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PARKS, ENVIRONMENT, EDUCATION AND LAND USE

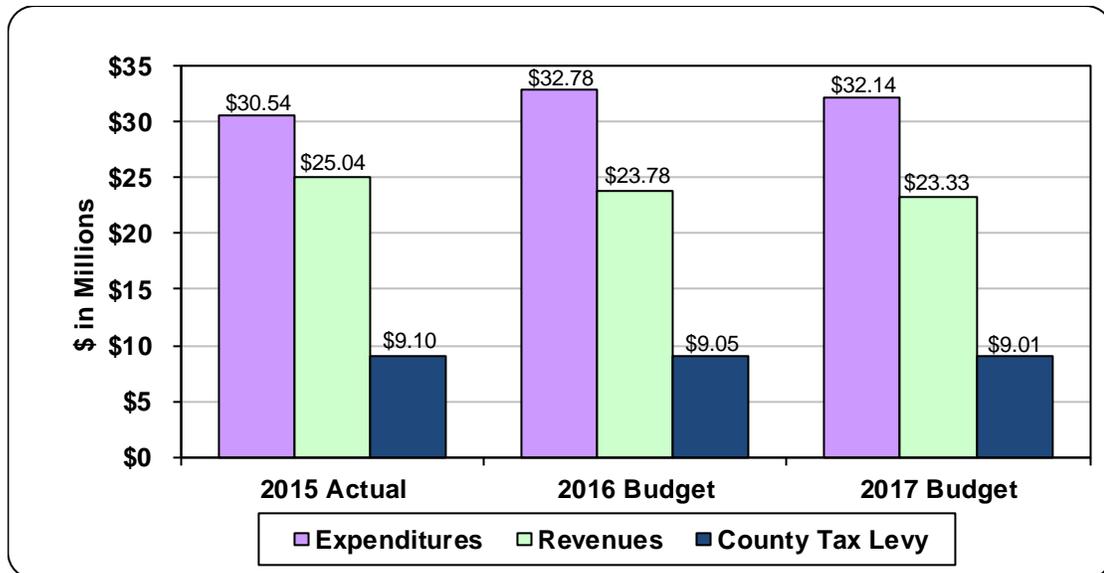
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PARKS, ENVIRONMENT, EDUCATION AND LAND USE

Functional Area Budget Highlights

The Parks, Environment, Education and Land Use functional area provides informational, cultural, and recreational services to County residents and provides for the preservation of natural resources, as well. Agency budgets consist of a combination of General Fund, Special Revenue, and Enterprise fund types. The **Register of Deeds** Office, which operates under the state statutory responsibility of an elected official, handles legal documents pertaining to Real Estate and Vital Statistics. The **University of Wisconsin-Extension Office** offers educational programs in a variety of areas including agriculture, horticulture, family living, economic and youth development. The **Federated Library System**, which levies a special County Library Tax assessed to non-library communities for their use of member libraries, and is partially supported through state and federal grants, coordinates activities for 16 Waukesha County member libraries, as well as 8 Jefferson County libraries, 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		2017 Budget	Change from 2016 Adopted Budget	
		Adopted Budget	2016 Estimate		\$	%
* 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 not 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.

PARKS, ENVIRONMENT, EDUCATION AND LAND USE

Functional Area Budget Highlights

- **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, ENVIRONMENT, EDUCATION AND LAND USE

