,168	$6,500	$6,500	$6,000	($500)
Total Expenditures	**$560,544**	**$608,816**	**$589,148**	**$607,289**	**($1,527)**
Operating Income/(Loss) (a)	($19,986)	($81,316)	($61,148)	($78,089)	$3,227

(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 Services revenue increases $4,700 to $521,200, mainly due to a $4,000 increase in league revenue and a $2,000 increase in lesson fees, which is offset by a $1,300 decrease in concessions revenue based on prior year actuals. Other Revenue includes $1,000 in miscellaneous revenues and $7,000 in investment income, which decreases $3,000 from 2016 levels. Contracted ice rates increase by approximately 1.1%. Public skating and lesson fees may be adjusted as necessary to maintain market position.

Personnel Costs increase $5,800 to $259,355, mainly due to the reallocation of extra help hours as well as extra help hourly rates being increased to help maintain competitive wages. Operating Expenses, excluding budgeted depreciation, decrease $17,900, mainly due to a reduction of $12,500 related to a rink dasher board and glass replacement project and a decrease of $4,700 in planned building maintenance. Interdepartmental Charges increase nearly $7,400, mainly due to a $2,700 increase in communication charges, a $2,800 increase in insurance, and a $1,300 increase in maintenance. Fixed Assets include $6,000 for a water softener.

Activity	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	2017 vs. 2016 Budget Change
Contract Ice Hours	1,842	1,600	1,600	1,600	0
Public Skating Attendance	10,231	10,700	10,700	10,700	0
No. of Skate Rentals	4,740	5,500	5,500	5,500	0

Naga-Waukee Ice Arena Revenue

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	2017 vs. 2016 Budget Change
Public Skating	$79,286	$79,500	$79,500	$79,500	$0
Learn to Skate Program	$20,990	$19,000	$22,000	$21,000	$2,000
WCHL - Hockey League	$92,326	$75,000	$78,000	$79,000	$4,000
Contracted Ice	$249,993	$295,000	$290,000	$295,000	$0
Concession	$41,941	$46,000	$46,000	$44,700	($1,300)
Investment Income	$6,080	$10,000	$7,300	$7,000	($3,000)
Merch/Bds/Misc	$0	$3,000	$5,200	$3,000	$0
Total	**$490,616**	**$527,500**	**$528,000**	**$529,200**	**$1,700**

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.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**4.68**	**4.66**	**4.66**	**4.71**	**0.04**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$545,275	$554,000	$552,500	$554,000	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$3,851	$1,200	$3,200	$1,200	$0
Appr. Fund Balance	$178	$0	$0	$0	$0
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$549,304**	**$555,200**	**$555,700**	**$555,200**	**$0**
Personnel Costs	$266,462	$262,124	$259,625	$271,159	$9,035
Operating Expenses (excl. Depr. Exp)	$186,995	$176,178	$216,123	$199,035	$22,857
Depreciation Expense (a)	$83,725	$83,381	$83,381	$83,381	$0
Interdept. Charges	$45,568	$50,026	$52,842	$50,174	$148
Fixed Assets (Memo) (b)	$0	$65,000	$15,000	$28,000	($37,000)
Total Expenditures	**$582,750**	**$571,709**	**$611,971**	**$603,749**	**$32,040**
Operating Income/(Loss) (a)	($33,446)	($16,509)	($56,271)	($48,549)	($32,040)

(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 Services revenue remains at the 2016 budgeted level of $554,000. Contracted ice rates increase approximately 1.9%. Public skating and lesson fees may be adjusted as necessary to maintain market position.

Personnel Costs increase about $9,000 to $271,159, mainly due to the reallocation of extra help hours as well as extra help hourly rates being increased to help maintain competitive wages. Operating Expenses excluding depreciation are budgeted to increase approximately $22,900 to $199,035, mainly due to a $19,800 increase in planned maintenance mostly due to an exterior painting project, and a $3,000 increase in budgeted utility costs. Fixed Assets of $28,000 include $16,000 for internal and external door replacements, and $12,000 related to a building sign replacement.

Activity	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	2017 vs. 2016 Budget Change
Contract Ice Hours	1,458	1,700	1,700	1,700	0
Public Skating Attendance	13,042	12,000	12,000	12,000	0
No. of Skate Rentals	7,934	7,000	7,000	7,000	0

Eble Ice Arena Revenue

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	2017 vs. 2016 Budget Change
Public Skating	$117,528	$90,000	$99,900	$93,500	$3,500
Learn to Skate Program	$23,369	$21,000	$21,000	$22,000	$1,000
WCHL – Hockey League	$76,930	$58,000	$70,000	$68,500	$10,500
Contracted Ice	$281,291	$325,000	$315,000	$320,000	($5,000)
Concession	$46,156	$50,000	$46,600	$50,000	$0
Merch/Bds/Misc	$3,851	$11,200	$3,200	$1,200	($10,000)
Total	**$549,125**	**$555,200**	**$555,700**	**$555,200**	$0

Fund Purpose/Program Description

As the designated Responsible Unit for 27 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 27 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 10 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	2015 Actual	2016 Adopted Budget	2016 Estimate	2017 Budget	Change From 2016 Adopted Budget $	%
Revenues						
General Government	$947,831	$888,500	$993,000	$1,000,000	$111,500	12.5%
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	$2,327,029	$2,314,000	$2,019,000	$2,343,450	$29,450	1.3%
Appr. Fund Balance (a)(b)	$1,291,847	$1,342,500	$1,442,218	$1,230,000	($112,500)	-8.4%
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$4,566,707**	**$4,545,000**	**$4,454,218**	**$4,573,450**	**$28,450**	**0.6%**
Expenditures						
Personnel Costs	$348,985	$383,883	$379,378	$391,814	$7,931	2.1%
Operating Expenses (a)	$2,861,820	$3,393,796	$3,020,131	$3,037,327	($356,469)	-10.5%
Depreciation Expense	$374,548	$515,000	$653,175	$653,175	$138,175	26.8%
Interdept. Charges	$169,657	$215,187	$203,787	$199,916	($15,271)	-7.1%
Fixed Assets (Memo) (b)	$0	$100,000	$0	$100,000	$0	0.0%
Total Expenditures	**$3,755,010**	**$4,507,866**	**$4,256,471**	**$4,282,232**	**($225,634)**	**-5.0%**
Operating Income/(Loss)	**$811,697**	**$37,134**	**$197,747**	**$291,218**	**$254,084**	**684.2%**
Cash Flow From Operations (c)	**($105,602)**	**($790,366)**	**($591,296)**	**($285,607)**	**$504,759**	**N/A**
Position Summary (FTE)						
Regular Positions	4.15	4.15	4.15	4.15	0.00	
Extra Help	1.20	1.25	1.25	1.25	0.00	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total FTEs	5.35	5.40	5.40	5.40	0.00	

(a) MRF Fund Balance appropriation for 2017 includes prior-year State Recycling Grant revenues received above budgeted amounts, and $1,170,000 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. The remaining $60,000 consists of prior-year State Recycling Efficiency Initiative (REI) grant dollars, which are budgeted to provide yard-waste composting services and educational services to municipalities at no charge. 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) Cash Flow from operations figures (excluding fund balance) are based on total operating revenues less expenditures, excluding depreciation expense.

Program Highlights

The 2017 budget is stabilizing after the transitional periods in 2015 and 2016 and the first full year of Joint MRF operations in 2016. All partners have fully converted to single sort recyclable collection and processing system resulting 34% increase in recycling tons during the first year of operations, exceeding the goal of 25% increase over three years. Also, the Waukesha County recycling program welcomed two (2) new recycling partners, the Town of Vernon and City of Muskego, which fully consolidated in 2016, for a total of 27 community partners. The 2017 budget reflects the anticipated increase in tons due to new partners and the continued increase with single sort recycling implementation (25,000 to 28,500). The collected residential recyclable materials are directly hauled to the joint City/County Recycling Facility located in the City of Milwaukee's Menomonee Valley ("Joint MRF").

General Government revenues, which consists of the State Recycling Grant, are budgeted at $1,000,000; an increase of $111,500. This increase restores funding previously reduced in the 2016 budget, which projected reductions in the 2016 state aid allocation in the 2015-2017 Wisconsin State Budget.

Overall, other revenues increase about $29,500 to $2,343,450, and consist mainly of material sales revenues and are projected to decrease approximately $3,800 to $2,123,600. The recycling revenue is based on County tonnage of 28,500 tons, and 15,000 third party tons processed at the Joint MRF. In addition, $100,000 of landfill siting fee revenue will be budgeted to assist as commodity markets and operations slowly stabilize. The $2 per ton educational fee, to be paid by the operating contractor, has been increased $8,700 to $65,400 based on estimated tons received. Other Revenues also includes $5,000 for general donations and $29,500 for compost tipping fees.

Appropriated MRF Fund Balance decreases $112,500 to $1,230,000 and includes $1,170,000 to fund the base dividend and recycling incentive portion of the annual recycling dividend paid to participating municipalities (discussed below) and $60,000 of prior-year State Recycling Efficiency Initiative (REI) grant funding that used to provide yard waste composting services to municipalities. Cost-sharing agreements with each participating municipality will phase out county funding over the next 7 years, or until the balance of REI grant funds are used up, whichever comes first.

Personnel costs increase by about $7,900, reflecting cost to continue existing staff levels.

Operating expenses are budgeted to decrease $356,500 from the 2016 budget to $3,037,327. Equipment Repair and Maintenance costs decrease $121,000 due to the elimination of costs associated with the operation of the Waukesha MRF which was closed and sold in 2015. Contracted Services for processing materials decrease $133,500 mainly due to the total facility tons processed estimated to reach 60,000, thus lowering the processing fee according to the sliding scale established in the contract with the processing vendor. Grants to communities decrease $96,000 to $1,835,000. Recycling disbursements to communities participating in the County's Recycling program (mentioned above, and displayed in the table below) have been reduced from 2016 request based on consolidation of two new partners and full conversion of all community partners to single sort (for direct haul and recycling container credits). However, individual components of the disbursement are modified to equitably distribute funds to all partners. The disbursement includes a base dividend and recycling incentive, along with a direct haul compensation and recycling container credit along with other grants including yard waste composting fees, all in accordance with executed intergovernmental agreements with participating municipalities. The table below and accompanying footnotes describe each of these disbursement components in detail, as well as the changes for 2017. Printing/promotion decrease $41,000 mainly due to the full transition to single stream system and completion of the comprehensive educational and outreach campaign.

Scheduled depreciation expenses increase nearly $138,200 to $653,175.

Interdepartmental charges decrease just over $15,200 to $199,916 mainly due to a $15,100 reduction in management services charges allocated from the Parks general fund.

Fixed assets are budgeted at the 2016 level of $100,000, and provide funding for future equipment repair/replacement in accordance with the intergovernmental agreement with Milwaukee.

Disbursement and other grants to communities: 2016 and 2017

	16 Budget	17 Budget	Bud. Chng.	% Chng.
Base Dividend (a)	$581,000	$600,000	$19,000	3.3%
Recycling Incentive (b)	$612,000	$570,000	($42,000)	-6.86%
Direct Haul Compensation (c)	$200,000	$201,000	$1,000	0.50%
Recycling Container Credit (d)	$450,000	$379,000	($71,000)	-15.78%
Subtotal Disbursement to Participating Municipalities	**$1,843,000**	**$1,750,000**	**($93,000)**	**-5.05%**
Other Recycling Grants to Communities/Organizations (e)	$88,000	$85,000	($3,000)	-3.41%
Total Grants to Communities	**$1,931,000**	**$1,835,000**	**($96,000)**	**-4.97%**

(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	2015 Actual	2016 Budget	2016 Estimate (a)	2017 Budget	Budget Change
Tons processed at County compost facility	4,039	6,000	4,500	4,700	(1,300)
Tons of office paper and containers recycled – County	210	325	200	200	(125)
Number of participants in education presentation/events	4,712	5,500	5,500	5,500	0
Lbs. of residential computers recycled (a)	0	1,000,000	500,000	400,000	(600,000)

(a) Due to contract performance issues no municipal electronics recycling collection sites operated in 2015. There are 12 events scheduled for 2016.

MRF Program Units

Financial Summary	2015 Actual	2016 Adopted Budget	2016 Estimate	2017 Budget	Change From 2016 Adopted Budget $	%
MRF-Operations						
Revenues	$3,274,860	$3,202,500	$3,012,000	$3,343,450	$140,950	4.4%
Appr. Fund Balance	$1,291,847	$1,265,000	$1,364,718	$1,230,000	($35,000)	-2.8%
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Expenditures	$3,755,010	$4,430,366	$4,256,471	$4,282,232	($148,134)	-3.3%
Operating Income/(Loss)	$811,697	$37,134	$120,247	$291,218	254,084	684.2%
MRF-Equipment Replacement						
Revenues (a)	$0	$0	$0	$0	$0	N/A
Appr. Fund Balance (a)	$0	$77,500	$77,500	$0	($77,500)	-100.0%
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Expenditures	$0	$77,500	$0	$0	($77,500)	-100.0%
Operating Income/(Loss)	$0	$0	$77,500	$0	-	N/A
MRF Total						
Revenues	$3,274,860	$3,202,500	$3,012,000	$3,343,450	$140,950	4.4%
Appr. Fund Balance	$1,291,847	$1,342,500	$1,442,218	$1,230,000	($112,500)	-8.4%
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Expenditures	$3,755,010	$4,507,866	$4,256,471	$4,282,232	($225,634)	-5.0%
Operating Income/(Loss)	$811,697	$37,134	$197,747	$291,218	254,084	684.2%

(a) In 2017, no MRF fund balance is budgeted to fund identified capital improvements. 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. In 2016, $77,500 in MRF fund balance was budgeted to fund capital improvements, previously budgeted in an Other Revenue account in 2015.

Major Departmental Strategic Outcomes and Objectives for 2017

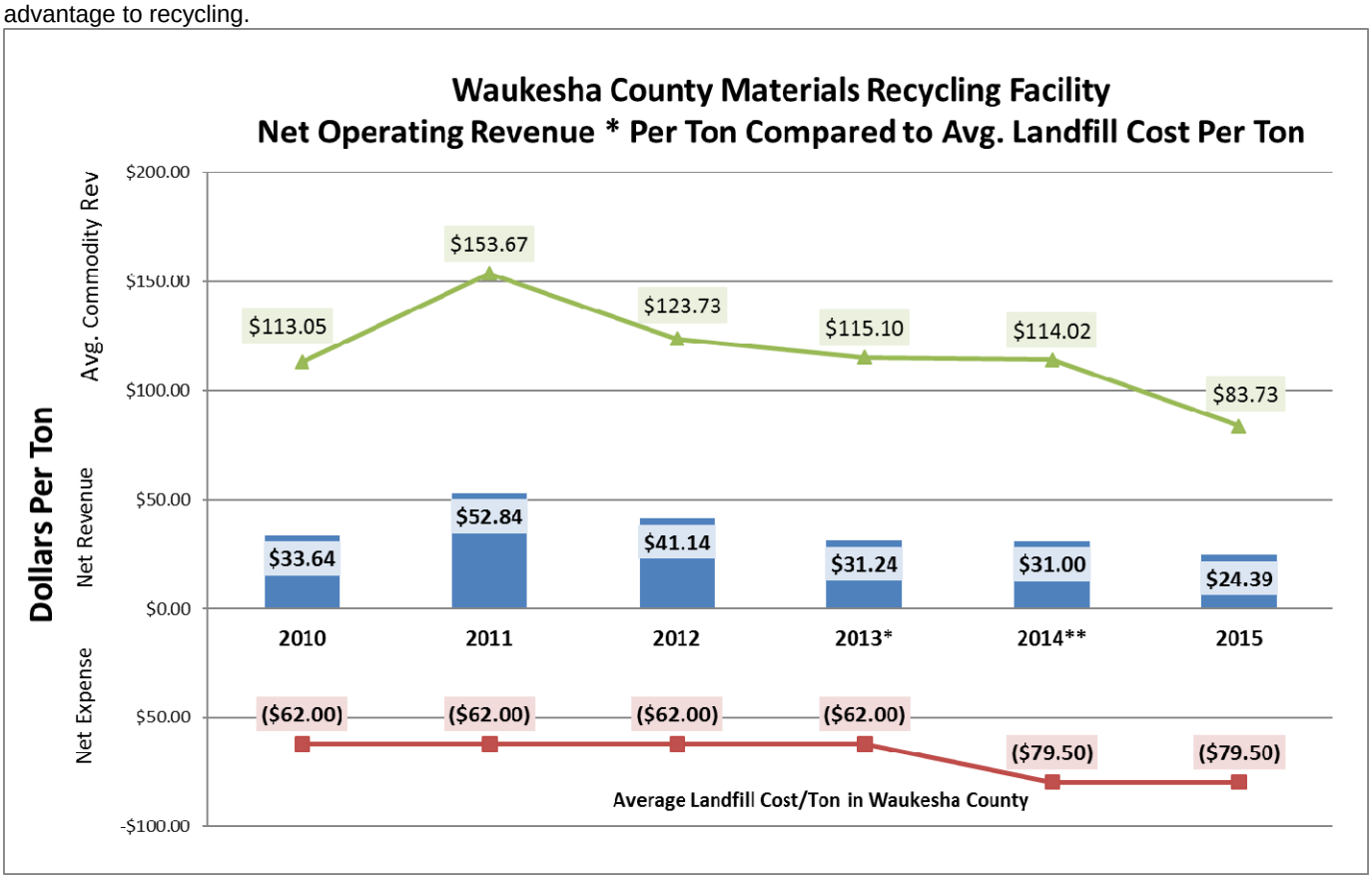
County-Wide Key Strategic Outcome: An environmentally responsible County

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.

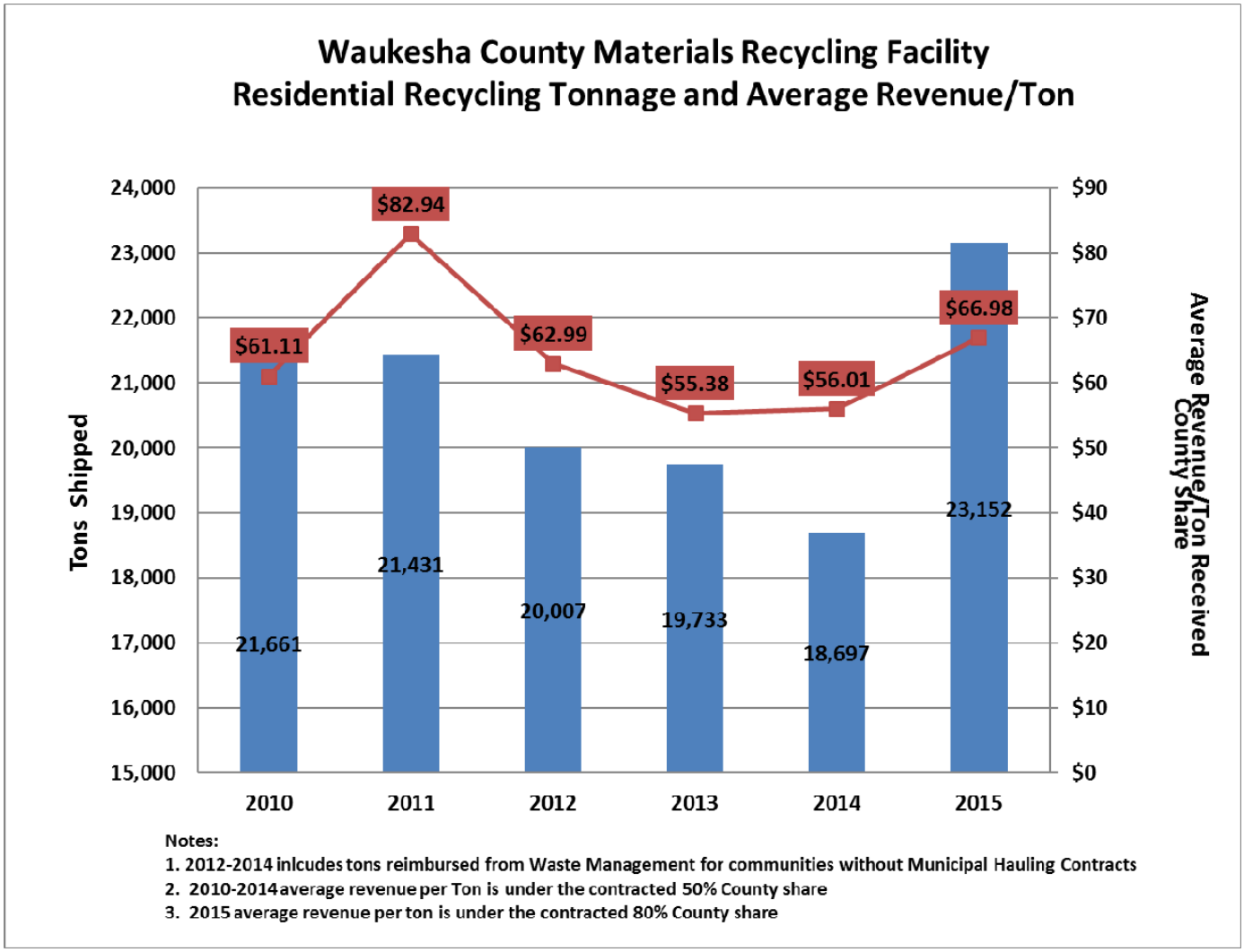
Performance Measures	Year 2016 Benchmark	Year 2017 Goal	Year 2018 Goal
Annual County recycling tons processed increasing 25%	25,000	28,000	28.500
Total annual Joint MRF recycling tons processed > 60,000 tons	60,000	60,000	60,000
% residue for County tons processed at Joint MRF < 8%	8%	8%	8%
100% of households converted to larger container/single sort	100%	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. The 2015 decline is due to lower commodity markets and while markets are recovering they remain sensitive to economic conditions. The 2015 landfill disposal charge for solid waste in Waukesha County remain unchanged from the previous year with an average of $79.50 per ton ($74 at Emerald Park and $85 at Orchard Ridge). The six year net average operating gain is $35.71 per ton and when added to average landfill costs are $115.21 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 decline in recycling tonnage from 2010-2014 highlighted the need to convert from the dual to a single sort recycling system which simplifies recycling and accepts more materials for processing resulting in the 34% increase in 2015. With 100% of households in the program fully converted to single sort in 2016 and two new partners, the tonnage is projected to continue to increase. Revenues per ton have increased 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.



Public Works

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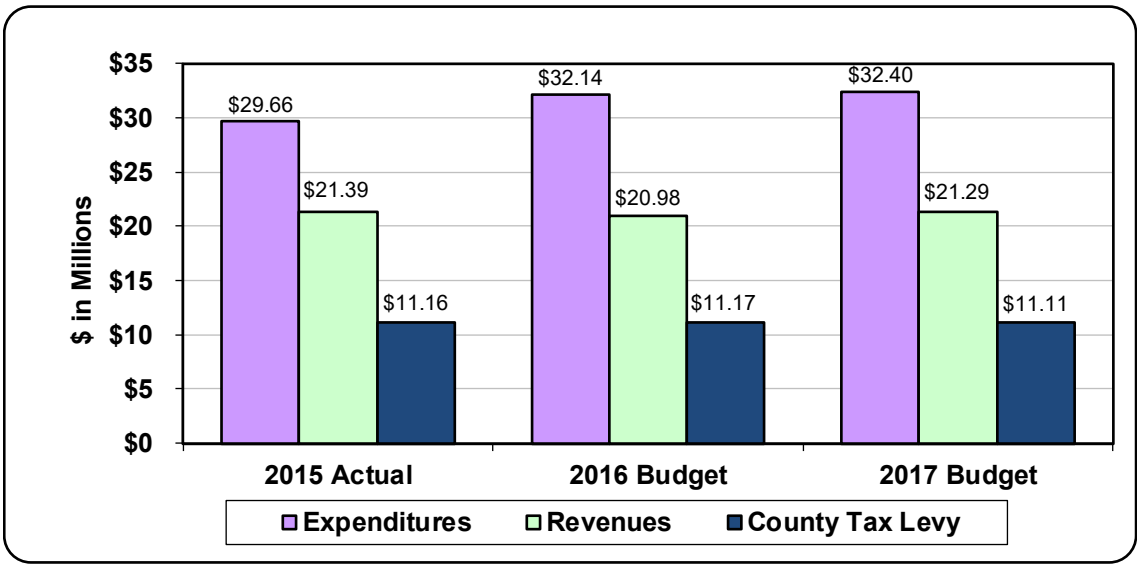
PUBLIC WORKS

Functional Area Budget Highlights

The Public Works Functional Area includes all Public Works Department funds outlined below. The **Public Works** Department includes **General Fund** appropriations to provide architectural services, energy and utility costs, construction management and facilities, maintenance, housekeeping services. The **Transportation Fund** includes all maintenance and repair services for the County Trunk Highway System and provides appropriations for maintenance and repair of State Trunk Highways within the County, under contract with the State Department of Transportation (DOT) and engineering, permit processing and traffic control for roadways. Also in the fund are contracted **transit service** activities including commuter bus service to/from Milwaukee, plus limited intra-county bus service and contracted program administration. A **Central Fleet Maintenance Internal Service Fund** provides for maintenance and repairs of County-owned motorized equipment, and assists equipment users in making vehicle maintenance, repair and replacement decisions. The **Vehicle/Equipment Replacement Internal Service Fund** finances necessary and justified replacements of vehicles and major pieces of equipment. The **Airport Operations Enterprise Fund** of the Department of Public Works, through a Fixed Based Operator contract, maintains and operates a reliever airport serving general aviation and business travel needs.

Not included in this functional area are Public Works related capital projects, (See Capital Projects Section) and major IT equipment replacements (from the End-User Technology Internal Service Fund, in General Administration Functional Area Section).



The 2017 expenditure budget for this functional area totals $32,398,460, after adjustments to exclude proprietary fund capitalized fixed asset items, an increase of $253,883 or 0.8% from the 2016 Adopted Budget. Budgeted revenues (including $511,912 of Fund Balance appropriations) total $21,293,399, an increase of $312,442 or 1.5% from the previous year's budget. The tax levy necessary to fund this functional area totals $11,109,428, a decrease of $57,000 or 0.5% from the 2016 Adopted Budget.

**** PUBLIC WORKS ****

Functional Area Summary by Agency

	2015 Actual	2016 Adopted Budget	2016 Estimate	2017 Budget	Change from 2016 Adopted Budget $	%
*** TOTAL PUBLIC WORKS ***						
Revenues (a)	$21,394,529	$20,980,957	$20,924,469	$21,293,399	$312,442	1.5%
County Tax Levy (b)(c)	$11,156,428	$11,166,428	$11,166,428	$11,109,428	($57,000)	-0.5%
Expenditure (d)	$29,663,881	$32,144,577	$31,150,212	$32,398,460	$253,883	0.8%
Rev. Over (Under) Exp.	$2,395,092	$0	$392,111	$0	$0	N/A
Oper Income/(Loss) (d)	$491,984	$2,808	$548,574	$4,367	$1,559	55.5%
BREAKDOWN BY AGENCY						
PUBLIC WORKS						
Revenues (a)	$21,394,529	$20,980,957	$20,924,469	$21,293,399	$312,442	1.5%
County Tax Levy (b)(c)	$11,156,428	$11,166,428	$11,166,428	$11,109,428	($57,000)	-0.5%
Expenditure (d)	$29,663,881	$32,144,577	$31,150,212	$32,398,460	$253,883	0.8%
Rev. Over (Under) Exp.	$2,395,092	$0	$392,111	$0	$0	N/A
Oper Income/(Loss) (d)	$491,984	$2,808	$548,574	$4,367	$1,559	55.5%

(a) Revenues in the 2017 Budget includes General Fund Balance of $100,000 in the General Fund and $124,000 in the Transportation Fund; Central Fleet Fund balance of $107,083 in the Central Fleet Fund; and Airport Fund Balance of $180,829 in the Airport Fund. The 2016 Adopted budget includes General Fund Balance of $130,000 in the General Fund; General Fund Balance of $88,000 in the Transportation Fund; Central Fleet Fund Balance of $111,083 in the Central Fleet Fund; and Airport Fund Balance of $200,829 in the Airport Fund. The 2016 Budget Estimate includes General Fund Balance of $352,117 in the General Fund and $110,000 in the Transportation Fund; Central Fleet Fund Balance of $150,360 in the Central Fleet Fund; Vehicle Replacement Fund Balance in the Vehicle Replacement Fund of $533,387; and Airport Fund Balance in the Airport Fund of $152,563. 2015 Actuals include General Fund Balance of $506,518 in the General Fund; General Fund Balance of $248,681 in the Transportation Fund; Central Fleet Fund Balance of $113,063 in the Central Fleet Fund; Vehicle Replacement Fund Balance of $228,798 in the Vehicle Replacement Fund; and Airport Fund Balance of $312,829 in the Airport Fund.

(b) Tax levy amount is not determined by expenditures less revenues due to proprietary fund accounting.

(c) Tax levy is provided in the Airport Fund to fund estimated operating loss and/or fixed asset purchases.

(d) Total expenditures and net operating income exclude capitalized fixed asset purchases to conform with financial accounting standards. Fixed Assets purchases will be made out of operating revenues, and are included in the department's fixed asset request. Vehicle Replacement Fund expenditures exclude capitalized fixed asset purchases of $4,233,860 in the 2017 budget, $3,598,000 in the 2016 Budget, $4,106,200 in the 2016 Estimate, and $2,722,215 in 2015. Central Fleet Fund expenditures exclude fixed asset purchases of $35,000 in the 2016 budget and $17,627 in 2015.

PUBLIC WORKS

Functional Area Budget Highlights

Significant Budget and program changes for the Public Works department are highlighted as follows:

- **State General Transportation Aids (GTA) funding** is budgeted to remain at the 2016 budgeted level of $4.6 million, based on the allocation from the Wisconsin Department of Transportation in 2015 and 2016.

- **Road Salt expenditures for County Highway snow removal operations** are budgeted to decrease by about $26,100 in 2017. Salt rates are decreasing $1.59 per ton or 2.5% from $63.72 per ton to $62.13 per ton. Estimated salt usage on County Highways is estimated to remain at the 2016 budgeted level of 16,400 tons. Road salt purchased and then sold to municipalities is budgeted to increase by $47,800 due to an increase in anticipated salt sales by 900 tons, from 5,100 tons to 6,000 tons, based on one new municipality purchasing salt in 2017 (the Town of Waukesha). Revenues from these salt sales increase by about $54,100 (includes $7 per ton handling fee).

- The **County Highway Maintenance** program budgets for $74,000 of one-time equipment purchases, including a new set of portable traffic signals ($64,000), which is expected to be safer and free-up traffic control flagger staff to perform other tasks, and the replacement of a concrete screed ($10,000). These purchases will be covered with fund balance due to earnings in 2015 through the State's Performance-Based Maintenance program.

- **State Highway Maintenance operations revenue reimbursements** for work on State roads as directed by Department of Transportation are budgeted to decrease by a net of $56,000. Revenues for work performed under Performance-Based Maintenance (PbM) contracts with the state are budgeted to decrease by $164,000 reflecting actual cost experience. PbM was initiated in 2014 to examine a new way of funding state highway maintenance, through a system where the County submits quotes for State-specific projects—versus the Routine Maintenance Agreement (RMA) system that reimburses for time and materials—which may incentivize efficient maintenance work. Decreasing PbM revenues are partially offset by an increase in anticipated RMA reimbursements by $108,000.

- County Tax Levy support for **Transit Services** remains at $867,700. General Fund Balance of $50,000 is budgeted for fuel adjustment clauses in vendor contracts. The State and Federal revenue reimbursement rate (of gross transit expenses) is budgeted at 58.88%, an increase from the 2016 budgeted rate of 57.55%. The 2017 operating expense budget reflects a similar level of transit service overall. One minor modification is a reduction of Sunday night service on the Gold Line (Brookfield Square Extension), eliminating two trips, due to very low ridership. The service impact is expected to be minimal due to route 79 providing the same service within the half-hour.

- The **Central Fleet Vehicle Fuel** budget assumes a 10% decrease in fuel prices from the 2016 budget.

- The **Central Fleet Repair and Maintenance** budget includes an increase in interdepartmental revenues by about $115,000 for labor, parts and commercial charges, reflecting a 2% increase in labor rates and higher levels of service requested, mostly due to an increase in parts purchases of about $72,500 and labor of $31,500.

- **Department of Public Works – General Fund position budget** includes unfunding of a building Services Worker in the **Housekeeping program**, estimated to save approximately $62,000. Existing workload is expected to be absorbed with remaining program staff.

- **Energy and Utility budget costs for County facilities** are budgeted to increase by about $32,100, due to anticipated increases in consumption for both electricity and water and an increase in the budgeted cost per gallon of water. These increases are partially offset by anticipated lower cost per therm for natural gas. Costs are maintained through prior-year energy efficiency improvements (e.g., lighting replacement, more efficient boilers/chillers).

- The **Building Improvement Maintenance Plan** totals $1,095,000 in the 2017 budget, which is an increase of $145,000 from the typical base budget for this program of $950,000. The additional $145,000 is budgeted for one-time projects at to address items identified in a state inspection report for the Mental Health Center and projects identified by staff as necessary to continue their operations. Because the Mental Health Center recovers a portion of program costs (including these projects) through outside funding, these costs are offset with an interdepartmental revenue charge from the Mental Health Center. The remainder of the maintenance plan is funded with $850,000 of County Tax Levy and $100,000 of General Fund Balance. The goal is to gradually phase out General Fund Balance use in the plan.

- County Tax Levy in the **Airport Operations Fund** is budgeted to decrease by $30,000, from $152,563 to $122,563, largely due to a nearly $77,000 increase in revenues. These additional revenues are mostly anticipated from a newly negotiated 22-year contract with the existing fixed-based operator (FBO), which is expected to generate more land lease and fuel sales revenues for the Airport, partly resulting from the FBO's construction of a new corporate hangar and the expansion of their existing one. The County will also receive a greater share of T-hangar rental revenue. The contract is expected to eventually provide total additional annual revenue $134,000, but will be phased-in over one to three years, depending on the timing of construction for the new FBO hangar.

BUDGETED POSITIONS 2015-2017
SUMMARY BY AGENCY AND FUND

PUBLIC WORKS

Agency	Fund	2015 Year End	2016 Adopted Budget	2016 Modified Budget	2017 Budget	16-17 Change
PUBLIC WORKS	General	45.90	44.90	44.90	43.90	(1.00)
PUBLIC WORKS	Transportation	76.70	76.70	76.70	76.70	0.00
PUBLIC WORKS	Central Fleet Maintenance	14.00	14.00	14.00	14.00	0.00
PUBLIC WORKS	Vehicle Replacement Fund	0.00	0.00	0.00	0.00	0.00
PUBLIC WORKS	Airport Operations	3.00	3.00	3.00	3.00	0.00
TOTAL REGULAR POSITIONS		139.60	138.60	138.60	137.60	(1.00)
TOTAL EXTRA HELP		5.11	2.81	2.81	2.81	-
TOTAL OVERTIME		3.79	4.02	4.02	4.10	0.08
TOTAL BUDGETED POSITIONS		148.50	145.43	145.43	144.51	(0.92)

2017 BUDGET ACTIONS

Public Works - General
Unfund: 1.00 FTE Building Services Worker
Reduce: 0.01 FTE Overtime

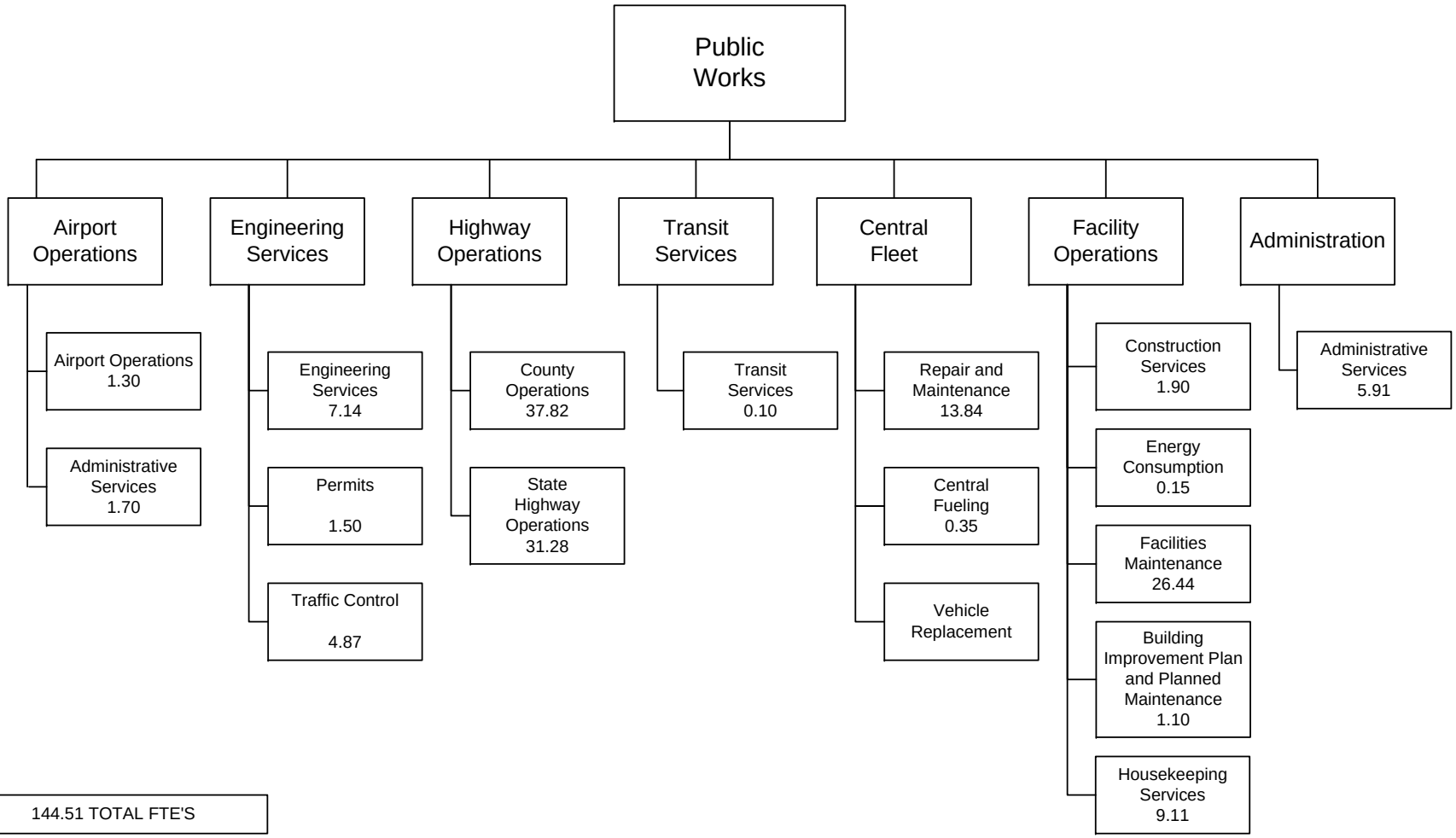
Public Works - Central Fleet
Increase: 0.09 FTE Overtime

2016 CURRENT YEAR ACTIONS
None

Public Works

PUBLIC WORKS

FUNCTION / PROGRAM CHART



144.51 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.

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Statement of Purpose

Provide the foundations of success for the citizens and businesses of Waukesha County by constructing and maintaining quality transportation and building infrastructure.

Financial Summary	2015 Actual	2016 Adopted Budget	2016 Estimate (b)	2017 Budget	Change From 2016 Adopted Budget $	%
Public Works-General Fund						
Revenues (b)(c)	$1,041,650	$568,383	$779,309	$669,482	$101,099	17.8%
County Tax Levy	$7,968,437	$8,113,795	$8,113,795	$8,039,880	($73,915)	-0.9%
Expenditures (b)	$8,068,814	$8,682,178	$8,634,169	$8,709,362	$27,184	0.3%
Rev. Over (Under) Exp.	$941,273	$0	$258,935	$0	$0	N/A
Transportation Fund						
Revenues (b)(c)	$12,444,491	$12,122,530	$11,987,670	$12,233,381	$110,851	0.9%
County Tax Levy	$3,025,428	$2,900,070	$2,900,070	$2,946,985	$46,915	1.6%
Expenditures (b)	$14,016,100	$15,022,600	$14,754,563	$15,180,366	$157,766	1.1%
Rev. Over (Under) Exp.	$1,453,819	$0	$133,177	$0	$0	N/A
Central Fleet						
Revenues (b)(c)	$3,670,024	$4,091,729	$3,441,668	$4,056,888	($34,841)	-0.9%
County Tax Levy (a)	$0	$0	$0	$0	$0	N/A
Expenditures (b)	$3,463,770	$4,090,150	$3,441,374	$4,056,610	($33,540)	-0.8%
Operating Inc./(Loss) (d)	$206,254	$1,579	$294	$278	($1,301)	-82.4%
Vehicle Replacement						
Revenues (b)(c)	$3,159,070	$3,171,437	$3,704,824	$3,250,063	$78,626	2.5%
County Tax Levy (a)	$0	$0	$0	$0	$0	N/A
Expenditures (b)	$2,942,674	$3,170,208	$3,170,208	$3,245,974	$75,766	2.4%
Operating Inc./(Loss) (d)	$216,396	$1,229	$534,616	$4,089	$2,860	232.7%
Airport						
Revenues (c)	$1,079,294	$1,026,878	$1,010,998	$1,083,585	$56,707	5.5%
County Tax Levy	$162,563	$152,563	$152,563	$122,563	($30,000)	-19.7%
Expenditures	$1,172,523	$1,179,441	$1,149,897	$1,206,148	$26,707	2.3%
Operating Inc./(Loss) (d)	$69,334	$0	$13,664	$0	$0	N/A
Total All Funds						
Revenues (b)(c)	$21,394,529	$20,980,957	$20,924,469	$21,293,399	$312,442	1.5%
County Tax Levy (a)	$11,156,428	$11,166,428	$11,166,428	$11,109,428	($57,000)	-0.5%
Expenditures (b)	$29,663,881	$32,144,577	$31,150,212	$32,398,460	$253,883	0.8%
Rev. Over (Under) Exp.	$2,395,092	$0	$392,111	$0	$0	N/A
Operating Inc./(Loss) (d)	$491,984	$2,808	$548,574	$4,367	$1,559	55.5%

Position Summary (FTE)					
Regular Positions	139.60	138.60	138.60	137.60	(1.00)
Extra Help	5.11	2.81	2.81	2.81	0.00
Overtime	3.79	4.02	4.02	4.10	0.08
Total	148.50	145.43	145.43	144.51	(0.92)

(a) Tax Levy amount is not determined by expenditures less revenues.

(b) The 2016 Estimate includes 2015 budget appropriation carryovers and open encumbrances, which modified the 2016 budget after it was adopted.

(c) The **2017 Budget request** includes General Fund Balance of $100,000 in the General Fund and $124,000 in the Transportation Fund; Central Fleet Fund balance of $107,083 in the Central Fleet Fund; and Airport Fund Balance of $180,829 in the Airport Fund. The **2016 Adopted budget** includes General Fund Balance of $130,000 in the General Fund; General Fund Balance of $88,000 in the Transportation Fund; Central Fleet Fund Balance of $111,083 in the Central Fleet Fund; and Airport Fund Balance of $200,829 in the Airport Fund. The **2016 Budget Estimate** includes an additional General Fund Balance of $227,117 in the General Fund for the carryover of open purchase orders from 2015 to 2016; an additional General Fund Balance of $22,000 in the Transportation Fund for the carryover of open purchase orders from 2015 to 2016; an additional Central Fleet Fund Balance of $39,277 in the Central Fleet Fund for the carryover of open purchase orders from 2015 to 2016; and $533,387 of Vehicle Replacement Fund Balance in the Vehicle Replacement Fund for the carryover of open purchase orders. **2015 Actuals** include General Fund Balance of $506,518 in the General Fund; General Fund Balance of $248,681 in the Transportation Fund; Central Fleet Fund Balance of $113,063 in the Central Fleet Fund; Vehicle Replacement Fund Balance of $228,798 in the Vehicle Replacement Fund; and Airport Fund Balance of $312,829 in the Airport Fund.

(d) Total expenditures and net operating income excludes capitalized fixed asset purchases and debt service principal repayment of Proprietary Funds to conform to financial accounting standards. Fixed Asset purchases will be made out of operating revenues, and are included in the department's fixed asset request.

Major Departmental Strategic Outcomes and Objectives for 2017

County-Wide Key Strategic Outcome: A safe county

Objective 1: After a winter storm event, achieve 90% bare pavement on County Trunk Highway System as defined by the Wisconsin Department of Transportation Highway Maintenance Manual.

Key Outcome Indicator: Achieve a 90% bare pavement on County Trunk Highway Systems as defined by the Wisconsin Department of Transportation by category within the noted targets as shown below.

Road Category	2013/2014 winter actual	2014/2015 winter actual	2015/2016 winter actual	2016/2017 Target
Category 2: • High volume four lane highways (ADT>= 25,000) and • Some four lane highways (ADT<=25,000) • Some six lane highways. *i.e. CTH O Moorland Rd., CTH ES National Ave. in New Berlin, CTH Y Barker Rd. CTH M in Brookfield*	2.73 hours	1.73 hours	1.79 hours	2.00 hours
Category 3: • All other four lane highways (ADT<25,000). *i.e. CTH YY in Menomonee Falls, CTH L in Muskego, CTH X and CTH TT in Waukesha*	2.94 hours	2.46 hours	1.76 hours	2.00 hours
Category 4: • Most high volume two lane highways (ADT>=5,000) • Some two lanes (ADT < 5,000). *i.e. CTH C in Genesse and Delafield. CTH V V in Town and Village of Merton*	3.63 hours	2.32 hours	2.19 hours	3.00 hours
Category 5: • All other two lane Highways *i.e. CTH ZZ ZC in Town of Ottawa, CTH S in Town of Eagle*	3.00 hours	2.00 hours	3.17 hours	4.00 hours

NOTE:

1. ADT = Average Daily Traffic
2. Category 1 is not shown above as it refers to major urban freeways and all highways with six or more lanes are managed and controlled by the State Highway system.

Objective 2: Maintain a sufficiency index of 80.0 for county bridges and reduce number of load posted bridges to a level of 0 by 2015. Maintain a pavement condition index of 70.0 for County highway and airport pavements.
Key Outcome Indicator: Bridge sufficiency index benchmark at 80 or above and pavement condition index benchmark at 70 or above.

Performance Measures	2014 Actual	2015 Actual	2016 Target	2016 Estimate	2017 Target
Bridge Conditions					
Sufficiency Index: Benchmark			*80.0*		*80.0*
Sufficiency Index: Actuals	**84.2**	**84.7**	**84.0**	**83.9**	**84.0**
Number of Bridges	65.0	67.0	67.0	67.0	67.0
Load Posted Bridges	1.0	0.0	0.0	0.0	0.0

Pavement Condition Index (PCI)					
County Highway System					
PCI: Benchmark			*70.0*		*70.0*
PCI: Actuals					
Asphalt—primary (arterial highways)	67.0	65.0	66.0	64.3	65.0
Asphalt—secondary (major collector highways)	62.0	59.0	57.0	56.1	55.0
Asphalt—tertiary (minor collector highways)	53.0	50.0	57.0	56.1	55.0
Concrete	67.0	61.0	56.0	58.0	55.2
Airport					
PCI: Benchmark			*70.0*		*70.0*
PCI: Actuals					
Runways	73.0	95.0	95.0	95.0	95.0
Taxiways	80.0	89.0	89.0	89.0	89.0
Aprons	73.0	73.0	78.0	75.0	80.0
Landside Pavements	71.0	70.0	74.0	72.0	72.0

Objective 3: In a partnership with Department of Parks & Land Use implement an improved Asset management system (Cartegraph). The new system will place asset data into a single database. This will enable The Department to electronically track complaints, and issue work requests and work orders. These work orders can then be used to charge labor, materials and equipment against an asset and report on where and for what costs are being incurred. The system will improve the ability to field manage assets, provide improved data entry, documented workflows, improved reporting.

Performance Measures	Benchmark/Target	2016 Actual
Respond to On-line Customer Inquiry/Issue that we have received the request and are investigating.	1 business day	< 1 business day
Convert Work Requests to Work Order from On-line Customer Inquiry/Issue	3 business days	1.5 business days
YourGov Smartphone and Website Implementation	End of Fourth Quarter 2015	Completed June 2016
Complete Pot Hole Repair request	1 business day	1 business day
Complete Mowing for Safety (Vision) Request	1 business day	1 business day
Customer Satisfaction level based on YourGov Surveys	Increase by 20% (from before request was submitted to after request was completed)	To be completed Fourth Quarter 2016
Add retaining wall data to Cartegraph database	End of Fourth Quarter 2015	Completed Fourth Quarter 2015
Create five year retaining wall maintenance plan	End of Second Quarter 2017	N/A
Culverts in Acceptable Condition	99%	99%
Culverts with < 50% Blockage	95%	94%

Key Outcome Indicator (KOI) - Evidence of Success:

- Annual reporting of maintenance costs for roadway assets and other individual costs such pavement repair, drainage costs, traffic signal repairs will aid staff in determining if capital improvement expenditure is a more cost effective option than ongoing repair and maintenance. To date the Department has only been recording cost data for two years, which in some cases is too small a sample to provide meaningful information. It will likely take another 3 years of data collection before the Department has enough information so that maintenance costs can begin to identify and/or influence capital project selection.

- Tracking life cycle costs of assets - initial installation plus repair and maintenance costs - allows staff the ability to make cost effective decisions regarding materials and techniques for asset replacement. Operational budgeting will be aided by an understanding of annual asset repair and replacement cost. Over the next year the Department will start to determine the costs of newly constructed assets and develop KOI's and benchmarks for these assets similar to its current goals for Pavements and Bridges. These assets may include items such as culverts, traffic signals and signage.

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

Objective 4: Maintain or reduce the maintenance and housekeeping costs per square foot in county buildings and utility consumption usage by comparing current year usage and the next target year with previous year's usage. Rentable square foot is the working square footage to support a particular function; this often includes space for furniture as well as chair movement and circulation. (Facilities Maintenance and Services)

Key Outcome Indicator: Annual utility consumption usage and square foot program costs across all major County buildings.

Performance Measures	2014 Actual	2015 Actual	2016 Target	2016 Estimate	2017 Target
Utility Consumption per rentable square foot (a)(b)					
Natural Gas Therm usage per rentable sq. ft.	0.78	0.66	0.93	0.88	0.93
Electric Kilowatt-hour per rentable sq. ft.	12.93	12.57	17.00	15.00	17.00
Water Gallons usage per rentable sq. ft.	21.13	22.40	28.50	26.00	28.50
Maintenance & Housekeeping costs per square foot (a)(b)					
Maintenance costs per rentable sq. ft.	$1.66	$1.76	$1.90	$1.85	$1.90
Housekeeping costs per rentable sq. ft.	$2.69	$2.66	$2.76	$2.75	$2.80

(a) Excludes the former Health and Human Services building in all categories after 2014, except for maintenance because maintenance is still being performed on the building when needed.

(b) Excludes the former Public Health building after 2014 because those costs are being directly charged to the Health Insurance (internal service) Fund for the cost of operating the Waukesha Employee Health and Wellness Clinic.

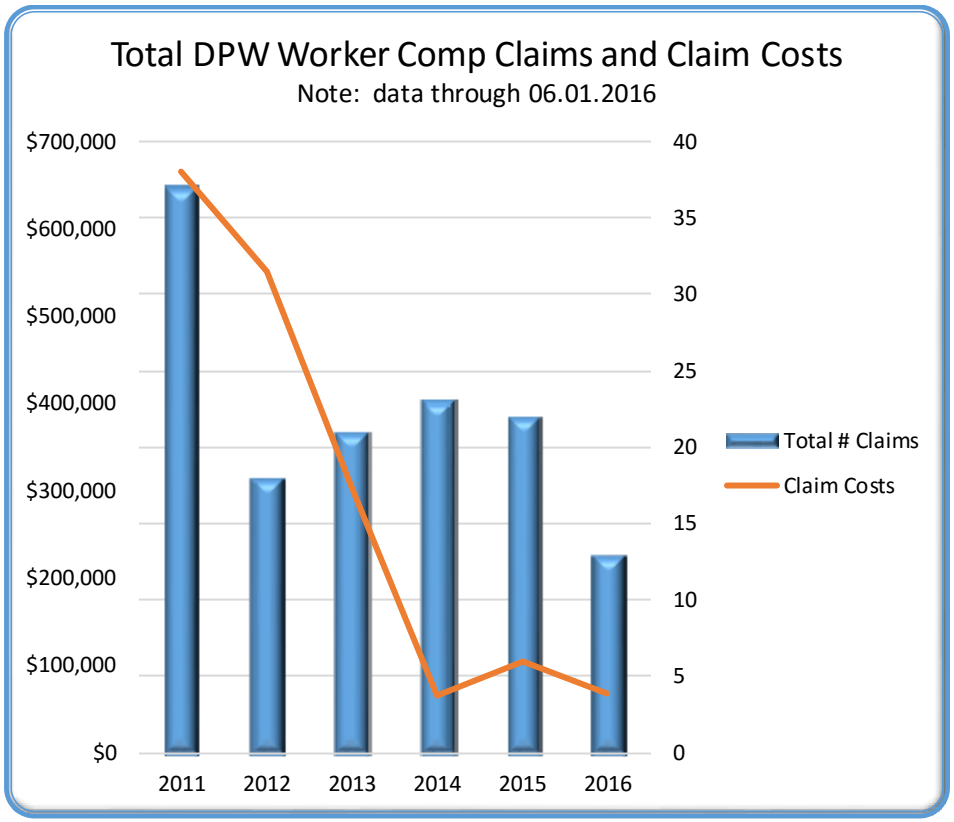
Objective 5: Advance portions of the Airport Marketing Plan and the Airport Business Plan in order to generate additional business activities and generate new revenues to reduce reliance on County Tax Levy. Additionally, coordinate with other groups to develop events that promote aviation and the Waukesha County Airport.

Key Outcome Indicator: Continue implementation of the Airport Marketing and Business Plans. Expected results include more demand for the construction of new corporate and business hangars, an increase in airport operations and activities, and an increase in fuel flowage and hangar rental revenues.

Marketing Performance Measures	2014 Actual	2015 Actual	2016 Target	2016 Estimate	2017 Target
Customer Satisfaction Survey (biennial)					
-Management Effectiveness	89%	89%	90%	90%	90%
-Communication Effectiveness	84%	84%	85%	85%	85%
T-Hangar Occupancy Rate *	83%	84%	80%	82%	85%
Total Cumulative # of Hangars	54	54	55	55	56

* A study of the T-Hangars was completed in May 2014 to address the aging structures and plan future improvements to increase occupancy.

Objective 6: Reduce workers compensation claims through improved safety awareness, training, wellness and accountability in order to decrease costs, as well as increase revenue generation and employee productivity.



Objective 7: Deliver clear, timely and coordinated information within and across Public Works divisions and between departments to improve productivity and employee engagement.

Percent of DPW employees who agree with the County Wide Strategic Planning survey statement:
"Information and knowledge are openly shared within my department"

2014 Actual	2015 Actual	2016 Actual	Target
48.00%	54.00%	N/A	80.00%

Performance Data	2014 Actual	2015 Actual	2016 Actual
@WaukeshaCoDPW Twitter followers as of June of each year	267	316	388

Objective 8: Develop a system that promotes productivity and provides incentives to the most motivated DPW employees. This includes a pay for performance and recognition system.

Percent of DPW employees who agree with the County Wide Strategic Planning survey statement:
"I understand I can be recognized for extra effort while demonstrating the County's Core Values"

2014 Actual	2015 Actual	2016 Actual	Target
50.00%	56.00%	N/A	80.00%

County-Wide Key Strategic Outcome: An economically vibrant county

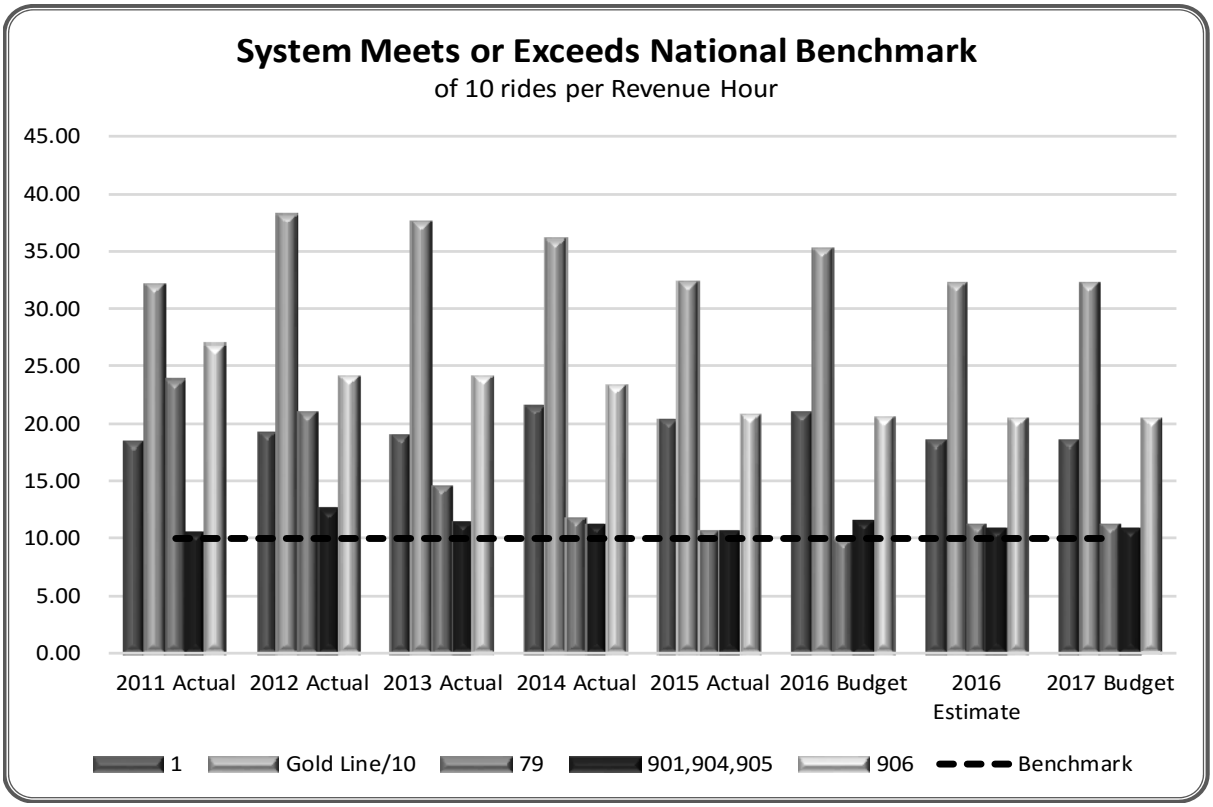
Objective 9: Provide an efficient and effective transit system to meet the needs of both employers and employees commuting between Waukesha County and Milwaukee County.

Key Outcome Indicators: Rides per revenue hour should consistently exceed 10.00 rides per revenue hour. (Revenue hour is the time when a vehicle is available to the general public and there is an expectation of carrying passengers)

Rides Per Revenue Hour

Route	Route Description	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	2016 - 2017 Change
1	Waukesha Metro to Brookfield Square	18.46	19.24	19.10	21.71	20.43	21.07	18.61	18.61	(2.46)
Gold Line/10	Brookfield Square Extension *	32.31	38.39	37.73	36.20	32.49	35.43	32.39	32.39	(3.04)
79	Weekday from Menomonee Falls to Downtown Milwaukee **	24.01	21.05	14.70	11.86	10.75	9.97	11.27	11.27	1.30
901,904,905	Weekday between Cities of Waukesha and Oconomowoc and downtown Milwaukee.	10.64	12.80	11.55	11.24	10.67	11.56	10.92	10.92	(0.64)
906	Weekday between Mukwonago and Milwaukee via I-43	27.08	24.22	24.23	23.52	20.91	20.70	20.52	20.52	(0.18)
Average Ride per Revenue Hour for all Routes		**17.46**	**21.07**	**19.78**	**19.54**	**18.10**	**19.09**	**17.85**	**17.85**	**(1.24)**

***Route 10/Gold Line runs to downtown Milwaukee. Waukesha County pays from 124th Street to Brookfield Square.**



Objective 10: The Sheriff's Department, the Department of Public Works and the Department of Parks and Land Use will expand the Huber Workforce Initiative to provide inmates a work alternative to daily incarceration.

Performance Measure:	2014 Actual	2015 Actual	2016 Target	2016 Estimate	2017 Target
Total Number of Jail Days Saved (a)	1,474	1,139	1,300	1,200	1,200
Value in $ of service to the County (8 hours/day, 3 to 5 days/week at $11.42/hr in)	$134,665	$104,100	$118,800	$109,700	$109,700
Huber Workforce at Fleet (hours)	2,080	1,760	2,080	1,700	2,080
Huber Workforce at Hwy Ops (hours)	3,181	1,710	4,000	1,463	2,080
a) In May 2011, an ordinance was approved by the Waukesha County Board allowing inmates to work a day off their sentence by working 8 hours instead of 24 hours.					

Objective 11: Develop internal Department of Public Works fiscal procedures which promote revenue generation, operational cost efficiency, and financial stability.

2016 Accomplishments
Developed an internal policy for financial tracking and management of Performance Based Maintenance (PbM) expenditures and revenues.
Created an effective and efficient process to track internal staff time associated with Highway Safety Improvement Program (HSIP) and a process to bill quarterly for reimbursement of HSIP design expenses.
Created, tested and implemented a cross training and backup plan for internal processes for new hire/departure processes; login requests; and performance evaluation/merit increases.
2015 Accomplishments
Implemented the use of the Contracts Module in the FMIS financial system to begin efficiently tracking and monitoring all DPW contracts.
Provided training on the use of Business Analytics and FMIS for key DPW employees for more effective Project management
Developed training on Operational Budget development and management to be presented to DPW and P&LU staff in October 2015.
Develop an Airport Business Plan with the goal to be off of Tax Levy Support within 10 years
Developed a plan for additional revenues to support the Department of Public Works operations. Revenues include: Highway Safety Improvement Program (HSIP) federal funds; maximizing Routine Maintenance Agreement (RMA) state funds for highway maintenance; and increased Federal Aid for Road Capital Projects.
2014 Accomplishments
Provided training to key Highway Operations staff to provide tools specifically for the financial knowledge and management of the State Routine Maintenance funds, the County Operations budget and the relationship the two budgets have together.
At the request of employees, provided an overview of the operational budget, including budget development and budget management.
Created a LEAN team to review the internal process of the accounts payable system. Result was a clearer understanding of the process, written documentation, and the development of user groups within the department.

Public Works

Fund Purpose

Through planning, design, construction and maintenance, preserve and extend the useful life of the County's facilities. Provide a safe and efficient work environment within the County facilities. Provide managerial, fiscal, technical and clerical support to the capital planning and implementation process in conjunction with an overall approach to addressing County infrastructure issues.

Financial Summary	2015 Actual (a)	2016 Adopted Budget	2016 Estimate (a)(b)	2017 Budget	Change From 2016 Adopted Budget $	%
Revenues						
General Government	$0	$9,000	$9,298	$9,000	$0	0.0%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$49,054	$55,897	$44,308	$48,022	($7,875)	-14.1%
Interdepartmental	$464,587	$373,386	$373,386	$512,360	$138,974	37.2%
Other Revenue	$21,491	$100	$200	$100	$0	0.0%
Appr. Fund Balance (a)(b)	$506,518	$130,000	$352,117	$100,000	($30,000)	-23.1%
County Tax Levy (Credit)	**$7,968,437**	**$8,113,795**	**$8,113,795**	**$8,039,880**	**($73,915)**	**-0.9%**
Total Revenue Sources	**$9,010,087**	**$8,682,178**	**$8,893,104**	**$8,709,362**	**$27,184**	**0.3%**
Expenditures						
Personnel Costs	$3,297,854	$3,398,364	$3,343,129	$3,351,927	($46,437)	-1.4%
Operating Expenses (a)(b)	$4,220,397	$4,450,491	$4,505,193	$4,481,290	$30,799	0.7%
Interdept. Charges	$541,002	$553,323	$550,507	$532,145	($21,178)	-3.8%
Fixed Assets (a)(b)	$9,561	$280,000	$235,340	$344,000	$64,000	22.9%
Total Expenditures	**$8,068,814**	**$8,682,178**	**$8,634,169**	**$8,709,362**	**$27,184**	**0.3%**
Rev. Over (Under) Exp.	$941,273	$0	$258,935	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	45.90	44.90	44.90	43.90	(1.00)	
Extra Help	0.40	0.40	0.40	0.40	0.00	
Overtime	0.32	0.32	0.32	0.31	(0.01)	
Total FTEs	46.62	45.62	45.62	44.61	(1.01)	

(a) The 2016 estimate includes 2015 carryovers of $222,117 mostly related to the building improvement plan projects, which includes open encumbrances that modified the budget after it was adopted.

(b) General Fund Balance of $100,000 is budgeted in the 2017 budget for Building Maintenance Plan. General Fund Balance of $130,000 is budgeted in 2016 budget including $100,000 for Building Maintenance Plan and $30,000 for demolition of the final rental property. In addition, the 2016 budget includes $222,117 of fund balance for open purchase orders carried over from 2015 to 2016. General Fund Balance of $506,518 was provided in the 2015 actuals, which includes $251,000 provided in the 2015 Adopted Budget: $150,000 for the Building Maintenance Plan, $27,000 for possible rental property demolitions and repairs and $74,000 for maintaining the former Health & Human Services Building. Carryovers and open encumbrances from 2014 to 2015 total $255,518.

Construction Services

County-Wide Key Strategic Outcome: A well-planned county

Program Description

It is this division's responsibility to coordinate all building related capital projects in the five-year capital plan and major maintenance projects in the Building Improvement Plan. Coordination consists of following County Project Control Methodology to present, implement, design, construct and administer all new and renovated or remodeled capital projects. Measurements of successful projects are realized in both fiscal management and timely completion of each project. In addition, this division is responsible for management of properties the county acquires through land acquisitions, tax foreclosures, etc. Management can include securing properties, demolition of sites, or sale of sites as well as preparation and execution of leased space within County office buildings.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**1.35**	**1.90**	**1.90**	**1.90**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$11,478	$4,500	$3,266	$0	($4,500)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$30,062	$30,000	$30,000	$0	($30,000)
County Tax Levy (Credit)	**$168,556**	**$205,501**	**$205,501**	**$211,096**	**$5,595**
Total Revenues	**$210,096**	**$240,001**	**$238,767**	**$211,096**	**($28,905)**
Personnel Costs	$195,465	$187,483	$137,444	$189,651	$2,168
Operating Expenses	$24,673	$51,700	$48,700	$20,700	($31,000)
Interdept. Charges	$743	$818	$793	$745	($73)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$220,881**	**$240,001**	**$186,937**	**$211,096**	**($28,905)**
Rev. Over (Under) Exp.	($10,785)	$0	$51,830	$0	$0

Program Highlights

Charges for Services are removed in the 2017 budget due to the razing of the last rental property in 2016. General Fund Balance of $30,000 is removed as this was appropriated to fund the razing of that last rental property.

Net personnel costs are increasing by about $2,170 primarily related to costs to continue for the regular staff of 1.90 FTE's. Staff support is used to provide support to the capital projects and to provide building project services to the other County departments.

The operating expenses of $20,700, is a decrease of $31,000 from the 2016 budget mainly due to the removal of funds to raze the final rental property in 2016 ($30,000). Other expenses include the cost of property maintenance repairs for foreclosed properties ($2,000); funds for professional architectural services as needed ($16,500); and funds for professional staff development.

Current and Planned Construction Services Capital Projects

Project #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of 16	Est. Operating Impact
201413	Law Enforcement Center Mechanical Upgrades	2016	$2,596,000	100%	Reduced
201503	Demolish Former HHS Building	2017	$3,620,000	10%	$74,000 *
201109	Highway Substations HVAC Upgrades	2017	$436,000	5%	Reduced
201206	Highway Ops-Fleet Center HVAC Upgrades	2017	$892,000	5%	Reduced
200808	Communications Center Expansion	2017	$3,731,000	10%	TBD
201210	UWW Roofing Upgrades	2018	$3,209,000	60%	Reduced
201412	Mental Health Center Roof Replacement	2018	$253,000	0%	Reduced
201418	Courthouse Project - Secure Courtroom Construction	2020	$36,400,000	0%	TBD
201705	Courthouse Project - Step 2 Courthouse Renovation	2025	$58,600,000	0%	TBD

*Preserving the remainder of the former HHS Buildings is estimated to result in operating costs for maintenance and insurance.

Building Improvement Plan

County-Wide Key Strategic Outcome: A well-planned county

Program Description

Review building structure, mechanical systems and other needs on a regular basis to ensure they are still of good quality and functioning in the most effective manner. Plan for long-term maintenance, repair and replacement and develop a five-year funding plan.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**0.39**	**1.10**	**1.10**	**1.10**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$145,000	$145,000
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$308,305	$100,000	$212,695	$100,000	$0
County Tax Levy (Credit)	**$843,859**	**$957,769**	**$957,769**	**$960,100**	**$2,331**
Total Revenues	**$1,152,164**	**$1,057,769**	**$1,170,464**	**$1,205,100**	**$147,331**
Personnel Costs	$40,108	$107,769	$76,151	$110,100	$2,331
Operating Expenses	$809,201	$670,000	$726,810	$751,000	$81,000
Interdept. Charges	$0	$0	$0	$0	$0
Fixed Assets	$250	$280,000	$235,340	$344,000	$64,000
Total Expenditures	**$849,559**	**$1,057,769**	**$1,038,301**	**$1,205,100**	**$147,331**

Rev. Over (Under) Exp.	$302,605	$0	$132,163	$0	$0

Program Highlights

Interdepartmental Revenues consist of a charges to the Mental Health Center for building improvement projects at that facility. General Fund Balance appropriations, which remain the same as in the 2016 budget, fund the costs of on-going painting, roofing and carpeting projects. The use of General Fund Balance has been reduced in previous years and is planned to be eventually phased out in future budgets.

Net Personnel costs are increasing by about $2,330 primarily related to costs to continue for the regular staff of 1.10 FTE's.

The Five-Year Building improvement plan projects are budgeted across both operating expense appropriations (for non-capitalized items) or in the fixed asset appropriations (if items are capitalized and cost over $5,000). Overall, the base plan of $950,000 is remaining stable from the 2016 Adopted Budget. However, an additional $145,000 is included in the 2017 budget for projects identified in a State inspection report and for projects identified by staff as necessary to their operations. Because the Mental Health Center recovers a portion of program costs (including these projects) through outside funding, these costs are offset with an interdepartmental revenue charge from the Mental Health Center. Projects in the plan are either identified by the Public Works staff as necessary improvements to buildings; are requested by other County employees as improvements to their work areas; or have been identified by staff during a condition analysis. Overall, the plan assumes the Courthouse and Northview are in "maintenance only" mode pending renovation, replacement or removal of buildings in the Capital Plan. This means that the mechanical systems may be repaired when broken, however they will not be upgraded or replaced as a preventative measure in the building improvement plan.

Building Improvement Plan (cont.)

Building Improvement Plan by Type of Project

Type of Project	Plan 2017	Plan 2018	Plan 2019	Plan 2020	Plan 2021
Roof	$40,000	$40,000	$50,000	$40,000	$35,000
HVAC	$424,000	$385,000	$285,000	$455,000	$535,000
Furniture	$15,000	$15,000	$15,000	$15,000	$15,000
Paint / Wall Cover	$25,000	$20,000	$50,000	$40,000	$20,000
Electrical	$75,000	$120,000	$95,000	$60,000	$15,000
Carpet / Tile / Seal	$50,000	$50,000	$55,000	$35,000	$35,000
Doors & Windows	$25,000	$15,000	$15,000	$15,000	$15,000
Seal/ Tuckpoint	$20,000	$20,000	$50,000	$15,000	$10,000
Maintenance Only (a)	$80,000	$80,000	$80,000	$80,000	$80,000
Asbestos	$15,000	$15,000	$15,000	$15,000	$15,000
Safety/Security	$76,000	$40,000	$50,000	$30,000	$25,000
Flooring	$0	$0	$40,000	$0	$0
HVAC Controls	$150,000	$150,000	$150,000	$150,000	$150,000
Code Upgrades	$100,000	$0	$0	$0	$0
Grand Total	$1,095,000	$950,000	$950,000	$950,000	$950,000

Use of Fund Balance (c)	$100,000	$50,000	$0	$0	$0

Building Improvement Plan by Building

By Building	Plan 2017	Plan 2018	Plan 2019	Plan 2020	Plan 2021
Administration Center	$65,000	$0	$20,000	$110,000	$115,000
Communications Center	$0	$0	$0	$0	$130,000
County Jail	$20,000	$20,000	$20,000	$0	$0
Courthouse	$16,000	$5,000	$0	$0	$0
Health Human Services	$0	$0	$35,000	$0	$0
Highway Operations	$50,000	$15,000	$0	$0	$15,000
Juvenile Center	$0	$0	$0	$85,000	$50,000
Law Enforcement Center	$35,000	$0	$0	$0	$0
Mental Health Center	$145,000	$0	$40,000	$0	$25,000
Other/All Buildings (b)	$649,000	$760,000	$835,000	$755,000	$615,000
UWW	$115,000	$150,000	$0	$0	$0
Grand Total	$1,095,000	$950,000	$950,000	$950,000	$950,000

Use of Fund Balance (c)	$100,000	$50,000	$0	$0	$0

(a) Maintenance Only mode includes the Courthouse and Northview facilities operating in “maintenance only” mode pending renovation/replacement of buildings in the Capital Plan. This means that the mechanical systems will be repaired when broken; however, they will not be upgraded or replaced as a preventative measure in the building improvement plan.

(b) Projects, as needed, in Other Buildings are groupings of maintenance projects that have been identified through experience as maintenance needs, yet at the time of budget development it is unknown which building will require the specific maintenance. Items included here are flooring replacements, painting, window and door replacements, replace/repair mechanical equipment as needed, tuck point/seal/caulk building envelope as needed and roof repairs as needed. When these projects are completed, the expenses are charged to the building where the work was completed.

(c) Designated for future use to replace interior treatments (e.g. carpeting, painting, roofing) and small projects (building systems, HVAC) to facilitate a stable maintenance plan.

Energy Consumption

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

Program Description

Review of utility bills to monitor energy consumption. Identify possible equipment inefficiencies so repairs can be performed to eliminate energy waste, and identify specifications in new equipment to ensure future energy efficiencies.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**0.19**	**0.15**	**0.15**	**0.15**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$37,576	$51,397	$41,042	$48,022	($3,375)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$34,000	$0	$0	$0	$0
County Tax Levy (Credit)	**$2,016,908**	**$2,057,646**	**$2,057,646**	**$2,093,370**	**$35,724**
Total Revenues	**$2,088,484**	**$2,109,043**	**$2,098,688**	**$2,141,392**	**$32,349**
Personnel Costs	$22,495	$20,312	$20,327	$20,592	$280
Operating Expenses	$1,881,549	$2,088,731	$2,053,080	$2,120,800	$32,069
Interdept. Charges	$0	$0	$0	$0	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,904,044**	**$2,109,043**	**$2,073,407**	**$2,141,392**	**$32,349**
Rev. Over (Under) Exp.	$184,440	$0	$25,281	$0	$0

Program Highlights

Charges for services revenues include about $48,000 for County office space rental to outside agencies such as title companies, the Farm Service Agency and the District Court Administrator.

Net Personnel costs are increasing by about $280 primarily related to costs to continue for the regular staff of 0.15 FTE's.

Operating expenses of $2,120,800 increase by about $32,100, due to the anticipated increased consumption of both electricity and water and an increase in the budgeted cost per gallon of water. Some of these increases are offset by an anticipated reduction in cost per therm for natural gas; however, consumption is expected to remain stable from the 2016 budget base. Due to the volatile nature of the utility markets and changing weather conditions, energy costs can often be difficult to predict. The department continues to maintain and improve the buildings' infrastructure to provide for the most efficient heating and cooling systems. As systems are updated, utility usage is monitored and budgets will be adjusted accordingly.

Activity-Utility Source	2014 Actual*	2015 Actual*	2016 Budget	2016 Estimate	2017 Budget	Change
Electricity (Kilowatt-Hrs)	14,090,078	13,628,832	13,851,639	13,700,000	13,900,000	48,361
Natural Gas (Therms)	753,197	730,916	770,930	750,000	770,930	0
Water/Sewer (Gallons)	22,690,200	23,857,100	23,354,448	23,200,000	23,450,000	95,552

*For comparison purposes to the budget, 2014 and 2015 actuals exclude the old HHS and Public Health buildings.

Energy Consumption (cont.)

In order to evaluate utility performance, the Department will track and monitor utility usage by building on a square foot basis. This allows the Department to use the lowest common denominator cost/square foot as a benchmark. The graphs below give a quick comparison of utility usage by building. There can be numerous reasons why building utility performance varies or is higher than average, but the important thing is to investigate why and implement physical or operational changes if needed. Examples of factors that impact utility usage include 24-hour operations, support of full time populations, inefficient equipment or operational procedures.

	2015 Annual Units per rentable square foot	Gas - Therms	Electricity - KHW	Water – M Gallons
ALL	All Buildings	0.66	12.57	22.4
AC	Administration Center	1.05	17.23	14.03
CC	Communications Center	0.97	59.01	21.04
CJ	County Jail	1.08	18.29	49.94
CH	Courthouse	1.03	24.33	16.62
HS	(OLD) Health & Human Services*	0	1.97	0
HS	Health & Human Services	0.7	12.16	12.77
LE	Law Enforcement Center	1.08	19.44	66.17
JV	Juvenile Center	1.73	19.61	8.91
MH	Mental Health Center	0.72	17.95	19.37
NV	Northview	0.69	9.58	25.95

* The former HHS and public health facilities are included in the all buildings square footage as they were vacant but required heating and cooling.

Facilities Maintenance

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

Program Description

The Facilities Maintenance division provides a variety of services to customers. The primary function is to extend the useful life of the facilities by providing preventative maintenance and repair services for our building infrastructure and equipment. This includes maintaining interior aesthetics, painting, carpeting, etc. through internal work or through external contracts. This also includes the management of maintenance related capital projects.

The secondary function is to provide support services to the various county programs. Examples include room set ups, moving furniture, or any other request from a program manager that is necessitated by a program requirement and not a building requirement. This program area is the main contact with departmental customers for all building maintenance needs.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**27.67**	**26.44**	**26.44**	**26.44**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$457,587	$366,386	$366,386	$360,360	($6,026)
Other Revenue	$21,104	$0	$0	$0	$0
Appr. Fund Balance	$131,151	$0	$109,422	$0	$0
County Tax Levy (Credit)	**$2,950,461**	**$3,009,274**	**$3,009,274**	**$2,965,667**	**($43,607)**
Total Revenues	**$3,560,303**	**$3,375,660**	**$3,485,082**	**$3,326,027**	**($49,633)**
Personnel Costs	$1,830,249	$1,914,135	$1,943,426	$1,920,366	$6,231
Operating Expenses	$847,520	$958,010	$1,014,642	$923,610	($34,400)
Interdept. Charges	$486,956	$503,515	$501,414	$482,051	($21,464)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$3,164,725**	**$3,375,660**	**$3,459,482**	**$3,326,027**	**($49,633)**
Rev. Over (Under) Exp.	$395,578	$0	$25,600	$0	$0

Program Highlights

Interdepartmental revenues in this program area are received from other county departments for maintenance services provided to their departments. These revenues are mainly from enterprise funds or certain other special revenue funds that receive outside revenue sources to pay for these related expenses.

Net Personnel costs are increasing by about $6,230 primarily related to costs to continue for the regular staff of 25.75 FTE's. Funding continues for 0.40 FTE Architectural Intern and 0.29 FTE of Overtime.

Operating expenditures included in this program area are for materials and supplies required to maintain the exterior and interior County buildings. Also included are materials for the heating, cooling, plumbing and electrical systems in all the buildings. In addition, expenditures include the cost of contracts administered by the staff required for the operations of the building systems. Staff works closely with the Purchasing Division to determine the most effective and economical level of contracted service for the buildings. Maintenance contracts, budgeted in operating expenses, include: elevator service, chiller and boiler maintenance, and sprinkler/fire alarm testing. Operating expenditures are about $34,400 lower in the 2017 budget, which is primarily the impact of the County's investment in the Building Improvement program, reducing maintenance and repair needs.

Interdepartmental charges are decreasing by about $21,500 primarily due to the shift of $27,000 for after-hours security services at the Health and Human Services building from this budget to the Health and Human Services budget and a reduction of almost $13,900 of Workers' Compensation charges. These reductions are offset by increases in property/vehicle insurance ($11,430); maintenance, repair and replacement charges for vehicles and generators ($5,780); and End User Technology Fund (EUTF) charges ($4,000). Also included in Interdepartmental Charges are telephone and copier replacement charges.

Housekeeping Services

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

Program Description

The housekeeping division is responsible for maintaining a clean working environment for most of the County owned buildings either through the use of internal staff or through contracted housekeeping services. Internal housekeeping staff is responsible for maintaining the Courthouse and Northview buildings. The housekeeping staff follows a planned schedule of cleaning, but also responds to individual requests for specific areas of need. Housekeeping services also include the supervision, monitoring and management of housekeeping service contracts for Administration Center; Mental Health Center; Juvenile Center; the Human Services Center; Communications Center; Law Enforcement Center including the County Jail; Highway Operations Center and four substations; and the Public Health Center. Housekeeping supervisory staff is the primary point of contact for communication from other county personnel for all housekeeping concerns.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**11.13**	**10.12**	**10.12**	**9.11**	**(1.01)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$7,000	$7,000	$7,000	$7,000	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$3,000	$0	$0	$0	$0
County Tax Levy (Credit)	**$1,372,418**	**$1,281,155**	**$1,281,155**	**$1,216,276**	**($64,879)**
Total Revenues	**$1,382,418**	**$1,288,155**	**$1,288,155**	**$1,223,276**	**($64,879)**
Personnel Costs	$661,098	$629,102	$623,110	$577,286	($51,816)
Operating Expenses	$636,364	$655,200	$636,911	$640,780	($14,420)
Interdept. Charges	$5,472	$3,853	$3,853	$5,210	$1,357
Fixed Assets	$9,311	$0	$0	$0	$0
Total Expenditures	**$1,312,245**	**$1,288,155**	**$1,263,874**	**$1,223,276**	**($64,879)**

Rev. Over (Under) Exp.	$70,173	$0	$24,281	$0	$0

Program Highlights

Interdepartmental Revenues consist of a cross-charge for supply costs to the Mental Health Center (MHC). Expenses for the actual housekeeping service are paid directly through the Mental Health Center budget. The MHC benefits from economies of scale when the housekeeping supplies are ordered centrally by the Housekeeping staff.

Personnel costs decrease mostly due to the unfunding of a 1.00 FTE Building Service Worker position, estimated to save approximately $62,000. These savings are partially offset by the cost to continue for the remaining staff of 9.10 FTE's. Overtime has a slight reduction to 0.01 FTE in 2017.

Operating expenditures include the contracted costs to clean many of the county buildings and the cost of cleaning supplies. Contracted cleaning services, are used to clean all County buildings except the Courthouse and Northview in 2017. Buildings serviced with contracted cleaning include the Administration Center, Law Enforcement Center, County Jail, Juvenile Center, the new Health and Human Services Center, Highway Operations Center and all Highway Substations, the Big Bend/Vernon Sheriff's Substation, and the Communications Center. The new Waukesha Employee Health and Wellness Center (the old Public Health Building) is cleaned by contract; however, the costs are not included in this budget (budgeted directly in that fund). A 1.5% increase in the new Housekeeping contract is anticipated in 2017, which is still a decrease of about $8,400 from budget due to 2016 actual charges being lower than anticipated. Operating expenses also include $72,500 in housekeeping supplies associated with cleaning the buildings, a decrease of $5,000 to reflect lower prior year spending.

Interdepartmental charges include cost of telephone and copier replacement charges; and Technology total cost of computer ownership charges.

Administrative Services

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

Program Description

This area serves as the first and primary point of contact for the public and other government agencies. This division provides the overall administrative direction for the department; maintains financial and administrative records for the department; provides central supervision for all organizational units. The Administrative Services program is responsible for coordinating and providing efficient administrative/clerical support to the department.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**5.90**	**5.91**	**5.91**	**5.91**	**0.00**
General Government	$0	$9,000	$9,298	$9,000	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$387	$100	$200	$100	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$616,235**	**$602,450**	**$602,450**	**$593,371**	**($9,079)**
Total Revenues	**$616,622**	**$611,550**	**$611,948**	**$602,471**	**($9,079)**
Personnel Costs	$548,439	$539,563	$542,671	$533,932	($5,631)
Operating Expenses	$21,090	$26,850	$25,050	$24,400	($2,450)
Interdept. Charges	$47,831	$45,137	$44,447	$44,139	($998)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$617,360**	**$611,550**	**$612,168**	**$602,471**	**($9,079)**
Rev. Over (Under) Exp.	($738)	$0	($220)	$0	$0

Program Highlights

General Government revenues include administrative reimbursement for the Local Road Improvement Program (LRIP) budget at $9,000 the same as 2016. This revenue is received every other year; however, one-half of the revenue is budgeted every year to provide for a more stable revenue budget from year to year. Other revenues include the sale of plans to contractors that may bid on projects.

Net personnel costs decrease in this program by about $5,600, largely due to a change in employee health plan selection.

Operating expenses of $24,400 include budget appropriations for general office supply purchases; centralized postage and printing costs for the department; funds for employee bus passes for the Clean Air Compliance program; and expenditures for staff professional development. Decreases are due to a one-time budgeting of a ceiling mounted wireless projector.

Interdepartmental charges include expenses for technology total cost of computer ownership, telephone services, copier replacement charges, and radio equipment replacement charges. Decreases are mainly due to reductions in Radio Services expenses.

Fund Purpose

Provide for transportation related activities including roadways and transit services. Activities include the maintenance, repair, and operation of the County Trunk Highway System and providing the necessary labor, equipment and materials to maintain the State Trunk Highway System as specified by the Wisconsin Department of Transportation. Transit activities include bus services to selected areas of Waukesha County; primarily addressing the transit needs of employers and employees commuting between Waukesha County and its neighboring counties. Paratransit service to the physically challenged along a parallel commuting corridor is also provided in accordance with the Americans with Disabilities Act. Engineering, Traffic Control and Permit processing programs are also included in this fund.

Financial Summary	2015 Actual	2016 Adopted Budget	2016 Estimate	2017 Budget	Change From 2016 Adopted Budget $	%
Revenues						
General Government	$10,775,258	$10,397,017	$10,182,500	$10,340,573	($56,444)	-0.5%
Fine/Licenses	$139,830	$102,000	$125,000	$135,000	$33,000	32.4%
Charges for Services	$372,546	$490,672	$490,672	$544,780	$54,108	11.0%
Interdepartmental	$565,810	$577,600	$579,273	$601,470	$23,870	4.1%
Other Revenue	$342,366	$467,241	$500,225	$487,558	$20,317	4.3%
Appr. Fund Balance (a)	$248,681	$88,000	$110,000	$124,000	$36,000	40.9%
County Tax Levy (Credit)	**$3,025,428**	**$2,900,070**	**$2,900,070**	**$2,946,985**	**$46,915**	**1.6%**
Total Revenue Sources	**$15,469,919**	**$15,022,600**	**$14,887,740**	**$15,180,366**	**$157,766**	**1.1%**
Expenditures						
Personnel Costs	$6,240,730	$6,523,833	$6,476,797	$6,551,755	$27,922	0.4%
Operating Expenses	$3,627,690	$4,065,683	$4,060,401	$4,082,136	$16,453	0.4%
Interdept. Charges	$4,079,701	$4,395,084	$4,179,365	$4,472,475	$77,391	1.8%
Fixed Assets	$67,979	$38,000	$38,000	$74,000	$36,000	94.7%
Total Expenditures	**$14,016,100**	**$15,022,600**	**$14,754,563**	**$15,180,366**	**$157,766**	**1.1%**
Rev. Over (Under) Exp.	$1,453,819	$0	$133,177	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	76.70	76.70	76.70	76.70	0.00	
Extra Help	4.30	2.41	2.41	2.41	0.00	
Overtime	3.37	3.60	3.60	3.60	0.00	
Total FTEs	84.37	82.71	82.71	82.71	0.00	

(a) General Fund balance of $124,000 in the 2017 budget includes $74,000 for the one-time purchase of equipment to invest in the road maintenance system and $50,000 for the Transit fuel adjustment. General Fund balance of $88,000 in the 2016 budget includes $50,000 for the Transit fuel adjustment and $38,000 for the one-time purchase of equipment to invest in the road maintenance system. Fund balance in the 2016 estimate includes $22,000 for the carryover of open purchase orders from 2015 to 2016. Fund Balance of $225,000 in the 2015 budget includes $175,000 to phase down the impact of State General Transportation Aid (GTA) reductions, $50,000 for Transit fuel adjustment and $23,681 for the carryover of open purchase orders from 2014 to 2015.

