

WAUKESHA COUNTY

2021 ADOPTED BUDGET BOOK



WAUKESHA, WISCONSIN

Waukesha County Executive

Paul Farrow

(Term Expires April 2023)

Board of Supervisors

(Terms Expire April 2022)

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About the cover:

Sunset at Waukesha County Park System’s Retzer Nature Center. The property was donated to the County in 1973 by Florence Retzer so it could be preserved and enjoyed by future generations. The nature center grounds now total 477 acres. There are over 5 miles of trails throughout a variety of restored ecosystems, such as prairies, pine plantations, oak savanna, fen, pond, stream and gardens. The Environmental Learning Center building houses interactive exhibits and displays on ecology, wildlife, land management, recycling, waste reduction, water conservation and more. The School District of Waukesha's Horwitz - DeRemer Planetarium is also housed in the building.

Cover photo by:

Andrew Thelke, Director of Administration

Composition and Layout by:

Nicole Armendariz, Press Secretary/PIO to the County Executive

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

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Waukesha County

Office of the County Executive

To: Honorable County Board Members
From: Paul Farrow, County Executive
Date: December 11, 2020

Dear Honorable County Board Supervisors:

The 2021 Adopted Waukesha County Budget reflects the dedication of a team committed to serving Waukesha County residents. This year is exceptional because it also demonstrates how sound fiscal planning has positioned the County to weather one of the most challenging times in recent memory due to the COVID-19 pandemic. The budget leverages collaborative partnerships, while focusing on stable funding sources and strong management practices that prioritize planning, monitoring and fiscal prudence. These efforts will help us maintain a strong fiscal position.

This budget advances Waukesha County's proactive approach to mitigating the COVID-19 pandemic through strategic use of federal funds. Other public health and safety improvements will focus on long-term investments to make neighborhoods safer, ensure access to reliable infrastructure, and improve economic development in our communities while keeping taxes low. Once again, this budget is under the conservative state revenue cap. The 2021 Budget is a product of the collaborative work ethic of Waukesha County Board members, who demonstrate each year their dedication to taxpayers.

The 2021 County general property tax levy totals \$107.8 million, an increase of 1.52% or \$1,610,912. The increase includes a portion of unused prior-year levy capacity and a net new construction growth rate of 1.64% as compared to 1.47% in the prior year. This growth in levy is against an equalized property tax base of \$61.1 billion, which experienced a 4.75% increase. Once again, we are holding tax levy growth below statutory limits to minimize impacts to homeowners and businesses in order to sustain services required in a growing county with increased development and a growing population.

The Justice and Law Enforcement program areas remain a priority requiring increased tax levy of \$931,000 or more than half of new tax levy.

- The Sheriff's Department tax levy will increase \$600,000, including the phasing in of tax levy support for another correctional officer, the last of three permanent positions as part of a three-year plan to prepare for new Courthouse Tower operations in 2021. Sheriff equipment needs for both jail and non-corrections equipment replacement plans are funded at \$380,600 in 2021.
- Emergency Preparedness includes a tax levy increase of \$100,000, helping cover the costs of existing staff and the phasing in new software charges related to the replacement of dispatch consoles.
- A tax levy increase of \$162,000 will fund the cost to continue for Courts and the District Attorney and help offset revenues that have minimal growth or are decreasing. Non-levy revenues in the Courts budget decrease \$125,900 or 2.9%, partly due to lower trends in fine and forfeiture revenues and decreasing investment income.

SERVICE LEVEL ADJUSTMENTS

The 2021 budget includes changes in service levels in several areas.

- The Department of Emergency Preparedness is budgeting \$203,800 for an upgrade to its 911 dispatch network (Next Generation, or NG911). The upgrade will help create a faster, more resilient network

and will improve the ability to help manage call overload, natural disasters, and transferring of 911 calls based on location tracking. This project is funded mostly with \$122,300 of federal grant revenues.

- The Department of Health and Human Services anticipates receiving an additional \$925,500 of funding as part of an ongoing effort to eliminate the wait list for the Children with Long-Term Support (CLTS) needs program. This funding will cover case management and contracted support services to help ensure children with severe and chronic disabilities can remain safely at home. Similarly, the budget includes an increase of \$155,000 in Children’s Community Option Program funding to further supplement the needs of CLTS clients.
- The budget incorporates additional state revenues that were received during 2020 for Children and Family Services. The additional revenues of \$772,000 funds county staff and contracted resources to support services for child protective and juvenile justice cases.
- Ownership of Wanaki Golf Course will transfer from the County to a private operator following the 2020 golf season, and results in a reduction of revenues and budgeted fund balance by \$1.4 million and expenditures by \$1.3 million. The sale of Wanaki Golf Course represents a solution reached by stakeholders to continue golf operations at the course while allowing the county to focus efforts on sustaining operations at the remaining two County-run golf courses (Naga-Waukee and Moor Downs).

INVESTING IN INFRASTRUCTURE

The 2021 Capital budget, with total expenditures of \$19.2 million decreases by \$8.6 million from the 2020 budget as major construction for the first phase of a two-phase project to modernize the courthouse nears completion. In order to perform the necessary upgrades to the existing courthouse, the new court tower must first be built, to allow portions of the current courthouse to be vacated. Completion of the new 62,000 square foot, four-story, eight-courtroom tower is anticipated in June 2021 with \$1.6 million of funding to finish the project. The initial budget and concept for phase two, renovation of the existing courthouse, begins in 2021 with \$1.2 million (major construction planned for 2023-2026).

The 2021 capital budget also includes \$4.9 million to complete the expansion of three miles of CTH M (North Avenue) from two to four lanes to accommodate traffic volumes in this priority corridor. Another \$4.7 million is budgeted to maintain existing infrastructure through the County’s Highway Repaving Program. In the Parks and Land Use area, the budget includes \$1.9 million to build a 3.5-mile multi-use trail from the City of Pewaukee to the City of Brookfield.

ACKNOWLEDGEMENTS

I would like to thank the Waukesha County staff that helped prepare the 2021 Waukesha County Budget and the County Board Supervisors who worked hard to deliver a budget that will continue our commitment to the taxpayers of Waukesha County to remain a low-tax leader.

Sincerely,



PAUL FARROW
County Executive



Waukesha County

Department of Administration

December 11, 2020

Dear Honorable County Board Supervisors:

The 2021 Adopted County Budget meets the needs of a growing county while keeping taxes low. This is accomplished through the County's commitment to continuous improvement, strategic planning and adherence to sound fiscal management policy. The budget innovates, supports collaboration and makes investments to support growth and provide high quality services.

COUNTY EXPENDITURES AND REVENUES

Proposed expenditures in the budget total \$314.1 million, a decrease of \$6.2 million from the prior year. Operating budget expenditures increase \$2.4 million or 0.8%. Capital project expenditures decrease \$8.6 million for a total capital budget of \$19.2 million. The capital budget decreases as the first phase of a two-phase project to modernize the courthouse nears completion, with construction spending for this project decreasing \$12.1 million. This is partially offset by an increase in highway project funding of \$1.7 million, including finishing the reconstruction and widening of about three miles of CTH M (North Avenue) and additional repaving funding. Capital improvement funding for Parks and Land Use projects increases \$1.3 million and includes the construction of new multi-use trail between the City of Pewaukee and City of Brookfield.

This budget continues careful management of personnel with cost increases of 3.1% for 2021. After a net decrease in budgeted positions of 0.11 (full-time equivalent) FTEs, the number of positions per 1,000 residents are expected to remain at 3.4 employees, unchanged from 2020. The change for 2021 includes 13.5 new positions, offset by 6.60 position abolishments and 11.62 unfunded positions. In addition, 5.0 positions were created in 2020 after the budget was adopted, including 3.0 positions in Health and Human Services, funded with increased state Children and Family Services revenues, and 2.0 positions in the Sheriff's Department under a contract with the City of Pewaukee. Three temporary correctional officer positions will sunset mid-year 2021 when the Courthouse Tower project is completed, resulting in a partial-year decrease of 1.5 FTE. All other position funding changes result in a net increase of 1.11 FTE. County departments have worked diligently to review and adjust positions to meet service demand, use technology in innovative ways, and seek collaboration.

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The 2021 budget includes changes in key revenue sources.

- Reflecting recent favorable trends in real estate market activity and valuation, real estate transfer fee revenues in the Register of Deeds Office increases \$90,000. Also, increasing online requests for records and data access generates an additional \$45,400 of revenue.
- Investment income is budgeted to decrease \$500,000 in 2021 based on interest rate reductions instituted by the Federal Reserve at the outset of the COVID-19 pandemic. This temporary revenue reduction is offset with \$500,000 of General Fund balance in 2021.
- Additional grant funding for the Criminal Justice Collaborating Council (CJCC) include \$98,600 for continuation of the Pretrial Pilot program, to implement the Public Safety Assessment tool to assist court commissioners in making more informed, risk-based release and detention decisions for pretrial defendants. The budget also continues the Drug Court program. The Wisconsin Department of Corrections will continue funding the program through 2021 with \$192,700 after funding from the federal Substance Abuse and Mental Health Service Administration (SAMSHA) ends in the third quarter of 2020.
- The budget includes \$1.4 million of federal funding for contact tracing, disease investigation, and other support for the COVID-19 pandemic response. This includes \$1.3 million of U.S. Centers for Disease Control and Prevention funding and \$125,000 of Coronavirus Aid, Relief and Economic Security (CARES) Act funding.

PROJECT FUNDING AND DEBT MANAGEMENT

The County values strategic, long-range capital planning, budgeting and debt management policies and practices.

Property tax levy support for the capital budget increases \$160,000 to \$1.5 million. The tax levy and the use of governmental fund balance of \$474,000 and other revenues of \$1.6 million maintains the County's "down payment" at 23% of net capital expenditures, above the target policy of 20%.

Borrowed funds are budgeted at \$12.0 million, a decrease of \$6 million from the 2020 budget largely due to the anticipated completion of the first phase courthouse project in June 2021. The County's 2021 debt service payment is budgeted at \$14.9, which is well within the County's key benchmark ratio of debt service expenditures to the total governmental operating expenditures of less than 10%. Maintaining debt service on borrowing at a lower level in the range of 6.0% to 7.5% assures the county will be able to maintain its infrastructure without diminishing funding needed for direct services for future generations.

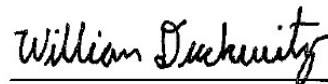
ACKNOWLEDGEMENTS

We take this opportunity to thank the County Board for their continued support and detailed review of programs and initiatives. The development of this budget reflects the tremendous dedication and hard work of department administrators and their staff in making the decisions that truly reflect the County's standards of service excellence.

Sincerely,



Andrew Thelke
Director



William Duckwitz
Budget Manager

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Quick Question?

(See page 603-604 for the Subject Index)



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

<u>CHECK IT OUT!</u>	What does the County Executive have to say about the 2021 Budget?	4
Taxes! 2021 Edition	What is the impact of the levy limit on the budget over time?	24
	How much of this budget is supported by tax levy?	25
	Which areas get the most tax dollars?	28-29
How is the County Organized?	How is the county organized?	10, 12
	What departments are in each functional area?	26-27
	Pillars? What do they have to do with organizing the county?	56
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Financial Summary	How is the county's tax levy used?	28-29
	What are the county's major expenditures?	30-38
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	Are my taxes higher or lower than other counties?	521-522
Big Projects in 2021 & Beyond!	What are the big projects this year?	471-472
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	Can we afford to do all of these projects?	462
	What areas are planning for projects over the next five years?	507
Sounds like a plan!	What factors do you consider when developing the budget?	23
	How many plans does the county have and what do they have to do with the budget?	57-58
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Fun Facts & Stats	How many municipalities does Waukesha County have?	13
	What are Waukesha County's unique economic demographics?	14
	What is the population of the county?	515
	What is the county's equalized property value by municipality?	516
	What is the levy rate history and how does it compare to the actual levy amount?	519
	Who are the department heads?	605

READER'S GUIDE

Introduction

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

Document Organization

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

The **Introduction** includes county demographics, the County Executive's Budget message, the Transmittal letter (in the Adopted Budget Book), county organizational charts, and the Community Profile.

The **Summary** provides a synopsis of the operating and capital budgets; tax levy; budget assumptions; budget summaries, highlighting major expenditures and revenues; criteria for new positions; a summary of budgeted positions; fund balance projections (in the Adopted Budget Book); fund descriptions; and functional area and appropriation unit revenue and expenditure summaries.

The **Strategic Planning and Budget Policies** section includes the County's Strategic Planning Mission Statement Vision Statement, Standards of Excellence and County-wide Pillars; County Planning Process; Financial Management Policies; Capital and Operating Budget Process; Budget Amendment Process and Financial Structure of the county.

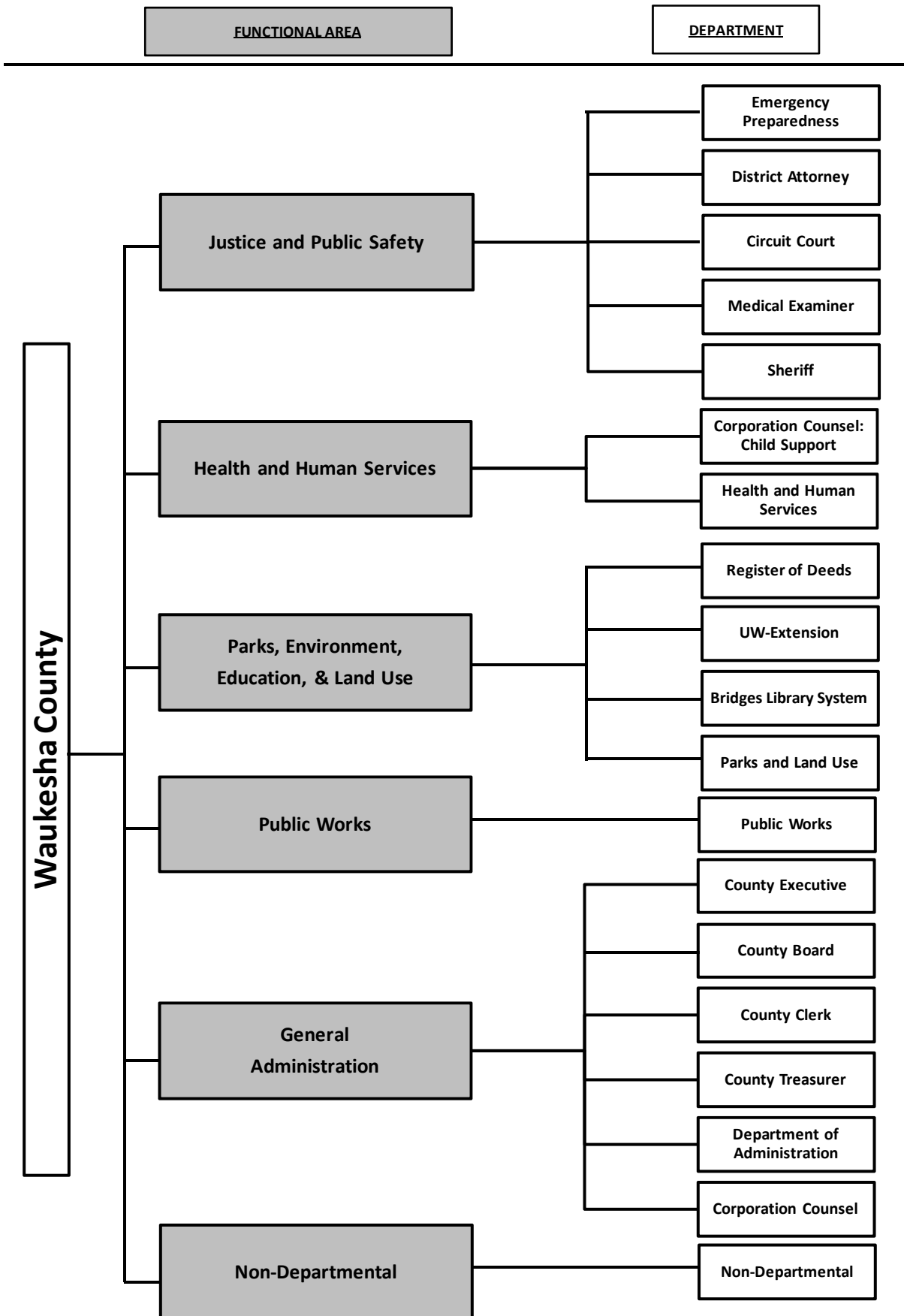
The **Operating, Debt Service, and Capital budgets** are presented within functional areas with a summary section included at the beginning of each area. Functional areas include:

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

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

Each department is introduced by a page that details the functional/program structure of that department. The summary page includes the fund type. Fund types are defined in the Glossary of Significant Terms and explained in the Fund Description pages of the Summary section and Fund Structure section of the Strategic Planning and Budget Policies section.

WAUKESHA COUNTY DEPARTMENTS BY FUNCTIONAL AREA CHART



READER'S GUIDE

Department Budget Sections

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

Department Statement of Purpose/Summary - This section includes the department's statement of purpose, summary of the department's revenues, tax levy, and expenditures. The department's revenues, expenditures, and tax levy are required by fund for the prior year actual, for the current year adopted budget, the current year estimate, and for the ensuing year budget request. This section includes the absolute dollar and percentage change by appropriation unit, from the current year adopted budget to the ensuing year budget request. Also included, is a budgeted position summary of all full-time and part-time budgeted positions for a department, and the use of overtime and temporary extra help, which are stated in full-time equivalents (FTEs) based on 2,080 hours per year.

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

Major Departmental Strategic Plan Objectives are indicated - This section identifies key budget initiatives organized under County-Wide Pillars. The five pillars are 1. Customer Service 2, Quality, 3. Team, 4. Health and Safety, and 5. Finance.

Departmental objectives (goals) – focus on areas that utilize significant budget resources.

Performance Measures - are metrics that demonstrate level of achievement over multiple years.

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

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

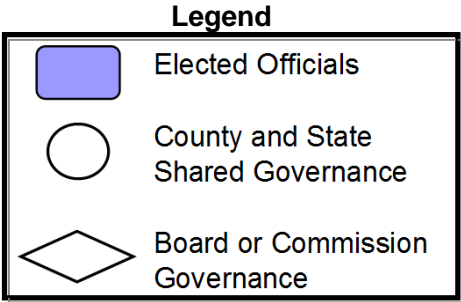
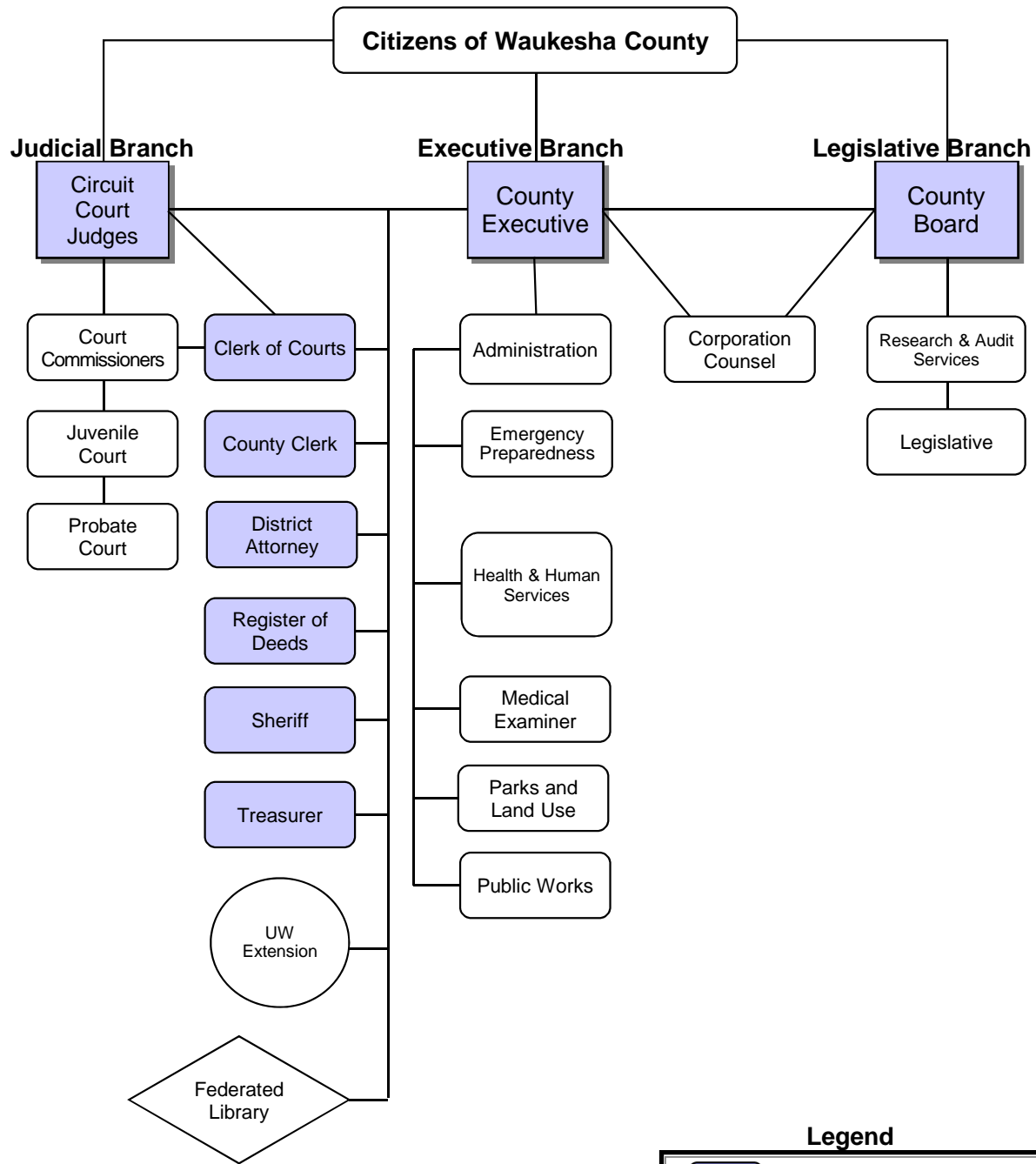
Appropriation Units - One or more expenditure accounts grouped by purpose for budgetary control, including:

1. **Personnel Costs** - Costs of all salary and non-salary compensation incurred in accordance with county policy. This includes wages, longevity, temporary extra help, and overtime compensation paid to county employees. This also includes compensation for sick leave, holiday, vacation, education leaves, and uniform allowances. Major employee benefits include the Wisconsin Retirement System pension, Social Security contributions, and health, dental, life, and long-term disability insurance.
2. **Operating Expenses** - Costs of all utilities, materials, supplies, travel, training, and contract services and other expenses necessary for the operation of a department. This also includes costs of all services purchased from outside vendors.
3. **Interdepartmental Charges** - Costs of all labor, materials, supplies, or services purchased by one county department from another county department (mainly provided by Internal Service funds).
4. **Fixed Assets/Improvements** - Costs of all equipment items (more than \$5,000) purchased by departments. This category includes capital outlay, small office equipment items, large automotive equipment items, and major grounds and building maintenance projects. However, it excludes capital projects as defined by the county code.

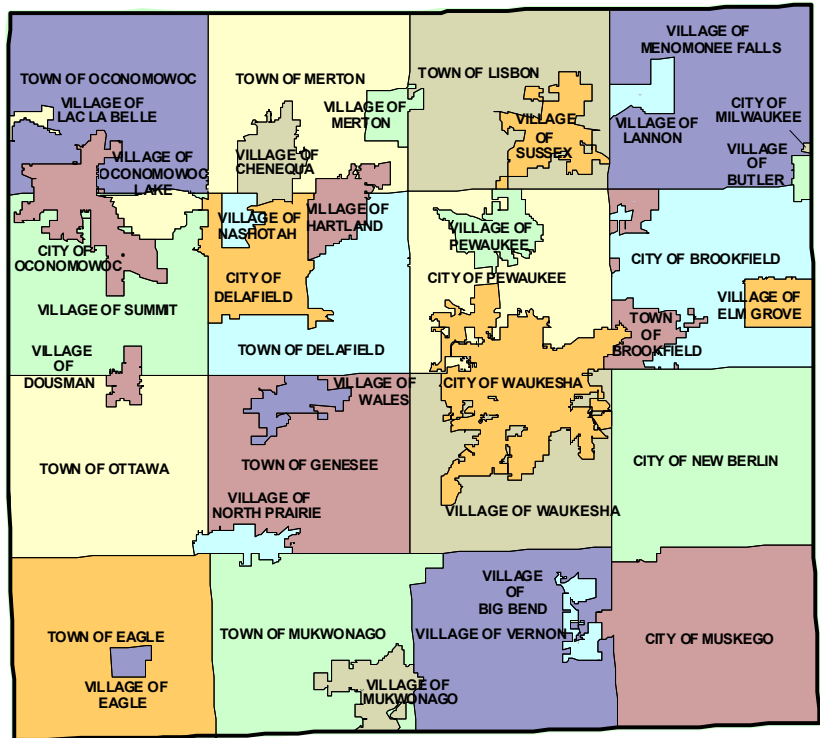
Programs - In this section, a program is defined as a major activity or expenditure area that a department budgets and accounts for in its operations. This section identifies prior year actual, current year adopted budget, current year estimate, ensuing year budget request, and the change in budgeted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

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

Waukesha County Organizational Chart



WAUKESHA COUNTY, WISCONSIN • COMMUNITY PROFILE



COUNTY POPULATION*	
As of 1/1/2020	406,785
2010 Census	389,891
*WI Department of Administration (2020), U.S. Census Bureau (2010)	

EQUALIZED PROPERTY VALUES	
Including TID	\$62,620,157,900
Excluding TID	\$61,132,610,900

BRIEF WAUKESHA COUNTY HISTORY

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

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

In April of 1991, a new form of county government was established. The first county executive was elected by the voters of Waukesha County to be responsible for the administrative functions of county government. The county board reorganized to better reflect this new form of governing. The county executive also proposes the County Budget and has the ability to veto actions of the county board, and to appoint members to advisory boards and commissions. Effective April 2008, the County Board reduced their membership from 35 to 25, but maintained the seven standing committees.

WAUKESHA COUNTY TODAY

Waukesha County is located in southeastern Wisconsin, directly west of Milwaukee County and 100 miles northwest of Chicago. Waukesha County is part of the Milwaukee Standard Metropolitan Statistical Area (SMSA) and is the third most populous county in the State. The County has the second highest median household income and per capita income and the third highest equalized property tax base in the State. The County covers 576 square miles and consists of 8 cities, 21 villages and 9 towns. The County Board is represented by 25 County Board Supervisors.

WAUKESHA COUNTY, WISCONSIN • COMMUNITY PROFILE

ECONOMIC DEMOGRAPHICS

LARGEST EMPLOYERS	
EMPLOYER	EMPLOYEES
Kohl's Department Stores	5,500
ProHealth Care	4,338
Froedtert	4,000
Quad Graphics Inc.	3,000
Advocate Aurora Healthcare	2,800
Roundy's (Kroger)	2,579
General Electric Healthcare	2,397
Target Corporation	1,830
Eaton Cooper Power Systems	1,675
Wal-Mart Corporation	1,517
Milwaukee Electric Tool/Empire Level	1,500
School District of Waukesha	1,500
Waukesha County	1,389
Elmbrook School District	1,302
Generac	1,300
BMO Harris Bank, N.A.	1,100
Waukesha County Technical College	1,100
Ascension (formerly Wheaton Franciscan)	928
United Parcel Service	873
Subtotal	40,628
% of Total Jobs	17%

* Latest annual total job estimate (2019), see table below.

Source: The 2019-2020 Business Journal Book of Lists, Infogroup (www.salesgenie.com), publically available disclosure documents available on EMMA.msrb.org, the County and employer contacts March 2020.

EMPLOYMENT BY INDUSTRY	
INDUSTRY	2019 NAICS (1)
Retail Trade, Transportation, Utilities	49,500
Manufacturing	44,015
Education and Health	42,004
Professional and Business Services	35,786
Leisure and Hospitality	21,968
Construction	17,672
Financial Activities	15,769
Other Services (2)	9,141
Public Administration	6,142
Information	4,054
Total	246,051

(1) North American Industry Classification System

Source: Wisconsin Department of Workforce

Development, Bureau of Workforce Information

(2) Includes Natural Resources.

PRINCIPAL TAXPAYERS		
TAXPAYER	2019 EQUALIZED VALUE	2018 RANK
Fiduciary Real Estate Development	\$230,410,300	N/A
The Corners of Brookfield	\$203,759,700	2
Brookfield Square	\$172,996,400	1
Wimmer Brothers	\$166,988,500	5
Individual	\$147,023,800	4
ProHealth Care	\$143,907,468	7
Kohl's Dept. Stores	\$142,661,500	3
Aurora	\$129,576,270	6
Target Corporation	\$116,691,064	8
Wal-Mart	\$100,371,200	N/A
Subtotal	\$1,554,386,202	
% Total 2019 Equalized Value*	2.6%	

*2019 total equalized value including TID of \$59,540,912,600.

Source: Waukesha County Tax System & Wisconsin Department of Revenue

See Waukesha County Comprehensive Annual

Financial Report for more detailed information

CONSTRUCTION & BUILDING PERMITS		
Year	Residential	
	Number	Value in 000's
2019	879	\$354,686
2018	1,061	\$437,265
2017	855	\$351,821
2016	953	\$365,330
2015	813	\$301,244

Source: U.S. Department of Commerce

INCOME, JOBS, AND UNEMPLOYMENT		
PER CAPITA INCOME, 2019 (1)		
Waukesha County		\$73,873
State of Wisconsin		\$53,227
United States		\$56,490
JOBS, 2019 (2)		
		246,051
UNEMPLOYMENT RATE, 2019 (3)		
		2.9%

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

(2) Wisconsin Department of Workforce Development

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

EQUALIZED PROPERTY VALUE BY CLASS * (\$000's)

Budget Year	Residential	Personal Property	Commercial	Mfg.	Agr./Forest/ Swamp/Other
2017	\$39,052,315	\$1,127,036	\$10,020,704	\$1,460,141	\$277,359
2018	\$40,728,754	\$1,169,249	\$10,483,713	\$1,493,718	\$282,698
2019**	\$42,779,364	\$808,507	\$11,140,259	\$1,513,522	\$294,986
2020	\$45,119,301	\$871,812	\$11,689,762	\$1,553,375	\$306,663
2021	\$47,857,267	\$886,813	\$11,935,477	\$1,627,680	\$312,921
% of Total	76.4%	1.4%	19.1%	2.6%	0.5%

See STATS/TRENDS Section for more detailed information

* Includes Tax Incremental District Value

**The decrease in personal property value is due to a state law that exempts machinery, tools, and patterns (not used in manufacturing) from the personal property tax, which was offset by a state personal property aid payment of about \$744,000 in 2019.

WAUKESHA COUNTY, WISCONSIN • COMMUNITY PROFILE

DEMOGRAPHICS

ELEMENTARY AND SECONDARY EDUCATION

School Districts

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

Educational Attainment: Percent High School Graduate or Higher*

Waukesha County: 96.1%
Wisconsin: 92.1%

*Source: US Census Bureau, <https://data.census.gov>, American Community Survey 5-Year Estimates, updated annually.

SCHOOL ENROLLMENT*

2019-2020 Academic Year

Public: 60,980
Private: 11,005
Home schooling: 1,309**

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

POST-SECONDARY EDUCATION

Colleges and Universities

Carroll University, City of Waukesha
Ottawa University-Milwaukee, City of Brookfield
University of Wisconsin-Milwaukee at Waukesha, City of Waukesha

Technical and Vocational Schools

Waukesha County Technical College, Village of Pewaukee campus
Sky Plaza (Pewaukee) campus
City of Waukesha campus

TRANSPORTATION

Roads

407 miles Waukesha County roads
203 miles State Highway roads (In County)

Public Transit

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

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

UTILITIES

Electric Power

WE Energies
City of Oconomowoc Electric & Gas

Telephone

AT&T/Direct TV
CenturyLink
Spectrum

Natural Gas

WE Energies
Wisconsin Gas Company

Solid Waste

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

The County oversees a privately operated Material Recycling Facility in partnership with the City of Milwaukee, with 26 Waukesha County municipalities participating.

Water

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

Sanitary Sewerage

19 sanitary sewerage systems served by 7 public wastewater treatment plants

EMERGENCY SERVICES*

Waukesha County Communications Center consolidates police, fire, and emergency dispatch for the Sheriff's Department and 31 municipalities**

*Source: State of Wisconsin, Department of Justice
**Does not include the City of Oconomowoc that only receives dispatching for fire and emergency medical service from county dispatch.

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

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

Waukesha County

Wisconsin

For the Fiscal Year Beginning

January 1, 2020

Christopher P. Morill

Executive Director

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Summary

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WAUKESHA COUNTY

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2021 Budget Assumptions

Certain broad assumptions are determined in the first two quarters of 2020 to update the 2019 projections and to establish a basic foundation for building the county's budget, as the first year in the five-year budget projections. These general assumptions provide a framework to county staff, the County Executive, and the County Board of Supervisors for setting priorities, determining service levels, and allocating limited financial resources. Some adjustments have been made from updated information available during the summer months (June-August).

The following general assumptions were used in guiding the County's 2021 Budget development:

- Overall inflation factor estimates assumed for calculating the cost to continue to provide existing county services are projected to be moderate (2.25%) in 2021. Some major exceptions include cost rate increases for health insurance (discussed below).
- Significant revenue issues linked to economic activity impact the 2021 budget
 - The investment income budget is estimated to decrease by \$500,000 to about \$2.9 million based on interest rate reductions instituted by the Federal Reserve at the outset of the COVID-19 pandemic. This temporary revenue reduction is offset with \$500,000 of General Fund balance in 2021. After decreasing revenues from penalty and interest on delinquent taxes for several years (including by \$310,000 in 2019 and by \$140,000 in 2020), the 2021 budget assumes these revenues will remain flat.
 - Reflecting recent favorable trends in real estate market activity and valuation, real estate transfer fee revenues in the Register of Deeds Office were assumed to increase \$100,000 (was increased \$90,000 in the 2021 budget). With lower interest rates spurring additional mortgage refinancing, document recording fees were conservatively assumed to remain at the 2020 budgeted level.
- Major state revenue funding areas include the following:
 - The Department of Health and Human Services received an additional \$628,000 in Community Aids funding (Basic County Allocation – BCA) for Children and Family Services during 2020, which was assumed to continue into 2021. The 2021 budget includes an updated estimate of \$772,000 of additional BCA funding.
 - General Transportation Aids were anticipated to decrease \$170,000 based on current-year allocation.
 - Most other intergovernmental revenues assumed to remain flat.
- Net personnel cost appropriations include steady modest increases in salaries along with health insurance premium charges projected to increase 8%, after being increased 5% in the 2020 budget. After several years of stable claims costs with relatively minimal cost growth, the county has experienced higher-cost individual claims in recent years that drive up claims experience and premium charges for stop loss insurance coverage. With higher claims experience continuing further into 2020, the estimated increase in health premiums was adjusted to 13%.
- Average fuel prices were originally assumed to be flat in 2021, but with continuing low prices during 2020 and U.S. Energy Information Administration forecasts projecting lower prices, the assumption was adjusted to reduce fuel prices (before mark-up) by 10% (still higher than anticipated for 2020 or 2021). This results in operating budget savings, primarily for Public Works, Parks and Land Use, and the Sheriff's Department.
- The debt service tax levy was projected to increase by \$350,000 in 2021 as part of a multi-year plan to build capacity for higher future debt service obligations resulting from the courthouse projects. However, historically low interest rates on the county's \$18 million bond issue and refinancing of 2011-2013 debt lowered the anticipated debt levy need, which increases \$58,000 for 2021.

County Board Amendments to the 2021 County Executive Proposed Budget

The County Board increased general government revenues by \$1,324,900 for a grant awarded from the U.S. Centers for Disease Control and Prevention's Epidemiology and Laboratory Capacity (ELC) for Prevention and Control of Emerging Infectious Diseases program. Grant funding can be used to reimburse the county for expenses associated with the COVID-19 prevention and response effort. This ELC grant funding is available to help continue the pandemic response in 2021.

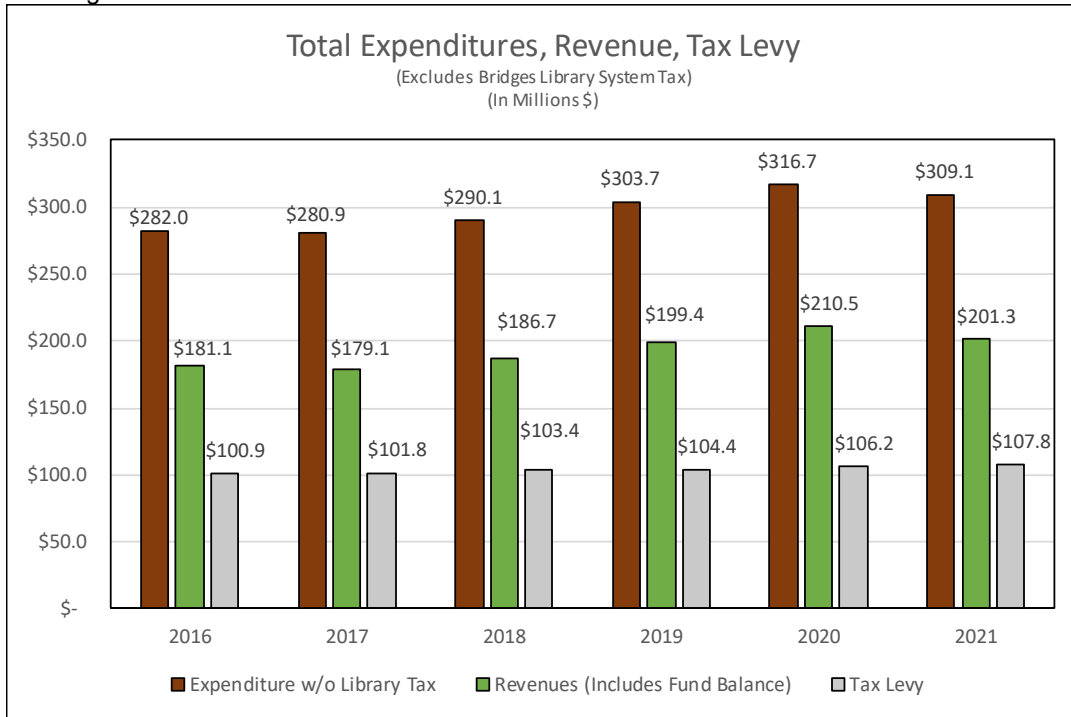
The County Board increased expenditures for additional contact tracing, disease investigation, and other support for the pandemic response, including personnel costs by \$1,162,150 for the cost of limited-term employees, and operating expenses by \$162,750 for contracted staff provided through third-party entities.

2021 General County Tax Levy Summary

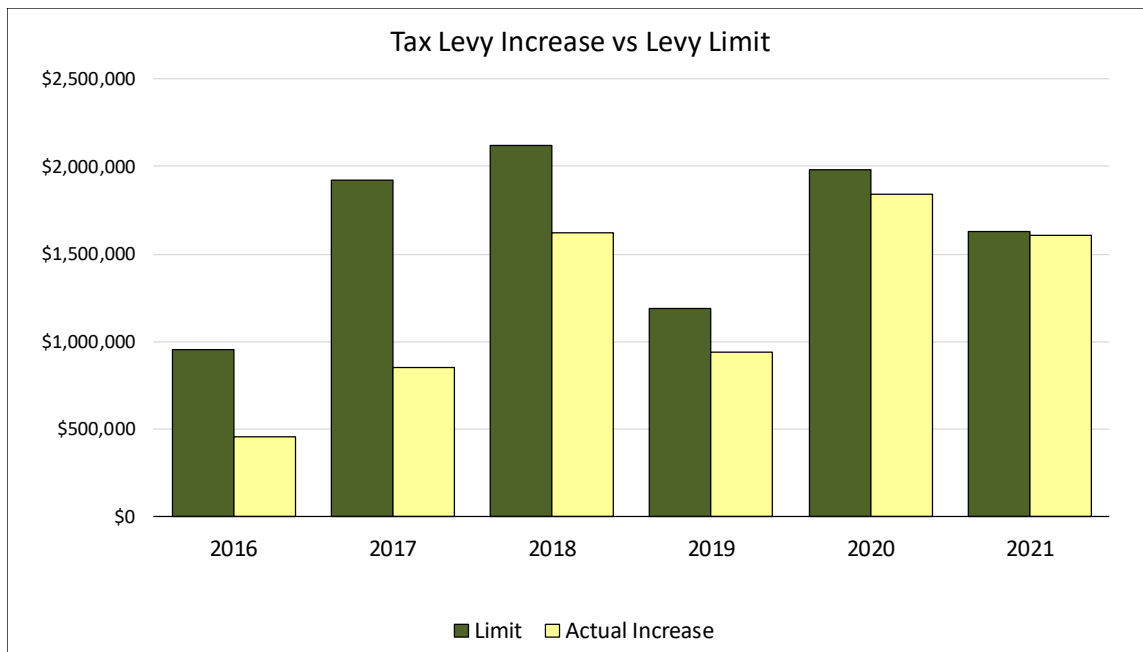
Section 66.0602 of the Wisconsin State Statutes, imposes a limit on property tax levies by cities, villages, towns, and counties. These entities cannot increase their tax levy by a percentage that exceeds their prior year change in equalized value due to net new construction plus an increment for terminated Tax Incremental Districts. The limit also includes exemptions for debt service obligations, consolidated services and unused tax levy from the prior year.

The 2021 proposed budget requires a general county tax levy of \$107,813,395, which is an increase of 1.52% or \$1,610,912.

Trends in expenditures follow available revenue associated with state program changes and/or capital project needs using bond funding.



The charts below illustrates the allowable county tax levy limit, compared to adopted/proposed increases. The allowable levy limit fluctuates from year to year, mostly due to changes in net new construction and changes in debt service payments.



2021 BUDGET SUMMARY

	2020 Adopted Budget	2021 Budget	Incr/(Decr) From 2020 Adopted Budget	
			\$	%
OPERATING BUDGETS				
Gross Expenditures	\$292,485,503	\$294,850,970	\$2,365,467	0.81%
MEMO: Less Interdept. Charges (a)	\$40,289,738	\$41,994,089	\$1,704,351	4.23%
MEMO: Net Expenditures (a)	\$252,195,765	\$252,856,881	\$661,116	0.26%
Less: Revenues (Excl. Retained Earnings)	\$173,527,531	\$174,803,379	\$1,275,848	0.74%
Less Net Appropriated Fund Balance	\$10,572,667	\$10,090,345	(\$482,322)	
TAX LEVY - OPERATING BUDGETS	\$108,385,305	\$109,957,246	\$1,571,941	1.45%
CAPITAL PROJECTS BUDGET				
Expenditures	\$27,794,700	\$19,201,900	(\$8,592,800)	-30.9%
Less: Revenues	\$22,483,873	\$17,187,356	(\$5,296,517)	-23.6%
Less: Appropriated Fund Balance	\$3,954,900	\$498,617	(\$3,456,283)	
TAX LEVY-CAPITAL PROJECTS BUDGET	\$1,355,927	\$1,515,927	\$160,000	11.8%
COUNTY TOTALS				
Expenditures (a)	\$320,280,203	\$314,052,870	(\$6,227,333)	-1.9%
Less: Revenues	\$196,011,404	\$191,990,735	(\$4,020,669)	-2.1%
Less: Appropriated Fund Balance	\$14,527,567	\$10,588,962	(\$3,938,605)	
County General Tax Levy (Excl Library)(c)	\$106,202,483	\$107,813,395	\$1,610,912	1.52%
Bridges Library System Tax Levy (b)	\$3,538,749	\$3,659,778	\$121,029	3.4%
Total County Tax Levy (c)	\$109,741,232	\$111,473,173	\$1,731,941	1.58%

- (a) 2021 operating budget net expenditures are \$252,856,881 and total County net expenditures are \$272,058,781 after eliminating interdepartmental chargeback transactions (mostly from internal service fund operations and cross charges, e.g. Sheriff Bailiff and Conveyance services), included in gross expenditures to conform with GAAP, but in effect results in double budgeting.
- (b) Special County Bridges Library System tax applied to those communities without a library.
- (c) The Tax Levy (for 2021 Budget purposes) increase is within Wisconsin's statutory limits (see Planning and Budget Policy Section).

2021 Budget Tax Levy Breakdown

(General County and Bridges Library System)

	2020 Adopted Budget	2021 Budget	Incr/(Decr) From 2020 Adopted Budget	
			\$	%
General County Tax Levy	\$106,202,483	\$107,813,395	\$1,610,912	1.52%
General County Tax Rate	\$1.8198	\$1.7636	(\$0.0562)	-3.09%
General County Equalized Value	\$58,358,920,500	\$61,132,610,900	\$2,773,690,400	4.75%
Bridges Library System Tax Levy	\$3,538,749	\$3,659,778	\$121,029	3.42%
Bridges Library System Tax Rate	\$0.2452	\$0.2389	(\$0.0063)	-2.57%
Bridges Library System Equalized Value	\$14,430,850,100	\$15,317,332,800	\$886,482,700	6.14%

2021 BUDGET SUMMARY BY FUNCTIONAL AREA BY AGENCY BY FUND

AGENCY NAME	2021 ADOPTED BUDGET				Tax Levy \$ Change '20 - '21
	EXPEND.	REVENUES	NET FUND BALANCE	TAX LEVY	
JUSTICE AND PUBLIC SAFETY					
EMERGENCY PREPAREDNESS					
General	\$7,226,536	\$569,242	\$140,000	\$6,517,294	\$100,000
Radio Services	\$1,897,602 (a)	\$2,200,221	(\$302,619)	\$0	\$0
Radio Svcs. Rtn'd. Earn.	\$0	(\$302,619)	\$302,619	\$0	\$0
Radio Svcs. Fund Bal. Appr.	\$0	(\$877,581)	\$877,581	\$0	\$0
DISTRICT ATTORNEY	\$3,166,105	\$1,122,768	\$12,000	\$2,031,337	\$75,000
CIRCUIT COURT SERVICES	\$9,900,873	\$4,263,060	\$50,000	\$5,587,813	\$87,000
MEDICAL EXAMINER	\$2,159,019	\$1,029,064	\$0	\$1,129,955	\$69,345
SHERIFF	<u>\$43,990,894</u>	<u>\$13,155,552</u>	<u>\$703,861</u>	<u>\$30,131,481</u>	<u>\$600,000</u>
Subtotal: Justice & Public Safety	\$68,341,029	\$21,159,707	\$1,783,442	\$45,397,880	\$931,345
HEALTH AND HUMAN SERVICES					
CORPORATION COUNSEL					
Child Support (General Fund)	\$2,887,355	\$2,477,541	\$0	\$409,814	\$24,079
HEALTH & HUMAN SERVICES					
Human Services (General Fund)	\$82,923,999	\$55,753,426	\$589,167	\$26,581,406	\$317,428
Aging and Disability Resource Center Contract (ADRC) Fund	<u>\$3,800,775</u>	<u>\$3,800,775</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Subtotal: Health and Human Services	\$89,612,129	\$62,031,742	\$589,167	\$26,991,220	\$341,507
PARKS, ENVIR, EDUC. & LAND USE					
REGISTER OF DEEDS	\$1,370,599	\$3,625,350	\$0	(\$2,254,751)	(\$130,000)
UW-EXTENSION: EDUCATION	\$429,483	\$76,220	\$2,500	\$350,763	\$2,000
BRIDGES LIBRARY SYSTEM					
County	\$3,659,778	\$0	\$0	\$3,659,778	\$121,029
State Aids	\$1,922,777	\$1,790,737	\$132,040	\$0	\$0
CAFÉ Shared Automation	\$464,507	\$482,505	(\$17,998)	\$0	\$0
CAFÉ Rtn'd. Earn.	\$0	(\$17,998)	\$17,998	\$0	\$0
CAFÉ Rtn'd. Fund Balance	\$0	(\$16,069)	\$16,069	\$0	\$0
PARKS & LAND USE					
General	\$13,372,933	\$6,023,923	\$150,000	\$7,199,010	\$75,000
Community Development	\$3,416,598	\$3,416,598	\$0	\$0	\$0
Workforce Innovation	\$1,457,602	\$1,457,602	\$0	\$0	\$0
Tarmann Parkland Acquisitions	\$400,000	\$0	\$400,000	\$0	\$0
Golf Courses	\$2,039,583 (a)	\$1,965,500	\$74,083	\$0	\$0
Golf Course Rtn'd. Earnings	\$0	\$74,083	(\$74,083)	\$0	\$0
Golf Course Fund Bal. Appr.	\$0	\$0	\$0	\$0	\$0
Ice Arenas	\$1,224,419 (a)	\$1,105,500	\$118,919	\$0	\$0
Ice Arenas Rtn'd. Earnings	\$0	\$118,919	(\$118,919)	\$0	\$0
Ice Arenas Fund Bal. Appr.	\$0	\$0	\$0	\$0	\$0
Material Recycling Facility	\$3,739,835 (a)	\$2,873,288	\$866,547	\$0	\$0
MRF Retained Earnings	\$0	\$866,547	(\$866,547)	\$0	\$0
MRF Fund Bal. Appr.	<u>\$0</u>	<u>(\$130,000)</u>	<u>\$130,000</u>	<u>\$0</u>	<u>\$0</u>
Subtotal: Parks, Env., Ed. & Land Use	\$33,498,114	\$23,712,705	\$830,609	\$8,954,800	\$68,029

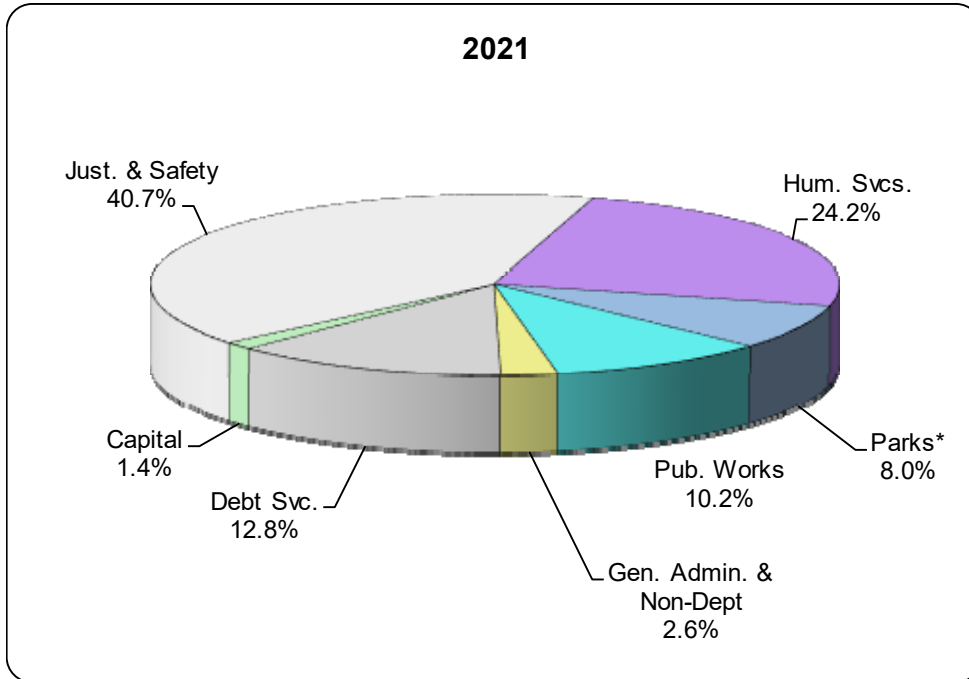
(a) Proprietary fund (Internal Service and Enterprise funds) expenditure appropriations exclude Fixed Asset and Debt Service Principal payments to conform with generally accepted accounting standards. Fixed asset purchases and Debt Service principal payments will be funded by operating revenues, tax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

2021 BUDGET SUMMARY BY FUNCTIONAL AREA BY AGENCY BY FUND

AGENCY NAME	2021 ADOPTED BUDGET				Tax Levy
	EXPEND.	REVENUES	NET FUND BALANCE	TAX LEVY	\$ Change '20 - '21
PUBLIC WORKS					
DEPARTMENT OF PUBLIC WORKS					
General	\$8,810,538	\$545,050	\$100,000	\$8,165,488	\$40,000
Transportation	\$16,960,758	\$13,589,381	\$185,000	\$3,186,377	\$50,000
Central Fleet Maintenance	\$3,800,761 (a)	\$3,836,870	(\$36,109)	\$0	\$0
Central Fleet Rtn'd. Earnings	\$0	(\$36,109)	\$36,109	\$0	\$0
Central Fleet Fund Bal. Appr.	\$0	(\$101,083)	\$101,083	\$0	\$0
Vehicle/Equipment Replacement	\$3,516,523 (a)	\$3,950,119	(\$433,596)	\$0	\$0
Veh. Replace Rtn'd. Earnings	\$0	(\$433,596)	\$433,596	\$0	\$0
Veh. Replace Fund Bal. Appr.	\$0	\$0	\$0	\$0	\$0
Airport	<u>\$1,325,120 (a)</u>	<u>\$1,105,538</u>	<u>\$219,582</u>	<u>\$0</u>	<u>\$0</u>
Subtotal: Public Works	\$34,413,700	\$22,456,170	\$605,665	\$11,351,865	\$90,000
GENERAL ADMINISTRATION					
COUNTY EXECUTIVE	\$621,865	\$0	\$0	\$621,865	\$20,000
COUNTY BOARD	\$1,040,000	\$0	\$0	\$1,040,000	(\$23,080)
COUNTY CLERK	\$604,510	\$260,700	\$0	\$343,810	\$10,000
TREASURER	\$750,596	\$5,120,446	\$660,000	(\$5,029,850)	\$20,000
ADMINISTRATION					
General	\$7,156,736	\$2,118,332	\$38,000	\$5,000,404	\$70,000
Risk Management	\$3,171,592 (a)	\$2,906,092	\$265,500	\$0	\$0
Collections	\$996,977 (a)	\$970,562	\$26,415	\$0	\$0
American Job Center	\$387,617 (a)	\$346,617	\$41,000	\$0	\$0
End User Technology	\$7,163,531 (a)	\$7,198,186	(\$34,655)	\$0	\$0
End User Technology Rtn'd. Earn.	\$0	(\$34,655)	\$34,655	\$0	\$0
End User Tech. Fund Bal. Appr.	\$0	(\$757,693)	\$757,693	\$0	\$0
CORPORATION COUNSEL					
General	<u>\$1,469,501</u>	<u>\$589,068</u>	<u>\$0</u>	<u>\$880,433</u>	<u>(\$14,079)</u>
Subtotal: General Administration	\$23,362,925	\$18,717,655	\$1,788,608	\$2,856,662	\$82,841
NON DEPARTMENTAL					
GENERAL	\$1,744,400	\$1,026,400	\$625,900	\$92,100	\$0
HEALTH & DENTAL INSURANCE	\$27,805,079 (a)	\$25,699,000	\$2,106,079	\$0	\$0
CONTINGENCY	<u>\$1,200,000</u>	<u>\$0</u>	<u>\$1,200,000</u>	<u>\$0</u>	<u>\$0</u>
Subtotal: Non-Departmental	\$30,749,479	\$26,725,400	\$3,931,979	\$92,100	\$0
DEBT SERVICE--GENERAL					
	<u>\$14,873,594</u>	<u>\$0</u>	<u>\$560,875</u>	<u>\$14,312,719</u>	<u>\$58,219</u>
Subtotal: Operating Budget	\$294,850,970	\$174,803,379	\$10,090,345	\$109,957,246	\$1,571,941
CAPITAL PROJECTS					
	<u>\$19,201,900</u>	<u>\$17,187,356</u>	<u>\$498,617</u>	<u>\$1,515,927</u>	<u>\$160,000</u>
GRAND TOTAL	<u>\$314,052,870</u>	<u>\$191,990,735</u>	<u>\$10,588,962</u>	<u>\$111,473,173</u>	<u>\$1,731,941</u>

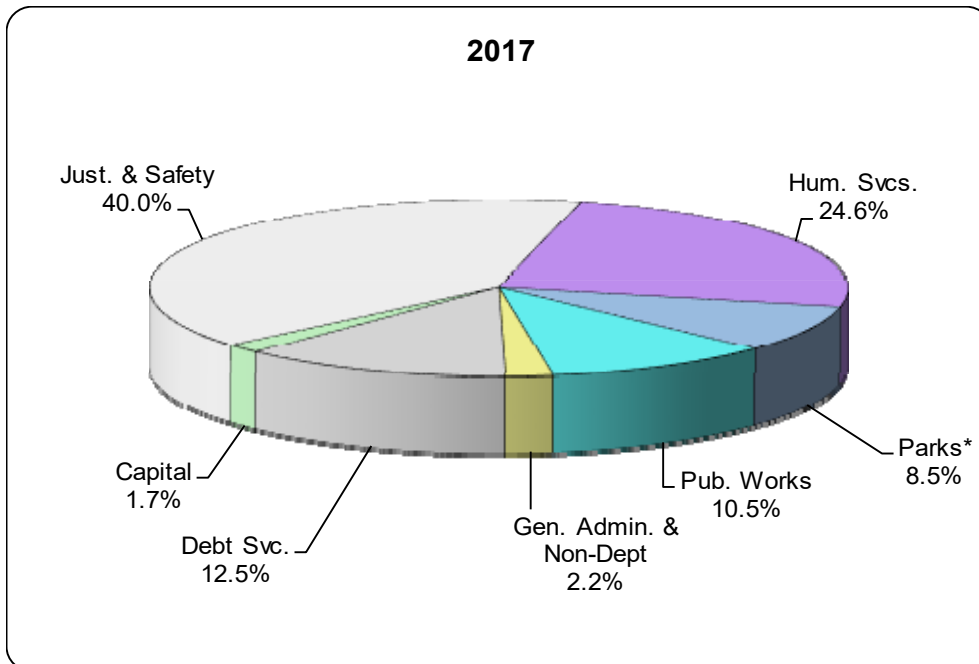
(a) Proprietary fund (Internal Service and Enterprise funds) expenditure appropriations exclude Fixed Asset and Debt Service Principal payments to conform with generally accepted accounting standards. Fixed asset purchases and Debt Service principal payments will be funded by operating revenues, tax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

TAX LEVY BY FUNCTIONAL AREA



Tax Levy Trends:

- Justice & Public Safety and Health and Human Services: These two functional areas continue to receive the largest share, nearly two thirds of the county's general tax levy revenues.
- General Administration: Includes tax levy increases in the Treasurer's budget to offset lower investment income and interest/penalty revenues on delinquent taxes.
- Debt Service: Tax levy increase reflects increased debt financing for the capital plan.

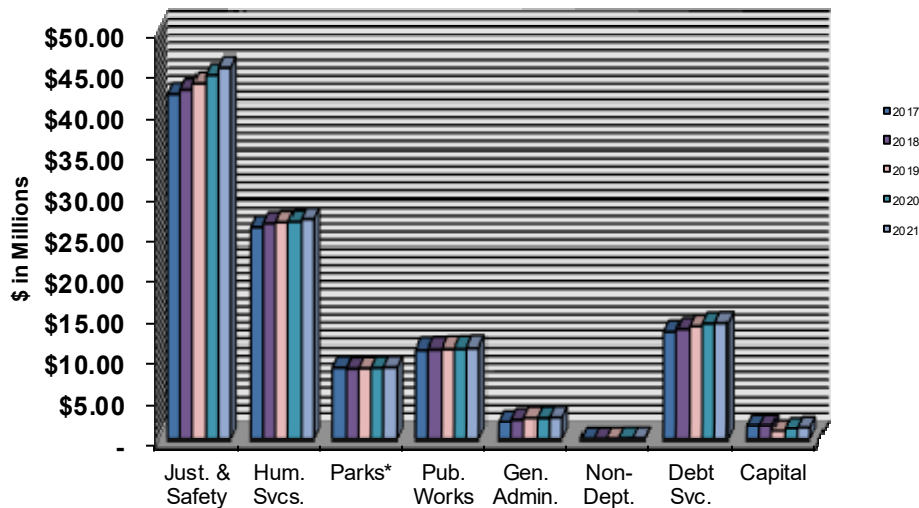


* Includes Parks, Environment, Education, and Land Use

2020-2021 TAX LEVY BY FUNCTION (COMBINES ALL FUNDS)

BY FUNCTION	2020 Adopted Budget		2021 Budget	Incr/(Decr) From 2020 Adopted Budget	
				\$	%
Justice & Public Safety	\$44,466,535		\$45,397,880	\$931,345	2.1%
Health & Human Services	\$26,649,713		\$26,991,220	\$341,507	1.3%
Parks, Env., Educ. & Land Use	\$8,886,771		\$8,954,800	\$68,029	0.8%
Public Works	\$11,261,865		\$11,351,865	\$90,000	0.8%
General Administration	\$2,773,821		\$2,856,662	\$82,841	3.0%
Non-Departmental	\$92,100		\$92,100	-	0.0%
Debt Service	\$14,254,500		\$14,312,719	\$58,219	0.4%
Capital Projects	\$1,355,927		\$1,515,927	\$160,000	11.8%
Total Tax Levy	\$109,741,232		\$111,473,173	\$1,731,941	1.6%

**2017-2021 Budgeted Tax Levy
by Functional Area**



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

* Includes Parks, Environment, Education and Land Use

2019 - 2021 EXPENDITURE SUMMARY

APPROPRIATION UNIT	2019 Actual	2020 Adopted Budget	2020 Estimate (a)	2021 Budget	Incr/(Decr) from 2020 Adpt. Budget
Personnel Costs (a)	\$127,175,656	\$132,555,134	\$133,674,806	\$136,687,836	\$4,132,702
Operating Expenses (a)	\$109,439,652	\$121,700,947	\$124,605,887	\$119,705,179	\$(1,995,768)
Interdepartmental Charges	\$21,032,317	\$22,033,893	\$21,744,512	\$22,176,095	\$142,202
Fixed Assets & Imprvmnts (b)	\$599,276	\$1,250,750	\$1,080,376	\$1,408,266	\$157,516
Debt Service-Excl Proprietary (b)	\$14,491,429	\$14,944,779	\$14,484,600	\$14,873,594	\$(71,185)
Capital Projects (a)	\$19,627,194	\$27,794,700	\$34,579,012	\$19,201,900	\$(8,592,800)
Total Expenditures	\$292,365,524	\$320,280,203	\$330,169,193	\$314,052,870	\$(6,227,333)

FUNCTIONAL AREA	2019 Actual	2020 Adopted Budget	2020 Estimate (a)	2021 Budget	Incr/(Decr) from 2020 Adpt. Budget
Justice & Public Safety	\$63,534,459	\$66,932,509	\$66,063,354	\$68,341,029	\$1,408,520
Health & Human Services	\$79,802,886	\$88,837,237	\$87,256,230	\$89,612,129	\$774,892
Parks, Env., Educ. & Land Use (a)	\$33,730,385	\$35,063,785	\$36,769,640	\$33,498,114	\$(1,565,671)
Public Works	\$32,812,126	\$33,905,037	\$33,765,803	\$34,413,700	\$508,663
General Administration	\$21,628,266	\$23,270,556	\$22,826,439	\$23,362,925	\$92,369
Non-Departmental (a)	\$26,738,779	\$29,531,600	\$34,424,115	\$30,749,479	\$1,217,879
Debt Service-Excl Proprietary (b)	\$14,491,429	\$14,944,779	\$14,484,600	\$14,873,594	\$(71,185)
Capital Projects (a)	\$19,627,194	\$27,794,700	\$34,579,012	\$19,201,900	\$(8,592,800)
Total Expenditures	\$292,365,524	\$320,280,203	\$330,169,193	\$314,052,870	\$(6,227,333)

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

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

2021 EXPENDITURE HIGHLIGHTS

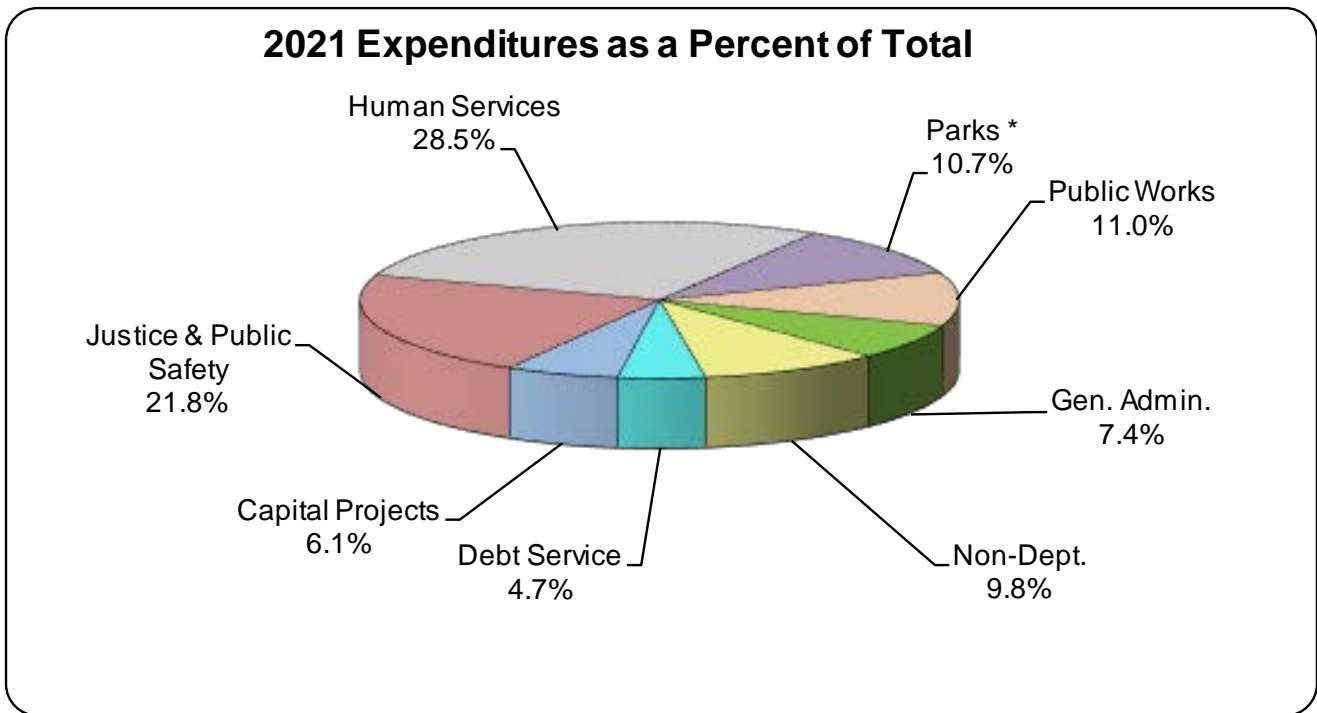
Expenditure Budget:

The 2021 total expenditure budget is \$314,052,900, a decrease of \$6,227,300 or 1.9% from the 2020 adopted budget. The 2021 budget appropriations consist of departmental operating budget and debt service expenditures totaling \$294,851,000 and capital project spending of \$19,201,900. The total operating budget increases by \$2,365,500 or 0.8% from the 2020 adopted operating budget while capital project expenditures decrease by \$8,592,800 or 30.9% from the 2020 adopted budget.

The net total operating expenditure budget after excluding \$41,994,100 of interdepartmental charges, mainly from internal service funds (which are double budgeted), is \$252,856,900, an increase of \$661,100 or 0.26%.

The budget includes personnel costs totaling \$136.7 million or about 46% of the total operating expenditure budget. Personnel costs are budgeted to increase by about \$4.1 million, or 3.1% from the 2020 adopted budget level.

Operating expenses and interdepartmental charges in total decrease by \$1.9 million or 1.3% from \$143.7 million in the 2020 budget to \$141.9 million in this budget. Fixed assets and improvement expenditures (excluding capital projects) are budgeted at \$1,408,300, an increase of \$157,500 from the 2020 budget. Debt service payments are budgeted at \$14.9 million, which is a decrease of \$71,200 from the 2020 budget level. This is about 6.2% of governmental fund expenditures (and well within the County's performance measure benchmark of less than 10%).



* Includes Parks, Environment, Education and Land Use

Functional Area	Expenditure Budget	% of Total Expenditure Budget
Justice & Public Safety	\$68,341,029	21.8%
Human Services	\$89,612,129	28.5%
Parks *	\$33,498,114	10.7%
Public Works	\$34,413,700	11.0%
Gen. Admin.	\$23,362,925	7.4%
Non-Dept.	\$30,749,479	9.8%
Debt Service	\$14,873,594	4.7%
Capital Projects	\$19,201,900	6.1%
Total Expenditures	\$314,052,870	100.0%

* Includes Parks, Environment, Education and Land Use

2021 EXPENDITURE HIGHLIGHTS

A brief summary of the major changes in the past five adopted budgets follows:

The 2021 Budget expenditure level decreases by \$6.2 million to \$314.1 million. The 2021 capital budget decreases \$8.6 million. Operating expenses decrease \$2.0 million or 1.6% and reflect modest increases across most functional areas. Personnel costs increase by \$4.1 million or 3.1% and reflect costs to continue and a \$1.2 million increase for 19.42 FTE temporary extra help to help with the COVID-19 response efforts. In addition, HHS - Children with Long-Term Support Needs - Third Party Administrator – pass through operating expenses decrease \$2,728,700 based on an offsetting decrease in the State's revenue allocation.

The 2020 Budget expenditure level increases by \$13 million to \$320.3 million. The 2020 capital budget increases \$2.79 million, largely due to a \$4.4 million project to expand a three miles of CTH M (North Avenue) from two to four lanes to accommodate traffic volumes in a priority corridor. The budget also includes maintenance of existing infrastructure with total projects of \$3.7 million for repaving. Three projects in the parks will leverage partnerships to fund nearly \$1.2 million for recreational facilities including a new dog exercise area and expanded trails. Operating expenses increase \$5.2 million or 4.5% and reflect modest increases across most functional areas. Personnel costs also increase by \$4.2 million or 3.3% and reflect costs to continue, with a net increase of budgeted position changes of \$324,900. In addition, HHS - Children with Long-Term Support Needs - Third Party Administrator – pass through expenses increase \$3,100,000 based on an offsetting increase in the State's revenue allocation related to an increase in the number of clients to be served.

The 2019 Budget expenditure level increased by \$13.7 million to \$307.3 million. This reflects a \$6.2 million increase in capital project expenditures, mostly due to budgeting \$15 million to continue the first phase of a two-phase project to modernize and expand the courthouse, with major construction beginning in 2019 (expected to continue through 2021). Operating expenses increase \$3.1 million or 2.8% and reflect modest increases across most functional areas. Personnel costs also increase by about \$4.1 million or 3.3% and reflect costs to continue, with a net increase of budgeted position changes of \$1.7 million.

The 2018 Budget expenditure level increased by \$9.2 million to \$293.6 million. This reflects a \$1.9 million increase in capital project expenditures, mostly due to increases in Public Works projects which include buildings, highways and the airport. Operating expenses increase \$3.8 million or 3.5% and reflect modest increases across most functional areas. Personnel costs also increase by about \$3,416,700 or 2.8% and reflect costs to continue, net increase of budgeted position changes of \$684,000.

The 2017 Budget expenditure level decreased by \$1.1 million to \$284.4 million. This reflects a \$3.9 million decrease in capital project expenditures, mostly due to reductions of Public Works projects which include buildings, highways and the airport. Operating expenses increase \$1.7 million or 1.6% and reflect modest increases across most functional areas. Personnel costs also increase by about \$1,046,000 or 0.9% and reflect costs to continue, net reduction of budgeted position changes of \$88,900.

Future Projections and trends:

External factors will continue to play a key role in significantly impacting future trends and projections including how federal and state funding priorities may likely affect local funding policies and services carried out by local governments provided in different ways. Also, volatility of fuel, energy and commodity prices, and increasing medical and health insurance costs are likely to have future budget impacts. In addition, internal factors include high costs of Jail inmates, Emergency Preparedness 9-1-1 dispatch communications, and future debt service payments as a result of infrastructure projects including the project to expand and modernize the courthouse and funding of major highway projects.

Detailed expenditure highlights are included within each Functional Area Summary. A summary of major 2021 funding changes, which impact expenditures by functional area, follows:

2021 EXPENDITURE HIGHLIGHTS

Justice and Public Safety

- The 2021 **expenditure budget** for this functional area totals \$68,341,000, an increase of \$1,408,500 or 2.1% from the 2020 Budget.
- **Emergency Preparedness** includes \$203,800 for an upgrade to next generation 911 (NextGen911) technology, with federal funding covering approximately 60% of the costs, with the remaining county share (\$90,000) funded with General Fund balance.
- **Radio Services** operating expenses increase by \$142,200, due primarily to an increase of \$131,200 in software costs associated with support for the new P25 digital radio system.
- **Sheriff expenditures** increase \$884,800 or 2.1% to nearly \$44.0 million. This increase is largely for personnel, which increases \$681,700 or 2.0% to \$34.7 million. This reflects three positions that will sunset when the court tower is complete (expected June 2021). The \$172,200 operating expense increase includes an increase in security equipment, inmate medical costs, and inmate food costs.
- **Sheriff personnel expenditures** include 1.00 FTE deputy sheriff and 1.00 FTE detective (sunset positions) created during 2020 for the city of Pewaukee police services contract. Positions created in the 2021 budget include 2.00 FTE lieutenants. Positions unfunded in the 2021 budget include 2.00 FTE deputy sheriffs, 1.00 FTE detective, and 1.00 FTE programs and projects analyst.
- **Sheriff inmate medical** costs are budgeted to increase \$119,900 or 6.3% to \$2.0 million.
- **Sheriff food service** costs are budgeted to increase \$32,600 or 4.0%.
- The Sheriff's budget includes **non-corrections equipment** of \$255,600 for the sixth year of an equipment replacement plan. The **jail equipment replacement plan** remains unchanged in 2021 at \$125,000.
- **Circuit Court Services** expenditures decrease \$58,900 or 0.6%. Personnel costs increase \$87,900 overall, including 0.37 FTE of a 0.50 FTE court reporter unfunded partway through the year, 4.00 FTE administrative assistants unfunded, 4.00 FTE administrative specialists refunded, and 1.00 FTE senior administrative specialist reclassified as a senior fiscal specialist.
- **Circuit Court appointed counsel and legal services** costs are budgeted to decrease \$41,300. This is due to anticipating favorable expense reductions and delinquent account referrals due to a series of procedural changes that are intended to reduce county funding of court-appointed counsel.
- The **District Attorney's** expenditures increase \$119,100 mostly related to personnel costs that increase \$73,400 or 3.1% for costs to continue the 33.50 FTE. Operating expenses increase by \$44,800. This is primarily related to an increase for expenses for both the special drug prosecutor position of \$22,000 and the prosecutor position assigned to the Violence Against Women Act (VAWA) STOP grant of \$17,000.
- **The Medical Examiner's Office** expenditures increase \$64,300. Personnel costs increase \$60,200 or 3.5%. Operating expenses decrease \$10,300 or 4.5% mostly due to decreasing contracted services and office supplies and equipment.
- The **Criminal Justice Collaborating Council (CJCC--see table of contents, Health and Human Services Functional Area Section)**, with participation from the Sheriff, District Attorney and Courts management personnel, continues to carry out targeted programs, projects and special studies to recommend and implement comprehensive changes aimed at reducing jail inmate recidivism, controlling jail inmate population growth, and reducing the number of jail days inmates serve to help control variable jail costs.

2021 EXPENDITURE HIGHLIGHTS

Health and Human Services

- The 2021 **expenditure budget** for this functional area totals \$89,612,100, an increase of \$774,900 or 0.9% from the 2020 Budget.
- **HHS - Administrative Services division** expenditures increase \$836,900. Personnel costs increase of \$836,900 includes the creation of 1.00 FTE fiscal specialist (approved by ordinance in 2020), 1.00 FTE support staff supervisor, 1.00 FTE program and project analyst, 1.00 FTE reclassification from office services coordinator to program and project analyst, and the unfunding of 1.00 FTE administrative specialist, and 1.00 FTE administrative assistant). Operating expenses increase by \$465,900 primarily related to an increase in contracted services of \$356,900 for increases in service fees for the electronic medical record and related support and to begin facilitating the return of 17 year olds charged as adults to the juvenile system, \$30,700 in computer equipment for replacement and improvement in common areas, and \$21,500 in computer software related to help desk tickets.
- **HHS – Intake and Shared Services Program** personnel costs increase \$257,400 to \$3,048,300. This is primarily due to the 2020 creation of 1.00 FTE social worker which used the additional Child and Family Allocation funding (enrolled ord. 174-087). The position provides assistance with the increase in emergency cases requiring a same-day response from the access units.
- **HHS - Children and Family Services** Operating expenses are budgeted to increase by \$162,700 to \$3,160,100. This is primarily due to a \$253,700 increase in contracted services including a contracted Mental Health/Substance Abuse Assessment worker, Parent Child Interaction Therapy counseling, and the continuation of the 5.00 FTE case aides which started in 2020. An increase of \$20,000 relates to the purchase of a software program that supports the division's increased Family Find efforts. This is partially offset by a \$50,000 reduction to the respite services contract due to fewer children receiving services as more children are receiving respite through the Children's Long Term Support or Children's Community Option Program funding. In addition, there is a decrease of \$30,000 in purchases from the Targeted Safety and Support program based on trend. Out of home care expenses were reduced by \$40,000 due to the ongoing effort to put children in the least restrictive and most cost-effective placements. The Family Partnership Initiative expense was reduced by \$20,000 as most of the participants are now funded through the Children's Long Term Support (CLTS) waiver program.
- **HHS - Children with Special Needs Unit (Includes Birth to Three program)** expenses increase \$1,168,900. Personnel costs increase by about \$357,000 which is cost to continue for the 7.60 FTE and the creation of a 1.00 human services coordinator using additional Child and Family Allocation funding provided by enrolled ordinance 174-087, 1.00 FTE social worker and a 1.00 FTE human services support specialist to complete the intake and eligibility determinations for the CLTS and Children's Community Options Program (CCOP) programs, which is transferring from the State of WI Department of Health Services to Waukesha County beginning in 2021. A 0.35 FTE social worker and a 0.05 FTE human services supervisor is transferred in from Children and Family In Home Safety and Out of Home Placement services.

Operating expenses increase \$711,400 to \$4,156,200. This is mostly due to increased contracted service costs of \$406,000 related to the state's mandate to eliminate CLTS wait lists, and the subsequent increased volume of both contracted staff and CLTS Waiver clients served. Children's Community Options Program (CCOP) expenses increases \$140,000 due to changes in State guidelines requiring increased utilization for non-CLTS eligible expenses. There is also an increase to CLTS expenses of \$72,300 for purchases of products and services to CLTS clients. State of WI Developmental Disability (DD) Centers expense increases \$56,000. Also, the Birth to Three contract is increased \$47,000. This is offset by a decrease of \$20,000 in Parental Payment Limit expenses.
- **HHS - Children with Long-Term Needs - Third Party Administrator** – The pass through expenses and general government revenues decrease \$2,728,700 based on a decrease in the state's allocation
- **HHS – Adolescent and Family Services** operating expenses are budgeted to decrease by about \$84,000 to \$1,982,000. Juvenile correctional placement expenses have been reduced by \$40,000 and out of home care expenses have been reduced by \$40,000 overall based on projected utilization. Contracted services decrease \$5,000, which includes the elimination of the mediation contract of \$42,000 which will be brought in-house, and a reduction to the Positive Youth Initiatives of \$10,000. This is offset by an increase to the intensive in-home therapeutic agency of \$50,000.
- **HHS - Juvenile Center** operating expenses increase by about \$47,000 primarily due to projected increases for purchase of service contracts related to shelter care, which is offset by a small reduction in female secure detention costs.
- **HHS - Aging & Disability Resource Center (ADRC) General Fund - Adult Protective Services** operating expenses decreases \$209,100 to \$255,800 primarily due to a \$175,000 reduction of contracted services costs for reduced short-term facility placement costs and reduced inpatient stays for emergency protective placement and neuro-psych expenses. In addition, client services is reduced \$28,100.

2021 EXPENDITURE HIGHLIGHTS

- **The HHS - Aging & Disability Resource Center (ADRC) General Fund - Community Services** operating expenses are budgeted to increase about \$51,000 to \$2,909,600. This increase is due to higher expenses in specialized transportation of \$56,000 to support non-profit taxi operations, \$50,000 in contracted services for consulting services and \$16,800 for transportation services. The increases are offset by decreases of \$34,000 in food service costs and \$30,000 for in-home care.
- **The HHS - Aging & Disability Resource Center (ADRC) Contract Fund** personnel costs are budgeted to increase approximately \$285,300 to \$3,149,200. The increase is due to the cost to continue 34.62 FTE and the creation of 1.00 FTE for a Human Services Supervisor, and 0.50 FTE for a Dementia Care Senior ADRC Specialist. The increases are offset by the transfer out of 0.05 FTE Senior ADRC Specialists to the ADRC General fund - Community Services.

Operating expenses decrease about \$36,800 to \$257,000 mainly due to decreases of \$18,200 in contracted services related to the Dementia Care grant, \$10,600 in outside printing, and \$10,000 in promotion supplies.
- **HHS - Mental Health Outpatient-Clinical** expenditures decrease \$624,500 or 5.6% to \$10.4 million primarily due to operating expenses decreasing \$764,300 mainly related to AODA contracted services decreasing \$442,000, state mental health institution expenses decreasing \$147,600, and medical services (including prescriptions) decreasing \$185,200. This program decreases by 1.17 FTE to 47.70 FTE due to an overall decrease of 0.20 FTE senior clinical psychologist positions, transfer of 0.23 FTE weekend registered nurse to the Mental Health Center, and a decrease of 1.69 FTE for extra help. These changes are offset by a transfer in of 0.20 FTE clinical therapist from the Mental Health Outpatient – Intensive, increase of 0.50 FTE overtime, and the creation of a 0.25 FTE psychometric technician position, shared between Mental Health Outpatient and the Mental Health Center. Overall, personnel costs increase by \$122,700.
- **HHS - Mental Health Outpatient-Intensive** expenses decrease by \$98,800. Personnel costs are budgeted to increase by \$102,100 to \$2,313,700. This mostly reflects the cost to continue for existing staff of 21.77 FTE. Extra help increases by 0.27 FTE to 1.22 FTE. The budget includes 0.05 FTE allocation of a newly created 0.50 FTE psychometric technician for psychological testing. Other adjustments include the transfer of 0.20 FTE clinical therapist to the Counseling & Wellness Unit. Operating expenses are budgeted to decrease by \$243,100 to \$6,118,900, mainly due to a decrease of \$188,100 in residential care services for clients that do not qualify for the Comprehensive Community Services (CCS), Community Recovery Services (CRS), or any other partially reimbursable programs. The contracted services for CCS will decrease by \$52,000 based on trend for providers rendering services. A contracted 1.00 FTE position in the CSP program transitioned to a Waukesha County 0.60 LTE non-benefited position which mostly attributes to the decrease of \$95,500 in contracted services. Partially offsetting, residential care and treatment for clients in the CRS program increases by \$18,000 due to adding a new CRS provider in 2021. Contracted services for The Treatment and Support Services Unit (TSSU) will increase by \$51,300 to include an additional 1.00 FTE position to support intensive services for clients in the community. CCS contracted services pertaining to the expansion of services to children and adolescents increases by \$22,500.
- **HHS - Mental Health Center (MHC)** expenses decrease \$74,600 or less than 1% to \$7.4 million. Personnel costs decrease \$20,600 and includes the unfunding of 1.00 FTE chief psychiatrist, creation of 2.00 FTE registered nurses and 0.20 FTE psychometric technician (shared with Mental Health Outpatient), the transfer in of 0.23 FTE weekend registered nurse from Mental Health Outpatient-Clinical, and the transfer out to Mental Health Outpatient–Clinical of 0.30 FTE senior clinical psychologist. Operating expenses decrease \$108,800 and include a \$64,100 decrease in medical supply and prescription drug costs related new prescription management procedures and a \$31,000 decrease in transcription services due to the implementation of voice-activated transcription software. Interdepartmental charges increase \$54,800, mainly due to increased risk management charges of \$85,400 offset by reduced computer maintenance and DOA-Collection charges. The budget includes several one-time building projects, including: \$25,000 for humidifier replacement, \$30,000 as part of a multi-year facility painting project, \$20,000 for the replacement of aging furniture and equipment, and \$18,000 restroom repairs.
- **HHS - Criminal Justice Collaborating Council (CJCC)** operating expenses are budgeted to increase approximately \$39,500, mostly related to the cost to continue of contracted services for various CJCC programs of \$16,000, assuming an average 1.5% increase for most vendors. In addition, grant related expenses increase by \$70,000 pertaining to the state Pretrial Pilot grant funding through December 31, 2021, which are offset by the decrease of \$46,000 in contracted expenses for the Drug Treatment Court program.
- **HHS - Public Health** expenditures increase \$1,479,300. Personnel costs increase \$1,251,400 mostly for 19.41 FTE increase for temporary extra help to help with the COVID-19 response efforts. Operating expenses increase by \$245,400 to \$463,100, primarily due to expenses associated with COVID-19 activities of \$162,800 for contract services and \$87,500 for medical services expenses.
- **Corporation Counsel - Child Support** operating expenses increase \$57,200 to \$284,300. This is primarily from an increase of \$48,000 in costs to administer the Children First program.

2021 EXPENDITURE HIGHLIGHTS

Parks, Environment, Education, and Land Use

- The 2021 **expenditure budget** for this functional area totals \$33,498,100, a decrease of nearly \$1,565,700 (after excluding proprietary fund capitalized fixed asset item purchases), or 4.50% from the 2020 adopted budget.
- **Register of Deeds (ROD)** FTE decreases 0.25 to 15.92 FTE due to the abolishing of a remaining 0.25 FTE of a support staff supervisor position.
- **Parks and Land Use General Fund** expenses increase \$210,000 or 1.6% mainly related to personnel costs which increase \$236,300 for costs to continue the 128.79 FTE in this area.
- The **Parks and Land Use General Fund 3-Year Maintenance and Projects Plan** decreases \$77,000 to \$348,500 largely due to a decrease in building repair and maintenance. The 2021 budget includes several large projects, including: \$50,000 for a new park entrance camera system to assist the department with park fee compliance, \$25,500 for building and appliance repair at Fox Brook Park's office and beach house, \$27,000 for air conditioner and furnace replacement at various park locations, \$25,000 for replacement of a diving dock platform at Fox Brook Park, \$25,000 for the Muskego Park Beach House roof replacement, \$23,600 for various kitchen appliances at the Exposition Center, \$20,000 for maintenance on the dog swim area at Menomonee Park's beach, \$20,000 for the boardwalk improvements at Retzer Nature Center, \$15,000 for renovation of the Nagawicka Lake access launch, and \$13,500 for swim pond repair at Mukwonago Park's beach, and several smaller projects.
- **Parks and Land Use – Community Development Fund** program expenditures are budgeted to increase \$107,800 to \$3,416,600. Community Development Block Grant (CDBG) expenditures related to HUD increase by \$59,000 based on anticipated changes in federal funding. In addition, program expenditures from HUD for the HOME program are budgeted to increase by \$153,000. In addition, Community Development program program income funded projects increases \$120,000 which is offset by a \$235,000 decrease in revolving loan-funded projects.
- **Parks and Land Use – Workforce Fund** expenses decreases \$127,100 mostly in contract services as a result of grant reductions. This fund began in the 4th quarter of 2018, when the County Board authorized Waukesha County to serve as the fiscal agent for the Waukesha-Ozaukee-Washington Workforce Development Board (WOW-Board). The 2021 budget provides contracted assistance to adults, youth, and dislocated workers to access employment and other support services to gain employment. The 2021 budget transfers 0.18 FTE of the Workforce Development Board Director to the Parks General Fund to provide staff support specific to Waukesha County economic development and workforce initiatives.
- **Parks and Land Use Tarmann Land Acquisition Fund** expense budgets continue to be maintained at the 2020 budgeted level of \$400,000. Expenditures include \$337,500 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.
- **Parks and Land Use – Golf Course Fund** budget reflects the 2020 sale of Wanaki Golf Course to a private golf course operator per enrolled ordinance 175-15. Therefore, the Golf Course Fund 2021 budget excludes Wanaki Golf Course and shows a total decrease of \$1.3 million in expenditures. Total FTE decreases 12.67 FTE to 15.08 FTE and includes the abolishment of a 1.00 FTE parks maintenance worker, 0.92 FTE golf course club supervisor (0.08 FTE in the Parks and Land Use General Fund), a reduction in temporary extra help of 10.47 FTE, and a reduction in overtime by 0.28 FTE.
- **Parks and Land Use – Ice Arena Fund** expenditures decrease \$29,120. Budgeted depreciation expense decreases \$15,972 to \$52,282 based on prior year and future fixed asset acquisitions. Personnel costs decrease approximately \$17,500 includes the unfunding of a 0.75 FTE administrative assistant position and a 0.01 FTE decrease in extra help.
- **The Parks and Land Use – Material Recovery Facility (MRF) Fund** expenditures are budgeted to decrease \$451,000 to \$3.74 million primarily due to the elimination of the direct haul compensation and recycling container credit provided to participating municipalities of \$580,000.
- **University of Wisconsin – Extension** operating expenditures are budgeted to decrease \$28,000 mostly due to decrease in contracted services related to decrease in grant funding.

Public Works

- The 2021 **expenditure budget** for this functional area totals \$34,413,700 (after excluding proprietary fund capitalized fixed asset item purchases), an increase of \$508,700 or 1.5% from the 2020 Adopted Budget.
- **Road Salt expenditures for county highway snow and ice removal operations** are budgeted to increase by \$16,500 in 2021. Salt rates increase by \$0.74 or 1%, from \$74.07 to \$74.81 per ton based on the state's salt contract for the 2020-21 winter season. This includes an \$11,600 increase in the cost of salt used for county highways, based on an estimated 15,700 tons (same as 2020 budgeted level). Actual salt used varies significantly by year, depending upon weather severity. Salt for Parks and Land Use for use at county facilities and parks roads increases slightly over

2021 EXPENDITURE HIGHLIGHTS

\$400, assuming 600 tons (same as 2020 budgeted level). Salt sold to municipalities for use on their local roads increases \$4,500, and assumes 6,000 tons (same as 2020 budgeted level).

- The **County Highway Maintenance** program budgets \$135,000 for one-time equipment purchases, including \$85,000 for a new skid steer machine and \$50,000 to upgrade the Cartegraph Software. The skid steer machine will be used for county highway construction and landscaping jobs. The Cartegraph Software is used to track labor, equipment, materials, and corresponding fringe rates used for all highway operations revenue generation. These purchases will be covered with fund balance from higher prior-year funds earned through the Wisconsin Department of Transportation's Performance-Based Maintenance program.
- **The 2021 Transit Services** program expenses are budgeted to decrease by about \$125,000. Total transit costs are estimated at about \$3.5 million, but the total budget for Waukesha County is only about \$1 million because Waukesha Metro applies for offsetting federal/state revenues and collects farebox revenues directly, billing the county for the net expenditures. The temporary use of Federal CARES Act funding helps offset increasing route expenses and declining farebox revenues to maintain the county tax levy investment at the 2020 budget level of \$867,700.
- The **Central Fleet Repair and Maintenance** budget includes an increase of \$111,300 or 4.6%, reflecting an increase in demand for labor, parts, and commercial repair services.
- **Vehicle Replacement Fund** operating expenditures increase by \$100,100, mostly related to depreciation costs for the vehicle replacement plan as a result of changes from new vehicles being added offset by vehicles being retired.
- **Energy and utility budget costs for county facilities** are budgeted to slightly increase in 2021 to \$2,039,500, an increase of \$4,000 over the 2020 budgeted level of \$2,035,500. Both the electrical and natural gas utility budgets decrease (\$19,000 and \$14,700 respectively), reflecting lower energy consumption and utility rates experienced in previous years. This is offset by an increase in sewer/water utility expenses by \$37,600 based on increasing utility rates. Overall costs are maintained through prior-year energy efficiency improvements (e.g., lighting replacement, more efficient boilers/chillers).
- The **Building Improvement Plan (BIP)** totals \$1,088,000 in the 2021 budget. The base BIP remains budgeted at \$950,000. In addition to the base BIP, the plan includes \$93,000 for improvements at the Mental Health Center (MHC). The plan also includes \$45,000 for improvements at the Waukesha Employee Health and Wellness Center. Overall General Fund balance support in the BIP is \$100,000, unchanged from the 2020 budget.
- Operating expenses in the **Housekeeping Services** program decrease about \$39,400 or 3.2% due to a decrease in personnel costs of \$59,600 due to the abolishment of 1.00 FTE and unfunding of 0.50 FTE building services workers and an increase in the operating expenses due to the anticipated increase of 3% in the housekeeping services contract of \$20,000.
- **Airport Operations Fund** expenditures increase \$69,900 primarily related to personnel costs that increase \$54,600 or 18.2%, including the addition of 1.00 FTE temporary grounds maintenance positions.

General Administration.

- The 2021 expenditure budget for this functional area totals \$23,362,900 (after excluding proprietary fund capitalized fixed asset item purchases), an increase of about \$92,400 or 0.40% from the 2020 Adopted Budget.
- The **County Treasurer's Office** budget expenses increase by \$24,000 to \$750,600 mainly to cover personnel cost to continue for the 5.01 FTE.
- The **County Clerk's Office** expenditure budget decreases by \$93,300, mainly due to fewer elections anticipated in 2021, as in most odd-numbered years.
- The **County Board's** expenditures decrease \$23,000 or 2.2% to \$1.04 million. Personnel costs decrease \$21,000 primarily due to staff turnover. Operating expenses decrease \$16,800 based on reductions in historically underspent accounts. This is offset by a \$14,700 increase in interdepartmental charges for the Parks & Land Use - Land Information Systems division for redistricting based on the results of the 2020 census.
- The **Department of Administration (DOA) General Fund** operational expenditures increase \$20,600 overall. The major personnel change is the unfunding of a 0.50 FTE administrative specialist and the abolishment of a 0.10 FTE centralized records supervisor (remaining 0.90 FTE in EUTF, below).
- **DOA End User Technology Fund (EUTF)** budgeted an expenditure increase of \$103,500 in the 2021 budget. Personnel costs increases \$39,200. This includes creating 1.00 FTE principal information technology professional,

2021 EXPENDITURE HIGHLIGHTS

abolishing 0.90 FTE centralized records supervisor, and unfunding 0.50 FTE information technology technician. Operating expenses increase \$60,500 mostly due to an increase in computer software licensing costs.

- The **DOA – Risk Management Fund** budget expenditures increase 2.6% or \$80,300 to nearly \$3.2 million. This is primarily due to the increases in liability insurance and claims reserve costs.
- The **DOA – Collections Fund** works with various other departments to improve the automation of collection services to collect on past due accounts receivable. Overall, expenditures decrease \$3,100, mostly due to EUTF interdepartmental charges decreasing \$32,100 due to a transition in the collection system to a hosted, web based system. This is mostly offset by an increase of \$25,800 in personnel costs for cost to continue and \$5,000 in operating expenses.
- The **DOA – American Job Center Fund** budget expenditures decrease \$32,200 to \$387,600. This is mostly due to decreasing fixed assets by \$50,000 from the 2020 Adopted Budget due to the one-time purchase of office furniture.
- The **Corporation Counsel – General Legal Services** budget expenditures decreases \$4,400, primarily for personal cost to continue for 12.41 FTE which decreases \$43,300. A 1.00 FTE senior attorney was transferred out to Child Support and a lower cost 1.00 FTE attorney position was transferred into this program. Operating expenses increase by \$36,800 or 53.2% to \$105,900, driven principally by increased legal costs for union collective bargaining of \$10,500, arbitration of \$15,200 and other external paralegal/legal services of \$5,400.

Non-Departmental

- The 2021 **expenditure budget** for this functional area totals \$30,749,500 an increase of \$1,217,900 or 4.1% from the 2020 Adopted Budget.
- **Non-Departmental General Fund:** Expenditures decrease by \$47,200 to \$1,744,400 in 2021. The county's share of Southeastern Wisconsin Regional Planning Commission (SEWRPC) allocation was reduced by \$36,600 which is due to a reduction in the regional levy. There is also a decrease in employee sick leave and vacation payouts of \$15,400.
- **Health and Dental Insurance Fund:** Total expenditures increase nearly \$1.27 million or 4.8% primarily due to the following:
 - **Active Employee Health Insurance Program:** Expenditures increase \$1.3 million or 5.8%, mostly due to higher claims costs (by \$768,600), based on actuarial recommendation. (Premium rates charged to county departments and employees are budgeted to increase 13% to offset cost increases). Stop loss insurance coverage for higher-cost claims are budgeted to increase by \$534,600.
 - **Retired Employee Health Insurance Program:** Expenditures increase \$42,500, mainly due to higher anticipated claims costs of \$27,000, based on actuarial recommendation. (Premium rates charged to retirees, who pay 100% of plan costs, are increased to offset costs.) For the 2021 budget, the county plans to continue granting retired employees enrolled in this health plan access to the Waukesha Employee Health and Wellness Center onsite clinic to provide retirees with opportunities to save money for office visits, pharmaceuticals, and other medical services and improve the financial viability of the retiree plan through cost avoidance.
 - **Employee Dental Insurance Program:** Expenditures decrease \$217,000 due to lower anticipated enrollment.
 - **Waukesha Employee Health and Wellness Center:** Expenditures increase \$130,600 to about \$1.5 million, mainly due to an increase in contracted clinic staff by \$70,200 which is mostly due to the additional of a full-time physical therapist position and inflationary cost increases for other contracted clinic staff. In addition, due to higher relative utilization of the clinic by county employees, the county's share of clinic costs increases from 45% to 46% in 2021.
- **Contingency Fund** remains at the 2020 budget level of \$1.2 million.

Debt Service:

The Debt Service expenditure budget for general governmental purposes is \$14,873,594, a decrease of \$71,185 or 0.5% from the 2020 Adopted Budget. To fund the 2021 Capital Project Budget, \$12 million is planned to be borrowed, which is a decrease of \$6 million from the 2020 adopted budget level. After retiring approximately \$12.9 million of principal in 2021, the county's total debt outstanding is expected to be approximately \$83.8 million at year-end 2021, well below the allowable levels set by state statutes.

Capital Projects

The 2021 **Capital Project expenditure budget** of \$19,201,900 decreases \$8.6 million from the 2020 Adopted Budget. The 2021 Capital Budget identifies funding for existing and new projects at a net county cost of \$15.7 million (after direct project revenues of \$3,470,500 and proprietary fund balance appropriations of \$25,000 are applied). Tax levy, use of governmental fund balance, and other revenues generates the county's "down payment" of 23% of net capital expenditures, above the policy target of 20%.

2019-2021 REVENUE SUMMARY

SOURCE	2019 Actual	2020 Adopted Budget	2020 Estimate	2021 Budget	Incr/(Decr) from 2020 Adpt. Budget
Intgov't Contracts & Grants	\$58,329,416	\$65,906,737	\$74,357,887	\$68,859,477	\$2,952,740
State Transportation Aids	\$4,981,133	\$5,354,758	\$5,354,758	\$5,184,758	\$(170,000)
State Shared Revenues/Computer Aid	\$1,824,365	\$1,435,000	\$1,435,000	\$1,435,000	-
State Personal Property Aid (a)	\$744,073	\$744,073	\$744,073	\$646,856	\$(97,217)
Fines & Licenses	\$3,015,313	\$3,173,340	\$2,928,220	\$3,154,110	\$(19,230)
Charges for Services (b)	\$38,405,447	\$40,161,311	\$37,221,694	\$39,991,758	\$(169,553)
Interdepartmental Revenue	\$37,830,769	\$40,289,738	\$38,737,549	\$41,994,089	\$1,704,351
Other Revenues (b)	\$14,389,119	\$15,023,572	\$17,798,591	\$13,752,469	\$(1,271,103)
Interest/Penalty on Delinq Taxes	\$1,398,765	\$1,840,000	\$1,398,765	\$1,840,000	-
Investment Inc-Unrestricted Funds	\$3,465,215	\$3,397,646	\$2,715,000	\$2,897,646	\$(500,000)
Debt Borrowing	\$17,500,000	\$18,000,000	\$18,000,000	\$12,000,000	\$(6,000,000)
Appropriated Fund Balance	\$3,874,994	\$14,527,567	\$20,554,243	\$10,588,962	\$(3,938,605)
Retained Earnings (b)	\$(1,279,655)	\$685,229	\$(817,819)	\$234,572	\$(450,657)
Tax Levy	\$107,886,570	\$109,741,232	\$109,741,232	\$111,473,173	\$1,731,941
Total Revenues	\$292,365,524	\$320,280,203	\$330,169,193	\$314,052,870	\$(6,227,333)

FUNCTION	2019 Actual	2020 Adopted Budget	2020 Estimate	2021 Budget	Incr/(Decr) from 2020 Adpt. Budget
Justice & Public Safety	\$19,688,608	\$20,893,601	\$20,088,230	\$21,462,326	\$568,725
Health & Human Services	\$52,717,798	\$61,824,657	\$59,924,819	\$62,031,742	\$207,085
Parks, Env, Educ & Land Use	\$24,144,192	\$23,679,335	\$26,664,014	\$22,671,154	\$(1,008,181)
Public Works	\$21,943,615	\$22,261,760	\$22,330,523	\$22,925,875	\$664,115
General Administration	\$18,021,159	\$19,116,849	\$17,799,978	\$18,752,310	\$(364,539)
Non-Departmental	\$23,955,047	\$25,066,100	\$31,400,100	\$26,725,400	\$1,659,300
Debt Borrowing	\$17,500,000	\$18,000,000	\$18,000,000	\$12,000,000	\$(6,000,000)
Capital Projects	\$3,913,196	\$4,483,873	\$4,483,873	\$5,187,356	\$703,483
Appropriated Fund Balance	\$3,874,994	\$14,527,567	\$20,554,243	\$10,588,962	\$(3,938,605)
Retained Earnings (b)	\$(1,279,655)	\$685,229	\$(817,819)	\$234,572	\$(450,657)
Tax Levy	\$107,886,570	\$109,741,232	\$109,741,232	\$111,473,173	\$1,731,941
Total Revenues	\$292,365,524	\$320,280,203	\$330,169,193	\$314,052,870	\$(6,227,333)

(a) Beginning in 2019, the county receives a personal property aid payment from the state to offset the loss of tax levy resulting from the exemption of machinery, tools, and patterns (not used in manufacturing).

(b) Includes revenues from proprietary fund (e.g., Radio Services) user fees and other revenue which are estimated to result in retained earnings. Revenues in excess of expenditures from proprietary funds that are retained in the appropriate fund and not used to offset the overall county tax levy.

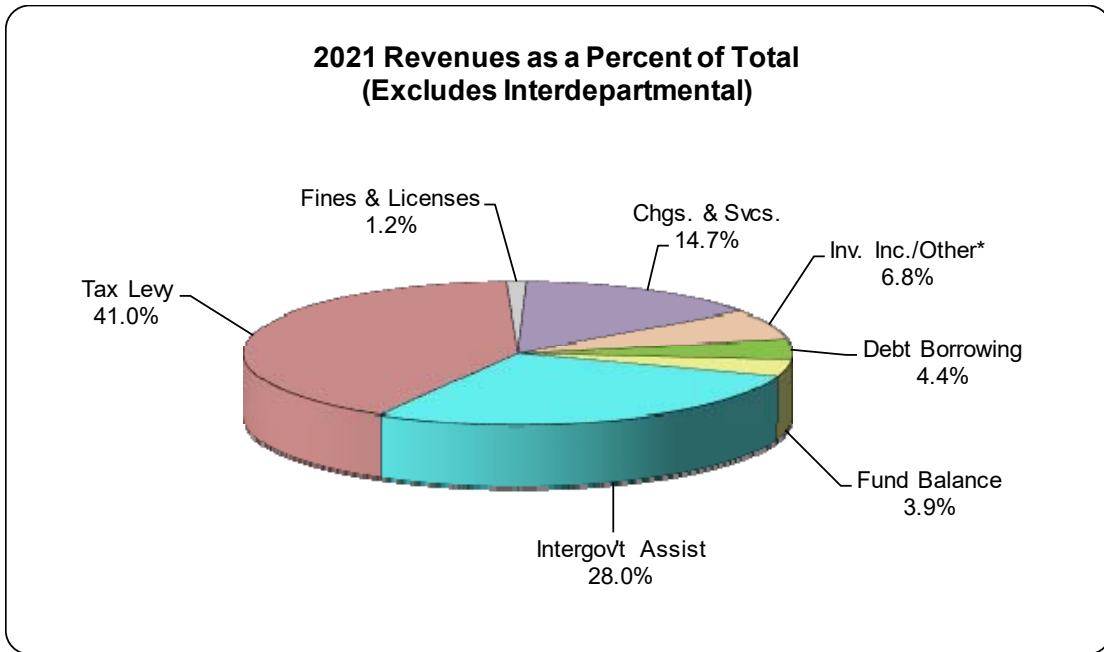
2021 REVENUE HIGHLIGHTS

Revenue Budget:

The **2021 revenue budget (excluding property tax levy, fund balance appropriations and revenue generating proprietary fund retained earnings) totals \$191,990,735**, a decrease of \$4,020,669 or 2.1% from the 2020 Adopted Budget. The revenue budget includes \$41,994,089 of interdepartmental revenues (mostly from internal service funds, e.g., Health and Dental Insurance Fund).

The 2021 budgeted revenues consist of departmental operating revenues at \$174,803,379 and capital project revenues at \$17,187,356 including \$12,000,000 from planned borrowing. Overall, the operating revenues increase by \$1,275,848 or 0.7% from the prior-year budget, while capital project revenues decrease by \$5,296,517 or 23.6%.

The graph below reflects the ratio of revenue sources budgeted for 2021 to all revenue sources (after excluding interdepartmental revenues), with tax levy of 41.0% and Intergovernmental Assistance of 28.0% as the major revenue components.



* Excludes Retained Earnings

Revenue Projection Methodology

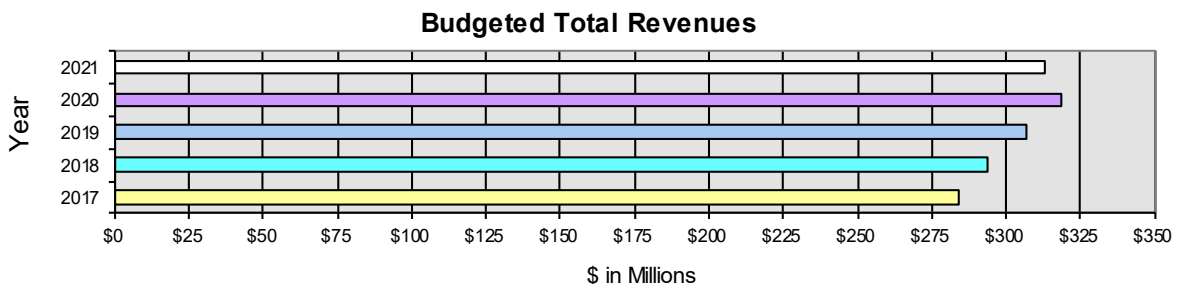
Realistic, conservative and accurate revenue estimates are one of the key building blocks in the development of a fiscally sound budget. The county combines four primary projection methods, mentioned below, based on the unique characteristics of forecasted revenue.

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

Projection and Trends:

External factors that may impact estimated future revenue trends include a disruption in the economic recovery, a change in the interest rate trend impacting county investments, and a change in moderate inflation trends. Also, other impacts which could impact future revenue trends include federal and state budget deficits which will likely result in revenue reductions and the potential for higher future interest rates. Internal factors mainly include user fee rate increases, which help cover the rising costs of services and the ability to collect on client accounts.

The graph below shows the total budgeted revenue trends from all sources for 2017-2021. Total revenues are budgeted to decrease \$6.2 million or 1.9% to \$314.1 million.



2021 REVENUE HIGHLIGHTS

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

The 2021 revenue budget decreases by \$6.2 million to \$314.1 million, largely due to a \$6.0 million decrease in debt borrowing to fund capital projects expenditures. Intergovernmental contracts and grant revenues increase \$2.7 million to \$76.1 million. This includes \$1.4 million of federal funding for COVID-19 pandemic response in Public Health. This also includes an additional \$1.0 million in case management and other revenues as part of a state mandate to eliminate the CLTS wait lists and an increase of \$772,600 in Community Aids revenue. Charges for services decrease \$169,600 to \$40.0 million, largely due to decreases in Golf Course revenues of \$1.2 million from the sale of Wanaki Golf Course in 2020. Interdepartmental revenues increase \$1.7 million to \$42.0 million, primarily from increases in Non-Departmental-Health and Dental Insurance Fund premiums charged to county departments and employees, reflecting a 13% premium rate based on trends. Other revenues decrease \$1.8 million and include a decrease of \$500,000 in investment income due to low interest rates as well as a \$700,000 reduction in contributions and donations needed for capital projects. Fund balance appropriations decrease \$3.94 million, and the county general tax levy (excluding the special library tax) increases \$1,610,912 or 1.52% to \$107,813,395.

The 2020 revenue budget increases by \$13.0 million to \$320.3 million, largely due to increases in intergovernmental contracts and grant revenues of \$5.4 million to \$73.4 million. This includes \$3.1 million in Health and Human Services (HHS) pass-through payments related to the Children's Long Term Support (CLTS) Third Party Administrator (TPA) program, another \$460,000 in case management revenues and state reimbursement of indirect costs as part of a state mandate to eliminate the CLTS wait lists, and \$578,000 in state allocations to support growing child protective and juvenile justice cases. Charges for services increases \$1.3 million to \$40.2 million, partially due to increases in HHS client fee revenues of \$404,600 for psychological and social rehab programming in the Community Recovery Services (CRS) program. Interdepartmental revenues increase \$1.2 million to \$40.3 million, largely due to increases in Non-Departmental-Health and Dental Insurance Fund premiums charged to county departments and employees, reflecting a 5% premium rate based on trends. Debt borrowing to fund capital project expenditures increases \$500,000 to \$18.0 million. Fund balance appropriations increase \$1.26 million, and the county general tax levy (excluding the special library tax) increases \$1,839,437 or 1.76%.

The 2019 revenue budget increased by \$13.7 million to \$307.3 million, largely due to increases in intergovernmental contracts and grant revenues of \$6.1 million to \$68.0 million. This includes \$1.7 million in grant funds for the new Workforce Innovation and Opportunity Act (WIOA) Fund program to provide services to regional residents to find employment, a \$2.4 million increase in capital project funding mostly related to intergovernmental cost share revenues for trail improvements, and the new state personal property aid payment of \$744,000 offsetting the loss of tax levy resulting from a new state law exempting machinery, tools, and patterns (not used in manufacturing, which were mostly already exempt). Charges for services increases \$1.2 million to \$38.9 million, partially due to increases in Health and Human Services Clinical inpatient and outpatient services for psychological and social rehabilitation of nearly \$650,000. Debt borrowing to fund capital project expenditures increases \$5.0 million to \$17.5 million. Fund balance appropriations decrease \$395,400, and the county general tax levy (excluding the special library tax) increases \$940,671 or 0.9%.

The 2018 revenue budget increased by \$9.2 million to \$293.6 million, partially due to increases in other revenue accounts of \$2.68 to \$20.29 million, related to prior year Comprehensive Community Services (CCS) revenue as recognized in the most recent Wisconsin Medical Assistance Cost Report (WIMCR) settlement, and over \$448,000 in additional Materials Recycling Fund (MRF) recycling revenue due to improving market conditions and increased tonnage. Intergovernmental revenues increase \$2.25 million to nearly \$61.9 million largely due to \$1.50 million in Health and Human Services (HHS) pass-through payments related to the Children's Long Term Support (CLTS) Third Party Administrator (TPA) program, and an increase of \$430,000 in various grant funds aimed at preventing and treating opioid and other drug abuse. Debt borrowing to fund capital project expenditures increases \$2.50 million to \$12.5 million. Fund balance appropriations decrease about \$8,700, and the county general tax levy (excluding the special library tax) increases \$1,623,276 or 1.59%.

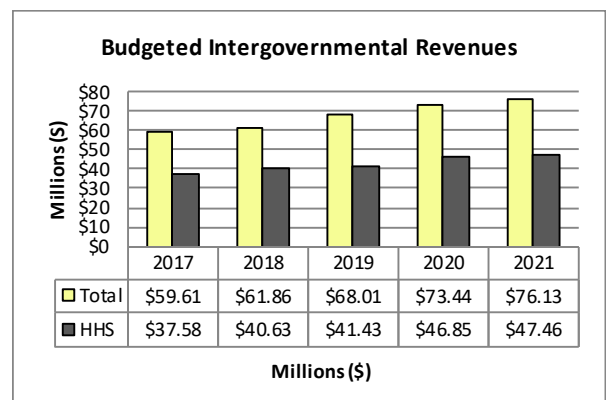
The 2017 revenue budget decreased by \$1.10 million to \$284.4 million, largely due to decreases in Intergovernmental revenues of \$1.9 million to \$59.6 million, largely attributable to about \$2 million in municipal contributions for highway capital projects budgeted in 2016 that are not repeated in the 2017 budget. In addition, debt borrowing to fund capital project expenditures decreases \$2 million to \$10 million. This is partially offset by increases in charges for services revenues of \$1.8 million, including higher employee contributions toward health care premiums (5% point cost shift) by \$779,000, increases in HHS-Clinical Services Outpatient Mental Health client fee revenues of \$355,100 for services provided as part of the Comprehensive Community Services (CCS) program and Community Recovery Services (CRS) program, and increases in the Mental Health Center client fee revenue of \$172,300 based on prior year actuals and an intergovernmental agreement with Jefferson County to accept their clients at the facility. Fund balance appropriations increase about \$283,300, and the county general tax levy (excluding the special library tax) increases \$850,947 or less than 1%.

Detailed revenue highlights are included within each functional area summary. A summary of highlights and major changes from the 2020 to the 2021 Revenue Budget, by source, follows.

Intergovernmental Contracts & Grants:

Combined, total 2021 intergovernmental contracts, grants, state/federal aids, and state shared revenues together reflect a budgeted increase of \$2,685,523 or 3.7% from the 2020 Adopted Budget (as indicated below).

- **H&HS Functional Area** Intergovernmental Revenue increase by approximately \$612,000 to \$47.5 million as follows:

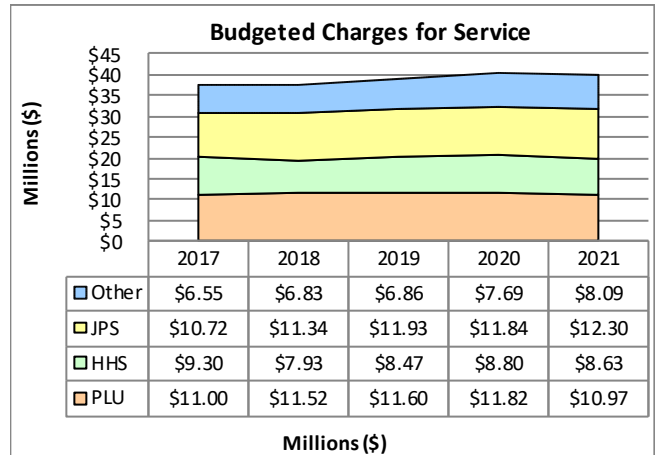


2021 REVENUE HIGHLIGHTS

- **Department of Health and Human Services (H&HS) – Children with Special Needs Program** includes an increase in case management and other revenue reimbursements related to the Children’s Long Term Support (CLTS) program of \$1.0 million to \$4.8 million as a result of the state mandate to eliminate CLTS wait list and the subsequent increased volume of clients served.
- The **Health and Human Services** budget for Community Aids revenue for H&HS programming increases \$772,600 to \$12,104,400 in 2021. This is the Department’s primary source of discretionary intergovernmental revenue funding.
- **H&HS–Children with Long-Term Needs–Third Party Administrator** decreases \$2.7 million to \$6.1 million based on a reduction in the state allocation for the program. The pass-through funding has no impact on tax levy.
- **H&HS–Mental Health Outpatient Clinical and Intensive Programs** revenues decrease \$389,800 largely from decreased grant allocations for the substance use block grant of nearly \$189,700, as well as the ending of funding for the State Opioid Response grant of \$154,300 and Women’s Health and Recovery Project of \$100,000, with anticipated replacement funding to be appropriated via off-cycle ordinances.
- **H&HS–Aging and Disability Resource Center (ADRC) Program** increases \$263,300 or 7.4% related to reallocation of ADRC grant funding from the **Health and Human Services–General Fund** to the ADRC Contract Fund.
- **H&HS–Public Health** increases \$1,463,300 mostly due to the inclusion of \$1,449,900 of federal funding for contract tracing, disease investigation, and other support for the COVID-19 pandemic response.
- The **Transportation Fund’s** budget includes an increase of about \$304,700 due to an increase in Wisconsin Department of Transportation reimbursements for state highway maintenance.
- The **Community Development Fund** revenues increase \$212,000 based on an increased federal allocation for the HOME Investments Partnerships Program of \$153,000 and the Community Development Block Grant of \$59,000.
- **Capital Project** intergovernmental revenues increase \$1.6 million to \$4.9 million, mainly due to budgeting \$1.7 million of state and federal funding to cover most of a project to build a 3.5-mile multi-use trail between the cities of Brookfield and Pewaukee.

Fines and Licenses: Fine and license revenues decrease \$19,200 or less than 1% to \$3,154,110 in 2021. This includes **Health and Human Services** with a decrease of \$48,100 in driver improvement surcharge revenues for Alcohol and Other Drug Abuse (AODA) outpatient services based on prior year trends, and a decrease of \$30,200 in **Circuit Court Services** in various criminal and traffic fines based on declining trends. This is partially offset by increases in the **Parks and Land Use–General Fund** budget of \$40,100, which includes an increase of \$33,000 for licensing in the Environmental Health division and a \$10,100 budgeted increase for zoning permits, both based on prior year trends and increasing fees in 2021. Additionally, further offsets include small budgeted increases of \$7,000 for **Public Works** engineering services’ permits, \$7,000 in the **County Clerk’s Office** for passport application fees, and \$5,000 for cremation permits in the **Medical Examiner’s Office** department

Charges for Services: User fees are budgeted to decrease \$169,553 or less than ½% to approximately \$40.0 million. User fees are charges for specific government services to those who utilize and value certain services. They provide an equitable, proportional user-based charging method to continue service operations without relying solely on property taxes. Major user fees include document recording and real estate transfers; public admission for recreation usage, regulation enforcement, and education within the Parks, Environment, Education and Land Use (PLU) functional area; client treatment, inpatient and outpatient residential services fees in the Health and Human Services (HHS) area; and inmate board, contracted Sheriff patrols, and judicial and public safety related fees (JPS).



- **Parks, Environment, Education & Land Use (PLU)** functional area charges for service revenues decrease by about \$852,600 to \$10.0 million. This decrease is largely driven by the sale of Wanaki Golf Course to a private golf course operator in 2020 and the removal of its \$1.2 million budgeted for golf course user fees. Offsetting this decrease are budgeted increases in **Parks and Land Use–General Fund** by \$174,600, primarily for park system fees (annual park stickers, entrance fees, camping, etc.) based on increasing park activity, and a \$135,400 increase in **Register of Deeds** revenues for real estate transfer fees and duplicating fees.
- **Justice and Public Safety (JPS)** functional area charges for service revenues increase by \$459,000 to \$12.3 million, including an increase in **Sheriff** charges of \$432,300 mainly due to an increases in municipal charges for police service based on changes to the City of Pewaukee patrol contract and changes to the cost sharing methodology for school resource officers. Additionally, smaller increases in charges for services include \$34,000 in **Emergency Preparedness** for municipal charges, \$14,900 in **Medical Examiner** including tissue recovery fees, and \$7,800 in the **District Attorney’s** office for copy fees related to electronic storage media. This is partially offset by a decrease in **Circuit Court Services** revenues of \$30,000, including a budgeted reduction of \$20,000 in bail forfeiture revenue and \$10,000 in various statutory clerk fees.
- **Health and Human Services (HHS)** functional area charges for service revenues are budgeted to decrease by \$177,000 to \$8.63 million. Mental Health Outpatient-Intensive program client fees decrease \$296,200, including a \$248,000 decrease for services billed to Medicaid under Community Recovery Services (CRS) and a decrease of \$67,900 in Community Support Program revenue based on available reimbursement and billable services. Mental Health Outpatient-Clinical offset these decreases with a budgeted increase of \$115,000 in client fee revenue for clinical services attributable to adjustments to provider billing and increases in crisis intervention services utilization.
- **Non-Departmental** functional area charges for services increase \$362,500 within the **Health & Dental Insurance Fund** for revenues collected from employees for their share of estimated premiums.

Interdepartmental Revenues: 2021 interdepartmental revenues increase approximately \$1.7 million, or 4.2%, to \$41,994,100.

2021 REVENUE HIGHLIGHTS

Interdepartmental revenues are primarily related to internal service fund charges and cross-charges for services provided by one county department to another, which are in essence double-budgeted. These charges are originally funded through an external revenue source or tax levy in the service consumer (user) department budgets.

- **Non-Departmental-Health and Dental Insurance Fund** interdepartmental revenues consist of the county's share of employee health and dental premiums and county contributions to employees' health savings accounts and are budgeted to increase by \$1.29 million or 6.9% to \$19.9 million mainly due to a budgeted 13% premium rate increase to county departments and employees to offset cost increase related to higher claim costs.
- Interdepartmental revenues in the **Public Works Functional Area** increase by about \$247,100 to \$8.4 million, largely due to increases in department charges for vehicle replacements of nearly \$179,000 to \$3.49 million, related to increasing vehicle/equipment prices, improved technology and regulatory requirements. There is also a \$74,000 increase in the General Fund for building improvement plan charges, mainly related to the Mental Health Center and the Employee Health & Wellness Center.
- **DOA-End User Technology Fund** charges increase \$119,500 or 1.9%, reflecting an increase in rates charged to departments for computer maintenance and replacement.
- **DOA-Risk Management Fund** revenues increase \$79,800 due to increased liability insurance expenses and worker compensation costs.

Other Revenues:

Other revenues (before excluding retained earnings) from various sources decrease \$1.8 million or 8.7% in the 2021 Budget to a total of \$18.5 million.

- **Treasurer** investment income is budgeted to decrease \$500,000 to \$2.9 million based on interest rate reductions instituted by the Federal Reserve at the outset of the COVID-19 pandemic.
- **Community Development Fund** – Community Development Block Grant revolving loan income decreases \$235,000 and is partially offset by an increase in program income of \$120,000.
- **Health and Human Services** collections revenue for county residents placed in state institutes decreases \$192,800 mainly due to a projected decrease in adult patient days of care and decreased reimbursement ratios based on current trends.
- **Capital Project** contributions and donations from individuals and organizations toward project costs decrease \$699,800.

Debt Financing:

The 2021 Budget includes borrowing of \$12 million to finance a major portion of 2021 capital projects, a decrease of \$6 million from the 2020 Adopted Budget.

Appropriated Fund Balance:

To reduce the 2020 Tax Levy (for 2021 Budget purposes), the budget includes fund balance appropriations of approximately \$10.6 million for one-time projects and temporary expenditures or to phase-in the impact of significant revenue losses or new expenses, a decrease of \$3.94 million from the previous year. This includes \$10.1 million for the operating budgets and \$499,000 for the capital projects budget, summarized below:

Fund Balance Use in Fund / Department Budgets	General Fund	Special Revenue Funds	Internal Service Funds	Enterprise Funds	Capital Fund	Debt Service Fund	Component Unit	Total
Administration - General Fund	\$38,000							\$38,000
Admin - American Job Center Fund		\$41,000						\$41,000
Admin - Collections Fund			\$26,415					\$26,415
Admin - End User Tech. Fund			\$757,693					\$757,693
Admin - Risk Mgmt Fund			\$265,500					\$265,500
Airport Fund				\$219,582				\$219,582
Bridges Library System Fund							\$148,109	\$148,109
Capital Projects Budget					\$498,617			\$498,617
Circuit Court Services	\$50,000							\$50,000
Contingency Fund	\$1,200,000							\$1,200,000
County Clerk Dept.	\$0							\$0
Debt Service Fund						\$560,875		\$560,875
District Attorney	\$12,000							\$12,000
Emergency Preparedness	\$140,000			\$877,581				\$1,017,581
Human Services Dept.	\$589,167							\$589,167
Medical Examiner	\$0							\$0
Non-Departmental	\$625,900		\$2,106,079					\$2,731,979
Parks and Land Use Dept.	\$150,000	\$400,000		\$130,000				\$680,000
Public Works Dept	\$100,000	\$185,000	\$101,083					\$386,083
Sheriff Dept.	\$703,861							\$703,861
Treasurer	\$660,000							\$660,000
UW Extension Dept.	\$2,500							\$2,500
Total by Fund Type	\$4,271,428	\$626,000	\$3,256,770	\$1,227,163	\$498,617	\$560,875	\$148,109	\$10,588,962

Tax Levy: The overall 2020 tax levy (for 2021 Budget purposes) is \$111,473,173, which represents an increase of \$1,731,941 or 1.58% from the 2020 Adopted Budget. The total tax levy consists of general county purpose levy of \$107,813,395, a \$1,610,912 or 1.52% increase from the 2020 Adopted Budget, and the special Bridges Library System tax levy of \$3,659,778, an increase of \$121,029 or 3.4% from the 2020 Adopted Budget, which are assessed to municipalities without libraries.

DECISION MAKING CRITERIA FOR NEW POSITIONS

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

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

BUDGETED POSITIONS 2019-2021

SUMMARY BY FUNCTIONAL AREA

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

FUNCTIONAL AREAS:	2019 Year End	2020 Adopted Budget	2020 Modified Budget	2021 Adopted Budget	20-21 Change
Justice and Public Safety	558.90	555.40	557.40	553.53	(1.87)
Health and Human Services	433.50	437.60	440.60	445.11	7.51
Parks, Env., Educ., and Land Use	128.93	130.54	131.54	127.89	(2.65)
Public Works	135.60	135.60	135.60	133.50	(2.10)
General Administration	125.00	125.20	125.20	124.20	(1.00)
Non-Departmental	-	-	-	-	-
Total Regular Positions Countywide	1,381.93	1,384.34	1,390.34	1,384.23	(0.11)
Temporary Extra Help	117.50	113.53	113.53	120.86	7.33
Overtime	24.89	24.38	24.38	24.31	(0.07)
Total Position Equivalents Countywide	1,524.32	1,522.26	1,528.26	1,529.41	7.15

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

Significant Changes for 2021

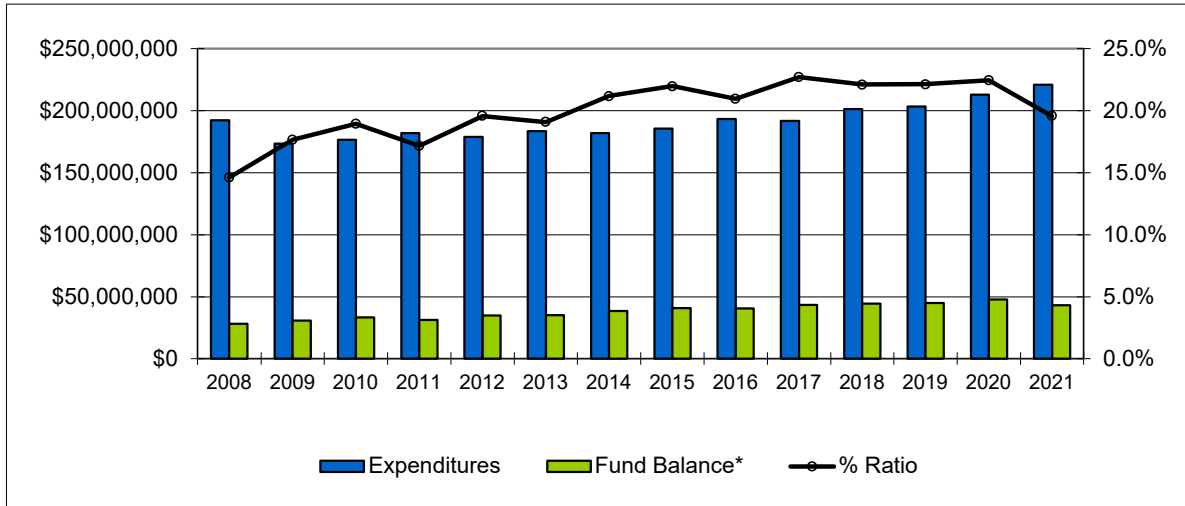
- Budgeted Full Time Equivalents (FTEs) increases by a net of 7.15 FTE, including temporary extra help and overtime.
- There is a net decrease of 0.11 FTE budgeted regular positions, mostly due to the creation of 13.50 FTE positions. Regular part time positions are decreased by a net of 0.39 FTE. This is offset by the abolishment of 6.60 FTE. Also, 11.62 FTE are unfunded, 0.50 FTE refunded and 1.50 sunset positions are eliminated.
- Temporary extra help increases a net of 7.33 FTE or about 15,250 hours.
- Budgeted overtime decreases a net of 0.07 FTE or about 145.6 hours.

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

Current-Year Changes in 2020

- Creation of 3.00 FTE by enrolled ordinance (174-087).
- Creation of 2.00 FTE by enrolled ordinance (174-107)
- Refund of 5.00 FTE offset by the unfunding of 4.00 FTE.

**GENERAL & SPECIAL REVENUE FUNDS
Expenditures, Unassigned Fund Balance**



Expenditures and Unassigned Fund Balance
General and Special Revenue Funds

Year	Expenditures	Unassigned Fund Balance*	% Ratio
2008	\$192,284,111	\$28,084,566	14.6%
2009	\$173,554,267	\$30,647,610	17.7%
2010	\$176,668,309	\$33,470,181	18.9%
2011	\$182,118,157	\$31,279,803	17.2%
2012	\$178,864,749	\$35,018,044	19.6%
2013	\$183,572,744	\$35,044,540	19.1%
2014	\$182,030,739	\$38,529,672	21.2%
2015	\$185,600,393	\$40,785,044	22.0%
2016	\$193,403,740	\$40,511,885	20.9%
2017	\$191,779,767	\$43,537,265	22.7%
2018	\$201,198,925	\$44,464,888	22.1%
2019	\$203,124,733	\$44,937,822	22.1%
2020	\$212,849,581	\$47,792,072	22.5%
2021	\$220,909,070	\$43,268,602	19.6%

Policy and Practice

The County will maintain unrestricted fund balances to provide necessary working capital to avoid cash flow interruptions and short-term borrowing to fund daily operations and to maintain the County's Aaa/AAA bond ratings.

The unassigned governmental (general and special revenue) fund balance to governmental expenditures ratios will be maintained at a minimum of 11%. The current target is between 15 and 16%, or about eight weeks of working capital for operations.

Fund balance reserves will not be used to offset continuous operating costs.

To the extent possible, reserves will be used to provide operating efficiencies over the long term.

*Does not include unrealized gains or losses on investments. While the County typically holds these investments to maturity or life of the security, generally accepted accounting principles require that these investments be recorded at their fair value.

SUMMARY OF FUND BALANCE PROJECTIONS

Projections of fund balance are an indicator of the estimated financial condition of the County at year-end. Fund balances are projected separately for General, Special Revenue, Enterprise, Internal Service, Debt, and Capital Project Fund types. For a description of the County's financial structure see the Strategic Planning and Budget Policies Section of the 2021 Adopted Budget. For descriptions of funds see the Summary section.

December 31, 2020 (unaudited)

The current year projection (year-end 2020) is based on year-to-date information together with departmental estimates of revenues, expenditures and net transfers for various fund types. Total combined estimates of fund balances at December 31, 2020 are projected at \$183.0 million, a decrease of \$0.8 million from December 31, 2019 year-end combined fund balances. Of the combined fund balance amount, \$134.5 million is non-spendable, restricted, committed (by the Grantor, State Law, County Board, etc.) or assigned for specific future use exclusively within each particular fund. A summary of projected fund balance by fund type is described below.

General Fund Balance - The estimated fund balance for the General Fund at December 31, 2020 is projected at \$63.4 million, an increase of \$1.7 million from 2019. Revenues were \$1.9 million above expenditures. Net transfers out of the General Fund were \$0.2 million. The unassigned portion of the fund balance is estimated at \$48.6 million, a \$2.9 million increase from the 2019 unassigned fund balance of \$45.7 million.

Special Revenue Fund Balance - The December 31, 2020 estimated fund balance is \$7.4 million, a decrease of \$300,000 from 2019. Revenues were \$1.3 million over expenditures. Net transfers out of Special Revenue Funds were \$1.6 million.

Working Capital - The unassigned General Fund balance provides working capital for thirteen weeks of operations based on the 2021 expenditure budget. In addition, the ratio of governmental funds unassigned fund balance to governmental expenditures for year-end 2020 is estimated at 22.5%. This estimated percentage exceeds the County's goal of at least 11%, which provides sufficient cash flow for the County's operations. It also exceeds the County's target goal of 15-16%.

SUMMARY OF FUND BALANCE PROJECTIONS, Cont.

Enterprise Fund Balance – Year-end 2020 fund balance is projected at \$49.2 million, a decrease of \$2.0 million from 2019. The enterprise funds include three golf courses (with one course transferring to private ownership following the 2020 golf season), two indoor ice arenas, radio services, a materials recycling facility, and an airport. Enterprise fund balances include non-spendable capital assets.

Internal Service Fund Balance - Year-end 2020 fund balance is estimated at \$22.3 million, a decrease of \$1.8 million from 2019. Internal service fund balances include non-spendable capital assets.

Debt Service Fund Balance – Year-end 2020 fund balance is estimated at \$2.5 million, an increase of \$500,000 from 2019.

Capital Projects Fund Balance – Year-end 2020 fund balance is projected at \$37.1 million, an increase of \$1.3 million from 2019. The entire fund balance is reserved for existing capital projects until the projects are closed. Fund balances remaining may be reserved to fund future capital projects.

December 31, 2021

The year-end 2021 projection is based on 2021 budgeted revenues, expenditures, and estimates on completion of capital projects appropriated in prior years. At year-end 2021, total combined fund balances are estimated at \$172.7 million, a decrease of \$10.3 million from the estimated 2020 level. Of the estimated combined year end 2021 total fund balance, \$128.7 million is restricted, committed or assigned specific future use within the particular funds, and \$44.1 million is estimated to be the unassigned fund balance. This is an estimated decrease in unassigned fund balance of about \$4.5 million from year-end 2020.

General Fund Balance - The estimated fund balance for the General Fund is projected at \$58.4 million, a decrease of \$4.9 million from the 2020 estimate. This decrease results from the planned fund balance use of \$3.8 million in the 2021 budget and transfers out of \$1.1 million. Transfers out include \$185,000 for transportation purposes, \$350,000 for debt service, \$400,000 for end user technology, and \$215,500 for risk management.

The unassigned portion of the fund balance is estimated at \$44.1 million.

Special Revenue Fund Balance - The December 31, 2021 estimated fund balance is \$6.9 million, a decrease of \$500,000 from 2020. This decrease results from the planned use of fund balances in the 2021 budget of \$626,000, and transfers in of \$92,500.

Working Capital - The ratio of governmental funds unreserved fund balance to governmental expenditures for year-end 2021 is estimated at 19.6%, a decrease from the 22.5% estimate for year-end 2020.

**SUMMARY OF PROJECTED FUND BALANCE
AS OF DECEMBER 31, 2020**

SCHEDULE 1

	General Fund	Special Revenues	Enterprise	Internal Service	Debt Service	Capital Projects	Component Unit	Totals
Revenues:								
General Intergovernmental	\$54,543,371	\$19,575,782	\$1,098,000	\$ 29,100	\$ -	\$3,244,073	\$1,355,488	\$79,845,814
Taxes	87,455,679	6,675,126	-	-	14,254,500	1,355,927	-	\$109,741,232
Fines/Licenses	2,840,658	160,230	-	-	-	-	-	\$3,000,888
Charges for Services	24,634,607	794,093	5,846,987	4,818,910	-	-	868,834	\$36,963,431
Interdepartmental Revenue	3,826,577	676,801	583,026	33,377,541	-	-	2,000	\$38,465,945
Interest Income	2,650,000	-	-	-	150,000	250,000	-	\$3,050,000
Other Revenue	10,960,071	1,249,396	1,796,990	4,303,710	10,519,131	18,899,800	25,350	\$47,754,448
Total Revenues	\$186,910,963	\$29,131,428	\$9,325,003	\$42,529,261	\$24,923,631	\$23,749,800	\$2,251,672	\$318,821,758
Expenditures:								
Personnel Costs	\$114,142,100	\$10,461,725	\$3,189,713	\$5,791,284	\$ -	\$ -	\$ 763,956	\$134,348,778
Operating Expenses	55,964,701	11,951,541	6,901,438	38,445,311	-	-	1,527,302	\$114,790,293
Interdepartmental Charges	13,871,273	5,245,787	1,400,745	587,618	-	-	134,134	\$21,239,557
Fixed Assets/Capital Projects	1,045,331	167,123	-	-	-	\$23,044,626	-	\$24,257,080
Debt Service	-	-	-	-	25,029,151	-	-	\$25,029,151
Total Expenditures	\$185,023,405	\$27,826,176	\$11,491,896 (A)	\$44,824,213 (A)	\$25,029,151	\$23,044,626	\$ 2,425,392	\$319,664,859
Excess of Revenues over/(under) Expenditures (A)	\$1,887,558 (B)	\$1,305,252	(\$2,166,893) (B)	(\$2,294,952) (B)	(\$105,520) (B)	\$705,174 (B)	(\$173,720)	(\$843,101) (B)

Footnotes:

(A) Net of capital projects expenditures and revenues.

(B) Negative amounts reflect planned use of restricted, committed, or assigned fund balances for one time or temporary purposes.

**SUMMARY OF PROJECTED FUND BALANCE
AS OF DECEMBER 31, 2020**

SCHEDULE 2

	General Fund	Special Revenues	Enterprise	Internal Service	Debt Service	Capital Projects	Component Unit	Totals
Fund Balance December 31, 2019	\$61,661,362	\$7,707,904	\$51,159,730	\$24,171,986	\$2,009,287	\$35,873,930	\$1,304,942	\$183,889,141
Restricted/Committed/Assigned Fund Balance	15,921,976	7,707,904	51,159,730	24,171,986	2,009,287	35,873,930	1,304,942	138,149,755
Unassigned Fund Balance January 1, 2020	\$45,739,386	\$0	\$0	\$0	\$0	\$0	\$0	\$45,739,386
Excess of Revenues over (under) Expenditures (A)	1,887,558	1,305,252	(2,166,893)	(2,294,952)	(105,520)	705,174	(173,720)	(843,101)
Net Operating Transfers in (out)	(196,567)	(1,599,933)	200,000	465,500	560,000	571,000	0	0
Excess of Revenues & Other Financing Sources over (under) Expenditures	\$1,690,991	(\$294,681)	(\$1,966,893)	(\$1,829,452)	\$454,480	\$1,276,174	(\$173,720)	(\$843,101)
Total Projected Fund Balance Dec. 31, 2020	63,352,353	7,413,223	49,192,837	22,342,534	2,463,767	37,150,104	1,131,222	183,046,040
Restricted/Committed/Assigned Fund Balance	14,758,717 (B)	7,413,223	49,192,837 (C)	22,342,534 (C)	2,463,767	37,150,104	1,131,222	134,452,404
Total Projected Unassigned Fund Balance	\$48,593,636	\$0	\$0	\$0	\$0	\$0	\$0	\$48,593,636

Footnotes:

- (A) Negative amounts reflect planned use of restricted, committed, or assigned fund balances for one time or temporary purposes.
 (B) Includes \$5,931,624 assigned in the 2021 Budget.
 (C) The Enterprise and Internal Service Fund balances include fixed assets and may include some unreserved funds.

**SUMMARY OF PROJECTED FUND BALANCE
AS OF DECEMBER 31, 2021**

SCHEDULE 3

	General Fund	Special Revenues	Enterprise	Internal Service	Debt Service	Capital Projects	Component Unit	Totals
Fund Balance December 31, 2020	\$63,352,353	\$7,413,223	\$49,192,837	\$22,342,534	\$2,463,767	\$37,150,104	\$1,131,222	\$183,046,040
Restricted/Committed/Assigned Fund Balance	14,758,717	7,413,223	49,192,837	22,342,534	2,463,767	37,150,104	1,131,222	134,452,404
Unassigned Fund Balance January 1, 2021	\$48,593,636	\$0	\$0	\$0	\$0	\$0	\$0	\$48,593,636
Excess of Revenues over (under) Expenditures (A)	(3,771,428)	(626,000)	(1,984,093)	(2,752,410)	(560,875)	(498,617)	(130,111)	(10,323,534)
Net Operating Transfers in (out)	(1,150,500) (B)	92,500	0	615,500	350,000	92,500	-	0
Excess of Revenues & Other Financing Sources over (under) Expenditures	(\$4,921,928)	(\$533,500)	(\$1,984,093)	(\$2,136,910)	(\$210,875)	(\$406,117)	(\$130,111)	(\$10,323,534)
Total Projected Fund Balance Dec. 31, 2021	58,430,425	6,879,723	47,208,744	20,205,624	2,252,892	36,743,987	1,001,111	172,722,506
Restricted/Committed/Assigned Fund Balance	14,360,259	6,879,723	47,208,744 (C)	20,205,624 (C)	2,252,892	36,743,987	1,001,111	128,652,340
Total Projected Unassigned Fund Balance	\$44,070,166	\$0	\$0	\$0	\$0	\$0	\$0	\$44,070,166

Footnotes:

(A) Budgeted fund balances are responsible for the deficit figures.

(B) Includes planned transfer out of \$350,000 for Debt Service, \$400,000 for End User Technology \$185,000 for Transportation, and \$215,500 for Risk Management.

(C) The Enterprise and Internal Service Fund balances include fixed assets and may include some unreserved funds.

FUNCTIONAL AREA SUMMARY BY FUND TYPE

2021 BUDGET

REVENUES	GENERAL FUND (a)	SPECIAL REVENUE	COMPONENT UNIT	ENTERPRISE	INTERNAL SERVICE	DEBT	CAPITAL PROJECTS	TOTAL
JUSTICE & PUBLIC SAFETY	\$20,139,686			\$1,322,640				\$21,462,326
HEALTH & HUMAN SERVICES	\$58,230,967	\$3,800,775						\$62,031,742
PARKS, ENV., EDUC., LAND USE	\$9,725,493	\$4,874,200	\$2,257,173	\$5,814,288			\$1,998,500	\$24,669,654
PUBLIC WORKS	\$545,050	\$13,589,381		\$1,105,538	\$7,685,906		\$1,572,000	\$24,497,875
GENERAL ADMINISTRATION	\$8,088,546	\$346,617			\$10,317,147		\$13,616,856	\$32,369,166
NON DEPARTMENTAL	\$1,026,400				\$25,699,000			\$26,725,400
FUND BALANCE APPROPRIATION	\$4,271,428	\$626,000	\$148,109	\$1,227,163	\$3,256,770	\$560,875	\$498,617	\$10,588,962
RETAINED EARNINGS	\$0	\$0	(\$17,998)	\$756,930	(\$504,360)			\$234,572
TAX LEVY	\$88,798,372	\$6,846,155	\$0	\$0	\$0	\$14,312,719	\$1,515,927	\$111,473,173
TOTAL REVENUES	\$190,825,942	\$30,083,128	\$2,387,284	\$10,226,559	\$46,454,463	\$14,873,594	\$19,201,900	\$314,052,870
EXPENDITURES								
JUSTICE & PUBLIC SAFETY	\$66,443,427			\$1,897,602			\$2,800,000	\$71,141,029
HEALTH & HUMAN SERVICES	\$85,811,354	\$3,800,775					\$190,000	\$89,802,129
PARKS, ENV., EDUC., LAND USE	\$15,173,015	\$8,933,978	\$2,387,284	\$7,003,837			\$4,290,000	\$37,788,114
PUBLIC WORKS	\$8,810,538	\$16,960,758		\$1,325,120	\$7,317,284		\$11,761,900	\$46,175,600
GENERAL ADMINISTRATION	\$11,643,208	\$387,617			\$11,332,100	\$14,873,594	\$0	\$38,236,519
NON DEPARTMENTAL (a)	\$2,944,400				\$27,805,079		\$160,000	\$30,909,479
TOTAL EXPENDITURES	\$190,825,942	\$30,083,128	\$2,387,284	\$10,226,559	\$46,454,463	\$14,873,594	\$19,201,900	\$314,052,870

(a) Includes Contingency Fund.

APPROPRIATION UNIT SUMMARY BY FUND TYPE

2021 BUDGET

REVENUES	GENERAL FUND (a)	SPECIAL REVENUE	COMPONENT UNIT	ENTERPRISE	INTERNAL SERVICE	DEBT	CAPITAL PROJECTS	TOTAL
INTERGOVT. CONTRACTS/GRANTS	\$48,992,887	\$19,906,560	\$1,327,788	\$1,000,000	\$31,500		\$4,867,356	\$76,126,091
FINES & LICENSES	\$3,010,610	\$143,500	\$0	\$0	\$0			\$3,154,110
CHARGES FOR SERVICES	\$27,562,771	\$954,201	\$905,385	\$4,881,765	\$5,687,636			\$39,991,758
INTERDEPART. REVENUES	\$4,268,632	\$712,473	\$3,000	\$567,413	\$36,442,571			\$41,994,089
OTHER REVENUES	\$13,921,242	\$894,239	\$21,000	\$1,793,288	\$1,540,346		\$12,320,000	\$30,490,115
FUND BALANCE APPROPRIATION	\$4,271,428	\$626,000	\$148,109	\$1,227,163	\$3,256,770	\$560,875	\$498,617	\$10,588,962
RETAINED EARNINGS	\$0	\$0	(\$17,998)	\$756,930	(\$504,360)			\$234,572
TAX LEVY	\$88,798,372	\$6,846,155	\$0	\$0	\$0	\$14,312,719	\$1,515,927	\$111,473,173
TOTAL REVENUES	\$190,825,942	\$30,083,128	\$2,387,284	\$10,226,559	\$46,454,463	\$14,873,594	\$19,201,900	\$314,052,870
EXPENDITURES								
PERSONNEL COSTS	\$116,049,998	\$11,019,968	\$788,783	\$2,800,313	\$6,028,774			\$136,687,836
OPERATING EXPENSES	\$59,213,185	\$12,948,176	\$1,461,364	\$6,274,942	\$39,807,512			\$119,705,179
INTERDEPARTMENTAL CHARGES	\$14,626,993	\$5,642,484	\$137,137	\$1,151,304	\$618,177			\$22,176,095
FIXED ASSETS & IMPROVEMENTS	\$935,766	\$472,500	\$0	\$0	\$0		\$19,201,900	\$20,610,166
DEBT SERVICE	\$0	\$0	\$0	\$0	\$0	\$14,873,594		\$14,873,594
TOTAL EXPENDITURES	\$190,825,942	\$30,083,128	\$2,387,284	\$10,226,559	\$46,454,463	\$14,873,594	\$19,201,900	\$314,052,870

(a) Includes Contingency Fund.

Strategic Planning & Budget Policies

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STRATEGIC PLANNING OVERVIEW

Waukesha County has been using strategic planning tools for well over twenty years. County departments hold stakeholder focus groups, conduct environmental scans and work with departmental strategic planning coordinators to perform major updates to their plans on a three-year basis and provide annual updates as needed.

Through strategic planning, the County has established links between our Standards of Service Excellence, business functions and measurable program outcomes across all departments resulting in continuously improving service delivery. To help guide our strategic planning process and identify priorities, the County established a cross-departmental Strategic Planning Executive Committee, holds meetings and trainings with planning coordinators, and has worked with outside consultants to provide expert guidance to ensure that each new generation of our strategic plans are better than the last.

In 2020, the County continued its contract with the Studer Group, a nationally recognized and respected firm, to improve implementation of its current strategic plan and train staff on providing excellent customer service, improving communication between employees and their immediate supervisor through the use of “rounding”, and various other trainings to improve quality and service delivery. Throughout the year, departments have been developing new, three-year strategic plans that will help guide the County into the future.

The County continues to be a leader in the state by strategically providing high quality services at the lowest possible cost by sharing services, creating public/private partnerships, focusing on collaborative efforts whenever possible, and making investments in key technologies to improve how the County does business.

Mission Statement:

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

Vision Statement:

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

Standards of Service Excellence:

Teamwork & Collaboration, Innovation, Efficiency & Cost Savings,
Communication, Ethics & Diversity, Well-being

County-Wide Pillars:

The areas in which our strategic plans are focused, supporting the county's mission and vision and providing direction for goals and objectives:

1. **Customer Service:** High customer satisfaction
2. **Quality:** High standards of service excellence
3. **Team:** Best professionals serving the public in the best way
4. **Health and Safety:** Ensure the well-being of citizens
5. **Finance:** Protect taxpayer's investment

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

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

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

- Budget initiatives are organized under County-Wide Pillars
 - Objectives focus on areas that utilize significant budget resources
 - Performance measures demonstrate level of achievement over multiple years
- For reference, please see the example illustrated below:

Quality Pillar: High standards of service excellence

Objective: LEAN – Continuous Improvement

Continue expansion and focus of the Waukesha Continuous Improvement (CI) initiative through the continued training of county employees that are interested in leading a project or participating in a project while obtaining a white, yellow or green Belt. Further encourage and develop existing LEAN trained employees to conduct projects or other LEAN-CI activities such as PDCA, 5S, Kaizen or other endeavors that lead to more regular incremental improvements. Develop an Introduction to LEAN training for employees that are both new to the county and existing employees that have not been previously trained in LEAN-CI. Develop a LEAN-CI Champion/Manager training that will help those that are championing LEAN-CI activities better support the teams that they are leading. Development of Team Continuous Improvement "Huddles" concept to encourage small teams to regularly review processes that can be improved over a short period of time.

Performance Measures:

1. Number of employees trained and engaged in CI efforts (both line staff & management)

Title	2012	2013	2014	2015	2016	2017	2018	2019	Total	Current*
White Belt Certification	20	40	27	20	28	30	42	20	227	165
Yellow Belt Certification	0	0	11	13	10	11	15	8	68	61
Green Belt Certificate	1	2	1	2	4	3	2	3	18	14
Black Belt Training	0	0	0	0	3	0	1	0	4	4
Grand Total	21	42	39	35	45	44	60	31	317	244

*Current is the count of employees at their highest belt level. Some employees have taken multiple trainings at different levels resulting in a higher Total count.

At the close of 2019, approximately 22% of the total county workforce had been lean trained. DOA has 46 FTE, or roughly 49% of its staff, trained in LEAN/continuous.

2. Number of departmental CI efforts reported ("CI Express" and / or full projects)

CI Efforts	2012	2013	2014	2015	2016	2017	2018	2019
LEAN Projects	4	9	8	8	7	2	5	10
CI Express	0	0	0	5	0	7	6	17

WAUKESHA COUNTY PLANNING PROCESSES

PLANNING FOR THE FUTURE

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

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

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

BUDGET BOOK REFERENCE

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

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

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

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

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

WAUKESHA COUNTY PLANNING PROCESSES, CONT.

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

WAUKESHA COUNTY FIVE-YEAR FINANCIAL FORECAST

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

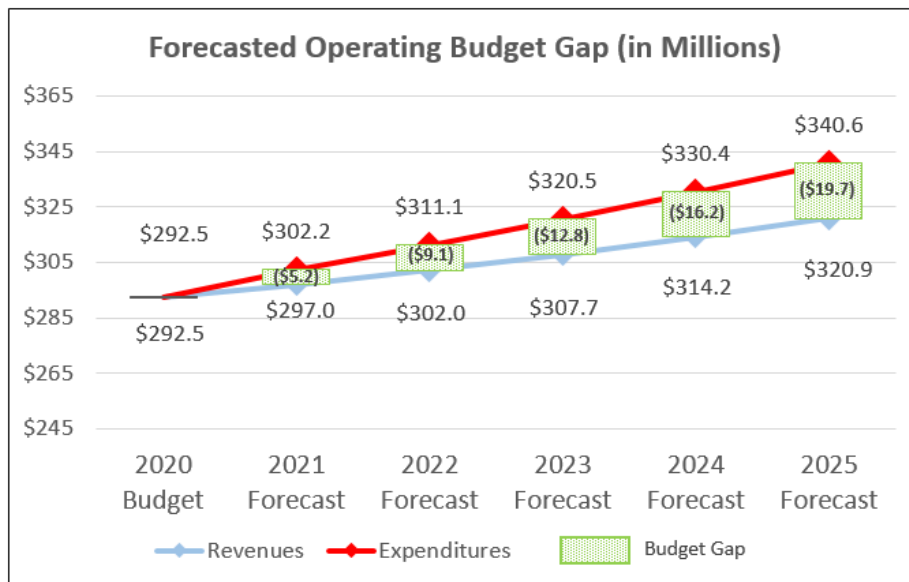
The five-year financial forecast is developed annually in the early stages of budget development. It includes a review of the prior fiscal year-end results and considers the impacts of various county planning processes, including the capital plan and related debt financing. The Budget Division of the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

The purpose of utilizing a financial forecast is to identify and determine the extent of actions necessary to close the gap between revenues and expenditures to ensure long-term fiscal sustainability and to prepare for impacts identified in future years. Below is a summary of Waukesha County's financial outlook as it appeared in the current year's five-year forecast prior to budget development.

Operating Budget (Non-Capital) Five Year Financial Forecast Summary 2021-2025

Operating Budget (in Millions)			
Year	Revenues	Expenditures	GAP
2020 Budget	\$292.5	\$292.5	\$0.0
2021 Forecast	\$297.0	\$302.2	(\$5.2)
2022 Forecast	\$302.0	\$311.1	(\$9.1)
2023 Forecast	\$307.7	\$320.5	(\$12.8)
2024 Forecast	\$314.2	\$330.4	(\$16.2)
2025 Forecast	\$320.9	\$340.6	(\$19.7)

Closing the structural budget gap in a given year helps future budgets by reducing the gap in future years. For example, closing the 2020 budget gap resulted in a \$3 million reduction to the projected 2020 gap – from \$8.2 million to the current 2021 projection of \$5.2 million. The 2021 budget is balanced, which will again favorably impact the projected gap in future years (as demonstrated in the charts below). This was done by working to reduce expenditures and conservatively increasing revenues (when justified). The use of fund balance and other one-time revenues is limited to the situations described in the county Revenue Policy section of this document.



*The 2021 operating budget is balanced at \$294.9 million, reflecting the elimination of the gap through expenditure reductions and revenue increases.

FINANCIAL MANAGEMENT POLICIES

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

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

Revenue Policy

1. The county relies on property tax as its sole source of local tax revenues to fund state and local programs and services. Property taxes account for about 37% of total revenues. Excluding interdepartmental revenues, which are mostly charges from county internal service funds, property taxes account for about 41% of revenue. Other tax options allowable by statute to counties include a 0.5% county sales tax and a local motor vehicle registration fee. Waukesha County has not implemented these other tax options.
2. The county attempts to maintain a diversified and stable revenue stream. The county continues its efforts for greater reliance on true user fee service charges to help offset reductions of federal/state funding and to reduce reliance on property tax revenues. Service fee charges (user fees) are implemented for services that can be individually identified and where costs can be directly related to the level of service provided. The county's budgeting philosophy is to annually review and provide at least nominal inflationary increases on appropriate user fees charges for service to cover increasing costs of providing those services.
3. The county maximizes its return on investment consistent with its investment policy. Investment income is used to reduce reliance on the property tax levy. There is minimal risk of market losses because of the strict adherence to investment and liquidity guidelines.
4. One-time revenues shall not be used to fund continuous operating costs, except to manage a short-term spike in program costs, the phasing of a new or expanded program, making investments that have future payoffs, and to smooth out the impacts of significant state and/or federal funding reductions.
5. Revenue forecasts (estimates) need to document the methods employed and the underlying assumptions that the revenue projections are based on.

Balanced Budget

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

Property Tax Levy Increase Limits

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

FINANCIAL MANAGEMENT POLICIES, CONT.

Operating Expenditure Budget

1. State statutes require budgetary control at the total expenditure level by agency or department. However, the county's policy requires more stringent controls. The operating budget control is established for a department's fund budget by appropriation unit category or class of accounts (i.e. Personnel costs, Operating expenses, Interdepartmental charges, and fixed assets) for governmental funds, with the exception of the Tarmann Park Land Acquisition Fund, which has bottom line expenditure control. For proprietary funds, capital projects, and debt service funds total expenditure levels are the control limit.
2. The fixed asset capitalization level is at \$5,000 to be consistent with federal and state fixed asset capitalization levels and to efficiently administer the asset inventory tracking requirements imposed by Governmental Accounting Standards Board (GASB) pronouncement #34.
3. The County Executive establishes specific departmental operating budget tax levy target guidelines to limit county spending and taxes in budgets presented to the County Board by October 1st of each year.
 - Departments having Enterprise, Internal Service, and certain non-tax levy supported Special Revenue funds are expected to generate operating revenues sufficient to offset costs. Internal Service fund operations receive no direct tax levy (although department revenues may be levy funded) and are limited to billing rate service charge increases at or near inflationary costs (with any proposed rate increases based on cost justification).
 - Departments may receive funding over levy target amounts or cost to continue funding, if these requests are based on need or specific cost/benefit, or return on investment justifications.
4. The Public Works Department includes a highway pavement replacement program in the Capital Projects budget. The estimated 15 to 20 year replacement cycle is implemented based on pavement ratings system to address safety concerns and highways with the greatest need of upgrade.
5. A five-year Vehicle/Equipment Replacement Plan is updated annually to specify the replacement cycle for county vehicles and equipment that meet the required criteria. Adopted by the County Board, the plan reduces year-to-year fluctuations in departments' fixed asset budgets, and helps to ensure that the county's vehicles and equipment are replaced before age or usage cause excessive maintenance costs and expensive equipment downtime. A Vehicle/Equipment Replacement Fund was created to implement this plan. Replacement vehicles and equipment are purchased from this fund, and user departments pay for the asset (and associated insurance coverage) through an annual charge similar to a lease (see the Public Works section, Vehicle/Equipment Replacement Fund).
6. The End User Technology Fund (EUTF) has evolved from a similar fund established in the 1996 Budget to provide funding for computer technology maintenance and equipment replacements on a regular schedule. A long-term plan is intended to manage overall costs and the year-to-year variation in budgeting requirements by basing computer and infrastructure replacement and repair decisions on changing technology and just-in-time replacement, maintenance, and other economic issues.
7. Health & Dental Insurance Fund is budgeted in Non-Departmental functional areas as an Internal Service Fund to make the self insured insurance costs more transparent in the budget. The fund is used to account for all claims and costs filed against and paid by the county's self-funded insurance, the premiums paid for these plans, and costs associated with the wellness program and an onsite clinic.

FINANCIAL MANAGEMENT POLICIES, CONT.

Operating Expenditure Budget (cont.)

8. The Parks and Land Use department is responsible for the County's Grounds Maintenance and Parks Pavement Management Program. The department has established a three-year Parks maintenance program, which includes a parks roadway and parking lot maintenance program as well as continued maintenance of county grounds and park facilities as a priority area within the department's operating budget.
9. The Public Works Department maintains a five-year Building Improvement Plan. The five-year Building Improvement Plan identifies and prioritizes future building improvement projects, including mechanical infrastructure replacements required for proper maintenance of county facilities. The first year of these plans is included in the operating budget, and individual projects are usually less than \$100,000. Therefore, the capital budget and related financing is not used to fund these projects.
10. The 2011 budget included the first long term plan for the Sheriff's jail equipment replacements, funded with prior-year jail assessment fee revenues and some base budget equipment funding. The 2016 budget included the first non-jail equipment plan, funded with seized funds and General Fund balance.

Capital Improvement Plan

1. The county prepares and adopts a five-year capital improvement plan, which provides comprehensive planning, budget stability, and analysis of the long-range capital needs of the county. The plan describes details of each capital project, estimates the project cost and priorities, identifies funding, provides a cost/benefit or return on investment analysis justification, considers alternatives, and estimates the impacts to the operating budget.
2. A capital project is defined as an active or proposed non-recurring expenditure in one or more specified plan years, of an amount in excess of \$100,000 (including non County funding sources) for a permanent fixed asset (building, land, or technology improvements or equipment installation), which has or extends the useful life of an existing fixed asset, usually in excess of seven years.
3. The Capital Plan maintains emphasis on planning and funding for infrastructure and capital improvements projects, as they are needed rather than reacting to crisis situations. New projects should be requested in the last year of the five-year plan, unless circumstances require a more immediate time frame. County Code Sec 7-16 (c) requires design and implementation for larger projects to be, at a minimum, in separate calendar years. This project methodology further identifies documentation and justification requirements to support the project from the first year included in the plan to project completion. Information Systems Technology projects are required to follow an established technology review process that includes a business case analysis.
4. Operational impacts of capital projects indicate the annual on-going and one-time costs or savings associated with implementing the capital improvement program. The additional on-going impacts are included in the departments' operating budget requests. This includes providing for additional personnel, operating costs, needed fixed assets or any new/additional revenues to be achieved. Cost savings are also identified in the department's budget if base budget costs can be reduced or cost increases are offset or avoided. Major operating impacts (excluding Debt Service) in the budget are identified in each department's operating budget, and explained in further detail in the Capital Projects section. Debt Service impacts are also identified in further detail in the Debt Service section.

FINANCIAL MANAGEMENT POLICIES, CONT.

Debt Policy

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

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

2. The county structures its debt borrowing issues with a moderate term of nine to ten years to maintain stable annual debt service payments and to avoid major fluctuations between years.
 - Promissory notes are amortized with larger payments in final years to integrate new debt with existing debt in order to achieve operating budget stability. Larger payments are structured in later years to take advantage of call provisions of the market rates when warranted. (See Debt Service Section Requirements page and Projected Debt Service illustration page.)
3. By state statute, the County's debt obligations cannot exceed 5% of the equalized value of all property in the County, including Tax Increment Financing Districts. The County has over 95% availability of its statutory debt limit with the planned 2018 debt issue.

Reserve Policy

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

Investments

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

FINANCIAL MANAGEMENT POLICIES, CONT.

Accounting Policy and Basis of Budgeting

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

Capital and Operating Budget Process

Operating Budget Process		KEY DATES											
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Review prior year results/identify potential budget issues.		■											
Analyze impact of State budget on County funding/programs.			■										
Develop budget assumptions and Internal Service rates for the ensuing year.				■									
Department budget targets developed and issued.	June				■								
Department budget development.							■						
Co. Executive seeks public opinion on budget.	July							■					
Departments submit budget and new position requests.								■					
Department Heads present budget requests to Co. Executive.								■					
Executive budget prepared.									■				
Co. Executive message and budget presented to Co. Board.	September								■				
Publication of County Board Public Notice.	September									■			
Finance Committee holds public hearing on Proposed Budget.	October									■			
Committees review of Co. Executive Proposed Budget.										■			
Finance Committee reviews amendments and makes recommendation to Board.										■			
Co. Board votes for adoption/amendment of budget.	2nd Tues. in Nov.										■		
Co. Executive vetoes (if necessary)- Co. Board action.											■		
Budget Monitoring.		■											
Capital Budget Process		KEY DATES											
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
All open projects reviewed; completed projects closed.		■											
Project list developed and submitted to departments.				■									
Review of open and planned projects.				■									
Preliminary consideration of new project requests.				■									
Technical reviews of projects.						■							
Departments present project plans to Co. Executive.								■					
Co. Executive seeks public opinion on budget.	July							■					
Executive review and decision making.								■					
Executive's capital budget and five-year plan developed.								■					
Executive presents five-year plan to Co. Board.	By Sep. 1								■				
Committees review of five-year capital plan.									■				
Finance Committee holds public hearing on proposed budget.	October									■			
Board adopts/amends capital plan.										■			
Capital budget is adopted with operating budget.	2nd Tues. in Nov.										■		

CAPITAL AND OPERATING BUDGET PROCESS

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

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

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

CAPITAL AND OPERATING BUDGET PROCESS, CONT.

Capital Budget and Five Year Plan

NOV Capital budget appropriations are made in conjunction with the adoption of the operating budget

Operating Budget

County Board agendas ordinance to adopt budget for second week of November
Finance Committee presents ordinances to adopt budget, distributes and recommends budget amendments
Standing Committees/Supervisor propose additional budget amendments
County Board acts on amendments and adopts budget
County Executive reviews budget and may line item veto
County Board review/takes action on vetoes

Budget Amendment Process

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

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

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

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

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

FINANCIAL STRUCTURE

Summary

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

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

Fund Accounting

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

Fund Types

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

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

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

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

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

Component Units - A component unit are used to account for operations that are legally separate organization from the governing body but where the elected officials of the primary government are financially accountable for the organization. The Bridges Library System (State Aid, Federal, Miscellaneous and CAFÉ Funds) is used to account for funds provided to maintain a member library system covering Waukesha and Jefferson counties.

FINANCIAL STRUCTURE, CONT.

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

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

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

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

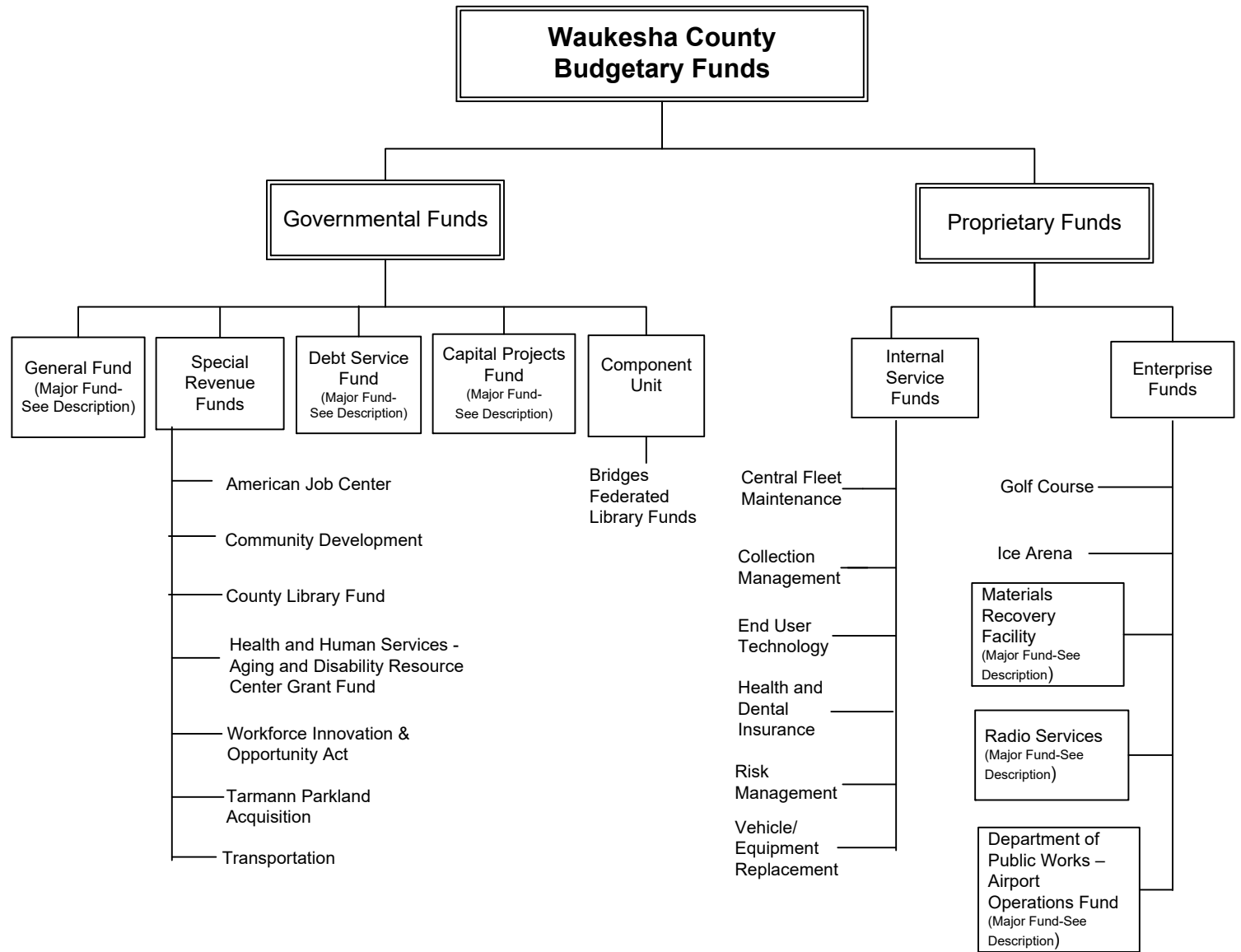
Agency Funds - Agency funds are used to account for assets held by the County in a trustee capacity or as an agent for individuals, private organizations, other governments and/or other funds. Agency funds are custodial in nature (assets equal liabilities) and do not involve measurement of results of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

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

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

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

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



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

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

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

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

MATERIALS RECOVERY FACILITY FUND – To account for the operation and maintenance of the County recycling facility, located in Waukesha, Wisconsin

CAPITAL PROJECTS FUND – To account for financial resources used for the acquisition or construction of major capital facilities.

FUND DESCRIPTIONS

	<u>2021</u> <u>Expenditure</u> <u>Budget</u>	<u>2021</u> <u>Tax</u> <u>Levy</u>
<u>GENERAL FUND</u>		
The General Fund is the largest single county fund. It is the primary operating fund of the county. It accounts for all revenues that are not required to be processed through another fund. Nearly half of General Fund revenue is received from taxes, but it also receives fines, fees, intergovernmental revenues, interest earnings, and other revenues.		
TOTAL GENERAL FUND	<u>\$190,825,942</u>	<u>\$88,798,372</u>
<u>SPECIAL REVENUE FUNDS</u>		
Special revenue funds are used to account for the proceeds from specific revenue sources (other than expendable trust or major capital projects) that are legally restricted to expenditures for specific purposes.		
HHS - Aging and Disability Resource Center (ADRC) Contract Fund		
To account for special revenue (federal/state) funds needed to provide older adults and individuals with disabilities age 18 and above, and their families, services with information, referral, assistance, long term care financial and functional eligibility, long-term care options counseling, short-term case management, elderly and disability benefits counseling, prevention, early intervention, health promotion, outreach/marketing, advocacy, and emergency referrals and services related to aging or living with a disability.		
	\$3,800,775	\$0
Transportation Fund		
To account for funds needed to provide all services on the county trunk highway system and selected non-county roads, including: planning, designing, maintenance, and construction and to account for state funds provided on a reimbursement basis for performing maintenance and repair on other projects as specified on all state trunk highways within the County. To account for state, federal, and local funds used to provide transit bus services to selected areas of the County.		
	\$16,960,758	\$3,186,377
County Library Fund		
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.		
	\$3,659,778	\$3,659,778
Community Development Fund		
To account for federal funds to provide to other governmental units or nonprofit organizations that aid low- to moderate-income and other disadvantaged persons.		
	\$3,416,598	\$0
American Job Center Fund		
To account for funds to operate a one-stop operator location for the integration of employment, training, education and economic development services for job seekers, workers and employers.		
	\$387,617	\$0
Walter J. Tarmann Parkland Acquisition Fund		
To account for funds provided to acquire parkland and natural areas as identified in the Waukesha County Park and Open Space Plan.		
	\$400,000	\$0
Workforce Innovation and Opportunity Act Fund		
To account for federal funds to support staff and contracted services that assist job seekers to access employment, education, training, and support services to succeed in the labor market and to match employers with the skilled workers they need to compete in the global economy.		
	<u>\$1,457,602</u>	<u>\$0</u>
SPECIAL REVENUE FUND TOTALS	<u>\$30,083,128</u>	<u>\$6,846,155</u>
COMPONENT UNIT		
Bridges Library System Funds		
To account for funds provided to maintain a member library system.		
	\$2,387,284	\$0

FUND DESCRIPTIONS

	<u>2021</u> <u>Expenditure</u> <u>Budget</u>	<u>2021</u> <u>Tax</u> <u>Levy</u>
<u>INTERNAL SERVICE FUNDS</u>		
<p>Internal Service funds account for the financing of goods or services provided by one department or agency to other departments or agencies of the County or to other governments on a cost-reimbursement basis.</p>		
End User Technology Fund		
<p>To finance the common technology infrastructure for county users. The fund is managed on a total cost of ownership basis, and is designed to identify the services provided and resources required by the Information Systems staff to support end user departments. To account for the costs associated with the operation and maintenance of the county's central imaging, microfilming, records management services, and mail room services. Costs are billed to user departments based on a time and material cost basis.</p>		
	\$7,163,531	\$0
Vehicle/Equipment Replacement Fund		
<p>To account for the costs associated with the financing of vehicle/equipment replacements when the individual item's cost equals or exceeds \$7,500, and has a useful life of two or more years. Costs are billed to user departments based on the depreciable life of the asset.</p>		
	\$3,516,523	\$0
Central Fleet Maintenance Fund		
<p>To account for the costs associated with the maintenance, repairs, and centralized fueling of all county-owned motorized equipment. Costs are billed to user departments based on work orders, time, and material costs.</p>		
	\$3,800,761	\$0
Risk Management Fund		
<p>To account for the costs associated with loss control, the investigation and payment of employee claims, claims administration, and the transfer of risk to third parties through purchased insurance coverage. Costs are allocated to other county departments mostly on a claims experience/exposure basis, except for special insurance coverage, which are charged based on actual costs. This fund also accounts for funds invested in the Wisconsin Municipal Mutual Insurance Company (WMMIC). The county, together with certain other units of government within the state of Wisconsin, created WMMIC to provide general and police professional liability, errors and omissions, and vehicle liability coverage for counties or cities in Wisconsin.</p>		
	\$3,171,592	\$0
Collection Management Fund		
<p>To account for the costs associated with county-wide delinquent account collection activity. Costs are allocated to other county departments based on costs of services provided.</p>		
	\$996,977	\$0
Health and Dental Insurance Fund		
<p>The Health Insurance Fund is an interest-bearing internal service fund established to provide for and effectively manage the health and dental benefits for county employees, elected officials, retirees, and dependents. The fund also accounts for a wellness program and on-site clinic.</p>		
	<u>\$27,805,079</u>	<u>\$0</u>
INTERNAL SERVICE FUND TOTALS	<u>\$46,454,463</u>	<u>\$0</u>

FUND DESCRIPTIONS

	<u>2021</u> <u>Expenditure</u> <u>Budget</u>	<u>2021</u> <u>Tax</u> <u>Levy</u>
<u>ENTERPRISE FUNDS</u>		
Enterprise funds are used to account for operations (1) that are financed and operated in a manner similar to private business enterprises, where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (2) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.		
Radio Service Fund		
To account for operations and maintenance of County-wide radio services. Customers are billed on a fee for service basis.	\$1,897,602	\$0
Golf Courses Fund		
To account for operations and maintenance of the two county golf courses.	\$2,039,583	\$0
Ice Arenas Fund		
To account for operations and maintenance of the two county ice arenas.	\$1,224,419	\$0
Department of Public Works - Airport Operations Fund		
To account for department of Public Works Airport operations and development of the county airport.	\$1,325,120	\$0
Materials Recycling Facility Fund		
To account for operations and maintenance in the processing and marketing of recyclable materials collected from municipalities within the county program.	\$3,739,835	\$0
ENTERPRISE FUND TOTALS	<u>\$10,226,559</u>	<u>\$0</u>
<u>DEBT SERVICE FUNDS</u>		
Debt service funds are used to account for the accumulation of resources for the payment of general long-term debt principal, interest, and services costs (excludes debt services budgeted in internal service and enterprise funds). For further detailed information, see Debt Service Section.		
TOTAL DEBT SERVICE FUNDS	<u>\$14,873,594</u>	<u>\$14,312,719</u>
<u>CAPITAL PROJECTS FUNDS</u>		
All capital project funds used to account for financial resources used for the acquisition or construction of major capital facilities.		
TOTAL CAPITAL PROJECTS FUNDS	<u>\$19,201,900</u>	<u>\$1,515,927</u>
TOTAL ALL FUNDS	<u>\$314,052,870</u>	<u>\$111,473,173</u>

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Justice & Public Safety

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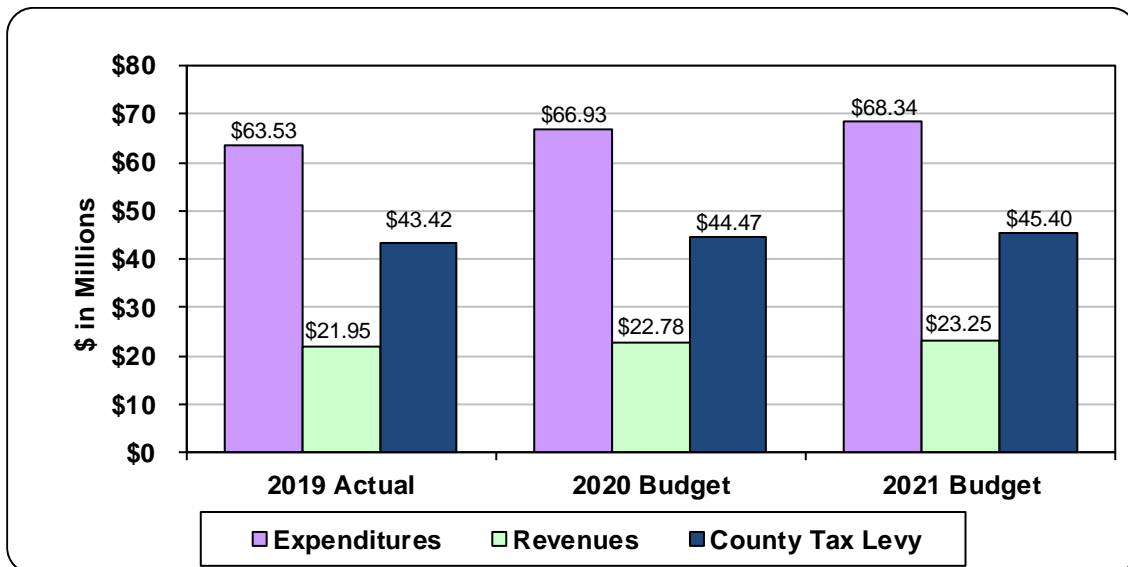
JUSTICE AND PUBLIC SAFETY

Functional Area Budget Highlights

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

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

The 2021 expenditure budget for this functional area totals \$68,341,000, after excluding fund capitalization fixed asset items. This represents an increase of \$1,408,500 or 2.1% from the 2020 Adopted Budget. Revenues, including fund balance in the 2021 budget total \$23,245,800, an increase of \$460,900 or 2.0% from the 2020 Adopted Budget. The county tax levy necessary to fund this functional area totals \$45,397,900, an increase of \$931,300 or 2.1% from the 2020 Adopted Budget. Tax levy in this functional area represents nearly 41% of the total county tax levy.



