

WAUKESHA COUNTY

2022 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:

Park visitors and their dogs enjoy an afternoon swim in the recently upgraded designated dog swim area at Waukesha County Park System’s Menomonee Park. The park also opened a 32-acre off-leash Dog Exercise Area in July. The new space features open turf areas and several mowed trails through natural meadows and woodlands with separate areas for large breed and small breed dogs. Both dog areas are surrounded by a unique buck and rail fencing system that eliminated the need for costly drilling into the shallow bedrock for fence posts.

Cover photo by:

Stephen Siodlarz, Department of Parks and Land Use, Senior Landscape Architect

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 10, 2021

Dear Honorable County Board Supervisors:

This 2022 Adopted Budget is an example of what is possible when local government utilizes creative solutions to tackle complex community issues. The budget includes multiple examples of the County addressing important priorities while improving services and keeping taxes low. Thank you for responsibly representing your constituents throughout the budget development process.

Residents have said public health, public safety, and low taxes are what matters most to them. Each year, my goal is to create a budget that reflects those concerns. Through your support and collaboration, this budget delivers once again. We are tackling the backlog in the courts due to the COVID-19 pandemic; we are closing an underused juvenile detention facility and reinvesting resources to expand youth mental health services, which are more important than ever; we are investing in a safer courthouse facility that can meet residents' needs for decades; and we are leveraging new sources of revenue to offset the toll of pandemic response. These ambitious initiatives will improve the safety, health and quality of life of residents while maintaining our conservative fiscal values.

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 state mandated tax levy cap, a target that we were able to reach through innovation, strategic planning and collaboration.

The 2022 County general property tax levy totals \$109.5 million, an increase of 1.57% or \$1,689,728. The increase includes a factor for tax increment district closures, prior-year unused levy capacity and a net new construction growth rate of 1.57% as compared to 1.64% in the prior year. This growth in levy is against an equalized property tax base of \$65.0 billion, which experienced a 6.32% increase. Once again, we are holding tax levy growth within statutory limits to minimize impacts to homeowners and businesses in order to sustain services required in a county with increased development and a growing population.

The Justice and Law Enforcement program areas remain a priority, requiring increased tax levy of \$1,252,000 or nearly three-quarters of new tax levy.

- The Sheriff's Department tax levy will increase \$825,000 and includes funding for three additional correctional officers to provide supervision of 17-year-olds held at the jail with sight and sounds separation from adult inmates. The additional positions are expected to provide additional jail staffing flexibility and help reduce reliance on overtime. Sheriff equipment needs for both jail and non-corrections equipment replacement plans are funded at \$404,200 in 2022.
- Emergency Preparedness, which includes emergency dispatch operations for the Sheriff's Department and 31 municipalities, includes a tax levy increase of \$215,000, helping cover the costs of existing staff and provide additional coverage resources.
- A tax levy increase of \$153,000 will fund the cost to continue for Circuit Courts and the District Attorney's Office and help offset revenues that have minimal growth or are decreasing.
- Tax levy for the Medical Examiner's Office increases \$59,000, which includes funding for additional temporary staff, contracted medical services, and medical supplies to help manage an increasing case load and cost of testing.

SERVICE LEVEL ADJUSTMENTS: The 2022 budget includes changes in service levels in several areas.

- The Department of Health and Human Services (HHS) is budgeting additional resources to help meet the state-mandated elimination of the waitlist for participation in the Children’s Long-Term Support (CLTS) program. In order to promote stability in services provided and counter staffing turnover, the budget includes 4.0 FTE additional social worker positions (3.0 FTE newly created and 1.0 FTE transferred from the Adolescent and Family Services Division), estimated to cost \$346,100 and additional contracted case management staffing of \$966,500. This higher service capacity is funded with a projected increase in federal CLTS revenue of \$965,900 and an additional \$403,800 of tax levy allocated to this program area overall.
- HHS will initiate the new Youth Intensive Services program in 2022 to expand mental health and substance use treatment services to adolescents. The program is budgeted at an estimated \$1.25 million and staffed with 11.00 FTE positions, including seven reassigned from other divisions and four new position creations. Support will also be provided through contracted third-party agencies, budgeted at \$180,000. This program will be mostly funded with federal Medicaid revenues through the state’s Comprehensive Community Services (CCS) program. For new programs such as this, Medicaid only provides limited reimbursement in the first year, so the department is strategically using \$266,500 in one-time General Fund balance until full reimbursement can be achieved in 2023. This fund balance will be recouped through state funding provided through the Wisconsin Medicaid Cost Reporting cost settlement process.
- HHS - Public Health continues to budget for potential COVID-19 disease investigation and pandemic response needs in 2022, with a specific allocation of American Rescue Plan Act (ARPA) grant funding and related expenditures at \$459,300. The budget assumes funding for the first six months of 2022. HHS will continue to monitor conditions and will only spend grant funds based on anticipated need, which could include a request for additional grant-funded appropriations if evaluation warrants it.
- In July of this year, the County Board approved an ordinance authorizing HHS to cease secure detention services at the Juvenile Center and to seek a contracted solution with other counties to care for the diminishing number of juveniles in this area. This ordinance abolished 8.50 FTE, while reclassifying an existing position and creating 2.00 FTE new positions to monitor and coordinate care for juveniles going forward, resulting in a net savings of about \$450,000, which HHS was able to use to offset other programmatic needs.
- The 2022 budget includes \$63,000 for the creation of a 1.00 FTE administrative assistant position in the HHS-Veterans’ Services Division to address an increasing number of clients and workload to help ensure that veterans receive timely service.

INVESTING IN INFRASTRUCTURE

The 2022 Capital budget, with total expenditures of \$28.5 million, increases by \$9.3 million from the 2021 budget, and includes \$16 million for the Courthouse Project Step II: Renovate 1959 Courthouse. The project will improve security, address aging and out-of-date facility systems, and ensure that facilities can support the next fifty years of growth in the County. The 2022 budget will fund the completion of the design phase and begin the construction phase, which is expected to continue through 2026. The capital budget also includes about \$1.5 million to rehabilitate Moorland Road from Interstate 94 to Bluemound Road in the City of Brookfield.

ACKNOWLEDGEMENTS

I would like to thank the Waukesha County staff that helped prepare the 2022 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 10, 2021

Dear Honorable County Board Supervisors:

The 2022 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

Expenditures in the budget total \$337.4 million, an increase of \$23.4 million from the prior year. Operating budget expenditures increase \$14.0 million or 4.8% and is funded largely by state and federal grant awards, described below. Capital project expenditures increase \$9.3 million for a total capital budget of \$28.5 million and includes \$16 million to complete the design phase and begin construction for the Courthouse Project Step II: Renovate 1959 Courthouse.

This budget continues careful management of personnel with cost increases of 2.8% for 2022. After a net increase in budgeted positions of 19.72 (full-time equivalent) FTEs, the number of positions per 1,000 residents are expected to remain at 3.4 employees, unchanged from 2021. The increase in positions include those from County Board-approved ordinances in the current year, resulting in an additional net 9.00 FTE (after abolishments). The net increase of 19.72 FTE positions for 2022 are largely funded with state and federal grant revenues, many of which are summarized below.

The 2022 budget includes changes in key revenue sources.

- In March of 2021, the federal government approved the American Rescue Plan Act (ARPA), which allocated \$350 billion of direct aid to state and local governments through the Coronavirus State and Local Fiscal Recovery Funds (CSLFRF) program to support public health; respond to negative economic impacts from the public health emergency; provide premium pay for essential workers; invest in water, sewer, and broadband infrastructure; and support general county government services and infrastructure by offsetting revenue loss due to the pandemic. Waukesha County's CSLFRF allocation is \$78.5 million and allows for project costs to be spent or obligated by December 31, 2024 and completed by December 31, 2026.

It is important that ARPA funds are spent judiciously, and in-line with the goals and principles that have long established Waukesha County as a fiscally conservative leader: addressing the pandemic response; promoting economic recovery, growth, and workforce/community development; investing in initiatives that enhance productivity and generate a return on investment; and leveraging partnerships with other local governments and agencies. These grant funds are temporary and should only be used for projects that are temporary in nature. With these goals in mind, Waukesha County has established an ARPA Response Team with representation for countywide functional areas and will utilize established boards and committees that are either elected by citizens or appointed by elected offices to address the needs of the community.

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For greater transparency and monitoring, the budget document includes a section dedicated to detailing planned uses of this funding (pages 478-479). The 2022 budget includes approximately \$8 million of ARPA-CSLFRF funds, with some significant allocations detailed below:

- \$6 million to partially offset costs of core infrastructure in the renovation of the 1959 Courthouse (Capital Project #201705), with another \$24 million planned to be used in 2023-2024. Use of ARPA funds offset borrowing needs, saving county taxpayers (including interest expense) an estimated \$33 million.
 - \$1,053,600 to help address the criminal case backlog caused by the COVID-19 pandemic. This allocation funds 11.50 positions and related operating expenses in Circuit Courts and the District Attorney’s Office, with a cross-charge to the Sheriff’s Department for bailiff services. The County Board approved this initiative to begin in the fourth quarter of 2021, with the positions sunsetting when either the courts backlog is eliminated or December 31, 2023, whichever date is sooner.
 - \$287,700 to upgrade Public Health operations from level 2 to level 3 status, which will see the county’s Public Health Division assume a chief health strategist role, overseeing the appropriate use of health data and data systems to identify insights and trends and systematically use that data to inform decisions and promote positive health outcomes. The budget funds the creation of 2.50 FTE positions to align staff with the requirements of attaining level 3 status. The plan is to phase-in tax levy support for these positions through reductions in other costs for services that can be readily referred to community healthcare providers.
- Reflecting recent favorable trends in real estate market activity and valuation, real estate transfer fee revenues in the Register of Deeds Office increases \$136,500. Also, increasing online requests for records and data access helps generate an additional \$89,700 of revenue.
 - Continuing strong demand for quality outdoor recreation leads to an increase in various Parks fees (e.g., annual/entrance stickers, camping fees) of \$229,300.

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 decreases \$223,800 to \$1.3 million, partly due to increases in other revenues. Tax levy and the use of governmental fund balance of \$4.8 million and other revenues of \$7.7 million, including \$6 million of ARPA funding toward the courthouse project, maintains the County’s “down payment” at 59% of net capital costs, above the target policy of 20%.

Borrowed funds are budgeted at \$11.3 million, a decrease of \$700,000 from the 2021 budget. This includes \$9.5 million in borrowing for the capital plan, a decrease of \$2.5 million from the 2021 budget, and \$1.8 million in first-time borrowing for major vehicle replacements. The County’s 2022 debt service expenses are budgeted at \$15.1 million, 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 5.5% to 6.5% 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 624-625 for the Subject Index)



<u>CHECK IT OUT!</u>	What does the County Executive have to say about the 2022 Budget?	4
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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.

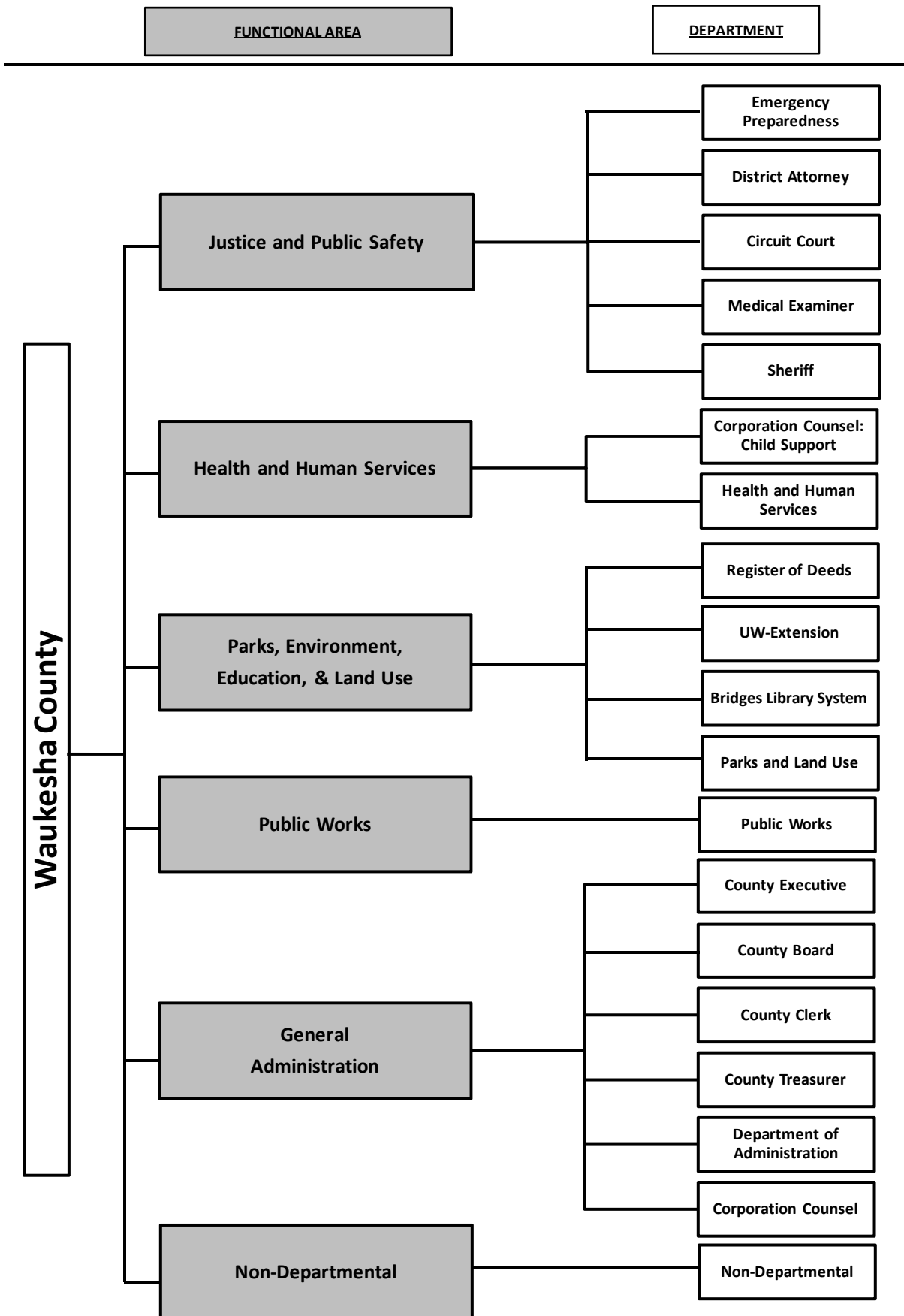
The **Operating, Debt Service, and Capital budgets** are presented within functional areas with a summary section included at the beginning of each area. Functional areas include:

- 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 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.

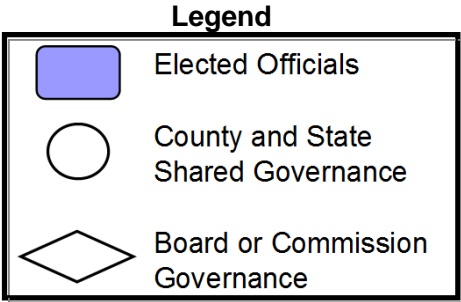
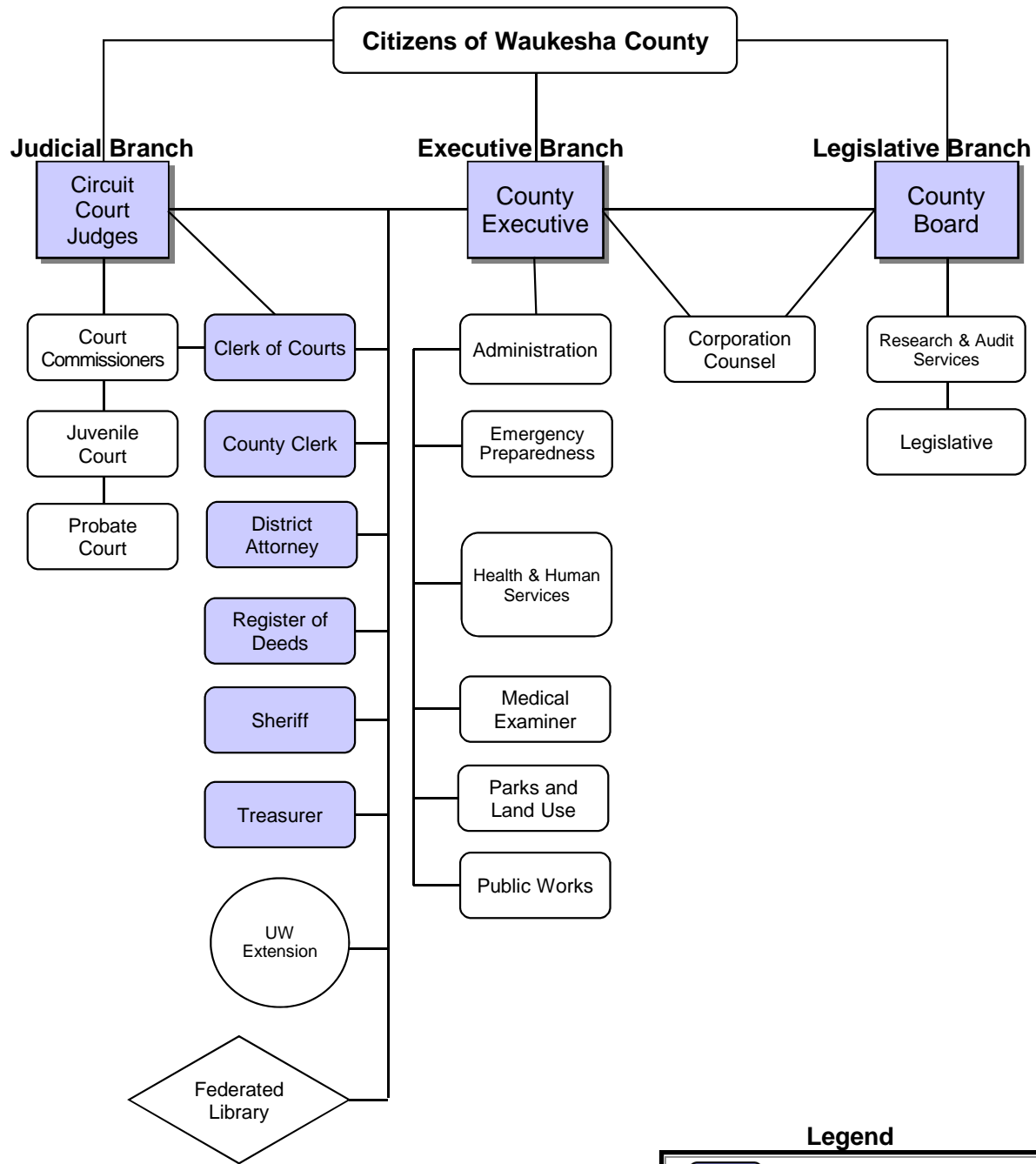
Appropriation Units - One or more expenditure accounts grouped by purpose for budgetary control, including:

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, 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.

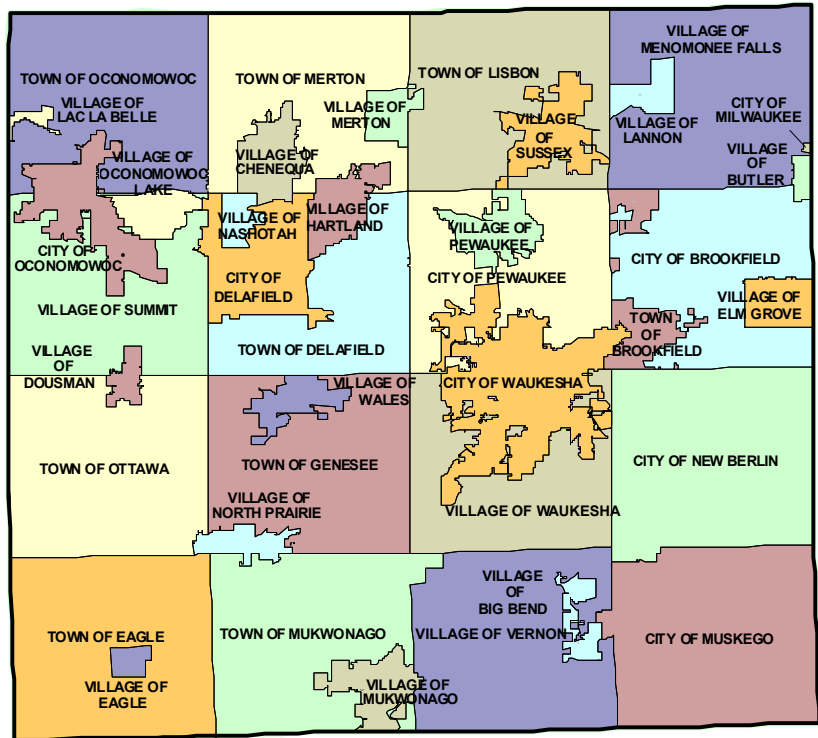
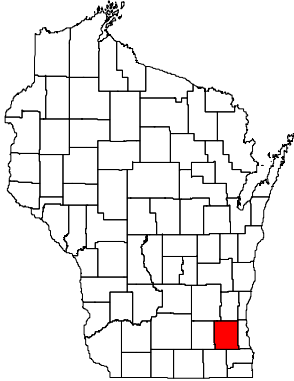
Programs - In this section, a program is defined as a major activity or expenditure area that a department budgets and accounts for in its operations. This section identifies prior-year actual, current-year adopted budget, current-year estimate, ensuing-year budget request, and the change in budgeted 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 1/1/2021	410,666
2020 Census	406,978
*WI Department of Administration (2021), U.S. Census Bureau (2020)	

EQUALIZED PROPERTY VALUES	
Including TID	\$66,686,337,700
Excluding TID	\$64,997,770,400

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 highest median household income, the second highest per capita income, and the third highest equalized property tax base in the State. The County covers 581 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	4,500
ProHealth Care	4,348
Froedtert	3,943
Quad Graphics Inc.	3,000
Advocate Aurora Healthcare	2,800
Roundy's (Kroger)	2,627
Generac	2,274
General Electric Healthcare	2,100
Target Corporation	1,765
Eaton Cooper Power Systems	1,600
School District of Waukesha	1,600
Milwaukee Electric Tool/Empire Level	1,564
Wal-Mart Corporation	1,517
Waukesha County	1,385
Elmbrook School District	1,230
BMO Harris Bank, N.A.	1,167
Waukesha County Technical College	1,100
Subtotal	38,520

* Latest annual total job estimate (2020), see table below.
 Source: The 2020-2021 Business Journal Book of Lists, Data Axle Genie, (www.dataaxlegenie.com), publically available disclosure documents available on EMMA.msrb.org, the County and employer contacts April 2021.

EMPLOYMENT BY INDUSTRY	
INDUSTRY	2020 NAICS (1)
Retail Trade, Transportation, Utilities	47,717
Manufacturing	41,376
Education and Health	40,525
Professional and Business Services	33,434
Leisure and Hospitality	18,345
Construction	17,683
Financial Activities	15,827
Other Services (2)	8,011
Public Administration	6,212
Information	3,660
Total	232,790

(1) North American Industry Classification System
 Source: Wisconsin Department of Workforce Development, Bureau of Workforce Information
 (2) Includes Natural Resources.

PRINCIPAL TAXPAYERS		
TAXPAYER	2020 EQUALIZED VALUE	2019 RANK
The Corners of Brookfield*	\$206,308,900	2
Wimmer Brothers	\$197,302,900	4
ProHealth Care	\$161,616,947	6
Individual	\$151,186,900	5
Kohl's Department Stores	\$142,045,500	7
Brookfield Square*	\$136,668,600	3
Aurora	\$132,820,400	8
Target Corporation	\$123,455,300	9
Fiduciary Real Estate Development	\$121,160,700	1
Pabst Farms	\$111,358,600	12
Subtotal	\$1,483,924,747	
% Total 2020 Equalized Value**	2.4%	

*Includes adjacent and nearby properties owned by multiple entities
 **2020 total equalized value including TID of \$62,620,157,900
 Source: Waukesha County Tax System & Wisconsin Department of Revenue
 See Waukesha County Annual Comprehensive Financial Report for more detailed information

CONSTRUCTION & BUILDING PERMITS		
Year	Residential	
	Number	Value in 000's
2020	868	\$393,312
2019	879	\$354,686
2018	1,061	\$437,265
2017	855	\$351,821
2016	953	\$365,330

Source: U.S. Department of Commerce

INCOME, JOBS, AND UNEMPLOYMENT		
PER CAPITA INCOME, 2020 (1)		
Waukesha County		\$75,958
State of Wisconsin		\$55,593
United States		\$61,674
JOBS, 2020 (2)		232,790
UNEMPLOYMENT RATE, 2020 (3)		5.6%

(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
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
2022	\$51,003,150	\$893,618	\$12,799,348	\$1,667,999	\$322,223
% of Total	76.5%	1.3%	19.2%	2.5%	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: 96.5%
Wisconsin: 92.8%

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

SCHOOL ENROLLMENT*

2020-2021 Academic Year

Public: 60,471
Private: 10,494
Home schooling: 1,946**

*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 01, 2021

Christopher P. Morill

Executive Director

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Summary

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WAUKESHA COUNTY

BUDGET SUMMARY

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2022 Budget Assumptions

Certain broad assumptions are determined in the first two quarters of 2021 to update the 2020 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 2022 Budget development:

- Overall inflation factor estimates assumed for calculating the cost to continue to provide existing county services were projected to be moderate (2.25%) in 2022. Recent Consumer Price Index (CPI) data has shown higher increases in prices, although the Federal Reserve has indicated rising prices could be temporary as loosening pandemic restrictions boosted consumer demand, with some inflationary increases concentrated in specific sectors like travel and used vehicles. The Budget Division will continue to monitor.
- Significant revenue issues linked to economic activity impact the 2021 budget:
 - The Federal Reserve significantly reduced interest rates at the outset of the COVID-19 pandemic in 2020, which reduced the county's investment income, resulting in a \$500,000 decrease in that revenue budget for 2021. This temporary revenue reduction was offset with one-time General Fund balance use of \$500,000 in the 2021 budget. For the 2022 budget, this \$500,000 of General Fund balance is removed, and replaced with of \$500,000 of federal funding from the American Rescue Plan Act (ARPA) – Coronavirus State and Local Fiscal Recovery Funds (CSLFRF) program, which allows for recovery of revenue lost following the pandemic.
 - After decreasing revenues from penalty and interest on delinquent taxes for most of the last several years (including by \$310,000 in 2019, \$140,000 in 2020, and flat in 2021), these revenues would be decreased \$100,000 in 2022. (The 2022 budget includes a decrease of \$80,000 in these revenues, and a \$40,000 decrease in the General Fund balance offsetting these lower revenues.)
 - 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 \$136,500 in the 2022 budget). With lower interest rates spurring additional mortgage refinancing, document recording fees were conservatively assumed to remain at the 2021 budgeted level.
- Major state revenue funding areas include the following:
 - General Transportation Aids were anticipated to decrease \$240,000 based on current-year allocation. The 2022 budget includes a \$100,000 decrease after the state's 2021-23 budget was adopted with a 2% increase statewide, which could mitigate some of the county's decrease.
 - Most other intergovernmental revenues assumed to remain flat.
- Net personnel cost appropriations include steady modest increases in salaries along with health insurance premium charges that were projected to increase 10%, after being increased 13% in the 2021 budget based on higher-cost individual claims in recent years that drive up claims experience and premium charges for stop loss insurance coverage. With claims experience leveling off in 2021, planned implementation of plan design changes, and actuarially analysis support, health insurance premiums were later updated to increase 2.2% in 2022.
- Average fuel prices are budgeted to remain flat in the 2022 budget after several years of incremental decreases based on lower actual prices. Similar to the CPI (mentioned above), fuel prices have been higher in recent months. The U.S. Energy Information Administration, which generates energy price projections, indicates that there is uncertainty related to the ongoing economic recovery from the pandemic, which could have factored in to rising energy consumption. The Budget Division will monitor fuel prices going forward to get a sense of whether fuel price increases are temporary or lasting.

County Board Amendments to the 2022 County Executive Proposed Budget

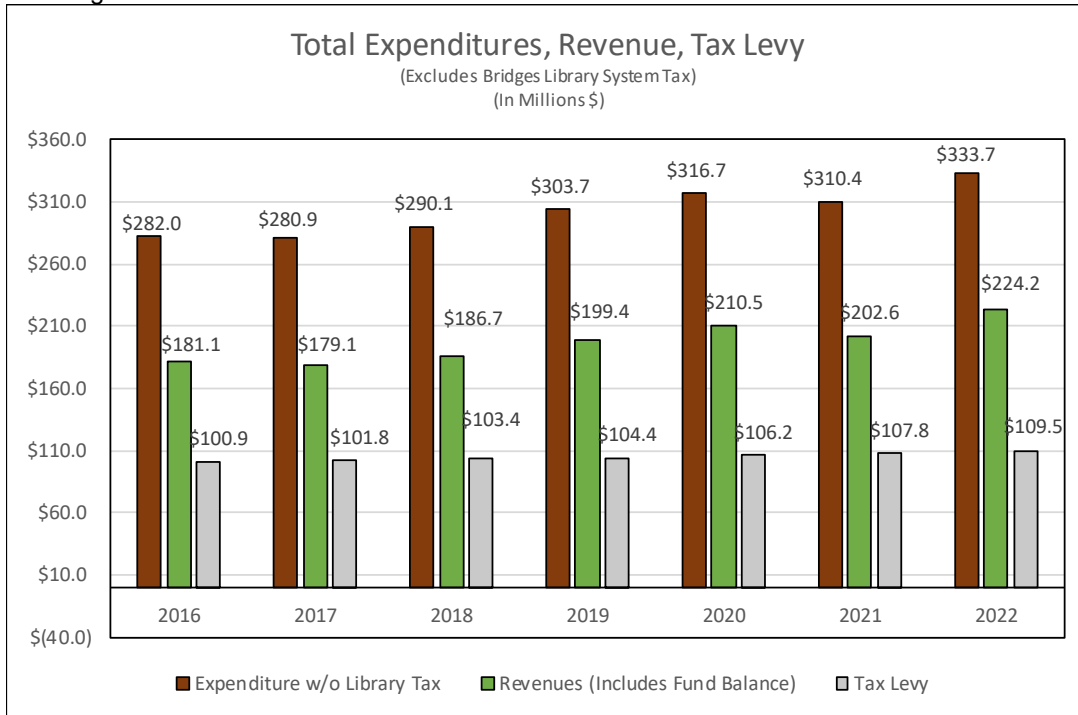
The County Board approved the County Executive's Proposed 2022 Budget without amendments.

2022 General County Tax Levy Summary

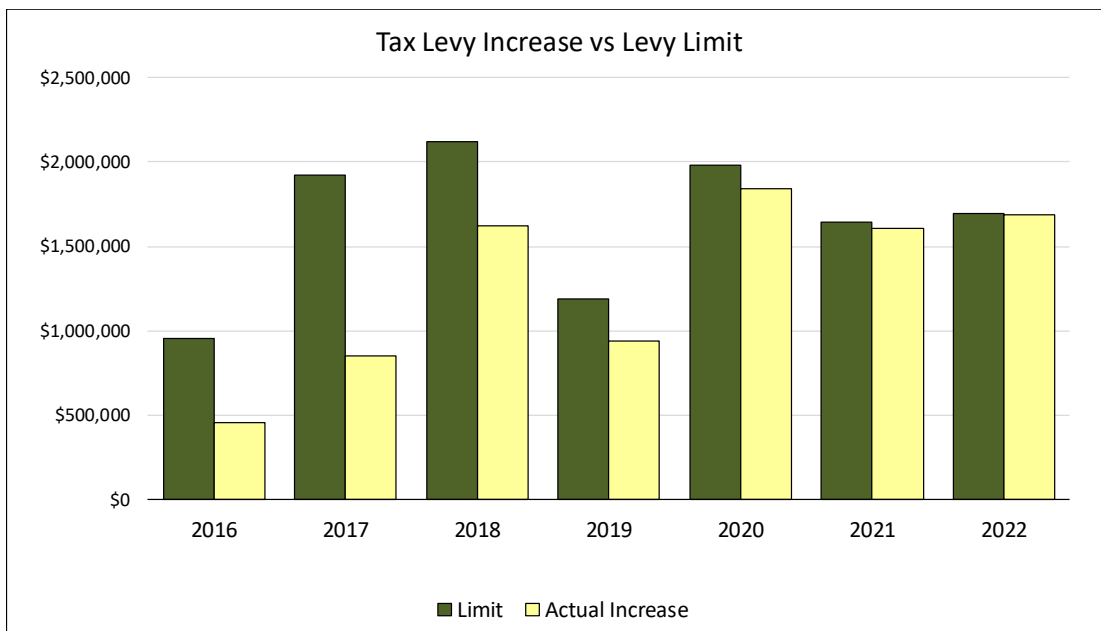
Section 66.0602 of the Wisconsin State Statutes, imposes a limit on property tax levies by cities, villages, towns, and counties. These entities cannot increase their tax levy by a percentage that exceeds their prior year change in equalized value due to net new construction plus an increment for terminated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

The 2022 proposed budget requires a general county tax levy of \$109,503,123, which is an increase of 1.57% or \$1,689,728.

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.



2022 BUDGET SUMMARY

	2021 Adopted Budget	2022 Budget	Incr/(Decr) From 2021 Adopted Budget	
			\$	%
OPERATING BUDGETS				
Gross Expenditures (a)	\$294,850,970	\$308,888,843	\$14,037,873	4.76%
MEMO: Less Interdept. Charges (b)	<u>\$41,994,089</u>	<u>\$44,481,035</u>	<u>\$2,486,946</u>	5.92%
MEMO: Net Expenditures (b)	\$252,856,881	\$264,407,808	\$11,550,927	4.57%
Less: Revenues (Excl. Retained Earnings)	\$174,803,379	\$187,691,531	\$12,888,152	7.37%
Less Net Appropriated Fund Balance	<u>\$10,090,345</u>	<u>\$9,279,598</u>	<u>(\$810,747)</u>	
TAX LEVY - OPERATING BUDGETS	\$109,957,246	\$111,917,714	\$1,960,468	1.78%
CAPITAL PROJECTS BUDGET				
Expenditures	\$19,201,900	\$28,516,000	\$9,314,100	48.5%
Less: Revenues	\$17,187,356	\$21,037,968	\$3,850,612	22.4%
Less: Appropriated Fund Balance	<u>\$498,617</u>	<u>\$6,185,917</u>	<u>\$5,687,300</u>	
TAX LEVY-CAPITAL PROJECTS BUDGET	\$1,515,927	\$1,292,115	(\$223,812)	-14.8%
COUNTY TOTALS				
Expenditures (b)	\$314,052,870	\$337,404,843	\$23,351,973	7.4%
Less: Revenues	\$191,990,735	\$208,729,499	\$16,738,764	8.7%
Less: Appropriated Fund Balance	<u>\$10,588,962</u>	<u>\$15,465,515</u>	<u>\$4,876,553</u>	
County General Tax Levy (Excl Library)(c)	\$107,813,395	\$109,503,123	\$1,689,728	1.57%
Federated Library Tax Levy (d)	\$3,659,778	\$3,706,706	\$46,928	1.3%
Total County Tax Levy (c)	\$111,473,173	\$113,209,829	\$1,736,656	1.56%

- (a) The 2022 gross operating budget expenditure increase is largely funded by state and federal grant awards, including \$3.5 million in the Community Development Fund, \$2.0 million from the American Rescue Plan-Coronavirus State and Local Fiscal Recovery Funds program, and several other grant allocations, mostly in the Health and Human Services functional area.
- (b) **2022 operating budget net expenditures are \$264,407,808 and total County net expenditures are \$292,923,808 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.
- (c) The Tax Levy (for 2022 Budget purposes) increase is within Wisconsin's statutory limits (see Planning and Budget Policy Section).
- (d) Special County Library tax applied to those Waukesha County communities without a library.

2022 Budget Tax Levy Breakdown

(General County and Federated Library)

	2021 Adopted Budget	2022 Budget	Incr/(Decr) From 2021 Adopted Budget	
			\$	%
General County Tax Levy	\$107,813,395	\$109,503,123	\$1,689,728	1.57%
General County Tax Rate	\$1.7636	\$1.6847	(\$0.0789)	-4.47%
General County Equalized Value	\$61,132,610,900	\$64,997,770,400	\$3,865,159,500	6.32%
Federated Library Tax Levy	\$3,659,778	\$3,706,706	\$46,928	1.28%
Federated Library Tax Rate	\$0.2389	\$0.2291	(\$0.0098)	-4.12%
Federated Library Equalized Value	\$15,317,332,800	\$16,179,685,200	\$862,352,400	5.63%

2022 BUDGET SUMMARY BY FUNCTIONAL AREA BY AGENCY BY FUND

AGENCY NAME	2022 ADOPTED BUDGET				Tax Levy
	EXPEND.	REVENUES	FUND BAL ADJUST.	TAX LEVY	\$ Change '21 - '22
JUSTICE AND PUBLIC SAFETY					
EMERGENCY PREPAREDNESS					
General	\$7,442,810	\$664,516	\$46,000	\$6,732,294	\$215,000
Radio Services	\$2,087,640 (a)	\$2,388,611	(\$300,971)	\$0	\$0
Radio Svcs. Rtn. Earn.	\$0	(\$300,971)	\$300,971	\$0	\$0
Radio Svcs. Fund Bal. Appr.	\$0	(\$1,032,528)	\$1,032,528	\$0	\$0
DISTRICT ATTORNEY	\$3,218,228	\$1,117,743	\$16,148	\$2,084,337	\$53,000
DISTRICT ATTORNEY - ARPA	\$581,822	\$581,822	\$0	\$0	\$0
CIRCUIT COURT SERVICES	\$10,009,873	\$4,272,060	\$50,000	\$5,687,813	\$100,000
CIRCUIT COURT SERVICES - ARPA	\$581,799	\$581,799	\$0	\$0	\$0
MEDICAL EXAMINER	\$2,289,019	\$1,100,064	\$0	\$1,188,955	\$59,000
SHERIFF	<u>\$45,439,207</u>	<u>\$13,799,134</u>	<u>\$683,592</u>	<u>\$30,956,481</u>	<u>\$825,000</u>
Subtotal: Justice & Public Safety	\$71,650,398	\$23,172,250	\$1,828,268	\$46,649,880	\$1,252,000
HEALTH AND HUMAN SERVICES					
CORPORATION COUNSEL					
Child Support (General Fund)	\$2,921,211	\$2,511,397	\$0	\$409,814	\$0
HEALTH & HUMAN SERVICES					
Human Services (General Fund)	\$85,031,783	\$57,411,879	\$922,189	\$26,697,715	\$116,309
Aging and Disability Resource Center Contract (ADRC) Fund	\$3,777,002	\$3,777,002	\$0	\$0	\$0
HHS - ARPA	<u>\$335,966</u>	<u>\$335,966</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Subtotal: Health and Human Services	\$92,065,962	\$64,036,244	\$922,189	\$27,107,529	\$116,309
PARKS, ENVIR, EDUC. & LAND USE					
REGISTER OF DEEDS	\$1,491,999	\$3,856,750	\$0	(\$2,364,751)	(\$110,000)
UW-EXTENSION: EDUCATION	\$432,207	\$71,444	\$0	\$360,763	\$10,000
BRIDGES LIBRARY SYSTEM					
County	\$3,706,706	\$0	\$0	\$3,706,706	\$46,928
State Aids	\$2,169,831	\$2,043,331	\$126,500	\$0	\$0
CAFÉ Shared Automation	\$481,867	\$494,367	(\$12,500)	\$0	\$0
CAFÉ Rtn. Earn.	\$0	(\$12,500)	\$12,500	\$0	\$0
CAFÉ Rtn. Fund Balance	\$0	(\$10,713)	\$10,713	\$0	\$0
PARKS & LAND USE					
General	\$13,793,765	\$6,434,755	\$110,000	\$7,249,010	\$50,000
Community Development	\$6,914,406	\$6,914,406	\$0	\$0	\$0
Workforce Innovation	\$2,127,318	\$2,127,318	\$0	\$0	\$0
Tarmann Parkland Acquisitions	\$400,000	\$0	\$400,000	\$0	\$0
Golf Courses	\$2,162,366 (a)	\$2,157,000	\$5,366	\$0	\$0
Golf Course Rtn. Earnings	\$0	\$5,366	(\$5,366)	\$0	\$0
Golf Course Fund Bal. Appr.	\$0	\$0	\$0	\$0	\$0
Ice Arenas	\$1,251,421 (a)	\$1,111,930	\$139,491	\$0	\$0
Ice Arenas Rtn. Earnings	\$0	\$139,491	(\$139,491)	\$0	\$0
Ice Arenas Fund Bal. Appr.	\$0	\$0	\$0	\$0	\$0
Material Recycling Facility	\$3,791,191 (a)	\$3,114,987	\$676,204	\$0	\$0
MRF Retained Earnings	\$0	\$676,204	(\$676,204)	\$0	\$0
MRF Fund Bal. Appr.	<u>\$0</u>	<u>(\$55,000)</u>	<u>\$55,000</u>	<u>\$0</u>	<u>\$0</u>
Subtotal: Parks, Env., Ed. & Land Use	\$38,723,077	\$29,069,136	\$702,213	\$8,951,728	(\$3,072)

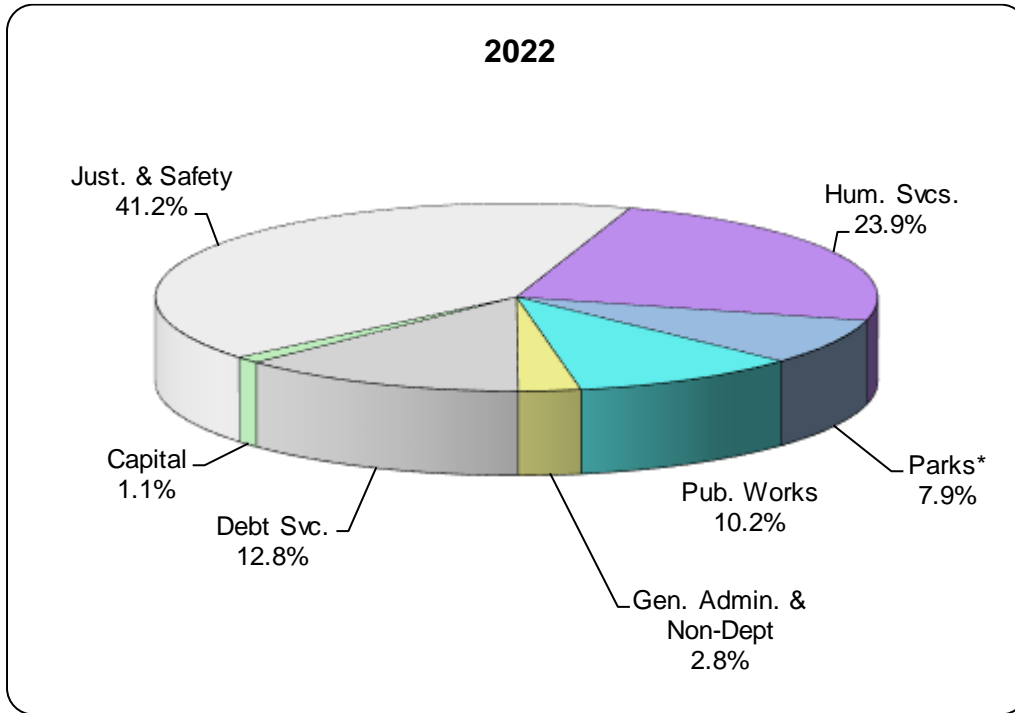
(a) Proprietary fund (Internal Service and Enterprise funds) expenditure appropriations exclude Fixed Asset and Debt Service Principal payments to conform with generally accepted accounting standards. Fixed asset purchases and Debt Service principal payments will be funded by operating revenues, tax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

2022 BUDGET SUMMARY BY FUNCTIONAL AREA BY AGENCY BY FUND

AGENCY NAME	2022 ADOPTED BUDGET				Tax Levy
	EXPEND.	REVENUES	FUND BAL ADJUST.	TAX LEVY	\$ Change '21 - '22
PUBLIC WORKS					
DEPARTMENT OF PUBLIC WORKS					
General	\$8,795,235	\$464,747	\$100,000	\$8,230,488	\$65,000
Transportation	\$17,290,008	\$13,835,299	\$135,000	\$3,319,709	\$133,332
Central Fleet Maintenance	\$3,804,904 (a)	\$3,881,661	(\$76,757)	\$0	\$0
Central Fleet Rtn. Earnings	\$0	(\$76,757)	\$76,757	\$0	\$0
Central Fleet Fund Bal. Appr.	\$0	(\$101,083)	\$101,083	\$0	\$0
Vehicle/Equipment Replacement	\$3,598,198 (a)	\$4,122,605	(\$524,407)	\$0	\$0
Veh. Replace Rtn. Earnings	\$0	(\$524,407)	\$524,407	\$0	\$0
Veh. Replace Fund Bal. Appr.	\$0	\$0	\$0	\$0	\$0
Airport	<u>\$1,338,749 (a)</u>	<u>\$1,169,167</u>	<u>\$169,582</u>	<u>\$0</u>	<u>\$0</u>
Subtotal: Public Works	\$34,827,094	\$22,771,232	\$505,665	\$11,550,197	\$198,332
GENERAL ADMINISTRATION					
COUNTY EXECUTIVE	\$636,865	\$0	\$0	\$636,865	\$15,000
COUNTY BOARD	\$986,697	\$0	\$0	\$986,697	(\$53,303)
COUNTY CLERK	\$702,056	\$267,246	\$100,000	\$334,810	(\$9,000)
TREASURER	\$765,596	\$5,540,446	\$120,000	(\$4,894,850)	\$135,000
ADMINISTRATION					
General	\$7,394,717	\$2,286,313	\$78,000	\$5,030,404	\$30,000
Risk Management	\$3,269,798 (a)	\$3,004,298	\$265,500	\$0	\$0
Collections	\$1,006,666 (a)	\$980,251	\$26,415	\$0	\$0
American Job Center	\$347,180 (a)	\$319,965	\$27,215	\$0	\$0
ARPA	\$118,047	\$118,047	\$0	\$0	\$0
End User Technology	\$8,540,977 (a)	\$8,583,895	(\$42,918)	\$0	\$0
End User Technology Rtn. Earn.	\$0	(\$42,918)	\$42,918	\$0	\$0
End User Tech. Fund Bal. Appr.	\$0	(\$640,103)	\$640,103	\$0	\$0
CORPORATION COUNSEL					
General	<u>\$1,526,141</u>	<u>\$595,708</u>	<u>\$0</u>	<u>\$930,433</u>	<u>\$50,000</u>
Subtotal: General Administration	\$25,294,740	\$21,013,148	\$1,257,233	\$3,024,359	\$167,697
NON DEPARTMENTAL					
GENERAL	\$1,820,455	\$1,035,100	\$672,255	\$113,100	\$21,000
HEALTH & DENTAL INSURANCE	\$28,225,321 (a)	\$26,594,421	\$1,630,900	\$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	\$31,245,776	\$27,629,521	\$3,503,155	\$113,100	\$21,000
DEBT SERVICE--GENERAL					
	<u>\$15,081,796</u>	<u>\$0</u>	<u>\$560,875</u>	<u>\$14,520,921</u>	<u>\$208,202</u>
Subtotal: Operating Budget	\$308,888,843	\$187,691,531	\$9,279,598	\$111,917,714	\$1,960,468
CAPITAL PROJECTS					
	<u>\$28,516,000</u>	<u>\$21,037,968</u>	<u>\$6,185,917</u>	<u>\$1,292,115</u>	<u>(\$223,812)</u>
GRAND TOTAL	<u>\$337,404,843</u>	<u>\$208,729,499</u>	<u>\$15,465,515</u>	<u>\$113,209,829</u>	<u>\$1,736,656</u>

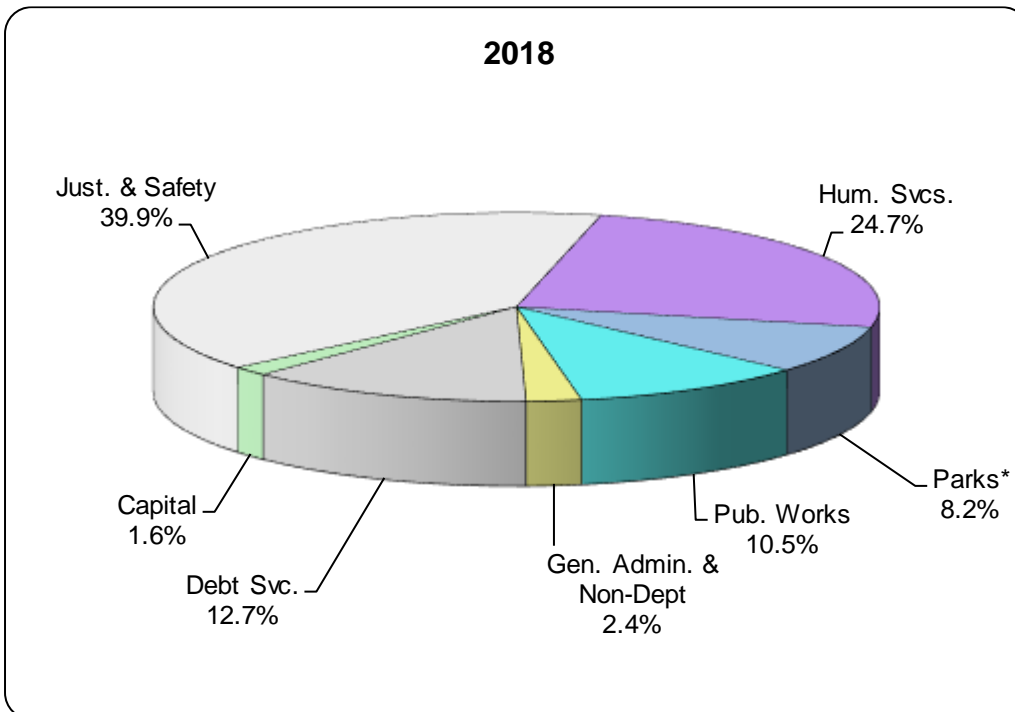
(a) Proprietary fund (Internal Service and Enterprise funds) expenditure appropriations exclude Fixed Asset and Debt Service Principal payments to conform with generally accepted accounting standards. Fixed asset purchases and Debt Service principal payments will be funded by operating revenues, tax 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.
- Capital Projects: Lower tax levy reflects a state law taking effect for the 2019 budget exempting machinery, tools, and patterns (not used in manufacturing) from the personal property tax, which is offset by a state personal property aid payment.

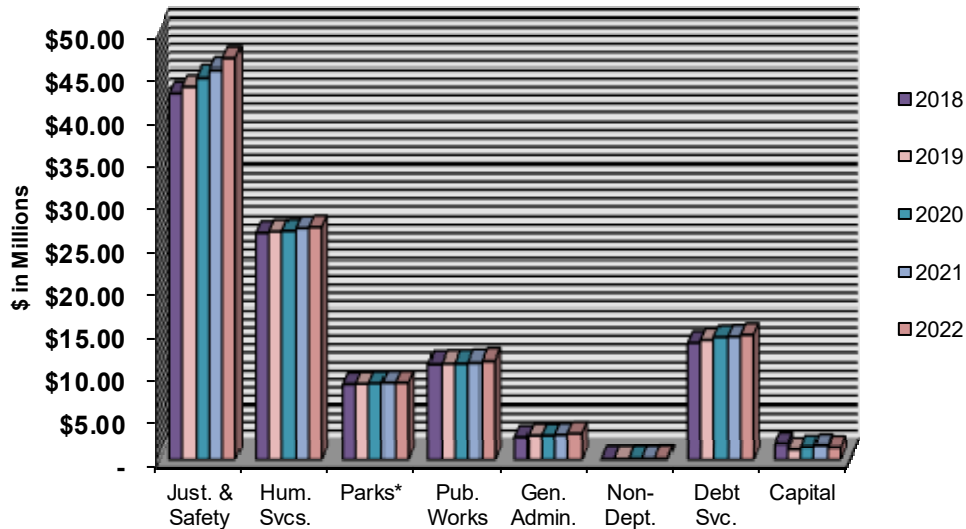


* Includes Parks, Environment, Education, and Land Use

2021-2022 TAX LEVY BY FUNCTION (COMBINES ALL FUNDS)

BY FUNCTION	2021 Adopted Budget		2022 Budget	Incr/(Decr) From 2021 Adopted Budget	
				\$	%
Justice & Public Safety	\$45,397,880		\$46,649,880	\$1,252,000	2.8%
Health & Human Services	\$26,991,220		\$27,107,529	\$116,309	0.4%
Parks, Env., Educ. & Land Use	\$8,954,800		\$8,951,728	\$(3,072)	0.0%
Public Works	\$11,351,865		\$11,550,197	\$198,332	1.7%
General Administration	\$2,856,662		\$3,024,359	\$167,697	5.9%
Non-Departmental	\$92,100		\$113,100	\$21,000	22.8%
Debt Service	\$14,312,719		\$14,520,921	\$208,202	1.5%
Capital Projects	\$1,515,927		\$1,292,115	\$(223,812)	-14.8%
Total Tax Levy	\$111,473,173		\$113,209,829	\$1,736,656	1.6%

**2018-2022 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

2020 - 2022 EXPENDITURE SUMMARY

APPROPRIATION UNIT	2020 Actual	2021 Adopted Budget	2021 Estimate (a)	2022 Budget	Incr/(Decr) from 2021 Adpt. Budget
Personnel Costs (a)	\$133,954,433	\$136,687,836	\$139,239,543	\$140,550,360	\$3,862,524
Operating Expenses (a)	\$111,137,948	\$119,705,179	\$133,631,391	\$128,090,579	\$8,385,400
Interdepartmental Charges (a)	\$21,115,482	\$22,176,095	\$22,408,011	\$23,892,332	\$1,716,237
Fixed Assets & Imprvmnts (b)	\$834,503	\$1,408,266	\$2,058,765	\$1,273,776	\$(134,490)
Debt Service-Excl Proprietary (b)	\$14,520,724	\$14,873,594	\$14,642,311	\$15,081,796	\$208,202
Capital Projects (a) (c)	\$26,988,055	\$19,201,900	\$24,384,458	\$28,516,000	\$9,314,100
Total Expenditures	\$308,551,145	\$314,052,870	\$336,364,479	\$337,404,843	\$23,351,973

FUNCTIONAL AREA	2020 Actual	2021 Adopted Budget	2021 Estimate (a)	2022 Budget	Incr/(Decr) from 2021 Adpt. Budget
Justice & Public Safety (a)	\$65,189,060	\$68,341,029	\$69,727,143	\$71,650,398	\$3,309,369
Health & Human Services (a)	\$85,059,667	\$89,612,129	\$93,335,168	\$92,065,962	\$2,453,833
Parks, Env., Educ. & Land Use (a)	\$32,473,556	\$33,498,114	\$49,625,453	\$38,723,077	\$5,224,963
Public Works (a)	\$31,852,855	\$34,413,700	\$34,969,245	\$34,827,094	\$413,394
General Administration	\$22,192,127	\$23,362,925	\$22,830,610	\$25,294,740	\$1,931,815
Non-Departmental	\$30,275,101	\$30,749,479	\$26,850,091	\$31,245,776	\$496,297
Debt Service-Excl Proprietary (b)	\$14,520,724	\$14,873,594	\$14,642,311	\$15,081,796	\$208,202
Capital Projects (a) (c)	\$26,988,055	\$19,201,900	\$24,384,458	\$28,516,000	\$9,314,100
Total Expenditures	\$308,551,145	\$314,052,870	\$336,364,479	\$337,404,843	\$23,351,973

- (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.
- (c) Capital Projects includes \$26,716,000 total expenditures for the Capital Improvement Plan and \$1,800,000 total expenditures for the Vehicle Replacement Plan.

2022 EXPENDITURE HIGHLIGHTS

Expenditure Budget:

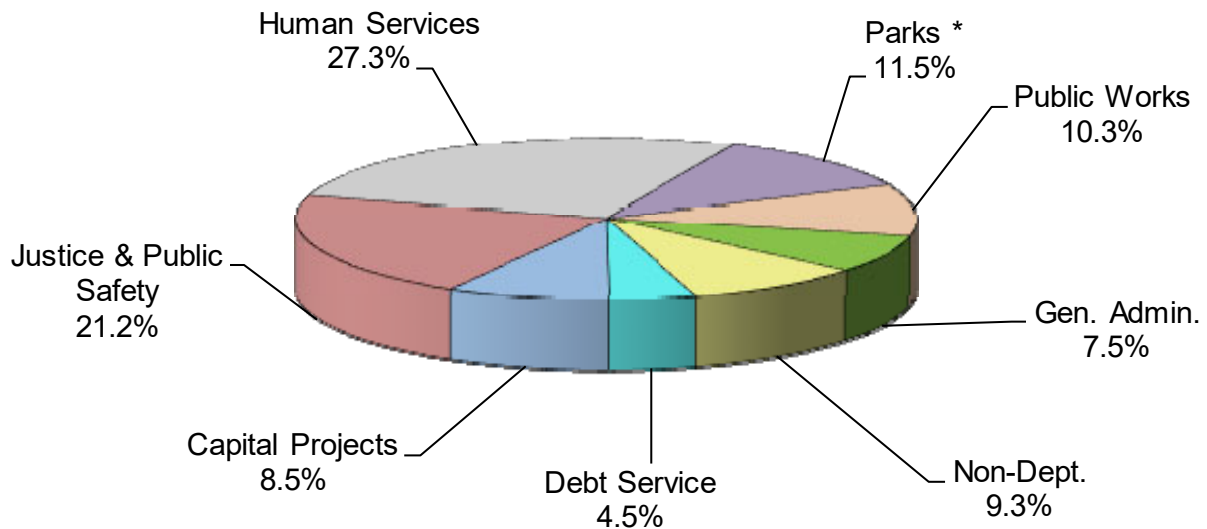
The 2022 total expenditure budget is \$337,404,800, an increase of \$23,352,000 or 7.4% from the 2021 adopted budget, which is mostly driven by state and federal grant awards. The 2022 budget appropriations consist of departmental operating budget and debt service expenditures totaling \$308,888,800 and capital project spending of \$28,516,000. The total operating budget increases by \$14,037,900 4.76% from the 2021 adopted operating budget while capital project expenditures increase by \$9,314,100 or 48.5% from the 2021 adopted budget.

The net total operating expenditure budget after excluding \$44,481,000 of interdepartmental charges, mainly from internal service funds (which are double budgeted), is \$264,407,800, an increase of \$11,550,900 or 5.92%.

The budget includes personnel costs totaling \$140.6 million or about 46% of the total operating expenditure budget. Personnel costs are budgeted to increase by about \$3.9 million, or 2.8% from the 2021 adopted budget level.

Operating expenses and interdepartmental charges in total increase by \$10.1 million or 7.1% from \$141.9 million in the 2021 budget to \$152 million in this budget. Fixed assets and improvement expenditures (excluding capital projects) are budgeted at \$1,273,800, a decrease of \$134,500 from the 2021 budget. Debt service payments are budgeted at \$15.1 million, which is an increase of \$208,200 from the 2021 budget level. This is about 6.1% of governmental fund expenditures (and well within the County's performance measure benchmark of less than 10%).

2022 Expenditures as a Percent of Total



* Includes Parks, Environment, Education and Land Use

Functional Area	Expenditure Budget	% of Total Expenditure Budget
Justice & Public Safety	\$71,650,398	21.2%
Human Services	\$92,065,962	27.3%
Parks *	\$38,723,077	11.5%
Public Works	\$34,827,094	10.3%
Gen. Admin.	\$25,294,740	7.5%
Non-Dept.	\$31,245,776	9.3%
Debt Service	\$15,081,796	4.5%
Capital Projects	<u>\$28,516,000</u>	8.4%
Total Expenditures	\$337,404,843	100.0%

* Includes Parks, Environment, Education and Land Use

2022 EXPENDITURE HIGHLIGHTS

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

The 2022 Budget expenditure level increases by \$23.4 million to \$337.4 million. The 2022 capital budget increases \$9.3 million. Operating expenses increase \$8.4 million or 7% and reflect modest increases across most functional areas and an increase in grant funded expenditures. Personnel costs increase by \$3.9 million or 2.8% and reflect costs to continue and an increase in (largely grant funded) positions. Total expenditure increases include \$8.0 million related to federal funding American Rescue Plan Act (ARPA) funding through the Coronavirus State and Local Fiscal Recovery Funds (CSLFRF). This includes \$6 million related to the Courthouse Renovation Project (#201705) and \$1.1 million in the Circuit Courts and District Attorney's Office related to addressing the court case backlog created in 2020 due to COVID-19. Also, Community Development expenses increase \$3.5 million including a \$2.2 million increase related to U.S. Department of Treasury funding. The grant-funded expenditures will provide assistance to individuals unable to pay their rent or utilities as a result of the COVID-19 pandemic, as well as aid in housing stability. Also, the HOME Investment Partnership Program (HOME) increases expenses \$1.3 million related to a separate ARPA funding allocation that will be used to create affordable housing and provide services to assist individuals at risk or experiencing homelessness. The Health and Human Services - Juvenile Center closing in Oct 2021 results in an expenditure savings estimated of \$450,000 in the 2022 budget.

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.

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 2022 funding changes, which impact expenditures by functional area, follows:

2022 EXPENDITURE HIGHLIGHTS

Justice and Public Safety

- The 2022 **expenditure budget** for this functional area totals \$71,650,400, an increase of \$3,309,400 or 4.8% from the 2021 Budget.
- **Emergency Preparedness – General Fund** total expenditures increase \$216,300 or 3.0%. Personnel costs increase \$194,500 primarily related to increased overtime expenses of \$175,500 based on prior-year actuals and to provide a one-time increase in support to the Disaster Management program for the coordination of planning, training, and response activities that were postponed during to the pandemic (funded with a separate ARPA allocation). Operating expenses increase \$158,000 consisting of higher grant-funded contracted services of \$131,000 from the Regional Watershed Hazard Mitigation grant and the County Wide Mitigation Plan grant, as well as \$33,200 of higher CAD and software costs. Offsetting these increased expenditures is a decrease of \$201,300 in fixed assets related to the one-time installation costs of next generation 911 hardware and equipment in 2021 that is not repeated in 2022.
- **Emergency Preparedness – Radio Services Fund – General Radio Operations** expenditures increase \$190,000 or 10%, consisting of \$166,900 of additional operating expenses including \$107,000 of increased depreciation expenses, and \$48,500 in software costs associated with support for network monitoring and reporting software for the new P25 digital radio system.
- **Sheriff expenditures** increase \$1,448,300 or 3.3% to \$45.4 million. This increase is largely for personnel, which increases \$956,400 or 2.8% to nearly \$35.7 million. This includes 1.00 deputy sheriff (sunset position) created in late 2020 (after the 2021 budget was adopted) for a new patrol contract with the village of Vernon for police services. Another 1.00 FTE sunset deputy sheriff (enrolled ordinance 176-67) was created in 2021 for court security due to a temporary additional criminal court to address the courts backlog created by the COVID-19 pandemic (discussed later under District Attorney and Courts section). Personnel expenditures also include the refund of a programs and projects analyst and the unfund of a deputy sheriff. Positions created in the 2022 budget include 3.00 FTE correctional officers to house the 17-year old juvenile inmates in the jail due to the need for “sight and sound” separation from adult inmates.
- **Commissary** costs are budgeted to increase \$160,000 (which is offset by additional revenues) since a new vendor contract began in 2020.
- **Inmate Medical** costs are budgeted to increase \$62,500 or 3.1% to nearly \$2.1 million.
- The Sheriff’s budget includes **non-corrections equipment** of \$279,200 for the seventh year of an equipment replacement plan. The **Jail equipment replacement plan** remains unchanged in 2022 at \$125,000.
- **Circuit Court Services – General Fund** expenditures increase \$109,000 or 1.1%. Personnel costs increase \$145,400 overall, including a refund of 1.00 FTE senior administrative specialist, an unfund of 1.00 FTE administrative assistant, and an unfund of 0.13 FTE court reporter (0.37 FTE of the 0.50 FTE was unfunded in the 2021 budget. The part-time position was funded through March 31st, 2021).
- **Court Appointed Counsel and Legal Services** costs are budgeted to decrease \$48,200. This is due to anticipating favorable expense reductions and delinquent account referrals due to a series of procedural changes.
- The **District Attorney’s** General Fund expenditures increase \$52,100 mostly related to personnel costs that increase \$43,000.
- **Addressing Criminal Courts Backlog** – Jury trials were suspended temporarily for multiple months during 2020 for COVID-19 pandemic precautions, which resulted in an ongoing backlog of criminal court cases. Circuit Courts management plans to establish a temporary sixth criminal court to help address this backlog. The 2022 budget includes the first full-year budgeting for this initiative (enrolled ordinance 176-67 to begin set up in the fourth quarter of 2021) at \$1,163,600 in total, funded mostly with federal American Rescue Plan (ARPA) – Coronavirus State and Local Fiscal Recovery Funds (CSLFRF) revenues. The initiative will require the creation of 11.50 FTE in Circuit Court Services, the District Attorney’s Office, and the Sheriff’s Department. These positions will include a sunset provision terminating the additional staffing when either the backlog has been eliminated or December 31, 2023, whichever date is sooner.
- The **Medical Examiner’s Office** Personnel costs increase \$68,900 or 3.8%, which includes the reclassification of 1.00 FTE deputy medical examiner supervisor to medical examiner operations supervisor and a temporary extra help increase from 0.25 FTE to 0.72 FTE. Operating expenses increase \$72,700 mostly due to increasing medical services and medical supplies to manage the larger caseload and increased costs of medical testing.

2022 EXPENDITURE HIGHLIGHTS

Health and Human Services

- The 2022 **expenditure budget** for this functional area totals \$92,066,000, an increase of \$2,453,800 or 2.7% from the 2021 budget.
- **HHS - Administrative Services Program** personnel costs decrease by approximately \$840,000 to \$5,462,900. This decrease is mostly due the transfer out of 2.00 FTE administrative specialist positions to the ADRC-General Fund and the transfer out of 9.00 FTE business application support IT personnel to the Department of Administration (DOA) – End User Technology Fund to facilitate collaboration among IT professional staff across the county and promote county-wide efficiency in addressing technology issues across departments. The positions transferred to DOA are estimated to cost \$1,065,300 and include 1.00 FTE business applications support administrator, 1.00 FTE senior IT professional, 2.00 FTE principal IT professionals, 1.00 FTE IT technician, and 4.00 FTE IT analysts. (The transfer also includes reclassifications of 1.00 FTE IT technician to IT analyst and 4.00 FTE IT analysts to senior IT professionals to more appropriately place staff based on work tasks assigned.) Operating and interdepartmental expenses related to the staff transition are also budgeted in DOA-EUTF totaling \$33,300. To support this transfer, HHS is budgeting \$1,098,600 as an additional Information Technology cross charge. These transfers of personnel are partially offset by the creation of a 1.00 FTE public communication specialist, an increase temporary extra help by 0.92 FTE, and an increase in overtime by 0.11 FTE. During 2021 the department abolished a 1.00 FTE office services coordinator and created a 1.00 senior financial analyst (enrolled ordinance 176-9).
- **HHS – Intake and Shared Services Program-** The \$4,365,900 of expenses that were budgeted in 2021 in the Intake and Shared Services Division have been transferred to the Adolescent and Family division and the Children and Family divisions as part of a reorganization to more closely align children and juvenile services within these respective areas.
- **HHS - Economic Services Administration and Support Program** expenditures decrease \$321,100 due to the transition of the Wisconsin Home Energy Assistance Program (WHEAP) from the County to the State effective October 1, 2021.
- **HHS - Children and Family Services** personnel costs are budgeted to increase by \$2,093,300. This is mostly due to the addition of 20.00 FTE from the divisional reorganization, as well as a newly created 1.00 FTE position for a health and human services coordinator. Operating expenses are budgeted to increase by \$1,254,100 to \$4,414,200. This is also primarily due to the divisional reorganization, which added \$1,064,200 in operating expenses that was previously in the Intake and Shared Services division. Out of home care expenses increase \$209,900, which consists of an increase to foster care expense of \$242,200 and an increase to subsidized guardianship of \$50,000, offset by a decrease to group homes of \$21,100, and a decrease to residential care center expense of \$61,200.
- **HHS – Children with Special Needs Unit (Includes Birth to Three Program) –** This program area budgets additional resources to help meet the state-mandated elimination of the waitlist for participation in the Children’s Long-Term Support (CLTS) program. In order to promote stability in services provided and counter staffing turnover, the budget includes 4.00 FTE additional social worker positions (3.00 FTE newly created and 1.00 FTE transferred from the Adolescent and Family Services Division), estimated to cost \$346,100 and additional contracted case management staffing of \$966,500.
- **HHS - Children with Long-Term Needs - Third Party Administrator –** The pass-through general government expenses and related revenue increase \$387,800 to \$6.5 million based on projected spending.
- **HHS – Adolescent and Family Services** personnel costs are budgeted to decrease by about \$459,800 to \$2,608,400, primarily due to the transfer out of 5.00 FTE social workers to the Youth Intensive Services program, offset by cost to continue for the remaining 26.00 FTE staff. Operating expenses are budgeted to increase by \$255,400 to \$2,237,500. Contracted services increase about \$132,700, for alternatives to sanctions which includes expanded usage of electronic monitoring, respite, additional in-home therapy, and more community based support. Expenses for juvenile correctional placements increase by \$93,600 based on a substantial rate increase from the Wisconsin Department of Corrections. Overall, out of home care expenses, which include residential care centers, child group homes, and foster care, have been increased by \$27,400 overall in the 2022 budget based on projected utilization.

2022 EXPENDITURE HIGHLIGHTS

- **HHS - Juvenile Detention Services (previously Juvenile Center)** The department will be ceasing secure detention operations at the Juvenile Center in 2021, and HHS will rely on a contracted solution with other counties to provide secure detention services (enrolled ordinance 176-45). This results in the abolishment of 8.50 FTE in this program. A 1.00 FTE juvenile center coordinator is reclassified to a human services supervisor, and a 1.00 FTE social worker and 1.00 FTE human services support specialist (in the youth intensive program below) are created to continue the monitoring and coordination of care for juveniles. Along with a net decrease in temporary extra help offset by an increase in overtime for after hours, personnel costs associated with this operational change decrease \$557,000 net of reimbursement revenue. Operating expenses related to this initiative are budgeted to increase \$100,700, mostly due to \$128,600 in daily rate charges from other counties, partially offset by a decrease in other operating expenses (e.g., food) that will not be needed due to the ceasing of secure detention services at this facility. Interdepartmental charges decrease \$3,400, mostly due to a decrease in end user computer charges of \$39,300 offset by an increase of \$28,800 in Sheriff charges for transporting male juveniles between other counties' secure detention facilities and Waukesha County Juvenile Court. Revenues budgeted for secure detention services decrease \$10,000, largely due to the loss of fees charged to other counties for holding their juveniles at the Juvenile Center. Overall, this initiative is estimated to save the county approximately \$450,000 annually.
- **HHS – Youth Intensive Services** HHS will initiate this new program in 2022 to expand mental health and substance use treatment services to adolescents. Total program costs are estimated at \$1.25 million, and include 11.00 FTE positions, including 5.00 FTE social workers transferred in from the Adolescent and Family Services program, 2.00 FTE clinical therapist transferred in from the Clinical Services Division, and the creation of 4.00 FTE new positions: 1.00 FTE human services coordinator, 1.00 FTE human services support specialist, 1.00 FTE senior mental health counselor, and 1.00 FTE social worker. Support will also be provided through contracted third-party agencies, budgeted at \$180,000.
- **HHS - Aging & Disability Resource Center (ADRC) General Fund - Adult Protective** personnel costs are budgeted to increase approximately \$56,100 to about \$964,300 due to cost to continue the 9.63 FTEs and the addition of 1.00 FTE social worker position. The increases are offset by the reduction of 0.38 FTE for extra help social worker positions.
- **The HHS - Aging & Disability Resource Center (ADRC) General Fund - Community Services** personnel costs increase about \$327,700 to \$1,594,800. Increases include the cost-to-continue of the existing 15.84 FTE staff and the transfer in of 2.00 FTE administrative specialist from the Administrative Services Division, the transfer in of a 1.00 FTE volunteer program specialist from the Intake/Shared Services Division, the creation of a 1.00 FTE community health educator that is offset by the elimination of a 0.60 FTE extra help – community health educator, the creation of a 0.75 FTE human services support specialist that is offset by the elimination of a 0.44 FTE extra help – technical intern, the transfer in of 0.48 FTE senior ADRC specialist from the ADRC Contract Fund and the addition of a 0.35 FTE extra help – semi skilled employee.
- **The HHS - Aging & Disability Resource Center (ADRC) Contract Fund -** Personnel costs are budgeted to increase approximately \$35,500 to \$3,184,700. The increase is due to the cost to continue 35.43 FTE. The increases are partially offset by the removal of a 0.17 FTE extra help - social worker and the transfer out of 0.47 FTE senior ADRC specialist to the ADRC General Fund. Operating expenses decrease about \$69,500 to \$187,500 mainly due to decreases of \$34,800 in outside printing, \$20,800 in contracted services related to the Dementia Care grant, and \$10,000 in promotion supplies.
- **HHS - Mental Health Outpatient-Clinical** expenditures increase \$673,100 or 6.4% to \$11.12 million primarily due to personnel costs increasing \$506,900 consisting of the transfer in of 1.00 FTE psychiatrist from the Mental Health Center, a net decrease in funded clinical therapist positions by 0.75 FTE, the creation of a 1.00 FTE human services supervisor, an increase of 1.40 FTE for extra help; and a decrease in overtime hours. During 2021, a 1.00 FTE social worker and 1.00 FTE human services support specialist were created (enrolled ordinance 175-95) and a 1.00 FTE clinical therapist was created, offset by the abolishment of a 1.00 FTE senior substance abuse counselor (enrolled ordinance 175-70). Operating expenses increase \$130,800 to \$4.72 million primarily related to AODA contracted treatment services increasing \$239,300 and clinical outpatient contracted treatment services increasing \$83,000. Offsetting these increases in operating expenses is \$135,000 of lower third-party psychiatric services related to the transfer in of 1.00 FTE psychiatrist from the Mental Health Center.

2022 EXPENDITURE HIGHLIGHTS

- **HHS - Mental Health Outpatient-Intensive** Personnel costs increase \$150,800 related to the creation of 3.00 FTE clinical therapists, offset by the abolishment of 1.00 FTE senior mental health counselor, the transfer out of 0.20 FTE senior clinical psychologist, and a reduction in temporary extra help of 1.12 FTE. Operating expenses increase \$322,100 to \$6.44 million related to a \$430,700 increase in levy-funded residential treatment and room and board services.
- **HHS - Mental Health Center (MHC)** expenses decrease \$274,300 or 3.7% to \$7.16 million. Personnel costs decrease \$356,100 and includes the unfunding of 1.00 FTE psychiatrist and the abolishment of 1.00 FTE registered nurse and 1.00 FTE psychiatric technician, as well as the transfer of 1.00 FTE psychiatrist to the Outpatient-Clinical program. Offsetting these position changes is the creation of 1.00 FTE psychiatric nurse practitioner, 1.00 FTE registered nurse supervisor, 1.00 FTE nutrition services assistant, and the transfer in of 0.20 FTE senior clinical psychologist from the Outpatient-Intensive program. Operating expenses increase \$13,400 and includes a \$198,600 increase in third-party psychiatrist services to replace those provided by the unfunded psychiatrist position, offset by a \$215,900 decrease in prescriptions drugs related to changes to prescription management procedures to control expenses.
- **HHS - Criminal Justice Collaborating Council (CJCC)** operating expenses decrease approximately \$19,900, mostly related to a decrease of \$26,000 in grant related expenses pertaining to the expiration of the Pretrial Diversion Project grant and a decrease of \$11,000 for the Adult Basic Education GED program as a federal grant was secured by WCTC. This is offset by the cost to continue of contracted services for various CJCC programs which increases by \$17,400.
- **HHS – Veterans’ Services** – The 2022 budget includes \$63,000 for the creation of 1.00 FTE administrative assistant position to address an increasing number of clients and workload to help ensure that veterans receive timely service. This is partially offset by the elimination of 0.50 FTE temporary extra help in this division.
- **HHS - Public Health** The 2022 budget for potential continued pandemic response includes \$369,300 in temporary extra help and related benefits for 5.00 FTE (8.00 FTE registered nurses and 2.00 FTE for staff for data entry and support for first six months of the year), a decrease of 14.41 FTE (and the main factor in the decrease in temporary extra help of 13.58 FTE overall in Public Health). Related contracted services (operating expenses) and technology charges (interdepartmental charges) are budgeted at \$50,000 and \$40,000. These expenses will be funded with a specific allocation of American Rescue Plan Act (ARPA) grant funding. HHS will continue to monitor conditions and will only spend grant funds based on anticipated need, which could include a request for additional grant-funded appropriations if evaluation warrants it.**HHS – American Rescue Plan Act (ARPA) Fund** – The 2022 budget includes an initiative to upgrade of public health operations from a level 2 to a level 3 status, which will see the county’s Public Health Division assume a chief health strategist role, overseeing the appropriate use of health data and data systems to identify insights and trends and systematically use that data to inform decisions and promote positive health outcomes. The 2022 budget includes \$257,700 of personnel costs for the creation of 1.00 FTE epidemiologist, 1.00 FTE public health supervisor, and 0.50 FTE community health educator to align public health staff with the requirements of attaining Level 3 status. ARPA funds are temporary through 2024, so the plan is to phase-in tax levy support for these positions through reductions in other costs for services that can be readily referred to community healthcare providers..

The 2022 budget also includes \$53,300 of personnel costs for 0.75 FTE of temporary extra help to support the implementation of the Care Manager application for the electronic health record system in the Clinical Services Division (capital project #202014). Operating expenses of \$25,000 are budgeted to complete the required Community Health Improvement Planning and Process (CHIPP).

Parks, Environment, Education, and Land Use

- The **2022 expenditure budget** for this functional area totals \$38,723,100, an increase of \$5,225,000 (after excluding proprietary fund capitalized fixed asset item purchases), or 15.6% from the 2021 adopted budget.
- **Register of Deeds (ROD)** expenditures increase \$121,400, primarily related to additional personnel costs of \$107,200, and includes total staffing increases 0.26 FTE to 16.18 FTE due to the transfer in of 0.10 FTE senior financial analyst from Emergency Preparedness – Radio Services division and an increase in overtime of 0.16 FTE.

2022 EXPENDITURE HIGHLIGHTS

- **The Parks and Land Use General Fund 3-Year Maintenance and Major Projects Plan** increases \$112,200 to \$460,700. The 2022 budget includes several large projects, including: \$81,000 for the Nagawicka Lake Access launch renovation and construction; \$57,300 for the restroom building at Mukwonago Park; \$38,100 for Retzer Nature Center repairs; \$35,100 for Nagawaukee Park for various appliances, beach house repairs, and maintenance; \$25,000 for phase two of the Discovery Trail project at the Retzer Nature Center; \$16,000 for the replacement of doors and frames at the Exposition Center; \$15,000 for shoreline repair at Nagawaukee Beach between the beach and lake access; \$14,800 for furnaces at the Muskego beach house; \$12,000 for new overhead garage doors on the maintenance building at Nashotah park; and \$10,000 for the boardwalk at Retzer Nature Center.
- **Parks and Land Use – Community Development Fund** – Expenses increase \$3.5 million primarily for increased grant funding of \$2.25 million from the U.S. Department of Treasury funding to provide emergency rental assistance related to the COVID-19 pandemic, as well as \$1.25 million of increased HOME Investments Partnerships Program funding related to American Rescue Plan Act (ARPA) funding used to create affordable housing and provide services to assist individuals at risk or experience homelessness.
- **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 2022 budget includes federal Workforce Innovation Opportunity Act (WIOA) grant funding of \$1,814,800, an increase of about \$438,400 from the 2021 budget, mostly due increased resources provided to address economic issues associated with the COVID-19 pandemic. The expenses will include contracted assistance to adults, youth, and dislocated workers to access employment and other support services to gain employment.
- **Parks and Land Use Tarmann Land Acquisition Fund** expense budgets continue to be maintained at the 2021 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** expenditures increase \$122,800 to \$2,162,400 primarily for increased operating expenses of \$114,200 including increases of \$51,000 for planned building repairs, \$25,500 for depreciation, and \$10,000 for small equipment. Golf fixed assets increase \$55,900 to \$65,900 consisting of \$35,000 for a bedknife grinder, landscaping, patio furniture, and a hydraulic lift for lawn mowers. Total FTE increases 1.86 FTE to 16.94 FTE and includes the abolishment of a 1.00 FTE golf course superintendent offset by a 2.86 FTE increase for extra help.
- **The Parks and Land Use – Material Recovery Facility (MRF) Fund** expenditures are budgeted to increase \$51,400 to \$3.8 million primarily due to operating expense increasing \$53,000 for waste disposal services and equipment repairs/inspections offset by a reduced processing fee for the county's vendor for recycled materials.
- **Bridges Library System State Aids Fund** projects include \$47,500 for the incorporating Radio Frequency Identification (RFID) tags into library system resources to increase operational efficiencies, \$34,000 for HelpNow online tutoring resources, \$20,000 for internet routers, \$13,000 for the Bridges Library System website redesign, \$9,000 for Overdrive Advantage to increase the system's collection of electronic materials, and \$3,000 for Americans with Disabilities (ADA) accessibility scans.
- **University of Wisconsin – Extension** personnel costs are budgeted to decrease \$16,800, mostly due to the net unfunding of a 0.70 FTE administrative specialist. Operating expenditures are budgeted to increase \$21,800 mostly due to an increase in contracted services related to creating a new class in the Community Resource Development program.

2022 EXPENDITURE HIGHLIGHTS

Public Works

- The 2022 **expenditure budget** for this functional area totals \$34,827,100 (after excluding proprietary fund capitalized fixed asset item purchases), an increase of \$413,400 or 1.2% from the 2021 Adopted Budget.
- **Road Salt expenditures for county highway snow and ice removal operations** are budgeted to decrease by \$27,100 in 2022. Salt rates increase by \$2.24 or 3%, from \$74.81 to \$77.05 per ton based on the state's salt contract for the 2021-22 winter season. This includes a \$41,900 decrease in the cost of salt used for county highways, based on an estimated 14,700 tons (a decrease of 1,000 from the 2021 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 \$1,300, assuming 600 tons (same as 2021 budgeted level). Salt sold to municipalities for use on their local roads increases \$13,400, and assumes 6,000 tons (same as 2021 budgeted level).
- The **County Highway Maintenance** program budgets \$85,000 to supplement the cost of a brine tanker truck which will be used to transport brine in support of county and state highway operations. The total cost of the tanker truck is \$275,000 and will be funded with \$190,000 through the vehicle replacement plan and \$85,000 fund balance from higher prior-year funds earned through the Wisconsin Department of Transportation's Performance-Based Maintenance program.
- **The 2022 Transit Services** program expenses are budgeted to increase by about \$6,700 due to an increase in contracted administration and park and ride maintenance offsetting a decrease in transit contracts.
- Charges to departments for the **Vehicle Replacement Fund** are budgeted to increase about \$53,500 or 1.5% from \$3.49 million to about \$3.54 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 decrease in 2022 by \$31,700 from the 2021 budgeted level of \$2,039,500 to \$2,007,800. Both the electrical and natural gas utility budgets decrease (\$38,100 and \$39,100 respectively), reflecting lower energy consumption and lower or stable utility rates experienced in previous years. This is offset by an increase in water/sewer utility expenses by \$45,500 based on increasing utility rates. Overall costs are maintained at affordable levels through prior-year energy efficiency improvements (e.g., lighting replacement, more efficient boilers chillers).
- The **Building Improvement Plan (BIP)** totals \$1,020,000 in the 2022 budget. The base BIP remains budgeted at \$950,000. In addition to the base BIP, the plan includes \$70,000 for improvements at the Mental Health Center (MHC). Overall General Fund balance support in the BIP is \$100,000, unchanged from the 2021 budget.

Overall expenditures in the **Housekeeping Services** program increase about \$13,800 or 1% in the 2022 budget. Personnel costs decrease \$111,900 due to the unfunding of 1.50 FTE building services workers and operating expenses increase \$125,700 due to the anticipated increase in the housekeeping services contract. Existing contracted housekeeping services are budgeted to increase by 3%. Additional contracted services are anticipated to increase due to the reduction in budgeted building services worker levels performed by county staff and new services required for the new court tower (estimated at \$65,000).

General Administration,

- The 2022 expenditure budget for this functional area totals \$25,294,700 (after excluding proprietary fund capitalized fixed asset item purchases), an increase of about \$1,931,800 or 8.3% from the 2021 Adopted Budget.
- The **County Clerk's Office** expenditure budget increases by \$97,500, mainly due to higher election costs that occur in even-numbered years, when there are more elections held.
- The **County Board's** expenditures decrease \$53,300 or 5.1% to \$986,700. Personnel costs decrease \$141,400 resulting from the unfunding of the 1.00 FTE internal audit manager position. Operating expenses increase \$102,500 based on incorporating contracted expenses for audit services provided by a 3rd party vendor. Interdepartmental charges decrease \$14,400 primarily from shifting \$15,000 of charges back to operating expenses that were originally for the Land Information System (LIS) division in Parks and Land Use in 2021 to assist with redistricting and developing a new County Board District map based on the results of the 2020 U.S Census.

2022 EXPENDITURE HIGHLIGHTS

- The **Department of Administration (DOA) General Fund** expenditures increase 3.3% or \$238,000. This includes \$40,000 purchase a purchasing procurement system. Major personnel changes include the unfund of a 0.50 FTE administrative assistant, the transfer of 0.20 FTE of a financial analyst to Emergency Preparedness-Radio Services Fund, and the transfer in of 0.15 FTE business services manager and 0.25 FTE of an administrative specialist from the Collections Division.

A major initiative in the 2022 **DOA-End User Technology Fund** is the transfer of the Health and Human Services (HHS) Business Application Support (BAS) program from HHS to DOA-IT. This transfer will facilitate collaboration among IT professional staff across the county and promote county-wide efficiency in addressing technology issues across departments. Personnel cost increase of \$1,065,300 which includes the transfer of 1.00 FTE business applications support administrator, 1.00 FTE senior IT professional, and 2.00 FTE principal IT professionals. This transfer also includes the transfer and reclassification of 1.00 FTE IT technician to IT analyst and 4.00 FTE IT analysts to senior IT professionals to more appropriately place staff based on work tasks assigned. Operating and interdepartmental expenses related to the staff transition are also budgeted in the DOA-IT program totaling \$33,300. To support this transfer, HHS is budgeting \$1,098,600 as an additional Information Technology cross charge.

- The **DOA-Risk Management Fund** budget expenditures increase 3.1% or \$98,200 to \$3.27 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.
- The **DOA-Collections Fund** expenditures increase 1.0% or \$9,700. Major personnel changes include the reduction of 0.60 FTE temporary extra help, the transfer of 0.15 FTE business services manager and 0.25 FTE of an administrative specialist to the DOA General Fund, and the creation of a 1.00 FTE collections specialist position.
- The **DOA-American Job Center Fund** budget expenditures decrease \$40,400 to \$347,200. Expenditure reductions include the removal of expenditure authority for the purchase of office equipment associated with the movement of the workforce development center from the Pewaukee location to the Waukesha location.
- The **DOA-American Rescue Plan Act (ARPA) Fund** is budgeted for the first time in 2022 at \$118,000, and includes \$108,000 for the first full-year of a new senior financial analyst position created during 2021 (ordinance 176-46), which is tasked with tracking and reporting on ARPA funding awarded to the county. This position is funded with ARPA revenues and includes a sunset provision, which eliminates the position at the end of the grant period. The budget also includes \$10,000 to support an economic and labor data subscription to provide information for economic recovery and development.

Non-Departmental

- The 2022 **expenditure budget** for this functional area totals \$31,245,800 an increase of \$496,300 or 1.6% from the 2021 Adopted Budget.
- **Non-Departmental General Fund:** expenditures increase by \$76,100 in 2022, which includes an increase in the county's share of Southeastern Wisconsin Regional Planning Commission (SEWRPC) charges of \$30,100 and a \$35,400 increase in active employee payouts for unused vacation and sick leave, largely due to employees forgoing vacation time to respond to the COVID-19 pandemic in 2020 (paid out on skip-year basis in 2022).
- **Health and Dental Insurance Fund:** Total expenditures increase \$420,200, or 1.5%, primarily due to the following:
 - **Active Employee Health Insurance Program:** Expenditures increase \$458,000, or 1.9%, mostly due to higher anticipated claims costs of \$190,200 based on actuarial recommendation. (Premium rates charged to county departments and employees are budgeted to increase 2.2% to offset cost increases). Stop loss insurance coverage for higher-cost claims are budgeted to increase by \$102,600.

2022 EXPENDITURE HIGHLIGHTS

- **Waukesha Employee Health and Wellness Center:** Expenditures decrease \$55,600 to about \$1.4 million. Starting in the 2022 budget, the school district of Waukesha will withdraw from the previous intergovernmental agreement between the county, city, and school district of Waukesha. In the 2022 budget, most program costs are now shared among the remaining two members, and the county is working with the city and the contracted clinic provider to right-size clinic operations for projected lower patient volume, while continuing to provide services focused on reducing health claims costs. Expenditures decrease mainly due to a reduction in contracted clinic staffing costs and administrative costs from the clinic provider and also a reduction in facility improvement charges.
- **Contingency Fund** remains at the 2021 budget level of \$1.2 million, funded with appropriated general fund balance.

Debt Service:

The Debt Service expenditure budget for general governmental purposes is \$15,081,796, an increase of \$208,200 or 1.4% from the 2021 Adopted Budget. To fund the 2022 Capital Project Budget, \$11.3 million is planned to be borrowed, which is a decrease of \$700,000 from the 2021 adopted budget level. This includes \$9.5 million of borrowing for the Capital Plan, and \$1.8 million for the first time borrowing for major vehicle replacements in 2022. After retiring approximately \$13.1 million of principal in 2022, the county's total debt outstanding is expected to be approximately \$81.9 million at year-end 2022, well below the allowable levels set by state statutes.

Capital Projects

The 2022 **Capital Project expenditure budget** of \$28,516,000 increases \$9.3 million from the 2021 Adopted Budget. The 2022 Capital Budget identifies funding for existing and new projects at a net county cost of \$23.4 million (after direct project revenues of \$1,882,300 and proprietary fund balance appropriations of \$1,423,000 are applied). Tax levy, use of governmental fund balance, and other revenues generates the county's "down payment" of 59% of net capital expenditures, above the policy target of 20%. An additional \$1.8 million is budgeted for the first time borrowing for major vehicle replacements in 2022

2020-2022 REVENUE SUMMARY

SOURCE	2020 Actual	2021 Adopted Budget	2021 Estimate	2022 Budget	Incr/(Decr) from 2021 Adpt. Budget
Intgov't Contracts & Grants	\$72,527,961	\$68,859,477	\$92,079,182	\$80,704,920	\$11,845,443
State Transportation Aids	\$5,200,573	\$5,184,758	\$5,044,828	\$5,084,758	\$(100,000)
State Shared Revenues/Computer Aid	\$1,849,602	\$1,435,000	\$1,435,000	\$1,815,000	\$380,000
State Personal Property Aid (a)	\$695,465	\$646,856	\$646,856	\$745,668	\$98,812
Fines & Licenses	\$2,992,020	\$3,154,110	\$3,126,255	\$3,203,980	\$49,870
Charges for Services (b)	\$38,636,346	\$39,991,758	\$39,249,488	\$42,073,471	\$2,081,713
Interdepartmental Revenue	\$38,636,379	\$41,994,089	\$40,200,153	\$44,481,035	\$2,486,946
Other Revenues (b)	\$21,089,640	\$13,752,469	\$16,050,962	\$14,799,513	\$1,047,044
Interest/Penalty on Delinq Taxes	\$1,378,341	\$1,840,000	\$1,476,000	\$1,760,000	\$(80,000)
Investment Inc-Unrestricted Funds	\$2,499,107	\$2,897,646	\$1,910,000	\$2,897,646	-
Debt Borrowing	\$18,000,000	\$12,000,000	\$12,000,000	\$11,300,000	\$(700,000)
Appropriated Fund Balance	\$1,143,565	\$10,588,962	\$13,618,540	\$15,465,515	\$4,876,553
Retained Earnings (b)	\$(5,839,086)	\$234,572	\$(1,945,958)	\$(136,492)	\$(371,064)
Tax Levy	\$109,741,232	\$111,473,173	\$111,473,173	\$113,209,829	\$1,736,656
Total Revenues	\$308,551,145	\$314,052,870	\$336,364,479	\$337,404,843	\$23,351,973

FUNCTION	2020 Actual	2021 Adopted Budget	2021 Estimate	2022 Budget	Incr/(Decr) from 2021 Adpt. Budget
Justice & Public Safety	\$20,392,406	\$21,462,326	\$22,497,411	\$23,473,221	\$2,010,895
Health & Human Services	\$61,766,131	\$62,031,742	\$66,424,609	\$64,036,244	\$2,004,502
Parks, Env, Educ & Land Use	\$27,187,381	\$22,671,154	\$41,618,117	\$28,260,575	\$5,589,421
Public Works	\$23,452,304	\$22,925,875	\$23,207,478	\$23,372,396	\$446,521
General Administration	\$17,603,912	\$18,752,310	\$17,638,564	\$21,056,066	\$2,303,756
Non-Departmental	\$30,894,158	\$26,725,400	\$24,645,189	\$27,629,521	\$904,121
Debt Borrowing	\$18,000,000	\$12,000,000	\$12,000,000	\$11,300,000	\$(700,000)
Capital Projects	\$4,209,142	\$5,187,356	\$5,187,356	\$9,737,968	\$4,550,612
Appropriated Fund Balance	\$1,143,565	\$10,588,962	\$13,618,540	\$15,465,515	\$4,876,553
Retained Earnings (b)	\$(5,839,086)	\$234,572	\$(1,945,958)	\$(136,492)	\$(371,064)
Tax Levy	\$109,741,232	\$111,473,173	\$111,473,173	\$113,209,829	\$1,736,656
Total Revenues	\$308,551,145	\$314,052,870	\$336,364,479	\$337,404,843	\$23,351,973

(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.

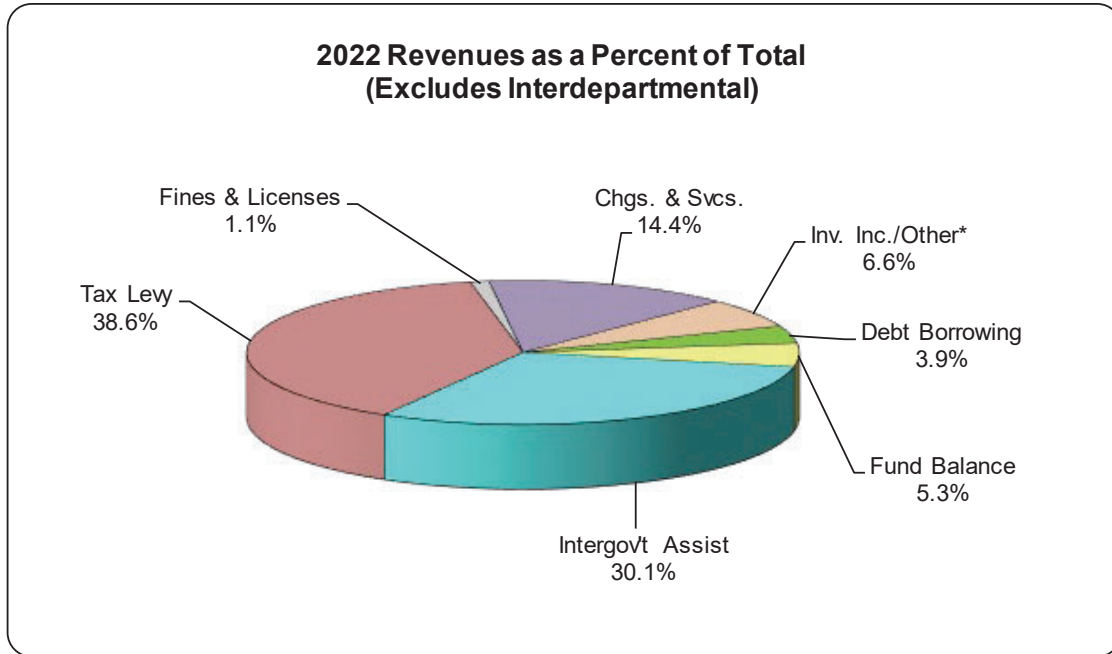
2022 REVENUE HIGHLIGHTS

Revenue Budget:

The **2022 revenue budget (excluding property tax levy, fund balance appropriations and revenue generating proprietary fund retained earnings) totals \$208,729,499**, an increase of \$16,738,764 or 8.7% from the 2021 Adopted Budget. The revenue budget includes \$44,481,035 of interdepartmental revenues (mostly from internal service funds, e.g., Health and Dental Insurance Fund).

The 2022 budgeted revenues consist of departmental operating revenues at \$187,691,531 and capital project revenues at \$21,037,968 including \$11,300,000 from planned borrowing. Overall, the operating revenues increase by \$12,888,152 or 7.4% from the prior-year budget, while capital project revenues increase by \$3,850,612 or 22.4%.

The graph below reflects the ratio of revenue sources budgeted for 2022 to all revenue sources (after excluding interdepartmental revenues), with tax levy of 38.6% and Intergovernmental Assistance of 30.1% as the major revenue components.



* Excludes Retained Earnings

Revenue Projection Methodology

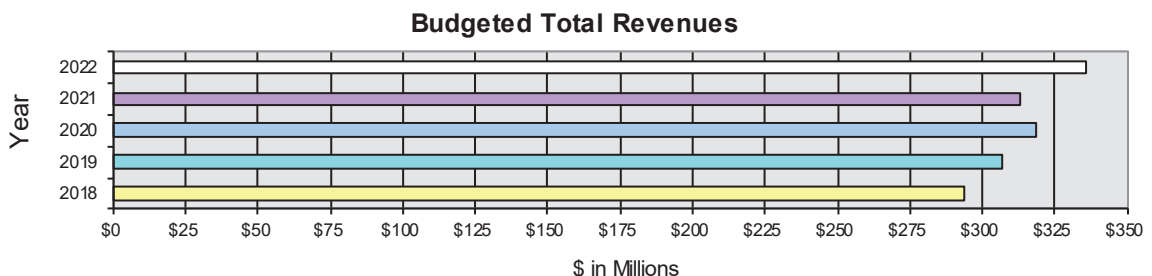
Realistic, conservative and accurate revenue estimates are one of the key building blocks in the development of a fiscally sound budget. The county combines four primary projection methods, mentioned below, based on the unique characteristics of forecasted revenue.

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 2018-2022. Total revenues are budgeted to increase \$23.4 million or 7.4% to \$337.4 million.



2022 REVENUE HIGHLIGHTS

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

The 2022 revenue budget increases \$23.4 million or 7.4% to \$337.4 million, including an increase in intergovernmental contracts and grant revenue of \$12.2 million, largely due to federal American Rescue Plan Act (ARPA) – Coronavirus State and Local Fiscal Recovery Funds (CSLFRF) funding of \$8.0 million. 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 in CLTS-third party administrator revenues of \$387,800. Charges for services increase \$2.1 million to \$42.1 million, largely due to a \$861,100 increase in Comprehensive Community Services (CCS) revenues related to additional billable services for adolescents, a \$299,100 increase in municipal police services provided by the Sheriff's Department, a \$229,300 increase for Parks and Land Use-General Fund park system fees (annual park stickers, entrance fees, camping, etc.), and a \$231,400 increase in Register of Deeds revenues for real estate transfer fees and copy and duplicating fees. Interdepartmental revenues increase approximately \$2.5 million, to \$44.5 million, primarily from a \$1.3 million increase in End User Technology Fund driven by a higher cross-charge to Health and Human Services and a \$788,000 increase in Non-Departmental-Health and Dental Insurance Fund premiums charged to county departments, reflecting a 2.2% premium rate increase. Other revenues sources increase \$1.0 million to a total of \$19.5 million, mostly for contributions from individuals and organizations and cost recovery towards capital project costs, which increase \$585,000. Fund balance appropriations increase \$4.9 million, and the county general tax levy (excluding the special library tax) increases \$1,689,728 or 1.57% to \$109,503,123.

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%.

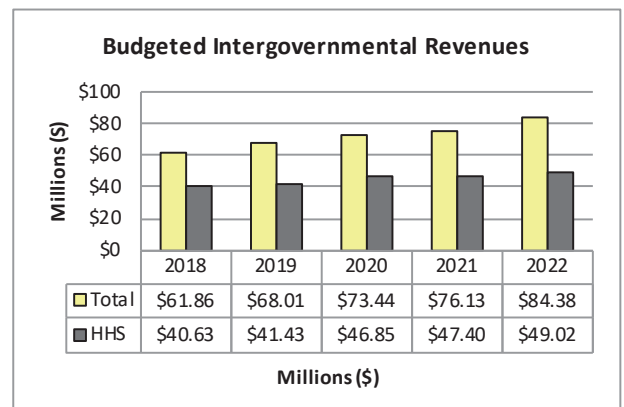
The 2019 revenue budget increased by \$13.7 million to \$307.3 million, largely due to increases in intergovernmental contracts and grant revenues of \$6.1 million to \$68.0 million. This includes \$1.7 million in grant funds for the new Workforce Innovation and Opportunity Act (WIOA) Fund program to 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%.

Detailed revenue highlights are included within each functional area summary. A summary of highlights and major changes from the 2021 to the 2022 Revenue Budget, by source, follows.

Intergovernmental Contracts & Grants:

Combined, total 2022 intergovernmental contracts, grants, state/federal aids, and state shared revenues together reflect a budgeted increase of \$12,224,255 or 16.1% from the 2021 Adopted Budget (as indicated on the next page).

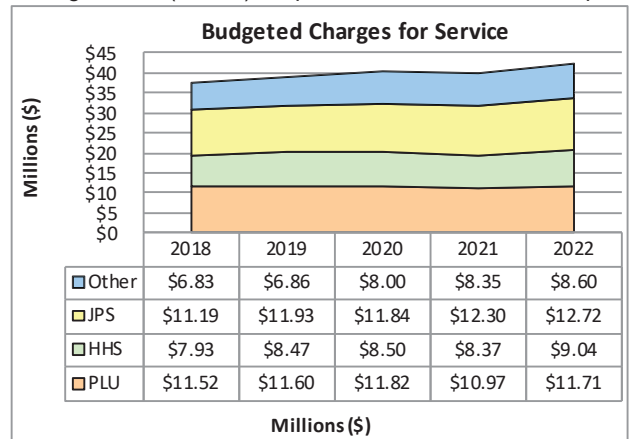


2022 REVENUE HIGHLIGHTS

- **Health and Human Services Functional Area** Intergovernmental Revenue increase by approximately \$1.6 million to \$49.02 million as follows:
 - **Department of Health and Human Services (HHS) – 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 \$965,900 as a result of the state mandate to eliminate CLTS wait list and the subsequent increased volume of clients served.
 - The **HHS** budget for Community Aids revenue for Health & Human Services (H&HS) programming increases \$17,900 to \$13,234,500 in 2022. This is the department’s primary source of discretionary intergovernmental revenue funding.
 - **HHS–Children with Long-Term Needs–Third Party Administrator** increases \$387,800 to \$6.5 million based on an increase in the state allocation for the program. The pass-through funding has no impact on tax levy.
 - **HHS–Mental Health Outpatient – Clinical** revenues increase \$380,500, primarily for AODA program grant changes, consisting of new Urban/Rural Womens’ Substance Abuse grant funding (\$242,700), new Injection Drug Use Prevention and Treatment grants (\$212,800), and Urban Black and Hispanic grant funding (\$90,900). Offsetting this additional funding is the expiring of the Wisconsin Prevention of Drug Overdose grant funding (\$170,400).
 - **HHS–Aging and Disability Resource Center (ADRC) – General Fund – Community Services Program** increases \$466,100 or 16.6% related to \$489,700 in new specific-purpose American Rescue Plan Act (ARPA) funding for various ADRC programs. This includes the following (amounts net of changes in base revenue allocations): Supportive Services \$105,200, Home Delivered Meals \$171,900, Congregate Meals \$110,100, and Family Caregiver Support \$62,500,
 - **HHS-Public Health** decreases \$912,100 mostly due a decrease of \$990,600 in federal pandemic response revenues.
- The **Transportation Fund’s** budget includes an increase of about \$146,900 in Wisconsin Department of Transportation reimbursements for state highway maintenance.
- The **Community Development Fund** revenues increase \$3.5 million primarily from \$2.25 million of U.S. Department of Treasury funding to provide emergency rental assistance related to the COVID-19 pandemic, as well as \$1.25 million of increased HOME Investments Partnerships Program funding related to American Rescue Plan Act (ARPA) funding used to create affordable housing and provide services to assist individuals at risk or experience homelessness.
- The federal **American Rescue Plan Act (ARPA) Fund** with revenues from the Coronavirus State and Local Fiscal Recovery Funds (CSLFRF) program is budgeted at \$8.0 million in the 2022 Budget between the Justice and Public Safety, Health and Human Services, Capital Projects, and Non-Departmental functional areas for project specific purposes, including addressing the court case backlog, pandemic response, technology, courthouse renovation, and grant administration. These revenues pertain to the CSLFRF and do not include other specific ARPA revenue allocations made to departments.
- **Capital Project** intergovernmental revenues increase \$4.0 million to \$8.8 million, mainly resulting from \$3.1 million of additional state and federal funding for various capital projects.

Fines and Licenses: Fine and license revenues increase \$49,900 or 1.6% to \$3,204,000 in 2022. This includes **Medical Examiner** cremation permit revenue increasing \$71,000 due to an increasing number of permits and an increase in the fee of \$5 in 2022. **Parks and Land Use-General Fund** license revenue increases \$22,300 and includes an increase of \$17,000 for restaurant licenses and a \$5,000 increase in retail food based on increasing retail food licensing fees by 3%. This is partially offset by a \$45,000 decrease in the **Health and Human Services** driver improvement surcharge revenues for Alcohol and Other Drug Abuse (AODA) outpatient services based on prior year trends.

Charges for Services: User fees are budgeted to increase \$2.1 million or 5.2% to approximately \$42.1 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, 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 increase by about \$741,200 to \$11.7 million. This increase consists of a \$231,400 increase in **Register of Deeds** revenues for real estate transfer fees and copy and duplicating fees, as well as a \$253,700 increase for **Parks and Land Use-General Fund** mostly for park system fees of \$229,300 (annual park stickers, entrance fees, camping, etc.). **Golf Course Fund** service fees increase \$191,500 to \$2.15 million related to increased utilization of county-owned golf courses. Additionally, **Bridges Library System** municipal charges increase \$48,700 for system-wide technology and library collection services.
- **Justice and Public Safety (JPS)** functional area charges for service revenues increase by \$422,000 to \$12.7 million, including an increase in **Sheriff** charges of \$265,600, mainly due to an increase in municipal charges for police service of \$299,100 and includes a new municipal contract with the village of Vernon contract which includes a 1.00 FTE deputy sheriff. Additionally, **Circuit Court Services** charges for services increase \$82,500, mainly due to \$87,500 of additional bail forfeiture and various statutory Clerk of Court fees related to the temporary addition of a sixth criminal court to address a backlog in criminal cases caused by the COVID-19 pandemic (mostly funded with ARPA-CSLFRF revenues).. Charges for services for **Emergency Preparedness** increase \$49,100 and consists of \$25,000 of municipal charges for annual computer aided dispatch and integrated systems support charges and \$24,100 of various municipal radio repair and usage fees. In addition, **District Attorney** copy and duplicating fee revenue increases \$25,000, primarily due \$20,000 from an increase in cases from the addition of a sixth criminal court (mentioned above).
- **Health and Human Services (HHS)** functional area charges for service revenues are budgeted to increase by \$654,700 to \$9.28

2022 REVENUE HIGHLIGHTS

million. A new program area, Youth Intensive Services (under the Adolescent & Family division), includes \$861,100 of billable revenues through Comprehensive Community Services (CCS) for providing expanded mental health and substance use treatment to adolescents. Mental Health Outpatient-Intensive client fees increase \$90,000 for adult CCS services and \$91,000 for Community Support Program (CSP) revenue, offset by a \$31,700 decrease in Community Recovery Services revenue. Mental Health Center client revenue decreases \$415,100 to \$2.94 million due to the department decision to reduce capacity from 28 beds to 22 beds, resulting in a decrease in the number of days of care by 600 to 6,600.

- **Non-Departmental** functional area charges for services increase \$142,800 within the **Health & Dental Insurance Fund** for revenues collected from employees and retirees for their share of health insurance premiums.

Interdepartmental Revenues: 2022 interdepartmental revenues increase approximately \$2.5 million, or 5.9%, to \$44,481,000. Interdepartmental revenues are primarily related to internal service fund charges and cross-charges for services provided by one county department to another, which are in essence double-budgeted. These charges are originally funded through an external revenue source or tax levy in the service consumer (user) department budgets.

- **DOA-End User Technology Fund** charges increase \$1.3 million, reflecting annual increases in charges to user departments and the transfer of Health and Human Services Business Application Support program to DOA-Information Technology. To support this transfer, Health and Human Services is budgeting \$1,098,600 as an additional Information Technology cross charge.
- **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 \$788,000 or 4.0% to \$20.7 million mainly due to a budgeted 2.2% premium rate increase to county departments and employees to offset cost increase related to higher claim costs.
- **DOA-Risk Management Fund** revenues increase \$122,200 due to increased liability and worker compensation costs.
- Interdepartmental revenues for the **Sheriff** increases by about \$114,900 to \$1.7 million, largely due to increases in the court security cross-charge to Circuit Court Services related to the higher court case volume resulting from the ARPA-funded court backlog project.

Other Revenues:

Other revenues (before excluding retained earnings) from various sources increase \$967,000 or 5.2% to a total of \$19.5 million.

- **Treasurer** penalty and interest on delinquent taxes decreases \$80,000 to \$1.8 million reflecting lower actual revenues received.
- **Parks and Land Use – Material Recycling Fund (MRF)** material sales revenue from the sale of recycled materials increases \$401,400 resulting from the increase in the average commodity prices for these materials from \$65/ton to \$85/ton.
- **Sheriff** other revenues increase \$290,500 related to an increase of \$178,500 for commissary sales for inmates and \$112,800 for pay phone commissions due to a budgeted increase in inmate phone minutes and new visitation capabilities.
- **Public Works – Vehicle Replacement Fund** revenue from the sale of capital assets increases \$119,000 in the 2022 budget based on the estimates salvage value of replaced vehicles.
- **Capital Project** contributions from individuals and organizations and cost recovery towards project costs increases \$585,000.

Debt Financing:

The 2022 Budget includes borrowing of \$11.3 million to finance a major portion of 2022 capital projects and vehicle replacements, a decrease of \$0.7 million from the 2021 Adopted Budget.

Appropriated Fund Balance:

To reduce the 2021 Tax Levy (for 2022 Budget purposes), the budget includes fund balance appropriations of approximately \$15.5 million for one-time projects and temporary expenditures or to phase-in the impact of significant revenue losses or new expenses, an increase of \$4.9 million from the previous year. This includes \$9.3 million for the operating budgets and \$6.2 million for the capital projects budget, summarized below:

Fund Balance Use in Fund / Department Budgets	General Fund	Special Revenue Funds	Internal Service Funds	Enterprise Funds	Capital Fund	Debt Service Fund	Component Unit	Total
Administration - General Fund	\$78,000							\$78,000
Admin - American Job Center Fund		\$27,215						\$27,215
Admin - Collections Fund			\$26,415					\$26,415
Admin - End User Tech. Fund			\$640,103					\$640,103
Admin - Risk Mgmt Fund			\$265,500					\$265,500
Airport Fund				\$169,582				\$169,582
Bridges Library System Fund							\$137,213	\$137,213
Capital Projects Budget					\$6,185,917			\$6,185,917
Circuit Court Services	\$50,000							\$50,000
Contingency Fund	\$1,200,000							\$1,200,000
County Clerk Dept.	\$100,000							\$100,000
Debt Service Fund						\$560,875		\$560,875
District Attorney	\$16,148							\$16,148
Emergency Preparedness	\$46,000			\$1,032,528				\$1,078,528
Human Services Dept.	\$922,189							\$922,189
Medical Examiner	\$0							\$0
Non-Departmental	\$672,255		\$1,630,900					\$2,303,155
Parks and Land Use Dept.	\$110,000	\$400,000		\$55,000				\$565,000
Public Works Dept	\$100,000	\$135,000	\$101,083					\$336,083
Sheriff Dept.	\$683,592							\$683,592
Treasurer	\$120,000							\$120,000
UW Extension Dept.	\$0							\$0
Total by Fund Type	\$4,098,184	\$562,215	\$2,664,001	\$1,257,110	\$6,185,917	\$560,875	\$137,213	\$15,465,515

Tax Levy: The overall 2021 tax levy (for 2022 Budget purposes) is \$113,209,829, which represents an increase of \$1,736,656 or 1.56% from the 2021 Adopted Budget. The total tax levy consists of general county purpose levy of \$109,503,123, a \$1,689,728 or 1.57% increase from the 2021 Adopted Budget, and the special Bridges Library System tax levy of \$3,706,706, an increase of \$46,928 or 1.3% from the 2021 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 2020-2022

SUMMARY BY FUNCTIONAL AREA

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

FUNCTIONAL AREAS:	2020 Year End	2021 Adopted Budget	2021 Modified Budget	2022 Adopted Budget	21-22 Change
Justice and Public Safety	555.40	553.53	556.46	567.50	13.97
Health and Human Services	437.60	445.11	446.98	444.86	(0.25)
Parks, Env., Educ., and Land Use	130.56	127.90	128.05	126.60	(1.30)
Public Works	135.60	133.50	133.50	132.00	(1.50)
General Administration	125.20	124.20	124.58	133.00	8.80
Non-Departmental	-	-	-	-	-
Total Regular Positions Countywide	1,384.36	1,384.24	1,389.57	1,403.96	19.72
Temporary Extra Help	113.54	120.88	136.88	110.16	(10.72)
Overtime	24.40	24.33	24.33	27.67	3.34
Total Position Equivalents Countywide	1,522.30	1,529.45	1,550.78	1,541.79	12.34

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

Significant Changes for 2022

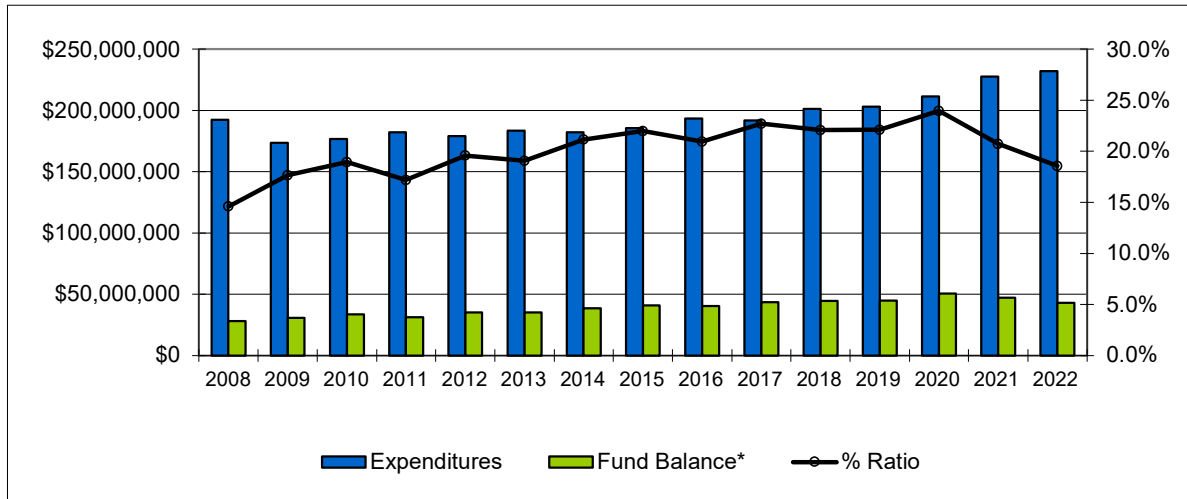
- Budgeted Full Time Equivalents (FTEs) increases by a net of 12.34 FTE, including temporary extra help and overtime.
- There is a net increase of 19.72 FTE budgeted regular positions, mostly due to the creation of 28.75 FTE positions. This is offset by the abolishment of 7.45 FTE, 6.25 FTE sunset positions are eliminated (as a result of funding going away) and 6.48 FTE are unfunded.
- Temporary extra help decreases a net of 10.72 FTE or about 22,297 hours.
- Budgeted overtime increases a net of 3.34 FTE or about 6,947 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 2021

- 21.50 FTE are Created, 12.50 FTE are abolished, 6.00 FTE refunded, and 3.85 FTE are unfunded
 - Created 1.00 FTE by enrolled ordinance (175-59).
 - Abolished 1.00 FTE and create 1.00 FTE by enrolled ordinance (175-070).
 - Created 2.00 FTE by enrolled ordinance (175-95).
 - Abolished 1.00 FTE and create 1.00 FTE by enrolled ordinance (176-009)
 - Abolished 2.00 FTE and create 2.00 FTE by enrolled ordinance (176-034)
 - Abolished 8.50 FTE related to Juvenile Center Ceasing Operations by enrolled ordinance (176-045).
 - Created 2.00 FTE Youth Intensive Services Human Services by enrolled ordinance (176-045).
 - Created 12.50 FTE related to American Rescue Plan Act (ARPA) by enrolled ordinance (176-067).

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	\$211,265,224	\$50,602,182	24.0%
2021	\$227,559,077	\$47,191,721	20.7%
2022	\$232,078,118	\$43,086,820	18.6%

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, Capital Project and Component Unit Fund types. For a description of the County's financial structure see the Strategic Planning and Budget Policies Section of the 2022 Adopted Budget. For descriptions of funds see the Summary section.

December 31, 2021 (unaudited)

The current year projection (year-end 2021) 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, 2021 are projected at \$187.3 million, a decrease of \$5.1 million from December 31, 2020 year-end combined fund balances. Of the combined fund balance amount, \$136.6 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, 2021 is projected at \$71.6 million, an increase of \$1.7 million from 2020. Revenues were \$1.2 million above expenditures. Net transfers into the General Fund were \$0.5 million. The unassigned portion of the fund balance is estimated at \$50.7 million, a \$3.4 million decrease from the 2020 unassigned fund balance of \$54.1 million.

Special Revenue Fund Balance - The December 31, 2021 estimated fund balance is \$7.4 million, a decrease of \$2.1 million from 2020. Revenues were \$87,600 under expenditures. Net transfers out of Special Revenue Funds were \$2.0 million.

Working Capital - The unassigned General Fund balance provides working capital for thirteen weeks of operations based on the 2022 expenditure budget. In addition, the ratio of governmental funds unassigned fund balance to governmental expenditures for year-end 2021 is estimated at 20.7%. 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 2021 fund balance is projected at \$49.2 million, a decrease of \$717,000 from 2020. The enterprise funds include two golf courses, 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 2021 fund balance is estimated at \$24.2 million, a decrease of \$763,000 from 2020. Internal service fund balances include non-spendable capital assets.

Debt Service Fund Balance – Year-end 2021 fund balance is estimated at \$3.6 million, an increase of \$461,000 from 2020.

Capital Projects Fund Balance – Year-end 2021 fund balance is projected at \$30.2 million, a decrease of \$3.5 million from 2020. 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.

Component Unit Fund Balance – Year-end 2021 fund balance is estimated at \$1.1 million, a decrease of \$131,000 from 2020.

December 31, 2022

The year-end 2022 projection is based on 2022 budgeted revenues, expenditures, and estimates on completion of capital projects appropriated in prior years. At year-end 2022, total combined fund balances are estimated at \$172.4 million, a decrease of \$14.9 million from the estimated 2021 level. Of the estimated combined year end 2022 total fund balance, \$125.8 million is restricted, committed or assigned specific future use within the particular funds, and \$46.6 million is estimated to be the unassigned fund balance. This is an estimated decrease in unassigned fund balance of about \$4.1 million from year-end 2021.

General Fund Balance - The estimated fund balance for the General Fund is projected at \$65.0 million, a decrease of \$6.6 million from the 2021 estimate. This decrease results from the planned fund balance use of \$3.7 million in the 2022 budget and transfers out of \$2.9 million. Transfers out include \$2,000,000 for capital projects, \$135,000 for transportation purposes, \$475,000 for end user technology, \$215,500 for risk management, and \$100,000 for debt service.

The unassigned portion of the fund balance is estimated at \$46.6 million.

Special Revenue Fund Balance - The December 31, 2022 estimated fund balance is \$7.0 million, a decrease of \$427,000 from 2021. This decrease results from the planned use of fund balances in the 2022 budget of \$562,000, and transfers in of \$135,000.

Working Capital - The ratio of governmental funds unreserved fund balance to governmental expenditures for year-end 2022 is estimated at 18.6%, a decrease from the 20.7% estimate for year-end 2021.

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

SCHEDULE 1

	General Fund	Special Revenues	Enterprise	Internal Service	Debt Service	Capital Projects	Component Unit	Totals
Revenues:								
General Intergovernmental	\$53,580,995	\$27,396,891	\$1,235,548	\$ 54,400	\$ -	\$4,867,356	\$1,312,513	\$88,447,703
Taxes	88,798,372	6,846,155	-	-	14,312,719	1,515,927	-	\$111,473,173
Fines/Licenses	3,550,147	186,255	-	-	-	-	-	\$3,736,402
Charges for Services	29,275,319	783,177	4,932,341	4,727,988	-	-	927,915	\$40,646,740
Interdepartmental Revenue	4,181,884	747,392	560,417	34,586,724	-	-	3,000	\$40,079,417
Interest Income	1,800,000	-	-	-	85,000	125,000	-	\$2,010,000
Other Revenue	10,631,872	915,677	2,526,665	2,265,700	355,490	12,200,000	25,106	\$28,920,510
Total Revenues	\$191,818,589	\$36,875,547	\$9,254,971	\$41,634,812	\$14,753,209	\$18,708,283	\$2,268,534	\$315,313,945
Expenditures:								
Personnel Costs	\$117,217,361	\$12,440,798	\$2,732,405	\$5,902,257	\$ -	\$ -	\$ 785,220	\$139,078,041
Operating Expenses	56,878,731	18,494,642	6,374,372	36,849,513	-	-	1,477,647	\$120,074,905
Interdepartmental Charges	14,710,423	5,825,200	1,151,055	603,077	-	-	137,110	\$22,426,865
Fixed Assets/Capital Projects	1,789,414	202,508	-	-	-	\$22,179,645	-	\$24,171,567
Debt Service	-	-	-	-	14,642,311	-	-	\$14,642,311
Total Expenditures	\$190,595,929	\$36,963,148	\$10,257,832 (A)	\$43,354,847 (A)	\$14,642,311	\$22,179,645	\$ 2,399,977	\$320,393,689
Excess of Revenues over/(under) Expenditures (A)	\$1,222,660 (B)	(\$87,601)	(\$1,002,861) (B)	(\$1,720,035) (B)	\$110,898 (B)	(\$3,471,362) (B)	(\$131,443)	(\$5,079,744) (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, 2021**

SCHEDULE 2

	General Fund	Special Revenues	Enterprise	Internal Service	Debt Service	Capital Projects	Component Unit	Totals
Fund Balance December 31, 2020	\$69,952,975	\$9,515,829	\$49,886,288	\$24,993,950	\$3,135,712	\$33,694,040	\$1,219,512	\$192,398,306
Restricted/Committed/Assigned Fund Balance	15,796,542	9,515,829	49,886,288	24,993,950	3,135,712	33,694,040	1,219,512	138,241,873
Unassigned Fund Balance January 1, 2021	\$54,156,433	\$0	\$0	\$0	\$0	\$0	\$0	\$54,156,433
Excess of Revenues over (under) Expenditures (A)	1,222,660	(87,601)	(1,002,861)	(1,720,035)	110,898	(3,471,362)	(131,443)	(5,079,744)
Net Operating Transfers in (out)	452,544	(2,037,119)	286,106	957,209	350,000	(8,740)	0	0
Excess of Revenues & Other Financing Sources over (under) Expenditures	\$1,675,204	(\$2,124,720)	(\$716,755)	(\$762,826)	\$460,898	(\$3,480,102)	(\$131,443)	(\$5,079,744)
Total Projected Fund Balance Dec. 31, 2021	71,628,179	7,391,109	49,169,533	24,231,124	3,596,610	30,213,938	1,088,069	187,318,562
Restricted/Committed/Assigned Fund Balance	20,882,207 (B)	7,391,109	49,169,533 (C)	24,231,124 (C)	3,596,610	30,213,938	1,088,069	136,572,590
Total Projected Unassigned Fund Balance	\$50,745,972	\$0	\$0	\$0	\$0	\$0	\$0	\$50,745,972

Footnotes:

- (A) Negative amounts reflect planned use of restricted, committed, or assigned fund balances for one time or temporary purposes.
(B) Includes \$7,719,665 assigned in the 2022 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, 2022**

SCHEDULE 3

	General Fund	Special Revenues	Enterprise	Internal Service	Debt Service	Capital Projects	Component Unit	Totals
Fund Balance December 31, 2021	\$71,628,179	\$7,391,109	\$49,169,533	\$24,231,124	\$3,596,610	\$30,213,938	\$1,088,069	\$187,318,562
Restricted/Committed/Assigned Fund Balance	20,882,207	7,391,109	49,169,533	24,231,124	3,596,610	30,213,938	1,088,069	136,572,590
Unassigned Fund Balance January 1, 2021	\$50,745,972	\$0	\$0	\$0	\$0	\$0	\$0	\$50,745,972
Excess of Revenues over (under) Expenditures (A)	(3,673,184)	(562,215)	(1,777,200)	(2,019,919)	(560,875)	(6,185,917)	(124,713)	(14,904,023)
Net Operating Transfers in (out)	(2,925,500) (B)	135,000	0	690,500	100,000	2,000,000	-	0
Excess of Revenues & Other Financing Sources over (under) Expenditures	(\$6,598,684)	(\$427,215)	(\$1,777,200)	(\$1,329,419)	(\$460,875)	(\$4,185,917)	(\$124,713)	(\$14,904,023)
Total Projected Fund Balance Dec. 31, 2021	65,029,495	6,963,894	47,392,333	22,901,705	3,135,735	26,028,021	963,356	172,414,539
Restricted/Committed/Assigned Fund Balance	18,388,424	6,963,894	47,392,333 (C)	22,901,705 (C)	3,135,735	26,028,021	963,356	125,773,468
Total Projected Unassigned Fund Balance	\$46,641,071	\$0	\$0	\$0	\$0	\$0	\$0	\$46,641,071

Footnotes:

- (A) Budgeted fund balances are responsible for the deficit figures.
(B) Includes planned transfer out of \$2,000,000 for Capital Projects, \$475,000 for End User Technology 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

2022 BUDGET

REVENUES	GENERAL FUND (a)	SPECIAL REVENUE	COMPONENT UNIT	ENTERPRISE	INTERNAL SERVICE	DEBT	CAPITAL PROJECTS	TOTAL
JUSTICE & PUBLIC SAFETY	\$20,953,517	\$1,163,621		\$1,356,083			\$6,000,000	\$29,473,221
HEALTH & HUMAN SERVICES	\$59,923,276	\$4,112,968						\$64,036,244
PARKS, ENV., EDUC., LAND USE	\$10,362,949	\$9,041,724	\$2,526,985	\$6,328,917			\$513,300	\$28,773,875
PUBLIC WORKS	\$464,747	\$13,835,299		\$1,169,167	\$7,903,183		\$1,369,000	\$24,741,396
GENERAL ADMINISTRATION	\$8,689,713	\$438,012			\$11,928,341		\$13,155,668	\$34,211,734
NON DEPARTMENTAL	\$1,035,100				\$26,594,421			\$27,629,521
FUND BALANCE APPROPRIATION	\$4,098,184	\$562,215	\$137,213	\$1,257,110	\$2,664,001	\$560,875	\$6,185,917	\$15,465,515
RETAINED EARNINGS	\$0	\$0	(\$12,500)	\$520,090	(\$644,082)			(\$136,492)
TAX LEVY	\$90,370,378	\$7,026,415	\$0	\$0	\$0	\$14,520,921	\$1,292,115	\$113,209,829
TOTAL REVENUES	\$195,897,864	\$36,180,254	\$2,651,698	\$10,631,367	\$48,445,864	\$15,081,796	\$28,516,000	\$337,404,843
EXPENDITURES								
JUSTICE & PUBLIC SAFETY	\$68,399,137	\$1,163,621		\$2,087,640			\$16,000,000	\$87,650,398
HEALTH & HUMAN SERVICES	\$87,952,994	\$4,112,968						\$92,065,962
PARKS, ENV., EDUC., LAND USE	\$15,717,971	\$13,148,430	\$2,651,698	\$7,204,978			\$2,375,300	\$41,098,377
PUBLIC WORKS	\$8,795,235	\$17,290,008		\$1,338,749	\$7,403,102		\$10,140,700	\$44,967,794
GENERAL ADMINISTRATION	\$12,012,072	\$465,227			\$12,817,441	\$15,081,796	\$0	\$40,376,536
NON DEPARTMENTAL (a)	\$3,020,455				\$28,225,321			\$31,245,776
TOTAL EXPENDITURES	\$195,897,864	\$36,180,254	\$2,651,698	\$10,631,367	\$48,445,864	\$15,081,796	\$28,516,000	\$337,404,843

(a) Includes Contingency Fund.

APPROPRIATION UNIT SUMMARY BY FUND TYPE

2022 BUDGET

REVENUES	GENERAL FUND (a)	SPECIAL REVENUE	COMPONENT UNIT	ENTERPRISE	INTERNAL SERVICE	DEBT	CAPITAL PROJECTS	TOTAL
INTERGOVT. CONTRACTS/GRANTS	\$50,984,508	\$25,746,531	\$1,542,902	\$982,337	\$261,100		\$8,832,968	\$88,350,346
FINES & LICENSES	\$3,057,430	\$146,550	\$0	\$0	\$0			\$3,203,980
CHARGES FOR SERVICES	\$29,032,208	\$1,056,754	\$954,083	\$5,170,438	\$5,859,988			\$42,073,471
INTERDEPART. REVENUES	\$4,390,445	\$791,128	\$3,000	\$576,742	\$38,719,720			\$44,481,035
OTHER REVENUES	\$13,964,711	\$850,661	\$27,000	\$2,124,650	\$1,585,137		\$12,205,000	\$30,757,159
FUND BALANCE APPROPRIATION	\$4,098,184	\$562,215	\$137,213	\$1,257,110	\$2,664,001	\$560,875	\$6,185,917	\$15,465,515
RETAINED EARNINGS	\$0	\$0	(\$12,500)	\$520,090	(\$644,082)			(\$136,492)
TAX LEVY	\$90,370,378	\$7,026,415	\$0	\$0	\$0	\$14,520,921	\$1,292,115	\$113,209,829
TOTAL REVENUES	\$195,897,864	\$36,180,254	\$2,651,698	\$10,631,367	\$48,445,864	\$15,081,796	\$28,516,000	\$337,404,843
EXPENDITURES								
PERSONNEL COSTS	\$117,242,577	\$12,497,929	\$854,475	\$2,861,213	\$7,094,166			\$140,550,360
OPERATING EXPENSES	\$61,726,134	\$17,200,418	\$1,656,630	\$6,640,761	\$40,866,636			\$128,090,579
INTERDEPARTMENTAL CHARGES	\$16,077,877	\$6,059,407	\$140,593	\$1,129,393	\$485,062			\$23,892,332
FIXED ASSETS & IMPROVEMENTS	\$851,276	\$422,500	\$0	\$0	\$0		\$28,516,000	\$29,789,776
DEBT SERVICE	\$0	\$0	\$0	\$0	\$0	\$15,081,796		\$15,081,796
TOTAL EXPENDITURES	\$195,897,864	\$36,180,254	\$2,651,698	\$10,631,367	\$48,445,864	\$15,081,796	\$28,516,000	\$337,404,843

(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 2021, 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. The County is currently in the 2020-22 strategic planning cycle. The 2023-25 cycle is expected to include an emphasis and training of SMART (Specific, Measurable, Achievable, Relevant, and Time-bound) goal development, goal measurement and leveraging of insights learned from the pandemic.

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	2013	2014	2015	2016	2017	2018	2019	2020	Total	Current*
White Belt Certification	40	27	20	28	30	42	20	11	238	176
Yellow Belt Certification	0	11	13	10	11	15	8	0	68	57
Green Belt Certificate	2	1	2	4	3	2	3	4	22	16
Black Belt Training	0	0	0	3	0	1	0	0	4	4
Grand Total	42	39	35	45	44	60	31	15	332	253

*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 2020, approximately 17% of the total county workforce had been lean trained. DOA has 42 FTE, or roughly 45% of its staff, trained in LEAN/continuous.

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

CI Efforts	2013	2014	2015	2016	2017	2018	2019	2020
LEAN Projects	9	8	8	7	2	5	10	4
CI Express	0	0	5	0	7	6	17	0

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.

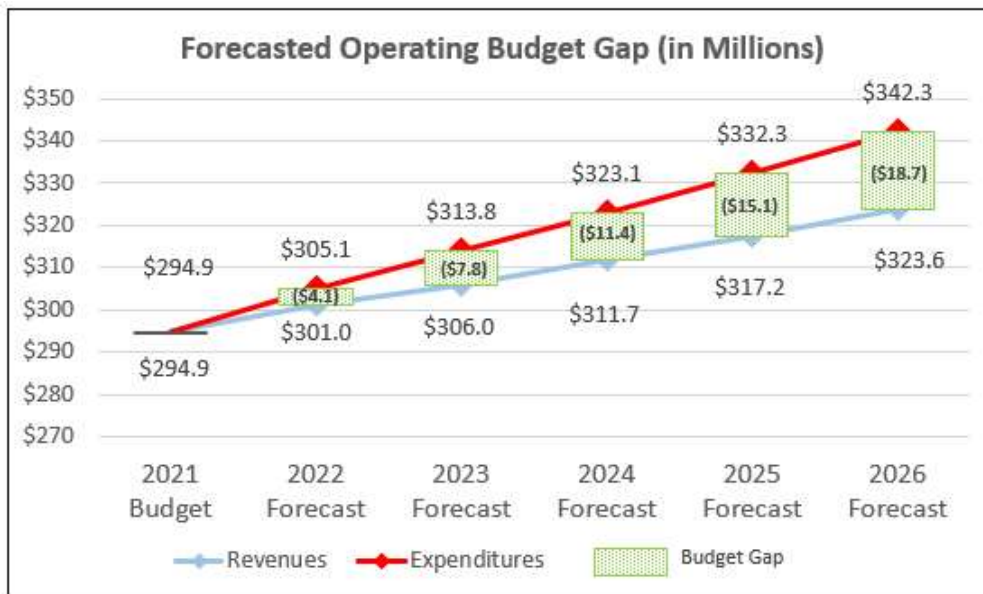
The five-year financial forecast is developed annually in the early stages of budget development. It includes a review of the prior fiscal year-end results and considers the impacts of various county planning processes, including the capital plan and related debt financing. The Budget Division of the 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 2022-2026

Operating Budget (in Millions)			
Year	Revenues	Expenditures	GAP
2021 Budget	\$294.9	\$294.9	\$0.0
2022 Forecast	\$301.0	\$305.1	(\$4.1)
2023 Forecast	\$306.0	\$313.8	(\$7.8)
2024 Forecast	\$311.7	\$323.1	(\$11.4)
2025 Forecast	\$317.2	\$332.3	(\$15.1)
2026 Forecast	\$323.6	\$342.3	(\$18.7)

Closing the structural budget gap in a given year helps future budgets by reducing the gap in future years. For example, closing the 2021 budget gap resulted in a \$5 million reduction to the projected 2021 gap – from \$9.1 million to the current 2022 projection of \$4.1 million. The 2022 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 2022 operating budget is balanced at \$308.9 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 34% of total revenues. Excluding interdepartmental revenues, which are mostly charges from county internal service funds, property taxes account for about 39% 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 or minimal growth in 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 Annual Comprehensive 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, and the Special Purpose Grant Fund (i.e., ARPA Fund), which has bottom-line expenditure control at the project level. 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's that are charged 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. Beginning in 2022, the county will borrow for replacement of certain vehicle/equipment asset classifications, with departmental contributions to the Vehicle/Equipment Replacement Plan funding the subsequent principal payments. (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 continued maintenance of county grounds and park facilities as a priority area within the department's operating budget. The five-year Capital Improvement Plan includes an ongoing Parks Pavement Management Plan project, which funds the pavement rehabilitation on park roads and parking lots and parking lots at other county facilities.
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. Beginning in 2022, the county will also issue debt for replacement of certain vehicle/equipment asset classifications, with departmental contributions to the Vehicle/Equipment Replacement Plan funding the subsequent principal payments (interest funded with either tax levy or fund balance in the Debt Service Fund). The county's goal is to borrow less than 80% of the net capital project expenditures (excluding vehicle/equipment replacement). 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% (excluding principal on debt issued for vehicle/equipment replacement that is funded through departmental contributions).

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 97% availability of its statutory debt limit with the planned 2022 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 September or 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, 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 Annual Comprehensive Financial Report ACFR 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, and 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 Annual Comprehensive Financial Report (ACFR).
3. Budgetary control is maintained by a formal appropriation and encumbrance system. The annual budget approved by the County Board is by department appropriation unit in each fund (with the exception of proprietary funds and the Tarmann Land Acquisition special revenue fund, which are controlled by total expenditure budgets, and capital projects and the Special Purpose Grant (i.e., ARPA Fund) special revenue fund, 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 Principles (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 ACFR 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 and fleet and facilities maintenance. In addition, golf courses, ice arenas, a convention and meeting facility, and grounds are available for citizen use.

Fund Accounting

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

Fund Types

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

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

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

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

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

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 to the organization The Bridges Library System Fund 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.**

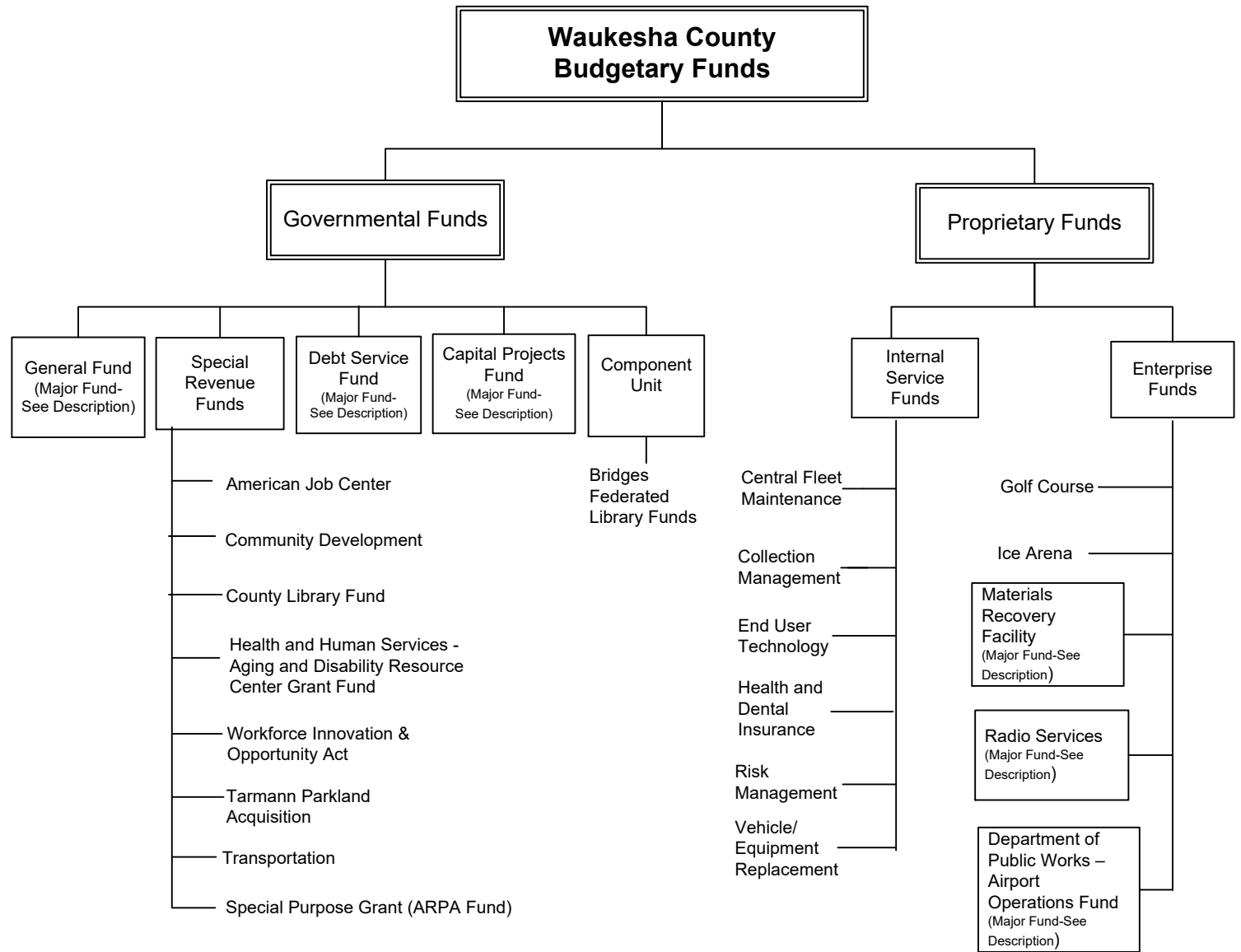
Agency Funds - Agency Funds are used to account for assets held by the County in a trustee capacity or as an agent for individuals, private organizations, other governments and/or other funds. Agency Funds are custodial in nature (assets equal liabilities) and do not involve measurement of results of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

"MAJOR FUNDS" -The County also presents financial statements in its Annual Comprehensive Financial Report (ACFR), 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 Annual Comprehensive Financial Report (ACFR) 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>2022</u> <u>Expenditure</u> <u>Budget</u>	<u>2022</u> <u>Tax</u> <u>Levy</u>
GENERAL FUND		
The General Fund is the largest single county fund. It is the primary operating fund of the county. It accounts for all revenues that are not required to be processed through another fund. 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>\$195,897,864</u>	<u>\$90,370,378</u>
SPECIAL REVENUE FUNDS		
Special revenue funds are used to account for the proceeds from specific revenue sources (other than expendable trust or major capital projects) that are legally restricted to expenditures for specific purposes.		
HHS - Aging and Disability Resource Center (ADRC) Contract Fund		
To account for special revenue (federal/state) funds needed to provide older adults and individuals with disabilities age 18 and above, and their families, services with information, referral, assistance, long-term care financial and functional eligibility, long-term care options counseling, short-term case management, elderly and disability benefits counseling, prevention, early intervention, health promotion, outreach/marketing, advocacy, and emergency referrals and services related to aging or living with a disability.		
	\$3,777,002	\$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.		
	\$17,290,008	\$3,319,709
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.		
	\$3,706,706	\$3,706,706
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.		
	\$6,914,406	\$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.		
	\$347,180	\$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.		
	\$2,127,318	\$0
Special Purpose Grant Fund (ARPA Fund)		
In March of 2021, the federal government approved legislation authorizing and funding the American Rescue Plan Act (ARPA) allocating \$350 billion of direct aid to state and local governments through the Coronavirus State and Local Fiscal Recovery Funds (CSLFRF) program. Waukesha County's CSLFRF allocation is \$78.5 million and allows for program costs to be spent or obligated by December 31, 2024 and completed by December 31, 2026. Permissible uses of the grant funding include supporting public health; responding to negative economic impacts from the public health emergency; providing premium pay for essential workers; investing in water, sewer, and broadband infrastructure; and supporting general county government services and infrastructure by offsetting revenue loss due to the pandemic.		
The Special Purpose Grant Fund (referred to as the "ARPA Fund" in the budget document) was established to more readily track and manage resources allocated to the county through ARPA-CSLFRF (enrolled ordinance 176-46). The county will budget for specific items in this special revenue fund on a project basis, with budget authority controlled at the bottom-line expenditure level. Note: This fund is being used to account only for ARPA-CSLFRF grant funds. The American Rescue Plan Act allocates additional funding for specific purposes (e.g., Emergency Rental Assistance), in addition to the CSLFRF, which will be accounted for in departmental budgets.		
	\$1,617,634	\$0
SPECIAL REVENUE FUND TOTALS	<u>\$36,180,254</u>	<u>\$7,026,415</u>

FUND DESCRIPTIONS

	<u>2022</u> <u>Expenditure</u> <u>Budget</u>	<u>2022</u> <u>Tax</u> <u>Levy</u>
COMPONENT UNIT		
Bridges Library System Funds		
To account for funds provided to maintain a member library system.	<u>\$2,651,698</u>	<u>\$0</u>
 <u>INTERNAL SERVICE FUNDS</u>		
Internal Service funds account for the financing of goods or services provided by one department or agency to other departments or agencies of the County or to other governments on a cost-reimbursement basis.		
 End User Technology Fund		
To finance the common technology infrastructure for county users. The fund is managed on a total cost of ownership basis, and is designed to identify the services provided and resources required by the Information Systems staff to support end user departments. To account for the costs associated with the operation and maintenance of the county's central imaging, microfilming, records management services, and mail room services. Costs are billed to user departments based on a time and material cost basis.	\$8,540,977	\$0
 Vehicle/Equipment Replacement Fund		
To account for the costs associated with the financing of vehicle/equipment replacements when the individual item's cost equals or exceeds \$7,500, and has a useful life of two or more years. Costs are billed to user departments based on the depreciable life of the asset.	\$3,598,198	\$0
 Central Fleet Maintenance Fund		
To account for the costs associated with the maintenance, repairs, and centralized fueling of all county-owned motorized equipment. Costs are billed to user departments based on work orders, time, and material costs.	\$3,804,904	\$0
 Risk Management Fund		
To account for the costs associated with loss control, the investigation and payment of employee claims, claims administration, and the transfer of risk to third parties through purchased insurance coverage. Costs are allocated to other county departments mostly on a claims experience/exposure basis, except for special insurance coverage, which are charged based on actual costs. This fund also accounts for funds invested in the Wisconsin Municipal Mutual Insurance Company (WMMIC). The county, together with certain other units of government within the state of Wisconsin, created WMMIC to provide general and police professional liability, errors and omissions, and vehicle liability coverage for counties or cities in Wisconsin.	\$3,269,798	\$0
 Collection Management Fund		
To account for the costs associated with county-wide delinquent account collection activity. Costs are allocated to other county departments based on costs of services provided.	\$1,006,666	\$0
 Health and Dental Insurance Fund		
The Health Insurance Fund is an interest-bearing internal service fund established to provide for and effectively manage the health and dental benefits for county employees, elected officials, retirees, and dependents. The fund also accounts for a wellness program and on-site clinic.	<u>\$28,225,321</u>	<u>\$0</u>
INTERNAL SERVICE FUND TOTALS	<u>\$48,445,864</u>	<u>\$0</u>

FUND DESCRIPTIONS

	<u>2022</u> <u>Expenditure</u> <u>Budget</u>	<u>2022</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.	\$2,087,640	\$0
Golf Courses Fund To account for operations and maintenance of the two county golf courses.	\$2,162,366	\$0
Ice Arenas Fund To account for operations and maintenance of the two county ice arenas.	\$1,251,421	\$0
Department of Public Works - Airport Operations Fund To account for department of Public Works Airport operations and development of the county airport.	\$1,338,749	\$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.	<u>\$3,791,191</u>	<u>\$0</u>
ENTERPRISE FUND TOTALS	<u>\$10,631,367</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>\$15,081,796</u>	<u>\$14,520,921</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>\$28,516,000</u>	<u>\$1,292,115</u>
 TOTAL ALL FUNDS	 <u><u>\$337,404,843</u></u>	 <u><u>\$113,209,829</u></u>

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Justice & Public Safety

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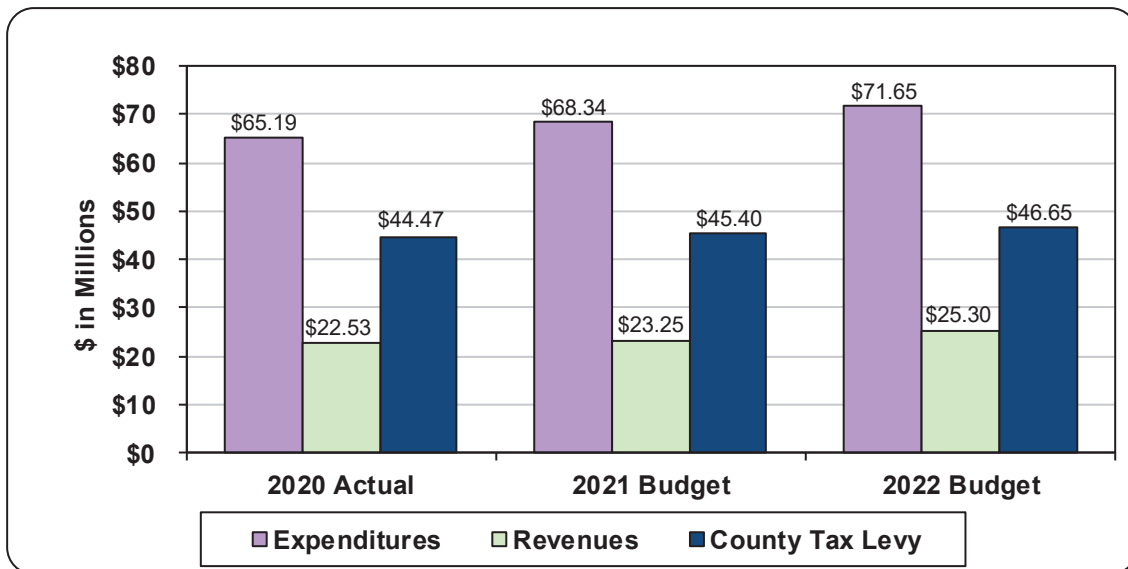
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JUSTICE AND PUBLIC SAFETY

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 2022 expenditure budget for this functional area totals \$71,650,400, after excluding fund capitalization fixed asset items. This represents an increase of \$3,309,400 or 4.8% from the 2021 Adopted Budget. Revenues, including fund balance in the 2022 budget total \$25,301,500, an increase of \$2,055,700 or 8.8% from the 2021 Adopted Budget. The county tax levy necessary to fund this functional area totals \$46,649,900, an increase of \$1,252,000 or 2.8% from the 2021 Adopted Budget. Tax levy in this functional area represents 41% of the total county tax levy.