County Operations

County-Wide Key Strategic Outcome: A safe county

Program Description

The Operations Division provides service directly to the public by keeping County trunk highways safe and well maintained. This includes plowing, salting, and sanding in the winter; repaving highway pavement and shoulders; mowing of roadsides and median strips; cutting back vegetation from the right of way; clearing culverts, drainage ditches and catch basins; and concrete and asphalt repair. To perform these tasks, the division operates a fleet of vehicles and equipment at the highway operations center and at four substations located throughout the County. The Operations Division also provides services to other County departments and municipalities on a cost reimbursement basis.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**37.75**	**37.82**	**37.82**	**37.82**	**0.00**
General Government	$3,583,145	$3,693,692	$3,686,916	$3,693,692	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$372,546	$490,672	$490,672	$544,780	$54,108
Interdepartmental	$565,810	$577,600	$579,273	$601,470	$23,870
Other Revenue	$88,094	$60,000	$60,000	$60,000	$0
Appr. Fund Balance	$140,000	$38,000	$60,000	$74,000	$36,000
County Tax Levy (Credit)	**$1,546,374**	**$1,528,594**	**$1,528,594**	**$1,619,874**	**$91,280**
Total Revenues	**$6,295,969**	**$6,388,558**	**$6,405,455**	**$6,593,816**	**$205,258**
Personnel Costs	$2,529,074	$2,774,943	$2,806,645	$2,800,355	$25,412
Operating Expenses	$1,501,891	$2,083,267	$2,051,601	$2,037,227	($46,040)
Interdept. Charges	$1,355,092	$1,492,348	$1,548,762	$1,682,234	$189,886
Fixed Assets	$67,979	$38,000	$38,000	$74,000	$36,000
Total Expenditures	**$5,454,036**	**$6,388,558**	**$6,445,008**	**$6,593,816**	**$205,258**
Rev. Over (Under) Exp.	$841,933	$0	($39,553)	$0	$0

Program Highlights

General Government revenues consist of General Transportation Aids (GTA), which are budgeted at the same level as the 2016 budget, which is about $6,800 higher than the actual amount received in 2016. This program includes approximately $3.69 million or 80% of the total departmental GTA revenue, estimated at about $4.6 million. Traffic Control and Engineering, also in the Transportation Fund, include the remaining 20% of GTA revenues. Fund Balance of $74,000 is budgeted to fund the one-time purchases of equipment in 2017 (described later). This Fund Balance was generated in 2015 from the County performing state highway maintenance more efficiently than budgeted, through the Performance-Based Maintenance system.

Charges for services represent revenues received from municipalities for the purchase of salt and for pavement marking services. The $54,100 increase is due to an anticipated 900-ton increase in the amount of salt requested to be purchased by the municipalities in 2017, from 5,100 tons to 6,000 tons, based on the addition of the Town of Waukesha and to average annual usage of salt by the other municipalities. The markup/handling fee charged to municipalities is anticipated to be $7.00 per ton, the same as the 2016 budget. The price of salt has decreased $1.59 per ton, or 2.5%, from $63.72 in the 2016 budget to $62.13 in 2017 ($69.13 with markup), also impacting the decrease in revenues. In addition, the 2016 charges for services revenue budget includes $130,000 of revenues from pavement marking services to local municipalities, which is the same as 2016 adopted budget.

County Operations (Continued)

Interdepartmental revenues, totaling around $601,500, are increasing about $23,900. These revenues are for services provided to the Airport that includes mowing, brush control and small pavement work on the grounds; work provided to Parks and Land Use such as changing light bulbs in parking lots and tree trimming; and sale of an estimated 700 tons of salt to Parks and Land Use. The budget is based on service anticipated to be provided to the customers. Also represented in interdepartmental revenues is the reimbursement from the State for salt and equipment storage and radio cost reimbursements, as well as administrative cost recovery. The increase in revenue is mainly due to fluctuations in reimbursement rates assumed for administrative cost recovery for State Highway Maintenance by about $18,900 and increases in salt and equipment storage costs based on 2016 actuals.

Other revenues represent insurance reimbursements for damage to highway guardrail property due to accidents and the sale of scrap metal. The revenue is consistent with the 2016 budget, yet below 2015 actuals. A LEAN project related to damage reimbursement claims has resulted in more accurate and consistent tracking of revenues in the proper cost centers, which includes the Traffic Control budget.

Net personnel costs are increasing by about $25,400 to $2,800,400, mostly related to cost to continue for current staff. Regular staff are budgeted at 36.00 FTE's. Funding continues for 1.10 FTE of overtime, and 0.72 FTE of extra help for winter seasonal employees, consistent with the 2016 adopted budget. The County Highway Maintenance budget provides support funding for 29.00 FTE Patrol Workers and 2.00 Crew Leaders to maintain the County Highway System.

Operating expenses decrease approximately $46,000 to about $2,037,300, primarily due to a decrease in expenses for disposal of brine tank discharge and dead deer removal.

Salt is the largest expense in this appropriation unit, budgeted at $1,435,200. The County anticipates a typical year of salt usage on the County roads to be 16,400 tons. In addition, the County budgets for salt usage for Parks and Land Use (700 tons) and some local municipalities. The usage for the local municipalities is increasing from 5,100 tons to 6,000 tons due to an additional municipality (the Town of Waukesha) purchasing salt from the County in 2017. The price per ton for salt is budgeted at $62.13 per ton, which is based on the confirmed 2016/2017 contracted price. This price is lower by $1.59 per ton, or 2.5%, than the last contracted price of $63.72 per ton. Overall, the salt budget increases by about $20,600, mainly due to additional anticipated municipal salt purchases by $47,800, partially offset by lower salt expenses needed for County highways (same usage, lower rate) by $26,100. Salt expenses for Parks and Land Use decrease by about $1,100.

Other operating expenditures include: roadway materials such as cold/hot patch, gravel, sand, cement, guardrail and culvert pipe budgeted at $137,000; utility expenses for the main shop and four substation budgeted at $153,500; plow blade replacement expenditures of $65,000; contracted roadway repair including rental of equipment budgeted at $28,500; and landfill costs of $8,000.

Interdepartmental charges include charges for End User Technology (EUTF) total cost of computer ownership; insurance costs, including workers' compensation; radio services; vehicle repairs, fuel and vehicle replacement charges; and telephone costs. The largest expenditure in this appropriation unit is for vehicle costs. Vehicle costs include vehicle repairs, vehicle replacements and fuel costs. The 2017 budget assumes a reduction of 10% in the price of fuel from the 2016 budget to the 2017 budget. A portion of the total vehicle costs are also supported by the State of Wisconsin and are budgeted in the State Highway Maintenance portion of this budget. Overall, vehicle costs to support department fleet (both County and State Highway Maintenance programs) are anticipated to increase about $31,900 to $3,423,600. However, based on anticipated State revenues to support State road maintenance, $2,119,300 of the total $3,423,600 of vehicle expenses are supported by the State Maintenance budget, resulting in an increase of vehicle expenses supported by the County Maintenance budget, by about $179,000.

Fixed Assets include funds to purchase a new set of portable traffic signals ($64,000), which is expected to be safer and free-up traffic control flagger staff to perform other tasks. The replacement of a concrete screed ($10,000) is also budgeted. These purchases will be covered with fund balance due to earnings in 2015 through the State's Performance-Based Maintenance program.

County Operations (Continued)

Current and Planned Capital Projects

Project #	Project Name	Expected Year of Completion	Total Project Cost	Est % Completed at end of 2016	Est. Operating Impact
201401	Replace Brine Maker/Construct Canopy	2018	$323,700	0%	TBD

Activity	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Centerline miles of road maintained – County (a)	392	401	401	401	400	(1)
Centerline miles of road maintained – Non County/Non-State	325	325	325	325	325	0
Pavement Repair & Restoration per Lane Mile (b)	N/A	$385	$385	$385	$385	$0
Center line striping cost per mile	$800	$805	$825	$860	$860	$35
Mowing—1 linear mile cost per mile	$340	$421	$340	$340	$340	$0
Avg Annual maint 1 lane mile	$4,603	$4,945	$4,603	$4,603	$4,603	$0
Salt Annual Tons Used on County Roads	17,866	10,316	16,400	15,000	16,400	0

(a) Changes in County centerline miles mainly due to jurisdictional transfers related to highway capital projects.

(b) Includes pothole patching, full depth asphalt repair and crack sealing

State Highway Operations

County-Wide Key Strategic Outcome: A safe county

Program Description

Provide the necessary labor, equipment, and materials to maintain the State Trunk Highway System as specified by the Wisconsin Department of Transportation (WisDOT). Maintenance tasks performed include plowing, salting and sanding in winter; highway pavement repair; pavement marking; and mowing and vegetation control in summer. Minor construction projects will also be performed by agreement with the State. A cost accounting system for the purposes of obtaining reimbursement for work performed is also maintained.

	2015 Actual	2016 Budget	2016 Estimate (a)	2017 Budget	Budget Change
Staffing (FTE)	**33.01**	**31.28**	**31.28**	**31.28**	**0.00**
General Government	$6,285,846	$5,779,903	$5,573,856	$5,723,459	($56,444)
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	**$6,285,846**	**$5,779,903**	**$5,573,856**	**$5,723,459**	**($56,444)**
Personnel Costs	$2,511,227	$2,484,834	$2,413,698	$2,465,277	($19,557)
Operating Expenses	$753,590	$432,000	$566,958	$508,500	$76,500
Interdept. Charges	$2,691,945	$2,863,069	$2,591,836	$2,749,682	($113,387)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$5,956,762**	**$5,779,903**	**$5,572,492**	**$5,723,459**	**($56,444)**
Rev. Over (Under) Exp.	$329,084	$0	$1,364	$0	$0

Program Highlights

The State Highway Maintenance program budget is a non-tax levy supported program. All expenses are approved and reimbursed by the State Department of Transportation (DOT). The 2017 General Government revenue budget is based on the State's approved 2016 Routine Maintenance Agreement (RMA) and funding for the Performance-Based Maintenance (PbM) program piloted in 2014. The PbM program examines a new way of funding State highway maintenance, through a system where the County submits quotes for State-specified projects (versus the current system that reimburses for time and materials), which may incentivize more-efficient maintenance work. The decrease in revenue includes PbM by about $164,000, which is partially offset by an increase in RMA revenue by about $108,000. The decrease in PbM revenue is based on actual experience from 2014 and 2015 and aligning revenues to match costs.

Personnel costs are decreasing by about $19,600. The costs are driven by the actual labor revenues generated from State work. This program continues to support 29.00 FTE positions (2.00 Superintendents and 27.00 Patrol Workers). Overtime remains consistent at 2.28 FTE of overtime, or about 4,740 hours.

Operating Expenses are increasing about $76,500 from the 2016 budget. This increase is related to the level of service and funding for the maintenance of the State's highway system. Most of the increase ($60,000) is specifically related to Performance-Based Maintenance projects (mentioned previously), including shouldering; bridge deck sealing; and rout and seal projects. The remaining expenses are related to maintenance of the State Trunk highway system managed through the State's Routine Maintenance Agreement program.

State Highway Operations (Continued)

Interdepartmental charges decrease almost $113,400 and is primarily related to lower anticipated equipment reimbursement from the state for vehicle related expenses including vehicle replacement, vehicle repair and maintenance and fuel costs. These costs are budgeted to decrease by about $147,100 to $2,119,300. These decreases are partially offset by increases in areas such as Workers Compensation, vehicle insurance expenses and administrative cost recovery. Administrative cost recovery is budgeted at approximately 4.4% for labor, materials and equipment costs reported to the State. The actual percentage is based on a State DOT formula for 71 counties, which varies between 4%-5%. Workers' Compensation and vehicle insurance expenses, total $173,150, an increase of $4,250, and administrative cost recovery totals $239,200, an increase of about $18,900.

Activity	2014 Actual	2015 Actual (a)	2016 Budget	2016 Estimate	2017 Budget (b)	Budget Change
Centerline miles of road maintained (a)	236	227	227	227	227	0
Centerline miles of road striped	356	340	340	340	340	0
Lane miles maintained (b)	1,112	1,075	1,075	1,075	1,077.5	2.5

Source: WisDOT 2015 Level of Service (LOS) Model calculation

(a) Lower miles in 2015 is due to a correction to the State database.

(b) Increase in miles for the 2017 budget is due to the reconstruction of State Highway 67.

Transit Services

County-Wide Key Strategic Outcome: An economically vibrant county

Program Description

Through contracts with the private sector, this program provides bus service to address the mass transit needs of employers and employees commuting between Waukesha County and its neighboring counties. Currently the Waukesha County Transit System primarily operates commuter service, parallel to and along the I-94 Oconomowoc-Waukesha-Milwaukee corridor, although services also exist between the southern and eastern tier communities and the Milwaukee Central Business District (CBD) and University of Wisconsin-Milwaukee (UWM).

Fixed bus route services extend eastbound into Milwaukee County as traditional 'commuter' services carrying workers to jobs in the Milwaukee CBD. Non-traditional 'reverse commuter' services also exist to respond to the labor needs in Waukesha County, bringing workers from Milwaukee County into areas in Waukesha County where job density is high, especially in existing and developing industrial parks. This fund also provides Paratransit services along the route 901 corridor serving the disabled population who are unable to utilize the fixed route service, as outlined in the 1990 Americans with Disabilities Act (ADA).

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**0.10**	**0.10**	**0.10**	**0.10**	**0.00**
General Government	$10,481	$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	$134,016	$125,241	$125,241	$130,714	$5,473
Appr. Fund Balance	$59,681	$50,000	$50,000	$50,000	$0
County Tax Levy (Credit)	**$867,700**	**$867,700**	**$867,700**	**$867,700**	**$0**
Total Revenues	**$1,071,878**	**$1,042,941**	**$1,042,941**	**$1,048,414**	**$5,473**
Personnel Costs	$14,464	$14,705	$14,708	$14,885	$180
Operating Expenses	$862,182	$1,028,236	$935,670	$1,033,529	$5,293
Interdept. Charges	$0	$0	$0	$0	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$876,646**	**$1,042,941**	**$950,378**	**$1,048,414**	**$5,473**

Rev. Over (Under) Exp.	$195,232	$0	$92,563	$0	$0

Program Highlights

Waukesha Metro Transit administers the Waukesha County Transit program through a contract with the City of Waukesha. Funding from State and Federal sources is received directly by and paid to vendors by Waukesha Metro. Other Revenue is reimbursement from Waukesha Metro for the costs remaining in the County budget that are eligible for State and Federal funding. The State and Federal revenues are anticipated to be reimbursed at a rate of 58.88% of gross expenses in 2017, which is the higher than the 2016 budgeted level of 57.55%. After a State audit of 2009 – 2012 actual expenses, it was determined that the County's actual reimbursement rate for those years was calculated at the full 60% rate; therefore the budgeted rate is 1.12% lower than the actual audited rate of 60%. The State completes transit audits every five years; therefore, it won't be known until approximately 2018 what the County's actual audited and calculated reimbursement rate will be. Fund Balance remains at $50,000 in the 2017 budget and is used for expenses related to the fuel adjustment clause in the applicable transit service contracts (as determined by Waukesha Metro).

Transit Services (Continued)

The 2017 operating expense budget reflects a similar level of transit service overall. Modifications include minor Sunday night service reduction on the Gold Line. This service had very low ridership. Two trips on Route 79 have been reduced due to very low ridership. The same service is provided on Route 79 within the half-hour. The 900 series routes have no planned service changes in 2017. The service contract expires May 31, 2017 and will be competitively bid in early 2017. There are no fare increases planned in the 2017 budget. Expenses related to the fuel adjustment clause in the transit contracts remain at $50,000, consistent with the 2016 budget base. These expenses are based on comparing current fuel prices to a designated fuel price benchmark that is unique to each transit contract. The fuel price benchmark remains the same throughout the life of the contract, which is usually five years. In addition, overall ridership on routes including Paratransit and other routes is estimated to decrease based on year-to-date and anticipated future needs. The largest decrease in ridership is on the Gold Line. It is anticipated the Milwaukee County will reduce the Go Pass program, which provided seniors and those with disabilities free rides, therefore reducing ridership. Ridership is affected by many things including the price of fuel. As the price of fuel drops, ridership also decreases because driving becomes more affordable. Other than the 900 series routes, all other transit services are provided through established contracts; therefore the 2017 budget for these services is based on established contract costs. Funds for a marketing program continue in the 2017 budget. Approximately 0.10 FTE of the Business Manager's position continues to be budgeted in the 2017 budget. Waukesha County transit budget continues direct responsibility for the maintenance of the park and ride lots at Goerke's Corner, CTH G and Pilgrim Road because there are transit stops at these locations. The County Tax Levy contribution for the transit services program is budgeted at $867,700, which is unchanged from the 2016 budget.

Activity

Total Ridership

Route	Route Description	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	2016-2017 Change
1	Waukesha Metro to Brookfield Square	110,488	115,578	114,902	120,886	114,202	118,008	104,213	104,213	(13,795)
Gold Line	Brookfield Square Extension	194,199	229,055	228,366	222,130	209,777	227,716	208,185	208,185	(19,531)
79 (1)	Weekday from Menomonee Falls to Downtown Milwaukee	57,474	54,755	42,359	35,378	33,255	33,035	34,932	34,932	1,897
901,904,905	Weekday between Cities of Waukesha and Oconomowoc and downtown Milwaukee.	194,629	150,065	135,345	131,711	125,491	135,290	127,779	127,779	(7,511)
906	Weekday between Mukwonago and Milwaukee via I-43	39,202	35,223	35,237	34,204	30,412	30,100	29,829	29,829	(271)
Subtotal		595,992	584,676	556,209	544,309	513,137	544,149	504,938	504,938	(39,211)
Paratransit	Federally mandated service operated within 1 mile of the Route 901 service area	8,325	9,028	5,856	3,677	3,095	3,840	2,982	2,982	(858)
Total with Paratransit		604,317	593,704	562,065	547,986	516,232	547,989	507,920	507,920	(40,069)

(1) Ridership estimates for the 2015 Budget and Estimate, and the 2016 Budget are lowered due to zoo interchange construction.

Transit Services (Continued)

Investment per ride

Investment per ride determined by total Cost of the Route less fare box Revenues divided by the total ridership.

Route	Route Description	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	2016-2017 Change
1	Waukesha Metro to Brookfield Square	$0.77	$0.77	$0.78	$0.78	$0.86	$0.85	$0.96	$0.96	$0.11
Gold Line	Brookfield Square Extension	$2.85	$2.15	$2.20	$2.13	$2.40	$2.27	$2.43	$2.44	$0.17
79	Weekday from Menomonee Falls to Downtown Milwaukee	$4.48	$5.91	$10.23	$10.49	$11.53	$13.39	$10.82	$10.44	($2.95)
901,904,905	Weekday between Cities of Waukesha and Oconomowoc and downtown Milwaukee.	$9.33	$8.22	$8.99	$9.61	$10.00	$9.99	$9.61	$11.77	$1.78
906	Weekday between Mukwonago and Milwaukee via I-43	$8.17	$9.21	$8.97	$9.60	$10.67	$11.73	$10.54	$13.17	$1.44
Subtotal Average		$5.09	$4.21	$4.60	$4.65	$5.00	$5.08	$5.01	$5.68	$0.60
Paratransit	Federally mandated service operated within 1 mile of the Route 901 service area	$31.77	$32.89	$33.55	$35.83	$36.92	$40.22	$36.98	$43.81	$3.59
Avg with Paratransit		**$8.92**	**$9.05**	**$9.90**	**$10.44**	**$11.06**	**$11.94**	**$10.91**	**$12.61**	**$0.67**

Rides per Revenue Hour

Rides per Revenue Hour are determined by total ridership of the route divided by the total revenues per hour.
The standard **benchmark for Rides per Revenue Hour is 10.0 or higher**.

Route	Route Description	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	2016-2017 Change
1	Waukesha Metro to Brookfield Square	18.46	19.24	19.10	21.71	20.43	21.07	18.61	18.61	(2.46)
Gold Line	Brookfield Square Extension	32.31	38.39	37.73	36.20	32.49	35.43	32.39	32.39	(3.04)
79	Weekday from Menomonee Falls to Downtown Milwaukee	24.01	21.05	14.70	11.86	10.75	9.97	11.27	11.27	1.30
901,904,905	Weekday between Cities of Waukesha and Oconomowoc and downtown Milwaukee.	10.64	12.80	11.55	11.24	10.67	11.56	10.92	10.92	(0.64)
906	Weekday between Mukwonago and Milwaukee via I-43	27.08	24.22	24.23	23.52	20.91	20.70	20.52	20.52	(0.18)
Subtotal Average		17.46	21.07	19.78	19.54	18.10	19.09	17.85	17.85	(1.24)
Paratransit	Federally mandated service operated within 1 mile of the Route 901 service area	2.57	2.67	2.64	2.57	2.24	2.53	1.96	1.96	(0.57)
Avg with Paratransit		**16.17**	**19.07**	**18.52**	**18.71**	**17.36**	**18.26**	**17.04**	**17.04**	**(1.22)**

Engineering Services

County-Wide Key Strategic Outcome: A well-planned county

Program Description

The Engineering Services Division is the main point of contact for meeting the customers' technical needs and requests concerning major road projects. This division administers the design and construction of county trunk highways and bridges. The work involves planning of capital projects, selecting consultants for design work and construction management or providing "in-house" design services, administering contracts, acquiring right of way, advertising and awarding construction contracts, and administering the construction contracts and activities. In addition, the Engineering Services Division works with the Highway Operations Division in resurfacing of asphalt pavements, replacement of culverts, roadside ditching projects and side bank cutting.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**7.14**	**7.14**	**7.14**	**7.14**	**0.00**
General Government	$447,893	$461,711	$460,864	$461,711	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$44,173	$232,000	$234,984	$211,844	($20,156)
Appr. Fund Balance	$17,500	$0	$0	$0	$0
County Tax Levy (Credit)	**$194,100**	**$58,816**	**$58,816**	**$81,950**	**$23,134**
Total Revenues	**$703,666**	**$752,527**	**$754,664**	**$755,505**	**$2,978**
Personnel Costs	$667,883	$677,440	$672,512	$689,566	$12,126
Operating Expenses	$34,019	$36,700	$37,902	$27,500	($9,200)
Interdept. Charges	$31,340	$38,387	$38,087	$38,439	$52
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$733,242**	**$752,527**	**$748,501**	**$755,505**	**$2,978**
Rev. Over (Under) Exp.	($29,576)	$0	$6,163	$0	$0

Program Highlights

General Government revenues consist of General Transportation Aids (GTA), which are budgeted at the same level as the 2016 budget, which is about $850 higher than the actual amount received in 2016. This program includes approximately $461,700 or 10% of the total departmental GTA revenue, estimated at about $4.6 million. County Highway Maintenance and Traffic Control, also in the Transportation Fund, include the remaining 20% of GTA revenues.

The 2017 budget continues to include funds from the Highway Safety Improvement (HSIP) program for reimbursement of staff design, however the revenues are decreasing by about $20,150 from the 2016 budget.

Personnel costs increase about $12,100 mostly related to costs to continue for the regular staff of 5.45 FTE's. Extra Help funding continues for 0.69 FTE temporary extra help for three summer interns, and 1.00 FTE co-op student. The co-op student program is run through a partnership with both Marquette University and the University of Wisconsin--Milwaukee.

Operating expenses decrease $9,200 to $27,500. The decrease is primarily due to a reduced need for outside bridge inspections due to getting caught up over the past two years. The budget will continue to support $8,000 of bridge inspection services rather than $15,000. Operating expenses also include funds for engineering software maintenance; survey supplies, and funds for staff professional development.

Interdepartmental charges include costs of computer and phone services.

Current and Planned Capital Projects

Project #	Project Name	Total Project Cost	Total County Cost	Non-County Fed/State Revenues	Estimated Completion Year	2016 Est. % Compl. Yr End	Net Annual Est. Operating Impact
9131 (a)	Bridge Aid Program	$100,000	$100,000	$0	Ongoing	N/A	$0
9817 (a)	Culvert Replacement Program thru 2017	$100,000	$100,000	$0	Ongoing	N/A	$0
200427 (a)(b)	Signal/Safety Improvements	$1,250,000	$1,250,000	(b)	Ongoing	N/A	Reduced
200911 (a)	Repaving Program 2013-2017	$3,250,000	$2,650,000	$600,000	Ongoing	N/A	$0
200606	CTH P, Bark River Bridge	$1,786,000	$860,000	$926,000	2016	100%	Reduced
200608 (c)	CTH VV, CTH Y - Jackson Dr.	$11,731,000	$3,586,000	$8,145,000	2015	100%	$36,750
200810 (c)	CTH CW, Ashippun River Bridge	$1,391,000	$741,000	$650,000	2015	100%	Reduced
200905 (c)	CTH F, I-94 to STH 190 (Rehabilitation)	$5,028,000	$1,310,000	$3,718,000	2015	100%	$0
200917	Waukesha West Bypass	$14,817,000	$6,417,000	$8,400,000	2017	30%	$92,000
201004	CTH ES, Fox River Bridge	$1,034,000	$332,000	$702,000	2016	10%	Reduced
201005	CTH I, CTH ES - CTH O (Rehabilitation)	$4,624,000	$1,898,000	$2,726,000	2017	40%	Reduced
201006	CTH NN, STH 83 - CTH ES	$2,904,000	$1,142,000	$1,762,000	2016	100%	Reduced
201008	CTH M, Calhoun Rd to East County Line	$25,806,000	$9,251,000	$16,555,000	2021	15%	$42,500
201116	CTH C, Mill Street to Oakwood Rd.	$2,361,000	$1,620,000	$741,000	2016	100%	Reduced
201201	CTH Q, Oconomowoc River Bridge	$703,000	$253,000	$450,000	2018	10%	Reduced
201302	CTY YY, Underwood Creek Structure	$1,366,000	$1,366,000	$0	2019	0%	Reduced
201304	CTH Y, Pilak Creek Tributary Bridge Rplc	$634,000	$634,000	$0	2019	0%	Reduced
201402	CTH XX, Pebble Brook Creek Bridge	$306,000	$118,000	$188,000	2021	0%	Reduced
201502	CTH O, I-94 to USH 18	$6,750,000	$1,750,000	$5,000,000	2021	0%	Reduced
201601	CTH I, Fox River Bridge	$565,000	$181,000	$384,000	2021	0%	Reduced
201603	CTH O & I Intersection Reconstruction	$2,349,000	$383,500	$1,965,500	2019	0%	Minor Incr
201610	CTH O, CTH I to CTH ES	$12,063,000	$3,181,000	$8,882,000	2022	0%	$0
201611	CTH C, Hasslinger Drive Intersection	$1,222,000	$314,800	$907,200	2020	0%	$0
201613	CTH D, Moraine Hills Drive Intersection	$1,110,000	$1,110,000	$0	2021	0%	$0
201614	CTH E, Woodland Drive Intersection	$1,035,000	$1,035,000	$0	2022	0%	$0
201620	CTH V V, Hickory Street to STH 74	$587,000	$296,000	$291,000	2019	0%	Reduced
201706	CTH D, Calhoun Rd to 124th Street	$2,909,000	$622,000	$2,287,000	2019	0%	Reduced

(a) Consists of program projects with continuing annual appropriations. Project costs listed above consist of the amount budgeted for 2017.

(b) Approximately $4 million of federal Highway Safety Improvement Program (HSIP) funding is planned for existing and future signal and safety improvement projects budgeted through 2017. These expenditures and revenues are accounted by the Wisconsin Department of Transportation and would not be included directly in the County's Capital Project budget.

(c) Project was physically completed in 2015, but remains open due to timing of project payments.

Traffic Control

County-Wide Key Strategic Outcome: A safe county

Program Description

The Traffic Control program provides for the maintenance, engineering and placement of traffic signals, signs and pavement markings on the County Trunk Highway System.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**4.87**	**4.87**	**4.87**	**4.87**	**0.00**
General Government	$447,893	$461,711	$460,864	$461,711	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$76,083	$50,000	$80,000	$85,000	$35,000
Appr. Fund Balance	$31,500	$0	$0	$0	$0
County Tax Levy (Credit)	**$343,103**	**$398,262**	**$398,262**	**$361,878**	**($36,384)**
Total Revenues	**$898,579**	**$909,973**	**$939,126**	**$908,589**	**($1,384)**
Personnel Costs	$370,645	$423,213	$420,826	$431,089	$7,876
Operating Expenses	$476,008	$485,480	$468,270	$475,380	($10,100)
Interdept. Charges	$1,324	$1,280	$680	$2,120	$840
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$847,977**	**$909,973**	**$889,776**	**$908,589**	**($1,384)**
Rev. Over (Under) Exp.	$50,602	$0	$49,350	$0	$0

Program Highlights

General Government revenues consist of General Transportation Aids (GTA), which are budgeted at the same level as the 2016 budget, which is about $850 higher than the actual amount received in 2016. This program includes approximately $461,700 or 10% of the total departmental GTA revenue, estimated at about $4.6 million. County Highway Maintenance and Engineering, also in the Transportation Fund, include the remaining 20% of GTA revenues.

Other revenues represent insurance reimbursements for damage to traffic signals and signs due to accidents. The revenue is $35,000 higher than the 2016 budget. A LEAN project related to damage reimbursement claims has resulted in more accurate and consistent tracking of revenues in the proper cost centers, which includes the County Highway Maintenance budget.

Net personnel costs increase about $7,900 related to cost to continue expenses for the staff which remains consistent from the 2016 budget with 4.65 FTE full time positions and 0.22 FTE of overtime.

Operating expenses include pavement marking expenses at about $157,000; traffic signal electricity costs at $160,000; signal maintenance costs, which include signal cabinet maintenance and Digger's Hotline charges, at $72,000; signage at $50,000; and the replacement of two traffic counters at $3,500. The decrease is mostly due to a decrease in pavement marking materials due to favorable pricing by about $12,400.

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Activity						
Traffic Signals	105	112	115	114	115	0
Roundabout Intersections	7	7	4	7	7	3

Permit Processing

County-Wide Key Strategic Outcome: A well-planned county

Program Description

The Permit Processing program area is the main point of contact for meeting the customers' requests concerning driveway and utility permits. Staff works with utility companies, developers, and homeowners to review applications and answer questions about utility and access permits.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**1.50**	**1.50**	**1.50**	**1.50**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$139,830	$102,000	$125,000	$135,000	$33,000
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)	**$74,151**	**$46,698**	**$46,698**	**$15,583**	**($31,115)**
Total Revenues	**$213,981**	**$148,698**	**$171,698**	**$150,583**	**$1,885**
Personnel Costs	$147,437	$148,698	$148,408	$150,583	$1,885
Operating Expenses	$0	$0	$0	$0	$0
Interdept. Charges	$0	$0	$0	$0	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$147,437**	**$148,698**	**$148,408**	**$150,583**	**$1,885**
Rev. Over (Under) Exp.	$66,544	$0	$23,290	$0	$0

Program Highlights

Permit fees rates are increasing in the 2017 budget and are itemized on the following schedule. The next increase is planned for 2019, which follows the cycle of increasing fees every two years. Revenues for both utility and driveway access permits are increased in 2017 based on 2015 actual activity and the increase in rates. However, due to the unknown nature of the types of permits to be requested and the number of permits that may be requested, revenues for both utility and driveway access permits are not budgeted as high as the 2015 actual level. Tax Levy subsidy to fund this program of about $15,400 is decreasing by about $31,100.

Personnel costs of about $150,600 increase about $1,900 from 2016 and reflects the costs to continue for the 1.5 FTE staff allocated to this program.

Activity	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Driveway & Miscellaneous Permits Processed	71	76	60	60	60	0
Utility Permits Processed	348	412	350	400	400	50

Permit Processing (Continued)

The following is the Permit Fee structure for years 2015/2016 and 2017/2018:

Utility Permits		**2015/2016**		**2017/2018**	
Type	Unit	Application	Inspect	Application	Inspect
Excavate in Pavement	First 200'	$85	$220	$90	$230
	Add'l 1,000'		$220		$230
Excavate/Plow in ROW	First 200'	$85	$170	$90	$180
	Add'l mile		$170		$180
New Poles	Each	$85	$170	$90	$180
Re-application		$85		$90	

Access Permits		**2015/2016**		**2017/2018**	
	Unit	Application	Permit	Application	Permit
Single Family, Farm					
No Culvert	Each driveway		$490		$510
With culvert, owner supplied and installed by Waukesha County	Each driveway		$1,065		$1,120
		Application	Permit	Application	Permit
Commercial/Industrial/Institutional/Subdivision (type A,B,C or D entrance)	Each driveway	$450	$750	$470	$780
Commercial/Industrial/Institutional/Subdivision(> 50,000 sf) or Subdivision (>100 Units)(type A,B,C or D entrance) Includes Traffic study review fee	Each driveway	$450	$1,740	$470	$1,820
Commercial/Industrial/Institutional/Subdivision (Roadway reconstruction needed) Includes traffic study review fee	Each driveway	$450	$4,190	$470	$4,400
Traffic Signal Installation	Per signal		$1,550		$1,630
Re-application		$90		$95	
Miscellaneous work in R/W (Not included below)					
Other driveway work e.g., - repave, replace culvert			$130		$135
Fee for county to install culvert - owner supply			$575		$600
Temporary driveway			$180		$190
Sign in right of way			$150		$160
Sign in right of way - county install owner-supplied sign			$170		$180
Revocable Occupancy permit			$375		$395
Sidewalk			$130		$135

Fund Purpose

An internal service fund set up to account for the maintenance and repair of all county-owned motorized equipment. The operation includes a county-wide fuel dispensing system; a stockroom to furnish parts and supplies for vehicle repair and maintenance; the operation of a service truck for maintaining equipment in the field; the maintenance of a database of vehicle repair costs, receiving, setup and issuing of all new vehicles and equipment to County departments; and disposal of surplus vehicles and equipment for County departments. Other activities include assisting the Department of Administration – Purchasing Division in the development of equipment specifications and in the evaluation of bids, assisting user departments in making vehicle maintenance, repair, and replacement decisions and exploring the use of new technologies (electronic diagnostics, alternative fuels, etc.) for improving the County's fleet capability.

Financial Summary	2015 Actual	2016 Adopted Budget	2016 Estimate	2017 Budget	Change From 2016 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$96,447	$66,140	$74,900	$64,901	($1,239)	-1.9%
Interdepartmental (a)	$3,412,044	$3,889,506	$3,170,800	$3,850,904	($38,602)	-1.0%
Other Revenue	$48,470	$25,000	$45,608	$34,000	$9,000	36.0%
Appr. Fund Balance (b)	$113,063	$111,083	$150,360	$107,083	($4,000)	-3.6%
County Tax Levy (Credit)	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$3,670,024**	**$4,091,729**	**$3,441,668**	**$4,056,888**	**($34,841)**	**-0.9%**
Expenditures						
Personnel Costs	$1,115,598	$1,159,451	$1,161,544	$1,191,369	$31,918	2.8%
Operating Expenses (b)	$2,283,427	$2,833,967	$2,183,523	$2,773,412	($60,555)	-2.1%
Interdept. Charges	$64,745	$96,732	$96,307	$91,829	($4,903)	-5.1%
Fixed Assets (Memo) (b)(c)	$17,627	$35,000	$0	$0	($35,000)	-100.0%
Total Expenditures (c)	**$3,463,770**	**$4,090,150**	**$3,441,374**	**$4,056,610**	**($33,540)**	**-0.8%**
Operating Income/(Loss) (c)	$206,254	$1,579	$294	$278	($1,301)	-82.4%
Position Summary (FTE)						
Regular Positions	14.00	14.00	14.00	14.00	0.00	
Extra Help	0.41	0.00	0.00	0.00	0.00	
Overtime	0.10	0.10	0.10	0.19	0.09	
Total FTEs	14.51	14.10	14.10	14.19	0.09	

(a) Interdepartmental revenues are charges to departmental users, which may be funded by a combination of revenue sources including tax levy.

(b) Includes Central Fleet Fund Balance appropriation of $101,083 in 2015, 2016 and 2017 for the facility depreciation expense. In addition, 2015 includes $4,280 for open purchase orders carried over from 2014 and $7,700 to help purchase a new vehicle lift (enrolled ordinance 170-40); 2016 includes $10,000 for the one-time expense of painting fuel tanks; and 2017 includes $6,000 for the one-time expense of on-site training for upgrades to the maintenance software. The 2016 estimate also includes $39,277 in open purchase orders carried over from 2015.

(c) Total expenditures and net operating income exclude fixed asset purchases to conform with financial accounting standards. Fixed Asset purchases will be made out of operating revenues and cash balances and are included in the department's fixed assets expenditure request.

Repair & Maintenance

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

Program Description
Provides for the maintenance and repair for all county-owned motorized equipment. This includes a stockroom, a service truck for on-site customer repairs, and the maintenance of a database of vehicle repair costs, receiving, setup, and new vehicle issuance. This division also provides repair and maintenance services to external customers.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**14.16**	**13.75**	**13.75**	**13.84**	**0.09**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$96,447	$66,140	$74,900	$64,901	($1,239)
Interdepartmental (a)	$2,353,564	$2,176,274	$2,257,800	$2,291,550	$115,276
Other Revenue	$28,020	$15,000	$26,608	$14,000	($1,000)
Appr. Fund Balance (b)	$113,063	$101,083	$140,360	$107,083	$6,000
County Tax Levy (Credit)	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$2,591,094**	**$2,358,497**	**$2,499,668**	**$2,477,534**	**$119,037**
Personnel Costs	$1,085,413	$1,128,203	$1,130,162	$1,159,669	$31,466
Operating Expenses (b)	$1,203,426	$1,129,615	$1,325,259	$1,223,728	$94,113
Interdept. Charges	$61,416	$87,296	$86,896	$85,829	($1,467)
Fixed Assets	$17,627	$35,000	$0	$0	($35,000)
Total Expenditures	**$2,350,255**	**$2,345,114**	**$2,542,317**	**$2,469,226**	**$124,112**
Operating Income/(Loss)	$240,839	$13,383	($42,649)	$8,308	($5,075)

(a) Interdepartmental Revenues are generated from charges to departments that receive revenues from various sources including tax levy funding.

(b) Includes Central Fleet Fund Balance appropriation of $101,083 in 2015, 2016 and 2017 for the facility depreciation expense. In addition, 2015 includes $4,280 for open purchase orders carried over from 2014 and $7,700 to help purchase a new vehicle lift (enrolled ordinance 170-40); 2017 includes $6,000 for the one-time expense of on-site training for upgrades to the maintenance software. The 2016 estimate also includes $39,277 in open purchase orders carried over from 2015.

Program Highlights

Central Fleet continues to provide repair and maintenance service to both internal departments and external customers. The Division continues to charge a separate rate to external customers, while maintaining services to internal customers. Revenue projections are based on a multi-year average of services provided to customers. Charges for Services revenues are remaining somewhat consistent with the 2016 budget, however, actual revenues received from our external customers have been exceeding the budgeted amounts. Due to the uncertainty of level of service requests from our external customers in the future, this revenue is budgeted at a more conservative level than actual revenue history shows. Interdepartmental charge revenues increase about $115,200 mostly related to both the increased requests for repair and maintenance services and the 2.0% increase in labor rates. Other revenues include salvage revenues, oil recycling revenues, procurement card rebates and miscellaneous reimbursements and remain relatively stable from the 2016 budget. Fund Balance continues to be used to offset the facility depreciation in addition to funding a one-time expense for on-site software training for the Fleet staff and other County employees who use the fleet maintenance software.

Repair & Maintenance (Continued)

Personnel costs increase about $31,500, or 2.8% from the 2016 budget. In addition, the overtime budget has increased from anticipating about 210 hours (0.10 FTE) of overtime use in 2016 to 400 hours (0.19 FTE) in 2017 and is based on recent years' use of overtime.

Operating expenses are increasing about $94,100. The major increases are due to the amount and the cost of parts purchased for repairs and maintenance, increasing by $72,500 and the cost of software upgrades and training for the fleet maintenance work order system increasing by $24,200. The major expenses in the Operating Expenses appropriation unit include $697,300 for the costs of parts; $201,500 for the cost of commercial repair services; $64,000 of support/licensing costs for Fleet Focus software (mentioned above); $115,200 of depreciation expense; and a small tools replacement program budgeted at $16,000. Other expenditures in this appropriation unit include building maintenance costs; shop supplies for the shop personnel; training expenses and housekeeping costs.

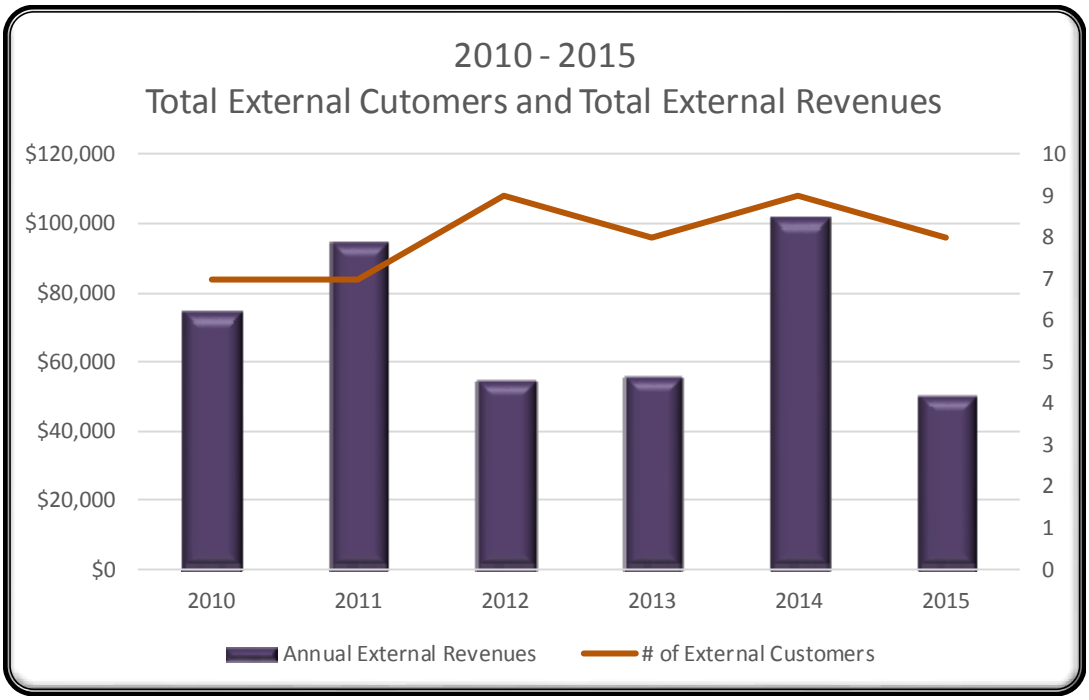
Interdepartmental charges are about $1,500 lower than the 2016 budget. The decrease is primarily due to reductions in Workers Compensation and other insurance costs, in addition to reductions in the landline telephone costs. Expenses in this appropriation unit include general vehicle liability insurance, property insurance, end user technology-total cost of ownership charges (EUTF), telephone charges, radio charges, and indirect cost charges.

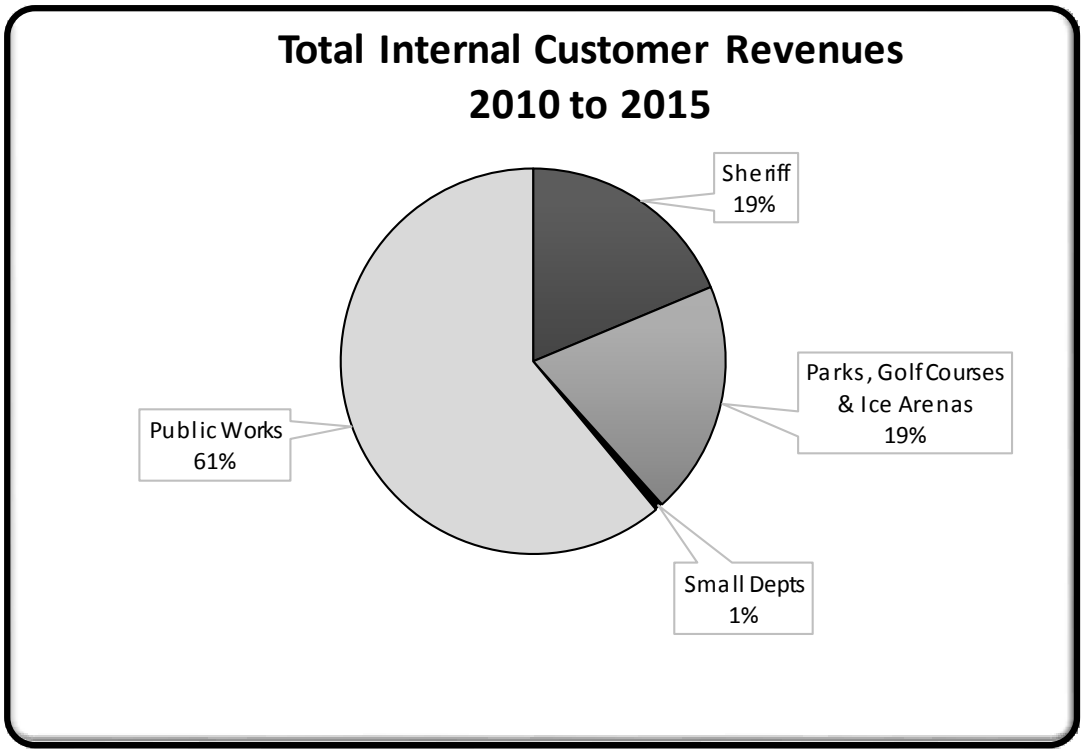
The 2017 budget does not include any fixed asset requests.

In an effort to keep the 2016 to 2017 rate increases at or below 2%, the 2017 Central Fleet Rates are as follows:

Rate Type	2016	2017	% Change
External Heavy Labor Rate	$99.30	$101.29	2.0%
External Light Labor Rate	$83.00	$84.66	2.0%
External Service Labor Rate	$90.35	$92.16	2.0%
Internal Heavy Labor Rate	$92.00	$93.84	2.0%
Internal Light Labor Rate	$77.75	$79.31	2.0%
Internal Service Labor Rate	$84.40	$86.09	2.0%
Parts Markup	16.0%	16.0%	0.0%

Activity	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Total Work Orders	5,843	6,100	6,100	6,200	100
Internal Customer Work Orders	5,633	5,900	5,900	5,950	50
External Customer Work Orders	210	200	200	250	50
Total Internal. Cust. Rep./Maint. Rev.	$2,313,564	$2,136,274	$2,217,800	$2,251,550	$115,276
Total External Cust. Rep./Maint. Rev	$96,447	$66,140	$74,900	$64,901	($1,239)
Total External Customers	8	9	9	9	0


2010 - 2015
Total External Cutomers and Total External Revenues
$120,000
$100,000
$80,000
$60,000
$40,000
$20,000
$0
10
9
8
7
6
5
4
3
2
1
0
2010
2011
2012
2013
2014
2015
Annual External Revenues
# of External Customers


Total Internal Customer Revenues
2010 to 2015
Sheriff 19%
Parks, Golf Courses & Ice Arenas 19%
Small Depts 1%
Public Works 61%

Central Fueling

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

Program Description

This program provides a county-wide fuel dispensing system for all county vehicles and equipment and some external customers.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**0.35**	**0.35**	**0.35**	**0.35**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental (a)	$1,058,480	$1,713,232	$913,000	$1,559,354	($153,878)
Other Revenue	$20,450	$10,000	$19,000	$20,000	$10,000
Appr. Fund Balance (b)	$0	$10,000	$10,000	$0	($10,000)
County Tax Levy (Credit)	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$1,078,930**	**$1,733,232**	**$942,000**	**$1,579,354**	**($153,878)**
Personnel Costs	$30,185	$31,248	$31,382	$31,700	$452
Operating Expenses (b)	$1,080,001	$1,704,352	$858,264	$1,549,684	($154,668)
Interdept. Charges	$3,329	$9,436	$9,411	$6,000	($3,436)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,113,515**	**$1,745,036**	**$899,057**	**$1,587,384**	**($157,652)**
Operating Income/(Loss)	($34,585)	($11,804)	$42,943	($8,030)	$3,774

(a) Interdepartmental revenues are charges to departmental users, which may be funded by a combination of revenue sources including tax levy.

(b) Central Fleet Fund Balance appropriation of $10,000 in 2016 for one-time expenses related to painting fuel tanks.

Program Highlights

Interdepartmental revenues are decreasing due to an anticipated 10% decrease in fuel costs in 2017. However, fuel consumption by the customers is anticipated to increase by 7,710 gallons compared to the 2016 budget. Fuel usage is based on a multi-year average of actual usage. Other revenues include off-road vehicle fuel tax rebates.

The 2017 budget assumes a 10% reduction for the average wholesale price of fuel (diesel and unleaded). Operating expense decreases are mainly due to a lower price per gallon anticipated in 2017. Fuel costs are budgeted to decrease about $144,700 from the 2016 budget. Interdepartmental Charges are decreasing by about $3,400 due to the fuel sites no longer requiring a phone line to operate.

Activity	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Fuel Sites Maintained	18	18	18	18	0
Gallons Sold	435,288	427,240	429,860	434,950	7,710
External Fuel Customers	1	1	1	1	0

Current and Planned Capital Projects

Project #	Project Name	Expected Year of Completion	Total Project Cost	Est % Completed at end of 2015	Est. Operating Impact
201415	Fuel Tank Replacement and Infrastructure	TBD	$1,500,000	0%	TBD

Statement of Purpose

The Vehicle/Equipment Replacement Fund is an interest bearing Internal Service Fund established to finance necessary and justified vehicle/equipment replacements. The County adopted a Vehicle Replacement plan for certain vehicles and contractor type equipment. With the exception of certain utility vehicles, the Vehicle Replacement Plan will only include those items with a replacement cost of $7,500 or greater and a useful life of two or more years. Contractor equipment includes unlicensed off-road vehicles, construction equipment, large maintenance tools and equipment, and other rolling stock. The plan allows for the funding of replacements through contributions to the Replacement Fund by user departments with inflationary increases on replacements funded by investment income applied to the Fund. Year-to-year fluctuations within the departmental base budgets will be reduced as a result of the plan. Replacement decisions are based on usage, service, and cost issues. A regular replacement cycle will keep the condition of the fleet at an optimum level reducing fleet maintenance costs and excessive out of service situations.

Financial Summary	2015 Actual	2016 Adopted Budget	2016 Estimate	2017 Budget	Change From 2016 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$0	$0	$0	$0	$0	N/A
Interdepartmental (a)	$2,573,434	$2,603,437	$2,603,437	$2,716,063	$112,626	4.3%
Other Revenue (b)	$356,838	$568,000	$568,000	$534,000	($34,000)	-6.0%
Appr. Fund Balance (c)	$228,798	$0	$533,387	$0	$0	N/A
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$3,159,070**	**$3,171,437**	**$3,704,824**	**$3,250,063**	**$78,626**	**2.5%**
Expenditures						
Personnel Costs	$0	$0	$0	$0	$0	N/A
Operating Expenses	$2,837,148	$3,077,534	$3,077,534	$3,144,881	$67,347	2.2%
Interdept. Charges	$105,526	$92,674	$92,674	$101,093	$8,419	9.1%
Fixed Assets (Memo) (d)	$2,722,215	$3,598,000	$4,106,200	$4,233,860	$635,860	17.7%
Total Expenditures	**$2,942,674**	**$3,170,208**	**$3,170,208**	**$3,245,974**	**$75,766**	**2.4%**
Operating Income/(Loss)	$216,396	$1,229	$534,616	$4,089	$2,860	232.7%

(a) Interdepartmental revenues are charges to departmental users, which may be funded by a combination of revenue sources including tax levy.

(b) Other revenues include revenues from vehicle and equipment sales. Investment income is accounted for but is not budgeted for in the fund and is used to pay for increases in future vehicle replacement costs.

(c) Appropriated Vehicle Replacement Fund Balance in 2015 and 2016 consist of open purchase orders carried over from the prior year.

(d) Total expenditures and net operating income exclude fixed assets to conform with financial accounting standards. Fixed asset purchase orders will be funded with operating revenues, and existing fund balance are included in the department's fixed asset request.

Vehicle Replacement Plan

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

Program Description

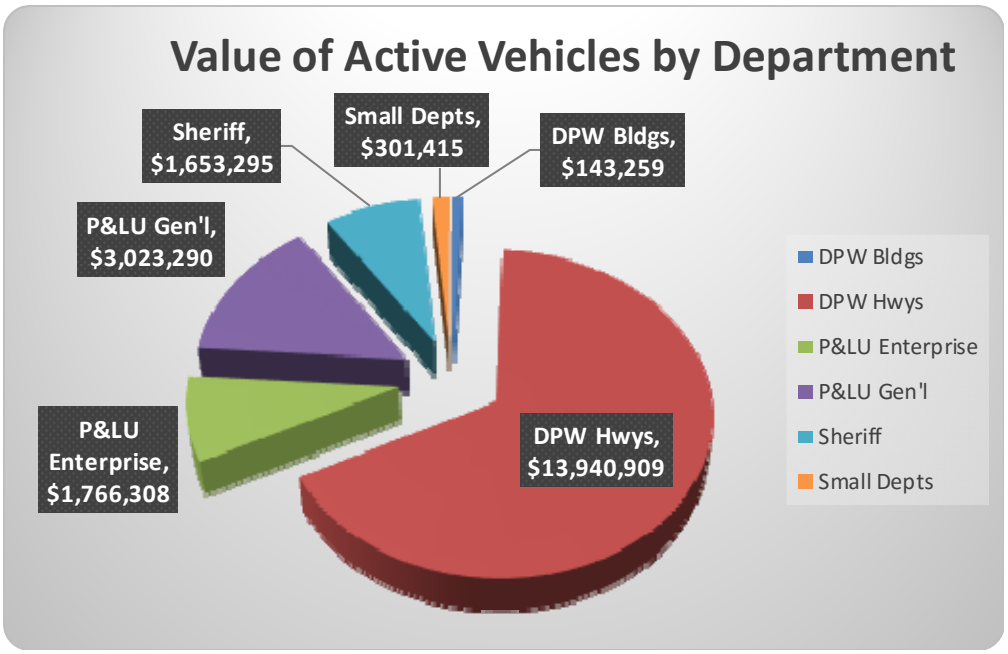
The Vehicle/Equipment Replacement Fund is an interest bearing Internal Service Fund established to finance necessary and justified vehicle/equipment replacements. Departments retain ownership of their vehicles and are cross charged for the future replacement costs.

Program Highlights

Interdepartmental revenues are based on the depreciation of each vehicle in the replacement plan. Depreciation is assessed at one-half year charge for the acquisition and disposition years of a vehicle. Full year depreciation is assessed all other years. Depreciation increases are a result of increased valuation of vehicles in the plan and the first full-year depreciation charge on the 2016 vehicle purchases. Initially depreciation is assessed on the budgeted value of the vehicle and then adjusted to account for actual acquisition costs. The actual acquisition cost tends to be lower than the budgeted cost, therefore lowering the overall depreciation charge.

Other revenues are the estimated value received from the sale of retired vehicles at auction. The budget can fluctuate based on the number of and value of vehicles going to auction each year.

Operating expenditures increase about $67,350 mostly related to depreciation costs for the vehicle replacement plan as a result of changes from new vehicles being added offset by vehicles being retired. Insurance cost allocations (interdepartmental charges) are based on a three-year experience history and are increasing about $8,400 from the 2016 allocations. This increase is due to the increase in the value of the vehicles in the plan which is directly related to the decreased risk exposure of the vehicles.



Activity	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Active Vehicles in Plan	383	383	383	379	(4)
Vehicles Replaced	61	73	73	63	(10)

Waukesha County
2017 Vehicle Replacement Plan

Department	Description	Qty	Unit Cost	Total Cost	Est. Salvage
Sheriff's Department	Squad, Police Persuit Package	15	$36,730	$550,950	$90,000
Sheriff's Department	Auto, Police Persuit Package	4	$24,700	$98,800	$20,000
Sheriff's Department	Van, full size ID	1	$27,300	$27,300	$5,000
Sheriff's Department	Van, full size transport	2	$30,900	$61,800	$12,000
Subtotal Sheriff's Dept		**22**		**$738,850**	**$127,000**
Public Works Hwys	Truck, Patrol	4	$225,600	$902,400	$112,000
Public Works Hwys	Truck, Patrol muni body	3	$218,000	$654,000	$84,000
Public Works Hwys	SUV	2	$27,600	$55,200	$10,000
Public Works Hwys	Truck, Sweeper Mounted with Boom	1	$332,000	$332,000	$20,000
Public Works Hwys	Truck, Crew Cab Diesel	1	$29,700	$29,700	$6,000
Public Works Hwys	Truck, One Ton with tool body	1	$61,800	$61,800	$10,000
Public Works Hwys	Loader, Rubber Tired	1	$191,000	$191,000	$15,000
Public Works Hwys	Brush Chipper	1	$61,000	$61,000	$5,000
Public Works Hwys	Tar Distributor	1	$73,000	$73,000	$6,000
Subtotal DPW Hwys		**15**		**$2,360,100**	**$268,000**
Public Works Bldgs	Cube Van	1	$26,300	$26,300	$6,000
Subtotal DPW Bldgs		**1**		**$26,300**	**$6,000**
Parks & Land Use Genl	Utility vehicle, 4 wheel, w/ cab medium duty	2	$20,000	$40,000	$4,000
Parks & Land Use Genl	Utility vehicle, 4 wheel, medium duty	1	$18,000	$18,000	$2,000
Parks & Land Use Genl	Tow behind rotary mower	2	$21,500	$43,000	$4,000
Parks & Land Use Genl	Utility vehicle, 4x4, cab, plow, spreader	1	$30,000	$30,000	$4,000
Parks & Land Use Genl	Pickup, 1/4 Ton	1	$31,500	$31,500	$5,000
Parks & Land Use Genl	Outfront rotary mower, cab, snowblower	3	$36,550	$109,650	$15,000
Parks & Land Use Genl	Pickup, 3/4 ton 4x4, plow	1	$43,600	$43,600	$6,000
Parks & Land Use Genl	Tractor, loader, cab, 4x4, snowblower	1	$53,000	$53,000	$7,000
Parks & Land Use Genl	Wide area mower	1	$60,000	$60,000	$8,000
Parks & Land Use Genl	Tractor, loader, cab, 4x4	1	$69,000	$69,000	$8,000
Parks & Land Use Genl	Truck, dump, 4x4, plow, GVWR 16,000 lbs	2	$82,650	$165,300	$20,000
Parks & Land Use Genl	Truck, dump, plow, sander, GVWR 30,000 lbs	1	$94,960	$94,960	$10,000
Subtotal P&LU Gen'l Fund		**17**		**$758,010**	**$93,000**
Parks & Land Use Golf Courses	Wide area mower	1	$60,000	$60,000	$8,000
Parks & Land Use Golf Courses	Greensmower	1	$71,200	$71,200	$8,000
Parks & Land Use Golf Courses	Tow behind rotary mower	1	$21,500	$21,500	$2,000
Parks & Land Use Golf Courses	Utility vehicle, 4x4, cab, dump box, heavy duty	1	$34,000	$34,000	$3,000
Parks & Land Use Golf Courses	Utility vehicle, 4x4, dump box, heavy	1	$29,000	$29,000	$3,000
Subtotal P&LU Golf Courses		**5**		**$215,700**	**$24,000**
Records Management	Van	1	$26,300	$26,300	$4,000
Medical Examiner	SUV	2	$54,300	$108,600	$12,000
Subtotal Small Departments		**3**		**$134,900**	**$16,000**
Grand Total		**63**		**$4,233,860**	**$534,000**

WAUKESHA COUNTY
FIVE YEAR VEHICLE/EQUIPMENT REPLACEMENT PLAN

	2016 Budget		2017		2018		2019		2020		2021	
Agency	Units	Cost	Units	Cost	Units	Cost	Units	Cost	Units	Cost	Units	Cost
Public Works Hwy Ops	21	$2,157,800	15	$2,360,100	22	$2,560,100	14	$1,625,100	16	$3,144,003	12	$1,763,900
Public Works Bldg Ops	3	$83,500	1	$26,300	1	$23,900	2	$64,600	0	$0	0	$0
Sheriff (a)	18	$528,500	22	$738,850	1	$33,000	9	$294,200	11	$355,611	1	$40,800
Parks & Land Use Gen'	11	$289,500	17	$758,010	16	$493,700	11	$417,969	12	$531,400	8	$380,700
Golf Courses	16	$430,200	5	$215,700	9	$266,850	8	$310,100	9	$339,100	6	$271,400
Ice Arenas	0	$0	0	$0	0	$0	0	$0	1	$101,200	1	$19,000
Medical Examiner	0	$0	2	$108,600	0	$0	0	$0	0	$0	2	$99,000
Human Services	3	$80,000	0	$0	0	$0	0	$0	1	$26,000	0	$0
Records Mgmt	0	$0	1	$26,300	0	$0	0	$0	0	$0	0	$0
Emergency Mgmt	0	$0	0	$0	0	$0	1	$34,000	0	$0	1	$40,600
Radio Services	1	$28,500	0	$0	0	$0	0	$0	0	$0	0	$0
	73	$3,598,000	63	$4,233,860	49	$3,377,550	45	$2,745,969	50	$4,497,314	31	$2,615,400

(a) Due to the short useful lives of the Sheriff's Department vehicles (2 years for most), future year replacement projections will not show on chart.

Statement of Purpose

The mission of Waukesha County Airport (an enterprise fund) is to maximize the net economic and recreational benefit it provides to Southeastern Wisconsin and the Great Lakes Region. By leading the industry with quality facilities and services and operating in a fiscally prudent manner, the airport strives to meet the needs of all customers and users. Through short- and long-range planning, the staff initiates proactive and environmentally responsible projects, establishes systems to maintain existing structures, and designs future improvements. The airport provides a safe, convenient, and efficient operating environment for all members of the aviation community while cooperating with all levels of government and working toward reducing its dependency on County tax levy.

Financial Summary	2015 Actual	2016 Adopted Budget	2016 Estimate	2017 Budget	Change From 2016 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$741,076	$807,349	$784,999	$882,056	$74,707	9.3%
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue	$25,389	$18,700	$25,170	$20,700	$2,000	10.7%
Appr. Fund Balance (a)	$312,829	$200,829	$200,829	$180,829	($20,000)	-10.0%
County Tax Levy (a)	**$162,563**	**$152,563**	**$152,563**	**$122,563**	**($30,000)**	**-19.7%**
Total Revenue Sources	**$1,241,857**	**$1,179,441**	**$1,163,561**	**$1,206,148**	**$26,707**	**2.3%**
Expenditures						
Personnel Costs	$245,005	$266,312	$263,538	$271,254	$4,942	1.9%
Operating Expenses (a)(b)	$765,845	$762,769	$736,824	$761,322	($1,447)	-0.2%
Interdept. Charges	$161,673	$150,360	$149,535	$173,572	$23,212	15.4%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$1,172,523**	**$1,179,441**	**$1,149,897**	**$1,206,148**	**$26,707**	**2.3%**
Operating Income/(Loss)	$69,334	$0	$13,664	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	3.00	3.00	3.00	3.00	0.00	
Extra Help	0.00	0.00	0.00	0.00	0.00	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total FTEs	3.00	3.00	3.00	3.00	0.00	

(a) Airport Fund balance is used to partially offset depreciation expense. In 2015 and 2016, fund balance was also used to reduce reliance on County Tax Levy. Use of Fund Balance for this reason was $30,000 in the 2015 budget, $20,000 in the 2016 budget and eliminated in the 2017 budget.

(b) Budgeted depreciation expense is included in the operating expense appropriation unit, which only represents the County's portion of the capital investment and excludes State and Federal funds as contributed capital, as a result, the operation's income or loss shown here differs from the Comprehensive Annual Financial Statements and includes these funds as contributed capital.

Airport Operations

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

Program Description

The Operations program maintains the airport grounds, infrastructure, and equipment as necessary to ensure a safe and secure airfield operation. The program tracks the condition of Airport buildings and associated equipment through scheduling and monitoring of contact maintenance services. This program is also responsible for wildlife control, airfield security, hazard mitigation, and emergency response and also monitors the contract for performing and providing aeronautical services and parking and ramp operations. This program includes the Air Traffic Control Tower facility and operations; and Fuel farm operations. The cost of the air traffic controllers is funded by the Federal Contract Tower Program.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**1.30**	**1.30**	**1.30**	**1.30**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$631,305	$687,349	$674,999	$759,056	$71,707
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$21,417	$17,200	$23,670	$19,200	$2,000
Appr. Fund Balance	$282,829	$180,829	$180,829	$180,829	$0
County Tax Levy	**$67,395**	**$46,372**	**$46,372**	**($5,088)**	**($51,460)**
Total Revenues	**$1,002,946**	**$931,750**	**$925,870**	**$953,997**	**$22,247**
Personnel Costs	$107,570	$110,123	$110,221	$113,651	$3,528
Operating Expenses	$727,770	$717,997	$695,377	$716,852	($1,145)
Interdept. Charges	$131,542	$103,630	$102,205	$123,494	$19,864
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$966,882**	**$931,750**	**$907,803**	**$953,997**	**$22,247**

Operating Income/(Loss)	$36,064	$0	$18,067	$0	$0

Program Highlights

Charges for Service revenues are budgeted to increase about $71,700 and include revenues from land leases of almost $389,200; hangar rental revenues of $272,900; office space revenues from the Fixed Base Operator (FBO) for exclusively leased county facilities of $54,800; the FBO lease for the Airport fuel farm of $40,200 and tie down fees of $2,100. The increase is primarily due to a newly negotiated contract with the current FBO which includes additional revenues for renting ramp space in front of the Terminal for exclusive use by the FBO. In addition, the contract increases the share of rental revenue of T-hangar rental revenue retained by the County (remained kept by FBO) from 75% to 90%. The FBO will continue managing the T-hangers, but the County assumes responsibility for more substantive repair and upkeep of the T-Hangars. Other revenues include the recoveries from the FBO for utility costs. The Fund Balance appropriation remains the same as the 2015 budget levels, and is used to partially offset depreciation expense.

Personnel costs are increasing about $3,500. This increase results from cost to continue costs for the existing employees. This program area continues to support 1.30 FTE positions. Overall, the Airport continues to budget for 3.00 FTE positions to operate all the programs.

Operating expenses are decreasing about $1,100. Depreciation expenses are decreasing by about $15,100 which is based on some assets being fully depreciated by the end of 2016 and other projects planned to be completed by the end of 2016. Total depreciation is budgeted at $307,700. Contracted snow removal costs are budgeted at $240,000, approximately $7,700 higher than the 2016 budget and is based on contracted costs and estimates of anticipated snow removal services. Both contracted lawn maintenance services outside the terminal building and housekeeping services are increasing in 2017. Mowing increases $3,500 due to a new contract and housekeeping increases $600 due to the addition of cleaning the tower space. T-Hangar maintenance expenses are budgeted $4,000 higher in 2017 at about $15,000. Other expenses budgeted in this area include electricity; natural gas; water; maintenance for buildings and pavement.

Interdepartmental charges are increased by about $19,900 primarily due to increases in insurance expenses by about $5,000; building maintenance expenses by $6,900; and vehicle expenses by $11,000.

Airport Operations (Continued)

Activity Data	2014 Actual	2015 Actual	2016 Budget (a)	2016 Estimate	2017 Budget	Budget Change
Total Airport Buildings	12	12	12	12	12	0
Square Yards of Pavement (a)	456,949	456,949	461,552	456,949	477,238	15,686
Acres of grass to be mowed	337	337	336	337	333	(3)

(a) 2017 budget assumes completion of a portion of the terminal ramp expansion (capital project 201621).

Activity Data	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Fuel Purchases (gallons)						
Jet A (b)	1,122,890	987,863	1,080,000	982,500	1,090,000	10,000
100LL	134,247	109,847	120,000	117,500	140,000	20,000
Total	1,257,137	1,097,710	1,200,000	1,100,000	1,230,000	30,000

(b) Jet A (Jet fuel) is used by both turboprop and jet aircraft. The primary customers for Jet A are business aircraft.

Administrative Services

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

Program Description

Administrative Services is the first point of service to our customers; and is responsible for maintaining compliance with all applicable Federal Aviation Regulations (FAR's), Orders and Advisory Circulars (AC's) as well as conditions of grant assurances. In addition, this division is responsible for the monitoring of all leases and contracts; the enforcement of all provisions; and is responsible for coordinating and providing efficient administrative/clerical support for the Airport's development and operations.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**1.70**	**1.70**	**1.70**	**1.70**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$109,771	$120,000	$110,000	$123,000	$3,000
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$3,972	$1,500	$1,500	$1,500	$0
Appr. Fund Balance	$30,000	$20,000	$20,000	$0	($20,000)
County Tax Levy	**$95,168**	**$106,191**	**$106,191**	**$127,651**	**$21,460**
Total Revenues	**$238,911**	**$247,691**	**$237,691**	**$252,151**	**$4,460**
Personnel Costs	$137,435	$156,189	$153,317	$157,603	$1,414
Operating Expenses	$38,075	$44,772	$41,447	$44,470	($302)
Interdept. Charges	$30,131	$46,730	$47,330	$50,078	$3,348
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$205,641**	**$247,691**	**$242,094**	**$252,151**	**$4,460**
Operating Income/(Loss)	$33,270	$0	($4,403)	$0	$0

Program Highlights

Charges for services include revenues from Fuel sales, budgeted at $123,000. Fuel volume projections are based on historic data, a new fuel provider operating at the Airport and a projection for higher fuel sales due to the runway reconstruction to be completed in 2015, which will be able to handle heavier aircraft. Fuel flowage revenues received from the FBO remain at $0.10 per gallon. Other revenues include $1,500 from cost recoveries for airport identification/access control badges issued. Airport Fund Balance of $20,000 has been removed from the 2017 budget. This is due the negotiations of a new FBO lease in 2016 which is expected to result in additional revenues. In addition, overall County Tax Levy has been reduced by $30,000 bringing the Airport Tax Levy to $122,563.

Personnel costs are increasing slightly by $1,400 from the 2016 budget, due to the cost to continue for the employees budgeted in this program area. This program continues to support 1.70 FTE positions. Overall, the Airport continues to budget for 3.00 FTE positions to operate all the programs.

Operating expenses are decreasing minimally by $300 from the 2016 adopted budget. Decreases in the budget are due to lower budgeted one-time office furniture purchases, partially offset by higher Airport staff development expenses and the purchase of additional technology (laptop and conference/speaker phone). Also included in this appropriation unit are administrative costs to support the administration of the Airport such as expenses for professional memberships, office supplies, and printing costs.

Administrative Services (Continued)

Airport Capital Projects

Current and Planned Capital Projects

Project #	Project Name	Estimated Completion Year	County Project Cost	Estimated Annual Operating Impact* (Revenue)/ Expense	Estimated Depreciation/ Other Operating Expense	Total (Rev)/Exp
200310	Runway 10/28 Safety Area	2018	$796,000	$2,000	$31,840	$33,840
200703	Airport Maintenance and Snow Removal Building	2018	$290,000	$0	$7,250	$7,250
200804	Master Plan Update	2018	$65,000	$0	$6,500	$6,500
201118	Airport Facility Upgrade	2016	$610,000	$0	$30,500	$30,500
201308	Taxiway C realignment and Lighting	2018	$210,000	$0	$10,500	$10,500
201621	Airport Ramp Expansion	2018	$627,500	($84,000)	$35,100	($48,900)

* See capital project forms for ongoing operating impacts

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General Administration

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GENERAL ADMINISTRATION

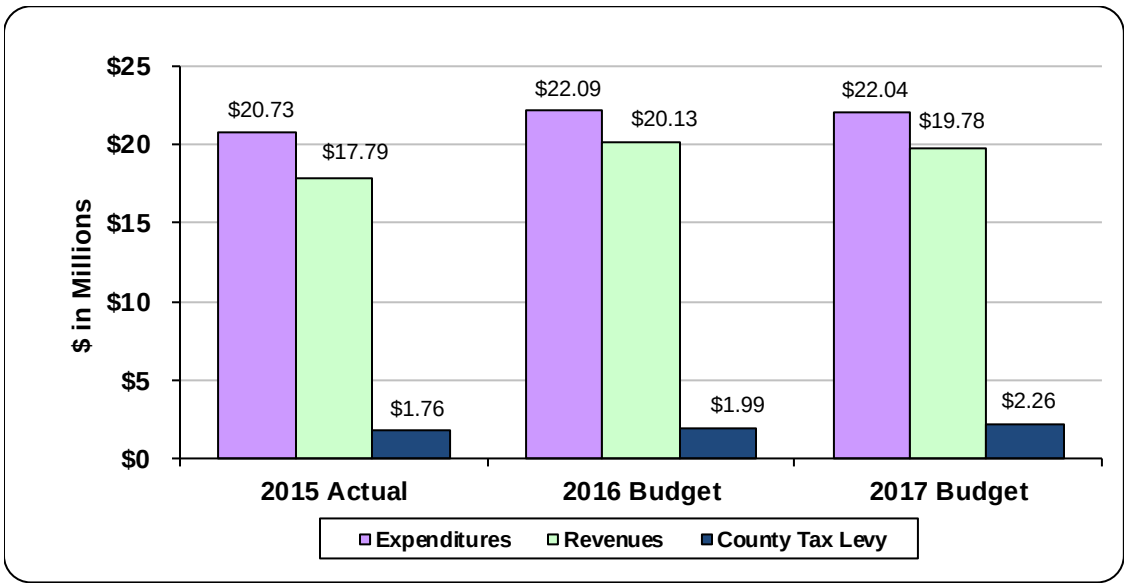
Functional Area Budget Highlights

The agencies within the General Administration Functional Area can be divided into two areas: 1) those with responsibilities vested in an elected official; and 2) those that provide the central administrative support operation for the County.

The agencies headed by an elected official include the **County Executive, County Board, County Clerk, and County Treasurer**.

The agencies that provide central administrative support include: the **Department of Administration (DOA)**, which provides internal operations of financial services, human resource services, purchasing and information systems, and includes the following Internal Service Funds: **Risk Management, Collections, and End User Technology**. The Technology fund includes the County's information technology, communications, and records management functions. The **Office of Corporation Counsel** serves as legal advisor and counsel to all County elected officials, County departments, boards, commissions, and committees.

General Administration related operations and projects that are included in other functional areas are County-wide technology related capital projects (see Capital Projects Section) and purchases of major equipment replacements.



The 2017 Expenditure Budget for this functional area totals $22,041,700, after excluding Internal Service fund capitalized fixed asset expenditures. This represents an decrease of about $44,500 or 0.2% from the 2016 Adopted expenditure budget. Budgeted revenues in 2017 include $876,700 of fund balance appropriations and total $19,780,000, a decrease of $345,500 or 1.7% from the 2016 Adopted Budget. The Tax Levy necessary to fund this functional area totals $2,261,700, an increase of nearly $272,700 from the 2016 Adopted Budget, which is mainly due to lower expected investment income impacting the Treasurer's Office budget for 2017.

** GENERAL ADMINISTRATION **

Functional Area Summary by Agency

	2015 Actual	2016 Adopted Budget	2016 Estimate	2017 Budget	Change from 2016 Adopted Budget $	%
*** TOTAL GENERAL ADMINISTRATION ***						
Revenues (a)	$17,794,335	$20,125,514	$18,353,155	$19,779,992	($345,522)	-1.7%
County Tax Levy (c)	$1,757,879	$1,989,069	$1,989,069	$2,261,743	$272,674	13.7%
Expenditure (b)	$20,729,142	$22,086,229	$21,760,870	$22,041,735	($44,494)	-0.2%
Rev. Over (Under) Exp.	($1,967,568)	$0	($1,545,397)	$0	$0	N/A
Oper Income/(Loss) (d)	$790,640	$28,354	$126,751	$0	($28,354)	-100.0%
BREAKDOWN BY AGENCY						
COUNTY EXECUTIVE						
Revenues	$15,570	$12,000	$16,500	$12,000	$0	0.0%
County Tax Levy	$560,965	$571,365	$571,365	$568,865	($2,500)	-0.4%
Expenditure	$526,660	$583,365	$547,140	$580,865	($2,500)	-0.4%
Rev. Over (Under) Exp.	$49,875	$0	$40,725	$0	$0	N/A
COUNTY BOARD						
Revenues	$101,338	$0	$103,760	$0	$0	N/A
County Tax Levy	$1,176,765	$1,114,052	$1,114,052	$1,070,592	($43,460)	-3.9%
Expenditure	$1,101,968	$1,114,052	$1,197,005	$1,070,592	($43,460)	-3.9%
Rev. Over (Under) Exp.	$176,135	$0	$20,807	$0	$0	N/A
COUNTY CLERK						
Revenues (a)	$240,384	$320,757	$325,022	$230,570	($90,187)	-28.1%
County Tax Levy	$312,360	$355,484	$355,484	$380,810	$25,326	7.1%
Expenditure	$528,500	$676,241	$658,814	$611,380	($64,861)	-9.6%
Rev. Over (Under) Exp.	$24,244	$0	$21,692	$0	$0	N/A
COUNTY TREASURER						
Revenues	$3,893,470	$6,401,746	$4,491,547	$5,987,251	($414,495)	-6.5%
County Tax Levy (c)	($5,983,850)	($5,713,850)	($5,713,850)	($5,308,850)	$405,000	N/A
Expenditure	$639,445	$687,896	$667,236	$678,401	($9,495)	-1.4%
Rev. Over (Under) Exp.	($2,729,825)	$0	($1,889,539)	$0	$0	N/A
DEPARTMENT OF ADMINISTRATION						
Revenues (a)	$13,018,560	$12,906,331	$12,917,930	$13,026,922	$120,591	0.9%
County Tax Levy	$4,690,854	$4,665,954	$4,665,954	$4,635,954	($30,000)	-0.6%
Expenditure (b)	$16,621,319	$17,543,931	$17,328,506	$17,662,876	$118,945	0.7%
Rev. Over (Under) Exp.	$297,455	$0	$128,627	$0	$0	N/A
Oper Income/(Loss) (d)	$790,640	$28,354	$126,751	$0	($28,354)	-100.0%
CORPORATION COUNSEL						
Revenues	$525,013	$484,680	$498,396	$523,249	$38,569	8.0%
County Tax Levy	$1,000,785	$996,064	$996,064	$914,372	($81,692)	-8.2%
Expenditure	$1,311,250	$1,480,744	$1,362,169	$1,437,621	($43,123)	-2.9%
Rev. Over (Under) Exp.	$214,548	$0	$132,291	$0	$0	N/A

(a) The 2017 Budget includes a total of $876,653 Fund Balance appropriations, which includes $743,394 for the DOA IT Business and Infrastructure Services Program, $16,554 for DOA Risk Management, $52,656 for DOA Collections, $10,075 for DOA Records Management, $25,974 for DOA Mail Services / Copier Replacement, and $28,000 for DOA Human Resources. The 2016 Budget includes a total of $1,109,619 Fund Balance appropriations, which includes $85,287 for the County Clerk, $785,522 for the DOA IT Business and Infrastructure Services Program, $63,428 for DOA Risk Management, $86,154 for DOA Collections, $19,700 for DOA Records Management, $41,528 for DOA Communications, and $28,000 for DOA Human Resources.

(b) To conform with financial accounting standards, proprietary fund expenditures exclude fixed asset expenditures, debt service-principal payments and proprietary fund retained earnings. Therefore, expenditures less revenues do not equal Tax Levy. Total 2017 Budget expenditures exclude capitalized Fixed Asset purchases as follows: End User Technology Fund of $536,800. Total 2016 Budget expenditures exclude capitalized fixed asset purchases as follows: End User Technology Fund of $483,750.

(c) Revenues in excess of expenditures reduce Tax Levy funding for other general governmental operations.

(d) Operating income generated from proprietary fund operations is retained in proprietary fund balance and does not result in a reduction of Tax Levy funding for other operations.

GENERAL ADMINISTRATION

Functional Area Budget Highlights

Significant program and funding changes to the 2017 Budget include the following:

- The **County Treasurer's** office budget operates with a tax levy credit, which results from more revenues budgeted than expenditures. This tax levy credit is used to reduce tax levy funding for other general governmental operations. The 2017 budgeted tax levy credit declines by $405,000 to $5,308,900 mainly due to an estimated reduction in investment income of $400,000 to $3,007,600 and decreased revenues of $63,000 to $2,640,000 for penalties and interest on delinquent taxes.

- The **County Clerk's Office** expenditure budget decreases by $64,900, mainly due to a decrease for election costs that occur in odd-numbered years, when there are fewer elections held. In recognition of the reduction of these one-time (odd-year) decreases, General Fund Balance is decreased $85,300 for election related work. Also, the County Clerk's office tax levy increases $25,300 mainly for increased maintenance costs related to the new election system in the 2017 budget.

- The **County Board** expenditures decrease by $43,500 mostly related to the unfunding of 1.00FTE Office Services Coordinator position offset by an increase of 0.50 FTE Administrative Specialist positon to full time as well as the full year impact of the County Board Chair position at part time (0.50 FTE). Also, the County Board office has moved its operation into the administration center to maximize operating efficiencies.

- The **Department of Administration (DOA) General Fund** expenditures decrease by $32,500, or less than 1%, due to reduced personnel costs (mostly related to a net reduction of 0.65 FTE and benefit plan selection), offset with increased operating and interdepartmental expenditures, mostly for EUTF charges. Non-levy revenues increase by $27,500 due to increased indirect cost recovery revenues and tax listing services. This results in a reduction of $60,000 in tax levy funding.

- **DOA-End User Technology Internal Service Fund (EUTF)** expenditure budget appropriations increase $142,200, mostly due to the transfer of a portion of several positions from the General Fund Information Technology Solutions program (to more properly reflect staff directed and work performed) and for the purchase of a higher number of copiers in 2017 that are not classified as fixed assets. The portion of the full cost of technology ownership borne by department charges and other ongoing revenue sources is estimated to be about 88% in the 2017 budget.

- **DOA-Risk Management** expenditures for 2017 increase by 0.8% or $23,000 to $2.8 million. This primarily reflects a change in the company that provides property insurance, which was related to the elimination of the state run Local Government Property Insurance Fund (LGPIF). The Risk Management Division expenditures are subsidized with General Fund Balance of $16,600, which is a reduction of $46,900 from the 2016 budget and is intended to be phased-out as department charges are modified to better reflect costs. Interdepartmental revenue charges back to departments increase $31,100 (after reducing the fund balance subsidy) and reflect costs allocated to departments, which are based on a five year weighted average of claims experience and risk exposure factors.

- The **DOA-Collections** works with various other departments to improve the automation of collection services to collect on past due accounts receivable. Overall expenditures decrease by $13,800, mostly due to an overall personnel reduction of $8,800 or 0.50 FTE in temporary extra help and reduced interdepartmental charges. The 2017 budget ends the Tax Levy credit of $30,000 for the repayment of startup costs to the general fund.

BUDGETED POSITIONS 2015-2017
SUMMARY BY AGENCY AND FUND

GENERAL ADMINISTRATION

Agency	Fund	2015 Year End	2016 Adopted Budget	2016 Modified Budget	2017 Budget	16-17 Change
COUNTY EXECUTIVE	General	4.65	4.65	4.65	4.65	0.00
COUNTY BOARD	General	7.00	6.15	6.15	5.50	(0.65)
COUNTY CLERK	General	4.00	4.50	4.50	4.00	(0.50)
TREASURER	General	5.00	5.00	5.00	5.00	0.00
DEPT. OF ADMINISTRATION	General	55.15	54.25	54.25	53.60	(0.65)
	End User Technology	29.50	29.90	29.90	30.30	0.40
	Risk Management	3.20	3.20	3.20	2.95	(0.25)
	Collections	5.65	5.65	5.65	5.65	0.00
	Subtotal Dept. of Admin.	93.50	93.00	93.00	92.50	-0.50
CORPORATION COUNSEL	General	11.40	11.35	11.35	11.35	0.00
TOTAL REGULAR POSITIONS		125.55	124.65	124.65	123.00	(1.65)
TOTAL EXTRA HELP		11.25	8.52	8.52	8.69	0.17
TOTAL OVERTIME		0.15	0.13	0.13	0.14	0.01
TOTAL BUDGETED POSITIONS		136.96	133.30	133.30	131.83	(1.47)

2017 BUDGET ACTIONS

County Board
Reduce: 0.15 FTE County Board Chairman
Unfund: 1.00 FTE Office Service Coordinator
Increase: 0.50 FTE Administrative Specialist

County Clerk
Reduce: 0.50 FTE Administrative Specialist
Increase: 0.50 FTE Temporary Extra Help

Treasurer
Reduce: 0.02 FTE Extra Help
Reduce: 0.01 FTE Overtime

Department of Administration - General
Unfund: 0.25 FTE Administrative Assistant
Transfer: 0.15 FTE Information Technology Manager to End User Technology Func
Transfer: 0.25 FTE Prinicipal IT Professional to End User Technology Fund

Department of Administration - End User Technology Fund
Transfer: 0.15 FTE Information Technology Manager From General Func
Transfer: 0.25 FTE Prinicipal IT Professional from General Fund

Department of Administration - Risk Management Fund
Unfund 0.25 FTE Administrative Assistant

Department of Administration - Collections Fund
Reduce: 0.50 FTE Temporary Extra Help

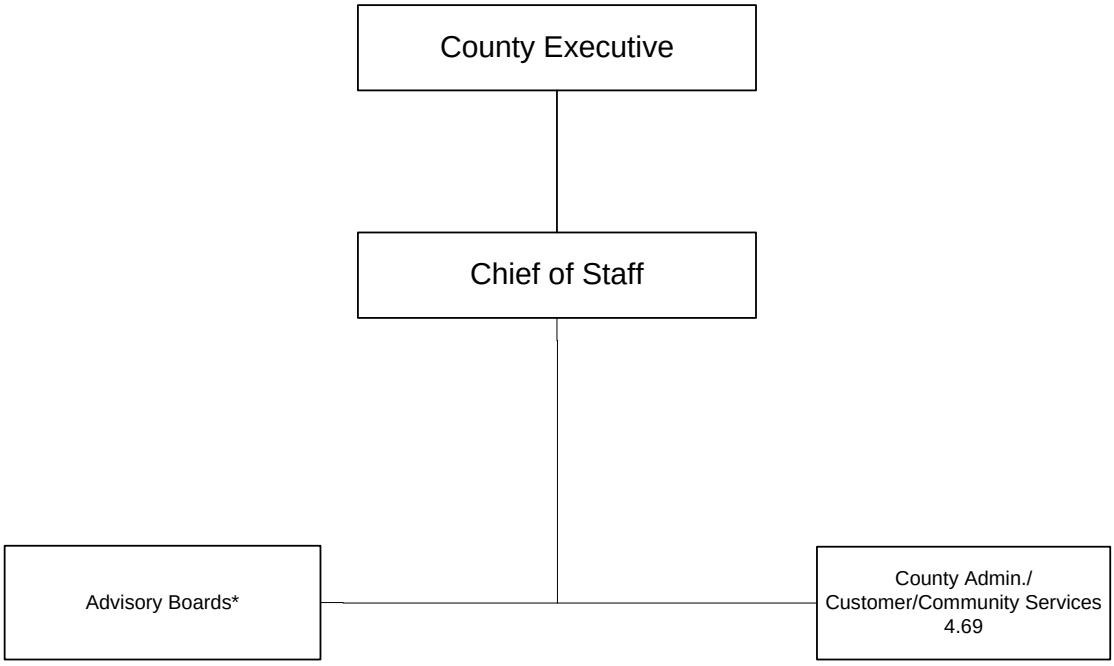
Corporation Counsel - General Legal Services
Increase: 0.19 FTE Extra Help
Increase: 0.02 FTE Overtime

2016 CURRENT YEAR ACTIONS
None

County Executive

COUNTY EXECUTIVE'S OFFICE

FUNCTION / PROGRAM CHART



4.69 Total FTE'S

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

* No Staff FTE's are allocated to Advisory Boards.