**** JUSTICE AND PUBLIC SAFETY ****
Functional Area Summary by Agency

	2019	2020	2020	2021	Change from 2020	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget	%
* TOTAL JUSTICE & PUBLIC SAFETY *						
Revenues (a)	\$21,954,945	\$22,784,861	\$22,359,227	\$23,245,768	\$460,907	2.0%
County Tax Levy	\$43,416,535	\$44,466,535	\$44,466,535	\$45,397,880	\$931,345	2.1%
Expenditure (b)	\$63,534,459	\$66,932,509	\$66,063,354	\$68,341,029	\$1,408,520	2.1%
Rev. Over (Under) Exp.	\$738,761	\$0	\$303,584	\$0	\$0	N/A
Oper Income/(Loss) (c)	\$1,098,260	\$318,887	\$458,824	\$302,619	(\$16,268)	-5.1%

BREAKDOWN BY AGENCY

EMERGENCY PREPAREDNESS

Revenues (a)	\$2,595,090	\$2,626,486	\$2,845,750	\$2,909,463	\$282,977	10.8%
County Tax Levy	\$6,092,294	\$6,417,294	\$6,417,294	\$6,517,294	\$100,000	1.6%
Expenditure (b)	\$7,802,706	\$8,724,893	\$8,723,673	\$9,124,138	\$399,245	4.6%
Rev. Over (Under) Exp.	(\$213,582)	\$0	\$80,547	\$0	\$0	N/A
Oper Income/(Loss) (c)	\$1,098,260	\$318,887	\$458,824	\$302,619	(\$16,268)	-5.1%

DISTRICT ATTORNEY

Revenues (a)	\$948,657	\$1,090,644	\$1,047,266	\$1,134,768	\$44,124	4.0%
County Tax Levy	\$1,906,337	\$1,956,337	\$1,956,337	\$2,031,337	\$75,000	3.8%
Expenditure	\$2,840,130	\$3,046,981	\$3,019,441	\$3,166,105	\$119,124	3.9%
Rev. Over (Under) Exp.	\$14,864	\$0	(\$15,838)	\$0	\$0	N/A

CIRCUIT COURT SERVICES

Revenues (a)	\$4,098,862	\$4,459,000	\$4,222,789	\$4,313,060	(\$145,940)	-3.3%
County Tax Levy	\$5,400,813	\$5,500,813	\$5,500,813	\$5,587,813	\$87,000	1.6%
Expenditure	\$8,999,205	\$9,959,813	\$9,501,143	\$9,900,873	(\$58,940)	-0.6%
Rev. Over (Under) Exp.	\$500,470	\$0	\$222,459	\$0	\$0	N/A

MEDICAL EXAMINER

Revenues (a)	\$1,308,918	\$1,034,120	\$1,043,805	\$1,029,064	(\$5,056)	-0.5%
County Tax Levy	\$1,035,610	\$1,060,610	\$1,060,610	\$1,129,955	\$69,345	6.5%
Expenditure	\$2,349,143	\$2,094,730	\$2,086,983	\$2,159,019	\$64,289	3.1%
Rev. Over (Under) Exp.	(\$4,615)	\$0	\$17,432	\$0	\$0	N/A

SHERIFF

Revenues (a)	\$13,003,418	\$13,574,611	\$13,199,617	\$13,859,413	\$284,802	2.1%
County Tax Levy	\$28,981,481	\$29,531,481	\$29,531,481	\$30,131,481	\$600,000	2.0%
Expenditure	\$41,543,275	\$43,106,092	\$42,732,114	\$43,990,894	\$884,802	2.1%
Rev. Over (Under) Exp.	\$441,624	\$0	(\$1,016)	\$0	\$0	N/A

(a) Appropriated fund balance is included in revenues as follows (see department budget pages for more detail):

Department	Fund balance appropriation	2019 Actual	2020 Budget	2020 Estimate	2021 Budget
Emergency Preparedness - General Fund	Phase-in costs, equipment replacements, and purchase orders and carryovers from prior year	\$210,280	\$135,000	\$143,185	\$140,000
Emergency Preparedness - Radio Services Fund	Radio operations depreciation and phase-in of new software support charges	\$751,520	\$750,421	\$878,166	\$877,581
District Attorney	Furniture replacement plan and purchase orders and carryovers from prior years	\$12,063	\$12,000	\$35,873	\$12,000
Circuit Court Services	Equipment replacement plan and temporary extra help	\$57,234	\$70,000	\$70,000	\$50,000
Medical Examiner	One-time startup costs	\$975	\$25,000	\$25,000	\$0
Sheriff	Reserved fund balance, equipment replacement programs, correctional officer positions, and jail medical contracts	\$1,234,265	\$898,839	\$1,118,773	\$703,861
TOTAL FUND BALANCE APPROPRIATION		\$2,266,337	\$1,891,260	\$2,270,997	\$1,783,442

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

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

JUSTICE AND PUBLIC SAFETY

Functional Area Budget Highlights

- **Emergency Preparedness** includes \$203,800 for an upgrade to next generation 911 (NextGen911) technology. Federal funding covers approximately 60% of the costs, with the remaining county share (\$90,000) funded with General Fund balance assigned for Communication Center equipment replacement. Another \$50,000 of fund balance covers \$35,000 of unplanned emergency equipment replacement items, and \$15,000 for the phasing in of software costs related to the Waukesha Communications Center console upgrades. Total expenditures increase nearly \$238,200 or 3.4%.
- **Radio Services** increase the appropriated Radio Services Fund balance \$127,200 or 16.9% to \$877,600 to offset the phasing in of new radio software support charges for the new P25 digital radio system. Revenues (excluding fund balance) increase \$17,700 and include an increase of \$23,100 for charges for services to incorporate these new support charges for county and municipal users, offset by a reduction of \$5,500 in interdepartmental charges for county operations due to a reduction in the number of radios serviced. As planned, the digital radio system capital project covered maintenance costs associated with the new system in 2020, and is transitioning to the operating budget in 2021.
- **Sheriff expenditures** increase \$884,800 or 2.1% to nearly \$44.0 million. This increase is largely for personnel, which increases \$681,700 or 2.0% to \$34.7 million. Fund balance allocated for correctional officers for the new court tower was reduced by \$187,200 in the 2021 budget. This reflects three positions that will sunset when the court tower is complete (expected June 2021). After the court tower is complete, fund balance will be phased out completely and the three permanent positions will continue to be tax levy funded.
- **Personnel expenditures** include 1.00 FTE deputy sheriff and 1.00 FTE detective (sunset positions) created during 2020 for the city of Pewaukee police services contract. Positions created in the 2021 budget include 2.00 FTE lieutenants. Positions unfunded in the 2021 budget include 2.00 FTE deputy sheriffs, 1.00 FTE detective, and 1.00 FTE programs and projects analyst.
- **Inmate Medical** costs are budgeted to increase \$119,900 or 6.3% to \$2.0 million. Jail assessment revenues of \$106,000 will be used to help fund these costs for 2021.
- **Food service** costs are budgeted to increase \$32,600 or 4.0%. **Pay phone commission** revenue is budgeted to increase \$62,600 or 12.9% which is mostly due to a new contract that includes revenue for tablets and video visitation.
- **Municipal Charges for Police Services** increase \$443,000 or 7.6% to nearly \$6.3 million including \$418,000 for municipal patrol contract annual increase and overtime revenue, which also includes an increase in the city of Pewaukee contract for a 1.00 FTE deputy sheriff and 1.00 FTE detective (sunset positions, mentioned above). This also includes a \$33,900 increase in school resource officer revenue due to a cost sharing methodology between the departments and the school districts.
- **Jail Prisoner Board Revenues** increase \$34,200, or 1.8%, to \$1.94 million. The budget assumes an increase in probation and parole holds and extended supervision sanction holds. The budget assumes an increase in federal inmates per day from 32.22 to 33.22 and an increase in inmates per day from the Wisconsin Department of Corrections from 20.23 to 21.30. **Huber Prisoner Board revenues** decrease \$24,000 due to decreasing the number of inmates from 98.02 to 94.94.
- The Sheriff's budget includes **non-corrections equipment** of \$255,600 for the sixth year of an equipment replacement plan. This plan is funded with \$125,900 of prior year seized fund revenues (assigned General Fund balance) and \$129,700 of General Fund balance. The **Jail equipment replacement plan** remains unchanged in 2021 at \$125,000, funded with prior-year jail assessment fees (assigned General Fund balance).

JUSTICE AND PUBLIC SAFETY

Functional Area Budget Highlights

- **Circuit Court Services** expenditures decrease \$58,900 or 0.6%. Personnel costs increase \$87,900 overall, including 0.37 FTE of a 0.50 FTE court reporter unfunded partway through the year, 4.00 FTE administrative assistants unfunded, 4.00 FTE administrative specialists refunded, and 1.00 FTE senior administrative specialist reclassified as a senior fiscal specialist.
- **Court Appointed Counsel and Legal Services** costs are budgeted to decrease \$41,300. This is due to anticipating favorable expense reductions and delinquent account referrals due to a series of procedural changes that are intended to reduce county funding of court-appointed counsel.
- **Non-Levy revenues** in Circuit Court Services decreases \$125,900 or 2.9% overall. General government revenues decrease \$20,800 due to a decrease in county payments from state budget appropriation. Fine and forfeiture revenue decreases \$30,200 due to a declining trend. Charges for services are budgeted to decrease \$30,000 mostly due to a decrease in bail forfeitures of \$20,000. Other revenues decrease \$45,000 due to a decrease in investment income.
- The **District Attorney's** expenditures increase \$119,100 mostly related to personnel costs that increase \$73,400. The State Victim Witness reimbursement rate is reduced from 49% in 2020 to 47% in 2021. The federal Victim of Crimes Act (VOCA) grant is budgeted at 100% reimbursement of expenditures and is budgeted to decrease nearly \$2,900 to \$352,900. Tax levy for the District Attorney increases \$75,000.
- The **Medical Examiner's Office** non-levy revenues increase nearly \$20,000 or 2.0% due to increases of \$5,000 in cremation permit revenue, \$11,700 in tissue recovery revenue, and \$5,500 in contracted services provided to Washington County. Fund balance of \$25,000 was removed in the 2021 budget due to no longer continuing the pilot program in forensic anthropology. Personnel costs increase \$60,200 or 3.5%. Operating expenses decrease \$10,300 or 4.5% mostly due to decreasing contracted services and office supplies and equipment.
- The **Criminal Justice Collaborating Council (CJCC--see table of contents, Health and Human Services Functional Area Section)** with participation from the Sheriff, District Attorney and Courts management personnel continues to carry out targeted programs, projects and special studies to recommend and implement comprehensive changes aimed at reducing jail inmate recidivism, controlling jail inmate population growth, and reducing the number of jail days inmates serve to help control variable jail costs.

**BUDGETED POSITIONS 2019-2021
SUMMARY BY AGENCY AND FUND**

JUSTICE AND PUBLIC SAFETY

Agency	Fund	2019 Year End	2020 Adopted Budget	2020 Modified Budget	2021 Budget	20-21 Change
EMERGENCY PREPAREDNESS	General	61.05	60.05	60.05	60.05	0.00
	Radio Services	5.35	5.35	5.35	5.35	0.00
	Subtotal	66.40	65.40	65.40	65.40	0.00
DISTRICT ATTORNEY	General	32.50	33.50	33.50	33.50	0.00
CIRCUIT COURT SERVICES	General	81.50	81.50	81.50	81.13	(0.37)
MEDICAL EXAMINER	General	16.00	14.50	14.50	14.50	0.00
SHERIFF	General	362.50	360.50	362.50	359.00	(1.50)
TOTAL REGULAR POSITIONS		558.90	555.40	557.40	553.53	(1.87)
TOTAL EXTRA HELP		9.68	8.11	8.11	7.90	(0.21)
TOTAL OVERTIME		15.10	15.20	15.20	15.13	(0.07)
TOTAL BUDGETED POSITIONS		583.69	578.71	580.71	576.56	(2.15)

2021 BUDGET ACTIONS

Emergency Preparedness

Reclassify: 1.00 FTE Administrative Specialist to Departmental Executive Assistant

Emergency Preparedness-Radio Services

Decrease: 0.03 FTE Overtime

District Attorney

Create: 1.00 FTE Victim/Witness Specialist
 Abolish: 1.00 FTE Victim Witness Counselor
 Reclassify: 1.00 FTE Victim Witness Counselor to a Victim/Witness Specialist
 Decrease: 0.03 FTE Overtime

Circuit Court Services

Reclassify: 1.00 FTE Senior Administrative Specialist to Senior Fiscal Specialist
 Unfund: 0.37 FTE Court Reporter

Medical Examiner

Reduce: 0.03 FTE Extra Help
 Reduce: 0.04 FTE Overtime

Sheriff

Create: 2.00 FTE Lieutenants
 Decrease: 1.50 FTE Sunset Correctional Officers
 Reclassify: 1.00 FTE Administrative Specialist to Senior Administrative Specialist
 Unfund: 2.00 FTE Deputy Sheriffs
 Unfund: 1.00 FTE Detective
 Unfund: 1.00 FTE Programs & Projects Analyst
 Reduce: 0.18 FTE Extra Help
 Increase: 0.03 FTE Overtime

2020 CURRENT YEAR ACTIONS

Circuit Court Services

Refund: 4.00 FTE Administrative Specialists
 Unfund: 4.00 FTE Administrative Assistants

Sheriff

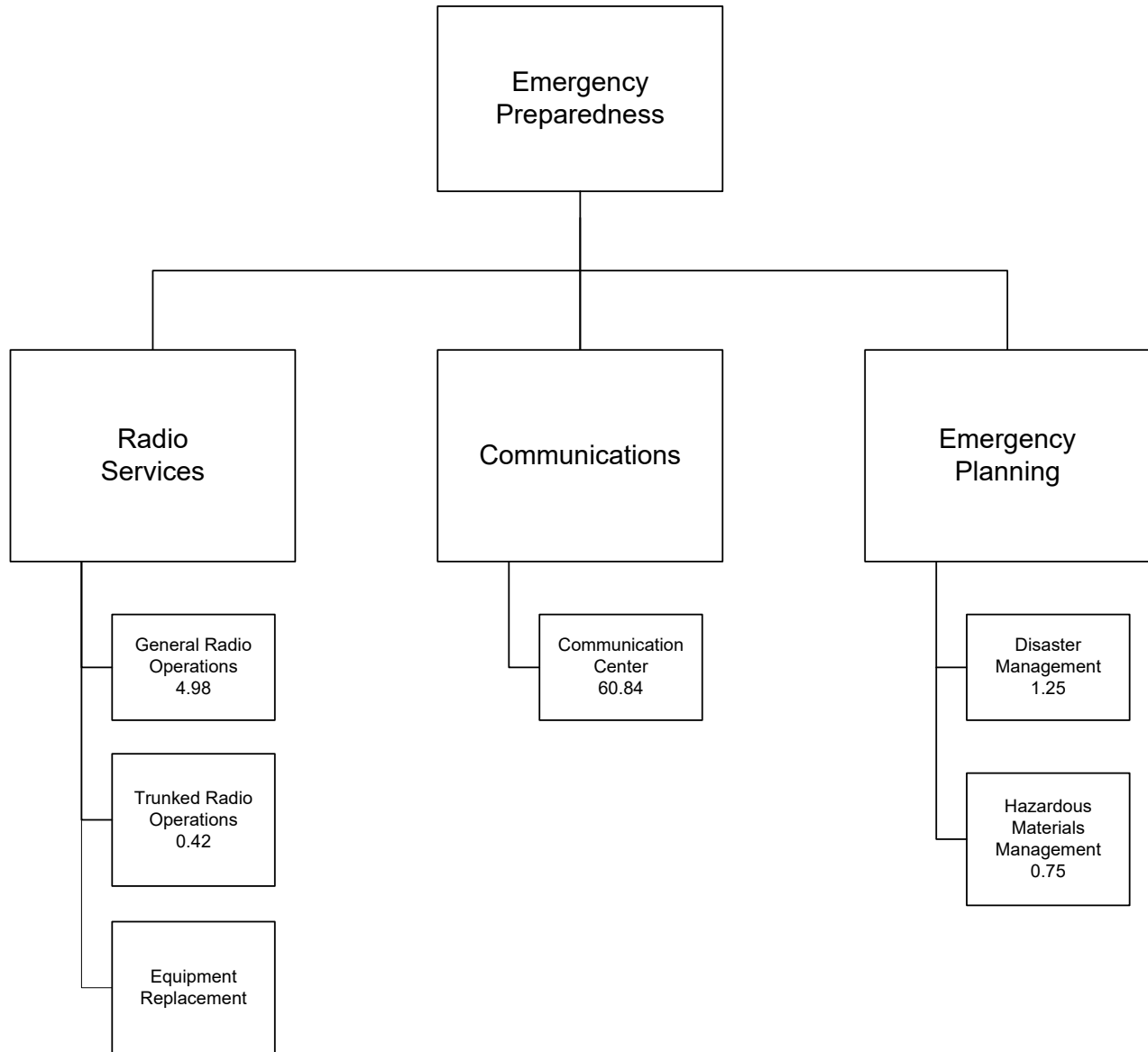
Create: 1.00 FTE Sunset Deputy Sheriff
 Create: 1.00 FTE Sunset Detective

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Emergency Preparedness

EMERGENCY PREPAREDNESS

FUNCTION / PROGRAM CHART



68.24 TOTAL FTE'S

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

Statement of Purpose

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

Financial Summary	2019	2020	2020	2021	Change From 2020	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
General Fund						
Revenues (a)(c)	\$584,059	\$571,088	\$650,506	\$709,242	\$138,154	24.2%
County Tax Levy	\$6,092,294	\$6,417,294	\$6,417,294	\$6,517,294	\$100,000	1.6%
Expenditures	\$6,889,935	\$6,988,382	\$6,987,253	\$7,226,536	\$238,154	3.4%
Rev. Over (Under) Exp.	(\$213,582)	\$0	\$80,547	\$0	\$0	N/A
Radio Services Fund						
Revenues (b)(c)	\$2,011,031	\$2,055,398	\$2,195,244	\$2,200,221	\$144,823	7.0%
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$912,771	\$1,736,511	\$1,736,420	\$1,897,602	\$161,091	9.3%
Operating Income	\$1,098,260	\$318,887	\$458,824	\$302,619	(\$16,268)	-5.1%
Total All Funds						
Revenues (c)	\$2,595,090	\$2,626,486	\$2,845,750	\$2,909,463	\$282,977	10.8%
County Tax Levy	\$6,092,294	\$6,417,294	\$6,417,294	\$6,517,294	\$100,000	1.6%
Expenditures	\$7,802,706	\$8,724,893	\$8,723,673	\$9,124,138	\$399,245	4.6%
Rev. Over (Under) Exp.	(\$213,582)	\$0	\$80,547	\$0	\$0	N/A
Operating Income	\$1,098,260	\$318,887	\$458,824	\$302,619	(\$16,268)	-5.1%
Position Summary (FTE)						
Regular Positions	66.40	65.40	65.40	65.40	0.00	
Extra Help	0.00	0.00	0.00	0.00	0.00	
Overtime	2.43	2.87	2.87	2.84	(0.03)	
Total FTEs	68.83	68.27	68.27	68.24	(0.03)	

(a) General Fund balance is budgeted as follows: 2021: \$140,000, 2020: \$135,000, 2019: \$162,750.

(b) Radio Services Fund balance is appropriated as follows: 2021: \$877,581, 2020: \$751,520, 2019: \$751,520; to partially cover depreciation expenses of federally funded capitalized assets.

(c) Revenues exclude county tax levy funds.

General Fund Emergency Preparedness Summary

Fund Purpose

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

Financial Summary	2019	2020	2020	2021	Change From 2020	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget	
					\$	%
Revenues						
General Government	\$226,346	\$275,547	\$348,196	\$397,855	\$122,308	44.4%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$97,016	\$110,141	\$108,725	\$120,987	\$10,846	9.8%
Interdepartmental	\$50,000	\$50,000	\$50,000	\$50,000	\$0	0.0%
Other Revenue	\$417	\$400	\$400	\$400	\$0	0.0%
Appr. Fund Balance (a)	\$210,280	\$135,000	\$143,185	\$140,000	\$5,000	3.7%
County Tax Levy (Credit)	\$6,092,294	\$6,417,294	\$6,417,294	\$6,517,294	\$100,000	1.6%
Total Revenue Sources	\$6,676,353	\$6,988,382	\$7,067,800	\$7,226,536	\$238,154	3.4%
Expenditures						
Personnel Costs (b)	\$5,455,032	\$5,308,655	\$5,379,600	\$5,411,740	\$103,085	1.9%
Operating Expenses	\$764,477	\$866,552	\$790,652	\$917,474	\$50,922	5.9%
Interdept. Charges	\$602,596	\$713,175	\$712,641	\$685,022	(\$28,153)	-3.9%
Fixed Assets	\$67,830	\$100,000	\$104,360	\$212,300	\$112,300	112.3%
Total Expenditures	\$6,889,935	\$6,988,382	\$6,987,253	\$7,226,536	\$238,154	3.4%
Rev. Over (Under) Exp.	(\$213,582)	\$0	\$80,547	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	61.05	60.05	60.05	60.05	0.00
Extra Help	0.00	0.00	0.00	0.00	0.00
Overtime	2.37	2.79	2.79	2.79	0.00
Total FTEs	63.42	62.84	62.84	62.84	0.00

(a) Appropriated fund balance includes:

	2019	2020 Budget	2020 Est.	2021 Budget	Change
Phase-in costs related to Menomonnee Falls call center activity (3.00 FTE telecommunicators and 1.00 FTE call center supervisor)	\$79,750	\$0	\$0	\$0	\$0
5-year Plan Emerg. Equipment Replacements	\$43,000	\$100,000	\$100,000	\$0	(\$100,000)
Unanticipated Emerg. Equipment Replacement needs	\$35,000	\$35,000	\$35,000	\$35,000	\$0
NextGen 9-1-1 Hardware Refresh	\$0	\$0	\$0	\$90,000	\$90,000
Dispatch Center Chair Replacement	\$5,000	\$0	\$0	\$0	\$0
Purchase Orders and Carryovers from the prior year	\$47,530	\$0	\$8,185	\$0	\$0
Phase in software costs for 201102 WCC Console Radio Equipment Capital Project	\$0	\$0	\$0	\$15,000	\$15,000
Total Fund Balance Appropriation	\$210,280	\$135,000	\$143,185	\$140,000	\$5,000

(b) 2020 estimated personnel costs exceed the 2020 adopted budget due to higher than anticipated overtime spending as a result of employee turnover and delays in training new staff.

Major Departmental Strategic Plan Objectives

Health and Safety Pillar: Ensure the well-being of residents

Objective 1: Exceed NFPA Standard 1221

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

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

Performance Measures:	2019 Actual	2020 Target	2020 Estimate	2021 Target
Answer call within 15 seconds	96.85%	95%	95%	95%
Answer call within 40 seconds	99.93%	99%	99%	99%

Objective 2: NFPA Call Processing Standards

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

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

- A. **Fire Calls:** NFPA standard call for 90% of calls shall be processed within 64 seconds, and 95% of calls shall be processed in 106 seconds. US Digital Design Alerting System and/or Pre Alert concept will impact this positively. Five fire types were set to use PRE ALERT in May, 2019. Preliminary review (July 2019) indicates a reduction of processing time to an average of 73 seconds.

Performance Measures:	Standards	2019 Actual	2020 Target	2020 Estimate	2021 Target
Fire Calls (64 seconds)	90%	93 seconds	64 seconds	64 seconds	64 seconds
Fire Calls (106 seconds)	95%	94 seconds	106 seconds	90 seconds	106 seconds

- B. **EMS Calls:** NFPA standards say 90% of calls shall be processed within 90 seconds, and 99% of calls shall be processed within 120 seconds. WCC measurement includes 50 random high priority medical calls. *Pre Alert data from first 5 months of 2019 reporting an average of **63 seconds on 100%.***

Performance Measures:	Standards	2019 Actual	2020 Target	2020 Estimate	2021 Target
EMS Calls (90 seconds)	90%	67 seconds	90 seconds	70 seconds	90 seconds
EMS Calls (120 seconds)	99%	69 seconds	106 seconds	70 seconds	106 seconds

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

Performance Measures:	Standards	2019 Actual	2020 Target	2020 Estimate	2021 Target
Priority 1 Police Calls (60 seconds)	100%	45 seconds	60 seconds	45 seconds	60 seconds

Customer Service Pillar: Outreach and Education

Objective 3: Community Education Plan

To plan, develop, implement, and maintain an effective and informative Community Education Plan highlighting the operations of the communication center and staff. This includes 9-1-1 education, as well as career planning for telecommunicators; both key elements in this area. Our customer service shall also include our initiatives to seek information on the effectiveness of our services from our partners, as well as the public's perspective.

WEBSITE was completely revised this year. Social Media team was established and **Facebook posts** are created weekly. Website hits measuring our "Main" page, "About" page, our "Contact" page as well as our "FAQ" page.

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

Performance Measures:	2019 Target	2019 Actual	2020 Target	2020 Estimate	2021 Target
Hits on website	5,000	5,104	5,500	5,300	6,000

SOCIAL MEDIA: Facebook

Performance Measures:	2019 Target	2019 Actual	2020 Target	2020 Estimate	2021 Target
Likes on Facebook	1,500	1,734	1,700	1,750	1,800

COMMUNITY EDUCATION TEAM

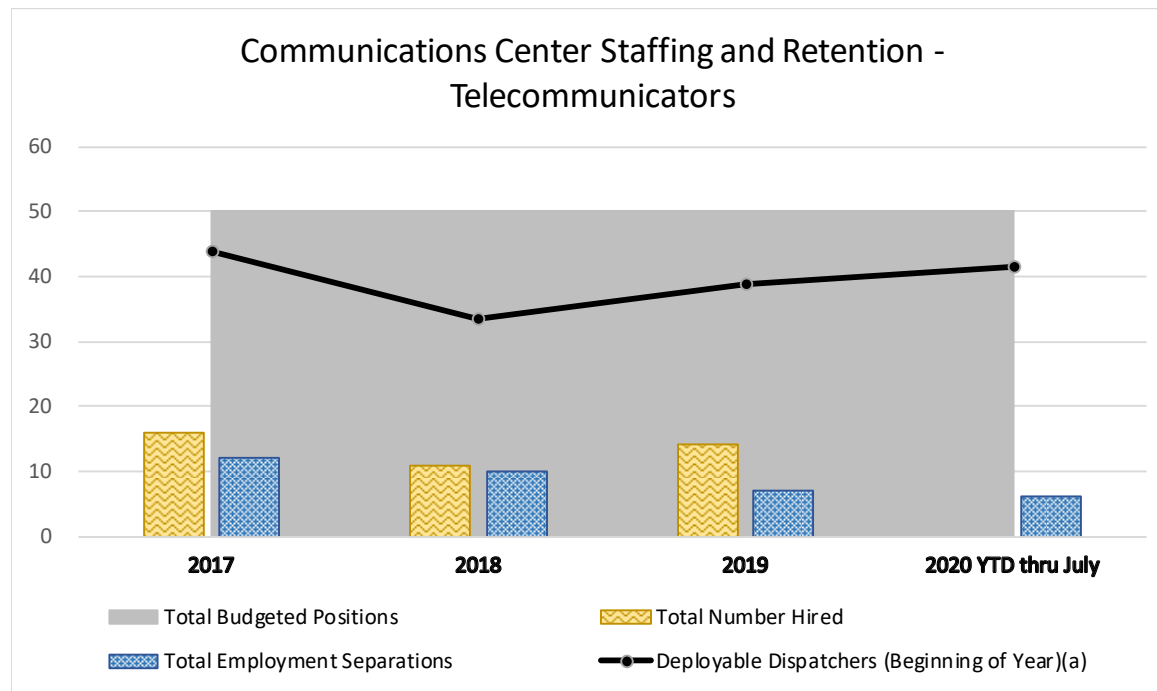
Participation of the **Community Education Team** at local public safety and educational events. Participation of employee/hiring team members at job fairs, etc.

Performance Measures:	2019 Target	2019 Actual	2020 Target	2020 Estimate	2021 Target
Number of Events Attended	30	28	30	0*	30
Number of Personnel Hours in Attendance	120	112	120	0*	120

*COVID-19 required the facility to lock down to outside visitors and tours as well as scheduled events being canceled. It is not predicted that any in person event will be hosted nor attended in 2020.

Finance Pillar: Retention of Employees

Objective 4: Apply operational efficiencies to Improve Hiring and Retention



(a) Deployable Dispatchers amount does not include staff still in training.

	2017	2018	2019	2020 YTD thru July
Total Budgeted Positions	50	50	50	50
Deployable Dispatchers (Beginning of Year)(a)	43.9	33.6	38.9	41.4
Total Number Hired	16	11	14	0
Total Employment Separations	12	10	7	6
Annual Position Gain/(Loss)	4	1	7	(6)

(b) Deployable Dispatchers amount does not include staff still in training.

Highlights/Initiatives:

- Using social media and other means to advertise openings in the center in order to attract new applicants, as well as featuring opportunities as they exist for lateral transfers of experienced dispatchers.
- Onboarding with the assistance of HR who introduce the Standards of Service Excellence, WCC to follow up with the PowerPoint training specific to how those standards apply in the dispatch environment. Management use of PERMA model to check in with new employees at the 30, 60 and 90 day mark
- 2020 Lean Project to help identify staffing needs and number of fixed positions deployed and where savings might be seen in combining radio channels at different points in a 24 hour environment.
- Continue practice started in 2018, as part of the classroom phase, bring in friends and family for a tour, discussion, and 'what to expect' as their loved one joins the ranks to help make expectations clear and help families understand how to support the new telecommunicator.

*COVID-19 pandemic response and limitations did not allow for a Spring 2020 Telecommunicator class to be hired. Process is currently open with anticipated September 2020 hire date.

Health and Safety Pillar: Ensure the well-being of residents

Objective 5: Emergency Management Activities and Participation

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

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

Performance Measures:	2019 Actual	2020 Target	2020 Estimate	2021 Target
Participate in one regional or statewide exercise	5	2	3	2
Complete one county led HSEEP* exercise	4	1	1	2
Complete 32 hours of training per staff (96)	236	96	180	96
Conduct 6 outreach activities through various formats, with one related to tornado and severe weather	19	6	37	30
Participate in one statewide or regional WebEOC** drill	1	1	1	1
Update all of Emergency Response Plan	1	1	1	1
Attend at least 8 Scheduled Region Meetings	10	10	10	10

*Homeland Security Exercise and Evaluation Program

**WebEOC is incident management software platform used by state and county emergency management offices

Objective 6: Hazardous Material Preparedness*

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

The chart identifies the number of facilities that submitted tier two hazardous materials inventory reports and the number of off-site emergency response plans the Office of Emergency Management either created for new facilities or updated for existing facilities. The final row of the chart indicates the number of hazardous material incidents reported to Emergency Management. The target columns represent projected number of events per year.

Performance Measures:	2019 Actual	2020 Target	2020 Estimate	2021 Target
Number of Tier 2 Reports Received*	389	375	382	380
Number of Planning Facilities	170	168	178	178
Number of Plans Updated	42	42	42	42
Number of Plans Created	4	6	9	8
Number of Hazmat Incidents Reported	281	225	200	220

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

General Fund Emergency Preparedness Program

Communication Center Operations

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	61.36	60.84	60.84	60.84	0.00
General Government	\$15,586	\$0	\$22,997	\$122,308	\$122,308
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$97,016	\$110,141	\$108,725	\$120,987	\$10,846
Interdepartmental	\$50,000	\$50,000	\$50,000	\$50,000	\$0
Other Revenue	\$14	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$210,280	\$135,000	\$143,185	\$140,000	\$5,000
County Tax Levy (Credit)	\$5,866,890	\$6,189,153	\$6,189,153	\$6,292,930	\$103,777
Total Revenues	\$6,239,786	\$6,484,294	\$6,514,060	\$6,726,225	\$241,931
Personnel Costs (a)	\$5,258,591	\$5,100,833	\$5,171,673	\$5,201,704	\$100,871
Operating Expenses	\$603,918	\$695,105	\$622,987	\$750,134	\$55,029
Interdept. Charges	\$473,043	\$588,356	\$588,972	\$562,087	(\$26,269)
Fixed Assets	\$67,830	\$100,000	\$104,360	\$212,300	\$112,300
Total Expenditures	\$6,403,382	\$6,484,294	\$6,487,992	\$6,726,225	\$241,931
Rev. Over (Under) Exp.	(\$163,596)	\$0	\$26,068	\$0	\$0

- a) 2019 personnel costs exceeded the 2019 adopted budget mainly due to higher anticipated overtime spending as a result of employee turnover and training of new staff. The department transferred \$60,500 from unspent operating expense appropriations and received \$199,500 from the Contingency Fund per request no. 2019-240-02. 2020 estimated personnel costs are expected to finish above budget and may require a funds transfer.

Program Highlights

Charges for services increase by \$10,800, reflecting an increase in annual computer aided dispatch (CAD) and integrated systems ongoing support charges, a portion of which is distributed to partner municipalities as an annual fee. The Communication Center will receive \$122,300 of federal grant funds as a cost share portion of the \$203,800 total expense for the NextGen 9-1-1 Hardware Refresh. Interdepartmental revenues remain unchanged at \$50,000 to reflect a payment from Disaster Management for the coordination of planning, training, and response activities.

General Fund Balance of \$140,000 is provided for the following: \$90,000 for the NextGen 9-1-1 Hardware Refresh, \$15,000 for the phase in costs of the support and maintenance of the WCC Console Radio Equipment Capital project; and the continued use of \$35,000 for unplanned emergency equipment replacement items).

Personnel costs are budgeted to increase by approximately \$100,900 or 2.0%, reflecting costs to continue for 60.84 FTE as well as the reclassification of an administrative specialist position to departmental executive assistant.

Operating expenses increase by \$55,000, primarily due to increased license costs for computer aided dispatch (CAD) software and \$68,700 for the second year of maintenance and support costs for the CAD Upgrade Project implemented in 2018. Interdepartmental charges decrease by \$26,300 mostly due to a decrease in workers compensation of \$40,500 and partially offset by increases in end user technology support charges of \$9,000 and trunked radio charges of \$5,500.

Communication Center Operations (cont.)

Based on prior County Board action (2004-2020), General Fund Balance of \$4,100,000 has been assigned through the budgetary processes for funding future equipment replacement at the dispatch center from 2004-2020 (except for desktop computers already in the replacement plan). The Waukesha County Department of Administration will reserve an additional \$100,000 of General Fund Balance each year as part of a five-year plan through 2024 for this purpose.

Below is a listing of dispatch center equipment replacement projects budgeted with reserved funds through the 2008-2021 Budgets.

- Approximately \$150,000 of this amount was appropriated in 2008 to hire a consultant to assist with the development of a request for proposal document for the replacement of the computer aided dispatch system.
- Another \$500,000 of the reserved fund balance amount was appropriated in 2009 for the Computer Aided Dispatch (CAD) replacement capital project.
- In 2010, \$50,000 was budgeted to pay for overtime associated with training on the new CAD system and \$56,000 was budgeted to replace a digital recording device.
- In 2011, \$45,600 was budgeted to replace batteries for the Uninterruptible Power Supply (UPS), adding paging devices, and additional dispatcher chairs for the Communications Center. Fund balance of \$25,000 was also used to begin design of a 911 phone system replacement.
- In 2012, the capital budget appropriated \$1,175,000 to begin design to replace the 911 phone system and begin design for radio console equipment replacement.
- In 2013, \$15,000 was budgeted for the replacement of a portion of office chairs, backup computer equipment, and the replacement of a portion of the television monitors.
- In 2014, \$900,000 was budgeted for radio console equipment as part of a capital project and \$48,000 was budgeted to reconfigure the Dispatch Center to accommodate 2 additional positions – should the need arise.
- In 2015, \$48,000 was budgeted to reconfigure the Dispatch Center to accommodate 2 additional positions (4 total, including the 2 added in 2014) – should the need arise.
- In 2016, \$120,000 was budgeted to upgrade the CAD system software, and \$48,000 was budgeted for a recording system upgrade and dispatch chair replacement.
- In 2017, \$48,000 was budgeted for a paging system upgrade and dispatch chair replacement
- In 2018, \$48,000 was budgeted for communications center equipment and replacements.
- In 2019, \$48,000 was budgeted for workstation and dispatch chair replacements, and educational/training equipment.
- In 2020, \$100,000 was budgeted for workstation replacements/upgrades to sit/stand motors and controls.
- In 2021, \$90,000 was budgeted for a equipment in order to move forward with NextGeneration 9-1-1 capabilities and interconnection with statewide Emergency Services IP Network. The project is reimbursed at 60% and requires a 40% match of local funds.

Participating Members

Cities (a): Brookfield, Delafield, Pewaukee, and New Berlin

Towns (b): Brookfield, Delafield, Eagle, Genesee, Lisbon, Merton, Oconomowoc, and Ottawa

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

County: Sheriff's Department

- (a) The City of Oconomowoc joined the Waukesha County Communications Center in Q1 2018, but only for fire and emergency medical service call processing and dispatching.
- (b) The Town of Mukwonago paid to join the Waukesha County Communications Center in 2002. The transition date is yet to be determined.
- (c) The Village of Mukwonago paid to join the Waukesha County Communications Center in 2007. The transition date is yet to be determined.

Disaster Management

Program Description

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

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	1.30	1.25	1.25	1.25	0.00
General Government	\$141,534	\$184,561	\$216,017	\$184,561	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$403	\$400	\$400	\$400	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$127,312	\$125,399	\$125,399	\$119,695	(\$5,704)
Total Revenues	\$269,249	\$310,360	\$341,816	\$304,656	(\$5,704)
Personnel Costs	\$121,292	\$128,712	\$128,669	\$127,838	(\$874)
Operating Expenses	\$57,523	\$64,417	\$62,775	\$61,800	(\$2,617)
Interdept. Charges	\$122,651	\$117,231	\$116,116	\$115,018	(\$2,213)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$301,466	\$310,360	\$307,560	\$304,656	(\$5,704)
Rev. Over (Under) Exp.	(\$32,217)	\$0	\$34,256	\$0	\$0

Program Highlights

Disaster Management receives general government revenues in the form of an annual Emergency Management Performance Grant (EMPG) from Wisconsin Emergency Management to support disaster management activities budgeted to remain at the 2020 level of \$184,600.

Personnel costs decrease by \$900 reflecting personnel turnover and the cost to continue 1.25 FTEs. Operating expenses decrease by \$2,600, primarily due to an decrease in contracted services. Interdepartmental charges decrease by \$2,200, primarily due to a decrease in vehicle replacement charges of \$2,700.

Hazardous Materials Management

Program Description

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

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	0.76	0.75	0.75	0.75	0.00
General Government	\$69,226	\$90,986	\$109,182	\$90,986	\$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)	\$98,092	\$102,742	\$102,742	\$104,669	\$1,927
Total Revenues	\$167,318	\$193,728	\$211,924	\$195,655	\$1,927
Personnel Costs	\$75,149	\$79,110	\$79,258	\$82,198	\$3,088
Operating Expenses	\$103,036	\$107,030	\$104,890	\$105,540	(\$1,490)
Interdept. Charges	\$6,902	\$7,588	\$7,553	\$7,917	\$329
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$185,087	\$193,728	\$191,701	\$195,655	\$1,927
Rev. Over (Under) Exp.	(\$17,769)	\$0	\$20,223	\$0	\$0

Program Highlights

State law requires submission of hazardous materials planning and inventory administration fees to Wisconsin Emergency Management. These fees form the fund from which the county receives state EPCRA grant. General government revenues of \$91,000, remains at the 2020 level. Of this grant amount, \$10,000 is budgeted for Hazardous Materials Emergency Response Team equipment to fund purchases to enhance response capability.

Personnel costs increase by \$3,100, representing costs to continue for 0.75 FTE. Operating expenses decreased by \$1,500 and largely represent contract costs with the City of Waukesha to provide hazardous materials response services. Interdepartmental charges increase slightly by \$300 due primarily to an increase in computer replacement and maintenance charges.

Fund Purpose

An enterprise fund is used to account for operations that are financed and operated similar to private businesses, where the costs of providing services are financed or recovered primarily through user charges to Waukesha County Departments and outside agencies. The Radio Services Fund includes three major program areas: General Radio Operations which provides conventional radio services and equipment repair and maintenance; Trunked Radio infrastructure operations; and an equipment replacement accumulation fund for County agencies' radio equipment replacements. Program descriptions and activities are outlined on the following program pages. The Radio Services Fund will fully transition to its new digital radio system environment in 2018, meeting new FCC standards, and phasing out outdated analog technology to provide better service and reliability to county operations and community partners.

Financial Summary	2019 Actual	2020 Adopted Budget	2020 Estimate	2021 Budget	Change From 2020 Adopted Budget	
					\$	%
Revenues						
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$711,607	\$732,099	\$734,052	\$755,227	\$23,128	3.2%
Interdepartmental	\$546,680	\$572,878	\$583,026	\$567,413	(\$5,465)	-1.0%
Other Revenue	\$1,224	\$0	\$0	\$0	\$0	N/A
Appr. Fund Balance (a)	\$751,520	\$750,421	\$878,166	\$877,581	\$127,160	16.9%
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$2,011,031	\$2,055,398	\$2,195,244	\$2,200,221	\$144,823	7.0%
Expenditures						
Personnel Costs	\$595,664	\$612,063	\$611,968	\$631,441	\$19,378	3.2%
Operating Expenses	\$169,064	\$977,819	\$977,873	\$1,120,019	\$142,200	14.5%
Interdept. Charges	\$148,043	\$146,629	\$146,579	\$146,142	(\$487)	-0.3%
Fixed Assets (Memo)	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$912,771	\$1,736,511	\$1,736,420	\$1,897,602	\$161,091	9.3%
Rev. Over (Under) Exp. (b)	\$1,098,260	\$318,887	\$458,824	\$302,619	(\$16,268)	-5.1%

Position Summary (FTE)

Regular Positions	5.35	5.35	5.35	5.35	0.00
Extra Help	0.00	0.00	0.00	0.00	0.00
Overtime	0.06	0.08	0.08	0.05	(0.03)
Total FTEs	5.41	5.43	5.43	5.40	(0.03)

(a) Appropriated fund balance includes:

	2019	2020 Budget	2020 Estimate	2021 Budget	\$ Bud Change
General Radio Operations					
Depreciation	\$42,520	\$41,421	\$41,421	\$40,836	(\$585)
Phase In of Motorola Support					
Charges	\$0	\$0	\$127,745	\$127,745	\$127,745
Equipment Replacement					
Depreciation	\$709,000	\$709,000	\$709,000	\$709,000	\$0
--Total Radio Services Fund					
Balance	\$751,520	\$750,421	\$878,166	\$877,581	\$127,160

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

Major Departmental Strategic Plan Objectives

Health and Safety Pillar: Ensure the well-being of residents

Objective 1: Radio Performance

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

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

Performance Measure:	2019 Actual	2020 Target	2020 Estimate	2021 Target
Percent of time the system is available overall (reliability)	100.00%	100.00%	99.999%	99.999%
Percent of time the system has unimpaired coverage(performance)	99.00%	98.50%	98.50%	98.00%

- (a) Analog trunked was decommissioned in 2018; 2019 target numbers are for new digital system.
- (b) Does not include analog channels intentionally disabled as they are migrated to digital.

Objective 2: Radio Programming

Provide rapid, accurate programming of custom user radio talk group/channel templates.

- Radio Services is responsible for programming all radios on the Waukesha County trunked system.
- Users work with Radio Services to develop a custom programming template reflecting each agency’s needs.
- Since 2009, radios have been converted to “Advanced System Key” to enhance security and prevent tampering.
- Digital system augments security by adding military-grade authentication to prevent hacking from illegal radios

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

	2019 Actual	2020 YTD (7/31)	2020 Estimate	2021 Target
County	82	34	85	85
In-County Municipal	475	669	725	500
<u>Out-of-County</u>	<u>83</u>	<u>60</u>	<u>85</u>	<u>100</u>
Totals	640	763	895	685

Current and Planned Capital Projects

Project #	Project Name	Expected Completion Year	Total Budget Project Cost	Estimated % Complete at Year End '20	Estimated Net Oper. Impact	Est. Depreciation Expense
200815	Trunked Radio Digital Radio System Upgrade (a)(b)	2021	\$9,515,000	99%	\$205,962	\$709,000(a)
201102	WCC Console Radio Equipment	2021	\$1,000,000	99%	\$79,000 annually	N/A

- (a) Amount is based on county/municipal partners’ 50/50 share for 10-year useful life.
- (b) Includes infrastructure and County-owned subscriber equipment

General Radio Operations

Program Description

General Radio Operations

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

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	5.41	5.43	5.43	5.40	(0.03)
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$711,607	\$732,099	\$734,052	\$755,227	\$23,128
Interdepartmental	\$251,252	\$253,991	\$267,412	\$264,794	\$10,803
Other Revenue	\$1,224	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$42,520	\$41,421	\$169,166	\$168,581	\$127,160
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$1,006,603	\$1,027,511	\$1,170,630	\$1,188,602	\$161,091
Personnel Costs	\$595,664	\$612,063	\$611,968	\$631,441	\$19,378
Operating Expenses	\$187,770	\$268,819	\$268,873	\$411,019	\$142,200
Interdept. Charges	\$148,043	\$146,629	\$146,579	\$146,142	(\$487)
Fixed Assets (Memo)	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$931,477	\$1,027,511	\$1,027,420	\$1,188,602	\$161,091
Rev. Over (Under) Exp.	\$75,126	\$0	\$143,210	\$0	\$0

Program Highlights

Charges for services revenue increase by \$23,100 and interdepartmental revenue by \$10,800, due primarily to increases in Radio Operating charges, reflecting the first year of Motorola support charges for the new P25 radio system to impact the Radio Operating budget. Radio Services fund balance revenue increases by \$127,200, intended to gradually buffer the impact of new software support charges to municipality and county departments.

Personnel costs increase by \$19,400, reflecting the cost to continue for 5.40 FTEs. Operating expenses increase by \$142,200, due primarily to an increase of \$131,200 in software costs associated with support for the new P25 digital radio system. Interdepartmental charges decrease by \$500, due primarily to decreases in telephone and computer maintenance charges.

Equipment Replacement

Program Description

Provides for the accumulation of funding to afford the replacement of equipment after the useful life is exhausted. Equipment included in this funding accumulation is trunked radio replacements for county departments' radio (portable/mobile/sirens) units, including Sheriff ancillary items such as cases, speakers, and microphones.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	0.00	0.00	0.00	0.00	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental (a)	\$295,428	\$318,887	\$315,614	\$302,619	(\$16,268)
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance (b)	\$709,000	\$709,000	\$709,000	\$709,000	\$0
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$1,004,428	\$1,027,887	\$1,024,614	\$1,011,619	(\$16,268)
Personnel Costs	\$0	\$0	\$0	\$0	\$0
Operating Expenses	(\$18,706)	\$709,000	\$709,000	\$709,000	\$0
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Fixed Assets (Memo)	\$0	\$0	\$0	\$0	\$0
Total Expenditures	(\$18,706)	\$709,000	\$709,000	\$709,000	\$0

Rev. Over (Under) Exp. (a)	\$1,023,134	\$318,887	\$315,614	\$302,619	(\$16,268)
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- (a) Amounts charged back as lease charges to departments provides a sinking fund to build up Radio Services Fund Balance reserves planned for over a ten-year replacement period. This allows for funds to be available for necessary and timely replacements.
- (b) Radio Services Fund balance is appropriated to offset the depreciation on the Trunked Radio System and to repay the General Fund for the interest on the loans to municipalities to acquire radio equipment.

Program Highlights

The 2021 revenue budget continues the accumulation of funds for county departments to be used as a user equipment replacement fund. Interdepartmental revenues from equipment fund replacement charges decrease slightly from the 2020 budget and provide for replacement funding in the plan based on inventory of radios.

Operating expenses reflect depreciation expense of the trunked radio infrastructure replacement. These costs are fully offset by the appropriation of Radio Services Fund balance.

Activity – Radio Replacement Charges

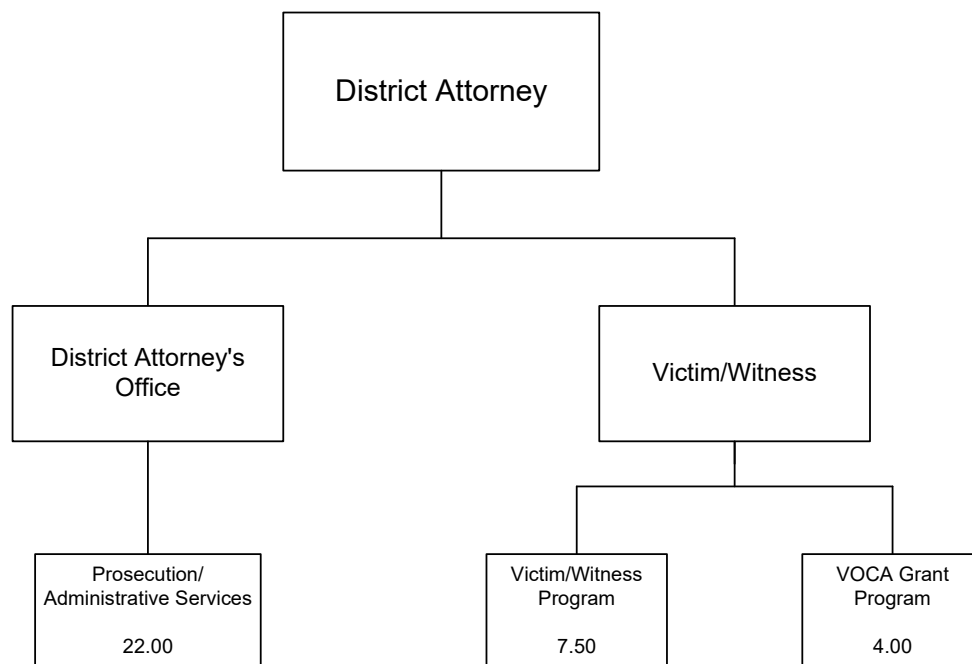
Trunked Radio System	2020	2021	2020	2021	
Department	# of Radios	# of Radios(a)	Budget	Budget(a)	\$ Change
Public Works	178	136	\$67,133	\$53,582	(\$13,551)
Parks & Land Use	86	72	\$36,133	\$30,639	(\$5,494)
Sheriff	310	310	\$182,663	\$186,773	\$4,110
Public Works - Central Fleet	7	7	\$2,631	\$2,690	\$59
Medical Examiner	6	6	\$3,459	\$3,537	\$78
Emerg. Prep – Emerg. Mgmt.	3	30	\$1,463	\$1,496	\$33
Emerg. Prep - Radio Services	18	9	\$5,574	\$4,645	(\$929)
Emerg. Prep - Comm. Center	31	29	\$11,533	\$11,792	\$259
Health & Human Services	10	10	\$4,507	\$4,609	\$102
County Executive	1	1	\$476	\$496	\$20
Airport	1	1	\$476	\$496	\$20
Total (b)	651	611	\$316,048	\$300,755	(\$15,293)

- (a) Radio replacement charges are based on a % of the retail replacement cost for each radio. Annual charges vary from \$288-\$630 per radio, based on model and features.
- (b) Total replacement charges do not include \$2,839 in charges to Waukesha County Technical College.

District Attorney

DISTRICT ATTORNEY'S OFFICE

FUNCTION / PROGRAM CHART



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

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

Financial Summary	2019	2020	2020	2021	Change From 2020	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
Revenues						
General Government	\$604,857	\$753,902	\$683,797	\$764,521	\$10,619	1.4%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$144,143	\$117,198	\$110,000	\$125,000	\$7,802	6.7%
Interdepartmental	\$158,790	\$177,092	\$191,500	\$203,098	\$26,006	14.7%
Other Revenue	\$28,804	\$30,452	\$26,096	\$30,149	(\$303)	-1.0%
Appr. Fund Balance (a)	\$12,063	\$12,000	\$35,873	\$12,000	\$0	0.0%
County Tax Levy (Credit)	\$1,906,337	\$1,956,337	\$1,956,337	\$2,031,337	\$75,000	3.8%
Total Revenue Sources	\$2,854,994	\$3,046,981	\$3,003,603	\$3,166,105	\$119,124	3.9%
Expenditures						
Personnel Costs (b)	\$2,267,569	\$2,400,935	\$2,362,546	\$2,474,372	\$73,437	3.1%
Operating Expenses (c)	\$333,473	\$381,939	\$396,223	\$425,679	\$43,740	11.5%
Interdept. Charges	\$239,088	\$264,107	\$260,672	\$266,054	\$1,947	0.7%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$2,840,130	\$3,046,981	\$3,019,441	\$3,166,105	\$119,124	3.9%
Rev. Over (Under) Exp.	\$14,864	\$0	(\$15,838)	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	32.50	33.50	33.50	33.50	0.00
Extra Help	0.55	0.00	0.00	0.00	0.00
Overtime	0.00	0.03	0.03	0.00	(0.03)
Total FTEs	33.05	33.53	33.53	33.50	(0.03)

(a) Fund balance appropriation	2019	2020 Budget	2020 Estimate	2021 Budget
Six-year office furniture replacement plan	\$12,000	\$12,000	\$12,000	\$12,000
Purchase Orders and Carryovers from the prior year	\$63	\$0	\$23,873	\$0
Total Fund Balance Appropriation:	\$12,063	\$12,000	\$35,873	\$12,000

(b) 2020 Estimate higher mostly related to higher vacancy and turnover costs.

(c) 2020 Estimate higher related to purchase order carryovers from 2019.

Major Departmental Strategic Plan Objectives**Customer Service Pillar: High Customer Satisfaction**Objective 1: Timely Notification

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

Number of citizens and officers notified of cancellations and resulting cost savings.

Performance Measure:	2018 Actual	2019 Actual	2020 Estimate	2021 Target
Officer cancellations	3,817	3,571	2,800	3,500
Civilian cancellations	2,604	2,551	1,800	2,500
Total cancellations*	6,421	6,122	4,600	6,000
Estimated cost avoidance	\$356,366	\$339,771	\$255,200	\$333,000

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

Health and Safety Pillar: Ensure the Well-Being of CitizensObjective 2: Bail Forfeitures

The District Attorney's Office vigorously prosecutes bail forfeitures in an effort to recover some of the losses incurred when offenders fail to appear for court. Failures to appear cause significant expense for the Sheriff's Department, the District Attorney, and for the Courts. Prosecuting bail forfeitures acts as a deterrent to other offenders, and improves safety by increasing offender accountability. The District Attorney's Office receives as revenue 20% of the most recent year's interest on these bail forfeitures – in 2019, the County collected \$73,247 in interest and \$82,357 in principal, a total of \$155,604 in revenue to the County related to bail forfeitures.

The District Attorney's Office does not control the amount of principal or interest collected by the County for these bail forfeitures, and does not set the amount of revenue allotted to our office for these efforts. Revenue allocated to the DA's Office for bail forfeiture interest has decreased from \$49,100 in 2013 to \$14,649 for 2021. This is a 70% decrease over the last 8 years.

Finance Pillar: Protect Taxpayer's InvestmentsObjective 3: Case Resolution

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

Number of adult criminal cases resolved without jury trials:

Performance Measure:	2018 Actual	2019 Actual	2020 Estimate	2021 Target
Adult criminal cases resolved with plea agreements or other methods of conviction*	5,584	3,850	1,700	4,000

* The District Attorney's Office does not have control over the number of cases that may be referred for charges during the year, or ultimately whether a defendant accepts a plea agreement.

Health and Safety Pillar: Ensure the Well-Being of Citizens
Quality Pillar: High Standards of Service Excellence
Finance Pillar: Protect Taxpayer’s Investments

Evidence Based Decision Making (EBDM) Initiative

Objective 4: Restitution Procedures

Prioritize the treatment of restitution to assist victims to stabilize their lives and recover from the harmful impact of crime. Among many efforts to prioritize restitution, the Victim Assistance Program created a new Restitution Specialist position, fully funded by a Victims of Crime Act grant. The position started in 2017.

Up-Front Collection of Restitution

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

Amount of restitution collected independently by the District Attorney’s Office, and disbursed directly to victims:

Performance Measure:	2018 Actual	2019 Actual	2020 Estimate	2021 Target
Restitution Collected	\$506,905	\$564,338	\$360,000	\$400,000

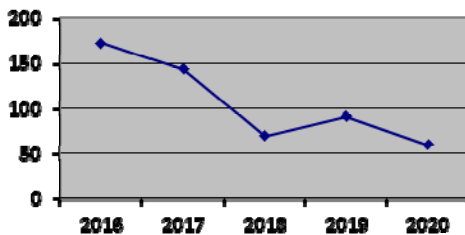
2018 and 2019 were significantly higher than previous years due to several large felony cases that have been aggressively prosecuted by the office. These cases include insurance fraud, opioid diversion, and theft by contractors.

Assistance with Court-Ordered Restitution

Victim Assistance helps victims to present their restitution requests to Court – explaining restitution, helping victims to document their losses, and assisting with filing restitution affidavits. Since creating the Restitution Specialist position and piloting a Restitution Affidavit project in collaboration with the EBDM – Victims’ Rights Workgroup, stipulations to the amount of restitution are being agreed upon much more frequently. The result is that fewer restitution hearings are held, saving a significant amount of time and money for the County. For those hearings still being held, it is frequently the insurance company that attends, rather than the victim, which saves the victim from finding childcare, transportation, time off work, and the intimidating experience of coming to Court. It also shortens the length of those hearings.

Number of restitution hearings held:

Performance Measure:	2018 Actual	2019 Actual	2020 Estimate	2021 Target
Restitution Hearings Held	68	91	60	65



There were 173 restitution hearings held in 2016, the year before the Restitution Specialist position was created.

In 2019, there were 91 restitution hearings - a 47% decrease.

The District Attorney’s Office also disburses all restitution to victims for the Clerk of Courts Office.

Finance Pillar: Protect Taxpayer’s Investments

Team Pillar: Best Professionals Servicing the Public in the Best Way

Objective 5: Opioid Pre-Trial Diversion Program

Identify and divert low risk cases with opioid-involved offenders to improve case outcomes and provide opportunities for offender rehabilitation, while ensuring accountability and restitution to crime victims.

Through a CJCC initiative and collaborative efforts between the DA’s Office and Health and Human Services, the Diversion Program was implemented on March 4, 2019. Misdemeanor offenders are placed on 6-month contracts, and felony offenders complete 12-month contracts. For 2019, 54 individuals were enrolled and three successfully completed the program. Eleven people have been discharged or revoked, and 40 are still in the process of completing. Due to COVID-19, enrollments are significantly decreased for 2020.

Performance Measures:	2019 Actuals	2020 To-Date Actuals	2020 Target	2021 Target
Misdemeanors	10	3	6	15
Felonies	44	6	12	50
Total Cases	54	9	18	65

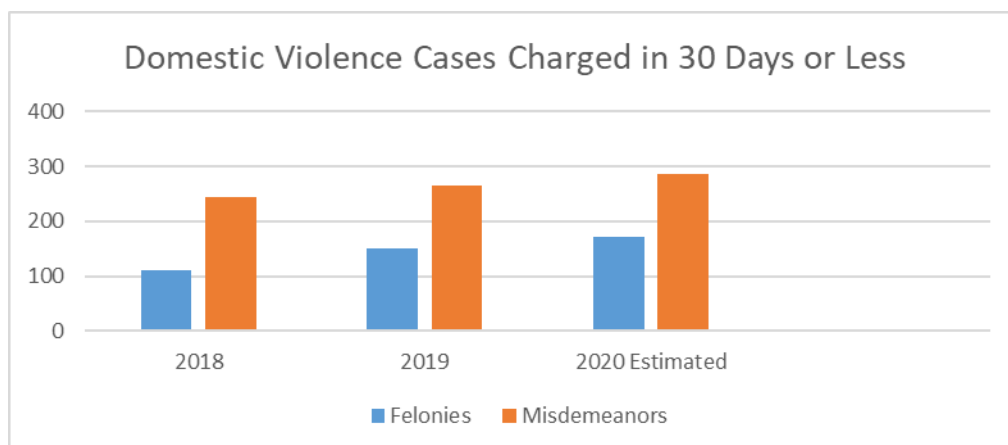
Quality Pillar: High Standards of Service Excellence

Health & Safety: Ensure the Well Being of Citizens

Objective 6: Timely Processing of Domestic Violence Cases

Process Domestic Violence (DV) cases quickly to ensure citizens’ safety. This Fast-Track LEAN initiative was started in March, 2019. The DA’s Office developed a method of tracking these cases to monitor timely and consistent charging practices, with a goal of filing these cases in less than 30 days.

Performance Measures:	2018 Actual	2019 Actual	2020 Estimate	2021 Target
Time from referral to charge	Number of cases			
Felonies 30 days or less	110	150	172	200
Felonies more than 30 days	27	20	18	15
Misdemeanors 30 days or less	245	266	286	300
Misdemeanors more than 30 days	274	189	192	175



Prosecution / Administrative Services

Program Description

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

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	22.00	22.00	22.00	22.00	0.00
General Government	\$108,489	\$118,770	\$125,000	\$125,000	\$6,230
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$144,143	\$117,000	\$110,000	\$125,000	\$8,000
Interdepartmental	\$158,790	\$177,092	\$191,500	\$203,098	\$26,006
Other Revenue	\$11,040	\$10,856	\$11,000	\$11,000	\$144
Appr. Fund Balance	\$12,000	\$12,000	\$30,960	\$12,000	\$0
County Tax Levy (Credit)	\$1,677,810	\$1,685,380	\$1,685,380	\$1,727,465	\$42,085
Total Revenues	\$2,112,272	\$2,121,098	\$2,153,840	\$2,203,563	\$82,465
Personnel Costs	\$1,525,399	\$1,550,783	\$1,579,171	\$1,586,087	\$35,304
Operating Expenses	\$323,282	\$345,958	\$377,664	\$390,900	\$44,942
Interdept. Charges	\$213,092	\$224,357	\$224,636	\$226,576	\$2,219
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$2,061,773	\$2,121,098	\$2,181,471	\$2,203,563	\$82,465
Rev. Over (Under) Exp.	\$50,499	\$0	(\$27,631)	\$0	\$0

Program Highlights

General government revenues increase by \$6,200 to \$125,000 to reflect continuation of funding for a Violence Against Women Act (VAWA) STOP grant, based on anticipated receipts in the program.

Charges for services increase \$8,000 for copy fees, based on a trend of increased electronic storage media.

Interdepartmental revenue increases \$26,000, mostly due to a \$22,300 increase for the salary and benefit costs for one special drug prosecutor position funded by the Sheriff's Department. Also, \$82,000 of revenue from HHS – Criminal Justice Collaborating Council (CJCC) is included to fund a Pre-trial Diversion Coordinator grant position which increases \$3,800 from the previous year based on actual receipts.

Other revenue increases \$144 for estimated extradition and miscellaneous case cost recoveries due to recent trends.

Fund balance of \$12,000 is budgeted to assist the department with the replacement costs of prosecutor office furniture.

Personnel costs increase by \$35,300 for costs to continue 22.00 FTE county-funded positions. Personnel increases are moderate due to several personnel changes in 2020 resulting in lower salary costs for some positions. Also, a 1.00 FTE administrative specialist position is reclassified to a senior administrative specialist.

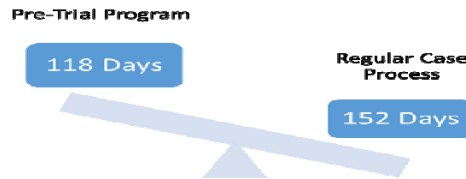
Operating expenses increase by \$44,900. This is primarily related to an increase for expenses for both the special drug prosecutor position (\$22,000) and the prosecutor position assigned to the VAWA STOP grant (\$17,000). Additionally, there is an increase of \$2,300 in expenses for trial preparation to more closely reflect recent years' actual costs.

Interdepartmental charges increase slightly; increases of \$1,700 in telephone costs and \$2,400 in risk management charges are offset by \$2,200 in lower costs related to the detective position.

Prosecution / Administrative Services (Continued)

Activities

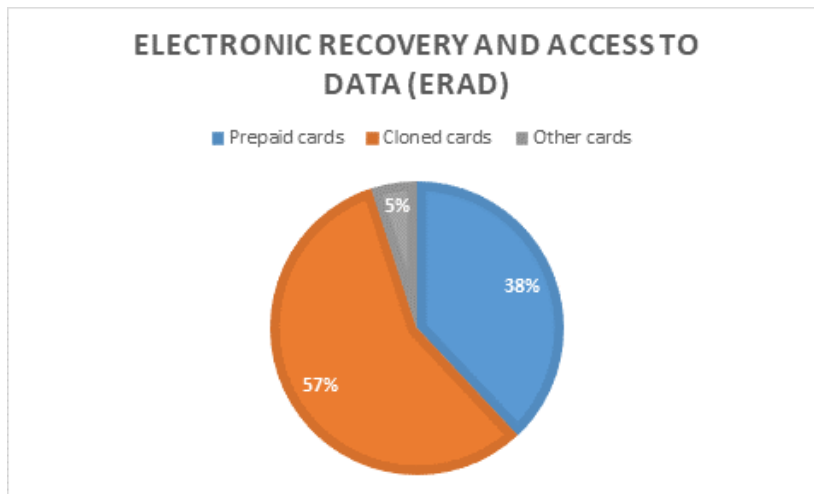
The District Attorney’s Office is very involved in Evidence Based Decision Making (EBDM) efforts to improve the criminal justice system for all participants. The EBDM Case Processing Workgroup has reduced the time it takes for cases to progress through the justice system with the Pre-Trial Conference (PTC) program. The DA’s Office selects misdemeanor, victimless cases for the program, and those defendants meet with the prosecutor immediately before Court to attempt to reach a resolution. The program has handled over 5,000 cases since its inception in December of 2016. Although the program was temporarily suspended during the pandemic, the District Attorney’s office was actively involved in creating other efficiencies for remote appearances and alleviating backlog of some cases. Historically, Pre-Trial Conference cases are taking 34 fewer days on average to process than cases handled in the traditional manner.



To provide information and outreach to our residents regarding the criminal justice system and upcoming events, the DA’s Office started updating its website in 2019. The estimate for 2020 is low, based upon the COVID-19 pandemic. We anticipate as we continue to make updates to portions of our website, especially regarding the new constitutional amendment on victims’ rights (Marsy’s Law) that the numbers will increase even more.

Performance Measures:	2018 Actual	2019 Actual	2020 Estimate	2021 Target
Hits on website	6,889	6,420	5,500	7,500

The Waukesha District Attorney’s Office is the administrator of the Electronic Recovery and Access to Data (ERAD) program – a tool for our law enforcement partners to help in both the arrest and prosecution of organized crime, labor and sex trafficking, identity theft, theft and fraudulent use of credit/debit cards. We are only one of three agencies that have this tool in the State of Wisconsin. All three agencies acquired this tool based on the initiative of our office in researching and acquiring this program. Over the first 3.25 years of use our law enforcement partners have initiated 181 investigations using ERAD, 159 here in Waukesha County and 22 for other agencies as mutual aid requests. More than 3,600 plastic cards have been scanned through the program. Of those, nearly 40% are prepaid cards (legitimate cards that are purchased or stolen, some in an effort to conceal money laundering proceeds). The other 60% are cloned credit/debit cards (fraudulent cards that have been created using personal identifying information released during data breaches and information collected when criminals utilize gas pump skimmers and ATM skimmers). The reports generated by this tool have made the prosecution of these crimes more efficient and easier to understand. The majority of these cases would not have been discovered or prosecuted without the ERAD program being utilized in our office.



Program Description

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

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	7.50	7.50	7.50	7.50	0.00
General Government	\$237,226	\$279,349	\$247,566	\$286,641	\$7,292
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$198	\$0	\$0	(\$198)
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$17,764	\$19,596	\$15,096	\$19,149	(\$447)
Appr. Fund Balance	\$63	\$0	\$4,913	\$0	\$0
County Tax Levy (Credit)	\$228,527	\$270,957	\$270,957	\$303,872	\$32,915
Total Revenues	\$483,580	\$570,100	\$538,532	\$609,662	\$39,562
Personnel Costs	\$498,650	\$538,984	\$509,071	\$579,696	\$40,712
Operating Expenses	\$2,717	\$16,278	\$6,076	\$15,700	(\$578)
Interdept. Charges	\$12,014	\$14,838	\$11,592	\$14,266	(\$572)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$513,381	\$570,100	\$526,739	\$609,662	\$39,562
Rev. Over (Under) Exp.	(\$29,801)	\$0	\$11,793	\$0	\$0

Program Highlights

General government revenue increases \$7,300 due to an increase in expected reimbursement related to higher personnel costs. The Victim Witness revenue is budgeted at 47% of budgeted expenditures for 2021. This reimbursement is sum-certain Statewide funding that varies depending upon request levels submitted by Victim/Witness Assistance programs throughout the State, and on funding available to the State from offender surcharges and other sources.

Other revenues decrease \$450 to \$19,150. The reduction is related to bail forfeiture interest. Other revenue also includes \$4,500 of anticipated donations. Charges for services were eliminated due to the removal of a phone line used by the Women's Center within the District Attorney's Office – due to COVID-19, the Women's Center has relocated.

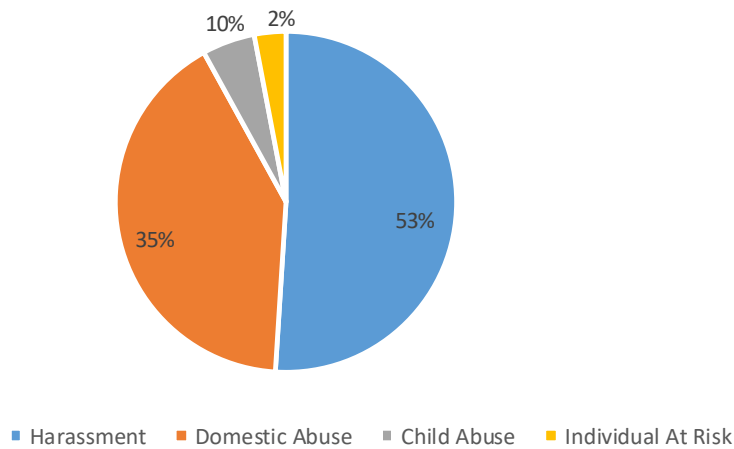
Personnel costs increase \$40,700 for cost to continue 7.50 FTE. Operating costs decrease slightly, and continue to make up only 3% of the Victim/Witness budget. Slight decreases in interdepartmental costs reflect efforts to assess costs more effectively to the VOCA grant program.

The Victim Witness Program continues to utilize volunteers and interns to provide additional services to victims while minimizing increases to personnel costs.

Activities

Victim Assistance provided at least 29,557 informational contacts to crime victims and witnesses on charged cases alone during 2019, an increase of 205 contacts on charged cases from the previous year. This included at least 15,000 phone contacts and more than 2,000 in-person meetings and instances of court accompaniment. This number does not include individuals who called the office or came in for assistance related to crimes that were not charged, assistance with restraining orders, or contacts with victims for incidents that later developed into charges. It also does not include some multiple phone calls and visits by the same individual, or calls on behalf of victims to social workers, law enforcement, or other agencies.

Victim Contacts by Year



In 2019, Victim Assistance staff members assisted citizens in completing petitions for 159 restraining orders. Victim/Witness professionals screen petitioners and respondents for safety and criminal histories, explain the process by which a temporary restraining order and an injunction are obtained, and assist petitioners in the completion of forms and statements. Victim/Witness staff also screened another 92 restraining order requests for assistance by The Women’s Center, and answered hundreds of phone calls related to questions about restraining orders.

VOCA Grant/Program

Program Description

Mobile Victim Assistance counselors and volunteers provide 24-hour crisis response and trauma-informed services to victims at the scene of the crime, at the request of law enforcement. Victims receive emotional support, information about the criminal justice system, and referrals to community resources. A Homicide Specialist is also funded through the grant to provide victim assistance services and advocacy, as well as a support group to family members and friends of victims of homicide. Additionally, the VOCA programs include a support group for families and individuals victimized by abusive head trauma (shaken baby syndrome). Grant resources provided through the Victims of Crime Act (VOCA) fully fund (100%) of program expenditures, and allow the program to recoup 10% in indirect cost revenue.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	3.55	4.03	4.03	4.00	(0.03)
General Government	\$259,142	\$355,783	\$311,231	\$352,880	(\$2,903)
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$259,142	\$355,783	\$311,231	\$352,880	(\$2,903)
Personnel Costs	\$243,520	\$311,168	\$274,304	\$308,589	(\$2,579)
Operating Expenses	\$7,474	\$19,703	\$12,483	\$19,079	(\$624)
Interdept. Charges	\$13,982	\$24,912	\$24,444	\$25,212	\$300
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$264,976	\$355,783	\$311,231	\$352,880	(\$2,903)
Rev. Over (Under) Exp.	(\$5,834)	\$0	\$0	\$0	\$0

Program Highlights

This program is 100% reimbursable by federal funds passed through the state. Additionally, administrative costs are assessed to the grant and reflected as revenue in the prosecution program.

VOCA revenues decrease slightly to reflect expected grant costs and reimbursement levels. The VOCA grant is used to fund positions, services, and staff development opportunities for victim assistance. A 1.00 FTE victim witness counselor position is abolished and 1.00 FTE victim witness specialist is created which accounts for the decrease in personnel costs.

VOCA Grant/Program (Continued)

Activities

The Victim Assistance Program aggressively pursues grant opportunities to fund services, equipment and training costs. Since 1993, direct services and emergency resources have been provided by grant-funded programs, including Mobile Victim Assistance, the Homicide Program, Shaken Baby Support Group, and the Restitution Specialist. Grant funding also provides a prosecutor position for domestic violence cases.

\$2,800,000+
VOCA grant funds obtained by the Victim Assistance Program, October 1997 – June 2020.

\$390,000+
VAWA grant funds obtained October 2016 – June 2020. This grant funds an additional prosecutor for the District Attorney's Office, as well as expenses for training, equipment and supplies.

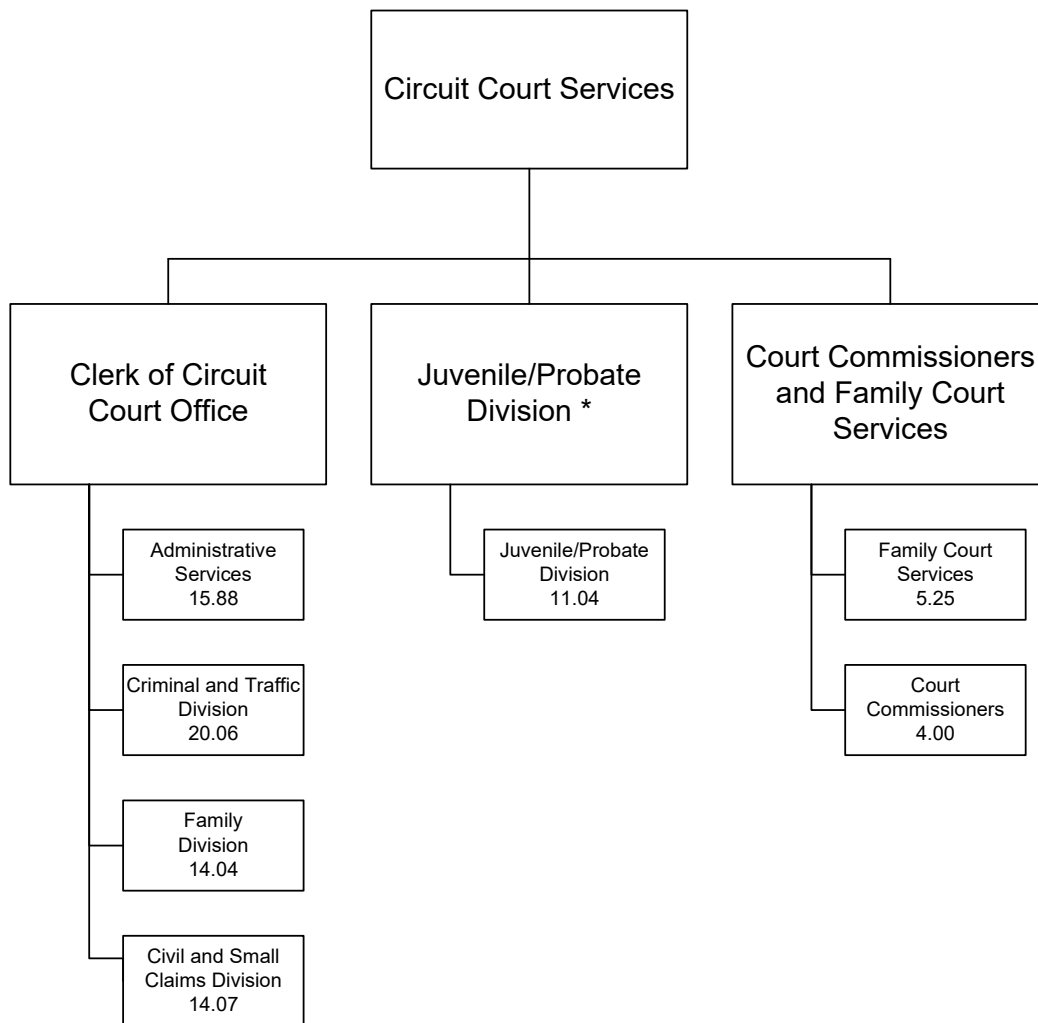


Intense grant efforts = ability to meet needs of the community without additional tax levy!

Circuit Court Services

CIRCUIT COURT SERVICES

FUNCTION / PROGRAM CHART



84.33 TOTAL FTE'S

* The Juvenile Court Office and the Probate Court Office were merged in January 2017 per the directive of the Deputy Chief Judge.

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

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

Financial Summary	2019 Actual	2020 Adopted Budget	2020 Estimate	2021 Budget	Change From 2020 Adopted Budget	
					\$	%
Revenues						
General Government	\$1,844,795	\$1,865,000	\$1,861,899	\$1,844,210	(\$20,790)	-1.1%
Fine/Licenses	\$457,064	\$525,400	\$430,300	\$495,250	(\$30,150)	-5.7%
Charges for Services	\$1,419,105	\$1,451,100	\$1,440,590	\$1,421,100	(\$30,000)	-2.1%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$320,664	\$547,500	\$420,000	\$502,500	(\$45,000)	-8.2%
Appr. Fund Balance (a)	\$57,234	\$70,000	\$70,000	\$50,000	(\$20,000)	-28.6%
County Tax Levy (Credit)	\$5,400,813	\$5,500,813	\$5,500,813	\$5,587,813	\$87,000	1.6%
Total Revenue Sources	\$9,499,675	\$9,959,813	\$9,723,602	\$9,900,873	(\$58,940)	-0.6%
Expenditures						
Personnel Costs	\$6,024,335	\$6,385,301	\$6,339,974	\$6,473,242	\$87,941	1.4%
Operating Expenses	\$1,487,961	\$1,870,017	\$1,681,650	\$1,779,876	(\$90,141)	-4.8%
Interdept. Charges	\$1,486,909	\$1,704,495	\$1,479,519	\$1,647,755	(\$56,740)	-3.3%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$8,999,205	\$9,959,813	\$9,501,143	\$9,900,873	(\$58,940)	-0.6%
Rev. Over (Under) Exp.	\$500,470	\$0	\$222,459	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	81.50	81.50	81.50	81.13	(0.37)
Extra Help	4.00	3.00	3.00	3.00	0.00
Overtime	0.21	0.20	0.20	0.20	0.00
Total FTEs	85.71	84.70	84.70	84.33	(0.37)

(a) Fund balance appropriation	2019 Actual	2020 Budget	2020 Est.	2021 Budget
Transition of microfilming from DOA	\$25,000	\$0	\$0	\$0
Furniture and equipment replacement plan	\$20,000	\$20,000	\$20,000	\$0
Extra Help Scanning	\$0	\$50,000	\$50,000	\$50,000
Purchase Orders and Carryovers from the Prior Year	\$12,234	\$0	\$0	\$0
Total fund balance appropriation:	\$57,234	\$70,000	\$70,000	\$50,000

Major Departmental Strategic Plan Objectives

Quality Pillar: High standards of service excellenceObjective 1: Courtroom Procedures

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

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

Performance Measure:	2016 Actual	2017 Actual	2018 Actual	2019 Actual	**2020 YE Projection	2021 Target
Criminal/Traffic Division Video Conference Events	594	666	618	858	13,210	3,000
Civil Division Video Conference Events	2	4	12	18	1,200	200
Family Division Video Conference Events	16	0	4	6	3,500	600
*Juvenile/Probate Division Video Conference Events	300	281	258	285	375	410
Total	912	951	892	1,167	18,285	4,210

*The Juvenile and Probate divisions merged on 1/17/17. Before that, the video use reported was for Juvenile cases only.

**The 2020 YE projection of video conference events is significantly higher than prior years due to increasing video conferences due to the COVID-19 pandemic.

Finance Pillar: Protect taxpayer's investmentObjective 2: Court Ordered Collections

Incorporate a broad range of payment management practices and payment enforcement procedures in an effort to minimize the use of county funds to cover financial obligations for court appointed Guardian Ad Litem (GAL) services in various Family Division case filings.

Court ordered deposits, payment plan monitoring, payment hearings, and delinquent collection actions are utilized to reduce county funded GAL costs.

Performance Measure:	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 YE Projection *	2021 Target
Family GAL Fees Paid by the County at Case Disposition	\$173,006	\$154,737	\$86,777	\$120,279	\$130,000	\$115,000
County GAL Fees Recovered Post Case Disposition	\$130,857	\$150,040	\$121,391	\$102,080	\$145,000	\$202,500
Recovery thru COC	37%	31%	23%	30%	31%	26%
Recovery thru DOA-C	63%	69%	77%	70%	69%	74%
Net Funds Advanced by County	\$42,419	\$4,697	(\$34,614)	\$18,199	(\$15,000)	(\$87,500)

* 2020 and 2021 GAL expenditures and recoveries are expected to be significantly impacted by both the Supreme Court Rule increasing the required minimum appointment rate and the economic implications of the COVID-19 pandemic.

Team Pillar: Best professionals serving the public in the best way

Objective 3: Document Imaging of Case Information

Continue document imaging in the Criminal/Traffic, Probate, Civil/Small Claims, and Family divisions in an effort to improve court operations, expand services to litigants, increase operational efficiencies, reduce file retention cost, and expand information sharing throughout the justice system. We have a secondary objective to complete all back-scanning of paper files prior to the renovation of the Courthouse to avoid any moving and temporary storage expenses.

Number of documents scanned for all new and pending cases files, and for all on-site closed files.

Performance Measure:	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 YE Projections	2021 Target
# of Criminal/Traffic Division Documents Scanned	84,306	99,930	69,252	44,062	40,000	50,000
# of Probate Division Documents Scanned	72,060	51,334	40,931	31,182	17,706	33,000
# of Civil/Small Claims Division Documents Scanned	80,589	41,096	32,917	26,100	13,000	15,000
# of Family Division Documents Scanned	96,923	74,924	89,847	181,164	50,000	120,000

Customer Service Pillar: High customer satisfaction

Objective 4: Survey Customers

Measure customer satisfaction of key programs and website to address customer needs, reduce staff time dedicated to customer related concerns, and increase overall customer satisfaction.

Number of on-line Juror Exit Surveys and Website Satisfaction Surveys received.

Performance Measure:	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 YE Projection*	2021 Target
In Person and On-Line Surveys Received*	429	317	582	488	280	575
Summons, Brochure or Materials Provided						
Excellent/Good	96%	100%	100%	100%	90%	90%
Poor	4%	0%	0%	0%	10%	10%
Your Opinion Of Jury Services <i>Before</i> Serving?						
Excellent/Good	78%	92%	89%	96%	75%	80%
Poor	22%	8%	11%	4%	25%	20%
Your Opinion of Jury Services <i>After</i> Serving?						
Excellent/Good	97%	99%	99%	99%	90%	95%
Poor	3%	1%	1%	1%	10%	5%

*As directed per Wisconsin Supreme Court Order, jury trials were suspended from March 22, 2020 through July 7, 2020 to allow for the development and implementation of an Operating Plan to safely resume jury trials. Even with significant efforts by the Circuit Courts and the county to incorporate public health precautions (plexiglas partitioning, social distancing, staggered check-in times, etc.) to safely resume jury trials, it is anticipated that juror service satisfaction may be impacted.

General Fund

Circuit Court Services

Activities

Administration Division	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 YE Est.
Gross Annual Department Receipts	\$22,817,514	\$20,868,061	\$19,520,687	\$16,937,939	\$16,250,000
Total Receipt Transactions	56,912	59,886	60,569	57,420	55,000
E-payment Receipt Transactions	4,712	18,707	20,476	20,108	19,500
Gross E-payments Receipts (included above)	\$862,872	\$2,503,520	\$2,780,902	\$2,811,532	\$2,600,000
Total Disbursement Transactions	3,124	3,125	3,161	2,870	2,750
Net Sales by Credit Card	\$1,701,480	\$2,126,562	\$2,065,748	\$2,104,139	\$1,800,000
YE Funds Held in Trust (invested)/Ct. Order	\$300,138	\$59,516	\$99,596	\$84,279	\$85,000
Network Users Supported	125	126	122	114	114
Workstations/Printers/Scanners*	265	290	333	334	330

*The vast majority of computer hardware utilized by Circuit Court Services is provided by the State. For 2021, replacement value of the State CCAP provided computer hardware, software and technology services is estimated to exceed \$404,867.

Jury Program	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 YE Est.*
Total # of Jury Trials Started	81	81	84	59	35
Total Jury Days	139	149	151	114	91
Total Questionnaires Returned	8,680	10,607	9,449	8,413	8,767
Total Questionnaires Returned Online	6,323	7,488	6,858	6,209	6,399
% of Questionnaires Returned Online	73%	71%	73%	74%	73%

* Due to the Wisconsin Supreme Court Order jury trials were suspended from March 22, 2020 through July 7, 2020 when an Operating Plan to resume jury trials was approved.

Criminal & Traffic Division	2016 Actual		2017 Actual		2018 Actual		2019 Actual		2020 YE Est.*	
	Open	Disposed	Open	Disposed	Open	Disposed	Open	Disposed	Open	Disposed
Felony Cases	1,569	1,458	1,772	1,585	1,782	1,709	1,736	1,682	1,514	948
Misdemeanor Cases	2,290	2,285	2,319	2,238	2,579	2,377	2,676	2,450	1,956	1,476
Criminal Traffic Cases	1,758	1,709	1,636	1,682	1,462	1,508	1,290	1,239	794	1,111
Traffic Cases	8,286	8,427	9,031	9,438	7,511	7,766	7,260	7,442	4,898	4,678
Forfeiture Cases	864	872	725	787	637	665	716	756	420	412
TOTAL CASES	14,767	14,751	15,483	15,730	13,971	14,025	13,678	13,569	9,582	8,625
	2016 Actual		2017 Actual		2018 Actual		2019 Actual		2020 YE Est.	
C/T Jury Trials Started	59		57		62		41		20	
C/T Jury Days	95		94		104		70		51	

Family Division	2016 Actual		2017 Actual		2018 Actual		2019 Actual		2020 YE Est.*	
	Open	Disposed	Open	Disposed	Open	Disposed	Open	Disposed	Open	Disposed
Divorce/Legal Separation Cases	1,168	1,106	1,157	1,157	1,139	1,150	1,138	1,128	895	960
Paternity Cases	367	363	373	399	359	390	369	383	312	274
Other Family Cases	372	359	422	437	365	360	315	334	281	192
TOTAL CASES	1,907	1,828	1,952	1,993	1,863	1,900	1,822	1,845	1,488	1,426
Post-Judgment Family Actions		2,359		2,421		2,288		2,285		1,604
Post-Judgment Paternity Actions		1,977		2,268		1,931		1,697		1,088
TOTAL		4,336		4,689		4,219		3,982		2,692

Civil Division	2016 Actual		2017 Actual		2018 Actual		2019 Actual		2020 Est.*	
	Open	Disposed	Open	Disposed	Open	Disposed	Open	Disposed	Open	Disposed
Large Claim Foreclosures	462	510	355	557	406	409	331	370	209	242
Large Claim-All Other	1,873	1,822	1,910	2,135	1,924	1,925	1,927	1,952	1,606	1,678
Small Claim Contested	785	879	707	796	787	785	776	787	420	578
Small Claim Uncontested	4,548	4,548	5,239	5,278	5,892	5,892	5,040	5,040	4,531	4,531
TOTAL CASES	7,668	7,759	8,211	8,766	9,009	9,011	8,074	8,149	6,766	7,029
	2016 Actual		2017 Actual		2018 Actual		2019 Actual		2020 Est.	
Civil Jury Trials Started	19		21		18		15		8	
Civil Jury Days	39		51		43		38		19	

Family Court Services	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Est.
Mediation Cases Opened	647	715	599	559	438
Custody/Visitation Studies Opened	104	112	136	121	120

Juvenile / Probate Division	2016 Actual		2017 Actual		2018 Actual		2019 Actual		2020 Est.*	
	Open	Disposed	Open	Disposed	Open	Disposed	Open	Disposed	Open	Disposed
Delinquency/Juvenile Protection (JIPS)	249	316	233	269	247	272	176	259	146	160
Child in Need of Protection(CHIPS)	168	154	117	154	146	151	120	137	146	155
Termination of Parental Rights	36	43	48	35	56	59	61	53	52	61
Other Juvenile	287	288	272	260	275	279	246	245	270	258
Juvenile Ordinance Violations	75	75	78	72	50	50	47	47	67	67
Adult Commitments	785	807	824	811	781	781	649	667	668	665
Formal Estate Actions	39	73	33	67	27	31	37	38	44	27
Informal Estate Actions	465	357	502	406	539	449	481	490	526	365
Trusts	31	23	23	19	18	14	17	20	15	10
Guardianships	294	281	272	272	263	263	250	241	226	226
Adult Adoptions	12	11	17	15	35	31	20	23	12	5
Other Probate	66	74	79	69	86	75	102	110	96	70
TOTAL CASES	2,507	2,502	2,498	2,449	2,523	2,455	2,206	2,330	2,268	2,069
	2016 Actual		2017 Actual		2018 Actual		2019 Actual		2020 Est.	
Juvenile/Probate Jury Trials	3		3		4		3		3	
Juvenile/Probate Jury Days	5		4		4		6		8	

* A significant impact on case management was caused by the COVID-19 pandemic and the various orders/bans issued at the federal, state and county levels including the suspension of "non-essential" hearings.

Clerk of Courts-Administrative Services Division

Program Description

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

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	16.25	16.25	16.25	15.88	(0.37)
General Government	\$1,163,613	\$1,170,000	\$1,165,000	\$1,164,210	(\$5,790)
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$294,931	\$290,000	\$270,000	\$270,000	(\$20,000)
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$108,205	\$90,000	\$45,000	\$45,000	(\$45,000)
Appr. Fund Balance	\$57,070	\$20,000	\$20,000	\$0	(\$20,000)
County Tax Levy (Credit)	\$160,173	\$105,915	\$105,915	\$127,403	\$21,488
Total Revenues	\$1,783,992	\$1,675,915	\$1,605,915	\$1,606,613	(\$69,302)
Personnel Costs	\$1,313,623	\$1,360,177	\$1,372,696	\$1,336,093	(\$24,084)
Operating Expenses	\$136,385	\$179,918	\$140,850	\$130,426	(\$49,492)
Interdept. Charges	\$161,037	\$135,820	\$137,620	\$140,094	\$4,274
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,611,045	\$1,675,915	\$1,651,166	\$1,606,613	(\$69,302)
Rev. Over (Under) Exp.	\$172,947	\$0	(\$45,251)	\$0	\$0

Program Highlights

General government revenues consist of state payments to support circuit court operations at the county level. These revenues consist of a Circuit Court Support payment and a payment to partially offset county expenses for statutorily required foreign language interpreters contracted for use in the circuit court. Combined these two payments total \$1,164,200, which is \$5,800 less than 2020 due to state formula changes. Revenue from bail forfeitures and various statutory clerk fees found in charges for services totals \$270,000, a \$20,000 decrease from the 2020 budget. Other revenue consists of interest earnings on the Clerk of Court business account, which has been decreased by \$45,000 due to the economic situation precipitated by the COVID-19 pandemic. Fund balance of \$20,000 for furniture replacement has been eliminated in anticipation of available inventory following a mid-year transition to the new secure court tower.

Personnel costs for 15.88 FTE staff including temporary extra help are budgeted at \$1,336,100, which includes 0.37 FTE of a 0.50 FTE court reporter unfunded partway through the year in 2021. Of the total number of FTE staff, 0.75 FTE is temporary extra help funded to provide non-sworn civilian bailiffs to support the juror program.

Operating expenses decrease a total of \$49,500, which includes reduced funding for furniture and equipment replacement by \$18,500 and a reduction in costs by \$19,500 for the current courtroom audio/visual technology service contract as the department transitions to the new court tower facility.

Interdepartmental charges increase a total of \$4,300 and reflect an increase in insurance related premiums, with partially offsetting reductions in collection charges.

Clerk of Courts-Criminal & Traffic Division

Program Description

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

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	20.81	20.06	20.06	20.06	0.00
General Government	\$0	\$0	\$1,962	\$0	\$0
Fine/Licenses	\$421,324	\$495,000	\$405,000	\$465,000	(\$30,000)
Charges for Services	\$503,400	\$450,100	\$547,090	\$440,100	(\$10,000)
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$52,778	\$90,000	\$90,000	\$90,000	\$0
Appr. Fund Balance	\$8	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$1,491,267	\$1,611,185	\$1,611,185	\$1,619,470	\$8,285
Total Revenues	\$2,468,777	\$2,646,285	\$2,655,237	\$2,614,570	(\$31,715)
Personnel Costs	\$1,304,726	\$1,369,917	\$1,342,285	\$1,356,967	(\$12,950)
Operating Expenses	\$392,530	\$501,399	\$464,475	\$489,800	(\$11,599)
Interdept. Charges	\$698,486	\$774,969	\$669,219	\$767,803	(\$7,166)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$2,395,742	\$2,646,285	\$2,475,979	\$2,614,570	(\$31,715)
Rev. Over (Under) Exp.	\$73,035	\$0	\$179,258	\$0	\$0

Program Highlights

Criminal/Traffic division revenues derived from state and county civil forfeitures and from various criminal fines and statutory costs and fees are generally trending downward, and have been decreased \$30,000 to reflect some observed reduction in ordered financial penalties and in state and county citations. Charges for services is budgeted to decrease \$10,000 due to cash bail forfeitures to conservatively reflect the greater volatility in this revenue item. Other revenues which are revenues derived from non-delinquent cost recovery and from delinquent collection of costs from court-appointed counsel is budgeted the same as 2020. This reflects the limited experience the department has in this area due to the impact of the COVID-19 pandemic on court case filings in 2020. The department is anticipating and planning on increased efforts focused on receivable management in this division. The department is also anticipating higher payment balances following an increase in attorney compensation rates and contract service rates following the state Supreme Court order increasing all court-appointed counsel rates in 2020.

Personnel costs are budgeted at \$1,357,000 for 20.06 FTE. For 2021, the personnel budget includes overtime of 0.06 FTE. All previously budgeted temporary extra help for back-scanning and closed records management in this division has been completed.

Operating expenses are budgeted to decrease \$11,600 for 2021. This is mostly due to a budgeted decrease of \$8,800 for court ordered legal services provided to financially constrained-but not indigent defendants in criminal cases per state Supreme Court order. Judicial efforts to refer defendants to the state public defender for representation has been successful and will result in reduced county costs. As was noted in 2020, contract rate changes and payment management options will be used to meet the department's legal and fiscal responsibilities.

Interdepartmental charges for this division are budgeted to decrease \$7,200, which mainly reflects reductions in transport and courthouse security services provided by sworn sheriff personnel. Expenses for the Criminal division sheriff security and defendant transportation services combined are decreased by \$17,000 to a total of \$696,000 in 2021. Once the secure court facility is completed, the Courts and Sheriff planning teams will address anticipated changes in daily in-custody workflow that will occur. Criminal division collection service charges are budgeted to increase by \$6,300 in 2021, partially offsetting the security and transport reduction.

Clerk of Courts-Family Division

Program Description

Direct and coordinate customer services, office and court support, and record management services for all family related case matters handled by circuit court judges and judicial court commissioners. Initiate and maintain the official court record for all divorce, paternity, custody/visitation, and support enforcement cases filed with this division. Prepare all necessary court orders and dispositional judgments, create and receipt required case filing fees and financial assessments for service costs and fees as ordered by the court. Schedule and coordinate court calendars for divisional court officials. Transmit the appropriate court case data to local, county, and state agencies as required and necessary.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	14.04	14.04	14.04	14.04	0.00
General Government	\$524,741	\$495,000	\$489,937	\$480,000	(\$15,000)
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$37,294	\$59,500	\$52,000	\$59,500	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$70,965	\$150,000	\$100,000	\$150,000	\$0
Appr. Fund Balance	\$0	\$25,000	\$25,000	\$25,000	\$0
County Tax Levy (Credit)	\$802,542	\$693,589	\$693,589	\$714,267	\$20,678
Total Revenues	\$1,435,542	\$1,423,089	\$1,360,526	\$1,428,767	\$5,678
Personnel Costs	\$777,032	\$935,286	\$912,247	\$962,569	\$27,283
Operating Expenses	\$152,520	\$142,650	\$163,100	\$149,650	\$7,000
Interdept. Charges	\$249,920	\$345,153	\$289,153	\$316,548	(\$28,605)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,179,472	\$1,423,089	\$1,364,500	\$1,428,767	\$5,678
Rev. Over (Under) Exp.	\$256,070	\$0	(\$3,974)	\$0	\$0

Program Highlights

Family division revenues, excluding tax levy, decrease a total of \$15,000 from the 2020 budget. This overall reduction results from an expected reduction of state funds for offsetting county court-appointed attorney expenses by \$25,000 and an increase in funding of \$10,000 for paternity establishment and child support enforcement services as part of the state and federal IV-D program. Revenues from payment plans and delinquent cost recovery of guardian ad litem fees are budgeted at the same level as 2020. Fund balance of \$25,000 is allocated in 2021 to assist departmental efforts with completion of divisional case file imaging. All other divisional funding remains unchanged for 2021.

Personnel costs are budgeted at \$962,600 for 14.04 FTE staff; this is an increase of \$27,300. Divisional funding includes court related overtime 0.04 FTE and temporary extra help 1.00 FTE for imaging and records management efforts as this division continues its strategic objective to back-scan paper records/case files. This continues as a high priority effort in 2021.

Operating expenses are budgeted to increase \$7,000 for 2021. This increase directly results from a budget change increasing the allocation of guardian ad litem funds in this cost center.

Interdepartmental charges for this division have been reduced by \$28,600, which mainly reflects a modification in anticipated internal charges for delinquent collection services, and a \$21,000 reduction in divisional court security to reflect calendaring changes resulting from an increased use of video hearings. Expenses for sheriff security services total \$270,000 in 2021.

Clerk of Courts-Civil Division

Program Description

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

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	14.07	14.07	14.07	14.07	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$320	\$400	\$300	\$250	(\$150)
Charges for Services	\$154,935	\$160,000	\$135,000	\$160,000	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$25,000	\$25,000	\$25,000	\$0
County Tax Levy (Credit)	\$1,022,037	\$1,054,498	\$1,054,498	\$1,068,682	\$14,184
Total Revenues	\$1,177,292	\$1,239,898	\$1,214,798	\$1,253,932	\$14,034
Personnel Costs	\$767,044	\$883,372	\$852,215	\$912,981	\$29,609
Operating Expenses	\$69,784	\$87,400	\$89,575	\$88,300	\$900
Interdept. Charges	\$223,543	\$269,126	\$231,601	\$252,651	(\$16,475)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,060,371	\$1,239,898	\$1,173,391	\$1,253,932	\$14,034
Rev. Over (Under) Exp.	\$116,921	\$0	\$41,407	\$0	\$0

Program Highlights

Civil division revenues, excluding tax levy, are budgeted at essentially the same levels as 2020. There is also no change in the appropriation of \$25,000 in county fund balance to assist departmental efforts with completion of divisional case file imaging.

Personnel costs are budgeted at \$913,000 for 14.07 FTE staff, including 0.07 FTE of overtime and 1.00 FTE temporary extra help for imaging and records management efforts as this division continues its strategic objective to back scan paper records/case files and to assist in efforts to image family and probate documents/records and case files in 2021.

Operating expenses are budgeted at \$88,300, which is an increase of \$900 for 2021. This mainly reflects an internal redistribution of \$2,500 in guardian ad litem fees and legal resource materials, and is partially offset by several smaller reductions in divisional supply and interpreter expenses.

Interdepartmental charges for this division are budgeted to decrease \$16,500. The reduction is directly related to anticipated reductions in court security hours in this division following changes in calendar practices and more instances where case participants appear by video. Expenses for sheriff security services are budgeted at \$215,000 in 2021.

Juvenile / Probate Division

Program Description

Direct and coordinate customer services, office and courtroom support, and record management services for all Juvenile and Probate related case matters filed with this division and heard by circuit court judges and judicial court commissioners. Coordinate activities with Corporation Counsel and county Health and Human Service personnel. Prepare all necessary court orders and dispositional judgments, and create financial assessments for fines, forfeitures, restitution, costs and bail as ordered by the court. Schedule and coordinate court calendars for divisional court officials. Transmit the appropriate court case data to local, county, and state agencies as required and necessary.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	11.04	11.04	11.04	11.04	0.00
General Government	\$105,000	\$155,000	\$155,000	\$155,000	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$206,101	\$230,000	\$191,000	\$230,000	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$88,716	\$217,500	\$185,000	\$217,500	\$0
Appr. Fund Balance	\$120	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$1,112,278	\$1,222,876	\$1,222,876	\$1,216,432	(\$6,444)
Total Revenues	\$1,512,215	\$1,825,376	\$1,753,876	\$1,818,932	(\$6,444)
Personnel Costs	\$689,623	\$723,405	\$735,738	\$764,067	\$40,662
Operating Expenses	\$724,381	\$933,450	\$805,050	\$896,800	(\$36,650)
Interdept. Charges	\$143,765	\$168,521	\$142,220	\$158,065	(\$10,456)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,557,769	\$1,825,376	\$1,683,008	\$1,818,932	(\$6,444)
Rev. Over (Under) Exp.	(\$45,554)	\$0	\$70,868	\$0	\$0

Program Highlights

Juvenile and Probate division revenues, excluding tax levy, are budgeted at \$602,500 for the 2021 budget. This is unchanged from 2020. Divisional revenues consist of state payments reimbursing county paid appointed attorney expenses, probate filing and service fees, and internal and external recovery of county paid attorney fees ordered by the court. This area is continuing to benefit from business improvements following the merger of these two separate offices, and integration of financial activities and receivable recovery efforts with the Clerk of Court's business center.

Personnel costs are budgeted at \$764,100 for 2021, an increase of \$40,700. This supports 11.04 FTE staff, and includes 0.04 FTE overtime. No temporary extra help is budgeted in this division for paper document imaging, as they have completed all their identified juvenile case back scanning. Probate records imaging will be coordinated with the assistance of staff from the Family and Civil divisions.

Operating expenses are budgeted to decrease by \$36,700 for 2021. Funding for court-ordered advocate and GAL services comprise \$33,800 of this reduction. A clear projection of legal services expenses is not possible based on the division's 2020 experience due to the COVID-19 pandemic. To meet the expense reduction in this area, various contract and payment options will be applied to meet the department's legal and fiscal responsibilities. Interpreter expenses have also been reduced by \$2,000.

Interdepartmental charges for this division are budgeted at \$158,100, a decrease of \$10,500. A substantial decrease in collection service expenses by \$21,400 is partially offset by an internal redistribution of funding increase of \$10,000 for juvenile and probate court security expenses. Budgeted expenses for the sheriff's security and defendant transportation services total \$105,000 in the 2021 budget.

Family Court Services

Program Description

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

Family Court Services (FCS) County Fee Schedule			
Program Services provided per ss. 767.405 and fees established by the County Board per ss. 814.615			
<u>Mediation Services</u>	2019	2020	2021
Session 1	No Charge per state statute		
Subsequent Sessions	\$200 for Mediation Services	\$200 for Mediation Services	\$200 for Mediation Services
<u>Custody and Visitation Study</u>			
Studies performed to provide recommendation to the Court on child custody issues, visitation schedules, and child related special needs or concerns.			
	2019	2020	2021
Study Fees	\$1,600	\$2,000	\$2,000

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	5.50	5.25	5.25	5.25	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$35,420	\$30,000	\$25,000	\$30,000	\$0
Charges for Services	\$222,444	\$261,500	\$245,500	\$261,500	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$36	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$246,989	\$220,130	\$220,130	\$235,630	\$15,500
Total Revenues	\$504,889	\$511,630	\$490,630	\$527,130	\$15,500
Personnel Costs	\$557,833	\$489,825	\$475,743	\$504,119	\$14,294
Operating Expenses	\$8,556	\$15,300	\$10,050	\$15,600	\$300
Interdept. Charges	\$6,267	\$6,505	\$5,255	\$7,411	\$906
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$572,656	\$511,630	\$491,048	\$527,130	\$15,500
Rev. Over (Under) Exp.	(\$67,767)	\$0	(\$418)	\$0	\$0

Program Highlights

All Family Court Services division revenues, excluding tax levy, are budgeted at \$291,500 for the 2021 budget. This is unchanged from 2020. This cost center is funded by statutory fees from marriage licenses, family case filings, and direct charges to case parties for mediation and custody studies performed at the direction of the court. There are no fee increases budgeted in 2021. A future determination of a fee increase will be considered based on the growing complexity of the family issues, and the time required to effectively complete a study. A total of \$225,000 is budgeted for mediation service and court ordered custody study revenue.

Personnel costs are budgeted at \$504,100 for 5.25 FTE in 2021. This organization includes funding for 0.25 FTE social worker extra help which provides a resource to assist in balancing out workload fluctuations.

Operating expenses and interdepartmental charges are budgeted to increase about \$1,200 for 2021. This increase results from modest increases in printing and telecommunication costs.

Program Description

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

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	4.00	4.00	4.00	4.00	0.00
General Government	\$51,441	\$45,000	\$50,000	\$45,000	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$565,527	\$592,620	\$592,620	\$605,929	\$13,309
Total Revenues	\$616,968	\$637,620	\$642,620	\$650,929	\$13,309
Personnel Costs	\$614,454	\$623,319	\$649,050	\$636,446	\$13,127
Operating Expenses	\$3,805	\$9,900	\$8,550	\$9,300	(\$600)
Interdept. Charges	\$3,891	\$4,401	\$4,451	\$5,183	\$782
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$622,150	\$637,620	\$662,051	\$650,929	\$13,309
Rev. Over (Under) Exp.	(\$5,182)	\$0	(\$19,431)	\$0	\$0

Program Highlights

Commissioner division revenues, excluding tax levy, are budgeted at \$45,000 for the 2021 budget, which is unchanged from 2020. This revenue is derived from a shared allocation of funds received for program services related to the state/federal IV-D program. This program enforces paternity responsibilities and provides legal assistance to ensure child support and other financial obligations are met.

Personnel costs are budgeted at \$636,400 for 4.00 FTE. There is not any overtime or temporary extra help budgeted in this division. Personnel expenses increase by \$13,100 from the 2020 budget due to changes in benefit selection and cost to continue for wages.

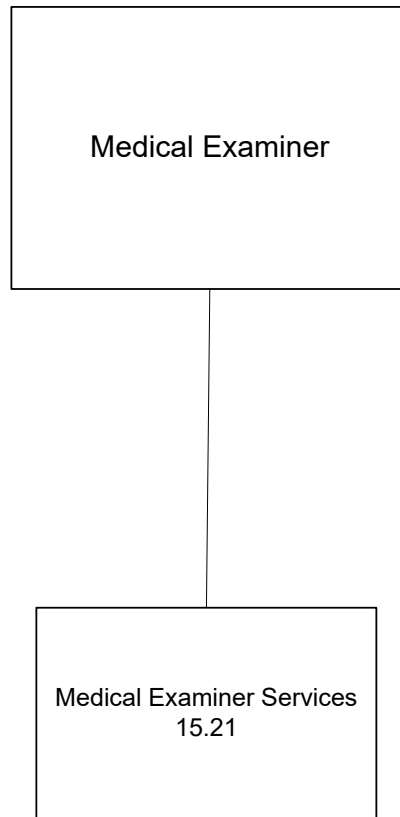
Operating expenses are budgeted to decrease \$600 mainly due to various smaller budget adjustments.

Interdepartmental charges for this division are budgeted to increase \$800. This reflects an increase in telecommunications charges allocated to this budget.

Medical Examiner

MEDICAL EXAMINER'S OFFICE

FUNCTION / PROGRAM CHART



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

Financial Summary	2019	2020	2020	2021	Change From 2020	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
Revenues						
General Government	\$0	\$0	\$2,632	\$0	\$0	N/A
Fine/Licenses	\$497,659	\$586,825	\$573,310	\$591,825	\$5,000	0.9%
Charges for Services	\$795,843	\$422,295	\$442,863	\$437,239	\$14,944	3.5%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$14,441	\$0	\$0	\$0	\$0	N/A
Appr. Fund Balance	\$975	\$25,000	\$25,000	\$0	(\$25,000)	-100.0%
County Tax Levy (Credit)	\$1,035,610	\$1,060,610	\$1,060,610	\$1,129,955	\$69,345	6.5%
Total Revenue Sources	\$2,344,528	\$2,094,730	\$2,104,415	\$2,159,019	\$64,289	3.1%
Expenditures						
Personnel Costs	\$1,925,178	\$1,734,747	\$1,741,430	\$1,794,950	\$60,203	3.5%
Operating Expenses	\$267,233	\$229,589	\$217,357	\$219,275	(\$10,314)	-4.5%
Interdept. Charges	\$156,732	\$130,394	\$128,196	\$144,794	\$14,400	11.0%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$2,349,143	\$2,094,730	\$2,086,983	\$2,159,019	\$64,289	3.1%
Rev. Over (Under) Exp.	(\$4,615)	\$0	\$17,432	\$0	\$0	N/A
Position Summary (FTE)						
Regular Positions	16.00	14.50	14.50	14.50	0.00	
Extra Help	0.30	0.28	0.28	0.25	(0.03)	
Overtime	0.81	0.50	0.50	0.46	(0.04)	
Total FTEs	17.11	15.28	15.28	15.21	(0.07)	

Major Departmental Strategic Plan Objectives

Health & Safety Pillar: Ensure the well-being of residents

Objective 1: Data Sharing

Improve community safety and health through data sharing.

Performance Measures:

- a. Provide quarterly reports to sudden deaths in youth programming
- b. Participate in safe driving programs for teens
- c. Provide requested injury and drug death data to violent death reporting center

Team Pillar: Best professionals serving the public in the best way

Objective 2: Interdepartmental Communication

Strengthen relationships with county departments to improve services to residents.

Performance Measures:

- a. Quarterly, review all child deaths with formal, multidisciplinary team
- b. Quarterly, review all elder deaths with formal, multidisciplinary team
- c. Develop and implement death scene training with Sheriff's department

Finance Pillar: Protect taxpayer investments

Objective 3: Death Investigation Partnerships

Maintain current and create new regional death investigation partnerships to provide efficient and fiscally responsible services.

Performance Measures:

- a. Review tracked costs with Department of Administration to assure equity in current and future contracts,
- b. Monitor toxicology and other medical service costs to assure best pricing and evaluate alternatives,

Customer Service Pillar: High customer satisfaction

Objective 4: Quality Communications

Provide quality customer service to decedent families, law enforcement, healthcare facilities, and funeral homes.

Performance Measures	2019	2020	2021	
	Actual	Target	2020 Est.	Target
Decedent release within 36 hours of funeral home assign.	95%	95%	95%	95%
Response to scenes within 60 min. of notification	87%	90%	85%	85%
Sign death certificates within 5 bus. days of death	79%	85%	85%	85%

Quality Pillar: High standards of service excellence

Objective 5: Death Investigations

Provide highest quality death investigation services.

Performance Measures:

- a. Annually, provide staff with external education opportunities
- b. Monthly, provide staff with in-service trainings at staff meetings
- c. All cases reviewed by MD staff, for continuous improvement and feedback

Medical Examiner Services

Medical Examiner Major Fees	2019	2020	2021	% Change '20-'21
Cremation Permit Fee (each)	\$250	\$255	\$260	2.0%
Death Certificate Signing Fee (each)	\$82	\$83	\$84	1.2%
Disinterment Permit Fee (each)	\$65	\$65	\$65	-
Body Storage in the Morgue (per day after 1 st day)	\$50	\$50	\$50	-

Program Description

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

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

Program Highlights

A new multi-year contract with Washington County began in 2020.

Fines and licenses revenue is expected to increase \$5,000 to \$591,800, which is due to a cremation fee increase of \$5, or 2.0%, to \$260 and slightly offset by a volume decrease of 25 permits from the 2020 budget.

Charges for services revenue is expected to increase approximately \$14,900, which is mainly due to an increase in tissue recoveries of \$11,700. This includes both a volume increase of recoveries and a 2.0% increase in fees. The budget also includes an increase of about \$5,500, or 2.0%, in the annual contract amount for medical examiner services to Washington County, based on prior year costs.

Fund balance appropriations of \$25,000 was removed from the budget due to not continuing the pilot program in forensic anthropology.

Personnel costs increase nearly \$60,200 or 3.5%, largely reflecting the cost to continue of regular 14.50 FTE staff. Overtime costs decrease about \$1,900 or 0.04 FTE.

Operating expenses are budgeted to decrease \$10,300 or 4.5%, mainly due to decreasing contracted services and office supplies and equipment.

Interdepartmental charges are budgeted to increase by about \$14,400 or 11.0%, mainly due to an increase in vehicle maintenance charges of \$9,700 and EUTF charges of \$3,300.

 Medical Examiner Services (cont.)

Activity - Workload Data	2013	2014	2015	2016	2017	2018	2019	2020 Budget	2020 Estimate	2021 Budget
Autopsies-Waukesha Co.	216	229	201	188	249	251	245	228	267	253
External Exams-Waukesha Co.*	181	185	203	204	203	205	210	206	238	214
Partner Autopsies	101	118	162	194	191	180	187	89	106	90
Partner Exams**	-	-	105	124	121	146	145	84	63	84
Total	498	532	671	710	764	782	787	607	674	641

Activity - Workload Data	2013	2014	2015	2016	2017	2018	2019	2020 Budget	2020 Estimate	2021 Budget
Non-Scene Cases Investigated	989	1,032	1,000	962	972	962	986	982	1,140	1,015
Scene Cases Investigated	371	366	375	380	432	490	427	439	372	430
Cremation Permits Issued	1,727	1,860	1,856	1,970	2,054	2,230	2,250	2,300	2,326	2,275

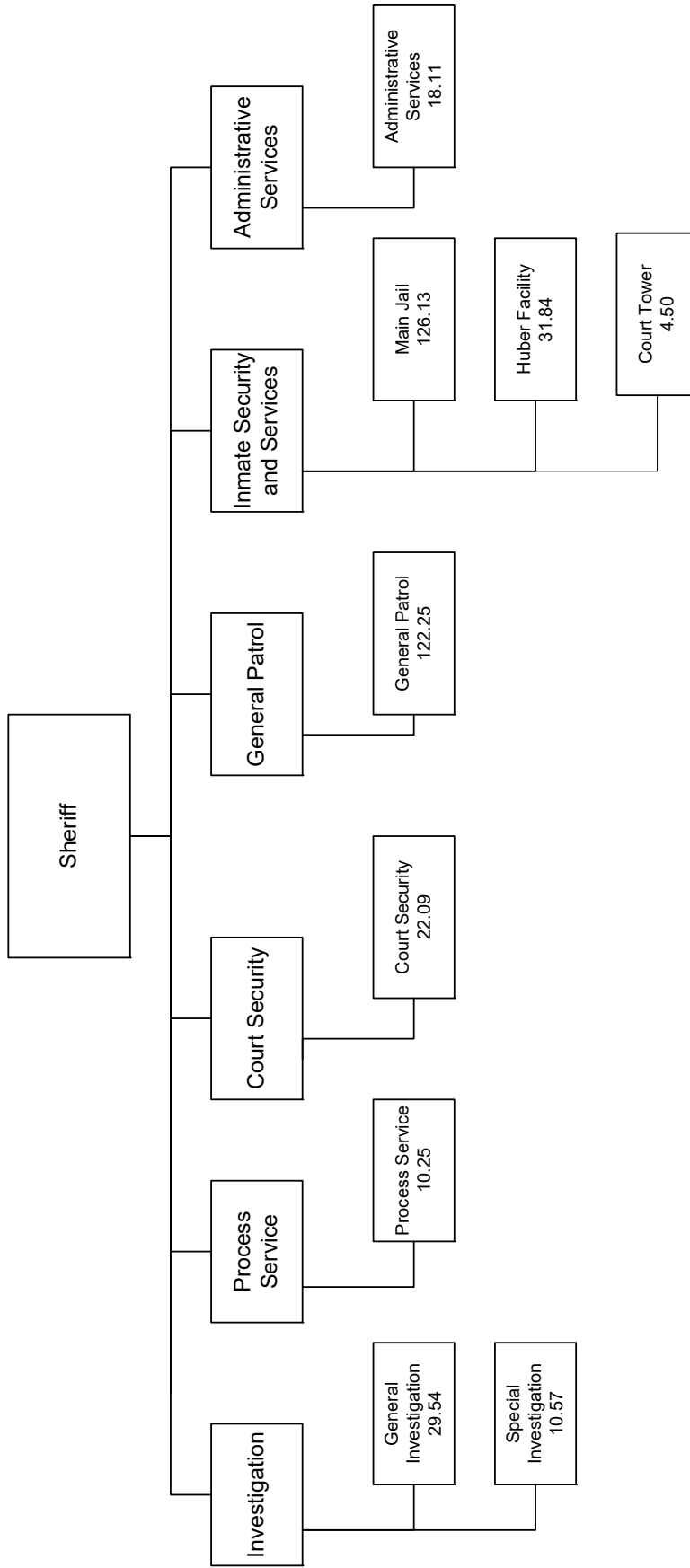
* Note: Based on the time that it takes to complete an autopsy versus an external exam, one autopsy equals three external exams (however, those numbers are not reflected above).

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

Sheriff

SHERIFF'S DEPARTMENT

FUNCTION / PROGRAM CHART



375.28 TOTAL FTE'S

1. Position counts stated in terms of budgeted full time equivalent positions (FTE) includes extra help and overtime, which may be impacted by rounding to the nearest thousandth.
2. See Stats/Trends Section for position detail.

Statement of Purpose

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

Financial Summary	2019	2020	2020	2021	Change From 2020	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget	
					\$	%
Revenues						
General Government	\$397,975	\$404,831	\$540,425	\$427,370	\$22,539	5.6%
Fine/Licenses	\$2,962	\$3,500	\$3,500	\$3,500	\$0	0.0%
Charges for Services	\$8,546,178	\$9,011,162	\$8,638,407	\$9,443,445	\$432,283	4.8%
Interdepartmental (a)	\$1,498,827	\$1,649,310	\$1,349,817	\$1,614,000	(\$35,310)	-2.1%
Other Revenue	\$1,323,211	\$1,606,969	\$1,548,695	\$1,667,237	\$60,268	3.8%
Appr. Fund Balance (b)	\$1,234,265	\$898,839	\$1,118,773	\$703,861	(\$194,978)	-21.7%
County Tax Levy (Credit)	\$28,981,481	\$29,531,481	\$29,531,481	\$30,131,481	\$600,000	2.0%
Total Revenue Sources	\$41,984,899	\$43,106,092	\$42,731,098	\$43,990,894	\$884,802	2.1%
Expenditures						
Personnel Costs	\$33,249,082	\$34,059,712	\$33,991,897	\$34,741,378	\$681,666	2.0%
Operating Expenses	\$4,348,171	\$4,830,287	\$4,577,322	\$5,002,489	\$172,202	3.6%
Interdept. Charges	\$3,861,824	\$4,096,693	\$3,960,049	\$4,145,227	\$48,534	1.2%
Fixed Assets (c)	\$84,198	\$119,400	\$202,846	\$101,800	(\$17,600)	-14.7%
Total Expenditures	\$41,543,275	\$43,106,092	\$42,732,114	\$43,990,894	\$884,802	2.1%
Rev. Over (Under) Exp.	\$441,624	\$0	(\$1,016)	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	362.50	360.50	362.50	359.00	(1.50)
Extra Help	4.83	4.83	4.83	4.65	(0.18)
Overtime	11.65	11.60	11.60	11.63	0.03
Total FTEs*	378.99	376.93	378.93	375.28	(1.65)

* Detail may not sum to total due to position Full Time Equivalent (FTE) rounding to the nearest thousandth.

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

(b) Fund balance appropriation	2019 Actual	2020 Budget	2020 Est.	2021 Budget
Carryovers, encumbrances, contingency fund transfers and ordinances	\$224,784	\$0	\$279,934	\$0
Federal drug seizure funds (reserved fund balance) for vehicle leases for the metro drug unit, non-corrections equipment replacement, drug buy money, and other department purchases	\$177,440	\$160,249	\$160,249	\$154,304
Annual bulletproof vests replacement program	\$10,000	\$10,000	\$10,000	\$10,000
Correctional Officer Positions	\$371,801	\$306,000	\$306,000	\$118,842
Jail assessment fee revenues received in prior years used to fund the jail equipment replacement program (\$125,000), and inmate medical (\$106,000 in 2021).	\$240,000	\$235,000	\$235,000	\$231,000
General Fund Balance used to fund the non-corrections equipment replacement program	\$150,240	\$127,590	\$127,590	\$129,715
Prior year donations for replacement of a motorcycle	\$0	\$0	\$0	\$0
Potential variations in the new jail medical contract	\$60,000	\$60,000	\$0	\$60,000
Total Fund Balance Appropriation:	\$1,234,265	\$898,839	\$1,118,773	\$703,861

- (c) The 2020 fixed asset estimate exceeds the 2020 Adopted Budget due to carry forward and encumbrance expenditure authority from the 2019 budget modifying the 2020 budget and the appropriation of expenditure authority through ordinances.

Major Departmental Strategic Plan Objectives

Health & Safety Pillar: Ensure the well-being of residents

Objective 1: Crime Prevention

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

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

Performance Measure:	2019 Actual (a)	2020 Target	2020 Estimate	2021 Projection
Violent Crime	60.2	65	65	65
Burglary/Larceny	316.4	350	350	350

(a) The 2019 actual rate is from the Crime in Wisconsin publication from the Wisconsin Office of Justice Assistance. The information provided is preliminary information as the final report has not yet been released.

Comparative County Sheriff Departments - Offense Rates Per 100,000 Residents (2019 Statistics)

	Brown County	Dane County	Racine County	Eau Claire County	Kenosha County	Waukesha County
Violent Crimes	87.2	117.2	68.1	101.1	119.3	60.2
Property Crimes	646.7	807.2	374.5	672.9	617.8	316.4

Objective 2: Student Resource Officer

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

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

Performance Measure:	2019-2020 School Year	2020 Target	2020 Estimate	2021 Target
SRO student contacts*	4,330	7,000	7,000	7,000

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

Objective 3: Jail Efficiency

Review recommendations of 2019 Jail Study and work with the Department of Administration in areas of personnel recruitment/retention and evaluation of technology to provide improved safety and efficiency.

Objective 4: Internet Safety

Promote the safety of children from on-line perpetrators through the enforcement of child pornography laws. Engage in proactive and reactive investigations in order to develop child abuse and child exploitation cases for prosecution.

General Fund**Sheriff****Objectives**

Amount of time dedicated to case development and the number of people arrested from enforcement efforts.

Performance Measure:	2019 Actual	2020 Target	2020 Estimate	2021 Projection
Amount of time dedicated to case development on Internet Crimes Against Children (ICAC)	1,105	900	950	1,000
Number of individuals arrested due to enforcement efforts	5	6	6	10

Objective 5: Illegal Drug Enforcement

Work with federal, state, and local law enforcement agencies to reduce illegal drug distribution and demand for illegal drugs. Work with the District Attorney's Office to prosecute individuals for drug related crimes.

Amount of time dedicated to case development and the number of people arrested from enforcement efforts.

Performance Measure:	2019 Actual	2020 Target	2020 Estimate	2021 Projection
Buy money spent on case development	\$72,987	\$90,000	\$87,286	\$87,286
# of Defendants	170	200	150	175
# of Felony Charges	362	400	275	300
Controlled Substances Seized/Purchased				
Marijuana	13,382 grams	20,000 grams	16,000 grams	12,000 grams
Heroin	766 grams	250 grams	175 grams	175 grams
Cocaine	784 grams	350 grams	400 grams	400 grams
Methamphetamine	6 grams	N/A	60 grams	100 grams

Objective 6: Inmate and Staff Safety

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

Assaults on inmates and corrections staff.

Performance Measure:	2019 Actual	2020 Target	2020 Estimate	2021 Projection
Assaults between inmates – Actual	26	20	22	20
Assaults on Corrections Staff – Actual	3	5	5	5

Objective 7: Huber Workforce Initiative

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

Performance Measure:	2019 Actual	2020 Target	2020 Estimate	2021 Projection
Number of Jail Days Saved	336	249	101	249
Value in \$ of service to the county (8 hours/day, 3 to 5 days/week at \$11.42/hr)	\$30,697	\$22,750	\$9,227	\$22,750

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. The number of hours available for this program is decreasing as Huber inmates are becoming employed.

Jail Equipment Replacement Plan

Program Description

The 2021 Sheriff's Department Budget includes funding for an equipment replacement plan for the Waukesha County Jail and the Waukesha County Huber Facility. This program is funded with \$125,000 of General Fund balance generated from prior years' jail assessment fee revenues. Below is a summary of the items that the department is planning on purchasing with the 2021 funding.

<u>Category</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
Office Equipment	\$10,500	\$11,200	\$10,500
Medical Equipment	\$2,000	\$13,400	\$6,700
Inmate Area Equipment	\$7,000	\$33,300	\$37,800
Laundry Equipment	\$200	\$26,200	\$0
Maintenance Items	\$21,100	\$28,550	\$34,200
Kitchen Equipment	\$48,700	\$23,000	\$16,200
Security Equipment	\$35,500	\$30,200	\$29,400
Total	\$125,000	\$165,850	\$134,800

Non-Corrections Equipment Replacement Plan

Program Description

The 2021 Sheriff's department budget includes funding for the purchase of equipment in program areas of the department other than Jail and Huber. This program is partially funded with \$125,885 of reserved General Fund balance generated from prior year seized funds revenue and \$129,715 of General Fund balance. Below is a summary of the items that the department is planning on purchasing with the funding.

<u>Category</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
Investigative Equipment	\$13,015	\$10,765	\$15,315	\$11,115	\$12,115
Patrol Equipment	\$178,560	\$154,360	\$215,460	\$194,507	\$165,837
Medical Equipment	\$0	\$12,400	\$12,400	\$12,400	\$13,400
Public Safety Equipment	\$5,700	\$5,700	\$5,000	\$0	\$1,850
Tactical Equipment	\$58,325	\$51,250	\$28,575	\$114,175	\$21,750
Total	\$255,600	\$234,475	\$276,750	\$332,197	\$214,952

Use of Seized Funds

Program Description

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

<u>Program</u>	<u>Amount</u>	<u>Description</u>
Special Investigations	\$13,419	Vehicle Lease
Special Investigations	\$5,000	Vehicle Payment to School Fund (Act 211)
Patrol	\$10,000	New Fitness Equipment
Equipment Replacement Plan	\$125,885	Non-Jail Equipment Enhancements

Process / Warrant Service

Program Description

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

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	11.23	11.23	11.23	10.25	(0.97)
General Government	\$3,589	\$3,818	\$3,818	\$3,818	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$216,201	\$265,000	\$170,329	\$245,000	(\$20,000)
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$750	\$3,000	\$3,000	\$5,700	\$2,700
County Tax Levy (Credit)	\$699,983	\$742,715	\$742,715	\$752,748	\$10,033
Total Revenues	\$920,523	\$1,014,533	\$919,862	\$1,007,266	(\$7,267)
Personnel Costs	\$644,458	\$829,360	\$646,189	\$811,153	(\$18,207)
Operating Expenses	\$15,462	\$20,694	\$18,809	\$19,439	(\$1,255)
Interdept. Charges	\$156,503	\$164,479	\$164,535	\$171,674	\$7,195
Fixed Assets	\$0	\$0	\$0	\$5,000	\$5,000
Total Expenditures	\$816,423	\$1,014,533	\$829,533	\$1,007,266	(\$7,267)
Rev. Over (Under) Exp.	\$104,100	\$0	\$90,329	\$0	\$0

Program Highlights

General government revenue is from the state of Wisconsin's reimbursement for deputy training. Charges for services revenue decreases by \$20,000 to \$245,000 due to past revenue experience for process and warrant service. County tax levy is increasing by \$10,000 due to revenue reduction noted above.

Personnel expenses of \$811,200 decrease by \$18,200 due to a decrease in 1.00 FTE deputy sheriff, partially offset by cost to continue increases for 10.25 FTE. The department is budgeting \$24,220 for 470 hours of overtime. Operating expenses decrease by \$1,260 to \$19,440 due to a projected increase in cost of an equipment replacement item requiring reallocation to fixed assets. The decrease is offset by projected increases in software costs and the addition of training room monitors. Interdepartmental charges allocated to this program increase by \$7,200 primarily due to \$5,400 of higher risk management expenses due to claims experience.

Activity	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Warrants Entered	3,851	4,000	3,000	3,800	(200)
Warrants Disposed	3,751	4,000	3,000	3,800	(200)

Court Security

Program Description

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

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	23.04	23.04	23.04	22.09	(0.95)
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$899,983	\$1,028,000	\$803,655	\$993,000	(\$35,000)
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$1,091,425	\$1,176,460	\$1,176,460	\$1,169,697	(\$6,763)
Total Revenues	\$1,991,408	\$2,204,460	\$1,980,115	\$2,162,697	(\$41,763)
Personnel Costs	\$1,977,551	\$2,204,460	\$1,659,060	\$2,162,697	(\$41,763)
Operating Expenses	\$0	\$0	\$0	\$0	\$0
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,977,551	\$2,204,460	\$1,659,060	\$2,162,697	(\$41,763)
Rev. Over (Under) Exp.	\$13,857	\$0	\$321,055	\$0	\$0

Program Highlights

Interdepartmental revenue is budgeted at \$993,000 due to anticipated security needs by Circuit Court Services. County tax levy for this division decreases by \$6,800 due to personnel cost decreases noted below.

Personnel costs decrease by \$41,800 to \$2,162,700 due to a decrease of 1.00 FTE deputy sheriff, partially offset by the cost to continue for existing staff. The department is budgeting \$42,400 in overtime costs for 823 hours. Operating and interdepartmental expenses related to court security are not being allocated to this budget but instead are budgeted in the Process/Warrant Services program for ease of department administration.

Activity	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Bailiff Hours	16,834	19,000	15,500	19,000	0
Average Bailiff Cost per Hour	\$50.50	\$51.06	\$51.06	\$52.19	\$1.13

General Investigations

Program Description

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

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	30.54	29.54	30.54	29.54	0.00
General Government	\$49,188	\$54,160	\$44,160	\$54,320	\$160
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$124,213	\$133,568	\$133,776	\$257,229	\$123,661
Interdepartmental	\$119,645	\$119,950	\$125,884	\$128,000	\$8,050
Other Revenue	\$55,970	\$63,300	\$43,215	\$61,000	(\$2,300)
Appr. Fund Balance	\$5,084	\$10,915	\$10,915	\$13,015	\$2,100
County Tax Levy (Credit)	\$3,365,632	\$3,361,917	\$3,361,917	\$3,364,523	\$2,606
Total Revenues	\$3,719,732	\$3,743,810	\$3,719,867	\$3,878,087	\$134,277
Personnel Costs	\$2,809,487	\$3,114,613	\$3,074,895	\$3,245,440	\$130,827
Operating Expenses	\$83,747	\$110,760	\$131,251	\$108,127	(\$2,633)
Interdept. Charges	\$476,997	\$518,437	\$507,369	\$524,520	\$6,083
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$3,370,231	\$3,743,810	\$3,713,515	\$3,878,087	\$134,277
Rev. Over (Under) Exp.	\$349,501	\$0	\$6,352	\$0	\$0

Program Highlights

General government revenue amounting to \$54,300 is from the state of Wisconsin's reimbursement program for officer training budgeted at \$4,300, the Justice Assistance Grant revenue budgeted at \$5,000, and revenue of \$45,000 to reimburse departmental overtime spent on specific types of cases. Charges for services revenue is for 2.00 FTE detective positions from the city of Pewaukee contract, and from blood test fee revenue. Interdepartmental revenues are received from the District Attorney's Office for the allocation of one detective to their office to assist in prosecution case activity. Other revenue of \$61,000 is funding received through restitution payments. General Fund balance of \$13,000 is budgeted to fund the sworn equipment replacement program. County tax levy for this program area increases by \$2,600.

Personnel costs of \$3.2 million increase by \$130,800. Personnel cost includes the unfunding of 1.00 FTE detective position in the detective bureau which is offset by the creation of a new 1.00 FTE detective position for the Pewaukee contract, as well as the cost to continue for existing staff. The department is budgeting \$66,000 for 1,119 hours of overtime coverage. Operating expenditures decrease by \$2,600 to \$108,100. This decrease is mainly due to a decrease in projected purchases for computer forensics. Interdepartmental charges increase by \$6,100 due to increases in risk management charges and information technology charges, partially offset by decreases in cell phone charges and fuel.

Activity	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Investigations Assigned	844	1,200	800	1,000	(200)
Len Bias Homicide Cases*	3	10	6	10	0
Hours dedicated to cyber crime taskforce	1,070	900	1,000	1,000	100

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

Special Investigations

Program Description

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

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	9.74	10.73	10.73	10.57	(0.16)
General Government	\$185,001	\$195,857	\$195,418	\$211,509	\$15,652
Fine/Licenses	\$2,837	\$3,000	\$3,000	\$3,000	\$0
Charges for Services	\$71,505	\$99,073	\$99,073	\$102,772	\$3,699
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$20,199	\$25,000	\$14,730	\$25,000	\$0
Appr. Fund Balance	\$64,292	\$18,419	\$19,774	\$18,419	\$0
County Tax Levy (Credit)	\$1,203,177	\$1,280,540	\$1,280,540	\$1,260,351	(\$20,189)
Total Revenues	\$1,547,011	\$1,621,889	\$1,612,535	\$1,621,051	(\$838)
Personnel Costs	\$1,222,588	\$1,178,775	\$1,096,635	\$1,187,817	\$9,042
Operating Expenses	\$171,594	\$170,340	\$185,515	\$183,750	\$13,410
Interdept. Charges	\$235,638	\$236,274	\$237,346	\$244,484	\$8,210
Fixed Assets	\$0	\$36,500	\$36,500	\$5,000	(\$31,500)
Total Expenditures	\$1,629,820	\$1,621,889	\$1,555,996	\$1,621,051	(\$838)
Rev. Over (Under) Exp.	(\$82,809)	\$0	\$56,539	\$0	\$0

Program Highlights

General government revenues of \$211,500 consist of \$89,500 in Federal Byrne Grant funding which is the 2020 actual award level received, \$80,800 in High Intensity Drug Trafficking revenue (HIDTA), \$30,000 in Anti Heroin Task Force (AHTF) funding, \$5,000 in Cops Anti-Methamphetamine Program (CAMP) funding, \$5,000 in other Metro revenue related to grant reimbursement, and \$1,300 of state of Wisconsin training revenue. Fine and license revenue consists of marijuana ordinance violation revenue. Charges for services revenue is for the acting detective position from the city of Pewaukee contract. Other revenue of \$25,000 is to reimburse the county for overtime utilization by the Federal Drug Enforcement Agency (DEA). Appropriated Seized Fund Balance of \$18,400 includes \$13,400 for vehicle lease, and \$5,000 to fund Wisconsin Act 211 for seized vehicles. County tax levy for this program area decreases by \$20,200.

Personnel costs of nearly \$1.2 million increase by \$9,000 for cost to continue for existing staff. Personnel costs also include 0.86 FTE temporary extra help costing \$30,200 to provide clerical assistance to the staff working in the division. Special Investigations is budgeting \$88,100 for overtime. This overtime amount budgeted includes \$30,000 of overtime and benefits associated with work done with HIDTA.

Operating expenses of \$183,800 increase by \$13,400 due to an increase in telephone lines and service of \$9,700 and an increase of \$6,500 in vehicle lease costs. These expenses are partially offset by a decrease in special investigation supplies. Interdepartmental charges increase by \$8,200 to \$244,500 mainly due to increases in risk management charges and legal charges to pay for a drug prosecutor. Fixed assets are budgeted at \$5,000 for the purchase of seized vehicles in compliance with Wisconsin Act 211.

Activity	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Cases Investigated	188	200	200	200	0
Felony Counts Referred	362	400	275	300	(100)

General Patrol

Program Description

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

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	119.31	119.27	120.27	122.25	2.98
General Government	\$140,041	\$129,556	\$275,589	\$136,283	\$6,727
Fine/Licenses	\$125	\$500	\$500	\$500	\$0
Charges for Services	\$5,465,539	\$5,675,846	\$5,732,375	\$5,993,534	\$317,688
Interdepartmental	\$479,199	\$501,360	\$420,278	\$493,000	(\$8,360)
Other Revenue	(\$1,580)	\$33,900	\$31,128	\$33,900	\$0
Appr. Fund Balance	\$363,756	\$264,305	\$373,427	\$255,385	(\$8,920)
County Tax Levy (Credit)	\$7,953,894	\$8,224,599	\$8,224,599	\$8,604,153	\$379,554
Total Revenues	\$14,400,974	\$14,830,066	\$15,057,896	\$15,516,755	\$686,689
Personnel Costs	\$11,696,254	\$11,886,026	\$11,880,082	\$12,558,024	\$671,998
Operating Expenses	\$638,102	\$662,066	\$678,549	\$683,922	\$21,856
Interdept. Charges	\$2,061,711	\$2,213,074	\$2,089,109	\$2,207,509	(\$5,565)
Fixed Assets	\$35,235	\$68,900	\$115,446	\$67,300	(\$1,600)
Total Expenditures	\$14,431,302	\$14,830,066	\$14,763,186	\$15,516,755	\$686,689
Rev. Over (Under) Exp.	(\$30,328)	\$0	\$294,710	\$0	\$0

Program Highlights

General government revenue amounts to \$136,300 including \$110,000 for the State Highway Safety grant, \$14,900 in reimbursement from the state for training, and \$11,400 for snowmobile and boat patrol reimbursement. Charges for services revenue increases by \$317,700 to \$5,993,500. The department is budgeting to receive a total of \$254,800 in School Resource Officer (SRO) revenue from Arrowhead, Sussex Hamilton, and Kettle Moraine school districts. This is an increase of \$33,900 from the 2020 budgeted level due to a cost sharing methodology between the department and school districts. The DARE program revenue is budgeted at \$15,500 for full cost recovery of service to five schools contracting for service in the 2020-2021 school year including: Richmond, Stone Bank, North Lake, Lake Country, and St. Anthony's. The department is also budgeting an increase of \$418,000 for municipal patrol contract and overtime revenue bringing the 2021 total contract revenue budgeted at \$6,016,200 based on the decision by the city of Pewaukee to expand their contract to include an additional 1.00 FTE detective and 1.00 FTE deputy sheriff. Interdepartmental revenue decreases by \$8,400 due to the Circuit Court Services decision on the amount to budget for transportation. Fund balance of \$255,400 includes \$245,400 for the sworn equipment replacement program and \$10,000 in General Fund balance for the annual purchase of replacement bulletproof vests. County tax levy for this program area increases by \$379,600 due to cost to continue increases noted below.

Personnel costs increase by \$672,000 for salaries and employee benefit costs. This includes the addition of 2.00 FTE lieutenant positions and 1.00 FTE deputy sheriff position. The department is budgeting \$611,500 in overtime to pay for 11,870 hours equivalent to 5.68 FTEs. Operating expenditures increase \$21,900 due to increases in equipment purchases mostly related to the equipment replacement plan, increased software expenses, and an increase in contracted services. Interdepartmental charges decrease by \$5,600 mainly due to decreases in vehicle fuel costs, partially offset by increases in risk management charges, cell phone charges, and information technology charges. The department is budgeting a total of \$67,300 in fixed assets for equipment replacement.

Activity	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Citations	4,222	5,000	3,000	4,000	(1,000)
D.A.R.E Students	180	184	184	184	0
Conveyance Hours	3,155	2,800	2,700	2,800	0
Transport Hours	4,226	5,000	3,155	5,000	0

Inmate Security/Services-Jail

Program Description

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

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	126.14	126.14	126.14	126.12	(0.01)
General Government	\$19,705	\$20,960	\$20,960	\$20,960	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$1,959,411	\$1,996,981	\$2,016,279	\$2,031,216	\$34,235
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$1,131,512	\$1,358,869	\$1,371,623	\$1,421,437	\$62,568
Appr. Fund Balance	\$391,562	\$291,800	\$395,187	\$279,500	(\$12,300)
County Tax Levy (Credit)	\$10,650,896	\$10,534,795	\$10,534,795	\$10,724,632	\$189,837
Total Revenues	\$14,153,086	\$14,203,405	\$14,338,844	\$14,477,745	\$274,340
Personnel Costs	\$11,619,026	\$10,127,328	\$11,162,092	\$10,242,938	\$115,610
Operating Expenses	\$3,112,580	\$3,471,279	\$3,221,339	\$3,596,146	\$124,867
Interdept. Charges	\$576,822	\$590,798	\$590,798	\$614,161	\$23,363
Fixed Assets	\$24,978	\$14,000	\$50,900	\$24,500	\$10,500
Total Expenditures	\$15,333,406	\$14,203,405	\$15,025,129	\$14,477,745	\$274,340
Rev. Over (Under) Exp.	(\$1,180,320)	\$0	(\$686,285)	\$0	\$0

Program Highlights

General government revenue of \$21,000 is from the state of Wisconsin to assist with funding law enforcement training. Charges for services revenue increases by \$34,200 to \$2,031,200 due to an increase in probation and parole holds, and extended supervision sanction holds. The Sheriff's Department is budgeting for 33.22 federal inmates. The Sheriff's Department is budgeting to hold 21.30 inmates per day for the Wisconsin Department of Corrections. The department is budgeting for approximately 4,750 municipal inmate days, which is a decrease from the 2020 budget by 1,750 inmate days. Other revenue is increasing by \$62,600 due to a projected increase in inmate pay phone commission. Appropriated fund balance of \$279,500 includes General Fund balance use of \$60,000 for potential variations in the jail medical contract. Appropriated fund balance also includes Jail Assessment Fund balance of \$113,500 for the jail equipment replacement plan and \$106,000 for inmate medical expenses. County tax levy for this program area increases by \$189,800.

Personnel costs of \$10.2 million increase by \$115,600 due to the cost to continue salary and benefit levels of 126.12 FTEs. The department is budgeting \$270,600 for overtime for 6,529 overtime hours equivalent to 3.13 FTEs. The department continues to be provided staffing flexibility by being allowed to overfill four correctional officer positions with vacancy and turnover cost savings due to continued high position turnover.

Operating expenditures increase by \$124,900 to nearly \$3.6 million. This increase is due to an increase in security equipment, inmate medical costs, and inmate food costs. The department is budgeting \$680,800 for inmate food, \$550,000 for inmate commissary, and \$1.9 million for inmate medical. Interdepartmental charges are increasing by \$23,400 to \$614,200 mainly due to increases in information technology costs and risk management costs. The department is also budgeting \$24,500 in the fixed asset appropriation unit for replacement of jail equipment, which meets the fixed asset expenditure threshold. In total, the department is budgeting \$113,500 in the jail program for equipment replacement based on equipment replacement needs.

Court Tower

Program Description

Provide staffing to accommodate interim courthouse operations while new court tower is under construction.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	6.00	6.00	6.00	4.50	(1.50)
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	\$371,801	\$306,000	\$306,000	\$118,842	(\$187,158)
County Tax Levy (Credit)	\$0	\$153,289	\$153,289	\$196,809	\$43,520
Total Revenues	\$371,801	\$459,289	\$459,289	\$315,651	(\$143,638)
Personnel Costs	\$0	\$459,289	\$459,289	\$315,651	(\$143,638)
Operating Expenses	\$0	\$0	\$0	\$0	\$0
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$0	\$459,289	\$459,289	\$315,651	(\$143,638)
Rev. Over (Under) Exp.	\$371,801	\$0	\$0	\$0	\$0

Program Highlights

Fund balance of \$118,800 provides for three positions that will sunset when the courthouse is complete. Tax levy of \$196,800 funds three positions.

Fund balance will be phased out by 2022 with additional tax levy in 2021 resulting in three permanent positions fully funded.

Personnel expenditures of \$315,700 includes three correctional officers for the entire year and three correctional officers positions that will sunset during 2021* to address interim courthouse operations while the new court tower is constructed

*Uniform allowance included in Jail Services Division

Inmate Security/Services-Huber

Program Description

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

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	31.85	31.85	31.85	31.84	(0.01)
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$660,132	\$825,194	\$472,848	\$801,194	(\$24,000)
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$104,934	\$115,300	\$83,885	\$115,300	\$0
Appr. Fund Balance	\$35,270	\$3,200	\$9,270	\$11,500	\$8,300
County Tax Levy (Credit)	\$2,047,415	\$2,201,817	\$2,201,817	\$2,227,173	\$25,356
Total Revenues	\$2,847,751	\$3,145,511	\$2,767,820	\$3,155,167	\$9,656
Personnel Costs	\$1,717,794	\$2,714,191	\$2,309,635	\$2,707,607	(\$6,584)
Operating Expenses	\$250,947	\$298,920	\$255,229	\$313,109	\$14,189
Interdept. Charges	\$125,508	\$132,400	\$131,713	\$134,451	\$2,051
Fixed Assets	\$23,985	\$0	\$0	\$0	\$0
Total Expenditures	\$2,118,234	\$3,145,511	\$2,696,577	\$3,155,167	\$9,656
Rev. Over (Under) Exp.	\$729,517	\$0	\$71,243	\$0	\$0

Program Highlights

Charges for services revenue decreases by \$24,000 for 2021 to \$801,200. This revenue source is largely composed of the daily charge for Huber inmates. The charge for the 2021 budget is \$24.00 per day, which is the 2020 budgeted level. The county budgets for and retains approximately \$22.86 of the \$24.00 a day due to sales taxes remitted to the state. The 2021 Huber board revenue is budgeted at \$792,200 as the department is anticipating collecting the day rate from 94.94 inmates. Other revenue remains the same as the 2020 budgeted amount at \$115,300. Jail Assessment Fund balance of \$11,500 is for the purchase of equipment at Huber as part of the corrections equipment replacement plan. County tax levy for this program area increases by \$25,400.

Personnel costs decrease by \$6,600 due to correctional officer turnover and benefit elections. This also includes the cost to continue for 31.84 FTE staff. The department is budgeting \$74,000 for 1,764 hours of overtime.

Operating expenses increase by \$14,200 to \$313,100 due to a projected increase in inmate food costs and an increase in projected equipment purchases. Interdepartmental charges are budgeted to increase by \$2,100 due to an increase in risk management costs and information technology costs.

Administrative Services

Program Description

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

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	21.14	19.14	19.14	18.11	(1.03)
General Government	\$451	\$480	\$480	\$480	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$49,177	\$15,500	\$13,727	\$12,500	(\$3,000)
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$12,176	\$10,600	\$4,114	\$10,600	\$0
Appr. Fund Balance	\$1,750	\$1,200	\$1,200	\$1,500	\$300
County Tax Levy (Credit)	\$1,894,814	\$1,855,349	\$1,855,349	\$1,831,395	(\$23,954)
Total Revenues	\$1,958,368	\$1,883,129	\$1,874,870	\$1,856,475	(\$26,654)
Personnel Costs	\$1,561,924	\$1,545,670	\$1,704,020	\$1,510,051	(\$35,619)
Operating Expenses	\$75,739	\$96,228	\$86,630	\$97,996	\$1,768
Interdept. Charges	\$228,645	\$241,231	\$239,179	\$248,428	\$7,197
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,866,308	\$1,883,129	\$2,029,829	\$1,856,475	(\$26,654)
Rev. Over (Under) Exp.	\$92,060	\$0	(\$154,959)	\$0	\$0

Program Highlights

Charges for services revenue decreases by \$3,000 to \$12,500 due to a reallocation of workshop fees. Other revenue remains the same as the 2020 budgeted amount of \$10,600. General Fund balance increases by \$300 due to purchases associated with the sworn equipment replacement plan. Tax levy for this program decreases by \$24,000.

Personnel costs decrease by \$35,600 due to the unfunding of 1.00 FTE programs and projects analyst, which is partially offset by the reclassification of an administrative specialist to a senior administrative specialist and the cost to continue of staff. Temporary extra help is budgeted at \$28,100 for 1.00 FTE staff for department shuttle drivers. The department is budgeting nearly \$7,100 for approximately 234 hours of overtime.

Operating expenses increase by \$1,800 due to fluctuations in projected expenditures to \$98,000. Operating expenses include office supplies of \$32,700, equipment/supplies and maintenance costs of \$28,400, training costs of \$11,900, subscriptions/memberships of \$3,900, and service costs of \$21,100. Interdepartmental charges increase \$7,200 to \$248,400.

Activity	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Accident Reports	2,458	2,400	2,400	2,400	0
Incident Reports	4,588	5,000	4,000	4,500	(500)

General Fund

Sheriff

Program

Activity	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Main Jail					
Jail Bookings	7,332	8,400	6,120	8,400	-
Federal Inmate Days	11,124	11,760	13,832	12,125	365
Other Inmate Days	134,785	140,445	125,000	134,000	(6,445)
Average Daily Population	399	417	350	400	(17)
Billable Probation/Parole Days	7,086	6,625	7,000	7,000	375
Billable Extended Supervision Sanct.	8,096	7,400	7,500	7,400	-
Huber Facility					
Total Huber Inmate Days	41,035	47,450	30,000	47,450	-
Avg Huber Daily Population-Housed	113	130	82	125	(5)
Avg Electronic Homebound	1	5	1	5	-
Meals Served for Jail and Huber facilities*	590,840	634,000	445,000	603,000	(31,000)

Fee Schedule

Correction Fees	2020	2021	Change
1 Federal Inmates (per day)	\$ 88.00	\$ 88.00	\$ -
2 DOC Extended Supervision Sanctions (per day)	\$ 51.46	\$ 51.46	\$ -
3 DOC Extended Supervision Sanctions (per day for working Huber inmates)	\$ 27.46	\$ 27.46	\$ -
4 Probation and Parole Holds (per day)	*	*	
5 Huber/Electronic Monitoring Charge (per day)	\$ 24.00	\$ 24.00	\$ -
6 Municipal Holds (per day)	\$ 17.45	\$ 18.64	\$ 1.19
7 Booking Fee (unemployed)	\$ 35.00	\$ 35.00	\$ -
8 Booking Fee (employed)**	\$ 11.00	\$ 11.00	\$ -
9 Huber Transfer Fee	\$ 50.00	\$ 50.00	\$ -
10 Disciplinary fee if Huber inmates are shipped to the Main Jail	\$ 50.00	\$ 50.00	\$ -
11 Medical Co-pay	\$ 25.00	\$ 25.00	\$ -
12 ID tag replacement/Lock Fee	\$ 5.00	\$ 5.00	\$ -
13 Parking Pass	\$ 15.00	\$ 15.00	\$ -
14 Electronic Monitoring Set Up Fee	\$ 50.00	\$ 50.00	\$ -
15 Medtox Drug Test (if positive result)	\$ 5.00	\$ 5.00	\$ -
16 Medtox Drug Challenge Test	\$ 40.00	\$ 40.00	\$ -
17 Walkaway Fee	\$ 100.00	\$ 100.00	\$ -
18 Enhanced Meals	\$ 6.00	\$ 6.00	\$ -
Administration Fees			
1 Accident Report	\$ 1.80	\$ 1.80	\$ -
2 Bartenders License	\$ 12.50	\$ 12.50	\$ -
3 Fingerprinting	\$ -	\$ -	\$ -
4 Mugshot	\$ 1.00	\$ 1.00	\$ -
5 Concealed and Carry ID Card	\$ 10.00	\$ 10.00	\$ -
6 Copy Fee	\$ 0.25	\$ 0.25	\$ -
7 CD Copy	\$ 10.00	\$ 10.00	\$ -
8 Microfilm Copy	\$ 0.55	\$ 0.55	\$ -
9 Background Check	\$ 5.00	\$ 5.00	\$ -
10 PBT Test Fee	\$ 5.00	\$ 5.00	\$ -
11 Vehicle Storage Fee	\$ 20.00	\$ 20.00	\$ -
12 Sheriff Sale Fees--Post and Hold Sale	\$ 150.00	\$ 150.00	\$ -
14 Writ of Execution Fee	\$ 75.00	\$ 75.00	\$ -
15 Service for Non-Sufficient Funds	\$ 30.00	\$ 30.00	\$ -
16 Subpoena/Temporary Restraining Order/Summons and Complaint/Warrant Fee	\$ 60.00	\$ 60.00	\$ -
17 Notary Fee	\$ 1.00	\$ 1.00	\$ -
18 Witness Fee	\$ 16.00	\$ 16.00	\$ -
19 Blood Test Fee (dependant on hospital bill to department)	\$ 35.00	\$ 35.00	\$ -
20 Parking Citation	\$ 25.00	\$ 25.00	\$ -
21 Vehicle Lockout	\$ 50.00	\$ 50.00	\$ -

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

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

Health & Human Services

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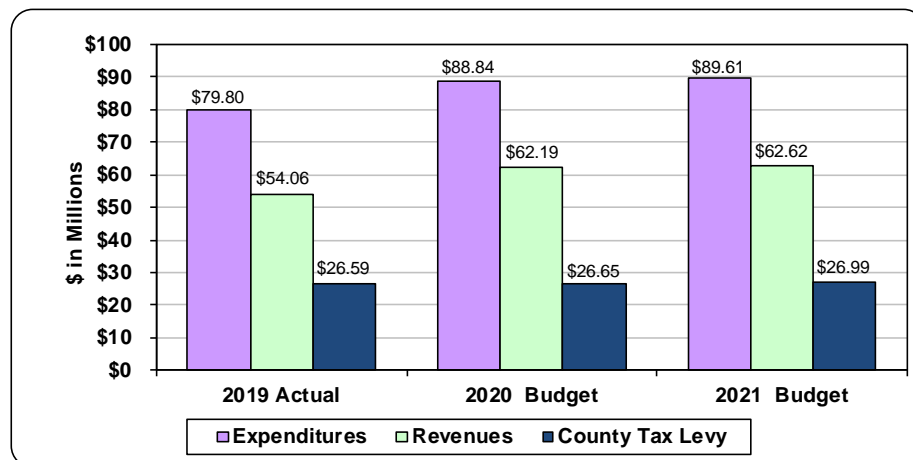
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HEALTH AND HUMAN SERVICES

Functional Area Budget Highlights

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

Not included in this functional area are the Health and Human Services related capital projects (see Capital Projects) and purchases of vehicles and major equipment replacements (see Vehicle/Equipment Replacement Fund in public works functional area, and End User Technology Fund in general administration functional area).



The 2021 expenditure budget for this functional area totals \$89,612,100, an increase of \$774,900 or 0.9% from the 2020 Budget. Budgeted revenues include \$589,200 of fund balance appropriations. Revenues budgeted in this functional area total \$62,620,900, an increase of \$433,400 or 0.7% from the 2020 budget. The tax levy necessary to fund this functional area totals \$26,991,200, an increase of \$341,500 from the 2020 budget. Tax levy in this functional area is about 24.2% of the total county tax levy.

**** HEALTH AND HUMAN SERVICES ****

Functional Area Summary by Agency

	2019 Actual	2020 Adopted Budget	2020 Estimate	2021 Budget	Change from 2020 Adopted Budget	
					\$	%

*** TOTAL HEALTH & HUMAN SERVICES***

Revenues (a)	\$54,057,837	\$62,187,524	\$60,406,871	\$62,620,909	\$433,385	0.7%
County Tax Levy	\$26,585,074	\$26,649,713	\$26,649,713	\$26,991,220	\$341,507	1.3%
Expenditure	\$79,802,886	\$88,837,237	\$87,256,230	\$89,612,129	\$774,892	0.9%
Rev. Over (Under) Exp.	\$840,025	\$0	(\$199,646)	\$0	\$0	N/A

BREAKDOWN BY AGENCY

CORPORATION COUNSEL-CHILD SUPPORT

Revenues	\$2,232,390	\$2,377,487	\$2,354,886	\$2,477,541	\$100,054	4.2%
County Tax Levy	\$381,096	\$385,735	\$385,735	\$409,814	\$24,079	6.2%
Expenditure	\$2,543,929	\$2,763,222	\$2,698,255	\$2,887,355	\$124,133	4.5%
Rev. Over (Under) Exp.	\$69,557	\$0	\$42,366	\$0	\$0	N/A

HEALTH & HUMAN SERVICES

Revenues (a)	\$51,825,447	\$59,810,037	\$58,051,985	\$60,143,368	\$333,331	0.6%
County Tax Levy	\$26,203,978	\$26,263,978	\$26,263,978	\$26,581,406	\$317,428	1.2%
Expenditure	\$77,258,957	\$86,074,015	\$84,557,975	\$86,724,774	\$650,759	0.8%
Rev. Over (Under) Exp.	\$770,468	\$0	(\$242,012)	\$0	\$0	N/A

(a) Appropriated fund balance is included in revenues as follows:

HHS Programs	HHS Fund balance appropriation	2019 Actual	2020 Budget	2020 Estimate	2021 Budget
Administrative Services	Dept.-wide Initiatives for Alternative Placement Services	\$150,000	\$50,000	\$50,000	\$50,000
Administrative Services	17 Year Olds Charged as Adults Returning to Juvenile System	\$0	\$0	\$0	\$250,000
Administrative Services	One-time Building Projects	\$8,500	\$0	\$0	\$0
Safety/Out of Home Placement Svcs.	Dept.-wide Initiatives for Alternative Placement Services	\$150,000	\$150,000	\$150,000	\$150,000
Mental Health Center	One-time Building Projects and Equipment Replacements	\$101,000	\$97,000	\$97,000	\$113,000
Mental Health Outpatient-Clinical	One-time Building Startup and Remodeling of Contracted Residential Care Facility	\$355,000	\$0	\$0	\$0
Criminal Justice Collaborating Council	Q4 2020 Drug Court gap in grant funding	\$0	\$46,000	\$46,000	\$0
Criminal Justice Collaborating Council	Judicial Training Activities	\$10,000	\$10,000	\$10,000	\$10,000
Veterans' Services	Donations for Veteran Services	\$3,645	\$2,167	\$2,167	\$8,467
ADRC-Community Services	One-time Equipment Purchases for Senior Dining	\$7,700	\$7,700	\$7,700	\$7,700
Administrative Services	Enrolled ord. 173-107 Increase related to unanticipated 2018 State Revenue allocations	\$402,287	\$0	\$0	\$0
Department Wide	Purchase Orders and Carryovers from the Prior Year	\$151,261	\$0	\$119,185	\$0
TOTAL FUND BALANCE APPROPRIATION		\$1,339,393	\$362,867	\$482,052	\$589,167

HEALTH AND HUMAN SERVICES

Functional Area Budget Highlights

- The **Health and Human Services** budget for Community Aids revenue for Health & Human Services (H&HS) programming increases \$772,600 to \$12,104,400 in 2021. This is the Department's primary source of discretionary intergovernmental revenue funding.
- **HHS - Administrative Services division** includes a general government revenue increase of \$64,800 to \$8,701,000. This includes a transfer of \$69,200 in revenue from Child and Family division to fund a fiscal position that supports that division, and \$53,400 from ADRC for a grant funded administrative position. A transfer of \$49,200 from the Child and Family division for related technology fees results in a total Basic County Allocation of \$7,677,400 in this division. Indirect cost revenue from clinical substance use grants increase \$18,900 to \$73,700. Indirect revenue for grant funds in the Public Health division increase by \$1,600 to \$86,700. Indirect cost recovery from the Aging and Disability Resource Center (ADRC) State Contract decreased \$109,500 to \$560,200 and Older Americans Act indirect cost revenue decreases \$18,000. Also, \$300,000 of appropriated fund balance is budgeted and includes \$250,000 to begin facilitating the return of 17 years-olds charged as adults to the juvenile system, and \$50,000 to provide one-time funding related to department-wide initiatives for alternative placement services for high need clients. Personnel costs increase \$409,200. This includes the creation of 1.00 FTE fiscal specialist (approved by ordinance in 2020), 1.00 FTE support staff supervisor, and 1.00 FTE program and project analyst. Personnel costs also include 1.00 FTE reclassification from office services coordinator to program and project analyst and the unfunding of 1.00 FTE administrative specialist and 1.00 FTE administrative assistant. Operating expenses increase by \$465,900 primarily related to an increase in contracted services of \$356,900 for increases in service fees for the electronic medical record and related support and to begin facilitating the return of 17 year-olds charged as adults to the juvenile system, \$30,700 in computer equipment for replacement and improvement in common areas, and \$21,500 in computer software related to help desk tickets.
- **HHS – Intake and Shared Services Program** general government revenues increase by \$86,200 to \$1,439,400. This is due to an increase in the Child and Family allocation revenue of \$98,000 and an increase to the Kinship assessment revenue of \$12,500. This is offset by a decrease in the Child Care administration of \$15,000 due to the decline in certification of in-home childcare providers. Personnel costs increase \$257,400 to \$3,048,300. This is primarily due to the 2020 creation of 1.00 FTE social worker which used the additional Child and Family Allocation funding (enrolled ord. 174-087). The position provides assistance with the increase in emergency cases requiring a same-day response from the Access units.
- **HHS - Economic Services Administration and Support Program** general government revenues increase by \$135,500 to \$3,904,900. This is primarily due to a \$131,300 budgeted increase to Income Maintenance (IM) Allocation revenue and a \$22,600 increase in Fraud Prevention Investigation funding. This is partially offset by a \$23,700 reduction in the Wisconsin Home Energy Assistance allocation.
- **HHS - Children and Family Services** general government revenues increase by \$495,600 to \$1,837,400, primarily due to an increase in the Child and Families state contract allocation of \$516,000 that provides necessary support and services for both Child Protective and Juvenile Justice cases. There is a decrease of \$25,000 in Targeted Safety Support Services program based on trend. Fund balance appropriation remains at \$150,000 to provide one-time funding related to department wide initiatives for alternative placements for children.

Operating expenses are budgeted to increase by \$162,700 to \$3,160,100. This is primarily due to a \$253,700 increase in contracted services including a contracted Mental Health/Substance Abuse Assessment worker, Parent Child Interaction Therapy counseling, and the continuation of the 5.00 FTE case aides which started in 2020. An increase of \$20,000 relates to the purchase of a software program that supports the division's increased Family Find efforts. This is partially offset by a \$50,000 reduction to the respite services contract due to fewer children receiving services as more children are receiving respite through the Children's Long Term Support or Children's Community Option Program funding. In addition, there is a decrease of \$30,000 in purchases from the Targeted Safety and Support program based on trend. Out of home care expenses were reduced by \$40,000 due to the ongoing effort to put children in the least restrictive and most cost-effective placements. The Family Partnership Initiative expense was reduced by \$20,000 as most of the participants are now funded through the Children's Long Term Support (CLTS) waiver program.

- **HHS - Children with Special Needs Unit (Includes Birth to Three program)** General government revenues are budgeted to increase by \$1,025,000 to \$4,830,600. This is mainly due to a \$925,500 increase in Children's Long Term Support (CLTS) case management revenue as a result of the state mandate to eliminate CLTS wait lists and the subsequent increased volume of both contracted staff and CLTS Waiver clients served. This also includes an increase of \$155,000 in Children's Community Options Program (CCOP) revenue based changes in state guidelines requiring increased utilization for non-CLTS eligible expenses. This is offset by a \$55,000 decrease in revenue from indirect costs, which was transferred to the Administration division to cover additional administrative costs associated with the CLTS program workload.

HEALTH AND HUMAN SERVICES

Functional Area Budget Highlights

Operating expense increase \$711,400 to \$4,156,200. This is mostly due to increased contracted service costs of \$406,000 related to the state's mandate to eliminate CLTS wait lists, and the subsequent increased volume of both contracted staff and CLTS Waiver clients served. Children's Community Options Program (CCOP) expenses increases \$140,000 due to changes in State guidelines requiring increased utilization for non-CLTS eligible expenses. There is also an increase to CLTS expenses of \$72,300 for purchases of products and services to CLTS clients which are associated with an offsetting revenue. State of WI Developmental Disability (DD) Centers expense increases \$56,000 due to an increased need for this service which currently has a wait list. Also, the Birth to Three contract is increased \$47,000. This is offset by a decrease of \$20,000 in Parental Payment Limit expenses which has an offsetting revenue reduction.

- **HHS - Children with Long-Term Needs - Third Party Administrator** – The pass through general government revenues and expenses decrease \$2,728,700 based on a decrease in the state's allocation
- **HHS – Adolescent and Family Services** state Child and Families allocation increases \$18,500 to \$3,717,000 due to an increase in revenue from the Child and Family State allocation of \$50,000. This is offset by a decrease of \$32,000 in the Youth Aids allocation.

Operating expenses are budgeted to decrease by about \$84,000 to \$1,982,000. Juvenile correctional placement expenses have been reduced by \$40,000 and out of home care expenses have been reduced by \$40,000 overall based on projected utilization. Contracted services decrease \$5,000, which includes the elimination of the mediation contract of \$42,000 which will be brought in-house, and a reduction to the Positive Youth Initiatives of \$10,000. This is offset by an increase to the intensive in-home therapeutic agency of \$50,000 using the additional Child and Family allocation funds.

- **HHS - Juvenile Center** operating expenses increase by about \$47,000 primarily due to projected increases for purchase of service contracts related to shelter care, which is offset by a small reduction in female secure detention costs.
- **HHS - Aging & Disability Resource Center (ADRC) General Fund - Adult Protective Services** operating expenses decreases \$209,100 to \$255,800 primarily due to a \$175,000 reduction of contracted services costs for reduced short-term facility placement costs and reduced inpatient stays for emergency protective placement and neuro-psych expenses. In addition, client services is reduced \$28,100.

The HHS - Aging & Disability Resource Center (ADRC) General Fund - Community Services - General government revenues are budgeted to increase \$2,500 to \$2,803,400. This is primarily due to a \$96,900 increase in the Specialized Transportation grant, a \$15,100 increase in the Supportive Services Title III-B grant, and an \$11,100 increase in the Nutrition Service Incentive Program. The increases are offset by a decrease of \$69,300 for ADRC contract indirect revenue transferred to the ADRC Contract fund. Decreases also include \$53,400 of nutrition grant revenue transferred to the Administrative Services division to offset the cost of nutrition administrative staff budgeted in that division.

Operating expenses are budgeted to increase about \$51,000 to \$2,909,600. This increase is due to higher expenses in Specialized Transportation of \$56,000 to support non-profit taxi operations, \$50,000 in contracted services for consulting services and \$16,800 for transportation services. The increases are offset by decreases of \$34,000 in food service costs and \$30,000 for in-home care.

The HHS - Aging & Disability Resource Center (ADRC) Contract Fund - General government revenue for the Aging and Disability Resource Center (ADRC) Contract fund is budgeted to increase about \$263,300 to \$3,800,800. This includes \$109,500 of ADRC revenue transferred from the HHS Administration Services Division and \$69,300 transferred from the ADRC General fund.

Personnel costs are budgeted to increase approximately \$285,300 to \$3,149,200. The increase is due to the cost to continue 34.62 FTE and the creation of 1.00 FTE for a human services supervisor, and 0.50 FTE for a Dementia Care senior ADRC specialist. The increases are offset by the transfer out of 0.05 FTE Senior ADRC Specialists to the ADRC General fund - Community Services.

Operating expenses decrease about \$36,800 to \$257,000 mainly due to decreases of \$18,200 in contracted services related to the Dementia Care grant, \$10,600 in outside printing, and \$10,000 in promotion supplies.

- **HHS - Mental Health Outpatient-Clinical** expenditures decrease \$624,500 or 5.6% to \$10.4 million primarily due to operating expenses decreasing \$764,300 mainly related to AODA contracted services decreasing \$442,000, state mental health institution expenses decreasing \$147,600, and medical services (including prescriptions) decreasing \$185,200. Revenues (excluding tax levy) decrease \$355,400 mainly related to reductions in general government revenues of \$285,300 due to the State Opioid Response grant and the Women's Health and Recovery Project funding, which was combined into one grant source during 2020, and appropriated through an off-cycle ordinance, as well as

HEALTH AND HUMAN SERVICES

Functional Area Budget Highlights

reductions in the AODA block grant allocation. The county also received an increase of \$101,600 for the Justice and Mental Health Collaboration grant to fund efforts to safely reduce low-risk individuals with mental illness and substance use disorders in local jails. Charges for services increase nearly \$115,000 related to increasing fee revenue from the outpatient clinic and from crisis intervention services. This program decreases by 1.17 FTE to 47.70 FTE due to the abolishing of 0.20 FTE senior clinical psychologist position, transfer of 0.23 FTE weekend registered nurse to the Mental Health Center, and a decrease of 1.69 FTE for extra help. These changes are offset by a transfer in of 0.20 FTE clinical therapist from the Mental Health Outpatient – Intensive, increase of 0.50 FTE overtime, and the creation of a 0.25 FTE psychometric technician position, shared between Mental Health Outpatient and the Mental Health Center.

- **HHS - Mental Health Outpatient-Intensive** revenues (excluding tax levy) decrease \$500,800 or 7.5% to \$6.14 million, mostly due to a decrease of \$296,200 in charges for services, primarily for the Comprehensive Recovery Services (CRS) and Community Support Program (CSP), a decrease of \$104,500 in general government grant funding for the mental health block grant, and a decrease of \$100,000 for the Wisconsin Medicaid Cost Reporting reimbursement. Tax levy for the Mental Health Outpatient-Intensive division increases \$401,900 to \$2.53 million to offset these declining revenues.
- **HHS - Mental Health Center (MHC)** expenses decrease \$74,600 or less than 1% to \$7.4 million. Personnel costs decrease \$20,600 and includes the abolishment of 1.00 FTE chief psychiatrist and 0.30 FTE senior clinical psychologist positions, creation of 2.00 FTE registered nurses and 0.20 FTE psychometric technician (shared with Mental Health Outpatient), and the transfer in of 0.23 FTE weekend registered nurse from Mental Health Outpatient-Clinical. Operating expenses decrease \$108,800 and include a \$64,100 decrease in medical supply and prescription drug costs related new prescription management procedures and a \$31,000 decrease in transcription services due to the implementation of voice-activated transcription software. Interdepartmental charges increase \$54,800, mainly due to increased risk management charges of \$85,400 offset by reduced computer maintenance and DOA-Collection charges. The budget includes several one-time building projects, funded with General Fund balance, including: \$25,000 for humidifier replacement, \$30,000 as part of a multi-year facility painting project, \$20,000 for the replacement of aging furniture and equipment, and \$18,000 restroom repairs. Charges for services revenues are maintained at 2020 budgeted levels projecting no change to the 2020 level of 7,200 client days of care.
- **HHS - Criminal Justice Collaborating Council (CJCC)** revenues (excluding tax levy and fund balance) increase \$78,700 or 13% mainly due an increase in general government revenues from the Wisconsin Department of Justice for a pretrial pilot grant to implement a risk assessment screening tool for pretrial defendants. The Substance Abuse and Mental Health Services Administration (SAMHSA) Drug Court funding ended in the 3rd quarter of 2020 and is replaced with funding from the the Wisconsin Department of Corrections in 2021. The Treatment Alternatives and Diversion (TAD) grant continues at 2020 funding levels of nearly \$140,000 in the 2021 budget to provide expanded case management, drug testing, medication assisted treatment, and recovery coaching.
- **HHS - Public Health** General government revenue is budgeted to increase approximately \$1,463,300 to \$2,227,300 mainly due to \$1,449,900 of federal funding for contact tracing, disease investigation, and other support for the COVID-19 pandemic response. This includes \$1,324,900 of U.S. Centers for Disease Control and Prevention funding and \$125,000 of Coronavirus Aid, Relief and Economic Security (CARES) Act funding. Public Health was awarded a Fit Families Supplemental Nutrition Assistance Program (SNAP) grant in the amount of \$15,600 to provide FIT Families programming for two-four year old low-income children and their families. This is offset by a \$2,500 decrease in the WIC program grant funding.

Public Health personnel costs increase by \$1,251,400 to \$3,812,300 mostly due to an increase of 19.42 FTE. Temporary extra help increases \$1.16 million or 19.41 FTE mainly to provide assistance for the COVID-19 response efforts. Operating expenses increase by \$245,350 to \$463,100, primarily due to expenses associated with COVID-19 activities including \$162,750 for contract services and \$87,500 for medical services expenses. This is offset by a \$7,800 decrease in telecom equipment and telephone lines and service and a \$3,800 decrease in medical supplies.

- **Corporation Counsel - Child Support** federal and state funded program revenue sources increase \$124,100 or to \$2,887,400. The estimated State contract reimbursements increase \$56,000 to \$1,586,300 based upon an increase in spending. The Children First program reimbursement revenues from the state are budgeted to increase \$48,000. In addition, the division charges fees for the provision of services to non-IV-D cases such as processing income withholding orders, performing account reconciliations, and reconciling percentage-expressed orders for additional revenue of about \$10,800. Medical Support GPR increases about \$6,200 to \$15,000. Due to a recent rule that prohibits a child support agency from collecting birth expenses from “intact” families, the division’s revenue for medical support liability decreases \$33,200 to \$64,800. County tax levy increases about \$24,100 or 6.2% to \$409,800.

Operating expenses increase \$57,200 to \$284,300. This is primarily from an increase of \$48,000 in costs to administer the Children First program.

**BUDGETED POSITIONS 2019-2021
SUMMARY BY AGENCY AND FUND**

HEALTH AND HUMAN SERVICES

Agency	Fund	2019 Year End	2020 Adopted Budget	2020 Modified Budget	2021 Budget	20-21 Change
CORPORATION COUNSEL	Child Support	29.15	29.15	29.15	29.15	-
HEALTH & HUMAN SERVICES	General Fund					
	Administrative/Information Services	61.00	74.00	75.00	75.00	1.00
	Intake Support Services	73.00	70.00	71.00	71.00	1.00
	Children and Family Services	28.00	30.00	31.00	33.00	3.00
	Adolescent and Family Services	45.00	40.50	40.50	40.50	-
	Clinical Services	101.97	109.97	109.97	110.97	1.00
	Public Health	30.34	24.34	24.34	24.35	0.01
	Criminal Justice Collaborating Council	1.00	1.00	1.00	1.00	-
	Veterans Services	4.00	4.00	4.00	4.00	-
	ADRC	25.30	20.99	20.99	21.04	0.05
	Total H&HS General Fund	369.61	374.80	377.80	380.86	6.06
	Contract Fund	34.74	33.65	33.65	35.10	1.45
	H&HS Subtotal	404.35	408.45	411.45	415.96	7.51
	TOTAL REGULAR POSITIONS	433.50	437.60	440.60	445.11	7.51
	TOTAL EXTRA HELP	26.59	26.36	26.36	44.81	18.45
	TOTAL OVERTIME	3.44	2.88	2.88	3.25	0.37
	TOTAL BUDGETED POSITIONS	463.53	466.84	469.84	493.17	26.33

2021 BUDGET ACTIONS

Corporation Counsel - Child Support

Reclassify: 2.00 FTE Child Support Specialist to Senior Child Support Specialist
Increase: 0.08 FTE Extra Help

Health and Human Services - General Fund

Unfund: 1.00 FTE Chief Psychiatrist (Clinical Services)
Abolish: 1.00 FTE Senior Clinical Psychologist (Clinical Services)
Create: 1.00 FTE Programs & Projects Analyst (Administrative/Information Services)
Create: 1.00 FTE Support Staff Supervisor (Administrative/Information Services)
Create: 1.00 FTE Social Worker (Children and Family Services)
Create: 1.00 FTE Human Services Support Specialist (Children and Family Services)
Create: 0.50 FTE Senior Clinical Psychologist (Clinical Services)
Create: 0.50 FTE Psychometric Technician (Clinical Services)
Create: 2.00 FTE Registered Nurses (Clinical Services)
Increase 0.01 FTE Public Health Technician (Public Health)
Reclassify: 1.00 FTE Office Services Coordinator to Programs & Projects Analyst (Administrative/Information Services)
Transfer: 0.05 FTE Senior ADRC Specialist from ADRC - Contract Fund
Unfund: 1.00 FTE Administrative Assistant (Administrative/Information Services)
Unfund: 1.00 FTE Administrative Specialist (Administrative/Information Services)
Increase: 18.38 FTE Extra Help
Increase: 0.37 FTE Overtime

Health and Human Services - Aging and Disability Resource Center Contract Fund

Create: 1.00 FTE Human Services Supervisor
Create: 0.50 FTE Senior ADRC Specialist
Transfer: 0.05 FTE Senior ADRC Specialist from ADRC - General Fund

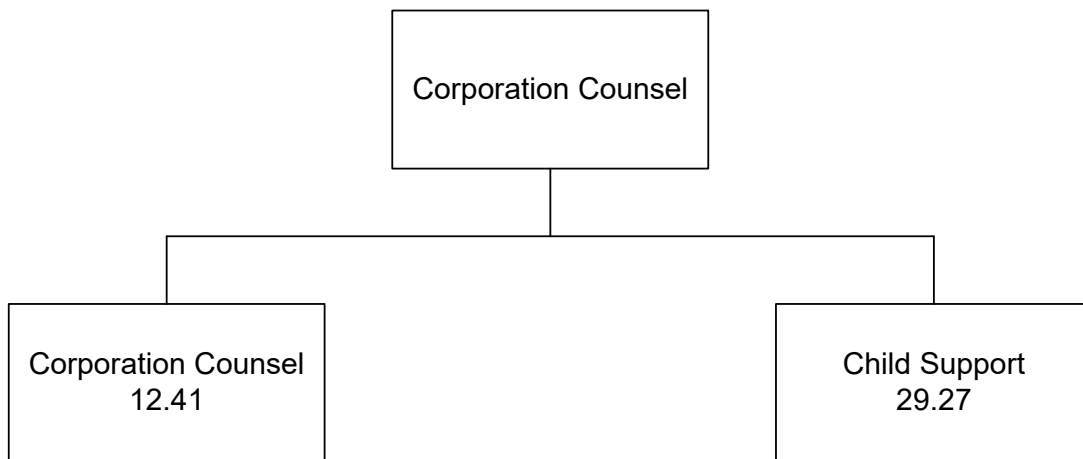
2020 CURRENT YEAR ACTIONS

Create: 1.00 FTE Fiscal Specialist (Administrative/Information Services)
Create: 1.00 FTE Human Services Coordinator (Children and Family Services)
Create: 1.00 FTE Social Worker (Intake Support Services)

Corporation Counsel

CORPORATION COUNSEL'S OFFICE

FUNCTION / PROGRAM CHART



41.68 TOTAL FTE'S

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

Child Support

Statement of Purpose

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

Program Description

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

Financial Summary	2019	2020	2020	2021	Change From 2020	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget	
					\$	%
Revenues						
General Government (a)	\$2,202,976	\$2,332,684	\$2,308,727	\$2,435,091	\$102,407	4.4%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$28,650	\$35,700	\$46,159	\$42,450	\$6,750	18.9%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$118	\$9,103	\$0	\$0	(\$9,103)	-100.0%
Appr. Fund Balance	\$646	\$0	\$0	\$0	\$0	N/A
County Tax Levy (Credit)	\$381,096	\$385,735	\$385,735	\$409,814	\$24,079	6.2%
Total Revenue Sources	\$2,613,486	\$2,763,222	\$2,740,621	\$2,887,355	\$124,133	4.5%
Expenditures						
Personnel Costs	\$2,177,670	\$2,355,991	\$2,287,039	\$2,417,806	\$61,815	2.6%
Operating Expenses	\$195,031	\$227,082	\$235,877	\$284,287	\$57,205	25.2%
Interdept. Charges	\$171,228	\$180,149	\$175,339	\$185,262	\$5,113	2.8%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$2,543,929	\$2,763,222	\$2,698,255	\$2,887,355	\$124,133	4.5%
Rev. Over (Under) Exp.	\$69,557	\$0	\$42,366	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	29.15	29.15	29.15	29.15	0.00
Extra Help	0.00	0.00	0.00	0.08	0.08
Overtime	0.04	0.04	0.04	0.04	0.00
Total FTEs	29.19	29.19	29.19	29.27	0.08

(a) General government revenues include the state General Purpose Revenue (GPR) of \$240,562 in 2019 actual, \$244,642 in 2020 adopted budget, and \$246,347 in 2021 budget, which is eligible to be matched pursuant to state and county contract.

Child Support (Continued)

Program Highlights

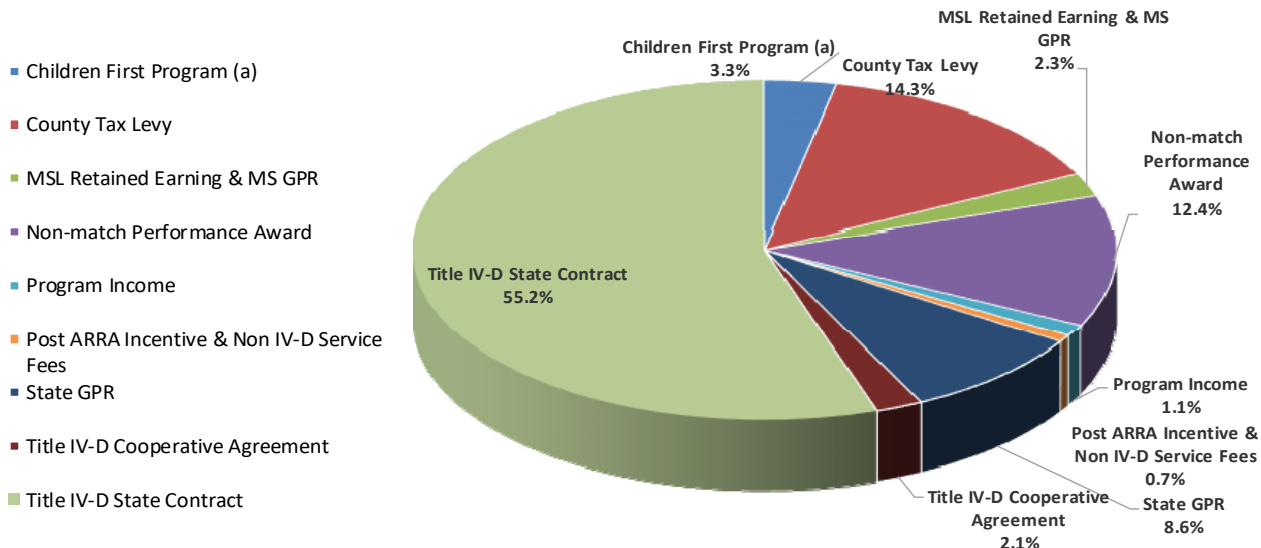
Child Support Division revenues are projected to increase \$124,100 or 4.5% to \$2,887,400. The estimated State contract reimbursements increase about \$56,000 to \$1,586,300 based upon an increase in spending. The Children First program reimbursement revenues from the state are budgeted to increase \$48,000. In addition, the division charges fees for the provision of services to non-IV-D cases such as processing income withholding orders, performing account reconciliations, and reconciling percentage-expressed orders for additional revenue of about \$10,800. Medical Support GPR increases about \$6,200 to \$15,000. A cooperative agreement with the Sheriff's Department will provide about \$900 of additional revenue. Due to a recent rule that prohibits a child support agency from collecting birth expenses from "intact" families, the division's revenue for medical support liability decreases \$33,200 to \$64,800. Other revenue decreases \$9,100 due to a reclassification of the state's post-ARRA incentive from other revenue to general government revenue. County tax levy increases about \$24,100 or 6.2% to \$409,800.

Personnel costs increase about \$61,800 or 2.6% to \$2,417,800. In addition to costs to continue for the 29.19 FTE, personnel changes increase salaries \$29,300. A 1.00 FTE attorney position was transferred out to Corporation Counsel and a higher cost senior attorney position was transferred in to this program. Also, 2.00 FTE child support specialist positions are reclassified to senior child support specialist positions. Health insurance costs increase \$29,200 mostly due to changes in employee benefit selections and insurance rate increases. Also, temporary extra help increases \$2,300 or by 0.08 FTE.

Operating expenses increase \$57,200 or 25.2% to \$284,300. This is primarily from an increase of \$48,000 in costs to administer the Children First program. These costs are directly offset with reimbursement revenue as noted above. In addition, the division increases \$1,800 for mileage, \$1,600 for travel, \$1,500 for registration fees, \$1,200 for membership dues, and \$1,100 for the addition of a client texting service.

Interdepartmental charges increase \$5,100 or 2.8% to \$185,300, mainly due to increases of \$3,400 in computer maintenance and replacement charges and \$1,000 in telephone-fixed expenses.

**Waukesha County Child Support Program
2021 Revenue Budget of \$2.89 Million**



The chart above represents total estimated revenue in the 2021 Child Support program budget, which is primarily funded by the federal and state governments through the Wisconsin Department of Children and Families. Included are Title IV-D state contract administrative reimbursements of \$1,586,301, State GPR of \$246,347, a non-match performance award of \$356,168, retained earnings from Medical Support Liabilities (MSL) collection of \$64,762, medical support GPR of \$15,044, and post-ARRA incentive of \$9,103. The IV-D cooperative agreements with Circuit Courts and the Sheriff's Department produce approximately \$61,400, and the Children First program is allotted \$96,000^(a). Non-IV-D service fees are \$10,750. Program income of \$31,700 includes copy fees, vital statistics fees, genetic test fees, and process service fees. The 2021 budget includes tax levy of \$409,800.

(a) The Children First program is included in the Child Support program, and the Child Support Division contracts with an outside vendor to assist non-custodial parents in obtaining employment.