**** JUSTICE AND PUBLIC SAFETY ****

Functional Area Summary by Agency

	2020 Actual	2021		2022 Budget	Change from 2021 Adopted Budget	
		Adopted Budget	2021 Estimate		\$	%
* TOTAL JUSTICE & PUBLIC SAFETY *						
Revenues (a)	\$22,531,411	\$23,245,768	\$24,617,803	\$25,301,489	\$2,055,721	8.8%
County Tax Levy	\$44,466,535	\$45,397,880	\$45,397,880	\$46,649,880	\$1,252,000	2.8%
Expenditure (b)	\$65,189,060	\$68,341,029	\$69,727,143	\$71,650,398	\$3,309,369	4.8%
Rev. Over (Under) Exp.	\$1,079,431	\$0	(\$4,318)	\$0	\$0	N/A
Oper Income/(Loss) (c)	\$729,455	\$302,619	\$292,858	\$300,971	(\$1,648)	-0.5%

BREAKDOWN BY AGENCY

EMERGENCY PREPAREDNESS

Revenues (a)	\$2,917,790	\$2,909,463	\$2,974,647	\$3,099,127	\$189,664	6.5%
County Tax Levy	\$6,417,294	\$6,517,294	\$6,517,294	\$6,732,294	\$215,000	3.3%
Expenditure (b)	\$8,348,638	\$9,124,138	\$9,195,984	\$9,530,450	\$406,312	4.5%
Rev. Over (Under) Exp.	\$256,991	\$0	\$3,099	\$0	\$0	N/A
Oper Income/(Loss) (c)	\$729,455	\$302,619	\$292,858	\$300,971	(\$1,648)	-0.5%

DISTRICT ATTORNEY

Revenues (a)	\$956,946	\$1,134,768	\$1,187,613	\$1,715,713	\$580,945	51.2%
County Tax Levy	\$1,956,337	\$2,031,337	\$2,031,337	\$2,084,337	\$53,000	2.6%
Expenditure	\$2,964,703	\$3,166,105	\$3,173,953	\$3,800,050	\$633,945	20.0%
Rev. Over (Under) Exp.	(\$51,420)	\$0	\$44,997	\$0	\$0	N/A

CIRCUIT COURT SERVICES

Revenues (a)	\$3,895,912	\$4,313,060	\$4,421,921	\$4,903,859	\$590,799	13.7%
County Tax Levy	\$5,500,813	\$5,587,813	\$5,587,813	\$5,687,813	\$100,000	1.8%
Expenditure	\$8,947,734	\$9,900,873	\$10,110,260	\$10,591,672	\$690,799	7.0%
Rev. Over (Under) Exp.	\$448,991	\$0	(\$100,526)	\$0	\$0	N/A

MEDICAL EXAMINER

Revenues (a)	\$1,102,532	\$1,029,064	\$1,081,705	\$1,100,064	\$71,000	6.9%
County Tax Levy	\$1,060,610	\$1,129,955	\$1,129,955	\$1,188,955	\$59,000	5.2%
Expenditure	\$2,074,057	\$2,159,019	\$2,169,458	\$2,289,019	\$130,000	6.0%
Rev. Over (Under) Exp.	\$89,085	\$0	\$42,202	\$0	\$0	N/A

SHERIFF

Revenues (a)	\$13,658,231	\$13,859,413	\$14,951,917	\$14,482,726	\$623,313	4.5%
County Tax Levy	\$29,531,481	\$30,131,481	\$30,131,481	\$30,956,481	\$825,000	2.7%
Expenditure	\$42,853,928	\$43,990,894	\$45,077,488	\$45,439,207	\$1,448,313	3.3%
Rev. Over (Under) Exp.	\$335,784	\$0	\$5,910	\$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	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Emergency Preparedness - General Fund	Phase-in costs, equipment replacements, and purchase orders and carryovers from prior year	\$143,185	\$140,000	\$173,403	\$46,000
Emergency Preparedness - Radio Services Fund	Radio operations depreciation and phase-in of new software support charges	\$750,421	\$877,581	\$877,581	\$1,032,528
District Attorney	Furniture replacement plan and purchase orders and carryovers from prior years	\$31,626	\$12,000	\$12,000	\$16,148
Circuit Court Services	Equipment replacement plan and temporary extra help	\$70,000	\$50,000	\$76,825	\$50,000
Medical Examiner	One-time startup costs	\$25,000	\$0	\$0	\$0
Sheriff	Reserved fund balance, equipment replacement programs, correctional officer positions, and jail medical contracts	\$1,118,773	\$703,861	\$980,583	\$683,592
TOTAL FUND BALANCE APPROPRIATION		\$2,139,005	\$1,783,442	\$2,120,392	\$1,828,268

(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

Significant program and funding changes to the 2022 Budget include the following:

- **Emergency Preparedness** includes new grant funding of \$77,300 for regional watershed hazard mitigation planning, \$55,000 of one-time increased Emergency Management Performance Grant (EMPG) funding provided through a separate allocation of American Rescue Plan Act (ARPA) funding, and \$10,300 for updating the county-wide pre-hazard mitigation plan. Offsetting these grant revenues is the ending of \$122,300 of federal funding for next generation 911 (NextGen911) technology to improve 911 call networks that was budgeted for in 2021 and not repeated in 2022. Additionally, municipal reimbursement for Computer Aided Dispatch (CAD) increases \$25,000. Fund balance usage decreases \$94,000 to \$46,000 consisting of \$35,000 for unplanned equipment repairs/replacement and \$11,000 for a new emergency management equipment trailer. Total expenditures increase \$216,300 or 3.0%. Personnel costs increase \$194,500 primarily related to increased overtime expenses of \$176,500 to better align the budget with prior year actuals and provide a one-time increase in support to the Disaster Management program for the coordination of planning, training, and response activities that were postponed during to the pandemic (funded with a separate ARPA allocation). Operating expenses increase \$158,000 consisting of higher grant-funded contracted services (mentioned previously) and \$33,200 of higher CAD and software costs. Offsetting these increased expenditures is a decrease of \$201,300 in fixed assets related to the one-time installation costs of next generation 911 hardware and equipment in 2021 that is not repeated in 2022.
- **Radio Services** increase the appropriated Radio Services Fund balance \$155,000 to \$1,032,500 to assist with the phasing in of increased radio software support charges of \$175,700 for the new P25 digital radio system and for depreciation expenses on radio equipment totaling \$856,800. Revenues (excluding fund balance) increase \$33,400 and consist of increases of \$26,400 for higher radio support charges for county and municipal users, \$19,900 for tower site lease revenue, \$12,400 for trunked radio charges, and \$5,900 of radio service fee revenue. Offsetting these revenue increases is a decrease of \$30,600 for radio repair time and materials charges.
- **Sheriff expenditures** increase \$1,448,300 or 3.3% to \$45.4 million. This increase is largely for personnel, which increases \$956,400 or 2.8% to nearly \$35.7 million. Fund balance for the correctional officers for the new court tower is phased out of the 2022 budget which reflects the three positions that are sunsetting part-way in 2021 when the court tower is complete. The three permanent positions will continue to be tax levy funded.
- **Personnel expenditures** include 1.00 deputy sheriff (sunset position) created in late 2020 (after the 2021 budget was adopted) for a new patrol contract with the village of Vernon for police services. Another 1.00 FTE sunset deputy sheriff (enrolled ordinance 176-67) was created in 2021 for court security due to a temporary additional criminal court to address the courts backlog created by the COVID-19 pandemic (discussed later under District Attorney and Courts section). Personnel expenditures also include the refund of a programs and projects analyst and the unfund of a deputy sheriff. Positions created in the 2022 budget include 3.00 FTE correctional officers to house the 17-year old juvenile inmates in the jail due to the need for “sight and sound” separation from adult inmates.
- **Commissary** costs are budgeted to increase \$160,000 and **Commissary** revenue is budgeted to increase \$178,500 since a new vendor contract began in 2020. **Pay phone commission** revenue is budgeted to increase \$112,800.
- **Inmate Medical** costs are budgeted to increase \$62,500 or 3.1% to nearly \$2.1 million. Jail assessment revenues of \$80,600 and general fund balance of \$25,400 will be used to help fund these costs for 2022.
- **Municipal Charges for Police Services** increase \$299,100 or 4.8% to nearly \$6.6 million including \$282,000 for the municipal patrol contract annual increase and overtime revenue, which also includes a new contract with

JUSTICE AND PUBLIC SAFETY

Functional Area Budget Highlights

the village of Vernon for a 1.00 FTE deputy sheriff (sunset position, mentioned above) and related costs. This also includes a \$6,300 increase in school resource officer revenue due to a cost-sharing methodology between the departments and the school districts.

- **Jail Prisoner Board Revenues** increase \$8,800 to \$1.95 million. The budget assumes an increase in federal inmates per day from 33.22 to 34. This is partially offset by a decrease in probation and parole holds. **Huber Prisoner Board revenues** decrease \$25,800 due to a decrease in the budgeted number of inmates per day from 94.94 to 92.75.
- The Sheriff's budget includes **non-corrections equipment** of \$279,200 for the seventh year of an equipment replacement plan. This plan is funded with \$133,300 of prior-year seized fund revenues (assigned General Fund balance) and \$145,900 of General Fund balance. The **Jail equipment replacement plan** remains unchanged in 2022 at \$125,000, funded with prior-year jail assessment fees (assigned General Fund balance).
- **Circuit Court Services General Fund** expenditures increase \$109,000 or 1.1%. Personnel costs increase \$145,400 overall, including a refund of 1.00 FTE senior administrative specialist, an unfund of 1.00 FTE administrative assistant, and an unfund of 0.13 FTE court reporter (0.37 FTE of the 0.50 FTE was unfunded in the 2021 budget. The part-time position was funded through March 31st, 2021).
- **Court Appointed Counsel and Legal Services** costs are budgeted to decrease \$48,200. 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** General Fund expenditures increase \$52,100 mostly related to personnel costs that increase \$43,000. The State Victim Witness reimbursement rate is increased from 47% in 2021 to 48.1% in 2022. The federal Victim of Crimes Act (VOCA) grant is budgeted at 100% reimbursement of expenditures and is budgeted to decrease nearly \$1,100 to \$351,800. Tax levy for the District Attorney increases \$53,000.
- **Addressing Criminal Courts Backlog** – Jury trials were suspended temporarily for multiple months during 2020 for COVID-19 pandemic precautions, which resulted in an ongoing backlog of criminal court cases. Circuit Courts management plans to establish a temporary sixth criminal court to help address this backlog. The 2022 budget includes the first full-year budgeting for this initiative (enrolled ordinance 176-67 to begin set up in the fourth quarter of 2021) at \$1,163,600 in total, including \$1,053,600 of eligible American Rescue Plan Act (ARPA) funding. The initiative will require the creation of 11.50 FTE in Circuit Court Services, the District Attorney's Office, and the Sheriff's Department. These positions will include a sunset provision terminating the additional staffing when either the backlog has been eliminated or December 31, 2023, whichever date is sooner.
- The **Medical Examiner's Office** non-levy revenues increase \$71,000 or 6.9% due to an increase of \$71,100 in cremation permit revenue and \$7,000 for contracted services provided to Washington County. Tissue recovery revenue decreases \$6,900. Personnel costs increase \$68,900 or 3.8%, which includes the reclassification of 1.00 FTE Deputy Medical Examiner Supervisor to Medical Examiner Operations Supervisor and a temporary extra help increase from 0.25 FTE to 0.72 FTE. Operating expenses increase \$72,700 mostly due to increasing medical services and medical supplies to manage the larger caseload and increased costs of medical testing.
- 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 2020-2022
SUMMARY BY AGENCY AND FUND**

JUSTICE AND PUBLIC SAFETY

Agency	Fund	2020 Year End	2021 Adopted Budget	2021 Modified Budget	2022 Budget	21-22 Change
EMERGENCY PREPAREDNESS	General	60.05	60.05	60.05	60.00	(0.05)
	Radio Services	5.35	5.35	5.35	5.50	0.15
	Subtotal	65.40	65.40	65.40	65.50	0.10
DISTRICT ATTORNEY	General	33.50	33.50	33.50	33.50	0.00
	American Rescue Plan Act	0.00	0.00	1.17	7.00	7.00
	Subtotal	33.50	33.50	34.67	40.50	7.00
CIRCUIT COURT SERVICES	General	81.50	81.13	81.13	81.00	(0.13)
	American Rescue Plan Act	0.00	0.00	0.59	3.50	3.50
	Subtotal	81.50	81.13	81.72	84.50	3.37
MEDICAL EXAMINER	General	14.50	14.50	14.50	14.50	0.00
SHERIFF	General	360.50	359.00	360.17	362.50	3.50
TOTAL REGULAR POSITIONS		555.40	553.53	556.46	567.50	13.97
TOTAL EXTRA HELP		8.11	7.90	7.90	8.37	0.47
TOTAL OVERTIME		15.22	15.14	15.14	16.80	1.66
TOTAL BUDGETED POSITIONS		578.73	576.57	579.50	592.67	16.10

2022 BUDGET ACTIONS

Emergency Preparedness-General

Increase: 1.90 FTE Overtime in Communications Center
Transfer Out: 0.05 FTE Director of Emergency Preparedness to Radio Services Fund

Emergency Preparedness-Radio Services

Transfer In: 0.05 FTE Director of Emergency Preparedness from Emergency Preparedness-General Fund
Transfer In: 0.20 FTE Financial Analyst from Department of Administration
Transfer Out: 0.10 FTE Senior Financial Analyst to Register of Deeds

Circuit Court Services

Unfund: 0.13 FTE Court Reporter

Medical Examiner

Reclassify: 1.00 FTE Deputy Medical Examiner Supervisor to Medical Examiner Operations Supervisor
Increase: 0.47 FTE Extra Help

Sheriff

Create: 3.00 FTE Correctional Officers - Inmate Security and Services - Jail
Sunset: 1.50 FTE Sunset Correctional Officer Positions for the Court Tower Project Completion
Reduce: 0.20 FTE Overtime

2021 CURRENT YEAR ACTIONS

District Attorney - American Rescue Plan Act

Create: 3.00 FTE Special Prosecutor
Create: 1.00 FTE Administrative Assistant
Create: 1.00 FTE Senior Administrative Specialist
Create: 2.00 FTE Victim Witness Specialist

Circuit Court Services

Refund: 1.00 FTE Senior Administrative Specialist
Unfund: 1.00 FTE Administrative Assistant

Circuit Court Services - American Rescue Plan Act

Create: 1.00 FTE Administrative Specialist
Create: 1.00 FTE Court Commissioner
Create: 0.50 FTE Fiscal Specialist
Create: 1.00 FTE Senior Administrative Specialist

Sheriff

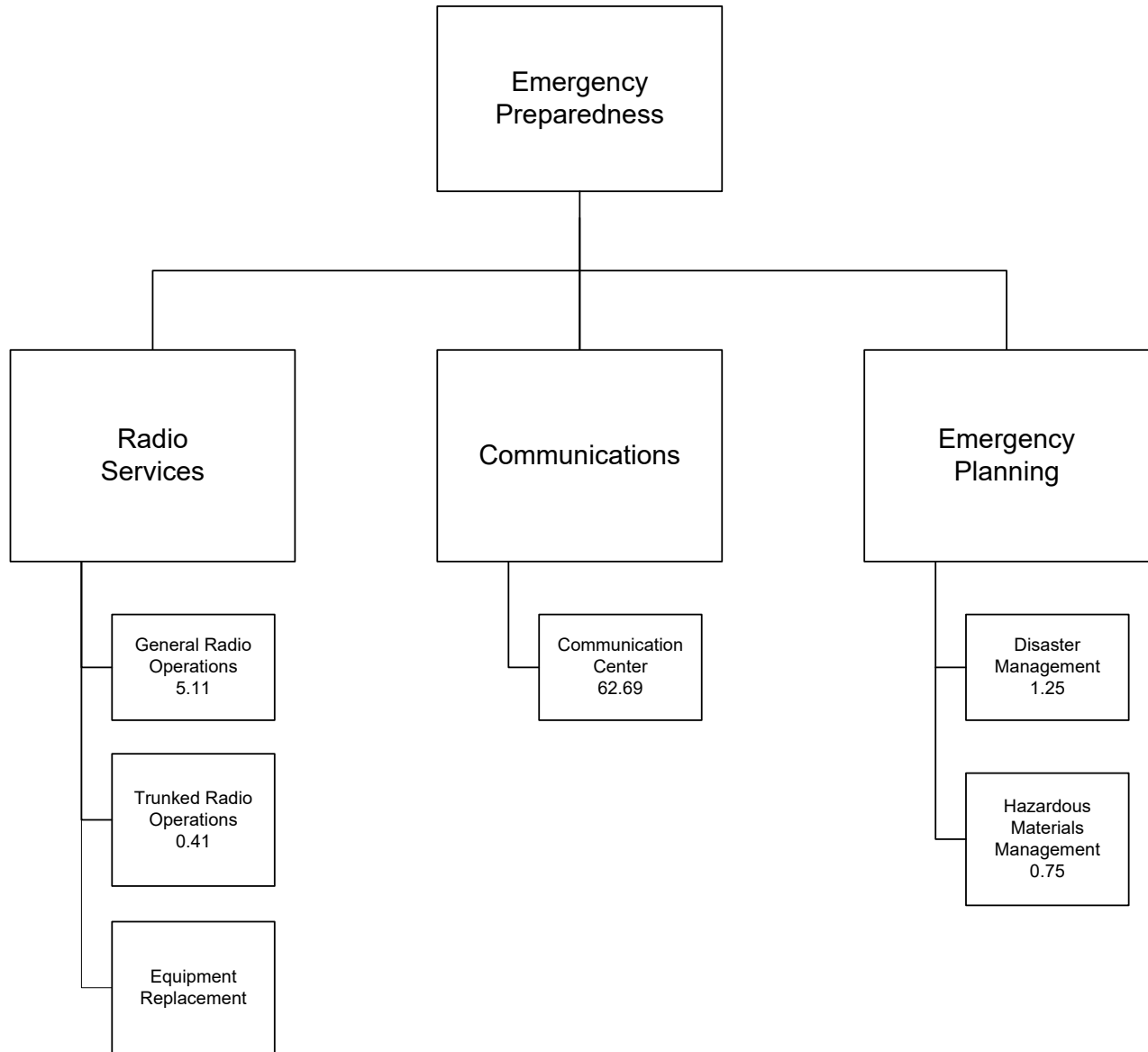
Create: 1.00 FTE Deputy Sheriff - Court Security
Create: 1.00 FTE Deputy Sheriff - General Patrol - Village of Vernon Contract
Increase: 1.00 FTE Programs and Project Analyst - Administrative Services
Unfund: 1.00 FTE Deputy Sheriff - General Patrol

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Emergency Preparedness

EMERGENCY PREPAREDNESS

FUNCTION / PROGRAM CHART



70.21 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

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	2020	2021	2021	2022	Change From 2021	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
General Fund						
Revenues (a)(c)	\$855,600	\$709,242	\$783,602	\$710,516	\$1,274	0.2%
County Tax Levy	\$6,417,294	\$6,517,294	\$6,517,294	\$6,732,294	\$215,000	3.3%
Expenditures	\$7,015,903	\$7,226,536	\$7,297,797	\$7,442,810	\$216,274	3.0%
Rev. Over (Under) Exp.	\$256,991	\$0	\$3,099	\$0	\$0	N/A
Radio Services Fund						
Revenues (b)(c)	\$2,062,190	\$2,200,221	\$2,191,045	\$2,388,611	\$188,390	8.6%
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$1,332,735	\$1,897,602	\$1,898,187	\$2,087,640	\$190,038	10.0%
Operating Income	\$729,455	\$302,619	\$292,858	\$300,971	(\$1,648)	-0.5%
Total All Funds						
Revenues (c)	\$2,917,790	\$2,909,463	\$2,974,647	\$3,099,127	\$189,664	6.5%
County Tax Levy	\$6,417,294	\$6,517,294	\$6,517,294	\$6,732,294	\$215,000	3.3%
Expenditures	\$8,348,638	\$9,124,138	\$9,195,984	\$9,530,450	\$406,312	4.5%
Rev. Over (Under) Exp.	\$256,991	\$0	\$3,099	\$0	\$0	N/A
Operating Income	\$729,455	\$302,619	\$292,858	\$300,971	(\$1,648)	-0.5%
Position Summary (FTE)						
Regular Positions	65.40	65.40	65.40	65.50	0.10	
Extra Help	0.00	0.00	0.00	0.00	0.00	
Overtime	2.87	2.85	2.85	4.71	1.86	
Total FTEs	68.27	68.25	68.25	70.21	1.96	

(a) General Fund balance is budgeted as follows: 2022: \$46,000, 2021: \$140,000, 2020: \$135,000.

(b) Radio Services Fund balance is appropriated as follows: 2022: \$1,032,528, 2021: \$877,581, 2020: \$750,421; 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 37 of the cities, villages, and towns, 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	2020 Actual	2021 Adopted Budget	2021 Estimate	2022 Budget	Change From 2021 Adopted Budget	
					\$	%
Revenues						
General Government	\$548,522	\$397,855	\$424,765	\$418,159	\$20,304	5.1%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$108,730	\$120,987	\$135,034	\$145,957	\$24,970	20.6%
Interdepartmental	\$50,000	\$50,000	\$50,000	\$100,000	\$50,000	100.0%
Other Revenue	\$5,163	\$400	\$400	\$400	\$0	0.0%
Appr. Fund Balance (a)	\$143,185	\$140,000	\$173,403	\$46,000	(\$94,000)	-67.1%
County Tax Levy (Credit)	\$6,417,294	\$6,517,294	\$6,517,294	\$6,732,294	\$215,000	3.3%
Total Revenue Sources	\$7,272,894	\$7,226,536	\$7,300,896	\$7,442,810	\$216,274	3.0%
Expenditures						
Personnel Costs (b)	\$5,379,788	\$5,411,740	\$5,512,960	\$5,606,276	\$194,536	3.6%
Operating Expenses	\$826,867	\$917,474	\$891,997	\$1,075,505	\$158,031	17.2%
Interdept. Charges	\$707,810	\$685,022	\$680,540	\$750,029	\$65,007	9.5%
Fixed Assets	\$101,438	\$212,300	\$212,300	\$11,000	(\$201,300)	-94.8%
Total Expenditures	\$7,015,903	\$7,226,536	\$7,297,797	\$7,442,810	\$216,274	3.0%
Rev. Over (Under) Exp.	\$256,991	\$0	\$3,099	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	60.05	60.05	60.05	60.00	(0.05)
Extra Help	0.00	0.00	0.00	0.00	0.00
Overtime	2.79	2.79	2.79	4.69	1.90
Total FTEs	62.84	62.84	62.84	64.69	1.85

(a) Appropriated fund balance includes:

	2020 Actual	2021 Budget	2021 Est.	2022 Budget	Change
Emergency Management Response Trailer	\$0	\$0	\$0	\$11,000	\$11,000
Unanticipated Emerg. Equipment Replacement needs	\$35,000	\$35,000	\$35,000	\$35,000	\$0
NextGen 9-1-1 Hardware Refresh	\$82,100	\$90,000	\$90,000	\$0	(\$90,000)
Purchase Orders and Carryovers from the prior year	\$26,085	\$0	\$33,403	\$0	\$0
Phase in software costs for 201102 WCC Console Radio Equipment Capital Project	\$0	\$15,000	\$15,000	\$0	(\$15,000)
Total Fund Balance Appropriation	\$143,185	\$140,000	\$173,403	\$46,000	(\$94,000)

(b) 2021 estimated personnel costs exceed the 2021 adopted budget related to above budget overtime expenses and may require a funds transfer.

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:	2020 Actual	2021 Target	2021 Estimate	2022 Target
Answer call within 15 seconds	97.83%	95%	97%	95%
Answer call within 40 seconds	99.97%	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. We are continuing to see a reduction in processing time due to the implementation and continued use of the US Digital Design Alerting System and Pre-Alert.

Performance Measures:	Standards	2020 Actual	2021 Target	2021 Estimate	2022 Target
Fire Calls (64 seconds)	90%	71 seconds	64 seconds	70 seconds	64 seconds
Fire Calls (106 seconds)	95%	73 seconds	106 seconds	73 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	2020 Actual	2021 Target	2021 Estimate	2022 Target
EMS Calls (90 seconds)	90%	62 seconds	90 seconds	65 seconds	90 seconds
EMS Calls (120 seconds)	99%	67 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	2020 Actual	2021 Target	2021 Estimate	2022 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.

The 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:	2020 Target	2020 Actual	2021 Target	2021 Estimate	2022 Target
Hits on website	5,500	1,036	6,000	1,100	2,000

SOCIAL MEDIA: Facebook

Performance Measures:	2020 Target	2020 Actual	2021 Target	2021 Estimate	2022 Target
Likes on Facebook	1,700	3,500	1,800	4,000	4,250

COMMUNITY EDUCATION TEAM

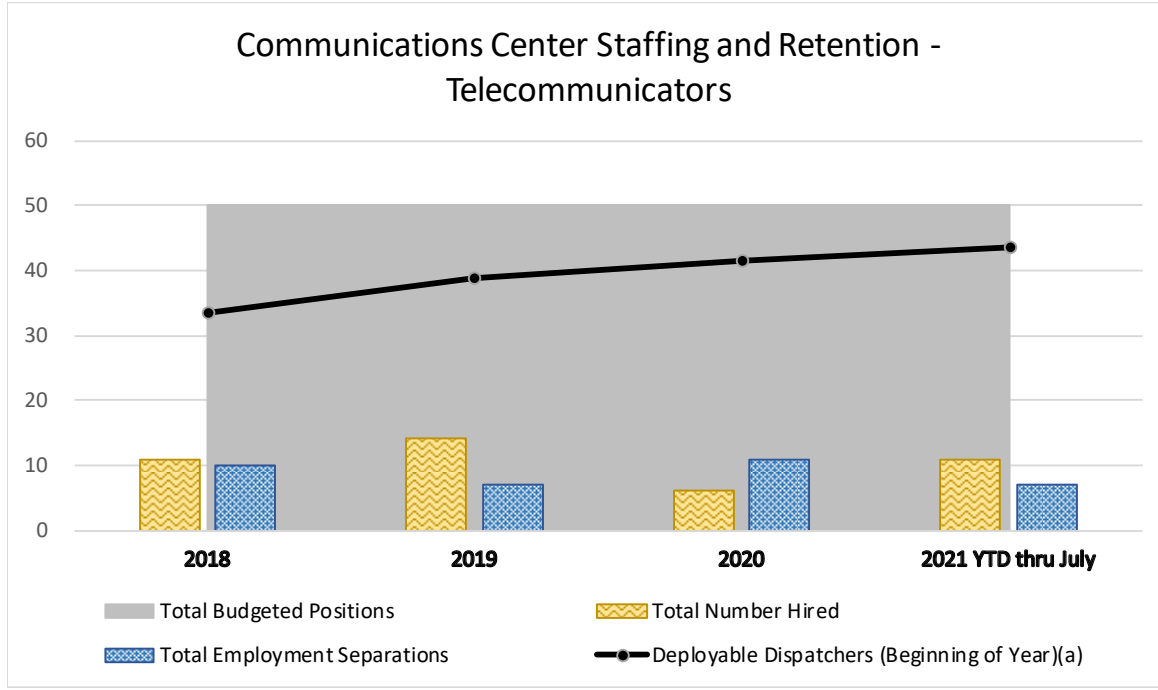
Participation of the Community Education Team at local public safety and educational events. Participation of employee/hiring team members at job fairs, etc.

Performance Measures:	2020 Target	2020 Actual	2021 Target	2021 Estimate	2022 Target
Number of Events Attended	30	8	30	20	30
Number of Personnel Hours in Attendance	120	33	120	80	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



	2018	2019	2020	2021 YTD thru July
Total Budgeted Positions	50	50	50	50
Deployable Dispatchers (Beginning of Year)(a)	33.6	38.9	41.4	43.7
Total Number Hired	11	14	6	11
Total Employment Separations	10	7	11	7
Annual Position Gain/(Loss)	1	7	(5)	4

(a) 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 Human Resources who introduce the Standards of Service Excellence, Waukesha County Communication Center 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.

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:	2020 Actual	2021 Target	2021 Estimate	2022 Target
Participate in one regional or statewide exercise	3	2	2	2
Complete one county led HSEEP* exercise	1	2	1	1
Complete 32 hours of training per staff (96)	180	96	96	96
Conduct outreach activities through various formats, with one related to tornado and severe weather**	37	30	35	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

**Grant minimum on requirement work plan is six outreach activities

***WebEOC is an 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:	2020 Actual	2021 Target	2021 Estimate	2022 Target
Number of Tier 2 Reports Received*	392	380	392	390
Number of Planning Facilities	175	178	175	175
Number of Plans Updated	42	42	38	42
Number of Plans Created	9	8	7	8
Number of Hazmat Incidents Reported	225	220	220	230

* 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

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	60.84	60.84	60.84	62.69	1.85
General Government	\$269,839	\$122,308	\$148,392	\$0	(\$122,308)
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$108,730	\$120,987	\$135,034	\$145,957	\$24,970
Interdepartmental	\$50,000	\$50,000	\$50,000	\$100,000	\$50,000
Other Revenue	\$4,786	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$143,185	\$140,000	\$173,403	\$35,000	(\$105,000)
County Tax Levy (Credit)	\$6,189,153	\$6,292,930	\$6,292,930	\$6,516,618	\$223,688
Total Revenues	\$6,765,693	\$6,726,225	\$6,799,759	\$6,797,575	\$71,350
Personnel Costs (a)	\$5,170,927	\$5,201,704	\$5,283,157	\$5,411,426	\$209,722
Operating Expenses	\$668,365	\$750,134	\$726,847	\$816,797	\$66,663
Interdept. Charges	\$586,927	\$562,087	\$559,731	\$569,352	\$7,265
Fixed Assets	\$101,438	\$212,300	\$212,300	\$0	(\$212,300)
Total Expenditures	\$6,527,657	\$6,726,225	\$6,782,035	\$6,797,575	\$71,350
Rev. Over (Under) Exp.	\$238,036	\$0	\$17,724	\$0	\$0

(a) 2020 personnel costs exceeded the 2020 adopted budget mainly due to higher than anticipated overtime spending as a result of employee turnover and delays in training new staff. 2021 estimated personnel costs are expected to finish above budget and may require a funds transfer.

Program Highlights

Charges for services increase by \$25,000, reflecting an increase in annual computer aided dispatch (CAD) and integrated systems ongoing support charges and new modules added, a portion of which is distributed to partner municipalities as an annual fee. The distribution was evaluated in 2021 to create more equitability between partnering agencies. General Government decreased by \$122,300 due to the ending of one time federal grant funds received for the NextGen 9-1-1 Hardware Refresh in 2021. Interdepartmental revenues increase by \$50,000 for payment from Disaster Management for the coordination of planning, training, and response activities. This funding includes a one-time payment from the American Rescue Plan Act (ARPA) estimated at \$53,700.

General Fund Balance of \$35,000 is budgeted for the continued use of unplanned emergency equipment replacement items.

Personnel costs are budgeted to increase by \$209,700 or 4%, reflecting costs to continue and an additional \$175,500 or 1.90 FTE of overtime expenses.

Operating expenses increase by \$66,700, primarily due to increased license costs for computer aided dispatch (CAD) software, additional equipment, and training and travel allowance due to the restrictions in 2020 and 2021. Interdepartmental charges increase \$7,300 due to an increase in computer maintenance.

Communication Center Operations (cont.)

Based on prior County Board action (2004-2021), General Fund Balance of \$4,200,000 has been assigned through the budgetary processes for funding future equipment and software replacement at the dispatch center from 2004-2021 (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 2025 for this purpose.

Below is a listing of dispatch center equipment replacement projects budgeted with reserved funds through the 2011-2022 Budgets.

- 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.
- In 2022, there is no budgeted dispatch center equipment replacement project.

Participating Members

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

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

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

County: Sheriff's Department

- (a) The City of Oconomowoc joined the Waukesha County Communications Center in 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 joined the Waukesha County Communications Center in 2021, but only for fire and emergency medical service call processing and dispatching.

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.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	1.25	1.25	1.25	1.25	0.00
General Government	\$191,103	\$184,561	\$184,561	\$327,173	\$142,612
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$377	\$400	\$400	\$400	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$11,000	\$11,000
County Tax Levy (Credit)	\$125,399	\$119,695	\$119,695	\$114,895	(\$4,800)
Total Revenues	\$316,879	\$304,656	\$304,656	\$453,468	\$148,812
Personnel Costs (a)	\$129,379	\$127,838	\$128,985	\$116,668	(\$11,170)
Operating Expenses	\$55,929	\$61,800	\$59,950	\$153,158	\$91,358
Interdept. Charges	\$113,396	\$115,018	\$112,942	\$172,642	\$57,624
Fixed Assets	\$0	\$0	\$0	\$11,000	\$11,000
Total Expenditures	\$298,704	\$304,656	\$301,877	\$453,468	\$148,812
Rev. Over (Under) Exp.	\$18,175	\$0	\$2,779	\$0	\$0

(a) 2021 personnel costs exceeded the 2021 adopted budget mainly due to an unbudgeted retirement payout and may require a funds transfer.

Program Highlights

Disaster Management receives general government grant revenues for the County Wide Mitigation Plan the Regional Watershed Grant, and the annual Emergency Management Performance Grant (EMPG) from Wisconsin Emergency Management to support disaster management activities. In FFY22, additional funding is expected through EMPG supported by the American Rescue Act Plan as a one time increased amount of \$53,700, totaling \$239,500.

Personnel costs decrease by \$11,200 reflecting a personnel turnover due to retirement. Operating expenses increase by \$91,400 due to the pass through costs of the County Wide Mitigation Plan and the Regional Watershed Grant that are both administered by Emergency Management. Interdepartmental charges increase by \$57,600, primarily due to the additional ARPA funding that will be used for the coordination of planning, training, and response activities that were postponed during to the pandemic. Fixed assets increase \$11,000 for the Emergency Management response equipment trailer.

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.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	0.75	0.75	0.75	0.75	0.00
General Government	\$87,580	\$90,986	\$91,812	\$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)	\$102,742	\$104,669	\$104,669	\$100,781	(\$3,888)
Total Revenues	\$190,322	\$195,655	\$196,481	\$191,767	(\$3,888)
Personnel Costs (a)	\$79,482	\$82,198	\$100,818	\$78,182	(\$4,016)
Operating Expenses	\$102,573	\$105,540	\$105,200	\$105,550	\$10
Interdept. Charges	\$7,487	\$7,917	\$7,867	\$8,035	\$118
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$189,542	\$195,655	\$213,885	\$191,767	(\$3,888)

Rev. Over (Under) Exp.	\$780	\$0	(\$17,404)	\$0	\$0
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(a) 2021 personnel costs exceed the 2021 adopted budget mainly due to an unbudgeted retirement payout and may require a funds transfer.

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 the state Emergency Planning and Community Right-to-Know Act Grant (EPCRA) and Computer and HazMat Response Equipment Grant. General government revenues of \$91,000, remains at the 2021 level. Of this grant amount, \$9,000 is budgeted for Hazardous Materials Emergency Response Team equipment to fund purchases to enhance response capability.

Personnel costs decrease by \$4,000, representing turnover associated with a retirement. Operating expenses stay stable and largely represent contract costs with the City of Waukesha to provide hazardous materials response services. Interdepartmental charges increase slightly by \$100 due 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	2020	2021	2021	2022	Change From 2021	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget	
					\$	%
Revenues						
General Government	\$0	\$0	\$61	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$762,325	\$755,227	\$752,986	\$779,341	\$24,114	3.2%
Interdepartmental	\$549,415	\$567,413	\$560,417	\$576,742	\$9,329	1.6%
Other Revenue	\$29	\$0	\$0	\$0	\$0	N/A
Appr. Fund Balance (a)	\$750,421	\$877,581	\$877,581	\$1,032,528	\$154,947	17.7%
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$2,062,190	\$2,200,221	\$2,191,045	\$2,388,611	\$188,390	8.6%
Expenditures						
Personnel Costs	\$612,938	\$631,441	\$631,470	\$659,780	\$28,339	4.5%
Operating Expenses	\$573,929	\$1,120,019	\$1,192,125	\$1,286,878	\$166,859	14.9%
Interdept. Charges	\$145,868	\$146,142	\$145,773	\$140,982	(\$5,160)	-3.5%
Fixed Assets (Memo) (c)	\$0	\$0	\$0	\$50,000	\$50,000	N/A
Total Expenditures	\$1,332,735	\$1,897,602	\$1,969,368	\$2,087,640	\$190,038	10.0%
Rev. Over (Under) Exp. (b)	\$729,455	\$302,619	\$221,677	\$300,971	(\$1,648)	-0.5%

Position Summary (FTE)

Regular Positions	5.35	5.35	5.35	5.50	0.15
Extra Help	0.00	0.00	0.00	0.00	0.00
Overtime	0.08	0.06	0.06	0.02	(0.04)
Total FTEs	5.43	5.41	5.41	5.52	0.11

(a) Appropriated fund balance includes:

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	\$ Bud Change
General Radio Operations					
Depreciation	\$41,421	\$40,836	\$40,836	\$76,635	\$35,799
Phase In of Motorola Support					
Charges	\$0	\$127,745	\$127,745	\$175,712	\$47,967
Equipment Replacement					
Depreciation	\$709,000	\$709,000	\$709,000	\$780,181	\$71,181
--Total Radio Services Fund					
Balance	\$750,421	\$877,581	\$877,581	\$1,032,528	\$154,947

(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.

(c) Total expenditures exclude fixed assets to conform with financial accounting standards. Fixed asset purchase orders will be funded with existing fund balance and are included in the department's fixed asset request. Fixed assets in the 2022 budget include purchasing microwave radio equipment (\$50,000)

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:	2020 Actual	2021 Target	2021 Estimate	2022 Target
Percent of time the system is available overall (reliability)	100.00%	99.999%	99.999%	99.999%
Percent of time the system has unimpaired coverage(performance)	99.00%	98.00%	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.

	2020 Actual	2021 YTD (7/31)	2021 Estimate	2022 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 '21	Estimated Net Oper. Impact	Est. Depreciation Expense
200815	Trunked Radio Digital Radio System Upgrade (a)(b)	2021	\$9,515,000	100%	\$254,500	\$709,000(a)
201102	WCC Console Radio Equipment	2021	\$1,000,000	100%	\$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.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	5.43	5.41	5.41	5.52	0.11
General Government	\$0	\$0	\$61	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$762,325	\$755,227	\$752,986	\$779,341	\$24,114
Interdepartmental	\$248,531	\$264,794	\$257,798	\$267,313	\$2,519
Other Revenue	\$29	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$41,421	\$168,581	\$168,581	\$252,347	\$83,766
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$1,052,306	\$1,188,602	\$1,179,426	\$1,299,001	\$110,399
Personnel Costs	\$612,938	\$631,441	\$631,470	\$659,780	\$28,339
Operating Expenses	\$189,243	\$411,019	\$411,944	\$506,697	\$95,678
Interdept. Charges	\$145,868	\$146,142	\$145,773	\$140,982	(\$5,160)
Fixed Assets (Memo) (a)	\$0	\$0	\$0	\$50,000	\$50,000
Total Expenditures	\$948,049	\$1,188,602	\$1,189,187	\$1,307,459	\$118,857
Rev. Over (Under) Exp.	\$104,257	\$0	(\$9,761)	(\$8,458)	(\$8,458)

(a) 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 which is included in the departments fixed asset request. Fixed assets in the 2022 budget include \$50,000 for microwave equipment relocation.

Program Highlights

Revenues increase \$110,400 consisting of charges for services revenue increasing by \$24,100 and interdepartmental revenue by \$2,500, due primarily to increases in Radio Operating charges of \$37,400 for both county and municipal partners, reflecting the second year of Motorola support charges for the new P25 radio system to impact the Radio Operating budget. Tower site leasing revenue increases \$19,900 to \$331,900 related to increasing contracted rates with vendors. Radio repair time and materials decreases \$30,600 based on reduced projected activity. Radio Services fund balance revenue increases by \$83,800, reflecting new costs for network monitoring service, depreciation, and digital radio system report generating software, intended to gradually buffer the impact of new software support charges to municipality and county departments.

Personnel costs increase by \$28,300, reflecting the cost to continue for 5.40 FTEs and an increase of 5% for the distribution of the Director of Emergency Preparedness position to Radio Services, reflecting increased time spent working with tower lease contracts. Operating expenses increase by \$95,700, due primarily to an increase of \$48,500 in software costs associated with support for network monitoring and reporting software for the new P25 digital radio system and \$35,800 of additional depreciation expenses. Interdepartmental charges decrease by \$5,200, due to decreases in vehicle replacement charges and service charges for radio equipment no longer in service.

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.

	2020 Actual	2021 Budget	2021 Estimate	2022 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)	\$300,884	\$302,619	\$302,619	\$309,429	\$6,810
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance (b)	\$709,000	\$709,000	\$709,000	\$780,181	\$71,181
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$1,009,884	\$1,011,619	\$1,011,619	\$1,089,610	\$77,991
Personnel Costs	\$0	\$0	\$0	\$0	\$0
Operating Expenses	\$384,686	\$709,000	\$709,000	\$780,181	\$71,181
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Fixed Assets (Memo)	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$384,686	\$709,000	\$709,000	\$780,181	\$71,181
Rev. Over (Under) Exp. (a)	\$625,198	\$302,619	\$302,619	\$309,429	\$6,810

(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 2022 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 2021 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	2021	2022	2021	2022	
Department	# of Radios(a)	# of Radios(a)	Budget	Budget(a)	\$ Change
Public Works	102	102	\$53,681	\$54,712	\$1,031
Parks & Land Use	58	58	\$32,005	\$32,620	\$615
Sheriff	310	310	\$187,116	\$190,711	\$3,595
Public Works - Central Fleet	7	7	\$2,695	\$3,745	\$1,050
Medical Examiner	6	6	\$3,544	\$3,612	\$68
Emerg. Prep – Emerg. Mgmt.	30	30	\$1,499	\$1,527	\$28
Emerg. Prep - Radio Services	9	9	\$4,654	\$4,742	\$88
Emerg. Prep - Comm. Center	29	29	\$11,814	\$12,041	\$227
Health & Human Services	10	10	\$4,617	\$4,705	\$88
County Executive	1	1	\$497	\$506	\$9
Airport	1	1	\$497	\$506	\$9
Total (b)	563	563	\$302,619	\$309,427	\$6,808

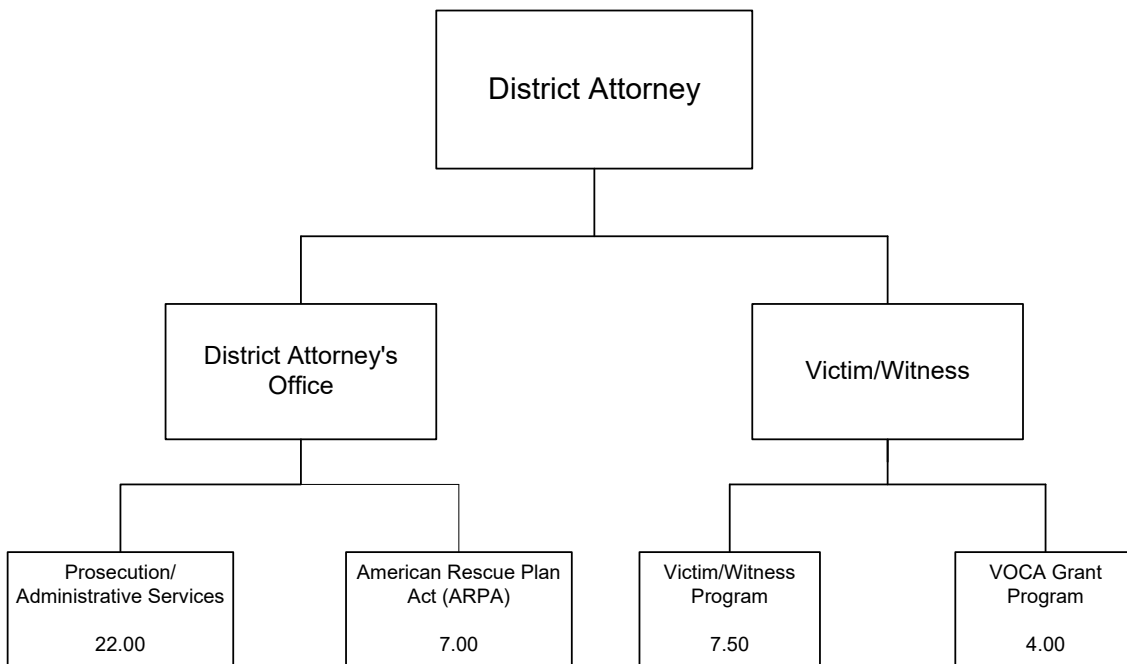
(a) Radio replacement charges are based on a % of the retail replacement cost for each radio. Annual charges vary from \$288-\$630 per radio, based on model and features.

(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



40.50 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	2020	2021	2021	2022	Change From 2021	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
District Attorney - General Fund						
Revenues	\$956,946	\$1,134,768	\$1,090,132	\$1,133,891	(\$877)	-0.1%
County Tax Levy	\$1,956,337	\$2,031,337	\$2,031,337	\$2,084,337	\$53,000	2.6%
Expenditures	\$2,964,703	\$3,166,105	\$3,076,472	\$3,218,228	\$52,123	1.6%
Rev. Over (Under) Exp.	(\$51,420)	\$0	\$44,997	\$0	\$0	N/A
District Attorney - American Rescue Plan Act (ARPA) Fund						
Revenues	\$0	\$0	\$97,481	\$581,822	\$581,822	N/A
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$0	\$0	\$97,481	\$581,822	\$581,822	N/A
Rev. Over (Under) Exp.	\$0	\$0	\$0	\$0	\$0	N/A
Total All Funds						
Revenues	\$956,946	\$1,134,768	\$1,187,613	\$1,715,713	\$580,945	51.2%
County Tax Levy	\$1,956,337	\$2,031,337	\$2,031,337	\$2,084,337	\$53,000	2.6%
Expenditures	\$2,964,703	\$3,166,105	\$3,173,953	\$3,800,050	\$633,945	20.0%
Rev. Over (Under) Exp.	(\$51,420)	\$0	\$44,997	\$0	\$0	N/A
Position Summary (FTE)						
Regular Positions	33.50	33.50	34.67	40.50	7.00	
Extra Help	0.00	0.00	0.00	0.00	0.00	
Overtime	0.03	0.00	0.00	0.00	0.00	
Total	33.53	33.50	34.67	40.50	7.00	

Fund Purpose

The District Attorney General Fund is responsible for 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.

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Financial Summary	2020	2021	2021	2022	Change From 2021	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
Revenues						
General Government	\$603,512	\$764,521	\$729,903	\$776,936	\$12,415	1.6%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$108,027	\$125,000	\$130,000	\$130,000	\$5,000	4.0%
Interdepartmental	\$186,558	\$203,098	\$179,125	\$185,974	(\$17,124)	-8.4%
Other Revenue	\$27,223	\$30,149	\$39,104	\$24,833	(\$5,316)	-17.6%
Appr. Fund Balance (a)	\$31,626	\$12,000	\$12,000	\$16,148	\$4,148	34.6%
County Tax Levy (Credit)	\$1,956,337	\$2,031,337	\$2,031,337	\$2,084,337	\$53,000	2.6%
Total Revenue Sources	\$2,913,283	\$3,166,105	\$3,121,469	\$3,218,228	\$52,123	1.6%
Expenditures						
Personnel Costs (b)	\$2,309,884	\$2,474,372	\$2,403,529	\$2,517,377	\$43,005	1.7%
Operating Expenses (c)	\$384,112	\$425,679	\$402,134	\$424,713	(\$966)	-0.2%
Interdept. Charges	\$263,707	\$266,054	\$270,809	\$276,138	\$10,084	3.8%
Fixed Assets	\$7,000	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$2,964,703	\$3,166,105	\$3,076,472	\$3,218,228	\$52,123	1.6%
Rev. Over (Under) Exp.	(\$51,420)	\$0	\$44,997	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	33.50	33.50	33.50	33.50	0.00
Extra Help	0.00	0.00	0.00	0.00	0.00
Overtime	0.03	0.00	0.00	0.00	0.00
Total FTEs	33.53	33.50	33.50	33.50	0.00

(a) Fund balance appropriation	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Six-year office furniture replacement plan	\$12,000	\$12,000	\$12,000	\$12,000
Prior Year Donations for Courthouse Facility Dog	\$0	\$0	\$0	\$4,148
Purchase Ord. and Carryovers from prior year	\$19,626	\$0	\$0	\$0
Total Fund Balance Appropriation:	\$31,626	\$12,000	\$12,000	\$16,148

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:	2019 Actual	2020 Actual	2021 Estimate	2022 Target
Officer cancellations	3,571	3,187	2,500	3,500
Civilian cancellations	2,551	1,956	3,000	2,500
Total cancellations*	6,122	5,143	5,500	6,000
Estimated cost avoidance	\$339,771	\$285,437	\$305,250	\$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.

Due to the pandemic, many court events were suspended in 2020 and 2021. Cancellations were still quite significant in 2020 due to the large number of cases that had to be canceled with very short notice when operations were paused. Victim Witness successfully canceled hundreds of cases, and notified victims of emergency hearings set to reduce the jail and Huber populations, on extremely short notice – some in as little as 45 minutes before proceedings. These numbers are certainly underreported, as well, due to the hectic rush of these last-minute and remote notifications.

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 2020, the County collected \$36,905 in interest and \$74,629 in principal, a total of \$111,534 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 \$7,381 for 2022. This is a 85% decrease over the last 9 years.

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

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

Number of adult criminal cases resolved without jury trials:

Performance Measure:	2019 Actual	2020 Actual	2021 Estimate	2022 Target
Adult criminal cases resolved with plea agreements or other methods*	3,850	3,435	3,500	3,800

* 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

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:	2019 Actual	2020 Actual	2021 Estimate	2022 Target
Restitution Collected	\$564,338	\$543,736	\$550,000	\$400,000

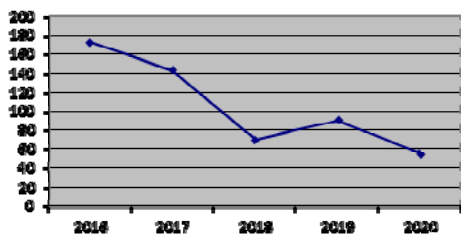
Restitution Collected via Credit Card (new feature) \$27,000 since January, 2021

Assistance with Court-Ordered Restitution

Victim Assistance helps victims by explaining restitution and the court process, collecting information on victims’ losses, and accompanying victims to hearings. Due to the work of the Restitution Specialist, stipulations to restitution are being agreed upon much more frequently. The result is that fewer restitution hearings are held, saving significant time and money for the County. When hearings are held, it is frequently only the insurance company that needs to attend, which saves the victim from finding childcare, transportation, time off work, and the intimidation of coming to Court. It also shortens the length of those hearings.

Number of restitution hearings held:

Performance Measure:	2019 Actual	2020 Actual	2021 Estimate	2022 Target
Restitution Hearings Held	91	55	75	70



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

In 2020, there were 55 restitution hearings - a 68% decrease.

The District Attorney’s Office has had the additional responsibility of disbursing restitution to victims on non-probation cases for at least 20 years.

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 2020, 27 individuals were enrolled (103 since program start) and 27 successfully completed the program (35 since program start). Twenty-one people have been discharged or revoked (39 since program start), and 29 are still in the process of completing. Due to COVID-19, enrollments were significantly decreased for 2020, and the same may happen for 2021.

Performance Measures:	2020 Actuals	2021 To-Date Actuals	2021 Target	2022 Target
Misdemeanors	5	5	10	15
Pre-Charge Misdemeanors	1	0	0	0
Felonies	21	16	32	50
Pre-Charge Felonies	0	0	0	0
Total Cases	27	21	42	65

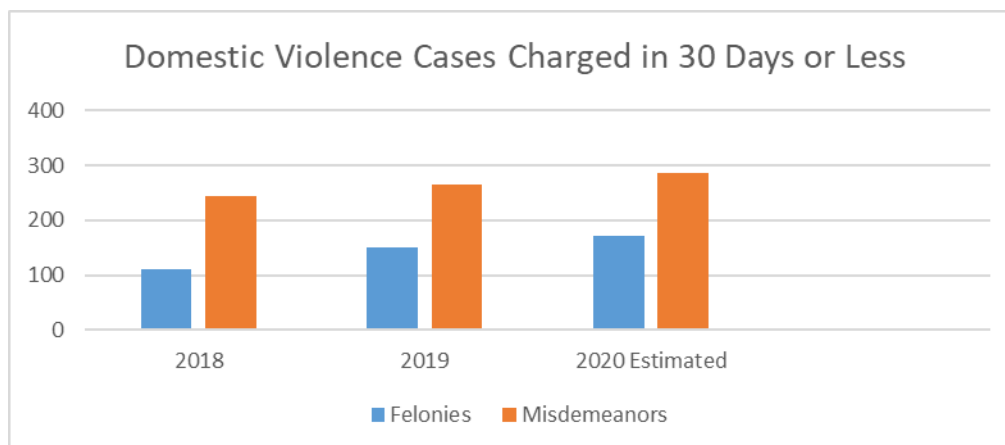
Quality Pillar: High Standards of Service Excellence

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:	2019 Actual	2020 Actual	2021 Estimate	2022 Target
Time from referral to charge	Number of cases			
Felonies 30 days or less	150	150	172	200
Felonies more than 30 days	20	20	18	15
Misdemeanors 30 days or less	266	266	286	300
Misdemeanors more than 30 days	189	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.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	22.00	22.00	22.00	22.00	0.00
General Government	\$119,589	\$125,000	\$125,000	\$125,000	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$108,027	\$125,000	\$130,000	\$130,000	\$5,000
Interdepartmental	\$186,558	\$203,098	\$179,125	\$185,974	(\$17,124)
Other Revenue	\$12,127	\$11,000	\$20,000	\$12,000	\$1,000
Appr. Fund Balance	\$26,713	\$12,000	\$12,000	\$12,000	\$0
County Tax Levy (Credit)	\$1,685,380	\$1,727,465	\$1,727,465	\$1,767,665	\$40,200
Total Revenues	\$2,138,394	\$2,203,563	\$2,193,590	\$2,232,639	\$29,076
Personnel Costs	\$1,557,968	\$1,586,087	\$1,562,418	\$1,617,887	\$31,800
Operating Expenses	\$362,568	\$390,900	\$376,720	\$379,939	(\$10,961)
Interdept. Charges	\$227,516	\$226,576	\$235,681	\$234,813	\$8,237
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$2,148,052	\$2,203,563	\$2,174,819	\$2,232,639	\$29,076
Rev. Over (Under) Exp.	(\$9,658)	\$0	\$18,771	\$0	\$0

Program Highlights

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

Charges for services increase \$5,000 for copy fees, based on a trend of increased electronic storage media.

Interdepartmental revenue decreases \$17,000, mostly due to a \$8,300 decrease for the salary and benefit costs for one special drug prosecutor position funded by a grant in the Sheriff's Department and a \$10,000 decrease of revenue from HHS – Criminal Justice Collaborating Council (CJCC) which funds a Pre-trial Diversion Coordinator grant position based on actual receipts. These decreases are offset by an expected \$2,000 increase in indirect revenue from the VOCA grant.

Other revenue increases \$1,000 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 \$31,800 for costs to continue 22.00 FTE county-funded positions. Personnel increases are moderate due to several personnel changes in 2020/2021 resulting in lower salary costs for some positions.

Operating expenses decrease by \$11,000. This is primarily related to a decrease in expenses for both the special drug prosecutor position (\$8,300) and the prosecutor position assigned to the VAWA STOP grant (\$5,000). Additionally, there is an increase of \$1,000 in computer equipment and \$1,000 for trial preparation to more closely reflect recent years' actual costs.

Interdepartmental charges increase \$8,200 primarily due to increased costs related to the detective position.

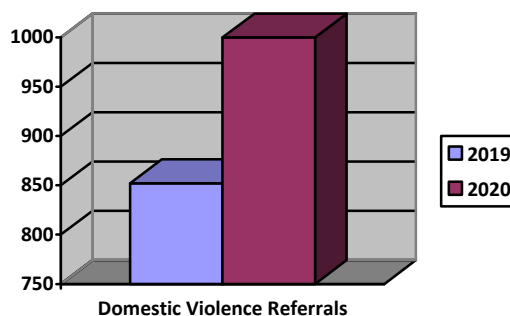
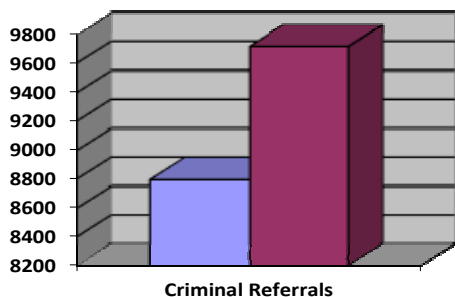
Prosecution / Administrative Services (Continued)

Activities

Due to COVID-19 and the suspension of many court proceedings, cases are pending in the justice system much longer than before. This, along with an increase in referrals to the District Attorney’s Office and increased duties due to the new constitutional amendment, has put a significant burden on staff members and more than doubled the workload. Additionally, there were 130+ more felonies charged in 2020 than the previous year, the highest level in 6 years. Felonies take substantially more effort and time than misdemeanor cases.

Monthly Average Number Pending Criminal Cases per Position	2019	2020	2021
	2,551 (average cases /month)	4,130 cases	5,112 cases
Prosecutors	145	235	290
Victim Witness	364	590	730
Legal Clerks	300	486	601
Discovery Clerks	1,276	2,075	2,556

*Based on the number of staff handling cases



Criminal referrals increased by 1,000 referrals from 2019 to 2020, and referrals of domestic abuse cases increased by 148.

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.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	7.50	7.50	7.50	7.50	0.00
General Government	\$199,995	\$286,641	\$281,414	\$300,119	\$13,478
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$15,096	\$19,149	\$19,104	\$12,833	(\$6,316)
Appr. Fund Balance	\$4,913	\$0	\$0	\$4,148	\$4,148
County Tax Levy (Credit)	\$270,957	\$303,872	\$303,872	\$316,672	\$12,800
Total Revenues	\$490,961	\$609,662	\$604,390	\$633,772	\$24,110
Personnel Costs	\$510,857	\$579,696	\$553,848	\$599,001	\$19,305
Operating Expenses	\$9,949	\$15,700	\$14,050	\$20,600	\$4,900
Interdept. Charges	\$12,570	\$14,266	\$10,266	\$14,171	(\$95)
Fixed Assets	\$1,000	\$0	\$0	\$0	\$0
Total Expenditures	\$534,376	\$609,662	\$578,164	\$633,772	\$24,110
Rev. Over (Under) Exp.	(\$43,415)	\$0	\$26,226	\$0	\$0

Program Highlights

General government revenue increases \$13,500 due to an increase in expected reimbursement related to higher personnel costs. The Victim Witness revenue is budgeted at 48.1% of budgeted expenditures for 2022. 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. The reimbursement rate decreased dramatically in the last half of 2020 due to the COVID-19 pandemic impacting court operations and therefore a significant decrease in offender surcharges being assessed. The legislature has included \$1.5 million of GPR funding in the biennium budget proposal which is predicted to raise reimbursement levels.

Other revenues decrease by \$6,300. The reduction is primarily related to bail forfeiture interest, which has decreased by \$7,300. Other revenue also includes \$3,500 of anticipated donations for the Victim Assistance Facility Dog program, and general donations. Fund balance of \$4,100 is included for anticipated Facility Dog donations.

Personnel costs increase \$19,300 for cost to continue 7.50 FTE. Operating costs increase \$4,900 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 28,520 informational contacts to crime victims and witnesses on charged cases alone during 2020. This included at least 14,000 phone contacts and more than 1,200 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.

These numbers are very close to 2019 numbers, which is extraordinary given the COVID-19 pandemic and resulting reduction in court activity; the District Attorney's Office and Victim Assistance remained staffed and operational during all of 2020 and 2021, to date, and continued to meet with crime victims in person.

Since joining Victim Assistance in December, 2020, Pepper the Facility Dog has provided services to 89 victims. Services have included accompanying a 7 year old and 14 year old pair of siblings to court while they testified in a sexual assault trial, meeting with children and adults during trial preparation meetings with prosecutors, escorting victims to tour the courtroom before trials, sitting with teenage sexual assault victims while they viewed their police interview videos, and waiting with victims before and after testifying. The difference Pepper has made in comfort level and rapport-building when the department first meet victims, especially children, is remarkable. In early June, a Victim Witness Specialist was making trial preparation appointments for a number of teenage girls in a sexual assault trial. When told about Pepper's availability to work with her daughter, one mother cried and commented about how grateful she was for this service. Also in June, Pepper attended and provided comfort at the Spring Homicide Memorial Service and two meetings with survivors of a workplace shooting. Victim Assistance has raised nearly \$18,000 in grants and donations to date to achieve this amazing program at no cost to the County.

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 Restitution Specialist that assists victims to document restitution and reduce the likelihood of contested requests. Grant resources provided through the Victims of Crime Act (VOCA) fully fund (100%) of program expenditures, and allow the program to recoup up to 10% in indirect cost revenue.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	4.03	4.00	4.00	4.00	0.00
General Government	\$283,928	\$352,880	\$323,489	\$351,817	(\$1,063)
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	\$283,928	\$352,880	\$323,489	\$351,817	(\$1,063)
Personnel Costs	\$241,059	\$308,589	\$287,263	\$300,489	(\$8,100)
Operating Expenses	\$11,595	\$19,079	\$11,364	\$24,174	\$5,095
Interdept. Charges	\$23,621	\$25,212	\$24,862	\$27,154	\$1,942
Fixed Assets	\$6,000	\$0	\$0	\$0	\$0
Total Expenditures	\$282,275	\$352,880	\$323,489	\$351,817	(\$1,063)
Rev. Over (Under) Exp.	\$1,653	\$0	\$0	\$0	\$0

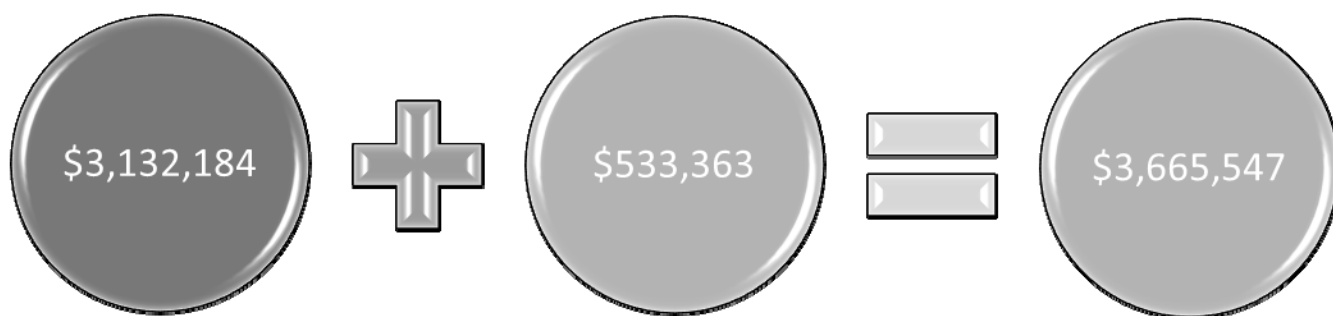
Program Highlights

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. Personnel costs decrease by \$8,100 related to turnover of positions. Operating expenses increase \$5,100 to reflect available grant expenditure authority. Interdepartmental charges increase \$1,900 mostly due to additional cell phone charges assessed to the grant.

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, support groups, and the Restitution Specialist. Grant funding has been achieved for education and training, safety equipment, and cell phones for all Victim Assistance staff. Grant funding also provides a prosecutor position for domestic violence cases, as well as special resources for these cases such as expert witness costs, witness intimidation research, and more.



- VOCA Grant Funds 1998 to Present**
- 4 FTE Positions
 - Supports for victims
 - Furniture – 2 waiting rooms
 - Emergency Funds
 - Resources/materials
 - Funds have benefitted entire Victim Witness Unit
 - Training for all staff
 - Share of all department equipment and operating costs
 - Cell phones for all staff
 - Indirect Revenue

- VAWA Grant Funds 2016 to Present**
- 1 FTE prosecutor
 - Supporting costs
 - Furniture
 - Computer/phone
 - Funds have benefitted entire Sensitive Crimes Unit
 - Training
 - Expert Witness Fees
 - Witness Intimidation
 - Indirect Revenue

More than 3.6 million in grant funds obtained by the District Attorney's Office to fill service gaps and achieve revenue for 25+ years w/o adding county-funded positions, operating costs or other expenses.

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

American Rescue Plan Act: Addressing Courts Backlog

Fund Purpose

In March of 2021, the federal government approved legislation authorizing and funding the American Rescue Plan Act (ARPA) allocating \$350 billion of direct aid to state and local governments through the Coronavirus State and Local Fiscal Recovery Funds (CSLFRF) program. Waukesha County's CSLFRF allocation is \$78.5 million and allows for program costs to be spent or obligated by December 31, 2024 and completed by December 31, 2026. Permissible uses of the grant funding include supporting public health; responding to negative economic impacts from the public health emergency; providing premium pay for essential workers; investing in water, sewer, and broadband infrastructure; and supporting general county government services and infrastructure by offsetting revenue loss due to the pandemic.

The County Board approved the creation of a new "Special Purpose Grant Fund," (herein, referred to as the ARPA Fund) to allow the county to more readily manage and report on project progress and grant spending. The county will budget for specific items in this special revenue fund on a project basis, with budget authority controlled at the bottom-line expenditure level, similar to the Capital Project Fund.

There will be instances when it is more appropriate to account for ARPA funding elsewhere in the budget and not in this fund, which includes (1) reimbursement for eligible staff time that was already included in departmental operating budgets, (2) application of funds to offset "revenue loss," (mentioned above) and (3) funding for eligible projects in the Capital Project Fund. All ARPA funds will be tracked using a unique revenue account. All planned uses of ARPA-CSLFRF can be found on pages 478-479.

Note: This fund is being used to account only for ARPA-CSLFRF grant funds. The American Rescue Plan Act allocates additional funding for specific purposes (e.g., Emergency Rental Assistance), in addition to the CSLFRF, which will be accounted for in departmental budgets.

Financial Summary	2020	2021	2021	2022	Change From 2021	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
Revenues						
ARPA FUNDING	\$0	\$0	\$94,981	\$561,822	\$561,822	N/A
NON-ARPA FUNDING						
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$0	\$0	\$2,500	\$20,000	\$20,000	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	\$0	\$0	\$97,481	\$581,822	\$581,822	N/A
Expenditures						
Personnel Costs	\$0	\$0	\$94,263	\$562,514	\$562,514	N/A
Operating Expenses	\$0	\$0	\$2,818	\$16,908	\$16,908	N/A
Interdept. Charges	\$0	\$0	\$400	\$2,400	\$2,400	N/A
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$0	\$0	\$97,481	\$581,822	\$581,822	N/A
Rev. Over (Under) Exp.	\$0	\$0	\$0	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	0.00	0.00	1.17	7.00	7.00
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	1.17	7.00	7.00

American Rescue Plan Act: Addressing Courts Backlog (Continued)

Program Highlights

Waukesha County Circuit Courts is adding a 6th court to address the criminal case backlog caused by the COVID-19 pandemic.

American Rescue Plan Act (ARPA) funds from the Coronavirus State and Local Fiscal Recovery Funds (CSLFRF) program of \$561,800 are being used to assist the Waukesha District Attorney's office to staff the 6th court and address the high volume of increased caseloads. The ARPA-CSLFRF program is available to address any negative economic harm from the pandemic, which the U.S. Treasury Department has defined to include addressing criminal court case backlogs.

Charges for services of \$20,000 are derived from copy and duplicating fees.

Personnel costs are budgeted at \$562,500 for 7.00 FTE sunset positions which were created through enrolled ordinance 176-76. These sunset positions will be reduced or eliminated when the court backlog is eliminated or funding is reduced or eliminated, but no later than December 31, 2023. These positions include 3.00 FTE special prosecutors, 1.00 FTE senior administrative specialist, 2.00 FTE victim witness specialists, and two regular part-time administrative assistants (to be budgeted at 1.00 FTE in total). The purpose of these positions is to provide additional services to the expanded caseload.

Operating expenses are budgeted at \$16,900, which includes trial preparation costs, extradition costs, office supplies and phone services and travel and training expenses.

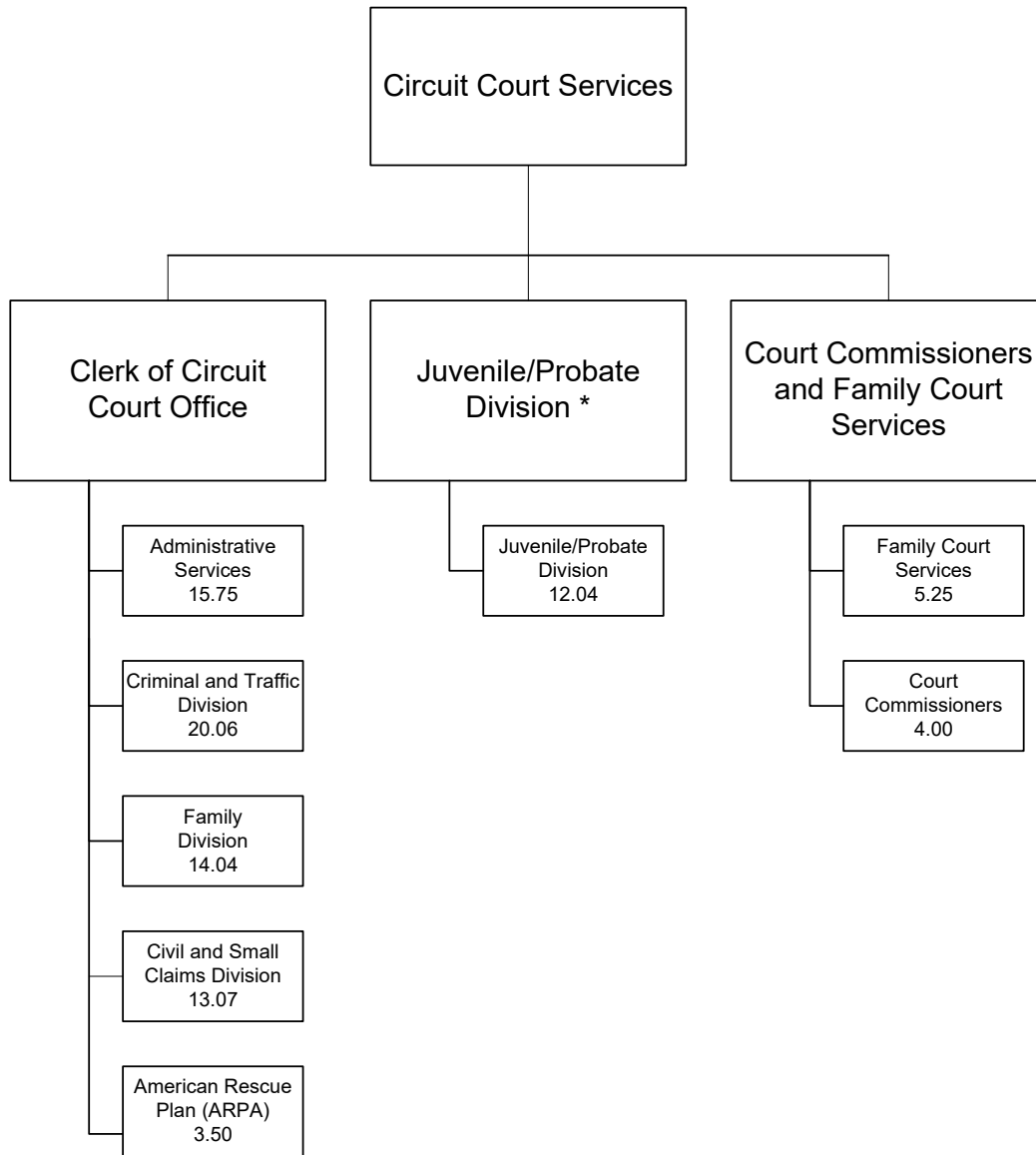
Interdepartmental charges are budgeted at \$2,400 for end user technology charges.

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Circuit Court Services

CIRCUIT COURT SERVICES

FUNCTION / PROGRAM CHART



87.71 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	2020	2021	2021	2022	Change From 2021	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget	%
					\$	
Circuit Court Services - General Fund						
Revenues	\$3,895,912	\$4,313,060	\$4,344,178	\$4,322,060	\$9,000	0.2%
County Tax Levy	\$5,500,813	\$5,587,813	\$5,587,813	\$5,687,813	\$100,000	1.8%
Expenditures	\$8,947,734	\$9,900,873	\$10,032,517	\$10,009,873	\$109,000	1.1%
Rev. Over (Under) Exp.	\$448,991	\$0	(\$100,526)	\$0	\$0	N/A
Circuit Court Services - American Rescue Plan Act (ARPA) Fund						
Revenues	\$0	\$0	\$77,743	\$581,799	\$581,799	N/A
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$0	\$0	\$77,743	\$581,799	\$581,799	N/A
Rev. Over (Under) Exp.	\$0	\$0	\$0	\$0	\$0	N/A
Total All Funds						
Revenues	\$3,895,912	\$4,313,060	\$4,421,921	\$4,903,859	\$590,799	13.7%
County Tax Levy	\$5,500,813	\$5,587,813	\$5,587,813	\$5,687,813	\$100,000	1.8%
Expenditures	\$8,947,734	\$9,900,873	\$10,110,260	\$10,591,672	\$690,799	7.0%
Rev. Over (Under) Exp.	\$448,991	\$0	(\$100,526)	\$0	\$0	N/A
Position Summary (FTE)						
Regular Positions	81.50	81.13	81.72	84.50	3.37	
Extra Help	3.00	3.00	3.00	3.00	0.00	
Overtime	0.21	0.21	0.21	0.21	0.00	
Total	84.71	84.34	84.93	87.71	3.37	

Fund Purpose

The Circuit Court Services General Fund coordinates and manage the legal, business, public service and communications, and financial operations of the Waukesha County Circuit Courts. This includes the offices of the Clerk of Circuit Court, Juvenile/Probate Division, Court Commissioner, and Family Court Services. 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	2020 Actual	2021 Adopted Budget	2021 Estimate	2022 Budget	Change From 2021 Adopted Budget	
					\$	%
Revenues						
General Government	\$1,854,296	\$1,844,210	\$1,874,453	\$1,849,210	\$5,000	0.3%
Fine/Licenses	\$406,230	\$495,250	\$495,300	\$495,250	\$0	0.0%
Charges for Services	\$1,272,339	\$1,421,100	\$1,382,600	\$1,416,100	(\$5,000)	-0.4%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$293,047	\$502,500	\$515,000	\$511,500	\$9,000	1.8%
Appr. Fund Balance (a)	\$70,000	\$50,000	\$76,825	\$50,000	\$0	0.0%
County Tax Levy (Credit)	\$5,500,813	\$5,587,813	\$5,587,813	\$5,687,813	\$100,000	1.8%
Total Revenue Sources	\$9,396,725	\$9,900,873	\$9,931,991	\$10,009,873	\$109,000	1.1%
Expenditures						
Personnel Costs (b)	\$6,169,724	\$6,473,242	\$6,656,783	\$6,618,612	\$145,370	2.2%
Operating Expenses	\$1,515,348	\$1,779,876	\$1,739,651	\$1,730,829	(\$49,047)	-2.8%
Interdept. Charges	\$1,262,662	\$1,647,755	\$1,636,083	\$1,660,432	\$12,677	0.8%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$8,947,734	\$9,900,873	\$10,032,517	\$10,009,873	\$109,000	1.1%
Rev. Over (Under) Exp.	\$448,991	\$0	(\$100,526)	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	81.50	81.13	81.13	81.00	(0.13)
Extra Help	3.00	3.00	3.00	3.00	0.00
Overtime	0.21	0.21	0.21	0.21	0.00
Total FTEs	84.71	84.34	84.34	84.21	(0.13)

(a) Fund Balance Appropriation	2020 Actual	2021 Budget	2021 Est.	2022 Budget
Furniture and equipment replacement plan	\$20,000	\$0	\$0	\$0
Extra Help Scanning	\$50,000	\$50,000	\$50,000	\$50,000
Purchase Orders and Carryovers from the Prior Year	\$0	\$0	\$26,825	\$0
Total Fund Balance Appropriation:	\$70,000	\$50,000	\$76,825	\$50,000

(b) 2021 estimated personnel costs exceed the 2021 adopted budget due to a high number of retirement/separation payouts.

Major Departmental Strategic Plan Objectives

Health & Safety Pillar: Ensure the well-being of residentsObjective 1: Expand Functionality and Integration of Video Appearance Tools in Court Proceedings

Improve court and jail efficiency and overall security by reducing instances where defendants are physically transported from new secure courts addition jail areas and external facilities into courtrooms for appearances/hearings. Allow for legally appropriate and efficient remote appearances in court proceedings. Assess the functionality of various hardware-based and software-based video meeting tools to conduct virtual appearances with multiple remote parties, including case participants, witnesses, interpreters, various court requested service providers, and appointed counsel as appropriate.

Monitor and test updates for new features incorporated into the Zoom application and supported by the state Circuit Court Automation Program (CCAP) system. Assess and implement features that can benefit the courts system.

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

Performance Measure:	2017 Actual	2018 Actual	2019 Actual	*2020 Actual	*2021 YE Projection	2022 Target
Criminal/Traffic Division Video Conference Events	666	618	858	20,276	31,000	12,000
Civil Division Video Conference Events	4	12	18	1,598	2,500	950
Family Division Video Conference Events	0	4	6	4,129	6,000	2,500
Juvenile/Probate Division Video Conference Events	281	258	285	1,374	3,000	800
Total	951	892	1,167	27,377	42,500	16,250

*Video conference events are significantly higher than prior years due to increasing video conferences due to the COVID-19 pandemic.

Finance Pillar: Protect taxpayer investmentObjective 2: Assess Performance of Internal and External Account Collection Options

Establish a collaborative effort to improve delinquent collection processes and cost recovery total with the DOA-Collections team. Develop comparative review of current delinquent collection arrangement with options for change. These are two of the strategies utilized to position Courts to maximize both collection efficiency and recovery.

Courts 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:	2017 Actual	2018 Actual	2019 Actual	2020 Actual*	2021 YE Projection*	2022 Budget
Family GAL Fees Paid by the County at Case Disposition	\$154,737	\$86,777	\$120,279	\$204,555	\$192,000	\$205,000
County GAL Fees Recovered Post Case Disposition	\$150,040	\$121,391	\$102,080	\$88,960	\$110,000	\$145,000
Recovery thru COC	31%	23%	30%	28%	32%	35%
Recovery thru DOA-C	69%	77%	70%	72%	68%	65%
Net Funds Advanced by County	\$4,697	(\$34,614)	\$18,199	\$115,595	\$82,000	\$60,000

*The 2020 actuals and 2021 year-end projection of GAL expenditures and recoveries were significantly impacted by both the Supreme Court Rule increasing the required minimum appointment rate and the economic implications of the COVID-19 pandemic.

Quality Pillar: High standards of service excellence

Objective 3: Continue Transitioning to Fully Electronic Case Files in All Case Types and All Business Areas

Work with staff, judges, and management to determine what record retention and file destruction policies will work best for Waukesha County. Continue to implement quarterly scanning and auditing challenges to complete the Family Division project related to electronic retention of all cases. Hire and train additional temporary clerical staff to assist with the scanning and auditing of Family and Probate Division files.

Continued efforts in document imaging have been made 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 costs, and expand information sharing throughout the justice system.

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

Performance Measure:	2017 Actual	2018 Actual	2019 Actual	2020 Actual*	2021 YE Projections*	2022 Target
# of Criminal/Traffic Division Documents Scanned	99,930	69,252	44,062	35,419	40,000	50,000
# of Probate Division Documents Scanned	51,334	40,931	31,182	17,440	20,000	30,000
# of Civil/Small Claims Division Documents Scanned	41,096	32,917	26,100	14,554	13,000	15,000
# of Family Division Documents Scanned	74,924	89,847	181,164	42,389	75,000	100,000

*The 2020 actuals and 2021 year-end projection of document scanning were significantly lower than prior years due to limited in-office staff from the COVID-19 pandemic orders and bans.

Customer Service Pillar: High customer satisfaction

Objective 4: Solicit Input on Operations and Improvement from Customers and Business Partners

Enhance the Circuit Court’s website to provide a more robust experience for visitors by providing the information they are seeking through self-service tools and web applications while simultaneously reducing staff time dedicated to customer related activities and increasing access to Circuit Courts. Increase the number of online juror exit surveys. Modify the online voluntary juror exit survey to improve the program based on feedback.

Number of online juror exit surveys and website satisfaction surveys received.

Performance Measure:	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 YE Projection	2022 Target
Jury In-Person and Online Surveys Received	317	582	488	265	480	575
Summons, Brochure or Materials Provided						
Excellent/Good	100%	100%	100%	100%	90%	90%
Poor	0%	0%	0%	0%	10%	10%
Your Opinion Of Jury Services <i>Before</i> Serving?						
Excellent/Good	92%	89%	96%	100%	100%	90%
Poor	8%	11%	4%	0%	0%	10%
Your Opinion of Jury Services <i>After</i> Serving?						
Excellent/Good	99%	99%	99%	99%	90%	95%
Poor	1%	1%	1%	1%	10%	5%

General Fund

Circuit Court Services

Activities

Administration Division	2017 Actual	2018 Actual	2019 Actual	*2020 Actual	*2021 YE Est.
Gross Annual Department Receipts	\$20,868,061	\$19,520,687	\$16,937,939	\$15,711,530	\$15,831,076
Total Receipt Transactions	59,886	60,569	57,420	47,296	54,162
E-payment Receipt Transactions	18,707	20,476	20,108	17,440	19,402
Gross E-payments Receipts (included above)	\$2,503,520	\$2,780,902	\$2,811,532	\$2,418,123	\$2,714,170
Total Disbursement Transactions	3,125	3,161	2,870	2,486	2,866
Net Sales by Credit Card	\$2,126,562	\$2,065,748	\$2,104,139	\$1,695,242	\$2,120,932
YE Funds Held in Trust (invested)/Ct. Order	\$59,516	\$99,596	\$84,279	\$52,387	\$76,439
Network Users Supported	126	122	114	114	114
Workstations/Printers/Scanners**	290	333	334	348	348

Jury Program	2017 Actual	2018 Actual	2019 Actual	*2020 Actual	*2021 YE Est.
Total # of Jury Trials Started	81	84	59	30	100
Total Jury Days	149	151	114	80	220
Total Questionnaires Returned	10,607	9,449	8,413	8,377	11,000
Total Questionnaires Returned Online	7,488	6,858	6,209	5,758	7,700
% of Questionnaires Returned Online	71%	73%	74%	69%	70%

Criminal & Traffic Division	2017 Actual		2018 Actual		2019 Actual		*2020 Actual		*2021 YE Est.	
	Open	Disposed	Open	Disposed	Open	Disposed	Open	Disposed	Open	Disposed
Felony Cases	1,772	1,585	1,782	1,709	1,736	1,682	1,866	1,053	1,925	1,900
Misdemeanor Cases	2,319	2,238	2,579	2,377	2,676	2,450	2,371	1,471	2,500	2,600
Criminal Traffic Cases	1,636	1,682	1,462	1,508	1,290	1,239	1,082	860	1,250	1,400
Traffic Cases	9,031	9,438	7,511	7,766	7,260	7,442	7,554	7,305	6,900	7,200
Forfeiture Cases	725	787	637	665	716	756	706	673	700	725
TOTAL CASES	15,483	15,730	13,971	14,025	13,678	13,569	13,579	11,362	13,275	13,825
	2017 Actual		2018 Actual		2019 Actual		2020 Actual		2021 YE Est.	
C/T Jury Trials Started	57		62		41		26		70	
C/T Jury Days	94		104		70		70		151	

Family Division	2017 Actual		2018 Actual		2019 Actual		*2020 Actual		*2021 YE Est.	
	Open	Disposed	Open	Disposed	Open	Disposed	Open	Disposed	Open	Disposed
Divorce/Legal Separation Cases	1,157	1,157	1,139	1,150	1,138	1,128	910	1,006	1,000	950
Paternity Cases	373	399	359	390	369	383	273	257	275	225
Other Family Cases	422	437	365	360	315	334	241	217	250	200
TOTAL CASES	1,952	1,993	1,863	1,900	1,822	1,845	1,424	1,480	1,525	1,375
Post-Judgment Family Actions		2,421		2,288		2,285		1,869		1,900
Post-Judgment Paternity Actions		2,268		1,931		1,697		1,274		1,450
TOTAL		4,689		4,219		3,982		3,143		3,350

* 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.

** The vast majority of computer hardware utilized by Circuit Court Services is provided by the State. For 2022, replacement value of the State CCAP provided computer hardware, software and technology services is estimated to exceed \$414,040.

Civil Division	2017 Actual		2018 Actual		2019 Actual		*2020 Actual		*2021 YE Est.	
	Open	Disposed	Open	Disposed	Open	Disposed	Open	Disposed	Open	Disposed
Large Claim Foreclosures	355	557	406	409	331	370	141	188	70	110
Large Claim-All Other	1,910	2,135	1,924	1,925	1,927	1,952	1,670	1,676	1,875	1,700
Small Claim Contested	707	796	787	785	776	787	377	549	650	500
Small Claim Uncontested	5,239	5,278	5,892	5,892	5,040	5,040	3,657	3,657	3,300	3,300
TOTAL CASES	8,211	8,766	9,009	9,011	8,074	8,149	5,845	6,070	5,895	5,610
	2017 Actual		2018 Actual		2019 Actual		2020 Actual		2021 YE Est.	
Civil Jury Trials Started	21		18		15		2		25	
Civil Jury Days	51		43		38		5		60	

Family Court Services	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 YE Est.
Mediation Cases Opened	715	599	559	454	475
Custody/Visitation Studies Opened	112	136	121	125	130

Juvenile / Probate Division	2017 Actual		2018 Actual		2019 Actual		*2020 Actual		*2021 YE Est.	
	Open	Disposed	Open	Disposed	Open	Disposed	Open	Disposed	Open	Disposed
Delinquency/Juvenile Protection (JIPS)	233	269	247	272	176	259	129	142	108	170
Child in Need of Protection (CHIPS)	117	154	146	151	120	137	76	95	113	118
Termination of Parental Rights	48	35	56	59	61	53	56	59	51	48
Other Juvenile	272	260	275	279	246	245	221	224	274	271
Juvenile Ordinance Violations	78	72	50	50	47	47	50	74	43	53
Adult Commitments	824	811	781	781	649	667	576	588	581	597
Formal Estate Actions	33	67	27	31	37	38	52	36	26	43
Informal Estate Actions	502	406	539	449	481	490	524	436	708	547
Trusts	23	19	18	14	17	20	19	12	31	14
Guardianships	272	272	263	263	250	241	218	148	223	132
Adult Adoptions	17	15	35	31	20	23	16	14	22	14
Other Probate	79	69	86	75	102	110	82	111	154	108
TOTAL CASES	2,498	2,449	2,523	2,455	2,206	2,330	2,019	1,939	2,334	2,115
	2017 Actual		2018 Actual		2019 Actual		2020 Actual		2021 YE Est.	
Juvenile/Probate Jury Trials	3		4		3		2		5	
Juvenile/Probate Jury Days	4		4		6		5		9	

* 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.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	16.25	15.88	15.88	15.75	(0.13)
General Government	\$1,163,724	\$1,164,210	\$1,169,667	\$1,159,210	(\$5,000)
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$233,775	\$270,000	\$260,000	\$270,000	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$43,286	\$45,000	\$100,000	\$101,500	\$56,500
Appr. Fund Balance	\$20,000	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$105,915	\$127,403	\$127,403	\$131,540	\$4,137
Total Revenues	\$1,566,700	\$1,606,613	\$1,657,070	\$1,662,250	\$55,637
Personnel Costs	\$1,239,737	\$1,336,093	\$1,416,939	\$1,359,548	\$23,455
Operating Expenses	\$110,038	\$130,426	\$120,851	\$127,259	(\$3,167)
Interdept. Charges	\$167,470	\$140,094	\$140,422	\$175,443	\$35,349
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,517,245	\$1,606,613	\$1,678,212	\$1,662,250	\$55,637
Rev. Over (Under) Exp.	\$49,455	\$0	(\$21,142)	\$0	\$0

Program Highlights

General government revenues, which decrease \$5,000, consist of state payments to support circuit court operations at the county level. These revenues consist of a Circuit Court Support Grant which increases \$5,000 from the 2021 budget due to the 2021-2023 biennial budget bill, 2021 Wisconsin Act 58, that increased funding for local assistance payments in the biennium to support that addition of eight new circuit court branches. General government revenues also include a payment to partially offset county expenses for statutorily required foreign language interpreters contracted for use in the circuit court which decreases \$10,000 from the 2021 budget. Revenue from bail forfeitures and various statutory clerk fees found in charges for services totals \$270,000, which remains the same as the 2021 budget.

Other revenue consists of interest earnings on the Clerk of Courts business account, which has been increased back to pre-pandemic levels (by \$55,000). The federal American Rescue Plan Act (ARPA) provides funding to replace revenue lost since the pandemic began. Interest earnings are expected to remain low and will likely finish below budget in 2022, but ARPA funds will be allocated to this program on an actual basis to the degree that it is needed to prevent the General Fund from having unfavorable results overall.

Personnel costs increase \$23,500 to nearly \$1.36 million for 15.75 FTE which includes an unfund of 0.13 FTE court reporter position. Temporary non-sworn civilian bailiffs (temporary extra help) account for 0.75 FTE to support the jury program. Due to the pandemic, the department was unable to retain a number of civilian bailiffs, which required the department to utilize the services of the Waukesha County Sheriff's Department at the average bailiff cost per hour. In an effort to retain and recruit civilian bailiffs and reduce the temporary utilization of sworn deputies, a decision was made to do an equity adjustment, reflecting a higher salary to align the hourly rate with current market value.

Operating expenses decrease by \$3,200, which is a reduction in contracted services for the courtroom audio/visual technology support. With the transition of eight courtrooms to the new secure courts addition, the audio/visual technology support services are included in the capital project under a new contract, complete with new equipment. The need to support the existing courtrooms will lessen with the availability of additional, remaining equipment following the transition.

Interdepartmental charges increase by \$35,300, which reflects the Risk Management allocations for liability insurance based on a historical loss over a five-year period.

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.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	20.06	20.06	20.06	20.06	0.00
General Government	\$8,594	\$0	\$0	\$0	\$0
Fine/Licenses	\$372,510	\$465,000	\$460,000	\$465,000	\$0
Charges for Services	\$422,586	\$440,100	\$435,100	\$440,100	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$64,474	\$90,000	\$85,000	\$80,000	(\$10,000)
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$1,611,185	\$1,619,470	\$1,619,470	\$1,636,719	\$17,249
Total Revenues	\$2,479,349	\$2,614,570	\$2,599,570	\$2,621,819	\$7,249
Personnel Costs	\$1,351,063	\$1,356,967	\$1,393,301	\$1,421,302	\$64,335
Operating Expenses	\$425,135	\$489,800	\$491,450	\$444,095	(\$45,705)
Interdept. Charges	\$552,316	\$767,803	\$766,053	\$756,422	(\$11,381)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$2,328,514	\$2,614,570	\$2,650,804	\$2,621,819	\$7,249
Rev. Over (Under) Exp.	\$150,835	\$0	(\$51,234)	\$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 stagnant. Therefore, these revenues remain flat from the 2021 budgeted amount. Other revenues derived from non-delinquent cost recovery and from delinquent collection of costs from court-appointed counsel decrease by \$10,000 because the recoveries including individuals to pay have been significantly impacted by both the Supreme Court rule increasing the court-appointed counsel rates and the economic implications of the COVID-19 pandemic.

Personnel costs increase \$64,300 to \$1.42 million for the cost to continue of 20.06 FTE. This includes a transfer of an administrative specialist to the Juvenile/Probate division and refund of a senior administrative specialist.

Operating expenses decrease \$45,700 due to court-appointed attorney fees being redistributed appropriately amongst the correct divisions. Office supplies were reduced \$2,500 due to the resumption of the traffic calendar in-person versus the current paper process caused by the COVID-19 pandemic. Transcription services were also reduced \$2,000 due to the decreased trend for this service and the transition into the new secure courts addition, which will allow for parties to purchase an audio recording as an alternative to a transcript.

Interdepartmental charges decrease by \$11,400 that mainly reflects a modification in anticipated internal charges for delinquent collection services. This is also due to a continued focus on the records retention which has led to further reduction of interdepartmental expenditures. As a direct result of completion of scanning efforts and responsible review of off-site records leading to a small number of boxes being stored off-site, this cost has greatly decreased.

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.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	14.04	14.04	14.04	14.04	0.00
General Government	\$475,326	\$480,000	\$503,402	\$485,000	\$5,000
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$30,388	\$59,500	\$56,000	\$59,500	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$63,793	\$150,000	\$110,000	\$150,000	\$0
Appr. Fund Balance	\$25,000	\$25,000	\$38,412	\$25,000	\$0
County Tax Levy (Credit)	\$693,589	\$714,267	\$714,267	\$776,680	\$62,413
Total Revenues	\$1,288,096	\$1,428,767	\$1,422,081	\$1,496,180	\$67,413
Personnel Costs	\$879,287	\$962,569	\$923,836	\$946,399	(\$16,170)
Operating Expenses	\$229,986	\$149,650	\$153,150	\$236,225	\$86,575
Interdept. Charges	\$221,361	\$316,548	\$313,798	\$313,556	(\$2,992)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,330,634	\$1,428,767	\$1,390,784	\$1,496,180	\$67,413
Rev. Over (Under) Exp.	(\$42,538)	\$0	\$31,297	\$0	\$0

Program Highlights

Family Division revenues, excluding tax levy, increase by \$5,000. This increase is attributed to the 2021-2023 biennial budget bill, 2021 Wisconsin Act 58, that increased funding for local assistance payments in the biennium to support the addition of eight new circuit court branches. The state and federal IV-D program funding has remained steady for 2022. Fund balance in the amount of \$25,000 is still being utilized to assist with the continued efforts towards the completion of the scanning project.

Personnel costs decrease by \$16,200 to \$946,400 for 14.04 FTE which is due to benefit selection changes by staff.

Operating expenses increase \$86,600 due to Guardian Ad Litem fees being redistributed appropriately amongst the correct divisions. Furthermore, the Supreme Court rule increasing the court-appointed counsel rates and the economic implications of the COVID-19 pandemic attributed to additional expenses in order to fulfill the compensation guidelines.

Interdepartmental charges decrease by \$3,000 which mainly reflects a modification in anticipated internal charges for delinquent collection services.

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.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	14.07	14.07	14.07	13.07	(1.00)
General Government	\$1,410	\$0	\$0	\$0	\$0
Fine/Licenses	\$280	\$250	\$300	\$250	\$0
Charges for Services	\$115,032	\$160,000	\$160,000	\$160,000	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$25,000	\$25,000	\$38,413	\$0	(\$25,000)
County Tax Levy (Credit)	\$1,054,498	\$1,068,682	\$1,068,682	\$1,051,432	(\$17,250)
Total Revenues	\$1,196,220	\$1,253,932	\$1,267,395	\$1,211,682	(\$42,250)
Personnel Costs	\$827,582	\$912,981	\$911,516	\$878,739	(\$34,242)
Operating Expenses	\$43,330	\$88,300	\$84,300	\$83,775	(\$4,525)
Interdept. Charges	\$191,200	\$252,651	\$252,401	\$249,168	(\$3,483)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,062,112	\$1,253,932	\$1,248,217	\$1,211,682	(\$42,250)
Rev. Over (Under) Exp.	\$134,108	\$0	\$19,178	\$0	\$0

Program Highlights

Civil Division revenues, excluding tax levy and fund balance, remain at the same level as the 2021 budget. The appropriated fund balance of \$25,000 to assist departmental efforts with completion of the scanning project has been reallocated to the Juvenile/Probate Division.

Personnel costs decrease by \$34,200 to \$878,700 for 13.07 FTE. This is partially due to 1.00 FTE extra help transferred to the Juvenile/Probate Division to assist in efforts to electronically image probate documents/records and case files. This is also due to benefit selection changes by staff.

Operating expenses decrease by \$4,500 to \$83,800 due to the continued focus on utilization of available technology, remote appearances, and electronic-based processes.

Interdepartmental charges decrease by \$3,500, which mainly reflects a modification in anticipated internal charges for delinquent collection services.

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.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	11.04	11.04	11.04	12.04	1.00
General Government	\$157,069	\$155,000	\$155,000	\$160,000	\$5,000
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$224,166	\$230,000	\$225,000	\$230,000	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$121,494	\$217,500	\$220,000	\$180,000	(\$37,500)
Appr. Fund Balance	\$0	\$0	\$0	\$25,000	\$25,000
County Tax Levy (Credit)	\$1,222,876	\$1,216,432	\$1,216,432	\$1,204,687	(\$11,745)
Total Revenues	\$1,725,605	\$1,818,932	\$1,816,432	\$1,799,687	(\$19,245)
Personnel Costs	\$730,441	\$764,067	\$784,990	\$825,058	\$60,991
Operating Expenses	\$696,714	\$896,800	\$864,500	\$816,675	(\$80,125)
Interdept. Charges	\$120,386	\$158,065	\$151,615	\$157,954	(\$111)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,547,541	\$1,818,932	\$1,801,105	\$1,799,687	(\$19,245)
Rev. Over (Under) Exp.	\$178,064	\$0	\$15,327	\$0	\$0

Program Highlights

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. General government revenues increases \$5,000 attributed to the 2021-2023 biennial budget bill, 2021 Wisconsin Act 58, that increased funding for local assistance payments in the biennium to support the addition of eight new circuit court branches. Other revenue decreases \$37,500 because the recoveries including individuals to pay have been significantly impacted by both the impact of the Supreme Court rule increasing Guardian Ad Litem rates and the economic implications of the COVID-19 pandemic. Fund balance in the amount of \$25,000 is allocated to this division to assist with the continued efforts towards the completion of the scanning project.

Personnel costs are budgeted to increase by \$61,000 to \$825,100 for 12.04 FTE, which includes the cost to continue and benefit selection as well as a transfer in of 1.00 FTE extra help from the Civil Division. This position was reassigned from the Civil Division to assist with continued efforts to electronically image probate documents/records and case files. This also includes a transfer in of 1.00 FTE administrative specialist from the Criminal and Traffic Division and an unfunding of 1.00 FTE administrative assistant.

Operating expenses decrease by \$80,100. Following the Supreme Court ruling, the judiciary has been conscientious of potential liability to the county based on decisions made relating to recovery efforts.

Interdepartmental charges declined by \$100 which mainly reflects a modification in anticipated internal charges for delinquent collection services.

Family Court Services

Program Description

The Family Court Services office provides services to the Circuit Court under sec. 767.405 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>	2020	2021	2022
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.			
	2020	2021	2022
Study Fees	\$2,000	\$2,000	\$2,000

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	5.25	5.25	5.25	5.25	0.00
General Government	\$0	\$0	\$1,384	\$0	\$0
Fine/Licenses	\$33,440	\$30,000	\$35,000	\$30,000	\$0
Charges for Services	\$246,392	\$261,500	\$246,500	\$256,500	(\$5,000)
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$220,130	\$235,630	\$235,630	\$263,700	\$28,070
Total Revenues	\$499,962	\$527,130	\$518,514	\$550,200	\$23,070
Personnel Costs	\$486,492	\$504,119	\$512,926	\$531,430	\$27,311
Operating Expenses	\$8,115	\$15,600	\$15,600	\$14,450	(\$1,150)
Interdept. Charges	\$5,512	\$7,411	\$6,711	\$4,320	(\$3,091)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$500,119	\$527,130	\$535,237	\$550,200	\$23,070
Rev. Over (Under) Exp.	(\$157)	\$0	(\$16,723)	\$0	\$0

Program Highlights

Family Court Services Division revenues, excluding tax levy, are budgeted at \$286,500. 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. The reduction of \$5,000 is solely attributed to the downward trend of court-ordered mediation.

Personnel costs increase by \$27,300 to \$531,400 for 5.25 FTE. This includes 0.25 FTE extra help, which serves as a temporary resource to assist in balancing out workload fluctuations. The overall increases in the personnel budget are attributed to cost to continue and benefit selection changes by staff.

Operating expenses decrease \$1,200 which is due to a reduction in travel expenses from using technology for training (in-person vs. virtual).

Interdepartmental charges declined by \$3,100 which mainly reflects a modification in anticipated internal charges for delinquent collection services.

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.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	4.00	4.00	4.00	4.00	0.00
General Government	\$48,173	\$45,000	\$45,000	\$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)	\$592,620	\$605,929	\$605,929	\$623,055	\$17,126
Total Revenues	\$640,793	\$650,929	\$650,929	\$668,055	\$17,126
Personnel Costs	\$655,122	\$636,446	\$713,275	\$656,136	\$19,690
Operating Expenses	\$2,030	\$9,300	\$9,800	\$8,350	(\$950)
Interdept. Charges	\$4,417	\$5,183	\$5,083	\$3,569	(\$1,614)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$661,569	\$650,929	\$728,158	\$668,055	\$17,126
Rev. Over (Under) Exp.	(\$20,776)	\$0	(\$77,229)	\$0	\$0

Program Highlights

Court Commissioner Division revenues, excluding tax levy, are budgeted at \$45,000. This is unchanged from the 2021 budget. This revenue is derived from a shared allocation of funds received for program services related to the state and federal IV-D program. This program establishes paternity and is responsible for child support enforcement services.

Personnel costs increase by \$19,700 to \$656,100 for 4.00 FTE which is due to the cost to continue and benefit selection changes by staff.

Operating expenses decrease by \$1,000 due to various adjustments made related to membership-dues, mileage reimbursement, travel costs, and tuition and registration.

Interdepartmental charges decrease by \$1,600 which is due to allocated telecommunications and copier charges.

American Rescue Plan Act: Addressing Courts Backlog

Fund Purpose

In March of 2021, the federal government approved legislation authorizing and funding the American Rescue Plan Act (ARPA) allocating \$350 billion of direct aid to state and local governments through the Coronavirus State and Local Fiscal Recovery Funds (CSLFRF) program. Waukesha County's CSLFRF allocation is \$78.5 million and allows for program costs to be spent or obligated by December 31, 2024 and completed by December 31, 2026. Permissible uses of the grant funding include supporting public health; responding to negative economic impacts from the public health emergency; providing premium pay for essential workers; investing in water, sewer, and broadband infrastructure; and supporting general county government services and infrastructure by offsetting revenue loss due to the pandemic.

The County Board approved the creation of a new "Special Purpose Grant Fund," (herein, referred to as the ARPA Fund) to allow the county to more readily manage and report on project progress and grant spending. The county will budget for specific items in this special revenue fund on a project basis, with budget authority controlled at the bottom-line expenditure level, similar to the Capital Project Fund.

There will be instances when it is more appropriate to account for ARPA funding elsewhere in the budget and not in this fund, which includes (1) reimbursement for eligible staff time that was already included in departmental operating budgets, (2) application of funds to offset "revenue loss," (mentioned above) and (3) funding for eligible projects in the Capital Project Fund. All ARPA funds will be tracked using a unique revenue account. All planned uses of ARPA-CSLFRF can be found on pages 478-479.

Note: This fund is being used to account only for ARPA-CSLFRF grant funds. The American Rescue Plan Act allocates additional funding for specific purposes (e.g., Emergency Rental Assistance), in addition to the CSLFRF, which will be accounted for in departmental budgets.

Financial Summary	2020 Actual	2021 Adopted Budget	2021 Estimate	2022 Budget	Change From 2021 Adopted Budget	
					\$	%
Revenues						
ARPA FUNDING	\$0	\$0	\$77,743	\$491,799	\$491,799	N/A
NON-ARPA FUNDING						
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$2,550	\$2,550	N/A
Charges for Services	\$0	\$0	\$0	\$87,450	\$87,450	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	\$0	\$0	\$77,743	\$581,799	\$581,799	N/A
Expenditures						
Personnel Costs	\$0	\$0	\$57,385	\$342,074	\$342,074	N/A
Operating Expenses	\$0	\$0	\$2,000	\$76,950	\$76,950	N/A
Interdept. Charges	\$0	\$0	\$18,358	\$162,775	\$162,775	N/A
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$0	\$0	\$77,743	\$581,799	\$581,799	N/A
Rev. Over (Under) Exp.	\$0	\$0	\$0	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	0.00	0.00	0.59	3.50	3.50
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	0.59	3.50	3.50

American Rescue Plan Act: Addressing Courts Backlog (cont.)

Program Highlights

American Rescue Plan Act (ARPA) funds from the Coronavirus State and Local Fiscal Recovery Funds (CSLFRF) program of \$491,800 are being utilized to assist the Waukesha Circuit Court Services with addressing the temporary criminal case backlog caused by the COVID-19 pandemic. A Circuit Court Judge is being reallocated to the Criminal & Traffic Division for this purpose. The ARPA-CSLFRF program is available to address any negative economic harm from the pandemic, which the U.S. Treasury Department has defined to include addressing criminal court case backlogs.

Charges for services and fines and licenses of \$90,000 are derived from bail forfeitures and various statutory clerk fees.

Personnel costs are budgeted at \$342,100 for 3.50 FTE sunset positions created through enrolled ordinance 176-67. These sunset positions will be reduced or eliminated when the court backlog is eliminated or funding is reduced or eliminated, but no later than December 31, 2023. These positions include 1.00 FTE administrative specialist, 2 regular part-time court commissioners (to be budgeted at 1.00 FTE in total), 0.50 FTE fiscal specialist, and 1.00 FTE senior administrative specialist. The purpose of these positions is to support an additional Circuit Court Judge and the criminal court case backlog.

Operating expenses are budgeted at \$77,000, which includes jury costs, court ordered evaluations, and professional outside counsel.

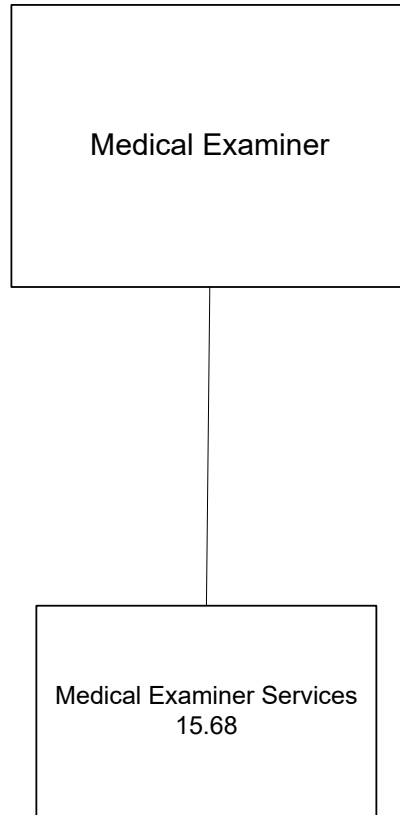
Interdepartmental charges are budgeted at \$162,800. These charges mainly reflect the need to provide an additional 1.00 FTE deputy sheriff from the Sheriff's Department for courtroom security and the transportation of inmates from various facilities throughout the state for disposition or evidentiary purposes. Other interdepartmental charges include End User Technology Fund and postage charges.

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Medical Examiner

MEDICAL EXAMINER'S OFFICE

FUNCTION / PROGRAM CHART



15.68 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

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	2020	2021	2021	2022	Change From 2021	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
Revenues						
General Government	\$17,298	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$642,354	\$591,825	\$650,975	\$662,955	\$71,130	12.0%
Charges for Services	\$417,880	\$437,239	\$430,730	\$437,109	(\$130)	0.0%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$0	\$0	\$0	\$0	\$0	N/A
Appr. Fund Balance	\$25,000	\$0	\$0	\$0	\$0	N/A
County Tax Levy (Credit)	\$1,060,610	\$1,129,955	\$1,129,955	\$1,188,955	\$59,000	5.2%
Total Revenue Sources	\$2,163,142	\$2,159,019	\$2,211,660	\$2,289,019	\$130,000	6.0%
Expenditures						
Personnel Costs	\$1,711,290	\$1,794,950	\$1,763,581	\$1,863,872	\$68,922	3.8%
Operating Expenses (a)	\$239,919	\$219,275	\$261,729	\$291,926	\$72,651	33.1%
Interdept. Charges	\$122,848	\$144,794	\$144,148	\$133,221	(\$11,573)	-8.0%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$2,074,057	\$2,159,019	\$2,169,458	\$2,289,019	\$130,000	6.0%
Rev. Over (Under) Exp.	\$89,085	\$0	\$42,202	\$0	\$0	N/A
Position Summary (FTE)						
Regular Positions	14.50	14.50	14.50	14.50	0.00	
Extra Help	0.28	0.25	0.25	0.72	0.47	
Overtime	0.50	0.46	0.46	0.46	0.00	
Total FTEs	15.28	15.21	15.21	15.68	0.47	

(a) 2021 estimated operating expenses exceed the 2021 adopted budget due to the department experiencing a high caseload.

Major Departmental Strategic Plan Objectives

Health & Safety Pillar: Ensure the well-being of residentsObjective 1: Identification of All Cases that Fall Under the Jurisdiction of the Medical Examiner's Office.

Performance Measure: Investigate 35% - 45% of deaths in Waukesha County.

	2019 Actual	2020 Actual	2021 Estimate	2022 Target
Percent of Deaths Investigated	41%	41%	42%	42%

Objective 2: Examination of All Decedents who Die of Unnatural Causes.

Performance Measure: All deaths due to homicide, suicide, and accident are examined and documented.

	2019 Actual	2020 Actual	2021 Estimate	2022 Target
Percent of Exams Done on Unnatural Deaths	99%	96%	96%	100%

Team Pillar: Best professionals serving the public in the best wayObjective 3: External Case Reviews with Community Stakeholders Focused on Preventable Deaths.

Performance Measure: Participating in child fatality, elder care, and motor vehicle death review programs.

	2019 Actual	2020 Actual	2021 Estimate	2022 Target
Cases Reviewed/Death Certificates Signed	64%	60%	60%	50%
Unnatural Cases Reviewed/All Unnatural Deaths	69%	64%	65%	60%

Customer Service Pillar: High customer satisfactionObjective 4: Provide Quality Customer Service to Decedent Families, Law Enforcement, Healthcare Facilities, and Funeral Homes.

Performance Measures:

- (a) Release decedent within 36 hours of funeral home assignment
- (b) Respond to scenes within 75 minutes of notification

	2020 Actual	2021 Target	2021 Estimate	2022 Target
Decedent Release within 36 Hours of Funeral Home Assignment	92%	95%	95%	95%
Response to Scenes within 75 minutes of Notification	87%	85%	89%	90%

Quality Pillar: High standards of service excellenceObjective 5: Improve and Maintain Skills to Provide Community with Quality Medical Examiner Services.

Performance Measures: All staff members attend training annually.

	2019 Actual	2020 Actual	2021 Target	2021 Estimate	2022 Target
Staff Training Participation	78%	93%	75%	75%	100%

Medical Examiner Services

Medical Examiner Major Fees	2020	2021	2022	% Change '21-'22
Cremation Permit Fee (each)	\$255	\$260	\$265	1.9%
Death Certificate Signing Fee (each)	\$83	\$84	\$85	1.2%
Disinterment Permit Fee (each)	\$65	\$65	\$65	0%
Body Storage in the Morgue (per day after 1 st day)	\$50	\$50	\$50	0%

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

Fines and licenses revenue is budgeted to increase \$71,100 to \$663,000, which is due to a cremation fee increase of \$5 to \$265, or 2%, and an increase of 225 permits from the 2021 budget.

Charges for services revenue is budgeted to decrease by about \$100, which is mainly related to tissue recovery revenue, due to a budgeted decrease in volume of recoveries, despite a 2% rate increase. This is partially offset by an increase in the annual contract amount for medical examiner services to Washington County, based on prior year costs and anticipated 2022 case volume.

Personnel costs increase \$68,900, or 3.8%, to about \$1.86 million. This includes the cost to continue of the regular 14.50 FTE staff and a reclassification of a deputy medical examiner supervisor to a medical examiner operations supervisor. This also includes a temporary extra help increase from 0.25 FTE to 0.72 FTE as case volume increases require additional staffing.

Operating expenses are budgeted to increase \$72,700, or 33.1%, which is mainly due to increasing medical services and medical supplies to manage the larger caseload and increased costs of medical testing.

Interdepartmental charges are budgeted to decrease by about \$11,600, or 8.0%, mainly due to a decrease in vehicle maintenance charges.

Medical Examiner Services (cont.)

Activity - Workload Data	2013	2014	2015	2016	2017	2018	2019	2020	2021 Budget	2021 Estimate	2022 Budget
Autopsies-Waukesha Co.	216	229	201	188	249	251	245	282	253	295	274
External Exams-Waukesha Co. (a)	181	185	203	204	203	205	210	246	214	168	208
Partner Autopsies	101	118	162	194	191	180	187	105	90	101	103
Partner Exams (b)	-	-	105	124	121	146	145	70	84	98	95
Total	498	532	671	710	764	782	787	703	641	662	680

Activity - Workload Data	2013	2014	2015	2016	2017	2018	2019	2020	2021 Budget	2021 Estimate	2022 Budget
Non-Scene Cases Investigated	989	1,032	1,000	962	972	962	986	1,320	1,015	1,169	1,158
Scene Cases Investigated	371	366	375	380	432	490	427	364	430	360	362
Scene/Phone Cases Investigated (c)	-	-	-	-	-	-	-	186	-	221	204
Cremation Permits Issued (d)	1,727	1,860	1,856	1,970	2,054	2,230	2,250	2,625	2,275	2,520	2,573

(a) 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).

(b) Partner Exams line added in 2015. Not all of these exams are done at the Waukesha facility.

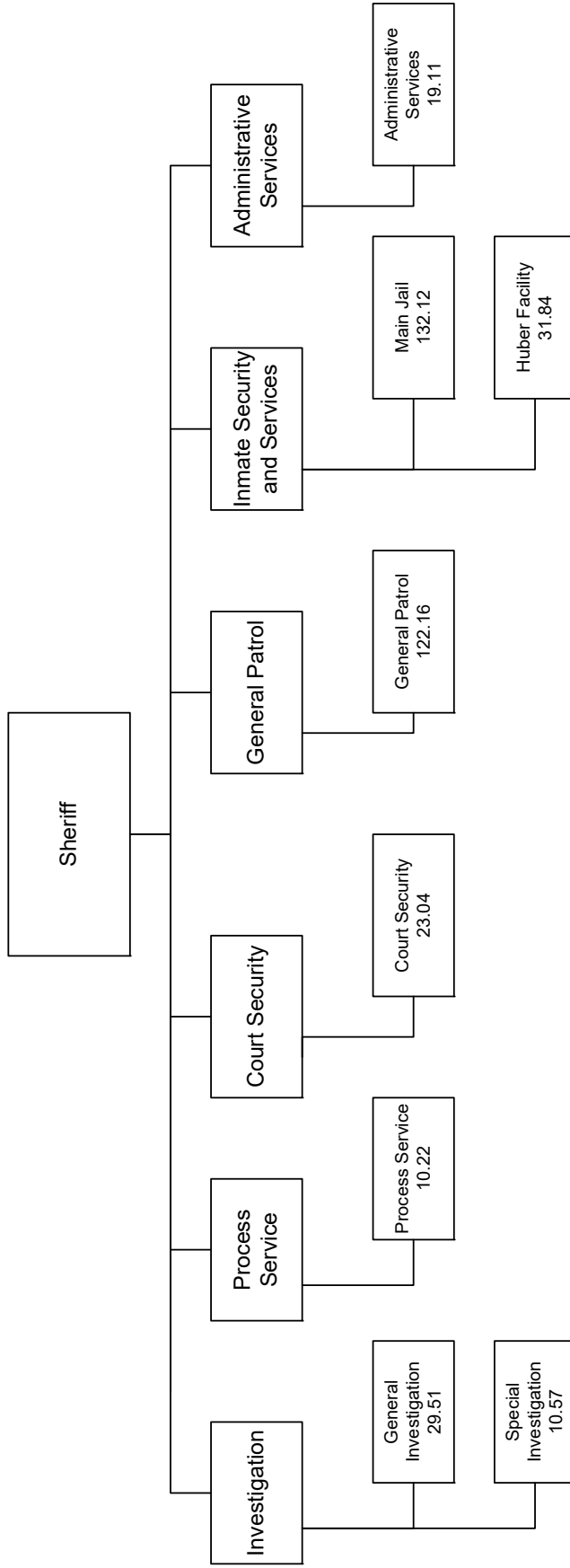
(c) Scene/Phone cases added in 2020. These represent home deaths with no in-person response.

(d) Cremation activity above reflects actual permits issued. Cremation revenue varies slightly due to mandated fee waivers.

Sheriff

SHERIFF'S DEPARTMENT

FUNCTION / PROGRAM CHART



378.57 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	2020 Actual	2021		2022 Budget	Change From 2021 Adopted Budget	
		Adopted Budget	2021 Estimate		\$	%
Revenues						
General Government	\$1,060,729	\$427,370	\$778,109	\$399,934	(\$27,436)	-6.4%
Fine/Licenses	-\$92	\$3,500	\$3,500	\$3,500	\$0	0.0%
Charges for Services	\$8,743,094	\$9,443,445	\$9,757,201	\$9,709,031	\$265,586	2.8%
Interdepartmental (a)	\$1,211,263	\$1,614,000	\$1,555,444	\$1,728,903	\$114,903	7.1%
Other Revenue	\$1,524,464	\$1,667,237	\$1,877,080	\$1,957,766	\$290,529	17.4%
Appr. Fund Balance (b)	\$1,118,773	\$703,861	\$980,583	\$683,592	(\$20,269)	-2.9%
County Tax Levy (Credit)	\$29,531,481	\$30,131,481	\$30,131,481	\$30,956,481	\$825,000	2.7%
Total Revenue Sources	\$43,189,712	\$43,990,894	\$45,083,398	\$45,439,207	\$1,448,313	3.3%
Expenditures						
Personnel Costs (c)	\$34,598,133	\$34,741,378	\$35,301,300	\$35,697,808	\$956,430	2.8%
Operating Expenses (d)	\$4,165,155	\$5,002,489	\$5,269,135	\$5,313,936	\$311,447	6.2%
Interdept. Charges	\$3,900,966	\$4,145,227	\$4,125,390	\$4,279,763	\$134,536	3.2%
Fixed Assets (d)	\$189,674	\$101,800	\$381,663	\$147,700	\$45,900	45.1%
Total Expenditures	\$42,853,928	\$43,990,894	\$45,077,488	\$45,439,207	\$1,448,313	3.3%
Rev. Over (Under) Exp.	\$335,784	\$0	\$5,910	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	360.50	359.00	360.17	362.50	3.50
Extra Help	4.83	4.65	4.65	4.65	0.00
Overtime	11.61	11.62	11.62	11.42	(0.20)
Total FTEs*	376.94	375.27	376.44	378.57	3.30

* 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	2020 Actual	2021 Budget	2021 Est.	2022 Budget
Carryovers, encumbrances, contingency fund transfers and ordinances	\$219,934	\$0	\$276,722	\$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	\$160,249	\$154,304	\$154,304	\$161,752
Annual bulletproof vests replacement program	\$10,000	\$10,000	\$10,000	\$10,000
Correctional Officer Positions	\$306,000	\$118,842	\$118,842	\$0
Jail assessment fee revenues received in prior years used to fund the jail equipment replacement program (\$125,000), inmate medical (\$80,600 in 2022), and electronic security check system (\$75,000).	\$235,000	\$231,000	\$231,000	\$280,600
General Fund Balance used to fund the non-corrections equipment replacement program (\$145,840) and for inmate medical costs (\$25,400 in 2022).	\$127,590	\$129,715	\$129,715	\$171,240
Prior year donations for replacement of a motorcycle	\$0	\$0	\$0	\$0
Potential variations in the new jail medical contract	\$60,000	\$60,000	\$60,000	\$60,000
Total Fund Balance Appropriation:	\$1,118,773	\$703,861	\$980,583	\$683,592

- (c) The 2021 Estimate exceeds the 2021 Adopted Budget due to higher than anticipated overtime costs.
- (d) The 2021 Estimate exceeds the 2021 Adopted Budget due to carry forward and encumbrance expenditure authority from the 2020 budget modifying the 2021 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:	2020 Actual (a)	2021 Target	2021 Estimate	2022 Projection
Violent Crime	51.7	65	65	65
Burglary/Larceny	294.6	350	350	350

(a) The 2020 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 (2020 Statistics)

	Brown County	Dane County	Racine County	Eau Claire County	Kenosha County	Waukesha County
Violent Crimes	62.3	140	84.7	69.3	141.8	51.7
Property Crimes	661.1	911.3	372.7	762.8	796.4	294.6

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:	2020-2021 School Year	2021 Target	2021 Estimate	2022 Projection
SRO student contacts*	5,664	6,000	6,000	6,000

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

Objective 3: Internal Study Regarding the Implementation of a Fully Functional Body Worn Camera Program

Conduct an internal study regarding the implementation of a fully functional body worn camera program for sworn staff in the Sheriff's Office. Make recommendations for necessary operational changes, new policies and staffing needs associated with the program. Determine all up front and ongoing costs including positions that may be required to operate the program. Evaluate funding options for implementing and maintaining this program, including grants or other non-county funds to help offset program costs.

Objective 4: Jail Efficiency

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

Objective 5: 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.

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

Performance Measure:	2020 Actual	2021 Target	2021 Estimate	2022 Projection
Amount of time dedicated to case development on Internet Crimes Against Children (ICAC)	1,325	1,000	1,200	1,500
Number of individuals arrested due to enforcement efforts	9	10	7	8

Objective 6: 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:	2020 Actual	2021 Target	2021 Estimate	2022 Projection
Buy money spent on case development	\$55,740	\$87,286	\$75,000	\$77,286
# of Defendants	93	175	120	150
# of Felony Charges	185	300	350	325
Controlled Substances Seized/Purchased				
Marijuana	33,698 grams	12,000 grams	30,000 grams	25,000 grams
Heroin/Fentanyl	52 grams	175 grams	50 grams	100 grams
Cocaine	521 grams	400 grams	400 grams	400 grams
Methamphetamine	116 grams	100 grams	20 grams	100 grams

Objective 7: 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:	2020 Actual	2021 Target	2021 Estimate	2022 Projection
Assaults between inmates – Actual	19	20	30	25
Assaults on Corrections Staff – Actual	9	5	3	5

Objective 8: 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:	2020 Actual (a)	2021 Target	2021 Estimate	2022 Projection
Number of Jail Days Saved	44	249	196	196
Value in \$ of service to the county (8 hours/day, 3 to 5 days/week at \$11.42/hr)	\$2,284	\$22,750	\$17,906	\$17,906

(a) 2020 Actuals were impacted by the COVID-19 pandemic due to the Huber facility closing for part of the year and a significantly lower population than normal.

Note: In May 2011, an ordinance was approved by the Waukesha County Board allowing inmates to work a day off their sentence by working 8 hours. The number of hours available for this program is decreasing as Huber inmates are becoming employed.

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

Proj. #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of 21	Estimated Operating Impact	A=Annual T=One-Time
202206	Jail Security Audio Upgrade	2024	\$450,000	0%	Minimal	T

Jail Equipment Replacement Plan

Program Description

The 2022 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 2022 funding.

<u>Category</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
Office Equipment	\$10,500	\$11,300	\$10,500
Medical Equipment	\$11,400	\$9,000	\$500
Inmate Area Equipment	\$13,000	\$13,000	\$13,000
Laundry Equipment	\$200	\$26,000	\$0
Maintenance Items	\$37,700	\$15,200	\$15,350
Kitchen Equipment	\$19,000	\$19,000	\$42,600
Security Equipment	\$33,200	\$53,600	\$43,000
Total	\$125,000	\$147,100	\$124,950

Non-Corrections Equipment Replacement Plan

Program Description

The 2022 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 \$133,333 of reserved General Fund balance generated from prior year seized funds revenue and \$145,840 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>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Drone Equipment	\$2,018	\$2,518	\$2,518	\$37,468	\$2,518
Investigative Equipment	\$32,465	\$16,215	\$16,415	\$21,984	\$10,015
Patrol Equipment	\$182,190	\$200,565	\$206,512	\$177,938	\$89,410
Medical Equipment	\$0	\$12,400	\$12,400	\$13,400	\$12,400
Public Safety Equipment	\$5,700	\$5,000	\$0	\$1,850	\$0
Tactical Equipment	\$56,800	\$34,825	\$118,425	\$26,400	\$12,200
Total	\$279,173	\$271,523	\$356,270	\$279,040	\$126,543

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	\$133,333	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.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	11.23	10.25	10.25	10.22	(0.03)
General Government	\$14,202	\$3,818	\$3,818	\$3,818	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$130,822	\$245,000	\$176,037	\$230,000	(\$15,000)
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$3,000	\$5,700	\$5,700	\$5,700	\$0
County Tax Levy (Credit)	\$742,715	\$752,748	\$752,748	\$761,251	\$8,503
Total Revenues	\$890,739	\$1,007,266	\$938,303	\$1,000,769	(\$6,497)
Personnel Costs	\$639,110	\$811,153	\$618,481	\$794,824	(\$16,329)
Operating Expenses	\$12,941	\$19,439	\$18,501	\$19,505	\$66
Interdept. Charges	\$164,417	\$171,674	\$171,377	\$181,440	\$9,766
Fixed Assets	\$0	\$5,000	\$0	\$5,000	\$0
Total Expenditures	\$816,468	\$1,007,266	\$808,359	\$1,000,769	(\$6,497)
Rev. Over (Under) Exp.	\$74,271	\$0	\$129,944	\$0	\$0

Program Highlights

General government revenue is from the state of Wisconsin's reimbursement for deputy training. Charges for services revenue decreases by \$15,000 to \$230,000 due to past revenue experience for process and warrant service. County tax levy is increasing by \$8,500 due to revenue reduction noted above.

Personnel expenses of \$794,800 decrease by \$16,300 due to employee benefit selections, partially offset by cost to continue increases for 10.22 FTE. The department is budgeting \$24,300 for 470 hours of overtime. Operating expenses increase slightly by about \$100 to \$19,500 due to a projected increase in software maintenance costs and small equipment rental. The increase is offset by projected decreases in cellular phone lines and finance charges. Interdepartmental charges allocated to this program increase by \$9,800 primarily due to \$7,600 of higher risk management expenses due to claims experience.

Activity	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Warrants Entered	3,429	3,800	3,500	3,500	(300)
Warrants Disposed	3,834	3,800	3,800	3,800	0

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.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	23.04	22.09	22.26	23.04	0.95
General Government	\$26,257	\$0	\$7,383	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$802,175	\$993,000	\$1,056,592	\$1,100,903	\$107,903
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$1,176,460	\$1,169,697	\$1,169,697	\$1,257,542	\$87,845
Total Revenues	\$2,004,892	\$2,162,697	\$2,233,672	\$2,358,445	\$195,748
Personnel Costs	\$1,800,524	\$2,162,697	\$2,330,125	\$2,358,445	\$195,748
Operating Expenses	\$0	\$0	\$0	\$0	\$0
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,800,524	\$2,162,697	\$2,330,125	\$2,358,445	\$195,748
Rev. Over (Under) Exp.	\$204,368	\$0	(\$96,453)	\$0	\$0

Program Highlights

Interdepartmental revenue is budgeted at \$1,100,900 due to anticipated security needs by Circuit Court Services. County tax levy for this division increases by \$87,800 due to personnel cost increases noted below.

Personnel costs increase by \$195,700 to \$2.3 million. The increase is due to the addition of 1.00 FTE sunset deputy sheriff position for a temporary additional criminal court to reduce court backlog cases, as well as the cost to continue salaries and benefits for existing staff. Personnel costs also include 2.79 FTE temporary extra help costing \$92,000 to provide court security screeners. The department is budgeting \$42,700 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	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Bailiff Hours	14,417	19,000	19,000	19,000	0
Average Bailiff Cost per Hour	\$51.06	\$52.19	\$52.19	\$52.76	\$0.57

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.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	29.54	29.54	29.54	29.51	(0.03)
General Government	\$59,471	\$54,320	\$59,320	\$54,320	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$200,850	\$257,229	\$253,423	\$261,938	\$4,709
Interdepartmental	\$125,933	\$128,000	\$126,963	\$135,000	\$7,000
Other Revenue	\$46,088	\$61,000	\$57,520	\$63,000	\$2,000
Appr. Fund Balance	\$10,915	\$13,015	\$49,305	\$32,465	\$19,450
County Tax Levy (Credit)	\$3,361,917	\$3,364,523	\$3,364,523	\$3,402,093	\$37,570
Total Revenues	\$3,805,174	\$3,878,087	\$3,911,054	\$3,948,816	\$70,729
Personnel Costs	\$3,190,179	\$3,245,440	\$3,463,371	\$3,273,126	\$27,686
Operating Expenses	\$106,975	\$108,127	\$120,037	\$117,399	\$9,272
Interdept. Charges	\$487,801	\$524,520	\$510,050	\$538,291	\$13,771
Fixed Assets	\$0	\$0	\$30,290	\$20,000	\$20,000
Total Expenditures	\$3,784,955	\$3,878,087	\$4,123,748	\$3,948,816	\$70,729
Rev. Over (Under) Exp.	\$20,219	\$0	(\$212,694)	\$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 \$63,000 is funding received through restitution payments and donated funds. General Fund balance of \$32,500 is budgeted to fund the sworn equipment replacement program. County tax levy for this program area increases by \$37,600.

Personnel costs of nearly \$3.3 million increase by \$27,700 for the cost to continue for existing staff. This cost is partially offset by decreased costs due to employee benefit elections. The department is budgeting \$63,600 for 1,055 hours of overtime coverage. Operating expenditures increase by \$9,300 to \$117,400. This increase is mainly due to an increase in projected purchases for forensic software maintenance. Interdepartmental charges increase by \$13,800 mainly due to increases in risk management charges and information technology charges, partially offset by decreases in copier replacement and computer replacement charges.

Activity	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Investigations Assigned	1,010	1,000	1,000	1,200	200
Len Bias Homicide Cases*	5	10	10	10	0
Hours dedicated to cyber crime taskforce	400	1,000	500	500	(500)

*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.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	10.73	10.57	10.57	10.57	0.00
General Government	\$242,610	\$211,509	\$261,729	\$202,019	(\$9,490)
Fine/Licenses	(\$342)	\$3,000	\$3,000	\$3,000	\$0
Charges for Services	\$99,073	\$102,772	\$102,772	\$104,141	\$1,369
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$17,763	\$25,000	\$22,530	\$25,000	\$0
Appr. Fund Balance	\$19,774	\$18,419	\$18,419	\$18,419	\$0
County Tax Levy (Credit)	\$1,280,540	\$1,260,351	\$1,260,351	\$1,361,236	\$100,885
Total Revenues	\$1,659,418	\$1,621,051	\$1,668,801	\$1,713,815	\$92,764
Personnel Costs	\$1,101,522	\$1,187,817	\$1,074,702	\$1,263,056	\$75,239
Operating Expenses	\$167,685	\$183,750	\$182,532	\$190,071	\$6,321
Interdept. Charges	\$257,870	\$244,484	\$232,479	\$255,688	\$11,204
Fixed Assets	\$27,626	\$5,000	\$0	\$5,000	\$0
Total Expenditures	\$1,554,703	\$1,621,051	\$1,489,713	\$1,713,815	\$92,764
Rev. Over (Under) Exp.	\$104,715	\$0	\$179,088	\$0	\$0

Program Highlights

General government revenues of \$202,000 consist of \$89,500 in Federal Byrne Grant funding, which is the 2021 actual award level received, \$83,300 in High Intensity Drug Trafficking revenue (HIDTA), \$15,000 in Anti Heroin Task Force (AHTF) funding, \$3,000 in Cops Anti-Methamphetamine Program (CAMP) funding, \$10,000 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. 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 increases by \$100,900.

Personnel costs of nearly \$1.3 million increase by \$75,200 due to increased employee benefit selections and for cost to continue for existing staff. Personnel costs also include 0.86 FTE temporary extra help costing \$30,600 to provide clerical assistance to the staff working in the division. Special Investigations is budgeting \$89,400 for overtime. This overtime amount budgeted includes \$25,100 of overtime and benefits associated with work done with HIDTA.

Operating expenses of \$190,100 increase by \$6,300 due to an increase in telephone lines and service and an increase in software maintenance of \$8,700 related to HIDTA. These expenses are partially offset by a decrease in office equipment repairs and maintenance for HIDTA. Interdepartmental charges increase by \$11,200 to \$255,700 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	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Cases Investigated	166	200	160	170	-30
Felony Counts Referred	185	300	350	325	25

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, village of Waukesha, village of Merton, village of Sussex and village of Vernon. 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.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	119.27	122.25	122.25	122.16	(0.09)
General Government	\$278,502	\$136,283	\$207,691	\$118,337	(\$17,946)
Fine/Licenses	\$250	\$500	\$500	\$500	\$0
Charges for Services	\$5,651,642	\$5,993,534	\$6,199,472	\$6,285,075	\$291,541
Interdepartmental	\$283,155	\$493,000	\$371,889	\$493,000	\$0
Other Revenue	\$3,935	\$33,900	\$8,000	\$34,400	\$500
Appr. Fund Balance	\$373,427	\$255,385	\$369,119	\$261,008	\$5,623
County Tax Levy (Credit)	\$8,224,599	\$8,604,153	\$8,604,153	\$8,453,309	(\$150,844)
Total Revenues	\$14,815,510	\$15,516,755	\$15,760,824	\$15,645,629	\$128,874
Personnel Costs	\$12,642,154	\$12,558,024	\$12,181,002	\$12,593,103	\$35,079
Operating Expenses	\$606,753	\$683,922	\$834,037	\$745,936	\$62,014
Interdept. Charges	\$2,040,800	\$2,207,509	\$2,211,893	\$2,276,790	\$69,281
Fixed Assets	\$112,585	\$67,300	\$135,922	\$29,800	(\$37,500)
Total Expenditures	\$15,402,292	\$15,516,755	\$15,362,854	\$15,645,629	\$128,874
Rev. Over (Under) Exp.	(\$586,782)	\$0	\$397,970	\$0	\$0

Program Highlights

General government revenue amounts to \$118,300 which includes \$90,000 for the State Highway Safety grant, \$14,900 in reimbursement from the state for training, and \$13,400 for snowmobile and boat patrol reimbursement. Charges for services revenue increases by \$291,500 to nearly \$6.3 million. The department is budgeting to receive a total of \$261,100 in School Resource Officer (SRO) revenue from Arrowhead, Sussex Hamilton, and Kettle Moraine school districts. This is an increase of \$6,300 from the 2021 budgeted level. The DARE program revenue is budgeted at \$16,000 for full cost recovery of service to five schools contracting for service in the 2021-2022 school year including: Richmond, Stone Bank, North Lake, Lake Country, and St. Anthony's. The department is also budgeting an increase of \$282,000 for municipal patrol contract and overtime revenue based on the decision of the village of Vernon to begin contractual services in 2021. With this additional contract, 2022 total contract revenue is budgeted at \$6,298,700. Interdepartmental revenue remains the same as the 2021 adopted budget level due to the Circuit Court Services decision on the amount to budget for transportation. Fund balance of \$261,000 includes \$251,000 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 decreases by \$150,800 due to additional contract revenue generated by the village of Vernon municipal patrol contract.

Personnel costs increase by \$35,100 for salaries and employee benefit costs. This includes the addition of 1.00 FTE deputy sheriff position for the village of Vernon contract, offset by unfunding 1.00 FTE deputy sheriff position. The department is budgeting \$598,000 in overtime to pay for 11,530 hours equivalent to 5.52 FTEs. Operating expenditures increase \$62,000 due to increases in equipment purchases mostly related to the equipment replacement plan, increased software expenses, increased medical supplies, and an increase in cell phone charges. Interdepartmental charges increase by \$69,300 mainly due to increases in risk management charges and information technology charges. The department is budgeting a total of \$29,800 in fixed assets for equipment replacement.

Activity	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Citations	3,838	4,000	3,600	3,800	(200)
D.A.R.E Students	178	184	184	184	0
Conveyance Hours	2,299	2,800	2,000	2,800	0
Transport Hours	2,008	5,000	4,000	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.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	132.14	130.62	130.62	132.12	1.50
General Government	\$355,474	\$20,960	\$237,688	\$20,960	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$2,348,123	\$2,031,216	\$2,475,732	\$2,039,980	\$8,764
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$1,382,778	\$1,421,437	\$1,720,903	\$1,770,766	\$349,329
Appr. Fund Balance	\$701,187	\$398,342	\$512,826	\$362,900	(\$35,442)
County Tax Levy (Credit)	\$10,688,084	\$10,921,441	\$10,921,441	\$11,418,963	\$497,522
Total Revenues	\$15,475,646	\$14,793,396	\$15,868,590	\$15,613,569	\$820,173
Personnel Costs	\$10,772,793	\$10,558,589	\$10,835,156	\$10,974,082	\$415,493
Operating Expenses	\$3,083,238	\$3,596,146	\$3,827,053	\$3,917,937	\$321,791
Interdept. Charges	\$590,419	\$614,161	\$615,066	\$633,650	\$19,489
Fixed Assets	\$49,463	\$24,500	\$215,451	\$87,900	\$63,400
Total Expenditures	\$14,495,913	\$14,793,396	\$15,492,726	\$15,613,569	\$820,173
Rev. Over (Under) Exp.	\$979,733	\$0	\$375,864	\$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 \$8,800 to \$2,040,000 due to an increase in federal inmate revenues, partially offset by a decrease in probation and parole holds, and extended supervision sanction holds. The Sheriff's Department is budgeting for 34 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 the same as the 2021 adopted budget. Other revenue is increasing by \$349,300 due to a projected increase in inmate pay phone commission and due to moving commissary revenue from the Huber program to the jail program. Appropriated fund balance of \$362,900 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 \$121,900 for the jail equipment replacement plan, \$106,000 for inmate medical expenses, and \$75,000 for an electronic security check system. County tax levy for this program area increases by \$497,500.

Personnel costs of nearly \$11 million increase by \$415,500 due to the addition of 3.00 FTE correctional officer positions for the 17-year-old juvenile program, as well as the cost to continue salary and benefits for existing staff. The department is budgeting \$271,100 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 \$321,800 to \$3.9 million. This increase is largely due to projected increases in ordered commissary, as well as the addition of commissary expenses from the Huber budget due to new vendor billing practices. Additional increases are projected in security equipment, inmate medical costs, and inmate food costs. The department is budgeting \$683,500 for inmate food, \$780,000 for inmate commissary, and \$2 million for inmate medical. Interdepartmental charges are increasing by \$19,500 to \$633,700 mainly due to increases in information technology costs and risk management costs. The department is also budgeting \$87,900 in the fixed asset appropriation unit for replacement of jail equipment of \$12,900, and for the replacement of the jail's electronic security check system for \$75,000. In total, the department is budgeting \$121,900 in the jail program for equipment replacement based on equipment replacement needs.

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.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	31.85	31.84	31.84	31.84	0.00
General Government	\$40,002	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$301,759	\$801,194	\$539,167	\$775,397	(\$25,797)
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$35,575	\$115,300	\$55,887	\$55,000	(\$60,300)
Appr. Fund Balance	\$9,270	\$11,500	\$23,714	\$3,100	(\$8,400)
County Tax Levy (Credit)	\$2,201,817	\$2,227,173	\$2,227,173	\$2,329,234	\$102,061
Total Revenues	\$2,588,423	\$3,155,167	\$2,845,941	\$3,162,731	\$7,564
Personnel Costs	\$2,811,495	\$2,707,607	\$3,185,881	\$2,793,103	\$85,496
Operating Expenses	\$127,213	\$313,109	\$202,993	\$229,952	(\$83,157)
Interdept. Charges	\$128,026	\$134,451	\$135,636	\$139,676	\$5,225
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$3,066,734	\$3,155,167	\$3,524,510	\$3,162,731	\$7,564
Rev. Over (Under) Exp.	(\$478,311)	\$0	(\$678,569)	\$0	\$0

Program Highlights

Charges for services revenue decreases by \$25,800 for 2022 to \$775,400. This revenue source is largely composed of the daily charge for Huber inmates. The charge for the 2022 budget is \$24.00 per day, which is the 2021 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 2022 Huber board revenue is budgeted at \$773,900 as the department is anticipating collecting the day rate from 92.75 inmates. Commissary revenues related to Huber are not being allocated to this budget but instead are budgeted in the Inmate Security/Services-Jail program, resulting in an other revenue decrease of \$60,300 to \$55,000. Jail Assessment Fund balance of \$3,100 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 \$102,100.

Personnel costs increase by \$85,500 to support cost to continue expenses for 31.84 FTE staff. The department is budgeting \$74,100 for 1,764 hours of overtime.

Operating expenses decrease by \$83,200 to \$230,000 mainly due to a decrease in commissary expenses which are being allocated to the Inmate Security/Services-Jail program. Equipment purchases and equipment rental necessary are also projected to decrease. Interdepartmental charges are budgeted to increase by \$5,200 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.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	19.14	18.11	19.11	19.11	1.00
General Government	\$44,211	\$480	\$480	\$480	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$10,825	\$12,500	\$10,598	\$12,500	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$38,325	\$10,600	\$12,240	\$9,600	(\$1,000)
Appr. Fund Balance	\$1,200	\$1,500	\$1,500	\$0	(\$1,500)
County Tax Levy (Credit)	\$1,855,349	\$1,831,395	\$1,831,395	\$1,972,853	\$141,458
Total Revenues	\$1,949,910	\$1,856,475	\$1,856,213	\$1,995,433	\$138,958
Personnel Costs	\$1,640,356	\$1,510,051	\$1,612,582	\$1,648,069	\$138,018
Operating Expenses	\$60,350	\$97,996	\$83,982	\$93,136	(\$4,860)
Interdept. Charges	\$231,633	\$248,428	\$248,889	\$254,228	\$5,800
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,932,339	\$1,856,475	\$1,945,453	\$1,995,433	\$138,958
Rev. Over (Under) Exp.	\$17,571	\$0	(\$89,240)	\$0	\$0

Program Highlights

Charges for services revenue remains the same for 2022. Other revenue decreases by \$1,000 due to a decrease in towing revenue. General Fund balance decreases by \$1,500 due to purchases associated with the equipment replacement plan. Tax levy for this program increases by \$141,500 due to personnel changes noted below.

Personnel costs increase by \$138,000 due to the cost to continue for existing staff and to fill a 1.00 FTE programs and projects analyst position which was previously unfunded. Temporary extra help is budgeted at \$28,700 for 1.00 FTE staff for department shuttle drivers. The department is budgeting \$7,200 for approximately 234 hours of overtime.

Operating expenses decrease by \$4,900 due to fluctuations in projected expenditures to \$93,100. Operating expenses include office supplies of \$30,000, equipment/supplies and maintenance costs of \$26,400, training costs of \$11,900, subscriptions/memberships of \$3,900, and service costs of \$21,000. Interdepartmental charges increase \$5,800 to \$254,200.

Activity	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Accident Reports	1,918	2,400	1,800	2,000	-400
Incident Reports	4,749	4,500	4,600	4,600	100

General Fund

Sheriff

Program

Activity	2020	2021	2021	2022	Budget	
	Actual	Budget	Estimate	Budget	Change	
Main Jail						
Jail Bookings	5,255	8,400	7,500	8,400	-	
Federal Inmate Days	13,789	12,125	12,500	12,410	285	
Other Inmate Days	106,480	134,000	120,000	134,000	-	
Average Daily Population	329	400	380	400	-	
Billable Probation/Parole Days	6,288	7,000	6,500	7,000	-	
Billable Extended Supervision Sanct.	3,543	7,400	6,500	7,000	(400)	
Huber Facility						
Total Huber Inmate Days	21,281	47,450	35,770	47,450	-	
Avg Huber Daily Population-Housed	58	125	98	125	-	
Avg Electronic Homebound	1	5	1	3	(2)	
Meals Served for Jail and Huber facilities*	453,279	603,000	535,000	602,000	(1,000)	
Fee Schedule						
Correction Fees				2021	2022	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)				\$ 18.64	\$ 19.00	\$ 0.36
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).

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Health & Human Services

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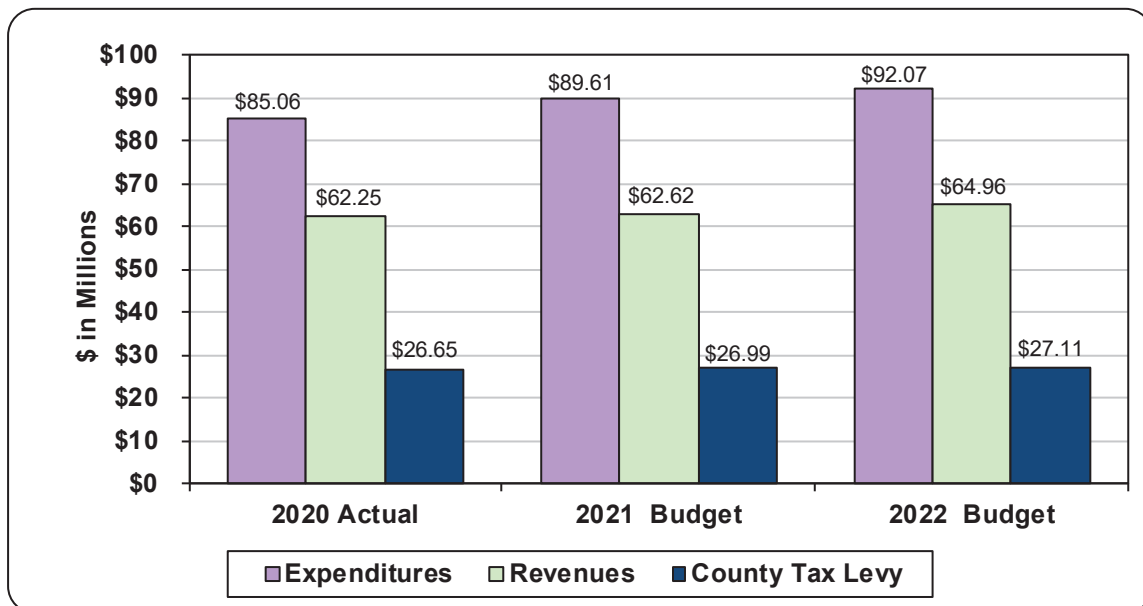
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HEALTH AND HUMAN SERVICES

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) Children and Family Services and Adolescent and Family Services** 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 2022 expenditure budget for this functional area totals \$92,066,000 an increase of \$2,453,800 or 2.7% from the 2021 Budget. Budgeted revenues include \$922,200 of fund balance appropriations. Revenues budgeted in this functional area total \$64,958,400, an increase of \$2,337,500 or 3.7% from the 2021 budget. The tax levy necessary to fund this functional area totals \$27,107,500, an increase of \$116,300 from the 2021 budget. Tax levy in this functional area is about 23.9% of the total county tax levy.

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

Functional Area Summary by Agency

	2020 Actual	2021	2021 Estimate	2022 Budget	Change from 2021 Adopted Budget	
		Adopted Budget			\$	%
* TOTAL HEALTH & HUMAN SERVICES*						
Revenues (a)	\$62,250,016	\$62,620,909	\$66,838,292	\$64,958,433	\$2,337,524	3.7%
County Tax Levy	\$26,649,713	\$26,991,220	\$26,991,220	\$27,107,529	\$116,309	0.4%
Expenditure	\$85,059,667	\$89,612,129	\$93,335,168	\$92,065,962	\$2,453,833	2.7%
Rev. Over (Under) Exp.	\$3,840,062	\$0	\$494,344	\$0	\$0	N/A

BREAKDOWN BY AGENCY

CORPORATION COUNSEL-CHILD SUPPORT

Revenues	\$2,424,944	\$2,477,541	\$2,480,777	\$2,511,397	\$33,856	1.4%
County Tax Levy	\$385,735	\$409,814	\$409,814	\$409,814	\$0	0.0%
Expenditure	\$2,644,137	\$2,887,355	\$2,850,675	\$2,921,211	\$33,856	1.2%
Rev. Over (Under) Exp.	\$166,542	\$0	\$39,916	\$0	\$0	N/A

HEALTH & HUMAN SERVICES

Revenues (a)	\$59,825,072	\$60,143,368	\$64,357,515	\$62,447,036	\$2,303,668	3.8%
County Tax Levy	\$26,263,978	\$26,581,406	\$26,581,406	\$26,697,715	\$116,309	0.4%
Expenditure	\$82,415,530	\$86,724,774	\$90,484,493	\$89,144,751	\$2,419,977	2.8%
Rev. Over (Under) Exp.	\$3,673,520	\$0	\$454,428	\$0	\$0	N/A

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

HHS Programs	HHS Fund balance appropriation	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Administrative Services	Avatar Nx Project	\$0	\$0	\$0	\$215,000
Administrative Services	Dept.-wide Initiatives for Alternative Placement Services	\$50,000	\$50,000	\$50,000	\$50,000
Administrative Services	17 Year Olds Charged as Adults Returning to Juvenile System	\$0	\$250,000	\$0	\$0
Children & Family: In-home Safety/Out of Home Placement Svcs.	Dept.-wide Initiatives for Alternative Placement Services	\$150,000	\$150,000	\$150,000	\$0
Mental Health Center	One-time Building Projects and Equipment Replacements	\$97,391	\$113,000	\$113,000	\$90,000
Criminal Justice Collaborating Council	Q4 2020 Drug Court gap in grant funding	\$46,000	\$0	\$0	\$0
Criminal Justice Collaborating Council	Judicial Training Activities	\$10,000	\$10,000	\$10,000	\$0
Veterans' Services	Donations for Veteran Services	\$0	\$8,467	\$8,467	\$0
ADRC-Community Services	One-time Equipment Purchases for Senior Dining	\$7,700	\$7,700	\$7,700	\$7,700
Adolescent Family Services ;Juvenile Services	CCS positions which will receive settlement starting in second year	\$0	\$0	\$0	\$266,530
Clinical Services	CCS positions which will receive settlement starting in second year	\$0	\$0	\$0	\$134,000
Criminal Justice Collaborating Council	CJCC Diversion program gap funding	\$0	\$0	\$0	\$158,959
Public Health	Public Health Covid-19 funding	\$0	\$0	\$0	\$0
Department Wide	Purchase Orders and Carryovers from the Prior Year	\$121,965	\$0	\$74,516	\$0
TOTAL HHS FUND BALANCE APPROPRIATION		\$483,056	\$589,167	\$413,683	\$922,189
Corporation Counsel	Purchase Orders and Carryovers from the Prior Year	\$829	\$0	\$0	\$0
TOTAL FUND BALANCE APPROPRIATION		\$483,885	\$589,167	\$413,683	\$922,189

HEALTH AND HUMAN SERVICES

Functional Area Budget Highlights

Significant program and funding changes to the 2022 Budget include the following:

- The **Health and Human Services** budget for Community Aids revenue for Health & Human Services (HHS) programming increases \$17,900 to \$13,234,500 in 2022. This is the Department's primary source of discretionary intergovernmental revenue funding.

In 2022, the Health and Human Services divisions are reorganized. The Intake and Shared Services division, which was the "front door" of assessments is moved to the Children and Family and the Adolescent and Family Services divisions to create ownership and continuity of care. The Business Applications and Support positions and related operating expenses are moving from HHS Administrative Services Division to the Department of Administration- End User Technology Division but will be funded by HHS through interdepartmental charges. This transfer will facilitate collaboration among IT professional staff across the county and promote county-wide efficiency in addressing technology issues across departments.