County Executive

Statement of Purpose

As chief executive officer of county government, the County Executive serves the citizens of Waukesha County by protecting and promoting their welfare, safety, health, and quality of life. The County Executive is responsible for managing administrative functions of County government, which are not vested in other elected officials. County government policy is established in partnership with the County Board of Supervisors, boards and commissions and the County Executive.

Financial Summary	2015 Actual	2016 Adopted Budget	2016 Estimate	2017 Budget	Change From 2016 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$0	$0	$0	$0	$0	N/A
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue (a)	$15,570	$12,000	$16,500	$12,000	$0	0.0%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy (Credit)	**$560,965**	**$571,365**	**$571,365**	**$568,865**	**($2,500)**	**-0.4%**
Total Revenue Sources	**$576,535**	**$583,365**	**$587,865**	**$580,865**	**($2,500)**	**-0.4%**
Expenditures						
Personnel Costs	$474,935	$514,890	$483,030	$503,648	($11,242)	-2.2%
Operating Expenses	$25,902	$38,490	$35,125	$46,556	$8,066	21.0%
Interdept. Charges	$25,823	$29,985	$28,985	$30,661	$676	2.3%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$526,660**	**$583,365**	**$547,140**	**$580,865**	**($2,500)**	**-0.4%**
Rev. Over (Under) Exp.	$49,875	$0	$40,725	$0	$0	N/A

Position Summary (FTE)					
Regular Positions	4.65	4.65	4.65	4.65	0.00
Extra Help	0.04	0.04	0.04	0.04	0.00
Overtime	0.00	0.00	0.00	0.00	0.00
Total FTEs	4.69	4.69	4.69	4.69	0.00

(a) Other Revenue primarily relates to the County Executive awards luncheon.

Major Departmental Strategic Outcomes and Objectives for 2017

County-Wide Key Strategic Outcome: An economically vibrant county

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

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

Performance Measure:	2015 Actual	2016 Actual	2017 Target
County's Bond Ratings	AAA/Aaa	AAA/Aaa	AAA/Aaa

Objective 2: Create an environment that promotes County-wide economic development. The County Executive continues to make job growth, business growth and economic development top priorities. The formation of the county's new economic development organization (EDO) in 2016, in partnership with the City of Waukesha and the University of Wisconsin Small Business Development Center, was designed to support continued growth in new construction and job creation in Waukesha County.

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

Performance Measure	2014 Actual	2015 Actual	2016 Actual
$ Amount of New Construction **	$491.5 million	$522.3 million	$820.2 million
% of Change	1.04%	1.07%	1.63%

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

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

Objective 3: The County tax impact on the homeowner is measured by looking at long term budget trends (five years) versus the rate of inflation as measured by the Core Consumer Price Index –Urban (CPI-U) five year annual average percentage for fiscal years July 1 to June 30th.*****

Key Outcome Indicator: Measures taxation stability by looking at the long term tax bill impact on the median home value versus the annual five year average CPI-U Core inflation rate.

Performance Measure:	2009-2014 Actual	2010-2015 Actual	2011-2016 Actual
Average annual CPI-U core (less food and energy) % increase over the five-year period.	1.72%	1.91%	2.04%
Average annual tax increase (decrease) % on the tax bill of the medium value home over the 5 year period	0.16%	(0.08)%	(0.08)%

***** Year ending June 30th is consistently used since it represents the period preceding the budget development process.

County Administration/Customer/Community Services

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

Program Description

The County Executive Office is responsible for the coordination of countywide strategic planning process, an executive budget and for coordination of efficient executive office administrative and clerical support. The County Executive is responsible for managing administrative functions of County government, which are not vested in other elected officials. County Executive reviews non-represented performance pay recommendations for fairness, consistency, and meeting County evaluation requirements. The County Executive also provides for public relations between County Government and other entities including other governments, commercial, industrial, non-profit concerns and County citizens.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**4.69**	**4.69**	**4.69**	**4.69**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue (a)	$15,570	$12,000	$16,500	$12,000	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$536,650**	**$547,530**	**$547,530**	**$545,030**	**($2,500)**
Total Revenues	**$552,220**	**$559,530**	**$564,030**	**$557,030**	**($2,500)**
Personnel Costs	$462,368	$498,570	$469,530	$487,328	($11,242)
Operating Expenses	$22,482	$30,975	$28,105	$39,041	$8,066
Interdept. Charges	$25,823	$29,985	$28,985	$30,661	$676
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$510,673**	**$559,530**	**$526,620**	**$557,030**	**($2,500)**
Rev. Over (Under) Exp.	$41,547	$0	$37,410	$0	$0

(a) Other revenue is primarily from the County Executive awards luncheon to reimburse the cost of the luncheon.

Program Highlights

Personnel Costs decrease $11,200 or 2.25% mainly to reflect a change in employee plan selection of health insurance, offset by the cost to continue of 4.69 FTE. Operating Expenses increase nearly $8,100 largely due to a $6,800 increase in consulting services to fund strategic, process improvement related projects within the county.

Activity Data

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Dept. Heads Report directly to County Exec (a)	8	8	8	8
Funding quality services and keeping taxes low by limiting administrative support costs.				
% of County Property Taxes Spent on Admin. Functional Area	<1%	<1%	<1%	<1%
The County Executive's Office utilizes a variety of tools to communicate with its constituency. Among the most effective means of conveying information to a broad audience is by issuing news releases and newsletters.				
No. of news releases, electronic newsletters and newspaper columns drafted and distributed by the County Executive's Office. This number Includes reviews of other department news releases and electronic media.	415	400	1,000	1,600

(a) Includes Corporation Counsel and UW Extension

Advisory Boards

Program Description

The County Executive has the authority to appoint Department heads and all members of boards and commissions with County Board approval. The Boards and Commissions advise the County Executive and Departments on policy issues.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$24,315**	**$23,835**	**$23,835**	**$23,835**	**$0**
Total Revenues	**$24,315**	**$23,835**	**$23,835**	**$23,835**	**$0**
Personnel Costs	$12,567	$16,320	$13,500	$16,320	$0
Operating Expenses	$3,420	$7,515	$7,020	$7,515	$0
Interdept. Charges	$0	$0	$0	$0	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$15,987**	**$23,835**	**$20,520**	**$23,835**	**$0**
Rev. Over (Under) Exp.	$8,328	$0	$3,315	$0	$0

Program Highlights

Overall expenditures for the Advisory boards is budgeted to remain at the 2016 budgeted levels based on prior year actuals and 2016 year-end estimates.

Activity

Provided below is a summary of the boards and commissions staffing level and meeting frequency for Board and Commissions with per diems and or other reimbursable expenditures are included within the County Executive's budget.

Boards & Commissions Members

	Co. Board	Citizens	Avg. Meetings Per Month
Health & Human Services Board	4	6	1.5
Park & Planning Commission	3	4	2
Aging and Disability Resource Center Advisory Board	1	12	1
Housing Authority	2	3	0.33
Wisconsin River Rail Transit Commission	1	2	0.33
Airport Operations Commission	1	4	1
Board of Adjustment	0	5	1
Ethics Board	0	3	As needed

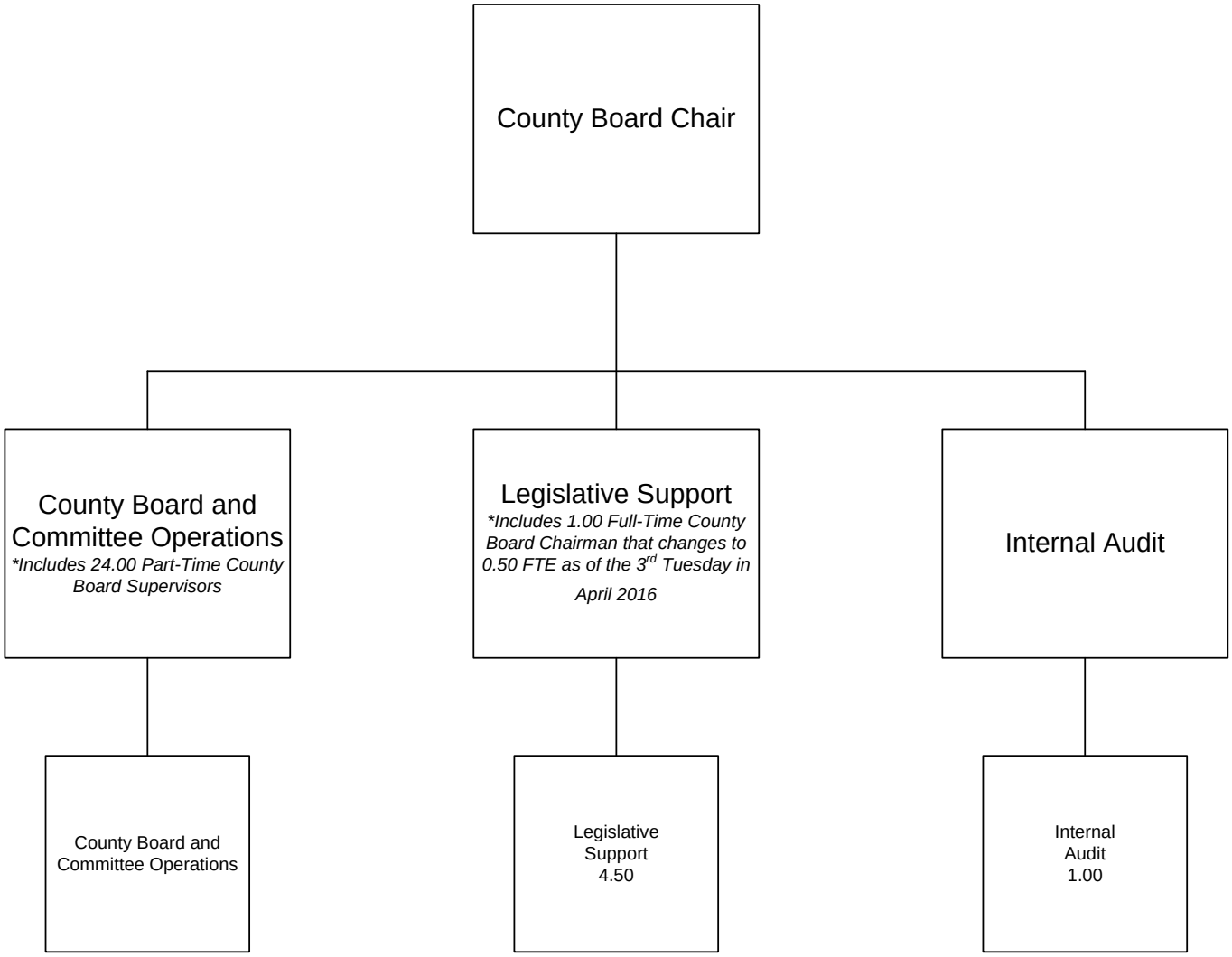
Other Boards and Commissions appointed by the County Executive that are not included in the County Executive's Department Budget include: The Southeastern Wi. Regional Planning Commission appointees, Lake Management Districts, Trustees to Library Boards, Traffic Safety Commission, The Marsh Country Health Alliance Commission, The Sheriff Civil Service Commission which is included in the DOA - Human Resource Budget, CDBG Board which is included in the Parks and Land Use - CDBG budget, the Veteran Service Commission which is included in the HHS - Veteran Services office budget, and Waukesha County representatives on the Federated Library Board which is budgeted in the Federated Library Budget.

Also, employees are appointed to the Future Parkland Standing Committee; Emerald Park Standing Committee, Waste Management's Metro Landfill Monitoring Committee, Metro Recycling & Disposal Facility Siting Committee and Orchard Ridge Recycling & Disposal Facility Siting Committee.

County Board

COUNTY BOARD CHAIR'S OFFICE

FUNCTION / PROGRAM CHART



5.50 TOTAL FTE'S

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

County Board

Statement of Purpose

The mission of the Waukesha County Board of Supervisors is to enact legislation to establish policy to promote the health, safety, and quality of the life for the people of Waukesha County in a fiscally responsible manner.

The legislative body of the county is the board of supervisors, which consists of 25 members who are elected by districts to two-year terms in even numbered years. From its members, the board elects a chairperson, first vice-chairperson, and second vice-chairperson as officers of the County Board. There are seven standing committees organized on functional lines. The Executive, Finance and Human Resources Committees deal with administrative policy matters, whereas the remaining four standing committees, Judiciary and Law Enforcement; Health and Human Services (HHS); Land Use, Parks and Environment; and Public Works, are concerned with policy matters affecting public services.

Through the internal audit function, the County Board provides financial and program evaluations to assure cost-effective and efficient use of available resources.

Financial Summary	2015 Actual	2016 Adopted Budget	2016 Estimate	2017 Budget	Change From 2016 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$0	$0	$0	$0	$0	N/A
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue	$0	$0	$0	$0	$0	N/A
Appr. Fund Balance (a) (b)	$101,338	$0	$103,760	$0	$0	N/A
County Tax Levy (Credit)	**$1,176,765**	**$1,114,052**	**$1,114,052**	**$1,070,592**	**($43,460)**	**-3.9%**
Total Revenue Sources	**$1,278,103**	**$1,114,052**	**$1,217,812**	**$1,070,592**	**($43,460)**	**-3.9%**
Expenditures						
Personnel Costs	$920,018	$890,025	$876,449	$832,778	($57,247)	-6.4%
Operating Expenses	$153,555	$193,529	$290,058	$207,073	$13,544	7.0%
Interdept. Charges	$28,395	$30,498	$30,498	$30,741	$243	0.8%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$1,101,968**	**$1,114,052**	**$1,197,005**	**$1,070,592**	**($43,460)**	**-3.9%**
Rev. Over (Under) Exp.	$176,135	$0	$20,807	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	7.00	6.15	6.15	5.50	(0.65)	
Extra Help	0.00	0.00	0.00	0.00	0.00	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total FTEs	7.00	6.15	6.15	5.50	(0.65)	

(a) The 2015 actual includes $101,338 from open purchase orders carried over from 2014 to 2015 for audit of HHS mental health third party billing of $56,250, consulting service for Internal Audit of $14,000, Register of Deeds Audit of $27,419 and requisitioned funds for five-year software maintenance of $3,669.

(b) The 2016 estimate reflects $103,760 from open purchase orders carried over from 2015 to 2016 for the audit of the FMIS system of $58,000, various third party consultant services of $43,291, and requisitioned funds for five-year software maintenance of $2,469.

Major Departmental Strategic Outcomes and Objectives for 2017

County-Wide Key Strategic Outcome: An economically vibrant county

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

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

Performance Measure:	2014 Actual	2015 Actual	2016 Actual	2017 Target
County's Bond Rating	AAA/Aaa	AAA/Aaa	AAA/Aaa	AAA/Aaa

Objective 2: Create an environment that promotes county-wide economic development. The County Board Chairman is making concerted efforts to enhance regional economic and workforce development in 2016 and 2017 including enabling communication across the region and building and training a strong and diverse workforce capable of serving growing industries. The County Board Chairman is working cooperatively with outside organizations to further develop Waukesha County's business base.

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

Performance Measure	2014 Actual	2015 Actual	2016 Actual
$ Amount of Net New Construction**	$491.5 million	$522.3 million	$820.2 million
% of Change	1.04%	1.07%	1.63%

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

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

Objective 3: Complete operational, performance and financial audits to promote efficiency, economy, adequate internal controls and implementation of best practices, and identify potential loss of county assets. Audit findings are based on measurable objectives and practices to ensure stable future budgets and compliance with county policies and procedures and federal, state and county laws and regulations. (Internal Audit)

The audit process actively engages departments to facilitate understanding, cooperation and follow-up which is critical to the successful completion of a performance audit. Benchmarking analysis is used to compare and identify lead practices in peer counties' programs that could be considered and adopted to improve effectiveness and efficiency of operations.

Anticipated 2017 audits include: HHS-Aging, Disability Resource Center (ADRC), Sheriff – Jail data management, Capital projects and Parks and Land Use.

Key Outcome Indicator: Bond rating measures efficacy, efficiency, best practices and cost effectiveness of services (see county bond rating above).

CURRENT AND PLANNED CAPITAL PROJECTS

Project #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of '16	Estimated Operating Impact	A=Annual T=One-Time
201619	County Boardroom Technology Upgrade Project	2016	$115,000	100%	$4,000 - $6,000*	A

**Operating impact consists of estimated annual server and software licensing maintenance costs. Capital projects typically fund the first year of licensing and maintenance costs. The operating impact will be reflected in the operating budget for the first time in 2017.*

Legislative Support

County-Wide Key Strategic Outcome: An economically vibrant county

Program Description

The County Board Chair and staff evaluate and promote initiatives to better serve supervisors and the public and enhance and increase the development, efficiency and cost effectiveness of County and County Board operations. The County Board Chairman, elected by the Board to fill a leadership position in the legislative support program, addresses all responsibilities designated in state statutes, County Code and as an elected department head directing overall operations of department staff including audit functions, intergovernmental relations, task force assignments, research projects, etc.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**6.00**	**5.15**	**5.15**	**4.50**	**(0.65)**
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)	**$592,850**	**$529,007**	**$529,007**	**$478,074**	**($50,933)**
Total Revenues	**$592,850**	**$529,007**	**$529,007**	**$478,074**	**($50,933)**
Personnel Costs	$515,974	$478,534	$466,299	$423,358	($55,176)
Operating Expenses	$10,455	$21,975	$19,275	$25,975	$4,000
Interdept. Charges	$27,550	$28,498	$28,498	$28,741	$243
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$553,979**	**$529,007**	**$514,072**	**$478,074**	**($50,933)**
Rev. Over (Under) Exp.	$38,871	$0	$14,935	$0	$0

Program Highlights

Personnel costs decrease $55,176 as the result of unfunding 1.00 FTE Office Services Coordinator offset by the 0.50 FTE increase of an Administrative Specialist. The personnel costs also decrease slightly as a result of enrolled ordinance 169-67, which reduced the County Board Chairperson position from 1.00 FTE to 0.50 FTE starting in April 2016. The 2017 budget reflects a full year of salary savings along with the discontinuation of health insurance benefits.

Operating expenses increase $4,000 due to costs associated with the changes to the County Board room, committee room and County Board Office location.

Activity-Workload Data	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Committee agenda/minutes prepared	250	250	200	200	(50)
Advisement to committees by staff	275	275	280	280	5
Reviewing/advising on state legislative issues	200	200	200	200	0
Staff participating in community events/meetings/conferences	150	150	150	150	0

County Board and Committees Operations

County-Wide Key Strategic Outcome: An economically vibrant county

Program Description

The County Board makes a concerted effort to promote economic development and the well-being of county residents while building relationships with local and state officials to enhance cooperation and delivering services to taxpayers in the most cost effective manner. The Waukesha County Board of Supervisors consists of 25 elected members who elect a chairperson. There are no FTEs budgeted in the County Board and committees operations program due to the part-time nature of the 24 supervisor positions.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$333,885**	**$333,765**	**$333,765**	**$336,213**	**$2,448**
Total Revenues	**$333,885**	**$333,765**	**$333,765**	**$336,213**	**$2,448**
Personnel Costs	$261,078	$265,032	$264,741	$261,480	($3,552)
Operating Expenses	$50,708	$66,733	$65,233	$72,733	$6,000
Interdept. Charges	$845	$2,000	$2,000	$2,000	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$312,631**	**$333,765**	**$331,974**	**$336,213**	**$2,448**
Rev. Over (Under) Exp.	$21,254	$0	$1,791	$0	$0

Program Highlights

Operating costs increase $6,000 to restore money for collaborative consulting study efforts.

Activity-Workload Data	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Ordinances/Resolutions considered	122	150	130	130	(20)
County Board meetings attended	259	275	275	275	0
Standing Committee meetings attended	606	600	600	600	0

Internal Audit

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

Program Description

Internal Audit, an independent function of the legislative branch of the county, is responsible for conducting operational, performance and financial audits of County operations to help ensure safeguarding of County assets, efficiency, management integrity and reliability by identifying cost effective controls throughout County operations. Internal audits and special projects result in recommendations to improve operations that assist administration, supervisors and taxpayers of Waukesha County for the purpose of promoting efficiency, economy and adequate internal controls.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**1.00**	**1.00**	**1.00**	**1.00**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance (a) (b)	$101,338	$0	$103,760	$0	$0
County Tax Levy (Credit)	**$250,030**	**$251,280**	**$251,280**	**$256,305**	**$5,025**
Total Revenues	**$351,368**	**$251,280**	**$355,040**	**$256,305**	**$5,025**
Personnel Costs	$142,966	$146,459	$145,409	$147,940	$1,481
Operating Expenses	$92,392	$104,821	$205,550	$108,365	$3,544
Interdept. Charges	$0	$0	$0	$0	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$235,358**	**$251,280**	**$350,959**	**$256,305**	**$5,025**
Rev. Over (Under) Exp.	$116,010	$0	$4,081	$0	$0

(a) The 2015 actual includes $101,338 from open purchase orders carried over from 2014 to 2015 for audit of HHS mental health third party billing of $56,250, consulting service for Internal Audit of $14,000, Register of Deeds Audit of $27,419 and requisitioned funds for five-year software maintenance of $3,669.

(b) The 2016 estimate reflects $103,760 from open purchase orders carried over from 2015 to 2016 for the audit of the FMIS system of $58,000, various third party consultant services of $43,291, and requisitioned funds for five-year software maintenance of $2,469.

Program Highlights

Operating costs increase $3,544 due to an increase in consulting services for contracted audits.

Anticipated 2017 audits include: HHS-Aging and Disability Resource Center (ADRC), Sheriff – Jail data management, Capital projects and Parks and Land Use.

Activity-Workload Data	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Audits of department activities	5	5	7	4	(1)
Consult with departments to assist in various projects	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Follow-up of internal audit and external auditor's recommendations	1	1	1	1	0
Percentage of internal audit recommendations accepted by management for implementation*	NA	NA	*	80%	NA

**New activity-workload data measure in 2016.*

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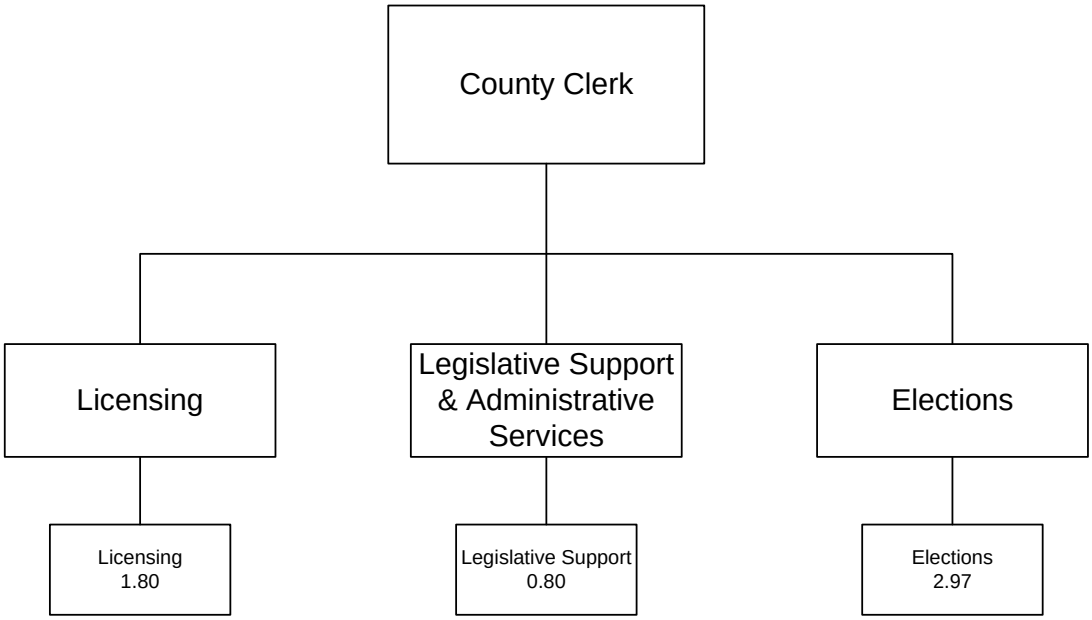
County Clerk

COUNTY CLERK'S OFFICE

FUNCTION / PROGRAM CHART



5.57 TOTAL FTE'S

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

County Clerk

Statement of Purpose

Waukesha County voters elect the County Clerk every four years, a State Constitutional Officer defined by Wisconsin Statutes. The County Clerk's three main statutory duties are to act as the Waukesha County Election Commissioner; Clerk of the Waukesha County Board; and County Clerk, archiving various documents, issuing marriage and domestic partnership licenses.

Financial Summary	2015 Actual	2016 Adopted Budget	2016 Estimate	2017 Budget	Change From 2016 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$171,890	$163,210	$168,315	$168,210	$5,000	3.1%
Charges for Services	$68,023	$71,260	$70,620	$61,560	($9,700)	-13.6%
Interdepartmental	$0	$100	$0	$0	($100)	-100.0%
Other Revenue	$471	$900	$800	$800	($100)	-11.1%
Appr. Fund Balance (a)	$0	$85,287	$85,287	$0	($85,287)	-100.0%
County Tax Levy (Credit)	**$312,360**	**$355,484**	**$355,484**	**$380,810**	**$25,326**	**7.1%**
Total Revenue Sources	**$552,744**	**$676,241**	**$680,506**	**$611,380**	**($64,861)**	**-9.6%**
Expenditures						
Personnel Costs	$344,273	$403,142	$388,373	$372,079	($31,063)	-7.7%
Operating Expenses	$143,799	$231,143	$228,835	$197,685	($33,458)	-14.5%
Interdept. Charges	$40,428	$41,956	$41,606	$41,616	($340)	-0.8%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$528,500**	**$676,241**	**$658,814**	**$611,380**	**($64,861)**	**-9.6%**
Rev. Over (Under) Exp.	$24,244	$0	$21,692	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	4.00	4.50	4.50	4.00	(0.50)	
Extra Help	0.79	1.00	1.00	1.50	0.50	
Overtime	0.07	0.07	0.07	0.07	0.00	
Total FTEs	4.86	5.57	5.57	5.57	0.00	

(a) The 2016 budget includes one-time General Fund balance appropriation of $85,287 for higher costs associated with the higher number of elections.

The Mission of the County Clerk's Office is to:

- *Administer programs for the County mandated by State Law & County Ordinances, with special emphasis on elections, instilling confidence in the integrity of Waukesha's elections with county voters.*
- *Issue marriage and domestic partnership licenses,*
- *Maintain a positive working relationship with elected officials, all County departments, the County Board and the 37 municipalities.*
- *Maximize the benefits of the new county-wide election equipment and transmission of election results.*
- *Provide expedient and courteous service to all our customers*

Licensing

Major Departmental Strategic Outcomes and Objectives for 2017

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

Objective: Explore the opportunity to assess fees related to marriages performed at the courthouse.

Program Description

The County Clerk's Office issues marriage licenses and domestic partnership licenses to County residents or out of state customers who are eligible to marry under Wisconsin law. It also administers the state dog licensing program as mandated by State law. Final major activity is accepting and forwarding all required materials for passport applications to the U.S. State Department.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**1.16**	**1.80**	**1.80**	**1.80**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$171,890	$163,210	$168,315	$168,210	$5,000
Charges for Services	$17,327	$16,000	$15,500	$15,500	($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) (a)	**($68,335)**	**($35,043)**	**($35,043)**	**($59,684)**	**($24,641)**
Total Revenues	**$120,882**	**$144,167**	**$148,772**	**$124,026**	**($20,141)**
Personnel Costs	$84,952	$106,488	$108,656	$84,576	($21,912)
Operating Expenses	$21,154	$20,485	$21,160	$22,110	$1,625
Interdept. Charges	$17,157	$17,194	$17,164	$17,340	$146
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$123,263**	**$144,167**	**$146,980**	**$124,026**	**($20,141)**
Rev. Over (Under) Exp.	($2,381)	$0	$1,792	$0	$0

(a) The tax levy credit in this program area is used to reduce the County Clerk's overall tax levy need in the Elections and Legislative Support programs.

Program Highlights:

The office implemented the new State Department of Vitals Records electronic marriage license system – Statewide Vital Records Information System (SVRIS) in 2016. All current office staff attended the necessary training and the new program has been working very effectively.

Fines and License revenues include marriage license revenue increases $5,000 in the 2017 budget to $110,000. Passport revenue remains unchanged in the 2017 budget at $58,000. Charges for Service revenue which includes passport photo and marriage waiver fee is budgeted to decrease $500 in 2017 to $15,500.

Personnel costs have a net decrease of $21,900 due primarily to the elimination of 0.50 FTE for the shared Administrative Specialist position with the County Board's Office. That position decrease is offset in part by the addition of one temporary part-time employee at 0.50 FTE.

Operating expenses increase slightly to $1,625 mainly related to increased postage costs.

Activity-The chart shows the number of County Clerk issued licenses and applications by year.

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Budget	Budget Change
Marriage Licenses	1,763	1,939	1,921	1,750	1,825	75
Domestic Partnerships	14	5	2	4	1	-3
Passport Photos	1,223	1,318	1,282	1,325	1,325	0
Passports Applications	2,161	2,200	2,059	2,100	2,100	0

Elections

Program Description

Prepare and publish State statutorily required legal election notices. Serve as a "provider" for 11 "relier" municipalities performing a wide-range of election actions for them. Certify to local clerk's pertinent election data. Program, proof, distribute ballots, electronic media and other election supplies to 37 municipalities. Electronically receive unofficial election results on election night and ensure timely posting on the county's website. Canvass the results of all County, State, Multi-jurisdictional Judges, and Federal Offices. Respond to all questions and complaints regarding the election process within the County. Maintain the necessary records for Waukesha County municipalities collaborating on the Statewide WisVote System (a modernization of the prior SVRS system) to maintain compliance with Federal law and State statutes.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**2.90**	**2.97**	**2.97**	**2.97**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$50,574	$55,000	$55,000	$46,000	($9,000)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance (a)	$0	$85,287	$85,287	$0	($85,287)
County Tax Levy (Credit)	**$319,086**	**$327,876**	**$327,876**	**$381,457**	**$53,581**
Total Revenues	**$369,660**	**$468,163**	**$468,163**	**$427,457**	**($40,706)**
Personnel Costs	$203,974	$238,865	$222,600	$233,962	($4,903)
Operating Expenses	$116,902	$208,208	$204,775	$172,675	($35,533)
Interdept. Charges	$19,754	$21,090	$20,770	$20,820	($270)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$340,630**	**$468,163**	**$448,145**	**$427,457**	**($40,706)**
Rev. Over (Under) Exp.	$29,030	$0	$20,018	$0	$0

Program Highlights & Activities:

Starting with the February 16, 2016 primary, the County successfully launched the new electronic election equipment system. The project's goal was to develop its scope and requirements, select the vendor, train approximately 200 individuals, and pilot the system county-wide so that it would be fully vetted in time for the 2016 Presidential Election. In addition to electronically transmitting election night results directly to the county as soon poll site tabulating machines are closed, the system eliminates all manual tasks previously done at the poll sites and municipal offices reporting results. All 37 municipalities are now using the same equipment, programming sources, and election night reporting procedures. Results for the February 2016 primary started coming in at 8:01 – April election results started coming in at 8:04.

Charges for Services decrease $9,000 primarily related to less charges to municipalities for election services. These are cyclical in nature and are slightly lower in odd-numbered years (2 elections) and higher in even election years (4 elections). In addition, to the impact of the elections the county is doing less work for three fewer municipalities (formerly relier municipalities) converted to self-providers in 2016.

Personnel costs decrease mainly due to turnover of staff offset by costs to continue the 2.97 staff in this program.

Operating expenses decrease by nearly $35,500 mainly due to 2 fewer elections planned for in 2017 resulting in a $52,500 reduction of costs. Also, legal notices budgeted at $18,200 in 2016 are projected to be $8,200 lower in 2017. These lower expenses are offset by a $27,000 increase in maintenance costs related to the new Election system.

	2013	2014	2015	2016 (a)	2017 Est.
Number of Waukesha County Registered Voters as certified in January	262,329	267,472	269,000	266,410	270,000
Number of Regular Elections	2	4	2	4	2
Number of Special Elections	2	1	4	0	0
Number of Mock Elections (test new system)	0	0	(2*)	0	0

(a) Includes a Presidential Election (typically higher voter turnout) but increase registered voters is not captured until January 2017.

Legislative Support and Administrative Services

Program Description

The County Clerk's Office serves as the custodian – or archive - for all records of the County Board of Supervisors and other county-related records as required by state statutes. The County Clerk's Office is also responsible for posting agendas and minutes and publishing summaries of proposed County Ordinances.

The Administrative Services program is responsible for coordinating and providing efficient administrative/clerical support. The office is responsible for preparing a fiscally responsible annual budget. It actively works with the County and County Board on areas of mutual interest such as business continuity, the county accounting system, and internal audit.

Throughout the day, the Office is the first place residents call to get transferred to the appropriate department.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**0.80**	**0.80**	**0.80**	**0.80**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$122	$260	$120	$60	($200)
Interdepartmental	$0	$100	$0	$0	($100)
Other Revenue	$471	$900	$800	$800	($100)
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$61,609**	**$62,651**	**$62,651**	**$59,037**	**($3,614)**
Total Revenues	**$62,202**	**$63,911**	**$63,571**	**$59,897**	**($4,014)**
Personnel Costs	$55,347	$57,789	$57,117	$53,541	($4,248)
Operating Expenses	$5,743	$2,450	$2,900	$2,900	$450
Interdept. Charges	$3,517	$3,672	$3,672	$3,456	($216)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$64,607**	**$63,911**	**$63,689**	**$59,897**	**($4,014)**
Rev. Over (Under) Exp.	($2,405)	$0	($118)	$0	$0

Program Highlights

In 2016 the County Clerk's Office collaborated on several initiatives with the County Board's Office and County Administration.

In collaboration with the County Board, a shared-employee program was started that assisted in helping both operations meet their work requirements while keeping the funding costs to county residents low. A program to co-locate the two offices was completed, providing opportunities to leverage Clerk's Office's walk-in support and ability to share various physical resources.

A long-needed project to totally revamp the dated County Board Room audio and voting systems was undertaken with collaboration between the County Clerk's Office, County Board Office, and County Administration Department. The portable audio and presentation part of the system will be available to departments and other entities, adding to the cost savings opportunity while bringing the system up to current industry-wide standards.

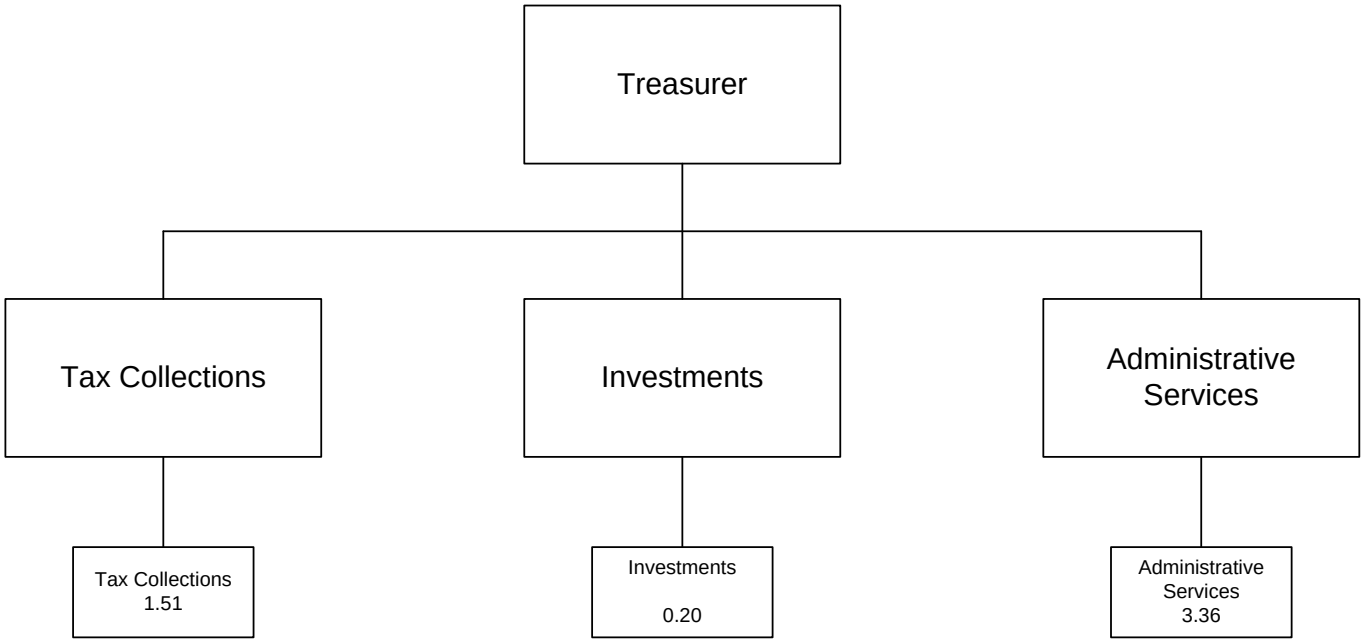
Personnel costs decrease by about $4,200, mainly related to personnel turnover offset by costs to continue the 0.80 FTE's in this program area.

Operating expenditures are budgeted to increase by $450 mostly related to a $1,200 increase in office supplies offset by a reduction in legal notices and subscription costs.

County Treasurer

TREASURER'S OFFICE

FUNCTION / PROGRAM CHART



5.07 TOTAL FTE'S

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

County Treasurer

Statement of Purpose

The mission of the County Treasurer's office is to provide efficient, courteous service and maintain accurate records, while upholding the fiduciary and statutory responsibilities required of the office.

Financial Summary	2015 Actual	2016 Adopted Budget	2016 Estimate	2017 Budget	Change From 2016 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$123,256	$44,400	$80,000	$95,105	$50,705	114.2%
Charges for Services	$132,937	$125,900	$126,649	$126,200	$300	0.2%
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue (a) (c)	$3,637,277	$6,231,446	$4,284,898	$5,765,946	($465,500)	-7.5%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy (Credit) (b)	**($5,983,850)**	**($5,713,850)**	**($5,713,850)**	**($5,308,850)**	**$405,000**	**N/A**
Total Revenue Sources	**($2,090,380)**	**$687,896**	**($1,222,303)**	**$678,401**	**($9,495)**	**-1.4%**
Expenditures						
Personnel Costs	$371,062	$382,835	$382,208	$386,920	$4,085	1.1%
Operating Expenses	$140,005	$171,324	$151,291	$156,575	($14,749)	-8.6%
Interdept. Charges	$128,378	$133,737	$133,737	$134,906	$1,169	0.9%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$639,445**	**$687,896**	**$667,236**	**$678,401**	**($9,495)**	**-1.4%**
Rev. Over (Under) Exp.	($2,729,825)	$0	($1,889,539)	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	5.00	5.00	5.00	5.00	0.00	
Extra Help	0.07	0.07	0.07	0.05	(0.02)	
Overtime	0.03	0.03	0.03	0.02	(0.01)	
Total FTEs	5.10	5.10	5.10	5.07	(0.03)	

a) For budget comparison purposes, the 2015 actual Investment Income revenues reported here do not agree to the Comprehensive Annual Financial Report which includes year-end market to market values of investments as required by GAAP.
b) The tax levy credit amount, which is revenues in excess of expenditures, is used to reduce tax levy funding for other general governmental operations.
c) The 2016 Revenues are projected to underperform the 2016 adopted budget as a result of expected lower investment rates of return and lower interest and penalty collected on delinquent property taxes.

Current and Planned Capital Projects

Proj.#	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of '16	Est. Operating Impact	A=Annual T=One-Time
200414	County-wide Cashiering (a)(b)	2018	$970,000	75%	$31,875	A

Refer to Capital Project section of the budget book for additional details.
a) Coordinated project with Departments County-wide. At the close of 2013, integration with all available lines of business applications has been achieved. Previous budget documents listed the project at 95% complete reflective of the initial application implementation. The projects scope was modified in 2015 to allow for business process reviews, planning and application replacement due to expected vendor discontinuation of application development. The percent completion at the close of 2016 has been adjusted to 75% reflecting the move forward toward system replacement with an implementation date of 2017 for vendor selection with implementation completion in early 2018.
b) Annual estimated operating impact is based on licensing cost of software and does not account for workflow or system consolidation efficiencies.

Tax Collection

Program Description

The County Treasurer computes and distributes tax settlements for thirty-seven municipalities, the Department of Revenue, and all school districts in the County. Contractual agreements exist with twelve municipalities to collect first installment property taxes. Second installment taxes are collected for thirty-one of the thirty-seven municipalities. The office also collects delinquent taxes and, as necessary, forecloses and sells foreclosed properties according to Wisconsin Statutes.

Major Departmental Strategic Outcomes and Objectives for 2017

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

Objective: Electronically import (interface) tax payments into the tax system in order to alleviate manual entry and reduce costs by internally utilizing electronic check presentation equipment and working cooperatively with financial institutions and escrow companies.

Key Outcome Indicator: An increasing rate of electronic submissions will indicate improved efficiency, improved cash flow and reduced costs. Based on analysis of electronic submission of 2014 and 2015 tax bills, a 2017 target (estimate) is shown below:

Performance Measure:	2015 Actual	2016 Target	2016 Estimate	2017 Target
# Tax payments received electronically	17,325	6,500	18,000	18,500
Projected estimated cost savings	$3,119	$1,170	$3,240	$3,330

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**1.53**	**1.53**	**1.53**	**1.51**	**(0.02)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$123,256	$44,400	$80,000	$95,105	$50,705
Charges for Services	$131,585	$124,700	$125,449	$125,000	$300
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$2,197,941	$2,822,500	$2,183,534	$2,757,000	($65,500)
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit) (a)	**($2,796,715)**	**($2,739,111)**	**($2,739,111)**	**($2,723,212)**	**$15,899**
Total Revenues	**($343,933)**	**$252,489**	**($350,128)**	**$253,893**	**$1,404**
Personnel Costs	$96,370	$99,983	$99,028	$101,426	$1,443
Operating Expenses	$72,957	$98,349	$96,116	$97,400	($949)
Interdept. Charges	$51,833	$54,157	$54,157	$55,067	$910
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$221,160**	**$252,489**	**$249,301**	**$253,893**	**$1,404**
Rev. Over (Under) Exp.	($565,093)	$0	($599,429)	$0	$0

a) Revenues in excess of expenditures are used to reduce tax levy funding for other General Governmental operations.

Program Highlights

Fine/Licenses is budgeted to increase $50,700 to $95,100 which consists of Ag Use Conversion Penalties, reflecting an increase in real estate development.

Charges for Services is budgeted to increase $300 to closer reflect past years' collection amounts in Municipal Tax Processing Fees.

Other revenue is budgeted to decrease $65,500 which includes a decrease in Interest and Penalty on delinquent taxes of $63,000 to $2,640,000 and a decrease in Recoveries of $2,500.

Personnel costs overall are increasing by $1,400 primarily related to cost to continue. Also, extra help is reduced 0.02 FTE due to efficiencies realized in the processing of tax collections.

Operating expenses are decreased by $950 due to a reduction in postage costs.

Interdepartmental charges are budgeted to increase $900 due to an increased reallocation of departmental program charges for telephone fixed costs of $400; an increase of $300 for the DOA-Principal Financial Analyst position allocated to this program for tax collection services; and an increase of $200 for computer maintenance.

Activity

Interest and penalty revenue is collected from delinquent property taxpayers. Revenues have fluctuated over the past several years, partly due to the cyclical nature of delinquent taxes and when they are paid.

Interest and Penalty Earned on Delinquent Taxes

	2010	2011	2012	2013	2014	2015	2016 Est.
Interest	$2,284,491	$2,458,214	$2,365,206	$1,830,493	$1,820,236	$1,335,962	$1,334,000
Penalty	$1,165,653	$1,227,443	$1,175,615	$914,764	$906,000	$667,498	$666,000
TOTAL	**$3,450,144**	**$3,685,657**	**$3,540,821**	**$2,745,257**	**$2,726,236**	**$2,003,460**	**$2,000,000**

Activity

The Treasurer's office collected first installment taxes for twelve municipalities in the 2015-2016 tax years. The dollars collected decreased by $591,000 to $136.5 million. A contractual agreement is established and fees are charged to the municipality for this service. The fees assessed to municipalities offset direct costs associated with the process of collection such as staff time, printing costs, postage, etc. These costs are included in the contractual agreements with the municipalities utilizing the County's tax collection service.

Property Taxes Dollars Collected under Municipal Contracts

Municipality	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
City of Delafield	$15,918,438	$15,814,785	$15,929,219	$16,710,772	$16,155,590	$16,351,929
Town of Brookfield	$12,333,060	$12,476,796	$12,325,160	$12,475,801	$11,853,603	$10,847,109
Town of Waukesha	$11,351,046	$11,481,880	$11,216,061	$10,675,388	$10,073,036	$9,975,042
Village of Dousman	$2,250,107	$2,362,645	$2,464,520	$2,592,556	$2,525,463	$2,734,703
Village of Lac La Belle	$1,482,481	$1,431,506	$1,502,700	$1,525,072	$1,420,931	$1,495,256
Village of Lannon	$1,571,496	$1,573,686	$1,610,014	$1,571,266	$1,581,353	$1,526,113
Village of Menomonee Falls	$65,932,259	$66,324,210	$66,606,056	$67,989,356	$65,170,535	$65,337,869
Village of Merton	$4,797,428	$5,015,291	$5,125,366	$5,093,331	$4,848,298	$4,914,023
Village of Nashotah	$2,370,252	$2,391,372	$2,290,541	$2,324,469	$2,222,171	$2,162,940
Village of Oconomowoc Lake	$4,453,360	$4,471,340	$4,584,523	$4,126,147	$3,918,328	$3,819,215
Village of Pewaukee	$13,237,318	$13,356,551	$13,795,245	$14,207,234	$12,672,961	$12,756,328
Village of Wales	$4,431,651	$4,600,464	$4,933,828	$5,002,671	$4,708,914	$4,639,608
TOTAL	**$140,128,896**	**$141,300,526**	**$142,383,233**	**$144,294,063**	**$137,151,183**	**$136,560,137**

Investments

Program Description

The County cash balances are invested using the State's Local Government Investment Pool, Aaa/AAA money market funds and securities by investment firms with contracts that are authorized by State Statutes and in accordance with the County's adopted investment policies. The primary investment objective is the preservation of capital in the overall portfolio, to protect investment principal, to maintain liquidity and to maximize the return on investment.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**0.20**	**0.20**	**0.20**	**0.20**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue (a)	$1,437,858	$3,407,646	$2,100,000	$3,007,646	($400,000)
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit) (b)	**($3,513,127)**	**($3,314,496)**	**($3,314,496)**	**($2,924,274)**	**$390,222**
Total Revenues	**($2,075,269)**	**$93,150**	**($1,214,496)**	**$83,372**	**($9,778)**
Personnel Costs	$18,745	$19,044	$21,254	$19,054	$10
Operating Expenses	$25,760	$34,000	$24,000	$24,000	($10,000)
Interdept. Charges	$39,654	$40,106	$40,106	$40,318	$212
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$84,159**	**$93,150**	**$85,360**	**$83,372**	**($9,778)**
Rev. Over (Under) Exp.	($2,159,428)	$0	($1,299,856)	$0	$0

(a) 2016 estimate of investment income is projected to be $1,307,600 lower than 2016 budget figures as a result of expected lower investment rates of return.

(b) Budgeted revenues in excess of expenditures are used to reduce tax levy funding for other General Governmental operations.

Program Highlights

Other revenue consists of Investment Income which is being decreased by $400,000 to $3,007,600.

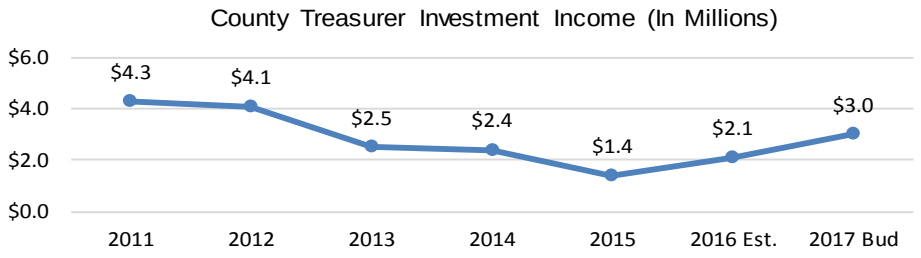
Personnel costs overall are increasing slightly primarily related to cost to continue.

Operating expenses consist of finance charges which are being decreased by $10,000 due to lower bank analysis charges incurred due to efficiencies related to the electronic check presentation equipment utilized to send funds to the bank.

Interdepartmental charges are budgeted to increase by $200 mainly due to an increase of $500 for the DOA-Principal Financial Analyst position allocated to this program for investment services, offset by a decreased reallocation of departmental program charges in telephone fixed costs of $300.

Activity

Interest rates between 2011 and 2015 have been declining with investment income at historical levels ending 2015 slightly over $1.4 million. Interest rates are expected to remain historically low in 2016 but improve slightly in 2017.



Program Description

The Administrative Services division is responsible for coordinating and providing efficient administrative/clerical support. The office collects and receipts departmental monies for the County and disburses all checks and payments.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**3.37**	**3.37**	**3.37**	**3.36**	**(0.01)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$1,352	$1,200	$1,200	$1,200	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$1,478	$1,300	$1,364	$1,300	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$325,992**	**$339,757**	**$339,757**	**$338,636**	**($1,121)**
Total Revenues	**$328,822**	**$342,257**	**$342,321**	**$341,136**	**($1,121)**
Personnel Costs	$255,947	$263,808	$261,926	$266,440	$2,632
Operating Expenses	$41,288	$38,975	$31,175	$35,175	($3,800)
Interdept. Charges	$36,891	$39,474	$39,474	$39,521	$47
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$334,126**	**$342,257**	**$332,575**	**$341,136**	**($1,121)**
Rev. Over (Under) Exp.	($5,304)	$0	$9,746	$0	$0

Program Highlights

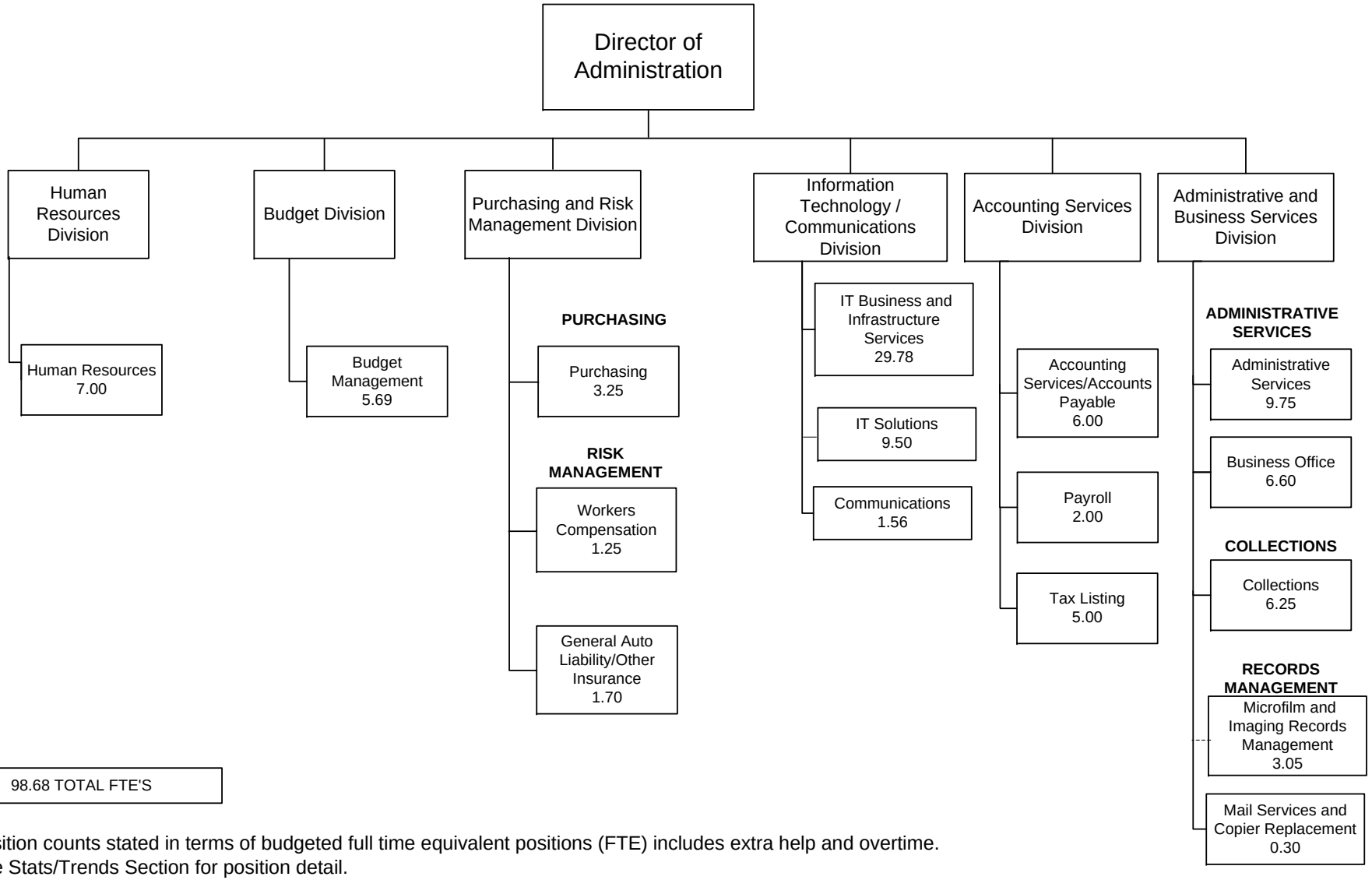
Personnel costs overall are increasing by $2,600 primarily related to cost to continue. This is offset by a 0.01 FTE reduction in overtime which is reduced slightly due to efficiencies realized in the processing of administrative services.

Operating expenses are budgeted to decrease by $3,800 due to a decrease of $2,800 in advertising and legal notices and a decrease in security services of $1,000.

Department of Administration

ADMINISTRATION

FUNCTION / PROGRAM CHART



98.68 TOTAL FTE'S

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

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Statement of Purpose

The mission of the Department of Administration is to assist other County departments and provide County-wide standards and support systems for human resources, financial management, information technology, procurement and other internal support services. The Department promotes and initiates enhancements and efficiencies of internal service operations, which enables better services to other County departments and ultimately the citizens of Waukesha County.

Financial Summary	2015 Actual (c)(d)	2016 Adopted Budget (c)(d)	2016 Estimate	2017 Budget	Change From 2016 Adopted Budget $	%
General Fund (c)						
Revenues	$1,828,263	$1,751,048	$1,755,333	$1,778,566	$27,518	1.6%
County Tax Levy	$4,750,854	$4,695,954	$4,695,954	$4,635,954	($60,000)	-1.3%
Expenditures	$6,281,662	$6,447,002	$6,322,660	$6,414,520	($32,482)	-0.5%
Rev. Over (Under) Exp.	$297,455	$0	$128,627	$0	$0	N/A
End User Technology Fund (c)(d)						
Revenues	$7,369,144	$7,493,243	$7,493,890	$7,577,104	$83,861	1.1%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures	$6,797,995	$7,434,889	$7,371,823	$7,577,104	$142,215	1.9%
Operating Inc./(Loss) (a)	$571,149	$58,354	$122,067	$0	($58,354)	-100.0%
Risk Management						
Revenues	$2,704,485	$2,761,728	$2,761,728	$2,784,771	$23,043	0.8%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures	$2,696,027	$2,761,728	$2,756,856	$2,784,771	$23,043	0.8%
Operating Inc./(Loss)	$8,458	$0	$4,872	$0	$0	N/A
Collections						
Revenues	$1,116,668	$900,312	$906,979	$886,481	($13,831)	-1.5%
County Tax Levy (b)	($60,000)	($30,000)	($30,000)	$0	$30,000	N/A
Expenditures	$845,635	$900,312	$877,167	$886,481	($13,831)	-1.5%
Operating Inc./(Loss)	$211,033	($30,000)	($188)	$0	$30,000	N/A
Total All Funds						
Revenues	$13,018,560	$12,906,331	$12,917,930	$13,026,922	$120,591	0.9%
County Tax Levy (a)	$4,690,854	$4,665,954	$4,665,954	$4,635,954	($30,000)	-0.6%
Expenditures	$16,621,319	$17,543,931	$17,328,506	$17,662,876	$118,945	0.7%
Rev. Over (Under) Exp.	$297,455	$0	$128,627	$0	$0	N/A
Operating Inc./(Loss) (a)	$790,640	$28,354	$126,751	$0	($28,354)	-100.0%
Position Summary (FTE)						
Regular Positions	93.50	93.00	93.00	92.50	(0.50)	
Extra Help	9.52	6.67	6.67	6.17	(0.50)	
Overtime	0.01	0.01	0.01	0.01	0.00	
Total	**103.03**	**99.68**	**99.68**	**98.68**	**(1.00)**	

(a) The goal for the Copier program is to breakeven across the years. Some years will budget a gain and some years will budget a loss with an overall trend to breakeven.

(b) The Collections Fund Balance appropriation is used to repay the General Fund for start-up funds and deferred indirect costs provided in prior years, which reduces the overall general County Tax Levy. This will be phased down over four years as to date and with 2016 budget total payback $1,390,000.

(c) For the 2016 Budget, the Information Technology Solutions program is shifted from the Department of Administration (DOA) - End User Technology Fund to the DOA - General Fund. History has been restated for comparability purposes.

(d) For the 2016 Budget, the Department of Administration (DOA) - Communications Fund is shifted into the DOA - End User Technology Fund and is now reflected as a program within the fund. History has been restated for comparability purposes.

Current Capital Projects

Proj. #	Project Name	Information Technology Strategic Plan	Expected Completion Year	Total Project Costs	Estimated % Complete End of '16	Estimated Operating Impact	A = Annual T = One-Time
200414	County wide Cashiering (a) (b)	Y	2018	$970,000	75%	$31,875	A
200910	Enterprise Content Management (b)	Y	2018	$1,390,000	70%	$58,000	A
201617	Payroll/Human Resource Info. Sys. (c)	Y	2018	$1,427,000	5%	TBD	A
201619	County Boardroom Technology Upgrade Project	N	2016	$115,000	100%	$4,000 to $6,000	A

(a) Coordinated project with Departments County-wide. At the close of 2013, integration with all available line of business applications has been achieved. Previous budget documents listed the project at 95% complete reflective of the initial application implementation. The projects scope was modified in the 2015 to allow for business process reviews, planning and application replacement due to expected vendor discontinuation of application development. The percent completion at the close of 2016 has been adjusted to 75% reflecting the move toward system replacement with an implementation of 2017-2018 with vendor selection in 2017 and implementation completion in early 2018.

(b) Annual estimated operating impact is based on licensing cost of software and does not account for workflow or system consolidation efficiencies.

(c) Coordinated project with Departments County-wide.

Administration

Fund Purpose

The General Fund is the primary operating fund of the County. It accounts for resources traditionally associated with governments and includes all revenues not required to be processed through another fund. Most General Fund revenue comes from Taxes, but the Fund also receives charges for service user fees, intergovernmental revenues, and other revenues.

Financial Summary	2015 Actual (b)	2016 Adopted Budget (b)	2016 Estimate	2017 Budget	Change From 2016 Adopted Budget $	%
Revenues						
General Government	$593,733	$571,180	$571,180	$583,827	$12,647	2.2%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$159,043	$160,215	$165,250	$170,563	$10,348	6.5%
Interdepartmental	$703,558	$781,895	$781,895	$785,389	$3,494	0.4%
Other Revenue	$251,558	$209,758	$209,008	$210,787	$1,029	0.5%
Appr. Fund Balance (a)	$120,371	$28,000	$28,000	$28,000	$0	0.0%
County Tax Levy (Credit)	**$4,750,854**	**$4,695,954**	**$4,695,954**	**$4,635,954**	**($60,000)**	**-1.3%**
Total Revenue Sources	**$6,579,117**	**$6,447,002**	**$6,451,287**	**$6,414,520**	**($32,482)**	**-0.5%**
Expenditures						
Personnel Costs	$5,230,988	$5,320,986	$5,207,020	$5,264,776	($56,210)	-1.1%
Operating Expenses (a)	$627,829	$681,486	$672,360	$698,604	$17,118	2.5%
Interdept. Charges	$422,845	$444,530	$443,280	$451,140	$6,610	1.5%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$6,281,662**	**$6,447,002**	**$6,322,660**	**$6,414,520**	**($32,482)**	**-0.5%**
Rev. Over (Under) Exp.	$297,455	$0	$128,627	$0	$0	N/A
Position Summary (FTE) (b)						
Regular Positions	55.15	54.25	54.25	53.60	(0.65)	
Extra Help	1.88	1.19	1.19	1.19	0.00	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total FTEs	57.03	55.44	55.44	54.79	(0.65)	

(a) 2015 includes $30,437 Fund Balance appropriation in revenues and in open purchase orders from 2014 carried forward into 2015. 2015, 2016 and 2017 includes $28,000 Fund Balance appropriation in revenues and consulting services for the Diversity program.

(b) For the 2016 Budget, the Information Technology Solutions program is shifted from the Department of Administration (DOA) - End User Technology Fund to the DOA - General Fund. History has been restated for comparability purposes.

Major Departmental Strategic Outcomes and Objectives for 2017

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

Objective 1: As part of the Enterprise Content Management (ECM) Governance Committee, establish a Countywide Information Governance Plan that implements effective life-cycle management for hard copy and electronic record content by focusing efforts on business need and retention requirements.

Continue to audit existing records retention schedules and assist departments in the identification of long term storage and frequently recalled records for conversion to ECM solutions. Assist end users through the use of Lean process concepts to redesign business processes and implement ECM tools when a positive return on investment is identified.

Key Outcome Indicators:

Implement ECM solutions when savings to departments is greater than records consulting and management costs (ongoing).

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

Objective 2: Improve cost containment associated with Information Technology. (Information Technology including End User Technology Fund)

Key Outcome Indicator:
Actual cost reduction in operational expenses related to server room operations Savings ending 2015 (9-years cumulative) $898,166.

Performance Measures:	2015 Actual	2016 Target	2016 Estimate	2017 Target
Operating cost reductions*	$112,000	$40,000	$74,000	$25,000

*Operating cost reductions include in 2015 include the continued virtualization of servers, the elimination of ProStor/Stellent and Oracle Database licenses/hardware costs. The 2016 target reflects the transition to a new Internet Service Provider as well as continued migration of appropriate systems to Cloud provisioning and the elimination of the Oracle severs and Database from the EUTF budget. The estimate for 2017 is based on further transitions to Virtual Desktop Infrastructure (VDI) platforms, migration to Private/Hybrid Cloud solutions where feasible and continued consolidation efforts.

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

Objective 3: Based on the 2016 HRIS systems study, conduct a comprehensive request for proposal and select a vendor to replace the current Payroll and Human Resource Information Systems (HRIS). Commence the first phase of the systems implementation. The establishment of an integrated (HRIS) enables managers, and employees' access to information and provides greater human resource and payroll system efficiencies.

Key Outcome Indicator:
Improved data collection, access and management capability

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

Objective 4: Continue implementation of on-site shared clinic with the City of Waukesha and the School District of Waukesha in order to reduce healthcare costs. Revise and enhance the health advancement / wellness program in conjunction with the services available with the on-site medical clinic in order to provide employees with an integrated and comprehensive wellness program and service.

Key Outcome Indicator:
Evaluate clinic, health plan and wellness data to determine trends, and services to assist in the control and management of health care costs.

Maintain health insurance plan cost increases below the medical rate of inflation.

Increase Health and Wellness Center utilization by employees, spouses and dependents.

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

Objective 5: Continue centralized Process Improvement Resources (PIRs) committee to track project success, support current projects and identify new Lean projects, as well as encourage the use of Lean techniques in the development of continuous improvement efforts that may not elevate to full projects.

Leverage the internal SharePoint Lean Management tool to develop a public facing website to share projects with the public.

Key Outcome Indicator:
Continue to support projects and monitor program success through dashboard reporting and implement reporting to the public.

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

Objective 6: Working with Departments, DOA-Purchasing and Budget divisions, vendors, and other local government entities, explore opportunities for moving functions off of County servers onto Cloud Service environments where the transference of the function shows a definite Return on Investment and limits the risk for the County. Develop ROI methodology that identifies the best targets and specifications for implementation.

Key Outcome Indicator:
Achieve return on investment for applications selected for Cloud Service environments.

Performance Measure:

- Progress on complete NetSmart's application implementation has taken quite a bit more time than originally projected by the vendor. Current estimate is to have their MSO and CWS applications in production by year-end 2016.
- The Land Information System ESRI environment has been ported to a Cloud environment and no longer runs on internal servers.

Administrative Services

Program Description

The Administrative Services program is responsible for coordinating and providing efficient administrative/clerical support to divisions and proprietary operations of the Department of Administration and the Director of Administration. This program includes most of the administrative personnel costs associated with the DOA General Fund.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**10.50**	**10.00**	**10.00**	**9.75**	**(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	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$664,273**	**$601,294**	**$601,294**	**$625,884**	**$24,590**
Total Revenues	**$664,273**	**$601,294**	**$601,294**	**$625,884**	**$24,590**
Personnel Costs	$584,158	$538,673	$574,957	$562,919	$24,246
Operating Expenses	$27,991	$31,720	$40,365	$33,405	$1,685
Interdept. Charges	$29,508	$30,901	$30,551	$29,560	($1,341)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$641,657**	**$601,294**	**$645,873**	**$625,884**	**$24,590**

Rev. Over (Under) Exp.	$22,616	$0	($44,579)	$0	$0

Program Highlights

County tax levy funding increases about $24,600 due to increased expenditures budgeted as described below.

Personnel costs increase $24,200 mostly due to an increase in health insurance by $19,200 resulting from turnover and cost to continue existing staff, partially offset by unfunding 0.25 FTE Administrative Assistant. Operating expenses increase $1,700 mostly due to increased third party temporary help. Interdepartmental charges decrease $1,300 mostly due to reduced phone costs.

Business Office

Program Description

The Business Office program coordinates the development and monitoring of the Department of Administration Budget, assists divisions and other County departments in their business operations, financial functions and financial analyses.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**5.60**	**6.60**	**6.60**	**6.60**	**0.00**
General Government	$593,733	$571,180	$571,180	$583,827	$12,647
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$643,320	$721,169	$721,169	$723,839	$2,670
Other Revenue	$121,096	$124,008	$124,008	$125,787	$1,779
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**($718,778)**	**($687,028)**	**($687,028)**	**($687,215)**	**($187)**
Total Revenues	**$639,371**	**$729,329**	**$729,329**	**$746,238**	**$16,909**
Personnel Costs	$621,628	$711,337	$691,527	$727,801	$16,464
Operating Expenses	$6,225	$5,864	$6,626	$5,900	$36
Interdept. Charges	$11,518	$12,128	$12,128	$12,537	$409
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$639,371**	**$729,329**	**$710,281**	**$746,238**	**$16,909**
Rev. Over (Under) Exp.	$0	$0	$19,048	$0	$0

Program Highlights

General Government revenues increase $12,600 due to an increase in indirect charges from the ADRC and Child Support. Interdepartmental revenues increase $2,700 due to increased interdepartmental indirect cost recovery revenue. Additional indirect cost recovery revenues received above budgeted amounts in this program are accounted for in the Non-Departmental General Fund budget. Other revenues increase $1,800 due to an increase from the Workforce Development Center to fund the Center coordinator position commensurate with expected salary and benefit changes.

County tax levy funding decreases about $200 due to increased revenues budgeted as described above, partially offset by increased expenditures budgeted as described below.

Personnel costs increase $16,500 due to cost to continue existing staff.

Payroll

Program Description

The Payroll program provides support to all County agencies in preparation and monitoring of payroll data. In addition, program personnel work in conjunction with the Employment Services Division in maintaining an effective human resources/payroll reporting system, audit County-wide payroll in accordance with established County policies and procedures and in compliance with State and Federal regulations, and file required payroll reports to various reporting agencies.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**3.00**	**2.00**	**2.00**	**2.00**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$5,232	$0	$0	$0	$0
County Tax Levy (Credit)	**$367,613**	**$317,694**	**$317,694**	**$335,624**	**$17,930**
Total Revenues	**$372,845**	**$317,694**	**$317,694**	**$335,624**	**$17,930**
Personnel Costs	$218,905	$189,649	$200,068	$202,946	$13,297
Operating Expenses	$119,919	$117,555	$117,028	$121,978	$4,423
Interdept. Charges	$9,935	$10,490	$10,490	$10,700	$210
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$348,759**	**$317,694**	**$327,586**	**$335,624**	**$17,930**

Rev. Over (Under) Exp.	$24,086	$0	($9,892)	$0	$0

Program Highlights

County tax levy funding increases about $17,900 due to increased expenditures budgeted as described below.

Personnel costs increase $13,300 mostly due to higher health insurance for changes in plan selection and cost to continue existing staff. Operating expenses increase $4,400 mostly due to an increase in contracted services for the payroll system.

Activity	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Paychecks Processed	42,206	36,000	42,200	42,200	6,200
Payroll Exception Checks	47	50	50	50	0
W2s Processed	2,023	2,000	2,050	2,050	50

Accounting Services/Accounts Payable

Program Description

The Accounting Services/Accounts Payable program provides support to all County agencies in establishing and maintaining an effective accounting and financial reporting system and County-wide system of internal control in accordance with generally accepted accounting principles and in the processing of vendor invoices to ensure payments are made in a timely manner. In addition, program personnel prepare annual financial statements, work in conjunction with the Budget Division in maintaining financial assets and monitoring expenditures against annual and capital budgets, prepare financial analyses, manage County investments, assist the Treasurer's Office in managing County cash flows and audit transactions so that requisitions and payments are accurate and purchased in accordance with the Adopted Budget.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**6.69**	**6.00**	**6.00**	**6.00**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$60,238	$60,726	$60,726	$61,550	$824
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$671,782**	**$673,752**	**$673,752**	**$679,950**	**$6,198**
Total Revenues	**$732,020**	**$734,478**	**$734,478**	**$741,500**	**$7,022**
Personnel Costs	$565,995	$584,239	$577,381	$585,844	$1,605
Operating Expenses	$121,447	$131,438	$131,429	$136,309	$4,871
Interdept. Charges	$17,993	$18,801	$18,801	$19,347	$546
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$705,435**	**$734,478**	**$727,611**	**$741,500**	**$7,022**
Rev. Over (Under) Exp.	$26,585	$0	$6,867	$0	$0

Program Highlights

County tax levy funding increases nearly $6,200 due to increased expenditures budgeted as described below.

Personnel costs increase $1,600 mostly due to cost to continue existing staff, partially offset by lower health insurance for changes in plan selection. Operating expenses increase $4,900 mostly due to increased maintenance for the financial system by $1,600, increased cost for financial services by $1,500 and increased mileage, travel and tuition.

Activity	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Budget Entries Audited	514	650	600	600	(50)
Journal Entries Audited	2,752	3,000	3,000	3,000	0
Invoices (Direct Buys) Audited	42,475	47,000	43,000	43,000	(4,000)
P-card Lines Entered/Audited	12,479	13,000	12,250	12,500	(500)

Tax Listing

Program Description

Tax Listing creates and maintains the accuracy of lists and descriptions of all parcels of real estate in the County that are subject to tax and also those exempt from tax. Tax Listing provides lists, maps, and descriptions of such parcels to the public. In addition, Tax Listing is responsible for all coordination and transmission of tax listing file information in response to municipal requests.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**5.00**	**5.00**	**5.00**	**5.00**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$158,133	$159,265	$164,000	$169,613	$10,348
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)	**$229,271**	**$239,932**	**$239,932**	**$234,436**	**($5,496)**
Total Revenues	**$387,404**	**$399,197**	**$403,932**	**$404,049**	**$4,852**
Personnel Costs	$357,843	$370,105	$368,808	$374,756	$4,651
Operating Expenses	$14,573	$17,587	$16,850	$17,807	$220
Interdept. Charges	$9,718	$11,505	$11,430	$11,486	($19)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$382,134**	**$399,197**	**$397,088**	**$404,049**	**$4,852**
Rev. Over (Under) Exp.	$5,270	$0	$6,844	$0	$0

Program Highlights

Charges for Services revenue for tax billing to municipalities increased by $10,300 mostly due to a reduction in the 2016 budget due to anticipating that we would not be handling the listings for 1 – 3 municipalities, however, the City offering those services as a replacement for Waukesha County is not yet fully in position to provide the service.

County tax levy funding decreases about $5,500 due to increased revenues budgeted as described above, partially offset by increased expenditures budgeted as described below.

Personnel costs increase $4,700 due to cost to continue existing staff.

Activity	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Real Estate & Personal Property Accounts maintained by Tax Listing (a)	161,869	97,000	162,600	162,700	65,700
Number of property listings updated (b)	621,598	317,000	340,000	317,000	-
Number of property transfers processed (c)	7,706	5,600	8,000	8,500	2,900
# Tax Billing Customers (c)	34	32	34	34	2
# Property Tax Bills	104,061	91,000	104,200	104,500	13,500
# Online County Tax Payments (d)	3,899	4,200	3,900	3,900	(300)
$ Online County Tax Payments (d)	$12,941,263	$13,950,000	$13,200,000	$13,400,000	($550,000)
# Municipalities participating with County's online payment program	12	11	13	13	2

(a) In 2015 we added tax listing work for City of Muskego.
(b) Processing a clean-up project to correct acres as well as exempt coding on real property parcels.
(c) We had been anticipating in 2016 we would not be handling the listings for 1 – 3 municipalities that we currently process. The City offering those services as a replacement for Waukesha County is not yet fully in position to provide this level of service.
(d) Reflects payments to County for property tax. Total 2015 online transactions, including County, municipal partners and the Register of Deeds combined in 7,703 transactions totaling $19,222,896.

Budget Management

Program Description

The Budget Management program is responsible for providing technical assistance to County agencies in preparing annual operating, capital planning and capital project budget requests. The program also provides technical assistance to the County Executive, Finance and other County Board Standing Committees in performing budget reviews, monitoring fiscal analyses on budget requests, contract and grant reviews, and other issues having a fiscal impact.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**5.69**	**5.69**	**5.69**	**5.69**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$583,591**	**$601,931**	**$601,931**	**$580,090**	**($21,841)**
Total Revenues	**$583,591**	**$601,931**	**$601,931**	**$580,090**	**($21,841)**
Personnel Costs	$532,606	$556,914	$517,663	$534,240	($22,674)
Operating Expenses	$11,815	$27,375	$22,270	$27,875	$500
Interdept. Charges	$16,720	$17,642	$17,642	$17,975	$333
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$561,141**	**$601,931**	**$557,575**	**$580,090**	**($21,841)**
Rev. Over (Under) Exp.	$22,450	$0	$44,356	$0	$0

Program Highlights

County tax levy funding decreases about $21,800 due to decreased expenditures budgeted as described below.

Personnel costs decrease $22,700 mostly due to lower health and dental insurance by $30,700 for changes in plan selection, partially offset by cost to continue existing staff. Operating expenses increase $500 due to increased contracted services by $1,500, partially offset by decreased computer equipment by $1,000.

Human Resources

Program Description

The Human Services program is responsible for the implementation of federal and state employment and labor laws, personnel recruitment and selection, processing new applications and applicant tracking, and wage and salary administration. It also provides training and education assistance to County employees in order to improve the quality of County services, assist employees in the performance of their jobs and prepare employees for promotional opportunities. Additionally, it provides the administration of the County's benefit plans and manages the County's collective bargaining, grievance arbitration, and employee relations and performance functions.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**7.00**	**7.00**	**7.00**	**7.00**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$290	$750	$1,250	$750	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$36,202	$15,750	$15,000	$15,000	($750)
Appr. Fund Balance (a)	$45,000	$28,000	$28,000	$28,000	$0
County Tax Levy (Credit)	**$1,071,727**	**$1,048,692**	**$1,048,692**	**$1,050,268**	**$1,576**
Total Revenues	**$1,153,219**	**$1,093,192**	**$1,092,942**	**$1,094,018**	**$826**
Personnel Costs	$765,406	$819,286	$787,118	$810,530	($8,756)
Operating Expenses	$199,113	$217,859	$211,042	$226,180	$8,321
Interdept. Charges	$55,570	$56,047	$56,047	$57,308	$1,261
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,020,089**	**$1,093,192**	**$1,054,207**	**$1,094,018**	**$826**
Rev. Over (Under) Exp.	$133,130	$0	$38,735	$0	$0

(a) Represents funding for the Diversity program.

Program Highlights

Other revenues decrease by $750 due to decreased revenue from wellness activities.

County tax levy funding increases about $1,600 due to increased expenditures budgeted as described below and decreased revenues budgeted as described above.

Personnel costs decrease by $8,800 mostly due to decreased health insurance by $12,900 reflecting changes in plan selection, partially offset by cost to continue.

Operating expenses increase $8,300 mostly due to increased consulting services by $11,500, partially offset by decreased book/subscriptions, printing and medical services.

Interdepartmental charges increase $1,300 mostly due to increased End User Technology Fund charges by $900 and increased copier replacement charges by $300.

Activity	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
# of Seasonal,Temporary Employees Hired	164	180	200	180	-
# of Regular Full-Time Employees Hired	160	110	170	150	40
Promotions/Demotions/Transfers	46	80	80	75	(5)
Peak # of Employees on Payroll	1,706	1,750	1,725	1,750	-
# of Employee/Family Medical Leaves	229	260	260	275	15

Purchasing

Program Description

The Purchasing program is responsible for directing and coordinating the procurement of equipment, supplies and services required by the County. Program activities include: developing County purchasing policies and initiatives; drafting, negotiating and administering County contracts; and providing support and information (and/or making recommendations) to users on type, availability and costs of equipment, supplies and services (with consideration to benefits, effectiveness and efficiency). The division also manages the disposal or reallocation of the County Fixed Assets (excluding land and buildings).

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**3.25**	**3.25**	**3.25**	**3.25**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$620	$200	$0	$200	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$94,260	$70,000	$70,000	$70,000	$0
Appr. Fund Balance	$8,205	$0	$0	$0	$0
County Tax Levy (Credit)	**$305,674**	**$317,565**	**$317,565**	**$323,114**	**$5,549**
Total Revenues	**$408,759**	**$387,765**	**$387,565**	**$393,314**	**$5,549**
Personnel Costs	$342,523	$347,297	$348,833	$353,850	$6,553
Operating Expenses	$18,645	$15,950	$12,550	$14,550	($1,400)
Interdept. Charges	$22,413	$24,518	$23,768	$24,914	$396
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$383,581**	**$387,765**	**$385,151**	**$393,314**	**$5,549**
Rev. Over (Under) Exp.	$25,178	$0	$2,414	$0	$0

Program Highlights

County tax levy funding increases about $5,500 due to increased expenditures budgeted as described below.

Personnel costs increase $6,600 due to cost to continue existing staff.

Operating expenses decrease $1,400 due to decreases in various accounts.

Activity	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Requisitions Processed (a)	220	260	220	220	(40)
Purchase Orders / Blanket Contracts Issued (b)	453	535	535	500	(35)
Bids/Proposals Issued (c)	129	135	135	120	(15)
Procard Transactions (d)	$11,054,000	$8,000,000	$11,000,000	$9,000,000	$1,000,000

(a) Requisitions have decreased over time due to streamlined processes put into place with FMIS implementation.

(b) POs/Blanket Contracts are cyclical from one year to the next, higher then lower, due to the timing of multi-PO issuance for vehicle replacement fund and copier replacement fund acquisitions.

(c) Bids/RFPs peaked in 2015 but should return to previous year's historical counts given timing of multi-year contracts and utilization of cooperative procurement programs.

(d) Procard transactions peaked in 2015 and 2016 as transactions for trunked radio purchased were finalized. Transactions volume should drop down as penetration of the program is maximized based on current business opportunities.

Information Technology Solutions

(Non-Proprietary Operations)

Program Description

The Information Technology (IT) Solutions program supports large computer data applications used by county staff. This support can include either developing "custom" software or implementing Commercial Off The Shelf "COTS" or "package" software systems. The support also includes enhancing the systems, resolving problems with software use and supporting, developing and maintaining the County web environment. This program is in the Department of Administration General Fund since, unlike End User Technology Fund budget, it is not charged out to other departments.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**10.30**	**9.90**	**9.90**	**9.50**	**(0.40)**
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	$61,934	$0	$0	$0	$0
County Tax Levy (Credit)	**$1,575,701**	**$1,582,122**	**$1,582,122**	**$1,493,803**	**($88,319)**
Total Revenues	**$1,637,635**	**$1,582,122**	**$1,582,122**	**$1,493,803**	**($88,319)**
Personnel Costs	$1,241,924	$1,203,486	$1,140,665	$1,111,890	($91,596)
Operating Expenses	$108,101	$116,138	$114,200	$114,600	($1,538)
Interdept. Charges	$249,470	$262,498	$262,423	$267,313	$4,815
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,599,495**	**$1,582,122**	**$1,517,288**	**$1,493,803**	**($88,319)**
Rev. Over (Under) Exp.	$38,140	$0	$64,834	$0	$0

Program Highlights

County tax levy funding decreases about $88,300 due to decreased expenditures budgeted as described below.

Personnel costs decrease $91,600 mostly due to the transfer of 0.15 FTE Information Technology Manager to the End User Technology Fund (EUTF) (to more properly reflect staff directed), a transfer of 0.25 FTE Principal Information Technology Professional to EUTF and turnover of 2.0 FTEs, partially offset by cost to continue existing staff.

Operating expenses decrease $1,500 mostly due to decreased computer equipment and computer supplies, partially offset by increased travel and third party temporary help.

Interdepartmental charges increase $4,800 mostly due to increased End User Technology Fund (EUTF) charges.

Fund Purpose

The End User Technology Fund is an Internal Service Fund established to (1) finance the commonly used business, web-related and technical infrastructure used to support County technology users; (2) finance the replacement of office copiers; & (3) support the records management and mail services needs of County departments.

The technology infrastructure is managed on a total cost of ownership and support basis, and is designed to identify the services provided and resources required by the Information Technology Division to support automation in the user departments. This support includes replacement and maintenance of personal computers and printers, software licensing and support, help desk and training, maintenance of County network hardware and software, backup and recovery functions, business analysis, project management and other costs related to making technology available to users. The costs incurred are charged back to the users based primarily on an assessment of the level of staff support and hardware and software required in performing department functions and secondarily by the number of work stations in the department.

Financial Summary	2015 Actual (d)(e)	2016 Adopted Budget (d)(e)	2016 Estimate	2017 Budget	Change From 2016 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$151,899	$176,500	$176,500	$185,500	$9,000	5.1%
Interdepartmental	$6,379,900	$6,450,913	$6,450,908	$6,593,081	$142,168	2.2%
Other Revenue	$37,506	$19,080	$19,080	$19,080	$0	0.0%
Appr. Fund Balance (a)	$799,839	$846,750	$847,402	$779,443	($67,307)	-7.9%
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$7,369,144**	**$7,493,243**	**$7,493,890**	**$7,577,104**	**$83,861**	**1.1%**
Expenditures						
Personnel Costs	$2,980,163	$3,352,107	$3,331,213	$3,456,362	$104,255	3.1%
Operating Expenses	$3,691,876	$3,950,628	$3,909,302	$3,987,082	$36,454	0.9%
Interdept. Charges	$125,956	$132,154	$131,308	$133,660	$1,506	1.1%
Fixed Assets (memo) (b)	$455,859	$483,750	$470,580	$536,800	$53,050	11.0%
Total Expenditures (b)	**$6,797,995**	**$7,434,889**	**$7,371,823**	**$7,577,104**	**$142,215**	**1.9%**
Rev. Over (Under) Exp. (b) (c)	$571,149	$58,354	$122,067	$0	($58,354)	-100.0%
Position Summary (FTE) (c)(d)						
Regular Positions	29.50	29.90	29.90	30.30	0.40	
Extra Help	4.29	4.38	4.38	4.38	0.00	
Overtime	0.01	0.01	0.01	0.01	0.00	
Total FTEs	33.80	34.29	34.29	34.69	0.40	

(a) 2015 Budgeted Appropriated Fund Balance includes End User Technology Fund Balance of $599,619. 2016 Budgeted Appropriated Fund Balance includes End User Technology Fund Balance of $846,750. 2017 Budgeted Appropriated Fund Balance includes End User Technology Fund Balance of $547,943 and General Fund Balance of $231,500.

(b) Total expenditures and net operating income exclude Fixed Assets to conform to financial accounting standards. Fixed Asset purchases in the department operating request will be funded by operating revenues and General Fund Balance.

(c) The goal for the Copier program is to breakeven across the years. Some years will budget a gain and some years will budget a loss with an overall trend to breakeven.

(d) For the 2016 Budget, the Information Technology Solutions program is shifted from the Department of Administration (DOA) - End User Technology Fund to the DOA - General Fund. History has been restated for comparability purposes.

(e) For the 2016 Budget, the Department of Administration (DOA) - Communications Fund is shifted into the DOA - End User Technology Fund and is now reflected as a program within the fund. History has been restated for comparability purposes.

Major Departmental Strategic Outcomes and Objectives for 2017

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

Objective: Review and adjust the rate-setting process to better align with technology cost drivers in an effort to improve decision-making. (Information Technology)

Key Outcome Indicator: Alignment of the expenses associated with workstation support and technology infrastructure with the charges for those two categories. Compare the proportions of both the expenses and charges.

Performance Measure:	2015 Actual	2016 Target	2016 Estimate	2017 Target
Percent ID Login Costs	57%	58%	58%	58%
Percent Server & Software Costs	37%	37%	37%	37%
Percent Connected Device Cost	6%	5%	5%	5%

IT Business and Infrastructure Services

(Proprietary Operation)

Program Description

This program provides for the financing of computer equipment repairs, maintenance, County-wide software upgrades and replacements, Internet and personal computer help desk support, information technology infrastructure. These costs are charged to user departments under a Total Cost of Ownership and Support concept.

Included in this program are sections of Information Technology:

IT Business Services: The IT Business Services program is responsible for providing IT expertise to assist departmental customers in integrating and blending business objectives with technology opportunities to maximize their overall efficiency. This section works cooperatively with departments to identify new IT initiatives/opportunities that are supported by developed business case and return on investment analysis. This program also serves as the central point for providing IT communication, ownership and accountability and expertise to all customer departments.

IT Infrastructure: The IT Infrastructure program provides support for the County's centralized computer file and application servers, computer network, and the web server and related software. IT Infrastructure includes installation and maintenance of the enterprise network, which connects devices on the Courthouse campus, and also communication links to remote County sites, the Internet, the State network, municipalities and "dial-in" users.

This program also includes Records Management staff that conducts business analysis and collaboratively works with departments to improve information access and reduce operating costs though the implementation of Enterprise Content Management (ECM) solutions. Records Management staff also create, analyze and update retention schedules, obtain approval of schedules, audit schedules and maintain records within the County's ECM system and physical records center; managing retrieval, records destruction, and maintaining retention in accordance with the County's records retention ordinance.

IT Business and Infrastructure Services (cont.)

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**26.84**	**28.88**	**28.88**	**29.78**	**0.90**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$62,964	$96,500	$96,500	$105,500	$9,000
Interdepartmental (a)	$5,013,146	$5,063,324	$5,063,324	$5,173,732	$110,408
Other Revenue	$32,939	$15,000	$15,000	$15,000	$0
Appr. Fund Balance (b)	$757,339	$785,522	$786,174	$743,394	($42,128)
County Tax Levy (Credit)	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$5,866,388**	**$5,960,346**	**$5,960,998**	**$6,037,626**	**$77,280**
Personnel Costs	$2,599,823	$2,977,349	$2,957,297	$3,140,346	$162,997
Operating Expenses	$2,769,496	$2,977,847	$2,961,500	$2,893,030	($84,817)
Interdept. Charges	$3,890	$5,150	$5,150	$4,250	($900)
Fixed Assets (memo) (c)	$364,014	$387,000	$387,000	$400,000	$13,000
Total Expenditures (c)	**$5,373,209**	**$5,960,346**	**$5,923,947**	**$6,037,626**	**$77,280**
Rev. Over (Under) Exp. (c)	$493,179	$0	$37,051	$0	$0

(a) Interdepartmental revenues related to the total cost of ownership charges are being phased in over time to departmental users, which may be funded by a combination of revenue sources including Tax Levy. Interdepartmental rates are increased 2% in 2017, the amount in excess of 2% ($8,965) reflect additional servers and support services for Emergency Preparedness dispatch systems.