Functional Area Budget Highlights

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

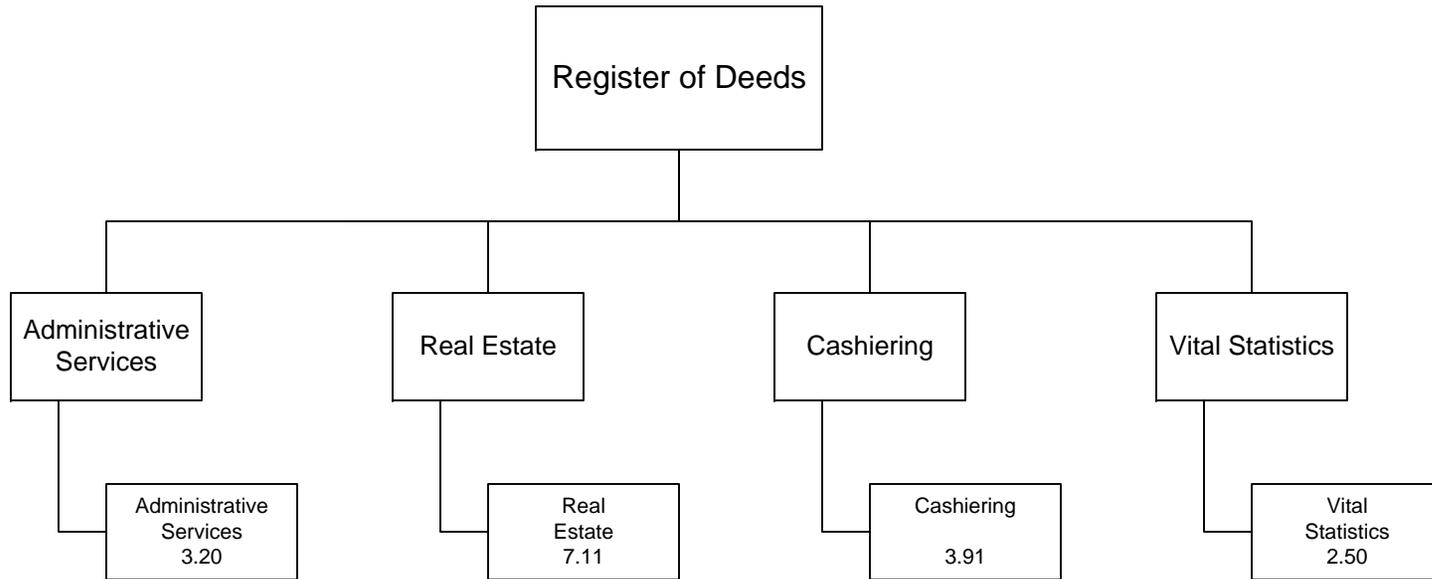
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Register of Deeds

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.



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	2016	2016	2017	Change From 2016	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
Revenues						
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$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
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- (a) Revenues in excess of expenditures are used to offset Tax Levy funding required for other County general fund operations.
- (b) Fund balance was added in the 2015 budget to offset the loss of redaction fee revenue.

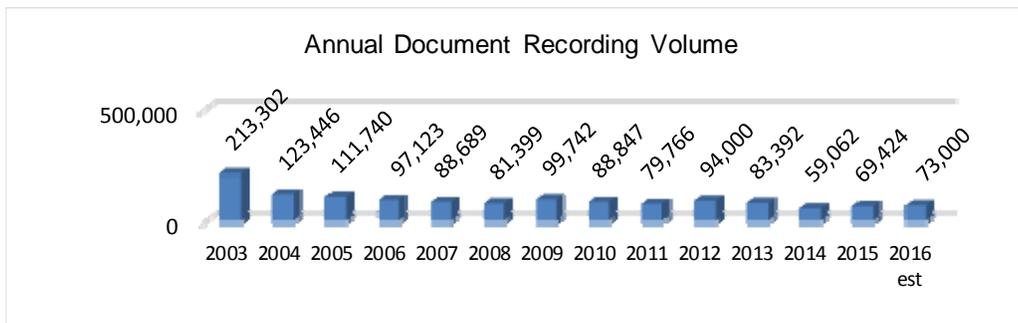


Program Highlights

Charges for services decrease by 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.

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.

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



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

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.