Major Departmental Strategic Plan Objectives

Quality Pillar: High Standards of Service Excellence

Objective 1: Economic Stability

Bring increased economic stability to families in need by collecting consistent monthly child support in a cost-effective manner. The statewide goal for cost effectiveness is to collect at least \$5.00 for every dollar expended. In 2019, Waukesha County exceeded this goal by collecting approximately \$7.78 for every dollar expended.

In 2020, the Department of Children and Families will allocate state and federal incentive funds to the counties based on five performance measures, weighted as follows:

- Court order establishment: 20%
- Paternity establishment: 25%
- Cases with current support collected: 20%
- Cases with arrears balances collected: 15%
- Adjusted caseload: 20%

For Performance Measure #3 (Current Support Collection Rate), the county will receive approximately \$25.48 per case with current support collected. For Performance Measure #4 (Arrearage Collection Rate), the county will receive approximately \$30.50 per case that receives a payment towards an arrears balance during the federal fiscal year. A portion of unallocated funds will be distributed to county agencies based on earnings for all five measures.

Performance Measure:	2019 Actual	2020 Target	2020 Estimate	2021 Target
Court Order Establishment Rate	93.42%	>80%	>80%	>80%
Paternity Establishment Rate	107.32%	>90%	>90%	>90%
Current Support Collection Rate	81.36%	>80%	>80%	>80%
Arrearage Collection Rate	81.03%	>80%	>80%	>80%

Performance Measure #1: Court Order Rate. This measure compares the number of IV-D cases with support orders to the total number of IV-D cases. In federal fiscal year (FFY) 2018, Waukesha County earned 100% of funding by obtaining a court order rate of 92.91%. Of the \$195,030 available on this measure, Waukesha County earned the full amount.

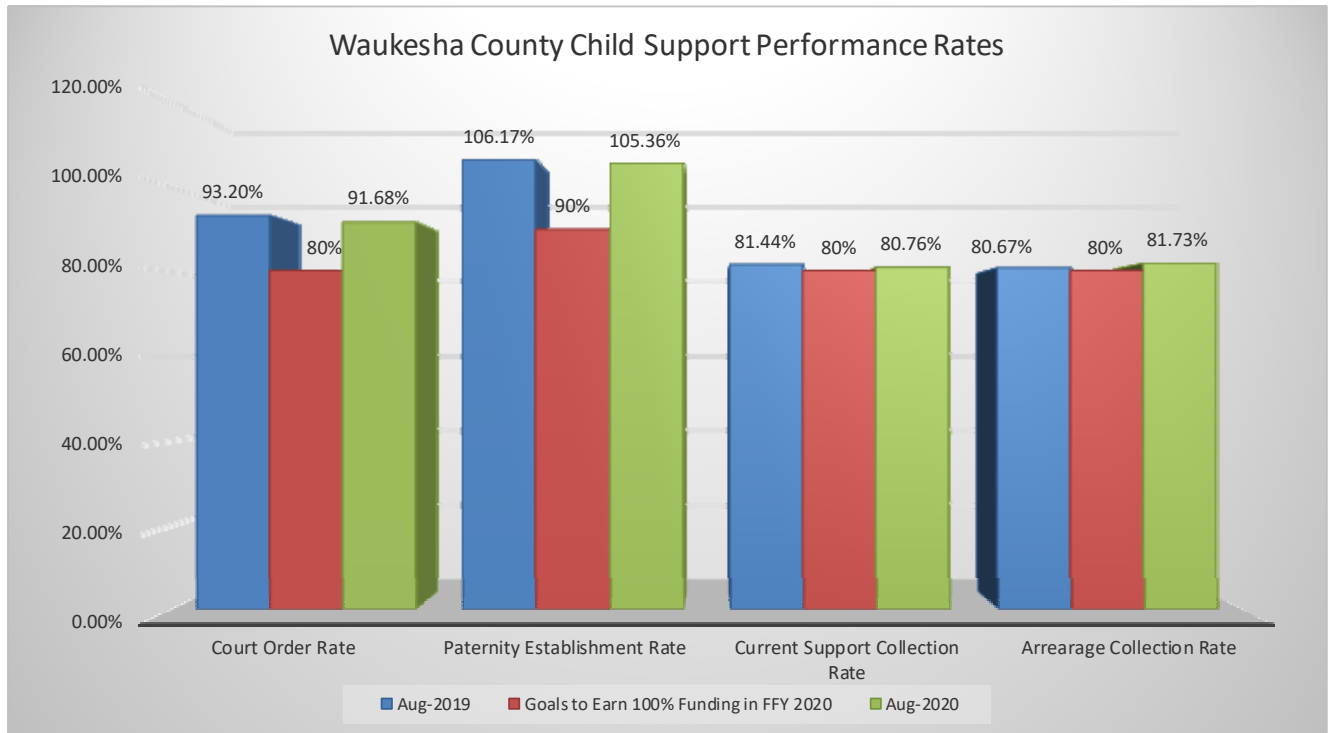
Performance Measure #2: Paternity Establishment Rate. This measure compares the total number of non-marital children for whom paternity has been established during the fiscal year to the total number of non-marital children during the preceding fiscal year. In FFY2018, Waukesha County earned 100% of funding by obtaining a paternity establishment rate of 108.27%. Of the \$243,788 available on this measure, Waukesha County earned the full amount.

Performance Measure #3: Current Support Collection Rate. This measure is the ratio of the total dollar amount of child support due compared to the total dollar amount collected, and is cumulative over the Federal fiscal year. In FFY2018, Waukesha County earned 100% of funding by obtaining a current support collection rate of 81.7%. Of the \$227,563 available on this measure, Waukesha County earned the full amount.

Performance Measure #4: Arrearage Collection Rate. This measure is the percentage of cases that received a payment on past due child support during the year. In FFY2018, Waukesha County achieved a rate of 82.5%. Of the \$153,433 available on this measure, Waukesha County earned the full amount.

Performance Measure #5: Adjusted Caseload. This measure reviews the number of open cases with activity in the last two years. In 2020, Waukesha County earned \$195,030 on this measure.

The chart below exhibits Waukesha County child support performance as of Aug 2019 compared to Aug 2020.



Customer Service Pillar: High Customer Satisfaction

Objective 2: Cooperative Communication

Maintain the highest standards of customer service excellence for the citizens of Waukesha County while continually increasing communication with the public, vendors, Child Support Division staff, and other county agencies to foster an atmosphere of cooperation. Facilitate customer service surveys to monitor customer satisfaction and obtain feedback in areas for improvement. Participate in state and nationwide conferences and committees to represent the interests of Waukesha County, and contribute to policies and practices that affect our customers.

Team Pillar: Best Professionals Serving the Public in the Best Way

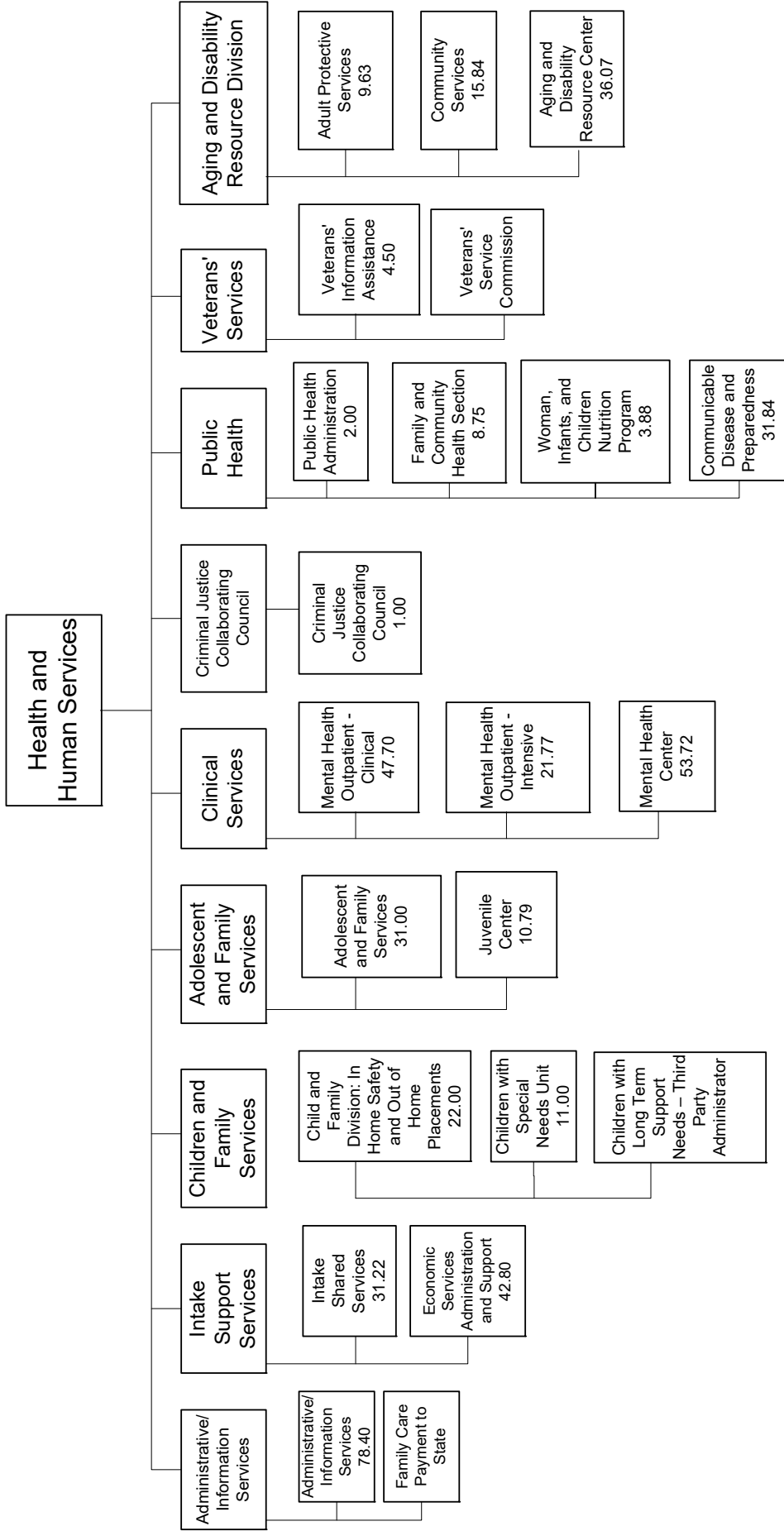
Objective 3: Professional Development and Employee Engagement

Ensure that all staff members receive the most up-to-date training and education in their respective areas. Utilize web-based and off-site trainings and workshops provided by the state and collaborate with other child support agencies to obtain specialized, hands-on training, and best practices. Cross-train staff within the agency so that employees can provide services in all areas when absences or vacancies occur within the agency.

Health & Human Services

HEALTH AND HUMAN SERVICES

FUNCTION / PROGRAM CHART



463.91
TOTAL FTES

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.

Health and Human Services

Statement of Purpose/Summary

All Funds

Statement of Purpose:

Health and Human Services has nine divisions that are included in the General Fund. The divisions are Administrative Services, Intake Support Services, Children and Family Services, Children with Long-Term Support (CLTS) Third Party Administrator, Adolescent and Family Services, Clinical Services, Public Health, Criminal Justice Collaborating Council (CJCC), Veterans' Services and Aging and Disability Resources Center (ADRC) Adult Protective Services and Community Services.

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

Health and Human Services - All Funds Summary

Financial Summary	2019	2020	2020	2021	Change From 2020	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
<u>General Fund</u>						
Revenues	\$47,117,012	\$55,909,647	\$53,793,336	\$55,753,426	(\$156,221)	0%
Appr. Fund Balance	\$1,339,393	\$362,867	\$482,052	\$589,167	\$226,300	62%
County Tax Levy/(Credit)	\$26,203,978	\$26,263,978	\$26,263,978	\$26,581,406	\$317,428	1%
Expenditures	\$73,889,919	\$82,536,492	\$80,781,378	\$82,923,999	\$387,507	0%
Rev. Over (Under) Exp.	\$770,464	\$0	(\$242,012)	\$0	\$0	N/A
<u>Aging and Disability Resource Center Contract Fund</u>						
Revenues	\$3,369,042	\$3,537,523	\$3,776,597	\$3,800,775	\$263,252	7%
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
County Tax Levy/(Credit)	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$3,369,038	\$3,537,523	\$3,776,597	\$3,800,775	\$263,252	7%
Rev. Over (Under) Exp.	\$4	\$0	\$0	\$0	\$0	N/A
<u>All Funds</u>						
Revenues	\$50,486,054	\$59,447,170	\$57,569,933	\$59,554,201	\$107,031	0%
Appr. Fund Balance	\$1,339,393	\$362,867	\$482,052	\$589,167	\$226,300	62%
County Tax Levy/(Credit)	\$26,203,978	\$26,263,978	\$26,263,978	\$26,581,406	\$317,428	1%
Expenditures	\$77,258,957	\$86,074,015	\$84,557,975	\$86,724,774	\$650,759	1%
Rev. Over (Under) Exp.	\$770,468	\$0	(\$242,012)	\$0	\$0	N/A
<u>Position Summary (FTE)</u>						
Regular Positions	404.35	408.45	412.40	415.96	7.51	
Extra Help	26.59	26.36	26.36	44.74	18.38	
Overtime	3.40	2.84	2.84	3.21	0.37	
Total	434.34	437.65	441.60	463.91	26.26	

HEALTH AND HUMAN SERVICES (All Divisions)

Financial Summary	2019	2020	2020	2021	Change From 2020	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
Administrative/Information Services (Includes Family Care - Payments to State)						
Revenues	\$11,727,264	\$11,480,871	\$11,814,093	\$11,804,755	\$323,884	2.8%
County Tax Levy	(\$2,015,329)	(\$790,035)	(\$790,035)	(\$277,029)	\$513,006	N/A
Expenditures	\$9,732,632	\$10,690,836	\$10,542,146	\$11,527,726	\$836,890	7.8%
Rev. Over (Under) Exp.	-\$20,697	\$0	\$481,912	\$0	\$0	N/A
Intake Support Services						
Revenues	\$5,200,583	\$5,164,986	\$5,291,044	\$5,391,723	\$226,737	4.4%
County Tax Levy	\$2,749,350	\$2,785,507	\$2,785,507	\$2,810,771	\$25,264	0.9%
Expenditures	\$7,407,705	\$7,950,493	\$8,055,944	\$8,202,494	\$252,001	3.2%
Rev. Over (Under) Exp.	\$542,228	\$0	\$20,607	\$0	\$0	N/A
Children and Family Services						
Revenues	\$8,095,992	\$14,962,890	\$9,721,775	\$13,827,073	(\$1,135,817)	-7.6%
County Tax Levy	\$3,527,390	\$3,444,571	\$3,444,571	\$3,214,125	(\$230,446)	-6.7%
Expenditures	\$11,842,018	\$18,407,461	\$13,152,683	\$17,041,198	(\$1,366,263)	-7.4%
Rev. Over (Under) Exp.	(\$218,636)	\$0	\$13,663	\$0	\$0	N/A
Adolescent and Family Services						
Revenues	\$4,266,765	\$4,147,394	\$4,053,381	\$4,168,385	\$20,991	0.5%
County Tax Levy	\$3,641,842	\$3,121,279	\$3,121,279	\$3,118,033	(\$3,246)	-0.1%
Expenditures	\$7,471,049	\$7,268,673	\$7,283,665	\$7,286,418	\$17,745	0.2%
Rev. Over (Under) Exp.	\$437,558	\$0	(\$109,005)	\$0	-	N/A
Clinical Services						
Revenues	\$13,498,561	\$15,054,528	\$13,691,574	\$14,214,403	(\$840,125)	-5.6%
County Tax Levy	\$12,358,810	\$12,295,611	\$12,295,611	\$12,337,776	\$42,165	0.3%
Expenditures	\$26,571,873	\$27,350,139	\$27,241,256	\$26,552,179	(\$797,960)	-2.9%
Rev. Over (Under) Exp.	(\$714,502)	\$0	(\$1,254,071)	\$0	\$0	N/A
Criminal Justice Collaborating Council (CJCC)						
Revenues	\$812,048	\$685,297	\$772,909	\$718,021	\$32,724	4.8%
County Tax Levy	\$1,135,502	\$1,173,806	\$1,173,806	\$1,181,641	\$7,835	0.7%
Expenditures	\$1,925,269	\$1,859,103	\$1,903,045	\$1,899,662	\$40,559	2.2%
Rev. Over (Under) Exp.	\$22,281	\$0	\$43,670	\$0	\$0	N/A
Public Health						
Revenues	\$1,030,874	\$986,191	\$4,338,854	\$2,449,452	\$1,463,261	148.4%
County Tax Levy	\$2,235,001	\$1,959,024	\$1,959,024	\$1,975,034	\$16,010	0.8%
Expenditures	\$3,141,012	\$2,945,215	\$6,296,690	\$4,424,486	\$1,479,271	50.2%
Rev. Over (Under) Exp.	\$124,863	\$0	\$1,188	\$0	\$0	N/A
Veterans' Services						
Revenues	\$29,706	\$15,167	\$25,369	\$21,467	\$6,300	41.5%
County Tax Levy	\$310,512	\$332,835	\$332,835	\$346,615	\$13,780	4.1%
Expenditures	\$311,651	\$348,002	\$368,285	\$368,082	\$20,080	5.8%
Rev. Over (Under) Exp.	\$28,567	\$0	(\$10,081)	\$0	\$0	N/A
Aging and Disability Resource Center (ADRC)						
Revenues	\$7,163,654	\$7,312,713	\$8,342,986	\$7,548,089	\$235,376	3.2%
County Tax Levy	\$2,260,900	\$1,941,380	\$1,941,380	\$1,874,440	(\$66,940)	-3.4%
Expenditures	\$8,855,748	\$9,254,093	\$9,714,261	\$9,422,529	\$168,436	1.8%
Rev. Over (Under) Exp.	\$568,806	\$0	\$570,105	\$0	\$0	N/A
Total All H&HS Divisions						
Revenues	\$51,825,447	\$59,810,037	\$58,051,985	\$60,143,368	\$333,331	0.6%
County Tax Levy	\$26,203,978	\$26,263,978	\$26,263,978	\$26,581,406	\$317,428	1.2%
Expenditures	\$77,258,957	\$86,074,015	\$84,557,975	\$86,724,774	\$650,759	0.8%
Rev. Over (Under) Exp.	\$770,468	\$0	(\$242,012)	\$0	\$0	N/A
Position Summary All Funds (FTE)						
Regular Positions	404.35	408.45	412.40	415.96	7.51	
Extra Help	26.59	26.36	26.36	44.74	18.38	
Overtime	3.40	2.84	2.84	3.21	0.37	
Total	434.34	437.65	441.60	463.91	26.26	

HEALTH AND HUMAN SERVICES POSITIONS (All Divisions)

Financial Summary	2019	2020	2020	2021	Change From 2020	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
Administrative/Information Services (Includes Family Care - Payments to State)						
Regular Positions	61.00	74.00	76.95	75.00	1.00	1.4%
Extra Help	2.79	2.76	2.76	3.08	0.32	11.6%
Overtime	0.15	0.19	0.19	0.32	0.13	68.4%
Total	63.94	76.95	76.95	78.40	1.45	1.9%
Intake Support Services						
Regular Positions	73.00	70.00	70.00	71.00	1.00	1.4%
Extra Help	2.55	1.98	1.98	2.28	0.30	15.3%
Overtime	1.10	0.88	0.88	0.74	-0.14	-15.9%
Total	76.65	72.86	72.86	74.02	1.16	1.6%
Children and Family Services						
Regular Positions	28.00	30.00	31.00	33.00	3.00	10.0%
Extra Help	0.52	-	-	-	0.00	N/A
Overtime	-	-	-	-	0.00	N/A
Total	28.52	30.00	30.00	33.00	3.00	10.0%
Adolescent and Family Services						
Regular Positions	45.00	40.50	40.50	40.50	0.00	0.0%
Extra Help	0.35	0.35	0.35	1.15	0.80	228.6%
Overtime	0.70	0.32	0.32	0.14	-0.18	-56.3%
Total	46.05	41.17	41.17	41.79	0.62	1.5%
Clinical Services						
Regular Positions	101.97	109.97	109.97	110.97	1.00	0.9%
Extra Help	12.84	12.67	12.67	10.21	-2.46	-19.4%
Overtime	1.45	1.45	1.45	2.01	0.56	38.5%
Total	116.26	124.09	124.09	123.19	-0.90	-0.7%
Criminal Justice Collaborating Council (CJCC)						
Regular Positions	1.00	1.00	1.00	1.00	0.00	0.0%
Extra Help	-	-	-	-	0.00	N/A
Overtime	-	-	-	-	0.00	N/A
Total	1.00	1.00	1.00	1.00	0.00	0.0%
Public Health						
Regular Positions	30.34	24.34	24.34	24.35	0.01	0.0%
Extra Help	2.86	2.71	2.71	22.12	19.41	715.7%
Overtime	-	-	-	-	0.00	N/A
Total	33.20	27.05	27.05	46.47	19.42	71.8%
Veterans' Services						
Regular Positions	4.00	4.00	4.00	4.00	0.00	0.0%
Extra Help	0.52	0.50	0.50	0.50	0.00	0.0%
Overtime	-	-	-	-	0.00	N/A
Total	4.52	4.50	4.50	4.50	0.00	0.0%
Aging and Disability Resource Center (ADRC)						
Regular Positions	60.04	54.64	54.64	56.14	1.50	2.7%
Extra Help	4.16	5.40	5.40	5.40	0.00	0.0%
Overtime	-	-	-	-	0.00	N/A
Total	64.20	60.04	60.04	61.54	1.50	2.5%
Total All H&HS Divisions						
Regular Positions	404.35	408.45	412.40	415.96	7.51	1.8%
Extra Help	26.59	26.36	26.36	44.74	18.38	69.7%
Overtime	3.40	2.84	2.84	3.21	0.37	13.0%
Total	434.34	437.65	441.60	463.91	26.26	6.0%

General Fund Health and Human Services Summary

Fund Purpose

Health and Human Services has nine divisions that are included in the General Fund. The divisions are Administrative Services, Intake Support Services, Children and Family Services, Children with Long-Term Support (CLTS) Third Party Administrator, Adolescent and Family Services, Clinical Services, Public Health, Criminal Justice Collaborating Council (CJCC), Veterans' Services and Aging and Disability Resource Center (ADRC) Adult Protective Services and Community Services.

Health and Human Services - General Fund Summary

Financial Summary	2019	2020	2020	2021	Change From 2020	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget	
					\$	%
Revenues						
General Government	\$33,972,923	\$40,981,698	\$40,976,270	\$41,228,284	\$246,586	0.6%
Fine/Licenses	\$298,479	\$348,100	\$250,000	\$300,000	(\$48,100)	-13.8%
Charges for Services	\$8,109,654	\$8,768,035	\$6,855,999	\$8,584,287	(\$183,748)	-2.1%
Interdepartmental	\$910	\$100	\$100	\$100	\$0	0.0%
Other Revenue	\$4,735,046	\$5,811,714	\$5,710,967	\$5,640,755	(\$170,959)	-2.9%
Appr. Fund Balance	\$1,339,393	\$362,867	\$482,052	\$589,167	\$226,300	62.4%
County Tax Levy	\$26,203,978	\$26,263,978	\$26,263,978	\$26,581,406	\$317,428	1.2%
Total Revenues Sources	\$74,660,383	\$82,536,492	\$80,539,366	\$82,923,999	\$387,507	0.5%
Expenditures						
Personnel Costs (a)	\$34,526,268	\$36,604,908	\$37,844,656	\$39,313,145	\$2,708,237	7.4%
Operating Expenses	\$35,372,736	\$41,920,356	\$38,850,432	\$39,443,135	(\$2,477,221)	-5.9%
Interdept. Charges	\$3,990,915	\$4,011,228	\$4,086,290	\$4,167,719	\$156,491	3.9%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$73,889,919	\$82,536,492	\$80,781,378	\$82,923,999	\$387,507	0.5%
Rev. Over (Under) Exp.	\$770,468	\$0	(\$242,012)	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	369.61	374.80	377.80	380.86	6.06
Extra Help	25.63	25.40	25.40	43.77	18.37
Overtime	3.40	2.84	2.84	3.21	0.37
Total	398.64	403.04	406.04	427.84	24.80

(a) The 2020 Estimate is expected to exceed the 2020 Adopted budget personnel costs related to three positions created by enrolled ordinance 184-087.

HHS Strategic Plan Scorecard

County Pillars with HHS 2020-2022 Strategic Plan Objectives

Customer Service Pillar: High Customer Satisfaction

Objective - Exceed Citizen Expectations Create a seamless experience that provides a sound and sustainable service array.

Quality Pillar: High Standards of Service Excellence

Objective - Provide Innovative Solutions that Foster Positive Outcomes for Stakeholders Integrate best practices and continuous quality improvement into programming decisions.

Team Pillar: Best Professionals Serving the Public in the Best Way

Objective - Build the Strongest Workforce Recruit and retain a highly qualified workforce to meet the needs of those we serve.

Health & Safety Pillar: Ensure the Well Being of Citizens

Objective - Increase Overall Well-Being, Safety, and Quality of Life of Citizens Maximize health and human service resources, service linkages, and collaborations.

Finance Pillar: Protect Taxpayers Investment

Objective - Strengthen Economic Stability of Citizens Implement innovative practices to maximize funding and minimize risk.

Administrative Services

Program Description

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

Major functions and responsibilities include the processing of client and provider payments, contract administration of vendor purchased services, commercial insurance carrier contract negotiation, monitor and analyze legislative initiatives, billing and service coding for Medicare, Medical Assistance, commercial insurance carriers and responsible parties, and liaison to Human Resources. Administrative Services monitors HHS compliance with the Health Insurance Portability & Accountability Act (HIPAA) Privacy Security/Health Information Technology for Economic and Clinical Health (HITECH) Act compliance, corporate compliance oversight, client medical records management and centralized administrative support. The division coordinates the annual budget process along with monitoring budget variances and reporting of business data analytics. Department specific business application support, computer training and system administration, along with department-wide data collection, analysis and reporting to various outside entities are coordinated and supported through this area.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	63.94	76.95	77.95	78.40	1.45
General Government	\$8,571,615	\$8,636,173	\$8,845,458	\$8,700,957	\$64,784
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$21,187	\$23,000	\$15,000	\$23,000	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$283,540	\$267,080	\$281,283	\$276,180	\$9,100
Appr. Fund Balance	\$346,304	\$50,000	\$167,734	\$300,000	\$250,000
County Tax Levy (Credit)	(\$2,015,329)	(\$790,035)	(\$790,035)	(\$277,029)	\$513,006
Total Revenues	\$7,207,317	\$8,186,218	\$8,519,440	\$9,023,108	\$836,890
Personnel Costs	\$5,064,686	\$5,893,680	\$5,726,125	\$6,302,906	\$409,226
Operating Expenses	\$1,208,791	\$1,334,817	\$1,352,116	\$1,800,766	\$465,949
Interdept. Charges	\$954,537	\$957,721	\$959,287	\$919,436	(\$38,285)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$7,228,014	\$8,186,218	\$8,037,528	\$9,023,108	\$836,890
Rev. Over (Under) Exp.	(\$20,697)	\$0	\$481,912	\$0	\$0

Current and Planned Capital Projects

Proj.#	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of '20	Est. Operating Impact	A=Annual T=One-Time
202014	HHS Electronic Medical Record Module Improvement	2021	\$330,000	10%	TBD	A

Administrative Services (cont.)

Program Highlights

General government revenues increase by \$64,800 to approximately \$8,701,000. This includes a transfer of \$69,200 in revenue from Child and Family division to fund a fiscal position that wholly supports that division, and \$53,400 from ADRC for a grant funded administrative position. Also, a transfer of \$49,200 from the Child and Family division for related technology fees results in a total Basic County Allocation of \$7,677,400 in this program. Indirect cost revenue from clinical substance use grants increase \$18,900 to \$73,700. In addition, indirect revenue for grant funds in the Public Health division increase by \$1,600 to \$86,700. This is offset by Indirect cost recovery from the Aging and Disability Resource Center (ADRC) State Contract which decreases \$109,500 to \$560,200, and Older Americans Act indirect cost revenues decrease \$18,000. There are no funding changes included for the Income Maintenance allocation of \$115,000 or the State Automated Child Welfare Information System (SACWIS) allocation of \$52,700.

Charges for services revenue includes record copy services budgeted at \$23,000, which remains unchanged from the 2020 budget.

Other revenues are budgeted to increase by \$9,100 from the 2020 budget to \$276,200 mainly due to a \$9,600 increase in collections. Also included are the Wisconsin Medical Assistance Cost Reporting (WIMCR) program reimbursements and reflects the current funding distribution between actual costs incurred in HHS programing and the interim payment received at time of service.

Fund balance increases \$250,000 to \$300,000. The appropriated fund balance includes \$250,000 to facilitate the return of 17 years olds charged as adults to the juvenile system and \$50,000 to provide one-time funding related to department-wide initiatives for alternative placement services for high need clients.

Personnel costs are budgeted to increase by approximately \$409,200 to \$6,302,900. This increase reflects the cost to continue for 78.41 FTE, the creation 3.00 FTE (1.00 FTE fiscal specialist (approved by ordinance in 2020), 1.00 FTE support staff supervisor, 1.00 FTE program and project analyst), 1.00 FTE reclassification from office services coordinator to program and project analyst, and the unfunding of 2.00 FTE (1.00 FTE administrative specialist, 1.00 FTE administrative assistant). In addition, overtime is increased by 0.13 FTE and extra help increases 0.32 FTE.

Operating expenses increase by \$465,900 to approximately \$1,800,800, primarily as result of an increase in contracted services of \$356,900 for increases in service fees for the electronic medical record and related support and to facilitate the return of 17 year-olds charged as adults to the juvenile system, \$30,700 in computer equipment for replacement and improvement in common areas, \$21,500 in computer software related to help desk tickets, travel and training \$18,900, \$13,200 in cleaning and sanitizing supplies, \$12,300 for replacement of furniture, \$5,600 for computer supplies, \$2,700 for print services, \$3,500 for office telephones, and \$800 for financial audit fees.

Interdepartmental charges decrease by \$38,300 to \$919,400 primarily due to a decrease in end user technology fees (EUTF) of \$31,100, a decrease in vehicle liability insurance of \$8,800, and a decrease in copier replacement of \$2,200. This is offset by a property/boiler insurance increase of \$2,200 and telephone fees increase of \$1,700.

Family Care Payments to the State

Program Description

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

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	0.00	0.00	0.00	0.00	0.00
General Government	\$2,504,618	\$2,504,618	\$2,504,618	\$2,504,618	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$2,504,618	\$2,504,618	\$2,504,618	\$2,504,618	\$0
Personnel Costs	\$0	\$0	\$0	\$0	\$0
Operating Expenses	\$2,504,618	\$2,504,618	\$2,504,618	\$2,504,618	\$0
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$2,504,618	\$2,504,618	\$2,504,618	\$2,504,618	\$0
Rev. Over (Under) Exp.	\$0	\$0	\$0	\$0	\$0

Program Highlights

General government revenues of \$2,504,600 reflect a portion of State Community Aids – Basic County Allocation (BCA) received from the State Department of Health Services. Operating expenses include the required payment back to the State Department of Health Services to meet the scheduled county contribution. The county is now at the scheduled legislated maintenance of effort (equal to 22% of the total long-term care expenditures for the final year that the county operated this program), the same amount annually hereafter to help pay for Waukesha County residents receiving benefits from the state's Family Care Program.

Intake and Shared Services

Program Description

Intake and Shared Services programs serve as the initial contact point for child welfare service referrals and juvenile court intake. Assessments are provided in the areas of child protective services; foster home recruitment, licensing and training; out-of-home placement requests; parent/teen family dysfunction; truancy/delinquency; funding requests for families in crisis; and information/referral services. Short-term and supportive service includes Kinship Care assessment and funding; childcare certification; respite day care for families in crisis; and volunteer transportation services. The division's purchased services include investments in prevention and early intervention services.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	30.49	30.27	31.27	31.22	0.95
General Government	\$1,146,526	\$1,353,129	\$1,394,427	\$1,439,362	\$86,233
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$116	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$41,199	\$2,500	\$500	\$2,500	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$2,626,880	\$2,781,826	\$2,781,826	\$2,924,017	\$142,191
Total Revenues	\$3,814,721	\$4,137,455	\$4,176,753	\$4,365,879	\$228,424
Personnel Costs	\$2,614,437	\$2,790,897	\$3,004,729	\$3,048,313	\$257,416
Operating Expenses	\$1,120,213	\$1,204,385	\$1,103,746	\$1,166,256	(\$38,129)
Interdept. Charges	\$86,194	\$142,173	\$141,447	\$151,310	\$9,137
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$3,820,844	\$4,137,455	\$4,249,922	\$4,365,879	\$228,424
Rev. Over (Under) Exp.	(\$6,123)	\$0	(\$73,169)	\$0	\$0

Program Highlights

General government revenues are budgeted to increase \$86,200 to \$1,439,400. This is due to an increase in the Child and Family allocation revenue of \$98,000 and an increase to the Kinship assessment revenue of \$12,500. This is offset by a decrease in the Child Care administration of \$15,000 due to the decline in certification of in-home childcare providers and a decrease to the Kinship benefits revenue of \$9,500 based on trend.

Other revenue remains unchanged at 2020 budget amount.

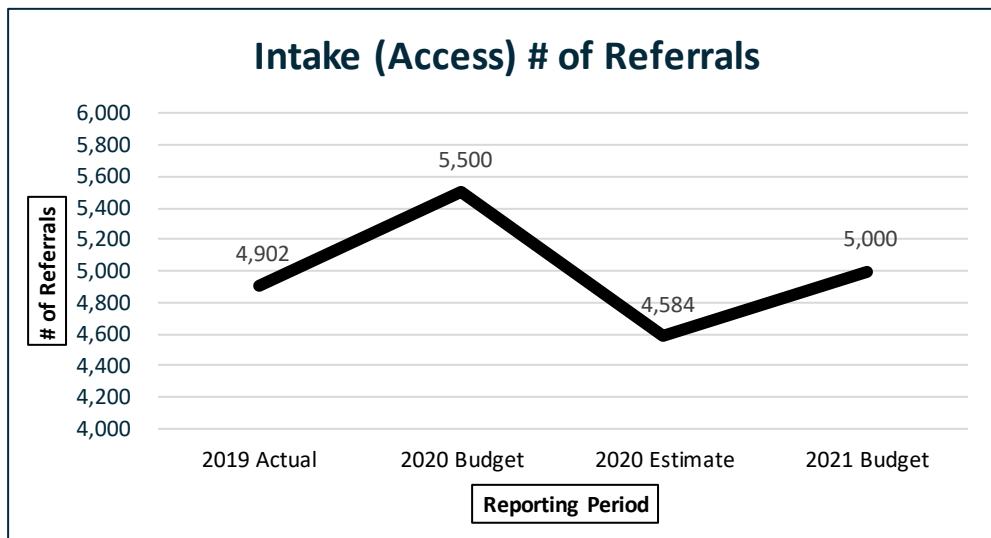
Personnel costs are budgeted to increase \$257,400 to \$3,048,300. This is primarily due to the creation of 1.00 FTE social worker in Access using additional Child and Family Allocation funding in 2020 (enrolled ord. 174-087), to assist with the increase in emergency cases requiring a same-day response from the Access units. There is a reduction in overtime of 0.22 FTE and an increase in temporary extra help of 0.17 FTE. In addition, this includes the cost to continue for existing 31.22 FTE staff.

Operating expenses are budgeted to decrease \$38,100 to \$1,166,300. Kinship Care payments for ongoing voluntary and new court-ordered families decrease \$9,500. There is a reduction of \$15,000 for crisis day care based on current trends and a reduction of \$2,800 in telephone costs. Child Care administration costs are reduced \$4,000 due to the decline in certification of in-home childcare providers. Training expenses are reduced \$3,000 by relocating Foster Parent training to the Human Services Center.

Interdepartmental charges increase \$9,100 due to increases to cell phone and End User Technology Fund expenses.

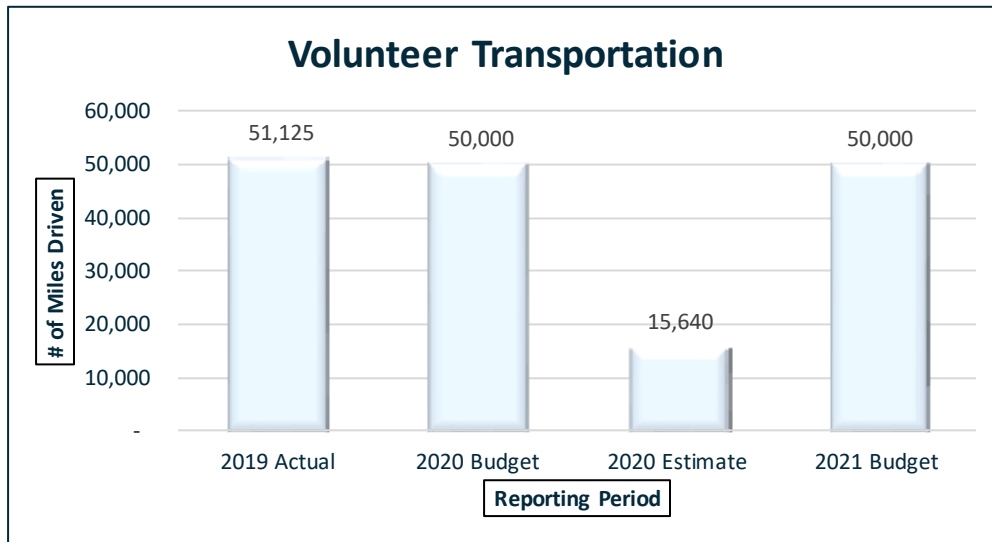
Program Activities

Program Activity - Intake and Shared Services	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Number of:					
Child Abuse Reports and Assessments					
Child Abuse/Neglect Reports	2,266	2,000	2,088	2,000	-
Children Assessed For Abuse/Neglect	563	600	630	600	-
Kinship Care					
Care Assessments/Reassessments	221	200	225	225	25
Funded Placements of children (Avg. Monthly)	200	200	200	200	-
Waiting List, # of children	-	-	-	-	-
Crisis Services					
Crisis Intervention: Child Protective/Health Welfare/ JCI # of contacts	875	1,400	896	1,000	(400)
Crisis Respite Child Day Care, # of children	92	75	54	75	-
Juvenile Intakes					
Intakes: Truancy, JIPS, Delinquency, DPA	622	750	562	700	(50)

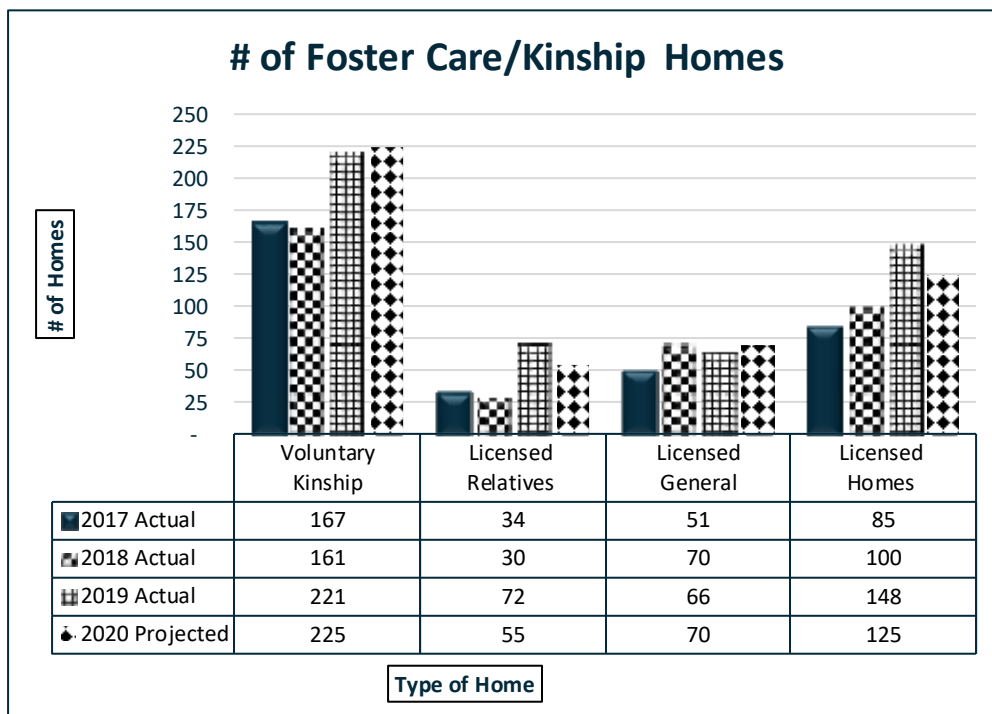


Note: Mandated reports from schools are significantly decreased due to school being held virtually as a result of the pandemic. .

Intake and Shared Services (cont.)



Note: Volunteer transportation was suspended due to the pandemic which results in a much lower 2020 estimate.



Economic Services Administration and Support

Program Description

Waukesha County is a member of the Moraine Lakes (ML) Consortium that includes the following counties: Fond du Lac, Ozaukee, Walworth, and Washington. Fond du Lac County is the lead agency with fiscal responsibility for the ML Consortium. Waukesha County administers a variety of Economic Support (ES) programs including Medical Assistance, FoodShare (Food Stamps), Child Care, a fraud elimination program, and the Wisconsin Home Energy Assistance Program. Program benefit services are provided either directly or through a purchase of service contract based on eligibility for applicable program offerings. Additionally, Economic Support has responsibility to work closely with the FoodShare Employment and Training (FSET) agency to ensure participants are meeting the work requirements associated with the FSET program.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	46.16	42.59	42.59	42.80	0.21
General Government	\$3,862,532	\$3,769,357	\$3,851,117	\$3,904,861	\$135,504
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$48,188	\$40,000	\$45,000	\$45,000	\$5,000
Appr. Fund Balance	\$102,022	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$122,470	\$3,681	\$3,681	(\$113,246)	(\$116,927)
Total Revenues	\$4,135,212	\$3,813,038	\$3,899,798	\$3,836,615	\$23,577
Personnel Costs	\$3,035,998	\$3,248,935	\$3,274,373	\$3,301,376	\$52,441
Operating Expenses	\$361,274	\$370,305	\$337,917	\$346,408	(\$23,897)
Interdept. Charges	\$189,589	\$193,798	\$193,732	\$188,831	(\$4,967)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$3,586,861	\$3,813,038	\$3,806,022	\$3,836,615	\$23,577
Rev. Over (Under) Exp.	\$548,351	\$0	\$93,776	\$0	\$0

Program Highlights

General government revenues are budgeted to increase by \$135,500 to \$3,904,900. This is primarily due to a \$131,300 budgeted increase to Income Maintenance (IM) Allocation revenue and a \$22,600 increase in Fraud Prevention Investigation funding. This is partially offset by a \$23,700 reduction in the Wisconsin Home Energy Assistance allocation.

Other revenues for overpayment collection of state incentives are budgeted to increase by \$5,000 based on trend.

Personnel costs are budgeted to increase by about \$52,400 to \$3,301,400. This is primarily due to the cost to continue of the existing 42.59 FTE staff. Temporary extra help increases by 0.13 FTE and overtime increases by 0.08 FTE.

Economic Services Administration and Support (cont.)

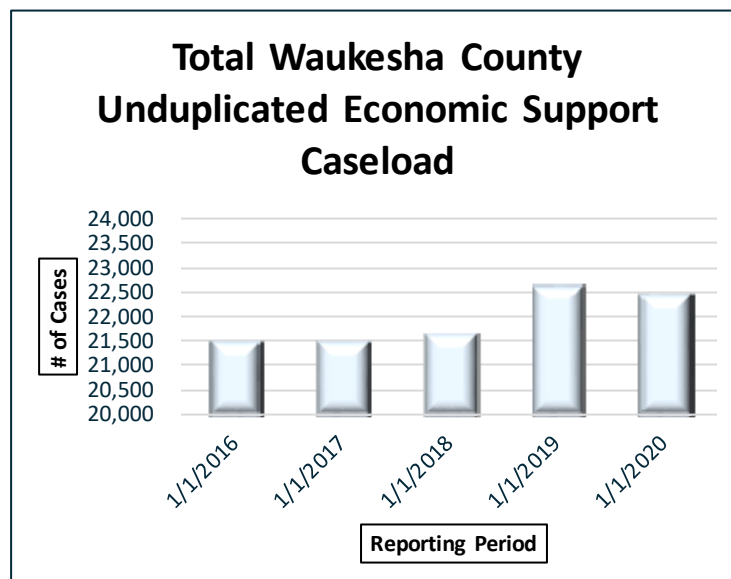
Operating expenses are budgeted to decrease by \$23,900 to \$346,400, due to a decrease in the Wisconsin Home Energy Assistance allocation.

Interdepartmental charges decrease by about \$5,000, mainly due to changes in end user technology fees and telephone expenses.

Program Activities

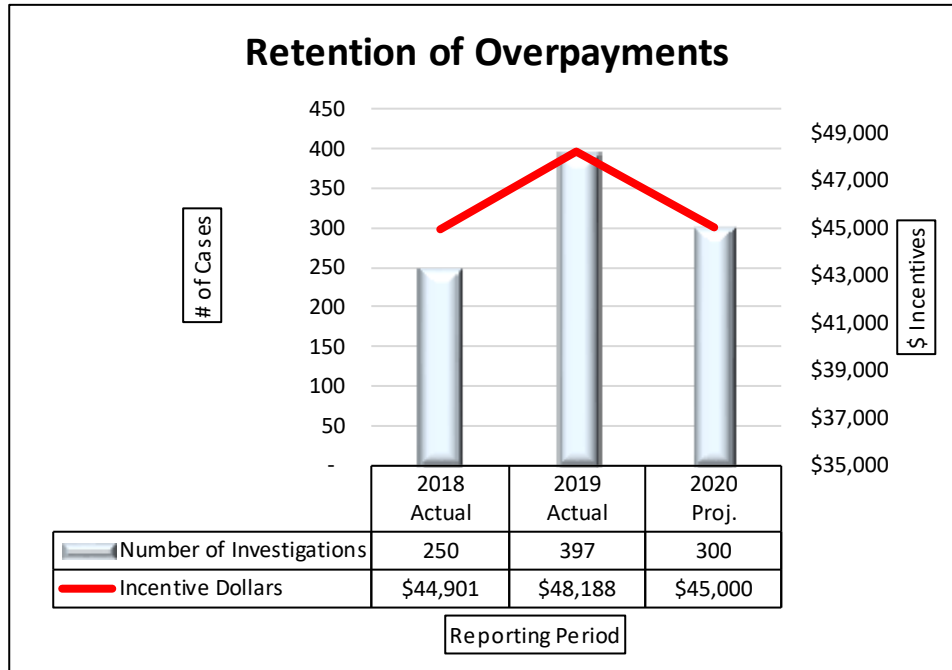
Program Activity - Economic Support	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Number of:					
Caseload Data					
Medical Assistance cases (a)	18,441	18,700	19,300	19,200	500
Food Share Cases (a)	7,497	7,800	9,300	9,000	1,200
W-2 Child Care Average Monthly Cases (a)	830	855	830	855	-
Call Center Data					
Average minutes to answer a call (b)	5.77	6.50	6.50	6.25	(0.25)
Application processing timeliness (c)	99.3%	95.0%	95.0%	95.0%	0.0%

- (a) WEBI Income Maintenance Management Report-Active Program Combination Dashboard (duplication of case numbers may occur between programs)
- (b) Consortia 12 Month Roll-up Report (10 min benchmark)
- (c) WEBI Income Maintenance Management Report-Application History Landing Report (95% benchmark)



This shows unduplicated caseload totals as opposed to the Program Activities chart where a case may appear in multiple areas if there is more than one benefit being received.

Economic Services Administration and Support (cont.)



A high number of Investigations in a given year will translate to higher incentive dollars in future years, as there is a lag between opening an investigation, and collecting against any balances determined to be an overpayment.

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

Program Description

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

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	20.92	22.40	22.40	22.00	(0.40)
General Government	\$704,771	\$1,341,891	\$1,787,613	\$1,837,448	\$495,557
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$200,118	\$173,975	\$183,975	\$193,975	\$20,000
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$171,658	\$97,844	\$154,865	\$107,844	\$10,000
Apr. Fund Balance	\$150,001	\$150,000	\$150,000	\$150,000	\$0
County Tax Levy (Credit)	\$3,690,231	\$3,613,925	\$3,613,925	\$3,281,878	(\$332,047)
Total Revenues	\$4,916,779	\$5,377,635	\$5,890,378	\$5,571,145	\$193,510
Personnel Costs	\$1,850,699	\$2,077,328	\$2,214,774	\$2,100,369	\$23,041
Operating Expenses	\$2,901,247	\$2,997,388	\$2,937,785	\$3,160,110	\$162,722
Interdept. Charges	\$311,358	\$302,919	\$302,657	\$310,666	\$7,747
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$5,063,304	\$5,377,635	\$5,455,216	\$5,571,145	\$193,510
Rev. Over (Under) Exp.	(\$146,525)	\$0	\$435,162	\$0	\$0

Program Highlights

General government revenues increase by \$495,600 to \$1,837,400, primarily due to an increase in the Child and Families state contract allocation of \$516,000. After increased advocacy from counties for Child Protective Service funding, a \$1,428,000 base increase to the CFA allocation was awarded beginning in 2020. At the time of creation of the 2020 budget, the increase to Waukesha County was unknown and an estimate of \$800,000 was included. The additional funding of \$628,000 was received and approved via county ordinance. That funding continues in 2021 and this increase provides necessary supports and services for both Child Protective and Juvenile Justice cases. There is a decrease of \$25,000 in Targeted Safety Support Services program based on trend. IV-E legal revenues are increasing \$4,600 due to an increase in the state allocation.

Charges for services revenue for billable out of home care services increases by \$20,000 based on trend.

Other revenue increases by \$10,000 based on trend. Other revenue includes Supplemental Security Income/Social Security (SSI/SS) collections from clients for cost of care.

Fund balance appropriation remains at \$150,000 to provide one-time funding related to department-wide initiatives for alternative placements for children.

Personnel costs are budgeted to increase by \$23,000. This is due to cost to continue for existing 22.00 FTE staff after transferring 0.35 FTE social worker and 0.05 human services supervisor position to Children and Special Needs.

**Children & Family Services:
In-home Safety/Out of Home Placement Services (cont.)**

Operating expenses are budgeted to increase by \$162,700 to \$3,160,100. This is primarily due to a \$253,700 increase in contracted services including a contracted Mental Health/Substance Abuse Assessment worker, Parent Child Interaction Therapy counseling, and the continuation of the 5.00 FTE case aides which started in 2020. An increase of \$20,000 relates to the purchase of a software program that supports the division's increased Family Find efforts. This is partially offset by a \$50,000 reduction to the respite services contract due to fewer children receiving services as more children are receiving respite through the Children's Long Term Support or Children's Community Option Program funding. In addition there is a decrease of \$30,000 in purchases from the Targeted Safety and Support program based on trend. Out of home care expenses were reduced by \$40,000 due to the ongoing effort to put children in the least restrictive and most cost-effective placements. The Family Partnership Initiative expense was reduced by \$20,000 as most of the participants are now funded through the Children's Long Term Support (CLTS) waiver program.

Interdepartmental charges increase by about \$7,700 primarily due to changes in end user technology and cell phone expenses.

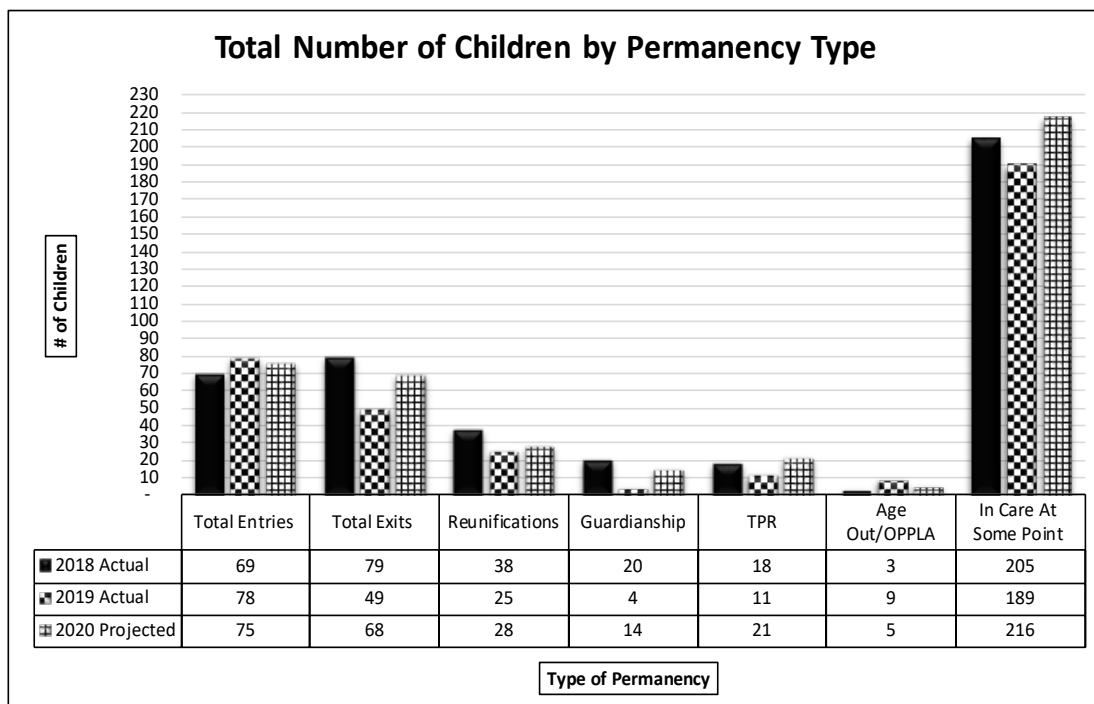
Program Activities

Program Activity - Out of Home Placement	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Number of:					
Foster Care					
Children	199	185	195	190	5
Days of Care	48,867	38,556	55,032	45,353	6,797
Expenditures	\$ 1,527,581	\$ 855,000	\$ 1,161,408	\$ 985,000	130,000
Group Home					
Children	3	3	4	4	1
Days of Care	750	606	528	489	(117)
Expenditures	\$ 152,255	\$ 130,000	\$ 144,000	\$ 140,000	10,000
Residential Care Center					
Children	5	6	4	4	(2)
Days of Care	993	1,802	917	1,154	(648)
Expenditures	\$ 438,917	\$ 830,533	\$ 492,360	\$ 650,533	(180,000)
Terminations of Parental Rights (TPR)					
Cases	11	20	21	15	(5)

Note: With Federal Family First legislation being implemented in November of 2021 significant emphasis has been made to maintain children in their homes or with relatives through Family Find efforts. These lower cost placements and additional supportive services have resulted in fewer kids requiring Group Home or Residential level of care. This chart does not include any expenses that were incurred as a result of the COVID-19 pandemic and were not funded by the county.

Children & Family Services:
In-home Safety/Out of Home Placement Services (cont.)

Program Activity - Child and Family Unit	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Number of:					
Families Served	236	235	236	225	(10)
New Cases					
In Home	50	40	30	45	5
Out of Home	37	60	60	60	-
Total New Cases	87	100	90	105	5



**Children with Special Needs Unit
(Includes Birth to Three Program)**

Program Description

The Children with Special Needs unit includes the following three (3) program areas: Birth to Three, Children’s Long-Term Support, and Children’s Community Options Program (CCOP). The Birth to Three program is a public/private partnership with Lutheran Social Services (LSS). It provides early intervention services to parents with children from birth to age three with special needs, who demonstrate at least 25% delay in one or more areas of development, or have a diagnosed condition which will likely result in developmental delays. Examples include Downs Syndrome, Autism, Spina Bifida, and Cerebral Palsy.

Another area includes the federal/state Medicaid Home and Community Based Service Waiver for Children’s Long Term Support (CLTS Waiver funding). It provides fully funded and locally-matched tax levy funding for children diagnosed with severe and chronic disabilities to purchase supports and services that enable these children to remain living safely at home and in their communities. Intake and eligibility determination for both CLTS and CCOP programming is transferring from the State Department of Health Services to the county beginning in 2021.

Finally, the Children’s Community Options Program provides fully funded State dollars to parents of children with disabilities to purchase goods or services that enable the child to remain safely living at home. This funding can also be used as local match for the CLTS waiver program.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	7.60	7.60	8.60	11.00	3.40
General Government	\$3,248,639	\$3,805,539	\$3,672,393	\$4,830,572	\$1,025,033
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$207,778	\$225,000	\$130,000	\$195,000	(\$30,000)
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$347,274	\$327,707	\$430,188	\$400,000	\$72,293
Appr. Fund Balance	\$104,826	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	(\$162,841)	(\$169,354)	(\$169,354)	(\$67,753)	\$101,601
Total Revenues	\$3,745,676	\$4,188,892	\$4,063,227	\$5,357,819	\$1,168,927
Personnel Costs	\$678,958	\$688,727	\$761,535	\$1,045,673	\$356,946
Operating Expenses	\$3,094,269	\$3,444,844	\$3,668,398	\$4,156,198	\$711,354
Interdept. Charges	\$44,560	\$55,321	\$54,793	\$155,948	\$100,627
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$3,817,787	\$4,188,892	\$4,484,726	\$5,357,819	\$1,168,927
Rev. Over (Under) Exp.	(\$72,111)	\$0	(\$421,499)	\$0	\$0

Program Highlights

General government revenues are budgeted to increase by \$1,025,000 to \$4,830,600. This is mainly due to a \$925,500 increase in Children’s Long Term Support (CLTS) case management revenue as a result of the state mandate to eliminate CLTS wait lists and the subsequent increased volume of both contracted staff and CLTS Waiver clients served. This also includes an increase of \$155,000 in Children’s Community Options Program (CCOP) revenue based changes in state guidelines requiring increased utilization for non-CLTS eligible expenses. This is offset by a \$55,000 decrease in revenue from indirect costs, which was transferred to the Administration division to cover additional administrative costs associated with the CLTS program workload.

Charges for services revenue budget decreases by \$30,000. This is due to a decrease of \$20,000 in Parental Payment Limit revenue which will have an offsetting expense reduction. In addition CCOP targeted case management revenue is decreased \$10,000, as these kids are all being billed for CLTS service coordination instead.

Children with Special Needs Unit (cont.)

Other revenue which includes reimbursement through the Third Party Administrator for the purchase of products and services made for CLTS clients increases \$72,300 due to the increased volume of clients served. This revenue has an offsetting expense.

Personnel costs increase by about \$357,000 which is cost to continue for the 7.60 FTE and the creation of a 1.00 human services coordinator using additional Child and Family Allocation funding in 2020 by enrolled ordinance 174-087, 1.00 FTE social worker and a 1.00 FTE human services support specialist to complete the intake and eligibility determinations for the CLTS and CCOP programs which is transferring from the State of WI Department of Health Services to Waukesha County beginning in 2021. A 0.35 FTE social worker and a 0.05 FTE human services supervisor is transferred in from Children and Family In-Home Safety and Out of Home Placement services.

Operating expense is budgeted to increase by \$711,400 to \$4,156,200. This is mostly due to increased contracted service costs of \$406,000 related to the state's mandate to eliminate CLTS wait lists, and the subsequent increased volume of both contracted staff and CLTS Waiver clients served. There is an increase to the CCOP expense of \$140,000 due to changes in state guidelines requiring increased utilization for non-CLTS eligible expenses. There is also an increase to CLTS expenses of \$72,300 for purchases of products and services to CLTS clients which are associated with an offsetting revenue. State of WI DD Centers expense increases \$56,000 due to an increased need for this service which currently has a wait list. Also, the Birth to Three contract is increased \$47,000. Cell phone expense increases \$9,800 due to additional staffing needs. This is offset by a decrease of \$20,000 in Parental Payment Limit expenses which has an offsetting revenue reduction.

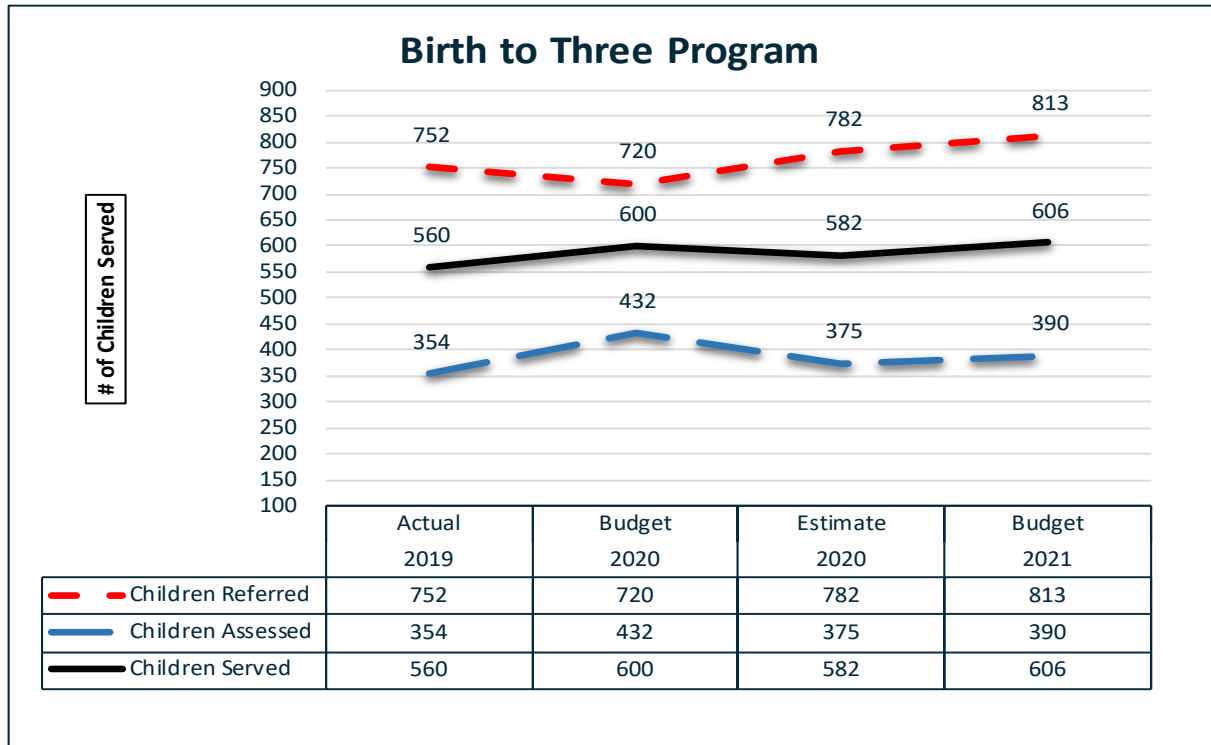
Interdepartmental charges increase by \$100,600 mainly due to updated allocation of end user technology charges for 27.00 contracted FTE.

Program Activities

Program Activity - Birth to Three *	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Number of:					
Children Referred	752	720	782	813	93
Children Assessed	354	432	375	390	(42)
Children Served	560	600	582	606	6
Children Served in Trauma At-Risk (not B-3 eligible)	58	55	31	65	10

*A Dept of Justice grant is now serving an additional 55 children.

Children with Special Needs Unit (cont.)



Program Activity - Childrens Long Term Support (CLTS) Waiver	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Number of:					
Children Served					
CLTS Waiver	876	1,015	928	1,072	57
Children's COP Program	234	125	250	300	175
Total Children Served	1,110	1,140	1,178	1,372	232
Waiver Cases					
Assessments	227	225	235	200	(25)
New cases opened	215	187	225	180	(7)
Cases closed	167	65	65	70	5
Kids on waiting list for Children's COP Program or waiver support	-	-	147	-	-

**Children with Long-Term Support Needs (CLTS)
Third Party Administrator**

Program Description

During 2010, the Centers for Medicare and Medicaid Services required that renewal of the Children's Long-Term Support (CLTS) Waiver must comply with federal regulations for implementing a standardized, statewide Medicaid Management Information System for processing provider claims and encounter level data reporting no later than December 31, 2011. The State of Wisconsin Department of Health Services selected Wisconsin Physicians Service (WPS) as the contracted vendor for the Third Party Administrator (TPA) claims implementation. All County Waiver Agency (CWA) claims were paid through WPS, removing claims from being recorded on the county financial records. Early in 2013, the State issued an opinion that payments made by the TPA to service providers are grant expenditure and must be treated as such in 2013 and future audits, and must also be included on the Schedule of Expenditure of Federal and State Awards (SEFSA).

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	0.00	0.00	0.00	0.00	0.00
General Government	\$2,960,927	\$8,840,934	\$3,212,741	\$6,112,234	(\$2,728,700)
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$2,960,927	\$8,840,934	\$3,212,741	\$6,112,234	(\$2,728,700)
Personnel Costs	\$0	\$0	\$0	\$0	\$0
Operating Expenses	\$2,960,927	\$8,840,934	\$3,212,741	\$6,112,234	(\$2,728,700)
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$2,960,927	\$8,840,934	\$3,212,741	\$6,112,234	(\$2,728,700)
Rev. Over (Under) Exp.	\$0	\$0	\$0	\$0	\$0

Program Highlights

General government revenues and operating expenses are budgeted to decrease \$2,728,700 due to a decrease to the state allocation. There is no tax levy impact to this transaction as the revenue and expenses are pass-through required by the State of Wisconsin and are informational-only transactions.

Adolescent and Family Services

Program Description

Provide court supervision, and treatment to delinquent youth, as well as juveniles and children in need of protection or services. Services to these children and their families are directed at maintaining the children in their own homes and communities, reducing delinquency recidivism, and promoting family and public safety. Services include regularly scheduled family and individual meetings, collaboration with schools and academic programs, provision of alternatives to traditional sanctions (i.e., Positive Youth Initiative, mediation, community service and teen court), monitoring compliance with court orders and school attendance, conflict resolution, case coordination, group counseling, and independent living training/preparation. Intensive tracking, home detention, youth accountability groups, and electronic monitoring are provided through contracts. In addition to these in-home services, monitoring and coordination of correctional and correctional aftercare placements, and monitoring and coordination of foster care, group home, and residential care center placements of delinquent youth and juveniles in need of protection and services are provided.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	35.50	31.00	31.00	31.00	0.00
General Government	\$3,840,062	\$3,698,491	\$3,683,894	\$3,716,982	\$18,491
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$148,836	\$186,200	\$126,200	\$186,200	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$34,257	\$59,802	\$68,946	\$59,802	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$2,069,704	\$1,396,285	\$1,396,285	\$1,346,920	(\$49,365)
Total Revenues	\$6,092,859	\$5,340,778	\$5,275,325	\$5,309,904	(\$30,874)
Personnel Costs	\$3,429,699	\$2,998,556	\$3,107,721	\$3,068,181	\$69,625
Operating Expenses	\$1,889,606	\$2,066,045	\$2,027,573	\$1,982,008	(\$84,037)
Interdept. Charges	\$255,909	\$276,177	\$276,507	\$259,715	(\$16,462)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$5,575,214	\$5,340,778	\$5,411,801	\$5,309,904	(\$30,874)
Rev. Over (Under) Exp.	\$517,645	\$0	(\$136,476)	\$0	\$0

Program Highlights

General government revenues are budgeted to increase by \$18,500 to \$3,717,000 due to an increase in revenue from the Child and Family State allocation of \$50,000. This is offset by a decrease of \$32,000 in the Youth Aids allocation.

Charges for services revenue remains the same for 2021.

Other revenue includes projected Supplemental Security Income/Social Security (SSI/SS) collections from clients for cost of care and remains the same for 2021.

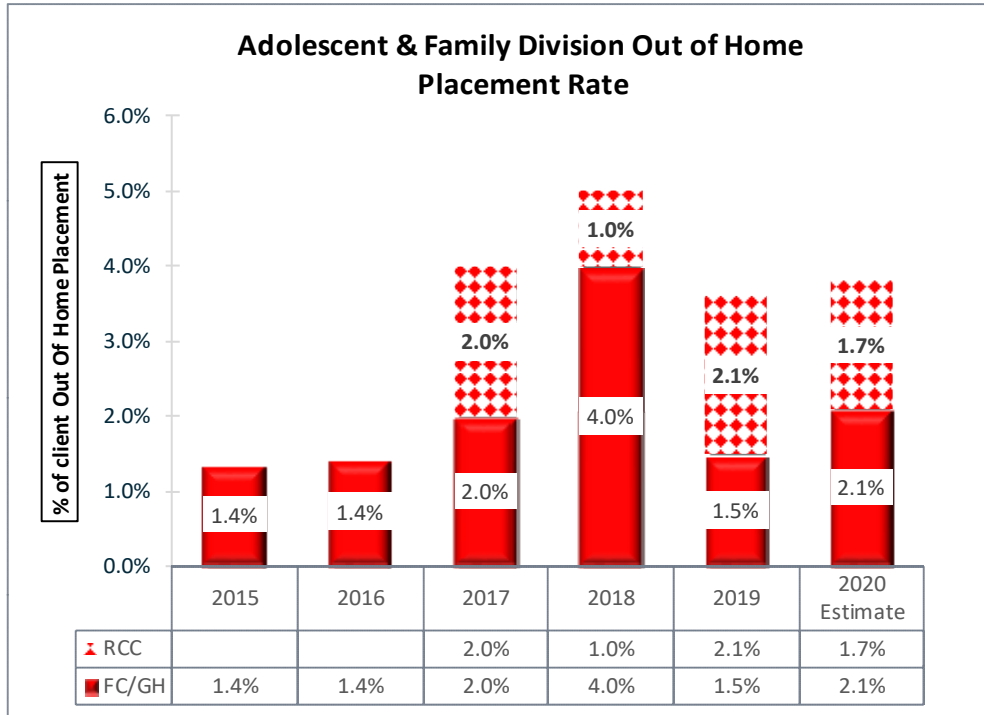
Personnel costs are budgeted to increase by about \$69,600 to \$3,068,200. This is due to cost to continue for the existing 31.00 FTE staff.

Operating expenses are budgeted to decrease by about \$84,000 to \$1,982,000. Juvenile correctional placement expenses have been reduced by \$40,000 and out of home care expenses have been reduced by \$40,000 overall based on projected utilization. Contracted services decreases about \$5,000, which includes the elimination of the mediation contract of \$42,000 which will be brought in-house, the Eye Movement Desensitization and Reprocessing (EMDR) expense of \$3,000 which transferred to the Clinical Services division, and a reduction to the Positive Youth Initiatives budget of \$10,000. This is offset by an increase to the intensive in-home therapeutic agency of \$50,000 using the additional Child and Family allocation funds.

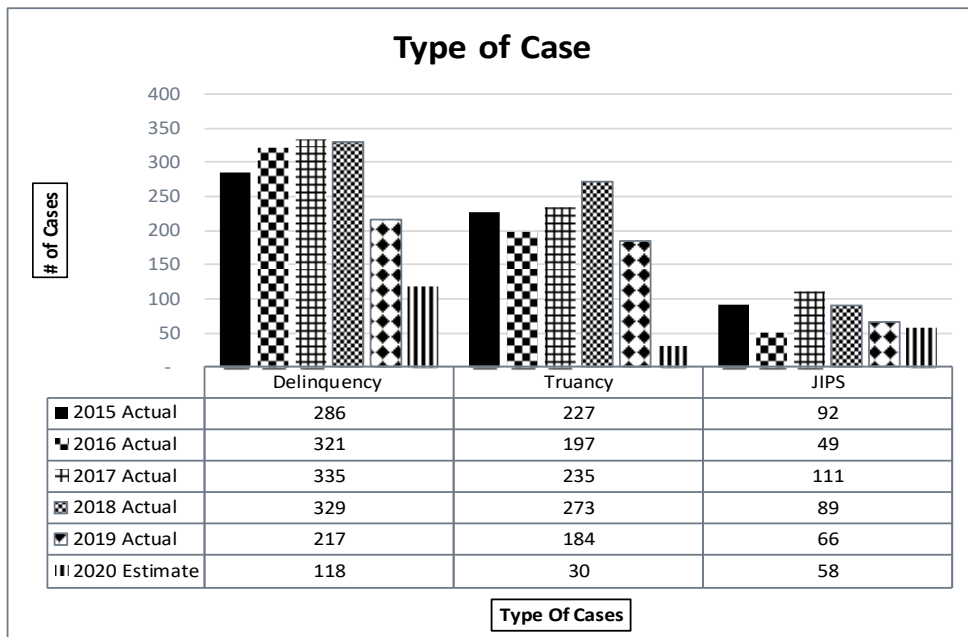
Interdepartmental charges decrease by approximately \$16,500. This is primarily due to the reallocation of end user technology expenses and collection charges.

Adolescent and Family Services (cont.)

Program Activities



Note: Beginning in 2017 the formula for calculating out of home placement rate changed to include youth placed in residential care centers (RCC). The goal is to minimize the number of youth removed from their family. When a removal is necessary, the goal is to place youth in the least restrictive environment.



Note: Delinquency rates have decreased over the past few years. Truancy and Juveniles In Need of Protective Services (JIPS) rates have fluctuated slightly but have remained fairly stable for the past several years. The 2020 estimates are significantly impacted by the COVID-19 pandemic.

Note: The recidivism rate shows the percentage of youth who reoffend following intervention.

Adolescent and Family Services (cont.)

Program Activity - Alternate Care	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Number of:					
Foster Care					
Youth	14	20	16	16	(4)
Days of Care	2,735	3,119	3,043	3,191	72
Expenditures	\$ 116,481	\$ 219,844	\$ 126,987	\$ 139,844	(80,000)
Group Homes					
Youth	7	6	6	6	-
Days of Care	1,444	958	968	950	(8)
Expenditures	\$ 295,824	\$ 209,440	\$ 217,787	\$ 224,440	15,000
Residential Care Centers					
Youth	11	11	12	11	-
Days of Care	1,276	1,578	1,678	1,448	(130)
Expenditures	\$ 515,503	\$ 643,200	\$ 737,510	\$ 668,200	25,000
State Correctional					
Days of Care of juveniles in State correctional institutions	348	325	366	213	(112)
State charges for correctional institution placement	\$ 130,004	\$ 158,586	\$ 194,712	\$ 118,586	\$ (40,000)

Note: This chart does not include any expenses that were incurred as a result of the COVID-19 pandemic and were not funded by the county.

Juvenile Center

Program Description

Provides 24-hour care and supervision to delinquent and status offender youth who are court-ordered to be held in boy's secure detention at the Juvenile Center. Physical custody determinations are provided by Juvenile Center supervisory staff. On grounds schooling is provided, as well as daily structured activities. Nursing, dietician, and physician services are provided through contracts. Female secure detention services are purchased from the Washington County Juvenile Detention Facility. Lad Lake, Inc. provides male and female shelter care services through a contract at a licensed facility located in Dousman, WI.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	10.55	10.17	10.17	10.79	0.62
General Government	\$41,401	\$41,401	\$42,841	\$41,401	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$187,129	\$161,500	\$131,500	\$164,000	\$2,500
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$1,080	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$14,000	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$1,572,138	\$1,724,994	\$1,724,994	\$1,771,113	\$46,119
Total Revenues	\$1,815,748	\$1,927,895	\$1,899,335	\$1,976,514	\$48,619
Personnel Costs	\$790,144	\$769,064	\$765,721	\$755,487	(\$13,577)
Operating Expenses	\$1,045,958	\$1,087,295	\$1,055,187	\$1,134,314	\$47,019
Interdept. Charges	\$59,733	\$71,536	\$50,956	\$86,713	\$15,177
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,895,835	\$1,927,895	\$1,871,864	\$1,976,514	\$48,619
Rev. Over (Under) Exp.	(\$80,087)	\$0	\$27,471	\$0	\$0

Program Highlights

General government revenues from Youth Aids and the Child and Families Allocation remain at the 2020 budget level.

Charges for services increase by \$2,500 related to fees charged for child care days of service in shelter care and secure detention.

Personnel costs are budgeted to decrease by about \$13,600 due to costs to continue for the existing 10.17 FTE staff and some reductions due to turnover of long-time staff. Extra help and overtime are increased by 0.62 FTE.

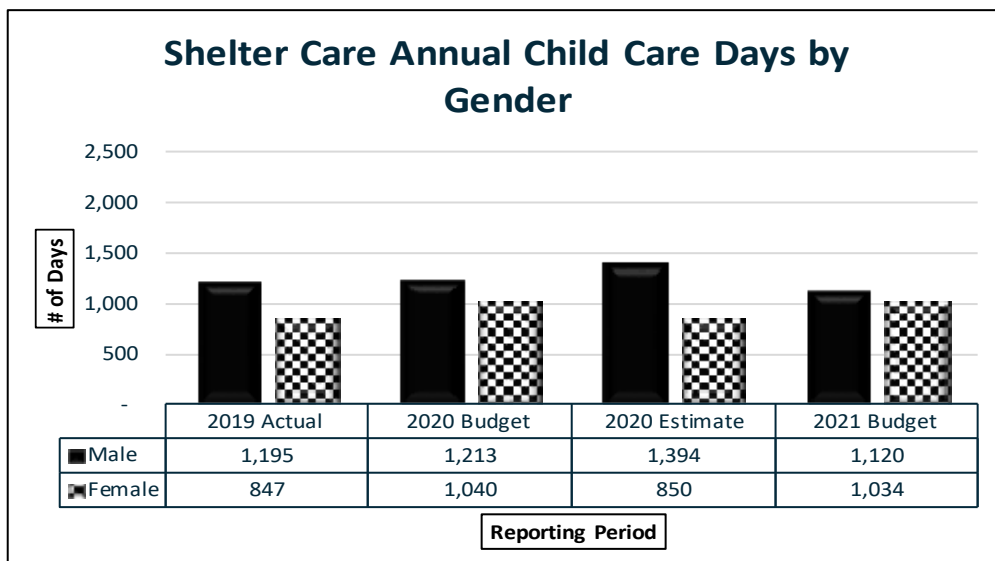
Operating expenses increase by about \$47,000 primarily due to projected increases for purchase of service contracts related to shelter care, which is offset by a small reduction in female secure detention costs.

Interdepartmental charges are budgeted to increase by \$15,200. This is due to an increase in end user technology expenses of about \$15,000 and collection charges of \$8,500. This is partially offset by a decrease of \$6,000 to Sheriff Department transportation costs for shelter care and female secure juveniles based on trend. There is also a decrease of \$2,200 in telephone expenses.

Juvenile Center (cont.)

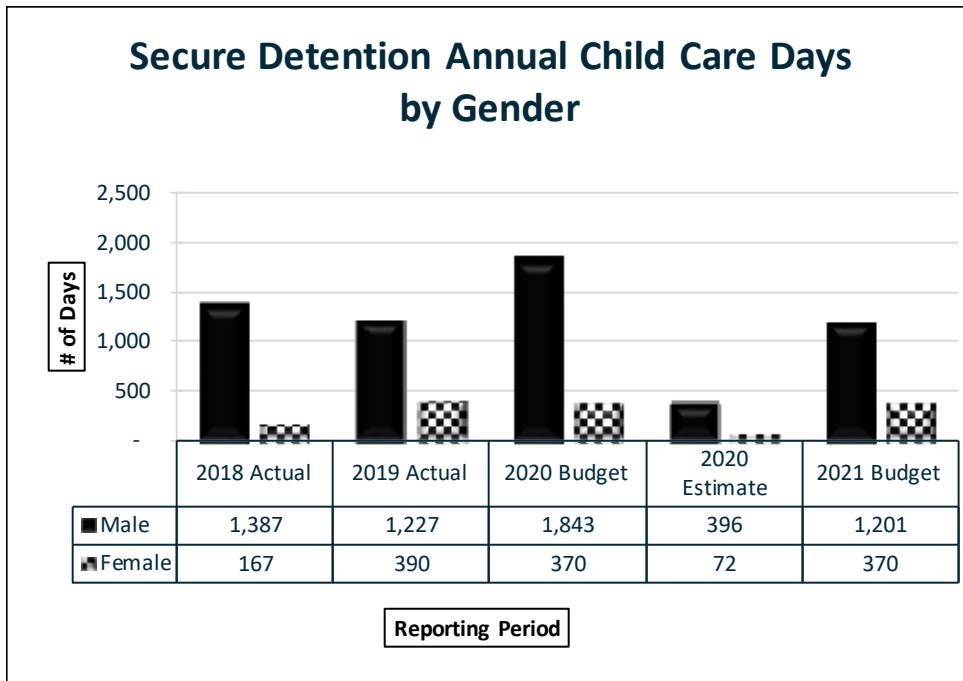
Program Activities

Program Activity - Juvenile Center	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Number of:					
Contracted Non-Secure Detention/Shelter Care at Lad Lake					
Days of Care – County Residents	2,042	2,253	2,244	2,154	(99)
Days of Care– Out of County Residents	-	-	-	-	-
Total Days of Care	2,042	2,253	2,244	2,154	(99)
Average daily population	5.60	6.30	6.15	5.90	(0.40)
Secure Detention at Waukesha County Juvenile Center (Males Only)					
Days of Care – County Residents	762	1,259	245	745	(514)
Days of Care – Out of County Residents	465	584	151	456	(128)
Total Days of Care	1,227	1,843	396	1,201	(642)
Average daily population	3.36	3.47	1.10	3.29	(0.18)
Contracted Secure Detention at Washington County Facility (Females Only)					
Days of Care - County Residents	390	370	72	370	-
Average daily population	1.10	1.24	0.20	1.24	-



The shelter has reached capacity on several occasions during the past 5 years. The male shelter was at capacity for 5 consecutive weeks in 2019. Further, there were several youth placed on extended stays at the shelter during spring 2020 due to lack of community providers. Estimates for 2021 are based on a 5-year rolling average.

Juvenile Center (cont.)



The 2020 estimate is significantly lower than budget. Only youth who posed significant risk to the community were held in secure detention during the spring of 2020 due to concerns regarding COVID-19 being transmitted in congregate care settings. Estimates for 2021 are based on a 5- year rolling average.

Mental Health Outpatient-Clinical

Program Description

The Clinical Services Division provides behavioral medicine, treatment, and support services to citizens of Waukesha County who are experiencing symptoms of mental health and substance use disorders. The service delivery system is consistent with State Statute Chapter 51 requirements and applicable state and federal regulations. The array of services creates a continuum of care, including diagnostic services, medication management, crisis intervention, individual and group therapy, case management, independent living training, peer support, residential rehabilitation, and acute psychiatric inpatient treatment. Services are individualized to maximize each client's independence, recovery, self-management of symptoms, and to prevent relapse.

The Mental Health Outpatient-Clinical program provides state certified outpatient mental health clinic services, substance use services, and crisis intervention services serving children, youth, and adults. The staff includes the professional services of psychiatrists and advanced practice nurse practitioners for psychotropic medication management. Support services are available to uninsured clients to access patient assistance programs and low-cost medication plans. Access to specialized inpatient services at state mental health institutes, including geropsychiatry, child psychiatry, and secure placements for adults are initiated and monitored through the outpatient clinic.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	38.92	48.87	48.87	47.70	(1.17)
General Government	\$1,516,292	\$1,541,567	\$2,165,528	\$1,256,306	(\$285,261)
Fine/Licenses	\$298,479	\$348,100	\$250,000	\$300,000	(\$48,100)
Charges for Services	\$1,347,281	\$1,337,788	\$1,209,252	\$1,452,736	\$114,948
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$1,688,443	\$1,735,504	\$1,538,355	\$1,598,518	(\$136,986)
Appr. Fund Balance	\$471,439	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$5,830,601	\$6,110,069	\$6,110,069	\$5,840,949	(\$269,120)
Total Revenues	\$11,152,535	\$11,073,028	\$11,273,204	\$10,448,509	(\$624,519)
Personnel Costs	\$4,031,659	\$5,306,007	\$5,078,813	\$5,428,743	\$122,736
Operating Expenses	\$5,676,971	\$5,354,485	\$5,485,681	\$4,590,210	(\$764,275)
Interdept. Charges	\$379,178	\$412,536	\$424,207	\$429,556	\$17,020
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$10,087,808	\$11,073,028	\$10,988,701	\$10,448,509	(\$624,519)
Rev. Over (Under) Exp.	\$1,064,727	\$0	\$284,503	\$0	\$0

Program Highlights

General government revenues decrease by \$285,300 to \$1,256,300 due to changes in grant funding. Funding that will continue in the 2021 budget is the Coordinated Service Teams grant of \$60,000, the Mental Health Block grant of \$109,500, the Substance Use Block grant of \$421,500, the Youth Crisis grant of \$69,400, the Urban Youth Prevention grant of \$49,400, and the Bureau of Justice Assistance-Justice and Mental Health Collaboration Program grant of \$259,600. The State Opioid Response grant will end on September 29, 2020 and notification of the next cycle of funding is pending which reflects a decrease of \$254,300. The state grant award for the Prevention of Drug Overdose will decrease by \$34,700 to \$170,400 that will expire on August 31, 2021.

Fines and license revenues decrease by \$48,100 based on current and prior year revenue history pertaining to the Intoxicated Driver Program.

Mental Health Outpatient-Clinical (cont.)

Charges for services are budgeted to increase by \$114,900 or 8.6% over the 2020 budget to \$1,452,700. This is mostly attributable to an increase in clinical revenues for 24/7 crisis intervention services, as well as outpatient mental health and substance use treatment services.

Other revenue is budgeted to decrease \$137,000 driven by an increase of \$100,000 in eligible expenses to be reimbursed from the Wisconsin Medicaid Cost Reporting (WMCR) settlement, largely offset by a decrease of \$193,000 in client reimbursements for services received at the state mental health institutes at Winnebago and Mendota related to an anticipated decrease in client placements. Furthermore, collections decrease by \$44,000.

Personnel costs are budgeted to increase by \$122,700 to \$5,428,700 driven by the costs to continue of 47.70 FTE staff assigned to this program. Extra help decreases by 1.69 FTE to 2.78 FTE and overtime increases 0.50 FTE to 0.67 FTE. The budget includes the creation of a 0.50 FTE psychometric technician of which 0.25 FTE is allocated to Outpatient – Clinical, partially offset by an overall reduction of 0.20 FTE senior clinical psychologist. The change from senior clinical psychologist to psychometric technician is to utilize a lower level position to conduct psychological testing. Other adjustments include the transfer in of 0.20 FTE clinical therapist to the Counseling & Wellness unit from Outpatient-Intensive, and the transfer of 0.23 FTE weekend registered nurse to the Mental Health Center.

Operating expenses are budgeted to decrease by \$764,300 to \$4,590,200. Expenses for adults and children at the state mental health institutes decrease by \$147,600 as days of care decrease based on trends associated with a reduction in the total number of emergency detentions. Contracted psychiatric services also decrease by \$110,200 based on coverage needs and the use of a part-time APNP. Contracted services for substance use transitional residential decrease by \$429,600 due to only including costs covered by the Substance Use Block grant. It is anticipated that Medicaid will cover transitional residential services in 2021. Prescription medication costs decrease by \$84,200 due to the State Opioid grant ending in September 2020. The department will continue to seek and evaluate grant funded opportunities to support substance use and mental health treatment services throughout 2021. In addition, mileage increases by \$3,800 based on trend and advertising by \$3,320 pertaining to the Prevention of Drug Overdose grant.

Interdepartmental charges increase by \$17,000 to \$429,600. This is mostly due to an increase of \$16,000 for collection services, \$20,600 in sheriff transportation charges based on prior year activity, and \$4,400 in vehicle liability insurance. This is partially offset by a decrease of \$22,300 in end user technology and communication costs based on FTE count and technology needs.

Program Activities

Program Activity - Mental Health Outpatient	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Number of:					
MH Outpatient Clinical					
Outpatient – MH - Unduplicated count	4,016	4,500	4,500	4,500	-
Outpatient - SU - Unduplicated count	959	1,100	1,100	1,100	-
Service Contacts					
Mental Health / Therapy (a)	5,544	17,000	5,880	6,000	(11,000)
Medication Management (a)	8,701	3,450	8,580	8,750	5,300
Substance Use Treatment	16,978	17,750	15,760	17,000	(750)
Residential and Inpatient Services					
Substance Use Residential: Days of Care (b)	6,648	6,330	6,330	2,281	(4,049)
State Institutes: Days of Care (children)	220	224	240	224	-
State Institutes: Days of Care (adults)	1,732	1,886	1,764	1,764	(122)
Crisis Intervention					
In Person Risk Assessment	1,315	1,500	1,250	1,350	(150)
Crisis Inbound Calls	4,406	4,500	4,600	4,700	200

(a) Budget change due to revised set of data used to more accurately reflect service.

(b) Budget change due to decrease in funding.

Mental Health Outpatient-Intensive

Program Description

The Mental Health Outpatient-Intensive program (located at the Mental Health Center) is comprised of two units. The Treatment and Support Services Unit (TSSU) provides an array of community based mental health services to residents of Waukesha County through the state certified program, Comprehensive Community Services (CCS). The second unit is the state certified Community Support Program (CSP). Additional services are provided through Targeted Case Management (TCM) and Community Recovery Services (CRS) benefits for eligible clients.

Residential care in group homes, adult family homes, and institutional settings is provided through contracts with multiple specialized programs throughout Wisconsin.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	24.22	21.65	21.65	21.77	0.12
General Government	\$692,352	\$796,882	\$692,352	\$692,352	(\$104,530)
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$2,811,134	\$3,017,846	\$2,545,000	\$2,721,650	(\$296,196)
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$1,628,651	\$2,821,411	\$2,728,386	\$2,721,411	(\$100,000)
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$2,599,957	\$2,132,867	\$2,132,867	\$2,534,762	\$401,895
Total Revenues	\$7,732,094	\$8,769,006	\$8,098,605	\$8,670,175	(\$98,831)
Personnel Costs	\$2,310,837	\$2,211,624	\$2,295,838	\$2,313,690	\$102,066
Operating Expenses	\$6,148,129	\$6,362,061	\$6,427,250	\$6,118,921	(\$243,140)
Interdept. Charges	\$224,047	\$195,321	\$195,189	\$237,564	\$42,243
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$8,683,013	\$8,769,006	\$8,918,277	\$8,670,175	(\$98,831)
Rev. Over (Under) Exp.	(\$950,919)	\$0	(\$819,672)	\$0	\$0

Program Highlights

General government revenues decrease by \$104,500 to \$692,400 due to a one-time supplemental award for the Community Mental Health Services Block grant ending on September 30, 2020. State funding for the Community Support Program remained flat at \$88,600.

Charges for services are budgeted to decrease by approximately \$296,200 to \$2,721,700. This reflects a budgeted decrease in client fee revenue for services billed to Medicaid for the CRS program by \$248,000 to \$452,000 based on an estimate of reimbursement available under the state's fee for service reimbursement model effective July 1, 2018. CCS client fee revenue remains flat at \$1,650,000 based on prior-year actual revenues. Community Support Program revenue is budgeted to decrease by \$47,800 to \$620,000 based on current year trends.

Other revenue is budgeted to decrease by \$100,000 to reflect the prior year revenue for CCS and CRS program cost settlements. CCS prior year cost settlement is expected to decrease by \$225,000 to \$1,917,600 based on previous years and anticipated cost settlement reimbursements in 2021. The CRS prior year cost settlement is projected to increase by \$125,000 to \$482,600 based on previous years and anticipated cost settlement reimbursement in 2021.

Personnel costs are budgeted to increase by \$102,100 to \$2,313,700. This reflects the cost to continue for existing staff of 21.77 FTE. Extra help increases by 0.27 FTE to 1.22 FTE. The budget includes 0.05 FTE allocation of a newly created 0.50 FTE psychometric technician for psychological testing. Other adjustments include the transfer of 0.20 FTE clinical therapist to the Counseling & Wellness Unit.

Mental Health Outpatient-Intensive (cont.)

Operating expenses are budgeted to decrease by \$243,100 to \$6,118,900, mainly due to a decrease of \$188,100 in residential care services for clients that do not qualify for the CCS, CRS, or any other partially reimbursable programs. It is also anticipated that several higher cost placements will transition to services within the CCS and CRS community service array. The contracted services for CCS will decrease by \$52,700 based on trend for providers rendering services. A contracted 1.00 FTE position in the CSP program transitioned to a Waukesha County 0.60 LTE non-benefited position which mostly attributes to the decrease of \$95,500 in contracted services. In addition, residential care and treatment for clients in the CRS program increase by \$18,000 due to adding a new CRS provider in 2021. Contracted services for TSSU will increase by \$51,300 to include an additional 1.00 FTE position to support intensive services for clients in the community. CCS contracted services pertaining to the expansion of services to children and adolescents increases by \$22,500.

Interdepartmental charges are budgeted to increase by \$42,200. This is mostly due to \$35,000 for computer maintenance and replacement charges based on FTE count and technology needs. The telephone charges also increase by \$6,000 based on trend.

Program Activities

Program Activity – MH Outpatient Intensive	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Number of:					
Clients					
Comprehensive Community Services	147	145	145	145	-
Targeted Case Management	93	80	80	85	5
Community Support Program	165	160	155	155	(5)
Total Number of Clients	405	385	380	385	-
Program Days					
Comprehensive Community Services	20,062	18,400	18,400	21,000	2,600
Targeted Case Management	819	800	800	800	-
Community Support Program	13,265	14,500	13,000	13,500	(1,000)
Total Days of Care	34,146	33,700	32,200	35,300	1,600
Service Contacts					
Comprehensive Community Services	20,281	22,500	20,000	22,500	-
Targeted Case Management	3,933	4,800	4,800	4,800	-
Community Support Program	19,151	18,100	18,100	18,100	-
Total Service Contacts	43,365	45,400	42,900	45,400	-

Mental Health Center

Program Description

This budget reports the financial operations of the Mental Health Center (MHC) inpatient hospital for accounting purposes and state/federal reporting including federal/state Medicare cost report requirements. This program provides for all services related to admissions to the hospital for psychiatric emergency and other psychiatric hospitalizations and related support services.

The inpatient hospital program of the Mental Health Center provides 24-hour care including assessment, intervention, diagnosis, and treatment for individuals with acute and persistent mental illnesses requiring: diagnosis; medication monitoring and stabilization; individual, couple, and group counseling; and development of aftercare services. Alcohol detoxification management services are also provided. The facility has a capacity of 28 adults on two 14 bed units, and serves court-involved and voluntary patients.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	53.12	53.57	53.57	53.72	0.15
General Government	\$0	\$0	\$63,310	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$2,915,253	\$3,358,430	\$2,402,000	\$3,358,430	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$3,781	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$125,456	\$97,000	\$97,391	\$113,000	\$16,000
County Tax Levy (Credit)	\$3,928,252	\$4,052,675	\$4,052,675	\$3,962,065	(\$90,610)
Total Revenues	\$6,972,742	\$7,508,105	\$6,615,376	\$7,433,495	(\$74,610)
Personnel Costs	\$5,536,083	\$5,543,368	\$5,346,177	\$5,522,774	(\$20,594)
Operating Expenses	\$1,409,797	\$1,130,224	\$1,222,970	\$1,021,426	(\$108,798)
Interdept. Charges	\$855,172	\$834,513	\$765,131	\$889,295	\$54,782
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$7,801,052	\$7,508,105	\$7,334,278	\$7,433,495	(\$74,610)
Rev. Over (Under) Exp.	(\$828,310)	\$0	(\$718,902)	\$0	\$0

Program Highlights

Charges for services remains flat in the 2021 budget related to the 28-bed psychiatric hospital where days of care are expected to remain at 7,200 days based on trends. Revenue for copy and duplicating fees is budgeted to remain flat at \$3,000.

General Fund balance increases by \$16,000 to \$113,000. Facility projects totaling \$113,000 include: \$25,000 to replace the humidifier, \$25,000 for wall painting, \$20,000 for the replacement of aging furniture, \$20,000 to replace carpeting, \$18,000 for bathroom repairs and \$5,000 for elevator pit painting.

Personnel costs are budgeted to decrease by \$20,600 to \$5,522,800, which includes the cost to continue for 53.72 FTE staff assigned to this program. Extra help decreases by 1.04 FTE to 6.21 FTE and overtime increases by 0.06 FTE to 1.34 FTE. The budget includes the creation of 2.00 FTE registered nurses to provide more consistent coverage on evening and overnight shifts. 0.30 FTE senior clinical psychologist is transferred to Mental Health Outpatient - Clinical and replaced with 0.20 FTE allocation of the newly created 0.50 FTE psychometric technician. Other adjustments include unfunding 1.00 FTE chief psychiatrist and the transfer of 0.23 FTE weekend registered nurse from Outpatient - Clinical.

Operating expenses are budgeted to decrease approximately \$108,800 to \$1,021,400, primarily due to the prescription medication decrease of \$64,100 pertaining to the anticipated change in the medication ordering process, which will reduce the inventory needed on hand. In addition, the budget includes decreases of \$24,500

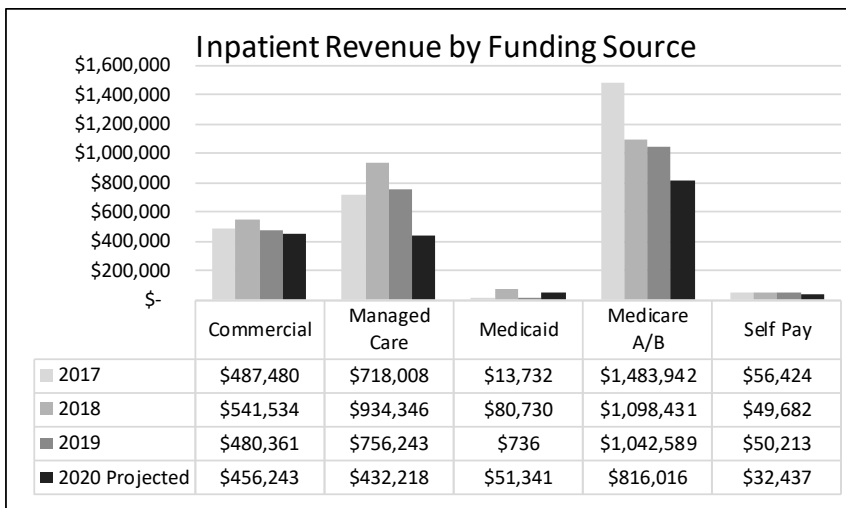
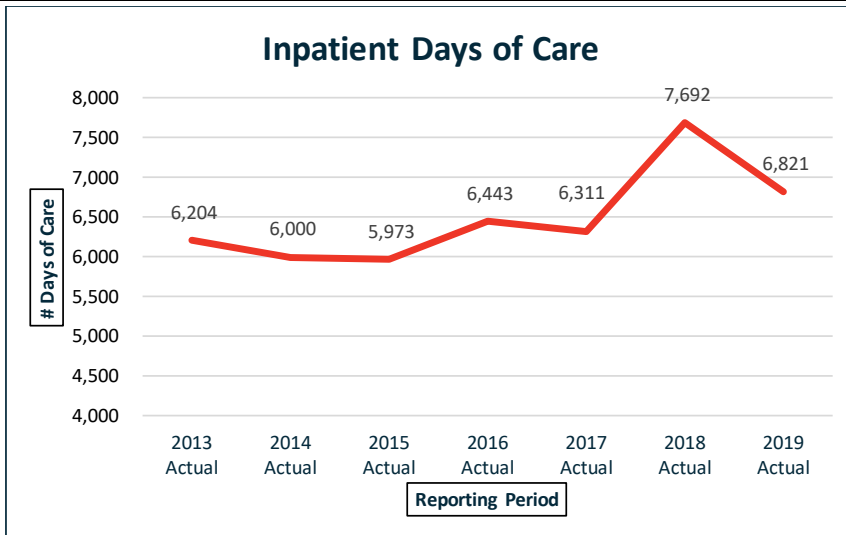
Mental Health Center (cont.)

in transcription services expenses related to the implementation of a voice activated transcription software, \$6,500 due to lower costs for interpretation services, \$6,800 in contracted psychiatric services based on coverage needed in 2021, \$5,100 in small equipments needs, and \$3,000 in telephone services based on cell phone usage.

Interdepartmental charges increase by approximately \$54,800. This is mostly due to the increase of \$83,600 for workers compensation and \$16,000 in building maintenance charges related to one-time projects in 2021. This is partially offset by a decrease of \$15,300 for computer maintenance and replacement charges based on FTE count and technology needs, \$22,000 in collection charges based on prior year activity, as well as a decrease in sheriff transport charges by \$8,800.

Program Activities

Program Activity - Mental Health Center	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Number of:					
Days of Care	6,821	7,200	6,000	7,200	-
Average Length of Stay (Days)	13.9	10.5	13.3	10.5	-
Average Daily Census	19.0	21.0	17.0	21.0	-
Admissions	477	685	450	685	-
Discharges	483	685	450	685	-



Criminal Justice Collaborating Council (CJCC)

Program Description

With the support of the Chief Judge, County Executive, and County Board, the Waukesha County Criminal Justice Collaborating Council (CJCC) was established in the fall of 2002. The Council was formed with several goals in mind including better understanding of crime and criminal justice problems, greater cooperation among agencies and units of local government, clearer objectives and priorities, more effective resource allocation, and the creation of additional criminal justice programming. The Council feels that, taken together, these results can increase public confidence in and support for criminal justice processes, and enhance system performance.

The mission of the Waukesha County CJCC is to enhance public safety and promote the effective and efficient administration of the criminal justice system through community collaboration by ensuring offender accountability and providing rehabilitative services, while recognizing the rights and needs of victims.

Health and Safety Pillar: Ensure the well-being of citizens

Objective #1: Electronic Monitoring Program Development

Through the CJCC Budget Objectives ad hoc Committee, created in early 2020, review recommendations of the 2019 Jail Study and work towards consensus on inmate screening/eligibility, future resource needs, and operational management of a county electronic monitoring program for offenders.

Finance Pillar: Protect taxpayer’s investment

Objective #2: Remote Court Appearances from the Jail

Through the CJCC Budget Objectives ad hoc Committee, collaborate with justice system partners to develop a pilot project for a remote court appearance video system within the jail. Funding for the pilot is budgeted within the Non-Departmental fund. Data collected from the pilot project related to use, policy, and cost effectiveness will be used to determine if a broader implementation is warranted.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	1.00	1.00	1.00	1.00	0.00
General Government	\$732,241	\$587,057	\$674,669	\$660,781	\$73,724
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$65,309	\$42,240	\$42,240	\$47,240	\$5,000
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$498	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$14,000	\$56,000	\$56,000	\$10,000	(\$46,000)
County Tax Levy (Credit)	\$1,135,502	\$1,173,806	\$1,173,806	\$1,181,641	\$7,835
Total Revenues	\$1,947,550	\$1,859,103	\$1,946,715	\$1,899,662	\$40,559
Personnel Costs	\$126,993	\$132,182	\$131,670	\$137,996	\$5,814
Operating Expenses	\$1,678,848	\$1,635,804	\$1,678,733	\$1,675,340	\$39,536
Interdept. Charges	\$119,428	\$91,117	\$92,642	\$86,326	(\$4,791)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,925,269	\$1,859,103	\$1,903,045	\$1,899,662	\$40,559
Rev. Over (Under) Exp.	\$22,281	\$0	\$43,670	\$0	\$0

Program Highlights

General government revenues increase by approximately \$73,700 to \$660,800, mainly due to the awarding of \$98,600 for the Pretrial Pilot grant funded through December 31, 2021 by the WI Department of Justice. Continuing is the Treatment Alternatives and Diversion (TAD) Drug Court grant funding of \$139,600, the state Department of Corrections (DOC) revenue for the Community Service Options (CSO) program of \$24,500, and the federal Pretrial Diversion Project grant of \$205,200. The DOC will also fund \$192,700 for the Drug Treatment Court program to sustain its current capacity due to the expiration of the Substance Abuse and Mental Health Services Administration (SAMHSA) Drug Court grant on September 29, 2020.

Charges for services is budgeted to increase by \$5,000 to \$47,200, due to an anticipated increase in OWI Treatment Court client fee revenue, based upon current trends. OWI Treatment Court fees are assessed based upon family

CJCC (cont.)

income. Client fees from the Day Report Center Program remain flat based on trending fee collection. Day Report Center participants are charged a flat fee, which is mandatory for all program participants, based upon length of stay.

General Fund balance will decrease by \$46,000 to \$10,000. The decrease of \$46,000 pertains to no fund balance needed to sustain the Drug Treatment Court program in 2021 as the state Department of Corrections will provide funding to sustain the program at its current capacity. Continuing is the \$10,000 for costs associated with judicial training pertaining to best practices in the operation of drug treatment courts and other CJCC initiatives.

Personnel costs increased by \$5,800 or 4.4% to \$138,000, reflecting the cost to continue for the 1.00 FTE justice services coordinator position.

Operating expenses are budgeted to increase approximately \$39,500, mostly related to the cost to continue of contracted services for various CJCC programs of \$16,300, assuming an average 1.5% increase for most vendors. In addition, grant related expenses increase by \$70,400 pertaining to the state Pretrial Pilot grant funding through December 31, 2021, which are offset by the decrease of \$46,000 in contracted expenses for the Drug Treatment Court program in-line with the Department of Corrections funding allocation.

Interdepartmental charges are budgeted to decrease about \$4,800, mainly for end user technology and communication costs based on technology needs.

Program Activities

CJCC activities include the following programs:

Pretrial Screening Program

Screens all newly booked inmates in the Waukesha County Jail, for the purpose of gathering and verifying information to prepare a screening report for the Court prior to the initial court appearance to assist in release decisions and setting appropriate bail.

Pretrial Supervision Program

Provides pretrial supervision and monitoring of adults pending misdemeanor and some felony charges while awaiting trial or adjudication to assure appearances at court hearings, provide support with clients' needs to prevent recidivism, and is an alternative to pretrial incarceration, saving jail days.

Pretrial Intoxicated Driver Intervention Program (OWI Program)

Provides intensive supervision to repeat drunk driving defendants shortly after arrest in an effort to get them enrolled in treatment as soon as possible during the pretrial phase, with the goal of reducing drunk driving recidivism.

Drug Treatment Court Program

Utilizing a post-plea, pre-dispositional model, provides rigorous supervision, case management, and drug testing for drug dependent offenders. This includes intensive judicial oversight and an emphasis on treatment in an effort to increase long-term sobriety, which will ultimately reduce crime and increase public safety. The average program length is 18 months.

OWI Treatment Court Program

Provides intensive supervision and case management of 3rd & 4th offense drunk drivers post-conviction with intensive judicial oversight and an emphasis on treatment, in an effort to help offenders break the cycle of drunk driving, improve the chances of a sober and healthy lifestyle, and contribute to a safe community. The program length is approximately 12-18 months.

Community Service Options Program

Provides support with site placement and tracking/reporting community service hours worked for adult offenders who are court ordered to complete community service as a condition of their sentence or as a condition of probation, as well as to adults confined in the Huber facility who wish to reduce their jail sentence by performing community service.

Day Report Center Program

Intensive supervision and monitoring of adults post-conviction, providing an alternative to incarceration with the goals of reducing the population of the Huber facility and reducing recidivism through direct support and referrals to services throughout Waukesha County to meet clients' needs and improve lives.

Jail Adult Basic Education (ABE) Program

In July 1990, Waukesha County Technical College (WCTC) and the Waukesha County Sheriff's Department began a partnership to provide adult basic education, high school completion, and employability skills to inmates at the Huber facility and, later, at the County Jail.

Reentry Employment Program

Provides job readiness skills (resume development, preparation for interviews, assistance completing on-line applications, etc.) to unemployed or underemployed offenders in the Waukesha County Huber facility to help them secure and maintain employment.

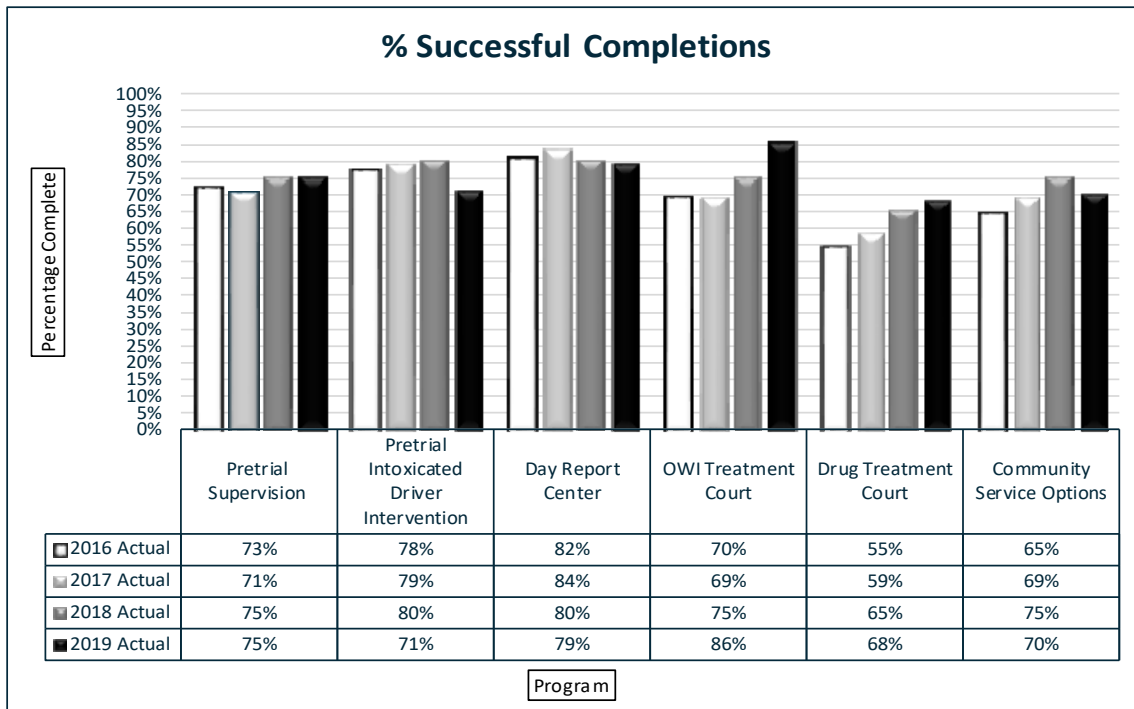
CJCC (cont.)

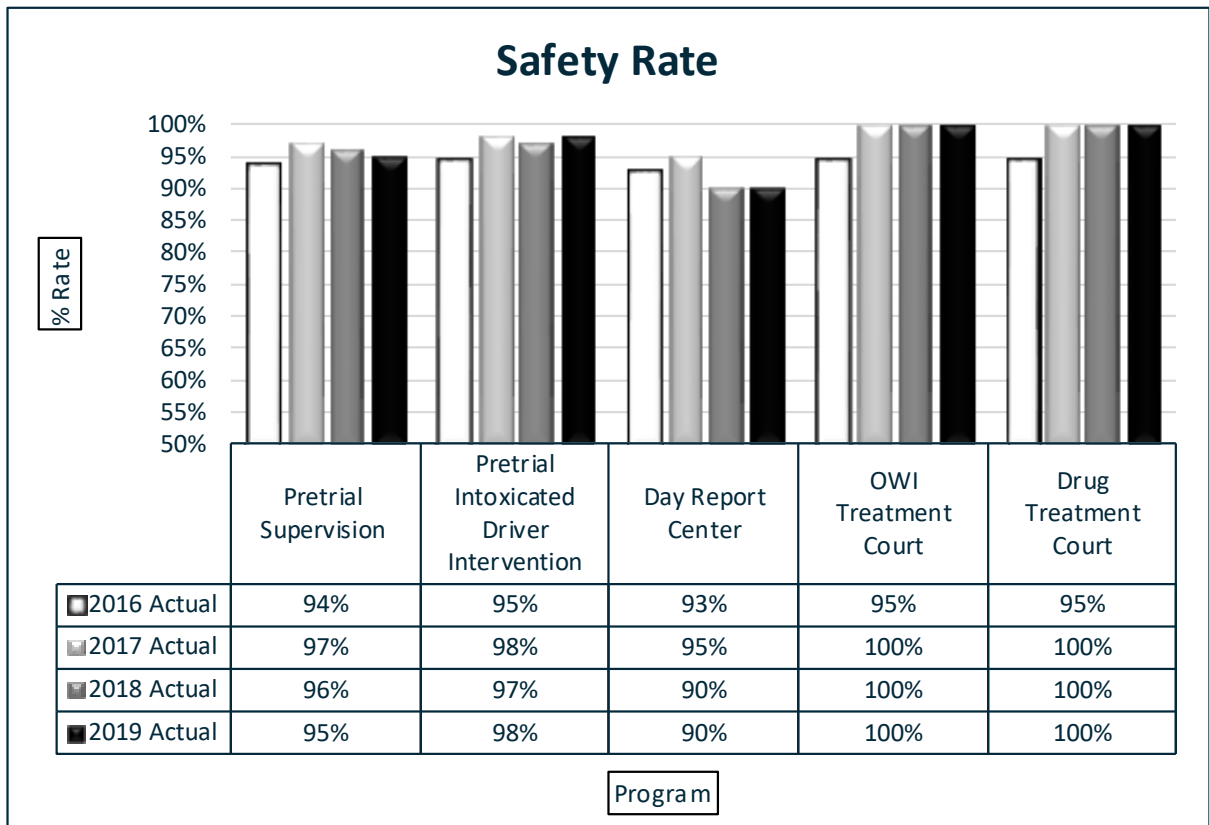
The following tables show the number of clients served, successful completion rates, and jail days diverted by CJCC programs.

Program Activity – CJCC	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Number of:					
Clients					
Pretrial Screening	2,644	2,600	2,300	2,800	200
Pretrial Supervision	457	500	475	450	(50)
Pretrial Intoxicated Driver Intervention	633	700	650	700	-
Day Report Center	260	275	250	275	-
OWI Treatment Court	70	80	71	75	(5)
Drug Treatment Court	102	80	85	90	10
Community Service Options	556	400	400	500	100
Offender Reentry Employment	212	225	200	225	-
Jail ABE/GED	150	150	125	150	-
Total Number of Clients (a)	5,084	5,010	4,556	5,265	255
Jail Days Diverted					
Pretrial Supervision	8,205	7,500	7,250	7,500	-
Pretrial Intoxicated Driver Intervention	9,432	12,000	9,300	10,000	(2,000)
Day Report Center (b)	7,495	6,500	6,126	7,000	500
OWI Treatment Court (b)	5,139	2,800	4,980	4,000	1,200
Community Service Options (b)	664	700	625	700	-
Total Jail Days Diverted	30,935	29,500	28,281	29,200	(300)

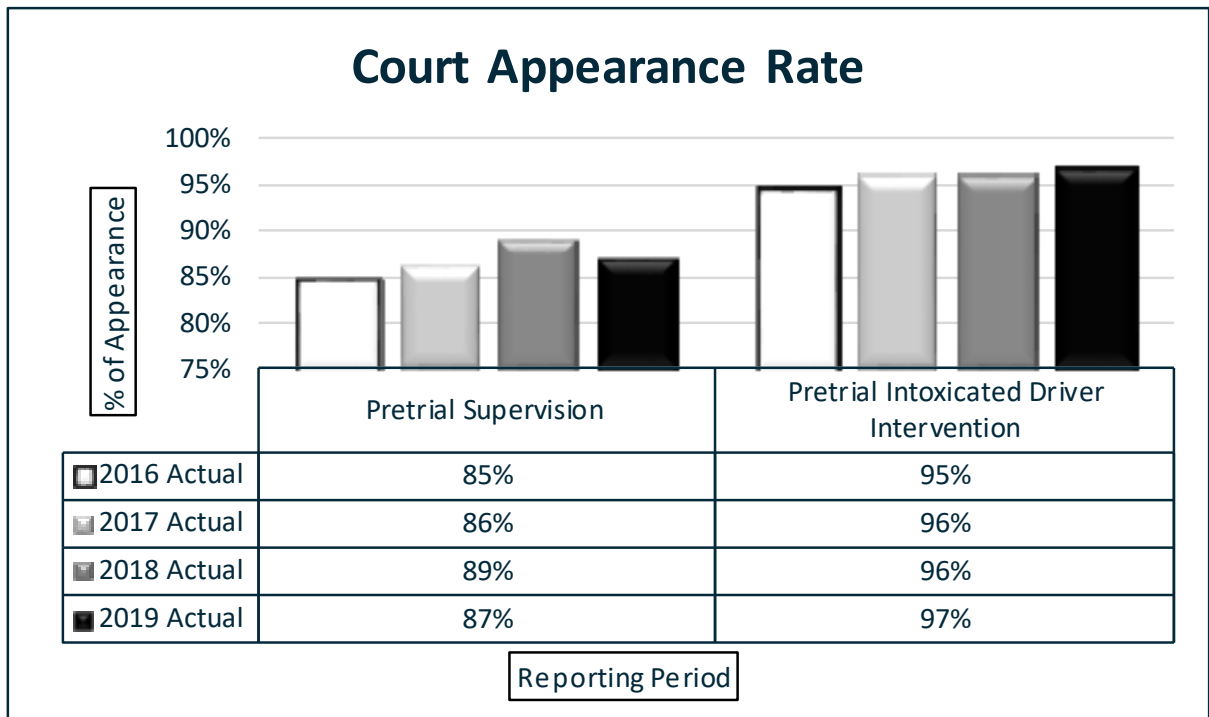
(a) Not an unduplicated total, as clients can participate in multiple programs.

(b) Totals reflect potential good time earned by inmates.





*Safety Rate is the percentage of clients who do not re-offend while completing the service program.



Program Description

Administration Section

The Administration Section provides leadership, direction and clinical competence in the overall management of the Public Health Division's human resources, program resources, and overall budget. It assures the Division focuses on its mission to "promote health and wellness, prevent disease and to foster community environments that support an atmosphere of positive behavioral choices." This section is responsible for the Division's State of Wisconsin Administrative Code 140 certification review to maintain Level II health department status. This section will prepare the Division for national accreditation, and will maintain necessary programs for accreditation, such as quality improvement and workforce development. The section works closely with the fiscal division in ensuring corporate compliance and HIPAA maintenance. The operation of Insight, the public health electronic health record, is overseen by this section.

Communicable Disease Control and Public Health Preparedness Section

The Communicable Disease Control and Public Health Preparedness Section provides services to individuals, families and to the population collectively. This section provides communicable disease surveillance, investigations and interventions to control communicable diseases and outbreaks affecting individuals, families and businesses in Waukesha County. Communicable disease interventions include notification, education, treatment consultation and containment measures (such as work restriction, isolation or quarantine). Clinical services in this section include directly observed treatment for Tuberculosis (TB), the Travel Immunization Clinic and the Sexually Transmitted Diseases (STD) Clinic. Partner notification for STDs and HIV are conducted routinely. Public health preparedness is a rapidly evolving component of this section that addresses preparedness strategies for quick response to a range of public health threats, both intentional and unintentional, including biological, chemical or natural disasters. Emerging diseases, such as Zika, Avian Influenza and COVID19, are tracked closely and plans are continually refined based off the latest Centers for Disease Control information. Staff trainings and exercises are conducted regularly with key partners.

Family and Community Health Section

The Family and Community Health Section provides services directly to individuals, families and to the population collectively. This section provides various services to individuals from early childhood to late in life through clinic visits, home visits or community events. Child preventive health services can include childhood immunizations, lead poisoning screenings, child health checks, fluoride varnishing, and child neglect and abuse assessments. Adult health services consist of screenings and case management in screening areas such as cholesterol, glucose, blood pressure, pregnancy testing, as well as, prenatal and postpartum monitoring, sexually transmitted disease control, and drug testing. This section oversees the County's Community Health Assessment and Improvement Plan and Process (CHIPP), which addresses population health through community assessments to determine the county's leading health problems and collaborates with community partners for remediation strategies. Additionally, there is participation on numerous community coalitions to address health equity and health disparities.

Women, Infants and Children (WIC) Section

The Women, Infants and Children (WIC) program is federally funded and provides nutrition assessments for prenatal and postpartum lactating mothers, infants under one year and children through five years of age. Nutrition recommendations are offered with corresponding electronic benefits specifically outlining food purchases that will remedy nutritional deficiencies.

Public Health (cont.)

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	33.20	27.05	27.05	46.47	19.42
General Government (a)	\$823,759	\$764,035	\$4,286,862	\$2,227,296	\$1,463,261
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$202,783	\$222,056	\$50,832	\$222,056	\$0
Interdepartmental	\$910	\$100	\$100	\$100	\$0
Other Revenue	\$3,422	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$1,060	\$0	\$0
County Tax Levy (Credit)	\$2,235,001	\$1,959,024	\$1,959,024	\$1,975,034	\$16,010
Total Revenues	\$3,265,875	\$2,945,215	\$6,297,878	\$4,424,486	\$1,479,271
Personnel Costs (a)	\$2,632,938	\$2,560,894	\$3,553,929	\$3,812,331	\$1,251,437
Operating Expenses (a)	\$278,450	\$217,765	\$2,426,052	\$463,115	\$245,350
Interdept. Charges (a)	\$229,624	\$166,556	\$316,709	\$149,040	(\$17,516)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$3,141,012	\$2,945,215	\$6,296,690	\$4,424,486	\$1,479,271
Rev. Over (Under) Exp.	\$124,863	\$0	\$1,188	\$0	\$0

(a) The 2020 Estimate includes approximately \$3.4 million in federal CARES Act funding to provide contact tracing and disease investigation related to the COVID-19 pandemic.

Program Highlights

General government revenue is budgeted to increase approximately \$1,463,300 to \$2,227,300 mainly due to \$1,449,900 of federal funding for contact tracing, disease investigation, and other support for the COVID-19 pandemic response. This includes \$1,324,900 of U.S. Centers for Disease Control and Prevention funding and \$125,000 of Coronavirus Aid, Relief and Economic Security (CARES) Act funding. Public Health was awarded a Fit Families Supplemental Nutrition Assistance Program (SNAP) grant in the amount of \$15,600 to provide FIT Families programming for two-four year old low-income children and their families. This is offset by a \$2,500 decrease in the WIC program grant funding.

Charges for services revenues remain unchanged from the 2020 budget at \$222,100.

Interdepartmental revenues remain unchanged from the 2020 budget at \$100.

Personnel costs increase by approximately \$1,251,400 to \$3,812,300 due to costs to continue for the existing 27.05 FTE staff. A part time public health technician position is increased by 0.01 FTE. Extra help increases by 19.41 FTE to provide assistance for the COVID-19 response efforts (mentioned previously).

Operating expenses increase by \$245,400 to \$463,100, primarily due to expenses associated with COVID-19 response activities including \$162,750 for contract services and \$87,500 for medical services expenses. In addition, the increase includes \$1,800 in promotion supplies, \$1,200 in office supplies, \$1,200 in contracted services, and \$2,300 in books, memberships and travel. This is offset by a \$7,800 decrease in telecom equipment, telephone lines and service, and a \$3,800 decrease in medical supplies.

Interdepartmental charges decrease by \$17,500 to \$149,000 mainly related to a decrease in workers compensation of \$11,400, EUTF charges of \$6,500, and postage of \$3,000. These decreases are offset by increases to vehicle liability insurance of \$2,000 and telephone costs of \$1,100.

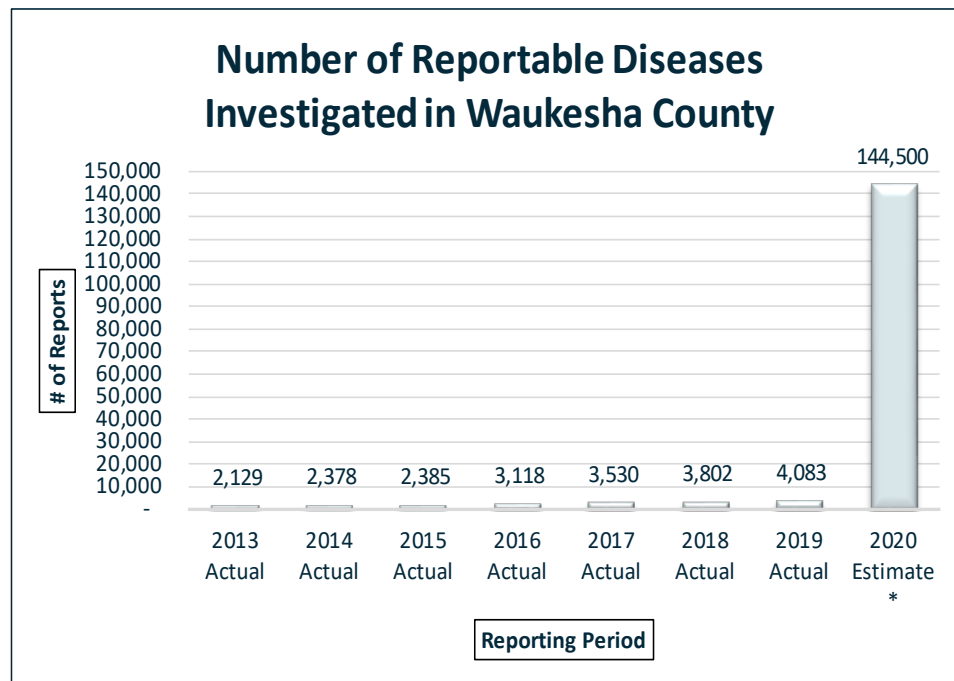
Public Health (cont.)

Program Activity - Administration	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Number of:					
Inbound Telephone calls for information/triage*	3,778	7,000	4,500	4,500	(2,500)
Walk-in clients	4,124	3,900	1,200	3,900	0

*Implemented new call tree in 2019 to reduce call volume

Program Activity - Communicable Disease and Preparedness	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Number of:					
Communicable Disease Investigations					
Communicable Disease referrals investigated*	4,083	4,500	144,500	150,000	145,500
Cases Identified*	2,225	3,000	12,000	18,000	15,000
Category 1 Disease Investigations (non-COVID19)	559	450	600	500	50
Outbreak Investigated*	120	125	375	500	375
Tuberculosis Control					
Directly Observed Therapy (DOT) visits	931	750	900	800	50
TB skin tests	567	350	150	400	50
Immunization Program					
Total Vaccines Administered	2,826	3,200	900	3,200	-
Children Immunized	478	500	140	500	-
Adults Immunized	1,047	1,200	400	1,200	-
Travel Clinic clients	223	285	90	285	-
STD Program					
Screenings in STD clinic	315	380	100	350	(30)
Preparedness Program					
Preparedness trainings conducted	16	16	20	20	4

*Significant increase is the result of COVID 19



*Significant increase is the result of COVID 19

Public Health (cont.)

Program Activity - Family and Community Health	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Number of:					
Lead Poisoning Prevention					
Children tested for lead poisoning (a)	1,005	1,200	400	1,000	(200)
Lead poisoned children that were case managed	91	80	60	90	10
Child Health Program					
Children at-risk	169	175	40	175	0
Home Visit to Children	730	625	150	650	25
Healthcheck Examinations (b)	70	75	15	60	(15)
Children receiving fluoride varnishing	103	200	10	100	(100)
Healthy Pregnancy Program					
Pregnant Women Case Managed	91	120	30	100	(20)
Home Visits to pregnant women (c)	251	500	60	300	(200)
Percentage of case managed women who delivered full term infants of average birth weight	90%	95%	95%	95%	0
Chronic Disease Program					
Chronic disease screenings (d)	417	850	123	550	(300)
Community Education Events	139	80	17	100	20
HHS Drug Screening Program					
Urine drug screening for HHS clients	1,688	1,700	300	1,700	0
Positive urine drug screening clients	37%	40%	40%	40%	0

- (a) Estimated and budgeted decrease in children tested for lead poisoning due to decreased community utilization.
- (b) Estimated and budgeted decrease in children receiving fluoride varnishing due to decreased utilization in WIC clinic.
- (c) Estimated and budgeted decrease in home visits to pregnant women due to decreased client utilization.
- (d) Estimated and budgeted decrease in chronic disease screenings due to decreased screening events.

Program Activity - WIC	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Number of:					
State estimated eligible low income population per month (a)	4,483	4,483	4,483	4,483	0
Mothers, infants/children served per year in the WIC Program (b)	2,698	2,400	2,700	2,700	300
Total appointments completed	3,171	3,000	3,200	3,200	200
Total high risk visits completed	1,306	1,150	1,300	1,300	150
Pregnant and breastfeeding women receiving breastfeeding education support services	515	400	520	520	120
Internal and external referrals completed to assist families with unmet needs	714	1,200	1,000	1,000	(200)

- (a) Based on the 2014 US Bureau of Census, Waukesha County Poverty Estimates.
- (b) From January 1, 2019 through December 31, 2019 WIC food benefits supplemented Waukesha County retail food vendors by \$1,828,222.93 and local Waukesha County farmers by \$11,585.00 through Farmers' Market sales.

Veterans' Services

Program Description

It is the mission of the Waukesha County Division of Veterans' Services to advocate for and assist Waukesha County veterans of the U.S. Armed Services, their dependents, and survivors. The Division ensures that clients obtain all available and appropriate benefits for which they are entitled. The Division staff is committed to act in a courteous, effective, and fiscally responsible manner to maintain its reputation as one of the top veterans' service divisions in the State by providing maximum service to its clientele.

Referrals are made to Federal, State, and local agencies for benefits from other programs. Information related to veterans' issues is collected, updated, made available on the internet, and distributed where and when appropriate.

In addition, the County Executive, with the approval of the County Board, appoints three Veterans' Commissioners. The Commission is required to meet at least once a year, and as needed thereafter to authorize and provide the amount of funds required for needy veterans.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	4.52	4.50	4.50	4.50	0.00
General Government	\$13,000	\$13,000	\$13,000	\$13,000	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$13,061	\$0	\$10,202	\$0	\$0
Appr. Fund Balance	\$3,645	\$2,167	\$2,167	\$8,467	\$6,300
County Tax Levy (Credit)	\$310,512	\$332,835	\$332,835	\$346,615	\$13,780
Total Revenues	\$340,218	\$348,002	\$358,204	\$368,082	\$20,080
Personnel Costs	\$267,995	\$277,231	\$300,198	\$299,971	\$22,740
Operating Expenses	\$25,918	\$45,825	\$43,207	\$45,799	(\$26)
Interdept. Charges	\$17,738	\$24,946	\$24,880	\$22,312	(\$2,634)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$311,651	\$348,002	\$368,285	\$368,082	\$20,080
Rev. Over (Under) Exp.	\$28,567	\$0	(\$10,081)	\$0	\$0

Program Highlights

General government revenues of \$13,000 consist of a Wisconsin Department of Veterans' Affairs, County Veterans' Service Office Grant from the state and remains unchanged in the 2021 budget.

Fund balance increases by \$6,300 to \$8,500. This represents the balance of previously received donations reserved for veteran services. The donated funds are utilized to host the Veterans Resource Fair.

Personnel costs are budgeted to increase \$22,700 to \$300,000. This reflects the cost to continue for the existing staff for 4.50 FTE and \$21,800 in employee benefits.

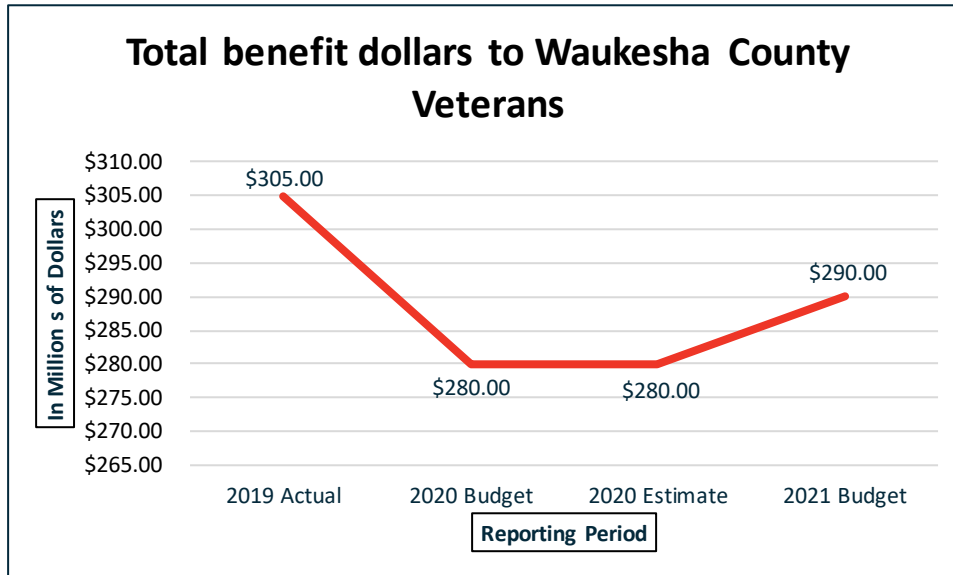
Operating expenses are budgeted to decrease \$26 to \$45,800 due to a decrease in telephone costs.

Interdepartmental charges are budgeted to decrease approximately \$2,600 due to a \$1,600 decrease in allocated end user technology fees (EUTF), \$600 decrease in allocated worker's compensation, and \$400 decrease in vehicle liability.

Veterans' Services (Cont.)

Program Activities

Program Activity - Veterans' Services	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Number of:					
Clients interviewed and counseled (In Office)	4,335	4,500	2,800	4,500	-
Appearances on behalf of veterans	44	60	30	60	-
Miles traveled on veterans' affairs	1,402	2,300	1,500	2,000	(300)
Incoming phone calls answered	10,977	11,000	11,000	11,000	-
Contacts by E-Mail (requiring a response)	10,557	10,000	10,000	10,000	-



Note: This figure reflects the value of all Federal and State benefits awarded to Waukesha county veterans. Based on the 2019 estimate data, this equates to \$889 of benefits returned for each tax levy dollar expended.

ADRC - Adult Protective Services

Program Description

The Adult Protective Services (APS) unit of the Aging and Disability Resource Center provides mandated services defined in Wis Stat. Ch 46.90 and 55 to adults and elder adults (ages 60 and older) at risk of abuse and neglect in the community. Primary responsibilities are to respond to reports of abuse, neglect, and financial exploitation and to link clients with protective services that mitigate further risk of abuse and neglect and promote their right to self-determination. APS social workers investigate a client's competence and ability to remain independent in the community. For clients assessed to be incompetent and in need of court ordered protection and services, the legal petition is initiated for guardianship and protective placement matters. APS staff work with clients to determine need for protective services and/or placement in the least restrictive setting. A variety of court services are conducted including nominating proposed guardians, witness testimony, and comprehensive evaluations reports for court personnel determining recommendations on least restrictive interventions. APS conducts the court ordered annual review of all cases protectively placed by Waukesha County.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	9.00	9.63	9.63	9.63	0.00
General Government	\$486,706	\$486,706	\$486,706	\$486,706	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$2,730	\$20,000	\$20,000	\$20,000	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$57,788	\$22,531	\$39,082	\$22,531	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$1,159,388	\$959,672	\$959,672	\$784,996	(\$174,676)
Total Revenues	\$1,706,612	\$1,488,909	\$1,505,460	\$1,314,233	(\$174,676)
Personnel Costs	\$831,446	\$878,994	\$862,041	\$908,214	\$29,220
Operating Expenses	\$400,016	\$464,946	\$219,605	\$255,813	(\$209,133)
Interdept. Charges	\$136,037	\$144,969	\$146,886	\$150,206	\$5,237
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,367,499	\$1,488,909	\$1,228,532	\$1,314,233	(\$174,676)
Rev. Over (Under) Exp.	\$339,113	\$0	\$276,928	\$0	\$0

Program Highlights

General government includes revenues from Supportive Home Care State Basic County Allocation of \$259,000, and a State Basic County Allocation of \$227,700 to fund Adults-at-Risk activities and Adult Protective Services (APS). These funds remain unchanged from the 2020 budget.

Charges for services revenues remain unchanged from the 2020 budget for clients protectively placed in a hospital setting. Waukesha County Department of Health and Human Services (HHS) is obligated to provide services and protection to adults found to be legally incompetent and a danger to themselves or others. Law enforcement and APS utilize a local hospital as a placement site for emergency protective placements for both adults at risk and elder adults at risk. HHS pays for the episode and then bills the client to recapture the costs.

Other revenue remains unchanged from the 2020 budget at \$22,500 for Social Security reimbursements for clients served by this program where Waukesha County is the protective payee.

Personnel costs are budgeted to increase approximately \$29,200 to about \$908,200 due to cost to continue the 9.63 FTEs. In addition, the increase includes the cost of upgrading a social worker position to a social worker lead position.

ADRC - Adult Protective Services (cont.)

Operating expenses are budgeted to decrease approximately \$209,100 to \$255,800 primarily due to a \$175,000 reduction of contracted services costs for reduced short-term facility placement costs and reduced inpatient stays for emergency protective placement and neuro-psych expenses. In addition, client services is reduced \$28,100 and telephone lines & service is reduced \$3,900.

Interdepartmental charges are budgeted to increase \$5,200 to \$150,200 mainly due to increases of \$5,000 in postage and \$2,100 in in legal fees. The increases are offset by a \$1,600 decrease in computer maintenance and replacement.

Program Activities

Program Activity - Adult Protective Services	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Number of:					
New Adult At-Risk/Elder At-Risk Investigations	315	325	330	325	0
Watts Court Ordered Assessment Reviews	313	325	325	320	(5)
Emergency Protective Placements (EPP) (a)	62	63	50	40	(23)
Mental Health - Chapter 51.67 (b)	10	27	10	8	(19)
Comprehensive Evaluations	21	27	30	25	(2)
Youth Transition Guardianships (c)	41	33	30	20	(13)

- (a) EPP – reduction in EPPs related to ongoing education to law enforcement, crisis and hospital staff on appropriateness of emergency protective placements.
- (b) Ch. 51.67 reduced based on the 2019 actual and ongoing training to law enforcement and crisis staff on de-escalation techniques for individuals with dementia
- (c) Youth Transition Guardianships reduced based on education to parents and youth on alternate decision making options, as well as collaboration with Corp Counsel on redirecting consumers to private attorneys

ADRC - Community Services

Program Description

The Community Services program provides a range of home and community-based services and opportunities. These activities empower seniors, those with disabilities, and their caregivers to make informed choices and remain as independent as possible in their home of choice and community. The Community Services program is funded through a variety of grants, donations, and tax levy that support direct services to clients and administrative operations.

Core services include: home delivered and congregate meals, personal care, light housekeeping, respite care, specialized transportation, caregiver support, home chore services and emergency intervention. Services do require an assessment to ensure that individuals meet eligibility criteria set by the various programs. Additional opportunities include volunteer engagements and various health promotion education programs.

Services provided under the Federal Older Americans Act (Title III-B Supportive Services, Title III-C-1 Congregate Nutrition, Title III-C-2 Home Delivered Meals, Title III-D Preventive Health and Title III-E National Family Caregiver Support) serve those age 60 and over with an emphasis placed on reaching the frail, isolated, homebound and disadvantaged older population, as well as their caregivers. Older Americans Act services are not means tested and mandate a request for donations towards services; therefore, no standardized fees can be charged for services. Most services in the Community Services program are provided through contracted community providers.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	19.50	15.79	15.79	15.84	0.05
General Government (a)	\$2,827,482	\$2,800,918	\$3,598,741	\$2,803,408	\$2,490
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$412,206	\$437,335	\$414,160	\$406,969	(\$30,366)
Appr. Fund Balance	\$7,700	\$7,700	\$7,700	\$7,700	\$0
County Tax Levy (Credit)	\$1,101,512	\$981,708	\$981,708	\$1,089,444	\$107,736
Total Revenues	\$4,348,900	\$4,227,661	\$5,002,309	\$4,307,521	\$79,860
Personnel Costs (a)	\$1,323,696	\$1,227,421	\$1,421,012	\$1,267,121	\$39,700
Operating Expenses (a)	\$2,667,704	\$2,858,615	\$3,146,853	\$2,909,599	\$50,984
Interdept. Charges	\$127,811	\$141,625	\$141,267	\$130,801	(\$10,824)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$4,119,211	\$4,227,661	\$4,709,132	\$4,307,521	\$79,860
Rev. Over (Under) Exp.	\$229,689	\$0	\$293,177	\$0	\$0

(a) The 2020 Estimate includes \$730,637 of Cares Act funding and additional related expenses.

Program Highlights

General government revenues are budgeted to increase \$2,500 to \$2,803,400. This is primarily due to a \$96,900 increase in the Specialized Transportation grant, a \$15,100 increase in the Supportive Services Title III-B grant, and a \$11,100 increase in the Nutrition Service Incentive Program. The increases are offset by a decrease of \$69,300 for ADRC contract indirect revenue transferred to the ADRC Contract fund to offset operational expenses for the ADRC Resource Center, mainly for the personnel cost to continue and the addition of 1.50 FTE positions. Decreases also include \$53,400 of nutrition grant revenue transferred to the Administrative Services division to offset the cost of nutrition administrative staff budgeted in that division.

Other revenue is budgeted to decrease \$30,400 to \$407,000 primarily due to decreases in nutrition program revenue of \$25,100 from client donations and \$5,200 from Managed Care Organization (MCO) meals based trend.

ADRC – Community Services (cont.)

Fund balance remains unchanged at \$7,700 for one-time equipment purchases in 2021 for the Senior Dining program.

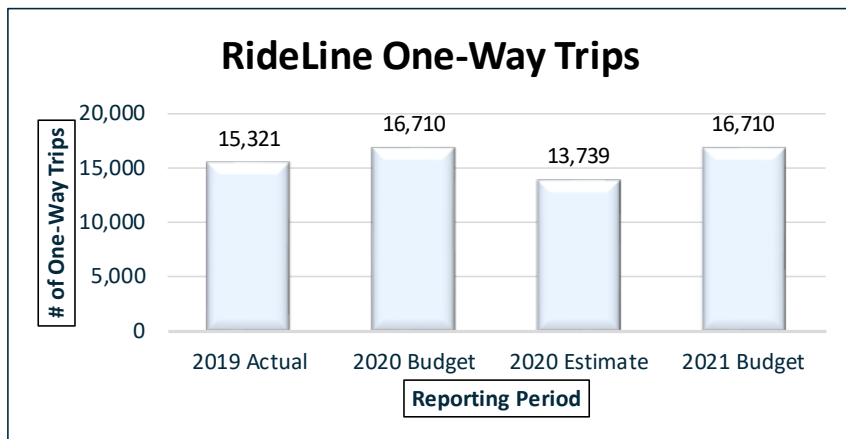
Personnel costs increase about \$39,700 to \$1,267,100. Increases include the cost-to-continue of the existing 15.79 FTE staff and the transfer in of 0.05 FTE senior ADRC specialist from the ADRC Contract fund. Increases also include an aging services position upgrade to a lead worker designation.

Operating expenses are budgeted to increase about \$51,000 to \$2,909,600. This increase is due to higher expenses in Specialized Transportation of \$56,000 to support non-profit taxi operations, \$50,000 in contracted services for consulting services and \$16,800 for transportation services. The increases are offset by decreases of \$34,000 in food service costs, \$30,000 for in-home care, and \$6,700 for outside printing.

Interdepartmental charges are budgeted to decrease by about \$10,800 to \$130,800 mainly due to a decrease of \$13,700 in worker's compensation insurance, offset by a \$2,000 increase in general insurance.

Program Activities

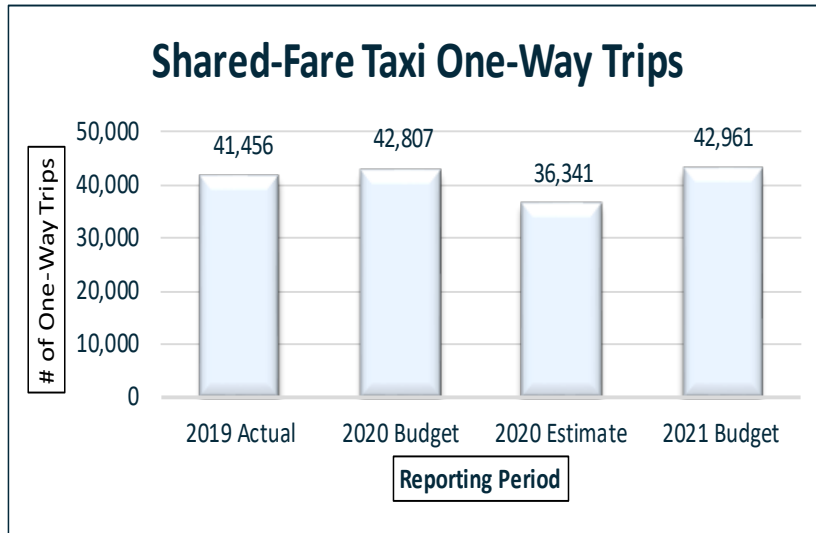
Transportation



Note: The number of one-way RideLine trips is budgeted at 2020 budget level.

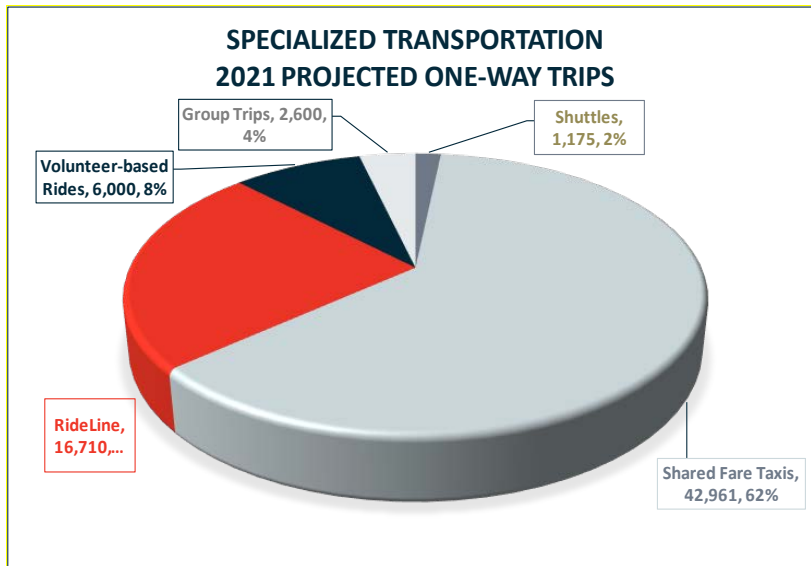
ADRC – Community Services (cont.)

Transportation (cont.)



Note: Shared-fare taxi service is expected to increase slightly by 154 rides from the 2020 budget level.

Specialized Transportation Net Average Cost Per One-Way Trip	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Shared-Fare Taxi	\$ 6.19	\$ 5.88	\$ 5.51	\$ 5.85	\$ (0.03)
RideLine	\$ 40.19	\$ 41.56	\$ 41.19	\$ 42.57	\$ 1.01

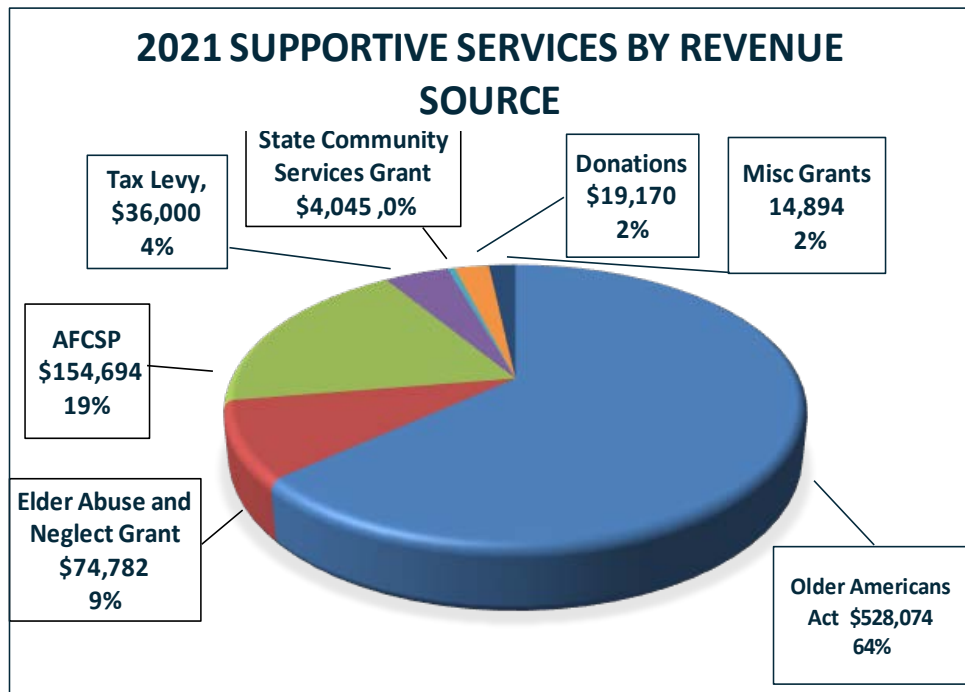


Note: Overall, the 2021 Specialized Transportation Program budget includes a decrease of 2,950 one-way trips from the 2020 budget; and a 19.6% increase (13,612 one-way trips) from the 2020 estimate, for a total of 69,446.

ADRC – Community Services (cont.)

Supportive Services

Program Activity - Supportive Services	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Number of:					
Clients	1,223	1,150	1,000	1,150	-



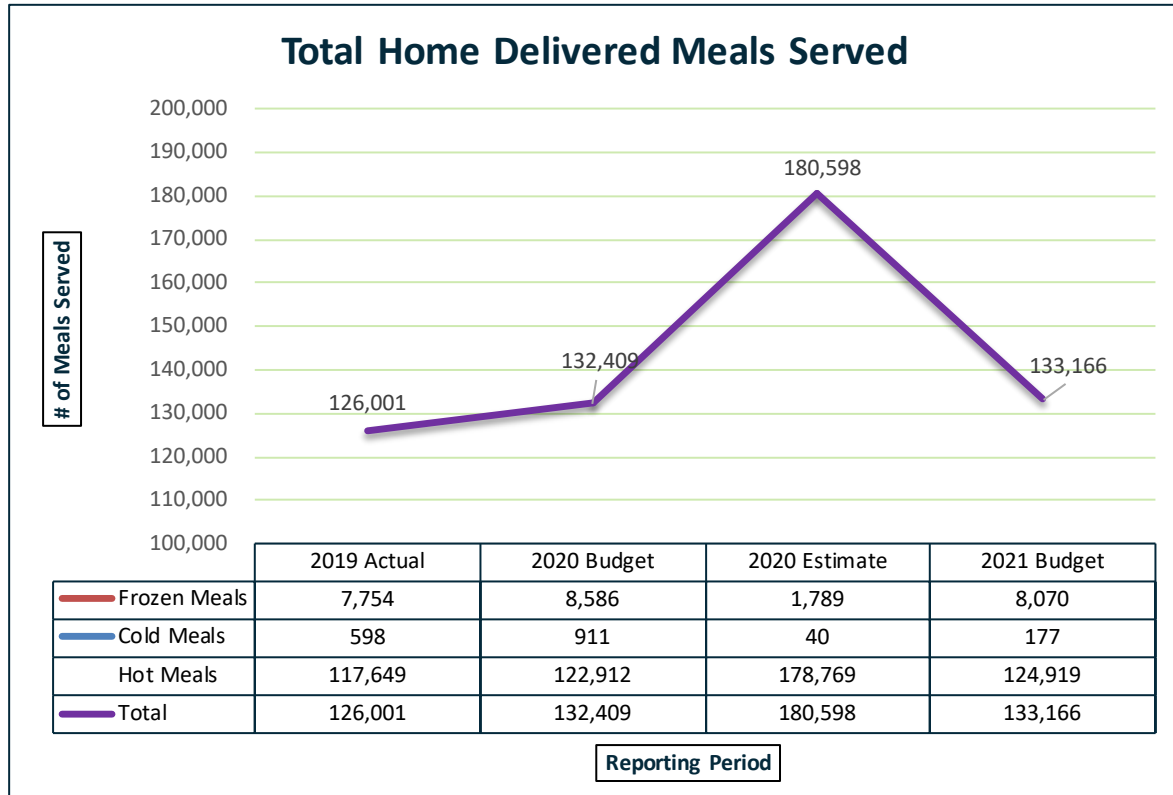
Note: AFCSP – Alzheimer Family Caregiver Support Program

Program Activity - Volunteer	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Number of:					
Volunteers	585	682	450	650	(32)
Hours	36,932	37,935	18,000	35,100	(2,835)
Valuation (a)	\$ 939,180	\$964,308	\$457,740	\$892,593	\$ (71,715)

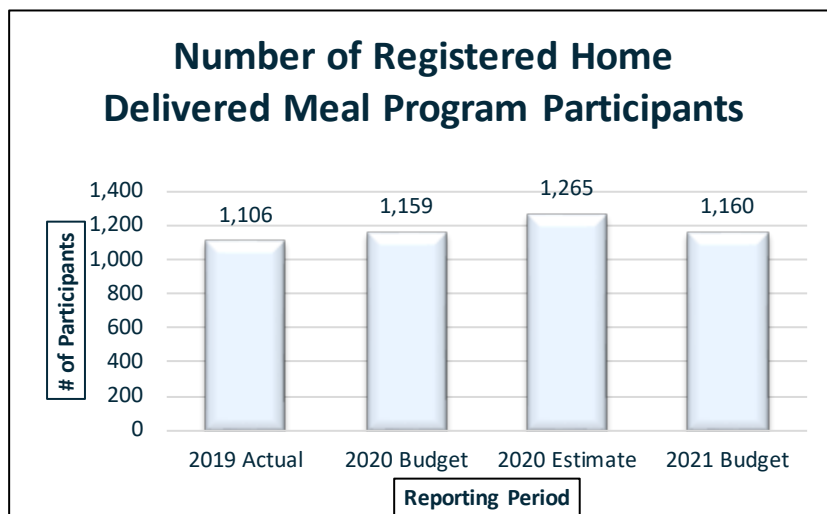
a) The National average of \$25.43 based on "The Independent Sector" value of volunteer is used for the valuation of volunteers.

ADRC – Community Services (cont.)

Home Delivered Meals



Note: Projected number of home delivered meals for 2021 anticipates an increase of 757 meals from the 2020 budgeted number of meals to be served.



Note: Based on actual experience in 2019 and during the first half of 2020, the number of projected home delivered meal recipients in 2020 is expected to be at 1,265. 2021 budgeted number is expected to be similar to 2020 budget.

ADRC – Community Services (cont.)

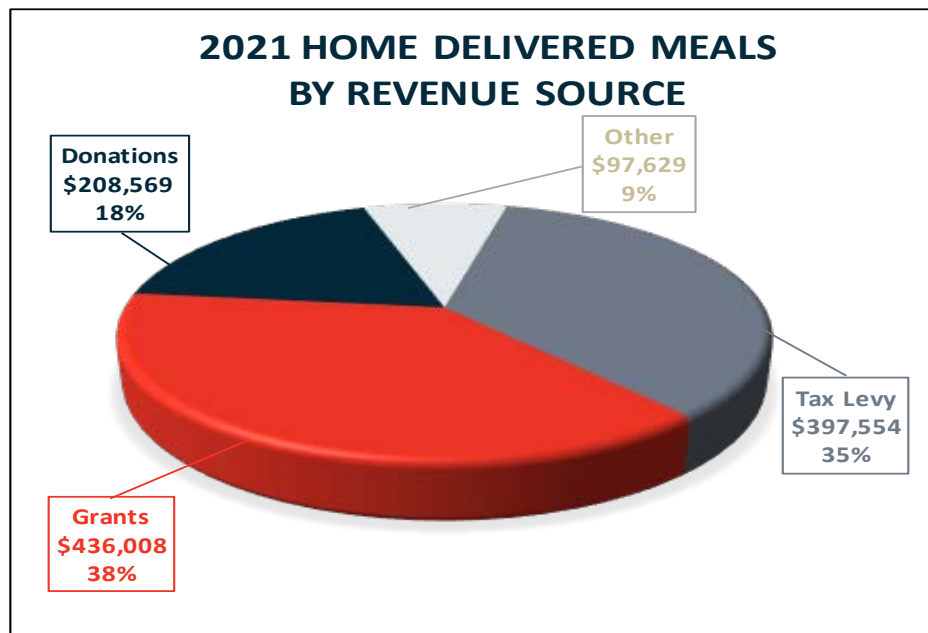
Home Delivered Meals (cont.)

Home Delivered Meal (HDM) Participant Responses to Survey Questions	2019 Actual	2020 * Actual
HDMs help me live independently in home	88.1%	NA
Feel HDMs have improved quality of life	85.6%	NA
Half or more daily food intake provided by meal	67.0%	NA

Note: *2020 surveys not required by funder due to alternate delivery system as a result of COVID-19.

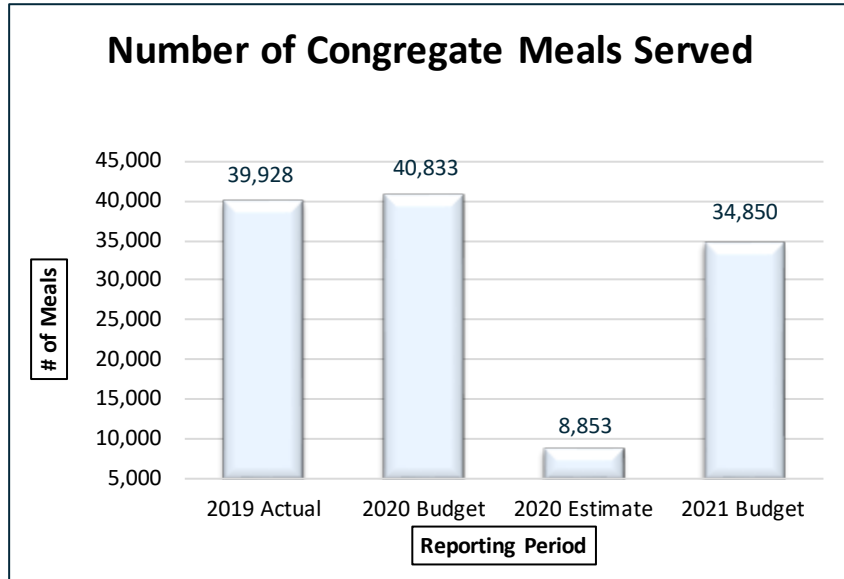
Home Delivered Meal Cost Summary	2019 Actual	2020 Budget	2020 Estimate	2021 Budget
Gross Cost Per Meal	\$ 8.50	\$ 8.63	\$ 9.15	\$ 8.56
Average Client Donation Per Meal	\$ 1.90	\$ 1.97	\$ 1.61	\$ 1.70
Net Cost Per Meal	\$ 6.60	\$ 6.66	\$ 7.54	\$ 6.86

Note: Cost per meal summary for senior dining and home delivered meals are not comparable due to program offerings at senior dining sites.

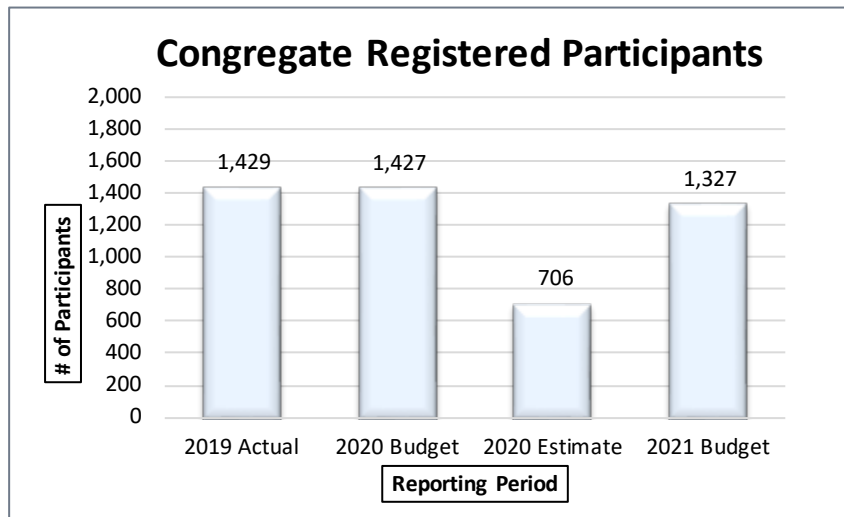


ADRC – Community Services (cont.)

Congregate/Senior Dining Meals



Note: The 2020 Congregate Dining Program is expected to decrease by 31,980 meals from the 2020 budget. Congregate dining has been suspended since March 30, 2020. 2021 budgeted meals is decreased 5,983 from 2020 budgeted meals.



Note: Due to the suspension of the congregare dining program, the 2020 estimate is 706 participants.

ADRC – Community Services (cont.)

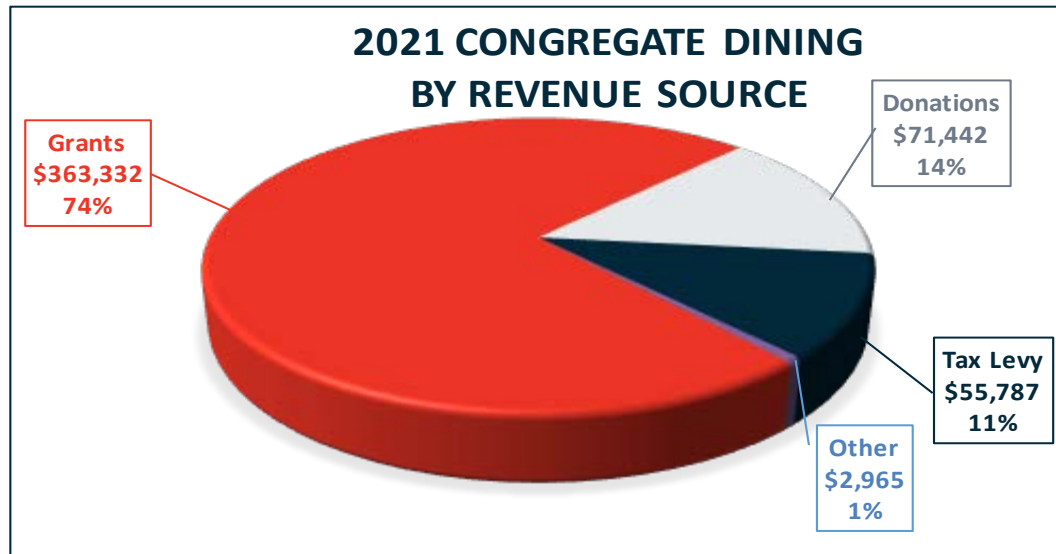
Congregate/Senior Dining Meals (cont.)

Senior Dining/Congregate Participant Responses to Survey Questions	2019 Actual	2020* Actual
Half or more daily food intake provided by meal	63.3%	NA
Improved Quality of Life	88.8%	NA

Note: *2020 surveys not required by funder due to suspension of meal service as a result of COVID-19.

Senior Dining Center/Congregate Meal Cost Summary	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Gross Cost Per Meal	\$ 12.05	\$ 12.84	\$ 18.36	\$ 14.16	\$ 1.32
Average Client Donation Per Meal	\$ 2.09	\$ 2.05	\$ 2.03	\$ 2.02	\$ (0.03)
Net Cost Per Meal	\$ 9.96	\$ 10.79	\$ 16.33	\$ 12.14	\$ 1.35

Note: Cost per meal summary for senior dining and home delivered meals are not comparable due to program offerings at senior dining sites.



Health & Human Services

Aging & Disability Resource Center Contract Fund

Program Description

The Aging and Disability Resource Center (ADRC), a special revenue fund, serves as a single point of entry for the public to gain information and assistance related to various resources and options available to older adults and/or adults living with a disability. The ADRC honors choice, supports dignity, and maximizes independence.

Core services include, reliable and objective information and assistance, options counseling, assessment of financial and functional eligibility for publicly funded long-term care, enrollment counseling for Wisconsin's various long-term care programs, elder and disability benefit counseling, transitional services for students and youth, marketing, outreach and public education. The ADRC information and assistance center also serves as the entry point for referrals related to potential adult at risk and elder abuse or neglect cases.

Additional activities include preventative and early intervention health education activities, public outreach, advocacy, and dementia support.

Funding to support the programs of the ADRC is provided by the state of Wisconsin Department of Health Services, Bureau on Aging and Long Term Care Resources and the U.S. Department of Health and Human Services.

Financial Summary	2019 Actual	2020 Adopted Budget	2020 Estimate	2021 Budget	Change From 2020 Adopted Budget	
					\$	%
Revenues						
General Government	\$3,369,042	\$3,537,523	\$3,776,597	\$3,800,775	\$263,252	7.4%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$0	\$0	\$0	\$0	\$0	N/A
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$0	\$0	\$0	\$0	\$0	N/A
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$3,369,042	\$3,537,523	\$3,776,597	\$3,800,775	\$263,252	7.4%
Expenditures						
Personnel Costs	\$2,704,127	\$2,863,864	\$2,995,747	\$3,149,173	\$285,309	10.0%
Operating Expenses	\$270,689	\$293,705	\$398,830	\$256,951	(\$36,754)	-12.5%
Interdept. Charges	\$394,222	\$379,954	\$382,020	\$394,651	\$14,697	3.9%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$3,369,038	\$3,537,523	\$3,776,597	\$3,800,775	\$263,252	7.4%
Rev. Over (Under) Exp.	\$4	\$0	\$0	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	34.74	33.65	33.65	35.10	1.45
Extra Help	0.96	0.97	0.97	0.97	0.00
Overtime	0.00	0.00	0.00	0.00	0.00
Total FTEs	35.70	34.62	34.62	36.07	1.45

(a) The 2020 Estimate includes \$34,892 of Cares Act funding and additional related expenses.

Aging & Disability Resource Center Contract Fund (cont.)

Program Highlights

General government revenue for the Aging and Disability Resource Center (ADRC) Contract fund is budgeted to increase about \$263,300 to \$3,800,800. This includes \$109,500 of ADRC revenue transferred from the HHS Administration Services Division and \$69,300 transferred from the ADRC General fund. The above transfers are due to the need for operational expenses for the ADRC Resource Center, mainly due to the personnel cost to continue and the addition of 1.50 FTE positions. Increases also include \$80,000 for a nursing home relocation grant.

Personnel costs are budgeted to increase approximately \$285,300 to \$3,149,200. The increase is due to the cost to continue 34.62 FTE and the creation of 1.00 FTE for a human services supervisor, and 0.50 FTE for a dementia care senior ADRC specialist. The increases are partially offset by the transfer out of 0.05 FTE senior ADRC specialist to the ADRC General fund - Community Services.

Operating expenses decrease about \$36,800 to \$257,000 mainly due to decreases of \$18,200 in contracted services related to the Dementia Care grant, \$10,600 in outside printing, and \$10,000 in promotion supplies.

Interdepartmental charges increase \$14,700 to \$394,700. Increases include computer maintenance charges of \$16,800 and postage of \$2,000. The increases are offset by decreases that include \$4,900 in computer replacement costs.

Program Activity

The ADRC provides customers a variety of services to help them make appropriate choices to meet their long-term care needs. Activities include information and referral, long-term care options counseling, conducting financial and functional eligibility screens, and elder and disability benefit counseling contacts.

Program Activity - ADRC Contract Fund	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Number of:					
Resource Center Consumers Served (unduplicated)	11,107	14,091	10,400	11,500	(2,591)
Elder Benefits Counseling Clients Served (a)(c)	910	968	1,000	1,000	32
Disability Benefits Counseling Cases (b)(c)	130	350	130	250	(100)
Consumer Contact Type					
Information & Assistance	20,163	20,000	16,000	21,000	1,000
Options Counseling	5,216	5,000	3,600	5,200	200
Functional Screen Contacts	1,360	1,375	1,200	1,350	(25)
Medical Assistance Application Assistance	1,900	1,900	1,450	1,500	(400)
Long Term Care Program Enrollment Counseling	1,594	1,500	1,490	1,575	75
Other	4,499	5,000	8,500	4,500	(500)
Total Consumer Contacts	34,732	34,775	32,240	35,125	350

(a) For ages 60 and over.

(b) For ages 18 to 59. Includes client and third party contacts.

(c) In 2019, the elder benefit specialist helped county residents to receive \$4,100,000 in benefits and the disability benefit specialist helped county residents receive \$900,000.

Program Activity - ADRC Outreach and Marketing	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Number of:					
Newsletter Distribution (print & email distribution) (a)	28,800	32,973	17,100	29,200	(3,773)
ADRC Resource Guide	10,000	10,000	10,000	10,000	0
Presentation/Display Attendees (b)	7,158	6,050	600	4,500	(1,550)

(a) Newsletter distribution reduced as printed copies were replaced with email newsletters. Consumers were asked to reregister to receive the newsletter, reducing the number of consumers requesting a copy.

(b) Due to impact of COVID-19, some community activities are cancelled or reduced in size in 2021 therefore necessitating alternate forms of outreach.

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**Parks, Environment,
Education,
&
Land Use**

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PARKS, ENVIRONMENT, EDUCATION AND LAND USE

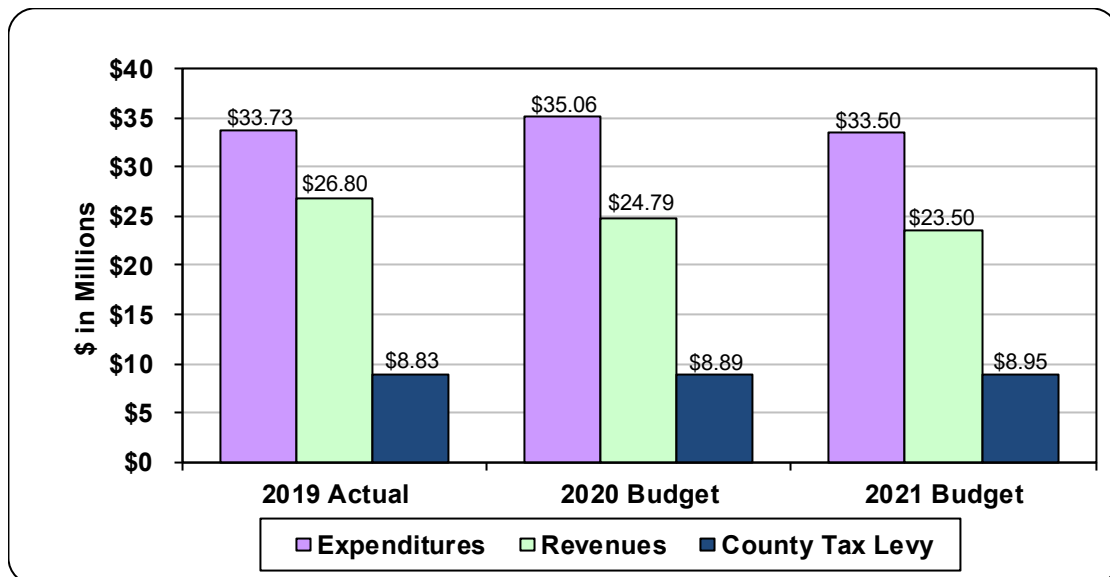
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PARKS, ENVIRONMENT, EDUCATION AND LAND USE

Functional Area Budget Highlights

The Parks, Environment, Education and Land Use functional area provides informational, cultural, and recreational services to County residents and provides for the preservation of natural resources, as well. Agency budgets consist of a combination of General Fund, Special Revenue, and Enterprise fund types. The **Register of Deeds** Office, which operates under the state statutory responsibility of an elected official, handles legal documents pertaining to Land Records 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 **Bridges Library System**, provides assistance in the collection and distribution of funds levied by a special Waukesha County Library Tax that is assessed to non-library communities for their use of Waukesha County member libraries, is partially supported through state and federal grants, and coordinates activities for 16 Waukesha County member libraries and 8 Jefferson County libraries since 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 promote the development of viable urban communities through the expansion of housing, creation of jobs, and community services for low and moderate-income households. The Workforce Fund works in collaboration with area stakeholders in Waukesha, Ozaukee, and Washington counties to address workforce issues through long-term planning and timely responses to the changing economy.

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 2021 expenditure budget for this functional area totals approximately \$33,498,100, after excluding proprietary fund capitalized fixed asset item purchases, a decrease of nearly \$1.6 million or 4.5% from the 2020 budget. Revenues in the 2021 budget total about \$23,502,000, after including \$830,600 of various fund balance appropriations, which is a decrease of \$1,286,900 or 5.2% from the 2020 base budget of \$24,788,600. The tax levy necessary to fund this functional area totals \$8,954,800, an increase of \$68,000 or 0.8% from the 2020 budget. This functional area uses about 8% the total county tax levy.

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

Functional Area Summary by Agency

	2019	2020	2020	2021	Change from 2020	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget	
					\$	%
* TOTAL PARKS, ENVIRONMENT, EDUCATION AND LAND USE*						
Revenues (a)	\$26,801,749	\$24,788,617	\$27,924,883	\$23,501,763	(\$1,286,854)	-5.2%
County Tax Levy	\$8,829,546	\$8,886,771	\$8,886,771	\$8,954,800	\$68,029	0.8%
Expenditure	\$33,730,385	\$35,063,785	\$36,769,640	\$33,498,114	(\$1,565,671)	-4.5%
Rev. Over (Under) Exp. (d)	\$2,402,198	\$16,300	\$1,309,483	\$17,998	\$1,698	10.4%
Oper Income/(Loss) (b)	(\$501,288)	(\$1,404,697)	(\$1,267,469)	(\$1,059,549)	\$345,148	N/A

BREAKDOWN BY AGENCY

REGISTER OF DEEDS

Revenues (a)	\$3,753,175	\$3,490,000	\$3,777,500	\$3,625,350	\$135,350	3.9%
County Tax Levy (c)	(\$2,064,751)	(\$2,124,751)	(\$2,124,751)	(\$2,254,751)	(\$130,000)	N/A
Expenditure	\$1,281,434	\$1,365,249	\$1,337,199	\$1,370,599	\$5,350	0.4%
Rev. Over (Under) Exp. (c)	\$406,990	\$0	\$315,550	\$0	\$0	N/A

UW EXTENSION

Revenues (a)	\$129,155	\$107,276	\$77,332	\$78,720	(\$28,556)	-26.6%
County Tax Levy	\$346,763	\$348,763	\$348,763	\$350,763	\$2,000	0.6%
Expenditure	\$392,694	\$456,039	\$416,332	\$429,483	(\$26,556)	-5.8%
Rev. Over (Under) Exp.	\$83,224	\$0	\$9,763	\$0	\$0	N/A

LIBRARY

Revenues (a)	\$3,567,524	\$2,503,655	\$2,495,849	\$2,405,282	(\$98,373)	-3.9%
County Tax Levy	\$3,523,524	\$3,538,749	\$3,538,749	\$3,659,778	\$121,029	3.4%
Expenditure	\$6,280,118	\$6,026,104	\$5,933,384	\$6,047,062	\$20,958	0.3%
Rev. Over (Under) Exp. (d)	\$810,930	\$16,300	\$101,214	\$17,998	\$1,698	10.4%

PARKS AND LAND USE

Revenues (a)	\$19,351,895	\$18,687,686	\$21,574,202	\$17,392,411	(\$1,295,275)	-6.9%
County Tax Levy	\$7,024,010	\$7,124,010	\$7,124,010	\$7,199,010	\$75,000	1.1%
Expenditure	\$25,776,139	\$27,216,393	\$29,082,725	\$25,650,970	(\$1,565,423)	-5.8%
Rev. Over (Under) Exp.	\$1,101,054	\$0	\$882,956	\$0	\$0	N/A
Oper Income/(Loss) (b)	(\$501,288)	(\$1,404,697)	(\$1,267,469)	(\$1,059,549)	\$345,148	N/A

(a) Appropriated fund balance is included in revenues as follows (see department budget pages for more detail):

Department	Fund	2019 Actual	2020 Budget	2020 Estimate	2021 Budget
Register of Deeds	General	\$31,999	\$0	\$0	\$0
UW-Extension	General	\$2,500	\$2,500	\$2,500	\$2,500
Bridges Library	County	\$611,251	\$0	\$0	\$0
Bridges Library	State Aid	\$152,385	\$206,769	\$206,769	\$132,040
Bridges Library	CAFÉ	\$17,000	\$60,013	\$51,188	\$16,069
Parks and Land Use	General	\$416,155	\$155,000	\$300,971	\$150,000
Parks and Land Use	Tarmann	\$400,000	\$400,000	\$400,000	\$400,000
Parks and Land Use	Golf Courses	\$27,476	\$200,000	\$210,951	\$0
Parks and Land Use	Ice Arenas	\$0	\$0	\$12,818	\$0
Parks and Land Use	Recycling/MRF	\$998,790	\$85,000	\$75,672	\$130,000
Total Fund Balance Appropriation:		\$2,657,556	\$1,109,282	\$1,260,869	\$830,609

- (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 total tax levy decrease of \$130,000 resulting in an increased total tax levy credit of \$2.25 million, mainly due to charges for services being budgeted to increase nearly \$135,400 to \$3.63 million. This includes an increase of \$90,000 in real estate transfer fee revenues, reflecting recent trends in residential and commercial real estate activity and an increase of \$45,400 for copy and duplication fees based on growing usage of online access for records. Total FTE decreases 0.25 to 15.92 FTE due to the abolishing of a remaining 0.25 FTE of a Support Staff Supervisor position.
- **Parks and Land Use General Fund** non-levy revenues in the Parks department increase \$135,000 or 2.2%. This largely reflects strong growth in various parks fees (including entrance, annual stickers, reservations, camping, boat launch, and concession revenues, etc.) of \$175,300 to \$1.5 million. The budget also includes increases of \$26,000 in restaurant and retail food licenses, \$10,100 in zoning permits and \$5,000 in septic system permits due to increases in the fee rates and previous year activity.
- The **Parks and Land Use General Fund 3-Year Maintenance and Projects Plan** decreases \$77,000 to \$348,500 largely due to a decrease in building repair and maintenance that were covered with donation revenues in the 2020 budget. The 2021 budget includes several large projects, including: \$50,000 for a new park entrance camera system to assist the department with park fee compliance, \$25,500 for building and appliance repair at Fox Brook Park's office and beach house, \$27,000 for air conditioner and furnace replacement at various park locations, \$25,000 for replacement of a diving dock platform at Fox Brook Park, \$25,000 for the Muskego Park Beach House roof replacement, \$23,600 for various kitchen appliances at the Exposition Center, \$20,000 for maintenance on the dog swim area at Menomonee Park's beach, \$20,000 for the boardwalk improvements at Retzer Nature Center, \$15,000 for renovation of the Nagawicka Lake access launch, \$13,500 for swim pond repair at Mukwonago Park's beach, 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. Program expenditures and revenues from the Department of Housing and Urban Development (HUD) are budgeted to increase from 2020 budgeted levels for the Community Development Block Grant (CDBG) program by about \$59,000 to \$1,464,000 based on anticipated changes in federal funding. In addition, program expenditures and revenues from HUD for the HOME program are budgeted to increase by \$153,000 to \$1,448,000. Overall, Community Development program expenditures increase by \$107,800, which also includes a \$235,000 decrease in revolving loan-funded projects, partially offset by increases in program income funded projects of \$120,000.
- **Parks and Land Use – Workforce Fund** began in the 4th quarter of 2018, when the County Board authorized Waukesha County to serve as the fiscal agent for the Waukesha-Ozaukee-Washington Workforce Development Board (WOW-Board). The 2021 budget includes federal Workforce Innovation Opportunity Act (WIOA) grant funding of \$1,457,600, a decrease of about \$127,100 from the 2020 budget, mostly due to a trend of annual reductions in funding allocated based on prior years local labor statistics. Funding will be used to mainly provide contracted assistance to adults, youth, and dislocated workers to access employment and other support services to gain employment. The 2021 budget transfers 0.18 FTE of the Workforce Development Board Director to the Parks General Fund to provide staff support specific to Waukesha County economic development and workforce initiatives.
- **Parks and Land Use Tarmann Land Acquisition Fund** expense and revenue budgets continue to be maintained at the 2020 budgeted level of \$400,000. Expenditures include \$337,500 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.
- **Parks and Land Use – Golf Course Fund** budget reflects the 2020 sale of Wanaki Golf Course to a private golf course operator per enrolled ordinance 175-15. Therefore, the Golf Course Fund 2021 budget excludes Wanaki Golf Course and shows a total decrease of \$1.4 million in revenues and fund balance and \$1.3 million in expenditures. Total FTE decreases 12.67 FTE to 15.08 FTE and includes the abolishment of a 1.00 FTE parks maintenance worker, 0.92 FTE golf course club supervisor – 18 Hole (0.08 FTE in the Parks and Land Use General Fund), a reduction in temporary extra help of 10.47 FTE, and a reduction in overtime by 0.28 FTE.

PARKS, ENVIRONMENT, EDUCATION AND LAND USE

Functional Area Budget Highlights

- **Parks and Land Use – Ice Arena Fund** revenues decrease \$12,200 or 1.1%, mainly reflecting a decrease in public skating fee revenue and concessions, partially offset by slight increase in hockey league and contracted ice sales. Cash flow is projected to be about \$9,500 in 2021. Fixed asset improvement projects for 2021 increase \$10,000 and include compressor upgrades and improvements of \$50,000 at Eble and Naga-Waukee Ice Arenas.
- The **Parks and Land Use – Material Recovery Facility (MRF) Fund** expenditures are budgeted to decrease \$451,000 to \$3.74 million primarily due to the elimination of the direct haul compensation and recycling container credit provided to participating municipalities of \$580,000. This is mainly due to reductions in material sales revenues, reflecting lower demand and prices in the markets for recycled materials. Community dividend and incentive payments were originally halted in 2019 through enrolled ordinance 174-26 to help sustain fund balance, but due to the continued depressed commodity markets, these revenues have yet to return to a sustainable level that would allow for the direct haul and recycling container credit payments to continue. Revenues (including fund balance) are budgeted to decrease slightly by \$10,100 or 0.4% to \$2.87 million, largely due to a \$50,000 decrease in state recycling grant revenue (due to the city of Muskego leaving the county's recycling program) offset by an increase of \$45,000 in the usage of Material Recovery Facility Fund balance to \$130,000 related to ongoing equipment replacement purchases.
- The **Bridges Library System County Library Tax Levy** (applies to Waukesha County non-library residents only) increases by about \$121,000 or 3.4% to \$3,659,800 in 2021. The increase in library tax levy, is primarily due to an increase of \$121,000 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.
- **Bridges Library System State Aids Fund** planned use of fund balance decreases by \$74,700 to \$132,000 to fund five projects in 2021. These funded projects include \$75,800 for the gradual transition of costs related to Hoopla subscription services (e.g. on-demand audiobooks, ebooks, comics, movies, TV shows, etc), \$22,900 for the LibraryAware pilot project to assist in library promotion, \$18,000 to fund the Advantage program to reduce holds on digital items, \$11,100 for a finish incorporating radio frequency identification (RFID) tags into library system resources to increase operational efficiencies and better inventory control, and \$5,000 for social media archiving.
- **University of Wisconsin – Extension** tax levy increases \$2,000. Operating expenditures are budgeted to decrease \$28,000 mostly due to decrease in contracted services related to decrease in grant funding. Other revenue is budgeted to decrease \$24,300 due to the removal of the Greater Milwaukee Foundation grant.