(b) All Appropriated Fund Balance in 2015 and 2016 is from End User Technology Fund. 2017 Budgeted Appropriated Fund Balance includes End User Technology Fund Balance of $511,894 and General Fund Balance of $231,500.

(c) Total expenditures and net operating income exclude fixed assets to conform to financial accounting standards. Fixed Asset purchases in the Department's operating request will be funded by operating revenues and Fund Balance.

Program Highlights

Charges for Services revenues increase $9,000 reflecting a one-time municipal cost share to purchase and implement the NIBRS (National Incident Based Reporting) module to comply with federally mandated standardized reporting for the seven communities that collaboratively participate in the Spillman law records system. Interdepartmental charges increase $110,400 reflecting a 2% increase in rates charged to departments.

Personnel costs increase $163,000 mostly due to the transfer of 0.15 FTE Information Technology Manager position from the General Fund Information Technology Solutions program (to more properly reflect staff directed), the transfer of 0.25 FTE Principal Information Technology Professional from General Fund Information Technology Solutions program, the transfer of 0.30 FTE Information Technology Technician from the Communications program (to more properly reflect work performed), the transfer of 0.20 FTE Information Technology Infrastructure Administrator from the Communications program and cost to continue existing staff.

Operating expenses decrease $84,800 mostly due to decreased computer equipment by $245,200 and decreased software repair/maintenance by $98,600, partially offset by increased computer software by $202,600 and increased contracted services by $52,000.

Activity

The plan is scheduled to replace 295 PC's (including laptops), 150 flat panels and 50 peripherals (printers, scanners, etc.) in 2017. The plan currently supports 1,596 personal workstations and laptop computers.

Year	2010	2011	2012	2013	2014	2015	2016	2017	Units Purchased Incr./(Decr.)
PC	316	310	279	252	268	325	379	295	(84)
Flat panels	300	50	50	50	75	75	80	150	70
Peripherals	50	50	45	45	45	50	50	50	0

Microfilm and Imaging/Records Management

Program Description

Microfilm/Imaging is responsible for the microfilming and imaging of County records. Activities include: receipt, file preparation, microfilming/scanning, processing microfilm/optical disk duplication, inspection quality control, hardcopy records destruction, microfilm distribution, invoicing, retention and preservation of the processed microfilm/optical disks. Timely and effective customer service is provided to the general public and County agencies.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**4.30**	**3.05**	**3.05**	**3.05**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$88,935	$80,000	$80,000	$80,000	$0
Interdepartmental	$172,659	$173,792	$177,768	$205,600	$31,808
Other Revenue	$294	$0	$0	$0	$0
Appr. Fund Balance	$42,500	$19,700	$19,700	$10,075	($9,625)
County Tax Levy (Credit)	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$304,388**	**$273,492**	**$277,468**	**$295,675**	**$22,183**
Personnel Costs	$155,235	$158,336	$158,218	$160,783	$2,447
Operating Expenses	$36,592	$26,574	$23,295	$45,239	$18,665
Interdept. Charges	$86,890	$88,582	$88,597	$89,653	$1,071
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$278,717**	**$273,492**	**$270,110**	**$295,675**	**$22,183**
Rev. Over (Under) Exp.	$25,671	$0	$7,358	$0	$0

Program Highlights

Interdepartmental revenues increase $31,800 mostly due to increased imaging services provided. Fund balance decreases $9,600 as revenues increased.

Personnel costs increase $2,400 mostly due to cost to continue of existing staff.

Operating expenses increase $18,700 reflecting the addition of third party temporary help to process increase imaging related to department back file conversions.

Interdepartmental charges increase $1,100 mostly due to increased End User Technology Fund charges.

Mail Services / Copier Replacement

Program Description

Mail Services provides prompt sorting and delivery of all in-coming and outgoing U.S. Postal Service mail, and outgoing UPS packages to County agencies through public-private partnering. This program also provides for the financing of copier equipment replacements in accordance with a replacement plan. Copiers with a unit cost greater than $5,000 are capitalized when purchased and depreciated over a useful life; copiers with a unit cost less than $5,000 are expensed in the year of purchase.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**0.30**	**0.30**	**0.30**	**0.30**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental (a)	$499,188	$507,174	$500,974	$502,931	($4,243)
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance (c)	$0	$0	$0	$25,974	$25,974
County Tax Levy (Credit)	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$499,188**	**$507,174**	**$500,974**	**$528,905**	**$21,731**
Personnel Costs	$11,622	$20,574	$20,165	$20,596	$22
Operating Expenses	$427,611	$413,190	$406,922	$491,900	$78,710
Interdept. Charges	$13,786	$15,056	$14,195	$16,409	$1,353
Fixed Assets (memo) (b)	$91,845	$96,750	$83,580	$136,800	$40,050
Total Expenditures (b)	**$453,019**	**$448,820**	**$441,282**	**$528,905**	**$80,085**
Rev. Over (Under) Exp. (b) (c)	$46,169	$58,354	$59,692	$0	($58,354)

(a) Interdepartmental revenues are replacement and maintenance cost chargebacks to departmental users that may be funded by a combination of revenue sources including tax levy.
(b) Total expenditures and net operating income exclude fixed assets to conform to financial accounting standards. Fixed Asset purchases in the Department's operating request will be funded by operating revenues, Tax Levy and General Fund Balance.
(c) The goal is to breakeven across the years. Some years will budget a gain and some years will budget a loss with an overall trend to breakeven.

Program Highlights

Interdepartmental revenues decrease $4,200 mostly due to decreased mail reflecting a reduction in quantity of mail sent out, offset by a slight increase in copier replacement revenues.

Operating expenses increase $78,700 mostly due to an increase of $80,800 for the purchase of a higher number of copiers in 2017 that are not classified as fixed assets (i.e. <$5,000) and increase of $5,500 for depreciation of copiers, partially offset by a $6,600 decrease in postage costs and $1,000 in contracted postal services reflecting lower usage.

Fixed assets reflect the purchase of copier machines.

Activity – Copier Replacement

Copier Purchases	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Total Number of Units in Plan	94	94	94	94	0
Units Purchased Annually	23	13	13	45	32

Activity – Records Management

Output Indicators	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Storage Boxes Received (a)	741	500	500	500	-
Storage Boxes Destroyed (a)	967	1,100	1,100	1,100	-
Boxes/Journals Offsite	11,836	10,862	11,236	10,636	(226)

(a) In the year referenced.

Activity – Microfilm/Imaging

Output Indicators	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Images Converted (Microfilmed & Digitized) (b)	441,665	450,750	455,000	465,000	14,250
CD's Produced (b)	1,150	1,150	1,150	1,150	-

(b) Directly related to the real estate market. Counts do not reflect imaging services for centralized accounts payable.

Activity – Mail Services

Output Indicators	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Incoming Mail (Bins)	1,370	1,000	1,100	1,000	-
Outgoing Mail (Pieces)	556,048	579,000	550,000	550,000	(29,000)
Outgoing UPS (Pieces)	225	200	200	200	-

Communications

Program Description

The Communications Division provides County-wide telecommunication systems and services. The program is responsible for installing, operating, and maintaining County telephones and other telecommunication equipment and services. For the 2017 Budget, the Department of Administration (DOA) - Communications Fund is shifted into the DOA - End User Technology Fund and is now reflected as a program within the fund.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**2.36**	**2.06**	**2.06**	**1.56**	**(0.50)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$694,907	$706,623	$708,842	$710,818	$4,195
Other Revenue	$4,273	$4,080	$4,080	$4,080	$0
Appr. Fund Balance (a)	$0	$41,528	$41,528	$0	($41,528)
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$699,180**	**$752,231**	**$754,450**	**$714,898**	**($37,333)**
Personnel Costs	$213,483	$195,848	$195,533	$134,637	($61,211)
Operating Expenses	$458,177	$533,017	$517,585	$556,913	$23,896
Interdept. Charges	$21,390	$23,366	$23,366	$23,348	($18)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$693,050**	**$752,231**	**$736,484**	**$714,898**	**($37,333)**
Rev. Over (Under) Exp.	$6,130	$0	$17,966	$0	$0

(a) In 2016 there is an End User Technology Fund Balance appropriation of $41,528 for partial depreciation of the Voice Over Internet Protocol (VOIP) system.

Program Highlights

Interdepartmental revenues increase $4,200 mostly due to increased telephone line services. Fund balance decrease $41,500 as total expenditures are reduced.

Personnel costs decrease $61,200 mostly due to the transfer of 0.30 FTE Information Technology Technician to the IT Business and Infrastructure program (to more properly reflect work performed) and the transfer of 0.20 FTE Information Technology Infrastructure Administrator to the IT Business and Infrastructure program, partially offset by cost to continue existing staff.

Operating expenses increase $23,900 mostly due to increased costs associated with remote facility phone/data connectivity and increases in wireless data use.

Major Departmental Strategic Outcomes and Objectives for 2017

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

Objective 1: Provide 7x24x365 phone services with very high stability and availability to support the County mission and all departments and employees.

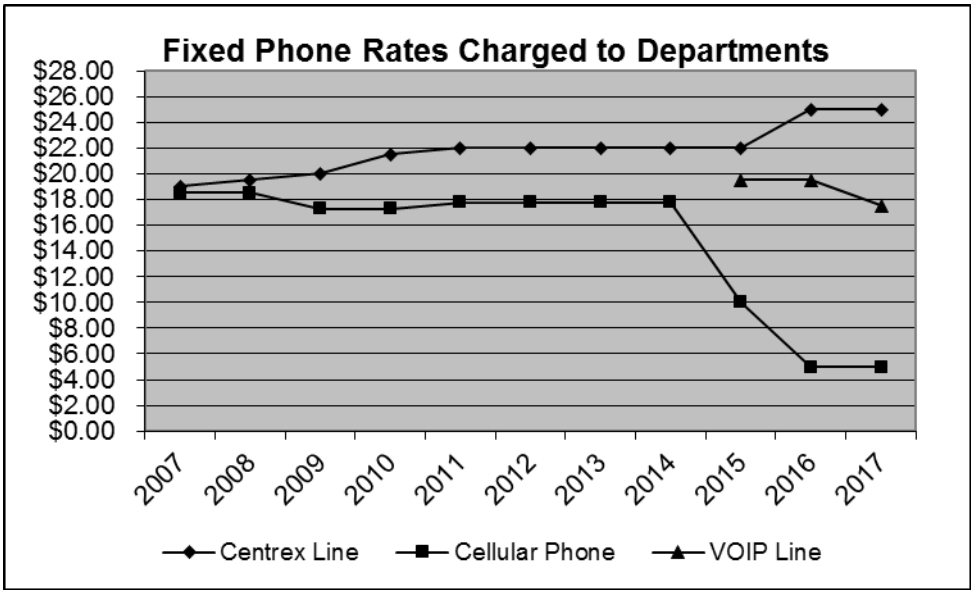
Key Outcome Indicator: A County telecommunications system that supports County needs and is stable, reliable and always available to assist departments in performing their missions and goals.

Performance Measure:	2015 Actual	2016 Budget	2016 Estimate	2017 Target
System Uptime	98%	95%	98%	95%

Objective 2: Engineer solutions, evaluate proposals and controls to ensure the most cost-effective services for voice and data communications.

Key Outcome Indicator: A County telecommunications system that remains supportable and meets County requirements and where costs increase only in proportion to Cost of Living, or in proportion to added infrastructure.

Performance Measure:



Objective 3: Provide responsive support and repair efforts to solve problems and address issues.

Key Outcome Indicator: A County voice communications system that is reliable and supportable, given current staffing and resources. Systems and staffing that provide for expeditious return to service for all problems and move/change requests.

Performance Measures:	2015 Actual	2016 Budget	2016 Estimate	2017 Target
Average time to clear issue: Standard Repair – 6 hours	98%	90%	97%	90%
Announced Move – 14 days	99%	95%	99%	95%

Activity

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
# of VOIP Lines	1,530	1,512	1,575	1,575	63
# of Centrex Telephone Lines	311	305	257	257	(48)
# of Non-Centrex Telephone Lines	118	118	88	88	(30)
# of Cellular Phones	271	271	257	257	(14)

The VOIP capital project implementation occurred in 2013 – 2014. Currently there are 257 Centrex and 88 non-Centrex traditional analog lines remain. These phone lines are in locations that either not served by the internet or relate to devices that require traditional analog signals to operate such fax machines, modems, panic alarms or monitoring systems. These analog devices, and lines that are in difficult to serve locations will continue to be reviewed for conversion to VOIP where possible.

Fund Purpose

The Risk Management Fund is an Internal Service Fund established to safeguard the financial security of the County by protecting and responding to incidents involving its human, financial, and property assets from the adverse impact of a loss. Major activities include: identifying and analyzing risks, considering alternatives and selecting risk treatment devices (control, reduction, retention, and transfer), implementing appropriate treatment devices, preparing and guarding against catastrophic fiscal loss.

Financial Summary	2015 Actual	2016 Adopted Budget	2016 Estimate	2017 Budget	Change From 2016 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$0	$0	$0	$0	$0	N/A
Interdepartmental (a)	$2,062,100	$2,153,300	$2,153,300	$2,184,376	$31,076	1.4%
Other Revenue (b)	$523,455	$545,000	$545,000	$583,841	$38,841	7.1%
Appr. Fund Balance (c)	$118,930	$63,428	$63,428	$16,554	($46,874)	-73.9%
County Tax Levy (Credit)	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources (a) (b) (c)	**$2,704,485**	**$2,761,728**	**$2,761,728**	**$2,784,771**	**$23,043**	**0.8%**
Expenditures						
Personnel Costs	$294,468	$319,975	$315,103	$312,662	($7,313)	-2.3%
Operating Expenses	$2,287,521	$2,378,619	$2,378,619	$2,408,735	$30,116	1.3%
Interdept. Charges	$114,038	$63,134	$63,134	$63,374	$240	0.4%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$2,696,027**	**$2,761,728**	**$2,756,856**	**$2,784,771**	**$23,043**	**0.8%**
Rev. Over (Under) Exp.	$8,458	$0	$4,872	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	3.20	3.20	3.20	2.95	(0.25)	
Extra Help	0.00	0.00	0.00	0.00	0.00	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total FTEs	3.20	3.20	3.20	2.95	(0.25)	

(a) Interdepartmental revenues from charges to insured departments include tax levy funding.

(b) Other revenues include investment income, Wisconsin Municipal Mutual Insurance company dividends, and insurance/subrogation recoveries on claims which are increased to reflect anticipated increased returns on investments and historical revenues on claims.

(c) Appropriated Fund Balance consists of the following sources and uses:

	2015 Budget	2016 Budget	2017 Budget
Source			
General Fund Balance	$118,930	$63,428	$16,554
Use			
General/Auto/Other Liability	$60,281	$61,505	$16,554
Worker's Compensation	$58,649	$1,923	$0

Major Departmental Strategic Outcomes and Objectives for 2017

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

Objective 1: Target workers' compensation loss control efforts to reduce worker's compensation claims.

Key Outcome Indicator:
Target benchmark is the County's Workers' Compensation Experience Modification Factor for the calendar year. Experience Modification Factors are commonly used to evaluate workers' compensation claims experience. The objective is to outperform other local governments in the State of Wisconsin with a comparable work force in terms of size and job classifications. An experience modification factor less than 1.00 is an indication of better than average performance. An experience modification greater than 1.00 is an indication of below average performance.

Performance Measure:	2015 Actual	2016 Target	2016 Actual	2017 Target
Workers' Compensation Experience Modification Factor	.91	Below 1.00	.82	Below 1.00

NOTE: Prior to 2013 the experience modification factor was above 1.00 (2010=1.14, 2011=1.08, 2012=1.08). Various initiatives were taken to achieve the target in 2013. Such efforts will continue to maintain target.

General/Auto Liability & Other Insurance

Program Description

Management of the County's property and liability risks, safety and security programs and transfer of risk to insurance carriers or others where appropriate. Risk Management develops and implements a program which includes risk exposure identification and analysis, loss prevention and control, education and training of employees, contract monitoring and review, claims administration, self-insured loss reserve funding and insurance purchasing to reduce loss occurrences and their financial impact. Risk Management also monitors the County's investment in Wisconsin Municipal Mutual Insurance Company (WMMIC). This mutual insurance company was created by a group of large Wisconsin municipalities in 1987 to provide general and police professional liability, errors and omissions and vehicle liability excess coverage and currently insures 15 member counties, 3 cities and a special district.

	2015 Actual	**2016 Budget**	**2016 Estimate**	**2017 Budget**	**Budget Change**
Staffing (FTE)	**1.95**	**1.95**	**1.95**	**1.70**	**(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 (a)	$878,701	$922,600	$922,600	$958,704	$36,104
Other Revenue (b)	$387,260	$485,000	$485,000	$515,000	$30,000
Appr. Fund Balance	$60,281	$61,505	$61,505	$16,554	($44,951)
County Tax Levy (Credit)	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues (a) (b)	**$1,326,242**	**$1,469,105**	**$1,469,105**	**$1,490,258**	**$21,153**
Personnel Costs	$174,587	$193,637	$189,023	$184,450	($9,187)
Operating Expenses	$1,116,283	$1,213,374	$1,213,374	$1,243,474	$30,100
Interdept. Charges	$113,108	$62,094	$62,094	$62,334	$240
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,403,978**	**$1,469,105**	**$1,464,491**	**$1,490,258**	**$21,153**
Rev. Over (Under) Exp.	($77,736)	$0	$4,614	$0	$0

(a) Interdepartmental revenues from charges to insured departments include tax levy funding.

(b) Includes revenues from recoveries, investment income, Wisconsin Municipal Insurance Company (WMMIC), and insurance reimbursements.

General/Auto Liability & Other Insurance (cont.)

Program Highlights

Interdepartmental revenues are generated from department insurance charges which increase 3.9% or $36,100 to reflect increased property insurance premium and phased reduction of reliance on general fund balance. Other revenue increased $30,000 to reflect returns on insurance dividends. General fund balance reduced $45,000 as reliance on general fund balance continues to be phased out as planned with department charges modified to support program costs.

Personnel costs decrease $9,200 as 0.25 FTE of a clerical support position is unfunded. Operating expenses increased $30,100 due to increase in property insurance costs. The Governor's 2016 state budget included the elimination of the state run Local Government Property Insurance Fund (LGPIF) which the County had purchased insurance from for years at prices below alternative markets. While the Senate reinstated LGPIF, the rates increased 85% or more. Our liability insurance carrier (WMMIC) partnered with two other entities to provide property insurance to its members at much more reasonable rates that are competitively priced with alternative markets. Rather than almost double property insurance costs if the County continued to insure with LGPIF, coverage was secured at a 30% premium increase.

Worker's Compensation

Program Description

Worker's Compensation provides for self-insured worker's compensation claims administration, excess worker's compensation insurance coverage, self-insured loss reserve funding and employee safety and loss control programs to prevent workplace injuries.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**1.25**	**1.25**	**1.25**	**1.25**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental (a)	$1,183,399	$1,230,700	$1,230,700	$1,225,672	($5,028)
Other Revenue	$136,195	$60,000	$60,000	$68,841	$8,841
Appr. Fund Balance	$58,649	$1,923	$1,923	$0	($1,923)
County Tax Levy (Credit)	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues (a)	**$1,378,243**	**$1,292,623**	**$1,292,623**	**$1,294,513**	**$1,890**
Personnel Costs	$119,881	$126,338	$126,080	$128,212	$1,874
Operating Expenses	$1,171,238	$1,165,245	$1,165,245	$1,165,261	$16
Interdept. Charges	$930	$1,040	$1,040	$1,040	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,292,049**	**$1,292,623**	**$1,292,365**	**$1,294,513**	**$1,890**
Rev. Over (Under) Exp.	$86,194	$0	$258	$0	$0

(a) Interdepartmental revenues from charges to insured departments include tax levy funding.

Program Highlights

Interdepartmental revenues are generated from department insurance charges which decrease 0.4% or $5,000 as operating expenses stabilize. Other revenues from subrogation recoveries increase $8,800 based on historical trends. General fund balance is eliminated as planned and the program is now self-supporting.

Personnel costs increase $1,900 for cost to continue existing staff.

Activity – Risk Management Fund Overall

Output Indicators:	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Estimate
Safety Inspections/Surveys	38	41	48	40	40
Safety Meetings	38	45	47	44	47
Training In-services	28	30	27	24	27
Beat Articles/Flyers	14	6	3	5	5
Contracts & Ins Certificates Reviewed	622	575	597	630	600
Efficiency Indicators:					
Total Purchased Insurance Premium	$626,228	$666,251	$664,308	$700,264	$759,911
Cost of Insurance Per $1,000 of County Expenditures*	$2.72	$2.88	$2.77	$2.84	$3.04
Total Risk Management Budgeted Expenditures	$2,637,471	$3,085,454	$2,613,310	$2,696,027	$2,761,728
Cost of Risk Per $1,000 of County Expenditures*	$11.47	$13.35	$10.90	$10.93	$11.04
County Expenditures excluding Capital Projects and Debt Service*	$229,963,752	$231,118,931	$239,653,525	$246,618,415	$250,056,384

Activity – General/Auto Liability & Other Insurance Program

Output Indicators:	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Estimate
# of Property/Auto Physical Claims	39	58	52	53	52
Paid & Reserve Net of Subrogation	$258,523	$244,040	$276,088	$194,408	N/A
Average Cost Per Claim	$6,629	$4,208	$5,309	$3,668	N/A
Subrogation Collections	$69,213	$20,515	$30,959	$9,278	N/A
# of General/Auto Liability Claims	41	35	42	32	40
Paid & Reserve	$94,509	$180,017	$96,872	$131,878	N/A
Average Cost Per Claim	$2,305	$5,143	$2,306	$4,121	N/A

Notes:

- Accident year claims data valued as of 01/01/16.
- NA=estimates not available due to need for actuarial analysis.

Activity – Workers' Compensation Program

Output Indicators:	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Estimate
# of Worker's Compensation Claims	89	99	93	99	99
Paid & Reserve Net of Subrogation	$1,191,070	$787,279	$548,864	$546,112	N/A
Average Cost Per Claim	$13,383	$7,952	$5,902	$5,516	N/A

Notes:

- Accident year claims data valued as of 01/01/16.
- Dollars include legal expenses and statutory workers' compensation portion of disability pay.
- NA=estimates not available due to need for actuarial analysis.

Fund Purpose

The Collections Division (1) operates as an Internal Service fund by providing financially responsible centralized collection services to all agencies of the County and participating external Waukesha County municipalities; (2) generates savings to taxpayers by maximizing the collection of dollars owed to the County in the most consistent, timely, efficient, and cost effective manner possible in compliance with all laws, rules, and regulations; (3) strives toward a fair and equitable balance between clients who receive goods and services from the County and taxpayers who bear the cost of unpaid goods and services.

Financial Summary	2015 Actual	2016 Adopted Budget	2016 Estimate	2017 Budget	Change From 2016 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$183,336	$200,700	$202,000	$210,000	$9,300	4.6%
Interdepartmental	$533,673	$462,700	$465,000	$465,000	$2,300	0.5%
Other Revenue	$215,188	$150,758	$153,825	$158,825	$8,067	5.4%
Appr. Fund Balance (a)	$184,471	$86,154	$86,154	$52,656	($33,498)	-38.9%
County Tax Levy (Credit) (b)(c)	**($60,000)**	**($30,000)**	**($30,000)**	**$0**	**$30,000**	**N/A**
Total Revenue Sources	**$1,056,668**	**$870,312**	**$876,979**	**$886,481**	**$16,169**	**1.9%**
Expenditures						
Personnel Costs	$510,918	$527,295	$522,098	$518,544	($8,751)	-1.7%
Operating Expenses (a)	$136,830	$150,685	$147,437	$154,079	$3,394	2.3%
Interdept. Charges	$197,887	$222,332	$207,632	$213,858	($8,474)	-3.8%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$845,635**	**$900,312**	**$877,167**	**$886,481**	**($13,831)**	**-1.5%**
Rev. Over (Under) Exp. (b)(c)	$211,033	($30,000)	($188)	$0	$30,000	N/A
Position Summary (FTE)						
Regular Positions	5.65	5.65	5.65	5.65	0.00	
Extra Help	3.35	1.10	1.10	0.60	(0.50)	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total FTEs	9.00	6.75	6.75	6.25	(0.50)	

(a) A Collections Fund Balance appropriation in 2015 of $19,684 is for depreciation expense, $30,000 one-time appropriation for collection computer system conversion and $134,787 to maintain Collections internal cost to departments for a total of $184,471. A Collections Fund Balance appropriation in 2016 of $11,095 is for depreciation expense and $75,059 to maintain Collections internal cost to departments for a total of $86,154. Collections Fund Balance appropriation in 2017 of $2,057 is for depreciation expense and $50,559 to maintain Collections internal cost to departments for a total of $52,656.

(b) The 2015 net operating income differs from the amount shown in the Comprehensive Annual Financial Report by the Fund Balance amount shown.

(c) A Fund Balance appropriation is used to repay the General Fund for start-up funds and deferred indirect costs provided in prior years, which reduces the overall general County Tax Levy. From 2000 to 2016, the overall amount of this general tax levy reduction totals $1,360,000

Major Departmental Strategic Outcomes and Objectives for 2017

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

Objective 1: Work cooperatively with County and external clients, Department of Administration-Information Technology (DOA-IT) and applicable software vendors to explore software and business process changes to improve efficiencies through the continuous improvement and Lean projects.

Performance Measures:	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Est.	2017 Target
Ratio Collections to Expense (a) (Debt Collected/Collection Expense)	3.54	3.79	3.78	4.15	4.18	3.47	3.44
Waukesha County Recovery % (b)	28.80%	28.50%	28.30%	28.40%	28.60%	28%	28%
Waukesha County Average Liquidation %	22.26%	25.11%	26.50%	28.89%	31.23%	30%	30%
Collection Industry Average Liquidation % (c)			21.70%				

(a) Calculated as dollars collected divided by expenditures; desired goal ratio greater than or equal to 2.5 to 1.
(b) Overall recovery percentage is impacted by referrals from Health and Human Services (HHS) which are more difficult to collect given the nature of the debt, the financial status of the and the State's ability to pay provisions to the individuals. Method of calculation is total collections since inception divided by total referrals since inception.
(c) Source- 2013 Association of Credit Collection Professionals (ACA) Agency Benchmarking Survey. Liquidation percentage is calculated as annual gross collections divided by new business placed (i.e., referrals) in the same 12-month period.

Program Highlights

Charges for service revenue increase $9,300 reflecting continued growth in municipal collections. Interdepartmental revenues increase slightly reflecting anticipated volume based on recent history. Other revenue increase $8,100 reflecting increased volume in collection service cost recovery fees used by some municipalities.

Personnel costs decrease mainly due to the elimination of 0.50 FTE temporary extra help administrative support position made possible through continuous Lean improvement efforts designed to reduce administrative processing effort. Operating costs increase slightly reflecting increase of third party temp help of $13,000 which is partially offset by decreased depreciation charges of $8,600. Interdepartmental charges decrease $8,500 reflecting lower postage and legal service expenses.

Activity

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
$ Coll. for Wauk. Cty. Customers	$1,988,122	$1,560,375	$1,590,000	$1,600,000	$39,625
$ Coll. & Shared with State	$754,442	$699,000	$698,000	$698,000	($1,000)
$ Coll. for Municipal Customers	$806,860	$720,000	$740,000	$750,000	$30,000
Total $ Collected	**$3,549,424**	**$2,979,375**	**$3,028,000**	**$3,048,000**	**$68,625**
Total $ Retained by County	$2,552,014	$2,131,725	$2,150,000	$2,180,300	$48,575
Accts Referred to Collection Div.	21,004	25,000	20,000	20,000	(5,000)
$ Referred to Collection Division	$10,875,366	10,000,000	10,000,000	10,000,000	$0
# of External Intergovernmental Customers	56	51	58	58	7

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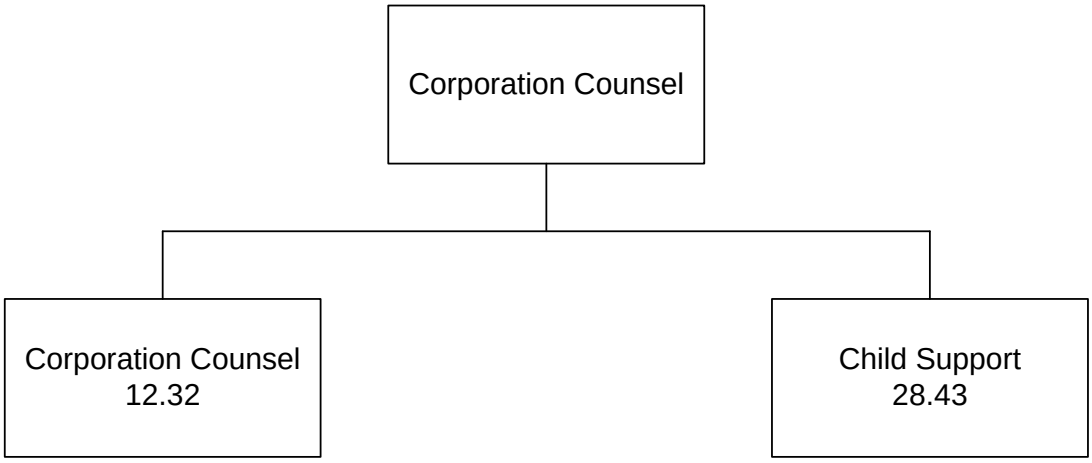
Corporation Counsel

CORPORATION COUNSEL'S OFFICE

FUNCTION / PROGRAM CHART



40.75 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.

Corporation Counsel

Statement of Purpose

It is the mission of the Corporation Counsel Office to improve the quality of life for all residents of Waukesha County by facilitating effective policy making and administrative decision making of the County Board and County Executive; to provide for the establishment and enforcement of financial support for needy children and establish care for the mentally ill and elderly infirm; to cooperate in providing stability for dysfunctional families through the Juvenile Court System; to assist in establishing and enforcing land use plans and zoning regulations; to enforce health ordinances; to give sound legal advice to all County Departments, Boards and Commissions to assist them in effectively carrying out their functions; and to respond to the legal needs of County employees whose function is to provide various governmental services to the public. In addition, the Corporation Counsel Office is responsible for overseeing the activities of the Child Support Program.

Corporation Counsel – General Fund Summary

Financial Summary	2015 Actual	2016 Adopted Budget	2016 Estimate	2017 Budget	Change From 2016 Adopted Budget $	%
Corporation Counsel						
Revenues	$525,013	$484,680	$498,396	$523,249	$38,569	8.0%
County Tax Levy	$1,000,785	$996,064	$996,064	$914,372	($81,692)	-8.2%
Expenditures	$1,311,250	$1,480,744	$1,362,169	$1,437,621	($43,123)	-2.9%
Rev. Over (Under) Exp.	$214,548	$0	$132,291	$0	$0	N/A
Child Support						
Revenues (a)	$2,068,472	$2,131,542	$2,141,662	$2,215,716	$84,174	3.9%
County Tax Levy	$335,462	$342,183	$342,183	$378,875	$36,692	10.7%
Expenditures	$2,321,278	$2,473,725	$2,471,830	$2,594,591	$120,866	4.9%
Rev. Over (Under) Exp.	$82,656	$0	$12,015	$0	$0	N/A
Total All Funds						
Revenues	$2,593,485	$2,616,222	$2,640,058	$2,738,965	$122,743	4.7%
County Tax Levy	$1,336,247	$1,338,247	$1,338,247	$1,293,247	($45,000)	-3.4%
Expenditures	$3,632,528	$3,954,469	$3,833,999	$4,032,212	$77,743	2.0%
Rev. Over (Under) Exp.	$297,204	$0	$144,306	$0	$0	N/A

Position Summary (Combined FTE)

Regular Positions	38.00	38.00	38.00	39.00	1.00
Extra Help	1.81	1.39	1.39	1.66	0.27
Overtime	0.10	0.08	0.08	0.09	0.01
Total	**39.91**	**39.47**	**39.47**	**40.75**	**1.28**

(a) Child Support revenues include State General Purposes Revenue (GPR) of $236,487 in 2015 actual, $236,000 in 2016 budget and $236,000 in 2017 budget, which is match-able pursuant to the State and County Contract.

Corporation Counsel

Fund Purpose

The General Fund operation of the Corporation Counsel is to provide legal advice, counsel and support to all county departments and elected officials.

Financial Summary	2015 Actual	2016 Adopted Budget	2016 Estimate	2017 Budget	Change From 2016 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$7	$300	$300	$300	$0	0.0%
Interdepartmental	$525,006	$481,380	$498,096	$519,949	$38,569	8.0%
Other Revenue	$0	$3,000	$0	$3,000	$0	0.0%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy (Credit)	**$1,000,785**	**$996,064**	**$996,064**	**$914,372**	**($81,692)**	**-8.2%**
Total Revenue Sources	**$1,525,798**	**$1,480,744**	**$1,494,460**	**$1,437,621**	**($43,123)**	**-2.9%**
Expenditures						
Personnel Costs	$1,201,730	$1,243,827	$1,146,340	$1,191,990	($51,837)	-4.2%
Operating Expenses	$36,988	$155,408	$134,320	$163,139	$7,731	5.0%
Interdept. Charges	$72,532	$81,509	$81,509	$82,492	$983	1.2%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$1,311,250**	**$1,480,744**	**$1,362,169**	**$1,437,621**	**($43,123)**	**-2.9%**
Rev. Over (Under) Exp.	$214,548	$0	$132,291	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	11.40	11.35	11.35	11.35	0.00	
Extra Help	0.84	0.74	0.74	0.93	0.19	
Overtime	0.04	0.02	0.02	0.04	0.02	
Total FTEs	12.28	12.11	12.11	12.32	0.21	

Program Highlights

Overall the total revenue sources in the Corporation Counsel Office decreases $43,100 or 2.9% to $1,437,600 in the 2017 budget.

The interdepartmental revenue for legal services provided to the Health and Human Services department increases by $46,100. This is offset by a $7,500 decrease for Child Support cross charges that are no longer needed as the charges will be direct billed.

County tax levy decreases by approximately $81,700 or 8.2% to $914,400 in 2017.

Personnel costs decrease nearly $51,800 or 4.2% in 2017, primarily due to savings related to personnel turnover. Also, $23,600 of lower cost senior attorney positions are rotated into this division from the Child Support Division while higher cost senior attorney positions are rotated out of this division and into the Child Support Division. In addition, health insurance costs decrease $8,300 as a result of employee selections. This is offset by temporary extra help cost which increases by 0.19 FTE or $2,500 and overtime is increased by 0.02 FTE or $1,000.

Total operating expenses increase about $7,700 mostly due to planned technology and equipment upgrades necessitated by mandatory e-filing and slight increases for continuing education and training.

Total interdepartmental charges appropriation increases by about $1,000, mainly due to an increase in End User Technology Fund charges.

Major Departmental Strategic Outcomes and Objectives for 2017

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

Objective 1: To provide quality and timely review of contracts, ordinances and resolutions for Waukesha County departments. To represent the County successfully in civil litigation prosecution and defense. To issue validated opinions concerning interpretation of the rights, duties and powers of the municipal corporation, its departments and officials.

Key Outcome Indicator: Time that it takes to review contracts effectively and the number of cases filed.

Performance Measure:	2015 Actual	2016 Target	2016 Estimate	2017 Target
Percent of review and return contract within 72 hours (Dept. standard is 4 business days)	97%	>90%	>95%	>90%
Percent of contracts approved that do not result in dispute resolution including mediation, arbitration and litigation	99%	>98%	>98%	>98%

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

Activity - Workload Data	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Total Number of Cases Filed						
Claims Received	48	42	47	52	52	5
Lawsuits Monitored	10	14	13	16	16	3
Contracts Reviewed	294	273	280	290	290	10
Resolutions/Ordinances Reviewed	149	102	130	115	120	(10)

Objective 2: To provide support for children, to establish care for the mentally ill and elderly infirm, and to provide stability for families in need through the Court system. To provide high-quality, effective legal representation of Waukesha County residents in matters such as adult and juvenile guardianships/protective placements, involuntary commitment proceedings for adults and minors, juvenile court actions for children in need of protective services, and termination of parental rights/adoptions (in conjunction with services offered by the Department of Health and Human Services).

Key Outcome Indicator: Number of cases filed for the case types outlined in the strategic objective.

Activity - Workload Data	2014 Actual	2015 Actual	2016 Budget	2016 Estimate (a)	2017 Budget	Budget Change
Adult and Juvenile Chapter 51 Cases	1,300	1,362	1,450	1,250	1,300	(150)
Guardianships/Protective Placements:						
- Adults	509	487	500	550	575	75
- Juveniles	35	36	40	50	50	10
Juvenile Court Petitions:						
- Children/Juveniles in Need of Protection/Services (CHIPS) cases	469	464	420	500	500	80
- Termination of Parental Rights (TPR)	18	10	15	14	15	0

(a) Estimate takes into consideration the recent trends (increases/decreases) in the number of filed cases over the past three years and recent law changes expected to impact the number and type of case filings.

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Non-Departmental

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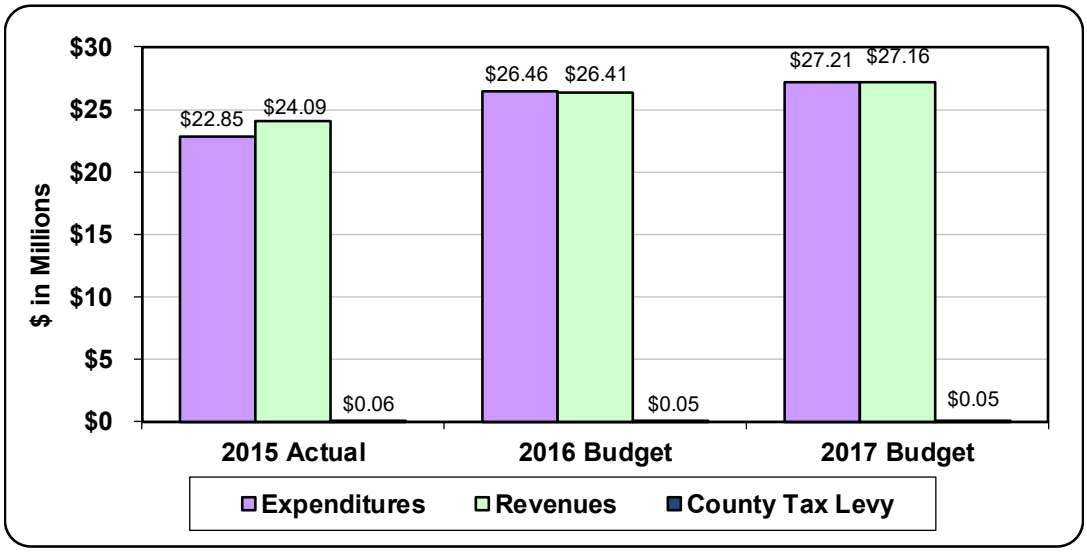
NON-DEPARTMENTAL

Functional Area Budget Highlights

The Non-Departmental Functional area includes three budgets not directly associated with, or controlled by, a specific County department. The **Non-Departmental General Fund** provides for a wide variety of purposes, which includes significant items such as: membership in the Southeastern Wisconsin Regional Planning Commission; consulting services that benefit the entire County; payment of special assessments on County properties; and receipt of State Shared Revenues. The **Health and Dental Insurance Fund** is an Internal Service Fund, established to provide for and effectively manage the self-funded health benefits for County employees, elected officials, retirees and dependents. This Fund also includes an Employee Wellness (Health Risk Assessment) program, designed to improve employee productivity, morale and healthcare cost savings, through health education and health focused activities. This Fund budgets for the Waukesha Employee Health and Wellness Center for employees and retirees enrolled in County Health Insurance plans, with the goal of reducing prescription drug and medical costs. The center will be operated through an intergovernmental agreement with the School District of Waukesha and the City of Waukesha, who are also participating. The **Contingency Fund** provides funds to respond to emergency situations and issues that could not be anticipated during the budget process.



- The Tax Levy necessary to fund this functional area totals $46,200, which is unchanged from the 2016 budget.
- **Non-Departmental General Fund**: In 2015, with the closure of the Waukesha County Economic Development Corporation, the County convened a workgroup of businesses, business organizations and local municipalities to develop a multi-year business growth strategy for Waukesha County. The County has now contracted with the Waukesha County Business Alliance to serve as the economic development organization to implement the objectives in the business growth strategy. Waukesha County funds will be leveraged with funds from the City of Waukesha, the Wisconsin Small Business Development Center, private business funding and financial participation by local units of Government in Waukesha County. The County's budgeted support for an economic development organization increases by $95,000, from $150,000 to $245,000.
- **The Non-Departmental General Fund** funds the second year studying different levels of potential collaboration among independent municipal fire departments. The first-year study (2016) focuses on municipalities in and surrounding Lake Country. The 2017 budget of $60,000 funds for follow-up analysis from the first report or studies for newly-participating municipalities. Participating municipalities will contribute in-part to the County's appropriation.
- **The Waukesha Employee Health and Wellness Center (Health and Dental Insurance Fund):** The program budget is updated after completing the first full year and a half of operation. Overall program expenditures increase by about $120,000, mostly due to the following:
  - Contracted clinic staffing by $58,700, based on current-year estimated staffing costs and to cover the first full-year budgeting for a physical therapist.
  - Pharmaceutical costs by $24,000 and laboratory fees by $19,200, based on current-year experience.
  - Other program expenditures include contractor management and consulting fees, budgeted at $199,800, and facility-related expenses, budgeted at $55,500.
- **Waukesha Employee Health and Wellness Center** – Based on the results of the request for proposal process, it is projected that the center will generate a positive return on investment for the combined organizations of approximately $7.7 million over a 5 year period: With savings of $3.1 million estimated for the County, $3.4 million for the school district and $1.2 million for the City.
- **Contingency Fund** remains at the 2016 budget level of $1.2 million, funded with appropriated General Fund Balance.

NON-DEPARTMENTAL

Functional Area Summary by Agency

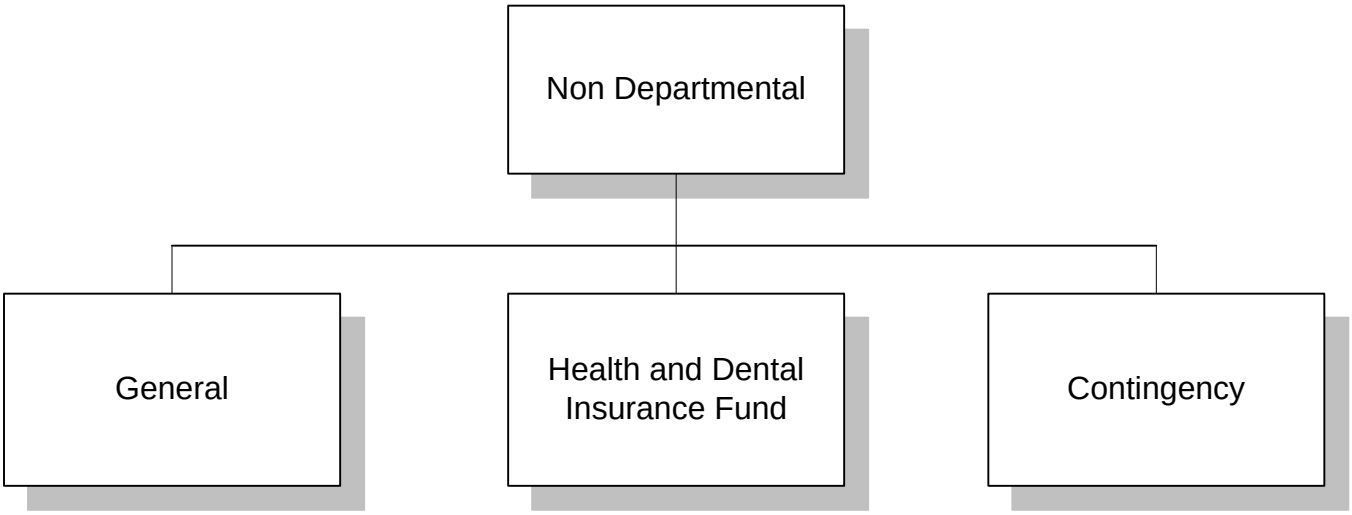
	2015 Actual	2016 Adopted Budget	2016 Estimate	2017 Budget	Change from 2016 Adopted Budget $	%
TOTAL NON-DEPARTMENTAL						
Revenues (a)	$24,094,013	$26,408,900	$24,880,738	$27,163,900	$755,000	2.9%
County Tax Levy	$61,200	$46,200	$46,200	$46,200	$0	0.0%
Expenditure	$22,846,472	$26,455,100	$24,470,250	$27,210,100	$755,000	2.9%
Rev. Over (Under) Exp.	$876,297	$0	$269,488	$0	$0	N/A
Oper Income/(Loss)	$432,444	$0	$187,200	$0	$0	N/A
BREAKDOWN BY AGENCY						
GENERAL NON-DEPARTMENTAL						
Revenues (a)	$2,145,810	$1,860,400	$2,024,888	$2,035,400	$175,000	9.4%
County Tax Levy	$61,200	$46,200	$46,200	$46,200	$0	0.0%
Expenditure	$1,330,713	$1,906,600	$1,801,600	$2,081,600	$175,000	9.2%
Rev. Over (Under) Exp.	$876,297	$0	$269,488	$0	$0	N/A
HEALTH AND DENTAL INSURANCE						
Revenues (a)	$21,948,203	$23,348,500	$22,595,850	$23,928,500	$580,000	2.5%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditure	$21,515,759	$23,348,500	$22,408,650	$23,928,500	$580,000	2.5%
Oper Income/(Loss)	$432,444	$0	$187,200	$0	$0	N/A
CONTINGENCY						
Revenues (a)	$0	$1,200,000	$260,000	$1,200,000	$0	0.0%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditure	$0	$1,200,000	$260,000	$1,200,000	$0	0.0%
Rev. Over (Under) Exp.	$0	$0	$0	$0	$0	N/A

(a) Revenue Budget for the 2017 Budget includes Fund Balance appropriations totaling $3,709,900, which includes: $570,400 in the General Fund, $1,939,500 in the Health & Dental Insurance Fund, and $1,200,000 in the Contingency Fund. The 2016 Budget includes Fund Balance appropriations totaling $3,408,600, which includes: $384,100 in the General Fund, $1,824,500 in the Health & Dental Insurance Fund, and $1,200,000 in the Contingency Fund.

Non-Departmental

NON DEPARTMENTAL

FUNCTION / PROGRAM CHART



There are no positions associated with the Non-Departmental accounts.

Non-Departmental

Statement of Purpose

This agency is established to account for those revenue and expenditure transactions that are not directly associated with or controlled by a specific departmental operating budget. This Budget also serves as a vehicle for one-time or short-term (five years or less) program appropriations.

Activities

This Budget is the custodial responsibility of the Department of Administration. Items included are State Shared Revenue, non-benefit insurance premiums for certain departments, unemployment compensation, general feasibility and operational studies, funding of the retirement and sick leave payout reserve, economic development and tourism organization funding, certain special local property assessments of County owned land, funding for the County's membership in the Southeast Wisconsin Regional Planning Commission (SEWRPC), and funding for loss control and safety requirements which cannot be anticipated for County facilities and programs.

Financial Summary	2015 Actual	2016 Adopted Budget	2016 Estimate	2017 Budget	Change From 2016 Adopted Budget $	%
Revenues						
General Government (a)	$901,197	$865,000	$863,300	$865,000	$0	0.0%
Fine/Licenses (b)	$0	$0	$0	$0	$0	N/A
Charges for Services	$0	$0	$0	$0	$0	N/A
Interdepartmental (c)	$144,570	$111,300	$103,000	$85,000	($26,300)	-23.6%
Other Revenue (b)	$790,502	$500,000	$552,000	$515,000	$15,000	3.0%
Appr. Fund Balance (d)	$309,541	$384,100	$506,588	$570,400	$186,300	48.5%
County Tax Levy (Credit)	**$61,200**	**$46,200**	**$46,200**	**$46,200**	**$0**	**0.0%**
Total Revenue Sources	**$2,207,010**	**$1,906,600**	**$2,071,088**	**$2,081,600**	**$175,000**	**9.2%**
Expenditures						
Personnel Costs (d)	$322,038	$380,000	$376,000	$390,000	$10,000	2.6%
Operating Expenses (d)	$908,723	$1,395,500	$1,294,500	$1,572,500	$177,000	12.7%
Interdept. Charges	$99,952	$131,100	$131,100	$119,100	($12,000)	-9.2%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$1,330,713**	**$1,906,600**	**$1,801,600**	**$2,081,600**	**$175,000**	**9.2%**
Rev. Over (Under) Exp.	$876,297	$0	$269,488	$0	$0	N/A

Position Summary (FTE) **No positions are budgeted in this fund.**

(a) General Government revenues include State Shared Revenue Payments of $685,000 for the 2017 Budget and $735,000 for the 2016 Budget. General Government revenues also include estimated countywide indirect cost reimbursements (in excess of the amounts budgeted in the Department of Administration) received from the State funding sources mainly for the Aging and Disability Resource Center Contract.

(b) 2015 Actual Fines and Licenses revenues exclude jail assessment fees of about $566,100, which are accounted for in the Non-Departmental Budget, but budgeted in subsequent years to help fund jail equipment replacement and related capital projects and debt service for jail related projects. Actual Other Revenues in 2015 exclude unclaimed funds revenue of about $6,100, and is budgeted in later years as General Fund Balance due to its unpredictability.

(c) Interdepartmental Revenues include indirect cost recovery, mostly from County proprietary and special revenue funds, in excess of the amounts budgeted in the Department of Administration.

(d) Appropriated General Fund Balance for the 2017 Budget includes $140,000 for retirement payouts from reserves for this purpose; $40,000 toward one-time employee severance/retention payments; $50,000 to partially fund a study of local fire departments; $57,900 from prior-year unclaimed funds revenues; $12,500 for the contribution to the Milwaukee 7 Regional Economic Development Campaign (or the alternative option, if pursued); $150,000 from prior-year Tax Increment District (TID) revenues returned to the county to provide loans under the Waukesha County Small Business Leverage Loan Program; $95,000 for the Waukesha County Business Alliance; and $25,000 for the County's periodic Strategic Planning update. For a description of 2016 Budget and 2016 Estimated General Fund Balance use, see footnote (a) for the Non-Departmental Program/Activity Financial Summary on the Program/Financial Activity page in this document.

2017 Specific Activities and Purpose:

SEWRPC Allocation: Continue to provide funding for the County's share of the Southeastern Wisconsin Regional Planning Commission (SEWRPC) which provides regional planning, including: land use, transportation, water quality, flood-land management, and planned research for the seven counties in southeastern Wisconsin.

Waukesha County Economic Development & Tourism Initiatives: In 2015, with the closure of the Waukesha County Economic Development Corporation, the County convened a workgroup of businesses, business organizations and local municipalities to develop a multi-year business growth strategy for Waukesha County. The County has now contracted with the Waukesha County Business Alliance to serve as the economic development organization to implement the objectives in the business growth strategy. Waukesha County funds will be leveraged with funds from the City of Waukesha, the Wisconsin Small Business Development Center, private business funding and financial participation by local units of Government in Waukesha County. The County will continue support to Waukesha Area Convention and Visitors Bureau activity related to tourism and promotion.

Wisconsin River Rail Transit System: Funding for Wisconsin River Rail Transit Commission infrastructure project costs.

Loss Control/ADA: Continue to fund loss control and safety requirements and to fund measures necessary to comply with the federal Americans with Disabilities Act (ADA) that cannot be anticipated for County facilities and programs.

Separation Payouts (Vacation/Sick Leave): Continue budgeting for sick leave payouts that exceed normal budget amounts for large departments (reserves), based on an expected higher level of retirements (as baby boomers reach retirement age). Large service departments provide for most of this cost within their respective budgets. Continue to maintain an account to fund retirement sick leave and vacation payouts in administrative and small departments.

Employee Maximum Sick Leave/Non-Represented Vacation Payouts: Continue to fund the employee incentive payment for those who have maximized their sick leave accrual (maximum of 960 hours) in prior years. Continue to fund payouts for unused vacation time (maximum 40 hours) for non-represented employees who earn more than three weeks of vacation time during a year.

Section 125 Plan Administration Costs: Continue to fund the third-party administration of the County employees' Flexible Spending Account plans, which allow employees to set aside untaxed earnings for out-of-pocket health care expenses, which save the County the employer's cost share of FICA and Medicare payments.

Deferred Compensation Plan Consulting: Continue to provide consulting services to the employee investment advisory committee for the Deferred Compensation plan. This is offset by revenues (no tax levy) that the plan administrator shares with the County.

Severance/Retention: Provide for the funding of a program establishing a severance budget and an incentive to remain employed with the County to the end of the year for employees that are laid off due to abolishing or unfunding their position in the budget process. Employees who leave before the end of the designated term or accept another County position are not eligible.

Consulting/Grant/Other: Continue to provide funding for special consulting studies identified during the year.

Fire Study: The first study of different levels of collaboration among independent municipal fire departments is funded in 2016, with participating municipalities from Lake Country and surrounding communities. The 2017 budget will provide funding for follow-up analysis from the first report or studies for newly-participating municipalities. Participating municipalities will contribute in-part to the County's appropriation.

Merchant Card Fees: Provide funding for credit card and debit card processing fees in non-enterprise activities.

Property Tax Payments/Special Assessments: This appropriation reimburses County municipalities for the County portion of property tax refunds paid on successful appeals. It also funds special assessments on County non-park property.

Milwaukee 7 Regional Economic Development Campaign: The Milwaukee 7 is a regional, cooperative economic development platform for the seven counties of southeastern Wisconsin: Kenosha, Milwaukee, Ozaukee, Racine, Walworth, Waukesha and Washington. The County is seeking demonstrable economic objective(s), pointing to evidence of success before making another commitment beyond 2017. If the agreement on these objective(s) cannot be reached, an alternative economic development option may be pursued. This will be reviewed with the appropriate County Board committee(s).

Waukesha County Small Business Leverage Loan Program: Beginning in 2012, the County established a gap loan funding program for small established businesses in Waukesha County to promote economic growth. Loans no greater than $50,000, to be administered by a contract agency, will be targeted to small businesses in high-impact industries, such as manufacturing, technology and distribution and suppliers to larger businesses. This "gap" loan funding is intended to help businesses to qualify for larger funding from banks, the Small Business Administration (SBA) and other financial institutions to finance expansions, additional product lines, services or building capacity. The loans will be for three- to five-year terms, at an interest rate no less than 3% per year and funded initially with prior-year Tax Increment District (TID) dissolution dollars returned to the County. Expanded employment and/or tax base by businesses will be closely monitored. In 2017, the program is funded with loan repayments from prior-year loans and prior-year TID revenue.

Non-Departmental Program/Activity Financial Summary

Exp/Rev Category	Expenditures: *Continuous*	2015 Actuals	2016 Budget	2016 Estimate	2017 Budget	Budget Change	% Change
Operating	SEWRPC Allocation	$673,995	$682,000	$682,000	$686,000	$4,000	0.6%
Operating	Economic Development (a)	$0	$150,000	$150,000	$245,000	$95,000	63.3%
Operating	Waukesha County Tourism Initiative	$10,000	$12,000	$10,000	$12,000	$0	0.0%
Operating	Wis. River Rail Transit System	$28,000	$29,000	$28,000	$29,000	$0	0.0%
Operating	Loss Control/ADA (a)	$1,000	$40,000	$50,000	$35,000	($5,000)	-12.5%
Personnel	Separation Payouts (Vac. & Sick Leave) (a)	$52,691	$140,000	$128,000	$140,000	$0	0.0%
Personnel	Empl. Max. Sick Leave/NonRep. Vac. Payouts (Active Empl.)	$131,526	$140,000	$138,000	$140,000	$0	0.0%
Operating	Section 125 Plan Administration Costs	$6,625	$14,000	$10,000	$8,000	($6,000)	-42.9%
Personnel	Unemployment	$72,782	$60,000	$80,000	$70,000	$10,000	16.7%
Personnel	Severence/Retention (a)	$65,040	$40,000	$30,000	$40,000	$0	0.0%
Operating	Deferred Comp. Plan Consulting/Retirement Planning (b)	$12,000	$25,000	$22,000	$25,000	$0	0.0%
Operating	Consulting	$15,233	$40,000	$25,000	$40,000	$0	0.0%
Operating	Merchant Card Fees	$61,746	$55,000	$55,000	$60,000	$5,000	9.1%
Operating	Employment Advertising	$28,055	$20,000	$20,000	$30,000	$10,000	50.0%
Operating	Property Tax/Special Assessments	$11,062	$50,000	$50,000	$40,000	($10,000)	-20.0%
Operating	Printing inc. Adopted Budget Books	$3,202	$6,000	$5,000	$5,000	($1,000)	-16.7%
Interdept'l	Work Comp/Liab/Casualty/Other Ins	$99,952	$131,100	$131,100	$119,100	($12,000)	-9.2%
Operating	Other Expenses	$45,304	$10,000	$10,000	$10,000	$0	0.0%
	Short-Term/Temporary/Periodic						
Operating	Fire Department Study (a)	$0	$50,000	$65,000	$60,000	$10,000	20.0%
Operating	Strategic Planning (a)	$0	$0	$0	$25,000	$25,000	N/A
Operating	Milwaukee 7 Regional Econ Dev Campaign (or Alternative) (a)	$12,500	$12,500	$12,500	$12,500	$0	0.0%
Operating	Wauk. Co. Small Business Leverage Loan Fund Program (a)	$0	$200,000	$100,000	$250,000	$50,000	25.0%
	Total Expenditures	**$1,330,713**	**$1,906,600**	**$1,801,600**	**$2,081,600**	**$175,000**	**9.2%**
	Revenue:						
Gen Gov't	State Shared Revenues	$745,000	$735,000	$735,000	$685,000	($50,000)	-6.8%
Gen Gov't	Other General Government Revenues (c)	$156,197	$130,000	$128,300	$180,000	$50,000	38.5%
Interdept'l	Intedepartmental Charge Revenue*	$144,570	$111,300	$103,000	$85,000	($26,300)	-23.6%
Other	Other Revenue (b)(d)	$790,502	$500,000	$552,000	$515,000	$15,000	3.0%
Fund Bal	Fund Balance Appropriation (a)	$309,541	$384,100	$506,588	$570,400	$186,300	48.5%
Tax Levy	Tax Levy	$61,200	$46,200	$46,200	$46,200	$0	0.0%
	Total Revenues	**$2,207,010**	**$1,906,600**	**$2,071,088**	**$2,081,600**	**$175,000**	**9.2%**
	Revenues Over/(Under) Expenditures	**$876,297**	**$0**	**$269,488**	**$0**	**$0**	**N/A**

* See Footnote (c) to the financial summary table on first page of this budget.

(a) Appropriated General Fund Balance for the **2017 Budget** includes $140,000 for retirement payouts from reserves for this purpose; $40,000 toward one-time employee severance/retention payments; $57,900 from prior-year unclaimed funds revenues; $150,000 from prior-year Tax Increment District (TID) revenues returned to the county; $50,000 (with a $10,000 contribution from municipal partners) for a study of local fire departments' potential collaborations; $12,500 for a continuation to the County's contribution to the Milwaukee 7 Regional Economic Development Campaign (or the alternative option, if pursued); $95,000 for the Waukesha County Business Alliance; and $25,000 for the County's periodic Strategic Planning update. The **2016 Estimate** includes $95,000 carried over for startup costs related to the new economic development organization and $27,500 in carried over open purchase orders (and related expenditure authority) from 2015. The **2016 Budget** includes $140,000 for retirement payouts from reserves for this purpose; $40,000 toward one-time employee severance/retention payments; $51,600 from prior-year unclaimed funds revenues; $12,500 for a contribution to the Milwaukee 7 Regional Economic Development Campaign; $100,000 from prior-year Tax Increment District (TID) revenues returned to the county; and $40,000 (with a $10,000 contribution from municipal partners) for a study of local fire departments' potential collaborations.

(b) Other Revenue includes offsetting revenue to pay for the Deferred Compensation Plan consulting of $25,000 in the 2016 and 2017 Budgets. No County tax levy is used to fund this expenditure.

(c) Other General Government revenue includes indirect cost recovery in excess of the amounts budgeted in the (Department of Administration) received from state funding sources mostly the Aging and Disability Resource Center Contract and contributions from municipalities for the fire study.

(d) Other Revenues include $190,000 for the repayment of loans to municipal fire, police and emergency response units for the new Countywide digital radio system; $80,000 for the second year of repayment of election system costs by municipalities ($120,000 in the 2016 budget); repayments of principal and interest from the Waukesha County Small Business Leverage Loan Program, estimated at $150,000 in 2017 ($100,000 in the 2016 Budget); procurement card rebate revenue in excess of what is budgeted in the Department of Administration ($20,000 in the 2017 and $15,000 2016 Budgets); and miscellaneous recoveries ($50,000 in 2017 and 2016 Budgets).

Fund Purpose

The Health and Dental Insurance Fund is an Internal Service Fund established to provide for and effectively manage the health benefits for County employees, elected officials, retirees, and dependents. This Fund consists of a self-funded active employee health insurance plan, a self-funded retired employee health insurance plan, a self-funded dental insurance plan, an employee wellness program, and the Waukesha Employee Health and Wellness Center. The Health and Dental Insurance Fund is used to account for all claims and costs filed against and paid by the County's self-funded insurance, the premiums paid for these plans, and costs associated with the wellness programs. This Fund recovers its costs through charges to County departments, employees, retirees, and qualifying former employees for COBRA (Consolidated Omnibus Budget Reconciliation Act of 1985) benefits. This Fund provides budgetary protection by purchasing stop loss insurance coverage. A health insurance actuary is retained to assist with the determination of premium rates, insurance reserve levels and analyze effectiveness of wellness and health benefit changes to the total cost of the program.

Financial Summary	2015 Actual	2016 Adopted Budget (a)	2016 Estimate (b)	2017 Budget (a)	Change From 2016 Adopted Budget $	%
Revenues						
General Government	$22,424	$33,000	$28,600	$33,000	$0	0.0%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$3,183,186	$3,476,000	$3,201,000	$4,255,000	$779,000	22.4%
Interdepartmental	$16,596,501	$17,657,000	$16,665,000	$17,283,000	($374,000)	-2.1%
Other Revenue (b)	$1,356,664	$358,000	$993,000	$418,000	$60,000	16.8%
Appr. Fund Balance (a)	$789,428	$1,824,500	$1,708,250	$1,939,500	$115,000	6.3%
Memo: Reimb. For Facility Improvements (c)	$36,440	$36,440	$36,440	$36,440	$0	0.0%
County Tax Levy (Credit)	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$21,948,203**	**$23,348,500**	**$22,595,850**	**$23,928,500**	**$580,000**	**2.5%**
Expenditures						
Personnel Costs	$0	$0	$0	$0	$0	N/A
Operating Expenses	$21,509,882	$23,326,300	$22,392,750	$23,907,500	$581,200	2.5%
Interdept. Charges	$5,877	$22,200	$15,900	$21,000	($1,200)	-5.4%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$21,515,759**	**$23,348,500**	**$22,408,650**	**$23,928,500**	**$580,000**	**2.5%**
Rev. Over (Under) Exp.	$432,444	$0	$187,200	$0	$0	N/A

(a) Appropriated Fund Balance from Health and Dental Insurance Fund Reserves for the **2017 Budget** includes $80,000 to cover temporary payments (annual for three years, beginning in 2015) required under the Federal Affordable Care Act (ACA). In addition, $655,000 is budgeted to cover estimated stop loss insurance coverage for high-cost claims in the Active Employee Health program and $35,000 in the Retiree Health program, to partially reflect premiums in excess of costs in previous years. Fund Balance of $254,400 is budgeted to fund the Wellness Initiative Program, and $932,000 is budgeted to fund a portion of the Waukesha Employee Health and Wellness Center. The **2016 Budget** includes $110,000 to cover to temporary payments required under the Federal Affordable Care Act (ACA). In addition, $625,000 is budgeted to cover estimated stop loss insurance coverage in the Active Employee Health program and $30,000 in the Retiree Health program, to partially reflect premiums in excess of costs in previous years. Fund Balance of $263,900 is budgeted to fund the Wellness Initiative program and $795,600 to fund a portion of the Waukesha Employee Health and Wellness Center.

(b) Other Revenues estimated for 2016 include one-time reimbursements from the County's stop loss insurer of about $400,000 for high-cost claims. The remainder is primarily prescription drug rebates.

(c) Beginning in 2015, the County receives a reimbursement of $36,440 from the City and School District of Waukesha for their share of one-time facility improvement costs for the Waukesha Employee Health and Wellness Center, as specified in the signed intergovernmental agreement, spread evenly over four years.

Active Employee Health Insurance

Program Description

This program area accounts for all costs associated with the operation of the Active Employee Health Insurance program. This includes medical, pharmacy, and claims payments. The program also accounts for administrative expenses, stop loss insurance premiums, consulting fees and other program-related services/expenses that may arise. This program area recovers its costs through premium charges to internal departments, employees, and COBRA participants. This program area also carries an actuarially determined Incurred But Not Reported reserve balance (outstanding claims paid in next fiscal year) as required for internal service fund accounting. Two health plans are offered to employees: (1) a self-funded Point of Service (POS) plan (Choice Plus) and (2) a self-funded Consumer Driven health plan with a Health Savings Account (HSA) feature. Beginning in 2017, newly-hired employees will be limited to enrollment in the HSA plan. Both plans offer an incentive to employees for participating in the Health Risk Assessment Program, designed to help reduce the County's health insurance costs (see Wellness Initiative Program). The 2017 Budget assumes County Board approval* establishing that program participants in the POS plan will pay a lower premium costs share at 20% (vs. 25% for non-participants). Participants in the HSA plan receive a higher employer HSA contribution at $1,125/$2,250 for single/family plans (vs. $500/$1,000 for non-participants).

	2015 Actual	2016 Budget	2016 Estimate (a)	2017 Budget	Budget Change
Staffing (FTE)	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$2,433,138	$2,674,000	$2,392,000	$3,453,000	$779,000
Interdepartmental	$15,905,935	$16,930,000	$15,942,000	$16,556,000	($374,000)
Other Revenue (a)	$1,326,496	$340,000	$975,000	$400,000	$60,000
Appr. Fund Balance	$0	$735,000	$735,000	$735,000	$0
County Tax Levy (Credit)	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$19,665,569**	**$20,679,000**	**$20,044,000**	**$21,144,000**	**$465,000**
Personnel Costs	$0	$0	$0	$0	$0
Operating Expenses	$19,616,258	$20,676,000	$20,032,500	$21,141,000	$465,000
Interdept. Charges	$0	$3,000	$1,500	$3,000	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$19,616,258**	**$20,679,000**	**$20,034,000**	**$21,144,000**	**$465,000**
Rev. Over (Under) Exp.	$49,311	$0	$10,000	$0	$0

(a) Other Revenues for 2015 actuals include one-time reimbursements received by the County's stop loss insurance provider of approximately $712,000. Stop loss reimbursements for 2016 are estimated at $400,000. Remaining Other Revenues consist of prescription drug rebates.

Program Highlights

Basedon actuarial recommendations, this fund estimates necessary premiums to cover associated costs with anticipated claims to be paid in 2017 (described below). Charges for Service revenues include the employees' share of estimated premiums and are expected to increase with the employee share increasing in the POS plan from 15%/20% to 20%/25%* (depending on participation in the County's Health Risk Assessment Program) and in the HSA plan from 10% to 15%.* Interdepartmental Charge revenues include the County's Share of estimated premiums and contributions to employee HSA accounts charged to County departments, and decrease due to the change in premium cost share described above. Other revenues consist of prescription drug rebates and increase $60,000 based on experience. Appropriated Health Insurance Fund Balance includes $80,000 to cover temporary payments (for three years, beginning in the 2015 budget) required under the Federal Affordable Care Act (ACA). In addition, fund balance of $655,000 is budgeted to cover estimated stop loss insurance coverage for higher-cost claims, to partially reflect premiums in excess of costs in previous years.

Operating expenditures consist mostly of estimated claims costs for the County's self-insured health plans, which are budgeted to increase by about $294,000 or 1.6% from about $17.9 million in the 2016 budget to $18.2 million in the 2017 budget. County contributions to employee HSA accounts are budgeted to increase by $155,000 to about $1.2 million, due to increased participation in that plan. (Note: Family HSA plans are estimated to cost the county $1,170 less than the comparable family POS plan.) Stop loss insurance coverage is budgeted to increase by $30,000 or 5%, from $625,000 to $655,000. Operating expense increases are partially offset by a decrease in ACA-related payments (described above) by $30,000, from $110,000 to $80,000.

Active Employee Health Insurance (Continued)

Major Departmental Strategic Outcomes and Objectives for 2017

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

Objective 1: Control Health Plan rate of cost increase (or reduce costs). Contain health insurance cost trends, and/or the rate of premium increases through effective design changes, education, wellness initiatives and data management.

Key Outcome Indicator: The increase in plan costs from the prior year actual/estimate for the Choice Plus (Point of Service – POS) and Consumer Driven Health (with Health Savings Account feature – HSA) Plans. Keep health insurance plan increases from prior year estimate/actual lower than medical inflation rate.

Performance Measures:

Choice Plus Plan	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Average Plan % Premium Increase	1%	2.5%	2.5%	5%
Average Monthly Plan Cost: Single	$658	$660	$660	$693
Family	$1,738	$1,782	$1,782	$1,871

HSA Plan	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Average Plan % Premium Increase	1.4%	2.3%	2.3%	5%
Average Full Monthly Plan Cost: Single*	$595	$597	$597	$622
Family*	$1,516	$1,546	$1,546	$1,614

*County contribution to employee health savings accounts is included in monthly figures (added to premium).

Performance Measure:	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Medical Inflation Rate**	8%	9%	9%	9%

**Milliman's (County Health Insurance Actuary) expected annual trend assumptions

Activity		2015	2016	2016	2017	Budget
# of Health Ins. Contracts		Actual (a)	Budget (b)	Estimate (c)	Budget (b)	Chng
POS	Single	203	223	196	178	(45)
	Family	393	447	364	350	(97)
Subtotal		**596**	**670**	**560**	**528**	**(142)**
H.S.A.	Single	171	149	192	205	56
	Family	393	396	409	478	82
Subtotal		**564**	**545**	**601**	**683**	**138**
Total		**1,160**	**1,215**	**1,161**	**1,211**	**(4)**

(a) Enrollment as of 12/31/2015.
(b) The 2016 and 2017 budget figures are based on enrollment counts obtained during mid-summer budget development, with adjustments made for vacant positions. Beginning in 2017, all new hires will be limited to enrollment in the HSA plan.
(c) Enrollment as of 8/1/2016.

Retired Employee Health Insurance

Program Description

This program area accounts for all costs associated with the operation of the Retired Employee Health Insurance program. This includes medical and pharmacy claims payments. This program also accounts for administrative expenses, stop loss insurance premiums, consulting fees and other program-related services/expenses that may arise. This program area recovers its costs through premium charges to retirees. Retirees pay 100% of the premium cost. Actuarial consultants rate the retiree health insurance plan separately from the active employee health insurance plans.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$613,139	$692,000	$700,000	$692,000	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$26,463	$15,000	$15,000	$15,000	$0
Appr. Fund Balance	$0	$30,000	$0	$35,000	$5,000
County Tax Levy (Credit)	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$639,602**	**$737,000**	**$715,000**	**$742,000**	**$5,000**
Personnel Costs	$0	$0	$0	$0	$0
Operating Expenses	$324,679	$736,100	$566,900	$741,100	$5,000
Interdept. Charges	$131	$900	$900	$900	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$324,810**	**$737,000**	**$567,800**	**$742,000**	**$5,000**
Rev. Over (Under) Exp.	$314,792	$0	$147,200	$0	$0

Program Highlights

Based on actuarial recommendation, which is separately rated from the active employee health plans, this program estimates necessary premiums to cover the costs associated with anticipated claims to be paid in 2017 (described below). Charges for Service revenues consist of the health insurance premiums paid by retirees (retirees pay 100% of premium costs). Premium revenues and claims costs (included in operating expenses) are budgeted to remain at the 2016 budgeted level. Other Revenues consist of anticipated prescription drug rebate revenues. Appropriated Health Insurance Fund Balance is budgeted to cover stop loss coverage for higher-cost claims, more than offset by premiums in excess of costs in previous years.

Operating expenses consist mostly of estimated claims expenses budgeted at about $650,000. Stop loss insurance coverage is budgeted to increase $5,000, from $30,000 to $35,000.

Activity # of POS Retiree Health Ins. Contracts (a)	2015 Actuals (b)	2016 Budget	2016 Estimate (c)	2017 Budget	Budget Change
Pre-Medicare					
Single	36	40	43	45	5
Family	12	10	13	15	5
Subtotal	**48**	**50**	**56**	**60**	**10**
Medicare					
Single	7	7	8	7	0
Family	2	3	1	3	0
Subtotal	**9**	**10**	**9**	**10**	**0**
Total	**57**	**60**	**65**	**70**	**10**

(a) Contract figures and the budget exclude retiree enrollment in the Medicare Advantage healthcare plan, which had 344 participants (as of August 2016), and is not accounted for in the County Budget.
(b) Enrollment as of 12/31/2015.
(c) Enrollment as of 8/1/2016.

Employee Dental Insurance

Program Description

This program area accounts for all costs associated with the operation of the self-funded Employee Dental Insurance program. This includes dental claims payments, administrative expenses and other program-related services/expenses that may arise. This program area recovers its costs through premium charges to internal departments, employees and COBRA participants.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$109,336	$80,000	$79,000	$80,000	$0
Interdepartmental	$690,566	$727,000	$723,000	$727,000	$0
Other Revenue	$3,705	$3,000	$3,000	$3,000	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$803,607**	**$810,000**	**$805,000**	**$810,000**	**$0**
Personnel Costs	$0	$0	$0	$0	$0
Operating Expenses	$735,266	$808,400	$774,200	$808,400	$0
Interdept. Charges	$0	$1,600	$800	$1,600	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$735,266**	**$810,000**	**$775,000**	**$810,000**	**$0**
Rev. Over (Under) Exp.	$68,341	$0	$30,000	$0	$0

Program Highlights

Charges for Service revenues consist of the employees' share (10%) of dental premiums, and the County's share (90%) is in Interdepartmental Revenues, which remain at the 2016 budget level. Premium rates are not changing for the 2017 budget.

Operating expenses consist mostly of dental claims costs of $750,000 and are also budgeted to remain at the 2016 budgeted level.

Activity # of Dental Ins. Contracts	2015 Actual (a)	2016 Budget (b)	2016 Est. (c)	2017 Budget (b)	Budget Change
Self-Funded					
Single	229	230	239	230	0
Family	555	565	555	565	0
Subtotal	**784**	**795**	**794**	**795**	**0**
DentaCare ❖					
Single	102	115	97	115	0
Family	263	275	255	275	0
Subtotal	**365**	**390**	**352**	**390**	**0**
Total	**1,149**	**1,185**	**1,146**	**1,185**	**0**

❖ DentaCare is a fully-insured dental insurance plan and is not budgeted in this Fund. This plan is budgeted in departmental budgets and accounted for in General Fund Balance Sheet Accounts (directly paid to insurer).

(a) Enrollment as of 12/31/2015

(b) The 2016 and 2017 budget figures are based on enrollment counts obtained during prior-year mid-summer budget development, with adjustments made for vacant positions.

(c) Enrollment as of 8/1/2016.

Wellness Initiative

Program Description

This program area accounts for all costs associated with the operation of the Wellness Initiative program. This program is designed to improve the health and well-being of County employees' lives through health education and activities that will assist health plan members in understanding disease management and prevention along with programming. This is designed to support positive lifestyle change, thereby resulting in improved employee productivity, morale and healthcare cost savings for the County and the employees. Program components include biometric screenings, health risk assessments, health coaching, program marketing and communications, and participation incentives.

Approximately 70% of the County's health plan contracts are family coverage. In an effort to increase employee participation in Wellness related activities, both employees and spouses are required to participate in the County's Health Risk Assessment program (biometric screening; health risk questionnaire; and based on certain thresholds, a review of health risks with a health coach) in order to qualify for the following incentives: For 2017, program participants in the POS plan pay a lower premium cost share at 20% (vs. 25% for non-participants), and participants in the HSA plan receive a higher HSA contribution at $1,125/$2,250 for single/family plans (vs. $500/$1,000 for non-participants). In addition to the biometrics, any employee or spouse who has four or more risk factors must meet with the health coach, one of the providers or their own physician in order to receive the health plan incentives.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$197,133	$263,900	$204,850	$254,400	($9,500)
County Tax Levy (Credit)	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$197,133**	**$263,900**	**$204,850**	**$254,400**	**($9,500)**
Personnel Costs	$0	$0	$0	$0	$0
Operating Expenses	$197,133	$261,400	$204,350	$251,900	($9,500)
Interdept. Charges	$0	$2,500	$500	$2,500	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$197,133**	**$263,900**	**$204,850**	**$254,400**	**($9,500)**
Rev. Over (Under) Exp.	$0	$0	$0	$0	$0

Program Highlights

Appropriated Health Insurance Fund Balance from reserves is budgeted to cover program expenditures. Operating expenditures mostly include biometric screening costs, and are budgeted at $152,000, a decrease of $9,500. Other expenses are budgeted to remain at the 2016 budget level and include program incentives, budgeted at $36,000, and employee assistance program costs, budgeted at $31,400.

Activity	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Health Assessment Participation					
# Participating*	1,557	1,700	1,510	1,600	(100)
% of Work Force + Spouses	89%	95%	87%	92%	-3%

*Figures reflect participation in the annual Health Risk Assessment (HRA) event and exclude new hires during the year who complete the health risk assessment.

Waukesha Employee Health and Wellness Center

Program Description

This program area accounts for all the costs and revenues associated with the on-site Waukesha Employee Health and Wellness Center. The Center has been established through an inter-governmental agreement between the County, City and School District of Waukesha. The Center is managed by a private sector organization whose primary focus and business objectives are the development, implementation, and management of employer-sponsored on-site medical clinics. The Center began operation in November of 2014. Based on the results of a feasibility study and a comprehensive request for proposal process, it is projected that the combined organizations will generate a positive return on investment of $7.7 million over a five-year period. The County is estimated to save $3.1 million, the School District $3.4 million, and the City $1.2 million over this five-year period.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
General Government	$22,424	$33,000	$28,600	$33,000	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$27,573	$30,000	$30,000	$30,000	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$592,295	$795,600	$768,400	$915,100	$119,500
Memo: Reimb. For Facility Imprvmnts. (a)	$36,440	$36,440	$36,440	$36,440	$0
County Tax Levy (Credit)	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$642,292**	**$858,600**	**$827,000**	**$978,100**	**$119,500**
Personnel Costs	$0	$0	$0	$0	$0
Operating Expenses	$636,546	$844,400	$814,800	$965,100	$120,700
Interdept. Charges	$5,746	$14,200	$12,200	$13,000	($1,200)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$642,292**	**$858,600**	**$827,000**	**$978,100**	**$119,500**
Rev. Over (Under) Exp.	$0	$0	$0	$0	$0

(a) Beginning in 2015, the County receives a reimbursement from the City and School District of Waukesha for their share of one-time facility improvement costs for the Waukesha Employee Health and Wellness Center, as specified in the signed intergovernmental agreement, spread evenly over four years. This annual reimbursement is currently estimated at $36,440.

Program Highlights

General Government revenues consist of the City and School District's estimated share of facility-related costs. Charges for Service revenues consist of estimated office visit revenues from County employees and dependents enrolled in the County's health plans. Appropriated Health Insurance Fund Balance is budgeted to cover remaining program expenditures.

The program budget is updated for 2017 after completing the first full year and a half of operation. Operating expenses include contract clinic staffing, increasing $58,700 to $555,100, based on current-year estimated staffing costs and to cover the first full-year budgeting for a physical therapist. Pharmaceutical costs are budgeted at $48,000, an increase of $24,000, and laboratory fees are budgeted at $80,000, an increase of $19,200. Other program expenses include contractor management and consulting fees, budgeted at $199,800; facility-related expenses, budgeted at $55,500; and occupational medicine (e.g., employment and pre-employment drug testing), budgeted at $12,000.

Contingency Fund Non-Departmental

Statement of Purpose

To provide funds only for emergency and other situations which could not be anticipated or adequately planned for during the budget development and review process. In preparing agency budget requests, departments are required to identify all anticipated expenditures for projects and programs. The need for Contingency Fund transfer requests are determined by the County Executive and authorized by the Finance Committee in accordance with statutory authority and the County Board if requests exceed the statutory authority of the Finance Committee.

Financial Summary	2015 Actual (a)	2016 Adopted Budget	2016 Estimate	2017 Budget	Change From 2016 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$0	$0	$0	$0	$0	N/A
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue	$0	$0	$0	$0	$0	N/A
Appr. Fund Balance (a)	$0	$1,200,000	$260,000	$1,200,000	$0	0.0%
County Tax Levy (Credit)	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$0**	**$1,200,000**	**$260,000**	**$1,200,000**	**$0**	**0.0%**
Expenditures						
Personnel Costs	$0	$0	$0	$0	$0	N/A
Operating Expenses (a)	$0	$1,200,000	$260,000	$1,200,000	$0	0.0%
Interdept. Charges	$0	$0	$0	$0	$0	N/A
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$0**	**$1,200,000**	**$260,000**	**$1,200,000**	**$0**	**0.0%**
Rev. Over (Under) Exp.	$0	$0	$0	$0	$0	N/A

(a) In 2015 there was no Contingency Fund use.

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Debt Service

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Debt Service

Mission

Debt Service provides funds sufficient to make annual interest and principal payments on County debt obligations borrowed for capital expenditures, largely highway and building projects. By statute, the County's outstanding debt is restricted to 5% of the equalized value of all property in the County.

Policy

The County structures its debt borrowing issues to maintain annual debt service payments to avoid major fluctuations between years. Promissory notes are amortized integrating new debt with existing debt to achieve stability in annual payments and impact on future budgets. Larger payments are structured in later years to take advantage of call provisions when warranted by the market.

The County uses debt borrowing to fund no more than 80 percent of net (after revenues applied) capital budget expenditures for a moderate term no longer than ten years. This allows debt service to be managed to comprise no greater than 10% of total governmental operating expenditures over the long term. Capital projects include highway projects, county buildings, information technology projects and building projects at county parks and airport.

Based on the current five year Capital Projects Plan, debt service expenditures are structured to be no greater than ten percent of the estimated total governmental funds operating expenditures for each budget year through the final year of debt repayment. See "Debt Service Ratio" (two pages later).

By State Statute, the County's debt obligations cannot exceed 5% of the equalized value of all property in the County. The County will have over 95% of its debt limit available after including the planned 2017 debt issue of $10.0 million. See "Financial Management Policies" - Revenues and Debt Policies.

General Debt Service Fund

This fund includes general County debt obligations related to capital project expenditures in governmental funds.

Expenditures	2015 Actual	2016 Budget		2016 Estimate		2017 Based on Prior Years		Impact of 2017 Issue	2017 Budget	Budget Change
Principal	$12,635,000	$12,705,000		$12,705,000		$13,005,000			$13,005,000	$300,000
Interest Expense	$1,800,805	$1,948,617		$1,648,617	(b)	$1,655,900		$250,000	$1,905,900	($42,717)
TOTAL DEBT	$14,435,805	$14,653,617		$14,353,617		$14,660,900		$250,000	$14,910,900	$257,283
Fund Balance	$1,485,805	$1,544,117	(a)	$1,244,117		$1,451,400	(c)	$250,000	$1,701,400	$157,283
TAX LEVY	$12,950,000	$13,109,500		$13,109,500		$13,209,500		$0	$13,209,500	$100,000

(a) The 2016 Budget includes prior-year revenues as follows: Debt Service Investment Income of $120,000, Jail Assessment Fee revenues of $60,000, 2010 Buy America Bond – U.S. Treasury payment of $89,000, General Fund Balance of $450,000 and Debt Service Fund Balance of $825,117.

(b) Interest payments are lower in the 2016 estimate because approximately $300,000 of interest payments related to the 2016 bond issue were originally budgeted for payment during 2016, but will be made in 2017, based on the bond issue agreement schedule. Additionally, interest on the 2016 issue was about $230,000 less than budgeted.

(c) The 2017 Budget includes prior-year revenues as follows: Debt Service Investment Income of $90,000, Jail Assessment Fee revenues of $200,000, 2010 Buy America Bond – U.S. Treasury payment of $68,000, General Fund Balance of $450,000 and Debt Service Fund Balance of $893,400.

Program Highlights

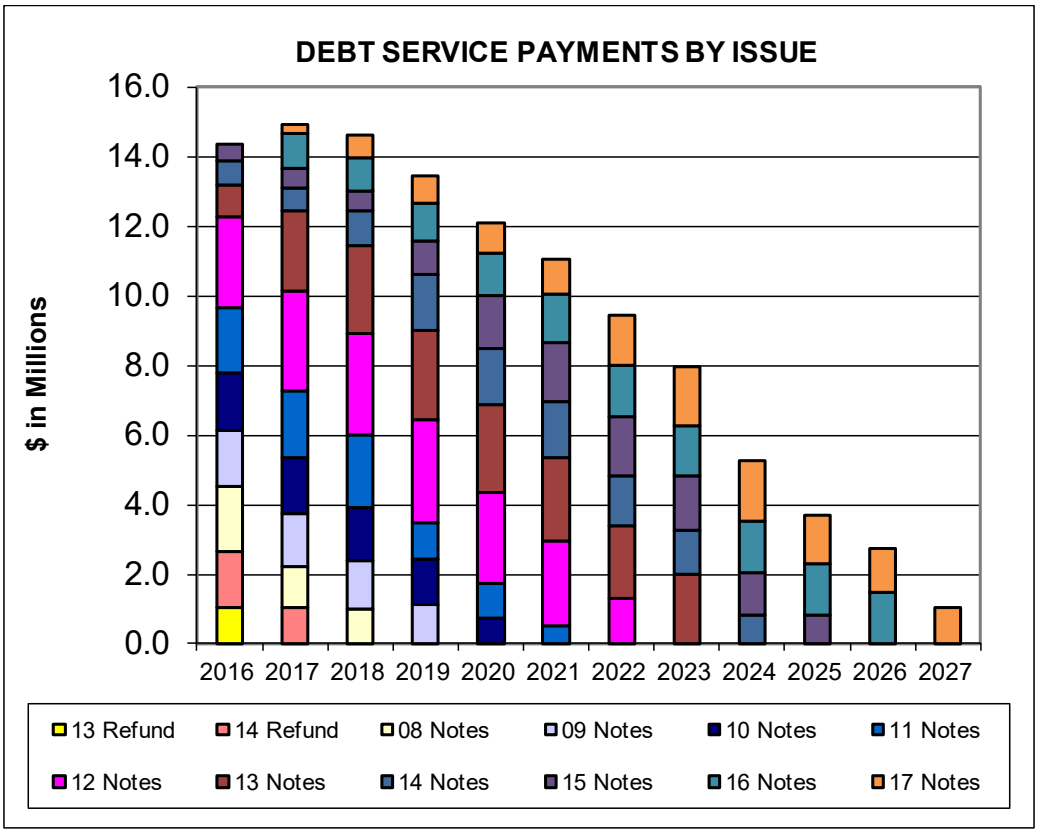
Payments by bond issue indicate a rapid repayment of debt due to a policy of using moderate term (10 years) promissory notes amortized integrating new debt with existing debt to achieve stability in annual payments and impact on future budgets. Larger payments are structured in later years to take advantage of call provisions of the market rates when warranted. It is the County's policy to maintain County infrastructure (roads, facilities, technology, and equipment) within established standards to avoid more costly replacement or liability risks. The County relies on using moderate term debt issues to finance these projects and continue to address infrastructure needs prudently.

Debt service expenditures are projected to increase by about $257,300 in 2017, including an increase in principal payments by $300,000 partially offset by a decrease in interest payments by about $42,700. Decreases in interest payments are mostly due to favorable rates obtained in bond issues and through refinancing of existing debt for the 2007 issue and for lower interest rates than budgeted for the 2016 issue. This decrease is partially offset by budgeting approximately $300,000 for the first interest payment on the 2016 issue in 2017, based on the bond issue agreement schedule (originally planned to be paid in 2016).