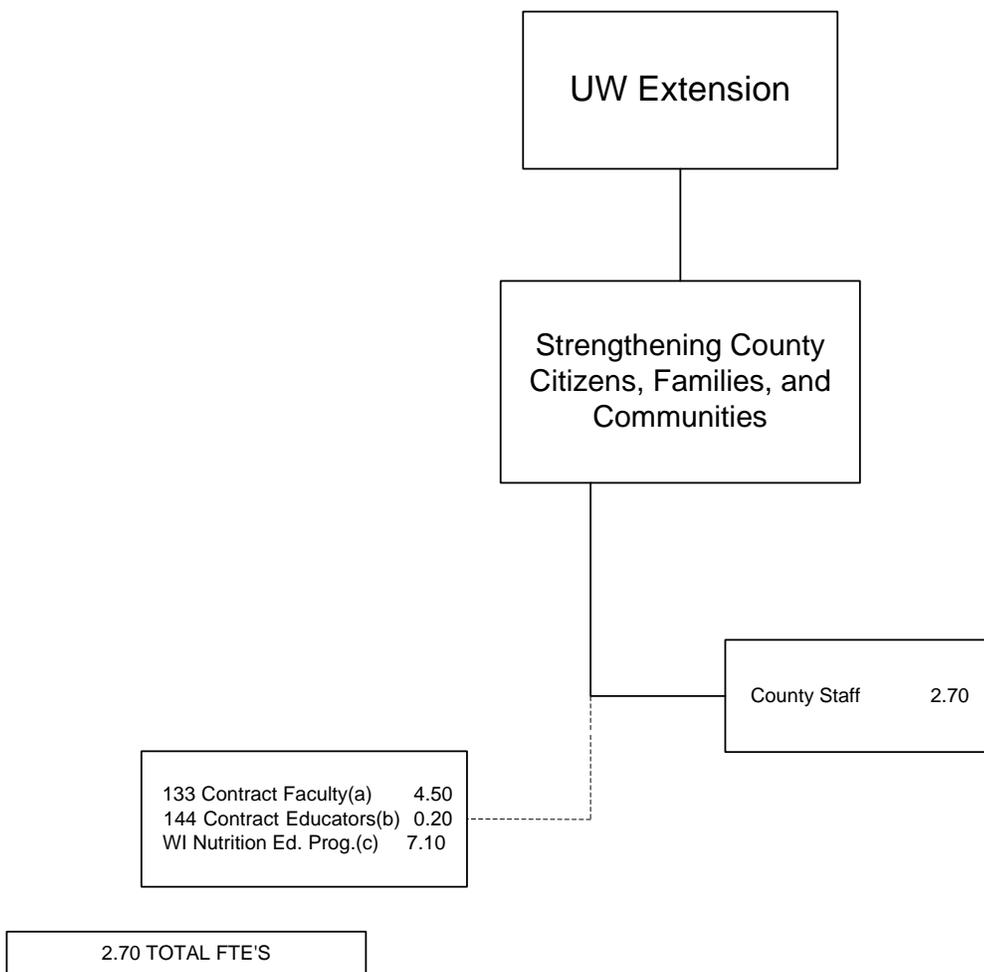
Activity	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Number of Certified Copies Issued					
Birth	9,072	8,500	9,702	8,500	0
Death	39,833	39,000	39,500	39,000	0
Marriage*	7,726	6,000	5,600	6,000	0
Domestic Partnership	6	6	6	6	0

* 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.



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	2016	2016	2017	Change From 2016	
	Actual	Adopted Budget	Estimate	Budget	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.

 Strengthening County Citizens, Families & Communities

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

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

General Fund