**BUDGETED POSITIONS 2019-2021
SUMMARY BY AGENCY AND FUND**

PARKS, ENVIRONMENT, EDUCATION AND LAND USE

Agency	Fund	2019 Year End	2020 Adopted Budget	2020 Modified Budget	2021 Budget	20-21 Change
REGISTER OF DEEDS	General	16.60	16.15	16.15	15.90	(0.25)
UW-EXTENSION*	General	2.70	2.85	2.85	2.70	(0.15)
BRIDGES LIBRARY SYSTEM	State Aids Fund	5.88	6.95	6.95	6.95	0.00
	CAFÉ Shared Automation Fund	0.75	0.75	0.75	0.75	0.00
	Subtotal Bridges Library System	6.63	7.70	7.70	7.70	0.00
PARKS & LAND USE	General	82.66	82.96	82.96	83.66	0.70
	Community Development	2.85	3.69	3.69	3.69	0.00
	Workforce Fund	1.00	0.93	0.93	0.75	(0.18)
	Golf Courses	7.05	6.82	6.82	4.90	(1.92)
	Ice Arenas	4.91	4.91	4.91	4.16	(0.75)
	Materials Recycling Fund	4.53	4.53	4.53	4.43	(0.10)
	Subtotal Parks & Land Use	103.00	103.84	103.84	101.59	(2.25)
TOTAL REGULAR POSITIONS		128.93	130.54	130.54	127.89	(2.65)
TOTAL EXTRA HELP		68.11	68.34	68.34	57.40	(10.94)
TOTAL OVERTIME		2.11	2.22	2.22	1.95	(0.27)
TOTAL BUDGETED POSITIONS		199.15	201.10	201.10	187.24	(13.86)

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

2021 BUDGET ACTIONS:

Register of Deeds

Abolish: 0.25 FTE Support Staff Supervisor

UW-Extension

Decrease: 0.15 FTE Administrative Specialist

Bridges Library System

Reclassify 0.70 FTE Administrative Specialist to Departmental Executive Assistant

Parks - General

Abolish: 0.08 FTE Golf Course Clubhouse Supervisor 18 Hole
 Reclassify: 1.00 FTE Administrative Assistant to Administration Specialist
 Reclassify: 1.00 FTE Senior Land Use Specialist to Senior Planner
 Unfund: 1.00 FTE Administrative Specialist
 Refund: 0.50 FTE Environmental Health Specialist
 Transfer: 0.18 FTE Workforce Development Board Director from Workforce Fund
 Transfer: 0.10 FTE Senior Administrative Specialist from Material Recycling Fund
 Reduce: 0.45 FTE Extra Help
 Increase: 0.01 FTE Overtime

Parks - Workforce Fund

Transfer: 0.18 FTE Workforce Development Board Director to Parks-General

Parks - Golf

Abolish: 0.92 FTE Clubhouse Supervisor - 18 Hole
 Abolish: 1.00 FTE Park Maintenance Worker
 Reduce: 0.28 FTE Overtime
 Reduce: 10.47 FTE Extra Help

Parks - Ice

Unfund: 0.75 FTE Administrative Assistant
 Reduce: 0.02 FTE Extra Help

Parks - Material Recycling Fund

Transfer: 0.10 FTE Senior Administrative Specialist to Parks-General Fund

2020 CURRENT YEAR ACTIONS

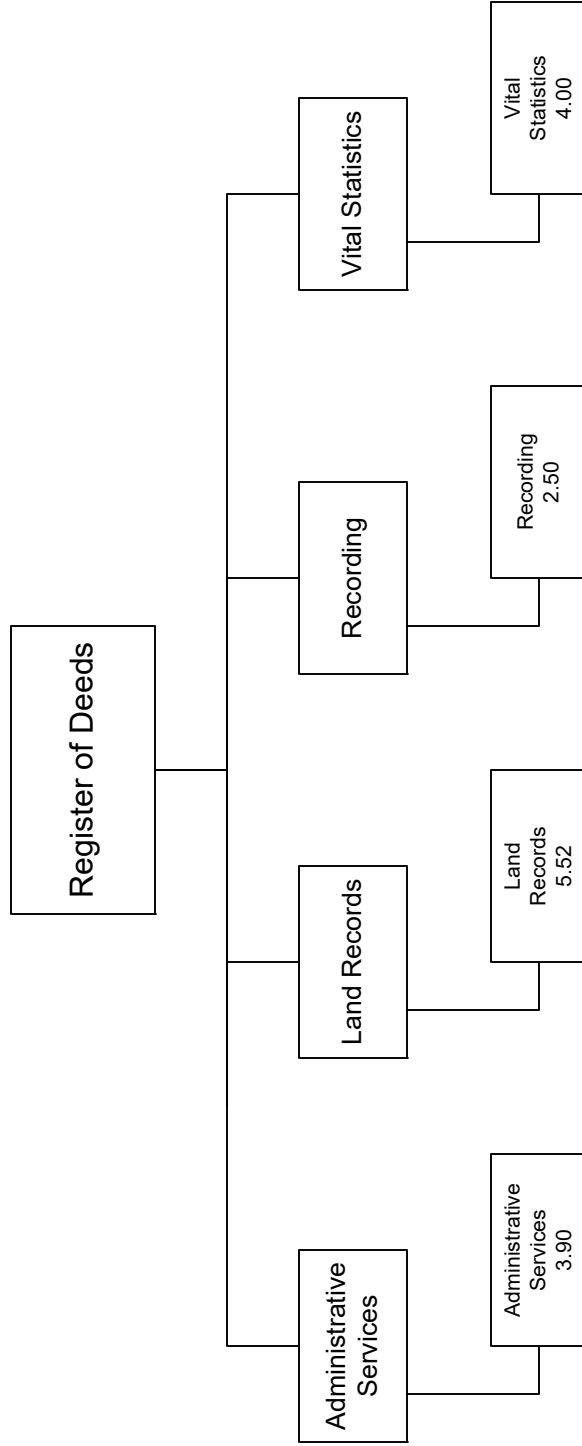
Refund: 1.00 Park Maintenance Worker

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Register of Deeds

REGISTER OF DEEDS OFFICE

FUNCTION / PROGRAM CHART



15.92 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 recorded legal documents pertaining to Land Records and Vital Records.

Financial Summary	2019	2020	2020	2021	Change From 2020	
	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	\$3,721,167	\$3,490,000	\$3,777,500	\$3,625,350	\$135,350	3.9%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$9	\$0	\$0	\$0	\$0	N/A
Appr. Fund Balance (b)	\$31,999	\$0	\$0	\$0	\$0	N/A
County Tax Levy (Credit) (a)	(\$2,064,751)	(\$2,124,751)	(\$2,124,751)	(\$2,254,751)	(\$130,000)	N/A
Total Revenue Sources	\$1,688,424	\$1,365,249	\$1,652,749	\$1,370,599	\$5,350	0.4%
Expenditures						
Personnel Costs	\$1,056,053	\$1,136,699	\$1,101,598	\$1,118,582	(\$18,117)	-1.6%
Operating Expenses	\$75,930	\$74,161	\$82,037	\$94,868	\$20,707	27.9%
Interdept. Charges	\$149,451	\$154,389	\$153,564	\$157,149	\$2,760	1.8%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$1,281,434	\$1,365,249	\$1,337,199	\$1,370,599	\$5,350	0.4%
Rev. Over (Under) Exp.	\$406,990	\$0	\$315,550	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	16.60	16.15	16.15	15.90	(0.25)
Extra Help	0.00	0.00	0.00	0.00	0.00
Overtime	0.06	0.02	0.02	0.02	0.00
Total FTEs	16.66	16.17	16.17	15.92	(0.25)

(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) Appropriated Fund Balance	2019 Actual	2020 Budget	2020 Est.	2021 Budget
Offset one-time redaction revenue used in 2014.	\$25,000	\$0	\$0	\$0
Purchase Orders and Carryovers from the prior year	\$6,999	\$0	\$0	\$0
Total	\$31,999	\$0	\$0	\$0

Major Departmental Strategic Plan Objectives

Finance Pillar: Protect taxpayer investments

Objective 1: Property Transaction Processing

Promote Land Records and other local business by minimizing risk and turn-around time involved in property transactions processed by the Register of Deeds (ROD). (Land Records and Recording)

The Land Records 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:	2019 Actual	2020 Target	2020 Estimate	2021 Target
# of incidents when a document is marked permanent after the benchmark of 6 business days	1	2	0	0

Customer Service Pillar: High customer satisfaction

Objective 2: Service Delivery

Provide desired services to clients efficiently. (Administrative Services)

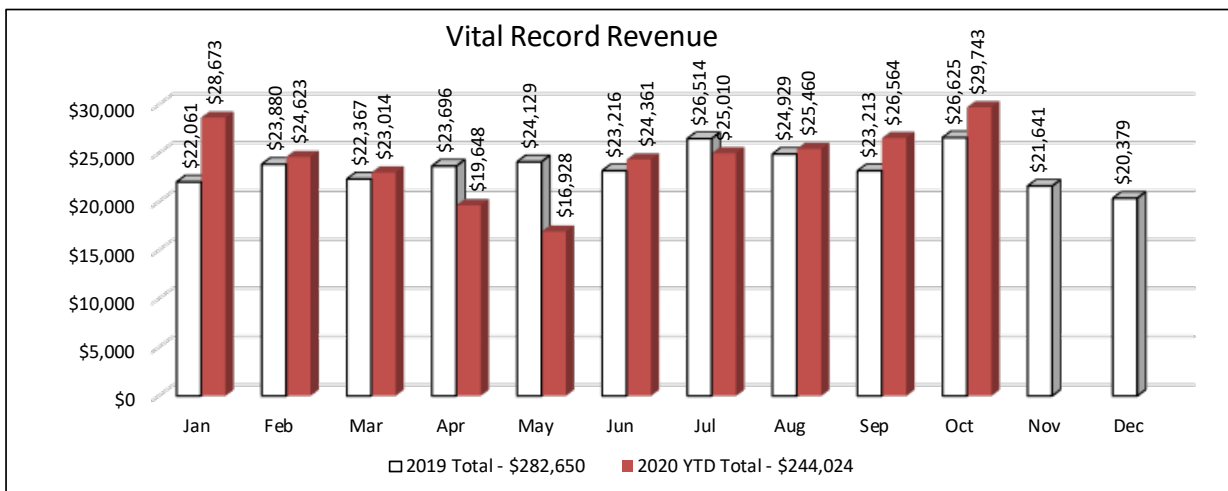
Increase in use of online services has, as predicted, resulted in a reduction of walk-in counter requests.

Performance Measure:	2019 Actual	2020 Target	2020 Estimate	2021 Target
Total transactions via Internet	3,580	3,500	4,700	4,000
Walk-in document requests	3,024	3,000	1,100	2,500
Phone-in document requests	4,290	3,800	3,817	3,500
Mail-In document requests	446	300	431	350

Objective 3: Vital Records Requests

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 Records)

As of January 2017, Wisconsin residents can purchase copies of many vital records from any Register of Deeds office in the state. Because individual customers and regular funeral home clients can now go to any county’s ROD office for many of their vital records, the Waukesha County ROD will monitor annual vital records earnings as a measure of our customer service to customers who now have other options.



Administrative Services

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.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	3.10	3.40	3.40	3.90	0.50
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$2,152,082	\$2,000,000	\$2,000,000	\$2,090,000	\$90,000
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$9	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit) (a)	(\$1,468,690)	(\$1,601,398)	(\$1,601,398)	(\$1,633,501)	(\$32,103)
Total Revenues	\$683,401	\$398,602	\$398,602	\$456,499	\$57,897
Personnel Costs	\$317,675	\$364,908	\$391,035	\$415,891	\$50,983
Operating Expenses	\$14,799	\$15,937	\$22,167	\$22,520	\$6,583
Interdept. Charges	\$18,480	\$17,757	\$17,752	\$18,088	\$331
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$350,954	\$398,602	\$430,954	\$456,499	\$57,897
Rev. Over (Under) Exp.	\$332,447	\$0	(\$32,352)	\$0	\$0

(a) Revenues in excess of expenditures are used to offset tax levy funding required for other county General Fund operations.

Program Highlights

Charges for services increase \$90,000 to \$2,090,000. This is composed of an increase in real estate transfer fees of \$90,000, reflecting a continuing trend in increasing residential and commercial real estate activity.

Personnel costs increase by \$51,000, reflecting a transfer in of 0.50 FTE from the Recording program area and costs to continue for 3.40 FTEs. Operating expenses are budgeted to increase by \$6,600, composed primarily of an increase in book binding and repair of \$5,500. Interdepartmental charges are budgeted to increase by about \$300 mainly due to an increase in computer maintenance, offset by decreases in records storage.

Program Description

Land Records is responsible for the indexing of all deeds, mortgages, plats, instruments and certified survey maps, writings and filing of certain other documents. Land Records 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. Land Records also staffs the Land Records customer service desk and phone lines to assist the public with inquiries about any Land Records filings maintained in our office.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	6.05	5.77	5.77	5.52	(0.25)
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$1,171,802	\$1,130,000	\$1,377,500	\$1,150,350	\$20,350
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$31,999	\$0	\$0	\$0	\$0
County Tax Levy (Credit) (a)	(\$759,194)	(\$674,990)	(\$674,990)	(\$710,090)	(\$35,100)
Total Revenues	\$444,607	\$455,010	\$702,510	\$440,260	(\$14,750)
Personnel Costs	\$332,701	\$322,978	\$289,602	\$303,401	(\$19,577)
Operating Expenses	\$54,509	\$47,874	\$48,870	\$51,870	\$3,996
Interdept. Charges	\$81,325	\$84,158	\$83,133	\$84,989	\$831
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$468,535	\$455,010	\$421,605	\$440,260	(\$14,750)

Rev. Over (Under) Exp.	(\$23,928)	\$0	\$280,905	\$0	\$0
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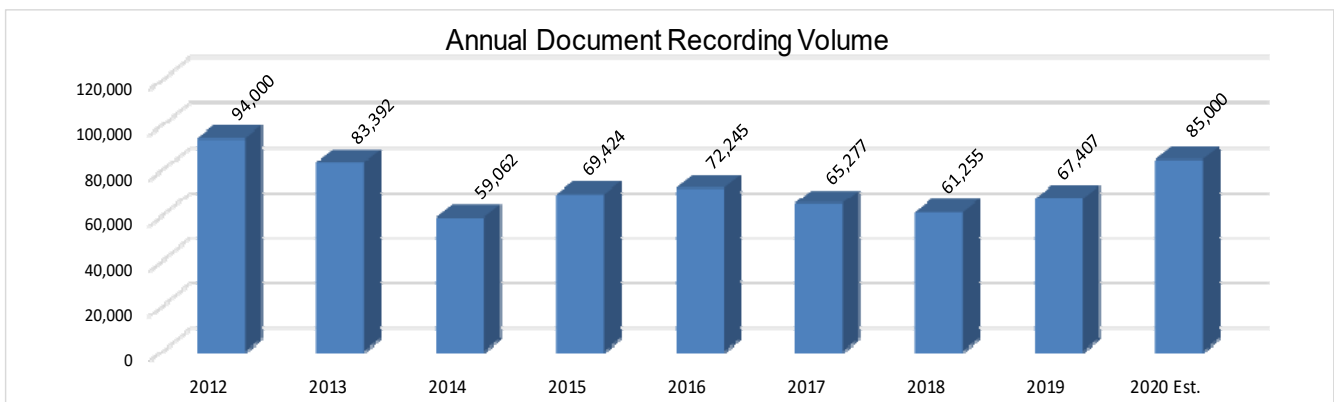
(a) Revenues in excess of expenditures are used to offset tax levy funding required for other county general fund operations.

Program Highlights

Charges for services increase by \$20,400 mainly reflecting an increase in online copy sales and subscriptions.

Personnel costs are budgeted to decrease by approximately \$19,600, largely reflecting the abolishing of the remaining 0.25 FTE support staff supervisor, offset by costs to continue for the remaining 5.50 FTE staff. Operating expenses are budgeted to increase by \$4,000, due primarily to an increase of \$2,400 to microfilming costs, associated with an increase in document recording volume over prior years. Interdepartmental charges are budgeted to increase by \$800, primarily due to increases in record storage charges and computer maintenance costs.

State and County Recording Fees	2020	2021
State of Wisconsin	\$7	\$7
County Land Info. Syst. Office	\$8	\$8
ROD Retains	\$15	\$15
Redaction Fee	\$0	\$0
Total Fees	\$30	\$30



Note: While most documents carry a \$30 recording fee, there is some variation; Condo and subdivision plats, for example are \$50, so recording revenue cannot easily be calculated from the number of documents recorded.

Program Description

Recording examines all legal documents to assure conformity to state statutes and advises the public on laws and regulations concerning statutory requirements of the Register of Deeds Office. Recording collects and deposits the fees for recording and copies of recorded documents, uniform commercial code Land Records-related recordings, Federal Tax Lien filings, marriage certificates, birth certificates, death certificates, and real estate transfers. In addition, recording staff prepares the recorded documents for imaging, scanning, and microfilming and returns those documents to the customer.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	4.51	4.00	4.00	2.50	(1.50)
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$114,633	\$80,000	\$120,000	\$105,000	\$25,000
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)	\$230,076	\$223,839	\$223,839	\$113,111	(\$110,728)
Total Revenues	\$344,709	\$303,839	\$343,839	\$218,111	(\$85,728)
Personnel Costs	\$237,245	\$265,597	\$249,714	\$167,627	(\$97,970)
Operating Expenses	\$1,938	\$350	\$1,000	\$11,478	\$11,128
Interdept. Charges	\$36,858	\$37,892	\$37,922	\$39,006	\$1,114
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$276,041	\$303,839	\$288,636	\$218,111	(\$85,728)
Rev. Over (Under) Exp.	\$68,668	\$0	\$55,203	\$0	\$0

Program Highlights

Charges for services revenues are budgeted to increase by \$25,000 based on current and prior year performance, for direct recognition of non-certified image sales for high volume customers previously recognized in the Department of Administration Records Management division (DOA-RM).

Personnel costs are budgeted to decrease by nearly \$98,000 mainly due to a transfer of 1.00 FTE senior administrative specialist that is split between 0.50 FTE in Land Records and 0.50 FTE in Administrative Services, as well as the transfer of 0.50 FTE administrative assistant to Land Records. Operating expenses increase by \$11,100, primarily due to funds set aside to create a software interface with the state Department of Revenue. Interdepartmental charges increase by \$1,100 primarily due to an increase in computer maintenance charges.

Activity	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Subdivision Plats, Certified Survey Maps, Condo Plats Examined and Cashiered	218	195	210	200	5

Program Description

Vital Records is responsible for the accurate recording and filing of marriage and death certificates; and issuing certified copies of Birth, Marriage, Death, and Divorce certificates. This program also examines all original marriage and death certificates before processing them to the state. The vital records program provides both phone and walk-in reception services for the entire office.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	3.00	3.00	3.00	4.00	1.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$282,650	\$280,000	\$280,000	\$280,000	\$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)	(\$66,943)	(\$72,202)	(\$72,202)	(\$24,271)	\$47,931
Total Revenues	\$215,707	\$207,798	\$207,798	\$255,729	\$47,931
Personnel Costs	\$168,432	\$183,216	\$171,247	\$231,663	\$48,447
Operating Expenses	\$4,684	\$10,000	\$10,000	\$9,000	(\$1,000)
Interdept. Charges	\$12,788	\$14,582	\$14,757	\$15,066	\$484
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$185,904	\$207,798	\$196,004	\$255,729	\$47,931
Rev. Over (Under) Exp.	\$29,803	\$0	\$11,794	\$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 at 2020 levels, based on historical and current record volume.

Personnel costs increase by \$48,400 primarily due to the transfer of 1.00 FTE administrative specialist from Land Records and partially due to changes in staff health insurance selections, and reflecting costs to continue for 3.00 FTEs. Operating expenses decrease by \$1,000, due primarily to a decrease in office equipment repair expenses. Interdepartmental charges increase by \$500 due to an increase in computer maintenance costs.

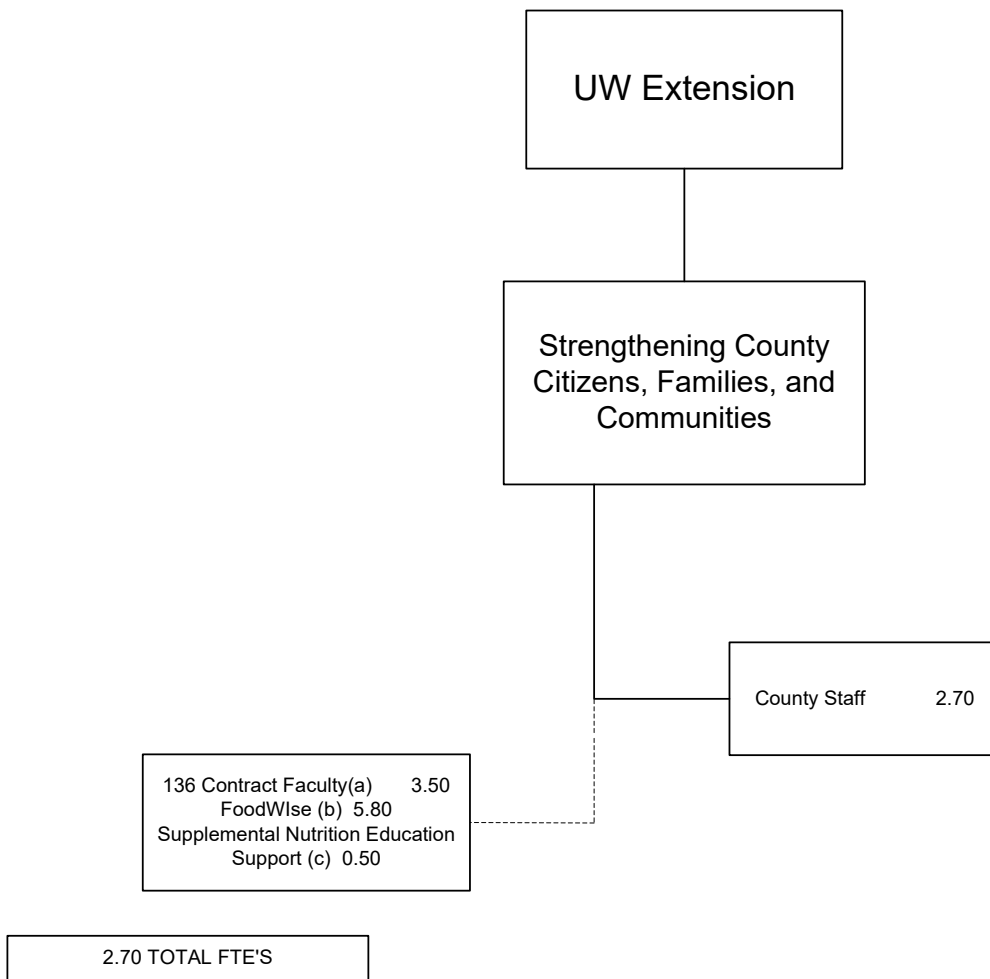
Activity	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Number of Certified Copies Issued:					
Birth	12,362	13,000	11,000	11,000	(2,000)
Death	52,182	55,000	58,688	58,500	3,500
Marriage	10,083	10,000	8,500	8,500	(1,500)
Divorce	96	80	103	100	20

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

University of Wisconsin Extension

UW EXTENSION OFFICE

FUNCTION / PROGRAM CHART



- (a.) State 136 Contract UW-Extension Faculty and Academic Staff are funded by State/County/Grant/Fee sources.
- (b.) The FoodWise Program (formerly 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.
- (c.) The Supplemental Nutrition Education Support program is funded by privately funded source. No tax levy is included.

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

We teach, learn, and serve connecting residents of Waukesha County with the University of Wisconsin, and engaging with them in transforming lives and communities in both urban, suburban, and rural areas.

Financial Summary	2019	2020	2020	2021	Change From 2020	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget	
					\$	%
Revenues						
General Government	\$0	\$0	\$359	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$64,903	\$57,860	\$42,735	\$53,620	(\$4,240)	-7.3%
Interdepartmental	\$2,500	\$2,500	\$2,500	\$2,500	\$0	0.0%
Other Revenue	\$59,252	\$44,416	\$29,238	\$20,100	(\$24,316)	-54.7%
Apr. Fund Balance (a)	\$2,500	\$2,500	\$2,500	\$2,500	\$0	0.0%
County Tax Levy (Credit)	\$346,763	\$348,763	\$348,763	\$350,763	\$2,000	0.6%
Total Revenue Sources	\$475,918	\$456,039	\$426,095	\$429,483	(\$26,556)	-5.8%
Expenditures						
Personnel Costs	\$146,069	\$173,120	\$186,906	\$180,259	\$7,139	4.1%
Operating Expenses	\$196,910	\$223,736	\$175,030	\$195,753	(\$27,983)	-12.5%
Interdept. Charges	\$49,715	\$59,183	\$54,396	\$53,471	(\$5,712)	-9.7%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures (a)	\$392,694	\$456,039	\$416,332	\$429,483	(\$26,556)	-5.8%
Rev. Over (Under) Exp.	\$83,224	\$0	\$9,763	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	2.70	2.85	2.85	2.70	(0.15)
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	2.70	2.85	2.85	2.70	(0.15)

(a) Fund balance appropriation	2019 Actual	2020 Budget	2020 Est.	2021 Budget
Juvenile Center Community Garden program	\$2,500	\$2,500	\$2,500	\$2,500
Total fund balance appropriation:	\$2,500	\$2,500	\$2,500	\$2,500

Additional Human Res.	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Position Change
State 136 Contract (b)	3.50	3.50	3.50	3.50	0.00
FoodWise (formally WNEP) (c)	7.10	5.80	5.80	5.80	0.00
Supplemental Nutrition Education Support (d)	0.00	0.00	0.50	0.50	0.50
Other State Funded areas (e)	2.00	2.50	2.50	2.50	0.00
Total (Non-County)	12.60	11.80	12.30	12.30	0.50

(b) State UW-Extension 136 Contract educators are funded with 40% local revenues, including tax levy, grants, and other program service revenues, with the State funding the remaining 60%. The cost of the 40% local share is recognized in operating expenditures.

(c) The FoodWise program (formerly 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 provides services to the Waukesha County residents and is run through the county UW-Extension Office.

(d) Created a Nutrition Education Supplemental half-time state position that is privately funded by other sources and not from county tax levy money.

(e) Starting In 2019, the UW-Extension Area Extension Director (Department Head) was funded 100% with state funding, and is no longer on the 136 contract. The Community Educator is paid 100% through grants, tax levy from Jefferson County and other revenue sources through state funding (formerly known as "State 144 Contract").

Strengthening County Citizens, Families & Communities**Program Description**

Extension educational programs apply the research and resources from UW-Madison 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.

Program Highlights

Charges for services revenue decreased about \$4,200 from the 2020 budget. This is mainly due to one of the in-person Health & Wellbeing programs that was previously budgeted in 2020 is no longer being offered.

Interdepartmental revenues remain the same as 2020 due to an HHS partnership that is serving at-risk youth participating in the Juvenile Community Garden program.

Other revenues decreased about \$24,300 mostly due to the Greater Milwaukee Foundation grant ending and also a decrease in funding from the state for 0.15 FTE administrative specialist.

Personnel costs increased \$7,100 mainly due to employee benefit selection changes. This is partially offset by 0.15 FTE decrease in an administrative specialist position due to not receiving funding from the state in 2021 (which had partially supported this position in 2020).

Operating expenses decreased about \$28,000 in 2021 mainly due to a decrease in contracted services related to a decrease in grant funding. The state continues to assume approximately 60% of 136 contract costs (3.50 FTE) with the county assuming approximately 40% with a combination of grant funding, charges for services, tax levy and other program revenue. In addition, UW-Madison Division of Extension will continue to assume responsibility for 100% of the Area Extension Director position (Department Head).

Interdepartmental charges decreased about \$5,700 mostly due to a decrease in postage and in indirect cost recovery from grants.

Major Departmental Strategic Plan Objectives

Finance Pillar: Protect taxpayer investments

Objective 1: Garden and Landscape Diagnostics and Education

Provide unbiased, science-based advice to Waukesha residents with garden and landscape questions.

Identify and diagnose plant and insect problems, provide situationally specific management and control options, identify appropriate plant recommendations for Waukesha County residents, educate individuals about invasive plant and insect species control and eradication and connect residents with local resources.

Performance Measure:	2019 Actual	2020 Target	2020 Estimate	2021 Target
Number of Individual Contacts through Horticulture Helpline	337	400	215	340
Number of Individuals Receiving in Person Diagnostic Services by Visiting UW-Extension Office*	48	50	25	35
Number of Horticulture Helpline Hours volunteered by Master Gardeners in Waukesha County	156	200	75	160

* In Person Diagnosis is tracking downward due to our attempt to diagnose problems through electronic means thus making services more efficient for residents.

Objective 2: Green Industry Education

Conduct green industry professional training sessions.

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

Performance Measure:	2019 Actual*	2020 Target	2020 Estimate	2021 Target
Number of Participants who Report an Increase in Knowledge as a Result of the Training	81%	95%	85%	85%
Number of Employees in the Green Industry Trained	364	600	535	550
Number of Employees that indicate that educational workforce training sessions increase their awareness of practices that protect the environment	80%	85%	85%	85%

*Low numbers in 2019 are due to poor weather conditions.

Objective 3: Enhancing Organizational Effectiveness

Facilitate processes to enhance the effectiveness of organizations

Increase effectiveness of organizations by facilitating processes, conducting needs assessments, collecting and analyzing data for performance measurement, identifying funding opportunities, and engaging staff in Real Colors® personality exercises.

Performance Measure:	2019 Actual	2020 Target	2020 Estimate	2021 Target
Number of Organizations Engaged	3	6	1	3
Revenue Generated	\$40,000	\$55,000	\$52,500	\$55,000
Percent of Participants who Report an Increase in Knowledge	85%	87%	85%	85%

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.

Performance Measure:	2019 Actual	2020 Target	2020 Estimate	2021 Target
Number of Participants	N/A	50	50	50
Percent of Participants who Report an Increase in Knowledge	N/A	90%	80%	80%
Percent of Participants Who Enhance Understanding of Plan Commissioner Role	N/A	90%	90%	90%

Health and Safety Pillar: Ensure the well-being of residents

Objective 4: Nutrition Education

Improve nutritional health of participants (low income) in the Waukesha County Nutrition Education program (Nutrition Educators and Waukesha County Nutrition Coalition (WCNC) members).

FoodWise (formally 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 show 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 contacts.

Performance Measure:	2019 Actual	2020 Target	2020 Estimate	2021 Target
Number of Community Partner Agencies	65	60	55	65
Number of Program Contacts	17,600	15,500	10,000	15,500
Number of Eating Smart Being Active Participants (ESBA)	140	100	40	40
Number of Youth Expanded Food and Nutrition Education Program (EFNEP) Participants	926	800	300	850

Changes in performance measures from previous years are a reflection of changes in EFNEP funding:

- FY19 – program will be 40% EFNEP funded and 60% SNAP funded
- FY20 – program will be 40% EFNEP funded and 60% SNAP funded
- FY21 – program will be 40% EFNEP funded and 60% SNAP funded

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 FoodWise state program evaluations comparing pre- and post-tests.

Performance Measure:	2019 Actual	2020 Target	2020 Estimate	2021 Target
Percentage of Participants Who Report Intent to Increase Fruit and Vegetable Consumption	88%	89%	83%	85%
Percent Increase in Low-Income Participants Who Showed Improvement in One or More Nutrition Practices	81%	90%	89%	90%
Percent of Participants Who Report Improvement in Food Budgeting Practices	77%	77%	70%	72%

Changes in performance measures from previous years are a reflection of changes in EFNEP funding:

- FY19 – program will be 40% EFNEP funded and 60% SNAP funded
- FY20 – program will be 40% EFNEP funded and 60% SNAP funded
- FY21-program will be 40% EFNEP funded and 60% SNAP funded

Objective 5: Strength Training for Aging Residents

Develop the community-based StrongBodies (based on the Strong Women™ program developed by Tufts University) strength training program in throughout Waukesha County as a means to support residents as they age to remain strong, healthy and independent.

Performance measures include the number of ten week StrongBodies sessions* offered throughout the county, number of volunteers trained, number of registered participants, and percentage of participants that show an increase in strength after completing the program (using Senior Fitness Testing results).

General Fund**UW-Extension****Objectives**

	2019 Actual	2020 Target	2020 Estimate*	2021 Target
Performance Measure:				
Number of StrongBodies Locations	6	9	5	10
Number of StrongBodies Participants	172	240	150	250
Number of Volunteers Trained	2	6	2	6
Percent Reporting Increased Strength	95%	90%	90%	90%

*Due to the COVID-19 pandemic, in person classes were suspended. Virtual sessions were offered and may extend into the fall. Expansion of the program was affected by inability to onboard new volunteer leader trainings due to the liability reasons as volunteers have to be taught in person.

Quality Pillar: High standards of service excellence**Objective 6: 4-H Youth Leadership Training**

Preparing the leaders of tomorrow by providing practical leadership training and hands-on learning experiences ranging from robotics to photography, delivered through the adult volunteers of the 4-H Youth Development Program in collaboration with the Youth & Family Educator.

Emphasis on Youth Development programming along with life, leadership, 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 Pre-College Youth Education Program.

	2019 Actual	2020 Target	2020 Estimate	2021 Target
Performance Measure:				
Number of 4-H Leader Trainings	25	25	39	25
Number of Certified Adult Leaders	157	240	155	200
Establish new community partnerships to diversify and secure funding to enhance the positive youth development program	45	60	46	25
Number of Youth in 4-H	512	515	517	525

Objective 7: Master Gardener Recruitment and Retention

Recruit and retain Master Gardener volunteers to support educational programs and outreach.

Maintain the level of Master Gardener volunteer support measured by number of annual volunteers, hours donated by certified volunteers, and number of volunteers trained.

	2019 Actual	2020 Target	2020 Estimate*	2021 Target
Performance Measure:				
Certified Volunteers	266	265	265	270
Volunteers Trained	112	175	238	250
Volunteer Hours	10,057	15,200	3,500	10,500

*Due to the COVID-19 pandemic, volunteer hours are down in 2020.

General Fund

UW-Extension

Grant Funding

Grant Title	Funding Source	Funding Administration	2019 Actual Award	2020 Budgeted Award	2020 Estimated Award	2021 Budget
Greater Milwaukee Foundation - Healthy West Side Neighborhood Initiative Grant	Private - Greater MKE Foundation	County	\$30,000	\$20,272	\$0	\$0
StrongBodies	Community Memorial Hospital	County	\$5,445	\$5,500	\$5,500	\$10,000
Sub Total County UW Ext. Administered Grants			\$35,445	\$25,772	\$5,500	\$10,000
Subtotal State/Nonprofits/ Other Administered Grants (a)	USDA	SNAP	\$575,341	\$392,907	\$392,907	\$426,511
ProHealth Tower Hill Education Outreach Project (b)	ProHealth Care	ProHealth Care	\$0	\$35,000	\$35,000	\$0
Whitewater Rural Business Development Grant (c)	USDA	USDA	\$11,625	\$46,500	\$34,875	\$0
New Berlin Data Analysis Project (d)	New Berlin	New Berlin	\$0	\$0	\$10,000	\$0
CAPER (Consolidated Annual Performance Evaluation Report) (CDBG) (e)	CDBG	CDBG	\$0	\$0	\$5,000	\$0
Tower Hill Neighborhood Assoc. (CDBG) (f)	CDBG	CDBG	\$0	\$15,267	\$15,267	\$0
Haertel Field Revitalization Planning Grant (CDBG) (g)	CDBG	CDBG	\$0	\$0	\$0	\$20,000
Total UW Extension Grants			\$622,411	\$515,446	\$498,549	\$456,511

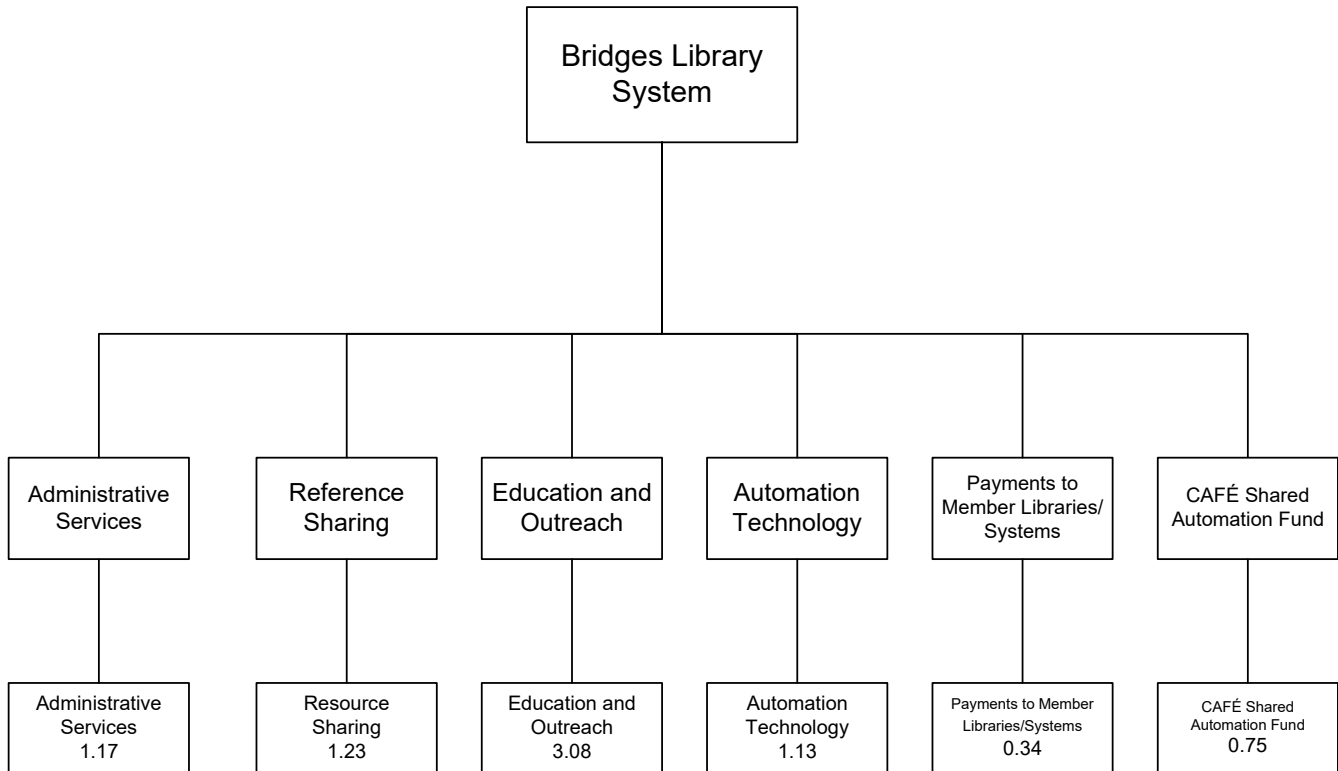
These state administered grants/funds do not run through the county’s budget because they have been awarded to other agencies to administer, but **provide benefits to Waukesha County residents.**

- (a) For the 2019 budget, this consists of \$575,341 of WNEP (including SNAP-Ed funding of \$333,525 and EFNEP funding of \$241,816). For the 2020 budget, this consists of \$392,907 of FoodWise funding (including SNAP-Ed funding of \$249,026 and EFNEP funding of \$143,881). For the 2021 budget, this consists of \$426,511 of Food Wise funding (including SNAP-Ed funding of \$270,061 and EFNEP funding of \$156,450).
- (b) This includes a donation from ProHealth Care specifically for the Tower Hill Education Outreach Project.
- (c) Whitewater Rural Business Development Grant project addresses job retention and expansion of small emerging businesses with under 50 employees and \$1 million or less in annual revenue. This grant was for \$93,000 and split between another county.
- (d) New Berlin Project includes the Community Educator working with city and community leaders to increase citizen participation in comprehensive planning.
- (e) The CDBG data analysis provided trends for the Waukesha County Community Development Block Grant program to help inform priority projects and decision-making. In addition, the report served for reporting performance outcomes through the Consolidated Annual Performance and Evaluation Report (CAPER) as required by the U.S. Department of Housing and Urban Development (HUD) to share local measures.
- (f) A CDBG grant for the strategic plan for the Tower Hill Neighborhood Association in a neighborhood revitalization strategy area.
- (g) A CDBG grant for the Revitalization Planning of the Haertel Field Neighborhood.

Bridges Library System

BRIDGES LIBRARY SYSTEM

FUNCTION / PROGRAM CHART



7.70 TOTAL FTE'S

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

Statement of Purpose

The mission of the Bridges Library System is to strengthen member libraries by fostering collaboration and innovation. 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 and Jefferson County citizens. This budget incorporates important strategic priorities into the library system’s service program and does so without sacrificing core services.

Financial Summary	2019 Actual	2020 Adopted Budget	2020 Estimate	2021 Budget	Change From 2020 Adopted Budget	
					\$	%
County Library Fund						
Revenue (a)	\$611,251	\$0	\$0	\$0	\$0	N/A
County Tax Levy (TNR)	\$3,523,524	\$3,538,749	\$3,538,749	\$3,659,778	\$121,029	3.4%
Expenditures	\$4,134,775	\$3,538,749	\$3,538,749	\$3,659,778	\$121,029	3.4%
Rev. Over (Under) Exp.	\$0	\$0	\$0	\$0	\$0	N/A
State Aids, Federal & Misc.						
Revenue (a)	\$2,510,294	\$2,002,808	\$2,008,827	\$1,922,777	(\$80,031)	-4.0%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$1,727,046	\$2,002,808	\$1,913,471	\$1,922,777	(\$80,031)	-4.0%
Rev. Over (Under) Exp.	\$783,248	\$0	\$95,356	\$0	-	N/A
CAFÉ Shared Automation Fund						
Revenue (a)	\$445,979	\$500,847	\$487,022	\$482,505	(\$18,342)	-3.7%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$418,297	\$484,547	\$481,164	\$464,507	(\$20,040)	-4.1%
Rev. Over (Under) Exp.	\$27,682	\$16,300	\$5,858	\$17,998	\$1,698	10.4%
Total All Funds						
Revenue (a)	\$3,567,524	\$2,503,655	\$2,495,849	\$2,405,282	(\$98,373)	-3.9%
County Tax Levy (TNR)	\$3,523,524	\$3,538,749	\$3,538,749	\$3,659,778	\$121,029	3.4%
Expenditures	\$6,280,118	\$6,026,104	\$5,933,384	\$6,047,062	\$20,958	0.3%
Rev. Over (Under) Exp.	\$810,930	\$16,300	\$101,214	\$17,998	\$1,698	10.4%
Position Summary (FTE)						
Regular Positions	6.63	7.70	7.70	7.70	0.00	
Extra Help	0.00	0.00	0.00	0.00	0.00	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total	6.63	7.70	7.70	7.70	0.00	

(a) Fund balance uses include:

Fund	Usage	2019 Actual	2020 Budget	2020 est.	2021 Budget
County	Fund Balance Transfer to Bridges Library System (Ord. 174-51)	\$611,251	\$0	\$0	\$0
State Aid	Wisconsin Digital Library - Advantage Program	\$30,000	\$22,500	\$22,500	\$18,000
State Aid	Pilot Hoopla Project	\$0	\$50,000	\$50,000	\$75,000
State Aid	Library Technology Projects	\$0	\$86,589	\$86,589	\$11,140
State Aid	LibraryAware Marketing Resource	\$0	\$0	\$0	\$22,900
State Aid	Social Media Archiving	\$0	\$0	\$0	\$5,000
State Aid	Accessibility Scans gauge ADA compliance	\$1,700	\$0	\$0	\$0
State Aid	Digitization of Historical Newspapers	\$50,000	\$40,000	\$40,000	\$0
State Aid	Data Analytics Project	\$50,000	\$0	\$0	\$0
State Aid	Network Equipment	\$20,685	\$0	\$0	\$0
State Aid	Library System App Upgrade	\$0	\$7,680	\$7,680	\$0
CAFÉ	Various CAFÉ Technology Upgrades and Projects	\$17,000	\$60,013	\$51,188	\$16,069
Total		\$780,636	\$266,782	\$257,957	\$148,109

Major Departmental Strategic Plan Objectives

Finance Pillar

Objective 1: Examine Library System Operations for Additional Efficiencies

Ensure that library system system-wide subscription programs are both robust in quality and sustainable by increasing the libraries' shares and decreasing the library system's share incrementally until appropriate balance is reached.

Performance Measure: Increase the libraries' share of e-Content costs in 2021.

Objective 2: Incentivize Operational Efficiencies at the Local Library Level

Continue the work with libraries on RFID (radio frequency identification) projects started in 2020 with a goal to convert as many libraries as possible to RFID technology by offering financial assistance with purchasing tags for libraries' book collections. RFID tagging helps libraries manage their inventory, increases workflow efficiencies, and improves patron satisfaction.

Performance Measure: Help convert at least two of the non-RFID libraries to RFID technology in 2021.

Objective 3: Reduce Libraries Cost by Exploring New Cooperative Purchasing Opportunities

Purchasing bulk quantities of supplies commonly used by all libraries offers tremendous savings and opportunities for innovation for participants.

Performance Measure: Add RFID tags and supplies for all libraries utilizing this technology to the list of cooperative purchasing opportunities in 2021.

Quality Pillar

Objective 4: Strengthen the Public Image of Our Libraries and Our Library System by Producing New Marketing Content Designed for Targeted Purposes and by Teaching Libraries Effective Content Creation

Develop tools that can be tailored by local libraries to create awareness of program and services.

Performance Measure: Pilot the use of LibraryAware in 2020, offering templates for posters, bibliographies, signs, bookmarks, and more; and the tools to create and send custom newsletters, highlighting library offerings for all citizens.

Objective 5: Offer support and leadership that will ensure libraries operate in a stable technological environment positioning the library system to offer an innovative approach to future technology developments.

Performance Measure: Expand the use of virtual meeting and webinar technology to expand the reach and accessibility of library programming and services.

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 16 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	2019 Actual	2020 Adopted Budget	2020 Estimate	2021 Budget	Change From 2020 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	\$611,251	\$0	\$0	\$0	\$0	N/A
County Tax Levy (Credit) (a)	\$3,523,524	\$3,538,749	\$3,538,749	\$3,659,778	\$121,029	3.4%
Total Revenue Sources	\$4,134,775	\$3,538,749	\$3,538,749	\$3,659,778	\$121,029	3.4%
Expenditures						
Personnel Costs	\$0	\$0	\$0	\$0	\$0	N/A
Operating Expenses	\$4,134,775	\$3,538,749	\$3,538,749	\$3,659,778	\$121,029	3.4%
Interdept. Charges	\$0	\$0	\$0	\$0	\$0	N/A
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$4,134,775	\$3,538,749	\$3,538,749	\$3,659,778	\$121,029	3.4%
Rev. Over (Under) Exp.	\$0	\$0	\$0	\$0	\$0	N/A

a) See table on the following page that explains how the county library tax is calculated.

No positions are budgeted in this fund. The Bridges Library System 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 2021 budget, the TNR residents borrowed 18.38% of the materials at libraries, and the ordinance calls for them to be taxed for 18.38% 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 increased \$10,193 or 56.9% to \$28,115 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 Bridges Library System Director.

How the 2020 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 18.38% for the 2021 budget) by County taxed residents in true non-resident (TNR) communities as shown in the table below.

ESTIMATED 2020 LIBRARY TAX LEVY FOR 2021 BUDGET PURPOSES					
Category		2019 for 2020 Budget Purposes	2020 for 2021 Budget Purposes	\$ Change	% Change
Expenditures (2 years prior)		\$19,017,650	\$19,478,585	\$460,935	2.4%
Revenues (2 years prior)	-	\$19,558,579	\$19,900,181	\$341,602	1.7%
Overage or (lapse) - 2 years prior		-\$540,929	-\$421,596	\$119,333	-22.1%
Projected budget - year prior	+	\$19,697,359	\$20,179,984	\$482,625	2.5%
Calculated allowable expenditures		\$19,156,430	\$19,758,388	\$601,958	3.1%
Countywide TNR percent 2 years prior	x	18.379%	18.380%	N/A	0.0%
County levy (TNR % times allowable expenditures)		\$3,520,827	\$3,631,663	\$110,836	3.1%
Intercountry Funding	+	\$17,922	\$28,115	\$10,193	56.9%
Total		\$3,538,749	\$3,659,778	\$121,029	3.4%

In August 2008, the County Board adopted the current Library Tax Levy Distribution formula, which 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. The 2016-2017 Act 150 Library Planning Committee recommended a minor modification in the manner in which interlibrary loans are counted to better track how items are shared among libraries. There were no changes recommended in the portion of the formula that calculates the county library tax levy amount. The table below shows that usage of physical items increased by 0.9% in TNR areas and increased by 0.9% in Waukesha County overall resulting in a no significant change in the TNR proportionate use from 18.379% to 18.38%. Libraries' digital usage has continued to grow with a one-year increase of 14.1% in TNR areas and 12.8% in all of Waukesha County. Digital circulations are approaching 500,000 items and represent a significant shift in library services. Libraries are challenged to offer both traditional and digital formats with very tight local budget constraints. It should be noted that the higher percent of TNR usage for digital items is now documented and stable. Digital circulations are not currently factored into the county's reimbursement formula. This will undoubtedly become a part of future formula discussion during county library planning. An increase in library expenditures and increased circulation of physical items resulted in the 3.4% increase in in-county funding.

Activity*	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2020 - 2021 % Change
Circulation to residents subject to library tax (2 yrs prior to budget year)	845,212	815,994	811,587	819,075	0.9%
Total In-County Circulation	4,475,561	4,398,215	4,415,755	4,456,251	0.9%
Percent Non Library Community Borrowing of Total County Borrowing	18.885%	18.553%	18.379%	18.380%	0.0%
Digital Circulation to residents subject to library tax (2 yrs prior to budget year)	71,876	78,318	96,777	110,399	14.1%
Total In-County Digital Circulation	321,937	349,775	430,247	485,270	12.8%
Percent Non Library Community Borrowing of Total County Borrowing of Digital Materials	22.326%	22.391%	22.493%	22.750%	1.1%

*2 yrs prior actual statistics used for budget development (e.g. 2019 actual statistics used for 2021 budget).

Adjacent County Funding	2019	2020	2021	2020-2021 \$ Change
Payments made <u>by</u> Waukesha County to adjacent county libraries	\$13,650	\$17,922	\$28,115	\$10,193
Payments made <u>to</u> Waukesha County libraries by adjacent counties (a)	\$422,684	\$515,660	\$509,650	(\$6,010)
Net Waukesha County Position	\$409,034	\$497,738	\$481,535	(\$16,203)

(a) Except for Racine and Walworth Counties, payments made to Waukesha County libraries by adjacent counties (e.g. Dodge, Jefferson, Ozaukee, and Washington) do not run through county financial statements. Payments are made directly to the Waukesha County libraries.

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.

2020-2021 Library Tax Levy Distribution

Library	2020 Distribution	2021 Distribution	20 vs. 21 \$ Change	20 vs. 21 % Change
Big Bend	\$21,913	\$23,245	\$1,332	6.08%
Brookfield	\$273,017	\$273,707	\$690	0.25%
Butler	\$6,069	\$7,838	\$1,769	29.15%
Delafield	\$333,124	\$353,235	\$20,111	6.04%
Eagle	\$26,689	\$25,355	-\$1,334	-5.00%
Elm Grove	\$33,443	\$38,689	\$5,246	15.69%
Hartland	\$236,980	\$251,580	\$14,600	6.16%
Menomonee Falls	\$31,578	\$29,999	-\$1,579	-5.00%
Mukwonago	\$409,900	\$432,780	\$22,880	5.58%
Muskego	\$53,968	\$61,129	\$7,161	13.27%
New Berlin	\$24,023	\$23,929	-\$94	-0.39%
North Lake	\$81,890	\$77,795	-\$4,095	-5.00%
Oconomowoc	\$279,011	\$290,081	\$11,070	3.97%
Pewaukee	\$108,895	\$104,557	-\$4,338	-3.98%
Sussex	\$463,088	\$487,149	\$24,061	5.20%
Waukesha	\$1,137,239	\$1,150,595	\$13,356	1.17%
Subtotal Pmt to Waukesha Co. Libraries	\$3,520,827	\$3,631,663	\$110,836	3.15%
Intercounty Payments	\$17,922	\$28,115	\$10,193	56.87%
Total Library Tax Levy Distribution	\$3,538,749	\$3,659,778	\$121,029	3.4%

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 Bridges 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. No increase in state aid is projected for 2021.

Financial Summary	2019	2020	2020	2021	Change From 2020	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget	
					\$	%
Revenues						
General Government	\$1,914,290	\$1,338,488	\$1,356,058	\$1,327,788	(\$10,700)	-0.8%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$425,716	\$443,305	\$438,000	\$448,949	\$5,644	1.3%
Interdepartmental	\$0	\$3,000	\$3,000	\$3,000	\$0	0.0%
Other Revenue	\$17,903	\$11,246	\$5,000	\$11,000	(\$246)	-2.2%
Appr. Fund Balance (a)	\$152,385	\$206,769	\$206,769	\$132,040	(\$74,729)	-36.1%
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$2,510,294	\$2,002,808	\$2,008,827	\$1,922,777	(\$80,031)	-4.0%
Expenditures						
Personnel Costs	\$567,122	\$684,138	\$659,339	\$692,089	\$7,951	1.2%
Operating Expenses	\$1,030,305	\$1,184,486	\$1,119,998	\$1,093,551	(\$90,935)	-7.7%
Interdept. Charges	\$129,619	\$134,184	\$134,134	\$137,137	\$2,953	2.2%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$1,727,046	\$2,002,808	\$1,913,471	\$1,922,777	(\$80,031)	-4.0%
Rev. Over (Under) Exp.	\$783,248	\$0	\$95,356	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	5.88	6.95	6.95	6.95	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	5.88	6.95	6.95	6.95	0.00

(a) Library State Aid Fund balance Uses:

	2019 Actual	2020 Budget	2020 est.	2021 Budget
Wisconsin Digital Library - Advantage Program	\$30,000	\$22,500	\$22,500	\$18,000
Pilot Hoopla Project	\$0	\$50,000	\$50,000	\$75,000
Library Technology Projects	\$0	\$86,589	\$86,589	\$11,140
LibraryAware Marketing Resource	\$0	\$0	\$0	\$22,900
Social Media Archiving	\$0	\$0	\$0	\$5,000
Accessibility Scans gauge ADA compliance	\$1,700	\$0	\$0	\$0
Digitization of Historical Newspapers	\$50,000	\$40,000	\$40,000	\$0
Data Analytics Project	\$50,000	\$0	\$0	\$0
Network Equipment	\$20,685	\$0	\$0	\$0
Library System App Upgrade	\$0	\$7,680	\$7,680	\$0
Total	\$152,385	\$206,769	\$206,769	\$132,040

Program Highlights

General government revenues decrease by \$10,700 or 0.8% from 2020 budgeted levels due to a decrease in anticipated federally funded LSTA grants to be received from the Department of Public Instruction for a collaborative technology projects in 2021. Bridges Library System estimates receiving nearly \$1,298,000 in state aid for the purpose of providing library system services to Waukesha and Jefferson Counties, the same amount received in 2020.

Charges for services revenues increase by \$5,600 or 1.3%, largely based on the libraries paying increased electronic content charges related to the Advantage Program of \$67,500 to \$72,000 and increases in cooperative purchases from \$3,500 to \$13,500, which includes RFID tags in 2021. There is also a 1.8% increase in funding from Lakeshores Library System as a result of increased cost per circulation. The funding level increases by \$3,500 to \$199,000. These funds are pass-through amounts that are received from Lakeshores Library System and paid out to member libraries that provide the circulation to residents from Walworth and Racine Counties who live in areas without libraries. These increases are partially offset by decreases in database charges to member libraries of nearly \$8,500 due to the elimination of the database credit program.

Interdepartmental revenue remains the same as the 2020 budget. The \$3,000 budgeted is excess revenue from prior year e-commerce fees brought into the budget to offset the bank fees associated with processing credit card transactions.

State Library Aids Fund Balance appropriations decrease by \$74,700 to \$132,000. Project expenditures are related to strategic priorities identified in the 2018 strategic planning process. A collaborative library system RFID (radio frequency identification) project continues. Reserve funds of \$11,140 are budgeted to support the project to incentivize libraries to implement RFID technology which increases operational efficiencies and allows for better inventory control. The budget includes a \$75,000 pilot project to fund a grant program for member libraries to support a portion of the on-demand Hoopla digital resources (e.g. movies, TV shows, audiobooks, ebooks, comics, etc.) and \$18,000 to continue investing in extra digital content in the Wisconsin Digital Library's Advantage Program for the purpose of reducing wait times. Note, the library system will continue the process of gradually shifting the responsibility for purchasing content to the libraries over the next several budgets. Funds will be provided for two new projects. LibraryAware will offer marketing tools to the System and all 24 libraries for \$22,900 and social media archiving will be added for the System for \$5,000.

Personnel costs increase by nearly \$8,000 or 1.2%. The minimized decrease is a result of the transition to a new system director in 2020. The budget allows for the possible reclassification of the administrative specialist position to the departmental secretary classification based on the recently completed Korn Ferry-Hay classification review, as well as the cost to continue of the remaining 6.25 FTE positions.

Operating expenses decrease by \$90,900, mainly reflecting the decrease in RFID conversion projects slated for completion in 2021. It is anticipated that by the end of 2020, 15 of the 24 system libraries will be utilizing RFID technology.

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 Bridges Library System budget and are distributed to libraries that provide the service to residents from the TNR areas of Lakeshores Library System. The Bridges 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.

BRIDGES LIBRARY SYSTEM - STATE AIDS, FEDERAL & MISC: Program Units

Financial Summary	2019	2020	2020	2021	Change From 2020	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
Payments to Member Library Systems						
Staffing (FTE)	0.33	0.34	0.34	0.34	0.00	
Revenues	\$267,998	\$280,064	\$273,702	\$275,025	(\$5,039)	-1.8%
Appr. Fund Balance	\$0	\$0	\$0	\$75,000	\$75,000	N/A
Expenditures	\$267,518	\$280,064	\$339,782	\$350,025	\$69,961	25.0%
Rev. Over (Under) Exp.	\$480	\$0	(\$66,080)	\$0	-	N/A
Administrative Services						
Staffing (FTE)	1.12	1.19	1.19	1.17	-0.01	
Revenues	\$916,311	\$322,077	\$317,912	\$305,257	(\$16,820)	-5.2%
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$303,591	\$322,077	\$347,204	\$304,256	(\$17,821)	-5.5%
Rev. Over (Under) Exp.	\$612,720	\$0	(\$29,292)	\$0	-	N/A
Resource Sharing						
Staffing (FTE)	1.38	1.38	1.38	1.23	-0.14	
Revenues	\$550,648	\$530,507	\$531,852	\$524,907	(\$5,600)	-1.1%
Appr. Fund Balance	\$130,000	\$112,500	\$112,500	\$18,000	(\$94,500)	-84.0%
Expenditures	\$578,369	\$643,007	\$594,075	\$540,408	(\$102,599)	-16.0%
Rev. Over (Under) Exp.	\$102,279	\$0	\$50,277	\$0	-	N/A
Automation Technology						
Staffing (FTE)	0.13	1.13	1.13	1.13	0.00	
Revenues	\$151,367	\$169,557	\$188,063	\$209,002	\$39,445	23.3%
Appr. Fund Balance	\$20,685	\$86,589	\$86,589	\$11,140	(\$75,449)	-87.1%
Expenditures	\$152,591	\$256,146	\$241,215	\$216,542	(\$39,604)	-15.5%
Rev. Over (Under) Exp.	\$19,461	\$0	\$33,437	\$0	-	N/A
Education and Outreach						
Staffing (FTE)	2.92	2.92	2.92	3.08	0.16	
Revenues	\$471,585	\$493,834	\$490,529	\$476,546	(\$17,288)	-3.5%
Appr. Fund Balance	\$1,700	\$7,680	\$7,680	\$27,900	\$20,220	263.3%
Expenditures	\$424,977	\$501,514	\$391,195	\$511,546	\$10,032	2.0%
Rev. Over (Under) Exp.	\$48,308	\$0	\$107,014	\$0	-	N/A
Total Bridges Library System-State Aids, Federal & Misc. Fund						
Revenues	\$2,357,909	\$1,796,039	\$1,802,058	\$1,790,737	(\$5,302)	-0.3%
Appr. Fund Balance	\$152,385	\$206,769	\$206,769	\$132,040	(\$74,729)	-36.1%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$1,727,046	\$2,002,808	\$1,913,471	\$1,922,777	(\$80,031)	-4.0%
Rev. Over (Under) Exp.	\$783,248	\$0	\$95,356	\$0	\$0	N/A
Position Summary (FTE) - Bridges Library System-State Aids, Federal & Misc. Fund						
Regular Positions	5.88	6.95	6.95	6.95	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	5.88	6.95	6.95	6.95	0.00	

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	2019	2020	2020	2021	Change From 2020	
	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	\$419,270	\$430,834	\$430,834	\$456,436	\$25,602	5.9%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$9,709	\$10,000	\$5,000	\$10,000	\$0	0.0%
Appr. Fund Balance	\$17,000	\$60,013	\$51,188	\$16,069	(\$43,944)	-73.2%
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$445,979	\$500,847	\$487,022	\$482,505	(\$18,342)	-3.7%
Expenditures						
Personnel Costs	\$89,152	\$94,286	\$93,753	\$96,694	\$2,408	2.6%
Operating Expenses	\$329,145	\$390,261	\$387,411	\$367,813	(\$22,448)	-5.8%
Interdept. Charges	\$0	\$0	\$0	\$0	\$0	N/A
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$418,297	\$484,547	\$481,164	\$464,507	(\$20,040)	-4.1%
Rev. Over (Under) Exp. (a)	\$27,682	\$16,300	\$5,858	\$17,998	\$1,698	10.4%

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) When total revenues (excl. fund balance) are in excess of expenditures, they'll be retained and assigned in this component unit fund and be used to provide future software/equipment replacement and/or automation services to participating member libraries in future years' budgets.

Program Highlights

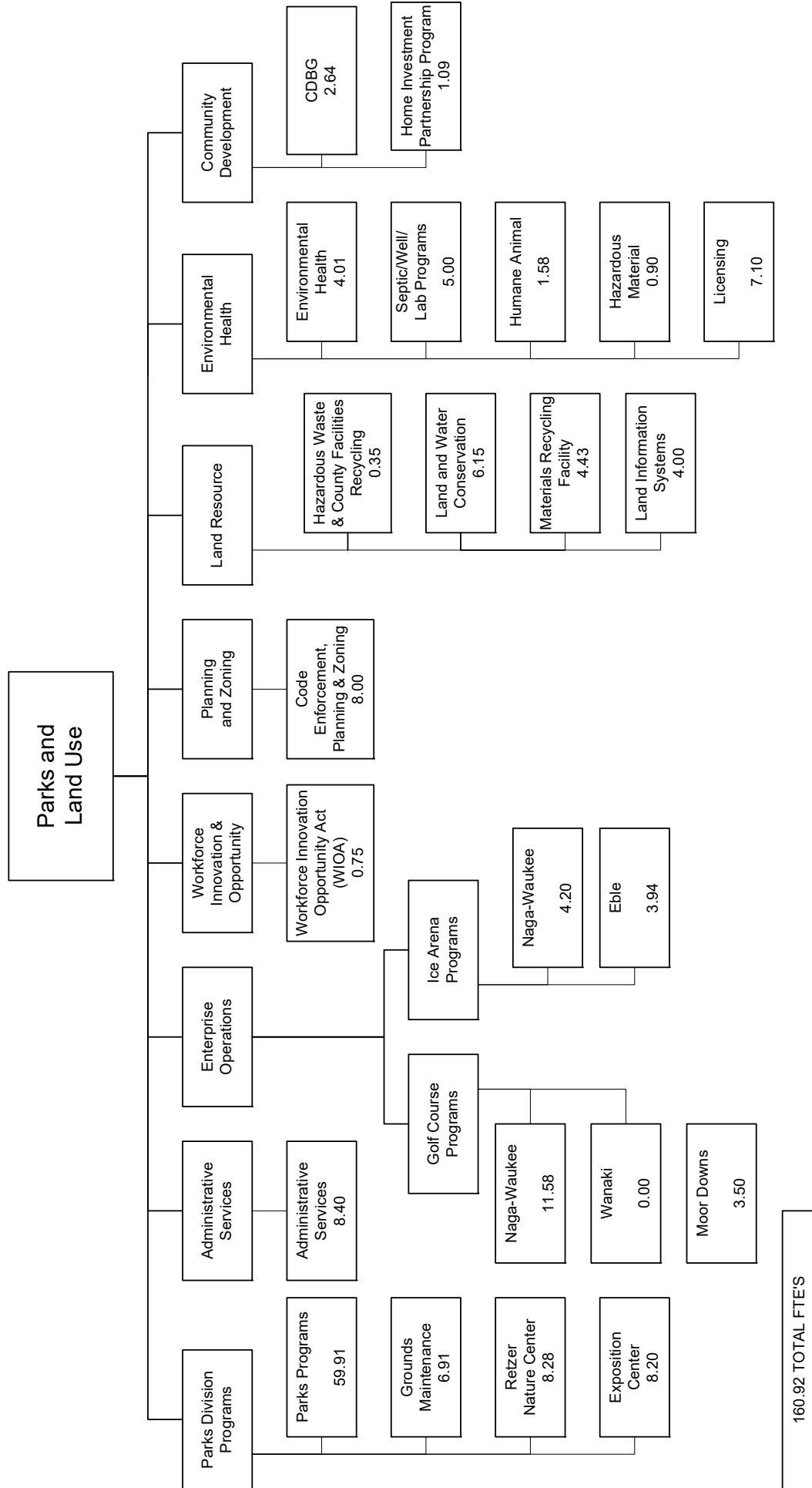
Charges for service revenues from member libraries increased \$25,600 or 5.9%, as a result of cost to continue increases and ongoing costs associated with the addition of an application programming interface (API) license needed for CAFÉ's software to interact with third party vendors and an interlibrary loan software subscription designed to connect CAFÉ to the state's WISCAT catalog, improving efficiencies in interlibrary loan operations. Both of these services were added in 2020. It also reflect new charges associated with the implementation of a mobile library app. Other revenues remain at 2020 budgeted amounts. CAFÉ fund balance revenues of \$16,100 are budgeted for a portion of the costs associated with the mobile library app. Member libraries also will pay a portion of these costs. Costs for the mobile app service will be gradually transitioned to member libraries over the next several budgets.

Personnel costs increase \$2,400 or 2.6% 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 decrease by approximately \$22,400 primarily due to the decrease in expenditures for the projects funded by the CAFÉ fund balance.

Parks & Land Use

PARKS AND LAND USE

FUNCTION / PROGRAM CHART



160.92 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 Waukesha County Department of Parks & 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	2019 Actual	2020 Adopted Budget	2020 Estimate (a)	2021 Budget	Change From 2020 Adopted Budget	
					\$	%
General Fund						
Revenues (b)	\$6,462,673	\$6,038,928	\$6,153,058	\$6,173,923	\$134,995	2.2%
County Tax Levy	\$7,024,010	\$7,124,010	\$7,124,010	\$7,199,010	\$75,000	1.1%
Expenditures	\$12,581,442	\$13,162,938	\$13,127,698	\$13,372,933	\$209,995	1.6%
Rev. Over (Under) Exp.	\$905,241	\$0	\$149,370	\$0	\$0	N/A
Community Development						
Revenues (b)	\$3,472,325	\$3,308,840	\$6,155,223	\$3,416,598	\$107,758	3.3%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures (a)	\$3,629,259	\$3,308,840	\$5,821,637	\$3,416,598	\$107,758	3.3%
Rev. Over (Under) Exp.	(\$156,934)	\$0	\$333,586	\$0	\$0	N/A
Workforce Innovation Opportunity Act						
Revenues	\$1,385,009	\$1,584,698	\$1,596,220	\$1,457,602	(\$127,096)	(\$0)
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$1,385,012	\$1,584,698	\$1,596,220	\$1,457,602	(\$127,096)	(\$0)
Rev. Over (Under) Exp.	(\$3)	\$0	\$0	\$0	\$0	N/A
Tarmann Fund						
Revenues (b)	\$402,000	\$400,000	\$400,000	\$400,000	\$0	0.0%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$49,250	\$400,000	\$0	\$400,000	\$0	0.0%
Rev. Over (Under) Exp.	\$352,750	\$0	\$400,000	\$0	-	N/A
Golf Courses						
Revenues	\$2,912,748	\$3,354,100	\$3,317,951	\$1,965,500	(\$1,388,600)	-41.4%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures (c)	\$3,064,633	\$3,315,529	\$3,162,544	\$2,039,583	(\$1,275,946)	-38.5%
Operating Inc./Loss	(\$151,885)	\$38,571	\$155,407	(\$74,083)	(\$112,654)	-292.1%
Ice Arenas						
Revenues (b)	\$1,057,284	\$1,117,730	\$1,078,588	\$1,105,500	(\$12,230)	-1.1%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures (c)	\$1,155,634	\$1,253,539	\$1,185,123	\$1,224,419	(\$29,120)	-2.3%
Operating Inc./Loss	(\$98,350)	(\$135,809)	(\$106,535)	(\$118,919)	\$16,890	N/A
Materials Recycling Fund						
Revenues (b)	\$3,659,856	\$2,883,390	\$2,873,162	\$2,873,288	(\$10,102)	-0.4%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures (c)	\$3,910,909	\$4,190,849	\$4,189,503	\$3,739,835	(\$451,014)	-10.8%
Operating Inc./Loss	(\$251,053)	(\$1,307,459)	(\$1,316,341)	(\$866,547)	\$440,912	N/A
Total All Funds						
Revenues (b)	\$19,351,895	\$18,687,686	\$21,574,202	\$17,392,411	(\$1,295,275)	-6.9%
County Tax Levy	\$7,024,010	\$7,124,010	\$7,124,010	\$7,199,010	\$75,000	1.1%
Expenditures (a)(c)	\$25,776,139	\$27,216,393	\$29,082,725	\$25,650,970	(\$1,565,423)	-5.8%
Rev. Over (Under) Exp.	\$1,101,054	\$0	\$882,956	\$0	-	N/A
Operating Inc./Loss	(\$501,288)	(\$1,404,697)	(\$1,267,469)	(\$1,059,549)	\$345,148	N/A
Position Summary All Funds (FTE)						
Regular Positions	103.00	103.84	103.84	101.59	(2.25)	
Extra Help	68.11	68.34	68.34	57.40	(10.94)	
Overtime	2.05	2.21	2.21	1.93	(0.28)	
Total	173.16	174.39	174.39	160.92	(13.47)	

- (a) 2020 estimates for expenditures exceed the adopted budget due to 2019 carryovers, purchase orders, and additional expenditure authority added to the adopted budget by County Board approved ordinances.
- (b) The 2020 revenue budget includes fund balance appropriations totals of \$640,000: including \$155,000 for general fund operations; \$85,000 of Material Recycling Facility (MRF) Funds; and \$400,000 of Tarmann Fund balance. The 2021 revenue budget includes fund balance appropriations totals of \$640,000: including \$150,000 for general fund operations; \$130,000 of Material Recycling Facility (MRF) Funds; and \$400,000 of Tarmann Fund balance.
- (c) Total expenditures and net operating income exclude capitalized fixed asset purchases to conform to generally accepted financial accounting standards.

General Fund

Parks & Land Use

Summary

Fund Purpose

The Department of Parks & Land Use General Fund operations are responsible for: fostering economic development, sound land use, enhancement and enjoyment of natural resources; 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 the Humane Animal program, restaurant and retail food licensing programs, and water and septic inspections/permit issuance.

Financial Summary	2019 Actual	2020		2021 Budget	Change From 2020 Adopted Budget	
		Adopted Budget	2020 Estimate(b)		\$	%
Revenues						
General Government	\$555,743	\$525,700	\$612,963	\$522,000	(\$3,700)	-0.7%
Fine/Licenses	\$1,293,772	\$1,259,000	\$1,250,840	\$1,299,100	\$40,100	3.2%
Charges for Services	\$3,293,986	\$3,097,675	\$3,004,691	\$3,272,288	\$174,613	5.6%
Interdepartmental	\$181,870	\$157,080	\$157,820	\$172,080	\$15,000	9.5%
Other Revenue	\$721,147	\$844,473	\$825,773	\$758,455	(\$86,018)	-10.2%
Appr. Fund Balance (a)	\$416,155	\$155,000	\$300,971	\$150,000	(\$5,000)	-3.2%
County Tax Levy (Credit)	\$7,024,010	\$7,124,010	\$7,124,010	\$7,199,010	\$75,000	1.1%
Total Revenue Sources	\$13,486,683	\$13,162,938	\$13,277,068	\$13,372,933	\$209,995	1.6%
Expenditures						
Personnel Costs	\$8,571,837	\$8,728,188	\$8,645,265	\$8,964,465	\$236,277	2.7%
Operating Expenses	\$2,295,609	\$2,518,086	\$2,484,616	\$2,567,332	\$49,246	2.0%
Interdept. Charges	\$1,536,168	\$1,606,814	\$1,597,967	\$1,644,470	\$37,656	2.3%
Fixed Assets (b)	\$177,828	\$309,850	\$399,850	\$196,666	(\$113,184)	-36.5%
Total Expenditures	\$12,581,442	\$13,162,938	\$13,127,698	\$13,372,933	\$209,995	1.6%
Rev. Over (Under) Exp.	\$905,241	\$0	\$149,370	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	82.66	82.96	82.96	83.66	0.70
Extra Help	44.58	44.13	44.13	43.68	(0.45)
Overtime	1.32	1.44	1.44	1.45	0.01
Total FTEs	128.56	128.53	128.53	128.79	0.25

(a) General fund balance is appropriated for:

	2019 Actual	2020 Budget	2020 Est.	2021 Budget	Change
3-Year Maintenance and Projects Plan	\$80,000	\$80,000	\$80,000	\$80,000	\$0
Brownfield Recycling Initiative	\$25,000	\$25,000	\$25,000	\$25,000	\$0
Expo Center Chair and Table Replacements	\$10,000	\$10,000	\$10,000	\$10,000	\$0
Land Information System	\$22,446	\$20,000	\$20,000	\$15,000	(\$5,000)
Planetarium Maintenance	\$5,000	\$20,000	\$20,000	\$20,000	\$0
Purchase Order/Carryovers	\$273,709	\$0	\$145,971	\$0	\$0
Total Fund Balance Appropriation	\$416,155	\$155,000	\$300,971	\$150,000	(\$5,000)

(b) 2020 estimates for expenditures exceed the adopted budget due to 2019 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	2020				Change From 2019 Adopted Budget
	2019 Actual	Adopted Budget	2020 Estimate	2021 Budget	
Parks Programs	58.69	59.19	59.19	59.91	0.72
Regular Positions	27.71	27.94	27.94	28.86	0.92
Extra Help/Overtime	30.98	31.25	31.25	31.05	-0.20
General County Grounds Maintenance	7.18	7.01	7.01	6.91	-0.10
Regular Positions	2.50	2.50	2.50	2.50	0.00
Extra Help/Overtime	4.68	4.51	4.51	4.41	-0.10
Retzer Nature Center	9.17	8.36	8.36	8.28	-0.08
Regular Positions	4.50	4.50	4.50	4.50	0.00
Extra Help/Overtime	4.67	3.86	3.86	3.78	-0.08
Exposition Center	8.39	8.25	8.25	8.20	-0.05
Regular Positions	4.20	4.20	4.20	4.20	0.00
Extra Help/Overtime	4.19	4.05	4.05	4.00	-0.05
Planning & Zoning	9.00	9.00	9.00	8.00	-1.00
Regular Positions	9.00	9.00	9.00	8.00	-1.00
Extra Help/Overtime	-	-	-	-	0.00
Environmental Health	4.01	4.01	4.01	4.01	0.00
Regular Positions	4.00	4.00	4.00	4.00	0.00
Extra Help/Overtime	0.01	0.01	0.01	0.01	0.00
Licensing	7.10	7.10	7.10	7.10	0.00
Regular Positions	7.10	7.10	7.10	7.10	0.00
Extra Help/Overtime	-	-	-	-	0.00
Septic/Well/Lab Programs	4.50	4.50	4.50	5.00	0.50
Regular Positions	4.50	4.50	4.50	5.00	0.50
Extra Help/Overtime	-	-	-	-	0.00
Humane Animal	1.58	1.60	1.60	1.58	-0.02
Regular Positions	1.00	1.00	1.00	1.00	0.00
Extra Help/Overtime	0.58	0.60	0.60	0.58	-0.02
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	5.77	6.15	6.15	6.15	0.00
Regular Positions	5.00	5.00	5.00	5.00	0.00
Extra Help/Overtime	0.77	1.15	1.15	1.15	0.00
Hazardous Waste & County Facilities Recycling	0.25	0.25	0.25	0.35	0.10
Regular Positions	0.25	0.25	0.25	0.35	0.10
Extra Help/Overtime	-	-	-	-	0.00
Land Information Systems	4.00	4.00	4.00	4.00	0.00
Regular Positions	4.00	4.00	4.00	4.00	0.00
Extra Help/Overtime	-	-	-	-	0.00
Administrative Services	8.02	8.21	8.21	8.40	0.19
Regular Positions	8.00	8.07	8.07	8.25	0.18
Extra Help/Overtime	0.02	0.14	0.14	0.15	0.01
Total Parks and Land Use General: Positions	128.56	128.53	128.53	128.79	0.25
Regular Positions	82.66	82.96	82.96	83.66	0.70
Extra Help	44.58	44.13	44.13	43.68	-0.45
Overtime	1.32	1.44	1.44	1.45	0.01

PARKS-GENERAL FUND: PROGRAM UNITS

Financial Summary	2020				Change From 2020	
	2019 Actual	Adopted Budget	2020 Estimate	2021 Budget	Adopted Budget	%
Total Parks General Fund						
Revenues	\$6,046,518	\$5,883,928	\$5,852,087	\$6,023,923	\$139,995	2.4%
Appr. Fund Balance	\$416,155	\$155,000	\$300,971	\$150,000	(\$5,000)	-3.2%
County Tax Levy	\$7,024,010	\$7,124,010	\$7,124,010	\$7,199,010	\$75,000	1.1%
Expenditures	\$12,581,442	\$13,162,938	\$13,127,698	\$13,372,933	\$209,995	1.6%
Rev. Over (Under) Exp.	\$905,241	\$0	\$149,370	\$0	-	N/A
Position Summary (FTE)						
Regular Positions	82.66	82.96	82.96	83.66	0.70	
Extra Help	44.58	44.13	44.13	43.68	(0.45)	
Overtime	1.32	1.44	1.44	1.45	0.01	
Total	128.56	128.53	128.53	128.79	0.26	
Parks Programs						
Staffing (FTE)	58.69	59.19	59.19	59.91	0.72	1.2%
Revenues	\$1,889,616	\$1,729,200	\$1,930,419	\$1,883,638	\$154,438	8.9%
Appr. Fund Balance	\$178,145	\$100,000	\$226,794	\$100,000	\$0	0.0%
County Tax Levy	\$3,303,672	\$3,493,850	\$3,493,850	\$3,473,322	(\$20,528)	-0.6%
Expenditures	\$4,920,740	\$5,323,050	\$5,426,530	\$5,456,960	\$133,910	2.5%
Rev. Over (Under) Exp.	\$450,693	\$0	\$224,533	\$0	-	N/A
General County Grounds Maintenance						
Staffing (FTE)	7.18	7.01	7.01	6.91	-0.10	-1.4%
Revenues	\$0	\$0	\$0	\$0	\$0	N/A
Appr. Fund Balance	\$309	\$0	\$100	\$0	\$0	N/A
County Tax Levy	\$621,305	\$635,287	\$635,287	\$649,843	\$14,556	2.3%
Expenditures	\$593,867	\$635,287	\$550,612	\$649,843	\$14,556	2.3%
Rev. Over (Under) Exp.	\$27,747	\$0	\$84,775	\$0	-	N/A
Retzer Nature Center						
Staffing (FTE)	9.17	8.36	8.36	8.28	-0.07	-0.8%
Revenues	\$177,201	\$131,500	\$71,777	\$139,000	\$7,500	5.7%
Appr. Fund Balance	\$13,523	\$0	\$291	\$0	\$0	N/A
County Tax Levy	\$543,503	\$541,352	\$541,352	\$537,918	(\$3,434)	-0.6%
Expenditures	\$646,665	\$672,852	\$644,724	\$676,918	\$4,066	0.6%
Rev. Over (Under) Exp.	\$87,562	\$0	(\$31,304)	\$0	-	N/A
Exposition Center						
Staffing (FTE)	8.39	8.25	8.25	8.20	-0.05	-0.6%
Revenues	\$499,032	\$569,500	\$342,993	\$549,500	(\$20,000)	-3.5%
Appr. Fund Balance	\$10,000	\$10,000	\$10,199	\$10,000	\$0	0.0%
County Tax Levy	\$145,051	\$177,685	\$177,685	\$210,958	\$33,273	18.7%
Expenditures	\$699,968	\$757,185	\$746,683	\$770,458	\$13,273	1.8%
Rev. Over (Under) Exp.	(\$45,885)	\$0	(\$215,806)	\$0	-	N/A
Planning & Zoning						
Staffing (FTE)	9.00	9.00	9.00	8.00	-1.00	-11.1%
Revenues	\$153,424	\$140,475	\$133,550	\$150,900	\$10,425	7.4%
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
County Tax Levy	\$755,139	\$769,070	\$769,070	\$768,453	(\$617)	-0.1%
Expenditures	\$893,874	\$909,545	\$933,236	\$919,353	\$9,808	1.1%
Rev. Over (Under) Exp.	\$14,689	\$0	(\$30,616)	\$0	-	N/A
Environmental Health						
Staffing (FTE)	4.01	4.01	4.01	4.01	0.00	0.0%
Revenues	\$122,178	\$128,700	\$134,141	\$127,005	(\$1,695)	-1.3%
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
County Tax Levy	\$364,830	\$345,809	\$345,809	\$366,864	\$21,055	6.1%
Expenditures	\$492,497	\$474,509	\$464,478	\$493,869	\$19,360	4.1%
Rev. Over (Under) Exp.	(\$5,489)	\$0	\$15,472	\$0	-	N/A

PARKS-GENERAL FUND: PROGRAM UNITS (Cont.)

Financial Summary	2020				Change From 2020	
	2019 Actual	Adopted Budget	2020 Estimate	2021 Budget	Adopted Budget \$	%
Licensing						
Staffing (FTE)	7.10	7.10	7.10	7.10	0.00	0.0%
Revenues	\$865,853	\$813,000	\$814,007	\$841,000	\$28,000	3.4%
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
County Tax Levy	(\$156,959)	(\$184,645)	(\$184,645)	(\$197,065)	(\$12,420)	N/A
Expenditures	\$634,028	\$628,355	\$616,038	\$643,935	\$15,580	2.5%
Rev. Over (Under) Exp.	\$74,866	\$0	\$13,324	\$0	-	N/A
Septic/Well/Lab Programs						
Staffing (FTE)	4.50	4.50	4.50	5.00	0.50	11.1%
Revenues	\$399,028	\$391,000	\$366,000	\$396,000	\$5,000	1.3%
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
County Tax Levy	\$70,376	\$45,547	\$45,547	\$64,163	\$18,616	40.9%
Expenditures	\$389,712	\$436,547	\$412,236	\$460,163	\$23,616	5.4%
Rev. Over (Under) Exp.	\$79,692	\$0	(\$689)	\$0	-	N/A
Humane Animal						
Staffing (FTE)	1.58	1.60	1.60	1.58	-0.02	-1.3%
Revenues	\$49,737	\$50,000	\$50,000	\$50,000	\$0	0.0%
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
County Tax Levy	\$98,524	\$100,775	\$100,775	\$105,849	\$5,074	5.0%
Expenditures	\$137,758	\$150,775	\$145,727	\$155,849	\$5,074	3.4%
Rev. Over (Under) Exp.	\$10,503	\$0	\$5,048	\$0	-	N/A
Hazardous Material						
Staffing (FTE)	0.90	0.90	0.90	0.90	0.00	0.0%
Revenues	\$0	\$0	\$2,403	\$0	\$0	N/A
Appr. Fund Balance	\$25,000	\$25,000	\$28,150	\$25,000	\$0	0.0%
County Tax Levy	\$147,265	\$153,036	\$153,036	\$152,467	(\$569)	-0.4%
Expenditures	\$143,686	\$178,036	\$171,384	\$177,467	(\$569)	-0.3%
Rev. Over (Under) Exp.	\$28,579	\$0	\$12,205	\$0	-	N/A
Land & Water Conservation						
Staffing (FTE)	5.77	6.15	6.15	6.15	0.00	-0.1%
Revenues	\$589,931	\$576,273	\$520,260	\$560,000	(\$16,273)	-2.8%
Appr. Fund Balance	\$150,000	\$0	\$0	\$0	\$0	N/A
County Tax Levy	\$298,610	\$272,841	\$272,841	\$259,915	(\$12,926)	-4.7%
Expenditures	\$909,016	\$849,114	\$826,830	\$819,915	(\$29,199)	-3.4%
Rev. Over (Under) Exp.	\$129,525	\$0	(\$33,729)	\$0	-	N/A
Hazardous Waste and County Facilities Recycling						
Staffing (FTE)	0.25	0.25	0.25	0.35	0.10	40.0%
Revenues	\$403,303	\$444,000	\$390,286	\$444,000	\$0	0.0%
Appr. Fund Balance	\$7,624	\$0	\$1,222	\$0	\$0	N/A
County Tax Levy/(Credit)	\$48,442	(\$26,931)	(\$26,931)	(\$19,528)	\$7,403	N/A
Expenditures	\$371,707	\$417,069	\$419,992	\$424,472	\$7,403	1.8%
Rev. Over (Under) Exp.	\$87,662	\$0	(\$55,415)	\$0	-	N/A
Land Information Systems						
Staffing (FTE)	4.00	4.00	4.00	4.00	0.00	0.0%
Revenues	\$801,519	\$816,500	\$997,291	\$789,100	(\$27,400)	-3.4%
Appr. Fund Balance	\$22,446	\$20,000	\$20,000	\$15,000	(\$5,000)	-25.0%
County Tax Levy/(Credit)	\$0	\$10,119	\$10,119	\$3,011	(\$7,108)	-70.2%
Expenditures	\$775,448	\$846,619	\$899,859	\$807,111	(\$39,508)	-4.7%
Rev. Over (Under) Exp.	\$48,517	\$0	\$127,551	\$0	-	N/A
Administrative Services						
Staffing (FTE)	8.02	8.21	8.21	8.40	0.19	2.3%
Revenues	\$95,696	\$93,780	\$98,960	\$93,780	\$0	0.0%
Appr. Fund Balance	\$9,108	\$0	\$14,215	\$0	\$0	N/A
County Tax Levy	\$784,252	\$790,215	\$790,215	\$822,840	\$32,625	4.1%
Expenditures	\$972,476	\$883,995	\$869,369	\$916,620	\$32,625	3.7%
Rev. Over (Under) Exp.	(\$83,420)	\$0	\$34,021	\$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 existing park enhancements, daily operation of facilities and working in cooperation with businesses, agencies, and organizations to advance and develop opportunities within the parks.

Major Departmental Strategic Plan Objectives

Customer Service Pillar: High customer satisfactionObjective #1: Customer Convenience

Increase customer convenience in registering for tee times, facility rentals and program registrations, and increase the availability of web-based reservation options.

Performance measure: 80% of survey customers report a good to very good rating in the convenience and efficiency of online reservation systems.

Financial Pillar: Protect taxpayer investmentsObjective #1: Volunteer Management

Identify and promote volunteer projects and opportunities for events and land management purposes to increase volunteer hours.

Performance measure: Increase volunteer hours annually by 5%.

Objective #2: Credit Card Usage

Improve the county's remote connectivity to provide customers the ability to make purchases using credit cards.

Performance measure: Increase the ratio of credit card to cash collection to 70%/30% by December of 2020.

Quality Pillar: High standards of service excellenceObjective #1: Park Rental Facilities Satisfaction

Achieve a good or very good satisfaction rating for clean and safe park rental facilities and grounds by 80% of customers.

Performance measure: 80% of surveyed customers report a good or very good rating for the appearance and cleanliness of park system rental facilities and grounds.

Parks Programs (continued)

	2019 Actual	2020 Budget	2020 Estimate(a)	2021 Budget	Budget Change
Staffing (FTE)	58.69	59.19	59.19	59.91	0.72
General Government	\$74,023	\$36,000	\$68,870	\$95,000	\$59,000
Fine/Licenses	\$7,620	\$10,000	\$6,840	\$7,000	(\$3,000)
Charges for Services	\$1,630,382	\$1,438,500	\$1,620,007	\$1,604,938	\$166,438
Interdepartmental	\$66,680	\$46,000	\$46,000	\$46,000	\$0
Other Revenue	\$110,911	\$198,700	\$188,702	\$130,700	(\$68,000)
Appr. Fund Balance (a)	\$178,145	\$100,000	\$226,794	\$100,000	\$0
County Tax Levy (Credit)	\$3,303,672	\$3,493,850	\$3,493,850	\$3,473,322	(\$20,528)
Total Revenues	\$5,371,433	\$5,323,050	\$5,651,063	\$5,456,960	\$133,910
Personnel Costs	\$3,172,441	\$3,331,444	\$3,363,785	\$3,464,915	\$133,471
Operating Expenses	\$751,629	\$807,224	\$789,869	\$861,307	\$54,083
Interdept. Charges	\$818,842	\$874,532	\$873,026	\$893,572	\$19,040
Fixed Assets (a)	\$177,828	\$309,850	\$399,850	\$237,166	(\$72,684)
Total Expenditures	\$4,920,740	\$5,323,050	\$5,426,530	\$5,456,960	\$133,910
Rev. Over (Under) Exp.	\$450,693	\$0	\$224,533	\$0	\$0

(a) 2020 estimates for expenditures exceed the adopted budget due to 2019 carryover and purchase orders and additional expenditure authority added to the adopted budget by County Board approved ordinances.

Program Highlights

The 2021 general government revenues includes grant funding of \$36,000 for snowmobile trail maintenance, \$6,000 for outdoor recreation activities (e.g. muskie stocking) and \$38,000 to fund a new, temporary natural land management Intern position. The budget also includes \$15,000 in federal grant funding for additional land management projects.

Fines and licenses revenues, related to parking violations on County grounds, have been decreased \$3,000 from the 2020 budget to reflect three year average revenue.

Charges for services revenues increased by about \$166,400 to \$1,604,900, mostly related to the following: an increase in annual stickers sales of \$101,400 and \$45,600 increase in park entrance fees based upon prior year trends, enhanced revenue collection, and a proposed entrance fee increase of \$1. In addition, campground fees increase \$18,000 to \$143,000 and reservation fees are increased \$7,600 to \$140,100 related to site upgrades at several facilities and increased activity. Concession revenues decrease by \$15,200 reflecting the change in consumer activity. Charges for services also includes \$102,300 for land rentals, a decrease of \$8,800 to better reflect market rates.

Interdepartmental revenues include reimbursement of Park staff time for management assistance to the golf course operations and are budgeted at \$46,000, no change from the 2020 budget, which reduced these charges reflecting the county's intent to discontinue operations at Wanaki golf course.

Other revenues decrease \$68,000 to \$130,700 largely due to reductions in one-time donations for specific park projects in the 2020 budget. Other revenues in 2021 mainly include \$90,000 of landfill fee revenues, used to fund three-year maintenance plan items; \$20,000 in donations to fund Natural Land Management and select 3-year maintenance plan projects.

General Fund balance allocated to 3-year maintenance plan projects is budgeted at \$80,000. The remaining fund balance of \$20,000 is budgeted for 2020 Planetarium/Retzer maintenance projects.

Personnel costs are increased by approximately \$133,500 or 4%. Increases include the cost to continue of existing staff, the refunding of 1.00 FTE park maintenance worker (done in 2020 with available funding), an increase in extra help funding, and a 0.05 FTE increase in overtime costs. These increases are partially offset with the abolishment of 0.08 FTE clubhouse supervisor – 18 hole related to the sale of Wanaki golf course and savings from staff turnover and a reduction of 0.25 FTE temporary extra help, related to a gradual shift towards lead-level seasonal hours.

Operating expenses increase \$54,100 to nearly \$861,000. Increases include: \$15,000 for additional credit card processing charges due to higher activity levels at park facilities, \$7,900 in additional cleaning supplies, \$6,650 in increased pest control, \$14,000 in higher software maintenance and park connectivity costs based on prior year trends, and \$12,000 increase for landscaping materials and hardware supplies partly related to staff efforts to maintain the park land management plan. The budget also includes an increase of \$3,300 in utilities, and a \$2,700 increase in planned 3-year maintenance plan projects.

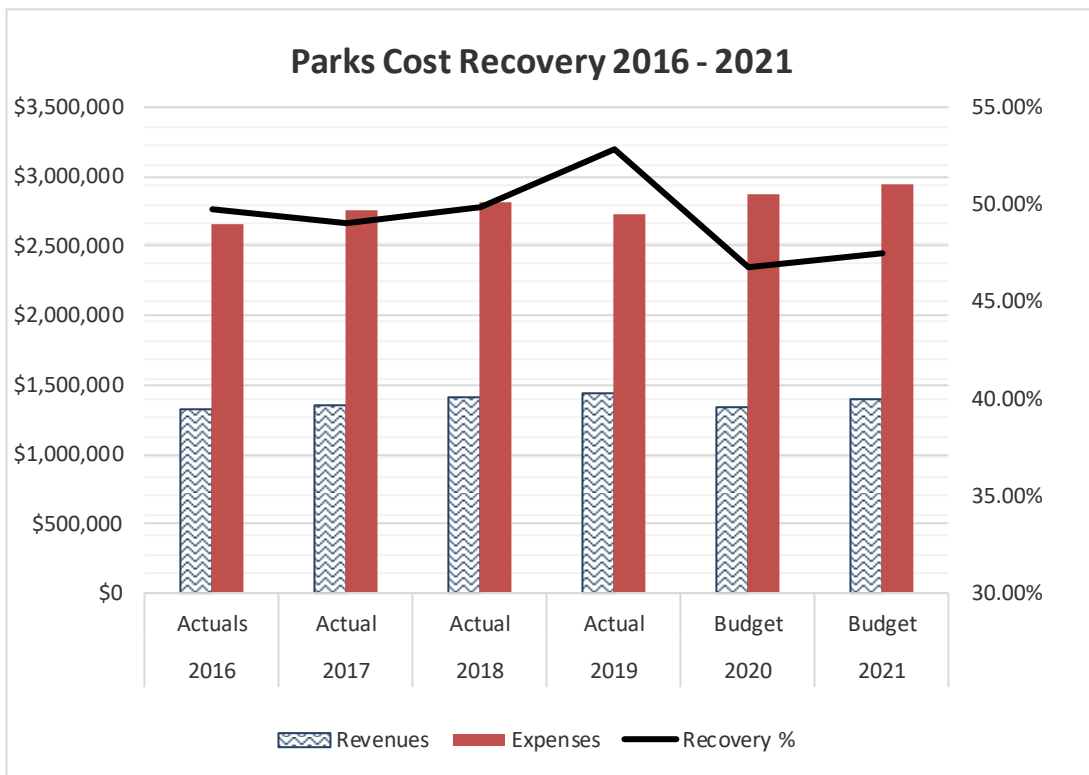
Interdepartmental charges increase about \$19,000 mainly due to a \$18,800 increase in vehicle maintenance and replacement charges and a \$8,800 increase in insurance costs which are partially offset by \$7,300 reduction in communication charges.

Fixed assets decrease just under \$79,700 due to shifts in the 3-year maintenance plan funding.

Parks Programs (continued)

Activity Data	2019 Actual	2020 Budget	2020 Estimate	2021 Budget
Daily Entrance Stickers	90,148	84,000	87,500	73,000
Annual Stickers	18,955	17,750	24,790	21,200
Family Camping	4,300	3,500	3,815	4,655
Group Camping	938	2,000	818	1,000
Reserved Picnics/Pavilion/Lodge Rental	945	1,150	760	850
Annual Boat Launch Stickers	618	700	1100	600
Daily Boat Launch	14,250	14,000	12,200	14,000

The preceding analysis excludes all capital and 3-year Maintenance Plan items from expenditures. The Park and Planning Commission has established a goal of 30% cost recovery for the park system. The chart indicates that expenditures have remained relatively stable and the park system has been able to maintain revenue recovery over a 4-year average, at approximately 50.3% of expenditures. The 2021 budget includes a cost recovery rate of 47.5%.



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 Parks & 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 3-year plan is developed to identify future projects and provide for a consistent annual budget.

Location	Project	2021 Plan	2022 Plan	2023 Plan
All Facilities	Mechanical Maintenance	\$2,000	\$10,000	\$5,878
All Facilities	Striping and Culvert maintenance	\$20,000	\$20,000	\$20,000
All Facilities	Site Maintenance	\$20,000	\$20,000	\$20,000
All Facilities	Entrance Camera System	\$50,000	\$0	\$0
Expo Center	Facility repair and replacement	\$33,100	\$8,600	\$19,387
Expo Center	Plumbing/HVAC repairs and replacements	\$0	\$0	\$0
Expo Center	Lighting improvements	\$0	\$0	\$0
Expo Center	Door Replacements	\$6,000	\$11,350	\$44,500
Grounds Maintenance	Lighting improvements	\$0	\$0	\$5,000
Grounds Maintenance	Plumbing/HVAC repairs and replacements	\$0	\$0	\$0
Grounds Maintenance	Door Replacements	\$3,000	\$0	\$0
Grounds Maintenance	Grounds improvements	\$0	\$0	\$0
Retzer	Planetarium Maintenance	\$0	\$0	\$48,506
Retzer	Boardwalk upgrades (a)	\$20,000	\$5,000	\$5,000
Retzer	Facility repair and replacement	\$16,600	\$2,090	\$0
Retzer	Plumbing/HVAC repairs and replacements	\$0	\$105,828	\$0
Fox Brook	Dog Swim Area Maintenance	\$0	\$25,000	\$0
Fox Brook	Roof replacement	\$17,500	\$0	\$0
Fox Brook	Facility repair and replacement	\$8,000	\$6,000	\$4,300
Fox Brook	Plumbing/HVAC repairs and replacements	\$12,000	\$6,133	\$21,700
Fox Brook	Diving Dock Replacement	\$25,000	\$0	\$0
Fox River	Plumbing/HVAC repairs and replacements	\$1,134	\$0	\$3,547
Fox River	Canoe launch overlook	\$0	\$0	\$0
Fox River	Facility repair and replacement	\$0	\$0	\$0
Menomonee	Campground Renovation	\$0	\$30,500	\$8,000
Menomonee	Facility repair and replacement	\$0	\$25,000	\$1,013
Menomonee	Plumbing/HVAC repairs and replacements	\$15,000	\$8,875	\$1,530
Menomonee	Dog Swim Area Maintenance	\$20,000	\$0	\$0
Minooka	By pass Lane	\$0	\$0	\$0
Minooka	Facility repair and replacement	\$0	\$0	\$5,000
Mukwonago	Plumbing/HVAC repairs and replacements	\$0	\$0	\$3,547
Mukwonago	Facility repair and replacement	\$14,500	\$9,750	\$30,700

(a) Planetarium/Retzer maintenance of \$20,000 is fund balance designated for this purpose.

3-Year Maintenance and Major Projects Plan (continued)

Location	Project	2021 Plan	2022 Plan	2023 Plan
Muskego	Facility repair and replacement	\$25,000	\$0	\$0
Muskego	Lighting improvements	\$0	\$0	\$0
Muskego	Trail Boardwalk and signage improvements	\$9,166	\$0	\$0
Muskego	Plumbing/HVAC repairs and replacements	\$4,300	\$11,324	\$24,423
Naga-Waukee	Facility repair and replacement	\$3,000	\$5,000	\$51,400
Naga-Waukee	Boat Launch renovation	\$15,000	\$0	\$0
Naga-Waukee	Shoreline Repair	\$0	\$15,000	\$0
Naga-Waukee	Plumbing/HVAC repairs and replacements	\$2,200	\$16,050	\$40,069
Nashotah	Plumbing/HVAC repairs and replacements	\$6,000	\$0	\$0
Nashotah	Facility repair and replacement	\$0	\$12,000	\$0
PLAN TOTAL		\$348,500	\$353,500	\$363,500

CURRENT AND PLANNED CAPITAL PROJECTS

Project #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of '20	Estimated Operating Impact	A=Annual T=One-Time
201807	Pewaukee-Brookfield trail	2021	\$2,200,000	40%	TBD	A
202005	Minooka Park Mountain Bike Infrastructure improvements	2022	\$757,300	0%	\$0	A
202006	Expo Arena Furnance/Mechanical System	2021	\$1,397,500	0%	\$6,000 Annually	A
201406	Pavement Management Plan (2018-2022)	2022	\$4,950,000	N/A	\$0	A
201908	Pavement Mangement Plan (2023-2027)	2027	\$4,200,000	N/A	\$0	A
202103	UW-Waukesha Site Improvements	2026	\$210,000	0%	TBD	A
202104	Pewaukee Lake Boat Launch	2021	\$185,000	0%	\$0	T

General County Grounds Maintenance

Program Description

The General County Grounds Maintenance program 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.

Major Departmental Strategic Plan Objectives

Health and Safety Pillar: Ensure the well-being of residents

Objective #1: Government Center Facility Safety and Cleanliness

Strive to provide to customers and employees of the Government Center, year-round clean and safe grounds that are free of personal injury hazards, including turf, sidewalks, pavement and landscaping.

Performance measure: 100% free of slips and falls as reported by the Department of Administration Risk Management Division.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	7.18	7.01	7.01	6.91	(0.10)
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	\$309	\$0	\$100	\$0	\$0
County Tax Levy (Credit)	\$621,305	\$635,287	\$635,287	\$649,843	\$14,556
Total Revenues	\$621,614	\$635,287	\$635,387	\$649,843	\$14,556
Personnel Costs	\$285,520	\$316,449	\$242,815	\$323,107	\$6,658
Operating Expenses	\$105,562	\$124,941	\$113,863	\$125,913	\$972
Interdept. Charges	\$202,785	\$193,897	\$193,934	\$200,823	\$6,926
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$593,867	\$635,287	\$550,612	\$649,843	\$14,556
Rev. Over (Under) Exp.	\$27,747	\$0	\$84,775	\$0	\$0

Program Highlights

Personnel costs increase nearly \$6,700 to \$323,100 and include the cost to continue current staff levels, a 0.10 FTE decrease in extra help and a 2.0% increase in extra help hourly rates to help maintain competitive wages.

Operating costs increase slightly by \$1,000 or less than 1%, mainly due to increases of \$5,700 in equipment, \$1,500 in maintenance costs, partially offset with a \$3,700 in various supply accounts, \$1,300 in staff training and travel costs, and \$1,000 in rental costs reflecting prior year trends.

Interdepartmental charges increase \$6,900 mainly due to a \$3,400 increase in vehicle maintenance and replacement charges, \$1,000 increase in fuel charges, and \$600 in additional road supply costs (e.g. road salt).

Activity Data	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Acres of Land Maintained	214	214	214	214	-
Acres of Parking Lot maintained	45	45	45	45	-
Sq Ft- Sidewalk/Entrances	140,000	140,000	140,000	140,000	-

Program Description

Retzer Nature Center is responsible for the 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.

Major Departmental Strategic Plan Objectives

Quality Pillar: High standards of service excellence

Objective #1: Public Events and Programs

80% customer satisfaction rating for public events and programs

Performance measure: 80% of participants report a good or very good rating for the Retzer programs.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	9.17	8.36	8.36	8.28	(0.07)
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$123,021	\$91,000	\$43,612	\$109,000	\$18,000
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$54,180	\$40,500	\$28,165	\$30,000	(\$10,500)
Appr. Fund Balance	\$13,523	\$0	\$291	\$0	\$0
County Tax Levy (Credit)	\$543,503	\$541,352	\$541,352	\$537,918	(\$3,434)
Total Revenues	\$734,227	\$672,852	\$613,420	\$676,918	\$4,066
Personnel Costs	\$433,347	\$442,252	\$441,756	\$453,479	\$11,227
Operating Expenses	\$118,674	\$123,082	\$96,318	\$113,608	(\$9,474)
Interdept. Charges	\$94,644	\$107,518	\$106,650	\$109,831	\$2,313
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$646,665	\$672,852	\$644,724	\$676,918	\$4,066
Rev. Over (Under) Exp.	\$87,562	\$0	(\$31,304)	\$0	\$0

Program Highlights

Charges for services revenues are budgeted at \$109,000, an increase of \$18,000 from the 2020 budget and include: workshop and special event fees of \$65,000, an increase of \$5,800; land and office rental fees totaling \$24,000 and \$20,000 from the Waukesha School District for parks staff maintenance of Retzer and the planetarium facility. Other revenues are budgeted at \$30,000, a \$10,500 reduction from the 2020 budget. Donation revenue is budgeted at \$12,000 a reduction of \$8,000 to more conservatively budget general donation funds, gift shop sales decrease \$2,000 to \$16,000 and miscellaneous revenues decrease \$500 to \$2,000 to better reflect prior year trends.

Personnel costs are budgeted to increase by \$11,200 to nearly \$453,500, mainly to reflect the cost to continue of existing staff, as well as the reclassification of 1.00 FTE administrative assistant to an administrative specialist as a result of a recent human resources position study. An increase in extra help hourly rates is included for cost to continue, but a slight reduction in hours, reflecting a 0.07 FTE reduction in temporary extra help.

Operating expenses decrease nearly \$9,500 to \$113,600 mainly due to a \$6,000 decrease in merchandise for resale and reduction in outside printing costs of \$2,500.

Interdepartmental charges increase almost \$2,300 mainly due to increases in anticipated vehicle maintenance and planned replacement costs.

Activity Data	2019 Actual	2020 Budget	2020 Estimate(a)	2021 Budget	Budget Change
Program Attendance	8,973	8,500	2,565	8,500	0
Apple harvest festival attendance(a)	3,248	4,800	0	5,000	200

(a) Apple harvest festival is cancelled in 2020.

Exposition Center

Program Description

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

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	8.39	8.25	8.25	8.20	(0.05)
General Government	\$0	\$0	\$1,207	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$499,032	\$569,500	\$341,786	\$549,500	(\$20,000)
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$10,000	\$10,000	\$10,199	\$10,000	\$0
County Tax Levy (Credit)	\$145,051	\$177,685	\$177,685	\$210,958	\$33,273
Total Revenues	\$654,083	\$757,185	\$530,877	\$770,458	\$13,273
Personnel Costs	\$450,943	\$480,079	\$470,180	\$492,483	\$12,404
Operating Expenses	\$193,462	\$208,737	\$208,936	\$206,385	(\$2,352)
Interdept. Charges	\$55,563	\$68,369	\$67,567	\$71,590	\$3,221
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$699,968	\$757,185	\$746,683	\$770,458	\$13,273
Rev. Over (Under) Exp.	(\$45,885)	\$0	(\$215,806)	\$0	\$0

Program Highlights

Charges for services revenue decrease \$20,000 to \$549,500, to better reflect prior year trends. Fees will be adjusted as necessary to maintain a competitive market position. General Fund balance appropriations of \$10,000 are included in 2021 to fund expenditures for a table and chair replacement program.

Personnel costs increase \$12,400, mainly due to the cost to continue existing staff levels. Extra help costs increase nearly \$3,300 mostly due cost to continue for temporary staff (and a 0.01 FTE reduction in hours), offset by a \$3,300 decrease or 0.04 FTE reduction in overtime costs. Operating expenses decrease nearly \$2,400 mainly due to slight decreases of \$2,000 in staff clothing/uniforms based on prior year spending. Interdepartmental charges increase \$3,200 to \$72,000, related to \$1,900 increase in insurance charges and \$1,000 increase in vehicle maintenance and replacement charges.

The department will continue its long-term facility analysis for infrastructure repair and replacement to proactively plan for facility needs. In 2020, the department initiated updating a master plan for the lands around the Expo Center and Northview properties.

Activity Data	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Banquet/Wedding	5	7	3	12	5
Consumer Sales	32	31	25	32	1
Entertainment/Sport	9	8	7	8	0
Fundraiser	4	6	4	4	(2)
Grounds Events	3	4	5	4	0
Hobby Shows	3	4	2	4	0
Meetings	37	38	25	36	(2)
Religious	3	3	3	3	0
Seminar	4	5	0	5	0
Trade Show	7	6	6	6	0
4 H	30	30	12	30	0
County Sponsored	35	36	45	36	0

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.

Major Departmental Strategic Plan Objectives

Quality Pillar: High standards of service excellence

Objective #1: Well-Planned Land-Use

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.

100% of approved rezones are consistent with the County Comprehensive Plan, Farmland Preservation Plan and Shoreland Code requirements.

Performance Measures:

	2019 Actual	2020 Target	2020 Estimate	2021 Target
Benchmark Goal				
% of rezones consistent with development plan	100%	100%	100%	100%
Zoning actions consistent with Primary Environmental Corridor standards	100%	100%	100%	100%
Zoning actions consistent with Floodland protection standards	100%	100%	100%	100%
Zoning actions consistent with Park and Open Space Plan goals	100%	100%	100%	100%

Customer Service Pillar: High customer satisfaction

Objective #1: Internal and External Online Access to Land Use and Zoning Records

Improve online public service and internal staff access to land use and zoning records.

Planning & Zoning (continued)

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	9.00	9.00	9.00	8.00	(1.00)
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$83,775	\$85,000	\$80,000	\$95,100	\$10,100
Charges for Services	\$66,610	\$54,125	\$52,000	\$54,250	\$125
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$3,039	\$1,350	\$1,550	\$1,550	\$200
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$755,139	\$769,070	\$769,070	\$768,453	(\$617)
Total Revenues	\$908,563	\$909,545	\$902,620	\$919,353	\$9,808
Personnel Costs	\$828,363	\$844,560	\$866,731	\$833,876	(\$10,684)
Operating Expenses	\$17,733	\$16,950	\$18,470	\$35,818	\$18,868
Interdept. Charges	\$47,778	\$48,035	\$48,035	\$49,659	\$1,624
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$893,874	\$909,545	\$933,236	\$919,353	\$9,808
Rev. Over (Under) Exp.	\$14,689	\$0	(\$30,616)	\$0	\$0

Program Highlights

Fines and license revenues, which includes zoning permit fee revenues, increase \$10,100 to \$95,100 based on current activity levels and planned fee increases. Charges for services revenues are budgeted at \$54,300 and include \$39,300 in subdivision review revenues and \$15,000 in reimbursements for direct staff time to provide planning assistance to municipalities. Other revenue is budgeted at nearly \$1,600 and is mostly related to the sale of maps.

Personnel costs decrease \$10,700 or 1.3% to \$833,900 primarily due to the unfunding of 1.00 FTE administrative specialist position, offset by the cost to continue for existing staffing levels driven by increases in health insurance of \$43,500 due to changes in employee plan selections and anticipated premium increases. The budget includes the reclassification of 1.00 FTE senior land use specialist to a 1.00 FTE senior planner to reflect growing need for higher level subject matter expertise in community level planning and permitting process automation improvements.

Operating expenses increase \$18,900 to \$35,800 mainly due to a \$16,000 increase in third party temporary help, a \$1,300 increase in staff development costs, and \$1,100 increase in software maintenance charges.

Interdepartmental charges increase \$1,600, mainly due to a \$1,100 increase in computer maintenance and replacement charges.

Activity Data	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
# of Conditional Use reviews	15	15	20	20	5
# of Zoning Violations pursued	79	90	90	90	-
Site Plan reviews	29	30	25	30	-

Activity Data	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
# of Zoning Permits	388	400	445	425	25
# of Board of Adjustment cases	21	18	20	20	2
# of Certified Survey Maps (CSMs) reviewed	48	30	30	30	-
# of Subdiv. Plat Reviews	33	25	22	18	(7)

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.

Major Departmental Strategic Plan Objectives

Health and Safety Pillar: Ensure the well-being of residents

Objective #1: Public Water Supply Safety

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.

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.

	2019 Actual	2020 Target	2020 Estimate	2021 Target(a)
System samples	407	450	400	410
% sampled (a)	97%	100%	97%	97%
% with coliform bacteria	4.18%	2%	3%	2%
% with nitrates	0.49%	<1%	<1%	<1%

(a) Reduction in % sampled due to some samples being regularly taken to private labs. This is an option for any of the facilities.

Objective #2: Private Sewage System Maintenance Program

Operate a mandatory maintenance program for the estimated 33,000 private sewage systems, notifying system owners of the need for maintenance every three years.

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 is conducted on 90% of the private sewage systems notified through maintenance notification.

	2019 Actual(a)(b)	2020 Target	2020 Estimate	2021 Target
Maintenance notices sent	6,809	10,000	10,000	7,000
Maintenance events entered (a)(b)	18,648	9,500	11,000	11,000
% Maintenance events countywide	57.4%	27.9%	33.3%	33.3%

(a)Mandatory maintenance. We have completed updating our POWTS program with the inclusion of private sewage systems that were installed prior to July1, 1979. The number of systems under mandatory maintenance has also changed due to areas of the county moving to municipal sewer and thus no longer have a need for mandatory maintenance.

(b) 2019 data is higher than anticipated largely due to data and system clean up, as well as pumpers being more diligent about entering maintenance events within adopted timelines to avoid citation fees.

Customer Service Pillar: High customer satisfaction

Objective #1: Internal and External Online Access to Well and Septic Records

Improve online public service and internal access to residential well and septic records.

Environmental Health (continued)

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	4.01	4.01	4.01	4.01	0.00
General Government	\$22,902	\$37,700	\$53,136	\$36,000	(\$1,700)
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$98,867	\$91,000	\$81,000	\$91,000	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$409	\$0	\$5	\$5	\$5
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$364,830	\$345,809	\$345,809	\$366,864	\$21,055
Total Revenues	\$487,008	\$474,509	\$479,950	\$493,869	\$19,360
Personnel Costs	\$397,841	\$374,263	\$378,574	\$394,941	\$20,678
Operating Expenses	\$48,226	\$56,804	\$42,864	\$55,049	(\$1,755)
Interdept. Charges	\$46,430	\$43,442	\$43,040	\$43,879	\$437
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$492,497	\$474,509	\$464,478	\$493,869	\$19,360
Rev. Over (Under) Exp.	(\$5,489)	\$0	\$15,472	\$0	\$0

Program Highlights

General government revenues decrease \$1,700 related to an anticipated decrease in the State’s Radon grant to \$16,000 to cover staff time and other costs related to providing radon education services to area residents. The budget also includes \$20,000 for the Wisconsin Fund, a septic system replacement program run by the state of Wisconsin intended to help lower income county residents replace failing septic systems.

Charges for services remain budgeted at \$91,000 and include \$75,000 in revenues from water samples examined in accordance with the Safe Drinking Water Act, \$15,000 in radon kit sales revenue, and \$1,000 in fees related to the lead program.

Personnel costs increase \$20,700 or 5.5% to \$394,900 and funds the cost to continue existing staff levels.

Operating expenses decrease by approximately \$1,800 mainly due to a decrease of \$2,500 in miscellaneous operating expenses, and \$500 decrease in cellular telecommunications costs based on current usage, partially offset by an increase of \$1,200 in office and computer equipment expenses based on prior year experience.

Interdepartmental charges increase \$400 mainly due to a \$1,000 increase in postage costs and \$900 in computer maintenance charges, offset by a \$600 reduction in copier replacement charges, and \$500 reduction telephone line charges, as well as smaller reductions in other accounts.

Activity Data	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
WI Fund Grant (Septic Replacements)	1	2	0	0	(2)
# of on-site septic systems under Mandatory Maintenance (a)	32,500	34,000	33,000	33,000	(1,000)

(a) Per WI Statute 145.20(5)(am), these numbers include private sewage systems that were installed prior to July 1,1979. These numbers are also impacted by changes in areas of the county moving to municipal sewer and thus no longer have a need for mandatory maintenance.

Program Description

Provide licensing, inspection, education, and plan reviews of restaurant, retail food establishments, and other recreational facilities.

Major Departmental Strategic Plan Objectives

Health and Safety Pillar: Ensure the well-being of residents

Objective #1: Public Health Licensing, Inspection, and Education

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.

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

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

	2019 Actual	2020 Target	2020 Estimate(c)	2021 Target
Number of licensed food establishments	1,647	1,700	1,600	1,655
Number of inspections & consultations	2,236	2,500	1,745	2,400
# of pre-inspections/inspections/consultations per Inspector (a)(b)	320	328	250	343

- a) The United States Food and Drug Administration (FDA) 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 is the department goal.
- b) Licensing inspectors also conduct inspections at recreational facilities, including: public swimming pools, lodging facilities, camps, and campgrounds. This amounts to an additional 49 inspections per inspector in 2019.
- c) 2020 estimates for inspections are anticipated to be lower than prior years due to the cessation of routine inspections for three months following guidance from the Wisconsin department of Agriculture, Trade, and Consumer Protection (DATCP). Several staff were also reassigned to assist with Public Health case investigation and other activities as necessary due to the county's COVID-19 response.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	7.10	7.10	7.10	7.10	0.00
General Government	\$0	\$0	\$267	\$0	\$0
Fine/Licenses	\$861,683	\$809,000	\$809,000	\$837,000	\$28,000
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$4,170	\$3,500	\$4,240	\$3,500	\$0
Other Revenue	\$0	\$500	\$500	\$500	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit) (a)	(\$156,959)	(\$184,645)	(\$184,645)	(\$197,065)	(\$12,420)
Total Revenues	\$708,894	\$628,355	\$629,362	\$643,935	\$15,580
Personnel Costs	\$568,558	\$554,810	\$548,631	\$570,140	\$15,330
Operating Expenses	\$25,402	\$32,726	\$29,126	\$34,084	\$1,358
Interdept. Charges	\$40,068	\$40,819	\$38,281	\$39,711	(\$1,108)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$634,028	\$628,355	\$616,038	\$643,935	\$15,580

Rev. Over (Under) Exp.	\$74,866	\$0	\$13,324	\$0	\$0
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(a) Tax levy (credit) reflects revenues over expenses, which are used to offset expenses within other PLU department programs.

Licensing (continued)

Program Highlights

License revenues increase \$28,000 to \$837,000, primarily due to an increase in restaurant license/inspection revenues of \$23,000 to \$573,000 as a result of prior year trends and a proposed 2% rate increase in 2021. Additionally, retail food license revenues increase \$3,000 to \$170,000 related to a proposed 2% rate increase. The budget also includes lodging fee revenues of \$17,000, and hotel and pool licensing revenues \$74,000; an increase of \$2,000.

Interdepartmental revenues remain at \$3,500 and consist of licensing fees charged to parks concession facilities.

Personnel costs increase approximately \$15,300 or 2.8% due to the cost to continue existing staff levels. Operating expenses increase \$1,400 mainly due to slight increases in staff training and travel costs. Interdepartmental charges decrease \$1,100 largely due to reductions in cellular telecommunication charges.

Activity Data

	2019	2020	2020	2021	Budget
# of Inspections/Consultations Performed	Actual	Budget	Estimate	Budget	Change
# of Restaurants	1,553	1,750	1,200	1,700	(50)
# of Retail Foods	582	650	475	600	(50)
# of School Food Services	101	100	70	100	0
# of Lodging	58	50	35	50	0
# of Public Pool, Camp & Rec/ED camp	284	276	225	275	(1)

	2019	2020	2020	2021	Budget
# of Establishment Licenses issued	Actual	Budget	Estimate	Budget	Change
Restaurants					
Temporary	65	90	50	90	-
Prepackaged	45	60	50	50	(10)
Full Service	1,038	1,000	1,000	1,025	25
Retail Food					
No Processing	154	125	150	150	25
Processing	345	350	350	350	-
Lodging					
Hotel/Motel	41	40	40	40	-
Bed and Breakfast	3	4	4	4	-
Tourist Rooming House	8	20	25	30	-
Recreation					
Public Pools	233	240	235	235	(5)
Campground / Rec Ed. Camps	18	18	18	18	-

Septic/Well/Lab Programs

Program Description

Inspect the visible portions of the private well and/or private sewage system on existing properties to document compliance with (Wisconsin Department of Natural Resources Administrative Code) NR 812 and/or (Wisconsin Department of Safety and Professional Services) SPS 383 requirements. Collect water samples for bacteriological and/or chemical analysis. Issue sanitary permits and inspect private sewage system installations.

Major Departmental Strategic Plan Objectives

Health and Safety Pillar: Ensure the well-being of residents

Objective #1: Same Day Reporting of Unsafe Sample Results

Same day reporting of bacteriologically unsafe sample results to property owners.

Owner collected water samples brought in for bacteriological analysis will result in notification during the same day if results indicate a bacteriologically unsafe result. In 2018, there was an increase in owner collected samples and unsafe samples mainly due to media attention regarding unsafe water at Lannon Elementary School.

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

	2019 Actual	2020 Target	2020 Estimate(a)	2021 Target(a)
Number of unsafe samples	248	60	60	60
Number of owner and staff-collected samples(b)	1,602	450	800	1,200
% Reported same day	100%	100%	100%	100%

(a) Measure modified to reflect owner and staff collected samples

(b) 2019 data also impacted by the municipal well permitting program, allowing property owners to keep their well after being hooked up to municipal water (e.g. watering the lawn). Participants are required to sample their well every five years. Samples are estimated to decrease in 2020 due to impact of Covid-19 on laboratory/county operations.

Objective #2: Private Sewage Inspections upon Installation

Inspect private sewage systems at the time of installation.

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.

	2019 Actual	2020 Target	2020 Estimate	2021 Target
Number of systems inspected	302	400	375	375
% systems inspected on same-day	100%	100%	100%	100%
Septic System Plan Reviews	182	150	150	150

Septic/Well/Lab Programs (continued)

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	4.50	4.50	4.50	5.00	0.50
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$290,957	\$305,000	\$305,000	\$310,000	\$5,000
Charges for Services	\$108,071	\$85,000	\$60,000	\$85,000	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$1,000	\$1,000	\$1,000	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$70,376	\$45,547	\$45,547	\$64,163	\$18,616
Total Revenues	\$469,404	\$436,547	\$411,547	\$460,163	\$23,616
Personnel Costs	\$307,708	\$349,197	\$325,840	\$369,102	\$19,905
Operating Expenses	\$38,050	\$42,596	\$42,644	\$45,496	\$2,900
Interdept. Charges	\$43,954	\$44,754	\$43,752	\$45,565	\$811
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$389,712	\$436,547	\$412,236	\$460,163	\$23,616
Rev. Over (Under) Exp.	\$79,692	\$0	(\$689)	\$0	\$0

Program Highlights

License revenue consists of septic permit revenues and are increased \$5,000 to \$310,000, due to approximately 2% increase in rates. Charges for services revenues remain at the 2020 budget level of \$85,000 and include preliminary site assessment fees of \$30,000 and \$55,000 in water sample fees.

Personnel costs increase over \$19,900 due to the cost to continue existing positions, as well as the refunding of 0.50 to 1.00 FTE environmental health specialist. The increase in the FTE will provide environmental health staff flexibility for special projects and support in licensing tasks and radon grant support. Operating expenses increase approximately \$2,900, mainly due to a \$2,000 increase in laboratory supply costs to better reflect prior year trends. Interdepartmental charges increase slightly by about \$800 related to higher computer maintenance and replacement charges.

Activity Data	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
<u>Number of Septic Permits Issued</u>					
Conventional	201	210	210	210	0
Mound	169	165	170	170	5
Holding Tank	16	25	20	20	(5)
At Grade	4	15	10	10	(5)
Pressure Distribution	4	2	2	2	0

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.

Major Departmental Strategic Plan Objectives

Health and Safety Pillar: Ensure the well-being of residents

Objective #1: Animal Bite Victim Protocol

When necessary, ensure animal bite victims receive critical and time sensitive post-exposure rabies treatment

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.

	2019 Actual	2020 Target	2020 Estimate	2021 Target
Number of reported animal bites	762	600	650	650
% bite victims seek medical advice within 48 hours	100%	100%	100%	100%

Activity Data	2019 Actual	2020 Budget	2020 Estimate(a)	2021 Budget	Budget Change
Educational presentations on rabies control and animal neglect/abuse(a)	44	40	0	25	(15)
Humane complaints	173	200	200	200	0

(a) No large group educational presentations estimated in 2020 due to Covid-19 and guidelines on large gatherings. The county does not charge a fee for these presentations.

Objective #2: Educate, Advise, and Enforce Animal Neglect/Welfare Issues

Provide education, advice, and enforcement on animal neglect/welfare issues in order to minimize animal abuse and neglect.

After receiving a report of animal neglect or abuse, the Humane Officer will begin an investigation to determine if the complaint has merit and requires an onsite investigation. When appropriate, the issue can be brought to a satisfactory resolution by education of the animal owner. Criminal animal neglect and abuse is referred to the local law enforcement authority, and the Humane Officer works with law enforcement to resolve the issue.

Performance Measure: Investigate all reports of animal abuse and neglect within 48 hours of receiving the report.

Activity Data	2019 Actual	2020 Target	2020 Estimate	2021 Target
# Reports animal abuse/neglect	173	200	200	200
% followed up within 48 hours	100%	90%	90%	90%

Humane Animal (continued)

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	1.58	1.60	1.60	1.58	(0.02)
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$49,737	\$50,000	\$50,000	\$50,000	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$98,524	\$100,775	\$100,775	\$105,849	\$5,074
Total Revenues	\$148,261	\$150,775	\$150,775	\$155,849	\$5,074
Personnel Costs	\$111,874	\$122,821	\$118,325	\$126,443	\$3,622
Operating Expenses	\$7,695	\$10,150	\$9,598	\$11,016	\$866
Interdept. Charges	\$18,189	\$17,804	\$17,804	\$18,390	\$586
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$137,758	\$150,775	\$145,727	\$155,849	\$5,074
Rev. Over (Under) Exp.	\$10,503	\$0	\$5,048	\$0	\$0

Program Highlights

Fines/licensing revenues consist of dog license surcharge revenues of \$50,000, unchanged from the 2020 budget.

Personnel costs increase just over \$3,600 to \$126,400 due to the costs to continue existing staff levels and a slight 0.02 FTE decrease in extra help.

Operating expenses increase \$900 mainly due to increases in cellular communications charges. Interdepartmental charges increase by \$600 due to increases in computer maintenance charges of \$500.

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.

Major Departmental Strategic Plan Objectives

Health and Safety Pillar: Ensure the well-being of residents

Objective #1: Groundwater and Surface Water Quality Protection

To ensure groundwater and surface water quality protection, and maintain code compliant County petroleum storage tank and chemical storage facilities.

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

Performance Measure:	2019 Actual	2020 Target	2020 Estimate	2021 Target
% of County petroleum storage tanks and chemical storage facilities that are code compliant	100%	100%	96.50%	100%

Hazardous Material (continued)

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	0.90	0.90	0.90	0.90	0.00
General Government	\$0	\$0	\$2,403	\$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	\$25,000	\$25,000	\$28,150	\$25,000	\$0
County Tax Levy (Credit)	\$147,265	\$153,036	\$153,036	\$152,467	(\$569)
Total Revenues	\$172,265	\$178,036	\$183,589	\$177,467	(\$569)
Personnel Costs	\$107,136	\$111,598	\$112,330	\$116,399	\$4,801
Operating Expenses	\$26,557	\$56,118	\$49,268	\$51,112	(\$5,006)
Interdept. Charges	\$9,993	\$10,320	\$9,786	\$9,956	(\$364)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$143,686	\$178,036	\$171,384	\$177,467	(\$569)
Rev. Over (Under) Exp.	\$28,579	\$0	\$12,205	\$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 nearly \$4,800 related to the cost to continue existing staff levels. Operating expenses decrease approximately \$5,000 due to a reduction in costs associated with providing environmental site assessments (e.g. phase 1 site assessments) based on a review of previous years.

Activity Data	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Env. Assessment Performed					
In REM (foreclosure) Property Reviewed	39	45	45	50	5
Number of Petroleum Storage Tanks					
Monitor for Compliance—Above Ground	51	52	51	51	(1)
Monitor for Compliance—Under Ground	6	6	6	6	0

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, schools 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

Land & Water Conservation (continued)

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.

Major Departmental Strategic Plan Objectives

Customer Service Pillar: High customer satisfaction

Objective #1: Non-Point Pollution Control Performance Standards and Prohibitions

Implement state urban non-point pollution control performance standards and prohibitions under Chapters NR 151 and NR 216 Wisconsin Administrative Code within target timelines.

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

Performance Measure:	2019 Actual	2020 Target	2020 Estimate	2021 Target
For storm water permit sites >= 1 acre. Benchmark = 20 working days.	8	10	8	10
For storm water permit sites < 1 acre. Benchmark = 10 working days.	3	7	3	7

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	5.77	6.15	6.15	6.15	(0.00)
General Government	\$331,051	\$287,000	\$266,900	\$281,000	(\$6,000)
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$223,080	\$193,550	\$155,000	\$191,000	(\$2,550)
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$35,800	\$95,723	\$98,360	\$88,000	(\$7,723)
Appr. Fund Balance	\$150,000	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$298,610	\$272,841	\$272,841	\$259,915	(\$12,926)
Total Revenues	\$1,038,541	\$849,114	\$793,101	\$819,915	(\$29,199)
Personnel Costs	\$618,833	\$584,671	\$584,659	\$554,112	(\$30,559)
Operating Expenses	\$235,829	\$209,865	\$187,744	\$209,617	(\$248)
Interdept. Charges	\$54,354	\$54,578	\$54,427	\$56,186	\$1,608
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$909,016	\$849,114	\$826,830	\$819,915	(\$29,199)
Rev. Over (Under) Exp.	\$129,525	\$0	(\$33,729)	\$0	\$0

Program Highlights

General government revenues are budgeted to decrease \$6,000 to \$281,000. This is related to a decrease of \$9,000 to \$38,000 in the Aquatic Invasive Species (AIS)/Great Lakes Restoration Initiative programs, pass-thru grants from the state in collaboration with lake organizations and Washington County, to help control the spread of invasive species in county lakes and streams. General government revenues also includes the State Department of Agriculture, Trade, and Consumer Protection (DATCP) staffing grant, that is used to help offset a portion of land and water conservation staffing costs, which increases by \$3,000 to \$178,000. In addition, the budget includes non-point state pass-thru grant funding of \$50,000 to cost share the installation of conservation practices to meet state water runoff pollution control standards. Additionally, \$15,000 in pass-thru grant funding related to the Wildlife Damage program is also budgeted, which is unchanged from the previous year.

Land & Water Conservation (continued)

Charges for services revenues decrease \$2,550 to \$191,000. Storm water permit revenue is budgeted to remain at \$75,000. Storm water education program fees are budgeted at \$67,000 a decrease of \$3,000 based on current activity levels, as part of an intergovernmental agreement with the County to implement a mandatory storm water education program for 25 municipalities in the county. 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 services revenues includes \$15,000 from non-metallic mining reclamation permit fees and \$34,000, a slight increase of \$450 in lake organization contributions to the Aquatic Invasive Species Program (AIS) primarily to support intern positions.

Other revenue is budgeted at \$88,000, a reduction of \$7,700 from 2020 related to a decrease of \$10,000 in the sale of native plants and rain barrels to construct rain gardens and help mitigate storm water runoff pollution. The budget also 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; \$20,000 per an agreement with a gravel mining vendor for use of a County owned mine, and \$8,000 in stormwater workshop revenues.

Personnel costs decrease approximately \$30,600 mainly due to staff turnover and is partially offset by the cost to continue of existing staff levels.

Operating expenses are relatively stable and are budgeted at a similar level as 2020 to cover costs associated with the revenue programs described previously. Interdepartmental charges increase approximately \$1,600 related to a \$1,000 increase in computer maintenance and replacement costs, and \$550 increase vehicle replacement charges.

Activity Data	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Number of Educational Presentations/Events	103	65	60	70	5
Number of Storm water Permits issued	90	80	70	80	0
Number of Construction Site Inspections	529	600	400	600	0
Number of Farm Compliance Inspections *	8	7	10	8	1

* Reflects a recent surge in construction activity in the County.

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.

Major Departmental Strategic Plan Objectives

Financial Pillar: Protect taxpayer investments

Objective #1: Safe Disposal of Household Hazardous Waste

Maintain cost effective services for all Waukesha County residents and municipalities to safely dispose of Household Hazardous Waste (HHW) at four permanent sites and four satellite collection events.

County cost per participant for HHW collected is equal to or less than \$30 after the state grant and landfill contribution is subtracted from the total program costs.

Performance Measure:	2019 Actual	2019 Target	2020 Estimate	2021 Target
County HHW disposal costs per participating household	\$23.70	\$30.00	\$30.00	\$30.00

Hazardous Waste and County Facilities Recycling (continued)

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	0.25	0.25	0.25	0.35	0.10
General Government	\$76,767	\$69,000	\$69,000	\$69,000	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$6,081	\$65,000	\$11,286	\$65,000	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$320,455	\$310,000	\$310,000	\$310,000	\$0
Appr. Fund Balance	\$7,624	\$0	\$1,222	\$0	\$0
County Tax Levy (Credit) (a)	\$48,442	(\$26,931)	(\$26,931)	(\$19,528)	\$7,403
Total Revenues	\$459,369	\$417,069	\$364,577	\$424,472	\$7,403
Personnel Costs	\$18,539	\$20,076	\$19,994	\$26,841	\$6,765
Operating Expenses	\$351,618	\$394,915	\$398,137	\$395,572	\$657
Interdept. Charges	\$1,550	\$2,078	\$1,861	\$2,059	(\$19)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$371,707	\$417,069	\$419,992	\$424,472	\$7,403

Rev. Over (Under) Exp.	\$87,662	\$0	(\$55,415)	\$0	\$0
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(a) Levy credit reflects revenues over expenses, which are used to offset expenses within other PLU department programs.

Program Highlights

General government revenues are again budgeted at \$69,000. Participating communities pay \$55,000 or approximately one-third of the county's HHW program collection costs.

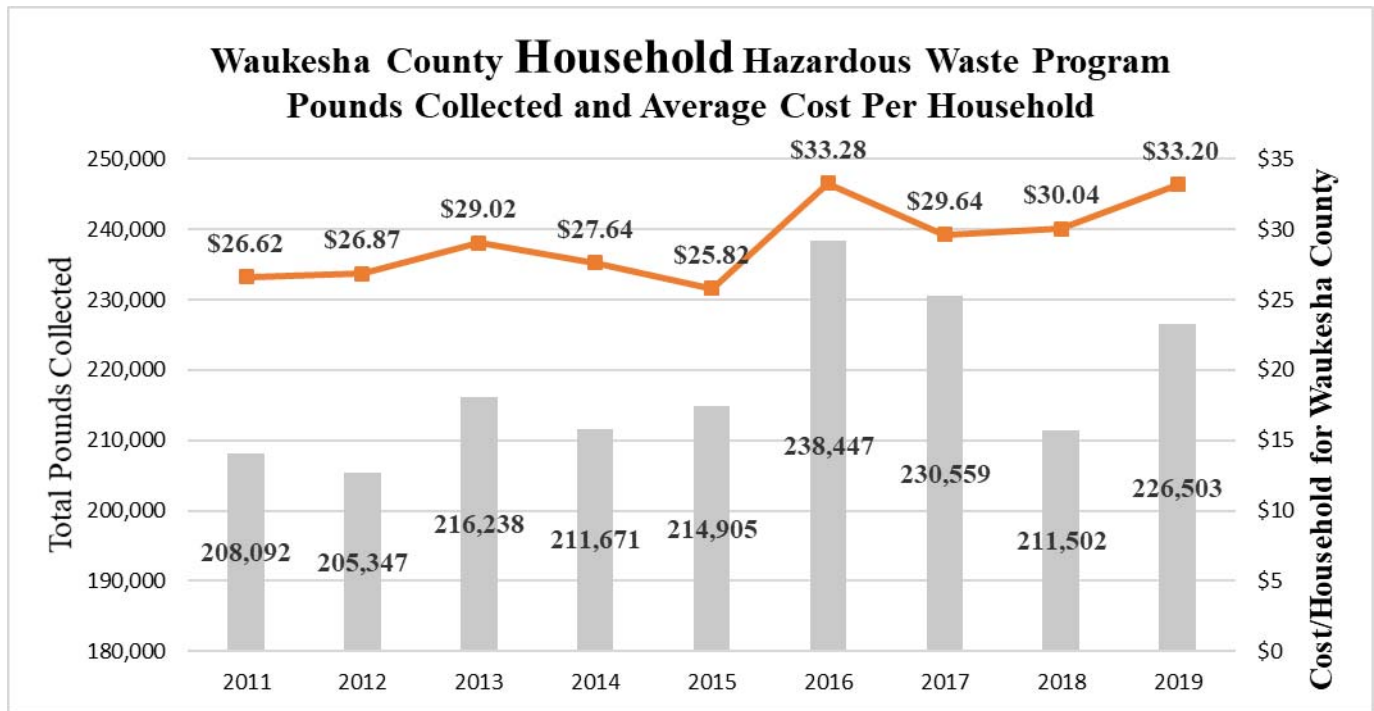
Charges for services revenue remains flat as payments from Walworth and Washington Counties for use of the Waukesha collection site continue to increase with growing awareness of the program. Through a Memorandum of Understanding, Walworth and Washington County residents, by referral, are able to utilize Waukesha County collection sites and events.

Other revenue includes \$154,000 from landfill siting agreements. In addition, 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.

Personnel costs increase \$6,800 for cost to continue existing staffing levels, including the transfer in of 0.10 FTE senior administrative specialist from the material recycling facility program (MRF) to better align with staff tasks.

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 of \$14,000 are used next, and then the county pays up to its maximum budgeted amount of \$205,000 which is partially funded by payments from participating communities. Advanced Disposal Services pays the county \$156,000 to administer all invoicing for the HHW program. Promotion of household product exchanges continue at four ongoing sites for reuse of unwanted automotive, household and garden products. By written agreement, Walworth and Washington Counties will be billed for residents that utilize preapproved events and locations.

Activity Data	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Households served at Hazardous Waste Collection	5,027	5,500	5,500	5,500	-
Pounds of Hazardous waste collected	226,503	215,000	215,000	215,000	-
Pounds of HHW Per household	45	39	39	39	-
Number of Households using product exchange	174	200	200	200	-
Tons of office paper/containers recycled at County facilities/parks	239	250	250	250	-



Land Information Systems

Program Description

The Waukesha County Land Information System (LIS) is a computerized mapping system that links land parcels to a wide array of digital map layers and related databases through geospatial software in a web-based environment. The LIS can be accessed and used by anyone with a web browser, but specialized software is needed to conduct high-end spatial data analysis.

A multi-year Land Information System Plan guides the development of the LIS, which is widely used around the county and beyond for land use planning, emergency services, economic development, real estate, engineering, resource management, and numerous other programs. LIS staff are responsible for plan development, implementation and oversight, including continuous program improvement and the integration of the LIS into the daily workflows of a wide user base. Some of the key data layers of the LIS include a digital land survey control network, land ownership parcels, municipal boundaries, aerial photography, topography, transportation, soils, water resources, and land use.

Per Wisconsin Statutes, Section 59.725, the LIS program is partially funded by document recording fees through the Register of Deeds office. For each document recorded, 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.

In 2019, Land Information Systems (LIS) was transferred from a Special Revenue Fund to a General Fund program. The accounting change recognizes that the LIS program is an important economic development tool, but is unable to generate sufficient revenues to cover annual and long-term operating costs, allowing for the future allocation of county tax levy to this program.

Land Information Systems (continued)

Major Departmental Strategic Plan Objectives

Quality Pillar: High Standard for Service excellence

Objective #1: Municipalities Providing Addresses to the County Electronically

Increase the number of local municipalities that provide addresses to the County either as an online service or via the Address Notification System (ANS) to 100 % by 2020.

Initiatives:

- 1) Monitor number of municipalities submitting addresses either as an online service or via the ANS.

Performance Measure	Year 2019 Actual	Year 2020 Actual	Year 2021 Goal
Number of municipalities that added new addresses to the County Master Address file	36	36	36
Number of municipalities that provided addresses to the County via ANS	34	27	27
Number of municipalities that provided addresses to the County as an online service	2	9	9

	2019 Actual	2020 Budget	2020 Estimate(a)	2021 Budget	Budget Change
Staffing (FTE)	4.00	4.00	4.00	4.00	0.00
General Government(a)	\$51,000	\$96,000	\$146,000	\$41,000	(\$55,000)
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$538,840	\$510,000	\$640,000	\$522,600	\$12,600
Interdepartmental	\$15,500	\$15,500	\$15,500	\$30,500	\$15,000
Other Revenue	\$196,179	\$195,000	\$195,791	\$195,000	\$0
Appr. Fund Balance	\$22,446	\$20,000	\$20,000	\$15,000	(\$5,000)
County Tax Levy (Credit)	\$0	\$10,119	\$10,119	\$3,011	(\$7,108)
Total Revenues	\$823,965	\$846,619	\$1,027,410	\$807,111	(\$39,508)
Personnel Costs	\$426,041	\$440,635	\$443,875	\$456,491	\$15,856
Operating Expenses(a)	\$301,487	\$361,500	\$411,500	\$305,445	(\$56,055)
Interdept. Charges	\$47,920	\$44,484	\$44,484	\$45,175	\$691
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$775,448	\$846,619	\$899,859	\$807,111	(\$39,508)

Rev. Over (Under) Exp.	\$48,517	\$0	\$127,551	\$0	\$0
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(a) 2020 estimates for expenditures exceed the adopted budget due to 2019 carryovers, purchase orders, and additional expenditure authority added to the adopted budget by County Board approved ordinances.

Program Highlights

General governmental revenues decrease \$55,000 to \$41,000 related to the state strategic initiative grant. Charges for services revenues increase \$12,600 to \$522,600, and consists of document recording fee revenues and reflects the estimated number of recorded documents. Interdepartmental revenues increase \$15,000 to \$30,500, as part of LIS staff's involvement in generating updated County Board district maps based upon the most recent 2020 census data. The budget also includes \$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 \$195,000 of landfill fee revenues, unchanged from the 2020 budget. A fund balance appropriation of \$15,000 has been included in the 2021 budget to assist with the incorporation of the program into the general fund, a reduction of \$5,000.

Personnel costs increase \$15,900 to fund cost to continue existing staffing levels. Operating expenses decrease \$56,100 to \$305,400, mainly to reflect reductions in available state grant funds from 2020 mentioned above. The budget continues to include nearly \$120,000 in contracted SEWRPC surveying costs. The budget also includes \$60,000 in Amazon web hosting charges, and \$30,000 for continuous improvement projects funded by the strategic initiative grant above; in addition to some of the web hosting charges. The budget also includes \$10,000 in equipment for the purchase of a new drone. Interdepartmental charges increase almost \$700 mainly due to an increase in computer maintenance charges.

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.

Major Departmental Strategic Plan Objectives

Customer Service Pillar: High Customer Satisfaction

Objective #1: Consistent Customer Service Across All Departments

To establish consistent customer service across Waukesha County departments, and achieve a 4.50 mean rating annually for customer service satisfaction with respect to accessibility, accuracy, attitude, operations, timeliness, and communication.

Through on-going surveying of external and internal customers, service satisfaction will be measured through six metrics of accessibility, accuracy, attitude, operations, timeliness and communication. The survey gathers feedback on a scale of 1-5.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	8.02	8.21	8.21	8.40	0.19
General Government	\$0	\$0	\$5,180	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$2	\$0	\$0	\$0	\$0
Interdepartmental	\$95,520	\$92,080	\$92,080	\$92,080	\$0
Other Revenue	\$174	\$1,700	\$1,700	\$1,700	\$0
Appr. Fund Balance	\$9,108	\$0	\$14,215	\$0	\$0
County Tax Levy (Credit)	\$784,252	\$790,215	\$790,215	\$822,840	\$32,625
Total Revenues	\$889,056	\$883,995	\$903,390	\$916,620	\$32,625
Personnel Costs	\$844,693	\$755,333	\$727,770	\$782,136	\$26,803
Operating Expenses	\$73,685	\$72,478	\$86,279	\$76,410	\$3,932
Interdept. Charges	\$54,098	\$56,184	\$55,320	\$58,074	\$1,890
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$972,476	\$883,995	\$869,369	\$916,620	\$32,625
Rev. Over (Under) Exp.	(\$83,420)	\$0	\$34,021	\$0	\$0

Program Highlights

Interdepartmental revenues include reimbursement for staff time for management assistance to the Material Recovery Facility (MRF) and golf course operations and are budgeted at nearly \$92,100, no change from the 2020 budget.

Personnel costs increase just over \$26,800 to \$782,100 mainly due to the cost to continue of existing staff, the transfer in of 0.18 FTE in staff time from the Workforce Fund to assist with county economic development projects, and a slight 0.01 FTE increase in overtime costs. The budget also reflects the refilling of a 1.00 FTE fiscal specialist, offset by a previously filled fiscal assistant.

Operating expenses increase \$3,900 due to an increase in data processing charges and maintenance costs of \$2,000 and a slight increase in equipment costs of \$1,000.

Interdepartmental charges increase almost \$1,900 mainly due to an increase of \$1,200 in insurance costs and \$1,400 in computer ownership costs, partly offset by a reduction in telecommunication costs of \$1,000.

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	2019	2020	2020	2021	Change From 2020	
	Actual	Adopted Budget	Estimate (a)	Budget	Adopted Budget \$	%
Revenues						
General Government (a) (b) (c)	\$2,238,100	\$2,700,039	\$5,166,637	\$2,912,013	\$211,974	7.9%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$0	\$53,801	\$65,681	\$64,585	\$10,784	20.0%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$1,234,225	\$555,000	\$922,905	\$440,000	(\$115,000)	-20.7%
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$3,472,325	\$3,308,840	\$6,155,223	\$3,416,598	\$107,758	3.3%
Expenditures						
Personnel Costs	\$249,668	\$341,166	\$343,861	\$360,227	\$19,061	5.6%
Operating Expenses (a) (c)	\$3,300,675	\$2,893,966	\$5,402,165	\$2,975,603	\$81,637	2.8%
Interdept. Charges	\$78,916	\$73,708	\$75,611	\$80,768	\$7,060	9.6%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$3,629,259	\$3,308,840	\$5,821,637	\$3,416,598	\$107,758	3.3%
Rev. Over (Under) Exp.	(\$156,934)	\$0	\$333,586	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	2.85	3.69	3.69	3.69	0.00
Extra Help	0.00	0.00	0.00	0.00	0.00
Overtime	0.02	0.04	0.04	0.04	0.00
Total FTEs	2.87	3.73	3.73	3.73	0.00

- (a) The 2020 estimate includes the 2019 carryover of encumbered grant contracts that totaled \$3,769,764 and 2019 ordinance carryover of approved and available expenditure appropriations that totaled \$424,546. The 2020 budgets were modified to account for additional grant funding and PI received above budget in prior years totaling \$602,737 above the Adopted budget and appropriated by enrolled ordinance #174-114.
- (b) The 2021 Budget includes an estimation of the U.S. Department of Housing (HUD) allocation. It is anticipated that if the actual award notification is lower than the budgeted amount, the Finance Committee will be notified and the expenditures will be limited to the amount of the award notification.
- (c) The 2020 Estimate includes \$861,236 of Cares Act - Community Development Block Grant Coronavirus (CDBG-CV) funding.

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.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	2.38	2.64	2.64	2.64	0.00
General Government (a)	\$1,001,917	\$1,405,009	\$1,412,492	\$1,464,022	\$59,013
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$10,760	\$13,136	\$12,900	\$2,140
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue (a)	\$535,859	\$355,000	\$371,105	\$240,000	(\$115,000)
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$1,537,776	\$1,770,769	\$1,796,733	\$1,716,922	(\$53,847)
Personnel Costs	\$201,963	\$231,701	\$231,414	\$241,659	\$9,958
Operating Expenses (a)	\$1,281,378	\$1,486,152	\$1,481,959	\$1,421,941	(\$64,211)
Interdept. Charges	\$53,093	\$52,916	\$54,119	\$53,322	\$406
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,536,434	\$1,770,769	\$1,767,492	\$1,716,922	(\$53,847)
Rev. Over (Under) Exp.	\$1,342	\$0	\$29,241	\$0	\$0

(a) 2020 estimate represents the amount estimated to be used in 2020. It considers the 2019 carryover of encumbrances totaling \$2,090,781 and a 2019 ordinance carryover of \$229,014 through a separate ordinance. The 2020 budget was modified to account for additional grant funding and PI received above budget in prior years totaling \$176,214 above the adopted budget and appropriated by enrolled ordinance #174-114 to balance to HUD's records.

Program Highlights

Federal CDBG revenue from the Department of Housing and Urban Development (HUD) is budgeted at \$1,464,000, an increase of \$59,000 from the 2020 budget.

Charges for services of \$12,900, an increase of \$2,140, are from fees for servicing CDBG housing loans. A part time position was created to bring this service in-house in 2020.

Other revenues decrease \$115,000 to \$240,000, mainly due to a decrease in revolving loan income of \$235,000 to \$40,000, offset by an increase in program income of \$120,000 to \$200,000, repaid by the City of Waukesha, Housing Development, and Housing Rehabilitation programs.

Personnel costs increase nearly \$10,000 or 4.3% due to the cost to continue the existing staffing levels.

Overall, operating expenses decrease \$64,200, mainly due to a \$235,000 decrease in revolving loan-funded projects, partially offset by increases in program income funded projects of \$120,000 and subgrantee grants to communities of \$50,600.

Community Development Block Grant (Cont.)

Major Departmental Strategic Plan Objectives

Health and Safety Pillar: Ensure the well-being of residents

Objective #1: Address Consolidated Plan Objectives

To address key community objectives and funding targets contained in the current consolidated plan.

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

Performance Measure: Community Objective	Funding Target % of annual Allocation(a)	2020 Actual(b)	2021 Estimate
Housing	18%	14	32
Economic Development	30%	22	13
Public Service (outside neighborhood stabilization areas)	15%	15	10
Public Service (within neighborhood stabilization areas)	10%	8	7
Facilities	7%	14	25
Administration	20%	18	13
Unallocated	0%	9	0

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

(b) 2019 Actuals represent a percentage of the budgeted funding allocation. Unspent funding has been carried over to 2020. HUD calculates the percentage over the five-year period of the consolidated plan.

The community objectives are further defined as:

Housing: These projects place a particular emphasis on increasing the supply of affordable housing, rehabilitation and maintenance of the existing housing stock, and to meet special housing needs for persons with disabilities.

Economic Development: These services seek to create jobs for low and moderate income persons through activities such as providing low-interest loans to small businesses to increase capacity, improving transportation opportunities for persons to get to jobs, and providing training opportunities and childcare assistance to increase the likelihood of persons keeping a job.

Public Service (outside neighborhood stabilization areas): 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 Service (within a neighborhood stabilization areas): These “public services” are provided within specific neighborhoods which have been defined through the U.S. 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).

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	0.50	1.09	1.09	1.09	0.00
General Government (a)	\$1,236,183	\$1,295,030	\$2,892,909	\$1,447,991	\$152,961
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$43,041	\$52,545	\$51,685	\$8,644
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue (a)	\$698,366	\$200,000	\$551,800	\$200,000	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$1,934,549	\$1,538,071	\$3,497,254	\$1,699,676	\$161,605
Personnel Costs	\$47,705	\$109,465	\$112,447	\$118,568	\$9,103
Operating Expenses (a)	\$2,019,297	\$1,407,814	\$3,058,970	\$1,553,662	\$145,848
Interdept. Charges	\$25,823	\$20,792	\$21,492	\$27,446	\$6,654
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$2,092,825	\$1,538,071	\$3,192,909	\$1,699,676	\$161,605

Rev. Over (Under) Exp.	(\$158,276)	\$0	\$304,345	\$0	\$0
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(a) 2020 estimate includes the 2019 carryover of encumbrances totaling \$1,678,893 and a 2019 ordinance carryover of \$195,532 through a separate ordinance. The 2020 budget was modified to account for additional grant funding and PI received above budget in prior years totaling \$426,523 above the adopted budget and appropriated by enrolled ordinance #174-114.

Program Highlights

Federal HOME revenues from the Department of Housing and Urban Development (HUD) are budgeted at \$1,448,000, an increase of \$153,000 from the 2020 Budget.

Charges for services increase \$8,600 to \$51,700 and reflect fees for servicing HOME housing loans. A part time position was created to bring this service in-house in 2020 and reduce costs associated with program administration.

Other revenues include program income of \$200,000. The program income revenue results from down payment assistance, housing development, and housing rehabilitation programs.

Personnel costs increase \$9,100 or 8.3% due to the cost to continue existing staffing levels, as well as changes in health insurance selections.

Operating expenses increase \$145,800 to \$1,553,700 mainly due to a \$145,800 increase in subgrantee grants to communities.

HOME Investment Partnership Program (Cont.)

Major Departmental Strategic Plan Objectives

Health and Safety Pillar: Ensure the well-being of residents

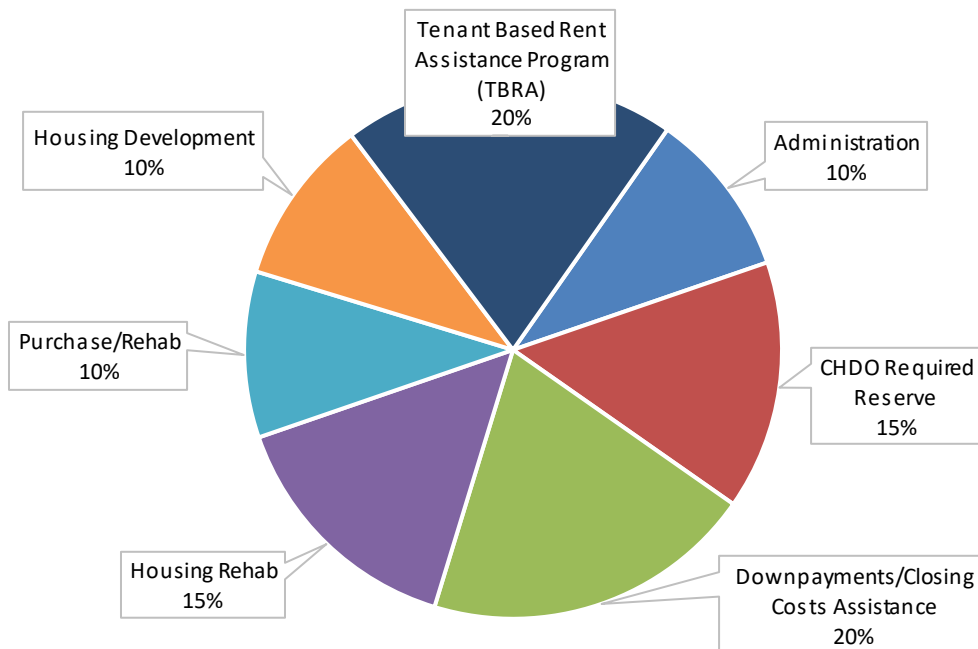
Objective #1: Increase Available Workforce Housing

To increase availability of workforce housing, commit 50% of HOME and Community Development Block Grant (CDBG) funded affordable housing projects to areas in Waukesha County with employment wage and housing costs imbalance by December 2020.

Performance Measure:

	Year 2019 Actual	Year 2020 Goal	Year 2021 Goal
50% of HOME and CDBG funded affordable housing projects will be located in areas in areas of the county with employment and housing cost imbalance by December 2020	75%	50%	50%

2020 Actual Allocation of HOME Program Funding Award at \$1,464,022



* 2020 allocation based on the Home Board Recommendation.

Other CDBG Grant Programs

Program Description

This program area contains grants and other resources not specified under the Community Development Block Grant program or HOME Investment Partnership Program.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	0.00	0.00	0.00	0.00	0.00
General Government	\$0	\$0	\$861,236	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$0	\$0	\$861,236	\$0	\$0
Personnel Costs	\$0	\$0	\$0	\$0	\$0
Operating Expenses	\$0	\$0	\$861,236	\$0	\$0
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$0	\$0	\$861,236	\$0	\$0
Rev. Over (Under) Exp.	\$0	\$0	\$0	\$0	\$0

Program Highlights

Federal revenues from the US Department of Housing and Urban Development (HUD) were received in 2020 totaling \$861,236 to assist low and moderate income (at-risk) persons and specific needs to prevent, prepare for, and respond to the coronavirus (COVID-19), authorized by the Coronavirus Aid, Relief, and Economic Security Act (CARES Act).

Operating expenses in 2020 totaling \$861,236 are related to CARES Act funding. These funds are primarily being used in the following categories: eviction prevention/rent assistance, homeless services, food and meals, small business relief, medical supplies, and program administration. As of now, no additional funding allocations are budgeted in 2021.

Fund Purpose

Beginning in 2018, Waukesha County began serving as the fiscal agent for the Waukesha-Ozaukee-Washington Workforce Development Board (WOW-Board). The Workforce Innovation and Opportunity Act (WIOA) is a federal program designed to assist job seekers access employment, education, training, and support services to succeed in the labor market and to match employers with the skilled workers they need to compete in the global economy. The Board works in collaboration with local elected officials, economic development corporations, businesses, and the community to address macroeconomic issues in the three-county area. It is committed to finding workforce solutions through long-term planning and timely responses to the changing economy.

Financial Summary	2019 Actual (a)	2020	2020	2021	Change From 2020	
		Adopted Budget	Estimate	Budget	Adopted Budget \$	%
Revenues						
General Government	\$1,385,009	\$1,584,698	\$1,596,220	\$1,457,602	(\$127,096)	-8.0%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$0	\$0	\$0	\$0	\$0	N/A
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$0	\$0	\$0	\$0	\$0	N/A
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$1,385,009	\$1,584,698	\$1,596,220	\$1,457,602	(\$127,096)	-8.0%
Expenditures						
Personnel Costs	\$130,989	\$129,691	\$126,333	\$107,005	(\$22,686)	-17.5%
Operating Expenses	\$1,254,023	\$1,454,941	\$1,469,821	\$1,350,525	(\$104,416)	-7.2%
Interdept. Charges	\$0	\$66	\$66	\$72	\$6	9.1%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$1,385,012	\$1,584,698	\$1,596,220	\$1,457,602	(\$127,096)	-8.0%
Rev. Over (Under) Exp.	(\$3)	\$0	\$0	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	1.00	0.93	0.93	0.75	(0.18)
Extra Help	0.00	0.00	0.00	0.00	0.00
Overtime	0.00	0.00	0.00	0.00	0.00
Total FTEs	1.00	0.93	0.93	0.75	(0.18)

Program Highlights

Workforce Innovation Opportunity Act revenue from the State of Wisconsin - Department of Workforce Development (DWD) is budgeted at \$1,367,352, a decrease of \$138,300 related to a trend of annual reductions in funding driven by area labor statistics showing a relatively strong local labor market. This funding decrease is partially offset by an additional annual funding source of \$90,250 received from the State of Wisconsin – Department of Corrections to provide the Windows to Work program to offenders who are under supervision at Washington County Huber, Ozaukee County Huber, and Waukesha County Jail and Huber facilities.

Personnel costs decreased by nearly \$22,700 or 17.5% to reflect the additional transfer of 0.18 FTE Workforce Development Board Director (approx. 376 hours) to the Department of Parks and Land Use-General Fund to provide staff support specific to Waukesha County economic development and workforce initiatives. Operating expenses decrease about \$104,400 reflecting the grant reductions above to nearly \$1,350,500, which include \$1,336,800 in related contracted services for approved vendors to provide assistance to adults, youth, dislocated workers, and ex-offenders to access training and support services to gain employment.

Grant Title	Funding Source	Funding Administration	FY 19-20 Actual Award	FY 20-21 Estimated Award	FY 20-21 Actual Award	FY 21-22 Estimated Award
WIOA Administration	US Dept. of Labor	WI Dept. of Workforce Development	\$106,104	\$89,805	\$89,805	\$89,805
WIOA Adult	US Dept. of Labor	WI Dept. of Workforce Development	\$284,219	\$241,487	\$241,487	\$241,487
WIOA Dislocated Worker	US Dept. of Labor	WI Dept. of Workforce Development	\$346,203	\$291,030	\$291,030	\$291,030
WIOA Youth	US Dept. of Labor	WI Dept. of Workforce Development	\$324,518	\$275,727	\$275,727	\$275,727
WIOA Rapid Response	US Dept. of Labor	WI Dept. of Workforce Development	\$61,516	\$52,289	\$67,009	\$52,289
Windows to Work	WI Dept. of Corrections	WI Dept. of Corrections	\$95,000	\$90,250	\$90,250	\$90,250

WIOA Administration: This grant provides funding for the administration of the WIOA programs and the Workforce Development Board.

WIOA Adult Program: This grant serves employers and eligible individuals. Individuals are eligible for the WIOA Adult Program if they are 18 years of age or older, eligible to work in the United States, and are registered with Selective Service (if applicable).

WIOA Dislocated Worker Program: This grant serves employers and eligible individuals. Individuals are eligible for the WIOA Dislocated Worker Program if they are 18 years of age or older, eligible to work in the United States, are registered with Selective Service (if applicable), and meet the requirements for at least one dislocated worker category including individual or small group layoff, permanent closure or mass layoff, separating or separated members of the U.S. Armed Forces, self-employed, displaced homemaker, or military spouse.

WIOA Youth Program: This grant serves employers and eligible individuals. Individuals are eligible for the WIOA Youth Program as an in-school youth if they are attending secondary or post-secondary school, are not younger than age 14 or older than 21, are low-income, are eligible to work in the United States, are registered for Selective Service (if applicable), and satisfy the requirements of at least one eligibility barrier (e.g., basic skills deficient, offender or ex-offender, foster care). Individuals are eligible for the WIOA Youth Program as an out-of-school youth if they are not attending secondary or post-secondary school, are not younger than age 16 or older than 24, are eligible to work in the United States, are registered for Selective Service (if applicable), and satisfy the requirements of at least one eligibility barrier (e.g., school dropout, homeless, has a disability).

WIOA Rapid Response Program: This grant provides funding for the planning and coordination of Rapid Response services to employers and affected individuals who have or are in the process of being dislocated. This may include assistance with connecting individuals to local resources, providing topic-specific workshops, onsite WIOA registration, and targeted hiring assistance.

Windows to Work Program: This grant serves offenders who are under Department of Corrections supervision at the tri-county Huber facilities and county jails. The program provides assistance with obtaining and retaining employment.

Performance Indicators

WIOA programs are measured by national primary indicators of performance on a quarterly basis. Currently, each program has four indicators. Two additional indicators (measurable skill gain and effectiveness in serving employers) will be assigned once baseline data has been captured. Performance results from the most recent quarter include:

WIOA Title I Primary Indicators of Performance (Q2 PY19-20)								
Program	Q2 Unsubsidized Employment		Q4 Unsubsidized Employment		Median Earnings (Qtrly)		Credential Attainment Rate	
	Target	Actual	Target	Actual	Target	Actual	Target	Actual
Adult	80%	91%	75%	90.7%	\$5,600	\$9,329	60%	80.6%
Dislocated Worker	85%	91.2%	83%	85.1%	\$7,500	\$9,601	60%	68.5%
Youth	75%	86.7%	70%	87.9%	n/a	\$4,792	60%	61.2%

Definitions of Primary Indicators of Performance:

Q2 Unsubsidized Employment: The percentage of program participants who are in unsubsidized employment during the second quarter after exit from the program. Employment includes unsubsidized employment, registered apprenticeship and military service. For the Youth Program, this also includes participants who were in educational programs including occupational skills training, postsecondary education, and secondary education.

Q4 Unsubsidized Employment: The percentage of program participants who were in unsubsidized employment during the fourth quarter after exit from the program. Employment includes unsubsidized employment, registered apprenticeship and military service. For the Youth Program, this also includes participants who were in educational programs including occupational skills training, postsecondary education, and secondary education.

Median Earnings: The median earnings of program participants who are in unsubsidized employment during the second quarter after exit from the program, as established through direct unemployment insurance wage record match, Federal or military employment records, or supplemental wage information.

Credential Attainment Rate: The percentage of participants who obtain a recognized postsecondary credential during participation or within one year after exit from the program. Participants who receive a secondary school diploma or equivalent are successful if the participant was also employed or entered postsecondary education within one year of program exit.

In addition to the above indicators, other highlights from the current program year include:

- 413 total program participants
- 200 were placed in employment with the others either attending an educational program or receiving other program services
- 43 received formal on-the-job training with local employers
- 13 businesses provided incumbent worker training to 62 employees
- 100 individual training accounts were provided for occupations in 15 different areas including health science, business management, transportation logistics, manufacturing, and information technology
- Average hourly wages upon placement for adults, dislocated workers, and youth were \$21.96, \$24.71, and \$12.10, respectively

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	2019	2020	2020	2021	Change From 2020	
	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	\$0	\$0	\$0	\$0	\$0	N/A
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$2,000	\$0	\$0	\$0	\$0	N/A
Appr. Fund Balance	\$400,000	\$400,000	\$400,000	\$400,000	\$0	0.0%
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$402,000	\$400,000	\$400,000	\$400,000	\$0	0.0%
Expenditures						
Personnel Costs	\$0	\$0	\$0	\$0	\$0	N/A
Operating Expenses	\$4,500	\$62,500	\$0	\$62,500	\$0	0.0%
Interdept. Charges	\$0	\$0	\$0	\$0	\$0	N/A
Fixed Assets	\$44,750	\$337,500	\$0	\$337,500	\$0	0.0%
Total Expenditures	\$49,250	\$400,000	\$0	\$400,000	\$0	0.0%
Rev. Over (Under) Exp.	\$352,750	\$0	\$400,000	\$0	\$0	N/A

Summary of Tarmann Fund Funding Sources 2017 – 2021

Revenue Source	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
DNR Stewardship Grant Reimbursements	\$0	\$0	\$0	\$0	\$0
Interest Income	\$0	\$0	\$0	\$0	\$0
Landfill Siting	\$0	\$0	\$0	\$0	\$0
Tarmann Fund Balance	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000
Land Sales - Permits/Sales, Etc.	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000
Total Expenditures	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000
Revenues Over/(Under) Expenditures	\$0	\$0	\$0	\$0	\$0

Program Highlights

Fund balance is budgeted at \$400,000 and consist of state Stewardship grant reimbursements from 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 are budgeted at \$400,000, which include \$337,500 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 Plan Objectives

County-Wide Strategic Pillar: Quality

Objective #1: Waukesha County Park and Open Space Plan Implementation

Through implementation of the Waukesha County Park and Open Space Plan, provide a natural resource based park system for family oriented self-actualized recreation.

Through cooperation with local municipalities and non for profit conservation organizations, the Park and Open Space Plan will be updated in 2020.

Implementation of the adopted Park and Open Space Plan through donations, dedications, right of first refusal, easements, fee simple acquisition, or bequeaths.

Performance Measure:	2019 Actual	2020 Target	2020 Estimate	2021 Target
Acres in Parks Plan	4,543	4,543	4,543	4,543
Acres of Parks Plan Acquired	4,020	4,020	4,020	4,020
% of Park Plan Acquired	88.5%	88.5%	88.5%	88.5%
Acres in Greenway Plan	7,689	7,689	7,689	7,689
Acres of Greenway Plan Acquired	3,539	3,539	3,539	3,539
% of Greenway Plan Acquired	46.0%	46.0%	46.0%	46.0%

Fund Purpose

This Fund is comprised of golf courses that are financed in a manner similar to private business enterprises. The Fund's purpose is to provide complete golfing facilities to meet public expectations at affordable rates, while not requiring a tax subsidy.

Financial Summary	2019	2020	2020	2021	Change From 2020	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
Revenues						
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$2,876,625	\$3,142,100	\$3,095,500	\$1,953,500	(\$1,188,600)	-37.8%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue (a)	\$8,647	\$12,000	\$11,500	\$12,000	\$0	0.0%
Appr. Fund Balance	\$27,476	\$200,000	\$210,951	\$0	(\$200,000)	-100.0%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$2,912,748	\$3,354,100	\$3,317,951	\$1,965,500	(\$1,388,600)	-41.4%
Expenditures						
Personnel Costs	\$1,255,616	\$1,353,752	\$1,329,731	\$857,613	(\$496,139)	-36.6%
Operating Expenses	\$953,894	\$1,039,531	\$968,251	\$584,221	(\$455,310)	-43.8%
Interdept. Charges	\$855,123	\$922,246	\$864,562	\$597,749	(\$324,497)	-35.2%
Fixed Assets (Memo) (c)	\$0	\$43,000	\$26,000	\$10,000	(\$33,000)	-76.7%
Total Expenditures	\$3,064,633	\$3,315,529	\$3,162,544	\$2,039,583	(\$1,275,946)	-38.5%
Operating Income/(Loss)	(\$151,885)	\$38,571	\$155,407	(\$74,083)	(\$112,654)	-292.1%
Cash Flow From Operations (b)	\$9,228	(\$10,616)	\$94,478	\$2,070	\$12,686	N/A

Position Summary (FTE)

Regular Positions	7.05	6.82	6.82	4.90	(1.92)
Extra Help	19.49	20.21	20.21	9.74	(10.47)
Overtime	0.71	0.72	0.72	0.44	(0.28)
Total FTEs	27.25	27.75	27.75	15.08	(12.67)

- (a) In 2019, 2020, and 2021 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 (excluding fund balance) less expenditures, excluding depreciation expense.
- (c) Total expenditures and net operating income/(loss) exclude capitalized fixed asset purchases to conform to financial accounting standards. Fixed asset purchases will be made from cash generated by operating revenues and are included in the department's fixed asset request.

Major Departmental Strategic Plan Objectives

Quality Pillar: High standards of service excellenceObjective #1: Reservation/Point-of-Sale System Implementation

Continue to enhance the user experience with the Club Prophet Systems reservation/Point of Sale (POS) system. Additional features of the system will be implemented to expedite reservation/sale processes and to offer increased information and functionality to golfers.

Naga-Waukee Golf Course

Program Description

Provides a well-maintained 18-hole golf course to meet public expectations and support facilities without tax levy funds.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	11.98	12.01	12.01	11.58	(0.43)
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$1,512,674	\$1,664,500	\$1,644,500	\$1,664,500	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$4,935	\$9,000	\$8,500	\$9,000	\$0
Appr. Fund Balance	\$8,388	\$0	\$456	\$0	\$0
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$1,525,997	\$1,673,500	\$1,653,456	\$1,673,500	\$0
Personnel Costs	\$595,756	\$600,163	\$600,011	\$699,051	\$98,888
Operating Expenses (excl. Depr. Exp)	\$362,200	\$427,619	\$398,119	\$426,199	(\$1,420)
Depreciation Expense	\$65,222	\$61,933	\$63,083	\$63,204	\$1,271
Interdept. Charges	\$420,195	\$442,646	\$441,362	\$499,541	\$56,895
Fixed Assets (Memo) (a)	\$0	\$28,000	\$26,000	\$0	(\$28,000)
Total Expenditures	\$1,443,373	\$1,532,361	\$1,502,575	\$1,687,995	\$155,634
Operating Income/(Loss)	\$82,624	\$141,139	\$150,881	(\$14,495)	(\$155,634)
Cash Flow From Operations (b)	\$139,458	\$203,072	\$213,508	\$48,709	(\$154,363)

- (a) Total expenditures and net operating income/(loss) exclude capitalized fixed asset purchases 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.
- (b) Cash flow from operation figures are based on total operating revenues (excluding fund balance) less expenditures, excluding depreciation expense.

Naga-Waukee Golf Course (Continued)

Program Highlights

Overall revenues are maintained at the 2020 level of \$1,673,500.

Personnel costs increase by nearly \$98,900 or 16% to \$699,400 largely due to the transfer in of 1.00 FTE golf course superintendent and 0.10 FTE parks systems manager previously budgeted at Wanaki Golf Course. These transfers are partially offset by a reduction of 1.53 FTE temporary extra help or \$39,900.

Operating expenses remain stable and are decreased slightly by \$1,420 related to a \$1,500 decrease in security services costs based on prior year experience.

Scheduled depreciation increases nearly \$1,300 based on prior year and future year fixed asset acquisitions.

Interdepartmental charges increase by nearly \$56,900 due to a \$25,100 increase in vehicle replacement charges, partly due to specific equipment not included in the Wanaki Golf Course sale being redeployed in the golf course system. In addition, workers compensation charges increase approximately \$20,000 based on prior year experience in the golf course system, and vehicle repair and fuel costs increase \$8,200 based on anticipated rate increases and prior year history.

Activity

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget
9 Hole Rounds	55,868	64,000	64,000	64,000
Golf Car Rentals	26,106	28,250	28,250	28,250
9 Hole Play	15,280	17,500	17,500	17,500
18 Hole Play	20,294	23,250	23,250	23,250

Naga-Waukee Golf Course Revenue				
	2019 Actual	2020 Budget	2020 Estimate	2021 Budget
Green Fees	\$821,673	\$925,000	\$925,000	\$925,000
Golf Cars	\$334,717	\$360,000	\$360,000	\$360,000
Food	\$192,229	\$200,000	\$200,000	\$200,000
Merchandise	\$91,811	\$110,000	\$110,000	\$110,000
Misc. Revenue	\$77,179	\$78,500	\$78,500	\$78,500
Total Revenue	\$1,517,609	\$1,673,500	\$1,673,500	\$1,673,500

Wanaki Golf Course

Program Description

Provides a well-maintained 18-hole golf course to meet public expectations and support facilities without tax levy funds.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	11.66	11.58	11.58	0.00	(11.58)
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$1,081,140	\$1,188,600	\$1,162,000	\$0	(\$1,188,600)
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$3,203	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$6,466	\$200,000	\$200,352	\$0	(\$200,000)
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$1,090,809	\$1,388,600	\$1,362,352	\$0	(\$1,388,600)
Personnel Costs	\$519,206	\$585,790	\$568,592	\$0	(\$585,790)
Operating Expenses (excl. Depr. Exp)	\$330,076	\$379,391	\$342,259	\$0	(\$379,391)
Depreciation Expense	\$107,653	\$73,331	\$73,015	\$0	(\$73,331)
Interdept. Charges	\$349,878	\$380,731	\$324,681	\$0	(\$380,731)
Fixed Assets (Memo) (a)	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,306,813	\$1,419,243	\$1,308,547	\$0	(\$1,419,243)

Operating Income/(Loss)	(\$216,004)	(\$30,643)	\$53,805	\$0	\$30,643
Cash Flow From Operations (b)	(\$114,817)	(\$157,312)	(\$73,532)	\$0	\$157,312

(a) Total expenditures and net operating income/(loss) exclude capitalized fixed asset purchases 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.

(b) Cash flow from operation figures are based on total operating revenues (excluding fund balance) less expenditures, excluding depreciation expense.

Program Highlights

Beginning in 2021, Wanaki Golf Course will be owned by a private golf course operator. Per County Board enrolled ordinance #175-15, Wanaki golf course is to be sold for approximately \$1.52 million. Per terms of the sale, Wanaki will be deed restricted for golf course purposes for eight years.

As a result of the sale, budgeted revenues and expenses have been removed in the 2021 budget. Remaining vehicle and equipment replacement costs of approximately \$30,000 and \$20,000 of outstanding (prior year claims) worker compensation liability costs have been absorbed in the remaining golf course operations. The budget includes the abolishment of 0.92 FTE of a golf course clubhouse supervisor – 18 hole (other 0.08 FTE in the Parks and Land Use General Fund) and the abolishment of a 1.00 FTE parks maintenance worker. The budget transfers 1.00 FTE golf course superintendent and 0.10 FTE parks systems manager to Naga-Waukee Golf Course. Temporary extra help of 8.28 FTE and overtime of 0.28 FTE budgeted in this program in 2020 is eliminated for 2021.

Wanaki Golf Course (continued)

Activity

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget
9 Hole Rounds	45,179	48,250	48,250	0
Golf Car/Cart Rental	17,115	17,000	17,000	0
9 Hole Play	19,977	19,300	19,300	0
18 Hole Play	12,601	14,475	14,475	0

Wanaki Golf Course Revenue				
	2019 Actual	2020 Budget	2020 Estimate	2021 Budget
Green Fees	\$599,031	\$696,000	\$696,000	\$0
Golf Cars	\$162,797	\$160,000	\$160,000	\$0
Food	\$185,153	\$165,000	\$165,000	\$0
Merchandise	\$118,610	\$125,000	\$125,000	\$0
Misc.	\$18,751	\$42,000	\$30,000	\$0
Total	\$1,084,342	\$1,188,000	\$1,176,000	\$0

Moor Downs Golf Course

Program Description

Provides a well-maintained 9-hole golf course to meet public expectations and support facilities without tax levy funds.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	3.61	4.16	4.16	3.50	(0.66)
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$282,811	\$289,000	\$289,000	\$289,000	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$509	\$3,000	\$3,000	\$3,000	\$0
Appr. Fund Balance	\$12,622	\$0	\$10,143	\$0	\$0
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$295,942	\$292,000	\$302,143	\$292,000	\$0
Personnel Costs	\$140,654	\$167,799	\$161,128	\$158,562	(\$9,237)
Operating Expenses (excl. Depr. Exp)	\$73,029	\$81,708	\$77,851	\$81,869	\$161
Depreciation Expense	\$15,714	\$15,549	\$13,924	\$12,949	(\$2,600)
Interdept. Charges	\$85,050	\$98,869	\$98,519	\$98,208	(\$661)
Fixed Assets (Memo) (a)	\$0	\$15,000	\$0	\$10,000	(\$5,000)
Total Expenditures	\$314,447	\$363,925	\$351,422	\$351,588	(\$12,337)

Operating Income/(Loss)	(\$18,505)	(\$71,925)	(\$49,279)	(\$59,588)	\$12,337
Cash Flow From Operations (b)	(\$15,413)	(\$56,376)	(\$45,498)	(\$46,639)	\$9,737

(a) Total expenditures and net operating income/(loss) exclude capitalized fixed asset purchases 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.

(b) Cash flow from operation figures are based on total operating revenues (excluding fund balance) less expenditures, excluding depreciation expense.

Program Highlights

Overall revenues are maintained at 2020 budget levels of \$292,000.

Personnel costs decrease about \$9,200 to \$158,600 due to the cost to continue current staff levels, which is offset by a 0.66 FTE reduction in extra help.

Operating expenses increase slightly by about \$200 to \$81,900.

Scheduled Depreciation is reduced by \$2,600 based on prior year and future year fixed asset acquisitions.

Interdepartmental charges have decreased almost \$700 mainly due to a \$2,500 decrease in vehicle replacement charges, offset by a \$1,500 increase in anticipated vehicle maintenance charges.

Fixed assets of \$10,000 is included for porch repairs at the clubhouse.

Moor Downs Golf Course (Continued)

Activity

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget
9 Hole Rounds	16,540	17,000	17,000	17,000
Golf Car Rental	9,061	10,300	10,300	10,300
Foot Golf Rounds	462	555	555	555

Moor Downs Golf Course Revenue*				
	2019 Actual	2020 Budget	2020 Estimate	2021 Budget
Green Fees	\$172,958	\$185,000	\$185,000	\$185,000
Foot Golf	\$4,443	\$7,000	\$7,000	\$7,000
Golf Cars	\$65,935	\$62,000	\$62,000	\$62,000
Concessions	\$26,528	\$25,000	\$25,000	\$25,000
Merchandise	\$11,573	\$10,000	\$10,000	\$10,000
Misc. Revenues	\$1,884	\$3,000	\$3,000	\$3,000
Total Revenue	\$283,321	\$292,000	\$292,000	\$292,000

Ice Arenas Fund

Parks & Land Use

Enterprise Fund

Fund Purpose

To provide quality ice skating facilities at competitive and affordable rates while meeting the recreational and entertainment expectations of the customers.

Financial Summary	2019 Actual	2020 Adopted Budget	2020 Estimate	2021 Budget	Change From 2020 Adopted Budget	
					\$	%
Revenues						
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$1,040,531	\$1,104,230	\$1,053,770	\$1,092,500	(\$11,730)	-1.1%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$16,753	\$13,500	\$12,000	\$13,000	(\$500)	-3.7%
Appr. Fund Balance	\$0	\$0	\$12,818	\$0	\$0	N/A
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$1,057,284	\$1,117,730	\$1,078,588	\$1,105,500	(\$12,230)	-1.1%
Expenditures						
Personnel Costs	\$572,519	\$587,497	\$562,528	\$570,050	(\$17,447)	-3.0%
Operating Expenses (b)	\$495,631	\$563,105	\$519,658	\$541,901	(\$21,204)	-3.8%
Interdept. Charges	\$87,484	\$102,937	\$102,937	\$112,468	\$9,531	9.3%
Fixed Assets (Memo) (c)	\$42,002	\$40,000	\$30,000	\$50,000	\$10,000	25.0%
Interdept. Debt-Prin (d)	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$1,155,634	\$1,253,539	\$1,185,123	\$1,224,419	(\$29,120)	-2.3%
Operating Income/(Loss) (b)	(\$98,350)	(\$135,809)	(\$106,535)	(\$118,919)	\$16,890	N/A
Cash Flow From Operations (a)	\$21,509	\$8,926	\$5,955	\$9,535	\$609	6.8%

Position Summary (FTE)

Regular Positions	4.91	4.91	4.91	4.16	(0.75)
Extra Help	4.04	4.00	4.00	3.98	(0.02)
Overtime	0.00	0.00	0.00	0.00	0.00
Total FTEs	8.95	8.91	8.91	8.14	(0.77)

- (a) Cash flow from operations 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) excludes 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 2022 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 Plan Objectives

Quality Pillar: High standards of service excellenceObjective #1: 80% customer satisfaction rating for public events and programs

Performance measure: 80% of participants reported a good or very good rating for the Ice Arena programs.