The County has taken action to reduce planned borrowing and refinanced past debt issues to prepare for the large debt issues in 2018 - 2020. The refunding of the 2007 issue reduced the interest rate. In 2014, $4,255,000 of debt issued in 2007 was refinanced with savings estimated at $224,000. In anticipation of higher debt issues in 2018-2020, the County is retiring more principal in 2014-2016 and is planning to do so in 2017, by a total of about $9.1 million.

Debt Service is funded primarily with property tax levy, which is budgeted to increase by $100,000 to $13,209,500. Remaining revenues consist of fund balance of $1,701,400, as follows: **Debt Service Fund Balance**: Balance of $893,400, prior-year investment income of $90,000, Buy America Bond – U.S. Treasury rebate of $68,000; and **General Fund Balance**: $450,000* and Jail Assessment Fee reserves of $200,000. The $450,000 of General Fund Balance is budgeted since Jail Assessment Fee reserve application to debt service was reduced with the payoff of the bonds from the 2005 Jail addition.

***General Fund Balance is reserved for the planned future use and phase-out in the Debt Service budget as follows: $450,000 in 2017, $400,000 in 2018, $300,000 in 2019 and $200,000 in 2020.**



Debt Service Ratio

Debt service as a percent of total governmental operating expenditures, excluding proprietary funds and capital project funds, is a measure of debt service impact to operations. As a fixed cost, debt issues are structured to maintain debt service at less than ten percent of the total governmental operating expenditures in future County budgets. Projected debt includes debt expected to be issued for capital projects in future years of the 2017-2021 Five-Year Capital Projects Plan. Projected expenditures for governmental operations assume a 3.0% annual growth rate after 2017.

(Millions)	2015 Actual	2016 Estimate	2017 Budget	2018 Projected	2019 Projected	2020 Projected	2021 Projected
Gov. Oper.*	$200.0	$208.7	$213.1	$219.5	$226.1	$232.9	$239.9
Debt Ser.**	$14.4	$14.4	$14.9	$15.1	$15.1	$15.1	$15.1
Ratio (%) of Debt to Oper	7.2%	6.9%	7.0%	6.9%	6.7%	6.5%	6.4%

*Excludes proprietary fund operating expenditures.
**Does not include refunding and debt redemption activity.

Debt Outstanding

Debt outstanding is the outstanding principal on general obligation bonds for which the County has pledged its full faith, credit and unlimited taxing power.

Year Issue (a)	Budget Year	Final Payment Year	Amount Issued	True Interest Cost	Outstanding Debt
2016 GOPN (b)	2016	2026	$11,500,000	1.52%	$11,500,000
2015 GOPN	2015	2025	$10,000,000	1.57%	$9,700,000
2014 GOPN	2014	2024	$10,000,000	1.74%	$9,200,000
2014 Refunding (c)	2014	2017	$4,255,000	0.80%	$1,040,000
2013 GOPN	2013	2023	$17,000,000	1.64%	$15,300,000
2012 GOPN	2012	2022	$20,000,000	1.64%	$14,300,000
2011 GOPN (d)	2011	2021	$19,490,000	1.81%	$6,300,000
2010 GOPN (e)	2010	2020	$9,000,000	1.93%	$4,840,000
2009 GOPN (f)	2009	2019	$15,700,000	2.70%	$3,850,000
2008 GOPN	2008	2018	$10,000,000	3.28%	$2,100,000
			TOTAL DEBT 12/31/16		$78,130,000
			2017 ISSUE		$10,000,000
			TOTAL DEBT (g)		$88,130,000

(a) GOPN=General Obligation Promissory Note
(b) The 2016 Adopted Budget was reduced by $500,000 and offset with Tarmann Parkland Acquisition Fund Balance for use on Parks and Land Use capital projects (enrolled ordinance 170-87).
(c) 2014 refunding includes $4,255,000 of 2007 notes refunded.
(d) 2011 includes refunding of $9.9 million balance of 2003 and 2004 debt issues, which is already paid off.
(e) The 2010 Adopted Budget was reduced by $1,000,000 to offset related Capital Budget reductions.
(f) The 2009 issue includes $7.7 million to refinance debt issued in 2001 and 2002.
(g) The 2017 budget will reduce the outstanding debt with the budgeted principal payment of $13,005,000 to $75,125,000.

Outstanding Debt Limit

By statute, the County's outstanding debt is limited to 5% of the equalized value of all County property.

	2015 Budget Year	2016 Budget Year	2017 Budget Year
Equalized Value (h)	$48,995,016,900	$50,187,624,500	$51,937,555,000
Debt Limit (5% x equalized value)	$2,449,750,845	$2,509,381,225	$2,596,877,750
Outstanding Debt (i)	$91,970,000	$91,335,000	$88,130,000
Available Debt Limit	$2,357,780,845	$2,418,046,225	$2,508,747,750
Percent of Debt Limit Available	96.2%	96.4%	96.6%

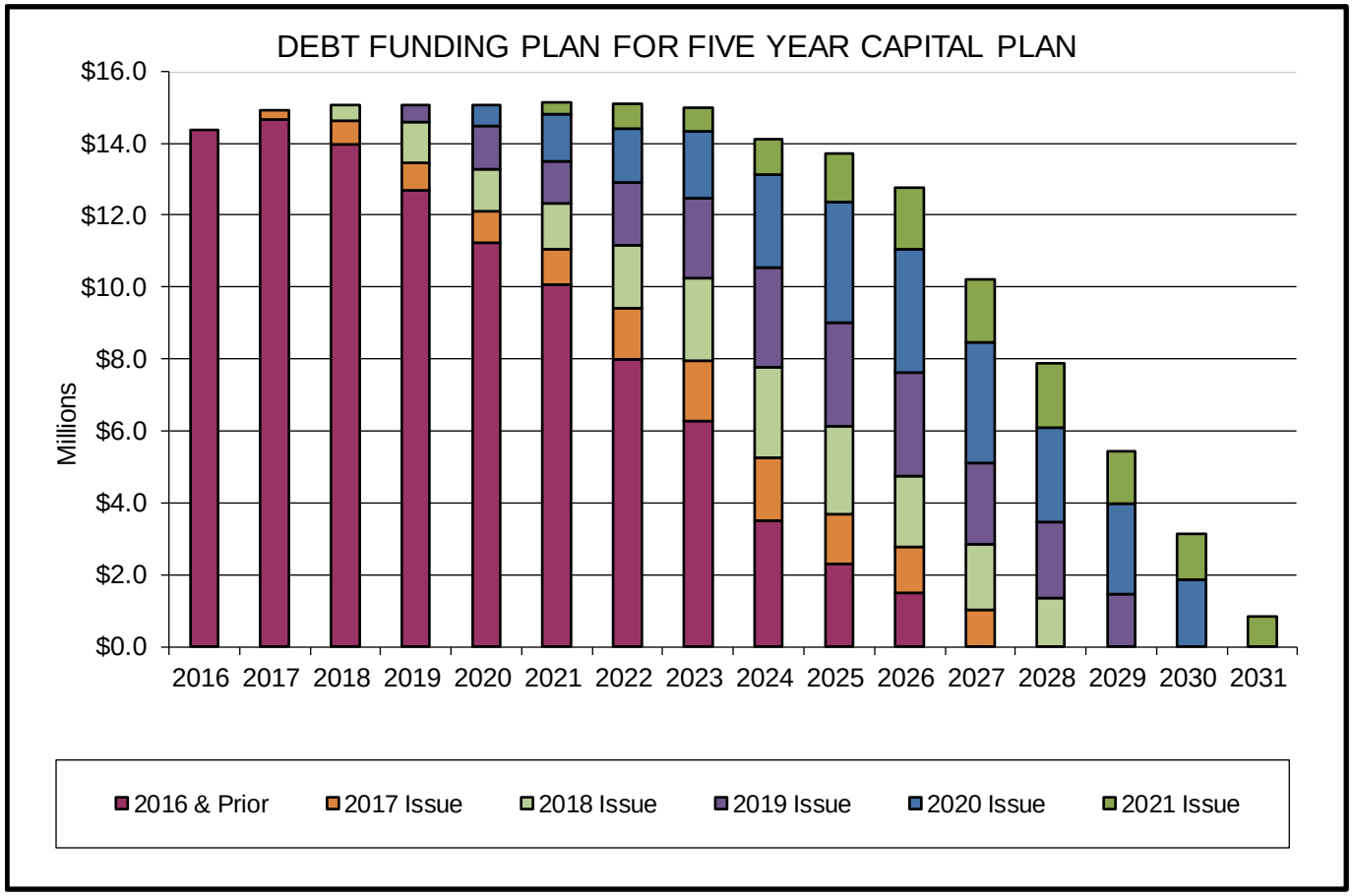
(h) Total County equalized value including Tax Incremental Districts for budget year purposes.
(i) Includes anticipated 2017 debt issue of $10.0 million.

SCHEDULE OF CURRENT AND PLANNED DEBT SERVICE REQUIREMENTS

	2014 REFUNDING (a)	2008 GOPN	2009 GOPN	2010 GOPN	2011 GOPN	2012 GOPN	2013 GOPN	2014 GOPN	2015 GOPN	2016 GOPN	2017 GOPN	Total
2017												
Principal	$1,040,000	$1,100,000	$1,450,000	$1,435,000	$1,800,000	$2,600,000	$2,000,000	$500,000	$400,000	$680,000	$0	$13,005,000
Interest	$4,160	$53,700	$102,938	$152,164	$136,250	$261,625	$296,000	$184,000	$171,000	$294,063	$250,000	$1,905,900
2017 Budget Total	$1,044,160	$1,153,700	$1,552,938	$1,587,164	$1,936,250	$2,861,625	$2,296,000	$684,000	$571,000	$974,063	$250,000	$14,910,900
2018												
Principal		1,000,000	1,300,000	1,435,000	2,000,000	2,700,000	2,300,000	800,000	400,000	745,000	350,000	13,030,000
Interest		17,500	58,250	103,015	88,750	208,625	253,000	171,000	166,000	234,400	300,000	1,600,540
2019												
Principal			1,100,000	1,255,000	1,000,000	2,800,000	2,350,000	1,500,000	800,000	860,000	500,000	12,165,000
Interest			18,563	53,430	51,250	153,625	206,500	148,000	159,000	218,350	289,500	1,298,218
2020												
Principal				715,000	1,000,000	2,500,000	2,350,000	1,500,000	1,400,000	1,000,000	600,000	11,065,000
Interest				14,479	26,250	100,625	159,500	118,000	144,500	199,750	274,500	1,037,604
2021												
Principal					500,000	2,400,000	2,300,000	1,500,000	1,600,000	1,210,000	750,000	10,260,000
Interest					6,875	51,625	113,000	88,000	118,000	171,600	256,500	805,600
2022												
Principal						1,300,000	2,000,000	1,400,000	1,600,000	1,335,000	1,200,000	8,835,000
Interest						13,813	67,500	59,000	86,000	133,425	234,000	593,738
2023												
Principal							2,000,000	1,200,000	1,500,000	1,360,000	1,500,000	7,560,000
Interest							22,500	31,500	55,000	99,800	198,000	406,800
2024												
Principal								800,000	1,200,000	1,395,000	1,600,000	4,995,000
Interest								9,000	28,000	72,250	153,000	262,250
2025												
Principal									800,000	1,435,000	1,300,000	3,535,000
Interest									8,000	43,950	105,000	156,950
2026												
Principal										1,480,000	1,200,000	2,680,000
Interest										14,800	66,000	80,800
2027												
Principal											1,000,000	1,000,000
Interest											30,000	30,000
Total Principal	$1,040,000	$2,100,000	$3,850,000	$4,840,000	$6,300,000	$14,300,000	$15,300,000	$9,200,000	$9,700,000	$11,500,000	$10,000,000	$88,130,000
Total Interest	$4,160	$71,200	$179,751	$323,088	$309,375	$789,938	$1,118,000	$808,500	$935,500	$1,482,388	$2,156,500	$8,178,400
Total Payment	$1,044,160	$2,171,200	$4,029,751	$5,163,088	$6,609,375	$15,089,938	$16,418,000	$10,008,500	$10,635,500	$12,982,388	$12,156,500	$96,308,400

(a) 2014 Refunding Issue includes $4.255 million of the 2007 notes refunded.

Future debt service is projected based on capital expenditures planned for in the County's five-year capital plan. Debt is managed to maintain debt service payments at less than 10% of each respective budget year governmental operating expenditures. (See Debt Service Activity page)



	2017 Budget	2018 5 - Year Plan	2019 5 - Year Plan	2020 5 - Year Plan	2021 5 - Year Plan
Capital Plan Project Costs	$16,823,400	$20,699,700	$22,700,000	$24,996,800	$13,128,000
Capital Plan Funding					
Project Direct Funding Sources (a)	$1,406,400	$2,216,800	$1,196,500	$820,000	$0
Tax levy/Current Funds (b)	$5,117,000	$3,582,900	$3,903,500	$3,576,800	$2,778,000
Investment Income	$300,000	$400,000	$600,000	$600,000	$350,000
Borrowed Funds	$10,000,000	$14,500,000	$17,000,000	$20,000,000	$10,000,000
Total Capital Plan Funding	$16,823,400	$20,699,700	$22,700,000	$24,996,800	$13,128,000
Length of Bond Issue-Years	10	10	10	10	10
Estimated Interest Rate %	3.00%	3.50%	3.50%	3.50%	4.00%
Planned Bond Issue	$10,000,000	$14,500,000	$17,000,000	$20,000,000	$10,000,000

(a) Other funding for projects usually is identified as project year nears the budget appropriation year.
(b) Includes funds from Capital and General Fund Balances.

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Capital Projects

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Mission

To provide comprehensive planning and analysis of the long-range capital needs of Waukesha County. This process contributes to the fiscal review and prioritization of such capital projects as facility development (new construction and improvements), infrastructure maintenance, technology, major equipment and systems installations.

Policy

A capital project is defined as an active or proposed non-recurrent expenditure in one or more specified plan years of an amount usually in excess of $100,000 for a permanent fixed asset (building, land, improvement, or equipment or technology installation) which has a useful life or extends the useful life of an existing fixed asset, usually in excess of seven years.

This budget maintains the emphasis on planning and funding for infrastructure and capital improvements projects, as they are needed rather than reacting to crisis situations. Most new projects are to be requested in the last year of the five-year plan, unless circumstances require a more immediate time frame. County Code Section 7-16 (c) requires design and implementation for larger projects to be, at a minimum, in separate calendar years. Justification of projects includes costs vs. benefits, return on investment analysis and project need.

A long range goal to managing overall debt service is to use annual cash balances from tax levy and governmental fund balance to fund capital projects at a minimum of 20 percent of net capital expenditures. This "down payment," reduces the need to borrow additional funds and manages debt service growth in relationship to the operating budget to accommodate the policy for debt service of less than 10% of operating budget.

In this section, under "2017 Capital Projects and Operational Impact," is a summary of operational impacts resulting from implementation of the capital improvement program. Also, in this section are individual capital project sheets, which detail operational impacts. Impacts associated with new facility operations are included in planning for future funding needs for County operations (See individual project pages), but are only included in operating department budgets in the year they will be incurred; however, the County's five-year operating budget projection considers these impacts in the appropriate years.

Financial Summary

	2015 Budget	2016 Budget	2017 Budget	Change from 2016
Expenditures	$16,141,400	$20,782,800	$16,823,400	($3,959,400)
Revenues-Project Specific	$767,500	$3,353,000	$1,406,400	($1,946,600)
Enterprise Fund Balance (a)	$745,000	$637,800	$110,000	($527,800)
Internal Service Fund Balance	$360,000	$0	$0	$0
Restricted Special Rev Fund Bal (b)	$195,500	$0	$465,000	$465,000
Net Expenditures	$14,073,400	$16,792,000	$14,842,000	($1,950,000)
Other Financing Sources:				
Investment Earnings	$300,000	$275,000	$300,000	$25,000
Debt Issue Proceeds (c)	$10,000,000	$11,500,000	$10,000,000	($1,500,000)
Cash Balances from				
Governmental Fund Balance (c)(d)	$1,223,400	$2,570,000	$2,045,000	($525,000)
Revenues-General	$700,000	$700,000	$750,000	$50,000
Tax Levy	**$1,850,000**	**$1,747,000**	**$1,747,000**	**$0**
Total Cash Balances	$3,773,400	$4,517,000	$4,542,000	$25,000
Est. Use of Cash Balances as % Of Net Expenditures	27%	27%	31%	

(a) 2017 budget use of enterprise fund balance consists of $110,000 of Airport Fund Balance for a related project.

(b) 2017 budget use of restricted special revenue fund balance consists of $465,000 of Tarmann Parkland Acquisition Fund balance budgeted for Parks and Land Use capital projects (Wanaki Golf Course Bridge replacement project #201309), in accordance with enrolled ordinance 170-87.

(c) The 2016 budget was modified to appropriate $500,000 of Tarmann Parkland Acquisition Fund Balance for Parks and Land Use capital projects, thereby reducing the need for debt issue proceeds from $12,000,000 to $11,500,000 (enrolled ordinance 170-87).

(d) 2017 budget use of governmental fund balance of $2,045,000 includes General Fund Balance of $1,160,000, Capital Projects Fund Balance of $570,000 and Tarmann Park Land Acquisition Fund Balance of $315,000 for Parks and Land Use capital projects. The fund balance use will permit a reduction of planned borrowing from $11 million to $10 million.

2017 Capital Projects

	2015 Budget	2016 Budget (a)	2017 Budget	16-17 Budget Change
EXPENDITURES				
Justice and Public Safety	$265,000	$2,634,000	$4,183,000	$1,549,000
Health and Human Services	$0	$0	$0	$0
Parks, Env, Edu & Land Use	$1,589,900	$1,531,800	$2,332,400	$800,600
Public Works	$12,811,500	$16,297,000	$9,758,000	($6,539,000)
County Wide Technology Projects	$1,360,000	$190,000	$400,000	$210,000
Est. Financing Costs	$115,000	$130,000	$150,000	$20,000
Total Gross Capital Expenditures	$16,141,400	$20,782,800	$16,823,400	($3,959,400)
REVENUES-Project Specific				
Municipal Cost Share - Communication Center Expansion	$0	$0	$708,400	$708,400
Federal Transportation Alternatives Program (TAP) Grant	$427,500	$0	$0	$0
County Highway Improvement Program (CHIP)	$330,000	$300,000	$300,000	$0
CHIP-Discretionary	$0	$844,000	$300,000	($544,000)
Donation Revenue	$10,000	$0	$0	$0
Highway Local Reimbursement	$0	$1,959,000	$0	($1,959,000)
Other State/Federal Highway Funding	$0	$200,000	$0	($200,000)
Park Trail Local Reimbursement	$0	$50,000		($50,000)
State Dept of Natural Resources Stewardship Grant			$98,000	$98,000
Subtotal Revenues-Project Specific	$767,500	$3,353,000	$1,406,400	($1,946,600)
REVENUES-General				
State Shared Revenue/Utility Payment	$100,000	$100,000	$150,000	$50,000
State Computer Equipment Exemption	$600,000	$600,000	$600,000	$0
Subtotal Revenues-General	$700,000	$700,000	$750,000	$50,000
FUND BALANCE APPROPRIATIONS:				
Airport Fund	$670,000	$0	$110,000	$110,000
Radio Services Fund	$0	$0	$0	$0
Material Recycling Fund Balance	$0	$356,000	$0	($356,000)
Golf Course Fund	$75,000	$65,000	$0	($65,000)
Ice Arena Fund	$0	$216,800	$0	($216,800)
Subtotal: Enterprise Funds	$745,000	$637,800	$110,000	($527,800)
End User Technology Fund Balance	$360,000	$0	$0	$0
Telecommunications Fund Balance	$0	$0	$0	$0
Health Insurance Fund Balance	$0	$0	$0	$0
Subtotal: Internal Service Funds	$360,000	$0	$0	$0
Land Information Systems Fund Balance	$195,000	$0	$0	$0
Tarmann Parkland Acquisition Fund Balance	$0	$0	$465,000	$465,000
Special Rev Fund Bal: Land Info. System Fund Balance	$195,000	$0	$465,000	$465,000
General Fund	$0	$230,000	$1,160,000	$930,000
Gen Fund - Assigned: Jail Assessment Revenue Reserves	$220,000	$55,000	$0	($55,000)
Capital Project Funds Assigned	$1,003,400	$1,785,000	$570,000	($1,215,000)
Tarmann Parkland Acquisition Fund Balance (a)	$0	$500,000	$315,000	($185,000)
Subtotal: Cash Balances from Governmental Fund Balance	$1,223,400	$2,570,000	$2,045,000	($525,000)
Total Fund Balance Uses For Capital Projects	$2,523,400	$3,207,800	$2,620,000	($587,800)
Investment Earnings	$300,000	$275,000	$300,000	$25,000
Debt Proceeds (a)	$10,000,000	$11,500,000	$10,000,000	($1,500,000)
Tax Levy	$1,850,000	$1,747,000	$1,747,000	$0

(a) The 2016 budget was modified to appropriate $500,000 for Parks and Land Use capital projects, thereby reducing the need for debt issue proceeds from $12,000,000 to $11,500,000 (enrolled ordinance 170-87).

Pg #	PROJECT TITLE	Project Number	2017 Project Budget	Fund Balance & Revenue Applied		Net $'s Needed After Revenues Applied
	PUBLIC WORKS - AIRPORT					
472	AIRPORT RAMP EXPANSION	201621	$110,000	$110,000	(a)	$0
	EMERGENCY PREPAREDNESS - BUILDINGS					
474	COMMUNICATIONS CENTER EXPANSION	200808	$3,483,000	$708,400	(b)	$2,774,600
	PUBLIC WORKS - BUILDINGS					
475	MHC ROOF REPLACEMENT	201412	$15,000			$15,000
476	DEMOLISH FORMER HHS BUILDING	201503	$320,000		(c)	$320,000
477	HIGHWAY SUBSTATION HVAC UPGRADES	201109	$200,000			$200,000
478	HWY OPS-FLEET HVAC UPGRADES	201206	$847,000			$847,000
479	COURTHOUSE PROJ-SECURE COURTROOM CONSTRUCT	201418	$700,000			$700,000
	PUBLIC WORKS - HIGHWAYS					
481	CTH Q OCON RIVER BRIDGE	201201	$22,000			$22,000
482	CTH YY, UNDERWOOD CREEK STRUCTURE	201302	$170,000			$170,000
483	CTH Y, PILAK CREEK TRIBUTARY BRIDGE REPLACEMENT	201304	$90,000			$90,000
484	CTH O & I INTERSECTION RECONSTRUCTION	201603	$45,000			$45,000
485	WEST WAUKESHA BYPASS	200917	$660,000			$660,000
487	CTH I, CTH ES TO CTH O REHAB	201005	$381,000			$381,000
488	CTH M, CALHOUN RD TO EAST COUNTY LINE	201008	$2,132,000			$2,132,000
489	CTH D, CALHOUN ROAD TO 124TH ST REHAB	201706	$66,000			$66,000
490	BRIDGE AID PROGRAM THRU 2017	9131	$100,000			$100,000
491	CULVERT REPLACEMENT PROGRAM THRU 2017	9817	$100,000			$100,000
492	REPAVING PROGRAM 2013-2017	200911	$3,250,000	$600,000	(d)	$2,650,000
493	SIGNAL/SAFETY IMPROVEMENTS	200427	$1,250,000			$1,250,000

(a) Airport Fund Balance.
(b) Cost share fee for municipalities joining Countywide dispatch.
(c) Capital Project Fund Balance is budgeted to cover this project (see footnote (j) on next page).
(d) Includes County Highway Improvement Program (CHIP) funding of $300,000 and discretionary (CHIP - D) funding of $300,000.

Pg #	PROJECT TITLE	Project Number	2017 Project Budget	Fund Balance & Revenue Applied		Net $'s Needed After Revenues Applied
	PARKS AND LAND USE					
495	ENERGY EFFICIENCY IMPROVEMENTS	201208	$260,000		(e)	$260,000
496	WANAKI GOLF COURSE BRIDGE REPLACEMENT	201309	$465,000	$465,000	(f)	$0
497	MINOOKA RESTROOM SHELTER	201602	$634,000			$634,000
498	MEN. PARK BEACH HOUSE EXPAN. & RENOVATION	201605	$93,000			$93,000
499	LAKE COUNTRY TRAIL STH 67 UNDERPASS	201607	$98,000	$98,000	(g)	$0
500	UWW INFRASTRUCTURE SITE IMPROVEMENTS	201703	$182,400			$182,400
501	PAVEMENT MANAGEMENT 2013 - 2017	200824	$600,000	$315,000	(f)	$285,000
	COUNTYWIDE TECHNOLOGY PROJECTS					
502	PAYROLL/HUMAN RESOURCES INFORMATION SYSTEM	201617	$400,000		(h)	$400,000
	EST. FINANCING (Includes Arb Rebate/Discount)	999999	$150,000	$0		$150,000
	TOTAL EXPENDITURES/Fund Balance Applied/Net $ Needed		$16,823,400	$2,296,400		$14,527,000

ADDITIONAL REVENUES & FUND BALANCE-GENERALLY APPLIED			
STATE COMPUTER EQUIPMENT EXEMPTION	$600,000		
STATE SHARED REVENUE/UTILITY PAYMENT	$150,000		
GENERAL FUND BALANCE	$1,160,000	(i)	
CAPITAL PROJECT FUND BALANCE	$570,000	(j)	
DEBT ISSUE PROCEEDS	$10,000,000		
INVESTMENT INCOME EARNED ON DEBT ISSUE	$300,000		
TOTAL FROM OTHER FUNDING SOURCES			$12,780,000
TAX LEVY			$1,747,000

(e) Project is funded with $260,000 of General Fund Balance (see footnote (i)).
(f) Tarmann Parkland Acquisition Fund Balance.
(g) State Department of Natural Resources Stewardship Funding.
(h) Project is funded with $400,000 of General Fund Balance (see footnote (i)).
(i) General Fund Balance includes $660,000 budgeted for specific capital projects (see footnotes (e) and (h)).
(j) Capital Project Fund Balance includes $320,000 is budgeted for the demolition of the former Health and Human Services Building (see footnote (c) on previous page).

GENERAL SUMMARY
Capital project expenditures in 2017 decrease $3,959,400 from the 2016 Adopted Budget to about $16.8 million. Changes are identified by functional areas below.

Justice and Public Safety
Projects in this functional area total about $4.2 million, which is an increase of about $1.5 million from the prior year budget. The 2017 Budget includes $3.5 million for expansion of the Waukesha County Communications Center (WCC), which will allow new municipal partners to join County dispatch and provide needed space to manage large-scale emergency events. The budget also includes $700,000 for design for the first phase of a two-phase project to modernize and expand the courthouse. This first phase entails the construction of eight new secure courtrooms to be located adjacent to jail facilities and will feature improved security, prisoner transport and public access. Construction is planned for 2018-2022.

Parks, Environment, Education and Land Use
Projects in this functional area total about $2.3 million, an increase of about $800,000 from the 2016 budget. Maintenance of existing facilities includes $600,000 for the Parks pavement management plan; $465,000 for replacement of the bridges at Wanaki Golf Course, which will improve safety and golf course playability, while reducing ongoing structure maintenance; and $260,000 for energy-saving lighting upgrades at County park facilities.

Other projects budgeted in 2017 includes $634,000 for the construction of a new restroom and shelter at Minooka Park and $98,000 to continue the design phase for the creation of an underpass for the Lake County Trail as it crosses State Highway 67 in Oconomowoc (construction planned in 2019). A new multi-year project begins in 2017 about $182,000 to replace and repair sidewalks, exterior stairways and parking lots at the University of Wisconsin – Waukesha Campus.

Public Works
Project expenditures in the Public Works functional area total $9.8 million, a decrease of $6.5 million from the 2016 budget. Projects include buildings, highways and the airport as follows:

Buildings
Building infrastructure improvements total about $1.4 million. The 2017 budget includes $1,047,000 to upgrade HVAC systems at the highway substations and Highway Operations/Fleet building. Also, $320,000 is budgeted to complete a project demolishing the former health and human services building. The design phase for the roof replacement at the Mental Health Center is budgeted at $15,000 in 2017.

Highways
The 2017 capital budget for roadways continues priorities established in four categories and includes projects in all categories to provide a balanced plan. Projects and funding priorities are identified below.

Repaving
A funding level of $3.25 million is budgeted for the annual County Trunk Highway (CTH) repaving program with a goal of covering approximately 20 lane miles of road. In addition, $381,000 is budgeted to rehabilitate CTH I (Beloit Road), from CTH ES (National Avenue) to CTH O (Moorland Road), in the City of New Berlin. The design phase for rehabilitation of CTH D (Cleveland Avenue), from Calhoun Road to East County Line (124th Street) is budgeted at $66,000 in 2017.

Bridges/Culverts
The existing culvert replacement program continues with an appropriation of $100,000. Bridge rehabilitation and reconstruction projects include preliminary design work of $170,000 for the CTH YY Underwood Creek bridge structure and $90,000 for the CTH Y Pilak Creek Tributary Bridge. Land acquisition related to the CTH Q Oconomowoc River Bridge replacement is budgeted at $22,000 in 2017. 2017 budget includes $100,000 for the bridge aid program, which covers half the cost of municipal bridge reconstruction and repair.

Signal & Safety Improvements
Project costs of $1,250,000 million are budgeted in 2017 to address intersection improvement including traffic signals and turn lanes at the top-rated locations over the next two years (2017-18). Ratings are based on safety, traffic congestion and roadway safety audits to identify the use of lower-cost remediation strategies. Current and future construction costs are expected to be mostly covered with federal Highway Safety Improvement Program (HSIP) funding, totaling about $4.0 million (not included in County budget). Design for a separate intersection project, CTH O (Moorland Road) and CTH I (Beloit Road), is budgeted in 2017 at $45,000.

Priority Corridors
The 2017 budget includes $2.1 million for land acquisition for the widening of CTH M (North Avenue) from two to four lanes, between Calhoun Road and East County Line, along the City of Brookfield and Village of Elm Grove. Construction is planned for 2020. Construction of Waukesha County's portion of the Waukesha West Bypass (USH 18 to Northview Road) is planned for 2017 with additional funding in the budget of $660,000. This is a collaborative project with the City of Waukesha and the Wisconsin Department of Transportation to relieve congestion on nearby roads that has resulted from the continued growth and development in the area. Construction of the City's (Northview Road to I-94) and State's (STH 59 to USH 18) portions are anticipated to begin in 2017 and 2018.

Airport
The 2017 budget in includes $110,000 for the second year of a three-year project expand the south and west terminal ramp space. The project is expected to improve capacity and safety at the airport, while generating additional revenues through new land lease agreements and increasing fuel sales.

County Wide Technology Investments
Replacement of the County's human resources and payroll information systems begins in 2017 with $400,000. The existing system is nearing the end of its useful life and the vendor is no longer providing enhancements for it. The new system is expected to improve processes, provide greater functionality integrate existing systems and assist with mandated reporting needs (e.g., Affordable Care Act.)

Project Revenue Funding
Revenues and various fund balance appropriations for project funding decrease by about $2.5 million to $5 million for the 2017 Budget.

Project specific revenues increase by $1,946,600 to $1,406,400, primarily due to about $2 million in municipal contributions for highway projects budgeted in 2016 that are not repeated in 2017. Budgeted revenues include $708,400 in contributions for the Waukesha County Communication Center expansion project from municipalities joining County dispatch. Highway repavement projects are partially funded with $600,000 of federal/state County Highway Improvement Program (CHIP) revenues. The 2017 budget also includes $98,000 in anticipated State Department of Natural Resources Stewardship Grant funding to cover a portion the project to construct an underpass along the Lake Country Trail where it crosses State Highway 67.

Revenues also include State payments received for personal property tax exemption for technology equipment of $600,000 and State shared revenue payments allocated to Capital Projects budget estimated at $150,000.

Current Funding Sources
Use of Fund Balances in 2017 totals $2,620,000, which is a decrease of $587,800 from 2016. This includes $1,160,000 of **General Fund Balance**, of which project-specific uses include $400,000 for replacement of the human resources and payroll information system and $260,000 for energy efficiency lighting upgrades at non-enterprise County parks. **Capital Project Fund Balance** is budgeted at $570,000, of which $320,000 is specifically budgeted for the completion of the project to demolish the former health and human services building. **Tarmann Parkland Acquisition Fund Balance** is budgeted at $780,000, which is budgeted for Parks and Land Use capital projects ($465,000 for Wanaki Golf Course bridge replacement and $315,000 for pavement management) in accordance with enrolled ordinance 170-87. **Airport Fund Balance** of $110,000 is budgeted for a project to expand the south and west terminal ramps.

Borrowed funds are budgeted at $10 million, which is $1 million less than the previously adopted capital plan estimated for 2017 and $1.5 million less than 2016. Investment income is budgeted at $300,000, an increase of $25,000 from the 2016 budget. Property tax levy funding remains at the 2016 budgeted level of $1,747,000. Tax levy and the use of governmental fund cash balance and other revenues maintains the County's "down payment" at 31% of net capital expenditures, well above the policy target of 20%.

OPERATING IMPACTS BY FUNCTIONAL AREA

Justice and Public Safety

The expansion of the Waukesha County Communications Center (WCC) will accommodate additional staffing and equipment needs as new municipal police and fire agencies join County dispatch. Future municipal members should experience net savings from the economies of the WCC. On the County side, the additional staffing and equipment will increase personnel and maintenance costs as new municipal agencies join County dispatch. The additional square footage of the building would also likely result in increased utility expenses.

A study and staff research conducted for the Jail video visitation system replacement project has identified the potential for a revenue sharing arrangement that may cover vendor operating costs and potentially yield net revenue to the County.

Park, Environment, Education and Land Use

An energy conservation project to install LED lighting at parks facilities is expected to reduce energy costs with a return on investment of approximately five years.

The remaining three Wanaki Golf Course bridges are planned to be replaced in 2017. The number of bridges will be reduced to avoid future maintenance costs. The project is also expected to improve river flow and reduce flooding which may help limit golf course closures and loss of revenue.

Public Works - Buildings

The capital plan includes two projects to replace aging HVAC equipment with more energy-efficient technology, resulting in lower utility costs, including at the Highway Operations/Fleet building and the Highway substations.

Public Works - Airport

The project to expand the south and west terminal ramp is expected to correspond with commitments from aeronautical service providers to build new corporate hangars, which are estimated to generate approximately $84,000 in additional land lease revenues plus additional fuel sales revenue from more based aircraft (County receives $0.10 for every gallon sold at the Airport.) The new ramp space will result in additional ongoing costs for snow removal and pavement maintenance. As part of their future lease agreements, the hangar owners will pay for portions of the new pavement for which they are leasing (adjacent to their hangar lots). Ongoing maintenance for the remaining pavement will be paid for by County, estimated at $8,000 annually for snow removal and $2,000 for pavement repairs (after about five years when the new pavement will start needing repair).

Public Works - Highways

Annual operating costs for additional lane miles are estimated at approximately $7,000 per lane mile. The County's goal is to maintain or improve the current overall pavement condition index (1-100 scale), which was estimated at 62 in 2015. The County follows Wisconsin Department of Transportation guidelines for bridge replacement. Structure rehabilitation is warranted when the sufficiency number drops below 80, and a structure replacement is warranted when the sufficiency number drops below 50. The Highway Engineering division continues to work to maintain an average sufficiency index rating of 80 or higher for all county bridges. The overall bridge sufficiency index for 2015 was 84.7.

Technology Projects

The capital budget includes a project to implement a new human resources and payroll information system and is expected to include annual software licensing and maintenance costs, but will likely be partially offset by savings from automating a number of processes that are currently performed manually.

Project Title:	Airport Ramp Expansion Project	**Project #:**	201621
Department:	Public Works - Airport	**Project Type:**	Airport
Phase:	Preliminary Design	**Sponsor:**	Kurt Stanich – Airport Manager
Budget Action:	As Planned	**Manager:**	Allison Bussler – DPW Director
Date:	August 13, 2016		

CAPITAL BUDGET SUMMARY

Year	2016	2017	2018	2019	2020	Total Project
Project Phase	Design & Construction	Construction	Construction			
Expenditure Budget	$325,000	$110,000	$190,000	$0	$0	$625,000
Revenue Budget (Airport Fund Balance)	$325,000	$110,000	$190,000	$0	$0	$625,000
Net County Cost	$0	$0	$0	$0	$0	$0

COST DOCUMENTATION		**REVENUE**	
Design & Engineering	$1,610,000	Federal Aviation Administration	$8,430,000
Construction	$7,670,000	Wisconsin Bureau of Aeronautics	$625,000
Contingency	$400,000	County Airport Fund Balance	$625,000
Total Project Cost	$9,680,000	Total Revenue	$9,680,000
EXPENDITURE BUDGET	$625,000	**REVENUE BUDGET**	$625,000

Project Scope & Description

This project will expand the South and West Airport Terminal Ramps to accommodate requests by Aeronautical Service Providers to construct corporate aircraft hangars. The grass islands that currently divide the main terminal ramp will be filled in with concrete creating more parking for transient aircraft and improve ramp operations. Additionally, the west terminal ramp will connect to the west corporate hangar area significantly increasing safety as well as improving timely delivery of fuel service to corporate customers.

The new design includes 37,700 square yards of new pavement on the West Terminal Ramp, 6,600 square yards on the Main Terminal Ramp, and 9,000 square yards on the South Ramp. Work also includes improvements to storm water management, airfield lighting and signage. All of these improvements have been identified in the Airport Master Plan and the Airport Layout Plan.

Location

Waukesha County Airport Terminal Ramp

Analysis of Need

The current extent of the terminal ramp was constructed with the Airport Terminal in 1997. It was designed to meet the projected demand for aeronautical service providers with the intent of expanding the ramp once demand for the available hangar lots was met. The current west terminal ramp can only accommodate one additional hangar building. Both Fixed Base Operators (FBO's), Atlantic Aviation and Stein's Aircraft Services, LLC., and one Aeronautical Service Provider, Spring City Aviation, Inc., have submitted conceptual plans for large corporate hangar buildings on the West and South Terminal Ramps. This proposed activity consumes all of the remaining lots on the west and south ramps and necessitates expanding both areas in order to realize the revenue from these hangar developments. As a condition of new FBO operating agreements with Stein's Aircraft Services and Atlantic Aviation (pending approval) and an Aeronautical Service Provider Agreement with Spring City Aviation, each are required to build an additional hangar in the terminal ramp area. Without this ramp expansion, these companies will be unable to operate out of their new facilities.

Currently, the west corporate hangar area can only be accessed by driving fuel trucks and airport service vehicles onto aircraft movement areas causing a safety hazard as identified by the Federal Aviation Administration's (FAA) Runway Safety Action Team (RSAT). Connecting these two areas will eliminate vehicles from the Aircraft Movement Areas and from the airport's busiest taxiway. Service to corporate flight operations like Flight for Life will become more timely providing great benefit to their critical operations.

Project Title:	Airport Ramp Expansion Project	Project #:	201621
Department:	Public Works - Airport	Project Type:	Airport
Phase:	Preliminary Design	Sponsor:	Kurt Stanich – Airport Manager
Budget Action:	As Planned	Manager:	Allison Bussler – DPW Director
Date:	August 13, 2016		

The Main Terminal Ramp is divided by three grass islands. These were put in place during the 1997 construction to divide the main ramp from both the adjacent Taxiway and from the South Terminal Ramp. Changes in airport design, aircraft size and maneuverability, and increased demand for aircraft parking necessitate filling in these islands to make one contiguous ramp.

The three additional hangar lots and ability to handle more transient traffic will significantly increase revenues received (discussed below under ongoing operating costs) and assist the airport in reducing its reliance on County Tax Levy.

Alternatives

A smaller extension of the existing of the west ramp and south ramps would only accommodate the proposed hangar developments. The proposed project scope with a larger ramp expansion is expected to provide additional operational efficiencies and safety improvements.

Ongoing Operating Revenues/Costs

New hangar construction is expected to occur over three years (2016 – 2018) and estimated to result in approximately $84,000 in land lease revenues paid to the Airport. The new hangars will also support additional based aircraft at the Airport, increasing fuel revenues paid to the County (receive $0.10/gallon sold).

The new ramp space will result in additional ongoing costs for snow removal and pavement maintenance. As part of their future lease agreements, the hangar owners will pay for portions of the new pavement for which they are leasing (adjacent to their hangar lots). Ongoing costs for the remaining pavement will be paid for by the County, estimated at $8,000 annually for snow removal and $2,000 for pavement repairs and maintenance about five years after construction (first few years should need minimal repair).

Previous Action

- South and West terminal ramp expansion previously included in capital project #201311.
- Approved as a new project in Ordinance 171-030.

Project Title:	Communication Center Expansion	**Project #:**	200808
Department:	Public Works - Buildings	**Project Type:**	Facility Expansion
Phase:	Preliminary Design	**Sponsor:**	Gary Bell, Emerg. Prep. Director
Budget Action:	As Planned	**Manager:**	Allison Bussler, DPW Director
Date:	August 12, 2016		

CAPITAL BUDGET SUMMARY

Year	2015	2016	2017	Total
Project Phase	Budget & Concept	Design	Construction	Project
Expenditure Budget	$45,000	$203,000	$3,483,000	$3,731,000
Revenue Budget	$0	$0	$708,400	$708,400
Net County Cost	$45,000	$203,000	$2,774,600	$3,022,600

COST DOCUMENTATION		**REVENUE**	
Architect	$248,000	Municipal Cost Share per ordinance*	$350,000
Construction	$2,976,000	New Berlin Joining fee for	$358,400
Contingency	$238,000	infrastructure received in 2012	
Survey/Soil Test/Permits/Etc	$28,000	and reserved in General Fund Balance	
Furniture	$241,000		
Total Project Cost	$3,731,000	Total Revenue	$708,400
EXPENDITURE BUDGET	$3,731,000	**REVENUE BUDGET**	$708,400
		*Future new large member that requires expansion	

Project Scope & Description

This project was proposed in 2008 and will incorporate space for the Waukesha Communications Center (WCC) to accommodate additional dispatch agencies and space for the Emergency Operations Center (EOC) to better handle countywide emergencies. This project adds an approximate total of about 7,500 square feet to the WCC. Based on further research, the hiring of a new director, EOC training exercises, and actual experience with a large incident, the project expands the EOC to properly necessitate these functions. The project will also include storage, a garage, and administrative space to free up existing space in the current facility to accommodate future county wide dispatch for all jurisdictions and have the needed space to better manage significant incidents.

Location

Waukesha County Communications Center, 1621 Woodburn Road, Waukesha, WI 53188

Analysis of Need

The existing facility was completed in 2004 and started operations that same year. The facility was designed to handle all the agencies that committed originally and a small increase to the number of agencies in the future. The current dispatch floor has workstations for fourteen 9-1-1 positions, one 9-1-1 supervisor position and two supervisor workstations. While the facility is capable of handling increases in activity and a small number of new partners in the existing structure, at some point the facility will need to expand to accommodate substantial growth due to more agencies joining. Since 2004, three police departments and three fire departments have been added to the WCC, as well as additional emergency management and Information Technology Division personnel. The most recent addition was in 2012 with New Berlin Police and Fire becoming part of the WCC. Within the next couple of years, growth is estimated to include additional police and fire departments, but the size of these agencies is unknown at this point. In addition, space is needed in the EOC to handle countywide incidents. The current square footage is insufficient for substantial growth due to new agencies.

Alternatives

- Until the building is expanded, the dispatch floor can be re-configured to add up to four 9-1-1/dispatch positions and convert the two supervisors' workstations to 9-1-1/dispatch workstations, but room for support staff, storage, meeting rooms, etc. is in short supply.
- Only allow one partner/agency and deny all other agency requests.
- Create new formula to better account for all cost of new agencies that join the dispatch center.

Ongoing Operating Costs

The major components of the building already exist. Additional space and equipment will require additional staff and increases in personnel, maintenance and utilities costs. Estimated costs will be determined as the project construction design plan is completed.

Previous Action

2008-2012 capital plan: approved as new. 2009-2013, 2010-2014, 2011-2015; 2013-2017 capital plans: delayed one year. 2012-2016 capital plan: cost update. 2014-2018 capital plan: approved as planned. 2015-2019 capital plan: scope and cost update. 2016-2020 capital plan: scope and cost update.

Project Title:	MHC Roof Replacement	**Project #:**	201412
Department:	Public Works - Buildings	**Project Type:**	Roof Replacement
Phase:	Formation	**Sponsor:**	Public Works
Budget Action:	As Planned	**Manager:**	Allison Bussler, DPW Director
Date:	August 12, 2016		

CAPITAL BUDGET SUMMARY

Year	2017	2018	Total
Project Phase	Budget & Concept, Design	Construction	Project
Expenditure Budget	$15,000	$238,000	$253,000
Revenue Budget	$0	$0	$0
Net County Cost	$15,000	$238,000	$253,000

COST DOCUMENTATION		REVENUE	
Architect	$15,000		
Construction	$222,000		
Contingency	$16,000		
Total Project Cost	$253,000	Total Revenue	$0
EXPENDITURE BUDGET	$253,000	**REVENUE BUDGET**	$0

Project Scope & Description
This project is to replace 55,000 GSF (gross square feet) of 60 mil EPDM (rubber) roofing on the Mental Health Center.

Location
Mental Health Center, 1501 Airport Road, Waukesha, WI 53188

Analysis of Need
This Mental Health Center was constructed in 1994 and has the original roofing system. EPDM roofs are typically under warranty for 15 years and have a useful life expectancy between 15 and 20 years. The roof is 22 years old and has been patched and deteriorated due to sun exposure. At time of replacement the roof will be 24 years old.

Alternatives
Patch the roof when leaks develop.

Ongoing Operating Costs
Operating costs will be reduced for labor and materials associated with repairing leaks and associated damages.

Previous Action
2014-2018 capital plan: approved as new project
2015-2019 capital plan: approved as planned
2016-2020 capital plan: approved as planned

Project Title:	Demolish Former Health & Human Services Building	**Project #:**	201503
Department:	Public Works - Buildings	**Project Type:**	Demolition
Phase:	Demolition	**Sponsor:**	Public Works
Budget Action:	As Planned	**Manager:**	Allison Bussler, DPW Director
Date:	August 12, 2016		

CAPITAL BUDGET SUMMARY

Year	2015	2016	2017	Total
Project Phase	Design/Demolition	Demolition	Parking Const	Project
Expenditure Budget	$1,515,000	$1,785,000	$320,000	$3,620,000
Revenue Budget	$0	$0	$0	$0
Net County Cost	$1,515,000	$1,785,000	$320,000	$3,620,000

COST DOCUMENTATION		**REVENUE**	
Design*	$100,000	Most of project will be funded with	
Demolition/Parking	$3,220,000	appropriated Capital Project Fund Balance.	
Contingency	$300,000		
Total Project Cost	$3,620,000	Total Revenue	$0
EXPENDITURE BUDGET	$3,620,000	**REVENUE BUDGET**	$0

*Includes demolition consultant.

Project Scope & Description

This project includes the demolition of the former HHS buildings. The project includes the stabilization of site conditions, the construction of approximately 70 new public parking spaces and the preservation of the existing cellular tower/smoke stack.

Location: The former HHS building is located at 500 Riverview Drive, Waukesha, WI 53186.

Analysis of Need

The main building is over 100 years old (opened in 1910). As a result of a 1995 facilities improvement study of the Health and Human Services Building, the Waukesha County Board in 1995 approved expending nearly $1.3 million for building maintenance to extend the service life of the building 10-15 years. The facility analysis showed it would not have been a prudent use of tax dollars to make a greater investment in the building to extend the service life. The decision by the Waukesha County Board to extend the service life of the building 10-15 years started the planning process for a replacement Health and Human Services Building.

In 2010, the Waukesha County Board approved a capital project to construct a new Health and Human Services Building on the Moor Downs property to replace the former building. The new Health and Human Services Building was opened in 2013.

In 2013, Waukesha County evaluated use of the former Health and Human Services Building as temporary space for Courts operations during a future Courthouse remodeling project. The analysis showed that the former Health and Human Services Building would not have been suitable for this temporary use.

An extensive consulting report on survey/sampling during September/October 2015 identified higher levels of hazardous materials (e.g., asbestos, lead and mercury) than the initial estimate. More asbestos was found through this method of sampling (e.g., cutting holes in multiple wall and floor layers).

Alternatives & Previous Actions

- Retain the building and continue to incur repair, maintenance, and liability costs.
- Alternatives pursued and abandoned:

  Pursued County Board Resolution 168-R-007 to sell and relocate or tear down the former Waukesha County Health and Human Services Building. There were no proposals received for the sale and relocation that met the intent of the resolution, leaving building demolition as the recommended alternative.

  Pursued County Board adopted Resolution 169-R-006 to consider potential developer proposals for the former HHS building. During the summer of 2015, the County received one proposal, and the request for proposal committee deemed the proposal incomplete and recommending rejecting the proposal. The proposal was rejected by the County Board at the August Board meeting.
- 2016-2020 capital plan: scope and cost update

Ongoing Operating Costs

Operating costs to continue to repair and maintain the former HHS building are expected to be $58,000/yr. Insurance costs will continue to be incurred at $16,000/yr. Vandalism and other liability will continue to be a concern in a vacant building.

Project Title:	Highway Substations HVAC Upgrades	**Project #:**	201109
Department:	Public Works - Buildings	**Project Type:**	Mechanicals/Bldg Systems
Phase:	Construction	**Sponsor:**	Public Works
Budget Action:	C - $ Update	**Manager:**	Allison Bussler, DPW Director
Date:	August 12, 2016		

CAPITAL BUDGET SUMMARY

Year	2014	2016	2017	Total
Project Phase	Budget & Concept Design	Construction	Construction	Project
Expenditure Budget	$36,000	$200,000	$200,000	$436,000
Revenue Budget	$0	$0	$0	$0
Net County Cost	$36,000	$200,000	$200,000	$436,000

COST DOCUMENTATION		**REVENUE**	
Architect	$36,000		
Construction	$368,000		
Contingency	$32,000		
Total Project Cost	$436,000	Total Revenue	$0
EXPENDITURE BUDGET	$436,000	**REVENUE BUDGET**	$0

Project Scope & Description

This project upgrades HVAC equipment controls at the four Highway Division substations. The project was bid in 2016 with the bids coming in over the consultants cost estimate for the project. The materials and labor were significantly higher than the consultant anticipated resulting in a budget increase for 2017.

Locations

Nashotah Substation–N46W33480 CTH R, Nashotah, WI 53058
New Berlin Substation–20300 W. Lawnsdale Road, New Berlin, WI 53058
North Prairie Substation–126 Oakridge Drive, North Prairie, WI 53153
Sussex Substation–N51W23093 Lisbon Road, Sussex, WI 53098

Analysis of Need

The equipment targeted to be replaced in this project has been identified to have reached the end of its useful life. Mechanical HVAC equipment normally has a useful life of approximately 25 years depending upon the quality of the equipment and the frequency of maintenance. With proper maintenance the useful life of the equipment can be extended. The substations were constructed as follows: Nashotah 1972 (44 years ago), New Berlin 1950 (66 years ago), North Prairie 1988 (28 years ago) and Sussex 1965 (51 years ago). The project proposes a concept and budget in 2014 to determine which equipment needs to be replaced, reconditioned or reused. This project will also allow the County to install high-efficiency equipment to reduce annual utility costs.

Alternatives

Repair or replace equipment when it breaks down.

Ongoing Operating Costs

Energy consumption will be modestly reduced with more efficient equipment.

Previous Action

- 2011-2015 capital plan: approved as a new project
- 2012-2016 capital plan: approved with cost update
- 2013-2017 capital plan: delayed
- 2014-2018 capital plan: approved as planned
- 2015-2019 capital plan: approved as planned
- 2016-2020 capital plan: approved with cost update

Project Title:	HWY Ops-Fleet HVAC Upgrades	**Project #:**	201206
Department:	Public Works - Buildings	**Project Type:**	Mechanicals/Bldg Systems
Phase:	Preliminary Design	**Sponsor:**	Public Works
Budget Action:	C - $ Update	**Manager:**	Allison Bussler, DPW Director
Date:	August 12, 2016		

CAPITAL BUDGET SUMMARY

Year	2015	2017	Total
Project Phase	Budget & Concept Design	Construction	Project
Expenditure Budget	$45,000	$847,000	$892,000
Revenue Budget	$0	$0	$0
Net County Cost	$45,000	$847,000	$892,000

COST DOCUMENTATION		**REVENUE**	
Design	$45,000		
Construction	$782,000		
Contingency	$65,000		
Total Project Cost	$892,000	Total Revenue	$0
EXPENDITURE BUDGET	$892,000	**REVENUE BUDGET**	$0

Project Scope & Description
This project will upgrade the HVAC infrastructure including pumps, motors, air handling units and heaters at the Highway Operations and Fleet Facilities.

Location
Highway Operations and Fleet Facilities, 1641 Woodburn Road, Waukesha, WI 53188

Analysis of Need
The Highway Operations Center was constructed in 1997 and the Fleet Garage was constructed in 1998. The LAW study is a planning document to help the county plan for equipment replacement at the end of a piece of equipment's useful life, but before it fails. The study identified approximately 63 individual pieces of HVAC-related equipment that should be upgraded or replaced at these facilities. Construction costs are updated based on budget and concept developed in 2016.

Alternatives
Replace equipment individually as it breaks down.

Ongoing Operating Costs
Energy consumption will be reduced by replacing older equipment with newer high efficiency equipment. Estimated energy consumption reductions to be determined as part of the budget and concept design in 2015.

Previous Action
2012-2016 capital plan: approved as new project.
2013-2017, 2014-2018, 2015-2019, 2016-2020 capital plan: approved as planned.

Project Title:	Courthouse Project – Secure Courtroom Construction	**Project #:**	201418
Department:	Public Works - Buildings	**Project Type:**	New Building
Phase:	Formation	**Sponsor:**	Public Works
Budget Action:	As Planned	**Manager:**	Allison Bussler, DPW Director
Date:	August 31, 2016		

CAPITAL BUDGET SUMMARY

Year	2017	2018	2019	2020	Total
Project Phase	Budget & Concept	Design/Constr	Construction	Construction	Project
Expenditure Budget	$700,000	$8,000,000	$14,000,000	$13,700,000	$36,400,000
Revenue Budget	$0	$0	$0	$0	$0
Net County Cost	$700,000	$8,000,000	$14,000,000	$13,700,000	$36,400,000

COST DOCUMENTATION		**REVENUE**	
Design	$2,275,000		
Construction Management	$2,275,000		
Construction	$30,450,000		
Contingency	$1,400,000		
Total Project Cost	$36,400,000	Total Revenue	$0
EXPENDITURE BUDGET	$36,400,000	**REVENUE BUDGET**	$0

Project Scope & Description

The existing courthouse, located at 515 W. Moreland Blvd., was constructed in 1959 and remains structurally sound. The Courthouse currently houses the Judiciary, Clerk of Courts, Family Court Counseling, District Attorney's Offices (including Victim/Witness), The County Board Room, Information Technology and other miscellaneous functions. Throughout the life of the Courthouse, extensive remodeling has taken place to add additional courtrooms and reconfigure interior space to meet the expanding needs of the services located in the Courthouse. Operational and business inefficiencies, particularly for the courts systems, have been created due to both space and building limitations. In addition, existing courtrooms do not meet current design standards. Also, the Courthouse building infrastructure is approaching the end of its useful life.

The County retained Zimmerman Architectural Studios to develop a "Courthouse Study," (capital project #200914), to provide a comprehensive analysis of Courthouse space requirements and design needs. This study has been completed, and Zimmerman recommended a two-step design approach (below). This project is intended to address step 1. A separate future capital project will need to address step 2. While approving this project in the plan does not obligate future County Boards for step 2 (renovation of the existing courthouse facility as outlined in the aforementioned study, project #201705), it does reflect the County's future guidance for the overall courthouse project.

Step 1: Construction of a new 4 story, 8 courtroom facility and relocation of 8 existing courtrooms to the new facility. This work also includes the demolition of the existing 1959 jail.

Step 2: This future capital project would renovate the existing Courthouse facility in a 3 stage vertical segmented approach to provide newly renovated facilities for all divisions, except the secure courtrooms addressed in Step 1. Courthouse renovation will also include the installation of new state of the art mechanical, electrical, fire protection, window systems and new wall, floor and ceiling finishes in all renovated areas. This approach will not require temporary offsite relocation of Courthouse personnel.

Project Title:	Courthouse Project – Secure Courtroom Construction	Project #:	201418
Department:	Public Works - Buildings	Project Type:	New Building
Phase:	Formation	Sponsor:	Public Works
Budget Action:	As Planned	Manager:	Allison Bussler, DPW Director
Date:	August 31, 2016		

At this time, there are a number of factors that may impact the design and the construction costs of future courthouse modernization projects. These factors make it difficult to provide detailed cost estimates for these projects. In 2013, Zimmerman Architectural Studios estimated the full courthouse remodel to cost approximately $95 million (in 2019 dollars), including $36.4 million for step 1 (in this project) and $58.6 million for step 2 (after adjusting design/construction management and contingency factors to County standards). However, many factors could impact that estimate including, but not limited to, incorporating additional operations to the courthouse space, future economic conditions and the maturing of the design process for the remaining 3 stages of work that are part of Step 2. Additional design work will be performed to finalize the staging of the remaining work during the design phase of the Secure Courtroom Construction project (Step 1). This cost estimate is subject to change as a result of the factors mentioned above.

Location
Waukesha County Courthouse, 515 West Moreland Blvd., Waukesha, WI 53188.

Analysis of Need

The existing Courthouse building, constructed in 1959, remains structurally sound. Over the years, extensive remodeling has taken place to add additional courtrooms and reconfigure interior space. Public access to the building is now limited to the main entrance (door #2) where security screening takes place. Customer circulation has been identified for improvement, particularly the Courts area. Due to the remodeling, some courtrooms are considered inadequate since the space and/or security does not measure up to current courtroom design standards.

Based on the needs identified by the County and analyzed by the consultant, the consultant has recommended the construction of a new 4-story Courts building adjacent and contiguous to the existing Courthouse and the relocation of 8 existing courtrooms to this building. This will address courtroom security needs, prisoner transport needs, and customer circulations needs. Due to the design of this new building, it will not be necessary to temporarily relocate any courtrooms or staff during construction.

The existing Courthouse is in need of complete replacement of its mechanical, electrical, plumbing, fire protection and window systems. The need for these replacements will coincide with the completion of the Courts Building and the vacating of 8 courtrooms in the existing Courthouse. The space left vacant by the courtrooms will be used in consideration with the consultant's recommendation for Step 2, as described previously in the Project Scope and Description.

At this time, there are a number of factors that may impact the design and the construction costs of future courthouse modernization projects. These factors make it difficult to provide detailed cost estimates for these projects. Those factors include but are not limited to: future economic conditions and the maturing of the design process for the remaining 3 stages of work that are part of step 2. Additional design work will be performed to finalize the staging of the remaining work during the design phase of the step 1 effort.

Alternatives
Continue to operate all County functions and services at their present location utilizing existing facilities, risking HVAC failure, and without gaining future HVAC, utility and staffing efficiencies.

Ongoing Operating Costs
Continue at the present energy consumption and maintenance required. The new project is expected to reduce energy costs given the opportunity to increase operational efficiency that state of the art equipment and windows provide.

Previous Action
- The Courthouse Study was completed in August, 2013
- Approved as a new capital project in the 2014-2018 capital plan
- 2015-2019 capital plan: approved as planned
- 2016-2020 capital plan: approved as planned

Project Title:	CTH Q. Oconomowoc River Bridge	**Project #:**	201201
Department:	Public Works - Highways	**Project Type:**	Bridge
Phase:	Preliminary Design	**Road Name:**	County Line Road
Budget Action:	As Planned	**Manager:**	Allison Bussler, DPW Director
Date:	August 12, 2016		

CAPITAL BUDGET SUMMARY

Year	2016	2017	2018	Total
Project Phase	Design	Right of Way	Construction	Project
Expenditure Budget	$119,000	$22,000	$112,000	$253,000
Revenue Budget	$0	$0	$0	$0
Net County Cost	$119,000	$22,000	$112,000	$253,000

COST DOCUMENTATION		**REVENUE**	
Design	$97,000	Federal Bridge Aid (Anticipated)	$450,000
State Review for Design	$22,000		
Land Acquisition	$22,000		
Construction	$472,000		
Construction Management	$66,000		
Contingency	$24,000		
Total Project Cost	$703,000	Total Revenue	$450,000
EXPENDITURE BUDGET	$253,000	**REVENUE BUDGET**	$0

Project Scope & Description

This project is a replacement of the CTH Q bridge over the Oconomowoc River. A single span slab bridge is anticipated, but various structure types will be investigated. The roadway will remain two lanes over the bridge and will be constructed to current standards. The roadway profile will likely need to be raised in elevation at the bridge to provide adequate navigational clearance. This will require reconstruction of additional approach roadway to match the profile. Right of way was purchased to the ultimate width of 100 feet in the 1960's for most of the expected project limits. Additional right of way and easements will be acquired as needed. Federal bridge aid is anticipated to be used on this project and at 80% of construction phase is estimated at $450,000.

Location

Towns of Merton and Erin

Analysis of Need

The existing bridge (P-67-0078) is a single-span steel deck girder structure constructed in 1925. The concrete deck was replaced and widened in 1981. The deck is in fair condition, though the deck edges are now spalling. The girder paint system has failed and girders have deteriorated with the loss of section near the abutments and on the outermost girders. The abutments are deteriorating with areas of delamination and spalling. The bridge is considered both "structurally deficient" and "functionally obsolete". The structure sufficiency number is 35.9, which indicates that structure replacement is warranted according to WisDOT guidelines and makes the bridge eligible for federal bridge replacement funding with a sufficiency below 50. The 2013 traffic volume on this roadway segment was 3,120 vehicles per day.

Alternatives

Rehabilitation, which does not address all structural and geometric deficiencies.

Ongoing Operating Costs

Maintenance costs will be reduced in the early years after construction beyond 2018.

Previous Action

- Approved as a new project in the 2012-2016 capital plan.
- Approved as planned in the 2013-2017 capital plan.
- Approved with a cost update in the 2014-2018 capital plan.
- Approved as planned in the 2015-2019 and 2016-2020 capital plans.

Project Title:	CTH YY, Underwood Creek Structure	**Project #:**	201302
Department:	Public Works - Highways	**Project Type:**	Bridge
Phase:	Preliminary Design	**Road Name:**	Pilgrim Road
Budget Action:	As Planned	**Manager:**	Allison Bussler, DPW Director
Date:	August 12, 2016		

CAPITAL BUDGET SUMMARY

Year	2017	2018	2019	Total
Project Phase	Design	Land	Construction	Project
Expenditure Budget	$170,000	$179,000	$1,017,000	$1,366,000
Revenue Budget	$0	$0	$0	$0
Net County Cost	$170,000	$179,000	$1,017,000	$1,366,000

COST DOCUMENTATION		**REVENUE**	
			$0
Design	$170,000		
Land Acquisition	$179,000		
Construction	$877,000		
Construction Management	$105,000		
Contingency	$35,000		
Total Project Cost	$1,366,000	Total Revenue	$0
EXPENDITURE BUDGET	$1,366,000	**REVENUE BUDGET**	$0

Project Scope & Description

This project is a replacement of the CTH YY structure over Underwood Creek. The roadway will remain two lanes over the structure but the substandard shoulder width will be improved to current standards. The project is not straight-forward due to a number of site constraints which include: Underwood Creek runs parallel to the highway for 300 feet; site is adjacent to a city park (Wirth Park); structure is in close proximity to a public street and park entrance; project site is near a railroad crossing, school, and cemetery. The 2035 Regional Transportation Plan calls for CTH YY to become a 4-lane facility. Design of the project will include study of various alignments of future 4-lane expansion to determine best location for a 2-lane bridge. Various structure types will be considered. The project may require stream relocation, bridge site relocation, park entrance relocation, an additional stream crossing structure at park entrance, relocation of an existing pedestrian bridge, removal of existing retaining wall, and changes to roadway vertical alignment. Right-of-way acquisition to the ultimate width of 120 feet is required. Significant additional easements are anticipated.

Location

City of Brookfield

Analysis of Need

The existing structure is a single-span, concrete slab that spans approximately 18 feet. Also, the structure was widened to its current width using pre-stressed girders. Dates of initial construction and widening are unknown. The roadway and bridge transferred from City of Brookfield to county jurisdiction in 2006. The abutments and superstructure are in poor condition, per the 2012 structure inspection report. The roadway over the structure is narrow, with minimal shoulders. Structure replacement is recommended. The structure has a span of 18 feet and is not classified as a bridge per Federal Highway Administration (FHWA) standards, and therefore is not eligible for federal bridge aid. Traffic volume on CTH YY in 2015 was 13,175 vehicles per day.

Alternatives

Rehabilitate the existing bridge, which does not address all structural and geometric deficiencies.

Ongoing Operating Costs

Initial maintenance costs may be reduced.

Previous Action

- Approved as a new project in the 2013-2017 capital plan.
- Approved as planned in the 2014-2018 and 2015-2019 capital plans.
- Approved as planned in the 2016-2020 capital plan.

Project Title:	CTH Y, Pilak Creek Tributary Bridge Rplc	**Project #:**	201304
Department:	Public Works - Highways	**Project Type:**	Bridge
Phase:	Preliminary Design	**Road Name:**	Racine Avenue
Budget Action:	As Planned	**Manager:**	Allison Bussler, DPW Director
Date:	August 12, 2016		

CAPITAL BUDGET SUMMARY

Year	2017	2018	2019	Total
Project Phase	Design	Land	Construction	Project
Expenditure Budget	$90,000	$24,000	$520,000	$634,000
Revenue Budget	$0	$0	$0	$0
Net County Cost	$90,000	$24,000	$520,000	$634,000

COST DOCUMENTATION		**REVENUE**	
			$0
Design	$90,000		
Land Acquisition	$24,000		
Construction	$448,000		
Construction Management	$18,000		
Contingency	$54,000		
Total Project Cost	$634,000	Total Revenue	$0
EXPENDITURE BUDGET	$634,000	**REVENUE BUDGET**	$0

Project Scope & Description

This project is a replacement of the CTH Y structure over an un-named tributary to Pilak Creek. The roadway will remain a two lane rural section over the structure. Various structure types will be considered. The City of Muskego is planning a bicycle facility along the west side of the highway. Accommodation of the bicycle facilities may require additional culvert length, as well as some land acquisition. Additional acquisition of easements may be required to construct this project.

Location

City of Muskego

Analysis of Need

The existing structure is a two-barrel corrugated steel plate arch. The structure was initially constructed in 1968 with a single barrel (84”x61”). A second barrel (103”x71”) was added in 1989. Both barrels are rusted through near the water line. The existing two-lane roadway over the structure has adequate shoulder width, and is consistent with the 2035 Regional Transportation Plan. The structure is not a bridge, as defined by Federal Highway Administration standards, and therefore is not eligible for federal bridge aid. The 2014 traffic volume on CTH Y was 11,517 vehicles per day.

Alternatives

Rehabilitate the existing structure, which is likely not cost effective.

Ongoing Operating Costs

Initial maintenance costs may be reduced.

Previous Action

- Approved as a new project in the 2013-2017 capital plan.
- Approved as planned in the 2014-2018 and the 2015-2019 capital plans.
- Approved as planned in the 2016-2020 capital plan.

Project Title:	CTH O & I Intersection Reconstruction	**Project #:**	201603
Department:	Public Works - Highways	**Project Type:**	Rehabilitation
Phase:	Preliminary Design	**Road Name:**	Moorland Road
Budget Action:	As Planned	**Manager:**	Allison Bussler, DPW Director
Date:	August 12, 2016		

CAPITAL BUDGET SUMMARY						
Year	2016	2017	2018	2019	2020	Total
Program Project		Design	Land Aquis	Const.		Project
Expenditure Budget	$0	$45,000	$50,000	$414,000	$0	$509,000
Revenue Budget	$0	$0	$0	$125,500	$0	$125,500
Net County Cost	$0	$45,000	$50,000	$288,500	$0	$383,500

COST DOCUMENTATION		REVENUE	
Design	$193,000	Surface Transportation	
WisDOT Design Review	$30,000	Program - Milwaukee (STP - M)	$1,840,000
Land Acquisition	$50,000		
Construction	$1,806,000	Developer Agreement 1 - Budgeted	$63,000
Construction Mgmt	$180,000	Developer Agreement 2 - Budgeted	$62,500
Contingency	$90,000		
Total Project Cost	$2,349,000	Total Revenue	$1,965,500
EXPENDITURE BUDGET	**$509,000**	**REVENUE BUDGET**	**$125,500**

Project Scope & Description

This project involves improvements to the intersection at Moorland Road and Beloit Road. Left turn lanes on Moorland Road will be turned into double left turn lanes; right turn islands will be added; Beloit Road will be restriped to provide two lanes in each direction; failing pavement on Moorland Road will be replaced; and traffic signals will be upgraded.

Proposed developments in the area have indicated the need for a number of incremental improvements at this intersection to meet their needs. Additionally, pavement conditions and future background growth have identified further deficiencies at this location. However, due to the proximity of I-43, it has been determined that a single project funded with developer, county and federal funding would disrupt traffic patterns less and cause less potential safety problems than a series of small incremental projects. The project has been approved for $1,840,000 in federal STP-M revenues.

Location

City of New Berlin

Analysis of Need

This intersection controls traffic on two heavily used roadways, Moorland Road and Beloit Road, and is a major gateway to New Berlin from I-43. Recent traffic impact studies conducted for developments in the area have shown that the intersection operates at a low level of service and that relatively small increases in traffic are having a large impact on the intersection operations. As more developments occur in the area, background traffic will grow. The existing intersection capacity is insufficient to meet the current and future traffic volumes and turning movements. Also, while the roadway was last rehabilitated in 2006, the latest Pavement Condition Index (PCI) for this segment is 45, the concrete pavement on Moorland Road is in poor condition and should be replaced. Traffic volumes within this segment of Moorland Road are currently 31,000 vehicles per day.

Alternatives

- Reconstruct the intersection to provide necessary additional capacity.
- Reconsider project in a future capital plan.

Ongoing Operating Costs

Minor operational cost increase due to increased size and number of turn lanes.

Previous Action

Project approved as new in 2016-2020 capital plan

Project Title:	Waukesha West Bypass	**Project #:**	200917
Department:	Public Works - Highways	**Project Type:**	Jurisdictional Plan Implementation
Phase:	Construction	**Road Name:**	Meadowbrook Road/Merrill Hills Road
Budget Action:	Delay, C - $ Update	**Manager:**	Allison Bussler, DPW Director
Date:	September 20, 2016		

CAPITAL BUDGET SUMMARY

Year	2009	2010	2011	2012	2013	2016*	2017	Total
Project Phase	Design	Design	Right of Way	Right of Way	Construction	Construction	Construction	Project
Expenditure Budget	$250,000	$1,750,000	$2,000,000	$3,600,000	$1,220,000	$2,137,000	$660,000	$11,617,000
Revenue Budget*	$250,000	$0	$1,400,000	$3,600,000	$0	$200,000	$0	$5,450,000
Net County Cost	$0	$1,750,000	$600,000	$0	$1,220,000	$1,937,000	$660,000	$6,167,000

COST DOCUMENTATION		**REVENUE**	
Design	$3,382,000	Surface Transportation Program (STP)- (not budgeted)	$3,200,000
Land Acquisition	$5,600,000	STP - (Right of Way Acq.) budgeted State ROW reimbursement	$2,600,000 (State 100%)
Construction	$5,080,000	STP - (Right of Way Acq.) budgeted County ROW reimbursement	$2,400,000 (Cty 80%)
Construction Management	$508,000	Capital project fund balance	$250,000
Contingency	$247,000	WisDOT Reimbursement*	$200,000
Total Project Cost	$14,817,000	Total Revenue	$5,450,000
EXPENDITURE BUDGET	$11,617,000	**REVENUE BUDGET**	$5,250,000

*The County was notified that it will not be provided $200,000 by the Wisconsin Department of Transportation, which was budgeted in 2016 to cover the cost of designing the intersection of USH 18 and the Waukesha West Bypass. As a result, related expenditure appropriations of $200,000 will be decreased at year-end 2016.

Project Scope & Description

Waukesha County has signed a memorandum of understanding (MOU) with the Wisconsin Department of Transportation (WisDOT) and City of Waukesha for completion of the West Waukesha Bypass, which clearly defines each party's responsibility for the completion of the corridor.

Under the terms of the MOU, Waukesha County is responsible for the completion of the environmental Impact Statement (EIS) and the preliminary design for the entire corridor. This capital project will complete the preliminary design for the West Waukesha Bypass from STH 59 to I-94, real estate acquisition for the entire corridor south of Northview Road and the final design and construction of the West Bypass from USH 18 to Northview Rd. The roadway will be designed as a 4 lane facility.

The MOU further states that the City of Waukesha will construct the portion north of Northview Road. The Wisconsin Department of Transportation will construct the bypass between STH 59 and USH 18 and contribute toward the cost of real estate. Waukesha County will be responsible for real estate acquisition south of Northview Road up to the cost of $3 million (offset with 80% Federal funding) and the State of Wisconsin will reimburse the County for up to an additional $2.6 million for total land acquisition costs of $5.6 million. Waukesha County will also be responsible for the construction of the new roadway between USH 18 and Northview Road

As the Bypass will become a State Trunk Highway, a jurisdictional transfer agreement has been signed with WisDOT. STH 74 between STH 190 in Pewaukee and Menomonee Avenue in Lannon will be transferred to Waukesha County. CTH TT, Sunset to Northview and the new highway goes to the State jurisdiction.

Final design and real estate acquisition is now complete for the portion of the project from USH to Northview. Construction was due to begin in 2016 but was delayed due to difficulties in obtaining US Army Corps of Engineers permits. Construction for Waukesha County's portion of the project is now scheduled for 2017 and for the WisDOT portion of the project in 2018. Cost increases of $660,000 reflect inflation, higher costs for traffic control, and redesign costs related to the area around Sunset drive to completely avoid a fen. Avoidance of this fen saved significant cost for fen and upland mitigation (which would have been included in this cost update) and provided the impetus for Corps of Engineers to proceed with issuing permits.

Project Title:	Waukesha West Bypass	Project #:	200917
Department:	Public Works - Highways	Project Type:	Jurisdictional Plan Implementation
Phase:	Construction	Road Name:	Meadowbrook Road/Merrill Hills Road
Budget Action:	Delay, C - $ Update	Manager:	Allison Bussler, DPW Director
Date:	August 30, 2016		

Location
City and Town of Waukesha

Analysis of Need
The St. Paul Avenue-Sunset Drive-Merrill Hills Road corridor is a two-lane roadway that has been acting as a de facto West Waukesha Bypass since the portion of CTH TT between USH 18 and Northview Road was opened in 1997. New development has occurred adjacent to CTH TT as well as the areas west and south of the corridor with traffic volumes along CTH TT north of USH 18 over 16,000 vehicles per day and approximately 12,000 vehicles per day south of USH 18 and along Sunset. Traffic volumes along St. Paul Avenue are over 20,000 vehicles per day. Typically, roadways are widened to four-lanes once traffic volumes reach 13,000 vehicles per day. From 2006 through 2008, there have been 145 crashes along the bypass route between Northview and STH 59 resulting in 56 injuries. Additionally, Merrill Hills Road has substandard vertical and horizontal alignment, shoulder widths are narrow and most intersections lack bypass lanes. Although development has slowed along the corridor, growth in the area continues at a slower pace. This continued growth and the projected use of the road for I-94 traffic relief for those going south will add further pressure to the existing under-capacity, substandard route, and if the roadway is not improved, will cause an increase in the rate of accidents and congestion.

Alternatives
Rehabilitate CTH TT, which may address some of the geometric needs of the roadway, but does not meet the long term capacity requirements of the corridor.

Ongoing Operating Costs
Waukesha County will lose 3.4 miles of two-lane highway but gain 4.9 miles of two-lane roadway and 3.6 miles of four-lane road, a net gain of 17.4 lane miles. The total annual operating cost increase is estimated at $114,000. Potential revenue offsets include about $22,000 in state revenue associated with more miles in the overall CTH system to maintain. Additional lane miles from this project may qualify for federal funding for future capital projects as needed. These estimates are based on full implementation of jurisdictional transfers that are expected to take place over multiple years.

Previous Action
Project 200009, widen CTH TT between USH 18 and Northview was approved in previous budgets but was removed from the 2009 capital plan pending negotiations with the State of Wisconsin and the City of Waukesha. This project for the construction of the entire Waukesha West Bypass includes project 200009. Approved as a new project by ordinance in 2009 in conjunction with approval of memorandum of understanding. Project expenditures have been modified for cost update in the 2011-2015 Plan. Approved with cost and revenue updates in the 2012-2016 capital plan. Approved with cost updates in 2013-2017 capital plan. Approved with cost updates in 2015-2019 capital plan. Approved with cost, revenue and scope updates in 2016-2020 capital plan.

Project Title:	CTH I, CTH ES To CTH O Rehab	**Project #:**	201005
Department:	Public Works - Highways	**Project Type:**	Rehabilitation
Phase:	Preliminary Design	**Road Name:**	Beloit Road
Budget Action:	C - $ Update	**Manager:**	Allison Bussler, DPW Director
Date:	August 12, 2016		

Year	2015	2016	2017	2018	Total
Project Phase	Design	Land	Construction	Construction	Project
Expenditure Budget	$353,000	$1,164,000	$381,000	$0	$1,898,000
Revenue Budget	$0	$0	$0	$0	$0
Net County Cost	$353,000	$1,164,000	$381,000	$0	$1,898,000

COST DOCUMENTATION		**REVENUE**	
Design	$293,000	Surface Transportation Program -	$2,726,000
WisDOT Plan Review	$60,000		
Land Acquisition	$864,000		
Construction	$2,989,000		
Construction Management	$299,000		
Contingency	$119,000		
Total Project Cost	$4,624,000	Total Revenue	$2,726,000
EXPENDITURE BUDGET	$1,898,000	**REVENUE BUDGET**	$0

Project Scope & Description

This 1.8-mile long project involves the two-lane rehabilitation/reconstruction of CTH I to bring it up to current standards. Improvements may include: widening the roadway, shoulders and clear zone areas, regrading the ditches and drainage areas, and improving the side road intersections. This project will also improve the horizontal and vertical alignment east of Calhoun Road. The road base and surface will be crushed and re-laid with a new surface on the top. Land acquisition costs are reduced due to a reduction in right of way width from 100 feet to 80 feet between CTH ES and Calhoun Road.

Location

City of New Berlin

Analysis of Need

The roadway vertical and horizontal alignments are substandard. Additionally, many of the side ditches, shoulders, and clear zones are below current standards. This segment of highway also has a high accident rate. The eastern portion is quickly becoming developed and traffic on CTH I is increasing due to a new Children's Hospital facility and retail development which is being constructed at the corner of Moorland Road and CTH I. Other development is planned between Calhoun Road and Moorland Road. The 2012 traffic volume is 4,950 vehicles per day.

Alternatives

Re-pave CTH I. While addressing the pavement condition, this alternate will not address shoulder, drainage, and alignment issues that exist along CTH I.

Ongoing Operating Costs

Operating costs are not expected to change.

Previous Action

- 2011-2015 capital plan: approved as a new project.
- 2012-2016 capital plan: project approved as planned.
- 2013-2017, 2014-2018, 2015-2019, 2016-2020 Capital Plans: project approved as planned

Project Title:	CTH M, Calhoun Road to East County Line	**Project #:**	201008
Department:	Public Works - Highways	**Project Type:**	Priority Corridor
Phase:	Preliminary Design	**Road Name:**	North Avenue
Budget Action:	Delay, C-Scope, $ & Rev Update	**Manager:**	Allison Bussler, DPW Director
Date:	August 31, 2016		

Year	2015	2016	2017	2020	2021	Total
Project Phase	Design	Design/Land	Land	Const	Const	Project
Expenditure Budget	$1,098,000	$1,524,000	$2,132,000	$3,642,000	$1,300,000	$9,696,000
Revenue Budget	$0	$0	$0	$445,000	$0	$445,000
Net County Cost	$1,098,000	$1,524,000	$2,132,000	$3,197,000	$1,300,000	$9,251,000

COST DOCUMENTATION		**REVENUE**	
Design	$1,769,000	Federal Surface Transportation	$16,110,000
WisDOT Design Review	$362,000	Program - STP Funding	
Land Acquisition	$3,200,000	(Per State Municipal Agreements)	
Construction	$17,831,000		
Construction Management	$1,752,000	Local Municipality	$445,000
Contingency	$892,000		
Total Project Cost	$25,806,000	Total Revenue	$16,555,000
EXPENDITURE BUDGET	$9,696,000	**REVENUE BUDGET**	$445,000

Project Scope & Description

This project involves the reconstruction and widening of about 3.0 miles of CTH M (North Avenue) from Calhoun Road to 124th Street to four lanes and the replacement of a bridge over Underwood Creek. The use of a median or a two-way left turn lane to provide for left turn movements will be evaluated during the design phase of this project. The roadway alignment will stay at its present location. Land will be acquired to a distance of 60 feet from the roadway centerline and additional grading easements and vision corners as may be required.

Due to some anticipated high construction costs at or near Pilgrim Road, this project has been combined with project 201202 (CTH M, Calhoun Road to CTH YY) to form a single project to construct CTH M from Calhoun Rd to 124th St. To keep approved federal funding, the Wisconsin Department of Transportation needed to move all construction funding to 2020-21.

Total project costs remain approximately the same. Land acquisition costs are reduced about $1.3 million because less land will need to be acquired from the roadway center line (60 feet instead of 65 feet) than originally anticipated. Cost savings are offset by cost increases for anticipated inflation associated with moving construction work to 2020-21 and additional design cost for traffic studies and WisDOT review fees.

However, total net County costs (after applying revenues) decrease by about $780,000 due to an increase in estimated federal funding ($625,000), which was approved in two state municipal agreements, and capped at $16,110,000. In addition, approximately $445,000 of revenue from the City of Brookfield and Elm Grove is anticipated as the local share for sidewalks and other amenities, an increase of $155,000.

Location

City of Brookfield, Village of Elm Grove

Analysis of Need

CTH M or North Avenue has been identified as a priority corridor for widening to four lanes by the Department of Public Works. This portion of CTH M is shown as a four-lane roadway in the 2035 SEWRPC Jurisdictional Highway Plans for Waukesha County. Traffic volumes recorded in 2011 along this portion of CTH M range from approximately 14,400 vehicles per day (VPD) at Calhoun Road to 20,400 VPD at 124th Street. These volumes indicate that the existing two-lane roadway is beyond its operating capacity, and is in need of widening.

Alternatives

- Rehabilitate CTH M: This alternate will address pavement issues but will not provide the required level of Service or capacity warranted by traffic volumes, or improve ingress to the highway.
- Reconstruct CTH M to provide necessary additional capacity.

Ongoing Operating Costs

Operating costs are expected to increase by approximately $42,500 per annum for the additional lane miles after the 2020 construction phase is completed.

Previous Action

2010 -2014 capital plan: approved as a new project. 2011-2015, 2012-2016, 2013-2017, 2014-2018, 2016-2020 capital plans: approved with a cost update. 2014-2018, 2015-2019 capital plans: approved as planned.

Project Title:	CTH D, Calhoun Road to 124th Street Rehab	**Project #:**	201706
Department:	Public Works - Highways	**Project Type:**	Rehabilitation
Phase:	Formation	**Road Name:**	Cleveland Avenue
Budget Action:	New	**Manager:**	Allison Bussler, DPW Director
Date:	August 30, 2016		

CAPITAL BUDGET SUMMARY

Year	2017	2018	2019	2020	2021	Total
Project Phase	Design	Design	Design/Land	Land	Const	Project
Expenditure Budget	$66,000	$50,000	$506,000	$0	$0	$622,000
Revenue Budget	$0	$0	$0	$0	$0	$0
Net County Cost	$66,000	$50,000	$506,000	$0	$0	$622,000

COST DOCUMENTATION		**REVENUE**	
Design	$258,000	Federal Surface Transportation Program (STP) Funding	$2,287,000
WisDOT Design Review	$68,000		
Land Acquisition	$50,000		
Construction	$2,174,000		
Construction Management	$250,000		
Contingency	$109,000		
Total Project Cost	$2,909,000	Total Revenue	$2,287,000
EXPENDITURE BUDGET	$622,000	**REVENUE BUDGET**	$0

Project Scope & Description

This project is a rehabilitation of CTH D between Calhoun Rd and 124th Street and the rehabilitation of the culverts at Deer Creek. The roadway will be rehabilitated with minor shoulder and intersection improvements. The anticipated scope for the culverts includes culvert lining and grouting, headwall reconstruction, and approach ditch re-grading. Structure rehabilitation will effectively extend the life of the culvert structure, while avoiding the need to close the highway and excavate the deep roadway embankment for a stream diversion. However, the proposed rehab does not address structure widening that may be needed for highway expansion. Under this project, the roadway will remain two lanes. The acquisition of temporary easements is anticipated to construct this project.

Culvert rehabilitation was originally proposed in capital project #201303, CTH D, Deer Creek Bridge, but federal bridge aid funding was not available. However, federal Surface Transportation Program funding is available for structure rehabilitation under this broader road rehabilitation project. Waukesha County has been approved for $2,287,000 in Federal Aid to help fund the project.

Location

City of New Berlin

Analysis of Need

The pavement along this 3-mile long portion of CTH D is in poor condition and requires reconditioning. In 2013 the pavement inspection conducted along CTH D found that the Overall Condition Index for the pavement varies between 21 and 43, which is the poor to fair range. Shoulders are paved and relatively wide. Intersections have turn lanes although some minor grading may be needed to extend turn lanes.

The existing bridge (P-67-779) is a triple-barrel corrugated steel pipe culvert. Each barrel is 72-inches in diameter. The structure was initially constructed in 1959 with two culvert barrels. The culverts were lowered, and a third culvert barrel added in 1969 by a developer along with re-grading of Deer Creek. The structure now sits under a 30-feet high roadway embankment. The two original barrels are rusting through at the normal water line. The stone masonry headwalls are in poor condition. The riprap ditch at the northeast bridge approach is eroding. The existing structure appears to have adequate hydraulic capacity. The structure sufficiency number is 33.1, which indicates that structure replacement or rehabilitation is warranted according to WisDOT guidelines. The 2013 traffic volume on CTH D was 16,995 vehicles per day.

Alternatives

- Reconstruct the existing bridge
- Reconstruct the pavement

Ongoing Operating Costs

Initial maintenance costs may be reduced following construction.

Previous Action

Bridge rehabilitation portion originally proposed as a separate capital project #201303 (CTH D, Deer Creek Bridge).

Project Title:	Bridge Aid Program – Through 2017	**Project #:**	9131
Department:	Public Works - Highways	**Project Type:**	Bridge
Phase:	Program Project	**Road Name:**	
Budget Action:	As Planned	**Manager:**	Allison Bussler, Director DPW
Date:	August 12, 2016		

CAPITAL BUDGET SUMMARY

Year Project Phase	Previous	2016	2017	2018	2019	2020	Total Project
Expenditure Budget	$180,000	$100,000	$100,000	$0	$0	$0	$380,000
Revenue Budget	$0	$0	$0	$0	$0	$0	$0
Net County Cost	$180,000	$100,000	$100,000	$0	$0	$0	$380,000

COST DOCUMENTATION		**REVENUE**	
Previous	$180,000		
2016 Appropriation	$100,000		
2017 Appropriation	$100,000		
2018 Appropriation	$0		
2019 Appropriation	$0		
2020 Appropriation	$0		
Total Project Cost	$380,000	Total Revenue	$0
EXPENDITURE BUDGET	$380,000	**REVENUE BUDGET**	$0

Project Scope & Description
The program provides assistance to municipalities for the replacement of large drainage structures. The project normally provides 50% of the funding for engineering, design, and construction of town-, village-, or city-initiated projects that do not receive federal or state aid.

Location
Various

Analysis of Need
Wisconsin Statute 82.08 requires the County to fund half the cost of construction or repair of local bridge and culvert projects initiated by townships. Such projects arise during the course of the budget year and funds are distributed on the basis of requests received. Requests that exceed the remaining funding for one year are carried over to the next year. This funding program has historically been expanded to cover all municipalities.