UW Extension

Outcomes/Objectives

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

General Fund

UW Extension

Grant Funding

Grant Funding

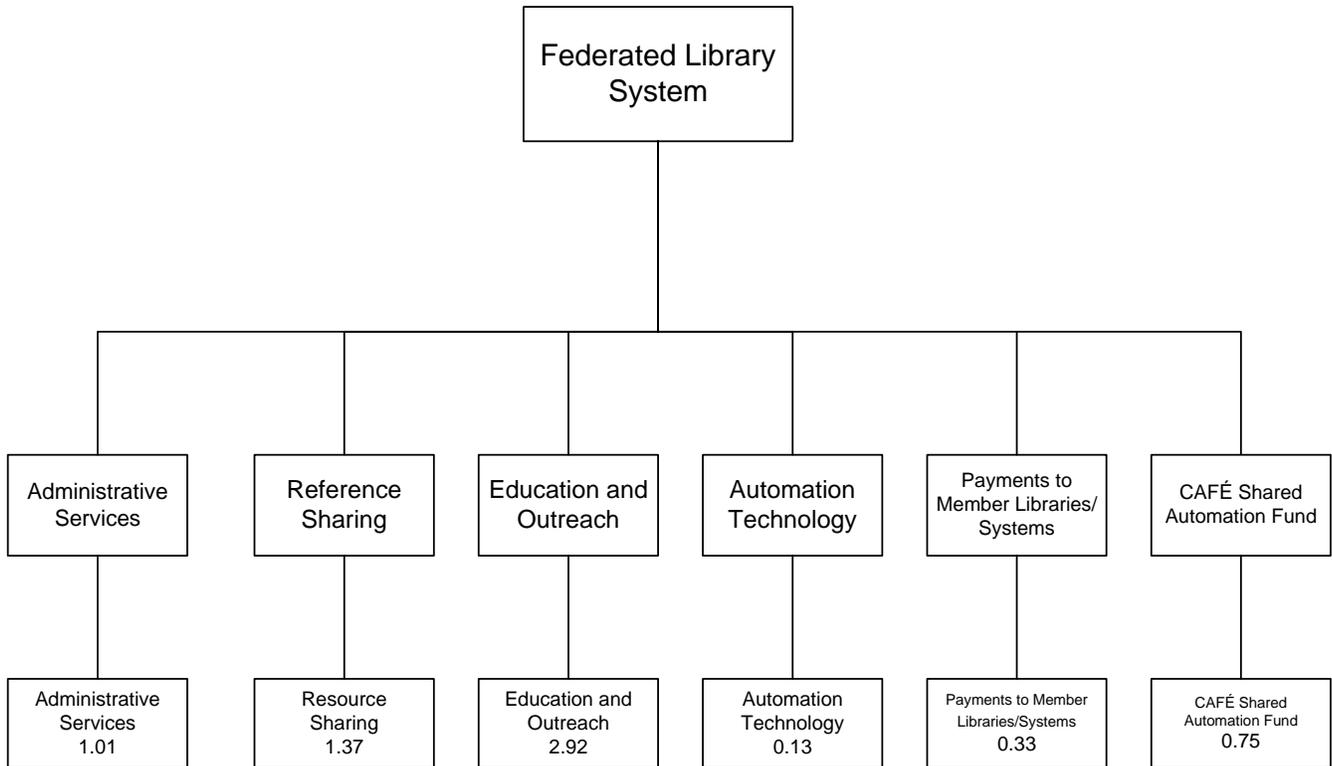
Grant Title	Funding Source	Funding Administration	2015 Actual Award	2016 Budgeted Award	2016 Estimated Award	2017 Budget
CDBG Haertel Field Revitalization (NRSA)	CDBG	County	\$0	\$0	\$15,000	\$0
Sussex Community Development	Sussex	Village of Sussex	\$5,000	\$5,000	\$5,000	\$5,000
Sober Truth on Preventing 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		2017 Budget	Change From 2016 Adopted Budget	
		Adopted Budget	2016 Estimate		\$	%
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.