Objective #2: Provide affordable ice skating opportunities through cost-effective management

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:	2018 Actual	2019 Actual	2020 Target	2020 Estimate	2021 Target
Naga-Waukee: Prime hours utilized	62%	64%	70%	60%	70%
Eble: Prime hours utilized	64%	59%	70%	60%	70%

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:	2018 Actual	2019 Actual	2020 Target	2020 Estimate	2021 Target
Naga-Waukee: Non-prime hours utilized	20%	24%	20%	20%	25%
Eble: Non-prime hours utilized	20%	24%	20%	20%	25%

CURRENT CONTRACT ICE COMPARISON: PRIME	2018	2019	2020	2021
Eble	\$275.00	\$275.00	\$275.00	\$275.00
Naga-waukee	\$275.00	\$275.00	\$275.00	\$275.00
Other Area Ice Arenas (Average)	\$270.00	\$273.00	N/A	N/A

CURRENT CONTRACT ICE COMPARISON: NON-PRIME	2018	2019	2020	2021
Eble	\$240.00	\$240.00	\$240.00	\$240.00
Naga-waukee	\$240.00	\$240.00	\$240.00	\$240.00
Waukesha Summer	\$200.00	\$200.00	\$205.00	\$205.00
Other Area Ice Arenas (Average)	\$229.80	\$234.00	N/A	N/A

Naga-Waukee Ice Arena

Program Description

Provide quality and affordable ice skating opportunities to the public.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	4.26	4.21	4.21	4.20	(0.01)
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$525,383	\$535,630	\$534,554	\$539,500	\$3,870
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$13,547	\$10,000	\$10,000	\$10,000	\$0
Appr. Fund Balance	\$0	\$0	\$5,519	\$0	\$0
County Tax Levy	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$538,930	\$545,630	\$550,073	\$549,500	\$3,870
Personnel Costs	\$272,349	\$281,380	\$267,022	\$292,338	\$10,958
Operating Expenses (excl. Depr. Exp)	\$218,434	\$243,308	\$224,763	\$244,036	\$728
Depreciation Expense (a)	\$71,476	\$76,481	\$74,872	\$76,172	(\$309)
Interdept. Charges	\$41,803	\$50,444	\$50,444	\$56,377	\$5,933
Fixed Assets (Memo) (b)	\$42,002	\$0	\$0	\$25,000	\$25,000
Total Expenditures	\$604,062	\$651,613	\$617,101	\$668,923	\$17,310

Operating Income/(Loss) (a)	(\$65,132)	(\$105,983)	(\$67,028)	(\$119,423)	(\$13,440)
Cash Flow From Operations (c.)	\$6,344	(\$29,502)	\$2,325	(\$43,251)	(\$13,749)

- (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.
- (c) Cash flow from operations figures are based on total operating revenues (excluding fund balance) less expenditures, excluding depreciation expense.

Program Highlights

Program revenues increase \$3,900 to \$549,500, mainly due to increase of \$17,300 in contracted ice rentals based on higher utilization amongst leagues and area schools, partially offset by reductions in public skating revenues of about \$9,400 and concessions of \$4,000 based on prior year trends.

Personnel costs increase nearly \$11,000 to \$292,300 and fund the cost to continue existing staffing levels, partially offset by a 0.01 FTE decrease in extra help. The department will continue to evaluate the personnel structure for the ice arenas in 2021 to determine staffing level options while maintaining safe and effective operating standards.

Operating expenses, excluding budgeted depreciation, increase about \$700 mainly due to a \$2,000 increase in recreation services and a \$1,100 increase in credit card transaction charges, partially offset by slight reductions in chemical supplies and maintenance costs of 2,000. Depreciation is scheduled to decrease slightly by about \$300 to \$76,200 based on prior year and future fixed asset acquisitions.

Interdepartmental charges increase almost \$5,900 mainly due to a \$2,250 increase in administrative overhead charges, a \$1,500 increase in vehicle replacement charges, and a \$1,000 increase in property insurance.

Fixed assets increase \$25,000 for the rebuilding of the facility compressor.

Activity	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	2020 vs. 2021 Budget Change
Contract Ice Hours	1,224	1,500	1,500	1,550	50
Public Skating Attendance	12,155	13,500	12,000	12,000	(1,500)
No. of Skate Rentals	5,509	5,500	4,000	5,500	0

Naga-Waukee Ice Arena Revenue

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	2020 vs. 2021 Budget Change
Public Skating	\$91,940	\$101,930	\$92,575	\$92,500	(\$9,430)
Learn to Skate Program	\$23,246	\$25,000	\$15,243	\$25,000	\$0
WCHL - Hockey League	\$69,951	\$80,000	\$107,000	\$80,000	\$0
Contracted Ice	\$298,552	\$282,700	\$284,507	\$300,000	\$17,300
Concession	\$37,412	\$44,000	\$33,529	\$40,000	(\$4,000)
Investment Income	\$10,523	\$7,000	\$7,000	\$7,000	\$0
Merch/Bds/Misc	\$7,305	\$5,000	\$4,700	\$5,000	\$0
Total	\$538,929	\$545,630	\$544,554	\$549,500	\$3,870

Eble Ice Arena

Program Description

Provide quality and affordable ice skating opportunities to the public.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	4.69	4.70	4.70	3.94	(0.76)
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$515,148	\$568,600	\$519,216	\$553,000	(\$15,600)
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$3,206	\$3,500	\$2,000	\$3,000	(\$500)
Apr. Fund Balance	\$0	\$0	\$7,299	\$0	\$0
County Tax Levy	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$518,354	\$572,100	\$528,515	\$556,000	(\$16,100)
Personnel Costs	\$300,170	\$306,117	\$295,506	\$277,712	(\$28,405)
Operating Expenses (excl. Depr. Exp)	\$157,338	\$175,062	\$169,587	\$169,411	(\$5,651)
Depreciation Expense (a)	\$48,383	\$68,254	\$50,436	\$52,282	(\$15,972)
Interdept. Charges	\$45,681	\$52,493	\$52,493	\$56,091	\$3,598
Fixed Assets (Memo) (b)	\$0	\$40,000	\$30,000	\$25,000	(\$15,000)
Total Expenditures	\$551,572	\$601,926	\$568,022	\$555,496	(\$46,430)

Operating Income/(Loss) (a)	(\$33,218)	(\$29,826)	(\$39,507)	\$504	\$30,330
Cash Flow From Operations (c.)	\$15,165	\$38,428	\$3,630	\$52,786	\$14,358

- (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.
- (c) Cash flow from operations figures are based on total operating revenues (excluding fund balance) less expenditures, excluding depreciation expense.

Program Highlights

Program revenues decrease \$15,600 to \$553,000, mainly due to a decrease of \$6,600 in contracted ice rentals to better reflect prior year experience, as well as a decrease in hockey league revenues of \$5,000, and public skating revenues of \$5,000 to better reflect prior year trends. Public skating rates and lesson fees are adjusted as necessary to maintain market position.

Personnel costs decrease approximately \$28,400 to \$277,700, mainly due to the unfunding of a 0.75 FTE administrative assistant position and a 0.01 FTE decrease in extra help. This decrease is partially offset by the cost to continue for remaining staff. The department will continue to evaluate the personnel structure for the ice arenas in 2021 to determine staffing level options while maintaining safe and effective operating standards.

Eble Ice Arena (continued)

Operating expenses are being reduced by approximately \$5,700 mainly due to a \$5,500 reduction in utility costs based on prior year trends. Budgeted depreciation expense decreases \$16,972 to \$52,282 based on prior year and future fixed asset acquisitions.

Interdepartmental charges increase almost \$3,600 mainly due to a \$2,300 increase in administrative overhead charges and a \$900 increase in property insurance.

Fixed assets are budgeted at \$25,000 to provide for the rebuilding of the second compressor at Eble. There are two compressors on-site. The 2020 budget included funds for the rebuilding of the first compressor.

Activity	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	2020 vs. 2021 Budget Change
Contract Ice Hours	2,957	1,665	1,500	1,550	(115)
Public Skating Attendance	13,878	14,500	12,500	13,000	(1,500)
No. of Skate Rentals	5,867	8,500	6,500	10,500	2,000

Eble Ice Arena Revenue					
	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	2020 vs. 2021 Budget Change
Public Skating	\$106,667	\$115,000	\$93,103	\$110,000	(\$5,000)
Learn to Skate Program	\$18,428	\$22,000	\$17,179	\$20,000	(\$2,000)
WCHL – Hockey League	\$77,623	\$85,000	\$75,200	\$80,000	(\$5,000)
Contracted Ice	\$273,878	\$306,600	\$300,670	\$300,000	(\$6,600)
Concession	\$35,698	\$40,000	\$32,064	\$40,000	\$0
Merch/Bds/Misc	\$6,060	\$3,500	\$1,000	\$6,000	\$2,500
Total	\$518,354	\$572,100	\$519,216	\$556,000	(\$16,100)

Fund Purpose/Program Description

As the designated “responsible unit” for 26 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 jointly overseeing a publicly-owned and privately operated Material Recycling Facility in cooperation with the City of Milwaukee (Joint MRF). For the County, the program is managed as a self-sustaining enterprise fund (Recycling Fund), relying on revenues from the sale of recyclable commodities and state grants, with no tax levy. Since 2015, the Joint MRF has processes and sold an average of 70,000 tons of recyclables per year, collected from 26 county municipalities, the City of Milwaukee and third-party hauler contracts. The County manages MRF operating contracts, state recycling grants, MRF building and equipment maintenance, and recyclable collection services at county-owned facilities and several 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 techniques, including waste reduction, composting, recycling, and special waste disposal.

Since 2001, the County has distributed over \$19 million in annual dividend payments to the 26 community partners in the county to help them recover recyclable collection costs. These payments are based on 3-year projections of the Recycling Fund and are contingent on the ability of the County to sustain an adequate fund balance for future equipment upgrades at the Joint MRF.

Financial Summary	2019	2020	2020	2021	Change From 2020	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
Revenues						
General Government	\$1,050,313	\$1,050,000	\$1,050,000	\$1,000,000	(\$50,000)	-4.8%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$0	\$0	\$0	\$0	\$0	N/A
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$1,610,753	\$1,748,390	\$1,747,490	\$1,743,288	(\$5,102)	-0.3%
Appr. Fund Balance (a)	\$998,790	\$85,000	\$75,672	\$130,000	\$45,000	52.9%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$3,659,856	\$2,883,390	\$2,873,162	\$2,873,288	(\$10,102)	-0.4%
Expenditures						
Personnel Costs	\$353,297	\$377,195	\$391,001	\$386,660	\$9,465	2.5%
Operating Expenses (b)	\$2,731,007	\$3,003,779	\$2,975,029	\$2,527,463	(\$476,316)	-15.9%
Depreciation Expense	\$660,260	\$660,261	\$672,611	\$684,961	\$24,700	3.7%
Interdept. Charges	\$166,345	\$149,614	\$150,862	\$140,751	(\$8,863)	-5.9%
Fixed Assets (Memo) (c)	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$3,910,909	\$4,190,849	\$4,189,503	\$3,739,835	(\$451,014)	-10.8%
Operating Income/(Loss)	(\$251,053)	(\$1,307,459)	(\$1,316,341)	(\$866,547)	\$440,912	N/A
Cash Flow From Operations (d)	(\$589,583)	(\$732,198)	(\$719,402)	(\$311,586)	\$420,612	N/A

Position Summary (FTE)

Regular Positions	4.53	4.53	4.53	4.43	(0.10)
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	4.53	4.53	4.53	4.43	(0.10)

(a) MRF Appropriated fund balance is used for:

	2019 Actual	2020 Budget	2020 Est.	2021 Budget
Recycling Prog. Disbursement - Base/Incentive Dividend (1)	\$0	\$0	\$0	\$0
Recycling Efficiency Initiative (REI) program (2)	\$15,600	\$0	\$0	\$0
MRF Equipment Repair/Replacement (3)	\$130,000	\$85,000	\$55,000	\$130,000
Purchase Order/Carryover from 2019 to 2020	\$0	\$0	\$20,672	\$0
Purchase Order/Carryover from 2018 to 2019	\$344,620	\$0	\$0	\$0
2nd Contract Amendment MRF Budget	\$508,570	\$0	\$0	\$0
Total Fund Balance Appropriation	\$998,790	\$85,000	\$75,672	\$130,000

1. Represents a portion of overall recycling disbursements. Remaining community dividend disbursements funded by a combination of a State Recycling grant and other programmatic revenues.
 2. Recycling Efficiency Initiative (REI) fund balance used to provide yard-waste composting services and educational services to municipalities.
 3. Represents revenues received from the county's recycling processor and from associated third party tonnage designated for facility/equipment repairs and replacements. Starting in 2019, these revenues were budgeted directly in the MRF budget, along with MRF Fund balance as needed, to offset equipment repairs/replacements.
- (b) The 2020 Estimates includes 2019 budget appropriation carryovers and open encumbrances, which modified the 2020 budget after it was adopted.
- (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 are made from cash generated by operating revenues and are included in the Department's fixed asset request.
- (d) Cash flow from operations figures (excluding fund balance) are based on total operating revenues less expenditures, excluding depreciation expense.

CURRENT AND PLANNED CAPITAL PROJECTS

Project #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of '20	Estimated Operating Impact	A=Annual T=One-Time
202008	Joint MRF Fire Suppression System	2020	\$247,000	100%	\$0	A

Program Highlights

General government revenue, which consists of the State Recycling Grant, are budgeted to decrease \$50,000 to \$1,000,000. The decrease is related to the City of Muskego providing notice to the County that the municipality wished to leave the County's recycling program, after joining it in 2015.

Other revenues decrease \$5,100, mainly due to anticipated flat recycling markets. County tonnage is budgeted at 31,000, and 15,000 third-party tons processed at the Joint MRF.

Appropriated Recycling Fund balance includes \$130,000 to partially fund the MRF Equipment Replacement/Maintenance Plan.

Personnel costs increase approximately \$9,500 or 2.5%, mainly due to the cost to continue existing staff levels and benefits changes and the realignment of 0.10 FTE senior administrative specialist to the household hazardous waste program area in the Parks General Fund to better align with current job tasks.

Operating expenses decrease \$476,300 to almost \$2,527,000. Dividend payments to communities are eliminated in the 2021 budget, totaling \$580,000. The community dividend payments were halted in 2019 through county board ordinance (#174-26) to help sustain an adequate Recycling Fund balance for future equipment upgrades at the Joint MRF. Ending the remaining dividend payments reflects the termination of 10-year intergovernmental agreements (IGAs) executed with 27 local communities in 2015. The reduction in community dividend payments is in response to current depressed recyclable commodity markets. The business model for the Joint MRF, including dividend payments, relies heavily on commodity sales revenues, which have struggled to meet historical averages in recent years due to international market restrictions. This has resulted in unsustainable 3-year fund balance projections without significant budget cuts, including the reduced community dividend payments. Commodity markets are not projected to recover soon, so additional program adjustments may be required in the future. The Green School Programs and special event recycling assistance will still be provided as Other Recycling Grants to Communities. The table on the following page and accompanying footnotes describe each of these disbursement components in detail, as well as the changes for the 2021 budget. Operating reductions are partially offset by an increase of \$45,000 in the county's anticipated share of equipment repair and maintenance at the joint MRF facility, \$38,750 in processing fees due to inflationary increases per the county's contract with the private MRF operator. In addition, budgeted residue and disposal costs increase \$13,000 to better reflect prior year trends. In 2021 staff will initiate a comprehensive review to analyze costs, identify efficiencies, and develop a plan for financial sustainability in this new recycling environment.

Interdepartmental charges are reduced nearly \$8,900 to just over \$140,000 mainly due to a \$10,000 reduction of administrative overhead charges.

Disbursement and other grants to communities: 2020 and 2021

	20 Budget	21 Budget	Bud. Chng.	% Chng.
Base Dividend/Recycling Incentive (a)(b)	\$0	\$0	\$0	#DIV/0!
Direct Haul Compensation (c)	\$201,000	\$0	(\$201,000)	-100.00%
Recycling Container Credit (d)	\$379,000	\$0	(\$379,000)	-100.00%
Subtotal Disbursement to Participating Municipalities	\$580,000	\$0	(\$580,000)	-100.00%
Other Recycling Grants to Communities/Organizations (e)	\$16,250	\$15,750	(\$500)	-3.08%
Total Grants to Communities	\$596,250	\$15,750	(\$580,500)	-97.36%

- (a) Base dividend is proportional to community recycling program costs, including municipal contracts for recyclable collection services. Amount shown is allocated based on community financial reports.
- (b) Recycling incentive is based on the tons of recycling material processed at the Joint MRF for each community. Amount shown is allocated proportionally based on truck scale reports.
- (c) Direct haul compensation is based on the additional costs to communities to haul recyclables directly to the joint MRF in Milwaukee compared to the previous Waukesha MRF location, as documented in an intergovernmental agreement (IGA).
- (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. Amounts are based on private hauler reports and an executed IGA.
- (e) Other recycling grants to communities include funding for the Green Schools program and special event recycling containers.

Activity Data	2019	2020	2020	2021	Budget
	Actual	Budget	Estimate	Budget	Change
Tons processed at County compost facility	4,143	4,000	4,200	4,000	0
Tons of office paper and containers recycled – County	239	250	250	250	0
Number of participants in education presentation/events	6,500	6,500	2,000	6,000	(500)
Lbs. of residential computers recycled(f)	237,554	300,000	0	0	(300,000)

- (f) The recycling of residential computers at the county level was suspended in 2020 and 2021 due to difficulties in procuring a county-wide vendor. The County website lists private businesses that can serve as a resource for residents, in addition to some municipalities providing this service.

Waukesha County Recycling Program Partners

1	City of Brookfield	10	Town of Merton	19	Village of Merton
2	City of Delafield	11	Town of Oconomowoc	20	Village of Nashotah
3	City of New Berlin	12	Village of Big Bend	21	Village of Oconomowoc Lake
4	City of Oconomowoc	13	Village of Chenequa	22	Village of Pewaukee
5	City of Pewaukee	14	Village of Dousman	23	Village of Summit
6	City of Waukesha	15	Village of Eagle	24	Village of Wales
7	Town of Brookfield	16	Village of Elm Grove	25	Village of Waukesha
8	Town of Delafield	17	Village of Hartland	26	Village of Vernon
9	Town of Lisbon	18	Village of Lac La Belle		

Yard & Wood Waste Partners

1	City of Oconomowoc
2	City of Pewaukee
3	Town of Brookfield
4	Village of Dousman
5	Village of Elm Grove
6	Village of Merton
7	Village of Nashotah
8	Village of Pewaukee
9	Village of Summit
10	Village of Waukesha

Performance Measures

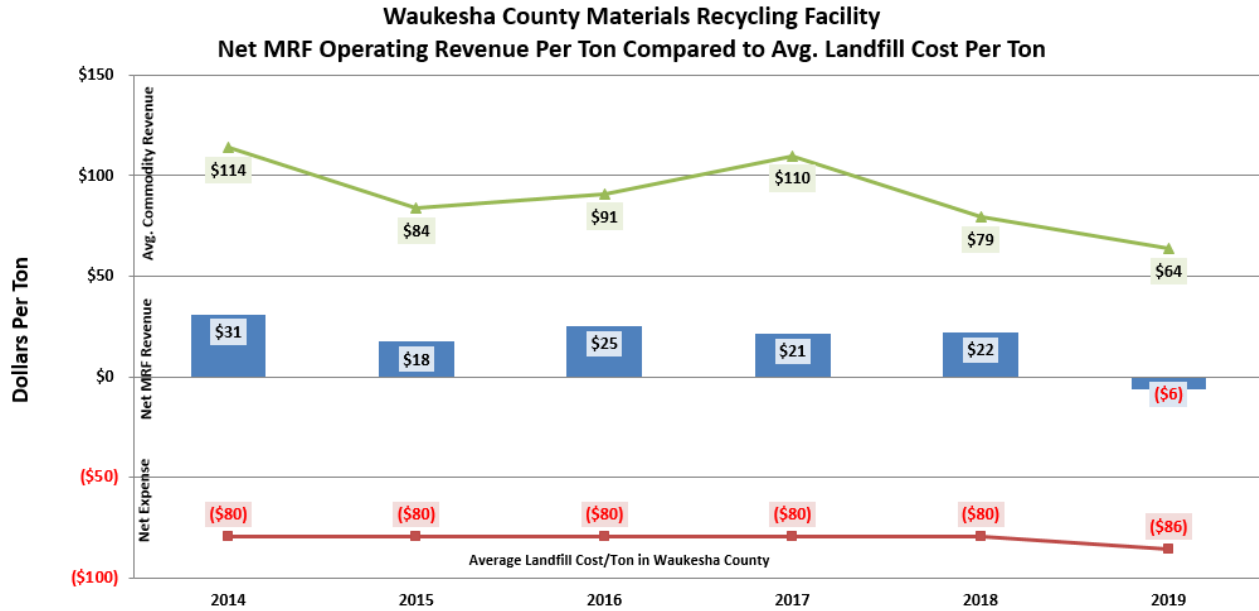
Quality Pillar: High standards of service excellence

Objective: Increase the quality of recycled material

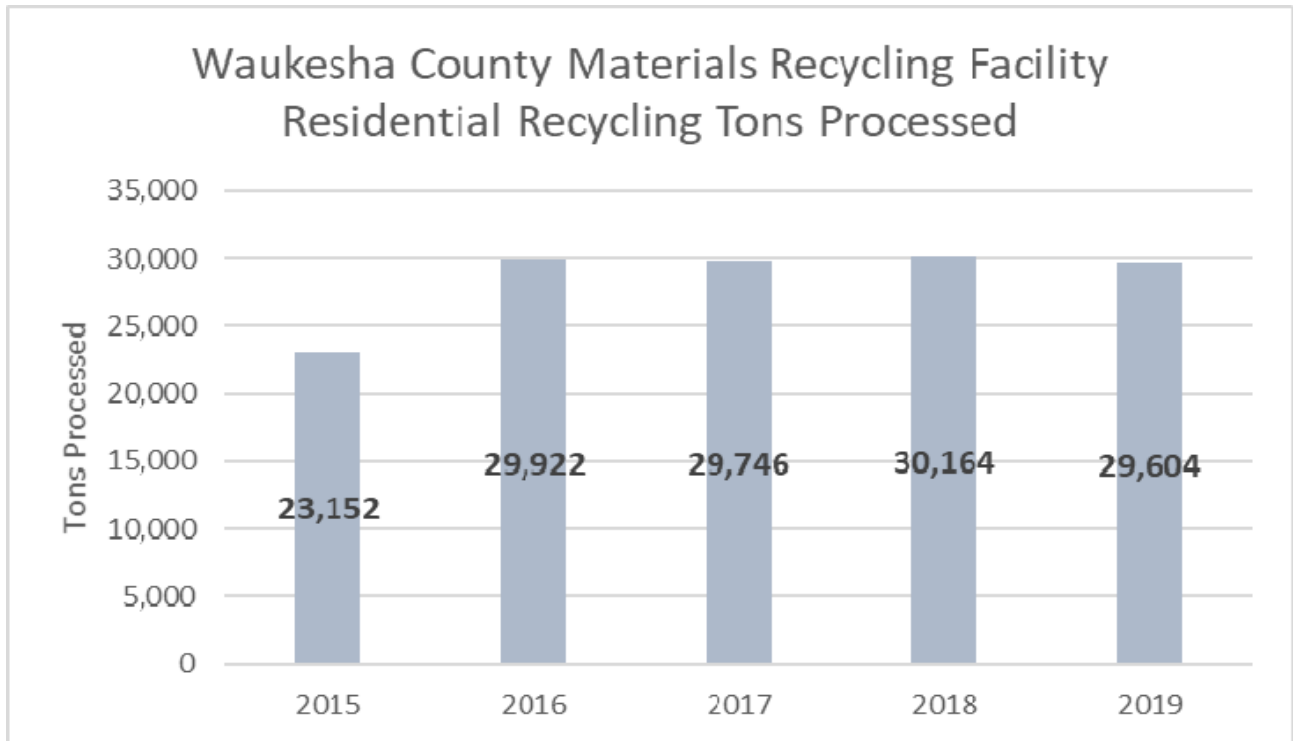
Increase the quality of recycled material delivered to the Joint MRF to be 85% recoverable by December 31, 2023.

2019 Benchmark	2020	2021	2022	2023
77.74%	79%	81%	83%	85%

The following chart shows for the past six years the net (per ton) MRF operating costs/revenues (((\$6) in 2019) The net operating costs/revenues include processing costs and residue disposal costs in addition to revenues associated with the sale of recyclables, also known as the Average Commodity Revenue (ACR). While recyclable commodity markets were recovering in 2017, new international import bans flooded domestic markets and reduced prices in 2018 and markets have continued to decline through 2019 to \$64/ton. These costs and revenues are compared to the average landfill tip fees for solid waste in Waukesha County. The 2020 landfill disposal charge increased slightly to an average of \$86/ton (\$91 at Emerald Park and \$80 at Orchard Ridge). The six year net average operating gain is \$18.45 per ton and when added to average landfill costs there is a \$98.95 per ton advantage to recycling.



In 2015 for the original 25 participating communities, the switch to single sort resulted in a 44% increase in recyclable tonnage. Tonnage for 2016 thru 2019 includes two communities that joined the County recycling program (Village of Vernon and the City of Muskego). With shifting work patterns there is an anticipated increase in tonnage for 2020. However, due to the City of Muskego leaving the County's program, the total tonnage is projected remain at approximately 31,000 tons for 2021.



Public Works

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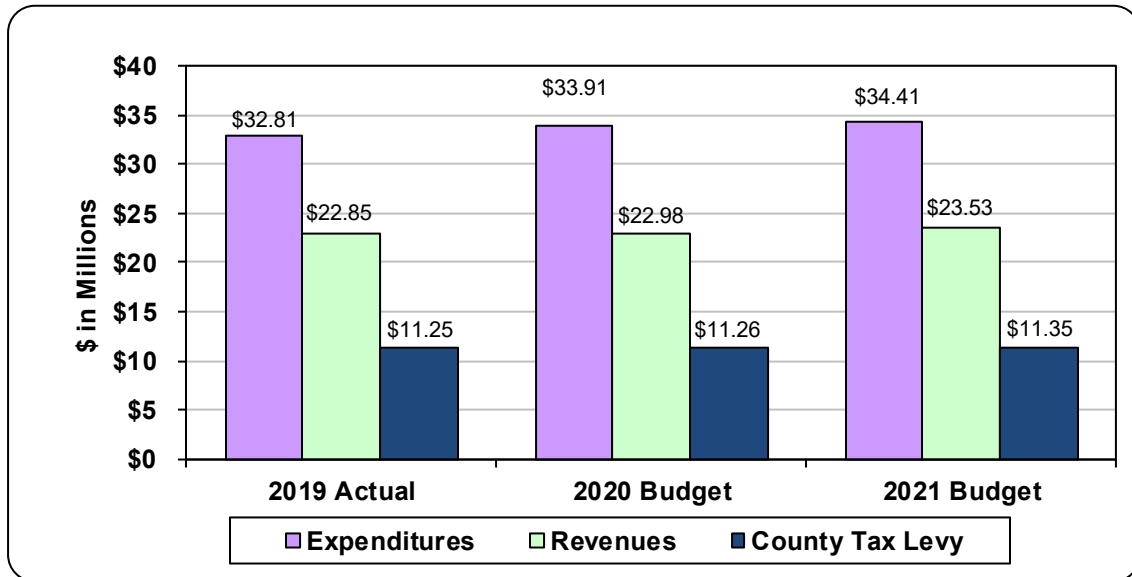
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PUBLIC WORKS

Functional Area Budget Highlights

The Public Works Functional Area includes all Public Works Department funds outlined below. The **Public Works** Department includes **General Fund** appropriations to provide architectural services, energy and utility costs, construction management and facilities, maintenance, and housekeeping services. The **Transportation Fund** includes all maintenance and repair services for the County Trunk Highway System and provides appropriations for maintenance and repair of State Trunk Highways within the county, under contract with the state Department of Transportation (DOT), and engineering, permit processing, and traffic control for roadways. Also in the fund are contracted **transit service** activities including commuter bus service to/from Milwaukee, plus limited intra-county bus service and contracted program administration. A **Central Fleet Maintenance Internal Service Fund** provides for maintenance and repairs of county-owned motorized equipment, and assists equipment users in making vehicle maintenance, repair, and replacement decisions. The **Vehicle/Equipment Replacement Internal Service Fund** finances necessary and justified replacements of vehicles and major pieces of equipment. The **Airport Operations Enterprise Fund** of the Department of Public Works, through a Fixed Based Operator contract, maintains and operates a reliever airport serving general aviation and business travel needs.

Not included in this functional area are public works-related capital projects, (See the Capital Projects Section) and major IT equipment replacements (from the End-User Technology Internal Service Fund, in the General Administration Functional Area Section).



The 2021 expenditure budget for this functional area totals \$34,413,700, after adjustments to exclude proprietary fund capitalized fixed asset items, an increase of \$508,700 or 1.5% from the 2020 Adopted Budget. Budgeted revenues (including \$605,665 of fund balance appropriations) total \$23,531,500, an increase of \$556,400 or 2.4% from the previous year's budget. The tax levy necessary to fund this functional area totals \$11,351,900, an increase of \$90,000 or 0.8% from the 2020 Adopted Budget.

**** PUBLIC WORKS ****
Functional Area Summary by Agency

	2019 Actual	2020		2021 Budget	Change from 2020 Adopted Budget	
		Adopted Budget	2020 Estimate		\$	%
* TOTAL PUBLIC WORKS *						
Revenues (a)	\$22,853,061	\$22,975,172	\$23,388,262	\$23,531,540	\$556,368	2.4%
County Tax Levy (b)(c)	\$11,249,428	\$11,261,865	\$11,261,865	\$11,351,865	\$90,000	0.8%
Expenditure (d)	\$32,812,126	\$33,905,037	\$33,765,803	\$34,413,700	\$508,663	1.5%
Rev. Over (Under) Exp.	\$1,273,487	\$0	\$240,724	\$0	\$0	N/A
Oper Income/(Loss) (d)	\$16,876	\$332,000	\$643,600	\$469,705	\$137,705	41.5%

(a) Appropriated fund balance is included in revenues as follows:

Fund	Description of Use	2019 Actual	2020 Budget	2020 Estimate	2021 Budget
General	Building Improvement Plan funding	\$100,000	\$100,000	\$100,000	\$100,000
General	Purchase order & carryovers from prior year	\$324,892	\$0	\$224,111	\$0
	Subtotal General Fund Balance Appropriation	\$424,892	\$100,000	\$324,111	\$100,000
Transportation	One time purchase of highway maintenance equipment*	\$0	\$157,000	\$157,000	\$85,000
Transportation	Intersection Improvement Program	\$50,000	\$50,000	\$50,000	\$50,000
Transportation	Purchase order & carryovers from prior year	\$9,350	\$0	\$170,216	\$0
Transportation	Cartegraph Upgrade & Migration*	\$0	\$0	\$0	\$50,000
Transportation	Transit fuel adjustment/audit payback**	\$142,638	\$100,000	\$50,000	\$0
Transportation	Temporary continuation of Transit route 906 through 6/30/20	\$0	\$24,500	\$24,500	\$0
	Subtotal Transportation Fund Balance Appropriation***	\$201,988	\$331,500	\$451,716	\$185,000
Central Fleet	Offset facility depreciation expense	\$101,083	\$101,083	\$101,083	\$101,083
Central Fleet	Purchase order & carryovers from prior year	\$0	\$0	\$0	\$0
	Subtotal Central Fleet Fund Balance Appropriation	\$101,083	\$101,083	\$101,083	\$101,083
Airport	Partially offset depreciation expense	\$180,829	\$180,829	\$180,829	\$169,582
Airport	Purchase order & carryovers from prior year	\$654	\$0	\$0	\$0
Airport	Long-term Asset Evaluation Study	\$0	\$0	\$0	\$50,000
	Subtotal Airport Fund Balance Appropriation	\$181,483	\$180,829	\$180,829	\$219,582
	TOTAL FUND BALANCE APPROPRIATION	\$909,446	\$713,412	\$1,057,739	\$605,665

*Funded with prior-year revenues earned by the Highway Operations Division for work on state highway projects performed through the Performance-Based Maintenance (PbM) Program.

**The 2019 estimate includes \$92,638 of fund balance from an approved contingency fund transfer (enrolled ordinance 174-36) to cover a payment for additional prior-year (2018) local-share expenses, as determined by an independent audit. Fund balance budgeted for 2020 is intended to cover potential fuel adjustment clause expenses and potential additional prior-year local share expenses related to audit findings.

***General Fund Balance is appropriated for the Transportation Fund Budget.

- (b) Tax levy amount is not determined by expenditures less revenues due to proprietary fund accounting.
- (c) Through 2019 tax levy was provided in the Airport Fund to fund estimated operating loss and/or fixed asset purchases. Beginning in 2020, tax levy support for the Airport Fund is eliminated.
- (d) Total expenditures and net operating income exclude capitalized fixed asset purchases to conform with financial accounting standards. Fixed asset purchases will be made out of operating revenues, and are included in the department's fixed asset request. Vehicle Replacement Fund expenditures exclude capitalized fixed asset purchases of \$3,745,025 in the 2021 Budget, \$3,110,400 in the 2020 Budget, \$3,464,322 in the 2020 Estimate, and \$3,108,692 in 2019. Airport expenditures exclude \$74,500 in the 2021 Budget and \$175,000 in 2020.

PUBLIC WORKS

Functional Area Budget Highlights

Significant Budget and program changes for the Public Works department are highlighted as follows:

- State **General Transportation Aids (GTA)** are mostly budgeted in the Transportation Fund and are budgeted unchanged at \$5.1 million, with the excess budgeted for highway capital projects to absorb year-to-year fluctuations in state allocations. The amount budgeted in capital decreases from \$270,000 to \$100,000 to reflect the 2020 actual allocation.
- **Road Salt expenditures for county highway snow and ice removal operations** are budgeted to increase by \$16,500 in 2021. Salt rates increase by \$0.74 or 1%, from \$74.07 to \$74.81 per ton based on the state's salt contract for the 2020-21 winter season. This includes an \$11,600 increase in the cost of salt used for county highways, based on an estimated 15,700 tons (same as 2020 budgeted level). Actual salt used varies significantly by year, depending on weather severity. Salt for Parks and Land Use for use at county facilities and parks roads increases slightly over \$400, assuming 600 tons (same as 2020 budgeted level). Salt sold to municipalities for use on their local roads increases \$4,500, and assumes 6,000 tons (same as 2020 budgeted level). Revenues from salt sales to municipalities include an \$8 per ton handling fee.
- The **County Highway Maintenance** program budgets \$135,000 for one-time equipment purchases, including \$85,000 for a new skid steer machine and \$50,000 to upgrade the Cartegraph Software. The skid steer machine will be used for county highway construction and landscaping jobs. The Cartegraph Software is used to track labor, equipment, materials, and corresponding fringe rates used for all highway operations revenue generation. These purchases will be covered with fund balance from higher prior-year funds earned through the Wisconsin Department of Transportation's Performance-Based Maintenance program (discussed below).
- **State Highway Maintenance operations revenue reimbursements** for work on state roads, as directed by the Wisconsin Department of Transportation, are budgeted to increase by \$304,700. This includes \$303,200 of anticipated higher state Routine Maintenance Agreement (RMA) reimbursements and \$1,500 of higher reimbursements for Performance-Based Maintenance (PbM) program work. The PbM program funds state highway maintenance through a system where the county submits quotes for state-specific projects—versus the RMA system that reimburses for time and materials—which may incentivize efficient maintenance work.
- **The 2021 Transit Services** program expenses are budgeted to decrease by about \$125,000 due to primarily a reduction in fuel surcharge/potential audit paybacks and offsetting General Fund balance. Total transit costs are estimated at about \$3.5 million, but the total budget for Waukesha County is only about \$1 million because Waukesha Metro applies for offsetting federal/state revenues and collects farebox revenues directly, billing the county for the net expenditures. The temporary use of Federal CARES Act funding helps offset increasing route expenses and declining farebox revenues to maintain the county tax levy investment at the 2020 budget level of \$867,700.
- The **Central Fleet Vehicle Fuel** budget assumes a 10% decrease in fuel prices from the 2020 budget.
- The **Central Fleet Repair and Maintenance** budget includes an increase in interdepartmental revenues by about \$111,300 or 4.6%, reflecting an increase in demand for labor, parts, and commercial repair services.
- Charges to departments for the **Vehicle Replacement Fund** are budgeted to increase about \$179,000 or 5.4% from \$3.74 million to about \$3.95 million, due to increasing vehicle/equipment prices, which is partly driven by improved technology and regulatory requirements.
- **Energy and utility budget costs for county facilities** are budgeted to slightly increase in 2021 (\$2,039,500), an increase of \$4,000 over the 2020 budgeted level of \$2,035,500. Both the electrical and natural gas utility budgets decrease (\$19,000 and \$14,700 respectively), reflecting lower energy consumption and utility rates experienced in previous years. This is offset by an increase in sewer/water utility expenses by \$37,600 based on increasing utility rates. Overall costs are maintained through prior-year energy efficiency improvements (e.g., lighting replacement, more efficient boilers/chillers).
- The **Building Improvement Plan (BIP)** totals \$1,088,000 in the 2021 budget. The base BIP remains budgeted at \$950,000. In addition to the base BIP, the plan includes \$93,000 for improvements at the Mental Health Center (MHC). The plan also includes \$45,000 for improvements at the Waukesha Employee Health and Wellness Center. Overall General Fund balance support in the BIP is \$100,000, unchanged from the 2020 budget.
- Operating costs in the **Housekeeping Services** program decrease about \$39,400 or 3.2% due to a decrease in personnel costs (\$59,600) due to the abolishment of 1.00 FTE and unfunding of 0.50 FTE building services workers and an increase in the operating expenses due to the anticipated increase of 3% in the housekeeping services contract (\$20,000).
- Revenues in the **Airport Operations Fund** budget increase \$31,100 and include revenues from inflationary increases built into land leases and rental contracts. The budget also increases fund balance by \$38,800 over the 2020 budgeted level to partially offset depreciation expense and cover the costs of a comprehensive airport long-term asset evaluation study.

**BUDGETED POSITIONS 2019-2021
SUMMARY BY AGENCY AND FUND**

PUBLIC WORKS

Agency	Fund	2019 Year End	2020 Adopted Budget	2020 Modified Budget	2021 Budget	20-21 Change
PUBLIC WORKS	General	42.90	42.90	42.90	41.40	(1.50)
PUBLIC WORKS	Transportation	75.70	75.70	75.70	75.10	(0.60)
PUBLIC WORKS	Central Fleet Maintenance	14.00	14.00	14.00	14.00	0.00
PUBLIC WORKS	Vehicle Replacement Fund	0.00	0.00	0.00	0.00	0.00
PUBLIC WORKS	Airport Operations	3.00	3.00	3.00	3.00	0.00
TOTAL REGULAR POSITIONS		135.60	135.60	135.60	133.50	(2.10)
TOTAL EXTRA HELP		4.12	4.12	4.12	5.21	1.09
TOTAL OVERTIME		4.13	4.05	4.05	3.95	(0.10)
TOTAL BUDGETED POSITIONS		143.85	143.77	143.77	142.66	(1.11)

2021 BUDGET ACTIONS

Public Works - Transportation

Abolish: 1.00 FTE Building Service Worker
 Unfund: 0.50 FTE Building Service Worker
 Increase: 0.01 FTE Overtime

Public Works - Transportation

Abolish: 0.60 FTE Senior Civil Engineer
 Create: 1.00 FTE Senior Civil Engineer
 Reclassify: 1.00 FTE Administrative Specialist to Fiscal Assistant
 Reclassify: 1.00 FTE Fiscal Assistant to Fiscal Specialist
 Unfund: 1.00 FTE Patrol Worker in County Highway Operations
 Increase: 0.09 FTE Extra Help
 Increase: 0.01 FTE Overtime

Public Works - Central Fleet

Reduce: 0.12 FTE Overtime

Public Works - Airport

Increase: 1.00 FTE Extra Help

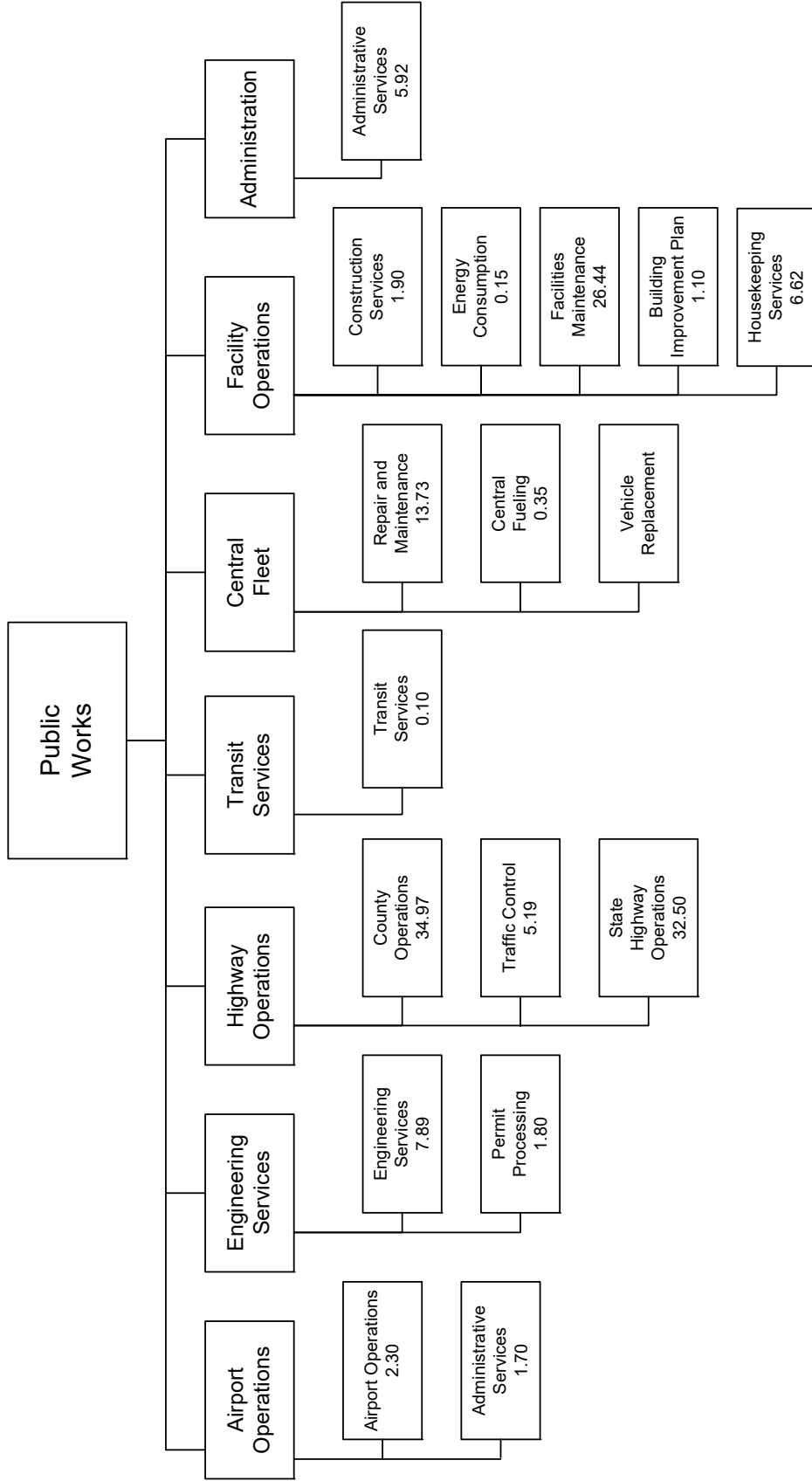
2020 CURRENT YEAR ACTIONS

None

Public Works

PUBLIC WORKS

FUNCTION / PROGRAM CHART



142.66 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.

All Funds

Public Works

Statement of Purpose/Summary

Statement of Purpose

Provide the foundations of success for the citizens and businesses of Waukesha County by constructing and maintaining quality transportation and building infrastructure.

Financial Summary	2019	2020	2020	2021	Change From 2020	
	Actual	Adopted Budget	Estimate (b)	Budget	Adopted Budget \$	%
Public Works-General Fund						
Revenues (b)(d)	\$892,488	\$576,728	\$794,174	\$645,050	\$68,322	11.8%
County Tax Levy	\$8,070,488	\$8,125,488	\$8,125,488	\$8,165,488	\$40,000	0.5%
Expenditures (b)	\$8,330,366	\$8,702,216	\$8,827,774	\$8,810,538	\$108,322	1.2%
Rev. Over (Under) Exp.	\$632,610	\$0	\$91,888	\$0	\$0	N/A
Transportation Fund						
Revenues (b)(d)	\$13,706,344	\$13,574,240	\$13,902,891	\$13,774,381	\$200,141	1.5%
County Tax Levy	\$3,116,377	\$3,136,377	\$3,136,377	\$3,186,377	\$50,000	1.6%
Expenditures (b)	\$16,181,844	\$16,710,617	\$16,890,432	\$16,960,758	\$250,141	1.5%
Rev. Over (Under) Exp.	\$640,877	\$0	\$148,836	\$0	\$0	N/A
Central Fleet						
Revenues (d)	\$3,592,302	\$3,831,851	\$3,461,583	\$3,836,870	\$5,019	0.1%
County Tax Levy (a)	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$3,698,484	\$3,828,775	\$3,421,086	\$3,800,761	(\$28,014)	-0.7%
Operating Inc./Loss (c)	(\$106,182)	\$3,076	\$40,497	\$36,109	\$33,033	1073.9%
Vehicle Replacement						
Revenues	\$3,399,453	\$3,737,120	\$4,011,120	\$3,950,119	\$212,999	5.7%
County Tax Levy (a)	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$3,367,853	\$3,408,196	\$3,408,205	\$3,516,523	\$108,327	3.2%
Operating Inc./Loss (c)	\$31,600	\$328,924	\$602,915	\$433,596	\$104,672	31.8%
Airport						
Revenues (b)(d)	\$1,262,474	\$1,255,233	\$1,218,494	\$1,325,120	\$69,887	5.6%
County Tax Levy	\$62,563	\$0	\$0	\$0	\$0	N/A
Expenditures (b)	\$1,233,579	\$1,255,233	\$1,218,306	\$1,325,120	\$69,887	5.6%
Operating Inc./Loss (c)	\$91,458	\$0	\$188	\$0	\$0	N/A
Total All Funds						
Revenues (b)(d)	\$22,853,061	\$22,975,172	\$23,388,262	\$23,531,540	\$556,368	2.4%
County Tax Levy (a)	\$11,249,428	\$11,261,865	\$11,261,865	\$11,351,865	\$90,000	0.8%
Expenditures (b)	\$32,812,126	\$33,905,037	\$33,765,803	\$34,413,700	\$508,663	1.5%
Rev. Over (Under) Exp.	\$1,273,487	\$0	\$240,724	\$0	\$0	N/A
Operating Inc./Loss (c)	\$16,876	\$332,000	\$643,600	\$469,705	\$137,705	41.5%

Position Summary (FTE)

Regular Positions	135.60	135.60	135.60	133.50	(2.10)
Extra Help	4.12	4.12	4.12	5.21	1.09
Overtime	4.13	4.05	4.05	3.95	(0.10)
Total	143.85	143.77	143.77	142.66	(1.11)

(a) Tax levy amount is not determined by expenditures less revenues.

(b) The 2020 Estimate includes 2019 budget appropriation carryovers and open encumbrances, which modified the 2020 budget after it was adopted.

(c) Total expenditures and net operating income excludes capitalized fixed asset purchases and debt service principal repayment of Proprietary Funds to conform to financial accounting standards. Fixed Asset purchases will be made out of operating revenues, and are included in the department's fixed asset request.

(d) Fund Balance is appropriated as shown on the following page:

Fund Balance Use

Fund	Description of Use	2019 Actual	2020 Budget	2020 Estimate	2021 Budget
General	Building Improvement Plan funding	\$100,000	\$100,000	\$100,000	\$100,000
General	Purchase order and carryovers from prior year	\$324,892	\$0	\$224,111	\$0
	Subtotal General Fund Balance Appropriation	\$424,892	\$100,000	\$324,111	\$100,000
Transportation	One time purchase of highway maintenance equipment*	\$0	\$157,000	\$157,000	\$85,000
Transportation	Intersection Improvement Program	\$50,000	\$50,000	\$50,000	\$50,000
Transportation	Purchase order & carryovers from prior year	\$9,350		\$170,216	\$0
Transportation	Cartegraph Upgrade & Migration*	\$0	\$0	\$0	\$50,000
Transportation	Transit fuel adjustment/audit payback**	\$142,638	\$100,000	\$50,000	\$0
Transportation	Transit route 906 costs through 6/30/20***	\$0	\$24,500	\$24,500	\$0
	Subtotal Transportation Fund Balance Appropriation****	\$201,988	\$331,500	\$451,716	\$185,000
Central Fleet	Offset facility depreciation expense	\$101,083	\$101,083	\$101,083	\$101,083
Central Fleet	Purchase order and carryovers from prior year	\$0	\$0	\$0	\$0
	Subtotal Central Fleet Fund Balance Appropriation	\$101,083	\$101,083	\$101,083	\$101,083
Airport	Partially offset depreciation expense	\$180,829	\$180,829	\$180,829	\$169,582
Airport	Purchase order & carryovers from prior year	\$654	\$0	\$0	\$0
Airport	Long-term Asset Evaluation Study	\$0	\$0	\$0	\$50,000
	Subtotal Airport Fund Balance Appropriation	\$181,483	\$180,829	\$180,829	\$219,582
TOTAL FUND BALANCE APPROPRIATION		\$909,446	\$713,412	\$1,057,739	\$605,665

* Funded with prior-year revenues earned by the Highway Operations Division for work on state highway projects performed through the Performance-Based Maintenance program (PbM).

** The 2019 actuals include \$92,638 of fund balance from an approved contingency fund transfer (enrolled ordinance 174-36) to cover a payment for additional prior-year (2018) local-share expenses, as determined by an independent audit. Fund balance was budgeted in 2020 to cover potential fuel adjustment clause expenses and potential additional prior-year local share expenses related to audit findings.

*** The 2020 budget includes \$24,500 of funding to extend the operation of Route 906 through 6/30/2020, when the route is scheduled to be permanently discontinued.

**** General Fund Balance is appropriated for the Transportation Fund budget.

Major Departmental Strategic Plan Objectives

Health and Safety Pillar: Ensure the well-being of residents

Objective 1: Highway Snow and Ice Removal. After a winter snowstorm event, achieve 90% bare pavement on County Trunk Highway System as defined by the Wisconsin Department of Transportation Highway Maintenance Manual.

Road Category	2017/2018 winter actual	2018/2019 winter actual	2019/2020 winter actual	2020-2021 Target
<p>Category 2:</p> <ul style="list-style-type: none"> High volume four lane highways (ADT >= 25,000) and Some four lane highways (ADT <=25,000) Some six lane highways. <p><i>i.e. CTH O Moorland Rd., CTH ES National Ave. in New Berlin, CTH Y Barker Rd. CTH M in Brookfield</i></p>	2.75 hours	3.40 hours	2.87 hours	2 hours
<p>Category 3:</p> <ul style="list-style-type: none"> All other four lane highways (ADT <25,000). <p><i>i.e. CTH YY in Menomonee Falls, CTH L in Muskego, CTH X and CTH TT in Waukesha</i></p>	2.10 hours	3.16 hours	3.50 hours	2 hours
<p>Category 4:</p> <ul style="list-style-type: none"> Most high volume two lane highways (ADT >=5,000) Some two lanes (ADT < 5,000). <p><i>i.e. CTH C in Genesee and Delafield. CTH V V in Town and Village of Merton</i></p>	2.09 hours	2.53 hours	4.24 hours	3 hours
<p>Category 5:</p> <ul style="list-style-type: none"> All other two lane Highways <p><i>i.e. CTH ZZ ZC in Town of Ottawa, CTH S in Town of Eagle</i></p>	2.78 hours	3.39 hours	4.86 hours	4 hours

NOTE:

- ADT = Average Daily Traffic
- Category 1 is not shown above as it refers to major urban freeways and all highways with six or more lanes are managed and controlled by the State Highway system.

Team Pillar: Best professionals serving the public in the best way

Objective 2: Improve Communication. Achieve a rating of 80% or higher on the annual County Wide Strategic Planning Survey for the statement: "Information and knowledge are openly shared within my department."

2016 Actual	2017 Actual	2018 Actual	2019 Actual	Target
52.00%	50.00%	66.90%	77.30%	80.00%

Objective 3: Rewards and Recognition. Achieve a rating of 80% or higher on the annual County Wide Strategic Planning Survey for the statement: "I understand I can be recognized for extra effort while demonstrating the county's core values."

2016 Actual	2017 Actual	2018 Actual	2019 Actual	Target
58.00%	65.00%	77.70%	88.20%	80.00%

Quality Pillar: High standards of service excellence

Objective 4: Improve Coordination with Other Governments. Collaborate communication efforts with other governmental jurisdictions for cross sharing of resources.

Customer Service Pillar: High customer satisfaction

Objective 5: Improved Traffic Operations. Improve efficiencies and customer service in traffic operations through improved processes; staffing structure; training; equipment levels; and internal communication between engineering, highway operations, and the public.

Objective 6: Improve Customer Service. To establish consistent customer service across Waukesha County departments, achieve a 4.5 out of 5.0 mean rating annually for customer service satisfaction with respect to accessibility, accuracy, attitude, operations, timeliness, and communication.

2019 Actual	2020 Estimate	2021 Target
4.73	4.70	4.65

Fund Purpose

Through planning, design, construction and maintenance, preserve and extend the useful life of the county's facilities. Provide a safe and efficient work environment within the county facilities. Provide managerial, fiscal, technical, and clerical support to the capital planning and implementation process in conjunction with an overall approach to addressing county infrastructure issues.

Financial Summary	2019	2020	2020	2021	Change From 2020	
	Actual (a)	Adopted Budget	Estimate (a)(b)	Budget	Adopted Budget \$	%
Revenues						
General Government	\$10,073	\$9,000	\$9,000	\$9,000	\$0	0.0%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$35,624	\$42,640	\$36,375	\$37,500	(\$5,140)	-12.1%
Interdepartmental	\$418,679	\$424,988	\$424,588	\$498,450	\$73,462	17.3%
Other Revenue	\$3,220	\$100	\$100	\$100	\$0	0.0%
Appr. Fund Balance (a)(b)	\$424,892	\$100,000	\$324,111	\$100,000	\$0	0.0%
County Tax Levy (Credit)	\$8,070,488	\$8,125,488	\$8,125,488	\$8,165,488	\$40,000	0.5%
Total Revenue Sources	\$8,962,976	\$8,702,216	\$8,919,662	\$8,810,538	\$108,322	1.2%
Expenditures						
Personnel Costs	\$3,387,774	\$3,609,675	\$3,608,972	\$3,643,940	\$34,265	0.9%
Operating Expenses (a)(b)	\$4,199,172	\$4,407,358	\$4,520,338	\$4,232,861	(\$174,497)	-4.0%
Interdept. Charges	\$518,750	\$508,183	\$507,144	\$508,737	\$554	0.1%
Fixed Assets (a)(b)	\$224,670	\$177,000	\$191,320	\$425,000	\$248,000	140.1%
Total Expenditures	\$8,330,366	\$8,702,216	\$8,827,774	\$8,810,538	\$108,322	1.2%
Rev. Over (Under) Exp.	\$632,610	\$0	\$91,888	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	42.90	42.90	42.90	41.40	(1.50)
Extra Help	0.40	0.40	0.40	0.40	0.00
Overtime	0.32	0.32	0.32	0.33	0.01
Total FTEs	43.62	43.62	43.62	42.13	(1.49)

(a) The 2020 estimate includes 2019 carryovers of \$225,819 mostly related to Building Improvement Plan projects, which includes open encumbrances that modified the budget after it was adopted.

(b) General Fund Balance is appropriated for:

Description	2019 Actual	2020 Budget	2020 Estimate	2021 Budget
Building Improvement Plan funding	\$100,000	\$100,000	\$100,000	\$100,000
Purchase order & carryovers from prior year	\$324,892	\$0	\$224,111	\$0
Total Fund Balance Appropriation	\$424,892	\$100,000	\$324,111	\$100,000

Construction Services

Program Description

This division is responsible for coordinating all building-related capital projects in the five-year capital plan and major maintenance projects in the Building Improvement Plan. Coordination consists of following county project control methodology to present, implement, design, construct and administer all new and renovated or remodeled capital projects. Measurements of successful projects are realized in both fiscal management and timely completion of each project. In addition, this division is responsible for management of properties the county acquires through land acquisitions, tax foreclosures, etc. Management can include securing properties, demolition of sites, or sale of sites as well as preparation and execution of leased space within county office buildings.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	1.90	1.90	1.90	1.90	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$3,592	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$212,181	\$230,736	\$230,736	\$236,770	\$6,034
Total Revenues	\$215,773	\$230,736	\$230,736	\$236,770	\$6,034
Personnel Costs	\$203,640	\$210,046	\$216,884	\$215,984	\$5,938
Operating Expenses	\$9,284	\$20,000	\$20,000	\$20,000	\$0
Interdept. Charges	\$676	\$690	\$806	\$786	\$96
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$213,600	\$230,736	\$237,690	\$236,770	\$6,034
Rev. Over (Under) Exp.	\$2,173	\$0	(\$6,954)	\$0	\$0

Program Highlights

Net personnel costs are increasing by about \$5,900 primarily related to costs to continue for the regular staff of 1.90 FTE. Staff support is used to provide support to the capital projects and to provide building project services to the other county departments. Operating expenses of \$20,000 are budgeted for consulting services for building system analysis.

Current and Planned Construction Services Capital Projects

Project #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of 2020	Est. Operating Impact
201418	Courthouse Project - Secure Courtroom Construction	2021	\$38,500,000	70%	(c)
201705	Courthouse Project Step 2 - Renovate 1959 Courthouse	2026	\$58,600,000	0%	(c)
201503	Demolish Former HHS Building	(a)	\$3,620,000	40%	\$25,000 (b)

- (a) Demolition of the East Wing was completed in 2018. Demolition of the boiler room and abatement was completed in 2020. Demolition for the remainder of the building is dependent upon approvals from other governmental entities.
- (b) Preserving the remainder of the former HHS Buildings is estimated to result in operating costs for maintenance and insurance.
- (c) Construction of the court tower in the first project will increase building square footage maintained and is expected to increase expenses for utilities by \$4,000, housekeeping services by \$80,000, and repair/maintenance expenses by \$15,000 after the building becomes fully operational. The second courthouse project (renovate 1959 courthouse) is expected to lower utility costs through the installation of energy efficient building systems. Contracted housekeeping services costs will likely be offset by savings as the Facilities Maintenance Division continues to transition from in-house cleaning staff to contracted cleaning staff. Regarding staffing, consolidating office space and moving operations within departments closer together is expected to result in greater operational efficiencies. The exception is the Sheriff's Department which has requested six additional correctional officer positions during interim construction (estimated to cost \$1 million) and three permanent positions after the completion of the first project in 2021 (estimated to cost \$240,000 annually).

Building Improvement Plan

Program Description

Review building structure, mechanical systems and other needs on a regular basis to ensure they are still of good quality and functioning in the most effective manner. Plan for long-term maintenance, repair and replacement and develop a five-year funding plan.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	1.10	1.10	1.10	1.10	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$81,000	\$57,000	\$57,000	\$138,000	\$81,000
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$339,851	\$100,000	\$305,851	\$100,000	\$0
County Tax Levy (Credit)	\$966,823	\$971,835	\$971,835	\$975,622	\$3,787
Total Revenues	\$1,387,674	\$1,128,835	\$1,334,686	\$1,213,622	\$84,787
Personnel Costs	\$118,332	\$121,835	\$122,061	\$125,622	\$3,787
Operating Expenses	\$674,348	\$830,000	\$1,019,672	\$663,000	(\$167,000)
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$224,670	\$177,000	\$191,320	\$425,000	\$248,000
Total Expenditures	\$1,017,350	\$1,128,835	\$1,333,053	\$1,213,622	\$84,787
Rev. Over (Under) Exp.	\$370,324	\$0	\$1,633	\$0	\$0

Program Highlights

Interdepartmental revenues consist of charges to the Mental Health Center and to the Employee Health and Wellness Clinic for building improvement projects at those facilities. General Fund balance appropriations remain the same as in the 2020 budget. The use of General Fund balance has been reduced in previous years and is planned to be eventually phased out in future budgets.

Net personnel costs are increasing by about \$3,800 primarily related to the costs to continue for the regular staff of 1.10 FTE. The Five-Year Building Improvement Plan projects are budgeted across both operating expense appropriations (for non-capitalized items) or in the fixed asset appropriations (if items are capitalized and cost over \$5,000). Overall, the base plan of \$950,000 is remaining stable from the 2020 Adopted Budget. Additional expenditures for Mental Health Center (MHC) projects total \$93,000, an increase of \$36,000 from 2020. Because the MHC recovers a portion of program costs (including these projects) through outside funding, these costs are offset with an interdepartmental revenue charge from the MHC. Project expenditures for the Employee Health and Wellness Clinic total \$45,000. These costs are offset with an interdepartmental revenue charge from the Health and Dental Fund.

Projects in the plan are either identified by the Public Works staff as necessary improvements to buildings, are requested by other county employees as improvements to their work areas, or have been identified by staff during a condition analysis. Overall, the plan assumes the Courthouse and Northview buildings are in “maintenance only” mode pending renovation, replacement, or removal of buildings in the capital plan. This means that the mechanical systems may be repaired when broken; however, they will not be upgraded or replaced as a preventative measure in the building improvement plan.

Building Improvement Plan (cont.)

Building Improvement Plan by Type of Project

Type of Project	Plan 2021	Plan 2022	Plan 2023	Plan 2024	Plan 2025
Asbestos	\$10,000	\$15,000	\$15,000	\$15,000	\$0
Carpet / Tile / Seal	\$55,000	\$65,000	\$60,000	\$50,000	\$60,000
Doors & Windows	\$55,000	\$15,000	\$55,000	\$55,000	\$55,000
Electrical	\$75,000	\$25,000	\$0	\$0	\$0
Flooring	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
Furniture	\$15,000	\$40,000	\$10,000	\$40,000	\$15,000
HVAC	\$360,000	\$365,000	\$350,000	\$385,000	\$315,000
HVAC Controls	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000
Maintenance Only (a)	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000
Paint / Wall Cover	\$55,000	\$65,000	\$50,000	\$50,000	\$75,000
Plumbing	\$80,000	\$50,000	\$50,000	\$0	\$0
Remodel	\$18,000	\$0	\$0	\$0	\$0
Roof	\$35,000	\$40,000	\$125,000	\$30,000	\$75,000
Safety/Security	\$30,000	\$30,000	\$20,000	\$50,000	\$50,000
Seal/ Tuckpoint	\$50,000	\$35,000	\$10,000	\$45,000	\$75,000
Grand Total	\$1,088,000	\$995,000	\$995,000	\$970,000	\$970,000
Use of Fund Balance (c)	\$100,000	\$75,000	\$25,000	\$0	\$0

Building Improvement Plan by Building

Building	Plan 2021	Plan 2022	Plan 2023	Plan 2024	Plan 2025
Administration Center	\$190,000	\$185,000	\$150,000	\$25,000	\$25,000
Communications Center	\$0	\$0	\$95,000	\$0	\$0
County Jail	\$20,000	\$60,000	\$20,000	\$0	\$0
Courthouse	\$0	\$0	\$0	\$0	\$0
Health Human Services	\$0	\$0	\$0	\$85,000	\$0
Highway Operations	\$50,000	\$0	\$0	\$0	\$0
Juvenile Center	\$0	\$0	\$50,000	\$50,000	\$0
Law Enforcement Center	\$40,000	\$0	\$40,000	\$40,000	\$40,000
Mental Health Center	\$93,000	\$45,000	\$45,000	\$20,000	\$20,000
Other/All Buildings (b)	\$650,000	\$705,000	\$595,000	\$750,000	\$885,000
Wellness Clinic	\$45,000	\$0	\$0	\$0	\$0
UWW	\$0	\$0	\$0	\$0	\$0
Grand Total	\$1,088,000	\$995,000	\$995,000	\$970,000	\$970,000
Use of Fund Balance (c)	\$100,000	\$75,000	\$25,000	\$0	\$0

- (a) Maintenance Only mode includes the Courthouse and Northview facilities operating in "maintenance only" mode pending renovation/replacement of buildings in the Capital Plan. This means that the mechanical systems will be repaired when broken; however, they will not be upgraded or replaced as a preventative measure in the building improvement plan.
- (b) Projects, as needed, in other buildings are groupings of maintenance projects that have been identified through experience as maintenance needs; yet, at the time of budget development it is unknown which building will require the specific maintenance. Items included here are flooring replacements, painting, window and door replacements, mechanical equipment repair/replacement, tuck pointing/sealing/caulking of the building envelope, and roof repairs as needed. When these projects are completed, the expenses are charged to the building where the work was completed.
- (c) Designated for future use to replace interior treatments (e.g. carpeting, painting, roofing) and small projects (building systems, HVAC) to facilitate a stable maintenance plan.

Energy Consumption

Program Description

Review of utility bills to monitor energy consumption. Identify possible equipment inefficiencies so repairs can be performed to eliminate energy waste, and identify specifications in new equipment to ensure future energy efficiencies.

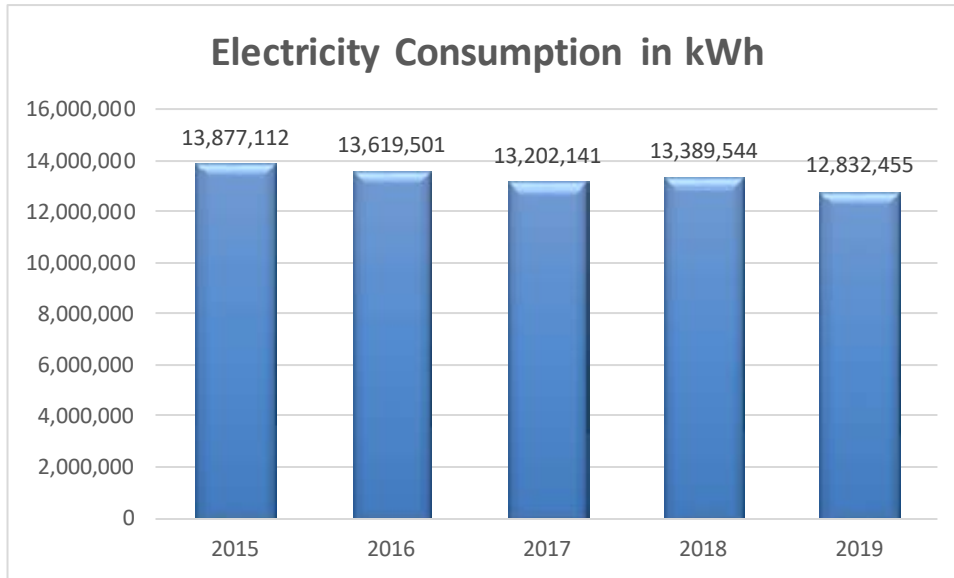
	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	0.15	0.15	0.15	0.15	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$35,624	\$42,640	\$36,375	\$37,500	(\$5,140)
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$2,015,431	\$2,015,458	\$2,015,458	\$2,025,325	\$9,867
Total Revenues	\$2,051,055	\$2,058,098	\$2,051,833	\$2,062,825	\$4,727
Personnel Costs	\$21,852	\$22,638	\$22,693	\$23,365	\$727
Operating Expenses	\$1,857,514	\$2,035,460	\$1,936,922	\$2,039,460	\$4,000
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,879,366	\$2,058,098	\$1,959,615	\$2,062,825	\$4,727
Rev. Over (Under) Exp.	\$171,689	\$0	\$92,218	\$0	\$0

Program Highlights

Charges for services revenues include \$37,500 for county office space rental to outside agencies such as title companies, the Farm Service Agency, and the District Court Administrator. Net personnel costs are increasing by about \$700 primarily related to costs to continue for the regular staff of 0.15 FTE. Operating expenses increase \$4,000 to \$2,039,500. The electrical utility budget decreases \$19,000 to \$1,286,600 reflecting a decrease in estimated energy consumption by 206,800 Kilowatt-Hours and a lower utility rate based on prior-year experience. Natural gas expenses decrease by \$14,700 from the 2020 budgeted level to \$379,200, reflecting a decrease in estimated consumption by almost 28,400 therms and a lower rate based on prior-year experience. The decrease in the electrical and natural gas expenses are offset by an increase in water/sewer expenses by \$37,600 to \$373,700, reflecting increasing utility rates. Due to the volatile nature of the utility markets and changing weather conditions, energy costs can often be difficult to predict. The department continues to maintain and improve the buildings' infrastructure to provide for the most efficient heating and cooling systems. As systems are updated, utility usage is monitored and budgets will be adjusted accordingly.

Activity-Utility Source	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	Change
Electricity (Kilowatt-Hrs)	13,202,141	13,389,544	12,832,455	13,500,000	13,293,197	(206,803)
Natural Gas (Therms)	682,768	735,897	710,755	745,000	716,624	(28,376)
Water/Sewer (Gallons)	23,434,000	23,817,500	22,204,410	23,450,000	23,450,000	0

Energy Consumption (cont.)



Investment in Energy Projects Reduces kWh Usage in Waukesha County Facilities

This chart illustrates the total electrical consumption by year at county facilities. The county has invested in energy reduction projects such as lighting and HVAC mechanical upgrades. The energy data captured over the last five years continues to trend in reduced consumption each year. As a result of the secure courtroom construction capital project, the county has no significant capital building energy projects over the next several years. Waukesha County will continue to invest in minor energy savings projects to aid in the reduction of energy consumption

Facilities Maintenance

Program Description

The Facilities Maintenance Division provides a variety of services to customers. The primary function is to extend the useful life of the facilities by providing preventative maintenance and repair services for our building infrastructure and equipment. This includes maintaining interior aesthetics, painting, carpeting, etc. through internal work or through external contracts. This also includes the management of maintenance related capital projects.

The secondary function is to provide support services to the various county programs. Examples include room set ups, moving furniture, or any other request from a program manager that is necessitated by a program requirement and not a building requirement. This program area is the main contact with departmental customers for all building maintenance needs.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	26.44	26.44	26.44	26.44	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$330,679	\$360,988	\$360,588	\$353,450	(\$7,538)
Other Revenue	\$3,042	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$80,999	\$0	\$16,304	\$0	\$0
County Tax Levy (Credit)	\$3,063,227	\$3,105,889	\$3,105,889	\$3,159,935	\$54,046
Total Revenues	\$3,477,947	\$3,466,877	\$3,482,781	\$3,513,385	\$46,508
Personnel Costs	\$2,041,292	\$2,149,475	\$2,149,572	\$2,222,539	\$73,064
Operating Expenses	\$976,681	\$843,529	\$855,945	\$812,797	(\$30,732)
Interdept. Charges	\$480,414	\$473,873	\$473,993	\$478,049	\$4,176
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$3,498,387	\$3,466,877	\$3,479,510	\$3,513,385	\$46,508
Rev. Over (Under) Exp.	(\$20,440)	\$0	\$3,271	\$0	\$0

Program Highlights

Interdepartmental revenues in this program area are received from other county departments for maintenance services provided to their departments. These revenues are mainly from proprietary funds or certain other special revenue funds that receive outside revenue sources to pay for these related expenses.

Net personnel costs are increasing by about \$73,100 primarily related to costs to continue and increases to health insurance for the regular staff of 25.75 FTE. Funding continues for a 0.40 FTE architectural intern and 0.29 FTE of overtime. Operating expenditures included in this program area are for materials and supplies required to maintain the exterior and interior county buildings. Also included are materials for the heating, cooling, plumbing and electrical systems in all the buildings. In addition, expenditures include the cost of contracts administered by the staff required for the operations of the building systems. Staff work closely with the Purchasing Division to determine the most effective and economical level of contracted service for the buildings. Maintenance contracts, budgeted in operating expenses include: elevator service, chiller and boiler maintenance, and sprinkler/fire alarm testing. Operating expenditures are budgeted \$30,700 lower in the 2021 budget. Interdepartmental charges are increasing by about \$4,200 mainly due to increases in property/boiler insurance charges of \$13,100 and \$12,300 of computer replacement and End User Technology Fund (EUTF) charges. These increases are partially offset by decreases in Workers Compensation Insurance in the amount of \$15,600 and vehicle costs in the amount of \$5,500.

Housekeeping Services

Program Description

The Housekeeping Division is responsible for maintaining a clean working environment for most of the county-owned buildings either through the use of internal staff or through contracted housekeeping services. Internal housekeeping staff is responsible for maintaining the Courthouse and Northview buildings. The housekeeping staff follows a planned schedule of cleaning, but also responds to individual requests for specific areas of need. Housekeeping services also include the supervision, monitoring, and management of housekeeping service contracts for Administration Center, Mental Health Center, Juvenile Center, the Human Services Center, Communications Center, Law Enforcement Center including the County Jail, Highway Operations Center and four substations, and the Waukesha Employee Health and Wellness Center. Housekeeping supervisory staff are the primary point of contact for communication from other county personnel for all housekeeping concerns.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	8.12	8.12	8.12	6.62	(1.50)
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$7,000	\$7,000	\$7,000	\$7,000	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$450	\$0	\$1,956	\$0	\$0
County Tax Levy (Credit)	\$1,229,782	\$1,213,598	\$1,213,598	\$1,174,230	(\$39,368)
Total Revenues	\$1,237,232	\$1,220,598	\$1,222,554	\$1,181,230	(\$39,368)
Personnel Costs	\$489,856	\$572,593	\$562,355	\$512,995	(\$59,598)
Operating Expenses	\$662,076	\$643,755	\$696,343	\$663,702	\$19,947
Interdept. Charges	\$4,582	\$4,250	\$4,250	\$4,533	\$283
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,156,514	\$1,220,598	\$1,262,948	\$1,181,230	(\$39,368)
Rev. Over (Under) Exp.	\$80,718	\$0	(\$40,394)	\$0	\$0

Program Highlights

Interdepartmental revenues consist of a cross-charge for supply costs to the Mental Health Center (MHC). Expenses for the actual housekeeping service are paid directly through the MHC budget. The MHC benefits from economies of scale when the housekeeping supplies are ordered centrally by the housekeeping staff.

Personnel costs decrease \$59,600 primarily due to the abolishment of 1.00 FTE building services worker and the partial-year unfunding of another full-time building services worker (reduction of 0.5 FTE from budget). The program funds 6.62 FTE positions in this program. Operating expenditures include the contracted costs to clean many of the county buildings and the cost of cleaning supplies. Contracted cleaning services are used to clean all county buildings except the Courthouse, Courthouse Tower and Northview in 2021. Buildings serviced with contracted cleaning include the Administration Center, Law Enforcement Center, County Jail, Juvenile Center, the Health and Human Services Center, Highway Operations Center and all Highway Substations, the Big Bend/Vernon Sheriff's Substation, and the Communications Center. The Waukesha Employee Health and Wellness Center is cleaned by contract; however, the costs are not included in this budget (budgeted directly in that fund). The housekeeping cleaning services presume about \$20,000 of annual increases per contracted rates. The current housekeeping contract is in effect until 2022. Interdepartmental charges include the cost of telephone service, copier replacement, and technology total cost of computer ownership charges.

Administrative Services

Program Description

This area serves as the first and primary point of contact for the public and other government agencies. This division provides the overall administrative direction for the department, maintains financial and administrative records for the department, and provides central supervision for all organizational units. The Administrative Services program is responsible for coordinating and providing efficient administrative/clerical support to the department.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	5.91	5.91	5.91	5.92	0.01
General Government	\$10,073	\$9,000	\$9,000	\$9,000	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$178	\$100	\$100	\$100	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$583,044	\$587,972	\$587,972	\$593,606	\$5,634
Total Revenues	\$593,295	\$597,072	\$597,072	\$602,706	\$5,634
Personnel Costs	\$512,802	\$533,088	\$535,407	\$543,435	\$10,347
Operating Expenses	\$19,269	\$34,614	\$24,456	\$33,902	(\$712)
Interdept. Charges	\$33,078	\$29,370	\$28,095	\$25,369	(\$4,001)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$565,149	\$597,072	\$587,958	\$602,706	\$5,634
Rev. Over (Under) Exp.	\$28,146	\$0	\$9,114	\$0	\$0

Program Highlights

General government revenues include administrative reimbursement for the Local Road Improvement Program (LRIP) budget at \$9,000, the same as 2020. This revenue is received every other year; however, one-half of the revenue is budgeted every year to provide for a more stable revenue budget from year to year. Other revenues include the sale of plans to contractors that may bid on projects.

Net personnel costs increase \$10,300 due to cost to continue of current staff and 0.01 FTE for increased overtime. Operating expenses stay relatively flat in 2021 at \$33,900. Operating expenses include budget appropriations for general office supply purchases, centralized postage and printing costs for the department, funds for employee bus passes for the Clean Air Compliance program, and expenditures for staff professional development. Interdepartmental charges include expenses for technology total cost of computer ownership, telephone services, copier replacement charges, and records storage.

Fund Purpose

Provide for transportation-related activities including roadways and transit services. Activities include the maintenance, repair, and operation of the County Trunk Highway System and providing the necessary labor, equipment and materials to maintain the State Trunk Highway System as specified by the Wisconsin Department of Transportation. Transit activities include bus services to selected areas of Waukesha County, primarily addressing the transit needs of employers and employees commuting between Waukesha County and its neighboring counties. Paratransit service to the physically challenged along a parallel commuting corridor is also provided in accordance with the Americans with Disabilities Act. Engineering, Traffic Control and Permit processing programs are also included in this fund.

Financial Summary	2019	2020	2020	2021	Change From 2020	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget	
					\$	%
Revenues						
General Government	\$11,531,308	\$11,341,475	\$11,570,703	\$11,646,170	\$304,695	2.7%
Fine/Licenses	\$170,235	\$136,500	\$142,000	\$143,500	\$7,000	5.1%
Charges for Services	\$633,695	\$627,420	\$489,392	\$632,999	\$5,579	0.9%
Interdepartmental	\$717,668	\$706,680	\$813,415	\$712,473	\$5,793	0.8%
Other Revenue	\$451,450	\$430,665	\$435,665	\$454,239	\$23,574	5.5%
Appr. Fund Balance (a)	\$201,988	\$331,500	\$451,716	\$185,000	(\$146,500)	-44.2%
County Tax Levy (Credit)	\$3,116,377	\$3,136,377	\$3,136,377	\$3,186,377	\$50,000	1.6%
Total Revenue Sources	\$16,822,721	\$16,710,617	\$17,039,268	\$16,960,758	\$250,141	1.5%
Expenditures						
Personnel Costs	\$6,920,195	\$7,097,941	\$7,368,583	\$7,262,379	\$164,438	2.3%
Operating Expenses (a)	\$4,527,911	\$4,507,497	\$4,294,925	\$4,405,386	(\$102,111)	-2.3%
Interdept. Charges	\$4,733,738	\$4,948,179	\$5,069,924	\$5,157,993	\$209,814	4.2%
Fixed Assets (a)	\$0	\$157,000	\$157,000	\$135,000	(\$22,000)	-14.0%
Total Expenditures	\$16,181,844	\$16,710,617	\$16,890,432	\$16,960,758	\$250,141	1.5%
Rev. Over (Under) Exp.	\$640,877	\$0	\$148,836	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	75.70	75.70	75.70	75.10	(0.60)
Extra Help	3.72	3.72	3.72	3.81	0.09
Overtime	3.62	3.53	3.53	3.54	0.01
Total FTEs	83.04	82.95	82.95	82.45	(0.50)

(a) Includes General Fund balance appropriation of:

Description	2019	2020 Budget	2020 Estimate	2021 Budget
One time purchase of highway maintenance equipment*	\$0	\$157,000	\$157,000	\$85,000
Intersection Improvement Program	\$50,000	\$50,000	\$50,000	\$50,000
Purchase order & carryovers from prior year	\$9,350		\$170,216	\$0
Cartegraph Upgrade & Migration*	\$0	\$0	\$0	\$50,000
Transit fuel adjustment/audit payback**	\$142,638	\$100,000	\$50,000	\$0
Temporary continuation of Transit route 906 through 6/30/20	\$0	\$24,500	\$24,500	\$0
Total Fund Balance Appropriation	\$201,988	\$331,500	\$451,716	\$185,000

* Funded with prior-year revenues earned by the Highway Operations Division for work on state highway projects through the Performance-Based Maintenance program (PbM).

** The 2019 actual includes \$142,638 of fund balance from an approved contingency fund transfer (enrolled ordinance 174-36) to cover a payment for additional prior-year (2018) local-share expenses, as determined by an independent audit. Fund balance budgeted for 2020 is intended to cover potential fuel adjustment clause expenses and potential additional prior-year local share expenses related to audit findings.

County Operations

Program Description

The Operations Division provides service directly to the public by keeping County trunk highways safe and well maintained. This includes plowing, salting, and sanding in the winter; repaving highway pavement and shoulders; mowing of roadsides and median strips; cutting back vegetation from the right of way; clearing culverts, drainage ditches, and catch basins; and concrete and asphalt repair. To perform these tasks, the division operates a fleet of vehicles and equipment at the highway operations center and at four substations located throughout the county. The Operations Division also provides services to other county departments and municipalities on a cost reimbursement basis.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	36.58	36.56	36.56	34.97	(1.59)
General Government	\$3,773,692	\$4,027,806	\$4,027,806	\$4,027,806	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$633,695	\$627,420	\$489,392	\$632,999	\$5,579
Interdepartmental	\$717,668	\$706,680	\$813,415	\$712,473	\$5,793
Other Revenue	\$28,664	\$55,000	\$45,000	\$45,000	(\$10,000)
Appr. Fund Balance	\$5,255	\$157,000	\$160,000	\$135,000	(\$22,000)
County Tax Levy (Credit)	\$1,782,511	\$1,646,732	\$1,646,732	\$1,637,309	(\$9,423)
Total Revenues	\$6,941,485	\$7,220,638	\$7,182,345	\$7,190,587	(\$30,051)
Personnel Costs	\$2,990,967	\$2,899,668	\$3,094,381	\$2,882,064	(\$17,604)
Operating Expenses	\$2,144,541	\$2,270,084	\$2,033,478	\$2,290,382	\$20,298
Interdept. Charges	\$1,631,108	\$1,893,886	\$1,893,886	\$1,883,141	(\$10,745)
Fixed Assets	\$0	\$157,000	\$157,000	\$135,000	(\$22,000)
Total Expenditures	\$6,766,616	\$7,220,638	\$7,178,745	\$7,190,587	(\$30,051)
Rev. Over (Under) Exp.	\$174,869	\$0	\$3,600	\$0	\$0

Program Highlights

The 2021 budget assumes GTA revenue budgeted for the Transportation Fund remains at the 2020 budgeted level of \$5,084,800. The balance of remaining GTA is allocated for highway capital projects and is estimated at \$100,000. Within the Transportation Fund, \$4,027,800 of GTA is allocated to the County Operations program, with the remainder being allocated to the Traffic Control and Engineering programs.

Charges for services represent revenues received from municipalities for the purchase of salt and for pavement marking services. The 2021 budget anticipates 6,000 tons of salt being purchased by local municipalities. This tonnage is based on agreements between the county and the respective local jurisdictions. The markup/handling fee charged to municipalities is anticipated to be \$8.00 per ton. The price of salt has increased \$0.74 per ton, from \$74.07 in the 2020 budget to \$74.81 in 2021 (\$82.81 with external customer markup). Revenues from municipal salt sales increase \$4,440 due the increase in salt price. Charges to municipalities for pavement marking services increases slightly in 2021, to \$136,300.

County Operations (Continued)

Interdepartmental revenues, totaling around \$712,500, are increasing about \$5,800. These revenues include the reimbursement from the state for salt and equipment storage and radio cost reimbursements of \$333,200, an increase of \$50,000, as well as administrative cost recovery in the amount of \$282,300, which increases \$25,300. Interdepartmental revenues also include about \$94,900 for services provided to the Airport that includes mowing, brush control and small pavement work on the grounds; work provided to Parks and Land Use (PLU), such as changing light bulbs in parking lots and tree trimming; and sale of an estimated 600 tons of salt to PLU. Revenue from the Airport is decreasing \$45,000 because the Airport is planning to bring more grounds maintenance in house and reducing their interdepartmental use of staff for this work. In addition work provided to Parks and Land Use is projected to decrease \$25,000.

Other revenues represent insurance reimbursements for damage to highway guardrail property due to accidents and the sale of scrap metal. The revenue decreases by \$10,000 to a budgeted level of \$45,000. General Fund balance of \$135,000 is budgeted to fund one-time purchases of equipment and software in 2021 (described later). The fund balance was generated from higher prior-year funds earned through the State's Performance-Based Maintenance program (discussed in the State Highway Operations program).

Net personnel costs are decreasing by about \$17,600 to \$2,882,100. Decreases are due to the unfunding of one patrol worker position to offset cost to continue for current staff. Regular staff are budgeted at 33.00 FTE in 2021. Funding continues for 1.04 FTE of overtime, and 0.93 FTE of extra help for seasonal patrol workers (a decrease of 0.59 FTE which has been shifted to State Highway Operations). The County Highway Maintenance 2021 budget provides support funding for 26.00 FTE patrol workers and 2.00 crew leaders to maintain the County Highway System.

Operating expenses increase approximately \$20,300 to about \$2,290,400 primarily due to an increase in contracted salt prices. After multiple years of large salt price increases, the price per ton for salt increases only slightly to \$74.81 per ton in 2021, from \$74.07 in 2020, which is based on the confirmed 2020/2021 winter contracted price. Salt is the largest expense in this appropriation unit, budgeted at \$1,668,300, a \$16,500 increase from 2020. To offset recent increases in salt price, budgeted county salt usage was reduced 700 tons in 2019, from 16,400 to 15,700 tons and remains at that level in 2021. The budget for salt usage on county highways is \$1,174,500, an increase of \$11,600. The county budgets \$44,900 for 600 tons of salt usage (same as 2020 budgeted level) for Parks and Land Use and 6,000 tons for some local municipalities in the amount of \$448,900, which increase \$444 and \$4,440, respectively.

Operating expenses also include \$50,000 of traffic sign repair/replacement expenses and roadway materials such as cold/hot patch, crackfiller, gravel, sand, cement, guardrail, and culvert pipe budgeted at about \$149,500; utility expenses for the main shop and four substation budgeted at \$136,700; plow blade replacement expenditures of \$63,000; contracted roadway repair, including rental of equipment, budgeted at \$32,000; and landfill/waste disposal costs of \$29,000.

Interdepartmental charges include charges for End User Technology (EUTF) total cost of computer ownership; insurance costs, including worker's compensation; radio services; vehicle costs; and telephone costs. The largest expenditure in this appropriation unit is for vehicle costs. Vehicle costs include vehicle repairs, vehicle replacements, and fuel costs, and are budgeted to decrease by \$8,200. Increased vehicle repair and maintenance expenses in the amount of \$57,200 are offset by reduction in fuel (\$62,200) due to a 10% decrease in projected fuel price. A portion of the total vehicle costs are also supported by the state of Wisconsin and are budgeted in the State Highway Maintenance portion of this budget. Overall, vehicle replacement costs increase \$131,000. This increase is mitigated by the reduction of one patrol truck (plow truck) and one tractor. Total vehicle costs to support the department fleet (both County and State Highway Maintenance programs) are anticipated to increase about \$146,500 to \$4,031,500. Based on anticipated state revenues to support state road maintenance, \$2,465,800 of the total \$4,031,500 of vehicle expenses are supported by the State Maintenance budget.

Fixed assets are budgeted at \$135,000 for one one-time equipment purchases, including \$85,000 for a new skid steer and \$50,000 for upgrade and data migration of the Cartegraph software system.

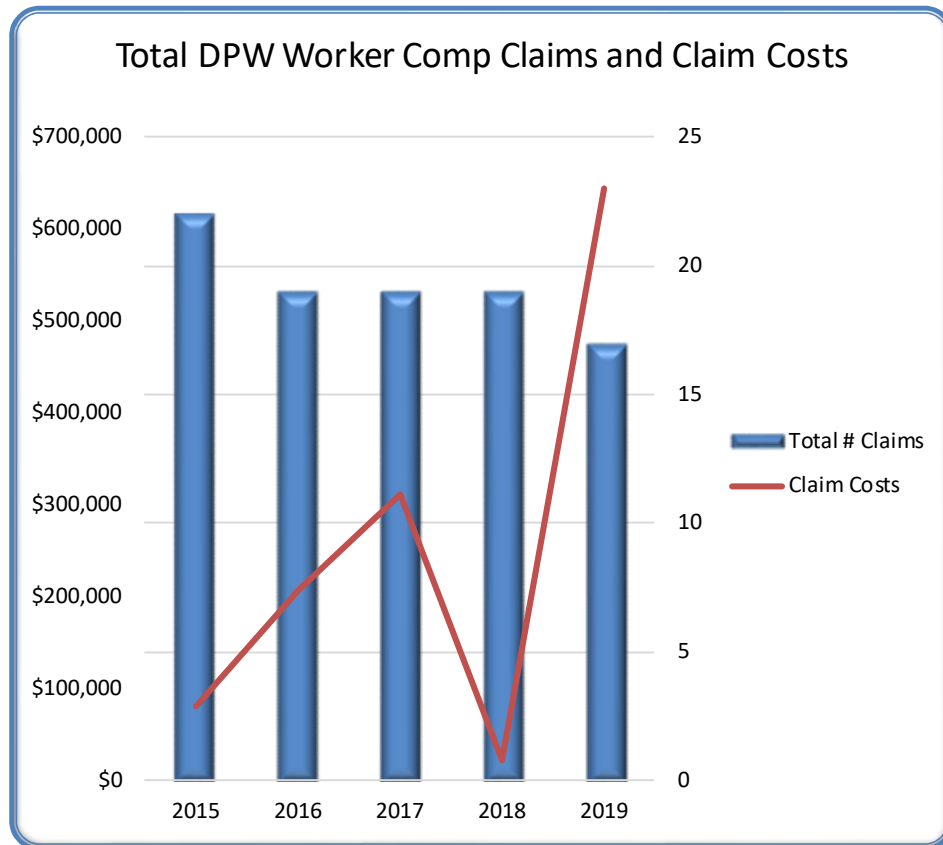
County Operations (Continued)

Current and Planned Capital Projects

Project #	Project Name	Expected Year of Completion	Total Project Cost	Est % Completed at end of 2020	Est. Operating Impact
201401	Construct Salt Storage Facility/Replace Brinemaker	2020	\$323,700	98%	TBD

Activity	2018 Actual	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Centerline miles of road maintained – County (a)	407	407	407	407	405	-2
Centerline miles of road striped – Non County/Non-State	325	325	325	345	370	45
Center line striping cost per mile	\$831	\$892	\$840	\$901	\$925	\$85
Mowing—1 linear mile cost per mile	\$271	\$270	\$271	\$268	\$275	\$4
Avg Annual maint 1 lane mile	\$5,426	\$5,853	\$6,246	\$6,204	\$6,220	-\$26
Salt Annual Tons Used on County Roads	13,792	7,954	15,700	9,500	15,700	0

(a) Changes in County centerline miles mainly due to jurisdictional transfers related to highway capital projects.



	2017 Actual	2018 Actual	2019 Actual
% of DPW Worker Comp Costs related to Highway Operations	99.37%	92.33%	85.71%

State Highway Operations

Program Description

Provide the necessary labor, equipment, and materials to maintain the State Trunk Highway System as specified by the Wisconsin Department of Transportation (WisDOT). Maintenance tasks performed include plowing, salting and sanding in winter; highway pavement repair; pavement marking; and mowing and vegetation control in summer. Minor construction projects will also be performed by agreement with the state. A cost accounting system for the purposes of obtaining reimbursement for work performed is also maintained.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	31.85	31.81	31.81	32.50	0.69
General Government	\$6,764,194	\$6,256,717	\$6,485,945	\$6,561,412	\$304,695
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$6,764,194	\$6,256,717	\$6,485,945	\$6,561,412	\$304,695
Personnel Costs	\$2,678,830	\$2,739,992	\$2,788,938	\$2,826,184	\$86,192
Operating Expenses	\$682,890	\$506,616	\$536,434	\$506,616	\$0
Interdept. Charges	\$3,062,694	\$3,010,109	\$3,131,854	\$3,228,612	\$218,503
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$6,424,414	\$6,256,717	\$6,457,226	\$6,561,412	\$304,695
Rev. Over (Under) Exp.	\$339,780	\$0	\$28,719	\$0	\$0

Program Highlights

The State Highway Maintenance program budget is a non-tax levy supported program. All expenses are approved and reimbursed by the Wisconsin Department of Transportation (WisDOT). The 2021 general government revenue budget is based on the State’s approved 2020 Routine Maintenance Agreement (RMA) and anticipated funding for the Performance-Based Maintenance (PbM) program. The PbM program is a system where the county submits quotes for state-specified projects (versus the RMA system that reimburses for time and materials), which may incentivize more-efficient maintenance work. The state revenue is projected to increase about \$304,700 in 2021.

Personnel costs are increasing by about \$86,200. The costs are driven by the actual labor revenues generated from state work. This program continues to support 29.00 FTE positions (2 superintendents and 27 patrol workers). Overtime is budgeted at 2.31 FTE or about 4,780 hours. Extra help is increasing slightly in 2021 by 0.68 FTE to 1.19 FTE.

Operating expenses are maintained at the 2020 budget level at \$506,600. Operating expenses are material costs of maintenance on State highways.

Interdepartmental charges increase about \$218,500 and is primarily related to estimated equipment reimbursement from the state for vehicle-related expenses including vehicle replacement, vehicle repair and maintenance, and fuel costs. Overall these costs are budgeted to increase by about \$154,700 to \$2,465,800. Also, interdepartmental charges include payments to the County Highway Operations program for administrative cost recovery, salt storage, and other miscellaneous costs, which increase by about \$75,300.

Activity	2018 Actual	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Centerline miles of road maintained	200	203	203	207	207	4
Centerline miles of road striped	395	131	350	205	200	(150)
Lane miles maintained	1,074.0	1,087.0	1,087.0	1,110.0	1,110.0	23

Source: WisDOT Level of Service (LOS) Model calculation

Transit Services

Program Description

Through third-party contracts, this program provides bus service to address the mass transit needs of employers and employees commuting between Waukesha County and its neighboring counties. Currently the Waukesha County Transit System primarily operates commuter service, parallel to and along the I-94 Oconomowoc-Waukesha-Milwaukee corridor, although services also exist between the southern and eastern tier communities and the Milwaukee Central Business District (CBD) and University of Wisconsin-Milwaukee (UWM).

Fixed bus route services extend eastbound into Milwaukee County as traditional “commuter” services carrying workers to jobs in the Milwaukee CBD. Non-traditional “reverse commuter” services also exist to respond to the labor needs in Waukesha County, bringing workers from Milwaukee County into areas in Waukesha County where job density is high, especially in existing and developing industrial parks. This program also provides paratransit services along the route 901 corridor serving the disabled population who are unable to utilize the fixed route service, as outlined in the 1990 Americans with Disabilities Act (ADA).

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	0.10	0.10	0.10	0.10	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$142,206	\$109,219	\$109,219	\$108,963	(\$256)
Appr. Fund Balance	\$142,638	\$124,500	\$124,500	\$0	(\$124,500)
County Tax Levy (Credit)	\$867,700	\$867,700	\$867,700	\$867,700	\$0
Total Revenues	\$1,152,544	\$1,101,419	\$1,101,419	\$976,663	(\$124,756)
Personnel Costs	\$9,790	\$12,409	\$12,670	\$13,105	\$696
Operating Expenses	\$1,256,042	\$1,089,010	\$1,088,749	\$963,558	(\$125,452)
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,265,832	\$1,101,419	\$1,101,419	\$976,663	(\$124,756)
Rev. Over (Under) Exp.	(\$113,288)	\$0	\$0	\$0	\$0

Program Highlights

Waukesha Metro Transit administers the Waukesha County Transit program through a contract with the city of Waukesha. Funding from state and federal sources is received directly by and paid to vendors by Waukesha Metro. Other revenue is a reimbursement from Waukesha Metro for the cost remaining in the county budget that are eligible for state and federal funding, and stays relatively flat in 2021 at \$109,000, mainly due to steady expected park and ride maintenance costs.

The budgeted State reimbursement rate for 2021 is 53.5%, a slight decrease from 54.5% in 2020. This projected decrease follows state trends and bring the 2021 budgeted rate closer to the 2019 actual reimbursement rate of 53.56%. General Fund balance use decreases by \$124,500 in 2021. The 2020 budget included \$50,000 of fund balance use to cover any potential payments for higher prior-year local-share transit costs as determined by independent audit. After fiscal years end, auditors determine whether the state/federal reimbursements that the transit system received were higher or lower than it was eligible for. In previous years, the auditors determined that the county had been eligible for higher levels of reimbursements, resulting in additional revenue to the county. In 2018, the opposite occurred, and the County Board approved a contingency funds transfer in 2019 (enrolled ordinance 174-36) for \$92,638 to cover these additional prior-year costs. In addition, the 2020 budget included \$24,500 of General Fund balance to temporarily fund the county’s share of route 906 through June 30, 2020 before being discontinued.

Transit Services (Continued)

A portion (0.10 FTE) of the Business Manager’s position continues to be allocated to this program in the 2021 budget. Operating expenses decrease by \$125,500, due to the 2020 termination of Route 906 and temporary service reductions due to drops in ridership in 2020.

Projected decreases in ridership and farebox revenue is offset by Federal CARES Act Funding allotted to the County in response to the Covid-19 pandemic. Fare rates for transit and paratransit services remain steady in 2021, with no projected increases from 2020 rates.

Activity

Total Ridership

Route	Route Description	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	2020-2021 Change
1	Waukesha Metro to Brookfield Square	113,223	105,100	107,425	111,291	98,743	104,435	66,000	78,994	(25,441)
Gold Line	Brookfield Square Extension	209,777	213,694	213,963	220,155	205,398	203,128	123,239	164,318	(38,810)
79	Weekday from Menomonee Falls to Downtown Milwaukee	33,255	32,254	28,305	31,069	26,613	29,376	9,694	17,032	(12,344)
901,904,905	Weekday between Cities of Waukesha and Oconomowoc and downtown Milwaukee.	125,491	121,588	108,144	91,174	78,261	80,088	32,035	50,087	(30,001)
Subtotal		481,746	472,636	483,419	474,241	409,015	417,028	230,968	310,432	(106,596)
						0				
Paratransit	Federally mandated service operated within 1 mile of the Route 901 service area	3,095	3,169	3,480	2,831	2,491	2,760	1,495	2,760	0
Total with Paratransit		484,841	475,805	486,899	477,072	411,506	419,788	232,463	313,192	(106,596)

Investment per ride

Investment per ride determined by total Cost of the Route less fare box Revenues divided by the total ridership.

Route	Route Description	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	2020-2021 Change
1	Waukesha Metro to Brookfield Square	\$0.87	\$0.95	\$0.93	\$0.92	\$1.07	\$1.04	\$1.65	\$1.40	\$0.36
Gold Line	Brookfield Square Extension	\$2.24	\$2.21	\$2.37	\$2.41	\$2.82	\$3.01	\$5.71	\$4.17	\$1.16
79	Weekday from Menomonee Falls to Downtown Milwaukee	\$11.53	\$10.95	\$13.35	\$8.66	\$13.09	\$11.51	\$26.00	\$22.67	\$11.16
901,904,905	Weekday between Cities of Waukesha and Oconomowoc and downtown Milwaukee.	\$10.00	\$10.59	\$11.36	\$16.68	\$18.88	\$17.34	\$41.02	\$30.58	\$13.25
Subtotal Average		\$5.11	\$5.41	\$5.24	\$5.98	\$6.14	\$5.87	\$10.30	\$8.74	\$2.88
Paratransit	Federally mandated service operated within 1 mile of the Route 901 service area	\$36.92	\$37.35	\$37.59	\$44.66	\$50.38	\$50.72	\$49.08	\$51.83	\$1.11
Avg with Paratransit		\$5.69	\$5.79	\$5.47	\$6.21	\$6.41	\$6.16	\$10.55	\$9.12	\$2.96

*Route 906 service was discontinued on June 30, 2020.

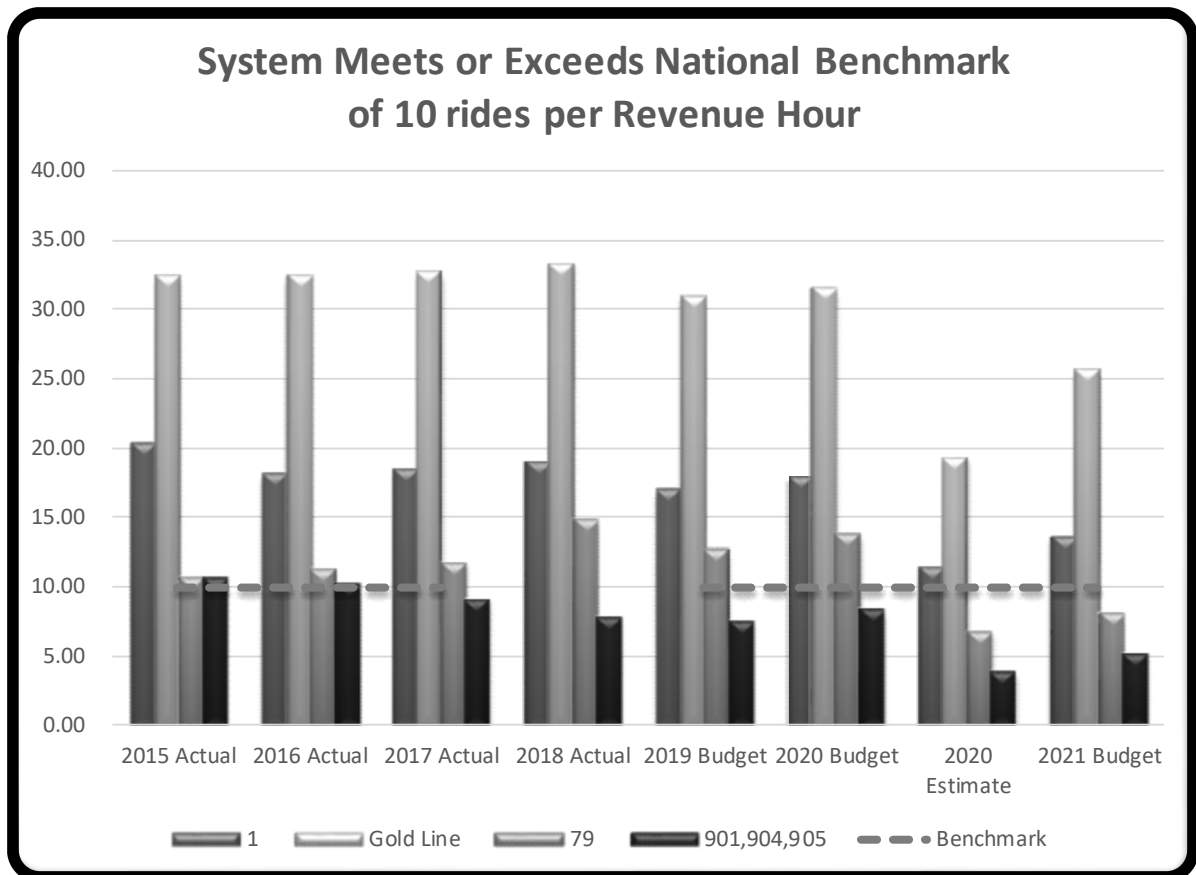
Transit Services (Continued)

Rides per Revenue Hour

Rides per Revenue Hour are determined by total ridership of the route divided by the total revenues per hour. The standard **benchmark for Rides per Revenue Hour is 10.0 or higher.**

Route	Route Description	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	2020-2021 Change
1	Waukesha Metro to Brookfield Square	20.25	18.16	18.53	19.21	17.05	18.03	11.40	13.64	(4.39)
Gold Line	Brookfield Square Extension	32.49	32.57	32.76	33.45	31.13	31.66	19.40	25.67	(5.99)
79	Weekday from Menomonee Falls to Downtown Milwaukee	10.75	11.31	11.79	14.87	12.73	13.89	6.84	8.08	(5.81)
901,904,905	Weekday between Cities of Waukesha and Oconomowoc and downtown Milwaukee.	10.67	10.30	9.20	7.83	7.60	8.41	3.89	5.28	(3.13)
Subtotal Average		17.36	16.80	17.35	17.21	16.51	17.49	10.59	13.05	(4.44)
Paratransit	Federally mandated service operated within 1 mile of the Route 901 service area	2.24	2.21	2.41	1.94	1.73	1.89	1.46	1.89	0.00
Avg with Paratransit		15.57	15.68	16.62	16.44	15.70	16.59	10.19	12.40	(4.18)

*Route 906 was discontinued on June 30, 2020.



Engineering Services

Program Description

The Engineering Services Division is the main point of contact for meeting the customers' technical needs and requests concerning major road projects. This division administers the design and construction of county trunk highways and bridges. The work involves planning of capital projects, selecting consultants for design work and construction management or providing "in-house" design services, administering contracts, acquiring right of way, advertising and awarding construction contracts, and administering the construction contracts and activities. In addition, the Engineering Services Division works with the Highway Operations Division in resurfacing of asphalt pavements, replacement of culverts, roadside ditching projects, and side bank cutting.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	6.84	7.49	7.49	7.89	0.40
General Government	\$521,711	\$553,476	\$553,476	\$553,476	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$206,987	\$176,446	\$206,446	\$225,276	\$48,830
Appr. Fund Balance	\$4,095	\$50,000	\$53,300	\$50,000	\$0
County Tax Levy (Credit)	\$43,221	\$231,177	\$231,177	\$282,816	\$51,639
Total Revenues	\$776,014	\$1,011,099	\$1,044,399	\$1,111,568	\$100,469
Personnel Costs	\$619,741	\$799,430	\$844,852	\$894,800	\$95,370
Operating Expenses	\$19,709	\$167,683	\$167,218	\$170,744	\$3,061
Interdept. Charges	\$38,439	\$43,986	\$43,986	\$46,024	\$2,038
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$677,889	\$1,011,099	\$1,056,056	\$1,111,568	\$100,469
Rev. Over (Under) Exp.	\$98,125	\$0	(\$11,657)	\$0	\$0

Program Highlights

General government revenues consist of General Transportation Aids (GTA), which are projected to remain level in 2021. This program includes approximately \$553,500 of the \$5.2 million of total estimated GTA revenue in the 2021 budget. County Highway Maintenance, Traffic Control, and the county highway repaving capital project (#201416) include the remaining GTA revenues.

The 2021 budget continues to include external revenues from the federal Highway Safety Improvement Program (HSIP) and the Surface Transportation Program (STP) for reimbursement of staff design. These revenues are increasing by \$48,800 in 2021 due to projected design work on available projects and reimbursements for real estate work related to the West Bypass project.

Revenues include \$50,000 of General Fund balance and \$50,000 of GTA to fund the intersection improvement program introduced in 2019, and budgeted at the same level of \$100,000 in 2021. The purpose of the program is to enhance or modify existing signal equipment, modify turn lanes, and improve pedestrian crossings.

Personnel costs increase about \$95,400 from the 2020 budget, and includes the creation of 1.00 FTE Senior Civil Engineer position, partially offset by the abolishment of a part-time 0.6 FTE Senior Civil Engineering position, in addition to cost to continue for existing staff. This engineering position handles the real estate related work on county highway projects, which has been increasing in recent years and state and federal reimbursements are available for some of this work. Extra help funding continues for 0.69 FTE for three summer interns and 1.00 FTE for a co-op student. The co-op student program is run through a partnership with both Marquette University and the University of Wisconsin-Milwaukee.

Engineering Services (Continued)

Operating expenses increase \$3,000 mainly due to increases in telecommunications service and equipment and software expenses. Other operating expenses in this program include consulting services and survey supplies.

Interdepartmental charges include costs of computer and phone services.

Activity

Performance Measures	2017 Actual	2018 Actual	2019 Actual	2020 Target	2020 Estimate	2021 Target
Bridge Conditions						
<i>Sufficiency Index: Benchmark</i>	80.0	80.0	80.0	80.0	80.0	80.0
Sufficiency Index: Actuals	84.6	85.3	86.0	86.0	85.2	85.5
Number of Bridges	66	65	65	64	65	65
Load Posted Bridges	0	0	0	0	0	0

Pavement Condition Index (PCI)						
County Highway System						
<i>PCI: Benchmark</i>				70.0		70.0
PCI: Actuals						
Asphalt—primary (arterial highways)	60.0	63.0	63.0	65.0	63.0	65.0
Asphalt—secondary (major collector highways)	60.0	62.0	63.0	65.0	63.0	65.0
Asphalt—tertiary (minor collector highways)	59.0	54.0	55.0	60.0	57.0	60.0
Concrete	60.0	59.0	66.0	66.0	66.0	66.0

Engineering Services (Continued)

Current and Planned Capital Projects

Project #	Project Name	Total Project Cost	Total County Cost	Non-County Fed/State/Other Revenues	Estimated Completion Year	2020 Est. % Compl. Yr End	Net Annual Est. Operating Impact
201701 (a)	Bridge Aid Program: 2018-2022	\$100,000	\$100,000	\$0	Ongoing	N/A	\$0
201618 (a)	Culvert Replacement Program: 2018-2022	\$100,000	\$100,000	\$0	Ongoing	N/A	\$0
200427 (b)	Signal/Safety Improvements	N/A	N/A	N/A	2019	N/A	Reduced
201416 (a)	Repaving Program 2018-2022	\$2,700,000	\$1,840,000	\$860,000	Ongoing	N/A	Reduced
200917	Waukesha West Bypass	\$14,817,000	\$6,417,000	\$8,400,000	2019	100%	\$92,000
201304	CTH Y, Pilak Creek Tributary Bridge Rplc	\$634,000	\$634,000	\$0	2020	100%	Reduced
201004	CTH ES, Fox River Bridge	\$714,000	\$714,000	\$0	2020	100%	Reduced
201603	CTH O & I Intersection Reconstruction	\$3,633,000	\$1,473,500	\$2,159,500	2020	100%	Minor Incr
201008	CTH M, Calhoun Rd to East County Line	\$27,515,000	\$10,960,000	\$16,555,000	2021	75%	\$42,500
201402	CTH XX, Pebble Brook Creek Bridge	\$353,000	\$156,000	\$197,000	2021	15%	Reduced
201601	CTH I, Fox River Bridge	\$624,000	\$198,000	\$426,000	2021	15%	Reduced
201611	CTH C, Hasslinger Drive Intersection	\$978,000	\$574,000	\$404,000	2021	30%	\$0
201706	CTH D, Calhoun Rd to 124th Street	\$2,909,000	\$622,000	\$2,287,000	2021	40%	Reduced
202012	CTH X, West High Drive Intersection	\$263,000	\$263,000	\$0	2021	15%	\$0
201613	CTH D, Moraine Hills Drive Intersection	\$1,238,000	\$452,000	\$786,000	2022	10%	\$0
201302	CTY YY, Underwood Creek Structure	\$1,833,000	\$1,833,000	\$0	2022	30%	Reduced
201502	CTH O, I-94 to USH 18	\$8,015,000	\$1,643,000	\$6,372,000	2022	30%	Reduced
202009	CTH B, Morgan Rd Intersection	\$486,000	\$100,000	\$386,000	2022	10%	\$0
201610	CTH O, CTH I to CTH ES	\$13,503,000	\$2,701,000	\$10,802,000	2023	10%	\$0
201801	CTH F, N.B. Bridge at Green Road	\$450,000	\$168,000	\$282,000	2023	2%	Reduced
201805	CTH T, Northview Rd to I-94	\$2,659,000	\$604,000	\$2,055,000	2023	2%	Reduced
202010	CTH D, CTH E Intersection	\$495,000	\$77,000	\$418,000	2023	0%	\$0
201802	CTH V V, W.B. Bridge at Menomonee River	\$1,409,000	\$444,000	\$965,000	2024	0%	Reduced
201804	CTH DE, Wild Rose Lane to Oak Court	\$1,014,000	\$1,014,000	\$0	2024	0%	\$0
201803	CTH O, CTH ES to CTH D	\$13,080,000	\$2,616,000	\$10,464,000	2025	0%	Reduced
202011	CTH M, CTH F to CTH SR	\$3,740,000	\$748,000	\$2,992,000	2025	0%	\$0
202001	CTH SS, Meadowbrook Creek Structure	\$802,000	\$802,000	\$0	2026	0%	Reduced
202013	CTH O, CTH D to CTH 59	\$16,230,000	\$3,246,000	\$12,984,000	2027	0%	Reduced

(a) Consists of program projects with continuing annual appropriations. Project costs listed above consist of the amount budgeted for 2021.

(b) Funding for this program project ended in 2017. Remaining intersection projects will be completed with remaining budget appropriations from prior years. Future intersection projects will be introduced in the capital plan as separate projects.

Traffic Control

Program Description

The Traffic Control program provides for the maintenance, engineering and placement of traffic signals, signs and pavement markings on the County Trunk Highway System.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	6.07	5.19	5.19	5.19	0.00
General Government	\$471,711	\$503,476	\$503,476	\$503,476	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$73,593	\$90,000	\$75,000	\$75,000	(\$15,000)
Appr. Fund Balance	\$50,000	\$0	\$113,916	\$0	\$0
County Tax Levy (Credit)	\$389,832	\$328,364	\$328,364	\$338,196	\$9,832
Total Revenues	\$985,136	\$921,840	\$1,020,756	\$916,672	(\$5,168)
Personnel Costs	\$452,473	\$447,538	\$432,109	\$442,370	(\$5,168)
Operating Expenses	\$424,729	\$474,104	\$469,046	\$474,086	(\$18)
Interdept. Charges	\$1,497	\$198	\$198	\$216	\$18
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$878,699	\$921,840	\$901,353	\$916,672	(\$5,168)
Rev. Over (Under) Exp.	\$106,437	\$0	\$119,403	\$0	\$0

Program Highlights

General government revenues consist of General Transportation Aids (GTA). This program includes approximately \$503,500 of the \$5.2 million of total estimated GTA revenue in the 2021 budget. County Highway Maintenance, Engineering Services, and the county highway repaving capital project (#201416) include the remaining GTA revenues.

Other revenues represent insurance reimbursements for damage to traffic signals and signs due to accidents. The revenue is based on prior-year actuals, decreasing \$15,000 from the 2020 budget.

Net personnel costs decrease about \$5,200 mainly due to staff turnover in 2020. This budget also supports 0.19 FTE of overtime.

Operating expenses remain flat in the 2021 budget at \$474,100. Operating expenses include pavement marking expenses at \$155,000; traffic signal electricity costs at \$160,000, and signal maintenance costs.

Activity	2018 Actual	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Traffic Signals	113	116	115	116	116	1
Roundabout Intersections	7	7	8	8	8	0

Permit Processing

Program Description

The Permit Processing program area is the main point of contact for meeting the customers' requests concerning driveway and utility permits. Staff works with utility companies, developers, and homeowners to review applications and answer questions about utility and access permits.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	1.60	1.80	1.80	1.80	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$170,235	\$136,500	\$142,000	\$143,500	\$7,000
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$33,113	\$62,404	\$62,404	\$60,356	(\$2,048)
Total Revenues	\$203,348	\$198,904	\$204,404	\$203,856	\$4,952
Personnel Costs	\$168,394	\$198,904	\$195,633	\$203,856	\$4,952
Operating Expenses	\$0	\$0	\$0	\$0	\$0
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$168,394	\$198,904	\$195,633	\$203,856	\$4,952
Rev. Over (Under) Exp.	\$34,954	\$0	\$8,771	\$0	\$0

Program Highlights

Permit fees increase slightly from the 2020 budget level and are itemized on the schedule on the following page. This follows the cycle of increasing fees every two years. Revenues for driveway access permit and utility permit revenues are estimated to increase from 2020 budgeted level due to increases in permit fees.

Personnel costs are about \$203,900 an increase of about \$5,000 from the 2020 budget due the cost to continue of current staff.

Activity	2018 Actual	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Driveway & Miscellaneous Permits Processed	80	88	75	80	80	5
Utility Permits Processed	401	462	380	400	400	20

Permit Processing (Continued)

Utility Permits		2020		2021	
Type	Unit	Application	Inspect	Application	Inspect
Excavate in Pavement	First 200'	\$95	\$240	\$100	\$250
	Add'l 1,000'		\$240		\$250
Excavate/Plow in ROW	First 200'	\$95	\$190	\$100	\$250
	Add'l mile		\$190		\$250
New Poles	Each	\$95	\$190	\$100	\$250
Re-application		\$95		\$100	

Access Permits		2020		2021	
	Unit	Application	Permit	Application	Permit
Single Family, Farm					
No Culvert	Each driveway		\$540		\$570
With culvert, owner supplied and installed by Waukesha County	Each driveway		permit + cost of install		permit + cost of install
Commercial/Industrial/Institutional/Subdivision (type A,B,C or D entrance)	Each driveway	\$495	\$820	\$520	\$865
Traffic Impact Study Review (Required for commercial/industrial/institutional > 50,000 SR or for subdivisions > 100 units)	Each TIA		\$1,090		\$1,150
Commercial/Industrial/Institutional/Subdivision (Roadway reconstruction needed)	Each driveway	\$495	\$3,530	\$520	\$3,710
Traffic Signal Installation	Per signal		\$1,710		\$1,800
Re-application		\$100		\$105	
Miscellaneous work in R/W (Not included below)					
Other driveway work e.g., - repave, replace culvert			\$145		\$155
Fee for county to install culvert - owner supply			\$630		\$665
Temporary driveway			\$200		\$210
Sign in right of way			\$170		\$180
Sign in right of way - county install owner-supplied sign			\$190		\$200
Revocable Occupancy permit			\$415		\$440
Sidewalk			\$145		\$155

Changes in 2020 fee structure change culvert installation to an actual charge post-installation to cover actual costs.

Fund Purpose

An internal service fund set up to account for the maintenance and repair of all county-owned motorized equipment. The operation includes a county-wide fuel dispensing system; a stockroom to furnish parts and supplies for vehicle and equipment repair and maintenance; the operation of a service truck for maintaining equipment in the field; the maintenance of a database of vehicle repair costs, receiving, setup, and issuing of all new vehicles and equipment to county departments; and disposal of surplus vehicles and equipment for county departments. Other activities include assisting the Department of Administration – Purchasing Division in the development of equipment specifications and in the evaluation of bids; assisting user departments in making vehicle maintenance, repair, and replacement decisions; and exploring the use of new technologies (electronic diagnostics, alternative fuels, etc.) for improving the county's fleet capability.

Financial Summary	2019	2020	2020	2021	Change From 2020	
	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	\$73,820	\$38,188	\$43,200	\$51,336	\$13,148	34.4%
Interdepartmental (a)	\$3,372,589	\$3,672,280	\$3,295,000	\$3,661,151	(\$11,129)	-0.3%
Other Revenue	\$44,810	\$20,300	\$22,300	\$23,300	\$3,000	14.8%
Appr. Fund Balance (b)	\$101,083	\$101,083	\$101,083	\$101,083	\$0	0.0%
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$3,592,302	\$3,831,851	\$3,461,583	\$3,836,870	\$5,019	0.1%
Expenditures						
Personnel Costs	\$1,124,708	\$1,228,909	\$1,217,205	\$1,245,311	\$16,402	1.3%
Operating Expenses (b)	\$2,505,420	\$2,498,260	\$2,102,275	\$2,452,742	(\$45,518)	-1.8%
Interdept. Charges	\$68,356	\$101,606	\$101,606	\$102,708	\$1,102	1.1%
Fixed Assets (Memo) (b)(c)	\$5,700	\$0	\$0	\$0	\$0	N/A
Total Expenditures (c)	\$3,698,484	\$3,828,775	\$3,421,086	\$3,800,761	(\$28,014)	-0.7%
Operating Income/(Loss) (c)	(\$106,182)	\$3,076	\$40,497	\$36,109	\$33,033	1073.9%

Position Summary (FTE)

Regular Positions	14.00	14.00	14.00	14.00	0.00
Extra Help	0.00	0.00	0.00	0.00	0.00
Overtime	0.19	0.20	0.20	0.08	(0.12)
Total FTEs	14.19	14.20	14.20	14.08	(0.12)

(a) Interdepartmental revenues are charges to departmental users, which may be funded by a combination of revenue sources including tax levy.

(b) Includes Central Fleet Fund balance appropriation of:

Description	2019	2020 Budget	2020 Est	2021 Budget
Offset facility depreciation expense	\$101,083	\$101,083	\$101,083	\$101,083
Purchase order & carryovers from prior year	\$0	\$0	\$0	\$0
Total Fund Balance Appropriation	\$101,083	\$101,083	\$101,083	\$101,083

(c) Total expenditures and net operating income exclude fixed asset purchases to conform with financial accounting standards. Fixed asset purchases will be made out of operating revenues and cash balances and are included in the department's fixed assets expenditure request.

Repair & Maintenance

Program Description

Provides for the maintenance and repair for all county-owned motorized equipment. This includes a stockroom, a service truck for on-site customer repairs, and the maintenance of a database of vehicle repair costs, receiving, setup, and new vehicle issuance. This division also provides repair and maintenance services to external customers.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	13.84	13.85	13.85	13.73	(0.12)
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$56,579	\$30,188	\$30,200	\$35,736	\$5,548
Interdepartmental (a)	\$2,284,526	\$2,419,731	\$2,420,000	\$2,531,054	\$111,323
Other Revenue	\$20,377	\$10,300	\$13,300	\$13,300	\$3,000
Appr. Fund Balance	\$101,083	\$101,083	\$101,083	\$101,083	\$0
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$2,462,565	\$2,561,302	\$2,564,583	\$2,681,173	\$119,871
Personnel Costs	\$1,097,956	\$1,202,466	\$1,189,862	\$1,214,844	\$12,378
Operating Expenses	\$1,400,569	\$1,256,521	\$1,243,730	\$1,337,307	\$80,786
Interdept. Charges	\$68,356	\$91,106	\$91,106	\$92,913	\$1,807
Fixed Assets	\$5,700	\$0	\$0	\$0	\$0
Total Expenditures	\$2,566,881	\$2,550,093	\$2,524,698	\$2,645,064	\$94,971
Operating Income/(Loss)	(\$104,316)	\$11,209	\$39,885	\$36,109	\$24,900

(a) Interdepartmental revenues are generated from charges to departments that receive revenues from various sources including tax levy funding.

Program Highlights

Central Fleet continues to provide repair and maintenance service to both internal departments and external customers. The division continues to charge a separate rate to external customers, while maintaining services to internal customers. Revenue projections are based on a multi-year average of services provided to customers. Charges for services revenues increase about \$5,500 due to a slight increase in external customer requests. Due to the uncertainty of level of service requests from external customers in the future, this revenue is budgeted at a more conservative level than actual revenue history shows. Interdepartmental charge revenues increase \$111,300 due to increased internal maintenance trends. Other revenues include salvage revenues, oil recycling revenues, procurement card rebates, and miscellaneous reimbursements. Fund balance continues to be used to offset the facility depreciation.

Repair & Maintenance (Continued)

Personnel costs increase about \$12,400 due to turnover and cost to continue of current staff. The overtime budget decreases slightly by 0.12 FTE to 0.08 FTE (about 166 hours) in 2021 and is based on recent years' use of overtime.

Operating expenses are increasing about \$80,800 mostly related to estimated increases in service requests in 2021. The major items in the operating expenses appropriation unit include \$778,100 for the costs of parts, an increase of \$54,300; \$248,400 for the cost of commercial repair services, an increase of \$29,000; \$46,100 of support/licensing costs for Fleet Focus, an increase of \$1,100; \$114,000 of depreciation expense, a decrease of \$3,800; and a small tools replacement program budgeted at \$11,000, which remains at the 2020 budgeted level. Other expenditures in this appropriation unit include building maintenance costs, shop supplies for the shop personnel, training expenses, utilities, and housekeeping costs.

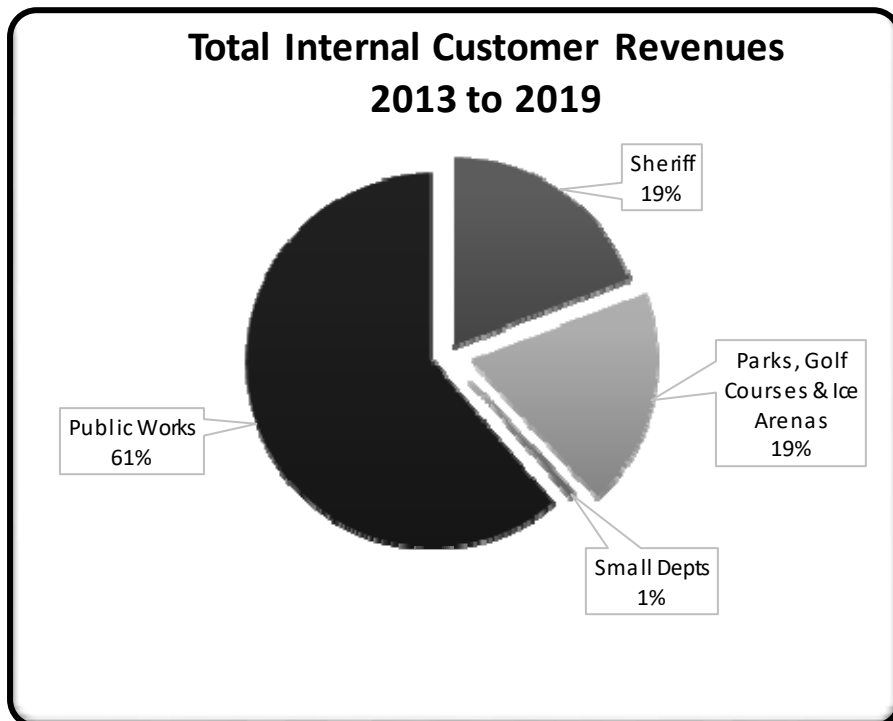
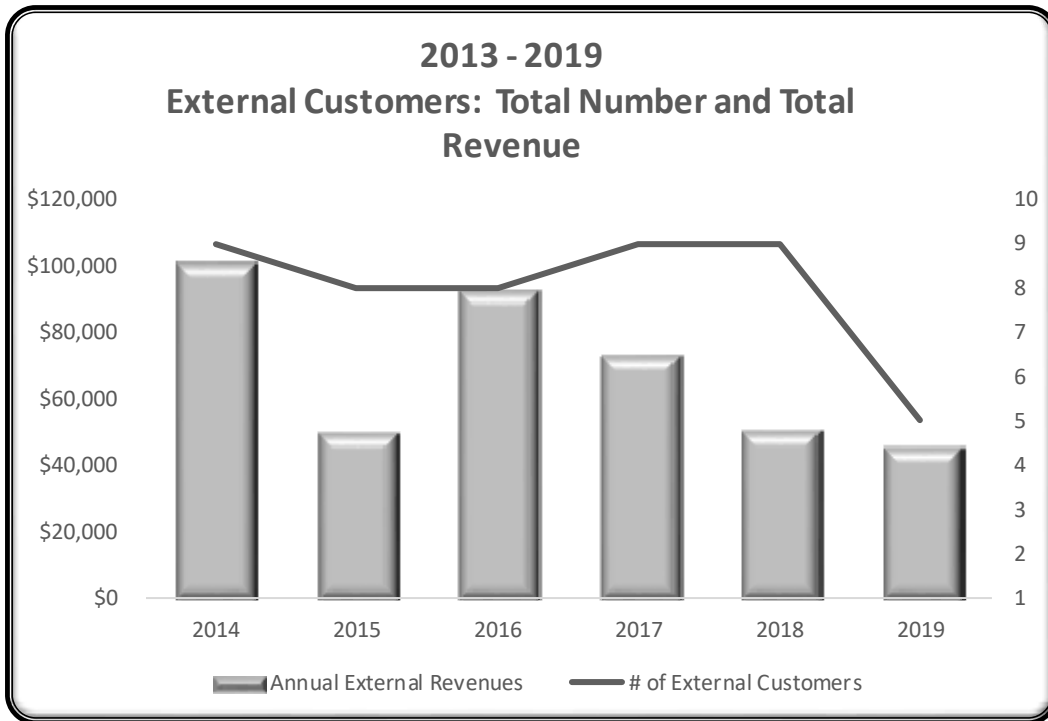
Interdepartmental charges are about \$1,800 higher than the 2020 budget. The increase is mainly due to higher computer maintenance and property/vehicle insurance, offset by a \$2,400 reduction in worker's compensation. Expenses in this appropriation unit include general vehicle liability insurance, property insurance, end user technology-total cost of ownership charges (EUTF), telephone charges, radio charges, and indirect cost charges.

In an effort to keep the 2020 to 2021 rate increases at or below 2%, the 2021 Central Fleet Rates are as follows:

Rate Type	2020	2021	% Change
External Heavy Labor Rate	\$107.48	\$109.63	2.0%
External Light Labor Rate	\$89.84	\$91.64	2.0%
External Service Labor Rate	\$97.80	\$99.75	2.0%
Internal Heavy Labor Rate	\$99.59	\$101.58	2.0%
Internal Light Labor Rate	\$84.16	\$85.84	2.0%
Internal Service Labor Rate	\$91.36	\$93.18	2.0%
Parts Markup	16.0%	16.0%	0.0%
Commercial Markup	16.0%	16.0%	0.0%

Activity	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Total Work Orders	4,560	5,250	5,250	5,200	(50)
Internal Customer Work Orders	4,428	5,075	5,025	5,000	(75)
External Customer Work Orders	132	175	175	200	25
Total Internal. Cust. Rep./Maint. Rev.	\$2,244,526	\$2,419,731	\$2,419,731	\$2,676,388	\$256,657
Total External Cust. Rep./Maint. Rev	\$56,579	\$30,188	\$30,188	\$30,951	\$763
Total External Customers	9	8	8	9	1

Repair & Maintenance (Continued)



Central Fueling

Program Description

This program provides a county-wide fuel dispensing system for all county vehicles and equipment and some external customers.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	0.35	0.35	0.35	0.35	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$17,241	\$8,000	\$13,000	\$15,600	\$7,600
Interdepartmental (a)	\$1,088,063	\$1,252,549	\$875,000	\$1,130,097	(\$122,452)
Other Revenue	\$24,433	\$10,000	\$9,000	\$10,000	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$1,129,737	\$1,270,549	\$897,000	\$1,155,697	(\$114,852)
Personnel Costs	\$26,752	\$26,443	\$27,343	\$30,467	\$4,024
Operating Expenses	\$1,104,851	\$1,241,739	\$858,545	\$1,115,435	(\$126,304)
Interdept. Charges	\$0	\$10,500	\$10,500	\$9,795	(\$705)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,131,603	\$1,278,682	\$896,388	\$1,155,697	(\$122,985)
Operating Income/(Loss)	(\$1,866)	(\$8,133)	\$612	\$0	\$8,133

(a) Interdepartmental revenues are charges to departmental users, which may be funded by a combination of revenue sources including tax levy.

Program Highlights

Revenues are made up of interdepartmental charges to internal customers and charges for services for sales to external customers. Interdepartmental revenue decreases \$122,500 due to a lower estimated cost for 2021. External customer revenues are projected to increase \$7,600 due to increasing external sales.

Personnel costs are increasing \$4,000 due to staff turnover and cost to continue of current staff. Interdepartmental revenues are decreasing, mostly due to a budgeted decrease in fuel prices by about 10% in 2021.

Operating expenses decrease \$126,300 mainly due to a lower price per gallon anticipated in 2021. Estimated price per gallon in 2021 is \$2.39, 10% lower than the 2020 budget price of \$2.66. Other decreases in operating expenses are \$8,000 in anticipated fuel system software costs and a \$7,600 reduction in depreciation charges. Interdepartmental Charges decrease \$700. These charges are largely the repair costs Central Fleet performs on fuel stations.

Current and Planned Capital Projects

Project #	Project Name	Expected Year of Completion	Total Project Cost	Est % Completed at end of 2020	Est. Operating Impact
201415	Fuel Tank Replacement and Infrastructure	2024	\$1,500,000	40%	\$2,500.00

Vehicle Replacement Fund

Public Works

Internal Service Fund

Statement of Purpose

The Vehicle/Equipment Replacement Fund is an interest bearing internal service fund established to finance necessary and justified vehicle/equipment replacements. The county adopted a Vehicle Replacement Plan for certain vehicles and contractor type equipment. With the exception of certain utility vehicles, the Vehicle Replacement Plan will only include those items with a replacement cost of \$7,500 or greater and a useful life of two or more years. Contractor equipment includes unlicensed off-road vehicles, construction equipment, large maintenance tools and equipment, and other rolling stock. The plan allows for the funding of replacements through contributions to the replacement fund by user departments with inflationary increases on replacements funded by proceeds from the sale of retired vehicles and by investment income applied to the fund. Year-to-year fluctuations within the departmental base budgets will be reduced as a result of the plan. Replacement decisions are based on usage, service, and cost issues. A regular replacement cycle will keep the condition of the fleet at an optimum level reducing fleet maintenance costs and excessive out of service situations.

Financial Summary	2019	2020	2020	2021	Change From 2020	
	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	\$0	\$0	\$0	\$0	\$0	N/A
Interdepartmental (a)	\$3,230,619	\$3,311,120	\$3,311,120	\$3,490,119	\$178,999	5.4%
Other Revenue (b)	\$168,834	\$426,000	\$700,000	\$460,000	\$34,000	8.0%
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$3,399,453	\$3,737,120	\$4,011,120	\$3,950,119	\$212,999	5.7%
Expenditures						
Personnel Costs	\$0	\$0	\$0	\$0	\$0	N/A
Operating Expenses	\$3,260,248	\$3,277,908	\$3,277,908	\$3,378,057	\$100,149	3.1%
Interdept. Charges	\$107,605	\$130,288	\$130,297	\$138,466	\$8,178	6.3%
Fixed Assets (Memo) (c)	\$3,108,692	\$3,110,400	\$3,464,322	\$3,745,025	\$634,625	20.4%
Total Expenditures (c)	\$3,367,853	\$3,408,196	\$3,408,205	\$3,516,523	\$108,327	3.2%
Operating Income/(Loss) (c)	\$31,600	\$328,924	\$602,915	\$433,596	\$104,672	31.8%

- (a) Interdepartmental revenues are charges to departmental users, which may be funded by a combination of revenue sources including tax levy.
- (b) Other revenues include revenues from vehicle and equipment sales. Investment income is accounted for but is not budgeted for in the fund and is used to offset increases in future vehicle replacement costs.
- (c) Total expenditures and net operating income exclude fixed assets to conform with financial accounting standards. Fixed asset purchase orders will be funded with operating revenues, and existing fund balance are included in the department's fixed asset request.

Vehicle Replacement Plan

Program Description

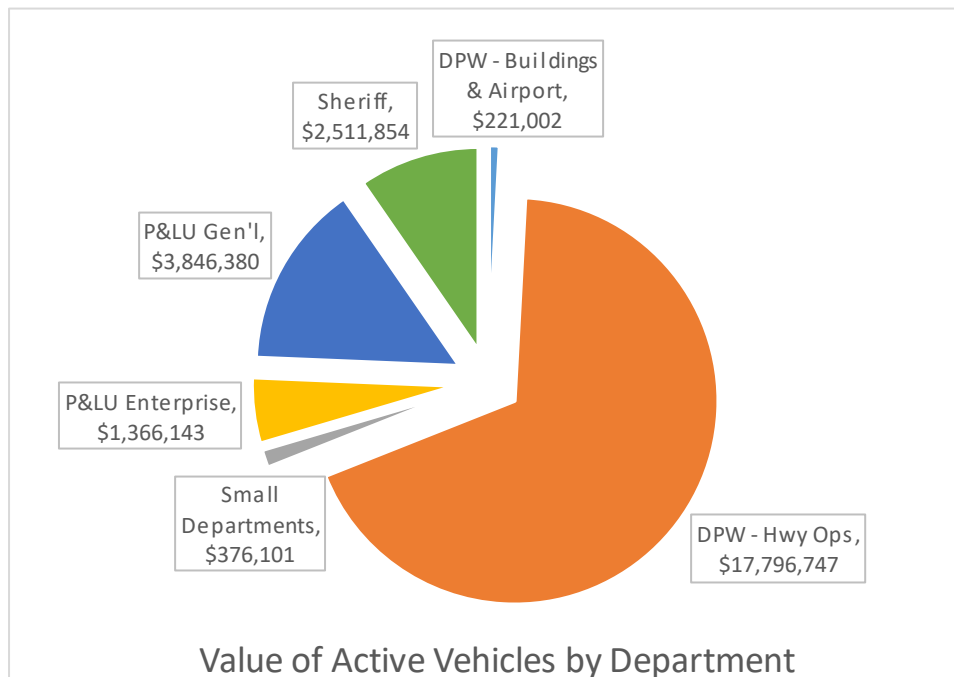
The Vehicle/Equipment Replacement Fund is an interest bearing internal service fund established to finance necessary and justified vehicle/equipment replacements. Departments retain ownership of their vehicles and are cross-charged for the future replacement costs.

Program Highlights

Interdepartmental revenues are based on the depreciation of each vehicle in the replacement plan. Depreciation is assessed at one-half year charge for the acquisition and disposition years of a vehicle. Full-year depreciation is assessed all other years. Depreciation increases are a result of increased valuation of vehicles in the plan and the first full-year depreciation charge on the 2020 vehicle purchases. Initially depreciation is assessed on the budgeted value of the vehicle and then adjusted to account for actual acquisition costs. The actual acquisition cost tends to be lower than the budgeted cost, therefore lowering the overall depreciation charge. These revenues increase about \$179,000, which is largely due to increases in new vehicle/equipment prices. In most cases, departments are charged replacement fees based on the cost of the vehicle they currently operate (rather than paying toward an estimated future price). As new vehicles are purchased, the replacement charges “reset” to the new, higher price. Part of the increase in vehicle prices is driven by improvements in technology for greater functionality/efficiency and regulations (e.g., emissions standards). Increases in interdepartmental revenues are partially offset in 2021 by the elimination of approximately \$96,000 in charges for vehicles and equipment used at Wanaki Golf Course, which is to be sold in 2020. At this time it is estimated which pieces of equipment that were used at Wanaki Golf Course will be retained by Parks and Land Use, and charges may be adjusted further post-sale when future equipment needs are re-evaluated.

Other revenues are the estimated value received from the sale of retired vehicles at auction. The budget can fluctuate based on the number of and value of vehicles going to auction each year.

Operating expenditures increase by \$100,100, mostly related to depreciation costs for the vehicle replacement plan as a result of changes from new vehicles being added offset by vehicles being retired. Insurance cost allocations (interdepartmental charges) are based on a three-year experience history and are increasing about \$8,200 from the 2020 allocations. This increase is due to the increase in the value of the vehicles in the plan, which is directly related to the increased risk exposure of the vehicles.



**Vehicle Replacement
Fund**

Public Works

Program

Activity	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Active Vehicles in Plan	404	404	376	376	(28)
Vehicles Replaced	65	46	46	53	7

**Waukesha County
2021 Vehicle Replacement Plan**

<u>Department</u>	<u>Description</u>	<u>Qty</u>	<u>Unit Cost</u>	<u>Total Cost</u>	<u>Est. Salvage</u>
Sheriff's Department	Squad, Police Pursuit Package	15	\$37,000	\$555,000	\$165,000
Sheriff's Department	Tahoe, Special Services Vehicle, 4x4	1	\$48,600	\$48,600	\$8,000
Sheriff's Department	Van, full size transport	2	\$33,200	\$66,400	\$22,000
Subtotal Sheriff's Dept		18		\$670,000	\$195,000
Public Works Hwys	Truck, Tandem	2	\$342,475	\$684,950	\$50,000
Public Works Hwys	Truck, Patrol	4	\$245,800	\$983,200	\$64,000
Public Works Hwys	Truck, Attenuator	1	\$145,000	\$145,000	\$15,000
Public Works Hwys	Loader, rubber tired	1	\$198,800	\$198,800	\$10,000
Public Works Hwys	Line Grinder	1	\$19,200	\$19,200	\$1,000
Public Works Hwys	Tractor, zero turn w/ trailer	1	\$28,600	\$28,600	\$4,000
Public Works Hwys	Tractor, w/ boom mower	1	\$180,100	\$180,100	\$15,000
Public Works Hwys	Pickup, 1/4 T, Ext Cab	1	\$33,500	\$33,500	\$5,000
Public Works Hwys	Truck, Pickup, Ranger, 4x2	1	\$33,500	\$33,500	\$5,000
Public Works Hwys	Truck, Pickup 3/4 Ton, 4x4	3	\$40,600	\$121,800	\$24,000
Public Works Hwys	Floor Scrubber	1	\$17,200	\$17,200	\$1,000
Public Works Hwys	SUV/Crossover	1	\$31,600	\$31,600	\$5,000
Public Works Hwys	Loader Scale replacements	5	\$10,815	\$54,075	0
Subtotal DPW Hwys		23		\$2,531,525	\$199,000
Public Works Bldgs	Highlift, no trailer	1	\$15,500	\$15,500	\$2,000
Subtotal DPW Bldgs		1		\$15,500	\$2,000
Parks & Land Use Gen'l Fund	Tractor, cab, 4x4, snow blade	1	\$60,000	\$60,000	\$5,000
Parks & Land Use Gen'l Fund	Mower, outfront, broom, cab	1	\$42,000	\$42,000	\$5,000
Parks & Land Use Gen'l Fund	Pickup, 3/4 T, 4x4, plow	1	\$42,000	\$42,000	\$9,000
Parks & Land Use Gen'l Fund	Tractor/Interstater, loader	1	\$64,500	\$64,500	\$8,000
Parks & Land Use Gen'l Fund	Utility Vehicle with Tracks & Groome	1	\$49,500	\$49,500	\$5,000
Subtotal P&LU Gen'l Fund		5		\$258,000	\$32,000
Parks & Land Use Enterprise Fund	Mower, reelmower sidewinder	1	\$43,500	\$43,500	\$5,000
Parks & Land Use Enterprise Fund	Mower, Fairway, 5 Gang	1	\$61,900	\$61,900	\$5,000
Parks & Land Use Enterprise Fund	Mower, Fairway	1	\$61,900	\$61,900	\$5,000
Parks & Land Use Enterprise Fund	Aerifier, Walker	1	\$30,800	\$30,800	\$7,000
Subtotal P&LU Enterprise		4		\$198,100	\$22,000
Medical Examiner	Transit Van	2	\$35,950	\$71,900	\$10,000
Subtotal Small Departments		2		\$71,900	\$10,000
Grand Total		53		\$3,745,025	\$460,000

Vehicle Replacement Fund

Public Works

Program

**WAUKESHA COUNTY
FIVE YEAR VEHICLE/EQUIPMENT REPLACEMENT PLAN**

Agency	2020 Budget		2021	2022	2023	2024		2025				
	Units	Cost				Units	Cost	Units	Cost	Units	Cost	
Public Works Hwy Ops	9	\$1,710,300	23	\$2,531,525	19	\$2,618,400	16	\$3,509,000	17	\$3,161,060	18	\$3,544,000
Public Works Bldg Ops	0	\$0	1	\$15,500	1	\$35,600	2	\$79,100	0	\$0	0	\$0
Sheriff (a)	23	\$761,100	18	\$670,000	18	\$638,700	23	\$875,700	7	\$261,600	13	\$497,400
Parks & Land Use Gen'	11	\$476,300	5	\$258,000	16	\$750,189	16	\$666,200	15	\$542,500	14	\$850,300
Golf Courses	2	\$61,500	4	\$198,100	12	\$367,100	3	\$202,400	6	\$339,900	5	\$193,600
Ice Arenas	1	\$101,200	0	\$0	0	\$0	0	\$0	1	\$130,800	0	\$0
Medical Examiner	0	\$0	2	\$71,900	0	\$0	2	\$103,200	0	\$0	0	\$0
Human Services	0	\$0	0	\$0	3	\$78,400	0	\$0	0	\$0	0	\$0
Records Mgmt	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0
Emergency Mgmt	0	\$0	0	\$0	1	\$42,300	0	\$0	0	\$0	1	\$50,700
Radio Services	0	\$0	0	\$0	1	\$39,600	0	\$0	0	\$0	0	\$0
	46	\$3,110,400	53	\$3,745,025	71	\$4,570,289	62	\$5,435,600	46	\$4,435,860	51	\$5,136,000

(a) Due to the short useful lives of the Sheriff's Department vehicles (2 years for most), future year replacement projections will not show on chart.

Statement of Purpose

The mission of Waukesha County Airport (an enterprise fund) is to maximize the net economic and recreational benefit it provides to southeastern Wisconsin and the Great Lakes region. By leading the industry with quality facilities and services and operating in a fiscally prudent manner, the airport strives to meet the needs of all customers and users. Through short-and long-range planning, the staff initiates proactive and environmentally responsible projects, establishes systems to maintain existing structures, and designs future improvements. The airport provides a safe, convenient, and efficient operating environment for all members of the aviation community while cooperating with all levels of government and working toward reducing its dependency on county tax levy.

Financial Summary	2019	2020	2020	2021	Change From 2020	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
Revenues						
General Government	\$0	\$0	\$48,000	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$1,035,758	\$1,047,954	\$963,665	\$1,080,538	\$32,584	3.1%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$45,233	\$26,450	\$26,000	\$25,000	(\$1,450)	-5.5%
Appr. Fund Balance (a)	\$181,483	\$180,829	\$180,829	\$219,582	\$38,753	21.4%
County Tax Levy (a)	\$62,563	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$1,325,037	\$1,255,233	\$1,218,494	\$1,325,120	\$69,887	5.6%
Expenditures						
Personnel Costs	\$272,621	\$299,948	\$294,485	\$354,549	\$54,601	18.2%
Operating Expenses (a)(b)	\$799,714	\$777,235	\$788,016	\$816,377	\$39,142	5.0%
Interdept. Charges	\$161,244	\$178,050	\$135,805	\$154,194	(\$23,856)	-13.4%
Fixed Assets (Memo) (c)	\$0	\$175,000	\$175,000	\$74,500	(\$100,500)	-57.4%
Total Expenditures	\$1,233,579	\$1,255,233	\$1,218,306	\$1,325,120	\$69,887	5.6%
Operating Income/(Loss)	\$91,458	\$0	\$188	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	3.00	3.00	3.00	3.00	0.00
Extra Help	0.00	0.00	0.00	1.00	1.00
Overtime	0.00	0.00	0.00	0.00	0.00
Total FTEs	3.00	3.00	3.00	4.00	1.00

(a) Airport Fund balance is used as follows:

	2019	2020 Budget	2020 Estimate	2021 Budget
Partially offset depreciation expense	\$180,829	\$180,829	\$180,829	\$169,582
Purchase order & carryovers from prior year	\$654	\$0	\$0	\$0
Long-term Asset Evaluation Study	\$0	\$0	\$0	\$50,000
Total Fund Balance Appropriation	\$181,483	\$180,829	\$180,829	\$219,582

(b) Budgeted depreciation expense is included in the operating expense appropriation unit, which only represents the county's portion of the capital investment and excludes State and Federal funds as contributed capital. As a result, the operation's income or loss shown here differs from the Comprehensive Annual Financial Report statements and includes these funds as contributed capital.

(c) Total expenditures exclude fixed assets to conform with financial accounting standards. Fixed asset purchase orders will be funded with operating revenues, and existing fund balance are included in the department's fixed asset request. Fixed assets in the 2020 budget include a refurbishment of snow removal broom (\$175,000) and in the 2021 budget include mowing equipment (\$74,500).

Airport Operations

Program Description

The operations program maintains the airport grounds, infrastructure, and equipment as necessary to ensure a safe and secure airfield operation. The program tracks the condition of airport buildings and associated equipment through scheduling and monitoring of contact maintenance services. This program is also responsible for wildlife control, airfield security, hazard mitigation, emergency response, and monitors the contract for performing and providing aeronautical services and parking and ramp operations. This program includes the air traffic control tower facility and operations and fuel farm operations. The cost of the air traffic controllers is funded by the Federal Contract Tower Program.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	1.30	1.30	1.30	2.30	1.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$896,185	\$914,954	\$878,665	\$947,538	\$32,584
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$41,239	\$23,950	\$23,500	\$22,500	(\$1,450)
Appr. Fund Balance	\$181,197	\$180,829	\$180,829	\$169,582	(\$11,247)
County Tax Levy	(\$63,067)	\$0	\$0	\$0	\$0
Total Revenues	\$1,055,554	\$1,119,733	\$1,082,994	\$1,139,620	\$19,887
Personnel Costs	\$110,710	\$126,421	\$129,982	\$196,041	\$69,620
Operating Expenses	\$754,099	\$736,871	\$753,487	\$721,977	(\$14,894)
Interdept. Charges	\$114,577	\$131,772	\$89,567	\$106,316	(\$25,456)
Fixed Assets	\$0	\$175,000	\$175,000	\$74,500	(\$100,500)
Total Expenditures	\$979,386	\$995,064	\$973,036	\$1,024,334	\$29,270
Operating Income/(Loss)	\$76,168	\$124,669	\$109,958	\$115,286	(\$9,383)

Program Highlights

Charges for service revenues are budgeted to increase about \$32,600 and include revenues from land leases. Other charges for service include hangar rental revenues, office space revenues from the Fixed Base Operator (FBO) for exclusively leased county facilities, the FBO lease for the Airport fuel farm, FBO lease for ramp space, and tie down fees. The increase is mostly due to the revenue for an additional fuel farm, hangar, and contractual rate increases in lease agreements. Fund balance used to partially offset depreciation is reduced by \$11,200. In 2020, the county tax levy for this fund was eliminated.

Personnel costs are increasing about \$69,600. This increase is mainly due to adding 1.00 FTE of temporary help to support airport grounds maintenance, bringing staff supported by this program to 2.30 FTE positions. Overall, the Airport budgets 4.00 FTE positions to operate all the programs in 2021.

Operating expenses include an increase in contracted snow removal costs by \$32,000 to \$322,000, based on a 2019 RFP result and 2019/2020 snow removal charges. An additional \$9,800 is budgeted for facility maintenance, repair, and equipment (including for T hangars). This is offset by a decrease in depreciation charges by \$50,100 as some airport assets constructed years ago are nearly fully depreciated.

Interdepartmental charges decrease \$25,500, mostly due to a \$35,000 decrease in grounds maintenance charges from the DPW Highway Operations division resulting from hiring a temporary Airport grounds maintenance position. This decrease is partially offset by increased estimates in fuel and vehicle/equipment repair charges.

Airport

Operations Fund

Public Works

Program

Fixed assets are budgeted at \$74,500 for the acquisition of mowing equipment to be used at the airport by the new grounds position added in this budget.

Activity Data	2018 Actual	2019 Actual	2020 Budget	2020 Estimate	2021 Budget
Total Airport Buildings	12	12	12	12	12
Square Yards of Pavement (a)	467,949	467,949	497,451	467,949	467,949
Acres of grass to be mowed (a)	331	331	329	331	331

(a) The 2020 budget assumed partial completion of the Airport ramp expansion project (capital project #201621), which will increase square yards of pavement and reduce acres of grass to be mowed.

Activity Data	2018 Actual	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Fuel Purchases (gallons)						
Jet A (b)	1,246,029	1,304,923	1,180,000	930,000	1,180,000	0
100LL	82,112	90,807	150,000	70,000	150,000	0
Total	1,328,141	1,395,730	1,330,000	1,000,000	1,330,000	0

(b) Jet A (Jet fuel) is used by both turboprop and jet aircraft. The primary customers for Jet A are business aircraft.

Airport Activity Data	2017 Actual	2018 Actual	2019 Actual	2020 Target	2020 Estimate	2021 Target
<i>PCI: Benchmark</i>						
PCI: Actuals						
Runways	95.0	92.0	92.0	91.0	90.0	92.0
Taxiways	89.0	73.0	71.0	68.0	69.0	75.0
Aprons	80.0	58.0	66.0	54.0	63.0	68.0
Landside Pavements	72.0	69.0	67.0	70.0	62.0	77.0

Administrative Services

Program Description

Administrative Services is the first point of service to our customers and is responsible for maintaining compliance with all applicable Federal Aviation Regulations (FAR's), Orders and Advisory Circulars (AC's) as well as conditions of grant assurances. In addition, this division is responsible for the monitoring of all leases and contracts, the enforcement of all provisions, and is responsible for coordinating and providing efficient administrative/clerical support for the airport's development and operations.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	1.70	1.70	1.70	1.70	0.00
General Government	\$0	\$0	\$48,000	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$139,573	\$133,000	\$85,000	\$133,000	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$3,994	\$2,500	\$2,500	\$2,500	\$0
Appr. Fund Balance	\$286	\$0	\$0	\$50,000	\$50,000
County Tax Levy	\$125,630	\$0	\$0	\$0	\$0
Total Revenues	\$269,483	\$135,500	\$135,500	\$185,500	\$50,000
Personnel Costs	\$161,911	\$173,527	\$164,503	\$158,508	(\$15,019)
Operating Expenses	\$45,615	\$40,364	\$34,529	\$94,400	\$54,036
Interdept. Charges	\$46,667	\$46,278	\$46,238	\$47,878	\$1,600
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$254,193	\$260,169	\$245,270	\$300,786	\$40,617
Operating Income/(Loss)	\$15,290	(\$124,669)	(\$109,770)	(\$115,286)	\$9,383

Program Highlights

Charges for services include revenues from fuel sales, budgeted at \$133,000. Fuel volume projections are based on historical data. Fuel flowage revenues received from the FBOs remain at \$0.10 per gallon. Other revenues include \$2,500 from cost recoveries for airport identification/access control badges issued. In 2020 county tax levy for this fund was eliminated.

Personnel costs are reducing by \$15,000 from the 2020 budget due to staff turnover. This program continues to support 1.70 FTE positions. Overall, the airport adds 1.00 FTE in 2021 to budget for 4.00 FTE total positions to operate all the programs. Operating expenses are increasing by \$54,000 from the 2020 adopted budget. Increases in operating expenses are primarily due to contracted services to perform a long-term asset evaluation to study current and future airport asset funding needs.

Activity

Marketing Performance Measures	2017 Actual	2018 Actual	2019 Actual	2020 Target	2020 Estimate	2021 Target
Customer Satisfaction Survey (biennial)						
-Management Effectiveness	90%	78%	90%	90%	90%	92%
-Communication Effectiveness	90%	73%	77%	80%	80%	85%
T-Hangar Occupancy Rate *	83%	85%	92%	98%	94%	98%
Total Cumulative # of Hangars	56	58	61	65	61	62

* A study of the T-Hangar was completed in May 2014 to address the aging structure and plan future improvements to increase occupancy

Airport Capital Projects

Current and Planned Capital Projects				Estimated Annual Operating Impact*		
Project #	Project Name	Estimated Completion Year	County Project Cost	(Revenue)/Expense	Estimated Depreciation/Other Operating Expense	Total (Rev)/Exp
200804	Master Plan Update	2022	\$65,000	\$0	\$6,500	\$6,500
201621	Airport Ramp Expansion	2022	\$625,000	(\$84,000)	\$35,100	(\$48,900)
200703	Airport Maintenance and Snow Removal Building	2022	\$290,000	\$0	\$7,250	\$7,250
201308	Taxiway C realignment and Lighting	2022	\$210,000	\$0	\$10,500	\$10,500
200310	Runway 10/28 Safety Area	2023	\$796,000	\$2,000	\$31,840	\$33,840
202101	Airport Terminal and Tower Roof Replacement	2022	\$267,500	\$0	\$13,375	\$13,375

* See capital project forms for ongoing operating impacts

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General Administration

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GENERAL ADMINISTRATION

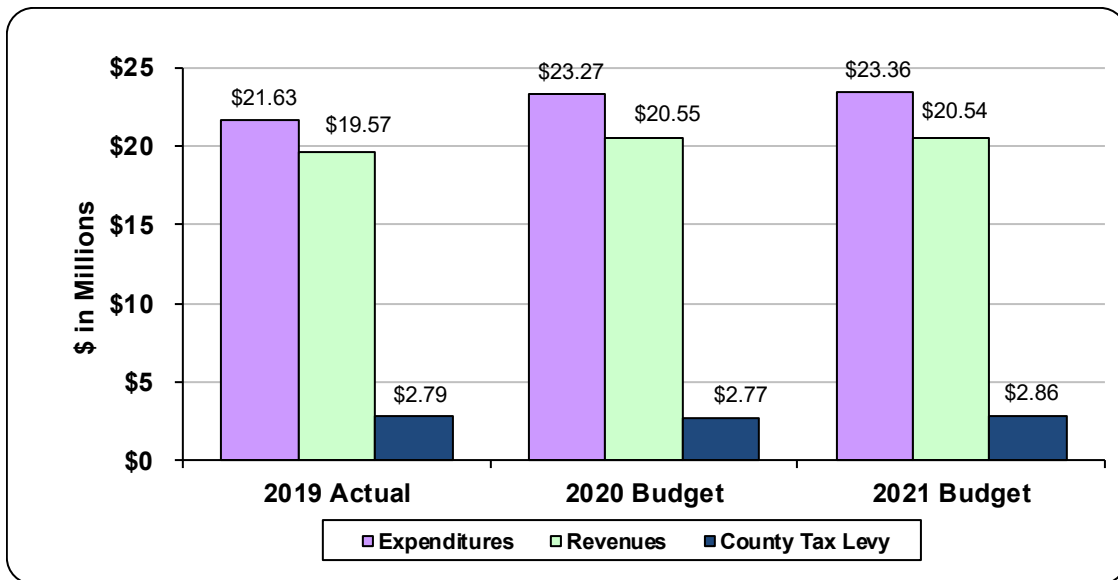
Functional Area Budget Highlights

The agencies within the General Administration Functional Area can be divided into two areas: 1) those with responsibilities vested in an elected official; and 2) those that provide the central administrative support operation for the county.

The agencies headed by an elected official include the **County Executive, County Board, County Clerk, and County Treasurer**.

The **Department of Administration (DOA)** provides centralized internal operations of financial services, human resource services, purchasing and information systems. It also includes the following internal service funds: **Risk Management, Collections, and End User Technology**, and the special revenue fund: **American Job Center**. The End User Technology fund includes the county's information technology and communications functions. The **Office of Corporation Counsel** serves as legal advisor and counsel to all county elected officials, county departments, boards, commissions, and committees.

General Administration related operations and projects that are included in other functional areas are county-wide technology related capital projects (see Capital Projects Section) and purchases of major equipment replacements.



The 2021 expenditures budget for this functional area totals \$23,362,900, after excluding internal service fund capitalization fixed asset expenses. This represents an increase of about \$92,400 or 0.4% from the 2020 Adopted Budget. Budgeted revenues in 2021 include \$1,788,600 of fund balance appropriations and total \$20,540,900, a decrease of \$8,100 from the 2020 Adopted Budget. The tax levy necessary to fund this functional area totals \$2,856,700, an increase of \$82,800 or 3.0% from the 2020 Adopted Budget.

**** GENERAL ADMINISTRATION ****
Functional Area Summary by Agency

	2019	2020	2020	2021	Change from 2020	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget	
					\$	%
* TOTAL GENERAL ADMINISTRATION *						
Revenues (a)	\$19,566,748	\$20,549,016	\$19,623,383	\$20,540,918	(\$8,098)	0.0%
County Tax Levy (c)	\$2,785,460	\$2,773,821	\$2,773,821	\$2,856,662	\$82,841	3.0%
Expenditure (b)	\$21,628,266	\$23,270,556	\$22,826,439	\$23,362,925	\$92,369	0.4%
Rev. Over (Under) Exp.	\$481,709	\$0	(\$698,045)	\$0	\$0	N/A
Oper Income/(Loss) (d)	\$242,233	\$52,281	\$268,810	\$34,655	(\$17,626)	-33.7%
BREAKDOWN BY AGENCY						
COUNTY EXECUTIVE						
Revenues	\$0	\$0	\$32,970	\$0	\$0	N/A
County Tax Levy	\$578,865	\$601,865	\$601,865	\$621,865	\$20,000	3.3%
Expenditure	\$549,748	\$601,865	\$558,369	\$621,865	\$20,000	3.3%
Rev. Over (Under) Exp.	\$29,117	\$0	\$76,466	\$0	\$0	N/A
COUNTY BOARD						
Revenues (a)	\$24,819	\$0	\$107,498	\$0	\$0	N/A
County Tax Levy	\$1,063,080	\$1,063,080	\$1,063,080	\$1,040,000	(\$23,080)	-2.2%
Expenditure	\$898,597	\$1,063,080	\$1,023,800	\$1,040,000	(\$23,080)	-2.2%
Rev. Over (Under) Exp.	\$189,302	\$0	\$146,778	\$0	\$0	N/A
COUNTY CLERK						
Revenues (a)	\$261,230	\$364,045	\$318,181	\$260,700	(\$103,345)	-28.4%
County Tax Levy	\$323,810	\$333,810	\$333,810	\$343,810	\$10,000	3.0%
Expenditure	\$541,598	\$697,855	\$697,123	\$604,510	(\$93,345)	-13.4%
Rev. Over (Under) Exp.	\$43,442	\$0	(\$45,132)	\$0	\$0	N/A
COUNTY TREASURER						
Revenues (a)	\$5,447,183	\$5,776,446	\$4,660,875	\$5,780,446	\$4,000	0.1%
County Tax Levy (c)	(\$4,899,850)	(\$5,049,850)	(\$5,049,850)	(\$5,029,850)	\$20,000	N/A
Expenditure	\$648,515	\$726,596	\$725,748	\$750,596	\$24,000	3.3%
Rev. Over (Under) Exp.	(\$101,182)	\$0	(\$1,114,723)	\$0	\$0	N/A
DEPARTMENT OF ADMINISTRATION						
Revenues (a)	\$13,308,331	\$13,829,129	\$13,898,226	\$13,910,704	\$81,575	0.6%
County Tax Levy	\$4,855,404	\$4,930,404	\$4,930,404	\$5,000,404	\$70,000	1.4%
Expenditure (b)	\$17,690,126	\$18,707,252	\$18,404,626	\$18,876,453	\$169,201	0.9%
Rev. Over (Under) Exp.	\$231,376	\$0	\$155,194	\$0	\$0	N/A
Oper Income/(Loss) (d)	\$242,233	\$52,281	\$268,810	\$34,655	(\$17,626)	-33.7%
CORPORATION COUNSEL						
Revenues (a)	\$525,185	\$579,396	\$605,633	\$589,068	\$9,672	1.7%
County Tax Levy Expenditure	\$864,151	\$894,512	\$894,512	\$880,433	(\$14,079)	-1.6%
Rev. Over (Under) Exp.	\$1,299,682	\$1,473,908	\$1,416,773	\$1,469,501	(\$4,407)	-0.3%
	\$89,654	\$0	\$83,372	\$0	\$0	N/A

(a) Appropriated fund balance is included in revenues as follows (see department budget pages for more detail):

Department	Fund balance appropriation	2019	2020 Budget	2020 Estimate	2021 Budget
County Executive	Purchase orders and carryovers from prior years	\$0	\$0	\$0	\$0
County Board	Purchase orders and carryovers from prior years	\$24,819	\$0	\$106,331	\$0
County Clerk	Election costs and purchase order from prior year	\$0	\$100,000	\$100,375	\$0
County Treasurer	Offset revenue decreases	\$210,000	\$160,000	\$160,000	\$660,000
Dept of Administration	Office furniture, depreciation, liability insurance	\$1,310,770	\$1,172,167	\$1,438,163	\$1,128,608
Corporation Counsel	Purchase orders and carryovers from prior years	\$0	\$0	\$18,536	\$0
TOTAL FUND BALANCE APPROPRIATION		\$1,545,589	\$1,432,167	\$1,823,405	\$1,788,608

(b) To conform with financial accounting standards, proprietary fund expenditures exclude fixed asset expenditures, debt service-principal payments and proprietary fund retained earnings. Therefore, expenditures less revenues do not equal Tax Levy. The 2021 Budget expenditures exclude fixed asset purchases as follows: End User Technology Fund of \$1,033,997. The 2020 Budget expenditures exclude fixed asset purchases as follows: End User Technology Fund of \$641,100.

(c) Revenues in excess of expenditures reduce Tax Levy funding for other general governmental operations.

(d) Operating income generated from proprietary fund operations is retained in proprietary fund balance and does not result in a reduction of Tax Levy funding for other operations.

GENERAL ADMINISTRATION

Functional Area Budget Highlights

Significant program and funding changes to the 2021 Budget include the following:

- The **County Treasurer's Office** budget operates with a tax levy credit, which results from more revenues budgeted than expenditures. This tax levy credit is used to reduce tax levy funding for other general governmental operations. The 2021 budgeted tax levy credit declines by \$20,000 to \$5,029,900 mainly to cover the cost to continue operations. Due to the Federal Reserve significantly reducing interest rates, investment income is budgeted to decrease \$500,000 to \$2,897,700 and this temporary revenue reduction is covered with \$500,000 of General Fund balance in 2021.
- The **County Clerk's Office** expenditure budget decreases by \$93,300, mainly due to fewer elections anticipated in 2021, as in most odd-numbered years.
- The **County Board's** expenditures decrease \$23,100 or 2.2% to \$1.04 million. Personnel costs decrease \$21,000 primarily due to staff turnover. Operating expenses decrease \$16,800 based on reductions in historically underspent accounts. This is offset by a \$14,700 increase in interdepartmental charges for the Parks & Land Use - Land Information Systems division for redistricting based on the results of the 2020 census.
- The **Department of Administration (DOA) General Fund** operational expenditures increase \$20,600 overall. The major personnel change is the unfunding of a 0.50 FTE administrative specialist and the abolishment of a 0.10 FTE centralized records supervisor (remaining 0.90 FTE in EUTF, below). Tax levy increases \$70,000. Interdepartmental revenues decrease \$77,700 due to a reduction in departmental services contracts which results in less indirect cost recovery revenue. General government revenues increase \$22,000 which reflects an increase in the indirect charge allocation from revenues received from federal or state sources.
- **DOA End User Technology Fund (EUTF)** budgeted an expenditure increase of \$103,500 in the 2021 budget. Personnel costs increases \$39,200. This includes creating 1.00 FTE principal information technology professional, abolishing 0.90 FTE centralized records supervisor, and unfunding 0.50 FTE information technology technician. Operating expenses increase \$60,500 mostly due to an increase in computer software licensing costs. Revenue increases of \$85,900 which includes interdepartmental revenues increasing \$119,400, reflecting a 2.50% increase in rates charged to departments. Charges for services decreases \$18,200 which is due to a lower number of title companies utilizing county office space and associated IT resources and lower pass-through municipal charges related to public safety mobile connectivity software costs. Fund balance also decreases \$11,000 to \$757,700.
- The **DOA – Risk Management Fund** budget expenditures increase 2.6% or \$80,300 to \$3.17 million. This is primarily due to the increases in liability insurance and claims reserve costs. Fund balance of \$265,500 is applied to help offset the impact to department charges, and is intended to be phased out over the next several years. Interdepartmental revenues increase \$79,800 which reflects increased liability insurance costs.
- The **DOA – Collections Fund** works with various other departments to improve the automation of collection services to collect on past due accounts receivable. Overall, expenditures decrease \$3,100, mostly due to EUTF interdepartmental charges decreasing \$32,100 due to a transition in the collection system to a hosted, web-based system. This is mostly offset by an increase of \$25,800 in personnel costs for cost to continue and \$5,000 in operating expenses.
- The **DOA – American Job Center Fund** budget expenditures decrease \$32,200 to \$387,600. This is mostly due to decreasing fixed assets by \$50,000 from the 2020 Adopted Budget due to the one-time purchase of office furniture. General government revenue increases \$27,800 which is due to a \$77,800 increase in the Regional Workforce Alliance revenue due to expanding their services from three to seven counties and partially offset by a \$50,000 contribution decrease from WCTC. Charges for service revenue decreases by \$48,500 mostly due to the removal in fees generated from in-person job fairs.
- The **Corporation Counsel – General Legal Services** budget expenditures decreases \$4,400, primarily for personal cost to continue for 12.41 FTE. A 1.00 FTE senior attorney was transferred out to Child Support and a lower cost 1.00 FTE attorney position was transferred into this program. Operating expenses increase by \$36,800 or 53.2% to \$105,900, driven principally by increased legal costs for union collective bargaining of \$10,500, arbitration of \$15,200 and other external paralegal/legal services of \$5,400.

**BUDGETED POSITIONS 2019-2021
SUMMARY BY AGENCY AND FUND**

GENERAL ADMINISTRATION

Agency	Fund	2019 Year End	2020 Adopted Budget	2020 Modified Budget	2021 Budget	20-21 Change
COUNTY EXECUTIVE	General	4.65	4.65	4.65	4.65	0.00
COUNTY BOARD	General	5.00	4.50	4.50	4.50	0.00
COUNTY CLERK	General	4.00	5.00	5.00	5.00	0.00
TREASURER	General	5.00	5.00	5.00	5.00	0.00
DEPT. OF ADMINISTRATION	General	56.70	54.55	54.55	53.95	(0.60)
	End User Technology	27.95	28.95	28.95	28.55	(0.40)
	Risk Management	2.95	2.90	2.90	2.90	0.00
	American Job Center	-	1.00	1.00	1.00	0.00
	Collections	6.90	6.80	6.80	6.80	0.00
	Subtotal Dept. of Admin.	94.50	94.20	94.20	93.20	(1.00)
CORPORATION COUNSEL	General	11.85	11.85	11.85	11.85	0.00
TOTAL REGULAR POSITIONS		125.00	125.20	125.20	124.20	(1.00)
TOTAL EXTRA HELP		8.99	6.60	6.60	5.54	(1.06)
TOTAL OVERTIME		0.11	0.03	0.03	0.03	(0.00)
TOTAL BUDGETED POSITIONS		134.10	131.83	131.83	129.77	(2.06)

2021 BUDGET ACTIONS

County Clerk

Reduce: 0.40 FTE Extra Help

Department of Administration - General

Decrease: 0.75 FTE Administrative Assistant
 Increase: 0.75 FTE Administrative Specialist
 Reclassify: 1.00 FTE Administrative Assistant to Administrative Specialist
 Unfund: 0.50 FTE Administrative Specialist
 Unfund: 0.10 FTE Centralized Records Supervisor
 Reduce: 0.38 FTE Extra Help

Department of Administration - End User Technology Fund

Abolish: 0.90 FTE Centralized Records Supervisor
 Create: 1.00 FTE Principal Information Technology Professional
 Unfund: 0.50 FTE Information Technology Technician
 Reduce: 0.28 FTE Extra Help

Department of Administration - Collections Fund

Decrease: 0.25 FTE Administrative Assistant
 Increase: 0.25 FTE Administrative Specialist

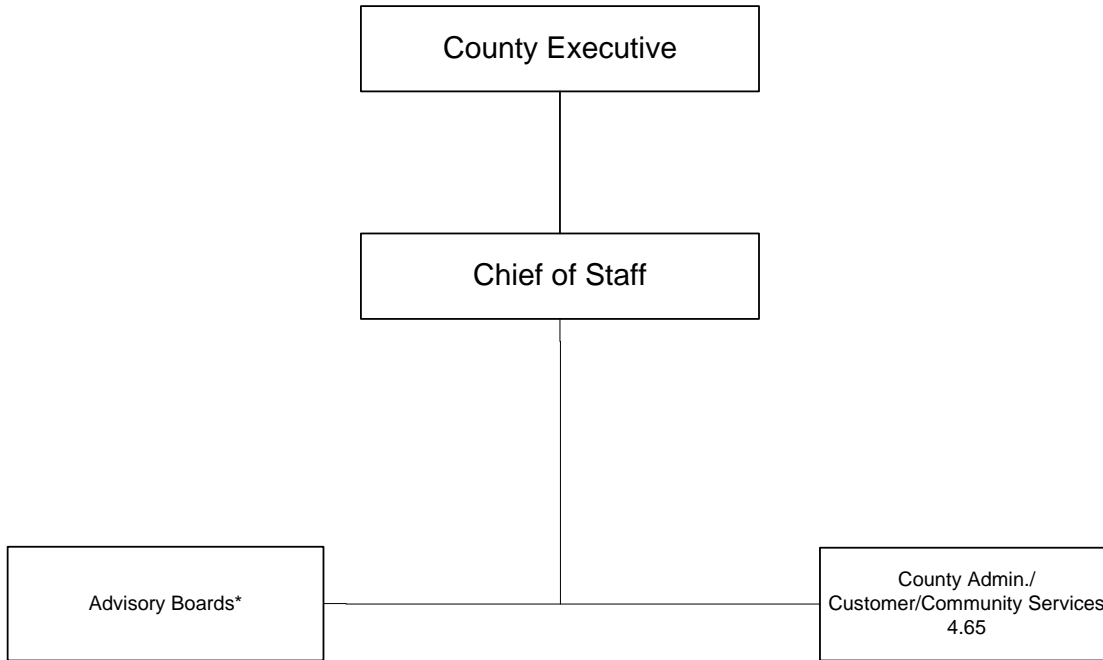
2020 CURRENT YEAR ACTIONS

None

County Executive

COUNTY EXECUTIVE'S OFFICE

FUNCTION / PROGRAM CHART



4.65 Total FTE'S

1. Position counts stated in terms of budgeted full time equivalent positions (FTE) includes extra help and overtime.
 2. See Stats/Trends Section for position detail.
- * No Staff FTE's are allocated to Advisory Boards.

Statement of Purpose

As chief executive officer of county government, the County Executive serves the citizens of Waukesha County by protecting and promoting their welfare, safety, health, and quality of life. The County Executive is responsible for managing administrative functions of county government, which are not vested in other elected officials. County government policy is established in partnership with the County Board of Supervisors, boards and commissions, and the County Executive.

Financial Summary	2019	2020	2020	2021	Change From 2020	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget	
					\$	%
Revenues						
General Government	\$0	\$0	\$32,970	\$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)	\$578,865	\$601,865	\$601,865	\$621,865	\$20,000	3.3%
Total Revenue Sources	\$578,865	\$601,865	\$634,835	\$621,865	\$20,000	3.3%
Expenditures						
Personnel Costs	\$504,489	\$542,639	\$519,946	\$564,739	\$22,100	4.1%
Operating Expenses	\$22,608	\$35,848	\$15,230	\$33,287	(\$2,561)	-7.1%
Interdept. Charges	\$22,651	\$23,378	\$23,193	\$23,839	\$461	2.0%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$549,748	\$601,865	\$558,369	\$621,865	\$20,000	3.3%
Rev. Over (Under) Exp.	\$29,117	\$0	\$76,466	\$0	\$0	N/A
Position Summary (FTE)						
Regular Positions	4.65	4.65	4.65	4.65	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	4.65	4.65	4.65	4.65	0.00	

Major Departmental Strategic Plan Objectives

Customer Service Pillar: High customer satisfaction

Objective 1: Improve Customer Service

To support and encourage consistent customer service across Waukesha County departments, achieve a 4.5 out of 5 mean rating annually for customer service satisfaction with respect to accessibility, accuracy, attitude, operations, timeliness, and communication. Achieve a 4.8 out of 5 mean rating annually for customer service satisfaction for the County Executive’s Office.

Performance Measure:	2019 Actual	2020 Estimate	2021 Target
Countywide Customer Satisfaction Rating	4.7	4.6	4.7
County Executive’s Office Customer Satisfaction Rating	5.0	4.9	4.9

Finance Pillar: Protect taxpayer investments

Objective 2: Investment and Financial Management

Protect taxpayer’s investments and maintain exemplary financial management practices to help lower borrowing costs and the tax rate.

The bond rating status is reflective of the county’s diverse and growing tax base, personal income levels, solid financial position and flexibility, and low debt burden.

Performance Measure:	2019 Actual	2020 Actual	2021 Target
County’s Bond Ratings	AAA/Aaa	AAA/Aaa	AAA/Aaa

Objective 3: County-Wide Economic Development and Workforce Development

Protect taxpayer’s investments and create an environment that promotes county-wide economic development. The County Executive continues to make job growth, business growth and economic development top priorities. The formation of the county’s new Economic Development Organization (EDO) in 2016, in partnership with the city of Waukesha and the University of Wisconsin Small Business Development Center was designed to support continued growth in new construction and job creation in Waukesha County.

New construction growth in the county’s equalized value.

Performance Measure	2018 Actual	2019 Actual	2020 Actual
\$ County Equalized Value (includes TID)	\$56.5 billion	\$59.5 billion	\$62.6 billion
\$ Amount of New Construction (a)	\$848.6 million	\$831.2 million	\$978.7 million
% of Change (b)	1.57%	1.47%	1.64%

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

(b) The percent change is calculated by dividing the amount of new construction by the previous year’s equalized value.

County Administration/Customer/Community Services

Program Description

The County Executive Office is responsible for the coordination of countywide strategic planning process, an executive budget, and for coordination of efficient executive office administrative and clerical support. The County Executive is responsible for managing administrative functions of county government, which are not vested in other elected officials. The County Executive reviews non-represented performance pay recommendations for fairness, consistency, and meeting county evaluation requirements. The County Executive also provides for public relations between county government and other entities including other governments, commercial, industrial, non-profit concerns, and county citizens.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	4.65	4.65	4.65	4.65	0.00
General Government	\$0	\$0	\$32,970	\$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)	\$563,675	\$588,295	\$588,295	\$608,295	\$20,000
Total Revenues	\$563,675	\$588,295	\$621,265	\$608,295	\$20,000
Personnel Costs	\$498,059	\$535,739	\$519,246	\$557,839	\$22,100
Operating Expenses	\$17,486	\$29,178	\$14,930	\$26,617	(\$2,561)
Interdept. Charges	\$22,651	\$23,378	\$23,193	\$23,839	\$461
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$538,196	\$588,295	\$557,369	\$608,295	\$20,000
Rev. Over (Under) Exp.	\$25,479	\$0	\$63,896	\$0	\$0

Program Highlights

Personnel costs increase \$22,100 or 4.1% due to cost to continue for current staff and employee benefit selection changes. Operating expenses decrease nearly \$2,600 due to decreases in consulting services of \$2,000 and travel costs of \$1,000. Interdepartmental charges increase by approximately \$500 largely due to a 2.5% increase in EUTF charges.

Activity Data

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget
Dept. Heads Report directly to County Exec (a)	8	8	8	8
The County Executive's Office utilizes a variety of tools to communicate with its constituency. Among the most effective means of conveying information to a broad audience is by issuing news releases and newsletters.				
No. of news releases, electronic newsletters and newspaper columns drafted and distributed by the County Executive's Office. This number includes reviews of other department news releases and electronic media. (b)	1,300	1,200	1,300	1,200

(a) Includes Corporation Counsel and UW Extension

(b) Initial projected numbers were calculated off of the highest possible number of tweets recommended for engagement. They differ from the actual number of tweets, which still falls within the recommended number to create engagement.

Advisory Boards

Program Description

The County Executive has the authority to appoint department heads and all members of boards and commissions with County Board approval. The boards and commissions advise the County Executive and departments on policy issues.

	2019 Actual	2020 Budget	2020 Estimate (a)	2021 Budget	Budget Change
Staffing (FTE)	0.00	0.00	0.00	0.00	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$15,190	\$13,570	\$13,570	\$13,570	\$0
Total Revenues	\$15,190	\$13,570	\$13,570	\$13,570	\$0
Personnel Costs (a)	\$6,430	\$6,900	\$700	\$6,900	\$0
Operating Expenses (a)	\$5,122	\$6,670	\$300	\$6,670	\$0
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$11,552	\$13,570	\$1,000	\$13,570	\$0
Rev. Over (Under) Exp.	\$3,638	\$0	\$12,570	\$0	\$0

(a) The 2020 estimate is significantly under the 2020 adopted budget due to less traveling and in-person meetings by boards and commissions due to the COVID-19 pandemic.

Program Highlights

Overall, expenditures for the advisory boards is budgeted to stay the same as the 2020 budget level.

Activity

Provided below is a summary of the boards and commissions staffing level and meeting frequency for Board and Commissions with per diems and or other reimbursable expenditures are included within the County Executive's budget.

Boards & Commissions Members

	<u>Co. Board</u>	<u>Citizens</u>	<u>Avg. Meetings Per Month</u>
Health & Human Services Board	3	9	1.25
Park & Planning Commission	3	4	1
Aging and Disability Resource Center Advisory Board	1	8	1
Wisconsin River Rail Transit Commission	1	2	1
Airport Operations Commission	1	4	1
Board of Adjustment	0	6	1
Ethics Board	0	4	As needed

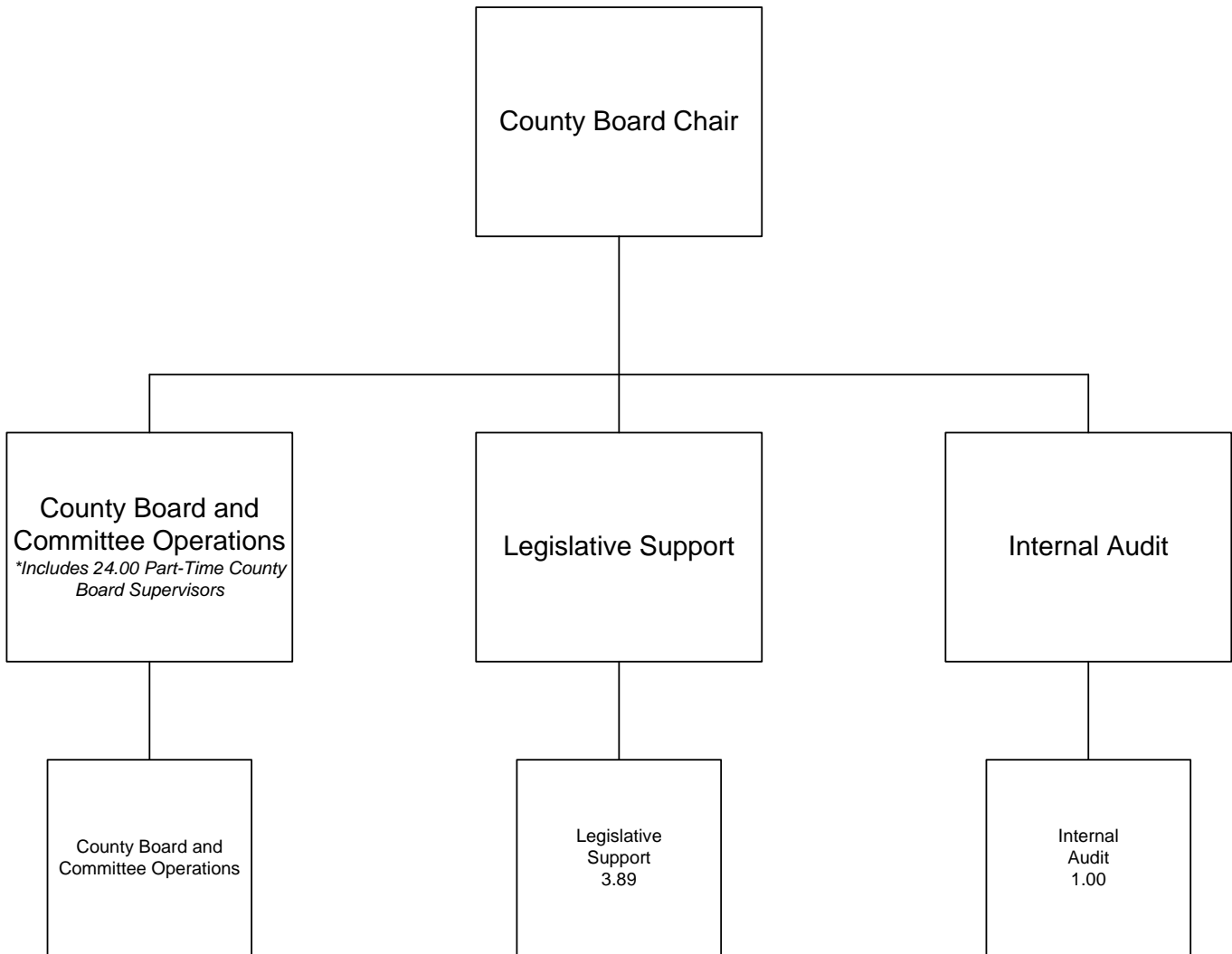
Other Boards and Commissions appointed by the County Executive that are not included in the County Executive's Department budget include: The Southeastern Wis. Regional Planning Commission appointees, The Housing Authority, Lake Management Districts, trustees to library boards, Traffic Safety Commission, The Marsh Country Health Alliance Commission, The Sheriff Civil Service Commission (which is included in the DOA - Human Resource Budget), CDBG Board (included in the Parks and Land Use - CDBG budget), the Veteran Service Commission (included in the HHS - Veteran Services office budget), and Waukesha County representatives on the Bridges Library System Board (budgeted in the Bridges Library System Budget).