Alternatives
- County participation in the program is required by a statutory mandate.
- The County could opt out of participation with cities and villages.

Ongoing Operating Costs
The projects do not require departmental budget operating expenditures. Projects are reviewed by County engineering staff.

Previous Action
- 1996-2000 capital plan: approved as on going program project as planned.
- 1997-1999: funding suspended.
- Approved as planned in subsequent five-year plans.
- 2001-2005 to 2009-2013 capital plans: approved with additional years.
- 2010-2014 through 2014-2018 capital plans: funding suspended.
- Approved with cost update in 2015-2019 capital plan.
- Approved as planned in the 2016-2020 capital plan.

Project Title:	Culvert Replacement Program Through 2017	**Project #:**	9817
Department:	Public Works - Highways	**Project Type:**	Bridge
Phase:	Program Project	**Road Name:**	Various
Budget Action:	As Planned	**Manager:**	Allison Bussler, DPW Director
Date:	August 12, 2016		

CAPITAL BUDGET SUMMARY

Year Project Phase	Previous	2016	2017	2018	2019	2020	Total Project
Expenditure Budget	$1,920,000	$100,000	$100,000	$0	$0	$0	$2,120,000
Revenue Budget	$20,000		$0	$0	$0	$0	$20,000
Net County Cost	$1,900,000	$100,000	$100,000	$0	$0	$0	$2,100,000

COST DOCUMENTATION		**REVENUE**	
Previous	$1,920,000		
2016 Appropriation	$100,000	Village of Pewaukee Reimbursement	$20,000
2017 Appropriation	$100,000		
Total Project Cost	$2,120,000	Total Revenue	$20,000
EXPENDITURE BUDGET	**$2,120,000**	**REVENUE BUDGET**	**$20,000**

Project Scope & Description
Provide annual funding for a countywide culvert replacement program.

Location
Various

Analysis of Need
The Public Works Department replaces a number of culverts every year because of deterioration. This program is designed to address larger culvert structures that require extensive design, more land acquisition and higher construction costs. Generally the individual cost of culvert replacements is approximately $50,000 and do not warrant capital projects. However, when grouped together the annual costs exceed $100,000. The County averages one to two culvert replacements per year under this program. Individual culvert locations are not normally known until the year they are to be replaced. A culvert on CTH N over the Scuppernong River in the Town of Eagle is scheduled for replacement in 2017.

Alternatives
Schedule individual projects as needed.

Ongoing Operating Costs
The projects do not require departmental budget operating expenditures. Projects are reviewed by County engineering staff.

Previous Action
- 1998-2002 capital plan: project approved as a new program.
- 2001-2005 capital plan: approved as planned.
- 2002-2006 to 2013-2017 capital plans: approved with additional years.
- 2014-2018 capital plans: approved with cost and revenue updates.
- 2015-2019 Approved as planned.
- Approved as planned in the 2016-2020 capital plan.

Project Title:	Repaving Program 2013-2017	**Project #:**	200911
Department:	Public Works - Highways	**Project Type:**	Repaving
Phase:	Program Project	**Road Name:**	
Budget Action:	C - $ Update	**Manager:**	Allison Bussler, DPW Director
Date:	August 31, 2016		

CAPITAL BUDGET SUMMARY

Year	2013	2014	2015	2016	2017	Total
Project Phase						
Expenditure Budget	$1,200,000	$2,000,000	$3,000,000	$3,000,000	$3,250,000	$12,450,000
Revenue Budget	$0	$330,000	$330,000	$600,000	$600,000	$1,860,000
Net County Cost	$1,200,000	$1,670,000	$2,670,000	$2,400,000	$2,650,000	$10,590,000

COST DOCUMENTATION

	Paver Study	UWW Pav.	Hwy Paving & shouldering
2013	$20,000	$50,000	$1,130,000
2014	$70,000	$50,000	$1,880,000
2015	$50,000	$50,000	$2,900,000
2016	$50,000	$50,000	$2,900,000
2017	$50,000	$0	$3,200,000
Total Project Cost	$240,000	$200,000	$12,010,000
EXPENDITURE BUDGET			$12,450,000

REVENUE

County Highway Improvement Program (CHIP) and County Highway Improvement Program - Discretionary (CHIP-D)

	CHIP	CHIP-D	Total
2014	$330,000		$330,000
2015	$330,000		$330,000
2016	$300,000	$300,000	$600,000
2017	$300,000	$300,000	$600,000
Total Revenue	$1,260,000	$600,000	$1,860,000
REVENUE BUDGET			$1,860,000

Project Scope & Description

The project involves resurfacing or rehabilitation of county trunk highways to remove distressed areas and provide improved riding surfaces. It is the Department of Pubic Work's goal to pave approximately 20 lane miles of roadway on an annual basis. Crush, relay and surface or other alternative methods will be used as necessary in lieu of a simple patch and overlay. The project includes the cost of the ongoing Pavement Inspection Program, which determines the sections of highways to be repaved, along with the cost of shouldering, and parking lots at the Department's substation facilities. Beginning in 2017, about $50,000 budgeted annually for pavement work at the UW-Waukesha (UWW) Campus is transferred from this project to the UWW infrastructure improvement project (#201703).

Inflation and a reduced number of highway capital projects have caused a gradual reduction in the number of lane miles paved and hence we have seen our average pavement condition rating decline. An additional $300,000 is added in 2017 to reflect additional funding needed to maintain pavement condition at its current level.

Location

Various locations throughout the county.

Analysis of Need

The Department of Public Works presently maintains about 400 centerline miles of asphalt-surfaced roadways on the county trunk system and the parking lots at UW Waukesha. The typical useful life of pavement is 15 years. The Department reconstructed existing two-lane roadways to four-lane facilities. These four-lane facilities are now coming to the end of their design life and need repaving. As asphalt pavements age, the surface tends to rut and crack due to vehicle loads and weathering of the asphalt. The Department has initiated a pavement management program, using Cartegraph's Pavementview software to rate pavement conditions and manage pavement projects. The average Pavement Condition Index (PCI) of asphaltic pavements in 2015 was 62. It is the intention of this project to continue to maintain and improve current pavement conditions. Resurfacing projects take into consideration the PCI of existing pavements and classification of the road. The PCI ratings are updated on a rolling three-year schedule.

Alternatives

- Spot repairs and patching. The result will be a slight delay in the deterioration of the system.
- Resurface roadways based on pavement conditions determined by the PAVER pavement management system and Department review.

Ongoing Operating Costs

The cost of maintaining a two-lane roadway in good condition is projected to cost approximately $7,000 per mile annually (2013).

Previous Action

2009-2013 capital plan: approved as a new project. 2010-2014 and 2011-2015 capital plans: approved as planned. 2014-2018 capital plan: approved with revenue update. 2015-2019 capital plan approved as planned. 2016-2020 Capital plan approved with revenue changes.

Project Title:	Signals & Safety Improvements	**Project #:**	200427
Department:	Public Works - Highways	**Project Type:**	Spot Improvement
Phase:	Program Project	**Road Name:**	
Budget Action:	As Planned	**Manager:**	Allison Bussler, DPW Director
Date:	August 30, 2016		

CAPITAL BUDGET SUMMARY

Year	2014	2015	2016	2017	2018	2019	Total Project
Expenditure Budget	$950,000	$842,400	$1,250,000	$1,250,000	$0	$0	$4,292,400
Revenue Budget	$0	$0	$0	$0	$0	$0	$0
Net County Cost	$950,000	$842,400	$1,250,000	$1,250,000	$0	$0	$4,292,400

COST DOCUMENTATION		**REVENUE**	
2014 Appropriation*	$950,000		
2015 Appropriation	$842,400		
2016 Appropriation	$1,250,000		
2017 Appropriation	$1,250,000		
		Federal HSIP (Highway Safety Improvement Program)	$4,003,000
Total Project Cost	$4,292,400	Total Revenue	$4,003,000
EXPENDITURE BUDGET	$4,292,400	**REVENUE BUDGET**	$0

*At year-end 2014, $250,000 of unspent appropriations were allowed to lapse since $250,000 of budgeted County Highway Improvement Program – Discretionary funding was not available for these projects, as originally budgeted.

Project Scope & Description

This program addresses roadway safety needs in two specific areas. Firstly, there are upgrades to existing traffic signals and new locations where traffic signals are warranted. Secondly, there are locations where there are significant safety issues. These may occur at intersections, or where there is poor roadway geometry. For the intersections that meet signal warrants, the Department will study signal and roundabout alternatives. For intersections that are upgraded, new equipment and some minor geometric updates will be included to increase intersection safety and performance. Where safety is the concern, the Department will conduct safety studies and proceed with the solution which best addresses the observed needs. The following projects will be studied, designed and constructed over the next two years (2016-17). Others may be added if funding allows. Beginning in 2018, intersection and safety projects will be introduced separately and evaluated on their merits against all other capital projects.

			COST ESTIMATE		
Intersection	**Location**	**Year**	**County Share (In Co. Budget)**	**HSIP Funded (Not in Co. Budget)**	**Total Cost Estimate**
CTH I, between Ehr DR and Point Dr: realign roadway to remove substandard curve (Revised increase of $84,000).	Town of Vernon	Design in 2016, Construction in 2017	$184,000	$1,092,000	$1,276,000
CTH YY and Burleigh Rd - Intersection: Upgrade existing signals and improve turn lanes and approaches (Revised increase of $140,000).	City of Brookfield	Design in 2014/16, Construction in 2017	$1,759,000	$0	$1,759,000
CTH V V, CTH E Intersection: Install roundabout to reduce crashes.	Town of Merton	Design in 2015/17, Complete construction in 2018	$316,000	$1,043,000	$1,359,000
CTH CI, County line to STH 67, safety project to improve signing, marking, improve lateral clearances (Revised increase of $19,000).	Towns of Eagle and, Ottawa	Design in 2016 & 2017, Construction in 2018	$49,000	$292,000	$341,000
CTH V V, Lilly Rd intersection: realign left turn lanes and upgrade traffic signal.	Village of Menomonee Falls	Design in 2015/16, Construction in 2017	$114,000	$716,000	$830,000
CTH KF/JK intersection: Add traffic signal and turn lanes to improve safety.	City of Pewaukee	Design in 2015/17, Construction in 2018	$200,000	$860,000	$1,060,000

Project Title:	Signals & Safety Improvements	**Project #:**	200427
Department:	Public Works - Highways	**Project Type:**	Spot Improvement
Phase:	Program Project	**Road Name:**	
Budget Action:	As Planned	**Manager:**	Allison Bussler, DPW Director
Date:	August 30, 2016		

Analysis of Need

As the County's population continues to grow, roadway vehicular traffic volumes and crashes increase, resulting in the need to install new traffic signals or roundabouts, or make geometric changes to reduce crash rates, delays and congestion. Some existing signals are more than 20-years-old and are in need of new features such as turn arrows and pedestrian phases. Some high crash site locations do not meet traffic signal warrants and need to be addressed with other lower cost improvements.

Alternatives

- Use signing and marking to address crash issues. This alternate can reduce the number of crashes and should be used when appropriate, but it does not always bring crashes down to acceptable levels
- Implement improvements as described.

Ongoing Operating Costs

Increased costs of approximately $9,600 annually per new signal installation and additional lane miles.

Previous Action

- 2004-2008 capital plan: approved as a combined program.
- 2005-2009, 2006-2010, 2007-2011, 2008-2012 and 2011-2015 capital plans: approved as planned.
- 2009-2013 capital plan: cost update.
- 2010-2014 capital plan: approved use of stimulus funds.
- 2013-2017 capital plan: Cost update. Addition of HSIP funded project.
- 2014-2018 capital plan: add new projects, revenue update
- 2015-2019 capital plan: add new projects, revenue update
- 2016-2020 capital plan: add new projects, revenue update

Project Title:	Energy Efficiency Improvements	**Project #:**	201208
Department:	Parks & Land Use	**Project Type:**	Renovation/Upgrade
Phase:	Program Project	**Sponsor:**	
Budget Action:	As Planned	**Manager:**	Dale Shaver, PLU Director
Date:	August 12, 2016		

CAPITAL BUDGET SUMMARY

Year	Previous	2014	2015	2016	2017	Total
Phase:	Design &	Design &	Design &	Design &	Design &	
Program Project	Installation	Installation	Installation	Installation	Installation	
Expenditure Budget	$705,000	$215,200	$75,000	$180,000	$260,000	$1,435,200
Revenue Budget	$0	$100,000	$75,000	$65,000	$0	$240,000
Net County Cost	$705,000	$115,200	$0	$115,000	$260,000	$1,195,200

COST DOCUMENTATION		**REVENUE**	
		General Fund Balance*	$823,200
Architect/Consultant	$50,000	*To fund non-enterprise, General Fund	
Construction	$425,000	improvements	
Contingency	$40,000		
Previous: 2012 through 2014	$920,200	Ice Arenas Fund Balance	$100,000
Total Project Cost	$1,435,200	Golf Course Fund Balance	$140,000
EXPENDITURE BUDGET	$1,435,200	**REVENUE BUDGET**	$240,000

Project Scope & Description

This project will continue the implementation of Energy Efficiency Improvements at Waukesha County facilities. Focus on sound return on investments will continue to demonstrate a sound business approach to energy saving and will provide the strong reduction of utility expenditures in the operating budget.

Energy efficiency improvements for years 2012 and 2013 consisted primarily of government center campus building lighting upgrades at the Courthouse and Mental Health Center. Year 2014 projects included: Installation of digital controls on all HVAC equipment at the high energy use County facilities such as Retzer Nature Center, Eble and Naga-Waukee Ice Arenas and Expo Arena to enable monitoring, troubleshooting and adjustment of the equipment through a central computer system. This enterprise energy management system maximizes the efficiencies of the HVAC system and saves significant staff cost in trouble shooting issues at remote locations. Currently the Department of Public Works – Facility Management Division has the Government Campus buildings on the system. Adding the additional buildings would save staff time and further leverage the existing technology. Funding for 2015 and 2016 will be used to install LED lighting at Wanaki and Naga-Waukee Golf Course and at the Retzer Nature Center.

The remaining lighting projects designed by Leedy and Petzold Associates that were not able to be funded under the former Energy Efficiency and Conservation Block Grant (EECBG) grant are now included in this capital project. The final lighting projects in 2017 will focus on buildings, parking lot lighting and interior lighting at park facilities.

Project Examples and projected ROI

2014	Eble Ice Arena	Facility HVAC Automation	2.6 years ROI
2014	Nagawaukee Ice Arena	Facility HVAC Automation	3.0 years ROI
2014	Retzer Nature Center	Facility HVAC Automation	6.0 years ROI
2014	Expo Arena, Eble Park Drive (Lighting)	Facility HVAC Automation	4.5 years ROI
2015-16	Wanaki GC, Naga-Waukee GC, Retzer Nature Center	Lighting LED upgrade	5.0 years ROI
2017	Parks:FoxR,FoxB,Muk, Mus, Nag, Nas	Lighting LED upgrade	5.5 years ROI

Location

Various Waukesha County owned facilities.

Analysis of Need

With improvements in lighting and mechanical equipment technology and the increasing cost of energy and water, it is in Waukesha County's best interest to continually evaluate opportunities to conserve energy and reduce utility costs. The individual projects submitted were selected based upon the returns on investment as well contributing to successful implementation of the Waukesha County Sustainability Plan.

Alternatives

Reconsider in a future capital plan.

Ongoing Operating Costs

Utility costs will continue to increase based on rate increases and consumption. The County can take steps to manage and reduce consumption. Energy consumption will be reduced by an overall estimated average of 18% based on the consultants design by replacing the existing lighting fixtures with the new higher efficiency lighting fixtures and with the addition of Building Automation Systems for high energy buildings.

Previous Action

Capital Project 200805 Energy Conservation completed in 2008 and 2009. Capital Project 200918 Energy Efficiency and Conservation Block Grant completed in 2010 and 2011. 2012-2016 capital plan: approved as a new project. 2013-2017 capital plan: approved as planned. 2014-2018 capital plan: approved with scope and cost updates. 2015-2019 capital plan: approved with scope and cost updates. 2016-2020 capital plan: accelerated with a change in scope and revenue update.

Project Title:	Wanaki Golf Course Bridge Replacement	**Project #:**	201309
Department:	Parks & Land Use	**Project Type:**	Bridge
Phase:	Construction	**Sponsor:**	
Budget Action:	Accelerate, C - $ Update, C – Rev Update	**Manager:**	Dale Shaver, PLU Director
Date:	August 12, 2016		

CAPITAL BUDGET SUMMARY

Year	2013	2014	2016	2017	2018	2019	Total
Program Project	Design	Construction	Construction	Construction	Construction	Construction	Project
Expenditure Budget	$50,000	$160,000	$202,000	$465,000	$0	$0	$877,000
Revenue Budget	$50,000	$160,000	$202,000	$465,000	$0	$0	$877,000
Net County Cost	$0	$0	$0	$0	$0	$0	$0

COST DOCUMENTATION	Cost	**REVENUE**	
Design/Engineering	$80,000		
Bridge 4 Construction	$320,000	Golf Course Fund Balance	$412,000
Crossing 3B Removal	$14,000		
Bridge 3 Construction	$127,000	Tarmann Parkland Acquisition	
Crossing 3A Removal	$12,000	Fund Balance	$465,000
Crossing 2A Removal	$12,000		
Bridge 2 Construction	$124,500		
Bridge 1 Construction	$124,500		
Contingency	$63,000		
Total Project Cost	$877,000	Total Revenue	$877,000
EXPENDITURE BUDGET	**$877,000**	**REVENUE BUDGET**	**$877,000**

Project Scope & Description

2012 Bridge evaluations have revealed deteriorating conditions that have led to one bridge failure. Current bridge construction dates back to early 1970's, and consists of metal pipe culverts in the Fox River, with stone abutments and crushed stone fill and surfacing. Rain events cause flooding and washout of the six bridges. Bridge closures due to flooding cause golf course closure and loss of revenue following rain events. The proposed project will improve the flow of the Fox River, reduce the total number of bridge structures, and provide safe, compliant and aesthetic crossings of the river. The project proposes reducing six current bridges down to four structures to maintain golf course playability, allowing for use by course maintenance equipment, while reducing on-going structure maintenance cost. One precast concrete structure will be designed and rated to accommodate heavy loads of golf course maintenance equipment, while the other smaller steel truss structures will be rated for pedestrian/golf cart loads. Costs are updated to reflect higher-than-anticipated replacement costs for the bridge that will accommodate heavier equipment loads, based on project alterations needed to satisfy permitting requirement and construction market conditions. Bridge construction was originally planned for both 2017 and 2018, but is moved up to 2017 to help obtain more competitive project bids. Bridge replacement in 2017 will be funded with Tarmann Parkland Acquisition Fund Balance, in accordance with the policy adopted in enrolled ordinance 170-87.

Location

Wanaki Golf Course, located in the Village of Menomonee Falls.

Analysis of Need

A bridge evaluation conducted in 2012 identifies structural failures, and need for replacement. Original construction consists of metal culvert pipe and stone endwalls dating back to early 1970's. Metal culvert pipe has deteriorated and in some cases failed, necessitating limiting the loads on one of the bridges. The existing bridges have served a useful life of over 40 years. The current structures have been evaluated for the option of continuing to repair in specific areas, and attempt to extend the life of the structures. Removal of the existing structures will also improve flow of the Fox River in this area, and reduce continual damage to the stone surface and endwalls in large rain events.

Alternatives

The design team reviewed bridge locations, evaluated the repair of existing bridge types to extend the life of current structures; reviewed multiple bridge types including prefab steel, laminated wood, precast concrete bridges; analyzed reduction of number of bridges to reduce cost and impact to Fox River. Criteria for final design decisions included cost effectiveness, ability to obtain required regulatory permits, minimize impacts to floodplain, minimize disruption to play on the golf course, reduce long term maintenance, and aesthetics in the golf course setting.

Ongoing Operating Costs

It is expected that a reduction of labor and material costs to continuously repair existing structures will be realized. Future maintenance of new structures will be performed by golf course and parks staff. Removal of existing structures will reduce time spent on repair of the six bridges on an on-going basis, and improve the ability of the current staff to focus on golf course turf conditions. Savings will be realized to maintain four bridges, as opposed to the former six bridges, with one structure being more substantial to accommodate heavier loads, and the other structures to be lighter load ratings to accommodate pedestrian/golf car traffic.

Previous Action

Approved as a new project in the 2013-2017 plan. Approved as planned in the 2014-2018 plan. Approved with a change in scope, cost update and delay in the 2015-2019 plan. Delayed and approved with a cost update in the 2016-2020 plan. Approved with a cost update through enrolled ordinance 170-96.

Project Title:	Minooka Restroom Shelter	**Project #:**	201602
Department:	Parks & Land Use	**Project Type:**	New Building
Phase:	Preliminary Design	**Sponsor:**	
Budget Action:	C - $ Update	**Manager:**	Dale Shaver, PLU Director
Date:	August 12, 2016		

CAPITAL BUDGET SUMMARY

Year	2016	2017	Total
Project Phase	Planning/Design	Construction	Project
Expenditure Budget	$50,000	$634,000	$684,000
Revenue Budget	$0	$0	$0
Net County Cost	$50,000	$634,000	$684,000

COST DOCUMENTATION		**REVENUE**	
Planning/Design	$55,000		
Construction - Building	$404,500		
Construction - Site Work	$192,000		
Contingency	$32,500		
Total Project Cost	$684,000	Total Revenue	$0
EXPENDITURE BUDGET	$684,000	**REVENUE BUDGET**	$0

Project Scope & Description

This project is for the construction of a new restroom and shelter at picnic area 3 at Minooka Park. The new restroom and shelter would be consistent with the park system standard design, similar to the new restrooms and shelters at Naga-Waukee, Minooka, Muskego, Nashotah and Mukwonago parks. The features include; restrooms and an open shelter, and grilling area. This proposed project will offer sufficient space to accommodate larger groups to serve the area's multi-purpose field regularly used for sporting events and activities.

The cost update for the project is based on final design work completed in 2016, which identified additional cost for required site work and utilities.

Location

Shelter 3 at Minooka Park: 1927 E Sunset Drive, Waukesha, WI 53186

Analysis of Need

The original shelter was constructed in the 1960's, the existing concrete is failing and does not meet current standards or codes. The Department of Parks and Land Use is proposing a new pavilion be constructed to meet the needs of the park patrons. Minooka Park has been a success and there exists a demand to add a reserve pavilion in Picnic Area 3. The location would take advantage of the current infrastructure of the existing parking lot.

Alternatives

Do not construct a new shelter or delay construction. However, there would be more opportunities to rent the shelter, which would increase revenue for the park.

Ongoing Operating Costs

Currently on the site there is a pit toilet and open shelter. Operation of the proposed building would be similar in costs to the existing facilities. However, revenue based on rental reservation and park entrance fees are projected to increase.

Previous Action

Formerly part of Restroom Project # 200505. The Minooka Restroom Shelter project was introduced as a new project in the 2016-2020 capital plan, with a delay and cost update, and project 200505 was closed out.

Project Title:	Menomonee Park Beach House Renovation	**Project #:**	201605
Department:	Parks & Land Use	**Project Type:**	Renovation/Upgrade
Phase:	Formation	**Sponsor:**	
Budget Action:	C - $ Update, C - Rev Update	**Manager:**	Dale Shaver, PLU Director
Date:	August 12, 2016		

CAPITAL BUDGET SUMMARY

Year	2016	2017	2018	2019	2020	Total
Project Phase		Design/Engineering	Construction			Project
Expenditure Budget	$0	$93,000	$919,600	$0	$0	$1,012,600
Revenue Budget	$0	$0	$300,000	$0	$0	$300,000
Net County Cost	$0	$93,000	$619,600	$0	$0	$712,600

COST DOCUMENTATION		**REVENUE**	
Design	$93,000	WI DNR Stewardship	
Construction	$836,000	Grant Funding	$300,000
Contingency	$83,600		
Total Project Cost	$1,012,600	Total Revenue	$300,000
EXPENDITURE BUDGET	**$1,012,600**	**REVENUE BUDGET**	**$300,000**

Project Scope & Description

The existing Menomonee Park beach house was built in the mid 1970's as a bath house and shelter building. This project proposes remodeling of the beach house to replace the original mechanical systems, lighting, windows, and doors/frames while updating ADA accessibility to current code compliance. The lifeguard room will move to the front of the building facing the beach to improve safety. With the previous demolition of the recreation building at Menomonee Park, the project proposes to improve the former changing rooms, add more functional activity space, and partially enclose the previous open shelter areas of the beach house for increased seasonal rentals in response to increasing popular demand for day and overnight facility rentals in a park setting near a major metropolitan area. Storage areas will be incorporated into the remodeled building to benefit ARCh and the Camp Pow Wow beach programming. Proposed building renovation costs are estimated at $581,000 and the required utility and site improvements estimated at $255,000. Cost update includes additional design services for utility and site improvements. Project revenues include approximately $300,000 in WI Department of Natural Resources (DNR) Stewardship grant funding. The current proposed project scope is contingent upon award of grants.

Location

Menomonee Park is located in the northeastern section of Waukesha County in the Villages of Lannon and Menomonee Falls.

Analysis of Need

The existing beach house has exhibited signs of deterioration, and increased use and programming has resulted in the need for expansion. These renovations are recommended to extend the life of the building for another 30 years by improving rentability, increase building safety, accessibility and functionality for year round rentability, beach concessions and lifeguard program. Enclosing sections of the building will facilitate increased facility rental and separating access to restroom/showers for campers, beach users and facility rental clients. It should be noted that required utility updates have higher costs due to the high bed rock. Site improvements will be completed to increase accessibility and usability of beach and picnic area for the public and Camp Pow Wow program participants through paved walking paths around the facility, replace stairs with accessible ramp, and provide a beach foot wash station with separation of Pow Wow beach use area from the public. This project will provide improvements to the reduction of parking lot runoff into the lake through a bioswale retention area, thereby helping to maintain water quality in the beach area.

Alternatives

1. Remodel the structure to address mechanical, window, doorway, and lighting replacement.
2. Demolish the existing building and rebuild new. This would provide opportunity to maximize functionality and energy efficiency, but would add another estimated $500,000 to $750,000 to the cost.
3. Remodel the existing building and bring the building up to current codes plus maximize functionality of usable space and achieve revenue potential for rentals or beach user and campground entrance fees.

Ongoing Operating Costs

Expected operating costs would be equivalent to current conditions with some utility savings due to upgrading HVAC and lighting to more efficient equipment and fixtures. Increased revenue would result due to ability to rent year-round separated portions of the building, even during beach season.

Previous Action: Approved as new project in 2016-2020 Capital Plan.

Project Title:	Lake Country Trail STH 67 Underpass	**Project #:**	201607
Department:	Parks & Land Use	**Project Type:**	Trail System
Phase:	Preliminary Design	**Sponsor:**	
Budget Action:	Delay, C - $ Update	**Manager:**	Dale Shaver, PLU Director
Date:	August 12, 2016		

CAPITAL BUDGET SUMMARY

Year	2015	2016	2017	2018	2019	Total
Phase	Design/	Engineering	Utility/Design		Construction	Project
Expenditure Budget	$0	$229,000	$98,000	$0	$780,000	$1,107,000
Revenue Budget	$0	$50,000	$98,000	$0	$780,000	$928,000
Net County Cost	$0	$179,000	$0	$0	$0	$179,000

COST DOCUMENTATION		**REVENUE**	
2015 WisDOT Underpass Box - **In State Budget**	$500,000	Not in County Budget	
2015 Half of Utility Relocation Costs - **In Ocon. Budget**	$108,000	WisDOT Underpass Box	$500,000
2016/2017 Half of Utility Relocation Costs - **In County Budg**	$108,000	Ocon. Share of Utility Relocation	$108,000
2016/2017 Design and Engineering - **In County Budget**	$219,000		
2019 Construction - **In County Budget**	$780,000	Budgeted by County	
		80% Fed/State WisDOT Grant	$780,000
		10% State WDNR Grant	$98,000
		Ocon. Share of Engineering/Construct.	$50,000
Total Project Cost	$1,715,000	Total Revenue	$1,536,000
EXPENDITURE BUDGET	**$1,107,000**	**REVENUE BUDGET**	**$928,000**

Project Scope & Description

The south side of the City of Oconomowoc is seeing considerable growth as new residential, commercial and retail development in and around the Pabst Farms area continues to move forward. It is projected that as the growth continues, use will increase on the popular multi-use Lake Country Trail. As a component of the growth in the area, the major north-south connection from the City of Oconomowoc to Interstate 94, State Trunk Highway 67, is being improved and widened to three lanes in each direction to accommodate increased traffic. In order to create a safe crossing of this major roadway for trail users, a box tunnel was installed by WisDOT in 2015 as part of the STH 67 construction project, for future conversion into a trail underpass.

Waukesha County Department of Parks & Land Use (PLU) will collaborate with the City of Oconomowoc to construct appropriate entrances and exits to the box tunnel installed by WisDOT for an underpass for the Lake Country Trail. Funding will be secured from multiple sources. It is anticipated that 80% of the project construction and design costs will be funded through the Federal Transportation Alternatives Program (TAP) and 50% of remaining costs funded by the State Stewardship Grant program. Remaining costs for construction, utility relocation and engineering are anticipated to be split 50/50 with the City of Oconomowoc. The County was able to take advantage of a significant cost savings opportunity when The Wisconsin Department of Transportation agreed to contribute up to $500,000 up front in order to install the box tunnel during the STH 67 construction project. The collaboration with the City of Oconomowoc will also help to realize additional cost savings because the underpass project can be bid as a component of the City's annual road reconstruction bid package. Project costs and schedule have been updated to reflect TAP requirements for design and construction. This project is being delayed to accommodate the TAP funding timeline.

Location

Lake Country Trail intersection with State Trunk Highway 67 in the City of Oconomowoc.

Analysis of Need

The underpass will provide a safe and unimpeded crossing of the major roadway for trail users. It will also help to maintain efficient traffic flow by reducing congestion and time delays for motorists caused by substantial pedestrian and bicyclist clearance times when trail users are crossing the roadway.

A. Construct in 3-5 years.
B. Maintain as an at-grade crossing, but would be across six lanes of traffic, which is a safety issue.

Ongoing Operating Costs

The project will require maintenance for a new tunnel underpass along the Lake Country Trail. The maintenance will include the removal of debris, cleanup of vandalism, and monitoring of the operational condition of light fixtures. The underpass facility will be maintained by the City of Oconomowoc. Current staff at Naga-Waukee Park who maintain the Lake Country Trail will maintain the trail approaches and signage.

Previous Action

Approved as a new project in the 2016-2020 Capital plan.

Project Title:	University of Wisconsin Waukesha Site Infrastructure Improvements	**Project #:**	201703
Department:	Parks & Land Use	**Project Type:**	Concrete/Repaving
Phase:	Formation	**Sponsor:**	Parks and Land Use
Budget Action:	New	**Manager:**	Dale Shaver, PLU Director
Date:	August 25, 2016		

CAPITAL BUDGET SUMMARY

Year	2017	2018	2019	2020	Total Project
Project Phase	Design/Constr.	Design/Constr.	Design/Constr.	Design/Constr.	
Expenditure Budget	$182,400	$179,000	$379,000	$491,000	$1,231,400
Revenue Budget	$0	$0	$0	$0	$0
Net County Cost	$182,400	$179,000	$379,000	$491,000	$1,231,400

COST DOCUMENTATION		**REVENUE**	
Design/Engineering	$171,000		
Construction	$902,000		
Contingency	$158,400		
Total Project Cost	$1,231,400	Total Revenue	$0
EXPENDITURE BUDGET	$1,231,400	**REVENUE BUDGET**	$0

Project Scope & Description

Waukesha County owns the land and buildings, which serve as the University of Wisconsin - Waukesha campus. Waukesha County and the Regents of the University of Wisconsin entered into a Partnership Agreement on June 11, 1965 and later amended on July 1, 1970 and January 1, 2000 to detail County and University responsibilities related to the property. The Partnership Agreement details County responsibilities for maintenance items such as infrastructure, HVAC, plumbing, sidewalks, parking lots and landscaping. The Partnership Agreement terminates on June 30, 2040.

The proposed project will repair and replace existing deteriorating concrete walks, terraces, stairways, asphalt parking lots and update the conditions for ADA code compliance, safety, stormwater management, and improved ease of maintenance and campus function. All concrete projects will include erosion and sediment control, site preparation, drainage improvements, excavation, demolition, pavement installation and vegetative restoration. The project also includes consideration for reducing or eliminating concrete to save future operations and maintenance costs.

Location

The UWW campus is located on University Drive, south of Northview Road, and north of Summit Avenue in the City of Waukesha.

Analysis of Need

In 2015, an assessment of need and condition evaluation report was completed to review the existing conditions, identify improvements, and prioritize concrete walk, terrace and stairway segments for improvements. Priority segments are identified as areas that have failed or are in poor condition.

Alternatives

1. Continue to repair failed or poor condition areas as series of small projects.
2. Repair and replace site infrastructure over a shorter or longer period of time.

Ongoing Operating Costs

The proposed projects will help to reduce on-going operating costs for UWW involving maintenance, walk closures and potential risk areas. Reduction of total concrete square footage on campus will help to reduce future concrete replacement costs for the County.

Previous Action

None

Project Title:	Pavement Management Plan 2013-2017	Project #:	200824
Department:	Parks & Land Use	Project Type:	Repaving
Phase:	Program Project	Sponsor:	
Budget Action:	C - Rev Update	Manager:	Dale Shaver, PLU Director
Date:	August 31, 2016		

CAPITAL BUDGET SUMMARY

Year	2013	2014	2015	2016	2017	Total
Program Project						Project
Expenditure Budget	$0	$500,000	$800,000	$500,000	$600,000	$2,400,000
Revenue Budget	$0	$0	$0	$500,000	$315,000	$815,000
Net County Cost	$0	$500,000	$800,000	$0	$285,000	$1,585,000

COST DOCUMENTATION		REVENUE	
2013	$0	Tarmann Parkland Acquisition	
2014	$500,000	Fund Balance	$815,000
2015	$800,000		
2016	$500,000		
2017	$600,000		
Total Project Cost	$2,400,000	Total Revenue	$815,000
EXPENDITURE BUDGET '17	$500,000	**REVENUE BUDGET**	$815,000

Project Scope & Description

In cooperation with the Public Works Department, retained consultant services to update the Pavement Management Plan, originally done for the Parks System in 1995. The Plan establishes a uniform procedure for pavement maintenance by establishing a Pavement Condition Index (PCI). The PCI is a rated scale of 1-100 based on the state of the asphalt. Pavement repairs are scheduled based on rating. A PCI rating over 70 is satisfactory, and pavement ratings improve up to a scale maximum of 100. The goal is to maintain an average pavement PCI rating of 70 ("satisfactory") or better. The Expo center is not included in the current scope for major project or PCI calculation pending the completion of the Expo master plan. Money may be allocated at the Expo Center for minor repairs as necessary. This project is partially funded with Tarmann Parkland Acquisition Fund Balance, in accordance with the policy adopted in enrolled ordinance 170-87.

In 2017, the major projects include the Muskego Park entrance road and campground road, and Retzer Nature Center roadway.

Location

The Waukesha County Department of Parks and Land Use is responsible for the pavement management of the Government Center Complex, Expo, Parks, Ice Arenas, Golf Courses, Boat Launches and various other Waukesha County Facilities. The Department maintains 21 miles of road, 40 miles of paved trails, and 421,000 square yards of parking area.

Analysis of Need

In 1995 the Waukesha County Department of Parks and Land Use (PLU) retained consulting services to provide a Pavement Management Plan to assist in cost-effectively managing the pavement assets for the 6 largest parks. At that time there were 6 park facilities with 243,000 square yards of paved surface. Currently PLU maintains 876,498 square yards of paved surface around the Government Center, remote County facilities and the major parks. This represents approximately 3.6 times as much pavement to maintain. In 2007 the Department changed from the PASER rating to the PAVER system in an effort to coordinate pavement condition analysis and project bidding with the Department of Public Works to save program cost. The PAVER rating process included field surveys of pavement conditions, development of deterioration models, and preparation of a multi-year pavement management plan.

Approximately 80% of the budget will be used for major rehabilitation on sections selected with a PCI below 40. The remaining budget allocation is first utilized for preventative maintenance on sections with a PCI between 67 and 75, selected on best-first basis, concrete repairs and consulting. The goal of these practices is to maintain an average PCI of 70. Anticipated projects may be adjusted due to project coordination efficiencies or accelerated deterioration.

Alternatives

Spot repair with asphalt base patching or sealing road surface has been performed to maintain some function of the roadway or parking area. This could be continued on an annual basis, but will not achieve the desired surface performance or overall PCI rating goal. Reconstruction will be required sooner and risk issues would be more likely to occur.

Ongoing Operating Costs

Maintenance of the existing road conditions requires frequent patching and chip and seal applications in order to provide usable conditions. Operating costs within the next five years will be minimal with the proposed pavement improvements.

Previous Action

Approved as a new program project in the 1997-2001 Capital Plan, continued in the 1998-2002 Plan and 1999-2003 Capital Plan. Approved with a change in scope to include additional pavement in the 2000-2004 plan. Approved as planned in the 2001-2005 plan, 2002-2006 plan, 2003-2007 plan, 2004-2008 plan, 2005-2009 plan, 2006-2010 plan, 2007-2011 plan, and the 2008-2012 plan. Cost update in the 2009-2013 plan. Cost update in the 2010-2014 and 2012-2016 plan. Approved as planned in the 2013-2017 and 2014-2018 plans. Approved with cost update in the 2015-2019 plan. Approved with cost update in the 2016-2020 plan. Approved with a revenue update in enrolled ordinance 170-87.

Project Title:	HRIS / Payroll System Implementation	**Project #:**	201617
Department:	DOA - Information Technology	**Project Type:**	Information Technology
Phase:	Preliminary Design	**Sponsor:**	HR Mgr. Jim Richter & Accounting Services Mgr. Larry Dahl
Budget Action:	C - $ Update, C - Rev Update	**Manager:**	Mike Biagioli, IT Manager
Date:	August 30, 2016		

CAPITAL BUDGET SUMMARY

Year	2016	2017	2018	
Project Phase	Analysis Design	Software Selection/ Implementation	Implementation	Total Project
Expenditure Budget	$75,000	$400,000	$952,000	$1,427,000
Revenue Budget	$0	$0	$0	$0
Net County Cost	$75,000	$400,000	$952,000	$1,427,000

COST DOCUMENTATION		**REVENUE**	
Software	$320,000	EUTF & General Fund Balance	$1,352,000
Vendor Implementation	$300,000		
Consulting/Implementation	$552,000		
Training	$30,000		
Contingency	$225,000		
Total Project Cost	$1,427,000		
EXPENDITURE BUDGET	$1,427,000		

Project Scope & Description

This project addresses the procurement and replacement of the human resource and payroll system. Based on a 2016 study in the first year of this project, it has been determined that the current system is near the end of its life cycle. The current vendor is no longer providing enhancements, which does not provide the opportunity to create efficiencies and effective workflows and processes. The second year of the project funds the services of a consultant to assist in the assessment and selection of the appropriate software vendor. Project funds in the second year are also budgeted to begin implementation after vendor selection.

The new system will allow for process improvements in the area of integration between existing systems, a centralized database, the minimization of shadow systems, ability to establish electronic vs manual workflows and processes, more effective communications with management and employees, streamlined payroll processing, management query and reporting tools, and more cost effective software delivery by using cloud based systems. Specific HR and Payroll areas to be improved include benefits administration (including interfaces with third-party benefit providers), HR administration, Affordable Care Act management, new hire reporting to meet federal requirements, recruiting, employee self-service, document management, performance management, management reporting, and dashboards.

Location

All County departments.

Analysis of Need

The current payroll system has been in use since 2004, and will need to be replaced at some point in the next few years. The current vendor no longer provides enhancements which will enable the County to meet its regulatory reporting requirements. New system functionality will replace functionality that is now done through a variety of manual tasks. This project will also transition payroll and HR information systems from self-hosted applications to a cloud-based solution, freeing up internal IT resources and eliminating the server infrastructure environment supporting the current in-house systems.

Alternatives

- Continue with the current payroll system until replacement is required.
- Pursue the needed Human Resources functionality in a number of separate projects.

Ongoing Operating Costs: Ongoing cost impacts are expected to include annual software licensing and maintenance charges, partially offset by savings from operating efficiencies.

Previous Action

Approved as a new project in the 2016-2020 capital plan.

Capital Projects Plan

Each year, the County Executive submits a capital budget and an updated five-year Capital Plan to the County Board. After review and modification, the County Board adopts the plan by resolution. The plan represents the prioritization of long-range capital infrastructure needs linked to the County's strategic plan.

Justice and Public Safety projects total $41.8 million or 42% of the plan. This includes a $36.4 million project for the first phase of a two-phase project to upgrade the courthouse to meet the County's future needs. This phase will include the construction of a new secure courtroom facility. The second phase of this project begins in the last year of the plan with $1.2 million to begin design for renovation of the remainder of the courthouse. In addition, $3.5 million is planned in 2017 for the expansion of the Waukesha County Communication Center (WCC) to accommodate additional, anticipated municipal partners joining County dispatch. The expansion will also allow for additional space for the County's Emergency Operations Center, needed to handle large-scale emergency events.

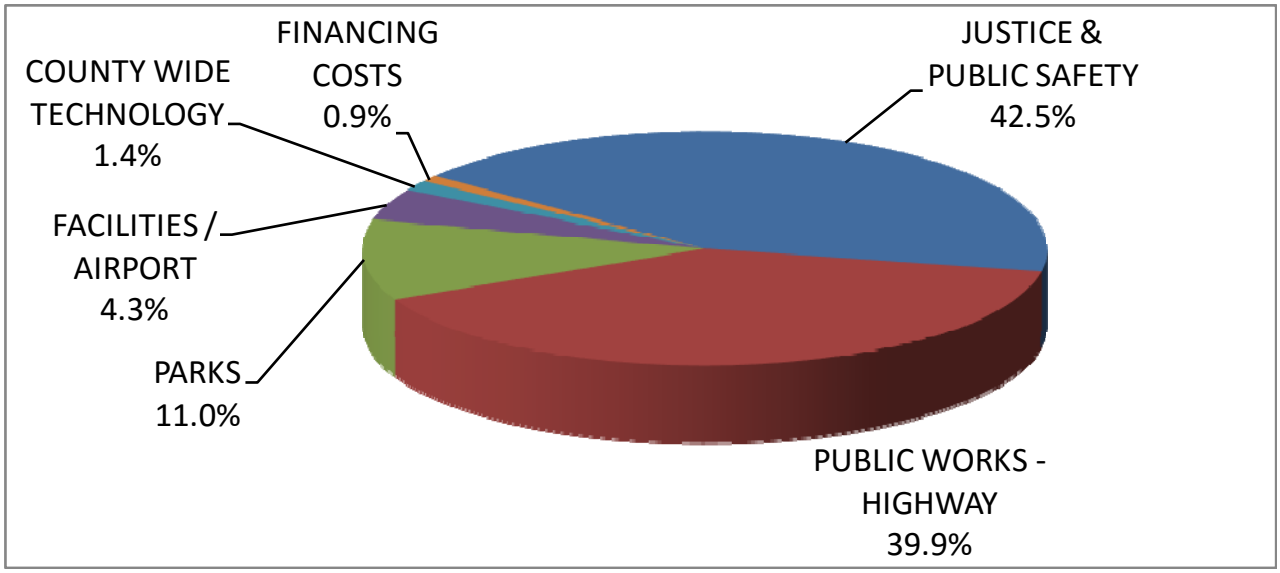
Public Works–Highway projects are about 40% of the plan at $39.3 million. In addition, Federal funds of $46 million are planned to be used for a number of highway projects. The federal funding is not included in the County Budget since it is managed and accounted for by the Wisconsin Department of Transportation.

The Parks and Land Use functional area includes nearly $10.9 million or about 11% of the plan, of which $2.3 million is for park building projects, and about $6.4 million is for trails and parks pavement improvements. Trail project costs are partially funded with Federal, State and local dollars of about $3.9 million. The plan also includes $1.2 million for replacement of sidewalks, exterior stairways and parking lots at the University of Wisconsin–Waukesha (UWW) campus.

Public Works–Facilities/Airport projects total about $4.2 million or 4% of the plan. This includes $2.9 million for County facilities and $1 million for UWW campus buildings. Airport projects include $300,000 for ramp expansion.

County-wide technology initiatives include $1.4 million or 1% of the plan to implement a new human resources and payroll system, beginning in 2017.

General Administration totals $850,000 for financing costs over the five years.



FUNCTIONAL AREA FOR TOTAL PLAN 2017-2021

FUNCTIONAL AREA	TOTAL 2017-2021	% OF TOTAL
JUSTICE & PUBLIC SAFETY	$41,779,000	42.5%
PUBLIC WORKS - HIGHWAY	$39,266,800	39.9%
PARKS	$10,866,900	11.0%
FACILITIES / AIRPORT	$4,233,200	4.3%
COUNTY WIDE TECHNOLOGY	$1,352,000	1.4%
FINANCING COSTS	$850,000	0.9%
TOTAL PLAN EXPENDITURES	$98,347,900	100.0%

WAUKESHA COUNTY 2017-2021 CAPITAL PROJECT PLAN SUMMARY

FUNCTIONAL AREA:	2017 BUDGET	2018 PLAN	2019 PLAN	2020 PLAN	2021 PLAN	TOTAL FIVE-YEAR PLAN
JUSTICE & PUBLIC SAFETY						
Facility Projects	$4,183,000	$8,000,000	$14,000,000	$13,700,000	$1,200,000	$41,083,000
System Projects	$0	$450,000	$246,000	$0	$0	$696,000
Subtotal	$4,183,000	$8,450,000	$14,246,000	$13,700,000	$1,200,000	$41,779,000
PARKS, ENVIRONMENT, EDUCATION & LAND USE						
Parks, Facilities, Pavement, System Projects*	$2,332,400	$3,893,400	$1,859,000	$2,082,100	$700,000	$10,866,900
PUBLIC WORKS						
Highways	$3,566,000	$438,100	$3,470,000	$4,939,700	$4,353,000	$16,766,800
Highways/Major Maintenance	$4,700,000	$4,650,000	$2,750,000	$3,900,000	$6,500,000	$22,500,000
Subtotal Highways	$8,266,000	$5,088,100	$6,220,000	$8,839,700	$10,853,000	$39,266,800
Facilities	$1,382,000	$951,200	$200,000	$200,000	$200,000	$2,933,200
UW-Waukesha	$0	$1,000,000	$0	$0	$0	$1,000,000
Airport	$110,000	$190,000	$0	$0	$0	$300,000
Subtotal Public Works	$9,758,000	$7,229,300	$6,420,000	$9,039,700	$11,053,000	$43,500,000
GENERAL ADMINISTRATION COUNTY WIDE						
TECHNOLOGY PROJECTS	$400,000	$952,000	$0	$0	$0	$1,352,000
FINANCING	$150,000	$175,000	$175,000	$175,000	$175,000	$850,000
Subtotal	$550,000	$1,127,000	$175,000	$175,000	$175,000	$2,202,000
TOTAL GROSS EXPENDITURES	$16,823,400	$20,699,700	$22,700,000	$24,996,800	$13,128,000	$98,347,900
LESS PROJECT SPECIFIC REVENUES	($1,406,400)	($2,216,800)	($1,196,500)	($820,000)	$0	($5,639,700)
NET EXPENDITURES	$15,417,000	$18,482,900	$21,503,500	$24,176,800	$13,128,000	$92,708,200
Cash Balances Excluding Property Tax Levy	($3,370,000)	($1,592,000)	($1,046,000)	($695,500)	$0	($6,703,500)
NET EXPENDITURES BEFORE TAXES, DEBT BORROWING AND INTEREST APPLIED	$12,047,000	$16,890,900	$20,457,500	$23,481,300	$13,128,000	$86,004,700

*Category includes concrete sidewalk, stairway and parking lot improvements for UW-Waukesha Campus

The 2017-2021 Capital Plan identifies 48 projects at an estimated total cost of $98.3 million over the five-year period. Projects in the first year of the plan represent the 2017 Budget. Major projects for future years are briefly explained in the following narrative. A project listing all projects in the plan is shown on the following pages.

JUSTICE AND PUBLIC SAFETY

Justice and Public Safety projects total $41.8 million. This includes $36.4 million for the first phase of a two-phase project to modernize and expand the courthouse (constructed in 1959) to meet current and future needs. The first phase is to construct a new secure courtroom facility to be located adjacent to jail facilities and will feature improved security, prisoner transport and public access. Design for this phase begins in 2017, with construction from 2018 through 2020. The second phase is expected to begin in the last year of the plan, and will renovate the existing courthouse in order to replace aging mechanical systems, enhance business operations through a more efficient office layout and improve public access. The second phase is estimated to cost $58.6 million, with design in 2021 and construction in 2022-2025.

The plan also includes $3.5 million in 2017 for the expansion of the Waukesha County Communication Center (WCC, which is home to the County's emergency 9-1-1 operations and houses the Emergency Operation Center (EOC). The expansion will allow new municipal partners to join countywide dispatch and provided needed space for the EOC to manage large-scale emergency events. Jail-related projects include $450,000 to replace the visitor visitation system in 2018 and $246,000 to replace the security recording and display equipment in 2019.

PARKS AND LAND USE

Projects in this functional area total nearly $10.9 million, and includes $3.5 million for park roadway maintenance improvements. The plan includes $2 million in 2018 for phase one in the creation of a north-south connector trail in the Waukesha County Bike/Pedestrian Plan. It will re-use an abandoned railroad corridor to create a section of trail to connect Brookfield's Mitchell Park to Waukesha's Frame Park, with federal, state and municipal revenues covering about 95% of project costs. The trail will serve an estimated 120,000 people per year, and would create economic benefits by connecting business and employment centers. The Plan also includes $878,000 between 2017 and 2019 to construct an underpass for the Lake Country Trail where it crosses State Highway 67 in the City of Oconomowoc. Growth in that area, along with increased traffic, has necessitated the need for a safer way to cross the highway. This project is a cost-sharing collaboration with the City and State, with the County's share of costs estimated at $179,000.

Other Parks and Land Use projects in the Plan include about $1.2 million to repair and replace existing sidewalks, exterior stairways and parking lots; $1 million to expand and renovate the beach house at Menomonee Park; nearly $700,000 to expand the Camp Pow Wow lodge at Menomonee Park, which is used through partnership with the Association for the Rights of Citizens with Handicaps (ARCh), to provide recreational activities for adults and children with disabilities; $634,000 for a new park shelter and restroom at Minooka Park; $465,000 for bridge replacements at Wanaki Golf Course, which will improve safety and golf course playability, while reducing ongoing structure maintenance; $260,000 for energy-saving investments at County park facilities (i.e., lighting upgrades); and nearly $200,000 for orthophotography to update digitized maps for Land Information (GIS) Systems.

PUBLIC WORKS

Public works projects for highways and facilities combined are estimated at $43.5 million and represent 44% of the total plan. This includes road projects totaling $39.3 million. New and expanded road capacity construction is identified in priority corridors and includes about $7.1 million for Waukesha County's share of project costs to widen about three miles of CTH M (North Avenue), from Calhoun Road to East County Line (124th Street). The project is estimated to total $25.8 million, with Federal aid covering $16.1 million and the City of Brookfield and Village of Elm Grove contributing $445,000 for local street amenities, for a County cost share of $9.3 million over the life of the project.

The plan includes a collaborative project to construct the West Waukesha Bypass to relieve congestion on nearby roads that has resulted from the continued growth and development in the area. Costs are shared between the Federal Government, the Wisconsin Department of Transportation (WisDOT), the City of Waukesha, and the County. Construction of Waukesha County's portion (between USH 18 and Northview Road) is planned for 2017 with additional funding of $660,000 budgeted. Construction of the City of Waukesha's portion (Northview Road to I-94) is also planned for 2017 and the State's portion (STH 59 to USH 18) in 2018.

Road projects include $24.7 million for major maintenance and roadway rehabilitation; $3.4 million for bridge improvements; and several spot safety improvements at an estimated cost of $3.4 million, primarily for intersection and signal work.

Facility/Airport projects totaling $4.2 million include $1 million for roofing upgrades at the UW-Waukesha (UWW) campus (in addition to about $2.2 million already appropriated in previous budgets). HVAC upgrades for the highway substations and the Highway Operations/Fleet building are planned in 2017 for about $1 million. For 2017, $320,000 is planned to complete a project demolishing the former health and human services building. The plan includes about $313,000 for replacement of a brinemaker and construction of a canopy roof at the Highway Operations/Fleet building. Roof replacement at the Mental Health Center is estimated to cost $253,000, with design in 2017 and construction in 2018. Beginning in 2018, the plan includes $1,000,000 over several years for fuel tank replacements, with $500,000 planned for out-years, for a total project cost of $1.5 million.

A multi-phase project to expand the south and west terminal ramp space at the Airport continues in 2017-2018 with $300,000. The project is expected to improve capacity and safety at the airport, while generating additional revenues through new land lease agreements and increasing fuel sales. The County budgets only its share of Airport projects, which is estimated at 6.5%, with the Federal Aviation Administration (FAA) and State Bureau of Aeronautics (BOA) funding the remainder. The BOA manages these projects and bills the County for its share.

GENERAL ADMINISTRATION – COUNTYWIDE TECHNOLGY PROJECTS

Funding for replacement of the County's Human Resources and Payroll information systems is planned for 2017 through 2018, with $1,352,000. The existing system is nearing the end of its useful life, and the vendor is no longer providing enhancements for it. The new system is expected improve processes, provider greater functionality, integrate existing systems and assist with mandated reporting needs (e.g., Affordable Care Act.)

DEBT FINANCING COSTS

Debt financing related costs on planned borrowing of $71.5 million over the five-year plan include promissory note discounts and is currently estimated at $850,000 over the five-year plan period.

PROJECT TITLE	NO.	CURRENT APPROP.	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN	2021 PLAN	TOTAL FIVE-YEAR PLAN
PUBLIC WORKS AIRPORT								
AIRPORT RAMP EXPANSION	201621	$325,000	$110,000	$190,000				$300,000
PUBLIC WORKS - FLEET & HIGHWAY OPS								
REPLACE BRINE MAKER\CONSTR CANOPY ROOF	201401	$10,500		$313,200				$313,200
FUEL TANK REPLACEMENT AND INFRASTRUCTURE	201415	$0		$400,000	$200,000	$200,000	$200,000	$1,000,000
EMERGENCY PREPAREDNESS - BUILDINGS								
COMMUNICATIONS CENTER EXPANSION	200808	$248,000	$3,483,000					$3,483,000
PUBLIC WORKS - FACILITIES								
MHC ROOF REPLACEMENT	201412	$0	$15,000	$238,000				$253,000
DEMOLISH FORMER HHS BUILDING	201503	$3,300,000	$320,000					$320,000
HIGHWAY SUBSTATION HVAC UPGRADES	201109	$236,000	$200,000					$200,000
HWY OPS-FLEET HVAC UPGRADES	201206	$45,000	$847,000					$847,000
COURTHOUSE PROJ-SECURE COURTROOM CONSTRUCT	201418	$0	$700,000	$8,000,000	$14,000,000	$13,700,000		$36,400,000
COURTHOUSE PROJ STEP 2-COURTHOUSE RENOVATION	201705	$0					$1,200,000	$1,200,000
UW - WAUKESHA								
UWW ROOFING UPGRADES	201210	$2,209,000		$1,000,000				$1,000,000
PUBLIC WORKS - HIGHWAYS								
CTH Q OCON RIVER BRIDGE	201201	$119,000	$22,000	$112,000				$134,000
CTH YY, UNDERWOOD CREEK STRUCTURE	201302	$0	$170,000	$179,000	$1,017,000			$1,366,000
CTH Y, PILAK CREEK TRIBUTARY BRIDGE REPLACEMENT	201304	$0	$90,000	$24,000	$520,000			$634,000
CTH I, FOX RIVER BRIDGE	201601	$6,000				$79,000	$96,000	$175,000
CTH O & I INTERSECTION RECONSTRUCTION	201603	$0	$45,000	$50,000	$414,000			$509,000
CTH D, MORAINE HILLS DRIVE INTERSECTION	201613	$0			$62,000	$365,000	$683,000	$1,110,000
CTH E, WOODLAND DRIVE INTERSECTION	201614	$0				$75,000	$116,000	$191,000
WEST WAUKESHA BYPASS	200917	$10,957,000	$660,000					$660,000
CTH I, CTH ES TO CTH O REHAB	201005	$1,517,000	$381,000					$381,000
CTH M, CALHOUN RD TO EAST COUNTY LINE	201008	$2,622,000	$2,132,000	$0		$3,642,000	$1,300,000	$7,074,000
CTH XX, PEBBLE BROOK CREEK BRIDGE	201402	$5,000	$0	$0	$55,000	$11,000	$47,000	$113,000
CTH O, I-94 TO USH 18	201502	$0			$100,000	$500,000	$1,150,000	$1,750,000
CTH O, CTH I TO CTH ES	201610	$0				$185,000	$961,000	$1,146,000
CTH C, HASSLINGER DRIVE INTERSECTION	201611	$0		$18,100	$214,000	$82,700		$314,800
CTH V V, HICKORY ST TO CTH F	201620	$0	$0	$5,000	$582,000			$587,000
CTH D, CALHOUN ROAD TO 124TH ST REHAB	201706	$0	$66,000	$50,000	$506,000			$622,000
BRIDGE AID PROGRAM THRU 2017	9131	$280,000	$100,000					$100,000
BRIDGE AID PROGRAM 2018 - 2022	201701	$0		$100,000	$100,000	$100,000	$100,000	$400,000
CULVERT REPLACEMENT PROGRAM THRU 2017	9817	$520,000	$100,000					$100,000
CULVERT REPLACEMENT PROGRAM 2018-2022	201618	$0		$100,000	$100,000	$100,000	$100,000	$400,000
REPAVING PROGRAM 2013-2017	200911	$9,200,000	$3,250,000					$3,250,000
REPAVING PROGRAM 2018-2022	201416	$0		$4,450,000	$2,550,000	$3,700,000	$6,300,000	$17,000,000
SIGNAL/SAFETY IMPROVEMENTS	200427	$4,692,400	$1,250,000					$1,250,000

PROJECT TITLE	NO.	CURRENT APPROP.	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN	2021 PLAN	TOTAL FIVE-YEAR PLAN
PARKS AND LAND USE								
ENERGY EFFICIENCY IMPROVEMENTS	201208	$1,175,200	$260,000					$260,000
CAMP POW WOW EXPANSION	201504	$54,400				$695,600		$695,600
2020 ORTHOPHOTOGRAPHY	201609	$0				$195,500		$195,500
WANAKI GOLF COURSE BRIDGE REPLACEMENT	201309	$412,000	$465,000					$465,000
WAUKESHA-BROOKFIELD MULTI-USE TRAIL	201407	$500,000		$1,994,800				$1,994,800
MINOOKA RESTROOM SHELTER	201602	$50,000	$634,000					$634,000
MEN. PARK BEACH HOUSE EXPAN. & RENOVATION	201605	$0	$93,000	$919,600				$1,012,600
LAKE COUNTRY TRAIL STH 67 UNDERPASS	201607	$229,000	$98,000		$780,000			$878,000
UWW INFRASTRUCTURE SITE IMPROVEMENTS	201703	$0	$182,400	$179,000	$379,000	$491,000		$1,231,400
PAVEMENT MANAGEMENT PLAN 2013 - 2017	200824	$2,800,000	$600,000					$600,000
PAVEMENT MANAGEMENT PLAN 2018 - 2022	201406	$0		$800,000	$700,000	$700,000	$700,000	$2,900,000
IT - SHERIFF								
SECURITY SYSTEM RECORDING/DISPLAY EQUIP RPLCMNT	201615	$55,000			$246,000			$246,000
JAIL VIDEO VISITATION SYSTEM REPLACEMENT	201702	$0		$450,000				$450,000
IT - COUNTYWIDE								
PAYROLL/HR INFORMATION SYSTEM	201617	$75,000	$400,000	$952,000				$1,352,000
EST. FINANCING (Includes Arb Rebate/Discount)	999999	$0	$150,000	$175,000	$175,000	$175,000	$175,000	$850,000
GROSS EXPENDITURES			**$16,823,400**	**$20,699,700**	**$22,700,000**	**$24,996,800**	**$13,128,000**	**$98,347,900**
REVENUES								
Airport Fund Balance - #201624 Airport Ramp Expansion			$110,000	$190,000				$300,000
LIS Fund Balance #201609 Orthophotography						$195,500		$195,500
Tarmann Fund Balance - #201309 Wanaki Bridge Rplcmnt			$465,000					$465,000
Municipal Cost Share for Communications Center #200808 Comm Center Expansion			$708,400					$708,400
Local Revenue - #201008 CTH M, Calhoun Rd to East County Line						$445,000		$445,000
Developer Cost-Share - #201603 CTH O & I Intersection					$125,500			$125,500
CHIP D Revenue - #200911 Repaving Program 2013-2017			$300,000					$300,000
CHIP Revenue - #200911 Repaving Program 2013-2017			$300,000					$300,000
CHIP D Revenue - #201620 CTH VV, Hickory Street to CTH F					$291,000			$291,000
Revenue - #201407 Waukesha-Brookfield Multi-Use Trail				$1,916,800				$1,916,800
Partner (ARCh) share for #201504 Camp Pow Wow Expansion						$375,000		$375,000
Revenue for #201605 Menomonee Park Beach House Renovation				$300,000				$300,000
Revenue - #201607 Lake Country Trail STH 67 Underpass			$98,000		$780,000			$878,000
Subtotal Revenue, Proprietary and Restricted Sepecial Rev Fund Balance			**$1,981,400**	**$2,406,800**	**$1,196,500**	**$1,015,500**	**$0**	**$6,600,200**
Net Expenditures			**$14,842,000**	**$18,292,900**	**$21,503,500**	**$23,981,300**	**$13,128,000**	**$91,747,700**
State Shared Revenue/Utility Payment			$150,000					$150,000
Personal Property Replacement - State Aid			$600,000					$600,000
Tarmann Fund Balance - #200824 Pavement Mgmt Plan			$315,000					$315,000
General Fund and Capital Project Fund Balance			$1,730,000	$1,402,000	$1,046,000	$500,000	$0	$4,678,000
Subtotal			**$2,795,000**	**$1,402,000**	**$1,046,000**	**$500,000**	**$0**	**$5,743,000**
EXPENDITURES BEFORE TAXES, DEBT BORROWING AND INTEREST			**$12,047,000**	**$16,890,900**	**$20,457,500**	**$23,481,300**	**$13,128,000**	**$86,004,700**

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Stats./Trends

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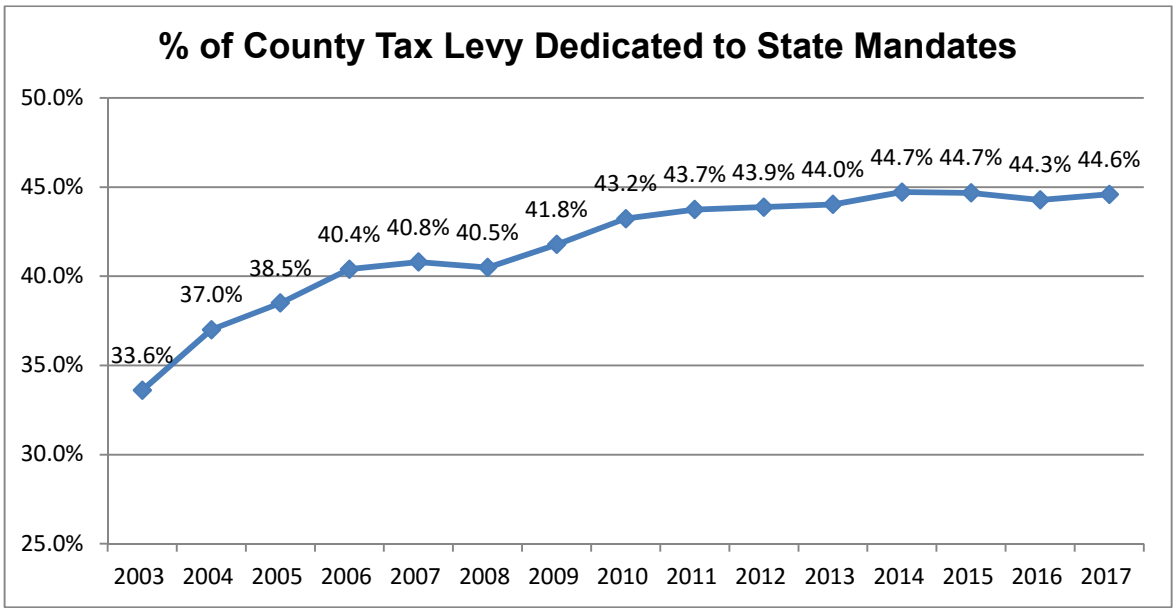
Table 1
MAJOR PROPERTY TAX LEVY FUNDING FOR STATE MANDATED SERVICES

The share of County tax levy that is required to fund State mandates reduces discretionary spending that is available for nonmandated essential services and programs. Estimated mandated County tax levy include court services provided by the Clerk of Court and the District Attorney. The Sheriff also provides service to the courts including process serving, warrents and baliff servces. Mandate law enforcement services includes probations/parole holds, corrections, and law enforcement service levels for patrol services required by statute. The largest share of mandates are for federal/state health and human service programs administered by the County.

State Revenues include Shared Revenues and Transportation Aids.



	PREVIOUS FIVE YEARS				
Item	**2013**	**2014**	**2015**	**2016**	**2017**
	(Values in millions)				
County Tax Levy Budget:	$98.8	$99.5	$100.5	$100.9	$101.8
Estimated Major State Mandated Net Expenditures:	$49.0	$50.0	$50.2	$50.1	$50.8
State Discretionary Revenue Offsets:	$5.5	$5.5	$5.3	$5.4	$5.4
County Tax Levy for Major State Mandates:	$43.5	$44.5	$44.9	$44.7	$45.4
% of County Tax Levy for Major State Mandates:	44.0%	44.7%	44.7%	44.3%	44.6%

Table 2
COUNTY DEMOGRAPHICS STATISTICS TRENDS

Fiscal Year	(1) Population	(2) Per Capita Income	(3) Number Of Jobs	(4) Unemployment Rate	(5) Public School Enrollment	(5) Private School Enrollment	(6) Median Age	
2005	377,348	$47,445	230,607	3.8%	62,472	12,718	40.3	
2006	379,577	$52,128	234,852	3.8%	62,859	12,801	40.6	
2007	381,651	$53,417	236,413	4.1%	63,082	12,919	41	
2008	382,697	$54,750	233,316	4.0%	62,868	12,539	41.8	
2009	383,190	$52,390	220,842	7.5%	63,685	12,004	41.1	
2010	389,891	$52,716	218,361	7.3%	63,868	11,530	42	(7)
2011	390,267	$56,111	222,978	6.5%	63,309	12,403	42.3	
2012	390,914	$59,139	226,848	5.8%	63,118	11,663	42.7	
2013	391,478	$59,077	229,257	5.5%	62,656	11,517	42.9	
2014	392,761	$60,945	231,232	4.5%	62,285	11,734	42.4	
2015	393,927	*	235,052	3.8%	62,038	11,608	43.2	

*Information Unavailable

SOURCES

(1) Wisconsin Department of Administration
(2) Bureau of Economic Analysis - US Department of Commerce (2004-2014 reflect revised estimates as of November 2015)
(3) Wisconsin Department of Workforce Development
(4) Wisconsin Department of Workforce Development
(5) Wisconsin Department of Public Instruction
(6) U.S. Census, American Fact Finder
(7) 2010 Census

Table 3
WAUKESHA COUNTY POPULATION

According to the 2016 population estimates by the Wisconsin Department of Administration, the current population of Waukesha County is 396,449. This represents an increase of 6,558 persons county-wide, or 1.7% from the 2010 Census.

	2010 CENSUS	2015	2016	'15 - '16 CHANGE	'15 - '16 % CHANGE
CITIES					
Brookfield	37,920	37,859	37,806	(53)	-0.14%
Delafield	7,085	7,111	7,165	54	0.76%
Milwaukee*	0	0	0	0	N/A
Muskego	24,135	24,410	24,534	124	0.51%
New Berlin	39,584	40,195	40,227	32	0.08%
Oconomowoc	15,759	16,464	16,656	192	1.17%
Pewaukee	13,195	13,843	14,148	305	2.20%
Waukesha	70,718	71,316	71,699	383	0.54%
CITIES TOTAL	208,396	211,198	212,235	1,037	0.49%
TOWNS					
Brookfield	6,116	6,049	6,058	9	0.15%
Delafield	8,400	8,227	8,281	54	0.66%
Eagle	3,507	3,507	3,503	(4)	-0.11%
Genesee	7,340	7,348	7,384	36	0.49%
Lisbon	10,157	10,250	10,291	41	0.40%
Merton	8,338	8,402	8,402	0	0.00%
Mukwonago	7,959	8,020	8,014	(6)	-0.07%
Oconomowoc	8,408	8,609	8,611	2	0.02%
Ottawa	3,859	3,880	3,897	17	0.44%
Vernon	7,601	7,632	7,647	15	0.20%
Waukesha	9,133	9,170	9,175	5	0.05%
TOTAL TOWNS	80,818	81,094	81,263	169	0.21%
VILLAGES					
Big Bend	1,290	1,296	1,314	18	1.39%
Butler	1,841	1,827	1,828	1	0.05%
Chenequa	590	588	589	1	0.17%
Dousman	2,302	2,325	2,334	9	0.39%
Eagle	1,950	1,953	1,973	20	1.02%
Elm Grove	5,934	5,956	5,943	(13)	-0.22%
Hartland	9,110	9,167	9,179	12	0.13%
Lac la Belle	289	290	288	(2)	-0.69%
Lannon	1,107	1,109	1,167	58	5.23%
Menomonee Falls	35,626	35,928	36,907	979	2.72%
Merton	3,346	3,468	3,504	36	1.04%
Mukwonago	7,254	7,478	7,606	128	1.71%
Nashotah	1,395	1,382	1,361	(21)	-1.52%
North Prairie	2,141	2,144	2,175	31	1.45%
Oconomowoc Lake	595	585	589	4	0.68%
Pewaukee	8,166	8,138	8,106	(32)	-0.39%
Summit	4,674	4,719	4,751	32	0.68%
Sussex	10,518	10,743	10,797	54	0.50%
Wales	2,549	2,539	2,540	1	0.04%
TOTAL VILLAGES	100,677	101,635	102,951	1,316	1.29%
TOTAL: COUNTY	389,891	393,927	396,449	2,522	0.64%

* Includes only a manufacturing plant on property annexed to allow access to Milwaukee sewer and water.

SOURCE: Wisconsin Department of Administration.

Table 4
EQUALIZED PROPERTY VALUE BY MUNICIPALITY

According to the August 15, 2016 reports provided by the State Department of Revenue, the total equalized property value in Waukesha County, including all Tax Increment Districts, is $51,937,555,000. This represents a increase of $1,749,930,500 or 3.49% from 2015. A table listing 2015 and 2016 equalized values for municipalities is presented below. County-wide property values, as reflected in the equalized valuation, have increased.

	2015 EQUAL PROP. VALUE	2016 EQUAL PROP. VALUE	'15-'16 CHANGE	% CHANGE
CITIES:				
Brookfield	$6,460,106,800	$6,789,545,700	$329,438,900	5.10%
Delafield	$1,359,614,200	$1,356,000,400	($3,613,800)	-0.27%
* Milwaukee	$12,563,700	$13,586,300	$1,022,600	8.14%
Muskego	$2,706,118,900	$2,766,764,000	$60,645,100	2.24%
New Berlin	$4,808,727,900	$4,957,310,700	$148,582,800	3.09%
Oconomowoc	$1,918,686,500	$2,010,432,900	$91,746,400	4.78%
Pewaukee	$2,807,997,900	$2,944,520,700	$136,522,800	4.86%
Waukesha	$5,664,111,600	$5,877,157,700	$213,046,100	3.76%
SUBTOTAL	$25,737,927,500	$26,715,318,400	$977,390,900	3.80%
TOWNS:				
Brookfield	$964,456,300	$1,022,027,200	$57,570,900	5.97%
Delafield	$1,482,061,800	$1,511,953,300	$29,891,500	2.02%
Eagle	$444,946,800	$447,856,700	$2,909,900	0.65%
Genesee	$916,662,200	$938,936,400	$22,274,200	2.43%
Lisbon	$1,081,769,100	$1,164,817,900	$83,048,800	7.68%
Merton	$1,474,347,800	$1,525,906,800	$51,559,000	3.50%
Mukwonago	$850,061,200	$850,134,800	$73,600	0.01%
Oconomowoc	$1,455,892,000	$1,456,170,700	$278,700	0.02%
Ottawa	$517,097,000	$524,403,500	$7,306,500	1.41%
Vernon	$823,104,100	$848,023,500	$24,919,400	3.03%
Waukesha	$920,256,800	$948,856,300	$28,599,500	3.11%
SUBTOTAL	$10,930,655,100	$11,239,087,100	$308,432,000	2.82%
VILLAGES:				
Big Bend	$147,500,500	$149,316,300	$1,815,800	1.23%
Butler	$247,977,500	$252,295,600	$4,318,100	1.74%
Chenequa	$443,267,900	$463,767,300	$20,499,400	4.62%
Dousman	$178,863,500	$179,903,200	$1,039,700	0.58%
Eagle	$154,133,700	$159,488,000	$5,354,300	3.47%
Elm Grove	$1,076,396,900	$1,112,491,000	$36,094,100	3.35%
Hartland	$1,189,880,500	$1,210,941,600	$21,061,100	1.77%
Lac la Belle	$109,786,400	$110,526,300	$739,900	0.67%
Lannon	$114,285,300	$125,690,900	$11,405,600	9.98%
Menomonee Falls	$4,583,053,600	$4,728,377,800	$145,324,200	3.17%
Merton	$390,073,900	$404,381,200	$14,307,300	3.67%
Mukwonago	$730,516,100	$784,582,000	$54,065,900	7.40%
Nashotah	$176,327,300	$178,415,100	$2,087,800	1.18%
North Prairie	$220,510,400	$225,161,500	$4,651,100	2.11%
Oconomowoc Lake	$312,903,400	$334,184,200	$21,280,800	6.80%
Pewaukee	$927,731,500	$961,387,200	$33,655,700	3.63%
Summit	$942,920,100	$969,061,600	$26,141,500	2.77%
Sussex	$1,221,640,000	$1,268,229,500	$46,589,500	3.81%
Wales	$351,273,400	$364,949,200	$13,675,800	3.89%
SUBTOTAL	$13,519,041,900	$13,983,149,500	$464,107,600	3.43%
TOTAL	$50,187,624,500	$51,937,555,000	$1,749,930,500	3.49%

* Includes only a manufacturing plant on property annexed to allow access to Milwaukee sewer and water.

SOURCE: Wisconsin Department of Revenue.

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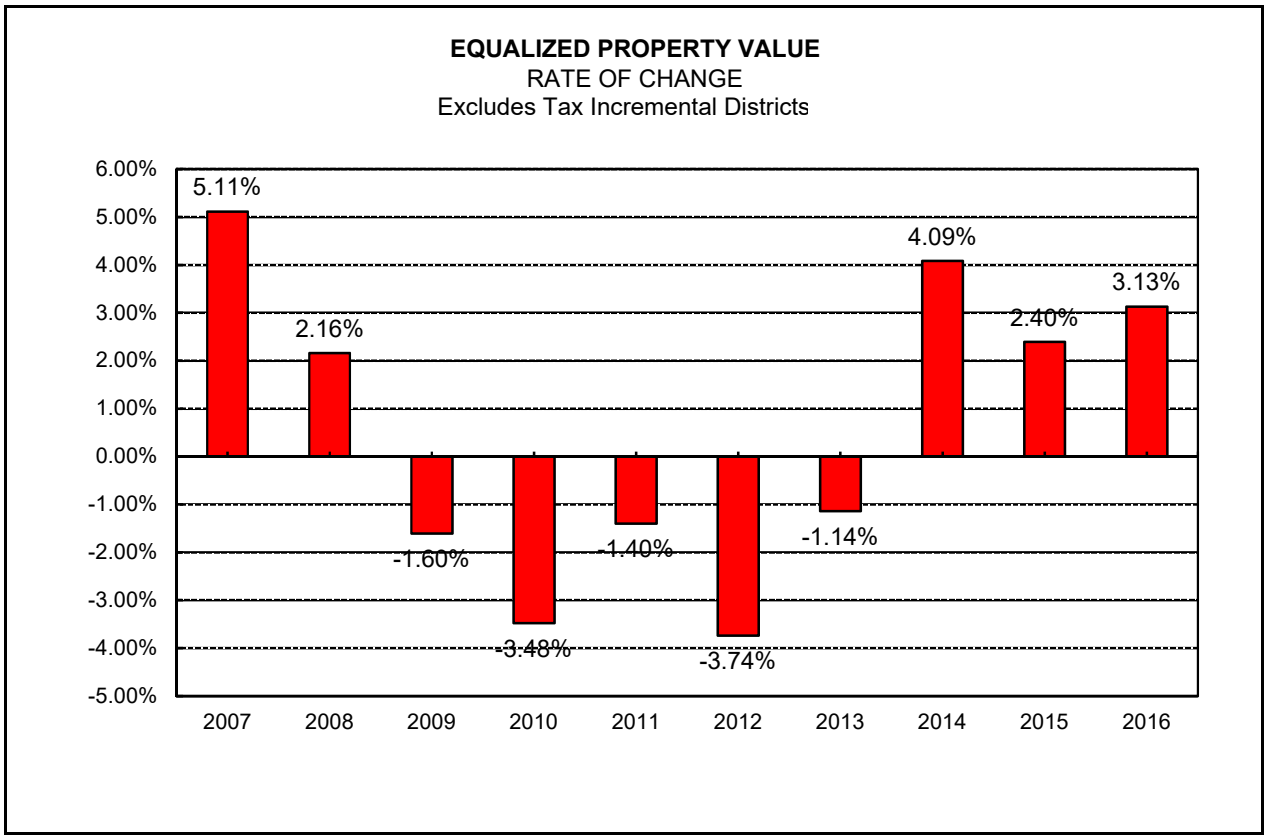
Table 5
EQUALIZED PROPERTY VALUE
Excludes Tax Incremental Districts

Equalized property value is a broad measure of the County's tax base. The Wisconsin Department of Revenue annually determines the equalized (fair market) value of all property subject to general property taxation. Equalized values are reduced by tax incremental district value increments for apportioning the County levy. In 2002-2007, higher market based inflation rates ranging from 4.2%-9% on residential properties (over 75% of total value) along with new construction were primarily responsible for greater valuation growth rates than in recent years. Beginning in 2009, deflation on residential property rates offset by new construction of less than 2% are responsible for most of the valuation decrease. Prior to 2009, the County had not experienced a tax base reduction in over 30 years. Housing sales experienced since 2013 suggests that residential property values are recovering.



Valuation Year	Total Value	Change In Valuation	Rate of Change
2007	$50,954,981,250	$2,478,381,700	5.11%
2008	$52,055,313,050	$1,100,331,800	2.16%
2009	$51,220,442,050	($834,871,000)	-1.60%
2010	$49,439,797,100	($1,780,644,950)	-3.48%
2011	$48,747,058,300	($692,738,800)	-1.40%
2012	$46,923,448,900	($1,823,609,400)	-3.74%
2013	$46,387,463,200	($535,985,700)	-1.14%
2014	$48,283,418,200	$1,895,955,000	4.09%
2015	$49,440,690,500	$1,157,272,300	2.40%
2016	$50,989,620,500	$1,548,930,000	3.13%

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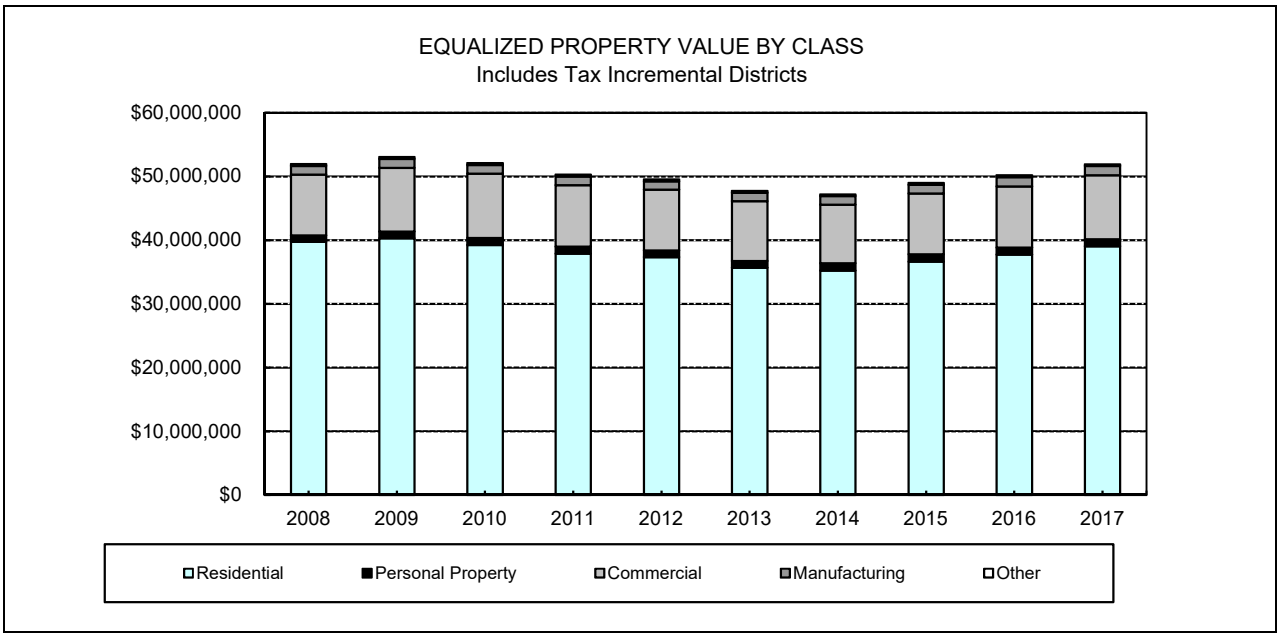
Table 6
EQUALIZED PROPERTY VALUE BY CLASS OF PROPERTY
Including Tax Incremental Districts

The total value of equalized property including all tax incremental districts reported for Waukesha County in budget year 2017 is $51.9 billion. The total reflects the combined valuation of several separate classes of property including: residential, personal, commercial, manufacturing, and agricultural, forest/swamp/other properties. Changes in the relative proportion of these classes of property reflect the growth and economic development trends of the County. Market values in the residential tax base have declined in recent years resulting in a decrease in this proportion of the tax base to 75% from 76% in 2008. Residential valuation increased by 3.5% based on prior year analysis by the Wisconsin Department of Revenue. Commercial properties and manufacturing continue to maintain their share of the tax base at about 19% and 3% respectively for budget year 2017.



Budget Year	Residential	Personal Property	Commercial	Mfg.	Agr./Forest/ Swamp/Other	Total Value
	($000's)					
2008	$39,743,016	$1,017,478	$9,557,795	$1,372,812	$297,043	$51,988,144
2009	$40,317,412	$1,047,674	$10,024,713	$1,369,402	$296,676	$53,055,877
2010	$39,273,723	$1,100,032	$10,084,520	$1,355,180	$298,055	$52,111,510
2011	$37,883,814	$1,103,080	$9,655,814	$1,360,989	$285,177	$50,288,874
2012	$37,329,217	$1,076,627	$9,525,264	$1,335,918	$285,537	$49,552,563
2013	$35,670,846	$1,055,120	$9,389,591	$1,346,196	$278,012	$47,739,765
2014	$35,263,595	$1,105,906	$9,202,897	$1,367,263	$277,706	$47,217,367
2015	$36,654,772	$1,159,551	$9,509,067	$1,395,080	$276,547	$48,995,017
2016	$37,729,840	$1,103,400	$9,641,547	$1,433,208	$279,629	$50,187,625
2017	$39,052,315	$1,127,036	$10,020,704	$1,460,141	$277,359	$51,937,555
% of Total	75.2%	2.2%	19.3%	2.8%	0.5%	100.0%

Table 7
GENERAL COUNTY PURPOSE PROPERTY TAX LEVY DATA
EXCLUDES FEDERATED LIBRARY

	BUDGET YEAR	TAX YEAR	PROPERTY TAX RATES --PER $1,000 OF EQUALIZED VALUE-- GENERAL COUNTY RATE(1)	RATE CHANGE ($$)	Tax Rate Change (%)
	2007	2006	$1.83	($0.13)	-6.8%
	2008	2007	$1.78	($0.05)	-2.9%
	2009	2008	$1.79	$0.01	0.7%
	2010	2009	$1.87	$0.08	4.5%
	2011	2010	$1.97	$0.10	5.4%
	2012	2011	$2.01	$0.04	2.0%
	2013	2012	$2.11	$0.10	5.0%
	2014	2013	$2.15	$0.04	1.9%
	2015	2014	$2.08	($0.07)	-3.3%
	2016	2015	$2.04	($0.04)	-1.9%
Adopted	**2017**	**2016**	**$2.00**	**($0.04)**	**-2.0%**

	BUDGET YEAR	TAX YEAR	COUNTY TAX LEVY(2)	TAX LEVY CHANGE ($$)	Tax Levy Change (%)
	2007	2006	$88,696,977	$1,101,215	1.3%
	2008	2007	$90,524,503	$1,827,526	2.1%
	2009	2008	$93,086,754	$2,562,251	2.8%
	2010	2009	$95,717,457	$2,630,703	2.8%
	2011	2010	$97,422,065	$1,704,608	1.8%
	2012	2011	$98,037,483	$615,418	0.6%
	2013	2012	$98,798,522	$761,039	0.8%
	2014	2013	$99,505,152	$706,630	0.7%
	2015	2014	$100,492,252	$987,100	1.0%
	2016	2015	$100,948,152	$455,900	0.5%
Adopted	**2017**	**2016**	**$101,799,099**	**$850,947**	**0.8%**

	BUDGET YEAR	TAX YEAR	EQUALIZED VALUE WITHOUT TIDS (3)	EQUALIZED VALUE CHANGE ($$)	Equalized Value Change (%)
	2007	2006	$48,476,599,550	$3,862,507,100	8.7%
	2008	2007	$50,954,981,250	$2,478,381,700	5.1%
	2009	2008	$52,055,313,050	$1,100,331,800	2.2%
	2010	2009	$51,220,442,050	($834,871,000)	-1.6%
	2001	2010	$49,439,797,100	($1,780,644,950)	-3.5%
	2012	2011	$48,747,058,300	($692,738,800)	-1.4%
	2013	2012	$46,923,448,900	($1,823,609,400)	-3.7%
	2014	2013	$46,387,463,200	($535,985,700)	-1.1%
	2015	2014	$48,283,418,200	$1,895,955,000	4.1%
	2016	2015	$49,440,690,500	$1,157,272,300	2.4%
Adopted	**2017**	**2016**	**$50,989,620,500**	**$1,548,930,000**	**3.1%**

NOTES: (1) Rounded to nearest cent.
(2) Excludes amounts for Federated Library System.
(3) Equalized value excludes tax incremental financing districts (TIDs).