Fund Purpose

This fund is for the special levy that charges residents that live in non-library (True Non-Resident – TNR) communities for borrowing privileges at any of the sixteen public libraries in the County as well as libraries in adjacent counties. The County levies the library tax only on the Waukesha County communities that do not have public libraries. The communities with libraries tax their own citizens for library service and exempt themselves from the county library tax. As a result, there is no double taxation and all residents pay their fair share to support libraries.

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

Financial Summary	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 Borrowing 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%



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	2016	2016	2017	Change From 2016	
	Actual	Adopted Budget	Estimate	Budget	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	2016	2016	2017	Change From 2016	
	Actual	Adopted Budget	Estimate	Budget	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)	



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.

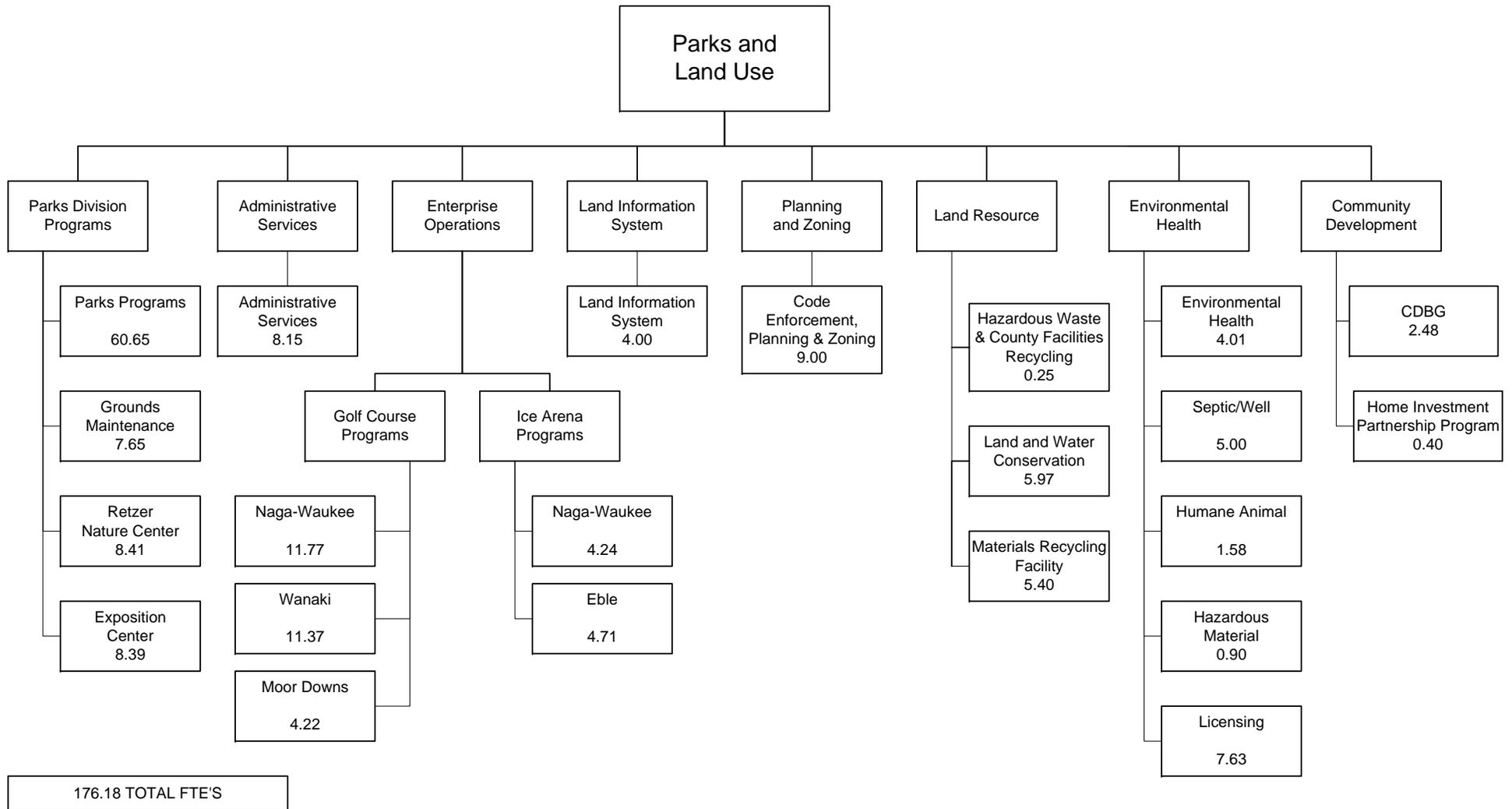
Operating Expenses are budgeted to increase by approximately \$31,100 largely due to an increase in CAFÉ system license and support costs of \$13,700 partially due to new annual license fees charged to Jefferson County libraries as part of their integration into the CAFÉ system. Additionally, an increase 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.