Also, employees are appointed to the Future Parkland Standing Committee, Emerald Park Standing Committee, Waste Management's Metro Landfill Monitoring Committee, Metro Recycling & Disposal Facility Siting Committee, and Orchard Ridge Recycling & Disposal Facility Siting Committee.

County Board

COUNTY BOARD CHAIR'S OFFICE

FUNCTION / PROGRAM CHART



4.89 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 Waukesha County Board of Supervisors is to enact legislation to establish policy to promote the health, safety, and quality of life for the people of Waukesha County in a fiscally responsible manner.

The legislative body of the county is the board of supervisors, which consists of 25 members who are elected by districts to two-year terms in even numbered years. From its members, the board elects a chairperson, first vice-chairperson, and second vice-chairperson as officers of the County Board. There are seven standing committees organized on functional lines. The Executive, Finance, and Human Resources Committees deal with administrative policy matters, whereas the remaining four standing committees, Judiciary and Law Enforcement; Health and Human Services (HHS); Land Use, Parks and Environment; and Public Works, are concerned with policy matters affecting public services.

Through the internal audit function, the County Board provides financial and program evaluations to assure cost-effective and efficient use of available resources.

Financial Summary	2019 Actual	2020		2021 Budget	Change From 2020 Adopted Budget	
		Adopted Budget	2020 Estimate		\$	%
Revenues						
General Government	\$0	\$0	\$1,167	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$0	\$0	\$0	\$0	\$0	N/A
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$0	\$0	\$0	\$0	\$0	N/A
Appr. Fund Balance (a)	\$24,819	\$0	\$106,331	\$0	\$0	N/A
County Tax Levy (Credit)	\$1,063,080	\$1,063,080	\$1,063,080	\$1,040,000	(\$23,080)	-2.2%
Total Revenue Sources	\$1,087,899	\$1,063,080	\$1,170,578	\$1,040,000	(\$23,080)	-2.2%
Expenditures						
Personnel Costs	\$777,945	\$820,634	\$802,642	\$799,714	(\$20,920)	-2.5%
Operating Expenses	\$91,710	\$211,988	\$191,900	\$195,160	(\$16,828)	-7.9%
Interdept. Charges	\$28,942	\$30,458	\$29,258	\$45,126	\$14,668	48.2%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$898,597	\$1,063,080	\$1,023,800	\$1,040,000	(\$23,080)	-2.2%
Rev. Over (Under) Exp.	\$189,302	\$0	\$146,778	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	5.00	4.50	4.50	4.50	0.00
Extra Help	0.00	0.39	0.39	0.39	0.00
Overtime	0.00	0.00	0.00	0.00	0.00
Total FTEs	5.00	4.89	4.89	4.89	0.00

(a) Fund balance appropriation	2019 Actual	2020 Budget	2020 Est.	2021 Budget
Open purchase order for requisitioned funds for five-year systems maintenance	\$69	\$0	\$0	\$0
Open purchase order for 1099 Compliance audit	\$24,750	\$0	\$0	\$0
2019 audit contracts carried over into 2020	\$0	\$0	\$91,580	\$0
Purchase order for Waukesha Employee Health and Wellness Center Audit	\$0	\$0	\$12,500	\$0
Purchase order for County Board office reconfiguration	\$0	\$0	\$2,251	\$0
Total Fund Balance Appropriation:	\$24,819	\$0	\$106,331	\$0

Major Departmental Strategic Plan Objectives

Finance Pillar: Protect taxpayer investments

Objective 1: Investment and Financial Management

Protect taxpayer’s investments and maintain exemplary financial management policies to help lower borrowing costs and the tax rate.

The bond rating status is reflective of the county’s diverse and growing tax base, personal income levels, solid financial position and flexibility, and low debt burden.

Performance Measure:	2018 Actual	2019 Actual	2020 Actual	2021 Target
County’s Bond Rating	AAA/Aaa	AAA/Aaa	AAA/Aaa	AAA/Aaa

Objective 2: County-Wide Economic Development and Workforce Development

Protect taxpayer’s investments and create an environment that promotes county-wide economic development. The County Board Chairman is making concerted efforts to enhance regional economic and workforce development in 2020, including enabling communication across the region and building and training a strong and diverse workforce capable of serving growing industries.

New construction growth in the county’s equalized value:

Performance Measure	2018 Actual	2019 Actual	2020 Actual
\$ Amount of Net New Construction*	\$848.6 million	\$831.2 million	\$978.7 million
% of Change	1.57%	1.47%	1.64%

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

Customer Service Pillar: High Customer Satisfaction

Objective 3: Customer Service: To establish consistent customer service across Waukesha County departments, achieve a 4.5 out of 5.0 annually for customer service satisfaction with respect to accessibility, accuracy, attitude, timeliness, and communication.

Activity-Workload Data	2018 Actual	2019 Actual	2020 Estimate	2021 Budget
County Board Customer Satisfaction Rating	4.00	4.96	4.90	4.50

Legislative Support

Program Description

The County Board Chair and staff evaluate and promote initiatives to better serve supervisors and the public and enhance and increase the development, efficiency, and cost effectiveness of County and County Board operations. The County Board Chairman, elected by the Board to fill a leadership position in the legislative support program, addresses all responsibilities designated in state statutes, county code, and as an elected department head directing overall operations of department staff, including audit functions, intergovernmental relations, task force assignments, research projects, etc.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	4.00	3.89	3.89	3.89	0.00
General Government	\$0	\$0	\$1,167	\$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	\$2,251	\$0	\$0
County Tax Levy (Credit)	\$457,567	\$452,093	\$452,093	\$423,462	(\$28,631)
Total Revenues	\$457,567	\$452,093	\$455,511	\$423,462	(\$28,631)
Personnel Costs	\$364,440	\$396,393	\$378,494	\$370,616	(\$25,777)
Operating Expenses	\$9,102	\$27,142	\$20,900	\$23,420	(\$3,722)
Interdept. Charges	\$28,580	\$28,558	\$28,558	\$29,426	\$868
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$402,122	\$452,093	\$427,952	\$423,462	(\$28,631)
Rev. Over (Under) Exp.	\$55,445	\$0	\$27,559	\$0	\$0

Program Highlights

Personnel costs decrease \$25,800 due to savings resulting from staff turnover and health plan selections. Operating costs decrease \$3,700 consisting of reductions across various operating accounts that were historically unused.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Activity-Workload Data					
Committee agenda/minutes prepared	190	160	175	175	15

County Board and Committees Operations

Program Description

The County Board makes a concerted effort to promote economic development and the well-being of county residents while building relationships with local and state officials to enhance cooperation and delivering services to taxpayers in the most cost effective manner. The Waukesha County Board of Supervisors consists of 25 elected members who elect a chairperson. There are no FTEs budgeted in the County Board and committees operations program due to the part-time nature of the 24 supervisor positions.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	0.00	0.00	0.00	0.00	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$337,820	\$337,940	\$337,940	\$338,031	\$91
Total Revenues	\$337,820	\$337,940	\$337,940	\$338,031	\$91
Personnel Costs	\$258,423	\$261,840	\$263,568	\$263,136	\$1,296
Operating Expenses	\$51,035	\$74,200	\$61,000	\$59,195	(\$15,005)
Interdept. Charges	\$362	\$1,900	\$700	\$15,700	\$13,800
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$309,820	\$337,940	\$325,268	\$338,031	\$91
Rev. Over (Under) Exp.	\$28,000	\$0	\$12,672	\$0	\$0

Program Highlights

Personnel costs increase \$1,300 due to personnel cost to continue. Operating expenses decrease \$15,000 due to reductions of \$10,500 in purchased services, \$4,000 in staff development, and \$600 in historically unused operating accounts. Interdepartmental charges are budgeted to increase \$13,800 to \$15,000 for Parks & Land Use - Land Information System staff to assist with redistricting in 2021 and developing a new County Board District Map. This increase is offset by a \$1,200 reduction in postage.

Activity-Workload Data	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Ordinances/Resolutions considered	119	105	115	115	10

Internal Audit

Program Description

Internal Audit, an independent function of this legislative branch of the county, is responsible for conducting operational, performance, and financial audits of County operations to help ensure safeguarding of County assets, efficiency, management integrity, and reliability by identifying cost effective controls throughout County operations. Internal audits and special projects result in recommendations to improve operations that assist administration, supervisors, and taxpayers of Waukesha County for the purpose of promoting efficiency, economy, and adequate internal controls.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	1.00	1.00	1.00	1.00	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance (a)	\$24,819	\$0	\$104,080	\$0	\$0
County Tax Levy (Credit)	\$267,693	\$273,047	\$273,047	\$278,507	\$5,460
Total Revenues	\$292,512	\$273,047	\$377,127	\$278,507	\$5,460
Personnel Costs	\$155,082	\$162,401	\$160,580	\$165,962	\$3,561
Operating Expenses (a)	\$31,573	\$110,646	\$110,000	\$112,545	\$1,899
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$186,655	\$273,047	\$270,580	\$278,507	\$5,460
Rev. Over (Under) Exp.	\$105,857	\$0	\$106,547	\$0	\$0

(a) The 2019 actual Fund Balance totaling \$24,819 includes the following audits; 1099 Compliance audit of \$24,750, and five-year systems maintenance of \$69.

Program Highlights

Personnel costs increase \$3,600 due to cost to continue. Operating expenses increase \$1,900 mainly due to increased audit consulting services.

Anticipated 2021 audits include: Courthouse Tower Construction, Parks / Ice Arena Max Galaxy Cashiering, IT - PCI Compliance, Cashiering Controls and Health and Human Services (TBD)

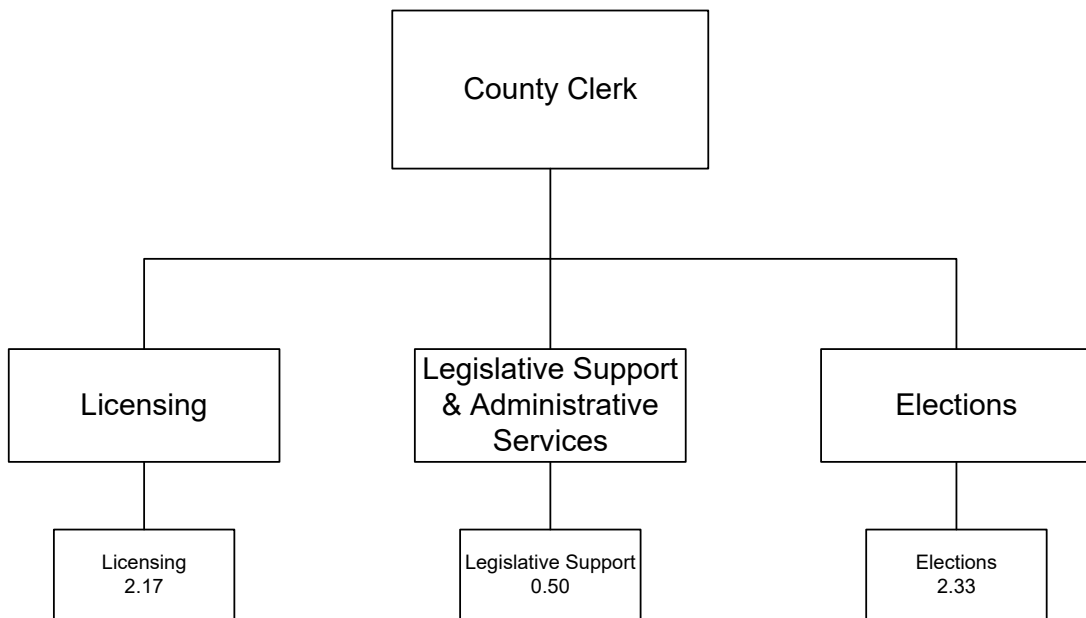
Activity-Workload Data	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Audits of department activities	3	6	4	5	(1)
Consult with departments to assist in various projects	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Follow-up of internal audit and external auditor's recommendations	2	2	2	2	0

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County Clerk

COUNTY CLERK'S OFFICE

FUNCTION / PROGRAM CHART



5.00 TOTAL FTE'S

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

Statement of Purpose

Authorization for the County Clerk's Office is listed under Wisconsin Statute 59.23. The County Clerk's office performs a variety of tasks dictated both statutorily and by the Waukesha County Board. The County Clerk's Office is responsible for conducting county, state, and national elections to include: publishing of legal notices; filing of nomination papers; programming county wide electronic voting machines, perform logic and accuracy testing of machinery and ballots, design and prepare ballots for printing, and distributing ballots; tabulating and releasing election results; and storing and maintaining election records, supplies, and ballots. The County Clerk's Office acts as an agent for the Department of State accepting applications for U.S. passports. The County Clerk's office also issues marriage licenses to Waukesha County residents as well as out of state applicants planning to get married within the county. Marriage licensing duties include obtaining confidential applicant information, filing necessary paperwork with the state and the collection and payment of funds as necessary. Dog licenses are received and distributed to municipalities, as an agent of the state, to include the distribution of forms and the generation of reports. In addition, the County Clerk serves the County Board by recording and publishing the County Board proceedings, assuring compliance with open meeting and record laws, and maintains files of legal papers and other documents. The County Clerk's Office provides numerous other auxiliary services to all constituencies internal and external to Waukesha County.

Financial Summary	2019	2020	2020	2021	Change From 2020	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget	
					\$	%
Revenues						
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$164,152	\$169,015	\$133,270	\$175,935	\$6,920	4.1%
Charges for Services	\$96,329	\$94,680	\$83,935	\$84,165	(\$10,515)	-11.1%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$749	\$350	\$601	\$600	\$250	71.4%
Appr. Fund Balance (a) (b)	\$0	\$100,000	\$100,375	\$0	(\$100,000)	-100.0%
County Tax Levy (Credit)	\$323,810	\$333,810	\$333,810	\$343,810	\$10,000	3.0%
Total Revenue Sources	\$585,040	\$697,855	\$651,991	\$604,510	(\$93,345)	-13.4%
Expenditures						
Personnel Costs	\$379,460	\$421,952	\$427,905	\$423,628	\$1,676	0.4%
Operating Expenses	\$121,638	\$234,517	\$227,832	\$138,298	(\$96,219)	-41.0%
Interdept. Charges	\$40,500	\$41,386	\$41,386	\$42,584	\$1,198	2.9%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$541,598	\$697,855	\$697,123	\$604,510	(\$93,345)	-13.4%
Rev. Over (Under) Exp.	\$43,442	\$0	(\$45,132)	\$0	\$0	N/A
Position Summary (FTE)						
Regular Positions	4.00	5.00	5.00	5.00	0.00	
Extra Help	1.55	0.40	0.40	0.00	(0.40)	
Overtime	0.02	0.00	0.00	0.00	0.00	
Total FTEs	5.57	5.40	5.40	5.00	(0.40)	

(a) The 2021 budget does not include any general fund balance appropriation due to the lower costs associated with the fewer number of elections.

(b) The 2020 estimate exceeds the 2020 Adopted Budget due to carry forward and encumbrance expenditure authority from the 2019 budget modifying the 2020 budget.

Major Departmental Strategic Plan Objectives:

Team Pillar: Best professionals serving the public in the best way

Objective 1: Through consistent, dedicated full time staff, improve service to our customers both internally and externally.

The County Clerk's office transitioned from four full time and four temporary part-time employees in January 2020 to the current staffing model of five full time employees and one temporary part-time employee. The result has been more consistent service to customers both inside and outside of the county building. Further, it has allowed the staff to be more engaged in county-wide initiatives and training. We anticipate that in 2021 we will expand our efforts in participating in the County's Continuous Improvement initiatives. Additionally, we will be working with the County Board office to find areas for cross training in order to find efficiencies in staffing and services.

Customer Service Pillar: High customer satisfaction

Objective 2: Provide personal, professional, and prompt response to customers in a consistent manner.

As public servants, the employees of the County Clerk's office are committed to providing services that reflect value, integrity, and performance in a consistent manner. The County Clerk's office added a customer survey collection device to the office as well as promote opportunities to receive customer feedback in order to better track and respond to customer satisfaction data. We will look for ways to encourage more of our customers to take the survey while in our office. We have added customer feedback surveys to our onsite meetings with poll workers and municipal clerks. We plan on using the data to hone our services to our customers.

Quality Pillar: High standards of service excellence

Objective 3: Ensure voter confidence in the safety, security, and integrity of the election process for the constituents in Waukesha County.

The County Clerk's office is guided by state statues and the Wisconsin Election Commission in acting as the coordinator for Waukesha County elections. The clerk's office will work with municipalities taking a proactive approach to improve communication in the county and increase training opportunities for poll workers to ensure the safety and security of elections.

Licensing

Program Description

The County Clerk’s Office issues marriage licenses to county residents and out-of-state couples marrying in Wisconsin, as provided in Wisconsin State Statutes. The clerk’s office administers the state’s dog-licensing program by coordinating dog license tags for all 37 municipalities while maintaining records within the dog license fund. The office serves as an Acceptance Office for passport applications under the direction of the U.S. State Department responsible for overseeing the county’s passport program, protecting the integrity of the application process, and providing a valuable service to our constituents. The County Clerk’s office also provides notary services as needed for various customers.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	2.80	2.17	2.17	2.17	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$164,152	\$169,015	\$133,270	\$175,935	\$6,920
Charges for Services	\$17,064	\$15,520	\$10,800	\$19,005	\$3,485
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$70	\$100	\$0	\$0	(\$100)
Appr. Fund Balance (a)	\$0	\$0	\$375	\$0	\$0
County Tax Levy (Credit) (b)	(\$5,122)	(\$11,749)	(\$11,749)	(\$4,816)	\$6,933
Total Revenues	\$176,164	\$172,886	\$132,696	\$190,124	\$17,238
Personnel Costs	\$131,630	\$141,880	\$142,219	\$149,602	\$7,722
Operating Expenses	\$13,798	\$13,280	\$14,033	\$22,235	\$8,955
Interdept. Charges	\$16,989	\$17,726	\$19,352	\$18,287	\$561
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$162,417	\$172,886	\$175,604	\$190,124	\$17,238
Rev. Over (Under) Exp.	\$13,747	\$0	(\$42,908)	\$0	\$0

- (a) The 2020 estimate exceeds the 2020 Adopted Budget due to carry forward and encumbrance expenditure authority from the 2019 budget modifying the 2020 budget.
- (b) The tax levy credit in this program area reduces the County Clerk’s overall tax levy need in the Elections program.

Program Highlights

Fines and licenses include marriage licenses, marriage waiver fees, and passport application fee which are budgeted to increase \$6,900 overall. Passport application fees are budgeted to increase \$7,000 to \$52,300. This is related to a budgeted increase of 200 applications. Marriage licenses are budgeted to stay at the same level as 2020 with 1,900 licenses at \$123,700.

Personnel costs are budgeted to increase \$7,700 for the cost to continue of 2.17 FTE. Operating expenses increased by \$9,000 mostly due to office equipment and furniture of \$5,900 and print services of \$2,000.

Activity – This chart shows the number and fees of issued licenses, applications and passport photos by year.

	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Marriage Licenses	1,912	1,878	1,771	1,900	1,558	1,900	0
Marriage Licenses Fee	\$60	\$65	\$65	\$65	\$65	\$65	\$0
Domestic Partnerships	0	2	0	0	0	0	0
Passports Applications	1,582	1,080	1,289	1,200	840	1,400	200
Passport Fee-County Portion	\$25	\$35	\$35	\$35	\$35	\$35	\$0
Passport Photos	1,249	841	1,049	960	667	1,050	90
Passport Photos Fee	\$9.99	\$9.99	\$11.99	\$11.99	\$11.99	\$14.29	\$2.30

Elections

Program Description

The County Clerk’s Office is responsible for ensuring the safety, security, and integrity of the election process for the constituents in the county. The office programs electronic media, creates, proofs, orders and distributes ballots; and provides all necessary election supplies to 37 municipalities, school districts, and referendums. The county also generates and publishes state-required election notices, and maintains and files all necessary reports for 11 Waukesha County “Relier” municipalities on the statewide WisVote System, ensuring they are in compliance with the requirements of federal law and state statutes. The County Clerk’s office electronically receives unofficial election results on election night and posts results on the county’s website. The County Clerk chairs the County Board of Canvass that certifies the official results for federal, county, state, and multi-jurisdictional Judges.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	2.47	2.73	2.73	2.33	(0.40)
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services (a)	\$79,018	\$79,000	\$73,000	\$65,000	(\$14,000)
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance (b)	\$0	\$100,000	\$100,000	\$0	(\$100,000)
County Tax Levy (Credit)	\$291,607	\$298,621	\$298,621	\$301,107	\$2,486
Total Revenues	\$370,625	\$477,621	\$471,621	\$366,107	(\$111,514)
Personnel Costs	\$217,836	\$238,551	\$243,964	\$230,580	(\$7,971)
Operating Expenses	\$107,044	\$218,237	\$212,499	\$114,163	(\$104,074)
Interdept. Charges	\$20,181	\$20,833	\$19,155	\$21,364	\$531
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$345,061	\$477,621	\$475,618	\$366,107	(\$111,514)
Rev. Over (Under) Exp.	\$25,564	\$0	(\$3,997)	\$0	\$0

(a) 2019 actual charges for services include 2018 revenue collected in 2019.

(b) The 2020 budget includes one-time General Fund balance appropriation of \$100,000 for higher costs associated with the higher number of elections in even years.

Program Highlights

Charges for services revenue is budgeted to decrease \$14,000 to \$65,000 for election services. Fund balance decreases \$100,000 due to fewer election program expenditures in 2021 related to fewer elections.

Personnel costs are budgeted to decrease \$8,000 due to the decrease of 0.40 FTE temporary extra help needed in the elections program during even numbered years. This is slightly offset by the cost to continue of 2.33 FTE. Operating expenses decrease \$104,100 mainly due to two fewer regular elections in 2021, which results in lower election costs.

Activity

	2017	2018	2019	2020	2021*
Number of Waukesha County Registered Voters as certified in January	282,262	241,537	267,113	260,311	285,000
Number of Regular Elections	2	4	2	4	2
Number of Special Elections	0	0	2	2	0
Total	2	4	4	6	2

* Estimate

Legislative Support and Administrative Services

Program Description

The County Clerk serves as the clerk for the County Board. The clerk’s office serves as the custodian archiver for all records of the County Board of Supervisors and other county-related records required by state statutes. It posts agendas and minutes on the county’s website, and publishes county ordinances with the authorized legal publication. The clerk’s office also responds to open records requests, assists in researching County Board proceedings, and chronicles any claims filed against the county. The County Clerk’s office is responsible for registering all county owned vehicles and maintain title records for the same.

Administrative services is also responsible for publishing a yearly Directory of Public Officials, which is distributed and posted on the county’s website, as well as compiling an Annual Proceedings book for the Board of Supervisors. The office is responsible for preparing a fiscally responsible annual budget. It actively works with the county and County Board on areas of mutual interest such as business continuity, the county accounting system, and internal audit.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	0.30	0.50	0.50	0.50	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$247	\$160	\$135	\$160	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$679	\$250	\$601	\$600	\$350
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$37,325	\$46,938	\$46,938	\$47,519	\$581
Total Revenues	\$38,251	\$47,348	\$47,674	\$48,279	\$931
Personnel Costs	\$29,994	\$41,521	\$41,722	\$43,446	\$1,925
Operating Expenses	\$796	\$3,000	\$1,300	\$1,900	(\$1,100)
Interdept. Charges	\$3,330	\$2,827	\$2,879	\$2,933	\$106
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$34,120	\$47,348	\$45,901	\$48,279	\$931
Rev. Over (Under) Exp.	\$4,131	\$0	\$1,773	\$0	\$0

Program Highlights

Other revenue from the hardcopy sales of the Directory of Public Officials is estimated to increase \$350 in 2021.

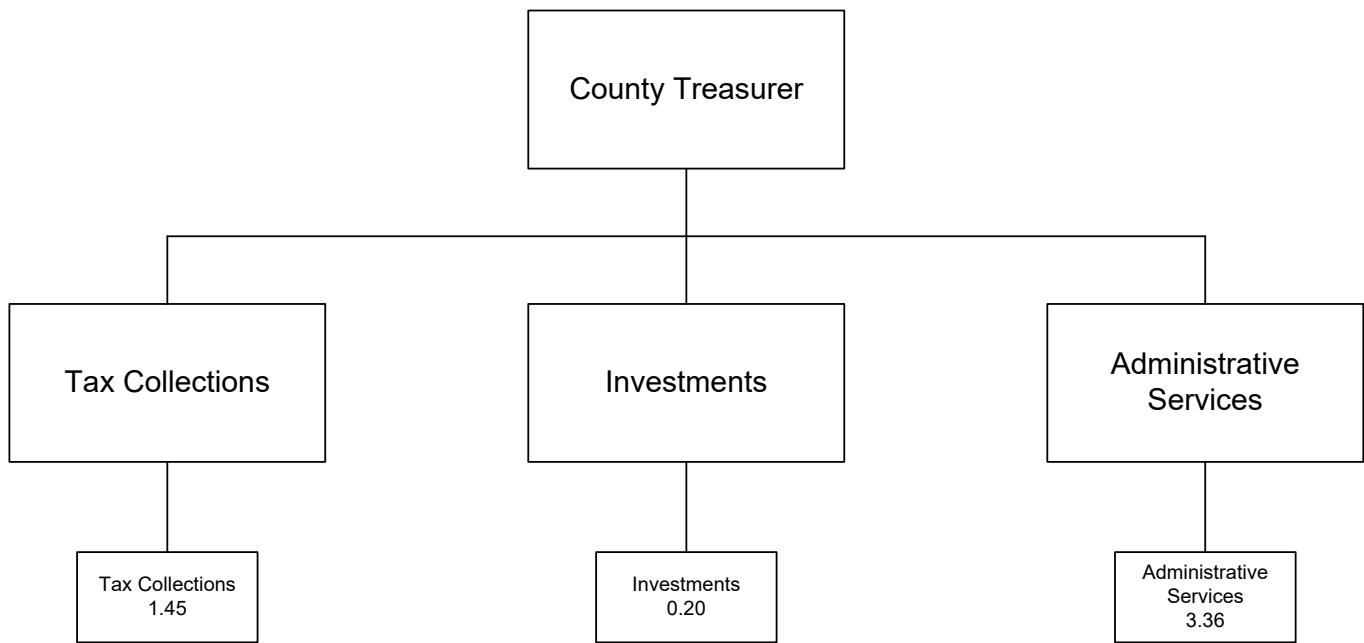
Personnel costs are budgeted to increase \$1,900 which is the cost to continue of 0.50 FTE. Operating expenses are budgeted to decrease \$1,100 which is mostly due to more accurately reflect the cost of publishing legal notices on behalf of the County Board.

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County Treasurer

COUNTY TREASURER'S OFFICE

FUNCTION / PROGRAM CHART



5.01 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 County Treasurer's office is to provide efficient, courteous service and maintain accurate records, while upholding the fiduciary and statutory responsibilities required of the office.

Financial Summary	2019	2020	2020	2021	Change From 2020	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
Revenues						
General Government	\$0	\$0	\$959	\$0	\$0	N/A
Fine/Licenses	\$130,990	\$145,000	\$145,000	\$145,000	\$0	0.0%
Charges for Services	\$102,677	\$117,500	\$122,500	\$121,500	\$4,000	3.4%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue (a) (c)	\$5,003,516	\$5,353,946	\$4,232,416	\$4,853,946	(\$500,000)	-9.3%
Appr. Fund Balance	\$210,000	\$160,000	\$160,000	\$660,000	\$500,000	312.5%
County Tax Levy (Credit) (b)	(\$4,899,850)	(\$5,049,850)	(\$5,049,850)	(\$5,029,850)	\$20,000	N/A
Total Revenue Sources	\$547,333	\$726,596	(\$388,975)	\$750,596	\$24,000	3.3%
Expenditures						
Personnel Costs	\$410,321	\$433,607	\$432,894	\$452,044	\$18,437	4.3%
Operating Expenses	\$107,618	\$151,927	\$151,792	\$158,996	\$7,069	4.7%
Interdept. Charges	\$130,576	\$141,062	\$141,062	\$139,556	(\$1,506)	-1.1%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$648,515	\$726,596	\$725,748	\$750,596	\$24,000	3.3%
Rev. Over (Under) Exp.	(\$101,182)	\$0	(\$1,114,723)	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	5.00	5.00	5.00	5.00	0.00
Extra Help	0.00	0.00	0.00	0.00	0.00
Overtime	0.04	0.01	0.01	0.01	(0.00)
Total FTEs	5.04	5.01	5.01	5.01	(0.00)

- a) For budget comparison purposes, the 2019 actual investment income revenues reported here do not agree to the Comprehensive Annual Financial Report, which includes year-end market to market values of investments as required by GAAP.
- b) The tax levy credit amount, which is revenues in excess of expenditures, is used to reduce tax levy funding for other general governmental operations.
- c) The 2020 revenues are projected to underperform the 2020 adopted budget as a result of expected lower interest and penalty collected on delinquent property taxes.

Current and Planned Capital Projects

Proj.#	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of '20	Est. Operating Impact	A=Annual T=One-Time
201815	Property Tax and Cashiering Replacement (a) (b)	2021	\$865,000	70%	\$20,000	A

Refer to Capital Project section of the budget book for additional details.

- a) Coordinated project with departments county-wide.
- b) Annual estimated operating impact is based on licensing cost of software and does not account for workflow or system consolidation efficiencies.

Major Departmental Strategic Plan Objectives

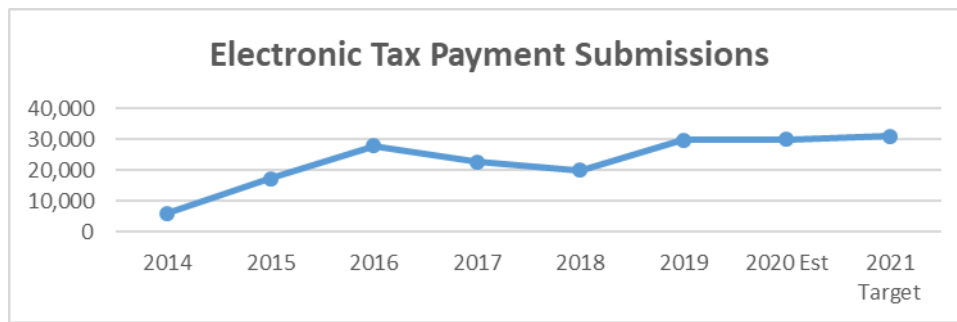
Quality Pillar: High standards of service excellence

Objective 1: Receive Tax Data Electronically

Alleviate manual entry and reduce costs by working cooperatively with financial institutions and mortgage companies to acquire payment data in a format for electronic import into our tax system.

An increasing number of payments submitted electronically will indicate improved efficiency, improved cash flow, and reduced costs. Based on analysis of electronic submission of 2019 and 2020 tax payments, a 2021 target (estimate) is shown below:

Performance Measure:	2019 Actual	2020 Target	2020 Estimate	2021 Target
# Tax payments received electronically	29,796	28,000	30,000	31,000
Projected estimated cost savings	\$5,363	\$5,040	\$5,400	\$5,580



Objective 2: Streamline Payment Processing

Ensure that streamlined tax payment processing is maintained by working collaboratively with Department of Administration and Information Technology departments on the Cashiering Replacement project.

Tax Collection

Program Description

The County Treasurer computes and distributes tax settlements for thirty-seven municipalities, the Department of Revenue, and all school districts in the county. Contractual agreements exist with twelve municipalities to collect first installment property taxes. Second installment taxes are collected for thirty-one of the thirty-seven municipalities. The office also collects delinquent taxes and, as necessary, forecloses and sells foreclosed properties according to Wisconsin Statutes.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	1.46	1.45	1.45	1.45	0.00
General Government	\$0	\$0	\$959	\$0	\$0
Fine/Licenses	\$130,990	\$145,000	\$145,000	\$145,000	\$0
Charges for Services	\$100,558	\$116,000	\$121,000	\$120,000	\$4,000
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$1,536,501	\$1,955,000	\$1,516,116	\$1,955,000	\$0
Appr. Fund Balance	\$210,000	\$160,000	\$160,000	\$160,000	\$0
County Tax Levy (Credit) (a)	(\$2,296,950)	(\$2,117,209)	(\$2,117,209)	(\$2,108,570)	\$8,639
Total Revenues	(\$318,901)	\$258,791	(\$174,134)	\$271,430	\$12,639
Personnel Costs	\$104,387	\$109,644	\$109,644	\$114,755	\$5,111
Operating Expenses	\$63,866	\$90,752	\$91,410	\$97,271	\$6,519
Interdept. Charges	\$55,337	\$58,395	\$58,395	\$59,404	\$1,009
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$223,590	\$258,791	\$259,449	\$271,430	\$12,639
Rev. Over (Under) Exp.	(\$542,491)	\$0	(\$433,583)	\$0	\$0

a) Revenues in excess of expenditures are used to reduce tax levy funding for other general governmental operations.

Program Highlights

Charges for services are budgeted to increase \$4,000 to \$120,000. This relates to an increase in municipal charges for tax processing fees.

Personnel costs are budgeted to increase by \$5,000 primarily related to an increase in health insurance and costs to continue the 1.45 FTE.

Operating expenses are budgeted to increase by \$6,500, related to an increase of \$4,800 in reimbursement for personal property taxes and an increase of \$1,700 in postage.

Interdepartmental charges are budgeted to increase by \$1,000, which includes an increase of \$600 for the DOA-Business Office charges and small increases for telephone fixed charges and computer maintenance.

Tax Collection (cont.)

Activity

Interest and penalty revenue is collected from delinquent property taxpayers. Revenues have been steadily decreasing due to an increase in mortgage companies requiring escrow for property taxes.

Interest and Penalty Earned on Delinquent Taxes

	2014	2015	2016	2017	2018	2019	2020 Est.
Interest	\$1,820,236	\$1,335,962	\$1,210,558	\$1,206,415	\$1,069,712	\$934,473	\$934,473
Penalty	\$906,000	\$667,498	\$603,362	\$590,136	\$529,332	\$464,292	\$464,292
TOTAL	\$2,726,236	\$2,003,460	\$1,813,920	\$1,796,551	\$1,599,044	\$1,398,765	\$1,398,765

Activity

The Treasurer's office collected first installment taxes for thirteen municipalities in the 2019-2020 tax years. The dollars collected increased by \$18.4 million to \$156.9 million. A contractual agreement is established and fees are charged to the municipality for this service. The fees assessed to municipalities offset direct costs associated with the process of collection, such as staff time, printing costs, postage, etc. These costs are included in the contractual agreements with the municipalities utilizing the County's tax collection service.

Property Taxes Dollars Collected under Municipal Contracts

Municipality	2014-15	2015-16	2016-17	2017-18	2018-19	2019-2020
City of Delafield	\$16,155,590	\$16,351,929	\$16,400,000	\$16,359,735	\$15,838,433	\$16,669,029
Town of Brookfield	\$11,853,603	\$10,847,109	\$11,712,127	\$12,385,383	\$12,994,155	\$13,868,953
Town of Delafield	\$0	\$0	\$0	\$0	\$0	\$15,589,170
Town of Waukesha	\$10,073,036	\$9,975,042	\$9,856,207	\$10,164,105	\$9,609,622	\$10,827,874
Village of Dousman	\$2,525,463	\$2,734,703	\$2,757,808	\$2,880,241	\$2,880,808	\$3,008,760
Village of Lac La Belle	\$1,420,931	\$1,495,256	\$1,505,482	\$1,542,249	\$1,483,172	\$1,476,409
Village of Lannon	\$1,581,353	\$1,526,113	\$1,598,443	\$1,552,422	\$1,515,347	\$1,622,468
Village of Menomonee Falls	\$65,170,535	\$65,337,869	\$66,247,670	\$67,393,553	\$66,106,014	\$64,698,167
Village of Merton	\$4,848,298	\$4,914,023	\$4,990,498	\$5,060,346	\$4,832,939	\$4,959,055
Village of Nashotah	\$2,222,171	\$2,162,940	\$2,142,525	\$2,118,636	\$2,052,978	\$2,072,757
Village of Oconomowoc Lake	\$3,918,328	\$3,819,215	\$4,061,548	\$4,499,730	\$3,939,989	\$4,102,400
Village of Pewaukee	\$12,672,961	\$12,756,328	\$12,601,242	\$12,757,647	\$12,154,302	\$12,980,778
Village of Wales	\$4,708,914	\$4,639,608	\$4,911,336	\$5,051,693	\$5,077,237	\$5,013,801
Total	\$137,151,183	\$136,560,137	\$138,784,887	\$141,765,740	\$138,484,996	\$156,889,621

Investments

Program Description

The county cash balances are invested using the State's Local Government Investment Pool, Aaa/AAA money market funds, and securities by investment firms with contracts that are authorized by State Statutes and in accordance with the county's adopted investment policies. The primary investment objective is the preservation of capital in the overall portfolio, to protect investment principal, to maintain liquidity, and to maximize the return on investment.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	0.20	0.20	0.20	0.20	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$3,465,215	\$3,397,646	\$2,715,000	\$2,897,646	(\$500,000)
Appr. Fund Balance	\$0	\$0	\$0	\$500,000	\$500,000
County Tax Levy (Credit) (a)	(\$2,959,910)	(\$3,307,348)	(\$3,307,348)	(\$3,305,400)	\$1,948
Total Revenues	\$505,305	\$90,298	(\$592,348)	\$92,246	\$1,948
Personnel Costs	\$20,430	\$22,406	\$23,017	\$23,308	\$902
Operating Expenses	\$24,019	\$24,500	\$24,500	\$24,500	\$0
Interdept. Charges	\$41,818	\$43,392	\$43,392	\$44,438	\$1,046
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$86,267	\$90,298	\$90,909	\$92,246	\$1,948

Rev. Over (Under) Exp.	\$419,038	\$0	(\$683,257)	\$0	\$0
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(a) Budgeted revenues in excess of expenditures are used to reduce tax levy funding for other general governmental operations.

Program Highlights

Other revenue consists of investment income, which decreases by \$500,000 to \$2,897,700 offset by an increase of \$500,000 in appropriated Fund Balance.

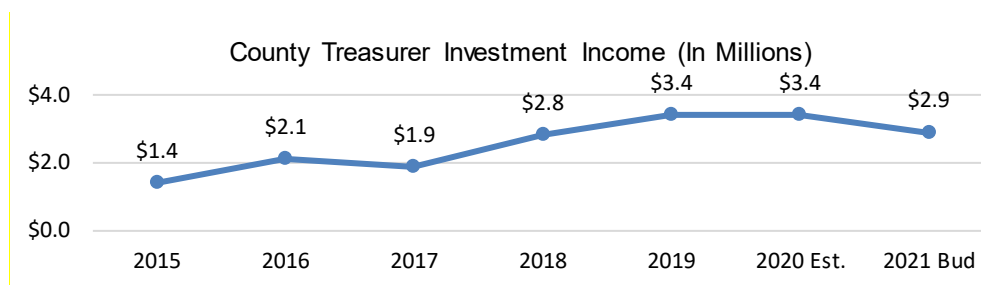
Personnel costs increase by \$900, primarily related to an increase in health insurance and costs to continue the 0.20 FTE.

Operating expenses consisting of finance charges is unchanged at \$24,500.

Interdepartmental charges is budgeted to increase \$1,000 related to an increase for the DOA-Business Office charges and a small increase in telephone fixed charges.

Activity

Investment income in 2019 was at \$3.4 million. Interest rates have decreased throughout 2020 and are expected to remain low throughout 2020.



Administrative Services

Program Description

The Administrative Services division is responsible for coordinating and providing efficient administrative/clerical support. The office collects and receipts departmental monies for the County and disburses all checks and payments.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	3.38	3.36	3.36	3.36	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$2,119	\$1,500	\$1,500	\$1,500	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$1,800	\$1,300	\$1,300	\$1,300	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$357,010	\$374,707	\$374,707	\$384,120	\$9,413
Total Revenues	\$360,929	\$377,507	\$377,507	\$386,920	\$9,413
Personnel Costs	\$285,504	\$301,557	\$300,233	\$313,981	\$12,424
Operating Expenses	\$19,733	\$36,675	\$35,882	\$37,225	\$550
Interdept. Charges	\$33,421	\$39,275	\$39,275	\$35,714	(\$3,561)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$338,658	\$377,507	\$375,390	\$386,920	\$9,413
Rev. Over (Under) Exp.	\$22,271	\$0	\$2,117	\$0	\$0

Program Highlights

Charges for services for copy and duplicating fees is unchanged at \$1,500.

Other revenue which consists of sales tax is budgeted is unchanged at \$1,300.

Personnel costs increase by \$12,400, primarily related to an increase in health insurance and costs to continue the 3.36 FTE.

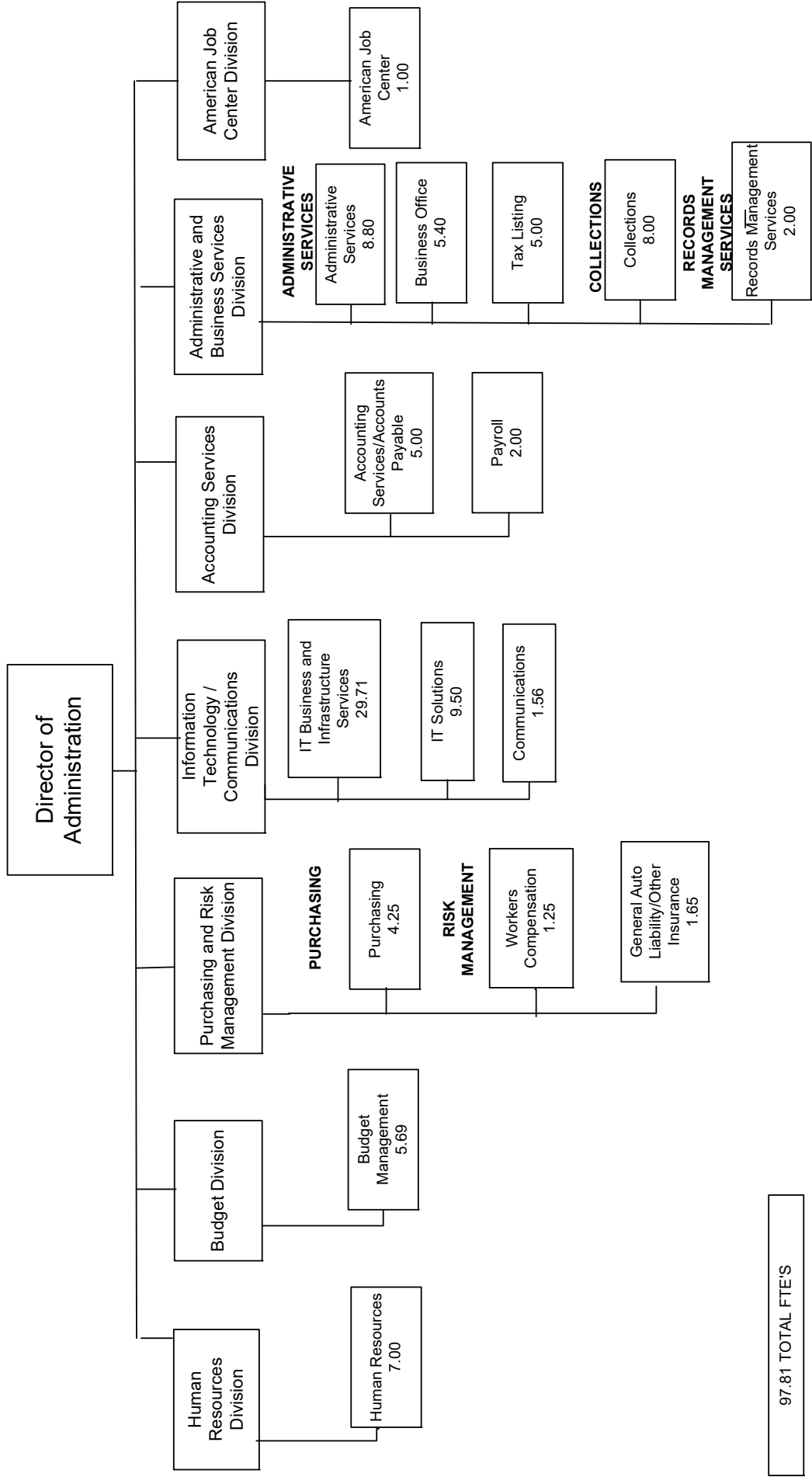
Operating expenses is budgeted to increase by \$550 related to an increase in data processing repair and maintenance costs.

Interdepartmental charges are budgeted to decrease by \$3,600 primarily due to a decrease in postage of \$4,000, offset by increase in computer maintenance of nearly \$500.

Department of Administration

ADMINISTRATION

FUNCTION / PROGRAM CHART



97.81 TOTAL FTE'S

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

Statement of Purpose

The mission of the Department of Administration (DOA) is to assist other county departments and provide county-wide standards and support systems for human resources, financial management, information technology, procurement and other internal support services. The department promotes and initiates enhancements and efficiencies of internal service operations, which enables better services to other county departments and ultimately the citizens of Waukesha County.

Financial Summary	2019	2020	2020	2021	Change From 2020	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget	
					\$	%
General Fund (a)						
Revenues	\$2,398,347	\$2,205,710	\$2,281,104	\$2,156,332	(\$49,378)	-2.2%
County Tax Levy	\$4,855,404	\$4,930,404	\$4,930,404	\$5,000,404	\$70,000	1.4%
Expenditures	\$7,022,375	\$7,136,114	\$7,056,314	\$7,156,736	\$20,622	0.3%
Rev. Over (Under) Exp.	\$231,376	\$0	\$155,194	\$0	\$0	N/A
End User Technology Fund (a)						
Revenues	\$7,068,184	\$7,112,288	\$7,180,583	\$7,198,186	\$85,898	1.2%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$6,778,764	\$7,060,007	\$6,896,422	\$7,163,531	\$103,524	1.5%
Operating Inc./Loss (b)	\$289,420	\$52,281	\$284,161	\$34,655	(\$17,626)	-33.7%
Risk Management						
Revenues	\$2,779,631	\$3,091,280	\$3,085,280	\$3,171,592	\$80,312	2.6%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$2,943,280	\$3,091,280	\$3,085,280	\$3,171,592	\$80,312	2.6%
Operating Inc./Loss	(\$163,649)	\$0	\$0	\$0	\$0	N/A
Collections						
Revenues	\$1,062,169	\$1,000,030	\$1,007,180	\$996,977	(\$3,053)	-0.3%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$945,707	\$1,000,030	\$1,022,531	\$996,977	(\$3,053)	-0.3%
Operating Inc./Loss	\$116,462	\$0	(\$15,351)	\$0	\$0	N/A
American Job Center						
Revenues	\$0	\$419,821	\$344,079	\$387,617	(\$32,204)	-7.7%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$0	\$419,821	\$344,079	\$387,617	(\$32,204)	-7.7%
Rev. Over (Under) Exp.	\$0	\$0	\$0	\$0	\$0	N/A
Total All Funds						
Revenues	\$13,308,331	\$13,829,129	\$13,898,226	\$13,910,704	\$81,575	0.6%
County Tax Levy	\$4,855,404	\$4,930,404	\$4,930,404	\$5,000,404	\$70,000	1.4%
Expenditures	\$17,690,126	\$18,707,252	\$18,404,626	\$18,876,453	\$169,201	0.9%
Rev. Over (Under) Exp.	\$231,376	\$0	\$155,194	\$0	\$0	N/A
Operating Inc./Loss (b)	\$242,233	\$52,281	\$268,810	\$34,655	(\$17,626)	-33.7%
Position Summary (FTE)						
Regular Positions	94.50	94.20	94.20	93.20	(1.00)	
Extra Help	6.69	5.26	5.26	4.60	(0.66)	
Overtime	0.01	0.01	0.01	0.01	0.00	
Total	101.20	99.47	99.47	97.81	(1.66)	

(a) Beginning with the 2019 budget, the Records Management and Mail Services programs transferred from the End User Technology Fund to the General Fund. History has been restated for comparability purposes.

(b) The goal for the copier replacement program is to break even across the years. Some years will budget a gain and some years will budget a loss with an overall trend to breakeven.

Current Capital Projects

Proj. #	Project Name	Information Technology Strategic Plan	Expected Completion Year	Total Project Costs	Estimated % Complete End of '20	Estimated Operating Impact	A = Annual T = One-Time
200910	Enterprise Content Management (a)(b)	Y	2020	\$1,565,000	100%	\$44,200	A
201617	Payroll/Human Resource Info. Sys. (a)(b)(c)	Y	2023	\$1,427,000	60%	\$68,000	A
201815	Property Tax and Cashiering Replacement (a)(b)	Y	2021	\$865,000	70%	\$20,000	A

(a) Coordinated project with departments county-wide

(b) Annual estimated operating impact is based on licensing cost of software and does not account for workflow or system consolidation efficiencies.

(c) In late 2018, the purchased software system was acquired by another company. The software platform that the county was in the process of implementing is not going to be supported past 2025 by the new company. However, the new company is honoring the investments that the county has made and is working with the department on transitioning the county to their supported software product.

Fund Purpose

The General Fund is the primary operating fund of the county. It accounts for resources traditionally associated with governments and includes all revenues not required to be processed through another fund. Most General Fund revenue comes from taxes, but the fund also receives charges for service user fees, intergovernmental revenues, and other revenues.

Financial Summary	2019 Actual	2020 Adopted Budget	2020 Estimate	2021 Budget	Change From 2020 Adopted Budget	
					\$	%
Revenues						
General Government	\$638,131	\$704,560	\$712,728	\$726,556	\$21,996	3.1%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$177,962	\$182,393	\$183,908	\$188,750	\$6,357	3.5%
Interdepartmental	\$1,208,856	\$1,163,757	\$1,148,046	\$1,086,026	(\$77,731)	-6.7%
Other Revenue	\$259,381	\$117,000	\$117,000	\$117,000	\$0	0.0%
Appr. Fund Balance (a)	\$114,017	\$38,000	\$119,422	\$38,000	\$0	0.0%
County Tax Levy (Credit)	\$4,855,404	\$4,930,404	\$4,930,404	\$5,000,404	\$70,000	1.4%
Total Revenue Sources	\$7,253,751	\$7,136,114	\$7,211,508	\$7,156,736	\$20,622	0.3%
Expenditures						
Personnel Costs	\$5,621,675	\$5,574,276	\$5,523,885	\$5,577,767	\$3,491	0.1%
Operating Expenses (a)	\$835,842	\$992,552	\$963,293	\$993,570	\$1,018	0.1%
Interdept. Charges	\$564,858	\$569,286	\$569,136	\$585,399	\$16,113	2.8%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$7,022,375	\$7,136,114	\$7,056,314	\$7,156,736	\$20,622	0.3%
Rev. Over (Under) Exp.	\$231,376	\$0	\$155,194	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	56.70	54.55	54.55	53.95	(0.60)
Extra Help	1.91	1.07	1.07	0.69	(0.38)
Overtime	0.00	0.00	0.00	0.00	0.00
Total FTEs	58.61	55.62	55.62	54.64	(0.98)

(a) Fund balance appropriation	2019	2020 Budget	2020 Estimate	2021 Budget
Diversity program	\$28,000	\$28,000	\$28,000	\$28,000
Carryovers and Open Purchase Orders	\$54,017	\$0	\$81,422	\$0
Prior year cafeteria vending commission café subsidy	\$32,000	\$10,000	\$10,000	\$10,000
Total Fund Balance Appropriation:	\$114,017	\$38,000	\$119,422	\$38,000

Major Departmental Strategic Plan Objectives

Customer Service Pillar: High customer satisfaction

Objective 1: Enterprise Content Management – End User Experience and Governance Improvements

Improve efficiency, access, and amount of content under standardized information management through analysis of countywide department business processes and application of Enterprise Content Management (ECM) tools.

This project includes the replacement of a document capture tool which was fully implemented in 1st quarter 2020 and the implementation of a data access governance tool to analyze content, remediate risks, and establish base line standards for storage and retention of documents that are stored in accordance with data security policies and best practices.

As a result of the COVID-19 pandemic, the implementation of the data access governance tool was delayed from the first half of 2020 to the second half of 2020. The result of the delayed implementation is that the volume of data under searchable, managed retention will be limited in 2020 and will be a focus for 2021.

Objective 2: Department Support

Establish a “one-stop shop” making it easier for DOA customers (department heads, budget preparers and financial staff) to locate and share key financial information across department divisions. Increase staff collaborations across accounting, budget, and business services to address department needs.

Performance Measures:

	2019 Actual	2020 Estimate	2021 Estimate
Number of DOA Customer Enhancements	3	2	2

Objective 3: Improve Customer Service

To establish consistent customer service across Waukesha County departments, achieve a 4.6 out of 5 mean rating annually for customer service satisfaction with respect to accessibility, accuracy, attitude, operations, timeliness, and communication.

Performance Measures:

	2019 Actual	2020 Estimate	2021 Estimate
Customer Satisfaction Rating	4.78	4.65	4.65

Quality Pillar: High standards of service excellence

Objective 4: Cloud Study Implementation

Continued development of a long-term cloud and on premise technology strategy to increase value, business continuity, recoverability, and reduce risk. The 2019 focus was on the implementation of Cloud Study recommendations to migrate selected IT services and develop a decision model to assess service providers and county IT services for cloud provisioning.

Total Cost of Ownership (TCO):

A TCO comparison estimate of all the direct and indirect costs involved in acquiring and operating in cloud hosted environments will be completed for each IT service prior to migration.

Performance Measures:

Cloud hosting service providers will be required to provide performance measures after IT services are transitioned to the cloud to prevent uncontrolled cloud spend and provide better visibility of actual service consumption across multi-cloud environments. Specifically,

- 1) Visibility into cloud consumption at an aggregate and granular level, including cost anomalies.
- 2) Optimization of cloud consumption to right-size cloud resources and optimal purchase plans.

- 3) Control over cloud consumption to set policies and create budgets for various projects, track the spending against allocated budgets, and get alerts when a budget is exceeded.

The outcome of the performance measures is to deliver specific recommendations to appropriately resize infrastructure services and ensure optimal cloud consumption. Those determined to be of a reasonable cost will be converted to cloud-based infrastructure in 4th quarter 2020 and into 2021.

Objective 5: LEAN – Continuous Improvement

Continue expansion and focus of the Waukesha Continuous Improvement (CI) initiative through the continued training of county employees that are interested in leading a project or participating in a project while obtaining a white, yellow or green Belt. Further encourage and develop existing LEAN trained employees to conduct projects or other LEAN-CI activities such as PDCA, 5S, Kaizen or other endeavors that lead to more regular incremental improvements. Develop an Introduction to LEAN training for employees that are both new to the county and existing employees that have not been previously trained in LEAN-CI. Develop a LEAN-CI Champion/Manager training that will help those that are championing LEAN-CI activities better support the teams that they are leading. Development of Team Continuous Improvement “Huddles” concept to encourage small teams to regularly review processes that can be improved over a short period of time.

2019 LEAN – CI Initiative Accomplishments:

1. Encouraged process mapping improvements with a contest.
2. Quarterly LEAN leadership meetings, facilitated by WCTC LEAN instructor, provided for continuing education and networking. First quarter topic was Idea Generation & Project Selection. Second quarter topic was Kaizen.
3. Two teams participated in our first Fast Track in the spring.
4. T11 training in the fall with 8 teams.
5. LEAN – CI Recognition – Created shadowboxes for all past yellow, green & black belts.

Performance Measures:

1. Number of employees trained and engaged in CI efforts (both line staff & management)

Title	2012	2013	2014	2015	2016	2017	2018	2019	Total	Current*
White Belt Certification	20	40	27	20	28	30	42	20	227	165
Yellow Belt Certification	0	0	11	13	10	11	15	8	68	61
Green Belt Certificate	1	2	1	2	4	3	2	3	18	14
Black Belt Training	0	0	0	0	3	0	1	0	4	4
Grand Total	21	42	39	35	45	44	60	31	317	244

*Current is the count of employees at their highest belt level. Some employees have taken multiple trainings at different levels resulting in a higher total count. Some employees have been hired by Waukesha County with LEAN training provided by former employers.

At the close of 2019, approximately 22% of the total county workforce had been lean trained. DOA has 46 FTE, or roughly 49% of its staff, trained in LEAN/continuous.

2. Number of completed County-wide CI efforts reported (“CI Express” and / or full projects)

CI Efforts	2012	2013	2014	2015	2016	2017	2018	2019
LEAN Projects	4	9	8	8	7	2	5	10
CI Express	0	0	0	5	0	7	6	17

Team Pillar: Best professionals serving the public in the best way

Objective 6: Compensation Plan Monitoring

A comprehensive salary and benefits study was completed in 2018. Recommendations were implemented in the 2019 budget. The Human Resources (HR) division reviews and monitors regrettable turnover, and new hire salary placements to determine the overall effectiveness of the compensation system.

Performance Measures:

1. Continue to review and develop trend data on regrettable turnover.
2. Monitor the effectiveness of the salary plan by developing data regarding new hire salary placement and penetration into the salary range.

	2018 Benchmark	2019 Actual	2020 Estimate	2021 Estimate
Regrettable Turnover *	4.95%	4.78%	4.00%	4.50%

*Regrettable Turnover is defined as employees who left county employment and the county had planned to retain. Regrettable turnover includes voluntary separation by individuals who are top performers or high potential employees or where the separation is from a key position for which a possible successor has not been previously identified.

Objective 7: Employee Engagement and Development

Develop and implement programs, communication strategies, employee training and development resources, which will assist in the engagement and development of both the current workforce and newly hired employees.

Performance Measures:

1. Ensure overall effectiveness of HR and department onboarding systems through a survey of new hires at 60, 90, and 180 day marks.
2. Increase the number of employees participating in employee development programs using 2018 enrollment data as a foundation. These included trainings regarding: technology, project management, conflict management, EEO/Diversity, LEAN, Management U, StrengthsFinders, Effective Supervision, Studer core curriculum, and SOSE certificate.

	2018 Benchmark	2019 Actual	2020 Estimate	2021 Estimate
Survey results of new hires on on-boarding effectiveness *	4.67	4.54	4.60	4.70
# of employees participating in learning sessions	1,496	1,263	1,250	1,400

* This is an aggregate score for completed surveys that are issued on a 60 day, 90 day and 180 day interval. The effectiveness score is evaluated on a five point scale.

Objective 8: Employee Survey--Engagement and Development

Achieve a rating of 85% or higher on the annual County-Wide Strategic Planning Survey for the statement: "Information and knowledge are openly shared within my department."

	2015	2016	2017	2018	2019	2020 Estimate	2021 Estimate
Information and Knowledge are Shared Openly	73.9%	78.2%	76.2%	85.3%	82.0%	85%	85%

Objective 9: Employee Survey--Rewards and Recognition

Achieve a rating of 90% or higher on the annual County-Wide Strategic Planning Survey for the statement: "I understand I can be recognized for extra effort while demonstrating the county's core values."

	2015	2016	2017	2018	2019	2020 Estimate	2021 Estimate
Recognized for extra effort while demonstrating the county's core values	73.5%	78.8%	79.5%	97.3%	92.3%	90%	90%

Health and Safety Pillar: Ensure well-being

Objective 10: Promote Health and Wellbeing of the County Workforce

Develop programming that meets the needs of employees and decreases inflationary pressure on benefit costs. In 2021, the focus will be to investigate options to further disrupt the cost of healthcare through collaboration with benefit partners, such as the Health and Wellness Center, pharmacy benefit manager, and health plan administrator.

The county will continue to promote programming such as disease management programs, financial education and awareness, and healthy minds.

Performance Measures:

1. Maintain health insurance costs that are below medical inflationary trends.
2. Increase employee health and Wellness Center utilization of employees, spouses and children.

Year	Medical Inflation Rate	County Increase
2015	9.0%	1.4%
2016	9.0%	2.3%
2017	9.0%	5.0%
2018	7.9%	5.0%
2019	7.0%	0.0%
2020	7.0%	5.0%

Health Center Utilization		
Year	Total Visits	Unique Patients
2015	2,238	914
2016	3,667	1,293
2017	5,653	1,526
2018*	5,305	1,795
2019	5,664	1,870

*Although number of visits decreased slightly, the number of new patients increased.

3. Increase preventative screenings and exams.
4. Evaluate the effectiveness of pilot programs in areas of stress management, disease management and financial education.

	2019 Benchmark	2020 Estimate	2021 Estimate
% of employees in High Deductible Plan that participate in preventative screenings/exams	68%	50%*	60%*
% of employees in Choice Plus Plan that participate in preventative screenings/exams	67%	50%*	60%*
Participation in Healthy Minds	80	0*	60*
Participation in Money University	185	Every other year event	*
Weight Loss Program (Real Appeal)	108	150	150

*Participation in preventative screenings and county-wide programming is anticipated to be affected by COVID-19. The full impact on participation is uncertain at this time.

Administrative Services

Program Description

The Administrative Services program is responsible for coordinating and providing efficient administrative/clerical support to all divisions within the Department of Administration (DOA) General Fund.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	11.05	9.30	9.30	8.80	(0.50)
General Government	\$0	\$0	\$387	\$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	\$4,708	\$0	\$15,000	\$0	\$0
County Tax Levy (Credit)	\$717,541	\$593,189	\$593,189	\$601,643	\$8,454
Total Revenues	\$722,249	\$593,189	\$608,576	\$601,643	\$8,454
Personnel Costs	\$545,012	\$546,644	\$560,704	\$554,873	\$8,229
Operating Expenses	\$20,926	\$17,950	\$30,050	\$17,950	\$0
Interdept. Charges	\$27,753	\$28,595	\$28,945	\$28,820	\$225
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$593,691	\$593,189	\$619,699	\$601,643	\$8,454
Rev. Over (Under) Exp.	\$128,558	\$0	(\$11,123)	\$0	\$0

Program Highlights

Personnel costs increase by \$8,200. The personnel cost increase includes the reclassification of an administrative assistant position to an administrative specialist position resulting in \$2,100 in additional cost. The cost to continue for existing staff is partially offset by the unfunding of 0.50 FTE administrative specialist position assigned to the purchasing division. The cost savings associated with unfunding this position is \$40,900.

Operating expenses includes \$9,400 for office supplies and equipment, \$1,350 for travel and training expenses, and \$5,000 for outside printing.

Interdepartmental charges increase by \$200 which reflects an increase in End User Technology charges.

Business Office

Program Description

The Business Office program coordinates the development and monitoring of the Department of Administration Budget, assists divisions and other county departments in their business operations, financial functions and financial analyses.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	7.02	5.78	5.78	5.40	(0.38)
General Government	\$638,131	\$704,560	\$709,140	\$726,556	\$21,996
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$740,250	\$674,900	\$674,900	\$595,080	(\$79,820)
Other Revenue	\$132,755	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	(\$732,439)	(\$699,369)	(\$699,369)	(\$677,640)	\$21,729
Total Revenues	\$778,697	\$680,091	\$684,671	\$643,996	(\$36,095)
Personnel Costs	\$799,681	\$654,666	\$605,411	\$618,027	(\$36,639)
Operating Expenses	\$3,924	\$11,780	\$10,725	\$12,000	\$220
Interdept. Charges	\$13,433	\$13,645	\$13,645	\$13,969	\$324
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$817,038	\$680,091	\$629,781	\$643,996	(\$36,095)
Rev. Over (Under) Exp.	(\$38,341)	\$0	\$54,890	\$0	\$0

Program Highlights

General government revenues increase by \$22,000 reflecting indirect charge allocation. Indirect cost recovery revenue received by the county above budgeted amounts in this program are accounted for in the Non-Departmental General Fund budget. In 2021, the department is budgeted to retain a greater portion of the indirects that are anticipated. Interdepartmental revenue decreases by \$79,800 due to departmental services contract reductions resulting in less indirect cost recovery revenue.

Personnel costs decrease by \$36,600 largely due to the removal of 0.38 FTE of extra help totaling \$34,400 which helps offset the cost to continue for existing staff.

Operating expenses essentially remain at the 2020 budgeted level. The operating expense budget includes \$9,300 in membership, books, travel, and training costs for staff.

Interdepartmental charges increase by \$300 for an increase in End User Technology charges.

Payroll

Program Description

The Payroll program provides support to all county agencies in preparation and monitoring of payroll data. In addition, program personnel work in conjunction with the Human Resources division in maintaining an effective human resources/payroll reporting system, audit county-wide payroll in accordance with established county policies and procedures and in compliance with state and federal regulations, and file required payroll reports to various reporting agencies.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	2.00	2.00	2.00	2.00	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$8,079	\$0	\$0
County Tax Levy (Credit)	\$354,865	\$416,557	\$416,557	\$429,105	\$12,548
Total Revenues	\$354,865	\$416,557	\$424,636	\$429,105	\$12,548
Personnel Costs	\$204,530	\$206,634	\$207,348	\$213,682	\$7,048
Operating Expenses	\$157,570	\$198,215	\$168,269	\$203,422	\$5,207
Interdept. Charges	\$11,450	\$11,708	\$11,708	\$12,001	\$293
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$373,550	\$416,557	\$387,325	\$429,105	\$12,548
Rev. Over (Under) Exp.	(\$18,685)	\$0	\$37,311	\$0	\$0

Program Highlights

Personnel costs increase by \$7,000 due to cost to continue for existing staff.

Operating expenses increase by \$5,200. This increase includes a \$43,300 increase in computer software and maintenance costs to fully fund a hosted human resources information system. This increase is inclusive of a transfer of expenditure authority from the Human Resources program to the Payroll program for the new hire application software module. This shift in expenditures to this program is for ease of payment and expense monitoring because there is one vendor for the both the Human Resources Information System and human resource position application tool. Total cost for the hosted software is \$199,700. This increase is partially offset by \$38,900 decrease in contracted services as the Payroll program is no longer contracting for tax reporting services.

Activity	2019 Actual	2020 Budget	2020 Estimate*	2021 Budget	Budget Change
Paychecks Processed	45,342	43,250	48,000	44,000	750
W2s Processed	2,073	2,100	2,250	2,100	0

* The estimate for payroll checks processed and W2s processed includes additional staff to respond to the COVID-19 pandemic.

Accounting Services/Accounts Payable

Program Description

The Accounting Services/Accounts Payable program provides support to all county agencies in establishing and maintaining an effective accounting and financial reporting system and county-wide system of internal control in accordance with generally accepted accounting principles (GAAP) and in the processing of vendor invoices to ensure payments are made in a timely manner. In addition, program personnel prepare annual financial statements, work in conjunction with the Budget Management division in maintaining financial assets and monitoring expenditures against annual and capital budgets, prepare financial analyses, manage county investments, assist the Treasurer's Office in managing county cash flows, and audit transactions so that requisitions and payments are accurate and purchased in accordance with the adopted budget.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	5.00	5.00	5.00	5.00	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$64,052	\$66,322	\$66,322	\$67,884	\$1,562
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$12,055	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$652,715	\$600,673	\$600,673	\$635,804	\$35,131
Total Revenues	\$728,822	\$666,995	\$666,995	\$703,688	\$36,693
Personnel Costs	\$540,772	\$512,759	\$487,598	\$536,905	\$24,146
Operating Expenses	\$142,505	\$134,368	\$133,735	\$146,685	\$12,317
Interdept. Charges	\$19,478	\$19,868	\$19,868	\$20,098	\$230
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$702,755	\$666,995	\$641,201	\$703,688	\$36,693
Rev. Over (Under) Exp.	\$26,067	\$0	\$25,794	\$0	\$0

Program Highlights

Personnel costs increase \$24,100 due to cost to continue for existing staff.

Operating expenditures increase \$12,300 and includes funding for the 2021 Waukesha County audit, computer software license costs related to the county's financial system, and employee professional development.

Activity	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Budget Entries Audited	659	700	700	700	0
Journal Entries Audited	3,105	3,000	2,750	3,000	0
Invoices (Direct Buys) Audited	44,343	42,000	44,800	44,000	2,000
P-card Lines Entered/Audited	14,853	15,200	15,800	15,200	0

Tax Listing

Program Description

Tax Listing creates and maintains the accuracy of lists and descriptions of all parcels of real estate in the county that are subject to tax and also those exempt from tax. Tax Listing provides lists, maps, and descriptions of such parcels to the public. In addition, Tax Listing is responsible for all coordination and transmission of tax listing file information in response to municipal requests.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	5.00	5.00	5.00	5.00	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$177,688	\$182,393	\$183,508	\$188,550	\$6,157
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)	\$255,213	\$263,118	\$263,118	\$253,400	(\$9,718)
Total Revenues	\$432,901	\$445,511	\$446,626	\$441,950	(\$3,561)
Personnel Costs	\$397,310	\$415,603	\$403,737	\$410,960	(\$4,643)
Operating Expenses	\$16,719	\$17,262	\$17,322	\$17,954	\$692
Interdept. Charges	\$12,196	\$12,646	\$12,486	\$13,036	\$390
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$426,225	\$445,511	\$433,545	\$441,950	(\$3,561)
Rev. Over (Under) Exp.	\$6,676	\$0	\$13,081	\$0	\$0

Program Highlights

Charges for Services revenue is for tax billing to municipalities. Tax billing revenue is increasing by \$6,200 due to a planned \$0.04 or 2.4% billing rate increase per parcel from \$1.64 to \$1.68 resulting in an additional revenue.

Personnel costs decrease by \$4,600 due to a turnover in the existing staff due to staff retirement. Operating expenses increase by \$700 mostly due to \$500 increase in contracted services for tax bill printing expenses.

Activity	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Real Estate & Personal Property Accounts maintained by Tax Listing	111,055	111,215	165,000	165,000	53,785
Number of property listings updated	119,689	150,000	98,800	110,000	(40,000)
Number of property transfers processed	10,184	7,500	8,000	9,000	1,500
# Tax Billing Customers	34	34	34	34	0
# Property Tax Bills Printed	105,246	105,620	106,000	107,000	1,380
# Online County Tax Payments (a)	4,805	3,900	4,500	4,500	600
\$ Online County Tax Payments (a)	\$16,762,203	\$13,200,000	\$15,000,000	\$15,000,000	\$1,800,000
# Municipalities participating with county's online payment program	14	14	14	14	0

(a) Reflects payments to county for property tax. Total 2019 online transactions, including county, municipal partners and the Register of Deeds account for 15,610 transactions totaling \$30,720,868.

Budget Management

Program Description

The Budget Management program is responsible for providing technical assistance to county agencies in preparing annual operating, capital planning, and capital project budget requests. The program also provides technical assistance to the County Executive, Finance, and other County Board Standing Committees in performing budget reviews, monitoring fiscal analyses on budget requests, contract and grant reviews, and other issues having a fiscal impact.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	5.69	5.69	5.69	5.69	0.00
General Government	\$0	\$0	\$3,201	\$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)	\$619,910	\$655,424	\$655,424	\$659,259	\$3,835
Total Revenues	\$619,910	\$655,424	\$658,625	\$659,259	\$3,835
Personnel Costs	\$552,748	\$607,995	\$633,789	\$610,546	\$2,551
Operating Expenses	\$24,379	\$27,900	\$24,425	\$28,705	\$805
Interdept. Charges	\$19,122	\$19,529	\$19,529	\$20,008	\$479
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$596,249	\$655,424	\$677,743	\$659,259	\$3,835
Rev. Over (Under) Exp.	\$23,661	\$0	(\$19,118)	\$0	\$0

Program Highlights

Personnel costs increase by \$2,600 for cost to continue of existing staff, partially offset by a significant number of staff turnovers in this program.

Operating expenses include contract services, staff development, software subscription costs, and equipment.

Interdepartmental charges increase by \$500 which reflects an increase for End Use Technology Fund charges.

Human Resources

Program Description

The Human Resources program is responsible for the implementation of federal and state employment and labor laws, personnel recruitment and selection, processing new applications and applicant tracking, and wage and salary administration. It also provides training and education assistance to county employees in order to improve the quality of county services, assist employees in the performance of their jobs, and prepare employees for promotional opportunities. Additionally, it provides the administration of the county's benefit plans and manages the county's collective bargaining, grievance arbitration, and employee relations and performance functions.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	7.00	7.00	7.00	7.00	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$125	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$23,874	\$22,000	\$22,000	\$22,000	\$0
Appr. Fund Balance (a)	\$60,000	\$38,000	\$38,391	\$38,000	\$0
County Tax Levy (Credit)	\$1,060,165	\$1,099,117	\$1,099,117	\$1,055,930	(\$43,187)
Total Revenues	\$1,144,164	\$1,159,117	\$1,159,508	\$1,115,930	(\$43,187)
Personnel Costs	\$871,430	\$866,438	\$904,262	\$840,661	(\$25,777)
Operating Expenses	\$188,363	\$236,240	\$203,282	\$216,616	(\$19,624)
Interdept. Charges	\$54,710	\$56,439	\$56,439	\$58,653	\$2,214
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,114,503	\$1,159,117	\$1,163,983	\$1,115,930	(\$43,187)
Rev. Over (Under) Exp.	\$29,661	\$0	(\$4,475)	\$0	\$0

(a) Budgeted fund balance represents funding for the diversity program (2019 – 2021) and café subsidy (2019 - 2021).

Program Highlights

The 2021 budget does not include a county-wide employee event which is traditionally supported with vending revenue. The 2021 budget appropriates \$22,000 in vending revenue to support the café subsidy in order to reduce General Fund Balance use for this purpose to \$10,000. The remaining \$28,000 of General Fund Balance is for continued countywide employee training.

Personnel costs decrease by \$25,800 mostly due to the cost to continue existing staff which includes staff turnover due to retirement of two positions.

Operating expenses decrease \$19,600 primarily due to the transfer of \$19,800 in expenditure authority from the Human Resources program to the Payroll program for ease of payment and expense monitoring for the Human Resources Information System and human resource position application tool.

Activity	2019 Actual	2020 Budget	2020 Estimate*	2021 Budget*	Budget Change
# of Seasonal, Temporary Employees Hired	153	210	360	360	150
# of Regular Full-Time Employees Hired	147	175	165	165	(10)
Promotions/Demotions/Transfers	74	85	80	80	(5)
Peak # of Employees on Payroll	1,783	1,800	2,000	2,000	200
# of Employee/Family Medical Leaves	336	360	450	450	90

*# of Seasonal, Temporary Employees includes an estimate for staff hired to respond to the COVID-19 pandemic.

Purchasing

Program Description

The Purchasing program is responsible for directing and coordinating the procurement of equipment, supplies, and services required by the county. Program activities include: developing county purchasing policies and initiatives; competitively sourcing procurement needs through bids and requests for proposals; drafting, negotiating, and administering county contracts; and providing support to county departments on type, availability and costs of equipment, supplies and services with consideration to benefits, effectiveness and efficiency, and total cost of ownership. The division also manages the county's café, vending services, and the reallocation or disposal of county surplus property (excluding land and buildings).

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	4.25	4.25	4.25	4.25	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$149	\$0	\$400	\$200	\$200
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$102,752	\$95,000	\$95,000	\$95,000	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$351,090	\$364,688	\$364,688	\$343,557	(\$21,131)
Total Revenues	\$453,991	\$459,688	\$460,088	\$438,757	(\$20,931)
Personnel Costs	\$434,715	\$420,783	\$384,395	\$398,180	(\$22,603)
Operating Expenses	\$8,158	\$12,500	\$10,050	\$13,670	\$1,170
Interdept. Charges	\$25,588	\$26,405	\$26,265	\$26,907	\$502
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$468,461	\$459,688	\$420,710	\$438,757	(\$20,931)
Rev. Over (Under) Exp.	(\$14,470)	\$0	\$39,378	\$0	\$0

Program Highlights

Other revenue is comprised of procurement card and salvage revenues which is remaining at the 2020 budgeted level.

Personnel costs decrease by \$22,600 primarily due to employee decisions regarding benefit selections and the retirement of a long term employee resulting in turnover savings.

Operating expenses increase by \$1,200 for software subscription costs.

Interdepartmental charges increase by \$500 due to End User Technology cost increases.

Activity	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Requisitions Processed	200	255	300	255	-
Purchase Orders / Blanket Contracts Issued	548	525	600	550	25
Bids/Requests for Proposals (RFPs) Issued	100	115	100	100	(15)
Procard Transactions	\$8,077,270	\$9,500,000	\$9,500,000	\$9,500,000	-

Information Technology Solutions
(Non-Proprietary Operations)

Program Description

The Information Technology (IT) Solutions program supports large computer data applications used by county staff. This support can include either developing "custom" software or implementing Commercial Off The Shelf "COTS" or "package" software systems. The support also includes enhancing the systems, resolving problems with software use support, developing, and maintaining of the county's web environment. This program is in the Department of Administration General Fund since, unlike End User Technology Fund budget, it is not charged out to other departments.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	9.50	9.50	9.50	9.50	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance (a)	\$10,247	\$0	\$32,050	\$0	\$0
County Tax Levy (Credit)	\$1,451,894	\$1,531,302	\$1,531,302	\$1,595,823	\$64,521
Total Revenues	\$1,462,141	\$1,531,302	\$1,563,352	\$1,595,823	\$64,521
Personnel Costs	\$1,145,445	\$1,205,165	\$1,213,000	\$1,261,499	\$56,334
Operating Expenses	\$7,124	\$37,268	\$58,769	\$37,268	\$0
Interdept. Charges	\$283,175	\$288,869	\$288,469	\$297,056	\$8,187
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,435,744	\$1,531,302	\$1,560,238	\$1,595,823	\$64,521
Rev. Over (Under) Exp.	\$26,397	\$0	\$3,114	\$0	\$0

(a) The 2019 fund balance represents an open purchase order for contracted services which encumbered funds from 2018. The 2020 fund balance represents an open purchase order for contracted services for \$32,050 which encumbered funds from the 2019 budget.

Program Highlights

Personnel costs increase \$56,300 due to cost to continue for existing staff.

Operating expenses include \$30,000 for contracted services and \$5,000 for office supplies and equipment.

Interdepartmental charges increase \$8,200 mostly due to a \$7,000 increase for computer maintenance and replacement charges.

Records Management Services

Program Description

Records Management Services is responsible for imaging and storing of county records. Imaging activities include file preparation, scanning/microfilming, indexing, quality control, and destruction of paper originals. Storage activities include overseeing incoming records transmittals, facilitating records retrievals, and ensuring secure destruction in accordance with county records retention schedules.

Records Management Services also provides mail services to the county. Activities include pickup, sorting and delivery of incoming and outgoing U.S. Postal Service mail.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	2.10	2.10	2.10	2.00	(0.10)
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$404,554	\$422,535	\$406,824	\$423,062	\$527
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$27,007	\$0	\$25,902	\$0	\$0
County Tax Levy (Credit)	\$124,450	\$105,705	\$105,705	\$103,523	(\$2,182)
Total Revenues	\$556,011	\$528,240	\$538,431	\$526,585	(\$1,655)
Personnel Costs	\$130,032	\$137,589	\$123,641	\$132,434	(\$5,155)
Operating Expenses	\$266,174	\$299,069	\$306,666	\$299,300	\$231
Interdept. Charges	\$97,953	\$91,582	\$91,782	\$94,851	\$3,269
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$494,159	\$528,240	\$522,089	\$526,585	(\$1,655)
Rev. Over (Under) Exp.	\$61,852	\$0	\$16,342	\$0	\$0

Program Highlights

Interdepartmental revenues increase by \$500 primarily due to a \$700 increase in countywide physical record storage. The 2021 interdepartmental mail revenue is essentially at the 2020 budgeted level.

Personnel costs decrease by \$5,200. The 2021 budget abolishes 0.10 FTE of the centralized records supervisor position to the End User Technology Fund resulting in \$11,500 in reduced personnel costs. This decrease is partially offset by cost to continue of existing staff.

Operating expense essentially remain at the 2020 budgeted level with postage costs at \$279,400.

Interdepartmental charges increase by \$3,300 due to \$1,100 increase in insurance expenses and \$2,000 increase in End User Technology expenses.

Records Management Services (cont.)

Activity – Records Management

	2019	2020	2020	2021	Budget
<u>Output Indicators</u>	<u>Actual</u>	<u>Budget</u>	<u>Estimate</u>	<u>Budget</u>	<u>Change</u>
Storage Boxes Received (a)	664	500	500	500	-
Storage Boxes Destroyed (a)	472	800	1,000	800	-
Boxes/Journals Offsite	10,012	9,440	9,500	9,500	60
Images Scanned (b)	150,531	160,000	150,000	160,000	-

(a) In the year referenced.

(b) Counts do not reflect imaging services for centralized accounts payable.

Activity – Mail Services

	2019	2020	2020	2021	Budget
<u>Output Indicators</u>	<u>Actual</u>	<u>Budget</u>	<u>Estimate</u>	<u>Budget</u>	<u>Change</u>
Incoming Mail (Bins)	1,742	1,600	1,600	1,600	-
Outgoing Mail (Pieces)	414,021	440,000	430,000	440,000	-

Fund Purpose

The End User Technology Fund is an internal service fund established to finance the commonly used business, web-related, and technical infrastructure used to support county technology users and finance the replacement of office copiers.

The technology infrastructure is managed on a total cost of ownership and support basis, and is designed to identify the services provided and resources required by the Information Technology division to support automation in the user departments. This support includes replacement and maintenance of personal computers and printers, software licensing and support, help desk and training, maintenance of county network hardware and software, backup and recovery functions, business analysis, project management, and other costs related to making technology available to users. The costs incurred are charged back to the users based primarily on an assessment of the level of staff support and hardware and software required in performing department functions and secondarily by the number of work stations in the department.

Financial Summary	2019	2020	2020	2021	Change From 2020	
	Actual (d)	Adopted Budget (d)	Estimate (d)	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	\$33,236	\$54,000	\$20,710	\$35,800	(\$18,200)	-33.7%
Interdepartmental	\$6,163,506	\$6,272,541	\$6,253,051	\$6,391,990	\$119,449	1.9%
Other Revenue	\$16,237	\$17,080	\$13,100	\$12,703	(\$4,377)	-25.6%
Appr. Fund Balance (a)	\$855,205	\$768,667	\$893,722	\$757,693	(\$10,974)	-1.4%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$7,068,184	\$7,112,288	\$7,180,583	\$7,198,186	\$85,898	1.2%
Expenditures						
Personnel Costs	\$3,414,367	\$3,689,595	\$3,586,819	\$3,728,747	\$39,152	1.1%
Operating Expenses	\$3,331,667	\$3,337,514	\$3,266,176	\$3,398,010	\$60,496	1.8%
Interdept. Charges	\$32,730	\$32,898	\$43,427	\$36,774	\$3,876	11.8%
Fixed Assets (memo) (b)	\$390,997	\$641,081	\$572,769	\$1,033,997	\$392,916	61.3%
Total Expenditures (b)	\$6,778,764	\$7,060,007	\$6,896,422	\$7,163,531	\$103,524	1.5%
Rev. Over (Under) Exp. (b) (c)	\$289,420	\$52,281	\$284,161	\$34,655	(\$17,626)	-33.7%

Position Summary (FTE)

Regular Positions	27.95	28.95	28.95	28.55	(0.40)
Extra Help	3.38	2.99	2.99	2.71	(0.28)
Overtime	0.01	0.01	0.01	0.01	0.00
Total FTEs	31.34	31.95	31.95	31.27	(0.68)

(a) Fund balance appropriation	2019	2020 Budget	2020 Estimate	2021 Budget
Open Carryovers - 2020 estimate includes carryover of \$53,000 for cloud services transition and consulting, \$30,000 for security audit, and a carryover of \$42,055 for 2019 open purchase orders.	\$191,757	\$0	\$125,055	\$0
Appropriated Fund balance from End User Technology Fund	\$313,448	\$518,667	\$518,667	\$357,693
Appropriated Fund balance from General Fund	\$350,000	\$250,000	\$250,000	\$400,000
Total Fund Balance Appropriation:	\$855,205	\$768,667	\$893,722	\$757,693

- (b) Total expenditures and net operating income include fixed assets to conform to financial accounting standards. Fixed asset purchases in the department operating request will be funded by operating revenues and general fund balance.
- (c) The goal for the copier replacement program is to breakeven across the years. Some years will budget a gain and some years will budget a loss with an overall trend to breakeven.
- (d) In the 2019 Budget, the Records Management and mail services programs were shifted into the General Fund. History has been restated for comparability purposes.

IT Business and Infrastructure Services
(Proprietary Operation)

Program Description

This program provides for the financing of computer equipment repairs, maintenance, county-wide software upgrades and replacements, Internet and personal computer help desk support, and information technology infrastructure. These costs are charged to user departments under a Total Cost of Ownership and Support concept.

Included in this program are sections of information technology (IT):*

IT Business Services: The IT Business Services program is responsible for providing IT expertise to assist departmental customers in integrating and blending business objectives with technology opportunities to maximize their overall efficiency. This section works cooperatively with departments to identify new IT initiatives/opportunities that are supported by a developed business case and return on investment analysis. This program also serves as the central point for providing IT communication, accountability, and expertise to all customer departments.

IT Infrastructure: The IT Infrastructure program provides support for the county's centralized computer file and application servers, computer network, and the web server and related software. IT infrastructure includes installation and maintenance of the enterprise network, which connects devices on the courthouse campus, and also communication links to remote county sites, the internet, the state network, municipalities, and "dial-in" users. IT infrastructure also contracts for 24/7 help desk and desktop support augmenting county staff.

This program also includes Records Management staff that conducts business analysis and collaboratively works with departments to improve information access and reduce operating costs through the implementation of Enterprise Content Management (ECM) solutions. Records Management staff also create, analyze and update retention schedules, obtain approval of schedules, audit schedules and maintain records within the county's ECM system and physical records center; managing retrieval, records destruction, and maintaining retention in accordance with the county's records retention ordinance.

This program also provides for the financing of copier equipment replacements in accordance with a replacement plan. Copiers with a unit cost greater than \$3,000 are capitalized when purchased and depreciated over a useful life; copiers with a unit cost less than \$3,000 are expensed in the year of purchase.

- * The Information Technology Solutions organization is Department of Administration's General Fund service, unlike the End User Technology Fund, and is not charged out to other departments. "Solutions" provides support to large computer data applications and supports, maintains and develops the county web environment.

IT Business and Infrastructure Services (cont.)

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	29.78	30.39	30.39	29.71	(0.68)
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$33,236	\$54,000	\$20,710	\$35,800	(\$18,200)
Interdepartmental (a) (b)	\$5,522,962	\$5,739,754	\$5,739,023	\$5,858,872	\$119,118
Other Revenue	\$13,357	\$13,000	\$10,000	\$10,000	(\$3,000)
Appr. Fund Balance (c) (e)	\$855,205	\$768,667	\$893,722	\$757,693	(\$10,974)
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$6,424,760	\$6,575,421	\$6,663,455	\$6,662,365	\$86,944
Personnel Costs	\$3,270,291	\$3,539,364	\$3,437,711	\$3,573,091	\$33,727
Operating Expenses	\$2,822,145	\$2,980,776	\$2,939,095	\$3,051,619	\$70,843
Interdept. Charges	\$2,666	\$3,000	\$2,916	\$3,000	\$0
Fixed Assets (memo) (d)	\$390,997	\$641,081	\$572,769	\$1,033,997	\$392,916
Total Expenditures (d)	\$6,095,102	\$6,523,140	\$6,379,722	\$6,627,710	\$104,570
Rev. Over (Under) Exp. (d) (e)	\$329,658	\$52,281	\$283,733	\$34,655	(\$17,626)

- (a) Interdepartmental revenues related to the total cost of ownership charges from departmental users include a combination of revenue sources including tax levy. Interdepartmental rates are increased 2.50% in 2021.
- (b) Interdepartmental revenues for the copier replacement program are replacement and maintenance cost chargebacks to departmental users that may be funded by a combination of revenue sources including tax levy.
- (c) 2019 budgeted appropriated fund balance includes End User Technology Fund Balance of \$313,448, General Fund Balance of \$350,000, and carryover of \$191,757 for 2018 open purchase orders. 2020 budgeted appropriated fund balance includes End User Technology Fund Balance of \$518,667 and General Fund Balance of \$250,000. 2020 estimate includes carryover of \$53,000 for cloud services transition, \$30,000 for consulting services for a security audit, and \$42,055 for 2019 open purchase orders. 2021 budgeted appropriated fund balance includes End User Technology Fund Balance of \$357,693 and General Fund Balance of \$400,000.
- (d) Total expenditures and net operating income exclude fixed assets to conform to financial accounting standards. Fixed asset purchases in the department's operating request will be funded by operating revenues and fund balance.
- (e) The goal for copier replacement is to breakeven across the years. Some years will budget a gain and some years will budget a loss with an overall trend to breakeven.

Program Highlights

Charges for Service revenue decrease \$18,200 including \$8,200 related to a lower number of title companies utilizing county office space and associated IT resources as well as \$10,000 in lower pass-through municipal charges related to public safety mobile connectivity software costs. Interdepartmental revenues increase \$119,100 reflecting a 2.50% increase in rates charged to departments, slightly offset by a \$1,400 decrease in copier replacement revenues due to lower cost copier purchases. Other revenues decrease \$3,000 reflecting a reduction in procurement card rebates.

Personnel costs increase \$33,700 for to cost to continue of staff and the creation of 1.00 FTE principal information technology professional resulting in \$122,800 in additional personnel costs. These increases are partially offset by turnover in several positions resulting in personnel cost savings, the abolishment of 0.90 FTE central records supervisor position resulting in \$104,200 in personnel savings, the unfunding of 0.50 FTE information technician resulting in \$49,800 in personnel savings and the reduction of 0.28 FTE temporary extra help resulting in \$7,200 reduction in expenses to more closely reflect actual usage of temporary extra help.

IT Business and Infrastructure Services (cont.)

Operating expenses increase a total of \$70,800. This includes a \$71,500 increase in computer software licensing costs associated with the implementation of data access governance tool totaling \$41,100 and a \$25,000 increase in Microsoft Office 365 licensing costs. Operating expense increases also include a \$61,800 increase in depreciation costs to reflect the anticipated increase in fixed asset purchases and \$96,100 increase in consulting and contracted services which includes an additional \$30,000 for security audit, \$21,000 for employee security training and \$50,000 for cloud subscription services. These increases are partially offset by a \$60,000 decrease in computer equipment expenses due to new fixed asset thresholds noted below, removal of \$20,000 secure e-mail as this functionality is provided in Office 365, and \$44,500 in miscellaneous expenses to bring the budget in line with actual anticipated expenditure levels.

Fixed assets are increasing by \$392,900. In consultation with auditing and accounting staff, it was determined that the fixed asset expenditure threshold for information technology fixed assets should be decreased from a \$5,000 equipment purchase to a \$3,000 equipment purchase. This allows the cost of the item to be reflected over the useful life of the equipment purchase and limits the large fluctuations in the information technology operating budget. The 2021 budget for fixed assets includes \$65,000 for the purchase of network switches, \$142,000 for the purchase of ruggedized mobile data computers for the Sheriff's department, \$261,200 for the purchase of copiers, and \$565,000 for purchase of replacement server equipment.

Activity

The plan is scheduled to replace 351 PC's (including laptops), 65 flat panels and 35 peripherals (printers, scanners, etc.) in 2021. The plan currently supports 1,506 personal workstations and laptop computers and 428 VDI (visual desktop infrastructure) devices. Replacement schedule for devices is as follows. Laptops are on a four-year replacement cycle. Desktops are on a five-year replacement cycle. VDI (Raspberry PI's and notebooks) are on a two-year replacement cycle and replaced when device fails after the two years. Peripherals and flat panels are on a five-year replacement cycle and replaced when device fails after the five years.

<u>Year</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020**</u>	<u>2021</u>	Units Purchased <u>Incr./((Decr.)</u>
PC	325	379	295	339	261	822	351	(471)
Flat panels	75	80	150	75	60	64	65	1
Peripherals	50	50	50	35	35	35	35	0
VDI*							19	19

*2019 is the first year VDI equipment was added to the replacement cycle. 2021 will be the first year VDI equipment is fully funded for replacement on a two year cycle if the device fails.

**2020 replacements include the purchase of laptops necessary for the COVID-19 pandemic response and to facilitate work at home arrangement.

Activity – Copier Replacement

<u>Copier Purchases</u>	<u>2019 Actual</u>	<u>2020 Budget</u>	<u>2020 Estimate</u>	<u>2021 Budget</u>	<u>Budget Change</u>
Total Number of Units in Plan	96	96	96	96	0
Units Purchased Annually	22	12	12	46	34

Program Description

The Communications program provides county-wide telecommunication systems and services. The program is responsible for installing, operating, and maintaining county telephones and other telecommunication equipment and services. This program was first incorporated into the End User Technology Fund from the Communications Fund in 2017.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	1.56	1.56	1.56	1.56	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	\$640,544	\$532,787	\$514,028	\$533,118	\$331
Other Revenue	\$2,880	\$4,080	\$3,100	\$2,703	(\$1,377)
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$643,424	\$536,867	\$517,128	\$535,821	(\$1,046)
Personnel Costs	\$144,076	\$150,231	\$149,108	\$155,656	\$5,425
Operating Expenses	\$509,522	\$356,738	\$327,081	\$346,391	(\$10,347)
Interdept. Charges	\$30,064	\$29,898	\$40,511	\$33,774	\$3,876
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$683,662	\$536,867	\$516,700	\$535,821	(\$1,046)
Rev. Over (Under) Exp.	(\$40,238)	\$0	\$428	\$0	\$0

Program Highlights

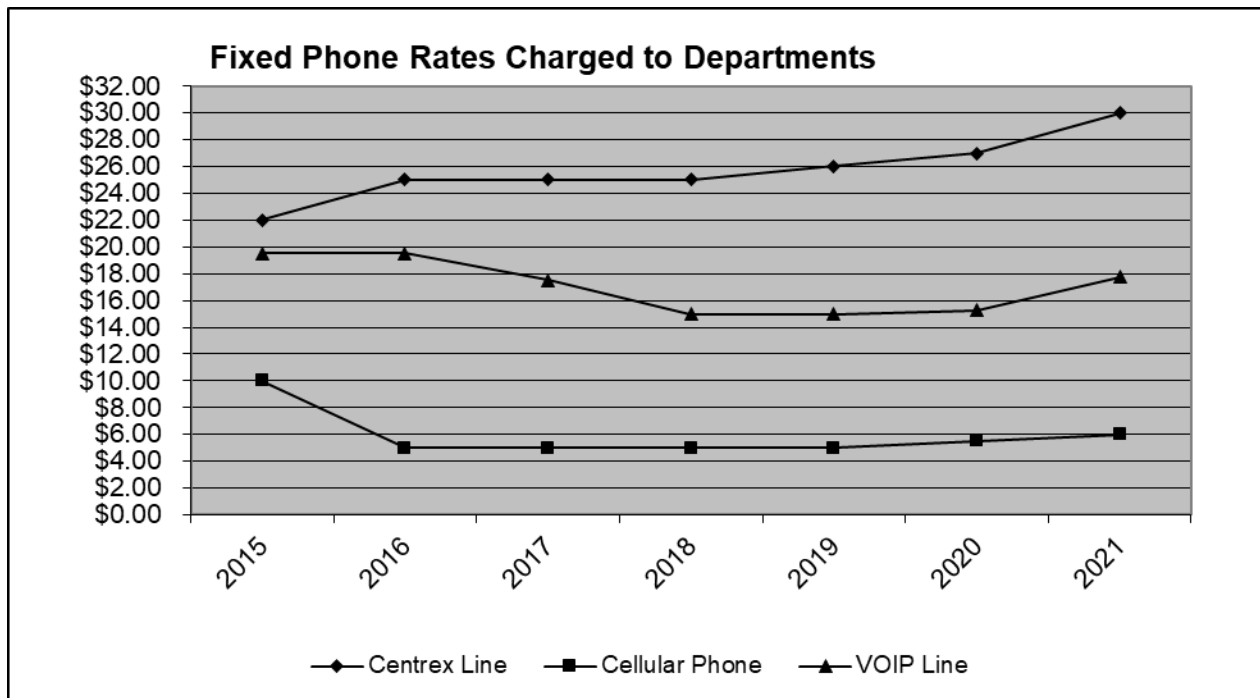
Interdepartmental revenues remain stable due to the reduction in the line count offset by the increase in the rates per line.

Personnel costs increase \$5,400 mostly due to cost to continue of existing staff.

Operating expenses decrease \$10,300 mostly due to the reduction the number of lines which result in cost savings for this program. Interdepartmental charges increase by \$3,900 which includes administrative overhead expenses associated with this division as well as various risk management expenses.

Communications (cont.)

Performance Measure



Activity

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
# of VOIP Lines	1,525	1,549	1,554	1,549	-
# of Centrex Telephone Lines	243	218	218	214	(4)
# of Non-Centrex Telephone Lines	105	79	79	79	-
# of Cellular Phones*	507	506	896	560	54

* 2020 Estimate includes 323 COVID-19 Cellular Phones

The VOIP (Voice Over Internet Protocol) capital project implementation occurred in 2013 – 2014. Currently 214 Centrex (land lines) and 79 non-Centrex traditional analog lines remain. These phone lines are in locations that either are not served by the internet or relate to devices that require traditional analog signals to operate fax machines, modems, panic alarms, or monitoring systems. These analog devices, and lines that are in difficult to serve locations, will continue to be reviewed for conversion to VOIP where possible.

Fund Purpose

The Risk Management Fund is an internal service fund established to safeguard the financial security of the county by protecting and responding to incidents involving its human, financial, and property assets from the adverse impact of a loss. Major activities include: identifying and analyzing risks, considering alternatives and selecting risk treatment devices (control, reduction, retention, and transfer), implementing appropriate treatment devices, and preparing and guarding against catastrophic fiscal loss.

Financial Summary	2019	2020	2020	2021	Change From 2020	
	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	\$12	\$0	\$0	\$0	\$0	N/A
Interdepartmental (a)	\$2,339,415	\$2,431,370	\$2,431,370	\$2,511,200	\$79,830	3.3%
Other Revenue (b)	\$248,656	\$394,410	\$388,410	\$394,892	\$482	0.1%
Appr. Fund Balance (c)	\$191,548	\$265,500	\$265,500	\$265,500	\$0	0.0%
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources (a) (b) (c)	\$2,779,631	\$3,091,280	\$3,085,280	\$3,171,592	\$80,312	2.6%
Expenditures						
Personnel Costs	\$332,521	\$332,481	\$332,339	\$342,087	\$9,606	2.9%
Operating Expenses	\$2,492,151	\$2,678,576	\$2,667,923	\$2,744,146	\$65,570	2.4%
Interdept. Charges	\$118,608	\$80,223	\$85,018	\$85,359	\$5,136	6.4%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$2,943,280	\$3,091,280	\$3,085,280	\$3,171,592	\$80,312	2.6%
Rev. Over (Under) Exp.	(\$163,649)	\$0	\$0	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	2.95	2.90	2.90	2.90	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	2.95	2.90	2.90	2.90	0.00

- (a) Interdepartmental revenues are from charges to insured departments and may be funded with tax levy.
 (b) Other revenues include investment income, insurance/subrogation recoveries on claims, and Wisconsin Municipal Mutual Insurance company dividends (primary source of reduction).
 (c) Fund balance applied in 2019-2021 to help offset impact of increased insurance and claims reserves costs, combined with decreased insurance dividends to phase increases to departments over several budgets.

Fund Balance Appropriation	2019	2020 Budget	2020 Est.	2021 Budget
Open carryovers	\$0	\$0	\$0	\$0
Liability & Property Insurance Program General Fund Balance	\$191,548	\$215,500	\$215,500	\$215,500
Liability & Property Insurance Program Risk Management Fund Balance	\$0	\$50,000	\$50,000	\$50,000
Worker's Compensation Program	\$0	\$0	\$0	\$0
Total Fund Balance Appropriation:	\$191,548	\$265,500	\$265,500	\$265,500

Major Departmental Strategic Plan Objectives

Finance Pillar: Protect Taxpayer Investments

Objective 1: Target workers' compensation loss control efforts to reduce worker's compensation claims.

Target benchmark is the County's Workers' Compensation Experience Modification Factor for the calendar year. Experience modification factors are commonly used to evaluate workers' compensation claims experience. The objective is to outperform other local governments in the state of Wisconsin with a comparable work force in terms of size and job classifications. An experience modification factor less than 1.00 is an indication of better than average performance. An experience modification greater than 1.00 is an indication of below average performance.

Performance Measure:	2019 Actual	2020 Target	2020 Actual	2021 Target
Workers' Compensation Experience Modification Factor	0.91	Below 1.00	0.84	Below 1.00

Liability & Property Insurance**Program Description**

Management of the county's liability and property risks, safety and security programs, and transfer of risk to insurance carriers or others where appropriate. Risk management develops and implements a program, which includes risk exposure identification and analysis, loss prevention and control, education and training of employees, contract monitoring and review, claims administration, self-insured loss reserve funding, and insurance purchasing to reduce loss occurrences and their financial impact. Risk management also monitors the county's investment in Wisconsin Municipal Mutual Insurance Company (WMMIC). This mutual insurance company was created by a group of large Wisconsin municipalities in 1987 to provide general and police professional liability, errors and omissions, and vehicle liability excess coverage and currently insures 15 member counties, 3 cities, and 2 special-use districts.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	1.70	1.65	1.65	1.65	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental (a)	\$1,085,115	\$1,177,070	\$1,177,070	\$1,235,900	\$58,830
Other Revenue (b)	\$211,449	\$326,150	\$320,150	\$331,791	\$5,641
Appr. Fund Balance (c)	\$191,548	\$265,500	\$265,500	\$265,500	\$0
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues (a) (b)	\$1,488,112	\$1,768,720	\$1,762,720	\$1,833,191	\$64,471
Personnel Costs	\$195,025	\$193,282	\$193,364	\$199,505	\$6,223
Operating Expenses	\$1,312,678	\$1,496,255	\$1,485,268	\$1,549,257	\$53,002
Interdept. Charges	\$117,678	\$79,183	\$84,088	\$84,429	\$5,246
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,625,381	\$1,768,720	\$1,762,720	\$1,833,191	\$64,471
Rev. Over (Under) Exp.	(\$137,269)	\$0	\$0	\$0	\$0

- (a) Interdepartmental revenues from charges to insured departments include tax levy funding.
- (b) Other revenues include claim subrogation recoveries, insurance reimbursements, investment income, and Wisconsin Municipal Insurance Company (WMMIC) dividends (primary source of reduction).
- (c) Fund balance applied in 2019-2021 to help offset impact of increased insurance and claims reserves costs, combined with decreased insurance dividends to phase increases to departments over several budgets.

Liability & Property Insurance (cont.)

Program Highlights

Interdepartmental revenues are generated from department insurance charges, which increase 5.0% or \$58,800 to reflect increased liability insurance costs. When combined with Worker's Compensation program costs, overall department insurance chargebacks are capped at 3.3%. Other revenue increases \$5,600 based on historical trends. Fund balance of \$265,500 is applied to help offset impact of increased insurance and claims reserve costs on department insurance charges.

Personnel costs increase \$6,200 for cost to continue of existing staff. Operating expenses increase \$53,000 primarily due to increases in liability insurance and claims reserve costs based on adverse claims trends for law enforcement as a whole in the U.S, which impacts municipal insurance costs. Interdepartmental charges increase \$5,200 to reflect higher automobile physical damage claim costs based on higher valued vehicles.

Worker's Compensation

Program Description

Worker's Compensation provides for self-insured worker's compensation claims administration, excess worker's compensation insurance coverage, self-insured loss reserve funding, and employee safety and loss control programs to prevent workplace injuries.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	1.25	1.25	1.25	1.25	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$12	\$0	\$0	\$0	\$0
Interdepartmental (a)	\$1,254,300	\$1,254,300	\$1,254,300	\$1,275,300	\$21,000
Other Revenue	\$37,207	\$68,260	\$68,260	\$63,101	(\$5,159)
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues (a)	\$1,291,519	\$1,322,560	\$1,322,560	\$1,338,401	\$15,841
Personnel Costs	\$137,496	\$139,199	\$138,975	\$142,582	\$3,383
Operating Expenses	\$1,179,473	\$1,182,321	\$1,182,655	\$1,194,889	\$12,568
Interdept. Charges	\$930	\$1,040	\$930	\$930	(\$110)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,317,899	\$1,322,560	\$1,322,560	\$1,338,401	\$15,841
Rev. Over (Under) Exp.	(\$26,380)	\$0	\$0	\$0	\$0

(a) Interdepartmental revenues from charges to insured departments include tax levy funding.

Program Highlights

Interdepartmental revenues are generated from department insurance charges, which increased 1.67% or \$21,000, as program operating expenses remain more stable. Other revenues related to investment income decrease \$5,200 based on reduced returns and historical trend estimates.

Personnel costs increase \$3,400 for cost to continue of existing staff. Operating expenses increase \$12,600 to reflect estimated insurance costs.

Activity – Risk Management Fund Overall**Risk Management Fund Overall**

<u>Output Indicators:</u>	2016	2017	2018	2019	2020
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Estimate</u>
Safety Inspections/Surveys	36	35	22	16	20
Safety Meetings	49	44	65	55	45
Training In-services	26	25	19	28	25
Contracts & Ins Certificates Reviewed	691	697	785	677	700
	2016	2017	2018	2019	2020
<u>Efficiency Indicators:</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Estimate</u>
Total Purchased Insurance Premium	\$759,911	\$773,292	\$867,329	\$951,937	\$1,041,955
Cost of Insurance Per \$1,000 of County Expenditures*	\$3.15	\$3.08	\$3.24	\$3.60	\$3.75
Total Risk Management Expenditures	\$2,759,159	\$2,731,253	\$2,805,573	\$2,943,279	\$3,091,280
Cost of Risk Per \$1,000 of County Expenditures*	\$11.44	\$10.89	\$10.47	\$11.12	\$11.14
County Expenditures excluding Capital Projects and Debt Service*	\$241,124,464	\$250,811,468	\$267,960,645	\$264,732,554	\$277,540,724

* Excludes capital projects and debt service

Activity – Liability & Property Insurance Program**Liability & Property Insurance Program**

<u>Output Indicators:</u>	2016	2017	2018	2019	2020
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Estimate</u>
# of General/Auto Liability Claims	44	37	47	61	47
Paid & Reserve	\$122,201	\$100,743	\$246,082	\$99,223	N/A
Average Cost Per Claim	\$2,777	\$2,723	\$5,236	\$1,627	N/A
# of Property/Auto Physical Claims	64	78	58	63	64
Paid & Reserve Net of Subrogation	\$209,286	\$316,031	\$196,217	\$180,694	N/A
Average Cost Per Claim	\$3,270	\$4,052	\$3,383	\$2,868	N/A
Subrogation Collections	\$60,920	\$15,552	\$13,901	\$13,076	N/A

Activity – Workers' Compensation Program**Worker's Compensation Program**

<u>Output Indicators:</u>	2016	2017	2018	2019	2020
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Estimate</u>
# of Worker's Compensation Claims	91	101	106	108	103
Paid & Reserve Net of Subrogation	\$1,228,241	\$780,423	\$406,381	\$937,722	N/A
Average Cost Per Claim	\$13,497	\$7,727	\$3,834	\$8,683	N/A

Notes:

- Accident year claims data valued as of 01/01/20
- NA=estimates not available due to need for actuarial analysis.

Collections

Administration

Program/ Objective

Fund Purpose

The Collections division (1) operates as an internal service fund by providing financially responsible centralized collection services to all agencies of the county and participating external Waukesha County municipalities; (2) generates savings to taxpayers by maximizing the collection of dollars owed to the county in the most consistent, timely, efficient, and cost effective manner possible in compliance with all laws, rules, and regulations; and (3) strives toward a fair and equitable balance between clients who receive goods and services from the county and taxpayers who bear the cost of unpaid goods and services.

Financial Summary	2019	2020	2020	2021	Change From 2020	
	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	\$258,824	\$245,730	\$250,000	\$300,000	\$54,270	22.1%
Interdepartmental	\$475,057	\$489,846	\$455,000	\$474,111	(\$15,735)	-3.2%
Other Revenue	\$178,288	\$214,454	\$169,900	\$196,451	(\$18,003)	-8.4%
Appr. Fund Balance (a)	\$150,000	\$50,000	\$132,280	\$26,415	(\$23,585)	-47.2%
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$1,062,169	\$1,000,030	\$1,007,180	\$996,977	(\$3,053)	-0.3%
Expenditures						
Personnel Costs	\$658,306	\$686,839	\$654,921	\$712,629	\$25,790	3.8%
Operating Expenses (a)	\$91,239	\$97,901	\$165,270	\$102,878	\$4,977	5.1%
Interdept. Charges	\$196,162	\$215,290	\$202,340	\$181,470	(\$33,820)	-15.7%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$945,707	\$1,000,030	\$1,022,531	\$996,977	(\$3,053)	-0.3%
Rev. Over (Under) Exp.	\$116,462	\$0	(\$15,351)	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	6.90	6.80	6.80	6.80	0.00
Extra Help	1.40	1.20	1.20	1.20	0.00
Overtime	0.00	0.00	0.00	0.00	0.00
Total FTEs	8.30	8.00	8.00	8.00	0.00

(a) Fund balance appropriation	2019	2020 Budget	2020 Est.	2021 Budget
Depreciation expense	\$2,057	\$4,012	\$4,012	\$2,759
Open Purchase Orders/Carryovers	\$0	\$0	\$82,280	\$0
To maintain Collections internal cost to departments	\$37,943	\$45,988	\$45,988	\$23,656
To upgrade and convert collection business software	\$110,000	\$0	\$0	\$0
Total Fund Balance Appropriation:	\$150,000	\$50,000	\$132,280	\$26,415

Program Highlights

Charges for service revenue increases \$54,300 reflecting growth in municipal collections. Interdepartmental revenues decrease \$15,700 recognizing historical trends. Other revenues decrease \$18,000 based on anticipated collection volume and the fee revenue associated with those collections. Collections appropriated fund balance decreases by \$23,600 which is budgeted to keep the internal client fee structure lower than the cost to provide the collections service.

Personnel costs increase by \$25,800 mainly to reflect the cost to continue of 8.00 FTE. The 2021 personnel budget includes 1.20 FTE or approximately \$58,700 of temporary extra help. Operating costs increase by \$5,000 due to the Collection Division replacing desk top computers with laptop computers in

Collections

Administration

Program/ Objective

2021 when five of their computers are scheduled to be replaced. The 2021 operating expense budget also includes \$25,000 for credit card fees, \$43,800 for hosting and licensing fees for the collections computer system and \$10,000 to assist with locating debtor contact information.

Interdepartmental charges decrease \$33,800 primarily due to \$32,100 decrease in End User Technology Charges due to the transition from the UNIX based collection system to a hosted, web based collection system resulting in reduced information technology costs.

Activity

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
\$ Coll. for Wauk. Cty. Customers	\$1,557,230	\$1,535,010	1,550,000	\$1,480,245	(\$54,765)
\$ Coll. & Shared with State	\$1,015,789	\$904,365	\$990,000	\$993,000	\$88,635
<u>\$ Coll. for Municipal Customers</u>	<u>\$1,250,108</u>	<u>\$1,281,179</u>	<u>\$1,100,000</u>	<u>\$1,123,400</u>	<u>(\$157,779)</u>
Total \$ Collected	\$3,823,127	\$3,720,554	\$3,640,000	\$3,596,645	(\$123,909)
Total \$ Retained by County	\$2,341,895	\$2,350,290	\$2,296,500	\$2,245,547	(\$104,743)
Accts Referred to Collection Div.	19,005	22,000	20,000	22,000	-
\$ Referred to Collection Division	\$11,685,810	\$13,000,000	\$12,000,000	\$13,000,000	\$0
# of External Intergovernmental Customers	75	73	77	79	6

Major Departmental Strategic Plan Objectives

Quality Pillar: High standards of service excellence

Objective 1: Line of Business Application Replacement

Transition the current UNIX based Collection System to an operating system that is in wider industry use to reduce risk of operational interruptions with the current system that has been significantly customized over the years. The new system is expected to reduce operating costs, improve performance and enhance security and efficiency objectives. Project was completed in first quarter 2020.

Performance Measures:

1. Positive return on investment over 5-year period.

Performance Measures:	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Est.	2021 Target
Ratio Collections to Expense (a) (Debt Collected/Collection Expense)	4.18	4.37	4.18	3.88	4.04	3.70	3.70
Waukesha County Recovery % (b)	28.60%	28.40%	27.80%	27.7%	27.7%	25%	25%
Waukesha County Average Liquidation % (c)	31.23%	26.96%	22.17%	26.40%	32.72%	25%	25%
Overall Recovery for Government Market as reported by ACA (d)	17.3%						

(a) Calculated as dollars collected divided by expenditures; desired goal ratio greater than or equal to 2.5 to 1.

(b) Overall recovery percentage is impacted by referrals from Health and Human Services (HHS) which are more difficult to collect given the nature of the debt, the financial status of the individuals, and the state's ability to pay provisions to the individuals. Method of calculation is total collections since inception divided by total referrals since inception.

(c) Liquidation percentage is calculated as annual gross collections divided by new business placed (i.e., referrals) in the same 12-month period.

(d) Source- 2017 Association of Credit Collection Professionals (ACA) Agency Benchmarking Survey.

American Job

Center Fund

Administration

Special Revenue Fund

Fund Purpose

The purpose of the American Job Center Fund is to provide administrative support services to the public workforce system. The system is governed by workforce development boards as authorized under the Workforce Innovation Opportunity Act. This fund supports interagency cooperation and service delivery among organizations defined as American Job Center system partners. The American Job Center public workforce system serves employers and job seekers across the nation. Waukesha County Department of Administration supports intergovernmental cooperation in a seven-county region (Waukesha-Ozaukee-Washington, Milwaukee, and Racine- Kenosha-Walworth).

Financial Summary	2019	2020	2020	2021	Change From 2020	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
Revenues						
General Government	\$0	\$62,250	\$84,450	\$90,000	\$27,750	44.6%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$0	\$305,071	\$232,390	\$256,617	(\$48,454)	-15.9%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$0	\$2,500	\$0	\$0	(\$2,500)	-100.0%
Appr. Fund Balance	\$0	\$50,000	\$27,239	\$41,000	(\$9,000)	-18.0%
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$0	\$419,821	\$344,079	\$387,617	(\$32,204)	-7.7%
Expenditures						
Personnel Costs	\$0	\$137,806	\$137,765	\$141,184	\$3,378	2.5%
Operating Expenses	\$0	\$232,015	\$176,814	\$237,433	\$5,418	2.3%
Interdept. Charges	\$0	\$0	\$4,500	\$9,000	\$9,000	N/A
Fixed Assets	\$0	\$50,000	\$25,000	\$0	(\$50,000)	-100.0%
Total Expenditures	\$0	\$419,821	\$344,079	\$387,617	(\$32,204)	-7.7%
Rev. Over (Under) Exp.	\$0	\$0	\$0	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	0.00	1.00	1.00	1.00	0.00
Extra Help	0.00	0.00	0.00	0.00	0.00
Overtime	0.00	0.00	0.00	0.00	0.00
Total FTEs	0.00	1.00	1.00	1.00	0.00

Program Highlights

The American Job Center Fund was a new special revenue fund in the 2020 budget.

General government revenues increase by \$27,800. This revenue is comprised of \$90,000 of revenue from the Regional Workforce Alliance to provide one-stop-operator function and equal opportunity and civil rights compliance for the seven-county region in southeastern Wisconsin. This revenue source increased by \$77,800 in the 2021 budget due to the expansion of the services from three to seven counties. The revenue increase is partially offset by a \$50,000 contribution decrease from WCTC as that is not anticipated in future years.

Charges for service revenue decreases by \$48,500. This revenue reduction is primarily due to the removal of \$30,000 in fees generated from in-person job fairs. For 2021, it is anticipated that job fairs will be conducted on a cost recovery basis with excess revenue being nominal. This revenue also decreases by \$18,500 due to restructure of the Ozaukee County Job Center effective July 2020. American Job Center fund balance of \$41,000 is budgeted in 2021 and provides \$27,000 for pilot training programming and \$14,000 for equipment associated with the Pewaukee Center move to downtown Waukesha.

Personnel costs include the cost to continue for 1.00 FTE workforce development coordinator. Operating expenses increase by \$5,400. This is primarily due to the \$41,000 in one-time fund balance expenditures noted above largely offset by the removal of \$32,600 in job center related expenditures associated with

American Job**Center Fund****Administration****Objective/Program**

the restructure of the Ozaukee Job Center. The fund is not including third party temporary help for front desk support or contract information technology support for that center. Fixed assets are not budgeted in the 2021 budget.

Major Departmental Strategic Plan Objectives

Customer Service Pillar: High customer satisfactionObjective 1: American Job Center Satisfaction

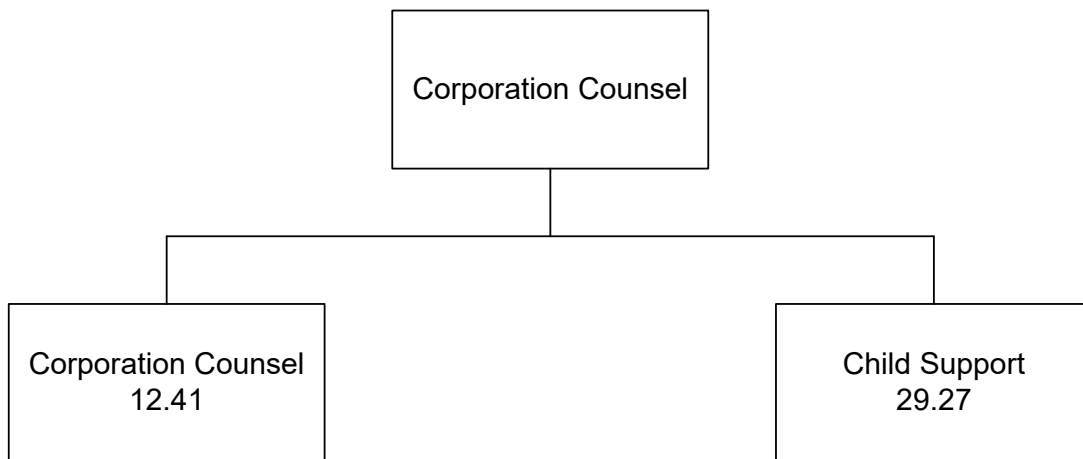
The American Job Center system serves employers and citizens by providing employment, training, education and economic development services through virtual means and at physical locations. Organizations and customers who interact with the American Job Center system express a 90% satisfaction rating with the services provided.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget
Customer Satisfaction Survey results from clients receiving services	94%	90%	90%	90%
NEW Organization Satisfaction Survey results from partners receiving services from Waukesha County Department of Administration	N/A	90%	90%	90%

Corporation Counsel

CORPORATION COUNSEL'S OFFICE

FUNCTION / PROGRAM CHART



41.68 TOTAL FTE'S

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

Statement of Purpose

It is the mission of the Corporation Counsel Office to improve the quality of life for all residents of Waukesha County by facilitating effective policy making and administrative decision making of the County Board and County Executive; to provide for the establishment and enforcement of financial support for needy children and establish care for the mentally ill and elderly infirm; to cooperate in providing stability for dysfunctional families through the Juvenile Court System; to assist in establishing and enforcing land use plans and zoning regulations; to enforce health ordinances; to give sound legal advice to all county departments, boards and commissions to assist them in effectively carrying out their functions; and to respond to the legal needs of county employees whose function is to provide various governmental services to the public. In addition, the Corporation Counsel Office is responsible for overseeing the activities of the Child Support Program.

Corporation Counsel – General Fund Summary

Financial Summary	2019 Actual	2020		2021 Budget	Change From 2020 Adopted Budget	
		Adopted Budget	2020 Estimate		\$	%
Corporation Counsel						
Revenues	\$525,185	\$579,396	\$605,633	\$589,068	\$9,672	1.7%
County Tax Levy	\$864,151	\$894,512	\$894,512	\$880,433	(\$14,079)	-1.6%
Expenditures	\$1,299,682	\$1,473,908	\$1,416,773	\$1,469,501	(\$4,407)	-0.3%
Rev. Over (Under) Exp.	\$89,654	\$0	\$83,372	\$0	\$0	N/A
Child Support						
Revenues (a)	\$2,232,390	\$2,377,487	\$2,354,886	\$2,477,541	\$100,054	4.2%
County Tax Levy	\$381,096	\$385,735	\$385,735	\$409,814	\$24,079	6.2%
Expenditures	\$2,543,929	\$2,763,222	\$2,698,255	\$2,887,355	\$124,133	4.5%
Rev. Over (Under) Exp.	\$69,557	\$0	\$42,366	\$0	\$0	N/A
Total All Funds						
Revenues	\$2,757,575	\$2,956,883	\$2,960,519	\$3,066,609	\$109,726	3.7%
County Tax Levy	\$1,245,247	\$1,280,247	\$1,280,247	\$1,290,247	\$10,000	0.8%
Expenditures	\$3,843,611	\$4,237,130	\$4,115,028	\$4,356,856	\$119,726	2.8%
Rev. Over (Under) Exp.	\$159,211	\$0	\$125,738	\$0	\$0	N/A
Position Summary (Combined FTE)						
Regular Positions	41.00	41.00	41.00	41.00	0.00	
Extra Help	0.75	0.55	0.55	0.63	0.08	
Overtime	0.08	0.05	0.05	0.05	0.00	
Total	41.83	41.60	41.60	41.68	0.08	

(a) Child Support revenues include State General Purpose Revenue (GPR) of \$240,562 in 2019 actual, \$244,642 in 2020 adopted budget, and \$246,347 in 2021 budget, which is eligible to be matched pursuant to state and county contract.

Fund Purpose

The General Fund operation of the Corporation Counsel is to provide legal advice, counsel, and support to all county departments and elected officials.

Financial Summary	2019	2020	2020	2021	Change From 2020	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget	
					\$	%
Revenues						
General Government	\$0	\$0	\$3,788	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$37	\$200	\$5,113	\$5,090	\$4,890	2445.0%
Interdepartmental	\$524,521	\$579,196	\$578,196	\$583,978	\$4,782	0.8%
Other Revenue	\$627	\$0	\$0	\$0	\$0	N/A
Appr. Fund Balance	\$0	\$0	\$18,536	\$0	\$0	N/A
County Tax Levy (Credit)	\$864,151	\$894,512	\$894,512	\$880,433	(\$14,079)	-1.6%
Total Revenue Sources	\$1,389,336	\$1,473,908	\$1,500,145	\$1,469,501	(\$4,407)	-0.3%
Expenditures						
Personnel Costs	\$1,163,935	\$1,321,924	\$1,230,773	\$1,278,627	(\$43,297)	-3.3%
Operating Expenses	\$55,444	\$69,143	\$106,018	\$105,945	\$36,802	53.2%
Interdept. Charges	\$80,303	\$82,841	\$79,982	\$84,929	\$2,088	2.5%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$1,299,682	\$1,473,908	\$1,416,773	\$1,469,501	(\$4,407)	-0.3%
Rev. Over (Under) Exp.	\$89,654	\$0	\$83,372	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	11.85	11.85	11.85	11.85	0.00
Extra Help	0.75	0.55	0.55	0.55	0.00
Overtime	0.04	0.01	0.01	0.01	0.00
Total FTEs	12.64	12.41	12.41	12.41	0.00

Program Highlights

Total revenue in the Corporation Counsel office decreases by \$4,400 or 0.3% to \$1,469,500 in the 2021 budget. Based on prior year trends, and future anticipated requests for services, the interdepartmental revenue increase of \$4,800 includes a \$5,800 increase for legal services provided to HHS offset by the elimination of \$1,000 in of legal fees for collection services. Also, there is an increase of \$5,000 in rental collections from the contractor of the Children First Program. County tax levy decreases by \$14,100 or 1.6% to \$880,400 in 2021.

Personnel costs decrease by \$43,300 or 3.3% to \$1,278,600 for 12.41 FTE's mostly related to health insurance cost decreases of \$43,300 due to changes in employee benefit selections that are offset by insurance rate increases. In addition, 1.00 FTE senior attorney was transferred out to Child Support and a lower cost 1.00 FTE attorney position was transferred into this program. These lower costs are offset by cost to continue.

Operating expenses increase by \$36,800 or 53.2% to \$105,900, driven principally by increased legal costs for union collective bargaining of \$10,500, arbitration of \$15,200 and other external paralegal/legal services of \$5,400, contracted services of \$1,500 and filing fees of \$1,000.

Interdepartmental charges decrease by \$2,100 or 2.5% to \$85,000, mainly due to a \$1,600 increase in end user technology charges and \$500 increase in fixed telephone.

Major Departmental Strategic Plan Objectives

Quality Pillar: High Standards of Service Excellence

Objective 1: Timely and Effective Legal Services

To provide quality and timely review of contracts, ordinances, and resolutions for Waukesha County departments. To represent the County successfully in civil litigation prosecution and defense. To issue validated opinions concerning interpretation of the rights, duties, and powers of the municipal corporation, its departments and officials.

Time that it takes to review contracts effectively and the number of cases filed.

Performance Measure:	2019 Actual	2020 Target	2020 Estimate	2021 Target
Percent of contracts reviewed and returned within 72 hours (Dept. standard is 4 business days)	95%	>90%	>95%	>90%
Percent of contracts approved that do not result in dispute resolution including mediation, arbitration or litigation	99%	>98%	>98%	>98%

The number of claims and lawsuits monitored and contracts, resolutions, and ordinances reviewed.

Activity - Workload Data	2018 Actual	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Total Number of Cases Filed						
Claims Received	55	49	52	45	50	(2)
Lawsuits Monitored	25	25	20	25	25	5
Contracts Reviewed	285	212	300	215	275	(25)
Resolutions/Ordinances Reviewed	113	127	115	130	130	15

Health & Safety Pillar: Ensure Well Being of Residents

Objective 2: Vulnerable Residents Receive High-Quality Support and Services

To provide support for children, to establish care for the mentally ill and elderly infirm, and to provide stability for families in need through the court system. To provide high-quality, effective legal representation of Waukesha County residents in matters such as adult and juvenile guardianships/protective placements, involuntary commitment proceedings for adults and minors, juvenile court actions for children in need of protective services, and termination of parental rights/adoptions (in conjunction with services offered by the Department of Health and Human Services).

Number of cases filed for the case types outlined in the strategic objective.

Activity - Workload Data	2018 Actual	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Adult and Juvenile Chapter 51 Cases	1,130	1,017	1,100	1,180	1,100	0
Guardianships/Protective Placements:						
- Adults	522	415	525	400	450	(75)
- Juveniles	51	26	50	50	50	0
Juvenile Court Petitions:						
- Children/Juveniles in Need of Protection Services (CHIPS) & Truancy cases	582	508	610	450	575	(35)
- Termination of Parental Rights (TPR)	11	19	20	20	20	0

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Non- Departmental

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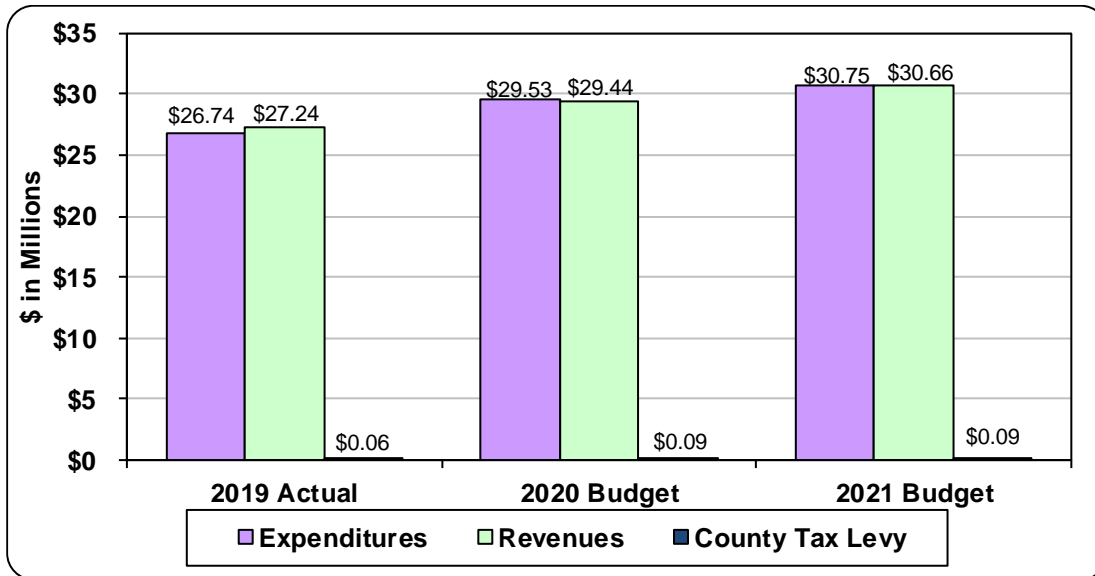
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NON-DEPARTMENTAL

Functional Area Budget Highlights

The Non-Departmental Functional area includes three budgets not directly associated with, or controlled by, a specific county department. The **Non-Departmental General Fund** provides for a wide variety of purposes, which includes significant items such as: membership in the Southeastern Wisconsin Regional Planning Commission; consulting services that benefit the entire county; payment of special assessments on county properties; and receipt of state shared revenues. The **Health and Dental Insurance Fund** is an internal service fund, established to provide for and effectively manage the self-funded health benefits for county employees, elected officials, retirees and dependents. This fund also includes an Employee Wellness (Health Risk Assessment) program designed to improve employee productivity, morale and healthcare cost savings through health education and health focused activities. This fund budgets for the Waukesha Employee Health and Wellness Center for employees and retirees enrolled in county health insurance plans, with the goal of reducing prescription drug and medical costs. The center is operated through an intergovernmental agreement with the school district of Waukesha and the city of Waukesha, who are also participating. The **Contingency Fund** provides funds to respond to emergency situations and issues that could not be anticipated during the budget process.



- The **Tax Levy** necessary to fund this functional area totals \$92,100, which is the same as the 2020 budget.
- **Non-Departmental General Fund:** Expenditures decrease by \$47,200 in 2021. The county's share of Southeastern Wisconsin Regional Planning Commission (SEWRPC) allocation was reduced by \$36,600 which is due to a reduction in the regional levy. There is also a decrease in employee sick leave and vacation payouts of \$15,400. General fund balance has also been reduced by \$46,600 from the 2020 budget.
- **Health and Dental Insurance Fund:** Total expenditures increase nearly \$1.27 million or 4.8% primarily due to the following:
 - **Active Employee Health Insurance Program:** Expenditures increase \$1.3 million or 5.8%, mostly due to higher claims costs (by \$768,600), based on actuarial recommendation. (Premium rates charged to county departments and employees are budgeted to increase 13% to offset cost increases). Stop loss insurance coverage for higher-cost claims are budgeted to increase by \$534,600.
 - **Retired Employee Health Insurance Program:** Expenditures increase \$42,500, mainly due to higher anticipated claims costs of \$27,000, based on actuarial recommendation. (Premium rates charged to retirees, who pay 100% of plan costs, are increased to offset costs.) For the 2021 budget, the county plans to continue granting retired employees enrolled in this health plan access to the Waukesha Employee Health and Wellness Center onsite clinic to provide retirees with opportunities to save money for office visits, pharmaceuticals, and other medical services and improve the financial viability of the retiree plan through cost avoidance.
 - **Employee Dental Insurance Program:** Expenditures decrease \$217,000 due to lower anticipated enrollment.
 - **Waukesha Employee Health and Wellness Center:** Expenditures increase \$130,600 to about \$1.5 million, mainly due to an increase in contracted clinic staff by \$70,200 which is mostly due to the addition of a full-time physical therapist position and inflationary cost increases for other contracted clinic staff. In addition, due to higher relative utilization of the clinic by county employees, the county's share of clinic costs increases from 45% to 46% in 2021.
- **Contingency Fund** remains at the 2020 budget level of \$1.2 million, funded with appropriated general fund balance.

****NON-DEPARTMENTAL****
Functional Area Summary by Agency

	2019 Actual	2020 Adopted Budget	2020 Estimate	2021 Budget	Change from 2020 Adopted Budget	
					\$	%
TOTAL NON-DEPARTMENTAL						
Revenues (a) (b)	\$27,237,442	\$29,439,500	\$34,752,051	\$30,657,379	\$1,217,879	4.1%
County Tax Levy	\$60,100	\$92,100	\$92,100	\$92,100	\$0	0.0%
Expenditure (b)	\$26,738,779	\$29,531,600	\$34,124,115	\$30,749,479	\$1,217,879	4.1%
Rev. Over (Under) Exp.	\$162,871	\$0	\$11,840	\$0	\$0	N/A
Oper Income/(Loss)	\$395,892	\$0	\$708,196	\$0	\$0	N/A
BREAKDOWN BY AGENCY						
GENERAL NON-DEPARTMENTAL						
Revenues (a)	\$1,875,897	\$1,699,500	\$7,053,166	\$1,652,300	(\$47,200)	-2.8%
County Tax Levy	\$60,100	\$92,100	\$92,100	\$92,100	\$0	0.0%
Expenditure	\$1,773,126	\$1,791,600	\$7,133,426	\$1,744,400	(\$47,200)	-2.6%
Rev. Over (Under) Exp.	\$162,871	\$0	\$11,840	\$0	\$0	N/A
HEALTH AND DENTAL INSURANCE						
Revenues (a)	\$25,361,545	\$26,540,000	\$27,698,885	\$27,805,079	\$1,265,079	4.8%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditure	\$24,965,653	\$26,540,000	\$26,990,689	\$27,805,079	\$1,265,079	4.8%
Oper Income/(Loss)	\$395,892	\$0	\$708,196	\$0	\$0	N/A
CONTINGENCY						
Revenues (a) (b)	\$375,403	\$1,200,000	\$300,000	\$1,200,000	\$0	0.0%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditure (b)	\$375,403	\$1,200,000	\$300,000	\$1,200,000	\$0	0.0%
Rev. Over (Under) Exp.	\$0	\$0	\$0	\$0	\$0	N/A

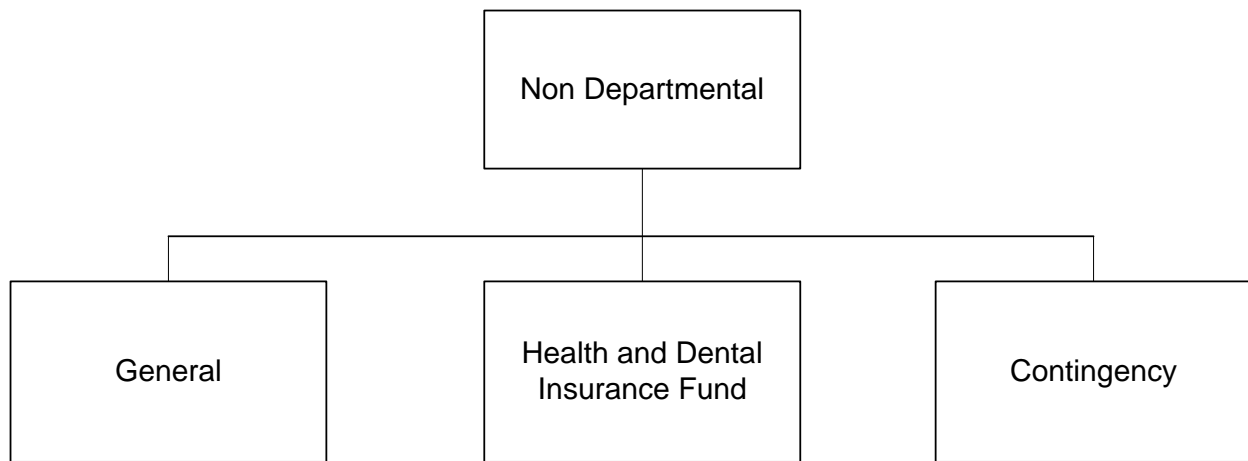
(a) The revenue budget for 2021 includes fund balance appropriations totaling \$3,932,000 which includes \$625,900 in the General Fund, \$2,106,100 in the Health & Dental Insurance Fund, and \$1,200,000 in the Contingency Fund. The revenue budget for 2020 includes fund balance appropriations totaling \$4,373,400, which includes: \$672,500 in the General Fund, \$2,500,900 in the Health & Dental Insurance Fund, and \$1,200,000 in the Contingency Fund.

(b) Contingency fund use in 2019 is being displayed for informational purposes in the table above but is not included in the totals for Non-Departmental because the actual expenditures are already recognized in the program budgets where the contingency fund transfers were approved.

Non-Departmental

NON DEPARTMENTAL

FUNCTION / PROGRAM CHART



There are no positions associated with the Non-Departmental accounts.

Statement of Purpose

This agency is established to account for those revenue and expenditure transactions that are not directly associated with or controlled by a specific departmental operating budget. This budget also serves as a vehicle for one-time or short-term (five years or less) program appropriations.

Activities

This budget is the custodial responsibility of the Department of Administration. Items included are State Shared Revenue, non-benefit insurance premiums for certain departments, unemployment compensation, general feasibility and operational studies, funding of the retirement and sick leave payout reserve, economic development and tourism organization funding, certain special local property assessments of county owned land, funding for the county's membership in the Southeast Wisconsin Regional Planning Commission (SEWRPC), and funding for loss control and safety requirements which cannot be anticipated for county facilities and programs.

Financial Summary	2019	2020	2020	2021	Change From 2020	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget	
					\$	%
Revenues						
General Government (a)(e)	\$742,104	\$697,000	\$5,874,000	\$638,000	(\$59,000)	-8.5%
Fine/Licenses (b)	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$0	\$0	\$0	\$0	\$0	N/A
Interdepartmental (c)	\$108,704	\$0	\$58,000	\$58,400	\$58,400	N/A
Other Revenue (b)	\$384,324	\$330,000	\$292,000	\$330,000	\$0	0.0%
Appr. Fund Balance (d)	\$640,765	\$672,500	\$829,166	\$625,900	(\$46,600)	-6.9%
County Tax Levy (Credit)	\$60,100	\$92,100	\$92,100	\$92,100	\$0	0.0%
Total Revenue Sources	\$1,935,997	\$1,791,600	\$7,145,266	\$1,744,400	(\$47,200)	-2.6%
Expenditures						
Personnel Costs (d)(e)	\$290,092	\$425,000	\$540,500	\$419,600	(\$5,400)	-1.3%
Operating Expenses (d)(e)	\$1,389,987	\$1,276,500	\$6,502,826	\$1,224,900	(\$51,600)	-4.0%
Interdept. Charges	\$93,047	\$90,100	\$90,100	\$99,900	\$9,800	10.9%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$1,773,126	\$1,791,600	\$7,133,426	\$1,744,400	(\$47,200)	-2.6%
Rev. Over (Under) Exp.	\$162,871	\$0	\$11,840	\$0	\$0	N/A
Position Summary (FTE)	No positions are budgeted in this fund.					

- (a) General government revenues include state shared revenue payments of \$585,000 for the 2021 and 2020 budgets. General government revenues also include estimated countywide indirect cost reimbursements (in excess of the amounts budgeted in the Department of Administration) received from state funding sources mainly for the Aging and Disability Resource Center Contract, Income Maintenance, and Child Support programs.
- (b) 2019 actual fines and licenses revenues exclude jail assessment fees of about \$530,800, which are accounted for in the Non-Departmental budget, but budgeted in subsequent years to help fund jail equipment replacement, related capital projects, debt service for jail related projects, and inmate medical services. Actual other revenues in 2019 exclude about \$436,600 in tax increment district dissolution funds and about \$16,300 in unclaimed funds revenue, which are budgeted in later years as General Fund balance due to their unpredictability.
- (c) Interdepartmental revenues include indirect cost recovery, mostly from county proprietary and special revenue funds, in excess of the amounts budgeted in the Department of Administration.
- (d) Appropriated General Fund balance for the 2021 Budget includes \$150,000 for the Waukesha Center for Growth, \$140,000 for retirement payouts from reserves for this purpose, \$153,400 of tax increment district dissolution funds from prior years, \$40,000 for county strategic planning, \$40,000 toward one-time employee severance/retention payments, \$30,000 of prior-year unclaimed funds revenues, \$30,000 for unanticipated consulting needs, \$30,000 for the Wisconsin River Rail Transit System, \$12,500 for a continuation of the county's contribution to the Milwaukee 7 Regional Economic Development Campaign. For a description of budgeted General Fund balance use in 2020, see footnote (a) of the Non-Departmental Program/Activity Financial Summary table later in this budget.
- (e) The 2020 estimate includes \$5,236,000 of grant revenues and expenditures related to the COVID-19 pandemic, above what is included in other budgets.

2021 Specific Activities and Purpose:

SEWRPC Allocation: Continue to provide funding for the county's share of the Southeastern Wisconsin Regional Planning Commission (SEWRPC) which provides regional planning, including: land use, transportation, water quality, flood-land management, and planned research for the seven counties in southeastern Wisconsin.

Waukesha County Economic Development & Tourism Initiatives: Waukesha County contracts with the Waukesha County Center for Growth to serve as the economic development organization to drive economic growth in Waukesha County with a vision to make Waukesha County the best place to do business. Waukesha County funds will be leveraged with funds from the city of Waukesha and other participating local governments, the Wisconsin Small Business Development Center, and private businesses. The county will continue support to Waukesha Area Convention and Visitors Bureau activity related to tourism and promotion.

Milwaukee 7 Regional Economic Development Campaign: The Milwaukee 7 is a regional, cooperative economic development platform for the seven counties of southeastern Wisconsin: Kenosha, Milwaukee, Ozaukee, Racine, Walworth, Waukesha, and Washington. The county is making an annual contribution of \$12,500 to the Milwaukee 7's Regional Economic Development Campaign.

Wisconsin River Rail Transit System: The Wisconsin River Rail Transit Commission (WRRTC) infrastructure project costs.

Loss Control/ADA: Continue to fund loss control and safety requirements and to fund measures necessary to comply with the federal Americans with Disabilities Act (ADA) that cannot be anticipated for county facilities and programs.

Separation Payouts (Vacation/Sick Leave): Continue budgeting for sick leave payouts that exceed normal budget amounts for large departments (reserves), based on an expected higher level of retirements (as baby boomers reach retirement age). Large service departments provide for most of this cost within their respective budgets. Continue to maintain an account to fund retirement sick leave and vacation payouts in administrative and small departments.

Non-Represented Employee Maximum Sick Leave/Vacation Payouts: Continue to fund the employee incentive payment for those who have maximized their sick leave accrual (maximum of 960 hours) in prior years. Continue to fund payouts for unused vacation time (maximum 40 hours) for non-represented employees who earn more than three weeks of vacation time during a year.

Section 125 Plan Administration Costs: Continue to fund the third-party administration of the county employees' Flexible Spending Account plans, which allow employees to set aside untaxed earnings for out-of-pocket health care expenses, which save the county the employer's cost share of FICA and Medicare payments.

Severance/Retention: Provide for the funding of a program establishing a severance budget and an incentive to remain employed with the county to the end of the year for employees that are laid off due to abolishing or unfunding their position in the budget process. Employees who leave before the end of the designated term or accept another county position are ineligible.

Deferred Compensation Plan Consulting & Financial Education for Employees: Continue to provide consulting services to the employee investment advisory committee for the deferred compensation plan and financial education services to active employees. This is offset by revenues (no tax levy) that the plan administrator shares with the county.

Consulting/Grant/Other: Continue to provide funding for special consulting studies identified during the year.

Merchant Card Fees: Provide funding for credit card and debit card processing fees in non-enterprise activities except for Parks and Land Use that budgets its own.

Property Tax Payments/Special Assessments: This appropriation reimburses county municipalities for the county portion of property tax refunds paid on successful appeals. It also funds special assessments on county non-park property.

General Fund

Non-Departmental

Program

Non-Departmental Program/Activity Financial Summary

Exp/Rev Category	Expenditures: <i>Continuous</i>	2019	2020	2020	2021	Budget	%
		Actual	Budget	Estimate	Budget	Change	Change
Operating	SEWRPC Allocation	\$692,275	\$691,000	\$690,660	\$654,400	(\$36,600)	-5.3%
Operating	Economic Development (a)	\$250,000	\$250,000	\$250,000	\$250,000	\$0	0.0%
Operating	Milwaukee 7 Regional Econ Dev Campaign (a)	\$12,500	\$12,500	\$12,500	\$12,500	\$0	0.0%
Operating	Waukesha County Tourism Initiative	\$10,000	\$10,000	\$10,000	\$10,000	\$0	0.0%
Operating	Wis. River Rail Transit System (a)	\$30,000	\$30,000	\$30,000	\$30,000	\$0	0.0%
Operating	Loss Control/ADA (a)	\$13,999	\$35,000	\$35,000	\$35,000	\$0	0.0%
Personnel	Separation Payouts (Vac. & Sick Leave) (a)	\$54,232	\$140,000	\$140,000	\$140,000	\$0	0.0%
Personnel	Active Non-Rep Empl. Max. Sick Leave/Vac. Payouts	\$159,460	\$185,000	\$172,200	\$169,600	(\$15,400)	-8.3%
Operating	Section 125 Plan Administration Costs	\$6,334	\$8,000	\$8,000	\$8,000	\$0	0.0%
Personnel	Unemployment	\$65,665	\$60,000	\$70,000	\$70,000	\$10,000	16.7%
Personnel	Severance/Retention (a)	\$0	\$40,000	\$8,300	\$40,000	\$0	0.0%
Operating	Def Comp Plan Consulting/Financial Edu for Empl. (b)	\$23,752	\$30,000	\$30,000	\$30,000	\$0	0.0%
Operating	Consulting (a)	\$0	\$30,000	\$20,000	\$30,000	\$0	0.0%
Operating	Merchant Card Fees	\$42,901	\$35,000	\$35,000	\$35,000	\$0	0.0%
Operating	Employment Advertising	\$13,858	\$15,000	\$11,000	\$15,000	\$0	0.0%
Operating	Property Tax/Special Assessments	\$23,139	\$40,000	\$40,000	\$40,000	\$0	0.0%
Operating	Printing inc. Adopted Budget Books	\$2,834	\$5,000	\$4,000	\$5,000	\$0	0.0%
Interdept'l	Work Comp/Liab/Casualty/Other Ins	\$93,047	\$90,100	\$90,100	\$99,900	\$9,800	10.9%
Multiple	Other Expenses	\$137,948	\$10,000	\$165,666	\$30,000	\$20,000	200.0%
Short-Term/Temporary/Periodic							
Operating	Strategic Planning (a)	\$58,684	\$70,000	\$70,000	\$40,000	(\$30,000)	-42.9%
Multiple	COVID-19 Pandemic Response (e)	\$0	\$0	\$5,236,000	\$0	\$0	N/A
Operating	Safety/Effic. Operat'l Study of Wauk Co. Main Jail (a)	\$82,500	\$0	\$0	\$0	\$0	N/A
Operating	Jail Study Implementation (a)	\$0	\$5,000	\$5,000	\$0	(\$5,000)	-100.0%
Total Expenditures		\$1,773,128	\$1,791,600	\$7,133,426	\$1,744,400	(\$47,200)	-2.6%
Revenue:							
Gen Gov't	State Shared Revenues	\$585,000	\$585,000	\$585,000	\$585,000	\$0	0.0%
Gen Gov't	Other General Government Revenues (c)	\$157,104	\$112,000	\$53,000	\$53,000	(\$59,000)	-52.7%
Interdept'l	Interdepartmental Charge Revenue*	\$108,704	\$0	\$58,000	\$58,400	\$58,400	N/A
Other	Other Revenue (b)(d)	\$384,324	\$330,000	\$292,000	\$330,000	\$0	0.0%
Gen Gov't	COVID-19 Grant Revenues (e)	\$0	\$0	\$5,236,000	\$0	\$0	N/A
Fund Bal	Fund Balance Appropriation (a)	\$640,765	\$672,500	\$829,166	\$625,900	(\$46,600)	-6.9%
Tax Levy	Tax Levy	\$60,100	\$92,100	\$92,100	\$92,100	\$0	0.0%
Total Revenues		\$1,935,997	\$1,791,600	\$7,145,266	\$1,744,400	(\$47,200)	-2.6%
Revenues Over/(Under) Expenditures		\$162,869	\$0	\$11,840	\$0	\$0	N/A

* See Footnote (c) to the financial summary table on first page of this budget.

- (a) Appropriated General Fund balance for the **2021 Budget** includes \$150,000 for the Waukesha Center for Growth, \$140,000 for retirement payouts from reserves for this purpose, \$153,400 of tax increment district dissolution funds from prior years, \$40,000 for county strategic planning, \$40,000 toward one-time employee severance/retention payments, \$30,000 of prior-year unclaimed funds revenues, \$30,000 for unanticipated consulting needs, \$30,000 for the Wisconsin River Rail Transit System, and \$12,500 for a continuation of the county's contribution to the Milwaukee 7 Regional Economic Development Campaign. Appropriated General Fund balance for the **2020 Budget** includes \$150,000 for the Waukesha Center for Growth, \$140,000 for retirement payouts from reserves for this purpose, \$155,000 of tax increment district dissolution funds from prior years, \$70,000 for county strategic planning, \$70,000 of prior-year unclaimed funds revenues, \$40,000 toward one-time employee severance/retention payments, \$30,000 for unanticipated consulting needs, \$12,500 for a continuation of the county's contribution to the Milwaukee 7 Regional Economic Development Campaign, and \$5,000 for the Jail Study Implementation.
- (b) Other revenue includes offsetting revenue to pay for the Deferred Compensation Plan consulting and county employee financial education services of \$30,000 in the 2020 and 2021 budget. No county tax levy is used to fund this expenditure.
- (c) Other general government revenue includes indirect cost recovery in excess of the amounts budgeted in the Department in the Administration. These revenues received from state funding sources are mostly from the Aging and Disability Resource Center Contract, Income Maintenance and Child Support programs.
- (d) Other revenues include municipal repayments for the police and emergency response units for the new countywide digital radio system of \$190,000 in the 2021 budget (\$190,000 in the 2020 budget), procurement card rebates estimated at \$45,000 in the 2021 budget (\$45,000 in the 2020 budget), and miscellaneous recoveries of \$65,000 in the 2021 budget (\$65,000 in the 2020 budget).
- (e) The 2020 estimate includes \$5,236,000 of grant revenues and expenditures related to the COVID-19 pandemic, above what is included in other budgets.

Fund Purpose

The Health and Dental Insurance Fund is an internal service fund established to provide for and effectively manage the health benefits for county employees, elected officials, retirees, and dependents. This fund consists of a self-funded active employee health insurance plan, a self-funded retired employee health insurance plan, a self-funded dental insurance plan, an employee wellness program, and the Waukesha Employee Health and Wellness Center. The Health and Dental Insurance Fund is used to account for all claims and costs filed against and paid by the county's self-funded insurance, the premiums paid into these plans, and costs associated with the wellness programs. This fund recovers its costs through charges to county departments, employees, retirees, and qualifying participants for COBRA (Consolidated Omnibus Budget Reconciliation Act of 1985) benefits. This fund provides budgetary protection by purchasing stop loss insurance coverage. A health insurance actuary is retained to assist with the determination of premium rates, insurance reserve levels, and effectiveness of wellness and health benefit changes to the total cost of the program.

Financial Summary	2019	2020	2020	2021	Change From 2020	
	Actual	Adopted Budget (a)	Estimate (b)(d)	Budget (a)	Adopted Budget \$	%
Revenues						
General Government	\$63,074	\$32,100	\$29,100	\$31,500	(\$600)	-1.9%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$4,263,078	\$4,938,000	\$4,505,000	\$5,300,500	\$362,500	7.3%
Interdepartmental	\$16,831,578	\$18,626,000	\$17,632,000	\$19,914,000	\$1,288,000	6.9%
Other Revenue (b)	\$1,562,185	\$443,000	\$3,010,000	\$453,000	\$10,000	2.3%
Appr. Fund Balance (a)	\$2,641,630	\$2,500,900	\$2,522,785	\$2,106,079	(\$394,821)	-15.8%
Memo: Reimb. For Facility Improvements (c)	\$36,440	\$36,440	\$36,440	\$33,403	(\$3,037)	-8.3%
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$25,361,545	\$26,540,000	\$27,698,885	\$27,805,079	\$1,265,079	4.8%
Expenditures						
Personnel Costs	\$0	\$0	\$0	\$0	\$0	N/A
Operating Expenses	\$24,935,784	\$26,509,300	\$26,965,759	\$27,731,679	\$1,222,379	4.6%
Interdept. Charges	\$29,869	\$30,700	\$24,930	\$73,400	\$42,700	139.1%
Fixed Assets (Memo) (d)	\$0	\$80,000	\$0	\$0	(\$80,000)	-100.0%
Total Expenditures	\$24,965,653	\$26,540,000	\$26,990,689	\$27,805,079	\$1,265,079	4.8%
Rev. Over (Under) Exp.	\$395,892	\$0	\$708,196	\$0	\$0	N/A

- (a) Appropriated fund balance from Health and Dental Insurance Fund reserves for the 2021 Budget includes \$430,000 to cover a portion of estimated stop loss insurance coverage for high-cost claims in the Active Employee Health program, partially reflecting premiums in excess of costs in previous years, which will be phased down annually. Fund balance of \$251,800 is budgeted to fund the Wellness Initiative program, and \$1,424,279 is budgeted to fund most of the Waukesha Employee Health and Wellness Center. Appropriated fund balance from Health and Dental Insurance Fund reserves for the 2020 Budget includes \$645,000 to cover estimated stop loss insurance coverage for high-cost claims in the Active Employee Health program and \$30,000 in the Retiree Health program, partially reflecting premiums in excess of costs in previous years. An additional \$281,000 of fund balance is budgeted in the Active Health program to provide flexibility for unknown claims trends. Fund balance of \$251,800 is budgeted to fund the Wellness Initiative program, and \$1,293,100 is budgeted to fund most of the Waukesha Employee Health and Wellness Center.
- (b) Other revenues include one-time reimbursements from the county's stop loss insurer for high-cost claims of \$687,000 in 2019 and nearly \$2.2 million for the 2020 estimate. The remainder is revenue from prescription drug rebates.
- (c) Beginning in 2015, the county received an annual reimbursement of \$36,440 from the city and school district of Waukesha for their share of one-time facility improvement costs for the Waukesha Employee Health and Wellness Center, as specified in the signed intergovernmental agreement, spread evenly over four years. Beginning in 2019, the city and school district will continue their contribution (adjusted by their share of clinic costs) toward facility improvements to extend the useful life of the building at least five years.
- (d) Total expenditures and net operating income exclude fixed assets to conform with financial accounting standards. Fixed asset purchase orders will be funded with operating revenues, and existing fund balance is included in the fixed asset request.

Major Departmental Strategic Objectives

Finance Pillar: Protect taxpayer investments

Objective 1: Health Plan Costs. Control health plan rate of cost increase (or reduce costs). Contain health insurance cost trends, and/or the rate of premium increases through effective design changes, education, wellness initiatives and data management.

The increase in plan costs from the prior-year actual/estimate for the Choice Plus (Point of Service – POS) and high deductible health (with health savings account feature – HDHP) plans. Keep health insurance plan increases from prior-year estimate/actual lower than medical inflation rate.

Performance Measures:

Choice Plus Plan	2019 Actual	2020 Budget	2020 Estimate	2021 Estimate
Average Plan % Premium Increase	0%	5%	5%	13%
Average Monthly Plan Cost: Single	\$735	\$772	\$772	\$872
Family	\$1,983	\$2,082	\$2,082	\$2,353
HDHP Plan	2019 Actual	2020 Budget	2020 Estimate	2021 Budget
Average Plan % Premium Increase	0%	5%	5%	13%
Average Full Monthly Plan Cost: Single*	\$648	\$676	\$676	\$752
Family*	\$1,685	\$1,760	\$1,760	\$1,964

*County contribution to employee health savings accounts is included in monthly figures (added to premium).

Performance Measure:	2019 Actual	2020 Budget	2020 Estimate	2021 Budget
Medical Inflation Rate**	7.0%	7.0%	7.0%	7.0%

**Milliman's (County Health Insurance Actuary) expected annual trend assumptions

Activity	2019 Actual (a)	2020 Budget (b)	2020 Estimate (c)	2021 Budget (b)	Budget Chng
# of Health Ins. Contracts					
POS Single	110	109	88	89	(20)
Family	196	184	181	173	(11)
Subtotal	306	293	269	262	(31)
HDHP Single	325	323	355	349	26
Family	551	628	578	608	(20)
Subtotal	876	951	933	957	6
Total	1,182	1,244	1,202	1,219	(25)

(a) Enrollment as of 12/31/2019.

(b) The 2020 and 2021 budget figures are based on enrollment counts obtained during mid-summer budget development, with adjustments made for vacant positions. Beginning in 2017, all new hires are limited to enrollment in the HDHP plan.

(c) Enrollment as of June 2020.

Active Employee Health Insurance

Program Description

This program area accounts for all costs associated with the operation of the Active Employee Health Insurance program. This includes medical, pharmacy, and claims payments. The program also accounts for administrative expenses, stop loss insurance premiums, consulting fees, and other program-related services/expenses that may arise. This program area recovers its costs through premium charges to internal departments, employees, and COBRA participants. This program area also carries an actuarially determined Incurred But Not Reported reserve balance (outstanding claims paid in next fiscal year) as required for internal service fund accounting. Two health plans are offered to employees: (1) a self-funded Point of Service (POS) plan (Choice Plus) and (2) a self-funded high deductible health plan (HDHP) with a health savings account (HSA) feature. Newly hired employees are limited to enrollment in the HDHP plan. Both plans offer an incentive to employees for participating in the Health Risk Assessment Program, designed to help reduce the county's health insurance costs (see Wellness Initiative Program). The 2021 budget assumes that program participants in the POS plan will pay a lower premium costs share at 20% (vs. 30% for non-participants). Participants in the HDHP plan receive a higher employer HSA contribution at \$1,125/\$2,250 for single/family plans (vs. \$0/\$0 for non-participants).

	2019 Actual	2020 Budget	2020 Estimate (a)	2021 Budget	Budget Change
Staffing (FTE)	0.00	0.00	0.00	0.00	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$3,109,087	\$3,439,000	\$3,223,000	\$3,760,000	\$321,000
Interdepartmental	\$16,257,211	\$17,899,000	\$17,088,000	\$19,383,000	\$1,484,000
Other Revenue (a)	\$1,492,113	\$400,000	\$2,950,000	\$400,000	\$0
Appr. Fund Balance	\$1,141,000	\$926,000	\$926,000	\$430,000	(\$496,000)
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$21,999,411	\$22,664,000	\$24,187,000	\$23,973,000	\$1,309,000
Personnel Costs	\$0	\$0	\$0	\$0	\$0
Operating Expenses	\$21,407,477	\$22,661,000	\$23,667,000	\$23,973,000	\$1,312,000
Interdept. Charges	\$172	\$3,000	\$0	\$0	(\$3,000)
Fixed Assets (Memo)	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$21,407,649	\$22,664,000	\$23,667,000	\$23,973,000	\$1,309,000
Rev. Over (Under) Exp.	\$591,762	\$0	\$520,000	\$0	\$0

(a) Other revenues for 2019 actuals include one-time reimbursements received by the county's stop loss insurance provider of approximately \$687,000. The 2020 estimate assumes \$2.2 million of stop loss reimbursement revenues. Remaining other revenues consist of prescription drug rebates. Stop loss reimbursements cannot be anticipated and are not budgeted.

Program Highlights

Based on actuarial recommendations, this fund estimates necessary premiums to cover costs associated with anticipated claims to be paid in 2021 (described below). Charges for service revenues include the employees' share of estimated premiums and are projected to increase \$321,000. Interdepartmental charge revenues include the county's share of estimated premiums and county contributions to employee HSA accounts charged to departments, and are projected to increase \$1,484,000, primarily due to a planned increase in premium rates of 13%.

Other revenues consist of prescription drug rebates and remain at the 2020-budgeted level. Appropriated Health Insurance Fund Balance of \$430,000 is budgeted to cover a portion of estimated stop loss insurance coverage (for higher-cost claims), to partially reflect premiums in excess of costs in previous years (fund balance subsidy being phased down each year).

Operating expenditures consist mostly of estimated claims costs for the county's self-insured health plans, which are budgeted to increase by about \$768,600 or 4.0%, from \$19.0 million to nearly \$19.8 million. Stop loss insurance coverage for higher-cost claims are budgeted to increase by \$534,600.

Retired Employee Health Insurance

Program Description

This program area accounts for all costs associated with the operation of the Retired Employee Health Insurance program. This includes medical and pharmacy claims payments. This program also accounts for administrative expenses, stop loss insurance premiums, consulting fees and other program-related services/expenses that may arise. This program area recovers its costs through premium charges to retirees. Retirees pay 100% of the premium cost. Actuarial consultants rate the retiree health insurance plan separately from the active employee health insurance plans.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	0.00	0.00	0.00	0.00	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$1,012,140	\$1,375,000	\$1,150,000	\$1,437,500	\$62,500
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue (a)	\$65,023	\$40,000	\$60,000	\$50,000	\$10,000
Appr. Fund Balance	\$59,000	\$30,000	\$30,000	\$0	(\$30,000)
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$1,136,163	\$1,445,000	\$1,240,000	\$1,487,500	\$42,500
Personnel Costs	\$0	\$0	\$0	\$0	\$0
Operating Expenses	\$1,662,942	\$1,444,100	\$1,443,349	\$1,486,600	\$42,500
Interdept. Charges	\$176	\$900	\$0	\$900	\$0
Fixed Assets (Memo)	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,663,118	\$1,445,000	\$1,443,349	\$1,487,500	\$42,500
Rev. Over (Under) Exp.	(\$526,955)	\$0	(\$203,349)	\$0	\$0

(a) Other revenues consist of prescription drug rebates.

Program Highlights

Based on actuarial recommendation, which is separately rated from the active employee health plans, this program estimates necessary premiums to cover the costs associated with the claims anticipated to be paid in 2021. Charges for service revenues consist of the health insurance premiums paid by retirees (retirees pay 100% of premium costs), and are budgeted to increase due to a planned 25% increase in premiums. The premium revenue budget increases \$62,500 or 4.5% from the 2020 budget due to lower enrollment levels (see activity table, below). Other revenue consists of prescription drug rebates, and are budgeted to increase \$10,000.

Operating expenses include health claims expenses, increasing \$27,000. Stop loss insurance premiums increase by \$20,000.

For the 2021 budget, the county plans to continue granting retired employees enrolled in this health plan access to the Waukesha Employee Health and Wellness Center onsite clinic to provide retirees with opportunities to save money for office visits, pharmaceuticals, and other medical services and improve the financial viability of the retiree plan through cost avoidance. This access would be granted on a year-to-year basis. (See clinic program page for more information.)

Activity	2019 Actuals (a)	2020 Budget	2020 Estimate (b)	2021 Budget (c)	Budget Change
# of POS Retiree Health Ins. Contracts					
Pre-Medicare					
Single	53	62	49	49	(13)
Family	21	20	14	14	(6)
Total	74	82	63	63	(19)

(a) Enrollment as of 12/31/2019.

(b) Enrollment as of July 2020.

(c) Beginning in 2020, the county's retiree health insurance plan no longer covers Medicare-eligible individuals.

Employee Dental Insurance

Program Description

This program area accounts for all costs associated with the operation of the self-funded Employee Dental Insurance program. This includes dental claims payments, administrative expenses and other program-related services/expenses that may arise. This program area recovers its costs through premium charges to internal departments, employees, and COBRA participants.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	0.00	0.00	0.00	0.00	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$96,123	\$80,000	\$88,000	\$59,000	(\$21,000)
Interdepartmental	\$574,367	\$727,000	\$544,000	\$531,000	(\$196,000)
Other Revenue	\$4,597	\$3,000	\$0	\$3,000	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$675,087	\$810,000	\$632,000	\$593,000	(\$217,000)
Personnel Costs	\$0	\$0	\$0	\$0	\$0
Operating Expenses	\$588,365	\$808,400	\$396,400	\$591,400	(\$217,000)
Interdept. Charges	\$0	\$1,600	\$1,600	\$1,600	\$0
Fixed Assets (Memo)	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$588,365	\$810,000	\$398,000	\$593,000	(\$217,000)
Rev. Over (Under) Exp.	\$86,722	\$0	\$234,000	\$0	\$0

Program Highlights

Charges for service revenue consist of the employees' share (10%) of dental premiums, and the county's share (90%) is in interdepartmental revenues, and are budgeted to decrease \$21,000 and \$196,000 based on lower anticipated enrollment. Premium rates are not changing for the 2021 budget.

Operating expenses consist mostly of dental claims costs of \$533,000, a decrease of \$217,000 based on lower anticipated enrollment.

Activity	2019 Actual (a)	2020 Budget	2020 Est. (b)	2021 Budget	Budget Change
Self-Funded					
Single	247	255	229	270	15
Family	444	565	426	450	(115)
Subtotal	691	820	655	720	(100)
Fully-Insured*					
Single	128	135	154	154	19
Family	342	355	364	364	9
Subtotal	470	490	518	518	28
Total	1,161	1,310	1,173	1,238	(72)

*The county offers a fully insured dental insurance plan and is not budgeted in this fund. This plan is budgeted in departmental budgets and accounted for in General Fund balance sheet accounts (directly paid to insurer).

- (a) Enrollment as of 12/31/2019.
- (b) Enrollment as of June 2020.

Wellness Initiative

Program Description

This program area accounts for all costs associated with the operation of the Wellness Initiative program. This program is designed to improve the health and well-being of county employees' lives through health education and activities that will assist health plan members in understanding disease management and prevention along with programming. This is designed to support positive lifestyle change, thereby resulting in improved employee productivity, morale, and healthcare cost savings for the county and the employees. Program components include biometric screenings, health risk assessments, health coaching, program marketing and communications, and participation incentives.

Approximately 60% of the county's health plan contracts are family coverage. In an effort to increase employee participation in wellness-related activities, enrollees are required to participate in the county's Health Risk Assessment program (biometric screening; health risk questionnaire; and based on certain thresholds, a review of health risks with a health coach) in order to qualify for the following incentives: Program participants in the POS plan pay a lower premium cost share at 20% (vs. 30% for non-participants), and participants in the HDHP plan receive a higher HSA contribution at \$1,125/\$2,250 for single/family plans (vs. \$0/\$0 for non-participants). In addition to the biometrics, any employee or spouse who has three or more risk factors must meet with the health coach, one of the providers, or their own physician in order to receive the health plan incentives. 2020 would have been the first year for three or more risk factors (previously four), but the risk factor review was not required due to the rescheduling of the health risk assessment event until August due to COVID-19. This will resume for the 2021 event.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	0.00	0.00	0.00	0.00	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$452	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$246,000	\$251,800	\$251,800	\$251,800	\$0
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$246,452	\$251,800	\$251,800	\$251,800	\$0
Personnel Costs	\$0	\$0	\$0	\$0	\$0
Operating Expenses	\$224,580	\$249,800	\$232,000	\$249,800	\$0
Interdept. Charges	\$1,817	\$2,000	\$2,000	\$2,000	\$0
Fixed Assets (Memo)	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$226,397	\$251,800	\$234,000	\$251,800	\$0
Rev. Over (Under) Exp.	\$20,055	\$0	\$17,800	\$0	\$0

Program Highlights

Appropriated Health Insurance Fund balance is budgeted to cover program expenditures. Operating expenses mostly include biometric screening costs, which is budgeted to remain at the 2020 budget level of \$147,000. This budget also includes the contracted Employee Assistance Program (EAP), which provides counseling for employees and helps avoid other, more expensive outside services, and is budgeted to remain at the 2020 budgeted level of \$52,000. Remaining budgeted items include program incentives and other wellness services (e.g., diabetes management).

Waukesha Employee Health and Wellness Center

Program Description

This program area accounts for all the costs and revenues associated with the on-site Waukesha Employee Health and Wellness Center. The center has been established through an intergovernmental agreement between the county, city, and school district of Waukesha. The center is managed by a private sector organization whose primary focus and business objectives are the development, implementation, and management of employer-sponsored on-site medical clinics. The purpose of the clinic is to improve the short- and long-term health results of enrolled employees and their families by providing readily accessible, on-site health care services, with costs controlled through a multi-year contract that provides savings to both the county and employees. Most program costs are shared among the three members according to a formula according to the intergovernmental agreement. This formula is updated annually using a three-year rolling average of each entity's share of utilization. For the 2021 budget, the cost-share for the county, school district, and city will be 46%/32%/22%. The cost share for the 2020 budget was 45%/35%/20%. The budget displayed below represents only the county's share of costs (city and school district budget for their own share).

	2019 Actual	2020 Budget	2020 Estimate (b)	2021 Budget	Budget Change
Staffing (FTE)	0.00	0.00	0.00	0.00	0.00
General Government	\$63,074	\$32,100	\$29,100	\$31,500	(\$600)
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$45,728	\$44,000	\$44,000	\$44,000	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$1,195,630	\$1,293,100	\$1,314,985	\$1,424,279	\$131,179
Memo: Reimb. For Facility Imprvmnts. (a)	\$36,440	\$36,440	\$36,440	\$33,403	(\$3,037)
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$1,304,432	\$1,369,200	\$1,388,085	\$1,499,779	\$130,579
Personnel Costs	\$0	\$0	\$0	\$0	\$0
Operating Expenses	\$1,052,420	\$1,346,000	\$1,227,010	\$1,430,879	\$84,879
Interdept. Charges	\$27,704	\$23,200	\$21,330	\$68,900	\$45,700
Fixed Assets (Memo) (b)	\$0	\$80,000	\$0	\$0	(\$80,000)
Total Expenditures	\$1,080,124	\$1,369,200	\$1,248,340	\$1,499,779	\$130,579
Rev. Over (Under) Exp.	\$224,308	\$0	\$139,745	\$0	\$0

- (a) Beginning in 2015, the county received an annual reimbursement of \$36,440 from the city and school district of Waukesha for their share of one-time facility improvement costs for the Waukesha Employee Health and Wellness Center, as specified in the signed intergovernmental agreement, spread evenly over four years. Beginning in 2019, the city and school district continued their contribution toward facility improvements (adjusted by their share of clinic costs) to extend the useful life of the building at least five years.
- (b) Total expenditures and net operating income exclude fixed assets to conform with financial accounting standards. Fixed asset purchase orders will be funded with operating revenues, and existing fund balance is included in the fixed asset request.

Program Highlights

Beginning with the 2020 budget, the county initiated a pilot program granting retired employees that are enrolled in the county's health insurance plan access to the clinic. Higher retiree claims experience in recent years is requiring substantial increases in premiums charged to retirees (10% in 2019, 27% in 2020, 25% in 2021) whom pay 100% of premium costs, and granting access to the clinic will offer retirees opportunities to save money for office visits, pharmaceuticals, and other medical services and improve the financial viability of the retiree plan through cost avoidance. Retirees will be charged for office visits/pharmaceuticals similar to county employees enrolled in the high-deductible health plan. Initial results for this pilot indicate that there is likely no material subsidy of retiree health insurance from providing clinic access. Utilization will continue to be monitored and access granted on a year-to-year basis.

General government revenues consist of the city and school district's estimated share of facility-related costs. Charges for service revenues consist of estimated office visit revenues from county employees and dependents enrolled in the county's HSA health plan. Appropriated Health Insurance Fund Balance is budgeted to cover remaining program expenditures.

Waukesha Employee Health and Wellness Center (Continued)

Operating expenses increase by \$84,900, largely due to an increase in contracted clinic staff by \$70,200 mostly due to the addition of a full-time physical therapist assistant position and inflationary cost increases for other contracted clinic staff. Interdepartmental charges increase by \$45,700. Beginning in 2021, the department of Public Works Building Improvement Plan program will budget directly for facility improvement costs and then cross-charge this program for those costs (similar to how facility improvements at the Mental Health Center are accounted for). Previously, these costs were budgeted as a fixed asset memo item in this fund. For 2021, facility improvements include \$30,000 for tuckpointing and \$15,000 to replace HVAC mechanicals.

Statement of Purpose

To provide funds only for emergency and other situations which could not be anticipated or adequately planned for during the budget development and review process. In preparing agency budget requests, departments are required to identify all anticipated expenditures for projects and programs. The need for Contingency Fund transfer requests are determined by the County Executive and authorized by the Finance Committee in accordance with statutory authority and the County Board if requests exceed the statutory authority of the Finance Committee.

Financial Summary	2019	2020	2020	2021	Change From 2020	
	Actual (a)	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	\$0	\$0	\$0	\$0	\$0	N/A
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$0	\$0	\$0	\$0	\$0	N/A
Appr. Fund Balance (a)	\$375,403	\$1,200,000	\$300,000	\$1,200,000	\$0	0.0%
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$375,403	\$1,200,000	\$300,000	\$1,200,000	\$0	0.0%
Expenditures						
Personnel Costs (a)	\$199,500	\$0	\$0	\$0	\$0	N/A
Operating Expenses (a)	\$175,903	\$1,200,000	\$300,000	\$1,200,000	\$0	0.0%
Interdept. Charges	\$0	\$0	\$0	\$0	\$0	N/A
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$375,403	\$1,200,000	\$300,000	\$1,200,000	\$0	0.0%
Rev. Over (Under) Exp.	\$0	\$0	\$0	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	0.00	0.00	0.00	0.00	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	0.00	0.00	0.00	0.00	0.00

(a) In 2019, the Transportation fund was allocated \$92,600 of operating expenses to cover a higher local share of Transit costs after an independent audit of the 2018 Transit program. The Non-Departmental General fund was allocated \$83,300 to pay unanticipated legal fees. Emergency Preparedness was allocated \$199,500 of personnel expenses to cover overtime costs.

Debt Service

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Mission

Debt Service provides funds sufficient to make annual interest and principal payments on county debt obligations borrowed for capital expenditures, largely highway and building projects. By statute, the county's outstanding debt is restricted to 5% of the equalized value of all property in the county.

Policy

The county structures its debt borrowing issues to maintain annual debt service payments to avoid major fluctuations between years. Promissory notes are amortized integrating new debt with existing debt to achieve stability in annual payments and impact on future budgets. Larger payments are structured in later years to take advantage of call provisions when warranted by the market.

The county uses debt borrowing to fund no more than 80% of net (after revenues applied) capital budget expenditures for a moderate term no longer than ten years. This allows debt service to be managed to comprise no greater than 10% of total governmental operating expenditures over the long term. Capital projects include highway projects, county buildings, information technology projects, and projects at county parks and the airport.

Based on the current five-year Capital Projects Plan, debt service expenditures are structured to be no greater than 10% of the estimated total governmental funds operating expenditures over the next five years. See "Debt Service Ratio" (two pages later).

General Debt Service Fund

This fund includes general county debt obligations related to capital project expenditures in governmental funds.

<u>Expenditures</u>	<u>2019 Actual</u>	<u>2020 Budget</u>	<u>2020 Estimate</u>	<u>2021 Based on Prior Years</u>	<u>Impact of 2021 Issue</u>	<u>2021 Budget</u>	<u>Budget Change</u>
Principal	\$12,765,000	\$12,665,000	\$12,665,000	\$12,905,000		\$12,905,000	\$240,000
Interest Expense	<u>\$1,726,429</u>	<u>\$2,279,779</u>	<u>\$1,819,600</u>	<u>\$1,668,594</u>	<u>\$300,000</u>	<u>\$1,968,594</u>	<u>(\$311,185)</u>
TOTAL DEBT	\$14,491,429	\$14,944,779	\$14,484,600	\$14,573,594	\$300,000	\$14,873,594	(\$71,185)
Fund Balance	<u>\$586,929</u>	<u>\$690,279</u> (a)	<u>\$230,100</u>	<u>\$260,875</u> (b)	<u>\$300,000</u>	<u>\$560,875</u>	<u>(\$129,404)</u>
TAX LEVY	\$13,904,500	\$14,254,500	\$14,254,500	\$14,312,719	\$0	\$14,312,719	\$58,219

(a) The 2020 budget includes fund balance from the following sources: Debt Service prior-year investment income of \$81,000, prior-year jail assessment fee revenues of \$210,000, General Fund balance of \$350,000, and Debt Service Fund balance of \$49,279

(b) The 2021 budget includes fund balance from the following sources: Prior-year jail assessment fee revenues of \$50,000, General Fund balance of \$300,000, and Debt Service Fund balance of \$210,875.

Program Highlights

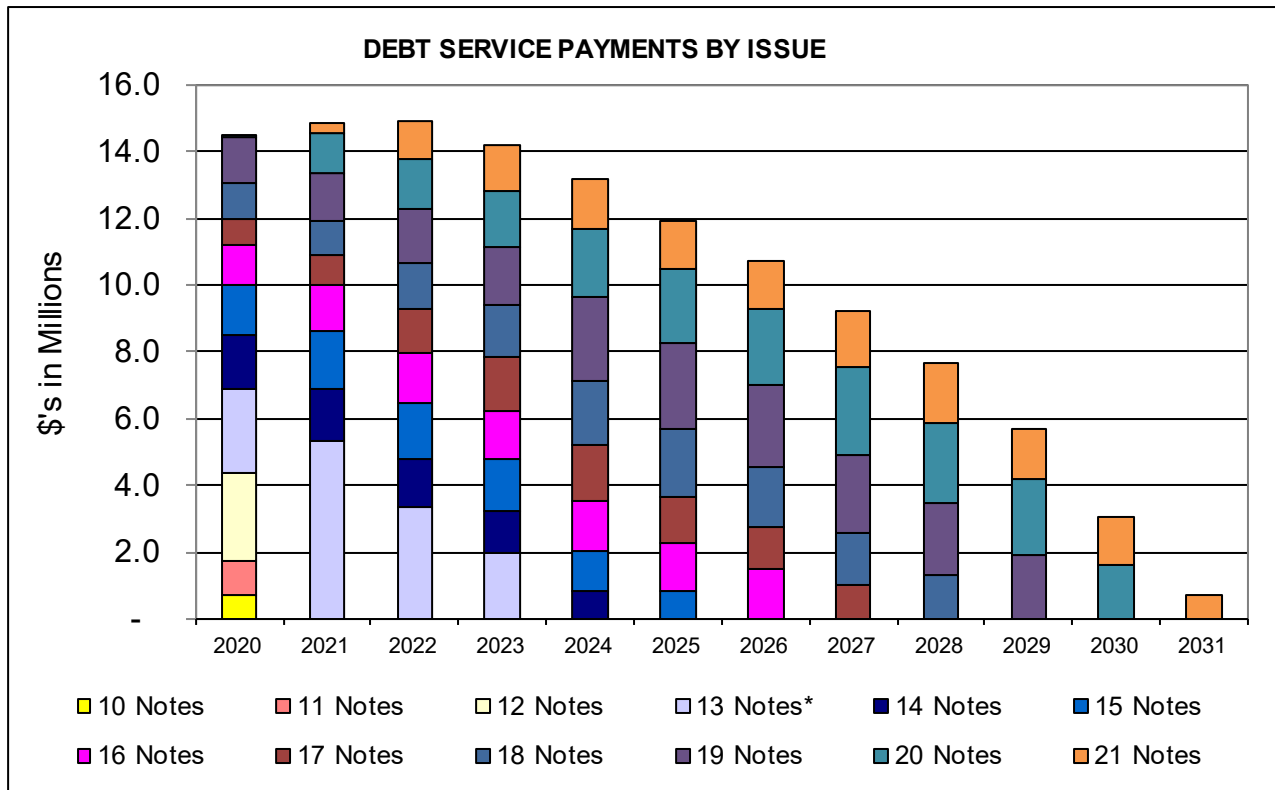
Payments by bond issue indicate a rapid repayment of debt due to a policy of using moderate term (10 years) promissory notes amortized by integrating new debt with existing debt to achieve stability in annual payments and impact on future budgets. Larger payments are structured in later years to take advantage of call provisions of the market rates when warranted. It is the county’s policy to maintain county infrastructure (roads, facilities, technology, and equipment) within established standards to avoid more costly replacement or liability risks. The county relies on using moderate term debt issues to finance these projects and continue to address infrastructure needs prudently.

In 2021, debt service expenditures are projected to decrease by about \$71,200 including an increase in principal payments by \$240,000, and more than offset by a decrease in interest payments by \$311,200. The decrease in interest payments is due to the county’s ability to take advantage of lower interest rates.

Debt Service is funded primarily with property tax levy, which is budgeted to increase by \$58,200 to \$14,312,700. Remaining revenues consist of fund balance of \$560,875, as follows:

- **Debt Service Fund Balance:** \$210,875.
- **General Fund Balance:** \$300,000* and prior-year jail assessment fee reserves of \$50,000.

***General Fund Balance is reserved for the planned future use and phase-out in the Debt Service budget as follows: \$350,000 in 2020, \$300,000 in 2021, and \$100,000 in 2022.**



*13 Notes includes refinancing of \$10.5 million balance of 2011, 2012, and 2013 debt issues. The 2011 includes refunding of \$9.9 million balance of 2003 and 2004 debt issues, of which these portions are paid off.