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Table 8
FEDERATED LIBRARY PROPERTY TAX LEVY DATA

	BUDGET YEAR	TAX YEAR	FEDERATED LIBRARY PROPERTY TAX RATE --PER $1,000 OF EQUALIZED VALUE-- GENERAL COUNTY RATE	RATE CHANGE ($$)	RATE CHANGE (%)
	2007	2006	$0.2232	($0.0184)	-7.6%
	2008	2007	$0.2159	($0.0073)	-3.3%
	2009	2008	$0.2210	$0.0051	2.3%
	2010	2009	$0.2314	$0.0104	4.7%
	2011	2010	$0.2460	$0.0146	6.3%
	2012	2011	$0.2514	$0.0054	2.2%
	2013	2012	$0.2690	$0.0176	7.0%
	2014	2013	$0.2768	$0.0078	2.9%
	2015	2014	$0.2863	$0.0095	3.4%
	2016	2015	$0.2830	($0.0033)	-1.1%
Adopted	**2017**	**2016**	$0.2799	**($0.0031)**	**-1.1%**

	BUDGET YEAR	TAX YEAR	COUNTY LEVY FOR FED LIB.	TAX LEVY CHANGE ($$)	TAX LEVY CHANGE (%)
	2007	2006	$2,597,084	$20,450	0.8%
	2008	2007	$2,663,828	$66,744	2.6%
	2009	2008	$2,752,289	$88,461	3.3%
	2010	2009	$2,773,900	$21,611	0.8%
	2011	2010	$2,853,939	$80,039	2.9%
	2012	2011	$2,883,486	$29,547	1.0%
	2013	2012	$2,930,604	$47,118	1.6%
	2014	2013	$2,965,628	$35,024	1.2%
	2015*	2014	$3,424,360	$458,732	15.5%
	2016	2015	$3,464,119	$39,759	1.2%
Adopted	**2017**	**2016**	**$3,517,752**	**$53,633**	**1.5%**

	BUDGET YEAR	TAX YEAR	EQUALIZED VALUE MUNICIPALITIES W/O LIBRARIES	EQUALIZED VALUE CHANGE ($$)	EQUALIZED VALUE CHANGE (%)
	2007	2006	$11,636,122,500	$971,494,400	9.1%
	2008	2007	$12,337,085,300	$700,962,800	6.0%
	2009	2008	$12,454,954,400	$117,869,100	1.0%
	2010	2009	$11,989,066,300	($465,888,100)	-3.7%
	2011	2010	$11,602,963,300	($386,103,000)	-3.2%
	2012	2011	$11,470,523,100	($132,440,200)	-1.1%
	2013	2012	$10,892,995,400	($577,527,700)	-5.0%
	2014	2013	$10,714,775,800	($178,219,600)	-1.6%
	2015*	2014	$11,960,623,400	$1,245,847,600	11.6%
	2016	2015	$12,239,774,800	$279,151,400	2.3%
Adopted	**2017**	**2016**	**$12,568,556,000**	**$328,781,200**	**2.7%**

*Increase in Federated Library Tax Levy rate, levy amount and equalized value for municipalities without libraries is primarily due to the dissolution of the joint library agreement between the Town of Lisbon and Village of Sussex, resulting in the Town of Lisbon becoming a non-library community.

Table 9
COMPARATIVE COUNTIES PROPERTY RATES
FOR 2016 ADOPTED BUDGET

Waukesha County's property tax rate is ranked 71th of 72 counties for 2016 budget purposes. An asterisk (*) to the left of the county name denotes that the county has not enacted an optional 0.5% county sales tax. An underline reflects counties bordering Waukesha County.

County	2015 Rank	Property Tax Rate For 2016 Budget (a)	County	2015 Rank	Property Tax Rate For 2016 Budget (a)
* Menominee	1	$9.22	Oconto	41	$5.41
Taylor	2	$8.23	Shawano	40	$5.28
Clark	3	$8.06	Kenosha	37	$5.24
Marquette	8	$7.92	Barron	39	$5.18
Crawford	4	$7.78	Columbia	42	$5.17
Dunn	5	$7.59	* Calumet	38	$5.14
Adams	7	$7.57	Milwaukee	45	$5.13
Pepin	9	$7.14	Marathon	43	$5.13
Lafayette	10	$6.94	Portage	44	$5.11
Waushara	11	$6.84	Wood	46	$4.99
Waupaca	17	$6.78	Douglas	48	$4.99
Rock	14	$6.77	Forest	50	$4.97
Jackson	13	$6.65	* Outagamie	49	$4.92
Richland	16	$6.63	Sauk	47	$4.76
Juneau	15	$6.63	Walworth	51	$4.70
Florence	12	$6.58	Marinette	53	$4.65
Green Lake	19	$6.35	Jefferson	52	$4.63
Rusk	35	$6.15	Washburn	54	$4.59
Monroe	18	$6.11	* Brown	56	$4.54
Fond du Lac	21	$6.11	Iron	55	$4.43
Lincoln	22	$6.05	Eau Claire	58	$4.02
Pierce	20	$5.98	Grant	57	$3.95
Vernon	31	$5.87	Door	62	$3.92
Iowa	23	$5.85	La Crosse	61	$3.89
Buffalo	24	$5.83	St Croix	59	$3.86
Price	34	$5.83	* Racine	60	$3.84
* Manitowoc	25	$5.82	Burnett	65	$3.79
* Kewaunee	6	$5.82	Bayfield	63	$3.75
* Sheboygan	30	$5.77	Chippewa	64	$3.69
Dodge	29	$5.67	Dane	66	$3.16
Green	27	$5.66	Sawyer	67	$3.00
Ashland	28	$5.66	Washington	68	$2.73
* Winnebago	26	$5.61	Oneida	69	$2.35
Trempealeau	32	$5.54	Vilas	72	$2.28
Langlade	33	$5.52	* Waukesha	70	$2.11
Polk	36	$5.44	Ozaukee	71	$1.89

(a) Property tax rates shown include library system and other special taxing authorities. Source: Compiled by the Wisconsin Taxpayers Alliance. In previous years the Wisconsin Department of Revenue provided this information, but no longer. In a previous State budget, the County Tax Rate sheet that was required to be filled out and filed by each county was suspended.

Table 10
COMPARATIVE COUNTIES PROPERTY TAX PER PERSON
FOR 2015 AND 2016 BUDGETS

Waukesha County's property tax per person is ranked 68th of 72 counties for 2016 budget purposes. An asterik (*) to the left of the county name denotes that the county has not enacted an optional 0.5% county sales tax. An underline reflects counties bordering Waukesha County.

County	2015 Rank	2016 Rank	2015 Tax Levy Per Person	2016 Tax Levy Per Person
Door	1	1	$940.28	$951.93
Florence	2	2	$914.20	$915.88
Adams	3	3	$828.78	$837.38
Marquette	4	4	$754.68	$770.47
Green Lake	5	5	$729.14	$732.39
Iron	6	6	$712.44	$718.96
Vilas	13	7	$597.59	$711.93
Washburn	8	8	$661.02	$667.44
Waushara	7	9	$662.99	$657.54
Bayfield	9	10	$629.57	$628.82
* Menominee	10	11	$623.82	$627.47
Sawyer	11	12	$611.12	$615.43
Walworth	14	13	$594.66	$600.67
Burnett	12	14	$598.63	$599.21
Forest	15	15	$578.89	$591.58
Price	16	16	$556.68	$561.78
* Kewaunee	17	17	$533.96	$539.92
Pepin	19	18	$519.83	$534.98
Taylor	18	19	$527.72	$531.56
Oconto	24	20	$480.80	$507.15
Polk	20	21	$493.37	$500.27
Jackson	22	22	$486.07	$492.35
Rusk	33	23	$433.42	$491.76
Crawford	21	24	$489.85	$490.97
Sauk	23	25	$481.19	$485.20
Waupaca	27	26	$468.68	$480.78
Lincoln	26	27	$472.78	$477.12
Dunn	25	28	$476.70	$471.77
Langlade	28	29	$459.20	$461.76
Juneau	29	30	$451.89	$455.48
Buffalo	31	31	$441.16	$454.81
Columbia	32	32	$437.75	$446.56
Iowa	30	33	$444.58	$445.29
Oneida	34	34	$429.41	$434.87
Lafayette	36	35	$420.11	$429.25
Barron	37	36	$416.65	$423.60
Clark	35	37	$421.36	$422.75
Pierce	38	38	$415.60	$421.01
* Sheboygan	40	39	$407.49	$419.42
Ashland	39	40	$409.78	$413.64
Fond du Lac	42	41	$404.31	$409.24
Green	43	42	$403.94	$407.25
Rock	44	43	$393.78	$400.83
Marinette	46	44	$382.72	$392.03
Monroe	41	45	$405.94	$391.71
* Winnebago	45	46	$389.00	$385.70
Kenosha	48	47	$370.57	$379.21
Richland	47	48	$371.88	$377.19
Portage	50	49	$367.25	$375.69
Douglas	49	50	$368.31	$369.38
Dodge	51	51	$366.87	$368.15
Shawano	54	52	$355.67	$368.01
* Outagamie	52	53	$359.29	$364.08
Trempealeau	57	54	$347.93	$360.96
* Manitowoc	53	55	$357.26	$359.63
St Croix	58	56	$343.63	$353.78
Marathon	56	57	$349.79	$351.77
* Calumet	55	58	$351.72	$349.22
Vernon	60	59	$328.70	$348.59
Jefferson	59	60	$338.18	$339.69
* Brown	61	61	$319.40	$330.62
Dane	62	62	$307.37	$318.47
Wood	63	63	$304.14	$311.93
Milwaukee	64	64	$298.86	$303.05
Eau Claire	65	65	$275.59	$287.36
La Crosse	67	66	$270.50	$279.16
Chippewa	66	67	$273.06	$275.65
* Waukesha	69	68	$264.56	$265.05
Washington	68	69	$266.23	$263.53
* Racine	70	70	$261.63	$261.22
Ozaukee	71	71	$230.20	$231.25
Grant	72	72	$215.44	$215.65

Source: Compiled by the Wisconsin Taxpayers Alliance and information from the Wisconsin Department of Administration.

Table 11
OUTSTANDING DEBT PER CAPITA

Outstanding debt is defined as the remaining principal on general obligation bonds which the County has pledged its full faith and credit, and unlimited taxing power. Dividing the outstanding debt by the current population is another indicator of the burden on the community of the general obligation debt issued.

-In 2007, the County paid down $1.5 million of the 2000 debt issue.

-In 2008, borrowing was reduced from $12,000,000 in the 2008 adopted budget to $10,000,000 with the appropriation of general fund balance available from favorable 2007 year end results.

-In 2009, borrowing was reduced from $10,000,000 to $8,000,000 due to the reduction in project expenditures. The County also refinanced $7.7 million of debt issued in 2001 and 2002.

-In 2010, borrowing was reduced from $10,000,000 to $9,000,000 due to delays in project expenditures.

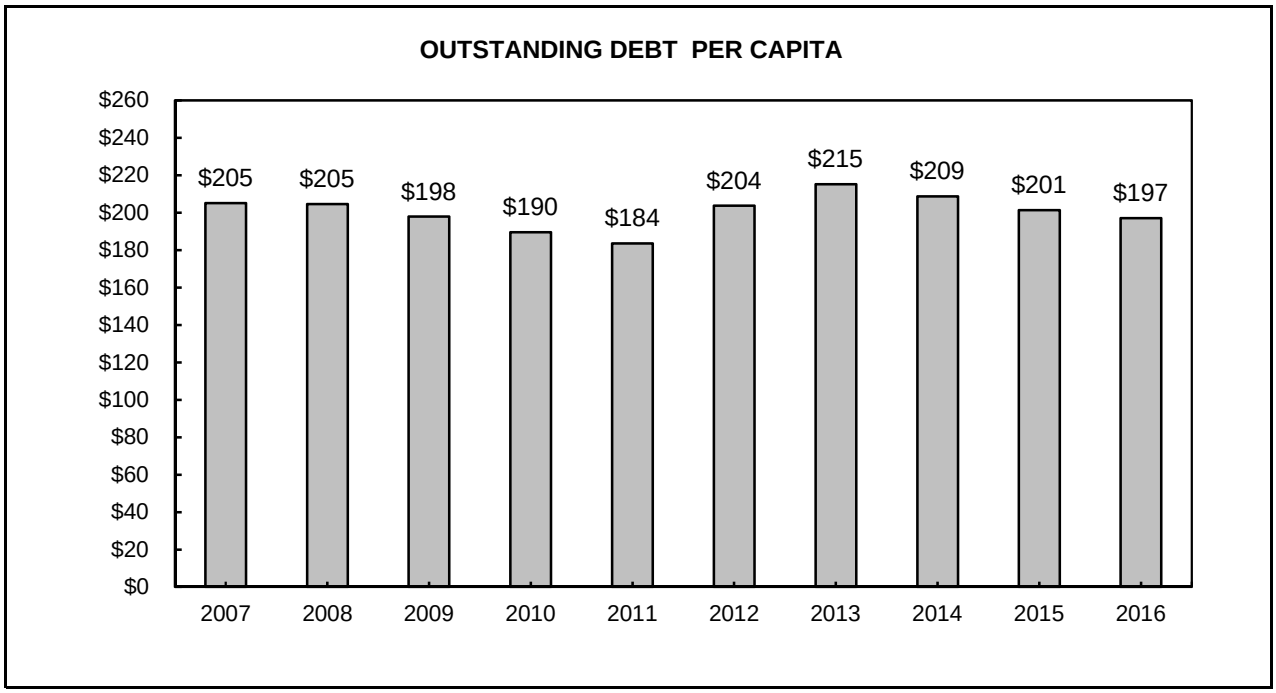
-In 2011, the County refinanced $9.9 million of debt issued in 2003 & 2004 resulting in future interest savings.

-In 2012, the County refinanced $6,635,000 of the debt issued in 2005.

-In 2013, the County refinanced $4,550,000 of the debt issued in 2006.

-In 2014, the County refinanced $4,255,000 of the debt issued in 2007.

-In 2016, the amount of debt issued was reduced by $500,000 with an offset from the Tarmann Parkland Acquistion Fund Balance for use on Parks and Land Use capital projects (enrolled ordinancece 170-87).



Year	Current Year Borrowing	Outstanding Debt	Population	Debt Per Capita
2007	$10,000,000	$78,250,000	381,651	$205
2008	$10,000,000	$78,320,000	382,697	$205
2009 *	$8,000,000	$75,855,000	383,190	$198
2010	$9,000,000	$73,930,000	389,891	$190
2011 *	$10,000,000	$71,660,000	390,267	$184
2012	$20,000,000	$79,665,000	390,914	$204
2013	$17,000,000	$84,235,000	391,478	$215
2014	$10,000,000	$81,970,000	392,761	$209
2015	$10,000,000	$79,335,000	393,927	$201
2016	$11,500,000	$78,130,000	396,449	$197

* Does not include debt issued to refinance prior year issues.

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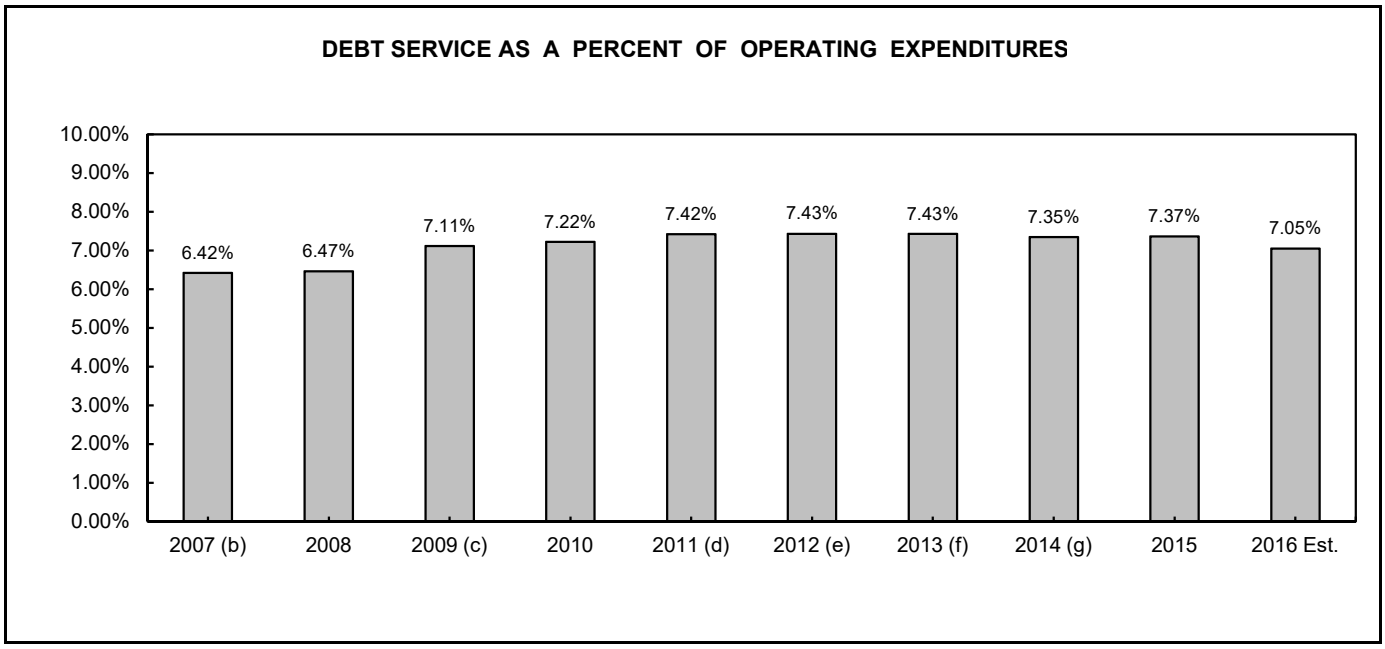
Table 12
DEBT SERVICE AS A PERCENT OF OPERATING EXPENDITURES

Debt service includes principal and interest payments on general county debt obligations borrowed for capital project expenditures. Debt service payments are examined relative to general operating expenditures including special revenue funds. As a fixed cost, debt service can reduce expenditure flexibility. According to the International City Management Association (ICMA), if debt service as a percent of operating expenditure is below 10 percent, the credit industry views this situation favorably. If it exceeds 20 percent, potential risk exists. County debt service has remained stable in proportion to increases in general operating expenditures. Overall, the County is still below the 10 percent threshold. Increases reflect a continued emphasis on capital needs including major highway and facility projects. The debt burden is managed in relation to the funding requirements of the Five-Year Capital Plan.

The County has used defeasement and refunding activity to manage debt service. In 2007, the County paid down $1.5 million of the 2000 debt issue. In 2008, borrowing was reduced from $12,000,000 in the 2008 adopted budget to $10,000,000 with the appropriation of general fund balance available from favorable 2007 year end results. In 2009, borrowing was reduced from $10,000,000 to $8,000,000 due to the reduction in project expenditures. The County also refinanced $7.7 million of debt issued in 2001 and 2002. In 2010, borrowing was reduced from $10,000,000 to $9,000,000 due to delays in project expenditures. In 2011, the County borrowed $10,000,000 and also refinanced $9.9 million of debt issued in 2003 and 2004. In April 2012, $6.6 million of the 2005 notes were refunded. In 2013, $4.6 million of 2006 notes were refunded. In 2014, $4.3 million of the 2007 notes were refunded.



Year	Debt Service	Operating Expenditures (a)	Percent
2007 (b)	$12,939,806	$201,591,217	6.42%
2008	$12,987,327	$200,868,835	6.47%
2009 (c)	$12,974,363	$182,406,472	7.11%
2010	$13,424,280	$185,925,176	7.22%
2011 (d)	$14,260,230	$192,232,670	7.42%
2012 (e)	$14,025,660	$188,709,358	7.43%
2013 (f)	$14,420,889	$194,095,730	7.43%
2014 (g)	$14,117,312	$192,183,796	7.35%
2015	$14,435,805	$195,929,802	7.37%
2016 Est.	$14,353,617	$203,485,176	7.05%

(a) Operating expenditures include general fund, special revenue and debt service funds (excludes proprietary and capital project funds). Expenditures exclude interdepartmental charges to avoid double-counting.
(b) Excludes debt service to pay down $1.5 million of the 2000 debt issue.
(c) Excludes debt service to refinance $7.7 million in debt issued in 2001 and 2002.
(d) Excludes debt service to refinance $9.9 million in debt issued in 2003 and 2004.
(e) Excludes debt service to refinance $6.6 million of the 2005 issue.
(f) Excludes debt service to refinance $4.6 million of the 2006 issue.
(g) Excludes debt service to refinance $4.3 million of the 2007 issue.

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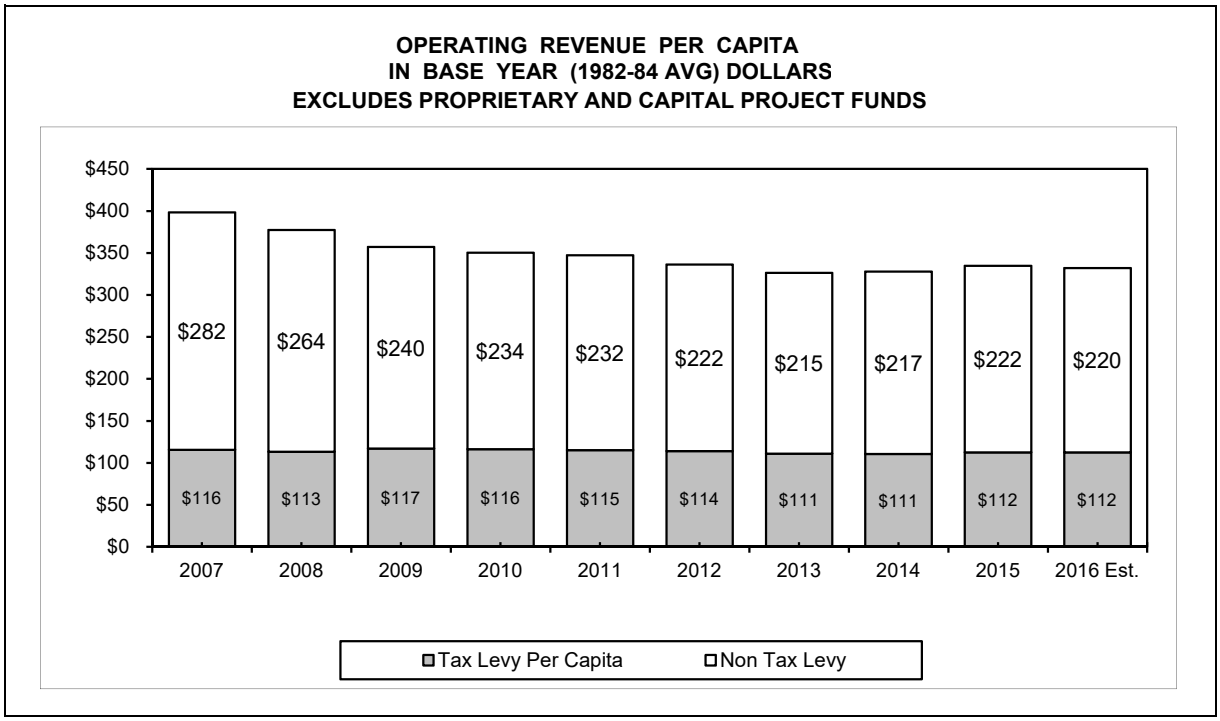
Table 13
OPERATING REVENUES PER CAPITA

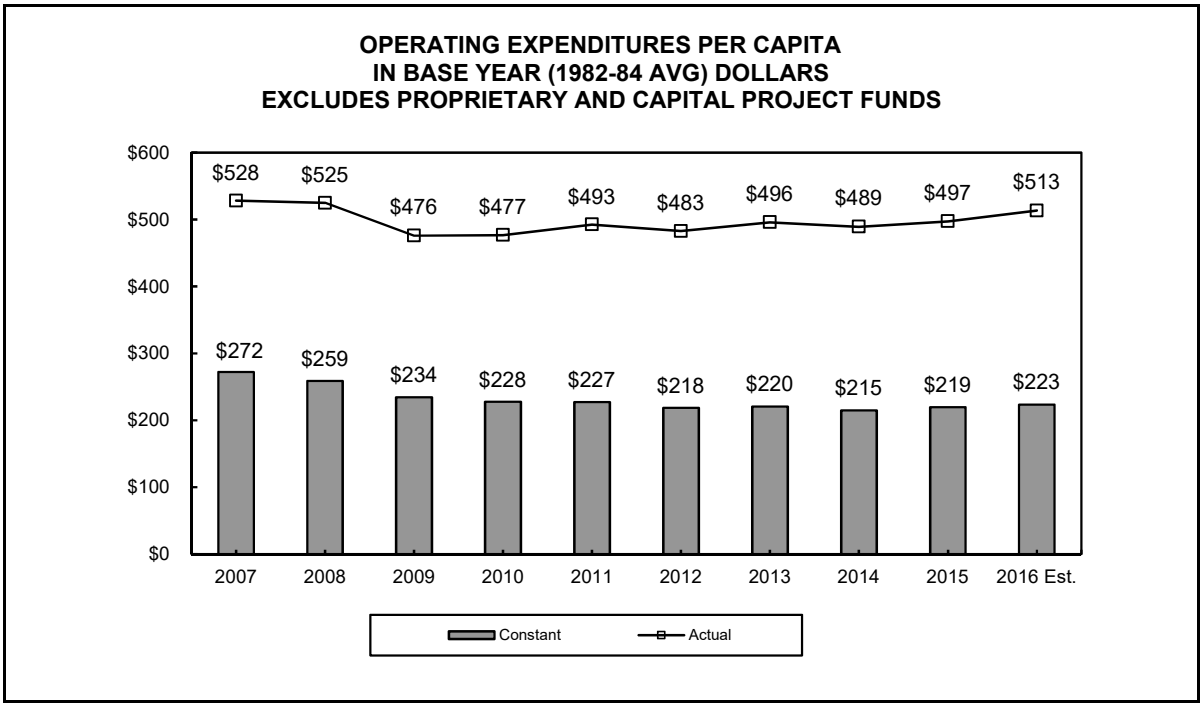
Operating revenue per capita shows how revenues are changing relative to changes in the levels of population. Revenues include general fund, special revenue and debt service funds. Revenue sources include tax levy, intergovernmental revenues, charges for services, fines/forfeitures and licenses/permits, but exclude interdepartmental charges to avoid double-counting. Total revenues are adjusted for inflation with the base year being 1982-1984 average. In 2005 almost $3.7 million of new State Federal revenues are shifted to the County for disabled individuals at Intermediate Care Facilities. In 2008, revenues are reduced for the transition to the State Family Care program with $8.3 million for client's care no longer provided by the County but now provided by State contracts to two private sector Managed Care organizations. Another $15 million reduction occurs in 2009, completing the transition. Revenue reduction in 2009 also include lower estimated interest earned on investments of $2.9 million. Years 2010 and 2011 included some increases. 2012 includes reductions in State revenue due to a change to shift administration of the Children Long Term Support (CLTS) Program to a third party administrator ($3.5 million), as well as State revenues reductions included in the 2011-2013 State budget for Youth Aids, Child Support and General Transportation Aids. However, in 2013 state officials issued an opinion that CLTS payments (mentioned above) to the third-party administrator are grant expenditures and need to be recognized in County financial records, increasing pass-through revenues and expenditures by over $3 million. Lower revenues in 2013 and 2014 are largely due to lower investment income from historically low interest rates. Most state revenues continue to stay flat for 2015 and 2016, except for some targeted increases for Mental Health treatement and CLTS services.



Year	Oper. Revenues With Tax Levy	W.C. Property Tax Levy	Consumer Price Index	Revenues Base Year	Population	Per Capita
2007	$209,204,070	$85,745,138	194.1	$107,781,592	381,651	$282
2008	$205,013,738	$88,052,506	203.0	$100,991,989	382,697	$264
2009	$186,622,210	$91,226,366	203.0	$91,932,123	383,190	$240
2010	$191,210,023	$94,981,926	209.6	$91,226,156	389,891	$234
2011	$196,702,097	$97,378,950	216.9	$90,687,919	390,267	$232
2012	$192,216,535	$98,516,081	221.1	$86,920,745	390,914	$222
2013	$189,426,247	$97,969,581	225.1	$84,152,042	391,478	$215
2014	$194,213,682	$98,957,976	227.8	$85,256,226	392,761	$217
2015	$198,204,796	$100,389,114	226.6	$87,469,019	393,927	$222
2016 Est.	$200,379,822	$102,542,708	230.0	$87,122,041	396,449	$220

Table 14
OPERATING EXPENDITURES PER CAPITA

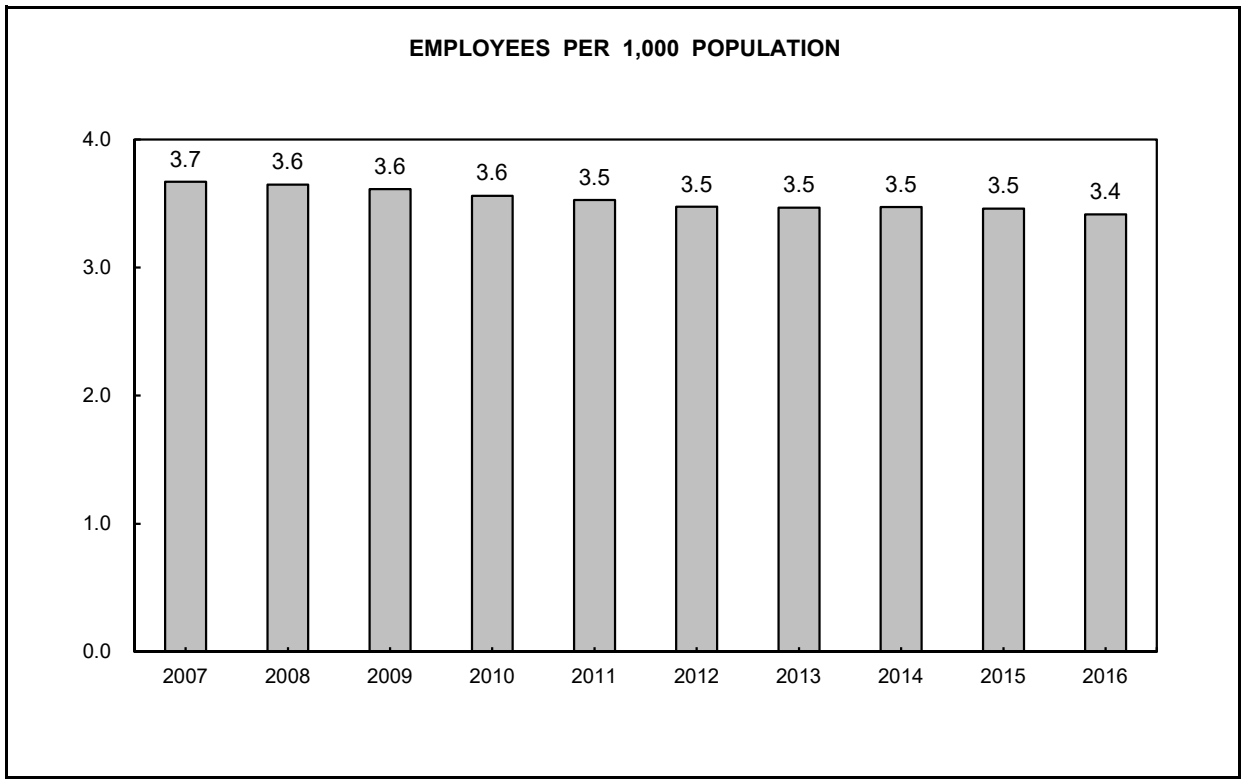
Changes in expenditures (1982-1984 base year dollars) per capita reflect changes in expenditures relative to changes in population. Expenditures include general fund, special revenue and debt service funds (excludes proprietary and capital project funds). Expenditures exclude interdepartmental charges to avoid double-counting. Debt Service also excludes the one-time expenditure for debt retirement. The 2005 increase includes $1.6 million for the opening of the Justice Facility expansion in the fourth quarter, as well as increases for full year funding of the Communications Center. Another $1.0 million increase in 2006, also funds full year costs of the jail expansion. The indicator remains relatively flat until 2008, when cost to continue increases are offset with a $8.3 million reduction in expenditures for the state shifting the transfer of Health and Human Services Long Term Care program to state Family Care working with private sector contracted managed Care Organizations. This involves another $19 million reduction in 2009, which completes the transition. Years 2010 and 2011 remain flat. In 2012, the State Budget repair bill required most County employees (except for protective classifications) to make 50% contribution to their pension in the WI retirement System, which reduced expenditures by $3.5 million. The State budget also transferred the payments ($3.5 million) for the Children Long Term Support Program to a third party administrator. However, in 2013 state officials issued an opinion that these payments to the third-party administrator are grant expenditures and need to be recognized in County financial records, increasing pass-through revenues and expenditures by over $3 million. Expenditure trends in 2015 and 2016 reflect Health and Human Service client needs, partially funded with targeted state revenues.



Year	Expenditures	Consumer Price Index	Base Year	Population	Per Capita Actual	Per Capita Base Year
2007	$201,591,217	194.1	$103,859,463	381,651	$528	$272
2008	$200,868,835	203.0	$98,950,165	382,697	$525	$259
2009	$182,406,472	203.0	$89,855,405	383,190	$476	$234
2010	$185,925,176	209.6	$88,704,760	389,891	$477	$228
2011	$192,232,670	216.9	$88,627,326	390,267	$493	$227
2012	$188,709,358	221.1	$85,334,792	390,914	$483	$218
2013	$194,095,730	225.1	$86,241,771	391,478	$496	$220
2014	$192,183,796	227.8	$84,365,143	392,761	$489	$215
2015	$195,929,802	226.6	$86,465,049	393,927	$497	$219
2016 Est.	$203,485,176	230.0	$88,472,200	396,449	$513	$223

Table 15
EMPLOYEES PER 1,000 POPULATION

The number of employees reflect the number of budgeted regular full-time and regular part-time positions stated in full time equivalents for each year. Since personnel costs represent a significant portion of the County's operating budget, changes in the number of employees in relation to the population of the County provide another means of assessing the growth in County operations. Increases or decreases may indicate changes in the productivity of employees. In 2010, a net increase of 2.75 FTE budgeted regular positions was mainly due to the creation of 18 FTE positions in the Sheriff's Department as part of a new police services contract with the City of Pewaukee. The County offset this growth with positions reductions in other functional areas, resulting in a stable lower level of positions compared to population changes. For 2011, the budget includes a net reduction of 11.26 FTE regular positions mostly due to reductions in the Park, Environment, Education and Land Use and the Public Works functional areas, with a minimal increase in the County's population which results in a drop in employees per 1,000 of population to a very lean 3.5 per 1000. The 2012 budget further decreased positions a net 18.69 FTE, including 3.5 FTE in the Courts and 5.0 FTE's as a result of additional contracting of housekeeping services. The 2013 adopted budget reduced regular staff levels a net 1.12 FTE. During mid-year 2013, a net 9 full-time positions were created in the Human Services Department, mostly due to adding federally-funded positions to assist with the implementation of the Affordable Care Act. The 2014 adopted budget reduced regular staff levels by 1.5 FTE. During mid-year 2014, 3.75 FTE of additional net Health and Human Services Positions were approved by the County Board. The 2015 adopted budget reduced regular staff levels by 4.67 FTE mostly in Health and Human Services, mostly due to 5.0 FTE reduction of federally-funded positions that assisted with the implementation of the Affordable Care Act. The 2016 adopted budget reduced positions by 9.35 mostly due to reductions in Health and Human Services, Park, Environment, Education and Land Use, Clerk of Courts, Register of Deeds, Sheriff, and Administration.



Year	Employees*	Population	Employees per 1,000 Population
2007	1,400	381,651	3.7
2008	1,396	382,697	3.6
2009	1,384	383,190	3.6
2010	1,388	389,891	3.6
2011	1,376	390,267	3.5
2012	1,358	390,914	3.5
2013	1,357	391,478	3.5
2014	1,364	392,761	3.5
2015	1,363	393,927	3.5
2016	1,354	396,449	3.4

* Excludes temporary extra help, seasonals, and limited term employees

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Table 16
BUDGETED PERSONNEL COSTS AS A PERCENT OF NET OPERATING BUDGET
(ALL FUNDS)

	2013	2014	2015	2016	2017
Personnel Costs	$115,753,553	$117,209,142	$118,911,343	$119,791,099	$120,737,078
Total Net Oper Expenditures (w/o Capital Projects & Interdepartmental Charges)	$209,193,729	$216,853,294	$223,610,482	$226,779,062	$229,343,567
Percent of Net Operating Budget	55.3%	54.0%	53.2%	52.8%	52.6%

BUDGETED SALARY AND BENEFIT COST BREAKDOWN
(ALL FUNDS)

	2013	2014	2015	2016	2017
Salaries and wages (a)	$83,152,099	$84,263,364	$85,909,363	$86,809,225	$87,865,685
Employee Benefits (b)	$32,601,454	$32,945,778	$33,001,980	$32,981,874	$32,871,393
Total Personnel Costs	$115,753,553	$117,209,142	$118,911,343	$119,791,099	$120,737,078
Benefits as % of Total Salaries	39.2%	39.1%	38.4%	38.0%	37.4%

(a) Salaries and wages include salaries of regular full-time and part-time employees, overtime costs, limited term, seasonal extra help employees pay, Per Diems, Longevity pay for employees that start with the County prior to 1978 (no eligible employees after 2014), educational incentives and earned vacation pay.

(b) Amounts include compensated benefit cost only. Does not include value of paid time off such as vacation which is included in the salaries amounts.

Table 17
GENERAL COUNTY TAX LEVY PERCENT OF TOTAL NET EXPENDITURES
(2013 - 2017)

	2013 Budget	2014 Budget	2015 Budget	2016 Budget	2017 Budget
Gross Expenditures					
Operating	$245,902,296	$254,076,679	$261,237,732	$264,710,001	$267,386,585
Capital	$27,870,000	$27,992,700	$16,141,400	$20,782,800	$16,823,400
TOTAL GROSS EXPENDITURES	$273,772,296	$282,069,379	$277,379,132	$285,492,801	$284,209,985
Less: Interdepartmental Charges	$36,708,567	$37,223,385	$37,627,250	$37,930,939	$38,043,018
TOTAL NET EXPENDITURES	$237,063,729	$244,845,994	$239,751,882	$247,561,862	$246,166,967
Operating % of Net Expenditures	88.2%	88.6%	93.3%	91.6%	93.2%
Capital % of Net Expenditures	11.8%	11.4%	6.7%	8.4%	6.8%
General County Tax Levy *					
Operating	$96,798,522	$97,555,152	$98,642,252	$99,201,152	$100,052,099
Capital	$2,000,000	$1,950,000	$1,850,000	$1,747,000	$1,747,000
TOTAL COUNTY GENERAL TAX LEVY	$98,798,522	$99,505,152	$100,492,252	$100,948,152	$101,799,099
Operating Levy % of General County Levy	98.0%	98.0%	98.2%	98.3%	98.3%
Capital Levy % of General County Levy	2.0%	2.0%	1.8%	1.7%	1.7%
General County Tax Levy % of Total Net Expenditures	41.7%	40.6%	41.9%	40.8%	41.4%

* Total Levy Excluding Federated Library System.

Table 18
OPERATING & CAPITAL BUDGET SUMMARY WITH YEAR TO DATE INFORMATION

Note: State law (Wis Stats. Chap.65.90) requires budgets to include actual expenditures and revenues for not less than the first 6 months of the current year.

OPERATING BUDGET	2015 ACTUAL (c)	2016 ADOPTED BUDGET (a)	2016 MODIFIED BUDGET (a)	2016 ACTUAL YTD (b)(c)	2017 BUDGET	CHANGE FROM 2016 ADOPTED BUDGET $	%
EXPENDITURES							
PERSONNEL COSTS	$ 115,772,756	$ 119,791,099	$ 119,911,399	$ 75,914,035	$ 120,737,078	$ 945,979	0.79%
OPERATING EXPENSES	$ 99,159,082	$ 107,901,267	$ 112,270,729	$ 64,690,865	$ 109,438,882	$ 1,537,615	1.43%
INTERDEPT. CHARGES	$ 19,594,249	$ 20,513,368	$ 20,552,968	$ 16,702,871	$ 20,960,105	$ 446,737	2.18%
FIXED ASSET & IMPROVE	$ 903,763	$ 1,850,650	$ 2,083,694	$ 854,290	$ 1,339,620	$ (511,030)	-27.61%
DEBT SERVICE	$ 14,435,805	$ 14,653,617	$ 14,653,617	$ 13,599,719	$ 14,910,900	$ 257,283	1.76%
TOTAL EXPENDITURES	$ 249,865,655	$ 264,710,001	$ 269,472,407	$ 171,761,780	$ 267,386,585	$ 2,676,584	1.01%
REVENUES							
GEN'L GOVT. REVENUES	$ 58,437,576	$ 57,485,907	$ 59,850,264	$ 34,566,655	$ 57,453,894	$ (32,013)	-0.06%
FINES & LICENSES	$ 2,959,173	$ 2,798,157	$ 2,798,157	$ 2,191,276	$ 2,902,142	$ 103,985	3.72%
CHARGES FOR SERVICES (a)	$ 33,996,707	$ 35,896,087	$ 35,900,087	$ 20,695,759	$ 37,720,796	$ 1,824,709	5.08%
INTERDEPART. REVENUES	$ 36,158,535	$ 37,930,939	$ 37,930,939	$ 28,287,498	$ 38,043,018	$ 112,079	0.30%
OTHER REVENUES (a)	$ 17,032,137	$ 17,633,985	$ 18,809,147	$ 9,423,149	$ 17,309,380	$ (324,605)	-1.84%
TOTAL REVENUES	$ 148,584,128	$ 151,745,075	$ 155,288,594	$ 95,164,337	$ 153,429,230	$ 1,684,155	1.11%
RETAINED EARNINGS	$ (4,795,632)	$ (396,967)	$ (396,967)		$ (500,254)	$ (103,287)	26.02%
TRANSFERS/FUND BALANCE USED	$ 4,010,547	$ 10,696,622	$ 11,915,509		$ 10,887,758	$ 191,136	1.79%
TAX LEVY	$ 102,066,612	$ 102,665,271	$ 102,665,271	NA	$ 103,569,851	$ 904,580	0.88%

CAPITAL BUDGET	2015 ACTUAL	2016 ADOPTED BUDGET	2016 MODIFIED BUDGET	2016 ACTUAL YTD (a)	2017 BUDGET	CHANGE FROM 2016 ADOPTED BUDGET $	%
EXPENDITURES	$ 21,818,825	$ 20,782,800	$ 48,425,437	$ 19,177,296	$ 16,823,400	$ (3,959,400)	-19.05%
REVENUES	$ 14,073,830	$ 16,328,000	$ 16,328,000	$ 12,400,913	$ 12,456,400	$ (3,871,600)	-23.71%
TRANSFERS/FUND BALANCE USED	$ 5,894,995	$ 2,707,800	$ 30,350,437		$ 2,620,000	$ (87,800)	-3.24%
TAX LEVY	$ 1,850,000	$ 1,747,000	$ 1,747,000		$ 1,747,000	$ -	0.00%

(a) The 2016 budget has been restated for comparative purposes to the 2017 budget.
(b) 2016 Actual Year to Date figures include financial and encumbrance activity through eight months.
(c) Certain non-budgeted revenues are excluded from 2015 actuals and year-to-date 2016 actuals in this summary.

BUDGETED POSITIONS 2015-2017 - SUMMARY BY DEPARTMENT

BY DEPARTMENT	2015 Year End	2016 Adopted Budget	2016 Modified Budget	2017 Budget	Incr/(Decr) From 2016 Adpt Budget
Administration (Includes End User Operations & Tech.)	93.50	93.00	93.00	92.50	(0.50)
Circuit Court Services	88.00	86.25	86.25	85.50	(0.75)
Corporation Counsel	38.00	38.00	38.00	39.00	1.00
County Board	7.00	6.15	6.15	5.50	(0.65)
County Clerk	4.00	4.50	4.50	4.00	(0.50)
County Executive	4.65	4.65	4.65	4.65	0.00
District Attorney	29.50	29.50	29.50	31.50	2.00
Emergency Preparedness	62.40	62.40	62.40	66.40	4.00
Federated Library	6.00	6.50	6.50	6.50	0.00
Health & Human Services	391.54	388.79	389.09	384.09	(4.70)
Medical Examiner	15.00	16.00	16.00	16.00	0.00
Parks & Land Use	103.60	101.10	101.10	101.10	0.00
Public Works	139.60	138.60	138.60	137.60	(1.00)
Register Of Deeds	18.60	17.60	17.60	16.60	(1.00)
Sheriff	354.00	353.00	353.00	354.50	1.50
Treasurer	5.00	5.00	5.00	5.00	0.00
UW-Extension	3.00	3.00	3.00	2.70	(0.30)
Total Regular Positions (FTE)	1,363.39	1,354.04	1,354.34	1,353.14	(0.90)
Total Extra-Help Positions (FTE)	111.47	112.48	112.48	118.27	5.79
Total Overtime Positions (FTE)	22.26	22.39	22.39	23.08	0.69
TOTAL POSITION EQUIVALENTS COUNTY-WIDE	**1,497.12**	**1,488.91**	**1,489.21**	**1,494.49**	**5.58**

SIGNIFICANT CHANGES FOR 2016:

- **Budgeted Full-Time Equivalents (FTEs) increase by a net of 5.58 FTE, including temporary extra help and overtime.**
- **There is a net decrease of 0.90 FTE budgeted regular positions.**
- **Temporary extra help increases by 5.79 FTE (about 12,043 hours), and budgeted overtime increases by 0.69 FTE (about 1,435 hours).**

SUMMARY OF NET CHANGE IN FUNDED REGULAR FULL-TIME/PART-TIME FTE POSITIONS IN 2017 BUDGET BY POSITION TITLE

Dept	Fund	Program	Position Title	FTE
2017 Proposed Budget Position Unfunded (But Not Abolished)				
Administration	General	Administrative Services	Administrative Assistant	(0.25)
Administration	Risk	General/Auto Liability & Other Insurance	Administrative Assistant	(0.25)
Circuit Court Services	General	Family Court Services	Social Worker	(0.25)
Circuit Court Services	General	Civil and Small Claim Division	Administrative Specialist	(0.50)
County Board	General	Legislative Support	Office Services Coordinator	(1.00)
HHS	General	Family Services & Juvenile Services	Social Worker	(1.00)
HHS	General	Public Health Administration	Health & Human Services Coordinator	(1.00)
HHS	General	Communicable Disease Control	Public Health Nurse	(1.00)
Public Works	General	Housekeeping Services	Building Services Worker	(1.00)
Register of Deeds	General	Real Estate	Administrative Specialist	(1.00)
Sheriff	General	General Patrol	Administrative Assistant	(0.50)
UW Extension	General	Strengthening County Citizens, Families, and Com.	Administrative Specialist	(0.50)
Subtotal 2017 Proposed Budget Positions Unfunded (But Not Abolished)				**(8.25)**
2017 Proposed Budget Positions - Sunset Reduction *				
HHS	General	Economic Services Administration and Support	Economic Support Specialist (PPACA)	(2.00)
Subtotal 2017 Proposed Budget Positions - Sunset Reduction				**(2.00)**
2017 Proposed Budget Positions Abolished				
District Attorney	General	Prosecution/Administrative Services	Administrative Specialist	(1.00)
Subtotal 2017 Proposed Budget Positions Abolished				**(1.00)**
2017 Proposed Budget Position Created				
Corporation Counsel	General	Child Support	Administrative Specialist	1.00
District Attorney	General	VOCA Grant Program	Victim Witness Specialist	1.00
District Attorney	General	VOCA Grant Program	Victim Witness Counselor	1.00
District Attorney	General	Prosecution/Administrative Services	Administrative Assistant	0.50
District Attorney	General	Prosecution/Administrative Services	Administrative Assistant	0.50
Emergency Prepardness	General	Communication Center Operation	Telecommunicator	3.00
Emergency Prepardness	General	Communication Center Operation	Communication Center Supervisor	1.00
Sheriff	General	General Patrol	Deputy Sheriff	2.00
Subtotal 2017 Proposed Budget Positions Created				**10.00**
2017 Impact of 2016 Mid-Year Position-Abolished				
County Board	General	Legislative Support	County Board Chair	(0.15)
Subtotal 2017 Impact of 2016 Mid-Year Position-Abolished				**(0.15)**
2017 Year Positions Increase				
UW Extension	General	Strengthening County Citizens, Families, and Commun	Administrative Specialist	0.20
Subtotal 2017 Current Year Positions Increased				**0.20**
2016 Year Positions Increase				
HHS	General	Veteran Services	Veteran Service Aid	0.30
Subtotal 2016 Current Year Positions Increased				**0.30**
Total 2017 Net Change in Authorized Positions				**(0.90)**

*These are positions that include sunset clauses. Position will be reduced or terminated if funding is reduced or terminated.

REGULAR FULL-TIME / PART - TIME
BUDGTED POSITIONS SUMMARY 2015-2017

DEPARTMENTS BY FUND & FUNCTIONAL AREA	FUND	2015 Budget	Change from 2015	2016 Budget	Change from 2016	2017 Budget
Emergency Preparedness	General	57.05	-	57.05	4.00	61.05
Emergency Preparedness	Radio Services	5.35	-	5.35	-	5.35
District Attorney	General	29.50	-	29.50	2.00	31.50
Circuit Court Services	General	88.00	(1.75)	86.25	(0.75)	85.50
Medical Examiner	General	15.00	1.00	16.00	-	16.00
Sheriff	General	354.00	(1.00)	353.00	1.50	354.50
Justice and Public Safety		**548.90**	**(1.75)**	**547.15**	**6.75**	**553.90**
Corporation Counsel	Child Support - General Fund	26.60	0.05	26.65	1.00	27.65
Health & Human Services	General Fund	366.48	(0.09)	366.39	(4.30)	362.09
Health & Human Services	Aging & Disab. Res. Center Contract Fund	25.06	(2.66)	22.40	(0.40)	22.00
Health and Human Services		**418.14**	**(2.70)**	**415.44**	**(3.70)**	**411.74**
Register Of Deeds	General	18.60	(1.00)	17.60	(1.00)	16.60
UW-Extension	General	3.00	-	3.00	(0.30)	2.70
Fed. Library	State Aids & Misc. Fund	5.25	0.50	5.75	-	5.75
Fed. Library	CAFÉ Shared Automation Fund	0.75	-	0.75	-	0.75
Parks & Land Use	General	78.89	(0.75)	78.14	-	78.14
Parks & Land Use	Golf Course	8.80	(1.75)	7.05	-	7.05
Parks & Land Use	Ice Arenas	4.91	-	4.91	-	4.91
Parks & Land Use	Materials Recycling Fund	4.15	-	4.15	-	4.15
Parks & Land Use	Land Information Systems	4.00	-	4.00	-	4.00
Parks & Land Use	Community Development (a)	2.85	-	2.85	-	2.85
Parks, Env., Educ., and Land Use		**131.20**	**(3.00)**	**128.20**	**(1.30)**	**126.90**
Public Works	General	45.90	(1.00)	44.90	(1.00)	43.90
Public Works	Transportation	76.70	-	76.70	-	76.70
Public Works	Central Fleet Maintenance	14.00	-	14.00	-	14.00
Public Works	Airport	3.00	-	3.00	-	3.00
Public Works		**139.60**	**(1.00)**	**138.60**	**(1.00)**	**137.60**
County Executive	General	4.65	-	4.65	-	4.65
County Board	General	7.00	(0.85)	6.15	(0.65)	5.50
County Clerk	General	4.00	0.50	4.50	(0.50)	4.00
Treasurer	General	5.00	-	5.00	-	5.00
Dept. Of Administration	General	55.15	(0.90)	54.25	(0.65)	53.60
Dept. Of Administration	Risk Management	3.20	-	3.20	(0.25)	2.95
Dept. Of Administration	Communications	0.00	-	0.00	-	0.00
Dept. Of Administration	Collections	5.65	-	5.65	-	5.65
Dept. Of Administration	End User Technology Fund	29.50	0.40	29.90	0.40	30.30
Corporation Counsel	General	11.40	(0.05)	11.35	-	11.35
General Administration		**125.55**	**(0.90)**	**124.65**	**(1.65)**	**123.00**
Total Regular (F.T. / P.T) Positions (FTE)		1363.39	(9.35)	1354.04	(0.90)	1353.14
Total Extra Help Positions (FTE)		111.47	1.01	112.48	5.79	118.27
Total Overtime Positions (FTE)		22.26	0.13	22.39	0.69	23.08
TOTAL POSITION EQUIVALENTS COUNTY-WIDE		**1497.12**	**(8.21)**	**1488.91**	**5.58**	**1494.49**

For additional detail see the Budgeted Position Detail Summary for each Department.

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

The following schedules detail the funded position totals by department and program. They are presented alphabetically in department order.

ADMINISTRATION - General Fund	15 Year End	16 Budget	17 Budget	Change
Administrative Services				
Collections & Business Services Manager	0.10	0.10	0.10	-
Office Services Coordinator	0.70	0.70	0.70	-
Human Resources Assistant	2.00	2.00	2.00	-
Administrative Specialist	4.50	4.50	4.50	-
Administrative Assistant	2.70	2.20	1.95	(0.25)
Extra Help	0.50	0.50	0.50	-
Overtime	-	-	-	-
Subtotal	10.50	10.00	9.75	(0.25)
Business Office				
Director of Administration	0.85	0.85	0.85	-
Collections & Business Services Manager	0.50	0.50	0.50	-
* Workforce Development Center Coordinator	1.00	1.00	1.00	-
Senior Financial Analyst	0.75	0.75	0.75	-
Sr. Fiscal Specialist	1.50	1.50	1.50	-
Financial Analyst	-	1.00	1.00	-
Fiscal Assistant	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	5.60	6.60	6.60	-
Payroll				
Accounting Services Manager	0.25	0.25	0.25	-
Senior Financial Analyst	0.75	0.75	0.75	-
Payroll Coordinator	1.00	1.00	1.00	-
Administrative Specialist	1.00	-	-	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	3.00	2.00	2.00	-
Accounting Services/Accounts Payable				
Accounting Services Manager	0.75	0.75	0.75	-
Principal Financial Project Analyst	2.00	2.00	2.00	-
Senior Financial Analyst	0.25	0.25	0.25	-
Sr. Fiscal Specialist	1.00	1.00	1.00	-
Fiscal Assistant	1.00	1.00	1.00	-
Fiscal Specialist	1.00	1.00	1.00	-
Extra Help	0.69	-	-	-
Overtime	-	-	-	-
Subtotal	6.69	6.00	6.00	-

* Sunset Position, position will be terminated or reduced if funding is terminated or reduced.

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

ADMINISTRATION - General Fund (cont.)	15 Year End	16 Budget	17 Budget	Change
Tax Listing				
Administrative Specialist	3.00	3.00	3.00	-
Sr. Administrative Specialist	1.00	1.00	1.00	-
Community Service Representative	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	5.00	5.00	5.00	-
Budget Management				
Budget Manager	1.00	1.00	1.00	-
Budget Management Specialist	1.00	1.00	1.00	-
Senior Financial Budget Analyst	3.00	3.00	3.00	-
Extra Help - Budget Intern	0.69	0.69	0.69	-
Overtime	-	-	-	-
Subtotal	5.69	5.69	5.69	-
Human Resources				
Human Resources Manager	1.00	1.00	1.00	-
Employee Benefits Administrator	1.00	1.00	1.00	-
Training Coordinator	1.00	1.00	1.00	-
Principal Human Resources Analyst	1.00	1.00	1.00	-
Senior Human Resources Analyst	2.00	2.00	2.00	-
Human Resources Analyst	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	7.00	7.00	7.00	-
Purchasing				
Risk/Purchasing Manager	0.25	0.25	0.25	-
Principal Buyer	1.00	1.00	1.00	-
Senior Buyer	2.00	2.00	2.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
	3.25	3.25	3.25	-
Information Technology Solutions				
Information Technology Manager	0.55	0.40	0.25	(0.15)
Solutions Administrator	1.00	1.00	1.00	-
Principal Information Technology Professional	2.75	2.50	2.25	(0.25)
Senior Information Technology Professional	6.00	6.00	6.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	10.30	9.90	9.50	(0.40)
TOTAL ADMINISTRATION - General Fund	**57.03**	**55.44**	**54.79**	**(0.65)**
Regular Positions	55.15	54.25	53.60	(0.65)
Extra Help	1.88	1.19	1.19	-
Overtime	-	-	-	-

Administration – General Fund (cont.)

2017 BUDGET ACTIONS:

Administrative Services

Unfund:	(0.25 FTE)	Administrative Assistant

Information Technology Solutions

Transfer:	(0.15 FTE)	Information Technology Manager from Information Technology Solutions to End User Technology Fund
Transfer:	(0.25 FTE)	Principal IT Professional from Information Technology Solutions to End User Technology Fund

2016 CURRENT YEAR ACTIONS:

None

2016 BUDGET ACTIONS:

Administrative Services

Unfund:	(0.50 FTE)	Administrative Specialist

Business Office

Create:	1.00 FTE	Financial Analyst in Business Office

Payroll

Abolish:	(1.00 FTE)	Administrative Specialist in Payroll

Accounting Services/Accounts Payable

Reduce:	(0.69 FTE)	Extra Temporary Help in Accounting

Information Technology Solutions

Transfer:	(0.15 FTE)	Information Technology Manager from Information Technology Solutions to End User Technology Fund
Transfer:	(0.25 FTE)	Principal IT Professional from Information Technology Solutions to End User Technology Fund

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

ADMINISTRATION - End User Technology Fund	15 Year End	16 Budget	17 Budget	Change
IT Business and Infrastructure Services				
Information Technology Manager	0.45	0.60	0.75	0.15
Business Services Administrator	1.00	1.00	1.00	-
Information Technology Infrastructure Administrator	0.80	0.80	1.00	0.20
Principal Information Technology Professional	12.00	12.50	12.75	0.25
Senior Information Technology Professional	7.00	7.00	7.00	-
Records Management Analyst	1.00	1.00	1.00	-
Information Technology Technician	1.40	1.70	2.00	0.30
Centralized Records Supervisor	0.90	0.90	0.90	-
Extra Help	2.29	3.38	3.38	-
Overtime	-	-	-	-
Subtotal	26.84	28.88	29.78	0.90
Records Management including Microfilming/Imaging				
Principal Information Technology Professional	0.25	-	-	-
Office Services Coordinator	0.25	0.25	0.25	-
Administrative Assistant	1.80	1.80	1.80	-
Extra Help	2.00	1.00	1.00	-
Overtime	-	-	-	-
Subtotal	4.30	3.05	3.05	-
Mail Services				
Administrative Assistant	0.20	0.20	0.20	-
Centralized Records Supervisor	0.10	0.10	0.10	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	0.30	0.30	0.30	-
Communications				
Sr. Fiscal Specialist	0.50	0.50	0.50	-
Administrative Assistant	0.05	0.05	0.05	-
Information Technology Technician	1.60	1.30	1.00	(0.30)
Information Technology Administrator	0.20	0.20	-	(0.20)
Extra Help	-	-	-	-
Overtime	0.01	0.01	0.01	-
Subtotal	2.36	2.06	1.56	(0.50)
TOTAL ADMINISTRATION - End User Technology Fund	**33.80**	**34.29**	**34.69**	**0.40**
Regular Positions	29.50	29.90	30.30	0.40
Extra Help	4.29	4.38	4.38	-
Overtime	0.01	0.01	0.01	-

Administration – End User Technology Fund (cont.)

2017 BUDGET ACTIONS:

Transfer:	0.15 FTE	Information Technology Manager from Information Technology Solutions General Fund to IT Business and Infrastructure Services program
Transfer:	0.20 FTE	IT Infrastructure Administrator from Communications to IT Business and Infrastructure Services program
Transfer:	0.25 FTE	Principal IT Professional from Information Technology Solutions General Fund to IT Business and Infrastructure Services program
Transfer:	0.30 FTE	Information Technology Technician from Communications to IT Business and Infrastructure Services program

2016 CURRENT YEAR ACTIONS:

None

2016 BUDGET ACTIONS:

Transfer:	0.15 FTE	Information Technology Manager from Information Technology Solutions General Fund to IT Business and Infrastructure Services program
Transfer:	0.30 FTE	Information Technology Technician from Communications to IT Business and Infrastructure Services program
Transfer:	(0.25 FTE)	Principal Information Technology Professional from Records Management to IT Business and Infrastructure Services program
Transfer:	0.25 FTE	Principal Information Technology Professional from Information Technology Solutions General Fund to IT Business and Infrastructure Services program
Reduce:	(1.00 FTE)	Extra Help in Records Management
Increase:	1.09 FTE	Extra Help in IT Business and Infrastructure Services program

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

ADMINISTRATION - Risk Management Fund	15 Year End	16 Budget	17 Budget	Change
General/Auto Liability & Other Insurance				
Administrative Assistant	0.25	0.25	-	(0.25)
Administrative Specialist	0.75	0.75	0.75	-
Director of Administration	0.10	0.10	0.10	-
Office Service's Coordinator	0.05	0.05	0.05	-
Risk/Purchasing Manager	0.60	0.60	0.60	-
Principal Risk Management Analyst	0.20	0.20	0.20	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	1.95	1.95	1.70	(0.25)
Worker's Compensation				
Administrative Specialist	0.25	0.25	0.25	-
Director of Administration	0.05	0.05	0.05	-
Risk/Purchasing Manager	0.15	0.15	0.15	-
Principal Risk Management Analyst	0.80	0.80	0.80	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	1.25	1.25	1.25	-
TOTAL ADMINISTRATION - Risk Management Fund	**3.20**	**3.20**	**2.95**	**(0.25)**
Regular Positions	3.20	3.20	2.95	(0.25)
Extra Help	-	-	-	-
Overtime	-	-	-	-

2017 BUDGET ACTIONS:

Unfund: (0.25 FTE) Administrative Assistant

2016 CURRENT YEAR ACTIONS:

None

2016 BUDGET ACTIONS:

None

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

ADMINISTRATION - Collections Fund	15 Year End	16 Budget	17 Budget	Change
Collections				
Fiscal Assistant	1.00	1.00	1.00	-
Collection and Business Services Manager	0.40	0.40	0.40	-
Senior Collections Specialist	3.00	3.00	3.00	-
Collections Specialist	1.00	1.00	1.00	-
Senior Financial Analyst	0.25	0.25	0.25	-
Extra Help	3.35	1.10	0.60	(0.50)
Overtime	-	-	-	-
Subtotal	9.00	6.75	6.25	(0.50)
TOTAL ADMINISTRATION - Collections Fund	**9.00**	**6.75**	**6.25**	**(0.50)**
Regular Positions	5.65	5.65	5.65	-
Extra Help	3.35	1.10	0.60	(0.50)
Overtime	-	-	-	-

2017 BUDGET ACTIONS:

Reduce: (0.50 FTE) Temporary Extra Help

2016 CURRENT YEAR ACTIONS:

None

2016 BUDGET ACTIONS:

Reduce: (2.25 FTE) Temporary Extra Help

TOTAL ADMINISTRATION - All Funds	103.03	99.68	98.68	(1.00)
Regular Positions	93.50	93.00	92.50	(0.50)
Extra Help	9.52	6.67	6.17	(0.50)
Overtime	0.01	0.01	0.01	-

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

CIRCUIT COURT SERVICES	15 Year End	16 Budget	17 Budget	Change
Administrative Services Division				
Sr. Fiscal Specialist	2.00	2.00	2.00	-
Business Manager	1.00	1.00	1.00	-
Circuit Court Division Coordinator	1.00	1.00	1.00	-
Clerk of Courts	1.00	1.00	1.00	-
Fiscal Assistant	1.00	1.00	1.00	-
Fiscal Specialist	2.00	3.00	3.00	-
Departmental Secretary	1.00	1.00	1.00	-
Sr. Administrative Specialist	1.00	1.00	1.00	-
Principal Information Systems Professional	1.00	1.00	1.00	-
Programs and Projects Analyst	1.00	1.00	1.00	-
Court Reporter	0.50	0.50	0.50	-
Extra Help	1.63	0.75	0.75	-
Overtime	-	-	-	-
Subtotal	14.13	14.25	14.25	-
Criminal and Traffic Division				
Chief Deputy Clerk	1.00	1.00	1.00	-
Administrative Assistant	2.00	2.00	2.00	-
Administrative Specialist	5.00	5.00	5.00	-
Sr. Administrative Specialist	12.00	12.00	12.00	-
Circuit Court Supervisor	1.00	1.00	1.00	-
Extra Help	0.60	1.00	1.00	-
Overtime	0.08	0.07	0.07	-
Subtotal	21.68	22.07	22.07	-
Family Division				
Administrative Assistant	2.00	2.00	2.00	-
Administrative Specialist	4.00	4.00	4.00	-
Sr. Administrative Specialist	8.00	8.00	8.00	-
Circuit Court Supervisor*	1.00	1.00	1.00	-
Extra Help	-	1.00	1.00	-
Overtime	0.05	0.04	0.04	-
Subtotal	15.05	16.04	16.04	-
Civil and Small Claim Division				
Administrative Specialist	6.00	5.50	5.00	(0.50)
Chief Deputy Clerk	1.00	1.00	1.00	-
Administrative Assistant	1.00	1.00	1.00	-
Sr. Administrative Specialist	7.00	7.00	7.00	-
Circuit Court Supervisor	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	0.09	0.08	0.08	-
Subtotal	16.09	15.58	15.08	(0.50)

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

CIRCUIT COURT SERVICES (cont.)	15 Year End	16 Budget	17 Budget	Change
Juvenile Court				
Fiscal Specialist	1.00	-	-	-
Clerk of Juvenile Court	1.00	1.00	1.00	-
Administrative Assistant	1.00	1.00	1.00	-
Administrative Specialist	1.00	1.00	1.00	-
Sr. Administrative Specialist	3.00	3.00	3.00	-
Extra Help	-	-	-	-
Overtime	0.04	0.02	0.02	-
Subtotal	7.04	6.02	6.02	-
Family Court Services				
Family Court Counseling Supervisor	1.00	1.00	1.00	-
Social Worker	5.00	4.25	4.00	(0.25)
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	6.00	5.25	5.00	(0.25)
Court Commissioner Office				
Court Commissioner	4.00	4.00	4.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	4.00	4.00	4.00	-
Register in Probate Office				
Administrative Assistant	2.00	2.00	2.00	-
Sr. Administrative Specialist	2.00	2.00	2.00	-
Fiscal Specialist	1.50	1.00	1.00	-
Register in Probate	1.00	1.00	1.00	-
Extra Help	-	1.00	1.00	-
Overtime	-	-	-	-
Subtotal	6.50	7.00	7.00	-
TOTAL CIRCUIT COURT SERVICES	**90.49**	**90.21**	**89.46**	**(0.75)**
Regular Positions	88.00	86.25	85.50	(0.75)
Extra Help	2.23	3.75	3.75	-
Overtime	0.26	0.21	0.21	-

2017 BUDGET ACTIONS:

Unfund: (0.25 FTE) Family Court Service – Social Worker

Unfund: (0.50 FTE) Civil and Small Claim Division – Administrative Specialist

2016 CURRENT YEAR ACTIONS:

None

2016 BUDGET ACTIONS:

Unfund: (0.75 FTE) Social Worker in Family Court Services

Unfund: (0.50 FTE) Administrative Specialist in the Civil Division

Unfund: (0.50 FTE) Fiscal Specialist in the Register in Probate Office

Increase: 1.52 FTE Temporary/Extra Help

Reduce: (0.05 FTE) Overtime

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

CORPORATION COUNSEL - General Fund	15 Year End	16 Budget	17 Budget	Change
General Legal Services				
Corporation Counsel	0.85	0.80	0.80	-
Principal Assistant Corporation Counsel	2.00	2.00	2.00	-
Senior Attorney	2.50	3.50	2.50	(1.00)
* Attorney	1.00	-	1.00	1.00
Financial Analyst	0.15	0.15	0.15	-
Commitment Hearings Coordinator	1.00	1.00	1.00	-
Office Services Coordinator	0.50	0.50	0.50	-
Sr. Administrative Specialist	2.90	2.90	2.90	-
Administrative Assistant	0.50	0.50	0.50	-
Extra Help	0.84	0.74	0.93	0.19
Overtime	0.04	0.02	0.04	0.02
Subtotal	12.28	12.11	12.32	0.21

*1.00 FTE Approved Senior Attorney underfilled as Attorney in 2014 and 2015.

TOTAL CORPORATION COUNSEL - General Fund	12.28	12.11	12.32	0.21
Regular Positions	11.40	11.35	11.35	-
Extra Help	0.84	0.74	0.93	0.19
Overtime	0.04	0.02	0.04	0.02

2017 BUDGET ACTIONS:

Increase:	0.19 FTE	Extra Help
Increase:	0.02 FTE	Overtime

2016 CURRENT YEAR ACTIONS:

Transfer:	(1.00 FTE)	Senior Attorney
Transfer:	1.00 FTE	Attorney

2016 BUDGET ACTIONS:

Transfer:	(0.05 FTE)	Corporation Counsel to Corporation Counsel - Child Support program
Reduce:	(0.10 FTE)	Temporary Extra Help
Reduce:	(0.02 FTE)	Overtime

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

CORPORATION COUNSEL - Child Support	15 Year End	16 Budget	17 Budget	Change
Child Support				
Corporation Counsel	0.15	0.20	0.20	-
Principal Assistant Corporation Counsel	1.00	1.00	1.00	-
Senior Attorney	1.50	1.50	2.50	1.00
* Attorney	1.00	1.00	-	(1.00)
Child Support Supervisor	1.00	1.00	1.00	-
Financial Analyst	0.85	0.85	0.85	-
Office Services Coordinator	1.50	1.50	1.50	-
Child Support Specialist	7.00	7.00	7.00	-
** Child Support Specialist	1.00	1.00	1.00	
Sr. Administrative Specialist	2.10	2.10	2.10	-
Fiscal Specialist	2.00	2.00	2.00	-
Administrative Assistant	1.50	1.50	1.50	-
Administrative Specialist	6.00	6.00	7.00	1.00
Extra Help	0.97	0.65	0.73	0.08
Overtime	0.06	0.06	0.05	(0.01)
Subtotal	27.63	27.36	28.43	1.07
TOTAL CORPORATION COUNSEL - Child Support	**27.63**	**27.36**	**28.43**	**1.07**
Regular Positions	26.60	26.65	27.65	1.00
Extra Help	0.97	0.65	0.73	0.08
Overtime	0.06	0.06	0.05	(0.01)

* Approved Senior Attorney underfilled as Attorney

** Child Support Specialist position has a sunset clause attached (Enr. Ord. 156-065) to the position that it will be reduced or terminated if funding is reduced or terminated

2017 BUDGET ACTIONS:

Transfer:	1.00 FTE	Senior Attorney
Transfer:	(1.00 FTE)	Attorney
Increase:	1.00 FTE	Administrative Specialist
Increase:	0.08 FTE	Extra Help
Decrease:	(0.01 FTE)	Overtime

2016 CURRENT YEAR ACTIONS:

Transfer:	1.00 FTE	Senior Attorney
Transfer:	(1.00 FTE)	Attorney
Increase:	0.52 FTE	Extra Help

2016 BUDGET ACTIONS:

Transfer:	0.05 FTE	Corporation Counsel position from Corporation Counsel – General program
Reduce:	(0.32 FTE)	Temporary Extra Help

TOTAL CORPORATION COUNSEL - ALL FUNDS	**39.91**	**39.47**	**40.75**	**1.28**
Regular Positions	38.00	38.00	39.00	1.00
Extra Help	1.81	1.39	1.66	0.27
Overtime	0.10	0.08	0.09	0.01

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

COUNTY BOARD	15 Year End	16 Budget	17 Budget	Change
Legislative Support				
* County Board Chairman	1.00	0.65	0.50	(0.15)
County Board Chief of Staff	1.00	1.00	1.00	-
Legislative Policy Advisor	1.00	1.00	1.00	-
Office Services Coordinator	-	1.00	-	(1.00)
** Programs and Projects Analyst	1.00	-	-	-
Administrative Specialist	2.00	1.50	2.00	0.50
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	6.00	5.15	4.50	(0.65)
Internal Audit				
Internal Audit Manager	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	1.00	1.00	1.00	-
TOTAL COUNTY BOARD*	**7.00**	**6.15**	**5.50**	**(0.65)**
Regular Positions	7.00	6.15	5.50	(0.65)
Extra Help	-	-	-	-
Overtime	-	-	-	-

* The Waukesha County Board of Supervisors consists of 25 elected members. They elect a Chairperson who fills a 1.00 FTE position in the Legislative Support program. As of the third Tuesday in April 2016 this position is reduced to a 0.50 FTE. This results in an overall 0.65 FTE in 2016. No FTE is budgeted for the County Board and Committees Operations program due to the part-time nature of the 24 Supervisor positions.

** 1.00 FTE Legislative Policy Advisor (Board authorized position) is underfilled and funded as a 1.00 FTE Programs and Projects Analyst in 2015.

2017 BUDGET ACTIONS:

Reduce:	(0.15 FTE)	County Board Chairman
Unfund:	(1.00 FTE)	Office Service Coordinator
Increase:	0.50 FTE	Administrative Specialist

2016 CURRENT YEAR ACTIONS:

None

2016 BUDGET ACTIONS:

Reduce:	(0.35 FTE)	County Board Chairman in Legislative Support
Reduce:	(0.50 FTE)	Administrative Specialist in Legislative Support (Position shared with County Clerk)

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

COUNTY CLERK	15 Year End	16 Budget	17 Budget	Change
Elections				
Administrative Specialist	0.80	0.80	0.80	-
County Clerk	0.80	0.80	0.80	-
Deputy County Clerk	0.80	0.80	0.80	-
Extra Help	0.43	0.50	0.50	-
Overtime	0.07	0.07	0.07	-
Subtotal	2.90	2.97	2.97	-
Legislative Support & Administrative Services				
Administrative Specialist	0.10	0.10	0.10	-
Administrative Assistant	0.50	0.50	0.50	-
County Clerk	0.10	0.10	0.10	-
Deputy County Clerk	0.10	0.10	0.10	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	0.80	0.80	0.80	-
Licensing				
Administrative Specialist	0.10	0.60	0.10	(0.50)
Administrative Assistant	0.50	0.50	0.50	-
County Clerk	0.10	0.10	0.10	-
Deputy County Clerk	0.10	0.10	0.10	-
Extra Help	0.36	0.50	1.00	0.50
Overtime	-	-	-	-
Subtotal	1.16	1.80	1.80	-
TOTAL COUNTY CLERK	**4.86**	**5.57**	**5.57**	**-**
Regular Positions	4.00	4.50	4.00	(0.50)
Extra Help	0.79	1.00	1.50	0.50
Overtime	0.07	0.07	0.07	-

2017 BUDGET ACTIONS:

Licensing

Reduce:	(0.50 FTE)	Reduce Administrative Specialist for position that was shared with the County Board's office in 2016.
Increase:	0.50 FTE	Temporary Extra Help

2016 CURRENT YEAR ACTIONS:

None

2016 BUDGET ACTIONS:

Elections

Increase:	0.07 FTE	Temporary Extra Help

Licensing

Increase:	0.50 FTE	Administrative Specialist in Legislative Support (Position Shared with County Board)
Increase:	0.14 FTE	Temporary Extra Help

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

COUNTY EXECUTIVE	15 Year End	16 Budget	17 Budget	Change
Customer/Community Service/Advisory Boards				
Administrative Assistant	0.65	0.65	0.65	-
Chief of Staff	1.00	1.00	1.00	-
County Executive	1.00	1.00	1.00	-
Office Services Coordinator	1.00	1.00	1.00	-
* Press Secretary	1.00	1.00	1.00	-
Extra Help	0.04	0.04	0.04	-
Overtime	-	-	-	-
Subtotal	4.69	4.69	4.69	-

*Executive Assistant position retitled to Press Secretary in '17 Budget.

TOTAL COUNTY EXECUTIVE	**4.69**	**4.69**	**4.69**	**-**
Regular Positions	4.65	4.65	4.65	-
Extra Help	0.04	0.04	0.04	-
Overtime	-	-	-	-

2017 BUDGET ACTIONS:

None

2016 CURRENT YEAR ACTIONS:

None

2016 BUDGET ACTIONS:

None

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

DISTRICT ATTORNEY	15 Year End	16 Budget	17 Budget	Change
Prosecution / Administrative Services				
Office Services Coordinator	1.00	1.00	1.00	-
Paralegal	1.00	1.00	1.00	-
Support Staff Supervisor	1.00	1.00	1.00	-
Victim Witness Counselor	1.00	1.00	1.00	-
Sr. Administrative Specialist	8.00	8.00	8.00	-
Fiscal Specialist	1.00	1.00	1.00	-
Administrative Specialist	6.00	6.00	5.00	(1.00)
Administrative Assistant	2.00	2.00	3.00	1.00
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	21.00	21.00	21.00	-
Victim/Witness Program				
Victim/Witness Program Coordinator	1.00	1.00	1.00	-
Victim/Witness Specialist	4.50	4.50	4.50	-
Victim/Witness Counselor	1.00	1.00	1.00	-
Administrative Specialist	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	7.50	7.50	7.50	-
VOCA Grant Program				
* Victim Witness Counselor	1.00	1.00	2.00	1.00
* Victim Witness Specialist	-	-	1.00	1.00
Extra Help	0.82	0.80	0.55	(0.25)
Overtime	-	-	-	-
Subtotal	1.82	1.80	3.55	1.75
Victim/Witness Subtotal	**9.32**	**9.30**	**11.05**	**1.75**

* Position is 100% State Funded and will be reduced or terminated if funding is reduced or terminated.

State funded District Attorney/ Assistant DA's	14.50	14.50	14.50	-
Grant/Sheriff funded District Attorney/ Assistant DA's	2.00	2.00	2.00	-
TOTAL DISTRICT ATTORNEY	**30.32**	**30.30**	**32.05**	**1.75**
Regular Positions	29.50	29.50	31.50	2.00
Extra Help	0.82	0.80	0.55	(0.25)
Overtime	-	-	-	-

2017 BUDGET ACTIONS:

Create:	1.00 FTE	Victim Witness Counselor, 100% Grant-Funded
Create:	1.00 FTE	Victim Witness Specialist, 100% Grant-Funded
Create:	1.00 FTE	2 Administrative Assistant Positions at 0.50 FTE
Abolish:	(1.00 FTE)	Administrative Specialist
Reduce:	(0.25 FTE)	Extra Help Temporary Victim Witness Social Worker Position

2016 CURRENT YEAR ACTIONS:

None

2016 BUDGET ACTIONS:

Abolish:	(0.50 FTE)	Victim/Witness Specialist
Abolish:	(0.50 FTE)	Victim/Witness Specialist
Create:	1.00 FTE	Victim/Witness Specialist
Reduce:	(0.02 FTE)	Extra Help

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

EMERGENCY PREPAREDNESS - General Fund	15 Year End	16 Budget	17 Budget	Change
Communication Center Operation				
Director of Emergency Preparedness	0.75	0.75	0.75	-
Training and Operations Manager	1.00	1.00	1.00	-
Communications Center Specialist	1.00	1.00	1.00	-
Communications Center Supervisor	6.00	6.00	7.00	1.00
Telecommunicator	45.00	45.00	48.00	3.00
Administrative Specialist	1.00	1.00	1.00	-
Sr. Financial Analyst	0.30	0.30	0.30	-
Extra Help	-	-	-	-
Overtime	1.84	1.92	2.34	0.42
Subtotal	56.89	56.97	61.39	4.42
Disaster Management				
Emergency Management Coordinator	0.50	0.50	0.50	-
* Programs and Projects Analyst	0.75	0.75	0.75	-
Telecommunicator	-	-	-	-
Extra Help	-	-	-	-
Overtime	-	-	0.05	0.05
Subtotal	1.25	1.25	1.30	0.05
Hazardous Materials Management				
Emergency Management Coordinator	0.50	0.50	0.50	-
* Programs and Projects Analyst	0.25	0.25	0.25	-
Extra Help	-	-	-	-
Overtime	-	-	0.01	0.01
Subtotal	0.75	0.75	0.76	0.01

* Sunset Position, position will be reduced or terminated if funding is reduced or terminated.

TOTAL EMERGENCY PREPAREDNESS - General Fund	**58.89**	**58.97**	**63.45**	**4.48**
Regular Positions	57.05	57.05	61.05	4.00
Extra Help	-	-	-	-
Overtime	1.84	1.92	2.40	0.48

2017 BUDGET ACTIONS:

Create:	3.00 FTE	Telecommunicators
Create:	1.00 FTE	Communication Center Supervisor
Increase:	0.48 FTE	Overtime

2016 CURRENT YEAR ACTIONS:

None

2016 BUDGET ACTIONS:

None

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

EMERGENCY PREPAREDNESS - Radio Services Fund	15 Year End	16 Budget	17 Budget	Change
General Radio Operations				
Director of Emergency Preparedness	0.25	0.25	0.25	-
Radio Systems Manager	0.90	0.90	0.90	-
Radio Systems Specialist	0.90	0.90	0.90	-
Radio Systems Technician	1.80	1.80	1.80	-
Senior Financial Analyst	0.10	0.10	0.10	-
Fiscal Specialist	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	0.06	0.03	0.03	-
Subtotal	5.01	4.98	4.98	-
Trunked Radio Operations				
Director of Emergency Preparedness	-	-	-	-
Radio Systems Manager	0.10	0.10	0.10	-
Radio Systems Specialist	0.10	0.10	0.10	-
Radio Systems Technician	0.20	0.20	0.20	-
Fiscal Specialist	-	-	-	-
Extra Help	-	-	-	-
Overtime	-	0.03	0.03	-
Subtotal	0.40	0.43	0.43	-
TOTAL EMERGENCY PREPAREDNESS - Radio Services Fund	**5.41**	**5.41**	**5.41**	**-**
Regular Positions	5.35	5.35	5.35	-
Extra Help	-	-	-	-
Overtime	0.06	0.06	0.06	-

2017 BUDGET ACTIONS:

None

2016 CURRENT YEAR ACTIONS:

None

2016 BUDGET ACTIONS:

Transfer: 0.03 FTE Moved 0.03 FTE Overtime from General Radio to Trunked.

TOTAL EMERGENCY PREPAREDNESS - All Funds	64.30	64.38	68.86	4.48
Regular Positions	62.40	62.40	66.40	4.00
Extra Help	-	-	-	-
Overtime	1.90	1.98	2.46	0.48

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

FEDERATED LIBRARY		15 Year End	16 Budget	17 Budget	Change
STATE AID, FEDERAL AND MISC. FUND					
Payments to Member Libraries/Systems					
* Administrative Specialist		0.05	0.03	0.03	-
* Director of Federated Library		0.30	0.30	0.30	-
	Subtotal	0.35	0.33	0.33	-
Administrative Services					
* Director of Federated Library		0.55	0.55	0.55	-
* Administrative Specialist		0.88	0.44	0.44	-
* Library Automation Coordinator		0.02	0.02	0.02	-
Extra Help		0.10	0.10	-	(0.10)
Overtime		0.01	0.01	-	(0.01)
	Subtotal	1.56	1.12	1.01	(0.11)
Resource Sharing					
* Director of Federated Library		0.05	0.05	0.05	-
* Administrative Specialist		0.04	0.02	0.02	-
* Library Automation Coordinator		0.15	0.15	0.15	-
* Librarian		1.15	1.15	1.15	-
Extra Help		-	-	-	-
	Subtotal	1.39	1.37	1.37	-
Automation Technology					
* Director Of Federated Library		0.05	0.05	0.05	-
* Library Automation Coordinator		0.08	0.08	0.08	-
	Subtotal	0.13	0.13	0.13	-
Education and Outreach					
* Director of Federated Library		0.05	0.05	0.05	-
* Administrative Specialist		0.03	0.02	0.02	-
* Librarian		1.85	2.85	2.85	-
Extra Help		-	-	-	-
	Subtotal	1.93	2.92	2.92	-
CAFÉ SHARED AUTOMATION FUND					
* Library Automation Coordinator		0.75	0.75	0.75	-
	Subtotal	0.75	0.75	0.75	-
TOTAL FEDERATED LIBRARY		**6.11**	**6.61**	**6.50**	**(0.11)**
Regular Positions		6.00	6.50	6.50	-
Extra Help		0.10	0.10	-	(0.10)
Overtime		0.01	0.01	-	(0.01)

* Positions will be reduced or terminated if State funding is reduced or terminated.

2017 BUDGET ACTIONS:

State Aid, Federal and Misc. Fund

Reduce: (0.10 FTE) Extra Help

Reduce: (0.01 FTE) Overtime

2016 CURRENT YEAR ACTIONS:

None

2016 BUDGET ACTIONS:

State Aid, Federal and Misc. Fund

Create: 1.00 FTE Librarian

Unfund: (0.50 FTE) Administrative Specialist

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Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

H&HS - Human Services - General Fund	15 Year End	16 Budget	17 Budget	Change
Administrative/Information Services				
Fiscal Assistant	9.00	8.00	8.00	-
* Fiscal Assistant	1.00	1.00	1.00	-
Fiscal Specialist	4.00	4.00	4.00	-
Accounting Services Coordinator	1.00	1.00	1.00	-
Administrative Services Manager	1.00	1.00	1.00	-
Centralized Records Supervisor	1.00	1.00	1.00	-
Administrative Specialist	4.00	4.00	4.00	-
Administrative Assistant	12.00	12.00	13.00	1.00
Clinical Director	0.10	-	-	-
Departmental Secretary	1.00	1.00	1.00	-
Deputy Director of Health & Human Services	1.00	1.00	1.00	-
Director of Health & Human Services	1.00	1.00	1.00	-
Financial Analyst	1.00	1.00	1.00	-
Office Services Coordinator	3.00	3.00	3.00	-
Public Communication Coordinator	-	1.00	1.00	-
Principal Information Technology Prof	1.00	1.00	1.00	-
Sr. Administrative Specialist	5.00	3.00	3.00	-
Programs and Projects Analyst	6.00	9.00	9.00	-
Senior Financial Analyst	3.00	3.00	3.00	-
Support Staff Supervisor	1.00	1.00	1.00	-
Senior Information Technology Professional	3.00	3.00	3.00	-
Extra Help	0.50	0.50	2.79	2.29
Overtime	0.15	0.15	0.15	-
Subtotal	59.75	60.65	63.94	3.29
Intake and Shared Services				
Human Services Manager	1.00	1.00	1.00	-
Human Services Supervisor	3.00	3.00	3.00	-
Human Services Support Specialist	4.00	4.00	4.00	-
Social Worker	12.00	14.00	14.00	-
* Social Worker	-	1.00	1.00	-
Volunteer Program Specialist	1.00	1.00	1.00	-
Extra Help	-	1.00	1.94	0.94
Overtime	0.63	1.06	0.66	(0.40)
Subtotal	21.63	26.06	26.60	0.54
Economic Services Administration and Support				
Administrative Assistant	2.00	2.00	2.00	-
Administrative Specialist	1.00	1.00	1.00	-
Economic Support Coordinator	1.00	1.00	1.00	-
Economic Support Specialist	31.00	31.00	31.00	-
* Economic Support Specialist	5.00	6.00	4.00	(2.00)
Economic Support Supervisor	4.00	4.00	4.00	-
Fraud Investigator	1.00	1.00	1.00	-
Extra Help	0.22	1.22	1.22	-
Overtime	0.44	0.44	0.44	-
Subtotal	45.66	47.66	45.66	(2.00)

* Sunset positions, positions will be terminated or reduced if funding is terminated or reduced.

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Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

H&HS - Human Services - General Fund (cont.)	15 Year End	16 Budget	17 Budget	Change
Children and Family Division: In-Home Safety and Out of Home Placement Services				
Human Services Manager	1.00	1.00	1.00	-
Human Services Supervisor	2.50	2.50	2.50	-
* Clinical Therapist	-	1.00	1.00	-
Social Worker	21.00	19.50	19.50	-
Extra Help	0.12	0.62	0.52	(0.10)
Overtime	0.07	0.07	-	(0.07)
Subtotal	24.69	24.69	24.52	(0.17)
Children with Special Needs Unit (Including Birth to Three)				
Human Services Supervisor	0.50	0.50	0.50	-
Senior DD Counselor	-	-	-	-
Social Worker	4.00	3.00	3.00	
* Social Worker	1.00	1.50	1.50	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	5.50	5.00	5.00	-
Family Services & Juvenile Services				
Clinical Therapist	2.50	2.50	2.50	-
Human Services Manager	1.00	1.00	1.00	-
Human Services Supervisor	4.00	4.00	4.00	-
Social Worker	30.00	30.00	29.00	(1.00)
* Social Worker	1.00	-	-	-
Human Services Support Specialist	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	39.50	38.50	37.50	(1.00)
Juvenile Center				
Juvenile Center Worker	10.06	6.50	6.50	-
Administrative Assistant	0.50	-	-	-
Juvenile Center Coordinator	1.00	1.00	1.00	-
Juvenile Center Supervisor	4.00	2.00	2.00	-
Extra Help	0.35	0.35	0.35	-
Overtime	0.61	0.18	0.18	-
Subtotal	16.52	10.03	10.03	-

* Sunset positions, positions will be terminated or reduced if funding is terminated or reduced.

TOTAL H&HS - Human Services - General Fund	213.25	212.59	213.26	0.66
Regular Positions	210.16	207.00	205.00	(2.00)
Extra Help	1.19	3.69	6.82	3.13
Overtime	1.90	1.90	1.43	(0.47)

H&HS – Human Services – General Fund (cont.)