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.



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	2016				Change From 2016 Adopted Budget
	2015 Actual	Adopted Budget	2016 Estimate	2017 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
Hazardous Waste & County Facilities Recycling	0.25	0.25	0.25	0.25	0.00
Regular Positions	0.25	0.25	0.25	0.25	0.00
Extra Help/Overtime	-	-	-	-	0.00
Administrative Services	8.39	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	2016	2016	2017	Change From 2016	
	Actual	Adopted Budget	Estimate	Budget	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	2016	2016	2017	Change From 2016	
	Actual	Adopted Budget	Estimate	Budget	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.

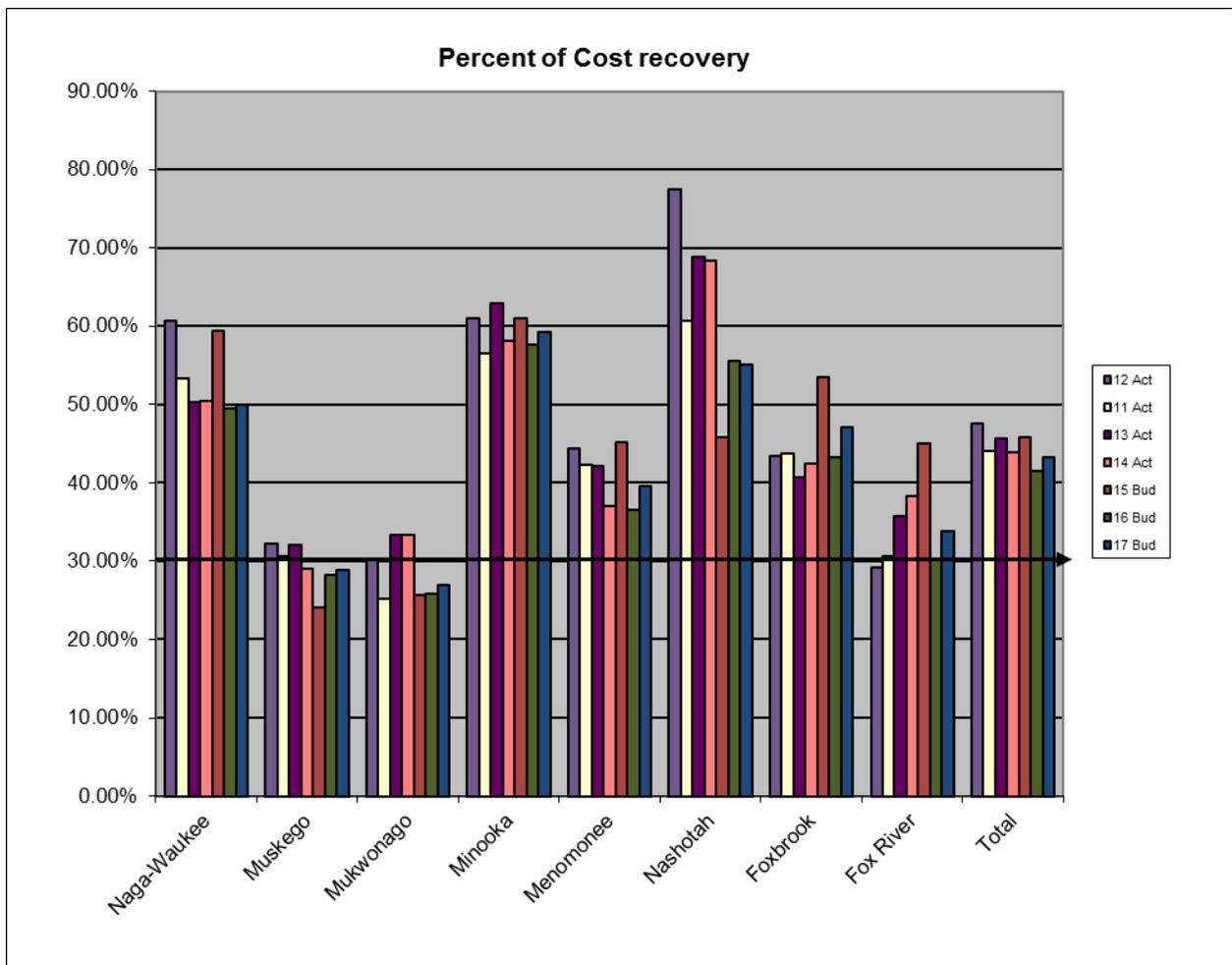
Personnel costs decrease \$94,800 or approximately 2.9% to \$3,189,321 and include the cost to continue of existing staffing levels, as well as extra help hourly rates being increased to help maintain competitive wages, which is more than offset by a slight reduction in extra help hours of 0.70 FTE, 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
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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:

Benchmark Goal	2015 Actual	2016 Target	2016 Estimate	2017 Target
% of rezones consistent with development plan	100%	100%	100%	100%
Zoning actions consistent with Primary Environmental Corridor standards	100%	100%	100%	100%
Zoning actions consistent with Floodland protection standards	100%	100%	100%	100%
Zoning actions consistent with Park and Open Space Plan goals	100%	100%	100%	100%

Planning & Zoning, Enforcement (continued)

	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.

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



	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
# of Inspections/Consultations Performed					
# 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					
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
<u>Number of Septic Permits Issued</u>					
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.