Debt Service Ratio

Debt service as a percent of total governmental operating expenditures, excluding proprietary funds and capital project funds, is a measure of the debt service impact to operations. As a fixed cost, debt issues are structured to maintain debt service at less than 10% of the total governmental operating expenditures in future county budgets. Projected debt includes debt expected to be issued for capital projects in future years of the 2021-2025 Five-Year Capital Projects Plan. Projected expenditures for governmental operations assume a 3.0% annual growth rate after 2021.

(Millions)	2019	2020	2021	2022	2023	2024	2025
	Actual	Estimate	Budget	Projected	Projected	Projected	Projected
Gov. Oper.*	\$217.6	\$229.8	\$238.2	\$245.1	\$252.4	\$259.9	\$267.6
Debt Ser.**	\$14.5	\$14.5	\$14.9	\$15.1	\$15.5	\$15.9	\$16.2
Ratio (%) of Debt to Oper	6.7%	6.3%	6.2%	6.2%	6.1%	6.1%	6.1%

*Excludes proprietary fund operating expenditures.

**Does not include refunding and debt redemption activity.

Debt Outstanding

Debt outstanding is the outstanding principal on general obligation bonds for which the county has pledged its full faith, credit, and unlimited taxing power.

Year Issue (a)	Budget Year	Final Payment Year	Amount Issued	True Interest Cost	Outstanding Debt
2020 GOPN	2020	2030	\$18,000,000	1.12%	\$18,000,000
2019 GOPN	2019	2029	\$17,500,000	2.12%	\$16,600,000
2018 GOPN	2018	2028	\$12,500,000	2.60%	\$11,200,000
2017 GOPN	2017	2027	\$10,000,000	1.83%	\$8,550,000
2016 GOPN	2016	2026	\$11,500,000	1.52%	\$8,215,000
2015 GOPN	2015	2025	\$10,000,000	1.57%	\$6,700,000
2014 GOPN	2014	2024	\$10,000,000	1.74%	\$4,900,000
2020 REFINANCE (b)	2020	2023	\$10,513,000	0.85%	\$10,513,000
TOTAL DEBT 12/31/20					\$84,678,000
2021 ISSUE					\$12,000,000
TOTAL DEBT (c)					<u>\$96,678,000</u>

(a) GOPN=General Obligation Promissory Note

(b) 2020 includes refinancing the \$10.5 million balance of 2011, 2012, and 2013 debt issues.

(c) The 2021 budget will reduce the outstanding debt with the budgeted principal payment of \$12,905,000 to \$83,773,000.

Outstanding Debt Limit

By statute, the county's outstanding debt is limited to 5% of the equalized value of all county property.

	2019 Budget Year	2020 Budget Year	2021 Budget Year
Equalized Value (d)	\$56,536,637,800	\$59,540,912,600	\$62,620,157,900
Debt Limit (5% x equalized value)	\$2,826,831,890	\$2,977,045,630	\$3,131,007,895
Outstanding Debt (e)	\$92,095,000	\$97,330,000	\$96,678,000
Available Debt Limit	\$2,734,736,890	\$2,879,715,630	\$3,034,329,895
Percent of Debt Limit Available	96.7%	96.7%	96.9%

(d) Total county equalized value including tax incremental districts for budget year purposes.

(e) Includes anticipated 2021 debt issue of \$12.0 million.

Debt Service

Debt Service

Schedule

SCHEDULE OF CURRENT AND PLANNED DEBT SERVICE REQUIREMENTS

	2020 GOPN REFINANCE	2014 GOPN	2015 GOPN	2016 GOPN	2017 GOPN	2018 GOPN	2019 GOPN	2020 GOPN	2021 GOPN	Total
<u>2021</u>										
Principal	5,245,000	1,500,000	1,600,000	1,210,000	750,000	700,000	1,000,000	900,000	0	12,905,000
Interest*	67,069	88,000	118,000	171,600	164,300	320,000	441,125	298,500	300,000	1,968,594
2021 Budget Total	\$5,312,069	\$1,588,000	\$1,718,000	\$1,381,600	\$914,300	\$1,020,000	\$1,441,125	\$1,198,500	\$300,000	\$14,873,594
<u>2022</u>										
Principal	3,294,000	1,400,000	1,600,000	1,335,000	1,200,000	1,100,000	1,200,000	1,200,000	800,000	13,129,000
Interest	30,778	59,000	86,000	133,425	144,800	295,750	403,125	286,500	360,000	1,799,378
<u>2023</u>										
Principal	1,974,000	1,200,000	1,500,000	1,360,000	1,500,000	1,300,000	1,400,000	1,400,000	1,000,000	12,634,000
Interest	8,390	31,500	55,000	99,800	117,800	262,500	364,125	270,250	336,000	1,545,365
<u>2024</u>										
Principal		800,000	1,200,000	1,395,000	1,600,000	1,700,000	2,200,000	1,800,000	1,200,000	11,895,000
Interest		9,000	28,000	72,250	86,800	217,500	310,125	250,250	306,000	1,279,925
<u>2025</u>										
Principal			800,000	1,435,000	1,300,000	1,900,000	2,300,000	2,000,000	1,200,000	10,935,000
Interest			8,000	43,950	58,450	163,500	242,625	226,500	270,000	1,013,025
<u>2026</u>										
Principal				1,480,000	1,200,000	1,700,000	2,300,000	2,100,000	1,200,000	9,980,000
Interest				14,800	33,800	109,500	173,625	193,000	234,000	758,725
<u>2027</u>										
Principal					1,000,000	1,500,000	2,200,000	2,500,000	1,500,000	8,700,000
Interest					10,750	61,500	115,750	147,000	198,000	533,000
<u>2028</u>										
Principal						1,300,000	2,100,000	2,300,000	1,600,000	7,300,000
Interest						19,500	68,750	99,000	153,000	340,250
<u>2029</u>										
Principal							1,900,000	2,200,000	1,400,000	5,500,000
Interest							22,563	54,000	105,000	181,563
<u>2030</u>										
Principal								1,600,000	1,400,000	3,000,000
Interest								16,000	63,000	79,000
<u>2031</u>										
Principal									700,000	700,000
Interest									21,000	21,000
Total Principal	\$10,513,000	\$4,900,000	\$6,700,000	\$8,215,000	\$8,550,000	\$11,200,000	\$16,600,000	\$18,000,000	\$12,000,000	\$96,678,000
Total Interest	\$106,237	\$187,500	\$295,000	\$535,825	\$616,700	\$1,449,750	\$2,411,813	\$1,841,000	\$2,346,000	\$9,519,825
Total Payment	\$10,619,237	\$5,087,500	\$6,995,000	\$8,750,825	\$9,166,700	\$12,649,750	\$18,741,813	\$19,841,000	\$14,346,000	\$106,197,825

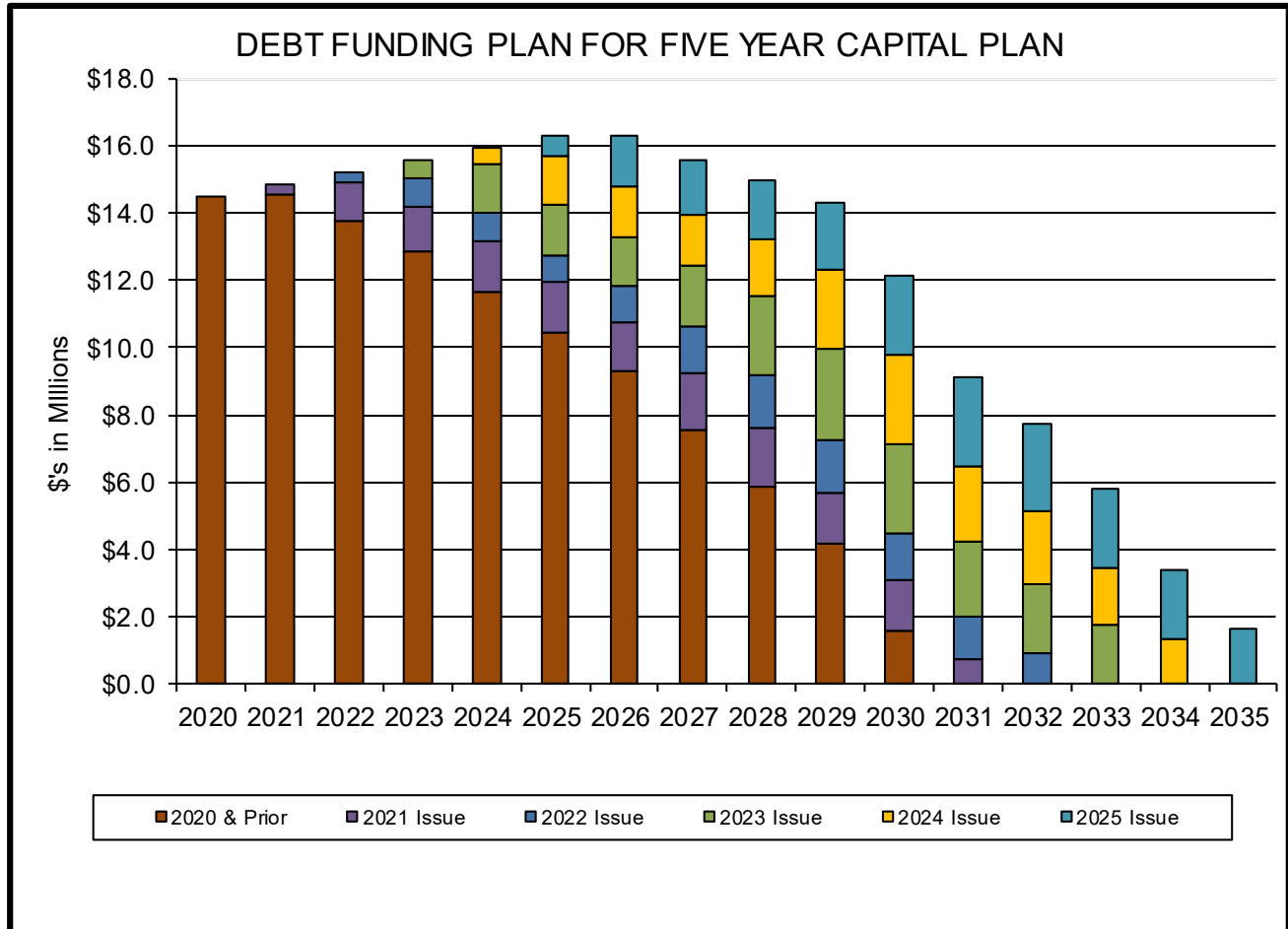
*Interest assumption (true interest cost – TIC) for the 2021 issue is estimated at 3.0%

Debt Service

Debt Service

Projected Debt Service

Future debt service is projected based on capital expenditures planned for in the County's five-year capital plan. Debt is managed to maintain debt service payments at less than 10% of each respective budget year governmental operating expenditures. (See Debt Service ratio earlier in this budget.)



	2021	2022	2023	2024	2025
	Budget	5 - Year Plan	5 - Year Plan	5 - Year Plan	5 - Year Plan

Capital Plan Project Costs	\$19,201,900	\$17,486,600	\$22,190,300	\$19,421,800	\$21,348,000
Capital Plan Funding					
Project Specific Revenues & Proprietary Fund Balance (a)	\$3,495,500	\$1,970,500	\$868,000	\$0	\$1,075,000
Tax levy/Current Funds (b)	\$3,586,400	\$5,876,100	\$5,002,300	\$4,041,800	\$3,823,000
Investment Income	\$120,000	\$140,000	\$320,000	\$380,000	\$450,000
Borrowed Funds	<u>\$12,000,000</u>	<u>\$9,500,000</u>	<u>\$16,000,000</u>	<u>\$15,000,000</u>	<u>\$16,000,000</u>
Total Capital Plan Funding	\$19,201,900	\$17,486,600	\$22,190,300	\$19,421,800	\$21,348,000
Length of Bond Issue-Years	10	10	10	10	10
Estimated Interest Rate %	3.00%	3.75%	4.00%	4.00%	4.50%
Planned Bond Issue	\$12,000,000	\$9,500,000	\$16,000,000	\$15,000,000	\$16,000,000

(a) Other funding for projects usually is identified as project year nears the budget appropriation year.
 (b) Includes funds from Capital and General Fund Balances.

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Capital Projects

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Mission

To provide comprehensive planning and analysis of the long-range capital needs of Waukesha County. This process contributes to the fiscal review and prioritization of such capital projects as facility development (new construction and improvements), infrastructure maintenance, technology, major equipment, and systems installations.

Policy

A capital project is defined as an active or proposed non-recurrent expenditure in one or more specified plan years of an amount usually in excess of \$100,000 for a permanent fixed asset (building, land improvement, or equipment or technology installation), which has a useful life or extends the useful life of an existing fixed asset, usually in excess of seven years.

This budget maintains the emphasis on planning and funding for infrastructure and capital improvements projects, as they are needed rather than reacting to unplanned situations. Most new projects are to be requested in the last year of the five-year plan, unless circumstances require a more immediate time frame. County Code Section 7-16 (c) requires design and implementation for larger projects to be, at a minimum, in separate calendar years. Justification of projects includes costs versus benefits, return on investment analysis, and project need.

A long-range goal to managing overall debt service is to use annual cash balances from tax levy, fund balance, and ongoing revenues to fund capital projects at a minimum of 20 percent of net capital expenditures. This "down payment," reduces the need to borrow additional funds and manages debt service growth in relationship to the operating budget to accommodate the policy for debt service of less than 10% of operating budget.

In this section, under "Operating Impacts by Functional Area," is a summary of operational impacts resulting from implementation of the capital improvement program. Also, in this section are individual capital project sheets, which detail operational impacts. Impacts associated with new facility operations are included in planning for future funding needs for county operations (see individual project pages), but are only included in operating department budgets in the year they will be incurred; however, the county's five-year operating budget projection considers these impacts in the appropriate years.

Financial Summary

	2019 Budget	2020 Budget	2021 Budget	Change from 2020
Expenditures	\$25,005,200	\$27,794,700	\$19,201,900	(\$8,592,800)
Revenues-Project Specific	\$2,148,000	\$2,279,800	\$3,470,500	\$1,190,700
Enterprise Fund Balance (a)	\$0	\$247,000	\$25,000	(\$222,000)
Internal Service Fund Balance	\$175,000	\$0	\$0	\$0
Restricted Special Rev Fund Bal	\$0	\$0	\$0	\$0
Net Expenditures	\$22,682,200	\$25,267,900	\$15,706,400	(\$9,561,500)
Other Financing Sources:				
Investment Earnings	\$325,000	\$340,000	\$120,000	(\$220,000)
Debt Issue Proceeds	<u>\$17,500,000</u>	<u>\$18,000,000</u>	<u>\$12,000,000</u>	<u>(\$6,000,000)</u>
Cash Balances from				
Governmental Fund Balance (b)	\$1,707,200	\$3,707,900	\$473,617	(\$3,234,283)
Other Fund Balance	\$175,000	\$0	\$0	\$0
Revenues-General (c)	\$1,919,073	\$1,864,073	\$1,596,856	(\$267,217)
Tax Levy	<u>\$1,055,927</u>	<u>\$1,355,927</u>	<u>\$1,515,927</u>	<u>\$160,000</u>
Total Cash Balances	\$4,857,200	\$6,927,900	\$3,586,400	(\$3,341,500)
Est. Use of Cash Balances as % Of Net Expenditures	21%	27%	23%	

- (a) 2021 budgeted use of enterprise fund balance consists of \$25,000 of Airport Fund balance for the Airport Terminal and Tower Roof Replacement project (#202101).
- (b) 2021 budgeted use of governmental fund balance of \$473,617 includes \$381,117 of Capital Project Fund balance (including \$350,000 of prior-year General Transportation Aid revenues received above budget to be appropriated for the County Highway Repaving Program (#201416) and \$92,500 of Tarmann Parkland Acquisition Fund balance budgeted for the Pewaukee Lake Boat Launch project (#202104)).
- (c) General revenues include \$250,000 of state Shared Revenues, \$600,000 of state aid for the personal property tax exemption of computers, \$100,000 of state General Transportation Aids, and \$646,856 of state personal property aid for the tax exemption of machinery, tools, and patterns not used for manufacturing (beginning in the 2019 budget).

Capital Projects

2021 Capital Projects

Summary

	2019 Budget	2020 Budget	2021 Budget	20-21 Budget Change
EXPENDITURES				
Justice and Public Safety	\$16,205,000	\$14,196,000	\$2,800,000	(\$11,396,000)
Health and Human Services	\$0	\$330,000	\$190,000	(\$140,000)
Parks, Env, Edu & Land Use	\$2,510,000	\$3,023,800	\$4,290,000	\$1,266,200
Public Works	\$5,740,200	\$10,039,900	\$11,761,900	\$1,722,000
County Wide Technology Projects	\$350,000	\$0	\$0	\$0
Est. Financing Costs	\$200,000	\$205,000	\$160,000	(\$45,000)
Total Gross Capital Expenditures	\$25,005,200	\$27,794,700	\$19,201,900	(\$8,592,800)

REVENUES-Project Specific

Local Municipal Share	\$0	\$695,000	\$882,000	\$187,000
Donations/Contributions	\$0	\$699,800	\$0	(\$699,800)
County Highway Improvement Program (CHIP)	\$330,000	\$330,000	\$330,000	\$0
CHIP-Discretionary	\$291,000	\$260,000	\$260,000	\$0
Federal, State, & Municipal Funding for PLU Projects	\$1,127,000	\$24,000	\$1,798,500	\$1,774,500
Community Development Block Grant Funding	\$200,000	\$71,000	\$0	(\$71,000)
Landfill Siting Revenues	\$200,000	\$200,000	\$200,000	\$0
Subtotal: Revenues-Project Specific	\$2,148,000	\$2,279,800	\$3,470,500	\$1,190,700

REVENUES-General

State Shared Revenue/Utility Payment	\$250,000	\$250,000	\$250,000	\$0
State Aid for Computer Equipment Property Tax Exemption	\$600,000	\$600,000	\$600,000	\$0
State General Transportation Aids	\$325,000	\$270,000	\$100,000	(\$170,000)
State Aid for Tax Exempt Machinery, Tools, & Patterns (Non-Mfg)	\$744,073	\$744,073	\$646,856	(\$97,217)
Subtotal: Revenues-General	\$1,919,073	\$1,864,073	\$1,596,856	(\$267,217)

FUND BALANCE APPROPRIATIONS:

Airport Fund	\$0	\$0	\$25,000	\$25,000
Material Recycling Facility Fund Balance	\$0	\$247,000	\$0	(\$247,000)
Subtotal: Enterprise Fund Balance	\$0	\$247,000	\$25,000	(\$222,000)

End User Technology Fund Balance	\$175,000	\$0	\$0	\$0
Subtotal: Internal Service Funds	\$175,000	\$0	\$0	\$0

Collections Fund Balance	\$0	\$0	\$0	\$0
End User Technology Fund Balance	\$175,000	\$0	\$0	\$0
Central Fleet Fund Balance	\$0	\$0	\$0	\$0
Subtotal: Other Fund Balances Used for Countywide Projects	\$175,000	\$0	\$0	\$0

General Fund Balance		\$350,000	\$0	(\$350,000)
Gen Fund - Assigned: Jail Assessment Revenue Reserves	\$1,505,000	\$496,000	\$0	(\$496,000)
Capital Project Funds Assigned	\$152,200	\$2,611,900	\$381,117	(\$2,230,783)
Tarmann Parkland Acquisition Fund Balance	\$50,000	\$250,000	\$92,500	(\$157,500)
Subtotal: Cash Balances from Governmental Fund Balance	\$1,707,200	\$3,707,900	\$473,617	(\$3,234,283)
Total Fund Balance Uses For Capital Projects	\$2,057,200	\$3,954,900	\$498,617	(\$3,456,283)

Investment Earnings	\$325,000	\$340,000	\$120,000	(\$220,000)
Debt Proceeds	\$17,500,000	\$18,000,000	\$12,000,000	(\$6,000,000)

Tax Levy	\$1,055,927	\$1,355,927	\$1,515,927	\$160,000
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Pg #	PROJECT TITLE	Project Number	2021 Project Budget	Fund Balance & Revenue Applied		Net \$'s Needed After Revenues Applied
PUBLIC WORKS - AIRPORT						
476	AIRPORT TERMINAL AND TOWER ROOF REPLACEMENT	202101	\$25,000	\$25,000	(a)	\$0
PUBLIC WORKS - CENTRAL FLEET						
477	FUEL TANK REPLACEMENT AND INFRASTRUCTURE	201415	\$200,000			\$200,000
PUBLIC WORKS - BUILDINGS						
478	COURTHOUSE PROJ-SECURE COURTROOM CONSTRUCTION	201418	\$1,600,000			\$1,600,000
480	COURTHOUSE PROJ STEP 2 - RENOVATE 1959 COURTHOUSE	201705	\$1,200,000			\$1,200,000
PUBLIC WORKS - HIGHWAYS						
482	CTH I, FOX RIVER BRIDGE	201601	\$103,000			\$103,000
483	CTH D, CALHOUN RD TO 124TH ST REHAB	201706	\$506,000			\$506,000
484	CTH B, MORGAN ROAD INTERSECTION	202009	\$48,000			\$48,000
485	CTH D, CTH E INTERSECTION	202010	\$8,000			\$8,000
486	CTH X, WEST HIGH DRIVE INTERSECTION	202012	\$253,000			\$253,000
487	CTH M, CALHOUN RD TO EAST COUNTY LINE	201008	\$4,890,000	\$867,000	(b)	\$4,023,000
488	CTH YY, UNDERWOOD CREEK STRUCTURE	201302	\$369,000			\$369,000
489	CTH C, HASSLINGER DRIVE INTERSECTION	201611	\$74,800			\$74,800
490	CTH F, NORTHBOUND BRIDGE AT GREEN ROAD	201801	\$20,000			\$20,000
491	CTH T, NORTHVIEW ROAD TO I-94 REHABILITATION	201805	\$47,900			\$47,900
492	CTH O, CTH I TO CTH ES	201610	\$190,000			\$190,000
493	CTH O, CTH ES TO CTH D REHABILITATION	201803	\$112,200			\$112,200
494	CTH F, LINDSAY ROAD INTERSECTION	202105	\$15,000	\$15,000	(c)	\$0
495	BRIDGE AID PROGRAM 2018 - 2022	201701	\$100,000			\$100,000
496	CULVERT REPLACEMENT PROGRAM 2018-2022	201618	\$100,000			\$100,000
497	REPAVING PROGRAM 2018-2022	201416	\$4,700,000	\$1,040,000	(d)	\$3,660,000

(a) Airport Fund balance

(b) Municipal local share

(c) Municipal local share

(d) Includes state County Highway Improvement Program (CHIP) funding of \$330,000, CHIP-Discretionary funding of \$260,000, state General Transportation Aid (GTA) revenue of \$100,000, and prior-year GTA revenues received above budget (Capital Project Fund Balance) of \$350,000

Capital Projects

2021 Capital Projects

Project Listing

Pg #	PROJECT TITLE	Project Number	2021 Project Budget	Fund Balance & Revenue Applied		Net \$'s Needed After Revenues Applied
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PARKS AND LAND USE

498	PEWAUKEE TO BROOKFIELD TRAIL	201807	\$1,900,000	\$1,706,000	(e)	\$194,000
499	EXPO ARENA FURNACE/MECHANICAL SYSTEMS	202006	\$1,305,000			\$1,305,000
500	PEWAUKEE LAKE BOAT LAUNCH RECONSTRUCTION	202104	\$185,000	\$185,000	(f)	\$0
501	PAVEMENT MANAGEMENT PLAN 2018 - 2022	201406	\$900,000	\$200,000	(g)	\$700,000

HEALTH AND HUMAN SERVICES TECHNOLOGY PROJECTS

502	HHS ELECTRONIC MEDICAL RECORD MODULE IMPRVMENTS	202014	\$190,000			\$190,000
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COUNTYWIDE TECHNOLOGY PROJECTS

503	HRIS / PAYROLL SYSTEM IMPLEMENTATION	201617	\$0		(h)	\$0
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EST. FINANCING OF BORROWING ISSUE (Includes Discount)		999999	\$160,000	\$0		\$160,000
TOTAL EXPENDITURES/Fund Balance & Revenues Applied/Net \$ Needed			\$19,201,900	\$4,038,000		\$15,163,900

ADDITIONAL REVENUES & FUND BALANCE-GENERALLY APPLIED

STATE COMPUTER EQUIPMENT EXEMPTION	\$600,000
STATE SHARED REVENUE/UTILITY PAYMENT	\$250,000
STATE PERSONAL PROPERTY AID FOR EXEMPT MACHINE, TOOLS, & PATTERNS (NON-MFG)	\$646,856
CAPITAL PROJECT FUND BALANCE (i)	\$31,117
DEBT ISSUE PROCEEDS	\$12,000,000
INVESTMENT INCOME EARNED ON DEBT ISSUE	\$120,000
TOTAL FROM OTHER FUNDING SOURCES	\$13,647,973

TAX LEVY	\$1,515,927
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- (e) Includes WI Department of Transportation through the Federal Transportation Alternatives Program (TAP) Grant and WI Department of Natural Resources funding
- (f) Includes WI Department of Natural Resources funding of \$92,500 and Tarmann Parkland Acquisition Fund balance of \$92,500 for the county's share
- (g) Landfill siting revenues
- (h) Budget action requested is a change in scope, and no additional funding is requested
- (i) Does not include \$350,000 of prior-year General Transportation Aid revenues received above budget and appropriated for the county highway repaving program (see footnote (d) on previous page)

GENERAL SUMMARY

Capital project expenditures in 2021 decrease about \$8.6 million from the 2020 Adopted Budget to \$19.2 million. Changes are identified by functional areas below.

Justice and Public Safety

Projects in this functional area total about \$2.8 million, which is a decrease of \$11.4 million from the prior-year budget. The 2021 budget includes \$1.6 million to finish the first phase of a two-phase project to modernize and expand the courthouse. The first phase entails the construction of eight new secure courtrooms to be located adjacent to jail facilities and will feature improved security, prisoner transport, and public access. Construction is expected to be completed by June 2021. The 2021 budget also includes funding of \$1.2 million to begin the concept and design for phase two of the courthouse renovation project. Phase two entails the renovation of the existing courthouse building to include installation of new state of the art mechanical, electrical, fire protection, window systems, and new wall, floor, and ceiling finishes in all renovated areas.

Health and Human Services

The budget includes \$190,000 in 2021 to fund the public health module replacement of the Health and Human Services Department's electronic medical records system. This project will provide a new, industry-standard billing module to promote efficiencies by eliminating workaround business processes (for example, clinical and billing staff time on progress notes; case management billing pre-verification; remittance and reconciliation; maintaining multiple databases, spreadsheets, paper inventory; and duplication of time and effort). The current Public Health Division's electronic medical record module is being de-supported.

Parks, Environment, Education and Land Use

Projects in this functional area total about \$4.3 million, an increase of \$1.3 million from the 2020 budget. Maintenance of existing facilities includes \$900,000 for the parks pavement management plan. The budget includes \$1.9 million for the construction phase of a project to build a 3.5-mile trail from the city of Pewaukee, to a proposed trailhead near the intersection of River Road and Brookfield Road in the city of Brookfield. The budget includes \$1.3 million for the installation phase of a project to replace aging furnace and mechanical systems at the Expo Center's Arena building. The budget also includes \$185,000 for the reconstruction of the largest public boat launch on Pewaukee Lake. The county will contribute half of the costs (\$92,500) and a Wisconsin Department of Natural Resources (WDNR) Recreational Boat Grant will fund the other half.

Public Works

Project expenditures in the public works functional area total \$11.8 million, an increase of \$1.7 million from the 2020 budget. County dollars leverage an additional \$4.7 million of state/federal funds for highway projects. Projects include buildings, highways and the airport as follows:

Buildings/Land Improvements

The major focus for building improvements in the five-year capital plan is the two-phase project to upgrade and modernize the county courthouse (discussed previously under the Justice and Public Safety functional area). The 2021 budget includes \$200,000 as part of a multiple-year project to replace county fuel tanks when needed.

Highways

The 2021 capital budget for roadways continues priorities established in four categories and includes projects in all categories to provide a balanced plan. Projects and funding priorities are identified below.

Repaving

A funding level of \$4.7 million is budgeted for the annual County Trunk Highway (CTH) Repaving Program. In addition, the budget includes \$190,000 for the design/land acquisition phase of a project to rehabilitate CTH O (Moorland Road), from CTH I (Beloit Road) to CTH ES (National Avenue) in the city of New Berlin (construction in 2023). The design phase for a project to rehabilitate Moorland Road from National Avenue to CTH D (Cleveland Avenue) in the city of New Berlin is funded at \$112,000 (construction in 2024). A project to rehabilitate CTH D, Calhoun Road to 124th Street in the city of New Berlin is funded at \$506,000 for the construction phase. Funding in the amount of \$48,000 is budgeted for the design phase of a project to improve the condition of CTH T (Grandview Boulevard), from Northview Road to I-94 in the city of Waukesha (construction in 2023).

Bridges/Culverts

The existing Culvert Replacement Program continues with an appropriation of \$100,000. The budget funds \$103,000 for the construction phase of improvements at the CTH I (River Road) bridge over the Fox River in the village of Waukesha. The land acquisition/utility phase of a project to replace the structure over Underwood Creek at CTH YY (Pilgrim Road) in the city of Brookfield is budgeted at \$369,000 (construction in 2022). The

design/land acquisition phase of a bridge rehabilitation project at northbound CTH F (Redford Boulevard) and Green Road in the city of Pewaukee is budgeted at \$20,000 (construction in 2023).

Signal & Safety Improvements

Decisions to initiate signal and safety spot improvements are based on safety, traffic congestion, and roadway safety audits to identify the use of lower-cost remediation strategies. The land acquisition phase is funded with \$48,000 for the CTH B (Valley Road) and Morgan Road intersection in the village of Summit and city of Oconomowoc (construction in 2022). The design phase of a realignment project at CTH D (Wern Way) and CTH E (Tomlin Road) intersection in the town of Genesee is budgeted at \$8,000 (construction in 2023). The construction phase of a signal installation project at CTH X (Saylesville Road) and West High Drive in the city of Waukesha is budgeted at \$253,000. The construction phase for the CTH C (Kettle Moraine Drive) at Hasslinger Drive intersection improvement project in the town of Merton and the village of Chenequa is budgeted at \$74,800. The design phase for a project at the intersection of CTH F (Redford Boulevard) and Lindsay Road in the city of Pewaukee is budgeted at \$15,000 (construction in 2023).

Priority Corridors

The budget includes about \$4.9 million to finish the widening of about three miles of CTH M (North Avenue) from Calhoun Road to the East County Line (124th Street) in the city of Brookfield and village of Elm Grove.

County Wide Technology Investments

The budget includes a scope change request (no additional funds are requested) for the Human Resources Information System/Payroll System Implementation project. The project vendor was acquired by another company, and due to the acquisition, the Department of Administration team is working to transition to a new supported platform by the new vendor.

Project Revenue Funding

Revenues and various fund balance appropriations for project funding decrease by about \$2.8 million to \$5.9 million for the 2021 Budget.

Project specific revenues increase by \$1.2 million to \$3.5 million. This budget increase includes \$882,000 in local municipal revenues, including \$867,000 from the city of Brookfield for their share of amenities as part of the project to widen CTH M (North Avenue) from Calhoun Road to the east county line (124th Street) and \$15,000 from the city of Pewaukee to cover the design costs for the CTH F (Redford Boulevard) at Lindsay Road intersection improvements. The budget also includes \$1.5 million in Federal Transportation Alternatives Program (TAP) Grant funding administered through the Wisconsin Department of Transportation (WisDOT) and \$250,000 of Wisconsin Department of Natural Resources (DNR) Stewardship Grant funding to construct the 3.5-mile trail between the cities of Brookfield and Pewaukee.

The budget also includes state County Highway Improvement Program (CHIP) funding of \$330,000 and CHIP-Discretionary funding of \$260,000 to help fund the County Highway Repaving Program. The Parks and Land Use Repaving Program includes \$200,000 of landfill siting revenue to fund the repavement of park roads and pavement around county facilities. The Pewaukee Boat Launch Reconstruction project includes \$92,500 in Wisconsin Department of Natural Resources Recreational Boat Grant funding.

Current Funding Sources

The budget includes \$600,000 in state aid for tax-exempt computer property and \$250,000 of state Shared Revenues. State personal property aid for the tax exemption of machinery, tools, and patterns (not used in manufacturing) is budgeted at \$646,856. The budget also includes \$100,000 of state General Transportation Aid revenues, which are used to fund the County Highway Repaving Program.

Use of fund balances in 2021 totals \$498,600, which is a decrease of \$3.5 million from the 2020 budget. **Airport Fund** balance is budgeted at \$25,000 to fund the airport terminal and tower roof replacement project. **Tarmann Parkland Acquisition Fund balance** is budgeted at \$92,500 to provide the 50 percent match to the Wisconsin Department of Natural Resources Recreational Boat Grant for the Pewaukee Lake Boat Launch project. **Capital Project Fund Balance** of \$381,117 is budgeted in 2021.

Borrowed funds are budgeted at \$12.0 million, which is \$6,000,000 lower than in 2020. Investment income is budgeted at \$120,000. This is a decrease of \$220,000 from the 2020 budget. Property tax levy funding increases \$160,000 to \$1,515,927. Tax levy, the use of governmental fund balance, and other revenues generates the county's "down payment" at 23% of net capital expenditures, above the policy target of 20%.

OPERATING IMPACTS BY FUNCTIONAL AREA**Justice and Public Safety/Public Works**

Regarding the Courthouse Project: Based on information gathered through the design review process, there will be operating impacts related to staffing and facility maintenance. Consolidating office space and moving operations within departments closer together, is expected to result in greater operational efficiencies for most affected departments.

Step 1 of this project will demolish approximately 52,000 square feet of space for the previous intake court and old jail space, which provided holding cells connected to existing courtrooms in the current courthouse. A new 62,000 square-foot court tower will increase county building space and is expected to result in higher utility, housekeeping, and repair/maintenance costs. Utilities are expected to increase by a net of \$4,000. For Step 2, the renovation of the existing courthouse will involve replacing existing systems (e.g., HVAC) with energy efficient technology, which is expected to lower utility costs.

The court tower addition in Step 1 is expected to increase contracted housekeeping costs by \$80,000 annually when the tower is fully operational. These additional expenses will likely be realized in 2022. Until the tower is fully operational, in-house staff will provide the housekeeping services. Future expenses will likely be partially offset by savings as the Facilities Maintenance Division plans to continue transitioning from in-house cleaning staff to contracted cleaning staff.

Estimated third-party maintenance/repair services is not budgeted to increase in 2021. Additional in-house maintenance/repair work is expected to be absorbed within the division's existing staffing levels.

Step 2 of this project will renovate the existing courthouse building to enhance security at the courthouse; upgrade the fire protection system; install staff and public announcement systems to provide notifications during emergencies; and redesign the security entrance to improve the flow of courthouse visitors. The renovation will also include the installation of state of the art mechanical, electrical, plumbing, and window systems; and new wall, floor, and ceiling finishes in all renovated areas. This new project is expected to reduce energy consumption through the installation of energy efficient equipment, systems, and windows. Consolidating office space and moving department operations closer together are expected to improve operational efficiency.

Health and Human Services

The project to replace the public health module for the Department of Health and Human Services is expected to promote efficiencies by eliminating workaround business processes: clinical and billing staff time on progress notes; case management billing pre-verification; remittance and reconciliation; maintaining multiple databases, spreadsheets, and paper inventory; and duplication of time and effort. The ongoing costs for the new module are expected to be a net increase of about \$7,000 from the existing module.

Public Works - Highways

Annual operating costs for additional lane miles are estimated at approximately \$6,200 per lane mile. The county's goal is to maintain or improve the current overall pavement condition index (1-100 scale) for county highways, which was estimated at 62 in 2019. Regarding bridges, the county follows Wisconsin Department of Transportation guidelines for bridge replacement. Structure rehabilitation is warranted when the sufficiency number drops below 80, and a structure replacement is warranted when the sufficiency number drops below 50. The Highway Engineering Division continues to work to maintain an average sufficiency index rating of 80 or higher for all county bridges. The overall bridge sufficiency index for 2019 was 86.

Project Title:	Airport Terminal and Tower Roof Replacement	Project #:	202101
Department:	Public Works - Airport	Project Type:	Roof Replacement
Phase:	Preliminary Design	Sponsor:	Public Works
Budget Action:	New	Manager:	Allison Bussler
Date:	December 4, 2020		

CAPITAL BUDGET SUMMARY						
Year	2020	2021	2022	2023	2024	Total
Project Phase	Budget & Concept, Design		Construction			Project
Expenditure Budget	\$0	\$25,000	\$242,500	\$0	\$0	\$267,500
Revenue Budget	\$0	\$25,000	\$242,500	\$0	\$0	\$267,500
Net Costs After Revenues Applied	\$0	\$0	\$0	\$0	\$0	\$0
COST DOCUMENTATION			REVENUE			
Architect		\$25,000	Airport Fund Balance			\$267,500
Construction		\$225,000				
Contingency		\$17,500				
Total Project Cost		\$267,500	Total Revenue			\$267,500
EXPENDITURE BUDGET		\$267,500	REVENUE BUDGET			\$267,500

Project Scope & Description

This Project is to replace 10,600 GSF (gross square feet) of 60 mil EPDM (rubber) roofing on the Airport Terminal building and 500 GSF of 60 mil EPDM roofing on the Airport Control Tower building.

Locations

2525 Airport Drive, Waukesha, WI 53188

Analysis of Need

The Airport Terminal was constructed 1998 and the control tower in 1995 and both have the original roofing systems. EPDM roofs are typically under warranty for 15 years and have a useful life expectancy between 15 and 20 years. The terminal roof is 22 years old and the tower roof is 25 years old and both have been patched and deteriorated due to sun exposure. At time of replacement the roofs will be 23 and 26 years old.

Alternatives

Patch the roof when leaks develop.

Ongoing Operating Costs

Operating costs will be reduced for labor and materials associated with repairing leaks and associated damages.

Previous Action

None

Project Title:	Fuel Tank Replacement and Infrastructure Project	Project #:	201415
Department:	Public Works - Central Fleet	Project Type:	Equipment Replacement
Phase:	Construction	Sponsor:	Public Works
Budget Action:	C - Scope	Manager:	Allison Bussler, DPW Director
Date:	December 4, 2020		

CAPITAL BUDGET SUMMARY									
Year	2018	2019	2020	2021	2022	2023	2024	Total	
Project Phase	Implementation	Constr	Constr	Constr	Constr	Constr	Constr	Project	
Expenditure Budget	\$400,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$100,000	\$1,500,000	
Revenue Budget	<u>\$400,000</u>	\$0	\$0	\$0	\$0	\$0	\$0	\$400,000	
Net County Cost After Revenues Applied	\$0	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$100,000	\$1,100,000	
COST DOCUMENTATION					REVENUE				
Item	Quantity	Price	Total Cost						
Underground Tank Testing	5	\$4,000	\$20,000	Central Fleet					
Underground Tanks*	5	\$150,000	\$750,000	Fund Balance	\$400,000				
Above Ground Tanks*	23	\$13,800	\$317,400						
Monitors	5	\$20,000	\$100,000						
Card Readers	16	\$15,000	\$240,000						
Fuel Software Systems	1	\$40,000	\$40,000	Total Revenue	\$400,000				
Signage/Fencing (\$5,000) and Contingency (\$27,600)	All Sites		\$32,600						
EXPENDITURE BUDGET				\$1,500,000	REVENUE BUDGET	\$400,000			

*Higher cost of underground tanks is partially due to larger capacity needed for highway operations at substations, including four 10,000 gallon tanks and one 6,000 gallon tank, and also due to necessary monitoring systems and electronic devices. By contrast smaller above ground tanks are needed at other locations and hold either 550 or 1,000 gallons. Previously, those underground tanks that could be replaced by above ground tanks were replaced, based on the implementation of a replacement plan in the early 1990s. Those underground tanks remaining were due to inadequate space (that would have required the purchase of additional land) and safety issues.

Project Scope & Description: There are 15 vehicle fuel sites utilized by Waukesha County departments with a total of 28 tanks (five underground, and 23 above ground). All tanks were installed in the early 1990's. The infrastructure is aging and will begin to exceed tank warranties and useful lives of technology and equipment associated with site operations. The 23 above ground and five underground tanks will be replaced with similar tank styles, design, and capabilities. Note: all underground tanks are monitored with sensors designed to shut-off system operations immediately at time of detection, thus eliminating the loss of fuel into the ground.

Funding for this project is spread out into later years, which allows for more initial research into replacement strategies and costs before committing too much funding. The concept for capital budgeting for tank replacement follows: \$400,000 will be set aside beginning in 2018 and then \$200,000 each year and \$100,000 in the last year for a total \$1.5 million funding level, replacing tanks as needed. The focus for 2018-2019 is the replacement of the aging software system and card readers. Tank inspections will be implemented when monitoring systems indicate they are warranted and replacement is likely in the near future.

The budget strategy for the project is to fully fund the project and to utilize funds only as needed to complete improvements when necessitated by aging infrastructure. This strategy is similar to the method used in the Highway Paving program where funds are allocated to paving but not specifically to a location.

Update 2020: Fleet management division will be replacing the aging above ground diesel tank at Sussex with a combination unleaded/diesel above ground tank which aligns with other main county substations. The Wanaki Golf Course was sold in 2020 and the two above ground tanks at that golf course will no longer be replaced. The number of above ground tanks is reduced from 25 to 23. And the number of fuel sites is reduced from 16 to 15.

Location: All 15 fuel sites that are utilized by Waukesha County Departments will require some form of replacements, upgrades and/or modifications. Sites include Highway Operations Center, Nashotah Substation, North Prairie Substation, Sussex Substation, New Berlin Substation, Nagawaukee Golf Course, Moor Downs Golf Course, Nagawaukee Park, Nashotah Park, Menomonee Park, Fox Brook Park, Minooka Park, Fox River Park, Muskego Park, and Mukwonago Park.

Alternatives: Three alternative options exist at this time: close the site(s), fuel off-site in the local area, or consolidate fuel sites with other governmental agencies. None is an effective option given the nature of daily departmental operating procedures and emergency operation requirements.

Ongoing Operating Costs: Waukesha County currently spends \$40K annually to maintain all 15 of the vehicle fuel sites. The funding is contained within the Central Fleet Division's fuel budget. An additional \$2,500 in annual software licensing fees is estimated for the new fuel system.

Previous Action: Regulatory requirements associated with the State of Wisconsin "Comm 10" statutes necessitated a fuel capital project in 2012-14 totaling \$232K (project # 201211). The project focused on upgrading fuel dispenser spill containment and monitoring systems. The work contained in the 2012-14 project will not be duplicated in this project. Approved as a new project in the 2014-2018 capital plan. Delayed in 2015-2019 capital plan. Approved as planned: 2016-2020, 2017-2021 capital plans. Approved with a revenue update in 2018-2022 capital plan. Approved as planned in the 2019-2023 capital plan. Approved as planned in the 2020 - 2024 capital plan.

Project Title:	Courthouse Project – Secure Courtroom Construction	Project #:	201418
Department:	Public Works - Buildings	Project Type:	New Building
Phase:	Construction	Sponsor:	Public Works
Budget Action:	C - \$ Update	Manager:	Allison Bussler, DPW Director
Date:	December 4, 2020		

CAPITAL BUDGET SUMMARY						
Year	2017	2018	2019	2020	2021	Total
Project Phase	Budget & Concept	Design/Constr	Construction	Construction	Construction	Project
Expenditure Budget	\$700,000	\$6,500,000	\$15,000,000	\$13,700,000	\$1,600,000	\$37,500,000
Revenue Budget	\$0	\$0	\$300,000	\$500,000	\$0	\$800,000
Net County Cost After Revenues Applied	\$700,000	\$6,500,000	\$14,700,000	\$13,200,000	\$1,600,000	\$36,700,000
COST DOCUMENTATION			REVENUE			
Design	\$2,275,000			Jail Assessment Fund Balance Reserves		\$300,000
Construction Management	\$2,275,000			Capital Project Fund Balance		\$500,000
Construction	\$31,550,000			Total Revenue		\$800,000
Contingency	\$1,400,000			REVENUE BUDGET		\$800,000
Total Project Cost	\$37,500,000					
EXPENDITURE BUDGET	\$37,500,000					

Project Scope & Description

The existing courthouse, located at 515 W. Moreland Blvd., was constructed in 1959 and remains structurally sound. The courthouse currently houses the Judiciary, Clerk of Courts, Family Court Counseling, District Attorney's offices (including Victim/Witness), the County Board Room, Information Technology, and other miscellaneous functions. Throughout the life of the courthouse, extensive remodeling has taken place to add additional courtrooms and reconfigure interior space to meet the expanding needs of the services located in the courthouse. Operational and business inefficiencies, particularly for the courts systems, have been created due to both space and building limitations. The courthouse building infrastructure is approaching the end of its useful life. In addition, existing courtrooms do not meet current design standards.

This courthouse projects (steps 1 and 2, mentioned below) will enhance security at the courthouse by establishing "three-way separation" among inmates, court staff, and court visitors, which is a judicial standard that limits unnecessary interaction and prevents potential confrontations. Other security enhancements will include improved video surveillance; upgraded fire protection; better courtroom design, with clear line-of-sight for judges and bailiffs to monitor people; ability for judges to automatically lock-down courtrooms in emergency situations; installation of staff and public announcement systems to provide notifications during emergencies; and redesign of the security entrance to improve the flow of courthouse visitors.

The county retained Zimmerman Architectural Studios to develop a "Courthouse Study," (capital project #200914), to provide a comprehensive analysis of courthouse space requirements and design needs. This study was completed in 2013, and Zimmerman recommended a two-step design approach (below). This project addresses step 1. A separate capital project will address step 2. While approving this project in the plan does not obligate future County Boards for step 2 (renovation of the existing courthouse facility as outlined in the aforementioned study, project #201705), it does reflect the county's future guidance for the overall courthouse project.

- Step 1: Construction of a new four-story, eight-courtroom facility and relocation of eight existing courtrooms to the new facility. This work also includes the demolition of the existing 1959 jail.
- Step 2: Courthouse Project Step 2 will renovate the existing courthouse facility in a multi-phase vertical segmented approach to provide newly renovated facilities for all divisions, except the secure courtrooms addressed in Step 1. Courthouse renovation will also include the installation of new state of the art mechanical, electrical, fire protection, window systems and new wall, floor, and ceiling finishes in all renovated areas. This approach will not require temporary offsite relocation of courthouse personnel.

Project funding includes \$500,000 of capital project fund balance and \$300,000 of prior-year jail assessment fee revenue reserves, applied to partially cover the costs of the new courts building jail-holding area.

Step 2 is currently estimated to be \$58.6 million. Going forward, many factors may impact eventual project costs, including, but not limited to, incorporating additional operations to the courthouse space, future economic conditions, and the maturing of the design process for the remaining phases of work that are part of step 2.

Project Title:	Courthouse Project – Secure Courtroom Construction	Project #:	201418
Department:	Public Works - Buildings	Project Type:	New Building
Phase:	Construction	Sponsor:	Public Works
Budget Action:	C - \$ Update	Manager:	Allison Bussler, DPW Director
Date:	December 4, 2020		

Location

Waukesha County Courthouse, 515 West Moreland Blvd., Waukesha, WI 53188.

Analysis of Need

The existing courthouse building, constructed in 1959, remains structurally sound. Over the years, extensive remodeling has taken place to add additional courtrooms and reconfigure interior space. Public access to the building is now limited to the main entrance (door #2) where security screening takes place. Customer circulation has been identified for improvement, particularly the courts area. Due to the remodeling, some courtrooms are considered inadequate since the space and/or security does not measure up to current courtroom design standards.

Based on the needs identified by the county and analyzed by the consultant, the consultant has recommended the construction of a new four-story courts building adjacent and contiguous to the existing Courthouse and the relocation of eight existing courtrooms to this building. This will address courtroom security needs, prisoner transport needs, and customer circulations needs. Due to the design of this new building, it will not be necessary to temporarily relocate any courtrooms or staff off-site during construction.

The existing courthouse is in need of complete replacement of its mechanical, electrical, plumbing, fire protection and window systems. The need for these replacements will coincide with the completion of the courts building and the vacating of eight courtrooms in the existing courthouse. The space left vacant by the courtrooms will be used in consideration with the consultant’s recommendation for Step 2, as described previously in the project scope and description.

Update: The expenditure budget in 2021 has been reduced by \$1,000,000 to reflect actual expenses as the project nears completion.

Alternatives

Continue to operate all county functions and services at their present location utilizing existing facilities, risking HVAC failure, and without gaining future HVAC, utility, and staffing efficiencies.

Ongoing Operating Costs

Based on information gathered through the design review process, there will be operating impacts related to staffing and facility maintenance. Consolidating office space and moving operations within departments closer together, is expected to result in greater operational efficiencies for most affected departments. With the exception of the Sheriff’s Department, none of the affected departments have indicated a need for additional staff. The Sheriff’s Department is requesting an additional six correctional officer positions during construction for Step 1 (January 2019 through March 2021), with three of the positions remaining permanently after construction. These additional positions are estimated to cost \$1 million during the interim construction period and \$240,000 annually for the three permanent positions beginning in 2021.

Step 1 of this project will demolish approximately 52,000 square feet of old jail space, which provided holding cells connected to existing courtrooms in the current courthouse. A new 62,000 square-foot court tower will increase County building space and is expected to result in higher utility, housekeeping, and repair/maintenance costs. Utilities are expected to increase by a net of \$5,000. For Step 2, the renovation of the existing courthouse will involve replacing existing systems (e.g., HVAC) with energy efficient technology, which is expected to lower utility costs.

The court tower addition in Step 1 is expected to increase contracted housekeeping costs by \$80,000. These additional expenses will likely be partially offset by savings as the Facilities Maintenance Division plans to continue transitioning from in-house cleaning staff to contracted cleaning staff.

Estimated third-party maintenance/repair services are estimated to increase \$15,000. Additional in-house maintenance/repair work is expected to be absorbed within the Division’s existing staffing levels.

Previous Action: The Courthouse Study was completed in August, 2013. Approved as a new capital project in the 2014-2018 capital plan. Approved as planned in the 2015-2019, 2016-2020, and 2017-2021 capital plans. Approved with a cost and revenue update in the 2018-2022 capital plan. Approved as planned in the 2019-2023 capital plan. All phases included committee review meetings open to the public. Approved as planned in the 2020 – 2024 capital plan.

Project Title:	Courthouse Project Step 2 – Renovate 1959 Courthouse	Project #:	201705
Department:	Public Works - Buildings	Project Type:	Renovation/Upgrade
Phase:	Preliminary Design	Sponsor:	Public Works
Budget Action:	As Planned	Manager:	Allison Bussler
Date:	December 4, 2020		

CAPITAL BUDGET SUMMARY							
Year	2021	2022	2023	2024	2025	2026	Total
Project Phase	Budget & Concept	Design & Construction	Construction	Construction	Construction	Construction	Project
Expenditure Budget	\$1,200,000	\$8,000,000	\$12,400,000	\$12,350,000	\$12,350,000	\$12,300,000	\$58,600,000
Revenue Budget	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Net Cost After Revenues Applied	\$1,200,000	\$8,000,000	\$12,400,000	\$12,350,000	\$12,350,000	\$12,300,000	\$58,600,000
COST DOCUMENTATION				REVENUE			
Architect	\$4,578,000						
Construction Management	\$4,578,000						
Construction	\$45,780,000						
Contingency	\$3,664,000						
Total Project Cost	\$58,600,000						Total Revenue \$0
EXPENDITURE BUDGET	\$58,600,000						REVENUE BUDGET \$0

Project Scope & Description

The existing courthouse, located at 515 W. Moreland Blvd., was constructed in 1959 and remains structurally sound. The courthouse currently houses the Judiciary, Clerk of Courts, Family Court Counseling, District Attorney’s Offices (including Victim/Witness), the County Board Room, Information Technology, and other miscellaneous functions. Throughout the life of the courthouse, extensive remodeling has taken place to add additional courtrooms and reconfigure interior space to meet the expanding needs of the services located in the courthouse. Operational and business inefficiencies, particularly for the courts systems, have been created due to both space and building limitations. In addition, existing courtrooms do not meet current design standards. The courthouse building infrastructure is approaching the end of its useful life.

This project will enhance security at the courthouse by improving video surveillance; upgrading fire protection; installing staff and public announcement systems to provide notifications during emergencies; and redesigning the security entrance to improve the flow of courthouse visitors.

The County retained Zimmerman Architectural Studios to develop a “Courthouse Study,” (capital project #200914), to provide a comprehensive analysis of courthouse space requirements and design needs. This study was completed in 2013, and Zimmerman recommended a two-step design approach (below). This project is intended to address step 2 (renovation of the existing courthouse facility as outlined in the aforementioned study).

Step 1: Construction of a new four-story, eight-courtroom facility and relocation of eight existing courtrooms to the new facility. This work also includes the demolition of the existing the 1959 jail (capital project #201418 Secure Courtroom Construction).

Step 2: This capital project would renovate the existing courthouse building in a multi-phase vertical segment approach to provide newly renovated facilities for all divisions, except the secure courtrooms addressed in step 1. Courthouse renovation will also include the installation of new state of the art mechanical, electrical, fire protection, window systems and new wall, floor, and ceiling finishes in all renovated areas. This approach will not require temporary offsite relocation of courthouse personnel.

Project Title:	Courthouse Project Step 2 – Renovate 1959 Courthouse	Project #:	201705
Department:	Public Works - Buildings	Project Type:	Renovation/Upgrade
Phase:	Preliminary Design	Sponsor:	Public Works
Budget Action:	As Planned	Manager:	Allison Bussler
Date:	December 4, 2020		

The project cost for step 1 is estimated at \$37.5 million. At this time, estimated project costs for step 2 remain at \$58.6 million, based on the 2013 Courthouse Study (mentioned previously). However, there are a number of factors that may impact the design and the construction costs of this project, including, but not limited to, incorporating additional operations to the courthouse space, future economic conditions, and the maturing of the design process for the remaining phases of work that are part of step 2.

Locations

Waukesha County Courthouse, 515 West Moreland Blvd., Waukesha, WI 53188.

Analysis of Need

The existing courthouse building, constructed in 1959, remains structurally sound. Over the years, extensive remodeling has taken place to add additional courtrooms and reconfigure interior space. Public access to the building is now limited to the main entrance (door #2) where security screening takes place. Customer circulation has been identified for improvement, particularly the Courts area. Due to the remodeling, some courtrooms are considered inadequate since the space and/or security does not measure up to current courtroom design standards.

The existing courthouse is in need of complete replacement of its mechanical, electrical, plumbing, fire protection and window systems. The need for these replacements will coincide with the completion of the courts building (step 1) and the vacating of eight courtrooms in the existing courthouse. The space left vacant by the courtrooms will be used in consideration with the consultant’s recommendation for step 2, as described previously in the project scope and description.

Alternatives

Continue to operate all County functions and services at their present location utilizing existing facilities, risking HVAC failure, and without gaining future HVAC, utility, and staffing efficiencies.

Ongoing Operating Costs

The new project is expected to reduce energy consumption through installation of energy efficient equipment and windows. Consolidation of office space and moving departmental operations closer together are expected to improve operational efficiency.

Previous Action

- The Courthouse Study was completed in August, 2013.
- Step 1 (Project 201418): Approved as a new capital project in the 2014-2018 capital plan. Approved as planned in the 2015-2019, 2016-2020, 2017-2021 capital plans. Approved with a cost and revenue update in the 2018-2022 capital plan. Approved as planned in the 2019-2023 and 2020-2024 capital plans.
- Step 2: Approved as a new project in the 2017-2021 capital plan. Approved as planned in the 2018-2022 and 2019-2023 capital plans. Approved with a schedule update in the 2020-2024 capital plan.

Project Title:	CTH I, Fox River Bridge	Project #:	201601
Department:	Public Works - Highways	Project Type:	Bridge
Phase:	Construction	Road Name:	River Road
Budget Action:	As Planned	Manager:	Allison Bussler, DPW Director
Date:	December 4, 2020		

CAPITAL BUDGET SUMMARY					
Year	2016	2017-19	2020	2021	Total
ProjectPhase	Concept	Budget	Design	Construction	Project
Expenditure Budget	\$6,000	\$0	\$89,000	\$103,000	\$198,000
Revenue Budget	\$0	\$0	\$0	\$0	\$0
Net Cost After Revenues Applied	\$6,000	\$0	\$89,000	\$103,000	\$198,000
COST DOCUMENTATION			REVENUE		
Budget/concept	\$6,000			WisDOT Bridge Aid	\$426,000
Design	\$71,000				
State review for Design	\$18,000				
Land Acquisition	\$0				
Construction	\$472,000				
Construction Management	\$42,000				
Contingency	<u>\$15,000</u>				
Total Project Cost	\$624,000			Total Revenue	\$426,000
EXPENDITURE BUDGET	\$198,000			REVENUE BUDGET	\$0

Project Scope & Description

This project is a deck replacement of the CTH I bridge over the Fox River. In addition, the scope is expected to include railing replacement, approach paving, approach guardrail replacement, and repair of riprap slope paving. The roadway will remain two lanes over the bridge. Right of way acquisition is not anticipated. The Waukesha County Bicycle Plan shows a proposed trail along the Fox River at the site of this project. This project does not include bridge widening for purpose of bicycle trail. Roadway shoulders over the bridge will accommodate bicycles. A bridge rehabilitation report has been approved by WisDOT that recommends deck replacement. Waukesha County amended a 2017 application for federal bridge aid to be consistent with the approved bridge rehabilitation report. This was a change in scope from superstructure replacement, which was the recommended rehabilitation alternative in 2017. Waukesha County applied for federal bridge aid, and in May 2018 WisDOT approved the county's application. An agreement with WisDOT was executed in February 2019 authorizing \$426,000 in Bridge Aid funding toward the project, which was \$12,000 more than previously anticipated. This is offset by an increase in overall costs of \$12,000 resulting in no change in net county costs. In June 2019 the project was approved for participation in WisDOT's new "Low Risk Pilot Program" using state rather than federal funds in construction. The Low Risk Pilot Program allows for a streamlined and accelerated design process. Success of this pilot program may lead to improvements in the Local Bridge Program that result in time savings and cost savings.

Location: Village of Waukesha

Analysis of Need

The existing bridge (B-67-097) is a two-span, pre-stressed concrete girder structure that was constructed in 1965. A concrete overlay was placed on the deck in 1996. The bridge is considered "structurally deficient" due to the condition of the deck. The deck edges and soffit underside are spalling. A thermal infrared scan of the wearing surface in 2014 indicates the concrete overlay is 22% delaminated. The riprap slope paving beneath the bridge has missing stone, and should be repaired. The structure sufficiency number is 75.4, which indicates that structure rehabilitation is warranted according to WisDOT guidelines and makes the bridge eligible for federal bridge funding (rehabilitation) with a sufficiency below 80. The 2017 traffic volume on this roadway segment was 2,300 vehicles per day.

Alternatives: Reconstruct the existing bridge, but will not be eligible for federal bridge aid.

Ongoing Operating Costs: Maintenance costs will be reduced in the early years after construction beyond 2021.

Previous Action

- New project in the 2016-2020 capital plan.
- Approved as planned in the 2017-2021 capital plan.
- Approved with scope change and cost update in the 2018-2022 capital plan.
- Approved with scope change and cost/revenue update in the 2019-2023 capital plan.
- Approved with cost and revenue update in the 2020-2024 capital plan.

Project Title:	CTH D, Calhoun Road to 124 th Street Rehab	Project #:	201706
Department:	Public Works - Highways	Project Type:	Rehabilitation
Phase:	Construction	Road Name:	Cleveland Avenue
Budget Action:	As Planned	Manager:	Allison Bussler, DPW Director
Date:	December 4, 2020		

CAPITAL BUDGET SUMMARY						
Year	2017	2018	2019	2020	2021	Total
Project Phase	Design	Land			Construction	Project
Expenditure Budget	\$66,000	\$50,000	\$0	\$0	\$506,000	\$622,000
Revenue Budget	\$0	\$0	\$0	\$0	\$0	\$0
Net Cost After Revenues Applied	\$66,000	\$50,000	\$0	\$0	\$506,000	\$622,000
COST DOCUMENTATION			REVENUE			
Design		\$258,000	Federal Surface Transportation			\$2,287,000
WisDOT Design Review		\$68,000	Program (STP) Funding			
Land Acquisition		\$50,000				
Construction		\$2,174,000				
Construction Management		\$250,000				
Contingency		\$109,000				
Total Project Cost		\$2,909,000	Total Revenue			\$2,287,000
EXPENDITURE BUDGET		\$622,000	REVENUE BUDGET			\$0

Project Scope & Description

This project is a rehabilitation of CTH D between Calhoun Road and 124th Street and the rehabilitation of the culverts at Deer Creek. The roadway will be rehabilitated with minor shoulder and intersection improvements. The anticipated scope for the culverts includes culvert lining and grouting, headwall reconstruction, and approach ditch re-grading. Structure rehabilitation will effectively extend the life of the culvert structure, while avoiding the need to close the highway and excavate the deep roadway embankment for a stream diversion. However, the proposed rehab does not address structure widening that may be needed for highway expansion. Under this project, the roadway will remain two lanes. The acquisition of temporary easements is anticipated to construct this project.

Culvert rehabilitation was originally proposed in capital project #201303, CTH D, Deer Creek Bridge, but federal bridge aid funding was not available. However, federal Surface Transportation Program funding is available for structure rehabilitation under this broader road rehabilitation project. Waukesha County has been approved for \$2,287,000 in federal aid to help fund the project. Project construction was previously delayed from 2019 to 2021 based on an updated WisDOT funding schedule.

Location: City of New Berlin

Analysis of Need: The pavement along this 3-mile long portion of CTH D is in poor condition and requires reconditioning. In 2013 the pavement inspection conducted along CTH D found that the overall condition index for the pavement varies between 21 and 43, which is the poor to fair range. Shoulders are paved and relatively wide. Intersections have turn lanes although some minor grading may be needed to extend turn lanes.

The existing bridge (P-67-779) is a triple-barrel corrugated steel pipe culvert. Each barrel is 72-inches in diameter. The structure was initially constructed in 1959 with two culvert barrels. The culverts were lowered, and a third culvert barrel added in 1969 by a developer along with re-grading of Deer Creek. The structure now sits under a 30-foot high roadway embankment. The two original barrels are rusting through at the normal water line. The stone masonry headwalls are in poor condition. The riprap ditch at the northeast bridge approach is eroding. The existing structure appears to have adequate hydraulic capacity. The structure sufficiency number is 33.1, which indicates that structure replacement or rehabilitation is warranted according to WisDOT guidelines. The 2017 traffic volumes on the CTH D corridor ranged from 8,440 to 15,880 vehicles per day.

Alternatives

- Reconstruct the existing bridge
- Reconstruct the pavement

Ongoing Operating Costs: Initial maintenance costs may be reduced following construction.

Previous Action: Bridge rehabilitation portion originally proposed as a separate capital project #201303 (CTH D, Deer Creek Bridge). Approved as a new project in the 2017-2021 Capital Plan. Approved as planned in the 2018-2022 Capital Plan. Approved with schedule update in 2019-2023 Capital Plan. Approved as planned in the 2020-2024 Capital Plan.

Project Title:	CTH B, Morgan Rd Intersection	Project #:	202009
Department:	Public Works - Highways	Project Type:	Spot Improvement
Phase:	Land Acquisition	Road Name:	Valley Road
Budget Action:	As Planned	Manager:	Allison Bussler, DPW Director
Date:	December 4, 2020		

CAPITAL BUDGET SUMMARY				
Year	2020	2021	2022	Total
Project Phase	Design	Land Acq	Construction	Project
Expenditure Budget	\$5,000	\$48,000	\$47,000	\$100,000
Revenue Budget	\$0	\$0	\$0	\$0
Net Costs After Revenue Applied	\$5,000	\$48,000	\$47,000	\$100,000
COST DOCUMENTATION		REVENUE		
Design	\$50,000	Federal Highway Safety		\$386,000
Land Acquisition	\$48,000	Improvement Program (HSIP)		
Construction	\$346,000	Funding		
Construction Management	\$22,000			
Contingency	\$20,000			
Total Project Cost	\$486,000	Total Revenue		\$386,000
EXPENDITURE BUDGET	\$100,000	REVENUE BUDGET		\$0

Project Scope & Description

The purpose of this proposed project is to correct the safety problems along the westbound and eastbound directions of this curved segment of CTH B (Valley Road). Proposed improvements include:

- Realign the Morgan Road intersection approach for providing a perpendicular connection with CTH B near the midpoint of its existing curve. Add a right turn lane and acceleration taper along westbound CTH B at this reconfigured 'T'-intersection.
- Lower the CTH B profile along this highway curve by ~1' - 2' for improving driver sight distance.
- Expand slightly the curve alignment of the westbound CTH B travel lane and adjust its superelevation as part of inserting a new eastbound CTH B left turn lane for Morgan Road.
- Widen the CTH B paved shoulders from 1' to 3' and clear zones along this curve.

Waukesha County was awarded Highway Safety Improvement Program (HSIP) funding for these intersection improvements.

Location

Village of Summit/City of Oconomowoc

Analysis of Need

A CTH B (Valley Road) sharp curve at a Y-intersection with Morgan Road has been the site of a number of run-off-the-road crashes. Westbound CTH B drivers approaching too fast can be misled by the appearance of this intersection's large paved area, so when entering this curve they must react suddenly and can lose vehicle control. Not all turning and other oncoming vehicles at this Y-intersection are visible from along its CTH B curve and from the existing orientation of the Morgan Road approach. This curve has a crash rate of 0.61 per million-vehicles, which is high for an average daily traffic of only ~3,900 vehicles/day. Many of the crashes caused severe injuries.

Alternatives

Improved signing (sharp turn advance warning signs with 20 MPH advisory panels and directional arrow warning) was implemented as a lower cost alternative three years ago. Crashes persist along this short curved segment of CTH B as the signing was not as effective of an option as improving the geometry per the recommended scope.

Ongoing Operating Costs: None

Previous Action:

Approved as new project in the 2020 – 2024 capital plan.

Project Title:	CTH D, CTH E Intersection	Project #:	202010
Department:	Public Works - Highways	Project Type:	Spot Improvement
Phase:	Preliminary Design	Road Name:	Wern Way & Tomlin Road
Budget Action:	As Planned	Manager:	Allison Bussler, DPW Director
Date:	December 4, 2020		

CAPITAL BUDGET SUMMARY				
Year	2021	2022	2023	Total
Project Phase	Design	Land Acq	Construction	Project
Expenditure Budget	\$8,000	\$30,000	\$39,000	\$77,000
Revenue Budget	\$0	\$0	\$0	\$0
Net Costs After Revenues Applied	\$8,000	\$30,000	\$39,000	\$77,000
COST DOCUMENTATION		REVENUE		
Design	\$73,000	Federal Highway Safety		\$418,000
Land Acquisition	\$30,000	Improvement Program (HSIP)		
Construction	\$333,000	Funding		
Construction Management	\$39,000			
Contingency	\$20,000			
Total Project Cost	\$495,000	Total Revenue		\$418,000
EXPENDITURE BUDGET	\$77,000	REVENUE BUDGET		\$0

Project Scope & Description

The purpose of this proposed project is to correct safety problems at the CTH E (Tomlin Road) / CTH D (Wern Way) intersection. Proposed improvements addressing the conditions described below include:

- Realign ~500' of CTH D so its approaches to this 2-way stop intersection are closer to perpendicular with CTH E.
- Add overhead STOP sign assemblies at the CTH D approaches.

A significantly greater realignment of the CTH D intersection approaches was proposed for HSIP funding by Waukesha County in 2015. WisDOT had agreed with the need for these CTH D realignment intersection improvements, but noted its \$913,000 estimated construction cost and real estate requirements were too large. Waukesha County plans to apply for HSIP funding with this reduced scope in 2020. HSIP Funding has been applied for in 2020.

Location

Town of Genesee

Analysis of Need

The angle of the CTH D / CTH E intersection angle is at about 54°/126° for the existing highway alignments, compared to a 90° preferred angle or a 70° - 110° acceptable range.

Fifty-seven (57) collisions were reported at the CTH E / CTH D intersection from 2004 to 2018 where average daily two-way traffic totals 8,400 vehicles/day for a crash rate of 1.240 per million vehicles and has one of the highest collision rates among Waukesha County's rural highway intersections. Sixteen (16) of these collisions had incapacitating or severe injuries during this period. Nearly all of these angle collisions were caused by this intersection's sharp angle which limits CTH D drivers' view of CTH E traffic coming from their right. Trucks turning right from CTH D also may tend to swing wide into opposing CTH E traffic.

Alternatives

Improved signing and striping (additional stop signs, adjusted stop bars and improved ahead warning signs) was implemented as a lower cost alternative in 2015. Crashes persist at the intersection as the signing was not as effective of an option as improving the geometry per the recommended scope.

Changing this intersection to a full-way stop would not be appropriate for the contrasting traffic volumes along CTH E and CTH D. A roundabout would require significantly more right-of-way and higher construction costs for addressing this intersection's prevailing hazard for CTH D cross-traffic.

Ongoing Operating Costs: None

Previous Action:

Approved as new project in 2020 – 2024 capital plan.

Project Title:	CTH X, West High Drive Intersection	Project #:	202012
Department:	Public Works - Highways	Project Type:	Spot Improvement
Phase:	Construction	Road Name:	Saylesville Road
Budget Action:	As Planned	Manager:	Allison Bussler, DPW Director
Date:	December 4, 2020		

CAPITAL BUDGET SUMMARY			
Year	2020	2021	Total
Project Phase	Land	Construction	Project
Expenditure Budget	\$10,000	\$253,000	\$263,000
Revenue Budget	\$0	\$0	\$0
Net Costs After Revenues Applied	\$10,000	\$253,000	\$263,000
COST DOCUMENTATION		REVENUE	
Land Acquisition	\$10,000		
Construction	\$220,000		
Construction Management	\$22,000		
Contingency	\$11,000		
Total Project Cost	\$263,000	Total Revenue	\$0
EXPENDITURE BUDGET	\$263,000	REVENUE BUDGET	\$0

Project Scope & Description

The purpose of this proposed project is to install permanent signal poles and equipment at the CTH X (Saylesville Road) / West High Drive signalized intersection. This existing signalized intersection had been identified by WisDOT during 2012 as one of 5% of local road locations in Wisconsin warranting a local intersection safety evaluation. Proposed improvements include:

- Remove and replace all temporary wood poles, span wires, and signal heads with WisDOT-standard permanent equipment mounted on monotube structures. Re-mount existing video detectors and emergency vehicle pre-empt devices (EVP).
- This intersection's existing controller would serve the new traffic signal. Minor signal operation improvement details also will be implemented, including new clearance intervals, all-red times, minimum gap times, and left and right turn detectors.

Location: City of Waukesha

Analysis of Need: The traffic signal at this 'T'-intersection serving Waukesha West High School was installed with wood poles and span wire during the fall of 2007 following several severe-injury angle collisions. The intersection was installed on temporary poles due to anticipation of future development. The development of 35 homes was anticipated to begin in 2019. The primary access to the subdivision will be located on a local City of Waukesha roadway, not at this intersection. What will be installed at the intersection will be a driveway for a church located adjacent to the proposed subdivision. The church and developer are implementing several infrastructure improvements, including a southbound CTH X right turn lane, a northbound CTH X left turn lane, supplemental signal equipment mounted on the existing wood poles-span wires, and new sidewalks with a CTH X crosswalk added between this new neighborhood and Waukesha West High School. With the development moving forward with a driveway at this intersection, the final configuration of the intersection will be established and permanent signal infrastructure should be implemented.

Alternatives: The alternative is to leave the existing wood poles and temporary signal configuration in place, but at some point this temporary system will need a permanent solution implemented.

Ongoing Operating Costs: Maintaining proper alignment of the vehicle detection video cameras mounted on the wood poles after strong winds and seasonal freeze-thaw conditions is an operational and maintenance challenge. Public complaints about malfunctioning signal operation responses to traffic are frequently received by the Waukesha County DPW. A new permanent signal will alleviate these operational calls and responses.

Previous Action: Approved as new project in 2020 – 2024 capital plan.

Project Title:	CTH M, Calhoun Road to East County Line	Project #:	201008
Department:	Public Works - Highways	Project Type:	Priority Corridor
Phase:	Construction	Road Name:	North Avenue
Budget Action:	C - \$ Update, C - Rev Update	Manager:	Allison Bussler, DPW Director
Date:	December 4, 2020		

CAPITAL BUDGET SUMMARY						
Year	2015	2016	2017	2020	2021	Total
Project Phase	Design	Design/Land	Land	Const	Const	Project
Expenditure Budget	\$1,098,000	\$1,524,000	\$2,132,000	\$4,351,000	\$4,890,000	\$13,995,000
Revenue Budget	\$0	\$0	\$0	\$445,000	\$867,000	\$1,312,000
Net Cost After Revenues Applied	\$1,098,000	\$1,524,000	\$2,132,000	\$3,906,000	\$4,023,000	\$12,683,000
COST DOCUMENTATION			REVENUE			
Design		\$1,900,000	Federal Surface Transportation			\$16,110,000
WisDOT Design Review		\$200,000	Program - STP Funding			
Land Acquisition		\$3,500,000	(Per State Municipal Agreements)			
Construction		\$22,140,000	Local Municipality			\$1,312,000
Construction Management		\$1,520,000				
Contingency		\$845,000				
Total Project Cost		\$30,105,000	Total Revenue			\$17,422,000
EXPENDITURE BUDGET		\$13,995,000	REVENUE BUDGET			\$1,312,000

Project Scope & Description

This project involves the reconstruction and widening of about 3.0 miles of CTH M (North Avenue) from Calhoun Road to 124th Street to four lanes and the replacement of bridges and culverts over Underwood Creek. A raised median will be provided along the project for left turn movements. The median area, along with 3 ponds, will provide additional capacity for storm water management. The roadway alignment will stay at its present location. Land will be acquired to a distance of 60 feet from the roadway centerline and additional grading easements and vision corners as may be required.

The county proposes increasing the project budget by \$2,590,000 (net costs to the county of \$1,723,000 after additional municipal revenues applied) in 2021. Several reasons for this increase include: During the design phase, WisDOT and the Federal Highway Administration (FHWA) took nearly two years to review the environmental document, leading to a need for accelerated final design and increased costs; WisDOT and Canadian Pacific RR, the entities responsible for designing the railroad crossings/signals, went over their budget; and there were higher costs due to compensable utilities.

Location

City of Brookfield, Village of Elm Grove

Analysis of Need

CTH M, or North Avenue, has been identified as a priority corridor for widening to four lanes by the Department of Public Works. This portion of CTH M is shown as a four-lane roadway in the 2035 Southeastern Wisconsin Regional Planning Commission (SEWRPC) Jurisdictional Highway Plans for Waukesha County. Traffic volumes recorded in 2011 along this portion of CTH M range from approximately 14,400 vehicles per day (VPD) at Calhoun Road to 20,400 VPD at 124th Street. These volumes indicate that the existing two-lane roadway is beyond its operating capacity, and is in need of widening.

Alternatives

- Rehabilitate CTH M: This alternate will address pavement issues but will not provide the required level of service or capacity warranted by traffic volumes, or improve ingress to the highway.
- Reconstruct CTH M to provide necessary additional capacity.

Ongoing Operating Costs

Operating costs are expected to increase by approximately \$42,500 per annum for the additional lane miles after the construction phase is completed.

Previous Action

2010 -2014 capital plan: approved as a new project. 2011-2015, 2012-2016, 2013-2017, 2014-2018, 2016-2020, 2019-2023 capital plans: approved with a cost update. 2014-2018, 2015-2019, 2018-2022, 2020-2024 capital plans: approved as planned. Combined with project 201202 and approved in 2017-2021 capital plan with a delay and updates to cost and revenues.

Project Title:	CTH YY, Underwood Creek Structure	Project #:	201302
Department:	Public Works - Highways	Project Type:	Bridge
Phase:	Land Acquisition	Road Name:	Pilgrim Road
Budget Action:	C - Rev Update	Manager:	Allison Bussler, DPW Director
Date:	December 4, 2020		

CAPITAL BUDGET SUMMARY					
Year	2017	2018	2021	2022	Total
Project Phase	Design	Land	Land/Utility	Construction	Project
Expenditure Budget	\$170,000	\$179,000	\$369,000	\$1,115,000	\$1,833,000
Revenue Budget	\$0	\$0	\$0	\$630,000	\$630,000
Net Cost After Revenues Applied	\$170,000	\$179,000	\$369,000	\$485,000	\$1,203,000
COST DOCUMENTATION			REVENUE		
Design	\$150,000				\$630,000
Land Acquisition/Utility Relocation	\$568,000				
Construction	\$969,000				
Construction Management	\$107,000				
Contingency	\$39,000				
Total Project Cost	\$1,833,000				\$630,000
EXPENDITURE BUDGET	\$1,833,000				REVENUE BUDGET
					\$630,000

Project Scope & Description

This project is a replacement of the CTH YY structure over Underwood Creek. The roadway will remain two lanes over the structure but the substandard shoulder width will be improved to current standards. The project is not straight-forward due to a number of site constraints, which include: Underwood Creek runs parallel to the highway for 300 feet; the site is adjacent to a city park (Wirth Park); the structure is in close proximity to a public street and park entrance; the project site is near a railroad crossing, school, and cemetery. The 2035 Regional Transportation Plan calls for CTH YY to become a 4-lane facility. Design of the project is underway, and various alignments of future 4-lane expansion are being considered to determine best location for a 2-lane bridge. Various structure types will be considered. The project may require stream relocation, bridge site relocation, park impact mitigation, removal of existing retaining walls, compensable utility relocation, and changes to roadway vertical alignment. Right-of-way acquisition to the ultimate width of 120 feet is anticipated. Significant additional easements are anticipated. In 2020, Waukesha County applied for WisDOT Multimodal Local Supplement (MLS) program funding on this project. The project has been approved for a total of \$630,000 MLS funding (state funds). MLS is a reimbursement program, where Waukesha County will administer project construction.

Location: City of Brookfield

Analysis of Need

The existing structure is a single-span, concrete slab that spans approximately 18 feet. Also, the structure was widened to its current width using pre-stressed girders. Dates of initial construction and widening are unknown. The roadway and bridge transferred from City of Brookfield to county jurisdiction in 2006. The abutments and superstructure are in poor condition, per structure inspection reports. The roadway over the structure is narrow, with minimal shoulders. Structure replacement is recommended. The structure has a span of 18 feet and is not classified as a bridge per Federal Highway Administration (FHWA) standards, and therefore is not eligible for federal bridge aid. Traffic volume on CTH YY in 2018 was 14,900 vehicles per day.

Alternatives

Rehabilitate the existing bridge, which does not address all structural and geometric deficiencies.

Ongoing Operating Costs

Initial maintenance costs may be reduced.

Previous Action

- Approved as a new project in the 2013-2017 capital plan.
- Approved as planned in the 2014-2018, 2015-2019, 2016-2020, 2017-2021, and 2018-2022 capital plans.
- Approved with delay in the 2019-2023
- Approved with delay and a cost update in the 2020-2024 capital plan.

Project Title:	CTH C, Hasslinger Drive Intersection	Project #:	201611
Department:	Public Works - Highways	Project Type:	Spot Improvement
Phase:	Construction	Road Name:	Kettle Moraine Drive
Budget Action:	C - Rev Update	Manager:	Allison Bussler, DPW Director
Date:	December 4, 2020		

CAPITAL BUDGET SUMMARY					
Year	2018	2019	2020	2021	Total
Project Phase	Design	Design/Land	Design/Land	Construction	Project
Expenditure Budget	\$18,100	\$165,000	\$82,900	\$74,800	\$340,800
Revenue Budget	\$0	\$0	\$0	\$0	\$0
Net Cost After Revenues Applied	\$18,100	\$165,000	\$82,900	\$74,800	\$340,800
COST DOCUMENTATION			REVENUE		
Design	\$160,000			Federal Highway Safety Improvement Program (HSIP)	
WisDOT Review	\$20,000			Funding - Design	\$165,600
Land Acquisition	\$165,000			HSIP Funding - Construction	\$471,600
Construction	\$550,000				
Construction Management	\$55,000				
Contingency	\$28,000				
Total Project Cost	\$978,000			Total Revenue	\$637,200
EXPENDITURE BUDGET	\$340,800			REVENUE BUDGET	\$0

Project Scope & Description

The purpose of this proposed project is to correct the safety problems along the curved segment of CTH C (Kettle Moraine Drive) at Hasslinger Drive. Proposed improvements addressing the conditions described above and other existing potential hazards include:

1. Realign approximately 2,200' of CTH C with one gradual horizontal curve.
2. Realign and combine Hasslinger Drive, the private Oakland Road, and the driveway as one common intersection approach aligned perpendicular to CTH C. Include a right turn-only lane and acceleration taper along CTH C at this reconfigured 'T'-intersection. Combining the driveways will remove the visual effect for north bound traffic whereby the road appears to be straight – not curved.
3. Widen the CTH C lane widths from 11' to 12', its paved shoulders from 1' to 3', and clear zones along this curve. Add new pavement edges.
4. Add center line and shoulder rumble strip pavement markings to alert motorists approaching and driving through this curved highway segment.
5. Add intersection area highway lighting.

Waukesha County was originally awarded \$404,000 in Federal Highway Safety Improvement Program (HSIP) funding to help fund this project. In fall 2019, Waukesha County applied for additional federal HSIP revenue via WisDOT's change management process. The justification was based on additional public involvement and design effort to develop a design with an alternative access reconfiguration for the side streets. This change management was approved and resulted in an additional \$233,200 in HSIP funding for the project.

Location: Town of Merton and Village of Chenequa

Analysis of Need

A sharp curve along CTH C (Kettle Moraine Drive) has an awkwardly configured intersection with a residential street (Hasslinger Drive), a driveway and a private road (Oakland Road). Drivers must react suddenly to the changing curve radii of its existing alignment. This rural highway intersection has among the highest collision rates along Waukesha's County Trunk Highways. There have been twenty-two (22) crashes reported from 2001 through 2017 at this intersection where average daily traffic is approximately 3,800 vehicles/day for a crash rate of 1.174 per million vehicles. All of these crashes involved northbound vehicles running off the right side of CTH C at the midpoint of its curve. All but one had occurred with wet/snow pavement and/or dark conditions. One crash had a fatality and four others had severe injuries.

Alternatives

Changing this intersection to a full-way stop or a roundabout is not warranted and would not address the prevailing northbound traffic flow problem along CTH C.

Ongoing Operating Costs: None

Previous Action: Approved as a new project in the 2016-2020 Capital Plan. Approved with cost and revenue update in the 2017-2021 capital plan. Approved as planned in the 2018 – 2022 plan. Approved with scope, cost, and revenue updates in the 2019-2023 plan. Delayed with a cost update in the 2020 – 2024 capital plan.

Project Title:	CTH F, N.B. Bridge at Green Road	Project #:	201801
Department:	Public Works - Highways	Project Type:	Bridge
Phase:	Preliminary Design	Road Name:	Redford Blvd.
Budget Action:	C - \$ Update C - Rev Update	Manager:	Allison Bussler, DPW Director
Date:	December 4, 2020		

CAPITAL BUDGET SUMMARY							
Year	2018	2019	2020	2021	2022	2023	Total
Project Phase	Design	Design	Design	Design/Land	Land	Const	Project
Expenditure Budget	\$6,000	\$0	\$0	\$20,000	\$0	\$128,000	\$154,000
Revenue Budget	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Net Cost After Revenues Applied	\$6,000	\$0	\$0	\$20,000	\$0	\$128,000	\$154,000
COST DOCUMENTATION				REVENUE			
Prelim Design			\$6,000				
Design			\$82,000			Federal Bridge Aid (Anticipated)	\$590,000
WisDOT Design Review			\$14,000				
Land Acquisition			\$0				
Construction			\$547,000				
Construction Management			\$68,000				
Contingency			\$27,000				
Total Project Cost			\$744,000			Total Revenue	\$590,000
EXPENDITURE BUDGET			\$154,000			REVENUE BUDGET	\$0

Project Scope & Description

This project is a rehabilitation of the northbound (N.B.) CTH F bridge over Green Road. The scope includes concrete overlay of the wearing surface, and repair of the railings and deck edges. Some incidental concrete surface repairs may be appropriate on the slab underside. It is anticipated bridge will be closed during construction with one lane of traffic detoured to adjacent bridge. Right of way acquisition is not anticipated. A bridge rehabilitation report was completed and approved by WisDOT. Total project cost has increased based on bridge rehabilitation report estimate. In 2019, Waukesha County applied for an estimated \$590,000 in federal bridge aid on both design and construction phase. In March, 2020 federal funding was approved for this project. Additionally, Waukesha County has applied for participation in the Low Risk Pilot Program, which would use state rather than federal funds and provides for streamlining some project design.

Location

City of Pewaukee

Analysis of Need

The existing bridge (B-67-95) is a three-span haunched slab structure that was constructed in 1966. A concrete overlay was placed on the wearing surface in 1989. The bridge transferred from state to county jurisdiction in 2005. Overall, the slab and substructure are in good to fair condition. A 2018 thermal infrared scan of the wearing surface (concrete overlay) indicates 25.5% delamination or de-bonding. The concrete parapets (railings) exhibit significant cracking, spalling, and deterioration. There is some surface spalling on the slab underside along the edges. The structure sufficiency number is now 62.6. The 2018 traffic volume on the northbound roadway was 12,750 vehicles per day.

Alternatives

Reconstruct the existing bridge, but will not be eligible for federal bridge aid.

Ongoing Operating Costs

Maintenance costs may be reduced in the early years after construction.

Previous Action

New project in the 2018-2022 capital plan.

Approved as planned in the 2019-2023 capital plan.

Approved as planned in the 2020-2024 capital plan.

Project Title:	CTH T, Northview Road to I-94 Rehabilitation	Project #:	201805
Department:	Public Works - Highways	Project Type:	Rehabilitation
Phase:	Preliminary Design	Road Name:	Grandview Boulevard
Budget Action:	C - \$ Update C - Rev Update	Manager:	Allison Bussler, DPW Director
Date:	December 4, 2020		

CAPITAL BUDGET SUMMARY				
Year	2021	2022	2023	Total
Project Phase	Design	Design/land	Construction	Project
Expenditure Budget	\$47,900	\$109,000	\$532,100	\$689,000
Revenue Budget	\$0	\$0	\$0	\$0
Net Cost After Revenues Applied	\$47,900	\$109,000	\$532,100	\$689,000
COST DOCUMENTATION			REVENUE	
Design		\$229,000	Federal Surface Transportation	
WisDOT Design Review		\$15,000	Program (STP) Funding - Design	\$196,100
Land Acquisition		\$109,000	STP Funding - Construction	\$1,745,900
Construction		\$2,021,000		
Construction Management		\$156,000		
Contingency		\$101,000		
Total Project Cost		\$2,631,000	Total Revenue	\$1,942,000
EXPENDITURE BUDGET		\$689,000	REVENUE BUDGET	\$0

Project Scope & Description

This 0.9-mile long project involves the rehabilitation/reconstruction of CTH T to improve the condition of the roadway. Improvements will include: milling of and replacing the existing asphaltic pavement, base repairs to the underlying concrete pavement, minor reconfiguration of intersections to improve safety, replacing/upgrading of older traffic signals, and storm water improvements. Traffic volumes along CTH T are approximately 24,000 vehicles per day. Therefore, traffic control will be a major challenge for this project. Federal funds will be used to offset the cost of design and construction for this project. The Department was awarded \$1,942,000 in federal STP funds for this project. The county's net share of project costs is increasing by \$85,000 due to an updated cost estimate and to achieve the local match requirement needed to accept the federal funds.

Location

City of Waukesha

Analysis of Need

The asphalt pavement along this portion of Grandview Boulevard (CTH T) has deteriorated to the point where it now has a pavement condition index (PCI) of 32 at which rehabilitation should be considered. The roadway was rehabilitated and widened in 1997, but that rehabilitation is now at the end of its useful life. The existing pavement structure consists of an asphalt overlay of an older concrete pavement. There are significant transverse and longitudinal cracks, some curb failure, and the existing traffic signals, especially at the Woodburn Road intersection, are requiring more maintenance attention. The 2012 traffic volumes on CTH T were 24,000 vehicles per day.

Alternatives

Reconstruct the pavement. The distresses shown in the pavement surface indicate that the underlying concrete pavement is still in a reasonable condition, therefore rehabilitation is a good option. Reconstructing the pavement would at least double the cost of this project.

Ongoing Operating Costs

Initial maintenance costs may be reduced following construction.

Previous Action

Approved as a new project in the 2018-2022 capital plan. Approved as planned in the 2019-2023 capital plan. Approved as planned in the 2020-2024 capital plan.

Project Title:	CTH O, CTH I to CTH ES	Project #:	201610
Department:	Public Works - Highways	Project Type:	Rehabilitation
Phase:	Preliminary Design	Road Name:	Moorland Road
Budget Action:	As Planned	Manager:	Allison Bussler, DPW Director
Date:	December 4, 2020		

CAPITAL BUDGET SUMMARY					
Year	2020	2021	2022	2023	Total
Project Phase	Design	Design/Land		Const	Project
Expenditure Budget	\$211,000	\$190,000	\$0	\$2,300,000	\$2,701,000
Revenue Budget	\$0	\$0	\$0	\$0	\$0
Net Costs After Revenues Applied	\$211,000	\$190,000	\$0	\$2,300,000	\$2,701,000
COST DOCUMENTATION			REVENUE		
Design		\$1,038,000	Federal Surface Transportation		
WisDOT Design Review		\$15,000	Program (STP) Funding - Design		\$842,000
Land Acquisition		\$950,000	STP Funding - Land		\$760,000
Construction		\$10,000,000	STP Funding - Construction		\$9,200,000
Construction Management		\$1,000,000			
Contingency		\$500,000			
Total Project Cost		\$13,503,000	Total Revenue		\$10,802,000
EXPENDITURE BUDGET		\$2,701,000	REVENUE BUDGET		\$0

Project Scope & Description

This 1.4-mile long project involves the rehabilitation of CTH O to bring it up to current standards. Improvements will include: replacing the existing concrete pavement, reconfiguring intersections to improve safety, replacing older traffic signals, minor grading, adding sidewalks and storm water improvements. Access to other businesses and residences adjacent to Moorland Road will need to be maintained during construction. Therefore, traffic control will be a major challenge for this project. This project will use federal funds to partially offset the cost of design, land acquisition, and construction. The Department applied for approximately \$10.8 million in federal STP funds in 2017, and was awarded \$1,602,000 in 2018 for the design and land acquisition phases of the project. The County reapplied for and was approved STP funding for the construction phase. Construction is scheduled for the next federal funding cycle (2023).

Locations: City of New Berlin

Analysis of Need: The concrete pavement along this portion of Moorland Road (CTH O) now has a pavement condition index (PCI) of 50 which is regarded as fair. While the PCI isn't in poor condition, the transverse and longitudinal joints show signs of significant deterioration, and it is anticipated that the roadway will be ready for a pavement replacement by 2023. The roadway was first built in 1978 and was rehabilitated in 2006 but that rehabilitation will be at the end of its useful life by 2023, and the concrete pavement will need to be replaced. Pavement issues are further compounded by the fact that this portion of Moorland Road is one of the busiest on the County system with over 30,000 vehicles per day using the corridor which serves as a major access road to Between I-43 and I-94.

Alternatives: Attempt further rehabilitation. This alternate is not recommended because it is not considered cost-effective due to the poor condition of the existing pavement and the high cost of traffic control needed to maintain traffic for this roadway.

Ongoing Operating Costs: Operating costs are not expected to change.

Previous Action

Approved as a new project in the 2016-2020 capital plan. Approved with a revenue update in the 2017-2021 capital plan. Approved as planned in the 2018-2022 capital plan. Approved as planned in the 2019-2023 capital plan. Delayed with cost and revenue updates in the 2020-2024 capital plan.

Project Title:	CTH O, CTH ES to CTH D Rehabilitation	Project #:	201803
Department:	Public Works - Highways	Project Type:	Rehabilitation
Phase:	Preliminary Design	Road Name:	Moorland Road
Budget Action:	Accelerate C - \$ Update C - Rev Update	Manager:	Allison Bussler, DPW Director
Date:	December 4, 2020		

CAPITAL BUDGET SUMMARY				
Year	2021	2022	2024	Total
Project Phase	Design	Land Aquis.	Construction	Project
Expenditure Budget	\$112,200	\$156,600	\$1,859,400	\$2,128,200
Revenue Budget	\$0	\$0	\$0	\$0
Net Cost After Revenues Applied	\$112,200	\$156,600	\$1,859,400	\$2,128,200
COST DOCUMENTATION			REVENUE	
Design	\$585,000		Federal Surface Transportation Program (STP) Funding - Design	\$487,800
WisDOT Design Review	\$15,000		STP Funding - Real Estate	\$630,400
Land Acquisition	\$787,000		STP Funding - Construction	\$5,459,200
Construction	\$6,364,000			
Construction Management	\$636,400			
Contingency	\$318,200			
Total Project Cost	\$8,705,600		Total Revenue	\$6,577,400
EXPENDITURE BUDGET	\$2,128,200		REVENUE BUDGET	\$0

Project Scope & Description

This 1.2-mile long project involves the rehabilitation/reconstruction of CTH O to bring it up to current standards. Improvements will include: replacing the existing concrete pavement, reconfiguring intersections to improve safety, replacing older traffic signals, minor grading, adding sidewalks and storm water improvements. Access to other businesses and residences adjacent to Moorland Road will need to be maintained during construction. Therefore, traffic control will be a major challenge for this project. This project will use federal funds to partially offset the cost of design and construction. The department applied for and was awarded \$6,577,400 in federal STP funds for this project. Last year, construction was pushed out to 2025 to better align with future STP cycles, but due to an above average year of STP awards for Waukesha County, the project can be moved up to 2024 to better align with the overall construction schedule for the corridor. The project costs have been updated to reflect the latest estimate and STP application, reducing the net share of county costs by \$487,800.

Location: City of New Berlin

Analysis of Need

The concrete pavement along this portion of Moorland Road (CTH O) is in poor condition; the transverse and longitudinal joints show signs of significant deterioration, and several slabs have failed requiring significant investment in maintenance. The roadway was first built in 1978 and was rehabilitated in 2006. That rehabilitation will be at the end of its useful life by 2024, and the concrete pavement will need to be replaced. Pavement issues are further compounded by the fact that this portion of Moorland Road is one of the busiest on the county system with over 30,000 vehicles per day. The corridor serves as a major access road between I-43 and I-94.

Alternatives: Attempt further rehabilitation. This alternate is not recommended because it is not considered cost-effective due to the poor condition of the existing pavement and the high cost of traffic control needed to maintain traffic for this roadway.

Ongoing Operating Costs: Operating costs are not expected to change.

Previous Action: Approved as a new project in the 2018-2022 capital plan; approved as planned in the 2019-2023 plan. Delayed with a change of scope and a cost update in the 2020-2024 capital plan. This project initially extended from CTH ES to STH 59 as a single project, but was been split into two projects (see #202013, CTH O, CTH D to STH 59) in the 2020-2024 capital plan.

Project Title:	CTH F at Lindsay Road	Project #:	202105
Department:	Public Works - Highways	Project Type:	Spot Improvement
Phase:	Formation	Road Name:	Redford Blvd & Lindsay Rd
Budget Action:	New	Manager:	Allison Bussler, DPW Director
Date:	December 4, 2020		

CAPITAL BUDGET SUMMARY						
Year	2020	2021	2022	2023	2024	Total
Project Phase		Design	Design/Land	Const		Project
Expenditure Budget	\$0	\$15,000	\$35,000	\$78,000	\$0	\$128,000
Revenue Budget	\$0	\$15,000	\$35,000	\$78,000	\$0	\$128,000
Net Costs After Revenues Applied	\$0	\$0	\$0	\$0	\$0	\$0
COST DOCUMENTATION		REVENUE				
Design		\$135,000				
WisDOT Design Review		\$15,000				\$837,000
Land Acquisition		\$35,000				\$128,000
Construction		\$690,000				
Construction Management		\$45,000				
Contingency		\$45,000				
Total Project Cost		\$965,000				\$965,000
EXPENDITURE BUDGET		\$128,000				REVENUE BUDGET
						\$128,000

Project Scope & Description

The purpose of the proposed project is to correct safety problems at the CTH F (Redford Blvd) and Lindsay Road intersection. The project will modify the existing CTH F/Lindsay Road intersection to a "Restricted Crossing U-Turn Intersection" (RCUT) that prohibits left turns and thru traffic across CTH F from both eastbound and westbound Lindsay Road. This intersection's safety improvement include:

- Add a raised median island on CTH F at the center of intersection only allowing right turns onto CTH F from Lindsay Road.
- Add raised islands at the approaches to intersection to require Lindsay Road traffic to turn right only onto CTH F.
- Modify the CTH F medians north and south of intersection for accomodating U-turns.
- Modify highway lights at this RCUT intersection.

The City of Pewaukee has requested this project and will partner with Waukesha County, paying the county share of the costs. HSIP funding has been applied for in 2020.

Location: City of Pewaukee

Analysis of Need

The CTH F (Redford Blvd) intersection with Lindsay Road has a high collision rate in the county. Thirty-one (31) crashes were reported here during the past 5.5-years for an intersection crash rate of 310 crashes per 100-million vehicle-miles. Two more collisions have occurred here during July 2020. Ten of these collisions involved severe injuries. The collision rate at this intersection is significantly greater than the statewide average and upper control limits of a multilane highway posted at 55 MPH (above 45 MPH).

There are no highway curves and hills that restrict visibility. CTH F has a 55 MPH posted speed and Lindsay Road has a 35-MPH posted speed. Lindsay Road's 1,400 vehicles per day 2-way traffic volume is growing with local business and residential development. However, this remains significantly less than the 22,500 vehicles per day 2-way traffic along CTH F.

Alternatives: A new traffic signal is not appropriate along CTH F nor is it warranted, based on 5-year collision history and October 2019 traffic counts.

Ongoing Operating Costs: The modified highway lights will be maintained by Waukesha County and there will be utility costs associated with the new modified lighting.

Previous Action: None

Project Title:	Bridge Aid Program: 2018-2022	Project #:	201701
Department:	Public Works - Highways	Project Type:	Bridge
Phase:	Program Project	Road Name:	
Budget Action:	As Planned	Manager:	Allison Bussler, Director DPW
Date:	December 4, 2020		

CAPITAL BUDGET SUMMARY						
Year	2018	2019	2020	2021	2022	Total
Project Phase						Project
Expenditure Budget	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Revenue Budget	\$0	\$0	\$0	\$0	\$0	\$0
Net Cost After Revenues Applied	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
COST DOCUMENTATION			REVENUE			
2018 Appropriation		\$100,000				
2019 Appropriation		\$100,000				
2020 Appropriation		\$100,000				
2021 Appropriation		\$100,000				
2022 Appropriation		\$100,000				
Total Project Cost		\$500,000	Total Revenue			\$0
EXPENDITURE BUDGET		\$500,000	REVENUE BUDGET			\$0

Project Scope & Description

The program provides assistance to municipalities for the replacement of bridge or culvert structures. The program normally provides 50% of the funding for engineering, design, and construction of town and village initiated projects that do not receive federal or state aid.

Locations

Various

Analysis of Need

Wisconsin Statute 82.08 requires the County to fund half the cost of construction or repair of local bridge and culvert projects initiated by townships. Such projects arise during the course of the budget year and funds are distributed on the basis of requests received. Requests that exceed the remaining funding for one year are carried over to the next year.

Alternatives

- County participation in the program is required by a statutory mandate.
- The county can opt out of participation with villages.

Ongoing Operating Costs

The projects do not require departmental budget operating expenditures. Projects are reviewed by County engineering staff.

Previous Action

Capital Project 9131 – Bridge Aid Program through 2017.
 Approved as a new project in the 2017-2021 Capital Plan.
 Approved as planned in the 2018-2022 Capital Plan.
 Approved as planned in the 2019-2023 Capital Plan.
 Approved as planned in the 2020-2024 Capital Plan.

Project Title:	Culvert Replacement Program 2018 - 2022	Project #:	201618
Department:	Public Works - Highways	Project Type:	Bridge
Phase:	Program Project	Road Name:	Various
Budget Action:	As Planned	Manager:	Allison Bussler, DPW Director
Date:	December 4, 2020		

CAPITAL BUDGET SUMMARY						
Year	2018	2019	2020	2021	2022	Total Project
Expenditure Budget	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Revenue Budget	\$0	\$0	\$0	\$0	\$0	\$0
Net Cost After Revenues Applied	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
COST DOCUMENTATION				REVENUE		
2018 Appropriation	\$100,000					
2019 Appropriation	\$100,000					
2020 Appropriation	\$100,000					
2021 Appropriation	\$100,000					
2022 Appropriation	\$100,000					
Total Project Cost	\$500,000					
EXPENDITURE BUDGET	\$500,000					
					Total Revenue	\$0
					REVENUE BUDGET	\$0

Project Scope & Description

Provide annual funding for a countywide culvert replacement program.

Location

Various

Analysis of Need

The Public Works Department replaces a number of culverts every year because of deterioration. This program is designed to address larger culvert structures that require extensive design, more land acquisition and higher construction costs. Generally the individual cost of culvert replacements is approximately \$50,000 and do not warrant capital projects. However, when grouped together, the annual costs exceed \$100,000. The County averages one to two culvert replacements per year under this program. Individual culvert locations are not normally known until the year they are to be replaced.

Alternatives

Schedule individual projects as needed.

Ongoing Operating Costs

The projects do not require departmental budget operating expenditures. Projects are reviewed by County engineering staff.

Previous Action

Approved as a new project in the 2016-2020 capital plan.

Approved as planned 2017-2021, 2018-2022, 2019-2023, and 2020 - 2024 capital plans.

Project Title:	Repaving Program 2018-2022	Project #:	201416
Department:	Public Works - Highways	Project Type:	Repaving
Phase:	Program Project	Road Name:	Various
Budget Action:	C - \$ Update C – Rev Update	Manager:	Allison Bussler, DPW Director
Date:	December 4, 2020		

CAPITAL BUDGET SUMMARY									
Year	2018	2019	2020	2021	2022	Total			
Project Phase									
Expenditure Budget	\$4,450,000	\$3,870,000	\$2,700,000	\$4,700,000	\$4,300,000	\$20,020,000			
Revenue Budget	\$559,000	\$725,000	\$860,000	\$1,040,000	\$690,000	\$3,874,000			
Net Costs After Revenues Applied	\$3,891,000	\$3,145,000	\$1,840,000	\$3,660,000	\$3,610,000	\$16,146,000			
COST DOCUMENTATION				REVENUE					
				County Highway Improvement Program (CHIP) and CHIP-D (Discretionary)					
				General Transportation Aid (GTA)					
	<u>Paver Study</u>	<u>Hwy Paving & Shouldering</u>	<u>Total</u>	<u>CHIP</u>	<u>CHIP-D</u>	<u>GTA</u>	<u>Donation</u>	<u>Total</u>	
2018	\$50,000	\$4,400,000	\$4,450,000	\$330,000	\$229,000	\$0	\$0	\$559,000	
2019	\$50,000	\$3,820,000	\$3,870,000	\$330,000	\$0	\$325,000	\$70,000	\$725,000	
2020	\$50,000	\$2,650,000	\$2,700,000	\$330,000	\$260,000	\$270,000	\$0	\$860,000	
2021	\$50,000	\$4,650,000	\$4,700,000	\$330,000	\$260,000	\$450,000 *	\$0	\$1,040,000	
2022	\$50,000	\$4,250,000	\$4,300,000	\$330,000	\$260,000	\$100,000	\$0	\$690,000	
Total Project Cost	\$250,000	\$19,770,000	\$20,020,000	Total Revenue	\$1,650,000	\$1,009,000	\$1,145,000	\$70,000	\$3,874,000
EXPENDITURE BUDGET	\$20,020,000			REVENUE BUDGET	\$3,874,000				

*Includes \$350,000 of GTA received above budget in 2018, appropriated as Capital Project Fund balance.

Project Scope & Description

The project involves resurfacing or rehabilitation of county trunk highways to remove distressed areas and provide improved riding surfaces. It is the Department of Public Works' goal to pave approximately 20 lane miles of roadway on an annual basis. Crush, relay and surface or other alternative methods will be used as necessary in lieu of a simple patch and overlay. The project includes the cost of the ongoing Pavement Inspection Program, which determines the sections of highways to be repaved, along with the cost of shouldering, and parking lots at the department's substation facilities. Project funding was accelerated in the 2019-2023 capital plan, moving \$1,000,000 from 2020 to 2019, to balance resources in the overall five-year capital plan. The 2021-2025 Capital Plan increases expenses by \$500,000 in 2021 to cover repaving needs. Beginning in 2019, a portion of the state's allocation of General Transportation Aid (GTA) revenue is budgeted to cover repaving project expenditures. GTA revenues are reduced in 2021 and 2022 by \$100,000 each year due to lower revenues received. Inflation and a reduced number of highway capital projects has caused a gradual reduction in the number of lane miles paved and hence the average pavement condition rating has declined.

During 2019, the budget was amended through an ordinance (173-96), increasing expenditures \$70,000 in order to pave a five-foot portion of the shoulders along CTH DR (Golf Road) from the Delafield city limits to Maple Avenue in the town of Delafield. This project is funded with \$70,000 of donation revenue.

Location: Various locations throughout the county.

Analysis of Need: The Department of Public Works presently maintains about 400 centerline miles of roadways on the county trunk system. The typical useful life of pavement is 15 years. The department reconstructed existing two-lane roadways to four-lane facilities. These four-lane facilities are now coming to the end of their design life and need repaving. As asphalt pavements age, the surface tends to rut and crack due to vehicle loads and weathering of the asphalt. The department has initiated a pavement management program, using Cartegraph's Pavementview software to rate pavement conditions and manage pavement projects. The average Pavement Condition Index (PCI) of asphaltic pavements in 2019 was 62. It is the intention of this project to continue to maintain and improve current pavement conditions. Resurfacing projects take into consideration the PCI of existing pavements and classification of the road. The PCI ratings are updated on a rolling three-year schedule.

Alternatives

- Spot repairs and patching. The result will be a slight delay in the deterioration of the system.
- Resurface roadways based on pavement conditions determined by the PAVER pavement management system and Department review.

Ongoing Operating Costs: The cost of maintaining a two-lane roadway in good condition is projected to cost about \$7,000 per mile annually.

Previous Action: Approved as a new project in the 2014-18 capital plan. Approved as planned in 2015-2019 Capital Plan. Approved as planned in the 2016-2020 Capital Plan. Approved with cost updates and accelerated in the 2017-2021 Capital Plan. Approved with cost and revenue updates in the 2018-2022 capital plan. Accelerated with cost and revenue updates in the 2019-2023 capital plan. Approved to accept a donation through ordinance (173-96) during 2019. Approved with revenue update in the 2020 – 2024 capital plan.

Project Title:	Pewaukee to Brookfield Trail	Project #:	201807
Department:	Parks & Land Use	Project Type:	Trail System
Phase:	Construction	Sponsor:	
Budget Action:	C - Scope C - \$ Update C – Rev Update	Manager:	Dale Shaver, PLU Director
Date:	December 4, 2020		

CAPITAL BUDGET SUMMARY						
Year	2018	2019	2020	2021	2022	Total
Program Project	Design/Eng.	Design/Eng.	Design/Eng.	Construction	Construction	Project
Expenditure Budget	\$0	\$300,000	\$0	\$1,900,000	\$0	\$2,200,000
Revenue Budget	\$0	\$240,000	\$0	\$1,706,000	\$0	\$1,946,000
Net Cost After Revenues Applied	\$0	\$60,000	\$0	\$194,000	\$0	\$254,000
COST DOCUMENTATION			REVENUE			
Design	\$300,000					
Construction	\$1,760,000			Fed/State WisDOT		\$1,696,000
Contingency	\$140,000			WDNR Stewardship		\$250,000
Total Project Cost	\$2,200,000			Total Revenue		\$1,946,000
EXPENDITURE BUDGET	\$2,200,000			REVENUE BUDGET		\$1,946,000

Project Scope & Description

In 2009, the Waukesha County Board adopted the updated Comprehensive Development Plan for Waukesha County. As a result, an updated Waukesha County Bicycle Plan was developed through a collaborative effort between the Department of Parks and Land Use, the Department of Public Works, all municipalities within the county, the Wisconsin Department of Transportation, the Wisconsin Department of Natural Resources, and the Southeast Wisconsin Regional Planning Commission (SEWRPC). The Waukesha County Board adopted the Waukesha County Bicycle Plan as part of the Comprehensive Development Plan in 2012. A component of the Waukesha County Bicycle Plan includes an approximately five-plus mile multi-use trail from the City of Waukesha at Frame Park to the City of Brookfield Historic Village area along Brookfield Road. This proposed project will develop the three and a half-mile segment of the trail from a proposed trail access located on North Avenue, south of Watertown Road in the City of Pewaukee, to a proposed trailhead located near the intersection of River Road and Brookfield Road. The project will be coordinated with the State of Wisconsin Department of Transportation, Department of Natural Resources, Army Corps of Engineers, City of Brookfield, and City of Pewaukee. The trail will cross three roadways and the Fox River three times.

The Department of Parks and Land Use will seek funding from multiple sources. The project budget includes \$1,696,000 (80:20 cost share reimbursable program) from the Wisconsin Department of Transportation through the Federal Transportation Alternatives Program (TAP) Grant. Originally the cost for the restoration of a depot building into a trailhead was included in the expenditure and revenue budgets. After the initial capital project was approved, and before the TAP funding was applied for, the City of Brookfield informed the county that they were moving forward with the restoration of the depot before TAP funds would be available for this component of the project. The restoration project costs were removed from the TAP request. The City of Brookfield's contribution to the project no longer appears on the capital form as they agreed to fund 100% of the depot part of the project themselves. The county will fund the rest of the project with county funds and other revenue. Waukesha County applied for a \$250,000 State of Wisconsin Department of Natural Resources Stewardship Grant. Waukesha County will fund the remaining costs which will provide the required match for the Stewardship grant. The county does not anticipate plowing the trail in the winter. Depending on future use and demand, the cities may cooperatively maintain this trail for year-round use.

Location: The project is located on the abandoned railroad corridor, with a southern trailhead terminus on North Avenue, just south of Watertown Road, in the City of Pewaukee, and a northern trailhead terminus at River Road/Brookfield Road in the City of Brookfield. Features or destinations along the trail include the GE Medical Training Center located on Watertown Road.

Analysis of Need: The project is identified as the northern phase of a north-south connector trail in the Waukesha County Bicycle Plan. The trail connects to 26 miles of established on and off road trails in the City of Brookfield, connecting residents in several densely populated areas with a transportation alternative to access employment, retail, and recreation centers. The trail also connects to the State of Wisconsin Hank Aaron Trail and Milwaukee County Oak Leaf Trail – extending impact to about 100 miles of connected trails and parkways through Milwaukee County. Additionally, the trail also connects to the Brookfield Square Mall, the Sharon Lynne Wilson Center for the Arts, Waukesha County's Fox Brook Park, parks in the City of Brookfield and the Village of Elm Grove and several commercial and business areas including the GE Healthcare Institute.

Alternatives: One alternative examined was to build a connector bicycle lane or paved shoulder facility as part of the CTH F overlay project (capital project #200905). However, it was a simple overlay project, and not a reconstruction project, and also has limited available right-of-way for separated trail purposes.

Ongoing Operating Costs: This project will generate an additional three-plus lineal miles of trail to maintain. This facility will be maintained by the current parks staffing level located at Fox Brook Park, with assistance from the City of Brookfield Parks, Recreation & Forestry Department.

Previous Action: This Pewaukee to Brookfield trail was previously included in the Phase I: Waukesha-Brookfield Multi-Use Trail project (#201407), and was approved with this project scope (enrolled ordinance 171-19), but was not awarded federal TAP funding. This project is proposed to correspond with an application for a later federal funding cycle, and was approved as a new project in the 2018-2022 capital plan. Approved as planned in the 2019-2023 and 2020 - 2024 capital plans.

Project Title:	Expo Arena Furnace/Mechanical Systems	Project #:	202006
Department:	Parks & Land Use	Project Type:	Mechanicals/Bldg Systems
Phase:	Construction	Sponsor:	
Budget Action:	As Planned	Manager:	Dale Shaver, PLU Director
Date:	December 4, 2020		

CAPITAL BUDGET SUMMARY						
Year	2020	2021	2022	2023	2024	Total
Project Phase	Design	Construction				Project
Expenditure Budget	\$92,500	\$1,305,000	\$0	\$0	\$0	\$1,397,500
Revenue Budget	\$0	\$0	\$0	\$0	\$0	\$0
Net Costs After Revenues Applied	\$92,500	\$1,305,000	\$0	\$0	\$0	\$1,397,500
COST DOCUMENTATION			REVENUE			
Design/Engineering	\$92,500					
Construction	\$1,135,000					
Contingency	\$170,000					
Total Project Cost	\$1,397,500					\$0
EXPENDITURE BUDGET	\$1,397,500					REVENUE BUDGET
						\$0

Project Scope & Description

The Waukesha County Exposition Center Arena Building, built in 1972, is a unique oval building with approximately 21,000 square feet of year-round heated and air-conditioned meeting and exhibit space. It features a domed roof, a stage, three meeting rooms, a kitchen, two balconies, staff offices, and a box office. The primary heating and cooling system is original to the building. Now at 47 years of service life, replacement parts are no longer available and, when needed, are custom fabricated. This project will replace the existing estimated 80% efficient heating and air conditioning equipment that serves the main Arena area with a new automated energy efficient system. The new 95% efficient system will implement a hot water boiler plant and two (2) hot water/DX indoor air handling units for heating of the main Arena space, and four (4) roof-mounted air-cooled condensing units mounted on the roof for air conditioning of the space. Heating and cooling of each of the three (3) meeting rooms is currently accomplished with an individual gas-fired furnace in each room, and an individual exterior air-cooled condensing unit. These furnaces would be eliminated, and hot water blower coils that are attached to the main system will provide efficient heat for the meeting rooms, and more efficient air-cooled condensing units will be installed for air conditioning. Ancillary spaces such as vestibules and bathrooms are currently heated by original electric wall heaters. These spaces will also be heated by hot water cabinet heaters that are tied to the main system. To maximize efficiency and temperature control, the hot water boiler plant will use a variable primary pumping system to allow for modulation of the boiler and pumps; each air handling unit will be controlled as single zone variable air volume; and each condensing unit will contain multiple modulating scroll compressors.

Locations: Waukesha County Exposition Center, 1000 Northview Road, Waukesha, WI 53188

Analysis of Need: The Arena is served by two systems, and each consists of a Tjernlund (obsolete product, out-of-business manufacturer) gas-fired heater section and an associated blower section with DX refrigerant cooling coil, with two (2) 30-ton remote condensing units and a centrifugal type return fan. The existing duct systems are run in an inefficient manner, dropping down through the mezzanine floor and then back up into the mezzanine in order to accommodate the undersized equipment rooms. There is currently inadequate access space to remove the existing components in case of failure. The gas fired heater section, blower section, and return fan are also from the original installation of 1972. The gas heater section was 80% efficient when new. The original condensing units were replaced with new units built in 1986. As noted in the 2007 American Society of Heating, Refrigerating, and Air-Conditioning Engineers (ASHRAE) Handbook of Applications, the median service life of the fan/air handling unit and air cooled condensing units is 20 years. Although not directly identified, the expected service life of the gas heating section is most likely 20-25 years. This indicates that all of the units are well beyond their useful life span.

Alternatives

1. Install a gas-fired horizontal discharge packaged furnace unit mounted on grade. This approach will require ductwork external to the building, and modifications to the existing parking lot to accommodate construction of an equipment enclosure on the west side of the Arena Building. While a slightly cheaper system, cost savings are nullified by the needed structural modifications and reduced energy efficiency and temperature control flexibility.
2. Continue to operate the existing Expo Arena furnace and mechanical systems. This alternative continues to use custom fabricated replacement parts. In the event of a failure, a temporary heating/cooling system could be connected to the existing ductwork in the building for an estimated cost of \$10,000+ per day.

Ongoing Operating Costs: The proposed project will reduce annual energy costs to operate the Expo heating and cooling systems, by an estimated 15-20% per year, an estimated \$6,000 per year. Staff time to maintain the equipment will also be significantly reduced, as will costs associated with sourcing and manufacturing custom parts that are required to repair the existing equipment.

Previous Action:

Approved as a new project in the 2020 – 2024 capital plan.

Project Title:	Pewaukee Lake Boat Launch Reconstruction	Project #:	202104
Department:	Parks & Land Use	Project Type:	Renovation/Upgrade
Phase:	One-Year Project	Sponsor:	
Budget Action:	New	Manager:	Dale Shaver, PLU Director
Date:	December 4, 2020		

CAPITAL BUDGET SUMMARY						
Year	2021	2022	2023	2024	2025	Total Project
Project Phase	Const.					
Expenditure Budget	\$185,000	\$0	\$0	\$0	\$0	\$185,000
Revenue Budget	<u>\$185,000</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$185,000</u>
Net Costs After Revenues Applied	\$0	\$0	\$0	\$0	\$0	\$0
COST DOCUMENTATION			REVENUE			
Design/Engineering	\$0					
Construction	\$166,500					WDNR Recreational Boating Grant 50/50 \$92,500
Contingency	\$18,500					Tarmann Fund Balance \$92,500
Total Project Cost	\$185,000					Total Revenue \$185,000
EXPENDITURE BUDGET	\$185,000					REVENUE BUDGET \$185,000

Project Scope & Description

The Pewaukee Lake Access Site, located on the western end of Pewaukee Lake, is the largest public boat launch on 2,493-acre Pewaukee Lake, which is a very popular and busy lake for recreational boating activities, including pleasure boating, skiing/tubing, canoeing and kayaking, and fishing. The launch consistently fills to capacity on ideal weather days from late spring through early fall. This lake access site provides four launch lanes, an asphalt parking lot (for 71 vehicles with trailers and 4 cars for carry-in), and modern toilet facilities. The property was acquired in 1960 and the launch was constructed in 1964. A restroom/vending building was constructed in 2000 and the parking lot was repaved in 2009. Years of extensive launching of recreational boats and commercial barges have had a detrimental impact on the launch ramps, which are now in need of reconstruction.

The current state of the launch ramps requires annual repairs, which have proven to be temporary. The concrete bars that attach together to make up the framework of the ramps are in a state of deterioration. The base gravel continues to wash out of open spaces between the concrete bars, and substantial ice heave has caused buckling and uneven ramp slopes.

The proposed reconstruction will replace the existing 2-foot wide concrete bars with more substantial linked precast concrete panels that are 15 feet wide. These panels will provide a larger surface area to better support the weight of the heavy vehicles and trailers that have done considerable damage to the existing concrete bars, and they will also provide better resistance to ice heave. The existing ramps have a continuous 13% slope, which presents challenges to floating boats off of trailers without requiring tow vehicles to back into the water. The new launch slope will be 10% for the first 15 feet, then 15% for rest of the launch, which is typical of launch construction. This improved slope will facilitate launching and minimize instances of tow vehicles having to back into the water. The project also will include dredging to remove sediment deposits that accumulate at the launch. New decking will be added to the the existing docks to replace composite material decking that has warped over time.

This project is dependent on the award of a WDNR Recreational Boating Facilities Grant that is a 50/50 funding source. The other 50% funding is proposed from the Tarmann Fund balance. The design, construction documents and cost estimate for the project were completed in 2020, and used to develop an accurate project budget.

Location: W305 N2290 Maple Ave, Pewaukee, WI 53072

Analysis of Need: The reconstruction of the boat launch ramps at the Pewaukee Lake Access will maintain boating access and launch safety at this busy launch site.

Alternatives: Annually repair the degrading concrete bars and gravel base course.

Ongoing Operating Costs: Ongoing maintenance will continue to be performed by the Naga-Waukee Park staff. Costs will continue to be offset by sales of annual lake access stickers and daily launch fees, which are required to use the facility.

Previous Action: None

Project Title:	Pavement Management Plan 2018-2022	Project #:	201406
Department:	Parks & Land Use	Project Type:	Repaving
Phase:	Program Project	Sponsor:	
Budget Action:	C - \$ Update C - Scope	Manager:	Dale Shaver, PLU Director
Date:	December 4, 2020		

CAPITAL BUDGET SUMMARY						
Year	2018	2019	2020	2021	2022	Total
Program Project						Project
Expenditure Budget	\$950,000	\$1,200,000	\$1,000,000	\$900,000	\$900,000	\$4,950,000
Revenue Budget	\$150,000	\$450,000	\$200,000	\$200,000	\$200,000	\$1,200,000
Net Cost After Revenues Applied	\$800,000	\$750,000	\$800,000	\$700,000	\$700,000	\$3,750,000
COST DOCUMENTATION		REVENUE	Tarmann	Landfill	Comm. Develop.	
			<u>Fund Balance</u>	<u>Siting Revenue</u>	<u>Block Grant</u>	<u>Total</u>
2018	\$950,000	2018	\$50,000	\$100,000	\$0	\$150,000
2019	\$1,200,000	2019	\$50,000	\$200,000	\$200,000	\$450,000
2020	\$1,000,000	2020	\$0	\$200,000	\$0	\$200,000
2021	\$900,000	2021	\$0	\$200,000	\$0	\$200,000
2022	\$900,000	2022	\$0	\$200,000	\$0	\$200,000
Total Project Cost	\$4,950,000	Total Revenue	\$100,000	\$900,000	\$200,000	\$1,200,000
EXPENDITURE BUDGET	\$4,950,000	REVENUE BUDGET				\$1,200,000

Project Scope & Description

In cooperation with the Public Works Department, the Department of Parks and Land Use retains consultant services to update the Pavement Management Plan. The plan establishes a uniform procedure for pavement maintenance by establishing a Pavement Condition Index (PCI). The PCI is a rated scale of 1-100 based on the state of the asphalt. Pavement repairs are scheduled based on rating. A PCI rating over 70 is satisfactory, and pavement ratings improve up to a scale maximum of 100. The goal is to maintain an average pavement PCI rating of 70 (“satisfactory”) or better. The focus of the Pavement Management Plan for 2021 and 2022 will be the next phase of pavement improvements at the Expo Center, working toward completion of the work that was initiated at the Expo Center in 2018 and 2019. Other Park System and Government Center projects will be prioritized based on PCI rating, safety and access issues. Also in 2021, the pavement surrounding the Highway Operations Center and four (4) Highway Operations substations will be added to the list of facilities that are evaluated by the pavement management consultant. PCI ratings will be established for the pavement at these facilities, and they will be prioritized and considered for pavement maintenance/reconstruction starting in 2022. \$10,000 of the total annual expenditure budget will be reserved for preventative pavement maintenance at the UW-Milwaukee at Waukesha campus, so that pavement reconstruction projects that were undertaken in the 2017-2020 UWW Site Infrastructure Improvements capital project can be properly maintained as needed. Costs are updated to include an additional \$100,000 in 2021 and 2022 to reflect additional pavement maintenance needs.

Location: The Waukesha County Department of Parks and Land Use is responsible for the pavement management of the Government Center Complex, Expo, Parks, Ice Arenas, Golf Courses, Boat Launches, Trails, Highway Operations Substations, UW-Milwaukee at Waukesha, and various other Waukesha County Facilities. The Department maintains 21 miles of road, 40 miles of paved trails, and 421,000 square yards of parking area.

Analysis of Need: In 1995 the Waukesha County Department of Parks and Land Use (PLU) retained consulting services to provide a Pavement Management Plan to assist in cost-effectively managing the pavement assets for the 6 largest parks. At that time there were six park facilities with 243,000 square yards of paved surface. Currently PLU maintains over 875,000 square yards of paved surface around the Government Center, remote County facilities and the major parks. This represents approximately 3.6 times as much pavement to maintain. In addition, over 65,000 square yards of pavement at the Highway Operations Center and four (4) substations will be added to the list of management responsibilities in 2021. The department uses a PAVER rating system in an effort to coordinate pavement condition analysis and project bidding with the Department of Public Works to save program cost. The PAVER rating process includes field surveys of pavement conditions, development of deterioration models, and preparation of a multi-year pavement management plan. Approximately 80% of the budget will be used for major rehabilitation on sections selected with a PCI below 40. The remaining budget allocation is first utilized for preventative maintenance on sections with a PCI between 67 and 75, selected on best-first basis; concrete replacement; and consulting. The goal of these practices is to maintain an average PCI of 70. Anticipated projects may be adjusted due to project coordination efficiencies or accelerated deterioration.

Alternatives: Spot repair with asphalt base patching or sealing road surface has been performed to maintain some function of the roadway or parking area. This could be continued on an annual basis, but will not achieve the desired surface performance or overall PCI rating goal. Reconstruction will be required sooner and risk issues would be more likely to occur.

Ongoing Operating Costs: Maintenance of the existing road conditions requires frequent patching and seal applications in order to provide usable conditions and extend pavement life. Operating costs within the next five years will be minimal with the proposed pavement improvements.

Previous Action: Approved as a new project in 2014-2018 plan. Approved with cost update in the 2015-2019 capital plan. Approved as planned in the 2016-2020 capital plan. Approved with a cost update in the 2017-2021 capital plan. Approved with a cost and revenue update in the 2018-2022 and 2019-2023 capital plans. Approved as planned in the 2020 – 2024 capital plan.

Project Title:	HHS Electronic Medical Record Module Improvements	Project #:	202014
Department:	DOA - Information Technology	Project Type:	Information Technology
Phase:	Implementation	Sponsor:	Health & Human Services
Budget Action:	C - \$ Update	Manager:	Donn Hoffmann, IT
Date:	December 4, 2020	Dept Mgr	Randy Setzer, HHS

CAPITAL BUDGET SUMMARY						
Year	2020	2021	2022	2023	2024	Total
Project Phase	Design/ Implementation	Implementation				Project
Expenditure Budget	\$330,000	\$190,000	\$0	\$0	\$0	\$520,000
Revenue Budget	\$0	\$0	\$0	\$0	\$0	\$0
Net Costs After Revenues Applied	\$330,000	\$190,000	\$0	\$0	\$0	\$520,000
COST DOCUMENTATION			REVENUE			
	Clinical Services Module	Public Health Module	Total			
Professional Services & Software	\$169,000	\$195,000	\$364,000			
Recurring Fees	\$81,000	\$7,000	\$88,000			
Contingency	\$38,000	\$30,000	\$68,000			
Total Project Cost	\$288,000	\$232,000	\$520,000	Total Revenue	\$0	
EXPENDITURE BUDGET			\$520,000	REVENUE BUDGET	\$0	

Project Scope & Description

The Health and Human Services Department uses an electronic health record system, that includes several modules among HHS divisions. This capital project is intended to: (1) Implement a new software solution in the Clinical Services division to improve the tracking, management, and documentation of health claims across third-party care providers, and (2) Replace the current Public Health module (Insight) which is being de-supported (discussed below).

HHS management reviewed options for the Clinical Services module in 2019, and the 2020 project budget includes funding to implement the new Clinical Services module. Replacement of the Public Health module required more research from HHS and the Department of Administration – IT division to investigate system costs and help ensure functionality needs are met, with plans to request additional funding in 2021 for implementation. The cost update for 2021 includes funds to implement the public health module replacement.

Location: Department of Health and Human Services

Analysis of Need

The Clinical Services Division relies on multiple contracted third-party entities to provide care to clients. Currently, the billing process is very manual and time consuming, requiring HHS staff to document and correct billing submissions from the third-party entities. Department management indicates that it is frequently six months behind in reviews and billing. An electronic solution would allow HHS to enhance and streamline the process. System functionality may include the ability to aggregate clinical data to provide a broad picture of the population levels, facilitate care coordination across providers, track clinical quality control measures and outcomes, and manage authorizations and claims across providers.

The current Public Health module was built upon a Microsoft SQL 2007 server, which is being de-supported. There is a three-year extended support period that ends by June 2022. After that, there will be no additional security updates, which would put the system at risk. Implementation of a new, industry-standard billing module is expected to promote efficiencies by eliminating workaround business processes: Clinical and billing staff time on progress notes; case management billing pre-verification; remittance and reconciliation; maintaining multiple databases, spreadsheets, paper inventory; and duplication of time and effort.

Alternatives

HHS will explore multiple software solutions to find a cost-effective solution that meet the Clinical Services and Public Health divisions' functionality needs.

Ongoing Operating Costs

Department management currently estimate that the ongoing cost for the Clinical Services Division module at about \$81,000. However, streamlining the billing process is expected to save staff time that is currently devoted to documenting and correcting supporting data. The ongoing costs for the new Public Health module are expected to be a net increase of about \$7,000 from the existing module (mostly already included the department's base budget).

Previous Action

The current electronic health records systems were implemented as part of the HHS Automated System capital project (#200109). Approved as a new capital project in the 2020 – 2024 capital plan.

Project Title:	HRIS / Payroll System Implementation	Project #:	201617
Department:	DOA - Information Technology	Project Type:	Information Technology
Phase:	Implementation	Sponsor:	HR Mgr. Renee Gage & Accounting Services Mgr. Danielle Igielski
Budget Action:	C - Scope	Manager:	Lance Spranger, IT Manager
Date:	December 4, 2020		

CAPITAL BUDGET SUMMARY				
Year	2016	2017	2018	Total
Project Phase	Analysis Design	Software Selection/ Implementation	Implementation	Project
Expenditure Budget	\$75,000	\$400,000	\$952,000	\$1,427,000
Revenue Budget	\$0	\$0	\$452,000	\$452,000
Net County Cost	\$75,000	\$400,000	\$500,000	\$975,000
COST DOCUMENTATION		REVENUE		
Software	\$320,000	General Fund Balance		\$500,000
Vendor Implementation	\$300,000	End User Technology Fund Balance		\$452,000
Consulting/Implementation	\$552,000			
Training	\$30,000			
Contingency	\$225,000			
Total Project Cost	\$1,427,000	Total Revenue		\$952,000
EXPENDITURE BUDGET	\$1,427,000			

Project Scope & Description

This project addresses the procurement and replacement of the human resource information system (HRIS) and payroll system. Based on a 2016 study in the first year of this project, it has been determined that the current system is near the end of its life cycle. The current vendor is no longer providing enhancements, which does not provide the opportunity to create efficiencies and effective workflows and processes. The second year of the project funds the services of a consultant to assist in the assessment and selection of the appropriate software vendor. Project funds in the second year are also budgeted to begin implementation after vendor selection. The new system will allow for process improvements in the area of integration between existing systems, a centralized database, the minimization of shadow systems, ability to establish electronic vs manual workflows and processes, more effective communications with management and employees, streamlined payroll processing, management query and reporting tools, and more cost effective software delivery by using cloud based systems. Specific HR and Payroll areas to be improved include benefits administration (including interfaces with third-party benefit providers), HR administration, Affordable Care Act management, new hire reporting to meet federal requirements, recruiting, employee self-service, document management, performance management, management reporting, and dashboards.

During the implementation of the HRIS system, it was announced in 2018 that the system (Highline) that was purchased was acquired by NeoGov. Following this acquisition, it became known that the product was purchased will be replaced by a new cloud solution. The scope of this project is modified to include a gap analysis of the alternate HRIS application provided by NeoGov as well as all other modules that are made available to Waukesha County, including time and attendance, through a fully integrated HRIS suite. It is anticipated that there is sufficient funds available in the current project balance to fund this change of scope.

Location: All County departments.

Analysis of Need: The current payroll system has been in use since 2004, and will need to be replaced at some point in the next few years. The current vendor no longer provides enhancements which will enable the County to meet its regulatory reporting requirements. New system functionality will replace functionality that is now done through a variety of manual tasks. This project will also transition payroll and HR information systems from self-hosted applications to a cloud-based solution, freeing up internal IT resources and eliminating the server infrastructure environment supporting the current in-house systems.

Alternatives: Continue with the current payroll system until replacement is required; pursue the needed Human Resources functionality in a number of separate projects.

Ongoing Operating Costs: Ongoing annual maintenance costs for the new vendor selected through the RFP process will be \$189,000. These new costs are expected to be partially offset by savings from discontinuing use of the current payroll system (\$125,000 in annual maintenance fees) and from operating efficiencies.

Previous Action: Approved as a new project in the 2016-2020 capital plan. Approved with a cost and revenue update in the 2017-2021 capital plan. Approved as planned in the 2018-2022 capital plan.

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Capital Projects Plan

Each year, the County Executive submits a capital budget and an updated five-year Capital Plan to the County Board. After review and modification, the County Board adopts the plan by resolution. The plan represents the prioritization of long-range capital infrastructure needs linked to the county’s strategic plan.

Justice and Public Safety projects total \$47.9 million or 48% of the plan. This includes \$1.6 million to finish the first phase of a two-phase project to upgrade the courthouse to meet the county’s future needs. This phase includes the construction of a new secure courtroom facility. The second phase of this project begins in the first year of the plan with \$46.3 million in 2021-2025 for design and to begin renovation of the existing courthouse. Construction for the second phase is expected to continue into 2026 and is estimated to cost \$58.6 million in total.

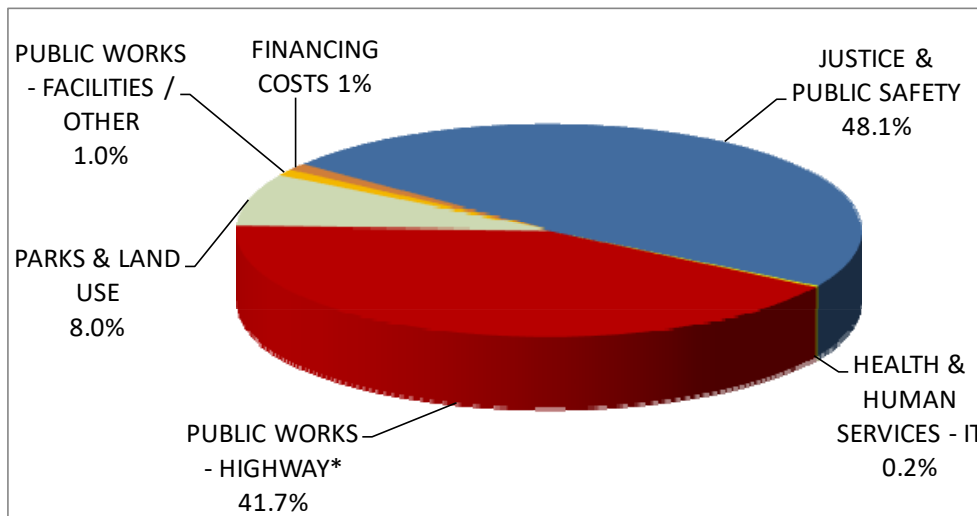
The Health and Human Services functional area includes \$190,000 to implement the public health module of its electronic medical records system.

Public Works–Highway projects are about 41.7% of the plan at \$41.6 million. However, many of the projects are managed by the Wisconsin Department of Transportation, who account for a majority of project costs using federal funds (typically paying 80% to 90% of most costs), and billing the county for its remaining share. As a result, the capital plan reflects only the county’s net share on much larger transportation investments. **Factoring in total transportation costs, including approximately \$43 million of federal funds, highway projects make up about 59% (almost \$84.6 million in total) of the five-year capital plan.**

The Parks and Land Use functional area includes \$8.0 million or about 8% of the plan, of which \$6.4 million is for trails and parks pavement improvements. Trail project costs are mostly partially funded with federal, state, and private donation revenues.

Public Works–Facilities/Other projects total \$967,500 or about 1% of the plan. The major building project in the five-year capital plan is the two-phase project to upgrade the county courthouse (discussed above under the Justice and Public Safety functional area). The plan includes \$700,000 as part of a \$1.5 million project to upgrade fuel tank systems and replace tanks as needed (project began in 2018, and continues until 2024).

General Administration totals \$1,060,000 for financing costs (cost to issue and potential bond discounts) over the five years.



FUNCTIONAL AREA	TOTAL 2021-2025	% OF TOTAL
JUSTICE & PUBLIC SAFETY	\$47,900,000	48.1%
HEALTH & HUMAN SERVICES - IT	\$190,000	0.2%
PUBLIC WORKS - HIGHWAY*	\$41,598,100	41.7% *
PARKS & LAND USE	\$7,933,000	8.0%
PUBLIC WORKS - FACILITIES / OTHER	\$967,500	1.0%
<u>FINANCING COSTS</u>	<u>\$1,060,000</u>	<u>1.1%</u>
TOTAL PLAN EXPENDITURES	\$99,648,600	100.0%

*Factoring in total transportation costs, including approximately \$50.3 million of federal funds, highway projects make about 61.3% of the five-year capital plan.

WAUKESHA COUNTY 2021-2025 CAPITAL PROJECT PLAN SUMMARY

FUNCTIONAL AREA:	2021 BUDGET	2022 PLAN	2023 PLAN	2023 PLAN	2025 PLAN	TOTAL FIVE- YEAR PLAN
JUSTICE & PUBLIC SAFETY						
Facility Projects	\$2,800,000	\$8,000,000	\$12,400,000	\$12,350,000	\$12,350,000	\$47,900,000
System Projects	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal	\$2,800,000	\$8,000,000	\$12,400,000	\$12,350,000	\$12,350,000	\$47,900,000
HEALTH & HUMAN SERVICES						
Facility Projects	\$0	\$0	\$0	\$0	\$0	\$0
System Projects	\$190,000	\$0	\$0	\$0	\$0	\$190,000
Subtotal	\$190,000	\$0	\$0	\$0	\$0	\$190,000
PARKS, ENVIRONMENT, EDUCATION & LAND USE						
Parks, Facilities, Pavement, System Projects (a)	\$4,290,000	\$1,173,000	\$800,000	\$800,000	\$870,000	\$7,933,000
PUBLIC WORKS						
Priority Corridor Expansion	\$4,890,000	\$123,000	\$307,200	\$0	\$1,518,000	\$6,838,200
Intersections and Bridges	\$1,090,800	\$1,561,100	\$735,000	\$632,400	\$354,000	\$4,373,300
Pavement and Rehabilitation	\$5,556,100	\$6,007,000	\$7,528,100	\$5,289,400	\$6,006,000	\$30,386,600
Subtotal Highways	\$11,536,900	\$7,691,100	\$8,570,300	\$5,921,800	\$7,878,000	\$41,598,100
Facilities	\$200,000	\$200,000	\$200,000	\$100,000	\$0	\$700,000
Airport	\$25,000	\$242,500	\$0	\$0	\$0	\$267,500
Subtotal Public Works	\$11,761,900	\$8,133,600	\$8,770,300	\$6,021,800	\$7,878,000	\$42,565,600
GENERAL ADMINISTRATION COUNTY WIDE						
TECHNOLOGY PROJECTS	\$0	\$0	\$0	\$0	\$0	\$0
FINANCING	\$160,000	\$180,000	\$220,000	\$250,000	\$250,000	\$1,060,000
Subtotal	\$160,000	\$180,000	\$220,000	\$250,000	\$250,000	\$1,060,000
TOTAL GROSS EXPENDITURES	\$19,201,900	\$17,486,600	\$22,190,300	\$19,421,800	\$21,348,000	\$99,648,600
Less Proj. Specific Rev./Proprietary Fund Bal.	(\$3,495,500)	(\$1,970,500)	(\$868,000)	\$0	(\$1,075,000)	(\$7,409,000)
NET EXPENDITURES	\$15,706,400	\$15,516,100	\$21,322,300	\$19,421,800	\$20,273,000	\$92,239,600
Cash Balances Excluding Property Tax Levy	(\$1,423,617)	(\$3,775,000)	(\$2,750,000)	(\$1,640,000)	(\$1,270,000)	(\$10,858,617)
NET EXPENDITURES BEFORE TAX LEVY, DEBT BORROWING AND INTEREST APPLIED (b)	\$14,282,783	\$11,741,100	\$18,572,300	\$17,781,800	\$19,003,000	\$81,380,983

- (a) Category includes concrete sidewalk, stairway, and parking lot improvements for the University of Wisconsin-Milwaukee at Waukesha campus.
- (b) Net expenditures will also be funded with personal property aid revenue from the state, which is meant to offset the loss of property tax levy from the tax exemption of machinery, tools, and patterns (not used in manufacturing). The personal property aid payment is budgeted at about \$646,856 in 2021.

The 2021-2025 Capital Plan identifies 41 projects at an estimated total cost of \$99.6 million over the five-year period. Projects in the first year of the plan represent the 2021 Budget. Major projects for future years are briefly explained in the following narrative. A project listing all projects in the plan is shown on the following pages.

JUSTICE AND PUBLIC SAFETY

Justice and public safety projects total \$47.9 million. This includes the remaining \$1.6 million for the first phase of a two-phase project to modernize and expand the courthouse (constructed in 1959) to meet current and future needs. The first phase is to construct a new secure courtroom facility to be located adjacent to jail facilities and will feature improved security, prisoner transport, and public access. In addition, \$46.3 million is included in 2021-2025 for design and construction for the second phase, which is expected to continue through 2026 (total project costs estimated at \$58.6 million). The second phase will renovate the existing courthouse in order to replace aging mechanical systems, enhance business operations through a more efficient office layout, and improve public access.

HEALTH AND HUMAN SERVICES

The plan includes \$190,000 in 2021 to fund improvements to the Health and Human Services Department’s electronic medical records system. The project will implement a new, industry-standard billing module for the Public Health Division. The current system is being de-supported. The new module is expected to promote efficiencies by eliminating workaround business processes.

PARKS AND LAND USE

Projects in this functional area total \$7.9 million, and includes \$4.2 million for maintenance improvements on park roadways and paved surfaces around county facilities. The plan also includes \$1.9 million to build a 3.5-mile trail from a proposed trail access located on North Avenue, south of Watertown Road in the city of Pewaukee, to a proposed trailhead near the intersection of River Road and Brookfield Road in the city of Brookfield. This project is the first phase of a plan to create a north-south connector trail, eventually connecting with Frame Park in the city of Waukesha, as envisioned in the County Board-adopted Waukesha County Bike/Pedestrian Plan. The majority of project costs will be covered with federal and state funding. Construction is planned for 2021. The plan includes \$1.3 million to replace the aging furnace and mechanical systems at the Expo Center's Arena building, with installation planned in 2021.

The plan includes \$273,300 to continue to make infrastructure improvements at the Minooka Park mountain bike trail in 2022, including the construction of a new parking lot, expanded trails, and installation of additional trail features. This project will be funded entirely with private contributions. The second phase of a multi-year improvement project is scheduled to begin with design in 2025 to reconstruct (in 2026) an additional asphalt parking lot at the University of Wisconsin-Milwaukee at Waukesha campus. The proposed parking lot is the last remaining parking lot identified that was not addressed as part of the projects in the 2020-2024 capital plan. The plan also includes \$185,000 in 2021 to reconstruct the Pewaukee Lake Boat Launch located at the western end of Pewaukee Lake. The Pewaukee Lake access site is the largest public boat launch on the 2,493-acre Pewaukee Lake. The project will replace existing concrete bars, adjust the slope of the ramps, include dredging to remove sediment deposits that accumulate at the launch, and add new decking to the docks. The project will be funded 50% with a Wisconsin Department of Natural Resources Recreational Boat Grant.

PUBLIC WORKS*Highways*

Public Works projects for highways and facility/other projects are estimated to total \$42.6 million. This includes road projects totaling \$41.6 million. New and expanded road capacity construction is identified in priority corridors and includes \$4.9 million to complete a project to widen about three miles of CTH M (North Avenue), from Calhoun Road to East County Line (124th Street). Total project costs are estimated at \$30.1 million, federal aid covering \$16.1 million, and the city of Brookfield contributing \$1.3 million for local street amenities, with county's share of costs of \$12.7 million over the life of the project. The plan also includes \$1.9 million for a new priority corridor project to widen about 1.2 miles of CTH O (Moorland Road), between CTH HH (College Avenue) and Grange Avenue in the city of New Berlin. Project costs are estimated to total \$8.9 million, with federal aid covering \$7 million, and the city of New Berlin and a developer contributing \$1.1 million, with the county cost share of \$873,200 (construction is planned in 2025).

Road projects include \$30.4 million for major maintenance and roadway rehabilitation, \$3.5 million for bridge improvements, and several spot safety improvements at an estimated cost of \$900,000, primarily for intersection and signal work.

The plan also includes \$700,000 as part of a \$1.5 million project to upgrade fuel tank systems and replace tanks as needed (project began in 2018, and continues until 2024).

Airport

The capital plan includes funding in the amount of \$267,500 to replace the roof at the airport terminal and airport tower. The airport terminal was constructed in 1998 and the tower was constructed in 1995 and both have the original roofing systems. Replacement is scheduled for 2022.

GENERAL ADMINISTRATION – COUNTYWIDE TECHNOLOGY PROJECTS

The capital plan includes funding for information technology projects to improve/replace electronic medical records modules for the Department of Health and Human Services, which were mentioned previously in that functional area section. The plan also includes a scope modification to the Human Resources Information System/Payroll System Implementation project to conduct a gap analysis of alternate applications offered by the firm that purchased the existing vendor. No additional funding is requested for this scope change.

DEBT FINANCING COSTS

Debt financing related costs on planned borrowing of \$68.5 million over the five-year plan include promissory note discounts and is currently estimated at \$1,060,000 over the five-year plan period.

PROJECT TITLE	NO.	CURRENT APPROP.	2021 PLAN	2022 PLAN	2023 PLAN	2024 PLAN	2025 PLAN	TOTAL FIVE- YEAR PLAN
PUBLIC WORKS - AIRPORT								
AIRPORT TERMINAL AND TOWER ROOF REPLACEMENT	202101	\$0	\$25,000	\$242,500				\$267,500
PUBLIC WORKS - CENTRAL FLEET								
FUEL TANK REPLACEMENT AND INFRASTRUCTURE	201415	\$800,000	\$200,000	\$200,000	\$200,000	\$100,000		\$700,000
PUBLIC WORKS - FACILITIES								
COURTHOUSE PROJ-SECURE COURTROOM CONSTRUCTION	201418	\$35,900,000	\$1,600,000					\$1,600,000
COURTHOUSE PROJ STEP 2 - RENOVATE 1959 COURTHOUSE	201705	\$0	\$1,200,000	\$8,000,000	\$12,400,000	\$12,350,000	\$12,350,000	\$46,300,000
PUBLIC WORKS - HIGHWAYS								
CTH I, FOX RIVER BRIDGE	201601	\$95,000	\$103,000					\$103,000
CTH D, CALHOUN ROAD TO 124TH ST REHAB	201706	\$116,000	\$506,000					\$506,000
CTH V V, WESTBOUND BRIDGE OVER MENOMONEE RIVER	201802	\$6,000			\$197,000	\$241,000		\$438,000
CTH SS, MEADOWBROOK CREEK STRUCTURE	202001	\$0				\$107,000	\$154,000	\$261,000
CTH B, MORGAN ROAD INTERSECTION	202009	\$5,000	\$48,000	\$47,000				\$95,000
CTH D, CTH E INTERSECTION	202010	\$0	\$8,000	\$30,000	\$39,000			\$77,000
CTH M REHABILITATION, CTH F TO CTH SR	202011	\$0		\$52,000	\$190,000		\$506,000	\$748,000
CTH X, WEST HIGH DRIVE INTERSECTION	202012	\$10,000	\$253,000					\$253,000
CTH M, CALHOUN RD TO EAST COUNTY LINE	201008	\$9,105,000	\$4,890,000					\$4,890,000
CTH YY, UNDERWOOD CREEK STRUCTURE	201302	\$349,000	\$369,000	\$1,115,000				\$1,484,000
CTH XX, PEBBLE BROOK CREEK BRIDGE	201402	\$103,000		\$53,000				\$53,000
CTH C, HASSLINGER DRIVE INTERSECTION	201611	\$266,000	\$74,800					\$74,800
CTH D, MORAIN HILLS DRIVE INTERSECTION	201613	\$378,600	\$0	\$73,400				\$73,400
CTH F, NORTHBOUND BRIDGE AT GREEN ROAD	201801	\$6,000	\$20,000		\$128,000			\$148,000
CTH DE, WILD ROSE LANE TO OAK COURT - SPOT IMPRVMENT	201804	\$0		\$7,700	\$93,000	\$84,400		\$185,100
CTH T, NORTHVIEW ROAD TO I-94 REHABILITATION	201805	\$0	\$47,900	\$109,000	\$532,100			\$689,000
CTH O, I-94 TO USH 18	201502	\$253,600		\$1,389,400				\$1,389,400
CTH O, CTH I TO CTH ES	201610	\$211,000	\$190,000		\$2,300,000			\$2,490,000
CTH O, CTH ES TO CTH D REHABILITATION	201803	\$0	\$112,200	\$156,600		\$1,859,400		\$2,128,200
CTH O, CTH D TO STH 59 REHABILITATION	202013	\$0			\$206,000	\$130,000		\$336,000
CTH O, CTH HH TO GRANGE AVE	202102	\$0		\$123,000	\$307,200		\$1,518,000	\$1,948,200
CTH F, LINDSAY ROAD INTERSECTION	202105	\$0	\$15,000	\$35,000	\$78,000			\$128,000
BRIDGE AID PROGRAM 2018 - 2022	201701	\$300,000	\$100,000	\$100,000				\$200,000
BRIDGE AID PROGRAM 2023 - 2027	201904	\$0			\$100,000	\$100,000	\$100,000	\$300,000
CULVERT REPLACEMENT PROGRAM 2018-2022	201618	\$300,000	\$100,000	\$100,000				\$200,000
CULVERT REPLACEMENT PROGRAM 2023-2027	201901	\$0			\$100,000	\$100,000	\$100,000	\$300,000
REPAVING PROGRAM 2018-2022	201416	\$11,020,000	\$4,700,000	\$4,300,000				\$9,000,000
REPAVING PROGRAM 2023-2027	201906	\$0			\$4,300,000	\$3,300,000	\$5,500,000	\$13,100,000

PROJECT TITLE	NO.	CURRENT APPROP.	2021 PLAN	2022 PLAN	2023 PLAN	2024 PLAN	2025 PLAN	TOTAL FIVE-YEAR PLAN
PEWAUKEE TO BROOKFIELD TRAIL	201807	\$300,000	\$1,900,000					\$1,900,000
MINOOKA PARK MOUNTAIN BIKE INFRASTRUCTURE IMPROVEMENTS	202005	\$484,300		\$273,000				\$273,000
EXPO ARENA FURNACE/MECHANICAL SYSTEMS	202006	\$92,500	\$1,305,000					\$1,305,000
UWW SITE INFRASTRUCTURE IMPROVEMENTS - PHASE II	202103	\$0					\$20,000	\$20,000
PEWAUKEE LAKE BOAT LAUNCH RECONSTRUCTION	202104	\$0	\$185,000					\$185,000
PAVEMENT MANAGEMENT PLAN 2018 - 2022	201406	\$3,150,000	\$900,000	\$900,000				\$1,800,000
PAVEMENT MANAGEMENT PLAN 2023 - 2027	201908	\$0			\$800,000	\$800,000	\$850,000	\$2,450,000
IT - HEALTH & HUMAN SERVICES								
HHS ELECTRONIC MEDICAL RECORD MODULE IMPROVEMENTS	202014	\$330,000	\$190,000					\$190,000
IT - COUNTYWIDE								
HRIS/PAYROLL SYSTEM IMPLEMENTATION	201617	\$1,427,000						\$0
EST. FINANCING (Includes Arb Rebate/Discount)	999999		\$160,000	\$180,000	\$220,000	\$250,000	\$250,000	\$1,060,000
GROSS EXPENDITURES			\$19,201,900	\$17,486,600	\$22,190,300	\$19,421,800	\$21,348,000	\$99,648,600

REVENUES

Airport Fund Balance - #202101 Airport Terminal and Tower Roof Replacement		\$25,000	\$242,500					\$267,500
CHIP D Revenue - #201416/201906 CTH Repaving Program		\$260,000	\$260,000	\$260,000				\$780,000
CHIP Revenue - #201416/201906 CTH Repaving Program		\$330,000	\$330,000	\$330,000				\$990,000
Landfill Siting Revenue - #201406/201908 PLU Pavement Mgmt Plan		\$200,000	\$200,000	\$200,000				\$600,000
Local Muni and Developer Funding - #202102 CTH O, CTH HH to Grange						\$1,075,000		\$1,075,000
Local Muni Funding - #201008 CTH M, Calhoun to East Co Line		\$867,000						\$867,000
Local Muni Funding - #202105 CTH F, Lindsay Rd		\$15,000	\$35,000	\$78,000				\$128,000
Partner Revenue - #202005 Minooka Park Mountain Bike Infrastructure Imprvmnts		\$0	\$273,000					\$273,000
Revenue - #201807 Pewaukee to Brookfield Trail		\$1,706,000						\$1,706,000
State MLS Program Funding - #201302 CTH YY Underwood Creek Structure			\$630,000					\$630,000
WDNR Boat Grant - #202104 Pewaukee Lake Boat Launch		\$92,500						\$92,500
Subtotal Project Specific Revenue and Proprietary Fund Balance		\$3,495,500	\$1,970,500	\$868,000		\$1,075,000		\$7,409,000
Net Expenditures		\$15,706,400	\$15,516,100	\$21,322,300	\$19,421,800	\$20,273,000		\$92,239,600
State Shared Revenue/Utility Payment		\$250,000	\$250,000	\$250,000	\$250,000	\$250,000		\$1,250,000
State Personal Property Replacement - Computer Aid		\$600,000	\$600,000	\$600,000	\$600,000	\$600,000		\$3,000,000
State General Transportation Aid (GTA) #201416/201906 CTH Repaving Program		\$100,000	\$100,000	\$100,000				\$300,000
Tarmann Fund Balance - #202104 Pewaukee Lake Boat Launch		\$92,500						\$92,500
General Fund		\$350,000						\$350,000
Capital Project Fund Balance		\$31,117	\$2,825,000	\$1,800,000	\$790,000	\$420,000		\$5,866,117
Subtotal		\$1,423,617	\$3,775,000	\$2,750,000	\$1,640,000	\$1,270,000		\$10,858,617
EXPENDITURES BEFORE TAX LEVY, DEBT, BORROW & INTEREST (a)		\$14,282,783	\$11,741,100	\$18,572,300	\$17,781,800	\$19,003,000		\$81,380,983

*Tax levy, personal property aid, borrowing, and investment income for capital projects will be provided in the 2020 budget document.

- (a) Net expenditures will also be funded with personal property aid revenue from the state, which is meant to offset the loss of property tax levy from the tax exemption of machinery, tools, and patterns (not used in manufacturing). The personal property aid payment is budgeted at about \$646,856 in 2021.

Stats./Trends

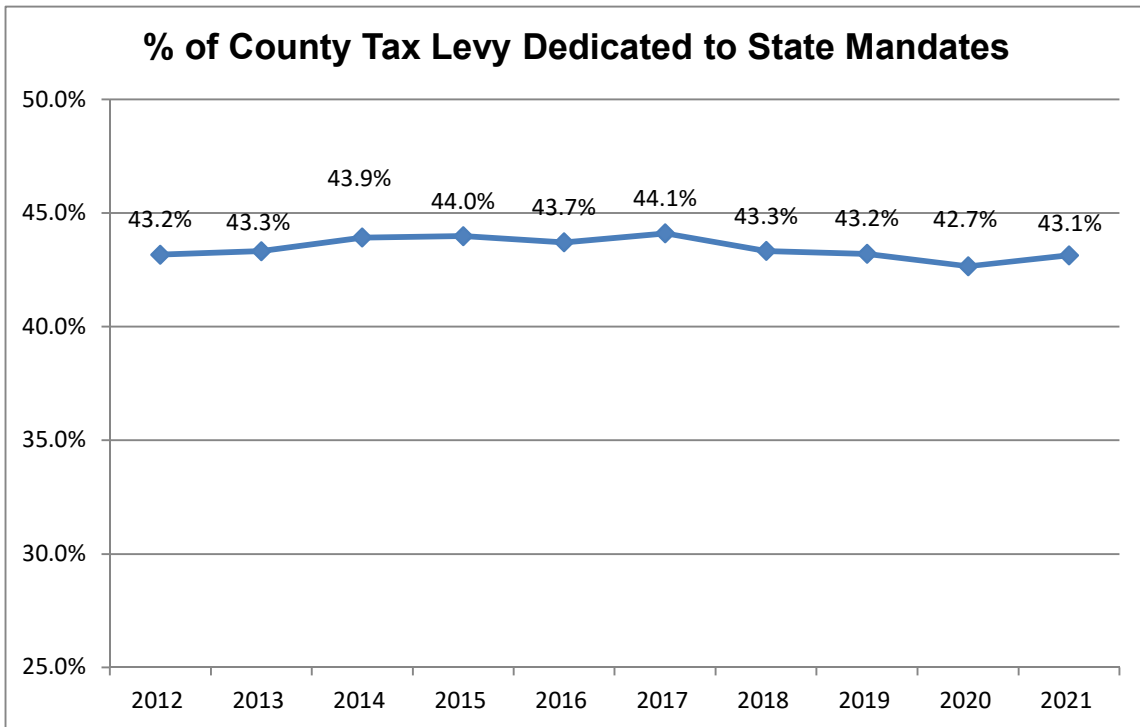
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Table 1
MAJOR PROPERTY TAX LEVY FUNDING FOR STATE MANDATED SERVICES

The share of county tax levy that is required to fund state mandates reduces discretionary spending that is available for non-mandated essential services and programs. Estimated mandated county tax levy includes court services provided by the Clerk of Court and the District Attorney. The Sheriff also provides service to the courts including process serving, warrants, and bailiff services. Mandated law enforcement services includes probations/parole holds, corrections, and law enforcement service levels for patrol services required by statute. The largest share of mandates are for federal/state health and human service programs administered by the county.



<u>Item</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
	(Value in Millions)				
County Tax Levy Budget:	\$101.8	\$103.4	\$104.4	\$106.2	\$107.8
Estimated Major State Mandated Net Expenditures:	\$50.3	\$50.3	\$51.0	\$51.5	\$52.5
(a) State Discretionary Revenue Offsets:	(\$5.4)	(\$5.5)	(\$5.9)	(\$6.2)	(\$6.0)
County Tax Levy for Major State Mandates:	\$44.9	\$44.8	\$45.1	\$45.3	\$46.5
% of County Tax Levy for Major State Mandates:	44.1%	43.3%	43.2%	42.7%	43.1%

(a) State revenues include Shared Revenues and General Transportation Aids.

Table 2
COUNTY DEMOGRAPHICS STATISTICS TRENDS

Fiscal Year	(1) Population	(2) Per Capita Income	(3) Number Of Jobs	(4) Unemployment Rate	(5) Public School Enrollment	(5) Private School Enrollment	(6) Median Age
2009	383,190	\$53,038	220,842	7.5%	63,685	12,004	41
2010	389,891	\$53,759	218,361	7.3%	63,868	11,530	42 (7)
2011	390,267	\$56,952	222,978	6.5%	63,309	12,403	42
2012	390,914	\$59,568	226,848	5.7%	63,118	11,663	43
2013	391,478	\$59,654	229,257	5.5%	62,656	11,517	43
2014	392,761	\$62,100	231,232	4.4%	62,130	11,734	43
2015	393,927	\$65,456	235,052	3.8%	61,836	11,608	43
2016	396,449	\$67,460	238,703	3.5%	61,860	11,435	43
2017	398,236	\$68,972	242,001	2.9%	61,885	11,280	43
2018	401,446	\$72,176	243,989	2.6%	61,723	11,280	43
2019	405,991	\$73,873	246,051	2.9%	60,980	11,005	43

SOURCES

- (1) Wisconsin Department of Administration
- (2) Bureau of Economic Analysis-US Department of Commerce. Prior-Year Data Revised as of 11/17/20.
- (3) Wisconsin Department of Workforce Development
- (4) Bureau of Economic Analysis - US Dept of Commerce.
- (5) Wisconsin Department of Public Instruction
- (6) U.S. Census, American Fact Finder
- (7) 2010 Census

**Table 3
WAUKESHA COUNTY POPULATION**

According to the 2020 population estimates by the Wisconsin Department of Administration, the current population of Waukesha County is 406,785. This represents an increase of 16,894 persons county-wide, or 4.3% from the 2010 Census.

	2010 CENSUS	2019	2020	'19 - '20 CHANGE	'19 - '20 % CHANGE
CITIES					
Brookfield	37,920	39,951	40,044	93	0.23%
Delafield	7,085	7,177	7,181	4	0.06%
Milwaukee*	0	0	0	0	N/A
Muskego	24,135	24,999	25,271	272	1.09%
New Berlin	39,584	40,596	40,600	4	0.01%
Oconomowoc	15,759	17,212	17,501	289	1.68%
Pewaukee	13,195	14,772	14,775	3	0.02%
Waukesha	70,718	72,043	71,952	(91)	-0.13%
CITIES TOTAL	208,396	216,750	217,324	574	0.26%
TOWNS					
Brookfield	6,116	6,689	6,744	55	0.82%
Delafield	8,400	8,474	8,503	29	0.34%
Eagle	3,507	3,567	3,586	19	0.53%
Genesee	7,340	7,388	7,379	(9)	-0.12%
Lisbon	10,157	10,523	10,564	41	0.39%
Merton	8,338	8,486	8,469	(17)	-0.20%
Mukwonago	7,959	8,016	7,979	(37)	-0.46%
Oconomowoc	8,408	8,709	8,706	(3)	-0.03%
Ottawa	3,859	3,907	3,936	29	0.74%
TOTAL TOWNS	64,084	65,759	65,866	107	0.16%
VILLAGES					
Big Bend	1,290	1,468	1,491	23	1.57%
Butler	1,841	1,808	1,803	(5)	-0.28%
Chenequa	590	591	588	(3)	-0.51%
Dousman	2,302	2,347	2,353	6	0.26%
Eagle	1,950	2,070	2,104	34	1.64%
Elm Grove	5,934	5,884	5,857	(27)	-0.46%
Hartland	9,110	9,286	9,286	0	0.00%
Lac la Belle	289	299	296	(3)	-1.00%
Lannon	1,107	1,223	1,264	41	3.35%
Menomonee Falls	35,626	38,999	38,948	(51)	-0.13%
Merton	3,346	3,690	3,711	21	0.57%
Mukwonago	7,254	7,934	7,916	(18)	-0.23%
Nashotah	1,395	1,355	1,350	(5)	-0.37%
North Prairie	2,141	2,236	2,234	(2)	-0.09%
Oconomowoc Lake	595	602	598	(4)	-0.66%
Pewaukee	8,166	7,924	7,883	(41)	-0.52%
Summit	4,674	4,844	4,974	130	2.68%
Sussex	10,518	11,273	11,373	100	0.89%
Vernon **	7,601	7,675	7,621	(54)	-0.70%
Wales	2,549	2,593	2,616	23	0.89%
Waukesha **	9,133	9,381	9,329	(52)	-0.55%
TOTAL VILLAGES	117,411	123,482	123,595	113	0.09%
TOTAL: COUNTY	389,891	405,991	406,785	794	0.20%

* Includes only a manufacturing plant on property annexed to allow access to Milwaukee sewer and water.

** The towns of Vernon and Waukesha incorporated as villages in 2020.

SOURCE: Wisconsin Department of Administration.

**Table 4
EQUALIZED PROPERTY VALUE BY MUNICIPALITY**

According to the August 11, 2020 reports provided by the state Department of Revenue, the total equalized property value in Waukesha County, including all Tax Increment Districts, is \$62,620,157,900. This represents an increase of \$3,079,245,300 or 5.2% from 2019. A table listing 2019 and 2020 equalized values for municipalities is presented below. County-wide property values, as reflected in the equalized valuation, have increased.

	2019 EQUAL PROP. VALUE	2020 EQUAL PROP. VALUE	'19 - '20 CHANGE	% CHANGE
CITIES:				
Brookfield	\$7,536,677,900	\$7,713,940,200	\$177,262,300	2.35%
Delafield	\$1,551,866,500	\$1,663,340,700	\$111,474,200	7.18%
* Milwaukee	\$13,350,400	\$14,259,200	\$908,800	6.81%
Muskego	\$3,301,554,800	\$3,479,899,800	\$178,345,000	5.40%
New Berlin	\$5,714,405,700	\$5,849,283,800	\$134,878,100	2.36%
Oconomowoc	\$2,443,815,900	\$2,655,689,500	\$211,873,600	8.67%
Pewaukee	\$3,333,311,300	\$3,526,148,000	\$192,836,700	5.79%
Waukesha	\$6,749,416,700	\$7,117,690,000	\$368,273,300	5.46%
SUBTOTAL	\$30,644,399,200	\$32,020,251,200	\$1,375,852,000	4.49%
TOWNS:				
Brookfield	\$1,390,356,400	\$1,392,726,900	\$2,370,500	0.17%
Delafield	\$1,679,035,200	\$1,803,432,000	\$124,396,800	7.41%
Eagle	\$534,058,700	\$568,316,000	\$34,257,300	6.41%
Genesee	\$1,066,199,900	\$1,155,603,200	\$89,403,300	8.39%
Lisbon	\$1,322,314,000	\$1,402,089,000	\$79,775,000	6.03%
Merton	\$1,726,993,900	\$1,838,790,000	\$111,796,100	6.47%
Mukwonago	\$946,972,700	\$1,018,429,900	\$71,457,200	7.55%
Oconomowoc	\$1,741,003,000	\$1,843,825,100	\$102,822,100	5.91%
Ottawa	\$625,666,800	\$674,883,900	\$49,217,100	7.87%
SUBTOTAL	\$11,032,600,600	\$11,698,096,000	\$665,495,400	6.03%
VILLAGES:				
Big Bend	\$186,982,700	\$198,679,200	\$11,696,500	6.26%
Butler	\$247,158,600	\$254,259,700	\$7,101,100	2.87%
Chenequa	\$491,901,800	\$529,548,600	\$37,646,800	7.65%
Dousman	\$216,275,600	\$229,825,300	\$13,549,700	6.27%
Eagle	\$195,934,300	\$214,502,900	\$18,568,600	9.48%
Elm Grove	\$1,249,867,700	\$1,278,185,200	\$28,317,500	2.27%
Hartland	\$1,397,844,200	\$1,435,660,300	\$37,816,100	2.71%
Lac la Belle	\$119,541,900	\$129,228,600	\$9,686,700	8.10%
Lannon	\$141,268,000	\$151,387,900	\$10,119,900	7.16%
Menomonee Falls	\$5,289,929,600	\$5,621,021,400	\$331,091,800	6.26%
Merton	\$474,341,100	\$512,871,700	\$38,530,600	8.12%
Mukwonago	\$889,676,800	\$932,370,800	\$42,694,000	4.80%
Nashotah	\$204,363,700	\$217,036,100	\$12,672,400	6.20%
North Prairie	\$253,592,500	\$275,386,700	\$21,794,200	8.59%
Oconomowoc Lake	\$366,396,100	\$400,458,500	\$34,062,400	9.30%
Pewaukee	\$1,060,241,200	\$1,120,935,100	\$60,693,900	5.72%
Summit	\$1,090,022,600	\$1,182,001,900	\$91,979,300	8.44%
Sussex	\$1,429,991,200	\$1,533,703,600	\$103,712,400	7.25%
** Vernon	\$1,004,010,900	\$1,048,003,700	\$43,992,800	4.38%
Wales	\$414,820,300	\$439,027,700	\$24,207,400	5.84%
** Waukesha	\$1,139,752,000	\$1,197,715,800	\$57,963,800	5.09%
SUBTOTAL	\$17,863,912,800	\$18,901,810,700	\$1,037,897,900	5.81%
TOTAL	\$59,540,912,600	\$62,620,157,900	\$3,079,245,300	5.17%

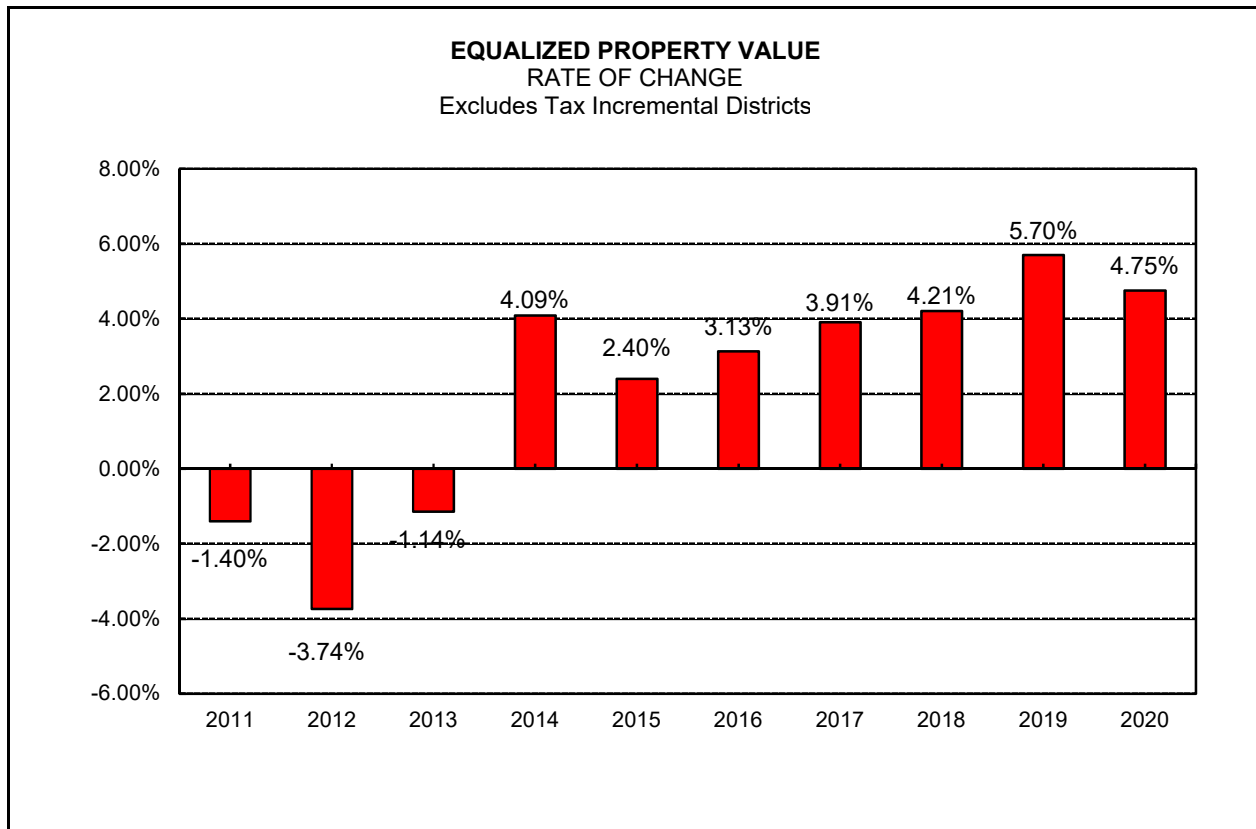
* Includes only a manufacturing plant on property annexed to allow access to Milwaukee sewer and water.

** The towns of Vernon and Waukesha incorporated as villages in 2020.

SOURCE: Wisconsin Department of Revenue.

Table 5
EQUALIZED PROPERTY VALUE
Excludes Tax Incremental Districts

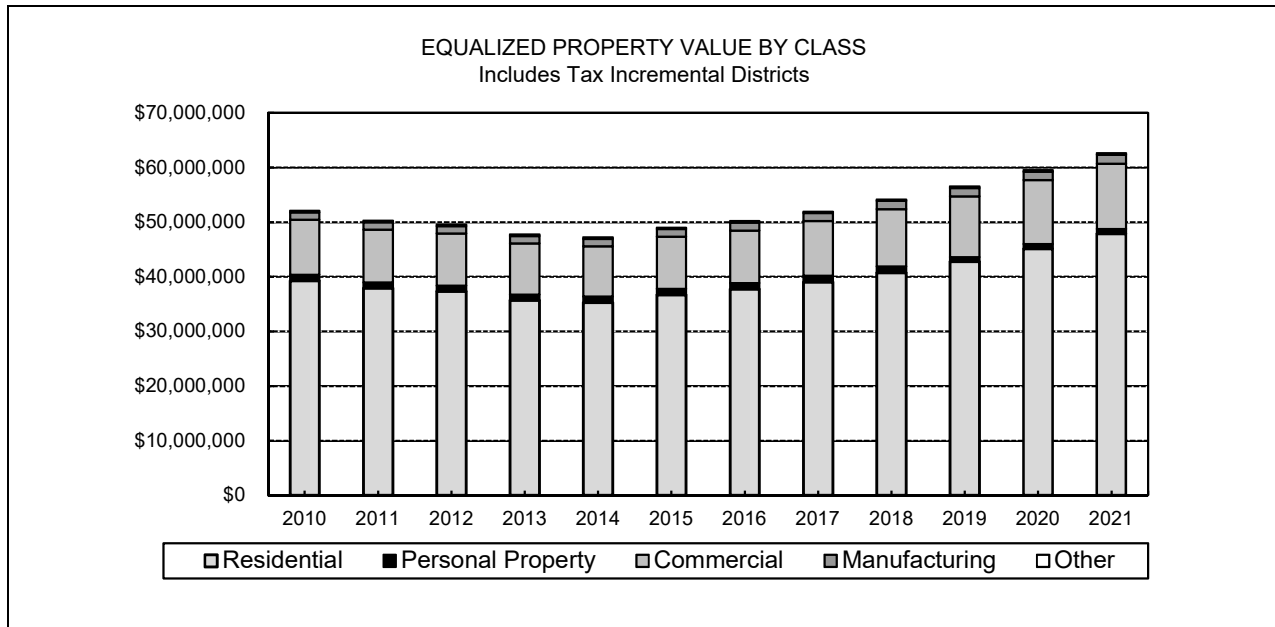
Equalized property value is a broad measure of the county's tax base. The Wisconsin Department of Revenue annually determines the equalized (fair market) value of all property subject to general property taxation. Equalized values are reduced by tax incremental district value increments for apportioning the county levy. In 2002-2007, the county experienced high levels of growth due to market based inflation rates ranging from 4.2%-9% on residential properties (over 75% of total value) and higher levels of new construction. Beginning in 2009, deflation on residential property rates offset by new construction of less than 2% were responsible for most of the valuation decrease. Prior to 2009, the County had not experienced a tax base reduction in over 30 years. Property values began increasing again in 2013 and have exceeded the previous peak value of \$52,055,313,050 in 2008.



<u>Valuation</u> <u>Year</u>	<u>Total Value</u>	<u>Change</u> <u>In Valuation</u>	<u>Rate of</u> <u>Change</u>
2011	\$48,747,058,300	(\$692,738,800)	-1.40%
2012	\$46,923,448,900	(\$1,823,609,400)	-3.74%
2013	\$46,387,463,200	(\$535,985,700)	-1.14%
2014	\$48,283,418,200	\$1,895,955,000	4.09%
2015	\$49,440,690,500	\$1,157,272,300	2.40%
2016	\$50,989,620,500	\$1,548,930,000	3.13%
2017	\$52,982,985,200	\$1,993,364,700	3.91%
2018	\$55,212,959,400	\$2,229,974,200	4.21%
2019	\$58,358,920,500	\$3,145,961,100	5.70%
2020	\$61,132,610,900	\$2,773,690,400	4.75%

Table 6
EQUALIZED PROPERTY VALUE BY CLASS OF PROPERTY
 Including Tax Incremental Districts

The total value of equalized property including all tax incremental districts reported for Waukesha County in budget year 2021 is \$62.6 billion. The total reflects the combined valuation of several separate classes of property including: residential, personal, commercial, manufacturing, and agricultural/forest/swamp/other properties. Changes in the relative proportion of these classes of property reflect the growth and economic development trends of the county. Market values in the residential tax base began to decline for the 2010 budget, resulting in a decrease in this proportion of the tax base to 75% from 76%. Residential valuation for the 2021 budget increased by nearly 6.1% based on prior-year analysis by the Wisconsin Department of Revenue and has continued to recover above the peak 2009 budget levels. Commercial properties and manufacturing continue to maintain their share of the tax base at about 19% and 3% respectively for budget year 2021. Residential property value continues to be 76% of the total property value base.



Budget Year	Residential	Personal Property	Commercial	Mfg.	Agr./Forest/Swamp/Other	Total Value
2010	\$39,273,723	\$1,100,032	\$10,084,520	\$1,355,180	\$298,055	\$52,111,510
2011	\$37,883,814	\$1,103,080	\$9,655,814	\$1,360,989	\$285,177	\$50,288,874
2012	\$37,329,217	\$1,076,627	\$9,525,264	\$1,335,918	\$285,537	\$49,552,563
2013	\$35,670,846	\$1,055,120	\$9,389,591	\$1,346,196	\$278,012	\$47,739,765
2014	\$35,263,595	\$1,105,906	\$9,202,897	\$1,367,263	\$277,706	\$47,217,367
2015	\$36,654,772	\$1,159,551	\$9,509,067	\$1,395,080	\$276,547	\$48,995,017
2016	\$37,729,840	\$1,103,400	\$9,641,547	\$1,433,208	\$279,629	\$50,187,625
2017	\$39,052,315	\$1,127,036	\$10,020,704	\$1,460,141	\$277,359	\$51,937,555
2018	\$40,728,754	\$1,169,249	\$10,483,713	\$1,493,718	\$282,698	\$54,158,132
* 2019	\$42,779,364	\$808,507	\$11,140,259	\$1,513,522	\$294,986	\$56,536,638
2020	\$45,119,301	\$871,812	\$11,689,762	\$1,553,375	\$306,663	\$59,540,913
2021	\$47,857,267	\$886,813	\$11,935,477	\$1,627,680	\$312,921	\$62,620,158
% of Total	76.4%	1.4%	19.1%	2.6%	0.5%	100.0%

*Personal property value decreased for the 2019 budget due to a state law that exempts machinery, tools, and patterns (not used in manufacturing) from the personal property tax, which was offset by a state personal property aid payment of about \$744,000.

Table 7
GENERAL COUNTY PURPOSE PROPERTY TAX LEVY DATA
EXCLUDES BRIDGES LIBRARY SYSTEM

		PROPERTY TAX RATES --PER \$1,000 OF EQUALIZED VALUE--			
BUDGET YEAR	TAX YEAR	GENERAL COUNTY RATE(1)	RATE CHANGE (\$)	Tax Rate Change (%)	
	2011	\$1.97	\$0.10	5.4%	
	2012	\$2.01	\$0.04	2.0%	
	2013	\$2.11	\$0.10	5.0%	
	2014	\$2.15	\$0.04	1.9%	
	2015	\$2.08	(\$0.07)	-3.3%	
	2016	\$2.04	(\$0.04)	-1.9%	
	2017	\$2.00	(\$0.04)	-2.0%	
	2018	\$1.95	(\$0.05)	-2.5%	
	2019	\$1.89	(\$0.06)	-3.1%	
	2020	\$1.82	(\$0.07)	-3.7%	
Adopted	2021	2020	\$1.76	(\$0.06)	-3.3%

BUDGET YEAR	TAX YEAR	COUNTY TAX LEVY(2)	TAX LEVY CHANGE (\$)	Tax Levy Change (%)	
	2011	\$97,422,065	\$1,704,608	1.8%	
	2012	\$98,037,483	\$615,418	0.6%	
	2013	\$98,798,522	\$761,039	0.8%	
	2014	\$99,505,152	\$706,630	0.7%	
	2015	\$100,492,252	\$987,100	1.0%	
	2016	\$100,948,152	\$455,900	0.5%	
	2017	\$101,799,099	\$850,947	0.8%	
	2018	\$103,422,375	\$1,623,276	1.6%	
	2019	\$104,363,046	\$940,671	0.9%	
	2020	\$106,202,483	\$1,839,437	1.8%	
Adopted	2021	2020	\$107,813,395	\$1,610,912	1.5%

BUDGET YEAR	TAX YEAR	EQUALIZED VALUE WITHOUT TIDS (4)	EQUALIZED VALUE CHANGE (\$)	Equalized Value Change (%)	
	2011	\$49,439,797,100	(\$1,780,644,950)	-3.5%	
	2012	\$48,747,058,300	(\$692,738,800)	-1.4%	
	2013	\$46,923,448,900	(\$1,823,609,400)	-3.7%	
	2014	\$46,387,463,200	(\$535,985,700)	-1.1%	
	2015	\$48,283,418,200	\$1,895,955,000	4.1%	
	2016	\$49,440,690,500	\$1,157,272,300	2.4%	
	2017	\$50,989,620,500	\$1,548,930,000	3.1%	
	2018	\$52,982,985,200	\$1,993,364,700	3.9%	
	2019	\$55,212,959,400	\$2,229,974,200	4.2%	
	2020	\$58,358,920,500	\$3,145,961,100	5.7%	
Adopted	2021	2020	\$61,132,610,900	\$2,773,690,400	4.8%

- NOTES: (1) Rounded to nearest cent.
(2) Excludes amounts for Bridges Library System.
(3) The tax levy increase is reduced to \$940,671 due a state law that exempts machinery, tools, and patterns (not used in manufacturing) from the personal property tax, which was offset by a state personal property aid payment of about \$744,000.
(4) Equalized value excludes tax incremental financing districts (TIDs).