- **HHS - Administrative Services Division** personnel costs decrease by approximately \$840,000 to \$5,462,900. This decrease is mostly due the transfer out of 2.00 FTE administrative specialist positions to the ADRC-General Fund and the transfer out of 9.00 FTE business application support IT personnel to the Department of Administration (DOA) – End User Technology Fund to facilitate collaboration among IT professional staff across the county and promote county-wide efficiency in addressing technology issues across departments. The positions transferred to DOA are estimated to cost \$1,065,300 and include 1.00 FTE business applications support administrator, 1.00 FTE senior IT professional, 2.00 FTE principal IT professionals, 1.00 FTE IT technician, and 4.00 FTE IT analysts. (The transfer also includes reclassifications of 1.00 FTE IT technician to IT analyst and 4.00 FTE IT analysts to senior IT professionals to more appropriately place staff based on work tasks assigned.) Operating and interdepartmental expenses related to the staff transition are also budgeted in DOA-EUTF totaling \$33,300. To support this transfer, HHS is budgeting \$1,098,600 as an additional Information Technology cross charge. These transfers of personnel are partially offset by the creation of a 1.00 FTE public communication specialist, an increase temporary extra help by 0.92 FTE, and an increase in overtime by 0.11 FTE. During 2021 the department abolished a 1.00 FTE office services coordinator and created a 1.00 senior financial analyst (enrolled ordinance 176-9).

General Fund balance use of \$265,000 is budgeted, including \$215,000 for a one-time security upgrade to the electronic medical record system and \$50,000 to offset higher alternate care costs in the overall HHS budget, which is being phased down over multiple years.

- **HHS – Intake and Shared Services Program** - The \$4,365,900 of expense and revenues that were budgeted in 2021 in the Intake and Shared Services Division have been transferred to the Adolescent and Family division and the Children and Family divisions as part of a reorganization to more closely align children and juvenile services within these respective areas.
- **HHS - Economic Services Administration and Support Program** general government revenues decrease by \$214,700 to \$3,690,200. This is primarily due to the pass-through contracted expense and related revenue for the state's Wisconsin Home Energy Assistance Program (WHEAP) will be transitioned from the county effective October 1, 2021. This results in a decrease of \$321,100 in both revenue and in operating expenses, as it was a pass-through funding source. The state's WHEAP program provides assistance for heating costs, electric costs and energy crisis situations.
- **HHS - Children and Family Services In-Home Safety/Out of Home Placement Services Program** General government revenues increase by \$1,131,200 to \$2,968,600, primarily due to the divisional reorganization and the addition of three units from the former Intake Division to this program. Revenues that are transferring into this division include \$260,400 of the Child and Families allocation, \$95,200 of Safe and Stable Families grant revenue, \$18,000 in Day Care Certification revenue, and \$732,600 in Kinship grant revenues for services and assessment duties. In addition, there is an increase of \$25,000 in Targeted Safety Support Services program based on trend.

Personnel costs are budgeted to increase by \$2,093,300. This is mostly due to the addition of 20.00 FTE from the divisional reorganization, as well as a newly created 1.00 FTE position for a health and human services coordinator. Operating expenses are budgeted to increase by \$1,254,100 to \$4,414,200. This is also primarily due to the divisional reorganization, which added \$1,064,200 in operating expenses that was previously in the Intake and Shared Services division. Out of Home care expenses increase \$209,900, which consists of an increase to foster care expense of \$242,200 and an increase to subsidized guardianship of \$50,000, offset by a decrease to group homes of \$21,100, and a decrease to residential care center expense of \$61,200.

HEALTH AND HUMAN SERVICES

Functional Area Budget Highlights

- **HHS – Children with Special Needs Unit (Includes Birth to Three Program)** – This program area budgets additional resources to help meet the state-mandated elimination of the waitlist for participation in the Children’s Long-Term Support (CLTS) program. In order to promote stability in services provided and counter staffing turnover, the budget includes 4.00 FTE additional social worker positions (3.00 FTE newly created and 1.00 FTE transferred from the Adolescent and Family Services Division), estimated to cost \$346,100 and additional contracted case management staffing of \$966,500. This higher service capacity is funded with a projected increase in federal CLTS revenue of \$965,900 and an additional \$403,800 of tax levy allocated to this program area.
- **HHS - Children with Long-Term Needs - Third Party Administrator** – The pass-through general government revenues and expenses increase \$387,800 to \$6.5 million based on projected spending.
- **HHS – Adolescent and Family Services state Child and Families** general government revenues are budgeted to increase by \$244,600 to \$3,961,600 due to an increase in the Youth Aids allocation. Personnel costs are budgeted to decrease by about \$459,800 to \$2,608,400, primarily due to the transfer out of 5.00 FTE social workers to the Youth Intensive Services program, offset by cost to continue for the remaining 26.00 FTE staff. Operating expenses are budgeted to increase by \$255,400 to \$2,237,500. Contracted services increase about \$132,700, for alternatives to sanctions which includes expanded usage of electronic monitoring, respite, additional in-home therapy, and more community based support. Expenses for juvenile correctional placements increase by \$93,600 based on a substantial rate increase from the Wisconsin Department of Corrections. Overall, out of home care expenses, which include residential care centers, child group homes, and foster care, have been increased by \$27,400 overall in the 2022 budget based on projected utilization.
- **HHS - Juvenile Detention Services (previously Juvenile Center)** The Juvenile Center will be ceasing secure detention at the Juvenile Center in 2021, and HHS will rely on a contracted solution with other counties to provide secure detention services (enrolled ordinance 176-45). This results in the abolishment of 8.50 FTE in this program. A 1.00 FTE juvenile center coordinator is reclassified to a human services supervisor, and a 1.00 FTE social worker and 1.00 FTE human services support specialist (in the youth intensive program below), which will be funded with CCS funding going forward are created to continue the monitoring and coordination of care for juveniles. Along with a net decrease in temporary extra help offset by an increase in overtime for after hours, personnel costs decrease \$557,000 net of reimbursement revenue. Operating expenses related to this initiative are budgeted to increase \$100,700, mostly due to \$128,600 in daily rate charges from other counties, partially offset by a decrease in other operating expenses (e.g., food) that will not be needed due to the ceasing of secure detention services at this facility. Interdepartmental charges decrease \$3,400, mostly due to a decrease in end user computer charges of \$39,300 offset by an increase of \$28,800 in Sheriff charges for transporting male juveniles between other counties’ secure detention facilities and Waukesha County Juvenile Court. Revenues budgeted for secure detention services decrease \$10,000, largely due to the loss of fees charged to other counties for holding their juveniles at the Juvenile Center. Overall, this initiative is estimated to save the county approximately \$450,000 annually.

This program also includes the transfer in of 5.00 FTE social workers and 2.00 FTE human services supervisors due to the dissolution of the Intake and Shared Services division. General government revenues increase by \$314,900 due to a relocation of Child and Families Allocation funding from the Children and Family Division.

- **HHS – Youth Intensive Services** – HHS will initiate this new program in 2022 to expand mental health and substance use treatment services to adolescents. Total program costs are estimated at \$1.25 million, and include 11.00 FTE positions, including 5.00 FTE social workers transferred in from the Adolescent and Family Services program, 2.00 FTE clinical therapist transferred in from the Clinical Services Division, and the creation of 4.00 FTE new positions: 1.00 FTE human services coordinator, 1.00 FTE human services support specialist, 1.00 FTE senior mental health counselor, and 1.00 FTE social worker. Support will also be provided through contracted third-party agencies, budgeted at \$180,000. This program will be mostly funded with federal Medicaid revenues through the state’s Comprehensive Community Services (CCS) program. For new programs such as this, Medicaid only provides limited reimbursement in the first year, so the department is strategically using \$266,500 in one-time General Fund balance use until full reimbursement can be achieved in 2023. This fund balance use will also be recouped through state funding provided through the Wisconsin Medicaid Cost Reporting (WIMCR) cost settlement process.
- **HHS - Aging & Disability Resource Center (ADRC) General Fund - Adult Protective Services (APS)** other revenue of \$22,500 is eliminated. Waukesha County is no longer a protective payee for APS clients served by this program and no longer receives Social Security reimbursements for clients. APS no longer provides this service as the clients have transitioned to federally funded long-term care programs. Personnel costs are budgeted to increase approximately \$56,100 to about \$964,300 due to cost to continue the 9.63 FTEs and the addition of 1.00 FTE social worker position. The increases are offset by the reduction of 0.38 FTE for extra help social worker positions.

HEALTH AND HUMAN SERVICES

Functional Area Budget Highlights

- **The HHS - Aging & Disability Resource Center (ADRC) General Fund - Community Services** - General government revenues are budgeted to increase \$466,100 to \$3,269,500. This is primarily due to \$489,700 in new specific purpose directed American Rescue Plan Act (ARPA) funding. The Grant increases which include the ARPA funding include increases for home delivered meals of \$171,900 (of which \$131K is the ARPA increase) for enhanced nutrition support for home delivered meal participants; \$110,100 for congregate meals (ARPA increase is \$118K) for alternate models to include restaurant dining and choice options supportive services, \$105,200 for increased in-home services for personal care (ARPA increase is \$152K), \$62,500 for Family Caregiver Support for increased respite services, which includes Day Care funding assistance (ARPA increase is \$81K), and \$7,700 for Health Promotion for additional evidence based prevention programs (ARPA increase is \$7.7K).

Personnel costs increase about \$327,700 to \$1,594,800. Increases include the cost-to-continue of the existing 15.84 FTE staff and the transfer in of 2.00 FTE administrative specialist from the Administrative Services Division, the transfer in of a 1.00 FTE volunteer program specialist from the Intake/Shared Services Division, the creation of a 1.00 FTE community health educator that is offset by the elimination of a 0.60 FTE extra help – community health educator, the creation of a 0.75 FTE human services support specialist that is offset by the elimination of a 0.44 FTE extra help – technical intern, the transfer in of 0.48 FTE senior ADRC specialist from the ADRC Contract Fund and the addition of a 0.35 FTE extra help – semi skilled employee.

- **HHS - Mental Health Outpatient-Clinical** expenditures increase \$673,100 or 6.4% to \$11.12 million primarily due to personnel costs increasing \$506,900 consisting of the transfer in of 1.00 FTE psychiatrist from the Mental Health Center, a net decrease in funded clinical therapist positions by 2.25 FTE, the creation of a 1.00 FTE human services supervisor, an increase of 1.40 FTE for extra help; and a decrease in overtime hours. During 2021, a 1.00 FTE social worker and 1.00 FTE human services support specialist were created (enrolled ordinance 175-95) and a 1.00 FTE clinical therapist was created, offset by the abolishment of a 1.00 FTE senior substance abuse counselor (enrolled ordinance 175-70). Operating expenses increase \$130,800 to \$4.72 million primarily related to AODA contracted treatment services increasing \$239,300 and clinical outpatient contracted treatment services increasing \$83,000. Offsetting these increases in operating expenses is \$135,000 of lower third-party psychiatric services related to the transfer in of 1.00 FTE psychiatrist from the Mental Health Center. Revenues (excluding tax levy) increase \$431,300 mainly consisting of \$380,500 of new and additional general government revenues including the Urban/Rural Women's Substance Abuse Grant, Injection Drug Use Prevention and Treatment funding, additional AODA block grant funding, offset by the expiration of the Wisconsin Prevention Drug Overdose grant in 2021. Fund balance increases \$134,000 as one-year bridge funding for positions that will not have Wisconsin Medicaid Cost Report (WIMCR) reimbursement until 2023.
- **HHS - Mental Health Outpatient-Intensive** revenues (excluding tax levy) increase \$154,400 to \$6.29 million, due to an increase of \$154,400 in charges for services, primarily for services provided under the Comprehensive Community Services (CCS) program and Community Support Program (CSP). Personnel costs increase \$150,800 related to the creation of 3.00 FTE clinical therapists, offset by the abolishment of 1.00 FTE senior mental health counselor, the transfer out of 0.20 FTE senior clinical psychologist, and a reduction in temporary extra help of 1.12 FTE. Operating expenses increase \$322,100 to \$6.44 million related to a \$430,700 increase in levy-funded residential treatment and room and board services.
- **HHS - Mental Health Center (MHC)** expenses decrease \$274,300 or 3.7% to \$7.16 million. Personnel costs decrease \$356,100 and includes the unfunding of 1.00 FTE psychiatrist and the abolishment of 1.00 FTE registered nurse and 1.00 FTE psychiatric technician, as well as the transfer of 1.00 FTE psychiatrist to the Clinical-Outpatient division. Offsetting these position changes is the creation of 1.00 FTE psychiatric nurse practitioner, 1.00 FTE registered nurse supervisor, and 1.00 FTE nutrition services assistant. Operating expenses increase \$13,400 and includes a \$198,600 increase in third party psychiatrist services to replace those provided by the unfunded psychiatrist position, offset by a \$215,900 decrease in prescriptions drugs related to changes to prescription management procedures to control expenses. Charges for services revenues are reduced \$415,600 from the 2021 budgeted amount to \$2.94 million related to department management's decision to reduce capacity from 28 beds to 22 beds, based on actual experience, which decreases client days of care by 600 days to 6,600 days.
- **HHS - Criminal Justice Collaborating Council (CJCC)** revenues (excluding tax levy and fund balance) decrease \$196,200 due to the ending of the Wisconsin Department of Justice - Bureau of Justice Assistance grant funding for a pretrial diversion pilot program to provide diversion services for low to mid-risk level offenders. \$158,900 of General Fund balance is budgeted for this program to continue this program, with department management planning to request Treatment Alternatives and Diversion (TAD) grant funding for this program in 2023.

HEALTH AND HUMAN SERVICES

Functional Area Budget Highlights

- **HHS - Public Health** continues to budget for potential COVID-19 disease investigation and pandemic response needs in 2022, with a specific allocation of American Rescue Plan Act (ARPA) grant funding and related expenditures at \$459,300. This is a decrease of \$990,600 from the 2021 adopted budget level of \$1,449,900. The budget assumes funding for the first six months of 2022. HHS will continue to monitor conditions and will only spend grant funds based on anticipated need, which could include a request for additional grant-funded appropriations if evaluation warrants it.

The 2022 budget for pandemic response includes \$369,300 in temporary extra help and related benefits for 5.00 FTE (8.00 FTE registered nurses and 2.00 FTE for staff for data entry and support for first six months of the year), a decrease of 14.41 FTE (and the main factor in the decrease in temporary extra help of 13.58 FTE overall in Public Health). Related contracted services (operating expenses) and technology charges (interdepartmental charges) are budgeted at \$50,000 and \$40,000.

- **HHS – American Rescue Plan Act (ARPA) Fund** – The 2022 budget allocates ARPA funding to continue to support the public health response and lay the foundation for a strong and equitable economic recovery. It will cover the costs incurred responding to the public health emergency and provide support for a recovery – including investment in public health and mental health infrastructure.

This includes an upgrade of public health operations from a level 2 to a level 3 status, which will see the county's Public Health Division assume a chief health strategist role, overseeing the appropriate use of health data and data systems to identify insights and trends and systematically use that data to inform decisions and promote positive health outcomes. The 2022 budget includes \$257,700 of personnel costs for the creation of 1.00 FTE epidemiologist, 1.00 FTE public health supervisor, and 0.50 FTE community health educator to align public health staff with the requirements of attaining Level 3 status. ARPA funds are temporary through 2024, so the plan is to phase-in tax levy support for these positions through reductions in other costs for services that can be readily referred to community healthcare providers.

The 2022 budget also includes \$53,300 of personnel costs for 0.75 FTE of temporary extra help to support the implementation of the Care Manager application for the electronic health record system in the Clinical Services Division (capital project #202014). Operating expenses of \$25,000 are budgeted to complete the required Community Health Improvement Planning and Process (CHIPP).

- **HHS – Veterans' Services** – The 2022 budget includes \$63,000 for the creation of 1.00 FTE administrative assistant position to address an increasing number of clients and workload to help ensure that veterans receive timely service and the benefits to which they are entitled. This is partially offset by the elimination of 0.50 FTE temporary extra help in this division.
- **Corporation Counsel - Child Support** federal and state funded program revenue are projected to increase \$33,900 or 1.2% to \$2,921,200. General government revenues are estimated to increase \$29,300. The state General Purpose Revenue (GPR) funding increases \$57,200. This is offset by an estimated state contract reimbursements decrease of \$30,800 to \$1,555,500 based upon Medical Support Liability (MSL) revenues not being matched in 2022.

**BUDGETED POSITIONS 2020-2022
SUMMARY BY AGENCY AND FUND**

HEALTH AND HUMAN SERVICES

Agency	Fund	2020 Year End	2021 Adopted Budget	2021 Modified Budget	2022 Budget	21-22 Change
CORPORATION COUNSEL	Child Support	29.15	29.15	29.15	29.15	-
HEALTH & HUMAN SERVICES	General Fund					
	Administrative/Information Services	115.00	116.00	116.00	106.00	(10.00)
	Intake Support Services	29.00	30.00	30.00	-	(30.00)
	Children and Family Services	30.00	33.00	33.00	58.00	25.00
	Adolescent and Family Services	40.50	40.50	40.37	46.00	5.50
	Clinical Services	109.97	110.97	112.97	113.72	2.75
	Public Health	24.34	24.35	24.35	21.60	(2.75)
	Criminal Justice Collaborating Council	1.00	1.00	1.00	1.00	-
	Veterans Services	4.00	4.00	4.00	5.00	1.00
	ADRC	20.99	21.04	21.04	27.27	6.23
	Total H&HS General Fund	374.80	380.86	382.73	378.59	(2.27)
	Aging and Disability Resource Center	33.65	35.10	35.10	34.62	(0.48)
	H&HS Subtotal	408.45	415.96	417.83	413.21	(2.75)
	TOTAL REGULAR POSITIONS	437.60	445.11	446.98	444.86	(2.15)
	TOTAL EXTRA HELP	26.37	44.83	60.83	29.09	(35.44)
	TOTAL OVERTIME	2.88	3.26	3.26	4.65	1.39
	TOTAL BUDGETED POSITIONS	466.85	493.20	511.07	478.60	(32.47)

2022 BUDGET ACTIONS

Corporation Counsel - Child Support

Reduce: 0.01 FTE Extra Help

Health and Human Services - General Fund

Administrative/Information Services

Create: 1.00 FTE Public Communication Specialist
 Increase: 0.92 FTE Extra Help
 Increase: 0.11 FTE Overtime (Administrative/Information)
 Increase: 0.23 FTE Overtime (Economic Services)
 Transfer Out: 1.00 FTE Business Application Support Administrator to DOA
 Transfer Out: 4.00 FTE Information Technology Analyst to DOA
 Transfer Out: 1.00 FTE Information Technology Technician to DOA
 Transfer Out: 1.00 FTE Senior Information Technology Professional to DOA
 Transfer Out: 2.00 FTE Principal Information Technology Professional to DOA

Economic Services Administration and Support

Create: 4.00 FTE Economic Support Specialist
 Sunset: 4.00 FTE Economic Support Specialist

Intake Support Services

Abolish: 1.00 FTE Human Services Manager
 Reduce: 0.22 FTE Overtime
 Reduce: 1.00 FTE Extra Help

Children and Family Services Division

Create: 1.00 FTE Health & Human Services Coordinator
 Create: 3.00 FTE Children with Special Needs - Social Worker

Adolescent and Family Services Division

Create: 1.00 FTE Health & Human Services Coordinator (Youth Intensive Services)
 Create: 1.00 FTE Senior Mental Health Counselor (Youth Intensive Services)
 Create: 1.00 FTE Social Worker (Youth Intensive Services)
 Increase: 0.52 FTE Overtime (Juvenile Detention Services)

Clinical Services - Mental Health Outpatient (Clinical)

Create: 1.00 FTE Human Services Supervisor - Crisis
 Create: 0.50 FTE Clinical Therapist - Crisis
 Sunset: 0.50 FTE Clinical Therapist - Sunset
 Reduce: 0.25 FTE Clinical Therapist - Sunset
 Increase: 1.40 FTE Extra Help
 Decrease: 0.01 FTE Overtime

Clinical Services - Mental Health Outpatient (Intensive)

Create: 3.00 FTE Clinical Therapist
 Abolish: 1.00 FTE Senior Mental Health Counselor
 Decrease: 1.12 FTE Extra Help

Clinical Services - Mental Health Center

Create: 1.00 FTE Nutrition Services Assistant
 Create: 1.00 FTE Psychiatric Nurse Practitioner
 Create: 1.00 FTE Registered Nurse Supervisor
 Unfund: 1.00 FTE Psychiatrist
 Abolish: 1.00 FTE Psychiatric Technician

**BUDGETED POSITIONS 2020-2022
SUMMARY BY AGENCY AND FUND**

HEALTH AND HUMAN SERVICES (Continued)

Clinical Services - Mental Health Center (cont.)

Abolish: 1.00 FTE Registered Nurse
Increase: 0.76 FTE Overtime
Decrease: 0.21 FTE Extra Help

Public Health

Abolish: 1.00 FTE Public Health Nurse
Abolish: 0.75 FTE Public Health Technician
Unfund: 1.00 FTE Public Health Nurse
Increase: 0.19 FTE Extra Help (Family and Community Health)
Increase: 0.18 FTE Extra Help (Women, Infants, Children Nutrition Program)
Decrease: 13.95 FTE Extra Help (Communicable Disease and Preparedness)

Veterans' Services

Refund: 1.00 FTE Administrative Assistant
Decrease: 0.50 FTE Extra Help

Aging Disability Resource Center (ADRC) - Adult Protective Services

Create: 0.75 FTE Human Services Support Specialist
Decrease: 0.38 FTE Extra Help (Adult Protective Services)
Decrease: 0.69 FTE Extra Help (Community Services)

ADRC - Community Services

Refund: 1.00 FTE Social Worker
Create: 1.00 FTE Community Health Educator
Create: 0.75 FTE Human Services Support Specialist
Decrease: 1.07 FTE Extra Help
Transfer In: 0.48 FTE Senior ADRC Specialist from ADRC Contract Fund

ADRC Contract Fund

Transfer Out: 0.48 FTE Senior ADRC Specialist from ADRC Contract Fund
Decrease: 0.17 FTE Extra Help

2021 CURRENT YEAR ACTIONS

Health and Human Services - General Fund

Administrative/Information Services

Create 1.00 FTE Senior Financial Analyst
Create 2.00 FTE Principal IT Professionals
Abolish 1.00 FTE Office Services Coordinator
Abolish 2.00 FTE Senior IT Professionals

Adolescent and Family Services

Create: 1.00 FTE Human Services Support Specialist (Youth Intensive Services)
Create: 1.00 FTE Social Worker (Juvenile Center / Juvenile Detention Services)
Reclassify: 1.00 FTE Human Services Supervisor from Juvenile Center Coordinator
Abolish: 2.00 FTE Juvenile Center Supervisor (Juvenile Center)
Abolish: 6.50 FTE Juvenile Center Worker (Juvenile Center)
Decrease: 1.15 FTE Extra Help (Juvenile Center)

Mental Health Outpatient

Create: 1.00 FTE Clinical Therapist
Create: 1.00 FTE Social Worker (Sunset)
Create: 1.00 FTE Human Services Support Specialist
Abolish: 1.00 FTE Senior Substance Abuse Counselor

Health and Human Services - ARPA Fund

Create: 1.00 FTE Epidemiologist (Public Health)
Create: 1.00 FTE Public Health Supervisor (Public Health)
Create: 0.50 FTE Community Health Educator (Public Health)
Increase 0.75 FTE Extra Help (Administrative Services)

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

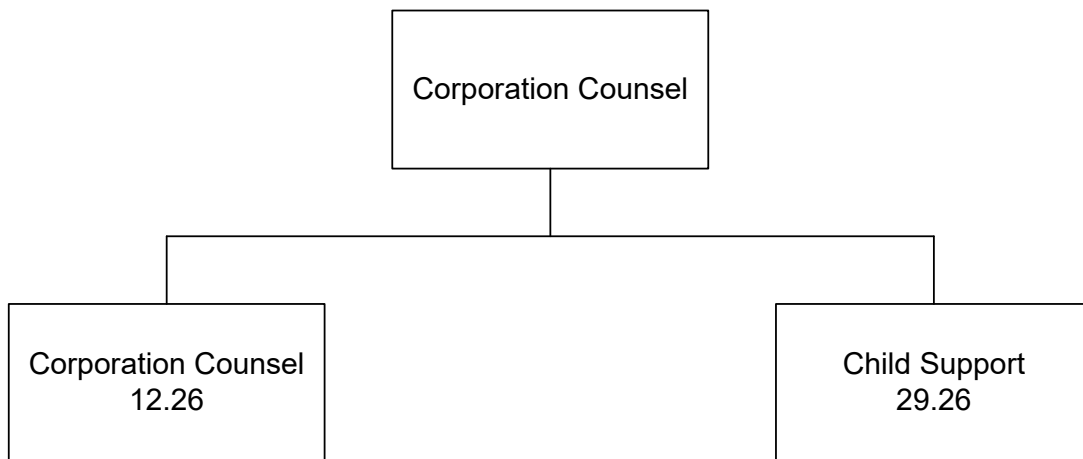
Health and Human Services - Aging and Disability Resource Center Contract Fund

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
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



41.52 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, and miscellaneous revenues from genetic test fees, client fees, copy fees, vital statistics fees, and non-IV-D service fees.

Financial Summary	2020	2021	2021	2022	Change From 2021	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget	
					\$	%
Revenues						
General Government (a)	\$2,383,124	\$2,435,091	\$2,438,327	\$2,464,347	\$29,256	1.2%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$40,500	\$42,450	\$42,450	\$47,050	\$4,600	10.8%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$491	\$0	\$0	\$0	\$0	N/A
Appr. Fund Balance	\$829	\$0	\$0	\$0	\$0	N/A
County Tax Levy (Credit)	\$385,735	\$409,814	\$409,814	\$409,814	\$0	0.0%
Total Revenue Sources	\$2,810,679	\$2,887,355	\$2,890,591	\$2,921,211	\$33,856	1.2%
Expenditures						
Personnel Costs	\$2,281,302	\$2,417,806	\$2,381,126	\$2,452,790	\$34,984	1.4%
Operating Expenses	\$188,605	\$284,287	\$284,287	\$277,099	(\$7,188)	-2.5%
Interdept. Charges	\$174,230	\$185,262	\$185,262	\$191,322	\$6,060	3.3%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$2,644,137	\$2,887,355	\$2,850,675	\$2,921,211	\$33,856	1.2%
Rev. Over (Under) Exp.	\$166,542	\$0	\$39,916	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	29.15	29.15	29.15	29.15	0.00
Extra Help	0.00	0.08	0.08	0.07	(0.01)
Overtime	0.04	0.04	0.04	0.04	0.00
Total FTEs	29.19	29.27	29.27	29.26	(0.01)

(a) General government revenues include the state General Purpose Revenue (GPR) of \$244,642 in 2020 actual, \$246,347 in 2021 adopted budget, and \$303,550 in 2022 budget, which is eligible to be matched pursuant to the state and county contract.

Child Support (Continued)

Program Highlights

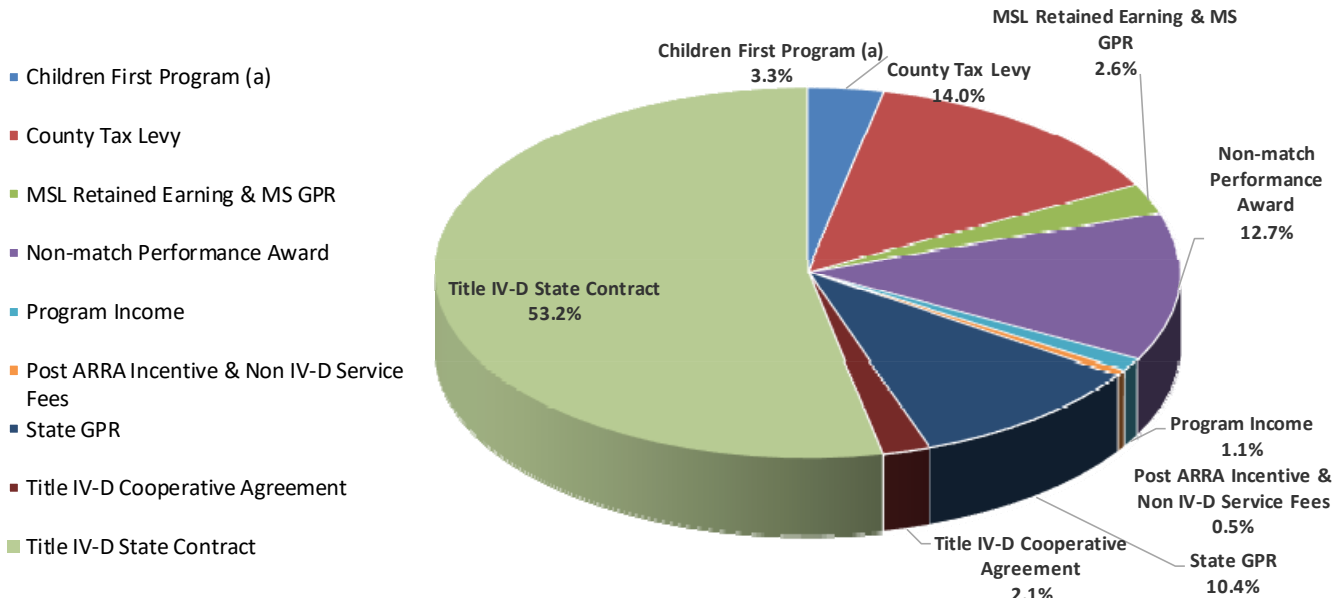
Child Support Division revenues are projected to increase \$33,900 or 1.2% to \$2,921,200. General Government revenues are estimated to increase \$29,300. The state GPR funding increases \$57,200. This is offset by an estimated State contract reimbursements decrease of \$30,800 to \$1,555,500 based upon medical support liability (MSL) revenues not being matched in 2022. The State's Post 2009 American Recovery and Reinvestment Acts (ARRA) funds budgeted for 2022 is reduced \$9,100 to \$0 as it is not anticipated to continue. Medical Support GPR decreases \$3,200 to \$11,800. The Children First program reimbursement revenues from the state are budgeted to remain the same as 2021. Also, the division's revenue for medical support liability is expected to remain the same at \$64,800.

Charges for service revenue increase \$4,600. 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 which increases \$4,600 to \$15,400 from \$10,800 due to increasing the fees from \$35 to \$50 per activity. County tax levy of \$409,800 remains the same from 2021.

Personnel costs increase about \$35,000 or 1.4% to \$2,452,800. In addition to costs to continue for the 29.26 FTE, personnel changes increase salaries \$5,300. A 1.00 FTE senior attorney position is underfilled by a 1.00 FTE attorney position and a 1.00 FTE senior child support specialist is underfilled with a 1.00 FTE child support specialist position. Health insurance costs increase \$24,500 mostly due to changes in employee benefit selections and insurance rate increases. Temporary extra help remains at \$2,300 but will decrease 0.01 FTE from 0.08 to 0.07 FTE due to wage increases.

Operating expenses decrease \$7,200 or 2.5% to \$277,100. This is primarily from a decrease of \$9,700 in costs for service of process fees due to an effort for participants to voluntarily receive pleadings in person or email offset by an increase of \$2,500 to office equipment and furniture. Interdepartmental charges increase \$6,100 or 3.3% to \$191,300, mainly due to increases of \$5,300 in computer maintenance and replacement charges.

**Waukesha County Child Support Program
2022 Revenue Budget of \$2.92 Million**



The chart above represents total estimated revenue in the 2022 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 \$1,555,458, State GPR of \$303,550, a non-match performance award of \$371,994, and retained earnings from Medical Support Liabilities (MSL) collection along with Medical Support GPR of \$76,588. The IV-D cooperative agreements with Clerk of Circuit Court, Court Commissioner, and the Sheriff's Department produce approximately \$60,757, and the Children First program is allotted \$96,000^(a). Non-IV-D service fees are \$15,350. Program income of \$31,700 includes copy fees, vital statistics fees, genetic test fees, and process service fees. The 2022 budget includes tax levy of \$409,814.

(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 2020, Waukesha County exceeded this goal by collecting approximately \$7.79 for every dollar expended.

In 2021, the Department of Children and Families will allocate state and federal incentive funds to the counties based on two performance measures and the IV-D caseload adjustment, weighted as follows:

- Cases with current support collected: 20%
- Cases with arrears balances collected: 15%
- Adjusted caseload: 65%

For Performance Measure #1 (Current Support Collection Rate), the county will receive approximately \$27.61 per case with current support collected. For Performance Measure #2 (Arrearage Collection Rate), the county will receive approximately \$30.20 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 performance measures #1 and #2.

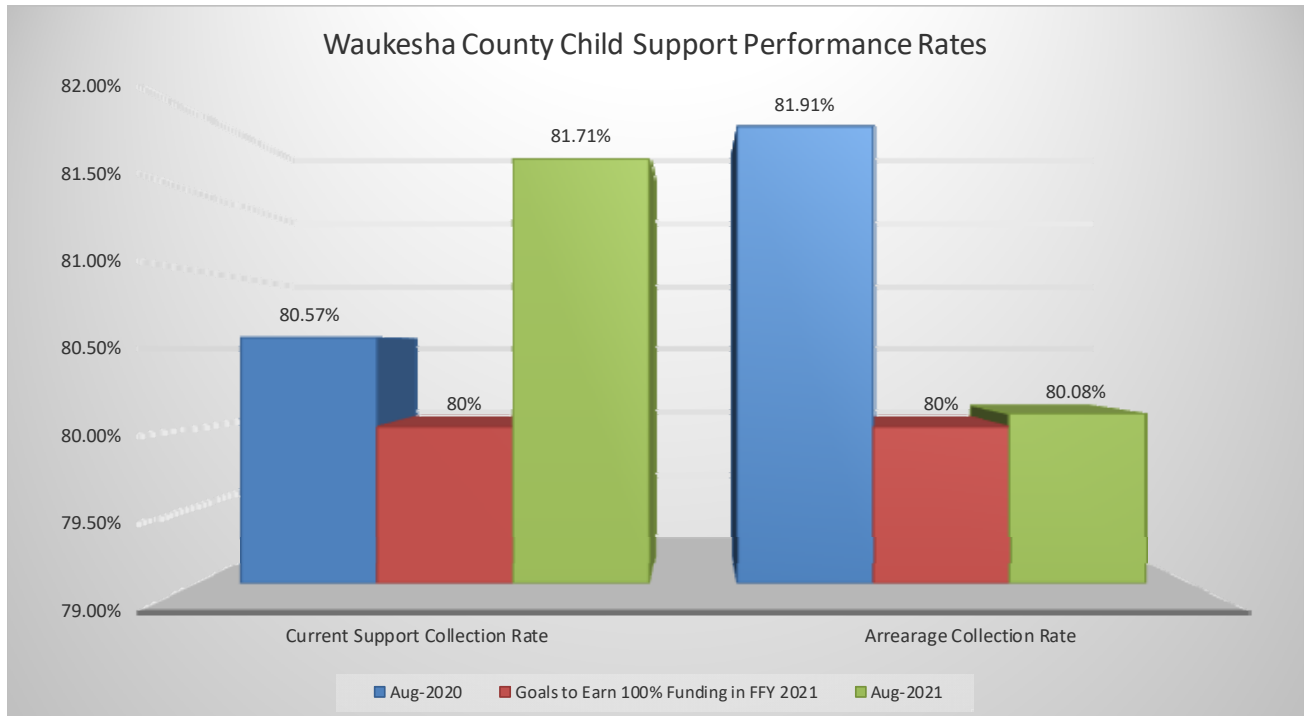
Performance Measure:	2020 Actual	2021 Target	2021 Estimate	2022 Target
Current Support Collection Rate	80.57%	>80%	>80%	>80%
Arrearage Collection Rate	81.91%	>80%	>80%	>80%

Performance Measure #1: 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 FFY2019, Waukesha County earned 100% of funding by obtaining a current support collection rate of 81.36%. Of the \$230,411 available on this measure, Waukesha County earned the full amount.

Performance Measure #2: Arrearage Collection Rate. This measure is the percentage of cases that received a payment on past due child support during the year. In FFY2019, Waukesha County achieved a rate of 81.3%. Of the \$151,878 available on this measure, Waukesha County earned the full amount.

IV-D Caseload. This formula is the number of open cases with activity in the last two years divided by the total State caseload multiplied by the IV-D Caseload Allocation Amount. In 2021, Waukesha County earned \$648,917 in this category.

The chart below displays Waukesha County Child Support performance as of Aug 2020 compared to Aug 2021.



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

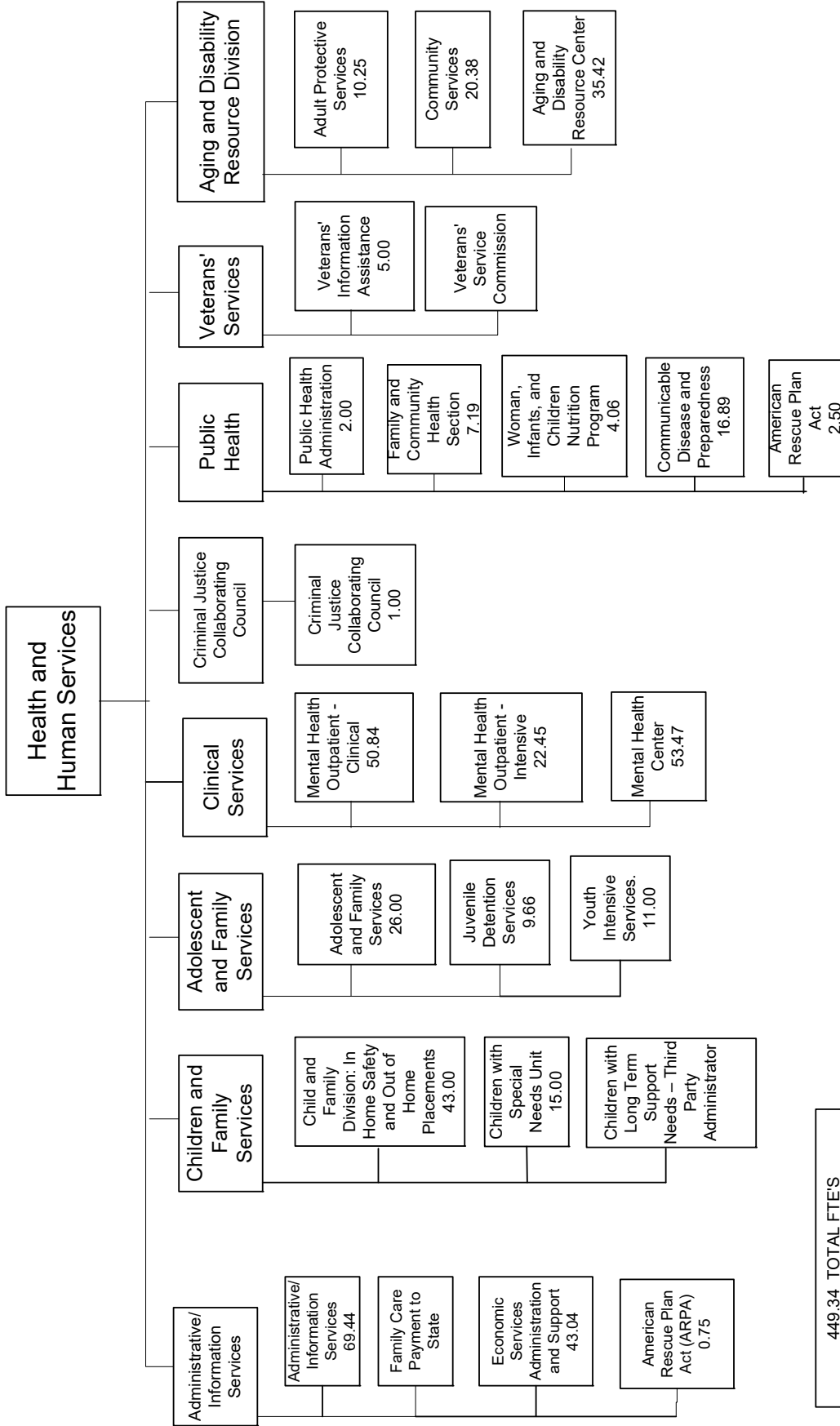
Objective 3: Professional Development and Employee Engagement

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



449.34 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.

Health and Human Services

Statement of Purpose/Summary

All Funds

Statement of Purpose:

Health and Human Services has eight budgeting divisions that are included in the General Fund. The divisions are Administrative Services (including Economic Support), Children and Family Services (including 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) (including 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	2020 Actual	2021 Adopted Budget	2021 Estimate	2022 Budget	Change From 2021 Adopted Budget \$	%
<u>General Fund</u>						
Revenues	\$56,034,906	\$55,753,426	\$58,806,522	\$57,411,879	\$1,658,453	3%
Appr. Fund Balance	\$483,056	\$589,167	\$413,683	\$922,189	\$333,022	57%
County Tax Levy/(Credit)	\$26,263,978	\$26,581,406	\$26,581,406	\$26,697,715	\$116,309	0%
Expenditures	\$79,108,423	\$82,923,999	\$85,347,183	\$85,031,783	\$2,107,784	3%
Rev. Over (Under) Exp.	\$3,673,517	\$0	\$454,428	\$0	\$0	N/A
<u>Aging and Disability Resource Center Contract Fund</u>						
Revenues	\$3,307,110	\$3,800,775	\$3,637,310	\$3,777,002	(\$23,773)	-1%
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
County Tax Levy/(Credit)	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$3,307,107	\$3,800,775	\$3,637,310	\$3,777,002	(\$23,773)	-1%
Rev. Over (Under) Exp.	\$3	\$0	\$0	\$0	\$0	N/A
<u>American Resuce Plan Act (ARPA) Fund</u>						
Revenues	\$0	\$0	\$1,500,000	\$335,966	\$335,966	N/A
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
County Tax Levy/(Credit)	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$0	\$0	\$1,500,000	\$335,966	\$335,966	N/A
Rev. Over (Under) Exp.	\$0	\$0	\$0	\$0	\$0	N/A
<u>All Funds</u>						
Revenues	\$59,342,016	\$59,554,201	\$63,943,832	\$61,524,847	\$1,970,646	3%
Appr. Fund Balance	\$483,056	\$589,167	\$413,683	\$922,189	\$333,022	57%
County Tax Levy/(Credit)	\$26,263,978	\$26,581,406	\$26,581,406	\$26,697,715	\$116,309	0%
Expenditures	\$82,415,530	\$86,724,774	\$90,484,493	\$89,144,751	\$2,419,977	3%
Rev. Over (Under) Exp.	\$3,673,520	\$0	\$454,428	\$0	\$0	N/A
<u>Position Summary (FTE)</u>						
Regular Positions	408.45	415.96	417.83	415.71	(0.25)	
Extra Help	26.37	44.75	60.75	29.02	(15.73)	
Overtime	2.84	3.22	3.22	4.61	1.39	
Total	437.66	463.93	481.80	449.34	(14.59)	

HEALTH AND HUMAN SERVICES (All Divisions)

Financial Summary	2020	2021	2021	2022	Change From 2021	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
Administrative Services (Includes Family Care - Payments to State & Economic Support Services)						
Revenues	\$13,133,485	\$11,804,755	\$11,624,598	\$15,497,484	\$3,692,729	31.3%
County Tax Levy	(\$790,035)	(\$277,029)	(\$277,029)	(\$556,353)	(\$279,324)	N/A
Expenditures	\$10,192,396	\$11,527,726	\$10,817,549	\$14,941,131	\$3,413,405	29.6%
Rev. Over (Under) Exp.	\$2,151,054	\$0	\$530,020	\$0	\$0	N/A
Intake Support Services (Note: Allocated to other Divisions in 2022)						
Revenues	\$5,301,359	\$5,391,723	\$5,369,448	\$0	(\$5,391,723)	-100.0%
County Tax Levy	\$2,785,507	\$2,810,771	\$2,810,771	\$0	(\$2,810,771)	-100.0%
Expenditures	\$7,724,756	\$8,202,494	\$8,010,656	\$0	(\$8,202,494)	-100.0%
Rev. Over (Under) Exp.	\$362,110	\$0	\$169,563	\$0	\$0	N/A
Children and Family Services						
Revenues	\$10,190,130	\$13,827,073	\$12,898,219	\$16,017,682	\$2,190,609	15.8%
County Tax Levy	\$3,444,571	\$3,214,125	\$3,214,125	\$6,068,346	\$2,854,221	88.8%
Expenditures	\$14,057,189	\$17,041,198	\$16,597,408	\$22,086,028	\$5,044,830	29.6%
Rev. Over (Under) Exp.	(\$422,488)	\$0	(\$485,064)	\$0	\$0	N/A
Adolescent and Family Services						
Revenues	\$4,140,563	\$4,168,385	\$4,248,601	\$5,905,311	\$1,736,926	41.7%
County Tax Levy	\$3,121,279	\$3,118,033	\$3,118,033	\$2,815,821	(\$302,212)	-9.7%
Expenditures	\$7,011,709	\$7,286,418	\$7,116,938	\$8,721,132	\$1,434,714	19.7%
Rev. Over (Under) Exp.	\$250,133	\$0	\$249,696	\$0	-	N/A
Clinical Services						
Revenues	\$13,735,013	\$14,214,403	\$14,201,816	\$14,495,467	\$281,064	2.0%
County Tax Levy	\$12,295,611	\$12,337,776	\$12,337,776	\$12,881,584	\$543,808	4.4%
Expenditures	\$26,020,306	\$26,552,179	\$27,202,410	\$27,377,051	\$824,872	3.1%
Rev. Over (Under) Exp.	\$10,318	\$0	(\$662,818)	\$0	\$0	N/A
Criminal Justice Collaborating Council (CJCC)						
Revenues	\$758,306	\$718,021	\$740,043	\$670,786	(\$47,235)	-6.6%
County Tax Levy	\$1,173,806	\$1,181,641	\$1,181,641	\$1,201,620	\$19,979	1.7%
Expenditures	\$1,809,450	\$1,899,662	\$1,877,313	\$1,872,406	(\$27,256)	-1.4%
Rev. Over (Under) Exp.	\$122,662	\$0	\$44,371	\$0	\$0	N/A
Public Health						
Revenues	\$5,482,470	\$2,449,452	\$5,827,749	\$1,529,568	(\$919,884)	-37.6%
County Tax Levy	\$1,959,024	\$1,975,034	\$1,975,034	\$1,890,328	(\$84,706)	-4.3%
Expenditures	\$6,983,281	\$4,424,486	\$7,516,431	\$3,419,896	(\$1,004,590)	-22.7%
Rev. Over (Under) Exp.	\$458,213	\$0	\$286,352	\$0	\$0	N/A
Veterans' Services						
Revenues	\$26,219	\$21,467	\$21,467	\$17,700	(\$3,767)	-17.5%
County Tax Levy	\$332,835	\$346,615	\$346,615	\$412,083	\$65,468	18.9%
Expenditures	\$325,151	\$368,082	\$361,726	\$429,783	\$61,701	16.8%
Rev. Over (Under) Exp.	\$33,903	\$0	\$6,356	\$0	\$0	N/A
Aging and Disability Resource Center (ADRC)						
Revenues	\$7,057,527	\$7,548,089	\$7,925,574	\$7,977,072	\$428,983	5.7%
County Tax Levy	\$1,941,380	\$1,874,440	\$1,874,440	\$1,984,286	\$109,846	5.9%
Expenditures	\$8,291,292	\$9,422,529	\$9,484,062	\$9,961,358	\$538,829	5.7%
Rev. Over (Under) Exp.	\$707,615	\$0	\$315,952	\$0	\$0	N/A
Health and Human Services - American Rescue Plan Act (ARPA)						
Revenues	\$0	\$0	\$1,500,000	\$335,966	\$335,966	N/A
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$0	\$0	\$1,500,000	\$335,966	\$335,966	N/A
Rev. Over (Under) Exp.	\$0	\$0	\$0	\$0	\$0	N/A
Total All H&HS Divisions						
Revenues	\$59,825,072	\$60,143,368	\$64,357,515	\$62,447,036	\$2,303,668	3.8%
County Tax Levy	\$26,263,978	\$26,581,406	\$26,581,406	\$26,697,715	\$116,309	0.4%
Expenditures	\$82,415,530	\$86,724,774	\$90,484,493	\$89,144,751	\$2,419,977	2.8%
Rev. Over (Under) Exp.	\$3,673,520	\$0	\$454,428	\$0	\$0	N/A
Position Summary All Funds (FTE)						
Regular Positions	408.45	415.96	417.83	415.71	(0.25)	
Extra Help	26.37	44.75	60.75	29.02	(15.73)	
Overtime	2.84	3.22	3.22	4.61	1.39	
Total	437.66	463.93	481.80	449.34	(14.59)	

HEALTH AND HUMAN SERVICES POSITIONS (All Divisions)

Financial Summary	2020	2021	2021	2022	Change From 2021	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
Administrative Services (Includes Economic Support Services & ARPA EH Position)						
Regular Positions	115.00	116.00	116.00	106.00	-10.00	-8.6%
Extra Help	3.91	4.37	20.37	6.04	1.67	38.2%
Overtime	0.63	0.85	0.85	1.19	0.34	40.0%
Total	119.54	121.22	121.22	113.23	-7.99	-6.6%
Intake Support Services (Note: Allocated to other Divisions in 2022)						
Regular Positions	29.00	30.00	30.00	-	-30.00	-100.0%
Extra Help	0.83	1.00	1.00	-	-1.00	-100.0%
Overtime	0.44	0.22	0.22	-	-0.22	-100.0%
Total	30.27	31.22	31.22	-	-31.22	-100.0%
Children and Family Services						
Regular Positions	30.00	33.00	33.00	58.00	25.00	75.8%
Extra Help	-	-	-	-	0.00	N/A
Overtime	-	-	-	-	0.00	N/A
Total	30.00	33.00	33.00	58.00	25.00	75.8%
Adolescent and Family Services						
Regular Positions	40.50	40.50	40.37	46.00	5.50	13.6%
Extra Help	0.35	1.15	1.15	-	-1.15	-100.0%
Overtime	0.32	0.14	0.14	0.66	0.52	371.4%
Total	41.17	41.79	41.79	46.66	4.87	11.7%
Clinical Services						
Regular Positions	109.97	110.97	112.97	113.72	2.75	2.5%
Extra Help	12.67	10.21	10.21	10.28	0.07	0.7%
Overtime	1.45	2.01	2.01	2.76	0.75	37.3%
Total	124.09	123.19	123.19	126.76	3.57	2.9%
Criminal Justice Collaborating Council (CJCC)						
Regular Positions	1.00	1.00	1.00	1.00	0.00	0.0%
Extra Help	-	-	-	-	0.00	N/A
Overtime	-	-	-	-	0.00	N/A
Total	1.00	1.00	1.00	1.00	0.00	0.0%
Public Health (includes ARPA Positions)						
Regular Positions	24.34	24.35	24.35	24.10	-0.25	-1.0%
Extra Help	2.71	22.12	22.12	8.54	-13.58	-61.4%
Overtime	-	-	-	-	0.00	N/A
Total	27.05	46.47	46.47	32.64	-13.83	-29.8%
Veterans' Services						
Regular Positions	4.00	4.00	4.00	5.00	1.00	25.0%
Extra Help	0.50	0.50	0.50	-	-0.50	-100.0%
Overtime	-	-	-	-	0.00	N/A
Total	4.50	4.50	4.50	5.00	0.50	11.1%
Ageing and Disability Resource Center (ADRC)						
Regular Positions	54.64	56.14	56.14	61.89	5.75	10.2%
Extra Help	5.40	5.40	5.40	4.16	-1.24	-23.0%
Overtime	-	-	-	-	0.00	N/A
Total	60.04	61.54	61.54	66.05	4.51	7.3%
Total All H&HS Divisions						
Regular Positions	408.45	415.96	417.83	415.71	-0.25	-0.1%
Extra Help	26.37	44.75	60.75	29.02	-15.73	-35.2%
Overtime	2.84	3.22	3.22	4.61	1.39	43.2%
Total	437.66	463.93	481.80	449.34	-14.59	-3.1%

General Fund Health and Human Services Summary

Fund Purpose

Health and Human Services has eight budgeting divisions that are included in the General Fund. The divisions are Administrative Services (including Economic Support), Children and Family Services (including 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) (including Adult Protective Services and Community Services).

Health and Human Services - General Fund Summary

Financial Summary	2020	2021	2021	2022	Change From 2021	
	Actual	Adopted Budget	Estimate	Budget	\$	%
Revenues						
General Government	\$43,113,728	\$41,228,284	\$45,400,369	\$42,446,081	\$1,217,797	3.0%
Fine/Licenses	\$238,342	\$300,000	\$255,000	\$255,000	(\$45,000)	-15.0%
Charges for Services	\$6,645,796	\$8,584,287	\$7,342,418	\$9,234,387	\$650,100	7.6%
Interdepartmental	\$0	\$100	\$100	\$0	(\$100)	-100.0%
Other Revenue	\$6,037,040	\$5,640,755	\$5,808,635	\$5,476,411	(\$164,344)	-2.9%
Appr. Fund Balance	\$483,056	\$589,167	\$413,683	\$922,189	\$333,022	56.5%
County Tax Levy	\$26,263,978	\$26,581,406	\$26,581,406	\$26,697,715	\$116,309	0.4%
Total Revenues Sources	\$82,781,940	\$82,923,999	\$85,801,611	\$85,031,783	\$2,107,784	2.5%
Expenditures						
Personnel Costs (a)	\$38,732,819	\$39,313,145	\$40,193,547	\$38,572,375	(\$740,770)	-1.9%
Operating Expenses	\$36,510,420	\$39,443,135	\$41,052,310	\$41,106,124	\$1,662,989	4.2%
Interdept. Charges	\$3,865,184	\$4,167,719	\$4,101,326	\$5,353,284	\$1,185,565	28.4%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$79,108,423	\$82,923,999	\$85,347,183	\$85,031,783	\$2,107,784	2.5%
Rev. Over (Under) Exp.	\$3,673,517	\$0	\$454,428	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	374.80	380.86	382.73	378.59	(2.27)
Extra Help	25.40	43.78	43.78	27.47	(16.31)
Overtime	2.84	3.22	3.22	4.61	1.39
Total	403.04	427.86	429.73	410.67	(17.19)

(a) The 2021 Estimate is expected to exceed the 2021 Adopted budget personnel costs related to two positions created by enrolled ordinance 175-O-095.

Fund balance appropriation	Program	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Avatar Nx Project	Administrative Services	\$0	\$0	\$0	\$215,000
Dept.-wide Initiatives for Alternative Placement Services	Administrative Services	\$50,000	\$50,000	\$50,000	\$50,000
Dept.-wide Initiatives for Alternative Placement Services	Children & Family: In-home Safety/Out of Home Placement Svcs.	\$150,000	\$150,000	\$150,000	\$0
One-time Building Projects and Equipment Replacements	Mental Health Center	\$97,391	\$113,000	\$113,000	\$90,000
Q4 2020 Drug Court gap in grant funding	Criminal Justice Collaborating Council	\$46,000	\$0	\$0	\$0
Judicial Training Activities	Criminal Justice Collaborating Council	\$10,000	\$10,000	\$10,000	\$0
Donations for Veteran Services	Veterans' Services	\$0	\$8,467	\$8,467	\$0
One-time Equipment Purchases for Senior Dining	ADRC-Community Services	\$7,700	\$7,700	\$7,700	\$7,700
CCS positions which will receive settlement starting in second year	Adolescent Family Services :Juvenile Services	\$0	\$0	\$0	\$266,530
CCS positions which will receive settlement starting in second year	Clinical Services	\$0	\$0	\$0	\$134,000
CJCC Diversion program gap funding	Criminal Justice Collaborating Council	\$0	\$0	\$0	\$158,959
Public Health Covid-19 funding	Public Health	\$0	\$0	\$0	\$0
Purchase Orders and Carryovers from the Prior Year	Department Wide	\$121,965	\$0	\$74,516	\$0
-Total		\$ 483,056	\$ 589,167	\$ 413,683	\$ 922,189

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 - Promote 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 Taxpayer's 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 and fiscal 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. The division processes HHS specific Accounts Payable, supports the County wide payroll system for HHS, and is the liaison to DOA-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 data collection, analysis and reporting to various outside entities are coordinated and supported through this division.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	76.95	78.41	78.41	69.44	(8.97)
General Government	\$10,149,492	\$8,700,957	\$8,771,078	\$8,678,497	(\$22,460)
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$13,406	\$23,000	\$13,000	\$13,000	(\$10,000)
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$298,235	\$276,180	\$285,902	\$281,180	\$5,000
Appr. Fund Balance	\$167,734	\$300,000	\$50,000	\$265,000	(\$35,000)
County Tax Levy (Credit)	(\$790,035)	(\$277,029)	(\$277,029)	(\$392,894)	(\$115,865)
Total Revenues	\$9,838,832	\$9,023,108	\$8,842,951	\$8,844,783	(\$178,325)
Personnel Costs	\$5,537,794	\$6,302,906	\$6,218,846	\$5,462,937	(\$839,969)
Operating Expenses	\$1,227,560	\$1,800,766	\$1,172,512	\$1,495,606	(\$305,160)
Interdept. Charges	\$922,424	\$919,436	\$921,573	\$1,886,240	\$966,804
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$7,687,778	\$9,023,108	\$8,312,931	\$8,844,783	(\$178,325)

Rev. Over (Under) Exp.	\$2,151,054	\$0	\$530,020	\$0	\$0
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Current and Planned Capital Projects

Proj.#	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of '21	Est. Operating Impact	A=Annual T=One-Time
202014	HHS Technology System Enhancements	2022	\$540,000	20%	TBD	A

Administrative Services (cont.)

Program Highlights

General government revenues decrease by \$22,500 to approximately \$8,678,500. This includes a transfer out of \$53,400 to the Aging and Disability Resource Center program (ADRC) for a grant funded administrative position that is returning to the supervision under the ADRC. In addition, indirect cost revenue for grant funds in the Public Health division decrease by \$13,200 to \$79,600, primarily by eliminating WIC indirect in order to fund program staffing requirements. This is offset by an \$18,000 increase in Older Americans Act indirect cost revenues. The Basic County Allocation (BCA) in this program increases \$17,900 to a total of \$7,695,300. Also, indirect cost revenue from clinical substance use grants increase \$8,300 to \$82,600. Indirect cost recovery from the Aging and Disability Resource Center (ADRC) State Contract remains at \$560,200. 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 \$13,000, a \$10,000 decrease from the 2021 budget based on prior years actuals.

Other revenues are budgeted to increase by \$5,000 to \$281,200 related to collections. Also included are the Wisconsin Medical Assistance Cost Reporting (WIMCR) program reimbursements, unchanged at \$261,200, and reflects the current funding distribution between actual costs incurred in HHS programing and the interim payment received at time of service.

Fund balance decreases \$35,000 to \$265,000. The appropriated fund balance includes \$215,000 for a one-time security upgrade to the electronic medical record system and \$50,000 to offset higher alternate care costs in the overall HHS budget, which is being phased down over multiple years.

Personnel costs are budgeted to decrease by approximately \$840,000 to \$5,462,900. This decrease reflects the cost to continue for 69.44 FTE, the abolishment of 1.00 FTE office services coordinator, the transfer of 2.00 FTE administrative specialist to ADRC, and the transfer of 9.00 FTE business application support IT personnel to the Department of Administration (DOA). The positions transferred to DOA include 1.00 FTE business applications support administrator, 1.00 FTE senior IT professional, 2.00 FTE principal IT professionals, and 1.00 FTE IT technician and 4.00 FTE IT analysts. These decreases are offset by the creation 1.00 FTE public communication specialist, and 1.00 FTE senior financial analyst. In addition, overtime is increased by 0.34 FTE and extra help increases 0.92 FTE to assist with corporate compliance and other divisional documentation projects.

Operating expenses decrease by \$305,200 to approximately \$1,495,600, primarily as result of a decrease in contracted services of \$260,400. This mainly relates to a \$250,000 reduction budgeted in 2021 to facilitate the return of 17 year-olds charged as adults to the juvenile justice system as a one-time expense will not be needed partly as a result of the closure of the Waukesha County Juvenile Detention Center in 2021. Also, contracted labor to support administrative and accounting functions was reduced by \$10,400. A reduction of \$10,000 was made to volunteer transportation incentives, as only the volunteer mileage is paid to the drivers. In addition, \$96,200 in computer equipment/supplies/software related to Business Application Support was transferred to DOA and will be offset in interdepartmental charges. This is offset by a consulting services increase \$75,000 for initiatives related to data collection, analytics.

Interdepartmental charges increase by \$966,800 to \$1,886,200 primarily due to the transfer of Business Application Support to the Department of Administration – Information Technology division, with \$1,098,600 of expenses transferring from personnel and operating to Interdepartmental charges. Other increases include \$9,200 in end user technology fees (EUTF), \$4,500 in copier replacement and \$2,800 in trunked radio maintenance charges. This is offset by a decrease of \$121,000 in workers compensation based on claims experience and a decrease in legal charges of \$15,400 based on prior year utilization.

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.

	2020 Actual	2021 Budget	2021 Estimate	2022 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.

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, and a fraud elimination program. 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.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	42.59	42.81	42.81	43.04	0.23
General Government	\$3,868,715	\$3,904,861	\$3,775,836	\$3,690,189	(\$214,672)
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$68,465	\$45,000	\$112,500	\$65,000	\$20,000
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$3,681	(\$113,246)	(\$113,246)	(\$163,459)	(\$50,213)
Total Revenues	\$3,940,861	\$3,836,615	\$3,775,090	\$3,591,730	(\$244,885)
Personnel Costs	\$3,061,872	\$3,301,376	\$3,255,207	\$3,348,629	\$47,253
Operating Expenses	\$359,660	\$346,408	\$240,365	\$47,117	(\$299,291)
Interdept. Charges	\$190,938	\$188,831	\$186,350	\$195,984	\$7,153
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$3,612,470	\$3,836,615	\$3,681,922	\$3,591,730	(\$244,885)
Rev. Over (Under) Exp.	\$328,391	\$0	\$93,168	\$0	\$0

Program Highlights

General government revenues are budgeted to decrease by \$214,700 to \$3,690,200. This is primarily due to the transition of the Wisconsin Home Energy Assistance Program (WHEAP) from the County to the State effective October 1, 2021. This results in a decrease of \$321,100 of revenue which is offset by an identical decrease in operating expenses, as it was a pass-through funding. In addition, there is a \$3,300 reduction in the Day Care Fraud allocation. This is offset by a budgeted increase in Income Maintenance (IM) Allocation revenue of \$88,100 due to increasing enhanced Medical Assistance (MA) and Random Moment Sampling (RMS) funding, as well as an increase to Day Care Administration revenue of \$21,600.

Other revenues for overpayment collection of state incentives are budgeted to increase by \$20,000 based on trend.

Personnel costs are budgeted to increase by about \$47,300 to \$3,348,600. This is primarily due to the cost to continue the 42.81 FTE staff in addition to overtime which increases by 0.23 FTE. The sunset is being removed from 4 economic support specialists since they are now funded with the county's allocation of Income Maintenance. As a result, four economic support specialists sunset positions will sunset and 4 positions are being created without the sunset.

Economic Services Administration and Support (cont.)

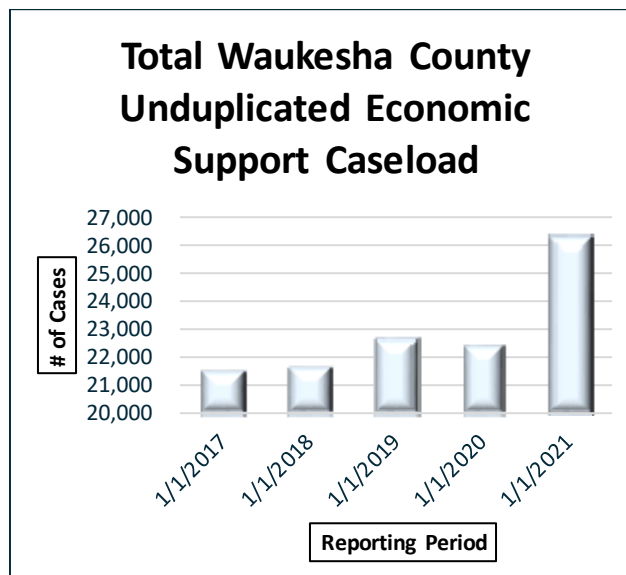
Operating expenses are budgeted to decrease by \$299,300, primarily due to the transition of the WHEAP program from the County to the State effective October 1, 2021. This transition reduces operating expenses by \$321,100. This reduction is partially offset by an increase in software expense of \$25,700 for the call center soft phones ongoing expense.

Interdepartmental charges increase by about \$7,200, mainly due to changes in end user technology fees.

Program Activities

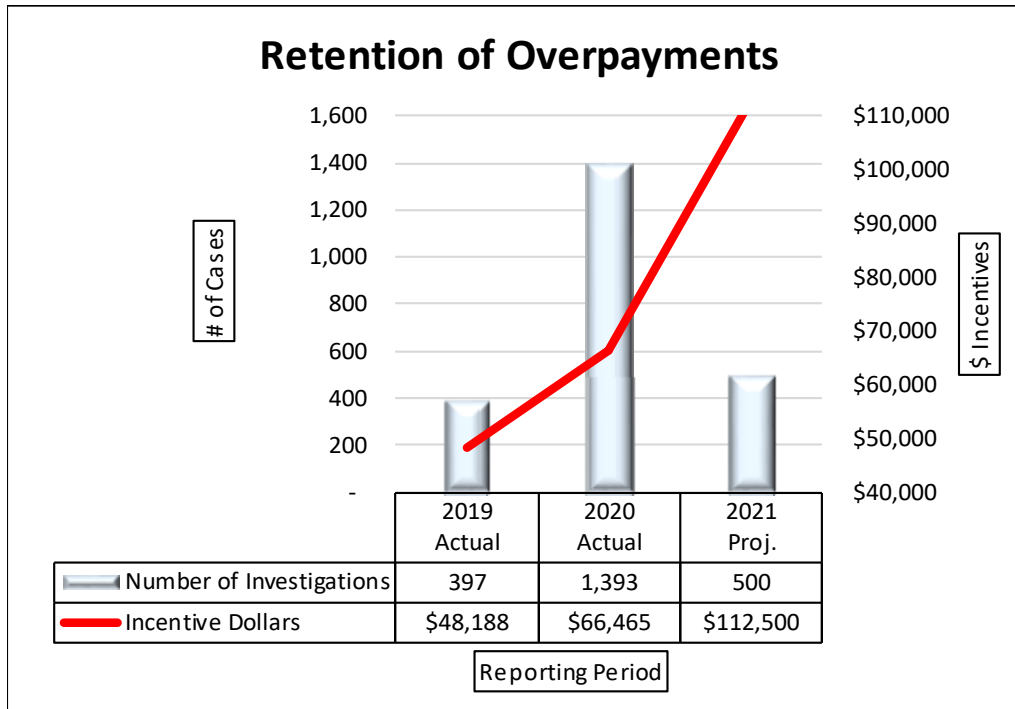
Program Activity - Economic Support	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Number of:					
Caseload Data					
Medical Assistance cases (a)	19,826	19,200	24,593	25,000	5,800
Food Share Cases (a)	8,775	9,000	11,693	12,000	3,000
W-2 Child Care Average Monthly Cases (a)	815	855	776	800	(55)
Call Center Data					
Average minutes to answer a call (b)	2.72	6.25	6.50	6.50	0.25
Application processing timeliness (c)	99.4%	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. The increased caseload as of 1/1/2021 is directly due to the pandemic and higher numbers of people needing assistance.

Economic Services Administration and Support (cont.)



A high number of Investigations that result in identified benefit overpayments 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.

**General Fund
Intake and Shared
Services**

Health & Human Services

Program

Intake and Shared Services

Program Description

Intake and Shared Services programs that served as the initial contact point for child welfare service referrals and juvenile court intake have been transferred to the Adolescent and Family division and the Children and Family division in the 2022 budget.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	30.27	31.22	31.22	0.00	(31.22)
General Government	\$1,363,884	\$1,439,362	\$1,476,285	\$0	(\$1,439,362)
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$89	\$0	\$102	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$206	\$2,500	\$4,725	\$0	(\$2,500)
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$2,781,826	\$2,924,017	\$2,924,017	\$0	(\$2,924,017)
Total Revenues	\$4,146,005	\$4,365,879	\$4,405,129	\$0	(\$4,365,879)
Personnel Costs	\$2,889,146	\$3,048,313	\$2,997,961	\$0	(\$3,048,313)
Operating Expenses	\$1,086,754	\$1,166,256	\$1,184,724	\$0	(\$1,166,256)
Interdept. Charges	\$136,386	\$151,310	\$146,049	\$0	(\$151,310)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$4,112,286	\$4,365,879	\$4,328,734	\$0	(\$4,365,879)
Rev. Over (Under) Exp.	\$33,719	\$0	\$76,395	\$0	\$0

Program Highlights

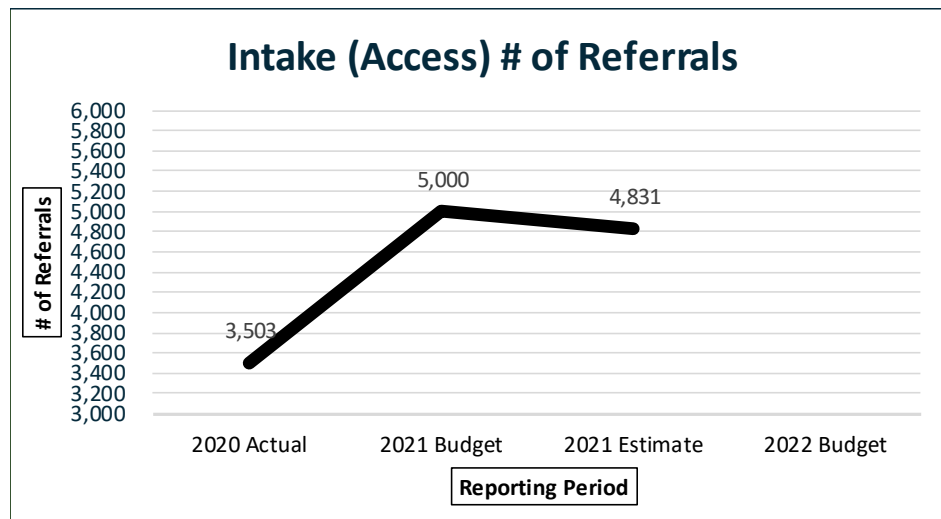
The Intake and Shared Services division units and programs have been transferred to the Adolescent and Family division and the Children and Family division as part of a reorganization to more closely align children and juvenile services within these respective functional areas. Accordingly, the 2021 estimate will close out the financial reporting for this dissolved division.

Intake and Shared Services (cont.)

Program Activities

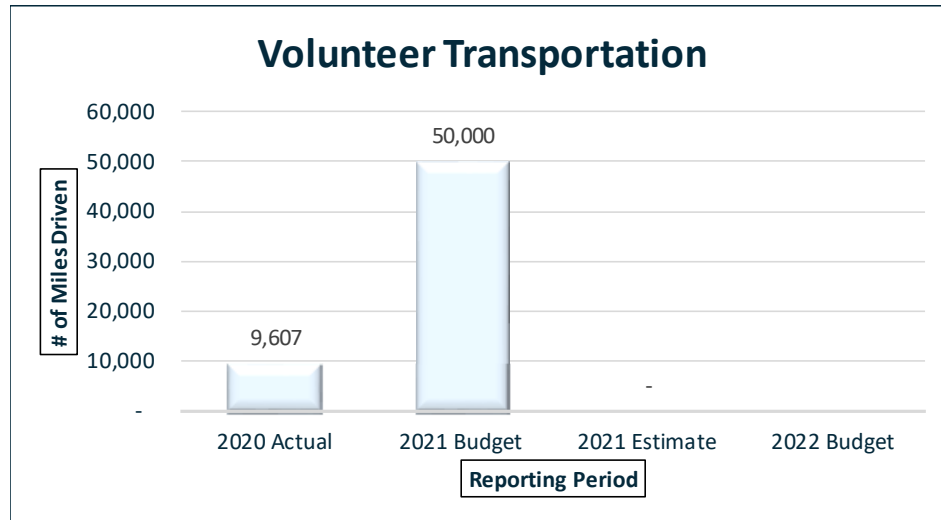
Program Activity - Intake and Shared Services	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Number of:					
Child Abuse Reports and Assessments					
Child Abuse/Neglect Reports	2,147	2,000	1,925		(2,000)
Children Assessed For Abuse/Neglect	538	600	538		(600)
Kinship Care					
Care Assessments/Reassessments	211	225	225		(225)
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	1,152	1,000	970		(1,000)
Crisis Respite Child Day Care, # of children	12	75	35		(75)
Juvenile Intakes					
Intakes: Truancy, JIPS, Delinquency, DPA	421	700	445		(700)

*The Intake and Shared Services division is being dissolved in 2022.

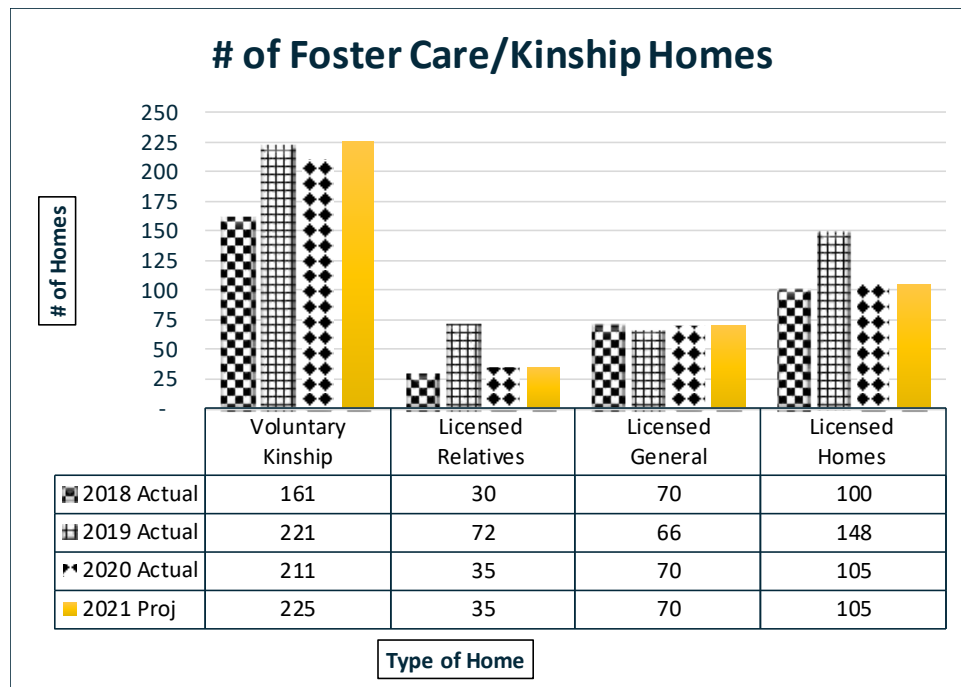


*The Intake and Shared Services division is being dissolved in 2022.

Intake and Shared Services (cont.)



*Division is being dissolved in 2022. There were no volunteer miles in 2021 to date due to the pandemic.



**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.

In 2022 there will be a divisional reorganization which will add the Access and Foster Care Services units to Children & Family Services, as the Intake and Shared Services division is being dissolved. These programs serve as the initial contact point for child welfare service referrals. Assessments are provided in the areas of child protective services; foster home recruitment, licensing and training; out-of-home placement requests; funding requests for families in crisis; and information/referral services. Short-term and supportive service include Kinship Care assessment and funding; childcare certification; and respite day care for families in crisis. Purchased services include investments in prevention and early intervention services.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	22.40	22.00	22.00	43.00	21.00
General Government	\$1,764,117	\$1,837,448	\$1,878,857	\$2,968,638	\$1,131,190
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$202,270	\$193,975	\$208,975	\$198,975	\$5,000
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$290,104	\$107,844	\$146,564	\$146,500	\$38,656
Appr. Fund Balance	\$150,000	\$150,000	\$150,000	\$0	(\$150,000)
County Tax Levy (Credit)	\$3,613,925	\$3,281,878	\$3,281,878	\$5,732,292	\$2,450,414
Total Revenues	\$6,020,416	\$5,571,145	\$5,666,274	\$9,046,405	\$3,475,260
Personnel Costs	\$2,053,003	\$2,100,369	\$2,229,218	\$4,193,689	\$2,093,320
Operating Expenses	\$3,269,442	\$3,160,110	\$3,422,084	\$4,414,202	\$1,254,092
Interdept. Charges	\$324,871	\$310,666	\$318,867	\$438,514	\$127,848
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$5,647,316	\$5,571,145	\$5,970,169	\$9,046,405	\$3,475,260
Rev. Over (Under) Exp.	\$373,100	\$0	(\$303,895)	\$0	\$0

Program Highlights

General government revenues increase by \$1,131,200 to \$2,968,600, primarily due to the divisional reorganization and the addition of three units to the Child and Family Services division. Revenues that are transferring into this division include \$260,400 of Child and Families allocation, \$95,200 of Safe and Stable Families grant revenue, \$18,000 in Day Care Certification revenue, and \$732,600 in Kinship grant revenues for services and assessment duties. In addition, there is an increase of \$25,000 in Targeted Safety Support Services program based on trend.

Charges for services revenue for billable out of home care services increases by \$5,000 based on trend.

Other revenue increases by \$38,700 based on trend. Other revenue includes Supplemental Security Income/Social Security (SSI/SS) collections from clients for cost of care, and donations revenue for the Foster Care Services unit.

Fund balance appropriation decreases by \$150,000 and is not included in the 2022 budget.

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

Personnel costs are budgeted to increase by \$2,093,300. This is mostly due to the addition of 20.00 FTE from the divisional reorganization, as well as a newly created 1.00 FTE position for a health and human services coordinator. There is also cost to continue for the 43.00 FTE staff.

Operating expenses are budgeted to increase by \$1,254,100 to \$4,414,200. This is primarily due to the divisional reorganization, which added \$1,064,200 in operating expenses that was previously in the Intake and Shared Services division. Charges related to legacy Child and Family Services are as follows: Out of Home care expenses increase \$209,900, which consists of an increase to foster care expense of \$242,200, an increase to subsidized guardianship of \$50,000, offset by a decrease to group homes of \$21,100, and a decrease to residential care center expense of \$61,200. In addition, Termination of Parental Rights (TPR) Legal expenses increase \$16,000, which is partially offset by IV-E revenue. The remaining increase to operating of about \$3,500 is due to changes in travel, training, mileage, phones, transportation, and lab services based on trend. This is offset by a decrease of \$20,000 which relates to the planned purchase of a software program in the 2021 budget that supports the division's increased Family Find efforts, which was determined not to be necessary as Economic Support Services has access to a similar system and can assist with these searches. Also, contracted services decrease \$12,500 based on projected lower usage.

Interdepartmental charges increase by about \$127,800 primarily due to changes in end user technology and cell phone expenses, including those associated with the additional 20.00 FTE from the divisional reorganization and the created 1.00 FTE HHS coordinator position.

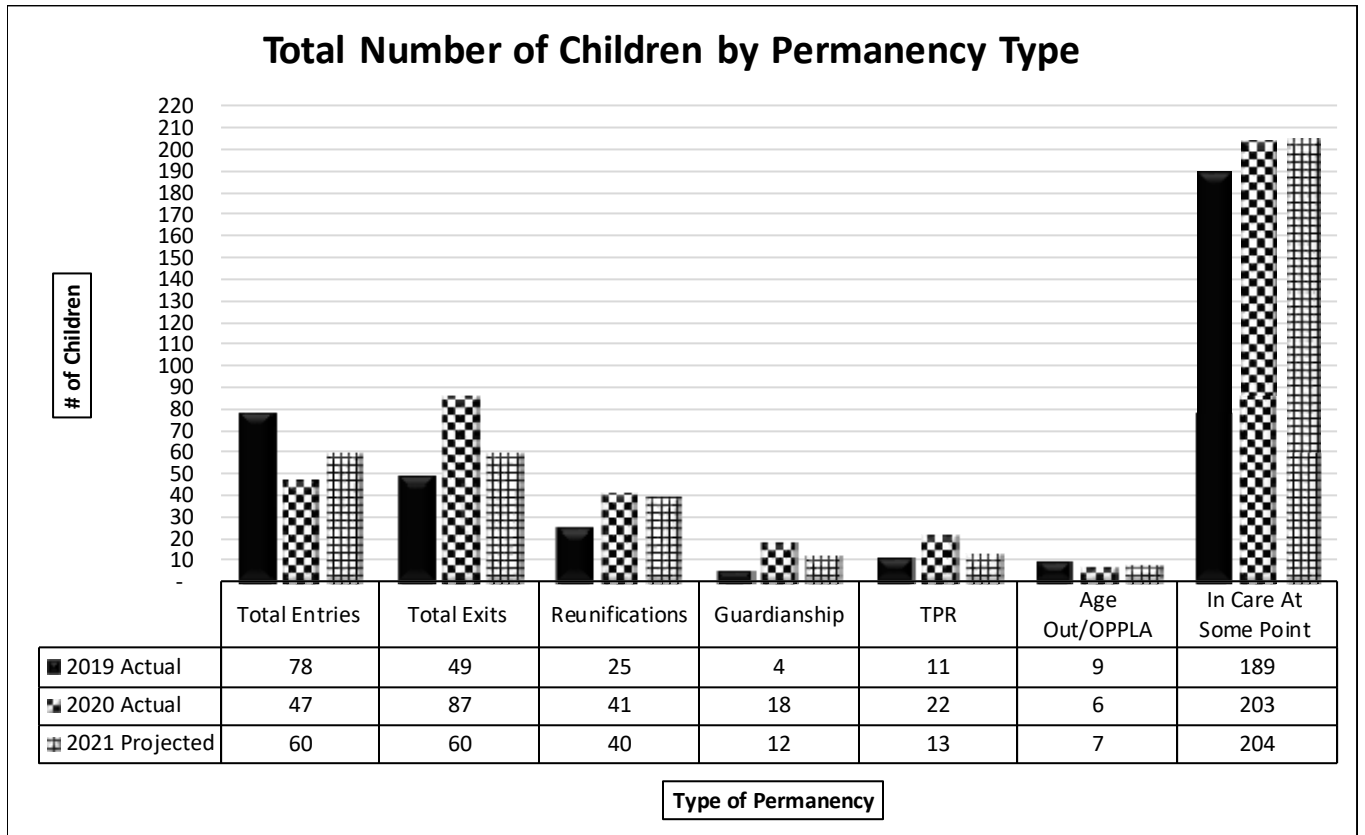
Program Activities

Program Activity - Out of Home Placement	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Number of:					
Foster Care					
Children	191	190	140	150	(40)
Days of Care	48,185	45,353	29,008	29,740	(15,613)
Expenditures	\$ 1,710,283	\$ 835,000	\$ 1,000,607	\$ 1,077,174	242,174
Subsidized Guardianship					
Children	-	25	33	34	9
Days of Care	-	4,500	11,584	11,258	6,758
Expenditures	\$ -	\$ 150,000	\$ 195,984	\$ 200,000	50,000
Group Home					
Children	7	4	3	4	-
Days of Care	932	489	439	429	(60)
Expenditures	\$ 202,360	\$ 140,000	\$ 116,334	\$ 118,910	(21,090)
Residential Care Center					
Children	4	4	6	4	-
Days of Care	627	1,154	1,120	918	(236)
Expenditures	\$ 303,709	\$ 650,533	\$ 705,565	\$ 589,331	(61,202)
Terminations of Parental Rights (TPR)					
Cases	22	15	29	27	12

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. Prior to 2021, Subsidized Guardianship numbers are included in the Foster Care totals.

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

Program Activity - Child and Family Unit	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Number of:					
Families Served	209	225	225	230	5
New Cases					
In Home	28	45	40	45	-
Out of Home	32	60	40	45	(15)
Total New Cases	60	105	80	90	(15)



**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). The CLTS waiver program is a fully funded Medicaid program for eligible 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. In May of 2021, the intake and eligibility determination for both CLTS and CCOP programming was transitioned from the State Department of Health Services to be a County responsibility. This service includes a call intake phone line and youth receive a comprehensive assessment to determine eligibility for the programs. If a youth is found eligible and the family enrolls into the program, this assessment is funded by Medicaid. The call intake line and non-eligible youth is funded by tax levy dollars.

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 to meet the CLTS waiver program required Maintenance of Effort (MOE).

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	7.60	11.00	11.00	15.00	4.00
General Government	\$3,094,188	\$4,830,572	\$4,132,895	\$5,848,069	\$1,017,497
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$127,813	\$195,000	\$178,033	\$196,000	\$1,000
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$313,523	\$400,000	\$358,428	\$159,500	(\$240,500)
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	(\$169,354)	(\$67,753)	(\$67,753)	\$336,054	\$403,807
Total Revenues	\$3,366,170	\$5,357,819	\$4,601,603	\$6,539,623	\$1,181,804
Personnel Costs	\$703,612	\$1,045,673	\$735,247	\$1,389,807	\$344,134
Operating Expenses	\$3,403,966	\$4,156,198	\$3,903,570	\$4,929,532	\$773,334
Interdept. Charges	\$54,180	\$155,948	\$143,955	\$220,284	\$64,336
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$4,161,758	\$5,357,819	\$4,782,772	\$6,539,623	\$1,181,804

Rev. Over (Under) Exp.	(\$795,588)	\$0	(\$181,169)	\$0	\$0
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Program Highlights

General government revenues are budgeted to increase by \$1,017,500 to \$5,848,100. This is mainly due to a \$965,900 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 \$36,600 in Children’s Community Options Program (CCOP) revenue based on changes in state guidelines requiring increased utilization for non-CLTS eligible expenses. In addition, there is a \$15,000 increase in revenue from indirect costs based on projected usage and associated cost.

Charges for services revenue budget increases by \$1,000 due to CCOP targeted case management revenue projected for one child assuming they are CCOP only and ineligible to enroll in the CLTS waiver program.

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 decreases \$240,500 assuming the aging out of the one Level 5 treatment foster care child and any associated CLTS revenue. This revenue has an offsetting expense.

Personnel costs increase by about \$344,100 which is cost to continue for the 11.00 FTE, and the creation of 3.00 FTE social worker positions and the transfer in of 1.00 FTE social worker from Adolescent and Family division to support the expansion of the CLTS program and the intake and eligibility functions for the CLTS and CCOP programs which transferred from the State of WI Department of Health Services to Waukesha County beginning in May 2021.

Operating expense is budgeted to increase by \$773,300 to \$4,929,500. This is mostly due to increased contracted service costs of \$966,500 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 a decrease to the CCOP expense of \$15,400 due to a reduction in the available allocation. State of WI Developmentally Disabled (DD) Centers are decreased by \$29,500 based on estimated usage. There is also a decrease to CLTS expenses of \$241,000 for purchases of products and services to CLTS clients assuming the aging out of the one Level 5 treatment foster care child and any associated CLTS expense, which has offsetting revenue. There is also an added expense of \$56,000 for the CLTS Maintenance of Effort. Also, the Birth to Three contract is increased \$16,000. Cell phone, computer equipment, and consulting expense increase by \$20,700 due to additional staffing needs and trend.

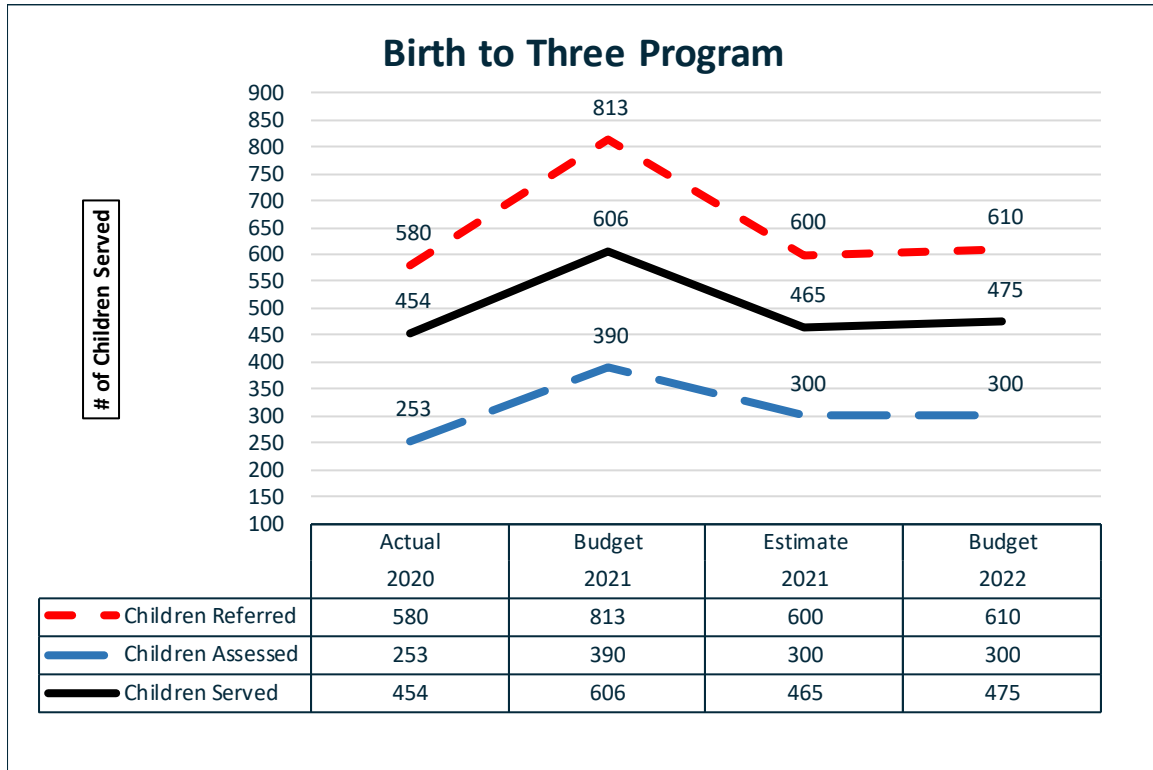
Interdepartmental charges increase by \$64,300 mainly due to updated allocation of end user technology charges for 27 contracted FTE and 4 additional county FTE.

Program Activities

Program Activity - Birth to Three	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Number of:					
Children Referred	580	813	600	610	(203)
Children Assessed	253	390	300	300	(90)
Children Served	454	606	465	475	(131)
Children Served in Trauma At-Risk (not B-3 eligible)	79	65	70	60	(5)

Note: The number of children referred, assessed and served for B-3 is based on current trends. The 2021 number of children referred was higher due to a State rollout of a B-3 messaging plan that was believed would result in a jump in referrals. The trend so far has not been as expected so that number is reduced for 2022. The number of children served in At-Risk will be decreasing because the agency is losing a grant that helped fund additional kids. The grant is ending in October 2021.

Children with Special Needs Unit (cont.)



Program Activity - Childrens Long Term Support (CLTS) Waiver	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Number of:					
Intake and Eligibility					
Community Intake Calls *effective 5/1/21			175	360	360
Eligibility Assessments			140	300	300
Number of:					
Children Served					
CLTS Waiver	706	1,072	794	1,075	3
Children's COP Program	234	300	250	275	(25)
Total Children Served	940	1,372	1,044	1,350	(22)
Waiver Cases					
Assessments	96	200	185	240	40
New cases opened	30	180	130	281	101
Cases closed	45	70	48	120	50
Kids on waiting list for Children's COP Program or waiver support	168	-	150	-	-

New cases assessed and open has been lower than planned due to staffing shortages with our contracted provider. For 2022 the division expects to be fully staffed.

**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).

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	0.00	0.00	0.00	0.00	0.00
General Government	\$4,248,115	\$6,112,234	\$5,844,467	\$6,500,000	\$387,766
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$4,248,115	\$6,112,234	\$5,844,467	\$6,500,000	\$387,766
Personnel Costs	\$0	\$0	\$0	\$0	\$0
Operating Expenses	\$4,248,115	\$6,112,234	\$5,844,467	\$6,500,000	\$387,766
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$4,248,115	\$6,112,234	\$5,844,467	\$6,500,000	\$387,766
Rev. Over (Under) Exp.	\$0	\$0	\$0	\$0	\$0

Program Highlights

General government revenues and operating expenses are budgeted to increase \$387,800 based on projected spending. 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 youth 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, youth accountability groups, community service and Teen Court, etc.), monitoring compliance with court orders including school attendance, conflict resolution, case coordination, group counseling, and independent living training/preparation. Intensive tracking, home detention 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.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	31.00	31.00	33.00	26.00	(5.00)
General Government	\$3,666,982	\$3,716,982	\$3,831,853	\$3,961,572	\$244,590
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$113,649	\$186,200	\$179,856	\$175,000	(\$11,200)
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$171,722	\$59,802	\$51,001	\$59,802	\$0
Appr. Fund Balance	\$1,004	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$1,396,285	\$1,346,920	\$1,346,920	\$889,124	(\$457,796)
Total Revenues	\$5,349,642	\$5,309,904	\$5,409,630	\$5,085,498	(\$224,406)
Personnel Costs	\$2,949,056	\$3,068,181	\$3,166,961	\$2,608,403	(\$459,778)
Operating Expenses	\$1,947,425	\$1,982,008	\$1,878,417	\$2,237,457	\$255,449
Interdept. Charges	\$254,158	\$259,715	\$253,651	\$239,638	(\$20,077)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$5,150,639	\$5,309,904	\$5,299,029	\$5,085,498	(\$224,406)
Rev. Over (Under) Exp.	\$199,003	\$0	\$110,601	\$0	\$0

Program Highlights

General government revenues are budgeted to increase by \$244,600 to \$3,961,600 due to an increase in the Youth Aids allocation.

Charges for services revenue decreases \$11,200 based on trend.

Other revenue based on projected Supplemental Security Income/Social Security (SSI/SS) collections from clients for cost of care remains the same.

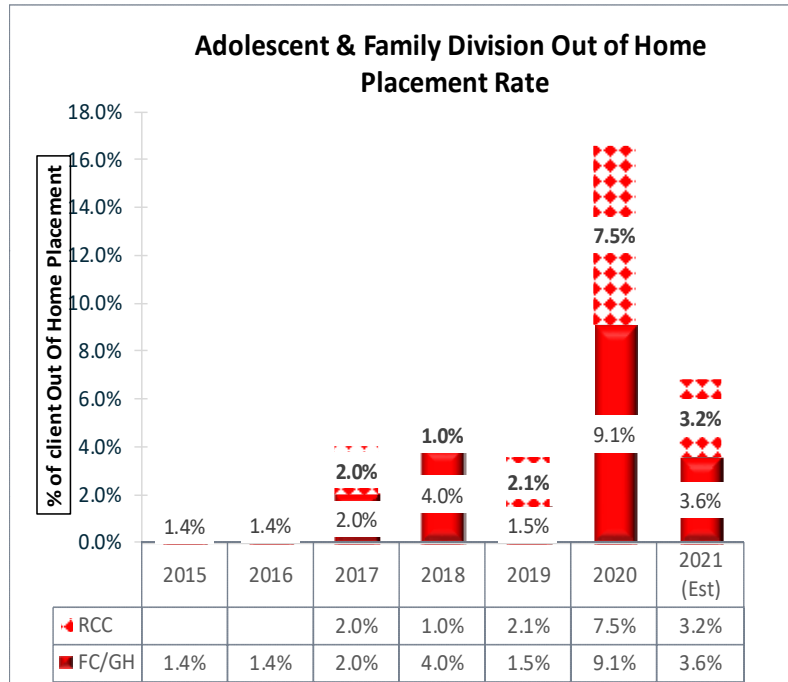
Personnel costs are budgeted to decrease by about \$459,800 to \$2,608,400. This is primarily due to the transfer of 5.00 FTE social workers to the Youth Intensive Services program, offset by cost to continue for the remaining 26.00 FTE staff.

Operating expenses are budgeted to increase by about \$255,400 to \$2,237,500. Contracted services increase about \$132,700, for alternatives to sanctions which includes expanded usage of electronic monitoring, respite, additional in-home therapy, and more community based support. Expenses for Juvenile Correctional placements increase by \$93,600 based on substantial rate increases from the State of WI. Overall, out of home care expenses, which include Residential Care Centers, child group homes and foster care, have been increased by \$27,400 overall in the 2022 budget based on projected utilization.

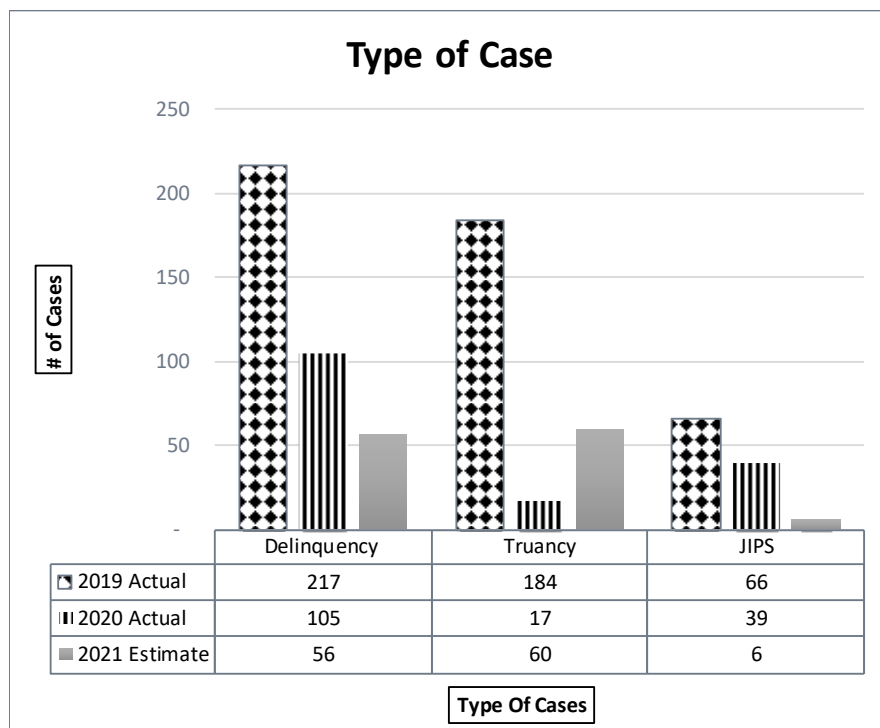
Interdepartmental charges decrease by approximately \$20,100. This is primarily due to the reallocation of end user technology and telephone expenses due to the transfer of 5.00 FTE staff to Youth Intensive Services.

Adolescent and Family Services (cont.)

Program Activities

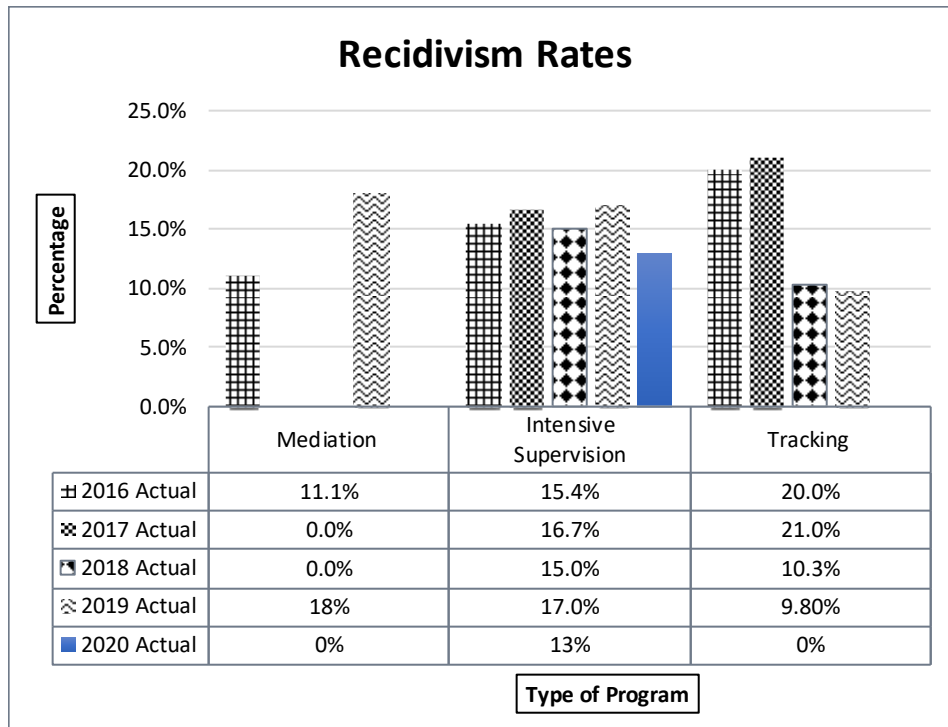


Note: 2020 increase was due to lower overall cases (denominator) as opposed to an increased number of OHC placements (numerator) that resulted in a higher % overall. The actual number of youths in out of home care were at or below budget estimates.



Note: Delinquency rates have decreased over the past few years. Long Term trend for Juveniles in Need of Protective Services (JIPS) have fluctuated slightly, but during the past year significant decreases have occurred. It is believed this is due to the pandemic.

Adolescent and Family Services (cont.)



Note: The recidivism rate shows the percentage of youth who reoffend following intervention.

Program Activity - Alternate Care	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Number of:					
Foster Care					
Youth	17	16	7	8	(8)
Days of Care	3,218	3,191	1,820	1,660	(1,531)
Expenditures	\$ 67,277	\$ 139,844	\$ 60,839	\$ 64,058	(75,786)
Group Homes					
Youth	7	6	2	4	(2)
Days of Care	748	950	212	454	(496)
Expenditures	\$ 203,890	\$ 224,440	\$ 58,153	\$ 131,201	(93,239)
Residential Care Centers					
Youth	11	11	8	7	(4)
Days of Care	1,938	1,448	2,152	1,813	365
Expenditures	\$ 842,238	\$ 668,200	\$ 977,467	\$ 864,852	196,652
State Correctional					
Days of Care of juveniles in State correctional institutions	281	213	90	182	(31)
State charges for correctional institution placement	\$ 145,226	\$ 118,586	\$ 56,340	\$ 212,212	\$ 93,626

Note: Due to the pandemic many group homes and foster homes were unable to take new placements, and some youth in residential care were unable to be transferred to a lower level of care. The budget change reflects a 4-year rolling average.

Juvenile Detention Services

Program Description

The Juvenile Detention Services area provides court intake and after hours services along with coordination of 24-hour care to youth adjudicated delinquent or to youth who have committed status offenses and are determined to be in need of secure or non-secure detention. This program area has been retitled from Juvenile Center to Juvenile Detention Services in the 2022 budget. Physical custody determinations are provided by Juvenile Court Intake or Afterhours staff. Male and female secure detention services are provided under contract with out-of-county secure juvenile detention facilities. Male and female shelter care (non-secure detention) services are provided through a contract with a licensed facility.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	10.17	10.79	8.66	9.66	(1.13)
General Government	\$42,841	\$41,401	\$42,521	\$356,308	\$314,907
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$144,365	\$164,000	\$143,370	\$165,000	\$1,000
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$1,724,994	\$1,771,113	\$1,771,113	\$1,861,870	\$90,757
Total Revenues	\$1,912,200	\$1,976,514	\$1,957,004	\$2,383,178	\$406,664
Personnel Costs	\$745,544	\$755,487	\$557,686	\$1,012,757	\$257,270
Operating Expenses	\$1,056,858	\$1,134,314	\$1,169,455	\$1,265,953	\$131,639
Interdept. Charges	\$58,668	\$86,713	\$90,768	\$104,468	\$17,755
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,861,070	\$1,976,514	\$1,817,909	\$2,383,178	\$406,664
Rev. Over (Under) Exp.	\$51,130	\$0	\$139,095	\$0	\$0

Program Highlights

The County will be ceasing secure detention services at the Juvenile Center in 2021, and HHS will rely on a contracted solution with other counties to provide secure detention services (enrolled ordinance 176-45). Overall, this results in the abolishment of 8.50 FTE in this program. A 1.00 FTE juvenile center coordinator is reclassified to a human services supervisor, and a 1.00 FTE social worker and 1.00 FTE human services support specialist (budgeted in the Youth Intensive Services program, which will be funded with Comprehensive Community Services (CCS) revenue going forward), are created to continue the monitoring and coordination of care for juveniles. Along with a net decrease in temporary extra help offset by an increase in overtime for after hours, personnel costs decrease \$557,000 net of reimbursement revenue. Operating expenses related to this initiative are budgeted to increase \$100,700, mostly due to \$128,600 in daily rate charges from other counties, partially offset by a decrease in other operating expenses (e.g., food) that will not be needed due to the ceasing of secure detention services at this facility. Interdepartmental charges decrease \$3,400, mostly due to a decrease in end user computer charges of \$39,300 offset by an increase of \$28,800 in Sheriff charges for transporting male juveniles between other counties' secure detention facilities and Waukesha County Juvenile Court. Revenues budgeted for secure detention services decrease \$10,000, largely due to the loss of fees charged to other counties for holding their juveniles at the Juvenile Center. Overall, this initiative is estimated to save the county approximately \$450,000 annually.

The previous paragraph was a summary of the financial impact of the change in the secure detention operations. The following program highlights describe the program area overall, in addition to secure detention services, in the normal budget book format.

Juvenile Detention Services (cont.)

Overall, general government revenues increase by \$314,900 related to an increase from the Child and Families Allocation due to a reallocation of funding based on the elimination of the Intake and Shared Services Division.

Charges for services increase by \$1,000 related to fees charged for childcare days of service in shelter care and secure detention.

Personnel costs are budgeted to increase by about \$257,300 mostly due to the transfer in of 5.00 FTE social workers and 2.00 FTE human services supervisors due to the dissolution of the Intake and Shared Services division. One of the human services supervisor positions will coordinate all detention services and interact with law enforcement agencies. A new 1.00 FTE social worker position is created for 3rd shift after hours. Also, After Hours overtime is increased 0.52 FTE or \$67,400 to offset additional evening and weekend needs that were previously covered by existing Juvenile Center staffing related to juvenile assessments and intake. This is offset by the ceasing of secure detention at the Juvenile Center in 2021, which resulted in the abolishment of 8.50 FTE and the reclassification of a 1.00 FTE human services supervisor from a juvenile center coordinator and 1.15 FTE of the extra help budget was eliminated (mentioned previously).

Operating expenses increase by about \$131,600 to \$1,266,000. This mainly due to \$128,600 for the purchase of contracted male secure services (mentioned previously). There is also an increase of \$31,800 for purchase of service contracts related to shelter care. In addition, an \$18,400 increase is due to the divisional reorganization, which resulted in Juvenile Court Intake and After Hours units being transferred into this area. This is partially offset by a reduction of \$19,300 in female secure detention costs based on actual utilization. The remaining reductions totaling \$27,900 are mainly due to ongoing operating expenses of the facility which will no longer be needed upon the ceasing of secure detention services in 2021.

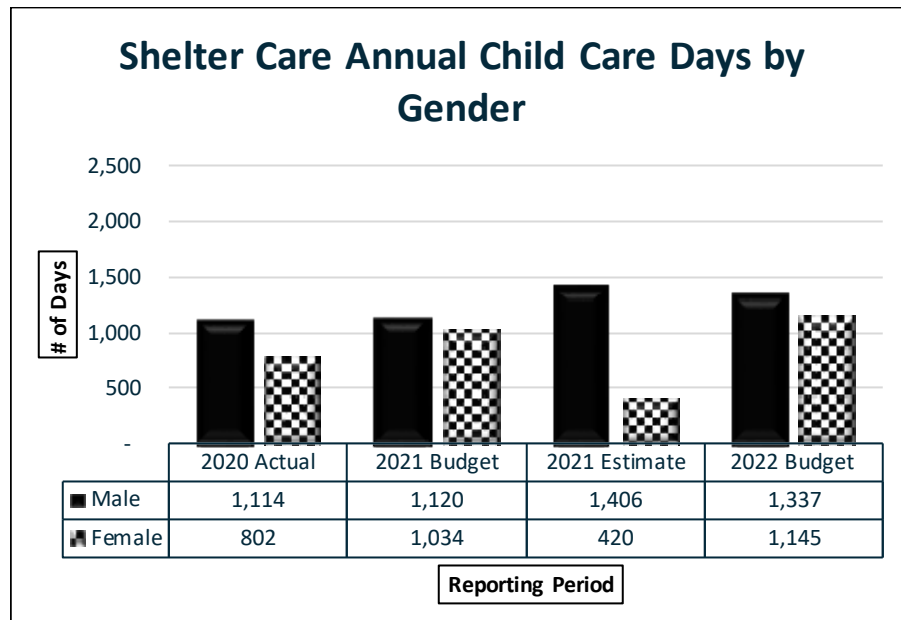
Interdepartmental charges are budgeted to increase by \$17,800. This is mostly due to a net increase of \$13,400 for Sheriff Department transportation costs. This includes an increase of \$28,800 to Sheriff Department transportation costs for male secure located in other counties (mentioned previously), partially offset by a decrease of \$15,400 to Sheriff Department transportation costs for shelter care and female secure juveniles based on trend. There is also an increase of \$8,800 in collection fees based on trend. This is offset by a \$5,700 decrease in end user technology expenses.

Program Activities

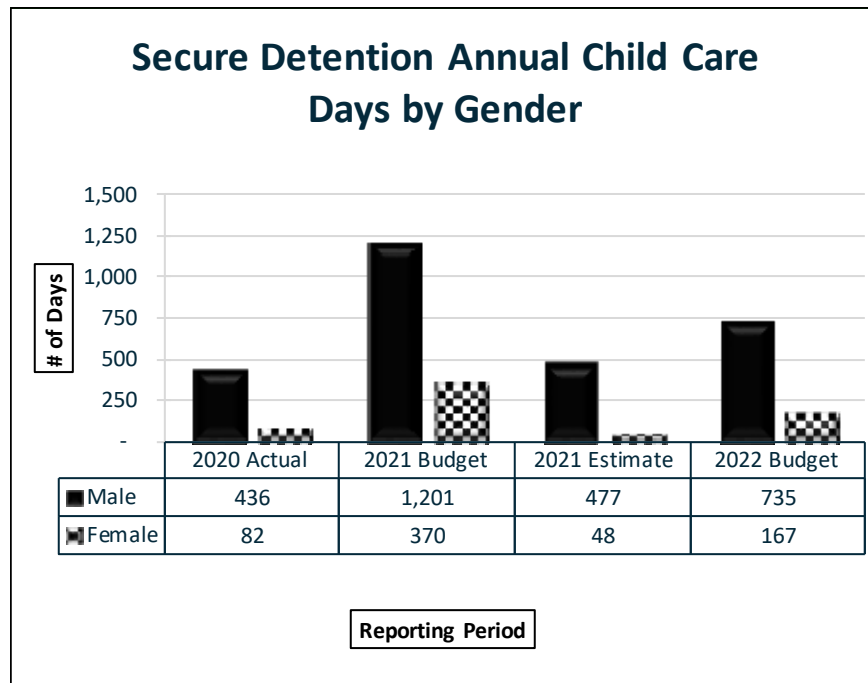
Program Activity - Juvenile Detention Services	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Number of:					
Contracted Non-Secure Detention/Shelter Care					
Days of Care - County Residents (a)	1,916	1,571	1,826	1,212	(359)
Average daily population	5.25	4.30	5.00	3.30	(1.00)
Secure Detention (Males Only)					
Days of Care – County Residents (b)	436	745	477	735	(10)
Days of Care – Out of County Residents (c)	118	456	63	-	(456)
Total Days of Care	554	1,201	540	945	(466)
Average daily population	1.52	3.29	1.48	2.60	(0.69)
Contracted Secure Detention (Females Only)					
Days of Care - County Residents (b)	82	370	48	167	(203)
Average daily population	0.22	1.24	0.13	0.73	(0.51)

- (a) Shelter Care utilization has been decreasing due to use of alternative options such as GPS Home Monitoring.
- (b) Secure detention days have trended downward due to decreased usage of secure detention as sanctions during the pandemic.
- (c) Days of Care-Out of County Residents has no budget for 2022 due to the closure of the Waukesha County Juvenile Detention Center.

Juvenile Detention Services (cont.)



Note: The shelter has reached capacity on several occasions during the past 5 years. There were several youths 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.



Note: The 2021 estimate is significantly lower than budget as only youth who posed significant risk to the community were held in secure detention during the spring of 2021 due to concerns regarding COVID-19 being transmitted in congregate care settings. Estimates for 2021 are based on a 5- year rolling average.

Youth Intensive Services

Program Description

The Intensive Youth Services program area includes Comprehensive Community Services (CCS) and Coordinated Service Team (CST) for youth. CCS is a state Medicaid program that provides individuals across the lifespan with psychosocial mental health and/or substance use treatment services. CST provides a comprehensive, individualized system of care for children with complex behavioral needs. This program area is being created as part of the 2022 budget. Children and Adolescents enrolled in CCS or CST are served through the Adolescent and Family Division.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	0.00	0.00	0.00	11.00	11.00
General Government	\$0	\$0	\$0	\$60,000	\$60,000
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$861,099	\$861,099
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$266,530	\$266,530
County Tax Levy (Credit)	\$0	\$0	\$0	\$64,827	\$64,827
Total Revenues	\$0	\$0	\$0	\$1,252,456	\$1,252,456
Personnel Costs	\$0	\$0	\$0	\$1,003,423	\$1,003,423
Operating Expenses	\$0	\$0	\$0	\$200,120	\$200,120
Interdept. Charges	\$0	\$0	\$0	\$48,913	\$48,913
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$0	\$0	\$0	\$1,252,456	\$1,252,456
Rev. Over (Under) Exp.	\$0	\$0	\$0	\$0	\$0

Program Highlights

General government revenue increase \$60,000 as a result of the transfer of the CST grant funds to this division from the Clinical division.

Charges for services include \$861,100 of revenue for charges for billing children's CCS services to Medicaid. This includes revenues from the current 2.00 FTE Clinical Therapists who are transferring to this division from the Clinical division. This also includes revenues from the transfer of 5.00 FTE social workers from Adolescent and Family Services who will be located in this unit in order to expand this program, as well as \$180,000 in revenue related to contract service agencies.

Fund balance of \$266,500 is a one-time allocation to this division to support the expansion of the children's CCS services in the first year of implementation. This funding will be recouped through the state's Wisconsin Medicaid Cost Reporting (WIMCR) cost settlement process in the subsequent year.

Personnel costs are budgeted to be \$1,003,400. This is due to the transfer of 2.00 FTE clinical therapists from the Clinical Services division and 5.00 FTE social workers who are transferring from the Adolescent and Family division. There are an additional 4.00 FTE new positions being created to support the expansion of children's CCS services. This includes a health and human services coordinator and a senior mental health counselor. A human services support specialist and a social worker were created by enrolled ordinance 175-095 in 2021.

Operating expense of \$200,100 consists of \$180,000 in CCS services from contract agencies. There is offsetting revenue for these expenses. The remaining \$20,100 is for operating expenses associated with the staff, including travel, training, and mileage.

Interdepartmental charges of \$48,900 is for End User Technology fees and telephone costs associated with the 11.00 FTE in this newly created unit.

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.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	48.87	47.70	49.70	50.84	3.14
General Government	\$2,260,110	\$1,256,306	\$2,058,763	\$1,636,824	\$380,518
Fine/Licenses	\$238,342	\$300,000	\$255,000	\$255,000	(\$45,000)
Charges for Services	\$1,209,713	\$1,452,736	\$1,463,346	\$1,524,828	\$72,092
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$1,713,794	\$1,598,518	\$1,810,714	\$1,622,187	\$23,669
Appr. Fund Balance	\$0	\$0	\$0	\$134,000	\$134,000
County Tax Levy (Credit)	\$6,110,069	\$5,840,949	\$5,840,949	\$5,948,791	\$107,842
Total Revenues	\$11,532,028	\$10,448,509	\$11,428,772	\$11,121,630	\$673,121
Personnel Costs (a)	\$5,013,475	\$5,428,743	\$5,662,840	\$5,935,618	\$506,875
Operating Expenses	\$4,870,544	\$4,590,210	\$5,430,378	\$4,720,985	\$130,775
Interdept. Charges	\$451,150	\$429,556	\$428,374	\$465,027	\$35,471
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$10,335,169	\$10,448,509	\$11,521,592	\$11,121,630	\$673,121

Rev. Over (Under) Exp.	\$1,196,859	\$0	(\$92,820)	\$0	\$0
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(a) 2021 estimated personnel costs exceed the 2021 adopted budget related to unbudgeted grant funded personnel expenses and unbudgeted retirement payouts. The department may require a funds transfer.

Program Highlights

General government revenues increase by \$380,500 to \$1,636,800 due to changes in grant funding. Funding that will continue in the 2022 budget is the Mental Health Block grant of \$109,500, the Substance Use Block grant of \$421,500, the Youth Crisis grant of \$63,300, the Urban Youth Prevention grant of \$49,400, and the Bureau of Justice Assistance-Justice and Mental Health Collaboration Program grant of \$273,800. The State Opioid Response grant of \$81,900 and the Urban Black and Hispanic grant of \$90,900 is anticipated to be funded in 2022 and was not budgeted in 2021. New grant funding includes the Injection Drug Use Prevention grant of \$68,300, the Injection Drug Use Treatment grant of \$144,600 and the Urban/Rural Women's Substance Use Services grant of \$242,700. A decrease of \$170,400 pertains to the state award for the Prevention of Drug Overdose grant that will expire on August 31, 2021. The Emergency COVID-19 project grant will expire on May 31, 2022, which reflects a decrease of \$25,500. The Coordinated Services Teams grant of \$60,000 is reallocated to the Adolescent & Family Division.

Fines and license revenues decrease by \$45,000 to \$255,000 based on current caseload and prior year revenue history pertaining to the Intoxicated Driver Program.

Mental Health Outpatient-Clinical (cont.)

Charges for services are budgeted to increase by \$72,100 or 5% over the 2021 budget to \$1,524,800. This is mostly attributable to an increase in clinical revenue due to continuous improvement efforts to maximize revenue for outpatient mental health and substance use treatment services.

Other revenue is budgeted to increase by \$23,700 driven by an increase of \$124,500 in child client reimbursements for services received at the state mental health institutes at Winnebago related to trending placements. This is largely offset by a decrease of \$100,800 in adult client reimbursements for services received at the state mental health institutes at Winnebago and Mendota related to an anticipated decrease in client placements based on actual trend.

Fund balance increases by \$134,000 to offset positions that will not have Wisconsin Medicaid Cost Reporting (WIMCR) cost settlement reimbursement until 2023. WIMCR reimburses county Medicaid providers for services, but reporting is completed after the close of the year with the county receiving payment in the subsequent year (i.e. 2022 payment is received in 2023).

Personnel costs are budgeted to increase by \$506,900 to \$5,935,600 driven by the costs to continue of 50.84 FTE staff assigned to this program. Extra help increases by 1.40 FTE to 4.18 FTE due to grant expenses and overtime decreases by 0.01 FTE to 0.66 FTE. Other 2022 adjustments include the reduction of 0.25 FTE clinical therapist pertaining to grant funding expiring on September 30, 2021, transfer in of 1.00 FTE psychiatrist to Outpatient-Clinical from the Mental Health Center, creation of 1.00 human services supervisor, the transfer out of 2.00 FTE clinical therapist to the Adolescent & Family Division to provide CCS services from the Counseling & Wellness unit, and the abolishment of 0.50 FTE clinical therapist sunset position offset by the creation of 0.50 FTE clinical therapist position. The budget contains 2021 current year personnel changes including the creation of a 1.00 FTE clinical therapist partially offset by the abolishment of 1.00 FTE senior substance abuse counselor and the creation of 1.00 FTE social worker and 1.00 FTE human services support specialist due to new grant funding.

Operating expenses are budgeted to increase by \$130,800 to \$4,721,000. Grant related expenses increase by \$281,000 due to new grant funding. Contracted services increase by \$65,500 as State funding will not cover room & board for transitional residential services in 2022. Expenses for adults at the state mental health institutes decrease by \$58,400 as days of care decrease based on trends associated with a reduction in the total number of emergency detentions. Contracted psychiatrist services decrease by \$135,000 based on coverage needs and the utilization of Waukesha County staff. Prescription medication costs also decrease by \$22,500 based on trend.

Interdepartmental charges increase by \$35,500 to \$465,000. This is mostly due to increases of \$15,500 in end user technology and communication costs based on FTE count and technology needs, \$14,700 for collection services, \$6,500 in computer replacement, \$1,500 in vehicle replacement and \$1,000 in telephone-fixed costs. This is partially offset by a decrease of \$4,200 in Sheriff transportation charges based on actual utilization.

Program Activities

Program Activity - Mental Health Outpatient	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Number of:					
MH Outpatient Clinical					
Outpatient – MH - Unduplicated count	3,855	4,500	4,000	4,500	-
Outpatient - SU - Unduplicated count	776	1,100	785	1,100	-
Service Contacts					
Mental Health / Therapy (b)	5,943	6,000	6,688	6,800	800
Medication Management (b)	8,643	8,750	9,244	9,400	650
Substance Use Treatment	16,454	17,000	16,044	17,000	-
Residential and Inpatient Services					
Substance Use Residential: Days of Care (a)	4,984	2,281	2,281	2,281	-
State Institutes: Days of Care (children)	482	224	515	475	251
State Institutes: Days of Care (adults)	1,056	1,764	1,764	1,415	(349)
Crisis Intervention					
In Person Risk Assessment	1,155	1,350	1,400	1,500	150
Crisis Inbound Calls	4,785	4,700	6,000	6,500	1,800

(a) Medicaid fee for service funding implemented in 2021 but excluded room & board.

(b) Anticipated increase in frequency of client visits due to additional providers.

Mental Health Outpatient-Intensive

Program Description

The Mental Health Outpatient-Intensive program (located at the Mental Health Center) is comprised of the Treatment and Support Services Unit (TSSU) and Community Support Program (CSP). CSP is a state certified program providing intensive community based psychosocial rehabilitation services to individuals with severe and persistent mental health conditions. TSSU provides an array of community based mental health services to residents of Waukesha County. Services include: Targeted Case Management, Community Recovery Services (CRS) benefits for eligible clients, and Comprehensive Community Services (CCS). CCS is a state certified program that provides individuals across the lifespan with psychosocial mental health and/or substance use treatment services. Children and Adolescents enrolled in CCS will be served through the Adolescent and Family Services Division.

Residential care for adults in group homes, adult family homes, and institutional settings is provided through contracts with multiple specialized programs throughout Wisconsin.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	21.65	21.77	21.77	22.45	0.68
General Government	\$692,352	\$692,352	\$692,352	\$692,352	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$2,622,189	\$2,721,650	\$2,815,000	\$2,876,000	\$154,350
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$2,551,892	\$2,721,411	\$2,721,411	\$2,721,411	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$2,132,867	\$2,534,762	\$2,534,762	\$2,806,416	\$271,654
Total Revenues	\$7,999,300	\$8,670,175	\$8,763,525	\$9,096,179	\$426,004
Personnel Costs	\$2,192,743	\$2,313,690	\$2,284,521	\$2,464,463	\$150,773
Operating Expenses (a)	\$6,355,093	\$6,118,921	\$6,371,510	\$6,441,006	\$322,085
Interdept. Charges	\$179,164	\$237,564	\$225,236	\$190,710	(\$46,854)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$8,727,000	\$8,670,175	\$8,881,267	\$9,096,179	\$426,004
Rev. Over (Under) Exp.	(\$727,700)	\$0	(\$117,742)	\$0	\$0

(a) 2021 estimated operating expenses exceed the 2021 adopted budget related to higher contracted services for residential services.

Program Highlights

General government revenues remain flat. State funding for the Community Support Program is \$88,600 and the Community Mental Health award is \$603,700.

Charges for services are budgeted to increase by approximately \$154,400 to \$2,876,000. Community Support Program revenue is budgeted to increase by \$91,000 to \$591,000 due to anticipated new revenue pertaining to services rendered for Chronic Care Management. CCS client fee revenue increases by \$90,000 based on prior-year actual revenues. Targeted Case Management revenue is budgeted to increase by \$5,000 based on trend. This is offset by a budgeted decrease of \$31,700 in client fee revenue for services billed to Medicaid for the CRS program based on reduced caseloads.

Other revenue is budgeted to remain flat. The prior year revenue for TSSU program cost settlements is expected to remain flat at \$482,600. CCS prior year cost settlement is expected to remain flat at \$1,917,600 based on the cost of services delivered in 2022. The CRS prior year cost settlement is projected to remain flat at \$321,000 based on previous years and anticipated cost settlement reimbursement in 2022.

Personnel costs are budgeted to increase by \$150,800 to \$2,464,500. This reflects the cost to continue for existing staff of 22.45 FTE. Extra help decreases by 1.12 FTE to 0.10 FTE. The budget includes the newly created 3.00 FTE clinical therapist offset by the abolishment of 1.00 FTE senior mental health counselor. There is offsetting revenue related to billable services of the clinical therapist. Other adjustments include the transfer out of 0.20 FTE senior clinical psychologist to the Mental Health Center.

Mental Health Outpatient-Intensive (cont.)

Operating expenses are budgeted to increase by \$322,100 to \$6,441,000, mainly due to an increase of \$474,600 in residential care services clients that do not qualify for the CCS, CRS, or any other partially reimbursable programs. Staff continue to monitor and implement reduced cost placements if possible. In addition, residential care and treatment for clients in the CRS program increase by \$115,500 due to adding a new CRS provider in 2021. The contracted services for CCS will decrease by \$95,500 based on the utilization of contracted providers. Consulting services for TSSU will decrease by \$24,300 based on trend. Contracted services pertaining to the reallocation of CCS services for children to the Adolescent & Family Division decreases by \$148,500.

Interdepartmental charges are budgeted to decrease by \$46,900. This is mostly due to \$35,400 for computer maintenance and replacement charges based on FTE count and technology needs. The telephone charges also decrease by \$4,600 based on FTE count and current trend. In addition, the building maintenance charges decreases by \$6,700 based on trend.

Program Activities

Program Activity – MH Outpatient Intensive	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Number of:					
Clients					
Comprehensive Community Services	136	145	145	125	(20)
Targeted Case Management	82	85	85	87	2
Community Support Program	155	155	155	165	10
Total Number of Clients	373	385	385	377	(8)
Program Days					
Comprehensive Community Services (a)	22,263	21,000	23,000	18,000	(3,000)
Targeted Case Management	836	800	800	800	-
Community Support Program	13,782	13,500	14,000	14,000	500
Total Days of Care	36,881	35,300	37,800	32,800	(2,500)
Service Contacts					
Comprehensive Community Services (a)	20,712	22,500	22,500	19,000	(3,500)
Targeted Case Management	4,928	4,800	4,900	5,000	200
Community Support Program	18,667	18,100	18,667	20,000	1,900
Total Service Contacts	44,307	45,400	46,067	44,000	(1,400)

(a) Net budget change due to increase of adults and reallocation of CCS kids to Adolescent & Family Division.

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 symptoms of mental illness and or substance use issues 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.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	53.57	53.72	53.72	53.47	(0.25)
General Government	\$0	\$0	\$29,814	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$2,092,336	\$3,358,430	\$2,167,900	\$2,942,865	(\$415,565)
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$256,894	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$97,391	\$113,000	\$187,516	\$90,000	(\$23,000)
County Tax Levy (Credit)	\$4,052,675	\$3,962,065	\$3,962,065	\$4,126,377	\$164,312
Total Revenues	\$6,499,296	\$7,433,495	\$6,347,295	\$7,159,242	(\$274,253)
Personnel Costs	\$5,003,603	\$5,522,774	\$4,841,112	\$5,166,708	(\$356,066)
Operating Expenses (a)	\$1,240,803	\$1,021,426	\$1,105,412	\$1,034,824	\$13,398
Interdept. Charges	\$713,731	\$889,295	\$853,027	\$957,710	\$68,415
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$6,958,137	\$7,433,495	\$6,799,551	\$7,159,242	(\$274,253)

Rev. Over (Under) Exp.	(\$458,841)	\$0	(\$452,256)	\$0	\$0
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(a) 2021 estimated operating expenses exceed the 2021 adopted budget related to higher contracted psychiatric services and technology costs.

Program Highlights

Charges for services decrease by \$415,600 to \$2,942,900 in the 2022 budget related to the 28-bed psychiatric hospital where days of care are expected to decrease to 6,600 budgeted days of care based on trend and actual operational capacities. Revenue for copy and duplicating fees decrease by \$500 to \$2,500.

General Fund balance decreases by \$23,000 to \$90,000. Facility projects totaling \$90,000 include: \$25,000 to replace nurse's station countertops, \$20,000 for wall painting, \$20,000 for the replacement of aging furniture, \$15,000 for new exterior doors, and \$10,000 to replace windows.

Personnel costs are budgeted to decrease by \$356,100 to \$5,166,700, which includes the cost to continue for 53.47 FTE staff assigned to this program. Extra help decreases by 0.21 FTE to 6.00 FTE and overtime increases by 0.76 FTE to 2.10 FTE. The budget includes the creation of 1.00 FTE nutrition services assistant and is offset by the abolishment of 1.00 FTE psychiatric technician. In addition, a 1.00 FTE registered nurse supervisor was created to provide additional support during the second shift and is offset by the abolishment of 1.00 FTE registered nurse. A 1.00 FTE psychiatric nurse practitioner was created and is offset by the unfunding of 1.00 FTE psychiatrist position. Other adjustments include the transfer out of 1.00 FTE psychiatrist to Outpatient - Clinical and the transfer in of 0.20 FTE senior clinical psychologist from Outpatient - Intensive.

Operating expenses are budgeted to increase approximately \$13,400 to \$1,034,800, primarily due to the increase of \$200,200 for contracted psychiatric services based on trend and coverage needed. In addition, consulting services increase by \$5,500, contracted services increase by \$12,700 pertaining to the water management plan, legal notices increase by \$9,000 for recruitment fees, and janitorial services increase by \$2,800. This is mostly

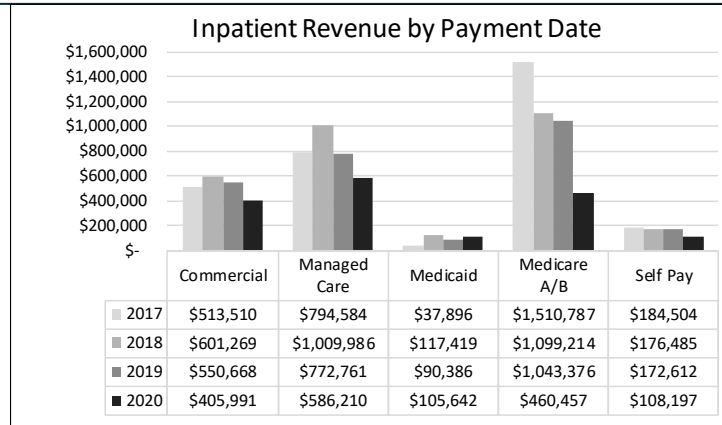
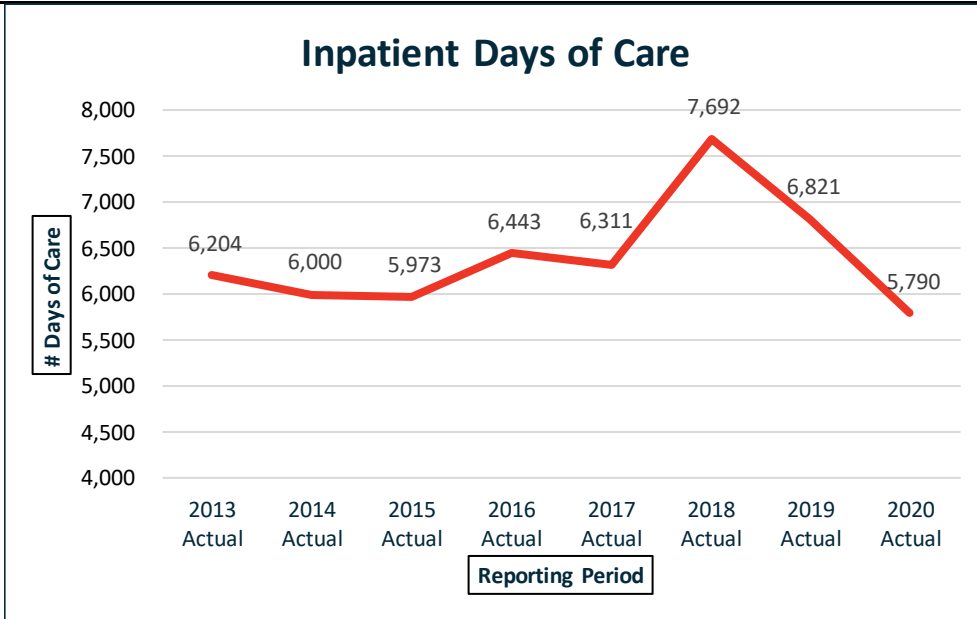
Mental Health Center (cont.)

offset by the decrease of \$215,900 for prescription medication pertaining to changes in the medication ordering process, which reduces the inventory needed on hand as it is managed by a contracted pharmacy.

Interdepartmental charges increase by approximately \$68,400. This is mostly due to the increase of \$146,200 for workers compensation, \$6,800 for malpractice insurance, \$12,300 for computer replacement and replacement charges based on FTE count and technology needs. This is partially offset by a decrease of \$34,200 for collection services based on trend and \$61,800 for building maintenance charges related to approved facility projects being fund balanced related expense.

Program Activities

Program Activity - Mental Health Center	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Number of:					
Days of Care	5,790	7,200	5,800	6,600	(600.0)
Average Length of Stay (Days)	11.0	10.5	10.0	11.0	0.5
Average Daily Census	16.0	21.0	17.0	18.0	(3.0)
Admissions	489	685	585	600	(85)
Discharges	489	685	585	600	(85)



Criminal Justice Collaborating Council (CJCC)

Program Description

The Waukesha County Criminal Justice Collaborating Council (CJCC), established in 2002, is comprised of 19 local elected officials and departments heads who represent all sectors of the justice system. The CJCC has five priorities, which include: greater cooperation amongst branches of county government, community agencies, and local units of government; a better understanding of local crime and criminal justice system problems; creation of clear objectives and priorities for the local criminal justice system; cost-efficient allocation of criminal justice resources; and implementation of effective criminal justice programming that utilizes research-based best practices.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	1.00	1.00	1.00	1.00	0.00
General Government	\$656,086	\$660,781	\$682,803	\$464,587	(\$196,194)
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$46,220	\$47,240	\$47,240	\$47,240	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$56,000	\$10,000	\$10,000	\$158,959	\$148,959
County Tax Levy (Credit)	\$1,173,806	\$1,181,641	\$1,181,641	\$1,201,620	\$19,979
Total Revenues	\$1,932,112	\$1,899,662	\$1,921,684	\$1,872,406	(\$27,256)
Personnel Costs	\$131,704	\$137,996	\$136,337	\$141,678	\$3,682
Operating Expenses	\$1,588,850	\$1,675,340	\$1,661,712	\$1,655,442	(\$19,898)
Interdept. Charges	\$88,896	\$86,326	\$79,264	\$75,286	(\$11,040)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,809,450	\$1,899,662	\$1,877,313	\$1,872,406	(\$27,256)
Rev. Over (Under) Exp.	\$122,662	\$0	\$44,371	\$0	\$0

Program Highlights

General government revenues decrease by approximately \$196,200 to \$464,600, mainly due to the expiration of the federal Pretrial Diversion Project grant on December 31, 2021. Continuing is the WI Department of Justice funding of \$103,600 for the Pretrial Pilot grant, Treatment Alternatives and Diversion (TAD) Drug Court grant funding of \$143,700, the state Department of Corrections (DOC) revenue for the Community Service Options (CSO) program of \$24,500, and the DOC funding of \$192,700 for the Drug Treatment Court program.

Charges for services is budgeted to remain flat based on trending fee collection. OWI Treatment Court fees are assessed based upon family income. 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 increase by \$149,000 to \$159,000. The increase pertains to funding needs related to the Pretrial Diversion Project grant expiring on December 31, 2021. Fund balance will sustain the program at its current capacity and it is anticipated that TAD funding will sustain this program in 2023.

CJCC (cont.)

Personnel costs increased by \$3,700 or 2.4% to \$141,700, reflecting the cost to continue for the 1.00 FTE justice services coordinator position.

Operating expenses are budgeted to decrease approximately \$19,900, mostly related to a decrease of \$26,000 in grant related expenses pertaining to the expiration of the Pretrial Diversion Project grant and a decrease of \$11,000 for the Adult Basic Education GED program as a federal grant was secured by Waukesha County Technical College. The cost to continue of contracted services for various CJCC programs increases by \$17,400, assuming an average 1.5% increase for most vendors.

Interdepartmental charges are budgeted to decrease about \$11,000, mainly for grant related expenses pertaining to the expiration of the Pretrial Diversion Project grant.

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

Provides 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

Partnering with Waukesha County Technical College (WCTC) and the Waukesha County Sheriff's Department this program provides 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	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Number of:					
Clients					
Pretrial Screening	2,679	2,800	2,660	2,700	(100)
Pretrial Supervision	327	450	480	450	-
Pretrial Intoxicated Driver Intervention	423	700	776	700	-
Day Report Center	174	275	225	250	(25)
OWI Treatment Court	61	75	69	70	(5)
Drug Treatment Court	76	90	80	85	(5)
Community Service Options	448	500	407	500	-
Offender Reentry Employment	125	225	138	175	(50)
Jail ABE/GED	57	150	100	150	-
Total Number of Clients (a)	4,370	5,265	4,935	5,080	(185)
Jail Days Diverted					
Pretrial Supervision	5,794	7,500	6,552	7,250	(250)
Pretrial Intoxicated Driver Intervention	13,109	10,000	13,440	11,500	1,500
Day Report Center (b)	5,759	7,000	4,008	6,500	(500)
OWI Treatment Court (b)	3,705	4,000	3,062	3,750	(250)
Community Service Options (b)	144	700	288	500	(200)
Total Jail Days Diverted (c)	28,511	29,200	27,350	29,500	300

(a) Not an unduplicated total, as clients can participate in multiple programs.

(b) Totals reflect potential good time earned by inmates.

(c) Result of the pandemic when cases were not progressing through the justice system and timing lag with justice system to rebound to pre-pandemic levels.

Program Activity – CJCC	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Actual
Percentage of:					
Successful Completions					
Pretrial Supervision	73%	71%	75%	75%	83%
Pretrial Intoxicated Driver Intervention	78%	79%	80%	71%	75%
Day Report Center	82%	84%	80%	79%	78%
OWI Treatment Court	70%	69%	75%	86%	90%
Drug Treatment Court	55%	59%	65%	68%	64%
Community Service Options	65%	69%	75%	70%	76%
Safety Rate*					
Pretrial Supervision	94%	97%	96%	95%	91%
Pretrial Intoxicated Driver Intervention	95%	98%	97%	98%	98%
Day Report Center	93%	95%	90%	90%	98%
OWI Treatment Court	95%	100%	100%	100%	100%
Drug Treatment Court	95%	100%	100%	100%	97%
Court Appearance Rate					
Pretrial Supervision	85%	86%	89%	87%	93%
Pretrial Intoxicated Driver Intervention	95%	96%	96%	97%	94%

*Safety Rate is the percentage of clients who do not re-offend while enrolled in the program.

Program Description

Administration Section

The Administration Section provides leadership, direction and clinical competence in the overall management of the Public Health Division. 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 maintaining state certification as a health department and assures alignment with the core functions of public health, the Essential Public Health Services, and Foundational Public Health Services model. This section works closely with the Administrative Division in ensuring corporate compliance and HIPAA maintenance.

Community Health Strategy

The implementation of Public Health 3.0 will be the primary focus of this section as the division fulfills the chief health strategist role and implements initiatives such the county’s Community Health Improvement Plan and Process (CHIPP), as well as other collective impact efforts. This section oversees the appropriate use of health data and data systems to identify insights and trends, and systematically uses that data to inform decisions and promote positive health outcomes.

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), STD screenings, immunization services and the Travel 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 Avian Influenza and COVID19 are tracked closely, and plans are continually refined based off the latest CDC guidance and 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 and education to individuals from early childhood to late in life through clinic visits, home visits or community events. Child preventive health services can include lead poisoning screenings, child health checks, fluoride varnishing, and child neglect and abuse assessments. Adult health services consist of screenings and case management in areas such as cholesterol, glucose, blood pressure, pregnancy testing, as well as, prenatal and postpartum monitoring. 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.)

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	27.05	46.47	46.47	30.14	(16.33)
General Government (a)	\$5,419,347	\$2,227,296	\$5,722,053	\$1,315,188	(\$912,108)
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$62,063	\$222,056	\$105,596	\$214,380	(\$7,676)
Interdepartmental	\$0	\$100	\$100	\$0	(\$100)
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$1,060	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$1,959,024	\$1,975,034	\$1,975,034	\$1,890,328	(\$84,706)
Total Revenues	\$7,441,494	\$4,424,486	\$7,802,783	\$3,419,896	(\$1,004,590)
Personnel Costs (a)	\$5,995,132	\$3,812,331	\$5,417,700	\$2,926,896	(\$885,435)
Operating Expenses (a)	\$808,732	\$463,115	\$1,937,674	\$289,890	(\$173,225)
Interdept. Charges (a)	\$179,417	\$149,040	\$161,057	\$203,110	\$54,070
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$6,983,281	\$4,424,486	\$7,516,431	\$3,419,896	(\$1,004,590)
Rev. Over (Under) Exp.	\$458,213	\$0	\$286,352	\$0	\$0

Program Highlights

General government revenue is budgeted to decrease approximately \$912,100 to \$1,315,200 mainly due to a decrease of \$990,600 in federal and state Covid-19 grant funding for contact tracing, disease investigation, and other support for the COVID-19 pandemic response. This is offset by an increase in the Women, Infants and Children (WIC) funding of \$22,600. Also, the Preparedness grant increases \$19,800, the Communicable Disease grant increases nearly \$20,000, and the Ready grant increases \$15,200.

Charges for services revenues decrease by \$7,700 to \$214,400 mainly due to a decrease in anticipated Healthcheck, HEP-B, and STD clinic services.

Interdepartmental revenues decrease by \$100 to \$0 for 2022 due to discontinuation of programming.

Personnel costs decrease by approximately \$885,400 to \$2,926,900 due to costs to continue for the existing 30.14 FTE staff. The budget includes the abolishment of 1.00 FTE Public Health Nurse and 0.75 FTE Public Health Technician. Also, 1.00 FTE Public Health Nurse was unfunded. Extra help decreases by 13.58 FTE mostly related to COVID-19 extra help that decreases by 14.41 FTE as this programming will be reduced in 2022.

Operating expenses decrease by \$173,200 to \$289,900, primarily due to a decrease of 200,300 in expenses associated with COVID-19 response activities. This is offset mainly by an increase of \$7,700 for contracted services. In addition, the increase includes \$5,800 in lead testing supplies, \$3,000 in mileage reimbursement, and \$9,900 in cell phone usage.

Interdepartmental charges increase by \$54,100 to \$203,100. This is mainly due to increases in EUTF and computer replacement charges of \$40,000 related to COVID-19 staffing, computer replacement charges of \$9,800 due to additional regular FTE staff, and postage increases of \$3,000.

Public Health (cont.)

Program Activity - Administration	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Number of:					
Inbound Telephone calls for information/triage*	16,669	4,500	25,000	5,000	500
In-person Clients	990	3,900	1,500	4,000	100

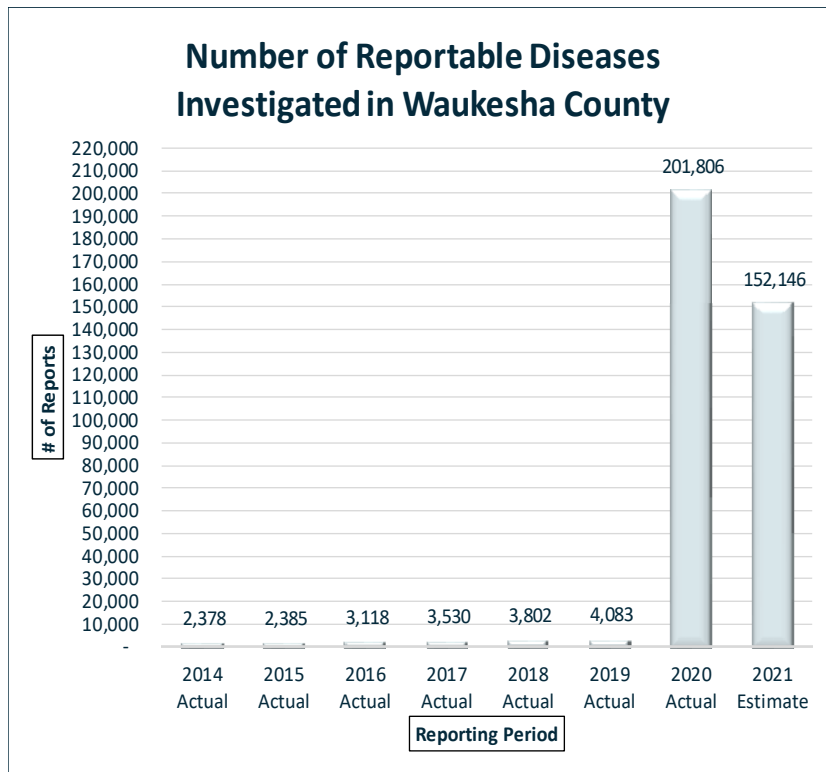
*Inbound calls related to COVID 19 is expected to increase.

Program Activity - Communicable Disease and Preparedness	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Number of:					
Communicable Disease Investigations					
Communicable Disease referrals investigated(a)	201,806	150,000	152,146	100,000	(50,000)
Cases Identified(a)	38,996	18,000	18,869	15,000	(3,000)
Category 1 Disease Investigations (non-COVID-19)	403	500	450	500	-
Outbreak Investigated	965	500	500	500	-
Tuberculosis Control					
Directly Observed Therapy (DOT) visits	920	800	950	900	100
TB skin tests	106	400	300	400	-
Immunization Program					
Total Vaccines Administered	911	3,200	40,250	3,200	-
Children Immunized	151	500	1,000	500	-
Adults Immunized	335	1,200	21,000	1,200	-
Travel Clinic clients	91	285	250	285	-
STD Program					
Screenings in STD clinic(b)	76	350	100	300	(50)
Preparedness Program					
Preparedness trainings conducted	165	20	100	30	10

(a) Significant decrease is the result of COVID 19 pandemic.

(b) Expected to return to pre-COVID 19 levels

Public Health (cont.)



*The 2020 actual and 2021 estimate have significant increase is the result of COVID 19 pandemic.

Program Activity - Family and Community Health	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Number of:					
Lead Poisoning Prevention					
Children tested for lead poisoning	167	1,000	333	1,000	-
Lead poisoned children that were case managed	52	90	60	90	-
Child Health Program					
Children at-risk(a)	65	175	20	150	(25)
Home Visit to Children	108	650	80	650	-
Healthcheck Examinations (b)	8	60	5	20	(40)
Children receiving fluoride varnishing	0	100	10	100	-
Healthy Pregnancy Program					
Pregnant Women Case Managed(c)	23	100	15	75	(25)
Home Visits to pregnant women	34	300	30	300	-
Percentage of case managed women who delivered full term infants of average birth weight	90%	95%	91%	95%	-
Chronic Disease Program					
Chronic disease screenings(d)	123	550	50	600	50
Community Education Events (e)	17	100	20	200	100
HHS Drug Screening Program					
Urine drug screening for HHS clients (e)	276	1,700	0	0	(1,700)
Positive urine drug screening clients	35%	40%	0%	0%	-40%

(a) Estimated and budgeted decrease in children at-risk due stronger collaboration with community agencies.

(b) Estimated and budgeted decrease in children receiving Healthcheck examination due to more children receiving this service at regular doctor check-ups.

(c) Estimated and budgeted decrease in pregnant women case management due to decreased client utilization.

(d) Estimated and budgeted increase in chronic disease screenings due to increased screening events planned.

(e) The HHS Drug Screening Program will no longer be conducted by public health staff.

Public Health (cont.)

Program Activity - WIC	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Number of:					
State estimated eligible low income population per month (a)	4,483	4,483	4,883	4,483	0
Mothers, infants/children served per year in the WIC Program (b)	2,503	2,700	2,500	2,500	(200)
Total appointments completed	3,952	3,200	3,200	3,200	-
Total high risk visits completed	1,247	1,300	1,250	1,250	(50)
Pregnant and breastfeeding women receiving breastfeeding education support services	503	520	500	500	(20)
Internal and external referrals completed to assist families with unmet needs(c)	804	1,000	700	700	(300)

Program Activity - WIC	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Number of:					
State estimated eligible low income population per month (a)	4,483	4,483	4,883	4,483	0
Mothers, infants/children served per year in the WIC Program (b)	2,503	2,700	2,500	2,500	(200)
Total appointments completed	3,952	3,200	3,200	3,200	-
Total high risk visits completed	1,247	1,300	1,250	1,250	(50)
Pregnant and breastfeeding women receiving breastfeeding education support services	503	520	500	500	(20)
Internal and external referrals completed to assist families with unmet needs(c)	804	1,000	700	700	(300)

(a) Based on the 2014 US Bureau of Census, Waukesha County Poverty Estimates.

(b) From January 1, 2020 through December 31, 2020 WIC food benefits supplemented Waukesha County retail food vendors by \$2,009,883 and local Waukesha County farmers by \$8,820 through Farmers' Market sales.

(c) Referrals predicted to be lower based on 2020 and 2021 trend.

Program Description

The Waukesha County Division of Veterans' Services advocates for and assists 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 disseminated where and when appropriate.

In addition, the County Executive, with the approval of the County Board, appoints three Veterans' Commissioners. The Commission meets as needed to authorize and provide funds for needy veterans.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	4.50	4.50	4.50	5.00	0.50
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	\$11,052	\$0	\$0	\$4,700	\$4,700
Appr. Fund Balance	\$2,167	\$8,467	\$8,467	\$0	(\$8,467)
County Tax Levy (Credit)	\$332,835	\$346,615	\$346,615	\$412,083	\$65,468
Total Revenues	\$359,054	\$368,082	\$368,082	\$429,783	\$61,701
Personnel Costs	\$287,115	\$299,971	\$322,513	\$358,235	\$58,264
Operating Expenses	\$13,781	\$45,799	\$17,336	\$41,585	(\$4,214)
Interdept. Charges	\$24,255	\$22,312	\$21,877	\$29,963	\$7,651
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$325,151	\$368,082	\$361,726	\$429,783	\$61,701
Rev. Over (Under) Exp.	\$33,903	\$0	\$6,356	\$0	\$0

Program Highlights

General government revenues of \$13,000 consist of a Wisconsin Department of Veterans' Affairs, County Veterans' Service Office Grant and remains unchanged in the 2022 budget.

Other revenue increases from \$0 to \$4,700. This represents anticipated donations for Veterans' Services that will be used to purchase new benefits processing software specific to Veterans' Services.

Fund balance decreases by \$8,500 to \$0. From 2022 on, donations will be received by the Department of Administration and then requested, as needed, by Veterans' Services. The balance represents an aggregate collection for donations from past fiscal years.

Personnel costs are budgeted to increase \$58,300 to \$358,200. This reflects the cost to continue for the existing staff of 4.00 FTE. Also a 1.00 FTE administrative assistant position is refunded, and extra help is decreased 0.50 FTE in 2022.