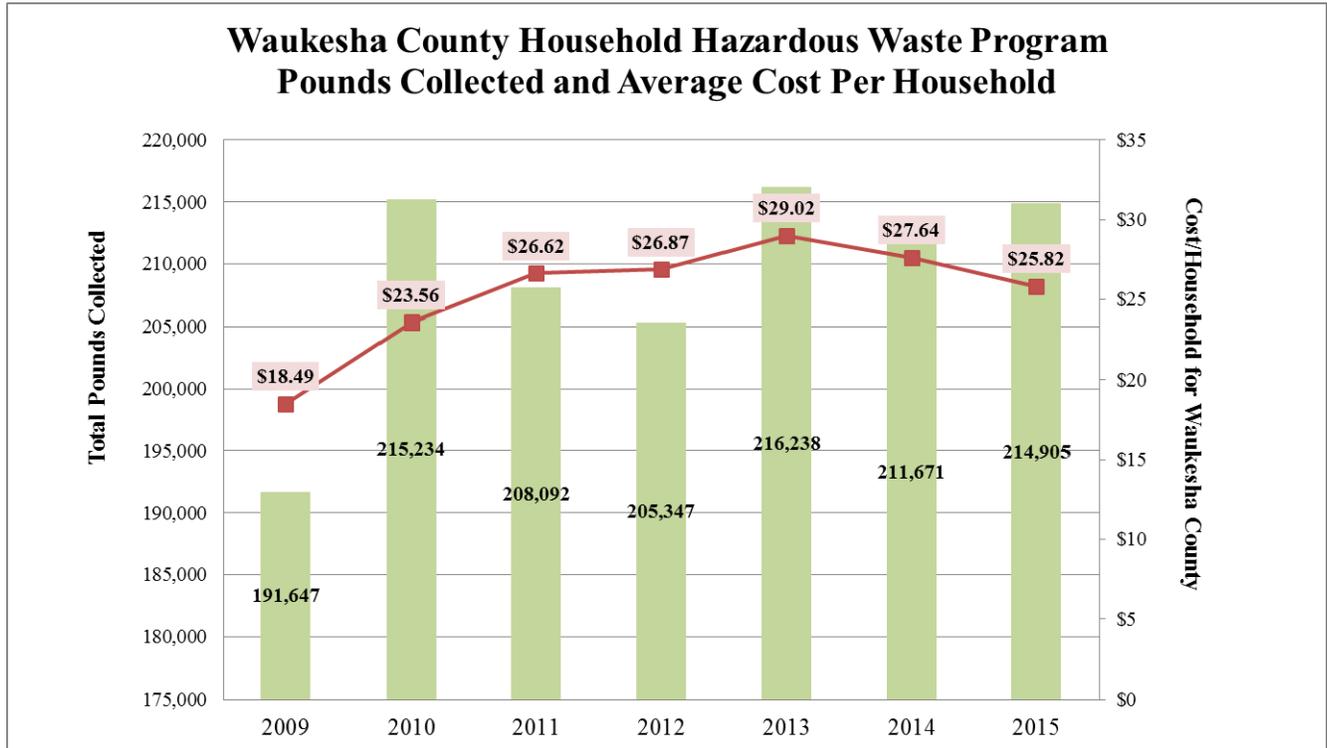
Other revenues include \$244,000 from landfill siting agreement, the Emerald Park Landfill operator (Advanced Disposal Services) pays the County \$156,000 on an annual basis to have county staff administer all of the HHW program activities and \$4,000 from sale of merchandise revenue.

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.



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

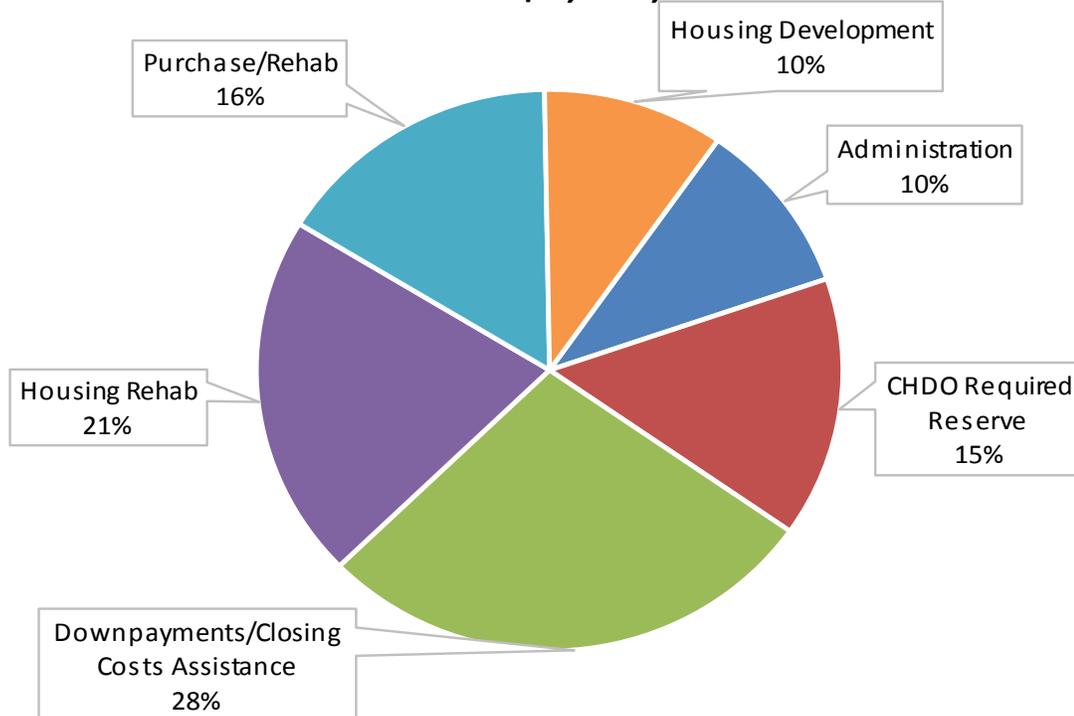
Activity #1: To provide services that improve affordable housing opportunities for low- and moderate- income households in the County. (HOME)

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	2016	2016	2017	Change From 2016	
	Actual	Adopted Budget	Estimate	Budget	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	2016	2016	2017	Change From 2016	
	Actual	Adopted Budget	Estimate	Budget	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.