2017 BUDGET ACTIONS:

Administrative/Information Services

Transfer:	1.00 FTE	Administrative Assistant from Public Health Administration
Increase:	2.29 FTE	Extra Help

Intake and Shared Services

Increase:	0.94 FTE	Extra Help
Reduce:	(0.40 FTE)	Overtime

Children and Family Division: In-Home Safety and Out of Home Placement Services

Reduce:	(0.10 FTE)	Extra Help
Reduce:	(0.07 FTE)	Overtime

Economic Services Administration and Support

Sunset:	(2.00 FTE)	Economic Support Specialists PPACA

Family Services & Juvenile Services

Unfund:	(1.00 FTE)	Social Worker

2016 CURRENT YEAR ACTIONS:

None

2016 BUDGET ACTIONS:

Administrative/Information Services

Abolish:	(1.00) FTE	Fiscal Assistant
Create:	1.00 FTE	Programs and Projects Analyst
Transfer:	(0.10) FTE	Clinical Director to Mental Health Outpatient Div.
Abolish:	(2.00) FTE	Senior Administrative Specialist
Create:	2.00 FTE	Programs and Projects Analyst
Create:	1.00 FTE	Public Communications Coordinator

Intake and Shared Services

Transfer:	2.00 FTE	Social Workers from Child & Family Services
Transfer:	1.00 FTE	Social Worker from Family & Juvenile Services
Increase:	1.00 FTE	Extra Help – Social Worker
Increase:	0.43 FTE	Overtime – After hours

Economic Services Administration and Support

Create:	2.00 FTE	Economic Support Specialist positions funded (FSET Program)
Reduce:	(1.00) FTE	Economic Support Specialist (PPACA)
Increase:	1.00 FTE	Extra Help – Economic Support Specialist

Children and Family Division: In-Home Safety and Out of Home Placement Services

Create:	1.00 FTE	Clinical Therapist
Transfer:	(2.00) FTE	Social Workers to Intake/Shared Services
Transfer:	0.50 FTE	Social Worker from Children with Special Needs
Increase:	0.50 FTE	Extra Help – Social Worker

Children with Special Needs Unit (Including Birth to Three)

Transfer:	(0.50) FTE	Social Worker to Child & Family Services

Family Services & Juvenile Services

Transfer:	(1.00) FTE	Social Worker to Intake/Shared Services

Juvenile Center

Decrease:	(0.43) FTE	Overtime

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

H&HS - Clinical Services - General Fund	15 Year End	16 Budget	17 Budget	Change
Mental Health Outpatient-Clinical				
Mental Health Center Administrator	0.10	0.10	0.10	-
Clinical Director	0.10	0.50	0.50	-
** Clinical Psychologist	1.00	-	-	-
Clinical Services Manager	0.80	0.60	0.60	-
Clinical Therapist	13.00	15.00	16.00	1.00
Human Services Supervisor	1.00	2.00	2.00	-
Outpatient Service Administrator	-	1.00	1.00	-
Outpatient Services Coordinator	1.00	-	-	-
Psychiatrist	2.50	2.00	1.40	(0.60)
Registered Nurse	0.50	1.10	1.10	-
Licensed Practical Nurse	1.00	1.00	1.00	-
Senior Clinical Psychologist	2.00	2.50	2.40	(0.10)
* Senior Mental Health Counselor	2.00	2.00	2.00	-
Nurse Practitioner	1.00	1.00	1.00	-
Senior Substance Abuse Counselor	5.00	3.00	3.00	-
Weekend Registered Nurse	0.10	-	0.23	0.23
Extra Help	0.77	1.34	3.38	2.04
Overtime	0.34	0.34	0.33	(0.01)
Subtotal	32.21	33.48	36.03	2.55
Mental Health Outpatient-Intensive				
Administrative Assistant	-	-	-	-
Mental Health Center Administrator	-	-	-	-
Clinical Therapist	3.00	4.00	5.00	1.00
* Clinical Therapist	1.00	1.00	1.00	-
Human Services Supervisor	2.00	2.00	2.00	-
Registered Nurse	3.50	3.50	3.50	-
Senior Clinical Psychologist	0.50	-	-	-
Senior Mental Health Counselor	9.00	8.00	8.00	-
* Senior Mental Health Counselor	1.00	1.00	1.00	-
Extra Help	1.97	1.68	1.79	0.10
Overtime	-	-	-	-
Subtotal	21.97	21.18	22.29	1.10

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Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

H&HS - Clinical Services - General Fund (cont.)	15 Year End	16 Budget	17 Budget	Change
Mental Health Center				
Certified Occupational Therapy Assistant	2.00	2.00	2.00	-
Chief Psychiatrist	1.00	1.00	1.00	-
Administrative Specialist	1.00	1.00	1.00	-
Clinical Director	0.80	0.50	0.50	-
Clinical Services Manager	0.20	0.40	0.40	-
Clinical Therapist	2.00	2.00	2.00	-
Food Service Specialist	1.00	1.00	1.00	-
Licensed Practical Nurse	0.50	-	-	-
Mental Health Center Administrator	0.90	0.90	0.90	-
Nursing and Patient Services Coordinator	1.00	1.00	1.00	-
Occupational Therapy Supervisor	1.00	1.00	1.00	-
Psychiatric Technician	16.00	16.00	16.00	-
Psychiatrist	0.50	1.00	1.60	0.60
Registered Nurse (RN)	10.60	10.50	10.50	-
Registered Nurse Supervisor	1.00	1.00	1.00	-
Senior Clinical Psychologist	0.50	0.50	0.60	0.10
Weekend Registered Nurse	1.70	2.11	1.89	(0.23)
Extra Help	5.54	6.31	6.04	(0.27)
Overtime	0.50	0.50	0.69	0.19
Subtotal	47.74	48.72	49.11	0.39

*Sunset positions, position will be terminated or reduced if funding is terminated or reduced.

**Underfill of a Senior Clinical Psychologist

TOTAL H&HS - Clinical Services - General Fund	101.91	103.39	107.43	4.04
Regular Positions	92.80	93.21	95.21	2.00
Extra Help	8.27	9.34	11.20	1.87
Overtime	0.84	0.84	1.02	0.18

2017 BUDGET ACTIONS:

Mental Health Outpatient-Clinical

Transfer:	(0.60 FTE)	Psychiatrist to Mental Health Center
Transfer:	(1.00 FTE)	Clinical Therapist to Mental Health Outpatient-Intensive
Transfer	(0.10 FTE)	Senior Clinical Psychologist to Mental Health Center
Transfer:	0.23 FTE	Weekend Registered Nurse from Mental Health Center
Increase:	2.04 FTE	Extra Help
Reduce:	(0.01 FTE)	Overtime

Mental Health Outpatient-Intensive

Transfer:	1.00 FTE	Clinical Therapist from Mental Health Outpatient-Clinical
Increase:	0.10 FTE	Extra Help

H&HS – Clinical Services – General Fund (cont.)

Mental Health Center

Transfer:	0.60 FTE	Psychiatrist from Mental Health Outpatient-Clinical
Transfer:	0.10 FTE	Senior Clinical Psychologist from Mental Health Outpatient-Clinical
Transfer:	(0.23 FTE)	Weekend Registered Nurse to Mental Health Outpatient-Clinical
Reduce:	(0.27 FTE)	Extra Help
Reduce:	0.19 FTE	Overtime

2016 CURRENT YEAR ACTIONS:

Mental Health Outpatient-Clinical

Transfer:	(1.00 FTE)	Clinical Therapist to Mental Health Outpatient-Intensive
Transfer:	2.00 FTE	Clinical Therapist from ADRC General to Mental Health Outpatient-Clinical

Mental Health Outpatient-Intensive

Transfer:	1.00 FTE	Clinical Therapist from Mental Health Outpatient-Clinical

2016 BUDGET ACTIONS:

Mental Health Outpatient-Clinical

Transfer:	0.40 FTE	Clinical Director from Mental Health Center (0.30 FTE) and Administrative Services (0.10 FTE)
Transfer:	(0.20 FTE)	Clinical Services Manger to Mental Health Center
Reclassify	2.00 FTE	Two Clinical Therapists reclassified from Sr. Substance Abuse Counselors
Reclassify	1.00 FTE	Outpatient Services Administrator reclassified from Outpatient Services Coordinator
Transfer	(0.50 FTE)	Psychiatrist to Mental Health Center
Transfer:	0.60 FTE	Registered Nurse from Mental Health Center
Transfer:	0.50 FTE	Senior Clinical Psychologist From MH Outpatient – Intensive
Decrease:	(0.10 FTE)	Weekend Registered Nurse
Increase:	0.57 FTE	Extra Help

Mental Health Outpatient-Intensive

Transfer:	(0.50 FTE)	Senior Clinical Psychologist to MH Outpatient - Clinical
Transfer:	1.00 FTE	Clinical Therapist reclassified from Senior Mental Health Counselor
Reduce:	0.29 FTE	Extra Help

Mental Health Center

Transfer:	(0.30 FTE)	Clinical Director to Mental Health Outpatient-Clinical
Transfer:	0.20 FTE	Clinical Services Manager from Mental Health Outpatient-Clinical
Transfer:	(0.60 FTE)	Registered Nurse to Mental Health Outpatient – Clinical – Licensed Practical Nurse Position becomes Registered Nurse per Vacancy
Transfer:	0.50 FTE	Psychiatrist from Mental Health Outpatient – Clinical
Increase:	0.41 FTE	LTE Weekend Registered Nurse
Increase:	0.78 FTE	Extra Help

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

H&HS - CJCC - General Fund	15 Year End	16 Budget	17 Budget	Change
Criminal Justics Collaborating Council				
Criminal Justice Collaborating Council Coordinator	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	1.00	1.00	1.00	-
TOTAL H&HS - CJCC - General Fund	**1.00**	**1.00**	**1.00**	**-**
Regular Positions	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-

2017 BUDGET ACTIONS:

None

2016 CURRENT YEAR ACTIONS:

None

2016 BUDGET ACTIONS:

None

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

H&HS - Public Health - General Fund	15 Year End	16 Budget	17 Budget	Change
Public Health Administration				
Administrative Specialist	0.47	3.00	3.00	-
* Administrative Specialist	-	1.00	1.00	-
Administrative Assistant	1.00	2.00	1.00	(1.00)
Public Health Manager	1.00	1.00	1.00	-
Health & Human Services Coordinator	-	1.00	-	(1.00)
Epidemiologist/County Health Officer	-	1.00	1.00	-
Subtotal	2.47	9.00	7.00	(2.00)
Family and Community Health Section				
Administrative Specialist	0.90	-	-	-
* Community Health Educator	0.51	0.66	0.66	-
Public Health Nurse	5.95	8.00	8.00	-
Public Health Supervisor	0.75	1.00	1.00	-
Public Health Technician	-	0.18	0.26	0.08
Extra Help	-	0.08	-	(0.08)
Subtotal	8.11	9.92	9.92	-
Women, Infants, Children Nutrition Program				
* Administrative Specialist	1.00	1.00	1.00	-
* WIC Program Nutritionist	2.00	2.00	2.00	-
Public Health Nurse	0.07	-	-	-
* WIC Program Supervisor	1.00	1.00	1.00	-
* Registered Dietetic Technician	0.50	0.50	0.50	-
Extra Help	1.32	1.39	1.39	-
Subtotal	5.89	5.89	5.89	-
Communicable Disease and Preparedness				
Administrative Specialist	2.63	-	-	-
Administrative Assistant	1.00	-	-	-
* Community Health Educator	0.49	0.34	0.34	-
Public Health Nurse	11.58	9.60	8.60	(1.00)
Epidemiologist	1.00	-	-	-
Public Health Technician	0.74	0.56	0.48	(0.08)
Public Health Supervisor	1.25	1.00	1.00	-
Health and Human Services Coordinator	1.00	-	-	-
Extra Help	1.16	1.42	1.64	0.22
Subtotal	20.85	12.92	12.05	(0.86)

* Sunset position, position will be terminated or reduced if funding is terminated or reduced.

TOTAL H&HS - Public Health - General Fund	37.32	37.73	34.87	(2.86)
Regular Positions	34.84	34.84	31.84	(3.00)
Extra Help	2.48	2.89	3.03	0.14
Overtime	-	-	-	-

H&HS – Public Health – General Fund (cont.)

2017 BUDGET ACTIONS:

Unfund:	(1.00 FTE)	Public Health Nurse
Unfund:	(1.00 FTE)	Health & Human Services Coordinator
Transfer:	(1.00) FTE	Administrative Assistant from Public Health Administration to Administrative/Information Services Division
Transfer:	0.08 FTE	Public Health Technician to Family and Community Health from Communicable Disease and Preparedness t
Increase:	0.14 FTE	Temporary Extra Help

2016 CURRENT YEAR ACTIONS:

None

2016 BUDGET ACTIONS:

Transfer:	2.63 FTE	Administrative Specialists from Communicable Disease to Public Health Administration
Transfer	1.98 FTE	Public Health Nurses from Communicable Disease and Preparedness to Family and Community Health
Transfer:	1.00 FTE	Administrative Assistant from Communicable Disease and Preparedness to Public Health Administration to Public Health Administration
Transfer	1.00 FTE	Epidemiologist from Communicable Disease and Preparedness to Public Health Administration
Transfer:	1.00 FTE	Health and Human Services Coordinator from Communicable Disease and Preparedness to Public Health Administration
Transfer:	0.90 FTE	Administrative Specialist from Family and Community Health to Public Health Administration
Transfer:	0.25 FTE	Public Health Supervisor from Communicable Disease and Preparedness to Family and Community Health
Transfer:	0.18 FTE	Public Health Technician from Communicable Disease and Preparedness to Family and Community Health
Transfer	0.15 FTE	Community Health Educator from Communicable Disease and Preparedness to Family and Community Health
Transfer:	0.07 FTE	Public Health Nurse from Women, Infants, Children Nutrition Program to Family and Community Health
Increase:	0.41 FTE	Temporary Extra Help – Community Health Educator

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

H&HS - Veterans' Services - General Fund	15 Year End	16 Budget	17 Budget	Change
Veterans' Information Assistance				
Administrative Specialist	1.00	1.00	1.00	-
Sr. Administrative Specialist	1.00	1.00	1.00	-
Veterans' Services Officer	1.00	1.00	1.00	-
Veteran Service Aide	0.70	0.70	1.00	0.30
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	3.70	3.70	4.00	0.30
TOTAL H&HS - Veterans' Services - General Fund	**3.70**	**3.70**	**4.00**	**0.30**
Regular Positions	3.70	3.70	4.00	0.30
Extra Help	-	-	-	-
Overtime	-	-	-	-

2017 BUDGET ACTIONS:

None

2016 CURRENT YEAR ACTIONS:

Increase: 0.30 FTE Veteran Service Aid

2016 BUDGET ACTIONS:

None

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

H&HS - ADRC - General Fund	15 Year End	16 Budget	17 Budget	Change
Adult Protective Services				
Human Services Supervisor	1.00	1.00	1.00	-
Social Worker	8.00	8.00	8.00	-
Clinical Therapist	2.00	2.00	-	(2.00)
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	11.00	11.00	9.00	(2.00)
Community Services				
Administrative Assistant	0.75	1.00	1.00	-
Administrative Specialist	2.30	3.00	3.00	-
* Sr. ADRC Specialist (Clt Services Specialist)	1.99	1.60	2.00	0.40
ADRC Manager (Formerly Director of Senior Services/ADRC)	0.45	1.00	1.00	-
Support Staff Supervisor	1.00	1.00	1.00	-
Volunteer Program Specialist	0.75	0.75	0.75	-
* Nutrition Services Assistant	0.50	0.50	0.50	-
* Nutrition & Aging Serv Supervisor	1.00	1.00	1.00	-
* Senior Dining Manager	3.79	3.79	3.79	-
* Health and Human Services Coordinator	0.20	1.00	1.00	-
* Human Services Supervisor	0.25	1.00	1.00	-
* Extra Help	2.81	2.81	2.81	-
Overtime	-	-	-	-
Subtotal	15.79	18.45	18.85	0.40

***** Sunset Position, position will be terminated or reduced if funding is terminated or reduced.

TOTAL H&HS - ADRC - General Fund	26.79	29.45	27.85	(1.60)
Regular Positions	23.98	26.64	25.04	(1.60)
Extra Help	2.81	2.81	2.81	-
Overtime	-	-	-	-

2017 BUDGET ACTIONS:

Transfer: 0.40 FTE Sr. ADRC Specialist from ADRC Grant

2016 CURRENT YEAR ACTIONS:

Transfer (2.00 FTE) Clinical Therapists to Mental Health Outpatient-Clinical

2016 BUDGET ACTIONS:

Community Services

Transfer: 0.70 FTE Administrative Specialist from ADRC Contract
Transfer: (0.39) FTE Allocation change to current 4 SR. ADRC Specialists
Transfer: 0.25 FTE Administrative Assistant from ADRC Contract
Transfer: 0.55 FTE ADRC Manager transferred from ADRC Contract as full 1 FTE
Transfer: 0.80 FTE Health and Human Services Coordinator moved fully from ADRC Contract
Transfer: 0.75 FTE Human Services Supervisor moved fully from ADRC Contract

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

H&HS - Aging and Disability Resource Center (ADRC) - Contract Fund	15 Year End	16 Budget	17 Budget	Change
Aging and Disability Resource Center				
* Administrative Assistant	1.25	1.00	1.00	-
Administrative Specialist	0.70	-	-	-
* Senior ADRC Specialist	17.01	13.40	15.00	1.60
* ADRC Specialist	-	4.00	2.00	(2.00)
ADRC Manager (Formerly Director of Senior Services/ADRC)	0.55	-	-	-
* Health and Human Services Coordinator	0.80	-	-	-
* Human Services Supervisor	2.75	2.00	2.00	-
Benefits Specialist	2.00	2.00	2.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	25.06	22.40	22.00	(0.40)

* Sunset Positions, positions will be terminated or reduced if funding is terminated or reduced.

TOTAL H&HS - Aging and Disability Resource Center (ADRC) - Contract Fu	**25.06**	**22.40**	**22.00**	**(0.40)**
Regular Positions	25.06	22.40	22.00	(0.40)
Extra Help	-	-	-	-
Overtime	-	-	-	-

2017 BUDGET ACTIONS:

Reclassify:	2.00 FTE	Senior ADRC Specialist reclassified from ADRC Specialist
Create:	0.00 FTE	Senior ADRC Specialist Lead Worker

2016 CURRENT YEAR ACTIONS:

Transfer:	(0.40 FTE)	Senior ADRC Specialist allocation to ADRC General

2016 BUDGET ACTIONS:

Transfer:	(0.25) FTE	Administrative Assistant allocated fully to ADRC General
Create:	(0.70) FTE	Administrative Specialist moved to ADRC General
Abolish:	(3.61) FTE	Multiple Sr. ADRC Specialist Allocations changed
Transfer:	4.00 FTE	Allocation from retiring/resigning Sr. ADRC Specialists
Transfer:	(0.55) FTE	ADRC Manager moved fully to ADRC General
Transfer:	(0.80) FTE	Health and Human Services Coordinator moved fully to ADRC General
Transfer:	(0.75) FTE	Human Services Supervisor moved from 72/25 to fully 1 in ADRC General

TOTAL Health & Human Services	**409.03**	**410.26**	**410.40**	**0.14**
Regular Positions	391.54	388.79	384.09	(4.70)
Extra Help	14.75	18.73	23.87	5.14
Overtime	2.74	2.74	2.45	(0.29)

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

MEDICAL EXAMINER		15 Year End	16 Budget	17 Budget	Change
Medical Examiner Services					
	Medical Examiner (Pathologist)	1.00	1.00	1.00	-
*	Pathologist	2.00	2.00	2.00	-
	Deputy Medical Examiner	6.00	6.00	6.00	-
	Dep. Med. Exam. / Path. Assistant	2.00	2.00	2.00	-
*	Dep. Med. Exam. / Path. Assistant	-	1.00	1.00	-
*	Deputy Medical Examiner Supervisor	1.00	1.00	1.00	-
	Office Services Coordinator	1.00	1.00	1.00	-
	Administrative Assistant	2.00	2.00	2.00	-
	Extra Help	0.86	0.33	0.33	-
	Overtime	0.45	0.40	0.45	0.05
	Subtotal	16.31	16.73	16.78	0.05

* Position will be reduced or terminated if contract funding is reduced or terminated.

TOTAL MEDICAL EXAMINER	16.31	16.73	16.78	0.05
Regular Positions	15.00	16.00	16.00	-
Extra Help	0.86	0.33	0.33	-
Overtime	0.45	0.40	0.45	0.05

2017 BUDGET ACTIONS:

Increase 0.05 FTE Overtime

2016 CURRENT YEAR ACTIONS:

None

2016 BUDGET ACTIONS:

Create: 1.00 FTE Deputy Medical Examiner / Path. Assistant
Reduce: (0.53 FTE) Extra Help
Reduce: (0.05 FTE) Overtime

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PARKS AND LAND USE - General Fund	15 Year End	16 Budget	17 Budget	Change
Parks Programs				
Administrative Specialist	2.00	2.00	2.00	-
Park Foreman	8.00	8.00	8.00	-
Park Maintenance Worker	6.00	6.00	6.00	-
Carpenter	2.00	2.00	2.00	-
Park Programs Specialist	3.00	3.00	3.00	-
Parks Supervisor	2.00	2.00	2.00	-
Parks Systems Manager	1.09	1.09	1.09	-
Senior Landscape Architect	3.00	3.00	3.00	-
Extra Help	33.53	33.50	32.81	(0.70)
Overtime	0.79	0.75	0.75	-
Subtotal	61.40	61.35	60.65	(0.70)
General County Grounds Maintenance				
Golf Course Superintendent	0.50	0.50	0.50	-
Park Maintenance Worker	2.25	2.00	2.00	-
Extra Help	4.49	4.49	4.80	0.31
Overtime	0.35	0.35	0.35	-
Subtotal	7.59	7.34	7.65	0.31
Retzer Nature Center				
Administrative Assistant	1.00	1.00	1.00	-
Nature Center Supervisor	1.00	1.00	1.00	-
Park Naturalist	0.50	0.50	0.50	-
Park Foreman	1.00	1.00	1.00	-
Conservation Biologist (Sr. Park Naturalist)	1.00	1.00	1.00	-
Extra Help	4.23	4.23	3.84	(0.39)
Overtime	0.07	0.07	0.07	-
Subtotal	8.80	8.80	8.41	(0.39)
Exposition Center				
Parks System Manager	0.20	0.20	0.20	-
Exposition Center Manager	1.00	1.00	1.00	-
Lead Expo Worker	1.00	1.00	1.00	-
Expo Center Worker	1.00	1.00	1.00	-
Administrative Specialist	1.00	1.00	1.00	-
Extra Help	4.32	4.32	4.09	(0.23)
Overtime	0.11	0.11	0.10	(0.01)
Subtotal	8.63	8.63	8.39	(0.24)

* The Land Use Specialist position was previously an underfill of the approved Senior Land Use Specialist position. In 2016, the underfilled position has been mvoed to the Senior Land Use Specialist level, and has been replaced by the reclassification of a 1.00 FTE Senior Land Use Specialist to a permanent 1.00 FTE Land Use Specialist.

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PARKS & LAND USE - General Fund (cont.)		15 Year End	16 Budget	17 Budget	Change
Enforcement, Planning & Zoning					
Administrative Assistant		1.00	-	-	-
Administrative Specialist		1.00	1.00	1.00	-
Planning And Zoning Manager		1.00	1.00	1.00	-
Senior Land Use Specialist		3.50	3.00	3.00	-
Support Staff Supervisor		1.00	1.00	1.00	-
* Land Use Specialist		1.00	1.00	1.00	-
Senior Planner		1.00	2.00	2.00	-
Extra Help		-	-	-	-
Overtime		-	-	-	-
	Subtotal	9.50	9.00	9.00	-
Environmental Health					
Administrative Specialist		2.00	2.00	2.00	-
Environmental Health Manager		1.00	1.00	1.00	-
Environmental Health Supervisor		-	1.00	1.00	-
Groundwater Program Coordinator		1.00	-	-	-
Extra Help		0.38	-	-	-
Overtime		0.03	0.01	0.01	-
	Subtotal	4.41	4.01	4.01	-
Licensing					
Environmental Health Sanitarian I		6.00	6.00	6.00	-
Hazardous Materials Coordinator		0.10	0.10	0.10	-
Lead Environmental Health Sanitarian		1.00	1.00	1.00	-
Extra Help		0.53	0.53	0.53	-
Overtime		-	-	-	-
	Subtotal	7.63	7.63	7.63	-
Septic/Well/Lab Programs					
Environmental Health Sanitarian I		3.00	3.00	3.00	-
Environmental Health Specialist		1.00	1.00	1.00	-
Environmental Health Supervisor		1.00	-	-	-
Lead Environmental Health Sanitarian		-	1.00	1.00	-
Extra Help		-	-	-	-
Overtime		-	-	-	-
	Subtotal	5.00	5.00	5.00	-
Humane Animal					
Humane Animal Officer		1.00	1.00	1.00	-
Extra Help		0.56	0.56	0.56	-
Overtime		0.02	0.02	0.02	-
	Subtotal	1.58	1.58	1.58	-

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PARKS & LAND USE - General Fund (cont.)	15 Year End	16 Budget	17 Budget	Change
Hazardous Materials				
Hazardous Materials Coordinator	0.90	0.90	0.90	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	0.90	0.90	0.90	-
Land & Water Conservation				
Senior Civil Engineer	1.00	1.00	1.00	-
Senior Conservation Specialist	1.90	1.90	1.90	-
Conservation Specialist	1.00	1.00	1.00	-
Manager Land Resources	0.70	0.70	0.70	-
Extra Help	0.82	0.82	1.37	0.55
Overtime	-	-	-	-
Subtotal	5.42	5.42	5.97	0.55
Hazardous Waste & County Facilities Recycling				
Sr. Administrative Specialist	0.10	0.10	0.10	-
Recycling Specialist	0.05	0.05	0.05	-
Solid Waste Supervisor	0.10	0.10	0.10	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	0.25	0.25	0.25	-
Administrative Services				
Fiscal Specialist	2.00	2.00	2.00	-
Sr. Fiscal Specialist	1.00	1.00	1.00	-
Business Manager	1.00	1.00	1.00	-
Administrative Assistant	2.00	2.00	2.00	-
Director of Parks and Land Use	1.00	1.00	1.00	-
Office Services Coordinator	1.00	1.00	1.00	-
Extra Help	0.32	-	-	-
Overtime	0.07	0.07	0.15	0.08
Subtotal	8.39	8.07	8.15	0.08
TOTAL PARKS & LAND USE - General Fund	**129.50**	**127.98**	**127.59**	**(0.39)**
Regular Positions	78.89	78.14	78.14	-
Extra Help*	49.18	48.46	48.00	(0.46)
Overtime*	1.43	1.38	1.45	0.07

*****Variances may occur into total changes due to rounding to the nearest thousandth.

Parks & Land Use – General Fund (cont.)

2017 BUDGET ACTIONS:

Parks Programs

Reduce:	0.70 FTE	Temporary Extra Help

General County Grounds Maintenance

Increase:	0.31 FTE	Temporary Extra Help

Retzer Nature Center

Reduce:	0.39 FTE	Temporary Extra Help

Exposition Center

Reduce:	0.23 FTE	Temporary Extra Help
Reduce:	0.01 FTE	Overtime

Land & Water Conservation

Increase:	0.55 FTE	Temporary Extra Help

Administrative Services

Increase:	0.08 FTE	Overtime

2016 CURRENT YEAR ACTIONS:

None

2016 BUDGET ACTIONS:

Parks Programs

Reduce:	(0.02 FTE)	Temporary Extra Help
Reduce:	(0.03 FTE)	Overtime

Grounds Maintenance

Unfund:	(0.25 FTE)	Park Maintenance Worker

Enforcement, Planning & Zoning

Unfund:	(1.00 FTE)	Administrative Assistant
Increase:	0.50 FTE	Senior Land Use Specialist
Reclassify:	1.00 FTE	Senior Land Use Specialist to Land Use Specialist

Environmental Health

Reclassify:	1.00 FTE	Groundwater Prog. Coordinator to Lead Environmental Health Sanitarian
Transfer:	1.00 FTE	Environmental Health Supervisor
Reduce:	(0.38 FTE)	Temporary Extra Help
Reduce:	(0.02 FTE)	Overtime

Septic/Well/Lab Program

Transfer:	(1.00 FTE)	Environmental Health Supervisor
Reclassify:	1.00 FTE	Lead Environmental Health Sanitarian from Groundwater Prog. Coordinator

Administrative Services

Reduce:	(0.32 FTE)	Temporary Extra Help

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PARKS & LAND USE - Community Development Fund	15 Year End	16 Budget	17 Budget	Change
Parks and Land Use - CDBG				
* Community Development Coordinator	0.90	0.90	0.90	-
* Sr. Administrative Specialist	0.50	0.50	0.50	-
* Fiscal Specialist	0.80	0.80	0.80	-
* Administrative Assistant	0.26	0.26	0.26	-
Extra Help	-	-	-	-
Overtime	0.05	0.04	0.02	(0.02)
Subtotal	2.51	2.50	2.48	(0.02)
Parks and Land Use - HOME Grant Programs				
* Community Development Coordinator	0.10	0.10	0.10	-
* Fiscal Specialist	0.20	0.20	0.20	-
* Administrative Assistant	0.09	0.09	0.09	-
Extra Help	-	-	-	-
Overtime	0.02	0.01	0.01	-
Subtotal	0.41	0.40	0.40	-
* Sunset Position, position will be terminated or reduced if funding is eliminated or reduced.				
TOTAL PARKS & LAND USE - Community Development Fund	**2.92**	**2.90**	**2.88**	**(0.02)**
Regular Positions	2.85	2.85	2.85	-
Extra Help	-	-	-	-
Overtime	0.07	0.05	0.03	(0.02)

2017 BUDGET ACTIONS:

Reduce: (0.02 FTE) Overtime

2016 CURRENT YEAR ACTIONS:

None

2016 BUDGET ACTIONS:

Reduce: (0.02 FTE) Overtime

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PARKS & LAND USE - LIS Fund	15 Year End	16 Budget	17 Budget	Change
Land Information Systems				
Land Information Systems Manager	1.00	1.00	1.00	-
Land Information Systems Analyst	3.00	3.00	3.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	4.00	4.00	4.00	-
TOTAL PARKS & LAND USE - LIS Fund	**4.00**	**4.00**	**4.00**	**-**
Regular Positions	4.00	4.00	4.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-

2017 BUDGET ACTIONS:

None

2016 CURRENT YEAR ACTIONS:

None

2016 BUDGET ACTIONS:

None

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PARKS & LAND USE - Golf Courses		15 Year End	16 Budget	17 Budget	Change
NAGA-WAUKEE GOLF COURSE					
Parks Systems Manager		0.25	0.25	0.25	-
Enterprise Operations Manager		-	-	-	-
Golf Course Clubhouse Supervisor		1.00	1.00	1.00	-
Golf Course Superintendent		1.00	1.00	1.00	-
Park Maintenance I		1.00	1.00	1.00	-
Extra Help		7.18	7.46	8.22	0.76
Overtime		0.30	0.31	0.30	(0.01)
	Subtotal	10.73	11.02	11.77	0.75
WANAKI GOLF COURSE					
Parks Systems Manager		0.25	0.25	0.25	-
Enterprise Operations Manager		-	-	-	-
Golf Course Clubhouse Supervisor		1.00	1.00	1.00	-
Golf Course Superintendent		1.00	1.00	1.00	-
Park Maintenance I		1.00	1.00	1.00	-
Extra Help		7.02	7.11	7.84	0.73
Overtime		0.27	0.28	0.28	-
	Subtotal	10.54	10.65	11.37	0.73
MOOR DOWNS GOLF COURSE					
Parks Systems Manager		0.05	0.05	0.05	-
Enterprise Operations Manager		-	-	-	-
Golf Course Clubhouse Supervisor		1.00	-	-	-
Golf Course Superintendent		0.50	0.50	0.50	-
Park Maintenance I		0.75	-	-	-
Extra Help		1.77	3.43	3.53	0.10
Overtime		0.16	0.14	0.13	-
	Subtotal	4.23	4.12	4.22	0.10
TOTAL PARKS & LAND USE - Golf Courses		**25.50**	**25.78**	**27.36**	**1.58**
Regular Positions		8.80	7.05	7.05	-
Extra Help		15.97	18.00	19.59	1.59
Overtime		0.73	0.73	0.72	(0.01)

2017 BUDGET ACTIONS:

Naga-Waukee Golf Course

Increase: 0.76 FTE Extra Help

Reduce: (0.01 FTE) Overtime

Wanaki Golf Course

Increase: 0.73 FTE Extra Help

Moor Downs Golf Course

Increase: 0.10 FTE Extra Help

2016 CURRENT YEAR ACTIONS:

None

Parks & Land Use – Golf Courses (cont.)

2016 BUDGET ACTIONS:

Naga-Waukee Golf Course

Increase:	0.28 FTE	Extra Help
Increase	0.01 FTE	Overtime

Wanaki Golf Course

Increase	0.09 FTE	Extra Help
Increase	0.02 FTE	Overtime

Moor Downs Golf Course

Unfund:	(1.00 FTE)	Golf Course Clubhouse Supervisor
Unfund:	(0.75 FTE)	Park Maintenance I
Increase:	1.66 FTE	Extra Help
Reduce:	(0.02 FTE)	Overtime

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PARKS & LAND USE - Ice Arenas	15 Year End	16 Budget	17 Budget	Change
NAGA-WAUKEE Ice Arena				
Parks System Manager	0.08	0.08	0.08	-
Ice Arena Coordinator	1.00	1.00	1.00	-
Ice Arena Supervisor	1.00	1.00	1.00	-
Extra Help	2.20	2.21	2.16	(0.05)
Overtime	-	-	-	-
Subtotal	4.28	4.29	4.24	(0.05)
EBLE PARK Ice Arena				
Parks System Manager	0.08	0.08	0.08	-
Ice Arena Coordinator	1.00	1.00	1.00	-
Ice Arena Supervisor	1.00	1.00	1.00	-
Administrative Assistant	0.75	0.75	0.75	-
Extra Help	1.85	1.83	1.88	0.04
Overtime	-	-	-	-
Subtotal	4.68	4.66	4.71	0.04
TOTAL PARKS & LAND USE - Ice Arenas	**8.96**	**8.96**	**8.95**	**(0.01)**
Regular Positions	4.91	4.91	4.91	-
Extra Help	4.05	4.05	4.04	(0.01)
Overtime	-	-	-	-

2017 BUDGET ACTIONS:

Reduce: (0.05 FTE) Extra Help from Naga-Waukee Ice Arena

Increase: 0.04 FTE Extra Help to Eble Ice Arena

2016 CURRENT YEAR ACTIONS:

None

2016 BUDGET ACTIONS:

Transfer: 0.01 FTE Extra Help from Eble Park Ice Arena to Naga-Waukee Ice Arena

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PARKS & LAND USE - Material Recycling Facility Fund	15 Year End	16 Budget	17 Budget	Change
Material Recycling Facility				
Sr. Administrative Specialist	0.90	0.90	0.90	-
Recycling Specialist	0.95	0.95	0.95	
* Recycling Specialist	1.00	1.00	1.00	-
Solid Waste Supervisor	0.90	0.90	0.90	-
Land Resources Manager	0.30	0.30	0.30	-
Senior Conservation Specialist	0.10	0.10	0.10	-
Extra Help	1.20	1.25	1.25	-
Overtime	-	-	-	-
Subtotal	5.35	5.40	5.40	-
TOTAL PARKS & LAND USE - Material Recycling Facility Fund	**5.35**	**5.40**	**5.40**	**-**
Regular Positions	4.15	4.15	4.15	-
Extra Help	1.20	1.25	1.25	-
Overtime	-	-	-	-

*Includes 1.00 FTE Recycling Specialist position created in 1997 by ordinance 151-61 that has sunset clause attached. Position is 75% funded with recycling grant and material sales revenues and will be reduced or terminated if funding is reduced or terminated.

2017 BUDGET ACTIONS:

None

2016 CURRENT YEAR ACTIONS:

None

2016 BUDGET ACTIONS:

Increase: 0.05 FTE Temporary Extra Help

TOTAL PARKS AND LAND USE - ALL FUNDS	**176.24**	**175.02**	**176.18**	**1.16**
Regular Positions	103.60	101.10	101.10	-
Extra Help	70.40	71.76	72.89	1.13
Overtime	2.23	2.16	2.20	0.03

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PUBLIC WORKS - General Fund		15 Year End	16 Budget	17 Budget	Change
Construction Services					
Fiscal Assistant		-	-	-	-
Architectural Engineer Technician		1.00	0.75	0.75	-
Architectural Services Manager		0.30	-	-	-
Facilities Manager		0.05	0.05	0.05	-
Maintenance Mechanic III		-	0.60	0.60	-
Construction Project Supervisor		-	0.50	0.50	-
Extra Help		-	-	-	-
Overtime		-	-	-	-
	Subtotal	1.35	1.90	1.90	-
Building Improvement Plan & Planned Maintenance					
Construction Project Supervisor		0.14	0.20	0.20	-
Facilities Supervisor		0.20	0.20	0.20	-
Facilities Manager		0.05	0.05	0.05	-
Architectural Engineer Technician		-	0.25	0.25	-
Maintenance Mechanic III		-	0.40	0.40	-
Extra Help		-	-	-	-
Overtime		-	-	-	-
	Subtotal	0.39	1.10	1.10	-
Energy Consumption					
Construction Project Supervisor		0.04	-	-	-
Facilities Manager		0.10	0.10	0.10	-
Facilities Supervisor		0.05	0.05	0.05	-
Extra Help		-	-	-	-
Overtime		-	-	-	-
	Subtotal	0.19	0.15	0.15	-
Facilities Maintenance					
Construction Project Supervisor		0.53	0.30	0.30	-
Facilities Supervisor		0.75	0.75	0.75	-
Electrician		1.00	1.00	1.00	-
Facilities Manager		0.70	0.70	0.70	-
Maintenance Mechanic I		4.00	4.00	4.00	-
Maintenance Mechanic II		15.00	15.00	15.00	-
Maintenance Mechanic III		5.00	4.00	4.00	-
Extra Help		0.40	0.40	0.40	-
Overtime		0.29	0.29	0.29	-
	Subtotal	27.67	26.44	26.44	-
Housekeeping Services					
Building Service Worker		9.00	9.00	8.00	(1.00)
Facilities Manager		0.10	0.10	0.10	-
Housekeeping Supervisor		2.00	1.00	1.00	-
Extra Help		-	-	-	-
Overtime		0.03	0.02	0.01	(0.01)
	Subtotal	11.13	10.12	9.11	(1.01)

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PUBLIC WORKS - General Fund (cont.)	15 Year End	16 Budget	17 Budget	Change
Administrative Services				
Fiscal Assistant	1.00	1.00	1.00	-
Sr. Fiscal Specialist	1.00	1.00	1.00	-
Business Manager	0.90	0.90	0.90	-
Departmental Secretary	1.00	1.00	1.00	-
Director of Public Works	1.00	1.00	1.00	-
Fiscal Specialist	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	-	0.01	0.01	-
Subtotal	5.90	5.91	5.91	-
TOTAL PUBLIC WORKS - General Fund	**46.62**	**45.62**	**44.61**	**(1.01)**
Regular Positions	45.90	44.90	43.90	(1.00)
Extra Help	0.40	0.40	0.40	-
Overtime	0.32	0.32	0.31	(0.01)

2017 BUDGET ACTIONS:

Housekeeping Services

Unfund:	(1.00 FTE)	Building Services Worker
Reduce:	(0.01 FTE)	Overtime

2016 CURRENT YEAR ACTIONS:

None

2016 BUDGET ACTIONS:

Construction Services

Transfer:	(0.25 FTE)	Architectural Engineer Technician to Building Improvement Plan & Planned Maintenance
Unfund:	(0.30 FTE)	Architectural Services Manager for partial year remaining (unfunded and abolished beginning in early 2015).
Transfer:	0.60 FTE	Maintenance Mechanic III from Facilities Maintenance.
Fund:	0.50 FTE	Construction Project Supervisor (1.0 FTE created partway through 2015), and transfer in from multiple programs.

Building Improvement Plan & Planned Maintenance

Fund:	0.06 FTE	Construction Project Supervisor (1.0 FTE created partway through 2015), and transfer in from multiple programs.
Transfer:	0.25 FTE	Architectural Engineer Technician from Construction Services
Transfer:	0.40 FTE	Maintenance Mechanic III from Facilities Maintenance.

Energy Consumption

Transfer:	(0.04 FTE)	Construction Project Supervisor to multiple programs.

Facilities Maintenance

Transfer:	(0.23 FTE)	Construction Project Supervisor to multiple programs.
Transfer:	(1.00 FTE)	Maintenance Mechanic III to the Construction Services and Building Improvement Plan & Maintenance programs.

Housekeeping Services

Unfund:	(1.00 FTE)	Housekeeping Supervisor
Reduce:	(0.01 FTE)	Overtime

Administrative Services

Increase:	0.01 FTE	Overtime

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PUBLIC WORKS - Transportation Fund		15 Year End	16 Budget	17 Budget	Change
County Operations					
Fiscal Assistant		1.00	1.00	1.00	-
Administrative Specialist		1.00	1.00	1.00	-
Crew Leader		2.00	2.00	2.00	-
Highway Operations Manager		1.00	1.00	1.00	-
Patrol Superintendent		2.00	2.00	2.00	-
Patrol Worker		29.00	29.00	29.00	-
Extra Help		0.65	0.72	0.72	-
Overtime		1.10	1.10	1.10	-
	Subtotal	37.75	37.82	37.82	-
State Highway Operations					
Patrol Superintendent		2.00	2.00	2.00	-
Patrol Worker		27.00	27.00	27.00	-
Extra Help		1.96	-	-	-
Overtime		2.05	2.28	2.28	-
	Subtotal	33.01	31.28	31.28	-
Transit Services					
Business Manager		0.10	0.10	0.10	-
Extra Help		-	-	-	-
Overtime		-	-	-	-
	Subtotal	0.10	0.10	0.10	-
Engineering Services					
Engineering Services Manager		1.00	1.00	1.00	-
Senior Civil Engineer		2.95	2.95	2.95	-
Senior Engineering Techincian		0.50	0.50	0.50	-
Engineering Technician		1.00	1.00	1.00	-
Extra Help		1.69	1.69	1.69	-
Overtime		-	-	-	-
	Subtotal	7.14	7.14	7.14	-
Traffic Control					
Patrol Worker		1.00	1.00	1.00	-
Sign and Signal Maintenance		3.00	3.00	3.00	-
Senior Civil Engineer		0.65	0.65	0.65	-
Extra Help		-	-	-	-
Overtime		0.22	0.22	0.22	-
	Subtotal	4.87	4.87	4.87	-
Permit Processing					
Senior Engineering Technician		1.50	1.50	1.50	-
Extra Help		-	-	-	-
Overtime		-	-	-	-
	Subtotal	1.50	1.50	1.50	-
TOTAL PUBLIC WORKS - Transportation Fund		**84.37**	**82.71**	**82.71**	**-**
Regular Positions		76.70	76.70	76.70	-
Extra Help		4.30	2.41	2.41	-
Overtime		3.37	3.60	3.60	-

Public Works – Transportation Fund (cont.)

2017 BUDGET ACTIONS:

None

2016 CURRENT YEAR ACTIONS:

None

2016 BUDGET ACTIONS:

County Highway Operations

Increase:	0.07 FTE	Extra Help

State Highway Operations

Reduce:	(1.96 FTE)	Extra Help due to the addition of 4.0 FTE Patrol Workers in the 2015 budget.
Increase:	0.23 FTE	Overtime

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PUBLIC WORKS - Central Fleet Fund	15 Year End	16 Budget	17 Budget	Change
Repair & Maintenance				
Administrative Assistant	1.00	1.00	1.00	-
Fiscal Specialist	0.75	0.75	0.75	-
Fleet Manager	0.90	0.90	0.90	-
Lead Mechanic	3.00	3.00	3.00	-
Mechanic	7.00	7.00	7.00	-
Stock Clerk	1.00	1.00	1.00	-
Extra Help	0.41	-	-	-
Overtime	0.10	0.10	0.19	0.09
Subtotal	14.16	13.75	13.84	0.09
Central Fueling				
Fiscal Specialist	0.25	0.25	0.25	-
Fleet Manager	0.10	0.10	0.10	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	0.35	0.35	0.35	-
TOTAL PUBLIC WORKS - Central Fleet Fund	**14.51**	**14.10**	**14.19**	**0.09**
Regular Positions	14.00	14.00	14.00	-
Extra Help	0.41	-	-	-
Overtime	0.10	0.10	0.19	0.09

2017 BUDGET ACTIONS:

Increase: 0.09 FTE Overtime

2016 CURRENT YEAR ACTIONS:

None

2016 BUDGET ACTIONS:

Reduce: (0.41 FTE) Extra Help is removed due to the addition of 1.00 FTE Administrative Assistant position in 2015 budget.

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PUBLIC WORKS - Airport Fund	15 Year End	16 Budget	17 Budget	Change
Airport Operations				
Airport Manager	0.30	0.30	0.30	-
Administrative Specialist	-	-	-	-
Programs & Projects Analyst	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	1.30	1.30	1.30	-
Administrative Services				
Airport Manager	0.70	0.70	0.70	-
Administrative Specialist	1.00	1.00	1.00	-
Programs & Projects Analyst	-	-	-	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	1.70	1.70	1.70	-
TOTAL PUBLIC WORKS - Airport Fund	**3.00**	**3.00**	**3.00**	**-**
Regular Positions	3.00	3.00	3.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-

2017 BUDGET ACTIONS:

None

2016 CURRENT YEAR ACTIONS:

None

2016 BUDGET ACTIONS:

None

TOTAL PUBLIC WORKS - ALL FUNDS	148.50	145.43	144.51	(0.92)
Regular Positions	139.60	138.60	137.60	(1.00)
Extra Help	5.11	2.81	2.81	-
Overtime	3.79	4.02	4.10	0.08

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

REGISTER OF DEEDS	15 Year End	16 Budget	17 Budget	Change
Administrative Services				
Fiscal Assistant	0.60	0.60	0.60	-
Senior Financial Analyst	0.60	0.60	0.60	-
Deputy Register of Deeds	1.00	1.00	1.00	-
Register of Deeds	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	3.20	3.20	3.20	-
Real Estate				
Support Staff Supervisor	1.00	1.00	1.00	-
Administrative Assistant	1.00	1.00	1.00	-
Administrative Specialist	6.00	6.00	5.00	(1.00)
Extra Help	-	-	-	-
Overtime	0.09	0.09	0.11	0.02
Subtotal	8.09	8.09	7.11	(0.98)
Cashiering				
Fiscal Assistant	0.40	0.40	0.40	-
Administrative Assistant	1.00	-	-	-
Administrative Specialist	2.50	2.50	2.50	-
Sr. Administrative Specialist	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	-	0.01	0.01	-
Subtotal	4.90	3.91	3.91	-
Vital Statistics				
Administrative Specialist	1.50	1.50	1.50	-
Administrative Assistant	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	2.50	2.50	2.50	-
TOTAL REGISTER OF DEEDS	**18.69**	**17.70**	**16.72**	**(0.98)**
Regular Positions	18.60	17.60	16.60	(1.00)
Extra Help	-	-	-	-
Overtime	0.09	0.10	0.12	0.02

2017 BUDGET ACTIONS:

Real Estate

Unfund:	(1.00 FTE)	Administrative Specialist
Increase:	0.02 FTE	Overtime

2016 CURRENT YEAR ACTIONS:

None

2016 BUDGET ACTIONS:

Cashiering

Unfund:	(1.00 FTE)	Administrative Assistant
Increase:	0.01 FTE	Overtime

Real Estate

Abolish:	(1.00 FTE)	Administrative Assistant
Create:	0.50 FTE	Administrative Assistant
Create:	0.50 FTE	Administrative Assistant

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

SHERIFF		15 Year End	16 Budget	17 Budget	Change
Process / Warrant Service					
Captain		1.00	1.00	1.00	-
Deputy		3.00	3.00	3.00	-
Fiscal Specialist		1.00	1.00	1.00	-
Administrative Specialist		6.00	6.00	6.00	-
Extra Help		-	-	-	-
Overtime		0.22	0.22	0.23	0.01
	Subtotal	11.22	11.22	11.23	0.01
Court Security					
Lieutenant		1.00	1.00	1.00	-
Deputy		18.86	18.86	18.86	-
Extra Help		3.69	3.72	2.80	(0.92)
Overtime		0.38	0.38	0.40	0.02
	Subtotal	23.93	23.96	23.06	(0.90)
General Investigations					
Captain		1.00	1.00	1.00	-
Lieutenant		1.00	1.00	1.00	-
Detectives		22.00	22.00	21.00	(1.00)
* Detectives		1.00	1.00	1.00	-
Deputy		1.00	1.00	1.00	-
Sr. Administrative Specialist		2.00	2.00	2.00	-
Administrative Specialist		2.00	2.00	2.00	-
Extra Help		-	-	-	-
Overtime		0.39	0.39	0.39	-
	Subtotal	30.39	30.39	29.39	(1.00)
Special Investigations					
Captain		1.00	1.00	1.00	-
Lieutenant		1.00	1.00	1.00	-
Detectives		5.00	5.00	6.00	1.00
Deputy		-	-	-	-
Extra Help		-	-	0.82	0.82
Overtime		0.51	0.51	0.75	0.23
	Subtotal	7.51	7.51	9.57	2.05
General Patrol					
Captain		3.00	3.00	3.00	-
* Captain		1.00	1.00	1.00	-
Lieutenant		7.00	7.00	7.00	-
* Lieutenant		2.00	2.00	2.00	-
Deputy		72.14	70.14	70.14	-
* Deputy		26.00	26.00	28.00	2.00
Administrative Assistant		2.00	2.00	1.50	(0.50)
Extra Help		-	-	-	-
Overtime		4.84	4.84	5.05	0.20
	Subtotal	117.98	115.98	117.69	1.70

*Sunset positions, if funding is reduced or terminated, the position will be reduced or terminated.

*One detective, one captain, two lieutenants, and twenty-eight deputy positions are fully funded through municipal contracts. If funding is reduced or terminated the positions will be reduced or terminated.

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

SHERIFF (cont.)	15 Year End	16 Budget	17 Budget	Change
Inmate Security and Services-Jail				
Jail Administrator	1.00	1.00	1.00	-
Senior Correctional Facility Manager	1.00	1.00	1.00	-
Correctional Facility Manager	2.00	2.00	2.00	-
Correctional Supervisor	9.00	10.00	10.00	-
Correctional Officers	95.00	95.00	95.00	-
Fiscal Assistant	2.00	2.00	2.00	-
Administrative Specialist	6.00	6.00	7.00	1.00
Administrative Assistant	4.00	4.00	4.00	-
Support Staff Supervisor	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	3.25	3.25	3.15	(0.10)
Subtotal	124.25	125.25	126.15	0.90
Inmate Security and Services-Huber Facility				
Correctional Facility Manager	1.00	1.00	1.00	-
Correctional Supervisor	3.00	3.00	3.00	-
Senior Correctional Counselors	1.00	-	-	-
Correctional Officers	25.00	25.00	25.00	-
Fiscal Assistant	2.00	2.00	2.00	-
Extra Help	-	-	-	-
Overtime	0.88	0.88	0.85	(0.03)
Subtotal	32.88	31.88	31.85	(0.03)
Administrative Services				
Sheriff	1.00	1.00	1.00	-
Inspector	1.00	1.00	1.00	-
Deputy Inspector	1.00	1.00	1.00	-
Business Manager	1.00	1.00	1.00	-
Office Services Coordinator	1.00	1.00	1.00	-
Fiscal Specialist	2.00	2.00	2.00	-
Sr. Administrative Specialist	1.00	1.00	1.00	-
Administrative Specialist	10.00	9.00	8.00	(1.00)
Administrative Assistant	1.00	1.00	1.00	-
Financial Analyst	1.00	1.00	1.00	-
Program and Projects Analyst	-	1.00	1.00	-
Departmental Secretary	-	1.00	1.00	-
Extra Help	1.28	1.31	1.04	(0.27)
Overtime	0.11	0.11	0.11	-
Subtotal	21.39	22.42	21.15	(1.27)

*A Department Secretary position (previously underfilled as an Administrative Specialist) was filled in 2015.

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

SHERIFF (cont.)	15 Year End	16 Budget	17 Budget	Change
TOTAL SHERIFF	**369.55**	**368.61**	**370.07**	**1.46**
Regular Positions	354.00	353.00	354.50	1.50
Extra Help	4.97	5.03	4.66	(0.37)
Overtime	10.58	10.58	10.91	0.33

2017 BUDGET ACTIONS:

Transfer:	1.00 FTE	Detective from General Investigations to Special Investigations
Transfer:	1.00 FTE	Administrative Specialist from Administrative Services to Inmate Security and Services Jail
Create:	2.00 FTE	Deputy Sheriff positions funded by municipal patrol contract revenue generated by the addition of third shift patrol coverage in the Town of Lisbon
Unfund:	(0.50 FTE)	Administrative Assistant in General Patrol
Reduce:	(0.92 FTE)	Temporary Extra Help in Court Security for the removal of civilian bailiff security at the Health and Human Services Building. Security funded in the Health and Human Services budget
Reduce:	(0.27 FTE)	Temporary Extra Help for clerical assistance in Administrative Services
Increase:	0.82 FTE	Temporary Extra Help for clerical assistance in Special Investigations
Increase:	0.33 FTE	Overtime across multiple programs primarily due to the addition of HIDTA funds budgeted in Special Investigations.

2016 CURRENT YEAR ACTIONS:

None

2016 BUDGET ACTIONS:

Create:	1.00 FTE	Programs and Projects Analyst in the Administrative Services Program by unfunding 1.00 FTE Deputy Sheriff Position in the Patrol Program
Unfund:	(1.00 FTE)	Deputy Sheriff in the Patrol Program to create 1.00 FTE Programs and Projects Analyst in the Administrative Services Program
Unfund:	(1.00 FTE)	Deputy Sheriff in the Patrol Program due to the reduction of 1.00 FTE Deputy for the Norris School Resource Officer
Unfund:	(1.00 FTE)	Senior Corrections Counselor in the Inmate Security and Services-Huber Program
Fund:	1.00 FTE	Corrections Supervisor in the Inmate Security and Services-Jail Program
Increase:	0.03 FTE	Temporary Extra Help in the Administrative Services Program
Increase:	0.03 FTE	Temporary Extra Help in the Court Security Program

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

COUNTY TREASURER		15 Year End	16 Budget	17 Budget	Change
Tax Collections/Processing					
Fiscal Specialist		0.25	0.25	0.25	-
Administrative Specialist		1.00	1.00	1.00	-
Deputy County Treasurer		0.20	0.20	0.20	-
Extra Help		0.07	0.07	0.05	(0.02)
Overtime		0.01	0.01	0.01	-
	Subtotal	1.53	1.53	1.51	(0.02)
Investments					
Treasurer		0.20	0.20	0.20	-
Extra Help		-	-	-	-
Overtime		-	-	-	-
	Subtotal	0.20	0.20	0.20	-
Administrative Services					
Fiscal Specialist		0.75	0.75	0.75	-
Administrative Specialist		1.00	1.00	1.00	-
Deputy County Treasurer		0.80	0.80	0.80	-
Treasurer		0.80	0.80	0.80	-
Extra Help		-	-	-	-
Overtime		0.02	0.02	0.01	(0.01)
	Subtotal	3.37	3.37	3.36	(0.01)
TOTAL COUNTY TREASURER		**5.10**	**5.10**	**5.07**	**(0.03)**
Regular Positions		5.00	5.00	5.00	-
Extra Help		0.07	0.07	0.05	(0.02)
Overtime		0.03	0.03	0.02	(0.01)

2017 BUDGET ACTIONS:

Tax Collections

Reduce: (0.02 FTE) Extra Help due to efficiencies realized in the processing of tax collections.

Administrative Services

Reduce: (0.01 FTE) Overtime due to efficiencies realized in the processing of administrative services.

2016 CURRENT YEAR ACTIONS:

None

2016 BUDGET ACTIONS:

None

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

UW - EXTENSION		15 Year End	16 Budget	17 Budget	Change
Strengthening County Citizens, Families & Communities					
Administrative Specialist		2.00	2.00	1.70	(0.30)
Programs & Projects Analyst		1.00	1.00	1.00	-
Office Services Coordinator		-	-	-	-
Extra Help		-	-	-	-
Overtime		-	-	-	-
	Subtotal	3.00	3.00	2.70	(0.30)
	Faculty*	4.75	4.50	4.50	-
TOTAL UW - EXTENSION		**3.00**	**3.00**	**2.70**	**(0.30)**
Regular Positions		3.00	3.00	2.70	(0.30)
Extra Help		-	-	-	-
Overtime		-	-	-	-
Faculty Positions funded by State\County\Grants		4.50	4.50	4.50	-

2017 BUDGET ACTIONS:

Unfund:	(0.50 FTE)	Full-Time Administrative Specialist position
Increase:	0.20 FTE	Part-Time Administrative Specialist position

2016 CURRENT YEAR ACTIONS:

None

2016 BUDGET ACTIONS:

None

GLOSSARY OF SIGNIFICANT TERMS

ACCRUAL BASIS OF ACCOUNTING
A method of accounting that recognizes the financial effect of transactions, events, and interfund activities when they occur, regardless of the timing of related cash flows.

ACTIVITIES
The major programs and projects performed by a department.

ACTIVITY AND PROGRAM DATA STATISTICS
Data that reflects the volume (quantitative measure) of work performed in the significant activities of a department/program. As the County implements its strategic planning process, this information will be transitioned into performance measures (see performance measures).

ADOPTED BUDGET
The budget that is approved by the County Board in November for the following fiscal year beginning January 1.

AMORTIZATION
The gradual elimination of a liability.

APPROPRIATION
The legal authorization to make expenditures or incur financial obligations for goods or services during the budget year. Appropriations are authorized in department budgets by fund.

APPROPRIATION UNIT
An expenditure account grouped by purpose, including:
1. Personnel Costs
2. Operating Expenses
3. Interdepartmental Charges
4. Fixed Assets/Improvements
5. Debt Service

ASSESSED VALUATION
A valuation set on real estate and certain personal property, by the municipal assessor, as a basis for levying property taxes. (See equalized property valuation).

ASSESSMENT
An assessment is the value placed upon your property by the local assessor, which is a basis for levying property taxes (See equalized property valuation).

ASSETS
Resources with present service capacity that the government presently controls.

AUTHORIZED POSITIONS
Regular full-time or regular part-time positions as authorized by a County Board approved ordinance.

BADGERCAREPLUS
A State medical assistance benefit program that has two main benefit plans: Standard and Benchmark. The Standard Plan is for families with income at or below 200% of the Federal Poverty Level (FPL). The Benchmark Plan which provides more limited services than the Standard Plan, is for families with income above 200% of the FPL, and for self-employed parents and Caretakers. In addition, BadgerCarePlus has several limited health plans including: Family Planning Waiver program, Prenatal Care Services, Emergency Services and Well Women (Cervical and breast cancer related) Care.

BALANCE SHEET
A statement that discloses the financial condition of an entity by assets, liabilities, and fund balance (equity) of a fund or account group at a specific date to exhibit financial position.

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

BOND OR PROMISSORY NOTES
A fixed interest financial asset issued for a period of time with the purpose of raising capital by borrowing.

GLOSSARY OF SIGNIFICANT TERMS

BOND RATING
A level of risk assigned to general obligation promissory notes assessed by a rating agency. The higher the rating, the less risky the notes are to the entity borrowing the funds. Waukesha County has a AAA bond rating, which represents the lowest risk possible to obtain. Waukesha County is one of less than thirty counties in the nation with a AAA bond rating.

BONDED DEBT
The portion of indebtedness represented by outstanding bonds, which include general obligation promissory notes that are backed by approved, irrevocable future tax levies for debt service.

BUDGET
A plan of financial operation embodying an estimate of proposed expenditures and revenues for a given calendar year. It specifies the type and level of county services to be provided, while limiting through the appropriation process the amount of money that can be spent. Budgets are adopted for the following fiscal year, but they can be modified. Most local governments have two types of budgets, an "operating" budget and a "capital" budget.

BUDGET BOOK
The official written document prepared by the budget office and supporting staff, which presents the Executive's proposed budget to the County Board for review and the final adopted document, subsequent to County Board approval and Executive veto (if necessary).

BUDGET MESSAGE
The opening section of the budget prepared by the County Executive, that provides the County Board of Supervisors and the public with a general summary of important aspects of budget policy, including changes from the current and previous fiscal years.

BUDGETARY CONTROL
The control or management of a governmental unit in accordance with an approved budget for the purpose of keeping expenditures within the limitations of authorization. Waukesha County controls at the appropriation unit level (see appropriation unit).

BUDGETED POSITIONS
Authorized positions that are funded in the current or ensuing budget year.

CAPITAL BUDGET
A budget of approved capital projects contained in the first year of the five-year capital projects plan.

CAPITAL EXPENDITURES
The cost of acquisition of operating equipment items, which includes expenditures for fixed assets and capital projects.

CAPITAL OUTLAY
The cost of acquisition of operating equipment items such as vehicles and office equipment greater than $5,000. These items generally have a useful life greater than one year, but less than ten years, and are included in an organization's operating budget.

CAPITAL PROJECT
An active or proposed nonrecurring expenditure that is in excess of one hundred thousand dollars ($100,000) for costs associated with a permanent fixed asset (e.g. building, land, highway and technology improvements, or equipment), and has a useful life or extends the useful life of an existing fixed asset, usually in excess of seven (7) years.

CAPITAL PROJECTS PLAN
A five-year plan for capital expenditures. The first year in the plan is the adopted Capital Budget.

CHILDREN'S LONG TERM SUPPORT (CLTS)
(Home and Community Based Waiver Funding) provides fully funded and locally-matched tax levy funding for children diagnosed with Autism, Asperger's and Pervasive Developmental Disorders.

COMMISSIONS AND BOARDS
Members consist of both County Board of Supervisors and citizens. Most commission and board members are appointed by the County Executive and approved by the County Board. Responsibilities include making policy recommendations to the Executive on decisions that affect county government services and operations.

COMMUNITY AIDS – BASIC COUNTY ALLOCATION (BCA)
The major state funding source for County Human Service Department programs. These funds can be broadly used to pay for social services and services for mentally disabled persons.

GLOSSARY OF SIGNIFICANT TERMS

COMMUNITY OPTIONS PROGRAM WAIVER (COP-Waiver; COP-W)
Provides Medical Assistance funding for home and community-based care for elderly and physically disabled citizens who have long-term care needs, and who would otherwise be eligible for Medical Assistance reimbursement in a nursing home. County participation was mandated effective January 1, 1990.

COMMUNITY RECOVERY SERVICES (CRS)
(1915(i) Home and Community Based Services) will provide three specific services: Community Living Supportive Services, Supported Employment, and Peer Supports under the umbrella of psychosocial rehabilitation to individuals with serious and persistent mental illness.

COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR)
The official annual financial report for the County. This report is prepared in conformity with Generally Accepted Accounting Principles, and is subject to review by a public accounting firm. The report provides information used by bond rating agencies, prospective investors, regulatory and funding agencies, and other interested parties.

COMPREHENSIVE COMMUNITY SERVICES (CCS)
Under State Administrative Code Ch. DHS 36, Comprehensive Community Services are designed to provide persons with mental disorders and substance-use disorders a flexible array of individualized community based psycho-social rehabilitation services authorized by a mental health professional to consumers with mental health or substance use issues across their lifespan.

CONTINGENCY FUNDS
Assets or other resources set aside to provide for unforeseen expenditures or for anticipated expenditures of uncertain amounts.

COUNTY BOARD CHAIRMAN
A County Board member elected by the County Board. This full-time position refers all matters directed to the County Board to the appropriate standing committees of the Board, and is responsible for determining the meeting agendas and for conducting the proceedings of the Board at its meeting. The County Board Chairman serves as Chairman of the Executive Committee and at any joint meeting of County Board Committees.

COUNTY BOARD OF SUPERVISORS
The acting County legislative body. Comprised of twenty-five (25) supervisors elected from separate districts. Supervisors are elected for two-year terms in April of even numbered years.

COUNTY EXECUTIVE
A non-partisan position who is elected at large for a four-year term. The Executive is responsible for coordinating and directing all administrative and management functions for the County, which are not vested in other elected officials. The Executive has the power to appoint the heads of all County departments, except those headed by elected officials or State statutory boards and commissions. The Executive appoints the members of most boards and commissions. Appointments are subject to County Board confirmation. A major responsibility of the County Executive is budget preparation and its submission to the County Board. The County Executive may veto a resolution or ordinance passed by the County Board, and the Executive may exercise a partial veto of legislation that involves an appropriation. A two-thirds vote of the members elect of the County Board is necessary to override a County Executive veto.

COUNTY-WIDE KEY STRATEGIC OUTCOMES
Seven strategic planning outcomes that are identified as significant priorities of the County. Departments assign each programmatic area to one outcome.

DEBT
An obligation resulting from borrowing money.

DEBT LIMIT
The maximum amount of gross or net debt legally permitted.

DEBT RATE LIMIT
The maximum debt rate that the County may levy a tax, which is imposed by the state legislature based on the 1993 debt rate limit.

DEBT SERVICE
Cost of principal, interest, and service costs pertaining to long-term notes or bonds, which are issued to finance capital projects.

DEFEASANCE
The pay-down of debt by setting aside asset/funding in a fund to fulfill future principal and interest payments.

DEFICIT
The excess of expenditures/uses over revenues/resources.

GLOSSARY OF SIGNIFICANT TERMS

DEPARTMENT
A major county office (agency) that administers programs and operations.

DEPRECIATION
A business operating expense, which reflects the annual benefit derived from capitalized fixed asset purchases. These costs are calculated for proprietary funds (i.e., internal service and enterprise funds only) in accordance with Generally Accepted Accounting Principals.

DESIGNATED FOR SUBSEQUENT YEAR
A portion of this year's unreserved fund balance to provide for the excess of expenditures, other financing uses over revenues, and other financing sources budgeted in the next year.

DISPATCHING COUNSELS
Computers/communication equipment used by the WCC for emergency dispatch.

EFFECTIVENESS INDICATOR
A type of performance measure including effectiveness, quality, cycle time and citizen satisfaction that measures results and accomplishments of the service provided.

EFFICIENCY INDICATOR
A performance measure that measures how much output or outcome can be produced or provided by a given resource level, or how much input it takes to produce a given outcome level. Indicators quantify the relationship between inputs and outputs and can be expressed as productivity ratios or as unit-cost ratios.

EMPLOYEE BENEFITS
Compensation in addition to regular salary or wages provided to an employee. This includes health insurance, life insurance, dental insurance, Social Security, Wisconsin Retirement, and salary continuance (disability insurance).

ENCUMBRANCE
Obligations in the form of purchase orders, contracts, or salary commitments that are chargeable to an appropriation and for which a part of the appropriation is reserved. They cease to be encumbrances when paid or when the actual liability is established.

END USER TECHNOLOGY FUND (EUTF)
The End User Technology Fund is an internal service fund established to finance common technology infrastructure for county users. The fund is managed on a total cost of ownership basis and includes the following costs: the replacement and maintenance of personal computers, printers, and copiers; software licensing and support; help desk and training; maintenance of county network hardware and software; backup and recovery functions; and other costs related to making technology available to users.

EQUALIZED PROPERTY VALUATION
Equalized value is the statutory full market value of all taxable property within each jurisdiction (except agricultural land, which is valued based on income). The State Department of Revenue analyzes market sales statewide to estimate the full market (or equalized) value of each jurisdiction. Equalized values provide a means of comparing different jurisdictions, even if they are assessed at different percentages of market value. Equalized values are used to apportion the levies of overlying districts (e.g., schools and counties) to the municipalities within them. Also, they are used in distribution formulas for certain types of state aid to local governments. The state values are needed because municipalities assess property at varying percentages of market value.

EQUITY
The excess of assets over liabilities generally referred to as fund balance.

EXPENDITURE
The outflow of funds paid, or to be paid, for an asset or service obtained, regardless of when the expense is actually paid. NOTE: An encumbrance is not an expenditure; an encumbrance reserves funds to be expended.

FINANCIAL STATEMENTS
Presentation of financial data that shows the financial position, cash flows generated, and the results of financial operations of a fund, for a group of accounts, or an entire entity for a particular accounting period.

FISCAL YEAR
A twelve-month period to which the annual operating budget applies, and at the end of which a governmental unit determines its financial position and the results of its operations. Waukesha County uses a January 1 to December 31 calendar year as its fiscal year.

GLOSSARY OF SIGNIFICANT TERMS

FIXED ASSETS/IMPROVEMENTS
Costs of all equipment items (over $5,000) used by agencies. This category includes capital outlay, small office equipment items, large automotive equipment, and major maintenance projects. Capital projects as defined by County Code and indicated above are excluded.

FULL TIME EQUIVALENT (FTE)
Used to compare the hours budgeted for regular full-time, regular part-time, temporary part-time, and overtime based on 2,080 hours annually of a full-time position.

FUNCTIONAL AREA
Departments are grouped in the annual budget according to the related functions that they perform. The budget has eight functional areas including: Justice & Public Safety, Health & Human Services, Parks, Environment, Education and Land Use, Public Works, General Administration, Capital Projects, Debt Service, and Non-Departmental.

FUND BALANCE
Fund Balance is the difference between assets and liabilities in a government fund's balance sheet.

Beginning in 2011, GASB 54 established five classifications of fund balance with a hierarchy that is based on the extent to which spending constraints restrict how a government can use the funds. The five classifications are:

- **Nonspendable fund balance** – amounts that are not in a spendable form, such as inventory or prepaid expenses. It also includes amounts that are required to be maintained intact, such as the principal of an endowment fund.
- **Restricted fund balance** – amounts that can be spent only for specific purposes stipulated by external providers, such as grant providers or bondholders, as well as amounts that are restricted constitutionally or through legislation.
- **Committed fund balance** – amounts that can be used only for specific purposes that are determined by a formal action of the County Board. These commitments may be changed or lifted, but only by the same formal action that was used to impose the constraint originally.
- **Assigned fund balance** – amounts that are intended for specific purposes, as expressed by the governing body or authorized official. This applies to the remaining resources in any governmental fund other than the general fund that are intended to be used for a defined purpose.
- **Unassigned fund balance** – all amounts not contained in other classifications. Unassigned amounts are technically available for any purpose.

GLOSSARY OF SIGNIFICANT TERMS

FUNDS
A fiscal entity that is segregated for the purpose of accounting and budget reporting. The following is a brief definition of the major types of funds used by Waukesha County.

1. Capital Projects: to account for financial resources to be used for the acquisition or construction of major facilities or equipment.

2. Debt Service: to account for the accumulation of resources for, and the payment of, general long-term debt and interest (other than enterprise and internal service fund debt).

3. General: to account for all financial resources used to fund general government operations not accounted for by other funds.

4. Proprietary: an account that uses the accrual basis of accounting.
    a. Enterprise: to account for operations that are financed and operated similar to private businesses with the intention that the costs of providing goods or services to the general public is to be financed or recovered primarily through user charges (e.g. golf courses).
    b. Internal Service: to account for the cost of providing goods or services by one department to another department on a cost-reimbursement basis (e.g. Central Fleet).

5. Special Revenue: are created to account and report revenue sources that are restricted or committed to specified purposes (e.g. Federated Library Funds).

FUND PURPOSE
A statement that describes the reasons why the fund exists. It is mainly used to describe the purpose of certain special revenues and proprietary (Internal Services and Enterprises) funds.

GENERAL OBLIGATION BONDS
Bonds in which the government pledges its full faith and credit to the repayment of bonds that it issues. The County is authorized by law (section 67.05 (10)) to levy on all taxable property, such ad valorem taxes, without limitation as to rate or amount that may be necessary to pay the notes.

INCOME MAINTENANCE (IM)
Used to describe services and associated funding related to the providing of economic support services, such as food stamps, low income child care, and medical benefits.

INTERDEPARTMENTAL CHARGES
Costs of all supplies, materials, or services purchased by one county department from another county department (mainly Internal Service funds).

KEY OUTCOME INDICATOR (KOI)
Used to identify and justify how the performance measure is an indicator of success. KOIs link the performance measure to the outcomes and objectives and explain why the measure is important in determining success.

LAND INFORMATION SYSTEM (LIS)
An integrated computerized system that links land parcel locations to digital mapping and databases concerning property information (e.g., address, zoning, or civil boundaries).

LIABILITIES
Amounts that are owed for assets received, services rendered, or any other obligation.

MAJOR FUNDS DEFINITIONS
A fund is considered major if it is the primary operating fund of the County or meets the following criteria: (1) Total assets, liabilities, revenues, or expenditures/expenses of that individual governmental or enterprise fund are at least 10 percent of the corresponding total for all funds of that category or type. (2) The same element of the individual governmental fund or enterprise fund that met the 10 percent test, is at least five percent of the corresponding total for all governmental and enterprise funds combined. In addition, any other governmental or proprietary fund that the County believes is particularly important to financial statement users may be reported as a major fund. The County has four major funds: General, Health and Dental Insurance, Debt Service, and Department of Public Works – Airport Fund.

MEDICAL ASSISTANCE (MA)
A Medicaid (Title XIX) program that pays for necessary health care services for persons whose financial resources are not adequate to provide for their health care needs.

MISSION
A statement defining the major reasons for the existence, including the purpose of the County.

GLOSSARY OF SIGNIFICANT TERMS

MODIFIED ACCRUAL BASIS OF ACCOUNTING
Basis of accounting in which (1) revenues are recognized in the accounting period when they become available and measurable, and (2) expenditures are recognized in the accounting period when the fund liability is incurred, if measurable, except for un-matured interest on general long-term debt and certain similar accrued obligations, which are recognized when due.

MODIFIED BUDGET
An ordinance and fund transfer as a result of unanticipated revenues and/or expenditures that change the adopted budget; it then becomes a modified budget.

NET ASSETS
The residual of all other elements presented in a statement of financial position.

OBJECTIVES
Goal statement that focuses on achieving the county-wide key strategic outcome. The level of services or specific achievement an agency expects to, or plans to accomplish in the budget year. Objectives should reflect desired outcomes or results as identified in the strategic plan.

OBLIGATIONS
Amounts that a governmental unit may be required to legally meet out of its resources, including both liabilities and unliquidated encumbrances.

OPERATING BUDGET
A plan of current expenditures and the proposed means of financing them. The annual operating budget is the primary means in which most of the financing, acquisition, spending, and service delivery activities of a government are controlled. The use of annual operating budgets for governments is usually required by law. Even when not required by law, annual operating budgets are essential for sound financial management.

OPERATING EXPENSES
Cost of all utilities, supplies, materials, travel, and tuition expenses necessary for the operation of a department. Also includes costs of all services purchased from outside vendors.

OPERATING TRANSFERS
All interfund (between fund) and intrafund (within funds) appropriation transfers other than residual equity transfers, (Fund Balance) to the appropriation unit of the fund through which the resources are to be expended.

OTHER FINANCING SOURCES
Funds received from general long-term debt proceeds, operating transfers in, and material proceeds of fixed asset dispositions. Such amounts are classified separately from operating revenues.

OTHER FINANCING USES
Funds used for operating transfers out. Such amounts are classified separately from expenditures.

OVERLAPPING DEBT
The proportionate share of the debts of local governments located in whole or in part within the limits of the reporting government, which must be borne by property within each government.

PER CAPITA INCOME
The total county income divided by the total county population.

PER DIEM
Compensation that is paid on a per day basis.

PERFORMANCE MEASURE
A measure used to determine success by indicating how well a program or service is accomplishing its mission and goals, by linking program area results to the County-Wide Key Strategic Outcomes and Objectives.

PERSONNEL COSTS
Costs of all salary and non-salary compensation incurred in accordance with County policy. Includes wages, longevity, and overtime compensation paid to County employees. This also includes compensation for sick leave, holiday, vacation, and education leaves. Major employee benefits include: County pension and Social Security contributions, health, life, dental, and disability insurance.

POSITION SUMMARY
The list of budgeted full-time positions within each program. Positions are expressed in terms of full-time work year equivalents (FTE); which is approximately 2,080 hours per year.

GLOSSARY OF SIGNIFICANT TERMS

PROGRAM
The primary identifiable financial unit of a department, which groups department functions and activities that have a common purpose.

PROGRAM BUDGET
A budget that focuses upon the mission, function, and objectives of a department rather than upon its detailed (line item) object classes of expenditures.

PROMISSORY NOTE
A written promise to pay (debt) a specific sum of money (called principal or face value) at a specified future date (called the maturity date(s)) along with periodic interest paid at a specified percentage of the principal (interest rate).

PROPERTY TAX
Taxes levied on both real and personal property according to the property's equalized valuation and tax rate.

RETAINED EARNINGS
An equity account reflecting the accumulated earnings of a proprietary (enterprise) fund.

REVENUES
Financial resources received from tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, shared revenues, and interest income. There are several budget categories of revenue that the County receives, including:

1. General Government Revenues: contracts or grant funds mainly from state and/or federal sources for the support of programs.

2. Fines and Licenses: funds received as a result of penalties paid by persons having been found in violation of state laws and/or county ordinances. Fees received from the sale of county issued licenses and permits to citizens and business entities to enable them to carry out regulated activities.

3. Charge for Services: funds received as payment for services performed by county agencies.

4. Interdepartmental Revenues: funds received for payments made or services performed by county agencies for other county agencies.

5. Other Revenues: funds received for rents, commissions, and other commercial-type income. Also includes transfers from other funds and proceeds from borrowing.

STANDING COMMITTEES
There are seven standing committees of the County Board organized on functional lines. The Executive, Finance, and Human Resources committees deal with administrative policy matters; whereas, the remaining four standing committees (Judiciary and Law Enforcement; Health and Human Services; Land Use, Parks, and Environment: and Public Works) are concerned with policy matters affecting public services. Committees make recommendations to the Board on all budget and legislative matters that have been referred to them.

STATE AID
Funds made available by the legislature for distribution to each local unit of government based on a prescribed formula of distribution to offset some expenses.

STATEMENT OF PURPOSE
A statement defining the major reasons for the existence of the department, including its purpose in the County government.

STATUTE
A written law enacted by a duly organized and constituted legislative body.

STRATEGIC PLANNING
The process of determining long-term goals and then identifying the best approach for achieving those goals.

SUNSET CLAUSE POSITIONS
Authorized positions created by County Board approved ordinances, which include a clause to reduce or eliminate a position or budget appropriation for that position if the designated funding source is subsequently reduced or terminated.

TAX INCREMENTAL FINANCING DISTRICT (TID)
Areas of redevelopment within a municipality, designated to finance public projects that stimulates development or redevelopment that would not otherwise occur. The area involved is designated a TIF district. To finance the cost of improvements, property taxes levied on any increased property value within the TID are diverted from the overlying taxing jurisdictions (municipal, school district, vocational district, and county) and, are placed in a special account to be used to pay the project costs.

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GLOSSARY OF SIGNIFICANT TERMS

TAX LEVY
The total amount of revenues to be raised by property taxes to support County activities. Property taxes are levied in the current year for subsequent year appropriations.

TAX LEVY BUDGET BASE
The amount of tax levy included in the current year adopted budget.

TAX LEVY RATE (MILL RATE)
The amount of taxes levied for each $1,000 (mill) of equalized property valuation at the current tax rate.

TAX RATE LIMIT
The maximum rate in which the County may levy a tax. It is imposed by the state legislature based on the 1993 tax rate limit.

TRUE NON-RESIDENT (TNR)
Resident in a non-library community.

UNFUNDED POSITIONS
An authorized position with no funding appropriation provided for the current or ensuing budget year.

VETO
A power of the County Executive to delete or stop approval on a resolution or ordinance passed by the County Board. The County Executive may exercise a partial veto of legislation that involves an appropriation. A two-thirds vote of the members elect of the County Board is necessary in order to override a County Executive veto action.

WORKING CAPITAL
Liquidity measure of fiscal health, measured by current assets minus current liabilities. Positive working capital means that an entity should be able to pay off its short-term liabilities.

YOUTH AIDS
A funding source distributed by the State of Wisconsin Department of Corrections to pay for state correctional services for youths found by the courts to be delinquent, and to fund correctional alternative programs and services at the county level.

GLOSSARY OF ACRONYMS

ABE Adult Basic Education
ACA Affordable Care Act
ADA Americans with Disabilities Act
ADRC Aging and Disability Resource Center
ADT Average Daily Traffic
AFCSP Alzheimer's Family Caregiver Support Program
AODA Alcohol and Other Drug Abuse
APS Adult Protective Services
ATC Alcohol Treatment Court
B-3 Birth to three program
BC Benefit/cost
BCA Basic County Allocation
BJA Bureau of Justice Assistance
CAD Computer Aided Dispatch
CAFR Comprehensive Annual Financial Report
CAR Child at Risk
CAFÉ Computer Access for Everyone
CBD Central Business District
CCAP Circuit Court Automation Program
CCS Comprehensive Community Services
CDBG Community Development Block Grant
CDC Centers for Disease Control
CEMP Comprehensive Emergency Management Plan
CHDS Community Health and Disease Surveillance Program
CHIP County Highway Improvement Program
CHIPS Children in Need of Protection or Services
CHIPP Community Health Improvement Plan
CJCC Criminal Justice Collaborating Council
CLTS Children's Long Term Support Waiver Services
COC Clerk of Courts
CPI Consumer Price Index
CPI-U Consumer Price Index -Urban
CPS Child Protective Services
CRS Community Recovery Services
CSMs Certified Survey Maps
CSN Children with Special Needs Unit
CSP Community Support Program
CTH County Trunk Highway
CWS Child Welfare Services
CY Calendar Year
DARE Drug Abuse Resistance Education
DATCP State Department of Trade and Consumer Protection
DCF Department of Children and Families
DFS State Departments of Children and Family Services
DHS Department of Health and Human Services
DNR State Department of Natural Resources
DOA Department of Administration
DOC State Department of Corrections
DOT Department of Transportation
DRC Day Report Center
DPI Department of Public Instruction
ECM Enterprise Content Management
EECBG Energy Efficiency and Conservation Block Grant
EFNEP Expanded Food and Nutrition Education Program
EMMA Electronic Municipal Market Access
EMR Emergency Medical Records
EMS Emergency Medical Services
EPA Federal Environmental Protection Agency
EPCRA Emergency Planning and Community Right-to-Know Act
EPL Emerald Park Landfill
ES Economic Support
ESBA Eating Smart Being Active
ESRI Environmental Systems Research Institute
EUTF End User Technology Fund
FAR's Federal Aviation Regulations
FCS Family Court Services
FDA U.S. Food and Drug Administration
FEMA Federal Emergency Management Agency
FICA Federal Insurance Contributions Act
FMIS Financial Management Information System
FSET Food Share Employment and Training
FSP Family Support Program
FTE Full Time Equivalent
FY Fiscal Year
GAAP Generally Accepted Accounting Principles
GAB Government Accountability Board
GAL Guardian ad Litem
GASB Government Accounting Standards Board
GED General Education Development
GFOA Government Finance Officers Association
GPR Grantee Performance Report
GTA General Transportation Aids
HDM Home Delivered Meals
HHS Health and Human Services
HHW Household Hazardous Waste
HIPAA Health Insurance Portability and Accountability Act
HITECH Health Information Technology for Economic and Clinical Health Act
HIV Human Immunodeficiency Virus
HOME Home Investment Partnerships Grant
HSA Health Savings Account
HSEP High School Equivalency Diploma
HVAC Heating, Ventilation, and Air Conditioning
HUD Housing and Urban Development
ICD International Classification of Diseases
ICFMR Intensive Care Facilities for Mentally Retarded
IDP Intoxicated Driver Program
IM Income Maintenance
IPAWS Integrated Public Alert and Warning System
IT Information Technology
JABG Juvenile Accountability Block Grant
LEPC Local Emergency Planning Committee
LIHEAP Low Income Home Energy Assistance Program
LIS Land Information System
LSS Lutheran Social Services
MA Medical Assistance
MCH Maternal and Child Health
MCO Manage Care Organization
MHC Mental Health Center
ML Moraine Lakes Consortium
MRF Materials Recycling Fund
MSL Medical Support Liability
MSO Management of Services Organization
NAMI National Alliance on Mental Illness
NFPA National Fire Protection Association
NIMS National Incident Management System
NOS Not Otherwise Specified
NSIP Nutrition Services Incentive Program
NSP Neighborhood Stabilization Program
OAR Operating After Revocation
OWI Operating While Intoxicated
PCI Pavement Condition Index
PH Public Health
PIR Project Improvement Resources
PNCC Prenatal Care Coordination Program
POS Point of Service
POWTS Private On-site Waste Treatment Systems
PSAP Public Safety Answering Point
PSSF Promoting Safe and Stable Family
REI Recycling Efficiency Initiative
RFP Request for Proposal
RMA Routine Maintenance Agreement
ROI Return on Investment
SBA Small Business Administration
SDWA Safe Drinking Water Act
SED Seriously Emotionally Disturbed
SEFSA Schedule of Expenditure of Federal and State Awards
SEWRPC Southeastern Wisconsin Regional Planning Commission
SMSA Standard Metropolitan Statistical Area
SPD State Public Defender
SRO School Resource officer
SSI Supplemental Security Income
STD Sexually Transmitted Disease
STEM Science, Technology, Engineering, and Mathematics
SVRIS Statewide Vital Records Information System
SVRS Statewide Voter Registration System
TAD Treatment Alternatives and Diversion Grant
TDD Telecommunication Device for the Deaf
TE Transportation Enhancement
TID Tax Incremental Financing District
TNR True Non-Resident
TPA third-party administrator
TPR Termination of Parental Rights
TSSU Treatment and Support Services Unit
UPS Uninterruptible Power Supply
USDA United States Department of Agriculture
UW-EXT University of Wisconsin Extension Office
UWW University of Wisconsin-Waukesha
VA Veterans Administration
VAWA Violence Against Women Act
VOIP Voice Over Internet Protocol
VOCA Victims of Crime Act
WCC Waukesha Communications Center
WCEDC Waukesha County Economic Development Corporation
WCFLS Waukesha County Federated Library System
WCHS Waukesha County Historical Society
WCNC Waukesha County Nutrition Coalition
WCS Wisconsin Correctional Service
WCTC Waukesha County Technical College
WIC Women, Infant and Child
WICAMS Wisconsin Credentialing and Asset Management System
WIDOT Wisconsin Department of Transportation
WiSACWIS Wisconsin Statewide Automated Child Welfare Information System
WIMCR Wisconsin Medicaid Cost Report
WITS Wisconsin Incident Tracking System
WMMIC Wisconsin Municipal Mutual Insurance Company
WNEP Wisconsin Education Nutrition Program
WPS Wisconsin Physicians Services
WRS Wisconsin Retirement System
WWBIC Wisconsin Women's Business Initiative Center
YE Year End

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Waukesha
COUNTY
DEPARTMENT OF ADMINISTRATION

Norman A. Cummings, Director
Waukesha County Department of Administration

Department of Administration – Budget Division:
Linda G. Witkowski, Budget Manager
William P. Duckwitz, Budget Management Specialist
Clara L. Daniels, Senior Financial Budget Analyst
Steven E. Trimborn, Senior Financial Budget Analyst
Mark R. Yatchak, Senior Financial Analyst
Alex J. Klosterman, Budget Intern

WAUKESHA COUNTY
Department Heads

	Administration	Norman A. Cummings
*	Deputy Chief Judge	Jennifer R. Dorow
*	Clerk of Courts	Kathleen A. Madden
	Corporation Counsel	Erik G. Weidig
*	County Board Chairperson	Paul L. Decker
*	County Clerk	Kathleen O. Novack
*	County Executive	Paul Farrow
*	District Attorney	Susan L. Opper
	Emergency Preparedness	Gary Bell
	Federated Library	Connie Meyer
	Health & Human Services	Antwayne Robertson
	Medical Examiner	Lynda M. Biedrzycki
	Parks & Land Use	Dale R. Shaver
	Public Works	Allison M. Bussler
*	Register of Deeds	James R. Behrend
*	Sheriff	Eric J. Severson
*	Treasurer	Pamela F. Reeves
	University of Wisconsin-Extension	Jerry Braatz

* Elected Position