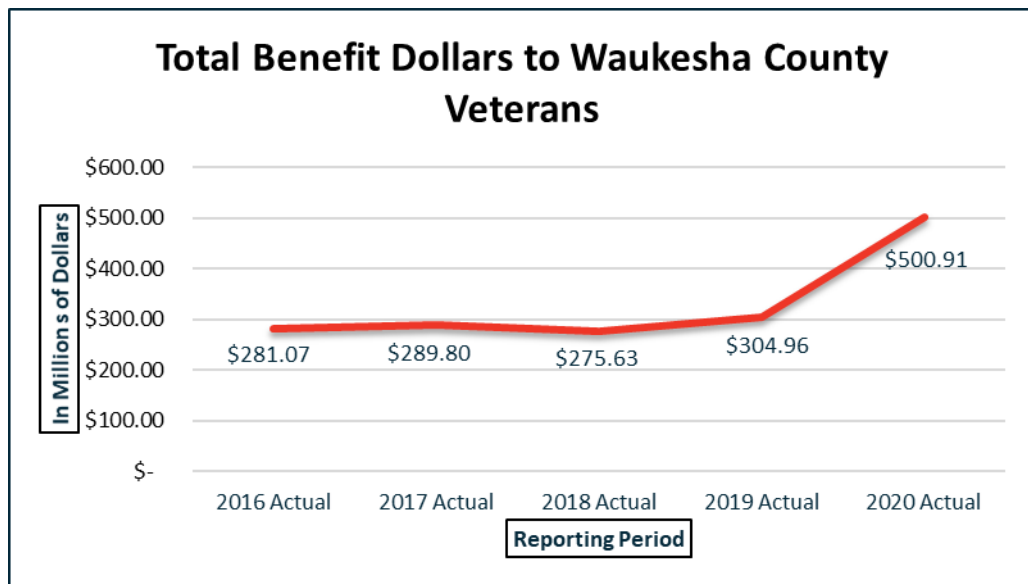
Operating expenses are budgeted to decrease \$4,200 to \$41,600 due to a decrease in outside printing costs, promotion costs, and burial costs.

Interdepartmental charges are budgeted to increase approximately \$7,700 mostly due to a \$6,900 increase in allocated end user technology fees (EUTF), \$500 increase in allocated worker's compensation, \$500 increase in telephone charges, and a \$300 decrease in postage.

Veterans' Services (Cont.)

Program Activities

Program Activity - Veterans' Services	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Number of:					
Clients interviewed and counseled (In Office)	1,466	4,500	2,500	4,500	-
Appearances on behalf of veterans	-	60	30	60	-
Miles traveled on veterans' affairs	463	2,000	1,000	2,000	-
Incoming phone calls answered	6,889	11,000	11,000	11,000	-
Contacts by E-Mail (requiring a response)	10,220	10,000	12,000	10,000	-



This figure reflects the value of all Federal and State benefits awarded to Waukesha County Veterans. Based on the 2020 data this equates to \$1,505 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.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	9.63	9.63	9.63	10.25	0.62
General Government	\$486,706	\$486,706	\$486,706	\$486,706	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$11,683	\$20,000	\$20,000	\$20,000	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$21,363	\$22,531	\$0	\$0	(\$22,531)
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$959,672	\$784,996	\$784,996	\$851,684	\$66,688
Total Revenues	\$1,479,424	\$1,314,233	\$1,291,702	\$1,358,390	\$44,157
Personnel Costs	\$850,957	\$908,214	\$941,211	\$964,290	\$56,076
Operating Expenses	\$147,351	\$255,813	\$185,729	\$245,365	(\$10,448)
Interdept. Charges	\$139,238	\$150,206	\$137,983	\$148,735	(\$1,471)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,137,546	\$1,314,233	\$1,264,923	\$1,358,390	\$44,157
Rev. Over (Under) Exp.	\$341,878	\$0	\$26,779	\$0	\$0

Program Highlights

General government revenues remain unchanged from the 2021 budget. The revenues included are 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 2021 budget.

Charges for services revenues remain unchanged from the 2021 budget for clients protectively placed in a hospital setting based on current year trending. 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 is reduced \$22,500 to \$0, Waukesha County is no longer a protective payee for APS clients served by this program and no longer receives Social Security reimbursements for clients. APS no longer provides this service as the clients have transitioned to federally funded long-term care programs.

Personnel costs are budgeted to increase approximately \$56,100 to about \$964,300 due to cost to continue the 9.63 FTEs and the addition of 1.00 FTE social worker position. The increases are offset by the reduction of 0.38 FTE for extra help - social worker positions.

ADRC - Adult Protective Services (cont.)

Operating expenses are budgeted to decrease approximately \$10,400 to \$245,400 mostly due to reductions of \$10,000 in client services for reduced corporate guardian fees, and \$4,400 in telecom equipment to align with actual expenses. Reductions are offset by increases of \$1,700 in telephone lines & service for cell phone usage and \$1,500 for contracted services costs.

Interdepartmental charges are budgeted to decrease \$1,500 to \$148,700 mainly due to decreases of \$5,900 in transportation and \$4,900 in postage. The decreases are offset by increases of \$5,400 in legal fees and \$4,200 in computer maintenance and replacement.

Program Activities

Program Activity - Adult Protective Services	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Number of:					
New Adult At-Risk/Elder At-Risk Investigations (a)	340	325	350	360	35
Watts Court Ordered Assessment Reviews (b)	276	320	275	275	(45)
Emergency Protective Placements (EPP)	38	40	40	40	0
Mental Health - Chapter 51.67 (c)	10	8	8	8	0
Comprehensive Evaluations	20	25	18	18	(7)
Youth Transition Guardianships (d)	24	20	16	16	(4)

- (a) 2022 budget increases by 35 from 2021 budget based on actual number of investigations in 2020 and 2021. Numbers of calls of concern and investigations are trending upward.
- (b) 2022 budget decreases by 45 from 2021 budget, as a number of protective placement clients were deceased during 2020.
- (c) Ch. 51.67 reduced based on the 2021 actual and ongoing training to law enforcement and crisis staff on de-escalation techniques for individuals with dementia
- (d) 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, friendly visit calls 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.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	15.79	15.84	15.84	20.38	4.54
General Government (a)	\$2,883,175	\$2,803,408	\$3,456,468	\$3,269,533	\$466,125
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$339,790	\$406,969	\$317,390	\$416,131	\$9,162
Appr. Fund Balance	\$7,700	\$7,700	\$7,700	\$7,700	\$0
County Tax Levy (Credit)	\$981,708	\$1,089,444	\$1,089,444	\$1,132,602	\$43,158
Total Revenues	\$4,212,373	\$4,307,521	\$4,871,002	\$4,825,966	\$518,445
Personnel Costs	\$1,318,063	\$1,267,121	\$1,426,187	\$1,594,842	\$327,721
Operating Expenses	\$2,380,868	\$2,909,599	\$3,022,347	\$3,082,422	\$172,823
Interdept. Charges	\$147,708	\$130,801	\$133,295	\$148,702	\$17,901
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$3,846,639	\$4,307,521	\$4,581,829	\$4,825,966	\$518,445
Rev. Over (Under) Exp.	\$365,734	\$0	\$289,173	\$0	\$0

(a) The 2021 Estimate includes \$185,709 of Consolidated Appropriations Act funding in Home Delivered Meals.

Program Highlights

General government revenues are budgeted to increase \$466,100 to \$3,269,500. This is primarily due to \$489,700 in new specific purpose directed American Rescue Plan Act (ARPA) funding. The grant increases which include the ARPA funding include home delivered meals of \$171,900 for enhanced nutrition support for home delivered meal participants; \$110,100 for congregate meals for alternate models to include restaurant dining and choice options supportive services, \$105,200 for increased in-home services, Family Caregiver Support increase of \$62,500 for respite services and includes Adult Daycare assistance, and \$7,700 for Health Promotion for additional evidence based prevention programs. Other grant increases include Specialized Transportation of \$7,400, and Alzheimer's Family Support of \$3,900. Grant reductions include Nutrition Service Incentive Program (NSIP) of \$2,500.

Other revenue is budgeted to increase \$9,200 to \$416,100 primarily due to increases in nutrition program client donations of \$37,400 offset by a reduction of \$28,300 from Managed Care Organization (MCO) meals.

ADRC – Community Services (cont.)

Fund balance remains unchanged at \$7,700 for one-time equipment purchases in 2021 for the Senior Dining program.

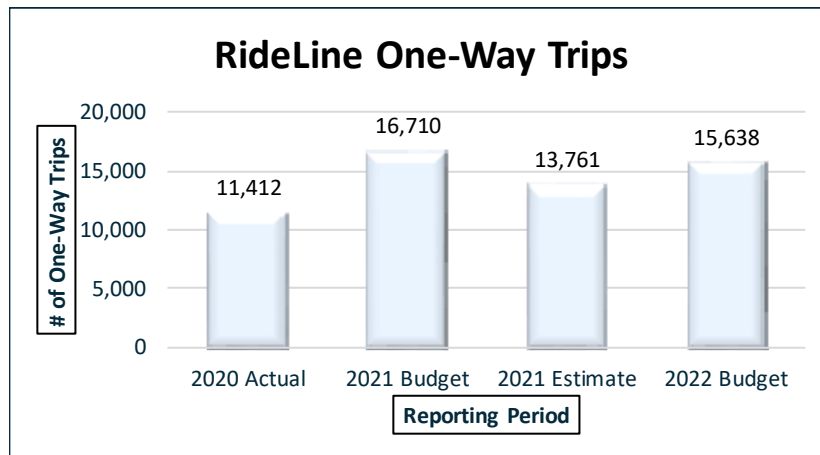
Personnel costs increase about \$327,700 to \$1,594,800. Increases include the cost-to-continue of the existing 15.84 FTE staff and the transfer in of 2.00 FTE administrative specialists from the Administrative Services Division, the transfer in of a 1.00 FTE volunteer program specialist from the Intake/Shared Services Division, the addition of a 1.00 FTE community health educator that is offset by the elimination of a 0.60 FTE extra help – community health educator, the addition of a 0.75 FTE human services support specialist that is offset by the elimination of a 0.44 FTE extra help – technical intern, the transfer in of 0.48 FTE senior ADRC specialist from the ADRC Contract Fund and the addition of a 0.35 FTE extra help – semi skilled employee.

Operating expenses are budgeted to increase about \$172,800 to \$3,082,400. Increases include \$72,300 in food service, \$60,600 for nonprofit taxi services assistance, \$60,500 related to in-home care, \$35,400 in respite personal care, \$5,800 in promotion supplies, \$4,400 in client services, \$3,700 in miscellaneous operating expense, \$3,000 in household care, \$2,300 in office supplies and \$2,200 in mileage reimbursement. Increases are offset by decreases of \$67,900 in contracted services (mainly transportation for consulting ending in 2021 and elder abuse), \$7,000 in transportation services mainly due to RideLine costs and \$5,000 in home maintenance and repair.

Interdepartmental charges are budgeted to increase by about \$17,900 to \$148,700 mainly due to an increase of \$14,400 in computer maintenance and replacement and \$2,100 in worker’s compensation insurance.

Program Activities

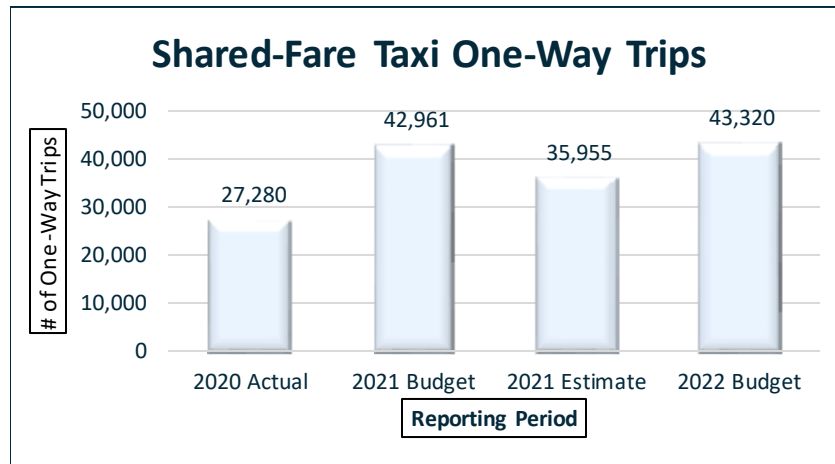
Transportation



Note: The number of one-way RideLine trips for 2022 is budgeted at 1,072 less rides than 2021 budget, however 1,877 rides greater than 2021 estimate due to post pandemic trending.

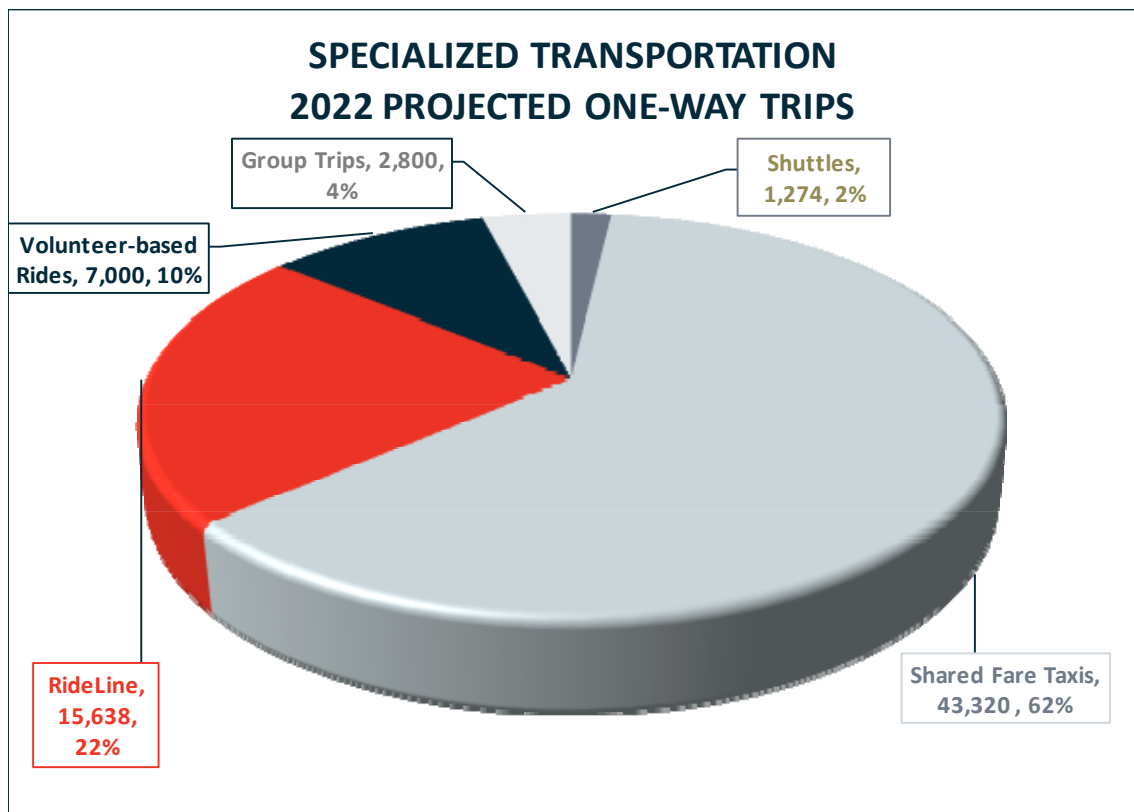
ADRC – Community Services (cont.)

Transportation (cont.)



Note: 2022 budgeted shared-fare taxi service is expected to increase slightly by 359 rides from the 2021 budget level, however an increase of 7,365 rides from 2021 estimate as a result of a slower return to pre-pandemic levels.

Specialized Transportation Net Average Cost Per One-Way Trip	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Shared-Fare Taxi	\$ 6.45	\$ 5.85	\$ 7.54	\$ 5.93	\$ 0.08
RideLine	\$ 41.57	\$ 42.57	\$ 44.45	\$ 44.15	\$ 1.58

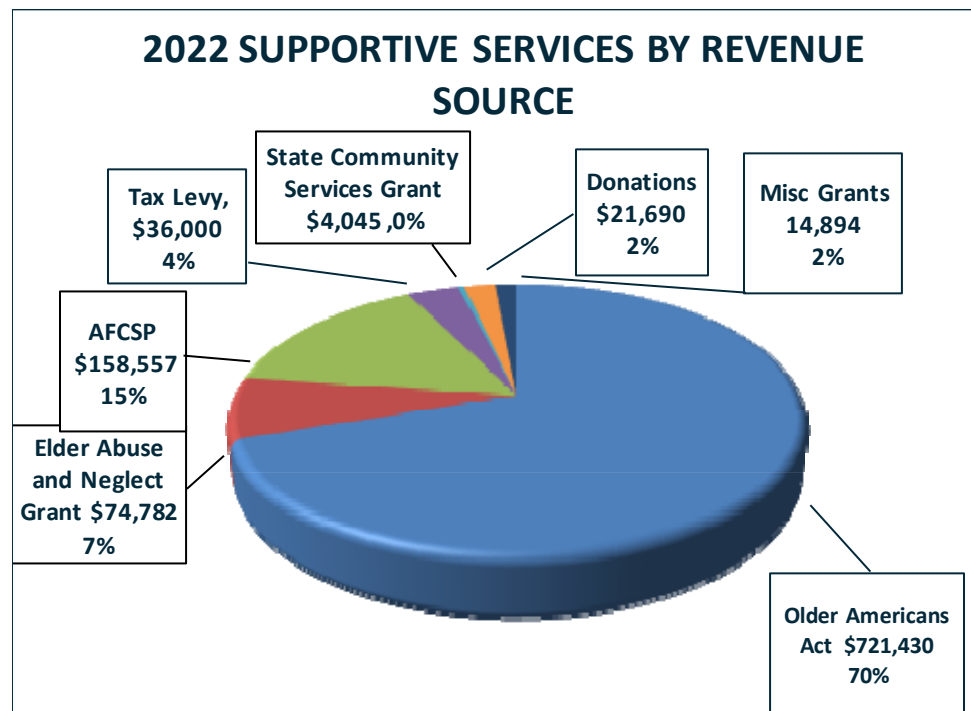


Note: Overall, the 2022 Specialized Transportation Program budget includes a total of 70,032 rides, an increase of 586 rides from the 2021 Budget.

ADRC – Community Services (cont.)

Supportive Services

Program Activity - Supportive Services	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Number of:					
Clients	1,456	1,150	1,370	1,450	300



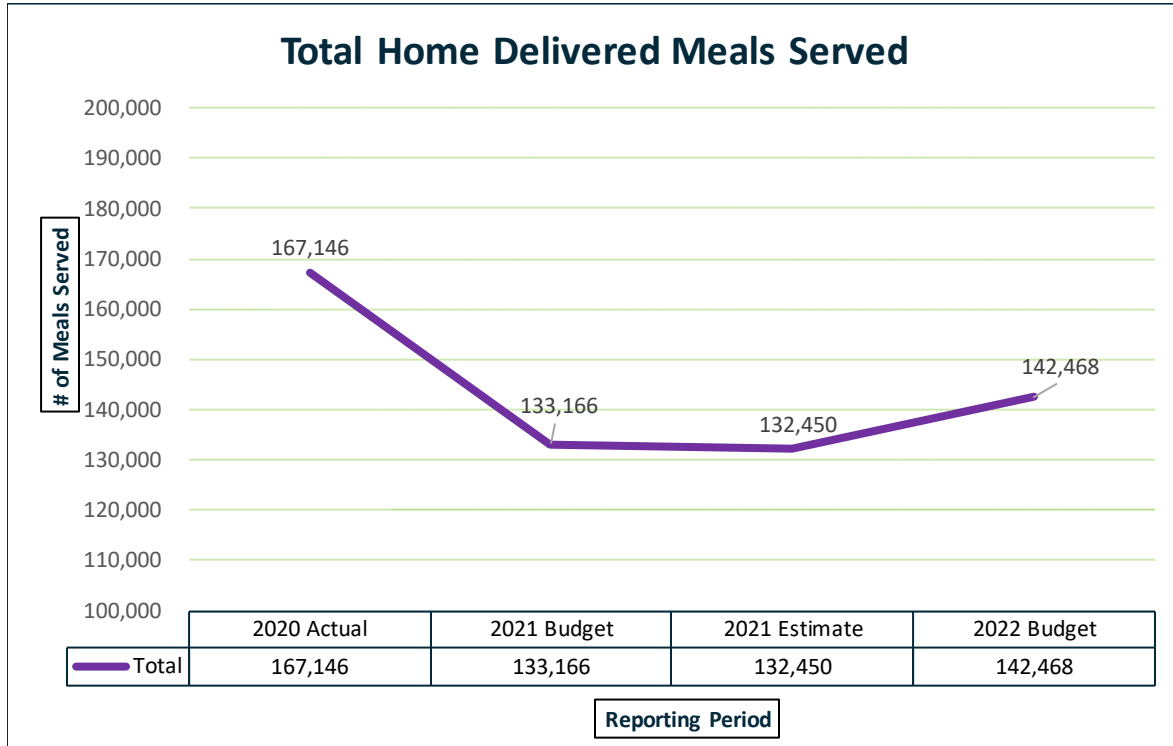
Note: AFCSP – Alzheimer Family Caregiver Support Program

Program Activity - Volunteer	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Number of:					
Volunteers	425	650	800	652	2
Hours	10,943	35,100	16,570	35,000	(100)
Valuation (a)	\$278,281	\$892,593	\$421,375	\$890,050	(\$2,543)

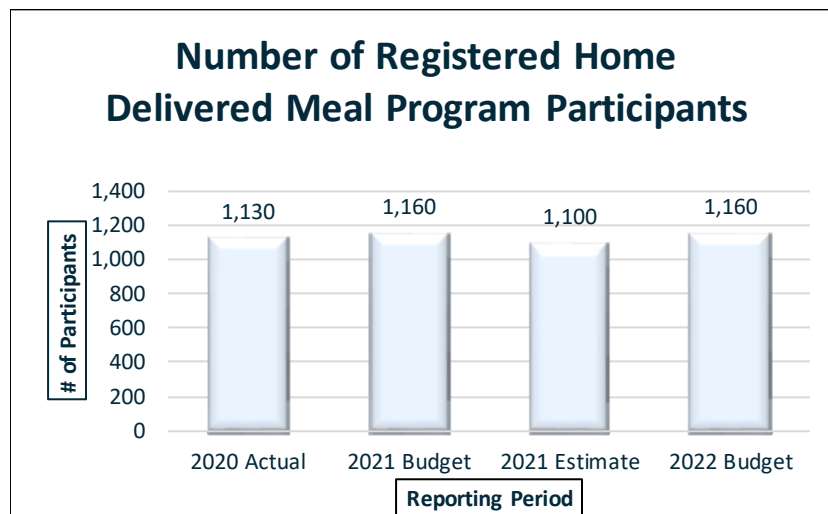
a) The National average of \$25.43 based on "The Independent Sector" value of volunteer is used for the valuation of volunteers. 2020 Actual and 2021 Budget include ADRC volunteers only. 2021 Estimate and 2022 Budget include ADRC and HHS volunteers.

ADRC – Community Services (cont.)

Home Delivered Meals



Note: Projected number of home delivered meals for 2022 budget anticipates an increase of 9,302 meals from the 2021 budget. 2021 estimate hot meals include a variety of types of meals served due to the pandemic, hot, frozen and boxed shelf stable. 2022 budget includes only hot meals, as it is anticipated that only hot meals will be served.



Note: Based on actual experience in 2020 and during the first half of 2021, the number of projected home delivered meal recipients in 2021 is expected to be at 1,100. 2022 budgeted number is expected to be similar to 2021 budget.

ADRC – Community Services (cont.)

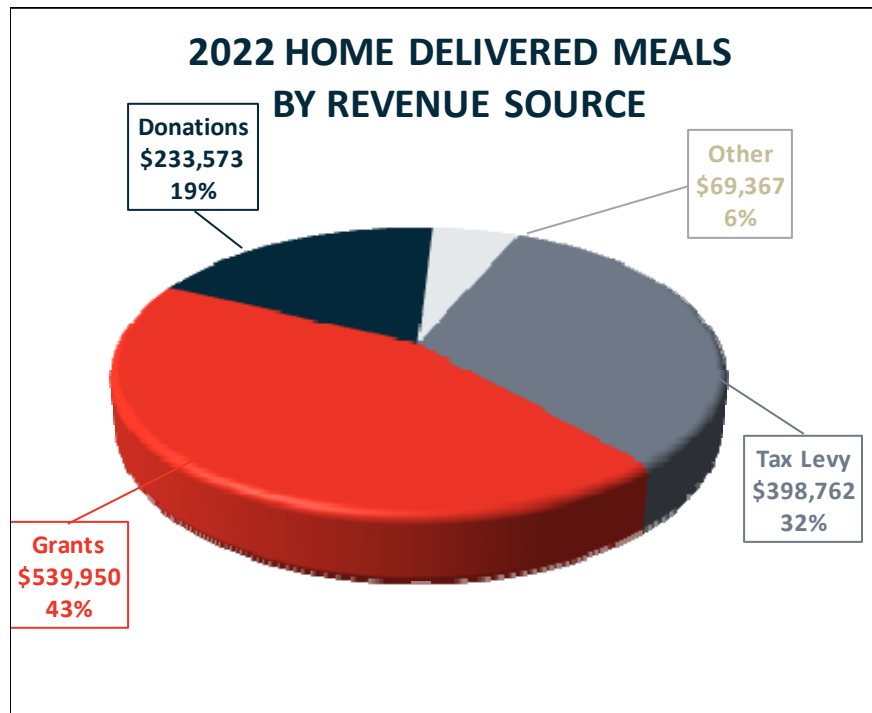
Home Delivered Meals (cont.)

Home Delivered Meal (HDM) Participant Responses to Survey Questions	2020 * Actual	2021 * Actual
HDMs help me live independently in home	NA	84.0%
Feel HDMs have improved quality of life	NA	86.0%
Half or more daily food intake provided by meal	NA	63.0%

Note: *2020 surveys not required by funder due to alternate delivery system as a result of COVID-19.
*2021 = 238 responses

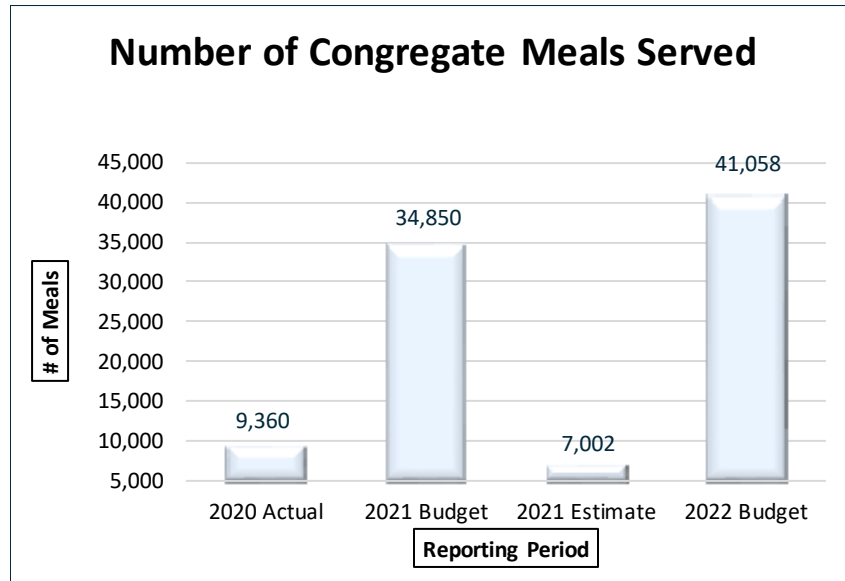
Home Delivered Meal Cost Summary	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Gross Cost Per Meal	\$ 7.90	\$ 8.56	\$ 9.46	\$ 8.72
Average Client Donation Per Meal	\$ 1.40	\$ 1.70	\$ 1.60	\$ 1.72
Net Cost Per Meal	\$ 6.50	\$ 6.86	\$ 7.86	\$ 7.00

Note: Cost per meal summary for senior dining and home delivered meals are not comparable due to program offerings at senior dining sites.

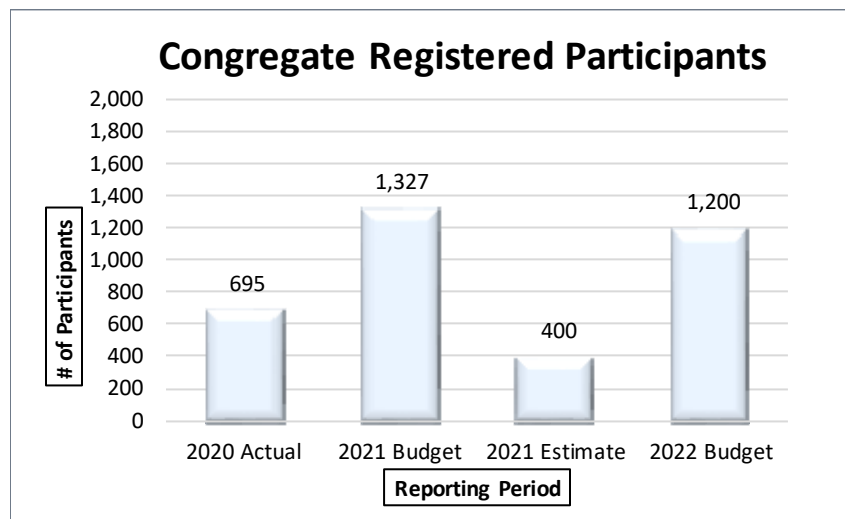


ADRC – Community Services (cont.)

Congregate/Senior Dining Meals



Note: The Congregate Dining Program has been suspended due to the pandemic since March 2020, therefore reducing the number of meals served to 9,360. The senior dining program is expected to reopen at select locations in fall of 2021. The 2021 estimate is 27,848 less meals served than 2021 Budget. 2022 budgeted meals is increased 6,208 from 2021 budgeted meals due to an anticipated full year of service.



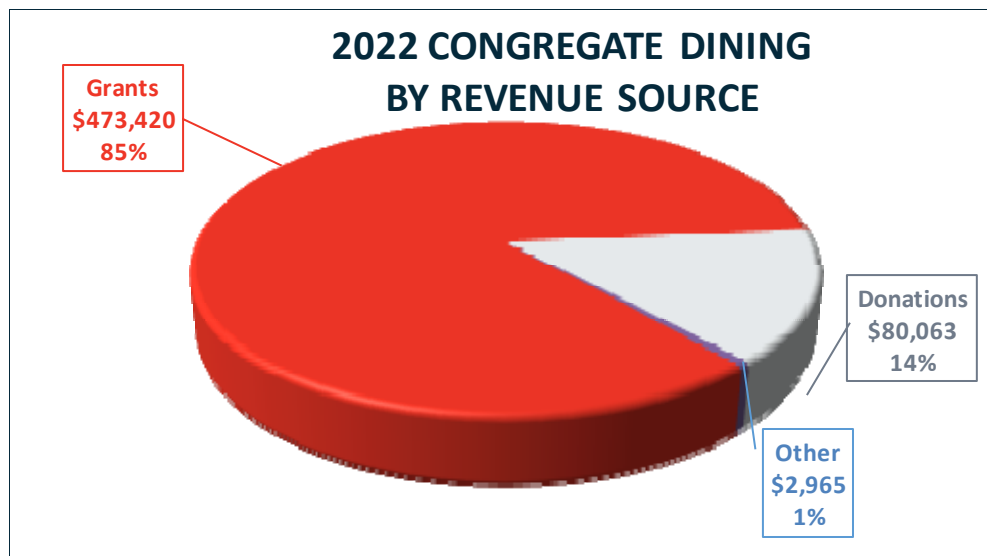
Note: Due to the pandemic and the suspension of the senior dining program in March 2020, the 2021 estimate is 400 participants. It is anticipated that senior dining will resume in fall of 2021.

ADRC – Community Services (cont.)

Congregate/Senior Dining Meals (cont.)

Senior Dining Center/Congregate Meal Cost Summary	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Gross Cost Per Meal	\$ 15.25	\$ 14.16	\$ 19.20	\$ 13.55	\$ (0.61)
Average Client Donation Per Meal	\$ 1.92	\$ 2.02	\$ 1.92	\$ 1.95	\$ (0.07)
Net Cost Per Meal	\$ 13.33	\$ 12.14	\$ 17.28	\$ 11.60	\$ (0.54)

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

Fund Purpose

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	2020	2021	2021	2022	Change From 2021	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
Revenues						
General Government	\$3,307,110	\$3,800,775	\$3,637,310	\$3,777,002	(\$23,773)	-0.6%
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	\$3,307,110	\$3,800,775	\$3,637,310	\$3,777,002	(\$23,773)	-0.6%
Expenditures						
Personnel Costs	\$2,698,372	\$3,149,173	\$2,950,000	\$3,184,720	\$35,547	1.1%
Operating Expenses	\$226,921	\$256,951	\$286,939	\$187,455	(\$69,496)	-27.0%
Interdept. Charges	\$381,814	\$394,651	\$400,371	\$404,827	\$10,176	2.6%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$3,307,107	\$3,800,775	\$3,637,310	\$3,777,002	(\$23,773)	-0.6%
Rev. Over (Under) Exp.	\$3	\$0	\$0	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	33.65	35.10	35.10	34.62	(0.48)
Extra Help	0.97	0.97	0.97	0.80	(0.17)
Overtime	0.00	0.00	0.00	0.00	0.00
Total FTEs	34.62	36.07	36.07	35.42	(0.65)

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 decrease about \$23,800 to \$3,777,000 mainly due to the \$21,200 reduction of funding related to Nursing Home Relocation. Federal match for the ADRC contract is reduced \$9,000 due to a lower match for the benefit specialists based on staff work duties and federal match increased \$6,400 for the Dementia Care grant.

Personnel costs are budgeted to increase approximately \$35,500 to \$3,184,700. The increase is due to the cost to continue 35.43 FTE. The increases are partially offset by the removal of a 0.17 FTE extra help - social worker and the transfer out of 0.48 FTE senior ADRC specialist to the ADRC General fund.

Operating expenses decrease about \$69,500 to \$187,500 mainly due to decreases of \$34,800 in outside printing, \$20,800 in contracted services related to the Dementia Care grant, \$10,000 in promotion supplies, \$4,200 in telecom equipment, \$2,500 in travel costs, and \$1,100 in both postage and office supplies. Decreases are offset by an increase of \$6,200 in telephone lines and service.

Interdepartmental charges increase \$10,200 to \$404,800. Increases include computer maintenance charges of \$4,200, computer replacement costs of \$4,200 and postage of \$2,000.

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	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Number of:					
Resource Center Consumers Served (unduplicated)	8,933	11,500	10,720	12,000	500
Elder Benefits Counseling Clients Served (a)(c)	796	1,000	625	1,000	-
Disability Benefits Counseling Cases (b)(c)	247	250	400	400	150
Consumer Contact Type					
Information & Assistance	15,027	21,000	16,000	21,000	-
Options Counseling (d)	2,633	5,200	1,334	1,600	(3,600)
Functional Screen Contacts	1,214	1,350	1,226	1,350	-
Medical Assistance Application Assistance	1,257	1,500	852	1,000	(500)
Long Term Care Program Enrollment Counseling	1,326	1,575	1,156	1,500	(75)
Other (administrative, follow up, disenrollment counseling)	7,585	4,500	9,680	7,550	3,050
Total Consumer Contacts	29,042	35,125	30,248	34,000	(1,125)

(a) For ages 60 and over.

(b) For ages 18 to 59. Includes client and third party contacts.

(c) In 2021, the elder benefit specialist helped county residents to receive \$3,866,000 in benefits and the disability benefit specialist helped county residents receive \$1,308,000.

(d) 2022 budget is decreased due to a change in definition and requirements from the state of Wisconsin, resulting in less recorded option counseling sessions.

Program Activity - ADRC Outreach and Marketing	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Number of:					
Newsletter Distribution (print & email distribution) (a)	16,475	29,200	20,000	25,000	(4,200)
ADRC Resource Guide (b)	0	10,000	10,000	0	(10,000)
Presentation/Display Attendees (c)	1,100	4,500	1,500	3,000	(1,500)

(a) Newsletter distribution reduced as printed copies were replaced with email newsletters.

(b) ADRC Resource Guide will not be printed in 2022.

(c) Due to impact of COVID-19, some community activities are cancelled or reduced in size in 2021 therefore necessitating alternate forms of outreach.

American Rescue Plan Act – Health and Human Services

Fund Purpose

In March of 2021, the federal government approved legislation authorizing and funding the American Rescue Plan Act (ARPA) allocating \$350 billion of direct aid to state and local governments through the Coronavirus State and Local Fiscal Recovery Funds (CSLFRF) program. Waukesha County's CSLFRF allocation is \$78.5 million and allows for program costs to be spent or obligated by December 31, 2024 and completed by December 31, 2026. Permissible uses of the grant funding include supporting public health; responding to negative economic impacts from the public health emergency; providing premium pay for essential workers; investing in water, sewer, and broadband infrastructure; and supporting general county government services and infrastructure by offsetting revenue loss due to the pandemic.

The County Board approved the creation of a new “Special Purpose Grant Fund,” (herein, referred to as the ARPA Fund) to allow the county to more readily manage and report on project progress and grant spending. The county will budget for specific items in this special revenue fund on a project basis, with budget authority controlled at the bottom-line expenditure level, similar to the Capital Project Fund.

There will be instances when it is more appropriate to account for ARPA funding elsewhere in the budget and not in this fund, which includes (1) reimbursement for eligible staff time that was already included in departmental operating budgets, (2) application of funds to offset “revenue loss,” (mentioned above) and (3) funding for eligible projects in the Capital Project Fund. All ARPA funds will be tracked using a unique revenue account. All planned uses of ARPA-CSLFRF can be found on pages 478-479.

Note: This fund is being used to account only for ARPA-CSLFRF grant funds. The American Rescue Plan Act allocates additional funding for specific purposes (e.g., Emergency Rental Assistance), in addition to the CSLFRF, which will be accounted for in departmental budgets.

Financial Summary	2020 Actual	2021 Adopted Budget	2021 Estimate	2022 Budget	Change From 2021 Adopted Budget	
					\$	%
Revenues						
ARPA FUNDING (a)	\$0	\$0	\$1,500,000	\$335,966	\$335,966	N/A
NON-ARPA FUNDING						
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$0	\$0	\$0	\$0	\$0	N/A
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$0	\$0	\$0	\$0	\$0	N/A
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$0	\$0	\$1,500,000	\$335,966	\$335,966	N/A
Expenditures						
Personnel Costs (a)	\$0	\$0	\$1,285,000	\$310,966	\$310,966	N/A
Operating Expenses (a)	\$0	\$0	\$170,000	\$25,000	\$25,000	N/A
Interdept. Charges (a)	\$0	\$0	\$45,000	\$0	\$0	N/A
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$0	\$0	\$1,500,000	\$335,966	\$335,966	N/A
Rev. Over (Under) Exp.	\$0	\$0	\$0	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	0.00	0.00	0.00	2.50	2.50
Extra Help	0.00	0.00	16.00	0.75	0.75
Overtime	0.00	0.00	0.00	0.00	0.00
Total FTEs	0.00	0.00	16.00	3.25	3.25

(a) The 2021 Estimate includes American Rescue Plan Act funding for contact tracing and other related Covid 19 related expenses.

American Rescue Plan Act – Health and Human Services (Continued)

Program Highlights

The 2022 budget allocates ARPA funding to continue to support the public health response and lay the foundation for a strong and equitable economic recovery. It will cover the costs incurred responding to the public health emergency and provide support for a recovery – including investment in public health and mental health infrastructure.

This includes an upgrade of public health operations from a level 2 to a level 3 status, which will see the county's Public Health Division assume a chief health strategist role, overseeing the appropriate use of health data and data systems to identify insights and trends and systematically use that data to inform decisions and promote positive health outcomes.

The 2022 budget includes \$257,700 of personnel costs for the creation of 1.00 FTE epidemiologist, 1.00 FTE public health supervisor, and 0.50 FTE community health educator to align public health staff with the requirements of attaining Level 3 status. ARPA funds are temporary through 2024, so the plan is to phase-in tax levy support for these positions through reductions in other costs for services that can be readily referred to community healthcare providers.

The 2022 budget also includes \$53,300 of personnel costs for 0.75 FTE of temporary extra help to support the implementation of the CareManager application for the electronic health record system in the Clinical Services Division (capital project #202014).

Operating expenses of \$25,000 are budgeted to complete the required Community Health Improvement Planning and Process (CHIPP).

**Parks, Environment,
Education,
&
Land Use**

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PARKS, ENVIRONMENT, EDUCATION AND LAND USE

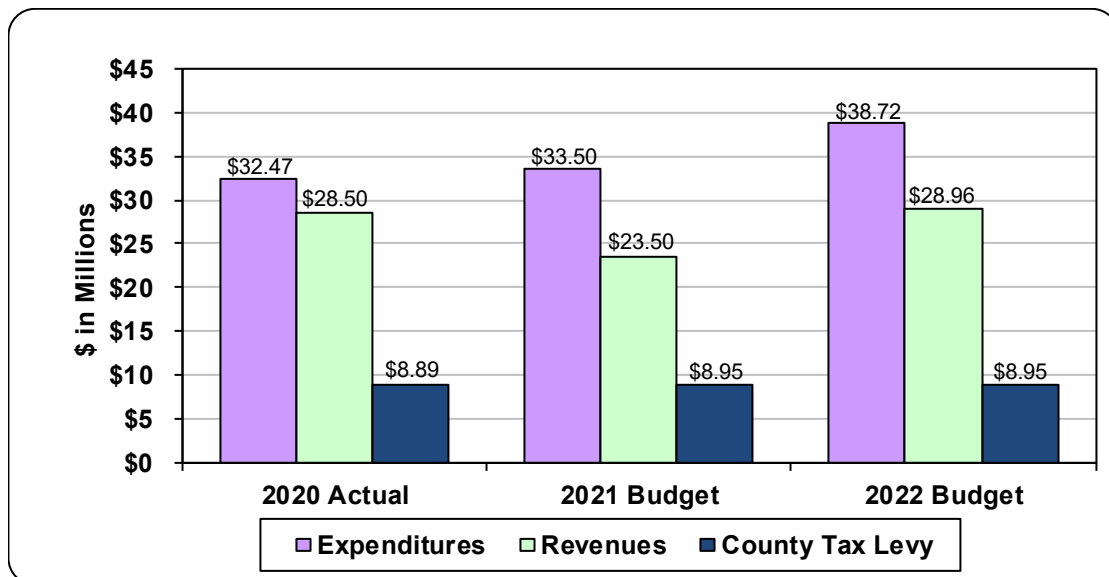
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PARKS, ENVIRONMENT, EDUCATION AND LAND USE

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 Facility, 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 2022 expenditure budget for this functional area totals approximately \$38,723,100, after excluding proprietary fund capitalized fixed asset item purchases, an increase of \$5.22 million or 15.6% from the 2021 budget. Revenues in the 2022 budget total about \$28,962,800, after including \$702,200 of various fund balance appropriations, which is an increase of \$5.46 million or 23.2% from the 2021 base budget of \$23,501,800. The tax levy necessary to fund this functional area totals \$8,951,700, a slight decrease of \$3,100 or less than 1% from the 2021 budget. This functional area uses about 8% the total county tax levy.

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

Functional Area Summary by Agency

	2020	2021	2021	2022	Change from 2021	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget	
					\$	%
* TOTAL PARKS, ENVIRONMENT, EDUCATION AND LAND USE*						
Revenues (a)	\$28,500,409	\$23,501,763	\$42,553,099	\$28,962,788	\$5,461,025	23.2%
County Tax Levy	\$8,886,771	\$8,954,800	\$8,954,800	\$8,951,728	(\$3,072)	0.0%
Expenditure	\$32,473,557	\$33,498,114	\$49,625,453	\$38,723,077	\$5,224,963	15.6%
Rev. Over (Under) Exp. (d)	\$4,574,774	\$17,998	\$2,074,266	\$12,500	(\$5,498)	-30.5%
Oper Income/(Loss) (b)	\$338,851	(\$1,059,549)	(\$191,820)	(\$821,061)	\$238,488	N/A

BREAKDOWN BY AGENCY

REGISTER OF DEEDS

Revenues (a)	\$4,495,537	\$3,625,350	\$4,675,200	\$3,856,750	\$231,400	6.4%
County Tax Levy (c)	(\$2,124,751)	(\$2,254,751)	(\$2,254,751)	(\$2,364,751)	(\$110,000)	N/A
Expenditure	\$1,361,840	\$1,370,599	\$1,409,941	\$1,491,999	\$121,400	8.9%
Rev. Over (Under) Exp. (c)	\$1,008,946	\$0	\$1,010,508	\$0	\$0	N/A

UW EXTENSION

Revenues (a)	\$50,439	\$78,720	\$46,706	\$71,444	(\$7,276)	-9.2%
County Tax Levy	\$348,763	\$350,763	\$350,763	\$360,763	\$10,000	2.9%
Expenditure	\$380,262	\$429,483	\$369,463	\$432,207	\$2,724	0.6%
Rev. Over (Under) Exp.	\$18,940	\$0	\$28,006	\$0	\$0	N/A

LIBRARY

Revenues (a)	\$2,561,026	\$2,405,282	\$2,445,475	\$2,664,198	\$258,916	10.8%
County Tax Levy	\$3,538,749	\$3,659,778	\$3,659,778	\$3,706,706	\$46,928	1.3%
Expenditure	\$5,918,420	\$6,047,062	\$6,031,680	\$6,358,404	\$311,342	5.1%
Rev. Over (Under) Exp. (d)	\$181,355	\$17,998	\$73,573	\$12,500	(\$5,498)	-30.5%

PARKS AND LAND USE

Revenues (a)	\$21,393,407	\$17,392,411	\$35,385,718	\$22,370,396	\$4,977,985	28.6%
County Tax Levy	\$7,124,010	\$7,199,010	\$7,199,010	\$7,249,010	\$50,000	0.7%
Expenditure	\$24,813,035	\$25,650,970	\$41,814,369	\$30,440,467	\$4,789,497	18.7%
Rev. Over (Under) Exp.	\$3,365,533	\$0	\$962,179	\$0	\$0	N/A
Oper Income/(Loss) (b)	\$338,851	(\$1,059,549)	(\$191,820)	(\$821,061)	\$238,488	N/A

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

Department	Fund	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Register of Deeds	General	\$10,000	\$0	\$0	\$0
UW-Extension	General	\$2,500	\$2,500	\$2,500	\$0
Bridges Library	County	\$0	\$0	\$0	\$0
Bridges Library	State Aid	\$206,769	\$132,040	\$132,040	\$126,500
Bridges Library	CAFÉ	\$60,013	\$16,069	\$16,069	\$10,713
Parks and Land Use	General	\$300,971	\$150,000	\$235,164	\$110,000
Parks and Land Use	Tarmann	\$400,000	\$400,000	\$400,000	\$400,000
Parks and Land Use	Golf Courses	\$210,951	\$0	\$0	\$0
Parks and Land Use	Ice Arenas	\$16,153	\$0	\$879	\$0
Parks and Land Use	Recycling/MRF	\$105,672	\$130,000	\$148,330	\$55,000
Total Fund Balance Appropriation:		\$1,313,029	\$830,609	\$934,982	\$702,213

- (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

Significant program and funding changes to the 2022 Budget include the following:

- **Register of Deeds (ROD)** budget includes a total tax levy decrease of \$110,000 resulting in an increased total tax levy credit of \$2.36 million, mainly due to charges for services being budgeted to increase nearly \$231,400 to \$3.86 million. This includes an increase of \$136,500 in real estate transfer fee revenues, reflecting recent trends in residential and commercial real estate activity and an increase of \$89,700 for copy and duplication fees based on growing usage of online access for records. Total staffing increases 0.26 to 16.18 FTE due to the transfer in of 0.10 FTE Senior Financial Analyst from Emergency Preparedness – Radio Services division and an increase in overtime of 0.16 FTE.
- **Parks and Land Use General Fund** non-levy or fund balance revenues in the Parks department increase \$410,800 or 6.8%. This largely reflects growth in various parks fees (including entrance, annual stickers, reservations, camping, boat launch, and concession revenues, etc.) of \$229,300 to \$1.7 million. The budget also includes increases of \$137,500 for general government revenue (including a \$62,500 increase for state project funding such as snowmobile trail maintenance, urban forestry, prescribed plant treatments, as well as a \$40,000 increase for the land conservation staffing grant), and \$22,300 in restaurant and retail food licenses. Total expenditures increase \$420,800 consisting of \$277,700 of increased personnel costs, \$31,900 of higher operating expenses, and \$25,300 of increased interdepartmental charges. Fixed assets increase \$85,900 for projects within the 3-Year Maintenance and Major Projects Plan (discussed below).
- The **Parks and Land Use General Fund 3-Year Maintenance and Major Projects Plan** increases \$112,200 to \$460,700. The 2022 budget includes several large projects, including: \$81,000 for the Nagawicka Lake Access launch renovation and construction (partially supported with donation revenue); \$57,300 for the restroom building at Mukwonago Park; \$38,100 for Retzer Nature Center repairs; \$35,100 for Nagawaukee Park for various appliances, beach house repairs, and maintenance; \$25,000 for phase two of the Discovery Trail project at the Retzer Nature Center; \$16,000 for the replacement of doors and frames at the Exposition Center; \$15,000 for shoreline repair at Nagawaukee Beach between the beach and lake access; \$14,800 for furnaces at the Muskego beach house; \$12,000 for new overhead garage doors on the maintenance building at Nashotah park; and \$10,000 for the boardwalk at Retzer Nature Center (Contingent on receiving \$10,000 of donation funding).
- **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 2021 budgeted levels for the Community Development Block Grant (CDBG) program by about \$36,000 to \$1,500,000 based on anticipated changes in federal funding. In addition, program expenditures and revenues from HUD for the HOME program are budgeted to increase by \$1,262,500 to \$2,710,500 primarily related to HOME Investment Partnership Program (HOME) increases of \$1,250,000 related to American Rescue Plan Act (ARPA) funding that will be used to create affordable housing and provide services to assist individuals at risk or experiencing homelessness. In addition, the 2022 budget includes \$2,250,000 from the U.S. Department of Treasury funding that will be used to provide emergency rental assistance. Operating expenses increase \$2,222,500 mainly for contracted services to provide assistance to individuals unable to pay their rent or utilities as a result of the COVID-19 pandemic, as well as aid in housing stability.
- **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 2022 budget includes federal Workforce Innovation Opportunity Act (WIOA) grant funding of \$1,814,800, an increase of about \$438,400 from the 2021 budget, mostly due increased resources provided to address economic issues associated with the COVID-19 pandemic. 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.
- **Parks and Land Use Tarmann Land Acquisition Fund** expense and revenue budgets continue to be maintained at the 2021 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, ENVIRONMENT, EDUCATION AND LAND USE

Functional Area Budget Highlights

- **Parks and Land Use – Golf Course Fund** estimates a cash flow of about \$96,200 (revenues minus expenditures, excluding depreciation expenses). Revenues increase \$191,500 to \$2,157,000, mainly for golf fees driven by higher activity at the golf courses. Expenditures increase \$122,800 to \$2,162,400 primarily for increased operating expenses of \$114,200 including increases of \$51,000 for planned building repairs, \$25,500 for depreciation, and \$10,000 for small equipment. Golf fixed assets increase \$55,900 to \$65,900 consisting of \$35,000 for a bedknife grinder, landscaping, patio furniture, and a hydraulic lift for lawn mowers. Total FTE increases 1.86 FTE to 16.94 FTE and includes the abolishment of a 1.00 FTE golf course superintendent offset by a 2.86 FTE increase for extra help.
- **Parks and Land Use – Ice Arena Fund** revenues increase \$6,400 or 0.6%, mainly reflecting an increase in hockey league and contracted ice revenues, partially offset by decreases public skating revenues and concessions. Expenditures increase \$27,000 to \$1,251,400 consisting of a \$9,500 increase in personnel costs and a \$17,500 increase to operating expenses.
- **The Parks and Land Use – Material Recovery Facility (MRF) Fund** revenues (excluding fund balance) are budgeted to increase \$316,700 to \$3.06 million resulting from \$401,400 of increased material sales revenue. The revenue increase is related to the projected increase in the average commodity price for recycled materials from \$65 per ton to \$85 per ton. These revenues also include equipment replacement revenues which is collected at a rate of \$5 per ton. Expenditures are budgeted to increase \$51,400 to \$3.8 million primarily due to operating expenses increasing \$53,000 for waste disposal services and equipment repairs/inspections offset by a reduced processing fee for the county's vendor for recycled materials.
- **The Bridges Library System County Library Tax Levy** (applies to Waukesha County non-library residents only) increases by about \$47,000 or 1.3% to \$3,706,700 in 2022. The increase in library tax levy is primarily due to residents of non-library communities using a higher share of overall circulation at 18.629% (an increase of 1.4%) as specified in County Code 11-4, which compensates Waukesha County member libraries for 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** general government revenues increase \$215,100, primarily due to an increase in the state library system aid allocation from the Department of Public Instruction (DPI) of \$202,600. The planned use of fund balance decreases by \$5,500 to \$126,500 to fund various projects in 2022. These funded projects include \$47,500 for the incorporating Radio Frequency Identification (RFID) tags into library system resources to increase operational efficiencies, \$34,000 for HelpNow online tutoring resources, \$20,000 for internet routers, \$13,000 for the Bridges Library System website redesign, \$9,000 for Overdrive Advantage to increase the system's collection of electronic materials, and \$3,000 for Americans with Disabilities (ADA) accessibility scans.
- **Bridges Library System CAFÉ Fund** charges for service revenues from member libraries increase \$21,200 or 4.6%, as a result of cost to continue increases and new charges associated with the implementation of a mobile library app. CAFÉ fund balance revenues of \$10,700 are budgeted for a portion of the costs associated with the mobile library app. Member libraries also pay a portion of these costs. Personnel costs increase \$3,600 or 3.7% reflecting the cost to continue for the 0.75 FTE library automation coordinator. Operating expenses are budgeted to increase by approximately \$13,800 due to cost to continue increases for software licensing and contracted IT support.
- **University of Wisconsin – Extension** tax levy increases \$10,000. Personnel costs are budgeted to decrease \$16,800, mostly due to the net unfunding of a 0.70 FTE administrative specialist. Operating expenditures are budgeted to increase \$21,800 mostly due to an increase in contracted services related to creating a new class in the Community Resource Development program. Other revenue is budgeted to decrease \$11,900 due to the removal of the Froedtert Community Memorial grant.

**BUDGETED POSITIONS 2020-2022
SUMMARY BY AGENCY AND FUND**

PARKS, ENVIRONMENT, EDUCATION AND LAND USE

Agency	Fund	2020 Year End	2021 Adopted Budget	2021 Modified Budget	2022 Budget	21-22 Change
REGISTER OF DEEDS	General	16.15	15.90	15.90	16.00	0.10
UW-EXTENSION*	General	2.85	2.70	2.85	2.00	(0.70)
BRIDGES LIBRARY SYSTEM	State Aids Fund	6.96	6.95	6.95	7.25	0.30
	CAFÉ Shared Automation Fund	0.75	0.75	0.75	0.75	0.00
	Subtotal Bridges Library System	7.71	7.70	7.70	8.00	0.30
PARKS & LAND USE	General	82.96	83.66	83.66	83.66	0.00
	Community Development	3.69	3.69	3.69	3.69	0.00
	Workforce Fund	0.94	0.76	0.76	0.76	0.00
	Golf Courses	6.82	4.90	4.90	3.90	(1.00)
	Ice Arenas	4.91	4.16	4.16	4.16	0.00
	Materials Recycling Fund	4.53	4.43	4.43	4.43	0.00
	Subtotal Parks & Land Use	103.85	101.60	101.60	100.60	(1.00)
TOTAL REGULAR POSITIONS		130.56	127.90	128.05	126.60	(1.30)
TOTAL EXTRA HELP		68.34	57.40	57.40	61.36	3.96
TOTAL OVERTIME		2.22	1.95	1.95	2.09	0.14
TOTAL BUDGETED POSITIONS		201.12	187.25	187.40	190.05	2.80

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

2022 BUDGET ACTIONS

Register of Deeds

Increase: 0.14 FTE Overtime (Land Records)
 Increase: 0.02 FTE Overtime (Recording)
 Reclassify: 2.00 FTE Administrative Assistant to Administrative Specialist
 Reclassify: 0.50 FTE Administrative Assistant to Administrative Specialist
 Reclassify: 1.00 FTE Administrative Specialist to Senior Administrative Specialist
 Transfer In: 0.10 FTE Senior Financial Analyst from Emergency Preparedness - Radio Services

UW-Extension

Unfund: 0.85 FTE Administrative Specialist

Bridges Library System

Abolish: 0.70 FTE Departmental Executive Assistant (Part-Time)
 Create: 1.00 Departmental Executive Assistant (Full-Time)

Parks - General

Increase: 0.78 FTE Extra Help (Parks Programs)
 Increase: 0.01 FTE Overtime (Parks Programs)
 Increase: 0.34 FTE Extra Help (General County Maintenance Center)
 Increase: 0.01 FTE Extra Help (Retzer Nature Center)
 Increase: 0.02 FTE Extra Help (Humane Animal)
 Reduce: 0.31 FTE Extra Help (Exposition Center)
 Reduce: 0.03 FTE Overtime (Administrative Services)

Parks - Golf

Increase: 1.70 FTE Extra Help (Naga-Waukee)
 Increase: 1.16 FTE Extra Help (Moor Downs)
 Abolish: 1.00 FTE Golf Course Superintendent (Naga-Waukee)

Parks - Ice

Increase: 0.26 FTE Extra Help (Eble Park Ice Arena)

2021 CURRENT YEAR ACTIONS

UW-Extension

Unfund: 0.85 FTE Administrative Specialist
 Refund: 1.00 FTE Administrative Specialist

Parks - General

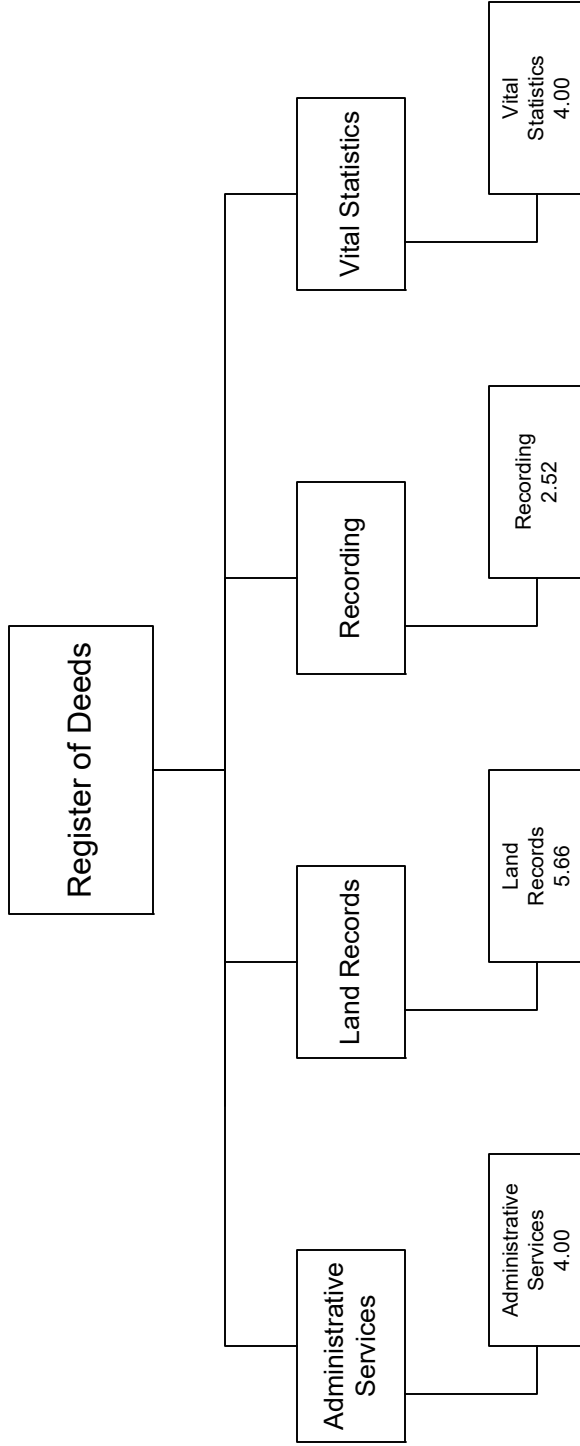
Refund: 1.00 FTE Administrative Specialist
 Unfund: 1.00 FTE Fiscal Assistant

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Register of Deeds

REGISTER OF DEEDS OFFICE

FUNCTION / PROGRAM CHART



16.18 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	2020	2021	2021	2022	Change From 2021	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
Revenues						
General Government	\$6,260	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$4,478,813	\$3,625,350	\$4,675,200	\$3,856,750	\$231,400	6.4%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$464	\$0	\$0	\$0	\$0	N/A
Appr. Fund Balance (c)	\$10,000	\$0	\$0	\$0	\$0	N/A
County Tax Levy (Credit) (a)	(\$2,124,751)	(\$2,254,751)	(\$2,254,751)	(\$2,364,751)	(\$110,000)	N/A
Total Revenue Sources	\$2,370,786	\$1,370,599	\$2,420,449	\$1,491,999	\$121,400	8.9%
Expenditures						
Personnel Costs (b)	\$1,129,436	\$1,118,582	\$1,163,675	\$1,225,818	\$107,236	9.6%
Operating Expenses	\$78,050	\$94,868	\$89,283	\$101,847	\$6,979	7.4%
Interdept. Charges	\$154,354	\$157,149	\$156,983	\$164,334	\$7,185	4.6%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$1,361,840	\$1,370,599	\$1,409,941	\$1,491,999	\$121,400	8.9%
Rev. Over (Under) Exp.	\$1,008,946	\$0	\$1,010,508	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	16.15	15.90	15.90	16.00	0.10
Extra Help	0.00	0.00	0.00	0.00	0.00
Overtime	0.02	0.02	0.02	0.18	0.16
Total FTEs	16.17	15.92	15.92	16.18	0.26

(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) 2021 estimated personnel costs are expected to finish above budget and may require a funds transfer.

(c) Appropriated Fund Balance	2020 Actual	2021 Budget	2021 Est.	2022 Budget
Purchase Orders and Carryovers from the prior year	\$10,000	\$0	\$0	\$0
Total	\$10,000	\$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 new benchmark for making documents available to the public is an annual average of 5 business days.

Performance Measure:	2020 Actual	2021 Target	2021 Estimate	2022 Target
Mean recording interval	4.4	5	5.3	5

Customer Service Pillar: High customer satisfaction

Objective 2: Service Delivery

Provide desired services to clients efficiently. (Administrative Services)

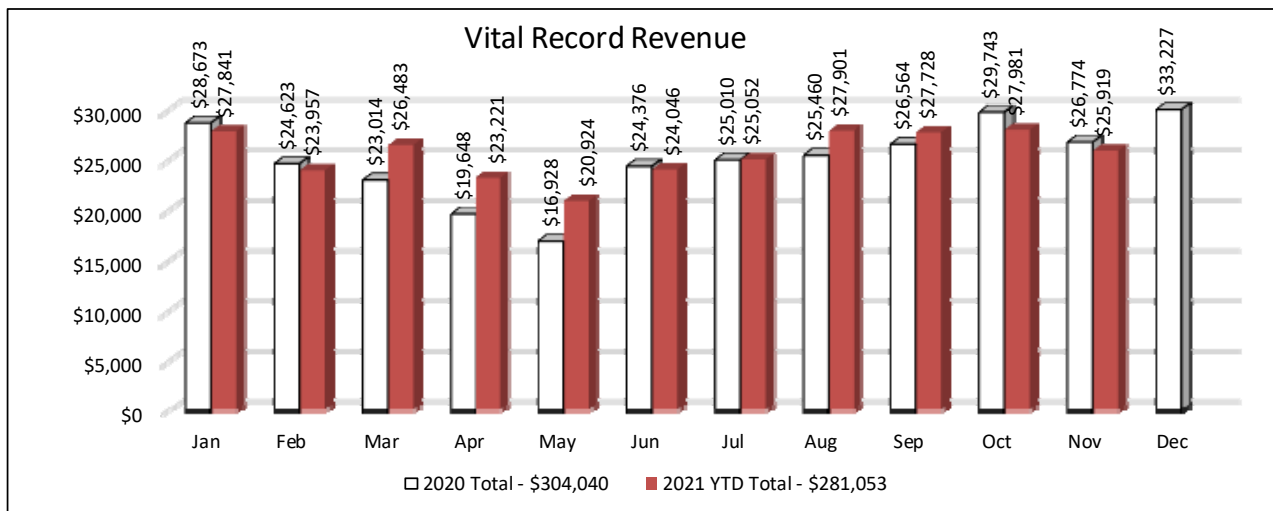
Increase in use of online services has, as predicted, resulted in a reduction of walk-in counter requests.

Performance Measure:	2020 Actual	2021 Target	2021 Estimate	2022 Target
Total transactions via Internet	5,315	4,000	7,390	6,500
Walk-in document requests	816	2,500	964	1,000
Phone-in document requests	3,137	3,500	3,679	3,500
Mail-In document requests	456	350	358	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.



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.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	3.40	3.90	3.90	4.00	0.10
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$2,300,024	\$2,090,000	\$2,354,800	\$2,224,500	\$134,500
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$464	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$10,000	\$0	\$0	\$0	\$0
County Tax Levy (Credit) (a)	(\$1,601,398)	(\$1,633,501)	(\$1,633,501)	(\$1,748,686)	(\$115,185)
Total Revenues	\$709,090	\$456,499	\$721,299	\$475,814	\$19,315
Personnel Costs	\$379,853	\$415,891	\$411,500	\$435,698	\$19,807
Operating Expenses	\$18,645	\$22,520	\$13,731	\$21,405	(\$1,115)
Interdept. Charges	\$17,689	\$18,088	\$18,333	\$18,711	\$623
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$416,187	\$456,499	\$443,564	\$475,814	\$19,315
Rev. Over (Under) Exp.	\$292,903	\$0	\$277,735	\$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 \$134,500 to \$2,224,500. This is primarily composed of an increase in real estate transfer fees of \$136,500, reflecting a continuing trend in increasing residential and commercial real estate activity, offset with a slight decrease of \$2,000 for state audit transfer fees.

Personnel costs increase by \$19,800, reflecting a transfer in of the remaining 0.10 FTE senior financial analyst position from Emergency Preparedness-Radio Services, and costs to continue for 4.00 FTE. Operating expenses are budgeted to decrease by \$1,100, composed primarily of decreases in book binding and software expenses of \$5,900, offset by an increase in office supplies of \$5,200 based on the last three years' expenses. Interdepartmental charges are budgeted to increase by \$600 mainly due to an increase in computer maintenance, replacement, and variable telephone charges.

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.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	5.77	5.52	5.52	5.66	0.14
General Government	\$1,629	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$1,710,679	\$1,150,350	\$1,825,400	\$1,190,000	\$39,650
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)	(\$674,990)	(\$710,090)	(\$710,090)	(\$686,740)	\$23,350
Total Revenues	\$1,037,318	\$440,260	\$1,115,310	\$503,260	\$63,000
Personnel Costs	\$288,121	\$303,401	\$339,504	\$356,935	\$53,534
Operating Expenses	\$50,042	\$51,870	\$55,370	\$59,645	\$7,775
Interdept. Charges	\$81,464	\$84,989	\$82,798	\$86,680	\$1,691
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$419,627	\$440,260	\$477,672	\$503,260	\$63,000

Rev. Over (Under) Exp.	\$617,691	\$0	\$637,638	\$0	\$0
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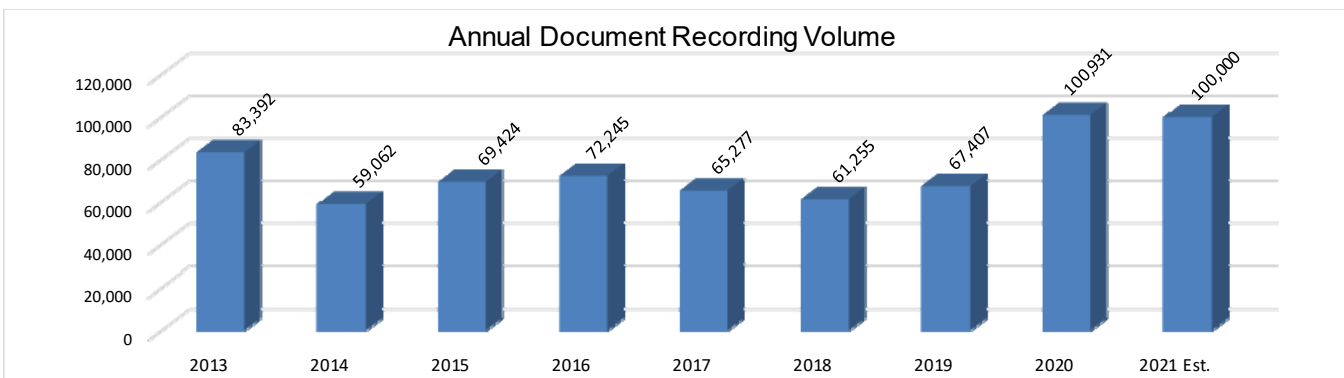
(a) Revenues in excess of expenditures are used to offset tax levy funding required for other county general fund operations.

Program Highlights

Charges for services increase by \$39,700 mainly reflecting an increase in online copy sales and subscriptions.

Personnel costs are budgeted to increase by approximately \$53,500, largely reflecting costs to continue for 5.50 FTE staff, an increase of 0.14 FTE in budgeted overtime totaling 0.16 FTE, and an increase in health insurance costs based on changes in employee health plan selections. Operating expenses are budgeted to increase by \$7,800, due primarily to an increase of \$3,300 in software and \$5,000 in microfilming costs, associated with an increase in document recording volume over prior years, offset by a slight (\$500) decrease in outside printing costs. Interdepartmental charges are budgeted to increase by \$1,700 consisting of increases in computer replacement and maintenance costs for \$2,700, offset by a decrease in postage of \$1,000.

State and County Recording Fees	2021	2022
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.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	4.00	2.50	2.50	2.52	0.02
General Government	\$1,642	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$164,085	\$105,000	\$197,000	\$155,000	\$50,000
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)	\$223,839	\$113,111	\$113,111	\$64,801	(\$48,310)
Total Revenues	\$389,566	\$218,111	\$310,111	\$219,801	\$1,690
Personnel Costs	\$255,739	\$167,627	\$160,480	\$167,861	\$234
Operating Expenses	\$217	\$11,478	\$11,707	\$11,228	(\$250)
Interdept. Charges	\$38,327	\$39,006	\$39,136	\$40,712	\$1,706
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$294,283	\$218,111	\$211,323	\$219,801	\$1,690
Rev. Over (Under) Exp.	\$95,283	\$0	\$98,788	\$0	\$0

Program Highlights

Charges for services revenue for direct recognition of non-certified image sales for high volume customers is budgeted to increase by \$50,000 based on current and prior year performance.

Personnel costs are budgeted to increase by \$200, consisting of increases of \$5,300 in salary costs to continue for 2.52 FTE, largely offset by a decrease in health insurance of \$5,700 due to changes in employee health care elections. Operating expenses decrease by \$300, primarily due to decreases in computer equipment and software repair and maintenance charges. Interdepartmental charges increase by \$1,700 primarily due to increases in computer maintenance and replacement charges totaling \$1,100, and an increase in postage charges of \$400.

Activity	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Subdivision Plats, Certified Survey Maps, Condo Plats Examined and Cashiered	213	200	232	210	10

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.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	3.00	4.00	4.00	4.00	0.00
General Government	\$2,989	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$304,025	\$280,000	\$298,000	\$287,250	\$7,250
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)	(\$72,202)	(\$24,271)	(\$24,271)	\$5,874	\$30,145
Total Revenues	\$234,812	\$255,729	\$273,729	\$293,124	\$37,395
Personnel Costs	\$205,723	\$231,663	\$252,191	\$265,324	\$33,661
Operating Expenses	\$9,146	\$9,000	\$8,475	\$9,569	\$569
Interdept. Charges	\$16,874	\$15,066	\$16,716	\$18,231	\$3,165
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$231,743	\$255,729	\$277,382	\$293,124	\$37,395
Rev. Over (Under) Exp.	\$3,069	\$0	(\$3,653)	\$0	\$0

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

Program Highlights

Charges for services increase by \$7,300 to \$287,300, based on historical and current record volume.

Personnel costs increase by \$33,700 primarily due to increased cost to continue for 4.00 FTE of \$17,200, and increased health insurance costs of \$13,400 due to changes in employee health insurance elections. Operating expenses increase by \$600, due primarily to an increase in office supply expenses. Interdepartmental charges increase by \$3,200 primarily from increases in copier replacement charges of \$1,100 and postage charges of \$1,800.

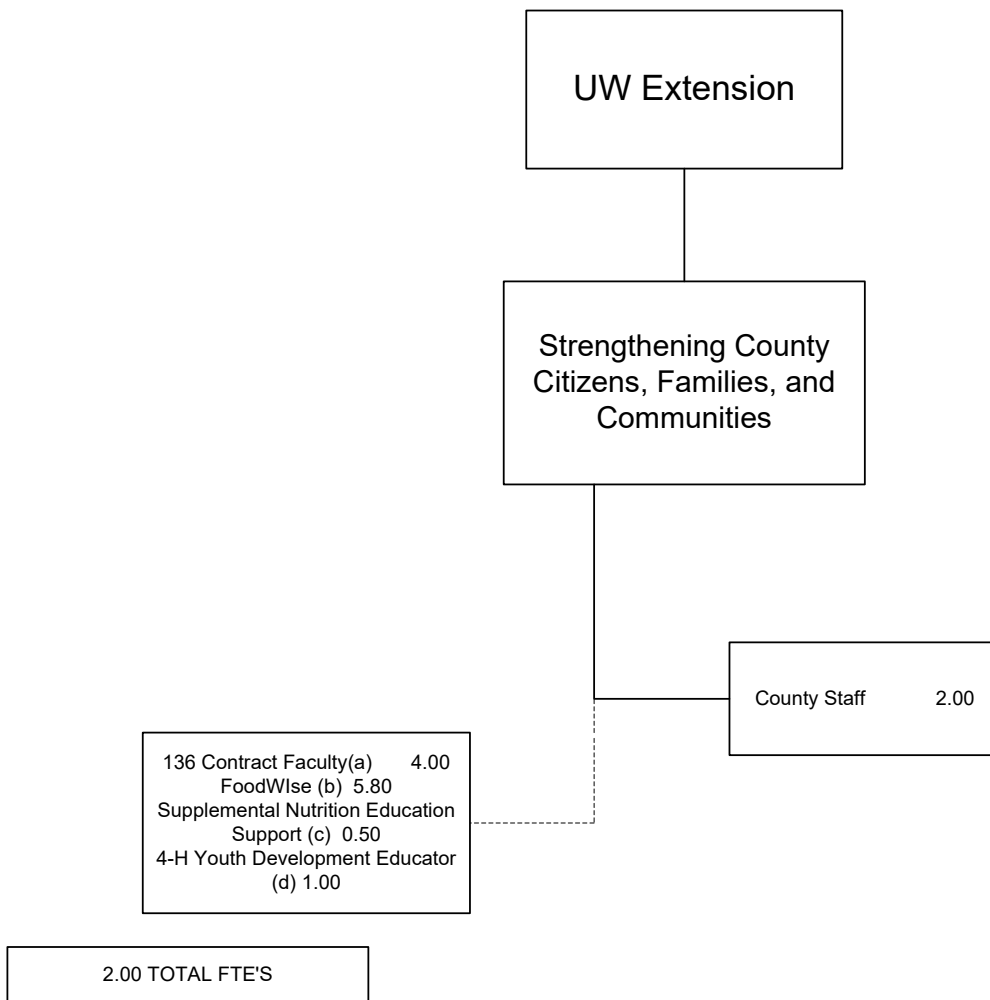
Activity	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Number of Certified Copies Issued:					
Birth	8,622	11,000	9,688	9,000	(2,000)
Death	63,648	58,500	62,785	61,500	3,000
Marriage	10,694	8,500	8,677	8,500	0
Divorce	146	100	180	150	50

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.
- (d.) 4-H Youth Development Educator is mostly funded by the State.

- 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	2020	2021	2021	2022	Change From 2021	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
Revenues						
General Government	\$356	\$0	\$3,000	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$33,921	\$53,620	\$32,035	\$60,745	\$7,125	13.3%
Interdepartmental	\$0	\$2,500	\$2,500	\$2,500	\$0	0.0%
Other Revenue	\$13,662	\$20,100	\$6,671	\$8,199	(\$11,901)	-59.2%
Apr. Fund Balance (a)	\$2,500	\$2,500	\$2,500	\$0	(\$2,500)	-100.0%
County Tax Levy (Credit)	\$348,763	\$350,763	\$350,763	\$360,763	\$10,000	2.9%
Total Revenue Sources	\$399,202	\$429,483	\$397,469	\$432,207	\$2,724	0.6%
Expenditures						
Personnel Costs	\$178,835	\$180,259	\$164,480	\$163,501	(\$16,758)	-9.3%
Operating Expenses	\$152,837	\$195,753	\$155,657	\$217,568	\$21,815	11.1%
Interdept. Charges	\$48,590	\$53,471	\$49,326	\$51,138	(\$2,333)	-4.4%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$380,262	\$429,483	\$369,463	\$432,207	\$2,724	0.6%
Rev. Over (Under) Exp.	\$18,940	\$0	\$28,006	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	2.85	2.70	2.85	2.00	(0.70)
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	2.85	2.70	2.85	2.00	(0.70)

(a) The 2022 budget does not include any general fund balance appropriation. In the 2020 actuals and 2021 adopted budget, fund balance was used to continue the Juvenile Community Garden program. Starting in the 2022 budget, this cost will be funded by tax levy.

Additional Human Res.	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Position Change
State 136 Contract (b)	3.50	3.50	3.50	4.00	0.50
FoodWise (formally WNEP) (c)	5.80	5.80	5.80	5.80	0.00
Supplemental Nutrition Education Support (d)	0.50	0.50	0.50	0.50	0.00
4-H Youth Development Educator (e)	0.00	0.00	0.00	1.00	1.00
Other State Funded Areas (f)	2.50	2.50	2.50	2.50	0.00
Total (Non-County)	12.30	12.30	12.30	13.80	1.50

- (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) In 2020, a Nutrition Education Supplemental half-time position was created that is privately funded by other sources and not from county tax levy.
- (e) Starting in 2022, 1.00 FTE 4-H Youth Development Educator position will be created that will mostly be funded by the state.
- (f) 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 Development Educator is paid 100% through grants, tax levy from Jefferson County and other revenue sources through state funding (formerly known as "State 144 Contract"). A half-time Nutrition Education State position is partially funded by ProHelath and not County tax levy.

Strengthening County Citizens, Families & Communities**Program Description**

Extension educational programs apply the research and resources from UW-Madison and the UW 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 increase by \$7,100 from the 2021 budget. This is mainly due to \$10,000 for creating a new class in the Community Resource Development program.

Interdepartmental revenues remain the same as 2021 due to an HHS partnership that is serving at-risk youth participating in the Juvenile Community Garden program.

Other revenues decrease \$11,900 mostly due to not budgeting to receive the Froedtert Community Memorial grant in 2022.

Fund balance decreases \$2,500 from the 2021 budget, which was used to continue the Juvenile Community Garden program. Starting in the 2022 budget, this cost will be funded by tax levy.

Personnel costs decrease by \$16,800 mostly due to unfunding a part-time administrative specialist (0.85 FTE). This is partially offset by unfunding a different part-time administrative specialist position and refunding a full-time administrative specialist (0.85 FTE to 1.00 FTE).

Operating expenses increase by \$21,800 from the 2021 budget. This is due to contracted services of \$24,100 which is mainly due to creating a new class in the Community Resource Development program. Operating expenses also include an increase in the 136 contract. The state continues to assume approximately 60% of 136 contract costs (4.00 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 decrease about \$2,300 mostly due to a decrease in cell phone costs and in indirect cost recovery from grants.

Major Departmental Strategic Plan Objectives

Finance Pillar: Protect taxpayer investments

Objective 1: 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:	2020 Actual	2021 Target	2021 Estimate	2022 Target
Percent of Participants who Report an Increase in Knowledge as a Result of the Training	86%	85%	84%	85%
Number of Employees in the Green Industry Trained	834	550	1,150	1,200
Percent of Employees that Indicate that Educational Workforce Training Sessions Increase their Awareness of Practices that Protect the Environment	78%	85%	80%	85%

Objective 2: Increase 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:	2020 Actual	2021 Target	2021 Estimate	2022 Target
Number of Organizations Engaged	2	3	2	3
Number of Participants Engaged	31	45	50	50

Conduct workshops for municipal plan commissioners, elected officials and staff and neighborhood residents to increase knowledge and organizational effectiveness.

Performance Measure:	2020 Actual	2021 Target	2021 Estimate	2022 Target
Revenue Generated*	\$52,500	\$55,000	\$56,000	\$55,000
Percent of Participants who Report an Increase in Knowledge	87%	85%	85%	85%

* The revenue generated runs through the county and the state budget.

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

Objective 3: Nutrition Education

Improve nutritional health of participants (low-income) in the Waukesha County Nutrition Education (FoodWise) program.

FoodWise 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) and 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).

General Fund

UW-Extension

Objectives

Performance Measures:

a. Impact data will include outreach to an increasing number of agency partners and low-income resident contacts. Programs are 40% EFNEP funded and 60% SNAP funded.

Performance Measure:	2020 Actual*	2021 Target	2021 Estimate*	2022 Target
Number of Community Partner Agencies	55	65	55	60
Number of Program Contacts	10,700	15,500	3,500	15,000
Number of Eating Smart Being Active Participants (ESBA)	21	40	30	60
Number of Youth Expanded Food and Nutrition Education Program (EFNEP) Participants	489	850	350	800

* Due to the COVID-19 pandemic, the 2020 actuals and 2021 estimates are low.

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. Programs are 40% EFNEP funded and 60% SNAP funded.

Performance Measure:	2020 Actual	2021 Target	2021 Estimate	2022 Target
Percent of Participants Who Report Intent to Increase Fruit and Vegetable Consumption	80%	85%	82%	84%
Percent of Increase in Low-Income Participants Who Showed Improvement in One or More Nutrition Practices	89%	90%	86%	87%
Percent of Participants Who Report Improvement in Food Budgeting Practices	67%	72%	75%	76%

Objective 4: Strength Training for Aging Residents

Develop the community-based StrongBodies (based on the Strong Women™ program developed by Tufts University) strength training program 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).

Performance Measure:	2020 Actual*	2021 Target	2021 Estimate*	2022 Target
Number of StrongBodies Sessions Offered	5	10	6	10
Number of StrongBodies Participants	166	250	250	350
Number of Volunteers Trained	2	6	2	6
Percent Reporting Increased Strength	84%	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 leaders.

Quality Pillar: High standards of service excellence

Objective 5: 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.

Performance Measure:	2020 Actual	2021 Target	2021 Estimate	2022 Target
Number of 4-H Leader Trainings	39	25	25	25
Number of Certified Adult Leaders	155	200	192	215
Number of Youth Reached	515	525	550	600

Objective 6: 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.

Performance Measure:	2020 Actual*	2021 Target	2021 Estimate	2022 Target
Certified Volunteers	265	270	250	280
Volunteers Trained	238	250	25*	120
Volunteer Hours	3,500**	10,500	5,000**	10,400

* Training to become a master gardener volunteer changed in 2020. Previously Level 1 Master Gardener Training was one course, and it is now two new expanded courses.

** Volunteer Hours are lower due to COVID-19. The 24 hours volunteer requirement for both 2020 and 2021 were dropped due to the pandemic and the safety guidelines.

General Fund

UW-Extension

Grant Funding

Grant/Project Title	Funding Source	Funding Administration	2020 Actual Award	2021 Budgeted Award	2021 Estimated Award	2022 Budget
StrongBodies	Community Memorial Hospital	County	\$0	\$10,000	\$0	\$0
Sub Total County UW Ext. Administered Funds/Grants			\$0	\$10,000	\$0	\$0
Subtotal State/Nonprofits/ Other Administered Grants (a)	USDA	SNAP/EFNEP	\$392,907	\$426,511	\$426,511	\$419,596
ProHealth Tower Hill Education Outreach Project (b)	ProHealth Care	ProHealth Care	\$25,000	\$35,000	\$45,000	\$45,000
Whitewater Rural Business Development Grant (c)	USDA	USDA	\$0	\$0	\$48,255	\$0
Department of Public Instruction, Pre-College Scholarship (d)	State of Wisconsin - DPI	State of Wisconsin - DPI	\$0	\$0	\$33,750	\$33,750
CAPER (Consolidated Annual Performance Evaluation Report) (CDBG) (e)	CDBG	CDBG	\$0	\$5,000	\$5,000	\$5,000
Tower Hill Neighborhood Assoc. Revitalization Planning Grant and Crime Prevention and Safety Grant (CDBG) (f)	CDBG	CDBG	\$15,267	\$0	\$8,187	\$7,227
Revitalization Planning and Strategic Plan Update Grant (CDBG) (g)	CDBG	CDBG	\$0	\$20,000	\$20,000	\$29,238
Funding Support for Community Development (h)	Jefferson County	Jefferson County	\$27,000	\$27,000	\$27,000	\$27,000
Total UW Extension Grants/Funding			\$460,174	\$523,511	\$613,703	\$566,811

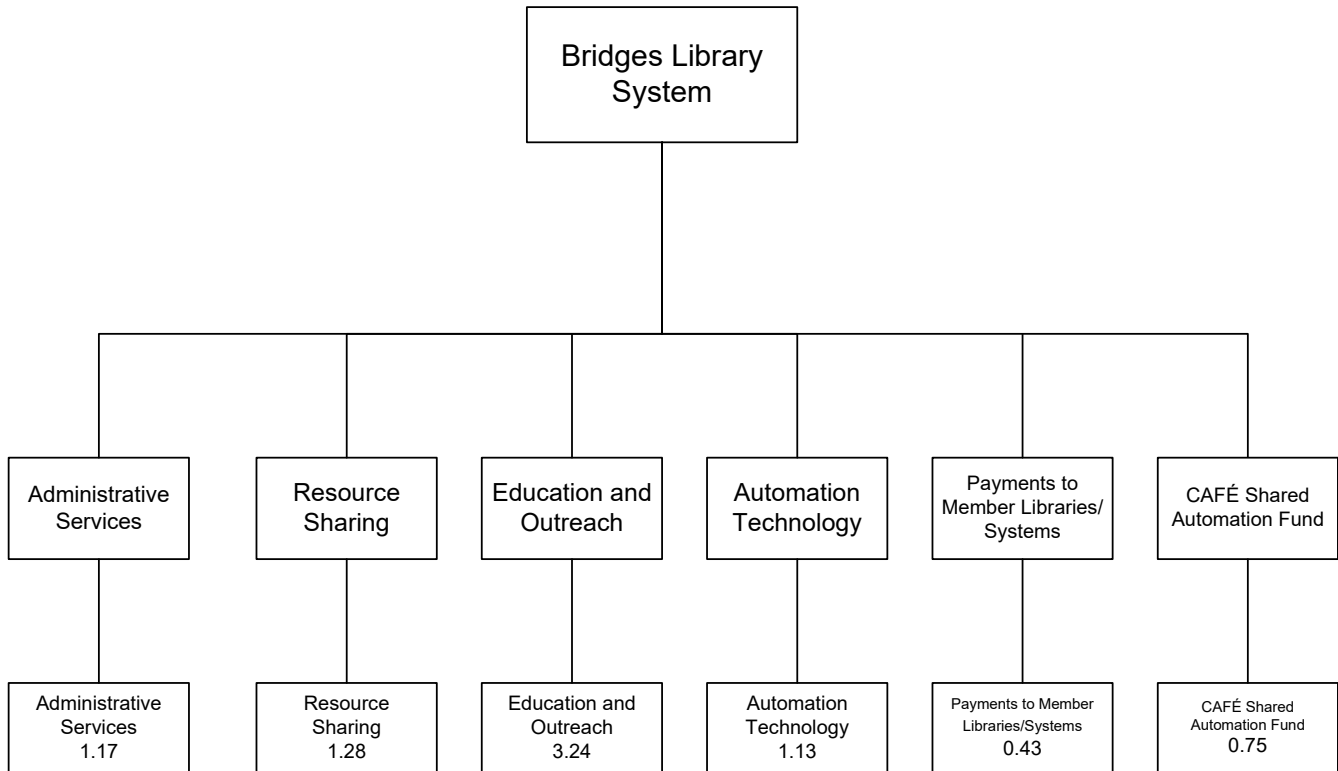
These state administered grants/funds do not run through the county’s budget because they have been awarded to other agencies to administer, but **provide benefits to Waukesha County residents.**

- (a) For the 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). For the 2022 budget, this consists of \$419,596 of FoodWise funding (including SNAP-Ed funding of \$266,607 and EFNEP funding of \$152,989).
- (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 Waukesha and another county.
- (d) The Department of Public Instruction – Pre-College Scholarship Grant is awarded by the State of Wisconsin, Department of Public Instruction.
- (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 neighborhood revitalization and neighborhood association crime prevention and public safety project
- (g) A CDBG grant to collect data and analyze economic impact for the West Side Neighborhood Revitalization Strategy Area and Haertel Field neighborhoods and to work with residents to update the strategic plan as required by HUD.
- (h) Jefferson County provides funding support for the Community Development Educator

Bridges Library System

BRIDGES LIBRARY SYSTEM

FUNCTION / PROGRAM CHART



8.00 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

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	2020	2021	2021	2022	Change From 2021	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
County Library Fund						
Revenue (a)	\$0	\$0	\$0	\$0	\$0	N/A
County Tax Levy (TNR)	\$3,538,749	\$3,659,778	\$3,659,778	\$3,706,706	\$46,928	1.3%
Expenditures	\$3,538,749	\$3,659,778	\$3,659,778	\$3,706,706	\$46,928	1.3%
Rev. Over (Under) Exp.	\$0	\$0	\$0	\$0	\$0	N/A
State Aids, Federal & Misc.						
Revenue (a)	\$2,065,322	\$1,922,777	\$1,962,645	\$2,169,831	\$247,054	12.8%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$1,945,545	\$1,922,777	\$1,892,857	\$2,169,831	\$247,054	12.8%
Rev. Over (Under) Exp.	\$119,777	\$0	\$69,788	\$0	-	N/A
CAFÉ Shared Automation Fund						
Revenue (a)	\$495,704	\$482,505	\$482,830	\$494,367	\$11,862	2.5%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$434,126	\$464,507	\$479,045	\$481,867	\$17,360	3.7%
Rev. Over (Under) Exp.	\$61,578	\$17,998	\$3,785	\$12,500	(\$5,498)	-30.5%
Total All Funds						
Revenue (a)	\$2,561,026	\$2,405,282	\$2,445,475	\$2,664,198	\$258,916	10.8%
County Tax Levy (TNR)	\$3,538,749	\$3,659,778	\$3,659,778	\$3,706,706	\$46,928	1.3%
Expenditures	\$5,918,420	\$6,047,062	\$6,031,680	\$6,358,404	\$311,342	5.1%
Rev. Over (Under) Exp.	\$181,355	\$17,998	\$73,573	\$12,500	(\$5,498)	-30.5%
Position Summary (FTE)						
Regular Positions	7.71	7.70	7.70	8.00	0.30	
Extra Help	0.00	0.00	0.00	0.00	0.00	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total	7.71	7.70	7.70	8.00	0.30	

(a) Fund balance uses include:

Fund	Usage	2020 Actual	2021 Budget	2021 est.	2022 Budget
State Aid	Wisconsin Digital Library - Advantage Program	\$22,500	\$18,000	\$18,000	\$9,000
State Aid	Pilot Hoopla Project	\$50,000	\$75,000	\$75,000	\$0
State Aid	Library Technology Projects	\$94,269	\$11,140	\$11,140	\$47,500
State Aid	LibraryAware Marketing Resource	\$0	\$22,900	\$22,900	\$0
State Aid	Social Media Archiving	\$0	\$5,000	\$5,000	\$0
State Aid	Accessibility Scans gauge ADA compliance	\$0	\$0	\$0	\$3,000
State Aid	Network Equipment	\$0	\$0	\$0	\$20,000
State Aid	HelpNow	\$40,000	\$0	\$0	\$34,000
State Aid	Website Redesign	\$0	\$0	\$0	\$13,000
CAFÉ	Various CAFÉ Technology Upgrades and Projects	\$60,013	\$16,069	\$16,069	\$10,713
Total		\$266,782	\$148,109	\$148,109	\$137,213

Major Departmental Strategic Plan Objectives

Customer Service Pillar

Objective 1: Improve libraries abilities to respond to the needs of their communities and citizens.

Respond to requests for on-demand electronic materials by providing support for the Hoopla streaming platform for audiobooks, e-books, comics, movies, music, and TV.

Performance Measure: Increased Hoopla e-content circulation by 10%.

	2020	2021	2022
Hoopla Circulation – Waukesha County Libraries	Actual	Estimate	Target
Digital materials circulated	22,040	35,348	38,883

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

Bridges Library System's Library Memory Project which includes collaboration with the Alzheimer's Association and area Aging and Disability Resource Centers will partner with StoryCorps, a national oral history project, to preserve the stories and memories of local residents with memory loss and their care partners.

Performance Measure: Host at least 15 recording events and serve a minimum of 300 individuals in 2022.

Finance Pillar

Objective 3: 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: Provide funding and technical support to help convert five of the non-RFID libraries to RFID technology in 2022, resulting in 83% of our system libraries utilizing this technology to improve service in their communities.

Quality Pillar

Objective 4: Build stronger data information system to improve decision-making and advocacy efforts.

Create a data dashboard to allow member libraries to more easily access information and facilitate data-driven decision making.

Performance Measure: Provided access to at least one data dashboard function and receive a minimum of 80% satisfaction rating from dashboard users.

Objective 5: Assist libraries with projects of significant local importance.

Provide grant funding to Bridges Library System member libraries to address needs unique to their library in the areas of accessibility, technology, or marketing.

Performance Measure: A minimum of 75% of member libraries (18 libraries of the 24 total Bridges Library System member libraries) will receive funding and successfully complete projects utilizing Bridges Library System grant funds.

Team Pillar

Objective 6: Provide opportunities and foster an environment where libraries' staff collaborations and learning flourish.

Utilize Library Service and Technology Act (LSTA) Continuing Education grant funding to expand professional development opportunities for library staff.

Performance Measure: Support conference or other professional development activities for at least 25 member library employees.

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	2020 Actual	2021 Adopted Budget	2021 Estimate	2022 Budget	Change From 2021 Adopted Budget	
					\$	%
Revenues						
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$0	\$0	\$0	\$0	\$0	N/A
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$0	\$0	\$0	\$0	\$0	N/A
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
County Tax Levy (Credit) (a)	\$3,538,749	\$3,659,778	\$3,659,778	\$3,706,706	\$46,928	1.3%
Total Revenue Sources	\$3,538,749	\$3,659,778	\$3,659,778	\$3,706,706	\$46,928	1.3%
Expenditures						
Personnel Costs	\$0	\$0	\$0	\$0	\$0	N/A
Operating Expenses	\$3,538,749	\$3,659,778	\$3,659,778	\$3,706,706	\$46,928	1.3%
Interdept. Charges	\$0	\$0	\$0	\$0	\$0	N/A
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$3,538,749	\$3,659,778	\$3,659,778	\$3,706,706	\$46,928	1.3%
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) 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 2022 budget, the TNR residents borrowed 18.629% of the materials at libraries, and the ordinance calls for them to be taxed for 18.629% 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 decreased \$600 or 2.1% to \$27,515 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 2022 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 18.629% for the 2022 budget) by County taxed residents in true non-resident (TNR) communities as shown in the table below.

ESTIMATED 2021 LIBRARY TAX LEVY FOR 2022 BUDGET PURPOSES					
Category		2020 for 2021 Budget Purposes	2021 for 2022 Budget Purposes	\$ Change	% Change
Expenditures (2 years prior)		\$19,478,585	\$19,420,422	-\$58,163	-0.3%
Revenues (2 years prior)	-	\$19,900,181	\$19,964,781	\$64,600	0.3%
Overage or (lapse) - 2 years prior		-\$421,596	-\$544,359	-\$122,763	29.1%
Projected budget - year prior	+	\$20,179,984	\$20,294,547	\$114,563	0.6%
Calculated allowable expenditures		\$19,758,388	\$19,750,188	-\$8,200	0.0%
Countywide TNR percent 2 years prior	x	18.380%	18.629%	N/A	1.4%
County levy (TNR % times allowable expenditures)		\$3,631,663	\$3,679,191	\$47,528	1.3%
Intercounty Funding	+	\$28,115	\$27,515	-\$600	-2.1%
Total		\$3,659,778	\$3,706,706	\$46,928	1.3%

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). 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 decreased by 31.7% in TNR areas and decreased by 32.6% in Waukesha County overall resulting in an increase in the TNR proportionate use from 18.38% to 18.629%. The significant decrease in circulation of physical items is a result of the COVID-19 pandemic. Libraries' digital usage continues to grow with a one-year increase of 15.6% in TNR areas and 18.9% in all of Waukesha County. Digital circulations exceeded 500,000 items for the first time and there continues to be a shift in library services. Libraries are challenged to offer both traditional and digital formats with very tight local budget constraints. The pandemic likely also contributed to the growth in digital circulation as more residents moved to this format when libraries were forced to close or offer restricted hours. Digital circulations are not currently factored into the county's reimbursement formula. This will likely become a part of future formula discussion during county library planning. Despite the decrease in circulation and library expenditures, the increased TNR proportion usage resulted in the 1.3% increase in in-county funding.

Activity*	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2021 - 2022 % Change
Circulation to residents subject to library tax (2 yrs prior to budget year)	815,994	811,587	819,075	559,245	-31.7%
Total In-County Circulation	4,398,215	4,415,755	4,456,251	3,002,071	-32.6%
Percent Non Library Community Borrowing of Total County Borrowing	18.553%	18.379%	18.380%	18.629%	1.4%
Digital Circulation to residents subject to library tax (2 yrs prior to budget year)	78,318	96,777	110,399	127,611	15.6%
Total In-County Digital Circulation	349,775	430,247	485,270	576,788	18.9%
Percent Non Library Community Borrowing of Total County Borrowing of Digital Materials	22.391%	22.493%	22.750%	22.124%	-2.7%

*2 yrs prior actual statistics used for budget development (e.g. 2020 actual statistics used for 2022 budget).

Adjacent County Funding	2020	2021	2022	2021-2022 \$ Change
Payments made <u>by</u> Waukesha County to adjacent county libraries	\$17,922	\$28,115	\$27,515	(\$600)
Payments made <u>to</u> Waukesha County libraries by adjacent counties (a)	\$515,660	\$509,650	\$509,591	(\$59)
Net Waukesha County Position	\$497,738	\$481,535	\$537,106	\$541

(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.

2021-2022 Library Tax Levy Distribution

Library	2021 Distribution	2022 Distribution	21 vs. 22 \$ Change	21 vs. 22 % Change
Big Bend	\$23,245	\$24,784	\$1,539	6.62%
Brookfield	\$273,707	\$271,044	-\$2,663	-0.97%
Butler	\$7,838	\$9,029	\$1,191	15.20%
Delafield	\$353,235	\$361,629	\$8,394	2.38%
Eagle	\$25,355	\$26,845	\$1,490	5.88%
Elm Grove	\$38,689	\$41,750	\$3,061	7.91%
Hartland	\$251,580	\$260,571	\$8,991	3.57%
Menomonee Falls	\$29,999	\$31,412	\$1,413	4.71%
Mukwonago	\$432,780	\$443,227	\$10,447	2.41%
Muskego	\$61,129	\$65,860	\$4,731	7.74%
New Berlin	\$23,929	\$22,733	-\$1,196	-5.00%
North Lake	\$77,795	\$73,905	-\$3,890	-5.00%
Oconomowoc	\$290,081	\$297,326	\$7,245	2.50%
Pewaukee	\$104,557	\$102,070	-\$2,487	-2.38%
Sussex	\$487,149	\$498,887	\$11,738	2.41%
Waukesha	\$1,150,595	\$1,148,120	-\$2,475	-0.22%
Subtotal Pmt to Waukesha Co. Libraries	\$3,631,663	\$3,679,192	\$47,529	1.31%
Intercounty Payments	\$28,115	\$27,515	-\$600	-2.13%
Total Library Tax Levy Distribution	\$3,659,778	\$3,706,707	\$46,929	1.3%

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. 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. An increase of 16% in state aid is projected for 2022.

Financial Summary	2020 Actual	2021 Adopted Budget	2021 Estimate	2022 Budget	Change From 2021 Adopted Budget	
					\$	%
Revenues						
General Government	\$1,363,463	\$1,327,788	\$1,335,072	\$1,542,902	\$215,114	16.2%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$461,236	\$448,949	\$466,533	\$476,429	\$27,480	6.1%
Interdepartmental	\$2,001	\$3,000	\$3,000	\$3,000	\$0	0.0%
Other Revenue	\$31,853	\$11,000	\$26,000	\$21,000	\$10,000	90.9%
Apr. Fund Balance (a)	\$206,769	\$132,040	\$132,040	\$126,500	(\$5,540)	-4.2%
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$2,065,322	\$1,922,777	\$1,962,645	\$2,169,831	\$247,054	12.8%
Expenditures						
Personnel Costs	\$674,397	\$692,089	\$687,959	\$754,212	\$62,123	9.0%
Operating Expenses	\$1,137,499	\$1,093,551	\$1,067,761	\$1,275,026	\$181,475	16.6%
Interdept. Charges	\$133,649	\$137,137	\$137,137	\$140,593	\$3,456	2.5%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$1,945,545	\$1,922,777	\$1,892,857	\$2,169,831	\$247,054	12.8%
Rev. Over (Under) Exp.	\$119,777	\$0	\$69,788	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	6.96	6.95	6.95	7.25	0.30
Extra Help	0.00	0.00	0.00	0.00	0.00
Overtime	0.00	0.00	0.00	0.00	0.00
Total FTEs	6.96	6.95	6.95	7.25	0.30

(a) Library State Aid Fund balance Uses:

	2020 Actual	2021 Budget	2021 est.	2022 Budget
Wisconsin Digital Library - Advantage Program	\$22,500	\$18,000	\$18,000	\$9,000
Pilot Hoopla Project	\$50,000	\$75,000	\$75,000	\$0
Library Technology Projects	\$94,269	\$11,140	\$11,140	\$47,500
LibraryAware Marketing Resource	\$0	\$22,900	\$22,900	\$0
Social Media Archiving	\$0	\$5,000	\$5,000	\$0
Accessibility Scans gauge ADA compliance	\$0	\$0	\$0	\$3,000
Network Equipment	\$0	\$0	\$0	\$20,000
HelpNow	\$40,000	\$0	\$0	\$34,000
Website Redesign	\$0	\$0	\$0	\$13,000
Total	\$206,769	\$132,040	\$132,040	\$126,500

Program Highlights

General government revenues increase by just over \$215,000 or 16.2% from 2021 budgeted levels due to an increase in state aid to library systems and anticipated federally funded LSTA grants to be received from the Department of Public Instruction for collaborative technology and continuing education projects in 2022. Bridges Library System will receive \$1,500,400 in state aid for the purpose of providing library system services to Waukesha and Jefferson Counties, an increase of \$202,600 over the amount received in 2021. LSTA grant funding is estimated to be \$42,500, an increase of \$12,000. Bader grant revenues in the amount of \$10,000 had been budgeted here in 2021 but have been moved to other revenues for more accurate financial reporting.

Charges for services revenues increase by \$27,500 or 6.1%, largely based on the libraries paying increased electronic content charges related to the Advantage Program from \$72,000 to \$81,000; increases in cooperative purchases from \$9,600 to \$24,500, \$10,800 for Zoom Enterprise software in 2022; and a \$30,700 increase in funding from Lakeshores Library System as a result of a much higher state average cost per circulation in 2020 due to the pandemic. The Lakeshores 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. The charges for services revenue increases are offset by decreases in local technology charges of \$6,500; decreases in Flipster database charges to member libraries of \$13,000, mostly due a change in the e-magazine subscription database service; and a \$7,600 decrease in movie license charges due to an extension of our 2021 contract because of the inability to utilize the license during the pandemic. There are also no shared marketing campaign or library system app charges, reducing revenue by another \$6,200.

Interdepartmental revenue remains the same as the 2021 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.

Other revenue, which comes from interest income, general donations, and other grants, is budgeted at \$21,000, an increase of \$10,000 based on the inclusion of Bader grant funding in 2022.

State Library Aids Fund Balance appropriations decrease by \$5,500, to \$126,500. Project expenditures are related to strategic priorities identified in the Bridges Library System Strategic Plan. A collaborative library system RFID (radio frequency identification) project continues. Reserve funds of \$47,500 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 \$9,000 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. It is anticipated this will be the final year of system support for the Advantage program, as libraries will be funding 90% of this program in 2022. The system will continue to support library accessibility scans with \$3,000 budgeted for two additional scans, helping to make libraries accessible to all citizens. The budget also includes \$34,000 for HelpNow online resource database. This database was added in 2020 in response to community need for online help for students and job seekers. Funds will also be provided for two new projects. Routers will be replaced in Jefferson County libraries with \$20,000 budgeted, and \$13,000 has been budgeted for consulting services to redesign the system website.

Personnel costs increase by slightly over \$62,100. This includes the cost to continue for existing staff and the transition of the Departmental Executive Assistant position from part-time (0.7 FTE – 28 hours per week) to full-time. An expansion of cooperative purchasing, grant administration, and other administrative tasks as well as needed support for the system director and consultants contribute to the need in this area.

Operating expenses increase by nearly \$181,500. This increase is primarily due to additional grant supported projects budgeted at \$62,500, including LSTA funded projects, the Library Memory Project StoryCorps project, and a new grants-to-libraries program; an expansion of cooperative purchasing increasing by \$19,800; an increase in support for library RFID conversion of \$36,400; the expansion of database offerings with \$34,000 budgeted for HelpNow, and an increase in payments to and from Lakeshores Library System (pass-through funding) of \$30,700; an increase of \$10,400 for inter-library loan delivery.

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	2020	2021	2021	2022	Change From 2021	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
Payments to Member Library Systems						
Staffing (FTE)	0.34	0.34	0.34	0.43	0.09	
Revenues	\$280,064	\$275,025	\$275,025	\$400,370	\$125,345	45.6%
Appr. Fund Balance	\$0	\$75,000	\$75,000	\$0	(\$75,000)	-100.0%
Expenditures	\$255,108	\$350,025	\$349,233	\$400,370	\$50,345	14.4%
Rev. Over (Under) Exp.	\$24,956	\$0	\$792	\$0	-	N/A
Administrative Services						
Staffing (FTE)	1.19	1.17	1.17	1.17	0.00	
Revenues	\$348,782	\$305,257	\$311,002	\$370,581	\$65,324	21.4%
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$267,542	\$304,256	\$331,274	\$370,581	\$66,325	21.8%
Rev. Over (Under) Exp.	\$81,240	\$0	(\$21,273)	\$0	-	N/A
Resource Sharing						
Staffing (FTE)	1.38	1.23	1.23	1.28	0.05	
Revenues	\$536,493	\$524,907	\$526,292	\$551,170	\$26,263	5.0%
Appr. Fund Balance	\$112,500	\$18,000	\$18,000	\$43,000	\$25,000	138.9%
Expenditures	\$616,812	\$540,408	\$541,048	\$594,170	\$53,762	9.9%
Rev. Over (Under) Exp.	\$32,181	\$0	\$745	\$0	-	N/A
Automation Technology						
Staffing (FTE)	1.13	1.13	1.13	1.13	0.00	
Revenues	\$204,182	\$209,002	\$225,503	\$204,180	(\$4,822)	-2.3%
Appr. Fund Balance	\$86,589	\$11,140	\$11,140	\$67,500	\$56,360	505.9%
Expenditures	\$250,241	\$216,542	\$162,958	\$271,680	\$55,138	25.5%
Rev. Over (Under) Exp.	\$40,530	\$0	\$70,085	\$0	-	N/A
Education and Outreach						
Staffing (FTE)	2.92	3.08	3.08	3.24	0.16	
Revenues	\$489,032	\$476,546	\$492,783	\$517,030	\$40,484	8.5%
Appr. Fund Balance	\$7,680	\$27,900	\$27,900	\$16,000	(\$11,900)	-42.7%
Expenditures	\$555,842	\$511,546	\$508,344	\$533,030	\$21,484	4.2%
Rev. Over (Under) Exp.	(\$59,130)	\$0	\$19,439	\$0	-	N/A
Total Bridges Library System-State Aids, Federal & Misc. Fund						
Revenues	\$1,858,553	\$1,790,737	\$1,830,605	\$2,043,331	\$252,594	14.1%
Appr. Fund Balance	\$206,769	\$132,040	\$132,040	\$126,500	(\$5,540)	-4.2%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$1,945,545	\$1,922,777	\$1,892,857	\$2,169,831	\$247,054	12.8%
Rev. Over (Under) Exp.	\$119,777	\$0	\$69,788	\$0	\$0	N/A
Position Summary (FTE) - Bridges Library System-State Aids, Federal & Misc. Fund						
Regular Positions	6.96	6.95	6.95	7.25	0.30	
Extra Help	0.00	0.00	0.00	0.00	0.00	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total	6.96	6.95	6.95	7.25	0.30	

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	2020	2021	2021	2022	Change From 2021	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget	
					\$	%
Revenues						
General Government	\$0	\$0	\$2,325	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$430,656	\$456,436	\$458,436	\$477,654	\$21,218	4.6%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$5,035	\$10,000	\$6,000	\$6,000	(\$4,000)	-40.0%
Appr. Fund Balance	\$60,013	\$16,069	\$16,069	\$10,713	(\$5,356)	-33.3%
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$495,704	\$482,505	\$482,830	\$494,367	\$11,862	2.5%
Expenditures						
Personnel Costs	\$93,892	\$96,694	\$97,685	\$100,263	\$3,569	3.7%
Operating Expenses	\$340,234	\$367,813	\$381,360	\$381,604	\$13,791	3.7%
Interdept. Charges	\$0	\$0	\$0	\$0	\$0	N/A
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$434,126	\$464,507	\$479,045	\$481,867	\$17,360	3.7%
Rev. Over (Under) Exp. (a)	\$61,578	\$17,998	\$3,785	\$12,500	(\$5,498)	-30.5%

Position Summary (FTE)

Regular Positions	0.75	0.75	0.75	0.75	0.00
Extra Help	0.00	0.00	0.00	0.00	0.00
Overtime	0.00	0.00	0.00	0.00	0.00
Total FTEs	0.75	0.75	0.75	0.75	0.00

(a) 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

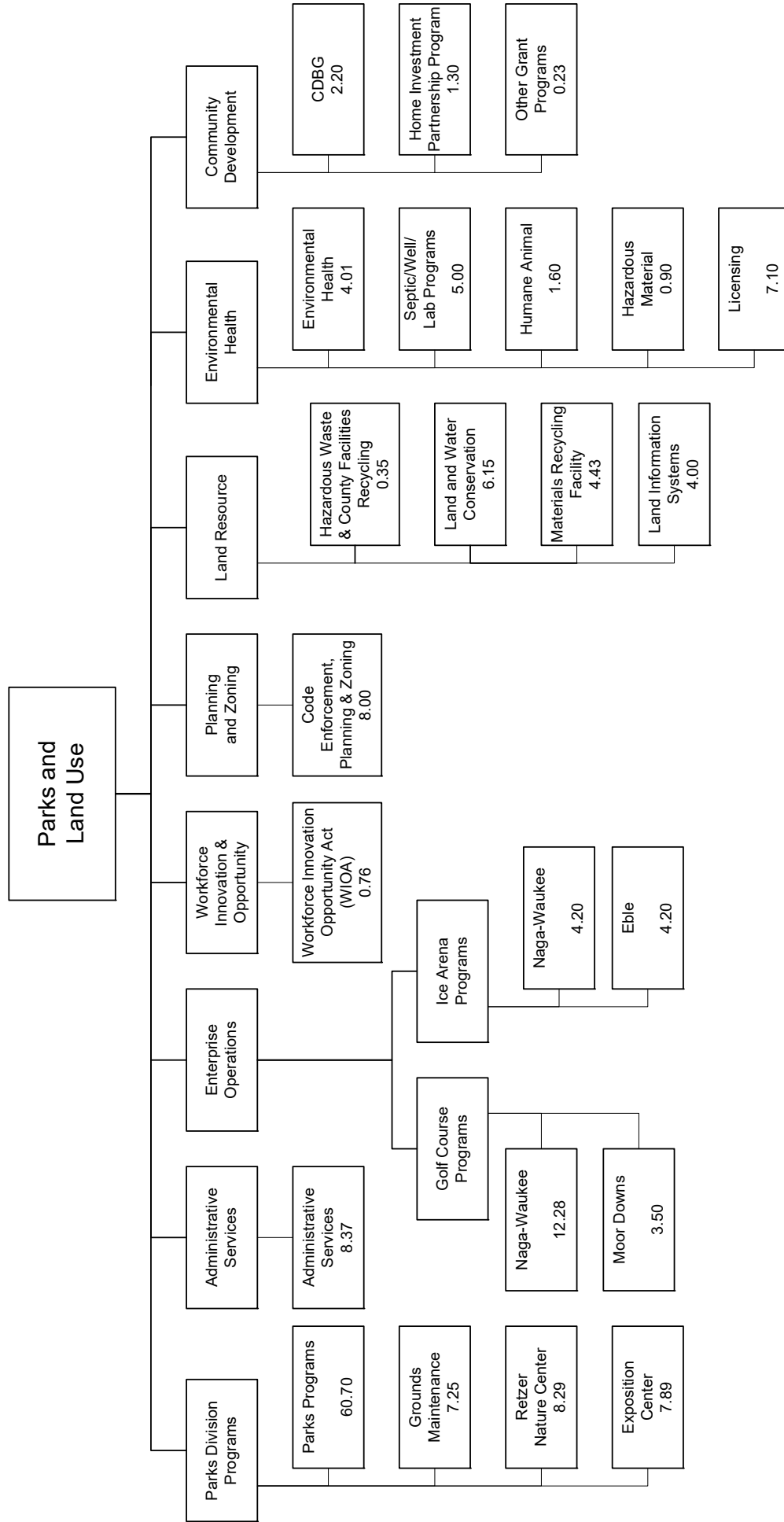
Charges for service revenues from member libraries increase \$21,200 or 4.6%, as a result of cost to continue increases and new charges associated with the implementation of a mobile library app. Other revenues consist of investment income and are decreased based on 2020 actuals and estimated 2021 revenues. CAFÉ fund balance revenues of \$10,700 are budgeted for a portion of the costs associated with the mobile library app. Member libraries also 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 \$3,600 or 3.7% reflecting the cost to continue for the 0.75 FTE library automation coordinator. The remaining 0.25 FTE of this position is located in the State Aids Fund. Operating expenses are budgeted to increase by approximately \$13,800 due to cost to continue increases for software licensing and contracted IT support.

Parks & Land Use

PARKS AND LAND USE

FUNCTION / PROGRAM CHART



163.86 TOTAL FTE'S

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

Statement of Purpose

The Waukesha County Department of Parks and Land Use, working through a combination of collaboration, education and regulation, is dedicated to fostering economic development, sound land use, and the protection, enhancement and enjoyment of the County's natural resources and health of its citizens.

Financial Summary	2020 Actual	2021 Adopted Budget	2021 Estimate(b)	2022 Budget	Change From 2021 Adopted Budget	
					\$	%
General Fund						
Revenues (b)	\$6,608,097	\$6,173,923	\$6,726,666	\$6,544,755	\$370,832	6.0%
County Tax Levy	\$7,124,010	\$7,199,010	\$7,199,010	\$7,249,010	\$50,000	0.7%
Expenditures	\$12,332,744	\$13,372,933	\$13,399,020	\$13,793,765	\$420,832	3.1%
Rev. Over (Under) Exp.	\$1,399,363	\$0	\$526,656	\$0	\$0	N/A
Community Development						
Revenues (b)	\$3,915,160	\$3,416,598	\$20,237,413	\$6,914,406	\$3,497,808	102.4%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures (a)	\$3,899,712	\$3,416,598	\$20,216,149	\$6,914,406	\$3,497,808	102.4%
Rev. Over (Under) Exp.	\$15,448	\$0	\$21,264	\$0	\$0	N/A
Workforce Innovation Opportunity Act						
Revenues	\$1,071,022	\$1,457,602	\$1,294,898	\$2,127,318	\$669,716	\$0
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$1,071,020	\$1,457,602	\$1,280,639	\$2,127,318	\$669,716	\$0
Rev. Over (Under) Exp.	\$2	\$0	\$14,259	\$0	\$0	N/A
Tarmann Fund						
Revenues (b)	\$1,950,720	\$400,000	\$400,000	\$400,000	\$0	0.0%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$0	\$400,000	\$0	\$400,000	\$0	0.0%
Rev. Over (Under) Exp.	\$1,950,720	\$0	\$400,000	\$0	-	N/A
Golf Courses						
Revenues	\$3,931,059	\$1,965,500	\$2,117,399	\$2,157,000	\$191,500	9.7%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures (c)	\$2,989,906	\$2,039,583	\$2,012,174	\$2,162,366	\$122,783	6.0%
Operating Inc./Loss	\$941,153	(\$74,083)	\$105,225	(\$5,366)	\$68,717	N/A
Ice Arenas						
Revenues (b)	\$1,050,193	\$1,105,500	\$1,001,565	\$1,111,930	\$6,430	0.6%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures (c)	\$1,182,152	\$1,224,419	\$1,202,909	\$1,251,421	\$27,002	2.2%
Operating Inc./Loss	(\$131,959)	(\$118,919)	(\$201,344)	(\$139,491)	(\$20,572)	N/A
Materials Recycling Fund						
Revenues (b)	\$2,867,157	\$2,873,288	\$3,607,777	\$3,114,987	\$241,699	8.4%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures (c)	\$3,337,500	\$3,739,835	\$3,703,478	\$3,791,191	\$51,356	1.4%
Operating Inc./Loss	(\$470,343)	(\$866,547)	(\$95,701)	(\$676,204)	\$190,343	N/A
Total All Funds						
Revenues (b)	\$21,393,408	\$17,392,411	\$35,385,718	\$22,370,396	\$4,977,985	28.6%
County Tax Levy	\$7,124,010	\$7,199,010	\$7,199,010	\$7,249,010	\$50,000	0.7%
Expenditures (a)(c)	\$24,813,034	\$25,650,970	\$41,814,369	\$30,440,467	\$4,789,497	18.7%
Rev. Over (Under) Exp.	\$3,365,533	\$0	\$962,179	\$0	-	N/A
Operating Inc./Loss	\$338,851	(\$1,059,549)	(\$191,820)	(\$821,061)	\$238,488	N/A
Position Summary All Funds (FTE)						
Regular Positions	103.84	101.59	101.59	100.59	(1.00)	
Extra Help	68.34	57.40	57.40	61.36	3.96	
Overtime	2.20	1.93	1.93	1.91	(0.02)	
Total	174.38	160.92	160.92	163.86	2.94	

- (a) 2021 estimates for expenditures exceed the adopted budget due to 2020 carryovers, purchase orders, and additional expenditure authority added to the adopted budget by County Board approved ordinances.
- (b) The 2021 revenue budget includes fund balance appropriations totals of \$640,000: including \$150,000 for general fund operations; \$85,000 of Material Recycling Facility (MRF) Funds; and \$400,000 of Tarmann Fund balance. The 2022 revenue budget includes fund balance appropriations totals of \$565,000: including \$110,000 for general fund operations; \$55,000 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.

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	2020	2021	2021	2022	Change From 2021	
	Actual	Adopted Budget	Estimate(b)	Budget	Adopted Budget \$	%
Revenues						
General Government	\$764,932	\$522,000	\$902,854	\$659,500	\$137,500	26.3%
Fine/Licenses	\$1,278,070	\$1,299,100	\$1,281,300	\$1,321,400	\$22,300	1.7%
Charges for Services	\$3,464,051	\$3,272,288	\$3,405,635	\$3,525,975	\$253,687	7.8%
Interdepartmental	\$141,140	\$172,080	\$172,080	\$169,080	(\$3,000)	-1.7%
Other Revenue	\$658,933	\$758,455	\$729,633	\$758,800	\$345	0.0%
Appr. Fund Balance (a)	\$300,971	\$150,000	\$235,164	\$110,000	(\$40,000)	-26.7%
County Tax Levy (Credit)	\$7,124,010	\$7,199,010	\$7,199,010	\$7,249,010	\$50,000	0.7%
Total Revenue Sources	\$13,732,107	\$13,372,933	\$13,925,676	\$13,793,765	\$420,832	3.1%
Expenditures						
Personnel Costs	\$8,602,996	\$8,964,465	\$8,884,238	\$9,242,165	\$277,700	3.1%
Operating Expenses	\$1,938,940	\$2,567,332	\$2,537,629	\$2,599,255	\$31,923	1.2%
Interdept. Charges	\$1,605,913	\$1,644,470	\$1,644,453	\$1,669,769	\$25,299	1.5%
Fixed Assets (b)	\$184,895	\$196,666	\$332,700	\$282,576	\$85,910	43.7%
Total Expenditures	\$12,332,744	\$13,372,933	\$13,399,020	\$13,793,765	\$420,832	3.1%
Rev. Over (Under) Exp.	\$1,399,363	\$0	\$526,656	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	82.96	83.66	83.66	83.66	0.00
Extra Help	44.13	43.68	43.68	44.52	0.84
Overtime	1.44	1.45	1.45	1.43	(0.02)
Total FTEs	128.53	128.79	128.79	129.61	0.82

(a) General fund balance is appropriated for:

	2020 Actual	2021 Budget	2021 Est.	2022 Budget	Change
3-Year Maintenance and Projects Plan	\$80,000	\$80,000	\$80,000	\$40,000	(\$40,000)
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	\$20,000	\$15,000	\$15,000	\$10,000	(\$5,000)
Planetarium Maintenance	\$20,000	\$20,000	\$20,000	\$25,000	\$5,000
Purchase Order/Carryovers	\$145,971	\$0	\$85,164	\$0	\$0
Total Fund Balance Appropriation	\$300,971	\$150,000	\$235,164	\$110,000	(\$40,000)

(b) 2021 estimates for expenditures exceed the adopted budget due to 2020 carryover and purchase orders and additional expenditure authority added to the adopted budget by County Board approved ordinances.

General Fund

Parks & Land Use

Summary

Total Parks and Land Use General: Positions					
Total Positions by Program	2020 Actual	2021 Adopted Budget	2021 Estimate	2022 Budget	Change From 2021 Adopted Budget
Parks Programs	59.19	59.91	59.91	60.70	0.79
Regular Positions	27.94	28.86	28.86	28.86	0.00
Extra Help/Overtime	31.25	31.05	31.05	31.84	0.79
General County Grounds Maintenance	7.01	6.91	6.91	7.25	0.34
Regular Positions	2.50	2.50	2.50	2.50	0.00
Extra Help/Overtime	4.51	4.41	4.41	4.75	0.34
Retzer Nature Center	8.36	8.28	8.28	8.29	0.01
Regular Positions	4.50	4.50	4.50	4.50	0.00
Extra Help/Overtime	3.86	3.78	3.78	3.79	0.01
Exposition Center	8.25	8.20	8.20	7.89	-0.31
Regular Positions	4.20	4.20	4.20	4.20	0.00
Extra Help/Overtime	4.05	4.00	4.00	3.69	-0.31
Planning & Zoning	9.00	8.00	8.00	8.00	0.00
Regular Positions	9.00	8.00	8.00	8.00	0.00
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	5.00	5.00	5.00	0.00
Regular Positions	4.50	5.00	5.00	5.00	0.00
Extra Help/Overtime	-	-	-	-	0.00
Humane Animal	1.60	1.58	1.58	1.60	0.02
Regular Positions	1.00	1.00	1.00	1.00	0.00
Extra Help/Overtime	0.60	0.58	0.58	0.60	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	6.15	6.15	6.15	6.15	0.00
Regular Positions	5.00	5.00	5.00	5.00	0.00
Extra Help/Overtime	1.15	1.15	1.15	1.15	0.00
Hazardous Waste & County Facilities Recycling	0.25	0.35	0.35	0.35	0.00
Regular Positions	0.25	0.35	0.35	0.35	0.00
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	8.21	8.40	8.40	8.37	-0.03
Regular Positions	8.07	8.25	8.25	8.25	0.00
Extra Help/Overtime	0.14	0.15	0.15	0.12	-0.03
Total Parks and Land Use General: Positions	128.53	128.79	128.79	129.61	0.82
Regular Positions	82.96	83.66	83.66	83.66	0.00
Extra Help	44.13	43.68	43.68	44.52	0.84
Overtime	1.44	1.45	1.45	1.43	-0.02

PARKS-GENERAL FUND: PROGRAM UNITS

Financial Summary	2020	2021	2021	2022	Change From 2021	
	Actual	Adopted Budget	Estimate	Budget	\$	%
Total Parks General Fund						
Revenues	\$6,307,126	\$6,023,923	\$6,483,269	\$6,434,755	\$410,832	6.8%
Appr. Fund Balance	\$300,971	\$150,000	\$235,164	\$110,000	(\$40,000)	-26.7%
County Tax Levy	\$7,124,010	\$7,199,010	\$7,199,010	\$7,249,010	\$50,000	0.7%
Expenditures	\$12,332,744	\$13,372,933	\$13,399,020	\$13,793,765	\$420,832	3.1%
Rev. Over (Under) Exp.	\$1,399,363	\$0	\$518,423	\$0	-	N/A
Position Summary (FTE)						
Regular Positions	82.96	83.66	83.66	83.66	0.00	
Extra Help	44.13	43.68	43.68	44.52	0.84	
Overtime	1.44	1.45	1.45	1.43	(0.02)	
Total	128.53	128.79	128.79	129.61	0.82	
Parks Programs						
Staffing (FTE)	59.19	59.91	59.91	60.70	0.79	1.3%
Revenues	\$2,111,399	\$1,883,638	\$2,265,219	\$2,242,425	\$358,787	19.0%
Appr. Fund Balance	\$226,794	\$100,000	\$173,140	\$65,000	(\$35,000)	-35.0%
County Tax Levy	\$3,413,850	\$3,473,322	\$3,473,322	\$3,421,437	(\$51,885)	-1.5%
Expenditures	\$5,141,670	\$5,456,960	\$5,516,471	\$5,728,862	\$271,902	5.0%
Rev. Over (Under) Exp.	\$610,373	\$0	\$395,210	\$0	-	N/A
General County Grounds Maintenance						
Staffing (FTE)	7.01	6.91	6.91	7.25	0.34	4.9%
Revenues	\$985	\$0	\$0	\$0	\$0	N/A
Appr. Fund Balance	\$100	\$0	\$0	\$0	\$0	N/A
County Tax Levy	\$635,287	\$649,843	\$649,843	\$659,195	\$9,352	1.4%
Expenditures	\$599,899	\$649,843	\$625,917	\$659,195	\$9,352	1.4%
Rev. Over (Under) Exp.	\$36,473	\$0	\$23,926	\$0	-	N/A
Retzer Nature Center						
Staffing (FTE)	8.36	8.28	8.28	8.29	0.00	0.0%
Revenues	\$74,634	\$139,000	\$99,414	\$149,000	\$10,000	7.2%
Appr. Fund Balance	\$291	\$0	\$199	\$0	\$0	N/A
County Tax Levy	\$541,352	\$537,918	\$537,918	\$533,918	(\$4,000)	-0.7%
Expenditures	\$553,795	\$676,918	\$619,794	\$682,918	\$6,000	0.9%
Rev. Over (Under) Exp.	\$62,482	\$0	\$17,737	\$0	-	N/A
Exposition Center						
Staffing (FTE)	8.25	8.20	8.20	7.89	-0.31	-3.8%
Revenues	\$318,014	\$549,500	\$457,105	\$549,500	\$0	0.0%
Appr. Fund Balance	\$10,199	\$10,000	\$10,199	\$10,000	\$0	0.0%
County Tax Levy	\$177,685	\$210,958	\$210,958	\$224,606	\$13,648	6.5%
Expenditures	\$658,421	\$770,458	\$709,753	\$784,106	\$13,648	1.8%
Rev. Over (Under) Exp.	(\$152,523)	\$0	(\$31,491)	\$0	-	N/A
Planning & Zoning						
Staffing (FTE)	9.00	8.00	8.00	8.00	0.00	0.0%
Revenues	\$129,155	\$150,900	\$164,213	\$153,450	\$2,550	1.7%
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
County Tax Levy	\$769,070	\$768,453	\$768,453	\$767,482	(\$971)	-0.1%
Expenditures	\$828,978	\$919,353	\$908,165	\$920,932	\$1,579	0.2%
Rev. Over (Under) Exp.	\$69,247	\$0	\$24,501	\$0	-	N/A
Environmental Health						
Staffing (FTE)	4.01	4.01	4.01	4.01	0.00	0.0%
Revenues	\$159,756	\$127,005	\$134,904	\$127,000	(\$5)	0.0%
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
County Tax Levy	\$345,809	\$366,864	\$366,864	\$385,969	\$19,105	5.2%
Expenditures	\$476,444	\$493,869	\$483,236	\$512,969	\$19,100	3.9%
Rev. Over (Under) Exp.	\$29,121	\$0	\$18,532	\$0	-	N/A

PARKS-GENERAL FUND: PROGRAM UNITS (Cont.)

Financial Summary	2020 Actual	2021 Adopted Budget	2021 Estimate	2022 Budget	Change From 2021 Adopted Budget	
					\$	%
Licensing						
Staffing (FTE)	7.10	7.10	7.10	7.10	0.00	0.0%
Revenues	\$952,902	\$841,000	\$819,500	\$865,500	\$24,500	2.9%
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
County Tax Levy	(\$184,645)	(\$197,065)	(\$197,065)	(\$183,164)	\$13,901	N/A
Expenditures	\$611,988	\$643,935	\$654,341	\$682,336	\$38,401	6.0%
Rev. Over (Under) Exp.	\$156,269	\$0	(\$31,906)	\$0	-	N/A
Septic/Well/Lab Programs						
Staffing (FTE)	4.50	5.00	5.00	5.00	0.00	0.0%
Revenues	\$416,899	\$396,000	\$401,000	\$401,000	\$5,000	1.3%
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
County Tax Levy	\$45,547	\$64,163	\$64,163	\$74,916	\$10,753	16.8%
Expenditures	\$411,453	\$460,163	\$454,292	\$475,916	\$15,753	3.4%
Rev. Over (Under) Exp.	\$50,993	\$0	\$10,871	\$0	-	N/A
Humane Animal						
Staffing (FTE)	1.60	1.58	1.58	1.60	0.02	1.3%
Revenues	\$48,261	\$50,000	\$50,000	\$50,000	\$0	0.0%
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
County Tax Levy	\$100,775	\$105,849	\$105,849	\$91,836	(\$14,013)	-13.2%
Expenditures	\$130,916	\$155,849	\$155,017	\$141,836	(\$14,013)	-9.0%
Rev. Over (Under) Exp.	\$18,120	\$0	\$832	\$0	-	N/A
Hazardous Material						
Staffing (FTE)	0.90	0.90	0.90	0.90	0.00	0.0%
Revenues	\$2,454	\$0	\$0	\$0	\$0	N/A
Appr. Fund Balance	\$28,150	\$25,000	\$25,000	\$25,000	\$0	0.0%
County Tax Levy	\$153,036	\$152,467	\$152,467	\$156,755	\$4,288	2.8%
Expenditures	\$152,661	\$177,467	\$178,705	\$181,755	\$4,288	2.4%
Rev. Over (Under) Exp.	\$30,979	\$0	(\$1,238)	\$0	-	N/A
Land & Water Conservation						
Staffing (FTE)	6.15	6.15	6.15	6.15	0.00	0.0%
Revenues	\$473,747	\$560,000	\$605,034	\$556,700	(\$3,300)	-0.6%
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
County Tax Levy	\$272,841	\$259,915	\$259,915	\$247,263	(\$12,652)	-4.9%
Expenditures	\$767,903	\$819,915	\$866,647	\$803,963	(\$15,952)	-1.9%
Rev. Over (Under) Exp.	(\$21,315)	\$0	(\$1,698)	\$0	-	N/A
Hazardous Waste and County Facilities Recycling						
Staffing (FTE)	0.90	0.90	0.90	0.90	0.00	0.0%
Revenues	\$360,751	\$444,000	\$446,311	\$444,000	\$0	0.0%
Appr. Fund Balance	\$1,222	\$0	\$0	\$0	\$0	N/A
County Tax Levy/(Credit)	\$53,069	(\$19,528)	(\$19,528)	(\$18,907)	\$621	N/A
Expenditures	\$280,622	\$424,472	\$448,656	\$425,093	\$621	0.1%
Rev. Over (Under) Exp.	\$134,420	\$0	(\$21,873)	\$0	-	N/A
Land Information Systems						
Staffing (FTE)	4.00	4.00	4.00	4.00	0.00	0.0%
Revenues	\$1,144,551	\$789,100	\$905,766	\$794,100	\$5,000	0.6%
Appr. Fund Balance	\$20,000	\$15,000	\$15,000	\$10,000	(\$5,000)	-33.3%
County Tax Levy/(Credit)	\$10,119	\$3,011	\$3,011	\$34,160	\$31,149	1034.5%
Expenditures	\$834,223	\$807,111	\$836,313	\$838,260	\$31,149	3.9%
Rev. Over (Under) Exp.	\$340,447	\$0	\$87,464	\$0	-	N/A
Administrative Services						
Staffing (FTE)	8.21	8.40	8.40	8.37	-0.03	-0.4%
Revenues	\$113,618	\$93,780	\$134,803	\$102,080	\$8,300	8.9%
Appr. Fund Balance	\$14,215	\$0	\$11,626	\$0	\$0	N/A
County Tax Levy	\$790,215	\$822,840	\$822,840	\$853,544	\$30,704	3.7%
Expenditures	\$883,771	\$916,620	\$941,713	\$955,624	\$39,004	4.3%
Rev. Over (Under) Exp.	\$34,277	\$0	\$27,556	\$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

Financial Pillar: Protect taxpayer investments

Objective #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%.

	2018 Actual	2019 Actual	2020 Actual(a)	2021 Target
Park System Volunteer Hours	9,652	12,048	7,100	7,455

(a) Reduction in volunteer hours partly attributable to Covid-19.

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 2021.

	2018	2019	2020
Credit Card/Cash Ratio(a)	42%/58%	45%/55%	60%/40%

(a) Ratio figures include park facilities and ice arenas

Quality Pillar: High standards of service excellence

Objective #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.

Customer Satisfaction	2018	2019	2020
Average Score	4.71	4.50	4.75
Percent Score	94%	90%	95%

Parks Programs (Continued)

	2020 Actual	2021 Budget	2021 Estimate(a)	2022 Budget	Budget Change
Staffing (FTE)	59.19	59.91	59.91	60.70	0.79
General Government	\$71,513	\$95,000	\$139,000	\$203,500	\$108,500
Fine/Licenses	\$3,330	\$7,000	\$3,000	\$5,000	(\$2,000)
Charges for Services	\$1,899,570	\$1,604,938	\$1,960,203	\$1,832,925	\$227,987
Interdepartmental	\$38,901	\$46,000	\$46,000	\$48,000	\$2,000
Other Revenue	\$98,085	\$130,700	\$117,016	\$153,000	\$22,300
Appr. Fund Balance (a)	\$226,794	\$100,000	\$173,140	\$65,000	(\$35,000)
County Tax Levy (Credit)	\$3,413,850	\$3,473,322	\$3,473,322	\$3,421,437	(\$51,885)
Total Revenues	\$5,752,043	\$5,456,960	\$5,911,681	\$5,728,862	\$271,902
Personnel Costs	\$3,335,648	\$3,464,915	\$3,360,673	\$3,563,533	\$98,618
Operating Expenses	\$716,403	\$901,807	\$929,709	\$977,870	\$76,063
Interdept. Charges	\$905,655	\$893,572	\$893,389	\$904,883	\$11,311
Fixed Assets (a)	\$183,964	\$196,666	\$332,700	\$282,576	\$85,910
Total Expenditures	\$5,141,670	\$5,456,960	\$5,516,471	\$5,728,862	\$271,902
Rev. Over (Under) Exp.	\$610,373	\$0	\$395,210	\$0	\$0

(a) 2021 estimates for expenditures exceed the adopted budget due to 2020 carryover and purchase orders and additional expenditure authority added to the adopted budget by County Board approved ordinances.

Program Highlights

The 2022 general government revenues are increased by \$108,500 to \$203,500 and include grant funding of \$62,000 for snowmobile trail maintenance (including an anticipated supplemental increase of \$26,000), \$50,000 for a new National Fish and Wildlife Foundation grant to fund a temporary intern position and partnership agreement with the Waukesha County Land Conservancy, \$40,500 for a new Recreational Boating Facility grant for repairs at the Naga-Waukee Park boat launch, \$25,000 in Wisconsin DNR urban forestry grants to inventory and assess the condition of trees in the park system, \$20,000 for a new Wild Turkey Stamp grant for prescribed burning and/or prescribed plant treatments and temporary intern costs, and \$6,000 for outdoor recreation activities (e.g. muskie stocking). This increase is partly offset by the discontinuation of a \$38,000 grant to fund a temporary natural land management Intern position and \$15,000 federal grant for land management projects.

Fines and licenses revenues, related to parking violations on County grounds, have been decreased \$2,000 from the 2021 budget to reflect three-year average revenue.

Charges for services revenues are increased by about \$228,000 to \$1,832,900, mostly related to the following: an increase in annual stickers sales of \$150,400 and \$33,100 increase in park entrance fees based upon prior year trends. In addition, campground fees increase \$26,000 to \$169,000 and boat launch revenues are increased \$24,800 to \$188,700 to better reflect increased activity over the last several years. Concession revenues decrease by \$5,000 reflecting the change in consumer activity. Charges for services also includes \$101,000 for land rentals, a slight decrease of \$1,300.

Interdepartmental revenues include reimbursement of Park staff time for management assistance to the golf course operations and are budgeted at \$48,000, an increase of \$2,000 from the 2021 budget.

Other revenues increase \$22,300 to \$153,000 largely due to increases in one-time donations for specific park projects. Other revenues in 2022 mainly include \$90,000 of landfill fee revenues, used to fund three-year maintenance plan items; and \$50,000 in donations for Retzer boardwalk and discovery trail improvements in the three-year maintenance plan.

General Fund balance allocated to 3-year maintenance plan projects is budgeted at \$40,000, a decrease of \$40,000. The remaining fund balance of \$25,000 is budgeted for 2022 Planetarium/Retzer maintenance projects.

Personnel costs are increased by approximately \$98,600 or 2.8%. Increases include the cost to continue of existing staff mostly due to a \$51,800 increase in health insurance costs related to changes in employee plan selections. In addition, the budget includes an increase in extra help funding of nearly \$45,000 or 0.78 FTE to assist with increased demand and activity in the park system, partly offset by a decrease of \$8,100 in overtime costs.

Operating expenses increase \$76,100 to nearly \$977,900. Increases include: \$50,000 in contracted service costs related to \$31,000 associated with the tree inventory, and turkey stamp projects discussed previously and \$20,000 as a sub-award to the Waukesha County Land Conservancy to assist with the National Fish and Wildlife Foundation grant mentioned previously to conduct invasive species removal and host community workdays on areas along the Mukwonago River Greenway. The budget also includes a \$26,000 increase in snowmobile maintenance related to an increase in grant funding, a \$15,000 increase for credit card processing charges due to higher activity levels at park facilities, and a \$19,000 increase in planned 3-year maintenance plan projects. This is partially offset by a decrease of \$11,300 in various landscaping and cleaning supply costs at

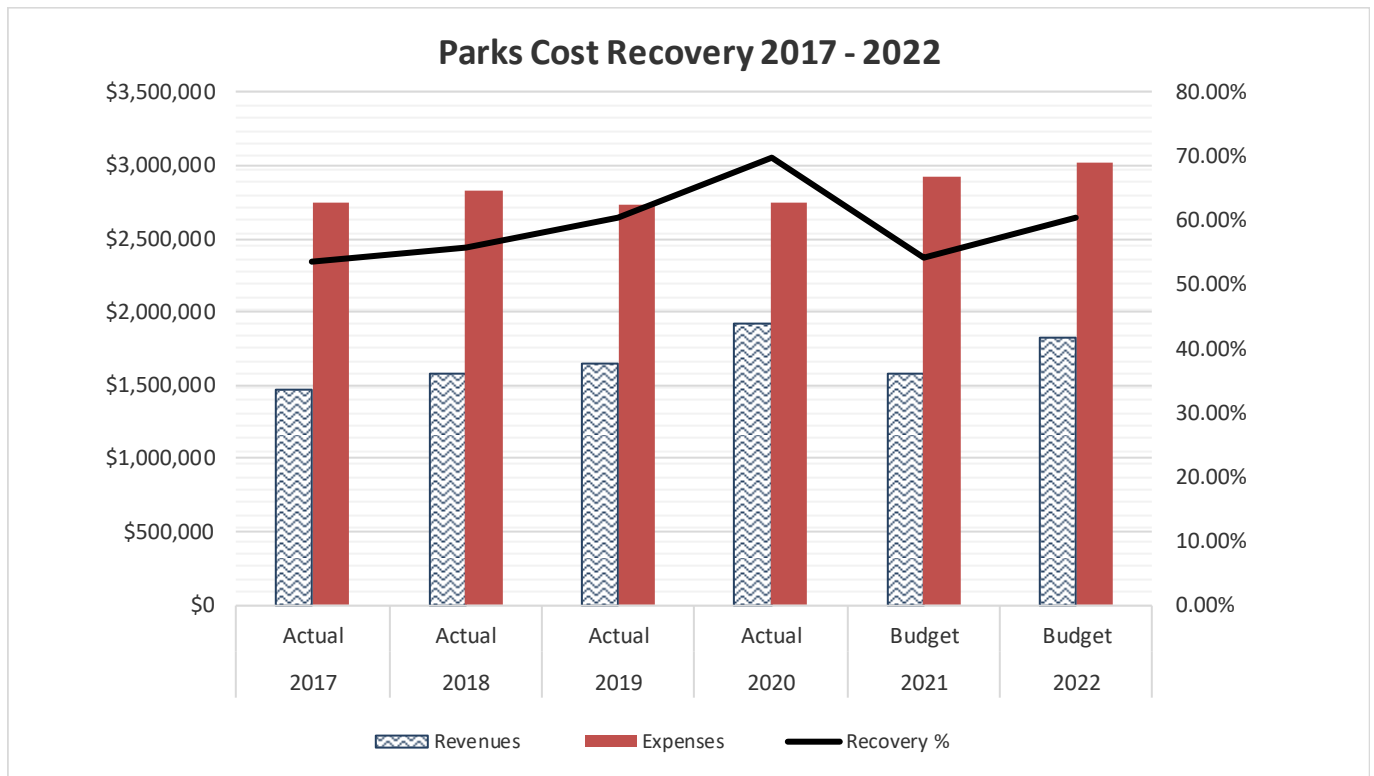
Parks Programs (Continued)

various park facilities to better reflect prior year experience, and a \$9,700 decrease in software costs associated with the removal of Cartegraph asset management software as the department explores alternative asset management solutions.

Interdepartmental charges increase about \$11,300 mainly due to a \$3,500 increase in vehicle fuel, maintenance, and replacement costs, a \$6,700 increase in insurance costs, and a \$2,000 increase in computer maintenance and replacement charges.

Fixed assets increase nearly \$86,000 related to planned projects in the 3-year maintenance plan.

Activity Data	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Daily Entrance Stickers	88,690	73,000	74,300	74,900	1,900
Annual Stickers	26,554	21,200	22,600	22,800	1,600
Family Camping	5,477	4,655	3,850	5,100	445
Group Camping	1,178	1,000	1,083	1,170	170
Reserved Picnics/Pavilion/Lodge Rental	650	850	1,000	900	50
Annual Boat Launch Stickers	1033	600	800	850	250
Daily Boat Launch	16,557	14,000	10,000	12,000	(2,000)



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 58.45% of expenditures. The 2022 budget includes a cost recovery rate of 60.39%.

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	2022 Plan (e)	2023 Plan	2024 Plan
All Facilities	Mechanical Maintenance		\$5,878	\$10,000
All Facilities	Striping and Culvert maintenance	\$25,000	\$25,000	\$50,000
All Facilities	Concrete Repairs & Replacement		\$20,000	\$20,000
Expo	Arena (Door, Facility & Mechanical Repair and Maintenance)	\$22,000	\$13,500	\$33,334
Expo	Forum (Door, Mechanical , HVAC repairs/replacement and Annual Maintenance)	\$19,600	\$22,887	\$31,784
Expo	Site & Grounds (Service Gates & Fence Replacement)			\$8,000
Fox Brook	Mechanical & Appliance	\$6,113	\$5,500	
Fox Brook	Facility Repairs and Replacements (Roof, Doors, Windows, paint, etc.)		\$2,500	\$48,000
Fox Brook	Site & Grounds		\$3,000	
Fox Brook	Plumbing & HVAC			\$4,662
Fox River	Mechanical, Electrical & Appliance			
Fox River	Facility Repairs and Replacements (Roof, Doors, Windows, paint, etc.)			\$2,500
Fox River	Site & Grounds			
Fox River	Plumbing & HVAC		\$11,524	\$3,400
Grounds	Mechanical, Electrical & Appliance		\$5,000	
Grounds	Facility Repairs and Replacements (Roof, Doors, Windows, paint, etc.)	\$3,000		
Menomonee	Mechanical & Appliance	\$3,000	\$11,143	
Menomonee	Facility Repairs and Replacements (Roof, Doors, Windows, paint, etc.)	\$25,000		
Menomonee	Site & Grounds		\$30,500	
Menomonee	Plumbing & HVAC	\$5,875	\$7,000	\$11,482
Minooka	Plumbing & HVAC			\$6,000
Mukwonago	Mechanical & Appliance			
Mukwonago	Facility Repairs and Replacements (Roof, Doors, Windows, paint, etc.)			\$25,000
Mukwonago	Site & Grounds (a)	\$74,200		
Mukwonago	Plumbing & HVAC		\$3,547	\$9,602
Muskego	Mechanical & Appliance	\$1,500		
Muskego	Facility Repairs and Replacements (Roof, Doors, Windows, paint, etc.)			\$25,000
Muskego	Site & Grounds	\$6,143		
Muskego	Plumbing & HVAC	\$26,944	\$32,745	\$10,986

3-Year Maintenance and Major Projects Plan (Continued)

Location	Project	2022 Plan (e)	2023 Plan	2024 Plan
Naga-Waukee	Mechanical & Appliance			
Naga-Waukee	Facility Repairs and Replacements (Roof, Doors, Windows, paint, etc.)	\$5,000	\$25,000	
Naga-Waukee	Site & Grounds (b)	\$96,000	\$32,600	
Naga-Waukee	Plumbing & HVAC	\$34,205	\$43,970	\$6,500
Nashotah	Mechanical & Appliance			
Nashotah	Facility Repairs and Replacements (Roof, Doors, Windows, paint, etc.)	\$12,000	\$1,000	
Nashotah	Site & Grounds			
Nashotah	Plumbing & HVAC	\$10,000	\$2,700	\$1,500
Retzer	Mechanical & Appliance			
Retzer	Facility Repairs and Replacements (Roof, Doors, Windows, paint, etc.)	\$14,500		\$20,750
Retzer	Site & Grounds (c)	\$35,000	\$35,000	\$30,000
Retzer	Plumbing & HVAC (d)	\$35,570	\$48,506	
PLAN TOTAL		\$460,650	\$388,500	\$358,500

- (a) Community Development Block Grant funding of \$57,250 is designated for Mukwonago Park ADA Restroom Building Addition.
- (b) Recreational Boating Facilities Grant of \$40,500 is included to partly offset lake access launch repair costs of \$81,000 for this purpose.
- (c) Boardwalk and Discovery Trail donations totaling \$35,000 are designated for this purpose.
- (d) Planetarium/Retzer maintenance of \$25,000 is fund balance designated for this purpose.
- (e) Per the PLU 2020-2022 Strategic Plan, staff are seeking opportunities to obtain contributions for 3-year maintenance projects totaling \$20,000 per year through the utilization of the Department's Partnership Engagement Plan by December 31, 2022.

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
202005	Minooka Park Mountain Bike Infrastructure improvements	2023	\$757,300	0%	\$0	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
202204	Lake Country Trail Underpass	2025	\$2,888,900	0%	TBD	A
202212	Fox River Park Improvements	2022	\$313,000	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.

Performance Measure	2020 Actual	2021 Target	2021 Estimate	2022 Target
Reported Slips and Falls	0	N/A	3	0

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	7.01	6.91	6.91	7.25	0.34
General Government	\$985	\$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	\$100	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$635,287	\$649,843	\$649,843	\$659,195	\$9,352
Total Revenues	\$636,372	\$649,843	\$649,843	\$659,195	\$9,352
Personnel Costs	\$298,405	\$323,107	\$299,584	\$339,432	\$16,325
Operating Expenses	\$125,268	\$125,913	\$125,510	\$119,862	(\$6,051)
Interdept. Charges	\$176,226	\$200,823	\$200,823	\$199,901	(\$922)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$599,899	\$649,843	\$625,917	\$659,195	\$9,352
Rev. Over (Under) Exp.	\$36,473	\$0	\$23,926	\$0	\$0

Program Highlights

Personnel costs increase nearly \$16,300 to \$339,400 and include the cost to continue current staff levels, a 0.34 FTE increase in extra help and a 2.0% increase in extra help hourly rates to help maintain competitive wages.

Operating costs decrease by \$6,100 or nearly 5%, mainly due to reductions of \$5,700 in landscaping supplies, \$5,000 in various other supply accounts, and \$4,700 in equipment costs. This is partly offset by a \$10,000 increase in waste disposal costs to better reflect activity and prior year costs at various county facilities.

Interdepartmental charges decrease approximately \$900 mainly due to an \$800 decrease in expected fuel costs, as well as a reduction in road supply costs (e.g. road salt) of \$700. This is partly offset by an increase of \$1,000 in vehicle maintenance charges.

Activity Data	2020 Actual	2021 Budget	2021 Estimate	2022 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	2020	2021	2021	2022
Performance Measure	Actual	Actual	Target	Estimate	Target
Program Satisfaction	92%	95%	80%	85%	80%

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	8.36	8.28	8.28	8.29	0.00
General Government	\$3,510	\$0	\$414	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$58,168	\$109,000	\$84,000	\$110,000	\$1,000
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$12,956	\$30,000	\$15,000	\$39,000	\$9,000
Appr. Fund Balance	\$291	\$0	\$199	\$0	\$0
County Tax Levy (Credit)	\$541,352	\$537,918	\$537,918	\$533,918	(\$4,000)
Total Revenues	\$616,277	\$676,918	\$637,531	\$682,918	\$6,000
Personnel Costs	\$408,583	\$453,479	\$422,325	\$467,748	\$14,269
Operating Expenses	\$51,549	\$113,608	\$87,638	\$104,958	(\$8,650)
Interdept. Charges	\$93,663	\$109,831	\$109,831	\$110,212	\$381
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$553,795	\$676,918	\$619,794	\$682,918	\$6,000

Rev. Over (Under) Exp.	\$62,482	\$0	\$17,737	\$0	\$0
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Program Highlights

Charges for services revenues are budgeted at \$110,000, an increase of \$1,000 from the 2021 budget and include: workshop and special event fees of \$64,000, a decrease of \$1,000; land and office rental fees totaling \$21,000, a decrease of \$3,000; and \$25,000 for school programming, an increase of \$5,000 based on prior year and anticipated activity. Other revenues are budgeted at \$39,000, a \$9,000 increase from the 2021 budget. Donation revenue is budgeted at \$20,000 an increase of \$8,000 related to anticipated donations from the Friends of Retzer Nature Center for non-specific uses and will not be spent if funding does not materialize.