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

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



Ice Arenas Fund

Parks & Land Use

Fund Purpose

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

Financial Summary	2015	2016	2016	2017	Change From 2016	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
Revenues						
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$1,029,811	\$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	2016	2016	2017	Change From 2016	
	Actual	Adopted Budget	Estimate	Budget	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		2017 Budget	Change From 2016 Adopted Budget	
		Adopted Budget	2016 Estimate		\$	%
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

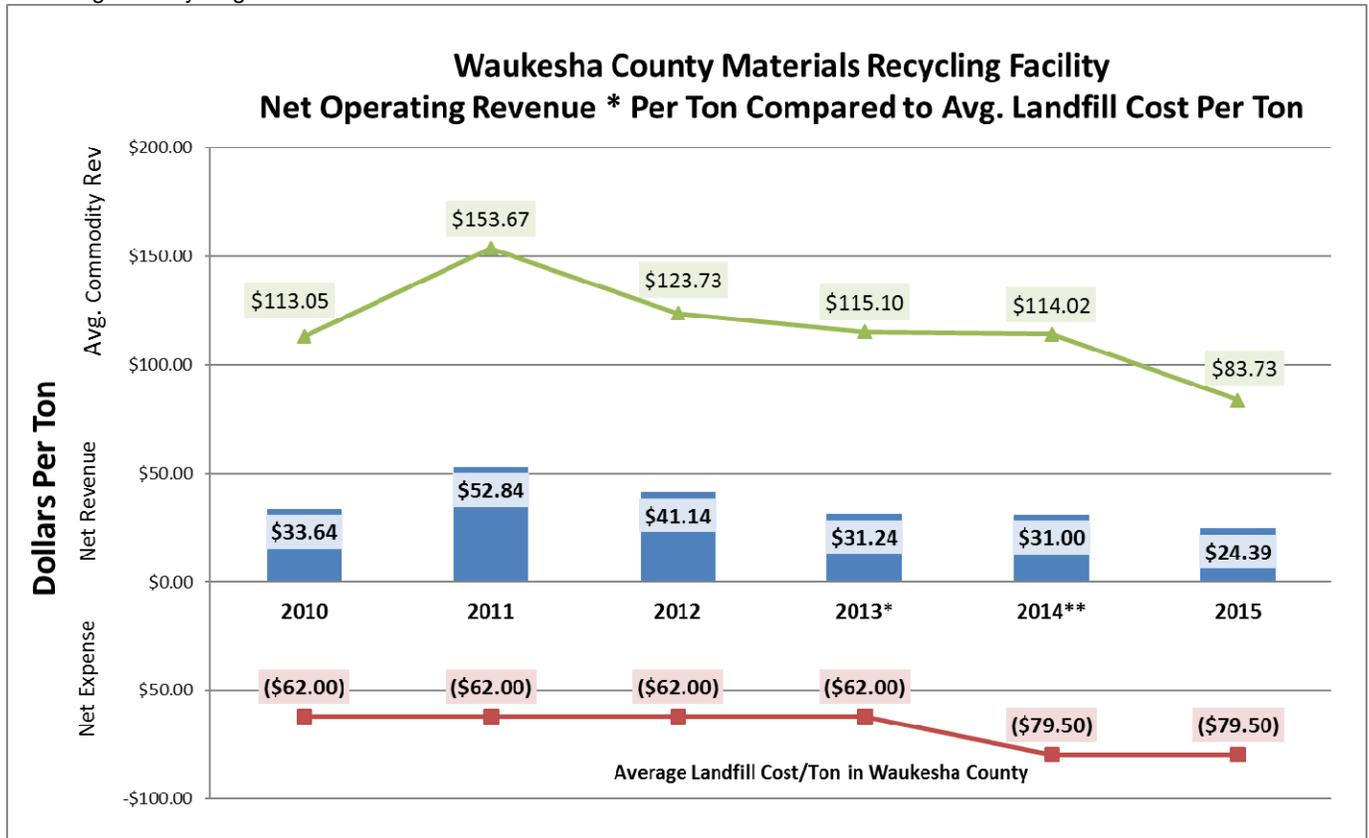
1 Objective: Maximize recycling rates and net revenues through a joint single stream Material Recovery Facility (MRF) with the City of Milwaukee. (Strategic Objective 3.3)

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.