**Table 8
BRIDGES LIBRARY SYSTEM PROPERTY TAX LEVY DATA**

BRIDGES LIBRARY SYSTEM PROPERTY TAX RATE --PER \$1,000 OF EQUALIZED VALUE--					
BUDGET YEAR	TAX YEAR	GENERAL COUNTY RATE	RATE CHANGE (\$\$)	RATE CHANGE (%)	
2011	2010	\$0.2460	\$0.0146	6.3%	
2012	2011	\$0.2514	\$0.0054	2.2%	
2013	2012	\$0.2690	\$0.0176	7.0%	
2014	2013	\$0.2768	\$0.0078	2.9%	
2015	2014	\$0.2863	\$0.0095	3.4%	
2016	2015	\$0.2830	(\$0.0033)	-1.1%	
2017	2016	\$0.2799	(\$0.0031)	-1.1%	
2018	2017	\$0.2651	(\$0.0148)	-5.3%	
2019	2018	\$0.2587	(\$0.0064)	-2.4%	
2020	2019	\$0.2452	(\$0.0135)	-5.2%	
Adopted	2021	2020	\$0.2389	(\$0.0063)	-2.6%

BUDGET YEAR	TAX YEAR	COUNTY LEVY FOR BRIDGES LIB.	TAX LEVY CHANGE (\$\$)	TAX LEVY CHANGE (%)	
2011	2010	\$2,853,939	\$80,039	2.9%	
2012	2011	\$2,883,486	\$29,547	1.0%	
2013	2012	\$2,930,604	\$47,118	1.6%	
2014	2013	\$2,965,628	\$35,024	1.2%	
2015*	2014	\$3,424,360	\$458,732	15.5%	
2016	2015	\$3,464,119	\$39,759	1.2%	
2017	2016	\$3,517,752	\$53,633	1.5%	
2018	2017	\$3,500,124	(\$17,628)	-0.5%	
2019	2018	\$3,523,524	\$23,400	0.7%	
2020	2019	\$3,538,749	\$15,225	0.4%	
Adopted	2021	2020	\$3,659,778	\$121,029	3.4%

BUDGET YEAR	TAX YEAR	EQUALIZED VALUE MUNICIPALITIES W/O LIBRARIES	EQUALIZED VALUE CHANGE (\$\$)	EQUALIZED VALUE CHANGE (%)	
2011	2010	\$11,602,963,300	(\$386,103,000)	-3.2%	
2012	2011	\$11,470,523,100	(\$132,440,200)	-1.1%	
2013	2012	\$10,892,995,400	(\$577,527,700)	-5.0%	
2014	2013	\$10,714,775,800	(\$178,219,600)	-1.6%	
2015*	2014	\$11,960,623,400	\$1,245,847,600	11.6%	
2016	2015	\$12,239,774,800	\$279,151,400	2.3%	
2017	2016	\$12,568,556,000	\$328,781,200	2.7%	
2018	2017	\$13,205,088,000	\$636,532,000	5.1%	
2019	2018	\$13,621,455,600	\$416,367,600	3.2%	
2020	2019	\$14,430,850,100	\$809,394,500	5.9%	
Adopted	2021	2020	\$15,317,332,800	\$886,482,700	6.1%

*Increase in Bridges Library System Tax Levy rate, levy amount and equalized value for municipalities without libraries is primarily due to the dissolution of the joint library agreement between the Town of Lisbon and Village of Sussex, resulting in the Town of Lisbon becoming a non-library community.

Table 9
COMPARATIVE COUNTIES PROPERTY RATES
For 2020 ADOPTED BUDGET

Waukesha County's property tax rate is ranked 71st of 72 counties for 2020 budget purposes. An asterik (*) to the left of the county name denotes that the county has not enacted an optional 0.5% county sales tax. An underline reflects counties bordering Waukesha County.

County	Property Tax Rate		County	Property Tax Rate	
	2019 Rank	2020 Budget (a)		2019 Rank	2020 Budget (a)
Menominee	1	8.44	Wood	36	5.18
Marquette	3	8.36	Portage	39	5.17
Taylor	2	8.14	<u>Dodge</u>	35	5.15
Clark	4	8.04	* Winnebago	38	5.07
Crawford	9	7.48	Oconto	40	5.02
Richland	5	7.36	Barron	42	4.99
Lafayette	8	7.24	Forest	48	4.83
Rusk	11	7.15	Douglas	45	4.81
Dunn	10	7.10	<u>Milwaukee</u>	46	4.79
Kewaunee	7	7.08	Columbia	44	4.78
Pepin	14	7.00	Polk	43	4.72
Waushara	13	6.84	Marathon	49	4.71
Adams	6	6.81	<u>Kenosha</u>	47	4.64
Trempealeau	23	6.71	Sauk	51	4.44
Waupaca	12	6.70	Marinette	52	4.43
Florence	15	6.64	Washburn	54	4.22
Price	16	6.58	Bayfield	61	4.20
Ashland	22	6.58	Brown	53	4.18
Green Lake	19	6.45	Door	56	4.09
Iowa	21	6.36	<u>Jefferson</u>	55	4.09
Jackson	18	6.32	Eau Claire	57	4.07
Juneau	17	6.15	Grant	59	3.95
Iron	24	6.09	<u>Walworth</u>	58	3.88
Rock	20	6.00	Outagamie	50	3.86
Lincoln	25	5.94	Burnett	60	3.62
Fond du Lac	27	5.88	La Crosse	62	3.58
Buffalo	28	5.85	St Croix	64	3.51
Langlade	31	5.80	* Racine	65	3.50
Pierce	26	5.72	Chippewa	63	3.43
Vernon	32	5.57	Sawyer	66	3.18
* Manitowoc	29	5.50	Dane	67	2.90
Green	33	5.43	Vilas	70	2.47
Calumet	34	5.37	<u>Washington</u>	68	2.40
Monroe	30	5.34	Oneida	69	2.35
Shawano	41	5.32	* <u>Waukesha</u>	71	1.88
Sheboygan	37	5.22	Ozaukee	72	1.76

(a) Property tax rates shown include library system and other special taxing authorities.

Source: Compiled with Data from the Wisconsin Department of Revenue.

Table 10
COMPARATIVE COUNTIES PROPERTY TAX PER PERSON
FOR 2019 AND 2020 BUDGETS

Waukesha County's property tax per person is ranked 70th of 72 counties for 2020 budget purposes. An asterik (*) to the left of the county name denotes that the county has not enacted an optional 0.5% county

County	2019 Rank	2020 Rank	2019 Tax Levy Per Person	2020 Tax Levy Per Person	County	2019 Rank	2020 Rank	2019 Tax Levy Per Person	2020 Tax Levy Per Person
Door	1	1	\$1,046.04	\$1,058.58	Richland	31	37	\$488.12	\$491.70
Iron	2	2	\$979.36	\$1,010.77	Columbia	36	38	\$477.68	\$482.01
Florence	3	3	\$936.88	\$956.40	Pierce	37	39	\$470.22	\$475.59
Marquette	5	4	\$865.92	\$899.22	Barron	39	40	\$460.02	\$472.44
Adams	4	5	\$875.19	\$884.53	Green	42	41	\$445.86	\$469.30
Vilas	6	6	\$759.08	\$817.74	Oneida	40	42	\$457.53	\$465.41
Green Lake	7	7	\$744.25	\$792.04	Fond du Lac	43	43	\$427.15	\$440.11
Waushara	8	8	\$707.05	\$740.03	Rock	45	44	\$421.81	\$438.90
Bayfield	14	9	\$626.57	\$740.02	Portage	46	45	\$421.59	\$434.76
Sawyer	9	10	\$684.81	\$694.96	Sheboygan	44	46	\$426.20	\$434.16
Washburn	10	11	\$679.96	\$681.56	Calumet	49	47	\$402.11	\$419.09
Burnett	11	12	\$655.57	\$659.06	Marinette	47	48	\$419.23	\$418.97
Price	12	13	\$648.43	\$657.25	Shawano	55	49	\$379.70	\$413.62
Menominee	13	14	\$642.05	\$647.43	<u>Kenosha</u>	48	50	\$406.43	\$413.03
Forest	15	15	\$604.16	\$615.17	* Winnebago	51	51	\$400.94	\$405.82
Pepin	18	16	\$566.65	\$601.80	St Croix	54	52	\$387.98	\$405.51
Kewaunee	16	17	\$581.65	\$594.77	Douglas	53	53	\$389.64	\$387.49
Rusk	19	18	\$559.13	\$592.21	Monroe	50	54	\$401.52	\$385.56
<u>Walworth</u>	17	19	\$568.96	\$576.29	<u>Dodge</u>	56	55	\$378.37	\$384.27
Taylor	20	20	\$555.74	\$568.60	* Manitowoc	57	56	\$373.50	\$378.40
Iowa	24	21	\$518.89	\$562.07	Marathon	58	57	\$364.10	\$370.73
Waupaca	21	22	\$540.89	\$542.17	Vernon	60	58	\$355.33	\$369.52
Crawford	29	23	\$493.75	\$537.82	Wood	59	59	\$357.22	\$365.76
Oconto	22	24	\$521.61	\$528.69	Dane	63	60	\$348.11	\$358.76
Polk	23	25	\$520.52	\$521.14	<u>Jefferson</u>	62	61	\$351.51	\$355.81
Langlade	32	26	\$485.59	\$516.02	Eau Claire	64	62	\$330.87	\$349.13
Dunn	33	27	\$484.44	\$515.91	Brown	61	63	\$353.24	\$346.83
Clark	34	28	\$480.92	\$512.85	Outagamie	52	64	\$391.89	\$332.06
Jackson	26	29	\$502.69	\$512.76	<u>Milwaukee</u>	65	65	\$310.62	\$319.06
Buffalo	30	30	\$493.44	\$512.07	Chippewa	66	66	\$296.45	\$301.23
Trempealeau	41	31	\$448.62	\$511.30	La Crosse	67	67	\$292.67	\$299.55
Lincoln	25	32	\$502.71	\$507.84	* Racine	68	68	\$277.53	\$285.53
Ashland	38	33	\$463.15	\$505.80	<u>Washington</u>	69	69	\$274.30	\$275.94
Juneau	28	34	\$494.87	\$502.28	* <u>Waukesha</u>	70	70	\$268.72	\$270.29
Sauk	27	35	\$496.04	\$501.43	Ozaukee	71	71	\$246.34	\$246.02
Lafayette	35	36	\$479.33	\$499.50	Grant	72	72	\$240.61	\$244.24

Source: Compiled with data from the Wisconsin Department of Revenue.

**Table 11
OUTSTANDING DEBT PER CAPITA**

Outstanding debt is defined as the remaining principal on general obligation bonds which the county has pledged its full faith and credit, and unlimited taxing power. Dividing the outstanding debt by the current population is another indicator of the burden on the community of the general obligation debt issued.

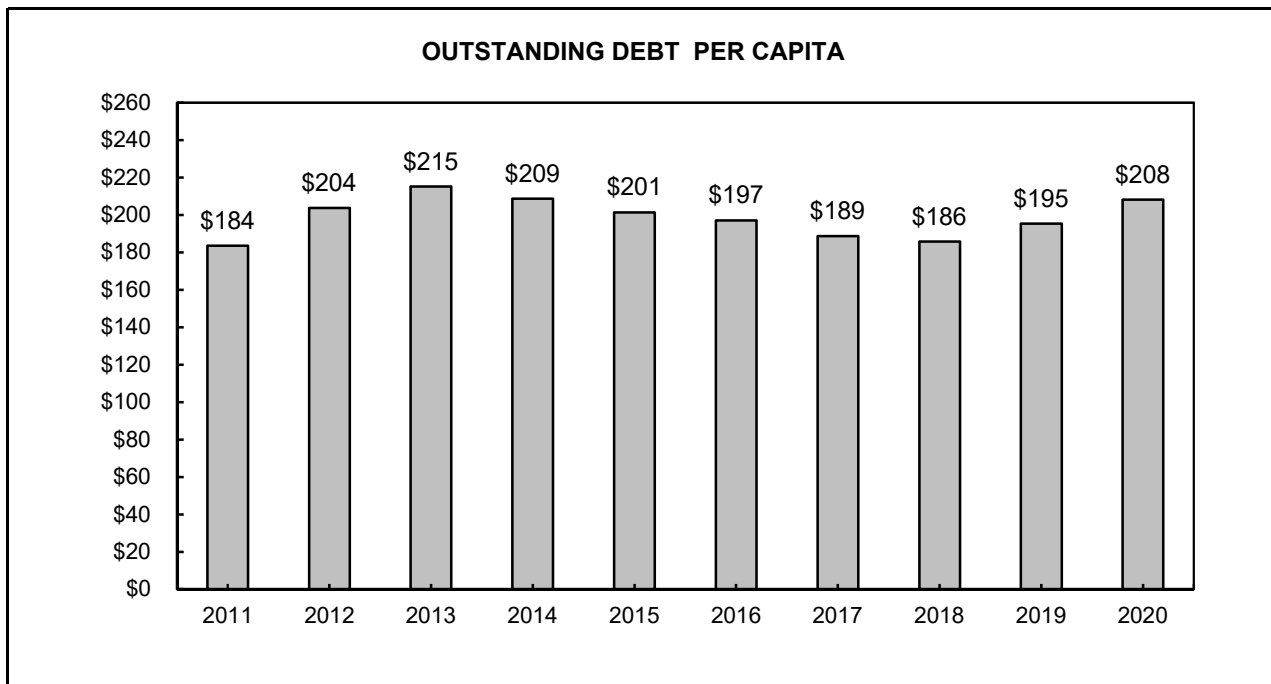
-In 2011, the County refinanced \$9.9 million of debt issued in 2003 & 2004 resulting in future interest savings.

-In 2012, the County refinanced \$6,635,000 of the debt issued in 2005.

-In 2013, the County refinanced \$4,550,000 of the debt issued in 2006.

-In 2014, the County refinanced \$4,255,000 of the debt issued in 2007.

-In 2020, the County refinanced \$10.5 million of debt issued in 2011, 2012, & 2013 resulting in future interest savings.



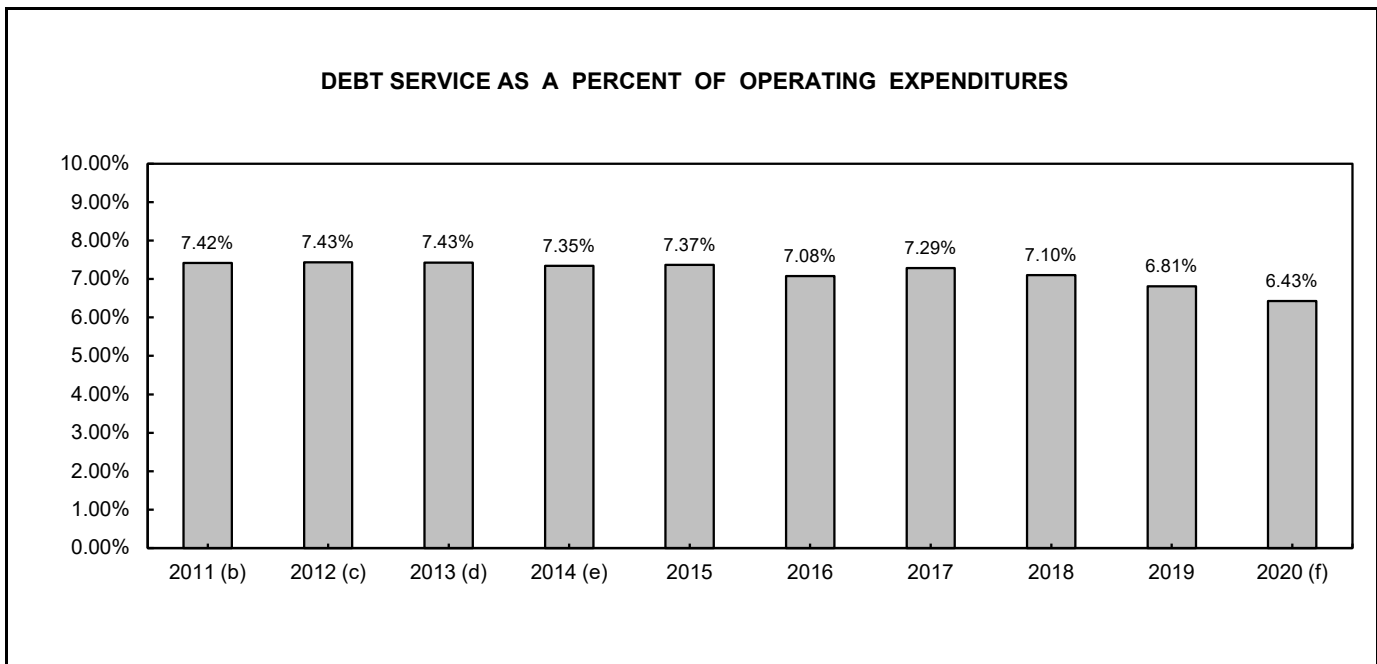
<u>Year</u>	<u>Current Year Borrowing</u>	<u>Outstanding Debt</u>	<u>Population</u>	<u>Debt Per Capita</u>
2011 *	\$10,000,000	\$71,660,000	390,267	\$184
2012 *	\$20,000,000	\$79,665,000	390,914	\$204
2013 *	\$17,000,000	\$84,235,000	391,478	\$215
2014 *	\$10,000,000	\$81,970,000	392,761	\$209
2015	\$10,000,000	\$79,335,000	393,927	\$201
2016	\$11,500,000	\$78,130,000	396,449	\$197
2017	\$10,000,000	\$75,125,000	398,236	\$189
2018	\$12,500,000	\$74,595,000	401,446	\$186
2019	\$17,500,000	\$79,330,000	405,991	\$195
2020 *	\$18,000,000	\$84,678,000	406,785	\$208

* Does not include debt issued to refinance prior year issues.

Table 12
DEBT SERVICE AS A PERCENT OF OPERATING EXPENDITURES

Debt service includes principal and interest payments on general county debt obligations borrowed for capital project expenditures. Debt service payments are examined relative to general operating expenditures including special revenue funds. As a fixed cost, debt service can reduce expenditure flexibility. According to the International City Management Association (ICMA), if debt service as a percent of operating expenditures is below 10%, the credit industry views this situation favorably. If it exceeds 20%, potential risk exists. County debt service has remained stable in proportion to increases in general operating expenditures. Overall, the county is still below the 10% threshold. Increases reflect a continued emphasis on capital needs including major highway and facility projects. The debt burden is managed in relation to the funding requirements of the Five-Year Capital Plan.

The county has used defeasement and refunding activity to manage debt service. In 2011, the county borrowed \$10 million and also refinanced \$9.9 million of debt issued in 2003 and 2004. In April 2012, \$6.6 million of the 2005 notes were refunded. In 2013, \$4.6 million of 2006 notes were refunded. In 2014, \$4.3 million of the 2007 notes were refunded. In 2020, \$10.5 million of debt issued in 2011, 2012, and 2013 was refinanced.

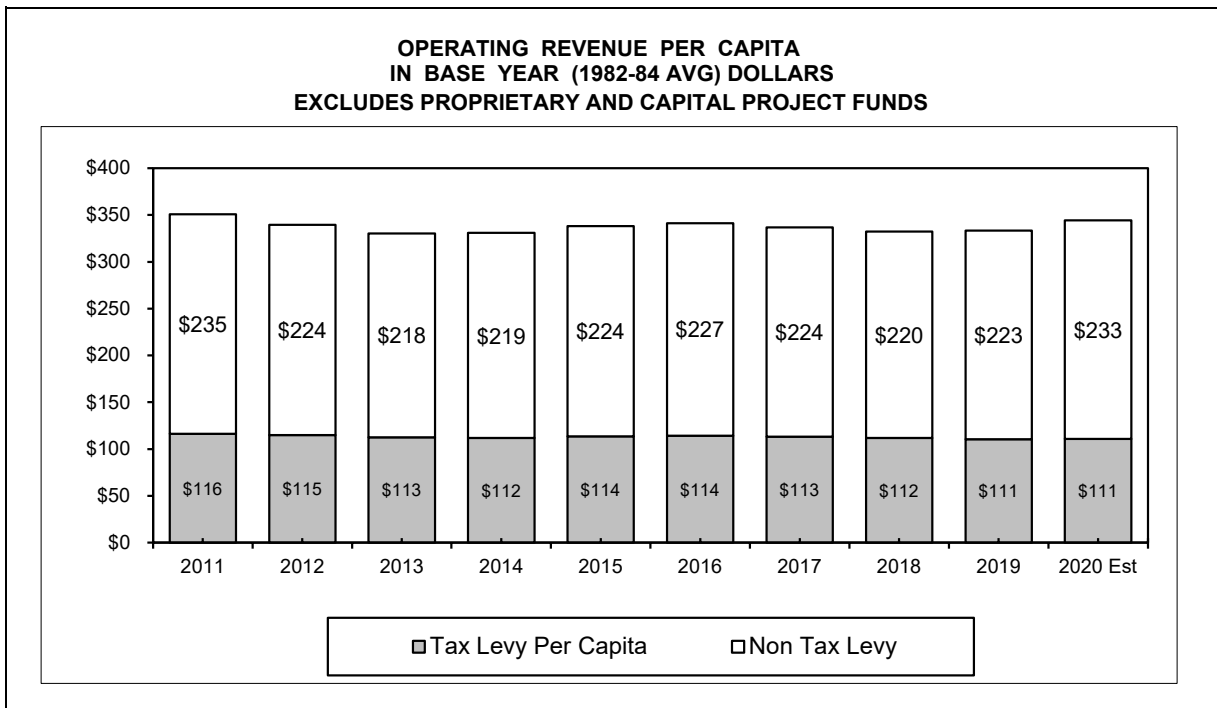


<u>Year</u>	<u>Debt Service</u>	<u>Operating Expenditures (a)</u>	<u>Percent</u>
2011 (b)	\$14,260,230	\$192,232,670	7.42%
2012 (c)	\$14,025,660	\$188,709,358	7.43%
2013 (d)	\$14,420,889	\$194,095,730	7.43%
2014 (e)	\$14,117,312	\$192,183,796	7.35%
2015	\$14,435,805	\$195,929,802	7.37%
2016	\$14,353,616	\$202,866,417	7.08%
2017	\$14,731,180	\$202,117,736	7.29%
2018	\$14,628,840	\$205,984,302	7.10%
2019	\$14,491,429	\$212,744,837	6.81%
2020 (f)	\$14,484,600	\$225,254,196	6.43%

- (a) Operating expenditures include general fund, special revenue, and debt service funds (excludes proprietary and capital project funds). Expenditures exclude interdepartmental charges to avoid double-counting.
- (b) Excludes debt service to refinance \$9.9 million in debt issued in 2003 and 2004.
- (c) Excludes debt service to refinance \$6.6 million of the 2005 issue.
- (d) Excludes debt service to refinance \$4.6 million of the 2006 issue.
- (e) Excludes debt service to refinance \$4.3 million of the 2007 issue.
- (f) Excludes debt service to refinance \$10.5 million of the 2011, 2012, and 2013 issue.

**Table 13
OPERATING REVENUES PER CAPITA**

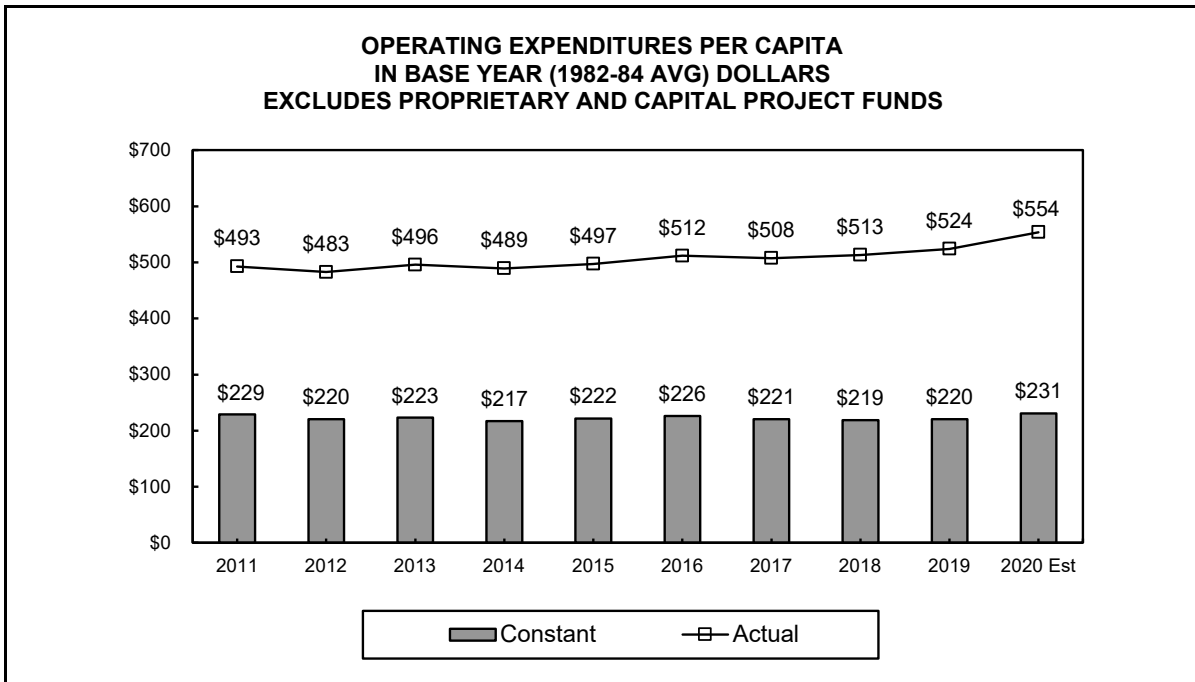
Operating revenue per capita shows how revenues are changing relative to changes in the levels of population. Revenues include General Fund, special revenue and Debt Service funds. Revenue sources include tax levy, intergovernmental revenues, charges for services, fines/forfeitures and licenses/permits, but exclude interdepartmental charges to avoid double-counting. Total revenues are adjusted for inflation with the base year being 1982-1984 average. 2012 includes reductions in state revenue due to a change to shift administration of the Children Long Term Support (CLTS) Program to a third-party administrator (\$3.5 million), as well as state revenue reductions included in the 2011-2013 state budget for Youth Aids, Child Support and General Transportation Aids. However, in 2013 state officials issued an opinion that CLTS payments (mentioned above) to the third-party administrator are grant expenditures and need to be recognized in county financial records, increasing pass-through revenues and expenditures by over \$3 million. Lower revenues in 2013 and 2014 are largely due to lower investment income from historically low interest rates. Increasing revenues for 2015-2019 include targeted funding for Mental Health treatment and CLTS services.



Year	Oper. Revenues With Tax Levy	W.C. Property Tax Levy	Consumer Price Index	Revenues Base Year	Population	Per Capita
2011	\$196,702,097	\$97,378,950	214.7	\$91,598,840	390,267	\$235
2012	\$192,216,535	\$98,516,081	219.1	\$87,730,048	390,914	\$224
2013	\$189,426,247	\$97,969,581	222.2	\$85,261,848	391,478	\$218
2014	\$194,213,682	\$98,957,976	225.4	\$86,154,456	392,761	\$219
2015	\$198,204,796	\$100,389,114	224.2	\$88,401,408	393,927	\$224
2016	\$203,255,018	\$102,535,428	226.1	\$89,890,108	396,449	\$227
2017	\$204,958,476	\$103,526,141	229.9	\$89,161,226	398,236	\$224
2018	\$207,365,341	\$105,154,181	234.3	\$88,507,978	401,446	\$220
2019	\$215,159,249	\$106,766,564	237.8	\$90,488,211	405,991	\$223
2020 Est	\$227,846,055	\$108,385,305	240.2	\$94,875,073	406,785	\$233

**Table 14
OPERATING EXPENDITURES PER CAPITA**

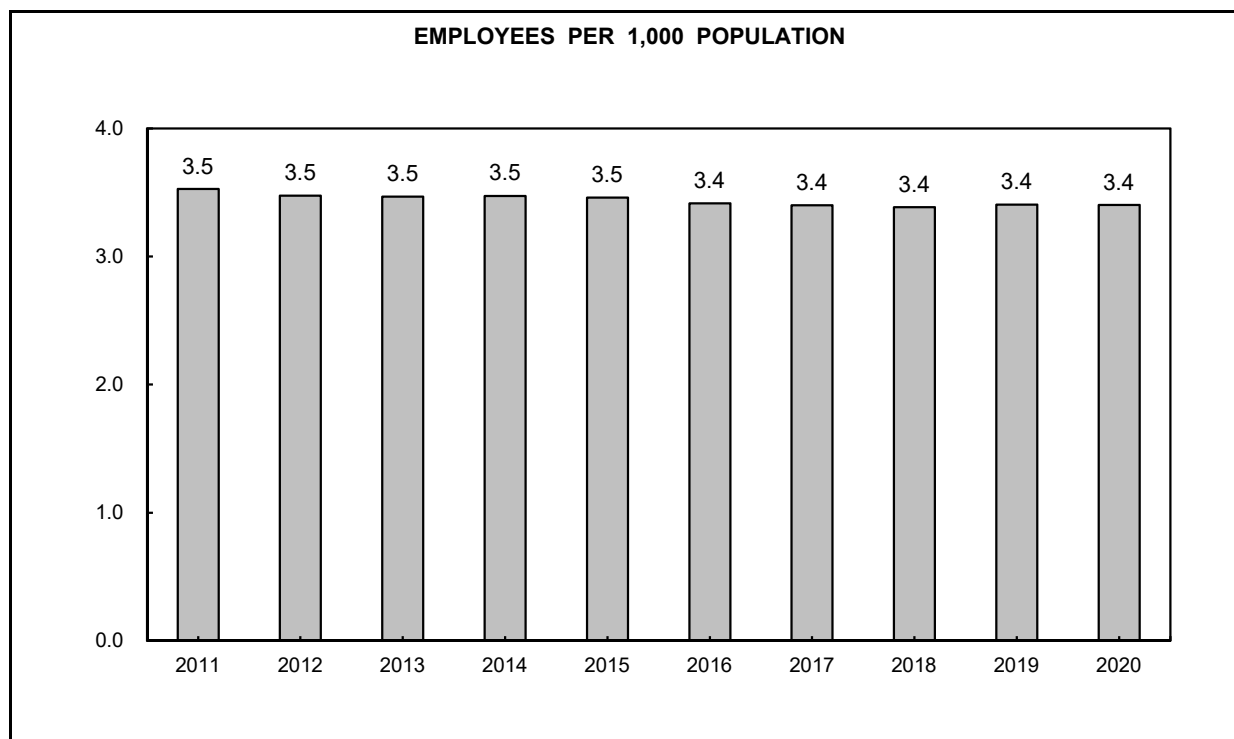
Changes in expenditures (1982-1984 base year dollars) per capita reflect changes in expenditures relative to changes in population. Expenditures include General Fund, special revenue and Debt Service funds (excludes proprietary and Capital Project funds). Expenditures exclude interdepartmental charges to avoid double-counting. Debt Service also excludes the one-time expenditures for debt retirement. In 2012, the State Budget repair bill required most county employees (except for protective classifications) to make 50% contribution to their pension in the Wisconsin Retirement System, which reduced expenditures by \$3.5 million. The state budget also transferred the payments (\$3.5 million) for the Children Long Term Support Program to a third party administrator. However, in 2013 state officials issued an opinion that these payments to the third-party administrator are grant expenditures and need to be recognized in county financial records, increasing pass-through revenues and expenditures by over \$3 million. Expenditure trends for 2015-2019 reflect Health and Human Service client needs, partially funded with targeted state revenues.



Year	Expenditures	Consumer Price			Per Capita	
		Index	Base Year	Population	Actual	Base Year
2011	\$192,232,670	214.7	\$89,517,549	390,267	\$493	\$229
2012	\$188,709,358	219.1	\$86,129,328	390,914	\$483	\$220
2013	\$194,095,730	222.2	\$87,363,609	391,478	\$496	\$223
2014	\$192,183,796	225.4	\$85,253,985	392,761	\$489	\$217
2015	\$195,929,802	224.2	\$87,386,737	393,927	\$497	\$222
2016	\$202,866,417	226.1	\$89,718,248	396,449	\$512	\$226
2017	\$202,117,736	229.9	\$87,925,444	398,236	\$508	\$221
2018	\$205,984,302	234.3	\$87,914,768	401,446	\$513	\$219
2019	\$212,744,837	237.8	\$89,472,797	405,991	\$524	\$220
2020 Est	\$225,254,196	240.2	\$93,795,823	406,785	\$554	\$231

**Table 15
EMPLOYEES PER 1,000 POPULATION**

The number of employees reflect the number of budgeted regular full-time and part-time positions stated in full time equivalents (FTE) for each year. Since personnel costs represent a significant portion of the county's operating budget, changes in FTE in relation to the population provide another means of assessing the growth in county operations. Decreases may indicate changes in the productivity of employees. For 2011, the budget includes a net reduction of 11.26 FTE regular positions mostly due to reductions in the Park, Environment, Education and Land Use and the Public Works functional areas, with a minimal increase in the county's population which results in dropping the ratio to 3.50 FTE/1,000 population (from 3.60 FTE in 2010). The 2012 budget further decreased positions a net 18.69 FTE, including 3.50 FTE in Courts and 5.00 FTE expanding contracting of housekeeping services. During mid-year 2013, a net 9 full-time positions were created in the Health and Human Services department, mostly federally-funded positions to assist with the implementation of the Affordable Care Act. The 2015 adopted budget reduced regular staff levels by 4.67 FTE mostly in Health and Human Services, mostly due to 5.00 FTE reduction of federally-funded positions that assisted with the implementation of the Affordable Care Act. The 2016 adopted budget reduced positions by 9.35 FTE mostly due to reductions in Health and Human Services, Park, Environment, Education and Land Use, Clerk of Courts, Register of Deeds, Sheriff, and Administration. Net regular FTE in the 2017 budget remain at the 2016 level, but includes additional 6.75 FTE in the Justice and Public Safety area offset by position reductions elsewhere in the budget. This includes four additional positions at the Waukesha County Communication Center largely due to the Village of Menomonee Falls joining county dispatch. The 2018 budget increases net regular positions by 4.50 FTE in Health and Human Services, Administration, Corporation Counsel and Sheriff departments. Circuit Court services reduced a net of four positions. The 2019 budget increased positions by 23.00 FTE and includes 12.00 FTE that were approved mid-year 2018 for HHS-ADRC, replacing contracted staff. The 2020 budget increases net regular positions by 2.00 FTE.



<u>Year</u>	<u>Employees*</u>	<u>Population</u>	<u>Employees per 1,000 Population</u>
2011	1,376	390,267	3.5
2012	1,358	390,914	3.5
2013	1,357	391,478	3.5
2014	1,364	392,761	3.5
2015	1,363	393,927	3.5
2016	1,354	396,449	3.4
2017	1,354	398,236	3.4
2018	1,359	401,446	3.4
2019	1,382	405,991	3.4
2020	1,384	406,785	3.4

* Excludes temporary extra help, seasonals, and limited term employees

Table 16
BUDGETED PERSONNEL COSTS AS A PERCENT OF NET OPERATING BUDGET
(ALL FUNDS)

	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
Personnel Costs	\$120,837,078	\$124,253,743	\$128,327,698	\$132,555,134	\$136,687,836
Total Net Oper Expenditures (w/o Capital Projects & Interdepartmental Charges)	\$229,483,567	\$235,948,784	\$243,145,988	\$252,195,765	\$252,856,881
Percent of Net Operating Budget	52.7%	52.7%	52.8%	52.6%	54.1%

BUDGETED SALARY AND BENEFIT COST BREAKDOWN
(ALL FUNDS)

	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
Salaries and wages (a)	\$87,933,571	\$90,442,598	\$94,182,967	\$97,137,703	\$99,203,848
Employee Benefits (b)	<u>\$32,903,507</u>	<u>\$33,811,145</u>	<u>\$34,144,731</u>	<u>\$35,417,431</u>	<u>\$37,483,988</u>
Total Personnel Costs	\$120,837,078	\$124,253,743	\$128,327,698	\$132,555,134	\$136,687,836
Benefits as % of Total Salaries	37.4%	37.4%	36.3%	36.5%	37.8%

(a) Salaries and wages include salaries of regular full-time and part-time employees, overtime costs, limited term, seasonal extra help employees pay, per diems, educational incentives and earned vacation pay.

(b) Amounts include compensated benefit cost only. Does not include value of paid time off such as vacation which is included in the salaries amounts.

Table 17
GENERAL COUNTY TAX LEVY PERCENT OF TOTAL NET EXPENDITURES
(2017 - 2021)

	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Gross Expenditures					
Operating	\$267,526,585	\$274,818,700	\$282,263,434	\$292,485,503	\$294,850,970
Capital	<u>\$16,863,400</u>	<u>\$18,786,300</u>	<u>\$25,005,200</u>	<u>\$27,794,700</u>	<u>\$19,201,900</u>
TOTAL GROSS EXPENDITURES	\$284,389,985	\$293,605,000	\$307,268,634	\$320,280,203	\$314,052,870
Less: Interdepartmental Charges	<u>\$38,043,018</u>	<u>\$38,869,916</u>	<u>\$39,117,446</u>	<u>\$40,289,738</u>	<u>\$41,994,089</u>
TOTAL NET EXPENDITURES	\$246,346,967	\$254,735,084	\$268,151,188	\$279,990,465	\$272,058,781
Operating % of Net Expenditures	93.2%	92.6%	90.7%	90.1%	92.9%
Capital % of Net Expenditures	6.8%	7.4%	9.3%	9.9%	7.1%
General County Tax Levy *					
Operating	\$100,052,099	\$101,675,375	\$103,307,119	\$104,846,556	\$106,297,468
Capital**	<u>\$1,747,000</u>	<u>\$1,747,000</u>	<u>\$1,055,927</u>	<u>\$1,355,927</u>	<u>\$1,515,927</u>
TOTAL COUNTY GENERAL TAX LEVY	\$101,799,099	\$103,422,375	\$104,363,046	\$106,202,483	\$107,813,395
Operating Levy % of General County Levy	98.3%	98.3%	99.0%	98.7%	98.6%
Capital Levy % of General County Levy**	1.7%	1.7%	1.0%	1.3%	1.4%
General County Tax Levy % of Total Net Expenditures	41.3%	40.6%	38.9%	37.9%	39.6%

* Total Levy Excluding Bridges Library System.

** Property tax levy funding for capital projects decreases about \$691,000 in 2019 mainly due to a new state law exempting machinery, tools, and patterns (not used in manufacturing) from the personal property tax, which is offset by a state personal property aid payment of about \$744,000.

Table 18
OPERATING & CAPITAL BUDGET SUMMARY WITH YEAR TO DATE INFORMATION

Note: State law (Wis Stats. Chap.65.90) requires budgets to include actual expenditures and revenues for not less than the first 6 months of the current year.

OPERATING BUDGET	2019	2020	2020	2020	2021	CHANGE FROM 2020	
	ACTUAL (a)	ADOPTED BUDGET	MODIFIED BUDGET (c)	ACTUAL YTD (a)(b)(c)		BUDGET	ADOPTED BUDGET
						\$	%
EXPENDITURES							
PERSONNEL COSTS	\$ 127,175,656	\$ 132,555,134	\$ 137,244,073	\$ 83,073,991	\$ 136,687,836	\$ 4,132,702	3.12%
OPERATING EXPENSES	\$ 109,439,652	\$ 121,700,947	\$ 134,427,914	\$ 75,462,120	\$ 119,705,179	\$ (1,995,768)	-1.64%
INTERDEPT. CHARGES	\$ 21,032,317	\$ 22,033,893	\$ 22,350,260	\$ 17,810,362	\$ 22,176,095	\$ 142,202	0.65%
FIXED ASSET & IMPROVEMENTS	\$ 599,276	\$ 1,250,750	\$ 1,704,874	\$ 749,918	\$ 1,408,266	\$ 157,516	12.59%
DEBT SERVICE (c)	\$ 14,491,429	\$ 14,944,779	\$ 25,457,779	\$ 24,221,376	\$ 14,873,594	\$ (71,185)	-0.48%
TOTAL EXPENDITURES	\$ 272,738,330	\$ 292,485,503	\$ 321,184,900	\$ 201,317,767	\$ 294,850,970	\$ 2,365,467	0.81%
REVENUES							
GEN'L GOVT. REVENUES	\$ 62,747,058	\$ 70,196,495	\$ 85,488,190	\$ 37,010,073	\$ 71,258,735	\$ 1,062,240	1.51%
FINES & LICENSES	\$ 3,015,313	\$ 3,173,340	\$ 3,173,340	\$ 2,010,664	\$ 3,154,110	\$ (19,230)	-0.61%
CHARGES FOR SERVICES	\$ 38,405,446	\$ 40,161,311	\$ 40,350,423	\$ 24,786,557	\$ 39,991,758	\$ (169,553)	-0.42%
INTERDEPART. REVENUES	\$ 37,830,769	\$ 40,289,738	\$ 40,289,738	\$ 30,196,177	\$ 41,994,089	\$ 1,704,351	4.23%
OTHER REVENUES (c)	\$ 18,471,833	\$ 19,021,418	\$ 30,892,305	\$ 19,837,178	\$ 18,170,115	\$ (851,303)	-4.48%
TOTAL REVENUES	\$ 160,470,419	\$ 172,842,302	\$ 200,193,996	\$ 113,840,649	\$ 174,568,807	\$ 1,726,505	1.00%
RETAINED EARNINGS	\$ (1,279,655)	\$ 685,229	\$ 685,229		\$ 234,572	\$ (450,657)	-65.77%
TRANSFERS/FUND BALANCE USED	\$ 6,716,923	\$ 10,572,667	\$ 11,920,370		\$ 10,090,345	\$ (482,322)	-4.56%
TAX LEVY	\$ 106,830,643	\$ 108,385,305	\$ 108,385,305	NA	\$ 109,957,246	\$ 1,571,941	1.45%

CAPITAL BUDGET	2019	2020	2020	2020	2021	CHANGE FROM 2020	
	ACTUAL	ADOPTED BUDGET	MODIFIED BUDGET	ACTUAL YTD (a)		BUDGET	ADOPTED BUDGET
						\$	%
EXPENDITURES	\$ 19,627,194	\$ 27,794,700	\$ 56,130,453	\$ 32,101,103	\$ 19,201,900	\$ (8,592,800)	-30.92%
REVENUES	\$ 21,413,198	\$ 22,483,873	\$ 22,513,873	\$ 20,534,865	\$ 17,187,356	\$ (5,296,517)	-23.56%
TRANSFERS/FUND BALANCE USED	\$ (2,841,931)	\$ 3,954,900	\$ 32,260,653		\$ 498,617	\$ (3,456,283)	-87.39%
TAX LEVY	\$ 1,055,927	\$ 1,355,927	\$ 1,355,927	NA	\$ 1,515,927	\$ 160,000	11.80%

- (a) Certain non-budgeted revenues are excluded from 2019 actuals and year-to-date 2020 actuals in this summary.
- (b) 2020 Actual Year to Date figures include financial and encumbrance activity through eight months.
- (c) 2020 Debt Services expenditures and revenues include the refinancing of \$10.5 million debt issued in 2011, 2012, and 2013 debt.

BUDGETED POSITIONS 2019-2021 - SUMMARY BY DEPARTMENT

BY DEPARTMENT	2019 Year End	2020 Adopted Budget	2020 Modified Budget	2021 Budget	Incr/(Decr) From 2020 Adpt Budget
Administration (Includes End User Operations & Tech.)	94.50	94.20	94.20	93.20	(1.00)
Bridges Library System	6.63	7.70	7.70	7.70	0.00
Circuit Court Services	81.50	81.50	81.50	81.13	(0.37)
Corporation Counsel	41.00	41.00	41.00	41.00	0.00
County Board	5.00	4.50	4.50	4.50	0.00
County Clerk	4.00	5.00	5.00	5.00	0.00
County Executive	4.65	4.65	4.65	4.65	0.00
District Attorney	32.50	33.50	33.50	33.50	0.00
Emergency Preparedness	66.40	65.40	65.40	65.40	0.00
Health & Human Services	404.35	408.45	411.45	415.96	7.51
Medical Examiner	16.00	14.50	14.50	14.50	0.00
Parks & Land Use	103.00	103.84	104.84	101.59	(2.25)
Public Works	135.60	135.60	135.60	133.50	(2.10)
Register Of Deeds	16.60	16.15	16.15	15.90	(0.25)
Sheriff	362.50	360.50	362.50	359.00	(1.50)
Treasurer	5.00	5.00	5.00	5.00	0.00
UW-Extension	2.70	2.85	2.85	2.70	(0.15)
Total Regular Positions (FTE)	1,381.93	1,384.34	1,390.34	1,384.23	(0.11)
Total Extra-Help Positions (FTE)	117.50	113.53	113.53	120.86	7.33
Total Overtime Positions (FTE)	24.89	24.38	24.38	24.31	(0.07)
TOTAL POSITION EQUIVALENTS COUNTY-WIDE	<u>1,524.32</u>	<u>1,522.26</u>	<u>1,528.26</u>	<u>1,529.41</u>	<u>7.15</u>

SIGNIFICANT CHANGES FOR 2021:

- Budgeted Full-Time Equivalents (FTEs) increase by a net of 7.15, including temporary extra help and overtime.
- There is a net decrease of 0.11 FTE budgeted regular positions
- Temporary extra help increases by 7.33 FTE (about 15,250 hours), and budgeted overtime decreases 0.07 FTE (about 145.6 hours).

**SUMMARY OF NET CHANGE IN FUNDED REGULAR FULL-TIME/PART-TIME FTE
POSITIONS IN 2021 BUDGET BY POSITION TITLE**

Dept	Fund	Program	Position Title	FTE
2021 Budget Position Reclassified				
Administration	General	Administrative Services	Administrative Specialist	1.00
Administration	General	Administrative Services	Administrative Assistant	(1.00)
Bridges Library System	State Aid Fed. & Misc	State Aid Federal and Misc	Departmental Executive Assistant	0.70
Bridges Library System	State Aid Fed. & Misc	State Aid Federal and Misc	Administrative Specialist	(0.70)
Circuit Court Services	General	Criminal & Traffic	Senior Fiscal Specialist	1.00
Circuit Court Services	General	Criminal & Traffic	Senior Administrative Specialist	(1.00)
Corporation Counsel	General	Child Support	Senior Child Support Specialist	1.00
Corporation Counsel	General	Child Support	Child Support Specialist	(1.00)
Corporation Counsel	General	Child Support	Senior Child Support Specialist	1.00
Corporation Counsel	General	Child Support	Child Support Specialist	(1.00)
District Attorney	General	Prosecution /Admin Services	Senior Administrative Specialist	1.00
District Attorney	General	Prosecution /Admin Services	Administrative Specialist	(1.00)
Emergency Preparedness	General	Communication Center Operations	Departmental Executive Assistant	1.00
Emergency Preparedness	General	Communication Center Operations	Administrative Specialist	(1.00)
Health & Human Services	General	Administrative Services	Programs and Projects Analyst	1.00
Health & Human Services	General	Administrative Services	Office Services Coordinator	(1.00)
Parks & Land Use	General	Retzer Nature Center	Administrative Specialist	1.00
Parks & Land Use	General	Retzer Nature Center	Administrative Assistant	(1.00)
Parks & Land Use	General	Planning & Zoning	Senior Planner	1.00
Parks & Land Use	General	Planning & Zoning	Senior Land Use Specialist	(1.00)
Public Works	Transportation	Highway Operations	Fiscal Assistant	1.00
Public Works	Transportation	Highway Operations	Administrative Specialist	(1.00)
Public Works	Transportation	Highway Operations	Fiscal Specialist	1.00
Public Works	Transportation	Highway Operations	Fiscal Assistant	(1.00)
Sheriff	General	Administrative Services	Senior Administrative Specialist	1.00
Sheriff	General	Administrative Services	Administrative Specialist	(1.00)
Subtotal 2021 Budget Positions Reclassified				-
2021 Budget Position Created				
Administration	End User Tech	IT Business & Infrastructure Services	Principal Information Tech. Prof	1.00
District Attorney	General	VOCA	Victim Witness Specialist	1.00
Health & Human Services	General	Administrative Services	Programs and Projects Analyst	1.00
Health & Human Services	General	Administrative Services	Support Staff Supervisor	1.00
Health & Human Services	General	Children with Special Needs	Human Services Support Specialist	1.00
Health & Human Services	General	Children with Special Needs	Social Worker	1.00
Health & Human Services	General	Mental Health Center	Registered Nurse	1.00
Health & Human Services	General	Mental Health Center	Registered Nurse	1.00
Health & Human Services	General	Mental Health (all programs)	Psychometric Technician	0.50
Health & Human Services	General	Mental Health Outpatient - Clinical	Senior Clinical Psychologist	0.50
Health & Human Services	ADRC Contract	ADRC Contract Fund	Human Services Supervisor *	1.00
Health & Human Services	ADRC Contract	ADRC Contract Fund	Senior ADRC Specialist *	0.50
Public Works	Transportation	Eng Sevices	Senior Civil Engineer	1.00
Sheriff	General	General Patrol	Lieutenant	1.00
Sheriff	General	General Patrol	Lieutenant	1.00
Subtotal 2021 Budget Positions Created				13.50
2021 Budget Positions Abolished				
Administration	End User Tech	IT Bus. And Infrastructure Services	Centralized Records Supervisor	(1.00)
District Attorney	General	VOCA	Victim Witness Counselor	(1.00)
Health & Human Services	General	Mental Health Outpatient - Clinical	Senior Clinical Psychologist	(1.00)
Parks & Land Use	Golf	Wanaki	Park Maintenance Worker	(1.00)
Parks & Land Use	General	Parks Programs + Wanaki	Golf Course Clubhouse Supervisor 18 Hole	(1.00)
Public Works	Transportation	Eng Sevices	Senior Civil Engineer	(0.60)
Public Works	General	Housekeeping	Building Service Worker	(1.00)
Register of Deeds	General	Land Records	Support Staff Supv	(0.25)
Subtotal 2021 Budget Positions Abolished				(6.85)

**SUMMARY OF NET CHANGE IN FUNDED REGULAR FULL-TIME/PART-TIME FTE
POSITIONS IN 2021 BUDGET BY POSITION TITLE**

Dept	Fund	Program	Position Title	FTE
2021 Budget Position Unfunded (But Not Abolished)				
Administration	General	Administrative Services	Administrative Specialist	(0.50)
Administration	End User Tech	IT Bus. And Infrastructure Services	Information Technology Technician	(0.50)
Circuit Court Services	General	Administrative Services	Court Reporter	(0.37)
Health & Human Services	General	Administrative Services	Administrative Specialist	(1.00)
Health & Human Services	General	Administrative Services	Administrative Assistant	(1.00)
Health & Human Services	General	Mental Health Center	Chief Psychiatrist	(1.00)
Parks & Land Use	Ice Arena Funds	Eble Ice Arena	Administrative Assistant (RPT)	(0.75)
Parks & Land Use	General	Planning & Zoning	Administrative Specialist	(1.00)
Public Works	General	Housekeeping	Building Service Worker	(0.50)
Public Works	Transportation	County Operations	Patrol Worker	(1.00)
Sheriff	General	Process /Warrant Service	Deputy Sheriff	(1.00)
Sheriff	General	Court Security	Deputy Sheriff	(1.00)
Sheriff	General	General Investigations	Detective	(1.00)
Sheriff	General	Administrative Services	Programs & Projects Analyst	(1.00)
Subtotal 2021 Budget Positions Unfunded (But Not Abolished)				(11.62)
2021 Positions Sunset				
Sheriff	General	Court Tower Staffing	Correctional Officers	(0.50)
Sheriff	General	Court Tower Staffing	Correctional Officers	(0.50)
Sheriff	General	Court Tower Staffing	Correctional Officers	(0.50)
Subtotal Sunset Position Changes				(1.50)
2021 Positions Refunded				
Parks & Land Use	General	Septic/Well/Lab	Environmental Health Specialist	0.50
Subtotal Refunded Position Changes				0.50
2020 Refunds				
Circuit Court Services	General	Criminal and Traffic Division	Administrative Specialist	1.00
Circuit Court Services	General	Civil and Small Claim Division	Administrative Specialist	0.50
Circuit Court Services	General	Civil and Small Claim Division	Administrative Specialist	0.50
Circuit Court Services	General	Administrative Services	Administrative Specialist	1.00
Circuit Court Services	General	Administrative Services	Administrative Specialist	1.00
Parks & Land Use	General	Parks	Park Maintenance Worker	1.00
Subtotal of 2020 Positions Refunds				5.00
2020 Current Year Unfunded Positons				
Circuit Court Services	General	Civil and Small Claim Division	Administrative Assistant	(1.00)
Circuit Court Services	General	Criminal and Traffic Division	Administrative Assistant	(1.00)
Circuit Court Services	General	Administrative Services	Administrative Assistant	(1.00)
Circuit Court Services	General	Administrative Services	Administrative Assistant	(1.00)
Subtotal of 2020 Positions Refunds				(4.00)
2020 Increase (Decrease) Positions				
Health & Human Services	General	Public Health	Public Health Technician	0.01
UW Extension	General	Strenthening Cnty Cit., Fam & Comm	Administrative Specialist	(0.15)
Subtotal of 2020 Positions Increased				(0.14)
2020 Current Year Positions Created				
Health & Human Services	General	Intake and Shared Services	Social Worker	1.00
Health & Human Services	General	Children with Special Needs	Health & Human Svs Coord	1.00
Health & Human Services	General	Administrative Services	Fiscal Specialist	1.00
Sheriff	General	General Patrol	Deputy Sheriff	1.00
Sheriff	General	General Investigations	Detective	1.00
Subtotal 2020 Current Year Positions created				5.00
Total 2021 Net Change in Authorized Positions				(0.11)

*These are positions include sunset clauses. Position will be reduced or terminated if funding is reduced or terminated.

**REGULAR FULL-TIME / PART - TIME
BUDGETED POSITIONS SUMMARY 2019-2021
(INCLUDES EXTRA HELP AND OVERTIME)**

DEPARTMENTS BY FUND & FUNCTIONAL AREA	FUND	2019 Actual	Change from 2019	2020 Budget	Change from 2020	2021 Budget
Emergency Preparedness	General	61.05	(1.00)	60.05	-	60.05
Emergency Preparedness	Radio Services	5.35	-	5.35	-	5.35
District Attorney	General	32.50	1.00	33.50	-	33.50
Circuit Court Services	General	81.50	-	81.50	(0.37)	81.13
Medical Examiner	General	16.00	(1.50)	14.50	-	14.50
Sheriff	General	362.50	(2.00)	360.50	(1.50)	359.00
Justice and Public Safety		558.90	(3.50)	555.40	(1.87)	553.53
Corporation Counsel	Child Support - General Fund	29.15	-	29.15	-	29.15
Health & Human Services	General Fund	369.61	5.19	374.80	6.06	380.86
Health & Human Services	Aging & Disab. Res. Center Contract Fund	34.74	(1.09)	33.65	1.45	35.10
Health and Human Services		433.50	4.10	437.60	7.51	445.11
Register Of Deeds	General	16.60	(0.45)	16.15	(0.25)	15.90
UW-Extension	General	2.70	0.15	2.85	(0.15)	2.70
Fed. Library	State Aids & Misc. Fund	5.88	1.07	6.95	-	6.95
Fed. Library	CAFÉ Shared Automation Fund	0.75	-	0.75	-	0.75
Parks & Land Use	General	82.66	0.30	82.96	0.70	83.66
Parks & Land Use	Golf Course	7.05	(0.23)	6.82	(1.92)	4.90
Parks & Land Use	Ice Arenas	4.91	-	4.91	(0.75)	4.16
Parks & Land Use	Materials Recycling Fund	4.53	0.00	4.53	(0.10)	4.43
Parks & Land Use	Community Development (a)	2.85	0.84	3.69	-	3.69
Parks & Land Use	Workforce Innovation Opportunity Act	1.00	(0.07)	0.93	(0.18)	0.75
Parks, Env., Educ., and Land Use		128.93	1.61	130.54	(2.65)	127.89
Public Works	General	42.90	(0.00)	42.90	(1.50)	41.40
Public Works	Transportation	75.70	-	75.70	(0.60)	75.10
Public Works	Central Fleet Maintenance	14.00	-	14.00	-	14.00
Public Works	Airport	3.00	-	3.00	-	3.00
Public Works		135.60	-	135.60	(2.10)	133.50
County Executive	General	4.65	-	4.65	-	4.65
County Board	General	5.00	(0.50)	4.50	-	4.50
County Clerk	General	4.00	1.00	5.00	-	5.00
Treasurer	General	5.00	-	5.00	-	5.00
Dept. Of Administration	General	56.70	(2.15)	54.55	(0.60)	53.95
Dept. Of Administration	Risk Management	2.95	(0.05)	2.90	-	2.90
Dept. Of Administration	Communications	0.00	-	0.00	-	0.00
Dept. Of Administration	Collections	6.90	(0.10)	6.80	-	6.80
Dept. Of Administration	End User Technology Fund	27.95	1.00	28.95	(0.40)	28.55
Dept. Of Administration	American Job Center	0.00	1.00	1.00	-	1.00
Corporation Counsel	General	11.85	-	11.85	-	11.85
General Administration		125.00	0.20	125.20	(1.00)	124.20
Total Regular (F.T. / P.T) Positions (FTE)		1381.93	2.41	1384.34	(0.11)	1384.23
Total Extra Help Positions (FTE)		117.50	(3.96)	113.53	7.33	120.86
Total Overtime Positions (FTE)		24.89	(0.51)	24.38	(0.07)	24.31
TOTAL POSITION EQUIVALENTS COUNTY-WIDE		1,524.32	(2.06)	1,522.26	7.15	1,529.41

For additional detail see the Budgeted Position Detail Summary for each Department

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

ADMINISTRATION - General Fund	19 Year End	20 Budget	21 Budget	Change
Administrative Services				
** Administrative Specialist	4.50	4.50	5.75	1.25
** Administrative Assistant	2.70	2.70	0.95	(1.75)
Business and Collections Services Manager	0.10	0.10	0.10	-
Human Resources Assistant	2.00	2.00	2.00	-
Office Services Coordinator	0.95	-	-	-
Extra Help	0.80	-	-	-
Overtime	-	-	-	-
Subtotal	11.05	9.30	8.80	(0.50)
Business Office				
Business and Collections Services Manager	0.50	0.60	0.60	-
Director of Administration	0.85	0.85	0.85	-
Financial Analyst	1.50	1.20	1.20	-
Fiscal Assistant	1.00	1.00	1.00	-
Principal Financial Project Analyst	-	0.75	0.75	-
Senior Financial Analyst	0.75	-	-	-
Senior Fiscal Specialist	1.00	1.00	1.00	-
* Workforce Development Center Coordinator	1.00	-	-	-
Extra Help	0.42	0.38	-	(0.38)
Overtime	-	-	-	-
Subtotal	7.02	5.78	5.40	(0.38)
Payroll				
Accounting Services Manager	0.25	0.25	0.25	-
Payroll Coordinator	1.00	1.00	1.00	-
Senior Financial Analyst	0.75	0.75	0.75	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	2.00	2.00	2.00	-
Accounting Services/Accounts Payable				
Accounting Services Manager	0.75	0.75	0.75	-
*** Fiscal Assistant	1.00	-	-	-
*** Fiscal Specialist	-	1.00	1.00	-
Principal Financial Project Analyst	2.00	1.00	1.00	-
Senior Financial Analyst	0.25	1.25	1.25	-
Senior Fiscal Specialist	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	5.00	5.00	5.00	-

* Sunset Position, position will be terminated or reduced if funding is terminated or reduced.

** 1.00 FTE approved Administrative Specialist underfill as Administrative Assistant in 2018

*** 1.00 FTE approved Fiscal Specialist underfilled as Fiscal Assistant in 2019

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

ADMINISTRATION - General Fund (cont.)	19 Year End	20 Budget	21 Budget	Change
Tax Listing				
Administrative Specialist	3.00	3.00	3.00	-
Senior Administrative Specialist	1.00	1.00	1.00	-
Community Service Representative	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	5.00	5.00	5.00	-
Budget Management				
Budget Manager	1.00	1.00	1.00	-
Budget Management Specialist	1.00	1.00	1.00	-
Senior Financial Budget Analyst	3.00	3.00	3.00	-
Extra Help - Budget Intern	0.69	0.69	0.69	-
Overtime	-	-	-	-
Subtotal	5.69	5.69	5.69	-
Human Resources				
Employee Benefits Administrator	1.00	1.00	1.00	-
Human Resources Analyst	1.00	-	-	-
Human Resources Manager	1.00	1.00	1.00	-
Principal Human Resources Analyst	1.00	1.00	1.00	-
Senior Human Resources Analyst	3.00	4.00	4.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	7.00	7.00	7.00	-
Purchasing				
Buyer	1.00	1.00	1.00	-
Principal Buyer	1.00	1.00	1.00	-
Risk/Purchasing Manager	0.25	0.25	0.25	-
Senior Buyer	2.00	2.00	2.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	4.25	4.25	4.25	-
Information Technology Solutions				
Information Technology Manager	0.25	0.25	0.25	-
**** Information Technology Technician	1.00	-	-	-
Principal Information Technology Professional	2.25	2.25	2.25	-
**** Senior Information Technology Professional	5.00	6.00	6.00	-
Solutions Administrator	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	9.50	9.50	9.50	-
Records Management Services				
Administrative Assistant	2.00	2.00	2.00	-
Centralized Records Supervisor	0.10	0.10	-	(0.10)
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	2.10	2.10	2.00	(0.10)

**** 1.00 FTE approved Senior Informational Tech. Professional is underfilled as an Information Tech. Technician in 2019

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

TOTAL ADMINISTRATION - General Fund	58.61	55.62	54.64	(0.98)
Regular Positions	56.70	54.55	53.95	(0.60)
Extra Help	1.91	1.07	0.69	(0.38)
Overtime	-	-	-	-

2021 BUDGET ACTIONS:

- Unfund: (0.50 FTE) Administrative Specialist in Administrative Services
- Increase: 0.75 FTE Administrative Specialist previously underfilled as Administrative Assistant in Administrative Services Division
- Decrease: (0.75 FTE) Administrative Assistant due to position being filled at the Administrative Specialist level
- Reclassify: 1.00 FTE Administrative Assistant in Administrative Services to Administrative Specialist
- Reduce: (0.38 FTE) Extra Help in Business Office
- Unfund: (0.10 FTE) Centralized Records Supervisor from Records Management Division

2020 CURRENT YEAR ACTIONS:

None

2020 BUDGET ACTIONS:

- Unfund: (0.95 FTE) Office Services Coordinator in Administrative Services
- Reduce: (0.80 FTE) Extra Help in Administrative Services
- Transfer: 0.10 FTE Business and Collections Services Manager from Collections to the Business Office
- Transfer: (0.30 FTE) Financial Analyst from Business Office to Emergency Preparedness-General Fund
- Transfer: 1.00 FTE Principal Financial Projects Analyst from Accounting to Business Office (0.75 FTE) and Collections (0.25 FTE)
- Transfer: 1.00 FTE Senior Financial Analyst from Business Office (0.75 FTE) and Collections (0.25 FTE) to Accounting
- Transfer: (1.00 FTE) Workforce Development Coordinator from Business Office to American Job Center Special Revenue Fund
- Reduce: (0.04 FTE) Extra Help in Business Office
- Reclassify: 1.00 FTE Human Resource Analyst to Senior Human Resource Analyst

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

ADMINISTRATION - End User Technology Fund	19 Year End	20 Budget	21 Budget	Change
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IT Business and Infrastructure Services

Business Services Administrator	1.00	1.00	1.00	-
Centralized Records Supervisor	0.90	0.90	-	(0.90)
Information Technology Analyst	2.00	2.00	2.00	-
Information Technology Infrastructure Administrator	1.00	1.00	1.00	-
Information Technology Manager	0.75	0.75	0.75	-
Information Technology Technician	1.00	1.00	0.50	(0.50)
* Principal Information Technology Professional	11.75	11.75	12.75	1.00
Records Management Analyst	1.00	1.00	1.00	-
* Senior Information Technology Professional	7.00	8.00	8.00	-
Extra Help	3.38	2.99	2.71	(0.28)
Overtime	-	-	-	-
Subtotal	29.78	30.39	29.71	(0.68)

Communications

Administrative Assistant	0.05	0.05	0.05	-
Financial Analyst	0.50	0.50	0.50	-
Information Technology Technician	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	0.01	0.01	0.01	-
Subtotal	1.56	1.56	1.56	-

* 1.00 FTE approved Principal Information Tech. Professional is underfilled as a Senior Information Tech. Professional in 2019

TOTAL ADMINISTRATION - End User Technology Fund	31.34	31.95	31.27	(0.68)
Regular Positions	27.95	28.95	28.55	(0.40)
Extra Help	3.38	2.99	2.71	(0.28)
Overtime	0.01	0.01	0.01	-

2021 BUDGET ACTIONS:

- Abolish: (0.90 FTE) Centralized Records Supervisor
- Create: 1.00 FTE Principal Information Technology Professional
- Unfund: (0.50 FTE) Information Technology Technician
- Reduce: (0.28 FTE) Temporary Extra Help in program IT Business and Infrastructure Services.

2020 CURRENT YEAR ACTIONS:

None

2020 BUDGET ACTIONS:

- Create: 1.00 FTE Senior Information Technology Professional**
- Reduce: (0.39 FTE) Temporary Extra Help

**This position will primarily support the Communications Center Information Technology System needs which was previously supported by a Communications Specialist position budgeted in the Emergency Preparedness Budget.

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

ADMINISTRATION - Risk Management Fund	19 Year End	20 Budget	21 Budget	Change
General/Auto Liability & Other Insurance				
Administrative Specialist	0.75	0.75	0.75	-
Director of Administration	0.10	0.10	0.10	-
Office Service's Coordinator	0.05	-	-	-
Principal Risk Management Analyst	0.20	0.20	0.20	-
Risk/Purchasing Manager	0.60	0.60	0.60	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	1.70	1.65	1.65	-
Worker's Compensation				
Administrative Specialist	0.25	0.25	0.25	-
Director of Administration	0.05	0.05	0.05	-
Principal Risk Management Analyst	0.80	0.80	0.80	-
Risk/Purchasing Manager	0.15	0.15	0.15	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	1.25	1.25	1.25	-
TOTAL ADMINISTRATION - Risk Management Fund	2.95	2.90	2.90	-
Regular Positions	2.95	2.90	2.90	-
Extra Help	-	-	-	-
Overtime	-	-	-	-

2021 BUDGET ACTIONS:

None

2020 CURRENT YEAR ACTIONS:

None

2020 BUDGET ACTIONS:

Unfund: (0.05 FTE) Office Services Coordinator position in General/Auto Liability & Other Insurance

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

ADMINISTRATION - Collections Fund	19 Year End	20 Budget	21 Budget	Change
Collections				
Administrative Assistant	0.25	0.25	-	(0.25)
Administrative Specialist	-	-	0.25	0.25
Business and Collections Services Manager	0.40	0.30	0.30	-
Collections Specialist	2.00	2.00	2.00	-
Collections Supervisor	-	1.00	1.00	-
Fiscal Specialist	1.00	1.00	1.00	-
Principal Financial Project Analyst	-	0.25	0.25	-
Senior Collections Specialist	3.00	2.00	2.00	-
Senior Financial Analyst	0.25	-	-	-
Extra Help	1.40	1.20	1.20	-
Overtime	-	-	-	-
Subtotal	8.30	8.00	8.00	-
TOTAL ADMINISTRATION - Collections Fund				
	8.30	8.00	8.00	-
Regular Positions	6.90	6.80	6.80	-
Extra Help	1.40	1.20	1.20	-
Overtime	-	-	-	-

2021 BUDGET ACTIONS:

Decrease: (0.25 FTE) Administrative Assistant due to the position being filled at the Administrative Specialist level

Increase: 0.25 FTE Administrative Specialist previously underfilled as an Administrative Assistant in Collections

2020 CURRENT YEAR ACTIONS:

None

2020 BUDGET ACTIONS:

Transfer Out: (0.10 FTE) Business and Collections Services Manager from Collections to the Business Office

Reclassify: 1.00 FTE Senior Collections Specialist to Collections Supervisor

Transfer In: 0.25 FTE Principle Financial Projects Analyst from Accounting to Business Office (0.75 FTE) and Collections (0.25 FTE)

Transfer Out: (0.25 FTE) Senior Financial Analyst from Business Office (0.75 FTE) and Collections (0.25 FTE) to Accounting

Reduce: (0.20 FTE) Extra Help in Collections

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

ADMINISTRATION - American Job Center	19 Year End	20 Budget	21 Budget	Change
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American Job Center

* Workforce Dev Ctr Coord	-	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	-	1.00	1.00	-

* Sunset Position, position will be terminated or reduced if funding is terminated or reduced.

TOTAL ADMINISTRATION - American Job Center	-	1.00	1.00	-
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Regular Positions	-	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-

2021 BUDGET ACTIONS:

None

2020 CURRENT YEAR ACTIONS:

None

2020 BUDGET ACTIONS:

Transfer In: 1.00 FTE Workforce Dev Ctr Coordinator from DOA Business Services to the American Job Center Fund

TOTAL ADMINISTRATION - All Funds	101.20	99.47	97.81	(1.66)
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Regular Positions	94.50	94.20	93.20	(1.00)
Extra Help	6.69	5.26	4.60	(0.66)
Overtime	0.01	0.01	0.01	-

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

BRIDGES LIBRARY SYSTEM	19 Year End	20 Budget	21 Budget	Change
STATE AID, FEDERAL AND MISC. FUND				
Payments to Member Libraries/Systems				
* Administrative Specialist	0.03	0.04	-	(0.04)
* Departmental Executive Assistant	-	-	0.04	0.04
* Director of Bridges Library System	0.30	0.30	0.30	-
Subtotal	0.33	0.34	0.34	-
Administrative Services				
* Administrative Specialist	0.55	0.62	-	(0.62)
* Departmental Executive Assistant	-	-	0.60	0.61
* Director of Bridges Library System	0.55	0.55	0.55	-
* Library Automation Coordinator	0.02	0.02	0.02	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	1.12	1.19	1.17	(0.02)
Resource Sharing				
* Administrative Specialist	0.03	0.03	-	(0.03)
* Departmental Executive Assistant	-	-	0.01	0.01
* Director of Bridges Library System	0.05	0.05	0.05	-
* Librarian	1.15	1.15	1.02	(0.13)
* Library Automation Coordinator	0.15	0.15	0.15	-
Extra Help	-	-	-	-
Subtotal	1.38	1.38	1.23	(0.14)
Automation Technology				
* Director of Bridges Library System	0.05	0.05	0.05	-
* Librarian	-	1.00	1.00	-
* Library Automation Coordinator	0.08	0.08	0.08	-
Subtotal	0.13	1.13	1.13	-
Education and Outreach				
* Administrative Specialist (1)	0.02	0.02	-	(0.02)
* Departmental Executive Assistant	-	-	0.05	0.05
* Director of Bridges Library System	0.05	0.05	0.05	-
* Librarian	2.85	2.85	2.98	0.13
Extra Help	-	-	-	-
Subtotal	2.92	2.92	3.08	0.16
CAFÉ SHARED AUTOMATION FUND				
* Library Automation Coordinator	0.75	0.75	0.75	-
Subtotal	0.75	0.75	0.75	-

TOTAL BRIDGES LIBRARY SYSTEM	6.63	7.70	7.70	-
Regular Positions	6.63	7.70	7.70	-
Extra Help	-	-	-	-
Overtime	-	-	-	-

* Positions will be reduced or terminated if State funding is reduced or terminated.

Note: Variances may occur into total changes due to rounding to the nearest thousandth.

2021 BUDGET ACTIONS:

Reclassify: 0.70 FTE Administrative Specialist to Departmental Executive Assistant

2020 CURRENT YEAR ACTIONS:

None

2020 BUDGET ACTIONS:

Increase: 0.07 FTE Administrative Specialist

Create: 1.00 FTE Librarian

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

CIRCUIT COURT SERVICES	19 Year End	20 Budget	21 Budget	Change
Administrative Services Division				
Administrative Specialist	1.00	1.00	1.00	-
Business Manager	1.00	1.00	1.00	-
Circuit Court Division Coordinator	1.00	1.00	1.00	-
Clerk of Courts	1.00	1.00	1.00	-
Court Reporter	0.50	0.50	0.13	(0.37)
Departmental Executive Assistant	1.00	1.00	1.00	-
Fiscal Specialist	4.00	4.00	4.00	-
Principal Information Technology Professional	1.00	1.00	1.00	-
Programs & Projects Analyst	2.00	2.00	2.00	-
Senior Administrative Specialist	1.00	1.00	-	(1.00)
Senior Fiscal Specialist	2.00	2.00	3.00	1.00
Extra Help	0.75	0.75	0.75	-
Overtime	-	-	-	-
Subtotal	16.25	16.25	15.88	(0.37)
Criminal and Traffic Division				
Administrative Assistant	1.00	1.00	-	(1.00)
Administrative Specialist	5.00	5.00	6.00	1.00
Chief Deputy Clerk	1.00	1.00	1.00	-
Circuit Court Supervisor	1.00	1.00	1.00	-
Senior Administrative Specialist	12.00	12.00	12.00	-
Extra Help	0.75	-	-	-
Overtime	0.06	0.06	0.06	-
Subtotal	20.81	20.06	20.06	-
Family Division				
Administrative Assistant	1.00	1.00	-	(1.00)
Administrative Specialist	4.00	4.00	5.00	1.00
Circuit Court Supervisor	1.00	1.00	1.00	-
Senior Administrative Specialist	7.00	7.00	7.00	-
Extra Help	1.00	1.00	1.00	-
Overtime	0.04	0.04	0.04	-
Subtotal	14.04	14.04	14.04	-
Civil and Small Claim Division				
Administrative Assistant	1.00	1.00	-	(1.00)
Administrative Specialist	3.00	3.00	4.00	1.00
Chief Deputy Clerk	1.00	1.00	1.00	-
Circuit Court Supervisor	1.00	1.00	1.00	-
Senior Administrative Specialist	7.00	7.00	7.00	-
Extra Help	1.00	1.00	1.00	-
Overtime	0.07	0.07	0.07	-
Subtotal	14.07	14.07	14.07	-

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

CIRCUIT COURT SERVICES (cont.)	19 Year End	20 Budget	21 Budget	Change
Juvenile/Probate Division				
Administrative Assistant	2.00	2.00	1.00	(1.00)
Administrative Specialist	2.00	2.00	3.00	1.00
Clerk of Juvenile Court	1.00	1.00	1.00	-
Register in Probate	1.00	1.00	1.00	-
Senior Administrative Specialist	5.00	5.00	5.00	-
Extra Help	-	-	-	-
Overtime	0.04	0.04	0.04	-
Subtotal	11.04	11.04	11.04	-
Family Court Services				
Family Court Services Supervisor	1.00	1.00	1.00	-
Social Worker	4.00	4.00	4.00	-
Extra Help	0.50	0.25	0.25	-
Overtime	-	-	-	-
Subtotal	5.50	5.25	5.25	-
Court Commissioner Office				
Court Commissioner	4.00	4.00	4.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	4.00	4.00	4.00	-
TOTAL CIRCUIT COURT SERVICES				
	85.71	84.70	84.33	(0.37)
Regular Positions	81.50	81.50	81.13	(0.37)
Extra Help	4.00	3.00	3.00	-
Overtime*	0.21	0.20	0.20	-

*Variances may occur into total changes due to rounding to the nearest thousandth.

2021 BUDGET ACTIONS:

Unfund: (0.37 FTE) Court Reporter in Administrative Services
 Reclassify: 1.00 FTE Senior Administrative Specialist to Senior Fiscal Specialist in Administrative Services

2020 CURRENT YEAR ACTIONS:

Refund: 1.00 FTE Administrative Specialist in Criminal and Traffic
 Unfund: (1.00 FTE) Administrative Assistant in Criminal and Traffic
 Refund: 1.00 FTE Administrative Specialist in Civil and Small Claims
 Unfund: (1.00 FTE) Administrative Assistant in Civil and Small Claims
 Refund: 1.00 FTE Administrative Specialist in Family Division
 Unfund: (1.00 FTE) Administrative Assistant in Family Division
 Refund: 1.00 FTE Administrative Specialist in Juvenile/Probate Division
 Unfund: (1.00 FTE) Administrative Assistant in Juvenile/Probate Division

2020 BUDGET ACTIONS:

Reduce: (0.75 FTE) Criminal and Traffic – Extra Help
 Reduce: (0.25 FTE) Family Court Services – Extra Help

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

CORPORATION COUNSEL - General Fund	19 Year End	20 Budget	21 Budget	Change
General Legal Services				
Administrative Assistant	0.50	0.50	0.50	-
Attorney	1.00	-	1.00	1.00
Commitment Hearings Coordinator	1.00	1.00	1.00	-
Corporation Counsel	0.70	0.70	0.70	-
Financial Analyst	0.15	0.15	0.15	-
Office Services Coordinator	0.50	0.50	0.50	-
Principal Assistant Corporation Counsel	2.00	2.00	2.00	-
Senior Administrative Specialist	3.00	3.00	3.00	-
Senior Attorney	3.00	4.00	3.00	(1.00)
Extra Help	0.75	0.55	0.55	-
Overtime	0.04	0.01	0.01	-
Subtotal	12.64	12.41	12.41	-
TOTAL CORPORATION COUNSEL - General Fund	12.64	12.41	12.41	-
Regular Positions	11.85	11.85	11.85	-
Extra Help	0.75	0.55	0.55	-
Overtime	0.04	0.01	0.01	-

2021 BUDGET ACTIONS:

None

2020 CURRENT YEAR ACTIONS:

Transferred Out: (1.00 FTE) Senior Attorney to Child Support

Transferred In: 1.00 FTE Attorney from Child Support

2020 BUDGET ACTIONS:

Increase: 1.00 FTE Senior Attorney

Reduce: (1.00 FTE) Attorney

Reduce: (0.20 FTE) Extra Help

Reduce: (0.03 FTE) Overtime

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

CORPORATION COUNSEL - Child Support	19 Year End	20 Budget	21 Budget	Change
Child Support				
Administrative Assistant	1.50	1.50	1.50	-
Administrative Specialist	7.00	7.00	7.00	-
* Attorney	2.00	2.00	1.00	(1.00)
Child Support Specialist	7.00	7.00	5.00	(2.00)
** Child Support Specialist	1.00	1.00	1.00	-
Child Support Supervisor	1.00	1.00	1.00	-
Corporation Counsel	0.30	0.30	0.30	-
Financial Analyst	0.85	0.85	0.85	-
Fiscal Specialist	2.00	2.00	2.00	-
Principal Assistant Corporation Counsel	1.00	1.00	1.00	-
Senior Administrative Specialist	2.00	2.00	2.00	-
Senior Attorney	1.00	1.00	2.00	1.00
Senior Child Support Specialist	-	-	2.00	2.00
Senior Fiscal Specialist	1.00	1.00	1.00	-
Office Services Coordinator	1.50	1.50	1.50	-
Extra Help	-	-	0.08	0.08
Overtime	0.04	0.04	0.04	-
Subtotal	29.19	29.19	29.27	0.08
TOTAL CORPORATION COUNSEL - Child Support				
	29.19	29.19	29.27	0.08
Regular Positions	29.15	29.15	29.15	-
Extra Help	-	-	0.08	0.08
Overtime	0.04	0.04	0.04	-

* Approved Senior Attorney underfilled as Attorney

** Child Support Specialist position has a sunset clause attached (Enr. Ord. 156-065) to the position that it will be reduced or terminated if funding is reduced or terminated

2021 BUDGET ACTIONS:

Reclassify: 2.00 FTE Child Support Specialist to Senior Child Support Specialist
 Increase: 0.08 FTE Extra Help

2020 CURRENT YEAR ACTIONS:

Transferred Out: (1.00 FTE) Attorney to Corporation Counsel
 Transferred In: 1.00 FTE Senior Attorney from Corporation Counsel

2020 BUDGET ACTIONS:

None

TOTAL CORPORATION COUNSEL - ALL FUNDS				
	41.83	41.60	41.68	0.08
Regular Positions	41.00	41.00	41.00	-
Extra Help	0.75	0.55	0.63	0.08
Overtime	0.08	0.05	0.05	-

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

COUNTY BOARD	19 Year End	20 Budget	21 Budget	Change
Legislative Support				
Administrative Specialist	1.50	1.00	1.00	-
County Board Chairman	0.50	0.50	0.50	-
County Board Chief of Staff	1.00	1.00	1.00	-
Legislative Policy Advisor	1.00	1.00	1.00	-
Extra Help	-	0.39	0.39	-
Overtime	-	-	-	-
Subtotal	4.00	3.89	3.89	-
Internal Audit				
Internal Audit Manager	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	1.00	1.00	1.00	-
TOTAL COUNTY BOARD*	5.00	4.89	4.89	-
Regular Positions	5.00	4.50	4.50	-
Extra Help	-	0.39	0.39	-
Overtime	-	-	-	-

* The Waukesha County Board of Supervisors consists of 25 elected members. No FTE is budgeted for the County Board and Committees Operations program due to the part-time nature of the 24 Supervisor positions.

2021 BUDGET ACTIONS:

None

2020 CURRENT YEAR ACTIONS:

None

2020 BUDGET ACTIONS:

Unfund: (0.50 FTE) Administrative Specialist

Increase: 0.39 FTE Extra Help

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

COUNTY CLERK	19 Year End	20 Budget	21 Budget	Change
Elections				
Administrative Specialist	0.80	0.73	0.73	-
County Clerk	0.80	0.80	0.80	-
Deputy County Clerk	0.80	0.80	0.80	-
Extra Help	0.05	0.40	-	(0.40)
Overtime	0.02	-	-	-
Subtotal	2.47	2.73	2.33	(0.40)
Legislative Support & Administrative Services				
Administrative Specialist	0.10	0.30	0.30	-
County Clerk	0.10	0.10	0.10	-
Deputy County Clerk	0.10	0.10	0.10	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	0.30	0.50	0.50	-
Licensing				
Administrative Specialist	0.10	0.97	0.97	-
Administrative Assistant	1.00	1.00	1.00	-
County Clerk	0.10	0.10	0.10	-
Deputy County Clerk	0.10	0.10	0.10	-
Extra Help	1.50	-	-	-
Overtime	-	-	-	-
Subtotal	2.80	2.17	2.17	-
TOTAL COUNTY CLERK	5.57	5.40	5.00	(0.40)
Regular Positions	4.00	5.00	5.00	-
Extra Help	1.55	0.40	-	(0.40)
Overtime	0.02	-	-	-

2021 BUDGET ACTIONS:

Reduce: (0.40 FTE) Extra Help

2020 CURRENT YEAR ACTIONS:

None

2020 BUDGET ACTIONS:

Create: 1.00 FTE Administrative Specialist

Reduce: (1.15 FTE) Extra Help

Reduce: (0.02 FTE) Overtime

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

COUNTY EXECUTIVE	19 Year End	20 Budget	21 Budget	Change
Customer/Community Service/Advisory Boards				
Administrative Specialist	0.65	0.65	0.65	-
Chief of Staff	1.00	1.00	1.00	-
County Executive	1.00	1.00	1.00	-
Executive Assistant	1.00	1.00	1.00	-
Office Services Coordinator	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	4.65	4.65	4.65	-
TOTAL COUNTY EXECUTIVE	4.65	4.65	4.65	-
Regular Positions	4.65	4.65	4.65	-
Extra Help	-	-	-	-
Overtime	-	-	-	-

2021 BUDGET ACTIONS:

None

2020 CURRENT YEAR ACTIONS:

None

2020 BUDGET ACTIONS:

None

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

COUNTY TREASURER	19 Year End	20 Budget	21 Budget	Change
Tax Collections				
Administrative Specialist	1.00	1.00	1.00	-
Deputy County Treasurer	0.20	0.20	0.20	-
Fiscal Specialist	0.25	0.25	0.25	-
Extra Help	-	-	-	-
Overtime	0.01	0.00	0.00	-
Subtotal	1.46	1.45	1.45	-
Investments				
Treasurer	0.20	0.20	0.20	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	0.20	0.20	0.20	-
Administrative Services				
Administrative Specialist	1.00	1.00	1.00	-
Deputy County Treasurer	0.80	0.80	0.80	-
Fiscal Specialist	0.75	0.75	0.75	-
Treasurer	0.80	0.80	0.80	-
Extra Help	-	-	-	-
Overtime	0.03	0.01	0.01	-
Subtotal	3.38	3.36	3.36	-
TOTAL COUNTY TREASURER				
	5.04	5.01	5.01	-
Regular Positions	5.00	5.00	5.00	-
Extra Help	-	-	-	-
Overtime	0.04	0.01	0.01	-

2021 BUDGET ACTIONS:

None

2020 CURRENT YEAR ACTIONS:

None

2020 BUDGET ACTIONS:

Reduce: (0.03 FTE) Overtime

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

DISTRICT ATTORNEY	19 Year End	20 Budget	21 Budget	Change
Prosecution / Administrative Services				
Office Services Coordinator	1.00	1.00	1.00	-
Paralegal	1.00	1.00	1.00	-
* Paralegal	1.00	1.00	1.00	-
Support Staff Supervisor	1.00	1.00	1.00	-
Victim Witness Counselor	1.00	1.00	1.00	-
Senior Administrative Specialist	8.00	8.00	9.00	1.00
Fiscal Specialist	1.00	1.00	1.00	-
Administrative Specialist	5.00	5.00	4.00	(1.00)
Administrative Assistant	3.00	3.00	3.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	22.00	22.00	22.00	-
Victim/Witness Program				
Administrative Specialist	1.00	1.00	1.00	-
Victim/Witness Counselor	1.00	1.00	1.00	-
Victim/Witness Program Coordinator	1.00	1.00	1.00	-
Victim/Witness Specialist	4.50	4.50	4.50	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	7.50	7.50	7.50	-
VOCA Grant Program				
* Victim Witness Counselor	2.00	2.00	1.00	(1.00)
* Victim Witness Specialist	1.00	2.00	3.00	1.00
Extra Help	0.55	-	-	-
Overtime	-	0.03	-	(0.03)
Subtotal	3.55	4.03	4.00	(0.03)
Victim/Witness Subtotal	11.05	11.53	11.50	(0.03)
Other positions not included in the above total include:				
State funded District Attorney/ Assistant DA's	14.50	14.50	17.00	2.50
Grant/Sheriff funded District Attorney/ Assistant DA's	2.00	2.00	2.00	-
TOTAL DISTRICT ATTORNEY	33.05	33.53	33.50	(0.03)
Regular Positions	32.50	33.50	33.50	-
Extra Help	0.55	-	-	-
Overtime	-	0.03	-	(0.03)

*Sunset position will be terminated or reduced if funding is terminated or reduced.

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

DISTRICT ATTORNEY (Cont.)

2021 BUDGET ACTIONS:

Reclassify:	1.00 FTE	Administrative Specialist in the Prosecution Admin Services Program to a Senior Administrative Specialist
Abolish:	(1.00 FTE)	Victim Witness Counselor in VOCA
Create:	1.00 FTE	Victim/Witness Specialist in VOCA
Decrease:	(0.03 FTE)	Overtime

2020 CURRENT YEAR ACTIONS:

None

2020 BUDGET ACTIONS:

Create:	1.00 FTE	Victim Witness Specialist
Decrease:	(0.55 FTE)	Extra Help in VOCA Grant Program
Increase	0.03 FTE	Overtime in VOCA Grant Program

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

EMERGENCY PREPAREDNESS - General Fund	19 Year End	20 Budget	21 Budget	Change
Communication Center Operation				
Administrative Specialist	1.00	1.00	-	(1.00)
Communications Center Specialist	1.00	-	-	-
Communications Center Supervisor	7.00	7.00	7.00	-
Departmental Executive Assistant	-	-	1.00	1.00
Director of Emergency Preparedness	0.75	0.75	0.75	-
Financial Analyst	-	0.30	0.30	-
Operations and Training Manager	1.00	1.00	1.00	-
Senior Financial Analyst	0.30	-	-	-
Telecommunicator	48.00	48.00	48.00	-
Extra Help	-	-	-	-
Overtime	2.31	2.79	2.79	-
Subtotal	61.36	60.84	60.84	-
Disaster Management				
Emergency Management Coordinator	0.50	0.50	0.50	-
* Programs & Projects Analyst	0.75	0.75	0.75	-
Extra Help	-	-	-	-
Overtime	0.05	-	-	-
Subtotal	1.30	1.25	1.25	-
Hazardous Materials Management				
Emergency Management Coordinator	0.50	0.50	0.50	-
* Programs & Projects Analyst	0.25	0.25	0.25	-
Extra Help	-	-	-	-
Overtime	0.01	-	-	-
Subtotal	0.76	0.75	0.75	-
* Sunset Position, position will be reduced or terminated if funding is reduced or terminated.				
TOTAL EMERGENCY PREPAREDNESS - General Fund	63.42	62.84	62.84	-
Regular Positions	61.05	60.05	60.05	-
Extra Help	-	-	-	-
Overtime	2.37	2.79	2.79	-

2021 BUDGET ACTIONS:

Reclassify: 1.00 FTE Administrative Specialist to Departmental Executive Assistant

2020 CURRENT YEAR ACTIONS:

None

2020 BUDGET ACTIONS:

Abolish: (1.00 FTE) Communications Center Specialist
 Transfer In: 0.30 FTE Financial Analyst
 Transfer Out: (0.30 FTE) Senior Financial Analyst
 Increase: 0.48 FTE Overtime in Communication Center Operation
 Reduce: (0.05 FTE) Overtime in Disaster Management
 Reduce: (0.01 FTE) Overtime in Hazardous Materials Management

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

EMERGENCY PREPAREDNESS - Radio Services Fund	19 Year End	20 Budget	21 Budget	Change
General Radio Operations				
Director of Emergency Preparedness	0.25	0.25	0.25	-
Fiscal Specialist	1.00	1.00	1.00	-
Radio Systems Manager	0.90	0.90	0.90	-
Radio Systems Specialist	0.90	0.90	0.90	-
Radio Systems Technician	1.80	1.80	1.80	-
Senior Financial Analyst	0.10	0.10	0.10	-
Extra Help	-	-	-	-
Overtime	0.03	0.04	0.03	(0.01)
Subtotal	4.98	4.99	4.98	(0.01)
Trunked Radio Operations				
Radio Systems Manager	0.10	0.10	0.10	-
Radio Systems Specialist	0.10	0.10	0.10	-
Radio Systems Technician	0.20	0.20	0.20	-
Extra Help	-	-	-	-
Overtime	0.03	0.04	0.02	(0.02)
Subtotal	0.43	0.44	0.42	(0.02)
TOTAL EMERGENCY PREPAREDNESS - Radio Services Fund	5.41	5.43	5.40	(0.03)
Regular Positions	5.35	5.35	5.35	-
Extra Help	-	-	-	-
Overtime	0.06	0.08	0.05	(0.03)

2021 BUDGET ACTIONS:

Decrease: (0.01 FTE) Overtime in General Radio Operations
 Decrease: (0.02 FTE) Overtime in Trunked Radio Operations

2020 CURRENT YEAR ACTIONS:

None

2020 BUDGET ACTIONS:

Increase: 0.02 FTE Overtime in Radio Operations

TOTAL EMERGENCY PREPAREDNESS - All Funds	68.83	68.27	68.24	(0.03)
Regular Positions	66.40	65.40	65.40	-
Extra Help	-	-	-	-
Overtime	2.43	2.87	2.84	(0.03)

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

H&HS - Administrative/Information Services - General

Fund	19 Year End	20 Budget	21 Budget	Change
Administrative/Information Services				
Accounting Services Coordinator	1.00	1.00	1.00	-
Administrative Services Manager	1.00	1.00	1.00	-
Administrative Assistant	11.00	13.00	12.00	(1.00)
* Administrative Assistant	-	1.00	1.00	-
Administrative Specialist	6.00	13.00	12.00	(1.00)
* Administrative Specialist	-	2.00	2.00	-
Business Application Support Adm	1.00	1.00	1.00	-
Centralized Records Supervisor	1.00	1.00	1.00	-
Compliance Program Coordinator	1.00	1.00	1.00	-
Departmental Executive Assistant	1.00	1.00	1.00	-
Deputy Director of Health & Human Services	1.00	1.00	1.00	-
Director of Health & Human Services	1.00	1.00	1.00	-
Financial Analyst	2.00	2.00	2.00	-
Fiscal Assistant	8.00	8.00	8.00	-
* Fiscal Assistant	1.00	1.00	1.00	-
Fiscal Specialist	4.00	4.00	5.00	1.00
Information Technology Analyst	4.00	4.00	4.00	-
Information Technology Tech	1.00	1.00	1.00	-
Medical Coder	2.00	2.00	2.00	-
Office Services Coordinator	2.00	2.00	1.00	(1.00)
Programs and Projects Analyst	3.00	3.00	5.00	2.00
Public Communication Coordinator	1.00	1.00	1.00	-
Revenue Cycle Coordinator	1.00	1.00	1.00	-
Senior Administrative Specialist	1.00	1.00	1.00	-
Senior Financial Analyst	2.00	2.00	2.00	-
Senior Information Technology Professional	3.00	3.00	3.00	-
Support Staff Supervisor	1.00	2.00	3.00	1.00
Extra Help	2.79	2.76	3.08	0.32
Overtime	0.15	0.19	0.32	0.13
Total	63.94	76.95	78.40	1.45

* Sunset positions, positions will be terminated or reduced if funding is terminated or reduced.

Administrative/Information Services Division	63.94	76.95	78.40	1.45
Regular Positions	61.00	74.00	75.00	1.00
Extra Help	2.79	2.76	3.08	0.32
Overtime	0.15	0.19	0.32	0.13

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

H&HS - Administrative/Information Services (Cont.)

2021 BUDGET ACTIONS:

Reclassify:	1.00 FTE	Office Services Coordinator to Program and Project Analyst
Create:	1.00 FTE	Programs & Projects Analyst
Create:	1.00 FTE	Support Staff Supervisor
Unfund:	(1.00 FTE)	Administrative Assistant
Unfund:	(1.00 FTE)	Administrative Specialist
Increase:	0.32 FTE	Extra Help
Increase:	0.14 FTE	Overtime

2020 CURRENT YEAR ACTIONS:

Create:	1.00 FTE	Fiscal Specialist
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2020 BUDGET ACTIONS:

Transfer In:	3.00 FTE	Administrative Assistant – 2.00 FTE from Economic Support, 1.00 FTE from ADRC
Transfer In:	9.00 FTE	Administrative Specialist – 1.00 FTE from Economic Support, 3.00 FTE from ADRC, 5.00 FTE from Public Health
Transfer In:	1.00 FTE	Support Staff Supervisor from ADRC

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

H&HS - Intake Support Services - General Fund	19 Year End	20 Budget	21 Budget	Change
Intake and Shared Services				
Human Services Manager	1.00	1.00	1.00	-
Human Services Supervisor	4.00	5.00	5.00	-
Human Services Support Specialist	4.00	1.50	1.50	-
Social Worker	18.00	19.50	20.50	1.00
* Social Worker	1.00	1.00	1.00	-
Volunteer Program Specialist	1.00	1.00	1.00	-
Extra Help	0.83	0.83	1.00	0.17
Overtime	0.66	0.44	0.22	(0.22)
Total	30.49	30.27	31.22	0.95
Economic Services Administration and Support				
Administrative Assistant	2.00	-	0.00	-
Administrative Specialist	1.00	-	0.00	-
Economic Support Coordinator	1.00	1.00	1.00	-
Economic Support Specialist	31.00	31.00	31.00	-
* Economic Support Specialist	4.00	4.00	4.00	-
Economic Support Supervisor	4.00	4.00	4.00	-
Fraud Investigator	1.00	1.00	1.00	-
Extra Help	1.72	1.15	1.28	0.13
Overtime	0.44	0.44	0.52	0.08
Total	46.16	42.59	42.80	0.21

* Sunset positions, positions will be terminated or reduced if funding is terminated or reduced.

TOTAL H&HS - Intake and Support Services - General Fund	76.65	72.86	74.02	1.16
Regular Positions	73.00	70.00	71.00	1.00
Extra Help	2.55	1.98	2.28	0.30
Overtime	1.10	0.88	0.74	(0.14)

2021 BUDGET ACTIONS:

- Increase: 0.17 FTE Intake and Shared Services Extra Help
- Reduce: (0.22 FTE) Intake and Shared Services Overtime
- Increase: 0.13 FTE Economic Support Extra Help
- Increase: 0.08 FTE Economic Support Overtime

2020 CURRENT YEAR ACTIONS:

- Create: 1.00 FTE Intake and Shared Services Social Worker

2020 BUDGET ACTIONS:

- Create: 1.00 FTE Intake and Shared Services Human Services Supervisor
- Abolish: (2.50 FTE) Intake and Shared Services Human Services Support Specialist
- Create: 1.50 FTE Social Worker
- Reduce: (0.22 FTE) Overtime
- Transfer Out: (2.00 FTE) Economic Support Administrative Assistant to Administrative Services
- Transfer Out: (1.00 FTE) Economic Support Administrative Specialist to Administrative Services
- Reduce: (0.57 FTE) Economic Support Extra Help

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

H&HS - Child and Family Services Division - General

Fund 19 Year End 20 Budget 21 Budget Change

Children and Family Division: In-Home Safety and Out of Home Placement Services

Clinical Therapist	-	-	-	-
Human Services Manager	1.00	1.00	1.00	-
Human Services Supervisor	2.05	3.05	3.00	(0.05)
Mental Health Counselor	-	-	1.00	1.00
Senior Mental Health Counselor	-	1.00	-	(1.00)
Social Worker	17.25	17.25	17.00	(0.25)
* Social Worker	0.10	0.10	-	(0.10)
Extra Help	0.52	-	-	-
Overtime	-	-	-	-
Subtotal	20.92	22.40	22.00	(0.40)

Children with Special Needs Unit (Including Birth to Three)

Human Services Support Specialist	-	-	1.00	1.00
Human Services Supervisor	0.95	0.95	1.00	0.05
Human Services Coordinator	-	-	1.00	1.00
Social Worker	4.75	4.75	6.00	1.25
* Social Worker	1.90	1.90	2.00	0.10
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	7.60	7.60	11.00	3.40

* Sunset positions, positions will be terminated or reduced if funding is terminated or reduced.

General Fund	28.52	30.00	33.00	3.00
Regular Positions	28.00	30.00	33.00	3.00
Extra Help	0.52	-	-	-
Overtime	-	-	-	-

2021 BUDGET ACTIONS:

Create:	1.00 FTE	Social Worker
Create:	1.00 FTE	Human Services Support Specialist
Underfill:	1.00 FTE	Senior Mental Health Counselor filled with Mental Health Counselor
Transfer:	0.05 FTE	Human Services Supervisor- Transfer from Children and Family to Children with Special Needs
Transfer:	0.35 FTE	Social Worker - Transfer from Children and Family to Children with Special Needs

2020 CURRENT YEAR ACTIONS:

Create:	1.00 FTE	Human Services Coordinator
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2020 BUDGET ACTIONS:

Create:	1.00 FTE	Human Services Supervisor
Transfer In:	1.00 FTE	Senior Mental Health Counselor from Mental Health Outpatient-Intensive
Reduce:	(0.52 FTE)	Extra Help Senior Mental Health Counselor

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

**H&HS - Adolescent and Family Services Division -
General Fund**

	19 Year End	20 Budget	21 Budget	Change
Adolescent and Family Services				
Clinical Therapist	3.50	-	-	-
Human Services Manager	1.00	1.00	1.00	-
Human Services Supervisor	4.00	3.00	3.00	-
Human Services Support Specialist	1.00	1.00	1.00	-
Social Worker	26.00	26.00	26.00	-
Overtime	-	-	-	-
Subtotal	35.50	31.00	31.00	-
Juvenile Center				
Juvenile Center Worker	6.50	6.50	6.50	-
Juvenile Center Coordinator	1.00	1.00	1.00	-
Juvenile Center Supervisor	2.00	2.00	2.00	-
Extra Help	0.35	0.35	1.15	0.80
Overtime	0.70	0.32	0.14	(0.18)
Subtotal	10.55	10.17	10.79	0.62

* Sunset positions, positions will be terminated or reduced if funding is terminated or reduced.

General Fund	46.05	41.17	41.79	0.62
Regular Positions	45.00	40.50	40.50	-
Extra Help	0.35	0.35	1.15	0.80
Overtime	0.70	0.32	0.14	(0.18)

2021 BUDGET ACTIONS:

Juvenile Center

Reduce: (0.18 FTE) Overtime
Increase: 0.80 FTE Extra Help

Adolescent and Family Services

None

2020 CURRENT YEAR ACTIONS:

Adolescent and Family Services

None

Juvenile Center

None

2020 BUDGET ACTIONS:

Adolescent and Family Services

Transfer: 1.00 FTE Human Service Supervisor to Clinical Services
Transfer: 3.50 FTE Clinical Therapist to Clinical Services
Reduce: (0.38 FTE) Overtime

Juvenile Center

None

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

H&HS - Clinical Services - General Fund	19 Year End	20 Budget	21 Budget	Change
Mental Health Outpatient-Clinical				
Clinical Director	0.50	0.50	0.50	-
Clinical Services Manager	0.60	0.60	0.60	-
Clinical Therapist	17.00	24.80	25.00	0.20
* Clinical Therapist	1.00	3.00	3.00	-
Health and Human Services Coordinator	1.00	2.00	2.00	-
Human Services Supervisor	2.00	3.00	3.00	-
Licensed Practical Nurse	1.00	1.00	1.00	-
Mental Health Center Administrator	0.10	0.10	0.10	-
Outpatient Service Administrator	1.00	1.00	1.00	-
* Programs & Projects Analyst	1.00	1.00	1.00	-
Psychiatric Nurse Practitioner	3.00	3.00	3.00	-
Psychometric Technician	-	-	0.25	0.25
Registered Nurse	0.46	-	-	-
Senior Clinical Psychologist	2.40	2.00	1.80	(0.20)
* Senior Mental Health Counselor	1.00	-	-	-
Senior Substance Abuse Counselor	2.00	2.00	2.00	-
Weekend Registered Nurse	0.23	0.23	-	(0.23)
Extra Help	4.47	4.47	2.78	(1.69)
Overtime	0.17	0.17	0.67	0.50
Subtotal	38.92	48.87	47.70	(1.17)
Mental Health Outpatient-Intensive				
Clinical Therapist	6.00	5.20	5.00	(0.20)
* Clinical Therapist	2.50	2.50	2.50	-
Human Services Supervisor	2.00	2.00	2.00	-
Psychometric Technician	-	-	0.05	0.05
Registered Nurse	3.60	3.60	3.60	-
Senior Clinical Psychologist	-	0.40	0.40	-
Senior Mental Health Counselor	8.00	6.00	6.00	-
* Senior Mental Health Counselor	1.00	1.00	1.00	-
Extra Help	1.12	0.95	1.22	0.27
Overtime	-	-	-	-
Subtotal	24.22	21.65	21.77	0.12

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

H&HS - Clinical Services - General Fund (cont.)	19 Year End	20 Budget	21 Budget	Change
Mental Health Center				
Certified Occupational Therapy Assistant	2.00	2.00	2.00	-
Chief Psychiatrist	1.00	1.00	-	(1.00)
Clinical Director	0.50	0.50	0.50	-
Clinical Services Manager	0.40	0.40	0.40	-
Clinical Therapist	3.00	3.00	3.00	-
Food Service Specialist	1.00	1.00	1.00	-
Mental Health Center Administrator	0.90	0.90	0.90	-
Nursing and Patient Services Coordinator	1.00	1.00	1.00	-
Occupational Therapy Supervisor	1.00	1.00	1.00	-
Psychiatric Technician	16.00	16.00	16.00	-
Psychiatrist	2.00	2.00	2.00	-
Psychometric Technician	-	-	0.20	0.20
Registered Nurse (RN)	12.30	12.76	14.76	2.00
Registered Nurse Supervisor	1.00	1.00	1.00	-
Senior Clinical Psychologist	0.60	0.60	0.30	(0.30)
Weekend Registered Nurse	1.89	1.88	2.11	0.23
Extra Help	7.25	7.25	6.21	(1.04)
Overtime	1.28	1.28	1.34	0.06
Subtotal	53.12	53.57	53.72	0.15

*Sunset positions, position will be terminated or reduced if funding is terminated or reduced.

TOTAL H&HS - Clinical Services - General Fund	116.26	124.09	123.19	(0.90)
Regular Positions	101.97	109.97	110.97	1.00
Extra Help	12.84	12.67	10.21	(2.46)
Overtime	1.45	1.45	2.01	0.56

2021 BUDGET ACTIONS:

Mental Health Outpatient - Clinical

Transfer In	0.20 FTE	Clinical Therapist from Mental Health Outpatient – Intensive
Transfer Out:	(0.23 FTE)	Weekend Registered Nurse to Mental Health Center
Abolish:	(1.00 FTE)	Senior Clinical Psychologist
Create:	0.50 FTE	Senior Clinical Psychologist
Transfer In:	0.30 FTE	Senior Clinical Psychologist from Mental Health Center
Create:	0.25 FTE	Psychometric Technician
Reduce:	(1.69 FTE)	Extra Help
Increase:	0.50 FTE	Overtime

Mental Health Outpatient - Intensive

Transfer Out:	(0.20 FTE)	Clinical Therapist to Mental Health Outpatient – Clinical
Create:	0.05 FTE	Psychometric Technician
Increase:	0.27 FTE	Extra Help

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

Health and Human Services – Clinical Services (Cont.)

Mental Health Center

Transfer In:	0.23 FTE	Weekend Registered Nurse from Mental Health Outpatient - Clinical
Unfund:	(1.00 FTE)	Chief Psychiatrist
Transfer Out:	(0.30 FTE)	Senior Clinical Psychologist to Mental Health Outpatient - Clinical
Create:	2.00 FTE	Registered Nurse
Create:	0.20 FTE	Psychometric Technician
Reduce:	(1.04 FTE)	Extra Help
Increase:	0.06 FTE	Overtime

2020 CURRENT YEAR ACTIONS

None

2020 BUDGET ACTIONS:

Mental Health Outpatient

Create:	1.00 FTE	Clinical Therapist (Sunset)
Create:	2.50 FTE	Clinical Therapist
Transfer In:	1.80 FTE	Clinical Therapist from Outpatient - Intensive
Transfer In:	3.50 FTE	Clinical Therapist from Adolescent and Family
Create:	1.00 FTE	Human Services Coordinator
Transfer In:	1.00 FTE	Human Services Supervisor from Adolescent and Family
Transfer Out:	(0.46 FTE)	Registered Nurse to Mental Health Center
Transfer Out:	(0.40 FTE)	Senior Clinical Psychologist to Outpatient - Intensive

Mental Health Outpatient-Intensive

Transfer Out:	(1.80 FTE)	Clinical Therapist to Outpatient - Clinical
Reclassify:	1.00 FTE	Senior Mental Health Counselor to Clinical Therapist
Abolish:	(1.00 FTE)	Senior Mental Health Counselor
Transfer In:	0.40 FTE	Senior Clinical Psychologist from Outpatient - Clinical
Reduce:	(0.17 FTE)	Extra Help

Mental Health Center

Transfer In:	0.46 FTE	Registered Nurse from Outpatient - Clinical
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Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

H&HS - CJCC - General Fund	19 Year End	20 Budget	21 Budget	Change
Criminal Justice Collaborating Council				
Justice Services Coordinator	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	1.00	1.00	1.00	-
<hr/>				
TOTAL H&HS - CJCC - General Fund	1.00	1.00	1.00	-
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Regular Positions	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-

2021 BUDGET ACTIONS:

None

2020 CURRENT YEAR ACTIONS:

None

2020 BUDGET ACTIONS:

None

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

H&HS - Public Health - General Fund	19 Year End	20 Budget	21 Budget	Change
Public Health Administration				
Administrative Specialist	3.00	-	-	-
* Administrative Specialist	1.00	-	-	-
Administrative Assistant	1.00	-	-	-
Health & Human Services Coordinator	1.00	0.87	1.00	0.13
Public Health Manager	1.00	1.00	1.00	-
Subtotal	7.00	1.87	2.00	0.13
Family and Community Health Section				
* Community Health Educator	1.00	1.00	1.00	-
Health & Human Services Coordinator	-	0.13	-	(0.13)
Public Health Nurse	6.00	6.00	6.00	-
Public Health Supervisor	1.00	1.00	1.00	-
Public Health Technician	0.74	0.74	0.75	0.01
Subtotal	8.74	8.87	8.75	(0.12)
Women, Infants, Children Nutrition Program				
* Administrative Specialist	1.00	-	-	-
* Registered Dietetic Technician	0.50	0.50	0.50	-
* WIC Program Nutritionist	1.50	1.50	1.50	-
* WIC Program Supervisor	1.00	1.00	1.00	-
Extra Help	1.12	1.12	0.88	(0.24)
Subtotal	5.12	4.12	3.88	(0.24)
Communicable Disease and Preparedness				
Health and Human Services Preparedness Coord.	1.00	1.00	1.00	-
Public Health Nurse	8.60	8.60	8.60	-
Public Health Supervisor	1.00	1.00	1.00	-
Extra Help	1.74	1.59	21.24	19.65
Subtotal	12.34	12.19	31.84	19.65
* Sunset position, position will be terminated or reduced if funding is terminated or reduced.				
TOTAL H&HS - Public Health - General Fund	33.20	27.05	46.47	19.42
Regular Positions	30.34	24.34	24.35	0.01
Extra Help	2.86	2.71	22.12	19.41
Overtime	-	-	-	-

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

2021 BUDGET ACTIONS:

Public Health Administration

Transfer In: 0.13 FTE Health and Human Services Coordinator from Family and Community Health

Family and Community Health

Transfer Out: (0.13 FTE) Health and Human Services Coordinator to Public Health Administration

Increase: 0.01 FTE Public Health Technician

Women, Infants, Children Nutrition Program

Reduce: (0.24 FTE) Extra Help

Communicable Disease and Preparedness

Increase: 19.65 FTE Extra Help

2020 CURRENT YEAR ACTIONS:

None

2020 BUDGET ACTIONS:

Public Health Administration

Abolish: (1.00 FTE) Administrative Assistant

Transfer Out: (5.00 FTE) Administrative Specialist to Administrative Services Division

Transfer Out: (0.13 FTE) Health and Human Services Coordinator to Family and Community Health

Family and Community Health Section

Transfer In: 0.13 FTE Health and Human Services Coordinator from Public Health Administration

Women, Infants, Children Nutrition Program

Transfer Out: (1.00 FTE) Administrative Specialist to Administrative Services Division

Communicable Disease and Preparedness

Reduce: (0.15 FTE) Extra Help

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

H&HS - Veterans' Services - General Fund	19 Year End	20 Budget	21 Budget	Change
Veterans' Information Assistance				
Administrative Specialist	1.00	1.00	1.00	-
Senior Administrative Specialist	1.00	1.00	1.00	-
Veterans' Services Officer	1.00	1.00	1.00	-
Veteran Service's Specialist (a)	1.00	1.00	1.00	-
Extra Help	0.52	0.50	0.50	-
Overtime	-	-	-	-
Subtotal	4.52	4.50	4.50	-
TOTAL H&HS - Veterans' Services - General Fund				
	4.52	4.50	4.50	-
Regular Positions	4.00	4.00	4.00	-
Extra Help	0.52	0.50	0.50	-
Overtime	-	-	-	-

(a) Veteran Service Aide retitled to Veteran's Service's Specialist in 2021.

2021 BUDGET ACTIONS:

None

2020 CURRENT YEAR ACTIONS:

None

2020 BUDGET ACTIONS:

Reduce: (0.02 FTE) Extra Help

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

H&HS - ADRC - General Fund	19 Year End	20 Budget	21 Budget	Change
Adult Protective Services				
Human Services Supervisor	1.00	1.00	1.00	-
Human Services Support Specialist	1.00	1.00	1.00	-
Social Worker	7.00	7.00	7.00	-
Extra Help	-	0.63	0.63	-
Overtime	-	-	-	-
Subtotal	9.00	9.63	9.63	-
Community Services				
Administrative Assistant	1.00	-	-	-
Administrative Specialist	3.00	-	-	-
ADRC Manager (Formerly Director of Senior Services/ADRC)	1.00	1.00	1.00	-
* Health and Human Services Coordinator	1.00	1.00	1.00	-
* Human Services Supervisor	1.00	1.00	1.00	-
* Nutrition Services Assistant	0.50	0.50	0.50	-
* Nutrition & Transp Svs Supv	1.00	1.00	1.00	-
* Senior ADRC Specialist (Sunset)	2.26	2.35	2.40	0.05
* Senior Dining Manager	3.79	4.39	4.39	-
Support Staff Supervisor	1.00	-	-	-
Volunteer Program Specialist	0.75	0.75	0.75	-
* Extra Help	3.20	3.80	3.80	-
Overtime	-	-	-	-
Subtotal	19.50	15.79	15.84	0.05
* Sunset Position, position will be terminated or reduced if funding is terminated or reduced.				
TOTAL H&HS - ADRC - General Fund	28.50	25.42	25.47	0.05
Regular Positions	25.30	20.99	21.04	0.05
Extra Help	3.20	4.43	4.43	-
Overtime	-	-	-	-

2021 BUDGET ACTIONS:

Transfer In: 0.05 FTE Senior ADRC Specialist from ADRC Contract to ADRC General

2020 CURRENT YEAR ACTIONS:

None

2020 BUDGET ACTIONS:

- Increase: 0.63 FTE Extra Help Adult Protective Services
- Abolish: (1.00 FTE) Administrative Assistant to Administrative Services
- Transfer: (3.00 FTE) Administrative Specialist to Administrative Services
- Transfer: 0.09 FTE Senior ADRC Specialist from ADRC - Contract
- Transfer: (1.00 FTE) Support Staff Supervisor to Administrative Services
- Create: 0.60 FTE Part Time Senior Dining Manager
- Reduce: (0.50 FTE) Extra Help Senior Dining Manager
- Increase: 1.10 FTE Extra Help Community Health Educator and ADRC Specialist

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

H&HS - Aging and Disability Resource Center (ADRC) - Contract Fund	19 Year End	20 Budget	21 Budget	Change
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Aging and Disability Resource Center

* Administrative Assistant	1.00	-	-	-
(1) * ADRC Specialist	11.00	11.00	3.50	(7.50)
* Benefits Specialist	2.00	2.00	2.00	-
Benefits Specialist	2.00	2.00	2.00	-
* Human Services Supervisor	2.00	2.00	3.00	1.00
(1) * Senior ADRC Specialist	16.74	16.65	24.60	7.95
Extra Help	0.96	0.97	0.97	-
Overtime	-	-	-	-
Subtotal	35.70	34.62	36.07	1.45

* Sunset Positions, positions will be terminated or reduced if funding is terminated or reduced.

TOTAL H&HS - Aging and Disability Resource Center (ADRC) - Contract Fund	35.70	34.62	36.07	1.45
Regular Positions	34.74	33.65	35.10	1.45
Extra Help	0.96	0.97	0.97	-
Overtime	-	-	-	-

(1) Approved ADRC Specialist underfills for the Senior ADRC Specialist Positions.
 In 2021 7.50 FTE ADRC Specialists are moved to the Senior ADRC Specialist Positions.

2021 BUDGET ACTIONS:

Transfer Out: (0.05 FTE) Senior ADRC Specialist from ADRC Contract to ADRC General
 Create: 1.00 FTE Human Services Supervisor
 Create: 0.50 FTE Senior ADRC Specialist

2020 CURRENT YEAR ACTIONS:

None

2020 BUDGET ACTIONS:

Transfer Out: (1.00 FTE) Administrative Assistant to Administrative Services
 Transfer Out: (0.09 FTE) Senior ADRC Specialist to ADRC – General - Community Services
 Increase: 0.01 FTE Extra Help

TOTAL Health & Human Services	434.34	437.65	463.91	26.26
Regular Positions	404.35	408.45	415.96	7.51
Extra Help	26.59	26.36	44.74	18.38
Overtime	3.40	2.84	3.21	0.37

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

MEDICAL EXAMINER	19 Year End	20 Budget	21 Budget	Change
Medical Examiner Services				
Administrative Assistant	2.00	1.50	1.50	-
Departmental Secretary	-	1.00	1.00	-
Deputy Medical Examiner	5.00	6.00	6.00	-
* Deputy Medical Examiner (a)	1.00	-	-	-
Dep. Med. Exam. / Path. Assistant	2.00	2.00	2.00	-
* Dep. Med. Exam. / Path. Assistant	1.00	1.00	1.00	-
Deputy Medical Examiner Supervisor (a)	1.00	1.00	1.00	-
Medical Examiner (Pathologist)	1.00	1.00	1.00	-
Office Services Coordinator	1.00	-	-	-
* Pathologist	2.00	1.00	1.00	-
Extra Help	0.30	0.28	0.25	(0.03)
Overtime	0.81	0.50	0.46	(0.04)
Subtotal	17.11	15.28	15.21	(0.07)

* Position will be reduced or terminated if contract funding is reduced or terminated.

(a) Sunset designation removed in the 2020 budget.

TOTAL MEDICAL EXAMINER	17.11	15.28	15.21	(0.07)
Regular Positions	16.00	14.50	14.50	-
Extra Help	0.30	0.28	0.25	(0.03)
Overtime	0.81	0.50	0.46	(0.04)

2021 BUDGET ACTIONS:

Reduce: (0.03 FTE) Extra Help

Reduce: (0.04 FTE) Overtime

2020 CURRENT YEAR ACTIONS:

None

2020 BUDGET ACTIONS:

Abolish: (0.50 FTE) Administrative Assistant

Reclassify: 1.00 FTE Office Services Coordinator to Department Secretary

Abolish: (1.00 FTE) Deputy Medical Examiner Supervisor (sunset)

Create: 1.00 FTE Deputy Medical Examiner Supervisor

Abolish: (1.00 FTE) Pathologist

Reduce: (0.02 FTE) Extra Help

Reduce: (0.31 FTE) Overtime

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PARKS AND LAND USE - General Fund	19 Year End	20 Budget	21 Budget	Change
Parks Programs				
Administrative Specialist	2.00	2.00	2.00	-
Carpenter	2.00	2.00	2.00	-
* Landscape Architect	1.00	1.00	-	(1.00)
Park Foreman	8.00	8.00	8.00	-
Park Maintenance Worker	6.00	6.00	7.00	1.00
Park Programs Specialist	3.00	2.00	2.00	-
Parks Supervisor	2.00	2.00	2.00	-
Parks Systems Manager	1.09	1.24	1.24	-
Golf Course Clubhouse Supervisor	-	0.08	-	(0.08)
Public Communications Coordinator	-	1.00	1.00	-
Public Communications Specialist	0.62	0.62	0.62	-
Senior Landscape Architect	2.00	2.00	3.00	1.00
Extra Help	30.24	30.51	30.26	(0.25)
Overtime	0.74	0.74	0.79	0.05
Subtotal	58.69	59.19	59.91	0.72
General County Grounds Maintenance				
Golf Course Superintendent	0.50	0.50	0.50	-
Park Maintenance Worker	2.00	2.00	2.00	-
Extra Help	4.33	4.16	4.07	(0.09)
Overtime	0.35	0.35	0.34	(0.01)
Subtotal	7.18	7.01	6.91	(0.10)
Retzer Nature Center				
Administrative Assistant	1.00	1.00	-	(1.00)
Administrative Specialist	-	-	1.00	1.00
Conservation Biologist (Sr. Park Naturalist)	1.00	1.00	1.00	-
Nature Center Supervisor	1.00	1.00	1.00	-
Park Naturalist	0.50	0.50	0.50	-
Park Foreman	1.00	1.00	1.00	-
Extra Help	4.60	3.79	3.71	(0.08)
Overtime	0.07	0.07	0.07	-
Subtotal	9.17	8.36	8.28	(0.08)
Exposition Center				
Administrative Specialist	1.00	1.00	1.00	-
Expo Center Worker	1.00	1.00	1.00	-
Exposition Center Manager	1.00	1.00	1.00	-
Exposition Center Superintendent	-	-	1.00	1.00
Lead Expo Worker	1.00	1.00	-	(1.00)
Parks System Manager	0.20	0.20	0.20	-
Extra Help	4.08	3.94	3.93	(0.01)
Overtime	0.11	0.11	0.07	(0.04)
Subtotal	8.39	8.25	8.20	(0.05)

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PARKS & LAND USE - General Fund (cont.)	19 Year End	20 Budget	21 Budget	Change
Planning & Zoning				
Administrative Specialist	1.00	1.00	-	(1.00)
† Land Use Specialist	2.00	2.00	2.00	-
Planning And Zoning Manager	1.00	1.00	1.00	-
Senior Land Use Specialist	2.00	2.00	1.00	(1.00)
Senior Planner	2.00	2.00	3.00	1.00
Support Staff Supervisor	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	9.00	9.00	8.00	(1.00)
Environmental Health				
Administrative Specialist	2.00	2.00	2.00	-
Environmental Health Manager	1.00	1.00	1.00	-
Environmental Health Supervisor	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	0.01	0.01	0.01	-
Subtotal	4.01	4.01	4.01	-
Licensing				
Environmental Health Sanitarian I	6.00	6.00	6.00	-
Hazardous Materials Coordinator	0.10	0.10	0.10	-
Lead Environmental Health Sanitarian	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	7.10	7.10	7.10	-
Septic/Well/Lab Programs				
Environmental Health Sanitarian I	3.00	3.00	3.00	-
Environmental Health Specialist	0.50	0.50	1.00	0.50
Lead Environmental Health Sanitarian	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	4.50	4.50	5.00	0.50
Humane Animal				
Humane Animal Officer	1.00	1.00	1.00	-
Extra Help	0.56	0.58	0.56	(0.02)
Overtime	0.02	0.02	0.02	-
Subtotal	1.58	1.60	1.58	(0.02)

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PARKS & LAND USE - General Fund (cont.)	19 Year End	20 Budget	21 Budget	Change
Hazardous Materials				
Hazardous Materials Coordinator	0.90	0.90	0.90	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	<u>0.90</u>	<u>0.90</u>	<u>0.90</u>	-
Land & Water Conservation				
Conservation Specialist	1.40	1.40	1.40	-
Land Resources Manager	0.70	0.70	0.70	-
Senior Civil Engineer	1.00	1.00	1.00	-
Senior Conservation Specialist	1.90	1.90	1.90	-
Extra Help	0.77	1.15	1.15	-
Overtime	-	-	-	-
Subtotal	<u>5.77</u>	<u>6.15</u>	<u>6.15</u>	-
Hazardous Waste & County Facilities Recycling				
Recycling Specialist	0.05	0.05	0.05	-
Senior Administrative Specialist	0.10	0.10	0.20	0.10
Recycling & Solid Waste Supervisor	-	0.10	0.10	-
Solid Waste Supervisor	0.10	-	-	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	<u>0.25</u>	<u>0.25</u>	<u>0.35</u>	0.10
Land Information Systems				
Land Information Systems Supervisor	1.00	1.00	1.00	-
Land Information Systems Analyst	3.00	2.00	2.00	-
Land Information Systems Mapping Technician	-	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>	-
Administrative Services				
Administrative Assistant	2.00	2.00	2.00	-
Business Manager	1.00	1.00	1.00	-
Director of Parks and Land Use	1.00	1.00	1.00	-
‡ Fiscal Assistant	-	1.00	-	(1.00)
Fiscal Specialist	2.00	1.00	2.00	1.00
Office Services Coordinator	1.00	1.00	1.00	-
Senior Fiscal Specialist	1.00	1.00	1.00	-
Workforce Development Board Director	-	0.07	0.25	0.18
Extra Help	-	-	-	-
Overtime	0.02	0.14	0.15	0.01
Subtotal	<u>8.02</u>	<u>8.21</u>	<u>8.40</u>	0.19
TOTAL PARKS & LAND USE - General Fund				
	128.56	128.53	128.79	0.26
Regular Positions	82.66	82.96	83.66	0.70
Extra Help	44.58	44.13	43.68	(0.45)
Overtime	1.32	1.44	1.45	0.01

Note: Variances may occur into total changes due to rounding to the nearest thousandth.

* In 2018, 2.00 FTE Landscape Architect positions are underfills of approved Sr. Landscape Architect positions.

† In 2018, 1.00 FTE Land Use Specialist position is an underfill of the approved Senior Land Use Specialist position.

‡ In 2020, 1.00 FTE Fiscal Assistant is an approved underfill of 1.00 FTE Fiscal Specialist.

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

Parks & Land Use – General Fund (cont.)

Parks Programs

Abolish: (0.08 FTE) Golf Course Clubhouse Supervisor
Reduce: (0.25 FTE) Extra Help
Increase: 0.05 FTE Overtime

General County Maintenance Center

Reduce: (0.09 FTE) Extra Help
Reduce: (0.01 FTE) Overtime

Retzer Nature Center

Reclassify: 1.00 FTE Administrative Assistant to Administration Specialist
Reduce: (0.08 FTE) Extra Help

Exposition Center

Retitle: 1.00 FTE Lead Expo Worker to Exposition Center Superintendent
Reduce: (0.01 FTE) Extra Help
Reduce: (0.04 FTE) Overtime

Planning & Zoning

Reclassify: 1.00 FTE Senior Land Use Specialist to Senior Planner
Unfund (1.00 FTE) Administrative Specialist

Septic/Well/Lab Programs

Refund: 0.50 FTE Environmental Health Specialist

Humane Animal

Reduce: (0.02 FTE) Extra Help

Hazardous Waste & County Facilities Recycling

Transfer In: 0.10 FTE Senior Administrative Specialist

Administrative Services

Transfer In 0.18 FTE Workforce Development Board Director
Increase 0.01 FTE Overtime

2020 CURRENT YEAR ACTIONS:

Parks Programs

Refund 1.00 FTE Park Maintenance Worker

2020 BUDGET ACTIONS:

Parks Programs

Reclassify: 1.00 FTE Park Programs Specialist to Public Communications Coordinator
Transfer: 0.15 FTE Parks System Manager
Transfer: 0.08 FTE Golf Course Clubhouse Supervisor
Increase: 0.27 FTE Extra Help

General County Maintenance Center

Reduce: (0.17 FTE) Extra Help

Retzer Nature Center

Reduce: (0.81 FTE) Extra Help

Expo Center

Reduce: (0.14 FTE) Extra Help

Humane Animal

Increase: 0.02 FTE Extra Help

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

Parks & Land Use – General Fund (cont.)

Land and Water Conservation

Increase: 0.38 FTE Extra Help

Hazardous Waste & County Facilities Recycling

Reclassify: 0.10 FTE Solid Waste Supervisor to Recycling & Solid Waste Supervisor

Administrative Services

Transfer: 0.07 FTE Workforce Development Board Director

Increase: 0.12 FTE Overtime

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PARKS & LAND USE - Community Development Fund	19 Year End	20 Budget	21 Budget	Change
Parks and Land Use - CDBG				
* Administrative Specialist	0.26	0.26	0.26	-
*^ Community Development Manager	0.80	0.80	0.80	-
* Fiscal Specialist	0.80	0.80	0.80	-
* Senior Administrative Specialist	0.50	0.60	0.60	-
* Programs & Projects Analyst	-	0.15	0.15	-
Extra Help	-	-	-	-
Overtime	0.02	0.03	0.03	-
Subtotal	2.38	2.64	2.64	-
Parks and Land Use - HOME Grant Programs				
* Administrative Specialist	0.09	0.09	0.09	-
*^ Community Development Manager	0.20	0.20	0.20	-
* Fiscal Specialist	0.20	0.20	0.20	-
* Programs & Projects Analyst	-	0.59	0.59	-
Extra Help	-	-	-	-
Overtime	0.01	0.01	0.01	-
Subtotal	0.50	1.09	1.09	-
* Sunset Position, position will be terminated or reduced if funding is eliminated or reduced.				
^ Position title changed from coordinator to manager in 2018.				
TOTAL PARKS & LAND USE - Community Development	2.87	3.73	3.73	-
Regular Positions	2.85	3.69	3.69	-
Extra Help	-	-	-	-
Overtime	0.02	0.04	0.04	-

2021 BUDGET ACTIONS:

None

2020 CURRENT YEAR ACTIONS:

None

2020 BUDGET ACTIONS:

Create: 0.74 FTE Programs & Projects Analyst
 Increase: 0.10 FTE Senior Administrative Specialist
 Increase: 0.02 FTE Overtime

Waukesha County Budgeted Positions
Full-time Equivalents (FTE)

PARKS & LAND USE - Workforce Innovation Opportunity Act	19 Year End	20 Budget	21 Budget	Change
Administration				
Workforce Development Board Director	0.76	0.79	0.70	(0.09)
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	0.76	0.79	0.70	(0.09)
Adult				
Workforce Development Board Director	0.07	0.05	0.02	(0.03)
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	0.07	0.05	0.02	(0.03)
Dislocated Worker				
Workforce Development Board Director	0.10	0.05	0.02	(0.03)
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	0.10	0.05	0.02	(0.03)
Youth				
Workforce Development Board Director	0.07	0.05	0.01	(0.04)
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	0.07	0.05	0.01	(0.04)
TOTAL PARKS & LAND USE - Workforce Innovation Opportunity Act				
	1.00	0.93	0.75	(0.18)
Regular Positions	1.00	0.93	0.75	(0.18)
Extra Help	-	-	-	-
Overtime	-	-	-	-

2021 BUDGET ACTIONS:

Transfer Out: (0.18 FTE) Workforce Development Board Director

2020 CURRENT YEAR ACTIONS:

None

2020 BUDGET ACTIONS:

Transfer Out: (0.07 FTE) Workforce Development Board Director

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PARKS & LAND USE - Golf Courses	19 Year End	20 Budget	21 Budget	Change
NAGA-WAUKEE GOLF COURSE				
Golf Course Clubhouse Supervisor	1.00	1.00	1.00	-
Golf Course Superintendent	1.00	1.00	2.00	1.00
Park Maintenance Worker	1.00	1.00	1.00	-
Parks Systems Manager	0.25	0.25	0.35	0.10
Extra Help	8.43	8.43	6.90	(1.53)
Overtime	0.30	0.33	0.33	-
Subtotal	11.98	12.01	11.58	(0.43)
WANAKI GOLF COURSE				
Golf Course Clubhouse Supervisor	1.00	0.92	-	(0.92)
Golf Course Superintendent	1.00	1.00	-	(1.00)
Park Maintenance Worker	1.00	1.00	-	(1.00)
Parks Systems Manager	0.25	0.10	-	(0.10)
Extra Help	8.13	8.28	-	(8.28)
Overtime	0.28	0.28	-	(0.28)
Subtotal	11.66	11.58	-	(11.58)
MOOR DOWNS GOLF COURSE				
Golf Course Superintendent	0.50	0.50	0.50	-
Parks Systems Manager	0.05	0.05	0.05	-
Extra Help	2.93	3.50	2.84	(0.66)
Overtime	0.13	0.11	0.11	-
Subtotal	3.61	4.16	3.50	(0.66)
TOTAL PARKS & LAND USE - Golf Courses				
	27.25	27.75	15.08	(12.67)
Regular Positions	7.05	6.82	4.90	(1.92)
Extra Help	19.49	20.21	9.74	(10.47)
Overtime	0.71	0.72	0.44	(0.28)

2021 BUDGET ACTIONS:

Naga-Waukee Golf Course

Transfer In:	1.00 FTE	Golf Course Superintendent from Wanaki
Transfer In::	0.10 FTE	Park System Manager from Wanaki
Reduce:	(1.53 FTE)	Extra Help

Wanaki Golf Course

Transfer Out:	(1.00 FTE)	Golf Course Superintendent to Naga-Waukee
Abolish:	(0.92 FTE)	Clubhouse Supervisor - 18 hole
Transfer Out:	(0.10 FTE)	Park Systems Manager to Naga-Waukee
Abolish:	(1.00 FTE)	Park Maintenance Worker
Reduce:	(8.28 FTE)	Extra Help
Reduce:	(0.28 FTE)	Overtime

Moor Downs Golf Course

Reduce:	(0.66 FTE)	Extra Help
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2020 CURRENT YEAR ACTIONS:

None

2020 BUDGET ACTIONS:

Naga-Waukee Golf Course

Increase:	0.03 FTE	Overtime
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Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

Wanaki Golf Course

Transfer: (0.08 FTE)

Transfer: (0.15 FTE)

Reduce: (0.15 FTE)

Moor Downs Golf Course

Reduce: (0.57 FTE)

Reduce: (0.01 FTE)

Parks & Land Use – Golf Courses (cont.)

Golf Course Clubhouse Supervisor to Parks Programs

Parks Systems Manager to Parks Programs

Extra Help

Extra Help

Overtime

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PARKS & LAND USE - Ice Arenas	19 Year End	20 Budget	21 Budget	Change
NAGA-WAUKEE Ice Arena				
Ice Arena Coordinator	1.00	1.00	1.00	-
Ice Arena Supervisor	1.00	1.00	1.00	-
Parks System Manager	0.08	0.08	0.08	-
Extra Help	2.18	2.13	2.12	(0.01)
Overtime	-	-	-	-
Subtotal	4.26	4.21	4.20	(0.01)
EBLE PARK Ice Arena				
Administrative Assistant	0.75	0.75	-	(0.75)
Ice Arena Coordinator	1.00	1.00	1.00	-
Ice Arena Supervisor	1.00	1.00	1.00	-
Parks System Manager	0.08	0.08	0.08	-
Extra Help	1.86	1.87	1.86	(0.01)
Overtime	-	-	-	-
Subtotal	4.69	4.70	3.94	(0.76)
TOTAL PARKS & LAND USE - Ice Arenas				
	8.95	8.91	8.14	(0.77)
Regular Positions	4.91	4.91	4.16	(0.75)
Extra Help	4.04	4.00	3.98	(0.02)
Overtime	-	-	-	-

2021 BUDGET ACTIONS:

Unfund: (0.75 FTE) Administrative Assistant at Eble Park Ice Arena
 Reduce: (0.02 FTE) Extra Help

2020 CURRENT YEAR ACTIONS:

None

2020 BUDGET ACTIONS:

Reduce: (0.04 FTE) Extra Help

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PARKS & LAND USE - Material Recycling Facility Fund	19 Year End	20 Budget	21 Budget	Change
Material Recycling Facility				
Land Resources Manager	0.30	0.30	0.30	-
Public Communications Specialist	0.38	0.38	0.38	-
Recycling Specialist	0.95	0.95	0.95	-
* Recycling Specialist	1.00	1.00	1.00	-
Recycling & Solid Waste Supervisor	-	0.90	0.90	-
Solid Waste Supervisor	0.90	-	-	-
Senior Administrative Specialist	0.90	0.90	0.80	(0.10)
Senior Conservation Specialist	0.10	0.10	0.10	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	4.53	4.53	4.43	(0.10)
TOTAL PARKS & LAND USE - Material Recycling Facility Fund	4.53	4.53	4.43	(0.10)
Regular Positions	4.53	4.53	4.43	(0.10)
Extra Help	-	-	-	-
Overtime	-	-	-	-

2021 BUDGET ACTIONS:

Transfer Out: (0.10 FTE) Senior Administrative Specialist to Parks-General Fund

2020 CURRENT YEAR ACTIONS:

None

2020 BUDGET ACTIONS:

Reclassify: 0.90 FTE Solid Waste Supervisor to Recycling & Solid Waste Supervisor

TOTAL PARKS AND LAND USE - ALL FUNDS	173.16	174.38	160.92	(13.46)
Regular Positions	103.00	103.84	101.59	(2.25)
Extra Help	68.11	68.34	57.40	(10.94)
Overtime	2.05	2.20	1.93	(0.27)

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PUBLIC WORKS - General Fund	19 Year End	20 Budget	21 Budget	Change
Construction Services				
Architectural Engineer Technician	0.75	0.75	0.75	-
Construction Project Supervisor	0.50	0.50	0.50	-
Facilities Manager	0.05	0.05	0.05	-
Maintenance Mechanic III	0.60	0.60	0.60	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	1.90	1.90	1.90	-
Building Improvement Plan				
Architectural Engineer Technician	0.25	0.25	0.25	-
Construction Project Supervisor	0.20	0.20	0.20	-
Facilities Manager	0.05	0.05	0.05	-
Facilities Supervisor	0.20	0.20	0.20	-
Maintenance Mechanic III	0.40	0.40	0.40	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	1.10	1.10	1.10	-
Energy Consumption				
Facilities Manager	0.10	0.10	0.10	-
Facilities Supervisor	0.05	0.05	0.05	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	0.15	0.15	0.15	-
Facilities Maintenance				
Construction Project Supervisor	0.30	0.30	0.30	-
Electrician	1.00	1.00	1.00	-
Facilities Manager	0.70	0.70	0.70	-
Facilities Supervisor	0.75	0.75	0.75	-
Maintenance Mechanic I	4.00	4.00	4.00	-
Maintenance Mechanic II	15.00	15.00	15.00	-
Maintenance Mechanic III	4.00	4.00	4.00	-
Extra Help	0.40	0.40	0.40	-
Overtime	0.29	0.29	0.29	-
Subtotal	26.44	26.44	26.44	-
Housekeeping Services				
Building Service Worker	7.00	7.00	5.50	(1.50)
Facilities Manager	0.10	0.10	0.10	-
Housekeeping Supervisor	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	0.02	0.02	0.02	-
Subtotal	8.12	8.12	6.62	(1.50)

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PUBLIC WORKS - General Fund (cont.)	19 Year End	20 Budget	21 Budget	Change
Administrative Services				
Business Manager	0.90	0.90	0.90	-
Departmental Executive Assistant	1.00	1.00	1.00	-
Director of Public Works	1.00	1.00	1.00	-
Fiscal Assistant	1.00	1.00	1.00	-
Fiscal Specialist	1.00	1.00	1.00	-
Senior Fiscal Specialist	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	0.01	0.01	0.02	0.01
Subtotal	5.91	5.91	5.92	0.01
<hr/>				
TOTAL PUBLIC WORKS - General Fund	43.62	43.62	42.13	(1.49)
Regular Positions	42.90	42.90	41.40	(1.50)
Extra Help	0.40	0.40	0.40	-
Overtime	0.32	0.32	0.33	0.01

2021 BUDGET ACTIONS:

- Unfund: (0.50 FTE) Building Service Worker
- Abolish: (1.00 FTE) Building Service Worker
- Increase: 0.01 FTE Overtime

2020 CURRENT YEAR ACTIONS:

None

2020 BUDGET ACTIONS:

None

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PUBLIC WORKS - Transportation Fund	19 Year End	20 Budget	21 Budget	Change
County Operations				
Administrative Specialist	1.00	1.00	-	(1.00)
Crew Leader	2.00	2.00	2.00	-
Fiscal Assistant	1.00	1.00	1.00	-
Fiscal Specialist	-	-	1.00	1.00
Highway Operations Manager	1.00	1.00	1.00	-
Patrol Superintendent	2.00	2.00	2.00	-
Patrol Worker	27.00	27.00	26.00	(1.00)
Extra Help	1.48	1.52	0.93	(0.59)
Overtime	1.10	1.04	1.04	-
Subtotal	36.58	36.56	34.97	(1.59)
State Highway Operations				
Patrol Superintendent	2.00	2.00	2.00	-
Patrol Worker	27.00	27.00	27.00	-
Extra Help	0.55	0.51	1.19	0.68
Overtime	2.30	2.30	2.31	0.01
Subtotal	31.85	31.81	32.50	0.69
Transit Services				
Business Manager	0.10	0.10	0.10	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	0.10	0.10	0.10	-
Engineering Services				
Civil Engineer	-	1.00	1.00	-
Engineering Services Manager	1.00	1.00	1.00	-
Engineering Technician	1.00	-	-	-
Senior Civil Engineer	2.95	3.60	4.00	0.40
Senior Engineering Technician	0.20	0.20	0.20	-
Extra Help	1.69	1.69	1.69	-
Overtime	-	-	-	-
Subtotal	6.84	7.49	7.89	0.40
Traffic Control				
Patrol Worker	2.00	2.00	2.00	-
Senior Civil Engineer	0.65	-	-	-
Senior Engineering Technician	0.20	-	-	-
Sign and Signal Maintenance Worker	3.00	3.00	3.00	-
Extra Help	-	-	-	-
Overtime	0.22	0.19	0.19	-
Subtotal	6.07	5.19	5.19	-
Permit Processing				
Senior Engineering Technician	1.60	1.80	1.80	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	1.60	1.80	1.80	-

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

TOTAL PUBLIC WORKS - Transportation Fund	83.04	82.95	82.45	(0.50)
Regular Positions	75.70	75.70	75.10	(0.60)
Extra Help	3.72	3.72	3.81	0.09
Overtime	3.62	3.53	3.54	0.01

Public Works – Transportation Fund (cont.)

2021 BUDGET ACTIONS:

- Reclassify: 1.00 FTE Administrative Specialist to Fiscal Assistant
- Reclassify: 1.00 FTE Fiscal Assistant to Fiscal Specialist
- Create: 1.00 FTE Senior Civil Engineer
- Abolish: (0.60 FTE) Senior Civil Engineer
- Unfund: (1.00 FTE) Patrol Worker in County Highway Operations
- Reduce: (0.59 FTE) Extra Help in County Highway Operations
- Increase 0.01 FTE Overtime in State Highway Maintenance
- Increase: 0.68 FTE Extra Help in State Highway Maintenance

2020 CURRENT YEAR ACTIONS:

None

2020 BUDGET ACTIONS:

- Increase: 0.04 FTE Extra help in the County Highway Operations Program
- Reduce: (0.06 FTE) Overtime in the County Highway Operations Program
- Reduce: (0.04 FTE) Extra help in the State Highway Operations Program
- Create: 1.00 FTE Civil Engineer in the Engineering Services Program
- Abolish: (1.00 FTE) Engineering Technician in the Engineering Services Program
- Transfer: 0.65 FTE Senior Civil Engineer from Traffic Control to Engineering Services
- Transfer: 0.20 FTE Senior Engineering Technician from Traffic Control to Permit Processing
- Reduce: (0.03 FTE) Overtime in the Traffic Control Program

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PUBLIC WORKS - Central Fleet Fund	19 Year End	20 Budget	21 Budget	Change
Repair & Maintenance				
Administrative Assistant	1.00	1.00	1.00	-
Fiscal Specialist	0.75	0.75	0.75	-
Fleet Manager	0.90	0.90	0.90	-
Lead Mechanic	3.00	3.00	3.00	-
Mechanic	7.00	7.00	7.00	-
Stock Clerk	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	0.19	0.20	0.08	(0.12)
Subtotal	13.84	13.85	13.73	(0.12)
Central Fueling				
Fiscal Specialist	0.25	0.25	0.25	-
Fleet Manager	0.10	0.10	0.10	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	0.35	0.35	0.35	-
<hr/>				
TOTAL PUBLIC WORKS - Central Fleet Fund	14.19	14.20	14.08	(0.12)
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Regular Positions	14.00	14.00	14.00	-
Extra Help	-	-	-	-
Overtime	0.19	0.20	0.08	(0.12)

2021 BUDGET ACTIONS:

Reduce: (0.12 FTE) Overtime in Repair & Maintenance Program

2020 CURRENT YEAR ACTIONS:

None

2020 BUDGET ACTIONS:

Increase: 0.01 FTE Overtime in the Repair & Maintenance Program

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PUBLIC WORKS - Airport Fund	19 Year End	20 Budget	21 Budget	Change
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Airport Operations

Airport Manager	0.30	0.30	0.30	-
Programs & Projects Analyst	1.00	1.00	1.00	-
Extra Help	-	-	1.00	1.00
Overtime	-	-	-	-
Subtotal	1.30	1.30	2.30	1.00

Administrative Services

Administrative Specialist	1.00	1.00	1.00	-
Airport Manager	0.70	0.70	0.70	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	1.70	1.70	1.70	-

TOTAL PUBLIC WORKS - Airport Fund	3.00	3.00	4.00	1.00
Regular Positions	3.00	3.00	3.00	-
Extra Help	-	-	1.00	1.00
Overtime	-	-	-	-

2021 BUDGET ACTIONS:

Increase: 1.00 FTE Extra Help

2020 CURRENT YEAR ACTIONS:

None

2020 BUDGET ACTIONS:

None

TOTAL PUBLIC WORKS - ALL FUNDS	143.85	143.77	142.66	(1.11)
Regular Positions	135.60	135.60	133.50	(2.10)
Extra Help	4.12	4.12	5.21	1.09
Overtime	4.13	4.05	3.95	(0.10)

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

REGISTER OF DEEDS	19 Year End	20 Budget	21 Budget	Change
Administrative Services				
Administrative Specialist	0.50	-	-	-
Deputy Register of Deeds	1.00	1.00	1.00	-
Register of Deeds	1.00	1.00	1.00	-
Senior Administrative Specialist	-	0.50	1.00	0.50
Senior Financial Analyst	0.60	0.90	0.90	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	3.10	3.40	3.90	0.50
Land Records				
Administrative Assistant	1.00	1.50	2.00	0.50
Administrative Specialist	4.00	4.00	3.00	(1.00)
Senior Administrative Specialist	-	-	0.50	0.50
Support Staff Supervisor	1.00	0.25	-	(0.25)
Extra Help	-	-	-	-
Overtime	0.05	0.02	0.02	-
Subtotal	6.05	5.77	5.52	(0.25)
Recording				
Administrative Assistant	1.00	0.50	-	(0.50)
Administrative Specialist	2.50	2.00	2.00	-
Senior Administrative Specialist	1.00	1.50	0.50	(1.00)
Extra Help	-	-	-	-
Overtime	0.01	0.00	0.00	-
Subtotal	4.51	4.00	2.50	(1.50)
Vital Records				
Administrative Specialist	2.50	2.50	3.50	1.00
Administrative Assistant	0.50	0.50	0.50	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	3.00	3.00	4.00	1.00
TOTAL REGISTER OF DEEDS				
	16.66	16.17	15.92	(0.25)
Regular Positions	16.60	16.15	15.90	(0.25)
Extra Help	-	-	-	-
Overtime	0.06	0.02	0.02	-

2021 BUDGET ACTIONS:

Administrative Services

Transfer In: 0.50 FTE Senior Administrative Specialist from Recording

Land Records

Transfer In: 0.50 FTE Administrative Assistant from Recording

Transfer Out: (1.00 FTE) Administrative Specialist to Vital Records

Transfer In: 0.50 FTE Senior Administrative Specialist from Recording

Abolish: (0.25 FTE) Support Staff Supervisor

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

Register of Deeds (cont.)

Recording

Transfer Out: (0.50 FTE) Administrative Assistant to Land Records
Transfer Out: (0.50 FTE) Senior Administrative Specialist to Administrative Services
Transfer Out: (0.50 FTE) Senior Administrative Specialist to Land Records

Vital Records

Transfer In: 1.00 FTE Administrative Specialist from Land Records

2020 CURRENT YEAR ACTIONS:

None

2020 BUDGET ACTIONS:**Administrative Services**

Reclassify: 0.50 FTE Administrative Specialist to Senior Administrative Specialist
Transfer In: 0.30 FTE Senior Financial Analyst from Dept. of Emergency Preparedness

Land Records

Transfer In: 0.50 FTE Administrative Assistant from Recording Program
Abolish: (0.75 FTE) Support Staff Supervisor
Reduce: (0.03 FTE) Overtime

Recording

Transfer Out: (0.50 FTE) Administrative Assistant to Land Records
Reclassify: 0.50 FTE Administrative Specialist to Senior Administrative Specialist
Reduce: (0.01 FTE) Overtime

Vital Records

None

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

SHERIFF	19 Year End	20 Budget	21 Budget	Change
Process / Warrant Service				
Administrative Specialist	6.00	6.00	6.00	-
Captain	1.00	1.00	1.00	-
Deputy	3.00	3.00	2.00	(1.00)
Fiscal Specialist	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	0.23	0.23	0.25	0.03
Subtotal	11.23	11.23	10.25	(0.97)
Court Security				
Deputy	18.86	18.86	17.86	(1.00)
Lieutenant	1.00	1.00	1.00	-
Extra Help	2.79	2.79	2.79	-
Overtime	0.39	0.39	0.44	0.05
Subtotal	23.04	23.04	22.09	(0.95)
General Investigations				
Administrative Specialist	2.00	2.00	2.00	-
Captain	1.00	1.00	1.00	-
Deputy	1.00	1.00	1.00	-
Detectives	21.00	21.00	20.00	(1.00)
* Detectives	1.00	1.00	2.00	1.00
Lieutenant	1.00	1.00	1.00	-
Senior Administrative Specialist	2.00	2.00	2.00	-
Sr. Info Technology Professional	1.00	-	-	-
Extra Help	-	-	-	-
Overtime	0.54	0.54	0.54	-
Subtotal	30.54	29.54	29.54	-
Special Investigations				
Captain	1.00	1.00	1.00	-
* Deputy	-	1.00	1.00	-
Detectives	6.00	6.00	6.00	-
Lieutenant	1.00	1.00	1.00	-
Extra Help	1.01	1.01	0.86	(0.15)
Overtime	0.73	0.72	0.71	(0.01)
Subtotal	9.74	10.73	10.57	(0.16)
General Patrol				
Administrative Assistant	1.50	1.50	1.50	-
Captain	4.00	4.00	4.00	-
* Captain	1.00	1.00	1.00	-
Deputy	70.14	70.14	70.14	-
* Deputy	28.00	28.00	29.00	1.00
Lieutenant	6.00	6.00	8.00	2.00
* Lieutenant	3.00	3.00	3.00	-
Extra Help	-	-	-	-
Overtime	5.67	5.63	5.61	(0.02)
Subtotal	119.31	119.27	122.25	2.98

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

SHERIFF (cont.)	19 Year End	20 Budget	21 Budget	Change
Inmate Security and Services-Jail				
Administrative Assistant	4.00	4.00	4.00	-
Administrative Specialist	7.00	7.00	7.00	-
Correctional Facility Manager	2.00	2.00	2.00	-
Correctional Officers	95.00	95.00	95.00	-
Correctional Supervisor	10.00	10.00	10.00	-
Fiscal Assistant	2.00	2.00	2.00	-
Jail Administrator	1.00	1.00	1.00	-
Senior Correctional Facility Manager	1.00	1.00	1.00	-
Support Staff Supervisor	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	3.14	3.14	3.13	(0.01)
Subtotal	126.14	126.14	126.13	(0.01)
Court Tower Staffing				
Correctional Officers	3.00	3.00	3.00	-
* Correctional Officers	3.00	3.00	1.50	(1.50)
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	6.00	6.00	4.50	(1.50)
Inmate Security and Services-Huber Facility				
Correctional Facility Manager	1.00	1.00	1.00	-
Correctional Officers	25.00	25.00	25.00	-
Correctional Supervisor	3.00	3.00	3.00	-
Fiscal Assistant	2.00	2.00	2.00	-
Extra Help	-	-	-	-
Overtime	0.85	0.85	0.84	(0.01)
Subtotal	31.85	31.85	31.84	(0.01)
Administrative Services				
Administrative Specialist	9.00	7.00	6.00	(1.00)
Business Manager	1.00	1.00	1.00	-
Departmental Executive Assistant	1.00	1.00	1.00	-
Deputy Inspector	1.00	1.00	1.00	-
Financial Analyst	1.00	1.00	1.00	-
Fiscal Specialist	2.00	2.00	2.00	-
Inspector	1.00	1.00	1.00	-
Office Services Coordinator	1.00	1.00	1.00	-
Programs & Projects Analyst	1.00	1.00	-	(1.00)
Senior Administrative Specialist	1.00	1.00	2.00	1.00
Sheriff	1.00	1.00	1.00	-
Extra Help	1.03	1.03	1.00	(0.03)
Overtime	0.11	0.11	0.11	-
Subtotal	21.14	19.14	18.11	(1.03)

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

SHERIFF (cont.)	19 Year End	20 Budget	21 Budget	Change
TOTAL SHERIFF	378.99	376.93	375.28	(1.65)
Regular Positions	362.50	360.50	359.00	(1.50)
Extra Help	4.83	4.83	4.65	(0.18)
Overtime**	11.65	11.60	11.63	0.03

* Sunset Position, position will be terminated or reduced if funding is terminated or reduced.

**Variances may occur into total changes due to rounding to the nearest thousandth.

2021 BUDGET ACTIONS:

Unfund:	(1.00 FTE)	Deputy Sheriff – Process/Warrant Service
Unfund:	(1.00 FTE)	Deputy Sheriff – Court Security
Unfund:	(1.00 FTE)	Detective – General Investigations
Unfund:	(1.00 FTE)	Programs & Projects Analyst – Administrative Services
Create:	2.00 FTE	Lieutenant – General Patrol
Decrease:	(1.50 FTE)	Sunset Correctional Officer Positions for the Court Tower Project Completion
Reduce:	(0.18 FTE)	Extra Help
Increase:	0.03 FTE	Overtime
Reclassify:	1.00 FTE	Administrative Specialist to Senior Administrative Specialist

2020 CURRENT YEAR ACTIONS:

Create:	1.00 FTE	Deputy Sheriff – General Patrol – City of Pewaukee Contract
Create:	1.00 FTE	Detective – General Investigations – City of Pewaukee Contract

2020 BUDGET ACTIONS:

Unfund:	(2.00 FTE)	Administrative Specialist Positions in Administration
Unfund:	(1.00 FTE)	Sr. Info Technology Professional in General Investigations
Reduce:	(0.05 FTE)	Overtime

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

UW - EXTENSION	19 Year End	20 Budget	21 Budget	Change
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Strengthening County Citizens, Families & Communities

Administrative Specialist	1.70	1.85	1.70	(0.15)
Departmental Executive Assistant	-	1.00	1.00	-
Programs & Projects Analyst	1.00	-	-	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	2.70	2.85	2.70	(0.15)
Faculty*	4.75	4.50	3.50	(1.00)

*State 136 Contract UW Extension positions that are funded by 60 percent state funding and 40 percent local share funding.

TOTAL UW - EXTENSION	2.70	2.85	2.70	(0.15)
Regular Positions	2.70	2.85	2.70	(0.15)
Extra Help	-	-	-	-
Overtime	-	-	-	-
Faculty Positions funded by State\County\Grants	4.50	4.50	3.50	(1.00)

2021 BUDGET ACTIONS:

Decrease: (0.15 FTE) Administrative Specialist

2020 CURRENT YEAR ACTIONS:

None

2020 BUDGET ACTIONS:

Increase: 0.15 FTE Administrative Specialist

Reclassify: 1.00 FTE Programs & Projects Analyst to Departmental Secretary

GLOSSARY OF SIGNIFICANT TERMS

ACCRUAL BASIS OF ACCOUNTING

A method of accounting that recognizes the financial effect of transactions, events, and interfund activities when they occur, regardless of the timing of related cash flows.

ACTIVITIES

The major programs and projects performed by a department.

ACTIVITY AND PROGRAM DATA STATISTICS

Data that reflects the volume (quantitative measure) of work performed in the significant activities of a department/program. As the County implements its strategic planning process, this information will be transitioned into performance measures (see performance measures).

ADOPTED BUDGET

The budget that is approved by the County Board in November for the following fiscal year beginning January 1.

AMORTIZATION

The gradual elimination of a liability.

APPROPRIATION

The legal authorization to make expenditures or incur financial obligations for goods or services during the budget year. Appropriations are authorized in department budgets by fund.

APPROPRIATION UNIT

An expenditure account grouped by purpose, including:

1. Personnel Costs
2. Operating Expenses
3. Interdepartmental Charges
4. Fixed Assets/Improvements
5. Debt Service

ASSESSED VALUATION

A valuation set on real estate and certain personal property, by the municipal assessor, as a basis for levying property taxes. (See equalized property valuation).

ASSESSMENT

An assessment is the value placed upon your property by the local assessor, which is a basis for levying property taxes (See equalized property valuation).

ASSETS

Resources with present service capacity that the government presently controls.

AUTHORIZED POSITIONS

Regular full-time or regular part-time positions as authorized by a County Board approved ordinance.

BALANCE SHEET

A statement that discloses the financial condition of an entity by assets, liabilities, and fund balance (equity) of a fund or account group at a specific date to exhibit financial position.

BALANCED BUDGET

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

BOND OR PROMISSORY NOTES

A fixed interest financial asset issued for a period of time with the purpose of raising capital by borrowing.

BOND RATING

A level of risk assigned to general obligation promissory notes assessed by a rating agency. The higher the rating, the less risky the notes are to the entity borrowing the funds. Waukesha County has a Aaa/AAA bond rating, which represents the lowest risk possible to obtain.

GLOSSARY OF SIGNIFICANT TERMS

BUDGET

A plan of financial operation embodying an estimate of proposed expenditures and revenues for a given calendar year. It specifies the type and level of county services to be provided, while limiting through the appropriation process the amount of money that can be spent. Budgets are adopted for the following fiscal year, but they can be modified. Most local governments have two types of budgets, an "operating" budget and a "capital" budget.

BUDGET BOOK

The official written document prepared by the budget office and supporting staff, which presents the Executive's proposed budget to the County Board for review and the final adopted document, subsequent to County Board approval and Executive veto (if necessary).

BUDGET MESSAGE

The opening section of the budget prepared by the County Executive that provides the County Board of Supervisors and the public with a general summary of important aspects of budget policy, including changes from the current and previous fiscal years.

BUDGETARY CONTROL

The control or management of a governmental unit in accordance with an approved budget for the purpose of keeping expenditures within the limitations of authorization. Waukesha County controls at the appropriation unit level (see appropriation unit).

BUDGETED POSITIONS

Authorized positions that are funded in the current or ensuing budget year.

CAPITAL BUDGET

A budget of approved capital projects contained in the first year of the five-year capital projects plan.

CAPITAL EXPENDITURES

The cost of acquisition of operating equipment items, which includes expenditures for fixed assets and capital projects.

CAPITAL OUTLAY

The cost of acquisition of operating equipment items such as vehicles and office equipment greater than \$5,000. These items generally have a useful life greater than one year, but less than ten years, and are included in an organization's operating budget as fixed assets.

CAPITAL PROJECT

An active or proposed nonrecurring expenditure that is in excess of one hundred thousand dollars (\$100,000) for costs associated with a permanent fixed asset (e.g. building, land, highway and technology improvements, or equipment), and has a useful life or extends the useful life of an existing fixed asset, usually in excess of seven (7) years.

CAPITAL PROJECTS PLAN

A five-year plan for capital expenditures. The first year in the plan is the adopted Capital Budget.

CHILDREN'S LONG TERM SUPPORT (CLTS)

(Home and Community Based Waiver Funding) provides fully funded and locally-matched tax levy funding for children diagnosed with Autism, Asperger's, and Pervasive Developmental Disorders.

COMMISSIONS AND BOARDS

Members consist of both County Board of Supervisors and citizens. Most commission and board members are appointed by the County Executive and approved by the County Board. Responsibilities include making policy recommendations to the Executive on decisions that affect county government services and operations.

COMMUNITY AIDS – BASIC COUNTY ALLOCATION (BCA)

The major state funding source for County Human Service Department programs. These funds can be broadly used to pay for social services and services for mentally disabled persons.

COMMUNITY OPTIONS PROGRAM WAIVER (COP-Waiver; COP-W)

Provides Medical Assistance funding for home and community-based care for elderly and physically disabled citizens who have long-term care needs, and who would otherwise be eligible for Medical Assistance reimbursement in a nursing home. County participation was mandated effective January 1, 1990.

GLOSSARY OF SIGNIFICANT TERMS

COMMUNITY RECOVERY SERVICES (CRS)

(1915(j) Home and Community Based Services) will provide three specific services: Community Living Supportive Services, Supported Employment, and Peer Supports under the umbrella of psychosocial rehabilitation to individuals with serious and persistent mental illness.

COMPONENT UNIT

A component unit is used to account for operations that is legally separate organization from the governing body, but where the elected officials of the primary government are financially accountable to the organizations.

COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR)

The official annual financial report for the County. This report is prepared in conformity with Generally Accepted Accounting Principles, and is subject to review by a public accounting firm. The report provides information used by bond rating agencies, prospective investors, regulatory and funding agencies, and other interested parties.

COMPREHENSIVE COMMUNITY SERVICES (CCS)

Under State Administrative Code Ch. DHS 36, Comprehensive Community Services are designed to provide persons with mental disorders and substance-use disorders a flexible array of individualized community based psycho-social rehabilitation services authorized by a mental health professional to consumers with mental health or substance use issues across their lifespan.

CONTINGENCY FUNDS

Assets or other resources set aside to provide for unforeseen expenditures or for anticipated expenditures of uncertain amounts.

COUNTY BOARD CHAIRMAN

A County Board member elected by the County Board. This part-time position refers all matters directed to the County Board to the appropriate standing committees of the Board, and is responsible for determining the meeting agendas and for conducting the proceedings of the Board at its meeting. The County Board Chairman serves as Chairman of the Executive Committee and at any joint meeting of County Board Committees.

COUNTY BOARD OF SUPERVISORS

The acting County legislative body. It is comprised of twenty-five (25) supervisors elected from separate districts. Supervisors are elected for two-year terms in April of even numbered years.

COUNTY EXECUTIVE

A non-partisan position who is elected at large for a four-year term. The Executive is responsible for coordinating and directing all administrative and management functions for the County, which are not vested in other elected officials. The Executive has the power to appoint the heads of all County departments, except those headed by elected officials or State statutory boards and commissions. The Executive appoints the members of most boards and commissions. Appointments are subject to County Board confirmation. A major responsibility of the County Executive is budget preparation and its submission to the County Board. The County Executive may veto a resolution or ordinance passed by the County Board, and the Executive may exercise a partial veto of legislation that involves an appropriation. A two-thirds vote of the members elect of the County Board is necessary to override a County Executive veto.

CORONAVIRUS DISEASE 2019 (COVID-19)

An infectious novel coronavirus disease caused by severe acute respiratory syndrome coronavirus 2 (SARS-CoV-2) first identified in December 2019 resulting in a pandemic.

DEBT

An obligation resulting from borrowing money.

DEBT LIMIT

The maximum amount of gross or net debt legally permitted.

DEBT RATE LIMIT

The maximum debt rate that the County may levy a tax, which is imposed by the state legislature based on the 1993 debt rate limit.

DEBT SERVICE

Cost of principal, interest, and service costs pertaining to long-term notes or bonds, which are issued to finance capital projects.

GLOSSARY OF SIGNIFICANT TERMS

DEFICIT

The excess of expenditures/uses over revenues/resources.

DEPARTMENT

A major county office (agency) that administers programs and operations.

DEPRECIATION

A business operating expense, which reflects the annual benefit derived from capitalized fixed asset purchases. These costs are calculated for proprietary funds (i.e., internal service and enterprise funds only) in accordance with Generally Accepted Accounting Principals.

DESIGNATED FOR SUBSEQUENT YEAR

A portion of this year's unreserved fund balance to provide for the excess of expenditures, other financing uses over revenues, and other financing sources budgeted in the next year.

DISPATCHING COUNSELS

Computers/communication equipment used by the Waukesha County Communications Center for emergency dispatch.

EFFECTIVENESS INDICATOR

A type of performance measure including effectiveness, quality, cycle time, and citizen satisfaction that measures results and accomplishments of the service provided.

EFFICIENCY INDICATOR

A performance measure that measures how much output or outcome can be produced or provided by a given resource level, or how much input it takes to produce a given outcome level. Indicators quantify the relationship between inputs and outputs and can be expressed as productivity ratios or as unit-cost ratios.

EMPLOYEE BENEFITS

Compensation in addition to regular salary or wages provided to an employee. This includes health insurance, life insurance, dental insurance, Social Security, Wisconsin Retirement, and salary continuance (disability insurance).

ENCUMBRANCE

Obligations in the form of purchase orders, contracts, or salary commitments that are chargeable to an appropriation and for which a part of the appropriation is reserved. They cease to be encumbrances when paid or when the actual liability is established.

END USER TECHNOLOGY FUND (EUTF)

The End User Technology Fund is an internal service fund established to finance common technology infrastructure for county users. The fund is managed on a total cost of ownership basis and includes the following costs: the replacement and maintenance of personal computers, printers, and copiers; software licensing and support; help desk and training; maintenance of county network hardware and software; backup and recovery functions; and other costs related to making technology available to users.

EQUALIZED PROPERTY VALUATION

Equalized value is the statutory full market value of all taxable property within each jurisdiction (except agricultural land, which is valued based on income). The State Department of Revenue analyzes market sales statewide to estimate the full market (or equalized) value of each jurisdiction. Equalized values provide a means of comparing different jurisdictions, even if they are assessed at different percentages of market value. Equalized values are used to apportion the levies of overlying districts (e.g., schools and counties) to the municipalities within them. Also, they are used in distribution formulas for certain types of state aid to local governments. The state values are needed because municipalities assess property at varying percentages of market value.

EQUITY

The excess of assets over liabilities generally referred to as fund balance.

EXPENDITURE

The outflow of funds paid, or to be paid, for an asset or service obtained, regardless of when the expense is actually paid. NOTE: An encumbrance is not an expenditure; an encumbrance reserves funds to be expended.

GLOSSARY OF SIGNIFICANT TERMS

FINANCIAL STATEMENTS

Presentation of financial data that shows the financial position, cash flows generated, and the results of financial operations of a fund, for a group of accounts, or an entire entity for a particular accounting period.

FISCAL YEAR

A twelve-month period to which the annual operating budget applies, and at the end of which a governmental unit determines its financial position and the results of its operations. Waukesha County uses a January 1 to December 31 calendar year as its fiscal year.

FIXED ASSETS/IMPROVEMENTS

Costs of all equipment items (over \$5,000) used by agencies. This category includes capital outlay, small office equipment items, large automotive equipment, and major maintenance projects. Capital projects as defined by County Code and indicated above are excluded.

FULL TIME EQUIVALENT (FTE)

Used to compare the hours budgeted for regular full-time, regular part-time, temporary part-time, and overtime based on 2,080 hours annually of a full-time position.

FUNCTIONAL AREA

Departments are grouped in the annual budget according to the related functions that they perform. The budget has eight functional areas including: Justice & Public Safety, Health & Human Services, Parks, Environment, Education and Land Use, Public Works, General Administration, Capital Projects, Debt Service, and Non-Departmental.

FUND BALANCE

Fund Balance is the difference between assets and liabilities in a government fund's balance sheet.

Beginning in 2011, GASB 54 established five classifications of fund balance with a hierarchy that is based on the extent to which spending constraints restrict how a government can use the funds. The five classifications are:

- **Nonspendable fund balance** – amounts that are not in a spendable form, such as inventory or prepaid expenses. It also includes amounts that are required to be maintained intact, such as the principal of an endowment fund.
- **Restricted fund balance** – amounts that can be spent only for specific purposes stipulated by external providers, such as grant providers or bondholders, as well as amounts that are restricted constitutionally or through legislation.
- **Committed fund balance** – amounts that can be used only for specific purposes that are determined by a formal action of the County Board. These commitments may be changed or lifted, but only by the same formal action that was used to impose the constraint originally.
- **Assigned fund balance** – amounts that are intended for specific purposes, as expressed by the governing body or authorized official. This applies to the remaining resources in any governmental fund other than the general fund that are intended to be used for a defined purpose.
- **Unassigned fund balance** – all amounts not contained in other classifications. Unassigned amounts are technically available for any purpose.

FUNDS

A fiscal entity that is segregated for the purpose of accounting and budget reporting. The following is a brief definition of the major types of funds used by Waukesha County.

1. Capital Projects: to account for financial resources to be used for the acquisition or construction of major facilities, equipment, highways, or technology.
2. Debt Service: to account for the accumulation of resources for, and the payment of, general long-term debt and interest (other than enterprise and internal service fund debt).
3. General: to account for all financial resources used to fund general government operations not accounted for by other funds.
4. Proprietary: an account that uses the accrual basis of accounting.

GLOSSARY OF SIGNIFICANT TERMS

- a. Enterprise: to account for operations that are financed and operated similar to private businesses with the intention that the costs of providing goods or services to the general public is to be financed or recovered primarily through user charges (e.g. golf courses).
 - b. Internal Service: to account for the cost of providing goods or services by one department to another department on a cost-reimbursement basis (e.g. Central Fleet).
5. Special Revenue: are created to account and report revenue sources that are restricted or committed to specified purposes (e.g. Bridges Library System Funds).

FUND PURPOSE

A statement that describes the reasons why the fund exists. It is mainly used to describe the purpose of certain special revenues and proprietary (Internal Services and Enterprises) funds.

FUND TRANSFER

A transfer of expenditure authority between appropriation units within a fund or department.

GENERAL OBLIGATION BONDS

Bonds in which the government pledges its full faith and credit to the repayment of bonds that it issues. The County is authorized by law (section 67.05 (10)) to levy on all taxable property, such as ad valorem taxes, without limitation as to rate or amount that may be necessary to pay the notes.

INCOME MAINTENANCE (IM)

Used to describe services and associated funding related to the providing of economic support services, such as food stamps, low income child care, and medical benefits.

INTERDEPARTMENTAL CHARGES

Costs of all supplies, materials, or services purchased by one county department from another county department (mainly Internal Service funds).

LAND INFORMATION SYSTEM (LIS)

An integrated computerized system that links land parcel locations to digital mapping and databases concerning property information (e.g., address, zoning, or civil boundaries).

LIABILITIES

Amounts that are owed for assets received, services rendered, or any other obligation.

MAJOR FUNDS DEFINITIONS

A fund is considered major if it is the primary operating fund of the County or meets the following criteria: (1) Total assets, liabilities, revenues, or expenditures/expenses of that individual governmental or enterprise fund are at least 10 percent of the corresponding total for all funds of that category or type. (2) The same element of the individual governmental fund or enterprise fund that met the 10 percent test is at least five percent of the corresponding total for all governmental and enterprise funds combined. In addition, any other governmental or proprietary fund that the County believes is particularly important to financial statement users may be reported as a major fund. The County has six major funds: General, Debt Service, Capital Projects, Parks and Land Use – Materials Recycling Fund, Emergency Preparedness – Radio Services Fund, and Public Works – Airport Fund.

MEDICAL ASSISTANCE (MA)

A Medicaid (Title XIX) program that pays for necessary health care services for persons whose financial resources are not adequate to provide for their health care needs.

MISSION

A statement defining the major reasons for the existence, including the purpose of the County.

MODIFIED ACCRUAL BASIS OF ACCOUNTING

Basis of accounting in which (1) revenues are recognized in the accounting period when they become available and measurable, and (2) expenditures are recognized in the accounting period when the fund liability is incurred, if measurable, except for un-matured interest on general long-term debt and certain similar accrued obligations, which are recognized when due.

GLOSSARY OF SIGNIFICANT TERMS

MODIFIED BUDGET

An adopted budget becomes a modified budget when amended through an ordinance or funds transfer to adjust the revenue or expenditure budget.

NET ASSETS

The residual of all other elements presented in a statement of financial position.

OBJECTIVES

Goal statement that focuses on achieving the county-wide key strategic pillars. The level of services or specific achievement an agency expects to, or plans to accomplish in the budget year. Objectives should reflect desired outcomes or results as identified in the strategic plan.

OBLIGATIONS

Amounts that a governmental unit may be required to legally meet out of its resources, including both liabilities and unliquidated encumbrances.

OPERATING BUDGET

A plan of current expenditures and the proposed means of financing them. The annual operating budget is the primary means in which most of the financing, acquisition, spending, and service delivery activities of a government are controlled. The use of annual operating budgets for governments is usually required by law. Even when not required by law, annual operating budgets are essential for sound financial management.

OPERATING EXPENSES

Cost of all utilities, supplies, materials, travel, and tuition expenses necessary for the operation of a department. This also includes the cost of all services purchased from outside vendors.

OTHER FINANCING SOURCES

Funds received from general long-term debt proceeds, operating transfers in, and material proceeds of fixed asset dispositions. Such amounts are classified separately from operating revenues.

OTHER FINANCING USES

Funds used for operating transfers out. Such amounts are classified separately from expenditures.

PER CAPITA INCOME

The total county income divided by the total county population.

PER DIEM

Compensation that is paid on a per day basis.

PERFORMANCE MEASURE

A measure used to determine success by indicating how well a program or service is accomplishing its mission and goals, by linking program area results to the County-Wide Pillars and Objectives.

PERSONNEL COSTS

Costs of all salary and non-salary compensation incurred in accordance with County policy. This includes wages, and overtime compensation paid to County employees. This also includes compensation for sick leave, holiday, and vacation. Major employee benefits include: County pension and Social Security contributions, health, life, dental, and disability insurance.

PILLARS

County-wide pillars are five key components that provide a framework for an evaluation process within the strategic plan. These five concepts can be applied to all types of organizations and allows comparison.

1. **Customer Service:** High Customer Satisfaction
2. **Quality:** High standards of Service excellence
3. **Team:** Best professional serving the public in the best way
4. **Health and Safety:** Ensure the well-being of citizens
5. **Finance:** Protect taxpayers investment

POSITION SUMMARY

The list of budgeted full-time positions within each program. Positions are expressed in terms of full-time work year equivalents (FTE); which is approximately 2,080 hours per year.

GLOSSARY OF SIGNIFICANT TERMS

PROGRAM

The primary identifiable financial unit of a department, which groups department functions and activities that have a common purpose.

PROGRAM BUDGET

A budget that focuses upon the mission, function, and objectives of a department rather than upon its detailed (line item) object classes of expenditures.

PROMISSORY NOTE

A written promise to pay (debt) a specific sum of money (called principal or face value) at a specified future date (called the maturity date(s)) along with periodic interest paid at a specified percentage of the principal (interest rate).

PROPERTY TAX

Taxes levied on both real and personal property according to the property's equalized valuation and tax rate.

RETAINED EARNINGS

An equity account reflecting the accumulated earnings of a proprietary (enterprise) fund.

REVENUES

Financial resources received from tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, shared revenues, and interest income. There are several budget categories of revenue that the County receives, including:

1. General Government Revenues: contracts or grant funds mainly from state and/or federal sources for the support of programs.
2. Fines and Licenses: funds received as a result of penalties paid by persons having been found in violation of state laws and/or county ordinances. Fees received from the sale of county issued licenses and permits to citizens and business entities to enable them to carry out regulated activities.
3. Charge for Services: funds received as payment for services performed by county agencies.
4. Interdepartmental Revenues: funds received for payments made or services performed by county agencies for other county agencies.
5. Other Revenues: funds received for rents, commissions, and other commercial-type income. Also includes transfers from other funds and proceeds from borrowing.

STANDING COMMITTEES

There are seven standing committees of the County Board organized on functional lines. The Executive, Finance, and Human Resources committees deal with administrative policy matters; whereas, the remaining four standing committees (Judiciary and Law Enforcement; Health and Human Services; Land Use, Parks, and Environment; and Public Works) are concerned with policy matters affecting public services. Committees make recommendations to the Board on all budget and legislative matters that have been referred to them.

STATE AID

Funds made available by the legislature for distribution to each local unit of government based on a prescribed formula of distribution to offset some expenses.

STATEMENT OF PURPOSE

A statement defining the major reasons for the existence of the department, including its purpose in the County government.

STATUTE

A written law enacted by a duly organized and constituted legislative body.

STRATEGIC PLANNING

The process of determining long-term goals and then identifying the best approach for achieving those goals.

GLOSSARY OF SIGNIFICANT TERMS

SUNSET CLAUSE POSITIONS

Authorized positions created by County Board approved ordinances, which include a clause to reduce or eliminate a position or budget appropriation for that position if the designated funding source is subsequently reduced or terminated.

TAX INCREMENTAL FINANCING DISTRICT (TID)

Areas of redevelopment within a municipality, designated to finance public projects that stimulates development or redevelopment that would not otherwise occur. The area involved is designated a TIF district. To finance the cost of improvements, property taxes levied on any increased property value within the TID are diverted from the overlying taxing jurisdictions (municipal, school district, vocational district, and county) and are placed in a special account to be used to pay the project costs.

TAX LEVY

The total amount of revenues to be raised by property taxes to support County activities. Property taxes are levied in the current year for subsequent year appropriations.

TAX LEVY BUDGET BASE

The amount of tax levy included in the current year adopted budget.

TAX LEVY RATE (MILL RATE)

The amount of taxes levied for each \$1,000 (mill) of equalized property valuation at the current tax rate.

TRUE NON-RESIDENT (TNR)

Resident in a non-library community.

UNFUNDED POSITIONS

An authorized position with no funding appropriation provided for the current or ensuing budget year.

VETO

A power of the County Executive to delete or stop approval on a resolution or ordinance passed by the County Board. The County Executive may exercise a partial veto of legislation that involves an appropriation. A two-thirds vote of the members elect of the County Board is necessary in order to override a County Executive veto action.

WORKFORCE INNOVATION & OPPORTUNITY ACT (WIOA) FUND

Waukesha County serves as the fiscal agent for the Waukesha-Ozaukee-Washington Workforce Development Board (WOW-Board). WIOA grant funding provides contracted assistance to adults, youth, and dislocated workers to access employment and other support services to gain employment.

WORKING CAPITAL

Liquidity measure of fiscal health, measured by current assets minus current liabilities. Positive working capital means that an entity should be able to pay off its short-term liabilities.

YOUTH AIDS

A funding source distributed by the State of Wisconsin Department of Children and Families to pay for state correctional services for youths found by the courts to be delinquent, and to fund correctional alternative programs and services at the county level.

GLOSSARY OF ACRONYMS

ABE Adult Basic Education	FY Fiscal Year	TSSU Treatment and Support Services Unit
ACA Affordable Care Act	GAAP Generally Accepted Accounting Principles	UPS Uninterruptible Power Supply
ADA Americans with Disabilities Act	GAB Government Accountability Board	USDA United States Department of Agriculture
ADRC Aging and Disability Resource Center	GAL Guardian ad Litem	UW-EXT University of Wisconsin Extension
ADT Average Daily Traffic	GASB Government Accounting Standards Board	UWW University of Wisconsin-Waukesha
AFCSP Alzheimer's Family Caregiver Support Program	GED General Education Development	VA Veterans Administration
AODA Alcohol and Other Drug Abuse	GFOA Government Finance Officers Association	VAWA Violence Against Women Act
APS Adult Protective Services	GPR General Purpose Revenue	VDI Visual Desktop Infrastructure
ATC Alcohol Treatment Court	GTA General Transportation Aids	VOIP Voice Over Internet Protocol
B-3 Birth to three program	HDM Home Delivered Meals	VOCA Victims of Crime Act
BC Benefit/cost	HHS Health and Human Services	WCC Waukesha Communications Center
BCA Basic County Allocation	HHW Household Hazardous Waste	WCNC Waukesha County Nutrition Coalition
CAD Computer Aided Dispatch	HIPAA Health Insurance Portability and Accountability Act	WCTC Waukesha County Technical College
CAFR Comprehensive Annual Financial Report	HITECH Health Information Technology for Economic and Clinical Health Act	WIOA Workforce Innovation Opportunity Act
CAFÉ Computer Access for Everyone	HIV Human Immunodeficiency Virus	WIC Women, Infant and Child
CARES Coronavirus Aid, Relief, and Economic Security Act	HOME Home Investment Partnerships Grant	WICAMS Wisconsin Credentialing and Asset Management System
CBD Central Business District	HSR Health Savings Account	WisDOT Wisconsin Department of Transportation
CCAP Circuit Court Automation Program	HSIP Highway Safety Improvement Program	WISACWIS Wisconsin Statewide Automated Child Welfare Information System
CCOP Children's Community Option Program	HVAC Heating, Ventilation, and Air Conditioning	WIMCR Wisconsin Medicaid Cost Report
CCS Comprehensive Community Services	HUD Housing and Urban Development	WMMIC Wisconsin Municipal Mutual Insurance Company
CDBG Community Development Block Grant	ICF/ID Intermediate Care Facilities for Individuals with Intellectual Disabilities	WNEP Wisconsin Education Nutrition Program
CEMP Comprehensive Emergency Management Plan	IM Income Maintenance	WOW-Board Waukesha-Ozaukee-Washington Workforce Development Board
CHDO Community Housing Development Organizations	IPAWS Integrated Public Alert and Warning System	WPS Wisconsin Physicians Services
CHIP County Highway Improvement Program	IT Information Technology	YE Year End
CHIPS Children in Need of Protection or Services	KIDS Kids Information Data System	
CHIPP Community Health Improvement Plan	LIS Land Information System	
CJCC Criminal Justice Collaborating Council	LSS Lutheran Social Services	
CLTS Children's Long Term Support Waiver Services	MA Medical Assistance	
COC Clerk of Courts	MCO Manage Care Organization	
COVID-19 Coronavirus Disease 2019	MHC Mental Health Center	
CPI Consumer Price Index	ML Moraine Lakes Consortium	
CPI-U Consumer Price Index -Urban	MOU Memorandum of Understanding	
CPS Child Protective Services	MRF Materials Recycling Fund	
CRS Community Recovery Services	MSL Medical Support Liability	
CSMs Certified Survey Maps	NFPA National Fire Protection Association	
CSP Community Support Program	NIMS National Incident Management System	
CTH County Trunk Highway	NOS Not Otherwise Specified	
CY Calendar Year	OWI Operating While Intoxicated	
DARE Drug Abuse Resistance Education	PCI Pavement Condition Index	
DATCP State Department of Trade and Consumer Protection	PH Public Health	
DHS Department of Health and Human Services	POS Point of Service	
DNR State Department of Natural Resources	POWTS Private On-site Waste Treatment Systems	
DOA Department of Administration	REI Recycling Efficiency Initiative	
DOC State Department of Corrections	RFP Request for Proposal	
DOT Department of Transportation	RMA Routine Maintenance Agreement	
DRC Day Report Center	ROI Return on Investment	
EBDM Evidence Based Decision Making	SAMHSA Substance Abuse Mental Health Services Association	
ECM Enterprise Content Management	SDWA Safe Drinking Water Act	
EFNEP Expanded Food and Nutrition Education Program	SEFSA Schedule of Expenditure of Federal and State Awards	
EMMA Electronic Municipal Market Access	SEWRPC Southeastern Wisconsin Regional Planning Commission	
EMR Emergency Medical Records	SMSA Standard Metropolitan Statistical Area	
EMS Emergency Medical Services	SRO School Resource officer	
EPA Federal Environmental Protection Agency	SSI Supplemental Security Income	
EPCRA Emergency Planning and Community Right-to-Know Act	STD Sexually Transmitted Disease	
EPL Emerald Park Landfill	STEM Science, Technology, Engineering, and Mathematics	
ES Economic Support	STP Surface Transportation Program (Federal)	
ESBA Eating Smart Being Active	TAD Treatment Alternatives and Diversion Grant	
EUTF End User Technology Fund	TID Tax Incremental Financing District	
FCS Family Court Services	TNR True Non-Resident	
FDA U.S. Food and Drug Administration	TPA Third-party administrator	
FTE Full Time Equivalent	TPR Termination of Parental Rights	

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WAUKESHA COUNTY

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Administration	Andrew Thelke
* Chief Judge	Jennifer R. Dorow
* Interim Clerk of Courts	Monica Paz
Corporation Counsel	Erik G. Weidig
* County Board Chairperson	Paul L. Decker
* County Clerk	Margaret Wartman
* County Executive	Paul Farrow
* District Attorney	Susan L. Opper
Emergency Preparedness	Gary Bell
Federated Library	Karol Kennedy
Health & Human Services	Antwayne Robertson
Medical Examiner	Lynda M. Biedrzycki
Parks & Land Use	Dale R. Shaver
Public Works	Allison M. Bussler
* Register of Deeds	James R. Behrend
* Sheriff	Eric J. Severson
* Treasurer	Pamela F. Reeves
University of Wisconsin-Extension	Jerry Braatz
* Elected Position	