Personnel costs are budgeted to increase by \$14,300 to nearly \$467,700, mainly to reflect the cost to continue of existing staff, as well as a \$2,000 or 0.01 FTE increase in temporary extra help.

Operating expenses decrease nearly \$8,700 to \$105,000 mainly due to a \$4,500 decrease in merchandise for resale, and reductions in facility repair and maintenance costs of \$4,000 based on prior year costs. This is partly offset by an increase of \$8,300 in contracted services mostly related to the provision of portable amenities for Apple Harvest Festival (e.g. dumpsters, toilets, maintenance agreements, etc.).

Interdepartmental charges increase slightly by almost \$400 mainly due to increases in workers compensation and liability insurance charges.

Exposition Center

Program Description

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

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	8.25	8.20	8.20	7.89	(0.31)
General Government	\$2,819	\$0	\$218,028	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$315,195	\$549,500	\$239,077	\$549,500	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$10,199	\$10,000	\$10,199	\$10,000	\$0
County Tax Levy (Credit)	\$177,685	\$210,958	\$210,958	\$224,606	\$13,648
Total Revenues	\$505,898	\$770,458	\$678,262	\$784,106	\$13,648
Personnel Costs	\$427,406	\$492,483	\$491,450	\$511,565	\$19,082
Operating Expenses	\$158,475	\$206,385	\$146,713	\$200,531	(\$5,854)
Interdept. Charges	\$71,609	\$71,590	\$71,590	\$72,010	\$420
Fixed Assets	\$931	\$0	\$0	\$0	\$0
Total Expenditures	\$658,421	\$770,458	\$709,753	\$784,106	\$13,648
Rev. Over (Under) Exp.	(\$152,523)	\$0	(\$31,491)	\$0	\$0

Program Highlights

Charges for services revenue are maintained at 2021 budgeted levels of \$549,500. Fees will be adjusted as necessary to maintain a competitive market position. General Fund balance appropriations of \$10,000 are included in 2022 to fund expenditures for a table and chair replacement program.

Personnel costs increase \$19,100, mainly due to the cost to continue existing staff levels. Extra help costs increase nearly \$5,800 mostly due to the cost to continue for temporary staff. The facility plans to purchase fewer hours in 2022, thus the decrease of 0.31 FTE, but is planning to reduce its balance of regular seasonal hours with higher-skilled lead seasonal hours; allowing staff greater flexibility. Operating expenses decrease approximately \$5,900 mainly due to decreases of \$5,000 in utility expenses as a result of new energy efficient upgrades as part of Expo Arena capital project #202006 completed in 2021. Interdepartmental charges increase slightly by about \$400 related to a \$1,600 increase in insurance charges partly offset by a \$700 decrease in communications charges and \$200 decrease 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 2022, the Department will continue working on a master plan for the lands around the Expo Center and Northview properties.

Activity Data	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Banquet/Wedding	1	12	5	8	(4)
Consumer Sales	22	32	24	33	1
Entertainment/Sport	4	8	8	9	1
Fundraiser	3	4	1	4	0
Grounds Events	5	4	7	6	2
Hobby Shows	3	4	1	3	(1)
Meetings	27	36	15	41	5
Religious	1	3	2	3	0
Seminar	0	5	2	3	(2)
Trade Show	0	6	1	6	0
4 H	14	30	15	26	(4)
County Sponsored	22	36	23	35	(1)

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:

To expedite processes for customers, update the Permit and Licensing Guide to include approval processes for various land use, development or alteration projects and post to the website by December 31.

Performance Measures:

	2020 Actual	2021 Target	2021 Estimate	2022 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: Ensure the well-being of residents

Objective #1:

Expand and refine unique housing provisions for in-law units, senior housing and mixed use housing within county zoning ordinances to serve changing consumer preferences and demographic trends by December 31, 2022.

Planning & Zoning (Continued)

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	9.00	8.00	8.00	8.00	0.00
General Government	\$1,184	\$0	\$513	\$0	\$0
Fine/Licenses	\$74,555	\$95,100	\$102,300	\$94,900	(\$200)
Charges for Services	\$50,751	\$54,250	\$59,350	\$56,250	\$2,000
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$2,665	\$1,550	\$2,050	\$2,300	\$750
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$769,070	\$768,453	\$768,453	\$767,482	(\$971)
Total Revenues	\$898,225	\$919,353	\$932,666	\$920,932	\$1,579
Personnel Costs	\$771,508	\$833,876	\$845,442	\$850,710	\$16,834
Operating Expenses	\$9,654	\$35,818	\$12,895	\$19,797	(\$16,021)
Interdept. Charges	\$47,816	\$49,659	\$49,828	\$50,425	\$766
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$828,978	\$919,353	\$908,165	\$920,932	\$1,579
Rev. Over (Under) Exp.	\$69,247	\$0	\$24,501	\$0	\$0

Program Highlights

Fines and license revenues, which includes zoning permit fee revenues, decrease slightly by \$200 to \$94,900 based on current and anticipated activity levels. Charges for services revenues are budgeted at \$56,300 and include \$41,300 in subdivision review revenues, an increase of \$2,000; and \$15,000 in reimbursements for direct staff time to provide planning assistance to municipalities. Other revenue is budgeted at \$2,300 and is mostly related to the sale of maps.

Personnel costs increase \$16,800 or 2.0% to \$850,700 due to the cost to continue for existing staffing levels.

Operating expenses decrease \$16,000 to nearly \$19,800 mainly due to a \$16,000 decrease in third party temporary help based on actual usage.

Interdepartmental charges increase \$800, mainly due to a \$830 increase in computer maintenance and replacement charges.

Activity Data	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
#. of Conditional Use reviews	11	20	13	13	(7)
# of Zoning Violations pursued	86	90	100	90	-
Site Plan reviews	21	30	24	25	(5)

Activity Data	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
# of Zoning Permits	375	425	444	435	10
# of Board of Adjustment cases	22	20	25	21	1
# of Certified Survey Maps (CSMs) reviewed	33	30	40	32	2
# of Subdiv. Plat Reviews	31	18	45	35	17

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.

	2020 Actual	2021 Target(a)	2021 Estimate	2022 Target(a)
System samples	396	410	410	410
% sampled (a)	97%	97%	97%	97%
% with coliform bacteria (b)	3.9%	2%	3%	3%
% with nitrates	0%	<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.
- (b) Percent slightly higher for 2021 as facilities were not using as much water due to Covid and may be more likely to have unsafe samples.

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.

	2020 Actual	2020 Target	2021 Estimate	2022 Target
Maintenance notices sent (a)	9,888	7,000	5,391	9,000
Reminder notices sent	2,889	-	-	-
Citations Issued	145	-	-	-
% Maintenance Compliance	98.5%	-	95%	95%
WI Fund Grant (Septic Replacements)	0	0	0	0

- (a) Total number varies from year-to-year as a result of when properties were added to the maintenance program. Additionally, some owners maintain their septic systems on a more frequent schedule, not requiring a notice to be sent from the County.

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)

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	4.01	4.01	4.01	4.01	0.00
General Government	\$74,111	\$36,000	\$42,899	\$36,000	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$85,518	\$91,000	\$92,005	\$91,000	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$127	\$5	\$0	\$0	(\$5)
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$345,809	\$366,864	\$366,864	\$385,969	\$19,105
Total Revenues	\$505,565	\$493,869	\$501,768	\$512,969	\$19,100
Personnel Costs	\$400,810	\$394,941	\$407,158	\$410,415	\$15,474
Operating Expenses	\$28,926	\$55,049	\$32,199	\$55,916	\$867
Interdept. Charges	\$46,708	\$43,879	\$43,879	\$46,638	\$2,759
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$476,444	\$493,869	\$483,236	\$512,969	\$19,100
Rev. Over (Under) Exp.	\$29,121	\$0	\$18,532	\$0	\$0

Program Highlights

General government revenues remain at 2021 budgeted levels and include \$16,000 as part of the State’s Radon grant 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 are to remain at 2021 budgeted levels of \$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 \$15,500 or 3.8% to \$410,400 and funds the cost to continue existing staff levels.

Operating expenses increase by approximately \$900 mainly due to an increase in contracted laboratory services of \$500 and staff development costs of \$400.

Interdepartmental charges increase \$2,800 mainly due to a \$2,000 increase in postage costs to better reflect prior year actuals and \$600 in computer maintenance charges.

Activity Data	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
WI Fund Grant (Septic Replacements)	0	0	0	0	0
# of on-site septic systems under Mandatory Maintenance (a)	33,000	33,000	33,000	33,000	0

(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.

Licensing

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.

	2020 Actual	2021 Target	2021 Estimate(c)	2022 Target
Number of licensed food establishments	1,682	1,655	1,680	1,680
Number of licensed Recreational Facilities	325	-	317	317
Number of inspections(b) - food	1,409	2,400	1,400	2,250
Number of inspections(b) – Rec.	123	-	245	325
Number of DPI school inspections(b)	68	-	45	100
# of inspections per Inspector (a)(b)	229	343	241	382

- a) The United States Food and Drug Administration (FDA) National Retail Regulatory Program Standard indicates a staffing level of one full time equivalent (FTE) devoted to food for every 280-320 inspections performed annually. WI DATCP factors in recreational program and DPI school inspections for purposes of determining staffing needs.
- b) Inspection types include: routine inspections, re-inspections, pre-license inspections, complaint investigations, outbreak investigations, and consultations.
- c) Activity data is reported utilizing the most recently completed license year. In this case the “actual” data is from the time period of July 1, 2019 – June 30, 2020. The “estimated” activity numbers for 2021 are utilizing the activity data from the July 1, 2020 – June 30, 2021 time frame. During that time many staff were temporarily reassigned to COVID response activities and we performed routine inspection activities on an as time permits basis (as allowed by DATCP).

Licensing (Continued)

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	7.10	7.10	7.10	7.10	0.00
General Government	\$123,668	\$0	\$0	\$0	\$0
Fine/Licenses	\$824,994	\$837,000	\$816,000	\$861,500	\$24,500
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$4,240	\$3,500	\$3,500	\$3,500	\$0
Other Revenue	\$0	\$500	\$0	\$500	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit) (a)	(\$184,645)	(\$197,065)	(\$197,065)	(\$183,164)	\$13,901
Total Revenues	\$768,257	\$643,935	\$622,435	\$682,336	\$38,401
Personnel Costs	\$551,273	\$570,140	\$584,825	\$606,559	\$36,419
Operating Expenses	\$22,720	\$34,084	\$29,805	\$35,084	\$1,000
Interdept. Charges	\$37,995	\$39,711	\$39,711	\$40,693	\$982
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$611,988	\$643,935	\$654,341	\$682,336	\$38,401
Rev. Over (Under) Exp.	\$156,269	\$0	(\$31,906)	\$0	\$0

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

Program Highlights

License revenues increase \$24,500 to \$861,500, primarily due to an increase in restaurant license/inspection revenues of \$17,000 to \$590,000 as a result of prior year trends and a proposed rate restructuring at the state level in 2022. Additionally, retail food license revenues increase \$5,000 to \$178,000 based on prior year actuals. The budget also includes lodging fee revenues of \$17,500; an increase of \$500, and hotel and pool licensing revenues of \$76,000; 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 \$36,400 or 6.0% due to the cost to continue existing staff levels, largely driven by increases in health insurance costs due to changes in employee plan selection. Operating expenses increase \$1,000 mainly due to slight increases in staff training and travel costs. Interdepartmental charges increase nearly \$1,000 largely due to increases in computer maintenance and replacement charges.

Licensing (Continued)

Activity Data

# of Inspections/Consultations Performed	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
# of Restaurants	1,003	1,700	1,000	1,650	(50)
# of Retail Foods	406	600	400	600	0
# of School Food Services	68	100	50	100	0
# of Lodging	48	50	45	50	0
# of Public Pool, Camp & Rec/ED camp	175	275	200	275	0

# of Establishment Licenses issued	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Restaurants					
Temporary	60	90	80	80	(10)
Prepackaged	54	50	50	50	-
Full Service	1,035	1,025	1,025	1,025	-
Retail Food					
No Processing	183	150	175	175	25
Processing	350	350	350	350	-
Lodging					
Hotel/Motel	42	40	40	40	-
Bed and Breakfast	4	4	4	4	-
Tourist Rooming House	17	30	20	20	-
Recreation					
Public Pools	244	235	235	235	-
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. This objective pertains to non public water supply samples.

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.

	2020 Actual	2021 Target	2021 Estimate	2022 Target
Number of unsafe bacteria samples	23	60	60	60
Number of owner and staff-collected samples	770	1,200	900	900
% Reported same day	90%	100%	100%	100%

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.

	2020 Actual	2021 Target	2021 Estimate	2022 Target
Number of systems inspected	418	375	400	400
% systems inspected on same-day	100%	100%	100%	100%
Septic System Plan Reviews	191	150	165	165

Septic/Well/Lab Programs (Continued)

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	4.50	5.00	5.00	5.00	0.00
General Government	\$17,201	\$0	\$0	\$0	\$0
Fine/Licenses	\$326,930	\$310,000	\$310,000	\$310,000	\$0
Charges for Services	\$72,768	\$85,000	\$90,000	\$90,000	\$5,000
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)	\$45,547	\$64,163	\$64,163	\$74,916	\$10,753
Total Revenues	\$462,446	\$460,163	\$465,163	\$475,916	\$15,753
Personnel Costs	\$336,705	\$369,102	\$362,165	\$381,481	\$12,379
Operating Expenses	\$31,212	\$45,496	\$46,562	\$47,669	\$2,173
Interdept. Charges	\$43,536	\$45,565	\$45,565	\$46,766	\$1,201
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$411,453	\$460,163	\$454,292	\$475,916	\$15,753
Rev. Over (Under) Exp.	\$50,993	\$0	\$10,871	\$0	\$0

Program Highlights

License revenue consists of septic permit revenues and are maintained at 2021 budgeted levels of \$310,000. Charges for services revenues increase \$5,000 to \$90,000 and include preliminary site assessment fees of \$35,000, an increase of \$5,000; and \$55,000 in water sample fees.

Personnel costs increase nearly \$12,400 due to the cost to continue existing positions. Operating expenses increase approximately \$2,200, mainly due to a \$1,000 increase in equipment costs and \$1,000 increase in mileage reimbursement costs. Interdepartmental charges increase by about \$1,200 related to higher computer maintenance and replacement charges.

Activity Data	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
<u>Number of Septic Permits Issued</u>					
Conventional	211	210	210	210	0
Mound	190	170	170	170	0
Holding Tank	33	20	20	20	0
At Grade	12	10	10	10	0
Pressure Distribution	3	2	3	3	1

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.

	2020 Actual	2021 Target	2021 Estimate	2022 Target
Number of reported animal bites	714	650	650	650
% bite victims seek medical advice within 48 hours	100%	100%	100%	100%

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	2020 Actual	2021 Target	2021 Estimate	2022 Target
# Reports animal abuse/neglect	199	200	200	200
% followed up within 48 hours	100%	90%	90%	90%

Humane Animal (Continued)

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	1.60	1.58	1.58	1.60	0.02
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$48,261	\$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)	\$100,775	\$105,849	\$105,849	\$91,836	(\$14,013)
Total Revenues	\$149,036	\$155,849	\$155,849	\$141,836	(\$14,013)
Personnel Costs	\$109,122	\$126,443	\$127,321	\$113,373	(\$13,070)
Operating Expenses	\$4,131	\$11,016	\$9,306	\$9,714	(\$1,302)
Interdept. Charges	\$17,663	\$18,390	\$18,390	\$18,749	\$359
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$130,916	\$155,849	\$155,017	\$141,836	(\$14,013)
Rev. Over (Under) Exp.	\$18,120	\$0	\$832	\$0	\$0

Program Highlights

Fines/licensing revenues consist of dog license surcharge revenues of \$50,000, unchanged from the 2021 budget.

Personnel costs decrease just over \$13,000 to \$113,400 due to turnover in the humane officer position, partly offset by a slight 0.02 FTE increase in extra help.

Operating expenses decrease \$1,300 mainly due to decreases in cellular communications charges. Interdepartmental charges increase by nearly \$400 due to increases in computer maintenance and replacement charges.

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:	2020 Actual	2021 Target	2021 Estimate	2021 Target
% of County petroleum storage tanks and chemical storage facilities that are code compliant	100%	100%	100%	100%

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	0.90	0.90	0.90	0.90	0.00
General Government	\$2,454	\$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	\$28,150	\$25,000	\$25,000	\$25,000	\$0
County Tax Levy (Credit)	\$153,036	\$152,467	\$152,467	\$156,755	\$4,288
Total Revenues	\$183,640	\$177,467	\$177,467	\$181,755	\$4,288
Personnel Costs	\$112,350	\$116,399	\$117,637	\$120,447	\$4,048
Operating Expenses	\$30,867	\$51,112	\$51,112	\$51,112	\$0
Interdept. Charges	\$9,444	\$9,956	\$9,956	\$10,196	\$240
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$152,661	\$177,467	\$178,705	\$181,755	\$4,288
Rev. Over (Under) Exp.	\$30,979	\$0	(\$1,238)	\$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 \$4,000 related to the cost to continue existing staff levels. Operating expenses remain at 2021 budgeted levels of approximately \$51,100 mainly for costs associated with providing environmental site assessments (e.g. phase 1 site assessments).

Hazardous Material (Continued)

Activity Data	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Env. Assessment Performed					
In REM (foreclosure) Property Reviewed	27	50	40	40	(10)
Number of Petroleum Storage Tanks					
Monitor for Compliance—Above Ground	51	51	51	51	0
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 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:	2020 Actual	2021 Target	2021 Estimate	2022 Target
For storm water permit sites >= 1 acre. Benchmark = 20 working days.	7	10	7	10
For storm water permit sites < 1 acre. Benchmark = 10 working days.	4	5	3	5

Land & Water Conservation (Continued)

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	6.15	6.15	6.15	6.15	0.00
General Government	\$247,554	\$281,000	\$324,667	\$300,000	\$19,000
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$187,023	\$191,000	\$191,000	\$198,700	\$7,700
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$39,170	\$88,000	\$89,367	\$58,000	(\$30,000)
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$272,841	\$259,915	\$259,915	\$247,263	(\$12,652)
Total Revenues	\$746,588	\$819,915	\$864,949	\$803,963	(\$15,952)
Personnel Costs	\$621,019	\$554,112	\$565,827	\$564,939	\$10,827
Operating Expenses	\$92,371	\$209,617	\$244,634	\$182,049	(\$27,568)
Interdept. Charges	\$54,513	\$56,186	\$56,186	\$56,975	\$789
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$767,903	\$819,915	\$866,647	\$803,963	(\$15,952)
Rev. Over (Under) Exp.	(\$21,315)	\$0	(\$1,698)	\$0	\$0

Program Highlights

General government revenues are budgeted to increase \$19,000 to \$300,000. This is related to an increase of \$40,000 to \$218,000 in 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. The increase is a result of the 2021-2023 Wisconsin State Budget and is partially offset by a decrease of \$21,000 to \$17,000 in Aquatic Invasive Species (AIS)/Great Lakes Restoration pass-thru grant funding. This program, in collaboration with lake organizations and Washington County, helps control the spread of invasive species in county lakes and streams. 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.

Charges for services revenues increase \$7,700 to \$198,700. Storm water permit revenue is budgeted to increase \$5,700 to \$80,300 based on a review of prior year actuals. Storm water education program fees are budgeted at \$67,000, remaining at 2021 budgeted 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 \$36,000, an increase of \$2,000 in lake organization contributions to the Aquatic Invasive Species Program (AIS) primarily to support intern positions.

Other revenue is budgeted at \$58,000, a reduction of \$30,000 from 2021 related to a decrease of \$20,000 in gravel pit royalties per the final year of a contract with a private operator mine gravel at the County owned mine, and \$10,000 in the sale of native plants and rain barrels to construct rain gardens and help mitigate storm water runoff pollution based on historical program actuals. 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.

Personnel costs increase approximately \$10,800 or 1.9% mainly due to the cost to continue of existing staff levels.

Operating expenses decrease \$27,600, largely due to reductions pass-thru costs related to the AIS program discussed above, as well as a \$7,000 reduction in merchandise for resale related to the discontinuation of selling rain barrels and native plants mentioned previously. Interdepartmental charges increase approximately \$800 related to a \$780 increase in computer maintenance and replacement costs.

Land & Water Conservation (Continued)

Activity Data	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Number of Educational Presentations/Events	54	70	60	70	0
Number of Storm water Permits issued	82	80	80	80	0
Number of Construction Site Inspections	617	600	600	600	0
Number of Farm Compliance Inspections*	0	8	8	8	0

* 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:	2020 Actual	2020 Target	2021 Estimate	2022 Target
County HHW disposal costs per participating household	\$17.18	\$30.00	\$30.00	\$30.00

Hazardous Waste and County Facilities Recycling (Continued)

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	0.25	0.35	0.35	0.35	0.00
General Government	\$48,863	\$69,000	\$71,311	\$69,000	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$1,353	\$65,000	\$65,000	\$65,000	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$310,535	\$310,000	\$310,000	\$310,000	\$0
Appr. Fund Balance	\$1,222	\$0	\$0	\$0	\$0
County Tax Levy (Credit) (a)	\$53,069	(\$19,528)	(\$19,528)	(\$18,907)	\$621
Total Revenues	\$415,042	\$424,472	\$426,783	\$425,093	\$621
Personnel Costs	\$20,527	\$26,841	\$27,025	\$27,458	\$617
Operating Expenses	\$258,377	\$395,572	\$419,572	\$395,505	(\$67)
Interdept. Charges	\$1,718	\$2,059	\$2,059	\$2,130	\$71
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$280,622	\$424,472	\$448,656	\$425,093	\$621
Rev. Over (Under) Exp.	\$134,420	\$0	(\$21,873)	\$0	\$0

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

Program Highlights

General government revenues are 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.

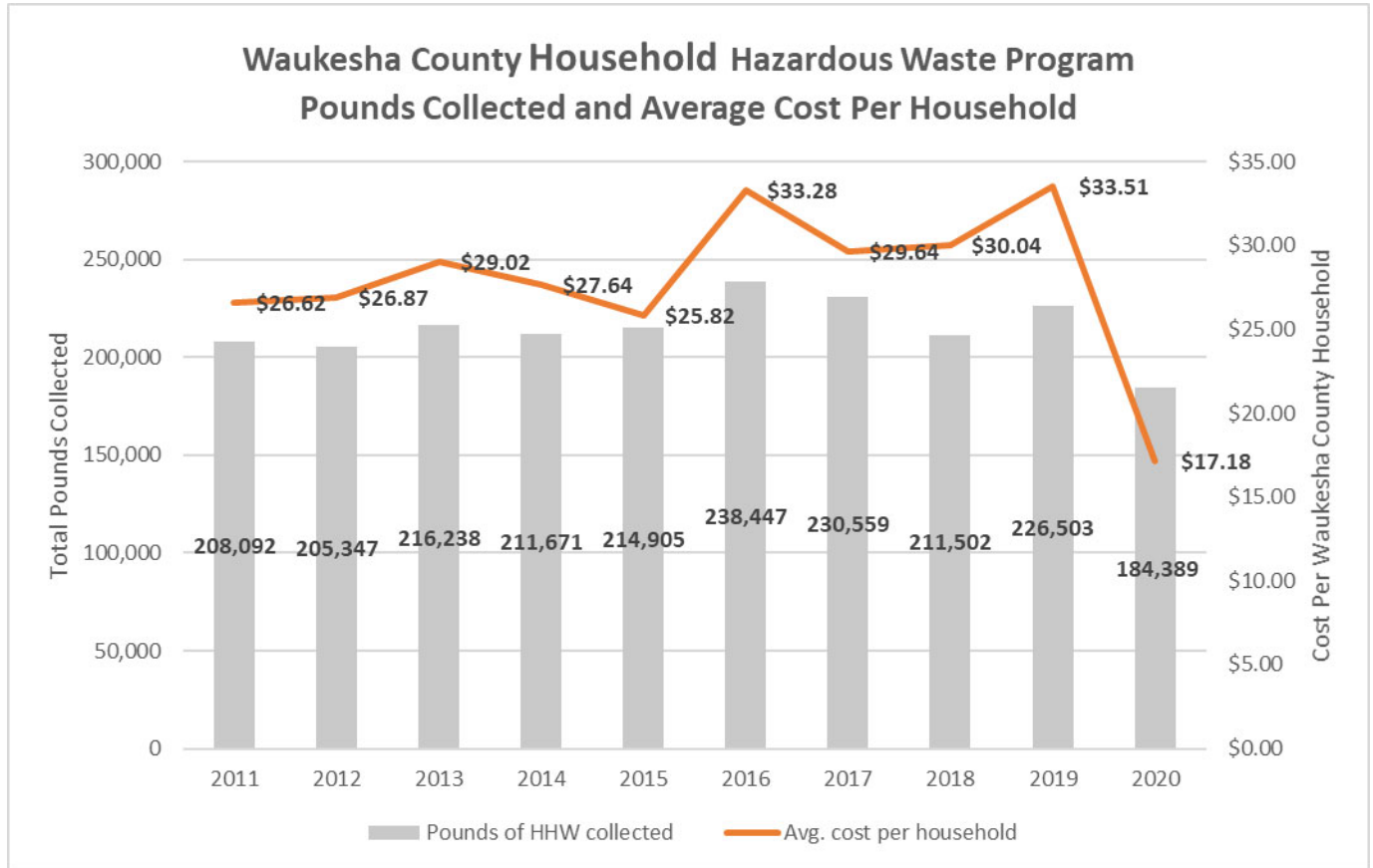
Other revenue includes \$154,000 from landfill siting agreements. In addition, the Emerald Park Landfill operator (Green For Life) pays the County \$156,000 on an annual basis to have county staff administer all of the HHW program activities.

Personnel costs increase \$600 or 2.3% for the cost to continue existing staffing levels.

Operating expenses include continuation of a multi-year agreement with Emerald Park Landfill Standing Committee (EPL) and the landfill operator (Green For Life) 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. Green For Life (GFL) pays the County \$156,000 to administer all invoicing for the HHW program. Promotion of household product exchanges continue at two ongoing sites and four special event 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	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Households served at Hazardous Waste Collection	4,210	5,500	5,500	5,500	-
Pounds of Hazardous waste collected	184,389	215,000	215,000	215,000	-
Pounds of HHW Per household	44	39	39	39	-
Number of Households using product exchange	17	200	100	200	-
Tons of office paper/containers recycled at County facilities/parks	229	250	250	250	-

Hazardous Waste and County Facilities Recycling (Continued)



*The 2020 cost per county household decreased to \$17.18 largely due to below average program costs attributable to drop-off sites closing for 8 weeks as a result of the Covid-19 pandemic, as well as two sites permanently closing in 2020, reducing fixed program costs. One new drop-off site is expected to open in 2021.

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

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	4.00	4.00	4.00	4.00	0.00
General Government(a)	\$139,194	\$41,000	\$55,266	\$51,000	\$10,000
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$793,704	\$522,600	\$625,000	\$532,600	\$10,000
Interdepartmental	\$15,500	\$30,500	\$30,500	\$15,500	(\$15,000)
Other Revenue	\$196,153	\$195,000	\$195,000	\$195,000	\$0
Appr. Fund Balance	\$20,000	\$15,000	\$15,000	\$10,000	(\$5,000)
County Tax Levy (Credit)	\$10,119	\$3,011	\$3,011	\$34,160	\$31,149
Total Revenues	\$1,174,670	\$807,111	\$923,777	\$838,260	\$31,149
Personnel Costs	\$443,439	\$456,491	\$459,493	\$469,128	\$12,637
Operating Expenses(a)	\$346,419	\$305,445	\$331,645	\$323,152	\$17,707
Interdept. Charges	\$44,365	\$45,175	\$45,175	\$45,980	\$805
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$834,223	\$807,111	\$836,313	\$838,260	\$31,149
Rev. Over (Under) Exp.	\$340,447	\$0	\$87,464	\$0	\$0

(a) 2021 estimates for expenditures exceed the adopted budget due to 2020 carryovers, purchase orders, and additional expenditure authority added to the adopted budget by County Board approved ordinances.

Program Highlights

General governmental revenues increase \$10,000 to \$51,000 related to the state strategic initiative grant, expected to be used for orthophotography projects. Charges for services revenues increase \$10,000 to \$532,600, and consists of document recording fee revenues and reflects the estimated number of recorded documents. Interdepartmental revenues decrease \$15,000 to \$15,500, related to a one-time initiative as part of LIS staff's involvement in generating updated County Board district maps based upon the most recent 2020 census data. Remaining in the budget is a \$15,500 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 2021 budget. A fund balance appropriation of \$10,000 has been included in the 2022 budget to assist with the incorporation of the program into the general fund, a reduction of \$5,000.

Personnel costs increase \$12,600 to fund cost to continue existing staffing levels. Operating expenses increase nearly \$17,700 to \$323,200, partly to reflect increases in available state grant funds 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. Interdepartmental charges increase almost \$800 mainly due to an increase of \$600 in administrative overhead 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 4.65 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.

Performance Measure:	2019 Actual	2020 Actual	2021 Target	2021 Estimate	2022 Target
PLU Annual Department customer service average rating	4.83	4.83	4.65	4.70	4.65

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	8.21	8.40	8.40	8.37	(0.03)
General Government	\$31,876	\$0	\$42,523	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$1	\$0	\$0	\$0	\$0
Interdepartmental	\$82,499	\$92,080	\$92,080	\$102,080	\$10,000
Other Revenue	(\$758)	\$1,700	\$200	\$0	(\$1,700)
Appr. Fund Balance	\$14,215	\$0	\$11,626	\$0	\$0
County Tax Levy (Credit)	\$790,215	\$822,840	\$822,840	\$853,544	\$30,704
Total Revenues	\$918,048	\$916,620	\$969,269	\$955,624	\$39,004
Personnel Costs	\$766,201	\$782,136	\$813,313	\$815,377	\$33,241
Operating Expenses	\$62,568	\$76,410	\$70,329	\$76,036	(\$374)
Interdept. Charges	\$55,002	\$58,074	\$58,071	\$64,211	\$6,137
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$883,771	\$916,620	\$941,713	\$955,624	\$39,004
Rev. Over (Under) Exp.	\$34,277	\$0	\$27,556	\$0	\$0

Program Highlights

Interdepartmental revenues increase \$10,000 to \$102,100 and include reimbursement for staff time for management assistance to the Material Recovery Facility (MRF), golf course operations, and the Community Development Fund (new in 2022).

Other revenues decrease \$1,700 to \$0 to better reflect historical actuals of miscellaneous revenues recovered.

Personnel costs increase just over \$33,200 to \$815,400 mainly due to the cost to continue of existing staff, partially offset by a slight 0.03 FTE decrease in overtime costs.

Operating expenses decrease slightly by \$400 mainly due to a decrease in communications charges.

Interdepartmental charges increase \$6,100 mainly due to an increase of \$5,300 in insurance costs and \$800 in computer ownership costs.

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	2020	2021	2021	2022	Change From 2021	
	Actual	Adopted Budget	Estimate (a)	Budget	Adopted Budget \$	%
Revenues						
General Government (a) (b)	\$2,816,018	\$2,912,013	\$19,201,564	\$6,460,506	\$3,548,493	121.9%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$59,947	\$64,585	\$64,585	\$63,900	(\$685)	-1.1%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$1,039,195	\$440,000	\$971,264	\$390,000	(\$50,000)	-11.4%
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$3,915,160	\$3,416,598	\$20,237,413	\$6,914,406	\$3,497,808	102.4%
Expenditures						
Personnel Costs	\$323,252	\$360,227	\$342,751	\$360,602	\$375	0.1%
Operating Expenses (a)	\$3,502,124	\$2,975,603	\$19,742,616	\$6,451,982	\$3,476,379	116.8%
Interdept. Charges	\$74,336	\$80,768	\$130,782	\$101,822	\$21,054	26.1%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$3,899,712	\$3,416,598	\$20,216,149	\$6,914,406	\$3,497,808	102.4%
Rev. Over (Under) Exp.	\$15,448	\$0	\$21,264	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	3.69	3.69	3.69	3.69	0.00
Extra Help	0.00	0.00	0.00	0.00	0.00
Overtime	0.04	0.04	0.04	0.04	0.00
Total FTEs	3.73	3.73	3.73	3.73	0.00

(a) The 2021 estimate includes the 2020 carryover of encumbered funds totaled \$3.7 million, and ordinance 175-087 carried over approved and available expenditure appropriations of \$35,700 for the CDBG program, \$1,922,900 for the HOME program, \$1,279,200 for CDBG-CV (coronavirus) grant program operating expenditures and \$90,900 for interdepartmental expenditures. Later, through enrolled ordinance 176-27, the budget was increased by \$21,777 for an additional HUD allocation to the CDBG program. Also, additional Emergency Rental Assistance funding from the Coronavirus Response and Relief Supplemental Appropriations Act was appropriated through ordinance 175-75 with \$12.1 million directly from the U.S. Treasury and through ordinance 176-7 with \$14.4 million through the State of Wisconsin Emergency Rental Assistance Program. American Rescue Plan Act Grant funding totaling \$5.3 million was appropriated through enrolled ordinance 176-26 to help create affordable housing and assist individuals experiencing or at risk of experiencing homelessness.

(b) The 2022 Budget includes an estimation of the U.S. Department of Housing (HUD) allocation. It is anticipated that if the actual award notification is lower than the budgeted amount, the Finance Committee will be notified, and the expenditures will be limited to the amount of the award notification.

Community Development Block Grant

Program Description

Through an annual grant process with an emphasis on collaboration, allocate federal Community Development Block Grant funds to subgrantees to meet the needs of low and moderate income persons through providing housing development and rehabilitation, expanding economic opportunities, improving community facilities and services, and providing public services.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	2.64	2.64	2.64	2.20	(0.44)
General Government (a)	\$1,724,848	\$1,464,022	\$3,028,847	\$1,500,000	\$35,978
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$19,500	\$12,900	\$12,900	\$12,900	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue (a)	\$284,304	\$240,000	\$771,264	\$190,000	(\$50,000)
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$2,028,652	\$1,716,922	\$3,813,011	\$1,702,900	(\$14,022)
Personnel Costs	\$178,566	\$241,659	\$175,151	\$195,100	(\$46,559)
Operating Expenses (a)	\$1,774,919	\$1,421,941	\$3,563,260	\$1,455,891	\$33,950
Interdept. Charges	\$52,711	\$53,322	\$53,336	\$51,909	(\$1,413)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$2,006,196	\$1,716,922	\$3,791,747	\$1,702,900	(\$14,022)
Rev. Over (Under) Exp.	\$22,456	\$0	\$21,264	\$0	\$0

(a) 2021 estimate represents amounts including the 2020 carryover of encumbrances totaling \$2,144,150 and a 2020 ordinance carryover of \$21,923 through a separate ordinance. The 2021 budget was modified to account for additional grant funding and PI received above budget in prior years totaling \$35,603 above the adopted budget and appropriated by enrolled ordinance #175-87 and #176-27 to balance to HUD's records.

Program Highlights

Federal CDBG revenue from the Department of Housing and Urban Development (HUD) is budgeted at \$1,500,000, an increase of \$36,000 from the 2021 budget.

Charges for services of \$12,900, unchanged from the 2021 budget, are from fees for servicing CDBG housing loans.

Other revenues decrease \$50,000 to \$190,000, mainly due to a decrease in program income of \$50,000 to \$150,000, related to a repayment by the City of Waukesha, Housing Development, and Housing Rehabilitation programs.

Personnel costs decrease nearly \$46,600 or 19% due to the shift of 0.35 FTE of the community development manager and 0.09 FTE fiscal specialist to the HOME program and Emergency Rental Assistance grant program (CDBG-OTHER) to better reflect their time spent servicing those grants. This decrease is partially offset by the cost to continue of the remaining staff.

Overall, operating expenses increase \$34,000, mainly due to a \$81,700 increase in subgrantee grants to communities, partially offset by a \$50,000 decrease in program income funded projects.

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 by the CDBG Board.

Performance Measure: Community Objective	Funding Target % of annual Allocation(a)	2021 Actual(b)	2022 Estimate
Housing	18%	21	22
Economic Development	26%	5	5
Public Service (outside neighborhood stabilization areas)	15%	15	15
Public Service (within neighborhood stabilization areas)	10%	11	10
Facilities	11%	26	24
Administration	20%	20	18
Unallocated	0%	2	6

(a) Funding Target % of Annual Allocation is taken from the 2020-2024 Waukesha County Consolidated Plan.

(b) 2020 Actuals represent a percentage of the budgeted funding allocation. Unspent funding has been carried over to 2021. 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, housing rehabilitation, and tenant based rent assistance. An emphasis is placed on providing funding to Community Housing Development Organizations (CHDO's).

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	1.09	1.09	1.09	1.30	0.21
General Government (a)	\$615,450	\$1,447,991	\$4,364,285	\$2,710,506	\$1,262,515
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$40,447	\$51,685	\$51,685	\$51,000	(\$685)
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue (a)	\$754,891	\$200,000	\$200,000	\$200,000	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$1,410,788	\$1,699,676	\$4,615,970	\$2,961,506	\$1,261,830
Personnel Costs	\$96,194	\$118,568	\$106,293	\$137,958	\$19,390
Operating Expenses (a)	\$1,299,977	\$1,553,662	\$4,482,231	\$2,773,635	\$1,219,973
Interdept. Charges	\$21,625	\$27,446	\$27,446	\$49,913	\$22,467
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,417,796	\$1,699,676	\$4,615,970	\$2,961,506	\$1,261,830
Rev. Over (Under) Exp.	(\$7,008)	\$0	\$0	\$0	\$0

(a) 2021 estimate includes the 2020 carryover of encumbrances totaling \$1,009,312 and a 2020 ordinance carryover of \$1,454,167 through a separate ordinance. The 2021 budget was modified to account for additional grant funding and PI received above budget in prior years totaling \$468,744 above the adopted budget and appropriated by enrolled ordinance #175-87.

Program Highlights

Federal HOME revenues from the Department of Housing and Urban Development (HUD) are budgeted at \$2,710,500, an increase of \$1,262,500 from the 2021 budget, mainly due to \$1,250,000 in HOME-American Rescue Plan Act funding to create affordable housing and services to assist individuals at risk or experiencing homelessness.

Charges for services decrease nearly \$700 to \$51,000 and reflect fees for servicing HOME housing loans.

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 nearly \$19,400 or 16% due to the cost to continue existing staffing levels, as well as the shift of 0.21 FTE from the CDBG program area (0.18 FTE community development manager and 0.03 FTE fiscal specialist) to the HOME-American Rescue Plan Act grant program to better reflect staff time servicing this grant.

Operating expenses increase \$1,220,000 to \$2,773,600 mainly due to a \$1.2 million increase in subgrantee grants to communities, mostly related to the HOME-American Rescue Plan Act grant funding.

HOME Investment Partnership Program (Cont.)

Major Departmental Strategic Plan Objectives

Quality Pillar: Ensuring Affordable Housing Options

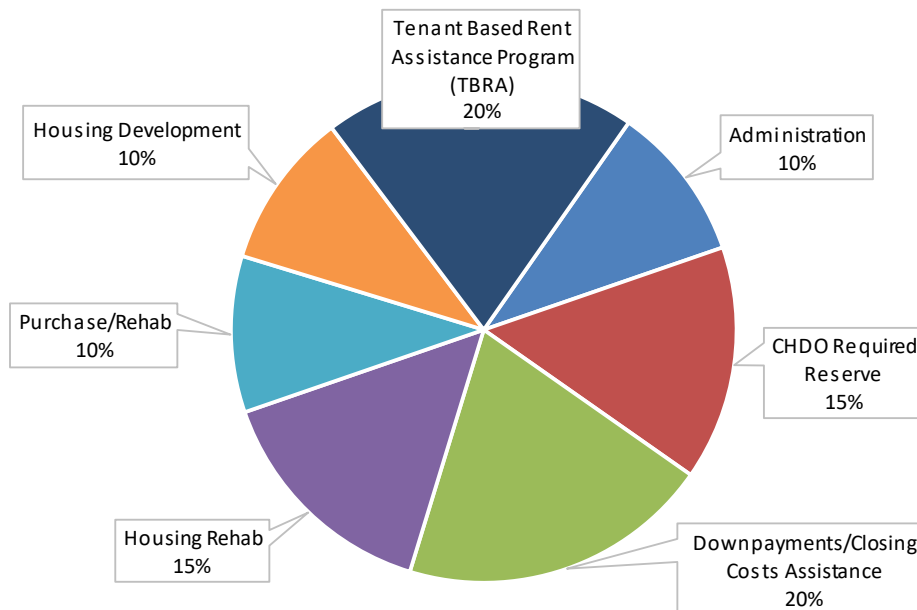
Objective #3: Ensure Waukesha County residents have affordable housing located near high opportunity areas of job growth.

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 high opportunity areas of job growth by December 2022.

Performance Measure:

	Year 2020 Actual	Year 2021 Goal	Year 2022 Goal
50% of HOME and CDBG funded affordable housing projects will be located in high opportunity areas of the County by December 2022.	25%	50%	50%

2021 Actual Allocation of HOME Program Funding Award at \$1,464,022



* 2021 allocation based on the Home Board Recommendation.

Other 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.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	0.00	0.00	0.00	0.23	0.23
General Government (a)	\$475,720	\$0	\$11,808,432	\$2,250,000	\$2,250,000
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$475,720	\$0	\$11,808,432	\$2,250,000	\$2,250,000
Personnel Costs	\$48,492	\$0	\$61,307	\$27,544	\$27,544
Operating Expenses (a)	\$427,228	\$0	\$11,697,125	\$2,222,456	\$2,222,456
Interdept. Charges	\$0	\$0	\$50,000	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$475,720	\$0	\$11,808,432	\$2,250,000	\$2,250,000
Rev. Over (Under) Exp.	\$0	\$0	\$0	\$0	\$0

(a) 2021 Estimate includes estimated spending related to Emergency Rental Assistance grant funding received in 2021 through enrolled ordinance 175-75.

Program Highlights

Federal revenues from the US Department of Treasury totals \$2,250,000 to provide for emergency rental assistance.

Personnel costs increase \$27,500 or 0.23 FTE related to the transfer of the community development manager and fiscal specialist's time in monitoring and reviewing the emergency rental assistance grant program.

Operating expenses in 2022 total \$2,222,500, primarily related to Emergency Rental Assistance funding to assist individuals unable to pay their rent or utilities as a result of the COVID-19 pandemic, as well as aid in housing stability.

Grant Title	Funding Source	Funding Administration	Grant End Date	2020 Actual Award	2021 Budgeted Award	2021 Estimated Award	2022 Budget
CDBG Entitlement	US Dept of Housing & Urban Dev (HUD)	HUD	Annual Cycle	\$1,464,022	\$1,499,625	\$1,499,625	\$1,499,625
HOME Investment Partnership	US Dept of Housing & Urban Dev (HUD)	HUD	Annual Cycle	\$1,447,991	\$1,460,506	\$1,460,506	\$1,460,503
Emergency Rental Assistance #1a	US Dept. of Treasury	US Dept. of Treasury	Sept. 30, 2022	\$0	\$12,082,684	\$12,082,684	\$0
Emergency Rental Assistance #1b	US Dept. of Treasury	WI Dept. of Administration	Sept. 30, 2022	\$0	\$14,398,531	\$0	\$0
CDBG-CV (COVID-19)(a)	US Dept of Housing & Urban Dev (HUD)	HUD	Dec. 31, 2021	\$2,196,332	\$0	\$1,720,612	\$0
Emergency Rental Assistance #2	US Dept. of Treasury	US Dept. of Treasury	Sept. 30, 2025	\$0	\$0	\$0	\$2,250,000
HOME-American Rescue Plan Act (ARPA) (b)	US Dept of Housing & Urban Dev (HUD)	HUD	Dec. 31, 2030	\$0	\$5,293,334	\$0	\$1,250,000

(a) 2021 estimated award for CDBG-CV funds represents carried over funds from 2020.

(b) Per Community Development staff, HOME-ARPA funds are not expected to be spent until 2022, due to revised program guidelines and specifications being finalized in Q3 and Q4 of 2021.

CDBG Entitlement This grant allocates 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.

HOME Investment Partnership This grant is part of a consortium with Jefferson, Ozaukee, and Washington counties. Primarily, its purpose is to focus on owner occupied or rental housing initiatives for low- and moderate-income persons through new development, down payment assistance, homebuyer counseling, and housing rehabilitation.

Emergency Rental Assistance #1a This grant allocates US Treasury Department funds as part of the December 2020 Consolidated Appropriations Act to assist income-eligible households with rent and utility costs, including arrearages as a result of COVID-19.

Emergency Rental Assistance #1b This grant allocates US Treasury Department funds, by way of the State of Wisconsin, as part of the December 2020 Consolidated Appropriations Act to assist income-eligible households with rent and utility costs, including arrearages as a result of COVID-19.

CDBG-CV (COVID-19) This grant funding allocates US Department of Housing and Urban Development (HUD) funds as part of the March 2020 CARES Act to be used to prevent, prepare for, and respond to COVID-19. Allowable uses of the funding include mortgage and rental assistance, small business assistance, homeless programs, food/nutrition and medical assistance.

Emergency Rental Assistance #2 This grant allocates US Department of Housing and Urban Development (HUD) funds to assist individuals unable to pay their rent or utilities as a result of the COVID-19 pandemic, as well as aid in housing stability.

HOME-American Rescue Plan Act (ARPA) This grant allocates US Department of Housing and Urban Development (HUD) funds as part of the March 2021 American Rescue Plan Act to create affordable housing and services to assist individuals experiencing or at risk of experiencing homelessness via the development of non-congregate shelter units, supportive services, tenant-based rental assistance, and the development of affordable housing.

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	2020	2021	2021	2022	Change From 2021	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
Revenues						
General Government	\$1,071,022	\$1,457,602	\$1,294,898	\$2,127,318	\$669,716	45.9%
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	\$1,071,022	\$1,457,602	\$1,294,898	\$2,127,318	\$669,716	45.9%
Expenditures						
Personnel Costs	\$130,431	\$107,005	\$106,955	\$115,850	\$8,845	8.3%
Operating Expenses	\$940,523	\$1,350,525	\$1,173,612	\$2,011,393	\$660,868	48.9%
Interdept. Charges	\$66	\$72	\$72	\$75	\$3	4.2%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$1,071,020	\$1,457,602	\$1,280,639	\$2,127,318	\$669,716	45.9%
Rev. Over (Under) Exp.	\$2	\$0	\$14,259	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	0.94	0.76	0.76	0.76	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	0.94	0.76	0.76	0.76	0.00

Program Highlights

Workforce Innovation Opportunity Act revenue from the State of Wisconsin - Department of Workforce Development (DWD) is budgeted at \$1,814,800, an increase of \$438,400 related to the economic impacts of the COVID-19 pandemic. The annual funding 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 remained flat. The budget also includes an increase of \$231,300 in statewide employment recovery dislocated worker grant funding, appropriated by the county board in 2021 (ordinance 175-67).

Personnel costs increased by nearly \$8,800 or 8.3% to reflect the cost to continue of 0.76 FTE Workforce Development Board Director as well as changes to employee plan selections of health insurance. Operating expenses increase about \$660,900 reflecting the grant increases above to nearly \$2,011,400, which include \$1,968,400 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	\$89,803	\$138,063
WIOA Adult	US Dept. of Labor	WI Dept. of Workforce Development	\$284,219	\$241,487	\$241,488	\$388,319
WIOA Dislocated Worker	US Dept. of Labor	WI Dept. of Workforce Development	\$346,203	\$291,030	\$291,031	\$405,240
WIOA Youth	US Dept. of Labor	WI Dept. of Workforce Development	\$324,518	\$275,727	\$275,727	\$449,006
WIOA Rapid Response	US Dept. of Labor	WI Dept. of Workforce Development	\$61,516	\$52,289	\$67,009	\$67,009
Windows to Work	WI Dept. of Corrections	WI Dept. of Corrections	\$95,000	\$90,250	\$90,250	\$90,250
WIOA Statewide Employment Recovery	US Dept. of Labor	WI Dept. of Workforce Development	\$0	\$0	\$275,000	\$0

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.

WIOA Statewide Employment Recovery: This one-time grant provides supplemental funding to serve additional individuals who meet the WIOA Dislocated Worker Program eligibility criteria.

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 PY20-21)										
Program	Q2 Unsubsidized Employment		Q4 Unsubsidized Employment		Median Earnings (Qtrly)		Credential Attainment Rate		Measurable Skill Gain	
	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
Adult	83%	89.9%	82%	84.8%	\$7,000	\$8,252	63%	76.6%	42%	56.4%
Dislocated Worker	85%	88.9%	81%	85.7%	\$9,000	\$10,371	63%	84.8%	45%	58.8%
Youth	81%	83%	82%	88.1%	\$4,600	\$6,500	54%	60%	32%	43.9%

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.

Measurable Skill Gain: The percentage of program participants who, during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment and

who are achieving measurable skill gains, defined as documented academic, technical, occupational, or other forms of progress, towards such a credential or employment.

In addition to the above indicators, other highlights from the PY19-20 program year include:

- 353 total program participants.
- 190 were placed in employment with the others either attending an educational program or receiving other program services.
- 45 received formal on-the-job training with local employers.
- 8 businesses provided incumbent worker training to 45 employees.
- 71 individual training accounts were provided for occupations in 12 different occupational areas including health science, business management, transportation logistics, manufacturing, and information technology.
- Average hourly wages upon placement for adults, dislocated workers, and youth were \$21.22, \$23.82, and \$13.77, 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	2020	2021	2021	2022	Change From 2021	
	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	\$1,550,720	\$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	\$1,950,720	\$400,000	\$400,000	\$400,000	\$0	0.0%
Expenditures						
Personnel Costs	\$0	\$0	\$0	\$0	\$0	N/A
Operating Expenses	\$0	\$62,500	\$0	\$62,500	\$0	0.0%
Interdept. Charges	\$0	\$0	\$0	\$0	\$0	N/A
Fixed Assets	\$0	\$337,500	\$0	\$337,500	\$0	0.0%
Total Expenditures	\$0	\$400,000	\$0	\$400,000	\$0	0.0%
Rev. Over (Under) Exp.	\$1,950,720	\$0	\$400,000	\$0	\$0	N/A

Summary of Tarmann Fund Funding Sources 2018 – 2022

Revenue Source	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	Budget Change
DNR Stewardship Grant Reimbursements	\$0	\$0	\$0	\$0	\$0	\$0
Interest Income	\$0	\$0	\$0	\$0	\$0	\$0
Landfill Siting	\$0	\$0	\$0	\$0	\$0	\$0
Tarmann Fund Balance	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$0
Land Sales - Permits/Sales, Etc.	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$0
Total Expenditures	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$0
Revenues Over/(Under) Expenditures	\$0	\$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.

Implementation of the adopted Park and Open Space Plan through donations, dedications, right of first refusal, easements, fee simple acquisition, or bequeaths.

Performance Measure:	2020 Actual	2021 Target	2021 Estimate	2022 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	2020	2021	2021	2022	Change From 2021	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
Revenues						
General Government	\$1,803	\$0	\$2,273	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$3,712,515	\$1,953,500	\$2,103,126	\$2,145,000	\$191,500	9.8%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue (a)	\$5,790	\$12,000	\$12,000	\$12,000	\$0	0.0%
Appr. Fund Balance	\$210,951	\$0	\$0	\$0	\$0	N/A
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$3,931,059	\$1,965,500	\$2,117,399	\$2,157,000	\$191,500	9.7%
Expenditures						
Personnel Costs	\$1,317,496	\$857,613	\$825,613	\$876,278	\$18,665	2.2%
Operating Expenses	\$985,834	\$584,221	\$588,812	\$698,374	\$114,153	19.5%
Interdept. Charges	\$686,576	\$597,749	\$597,749	\$587,714	(\$10,035)	-1.7%
Fixed Assets (Memo) (c)	\$20,238	\$10,000	\$18,972	\$65,900	\$55,900	559.0%
Total Expenditures	\$2,989,906	\$2,039,583	\$2,012,174	\$2,162,366	\$122,783	6.0%
Operating Income/(Loss)	\$941,153	(\$74,083)	\$105,225	(\$5,366)	\$68,717	N/A
Cash Flow From Operations (b)	\$879,696	\$2,070	\$180,725	\$96,243	\$94,173	4549.4%
Position Summary (FTE)						
Regular Positions	6.82	4.90	4.90	3.90	(1.00)	
Extra Help	20.21	9.74	9.74	12.60	2.86	
Overtime	0.72	0.44	0.44	0.44	0.00	
Total FTEs	27.75	15.08	15.08	16.94	1.86	

(a) In 2020, 2021, and 2022 interest income is budgeted in and accounted for by management only in the Naga-Waukeee 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 excellence

Objective #1: 80% customer satisfaction rating for golf experience and events.

Performance measure: 80% of participants reported good or very good rating for Golf experience and events.

Objective #2: Provide enhanced opportunities at Waukesha County Golf Courses for local business outings for companies that may be looking for smaller and time sensitive events.

Performance measure: Market, plan and host one (1) new small business outing per month from May to September at both Naga-Waukee and Moor Downs Golf Courses for groups of 12-32 players.

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.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	12.01	11.58	11.58	12.28	0.70
General Government (c)	\$0	\$0	\$2,132	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$1,834,453	\$1,664,500	\$1,715,500	\$1,751,000	\$86,500
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$2,970	\$9,000	\$9,000	\$9,000	\$0
Appr. Fund Balance	\$456	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$1,837,879	\$1,673,500	\$1,726,632	\$1,760,000	\$86,500
Personnel Costs	\$645,220	\$699,051	\$667,051	\$666,074	(\$32,977)
Operating Expenses (excl. Depr. Exp)	\$398,114	\$426,199	\$418,599	\$479,475	\$53,276
Depreciation Expense	\$62,556	\$63,204	\$62,151	\$87,711	\$24,507
Interdept. Charges	\$438,716	\$499,541	\$499,541	\$474,265	(\$25,276)
Fixed Assets (Memo) (a)	\$20,238	\$0	\$0	\$65,900	\$65,900
Total Expenditures	\$1,544,606	\$1,687,995	\$1,647,342	\$1,707,525	\$19,530
Operating Income/(Loss)	\$293,273	(\$14,495)	\$79,290	\$52,475	\$66,970
Cash Flow From Operations (b)	\$355,373	\$48,709	\$141,441	\$140,186	\$91,477

- (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.
- (c) The 2021 estimate contains unbudgeted general government revenue related to COVID-19 response reimbursement.

Naga-Waukee Golf Course (Continued)

Program Highlights

Overall revenues are increased \$86,500 from the 2021 budget to \$1,760,000, to better reflect prior and current year activity.

Personnel costs decrease by nearly \$33,000 or 4.7% to \$666,100 largely due to the abolishment of 1.00 FTE golf course superintendent. This reduction is partially offset by an increase of 1.70 FTE temporary extra help or \$51,900.

Operating expenses increase by \$53,300 mainly related to a \$20,000 brush removal project in areas throughout the course, \$10,000 increase in annual golf cart replacement purchases from 12 units to 16, \$9,000 for the purchase of new tee signs, and \$7,000 for pro-shop carpet replacement. Scheduled depreciation increases nearly \$24,500 based on prior year and future year fixed asset acquisitions.

Interdepartmental charges decrease by nearly \$25,300 due to a \$21,600 decrease in workers compensation charges based on prior year experience in the golf system, as well as a decrease of \$14,100 in calculated vehicle replacement charges. This is partly offset by an increase of \$5,200 in vehicle repair and fuel costs, \$2,500 in administrative overhead costs, \$2,000 increase in property and liability insurance charges, and a \$1,500 in department management charges.

Scheduled fixed asset purchases of \$66,000 is related to the following: \$35,000 for replacement reel and bedknife grinders, \$12,000 for site entrance landscaping improvements, \$12,000 for new patio furniture, and \$6,900 for a new hydraulic lift for the preparation and cleaning of equipment.

Activity

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
9 Hole Rounds	66,854	64,000	65,400	65,700	1,700
Golf Car Rentals	28,851	28,250	28,250	29,000	750
9 Hole Play	16,644	17,500	16,300	16,700	-800
18 Hole Play	25,105	23,250	24,550	24,500	1,250

Naga-Waukee Golf Course Revenue				
	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Green Fees	\$1,025,569	\$925,000	\$950,000	\$975,000
Golf Cars	\$392,780	\$360,000	\$360,000	\$370,000
Food	\$250,019	\$200,000	\$225,000	\$225,000
Merchandise	\$99,078	\$110,000	\$110,000	\$110,000
Misc. Revenue	\$69,977	\$78,500	\$79,500	\$80,000
Total Revenue	\$1,837,423	\$1,673,500	\$1,724,500	\$1,760,000

Wanaki Golf Course

Program Description

Provides a well-maintained 18-hole golf course to meet public expectations and support facilities without tax levy funds.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	11.58	0.00	0.00	0.00	0.00
General Government	\$1,803	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$1,434,861	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$2,810	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$200,352	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$1,639,826	\$0	\$0	\$0	\$0
Personnel Costs	\$508,061	\$0	\$0	\$0	\$0
Operating Expenses (excl. Depr. Exp)	\$335,111	\$0	\$0	\$0	\$0
Depreciation Expense	\$73,014	\$0	\$0	\$0	\$0
Interdept. Charges	\$146,402	\$0	\$0	\$0	\$0
Fixed Assets (Memo) (a)	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,062,588	\$0	\$0	\$0	\$0
Operating Income/(Loss)	\$577,238	\$0	\$0	\$0	\$0
Cash Flow From Operations (b)	\$449,900	\$0	\$0	\$0	\$0

(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

In 2020, Wanaki Golf Course was sold to a private golf course operator. Starting with the 2021 golf season, Wanaki was re-opened as a private course that is open for public play. Per terms of the sale, Wanaki will be deed restricted for golf course purposes for eight years.

Wanaki Golf Course (continued)

Activity

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
9 Hole Rounds	36,932	0	0	0	0
Golf Car/Cart Rental	22,454	0	0	0	0
9 Hole Play	23,840	0	0	0	0
18 Hole Play	17,046	0	0	0	0

Wanaki Golf Course Revenue				
	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Green Fees	\$849,515	\$0	\$0	\$0
Golf Cars	\$231,516	\$0	\$0	\$0
Food	\$237,196	\$0	\$0	\$0
Merchandise	\$98,058	\$0	\$0	\$0
Misc.	\$23,189	\$0	\$0	\$0
Total	\$1,439,474	\$0	\$0	\$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.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	4.16	3.50	3.50	4.66	1.16
General Government	\$0	\$0	\$141	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$443,201	\$289,000	\$387,626	\$394,000	\$105,000
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$10	\$3,000	\$3,000	\$3,000	\$0
Appr. Fund Balance	\$10,143	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$453,354	\$292,000	\$390,767	\$397,000	\$105,000
Personnel Costs	\$164,215	\$158,562	\$158,562	\$210,204	\$51,642
Operating Expenses (excl. Depr. Exp)	\$103,115	\$81,869	\$94,713	\$117,290	\$35,421
Depreciation Expense	\$13,924	\$12,949	\$13,349	\$13,898	\$949
Interdept. Charges	\$101,458	\$98,208	\$98,208	\$113,449	\$15,241
Fixed Assets (Memo) (a)	\$0	\$10,000	\$18,972	\$0	(\$10,000)
Total Expenditures	\$382,712	\$351,588	\$364,832	\$454,841	\$103,253
Operating Income/(Loss)	\$70,642	(\$59,588)	\$25,935	(\$57,841)	\$1,747
Cash Flow From Operations (b)	\$74,423	(\$46,639)	\$39,284	(\$43,943)	\$2,696

(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 increased \$105,000 to \$394,000, mainly related to higher greens fees of \$85,000 related to an increase of 3,000 rounds. In addition, golf car rental revenues are increased \$28,000 based on prior and current year activity. This increase is partly offset by a reduction of \$7,000 in foot golf revenues, which is proposed to be eliminated in 2022.

Personnel costs increase about \$51,600 to \$210,200 largely due to increasing extra help 1.16 FTE for a head attendant part-time position.

Operating expenses increase by \$35,400 to \$117,300, largely due to \$10,000 for a protective netting barrier to prevent accidents and damage to patron's vehicles at the Waukesha County Community Health Clinic, \$6,000 for increased water and sewer charges, \$4,000 in increased landscaping supplies, \$4,000 for new patio furniture, and a \$4,000 increase in merchandise for resale expenses.

Scheduled Depreciation is increased by \$900 based on prior year and future year fixed asset acquisitions.

Interdepartmental charges have increased \$15,200 mainly due to a \$13,900 increase in vehicle replacement charges, and \$700 in vehicle repair charges, partly offset by a \$500 decrease in communications charges.

Fixed asset expenses decrease \$10,000 to \$0.

Moor Downs Golf Course (continued)

Activity

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
9 Hole Rounds	24,995	17,000	19,300	20,000	3,000
Golf Car Rental	14,589	10,300	13,100	13,100	2,800
Foot Golf Rounds	867	555	555	0	(555)

Moor Downs Golf Course Revenue*				
	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Green Fees	\$281,535	\$185,000	\$250,000	\$260,000
Foot Golf	\$4,263	\$7,000	\$7,000	\$0
Golf Cars	\$106,706	\$62,000	\$90,000	\$90,000
Concessions	\$31,966	\$25,000	\$28,500	\$30,000
Merchandise	\$16,275	\$10,000	\$12,000	\$14,000
Misc. Revenues	\$2,466	\$3,000	\$3,126	\$3,000
Total Revenue	\$443,211	\$292,000	\$390,626	\$397,000

*Foot golf is discontinued in the 2022 budget.

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	2020 Actual	2021 Adopted Budget	2021 Estimate	2022 Budget	Change From 2021 Adopted Budget	
					\$	%
Revenues						
General Government	\$2,086	\$0	\$820	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$1,034,054	\$1,092,500	\$989,578	\$1,101,930	\$9,430	0.9%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	-\$2,100	\$13,000	\$10,288	\$10,000	(\$3,000)	-23.1%
Appr. Fund Balance	\$16,153	\$0	\$879	\$0	\$0	N/A
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$1,050,193	\$1,105,500	\$1,001,565	\$1,111,930	\$6,430	0.6%
Expenditures						
Personnel Costs	\$576,915	\$570,050	\$549,379	\$579,579	\$9,529	1.7%
Operating Expenses (b)	\$495,889	\$541,901	\$540,532	\$559,388	\$17,487	3.2%
Interdept. Charges	\$109,348	\$112,468	\$112,998	\$112,454	(\$14)	0.0%
Fixed Assets (Memo) (c)	\$2,731	\$50,000	\$25,000	\$0	(\$50,000)	-100.0%
Interdept. Debt-Prin (d)	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$1,182,152	\$1,224,419	\$1,202,909	\$1,251,421	\$27,002	2.2%
Operating Income/(Loss) (b)	(\$131,959)	(\$118,919)	(\$201,344)	(\$139,491)	(\$20,572)	N/A
Cash Flow From Operations (a)	(\$25,006)	\$9,535	(\$70,084)	\$2,180	(\$7,355)	-77.1%

Position Summary (FTE)

Regular Positions	4.91	4.16	4.16	4.16	0.00
Extra Help	4.00	3.98	3.98	4.24	0.26
Overtime	0.00	0.00	0.00	0.00	0.00
Total FTEs	8.91	8.14	8.14	8.40	0.26

- (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 annual comprehensive 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-Waukeee 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:	2019 Actual	2020 Actual	2021 Target	2021 Estimate	2022 Target
Naga-Waukee: Prime hours utilized	64%	64%	70%	70%	70%
Eble: Prime hours utilized	59%	60%	70%	50%	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:	2019 Actual	2020 Actual	2021 Target	2021 Estimate	2022 Target
Naga-Waukee: Non-prime hours utilized	24%	36%	25%	30%	25%
Eble: Non-prime hours utilized	24%	40%	25%	20%	25%

CURRENT CONTRACT ICE COMPARISON: PRIME	2019	2020	2021	2022	2022 % Increase
Eble	\$275.00	\$275.00	\$275.00	\$275.00	0.00%
Naga-waukee	\$275.00	\$275.00	\$275.00	\$275.00	0.00%
Other Area Ice Arenas (Average)	\$273.00	N/A	N/A	N/A	N/A

CURRENT CONTRACT ICE COMPARISON: NON-PRIME	2019	2020	2021	2022	2022 % Increase
Eble	\$240.00	\$240.00	\$240.00	\$240.00	0.00%
Naga-waukee	\$240.00	\$240.00	\$240.00	\$240.00	0.00%
Waukesha Summer	\$200.00	\$205.00	\$205.00	\$205.00	0.00%
Other Area Ice Arenas (Average)	\$234.00	N/A	N/A	N/A	N/A

Naga-Waukee Ice Arena

Program Description

Provide quality and affordable ice skating opportunities to the public.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	4.21	4.20	4.20	4.20	0.00
General Government	\$536	\$0	\$410	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$502,741	\$539,500	\$532,019	\$544,470	\$4,970
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$5,882	\$10,000	\$10,288	\$10,000	\$0
Appr. Fund Balance	\$8,854	\$0	\$879	\$0	\$0
County Tax Levy	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$518,013	\$549,500	\$543,596	\$554,470	\$4,970
Personnel Costs	\$276,246	\$292,338	\$292,338	\$299,682	\$7,344
Operating Expenses (excl. Depr. Exp)	\$193,425	\$244,036	\$239,475	\$236,561	(\$7,475)
Depreciation Expense (a)	\$74,171	\$76,172	\$78,052	\$81,802	\$5,630
Interdept. Charges	\$52,477	\$56,377	\$56,907	\$56,968	\$591
Fixed Assets (Memo) (b)	\$2,731	\$25,000	\$25,000	\$0	(\$25,000)
Total Expenditures	\$596,319	\$668,923	\$666,772	\$675,013	\$6,090
Operating Income/(Loss) (a)	(\$78,306)	(\$119,423)	(\$123,176)	(\$120,543)	(\$1,120)
Cash Flow From Operations (c.)	(\$12,989)	(\$43,251)	(\$46,003)	(\$38,741)	\$4,510

(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 annual comprehensive 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 nearly \$5,000 to \$544,500, mainly due to an increase of \$10,300 in contracted ice rentals based on higher utilization amongst leagues and area schools and a \$2,500 increase in hockey league programming, partially offset by reductions in concessions of \$10,000 based on prior year trends.

Personnel costs increase \$7,300 to \$299,700 and fund the cost to continue existing staffing levels.

Operating expenses, excluding budgeted depreciation, decrease about \$7,500 mainly due to a \$5,000 decrease in merchandise for resale-concessions expenses and a \$1,250 decrease in outside printing. Depreciation is scheduled to increase by \$5,600 to nearly \$81,800 based on prior year and future fixed asset acquisitions.

Interdepartmental charges increase slightly by \$600 mainly due to a \$1,000 increase in vehicle replacement charges, and \$300 increase in communications charges, largely offset by a decrease of \$1,600 in property insurance.

Activity	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	2021 vs. 2022 Budget Change
Contract Ice Hours (a)	1,215	1,550	1,531	1,675	125
Public Skating Attendance (b)	4,886	12,000	10,000	12,100	100
No. of Skate Rentals	2,821	5,500	5,000	5,000	(500)

(a) Contract Ice hours includes hours related to Learn to Skate Programming in addition to ice time reservations

(b) Public Skating attendance includes open hockey attendance participants.

Naga-Waukee Ice Arena Revenue

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	2021 vs. 2022 Budget Change
Public Skating	\$87,905	\$92,500	\$92,748	\$95,545	\$3,045
Learn to Skate Program	\$20,467	\$25,000	\$25,271	\$24,000	(\$1,000)
WCHL - Hockey League	\$85,196	\$80,000	\$80,000	\$82,500	\$2,500
Contracted Ice	\$292,116	\$300,000	\$300,000	\$310,425	\$10,425
Concession	\$16,821	\$40,000	\$32,000	\$30,000	(\$10,000)
Investment Income	\$5,454	\$7,000	\$7,000	\$7,000	\$0
Merch/Bds/Misc	\$429	\$5,000	\$5,288	\$5,000	\$0
Total	\$508,388	\$549,500	\$542,307	\$554,470	\$4,970

Eble Ice Arena

Program Description

Provide quality and affordable ice skating opportunities to the public.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	4.70	3.94	3.94	4.20	0.26
General Government	\$1,550	\$0	\$410	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$531,313	\$553,000	\$457,559	\$557,460	\$4,460
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	(\$7,982)	\$3,000	\$0	\$0	(\$3,000)
Appr. Fund Balance	\$7,299	\$0	\$0	\$0	\$0
County Tax Levy	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$532,180	\$556,000	\$457,969	\$557,460	\$1,460
Personnel Costs	\$300,669	\$277,712	\$257,041	\$279,897	\$2,185
Operating Expenses (excl. Depr. Exp)	\$179,358	\$169,411	\$168,918	\$181,156	\$11,745
Depreciation Expense (a)	\$48,935	\$52,282	\$54,087	\$59,869	\$7,587
Interdept. Charges	\$56,871	\$56,091	\$56,091	\$55,486	(\$605)
Fixed Assets (Memo) (b)	\$0	\$25,000	\$0	\$0	(\$25,000)
Total Expenditures	\$585,833	\$555,496	\$536,137	\$576,408	\$20,912
Operating Income/(Loss) (a)	(\$53,653)	\$504	(\$78,168)	(\$18,948)	(\$19,452)
Cash Flow From Operations (c.)	(\$12,017)	\$52,786	(\$24,081)	\$40,921	(\$11,865)

(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 annual comprehensive 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 about \$4,500 to \$557,500, mainly due to an increase in contracted ice time of \$10,000 and hockey league revenue of \$2,500 to better reflect prior year trends. Public skating rates and lesson fees are adjusted as necessary to maintain market position. This increase is partly offset by decreases of \$8,000 in concessions revenues and \$4,000 in public skating to better reflect prior year experience.

Personnel costs increase approximately \$2,200 to \$279,900, mainly due to decreases in salary costs of \$18,800 related to staff turnover, offset by increases in health insurance costs of \$9,300 due to changes in employee plan selection as well as increases in temporary extra help of \$9,300 or 0.26 FTE to provide additional assistance to staff related to the unfunding of the 0.75 FTE administrative assistant position in the 2021 budget.

Eble Ice Arena (continued)

Operating expenses are being increased by approximately \$11,700 mainly due to a \$11,000 increase in facility repair and maintenance costs based on prior year trends, as well as a \$1,500 increase in small equipment for the purchase of a new edger. These increases are partially offset by a \$2,000 decrease in merchandise for resale expenses. Budgeted depreciation expense increases \$7,600 to about \$59,900 based on prior year and future fixed asset acquisitions.

Interdepartmental charges decrease almost \$7,600 mainly due to a \$900 decrease in insurance charges, partly offset by a \$700 increase in administrative overhead.

Activity	2020	2021	2021	2022	2021 vs. 2022
	Actual	Budget	Estimate	Budget	Budget Change
Contract Ice Hours (a)	1,251	1,550	1,260	1,628	78
Public Skating Attendance (b)	4,969	13,000	11,900	13,600	600
No. of Skate Rentals	3,413	10,500	6,000	5,000	(5,500)

(c) Contract Ice hours includes hours related to Learn to Skate Programming in addition to ice time reservations

(d) Public Skating attendance includes open hockey attendance participants.

Eble Ice Arena Revenue					
	2020	2021	2021	2022	2021 vs. 2022
	Actual	Budget	Estimate	Budget	Budget Change
Public Skating	\$120,286	\$110,000	\$93,559	\$105,795	(\$4,205)
Learn to Skate Program	\$6,675	\$20,000	\$20,000	\$24,000	\$4,000
WCHL – Hockey League	\$72,425	\$80,000	\$80,000	\$82,500	\$2,500
Contracted Ice	\$312,479	\$300,000	\$230,000	\$310,165	\$10,165
Concession	\$19,448	\$40,000	\$31,000	\$32,000	(\$8,000)
Merch/Bds/Misc	\$2,133	\$6,000	\$3,000	\$3,000	(\$3,000)
Total	\$533,445	\$556,000	\$457,559	\$557,460	\$1,460

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	2020	2021	2021	2022	Change From 2021	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
Revenues						
General Government	\$1,059,639	\$1,000,000	\$984,070	\$982,337	(\$17,663)	-1.8%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$0	\$0	\$0	\$0	\$0	N/A
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$1,701,846	\$1,743,288	\$2,475,377	\$2,077,650	\$334,362	19.2%
Appr. Fund Balance (a)	\$105,672	\$130,000	\$148,330	\$55,000	(\$75,000)	-57.7%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$2,867,157	\$2,873,288	\$3,607,777	\$3,114,987	\$241,699	8.4%
Expenditures						
Personnel Costs	\$394,409	\$386,660	\$388,512	\$392,829	\$6,169	1.6%
Operating Expenses (b)	\$2,152,118	\$2,527,463	\$2,503,871	\$2,587,211	\$59,748	2.4%
Depreciation Expense	\$660,260	\$684,961	\$669,251	\$678,242	(\$6,719)	-1.0%
Interdept. Charges	\$130,713	\$140,751	\$141,844	\$132,909	(\$7,842)	-5.6%
Fixed Assets (Memo) (c)	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$3,337,500	\$3,739,835	\$3,703,478	\$3,791,191	\$51,356	1.4%
Operating Income/(Loss)	(\$470,343)	(\$866,547)	(\$95,701)	(\$676,204)	\$190,343	N/A
Cash Flow From Operations (d)	\$84,245	(\$311,586)	\$425,220	(\$52,962)	\$258,624	N/A

Position Summary (FTE)

Regular Positions	4.53	4.43	4.43	4.43	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	4.53	4.43	4.43	4.43	0.00

(a) MRF Appropriated fund balance is used for:

	2020 Actual	2021 Budget	2021 Est.	2022 Budget
MRF Equipment Repair/Replacement (1)	\$85,000	\$130,000	\$130,000	\$55,000
Purchase Order/Carryover from 2020 to 2021	\$0	\$0	\$18,330	\$0
Purchase Order/Carryover from 2019 to 2020	\$20,672	\$0	\$0	\$0
Total Fund Balance Appropriation	\$105,672	\$130,000	\$148,330	\$55,000

1. 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 2021 Estimates includes 2020 budget appropriation carryovers and open encumbrances, which modified the 2021 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 '21	Estimated Operating Impact	A=Annual T=One-Time
202008	Joint MRF Fire Suppression System	2021	\$247,000	100%	\$0	A

Program Highlights

General government revenue, which consists of the State Recycling Grant, are budgeted to decrease nearly \$17,700 to \$982,300. The decrease more accurately reflects the City of Muskego's withdrawal from the County program, which was previously reflected in the 2021 budget.

Other revenues increase \$334,400, largely due to an increase of \$254,000 in recycling revenue due to an increase in the price per ton for recycling at \$85/ton, up from \$65/ton in the 2021 budget. In addition, total equipment replacement fund (ERF) revenues increase \$120,000 due to the inclusion of 3rd party tonnage contributions in the 2022 budget. County tonnage is budgeted to decrease slightly to 29,500, and 10,000 third- party tons processed at the Joint MRF. This increase is partially reduced by a decrease of \$50,000 in investment income based on lower actual returns in prior years.

Appropriated Recycling Fund balance includes \$55,000 to partially fund the MRF Equipment Replacement/Maintenance Plan.

Personnel costs increase approximately \$6,200 or 1.6%, mainly due to the cost to continue existing staff levels and benefits changes.

Operating expenses increase \$59,700 to \$2,587,200. Budgeted residue and disposal costs increase \$61,000 to more accurately reflect higher disposal costs and the percentage of incoming tonnage that is unrecyclable. Scheduled equipment replacements increase \$45,000 to \$400,000 to reflect the usage and aging of equipment at the facility. Operating increases are partially offset by a decrease of \$62,000 in processing fees due to the reduction of anticipated tonnage processed by the private MRF operator (partly offset by inflationary increases). Staff is working with municipal partners to create a dividend strategy responsive to net program revenue levels which maintains a financially sustainable business operation model.

Interdepartmental charges are reduced nearly \$7,800 to nearly \$133,000 mainly due to a \$7,000 reduction of property insurance charges.

Activity Data	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Tons processed at County compost facility	4,289	4,000	4,000	4,000	0
Tons of office paper and containers recycled – County	229	250	250	250	0
Number of participants in education presentation/events	2,400	6,000	4,000	6,000	0

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

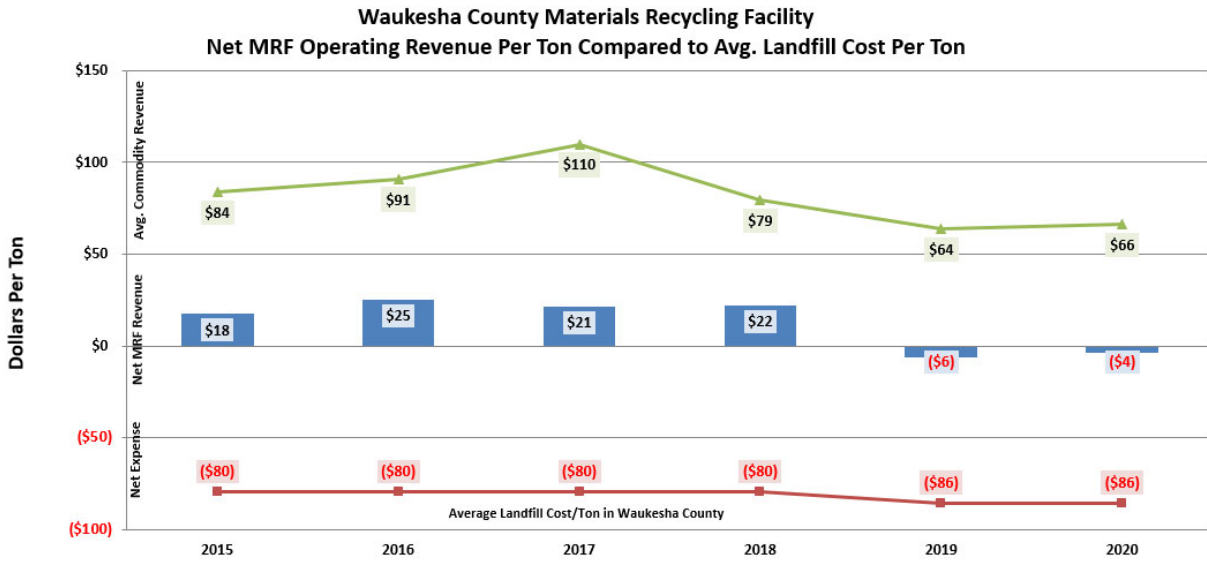
Quality Pillar: High standards of service excellence

Objective: Increase the quality of recycled material

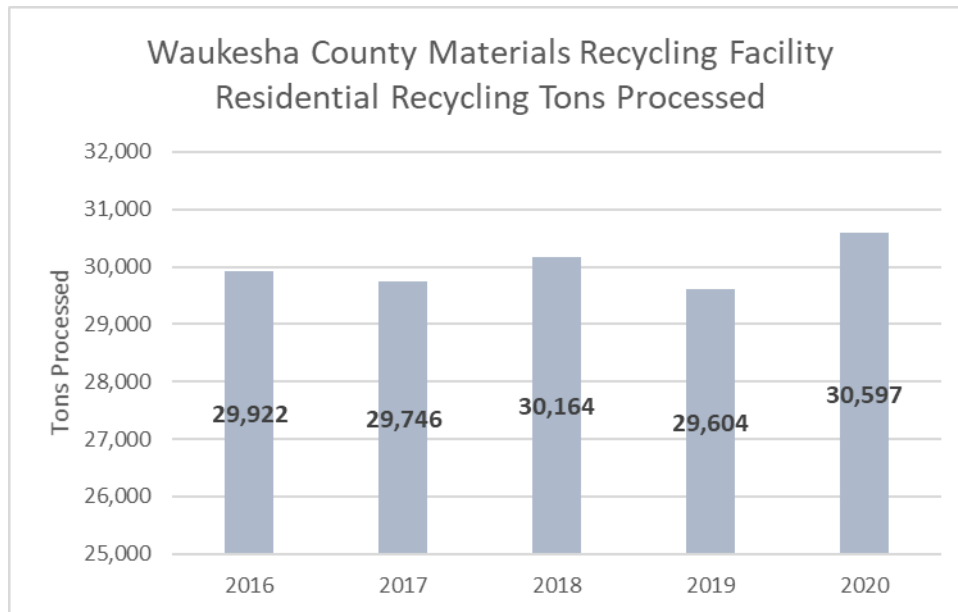
Increase the quality of recycled material delivered to the Joint MRF to be 85% recoverable by December 31, 2023.

2020 Benchmark	2021	2022	2023	2024
81%	81%	83%	85%	85%

The following chart shows for the past six years the net (per ton) MRF operating costs/revenues ((\$4) in 2020). 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 \$66/ton. These costs and revenues are compared to the average landfill tip fees for solid waste in Waukesha County. The 2020 landfill disposal charge held to an average of \$86/ton (\$91 at Emerald Park and \$80 at Orchard Ridge). The six year net average operating gain is \$12.63 per ton and when added to average landfill costs there is a \$94.13 per ton advantage to recycling.



Tonnage for 2016 thru 2019 includes two communities that joined the County recycling program (Village of Vernon and the City of Muskego). 2020 saw an increase in tonnage due to shifting work patterns and an increase of cardboard due to online shopping. However, with one community leaving the County recycling program in 2021, tonnage is expected to decrease slightly in 2022 to 29,500 Tons.



Public Works

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PUBLIC WORKS

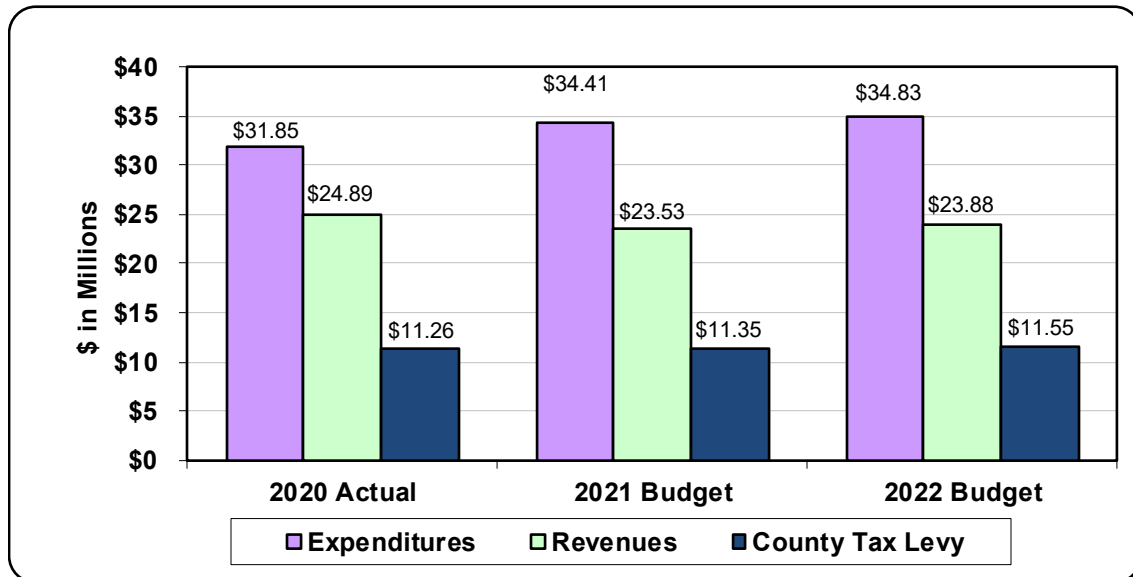
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PUBLIC WORKS

Functional Area Budget Highlights

The Public Works Functional Area includes all Public Works Department funds outlined below. The **Public Works** Department includes **General Fund** appropriations to provide architectural services, energy and utility costs, construction management and facilities maintenance, 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 2022 expenditure budget for this functional area totals \$34,827,100, after adjustments to exclude proprietary fund capitalized fixed asset items, an increase of \$413,400 or 1.2% from the 2021 Adopted Budget. Budgeted revenues (including \$505,665 of fund balance appropriations) total \$23,878,100, an increase of \$346,500 or 1.5% from the previous year's budget. The tax levy necessary to fund this functional area totals \$11,550,200, an increase of \$198,300 or 1.7% from the 2021 Adopted Budget.

**** PUBLIC WORKS ****
Functional Area Summary by Agency

	2020	2021	2021	2022	Change from 2021	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
* TOTAL PUBLIC WORKS *						
Revenues (a)	\$24,887,869	\$23,531,540	\$24,481,641	\$23,878,061	\$346,521	1.5%
County Tax Levy (b)(c)	\$11,261,865	\$11,351,865	\$11,351,865	\$11,550,197	\$198,332	1.7%
Expenditure (d)	\$31,852,855	\$34,413,700	\$34,969,245	\$34,827,094	\$413,394	1.2%
Rev. Over (Under) Exp.	\$2,707,172	\$0	\$44,319	\$0	\$0	N/A
Oper Income/(Loss) (d)	\$1,589,707	\$469,705	\$819,942	\$601,164	\$131,459	28.0%

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

Fund	Description of Use	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
General	Building Improvement Plan funding	\$100,000	\$100,000	\$100,000	\$100,000
General	Building Improvement Plan Ordinances and Transfers	\$0	\$0	\$300,000	\$0
General	Purchase order & carryovers from prior year	\$225,819	\$0	\$211,660	\$0
	Subtotal General Fund Balance Appropriation	\$325,819	\$100,000	\$611,660	\$100,000
Transportation	One time purchase of highway maintenance equipment*	\$154,267	\$85,000	\$126,000	\$85,000
Transportation	Intersection Improvement Program	\$50,000	\$50,000	\$50,000	\$50,000
Transportation	Purchase order & carryovers from prior year	\$222,949	\$0	\$0	\$0
Transportation	Cartegraph Upgrade & Migration	\$0	\$50,000	\$50,000	\$0
Transportation	Transit fuel adjustment/audit payback**	\$0	\$0	\$0	\$0
Transportation	Temporary continuation of Transit route 906 through 6/30/20	\$24,500	\$0	\$0	\$0
	Subtotal Transportation Fund Balance Appropriation***	\$451,716	\$185,000	\$226,000	\$135,000
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	\$169,582	\$169,582	\$169,582
Airport	Purchase order & carryovers from prior year	\$0	\$0	\$0	\$0
Airport	Long-term Asset Evaluation Study	\$0	\$50,000	\$50,000	\$0
Airport	Generator & Control Tower Window Replacement	\$0	\$0	\$115,838	\$0
	Subtotal Airport Fund Balance Appropriation	\$180,829	\$219,582	\$335,420	\$169,582
TOTAL FUND BALANCE APPROPRIATION		\$1,059,447	\$605,665	\$1,274,163	\$505,665

*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.

**Fund balance budgeted for 2020 was intended to cover potential fuel adjustment clause expenses and potential additional prior-year local share expenses related to audit findings. 2020 Actual fund balance used was \$0.00.

***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) 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 \$3,914,180 in the 2022 Budget, \$3,745,025 in the 2021 Budget, \$3,523,804 in the 2021 Estimate, and \$3,255,844 in 2020. Airport expenditures exclude \$74,500 in the 2021 Budget and \$161,868 in 2020.

PUBLIC WORKS

Functional Area Budget Highlights

Significant program and funding changes to the 2022 Budget include the following:

- State **General Transportation Aids (GTA)** are mostly budgeted in the Transportation Fund and are budgeted unchanged at \$5.1 million.
- **Road Salt expenditures for county highway snow and ice removal operations** are budgeted to decrease by \$27,100 in 2022. Salt rates increase by \$2.24 or 3%, from \$74.81 to \$77.05 per ton based on the state's salt contract for the 2021-22 winter season. This includes a \$41,900 decrease in the cost of salt used for county highways, based on an estimated 14,700 tons (a decrease of 1,000 from the 2021 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 \$1,300, assuming 600 tons (same as 2021 budgeted level). Salt sold to municipalities for use on their local roads increases \$13,400, and assumes 6,000 tons (same as 2021 budgeted level). Revenues from salt sales to municipalities include an \$8 per ton handling fee.
- The **County Highway Maintenance** program budgets \$85,000 to supplement the cost of a brine tanker truck which will be used to transport brine in support of county and state highway operations. The total cost of the tanker truck is \$275,000 and will be funded with \$190,000 through the vehicle replacement plan and \$85,000 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 \$146,900. This includes \$144,400 of anticipated higher state Routine Maintenance Agreement (RMA) reimbursements and \$2,500 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 2022 Transit Services** program expenses are budgeted to increase by about \$6,700 due to an increase in contracted administration and park and ride maintenance offsetting a decrease in transit contracts. Total transit costs are estimated at about \$3.6 million, but the total budget for Waukesha County is only about \$983,400 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 pandemic response funding (e.g., CARES Act) helps offset increasing route expenses and declining farebox revenues to maintain the county tax levy investment at the 2021 budget level of \$867,700.
- The **Central Fleet Vehicle Fuel** budget assumes no change in fuel prices from the 2021 budget.
- The **Central Fleet Repair and Maintenance** budget includes an increase in interdepartmental revenues by about \$48,900 or 1.9%.
- Charges to departments for the **Vehicle Replacement Fund** are budgeted to increase about \$53,500 or 1.5% from \$3.49 million to about \$3.54 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 decrease in 2022 by \$31,700 from the 2021 budgeted level of \$2,039,500 to \$2,007,800. Both the electrical and natural gas utility budgets decrease (\$38,100 and \$39,100 respectively), reflecting lower energy consumption and lower or stable utility rates experienced in previous years. This is offset by an increase in water/sewer utility expenses by \$45,500 based on increasing utility rates. Overall costs are maintained at affordable levels through prior-year energy efficiency improvements (e.g., lighting replacement, more efficient boilers/chillers).
- The **Building Improvement Plan (BIP)** totals \$1,020,000 in the 2022 budget. The base BIP remains budgeted at \$950,000. In addition to the base BIP, the plan includes \$70,000 for improvements at the Mental Health Center (MHC). Overall General Fund balance support in the BIP is \$100,000, unchanged from the 2021 budget.
- Overall expenditures in the **Housekeeping Services** program increase about \$13,800 or 1% in the 2022 budget. Personnel costs decrease \$111,900 due to the unfunding of 1.50 FTE building services workers and operating expenses increase \$125,700 due to the anticipated increase in the housekeeping services contract. Existing contracted housekeeping services are budgeted to increase by 3%. Additional contracted services are anticipated to increase due to the reduction in budgeted building services worker levels performed by county staff and new services required for the new court tower (estimated at \$65,000).
- Revenues in the **Airport Operations Fund** budget increase \$63,600 and include revenues from inflationary increases built into land leases and rental contracts.

**BUDGETED POSITIONS 2020-2022
SUMMARY BY AGENCY AND FUND**

PUBLIC WORKS

Agency	Fund	2020 Year End	2021 Adopted Budget	2021 Modified Budget	2022 Budget	21-22 Change
PUBLIC WORKS	General	42.90	41.40	41.40	39.90	(1.50)
PUBLIC WORKS	Transportation	75.70	75.10	75.10	75.10	0.00
PUBLIC WORKS	Central Fleet Maintenance	14.00	14.00	14.00	14.00	0.00
PUBLIC WORKS	Vehicle Replacement Fund	0.00	0.00	0.00	0.00	0.00
PUBLIC WORKS	Airport Operations	3.00	3.00	3.00	3.00	0.00
TOTAL REGULAR POSITIONS		135.60	133.50	133.50	132.00	(1.50)
TOTAL EXTRA HELP		4.12	5.21	5.21	6.04	0.83
TOTAL OVERTIME		4.05	3.95	3.95	4.10	0.15
TOTAL BUDGETED POSITIONS		143.77	142.66	142.66	142.14	(0.52)

2022 BUDGET ACTIONS

Public Works - General

Unfund: 1.50 FTE Building Service Worker
 Increase: 0.83 FTE Extra Help
 Increase: 0.15 FTE Overtime

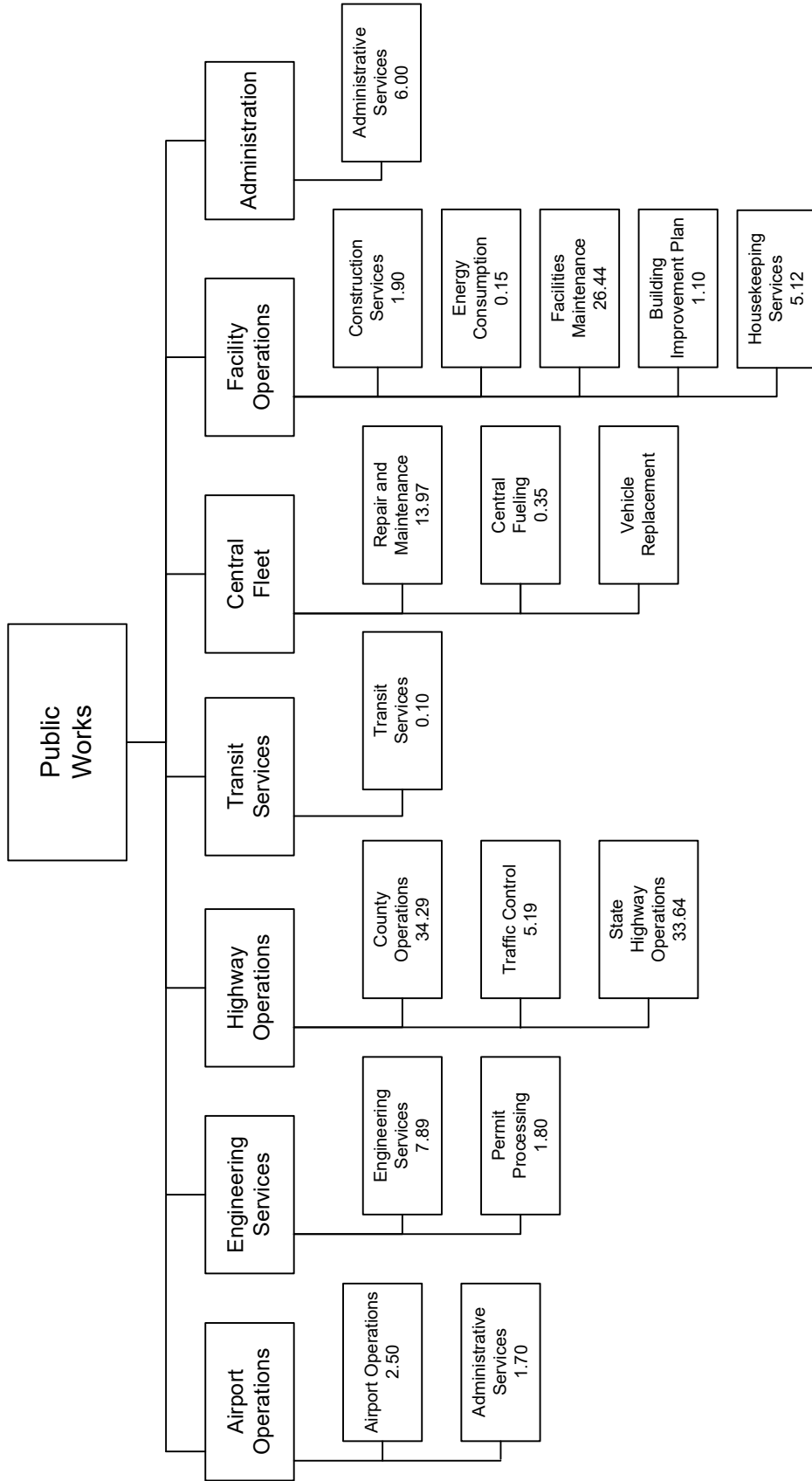
2021 CURRENT YEAR ACTIONS

None

Public Works

PUBLIC WORKS

FUNCTION / PROGRAM CHART



142.14 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.

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	2020 Actual	2021 Adopted Budget	2021 Estimate (b)	2022 Budget	Change From 2021 Adopted Budget	
					\$	%
Public Works-General Fund						
Revenues (b)(d)	\$843,970	\$645,050	\$1,141,836	\$564,747	(\$80,303)	-12.4%
County Tax Levy	\$8,125,488	\$8,165,488	\$8,165,488	\$8,230,488	\$65,000	0.8%
Expenditures (b)	\$8,437,120	\$8,810,538	\$9,292,948	\$8,795,235	(\$15,303)	-0.2%
Rev. Over (Under) Exp.	\$532,338	\$0	\$14,376	\$0	\$0	N/A
Transportation Fund						
Revenues (b)(d)	\$14,524,269	\$13,774,381	\$13,872,058	\$13,970,299	\$195,918	1.4%
County Tax Levy	\$3,136,377	\$3,186,377	\$3,186,377	\$3,319,709	\$133,332	4.2%
Expenditures (b)	\$15,485,812	\$16,960,758	\$17,028,492	\$17,290,008	\$329,250	1.9%
Rev. Over (Under) Exp.	\$2,174,834	\$0	\$29,943	\$0	\$0	N/A
Central Fleet						
Revenues (d)	\$3,499,589	\$3,836,870	\$3,822,682	\$3,881,661	\$44,791	1.2%
County Tax Levy (a)	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$3,323,772	\$3,800,761	\$3,690,198	\$3,804,904	\$4,143	0.1%
Operating Inc./(Loss) (c)	\$175,817	\$36,109	\$132,484	\$76,757	\$40,648	112.6%
Vehicle Replacement						
Revenues	\$4,771,934	\$3,950,119	\$3,979,832	\$4,122,605	\$172,486	4.4%
County Tax Levy (a)	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$3,366,097	\$3,516,523	\$3,516,523	\$3,598,198	\$81,675	2.3%
Operating Inc./(Loss) (c)	\$1,405,837	\$433,596	\$463,309	\$524,407	\$90,811	20.9%
Airport						
Revenues (b)(d)	\$1,248,107	\$1,325,120	\$1,665,233	\$1,338,749	\$13,629	1.0%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures (b)	\$1,240,054	\$1,325,120	\$1,441,084	\$1,338,749	\$13,629	1.0%
Operating Inc./(Loss) (c)	\$8,053	\$0	\$224,149	\$0	\$0	N/A
Total All Funds						
Revenues (b)(d)	\$24,887,869	\$23,531,540	\$24,481,641	\$23,878,061	\$346,521	1.5%
County Tax Levy (a)	\$11,261,865	\$11,351,865	\$11,351,865	\$11,550,197	\$198,332	1.7%
Expenditures (b)	\$31,852,855	\$34,413,700	\$34,969,245	\$34,827,094	\$413,394	1.2%
Rev. Over (Under) Exp.	\$2,707,172	\$0	\$44,319	\$0	\$0	N/A
Operating Inc./(Loss) (c)	\$1,589,707	\$469,705	\$819,942	\$601,164	\$131,459	28.0%
Position Summary (FTE)						
Regular Positions	135.60	133.50	133.50	132.00	(1.50)	
Extra Help	4.12	4.21	4.21	6.04	1.83	
Overtime	4.05	3.95	3.95	4.10	0.15	
Total	143.77	141.66	141.66	142.14	0.48	

(a) Tax levy amount is not determined by expenditures less revenues.

(b) The 2021 Estimate includes 2020 budget appropriation carryovers and open encumbrances, which modified the 2021 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	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
General	Building Improvement Plan funding	\$100,000	\$100,000	\$400,000	\$100,000
General	Purchase order and carryovers from prior year	\$225,819	\$0	\$211,660	\$0
	Subtotal General Fund Balance Appropriation	\$325,819	\$100,000	\$611,660	\$100,000
Transportation	One time purchase of highway maintenance equipment*	\$154,267	\$85,000	\$126,000	\$85,000
Transportation	Intersection Improvement Program	\$50,000	\$50,000	\$50,000	\$50,000
Transportation	Purchase order & carryovers from prior year	\$222,949	\$0	\$0	\$0
Transportation	Cartograph Upgrade & Migration*	\$0	\$50,000	\$50,000	\$0
Transportation	Transit route 906 costs through 6/30/20**	\$24,500	\$0	\$0	\$0
	Subtotal Transportation Fund Balance Appropriation***	\$451,716	\$185,000	\$226,000	\$135,000
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	\$169,582	\$169,582	\$169,582
Airport	Purchase order & carryovers from prior year	\$0	\$0	\$0	\$0
Airport	Long-term Asset Evaluation Study	\$0	\$50,000	\$50,000	\$0
Airport	Generator and Control Tower Window Replacements	\$0	\$0	\$115,838	\$0
	Subtotal Airport Fund Balance Appropriation	\$180,829	\$219,582	\$335,420	\$169,582
TOTAL FUND BALANCE APPROPRIATION		\$1,059,447	\$605,665	\$1,274,163	\$505,665

* 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).

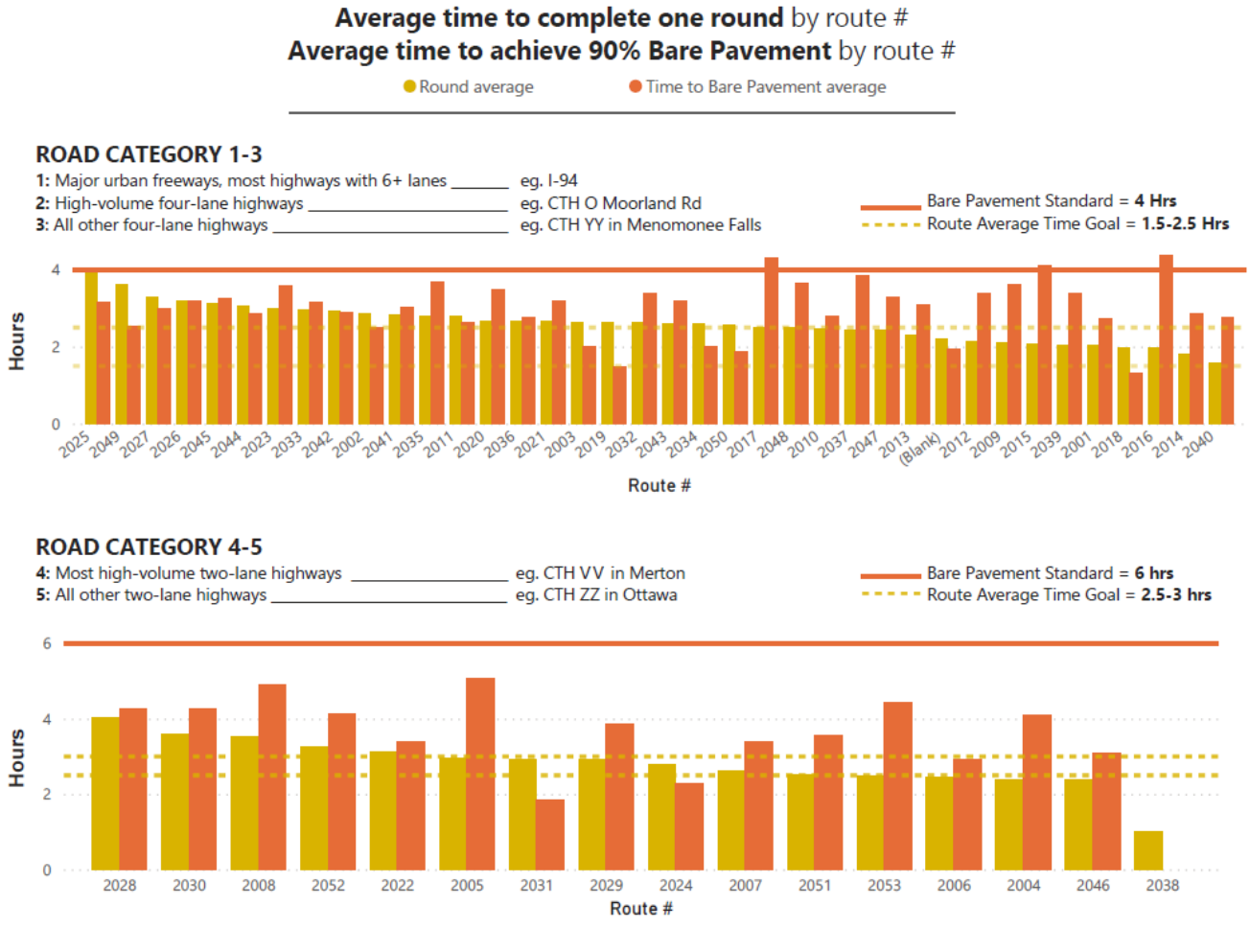
** The 2020 budget included \$24,500 of funding to extend the operation of Route 906 through 6/30/2020, when the route is scheduled to be permanently discontinued.

*** 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. During a winter snow event, track round times by road category. A round is one trip around a plow route. After a winter snow event, achieve 90% bare pavement on County Trunk Highway System as defined by the Wisconsin Department of Transportation Highway Maintenance Manual.



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

Objective 2: Perception of Waukesha County as an Employer. Achieve a rating of 80% or higher on the annual County Wide Strategic Planning Survey for statement “I would recommend Waukesha County as an employer.”

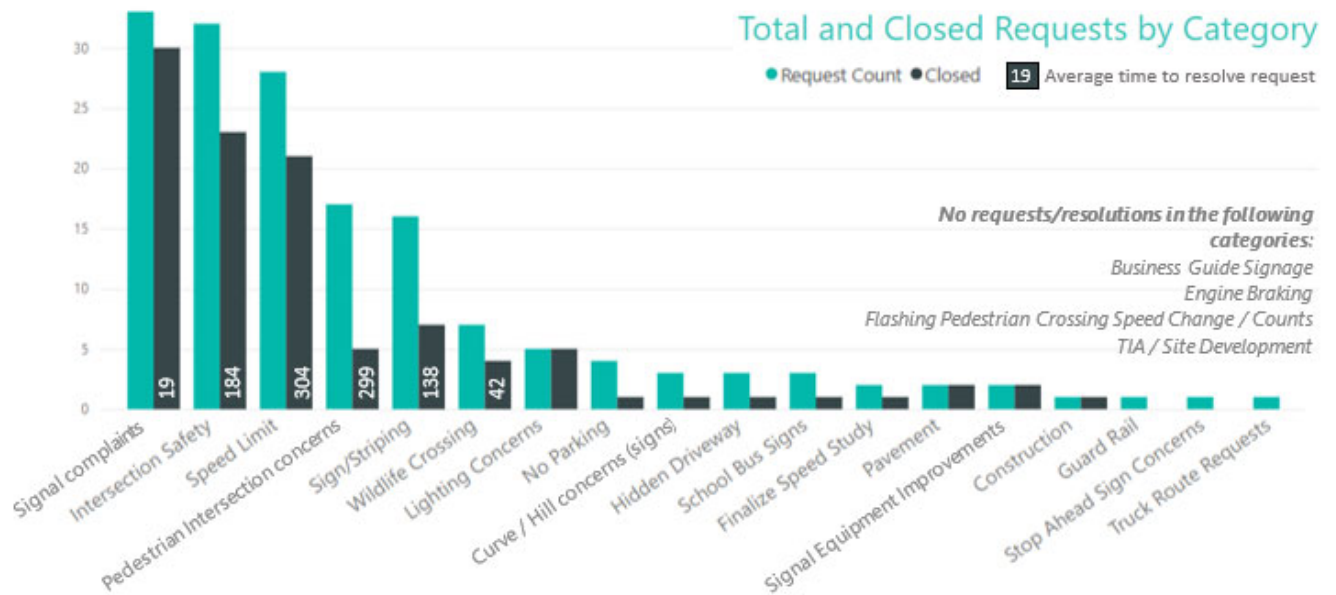
2017 Actual	2018 Actual	2019 Actual	2020 Actual	Target
52.70%	61.20%	79.10%	73.80%	82.00%

Quality Pillar: High standards of service excellence

Objective 3: Improve Coordination with Other Governments. Collaborate communication efforts with other governmental jurisdictions for cross sharing of resources.

Customer Service Pillar: High customer satisfaction

Objective 4: 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 5: Improve Customer Service. To establish consistent customer service across Waukesha County departments, achieve a 4.6 out of 5.0 mean rating annually for customer service satisfaction with respect to accessibility, accuracy, attitude, operations, timeliness, and communication.

2020 Actual	2021 Estimate	2022 Target
4.66	4.75	4.60

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	2020	2021	2021	2022	Change From 2021	
	Actual (a)	Adopted Budget	Estimate (a)(b)		Budget	Adopted Budget \$
Revenues						
General Government	\$56,651	\$9,000	\$9,000	\$10,000	\$1,000	11.1%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$36,735	\$37,500	\$34,427	\$37,500	\$0	0.0%
Interdepartmental	\$423,685	\$498,450	\$486,450	\$417,147	(\$81,303)	-16.3%
Other Revenue	\$1,080	\$100	\$299	\$100	\$0	0.0%
Appr. Fund Balance (a)(b)	\$325,819	\$100,000	\$611,660	\$100,000	\$0	0.0%
County Tax Levy (Credit)	\$8,125,488	\$8,165,488	\$8,165,488	\$8,230,488	\$65,000	0.8%
Total Revenue Sources	\$8,969,458	\$8,810,538	\$9,307,324	\$8,795,235	(\$15,303)	-0.2%
Expenditures						
Personnel Costs	\$3,580,747	\$3,643,940	\$3,641,329	\$3,589,589	(\$54,351)	-1.5%
Operating Expenses (a)(b)	\$4,171,243	\$4,232,861	\$4,173,474	\$4,277,520	\$44,659	1.1%
Interdept. Charges	\$498,331	\$508,737	\$507,588	\$518,126	\$9,389	1.8%
Fixed Assets (a)(b)	\$186,799	\$425,000	\$970,557	\$410,000	(\$15,000)	-3.5%
Total Expenditures	\$8,437,120	\$8,810,538	\$9,292,948	\$8,795,235	(\$15,303)	-0.2%
Rev. Over (Under) Exp.	\$532,338	\$0	\$14,376	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	42.90	41.40	41.40	39.90	(1.50)
Extra Help	0.40	0.40	0.40	0.40	0.00
Overtime	0.32	0.33	0.33	0.41	0.08
Total FTEs	43.62	42.13	42.13	40.71	(1.42)

(a) The 2021 estimate includes 2020 carryovers of \$211,660 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	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Building Improvement Plan funding	\$100,000	\$100,000	\$100,000	\$100,000
Building Improvement Plan Ordinances and Transfers		\$0	\$300,000	\$0
Purchase order & carryovers from prior year	\$225,819	\$0	\$211,660	\$0
Total Fund Balance Appropriation	\$325,819	\$100,000	\$611,660	\$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.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	1.90	1.90	1.90	1.90	0.00
General Government	\$1,698	\$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	\$1,708	\$0	\$1,708	\$0	\$0
County Tax Levy (Credit)	\$230,736	\$236,770	\$236,770	\$241,668	\$4,898
Total Revenues	\$234,142	\$236,770	\$238,478	\$241,668	\$4,898
Personnel Costs	\$209,815	\$215,984	\$215,555	\$220,863	\$4,879
Operating Expenses	\$0	\$20,000	\$15,000	\$20,000	\$0
Interdept. Charges	\$694	\$786	\$786	\$805	\$19
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$210,509	\$236,770	\$231,341	\$241,668	\$4,898
Rev. Over (Under) Exp.	\$23,633	\$0	\$7,137	\$0	\$0

Program Highlights

Net personnel costs are increasing by about \$4,900 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 2021	Est. Operating Impact
201503	Demolish Former HHS Building	(a)	\$3,620,000	40%	\$20,000 (b)
201418	Courthouse Project - Secure Courtroom Construction	2021	\$38,500,000	100%	(c)
201705	Courthouse Project Step 2 - Renovate 1959 Courthouse	2026	\$98,800,000	10%	(c)

- (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 \$65,000 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.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	1.10	1.10	1.10	1.10	0.00
General Government	\$1,132	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$57,000	\$138,000	\$138,000	\$70,000	(\$68,000)
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$305,851	\$100,000	\$568,531	\$100,000	\$0
County Tax Levy (Credit)	\$971,835	\$975,622	\$975,622	\$978,645	\$3,023
Total Revenues	\$1,335,818	\$1,213,622	\$1,682,153	\$1,148,645	(\$64,977)
Personnel Costs	\$121,961	\$125,622	\$125,563	\$128,645	\$3,023
Operating Expenses	\$787,079	\$663,000	\$582,055	\$610,000	(\$53,000)
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$186,799	\$425,000	\$970,557	\$410,000	(\$15,000)
Total Expenditures	\$1,095,839	\$1,213,622	\$1,678,175	\$1,148,645	(\$64,977)
Rev. Over (Under) Exp.	\$239,979	\$0	\$3,978	\$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. These revenues decrease \$68,000 in 2022 based on planned projects. General Fund balance appropriations remain the same as in the 2021 budget. The use of General Fund balance has been reduced in previous years and is planned to be eventually phased out in future budgets.

Personnel costs are increasing by about \$3,000 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 2021 Adopted Budget. Additional expenditures for Mental Health Center (MHC) projects total \$70,000, a decrease of \$23,000 from 2021. 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. There are no Wellness Clinic building projects planned in 2022, therefore the budget decreases an additional \$45,000.

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 2022	Plan 2023	Plan 2024	Plan 2025	Plan 2026
Asbestos	\$15,000	\$15,000	\$15,000	\$10,000	\$10,000
Carpet / Tile / Seal	\$40,000	\$55,000	\$65,000	\$65,000	\$70,000
Doors & Windows	\$40,000	\$40,000	\$40,000	\$15,000	\$15,000
Electrical	\$0	\$5,000	\$0	\$0	\$0
Flooring	\$0	\$25,000	\$20,000	\$20,000	\$0
Furniture	\$15,000	\$25,000	\$15,000	\$15,000	\$15,000
HVAC	\$420,000	\$425,000	\$360,000	\$395,000	\$340,000
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	\$60,000	\$50,000	\$50,000	\$30,000	\$75,000
Plumbing	\$30,000	\$100,000	\$70,000	\$90,000	\$70,000
Remodel	\$25,000	\$12,000	\$0	\$0	\$0
Roof	\$65,000	\$30,000	\$50,000	\$30,000	\$55,000
Safety/Security	\$45,000	\$20,000	\$40,000	\$35,000	\$30,000
Seal/ Tuckpoint	\$35,000	\$10,000	\$40,000	\$35,000	\$40,000
Grand Total	\$1,020,000	\$1,042,000	\$995,000	\$970,000	\$950,000

Use of Fund Balance (c)	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
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Building Improvement Plan by Building

Building	Plan 2022	Plan 2023	Plan 2024	Plan 2025	Plan 2026
Administration Center	\$135,000	\$250,000	\$200,000	\$190,000	\$70,000
Communications Center	\$0	\$0	\$0	\$0	\$0
County Jail	\$0	\$95,000	\$25,000	\$25,000	\$0
Courthouse	\$0	\$0	\$0	\$0	\$0
Health Human Services	\$0	\$0	\$0	\$0	\$30,000
Highway Operations	\$0	\$0	\$0	\$0	\$0
Juvenile Detention Center	\$0	\$0	\$0	\$50,000	\$50,000
Law Enforcement Center	\$0	\$0	\$0	\$0	\$0
Mental Health Center	\$70,000	\$92,000	\$45,000	\$20,000	\$0
Northview	\$70,000	\$0	\$0	\$0	\$0
Other/All Buildings (b)	\$745,000	\$605,000	\$725,000	\$685,000	\$800,000
Wellness Clinic	\$0	\$0	\$0	\$0	\$0
UWW	\$0	\$0	\$0	\$0	\$0
Grand Total	\$1,020,000	\$1,042,000	\$995,000	\$970,000	\$950,000

Use of Fund Balance (c)	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
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- (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.

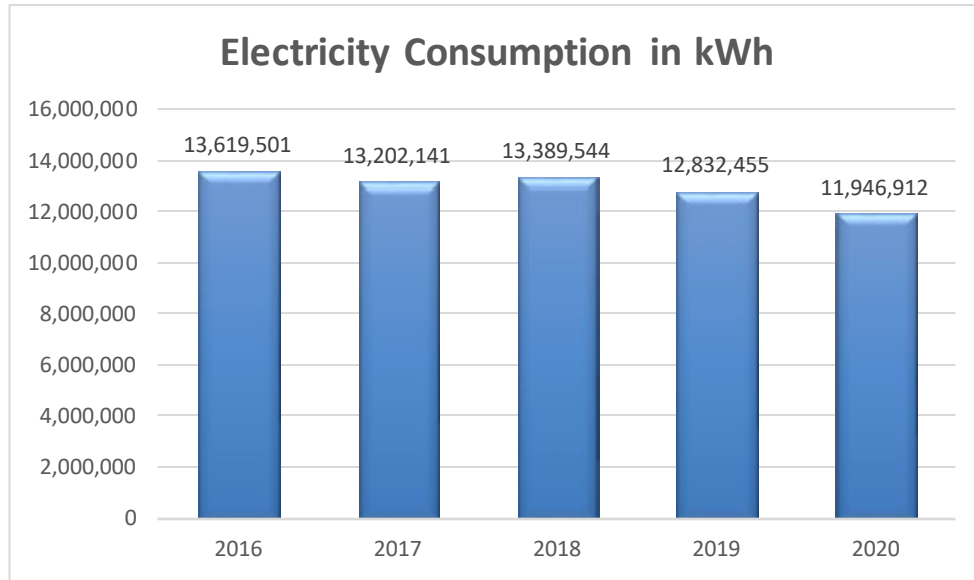
	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	0.15	0.15	0.15	0.15	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$36,735	\$37,500	\$34,427	\$37,500	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$2,015,458	\$2,025,325	\$2,025,325	\$1,994,314	(\$31,011)
Total Revenues	\$2,052,193	\$2,062,825	\$2,059,752	\$2,031,814	(\$31,011)
Personnel Costs	\$22,692	\$23,365	\$23,494	\$23,985	\$620
Operating Expenses	\$1,819,672	\$2,039,460	\$1,958,978	\$2,007,829	(\$31,631)
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,842,364	\$2,062,825	\$1,982,472	\$2,031,814	(\$31,011)
Rev. Over (Under) Exp.	\$209,829	\$0	\$77,280	\$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 \$600 primarily related to costs to continue for the regular staff of 0.15 FTE. Operating expenses decrease \$31,600 to \$2,007,800. The electric utility budget decreases \$38,100 to \$1,248,600 reflecting a decrease in estimated energy consumption by 393,200 kWh or 3% to 12,900,000. Natural gas expenses decrease by \$39,100 from the 2021 budgeted level to \$340,100, reflecting a decrease in estimated consumption by 36,400 therms, from 716,600 to 680,200. The decrease in the electric and natural gas expenses are offset by an increase in water/sewer expenses by \$45,500 to \$419,200 to reflect a projected increase in rates. Budgeted gallons for 2022 at 22,500,000 is 950,000 lower than the gallons budgeted in 2021. 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	2018 Actual	2019 Actual	2020 Actual	2021 Budget	2022 Budget	Change
Electricity (Kilowatt-Hrs)	13,389,544	12,817,095	11,946,912	13,293,197	12,900,000	(393,197)
Natural Gas (Therms)	735,897	710,755	646,835	716,624	680,210	(36,414)
Water/Sewer (Gallons)	23,817,500	22,115,510	17,981,510	23,450,000	22,500,000	(950,000)

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.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	26.44	26.44	26.44	26.44	0.00
General Government	\$3,240	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$359,685	\$353,450	\$341,450	\$340,147	(\$13,303)
Other Revenue	\$1,008	\$0	\$199	\$0	\$0
Appr. Fund Balance	\$16,304	\$0	\$36,541	\$0	\$0
County Tax Levy (Credit)	\$3,105,889	\$3,159,935	\$3,159,935	\$3,195,329	\$35,394
Total Revenues	\$3,486,126	\$3,513,385	\$3,538,125	\$3,535,476	\$22,091
Personnel Costs	\$2,179,624	\$2,222,539	\$2,221,731	\$2,229,462	\$6,923
Operating Expenses	\$885,864	\$812,797	\$848,276	\$817,925	\$5,128
Interdept. Charges	\$465,285	\$478,049	\$478,049	\$488,089	\$10,040
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$3,530,773	\$3,513,385	\$3,548,056	\$3,535,476	\$22,091
Rev. Over (Under) Exp.	(\$44,647)	\$0	(\$9,931)	\$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 \$6,900 primarily related to costs to continue offset by turnover 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. The operating expenses budget increases \$5,100 in 2022 due to an increase of about \$6,500 in computer software related expenses offset by decreases in plumbing supplies and uniform rental costs. Interdepartmental charges are increasing by about \$10,000 mainly due to increases of vehicle expenses including Vehicle Replacement Plan charges and anticipated Central Fleet vehicle set up costs. These increases are partially offset by decreases in Workers Compensation Insurance and Property/Boiler Insurance in the amount of \$6,900.

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, Courts Tower, Mental Health Center, Juvenile Detention 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.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	8.12	6.62	6.62	5.12	(1.50)
General Government	\$2,875	\$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	\$1,956	\$0	\$4,880	\$0	\$0
County Tax Levy (Credit)	\$1,213,598	\$1,174,230	\$1,174,230	\$1,187,985	\$13,755
Total Revenues	\$1,225,429	\$1,181,230	\$1,186,110	\$1,194,985	\$13,755
Personnel Costs	\$504,050	\$512,995	\$492,141	\$401,049	(\$111,946)
Operating Expenses	\$656,308	\$663,702	\$742,801	\$789,382	\$125,680
Interdept. Charges	\$4,250	\$4,533	\$4,533	\$4,554	\$21
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,164,608	\$1,181,230	\$1,239,475	\$1,194,985	\$13,755
Rev. Over (Under) Exp.	\$60,821	\$0	(\$53,365)	\$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 \$111,900 primarily due to the unfunding of 1.50 FTE building services worker due to retirement of internal housekeeping staff. The program funds 5.12 FTE positions in this program in 2022. 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 including partial cleaning in the Courthouse, Courthouse Tower and Northview in 2022 due to reduction in internal housekeeping staff. Buildings serviced entirely with contracted cleaning include the Administration Center, Law Enforcement Center, County Jail, Juvenile Detention 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 and Mental Health Center cleaned by contract; however, the costs are not included in this budget (budgeted directly in that fund). Housekeeping operating expenses presume a 3% increase on current contracted costs in addition to \$65,000 for cleaning of the new Courts Tower and about \$25,000 in anticipated contract cleaning increases due to internal cleaning staff retirements. These increases are offset by a savings due to prioritization of housekeeping activities and implementation of central garbage collection. The current housekeeping contract is in effect until mid-year 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.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	5.91	5.92	5.92	6.00	0.08
General Government	\$47,706	\$9,000	\$9,000	\$10,000	\$1,000
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$72	\$100	\$100	\$100	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$587,972	\$593,606	\$593,606	\$632,547	\$38,941
Total Revenues	\$635,750	\$602,706	\$602,706	\$642,647	\$39,941
Personnel Costs	\$542,605	\$543,435	\$562,845	\$585,585	\$42,150
Operating Expenses	\$22,320	\$33,902	\$26,364	\$32,384	(\$1,518)
Interdept. Charges	\$28,102	\$25,369	\$24,220	\$24,678	(\$691)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$593,027	\$602,706	\$613,429	\$642,647	\$39,941
Rev. Over (Under) Exp.	\$42,723	\$0	(\$10,723)	\$0	\$0

Program Highlights

General government revenues include administrative reimbursement for the Local Road Improvement Program (LRIP) budget at \$10,000, an increase of \$1,000. 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 \$42,200 due to cost to continue of current staff and increased benefit costs due to plan selection changes. Overtime budgeted in this area increases by 0.08 FTE in 2022 primarily to cover vacancies and provide support to other divisions. Operating expenses decrease by about \$1,500 due to budget adjustments 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 decrease by about \$700 due to decreases in postage and records storage and retrieval charges. Interdepartmental charges also include expenses for technology total cost of computer ownership, telephone services, and copier replacement charges.

Fund Purpose

Provide for transportation-related activities including roadways and transit services. Activities include the maintenance, repair, and operation of the County Trunk Highway System and providing the necessary labor, equipment and materials to maintain the State Trunk Highway System as specified by the Wisconsin Department of Transportation. Transit activities include bus services to selected areas of Waukesha County, primarily addressing the transit needs of employers and employees commuting between Waukesha County and its neighboring counties. Paratransit service to the physically challenged along a parallel commuting corridor is also provided in accordance with the Americans with Disabilities Act. Engineering, Traffic Control and Permit processing programs are also included in this fund.

Financial Summary	2020	2021	2021	2022	Change From 2021	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget	
					\$	%
Revenues						
General Government	\$12,111,010	\$11,646,170	\$11,589,054	\$11,793,071	\$146,901	1.3%
Fine/Licenses	\$187,435	\$143,500	\$143,500	\$144,000	\$500	0.3%
Charges for Services	\$443,780	\$632,999	\$622,235	\$646,439	\$13,440	2.1%
Interdepartmental	\$829,076	\$712,473	\$862,306	\$791,128	\$78,655	11.0%
Other Revenue	\$501,252	\$454,239	\$428,963	\$460,661	\$6,422	1.4%
Appr. Fund Balance (a)	\$451,716	\$185,000	\$226,000	\$135,000	(\$50,000)	-27.0%
County Tax Levy (Credit)	\$3,136,377	\$3,186,377	\$3,186,377	\$3,319,709	\$133,332	4.2%
Total Revenue Sources	\$17,660,646	\$16,960,758	\$17,058,435	\$17,290,008	\$329,250	1.9%
Expenditures						
Personnel Costs	\$7,099,823	\$7,262,379	\$7,432,795	\$7,368,850	\$106,471	1.5%
Operating Expenses (a)	\$3,294,833	\$4,405,386	\$4,041,519	\$4,448,650	\$43,264	1.0%
Interdept. Charges	\$4,926,459	\$5,157,993	\$5,399,633	\$5,387,508	\$229,515	4.4%
Fixed Assets (a)	\$164,697	\$135,000	\$154,545	\$85,000	(\$50,000)	-37.0%
Total Expenditures	\$15,485,812	\$16,960,758	\$17,028,492	\$17,290,008	\$329,250	1.9%
Rev. Over (Under) Exp.	\$2,174,834	\$0	\$29,943	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	75.70	75.10	75.10	75.10	0.00
Extra Help	3.72	3.81	3.81	4.27	0.46
Overtime	3.53	3.54	3.54	3.54	0.00
Total FTEs	82.95	82.45	82.45	82.91	0.46

(a) Includes General Fund balance appropriation of:

Description	2020 Act.	2021 Budget	2021 Estimate	2022 Budget
One time purchase of highway maintenance equipment*	\$154,267	\$85,000	\$126,000	\$85,000
Intersection Improvement Program	\$50,000	\$50,000	\$50,000	\$50,000
Purchase order & carryovers from prior year	\$222,949	\$0	\$0	\$0
Cartegraph Upgrade & Migration	\$0	\$50,000	\$50,000	\$0
Transit fuel adjustment/audit payback**	\$0	\$0	\$0	\$0
Temporary continuation of Transit route 906 through 6/30/20	\$24,500	\$0	\$0	\$0
Total Fund Balance Appropriation	\$451,716	\$185,000	\$226,000	\$135,000

*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 2021 Estimate includes \$41,000 of fund balance from an approved fund transfer (enrolled ordinance 176-18) to cover additional highway maintenance equipment.

**Fund balance budgeted for 2020 was intended to cover potential fuel adjustment clause expenses and potential additional prior-year local share expenses related to audit findings. 2020 Actual fund balance used was \$0.00.

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.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	36.56	34.97	34.97	34.29	(0.68)
General Government	\$4,079,288	\$4,027,806	\$3,915,862	\$4,027,806	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$443,780	\$632,999	\$622,235	\$646,439	\$13,440
Interdepartmental	\$829,076	\$712,473	\$862,306	\$791,128	\$78,655
Other Revenue	\$28,140	\$45,000	\$35,000	\$35,000	(\$10,000)
Appr. Fund Balance	\$160,000	\$135,000	\$176,000	\$85,000	(\$50,000)
County Tax Levy (Credit)	\$1,646,732	\$1,637,309	\$1,637,309	\$1,770,633	\$133,324
Total Revenues	\$7,187,016	\$7,190,587	\$7,248,712	\$7,356,006	\$165,419
Personnel Costs	\$2,768,460	\$2,882,064	\$3,078,219	\$2,901,386	\$19,322
Operating Expenses	\$1,337,582	\$2,290,382	\$1,925,866	\$2,285,886	(\$4,496)
Interdept. Charges	\$1,637,227	\$1,883,141	\$1,974,525	\$2,083,734	\$200,593
Fixed Assets	\$154,267	\$135,000	\$154,545	\$85,000	(\$50,000)
Total Expenditures	\$5,897,536	\$7,190,587	\$7,133,155	\$7,356,006	\$165,419
Rev. Over (Under) Exp.	\$1,289,480	\$0	\$115,557	\$0	\$0

Program Highlights

The 2022 budget assumes General Transportation Aids (GTA) revenue budgeted for the Transportation Fund remains at the 2021 budgeted level of \$5,084,800. 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 2022 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 \$2.24 per ton, from \$74.81 in the 2021 budget to \$77.05 in 2022 (\$85.05 with external customer markup). Revenues from municipal salt sales increase \$13,400 due to the increase in salt price. Charges to municipalities for pavement marking services is stable in 2022 at \$136,100.

County Operations (Continued)

Interdepartmental revenues, totaling around \$791,000, are increasing about \$78,700. These revenues include the reimbursement from the state for salt and equipment storage and radio cost reimbursements of \$403,100, an increase of \$69,800 based on prior year trends, as well as administrative cost recovery in the amount of \$282,300. Interdepartmental revenues also include about \$105,100 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.

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 \$35,000. General Fund balance of \$85,000 is budgeted to fund one-time purchases of equipment in 2022. 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 increasing by about \$19,300 to \$2,901,400. Increases for cost to continue are offset by turnover and a shift of personnel costs to State Operations. Funding continues for 1.04 FTE of overtime, and extra help for seasonal patrol workers increases 0.32 FTE from 0.93 to 1.25 FTE. The 2022 County Highway Maintenance budget shifts one Patrol Worker position to State Highway Maintenance in 2022, providing funding for 25.00 FTE patrol workers and 2.00 crew leaders to maintain the County Highway System.

Operating expenses decrease \$4,500 to about \$2,285,900 primarily due to adjustments in salt usage. The price per ton for salt increases 3% to \$77.05 per ton in 2022, from \$74.81 in 2021, which is based on the confirmed 2021/2022 winter contracted price. Salt is the largest expense in this appropriation unit, budgeted at \$1,641,200. To offset recent increases in salt price and other materials, budgeted county salt usage was reduced 1,000 tons in 2022, from 15,700 to 14,700 tons. The budget for salt usage on county highways is \$1,132,600, a decrease of \$41,900. The county also budgets \$46,200 for 600 tons of salt usage (same as 2021 budgeted level) for Parks and Land Use and 6,000 tons for some local municipalities in the amount of \$462,300, which increase \$1,300 and \$13,400, respectively.

Operating expenses include roadway materials such as cold/hot patch, crackfiller, gravel, sand, cement, guardrail, and culvert pipe budgeted at \$145,000; utility expenses for the main shop and four substation budgeted at \$136,700; plow blade replacement expenditures of \$63,000; contracted snow removal for park and rides and rental of equipment budgeted at \$28,000; and landfill/waste disposal costs which increase \$10,000 to \$39,000 in 2022.

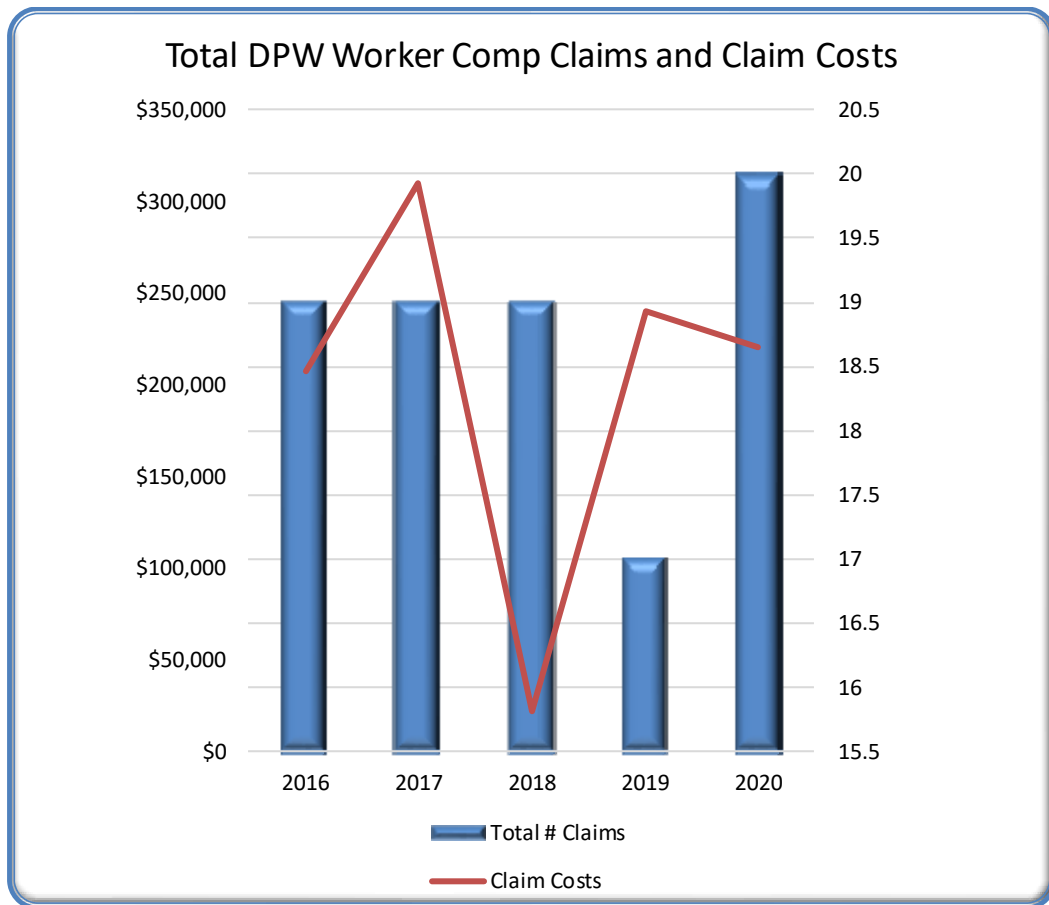
Interdepartmental charges include charges for End User Technology (EUTF) total cost of computer ownership; insurance costs, including worker's compensation; radio services; vehicle costs; and telephone costs. The largest expenditure in this appropriation unit is for vehicle costs. Vehicle costs include vehicle repairs, vehicle replacements, and fuel costs, and are budgeted to increase \$138,300. Vehicle repair and maintenance expenses are budgeted to increase in the amount of \$83,700 due to increased repair costs and shifts of equipment reimbursement from the State of Wisconsin. Remaining vehicle costs are supported by the state of Wisconsin and are budgeted in the State Highway Maintenance portion of this budget. Overall, vehicle replacement costs increase \$117,200. Total vehicle costs to support the department fleet (both County and State Highway Maintenance programs) are anticipated to increase about \$138,300 to \$4,117,100. Based on anticipated state revenues to support state road maintenance, \$2,413,000 of the total \$4,117,100 of vehicle expenses are supported by the State Maintenance budget.

Fixed assets are budgeted at \$85,000 for one one-time equipment purchase of a tanker truck for brine to be added to the Vehicle Replacement Plan in place of a grader scheduled for replacement in 2022.

County Operations (Continued)

Activity	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Centerline miles of road maintained – County (a)	407	407	405	408	408	3
Centerline miles of road striped – Non County/Non-State	325	277	370	350	350	-20
Center line striping cost per mile	\$892	\$932	\$925	\$935	\$940	\$15
Mowing—1 linear mile cost per mile	\$270	\$277	\$275	\$309	\$309	\$34
Avg Annual maint 1 lane mile	\$5,853	\$6,103	\$6,220	\$7,274	\$7,624	\$1,404
Salt Annual Tons Used on County Roads	11,887	6,848	15,700	10,525	14,700	(1,000)

(a) Changes in county centerline miles mainly due to jurisdictional transfers related to highway capital projects.



	2018 Actual	2019 Actual	2020 Actual
% of DPW Worker Comp Costs related to Highway Operations	92.33%	85.71%	91.60%

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.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	31.81	32.50	32.50	33.64	1.14
General Government	\$6,971,420	\$6,561,412	\$6,644,226	\$6,708,313	\$146,901
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	\$6,971,420	\$6,561,412	\$6,644,226	\$6,708,313	\$146,901
Personnel Costs	\$2,922,680	\$2,826,184	\$2,857,446	\$2,901,776	\$75,592
Operating Expenses	\$545,576	\$506,616	\$408,302	\$550,050	\$43,434
Interdept. Charges	\$3,241,485	\$3,228,612	\$3,378,478	\$3,256,487	\$27,875
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$6,709,741	\$6,561,412	\$6,644,226	\$6,708,313	\$146,901
Rev. Over (Under) Exp.	\$261,679	\$0	\$0	\$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 2022 general government revenue budget is based on the State’s approved 2021 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 \$205,400 in 2022.

Personnel costs are increasing by about \$75,600. The costs are driven by the actual labor revenues generated from state work. This program supports 30.00 FTE positions (two superintendents and 28 patrol workers). Overtime is budgeted at 2.31 FTE or about 4,800 hours. Extra help is increasing in 2022 by 0.14 FTE to 1.33 FTE.

Operating expenses increase \$43,400 in the 2022 budget to \$550,100 to reflect quantity and cost increases. Operating expenses are material costs of maintenance on State highways.

Interdepartmental charges increase about \$27,900. Estimated equipment reimbursement from the state for vehicle-related expenses including vehicle replacement, vehicle repair and maintenance, and fuel costs are budgeted to decrease \$52,800 to \$2,413,000 based on recent trends in equipment cost reimbursements. Interdepartmental charges include payments to the County Highway Operations program for administrative cost recovery, salt storage, insurance reimbursement and other miscellaneous costs, which increase by about \$88,000.

Activity	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Centerline miles of road maintained	203	203	207	207	207	0
Centerline miles of road striped	131	114	200	115	115	(85)
Lane miles maintained	1,087.0	1,111.0	1,110.0	1,110.0	1,110.0	0

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).

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	0.10	0.10	0.10	0.10	0.00
General Government	\$287	\$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	\$145,167	\$108,963	\$108,963	\$115,661	\$6,698
Appr. Fund Balance	\$124,500	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$867,700	\$867,700	\$867,700	\$867,700	\$0
Total Revenues	\$1,137,654	\$976,663	\$976,663	\$983,361	\$6,698
Personnel Costs	\$12,493	\$13,105	\$13,138	\$13,561	\$456
Operating Expenses	\$798,605	\$963,558	\$973,558	\$969,800	\$6,242
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$811,098	\$976,663	\$986,696	\$983,361	\$6,698
Rev. Over (Under) Exp.	\$326,556	\$0	(\$10,033)	\$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 costs remaining in the county budget that are eligible for state and federal funding, and increases \$6,700 in 2022.

The budgeted State reimbursement rate for 2022 is 52.9%, a slight decrease from 53.5% in 2021. This projected decrease follows recent state reimbursement trends. Fuel surcharges are estimated at \$45,000 in the 2022 budget. 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, in addition to \$100,000 of General Fund balance to cover potential fuel surcharges and prior year audit payments. 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.

Transit Services (Continued)

A portion (0.10 FTE) of the Business Manager’s position continues to be allocated to this program in the 2022 budget. Operating expenses increase slightly in 2022 by \$6,200.

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. The 2022 budget includes the use of \$564,700 of CARES funds. Fare rates for transit and paratransit services remain steady in 2022, with no projected increases from 2021 rates. The current 901/904/905 service contract expires on May 31, 2022 and will go out for Request for Proposal (RFP) in early 2022.

Milwaukee County Transit Services (MCTS) is planning to implement a Bus Rapid Transit (BRT) service by end of 2022. Waukesha County is working with Waukesha Metro and MCTS to determine what changes would be needed to Route 1 to offer a comparative service related to BRT.

Activity

Total Ridership

Route	Route Description	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	2020-2021 Change
1	Waukesha Metro to Brookfield Square	105,100	107,425	111,291	98,743	62,861	78,994	51,809	67,500	(11,494)
Gold Line	Brookfield Square Extension	213,694	213,963	220,155	205,398	77,872	164,318	83,363	120,000	(44,318)
79	Weekday from Menomonee Falls to Downtown Milwaukee	32,254	28,305	31,069	26,613	5,862	17,032	4,004	13,213	(3,819)
901,904,905	Weekday between Cities of Waukesha and Oconomowoc and downtown Milwaukee.	121,588	108,144	91,174	78,261	25,335	50,087	21,422	30,750	(19,337)
Subtotal		472,636	483,419	474,241	409,015	171,930	310,432	160,598	231,463	(78,969)
					0					
Paratransit	Federally mandated service operated within 1 mile of the Route 901 service area	3,169	3,480	2,831	2,491	1,486	2,760	1,253	2,460	(300)
Total with Paratransit		475,805	486,899	477,072	411,506	173,416	313,192	161,851	233,923	(79,269)

Investment per ride

Investment per ride determined by total Cost of the Route less fare box Revenues divided by the total ridership.

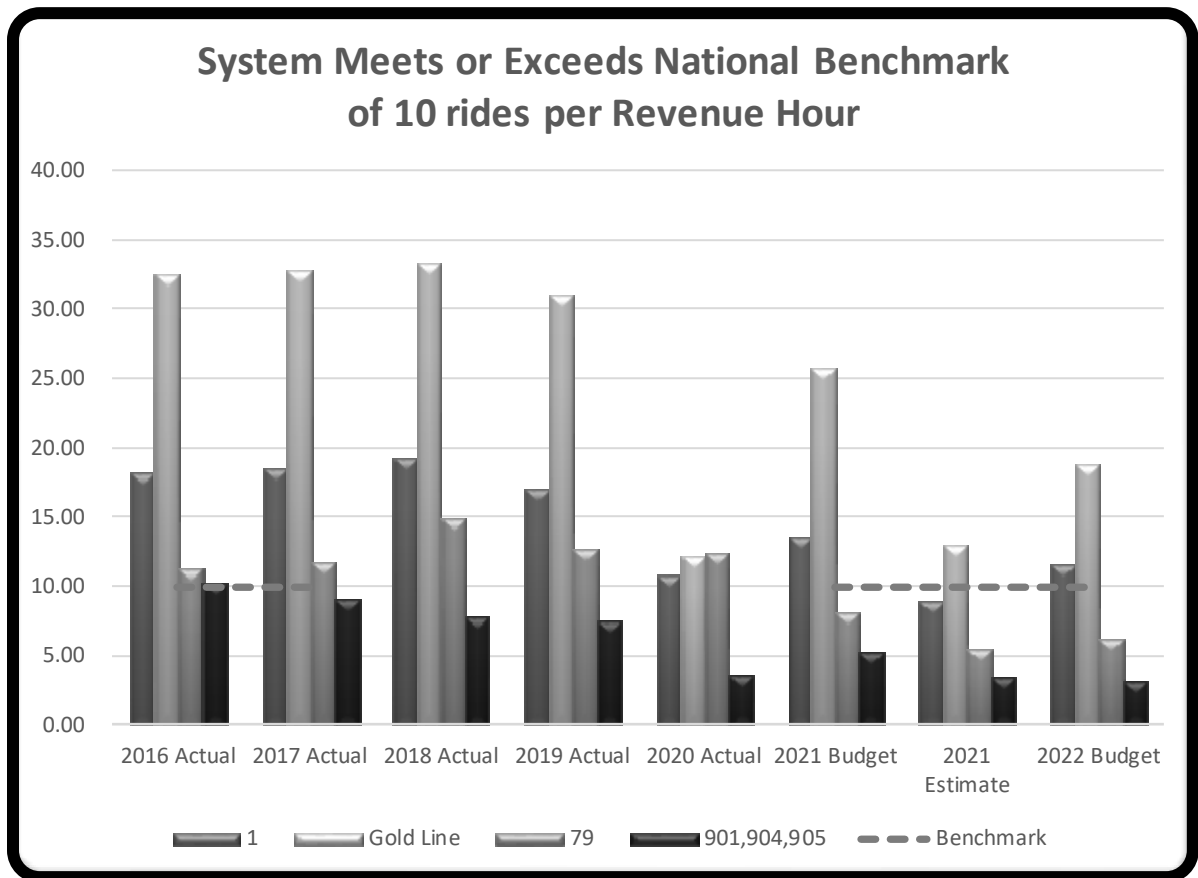
Route	Route Description	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	2021-2022 Change
1	Waukesha Metro to Brookfield Square	\$0.95	\$0.93	\$0.92	\$1.07	\$1.72	\$1.40	\$2.14	\$1.69	\$0.29
Gold Line	Brookfield Square Extension	\$2.21	\$2.37	\$2.41	\$2.82	\$9.37	\$4.28	\$9.32	\$6.35	\$2.07
79	Weekday from Menomonee Falls to Downtown Milwaukee	\$10.95	\$13.35	\$8.66	\$13.09	\$13.46	\$22.67	\$35.44	\$31.78	\$9.11
901,904,905	Weekday between Cities of Waukesha and Oconomowoc and downtown Milwaukee.	\$10.59	\$11.36	\$16.68	\$18.88	\$45.72	\$30.58	\$55.40	\$53.73	\$23.15
Subtotal Average		\$0.27	\$0.26	\$5.98	\$6.14	\$12.07	\$8.80	\$13.80	\$12.74	\$3.94
Paratransit	Federally mandated service operated within 1 mile of the Route 901 service area	\$37.35	\$37.59	\$44.66	\$50.38	\$50.41	\$51.83	\$53.66	\$56.05	\$4.22
Avg with Paratransit		\$0.00	\$0.00	\$6.21	\$6.41	\$12.40	\$9.18	\$14.11	\$13.19	\$4.01

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	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	2021-2022 Change
1	Waukesha Metro to Brookfield Square	18.16	18.53	19.21	17.05	10.81	13.64	8.94	11.65	(1.98)
Gold Line	Brookfield Square Extension	32.57	32.76	33.45	31.13	12.20	25.67	13.01	18.76	(6.91)
79	Weekday from Menomonee Falls to Downtown Milwaukee	11.31	11.79	14.87	12.73	12.50	8.08	5.53	6.25	(1.84)
901,904,905	Weekday between Cities of Waukesha and Oconomowoc and downtown Milwaukee.	10.30	9.20	7.83	7.60	3.64	5.28	3.53	3.23	(2.05)
Subtotal Average		17.50	17.29	17.21	16.51	8.76	13.05	8.45	9.71	(3.34)
Paratransit	Federally mandated service operated within 1 mile of the Route 901 service area	2.16	2.19	1.94	1.73	1.72	1.89	1.79	1.89	0.00
Avg with Paratransit		16.73	16.51	16.44	15.70	8.46	12.40	8.21	9.31	(3.09)



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.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	7.49	7.89	7.89	7.89	0.00
General Government	\$505,877	\$553,476	\$539,483	\$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	\$178,312	\$225,276	\$225,000	\$225,000	(\$276)
Appr. Fund Balance	\$53,300	\$50,000	\$50,000	\$50,000	\$0
County Tax Levy (Credit)	\$231,177	\$282,816	\$282,816	\$288,579	\$5,763
Total Revenues	\$968,666	\$1,111,568	\$1,097,299	\$1,117,055	\$5,487
Personnel Costs	\$784,038	\$894,800	\$867,406	\$901,503	\$6,703
Operating Expenses	\$42,972	\$170,744	\$256,467	\$168,490	(\$2,254)
Interdept. Charges	\$47,549	\$46,024	\$46,414	\$47,062	\$1,038
Fixed Assets	\$10,430	\$0	\$0	\$0	\$0
Total Expenditures	\$884,989	\$1,111,568	\$1,170,287	\$1,117,055	\$5,487
Rev. Over (Under) Exp.	\$83,677	\$0	(\$72,988)	\$0	\$0

Program Highlights

General government revenues consist of General Transportation Aids (GTA), which are projected to remain level in 2022. This program includes approximately \$553,500 of the \$5.2 million of total estimated GTA revenue in the 2022 budget. Remaining GTA revenues are budgeted in the County Highway Maintenance and Traffic Control programs.

The 2022 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 stay relatively flat at \$225,000.

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 2022. The purpose of the program is to enhance or modify existing signal equipment, modify turn lanes, and improve pedestrian crossings.

Personnel costs increase about \$6,700 from the 2021 budget due to cost to continue for existing staff. 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 decrease \$2,300 mainly due to increases in telecommunications service. Other operating expenses in this program include consulting services, software expenses, annual training and survey supplies.

Interdepartmental charges include costs of computer and phone services.

Activity

Performance Measures	2018 Actual	2019 Actual	2020 Actual	2021 Target	2021 Estimate	2022 Target
Bridge Conditions						
<i>Sufficiency Index: Benchmark</i>	80.0	80.0	80.0	80.0	80.0	80.0
Sufficiency Index: Actuals	85.3	86.0	85.3	85.5	87.0	85.5
Number of Bridges	65	65	64	65	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)	63.0	63.0	69.0	65.0	69.0	67.0
Asphalt—secondary (major collector highways)	62.0	63.0	67.0	65.0	65.0	67.0
Asphalt—tertiary (minor collector highways)	54.0	55.0	63.0	60.0	60.0	60.0
Concrete	59.0	66.0	64.0	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	2021 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
201416 (a)	Repaving Program 2018-2022	\$4,300,000	\$3,710,000	\$590,000	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	\$30,665,000	\$14,555,000	\$16,110,000	2022	75%	\$42,500
201402	CTH XX, Pebble Brook Creek Bridge	\$449,000	\$172,000	\$277,000	2022	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	95%	\$0
201706	CTH D, Calhoun Rd to 124th Street	\$2,909,000	\$622,000	\$2,287,000	2021	95%	Reduced
201802	CTV VV, WB Bridge over Menomonee River	\$1,409,000	\$444,000	\$965,000	2024	0%	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	2023	35%	\$0
201302	CTY YY, Underwood Creek Structure	\$1,833,000	\$1,203,000	\$630,000	2023	30%	Reduced
201502	CTH O, I-94 to USH 18	\$8,174,000	\$1,643,000	\$6,531,000	2022	40%	Reduced
202009	CTH B, Morgan Rd Intersection	\$486,000	\$100,000	\$386,000	2022	35%	\$0
201610	CTH O, CTH I to CTH ES	\$14,503,000	\$3,701,000	\$10,802,000	2023	20%	\$0
201801	CTH F, N.B. Bridge at Green Road	\$744,000	\$154,000	\$590,000	2023	2%	Reduced
201805	CTH T, Northview Rd to I-94	\$2,631,000	\$689,000	\$1,942,000	2023	10%	Reduced
201802	CTH V V, W.B. Bridge at Menomonee River	\$1,409,000	\$444,000	\$965,000	2024	0%	Reduced
201803	CTH O, CTH ES to CTH D	\$8,757,300	\$2,179,900	\$6,577,400	2024	5%	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 STH 59	\$16,230,000	\$3,246,000	\$12,984,000	2026	0%	Reduced
202102	CTH O, CTH HH to Grange Ave	\$8,941,000	\$1,948,200	\$6,992,800	2025	0%	\$10,400
202105	CTH F, Lindsay Road Intersection	\$965,000	\$0	\$965,000	2023	10%	Minor Incr
202106	CTH VV, CTH YY Intersection	\$1,103,000	\$111,000	\$992,000	2023	10%	Minor Incr
202201	CTH I, Calhoun Creek Bridge	\$531,000	\$111,000	\$420,000	2027	0%	Reduced
202202	CTH EF, Bark River Bridge	\$370,000	\$79,000	\$291,000	2027	0%	Reduced
202203	CTH I, Mukwonago River Bridge	\$551,000	\$115,000	\$436,000	2027	0%	Reduced
201804(b)	CTH DE, Wild Rose Lane to Oak Court	\$1,014,000	\$185,100	\$828,900	2024	0%	\$0
202010(b)	CTH D, CTH E Intersection	\$495,000	\$77,000	\$418,000	2023	0%	\$0

(a) Consists of program projects with continuing annual appropriations. Project costs listed above consist of the amount budgeted for 2022.

(b) These projects are proposed to be deleted from the 2022-2026 Capital Plan, pending County Board approval.

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.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	5.19	5.19	5.19	5.19	0.00
General Government	\$554,138	\$503,476	\$489,483	\$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	\$149,633	\$75,000	\$60,000	\$85,000	\$10,000
Appr. Fund Balance	\$113,916	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$328,364	\$338,196	\$338,196	\$329,590	(\$8,606)
Total Revenues	\$1,146,051	\$916,672	\$887,679	\$918,066	\$1,394
Personnel Costs	\$414,952	\$442,370	\$412,464	\$443,417	\$1,047
Operating Expenses	\$570,098	\$474,086	\$477,326	\$474,424	\$338
Interdept. Charges	\$198	\$216	\$216	\$225	\$9
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$985,248	\$916,672	\$890,006	\$918,066	\$1,394
Rev. Over (Under) Exp.	\$160,803	\$0	(\$2,327)	\$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 2022 budget. County Highway Maintenance and Engineering Services 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, increasing \$10,000 from the 2021 budget.

Net personnel costs increase \$1,000 for cost to continue of existing staff offset by staff turnover in 2021. This budget also supports 0.19 FTE of overtime.

Operating expenses remain relatively flat in the 2022 budget at \$474,400. Operating expenses include pavement marking expenses at \$155,000; traffic signal electricity costs at \$160,000, and signal maintenance costs.

Activity	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Traffic Signals	116	116	116	116	116	0
Roundabout Intersections	7	8	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.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	1.80	1.80	1.80	1.80	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$187,435	\$143,500	\$143,500	\$144,000	\$500
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)	\$62,404	\$60,356	\$60,356	\$63,207	\$2,851
Total Revenues	\$249,839	\$203,856	\$203,856	\$207,207	\$3,351
Personnel Costs	\$197,200	\$203,856	\$204,122	\$207,207	\$3,351
Operating Expenses	\$0	\$0	\$0	\$0	\$0
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$197,200	\$203,856	\$204,122	\$207,207	\$3,351
Rev. Over (Under) Exp.	\$52,639	\$0	(\$266)	\$0	\$0

Program Highlights

Permit fees are steady at the 2021 budget level and are itemized on the schedule on the following page. This follows the cycle of increasing fees every two years. The next permit fee increase will occur in 2023. Revenues for driveway access permits and utility permits are budgeted to increase slightly by \$500 in 2022.

Personnel costs increase about \$3,400 due the cost to continue of current staff.

Activity	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Driveway & Miscellaneous Permits Processed	88	84	80	80	80	0
Utility Permits Processed	462	386	400	400	400	0

Permit Processing (Continued)

Utility Permits		2021		2022	
Type	Unit	Application	Inspect	Application	Inspect
Excavate in Pavement	First 200'	\$100	\$250	\$100	\$250
	Add'l 1,000'		\$250		\$250
Excavate/Plow in ROW	First 200'	\$100	\$250	\$100	\$250
	Add'l mile		\$250		\$250
New Poles	Each	\$100	\$250	\$100	\$250
Re-application		\$100		\$100	

Access Permits		2021		2022	
	Unit	Application	Permit	Application	Permit
Single Family, Farm					
No Culvert	Each driveway		\$570		\$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	\$520	\$865	\$520	\$865
Traffic Impact Study Review (Required for commercial/industrial/institutional > 50,000 SR or for subdivisions > 100 units)	Each TIA		\$1,150		\$1,150
Commercial/Industrial/Institutional/Subdivision (Roadway reconstruction needed)	Each driveway	\$520	\$3,710	\$520	\$3,710
Traffic Signal Installation	Per signal		\$1,800		\$1,800
Re-application		\$105		\$105	
Miscellaneous work in R/W (Not included below)					
Other driveway work e.g., - repave, replace culvert			\$155		\$155
Fee for county to install culvert - owner supply			\$665		\$665
Temporary driveway			\$210		\$210
Sign in right of way			\$180		\$180
Sign in right of way - county install owner-supplied sign			\$200		\$200
Revocable Occupancy permit			\$440		\$440
Sidewalk			\$155		\$155

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	2020 Actual	2021 Adopted Budget	2021 Estimate	2022 Budget	Change From 2021 Adopted Budget	
					\$	%
Revenues						
General Government	\$6,861	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$47,657	\$51,336	\$28,606	\$52,013	\$677	1.3%
Interdepartmental (a)	\$3,304,507	\$3,661,151	\$3,671,784	\$3,705,265	\$44,114	1.2%
Other Revenue	\$39,481	\$23,300	\$21,209	\$23,300	\$0	0.0%
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	\$3,499,589	\$3,836,870	\$3,822,682	\$3,881,661	\$44,791	1.2%
Expenditures						
Personnel Costs	\$1,171,204	\$1,245,311	\$1,227,277	\$1,239,659	(\$5,652)	-0.5%
Operating Expenses (b)	\$2,084,421	\$2,452,742	\$2,360,222	\$2,471,130	\$18,388	0.7%
Interdept. Charges	\$68,147	\$102,708	\$102,699	\$94,115	(\$8,593)	-8.4%
Fixed Assets (Memo) (b)(c)	\$0	\$0	\$0	\$40,000	\$40,000	N/A
Total Expenditures (c)	\$3,323,772	\$3,800,761	\$3,690,198	\$3,804,904	\$4,143	0.1%
Operating Income/(Loss) (c)	\$175,817	\$36,109	\$132,484	\$76,757	\$40,648	112.6%

Position Summary (FTE)

Regular Positions	14.00	14.00	14.00	14.00	0.00
Extra Help	0.00	0.00	0.00	0.17	0.17
Overtime	0.20	0.08	0.08	0.15	0.07
Total FTEs	14.20	14.08	14.08	14.32	0.24

(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	2020 Actual	2021 Budget	2021 Estimate	2022 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.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	13.85	13.73	13.73	13.97	0.24
General Government	\$6,830	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$35,122	\$35,736	\$13,500	\$34,463	(\$1,273)
Interdepartmental (a)	\$2,517,056	\$2,531,054	\$2,515,500	\$2,579,978	\$48,924
Other Revenue	\$17,449	\$13,300	\$13,000	\$13,300	\$0
Appr. Fund Balance	\$101,083	\$101,083	\$101,083	\$101,083	\$0
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$2,677,540	\$2,681,173	\$2,643,083	\$2,728,824	\$47,651
Personnel Costs	\$1,145,471	\$1,214,844	\$1,202,354	\$1,213,871	(\$973)
Operating Expenses	\$1,331,107	\$1,337,307	\$1,302,614	\$1,358,324	\$21,017
Interdept. Charges	\$68,147	\$92,913	\$92,904	\$91,689	(\$1,224)
Fixed Assets	\$0	\$0	\$0	\$40,000	\$40,000
Total Expenditures	\$2,544,725	\$2,645,064	\$2,597,872	\$2,663,884	\$18,820
Operating Income/(Loss)	\$132,815	\$36,109	\$45,211	\$64,940	\$28,831

(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 decrease about \$1,300 due to a slight decrease 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 \$48,900 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 decrease about \$1,000 due to turnover partially offset by cost to continue of current staff. The overtime budget increases slightly by 0.07 FTE to 0.15 FTE (about 312 hours) in 2022 and is based on recent use of overtime. Extra help FTE of 0.17 is added in the 2022 budget to reflect an increased use of temporary staff.

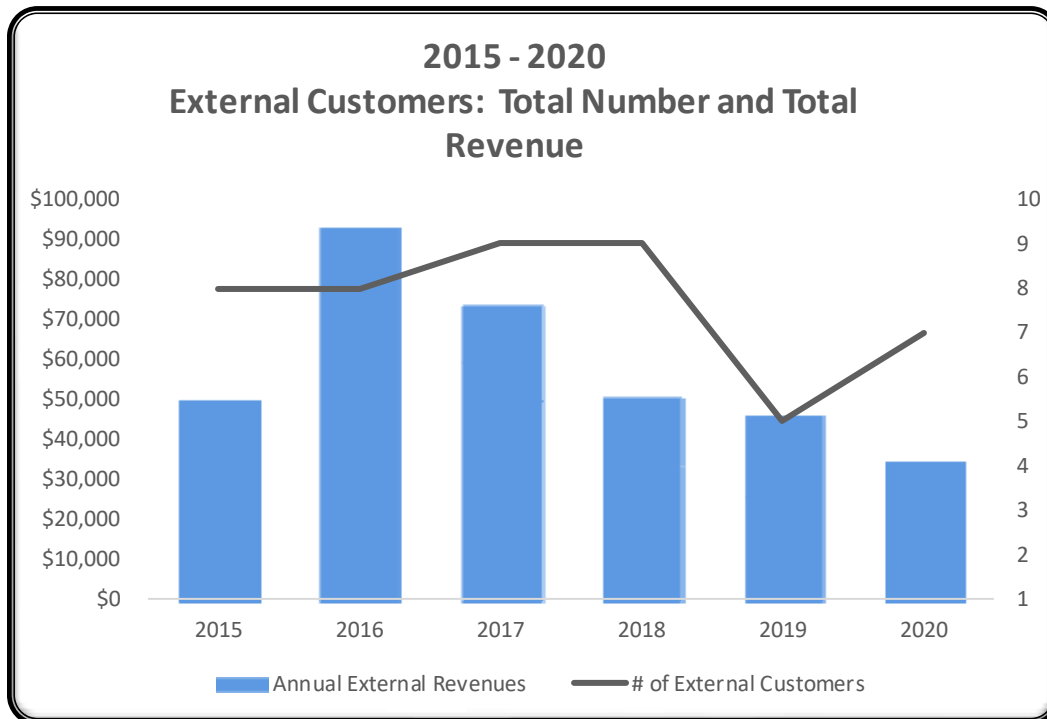
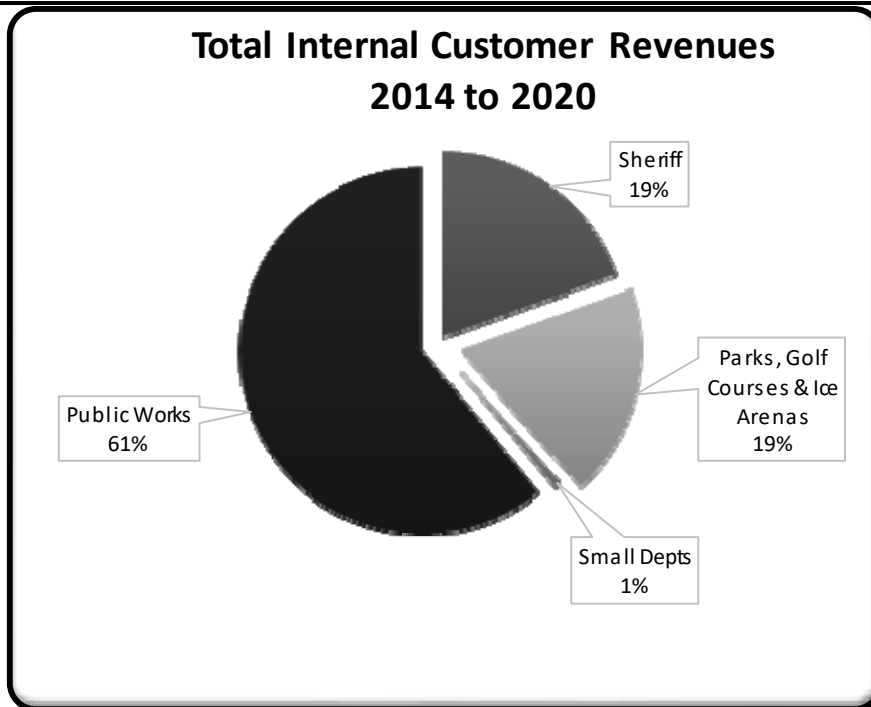
Operating expenses are increasing about \$21,000 mostly related to estimated increases in cost of parts for repairs in 2022. The major items in the operating expenses appropriation unit include \$792,100 for the costs of parts; \$243,700 for the cost of commercial repair services; \$46,500 of support/licensing costs for Fleet Focus; \$114,000 of depreciation expenses, small tools and shop supplies budgeted at \$28,000. Other expenditures in this appropriation unit include building maintenance costs, training expenses, utilities, and housekeeping costs.

Interdepartmental charges are about \$1,200 lower than the 2021 budget. The decrease is mainly due to reduced cost of vehicles that are part of the fleet maintenance program, which are up for replacement in 2021 and 2022. Expenses in this appropriation unit include general vehicle liability insurance, property insurance, end user technology-total cost of ownership charges (EUTF), telephone charges, radio charges, and indirect cost charges. Fixed asset purchase of \$40,000 is budgeted to replace the existing vehicle lift which is original to the building and at the end of it's useful life.

In an effort to keep the annual rate increases at or below 2%, the 2022 Central Fleet Rates are as follows:

Rate Type	2021	2022	% Change
External Heavy Labor Rate	\$109.63	\$111.83	2.0%
External Light Labor Rate	\$91.64	\$93.47	2.0%
External Service Labor Rate	\$99.75	\$101.75	2.0%
Internal Heavy Labor Rate	\$101.58	\$103.61	2.0%
Internal Light Labor Rate	\$85.84	\$87.56	2.0%
Internal Service Labor Rate	\$93.18	\$95.05	2.0%
Parts Markup	16.0%	16.0%	0.0%
Commercial Markup	16.0%	16.0%	0.0%

Activity	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Total Work Orders	4,409	5,200	5,150	5,150	(50)
Internal Customer Work Orders	4,303	5,000	5,000	5,000	0
External Customer Work Orders	106	200	150	150	(50)
Total Internal. Cust. Rep./Maint. Rev.	\$2,491,602	\$2,491,054	\$2,491,054	\$2,539,578	\$48,524
Total External Cust. Rep./Maint. Rev	\$34,304	\$35,736	\$13,500	\$34,463	-\$1,273
Total External Customers	8	9	9	9	0



Program Description

This program provides a county-wide fuel dispensing system for all county vehicles and equipment and some external customers.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	0.35	0.35	0.35	0.35	0.00
General Government	\$31	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$12,535	\$15,600	\$15,106	\$17,550	\$1,950
Interdepartmental (a)	\$787,451	\$1,130,097	\$1,156,284	\$1,125,287	(\$4,810)
Other Revenue	\$22,032	\$10,000	\$8,209	\$10,000	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$822,049	\$1,155,697	\$1,179,599	\$1,152,837	(\$2,860)
Personnel Costs	\$25,733	\$30,467	\$24,923	\$25,788	(\$4,679)
Operating Expenses	\$753,314	\$1,115,435	\$1,057,608	\$1,112,806	(\$2,629)
Interdept. Charges	\$0	\$9,795	\$9,795	\$2,426	(\$7,369)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$779,047	\$1,155,697	\$1,092,326	\$1,141,020	(\$14,677)

Operating Income/(Loss)	\$43,002	\$0	\$87,273	\$11,817	\$11,817
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(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 remains relatively stable in the 2022 budget, at \$1,125,300. External customer revenues are projected to increase \$2,000 due to increasing external sales.

Personnel costs decrease \$4,700 due to staff turnover offset by cost to continue of current staff. Operating expenses decrease \$2,600 in 2022, due to slightly lower estimate of fuel consumption. Estimated price per gallon remains at the 2021 budgeted level of \$2.39. Interdepartmental Charges decrease \$7,400. These charges are largely the repair costs Central Fleet performs on fuel stations.

Activity	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Fuel Sites Maintained	16	16	16	16	0
Gallons Sold	416,971	440,652	440,652	439,553	(1,099)
External Fuel Customers	2	2	2	2	0

Current and Planned Capital Projects

Project #	Project Name	Expected Year of Completion	Total Project Cost	Est % Completed at end of 2021	Est. Operating Impact
201415	Fuel Tank Replacement and Infrastructure	2024	\$1,500,000	50%	\$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. Beginning in 2022, the county will begin borrowing for major vehicle replacements, which meet the traditional capital project definition of exceeding \$100,000 in total replacement cost and having a useful life of seven years or more on average. The bond proceeds will be deposited in the Capital Project Fund and the funds will be transferred to the Vehicle Replacement Fund to pay for the initial acquisition. The principal will be repaid in the Debt Service Fund with departmental contributions collected through the Vehicle Replacement Plan.

Financial Summary	2020	2021	2021	2022	Change From 2021	
	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)	\$3,339,299	\$3,490,119	\$3,490,119	\$3,543,605	\$53,486	1.5%
Other Revenue (b)	\$1,056,517	\$460,000	\$489,713	\$579,000	\$119,000	25.9%
Appr. Fund Balance (c)	\$376,118	\$0	\$0	\$0	\$0	N/A
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$4,771,934	\$3,950,119	\$3,979,832	\$4,122,605	\$172,486	4.4%
Expenditures						
Personnel Costs	\$0	\$0	\$0	\$0	\$0	N/A
Operating Expenses	\$3,235,809	\$3,378,057	\$3,378,057	\$3,558,198	\$180,141	5.3%
Interdept. Charges	\$130,288	\$138,466	\$138,466	\$40,000	(\$98,466)	-71.1%
Fixed Assets (Memo) (d)	\$3,255,844	\$3,745,025	\$3,523,804	\$3,914,180	\$169,155	4.5%
Total Expenditures (d)	\$3,366,097	\$3,516,523	\$3,516,523	\$3,598,198	\$81,675	2.3%
Operating Income/(Loss) (d)	\$1,405,837	\$433,596	\$463,309	\$524,407	\$90,811	20.9%

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) 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.
- (d) A portion of fixed assets in 2022 are funded through a transfer of the bond proceeds from the Capital Project Fund to account for \$1.8 million of vehicle purchases.

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.

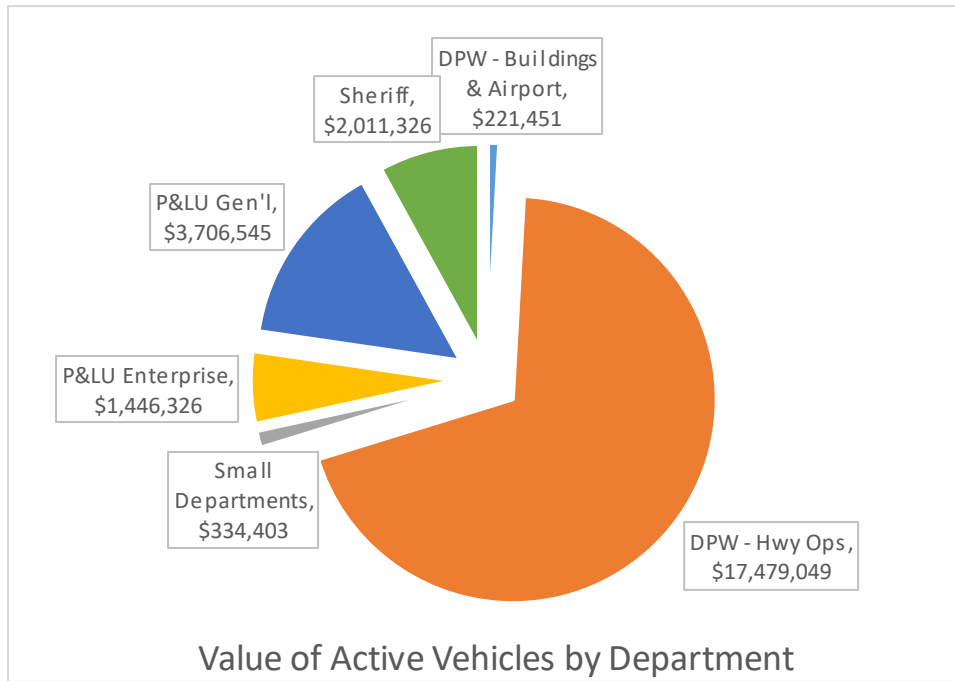
Program Highlights

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 2021 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 \$53,500, which is largely due to increases in new vehicle/equipment prices. 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).

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 \$180,100, 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. Interdepartmental charges decrease by \$98,500 from the 2021 allocations due to insurance cost allocations being charged directly to the department in 2022 rather than through the VRP fund and factored in to annual VRP charges to the department.

Fixed assets (memo item) are projected to increase by \$169,200. The county will begin to borrow for major vehicle replacements in 2022, which meet the traditional capital project definition of exceeding \$100,000 in total replacement cost and having a useful life of seven years or more on average. The bond proceeds will be deposited in the Capital Project Fund and the funds will be transferred to the Vehicle Replacement Fund to pay for the initial acquisition. The principal will be repaid in the Debt Service Fund with departmental contributions collected through the Vehicle Replacement Plan. This is expected to be a phased approach, beginning with borrowing for three patrol trucks and three tandem trucks for the Department of Public Works – Highway Operations Division in 2022, estimated at \$1.8 million dollars, with other major asset classifications transitioning to borrowing in 2023-24.



Activity	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Active Vehicles in Plan	380	376	386	386	10
Vehicles Replaced	46	53	53	63	10

Vehicle Replacement Fund

Public Works

Program

Waukesha County 2022 Vehicle Replacement Plan

<u>Department</u>	<u>Description</u>	<u>Qty</u>	<u>Unit Cost</u>	<u>Total Cost</u>	<u>Est. Salvage</u>
Acquisitions funded initially from the Vehicle Replacement Fund					
Sheriff's Department	Squad, Police Pursuit Package	13	\$37,960	\$493,480	\$143,000
Sheriff's Department	PPV Auto	5	\$25,600	\$128,000	\$20,000
Sheriff's Department	Van, full size transport	2	\$31,900	\$63,800	\$6,000
Subtotal Sheriff's Dept		20		\$685,280	\$169,000
Public Works Hwys	Roller w/trailer	1	\$64,500	\$64,500	\$5,000
Public Works Hwys	Pavement Router	2	\$30,000	\$60,000	\$6,000
Public Works Hwys	Tanker Truck	1	\$190,000	\$190,000	\$20,000
Public Works Hwys	Mower, zero turn w/ trailer	3	\$37,300	\$111,900	\$12,000
Public Works Hwys	Pickup, 1/4 T, Crew Cab	3	\$33,100	\$99,300	\$15,000
Subtotal DPW Hwys		10		\$525,700	\$58,000
Public Works Bldgs	Truck, Pickup	2	\$40,000	\$80,000	\$8,000
Public Works Bldgs	Van,	2	\$40,500	\$81,000	\$8,000
Subtotal DPW Bldgs		4		\$161,000	\$16,000
Parks & Land Use Gen'l Fund	Utility Veh, 4 wheel, w/cab, med duty	2	\$24,000	\$48,000	\$6,000
Parks & Land Use Gen'l Fund	Utility Veh, 4 wheel gator	1	\$16,800	\$16,800	\$2,000
Parks & Land Use Gen'l Fund	Utility Veh, 4 wheel, w/cab	1	\$47,500	\$47,500	\$50,000
Parks & Land Use Gen'l Fund	Truck, Pickup, 3/4T, 4x4, plow	1	\$45,000	\$45,000	\$8,000
Parks & Land Use Gen'l Fund	Truck, 3/4 T, 4x4, plow	4	\$43,000	\$172,000	\$32,000
Parks & Land Use Gen'l Fund	Mower, outftrnt, broom, cab	1	\$45,000	\$45,000	\$4,000
Parks & Land Use Gen'l Fund	Brush Chipper	1	\$48,700	\$48,700	\$5,000
Subtotal P&LU Gen'l Fund		11		\$423,000	\$107,000
Parks & Land Use Enterprise Fund	Mower, zero turn	1	\$17,800	\$17,800	\$2,000
Parks & Land Use Enterprise Fund	Mower, greens, 3 wheel drive	1	\$47,100	\$47,100	\$4,000
Parks & Land Use Enterprise Fund	Greensmower	1	\$47,100	\$47,100	\$4,000
Parks & Land Use Enterprise Fund	Roller w/trailer	1	\$24,100	\$24,100	\$2,000
Parks & Land Use Enterprise Fund	Brush Chipper	1	\$22,100	\$22,100	\$2,000
Parks & Land Use Enterprise Fund	Rake, sand trap	1	\$24,400	\$24,400	\$2,000
Parks & Land Use Enterprise Fund	Rake, sand trap	1	\$24,000	\$24,000	\$2,000
Parks & Land Use Enterprise Fund	Utility Veh, 4 wheel, w/cab, med duty	1	\$24,000	\$24,000	\$2,000
Subtotal P&LU Enterprise		8		\$230,600	\$20,000
Emergency Preparedness	SUV	1	\$42,800	\$42,800	\$5,000
Health & Human Services	Van	1	\$28,100	\$28,100	\$3,000
Health & Human Services	SUV, small	2	\$27,000	\$54,000	\$6,000
Subtotal Small Departments		4		\$124,900	\$14,000
Subtotal Initial Acquisitions Funded from VRP				\$2,150,480	
Acquisitions funded initially from bond proceeds transferred from the Capital Project Fund					
Public Works Hwys	Truck, Tandem	3	\$341,000	\$1,023,000	\$120,000
Public Works Hwys	Truck, Patrol	3	\$246,900	\$740,700	\$75,000
Subtotal DPW Vehicles		6		\$1,763,700	\$195,000
Contingency				\$36,300	
Subtotal DPW Hwys				\$1,800,000	
Grand Total with Subtotal DPW Vehicles		63		\$3,914,180	\$579,000

Vehicle Replacement Fund

Public Works

Program

**WAUKESHA COUNTY
FIVE YEAR VEHICLE/EQUIPMENT REPLACEMENT PLAN**

Agency	2021 Budget		2022		2023		2024		2025		2026	
	Units	Cost	Units	Cost	Units	Cost	Units	Cost	Units	Cost	Units	Cost
Airport	0	\$0	0	\$0	1	\$42,800	0	\$0	0	\$0	0	\$0
Public Works Hwy Ops	23	\$2,531,525	16	\$2,289,400	15	\$2,070,750	21	\$3,331,960	20	\$3,544,000	19	\$2,800,900
Public Works Bldg Ops	1	\$15,500	4	\$161,000	1	\$38,000	0	\$0	0	\$0	0	\$0
Sheriff (a)	18	\$670,000	20	\$685,280	23	\$875,700	22	\$782,700	13	\$503,000	3	\$104,700
Parks & Land Use Gen'	5	\$258,000	11	\$423,000	19	\$935,480	17	\$603,790	14	\$850,315	14	\$530,900
Golf Courses	4	\$198,100	8	\$230,600	4	\$239,800	8	\$428,584	5	\$193,600	5	\$232,000
Ice Arenas	0	\$0	0	\$0	0	\$0	1	\$130,800	0	\$0	0	\$0
Medical Examiner	2	\$71,900	0	\$0	2	\$103,200	0	\$0	0	\$0	0	\$0
Human Services	0	\$0	3	\$82,100	1	\$29,200	0	\$0	0	\$0	0	\$0
Records Mgmt	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0
Emergency Mgmt	0	\$0	1	\$42,800	0	\$0	0	\$0	1	\$50,700	0	\$0
Radio Services	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0
	53	\$3,745,025	63	\$3,914,180	66	\$4,334,930	69	\$5,277,834	53	\$5,141,615	41	\$3,668,500

(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	2020	2021	2021	2022	Change From 2021	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
Revenues						
General Government	\$1,760	\$0	\$214,162	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$1,037,799	\$1,080,538	\$1,086,651	\$1,144,167	\$63,629	5.9%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$27,719	\$25,000	\$29,000	\$25,000	\$0	0.0%
Appr. Fund Balance (a)	\$180,829	\$219,582	\$335,420	\$169,582	(\$50,000)	-22.8%
County Tax Levy (a)	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$1,248,107	\$1,325,120	\$1,665,233	\$1,338,749	\$13,629	1.0%
Expenditures						
Personnel Costs	\$259,834	\$354,549	\$337,431	\$352,747	(\$1,802)	-0.5%
Operating Expenses (a)(b)	\$788,481	\$816,377	\$950,962	\$830,668	\$14,291	1.8%
Interdept. Charges	\$191,739	\$154,194	\$152,691	\$155,334	\$1,140	0.7%
Fixed Assets (Memo) (c)	\$161,868	\$74,500	\$124,500	\$0	(\$74,500)	-100.0%
Total Expenditures	\$1,240,054	\$1,325,120	\$1,441,084	\$1,338,749	\$13,629	1.0%
Operating Income/(Loss)	\$8,053	\$0	\$224,149	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	3.00	3.00	3.00	3.00	0.00
Extra Help	0.00	1.00	1.00	1.20	0.20
Overtime	0.00	0.00	0.00	0.00	0.00
Total FTEs	3.00	4.00	4.00	4.20	0.20

(a) Airport Fund balance is used as follows:

	2020	2021 Budget	2021 Estimate	2022 Budget
Partially offset depreciation expense	\$180,829	\$169,582	\$169,582	\$169,582
Purchase order & carryovers from prior year	\$0	\$0	\$0	\$0
Long-term Asset Evaluation Study	\$0	\$50,000	\$50,000	\$0
Generator & Control Tower Window Replacement	\$0	\$0	\$115,838	\$0
Total Fund Balance Appropriation	\$180,829	\$219,582	\$335,420	\$169,582

(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 Annual Comprehensive 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. There are no fixed asset purchases budgeted in 2022.

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 contract 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.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	1.30	2.30	2.30	2.50	0.20
General Government	\$1,760	\$0	\$34,162	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$916,304	\$947,538	\$947,538	\$1,011,167	\$63,629
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$25,245	\$22,500	\$26,500	\$22,500	\$0
Appr. Fund Balance	\$180,829	\$169,582	\$285,420	\$169,582	\$0
County Tax Levy	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$1,124,138	\$1,139,620	\$1,293,620	\$1,203,249	\$63,629
Personnel Costs	\$120,074	\$196,041	\$180,810	\$190,984	(\$5,057)
Operating Expenses	\$760,585	\$721,977	\$863,678	\$784,717	\$62,740
Interdept. Charges	\$145,358	\$106,316	\$104,813	\$106,220	(\$96)
Fixed Assets	\$161,868	\$74,500	\$124,500	\$0	(\$74,500)
Total Expenditures	\$1,026,017	\$1,024,334	\$1,149,301	\$1,081,921	\$57,587
Operating Income/(Loss)	\$98,121	\$115,286	\$144,319	\$121,328	\$6,042

Program Highlights

Charges for service revenues are budgeted to increase about \$63,600 and include revenues from land leases, 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 contractual rate increases in lease agreements and increased hangar occupancy. Fund balance is used to partially offset depreciation. In 2020, the county tax levy for this fund was eliminated.

Personnel costs decrease \$5,100. This decrease is mainly due to turnover of full-time staff. Temporary extra help increases by 0.2 FTE in 2022, bringing staff supported by this program to 2.50 FTE positions. Overall, the Airport budgets 4.20 FTE positions to operate all programs in 2022.

Operating expenses increase by \$62,700, mainly due to an increase in contracted snow removal costs by \$53,000 to \$375,000. This is partially offset by a \$10,000 decrease in lawn and landscape maintenance due to bringing that work in house. \$33,000 is budgeted for facility maintenance, repair, and equipment (including for T-hangars). Depreciation increases \$14,700 due to anticipated completion of pavement and roof projects in 2022.

Interdepartmental charges are stable in the 2022 budget at \$106,200. Interdepartmental charges include insurance charges, grounds and building maintenance charges, and vehicle replacement, repair and fuel costs.

There are no fixed asset purchases planned for the 2022 budget.

Airport

Operations Fund

Public Works

Program

Activity Data	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Total Airport Buildings	12	12	12	12	12	0
Square Yards of Pavement (a)	467,949	467,949	467,949	467,949	480,733	12,784
Acres of grass to be mowed	331	331	331	331	328	-3

(a) The 2022 budget assumes completion of the Airport perimeter road (capital project #202108).

Activity Data	2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Fuel Purchases (gallons)							
Jet A (a)	1,246,029	1,304,923	1,085,788	1,180,000	1,247,000	1,230,000	50,000
100LL	82,112	90,807	67,803	150,000	90,000	100,000	(50,000)
Total	1,328,141	1,395,730	1,153,591	1,330,000	1,337,000	1,330,000	0

(a) Jet A (Jet fuel) is used by both turboprop and jet aircraft. The primary customers for Jet A are business aircraft.

PCI - Actuals	2018 Actual	2019 Actual	2020 Actual	2021 Target	2021 Estimate	2022 Target
Runways	92.0	92.0	91.0	92.0	91.0	91.0
Taxiways	73.0	71.0	70.0	75.0	70.0	72.0
Aprons	58.0	66.0	65.0	68.0	65.0	80.0
Landside Pavements	69.0	67.0	65.0	77.0	65.0	70.0

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.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	1.70	1.70	1.70	1.70	0.00
General Government	\$0	\$0	\$180,000	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$121,495	\$133,000	\$139,113	\$133,000	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$2,474	\$2,500	\$2,500	\$2,500	\$0
Appr. Fund Balance	\$0	\$50,000	\$50,000	\$0	(\$50,000)
County Tax Levy	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$123,969	\$185,500	\$371,613	\$135,500	(\$50,000)
Personnel Costs	\$139,760	\$158,508	\$156,621	\$161,763	\$3,255
Operating Expenses	\$27,896	\$94,400	\$87,284	\$45,951	(\$48,449)
Interdept. Charges	\$46,381	\$47,878	\$47,878	\$49,114	\$1,236
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$214,037	\$300,786	\$291,783	\$256,828	(\$43,958)

Operating Income/(Loss)	(\$90,068)	(\$115,286)	\$79,830	(\$121,328)	(\$6,042)
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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. Fund balance decreases by \$50,000 due to the elimination of a one-time expense to complete a long-term asset evaluation study. In 2020 county tax levy for this fund was eliminated.

Personnel costs increase by \$3,300 due to costs to continue for current staff. This program continues to support 1.70 FTE positions. Operating expenses decrease by \$48,400 in 2022 primarily due to the completion of a long-term asset evaluation to study current and future airport asset funding needs, budgeted at \$50,000 in 2021.

Interdepartmental charges increase \$1,200 due to small increases in liability insurance, computer and administrative overhead costs.

Activity

Marketing Performance Measures	2018 Actual	2019 Actual	2020 Actual	2021 Target	2021 Estimate	2022 Target
Customer Satisfaction Survey (biennial)						
-Management Effectiveness	78%	90%	90%	92%	90%	92%
-Communication Effectiveness	73%	77%	77%	85%	77%	80%
T-Hangar Occupancy Rate *	85%	92%	95%	98%	100%	98%
Total Cumulative # of Hangars	58	61	61	62	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
201110	Airport Ramp Rehabilitation	2022	\$149,000	\$0	\$7,450	\$7,450
202109	Parking Lot Expansion	2022	\$82,500	\$0	\$5,000	\$5,000
202108	Airport Perimeter Road	2022	\$124,800	\$0	\$7,145	\$7,145
202101	Airport Terminal and Tower Roof Replacement	2022	\$267,500	\$0	\$13,375	\$13,375
201308	Taxiway C realignment and Lighting	2023	\$210,000	\$0	\$10,500	\$10,500
200703	Airport Maintenance and Snow Removal Building	2023	\$290,000	\$0	\$7,250	\$7,250
200804	Master Plan Update	2023	\$65,000	\$0	\$6,500	\$6,500
200310	Runway 10/28 Safety Area	2026	\$796,000	\$2,000	\$31,840	\$33,840

* See capital project forms for ongoing operating impacts

General Administration

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GENERAL ADMINISTRATION

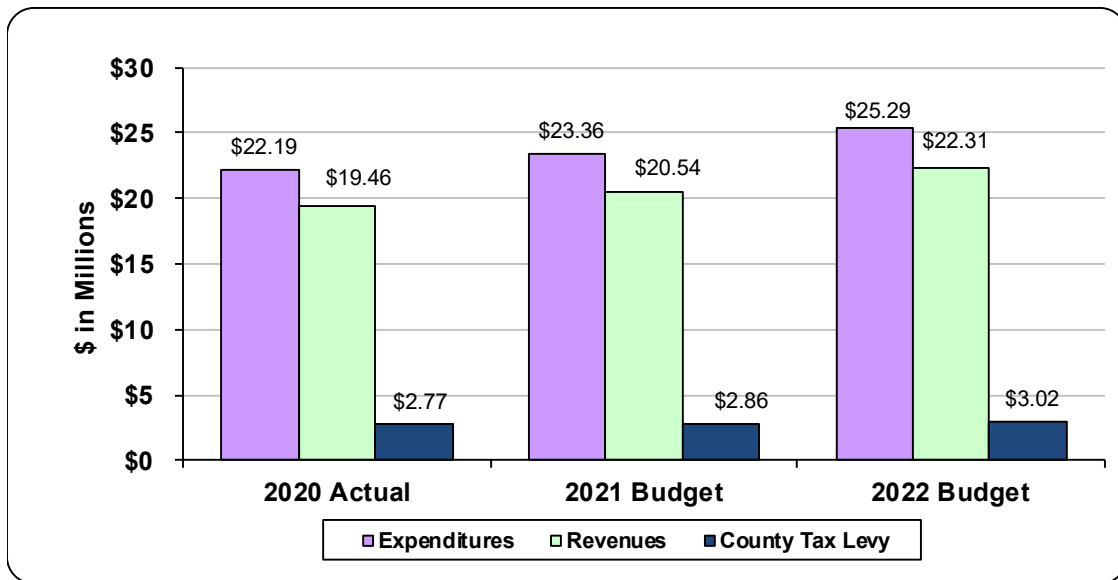
Functional Area Budget Highlights

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 2022 expenditures budget for this functional area totals \$25,294,700, after excluding internal service fund capitalization fixed asset expenses. This represents an increase of about \$1,931,800 or 8.3% from the 2021 Adopted Budget. Budgeted revenues in 2022 include \$1,257,200 of fund balance appropriations and total \$22,313,300, an increase of \$1,772,400 from the 2021 Adopted Budget. The tax levy necessary to fund this functional area totals \$3,024,400, an increase of \$167,700 or 5.9% from the 2021 Adopted Budget.

**** GENERAL ADMINISTRATION ****
Functional Area Summary by Agency

	2020	2021	2021	2022	Change from 2021	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
* TOTAL GENERAL ADMINISTRATION *						
Revenues (a)	\$19,455,347	\$20,540,918	\$19,513,661	\$22,313,299	\$1,772,381	8.6%
County Tax Levy (c)	\$2,773,821	\$2,856,662	\$2,856,662	\$3,024,359	\$167,697	5.9%
Expenditure (b)	\$22,192,127	\$23,362,925	\$22,830,610	\$25,294,740	\$1,931,815	8.3%
Rev. Over (Under) Exp.	(\$546,971)	\$0	(\$785,430)	\$0	\$0	N/A
Oper Income/(Loss) (d)	\$584,012	\$34,655	\$325,143	\$42,918	\$8,263	23.8%
BREAKDOWN BY AGENCY						
COUNTY EXECUTIVE						
Revenues	\$83,340	\$0	\$52,811	\$0	\$0	N/A
County Tax Levy	\$601,865	\$621,865	\$621,865	\$636,865	\$15,000	2.4%
Expenditure	\$554,855	\$621,865	\$587,948	\$636,865	\$15,000	2.4%
Rev. Over (Under) Exp.	\$130,350	\$0	\$86,728	\$0	\$0	N/A
COUNTY BOARD						
Revenues (a)	\$108,254	\$0	\$1,356	\$0	\$0	N/A
County Tax Levy	\$1,063,080	\$1,040,000	\$1,040,000	\$986,697	(\$53,303)	-5.1%
Expenditure	\$880,800	\$1,040,000	\$807,986	\$986,697	(\$53,303)	-5.1%
Rev. Over (Under) Exp.	\$290,534	\$0	\$233,370	\$0	\$0	N/A
COUNTY CLERK						
Revenues (a)	\$333,516	\$260,700	\$342,935	\$367,246	\$106,546	40.9%
County Tax Levy	\$333,810	\$343,810	\$343,810	\$334,810	(\$9,000)	-2.6%
Expenditure	\$650,834	\$604,510	\$688,181	\$702,056	\$97,546	16.1%
Rev. Over (Under) Exp.	\$16,492	\$0	(\$1,436)	\$0	\$0	N/A
COUNTY TREASURER						
Revenues (a)	\$4,327,250	\$5,780,446	\$4,433,176	\$5,660,446	(\$120,000)	-2.1%
County Tax Levy (c)	(\$5,049,850)	(\$5,029,850)	(\$5,029,850)	(\$4,894,850)	\$135,000	N/A
Expenditure	\$670,960	\$750,596	\$740,037	\$765,596	\$15,000	2.0%
Rev. Over (Under) Exp.	(\$1,393,560)	\$0	(\$1,336,711)	\$0	\$0	N/A
DEPARTMENT OF ADMINISTRATION						
Revenues (a)	\$14,034,130	\$13,910,704	\$14,091,804	\$15,689,899	\$1,779,195	12.8%
County Tax Levy	\$4,930,404	\$5,000,404	\$5,000,404	\$5,030,404	\$30,000	0.6%
Expenditure (b)	\$17,981,700	\$18,876,453	\$18,537,740	\$20,677,385	\$1,800,932	9.5%
Rev. Over (Under) Exp.	\$398,822	\$0	\$229,325	\$0	\$0	N/A
Oper Income/(Loss) (d)	\$584,012	\$34,655	\$325,143	\$42,918	\$8,263	23.8%
CORPORATION COUNSEL						
Revenues (a)	\$568,857	\$589,068	\$591,579	\$595,708	\$6,640	1.1%
County Tax Levy	\$894,512	\$880,433	\$880,433	\$930,433	\$50,000	5.7%
Expenditure	\$1,452,978	\$1,469,501	\$1,468,718	\$1,526,141	\$56,640	3.9%
Rev. Over (Under) Exp.	\$10,391	\$0	\$3,294	\$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	2020	2021 Budget	2021 Estimate	2022 Budget
County Executive	Purchase orders and carryovers from prior years	\$0	\$0	\$0	\$0
County Board	Purchase orders and carryovers from prior years	\$106,331	\$0	\$0	\$0
County Clerk	Election costs and purchase order from prior year	\$100,375	\$0	\$0	\$100,000
County Treasurer	Offset revenue decreases	\$160,000	\$660,000	\$660,000	\$120,000
Dept of Administration	Office furniture, depreciation, liability insurance	\$1,466,193	\$1,128,608	\$1,215,097	\$1,037,233
Corporation Counsel	Purchase orders and carryovers from prior years	\$18,536	\$0	\$0	\$0
TOTAL FUND BALANCE APPROPRIATION		\$1,851,435	\$1,788,608	\$1,875,097	\$1,257,233

(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 2022 Budget expenditures exclude fixed asset purchases as follows: End User Technology Fund of \$860,066. The 2021 Budget expenditures exclude fixed asset purchases as follows: End User Technology Fund of \$1,033,997.

(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 2022 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 2022 budgeted tax levy increases by \$135,000 to \$4,894,900 mainly to cover the cost to continue operations. Investment income remains unchanged at \$2,897,700. The Federal Reserve significantly reduced interest rates at the outset of the COVID-19 pandemic in 2020, which reduced the county's investment income, resulting in a \$500,000 decrease in that revenue budget for 2021. This temporary revenue reduction was offset with one-time General Fund balance use of \$500,000 in the 2021 budget. For the 2022 budget, this \$500,000 of General Fund balance is removed, and replaced with \$500,000 of federal funding from the American Rescue Plan Act (ARPA) Coronavirus State and Local Fiscal Recovery Funds (CSLFRF) program, which allows for recovery of lost revenue following the pandemic. In addition, interest and penalty on delinquent taxes decreases \$80,000.
- The **County Clerk's Office** expenditure budget increases by \$97,500, mainly due to higher election costs that occur in even-numbered years, when there are more elections held.
- The **County Board's** expenditures decrease \$53,300 or 5.1% to \$986,700. Personnel costs decrease \$141,400 resulting from the unfunding of the 1.00 FTE internal audit manager position. Operating expenses increase \$102,500 based on incorporating contracted expenses for audit services provided by a 3rd party vendor. Interdepartmental charges decrease \$14,400 primarily from shifting \$15,000 of charges back to operating expenses that were originally for the Land Information System (LIS) division in Parks and Land Use in 2021 to assist with redistricting and developing a new County Board District map based on the results of the 2020 U.S Census.
- The **Department of Administration (DOA) General Fund** expenditures increase 3.3% or \$238,000. This increase includes \$40,000 of one-time funding to purchase a purchasing procurement system supported by General Fund balance. Major personnel changes include the unfund of a 0.50 FTE administrative assistant, the transfer of 0.20 FTE of a financial analyst to Emergency Preparedness-Radio Services Fund, and the transfer in of 0.15 FTE business services manager and 0.25 FTE of an administrative specialist from the Collections Division. Tax levy increases \$30,000. Indirect cost recovery revenue budgeted in general government and interdepartmental revenues increase by \$130,100, which are revenues received from federal, state, and contracted services provided by departments.
- A major initiative in the 2022 **DOA-End User Technology Fund** is the transfer of the Health and Human Services (HHS) Business Application Support (BAS) program from HHS to DOA-IT. This transfer will facilitate collaboration among IT professional staff across the county and promote county-wide efficiency in addressing technology issues across departments. Personnel cost increase of \$1,065,300 which includes the transfer of 1.00 FTE business applications support administrator, 1.00 FTE senior IT professional, and 2.00 FTE principal IT professionals. This transfer also includes the transfer and reclassification of 1.00 FTE IT technician to IT analyst and 4.00 FTE IT analysts to senior IT professionals to more appropriately place staff based on work tasks assigned. Operating and interdepartmental expenses related to the staff transition are also budgeted in the DOA-IT program totaling \$33,300. To support this transfer, HHS is budgeting \$1,098,600 as an additional Information Technology cross charge. This fund also includes \$240,000 of the state of Wisconsin shared revenue allocation to support rising technology costs associated with IT security needs.
- The **DOA-Risk Management Fund** budget expenditures increase 3.1% or \$98,200 to \$3.27 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.
- The **DOA-Collections Fund** expenditures increase 1.0% or \$9,700. Major personnel changes include the reduction of 0.60 FTE temporary extra help, the transfer of 0.15 FTE business services manager and 0.25 FTE of an administrative specialist to the DOA General Fund, and the creation of a 1.00 FTE collections specialist position.
- The **DOA-American Job Center Fund** budget expenditures decrease \$40,400 to \$347,200. Expenditure reductions include the removal of expenditure authority for the purchase of office equipment associated with the movement of the workforce development center from the Pewaukee location to the Waukesha location.
- The **DOA-American Rescue Plan Act (ARPA) Fund** is budgeted for the first time in 2022 at \$118,000, and includes the first full-year of a new senior financial analyst position created during 2021 (ordinance 176-46), which is tasked with tracking and reporting on ARPA funding awarded to the county. This position is funded with ARPA revenues and includes a sunset provision, which eliminates the position at the end of the grant period. The budget also includes \$10,000 to support an economic and labor data subscription to provide information for economic recovery and development.
- The **Corporation Counsel – General Legal Services** budget expenditures increases \$56,600, primarily for personal cost to continue for 12.26 FTE.

**BUDGETED POSITIONS 2020-2022
SUMMARY BY AGENCY AND FUND**

GENERAL ADMINISTRATION

Agency	Fund	2020 Year End	2021 Adopted Budget	2021 Modified Budget	2022 Budget	21-22 Change
COUNTY EXECUTIVE	General	4.65	4.65	4.65	4.65	0.00
COUNTY BOARD	General	4.50	4.50	4.50	3.50	(1.00)
COUNTY CLERK	General	5.00	5.00	5.00	5.00	0.00
TREASURER	General	5.00	5.00	5.00	5.00	0.00
DEPT. OF ADMINISTRATION	General	54.55	53.95	53.95	53.65	(0.30)
	American Rescue Plan Act	-	-	0.38	1.00	1.00
	End User Technology	28.95	28.55	28.55	37.05	8.50
	Risk Management	2.90	2.90	2.90	2.90	0.00
	Collections	6.80	6.80	6.80	7.40	0.60
	American Job Center	1.00	1.00	1.00	1.00	0.00
	Subtotal Dept. of Admin.	94.20	93.20	93.58	103.00	9.80
CORPORATION COUNSEL	General	11.85	11.85	11.85	11.85	0.00
TOTAL REGULAR POSITIONS		125.20	124.20	124.58	133.00	8.80
TOTAL EXTRA HELP		6.60	5.54	5.54	5.30	(0.24)
TOTAL OVERTIME		0.03	0.03	0.03	0.03	-
TOTAL BUDGETED POSITIONS		131.83	129.77	130.15	138.33	8.56

2022 BUDGET ACTIONS

County Board

Unfund: 1.00 FTE Internal Audit Manager

County Clerk

Reclassify: 1.00 FTE Administrative Specialist to Senior Administrative Specialist
Increase: 0.51 FTE Extra Help

Department of Administration - General

Unfund: 0.50 FTE Administrative Assistant in the Administrative Services Program
Transfer In: 0.25 FTE Administrative Specialist from the Collections Fund
Transfer In: 0.15 FTE Business and Collections Services Manager from the Collections Fund

Department of Administration - End User Technology Fund

Reclassify: 1.00 FTE Information Technology Technician to Information Technology Analyst
Reclassify: 4.00 FTE Information Technology Analyst to Senior Information Technology Professional
Reclassify: 1.00 FTE Principal Information Technology Professional to Public Safety Systems Admin.
Unfund: 0.50 FTE Information Technology Technician
Transfer In: 1.00 FTE Business Applications Support Administrator from Health and Human Services
Transfer In: 1.00 FTE Information Technology Technician from Health and Human Services
Transfer In: 4.00 FTE Information Technology Analyst from Health and Human Services
Transfer In: 1.00 FTE Senior Information Technology Professional from Health and Human Services
Transfer In: 2.00 FTE Principal Information Technology Professional from Health and Human Services

Department of Administration - Collections Fund

Create: 1.00 FTE Collections Specialist
Reduce: 0.60 FTE Extra Help
Transfer Out: 0.25 FTE Administrative Specialist to DOA-General Fund
Transfer Out: 0.15 FTE Business and Collections Services Manager to DOA-General Fund

Corporation Counsel - General Fund

Reduce: 0.15 FTE Extra Help

2021 CURRENT YEAR ACTIONS

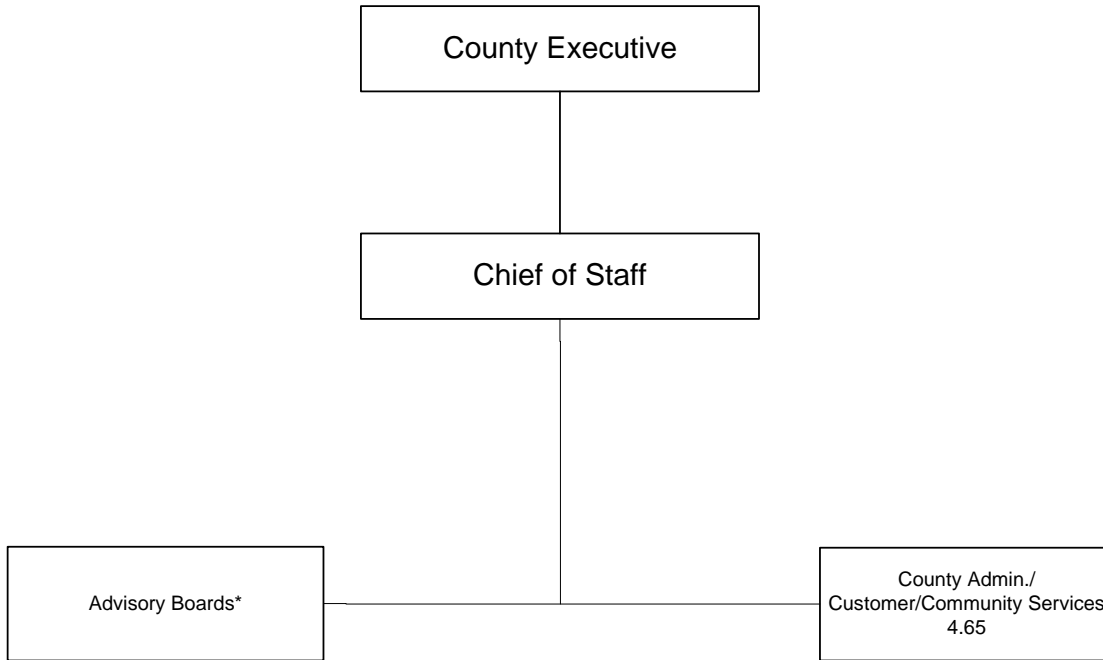
Department of Administration - American Rescue Plan Act

Create: 1.00 FTE Senior Financial Analyst

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	2020	2021	2021	2022	Change From 2021	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
Revenues						
General Government	\$83,340	\$0	\$52,811	\$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
Apr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
County Tax Levy (Credit)	\$601,865	\$621,865	\$621,865	\$636,865	\$15,000	2.4%
Total Revenue Sources	\$685,205	\$621,865	\$674,676	\$636,865	\$15,000	2.4%
Expenditures						
Personnel Costs	\$519,308	\$564,739	\$550,506	\$577,012	\$12,273	2.2%
Operating Expenses	\$12,457	\$33,287	\$13,853	\$35,368	\$2,081	6.3%
Interdept. Charges	\$23,090	\$23,839	\$23,589	\$24,485	\$646	2.7%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$554,855	\$621,865	\$587,948	\$636,865	\$15,000	2.4%
Rev. Over (Under) Exp.	\$130,350	\$0	\$86,728	\$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 4.65 out of 5 mean rating annually for customer service satisfaction with respect to accessibility, accuracy, attitude, operations, timeliness, and communication. Achieve a 4.65 out of 5 mean rating annually for customer service satisfaction for the County Executive’s Office.

Performance Measure:	2020 Actual	2021 Estimate	2022 Target
Countywide Customer Satisfaction Rating	4.55	4.45	4.65
County Executive’s Office Customer Satisfaction Rating	4.65	4.00	4.65

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:	2020 Actual	2021 Actual	2022 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	2019 Actual	2020 Actual	2021 Actual
\$ County Equalized Value (includes TID)	\$59.5 billion	\$62.6 billion	\$66.7 billion
\$ Amount of New Construction (a)	\$831.2 million	\$978.7 million	\$983.4 million
% of Change (b)	1.47%	1.64%	1.57%

(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.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	4.65	4.65	4.65	4.65	0.00
General Government	\$83,340	\$0	\$52,811	\$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)	\$588,295	\$608,295	\$608,295	\$624,988	\$16,693
Total Revenues	\$671,635	\$608,295	\$661,106	\$624,988	\$16,693
Personnel Costs	\$516,058	\$557,839	\$546,006	\$571,012	\$13,173
Operating Expenses	\$12,208	\$26,617	\$12,853	\$29,491	\$2,874
Interdept. Charges	\$23,090	\$23,839	\$23,589	\$24,485	\$646
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$551,356	\$608,295	\$582,448	\$624,988	\$16,693
Rev. Over (Under) Exp.	\$120,279	\$0	\$78,658	\$0	\$0

Program Highlights

Personnel costs increase \$13,200 due to cost to continue for current staff and employee benefit selection changes. Operating expenses increase nearly \$2,900 due to an increase in telecommunication and audio equipment. Interdepartmental charges increase by approximately \$600 largely due to a 2.5% increase in EUTF charges.

Activity Data

	2020 Actual (a)	2021 Budget	2021 Estimate (a)	2022 Budget
Dept. Heads Report directly to County Exec (b)	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. (c)	657	1,200	500	850

(a) 2020 Actuals and 2021 Estimate are low due to collaboration with other department's social media accounts and also the impact of the COVID-19 pandemic (fewer events taking place, pandemic relief efforts taking priority to social media schedules, and shifting some communications to other departments).

(b) Includes Corporation Counsel and UW Extension

(c) 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.

	2020 Actual (a)	2021 Budget	2021 Estimate (a)	2022 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)	\$13,570	\$13,570	\$13,570	\$11,877	(\$1,693)
Total Revenues	\$13,570	\$13,570	\$13,570	\$11,877	(\$1,693)
Personnel Costs (a)	\$3,250	\$6,900	\$4,500	\$6,000	(\$900)
Operating Expenses (a)	\$249	\$6,670	\$1,000	\$5,877	(\$793)
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$3,499	\$13,570	\$5,500	\$11,877	(\$1,693)
Rev. Over (Under) Exp.	\$10,071	\$0	\$8,070	\$0	\$0

(a) The 2020 actuals and 2021 estimate are both significantly impacted by the COVID-19 pandemic due to less traveling and in-person meetings by boards and commissions.

Program Highlights

Overall, expenditures for the advisory boards is budgeted to decrease by \$1,700 to better reflect prior years' actuals.

Activity

Provided below is a summary of the boards and commissions staffing level and meeting frequency for Board and Commissions with per diems and for other reimbursable expenditures 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
Park & Planning Commission	3	5	1
Aging and Disability Resource Center Advisory Board	1	7	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

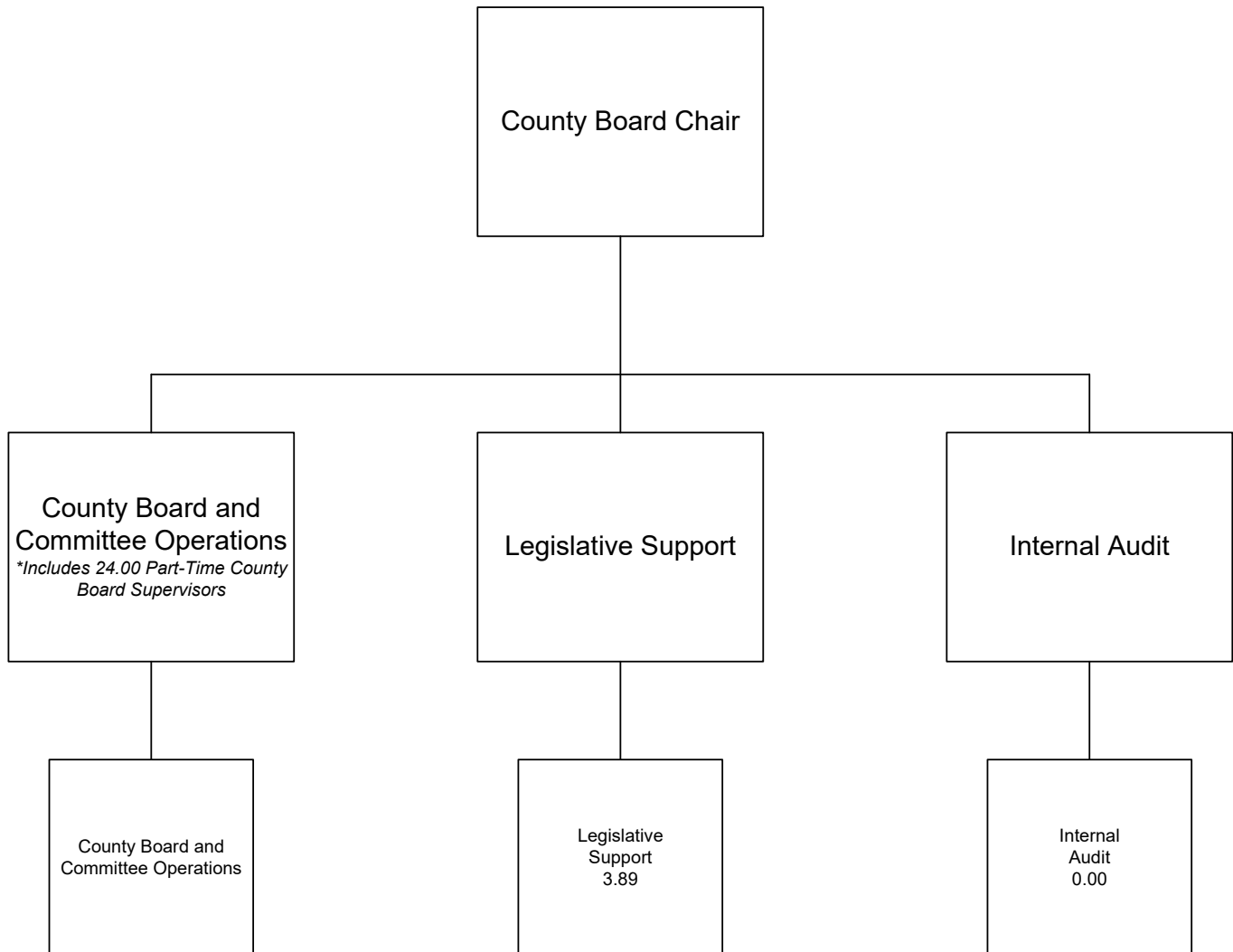
Other Boards and Commissions appointed by the County Executive that are not included in the County Executive's Department budget include: The Southeastern Wis. Regional Planning Commission appointees, The Housing Authority, Lake Management Districts, trustees to library boards, Traffic Safety Commission, 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



3.89 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.

Financial Summary	2020 Actual	2021 Adopted Budget	2021 Estimate	2022 Budget	Change From 2021 Adopted Budget	
					\$	%
Revenues						
General Government	\$1,923	\$0	\$1,356	\$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)	\$106,331	\$0	\$0	\$0	\$0	N/A
County Tax Levy (Credit)	\$1,063,080	\$1,040,000	\$1,040,000	\$986,697	(\$53,303)	-5.1%
Total Revenue Sources	\$1,171,334	\$1,040,000	\$1,041,356	\$986,697	(\$53,303)	-5.1%
Expenditures						
Personnel Costs	\$744,378	\$799,714	\$616,464	\$658,339	(\$141,375)	-17.7%
Operating Expenses	\$107,573	\$195,160	\$146,396	\$297,615	\$102,455	52.5%
Interdept. Charges	\$28,849	\$45,126	\$45,126	\$30,743	(\$14,383)	-31.9%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$880,800	\$1,040,000	\$807,986	\$986,697	(\$53,303)	-5.1%
Rev. Over (Under) Exp.	\$290,534	\$0	\$233,370	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	4.50	4.50	4.50	3.50	(1.00)
Extra Help	0.39	0.39	0.39	0.39	0.00
Overtime	0.00	0.00	0.00	0.00	0.00
Total FTEs	4.89	4.89	4.89	3.89	(1.00)

(a) Fund balance appropriation	2020 Actual	2021 Budget	2021 Est.	2022 Budget
2019 audit contracts carried over into 2020	\$104,080	\$0	\$0	\$0
Purchase order for County Board office reconfiguration	\$2,251	\$0	\$0	\$0
Total Fund Balance Appropriation:	\$106,331	\$0	\$0	\$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:	2019 Actual	2020 Actual	2021 Actual	2022 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 2021, 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	2019 Actual	2020 Actual	2021 Actual
\$ Amount of Net New Construction*	\$831.2 million	\$978.7 million	\$983.4 million
% of Change	1.47%	1.64%	1.57%

**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 4.65 out of 5.0 annually for customer service satisfaction with respect to accessibility, accuracy, attitude, timeliness, and communication.

Activity-Workload Data	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
County Board Customer Satisfaction Rating	4.88	4.50	4.70	4.65	0.15

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. County board staff manages the day-to-day operations of the County Board Office including but not limited to: preparing agendas and minutes for County Board meetings, responding to constituent issues, monitoring state and federal legislation, managing operational audits and policy development and research.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	3.89	3.89	3.89	3.89	0.00
General Government	\$1,923	\$0	\$1,356	\$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)	\$2,251	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$452,093	\$423,462	\$423,462	\$649,674	\$226,212
Total Revenues	\$456,267	\$423,462	\$424,818	\$649,674	\$226,212
Personnel Costs	\$325,170	\$370,616	\$340,348	\$396,211	\$25,595
Operating Expenses (a)	\$13,505	\$23,420	\$19,396	\$223,420	\$200,000
Interdept. Charges	\$28,577	\$29,426	\$29,426	\$30,043	\$617
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$367,252	\$423,462	\$389,170	\$649,674	\$226,212
Rev. Over (Under) Exp.	\$89,015	\$0	\$35,648	\$0	\$0

(a) The 2020 actual fund balance includes \$2,251 for reconfiguration of the County Board offices.

Program Highlights

Personnel costs increase by \$25,600 due to cost to continue for existing staff and a change in health plan selections.

In 2021, the County Board decided to explore contracting out audit services. A risk assessment is currently underway to develop a 3-5 year audit plan. A third-party party vendor will be contracted to conduct audit services. Operating expenses increase by \$200,000 as a result of Internal Audit funds being transferred to the Legislative Support Program to support these third-party auditor services.

Activity-Workload Data	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Committee agenda/minutes prepared	170	175	175	175	0
Activity-Workload Data	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Audits of department activities	1	5	3	3	(2)
Follow-up of internal audit and external auditor's recommendations	2	0	0	1	1

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.

	2020 Actual	2021 Budget	2021 Estimate	2022 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)	\$337,940	\$338,031	\$338,031	\$337,023	(\$1,008)
Total Revenues	\$337,940	\$338,031	\$338,031	\$337,023	(\$1,008)
Personnel Costs	\$258,797	\$263,136	\$263,136	\$262,128	(\$1,008)
Operating Expenses	\$44,006	\$59,195	\$52,000	\$74,195	\$15,000
Interdept. Charges	\$272	\$15,700	\$15,700	\$700	(\$15,000)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$303,075	\$338,031	\$330,836	\$337,023	(\$1,008)
Rev. Over (Under) Exp.	\$34,865	\$0	\$7,195	\$0	\$0

Program Highlights

Operating expenses increase by \$15,000 as a result of shifting \$15,000 in interdepartmental charges back into the operating budget for one-time, third party consulting services. This charge was for Parks & Land Use Information System staff to develop a new County Board District Map after the results of the 2020 U.S. Census.

Activity-Workload Data	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Ordinances/Resolutions considered	104	115	115	115	0

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.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	1.00	1.00	1.00	0.00	(1.00)
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)	\$104,080	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$273,047	\$278,507	\$278,507	\$0	(\$278,507)
Total Revenues	\$377,127	\$278,507	\$278,507	\$0	(\$278,507)
Personnel Costs	\$160,411	\$165,962	\$12,980	\$0	(\$165,962)
Operating Expenses (a)	\$50,062	\$112,545	\$75,000	\$0	(\$112,545)
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$210,473	\$278,507	\$87,980	\$0	(\$278,507)
Rev. Over (Under) Exp.	\$166,654	\$0	\$190,527	\$0	\$0

(a) The 2020 actual Fund Balance totaling \$104,080 includes \$91,580 for 2019 audits carried over into 2020 and \$12,500 for the audit of the Waukesha Employee Health and Wellness Center.

Program Highlights

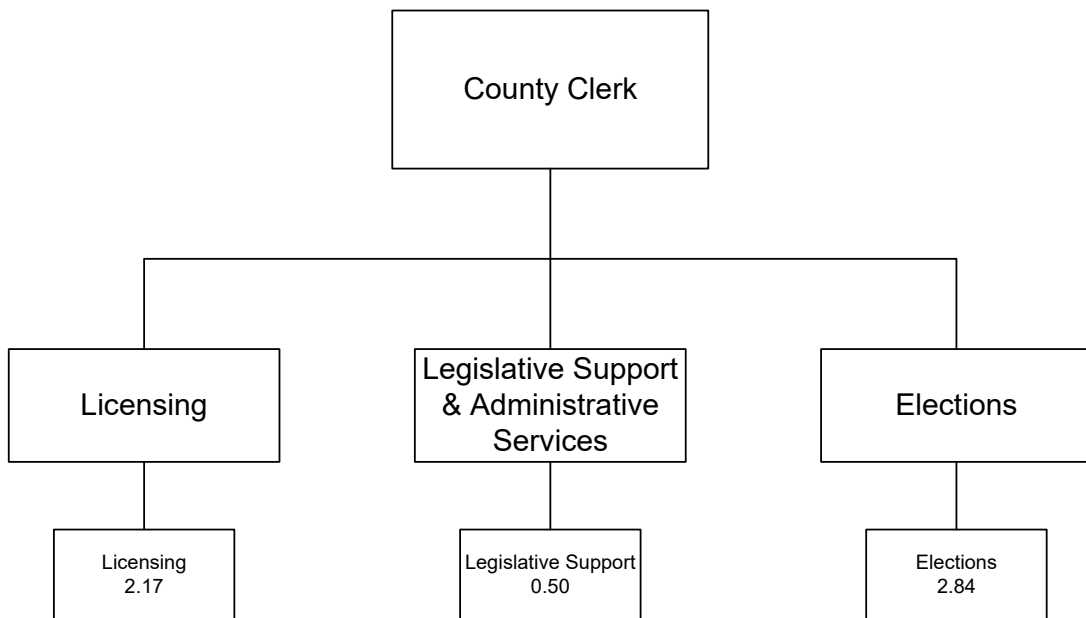
The Internal Audit Manager position is unfunded in 2022, and the operating expenses associated with audit are shifted to the Legislative Support Program. Audit services are expected to be contracted out to a 3rd party vendor.

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County Clerk

COUNTY CLERK'S OFFICE

FUNCTION / PROGRAM CHART



5.51 TOTAL FTE'S

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

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	2020	2021	2021	2022	Change From 2021	
	Actual	Adopted Budget	Estimate (a)	Budget	\$	%
Revenues						
General Government (a)	\$22,964	\$0	\$107,618	\$0	\$0	N/A
Fine/Licenses	\$125,136	\$175,935	\$151,680	\$174,325	(\$1,610)	-0.9%
Charges for Services	\$84,112	\$84,165	\$82,853	\$92,165	\$8,000	9.5%
Interdepartmental	\$28	\$0	\$3	\$0	\$0	N/A
Other Revenue	\$901	\$600	\$781	\$756	\$156	26.0%
Appr. Fund Balance (b)	\$100,375	\$0	\$0	\$100,000	\$100,000	N/A
County Tax Levy (Credit)	\$333,810	\$343,810	\$343,810	\$334,810	(\$9,000)	-2.6%
Total Revenue Sources	\$667,326	\$604,510	\$686,745	\$702,056	\$97,546	16.1%
Expenditures						
Personnel Costs	\$404,515	\$423,628	\$418,672	\$437,656	\$14,028	3.3%
Operating Expenses (a)	\$205,134	\$138,298	\$220,009	\$220,412	\$82,114	59.4%
Interdept. Charges	\$41,185	\$42,584	\$42,500	\$43,988	\$1,404	3.3%
Fixed Assets (a)	\$0	\$0	\$7,000	\$0	\$0	N/A
Total Expenditures	\$650,834	\$604,510	\$688,181	\$702,056	\$97,546	16.1%
Rev. Over (Under) Exp.	\$16,492	\$0	(\$1,436)	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	5.00	5.00	5.00	5.00	0.00
Extra Help	0.40	0.00	0.00	0.51	0.51
Overtime	0.00	0.00	0.00	0.00	0.00
Total FTEs	5.40	5.00	5.00	5.51	0.51

- (a) The 2021 estimate for expenditures exceed the adopted budget due to 2020 carryovers.
- (b) The 2022 budget includes one-time general fund balance appropriation of \$100,000 for higher costs associated with the higher number of elections in even numbered years.

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 was resilient through the pandemic and found ways to continue serving all constituents, both internally and externally. In adapting, the department has added a process of scheduling appointments for those seeking marriage licenses and passports to assure they can service customers in a timely manner. The department is anticipating some changes to state statutes in 2022 that may change how and when marriage licenses are issued. The department will need to adapt their service model to respond to those changes.

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. The department will look for ways to encourage more of our customers to take the survey while in our office. They have added customer feedback surveys to our onsite meetings with poll workers and municipal clerks. The department plans 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 statutes 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.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	2.17	2.17	2.17	2.17	0.00
General Government	\$238	\$0	\$240	\$0	\$0
Fine/Licenses	\$125,136	\$175,935	\$151,680	\$174,325	(\$1,610)
Charges for Services	\$10,872	\$19,005	\$13,753	\$19,005	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$5	\$0	\$25	\$0	\$0
Appr. Fund Balance	\$375	\$0	\$0	\$0	\$0
County Tax Levy (Credit) (a)	(\$11,749)	(\$4,816)	(\$4,816)	(\$20,811)	(\$15,995)
Total Revenues	\$124,877	\$190,124	\$160,882	\$172,519	(\$17,605)
Personnel Costs	\$130,985	\$149,602	\$129,824	\$133,912	(\$15,690)
Operating Expenses	\$8,909	\$22,235	\$19,575	\$18,393	(\$3,842)
Interdept. Charges	\$17,726	\$18,287	\$19,906	\$20,214	\$1,927
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$157,620	\$190,124	\$169,305	\$172,519	(\$17,605)
Rev. Over (Under) Exp.	(\$32,743)	\$0	(\$8,423)	\$0	\$0

(a) 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 fees. Passport application fees are budgeted to decrease \$1,600 to \$50,700. This is related to a budgeted decrease of 46 applications. Marriage licenses are budgeted to stay at the same level as 2021 with 1,900 licenses at \$123,700.

Personnel costs are budgeted to decrease \$15,700 due to changes in employee benefit selections. Operating expenses decrease by \$3,800 due to not needing to purchase office equipment and furniture in 2022. Interdepartmental charges increase by \$1,900 mainly due to End User Technology Charges.

Activity – This chart shows the number and fees of issued licenses, applications and passport photos by year.

	2018 Actual	2019 Actual	2020 Actual*	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Marriage Licenses	1,878	1,771	1,672	1,900	1,800	1,900	0
Marriage Licenses Fee	\$65	\$65	\$65	\$65	\$65	\$65	\$0
Domestic Partnerships	2	0	0	0	1	0	0
Passports Applications	1,080	1,289	435	1,400	1,200	1,354	(46)
Passport Fee-County Portion	\$25	\$35	\$35	\$35	\$35	\$35	\$0
Passport Photos	841	1,049	398	1,050	875	1,050	0
Passport Photos Fee	\$9.99	\$11.99	\$11.99	\$14.29	\$14.29	\$14.29	\$0.00

* 2020 Actuals were significantly impacted by the COVID-19 pandemic.

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.

	2020 Actual	2021 Budget	2021 Estimate (a)	2022 Budget	Budget Change
Staffing (FTE)	2.73	2.33	2.33	2.84	0.51
General Government (a)	\$22,488	\$0	\$107,244	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$73,165	\$65,000	\$69,000	\$73,000	\$8,000
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance (b)	\$100,000	\$0	\$0	\$100,000	\$100,000
County Tax Levy (Credit)	\$298,621	\$301,107	\$301,107	\$306,627	\$5,520
Total Revenues	\$494,274	\$366,107	\$477,351	\$479,627	\$113,520
Personnel Costs	\$232,629	\$230,580	\$245,415	\$258,840	\$28,260
Operating Expenses (a)	\$194,586	\$114,163	\$198,984	\$200,119	\$85,956
Interdept. Charges	\$20,546	\$21,364	\$19,661	\$20,668	(\$696)
Fixed Assets (a)	\$0	\$0	\$7,000	\$0	\$0
Total Expenditures	\$447,761	\$366,107	\$471,060	\$479,627	\$113,520
Rev. Over (Under) Exp.	\$46,513	\$0	\$6,291	\$0	\$0

- (a) The 2021 estimate for expenditures exceed the adopted budget due to 2020 carryovers.
- (b) Reflects additional fund balance to cover increased costs during a general election year.

Program Highlights

Charges for services revenue is budgeted to increase \$8,000 to \$73,000 for municipal election service charges. Fund balance increases \$100,000 due to higher election program expenditures in 2022 related to a higher number of elections.

Personnel costs are budgeted to increase \$28,300 mostly due to the increase of 0.51 FTE temporary extra help needed in the elections program during even-numbered years. Operating expenses increase \$86,000 mainly due to two additional regular elections in 2022, which results in higher election costs.

Activity

	2018	2019	2020	2021	2022*
Number of Waukesha County Registered Voters as certified in January	241,537	267,113	260,311	296,544	296,544
Number of Regular Elections	4	2	4	2	4
Number of Special Elections	0	2	2	1	0
Total	4	4	6	3	4

* 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.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	0.50	0.50	0.50	0.50	0.00
General Government	\$238	\$0	\$134	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$75	\$160	\$100	\$160	\$0
Interdepartmental	\$28	\$0	\$3	\$0	\$0
Other Revenue	\$896	\$600	\$756	\$756	\$156
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$46,938	\$47,519	\$47,519	\$48,994	\$1,475
Total Revenues	\$48,175	\$48,279	\$48,512	\$49,910	\$1,631
Personnel Costs	\$40,901	\$43,446	\$43,433	\$44,904	\$1,458
Operating Expenses	\$1,639	\$1,900	\$1,450	\$1,900	\$0
Interdept. Charges	\$2,913	\$2,933	\$2,933	\$3,106	\$173
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$45,453	\$48,279	\$47,816	\$49,910	\$1,631
Rev. Over (Under) Exp.	\$2,722	\$0	\$696	\$0	\$0

Program Highlights

Charges for services revenue remains at the 2021 budget level. Other revenue from the hardcopy sales of the Directory of Public Officials is budgeted to increase about \$200.

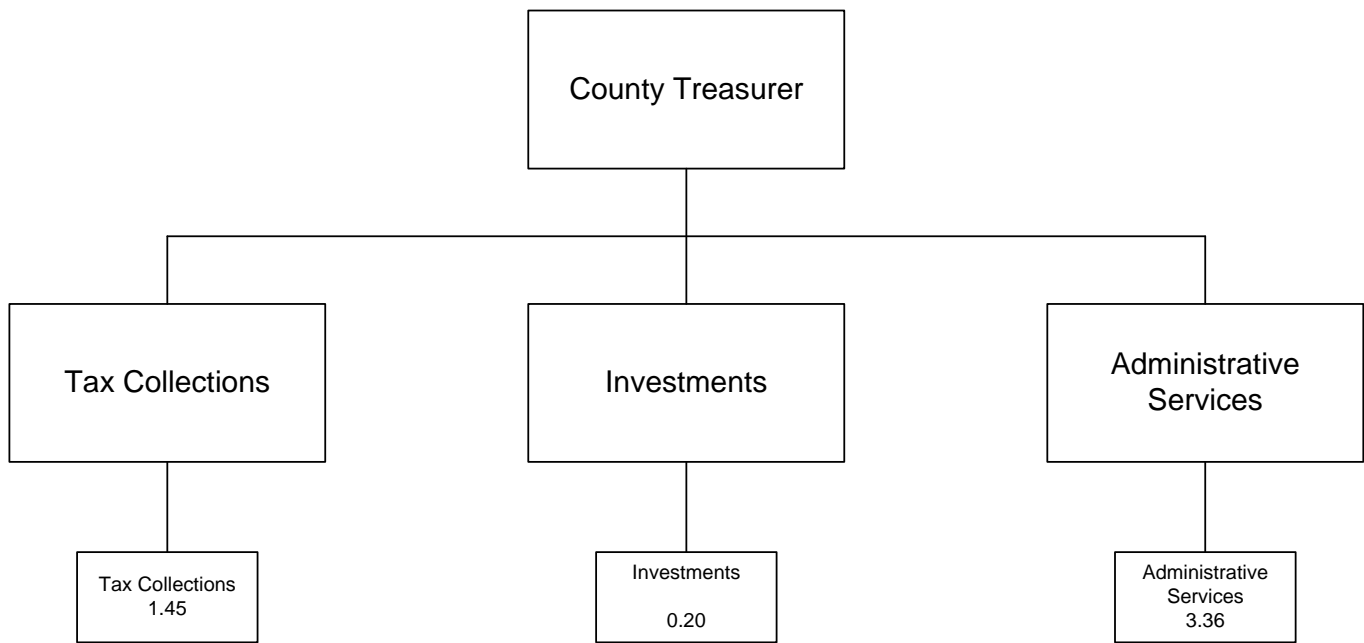
Personnel costs are budgeted to increase \$1,500 which is the cost to continue of 0.50 FTE.

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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	2020	2021	2021	2022	Change From 2021	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
Revenues						
General Government	\$942	\$0	\$0	\$500,000	\$500,000	N/A
Fine/Licenses	\$114,545	\$145,000	\$145,000	\$145,000	\$0	0.0%
Charges for Services	\$105,733	\$121,500	\$122,485	\$121,500	\$0	0.0%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue (a) (c)	\$3,946,030	\$4,853,946	\$3,505,691	\$4,773,946	(\$80,000)	-1.6%
Appr. Fund Balance	\$160,000	\$660,000	\$660,000	\$120,000	(\$540,000)	-81.8%
County Tax Levy (Credit) (b)	(\$5,049,850)	(\$5,029,850)	(\$5,029,850)	(\$4,894,850)	\$135,000	N/A
Total Revenue Sources	(\$722,600)	\$750,596	(\$596,674)	\$765,596	\$15,000	2.0%
Expenditures						
Personnel Costs	\$430,068	\$452,044	\$450,434	\$464,238	\$12,194	2.7%
Operating Expenses	\$106,548	\$158,996	\$150,047	\$159,070	\$74	0.0%
Interdept. Charges	\$134,344	\$139,556	\$139,556	\$142,288	\$2,732	2.0%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$670,960	\$750,596	\$740,037	\$765,596	\$15,000	2.0%
Rev. Over (Under) Exp.	(\$1,393,560)	\$0	(\$1,336,711)	\$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	0.01	0.01	0.01	0.01	0.00
Total FTEs	5.01	5.01	5.01	5.01	0.00

- (a) For budget comparison purposes, the 2020 actual investment income revenues reported here do not agree to the Annual Comprehensive Financial Report, which includes year-end market to market values of investments as required by Generally Accepted Accounting Principles (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 2021 revenues are projected to underperform the 2021 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 (d) (e) (f)	2021	\$865,000	100%	\$22,000	A

Refer to Capital Project section of the budget book for additional details.

- (d) Coordinated project with departments county-wide.
- (e) Annual estimated operating impact is based on licensing cost of software and does not account for workflow or system consolidation efficiencies. Note: The operating costs are funded in the End User Technology Fund (EUTF).
- (f) The Department of Administration has a strategic objective regarding the implementation of the replacement County-wide cashiering software. The implementation process includes maintaining current integrations and centralized cashiering efficiencies while reestablishing policy and procedures to enhance and maintain internal controls and provide opportunities for continuous improvement.

Major Departmental Strategic Plan Objectives

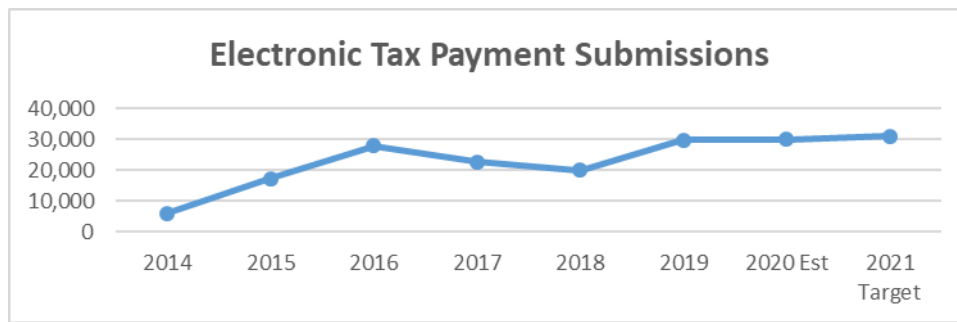
Quality Pillar: High standards of service excellence

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 2020 and 2021 tax payments, a 2022 target (estimate) is shown below:

Performance Measure:	2020 Actual	2021 Target	2021 Estimate	2022 Target
# Tax payments received electronically	30,832	31,000	31,000	33,000
Projected estimated cost savings	\$5,363	\$5,580	\$5,580	\$5,940



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 thirteen municipalities to collect first installment property taxes. Second installment taxes are collected for thirty-two of the thirty-seven municipalities. The office also collects delinquent taxes and, as necessary, forecloses and sells foreclosed properties according to Wisconsin Statutes.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	1.45	1.45	1.45	1.45	0.00
General Government	\$471	\$0	\$0	\$0	\$0
Fine/Licenses	\$114,545	\$145,000	\$145,000	\$145,000	\$0
Charges for Services	\$103,764	\$120,000	\$120,985	\$120,000	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$1,444,636	\$1,955,000	\$1,594,391	\$1,875,000	(\$80,000)
Appr. Fund Balance	\$160,000	\$160,000	\$160,000	\$120,000	(\$40,000)
County Tax Levy (Credit) (a)	(\$2,117,209)	(\$2,108,570)	(\$2,108,570)	(\$1,983,901)	\$124,669
Total Revenues	(\$293,793)	\$271,430	(\$88,194)	\$276,099	\$4,669
Personnel Costs	\$108,618	\$114,755	\$114,401	\$118,220	\$3,465
Operating Expenses	\$67,660	\$97,271	\$91,025	\$97,271	\$0
Interdept. Charges	\$59,847	\$59,404	\$59,404	\$60,608	\$1,204
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$236,125	\$271,430	\$264,830	\$276,099	\$4,669
Rev. Over (Under) Exp.	(\$529,918)	\$0	(\$353,024)	\$0	\$0

(a) Revenues in excess of expenditures are used to reduce tax levy funding for other general governmental operations.

Program Highlights

Other revenue is budgeted to decrease \$80,000 to \$1,875,000. This relates to a \$80,000 decrease in interest and penalty on delinquent taxes. Appropriated Fund Balance decreases \$40,000. Also, Tax levy increases by \$124,700.

Personnel costs are budgeted to increase by \$3,500 primarily related to costs to continue the 1.45 FTE.

Interdepartmental charges are budgeted to increase by \$1,200, which includes an increase of \$600 for the DOA-Business Office charges, and small increases for computer maintenance, administrative overhead and telephone fixed charges.

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

	2015	2016	2017	2018	2019	2020	2021 Est.
Interest	\$1,335,962	\$1,210,558	\$1,206,415	\$1,069,712	\$934,473	\$918,872	\$1,045,800
Penalty	\$667,498	\$603,362	\$590,136	\$529,332	\$464,292	\$459,469	\$521,800
TOTAL	\$2,003,460	\$1,813,920	\$1,796,551	\$1,599,044	\$1,398,765	\$1,378,341	\$1,567,600

Activity

The Treasurer's office collected first installment taxes for thirteen municipalities in the 2020-2021 tax years. The dollars collected increased by \$6.4 million to \$163.3 million. A contractual agreement is established and fees are charged to the municipality for this service. The fees assessed to municipalities offset direct costs associated with the process of collection, such as staff time, printing costs, postage, etc. These costs are included in the contractual agreements with the municipalities utilizing the County's tax collection service.

Property Taxes Dollars Collected under Municipal Contracts

Municipality	2015-16	2016-17	2017-18	2018-19	2019-2020	2020-2021
City of Delafield	\$16,351,929	\$16,400,000	\$16,359,735	\$15,838,433	\$16,669,029	\$17,898,935
Town of Brookfield	\$10,847,109	\$11,712,127	\$12,385,383	\$12,994,155	\$13,868,953	\$12,899,933
Town of Delafield	\$0	\$0	\$0	\$0	\$15,589,170	\$16,346,718
Village of Dousman	\$2,734,703	\$2,757,808	\$2,880,241	\$2,880,808	\$3,008,760	\$3,177,528
Village of Lac La Belle	\$1,495,256	\$1,505,482	\$1,542,249	\$1,483,172	\$1,476,409	\$1,596,335
Village of Lannon	\$1,526,113	\$1,598,443	\$1,552,422	\$1,515,347	\$1,622,468	\$1,630,044
Village of Menomonee Falls	\$65,337,869	\$66,247,670	\$67,393,553	\$66,106,014	\$64,698,167	\$68,236,820
Village of Merton	\$4,914,023	\$4,990,498	\$5,060,346	\$4,832,939	\$4,959,055	\$5,191,687
Village of Nashotah	\$2,162,940	\$2,142,525	\$2,118,636	\$2,052,978	\$2,072,757	\$2,159,055
Village of Oconomowoc Lake	\$3,819,215	\$4,061,548	\$4,499,730	\$3,939,989	\$4,102,400	\$4,291,662
Village of Pewaukee	\$12,756,328	\$12,601,242	\$12,757,647	\$12,154,302	\$12,980,778	\$13,474,437
Village of Wales	\$4,639,608	\$4,911,336	\$5,051,693	\$5,077,237	\$5,013,801	\$5,107,867
Village of Waukesha	\$9,975,042	\$9,856,207	\$10,164,105	\$9,609,622	\$10,827,874	\$11,317,057
Total	\$136,560,135	\$138,784,886	\$141,765,740	\$138,484,996	\$156,889,621	\$163,328,078

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.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	0.20	0.20	0.20	0.20	0.00
General Government	\$0	\$0	\$0	\$500,000	\$500,000
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$2,499,107	\$2,897,646	\$1,910,000	\$2,897,646	\$0
Appr. Fund Balance	\$0	\$500,000	\$500,000	\$0	(\$500,000)
County Tax Levy (Credit) (a)	(\$3,307,348)	(\$3,305,400)	(\$3,305,400)	(\$3,304,009)	\$1,391
Total Revenues	(\$808,241)	\$92,246	(\$895,400)	\$93,637	\$1,391
Personnel Costs	\$22,468	\$23,308	\$23,307	\$23,763	\$455
Operating Expenses	\$22,830	\$24,500	\$24,500	\$24,500	\$0
Interdept. Charges	\$43,299	\$44,438	\$44,438	\$45,374	\$936
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$88,597	\$92,246	\$92,245	\$93,637	\$1,391

Rev. Over (Under) Exp.	(\$896,838)	\$0	(\$987,645)	\$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

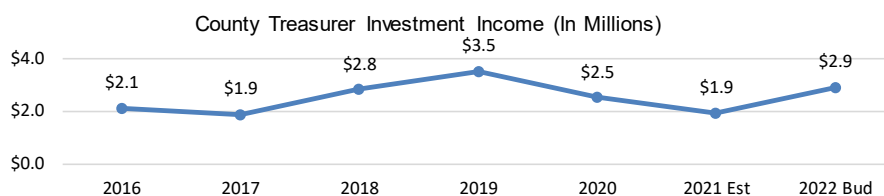
Other revenue consists of investment income, which remains unchanged from the 2021 budgeted level of \$2.9 million. The Federal Reserve significantly reduced interest rates at the outset of the COVID-19 pandemic in 2020, which reduced the county’s investment income, resulting in a \$500,000 decrease in that revenue budget for 2021. This temporary revenue reduction was offset with one-time General Fund balance use of \$500,000 in the 2021 budget. For the 2022 budget, this \$500,000 of General Fund balance is removed, and replaced with of \$500,000 of federal funding from the American Rescue Plan Act (ARPA) Coronavirus State and Local Fiscal Recovery Funds (CSLFRF) program, which allows for recovery of lost revenue following the pandemic (budgeted in General Government revenue, above).

Personnel costs increase by \$450, primarily related to costs to continue the 0.20 FTE.

Interdepartmental charges are budgeted to increase \$936 related to an increase for the DOA-Business Office charges and a small increase in telephone fixed charges.

Activity

Investment income in 2020 was at \$5.2 million. Interest rates have dropped significantly in 2020 and are expected to remain low throughout 2022.



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.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	3.36	3.36	3.36	3.36	0.00
General Government	\$471	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$1,969	\$1,500	\$1,500	\$1,500	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$2,287	\$1,300	\$1,300	\$1,300	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$374,707	\$384,120	\$384,120	\$393,060	\$8,940
Total Revenues	\$379,434	\$386,920	\$386,920	\$395,860	\$8,940
Personnel Costs	\$298,982	\$313,981	\$312,726	\$322,255	\$8,274
Operating Expenses	\$16,058	\$37,225	\$34,522	\$37,299	\$74
Interdept. Charges	\$31,198	\$35,714	\$35,714	\$36,306	\$592
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$346,238	\$386,920	\$382,962	\$395,860	\$8,940
Rev. Over (Under) Exp.	\$33,196	\$0	\$3,958	\$0	\$0

Program Highlights

Personnel costs increase by \$8,300, primarily related to costs to continue the 3.36 FTE.

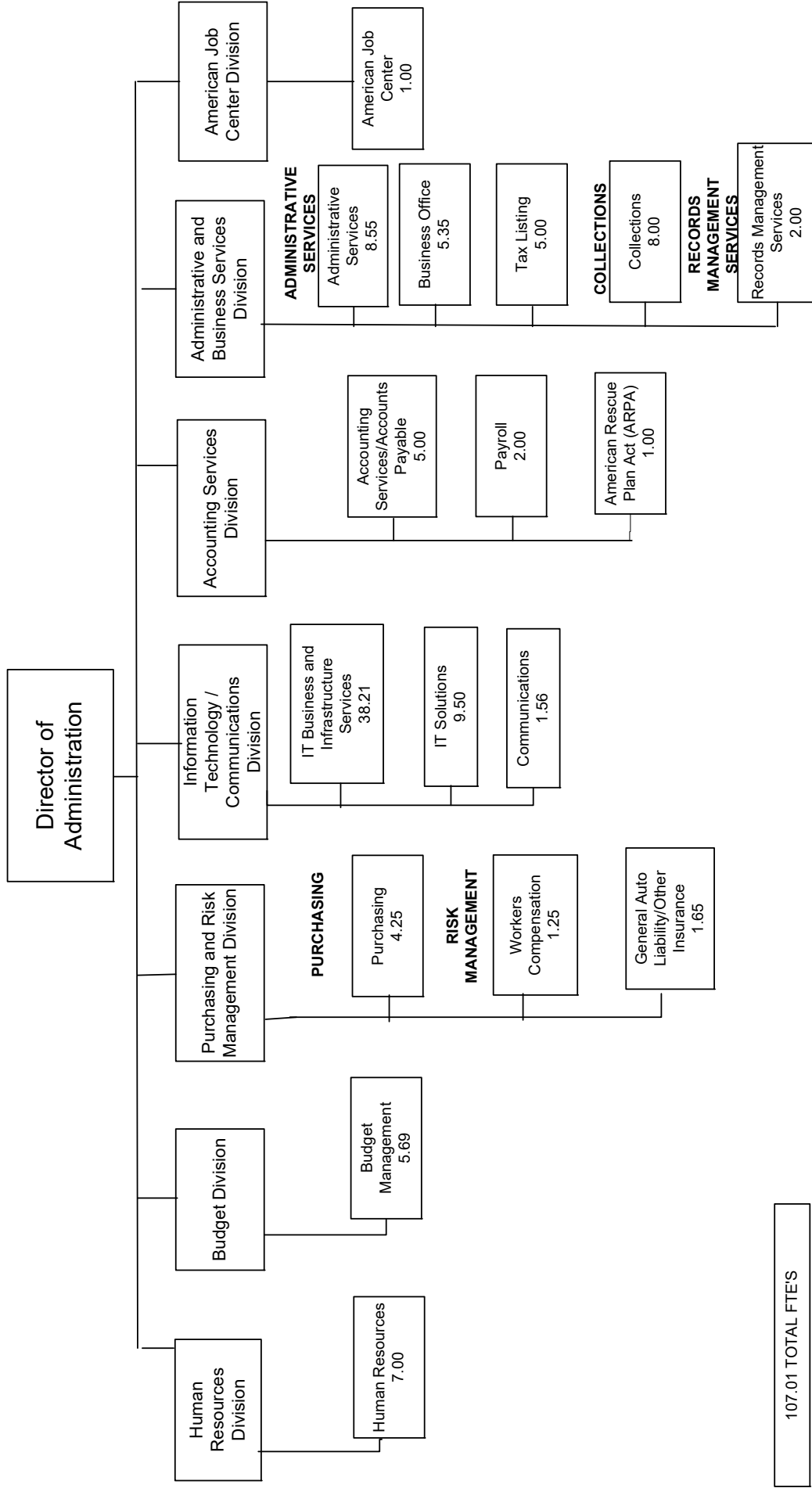
Operating expenses are budgeted to increase by \$70 related to an increase in office equipment repair/maintenance offset by a decrease in data processing repair and maintenance costs.

Interdepartmental charges are budgeted to increase by \$600 primarily due to an \$500 increase for computer maintenance and an \$200 increase for copier replacement charges, offset by small decreases in records storage and retrieval and computer replacement charges.

Department of Administration

ADMINISTRATION

FUNCTION / PROGRAM CHART



107.01 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.

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	2020	2021	2021	2022	Change From 2021	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget	
					\$	%
General Fund						
Revenues	\$2,332,691	\$2,156,332	\$2,269,626	\$2,364,313	\$207,981	9.6%
County Tax Levy	\$4,930,404	\$5,000,404	\$5,000,404	\$5,030,404	\$30,000	0.6%
Expenditures	\$6,903,211	\$7,156,736	\$7,040,705	\$7,394,717	\$237,981	3.3%
Rev. Over (Under) Exp.	\$359,884	\$0	\$229,325	\$0	\$0	N/A
End User Technology Fund						
Revenues	\$7,403,948	\$7,198,186	\$7,381,737	\$8,583,895	\$1,385,709	19.3%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$6,692,334	\$7,163,531	\$7,036,552	\$8,540,977	\$1,377,446	19.2%
Operating Inc./Loss (a)	\$711,614	\$34,655	\$345,185	\$42,918	\$8,263	23.8%
Risk Management						
Revenues	\$3,012,399	\$3,171,592	\$3,146,764	\$3,269,798	\$98,206	3.1%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$3,092,285	\$3,171,592	\$3,170,640	\$3,269,798	\$98,206	3.1%
Operating Inc./Loss	(\$79,886)	\$0	(\$23,876)	\$0	\$0	N/A
Collections						
Revenues	\$961,264	\$996,977	\$954,677	\$1,006,666	\$9,689	1.0%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$1,008,980	\$996,977	\$950,843	\$1,006,666	\$9,689	1.0%
Operating Inc./Loss	(\$47,716)	\$0	\$3,834	\$0	\$0	N/A
American Job Center						
Revenues	\$323,828	\$387,617	\$285,498	\$347,180	(\$40,437)	-10.4%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$284,890	\$387,617	\$285,498	\$347,180	(\$40,437)	-10.4%
Rev. Over (Under) Exp.	\$38,938	\$0	\$0	\$0	\$0	N/A
American Rescue Plan Act Fund						
Revenues	\$0	\$0	\$53,502	\$118,047	\$118,047	N/A
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$0	\$0	\$53,502	\$118,047	\$118,047	N/A
Rev. Over (Under) Exp.	\$0	\$0	\$0	\$0	\$0	N/A
Total All Funds						
Revenues	\$14,034,130	\$13,910,704	\$14,091,804	\$15,689,899	\$1,779,195	12.8%
County Tax Levy	\$4,930,404	\$5,000,404	\$5,000,404	\$5,030,404	\$30,000	0.6%
Expenditures	\$17,981,700	\$18,876,453	\$18,537,740	\$20,677,385	\$1,800,932	9.5%
Rev. Over (Under) Exp.	\$398,822	\$0	\$229,325	\$0	\$0	N/A
Operating Inc./Loss (a)	\$584,012	\$34,655	\$325,143	\$42,918	\$8,263	23.8%
Position Summary (FTE)						
Regular Positions	94.20	93.20	93.58	103.00	9.80	
Extra Help	5.26	4.60	4.60	4.00	(0.60)	
Overtime	0.01	0.01	0.01	0.01	0.00	
Total	99.47	97.81	98.19	107.01	9.20	

(a) 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 '21	Estimated Operating Impact	A = Annual T = One-Time
201617	Payroll/Human Resource Info. Sys. (a)(b)(c)(d)	Y	2023	\$1,427,000	60%	\$68,000	A
201815	Property Tax and Cashiering Replacement (a)(b)(e)	Y	2021	\$865,000	100%	\$22,000	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 may continue to be supported in the future but will not be enhanced. 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. To determine if the new software product will meet the County's needs, a fit analysis will need to be completed. The analysis will begin in the 4th quarter of 2021 due to staffing resource limitations at NeoGov. Once the fit analysis is complete, the County will have the information to determine how to move forward with continued implementation of the product.
- (d) The Department of Administration has a strategic objective regarding the implementation of the Payroll/HRIS system. The implementation process includes conducting a fit analysis and identify a path to migrate from NeoGov's Highline product to either NeoGov's SAAS solution or alternative to fully implement the Payroll/Human Resources Information System (HRIS).
- (e) The Department of Administration has a strategic objective regarding the implementation of the replacement County-wide cashiering software. The implementation process includes maintaining current integrations and centralized cashiering efficiencies while reestablishing policy and procedures to enhance and maintain internal controls and provide opportunities for continuous improvement.

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	2020 Actual	2021 Adopted Budget	2021 Estimate	2022 Budget	Change From 2021 Adopted Budget	
					\$	%
Revenues						
General Government	\$775,744	\$726,556	\$768,148	\$822,341	\$95,785	13.2%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$183,978	\$188,750	\$213,364	\$217,889	\$29,139	15.4%
Interdepartmental	\$1,132,528	\$1,086,026	\$1,088,164	\$1,124,083	\$38,057	3.5%
Other Revenue	\$121,019	\$117,000	\$122,000	\$122,000	\$5,000	4.3%
Appr. Fund Balance (a)	\$119,422	\$38,000	\$77,950	\$78,000	\$40,000	105.3%
County Tax Levy (Credit)	\$4,930,404	\$5,000,404	\$5,000,404	\$5,030,404	\$30,000	0.6%
Total Revenue Sources	\$7,263,095	\$7,156,736	\$7,270,030	\$7,394,717	\$237,981	3.3%
Expenditures						
Personnel Costs	\$5,484,619	\$5,577,767	\$5,504,745	\$5,753,794	\$176,027	3.2%
Operating Expenses (a)	\$855,724	\$993,570	\$951,342	\$1,039,686	\$46,116	4.6%
Interdept. Charges	\$562,868	\$585,399	\$584,618	\$601,237	\$15,838	2.7%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$6,903,211	\$7,156,736	\$7,040,705	\$7,394,717	\$237,981	3.3%
Rev. Over (Under) Exp.	\$359,884	\$0	\$229,325	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	54.55	53.95	53.95	53.65	(0.30)
Extra Help	1.07	0.69	0.69	0.69	0.00
Overtime	0.00	0.00	0.00	0.00	0.00
Total FTEs	55.62	54.64	54.64	54.34	(0.30)

(a) Fund balance appropriation	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Diversity program	\$28,000	\$28,000	\$28,000	\$28,000
Carryovers and Open Purchase Orders	\$81,422	\$0	\$39,950	\$0
Prior year cafeteria vending commission café subsidy	\$10,000	\$10,000	\$10,000	\$10,000
Purchasing procurement system acquisition	\$0	\$0	\$0	\$40,000
Total Fund Balance Appropriation:	\$119,422	\$38,000	\$77,950	\$78,000

Major Departmental Strategic Plan Objectives

Customer Service Pillar: High customer satisfaction

Objective 1: Enterprise Content Management and Information Technology Security Improvements

Continue implementation of information governance and security strategies to address changing work environment and data security needs. This includes:

- continued implementation of data access governance tool to identify and manage sensitive, redundant and obsolete information;
- completion of the HIPAA audit and implementation of the recommendations from the audit;
- implementation of security features in O365; and
- continued staff education on information technology security.

Objective 2: Improve Customer Service

The Department of Administration strives to provide exemplary customer service to all internal and external customers and achieve a 5 out of 5 on a customer satisfaction survey with respect to accessibility, accuracy, attitude, operations, timeliness, and communication. Although the Department strives to achieve this rating, this standard may not be possible to attain so the Department works to achieve a minimum rating of 4.65 out of 5. Enhance communication efforts with DOA customers (department heads, budget preparers, and financial staff) by creating or updating key financial information to address departmental needs.

Performance Measures:

	2020 Actual	2021 Estimate	2022 Estimate
Customer Satisfaction Rating	4.19	4.65	4.65
Number of DOA Customer Enhancements	2	2	2

Quality Pillar: High standards of service excellence

Objective 3: LEAN – Continuous Improvement

Continue expansion and focus of the Waukesha Continuous Improvement (CI) initiative to build and sustain engagement 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 PDSA, 5S, Kaizen or other endeavors that lead to more regular incremental improvements. Develop a new annual training plan that continues white, yellow and green belt training and also incorporates other annual training to build, support and sustain engagement amongst leaders and employees in Continuous Improvement. Develop a sustainable Lean Communication Plan and review the new Lean-CI portal to make reporting as easy and accurate as possible.

2020 LEAN-CI Initiative Accomplishments:

1. Virtual Intro to Lean Training
2. Virtual Continuous Improvement Leader Training
3. 4 Green Belts attended WCTC Training along with 11 White Belt Team Members
4. Lean-CI recognition: Improving Through A Pandemic Challenge
5. Steering Committee worked in conjunction with TTL's to survey Lean trained employees on their continuous improvement activities/needs

Performance Measures:

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

Title	2013	2014	2015	2016	2017	2018	2019	2020	Total	Current*
White Belt Certification	40	27	20	28	30	42	20	11	238	176
Yellow Belt Certification	0	11	13	10	11	15	8	0	68	57
Green Belt Certificate	2	1	2	4	3	2	3	4	22	16
Black Belt Training	0	0	0	3	0	1	0	0	4	4
Grand Total	42	39	35	45	44	60	31	15	332	253

*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 2020, approximately 17% of the total county workforce had been lean trained. DOA has 42 FTE, or roughly 45% of its staff, trained in LEAN/continuous improvement.

2. Number of completed County-wide CI efforts reported (“CI Express” and / or full projects)

CI Efforts	2013	2014	2015	2016	2017	2018	2019	2020
LEAN Projects	9	8	8	7	2	5	10	4
CI Express	0	0	5	0	7	6	17	0

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

Objective 4: 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 Actual	2021 Estimate	2022 Estimate
Regrettable Turnover *	4.95%	4.78%	4.89%	4.70%	4.70%

*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 5: 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, EEO/Diversity, LEAN, Management U, StrengthsFinders, Effective Supervision, Leadership Mentoring, Studer Leadership and Skill Development Institutes, Service Excellence and Leadership Foundations, and SOSE certificate.

	2018 Benchmark	2019 Actual	2020 Actual	2021 Estimate	2022 Estimate
Survey results of new hires on on-boarding effectiveness *	4.67	4.54	4.62	4.52	4.60
# of employees participating in learning sessions	1,496	1,263	1,550	1,600	1,500

* 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 6: Employee Communication--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.”

Communication efforts are enhanced by maintaining accurate policies and procedures as well as providing timely training. Review and update existing policies to ensure that they continue to provide appropriate direction to staff and provide training on updated policies.

	2016	2017	2018	2019	2020	2021 Estimate	2022 Estimate
Information and Knowledge are Shared Openly	78.2%	76.2%	85.3%	82.0%	92.5%	88%	88%
Number of Organizational Policies					112**	115	115
Number of existing policies reviewed and updated	25	4	13	6	26	15	15
Training/Communication provided to staff on updated policies*						5	5

*Training on updated policies provided to leaders through Management U University during the year.

**Pandemic Policy created in 2020 with 21 appendices – 52 updates made.

Objective 7: Employee Training

Assess current internal and countywide training programs. Revise current training as necessary and implement new curriculum, communications strategies, and targeted employee training to engage the current and future workforce to meet organizational needs.

Objective 8: 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.”

	2016	2017	2018	2019	2020	2021 Estimate	2022 Estimate
Recognized for extra effort while demonstrating the county’s core values	78.8%	79.5%	97.3%	92.3%	92.5%	92%	92%

Objective 9: Explore Feasibility of Implementing a Biennial Budget Process

Explore the feasibility of implementing a biennial budget process by coordinating a review committee of key stakeholders, evaluating the impact on budget development and monitoring processes, and investigating the experience of other counties with a two-year budget cycle. If a biennial budget is recommended, a phase II project would be required in preparation of a County Board resolution in 2023 to approve the process change in advance of 2024/25 biennial budget development.

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 2022, the focus will be to continue to investigate and implement 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
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%
2021	7.0%	13.0%

Health Center Utilization		
Year	Total Visits	Unique Patients
2016	3,667	1,293
2017	5,653	1,526
2018*	5,305	1,795
2019	5,664	1,870
2020	5,642	1,424**

*Although number of visits decreased slightly, the number of new patients increased.

**Personal health only. Prior years reflected occupational and personal health.

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 Actual	2021 Estimate	2022 Estimate
% of employees in High Deductible Plan that participate in preventative screenings/exams	68%	70%	60%*	70%
% of employees in Choice Plus Plan that participate in preventative screenings/exams	67%	68%	60%*	68%
% of eligible enrolled members completing specific screening exams:				
Mammogram		81.4%	82%	82%
Colon Cancer Screening		65.8%	66%	66%
Cervical Cancer Screening		51.3%	51%	51%
Participation in Healthy Minds	80	0*	60*	60
Participation in Money University	185	Every other year event	Not held due to COVID	150
Weight Loss Program (Real Appeal) New Enrollments	108	64	30	30
Total pounds lost by enrolled members		275	150	150
New enrollments saving for retirement in either 457 Plan (Roth & Pre-Tax) or payroll Roth IRA			2021 will be benchmark year	

*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.

Objective 11: Assist the Sheriff Department to Conduct an Internal Study Regarding the Implementation of a Fully Functional Body Worn Camera Program

Assist the Sheriff Department to conduct an internal study regarding the implementation of a fully functional body worn camera program for sworn staff in the Sheriff's Office. Make recommendations for necessary operational changes, new policies and staffing needs associated with the program. Determine all up front and ongoing costs including positions that may be required to operate the program. Evaluate funding options for implementing and maintaining this program, including grants or other non-county funds to help offset program costs.

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.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	9.30	8.80	8.80	8.55	(0.25)
General Government	\$4,534	\$0	\$482	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$15,000	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$593,189	\$601,643	\$601,643	\$604,270	\$2,627
Total Revenues	\$612,723	\$601,643	\$602,125	\$604,270	\$2,627
Personnel Costs	\$552,032	\$554,873	\$548,206	\$557,087	\$2,214
Operating Expenses	\$21,908	\$17,950	\$12,950	\$17,950	\$0
Interdept. Charges	\$27,151	\$28,820	\$28,320	\$29,233	\$413
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$601,091	\$601,643	\$589,476	\$604,270	\$2,627
Rev. Over (Under) Exp.	\$11,632	\$0	\$12,649	\$0	\$0

Program Highlights

Personnel costs increase by \$2,200 for cost to continue of staff. Personnel costs in this program include the unfunding of 0.50 FTE administrative assistant which results in \$32,300 in cost savings from the 2021 budget level and the transfer of 0.25 FTE administrative specialist from the Collections Division to the General Fund based on anticipated work load needs in the general fund which results in a \$17,100 cost increase.

Operating expenses includes \$10,400 for office supplies, office equipment and equipment maintenance; \$5,000 for outside printing; and \$2,550 for staff development and recognition.

Interdepartmental charges increase by \$400 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.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	5.78	5.40	5.40	5.35	(0.05)
General Government	\$690,433	\$726,556	\$751,003	\$822,341	\$95,785
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$650,210	\$595,080	\$595,080	\$629,435	\$34,355
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	(\$699,369)	(\$677,640)	(\$677,640)	(\$773,901)	(\$96,261)
Total Revenues	\$641,274	\$643,996	\$668,443	\$677,875	\$33,879
Personnel Costs	\$598,017	\$618,027	\$621,505	\$651,651	\$33,624
Operating Expenses	\$4,005	\$12,000	\$7,382	\$11,958	(\$42)
Interdept. Charges	\$13,645	\$13,969	\$13,969	\$14,266	\$297
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$615,667	\$643,996	\$642,856	\$677,875	\$33,879
Rev. Over (Under) Exp.	\$25,607	\$0	\$25,587	\$0	\$0

Program Highlights

General government revenues increase by \$95,800 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 2022, the department expects to receive additional child support indirects based on the indirect cost report resulting in an additional \$71,500 in revenue. The department is also receiving an additional \$24,300 in indirect revenue from the municipal patrol contracts in the Sheriff's Department. Interdepartmental revenue increases by \$34,400 primarily due to the department budgeting \$25,000 in indirects for the Health and Dental Fund.

Personnel costs increase by \$33,600 for cost to continue for existing staff. Personnel costs include the transfer of 0.20 FTE financial analyst position from the Business Office to Emergency Preparedness-Radio Services resulting in \$15,900 in cost reduction to this program due to provide financial assistance. Personnel costs also include the transfer of 0.15 FTE business services manager from the Collections Fund resulting in \$25,700 in additional personnel costs to the General Fund based on anticipated workload.

Operating expenses remain at the 2021 budgeted level. The operating expense budget includes \$9,300 in membership, books, travel, and training costs for professional 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.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	2.00	2.00	2.00	2.00	0.00
General Government	\$0	\$0	\$1,349	\$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	\$75	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$8,079	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$416,557	\$429,105	\$429,105	\$421,981	(\$7,124)
Total Revenues	\$424,711	\$429,105	\$430,454	\$421,981	(\$7,124)
Personnel Costs	\$187,928	\$213,682	\$200,829	\$206,209	(\$7,473)
Operating Expenses	\$166,525	\$203,422	\$178,409	\$202,672	(\$750)
Interdept. Charges	\$11,708	\$12,001	\$12,001	\$13,100	\$1,099
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$366,161	\$429,105	\$391,239	\$421,981	(\$7,124)
Rev. Over (Under) Exp.	\$58,550	\$0	\$39,215	\$0	\$0

Program Highlights

Personnel costs decrease by \$7,500. The Payroll Division experienced turnover in the division. Benefit selections by current staff offset cost to continue for existing staff.

Operating expenses essentially remain at the 2021 budgeted level. The operating budget includes \$199,700 in computer software and maintenance costs to fully fund a hosted human resources information system. Operating expenses also include \$3,000 in travel and training expenses for existing staff. Interdepartmental charges increase \$1,100 which includes \$800 in postage and \$300 in End User Technology charges.

Activity	2020 Actual	2021 Budget	2021 Estimate*	2022 Budget	Budget Change
Paychecks Processed	45,144	44,000	44,000	44,250	250
W2s Processed	2,234	2,100	2,100	2,050	(50)

* 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 an 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.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	5.00	5.00	5.00	5.00	0.00
General Government	\$0	\$0	\$4,046	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$66,322	\$67,884	\$67,884	\$69,317	\$1,433
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$600,673	\$635,804	\$635,804	\$655,277	\$19,473
Total Revenues	\$666,995	\$703,688	\$707,734	\$724,594	\$20,906
Personnel Costs	\$497,258	\$536,905	\$535,617	\$552,068	\$15,163
Operating Expenses	\$128,642	\$146,685	\$143,852	\$151,511	\$4,826
Interdept. Charges	\$19,868	\$20,098	\$20,108	\$21,015	\$917
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$645,768	\$703,688	\$699,577	\$724,594	\$20,906
Rev. Over (Under) Exp.	\$21,227	\$0	\$8,157	\$0	\$0

Program Highlights

Interdepartmental revenue increases by \$1,400 due to an increase in financial service charges to the Treasurer's Office.

Personnel costs increase \$15,200 due to cost to continue for existing staff.

Operating expenditures increase \$4,800 and includes funding for the 2022 Waukesha County audit which increased by \$2,200 from the 2021 adopted budget, computer software license costs related to the county's financial system which increased by \$2,700 from the 2021 adopted budget, and professional development.

Activity	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Budget Entries Audited	833	700	700	700	0
Journal Entries Audited	3,028	3,000	3,100	3,100	100
Invoices (Direct Buys) Audited	39,535	44,000	41,000	42,000	(2,000)
P-card Lines Entered/Audited	13,332	15,200	14,000	14,500	(700)

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.

	2020 Actual	2021 Budget	2021 Estimate	2022 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	\$183,524	\$188,550	\$213,164	\$217,689	\$29,139
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)	\$263,118	\$253,400	\$253,400	\$235,633	(\$17,767)
Total Revenues	\$446,642	\$441,950	\$466,564	\$453,322	\$11,372
Personnel Costs	\$406,113	\$410,960	\$412,700	\$420,817	\$9,857
Operating Expenses	\$17,860	\$17,954	\$17,608	\$18,440	\$486
Interdept. Charges	\$12,236	\$13,036	\$12,836	\$14,065	\$1,029
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$436,209	\$441,950	\$443,144	\$453,322	\$11,372
Rev. Over (Under) Exp.	\$10,433	\$0	\$23,420	\$0	\$0

Program Highlights

Charges for Services revenue includes tax billing revenue to municipalities which is increasing by \$6,000 due to a 2.4% billing rate per parcel increase from \$1.68 to \$1.72. This revenue also includes newly budgeted tax listing services provided to the City of New Berlin which began in 2021 and results in an additional \$23,100 in revenue.

Personnel costs increase by \$9,900 due to cost to continue for existing staff. Operating expenses increase by \$500 due to an increase in contracted services for tax bill printing expenses. Interdepartmental charges increase by \$1,000 due to \$700 increase in copier replacement costs.

Activity	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Real Estate & Personal Property Accounts maintained by Tax Listing	165,843	165,000	167,000	167,000	2,000
Number of property listings updated	72,850	110,000	97,000	100,000	(10,000)
Number of property transfers processed	7,801	9,000	10,000	10,000	1,000
# Tax Billing Customers	34	34	34	34	0
# Property Tax Bills Printed	106,066	107,000	109,000	110,000	3,000
# Online County Tax Payments (a)	5,688	4,500	5,500	5,500	1,000
\$ Online County Tax Payments (a)	\$22,361,056	\$15,000,000	\$21,000,000	\$21,000,000	\$6,000,000
# Municipalities participating with county's online payment program	13	14	13	12	(2)

(a) Reflects payments to county for property tax. Total 2020 online transactions, including county, municipal partners, Collections and the Register of Deeds account for 28,866 transactions totaling \$42,414,618.

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.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	5.69	5.69	5.69	5.69	0.00
General Government	\$3,077	\$0	\$485	\$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)	\$655,424	\$659,259	\$659,259	\$685,970	\$26,711
Total Revenues	\$658,501	\$659,259	\$659,744	\$685,970	\$26,711
Personnel Costs	\$640,849	\$610,546	\$596,633	\$636,785	\$26,239
Operating Expenses	\$19,564	\$28,705	\$24,055	\$28,592	(\$113)
Interdept. Charges	\$19,529	\$20,008	\$20,008	\$20,593	\$585
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$679,942	\$659,259	\$640,696	\$685,970	\$26,711
Rev. Over (Under) Exp.	(\$21,441)	\$0	\$19,048	\$0	\$0

Program Highlights

Personnel costs increase by \$26,200 for cost to continue of existing staff.

Operating expenses include contract services, staff development, software subscription costs, and equipment.

Interdepartmental charges increase by \$600 which reflects an increase for End User 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.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	7.00	7.00	7.00	7.00	0.00
General Government	\$2,988	\$0	\$4,839	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$104	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$18,414	\$22,000	\$22,000	\$22,000	\$0
Apr. Fund Balance (a)	\$38,391	\$38,000	\$53,750	\$38,000	\$0
County Tax Levy (Credit)	\$1,099,117	\$1,055,930	\$1,055,930	\$1,094,182	\$38,252
Total Revenues	\$1,159,014	\$1,115,930	\$1,136,519	\$1,154,182	\$38,252
Personnel Costs	\$884,363	\$840,661	\$847,337	\$877,200	\$36,539
Operating Expenses	\$155,716	\$216,616	\$207,757	\$216,801	\$185
Interdept. Charges	\$53,894	\$58,653	\$58,653	\$60,181	\$1,528
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,093,973	\$1,115,930	\$1,113,747	\$1,154,182	\$38,252
Rev. Over (Under) Exp.	\$65,041	\$0	\$22,772	\$0	\$0

(a) Budgeted fund balance represents funding for the diversity program (2020 – 2022) and café subsidy (2019 - 2021).

Program Highlights

The 2022 budget does not include a county-wide employee event which is traditionally supported with vending revenue. The department is budgeting the \$22,000 of vending revenue in 2022 to support the employee café or a fresh vending option until a long-term fiscally sustainable option can be determined. The 2022 budget includes General Fund Balance of \$10,000 for the café subsidy and \$28,000 for continued countywide employee training.

Personnel costs increase by \$36,500 mostly due to the cost to continue existing staff. Operating expenses include \$32,000 of café subsidy used to support on-going operation. Interdepartmental charges increase by \$1,500 which reflects an increase in End User Technology Fund charges.

Activity	2020 Actual*	2021 Budget*	2021 Estimate*	2022 Budget	Budget Change
# of Seasonal, Temporary Employees Hired	366	360	250	200	(160)
# of Regular Full-Time Employees Hired	133	165	165	165	-
Promotions/Demotions/Transfers	85	80	80	80	-
Peak # of Employees on Payroll	1,836	2,000	1,800	1,800	(200)
# of Employee/Family Medical Leaves	903**	450	410	400	(50)

* # of Seasonal, Temporary Employees includes an estimate for staff hired to respond to the COVID-19 pandemic.

** 576 of the leaves were related to COVID and Families First Coronavirus Response Act (FFCRA).

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).

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	4.25	4.25	4.25	4.25	0.00
General Government	\$616	\$0	\$432	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$350	\$200	\$200	\$200	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$102,530	\$95,000	\$100,000	\$100,000	\$5,000
Appr. Fund Balance	\$0	\$0	\$0	\$40,000	\$40,000
County Tax Levy (Credit)	\$364,688	\$343,557	\$343,557	\$372,770	\$29,213
Total Revenues	\$468,184	\$438,757	\$444,189	\$512,970	\$74,213
Personnel Costs	\$384,199	\$398,180	\$419,665	\$432,220	\$34,040
Operating Expenses	\$5,233	\$13,670	\$8,570	\$53,238	\$39,568
Interdept. Charges	\$26,197	\$26,907	\$26,907	\$27,512	\$605
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$415,629	\$438,757	\$455,142	\$512,970	\$74,213
Rev. Over (Under) Exp.	\$52,555	\$0	(\$10,953)	\$0	\$0

Program Highlights

Other revenue is comprised of procurement card and salvage revenues which increased \$5,000 based on historical trend. General Fund Balance of \$40,000 is budgeted to replace an Information Technology developed and supported procurement system with an acquired and externally supported system.

Personnel costs increase by \$34,000 due to cost to continue and employee decisions regarding benefit selections.

Operating expenses increase by \$39,600 due to the addition of \$40,000 in expenditure authority supported with fund balance for one-time acquisition costs for a procurement system.

Interdepartmental charges increase by \$600 due to End User Technology cost increases.

Activity	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Requisitions Processed	208	255	235	235	(20)
Purchase Orders / Blanket Contracts Issued	550	550	570	570	20
Bids/Requests for Proposals (RFPs) Issued	69	100	110	110	10
Procard Transactions	\$8,575,249	\$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.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	9.50	9.50	9.50	9.50	0.00
General Government	\$74,096	\$0	\$5,512	\$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)	\$32,050	\$0	\$24,200	\$0	\$0
County Tax Levy (Credit)	\$1,531,302	\$1,595,823	\$1,595,823	\$1,626,065	\$30,242
Total Revenues	\$1,637,448	\$1,595,823	\$1,625,535	\$1,626,065	\$30,242
Personnel Costs	\$1,210,284	\$1,261,499	\$1,193,768	\$1,283,067	\$21,568
Operating Expenses	\$34,867	\$37,268	\$59,547	\$36,800	(\$468)
Interdept. Charges	\$288,824	\$297,056	\$296,965	\$306,198	\$9,142
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,533,975	\$1,595,823	\$1,550,280	\$1,626,065	\$30,242
Rev. Over (Under) Exp.	\$103,473	\$0	\$75,255	\$0	\$0

(a) The 2020 fund balance represents an open purchase order for \$32,050 for contracted services which encumbered funds from 2019. The 2021 estimated fund balance represents an open purchase order for contracted services for \$24,200 which encumbered funds from the 2020 budget.

Program Highlights

Personnel costs increase \$21,600 due to cost to continue for existing staff.

Operating expenses include \$30,000 for contracted services and \$6,800 for office supplies and equipment.

Interdepartmental charges increase \$9,100 mostly due to a \$8,400 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.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	2.10	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	\$415,996	\$423,062	\$425,200	\$425,331	\$2,269
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$25,902	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$105,705	\$103,523	\$103,523	\$108,157	\$4,634
Total Revenues	\$547,603	\$526,585	\$528,723	\$533,488	\$6,903
Personnel Costs	\$123,576	\$132,434	\$128,485	\$136,690	\$4,256
Operating Expenses	\$301,404	\$299,300	\$291,212	\$301,724	\$2,424
Interdept. Charges	\$89,816	\$94,851	\$94,851	\$95,074	\$223
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$514,796	\$526,585	\$514,548	\$533,488	\$6,903
Rev. Over (Under) Exp.	\$32,807	\$0	\$14,175	\$0	\$0

Program Highlights

Interdepartmental revenues increase by \$2,300. This includes a \$10,000 increase in postage revenue to \$303,000 based on anticipated usage and \$7,700 decrease in countywide physical record storage expenses based on a reduction in the number of boxes stored.

Personnel costs increase by \$4,300 for cost to continue for existing staff.

Operating expenses increase by \$2,400 due to a total increase of \$2,600 with postage costs to \$282,000.

Interdepartmental charges increase by \$200 due to a \$2,400 increase in End User Technology expenses, which is partially offset by a \$1,700 decrease in insurance expenses.

 Records Management Services (cont.)
Activity – Records Management

	2020	2021	2021	2022	Budget
<u>Output Indicators</u>	Actual	Budget	Estimate	Budget	Change
Storage Boxes Received (a)	348	500	400	400	(100)
Storage Boxes Destroyed (a)	1,200	800	800	800	-
Boxes/Journals Offsite	9,160	9,500	8,760	8,360	(1,140)
Images Scanned (b)	166,666	160,000	166,666	166,666	6,666

(a) In the year referenced.

(b) Counts do not reflect imaging services for centralized accounts payable.

Activity – Mail Services

	2020	2021	2021	2022	Budget
<u>Output Indicators</u>	Actual	Budget	Estimate	Budget	Change
Incoming Mail (Bins)	1,798	1,600	1,700	1,700	100
Outgoing Mail (Pieces)	426,617	440,000	425,000	430,000	(10,000)

American Rescue

Plan Act Fund

Administration

Special Revenue Fund

American Rescue Plan Act – Department of Administration

Fund Purpose

In March of 2021, the federal government approved legislation authorizing and funding the American Rescue Plan Act (ARPA) allocating \$350 billion of direct aid to state and local governments through the Coronavirus State and Local Fiscal Recovery Funds (CSLFRF) program. Waukesha County's CSLFRF allocation is \$78.5 million and allows for program costs to be spent or obligated by December 31, 2024 and completed by December 31, 2026. Permissible uses of the grant funding include supporting public health; responding to negative economic impacts from the public health emergency; providing premium pay for essential workers; investing in water, sewer, and broadband infrastructure; and supporting general county government services and infrastructure by offsetting revenue loss due to the pandemic.

The County Board approved the creation of a new "Special Purpose Grant Fund," (herein, referred to as the ARPA Fund) to allow the county to more readily manage and report on project progress and grant spending. The county will budget for specific items in this special revenue fund on a project basis, with budget authority controlled at the bottom-line expenditure level, similar to the Capital Project Fund.

There will be instances when it is more appropriate to account for ARPA funding elsewhere in the budget and not in this fund, which includes (1) reimbursement for eligible staff time that was already included in departmental operating budgets, (2) application of funds to offset "revenue loss," (mentioned above) and (3) funding for eligible projects in the Capital Project Fund. All ARPA funds will be tracked using a unique revenue account. All planned uses of ARPA-CSLFRF can be found on pages 478-479.

Note: This fund is being used to account only for ARPA-CSLFRF grant funds. The American Rescue Plan Act allocates additional funding for specific purposes (e.g., Emergency Rental Assistance), in addition to the CSLFRF, which will be accounted for in departmental budgets.

Financial Summary	2020 Actual	2021 Adopted Budget	2021 Estimate	2022 Budget	Change From 2021 Adopted Budget	
					\$	%
Revenues						
ARPA FUNDING	\$0	\$0	\$53,502	\$118,047	\$118,047	N/A
NON-ARPA FUNDING						
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$0	\$0	\$0	\$0	\$0	N/A
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$0	\$0	\$0	\$0	\$0	N/A
Appr. Fund Balance (a)	\$0	\$0	\$0	\$0	\$0	N/A
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$0	\$0	\$53,502	\$118,047	\$118,047	N/A
Expenditures						
Personnel Costs (b)	\$0	\$0	\$38,502	\$108,047	\$108,047	N/A
Operating Expenses	\$0	\$0	\$15,000	\$10,000	\$10,000	N/A
Interdept. Charges	\$0	\$0	\$0	\$0	\$0	N/A
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$0	\$0	\$53,502	\$118,047	\$118,047	N/A
Rev. Over (Under) Exp.	\$0	\$0	\$0	\$0	\$0	N/A
Position Summary (FTE)						
Regular Positions	0.00	0.00	0.38	1.00	1.00	
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	0.38	1.00	1.00	

American Rescue

Plan Act Fund

Administration

Special Revenue Fund

American Rescue Plan Act – Department of Administration (cont.)

Program Highlights

The 2022 Department of Administration budget includes the addition of 1.00 FTE senior financial analyst position tasked with tracking and reporting on the American Rescue Plan funding that the County has been awarded. This position was created in ordinance 176-46 in 2021 with a sunset provision at the end of the grant expenditure period. This position is fully supported with American Rescue Plan funds as allowed under the grant.

This program also includes \$10,000 to support an economic and labor data subscription to provide information for economic recovery and development.

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, application support, 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	2020 Actual	2021 Adopted Budget	2021 Estimate	2022 Budget	Change From 2021 Adopted Budget	
					\$	%
Revenues						
General Government	\$26,085	\$0	\$0	\$240,000	\$240,000	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$11,210	\$35,800	\$17,522	\$27,794	(\$8,006)	-22.4%
Interdepartmental	\$6,454,620	\$6,391,990	\$6,525,070	\$7,662,865	\$1,270,875	19.9%
Other Revenue	\$18,311	\$12,703	\$15,063	\$13,133	\$430	3.4%
Appr. Fund Balance (a)	\$893,722	\$757,693	\$824,082	\$640,103	(\$117,590)	-15.5%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$7,403,948	\$7,198,186	\$7,381,737	\$8,583,895	\$1,385,709	19.3%
Expenditures						
Personnel Costs	\$3,507,382	\$3,728,747	\$3,642,941	\$4,770,079	\$1,041,332	27.9%
Operating Expenses	\$3,148,194	\$3,398,010	\$3,355,894	\$3,733,626	\$335,616	9.9%
Interdept. Charges	\$36,758	\$36,774	\$37,717	\$37,272	\$498	1.4%
Fixed Assets (memo) (b)	\$570,984	\$1,033,997	\$743,582	\$860,066	(\$173,931)	-16.8%
Total Expenditures (b)	\$6,692,334	\$7,163,531	\$7,036,552	\$8,540,977	\$1,377,446	19.2%
Rev. Over (Under) Exp. (b) (c)	\$711,614	\$34,655	\$345,185	\$42,918	\$8,263	23.8%

Position Summary (FTE)

Regular Positions	28.95	28.55	28.55	37.05	8.50
Extra Help	2.99	2.71	2.71	2.71	0.00
Overtime	0.01	0.01	0.01	0.01	0.00
Total FTEs	31.95	31.27	31.27	39.77	8.50

(a) Fund balance appropriation	2020	2021 Budget	2021 Estimate	2022 Budget
Open Carryovers - 2021 estimate includes \$66,389 for 2020 open purchase orders.	\$125,055	\$0	\$66,389	\$0
Appropriated Fund balance from End User Technology Fund	\$518,667	\$357,693	\$357,693	\$165,103
Appropriated Fund balance from General Fund	\$250,000	\$400,000	\$400,000	\$475,000
Total Fund Balance Appropriation:	\$893,722	\$757,693	\$824,082	\$640,103

- (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.

**IT Public Safety Systems, Business Application Support,
Project Management Office, and Operations**
(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 Public Safety Systems (PSS): The PSS program leads and manages the administration and support of all functions related to the County's Public Safety technology, applications and computing systems. This section is responsible for the detailed analysis of all computing needs, requirements, and business practices for the County's public safety system functions, and for making appropriate recommendations regarding computerization and design of workflow processes for the County and its municipal partners.

IT Business Application Support (BAS): The BAS program primarily supports applications and functions throughout all clinical departments and divisions. This section analyzes complex information and problems, evaluates alternatives, resolves complex problems, implements new applications, and maintains existing applications and interfaces. The BAS program also provides data analytics and reporting functions.

IT Project Management Office (PMO): The IT PMO 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. The PMO serves as the central point for providing IT communication, accountability, and expertise to all customer departments. This program also leads, coordinates and manages projects across all county departments.

IT Operations: The IT Operations program provides support for the county's on-premises and cloud-based infrastructure, including servers, data storage, endpoints, peripherals, and applicable software. IT Operations includes installation and maintenance of the enterprise network, which connects devices on the main campus as well as communication links to remote county sites, the internet, the state network, and municipalities. This section also contracts the 24/7/365 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 Public Safety Systems, Business Application Support,
Project Management Office, and Operations (cont.)**

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	30.39	29.71	29.71	38.21	8.50
General Government	\$26,085	\$0	\$0	\$240,000	\$240,000
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$11,210	\$35,800	\$17,522	\$27,794	(\$8,006)
Interdepartmental (a) (b)	\$5,947,662	\$5,858,872	\$6,012,421	\$7,118,285	\$1,259,413
Other Revenue	\$15,201	\$10,000	\$12,000	\$10,000	\$0
Appr. Fund Balance (c) (e)	\$893,722	\$757,693	\$824,082	\$640,103	(\$117,590)
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$6,893,880	\$6,662,365	\$6,866,025	\$8,036,182	\$1,373,817
Personnel Costs	\$3,358,008	\$3,573,091	\$3,488,631	\$4,611,097	\$1,038,006
Operating Expenses	\$2,807,775	\$3,051,619	\$3,031,318	\$3,378,723	\$327,104
Interdept. Charges	\$2,809	\$3,000	\$3,968	\$3,444	\$444
Fixed Assets (memo) (d)	\$570,984	\$1,033,997	\$743,582	\$860,066	(\$173,931)
Total Expenditures (d)	\$6,168,592	\$6,627,710	\$6,523,917	\$7,993,264	\$1,365,554
Rev. Over (Under) Exp. (d) (e)	\$725,288	\$34,655	\$342,108	\$42,918	\$8,263

- (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 2.25% in 2022.
- (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) 2020 appropriated fund balance includes \$518,667 of budgeted End User Technology Fund Balance, \$250,000 of General Fund Balance, and carryover of \$125,055 for 2019 open purchase orders. 2021 budgeted appropriated fund balance includes \$357,693 of End User Technology Fund Balance, and \$400,000 of General Fund Balance. 2021 Estimate includes \$66,389 in 2020 open purchase orders carried over to 2021 in addition to the budgeted fund levels noted. 2022 budgeted appropriated fund balance includes \$165,103 of End User Technology Fund Balance and \$475,000 of General Fund Balance.
- (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

A major initiative in the 2022 End User Technology Budget is the transfer of the Health and Human Services (HHS) Business Application Support (BAS) program from HHS to DOA-IT. This transfer will facilitate collaboration among IT professional staff across the county and promote county-wide efficiency in addressing technology issues across departments. DOA-IT staff are increasing by 9.00 FTE related to this program transfer with a total personal cost increase of \$1,065,300. This includes the transfer of 1.00 FTE business applications support administrator, 1.00 FTE senior IT professional, and 2.00 FTE principal IT professionals. This transfer also includes the transfer and reclassification of 1.00 FTE IT technician to IT analyst and 4.00 FTE IT analysts to senior IT professionals to more appropriately place staff based on work tasks assigned. Operating and interdepartmental expenses related to the staff transition are also budgeted in the DOA-IT program totaling \$33,300. To support this transfer, HHS is budgeting \$1,098,600 as an addition Information Technology cross charge.

General government revenue is newly budgeted in 2022 and includes a portion of the state of Wisconsin shared revenue allocation for Waukesha County. This funding has historically been accounted for in the capital projects fund, however, is partially allocated in 2022 to support rising technology costs associated with security needs. Charges for service revenue decrease \$8,000 due to a lower number of title companies utilizing county office space rental resulting in \$24,200 reduction in revenue partially offset by \$16,200 increase in public safety module expenses billed to participating municipalities. Interdepartmental

**IT Public Safety Systems, Business Application Support,
Project Management Office, and Operations (cont.)**

revenues increase \$160,800 reflecting a 2.25% increase in rates charged to departments and \$1,098,600 related to the transfer of the HHS-BAS program to DOA-IT. Utilization of fund balance decreases by \$117,600. Budgeted fund balance includes a \$75,000 increase to \$475,000 of General Fund balance and \$192,600 decrease of End User Technology Fund balance to \$165,100.

Personnel costs increase \$1,038,000. This includes the transfer of 9.00 FTE from HHS-BAS to DOA IT for \$1,065,300; the unfunding of 0.50 FTE information technology technician resulting in \$53,600 in savings; the reclassification of a principal IT professional to public safety systems administrator resulting in an additional \$6,200 in expense; and cost to continue for existing staff.

Operating expenses increase a total of \$327,100. This includes the transfer of \$33,100 in operating expenditure authority related to the transfer of the staff from the HHS-BAS program to DOA-IT. Other significant increases include \$150,000 increase in Office 365 license expenses. This increase includes projected cost increases for the contract and the addition of Microsoft's enterprise mobility and security solution to facilitate a secure remote work solution with a budgeted cost of \$95,400. Other increases include the addition of \$43,000 in on-going licensing costs for a comprehensive IT management system, \$40,000 increase in anticipated depreciation expenses, \$23,000 increase in county-wide cashiering expenses associated with the implementation of the new cashiering system, \$20,000 increase in server maintenance expenses, and \$18,000 increase in computer replacement expenses.

Fixed assets are decreasing by \$173,900. This decrease is due to the removal of \$65,000 budgeted in 2021 for the purchase of network switches and the removal of \$133,000 of budgeted funds to purchase mobile data computers for the Sheriff's Department. The fixed asset expenditure threshold for information continues at the \$3,000 equipment purchase level. This allows the cost of the item to be reflected over the useful life.

Activity

The plan is scheduled to replace 276 PC's (including laptops), 65 flat panels and 35 peripherals (printers, scanners, etc.) in 2022. The plan currently supports 1,690 personal workstations and laptop computers and 230 VDI (virtual 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 devices 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>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020**</u>	<u>2021</u>	<u>2022</u>	Units Purchased Incr./(Decr.)
PC	379	295	339	261	822	351	276	(75)
Flat panels	80	150	75	60	64	65	65	0
Peripherals	50	50	35	35	35	35	35	0
VDI*						19	8	(11)

*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>2020</u> <u>Actual</u>	<u>2021</u> <u>Budget</u>	<u>2021</u> <u>Estimate</u>	<u>2022</u> <u>Budget</u>	<u>Budget</u> <u>Change</u>
Total Number of Units in Plan	97	96	96	96	0
Units Purchased Annually	21	46	37	16	(30)

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.

	2020	2021	2021	2022	Budget
	Actual	Budget	Estimate	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	\$506,958	\$533,118	\$512,649	\$544,580	\$11,462
Other Revenue	\$3,110	\$2,703	\$3,063	\$3,133	\$430
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$510,068	\$535,821	\$515,712	\$547,713	\$11,892
Personnel Costs	\$149,374	\$155,656	\$154,310	\$158,982	\$3,326
Operating Expenses	\$340,419	\$346,391	\$324,576	\$354,903	\$8,512
Interdept. Charges	\$33,949	\$33,774	\$33,749	\$33,828	\$54
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$523,742	\$535,821	\$512,635	\$547,713	\$11,892
Rev. Over (Under) Exp.	(\$13,674)	\$0	\$3,077	\$0	\$0

Program Highlights

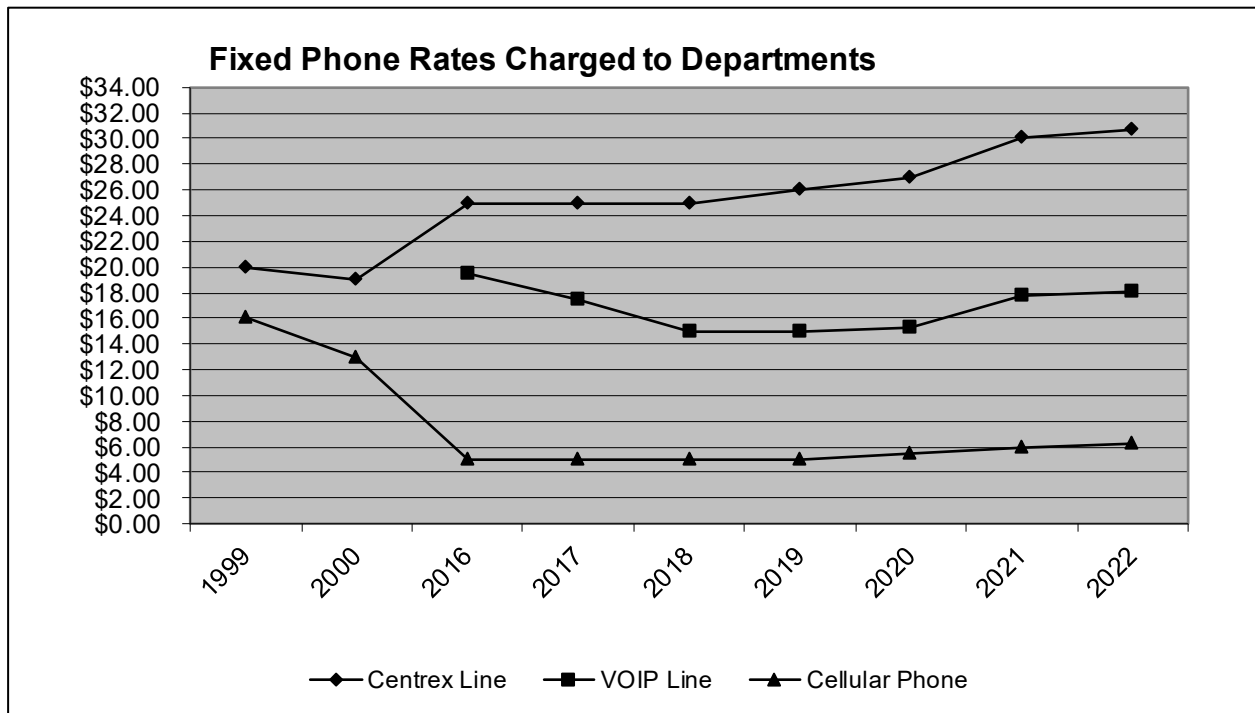
Interdepartmental revenues increase by \$11,500. The increase in revenue is due to an increase in the number of cellular phones which results in an increase in the administrative overhead charge by \$2,700 for acquiring, supporting, and paying invoices associated with the cellular phones. The remaining increase is related to a 2.25% increase in the departmental line charge to cover telecommunication operational costs.

Personnel costs increase \$3,300 due to cost to continue of existing staff.

Operating expenses increase by \$8,500 due to \$10,800 increase in Non-Centrex stand-alone lines based on average monthly expenditure levels. Interdepartmental charges remain stable from the 2021 adopted budget.

Communications (cont.)

Performance Measure



Activity

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
# of VOIP Lines	1,586	1,549	1,586	1,586	37
# of Centrex Telephone Lines	214	214	211	211	(3)
# of Non-Centrex Telephone Lines	60	79	58	58	(21)
# of Cellular Phones*	745	560	681	574	14

* 2020 Actual includes 173 COVID-19 Cellular Phones

* 2021 Estimate includes 109 COVID-19 Cellular Phones

The VOIP (Voice Over Internet Protocol) capital project implementation occurred in 2013 – 2014. Currently 211 Centrex (land lines) and 58 non-Centrex traditional analog lines remain which is a reduction of 21 lines from the 2021 budget. 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 such as fax machines, modems, panic alarms, or monitoring systems. The current analog devices and lines are in difficult to serve locations. However, the Department will continue to analyze the conversion of analog lines to VOIP lines 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	2020	2021	2021	2022	Change From 2021	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
Revenues						
General Government	\$1,044	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$0	\$0	\$0	\$0	\$0	N/A
Interdepartmental (a)	\$2,431,384	\$2,511,200	\$2,511,200	\$2,633,398	\$122,198	4.9%
Other Revenue (b)	\$309,202	\$394,892	\$370,064	\$370,900	(\$23,992)	-6.1%
Appr. Fund Balance (c)	\$270,769	\$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)	\$3,012,399	\$3,171,592	\$3,146,764	\$3,269,798	\$98,206	3.1%
Expenditures						
Personnel Costs	\$335,822	\$342,087	\$341,135	\$352,913	\$10,826	3.2%
Operating Expenses	\$2,657,812	\$2,744,146	\$2,744,146	\$2,831,288	\$87,142	3.2%
Interdept. Charges	\$98,651	\$85,359	\$85,359	\$85,597	\$238	0.3%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$3,092,285	\$3,171,592	\$3,170,640	\$3,269,798	\$98,206	3.1%
Rev. Over (Under) Exp.	(\$79,886)	\$0	(\$23,876)	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	2.90	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	2.90	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 2020-2022 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	2020	2021 Budget	2021 Est.	2022 Budget
Open purchase orders/carryovers	\$5,269	\$0	\$0	\$0
Liability & Property Insurance Program General Fund Balance	\$215,500	\$215,500	\$215,500	\$215,500
Liability & Property Insurance Program Risk Management Fund Balance	\$50,000	\$50,000	\$50,000	\$50,000
Worker's Compensation Program	\$0	\$0	\$0	\$0
Total Fund Balance Appropriation:	\$270,769	\$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:	2020 Actual	2021 Target	2021 Actual	2022 Target
Workers' Compensation Experience Modification Factor	0.84	Below 1.00	0.68	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.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	1.65	1.65	1.65	1.65	0.00
General Government	\$696	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental (a)	\$1,177,084	\$1,235,900	\$1,235,900	\$1,345,579	\$109,679
Other Revenue (b)	\$285,578	\$331,791	\$306,963	\$307,800	(\$23,991)
Appr. Fund Balance (c)	\$270,769	\$265,500	\$265,500	\$265,500	\$0
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues (a) (b)	\$1,734,127	\$1,833,191	\$1,808,363	\$1,918,879	\$85,688
Personnel Costs	\$195,318	\$199,505	\$198,934	\$206,181	\$6,676
Operating Expenses	\$1,476,683	\$1,549,257	\$1,549,257	\$1,628,031	\$78,774
Interdept. Charges	\$97,721	\$84,429	\$84,429	\$84,667	\$238
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,769,722	\$1,833,191	\$1,832,620	\$1,918,879	\$85,688
Rev. Over (Under) Exp.	(\$35,595)	\$0	(\$24,257)	\$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 Mutual Insurance Company (WMMIC) dividends (primary source of reduction).
 (c) Fund balance applied in 2020-2022 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 8.9% or \$109,700 to reflect increased liability insurance costs. When combined with Worker's Compensation program costs, overall department insurance chargebacks increased 4.9%. Other revenue decreases \$24,000 due to decrease in insurance dividends. 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 \$6,700 for cost to continue of existing staff. Operating expenses increase \$78,800 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 \$200 to reflect higher computer replacement costs.

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.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	1.25	1.25	1.25	1.25	0.00
General Government	\$348	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental (a)	\$1,254,300	\$1,275,300	\$1,275,300	\$1,287,819	\$12,519
Other Revenue	\$23,624	\$63,101	\$63,101	\$63,100	(\$1)
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues (a)	\$1,278,272	\$1,338,401	\$1,338,401	\$1,350,919	\$12,518
Personnel Costs	\$140,504	\$142,582	\$142,201	\$146,732	\$4,150
Operating Expenses	\$1,181,129	\$1,194,889	\$1,194,889	\$1,203,257	\$8,368
Interdept. Charges	\$930	\$930	\$930	\$930	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,322,563	\$1,338,401	\$1,338,020	\$1,350,919	\$12,518
Rev. Over (Under) Exp.	(\$44,291)	\$0	\$381	\$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 1.0% or \$12,500, as program operating expenses remain more stable. Other revenues related to investment income remain stable.

Personnel costs increase \$4,200 for cost to continue of existing staff. Operating expenses increase \$8,400 to reflect estimated insurance costs.

Activity -- Risk Management Fund Overall

	2017	2018	2019	2020	2021
<u>Output Indicators</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Estimate</u>
Safety Inspections/Surveys	35	22	16	17	15
Safety Meetings	44	65	55	60	50
Training In-services	25	19	28	18	25
Contracts & Ins Certificates Reviewed	697	785	677	665	675
<u>Efficiency Indicators:</u>					
Total Purchased Insurance Premium	\$773,292	\$867,329	\$951,937	\$1,041,955	\$1,157,591
Cost of Insurance Per \$1,000 of County Expenditures*	\$3.08	\$3.24	\$3.60	\$3.82	\$4.06
Total Risk Management Expenditures	\$2,731,253	\$2,805,573	\$2,943,279	\$3,092,281	\$3,271,819
Cost of Risk Per \$1,000 of County Expenditures*	\$10.89	\$10.47	\$11.12	\$11.35	\$11.48
County Expenditures excluding Capital Projects and Debt Service*	\$250,811,468	\$267,960,645	\$264,732,554	\$272,444,825	\$284,915,595
* Excludes capital projects and debt service					

Activity -- Liability & Property Insurance Program

	2017	2018	2019	2020	2021
<u>Output Indicators:</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Estimate</u>
# of General/Auto Liability Claims	41	56	63	56	52
Paid & Reserve	\$128,613	\$515,959	\$215,623	\$41,807	N/A
Average Cost Per Claim	\$3,137	\$9,214	\$3,423	\$747	N/A
# of Property/Auto Physical Claims	78	61	64	47	63
Paid & Reserve Net of Subrogation	\$303,716	\$221,144	\$149,017	\$228,354	N/A
Average Cost Per Claim	\$3,894	\$3,625	\$2,328	\$4,859	N/A
Subrogation Collections	\$17,402	\$18,754	\$39,306	\$25,834	N/A

Activity -- Workers' Compensation Program

	2017	2018	2019	2020	2021
<u>Output Indicators:</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Estimate</u>
# of Worker's Compensation Claims	101	114	109	107	104
Paid & Reserve Net of Subrogation	\$703,602	\$1,067,464	\$1,114,910	\$1,092,018	N/A
Average Cost Per Claim	\$6,966	\$9,364	\$10,229	\$10,206	N/A

Notes:

Accident year claims data valued as of 01/01/2021

NA=estimates not available due to need for actuarial analysis

Fund Purpose

The Collections division (1) operates as an internal service fund by providing financially responsible centralized collection services to all agencies of the county and participating external Waukesha County municipalities; (2) generates savings to taxpayers by maximizing the collection of dollars owed to the county in the most consistent, timely, efficient, and cost effective manner possible in compliance with all laws, rules, and regulations; 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	2020	2021	2021	2022	Change From 2021	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
Revenues						
General Government	\$1,490	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$235,122	\$300,000	\$322,860	\$336,860	\$36,860	12.3%
Interdepartmental	\$450,525	\$474,111	\$452,551	\$472,587	(\$1,524)	-0.3%
Other Revenue	\$141,847	\$196,451	\$152,851	\$170,804	(\$25,647)	-13.1%
Appr. Fund Balance (a)	\$132,280	\$26,415	\$26,415	\$26,415	\$0	0.0%
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$961,264	\$996,977	\$954,677	\$1,006,666	\$9,689	1.0%
Expenditures						
Personnel Costs	\$650,851	\$712,629	\$690,904	\$731,515	\$18,886	2.7%
Operating Expenses (a)	\$160,206	\$102,878	\$93,103	\$101,273	(\$1,605)	-1.6%
Interdept. Charges	\$197,923	\$181,470	\$166,836	\$173,878	(\$7,592)	-4.2%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$1,008,980	\$996,977	\$950,843	\$1,006,666	\$9,689	1.0%
Rev. Over (Under) Exp.	(\$47,716)	\$0	\$3,834	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	6.80	6.80	6.80	7.40	0.60
Extra Help	1.20	1.20	1.20	0.60	(0.60)
Overtime	0.00	0.00	0.00	0.00	0.00
Total FTEs	8.00	8.00	8.00	8.00	0.00

(a) Fund balance appropriation	2020	2021 Budget	2021 Est.	2022 Budget
Depreciation expense	\$4,012	\$2,759	\$2,759	\$2,759
Open Purchase Orders/Carryovers	\$82,280	\$0	\$0	\$0
To maintain Collections internal cost to departments	\$45,988	\$23,656	\$23,656	\$23,656
Total Fund Balance Appropriation:	\$132,280	\$26,415	\$26,415	\$26,415

Program Highlights

Charges for service revenue increases \$36,900 and interdepartmental revenues decrease by \$1,500. These revenue changes reflect anticipated collection levels following the increase of collector staff from 5.20 FTE to 5.60 FTE. Other revenues decrease \$25,600 due to a \$27,500 reduction in interest income on judgements. Collections appropriated fund balance remains at \$26,400 which is budgeted to keep the internal client fee structure lower than the cost to provide the collections service.

Personnel costs increase by \$18,900. This includes the transfer of 0.25 FTE administrative specialist and 0.15 FTE business services manager from the collections division to the Department of Administration General Fund resulting in \$17,100 and \$25,700 in personnel savings respectively. The personnel budget also includes the removal of 0.60 FTE temporary extra help resulting in \$32,100 in expense reduction.

Collections

Administration

Program/Objective

These personnel decreases are offset by the addition of 1.00 FTE collections specialist resulting in an additional \$77,100 expense and cost to continue for remaining staff.

Operating expenses decrease by \$1,600 due to removal of \$3,500 computer equipment expenses which were budgeted in 2021 to transition collections computers from desktops to laptop computers. These desktop computers were replaced in 2020 with Routes to Recovery funding. The 2022 operating expense budget includes \$24,000 for credit card fees, \$46,400 for hosting and licensing fees for the collections computer system, and \$10,000 to assist with locating debtor contact information.

Interdepartmental charges decrease \$7,600 primarily due to \$3,000 decrease in legal expenses from Corporation Counsel and \$5,700 reduction in postage expenses based on historical expenditure levels.

Activity

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
\$ Coll. for Wauk. Cty. Customers	\$1,394,621	\$1,480,245	\$1,450,000	\$1,438,100	(\$42,145)
\$ Coll. & Shared with State	\$1,006,561	\$993,000	\$1,010,000	\$1,010,000	\$17,000
<u>\$ Coll. for Municipal Customers</u>	<u>\$1,157,855</u>	<u>\$1,123,400</u>	<u>\$1,150,000</u>	<u>\$1,209,500</u>	<u>\$86,100</u>
Total \$ Collected	\$3,559,037	\$3,596,645	\$3,610,000	\$3,657,600	\$60,955
Total \$ Retained by County	\$2,174,871	\$2,245,547	\$2,222,750	\$2,225,510	(\$20,037)
Accts Referred to Collection Div.	18,745	22,000	20,000	20,000	(2,000)
\$ Referred to Collection Division	\$10,829,837	\$13,000,000	\$12,000,000	\$12,000,000	(\$1,000,000)
# of External Intergovernmental Customers	79	79	81	81	2

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:	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Est.	2022 Target
Ratio Collections to Expense (a) (Debt Collected/Collection Expense)	4.37	4.18	3.88	4.04	3.53	3.80	3.70
Waukesha County Recovery % (b)	28.40%	27.80%	27.70%	27.70%	32%	25%	25%
Waukesha County Average Liquidation % (c)	26.96%	22.17%	26.40%	32.72%	32.86%	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	2020	2021	2021	2022	Change From 2021	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget	%
					\$	%
Revenues						
General Government	\$64,638	\$90,000	\$81,000	\$81,000	(\$9,000)	-10.0%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$209,190	\$256,617	\$183,348	\$238,965	(\$17,652)	-6.9%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$0	\$0	\$0	\$0	\$0	N/A
Appr. Fund Balance	\$50,000	\$41,000	\$21,150	\$27,215	(\$13,785)	-33.6%
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$323,828	\$387,617	\$285,498	\$347,180	(\$40,437)	-10.4%
Expenditures						
Personnel Costs	\$136,223	\$141,184	\$137,867	\$144,306	\$3,122	2.2%
Operating Expenses	\$145,399	\$237,433	\$147,631	\$202,874	(\$34,559)	-14.6%
Interdept. Charges	\$3,268	\$9,000	\$0	\$0	(\$9,000)	-100.0%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$284,890	\$387,617	\$285,498	\$347,180	(\$40,437)	-10.4%
Rev. Over (Under) Exp.	\$38,938	\$0	\$0	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	1.00	1.00	1.00	1.00	0.00
Extra Help	0.00	0.00	0.00	0.00	0.00
Overtime	0.00	0.00	0.00	0.00	0.00
Total FTEs	1.00	1.00	1.00	1.00	0.00

Program Highlights

General government revenues decrease by \$9,000. This revenue is comprised of \$81,000 of revenue from the Regional Workforce Alliance to provide one-stop-operator (OSO) function and equal opportunity and civil rights compliance for the seven-county region in southeastern Wisconsin. The indirect revenue for the OSO function is being directly allocated from the revenue instead of budgeting the full revenue amount and the interdepartmental expense.

Charges for service revenue decreases by \$17,700. This revenue reduction is primarily due to reductions in expenditures noted below. As expenditures decrease, the revenue required to fund the operation also decreases. The American Job Center fund balance of \$27,200 is budgeted in 2022. The accumulated fund balance stabilizes the workforce development center revenue requirements and provides some additional time to evaluate workforce development needs in a more virtual work environment.

Personnel costs include the cost to continue for 1.00 FTE workforce development coordinator. Operating expenses decrease by \$34,600. This includes the reduction of expenditure authority for the purchase of

American Job

Center Fund

Administration

Objective/Program

office equipment related to the movement of the workforce development center from the Pewaukee location to the downtown Waukesha location in 2020.

Major Departmental Strategic Plan Objectives

Customer Service Pillar: High customer satisfaction

Objective 1: American Job Center Satisfaction

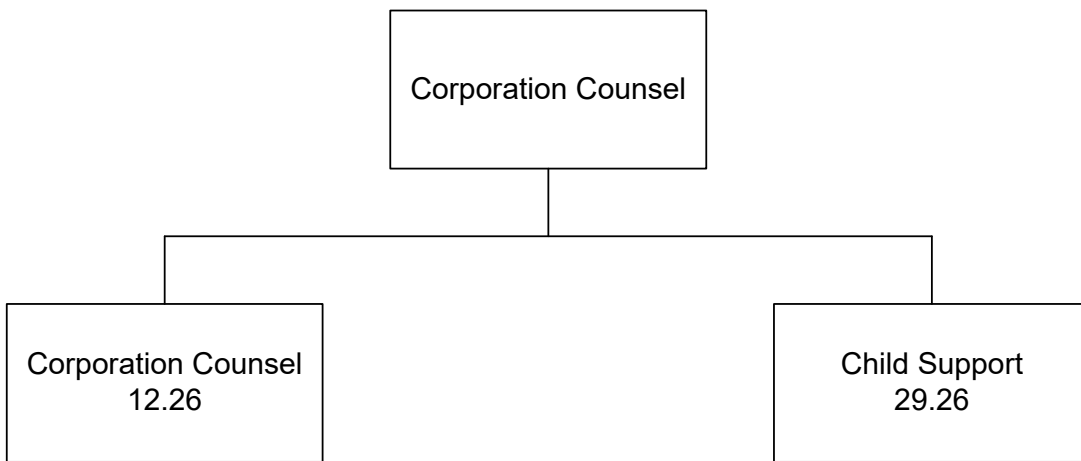
The American Job Center system serves employers and citizens by providing employment, training, education, and economic development services through virtual means and at physical locations. Organizations and customers who interact with the American Job Center system express a 90% satisfaction rating with the services provided.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
NEW Organization Satisfaction Survey results from partners receiving services from Waukesha County Department of Administration (5-Point Scale)	4.4	4.5	4.5	4.5

Corporation Counsel

CORPORATION COUNSEL'S OFFICE

FUNCTION / PROGRAM CHART



41.52 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	2020 Actual	2021		2022 Budget	Change From 2021 Adopted Budget	
		Adopted Budget	2021 Estimate		\$	%
Corporation Counsel						
Revenues	\$568,857	\$589,068	\$591,579	\$595,708	\$6,640	1.1%
County Tax Levy	\$894,512	\$880,433	\$880,433	\$930,433	\$50,000	5.7%
Expenditures	\$1,452,978	\$1,469,501	\$1,468,718	\$1,526,141	\$56,640	3.9%
Rev. Over (Under) Exp.	\$10,391	\$0	\$3,294	\$0	\$0	N/A
Child Support						
Revenues (a)	\$2,424,944	\$2,477,541	\$2,480,777	\$2,511,397	\$33,856	1.4%
County Tax Levy	\$385,735	\$409,814	\$409,814	\$409,814	\$0	0.0%
Expenditures	\$2,644,137	\$2,887,355	\$2,850,675	\$2,921,211	\$33,856	1.2%
Rev. Over (Under) Exp.	\$166,542	\$0	\$39,916	\$0	\$0	N/A
Total All Funds						
Revenues	\$2,993,801	\$3,066,609	\$3,072,356	\$3,107,105	\$40,496	1.3%
County Tax Levy	\$1,280,247	\$1,290,247	\$1,290,247	\$1,340,247	\$50,000	3.9%
Expenditures	\$4,097,115	\$4,356,856	\$4,319,393	\$4,447,352	\$90,496	2.1%
Rev. Over (Under) Exp.	\$176,933	\$0	\$43,210	\$0	\$0	N/A
Position Summary (Combined FTE)						
Regular Positions	41.00	41.00	41.00	41.00	0.00	
Extra Help	0.55	0.63	0.63	0.47	(0.16)	
Overtime	0.05	0.05	0.05	0.05	0.00	
Total	41.60	41.68	41.68	41.52	(0.16)	

(a) Child Support revenues include State General Purpose Revenue (GPR) of \$244,642 in 2020 actual, \$246,347 in 2021 adopted budget, and \$303,550 in 2022 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	2020	2021	2021	2022	Change From 2021	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
Revenues						
General Government	\$5,421	\$0	\$2,511	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$2,998	\$5,090	\$5,090	\$50	(\$5,040)	-99.0%
Interdepartmental	\$541,902	\$583,978	\$583,978	\$595,658	\$11,680	2.0%
Other Revenue	\$0	\$0	\$0	\$0	\$0	N/A
Appr. Fund Balance	\$18,536	\$0	\$0	\$0	\$0	N/A
County Tax Levy (Credit)	\$894,512	\$880,433	\$880,433	\$930,433	\$50,000	5.7%
Total Revenue Sources	\$1,463,369	\$1,469,501	\$1,472,012	\$1,526,141	\$56,640	3.9%
Expenditures						
Personnel Costs	\$1,232,350	\$1,278,627	\$1,279,750	\$1,336,355	\$57,728	4.5%
Operating Expenses	\$141,171	\$105,945	\$104,039	\$103,706	(\$2,239)	-2.1%
Interdept. Charges	\$79,457	\$84,929	\$84,929	\$86,080	\$1,151	1.4%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$1,452,978	\$1,469,501	\$1,468,718	\$1,526,141	\$56,640	3.9%
Rev. Over (Under) Exp.	\$10,391	\$0	\$3,294	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	11.85	11.85	11.85	11.85	0.00
Extra Help	0.55	0.55	0.55	0.40	(0.15)
Overtime	0.01	0.01	0.01	0.01	0.00
Total FTEs	12.41	12.41	12.41	12.26	(0.15)

Program Highlights

Total revenue in the Corporation Counsel office increases by \$56,600, or 3.9%, to \$1,526,100 in the 2022 budget. Based on prior year trends, and future anticipated requests for services, interdepartmental revenue increases \$11,700, or 2.0%, for legal services provided to HHS. This increase in revenue is offset by the elimination of \$5,100 for rental payments no longer anticipated from the Children First program vendor. County tax levy increases by \$50,000, or 5.7%, to \$930,400 in 2022.

Personnel costs increase by \$57,700, or 4.5%, to \$1,336,400 for 12.26 FTE's mostly related to salary increases of \$35,804 and health insurance cost increases of \$13,800 due to changes in employee benefit selections and insurance rate increases. Temporary extra help decreases 0.15 FTE.

Operating expenses decrease by \$2,200, or 2.1%, to \$103,700, driven principally by decreased expenditures for computer equipment, managed print services, and contracted services.

Interdepartmental charges increase by \$1,200, or 1.4%, to \$86,100, mainly due to a \$1,600 increase in end user technology charges and \$500 increase in computer replacement charges and are offset by deductions in postage of \$750 and the telephone-variable costs of \$300.

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 county, its departments and officials.

Time that it takes to review contracts effectively and the number of cases filed.

Performance Measure:	2020 Actual	2021 Target	2021 Estimate	2022 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	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Total Number of Cases Filed						
Claims Received	49	56	50	90	60	10
Lawsuits Monitored	25	42	25	40	35	10
Contracts Reviewed	212	207	275	225	275	0
Resolutions/Ordinances Reviewed	127	112	130	160	130	0

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	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Adult and Juvenile Chapter 51 Cases	1,017	899	1,100	950	1,000	(100)
Guardianships/Protective Placements:						
- Adults	415	457	450	415	450	0
- Juveniles	26	28	50	36	35	(15)
Juvenile Court Petitions:						
- Children/Juveniles in Need of Protection Services (CHIPS) & Truancy cases	508	344	575	464	475	(100)
- Termination of Parental Rights (TPR)	19	27	20	20	20	0

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Non- Departmental

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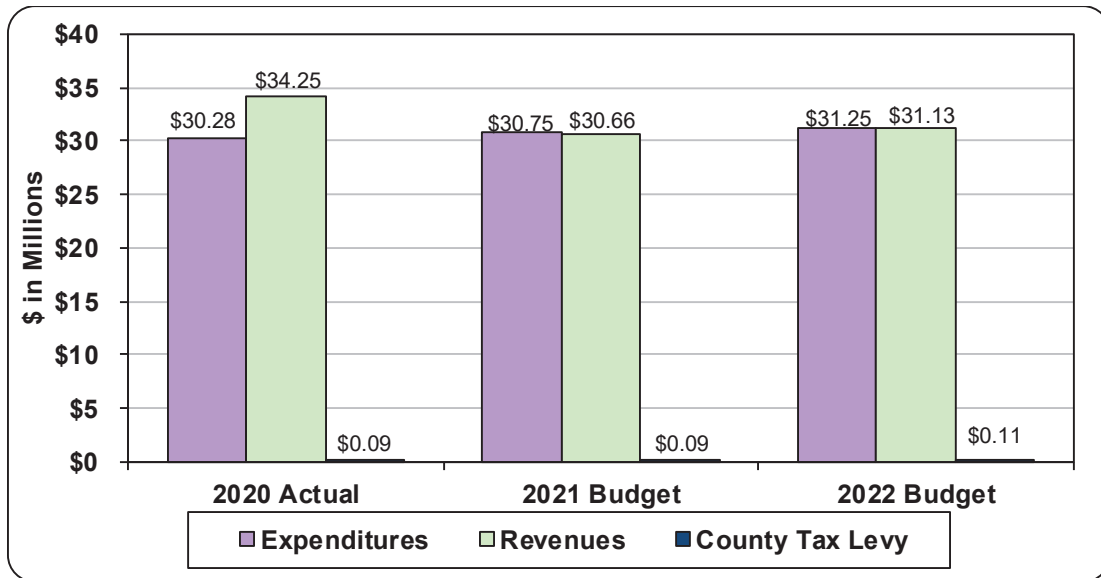
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NON-DEPARTMENTAL

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 county established the special revenue **American Rescue Act Plan (ARPA) Fund** to more readily track and manage funds allocated to the county through the Coronavirus State and Local Fiscal Recovery Funds (CSLFRF) program. These funds will be allocated to multiple departments throughout the grant period (through 2026), and the Non-Departmental section includes a consolidated schedule of planned uses for greater transparency and simpler reporting for budget reviewers.



Significant program and funding changes to the 2022 Budget include the following:

- The **Tax Levy** necessary to fund this functional area totals \$113,100, which is an increase of \$21,000 from the 2021 budget.
- **Non-Departmental General Fund:** Expenditures increase by \$76,100 in 2022, which includes an increase in the county's share of Southeastern Wisconsin Regional Planning Commission (SEWRPC) charges of \$30,100 and a \$35,400 increase in active employee payouts for unused vacation and sick leave, largely due to employees forgoing vacation time to respond to the COVID-19 pandemic in 2020 (paid out on skip-year basis in 2022).
- **Health and Dental Insurance Fund:** Total expenditures increase \$420,200, or 1.5%, primarily due to the following:
 - **Active Employee Health Insurance Program:** Expenditures increase \$458,000, or 1.9%, mostly due to higher anticipated claims costs of \$190,200 based on actuarial recommendation. (Premium rates charged to county departments and employees are budgeted to increase 2.2% to offset cost increases). Stop loss insurance coverage for higher-cost claims are budgeted to increase by \$102,600.
 - **Waukesha Employee Health and Wellness Center:** Expenditures decrease \$55,600 to about \$1.4 million. Starting in the 2022 budget, the school district of Waukesha will withdraw from the previous intergovernmental agreement between the county, city, and school district of Waukesha. In the 2022 budget, most program costs are now shared among the remaining two members, and the county is working with the city and the contracted clinic provider to right-size clinic operations for projected lower patient volume, while continuing to provide services focused on reducing health claims costs. Expenditures decrease mainly due to a reduction in contracted clinic staffing costs and administrative costs from the clinic provider and also a reduction in facility improvement charges.
- **Contingency Fund** remains at the 2021 budget level of \$1.2 million, funded with appropriated general fund balance.

****NON-DEPARTMENTAL****
Functional Area Summary by Agency

	2020 Actual	2021 Adopted Budget	2021 Estimate	2022 Budget	Change from 2021 Adopted Budget	
					\$	%
TOTAL NON-DEPARTMENTAL						
Revenues (a) (b)	\$34,246,109	\$30,657,379	\$27,478,518	\$31,132,676	\$475,297	1.6%
County Tax Levy	\$92,100	\$92,100	\$92,100	\$113,100	\$21,000	22.8%
Expenditure (b)	\$30,275,101	\$30,749,479	\$26,850,091	\$31,245,776	\$496,297	1.6%
Rev. Over (Under) Exp.	\$1,527,625	\$0	\$58,639	\$0	\$0	N/A
Oper Income/(Loss)	\$2,535,483	\$0	\$661,888	\$0	\$0	N/A
BREAKDOWN BY AGENCY						
GENERAL NON-DEPARTMENTAL						
Revenues (a)	\$5,879,019	\$1,652,300	\$1,826,539	\$1,707,355	\$55,055	3.3%
County Tax Levy	\$92,100	\$92,100	\$92,100	\$113,100	\$21,000	22.8%
Expenditure	\$4,443,494	\$1,744,400	\$1,860,000	\$1,820,455	\$76,055	4.4%
Rev. Over (Under) Exp.	\$1,527,625	\$0	\$58,639	\$0	\$0	N/A
HEALTH AND DENTAL INSURANCE						
Revenues (a)	\$28,367,090	\$27,805,079	\$25,651,979	\$28,225,321	\$420,242	1.5%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditure	\$25,831,607	\$27,805,079	\$24,990,091	\$28,225,321	\$420,242	1.5%
Oper Income/(Loss)	\$2,535,483	\$0	\$661,888	\$0	\$0	N/A
CONTINGENCY						
Revenues (a) (b)	\$135,666	\$1,200,000	\$600,000	\$1,200,000	\$0	0.0%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditure (b)	\$135,666	\$1,200,000	\$600,000	\$1,200,000	\$0	0.0%
Rev. Over (Under) Exp.	\$0	\$0	\$0	\$0	\$0	N/A

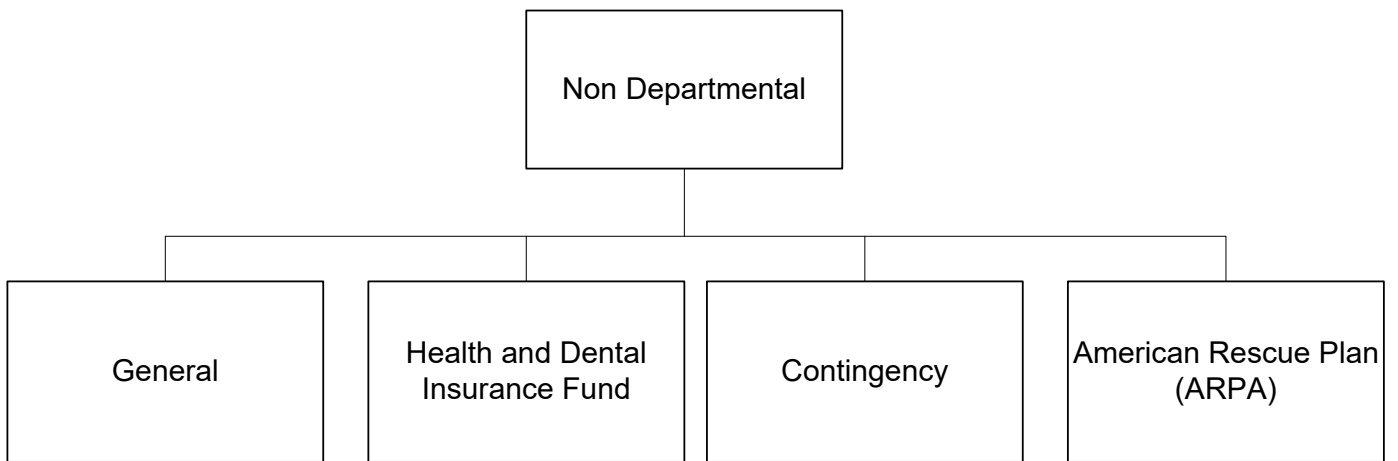
(a) The revenue budget for 2022 includes fund balance appropriations totaling \$3,503,200 which includes \$672,300 in the General Fund, \$1,630,900 in the Health & Dental Insurance Fund, and \$1,200,000 in the Contingency Fund. The revenue budget for 2021 includes fund balance appropriations totaling \$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.

(b) Contingency fund use in 2020 actuals and the 2021 estimate 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	2020	2021	2021	2022	Change From 2021	
	Actual (e)	Adopted Budget	Estimate	Budget	Adopted Budget	
					\$	%
Revenues						
General Government (a)(e)	\$3,388,088	\$638,000	\$722,051	\$638,000	\$0	0.0%
Fine/Licenses (b)	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$0	\$0	\$0	\$0	\$0	N/A
Interdepartmental (c)	\$0	\$58,400	\$69,862	\$67,100	\$8,700	14.9%
Other Revenue (b)	\$1,661,765	\$330,000	\$287,076	\$330,000	\$0	0.0%
Appr. Fund Balance (d)	\$829,166	\$625,900	\$747,550	\$672,255	\$46,355	7.4%
County Tax Levy (Credit)	\$92,100	\$92,100	\$92,100	\$113,100	\$21,000	22.8%
Total Revenue Sources	\$5,971,119	\$1,744,400	\$1,918,639	\$1,820,455	\$76,055	4.4%
Expenditures						
Personnel Costs (d)(e)	\$481,000	\$419,600	\$486,600	\$465,000	\$45,400	10.8%
Operating Expenses (d)(e)	\$3,657,394	\$1,224,900	\$1,273,500	\$1,253,955	\$29,055	2.4%
Interdept. Charges	\$305,100	\$99,900	\$99,900	\$101,500	\$1,600	1.6%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$4,443,494	\$1,744,400	\$1,860,000	\$1,820,455	\$76,055	4.4%
Rev. Over (Under) Exp.	\$1,527,625	\$0	\$58,639	\$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 2022 and 2021 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) 2020 actual fines and licenses revenues exclude jail assessment fees of about \$403,100, 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 2020 exclude about \$60,500 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 2022 budget includes \$150,000 for the Waukesha Center for Growth, \$140,000 for retirement payouts from reserves for this purpose, \$199,800 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 2021, see footnote (a) of the Non-Departmental Program/Activity Financial Summary table later in this budget.
- (e) The 2020 actuals include about \$2,696,800 of grant revenues and expenditures related to the COVID-19 pandemic, above what is included in other budgets.

2022 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.

Non-Departmental Program/Activity Financial Summary

Exp/Rev Category	Expenditures: Continuous	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change	% Change
Operating	SEWRPC Allocation	\$690,660	\$654,400	\$654,400	\$684,455	\$30,055	4.6%
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)	\$1,698	\$35,000	\$84,600	\$35,000	\$0	0.0%
Personnel	Separation Payouts (Vac. & Sick Leave) (a)	\$58,208	\$140,000	\$118,400	\$140,000	\$0	0.0%
Personnel	Active Non-Rep Empl. Max. Sick Leave/Vac. Payouts	\$174,218	\$169,600	\$171,200	\$205,000	\$35,400	20.9%
Operating	Section 125 Plan Administration Costs	\$6,198	\$8,000	\$8,000	\$8,000	\$0	0.0%
Personnel	Unemployment	\$89,127	\$70,000	\$90,000	\$80,000	\$10,000	14.3%
Personnel	Severance/Retention (a)	\$8,361	\$40,000	\$107,000	\$40,000	\$0	0.0%
Operating	Def Comp Plan Consulting/Financial Edu for Empl. (b)	\$31,590	\$30,000	\$30,000	\$30,000	\$0	0.0%
Operating	Consulting (a)	\$0	\$30,000	\$30,000	\$30,000	\$0	0.0%
Operating	Merchant Card Fees	\$36,483	\$35,000	\$35,000	\$35,000	\$0	0.0%
Operating	Employment Advertising	\$8,875	\$15,000	\$10,000	\$15,000	\$0	0.0%
Operating	Property Tax/Special Assessments	\$16,173	\$40,000	\$40,000	\$40,000	\$0	0.0%
Operating	Printing inc. Adopted Budget Books	\$2,069	\$5,000	\$4,000	\$4,000	(\$1,000)	-20.0%
Interdept'l	Work Comp/Liab/Casualty/Other Ins	\$90,035	\$99,900	\$99,900	\$101,500	\$1,600	1.6%
Multiple	Other Expenses	\$164,937	\$30,000	\$30,000	\$30,000	\$0	0.0%
Short-Term/Temporary/Periodic							
Operating	Strategic Planning (a)	\$55,916	\$40,000	\$40,000	\$40,000	\$0	0.0%
Multiple	COVID-19 Pandemic Response (e)	\$2,706,445	\$0	\$0	\$0	\$0	N/A
Operating	Jail Study Implementation	\$0	\$0	\$5,000	\$0	\$0	N/A
Total Expenditures		\$4,443,494	\$1,744,400	\$1,860,000	\$1,820,455	\$76,055	4.4%
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)	\$106,246	\$53,000	\$137,051	\$53,000	\$0	0.0%
Interdept'l	Interdepartmental Charge Revenue*	\$0	\$58,400	\$69,862	\$67,100	\$8,700	14.9%
Other	Other Revenue (b)(d)	\$1,661,764	\$330,000	\$287,076	\$330,000	\$0	0.0%
Gen Gov't	COVID-19 Grant Revenues (e)	\$2,696,843	\$0	\$0	\$0	\$0	N/A
Fund Bal	Fund Balance Appropriation (a)	\$829,166	\$625,900	\$747,550	\$672,255	\$46,355	7.4%
Tax Levy	Tax Levy	\$92,100	\$92,100	\$92,100	\$113,100	\$21,000	22.8%
Total Revenues		\$5,971,119	\$1,744,400	\$1,918,639	\$1,820,455	\$76,055	4.4%
Revenues Over/(Under) Expenditures		\$1,527,625	\$0	\$58,639	\$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 **2022 Budget** includes \$150,000 for the Waukesha Center for Growth, \$140,000 for retirement payouts from reserves for this purpose, \$199,800 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 **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.
- (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 2021 and 2022 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 2022 budget (\$190,000 in the 2021 budget), procurement card rebates estimated at \$45,000 in the 2022 budget (\$45,000 in the 2021 budget), and miscellaneous recoveries of \$65,000 in the 2022 budget (\$65,000 in the 2021 budget).
- (e) The 2020 actuals include about \$2,696,800 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	2020	2021	2021	2022	Change From 2021	
	Actual (a)	Adopted Budget (b)	Estimate	Budget (b)	Adopted Budget \$	%
Revenues						
General Government	\$59,351	\$31,500	\$54,400	\$21,100	(\$10,400)	-33.0%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$4,464,148	\$5,300,500	\$4,359,000	\$5,443,321	\$142,821	2.7%
Interdepartmental	\$17,588,448	\$19,914,000	\$17,936,000	\$20,702,000	\$788,000	4.0%
Other Revenue (a)	\$3,732,358	\$453,000	\$1,216,800	\$428,000	(\$25,000)	-5.5%
Appr. Fund Balance (b)	\$2,522,785	\$2,106,079	\$2,085,779	\$1,630,900	(\$475,179)	-22.6%
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$28,367,090	\$27,805,079	\$25,651,979	\$28,225,321	\$420,242	1.5%
Expenditures						
Personnel Costs	\$0	\$0	\$0	\$0	\$0	N/A
Operating Expenses	\$25,811,216	\$27,731,679	\$24,918,091	\$28,171,121	\$439,442	1.6%
Interdept. Charges	\$20,391	\$73,400	\$72,000	\$54,200	(\$19,200)	-26.2%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$25,831,607	\$27,805,079	\$24,990,091	\$28,225,321	\$420,242	1.5%
Rev. Over (Under) Exp.	\$2,535,483	\$0	\$661,888	\$0	\$0	N/A

- (a) Other revenues include one-time reimbursements from the county's stop loss insurer for high-cost claims of \$2.6 million for the 2020 actuals. The remainder is revenue from prescription drug rebates.
- (b) Appropriated fund balance from Health and Dental Insurance Fund reserves for the 2022 budget includes \$251,800 to fund the Wellness Initiative program and \$1,379,100 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 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 \$1,424,300 is budgeted to fund most of the Waukesha Employee Health and Wellness Center.

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	2020 Actual	2021 Budget	2021 Estimate	2022 Estimate
Average Plan % Premium Increase	5%	13%	13%	2.2%
Average Monthly Plan Cost: Single	\$772	\$872	\$872	\$891
Family	\$2,082	\$2,353	\$2,353	\$2,405
HDHP Plan	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Average Plan % Premium Increase	5%	13%	13%	2.2%
Average Full Monthly Plan Cost: Single*	\$676	\$752	\$752	\$766
Family*	\$1,760	\$1,964	\$1,964	\$2,003

*County contribution to employee health savings accounts is included in monthly figures (added to premium).

Performance Measure:	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Medical Inflation Rate**	7.0%	7.0%	7.0%	6.3%

**Milliman's (County Health Insurance Actuary) expected annual trend assumptions

Activity	2020 Actual (a)	2021 Budget (b)	2021 Estimate (c)	2022 Budget (b)	Budget Chng
# of Health Ins. Contracts					
POS Single	87	89	78	76	(13)
Family	160	173	148	147	(26)
Subtotal	247	262	226	223	(39)
HDHP Single	364	349	355	346	(3)
Family	587	608	591	664	56
Subtotal	951	957	946	1,010	53
Total	1,198	1,219	1,172	1,233	14

(a) Enrollment as of 12/31/2020.

(b) The 2021 and 2022 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 2021.

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 2022 budget assumes that program participants in the POS plan will pay a lower premium cost 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).

	2020 Actual (a)	2021 Budget	2021 Estimate	2022 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	\$3,215,269	\$3,760,000	\$3,266,000	\$3,860,000	\$100,000
Interdepartmental	\$17,044,901	\$19,383,000	\$17,414,000	\$20,171,000	\$788,000
Other Revenue (a)	\$3,655,580	\$400,000	\$1,136,000	\$400,000	\$0
Appr. Fund Balance	\$926,000	\$430,000	\$430,000	\$0	(\$430,000)
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$24,841,750	\$23,973,000	\$22,246,000	\$24,431,000	\$458,000
Personnel Costs	\$0	\$0	\$0	\$0	\$0
Operating Expenses	\$22,610,457	\$23,973,000	\$22,109,010	\$24,406,000	\$433,000
Interdept. Charges	\$1,545	\$0	\$300	\$25,000	\$25,000
Fixed Assets (Memo)	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$22,612,002	\$23,973,000	\$22,109,310	\$24,431,000	\$458,000
Rev. Over (Under) Exp.	\$2,229,748	\$0	\$136,690	\$0	\$0

(a) Other revenues for 2020 actuals include one-time reimbursements received by the county's stop loss insurance provider of approximately \$2.6 million. 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 2022 (described below). Charges for service revenues include the employees' share of estimated premiums and are projected to increase \$100,000. 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 \$788,000. Both increases to the employee and county share are primarily due to a planned increase in premium rates of 2.2%.

Other revenues consist of prescription drug rebates and remain at the 2021-budgeted level. 2021 Appropriated Health Insurance Fund Balance was 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). Starting in the 2022 budget, this fund balance has been removed.

Operating expenditures consist mostly of estimated claims costs for the county's self-insured health plans, which are budgeted to increase by about \$190,200, or 1.0%, from \$19.8 million to nearly \$20.0 million. Stop loss insurance coverage for higher-cost claims are budgeted to increase by \$102,600.

Interdepartmental charges increase \$25,000 due to indirect charges.

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.

	2020 Actual	2021 Budget	2021 Estimate	2022 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	\$1,120,090	\$1,437,500	\$968,000	\$1,480,321	\$42,821
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue (a)	\$75,214	\$50,000	\$80,000	\$25,000	(\$25,000)
Appr. Fund Balance	\$30,000	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$1,225,304	\$1,487,500	\$1,048,000	\$1,505,321	\$17,821
Personnel Costs	\$0	\$0	\$0	\$0	\$0
Operating Expenses	\$1,376,360	\$1,486,600	\$732,081	\$1,504,421	\$17,821
Interdept. Charges	\$70	\$900	\$800	\$900	\$0
Fixed Assets (Memo)	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,376,430	\$1,487,500	\$732,881	\$1,505,321	\$17,821
Rev. Over (Under) Exp.	(\$151,126)	\$0	\$315,119	\$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 2022. 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 17% increase in premiums. The premium revenue increases \$42,800, or 3.0%, from the 2021 budget, with premium increases partially offset by lower projected enrollment levels (see activity table, below). Other revenue consists of prescription drug rebates which decreases by \$25,000, which is due to lower enrollment levels and the planned implementation of a different pharmacy benefit manager that is expected to reduce prescription drug costs and related rebates.

Operating expenses include health claims expenses, increasing \$30,400. Administrative costs decrease by \$12,600.

For the 2022 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	2020 Actuals (a)	2021 Budget	2021 Estimate (b)	2022 Budget	Budget Change
# of POS Retiree Health Ins. Contracts					
Pre-Medicare					
Single	45	49	38	45	(4)
Family	13	14	10	13	(1)
Total	58	63	48	58	(5)

(a) Enrollment as of 12/31/2020.

(b) Enrollment as of June 2021.

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.

	2020 Actual	2021 Budget	2021 Estimate	2022 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	\$88,129	\$59,000	\$81,000	\$59,000	\$0
Interdepartmental	\$543,547	\$531,000	\$522,000	\$531,000	\$0
Other Revenue	\$1,275	\$3,000	\$800	\$3,000	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$632,951	\$593,000	\$603,800	\$593,000	\$0
Personnel Costs	\$0	\$0	\$0	\$0	\$0
Operating Expenses	\$464,666	\$591,400	\$512,400	\$591,400	\$0
Interdept. Charges	\$0	\$1,600	\$1,600	\$1,600	\$0
Fixed Assets (Memo)	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$464,666	\$593,000	\$514,000	\$593,000	\$0
Rev. Over (Under) Exp.	\$168,285	\$0	\$89,800	\$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 remain at the 2021-budgeted level. Premium rates are not changing for the 2022 budget.

Operating expenses consist mostly of dental claims costs of \$533,000, which remains at the 2021-budgeted level.

Activity	2020 Actual (a)	2021 Budget	2021 Est. (b)	2022 Budget	Budget Change
# of Dental Ins. Contracts					
Self-Funded					
Single	239	270	230	270	0
Family	415	450	400	450	0
Subtotal	654	720	630	720	0
Fully-Insured*					
Single	155	154	140	154	0
Family	379	364	377	364	0
Subtotal	534	518	517	518	0
Total	1,188	1,238	1,147	1,238	0

*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 12/31/2020.

(b) Enrollment as of June 2021.

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 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 Actual	2021 Budget	2021 Estimate	2022 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	\$289	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$251,800	\$251,800	\$231,500	\$251,800	\$0
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$252,089	\$251,800	\$231,500	\$251,800	\$0
Personnel Costs	\$0	\$0	\$0	\$0	\$0
Operating Expenses	\$220,507	\$249,800	\$229,500	\$249,800	\$0
Interdept. Charges	\$0	\$2,000	\$2,000	\$2,000	\$0
Fixed Assets (Memo)	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$220,507	\$251,800	\$231,500	\$251,800	\$0
Rev. Over (Under) Exp.	\$31,582	\$0	\$0	\$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 2021 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 2021 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 was established through an intergovernmental agreement between the county, city, and school district of Waukesha beginning in 2014. 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. Starting in the 2022 budget, the school district of Waukesha has withdrawn from the agreement and will no longer be a partner. In the 2022 budget, most program costs are now shared among the two members according to a formula specified in the intergovernmental agreement. This formula is updated annually using a three-year rolling average of each entity's share of utilization. For the 2022 budget, the cost-share for the county and city will be 65%/35%. The cost share for the 2021 budget was 46%/32%/22% (county/school district/city). The budget displayed below represents only the county's share of costs (the city budgets for its own share).

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	0.00	0.00	0.00	0.00	0.00
General Government	\$59,351	\$31,500	\$54,400	\$21,100	(\$10,400)
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$40,660	\$44,000	\$44,000	\$44,000	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$1,314,985	\$1,424,279	\$1,424,279	\$1,379,100	(\$45,179)
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$1,414,996	\$1,499,779	\$1,522,679	\$1,444,200	(\$55,579)
Personnel Costs	\$0	\$0	\$0	\$0	\$0
Operating Expenses	\$1,139,226	\$1,430,879	\$1,335,100	\$1,419,500	(\$11,379)
Interdept. Charges	\$18,776	\$68,900	\$67,300	\$24,700	(\$44,200)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,158,002	\$1,499,779	\$1,402,400	\$1,444,200	(\$55,579)
Rev. Over (Under) Exp.	\$256,994	\$0	\$120,279	\$0	\$0

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 (27% in 2020, 25% in 2021, 17% in 2022) 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 clinic partner share of facility-related costs, and decrease due to the withdrawal of the school district from the agreement. 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.

With the school district withdrawing from the intergovernmental agreement starting in the 2022, the county will work with the city and the contracted clinic provider to right-size clinic operations for projected lower patient volume, while continuing to provide services focused on reducing health claims costs. Operating expenses decrease by \$11,400, largely due to a reduction in contracted clinic staffing costs and administrative costs from the clinic provider. Interdepartmental charges decrease by \$44,200, mostly due to a reduction in facility improvement charges from the Department of Public Works – Building Improvement Plan program.

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	2020 Actual (a)	2021 Adopted Budget	2021 Estimate	2022 Budget	Change From 2021 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)	\$135,666	\$1,200,000	\$600,000	\$1,200,000	\$0	0.0%
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$135,666	\$1,200,000	\$600,000	\$1,200,000	\$0	0.0%
Expenditures						
Personnel Costs	\$0	\$0	\$0	\$0	\$0	N/A
Operating Expenses (a)	\$135,666	\$1,200,000	\$600,000	\$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	\$135,666	\$1,200,000	\$600,000	\$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 2020, the Non-Departmental General fund was allocated \$135,700 of operating expenses to correct drug buy payments to municipal law enforcement agencies.

Fund Purpose

In March of 2021, the federal government approved legislation authorizing and funding the American Rescue Plan Act (ARPA) allocating \$350 billion of direct aid to state and local governments through the Coronavirus State and Local Fiscal Recovery Funds (CSLFRF) program. Waukesha County's CSLFRF allocation is \$78.5 million and allows for program costs to be spent or obligated by December 31, 2024 and completed by December 31, 2026. Permissible uses of the grant funding include supporting public health; responding to negative economic impacts from the public health emergency; providing premium pay for essential workers; investing in water, sewer, and broadband infrastructure; and supporting general county government services and infrastructure by offsetting revenue loss due to the pandemic.

The ARPA Fund is a special revenue fund established to more readily track and manage resources allocated to the county through the Coronavirus State and Local Fiscal Recovery Funds (CSLFRF) program. These funds will be allocated to multiple departments throughout the grant period (through 2026). The county will budget for specific items in this special revenue fund on a project basis, with budget authority controlled at the bottom-line expenditure level, similar to the Capital Project Fund. Expenditures are detailed within departmental budgets and can be cross-referenced using the page numbers included within the summary chart below.

There will be instances when it is more appropriate to account for ARPA funding outside of the ARPA Fund. These instances include (1) reimbursement for eligible staff time that was already included in departmental operating budgets, (2) application of funds to offset "revenue loss," and (3) funding for eligible projects in the Capital Project Fund. All ARPA funds will be tracked using a unique revenue account. This Non-Departmental summary includes a consolidated schedule of all planned uses for both those accounted for within the ARPA Fund and within departmental operating budgets and capital projects to provide greater transparency and simpler reporting for budget reviewers.

Note: This fund is being used to account only for ARPA-CSLFRF grant funds. The American Rescue Plan Act allocates additional funding for specific purposes (e.g., Emergency Rental Assistance), in addition to the CSLFRF, which will be accounted for in departmental budgets.

2021-2026 AMERICAN RESCUE PLAN ACT (ARPA) FUNDING

Pg #	PROJECT TITLE	DEPARTMENT	NEED ADDRESSED	2021 Amended Budget	2022 Budget	2023-2026 Future Years Projection	TOTAL
JUSTICE AND PUBLIC SAFETY							
114	CRIMINAL COURT CASE BACKLOG - PROSECUTION	DISTRICT ATTORNEY	NEGATIVE ECONOMIC IMPACT	\$94,981	\$561,822	\$572,792	\$1,229,595
132	CRIMINAL COURT CASE BACKLOG	CIRCUIT COURT SERVICES	NEGATIVE ECONOMIC IMPACT	\$77,743	\$491,799	\$497,912	\$1,067,454
503	COURTHOUSE PROJECT	CAPTIAL PROJECTS	REVENUE REPLACEMENT		\$6,000,000	\$24,000,000	\$30,000,000
HEALTH AND HUMAN SERVICES							
231	PANDEMIC RESPONSE	HEALTH AND HUMAN SERVICES	PUBLIC HEALTH	\$1,500,000	\$0	\$0	\$1,500,000
N/A (a)	HHS TECHNOLOGY SYSTEM ENHANCEMENTS	HEALTH AND HUMAN SERVICES	PUBLIC HEALTH	\$730,000	\$0	\$0	\$730,000
231	HHS TECHNOLOGY IMPLEMENTATION SUPPORT	HEALTH AND HUMAN SERVICES	PUBLIC HEALTH	\$0	\$53,289	\$0	\$53,289
231	PUBLIC HEALTH LEVEL 3 CERTIFICATION	HEALTH AND HUMAN SERVICES	PUBLIC HEALTH	\$0	\$282,677	\$257,200	\$539,877
PARKS AND LAND USE							
N/A (b)	MAINTENANCE OF PARK AND OPEN SPACE INFRASTRUCTURE	PARKS AND LAND USE	NEGATIVE ECONOMIC IMPACT	\$0	\$0	\$1,900,000	\$1,900,000
ADMINISTRATION							
417	INVESTMENT INCOME REVENUE RECOVERY	TREASURER	REVENUE REPLACEMENT	\$0	\$500,000	\$1,500,000	\$2,000,000
439	ECONOMIC AND LABOR DATA SUBSCRIPTION	ADMINISTRATION	NEGATIVE ECONOMIC IMPACT	\$10,000	\$10,000	\$20,000	\$40,000
439	GRANT ADMINISTRATION	ADMINISTRATION	ADMINISTRATION	\$38,502	\$108,047	\$463,000	\$609,549
439	GRANT CONSULTING	ADMINISTRATION	ADMINISTRATION	\$5,000	\$0	\$0	\$5,000
TOTAL ALLOCATED ARPA FUNDING				\$2,456,226	\$8,007,634	\$29,210,904	\$39,674,764
UNALLOCATED ARPA FUNDS RESERVED FOR FUTURE YEARS						\$38,835,959	\$38,835,959
TOTAL ARPA FUNDING (2021-2026)				\$2,456,226	\$8,007,634	\$68,046,863	\$78,510,723

- (a) Total project budget appropriated through 2021, so no capital project form is included in the 2022 budget document.
- (b) First year of project budget is in 2023, so no capital project form is included in the 2022 budget document.

Program/Functional Area Highlights

Estimated usage of ARPA-CLSFRF funds include \$2.5 million in the 2021 modified budget, \$8.0 million in the 2022 budget, and \$29.7 million in future years (2023-2026). The remaining \$38.3 million of funding remains available to address pandemic response needs, or other priority initiatives that align with the following goals: promoting economic recovery, growth, and workforce/community development; investing in projects that enhance productivity and generate a return on investment; and leveraging partnerships with other local governments and agencies. These grant funds are temporary and should only be used for projects that are temporary in nature. Waukesha County has established an ARPA Response Team with representation from countywide functional areas and will utilize established boards and committees that are either elected by citizens or appointed by elected offices to address the needs of the community. The budgeted use by functional area, department and program are outlined on the next page.

Justice and Public SafetyCriminal Court Case Backlog-Prosecution

The Waukesha Circuit Court is adding a 6th Court to address the criminal case backlog caused by the COVID-19 pandemic. The ARPA-CSLFRF program is available to address any negative economic harm, which the U.S. Treasury Department has defined to include addressing criminal court case backlogs. The 2022 budget includes \$1,053,600 (\$561,800 within the District Attorney's Office and \$491,800 within Circuit Court Services) to fund sunset positions and operating costs associated the temporary criminal court. The court and associated sunset positions will be eliminated when either the court backlog is eliminated or December 31, 2023, whichever date is sooner.

Courthouse Project Step 2: Renovate 1959 Courthouse

The 2022 capital budget includes \$6 million, and the capital plan includes an additional \$24 million in 2023 through 2024, of ARPA funding to partially offset costs of core infrastructure in the renovation of the 1959 Courthouse (Capital Project #201705). Use of ARPA funds offset borrowing needs, saving county taxpayers (including interest expense) an estimated \$33 million. Project expenses are eligible through ARPA-CSLFRF, which provides funding to local governments to compensate for revenue loss due to the COVID-19 pandemic. ARPA revenues are budgeted with larger amounts assumed in 2023 and 2024 to allow adjustments in future capital plans.

Health and Human ServicesPandemic Response

The 2021 modified budget includes \$1.5 million appropriated through enrolled ordinance 176-46 to continue public health pandemic response through contact tracing and disease investigation, support of testing efforts, support for community vaccination efforts, and related associated technology costs.

HHS Technology System Enhancements

Capital Project #202014 HHS Technology System Enhancements was modified by enrolled ordinance 176-42 to provide for additional functionality needs identified by HHS department management during its experience with the COVID-19 pandemic and cover project costs through ARPA-CSLFRF funding. Project costs total \$730,000. Projects that enhance public health, behavioral health, and other HHS services and data systems are eligible for funding under ARPA-CSLFRF.

HHS Technology Implementation Support

The 2022 budget includes \$53,300 for 0.75 FTE of temporary extra help to assist in the implementation of the HHS Technology System Enhancements projects. Projects that enhance public health, behavioral health, and other HHS services and data systems are eligible for funding under ARPA-CSLFRF.

Public Health Level 3 Certification

The 2022 budget includes the use of ARPA funds to help upgrade Public Health operations from a level 2 to a level 3 status, which will see the county's Public Health Division assume a chief health strategist role, overseeing the appropriate use of health data and data systems to identify insights and trends and systematically use that data to inform decisions and promote positive health outcomes. The budget includes \$257,700 of ARPA funding for the phase-in costs associated with creating 1.00 FTE Epidemiologist, 1.00 FTE Public Health Supervisor, and 0.50 FTE Community Health Educator to align staff with the requirements of attaining Level 3 Public Health status. Ongoing financial support for these additional position costs will be phased-in through reductions in other costs for services that can be readily referred to community healthcare providers. Operating expenses of \$25,000 are also budgeted to complete the required Community Health Improvement Planning and Process (CHIPPP).

Parks and Land UseMaintenance of Park and Open Space

Future-year use of \$1.9 million of ARPA-CSLRF funding is included within the 2022-2026 capital plan to address paving maintenance at county parks. ARPA funds are available to address any negative economic harm, which the U.S. Treasury Department has defined to include addressing park maintenance needs.

AdministrationInvestment Income Revenue Recovery

The 2022 budget includes \$500,000 of ARPA funds which allows for the recovery of lost revenues following the pandemic. An additional \$1.5 million is set aside for future years. Actual use of ARPA funds will be limited to cover actual overall unfavorable general fund variances at year-end.

Economic and Labor and Data Subscription

Each year of the plan includes \$10,000 within the Department of Administration to support an economic and labor data subscription, which will provide economic and workforce data analysis and impact studies to help inform economic assistance programs and recovery efforts. This appropriation as originally approved through enrolled ordinance 176-46

Grant Administration

The 2022 Department of Administration budget includes the addition of a 1.00 FTE senior financial analyst position tasked with tracking, reporting on, and projecting uses of American Rescue Plan Act funding that the county has been awarded. This position was created through enrolled ordinance 176-46 in 2021 with a sunset provision at the end of the grant expenditure period.

Grant Consulting

The 2021 budget, modified through enrolled ordinance 176-46, includes \$5,000 of consulting services to assist with ARPA project eligibility interpretation, grant compliance, and strategically aligning programs with county financial planning objectives.

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Debt Service

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DEBT SERVICE

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Mission

Debt Service provides funds sufficient to make annual interest and principal payments on county debt obligations borrowed for capital expenditures, largely highway and building projects. Beginning in 2022, the county will also borrow for vehicle replacement. Also beginning in 2022, the Debt Service budget will account for bond issuance costs (previously budgeted in the Capital Project Fund), which includes the cost of bond counsel, the county's financial advisor, and rating agency review. 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.

The county will also use debt borrowing to purchase certain vehicles and equipment planned for in the Vehicle Replacement Plan Fund. Departmental contributions toward vehicle replacement will be used to fund principal payments on the related debt. Debt issued for vehicles will be conservatively paid back over seven-year terms (before the next replacement is needed), but will be structured within the same ten-year promissory notes issued for capital projects to avoid the need for separate debt issuances during the same year.

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 and vehicle replacement expenditures for governmental fund operations.

Expenditures	2020 Actual	2021 Budget	2021 Estimate	Impact of			
				2022 Based on Prior Years	2022 Issue	2022 Budget	Budget Change
Principal	\$12,665,000 (a)	\$12,905,000	\$12,905,000	\$13,129,000	\$0	\$13,129,000	\$224,000
Interest Expense	\$1,819,599	\$1,968,594	\$1,737,311	\$1,617,379	\$235,417	\$1,852,796	(\$115,798)
Cost of Issuance	\$36,125	\$0	\$0	\$0	\$100,000	\$100,000	\$100,000
TOTAL DEBT	\$14,520,724	\$14,873,594	\$14,642,311	\$14,746,379	\$335,417	\$15,081,796	\$208,202
Fund Balance	\$266,224	\$560,875 (b)	\$329,592	\$325,458 (c)	\$235,417	\$560,875	\$0
TAX LEVY	\$14,254,500	\$14,312,719	\$14,312,719	\$14,420,921	\$100,000	\$14,520,921	\$208,202

- (a) The 2020 actuals exclude the refinancing of the \$10.5 million balance of 2011, 2012, and 2013 debt issues.
- (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.
- (c) The 2022 budget includes fund balance from the following sources: Debt Service Fund balance of \$460,875 and General Fund balance of \$100,000.

Program Highlights

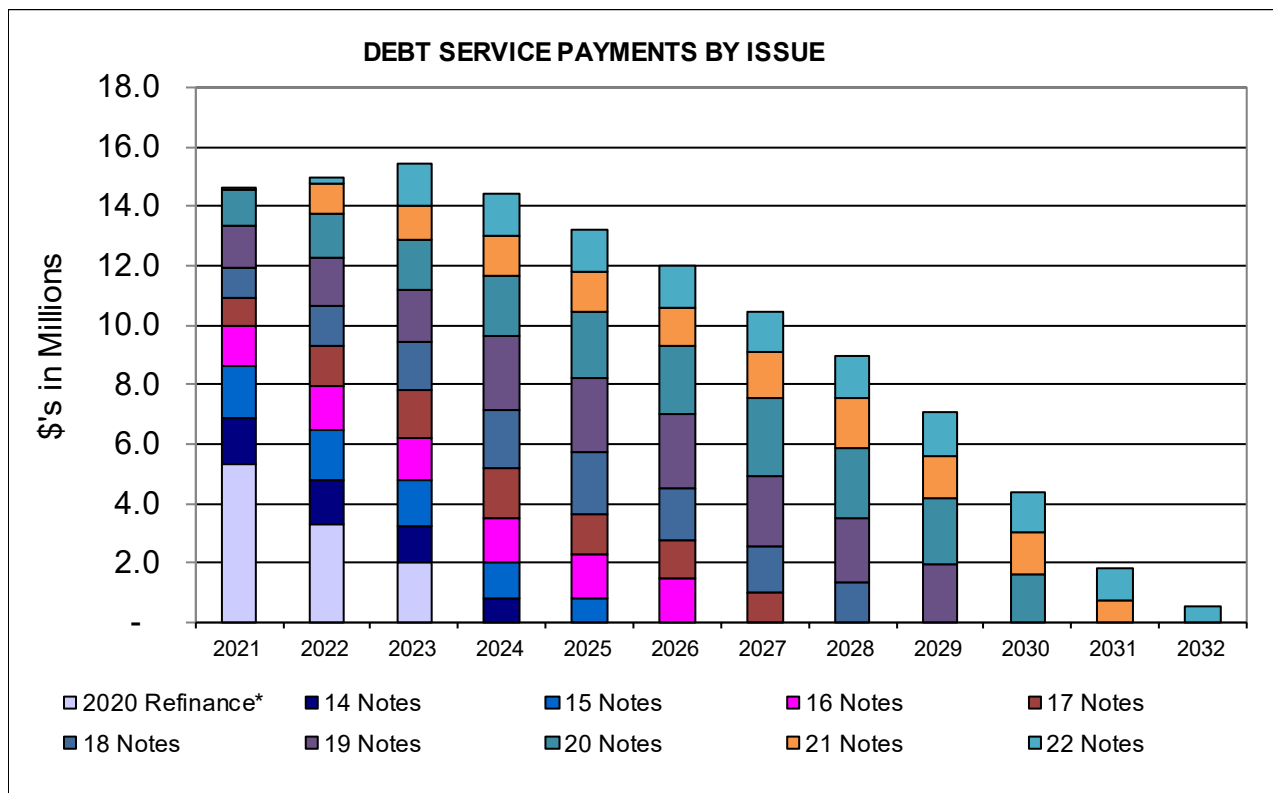
Payments by bond issue indicate a rapid repayment of debt due to a policy of using moderate term (10 years) promissory notes amortized by integrating new debt with existing debt to achieve stability in annual payments and impact on future budgets. Larger payments are structured in later years to take 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 2022, debt service expenditures are projected to increase by \$208,200, and includes an increase in principal payments by \$224,000. In addition, beginning in 2022, the Debt Service budget will account for bond issuance costs, estimated at \$100,000, which includes the cost of bond counsel, the county’s financial advisor, and rating agency review. Previously, these costs were budgeted for in the Capital Project Fund.

Also beginning in 2022, the county will use debt borrowing to purchase certain vehicles and equipment planned for in the Vehicle Replacement Plan Fund. Borrowing for vehicle replacement makes up \$1.8 million of the \$11.3 million bond issue planned for 2022. Departmental contributions toward vehicle replacement will be used to fund principal payments on the related debt. The first principal payment on this borrowing will mature in 2023. Interest payable in 2022 for this bond issue is conservatively estimated at \$235,400 (including \$37,500 related to vehicle replacement), but overall budgeted interest expenses decrease \$115,800, largely due to low interest rates received for recent bond issues.

Debt Service is funded primarily with property tax levy, which is budgeted to increase by \$208,200 to \$15,081,800. Remaining revenues consist of fund balance of \$560,875, including Debt Service Fund balance of \$460,875 and General Fund balance of \$100,000.

***General Fund Balance is reserved for the planned future use and phase-out in the Debt Service budget as follows: \$100,000 in 2022, \$100,000 in 2023, and \$100,000 in 2024.**



*2020 Refinancing Notes includes refinancing of \$10.5 million balance of 2011, 2012, and 2013 debt issues.

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 2022-2026 Five-Year Capital Projects Plan and interest on vehicle and equipment replacements. Debt Service figures below exclude principal payments on vehicle and equipment replacement, which is funded through contributions from the Vehicle Replacement Fund. Projected expenditures for governmental operations assume a 3.0% annual growth rate after 2022.

(Millions)	2020	2021	2022	2023	2024	2025	2026
	Actual	Estimate	Budget	Projected	Projected	Projected	Projected
Gov. Oper.(a)	\$225.8	\$242.9	\$247.2	\$254.4	\$261.9	\$269.7	\$277.8
Debt Ser.(b)(c)	\$14.5	\$14.6	\$15.1	\$15.4	\$15.7	\$16.1	\$16.6
Ratio (%) of Debt t	6.4%	6.0%	6.1%	6.0%	6.0%	6.0%	6.0%

- (a) Excludes proprietary fund operating expenditures.
 (b) Does not include refunding and debt redemption activity.
 (c) Net of Vehicle Replacement Plan contributions.

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
2021 GOPN	2021	2031	\$12,000,000	0.93%	\$12,000,000
2020 GOPN	2020	2030	\$18,000,000	1.12%	\$17,100,000
2019 GOPN	2019	2029	\$17,500,000	2.12%	\$15,600,000
2018 GOPN	2018	2028	\$12,500,000	2.60%	\$10,500,000
2017 GOPN	2017	2027	\$10,000,000	1.83%	\$7,800,000
2016 GOPN	2016	2026	\$11,500,000	1.52%	\$7,005,000
2015 GOPN	2015	2025	\$10,000,000	1.57%	\$5,100,000
2014 GOPN	2014	2024	\$10,000,000	1.74%	\$3,400,000
2020 REFINANCE (b)	2020	2023	\$10,513,000	0.85%	\$5,268,000
TOTAL DEBT 12/31/21					\$83,773,000
2022 ISSUE					\$11,300,000
TOTAL DEBT (c)					\$95,073,000

- (a) GOPN=General Obligation Promissory Note
 (b) 2020 includes refinancing the \$10.5 million balance of 2011, 2012, and 2013 debt issues.
 (c) The 2022 budget will reduce the outstanding debt with the budgeted principal payment of \$13,129,000 to \$81,944,000 before the 2022 issue.

Outstanding Debt Limit

By statute, the county's outstanding debt is limited to 5% of the equalized value of all county property.

	2020 Budget Year	2021 Budget Year	2022 Budget Year
Equalized Value (d)	\$59,540,912,600	\$62,620,157,900	\$66,686,337,700
Debt Limit (5% x equalized value)	\$2,977,045,630	\$3,131,007,895	\$3,334,316,885
Outstanding Debt (e)	\$97,330,000	\$96,678,000	\$95,073,000
Available Debt Limit	\$2,879,715,630	\$3,034,329,895	\$3,239,243,885
Percent of Debt Limit Available	96.7%	96.9%	97.1%

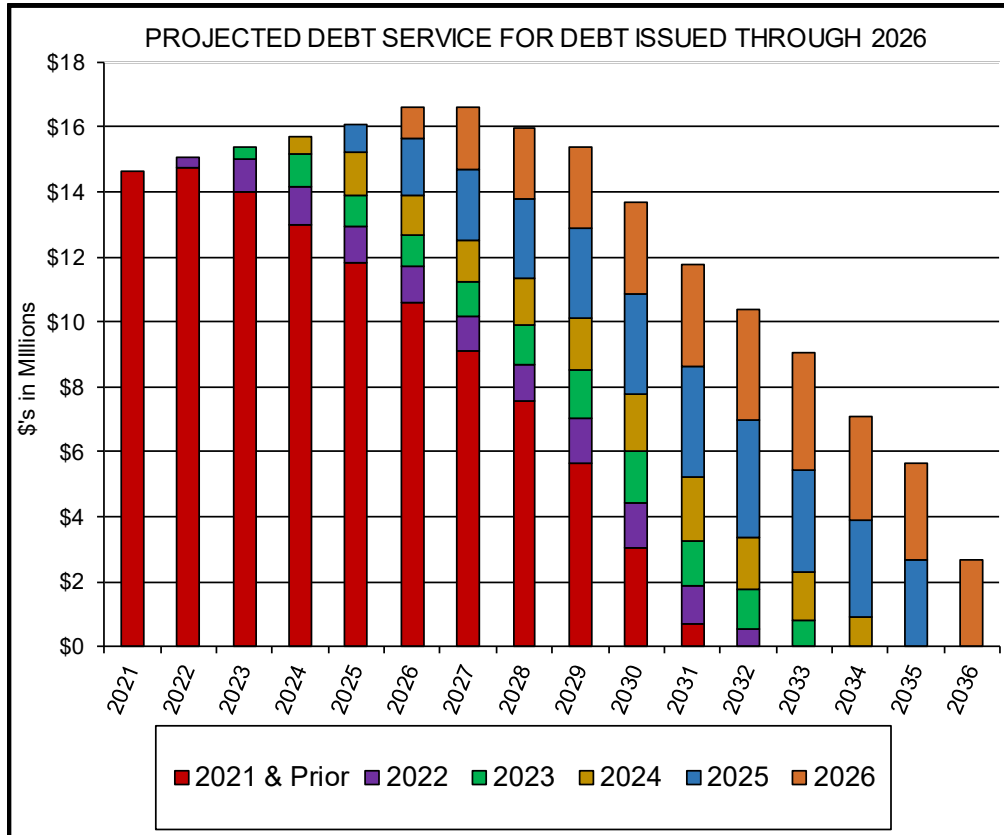
- (d) Total county equalized value including tax incremental districts for budget year purposes.
 (e) Includes anticipated 2022 debt issue of \$11.3 million.

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	2022 GOPN	Total
<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	30,779	59,000	86,000	133,425	144,800	295,750	403,125	286,500	178,000	235,417	1,852,796
2022 Budget Total	\$3,324,779	\$1,459,000	\$1,686,000	\$1,468,425	\$1,344,800	\$1,395,750	\$1,603,125	\$1,486,500	\$978,000	\$235,417	\$14,981,796
<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	1,150,000	13,784,000
Interest	8,390	31,500	55,000	99,800	117,800	262,500	364,125	270,250	160,000	282,500	1,651,865
<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	1,160,000	13,055,000
Interest		9,000	28,000	72,250	86,800	217,500	310,125	250,250	138,000	253,750	1,365,675
<u>2025</u>											
Principal			800,000	1,435,000	1,300,000	1,900,000	2,300,000	2,000,000	1,200,000	1,160,000	12,095,000
Interest			8,000	43,950	58,450	163,500	242,625	226,500	118,500	224,750	1,086,275
<u>2026</u>											
Principal				1,480,000	1,200,000	1,700,000	2,300,000	2,100,000	1,200,000	1,160,000	11,140,000
Interest				14,800	33,800	109,500	173,625	193,000	105,000	195,750	825,475
<u>2027</u>											
Principal					1,000,000	1,500,000	2,200,000	2,500,000	1,500,000	1,160,000	9,860,000
Interest					10,750	61,500	115,750	147,000	87,750	166,750	589,500
<u>2028</u>											
Principal						1,300,000	2,100,000	2,300,000	1,600,000	1,260,000	8,560,000
Interest						19,500	68,750	99,000	64,500	137,750	389,500
<u>2029</u>											
Principal							1,900,000	2,200,000	1,400,000	1,350,000	6,850,000
Interest							22,563	54,000	42,000	106,250	224,813
<u>2030</u>											
Principal								1,600,000	1,400,000	1,300,000	4,300,000
Interest								16,000	21,000	72,500	109,500
<u>2031</u>											
Principal									700,000	1,100,000	1,800,000
Interest									5,250	40,000	45,250
<u>2032</u>											
Principal										500,000	500,000
Interest										12,500	12,500
Total Principal	\$5,268,000	\$3,400,000	\$5,100,000	\$7,005,000	\$7,800,000	\$10,500,000	\$15,600,000	\$17,100,000	\$12,000,000	\$11,300,000	\$95,073,000
Total Interest	\$39,169	\$99,500	\$177,000	\$364,225	\$452,400	\$1,129,750	\$1,700,688	\$1,542,500	\$920,000	\$1,727,917	\$8,153,149
Total Payment	\$5,307,169	\$3,499,500	\$5,277,000	\$7,369,225	\$8,252,400	\$11,629,750	\$17,300,688	\$18,642,500	\$12,920,000	\$13,027,917	\$103,226,149

*Interest assumption (true interest cost – TIC) for the 2022 issue is estimated at 2.5%

Future debt service is projected based on capital expenditures planned for in the County's five-year capital plan. The chart below also includes the estimated cost of issuance (e.g., bond counsel, bond rating review) and interest on vehicle replacements. Principal costs related to vehicle replacement are funded through contributions from the Vehicle Replacement Fund and are excluded from the chart. 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.)



Note: Principal costs related to vehicle replacement are funded through contributions from the Vehicle Replacement Fund and are excluded from the chart.

	2022	2023	2024	2025	2026
	Budget	5 - Year Plan	5 - Year Plan	5 - Year Plan	5 - Year Plan

Capital Plan Project Costs	\$26,716,000	\$33,449,600	\$27,967,400	\$32,237,000	\$30,567,800
Capital Plan Funding					
Project Specific Revenues & Proprietary Fund Balance (a)	\$3,305,300	\$3,249,600	\$70,000	\$3,178,600	\$65,000
Tax levy/Current Funds (b)	\$13,790,700	\$19,920,000	\$15,557,400	\$5,248,400	\$6,692,800
Investment Income	\$120,000	\$280,000	\$340,000	\$810,000	\$810,000
Borrowed Funds (c)	<u>\$9,500,000</u>	<u>\$10,000,000</u>	<u>\$12,000,000</u>	<u>\$23,000,000</u>	<u>\$23,000,000</u>
Total Capital Plan Funding	\$26,716,000	\$33,449,600	\$27,967,400	\$32,237,000	\$30,567,800
Length of Bond Issue-Years	10	10	10	10	10
Estimated Interest Rate %	2.50%	2.50%	3.00%	3.00%	3.50%
Planned Bond Issue	\$9,500,000	\$10,000,000	\$12,000,000	\$23,000,000	\$23,000,000

- (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.
- (c) Does not include borrowing for vehicle replacements.

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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, systems installations, and vehicle replacement.

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.

Beginning in 2022, the county will borrow for major vehicle replacements, which meet the traditional capital project definition of exceeding \$100,000 in total replacement cost and having a useful life of seven years or more on average. The Capital Project Fund will pay for the initial acquisition, with principal repaid in the Debt Service Fund with departmental contributions collected through the Vehicle Replacement Plan. These expenses and related borrowing are broken out in the table below.

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

	2020 Budget	2021 Budget	2022 Budget	Change from 2021
CAPITAL IMPROVEMENT PLAN BUDGETS				
Expenditures	\$27,794,700	\$19,201,900	\$26,716,000	\$7,514,100
Revenues-Project Specific	\$2,279,800	\$3,470,500	\$1,882,300	(\$1,588,200)
Enterprise Fund Balance (a)	\$247,000	\$25,000	\$1,423,000	\$1,398,000
Internal Service Fund Balance	\$0	\$0	\$0	\$0
Restricted Special Rev Fund Bal	\$0	\$0	\$0	\$0
Net Expenditures	\$25,267,900	\$15,706,400	\$23,410,700	\$7,704,300
Other Financing Sources:				
Investment Earnings	\$340,000	\$120,000	\$120,000	\$0
Debt Issue Proceeds	<u>\$18,000,000</u>	<u>\$12,000,000</u>	<u>\$9,500,000</u>	<u>(\$2,500,000)</u>
Cash Balances from				
Governmental Fund Balance (b)	\$3,707,900	\$473,617	\$4,762,917	\$4,289,300
Other Fund Balance	\$0	\$0	\$0	\$0
Revenues-General (c)	\$1,864,073	\$1,596,856	\$7,735,668	\$6,138,812
Tax Levy	<u>\$1,355,927</u>	<u>\$1,515,927</u>	<u>\$1,292,115</u>	<u>(\$223,812)</u>
Total Cash Balances	\$6,927,900	\$3,586,400	\$13,790,700	\$10,204,300
Est. Use of Cash Balances				
as % Of Net Expenditures	27%	23%	59%	
VEHICLE REPLACEMENT PLAN FUNDED THROUGH BORROWING				
Expenditures	\$0	\$0	\$1,800,000	\$1,800,000
Debt Issue Proceeds	\$0	\$0	\$1,800,000	\$1,800,000
TOTAL EXPENDITURES AND BORROWING (CAPITAL IMPROVEMENT PLAN + VEHICLE REPLACEMENT)				
Expenditures	\$27,794,700	\$19,201,900	\$28,516,000	\$9,314,100
Debt Issue Proceeds	\$18,000,000	\$12,000,000	\$11,300,000	(\$700,000)

- (a) 2022 budgeted use of enterprise fund balance consists of \$561,000 of Airport Fund balance for the Airport Terminal and Tower Roof Replacement project (#202101), the Airport Perimeter Road project (#202108), the Airport Parking Lot Expansion project (#202109), and the Airport Ramp Rehabilitation project (#202110) and \$862,000 of Golf Course Fund balance for the Golf Course Improvements project (#202208).
- (b) 2022 budgeted use of governmental fund balance of \$4,871,317 includes Capital Project Fund balance of \$2,762,917 and General Fund balance of \$2,000,000.
- (c) General revenues include \$390,000 of state Shared Revenues, \$600,000 of state aid for the personal property tax exemption of computers, \$745,668 of state personal property aid for the tax exemption of machinery, tools, and patterns not used for manufacturing, and \$6,000,000 of federal American Rescue Plan Act funds.

Capital Projects

2022 Capital Projects

Summary

	2020 Budget	2021 Budget	2022 Budget	21-22 Budget Change
EXPENDITURES				
Justice and Public Safety	\$14,196,000	\$2,800,000	\$16,000,000	\$13,200,000
Health and Human Services	\$330,000	\$190,000	\$0	(\$190,000)
Parks, Env, Edu & Land Use	\$3,023,800	\$4,290,000	\$2,375,300	(\$1,914,700)
Public Works	\$10,039,900	\$11,761,900	\$8,340,700	(\$3,421,200)
County Wide Technology Projects	\$0	\$0	\$0	\$0
Vehicle Replacement	\$0	\$0	\$1,800,000	\$1,800,000
Est. Financing Costs	\$205,000	\$160,000	\$0	(\$160,000)
Total Gross Capital Expenditures	\$27,794,700	\$19,201,900	\$28,516,000	\$9,314,100

REVENUES-Project Specific

Local Municipal Share	\$695,000	\$882,000	\$194,000	(\$688,000)
Donations/Contributions/Reimbursements	\$699,800	\$0	\$585,000	\$585,000
County Highway Improvement Program (CHIP)	\$330,000	\$330,000	\$330,000	\$0
CHIP-Discretionary	\$260,000	\$260,000	\$260,000	\$0
Federal, State, & Municipal Funding for PLU Projects	\$24,000	\$1,798,500	\$226,300	(\$1,572,200)
Community Development Block Grant Funding	\$71,000	\$0	\$87,000	\$87,000
Landfill Siting Revenues	\$200,000	\$200,000	\$200,000	\$0
Subtotal: Revenues-Project Specific	\$2,279,800	\$3,470,500	\$1,882,300	(\$1,588,200)

REVENUES-General

State Shared Revenue/Utility Payment	\$250,000	\$250,000	\$390,000	\$140,000
State Aid for Computer Equipment Property Tax Exemption	\$600,000	\$600,000	\$600,000	\$0
State General Transportation Aids	\$270,000	\$100,000	\$0	(\$100,000)
State Aid for Tax Exempt Machinery, Tools, & Patterns (Non-Mfg)	\$744,073	\$646,856	\$745,668	\$98,812
American Rescue Plan Act	\$0	\$0	\$6,000,000	\$6,000,000
Subtotal: Revenues-General	\$1,864,073	\$1,596,856	\$7,735,668	\$6,138,812

FUND BALANCE APPROPRIATIONS:

Airport Fund	\$0	\$25,000	\$561,000	\$536,000
Golf Course Fund	\$0	\$0	\$862,000	\$862,000
Material Recycling Facility Fund Balance	\$247,000	\$0	\$0	\$0
Subtotal: Enterprise Fund Balance	\$247,000	\$25,000	\$1,423,000	\$1,398,000

General Fund Balance	\$350,000	\$0	\$2,000,000	\$2,000,000
Gen Fund - Assigned: Jail Assessment Revenue Reserves	\$496,000	\$0	\$0	\$0
Capital Project Funds Assigned	\$2,611,900	\$381,117	\$2,762,917	\$2,381,800
Tarmann Parkland Acquisition Fund Balance	\$250,000	\$92,500	\$0	(\$92,500)
Subtotal: Cash Balances from Governmental Fund Balance	\$3,707,900	\$473,617	\$4,762,917	\$4,289,300
Total Fund Balance Uses For Capital Projects	\$3,954,900	\$498,617	\$6,185,917	\$5,687,300

Investment Earnings	\$340,000	\$120,000	\$120,000	\$0
Debt Proceeds - For Capital Improvement Plan	\$18,000,000	\$12,000,000	\$9,500,000	(\$2,500,000)
Debt Proceeds - For Vehicle Replacement Plan	\$0	\$0	\$1,800,000	\$1,800,000

Tax Levy	\$1,355,927	\$1,515,927	\$1,292,115	(\$223,812)
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Pg #	PROJECT TITLE	Project Number	2022 Project Budget	Fund Balance & Revenue Applied		Net \$'s Needed After Revenues Applied
PUBLIC WORKS - AIRPORT						
498	AIRPORT TERMINAL AND TOWER ROOF REPLACEMENT	202101	\$242,500	\$242,500	(a)	\$0
499	AIRPORT PERIMETER ROAD	202108	\$103,500	\$103,500	(a)	\$0
500	AIRPORT PARKING LOT REHABILITATION AND EXPANSION	202109	\$75,000	\$75,000	(a)	\$0
501	AIRPORT RAMP REHABILITATION	202110	\$450,000	\$450,000	(a)(b)	\$0
PUBLIC WORKS - CENTRAL FLEET						
502	FUEL TANK REPLACEMENT AND INFRASTRUCTURE	201415	\$200,000			\$200,000
PUBLIC WORKS - BUILDINGS						
503	COURTHOUSE PROJ STEP 2 - RENOVATE 1959 COURTHOUSE	201705	\$16,000,000			\$16,000,000
PUBLIC WORKS - HIGHWAYS						
505	CTH T, NORTHVIEW ROAD TO I-94 REHABILITATION	201805	\$109,000			\$109,000
506	CTH B, MORGAN ROAD INTERSECTION	202009	\$47,000			\$47,000
507	CTH M, CTH F TO CTH SR REHABILITATION	202011	\$52,000			\$52,000
508	CTH F, LINDSAY ROAD INTERSECTION	202105	\$35,000	\$35,000	(c)	\$0
509	CTH M, CALHOUN RD TO EAST COUNTY LINE	201008	\$560,000	\$275,000	(d)	\$285,000
510	CTH XX, PEBBLE BROOK CREEK BRIDGE	201402	\$69,000			\$69,000
511	CTH O, CTH HH TO GRANGE AVE	202102	\$123,000			\$123,000
512	CTH O, I-94 TO USH 18	201502	\$1,548,400	\$159,000	(e)	\$1,389,400
513	CTH O, CTH ES TO CTH D REHABILITATION	201803	\$208,300			\$208,300
514	CTH I, CALHOUN CREEK BRIDGE	202201	\$6,000			\$6,000
515	CTH EF, BARK RIVER BRIDGE	202202	\$6,000			\$6,000
516	CTH I, MUKWONAGO RIVER BRIDGE	202203	\$6,000			\$6,000
517	BRIDGE AID PROGRAM 2018 - 2022	201701	\$100,000			\$100,000
518	CULVERT REPLACEMENT PROGRAM 2018-2022	201618	\$100,000			\$100,000
519	REPAVING PROGRAM 2018-2022	201416	\$4,300,000	\$590,000	(f)	\$3,710,000

- (a) Airport Fund balance
- (b) Fixed Base Operator reimbursements
- (c) Municipal local share
- (d) Miscellaneous reimbursements
- (e) Municipal local share
- (f) Includes state County Highway Improvement Program (CHIP) funding of \$330,000 and CHIP-Discretionary funding of \$260,000

Capital Projects

2022 Capital Projects

Project Listing

Pg #	PROJECT TITLE	Project Number	2022 Project Budget	Fund Balance & Revenue Applied		Net \$'s Needed After Revenues Applied
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PARKS AND LAND USE

520	GOLF COURSE INFRASTRUCTURE PROJECT	202208	\$862,000	\$862,000	(g)	\$0
521	FOX RIVER PARK IMPROVEMENTS	202212	\$313,300	\$313,300	(h)	\$0
522	PAVEMENT MANAGEMENT PLAN 2018-2022	201406	\$1,200,000	\$200,000	(i)	\$1,000,000

VEHICLE REPLACEMENT

(j)	VEHICLE REPLACEMENT	N/A	\$1,800,000			\$1,800,000
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TOTAL EXPENDITURES/Fund Balance & Revenues Applied/Net \$ Needed			\$28,516,000	\$3,305,300		\$25,210,700
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ADDITIONAL REVENUES & FUND BALANCE-GENERALLY APPLIED

STATE COMPUTER EQUIPMENT EXEMPTION	\$600,000
STATE SHARED REVENUE/UTILITY PAYMENT	\$390,000
STATE PERSONAL PROPERTY AID FOR EXEMPT MACHINE, TOOLS, & PATTERNS (NON-MFG)	\$745,668
AMERICAN RESCUE PLAN ACT FUNDING (ARPA)	\$6,000,000
GENERAL FUND BALANCE	\$2,000,000
CAPITAL PROJECT FUND BALANCE	\$2,762,917
DEBT ISSUE PROCEEDS - FOR CAPITAL IMPROVEMENT PLAN	\$9,500,000
DEBT ISSUE PROCEEDS - FOR VEHICLE REPLACEMENT	\$1,800,000
INVESTMENT INCOME EARNED ON DEBT ISSUE	\$120,000
TOTAL FROM OTHER FUNDING SOURCES	\$23,918,585

TAX LEVY	\$1,292,115
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(g) Golf Course Fund balance

(h) Includes WI Department of Natural Resources funding, SEWRFC grant funding, WI Department of Agriculture, Trade, and Consumer Protection funding, Village of Mukwonago Waste Water Treatment Plant funding, and Community Development Block Grant funding

(i) Landfill siting revenues

(j) Description of planned vehicle replacements can be found in the capital project highlights in the following pages and in the Public Works functional area for the Vehicle Replacement Fund

GENERAL SUMMARY

Capital project expenditures in 2022 increase about \$9.3 million from the 2021 Adopted Budget to \$28.5 million. Changes are identified by functional areas below.

Justice and Public Safety

Projects in this functional area total \$16 million, which is an increase of \$13.2 million from the prior-year budget. The 2022 budget includes funding of \$16 million to continue the design and begin construction of the second phase of a two-phase project to modernize and expand the courthouse. The first phase, construction of a new secure courtroom tower, will be completed in 2021. 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.

Parks, Environment, Education and Land Use

Projects in this functional area total about \$2.4 million, a decrease of \$1.9 million from the 2021 budget. Maintenance of existing facilities includes \$1.2 million for the parks pavement management plan. The budget includes \$862,000 to begin golf course infrastructure repairs and replacement at the Naga-Waukee War Memorial Golf Course in Delafield. The improvements will include irrigation system repairs and replacement, pump station replacement, HVAC replacement, cart path maintenance, clubhouse roof replacement, clubhouse restroom renovations, and patio pavement renovations. The budget also includes \$313,300 to implement a new ADA-accessible fishing pier / overlook, a new ADA-accessible kayak / canoe launch, an ADA-accessible walkway to connect park patrons from existing parking to the new features, and to stabilize and restore 305 feet of riverbank at the Fox River Park in Waukesha. The Fox River Park improvements will be funded entirely with grants and other funding sources.

Public Works

Project expenditures in the public works functional area total \$8.3 million, a decrease of about \$3.4 million from the 2021 budget. County dollars leverage an additional \$7.3 million of state/federal funds for highway projects and an additional \$6 million for airport projects. Projects include the airport, buildings, and highways as follows:

Airport

The 2022 capital budget includes four projects at the Waukesha County Airport – Crites Field. The budget includes \$242,500 for the airport terminal and tower roof replacement, \$103,500 for construction of a perimeter road that will extend a two-lane vehicle access road around the south and east perimeter of the airport, \$75,000 for the rehabilitation and expansion of the airport parking lot which will add an additional 107 parking spaces, and \$450,000 for the rehabilitation of three major sections (the executive, the south, and the west ramps) of the terminal ramp area. The entire cost of the west ramp rehabilitation, \$310,000, will be covered by Atlantic Aviation, LLC, per their Fixed Base Operator (FBO) lease and operating agreement with the county.

Buildings/Land Improvements

The major focus for building improvements in the five-year capital plan is the second phase of a two-phase project to upgrade and modernize the county courthouse (discussed previously under the Justice and Public Safety functional area). The 2022 budget includes \$200,000 as part of a multiple-year project to replace county fuel tanks when needed.

Highways

The 2022 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 \$4.3 million is budgeted for the annual County Trunk Highway (CTH) Repaving Program. A project to rehabilitate Moorland Road from Interstate 94 (I-94) to US Highway 18 in the city of Brookfield is funded at about \$1.54 million for the construction phase. The land acquisition phase for a project to rehabilitate Moorland Road from CTH ES (National Avenue) to CTH D (Cleveland Avenue) in the city of New Berlin is funded at \$208,300 (construction in 2024). Funding in the amount of \$109,000 is budgeted for the land acquisition 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 \$69,000 for the construction phase of improvements at the CTH XX (Oakdale Drive) bridge over the Pebble Brook Creek in the village of Waukesha. The design phase to improve the condition of three bridge structures is funded at \$18,000 (each design is budgeted at \$6,000) to rehabilitate the CTH I (Beloit Road) bridge over Calhoun Creek in the city of New Berlin, to improve the overlay of the CTH EF (Dorn Road) bridge over the

Bark River in the Town of Merton, and to improve the overlay of the CTH I (Beloit Road) bridge over the Mukwonago River in the Town of Mukwonago.

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 construction phase of a project to correct safety problems along the curved segment of CTH B (Valley Road) and Morgan Road intersection in the village of Summit and city of Oconomowoc is funded with \$47,000. The land acquisition phase for a project at the intersection of CTH F (Redford Boulevard) and Lindsay Road in the city of Pewaukee is budgeted at \$35,000 (construction in 2023).

Priority Corridors

The budget includes \$560,000 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. In addition, the budget includes \$123,000 for the design phase of a project to add additional lanes to CTH O (Moorland Road) between CTH HH (College Avenue) and Grange Avenue in the city of New Berlin (construction in 2025).

Vehicle Replacement

Beginning in 2022, the county will begin borrowing for major vehicle replacements, which meet the traditional capital project definition of exceeding \$100,000 in total replacement cost and having a useful life of seven years or more on average. The Capital Project Fund will pay for the initial acquisition, with principal repaid in the Debt Service Fund with departmental contributions collected through the Vehicle Replacement Plan. This is expected to be a phased approach, beginning with borrowing for three patrol trucks and three tandem trucks for the Department of Public Works – Highway Operations Division in 2022, estimated at \$1.8 million dollars, with other major asset classifications transitioning to borrowing in 2023-24.

Project Revenue Funding

Revenues and various fund balance appropriations for project funding increase by about \$10.2 million to \$15.8 million for the 2022 Budget.

Project specific revenues decrease by \$1.6 million to \$1.9 million. This budget includes \$35,000 from the city of Pewaukee to cover the land acquisition costs for the CTH F (Redford Boulevard) at Lindsay Road intersection improvements. Miscellaneous reimbursements and credits are anticipated in the amount of \$275,000 for the project to widen CTH M (North Avenue) from Calhoun Road to the east county line (124th Street). Local municipal revenues of \$159,000 from the city of Brookfield are budgeted to cover their share of amenities as part of the CTH O (Moorland Road), Interstate 94 to US Highway 18 rehabilitation project.

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 Fox River Park improvements project includes \$313,000 in funding from multiple funding sources.

Current Funding Sources

The budget includes \$600,000 in state aid for tax-exempt computer property and \$390,000 of state Shared Revenues. State personal property aid for the tax exemption of machinery, tools, and patterns (not used in manufacturing) is budgeted at \$745,668. The 2022 budget includes \$6 million of American Rescue Plan Act (ARPA) funding to be used to offset increased costs associated with the Step 2 courthouse project.

Use of fund balances in 2022 totals about \$6.2 million, which is an increase of \$5.7 million from the 2021 budget. **Airport Fund** balance is budgeted at \$561,000 to fund the following airport projects: airport terminal and tower roof replacement, airport perimeter road extension, airport parking lot rehabilitation and expansion, and airport ramp rehabilitation. **Golf Course Fund balance** is budgeted at \$862,000 to fund the golf course improvements at Naga-Waukee War Memorial Golf Course. **Capital Project Fund balance** of about \$2.7 million is budgeted in 2022. **General Fund balance** is budgeted at \$2 million.

Borrowed funds are budgeted at \$11.3 million, a decrease of \$700,000. This includes \$9.5 million in borrowing for the Capital Improvement Plan, which is \$2.5 million lower than in 2021. Beginning in 2022, the county is borrowing for some major vehicle replacements, budgeted at \$1.8 million. Investment income is budgeted at \$120,000. Property tax levy funding decreases \$223,800 to \$1.29 million. Tax levy, the use of governmental fund balance, and other revenues generates the county's "down payment" at 59% 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 be completed in 2021. 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.

Public Works – Airport

Operating costs associated with labor and materials related to repairing leaks and associated damages to the roofs are expected to be reduced when the airport terminal and control tower roofs are replaced. Ongoing costs related to pavement maintenance are expected to be low during the few first years after the perimeter road is constructed. However, these costs could increase to about \$1,300 per year over time as road maintenance (i.e., sealing, striping, and other general maintenance) is needed. Snow removal cost are expected to be about \$9,200 per year. The new parking lot space will result in additional ongoing costs of approximately \$3,000 per year for snow removal. Maintenance costs associated with the terminal ramps will be reduced by rehabilitating the existing pavement.

Public Works – Highways

Annual operating costs for additional lane miles are estimated at approximately \$7,600 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 67 in 2020. 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 2020 was 85.1.

Project Title:	Airport Terminal and Tower Roof Replacement	Project #:	202101
Department:	Public Works - Airport	Project Type:	Roof Replacement
Phase:	Construction	Sponsor:	Public Works
Budget Action:	As Planned	Manager:	Allison Bussler
Date:	December 2, 2021	Map / Image:	Click Here

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	<u>\$0</u>	<u>\$25,000</u>	<u>\$242,500</u>	<u>\$0</u>	<u>\$0</u>	<u>\$267,500</u>
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		<u>\$17,500</u>				
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

- New project in the 2021-2025 capital plan.

Project Title:	Airport Perimeter Road Extension	Project #:	202108
Department:	Public Works - Airport	Project Type:	Airport
Phase:	Preliminary Design	Sponsor:	
Budget Action:	New	Manager:	Allison Bussler – DPW Director
Date:	December 1, 2021	Map / Image:	Click Here

CAPITAL BUDGET SUMMARY			
Year	2021	2022	Total Project
Project Phase	Design	Construction	
Expenditure Budget	\$21,300	\$103,500	\$124,800
Revenue Budget (Airport Fund Balance)	\$21,300	\$103,500	\$124,800
Net County Cost	\$0	\$0	\$0
COST DOCUMENTATION		REVENUE	
Design & Engineering	\$426,000	Federal Aviation Administration	\$2,246,400
Construction	\$1,870,000	Wisconsin Bureau of Aeronautics	\$124,800
Contingency	\$200,000	County Airport Fund Balance	\$124,800
Total Project Cost	\$2,496,000	Total Revenue	\$2,496,000
EXPENDITURE BUDGET	\$124,800	REVENUE BUDGET	\$124,800

Project Scope & Description

This project will extend a two-lane vehicle access road around the south and east perimeter of the airport. The road will connect the North Ramp to the Southeast Hangar Area and allow vehicles to access all hangar areas without driving on the runways and taxiways. The length of the new road will be approximately 3,700 feet long and 22 feet wide.

Location

South side of the airport along Northview Road (CTH FT) and the East side of the airport along Pewaukee Road (CTH J).

Analysis of Need

In 2006, a short perimeter road was constructed on the South side of the airport along Northview Road (CTH FT) linking the Southwest and Southeast Hangar Areas reducing Runway 18/36 crossings by airport service vehicles and increasing safety. The existing road is showing signs of age, however, it is in good condition. The 2017 Environmental Analysis (referencing the Runway Safety Area project (#200310)), identified the need for a perimeter road to connect the Southeast Hangar Area to the North Ramp. The Federal Aviation Administration's (FAA) Runway Safety Action Team has prioritized the construction of the perimeter road in order to remove all airport service vehicle traffic from the runways and taxiways and to increase safety for pilots and drivers. Additionally, use of the perimeter road will significantly decrease radio communications between vehicles and the air traffic control tower allowing controllers to focus on communications with pilots. It is designed to be a 22-foot-wide asphalt road with three-foot wide gravel shoulders. The completed length of the road will be 5,295 feet.

Alternatives

Continue with current traffic levels on the runways and taxiways.

Ongoing Operating Revenues/Costs

Ongoing costs will include pavement maintenance (i.e., sealing, striping, and other general maintenance) and snow plowing. Initially the pavement maintenance costs are expected to be low, however, could increase to about \$1,300 per year over time as road maintenance is needed. Snow removal costs are expected to be about \$9,200 per year.

Previous Action

None

Project Title:	Airport Parking Lot Rehabilitation and Expansion	Project #:	202109
Department:	Public Works - Airport	Project Type:	Airport
Phase:	Preliminary Design	Sponsor:	
Budget Action:	New	Manager:	Allison Bussler – DPW Director
Date:	December 2, 2021	Map / Image:	Click Here

CAPITAL BUDGET SUMMARY						
Year	2021	2022	2023	2024	2025	Total
Project Phase	Design	Construction				Project
Expenditure Budget	\$7,500	\$75,000	\$0	\$0	\$0	\$82,500
Revenue Budget (Airport Fund Balance)	<u>\$7,500</u>	<u>\$75,000</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$82,500</u>
Net Costs After Revenues Applied	\$0	\$0	\$0	\$0	\$0	\$0
COST DOCUMENTATION			REVENUE			
Design & Engineering	\$150,000					Federal Aviation Admin \$1,485,000
Construction	\$1,200,000					WI Bureau of Aeronautics \$82,500
Contingency	\$300,000					Airport Fund Balance \$82,500
Total Project Cost	\$1,650,000					Total Revenue \$1,650,000
EXPENDITURE BUDGET	\$82,500					REVENUE BUDGET \$82,500

Project Scope & Description: This project will rehabilitate the existing airport terminal parking lot and expand the parking lot to the East by 6,616 square yards (for a total of 14,977 square yards) as planned in the Airport Master Plan and the Airport Layout Plan. The project will provide an additional 107 parking spaces.

Location: Waukesha County Airport Terminal Ramp Development Area.

Analysis of Need: The current parking lot is 8,361 square yards and was constructed with the Airport Terminal in 1997 and contains 99 spaces for airport users, rental cars, event traffic and employees. It was designed to meet the demand for aeronautical service providers with the intent of expanding the parking lot once demand was met. The parking lot is filled to capacity on a weekly basis. Several times each year during larger events, alternate parking must be created on Aviation Drive, in adjacent service provider parking lots, and on the Terminal aircraft parking ramp. Maintenance on the existing lot has been increasing over the last six years including crack sealing, line striping, repaving failed sections, and resetting storm water inlets.

The 2002 Airport Master Plan evaluated the available parking facilities supporting activities in the terminal building and found that, at that time, there was a need for an additional 25 parking spaces and projected that by 2020, the airport would require an additional 116 spaces. The current design will accommodate most of the need with 107 additional spaces. The terminal ramp development area was designed to be able to “mirror” the existing parking lot to the East when demand necessitated expansion. At this point, the parking lot is in need of rehabilitation and expansion.

Alternatives: The parking lot rehabilitation and expansion could be divided into multiple projects over several years. This option would reduce expenditures in 2022 but would increase expenditures in later years. Overall project cost would increase due to multiple mobilizations. State and federal funding availability as well as material costs may vary greatly in future years.

Ongoing Operating Revenues/Costs: A new airport tenant is expected to complete construction of their building in late 2022 or early 2023. The net annual increase to the airport revenue budget is estimated to be approximately \$39,000. This includes additional based aircraft and increased fuel revenues (the airport receives \$0.10/gallon sold).

The new parking lot space will result in additional ongoing costs of approximately \$3,000 annually for snow removal. In the short term, this will be balanced by a decrease in maintenance for the existing parking lot which has required increased maintenance each year over the past six years.

Previous Action: None

Project Title:	Airport Ramp Rehabilitation Project	Project #:	202110
Department:	Public Works - Airport	Project Type:	Airport
Phase:	Preliminary Design	Sponsor:	Public Works
Budget Action:	New	Manager:	Allison Bussler – DPW Director
Date:	December 2, 2021	Map / Image:	Click Here

CAPITAL BUDGET SUMMARY					
Year	2021	2022	2023	2024/2025	Total
Project Phase	Design & Engineering	Construction			Project
Expenditure Budget	\$9,000	\$450,000	\$0	\$0	\$459,000
Revenue Budget	\$9,000	\$450,000	\$0	\$0	\$459,000
Net County Cost	\$0	\$0	\$0	\$0	\$0
COST DOCUMENTATION			REVENUE		
Design & Engineering	\$171,600			Federal Aviation Administration	\$2,672,500
Construction (Executive and South)	\$2,603,600			Wisconsin Bureau of Aeronautics	\$149,000
Construction (West)	\$310,000			County Airport Fund Balance	\$149,000
Contingency	\$195,300			Atlantic Aviation LLC	\$310,000
Total Project Cost	\$3,280,500			Total Revenue	\$3,280,500
EXPENDITURE BUDGET	\$149,000			REVENUE BUDGET	\$149,000

Project Scope & Description: This project will rehabilitate two major sections of the Terminal Ramp Area: Executive Terminal Ramp and the South Tie-Down Ramp. A third section, the West Ramp, is an Exclusive Use ramp by Atlantic Aviation, LLC, and will be rehabilitated per their Fixed Base Operator (FBO) Lease and Operating Agreement with Waukesha County. Atlantic Aviation will cover the entire cost of the West Ramp rehabilitation. The original Terminal Ramp pavement is approaching 24 years old.

Location: Waukesha County Airport Terminal Ramp

Analysis of Need: This project will rehabilitate three major sections of the Terminal Ramp Area. The Executive Terminal Ramp is currently concrete pavement with a PCI of 67 which indicates a major rehabilitation is necessary. The South Tie-Down Ramp is currently constructed in asphalt and is in poor condition with a PCI of 46 which indicates a major rehabilitation, or a reconstruction is needed. The area is proposed to be reconstructed with an asphalt pavement section. The West Ramp is concrete pavement and has a PCI of 55 which also indicates major rehabilitation is needed. The work on the Executive Terminal and West Ramps will consist of spall repairs, partial panel replacement, full panel replacements, partial depth repairs, crack repairs and joint resealing. These pavements have not had major rehabilitation or reconstruction since 1997 and will continue to rapidly deteriorate without the proposed reconstruction and rehabilitation work. Work also includes improvements to storm water management, airfield lighting and signage in the terminal ramp area.

Alternatives: If the terminal pavement is not rehabilitated, deterioration will continue and necessitate a larger project in later years up to and including replacement.

Ongoing Operating Revenues/Costs: There are no new ongoing costs due to this rehabilitation. Maintenance estimates in future years will be reduced by rehabilitating the existing pavement.

Previous Action: Originally, capital project #201621 – Airport Ramp Expansion Project, allowed for the expansion of the Terminal Ramp area to accommodate a parking area for larger corporate aircraft as the third phase of the project. The original planned third phase is no longer a priority need. This project represents a change in scope of project #201621. However, the scope change is significant enough to warrant this new project request.

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:	As Planned	Manager:	Allison Bussler, DPW Director
Date:	December 2, 2021	Map / Image:	Click Here

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	\$400,000	\$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.

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. Approved with a change in scope in the 2021-2025 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:	C - \$ Update C – Rev Update C - Scope	Manager:	Allison Bussler
Date:	December 2, 2021	Map / Image:	Click Here

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	\$16,000,000	\$20,400,000	\$20,350,000	\$20,350,000	\$20,500,000	\$98,800,000
Revenue Budget	\$0	\$6,000,000	\$14,000,000	\$10,000,000	\$0	\$0	\$30,000,000
Net Cost After Revenues Applied	\$1,200,000	\$10,000,000	\$6,400,000	\$10,350,000	\$20,350,000	\$20,500,000	\$68,800,000
COST DOCUMENTATION			REVENUE				
Architect	\$4,634,000	American Rescue Plan Act (ARPA)					
Construction Management	\$4,634,000	Coronavirus State and Local Fiscal Recovery Funds					\$30,000,000
Construction	\$82,900,000						
Contingency	\$6,632,000						
Total Project Cost	\$98,800,000	Total Revenue					\$30,000,000
EXPENDITURE BUDGET	\$98,800,000	REVENUE BUDGET					\$30,000,000

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. 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: This step will be completed in 2021 and included the construction of a new four-story, eight-courtroom facility and relocation of eight existing courtrooms to the new facility. This work also included 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.

Update: As part of the 2021 Design and Budget Concept phase, the county retained Kueny and Wold Architects as design consultants to provide an updated analysis of space requirements, design needs, and conceptual budget of step 2 from the 2013 study. 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. The previously estimated project costs for step 2 at \$58.6 million has been updated to reflect the inclusion of juvenile court and increases in the cost of materials and labor.

The updated step 2 project scope will continue with the renovation of the existing building and include an additional 27,000 square foot build out (for a new total of 191,000 square feet), inclusion of juvenile court services, and achieve three-way separation in all court rooms. The build out will allow the continuation of courtroom layout and three-way separation from step 1 into step 2. This step eliminates the existing prisoner transport tunnel and creates new prisoner transport and holding

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:	C - \$ Update C – Rev Update C - Scope	Manager:	Allison Bussler
Date:	December 2, 2021	Map / Image:	Click Here

areas to better achieve courtroom and overall building security. In addition, this step will expand the entrance to improve security, traffic flow patterns, and wayfinding. This step will include new state of the art mechanical, electrical, fire protection, window and roof systems and new wall, floor, and ceiling finishes as previously planned.

Construction costs have been updated to reflect the additional scope and project construction prices based on the updated budget and concept from Kueny and Wold Architects and the construction management firm, Gilbane.

This project is updated to prioritize federal American Rescue Plan Act (ARPA) funding to partially offset the costs of this core infrastructure project that is expected to serve public safety and other governmental operations for at least the next 50 years. Targeting ARPA funds for this project offsets borrowing needs, saving county taxpayers (including interest expense) an estimated \$33,000,000. Project expenses are eligible through ARPA’s Coronavirus State and Local Fiscal Recovery Funds program, which provides funding to local governments to compensate them for revenue loss due to the COVID-19 pandemic, according to a formula developed by the U.S. Treasury. ARPA revenues are applied to this project in years 2022-2024, with larger amounts assumed in 2023 and 2024 to allow for adjustments in future capital plans if subsequent Treasury guidance or revenue assumptions change materially.

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, window and roof 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

The work group, represented by Circuit Court, Sheriff, District Attorney, and other county staff, collaborated with the design consulting team over several design options of which two options, option A and option B, met all or some of the programming needs. Option A is the recommended option described above at a cost of \$98,800,000. Option B, at a cost of \$79,500,000, would allow renovations, which include the installation of new state of the art mechanical, electrical, fire protection, and window systems as well as new wall, floor, and ceiling finishes in all renovated areas. However, option B does not meet all the programming criteria in the areas of three-way separation, which is a supreme court standard in modern courthouse design; in-custody transfers; courtroom locations; and courtroom sizes. Option B does not include any build outs and will be restricted to working within the existing footprint of the 1959 courthouse.

Additionally, the County can choose to do nothing and 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. Approved with a cost update in the 2021-2025 capital plan. Step 2 (Project 201705): 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. Approved as planned in the 2021-2025 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:	As Planned	Manager:	Allison Bussler, DPW Director
Date:	December 2, 2021	Map / Image:	Click Here

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. Approved with a cost update and revenue update in the 2021-2025 capital plan.

Project Title:	CTH B, Morgan Rd Intersection	Project #:	202009
Department:	Public Works - Highways	Project Type:	Spot Improvement
Phase:	Construction	Road Name:	Valley Road
Budget Action:	As Planned	Manager:	Allison Bussler, DPW Director
Date:	December 2, 2021	Map / Image:	Click Here

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 Revenues 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. Approved as planned in the 2021-2025 capital plan.

Project Title:	CTH M Rehabilitation, CTH F to CTH SR	Project #:	202011
Department:	Public Works - Highways	Project Type:	Rehabilitation
Phase:	Preliminary Design	Road Name:	Watertown Rd./North Ave.
Budget Action:	As Planned	Manager:	Allison Bussler, DPW Director
Date:	December 2, 2021	Map / Image:	Click Here

CAPITAL BUDGET SUMMARY				
Year	2022	2023	2025	Total
Project Phase	Design	Land	Construction	Project
Expenditure Budget	\$52,000	\$190,000	\$506,000	\$748,000
Revenue Budget	\$0	\$0	\$0	\$0
Net Costs After Revenues Applied	\$52,000	\$190,000	\$506,000	\$748,000
COST DOCUMENTATION		REVENUE		
Design	\$250,000	Federal Surface Transportation Program - STP Funding		\$2,992,000
WisDOT Review	\$10,000			
Land Acquisition	\$950,000			
Construction	\$2,200,000			
Construction Management	\$220,000			
Contingency	\$110,000			
Total Project Cost	\$3,740,000	Total Revenue	\$2,992,000	
EXPENDITURE BUDGET	\$748,000	REVENUE BUDGET	\$0	

Project Scope & Description

The purpose of this 1.0-mile proposed project is to correct operational issues, address deteriorating pavement condition, and add 3-foot paved shoulders. To correct operational issues, the intersection of North Avenue and Watertown Road will be realigned with turn lanes added. Signal and minor configuration improvements, as well as intersection and railroad timing coordination, will be considered to address safety concerns at the intersection of CTH M and CTH F (Redford Blvd).

Waukesha County plans to apply for STP funding for this project in 2021.

Location

City of Pewaukee

Analysis of Need

The condition of the pavement is poor, with a PCI of 30. The pavement currently ends at the edge line of the travel lanes, causing cracking and fatigue along the edges of pavement.

The intersection with Watertown Road is poorly configured, and the eastbound Watertown Road intersection approach has a rutted shoulder from lacking a bypass lane or a separate left turn lane. This intersection's existing angle is about 75°/105°, compared to a 90°-preferred angle. This causes vehicles to consistently overlap opposing lanes or use shoulders to navigate turns. Additionally, this intersection is positioned immediately adjacent to a farmhouse so drivers' view of cross-traffic is obstructed. With no bypass lane, motorists have reported back-ups extending from this intersection to the very busy nearby CTH M / CTH F intersection. Twenty collisions have occurred at this intersection from 2014 to 2018.

Alternatives

Rehabilitate the pavement only with the paving program using 100% county funding. This project would not add paved shoulders or address the intersection of North Avenue/Watertown Road as those improvements are beyond the scope of the paving program.

Ongoing Operating Costs

None

Previous Action

Approved as new project in the 2020 – 2024 capital plan. Approved as planned in the 2021-2025 capital plan.

Project Title:	CTH F at Lindsay Road	Project #:	202105
Department:	Public Works - Highways	Project Type:	Spot Improvement
Phase:	Preliminary Design	Road Name:	Redford Blvd & Lindsay Rd
Budget Action:	As Planned	Manager:	Allison Bussler, DPW Director
Date:	December 2, 2021	Map / Image:	Click Here

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	Federal Highway Safety				
WisDOT Design Review	\$15,000	Improvement Program (HSIP)				\$837,000
Land Acquisition	\$35,000	Local Municipality				\$128,000
Construction	\$690,000					
Construction Management	\$45,000					
Contingency	\$45,000					
Total Project Cost	\$965,000	Total Revenue				\$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: Approved as a new project in the 2021-2025 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 2, 2021	Map / Image:	Click Here

CAPITAL BUDGET SUMMARY							
Year	2015	2016	2017	2020	2021	2022	Total
Project Phase	Design	Design/Land	Land	Const	Const	Const	Project
Expenditure Budget	\$1,098,000	\$1,524,000	\$2,132,000	\$4,351,000	\$4,890,000	\$560,000	\$14,555,000
Revenue Budget	\$0	\$0	\$0	\$445,000	\$867,000	\$275,000	\$1,587,000
Net Costs After Revenues Applied	\$1,098,000	\$1,524,000	\$2,132,000	\$3,906,000	\$4,023,000	\$285,000	\$12,968,000
COST DOCUMENTATION				REVENUE			
Design		\$1,900,000		Federal Surface Transportation			
WisDOT Design Review		\$200,000		Program - STP Funding			\$16,110,000
Land Acquisition		\$3,500,000		(Per State Municipal Agreements)			
Construction		\$22,550,000		Local Municipality			\$1,312,000
Construction Management		\$1,670,000		Misc Reimbursements / Credits			\$275,000
Contingency		\$845,000					
Total Project Cost		\$30,665,000		Total Revenue			\$17,697,000
EXPENDITURE BUDGET		\$14,555,000		REVENUE BUDGET			\$1,587,000

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.

The county proposes increasing the project budget by \$560,000 (net costs to the county of \$285,000 after miscellaneous reimbursements and credits are applied) in 2022. The reasons for this increase include additional work on two railroad crossings, discovery of construction and utility conflicts, and increased engineering costs. A portion of the revenue includes reimbursements for claims related to the utility and construction conflicts.

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. Approved with cost update and revenue update in the 2021-2025 capital plan.

Project Title:	CTH XX, Pebble Brook Creek Bridge	Project #:	201402
Department:	Public Works - Highways	Project Type:	Bridge
Phase:	Construction	Road Name:	Oakdale Drive
Budget Action:	C - \$ Update C - Rev Update	Manager:	Allison Bussler, DPW Director
Date:	December 2, 2021	Map / Image:	Click Here

CAPITAL BUDGET SUMMARY							
Year	2014	2015-18	2019	2020	2021	2022	Total
Project Phase	Concept		Design	Right of Way		Construction	Project
Expenditure Budget	\$5,000	\$0	\$87,000	\$11,000	\$0	\$69,000	\$172,000
Revenue Budget	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Net Cost After Revenues Applied	\$5,000	\$0	\$87,000	\$11,000	\$0	\$69,000	\$172,000
COST DOCUMENTATION				REVENUE			
Budget/Concept	\$5,000						Federal Bridge Aid \$197,000
Design	\$67,000						Federal Bridge Aid (Anticipated) \$80,000
State Review For Design	\$20,000						
Land Acquisition	\$11,000						
Construction	\$277,000						
Construction Management	\$55,000						
Contingency	\$14,000						
Total Project Cost	\$449,000						Total Revenue \$277,000
EXPENDITURE BUDGET	\$172,000						REVENUE BUDGET \$0

Project Scope & Description

This project is an overlay of the CTH XX bridge over Pebble Brook Creek. A concrete overlay is anticipated, but several overlay types will be considered during design. Concrete repairs will be made to the spalled areas of the deck edges. Existing bridge railing may be salvaged/remounted or completely replaced with this project. Approach guardrail will be replaced to meet current standards. The asphalt bridge approaches will be repaved, and concrete approach slabs will be added at the structure. Right of way was purchased to the ultimate width of 100 feet at this bridge in the 1970's. No additional fee acquisition is anticipated. Some easements may be necessary due to the proximity to railroad right of way. This project was delayed in the 2017-2021 capital plan because the project was not approved for federal funding following the 2015 application. Waukesha County again applied for federal funding in 2017, and in May 2018 WisDOT approved federal bridge funding for the project. An agreement with WisDOT was executed in February 2019 authorizing \$197,000 in federal funds toward the project. Construction costs are estimated to increase \$96,000 based on the 60% design estimate. Waukesha County will request an additional \$80,000 in federal bridge aid.

Location: Village of Waukesha

Analysis of Need: The existing bridge (B-67-195) is a two-span concrete box culvert that was constructed in 1980. The roof of the box culvert serves as the roadway driving surface. Most of the box culvert is in good condition. However, approximately 8% of the top deck surface is delaminated, and some concrete is beginning to spall. The delamination is due to corrosion of the top mat of bar steel. This bar steel is not epoxy coated. There is also spalling of concrete along both edges of the deck (roof) at the drip edge. The approach guardrail is in poor condition and does not meet current standards. The roadway is functionally classified as a 'principal arterial.' The bridge is considered 'structurally deficient' due to its current condition rating. The structure sufficiency number is 53.5. This indicates that structure rehabilitation is warranted according to WisDOT guidelines, which makes the bridge eligible for federal bridge rehabilitation funding when the sufficiency index is below 80. An independent engineering study report was prepared for this project prior to application for federal bridge funding. The report verifies that the proposed project scope is a cost-effective rehabilitation strategy. The 2018 traffic volume (WisDOT count) on this roadway segment was 3,200 vehicles per day.

Alternatives: Reconstruct the existing bridge and roadway approaches to current WisDOT standards. This alternative, while addressing the deficiencies, is not warranted.

Ongoing Operating Costs: Maintenance costs will be reduced in the early years after construction beyond 2018.

Previous Action: Approved as a new project in the 2014-2018 capital plan. Approved as planned in the 2015-2019 capital plan. Approved with delay/cost update in the 2016-2020 capital plan. Delayed in the 2017-2021 capital plan. Approved with cost update in the 2018-2022 capital plan. Approved as planned in the 2019-2023 capital plan. Approved with cost and revenue update in the 2020-2024 capital plan. Approved with a delay in the 2021-2025 capital plan.

Project Title:	CTH O, CTH HH to Grange	Project #:	202102
Department:	Public Works - Highways	Project Type:	Priority Corridor
Phase:	Preliminary Design	Road Name:	Moorland Rd.
Budget Action:	As Planned	Manager:	Allison Bussler, DPW Director
Date:	December 2, 2021	Map / Image:	Click Here

CAPITAL BUDGET SUMMARY				
Year	2022	2023	2025	Total
Project Phase	Design	Land	Construction	Project
Expenditure Budget	\$123,000	\$307,200	\$1,518,000	\$1,948,200
Revenue Budget	\$0	\$0	\$1,075,000	\$1,075,000
Net Costs after Revenues Applied	\$123,000	\$307,200	\$443,000	\$873,200
COST DOCUMENTATION		REVENUE		
Design	\$615,000	Federal Surface Transportation		\$6,992,800
Land Acquisition	\$736,000	Improvement Program (STP)		
Construction	\$6,600,000	Local Municipality		\$1,000,000
Construction Management	\$660,000	Developers Contribution		\$75,000
Contingency	\$330,000			
Total Project Cost	\$8,941,000	Total Revenue		\$8,067,800
EXPENDITURE BUDGET	\$1,948,200	REVENUE BUDGET		\$1,075,000

Project Scope & Description:

This project will add the additional lanes to CTH O, between CTH HH (College Avenue) and Grange Avenue (1.2 miles) to create the planned 4 lane roadway. The road will have a median to provide for separation of opposing movements. The roadway will stay on its current alignment and will be situated within the existing 130-foot wide corridor and, although most of the right-of-way has been previously acquired, some additional land acquisition and grading easements will be needed. This project is the final CTH O segment to be widened and rehabilitated and will allow the county to complete operational, safety and condition improvements along the entire CTH O corridor. Waukesha County applied for and was awarded Federal STP funding for the project. The county is also in negotiations with the City of New Berlin to develop an agreement for a city contribution for the construction phase of the project. The developer has committed to a contribution of \$75,000 towards the project.

Location: City of New Berlin

Analysis of Need: When CTH O was constructed between Janesville Road and Grange Avenue in 1997, it was designed so that the 2 lane roadway that was built would become the north bound lanes of a future 4 lane roadway. At that time the SEWRPC jurisdictional plan called for CTH O to be a 2 lane highway. Since then traffic has increased significantly along the route and the latest SEWRPC jurisdictional plan calls for CTH O to be a 4 lane highway. In 2009 the City of Muskego as part of a Tax Incremental Financing (TIF) District created the planned 4 lane roadway between Janesville Road and College Ave by building the new south bound lanes. The portion of CTH O between College Avenue and Grange Avenue remains a 2 lane roadway although traffic volumes recorded in 2018 along this portion of CTH O were approximately 17,500 vehicles per day and development along the project route is in progress. It's expected that this area will continue to develop. This development is the reason that New Berlin will contribute to this project through a new TIF District. In addition to the traffic growth this section of CTH O is in between two four-lane segments, causing congestion and confusion due to lane drops and bottlenecking of traffic.

Alternatives:

1. Do nothing. This alternate does not address the long-term needs for the corridor.
2. Reconstruct CTH O as described above.

Ongoing Operating Costs: Operating costs are expected to increase by approximately \$10,400 per annum for the additional lane miles.

Previous Action: This project was formerly submitted in the 2010-2014 Capital Plan as Project 201007. The project was removed from the Capital Plan in the 2015-2019 Capital Plan due to lack of funding (federal funds were denied and the local municipality was expected to create a TIF District which did not happen). The project is resubmitted as a new project in the 2021-2025 Capital Plan. Approved as a new project in the 2021-2025 capital plan.

Project Title:	CTH O, I-94 to USH 18	Project #:	201502
Department:	Public Works - Highways	Project Type:	Rehabilitation
Phase:	Construction	Road Name:	Moorland Road
Budget Action:	C - \$ Update C - Rev Update	Manager:	Allison Bussler, DPW Director
Date:	December 2, 2021	Map / Image:	Click Here

CAPITAL BUDGET SUMMARY					
Year	2019	2020	2021	2022	Total
Project Phase	Design	Design/Land	Construction	Construction	Project
Expenditure Budget	\$100,000	\$153,600	\$0	\$1,548,400	\$1,802,000
Revenue Budget	\$0	\$0	\$0	\$159,000	\$159,000
Net Cost After Revenues Applie	\$100,000	\$153,600	\$0	\$1,389,400	\$1,643,000
COST DOCUMENTATION			REVENUE		
Design	\$698,000			Surface Transportation Program - STP	\$6,372,000
WisDOT Plan Review	\$15,000			City of Brookfield	\$159,000
Land Acquisition	\$555,000				
Construction	\$6,000,000				
Construction Management	\$600,000				
Contingency	\$306,000				
Total Project Cost	\$8,174,000			Total Revenue	\$6,531,000
EXPENDITURE BUDGET	\$1,643,000			REVENUE BUDGET	\$159,000

Project Scope & Description:

This 0.8-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, and adding sidewalks and storm water improvements. Access to Brookfield Square Mall and other businesses adjacent to Moorland Road will need to be maintained during construction. Therefore, traffic control will be a major challenge for this project. Federal funds will be used to offset the cost of design, real estate, and construction for this project. The department was awarded \$6,372,000 in federal STP funds in 2019. The city of Brookfield will pay for amenities (such as sidewalks and retaining walls) above and beyond those needed for the highway project, estimated at \$159,000.

Location: City of Brookfield

Analysis of Need: The concrete pavement along this portion of Moorland Road (CTH O) has deteriorated to the point where it now has a pavement condition index (PCI) of 30 which is regarded as poor. A PCI of 20 would indicate that the pavement has failed. The roadway was first built in 1978 and was rehabilitated in 2001, but that rehabilitation is now at the end of its useful life; paving slabs have deteriorated; paving joints have faulted, and the concrete pavement is in need of replacement. 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 Brookfield Square Mall and to the Bluemound Road corridor.

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.
- Reconstruct/rehabilitate CTH O as described above.

Ongoing Operating Costs: Operating costs are not expected to change.

Previous Action: Approved as a new project in the 2015-2019 capital plan. Approved as planned in the 2016-2020, 2018-2022, 2019-2023 capital plans. Approved with a revenue update in the 2017-2021 capital plan. Delayed with cost and revenue updates in the 2020-2024 capital plan. Approved as planned in the 2021-2025 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:	C - \$ Update	Manager:	Allison Bussler, DPW Director
Date:	December 2, 2021	Map / Image:	Click Here

CAPITAL BUDGET SUMMARY				
Year	2021	2022	2024	Total
Project Phase	Design	Design/Land	Construction	Project
Expenditure Budget	\$112,200	\$208,300	\$1,859,400	\$2,179,900
Revenue Budget	\$0	\$0	\$0	\$0
Net Cost After Revenues Applied	\$112,200	\$208,300	\$1,859,400	\$2,179,900
COST DOCUMENTATION			REVENUE	
Design	\$636,700		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	\$8,757,300		Total Revenue	\$6,577,400
EXPENDITURE BUDGET	\$2,179,900		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. The design costs are estimated to increase by \$51,700 in 2022 due to better connecting and aligning this project with the other projects along the corridor.

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. Accelerated with cost and revenue updates in the 2021-2025 capital plan.

Project Title:	CTH I, Calhoun Creek Bridge	Project #:	202201
Department:	Public Works - Highways	Project Type:	Bridge
Phase:	Preliminary Design	Road Name:	Beloit Road
Budget Action:	New	Manager:	Allison Bussler
Date:	December 2, 2021	Map / Image:	Click Here

CAPITAL BUDGET SUMMARY						
Year	2022	2023-24	2025	2026	2027	Total
Project Phase	Design	Design	Design	Design/Land	Const	Project
Expenditure Budget	\$6,000	\$0	\$17,200	\$4,000	\$83,800	\$111,000
Revenue Budget	\$0	\$0	\$0	\$0	\$0	\$0
Net Costs After Revenues Applied	\$6,000	\$0	\$17,200	\$4,000	\$83,800	\$111,000
COST DOCUMENTATION			REVENUE			
Design		\$69,000	Federal Bridge Aid (Anticipated)			\$420,000
WisDOT Design Review		\$23,000				
Land Acquisition		\$20,000				
Construction		\$364,000				
Construction Management		\$40,000				
Contingency		\$15,000				
Total Project Cost		\$531,000	Total Revenue			\$420,000
EXPENDITURE BUDGET		\$111,000	REVENUE BUDGET			\$0

Project Scope & Description: This project is a rehabilitation of the CTH I bridge over Calhoun Creek. The scope of the project consists of replacing structural lining of the three existing culvert barrels. This will maintain the integrity of the barrels and extend their useful life. The existing concrete headwalls and the roadway over the structure will remain in-place. There is adequate right-of-way width and permanent easement at this bridge site. However, additional temporary easements will likely be required for construction to begin. The project will be constructed with the roadway open to through traffic. Waukesha County will apply for federal funding in 2023.

Location: City of New Berlin

Analysis of Need: The existing bridge (B-67-318) is a three-barrel corrugated steel culvert structure. The culvert barrels are six feet in diameter. Two barrels were constructed in 1976 with a CTH I roadway project. In 2009, a developer added a third barrel and constructed the existing headwalls. The two original barrels are corroding with significant section loss in the low flow portion of the pipes. The third barrel has some rust beginning in the low flow area. The roadway over the structure is in good condition and was re-built in 2018. The roadway is functionally classified as a 'minor arterial.' The bridge is considered 'structurally deficient' due to its current condition rating. The structure sufficiency number is 38.0. This indicates that structure replacement is warranted according to Wisconsin Department of Transportation (WisDOT) guidelines, which makes the bridge eligible for federal bridge replacement or rehabilitation funding when the sufficiency index is below 50. Replacing the culvert lining will address the structure deficiencies while avoiding the need to excavate the roadway. An independent engineering study report will be prepared for this project prior to application for federal bridge funding. The purpose of the report is to verify that the proposed project scope is a cost-effective rehabilitation strategy. The 2018 traffic volume on this roadway segment was 7,300 vehicles per day.

Alternatives: Reconstruct the existing bridge and roadway approaches to current WisDOT standards. This alternative, while addressing the deficiencies, is not warranted.

Ongoing Operating Costs: Maintenance costs will be reduced in the early years after construction beyond 2027.

Previous Action: None

Project Title:	CTH EF, Bark River Bridge	Project #:	202202
Department:	Public Works - Highways	Project Type:	Bridge
Phase:	Preliminary Design	Road Name:	Dorn Road
Budget Action:	New	Manager:	Allison Bussler
Date:	December 2, 2021	Map / Image:	Click Here

CAPITAL BUDGET SUMMARY						
Year	2022	2023-24	2025	2026	2027	Total
Project Phase	Design	Design	Design/Land	Land	Const	Project
Expenditure Budget	\$6,000	\$0	\$13,400	\$2,200	\$57,400	\$79,000
Revenue Budget	\$0	\$0	\$0	\$0	\$0	\$0
Net Costs After Revenues Applied	\$6,000	\$0	\$13,400	\$2,200	\$57,400	\$79,000
COST DOCUMENTATION			REVENUE			
Design		\$56,000	Fed Aid Bridge (Anticipated)			\$291,000
WisDOT Design Review		\$17,000				
Land Acquisition		\$11,000				
Construction		\$229,000				
Construction Management		\$46,000				
Contingency		\$11,000				
Total Project Cost		\$370,000	Total Revenue			\$291,000
EXPENDITURE BUDGET		\$79,000	REVENUE BUDGET			\$0

Project Scope & Description: This project is an overlay of the CTH EF bridge over the Bark River. A concrete overlay is anticipated, but several overlay types will be considered during design. Concrete repairs will be made to the spalled and deteriorated culvert ends. Stainless steel flashing will be installed on the ends of the culvert roof. Existing bridge railing may be salvaged/remounted or completely replaced with this project. Approach guardrail will be replaced to meet current standards. The immediate asphalt bridge approaches will be repaved. The existing right-of-way at the bridge matches the ultimate width of 66 feet on CTH EF. No additional fee acquisition is anticipated, though grading easements may be necessary. Waukesha County will apply for federal funding in 2023.

Location: Town of Merton

Analysis of Need: The existing bridge (B-67-210) is a two-span box culvert that was constructed in 1984. The roof of the box culvert serves as the roadway driving surface. Most of the structure is in good condition. However, an estimated 8% of the top deck surface is delaminated. The delamination is due to corrosion of the top mat of bar steel. At the two culvert ends, the pier wall and roof underside are deteriorating, with delamination and spalling. The approach guardrail is in poor condition and does not meet current standards. The roadway is functionally classified as a 'minor arterial.' The bridge is considered 'structurally deficient' due to its current condition rating. The structure sufficiency number is 70.7. This indicates that structure rehabilitation is warranted according to Wisconsin Department of Transportation (WisDOT) guidelines, which makes the bridge eligible for federal bridge rehabilitation funding when the sufficiency index is below 80. An independent engineering study report will be prepared for this project prior to application for federal bridge funding. The purpose of the report is to verify that the proposed project scope is a cost-effective rehabilitation strategy. The 2015 traffic volume on this roadway segment was 1,800 vehicles per day.

Alternatives: Reconstruct the existing bridge and roadway approaches to current WisDOT standards. This alternative, while addressing the deficiencies, is not warranted.

Ongoing Operating Costs: Maintenance costs will be reduced in the early years after construction beyond 2027.

Previous Action: None

Project Title:	CTH I, Mukwonago River Bridge	Project #:	202203
Department:	Public Works - Highways	Project Type:	Rehabilitation
Phase:	Preliminary Design	Road Name:	Beloit Road
Budget Action:	New	Manager:	Allison Bussler
Date:	December 2, 2021	Map / Image:	Click Here

CAPITAL BUDGET SUMMARY						
Year	2022	2023-24	2025	2026	2027	Total
Project Phase	Design	Design	Design/Land	Land	Const	Project
Expenditure Budget	\$6,000	\$0	\$18,400	\$5,600	\$85,000	\$115,000
Revenue Budget	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Net Costs After Revenues Applied	\$6,000	\$0	\$18,400	\$5,600	\$85,000	\$115,000
COST DOCUMENTATION			REVENUE			
Design		\$72,000	Fed Aid Bridge (Anticipated)			\$436,000
WisDOT Design Review		\$26,000				
Land Acquisition		\$28,000				
Construction		\$340,000				
Construction Management		\$68,000				
Contingency		\$17,000				
Total Project Cost		\$551,000	Total Revenue			\$436,000
EXPENDITURE BUDGET		\$115,000	REVENUE BUDGET			\$0

Project Scope & Description: This project is an overlay of the CTH I bridge over the Mukwonago River. A concrete overlay is anticipated, but several overlay types will be considered during design. Concrete repairs will be made to the spalled slab edges. Galvanized Steel flashing will be installed on the slab edges. Existing bridge railing may be modified/remounted or completely replaced with this project. Railing replacement with concrete parapet will be investigated. Approach guardrail will be replaced to meet current standards. The immediate asphalt approaches will be repaved. The existing right-of-way width is 66 feet, whereas the ultimate right-of-way width is 100 feet. The county does not anticipate purchasing the ultimate right-of-way width, however, some land acquisition is anticipated to relocate one-two driveways for guardrail construction. At construction, it is anticipated that the bridge will be closed to traffic with a detour in-place. It is anticipated Waukesha County will apply for federal bridge funding in 2023.

Locations: Town of Mukwonago

Analysis of Need: The existing bridge (B-67-202) is a single span flat slab structure that was constructed in 1981. The bridge wearing surface is an estimated 8% delaminated and is beginning to spall. The delamination is due to corrosion of the top mat of bar steel. The slab underside is spalled along both edges. The approach guardrail is in poor condition and does not meet current standards. The roadway is functionally classified as a 'minor arterial.' The structure sufficiency number is 77.4. This indicates that structure rehabilitation is warranted according to WisDOT guidelines, which makes the bridge eligible for federal bridge rehabilitation funding when the sufficiency index is below 80. An independent engineering study report will be prepared for this project prior to application for federal bridge funding. The purpose of the report is to verify that the proposed project scope is a cost-effective rehabilitation strategy. The 2018 traffic volume on this roadway segment was 1,200 vehicles per day.

Alternatives: Reconstruct the existing bridge and roadway approaches to current WisDOT standards. This alternative, while addressing the deficiencies, is not warranted.

Ongoing Operating Costs: Maintenance costs will be reduced in the early years after construction beyond 2027.

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 2, 2021	Map / Image:	Click Here

CAPITAL BUDGET SUMMARY						
Year	2018	2019	2020	2021	2022	Total Project
Project Phase						
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-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.
- Approved as planned in the 2021-2025 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 2, 2021	Map / Image:	Click Here

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	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
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	<u>\$100,000</u>					
Total Project Cost	\$500,000					
					Total Revenue	\$0
EXPENDITURE BUDGET	\$500,000				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, 2020-2024, and 2021-2025 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 - Rev Update	Manager:	Allison Bussler, DPW Director
Date:	December 2, 2021	Map / Image:	Click Here

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	\$590,000	\$3,774,000			
Net Costs After Revenues Applied	\$3,891,000	\$3,145,000	\$1,840,000	\$3,660,000	\$3,710,000	\$16,246,000			
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	2018	\$330,000	\$229,000	\$0	\$559,000	
2019	\$50,000	\$3,820,000	\$3,870,000	2019	\$330,000	\$0	\$325,000	\$725,000	
2020	\$50,000	\$2,650,000	\$2,700,000	2020	\$330,000	\$260,000	\$270,000	\$860,000	
2021	\$50,000	\$4,650,000	\$4,700,000	2021	\$330,000	\$260,000	\$450,000 *	\$1,040,000	
2022	\$50,000	\$4,250,000	\$4,300,000	2022	\$330,000	\$260,000	\$0	\$590,000	
Total Project Cost	\$250,000	\$19,770,000	\$20,020,000	Total Revenue	\$1,650,000	\$1,009,000	\$1,045,000	\$70,000	\$3,774,000
EXPENDITURE BUDGET			REVENUE BUDGET						
							\$3,774,000		

*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 Work's goal to pave approximately 20 lane miles of roadway on an annual basis. Crush, relay and surface or other alternative methods will be used as necessary in lieu of a simple patch and overlay. The project includes the cost of the ongoing Pavement Inspection Program, which determines the sections of highways to be repaved, along with the cost of shouldering, and parking lots at the department's substation facilities. 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 of \$100,000 are removed in 2022 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 2020 was 67. 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 a revenue update in the 2020-2024 capital plan. Approved with cost and revenue updates in the 2021-2025 capital plan.

Project Title:	Golf Course Infrastructure Plan	Project #:	202208
Department:	Parks & Land Use	Project Type:	Renovation/Upgrade
Phase:	Design / Construction	Sponsor:	
Budget Action:	New	Manager:	Dale Shaver, PLU Director
Date:	December 2, 2021	Map / Image:	Click Here

CAPITAL BUDGET SUMMARY						
Year	2022	2023	2024	2025	2026	Total
Project Phase	Design/Const.	Construction	Construction	Construction	Construction	Project
Expenditure Budget	\$862,000	\$50,000	\$70,000	\$88,000	\$65,000	\$1,135,000
Revenue Budget	<u>\$862,000</u>	<u>\$50,000</u>	<u>\$70,000</u>	<u>\$88,000</u>	<u>\$65,000</u>	<u>\$1,135,000</u>
Net Costs After Revenues Applied	\$0	\$0	\$0	\$0	\$0	\$0
COST DOCUMENTATION			REVENUE			
Design / Engineering	\$6,000					
Construction	\$1,021,500					Golf Course Fund Balance \$1,135,000
Contingency	\$107,500					
Total Project Cost	\$1,135,000					Total Revenue \$1,135,000
EXPENDITURE BUDGET	\$1,135,000					REVENUE BUDGET \$1,135,000

Project Scope & Description:

The Department of Parks and Land Use has completed an update of its projected golf course infrastructure maintenance program. The golf course fund balance is anticipated to be stabilized due to the elimination of operational losses from the sale of Wanaki Golf Course, along with the transfer of the proceeds from the sale of Wanaki Golf Course into the fund.

Based on the stabilization of the golf course fund balance, this capital project will address major infrastructure maintenance needed at Naga-Waukee War Memorial Golf Course. Major maintenance projects at the course include golf course irrigation system repair and replacement, pump station replacement, HVAC replacement, cart path maintenance, completion of a new clubhouse well, replacement of the clubhouse roof, and renovation of the clubhouse restrooms and patio pavement.

This project is 100% funded from the Waukesha County Golf Course fund balance. The capital project expenditure and revenue budgets will be evaluated annually for the duration of the project, and adjusted accordingly based on the status of the golf course fund balance.

Location: Naga-Waukee War Memorial Golf Course - Town of Delafield, City of Delafield

Analysis of Need: Implementation of the upgrades is necessary to address aging infrastructure and to maintain efficient operation of the Naga-Waukee War Memorial Golf Course and to continue to provide a quality golf experience to Waukesha County residents.

Alternatives: Continue to perform minimum maintenance necessary to sustain golf operations, and rely on continued function of aging infrastructure systems and facilities that are well beyond the anticipated useful lifespan.

Ongoing Operating Costs: Ongoing maintenance will continue to be performed by the staff at Naga-Waukee Golf Course. Upgraded infrastructure will result in efficiencies and cost savings pertaining to usage of water and electricity, and less labor hours for maintenance and repairs. Costs will continue to be offset by golf course revenue.

Previous Action: None

Project Title:	Fox River Park Improvements	Project #:	202212
Department:	Parks & Land Use	Project Type:	Renovation/Upgrade
Phase:	Design / Construction	Sponsor:	
Budget Action:	New	Manager:	Dale Shaver
Date:	December 2, 2021	Map / Image:	Click Here

CAPITAL BUDGET SUMMARY						
Year	2022	2023	2024	2025	2026	Total
Project Phase						Project
Expenditure Budget	\$313,300	\$0	\$0	\$0	\$0	\$313,300
Revenue Budget	<u>\$313,300</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$313,300</u>
Net Costs After Revenues Applied	\$0	\$0	\$0	\$0	\$0	\$0
COST DOCUMENTATION		REVENUE				
Construction of Improvements		\$197,000	State DNR Grant Funding			\$90,000
Riverbank Restoration		\$76,300	SEWFRC Grant Funding			\$75,000
Contingency		<u>\$40,000</u>	SWRM (DATCP) Funding			\$36,300
			Village Muk WWTP Funding			\$25,000
			CDBG Funding			<u>\$87,000</u>
Total Project Cost		\$313,300	Total Revenue			\$313,300
EXPENDITURE BUDGET		\$313,300	REVENUE BUDGET			\$313,300

Project Scope & Description: Fox River Park was developed by the Department of Parks and Land Use (PLU) and opened to the public in June 2003. The original park master plan included a carry-in launch for watercraft on the Fox River. The launch consisted of an asphalt ramp down to the edge of the river. In the years since, heavy use of the area by park patrons, along with powerful water flow, have eroded the riverbank and the end sections of the asphalt ramp to the point where it is no longer accessible or usable as a watercraft launch. The site is now frequently used by anglers, but the eroded site conditions are also not conducive to fishing. Several years ago, a low-cost solution of soil-filled stabilization bags was installed to slow the erosion and to maintain the access to the water. These measures have also since started to erode and wash into the river. The access point has been identified as *Site 7* along the *Fabulous Fox Water Trail*, which is a blue (water) recreational trail route that extends almost 200 miles from just south of Chicago to Menomonee Falls. Development of the trail is a partnership between numerous Wisconsin and Illinois organizations and municipalities and the National Park Service.

This proposed capital project would implement a new ADA-accessible fishing pier/overlook, a new ADA-accessible kayak/canoe launch, an ADA-accessible walkway to connect park patrons from existing parking to the new features, and 305 feet of riverbank stabilization/restoration. The bank stabilization component of the project has long been considered a priority project in the Fox River watershed by the Southeast Wisconsin Fox River Commission (SEWFRC), because of the high potential that it has to benefit water quality. SEWFRC previously awarded funds to the County that were used to create construction documents and cost estimates for the new pier/overlook and launch features, and Department of Agriculture, Trade and Consumer Protection (DATCP) engineers provided design services for the riverbank stabilization. Funding already secured for construction of the project includes a \$75,000 grant from SEWFRC, a \$36,250 Soil and Water Resource Management (SWRM) grant from DATCP, and \$25,000 from Village of Mukwonago Wastewater Treatment Plant (WWTP) funding. To fund the remaining balance of the project costs, PLU will pursue grants from the State DNR and Community Development Block Grant (CDBG) funding.

Location: Fox River Park, W264 S4500, River Rd, Waukesha, WI 53189

Analysis of Need: Completion of this project will provide safe and barrier-free access to a variety of recreational opportunities connected to the Fox River. The current site conditions are not conducive to outdoor water recreation. The site is a recently-designated access point for the new Fabulous Fox Water Trail, which will attract new users seeking to access the river at this location. Repair and restoration of the riverbank is a priority project that will benefit water quality in the Fox River watershed.

Alternatives: Maintain existing conditions, which will continue to provide barriers to outdoor recreation tied to the Fox River, and also continue to contribute to water quality degradation.

Ongoing Operating Costs: Maintenance of the new facilities will be by existing Fox River Park staff. It is expected that minimal increases in maintenance requirements will be offset by increased revenue from park sticker sales by patrons who are drawn to Fox River Park to use the new facilities.

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	Manager:	Dale Shaver, PLU Director
Date:	December 2, 2021	Map / Image:	Click Here

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	\$1,200,000	\$5,250,000
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	\$1,000,000	\$4,050,000
COST DOCUMENTATION						
			Tamann	Landfill	Comm. Develop.	
			Fund Balance	Siting Revenue	Block Grant	Total
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	\$1,200,000	2022	\$0	\$200,000	\$0	\$200,000
Total Project Cost	\$5,250,000	Total Revenue	\$100,000	\$900,000	\$200,000	\$1,200,000
EXPENDITURE BUDGET	\$5,250,000	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 2022 will be the first phase of pavement improvements at the Highway Operations Center, and reconstruction of the parking lot and launch approach at the Nagawicka Lake Access. Other Park System, Highway Operations and Government Center projects will be prioritized based on PCI rating, safety and access issues. \$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 \$300,000 in 2022 to reflect additional pavement maintenance needs at Highway Operations facilities.

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 were 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. Approved with a change in scope and a cost update in the 2021-2025 capital plan.

Capital Projects Plan

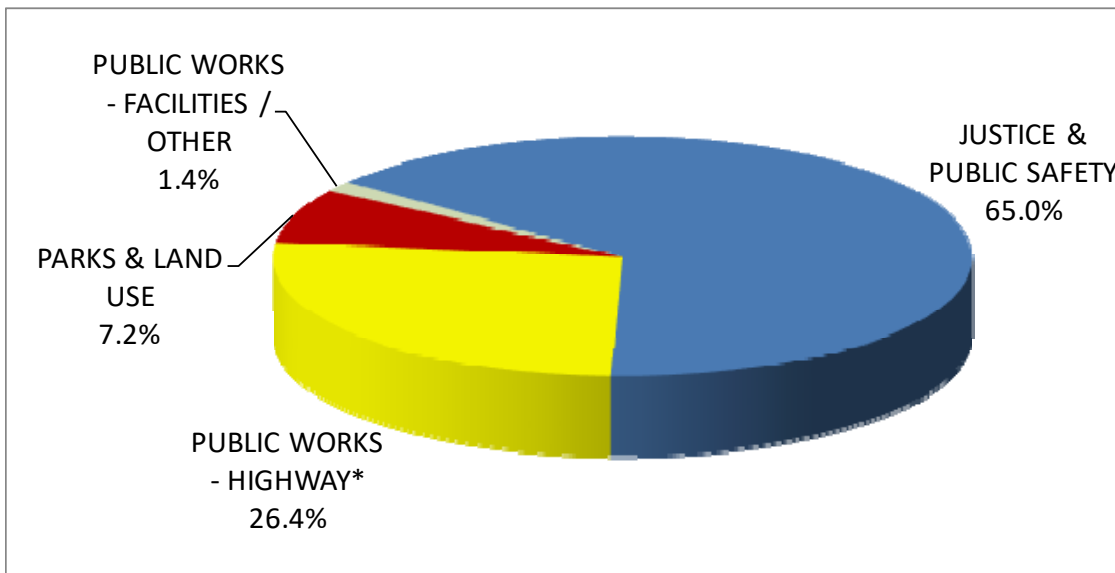
Each year, the County Executive submits a capital budget and an updated five-year Capital Plan to the County Board. After review and modification, the County Board adopts the plan by resolution. The plan represents the prioritization of long-range capital infrastructure needs linked to the county’s strategic plan.

Justice and Public Safety projects total \$98.1 million or 65% of the plan. This includes \$97.6 million to fund courthouse project - step 2, renovate existing courthouse. The first phase of this two-phase project was completed in 2021; the budget and concept for the second phase began in 2021, with a budget of \$1.2 million; the formal design for the second phase is scheduled to begin in 2022. Construction for the second phase is expected to continue into 2026 and is estimated to cost \$98.8 million in total.

Public Works–Highway projects are about 26.4% of the plan at \$39.9 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 \$49.9 million of federal funds, highway projects make up about 44.8% (about \$89.8 million in total) of the five-year capital plan.**

The Parks and Land Use functional area includes \$10.8 million or about 7.2% of the plan, of which \$9.1 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 \$1.8 million or about 1.4% of the plan. The major building project in the five-year capital plan is the second phase of the two-phase project to upgrade the county courthouse (discussed above under the Justice and Public Safety functional area). The plan includes \$500,000 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) and \$561,000 to fund the county share of improvements at the Waukesha County Airport.



FUNCTIONAL AREA	TOTAL 2022-2026	% OF TOTAL
JUSTICE & PUBLIC SAFETY	\$98,050,000	65.0%
PUBLIC WORKS - HIGHWAY*	\$39,916,600	26.4% *
PARKS & LAND USE	\$10,820,200	7.2%
PUBLIC WORKS - FACILITIES / OTHER	\$2,151,000	1.4%
TOTAL PLAN EXPENDITURES	\$150,937,800	100.0%

*Factoring in total transportation costs, including approximately \$49.9 million of federal funds, highway projects make about 44.8% of the five-year capital plan.

For more information about the five-year capital plan, visit the Waukesha County’s Five-Year Capital Plan, online at <https://www.waukeshacounty.gov/administration/budget/2022-2026-adopted-cp/>

WAUKESHA COUNTY 2022-2026 CAPITAL PROJECT PLAN SUMMARY

FUNCTIONAL AREA:	2022 BUDGET	2023 PLAN	2024 PLAN	2025 PLAN	2026 PLAN	TOTAL FIVE- YEAR PLAN
JUSTICE & PUBLIC SAFETY						
Facility Projects	\$16,000,000	\$20,450,000	\$20,750,000	\$20,350,000	\$20,500,000	\$98,050,000
System Projects	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal	\$16,000,000	\$20,450,000	\$20,750,000	\$20,350,000	\$20,500,000	\$98,050,000
HEALTH & HUMAN SERVICES						
Facility Projects	\$0	\$0	\$0	\$0	\$0	\$0
System Projects	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal	\$0	\$0	\$0	\$0	\$0	\$0
PARKS, ENVIRONMENT, EDUCATION & LAND USE						
Parks, Facilities, Pavement, System Projects (a)	\$2,375,300	\$2,079,900	\$1,270,000	\$3,640,000	\$1,455,000	\$10,820,200
PUBLIC WORKS						
Priority Corridor Expansion	\$683,000	\$307,200	\$0	\$1,518,000	\$0	\$2,508,200
Intersections and Bridges	\$369,000	\$1,884,400	\$548,000	\$403,000	\$752,800	\$3,957,200
Pavement and Rehabilitation	\$6,217,700	\$8,528,100	\$5,289,400	\$6,006,000	\$7,410,000	\$33,451,200
Subtotal Highways	\$7,269,700	\$10,719,700	\$5,837,400	\$7,927,000	\$8,162,800	\$39,916,600
Facilities	\$200,000	\$200,000	\$110,000	\$320,000	\$450,000	\$1,280,000
Airport	\$871,000	\$0	\$0	\$0	\$0	\$871,000
Subtotal Public Works	\$8,340,700	\$10,919,700	\$5,947,400	\$8,247,000	\$8,612,800	\$42,067,600
GENERAL ADMINISTRATION COUNTY WIDE						
TECHNOLOGY PROJECTS	\$0	\$0	\$0	\$0	\$0	\$0
FINANCING	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL GROSS EXPENDITURES	\$26,716,000	\$33,449,600	\$27,967,400	\$32,237,000	\$30,567,800	\$150,937,800
Less Proj. Specific Rev./Proprietary Fund Bal.	<u>(\$3,305,300)</u>	<u>(\$3,249,600)</u>	<u>(\$70,000)</u>	<u>(\$3,178,600)</u>	<u>(\$65,000)</u>	<u>(\$9,868,500)</u>
NET EXPENDITURES	\$23,410,700	\$30,200,000	\$27,897,400	\$29,058,400	\$30,502,800	\$141,069,300
Cash Balances Excluding Property Tax Levy	<u>(\$12,498,585)</u>	<u>(\$18,512,885)</u>	<u>(\$14,000,285)</u>	<u>(\$3,541,285)</u>	<u>(\$4,835,685)</u>	<u>(\$53,388,725)</u>
NET EXPENDITURES BEFORE TAX LEVY, DEBT BORROWING AND INTEREST APPLIED (b)	\$10,912,115	\$11,687,115	\$13,897,115	\$25,517,115	\$25,667,115	\$87,680,575

- (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 (included in the cash balance), 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 \$745,668 in 2022.

The 2022-2026 Capital Plan identifies 45 projects at an estimated total cost of \$150.6 million over the five-year period. Projects in the first year of the plan represent the 2022 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 \$98.1 million. This includes \$97.6 million in the 2022-2026 plan for design and construction for the second phase of the courthouse project. Construction is expected to continue through 2026 (total project costs estimated at \$98.8 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.

PARKS AND LAND USE

Projects in this functional area total \$10.8 million and includes \$6.0 million for maintenance improvements on park roadways and paved surfaces around county facilities. The plan includes \$2.9 million to construct appropriate entrances and exits to the box tunnel installed by the Wisconsin Department of Transportation for the State Trunk Highway 67 underpass - Lake Country Trail in Oconomowoc. The 2022-2026 capital plan also includes \$1.1 million for golf course improvements at the Naga-Waukee War Memorial Golf Course in Delafield. The improvements will include irrigation system repairs and replacement, pump station replacement, HVAC replacement, cart path maintenance, clubhouse roof replacement, clubhouse restroom renovations, and patio pavement renovations.

The plan also includes \$313,300 to implement a new ADA-accessible fishing pier / overlook, a new ADA-accessible kayak / canoe launch, an ADA-accessible walkway to connect park patrons from existing parking to the new features, and to stabilize and restore 305 feet of riverbank at the Fox River Park in Waukesha.

The Minooka Park mountain bike trail improvement project includes the construction of a new parking lot, expanded trails, and installation of additional trail features. The project is budgeted at \$273,000 and will be funded entirely with private contributions. Construction at Minooka Park is scheduled for 2023.

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.

PUBLIC WORKS

Highways

Public Works projects for highways and facility/other projects are estimated to total \$41.8 million. This includes road projects totaling \$39.9 million. New and expanded road capacity construction is identified in priority corridors. The plan 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 \$33.4 million for major maintenance and roadway rehabilitation, \$3.6 million for bridge improvements, and several spot safety improvements at an estimated cost of \$300,000, primarily for intersection and signal work.

The plan also includes \$500,000 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 for four projects in the amount of \$871,000. Airport projects include airport terminal and tower roof replacement, airport perimeter road extension, airport parking lot rehabilitation and expansion, and airport ramp rehabilitation. Construction for all four projects is scheduled for 2022. Funding from the Federal Aviation Administration and the Wisconsin Department of Transportation Bureau of Aeronautics has been secured for all projects, with the exception of the airport terminal and tower roof replacement project, and will cover just over \$6 million or 95% of the total project costs. Atlantic Aviation, LLC, an airport Fixed Base Operator (FBO), will cover \$310,000 of the costs of the airport ramp rehabilitation project.

Capital Projects

2022 Adopted

Project Listing

PROJECT TITLE	NO.	CURRENT APPROP.	2022 PLAN	2023 PLAN	2024 PLAN	2025 PLAN	2026 PLAN	TOTAL FIVE-YEAR PLAN
PUBLIC WORKS - AIRPORT								
AIRPORT TERMINAL AND TOWER ROOF REPLACEMENT	202101	\$25,000	\$242,500					\$242,500
AIRPORT PERIMETER ROAD	202108	\$0	\$103,500					\$103,500
AIRPORT PARKING LOT REHABILITATION AND EXPANSION	202109	\$0	\$75,000					\$75,000
AIRPORT RAMP REHABILITATION	202110	\$0	\$450,000					\$450,000
PUBLIC WORKS - CENTRAL FLEET								
FUEL TANK REPLACEMENT AND INFRASTRUCTURE	201415	\$1,000,000	\$200,000	\$200,000	\$100,000			\$500,000
PUBLIC WORKS - FACILITIES								
COURTHOUSE PROJ STEP 2 - RENOVATE 1959 COURTHOUSE	201705	\$1,200,000	\$16,000,000	\$20,400,000	\$20,350,000	\$20,350,000	\$20,500,000	\$97,600,000
COMMUNICATION CTR ROOF REPLACEMENT	202209	\$0			\$10,000	\$200,000		\$210,000
HIGHWAY FLEET BLDG ROOF REPLACEMENT	202210	\$0				\$100,000	\$250,000	\$350,000
LAW ENFORCEMENT CTR WINDOW REPLACEMENT	202211	\$0				\$20,000	\$200,000	\$220,000
PUBLIC WORKS - HIGHWAYS								
CTH D, MORAIN HILLS DRIVE INTERSECTION	201613	\$378,600		\$73,400				\$73,400
CTH F, NORTHBOUND BRIDGE AT GREEN ROAD	201801	\$26,000		\$128,000				\$128,000
CTH VV, WESTBOUND BRIDGE OVER MENOMONEE RIVER	201802	\$6,000		\$197,000	\$241,000			\$438,000
CTH T, NORTHVIEW ROAD TO I-94 REHABILITATION	201805	\$47,900	\$109,000	\$532,100				\$641,100
CTH SS, MEADOWBROOK CREEK STRUCTURE	202001	\$0			\$107,000	\$154,000	\$541,000	\$802,000
CTH B, MORGAN ROAD INTERSECTION	202009	\$53,000	\$47,000					\$47,000
CTH M REHABILITATION, CTH F TO CTH SR	202011	\$0	\$52,000	\$190,000		\$506,000		\$748,000
CTH F, LINDSAY ROAD INTERSECTION	202105	\$15,000	\$35,000	\$78,000				\$113,000
CTH V V, CTH Y Y INTERSECTION	202106	\$18,000	\$0	\$93,000				\$93,000
CTH M, CALHOUN RD TO EAST COUNTY LINE	201008	\$13,995,000	\$560,000					\$560,000
CTH YY, UNDERWOOD CREEK STRUCTURE	201302	\$718,000	\$0	\$1,115,000				\$1,115,000
CTH XX, PEBBLE BROOK CREEK BRIDGE	201402	\$103,000	\$69,000					\$69,000
CTH O, CTH D TO STH 59 REHABILITATION	202013	\$0	\$0	\$206,000	\$130,000		\$2,910,000	\$3,246,000
CTH O, CTH HH TO GRANGE AVE	202102	\$0	\$123,000	\$307,200		\$1,518,000		\$1,948,200
CTH O, I-94 TO USH 18	201502	\$253,600	\$1,548,400					\$1,548,400
CTH O, CTH I TO CTH ES	201610	\$401,000	\$0	\$3,300,000				\$3,300,000
CTH O, CTH ES TO CTH D REHABILITATION	201803	\$112,200	\$208,300		\$1,859,400			\$2,067,700
CTH I, CALHOUN CREEK BRIDGE	202201	\$0	\$6,000			\$17,200	\$4,000	\$27,200
CTH EF, BARK RIVER BRIDGE	202202	\$0	\$6,000			\$13,400	\$2,200	\$21,600
CTH I, MUKWONAGO RIVER BRIDGE	202203	\$0	\$6,000			\$18,400	\$5,600	\$30,000
CTH DE, WILD ROSE LANE TO OAK COURT - SPOT IMPRVMENT	201804	\$0	\$0					\$0
CTH D, CTH E INTERSECTION	202010	\$8,000	\$0					\$0
BRIDGE AID PROGRAM 2018 - 2022								
BRIDGE AID PROGRAM 2018 - 2022	201701	\$400,000	\$100,000					\$100,000
BRIDGE AID PROGRAM 2023 - 2027								
BRIDGE AID PROGRAM 2023 - 2027	201904	\$0		\$100,000	\$100,000	\$100,000	\$100,000	\$400,000
CULVERT REPLACEMENT PROGRAM 2018-2022								
CULVERT REPLACEMENT PROGRAM 2018-2022	201618	\$400,000	\$100,000					\$100,000
CULVERT REPLACEMENT PROGRAM 2023-2027								
CULVERT REPLACEMENT PROGRAM 2023-2027	201901	\$0		\$100,000	\$100,000	\$100,000	\$100,000	\$400,000
REPAVING PROGRAM 2018-2022								
REPAVING PROGRAM 2018-2022	201416	\$15,720,000	\$4,300,000					\$4,300,000
REPAVING PROGRAM 2023-2027								
REPAVING PROGRAM 2023-2027	201906	\$0		\$4,300,000	\$3,300,000	\$5,500,000	\$4,500,000	\$17,600,000

Capital Projects

2022 Adopted

Project Listing

PROJECT TITLE	NO.	CURRENT APPROP.	2022 PLAN	2023 PLAN	2024 PLAN	2025 PLAN	2026 PLAN	TOTAL FIVE-YEAR PLAN
UWW SITE INFRASTRUCTURE IMPROVEMENTS - PHASE II	202103	\$0				\$20,000	\$190,000	\$210,000
MINOOKA PARK MTN BIKE INFRASTRUCTURE IMPRVMENTS	202005	\$484,300		\$273,000				\$273,000
LAKE COUNTRY TRAIL STH 67 UNDERPASS	202204	\$0		\$556,900		\$2,332,000		\$2,888,900
GOLF COURSE INFRASTRUCTURE PROJECT	202208	\$0	\$862,000	\$50,000	\$70,000	\$88,000	\$65,000	\$1,135,000
FOX RIVER PARK IMPROVEMENTS	202212	\$0	\$313,300					\$313,300
PAVEMENT MANAGEMENT PLAN 2018 - 2022	201406	\$4,050,000	\$1,200,000					\$1,200,000
PAVEMENT MANAGEMENT PLAN 2023 - 2027	201908	\$0		\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$4,800,000
IT - SHERIFF								
JAIL SECURITY AUDIO UPGRADE	202206	\$0		\$50,000	\$400,000	\$0	\$0	\$450,000
EST. FINANCING (Includes Arb Rebate/Discount)	999999	\$0						\$0
GROSS EXPENDITURES			\$26,716,000	\$33,449,600	\$27,967,400	\$32,237,000	\$30,567,800	\$150,937,800

REVENUES:

Airport Fund Balance - #202101 Airport Terminal and Tower Roof Replacement		\$242,500						\$242,500
Airport Fund Balance - #202108 Airport Perimeter Road Extension		\$103,500						\$103,500
Airport Fund Balance - #202109 Airport Parking Lot Rehabilitation and Expansion		\$75,000						\$75,000
Airport Fund Balance - #202110 Airport Ramp Rehabilitation		\$140,000						\$140,000
Golf Fund Balance - #202208 Golf Course Infrastructure Improvements		\$862,000	\$50,000	\$70,000	\$88,000	\$65,000		\$1,135,000
Partner Revenue - #202110 Airport Ramp Rehabilitation - Atlantic Aviation		\$310,000						\$310,000
CHIP D Revenue - #201416/201906 CTH Repaving Program		\$260,000	\$260,000					\$520,000
CHIP Revenue - #201416/201906 CTH Repaving Program		\$330,000	\$330,000					\$660,000
Landfill Siting Revenue - #201406/201908 PLU Pavement Mgmt Plan		\$200,000	\$200,000					\$400,000
Local Muni and Developer Funding - #202102 CTH O, CTH HH to Grange					\$1,075,000			\$1,075,000
Local Muni Funding - #202105 CTH F, Lindsay Rd		\$35,000	\$78,000					\$113,000
Local Muni Funding - #201502 CTHO, I-94 to USH 18 (City Brookfield)		\$159,000						\$159,000
Local Muni Funding - #201610 CTH O, CTH I to CTH ES (City New Berlin)			\$1,000,000					\$1,000,000
Misc Reimbursements and Credits - #201008 CTH M		\$275,000						\$275,000
Partner Revenue - #202005 Minooka Park Mountain Bike Infrastructure Imprvments		\$0	\$273,000					\$273,000
State LRIP-S Program Funding - #201302 CTH YY Underwood Creek Structure		\$0	\$630,000					\$630,000
Lake Country Trail STH 67 Underpass Project (#202204) - TAP, OC, WDNR			\$428,600		\$2,015,600			\$2,444,200
Fox River Park Improvements (#202212) - Multiple Sources of Funding		\$313,300						\$313,300
Subtotal Project Specific Revenue and Proprietary Fund Balance		\$3,305,300	\$3,249,600	\$70,000	\$3,178,600	\$65,000		\$9,868,500
Net Expenditures			\$23,410,700	\$30,200,000	\$27,897,400	\$29,058,400	\$30,502,800	\$141,069,300
State Shared Revenue/Utility Payment		\$390,000	\$250,000	\$250,000	\$250,000	\$250,000		\$1,390,000
State Personal Property Replacement - Computer Aid		\$600,000	\$600,000	\$600,000	\$600,000	\$600,000		\$3,000,000
State Personal Property Aid		\$745,668	\$745,668	\$745,668	\$745,668	\$745,668		\$3,728,340
Federal American Rescue Plan Act #201705 Courthouse Project - Step 2		\$6,000,000	\$14,000,000	\$10,000,000				\$30,000,000
Federal American Rescue Plan Act PLU #201908 Pavement Management Project			\$1,000,000	\$900,000				\$1,900,000
State General Transportation Aid (GTA) #201416/201906 CTH Repaving Program		\$0	\$0					\$0
General Fund Bal Jail Assmnt - #202206 Jail Security Audio Upgrade			\$50,000	\$400,000				\$450,000
General Fund Balance		\$2,000,000			\$1,500,000	\$1,500,000		\$5,000,000
Capital Project Fund Balance		\$2,762,917	\$1,867,217	\$1,104,617	\$445,617	\$1,740,017		\$7,920,385
Subtotal		\$12,498,585	\$18,512,885	\$14,000,285	\$3,541,285	\$4,835,685		\$53,388,725
Subtotal			\$42,519,885	\$55,212,085	\$42,037,685	\$38,956,885	\$35,468,485	\$214,195,025
EXPENDITURES BEFORE TAX LEVY, DEBT, BORROWING, & INTEREST (a)			\$10,912,115	\$11,687,115	\$13,897,115	\$25,517,115	\$25,667,115	\$87,680,575

(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 \$745,668 in 2022.

Stats./Trends

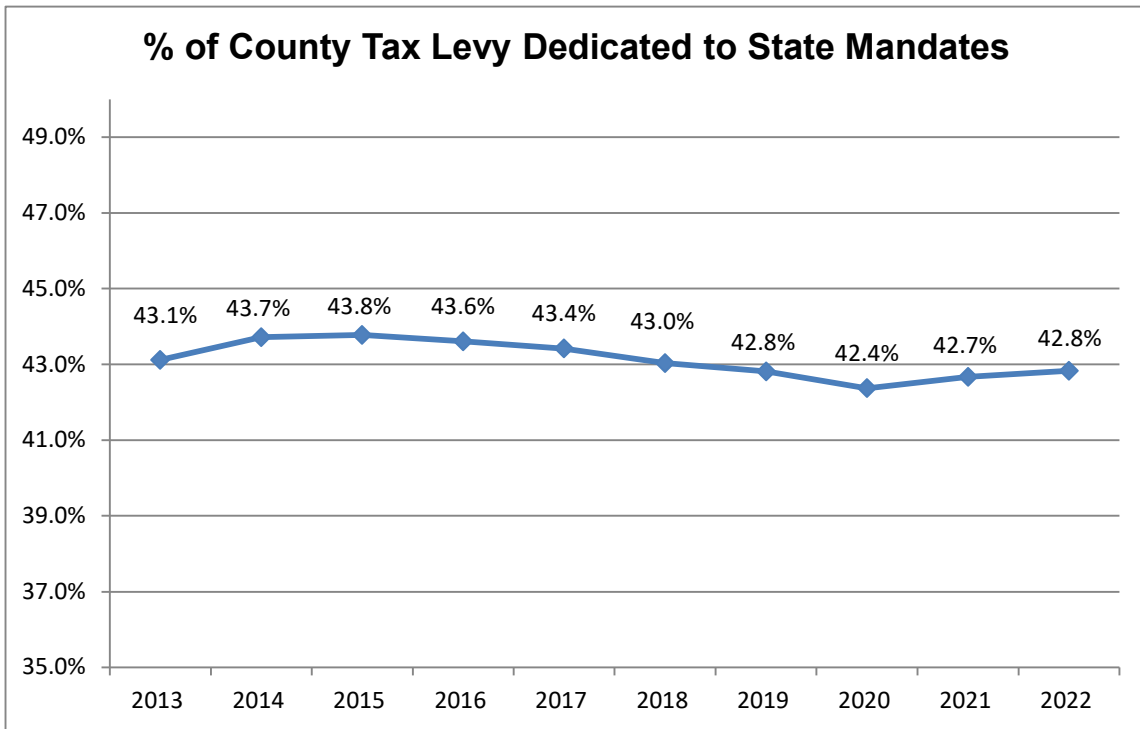
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Table 1
MAJOR PROPERTY TAX LEVY FUNDING FOR STATE MANDATED SERVICES

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>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
	(Value in Millions)				
County Tax Levy Budget:	\$103.4	\$104.4	\$106.2	\$107.8	\$109.5
Estimated Major State Mandated Net Expenditures:	\$50.0	\$50.6	\$51.2	\$52.0	\$53.2
(a) State Discretionary Revenue Offsets:	(\$5.5)	(\$5.9)	(\$6.2)	(\$6.0)	(\$6.3)
County Tax Levy for Major State Mandates:	\$44.5	\$44.7	\$45.0	\$46.0	\$46.9
% of County Tax Levy for Major State Mandates:	43.0%	42.8%	42.4%	42.7%	42.8%

(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	
2010	389,891	\$53,759	218,361	7.2%*	63,868	11,530	42	(7)
2011	390,267	\$56,952	222,978	6.3%*	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	3.7%*	61,836	11,608	43	
2016	396,449	\$67,460	238,703	3.4%*	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	2.7%*	61,723	11,280	43	
2019	405,991	\$73,873	246,051	2.9%	60,980	11,005	43	
2020	406,978	\$75,958	232,790	5.6%	60,471	10,494	43	(8)

SOURCES

- (1) Wisconsin Department of Administration
 - (2) Bureau of Economic Analysis-US Department of Commerce. Prior-Year Data Revised as of 11/24/21.
 - (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 Bureau, American Fact Finder
 - (7) 2010 Census
 - (8) 2020 Census
- * Prior year numbers revised by the US Dept of Commerce

**Table 3
WAUKESHA COUNTY POPULATION**

According to the 2021 population estimates by the Wisconsin Department of Administration, the current population of Waukesha County is 410,666.

	2020 CENSUS	2020	2021	'20 - '21 CHANGE	'20 - '21 % CHANGE
CITIES					
Brookfield	41,464	40,044	40,276	232	0.58%
Delafield	7,185	7,181	7,235	54	0.75%
Milwaukee*	0	0	0	0	N/A
Muskego	25,032	25,271	25,704	433	1.71%
New Berlin	40,451	40,600	40,821	221	0.54%
Oconomowoc	18,203	17,501	17,808	307	1.75%
Pewaukee	15,914	14,775	14,948	173	1.17%
Waukesha	71,158	71,952	71,856	(96)	-0.13%
CITIES TOTAL	219,407	217,324	218,648	1,324	0.61%
TOWNS					
Brookfield	6,477	6,744	6,789	45	0.67%
Delafield	8,095	8,503	8,614	111	1.31%
Eagle	3,478	3,586	3,635	49	1.37%
Genesee	7,171	7,379	7,428	49	0.66%
Lisbon	10,477	10,564	10,731	167	1.58%
Merton	8,277	8,469	8,537	68	0.80%
Mukwonago	7,781	7,979	8,061	82	1.03%
Oconomowoc	8,836	8,706	8,777	71	0.82%
Ottawa	3,646	3,936	3,941	5	0.13%
TOTAL TOWNS	64,238	65,866	66,513	647	0.98%
VILLAGES					
Big Bend	1,483	1,491	1,513	22	1.48%
Butler	1,787	1,803	1,810	7	0.39%
Chenequa	526	588	593	5	0.85%
Dousman	2,419	2,353	2,377	24	1.02%
Eagle	2,071	2,104	2,155	51	2.42%
Elm Grove	6,513	5,857	6,035	178	3.04%
Hartland	9,501	9,286	9,434	148	1.59%
Lac la Belle	279	296	303	7	2.36%
Lannon	1,355	1,264	1,473	209	16.53%
Menomonee Falls	38,527	38,948	39,379	431	1.11%
Merton	3,441	3,711	3,756	45	1.21%
Mukwonago	8,040	7,916	7,978	62	0.78%
Nashotah	1,321	1,350	1,359	9	0.67%
North Prairie	2,202	2,234	2,252	18	0.81%
Oconomowoc Lake	566	598	607	9	1.51%
Pewaukee	8,238	7,883	7,933	50	0.63%
Summit	4,784	4,974	5,159	185	3.72%
Sussex	11,487	11,373	11,587	214	1.88%
Vernon **	7,474	7,621	7,692	71	0.93%
Wales	2,862	2,616	2,669	53	2.03%
Waukesha **	8,457	9,329	9,441	112	1.20%
TOTAL VILLAGES	123,333	123,595	125,505	1,910	1.55%
TOTAL: COUNTY	406,978	406,785	410,666	3,881	0.95%

* 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 10, 2021 reports provided by the state Department of Revenue, the total equalized property value in Waukesha County, including all Tax Increment Districts, is \$66,686,337,700. This represents an increase of \$4,066,179,800 or 6.5% from 2020. A table listing 2020 and 2021 equalized values for municipalities is presented below. County-wide property values, as reflected in the equalized valuation, have increased.

	2020 EQUAL PROP. VALUE	2021 EQUAL PROP. VALUE	'20 - '21 CHANGE	% CHANGE
CITIES:				
Brookfield	\$7,713,940,200	\$8,192,033,600	\$478,093,400	6.20%
Delafield	\$1,663,340,700	\$1,760,693,400	\$97,352,700	5.85%
* Milwaukee	\$14,259,200	\$14,123,000	(\$136,200)	-0.96%
Muskego	\$3,479,899,800	\$3,695,735,500	\$215,835,700	6.20%
New Berlin	\$5,849,283,800	\$6,270,870,100	\$421,586,300	7.21%
Oconomowoc	\$2,655,689,500	\$2,801,915,900	\$146,226,400	5.51%
Pewaukee	\$3,526,148,000	\$3,741,123,300	\$214,975,300	6.10%
Waukesha	\$7,117,690,000	\$7,762,818,900	\$645,128,900	9.06%
SUBTOTAL	\$32,020,251,200	\$34,239,313,700	\$2,219,062,500	6.93%
TOWNS:				
Brookfield	\$1,392,726,900	\$1,442,189,900	\$49,463,000	3.55%
Delafield	\$1,803,432,000	\$1,881,829,900	\$78,397,900	4.35%
Eagle	\$568,316,000	\$572,304,300	\$3,988,300	0.70%
Genesee	\$1,155,603,200	\$1,221,595,800	\$65,992,600	5.71%
Lisbon	\$1,402,089,000	\$1,551,041,800	\$148,952,800	10.62%
Merton	\$1,838,790,000	\$1,912,743,600	\$73,953,600	4.02%
Mukwonago	\$1,018,429,900	\$1,107,308,300	\$88,878,400	8.73%
Oconomowoc	\$1,843,825,100	\$1,950,068,500	\$106,243,400	5.76%
Ottawa	\$674,883,900	\$665,652,000	(\$9,231,900)	-1.37%
SUBTOTAL	\$11,698,096,000	\$12,304,734,100	\$606,638,100	5.19%
VILLAGES:				
Big Bend	\$198,679,200	\$210,770,500	\$12,091,300	6.09%
Butler	\$254,259,700	\$272,554,800	\$18,295,100	7.20%
Chenequa	\$529,548,600	\$562,835,600	\$33,287,000	6.29%
Dousman	\$229,825,300	\$234,700,500	\$4,875,200	2.12%
Eagle	\$214,502,900	\$233,587,300	\$19,084,400	8.90%
Elm Grove	\$1,278,185,200	\$1,299,350,800	\$21,165,600	1.66%
Hartland	\$1,435,660,300	\$1,535,906,500	\$100,246,200	6.98%
Lac la Belle	\$129,228,600	\$132,952,800	\$3,724,200	2.88%
Lannon	\$151,387,900	\$180,513,900	\$29,126,000	19.24%
Menomonee Falls	\$5,621,021,400	\$6,150,246,600	\$529,225,200	9.42%
Merton	\$512,871,700	\$523,328,000	\$10,456,300	2.04%
Mukwonago	\$932,370,800	\$973,435,000	\$41,064,200	4.40%
Nashotah	\$217,036,100	\$230,523,300	\$13,487,200	6.21%
North Prairie	\$275,386,700	\$290,238,300	\$14,851,600	5.39%
Oconomowoc Lake	\$400,458,500	\$429,558,000	\$29,099,500	7.27%
Pewaukee	\$1,120,935,100	\$1,128,782,800	\$7,847,700	0.70%
Summit	\$1,182,001,900	\$1,267,150,100	\$85,148,200	7.20%
Sussex	\$1,533,703,600	\$1,661,648,200	\$127,944,600	8.34%
** Vernon	\$1,048,003,700	\$1,104,662,300	\$56,658,600	5.41%
Wales	\$439,027,700	\$482,931,600	\$43,903,900	10.00%
** Waukesha	\$1,197,715,800	\$1,236,613,000	\$38,897,200	3.25%
SUBTOTAL	\$18,901,810,700	\$20,142,289,900	\$1,240,479,200	6.56%
TOTAL	\$62,620,157,900	\$66,686,337,700	\$4,066,179,800	6.49%

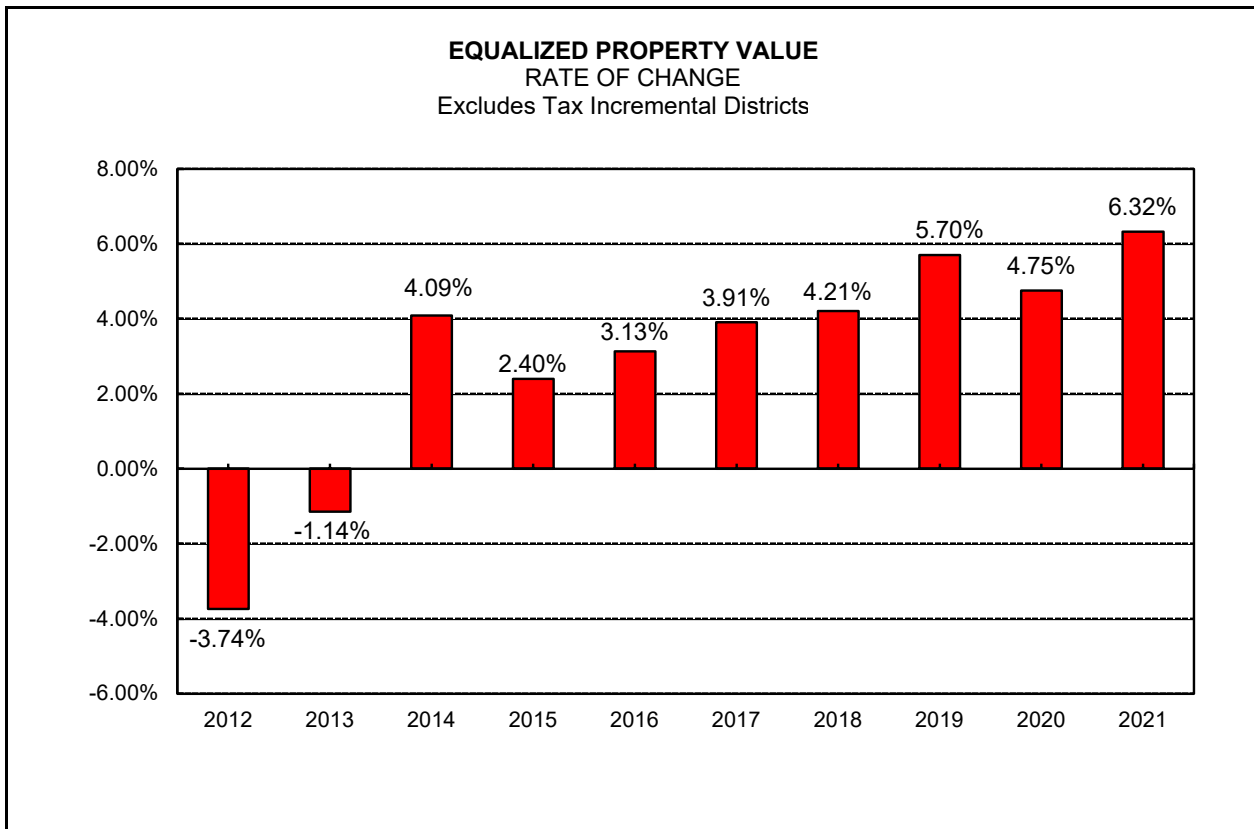
* Includes only a manufacturing plant on property annexed to allow access to Milwaukee sewer and water.

** 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

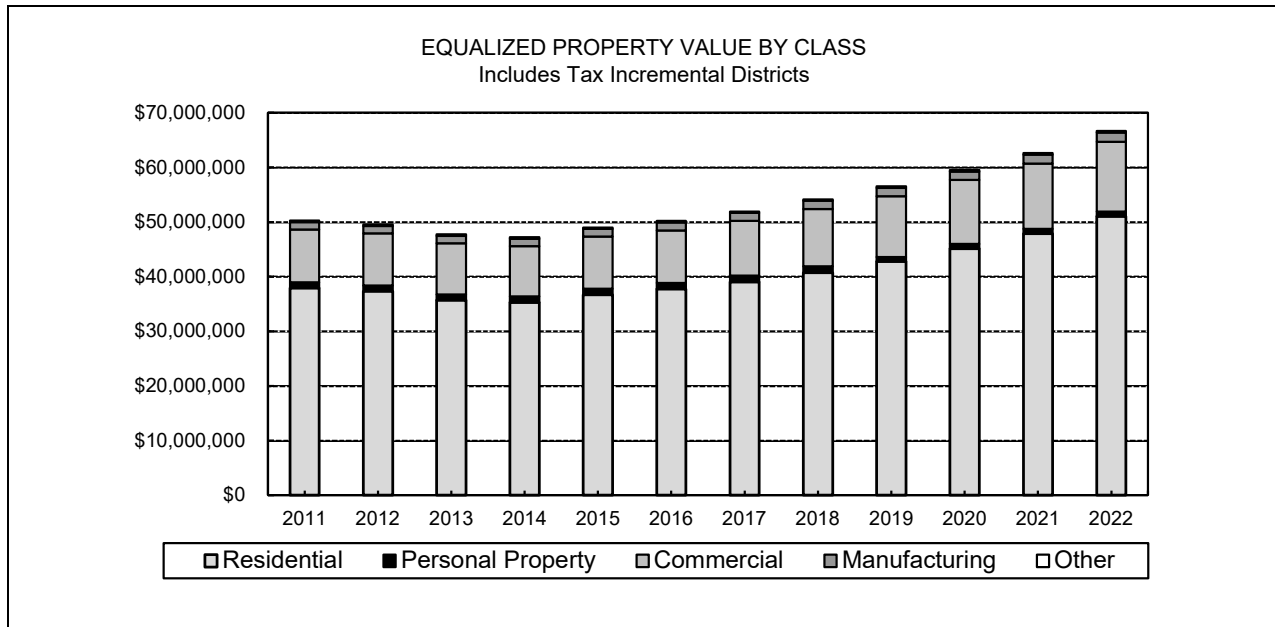
Equalized property value is a broad measure of the county's tax base. The Wisconsin Department of Revenue annually determines the equalized (fair market) value of all property subject to general property taxation. Equalized values are reduced by tax incremental district value increments for apportioning 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.



Valuation Year	Total Value	Change In Valuation	Rate of Change
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%
2021	\$64,997,770,400	\$3,865,159,500	6.32%

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 2022 is \$66.7 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 2022 budget increased by nearly 6.5% 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 2022. Residential property value is 76.5% of the total property value base.



Budget Year	Residential	Personal Property	Commercial	Mfg.	Agr./Forest/Swamp/Other	Total Value
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
2022	\$51,003,150	\$893,618	\$12,799,348	\$1,667,999	\$322,223	\$66,686,338
% of Total	76.5%	1.3%	19.2%	2.5%	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 (%)	
	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%	
	2021	\$1.76	(\$0.06)	-3.3%	
Adopted	2022	2021	\$1.68	(\$0.08)	-4.5%

BUDGET YEAR	TAX YEAR	COUNTY TAX LEVY(2)	TAX LEVY CHANGE (\$)	Tax Levy Change (%)	
	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%	
	2021	\$107,813,395	\$1,610,912	1.5%	
Adopted	2022	2021	\$109,503,123	\$1,689,728	1.6%

BUDGET YEAR	TAX YEAR	EQUALIZED VALUE WITHOUT TIDS (4)	EQUALIZED VALUE CHANGE (\$)	Equalized Value Change (%)	
	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%	
	2021	\$61,132,610,900	\$2,773,690,400	4.8%	
Adopted	2022	2021	\$64,997,770,400	\$3,865,159,500	6.3%

- 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 (%)	
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%	
2021	2020	\$0.2389	(\$0.0063)	-2.6%	
Adopted	2022	2021	\$0.2291	(\$0.0098)	-4.0%

BUDGET YEAR	TAX YEAR	COUNTY LEVY FOR BRIDGES LIB.	TAX LEVY CHANGE (\$\$)	TAX LEVY CHANGE (%)	
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%	
2021	2020	\$3,659,778	\$121,029	3.4%	
Adopted	2022	2021	\$3,706,706	\$46,928	1.3%

BUDGET YEAR	TAX YEAR	EQUALIZED VALUE MUNICIPALITIES W/O LIBRARIES	EQUALIZED VALUE CHANGE (\$\$)	EQUALIZED VALUE CHANGE (%)	
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%	
2021	2020	\$15,317,332,800	\$886,482,700	6.1%	
Adopted	2022	2021	\$16,179,685,200	\$862,352,400	5.6%

*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 2021 ADOPTED BUDGET

Waukesha County's property tax rate is ranked 71st of 72 counties for 2021 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	
	2020 Rank	2021 Budget (a)		2020 Rank	2021 Budget (a)
Richland	6	8.32	Shawano	35	5.14
Marquette	2	8.22	<u>Dodge</u>	39	5.13
Taylor	3	8.18	Forest	43	5.03
Clark	4	8.04	Sheboygan	36	4.96
Menominee	1	7.68	* Winnebago	40	4.95
Price	17	7.22	Oconto	41	4.91
Crawford	5	7.19	Barron	42	4.82
Rusk	8	7.16	Douglas	44	4.72
Lafayette	7	7.13	Columbia	46	4.67
Kewaunee	10	7.07	<u>Milwaukee</u>	45	4.61
Pepin	11	7.03	Marathon	48	4.53
Ashland	18	6.77	<u>Kenosha</u>	49	4.49
Dunn	9	6.71	Polk	47	4.40
Waupaca	15	6.70	Sauk	50	4.33
Florence	16	6.65	Marinette	51	4.33
Trempealeau	14	6.57	Bayfield	53	4.16
Adams	13	6.55	Washburn	52	4.11
Waushara	12	6.50	<u>Jefferson</u>	56	3.99
Iowa	20	6.33	Brown	54	3.98
Green Lake	19	6.22	Door	55	3.98
Jackson	21	6.20	Eau Claire	57	3.96
Langlade	28	6.16	Outagamie	60	3.71
Juneau	22	6.05	<u>Walworth</u>	59	3.70
Iron	23	5.87	Grant	58	3.62
Buffalo	27	5.86	Burnett	61	3.53
Rock	24	5.83	La Crosse	62	3.48
Fond du Lac	26	5.81	* Racine	64	3.34
Lincoln	25	5.77	Sawyer	66	3.32
Vernon	30	5.38	St Croix	63	3.29
Pierce	29	5.36	Chippewa	65	3.26
Green	32	5.34	Dane	67	2.86
* Manitowoc	31	5.30	Vilas	68	2.37
Portage	38	5.23	<u>Washington</u>	69	2.34
Calumet	33	5.15	Oneida	70	2.28
Monroe	34	5.15	* <u>Waukesha</u>	71	1.82
Wood	37	5.14	Ozaukee	72	1.65

(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 2020 AND 2021 BUDGETS

Waukesha County's property tax per person is ranked 70th of 72 counties for 2021 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	2020 Rank	2021 Rank	2020 Tax Levy Per Person	2021 Tax Levy Per Person	County	2020 Rank	2021 Rank	2020 Tax Levy Per Person	2021 Tax Levy Per Person
Door	1	1	\$1,058.58	\$1,066.89	Sauk	35	37	\$501.43	\$509.30
Florence	3	2	\$956.40	\$998.97	Columbia	38	38	\$482.01	\$490.40
Iron	2	3	\$1,010.77	\$990.36	Green	41	39	\$469.30	\$483.91
Marquette	4	4	\$899.22	\$914.11	Barron	40	40	\$472.44	\$477.19
Adams	5	5	\$884.53	\$891.06	Pierce	39	41	\$475.59	\$474.30
Vilas	6	6	\$817.74	\$801.93	Oneida	42	42	\$465.41	\$467.07
Green Lake	7	7	\$792.04	\$782.52	Portage	45	43	\$434.76	\$456.93
Waushara	8	8	\$740.03	\$744.27	Fond du Lac	43	44	\$440.11	\$456.61
Price	13	9	\$657.25	\$743.96	Rock	44	45	\$438.90	\$453.26
Bayfield	9	10	\$740.02	\$737.77	Sheboygan	46	46	\$434.16	\$439.50
Sawyer	10	11	\$694.96	\$733.33	<u>Kenosha</u>	50	47	\$413.03	\$424.62
Washburn	11	12	\$681.56	\$686.44	Marinette	48	48	\$418.97	\$423.51
Burnett	12	13	\$659.06	\$665.30	Calumet	47	49	\$419.09	\$421.60
Forest	15	14	\$615.17	\$662.40	Shawano	49	50	\$413.62	\$414.43
Pepin	16	15	\$601.80	\$639.00	* Winnebago	51	51	\$405.82	\$413.36
Menominee	14	16	\$647.43	\$638.26	St Croix	52	52	\$405.51	\$404.83
Kewaunee	17	17	\$594.77	\$611.55	Douglas	53	53	\$387.49	\$400.94
Iowa	21	18	\$562.07	\$601.88	<u>Dodge</u>	55	54	\$384.27	\$400.64
Rusk	18	19	\$592.21	\$598.47	Monroe	54	55	\$385.56	\$393.64
Taylor	20	20	\$568.60	\$590.94	* Manitowoc	56	56	\$378.40	\$382.84
<u>Walworth</u>	19	21	\$576.29	\$583.95	Marathon	57	57	\$370.73	\$378.48
Richland	37	22	\$491.70	\$581.89	Vernon	58	58	\$369.52	\$375.55
Waupaca	22	23	\$542.17	\$558.26	Wood	59	59	\$365.76	\$373.67
Langlade	26	24	\$516.02	\$558.08	Dane	60	60	\$358.76	\$369.08
Oconto	24	25	\$528.69	\$535.46	<u>Jefferson</u>	61	61	\$355.81	\$366.99
Crawford	23	26	\$537.82	\$534.06	Eau Claire	62	62	\$349.13	\$360.43
Ashland	33	27	\$505.80	\$527.97	Brown	63	63	\$346.83	\$344.89
Polk	25	28	\$521.14	\$525.18	Outagamie	64	64	\$332.06	\$338.14
Trempealeau	31	29	\$511.30	\$524.60	<u>Milwaukee</u>	65	65	\$319.06	\$322.80
Buffalo	30	30	\$512.07	\$520.72	Chippewa	66	66	\$301.23	\$305.39
Clark	28	31	\$512.85	\$520.47	La Crosse	67	67	\$299.55	\$302.87
Lincoln	32	32	\$507.84	\$518.44	* Racine	68	68	\$285.53	\$293.56
Jackson	29	33	\$512.76	\$517.65	<u>Washington</u>	69	69	\$275.94	\$279.61
Dunn	27	34	\$515.91	\$516.61	* <u>Waukesha</u>	70	70	\$270.29	\$274.02
Juneau	34	35	\$502.28	\$510.74	Grant	72	71	\$244.24	\$245.51
Lafayette	36	36	\$499.50	\$510.15	Ozaukee	71	72	\$246.02	\$239.57

Source: Compiled with data from the Wisconsin Department of Revenue.

**Table 11
OUTSTANDING DEBT PER CAPITA**

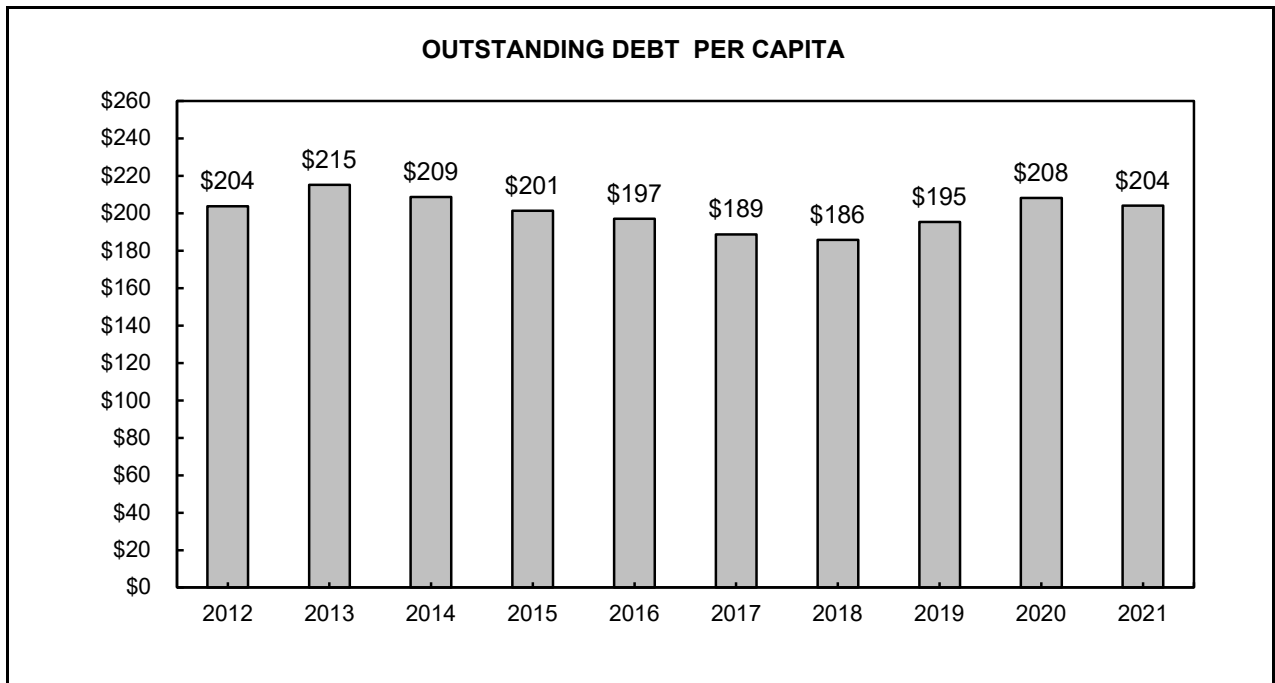
Outstanding debt is defined as the remaining principal on general obligation bonds which the county has pledged its full faith and credit, and unlimited taxing power. Dividing the outstanding debt by the current population is another indicator of the burden on the community of the general obligation debt issued.

-In 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.

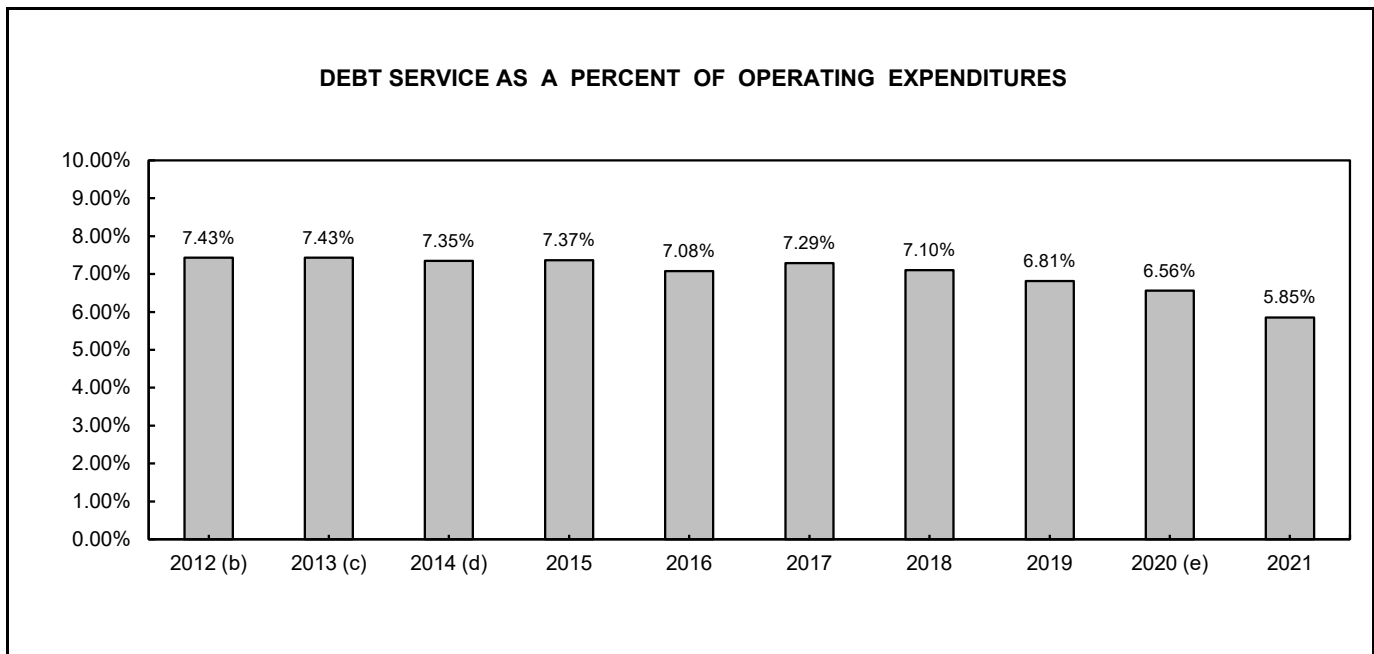


<u>Year</u>	<u>Current Year Borrowing</u>	<u>Outstanding Debt</u>	<u>Population</u>	<u>Debt Per Capita</u>
2012 *	\$20,000,000	\$79,665,000	390,914	\$204
2013 *	\$17,000,000	\$84,235,000	391,478	\$215
2014 *	\$10,000,000	\$81,970,000	392,761	\$209
2015	\$10,000,000	\$79,335,000	393,927	\$201
2016	\$11,500,000	\$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
2021	\$12,000,000	\$83,773,000	410,666	\$204

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 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.

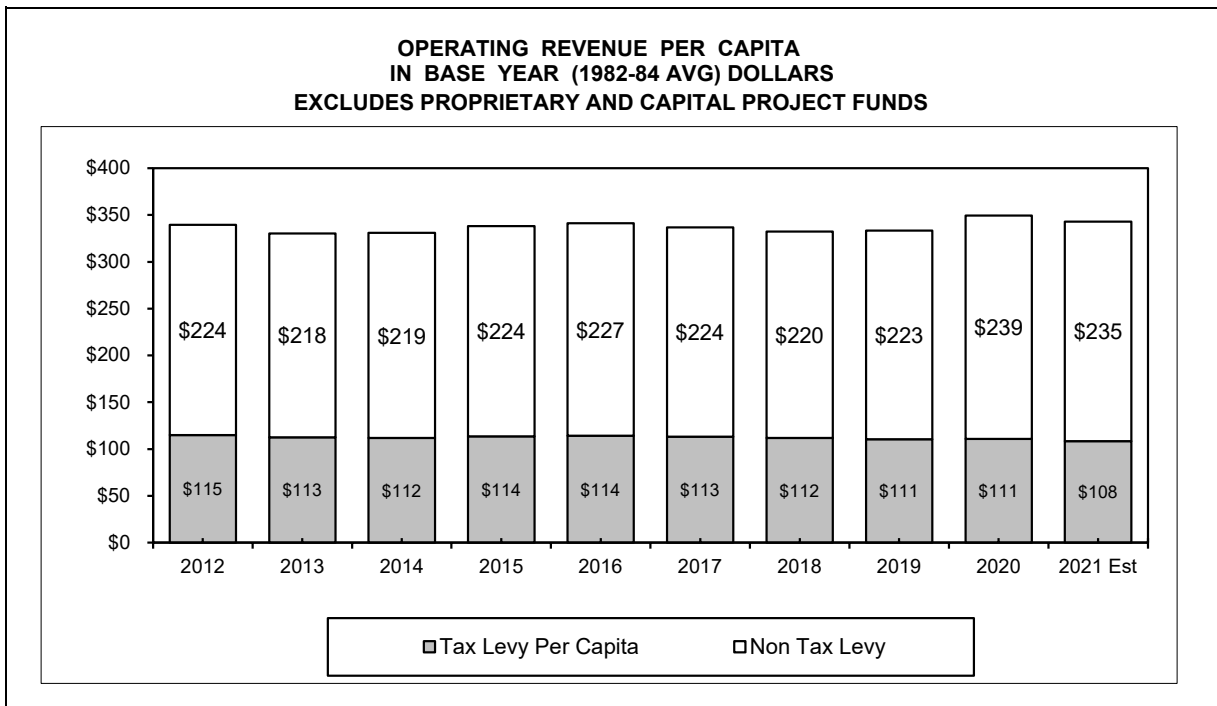


<u>Year</u>	<u>Debt Service</u>	<u>Operating Expenditures (a)</u>	<u>Percent</u>
2012 (b)	\$14,025,660	\$188,709,358	7.43%
2013 (c)	\$14,420,889	\$194,095,730	7.43%
2014 (d)	\$14,117,312	\$192,183,796	7.35%
2015	\$14,435,805	\$195,929,802	7.37%
2016	\$14,353,616	\$202,866,417	7.08%
2017	\$14,731,180	\$202,117,736	7.29%
2018	\$14,628,840	\$205,984,302	7.10%
2019	\$14,491,429	\$212,744,837	6.81%
2020 (e)	\$14,520,724	\$221,269,769	6.56%
2021	\$14,642,311	\$250,290,964	5.85%

- (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 \$6.6 million of the 2005 issue.
- (c) Excludes debt service to refinance \$4.6 million of the 2006 issue.
- (d) Excludes debt service to refinance \$4.3 million of the 2007 issue.
- (e) Excludes debt service to refinance \$10.5 million of the 2011, 2012, and 2013 issue.

**Table 13
OPERATING REVENUES PER CAPITA**

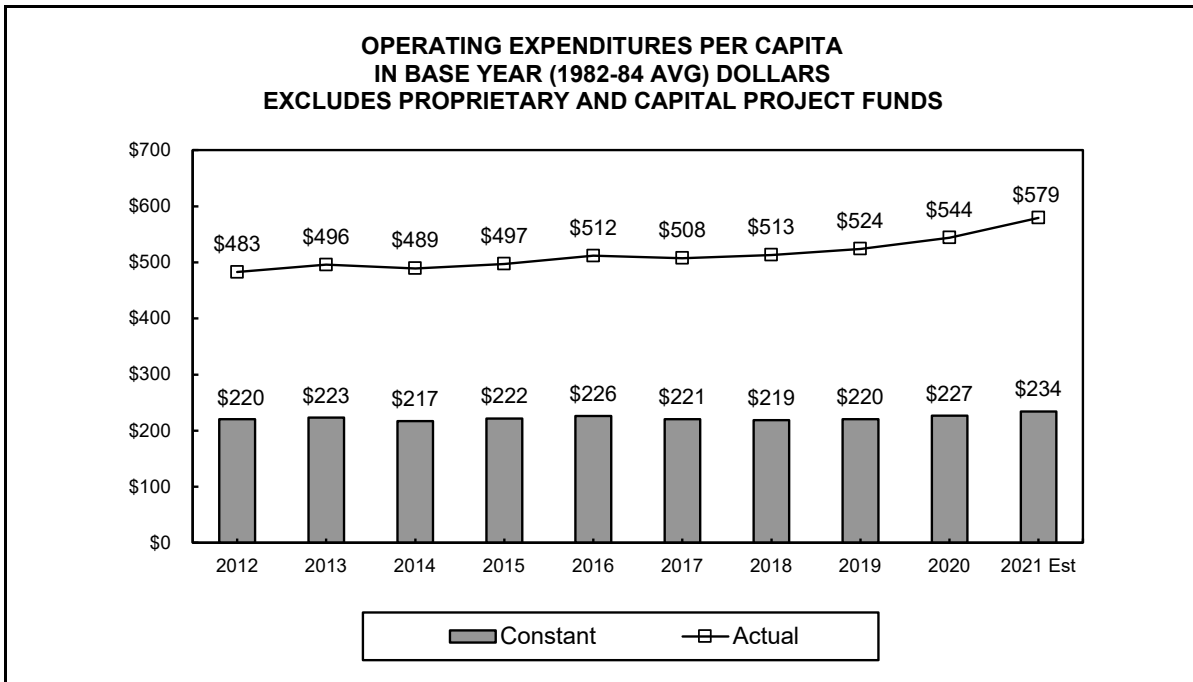
Operating revenue per capita shows how revenues are changing relative to changes in the levels of population. Revenues include General Fund, special revenue and Debt Service funds. Revenue sources include tax levy, intergovernmental revenues, charges for services, fines/forfeitures and licenses/permits, 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. Higher revenues for 2020 actuals and the 2021 estimate are partly driven by federal funding related to the COVID-19 pandemic.



Year	Oper. Revenues With Tax Levy	W.C. Property Tax Levy	Consumer Price Index	Revenues Base Year	Population	Per Capita
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	\$232,999,928	\$108,402,828	240.0	\$97,067,125	406,785	\$239
2021 Est	\$238,174,387	\$109,957,246	247.2	\$96,332,807	410,666	\$235

**Table 14
OPERATING EXPENDITURES PER CAPITA**

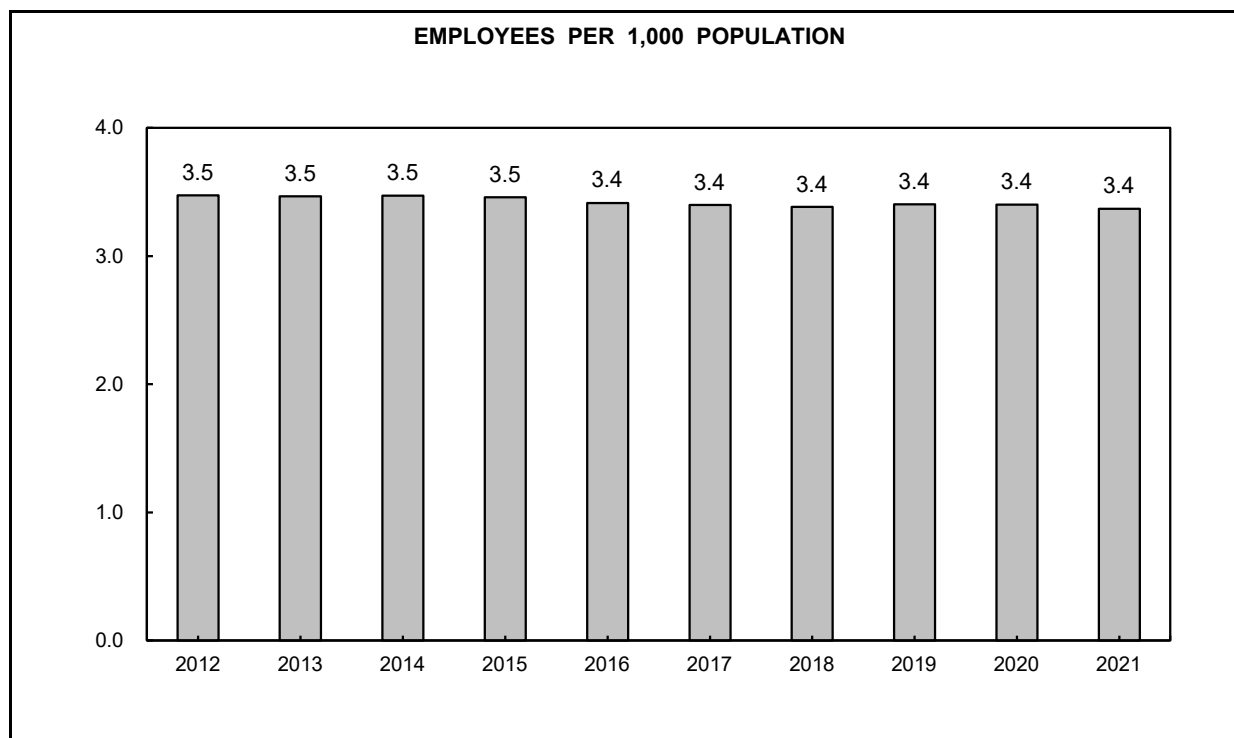
Changes in expenditures (1982-1984 base year dollars) per capita reflect changes in expenditures relative to changes in population. Expenditures include General Fund, special revenue and Debt Service funds (excludes proprietary and Capital Project funds). Expenditures exclude interdepartmental charges 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. Higher expenditures for 2020 actuals and the 2021 estimate are partly driven by federal funding related to the COVID-19 pandemic.



Year	Expenditures	Consumer Price			Per Capita	
		Index	Base Year	Population	Actual	Base Year
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	\$221,269,769	240.0	\$92,180,374	406,785	\$544	\$227
2021 Est	\$237,940,364	247.2	\$96,250,182	410,666	\$579	\$234

**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. 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. The net regular position FTE's in 2021 were unchanged from 2020.



<u>Year</u>	<u>Employees*</u>	<u>Population</u>	<u>Employees per 1,000 Population</u>
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
2021	1,384	410,666	3.4

* Excludes temporary extra help, seasonals, and limited term employees and is the total FTE within the Adopted Budget.

Table 16
BUDGETED PERSONNEL COSTS AS A PERCENT OF NET OPERATING BUDGET
(ALL FUNDS)

	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Personnel Costs	\$124,253,743	\$128,327,698	\$132,555,134	\$136,687,836	\$140,550,360
Total Net Oper Expenditures (w/o Capital Projects & Interdepartmental Charges)	\$235,948,784	\$243,145,988	\$252,195,765	\$252,856,881	\$264,407,808
Percent of Net Operating Budget	52.7%	52.8%	52.6%	54.1%	53.2%

BUDGETED SALARY AND BENEFIT COST BREAKDOWN
(ALL FUNDS)

	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Salaries and wages (a)	\$90,442,598	\$94,182,967	\$97,137,703	\$99,203,848	\$101,421,139
Employee Benefits (b)	<u>\$33,811,145</u>	<u>\$34,144,731</u>	<u>\$35,417,431</u>	<u>\$37,483,988</u>	<u>\$39,129,221</u>
Total Personnel Costs	\$124,253,743	\$128,327,698	\$132,555,134	\$136,687,836	\$140,550,360
Benefits as % of Total Salaries	37.4%	36.3%	36.5%	37.8%	38.6%

(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
(2018 - 2022)

	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Gross Expenditures					
Operating	\$274,818,700	\$282,263,434	\$292,485,503	\$294,850,970	\$308,888,843
Capital	<u>\$18,786,300</u>	<u>\$25,005,200</u>	<u>\$27,794,700</u>	<u>\$19,201,900</u>	<u>\$28,516,000</u>
TOTAL GROSS EXPENDITURES	\$293,605,000	\$307,268,634	\$320,280,203	\$314,052,870	\$337,404,843
Less: Interdepartmental Charges	<u>\$38,869,916</u>	<u>\$39,117,446</u>	<u>\$40,289,738</u>	<u>\$41,994,089</u>	<u>\$44,481,035</u>
TOTAL NET EXPENDITURES	\$254,735,084	\$268,151,188	\$279,990,465	\$272,058,781	\$292,923,808
Operating % of Net Expenditures	92.6%	90.7%	90.1%	92.9%	90.3%
Capital % of Net Expenditures	7.4%	9.3%	9.9%	7.1%	9.7%
General County Tax Levy *					
Operating	\$101,675,375	\$103,307,119	\$104,846,556	\$106,297,468	\$108,211,008
Capital**	<u>\$1,747,000</u>	<u>\$1,055,927</u>	<u>\$1,355,927</u>	<u>\$1,515,927</u>	<u>\$1,292,115</u>
TOTAL COUNTY GENERAL TAX LEVY	\$103,422,375	\$104,363,046	\$106,202,483	\$107,813,395	\$109,503,123
Operating Levy % of General County Levy	98.3%	99.0%	98.7%	98.6%	98.8%
Capital Levy % of General County Levy**	1.7%	1.0%	1.3%	1.4%	1.2%
General County Tax Levy % of Total Net Expenditures	40.6%	38.9%	37.9%	39.6%	37.4%

* 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	2020	2021	2021	2021	2022	CHANGE FROM 2021	
	ACTUAL (a)	ADOPTED BUDGET	MODIFIED BUDGET (c)	ACTUAL YTD (a)(b)(c)(d)		BUDGET	ADOPTED BUDGET
						\$	%
EXPENDITURES							
PERSONNEL COSTS	\$ 133,954,433	\$ 136,687,836	\$ 137,862,724	\$ 86,975,635	\$ 140,550,360	\$ 3,862,524	2.83%
OPERATING EXPENSES	\$ 111,137,948	\$ 119,705,179	\$ 162,464,263	\$ 81,832,035	\$ 128,090,579	\$ 8,385,400	7.01%
INTERDEPT. CHARGES	\$ 21,115,482	\$ 22,176,095	\$ 22,328,188	\$ 18,679,813	\$ 23,892,332	\$ 1,716,237	7.74%
FIXED ASSET & IMPROVEMENTS	\$ 834,503	\$ 1,408,266	\$ 2,419,355	\$ 1,409,202	\$ 1,273,776	\$ (134,490)	-9.55%
DEBT SERVICE (c)	\$ 14,520,724	\$ 14,873,594	\$ 14,873,594	\$ 13,796,268	\$ 15,081,796	\$ 208,202	1.40%
TOTAL EXPENDITURES	\$ 281,563,090	\$ 294,850,970	\$ 339,948,124	\$ 202,692,953	\$ 308,888,843	\$ 14,037,873	4.76%
REVENUES							
GEN'L GOVT. REVENUES	\$ 76,581,210	\$ 71,258,735	\$ 113,636,403	\$ 53,716,235	\$ 79,517,378	\$ 8,258,643	11.59%
FINES & LICENSES	\$ 2,992,020	\$ 3,154,110	\$ 3,154,110	\$ 2,810,802	\$ 3,203,980	\$ 49,870	1.58%
CHARGES FOR SERVICES	\$ 38,636,346	\$ 39,991,758	\$ 40,168,681	\$ 28,078,035	\$ 42,073,471	\$ 2,081,713	5.21%
INTERDEPART. REVENUES	\$ 38,636,379	\$ 41,994,089	\$ 41,994,089	\$ 32,188,198	\$ 44,481,035	\$ 2,486,946	5.92%
OTHER REVENUES (c)	\$ 24,450,337	\$ 18,170,115	\$ 18,716,379	\$ 4,359,401	\$ 18,552,159	\$ 382,044	2.10%
TOTAL REVENUES	\$ 181,296,292	\$ 174,568,807	\$ 217,669,662	\$ 121,152,671	\$ 187,828,023	\$ 13,259,216	7.60%
RETAINED EARNINGS	\$ (5,839,086)	\$ 234,572	\$ 234,572		\$ (136,492)	\$ (371,064)	-158.19%
TRANSFERS/FUND BALANCE USED	\$ (2,279,421)	\$ 10,090,345	\$ 12,086,644		\$ 9,279,598	\$ (810,747)	-8.03%
TAX LEVY	\$ 108,385,305	\$ 109,957,246	\$ 109,957,246	NA	\$ 111,917,714	\$ 1,960,468	1.78%

CAPITAL BUDGET	2020	2021	2021	2021	2022	CHANGE FROM 2021	
	ACTUAL	ADOPTED BUDGET	MODIFIED BUDGET	ACTUAL YTD (a)		BUDGET	ADOPTED BUDGET
						\$	%
EXPENDITURES	\$ 26,988,055	\$ 19,201,900	\$ 44,947,921	\$ 22,191,522	\$ 28,516,000	\$ 9,314,100	48.51%
REVENUES	\$ 22,209,142	\$ 17,187,356	\$ 17,219,156	\$ 14,850,385	\$ 21,037,968	\$ 3,850,612	22.40%
TRANSFERS/FUND BALANCE USED	\$ 3,422,986	\$ 498,617	\$ 26,212,838		\$ 6,185,917	\$ 5,687,300	1140.61%
TAX LEVY	\$ 1,355,927	\$ 1,515,927	\$ 1,515,927	NA	\$ 1,292,115	\$ (223,812)	-14.76%

- (a) Certain non-budgeted revenues are excluded from 2020 actuals and year-to-date 2021 actuals in this summary.
- (b) 2021 actual year to date figures include financial and encumbrance activity through eight months.
- (c) 2020 Debt Services expenditures and revenues does not include the refinancing of \$10.5 million debt issued in 2011, 2012, and 2013 debt.
- (d) 2021 actuals exclude \$39.3 million in federal American Rescue Plan Act (ARPA) revenues received through the Coronavirus State and Local Fiscal Recovery Fund (CSLFRF) program, which will be accounted for in balance sheet accounts until recognized as an actual revenue for eligible purposes.

BUDGETED POSITIONS 2020-2022 - SUMMARY BY DEPARTMENT

<u>BY DEPARTMENT</u>	<u>2020 Year End</u>	<u>2021 Adopted Budget</u>	<u>2021 Modified Budget</u>	<u>2022 Budget</u>	<u>Incr/(Decr) From 2021 Adpt Budget</u>
Administration (Includes End User Operations & Tech.)	94.20	93.20	93.58	103.00	9.80
Bridges Library System	7.71	7.70	7.70	8.00	0.30
Circuit Court Services	81.50	81.13	81.72	84.50	3.37
Corporation Counsel	41.00	41.00	41.00	41.00	0.00
County Board	4.50	4.50	4.50	3.50	(1.00)
County Clerk	5.00	5.00	5.00	5.00	0.00
County Executive	4.65	4.65	4.65	4.65	0.00
District Attorney	33.50	33.50	34.67	40.50	7.00
Emergency Preparedness	65.40	65.40	65.40	65.50	0.10
Health & Human Services	408.45	415.96	417.83	415.71	(0.25)
Medical Examiner	14.50	14.50	14.50	14.50	0.00
Parks & Land Use	103.85	101.60	101.60	100.60	(1.00)
Public Works	135.60	133.50	133.50	132.00	(1.50)
Register Of Deeds	16.15	15.90	15.90	16.00	0.10
Sheriff	360.50	359.00	360.17	362.50	3.50
Treasurer	5.00	5.00	5.00	5.00	0.00
UW-Extension	2.85	2.70	2.85	2.00	(0.70)
Total Regular Positions (FTE)	1,384.36	1,384.24	1,389.57	1,403.96	19.72
Total Extra-Help Positions (FTE)	113.54	120.88	140.02	110.16	(10.72)
Total Overtime Positions (FTE)	24.89	24.33	27.47	27.67	3.34
TOTAL POSITION EQUIVALENTS COUNTY-WIDE	<u>1,522.79</u>	<u>1,529.45</u>	<u>1,557.06</u>	<u>1,541.79</u>	<u>12.34</u>

SIGNIFICANT CHANGES FOR 2022:

- Budgeted Full-Time Equivalents (FTEs) increase by a net of 12.34, including temporary extra help and overtime.
- There is a net increase of 19.72 FTE budgeted regular positions
- Temporary extra help decreases by 10.72 FTE (about 22,297 hours), and budgeted overtime increases 3.34 FTE (about 6,947 hours).

**SUMMARY OF NET CHANGE IN FUNDED REGULAR FULL-TIME/PART-TIME FTE
POSITIONS IN 2022 BUDGET BY POSITION TITLE**

Dept	Fund	Program	Position Title	FTE
2022 Budget Position Reclassified and/or Department Transfer				
Administration	End User	IT Bus. Appl Support	Public Safety Systems Administrator	1.00
Administration	End User	IT Bus. Appl Support	Principal Information Technology Professio	(1.00)
Administration	End User	DOA-EUTF	Information Technology Analyst	1.00
Health & Human Services	General	HHS Bus. Appl Support	Information Technology Tech	(1.00)
Administration	End User	DOA-EUTF	Senior Info Technology Prof	1.00
Health & Human Services	General	HHS Bus. Appl Support	Information Technology Analyst	(1.00)
Administration	End User	DOA-EUTF	Senior Info Technology Prof	1.00
Health & Human Services	General	HHS Bus. Appl Support	Information Technology Analyst	(1.00)
Administration	End User	DOA-EUTF	Senior Info Technology Prof	1.00
Health & Human Services	General	HHS Bus. Appl Support	Information Technology Analyst	(1.00)
Administration	End User	DOA-EUTF	Senior Info Technology Prof	1.00
Health & Human Services	General	HHS Bus. Appl Support	Information Technology Analyst	(1.00)
Administration	End User	DOA-EUTF	Senior Info Technology Prof	1.00
Health & Human Services	General	HHS Bus. Appl Support	Information Technology Analyst	(1.00)
Administration	End User	DOA-EUTF	Business Application Support Administrato	1.00
Health & Human Services	General	HHS Bus. Appl Support	Business Application Support Administrato	(1.00)
Administration	General	DOA-EUTF	Principal IT Professionals	1.00
Health & Human Services	General	HHS Bus. Appl Support	Principal IT Professionals	(1.00)
Administration	General	DOA-EUTF	Principal IT Professionals	1.00
Health & Human Services	General	HHS Bus. Appl Support	Principal IT Professionals	(1.00)
County Clerk	General	Elections\ Legis\Licensing	Senior Administrative Specialist	1.00
County Clerk	General	Elections\ Legis\Licensing	Administrative Specialist	(1.00)
Medical Examiner	General	Medical Examiner Services	Medical Examiner Operations Supervisor	1.00
Medical Examiner	General	Medical Examiner Services	Deputy Medical Examiner Supervisor	(1.00)
Register of Deeds	General	Vital Records	Administrative Specialist	0.50
Register of Deeds	General	Vital Records	Administrative Assistant	(0.50)
Register of Deeds	General	Land Records	Administrative Specialist	1.00
Register of Deeds	General	Land Records	Administrative Assistant	(1.00)
Register of Deeds	General	Land Records	Administrative Specialist	1.00
Register of Deeds	General	Land Records	Administrative Assistant	(1.00)
Register of Deeds	General	Vital Records	Senior Administrative Specialist	1.00
Register of Deeds	General	Vital Records	Administrative Specialist	(1.00)
Administration	General	General	Financial Analyst	(0.20)
Emergency Prep	Radio Services	General Radio Services	Financial Analyst	0.10
Register of Deeds	General	Administrative Services	Senior Financial Analyst	0.10
Subtotal 2022 Budget Positions Reclassified and/or Department Transfer				-
2022 Budget Position Created				
Administration	Collections	Collections	Collections Specialist	1.00
Bridges Library	General	Payments\Admin\Resource\Edu.	Departmental Executive Assistant	1.00
Health & Human Services	General	Mental Health OP & Support Svs	Clinical Therapist	0.50
Health & Human Services	General	Mental Health OP & Support Svs	Clinical Therapist	1.00
Health & Human Services	General	Mental Health OP & Support Svs	Clinical Therapist	1.00
Health & Human Services	General	Mental Health OP & Support Svs	Clinical Therapist	1.00
Health & Human Services	General	Aging Disability Resource Center - Community Services	Community Health Educator	1.00
Health & Human Services	ARPA	American Rescue Plan Act	Community Health Educator	0.50
Health & Human Services	General	Administrative Services	Economic Support Specialist	1.00
Health & Human Services	General	Administrative Services	Economic Support Specialist	1.00
Health & Human Services	General	Administrative Services	Economic Support Specialist	1.00
Health & Human Services	General	Administrative Services	Economic Support Specialist	1.00
Health & Human Services	ARPA	American Rescue Plan Act	Epidemiologist	1.00
Health & Human Services	General	Adolescent & Family Services -Youth Intensive Svs.	Health & Human Services Coordinator	1.00
Health & Human Services	General	Children & Family Services	Health & Human Services Coordinator	1.00
Health & Human Services	General	Mental Health OP & Support Svs	Human Services Supervisor	1.00
Health & Human Services	General	ADRC-Adult Protective Services	Human Services Support Specialist	0.75
Health & Human Services	General	Mental Health Center	Nutrition Services Asst	1.00
Health & Human Services	General	Mental Health Center	Psychiatric Nurse Practitioner	1.00
Health & Human Services	General	Administrative Services	Public Communications Specialist	1.00
Health & Human Services	ARPA	American Rescue Plan Act	Public Health Supervisor	1.00
Health & Human Services	General	Mental Health Center	Registered Nurse Supervisor	1.00
Health & Human Services	General	Adolescent & Family Services -Youth Intensive Svs	Senior Mental Health Counselor	1.00
Health & Human Services	General	Children w Special Needs	Social Worker	1.00
Health & Human Services	General	Children w Special Needs	Social Worker	1.00
Health & Human Services	General	Adolescent & Family Services-Juvenile Detention Svs	Social Worker	1.00
Health & Human Services	General	Children w Special Needs	Social Worker	1.00
Sheriff	General	Inmate Security and Services - Jail	Correctional Officer	1.00
Sheriff	General	Inmate Security and Services - Jail	Correctional Officer	1.00
Sheriff	General	Inmate Security and Services - Jail	Correctional Officer	1.00
Subtotal 2022 Budget Positions Created				28.75

**SUMMARY OF NET CHANGE IN FUNDED REGULAR FULL-TIME/PART-TIME FTE
POSITIONS IN 2022 BUDGET BY POSITION TITLE**

Dept	Fund	Program	Position Title	FTE
2022 Budget Positions Abolished				
Bridges Library	General	Payments\Admin\Resource\Edu.	Departmental Executive Assistant	(0.70)
Health & Human Services	General	Mental Health Center	Psychiatric Technician	(0.50)
Health & Human Services	General	Mental Health Center	Psychiatric Technician	(0.50)
Health & Human Services	General	Mental Health Center	Registered Nurse	(1.00)
Health & Human Services	General	Public Health	Public Health Nurse	(1.00)
Health & Human Services	General	Public Health	Public Health Technician	(0.75)
Health & Human Services	General	Mental Health OP - Intensive	Senior Mental Health Counselor	(1.00)
Health & Human Services	General	Adolescent & Family Services	Human Services Manager	(1.00)
Parks & Land Use	Golf Course	Naga-Waukee Golf Course	Golf Course Superintendent	(1.00)
Subtotal 2022 Budget Positions Abolished				(7.45)
2022 Budget Position Unfunded (But Not Abolished)				
Administration	General	Administrative Services	Administrative Assistant	(0.50)
Administration	General	End User Technology	Information Technology Technician	(0.50)
Circuit Court Services	General	Administrative Services	Court Reporter	(0.13)
County Board	General	Internal Audit	Internal Audit Manager	(1.00)
Health & Human Services	General	Public Health	Public Health Nurse	(1.00)
Health & Human Services	General	Mental Health Center	Psychiatrist	(1.00)
Public Works	General	Housekeeping	Building Service Worker	(1.50)
UW Extension	General	Citizens, Families & Communities	Administrative Specialist	(0.85)
Subtotal 2022 Budget Positions Unfunded (But Not Abolished)				(6.48)
2022 Positions Sunset				
Health & Human Services	General	Mental Health Outpatient	Clinical Therapist	(0.25)
Health & Human Services	General	Mental Health Center	Clinical Therapist	(0.50)
Health & Human Services	General	Administrative Services	Economic Support Specialist	(1.00)
Health & Human Services	General	Administrative Services	Economic Support Specialist	(1.00)
Health & Human Services	General	Administrative Services	Economic Support Specialist	(1.00)
Health & Human Services	General	Administrative Services	Economic Support Specialist	(1.00)
Sheriff	General	Inmate Security and Services	Correctional Officer	(1.50)
Subtotal Sunset Position Changes				(6.25)
2021 Budget Position Reclassified				
Health & Human Services	General	Adolescent & Family Services-Juvenile Detention Services	Human Services Supervisor	1.00
Health & Human Services	General	Adolescent & Family Services-Juvenile Center	Juvenile Center Coordinator	(1.00)
Subtotal 2021 Budget Positions Reclassified				-
2021 Current Year Create				
Administration	ARPA	American Rescue Plan Act	Senior Financial Analyst	1.00
Circuit Court Services	ARPA	American Rescue Plan Act	Administrative Specialist	1.00
Circuit Court Services	ARPA	American Rescue Plan Act	Court Commissioner	0.50
Circuit Court Services	ARPA	American Rescue Plan Act	Court Commissioner	0.50
Circuit Court Services	ARPA	American Rescue Plan Act	Fiscal Specialist	0.50
Circuit Court Services	ARPA	American Rescue Plan Act	Senior Administrative Specialist	1.00
District Attorney	ARPA	American Rescue Plan Act	Special Prosecutor	1.00
District Attorney	ARPA	American Rescue Plan Act	Special Prosecutor	1.00
District Attorney	ARPA	American Rescue Plan Act	Special Prosecutor	1.00
District Attorney	ARPA	American Rescue Plan Act	Administrative Assistant	0.50
District Attorney	ARPA	American Rescue Plan Act	Administrative Assistant	0.50
District Attorney	ARPA	American Rescue Plan Act	Senior Administrative Specialist	1.00
District Attorney	ARPA	American Rescue Plan Act	Victim Witness Specialist	1.00
District Attorney	ARPA	American Rescue Plan Act	Victim Witness Specialist	1.00
Health & Human Services	General	Mental Health OP & Support Svcs	Clinical Therapist	1.00
Health & Human Services	General	AODA Outpatient & Support Svcs	Social Worker	1.00
Health & Human Services	General	Mental Health Outpatient	Human Services Support Specialist	1.00
Health & Human Services	General	Adolescent & Family Services -Youth Intensive Svcs.	Human Services Support Specialist	1.00
Health & Human Services	General	Adolescent & Family Services -Youth Intensive Svcs.	Social Worker	1.00
Health & Human Services	General	Administrative Services	Senior Financial Analyst	1.00
Health & Human Services	General	Administrative Services - Bus. Appl Support	Principal IT Professionals	1.00
Health & Human Services	General	Administrative Services - Bus. Appl Support	Principal IT Professionals	1.00
Sheriff	General/ARPA	General Patrol	Deputy Sheriff	1.00
Sheriff	General	General Patrol	Deputy Sheriff	1.00
Subtotal of 2021 Create Positions				21.50

**SUMMARY OF NET CHANGE IN FUNDED REGULAR FULL-TIME/PART-TIME FTE
POSITIONS IN 2022 BUDGET BY POSITION TITLE**

Dept	Fund	Program	Position Title	FTE
2021 Current Year Abolished Positons				
Health & Human Services	General	AODA Outpatient & Support Svcs	Senior Substance Abuse Counselor	(1.00)
Health & Human Services	General	Administrative Services	Office Services Coordinator	(1.00)
Health & Human Services	General	Administrative Services - Bus. Appl Support	Senior IT Professionals	(1.00)
Health & Human Services	General	Administrative Services - Bus. Appl Support	Senior IT Professionals	(1.00)
Health & Human Services	General	Adolescent & Family Services -Juvenile Center	Juvenile Center Supervisor	(1.00)
Health & Human Services	General	Adolescent & Family Services -Juvenile Center	Juvenile Center Supervisor	(1.00)
Health & Human Services	General	Adolescent & Family Services -Juvenile Center	Juvenile Center Worker	(1.00)
Health & Human Services	General	Adolescent & Family Services -Juvenile Center	Juvenile Center Worker	(1.00)
Health & Human Services	General	Adolescent & Family Services -Juvenile Center	Juvenile Center Worker	(1.00)
Health & Human Services	General	Adolescent & Family Services -Juvenile Center	Juvenile Center Worker	(1.00)
Health & Human Services	General	Adolescent & Family Services -Juvenile Center	Juvenile Center Worker	(1.00)
Health & Human Services	General	Adolescent & Family Services -Juvenile Center	Juvenile Center Worker	(0.75)
Health & Human Services	General	Adolescent & Family Services -Juvenile Center	Juvenile Center Worker	(0.75)
Subtotal of 2021 Abolished Positions				(12.50)
2021 & 2022 Refunded Positions				
Health & Human Services	General	ADRC Protective Services	Social Worker	1.00
Health & Human Services	General	Veteran Services	Administrative Assistant	1.00
Parks & Land Use	General	Administrative Services\Planning & Zoning	Administrative Specialist	1.00
Circuit Court Services	General	Family Division	Sr. Administrative Specialist	1.00
Sheriff	General	Administrative Services	Programs & Projects Analyst	1.00
UW Extension	General	County, Families & Communities	Administrative Specialist	1.00
Subtotal of 2021 Positions Refunds				6.00
2021 Current Year Unfunded Positons				
Parks & Land Use	General	Administrative Services	Fiscal Specialist	(1.00)
Circuit Court Services	General	Administrative Services	Administrative Assistant	(1.00)
Sheriff	General	General Patrol	Deputy Sheriff	(1.00)
UW Extension	General	County, Families & Communities	Administrative Specialist	(0.85)
Subtotal of 2021 Positions Refunds				(3.85)
Total 2022 Net Change in Authorized Positions				19.72

**REGULAR FULL-TIME / PART - TIME
BUDGETED POSITIONS SUMMARY 2020-2022
(INCLUDES EXTRA HELP AND OVERTIME)**

DEPARTMENTS BY FUND & FUNCTIONAL AREA	FUND	2020 Actual	Change from 2020	2021 Budget	Change from 2021	2022 Budget
Emergency Preparedness	General	60.05	-	60.05	(0.05)	60.00
Emergency Preparedness	Radio Services	5.35	-	5.35	0.15	5.50
District Attorney	General	33.50	-	33.50	-	33.50
District Attorney	American Rescue Plan Act	0.00	-	0.00	7.00	7.00
Circuit Court Services	General	81.50	(0.37)	81.13	(0.13)	81.00
Circuit Court Services	American Rescue Plan Act	0.00	-	0.00	3.50	3.50
Medical Examiner	General	14.50	-	14.50	-	14.50
Sheriff	General	360.50	(1.50)	359.00	3.50	362.50
Justice and Public Safety		555.40	(1.87)	553.53	13.97	567.50
Corporation Counsel	Child Support - General Fund	29.15	-	29.15	-	29.15
Health & Human Services	General Fund	374.80	6.06	380.86	(2.27)	378.59
Health & Human Services	Aging & Disab. Res. Center Contract Fund	33.65	1.45	35.10	(0.48)	34.62
Health & Human Services	American Rescue Plan Act	0.00	-	0.00	2.50	2.50
Health and Human Services		437.60	7.51	445.11	(0.25)	444.86
Register Of Deeds	General	16.15	(0.25)	15.90	0.10	16.00
UW-Extension	General	2.85	(0.15)	2.70	(0.70)	2.00
Fed. Library	State Aids & Misc. Fund	6.96	(0.01)	6.95	0.30	7.25
Fed. Library	CAFÉ Shared Automation Fund	0.75	-	0.75	-	0.75
Parks & Land Use	General	82.96	0.70	83.66	-	83.66
Parks & Land Use	Golf Course	6.82	(1.92)	4.90	(1.00)	3.90
Parks & Land Use	Ice Arenas	4.91	(0.75)	4.16	-	4.16
Parks & Land Use	Materials Recycling Fund	4.53	(0.10)	4.43	-	4.43
Parks & Land Use	Community Development (a)	3.69	-	3.69	-	3.69
Parks & Land Use	Workforce Innovation Opportunity Act	0.94	(0.18)	0.76	-	0.76
Parks, Env., Educ., and Land Use		130.56	(2.66)	127.90	(1.30)	126.60
Public Works	General	42.90	(1.50)	41.40	(1.50)	39.90
Public Works	Transportation	75.70	(0.60)	75.10	-	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	(2.10)	133.50	(1.50)	132.00
County Executive	General	4.65	-	4.65	-	4.65
County Board	General	4.50	-	4.50	(1.00)	3.50
County Clerk	General	5.00	-	5.00	-	5.00
Treasurer	General	5.00	-	5.00	-	5.00
Dept. Of Administration	General	54.55	(0.60)	53.95	(0.30)	53.65
Dept. Of Administration	Risk Management	2.90	-	2.90	-	2.90
Dept. Of Administration	Collections	6.80	-	6.80	0.60	7.40
Dept. Of Administration	End User Technology Fund	28.95	(0.40)	28.55	8.50	37.05
Dept. Of Administration	American Job Center	1.00	-	1.00	-	1.00
Dept. Of Administration	American Rescue Plan Act	0.00	-	0.00	1.00	1.00
Corporation Counsel	General	11.85	-	11.85	-	11.85
General Administration		125.20	(1.00)	124.20	8.80	133.00
Total Regular (F.T. / P.T) Positions (FTE)		1384.36	(0.12)	1384.24	19.72	1403.96
Total Extra Help Positions (FTE)		113.54	7.34	120.88	(10.72)	110.16
Total Overtime Positions (FTE)		24.89	(0.56)	24.33	3.34	27.67
TOTAL POSITION EQUIVALENTS COUNTY-WIDE		1,522.79	6.66	1,529.45	12.34	1,541.79

For additional detail see the Budgeted Position Detail Summary for each Department

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

ADMINISTRATION - General Fund	20 Year End	21 Budget	21 Estimate	22 Budget	Change
Administrative Services					
Administrative Assistant	2.70	0.95	0.95	0.45	(0.50)
Administrative Specialist	4.50	5.75	5.75	6.00	0.25
Business & Collections Services Manager	0.10	0.10	0.10	0.10	-
Human Resources Assistant	2.00	2.00	2.00	2.00	-
Extra Help	-	-	-	-	-
Overtime	-	-	-	-	-
Subtotal	9.30	8.80	8.80	8.55	(0.25)
Business Office					
Business & Collections Services Manager	0.60	0.60	0.60	0.75	0.15
Director of Administration	0.85	0.85	0.85	0.85	-
Financial Analyst	1.20	1.20	1.20	1.00	(0.20)
Fiscal Assistant	1.00	1.00	1.00	1.00	-
Principal Financial Project Analyst	0.75	0.75	0.75	0.75	-
Senior Fiscal Specialist	1.00	1.00	1.00	1.00	-
Extra Help	0.38	-	-	-	-
Overtime	-	-	-	-	-
Subtotal	5.78	5.40	5.40	5.35	(0.05)
Payroll					
Accounting Services Manager	0.25	0.25	0.25	0.25	-
Payroll Coordinator	1.00	1.00	1.00	1.00	-
Senior Financial Analyst	0.75	0.75	0.75	0.75	-
Extra Help	-	-	-	-	-
Overtime	-	-	-	-	-
Subtotal	2.00	2.00	2.00	2.00	-
Accounting Services/Accounts Payable					
Accounting Services Manager	0.75	0.75	0.75	0.75	-
Fiscal Specialist	1.00	1.00	1.00	1.00	-
Principal Financial Project Analyst	1.00	1.00	1.00	1.00	-
Senior Financial Analyst	1.25	1.25	1.25	1.25	-
Senior Fiscal Specialist	1.00	1.00	1.00	1.00	-
Extra Help	-	-	-	-	-
Overtime	-	-	-	-	-
Subtotal	5.00	5.00	5.00	5.00	-
Tax Listing					
Administrative Specialist	3.00	3.00	3.00	3.00	-
Senior Administrative Specialist	1.00	1.00	1.00	1.00	-
Community Service Representative	1.00	1.00	1.00	1.00	-
Extra Help	-	-	-	-	-
Overtime	-	-	-	-	-
Subtotal	5.00	5.00	5.00	5.00	-

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

ADMINISTRATION - General Fund (cont.)	20 Year End	21 Budget	21 Estimate	22 Budget	Change
Budget Management					
Budget Manager	1.00	1.00	1.00	1.00	-
Budget Management Specialist	1.00	1.00	1.00	1.00	-
Senior Financial Budget Analyst	3.00	3.00	3.00	3.00	-
Extra Help - Budget Intern	0.69	0.69	0.69	0.69	-
Overtime	-	-	-	-	-
Subtotal	5.69	5.69	5.69	5.69	-
Human Resources					
Employee Benefits Administrator	1.00	1.00	1.00	1.00	-
Human Resources Manager	1.00	1.00	1.00	1.00	-
Principal Human Resources Analyst	1.00	1.00	1.00	1.00	-
Senior Human Resources Analyst	4.00	4.00	4.00	4.00	-
Extra Help	-	-	-	-	-
Overtime	-	-	-	-	-
Subtotal	7.00	7.00	7.00	7.00	-
Purchasing					
Buyer	1.00	1.00	1.00	1.00	-
Principal Buyer	1.00	1.00	1.00	1.00	-
Risk/Purchasing Manager	0.25	0.25	0.25	0.25	-
Senior Buyer	2.00	2.00	2.00	2.00	-
Extra Help	-	-	-	-	-
Overtime	-	-	-	-	-
Subtotal	4.25	4.25	4.25	4.25	-
Information Technology Solutions					
Information Technology Manager	0.25	0.25	0.25	0.25	-
Principal Information Technology Professional	2.25	2.25	2.25	2.25	-
Senior Information Technology Professional	6.00	6.00	6.00	6.00	-
Solutions Administrator	1.00	1.00	1.00	1.00	-
Extra Help	-	-	-	-	-
Overtime	-	-	-	-	-
Subtotal	9.50	9.50	9.50	9.50	-
Records Management Services					
Administrative Assistant	2.00	2.00	2.00	2.00	-
Centralized Records Supervisor	0.10	-	-	-	-
Extra Help	-	-	-	-	-
Overtime	-	-	-	-	-
Subtotal	2.10	2.00	2.00	2.00	-
TOTAL ADMINISTRATION - General Fund					
	55.62	54.64	54.64	54.34	(0.30)
Regular Positions	54.55	53.95	53.95	53.65	(0.30)
Extra Help	1.07	0.69	0.69	0.69	-
Overtime	-	-	-	-	-

2022 BUDGET ACTIONS:

- Unfund: (0.50 FTE) Administrative Assistant in the Administrative Services Program
- Transfer: 0.25 FTE Administrative Specialist from the Collections Fund to the Administrative Services Program
- Transfer: 0.15 FTE Business and Collections Services Manager from the Collections Fund to the Business Office Program

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

Administration – General Fund (Cont.)

Transfer: (0.20 FTE) Financial Analyst from the Business Office Program to the Radio Services Fund

2021 CURRENT YEAR ACTIONS:

None

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

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

ADMINISTRATION - American Rescue Plan Act	20 Year End	21 Budget	21 Estimate	22 Budget	Change
American Rescue Plane Act - Administration					
* Senior Financial Analyst (a)	-	-	0.38	1.00	1.00
Extra Help	-	-	-	-	-
Overtime	-	-	-	-	-
Subtotal	-	-	0.38	1.00	1.00
* Sunset Position, position will be terminated or reduced if funding is terminated or reduced.					
(a) The 2021 Estimate reflects a partial year FTE.					
TOTAL ADMINISTRATION - American Rescue Plan Act	-	-	0.38	1.00	1.00
Regular Positions	-	-	0.38	1.00	1.00
Extra Help	-	-	-	-	-
Overtime	-	-	-	-	-

2022 BUDGET ACTIONS:

None

2021 CURRENT YEAR ACTIONS:

Create: 1.00 FTE Senior Financial Analyst

2021 BUDGET ACTIONS:

None

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

ADMINISTRATION - End User Technology Fund	20 Year End	21 Budget	21 Estimate	22 Budget	Change
IT Public Safety Systems, Business Application Support, Project Management and Operations					
Business Applications Support Administrator	-	-	-	1.00	1.00
Business Services Administrator	1.00	1.00	1.00	1.00	-
Centralized Records Supervisor	0.90	-	-	-	-
Information Technology Analyst	2.00	2.00	2.00	3.00	1.00
Information Technology Infrastructure Administrator	1.00	1.00	1.00	1.00	-
Information Technology Manager	0.75	0.75	0.75	0.75	-
Information Technology Technician	1.00	0.50	0.50	-	(0.50)
Principal Information Technology Professional	11.75	12.75	12.75	13.75	1.00
Public Safety Systems Administrator	-	-	-	1.00	1.00
Records Management Analyst	1.00	1.00	1.00	1.00	-
Senior Information Technology Professional	8.00	8.00	8.00	13.00	5.00
Extra Help	2.99	2.71	2.71	2.71	-
Overtime	-	-	-	-	-
Subtotal	30.39	29.71	29.71	38.21	8.50
Communications					
Administrative Assistant	0.05	0.05	0.05	0.05	-
Financial Analyst	0.50	0.50	0.50	0.50	-
Information Technology Technician	1.00	1.00	1.00	1.00	-
Extra Help	-	-	-	-	-
Overtime	0.01	0.01	0.01	0.01	-
Subtotal	1.56	1.56	1.56	1.56	-
TOTAL ADMINISTRATION - End User Technology Fund					
	31.95	31.27	31.27	39.77	8.50
Regular Positions	28.95	28.55	28.55	37.05	8.50
Extra Help	2.99	2.71	2.71	2.71	-
Overtime	0.01	0.01	0.01	0.01	-

2022 BUDGET ACTIONS:

Transfer In:	1.00 FTE	Business Applications Support Administrator from Health and Human Services
Transfer In/Reclassify:	1.00 FTE	Transfer Information Technology Technician from Health and Human Services. Reclass Information Technology Technician to Information Technology Analyst.
Unfund:	(0.50 FTE)	Information Technology Technician
Transfer In/ Reclassify:	4.00 FTE	Transfer Information Technology Analyst from Health and Human Services. Reclass Information Technology Analyst to Senior Information Technology Professional.
Transfer In:	1.00 FTE	Transfer Senior Information Technology Professional from Health and Human Services
Transfer In:	2.00 FTE	Transfer Principal Information Technology Professional from Health and Human Services
Reclassify:	1.00 FTE	Reclass Principal Information Technology Professional to Public Safety Systems Administrator

2021 CURRENT YEAR ACTIONS:

None

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)	Extra Help

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

ADMINISTRATION - Risk Management Fund	20 Year End	21 Budget	21 Estimate	22 Budget	Change
General/Auto Liability & Other Insurance					
Administrative Specialist	0.75	0.75	0.75	0.75	-
Director of Administration	0.10	0.10	0.10	0.10	-
Principal Risk Management Analyst	0.20	0.20	0.20	0.20	-
Risk/Purchasing Manager	0.60	0.60	0.60	0.60	-
Extra Help	-	-	-	-	-
Overtime	-	-	-	-	-
Subtotal	1.65	1.65	1.65	1.65	-
Worker's Compensation					
Administrative Specialist	0.25	0.25	0.25	0.25	-
Director of Administration	0.05	0.05	0.05	0.05	-
Principal Risk Management Analyst	0.80	0.80	0.80	0.80	-
Risk/Purchasing Manager	0.15	0.15	0.15	0.15	-
Extra Help	-	-	-	-	-
Overtime	-	-	-	-	-
Subtotal	1.25	1.25	1.25	1.25	-
TOTAL ADMINISTRATION - Risk Management					
Fund	2.90	2.90	2.90	2.90	-
Regular Positions	2.90	2.90	2.90	2.90	-
Extra Help	-	-	-	-	-
Overtime	-	-	-	-	-

2022 BUDGET ACTIONS:

None

2021 CURRENT YEAR ACTIONS:

None

2021 BUDGET ACTIONS:

None

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

ADMINISTRATION - Collections Fund	20 Year End	21 Budget	21 Estimate	22 Budget	Change
Collections					
Administrative Assistant	0.25	-	-	-	-
Administrative Specialist	-	0.25	0.25	-	(0.25)
Business & Collections Services Manager	0.30	0.30	0.30	0.15	(0.15)
Collections Specialist	2.00	2.00	2.00	3.00	1.00
Collections Supervisor	1.00	1.00	1.00	1.00	-
Fiscal Specialist	1.00	1.00	1.00	1.00	-
Principal Financial Project Analyst	0.25	0.25	0.25	0.25	-
Senior Collections Specialist	2.00	2.00	2.00	2.00	-
Extra Help	1.20	1.20	1.20	0.60	(0.60)
Overtime	-	-	-	-	-
Subtotal	8.00	8.00	8.00	8.00	-
TOTAL ADMINISTRATION - Collections Fund					
	8.00	8.00	8.00	8.00	-
Regular Positions	6.80	6.80	6.80	7.40	0.60
Extra Help	1.20	1.20	1.20	0.60	(0.60)
Overtime	-	-	-	-	-

2022 BUDGET ACTIONS:

- Transfer: (0.25 FTE) Administrative Specialist from Collections Division to the Administrative Services Program in Department of Administration General Fund
- Transfer: (0.15 FTE) Business and Collections Services Manager from Collections Division to the Business Office in Department of Administration General Fund
- Create: 1.00 FTE Collections Specialist
- Reduce: (0.60 FTE) Extra Help

2021 CURRENT YEAR ACTIONS:

None

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

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

ADMINISTRATION - American Job Center	20 Year End	21 Budget	21 Estimate	22 Budget	Change
American Job Center					
* Workforce Development Center Coordinator	1.00	1.00	1.00	1.00	-
Extra Help	-	-	-	-	-
Overtime	-	-	-	-	-
Subtotal	1.00	1.00	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	1.00	1.00	-
Regular Positions	1.00	1.00	1.00	1.00	-
Extra Help	-	-	-	-	-
Overtime	-	-	-	-	-

2022 BUDGET ACTIONS:

None

2021 CURRENT YEAR ACTIONS:

None

2021 BUDGET ACTIONS:

None

TOTAL ADMINISTRATION - All Funds	99.47	97.81	98.19	107.01	9.20
Regular Positions	94.20	93.20	93.58	103.00	9.80
Extra Help	5.26	4.60	4.60	4.00	(0.60)
Overtime	0.01	0.01	0.01	0.01	-

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

BRIDGES LIBRARY SYSTEM	20 Year End	21 Budget	21 Estimate	22 Budget	Change
STATE AID, FEDERAL AND MISC. FUND					
Payments to Member Libraries/Systems					
* Administrative Specialist	0.04	-	-	-	-
* Departmental Executive Assistant	-	0.04	0.04	0.13	0.09
* Director of Bridges Library System	0.30	0.30	0.30	0.30	-
Extra Help	-	-	-	-	-
Overtime	-	-	-	-	-
Subtotal	0.34	0.34	0.34	0.43	0.09
Administrative Services					
* Administrative Specialist	0.62	-	-	-	-
* Departmental Executive Assistant	-	0.60	0.60	0.60	-
* Director of Bridges Library System	0.55	0.55	0.55	0.55	-
* Library Automation Coordinator	0.02	0.02	0.02	0.02	-
Extra Help	-	-	-	-	-
Overtime	-	-	-	-	-
Subtotal	1.19	1.17	1.17	1.17	-
Resource Sharing					
* Administrative Specialist	0.03	-	-	-	-
* Departmental Executive Assistant	-	0.01	0.01	0.06	0.05
* Director of Bridges Library System	0.05	0.05	0.05	0.05	-
* Librarian	1.15	1.02	1.02	1.02	-
* Library Automation Coordinator	0.15	0.15	0.15	0.15	-
Extra Help	-	-	-	-	-
Overtime	-	-	-	-	-
Subtotal	1.38	1.23	1.23	1.28	0.05
Automation Technology					
* Director of Bridges Library System	0.05	0.05	0.05	0.05	-
* Librarian	1.00	1.00	1.00	1.00	-
* Library Automation Coordinator	0.08	0.08	0.08	0.08	-
Extra Help	-	-	-	-	-
Overtime	-	-	-	-	-
Subtotal	1.13	1.13	1.13	1.13	-
Education and Outreach					
* Administrative Specialist	0.02	-	-	-	-
* Departmental Executive Assistant	-	0.05	0.05	0.21	0.16
* Director of Bridges Library System	0.05	0.05	0.05	0.05	-
* Librarian	2.85	2.98	2.98	2.98	-
Extra Help	-	-	-	-	-
Overtime	-	-	-	-	-
Subtotal	2.92	3.08	3.08	3.24	0.16
CAFÉ SHARED AUTOMATION FUND					
* Library Automation Coordinator	0.75	0.75	0.75	0.75	-
Extra Help	-	-	-	-	-
Overtime	-	-	-	-	-
Subtotal	0.75	0.75	0.75	0.75	-
TOTAL BRIDGES LIBRARY SYSTEM					
	7.71	7.70	7.70	8.00	0.30
Regular Positions	7.71	7.70	7.70	8.00	0.30
Extra Help	0.00	0.00	0.00	0.00	-
Overtime	0.00	0.00	0.00	0.00	-

* 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.

2022 BUDGET ACTIONS:

Abolish: 0.70 FTE Departmental Executive Assistant (Part-Time)

Create: 1.00 FTE Departmental Executive Assistant (Full-time)

2021 CURRENT YEAR ACTIONS:

None

2021 BUDGET ACTIONS:

Reclassify: 0.70 FTE Administrative Specialist to Departmental Executive Assistant

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

CIRCUIT COURT SERVICES	20 Year End	21 Budget	21 Estimate	22 Budget	Change
Administrative Services Division					
Administrative Specialist	1.00	1.00	1.00	1.00	-
Business Manager	1.00	1.00	1.00	1.00	-
Circuit Court Division Coordinator	1.00	1.00	1.00	1.00	-
Clerk of Courts	1.00	1.00	1.00	1.00	-
Court Reporter	0.50	0.13	0.13	-	(0.13)
Departmental Executive Assistant	1.00	1.00	1.00	1.00	-
Fiscal Specialist	4.00	4.00	4.00	4.00	-
Principal Information Technology Professional	1.00	1.00	1.00	1.00	-
Programs & Projects Analyst	2.00	2.00	2.00	2.00	-
Senior Administrative Specialist	1.00	-	-	-	-
Senior Fiscal Specialist	2.00	3.00	3.00	3.00	-
Extra Help	0.75	0.75	0.75	0.75	-
Overtime	-	-	-	-	-
Subtotal	16.25	15.88	15.88	15.75	(0.13)
Criminal and Traffic Division					
Administrative Assistant	1.00	-	-	-	-
Administrative Specialist	5.00	6.00	5.00	5.00	(1.00)
Chief Deputy Clerk	1.00	1.00	1.00	1.00	-
Circuit Court Supervisor	1.00	1.00	1.00	1.00	-
Senior Administrative Specialist	12.00	12.00	13.00	13.00	1.00
Extra Help	-	-	-	-	-
Overtime	0.06	0.06	0.06	0.06	-
Subtotal	20.06	20.06	20.06	20.06	-
Family Division					
Administrative Assistant	1.00	-	-	-	-
Administrative Specialist	4.00	5.00	5.00	5.00	-
Circuit Court Supervisor	1.00	1.00	1.00	1.00	-
Senior Administrative Specialist	7.00	7.00	7.00	7.00	-
Extra Help	1.00	1.00	1.00	1.00	-
Overtime	0.04	0.04	0.04	0.04	-
Subtotal	14.04	14.04	14.04	14.04	-
Civil and Small Claim Division					
Administrative Assistant	1.00	-	-	-	-
Administrative Specialist	3.00	4.00	4.00	4.00	-
Chief Deputy Clerk	1.00	1.00	1.00	1.00	-
Circuit Court Supervisor	1.00	1.00	1.00	1.00	-
Senior Administrative Specialist	7.00	7.00	7.00	7.00	-
Extra Help	1.00	1.00	1.00	-	(1.00)
Overtime	0.07	0.07	0.07	0.07	-
Subtotal	14.07	14.07	14.07	13.07	(1.00)

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

CIRCUIT COURT SERVICES (cont.)	20 Year End	21 Budget	21 Estimate	22 Budget	Change
Juvenile/Probate Division					
Administrative Assistant	2.00	1.00	-	-	(1.00)
Administrative Specialist	2.00	3.00	4.00	4.00	1.00
Clerk of Juvenile Court	1.00	1.00	1.00	1.00	-
Register in Probate	1.00	1.00	1.00	1.00	-
Senior Administrative Specialist	5.00	5.00	5.00	5.00	-
Extra Help	-	-	-	1.00	1.00
Overtime	0.04	0.04	0.04	0.04	-
Subtotal	11.04	11.04	11.04	12.04	1.00
Family Court Services					
Family Court Services Supervisor	1.00	1.00	1.00	1.00	-
Social Worker	4.00	4.00	4.00	4.00	-
Extra Help	0.25	0.25	0.25	0.25	-
Overtime	-	-	-	-	-
Subtotal	5.25	5.25	5.25	5.25	-
Court Commissioner Office					
Court Commissioner	4.00	4.00	4.00	4.00	-
Extra Help	-	-	-	-	-
Overtime	-	-	-	-	-
Subtotal	4.00	4.00	4.00	4.00	-
TOTAL CIRCUIT COURT SERVICES					
	84.71	84.34	84.34	84.21	(0.13)
Regular Positions	81.50	81.13	81.13	81.00	(0.13)
Extra Help	3.00	3.00	3.00	3.00	-
Overtime*	0.21	0.21	0.21	0.21	-

*Variances may occur into total changes due to rounding to the nearest thousandth.

2022 BUDGET ACTIONS:

Unfund: (0.13 FTE) Court Reporter

Transfer: 1.00 FTE Extra Help from Civil and Small Claims to Juvenile/Probate

2021 CURRENT YEAR ACTIONS:

Transfer: 1.00 FTE Administrative Specialist from Criminal and Traffic to Juvenile/Probate

Refund: 1.00 FTE Senior Administrative Specialist

Unfund: (1.00 FTE) Administrative Assistant

2021 BUDGET ACTIONS:

Unfund: (0.37 FTE) Court Reporter

Reclassify: 1.00 FTE Senior Administrative Specialist to Senior Fiscal Specialist in Administrative Services

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

CIRCUIT COURT SERVICES - American Rescue Plan Act	20 Year End	21 Budget	21 Estimate (a)	22 Budget	Change
American Rescue Plan Act - Circuit Court Services					
* Administrative Specialist (a)	-	-	0.17	1.00	1.00
* Court Commissioner (a)	-	-	0.17	1.00	1.00
* Fiscal Specialist (a)	-	-	0.08	0.50	0.50
* Senior Administrative Specialist (a)	-	-	0.17	1.00	1.00
Extra Help	-	-	-	-	-
Overtime	-	-	-	-	-
Subtotal	-	-	0.59	3.50	3.50

* Sunset Position, position will be terminated or reduced if funding is terminated or reduced.

(a) The 2021 Estimate reflects a partial year FTE.

TOTAL CIRCUIT COURT SERVICES	-	-	0.59	3.50	3.50
Regular Positions	-	-	0.59	3.50	3.50
Extra Help	-	-	-	-	-
Overtime	-	-	-	-	-

2022 BUDGET ACTIONS:

None

2021 CURRENT YEAR ACTIONS:

Create: 1.00 FTE Administrative Specialist

Create: 1.00 FTE Court Commissioner (2 Regular Part-Time Positions)

Create: 0.50 FTE Fiscal Specialist

Create: 1.00 FTE Senior Administrative Specialist

2021 BUDGET ACTIONS:

None

TOTAL CIRCUIT COURT SERVICES - All Funds	84.71	84.34	84.93	87.71	3.37
Regular Positions	81.50	81.13	81.72	84.50	3.37
Extra Help	3.00	3.00	3.00	3.00	-
Overtime	0.21	0.21	0.21	0.21	-

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

CORPORATION COUNSEL - General Fund	20 Year End	21 Budget	21 Estimate	22 Budget	Change
General Legal Services					
Administrative Assistant	0.50	0.50	0.50	0.50	-
Attorney	-	1.00	1.00	1.00	-
Commitment Hearings Coordinator	1.00	1.00	1.00	1.00	-
Corporation Counsel	0.70	0.70	0.70	0.70	-
Financial Analyst	0.15	0.15	0.15	0.15	-
Office Services Coordinator	0.50	0.50	0.50	0.50	-
Principal Assistant Corporation Counsel	2.00	2.00	2.00	2.00	-
Senior Administrative Specialist	3.00	3.00	3.00	3.00	-
Senior Attorney	4.00	3.00	3.00	3.00	-
Extra Help	0.55	0.55	0.55	0.40	(0.15)
Overtime	0.01	0.01	0.01	0.01	-
Subtotal	12.41	12.41	12.41	12.26	(0.15)
<hr/>					
TOTAL CORPORATION COUNSEL - General Fund	12.41	12.41	12.41	12.26	(0.15)
<hr/>					
Regular Positions	11.85	11.85	11.85	11.85	-
Extra Help	0.55	0.55	0.55	0.40	(0.15)
Overtime	0.01	0.01	0.01	0.01	-

2022 BUDGET ACTIONS:

Reduce: (0.15 FTE) Extra Help

2021 CURRENT YEAR ACTIONS:

None

2021 BUDGET ACTIONS:

None

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

CORPORATION COUNSEL - Child Support	20 Year End	21 Budget	21 Estimate	22 Budget	Change
Child Support					
Administrative Assistant	1.50	1.50	1.50	1.50	-
Administrative Specialist	7.00	7.00	7.00	7.00	-
* Attorney	2.00	1.00	1.00	2.00	1.00
Child Support Specialist	7.00	5.00	5.00	6.00	1.00
** Child Support Specialist	1.00	1.00	1.00	1.00	-
Child Support Supervisor	1.00	1.00	1.00	1.00	-
Corporation Counsel	0.30	0.30	0.30	0.30	-
Financial Analyst	0.85	0.85	0.85	0.85	-
Fiscal Specialist	2.00	2.00	2.00	2.00	-
Office Services Coordinator	1.50	1.50	1.50	1.50	-
Principal Assistant Corporation Counsel	1.00	1.00	1.00	1.00	-
Senior Administrative Specialist	2.00	2.00	2.00	2.00	-
Senior Attorney	1.00	2.00	2.00	1.00	(1.00)
Senior Child Support Specialist	-	2.00	2.00	1.00	(1.00)
Senior Fiscal Specialist	1.00	1.00	1.00	1.00	-
Extra Help	-	0.08	0.08	0.07	(0.01)
Overtime	0.04	0.04	0.04	0.04	-
Subtotal	29.19	29.27	29.27	29.26	(0.01)
<hr/>					
TOTAL CORPORATION COUNSEL - Child Support	29.19	29.27	29.27	29.26	(0.01)
<hr/>					
Regular Positions	29.15	29.15	29.15	29.15	-
Extra Help	0.00	0.08	0.08	0.07	(0.01)
Overtime	0.04	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

All Child Support positions are funded with State Administrative Reimbursement of 66%.

2022 BUDGET ACTIONS:

Underfilled: 1.00 FTE Senior Child Support Specialist to Child Support Specialist
 Underfilled: 1.00 FTE Senior Attorney to Attorney
 Reduce: (0.01 FTE) Extra Help

2021 CURRENT YEAR ACTIONS:

None

2021 BUDGET ACTIONS:

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

TOTAL CORPORATION COUNSEL - ALL FUNDS	41.60	41.68	41.68	41.52	(0.16)
Regular Positions	41.00	41.00	41.00	41.00	-
Extra Help	0.55	0.63	0.63	0.47	(0.16)
Overtime	0.05	0.05	0.05	0.05	-

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

COUNTY BOARD	20 Year End	21 Budget	21 Estimate	22 Budget	Change
Legislative Support					
Administrative Specialist	1.00	1.00	1.00	1.00	-
County Board Chairman	0.50	0.50	0.50	0.50	-
County Board Chief of Staff	1.00	1.00	1.00	1.00	-
Legislative Policy Advisor	1.00	1.00	1.00	1.00	-
Extra Help	0.39	0.39	0.39	0.39	-
Overtime	-	-	-	-	-
Subtotal	3.89	3.89	3.89	3.89	-
Internal Audit					
Internal Audit Manager	1.00	1.00	1.00	-	(1.00)
Extra Help	-	-	-	-	-
Overtime	-	-	-	-	-
Subtotal	1.00	1.00	1.00	-	(1.00)
TOTAL COUNTY BOARD*					
	4.89	4.89	4.89	3.89	(1.00)
Regular Positions	4.50	4.50	4.50	3.50	(1.00)
Extra Help	0.39	0.39	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.

2022 BUDGET ACTIONS:

Unfund: (1.00 FTE) Internal Audit Manager

2021 CURRENT YEAR ACTIONS:

None

2021 BUDGET ACTIONS:

None

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

COUNTY CLERK	20 Year End	21 Budget	21 Estimate	22 Budget	Change
Elections					
Administrative Specialist	0.73	0.73	0.73	0.03	(0.70)
County Clerk	0.80	0.80	0.80	0.80	-
Deputy County Clerk	0.80	0.80	0.80	0.80	-
Senior Administrative Specialist	-	-	-	0.70	0.70
Extra Help	0.40	-	-	0.51	0.51
Overtime	-	-	-	-	-
Subtotal	2.73	2.33	2.33	2.84	0.51
Legislative Support & Administrative Services					
Administrative Specialist	0.30	0.30	0.30	0.10	(0.20)
County Clerk	0.10	0.10	0.10	0.10	-
Deputy County Clerk	0.10	0.10	0.10	0.10	-
Senior Administrative Specialist	-	-	-	0.20	0.20
Extra Help	-	-	-	-	-
Overtime	-	-	-	-	-
Subtotal	0.50	0.50	0.50	0.50	-
Licensing					
Administrative Assistant	1.00	1.00	1.00	1.00	-
Administrative Specialist	0.97	0.97	0.97	0.87	(0.10)
County Clerk	0.10	0.10	0.10	0.10	-
Deputy County Clerk	0.10	0.10	0.10	0.10	-
Senior Administrative Specialist	-	-	-	0.10	0.10
Extra Help	-	-	-	-	-
Overtime	-	-	-	-	-
Subtotal	2.17	2.17	2.17	2.17	-
TOTAL COUNTY CLERK					
	5.40	5.00	5.00	5.51	0.51
Regular Positions	5.00	5.00	5.00	5.00	-
Extra Help	0.40	-	-	0.51	0.51
Overtime	-	-	-	-	-

2022 BUDGET ACTIONS:

Reclassify: 1.00 FTE Administrative Specialist to Senior Administrative Specialist
 Increase: 0.51 FTE Extra Help

2021 CURRENT YEAR ACTIONS:

None

2021 BUDGET ACTIONS:

Reduce: (0.40 FTE) Extra Help

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

COUNTY EXECUTIVE	20 Year End	21 Budget	21 Estimate	22 Budget	Change
Customer/Community Service/Advisory Boards					
Administrative Specialist	0.65	0.65	0.65	0.65	-
Chief of Staff	1.00	1.00	1.00	1.00	-
County Executive	1.00	1.00	1.00	1.00	-
Executive Assistant	1.00	1.00	1.00	1.00	-
Office Services Coordinator	1.00	1.00	1.00	1.00	-
Extra Help	-	-	-	-	-
Overtime	-	-	-	-	-
Subtotal	4.65	4.65	4.65	4.65	-
<hr/>					
TOTAL COUNTY EXECUTIVE	4.65	4.65	4.65	4.65	-
<hr/>					
Regular Positions	4.65	4.65	4.65	4.65	-
Extra Help	-	-	-	-	-
Overtime	-	-	-	-	-

2022 BUDGET ACTIONS:

None

2021 CURRENT YEAR ACTIONS:

None

2021 BUDGET ACTIONS:

None

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

COUNTY TREASURER	20 Year End	21 Budget	21 Estimate	22 Budget	Change
Tax Collections					
Administrative Specialist	1.00	1.00	1.00	1.00	-
Deputy County Treasurer	0.20	0.20	0.20	0.20	-
Fiscal Specialist	0.25	0.25	0.25	0.25	-
Extra Help	-	-	-	-	-
Overtime	-	-	-	-	-
Subtotal	1.45	1.45	1.45	1.45	-
Investments					
Treasurer	0.20	0.20	0.20	0.20	-
Extra Help	-	-	-	-	-
Overtime	-	-	-	-	-
Subtotal	0.20	0.20	0.20	0.20	-
Administrative Services					
Administrative Specialist	1.00	1.00	1.00	1.00	-
Deputy County Treasurer	0.80	0.80	0.80	0.80	-
Fiscal Specialist	0.75	0.75	0.75	0.75	-
Treasurer	0.80	0.80	0.80	0.80	-
Extra Help	-	-	-	-	-
Overtime	0.01	0.01	0.01	0.01	-
Subtotal	3.36	3.36	3.36	3.36	-
TOTAL COUNTY TREASURER					
	5.01	5.01	5.01	5.01	-
Regular Positions	5.00	5.00	5.00	5.00	-
Extra Help	0.00	0.00	0.00	0.00	-
Overtime	0.01	0.01	0.01	0.01	-

2022 BUDGET ACTIONS:

None

2021 CURRENT YEAR ACTIONS:

None

2021 BUDGET ACTIONS:

None

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

DISTRICT ATTORNEY	20 Year End	21 Budget	21 Estimate	22 Budget	Change
Prosecution / Administrative Services					
Administrative Assistant	3.00	3.00	3.00	3.00	-
Administrative Specialist	5.00	4.00	4.00	4.00	-
Fiscal Specialist	1.00	1.00	1.00	1.00	-
Office Services Coordinator	1.00	1.00	1.00	1.00	-
Paralegal	1.00	1.00	1.00	1.00	-
* Paralegal	1.00	1.00	1.00	1.00	-
Senior Administrative Specialist	8.00	9.00	9.00	9.00	-
Support Staff Supervisor	1.00	1.00	1.00	1.00	-
Victim Witness Counselor	1.00	1.00	1.00	1.00	-
Extra Help	-	-	-	-	-
Overtime	-	-	-	-	-
Subtotal	22.00	22.00	22.00	22.00	-
Victim/Witness Program					
Administrative Specialist	1.00	1.00	1.00	1.00	-
Victim/Witness Counselor	1.00	1.00	1.00	1.00	-
Victim/Witness Program Coordinator	1.00	1.00	1.00	1.00	-
Victim/Witness Specialist	4.50	4.50	4.50	4.50	-
Extra Help	-	-	-	-	-
Overtime	-	-	-	-	-
Subtotal	7.50	7.50	7.50	7.50	-
VOCA Grant Program					
* Victim Witness Counselor	2.00	1.00	1.00	1.00	-
* Victim Witness Specialist	2.00	3.00	3.00	3.00	-
Extra Help	-	-	-	-	-
Overtime	0.03	-	-	-	-
Subtotal	4.03	4.00	4.00	4.00	-
Victim/Witness Subtotal	11.53	11.50	11.50	11.50	-
Other positions not included in the above total include:					
State funded District Attorney/ Assistant DA's	17.00	17.00	17.00	17.00	-
Grant/Sheriff funded District Attorney/ Assistant DA's	2.00	2.00	2.00	2.00	-
* Sunset Position, position will be reduced or terminated if funding is reduced or terminated.					
TOTAL DISTRICT ATTORNEY	33.53	33.50	33.50	33.50	-
Regular Positions	33.50	33.50	33.50	33.50	-
Extra Help	-	-	-	-	-
Overtime	0.03	-	-	-	-

2022 BUDGET ACTIONS:

None

2021 CURRENT YEAR ACTIONS:

None

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

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

DISTRICT ATTORNEY - American Rescue Plan Act	20 Year End	21 Budget	21 Estimate (a)	22 Budget	Change
American Rescue Plan Act - District Attorney					
* Special Prosecutor (a)	-	-	0.50	3.00	3.00
* Administrative Assistant (a)	-	-	0.17	1.00	1.00
* Senior Administrative Assistant (a)	-	-	0.17	1.00	1.00
* Victim Witness Specialist (a)	-	-	0.33	2.00	2.00
Extra Help	-	-	-	-	-
Overtime	-	-	-	-	-
Subtotal	-	-	1.17	7.00	7.00

* Sunset Position, position will be terminated or reduced if funding is terminated or reduced.

(a) The 2021 Estimate reflects a partial year FTE.

TOTAL DISTRICT ATTORNEY	-	-	1.17	7.00	7.00
Regular Positions	-	-	1.17	7.00	7.00
Extra Help	-	-	-	-	-
Overtime	-	-	-	-	-

2022 BUDGET ACTIONS:

None

2021 CURRENT YEAR ACTIONS:

- Create: 3.00 FTE Special Prosecutor
- Create: 1.00 FTE Administrative Assistant
- Create: 1.00 FTE Senior Administrative Specialist
- Create: 2.00 FTE Victim Witness Specialist

2021 BUDGET ACTIONS:

None

TOTAL DISTRICT ATTORNEY - All Funds	33.53	33.50	34.67	40.50	7.00
Regular Positions	33.50	33.50	34.67	40.50	7.00
Extra Help	-	-	-	-	-
Overtime	0.03	-	-	-	-

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

EMERGENCY PREPAREDNESS - General Fund	20 Year End	21 Budget	21 Estimate	22 Budget	Change
Communication Center Operation					
Administrative Specialist	1.00	-	-	-	-
Communications Center Supervisor	7.00	7.00	7.00	7.00	-
Departmental Executive Assistant	-	1.00	1.00	1.00	-
Director of Emergency Preparedness	0.75	0.75	0.75	0.70	(0.05)
Financial Analyst	0.30	0.30	0.30	0.30	-
Operations and Training Manager	1.00	1.00	1.00	1.00	-
Telecommunicator	48.00	48.00	48.00	48.00	-
Extra Help	-	-	-	-	-
Overtime	2.79	2.79	2.79	4.69	1.90
Subtotal	60.84	60.84	60.84	62.69	1.85
Disaster Management					
Emergency Management Coordinator	0.50	0.50	0.50	0.50	-
* Programs & Projects Analyst	0.75	0.75	0.75	0.75	-
Extra Help	-	-	-	-	-
Overtime	-	-	-	-	-
Subtotal	1.25	1.25	1.25	1.25	-
Hazardous Materials Management					
Emergency Management Coordinator	0.50	0.50	0.50	0.50	-
* Programs & Projects Analyst	0.25	0.25	0.25	0.25	-
Extra Help	-	-	-	-	-
Overtime	-	-	-	-	-
Subtotal	0.75	0.75	0.75	0.75	-
* Sunset Position, position will be reduced or terminated if funding is reduced or terminated.					
TOTAL EMERGENCY PREPAREDNESS - General Fund	62.84	62.84	62.84	64.69	1.85
Regular Positions	60.05	60.05	60.05	60.00	(0.05)
Extra Help	-	-	-	-	-
Overtime	2.79	2.79	2.79	4.69	1.90

2022 BUDGET ACTIONS:

Increase: 1.90 Overtime in Communication Center
 Transfer Out: (0.05) Director of Emergency Preparedness to Radio Services Fund

2021 CURRENT YEAR ACTIONS:

None

2021 BUDGET ACTIONS:

Reclassify: 1.00 FTE Administrative Specialist to Departmental Executive Assistant

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

EMERGENCY PREPAREDNESS - Radio Services Fund	20 Year End	21 Budget	21 Estimate	22 Budget	Change
General Radio Operations					
Director of Emergency Preparedness	0.25	0.25	0.25	0.30	0.05
Financial Analyst	-	-	-	0.20	0.20
Fiscal Specialist	1.00	1.00	1.00	1.00	-
Radio Systems Manager	0.90	0.90	0.90	0.90	-
Radio Systems Specialist	0.90	0.90	0.90	0.90	-
Radio Systems Technician	1.80	1.80	1.80	1.80	-
Senior Financial Analyst	0.10	0.10	0.10	-	(0.10)
Extra Help	-	-	-	-	-
Overtime	0.04	0.03	0.03	0.01	(0.02)
Subtotal	4.99	4.98	4.98	5.11	0.13
Trunked Radio Operations					
Radio Systems Manager	0.10	0.10	0.10	0.10	-
Radio Systems Specialist	0.10	0.10	0.10	0.10	-
Radio Systems Technician	0.20	0.20	0.20	0.20	-
Extra Help	-	-	-	-	-
Overtime	0.04	0.03	0.03	0.01	(0.02)
Subtotal	0.44	0.43	0.43	0.41	(0.02)
TOTAL EMERGENCY PREPAREDNESS - Radio Services Fund					
	5.43	5.41	5.41	5.52	0.11
Regular Positions	5.35	5.35	5.35	5.50	0.15
Extra Help	-	-	-	-	-
Overtime	0.08	0.06	0.06	0.02	(0.04)

2022 BUDGET ACTIONS:

Transfer In: 0.05 FTE Director of Emergency Preparedness from Emergency Preparedness-General Fund

Transfer In: 0.20 FTE Financial Analyst from Department of Administration

Transfer Out: (0.10 FTE) Senior Financial Analyst to Register of Deeds

2021 CURRENT YEAR ACTIONS:

None

2021 BUDGET ACTIONS:

Decrease: (0.01 FTE) Overtime in Radio Operations

Decrease: (0.02 FTE) Overtime in Radio Operations

TOTAL EMERGENCY PREPAREDNESS - All Funds	68.27	68.25	68.25	70.21	1.96
Regular Positions	65.40	65.40	65.40	65.50	0.10
Extra Help	-	-	-	-	-
Overtime	2.87	2.85	2.85	4.71	1.86

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

H&HS - Administrative/Information Services - General

Fund	20 Year End	21 Budget	21 Estimate	22 Budget	Change
Administrative/Information Services					
Accounting Services Coordinator	1.00	1.00	1.00	1.00	-
Administrative Services Manager	1.00	1.00	1.00	1.00	-
Administrative Assistant	13.00	12.00	12.00	12.00	-
* Administrative Assistant	1.00	1.00	1.00	1.00	-
Administrative Specialist	13.00	12.00	12.00	10.00	(2.00)
* Administrative Specialist	2.00	2.00	2.00	2.00	-
Business Application Support Administrator	1.00	1.00	1.00	-	(1.00)
Centralized Records Supervisor	1.00	1.00	1.00	1.00	-
Compliance Program Coordinator	1.00	1.00	1.00	1.00	-
Departmental Executive Assistant	1.00	1.00	1.00	1.00	-
Deputy Director of Health & Human Services	1.00	1.00	1.00	1.00	-
Director of Health & Human Services	1.00	1.00	1.00	1.00	-
Financial Analyst	2.00	2.00	2.00	2.00	-
Fiscal Assistant	8.00	8.00	8.00	8.00	-
* Fiscal Assistant	1.00	1.00	1.00	1.00	-
Fiscal Specialist	4.00	5.00	5.00	5.00	-
Information Technology Analyst	4.00	4.00	4.00	-	(4.00)
Information Technology Tech	1.00	1.00	1.00	-	(1.00)
Medical Coder	2.00	2.00	2.00	2.00	-
Office Services Coordinator	2.00	1.00	-	-	(1.00)
Principal Information Technology Professional	-	-	2.00	-	-
Programs & Projects Analyst	3.00	5.00	5.00	5.00	-
Public Communications Coordinator	1.00	1.00	1.00	1.00	-
Public Communications Splst	-	-	-	1.00	1.00
Revenue Cycle Coordinator	1.00	1.00	1.00	1.00	-
Senior Administrative Specialist	1.00	1.00	1.00	1.00	-
Senior Financial Analyst	2.00	2.00	3.00	3.00	1.00
Senior Information Technology Professional	3.00	3.00	1.00	-	(3.00)
Support Staff Supervisor	2.00	3.00	3.00	3.00	-
Extra Help	2.76	3.08	3.08	4.00	0.92
Overtime	0.19	0.33	0.33	0.44	0.11
Total	76.95	78.41	78.41	69.44	(8.97)

Economic Services Administration and Support

Economic Support Coordinator	1.00	1.00	1.00	1.00	-
Economic Support Specialist	31.00	31.00	31.00	35.00	4.00
* Economic Support Specialist	4.00	4.00	4.00	-	(4.00)
Economic Support Supervisor	4.00	4.00	4.00	4.00	-
Fraud Investigator	1.00	1.00	1.00	1.00	-
Extra Help	1.15	1.29	1.29	1.29	-
Overtime	0.44	0.52	0.52	0.75	0.23
Total	42.59	42.81	42.81	43.04	0.23

* Sunset positions, positions will be terminated or reduced if funding is terminated or reduced.

TOTAL H&HS - General Fund -

Administrative/Information Services Division	119.54	121.22	121.22	112.48	(8.74)
Regular Positions	115.00	116.00	116.00	106.00	(10.00)
Extra Help	3.91	4.37	4.37	5.29	0.92
Overtime	0.63	0.85	0.85	1.19	0.34

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

H&HS - Administrative/Information Services (Cont.)

2022 BUDGET ACTIONS:

Create:	1.00 FTE	Public Communication Specialist
Transfer:	(2.00 FTE)	Administrative Specialist to ADRC (Sunset Positions)
Increase:	0.92 FTE	Extra Help
Increase:	0.11 FTE	Overtime
Transfer:	(1.00 FTE)	Business Application Support Administrator to DOA
Transfer:	(4.00 FTE)	Information Technology Analyst to DOA
Transfer:	(1.00 FTE)	Information Technology Technician to DOA
Transfer:	(1.00 FTE)	Senior Information Technology Professional to DOA
Transfer:	(2.00 FTE)	Principal Information Technology Professional to DOA
Create:	4.00 FTE	Economic Support Specialist
Sunset	(4.00 FTE)	Economic Support Specialist
Increase:	0.23 FTE	Overtime (Economic Support)

2021 CURRENT YEAR ACTIONS:

Create:	1.00 FTE	Senior Financial Analyst
Abolish:	(1.00 FTE)	Office Services Coordinator
Create:	2.00 FTE	Principal Information Technology Professional
Abolish:	(2.00 FTE)	Senior Information Technology Professional

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

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

H&HS - Intake Support Services - General Fund	20 Year End	21 Budget	21 Estimate	22 Budget	Change
***Intake and Shared Services					
Human Services Manager	1.00	1.00	1.00	-	(1.00)
Human Services Supervisor	5.00	5.00	5.00	-	(5.00)
Human Services Support Specialist	1.50	1.50	1.50	-	(1.50)
Social Worker	19.50	20.50	20.50	-	(20.50)
* Social Worker	1.00	1.00	1.00	-	(1.00)
Volunteer Program Specialist	1.00	1.00	1.00	-	(1.00)
Extra Help	0.83	1.00	1.00	-	(1.00)
Overtime	0.44	0.22	0.22	-	(0.22)
Total	30.27	31.22	31.22	0.00	(31.22)

*****Economic Services Administration and Support**

*** Economic Services Administration and Support has been moved to the Administration Division and Intake and Shared Services positions have been allocated to other HHS divisions in 2022.

* Sunset positions, positions will be terminated or reduced if funding is terminated or reduced.

TOTAL H&HS - Intake and Support Services - General Fund					
Fund	30.27	31.22	31.22	0.00	(31.22)
Regular Positions	29.00	30.00	30.00	-	(30.00)
Extra Help	0.83	1.00	1.00	-	(1.00)
Overtime	0.44	0.22	0.22	-	(0.22)

2022 BUDGET ACTIONS:

- Abolish: (1.00 FTE) Human Services Manager
- Transfer: (2.00 FTE) Human Services Supervisor to Adolescent & Family Detention Services
- Transfer: (3.00 FTE) Human Services Supervisor to Children & Family
- Transfer: (1.50 FTE) Human Services Support Specialist to Children & Family
- Transfer: (15.50 FTE) Social Worker to Children & Family
- Transfer: (1.00 FTE) Social Worker to Adolescent & Family (sunset)
- Transfer: (5.00 FTE) Social Worker to Adolescent & Family
- Transfer: (1.00 FTE) Volunteer Program Specialist to ADRC
- Reduce: (0.22 FTE) Overtime
- Reduce: (1.00 FTE) Extra Help

2021 CURRENT YEAR ACTIONS:

None:

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

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

**H&HS - Child and Family Services Division -
General Fund**

	20 Year End	21 Budget	21 Estimate	22 Budget	Change
Children and Family Division: In-Home Safety and Out of Home Placement Services					
Health & Human Services Coordinator	-	-	-	1.00	1.00
Human Services Manager	1.00	1.00	1.00	1.00	-
Human Services Supervisor	3.05	3.00	3.00	6.00	3.00
Human Services Support Specialist	-	-	-	1.50	1.50
Mental Health Counselor	-	1.00	1.00	1.00	-
Senior Mental Health Counselor	1.00	-	-	-	-
Social Worker	17.25	17.00	17.00	31.50	14.50
* Social Worker	0.10	-	-	1.00	1.00
Extra Help	-	-	-	-	-
Overtime	-	-	-	-	-
Subtotal	22.40	22.00	22.00	43.00	21.00
Children with Special Needs Unit (Including Birth to Three)					
Human Services Coordinator	-	1.00	1.00	1.00	-
Human Services Supervisor	0.95	1.00	1.00	1.00	-
Human Services Support Specialist	-	1.00	1.00	1.00	-
Social Worker	4.75	6.00	6.00	10.00	4.00
* Social Worker	1.90	2.00	2.00	2.00	-
Extra Help	-	-	-	-	-
Overtime	-	-	-	-	-
Subtotal	7.60	11.00	11.00	15.00	4.00

* Sunset positions, positions will be terminated or reduced if funding is terminated or reduced.

TOTAL H&HS - Child and Family Services - General Fund

	30.00	33.00	33.00	58.00	25.00
Regular Positions	30.00	33.00	33.00	58.00	25.00
Extra Help	-	-	-	-	-
Overtime	-	-	-	-	-

2022 BUDGET ACTIONS:

Create: 1.00 FTE Health & Human Services Coordinator
 Transfer: 3.00 FTE Human Services Supervisor from Intake & Shared Services
 Transfer: 1.50 FTE Human Services Support Specialist from Intake & Shared Services
 Transfer: 15.50 FTE Social Workers from Intake & Shared Services (One Sunset)
 Create: 3.00 FTE Children with Special needs – Social Worker
 Transfer: 1.00 FTE Children with Special needs – Social Worker from Adolescent & Family

2021 CURRENT YEAR ACTIONS:

None

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

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

**H&HS - Adolescent and Family Services Division -
General Fund**

	20 Year End	21 Budget	21 Estimate	22 Budget	Change
Adolescent and Family Services					
Human Services Manager	1.00	1.00	1.00	1.00	-
Human Services Supervisor	3.00	3.00	3.00	3.00	-
Human Services Support Specialist	1.00	1.00	2.00	1.00	-
Social Worker	26.00	26.00	27.00	21.00	(5.00)
Extra Help	-	-	-	-	-
Overtime	-	-	-	-	-
Subtotal	31.00	31.00	33.00	26.00	(5.00)
Detention Services (Formally Juvenile Center)					
Juvenile Center Worker	6.50	6.50	4.87	-	(6.50)
Human Services Supervisor	-	-	1.00	3.00	3.00
Juvenile Center Coordinator	1.00	1.00	-	-	(1.00)
Juvenile Center Supervisor	2.00	2.00	1.50	-	(2.00)
Social Worker	-	-	-	6.00	6.00
Extra Help	0.35	1.15	1.15	-	(1.15)
Overtime	0.32	0.14	0.14	0.66	0.52
Subtotal	10.17	10.79	8.66	9.66	(1.13)
Youth Intensive Services					
Clinical Therapist	-	-	-	2.00	2.00
Health & Human Services Coordinator	-	-	-	1.00	1.00
Health & Human Services Support Specialist	-	-	-	1.00	1.00
Senior Mental Health Counselor	-	-	-	1.00	1.00
Social Worker	-	-	-	6.00	6.00
Extra Help	-	-	-	-	-
Overtime	-	-	-	-	-
Subtotal	-	-	-	11.00	11.00
TOTAL H&HS - Adolescent and Family Services - General Fund					
	41.17	41.79	41.66	46.66	4.87
Regular Positions	40.50	40.50	40.37	46.00	5.50
Extra Help	0.35	1.15	1.15	-	(1.15)
Overtime	0.32	0.14	0.14	0.66	0.52

2022 BUDGET ACTIONS:

Adolescent and Family Services

Transfer: (5.00 FTE) Social Worker to Youth Intensive Services

Juvenile Detention Services

Transfer: 5.00 FTE Social Worker from Intake & Shared Services
 Transfer: 2.00 FTE Human Services Supervisor from Intake & Shared Services
 Increase: 0.52 FTE Overtime

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

H&HS – Adolescent and Family Services (Cont.)

Youth Intensive Services

Transfer:	5.00 FTE	Social Worker from Adolescent and Family Services
Transfer:	2.00 FTE	Clinical Therapist from Clinical Services
Create:	1.00 FTE	Human Services Coordinator
Create:	1.00 FTE	Senior Mental Health Counselor
Create:	1.00 FTE	Social Worker

2021 CURRENT YEAR ACTIONS:

Juvenile Center

Create	1.00 FTE	Social Worker
Abolish:	(2.00) FTE	Juvenile Center Supervisor
Abolish:	(6.50) FTE	Juvenile Center Worker
Reclassify:	0.00 FTE	Human Services Supervisor from Juvenile Center Coordinator
Decrease:	(1.15) FTE	Extra Help

Adolescent and Family Services

None

Youth Intensive Services

Create:	1.00 FTE	Human Services Support Specialist
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2021 BUDGET ACTIONS:

Juvenile Center

Reduce:	(0.18) FTE	Overtime
Increase:	0.80 FTE	Extra Help

Adolescent and Family Services

None

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

H&HS - Clinical Services - General Fund	20 Year End	21 Budget	21 Estimate	22 Budget	Change
Mental Health Outpatient-Clinical					
Clinical Director	0.50	0.50	0.50	0.50	-
Clinical Services Manager	0.60	0.60	0.60	0.60	-
Clinical Therapist	24.80	25.00	25.00	24.00	(1.00)
* Clinical Therapist	3.00	3.00	4.00	2.75	(0.25)
Health and Human Services Coordinator	2.00	2.00	2.00	2.00	-
Human Services Supervisor	3.00	3.00	3.00	4.00	1.00
Human Services Support Specialist	-	-	1.00	1.00	1.00
Licensed Practical Nurse	1.00	1.00	1.00	1.00	-
Mental Health Center Administrator	0.10	0.10	0.10	0.10	-
Outpatient Service Administrator	1.00	1.00	1.00	1.00	-
* Programs & Projects Analyst	1.00	1.00	1.00	1.00	-
Psychiatric Nurse Practitioner	3.00	3.00	3.00	3.00	-
Psychiatrist	-	-	-	1.00	1.00
Psychometric Technician	-	0.25	0.25	0.25	-
Senior Clinical Psychologist	2.00	1.80	1.80	1.80	-
Senior Substance Abuse Counselor	2.00	2.00	1.00	1.00	(1.00)
Social Worker	-	-	1.00	1.00	1.00
Weekend Registered Nurse	0.23	-	-	-	-
Extra Help	4.47	2.78	2.78	4.18	1.40
Overtime	0.17	0.67	0.67	0.66	(0.01)
Subtotal	48.87	47.70	49.70	50.84	3.14
Mental Health Outpatient-Intensive					
Clinical Therapist	5.20	5.00	5.00	8.50	3.50
* Clinical Therapist	2.50	2.50	2.50	2.00	(0.50)
Human Services Supervisor	2.00	2.00	2.00	2.00	-
Psychometric Technician	-	0.05	0.05	0.05	-
Registered Nurse	3.60	3.60	3.60	3.60	-
Senior Clinical Psychologist	0.40	0.40	0.40	0.20	(0.20)
Senior Mental Health Counselor	6.00	6.00	6.00	5.00	(1.00)
* Senior Mental Health Counselor	1.00	1.00	1.00	1.00	-
Extra Help	0.95	1.22	1.22	0.10	(1.12)
Overtime	-	-	-	-	-
Subtotal	21.65	21.77	21.77	22.45	0.68

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

Health and Human Services – Clinical Services (Cont.)

H&HS - Clinical Services - General Fund (cont.)	20 Year End	21 Budget	21 Estimate	22 Budget	Change
Mental Health Center					
Certified Occupational Therapy Assistant	2.00	2.00	2.00	2.00	-
Chief Psychiatrist	1.00	-	-	-	-
Clinical Director	0.50	0.50	0.50	0.50	-
Clinical Services Manager	0.40	0.40	0.40	0.40	-
Clinical Therapist	3.00	3.00	3.00	3.00	-
Food Service Specialist	1.00	1.00	1.00	1.00	-
Mental Health Center Administrator	0.90	0.90	0.90	0.90	-
Nursing and Patient Services Coordinator	1.00	1.00	1.00	1.00	-
Nutrition Services Assistant	-	-	-	1.00	1.00
Occupational Therapy Supervisor	1.00	1.00	1.00	1.00	-
Psychiatric Nurse Practitioner	-	-	-	1.00	1.00
Psychiatric Technician	16.00	16.00	16.00	15.00	(1.00)
Psychiatrist	2.00	2.00	2.00	-	(2.00)
Psychometric Technician	-	0.20	0.20	0.20	-
Registered Nurse (RN)	12.76	14.76	14.76	13.76	(1.00)
Registered Nurse Supervisor	1.00	1.00	1.00	2.00	1.00
Senior Clinical Psychologist	0.60	0.30	0.30	0.50	0.20
Weekend Registered Nurse	1.88	2.11	2.11	2.11	-
Extra Help	7.25	6.21	6.21	6.00	(0.21)
Overtime	1.28	1.34	1.34	2.10	0.76
Subtotal	53.57	53.72	53.72	53.47	(0.25)

*Sunset positions, position will be terminated or reduced if funding is terminated or reduced.

TOTAL H&HS - Clinical Services - General Fund	124.09	123.19	125.19	126.76	3.57
Regular Positions	109.97	110.97	112.97	113.72	2.75
Extra Help	12.67	10.21	10.21	10.28	0.07
Overtime	1.45	2.01	2.01	2.76	0.75

2022 BUDGET ACTIONS:

Mental Health Outpatient - Clinical

- Reduce: (0.25 FTE) Clinical Therapist – grant funded positions (sunset)
- Transfer: (2.00 FTE) Clinical Therapist to Adolescent & Family
- Create: 1.00 FTE Human Services Supervisor - Crisis
- Transfer: 1.00 FTE Psychiatrist from Mental Health Center
- Abolish: (0.50 FTE) Clinical Therapist (sunset)
- Create: 0.50 FTE Clinical Therapist - Crisis
- Increase: 1.40 FTE Extra Help
- Decrease: (0.01 FTE) Overtime

Mental Health Outpatient - Intensive

- Abolish: (1.00 FTE) Senior Mental Health Counselor
- Create: 3.00 FTE Clinical Therapist
- Transfer: (0.20 FTE) Senior Clinical Psychologist to Mental Health Center
- Decrease: (1.12 FTE) Extra Help

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

Health and Human Services – Clinical Services (Cont.)

Mental Health Center

Create:	1.00 FTE	Nutrition Services Assistant
Create:	1.00 FTE	Psychiatric Nurse Practitioner
Create:	1.00 FTE	Registered Nurse supervisor
Unfund:	(1.00 FTE)	Psychiatrist
Transfer:	(1.00 FTE)	Psychiatrist to Outpatient - Clinical
Abolish:	(1.00 FTE)	Psychiatric Technician
Abolish:	(1.00 FTE)	Registered Nurse
Transfer:	0.20 FTE	Senior Clinical Psychologist from Mental Health Outpatient - Intensive
Decrease:	(0.21 FTE)	Extra Help
Increase:	0.76 FTE	Overtime

2021 CURRENT YEAR ACTIONS

Mental Health Outpatient

Abolish:	(1.00 FTE)	Senior Substance Abuse Counselor
Create:	1.00 FTE	Clinical Therapist
Create:	1.00 FTE	Social Worker (Sunset)
Create:	1.00 FTE	Human Services Support Specialist (Sunset)

2021 BUDGET ACTIONS:

Mental Health Outpatient

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

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

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

H&HS - CJCC - General Fund	20 Year End	21 Budget	21 Estimate	22 Budget	Change
Criminal Justice Collaborating Council					
Justice Services Coordinator	1.00	1.00	1.00	1.00	-
Extra Help	-	-	-	-	-
Overtime	-	-	-	-	-
Subtotal	1.00	1.00	1.00	1.00	-
<hr/>					
TOTAL H&HS - CJCC - General Fund	1.00	1.00	1.00	1.00	-
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Regular Positions	1.00	1.00	1.00	1.00	-
Extra Help	-	-	-	-	-
Overtime	-	-	-	-	-

2022 BUDGET ACTIONS:

None

2021 CURRENT YEAR ACTIONS:

None

2021 BUDGET ACTIONS:

None

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

H&HS - Public Health - General Fund	20 Year End	21 Budget	21 Estimate	22 Budget	Change
Public Health Administration					
Health & Human Services Coordinator	0.87	1.00	1.00	1.00	-
Public Health Manager	1.00	1.00	1.00	1.00	-
Extra Help	-	-	-	-	-
Overtime	-	-	-	-	-
Subtotal	1.87	2.00	2.00	2.00	-
Family and Community Health Section					
* Community Health Educator	1.00	1.00	1.00	1.00	-
Health & Human Services Coordinator	0.13	-	-	-	-
Public Health Nurse	6.00	6.00	6.00	5.00	(1.00)
Public Health Supervisor	1.00	1.00	1.00	1.00	-
Public Health Technician	0.74	0.75	0.75	-	(0.75)
Extra Help	-	-	-	0.19	0.19
Overtime	-	-	-	-	-
Subtotal	8.87	8.75	8.75	7.19	(1.56)
Women, Infants, Children Nutrition Program					
* Registered Dietetic Technician	0.50	0.50	0.50	0.50	-
* WIC Program Nutritionist	1.50	1.50	1.50	1.50	-
* WIC Program Supervisor	1.00	1.00	1.00	1.00	-
Extra Help	1.12	0.88	0.88	1.06	0.18
Overtime	-	-	-	-	-
Subtotal	4.12	3.88	3.88	4.06	0.18
Communicable Disease and Preparedness					
Health & Human Services Coordinator	1.00	-	-	-	-
Health and Human Services Preparedness Coord.	-	1.00	1.00	1.00	-
Public Health Nurse	8.60	8.60	8.60	7.60	(1.00)
Public Health Supervisor	1.00	1.00	1.00	1.00	-
Extra Help	1.59	21.24	21.24	7.29	(13.95)
Overtime	-	-	-	-	-
Subtotal	12.19	31.84	31.84	16.89	(14.95)
* Sunset position, position will be terminated or reduced if funding is terminated or reduced.					
TOTAL H&HS - Public Health - General Fund	27.05	46.47	46.47	30.14	(16.33)
Regular Positions	24.34	24.35	24.35	21.60	(2.75)
Extra Help	2.71	22.12	22.12	8.54	(13.58)
Overtime	-	-	-	-	-

2022 BUDGET ACTIONS:

Family and Community Health Section

Abolish: 1.00 FTE Public Health Nurse
 Abolish: 0.75 FTE Public Health Technician
 Increase: 0.19 FTE Extra Help

Women, Infants, Children Nutrition Program

Increase: 0.18 FTE Extra Help

Communicable Disease and Preparedness

Unfund: 1.00 FTE Public Health Nurse
 Decrease: 13.95 FTE Extra Help

2021 CURRENT YEAR ACTIONS:

None.

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

H&HS - Public Health (Cont.)

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 Section

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

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

H&HS - Veterans' Services - General Fund	20 Year End	21 Budget	21 Estimate	22 Budget	Change
Veterans' Information Assistance					
Administrative Assistant	-	-	-	1.00	1.00
Administrative Specialist	1.00	1.00	1.00	1.00	-
Senior Administrative Specialist	1.00	1.00	1.00	1.00	-
Veterans Service Officer	1.00	1.00	1.00	1.00	-
Veteran Service's Specialist	1.00	1.00	1.00	1.00	-
Extra Help	0.50	0.50	0.50	-	(0.50)
Overtime	-	-	-	-	-
Subtotal	4.50	4.50	4.50	5.00	0.50
<hr/>					
TOTAL H&HS - Veterans' Services - General Fund	4.50	4.50	4.50	5.00	0.50
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Regular Positions	4.00	4.00	4.00	5.00	1.00
Extra Help	0.50	0.50	0.50	-	(0.50)
Overtime	-	-	-	-	-

2022 BUDGET ACTIONS:

Refund: 1.00 FTE Administrative Assistant

Decrease: 0.50 FTE Extra Help

2021 CURRENT YEAR ACTIONS:

None

2021 BUDGET ACTIONS:

None

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

H&HS - ADRC - General Fund	20 Year End	21 Budget	21 Estimate	22 Budget	Change
Adult Protective Services					
Human Services Supervisor	1.00	1.00	1.00	1.00	-
Human Services Support Specialist	1.00	1.00	1.00	1.00	-
Social Worker	7.00	7.00	7.00	8.00	1.00
Extra Help	0.63	0.63	0.63	0.25	(0.38)
Overtime	-	-	-	-	-
Subtotal	9.63	9.63	9.63	10.25	0.62
Community Services					
Administrative Specialist	-	-	-	2.00	2.00
ADRC Manager (Formerly Director of Senior Services/ADRC)	1.00	1.00	1.00	1.00	-
Community Health Educator	-	-	-	1.00	1.00
* Health and Human Services Coordinator	1.00	1.00	1.00	1.00	-
* Human Services Supervisor	1.00	1.00	1.00	1.00	-
* Human Services Support Specialist	-	-	-	0.75	0.75
* Nutrition Services Assistant	0.50	0.50	0.50	0.50	-
* Nutrition & Transport Services Supervisor	1.00	1.00	1.00	1.00	-
* Senior ADRC Specialist	2.35	2.40	2.40	2.88	0.48
* Senior Dining Manager	4.39	4.39	4.39	4.39	-
Volunteer Program Specialist	0.75	0.75	0.75	1.75	1.00
* Extra Help	3.80	3.80	3.80	3.11	(0.69)
Overtime	-	-	-	-	-
Subtotal	15.79	15.84	15.84	20.38	4.54
* Sunset Position, position will be terminated or reduced if funding is terminated or reduced.					
TOTAL H&HS - ADRC - General Fund	25.42	25.47	25.47	30.63	5.16
Regular Positions	20.99	21.04	21.04	27.27	6.23
Extra Help	4.43	4.43	4.43	3.36	(1.07)
Overtime	-	-	-	-	-

2022 BUDGET ACTIONS:

Adult Protective Services

Refund: 1.00 FTE Social Worker
 Decrease: (0.38) FTE Extra Help

Community Services

Transfer: 2.00 FTE Administrative Specialist from Administrative Services
 Transfer: 1.00 FTE Volunteer Program Specialist from Intake & Shared Services
 Create: 1.00 FTE Community Health Educator
 Create: 0.75 FTE Human Services Support Specialist
 Transfer: 0.48 FTE Senior ADRC Specialist from ADRC Contract
 Decrease: (0.69 FTE) Extra Help

2021 CURRENT YEAR ACTIONS:

None

2021 BUDGET ACTIONS:

Transfer In: 0.05 FTE Senior ADRC Specialist from ADRC Contract to ADRC General

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

H&HS - Aging and Disability Resource Center (ADRC) - Contract Fund	20 Year End	21 Budget	21 Estimate	22 Budget	Change
Aging and Disability Resource Center					
(1) * ADRC Specialist	11.00	3.50	3.50	2.50	(1.00)
Benefits Specialist	2.00	2.00	2.00	2.00	-
* Benefits Specialist	2.00	2.00	2.00	2.00	-
* Human Services Supervisor	2.00	3.00	3.00	3.00	-
(1) * Senior ADRC Specialist	16.65	24.60	24.60	25.12	0.52
Extra Help	0.97	0.97	0.97	0.80	(0.17)
Overtime	-	-	-	-	-
Subtotal	34.62	36.07	36.07	35.42	(0.65)
* 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	34.62	36.07	36.07	35.42	(0.65)
Regular Positions	33.65	35.10	35.10	34.62	(0.48)
Extra Help	0.97	0.97	0.97	0.80	(0.17)
Overtime	-	-	-	-	-

(1) Approved ADRC Specialist underfills for the Senior ADRC Specialist Positions.
 In 2022 1.00 FTE ADRC Specialists are moved to the Senior ADRC Specialist Positions.

2022 BUDGET ACTIONS:

Transfer: (0.48 FTE) Senior ADRC Specialist to ADRC General Fund - Community Services
 Decrease: (0.17 FTE) Extra Help

2021 CURRENT YEAR ACTIONS:

None

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

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

H&HS - American Rescue Plan Act	20 Year End	21 Budget	21 Estimate	22 Budget	Change
American Rescue Plan Act - Health and Human Services					
* Community Health Educator	-	-	-	0.50	0.50
* Epidemiologist	-	-	-	1.00	1.00
* Public Health Supervisor	-	-	-	1.00	1.00
*^ Extra Help	-	-	16.00	0.75	0.75
Overtime	-	-	-	-	-
Subtotal	-	-	16.00	3.25	3.25
^ The 2021 Estimate includes 16.00 FTE related to the Pandemic response * Sunset Position, position will be terminated or reduced if funding is terminated or reduced.					
TOTAL H&HS - American Rescue Plan Act	-	-	16.00	3.25	3.25
Regular Positions	-	-	-	2.50	2.50
Extra Help	-	-	16.00	0.75	0.75
Overtime	-	-	-	-	-

2022 BUDGET ACTIONS:

American Rescue Plan Act

- Create: 0.50 FTE Community Health Educator (Public Health)
- Create: 1.00 FTE Epidemiologist (Public Health)
- Create: 1.00 FTE Public Health Supervisor (Public Health)
- Increase: 0.75 FTE Extra Help (Administrative Services)

2021 CURRENT YEAR ACTIONS:

None

2021 BUDGET ACTIONS:

None

TOTAL HHS - All Funds	437.66	463.93	481.80	449.35	(14.58)
Regular Positions	408.45	415.96	417.83	415.72	(0.24)
Extra Help	26.37	44.75	60.75	29.02	(15.73)
Overtime	2.84	3.22	3.22	4.61	1.39

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

MEDICAL EXAMINER	20 Year End	21 Budget	21 Estimate	22 Budget	Change
Medical Examiner Services					
Administrative Assistant	1.50	1.50	1.50	1.50	-
Departmental Executive Assistant	1.00	1.00	1.00	1.00	-
Deputy Medical Examiner	6.00	6.00	6.00	6.00	-
Dep. Med. Exam. / Path. Assistant	2.00	2.00	2.00	2.00	-
* Dep. Med. Exam. / Path. Assistant	1.00	1.00	1.00	1.00	-
Deputy Medical Examiner Supervisor	1.00	1.00	1.00	-	(1.00)
Medical Examiner Operations Supervisor	-	-	-	1.00	1.00
Medical Examiner (Pathologist)	1.00	1.00	1.00	1.00	-
* Pathologist (a)	1.00	1.00	1.00	-	(1.00)
* Associate Medical Examiner (a)	-	-	-	1.00	1.00
Extra Help	0.28	0.25	0.25	0.72	0.47
Overtime	0.50	0.46	0.46	0.46	-
Subtotal	15.28	15.21	15.21	15.68	0.47

* Sunset Position will be reduced or terminated if contract funding is reduced or terminated.

(a) Pathologist is retitled as Associate Medical Examiner in the 2022 budget.

TOTAL MEDICAL EXAMINER	15.28	15.21	15.21	15.68	0.47
Regular Positions	14.50	14.50	14.50	14.50	-
Extra Help	0.28	0.25	0.25	0.72	0.47
Overtime	0.50	0.46	0.46	0.46	-

2022 BUDGET ACTIONS:

Reclassify: 1.00 FTE Deputy Medical Examiner Supervisor to Medical Examiner Operations Supervisor
 Increase: 0.47 FTE Extra Help

2021 CURRENT YEAR ACTIONS:

None

2021 BUDGET ACTIONS:

Reduce: (0.03 FTE) Extra Help
 Reduce: (0.04 FTE) Overtime

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PARKS AND LAND USE - General Fund	20 Year End	21 Budget	21 Estimate	22 Budget	Change
Parks Programs					
Administrative Specialist	2.00	2.00	2.00	2.00	-
Carpenter	2.00	2.00	2.00	2.00	-
Golf Course Clubhouse Supervisor	0.08	-	-	-	-
* Landscape Architect	1.00	-	-	-	-
Park Foreman	8.00	8.00	8.00	8.00	-
Park Maintenance Worker	6.00	7.00	7.00	7.00	-
Park Programs Specialist	2.00	2.00	2.00	2.00	-
Parks Supervisor	2.00	2.00	2.00	2.00	-
Parks Systems Manager	1.24	1.24	1.24	1.24	-
Public Communications Coordinator	1.00	1.00	1.00	1.00	-
Public Communications Specialist	0.62	0.62	0.62	0.62	-
Senior Landscape Architect	2.00	3.00	3.00	3.00	-
Extra Help	30.51	30.26	30.26	31.04	0.78
Overtime	0.74	0.79	0.79	0.80	0.01
Subtotal	59.19	59.91	59.91	60.70	0.79
General County Grounds Maintenance					
Golf Course Superintendent	0.50	0.50	0.50	0.50	-
Park Maintenance Worker	2.00	2.00	2.00	2.00	-
Extra Help	4.16	4.07	4.07	4.41	0.34
Overtime	0.35	0.34	0.34	0.34	-
Subtotal	7.01	6.91	6.91	7.25	0.34
Retzer Nature Center					
Administrative Assistant	1.00	-	-	-	-
Administrative Specialist	-	1.00	1.00	1.00	-
Conservation Biologist (Sr. Park Naturalist)	1.00	1.00	1.00	1.00	-
Nature Center Supervisor	1.00	1.00	1.00	1.00	-
Park Foreman	1.00	1.00	1.00	1.00	-
Park Naturalist	0.50	0.50	0.50	0.50	-
Extra Help	3.79	3.71	3.71	3.72	0.01
Overtime	0.07	0.07	0.07	0.07	-
Subtotal	8.36	8.28	8.28	8.29	0.01
Exposition Center					
Administrative Specialist	1.00	1.00	1.00	1.00	-
Exposition Center Worker	1.00	1.00	1.00	1.00	-
Exposition Center Manager	1.00	1.00	1.00	1.00	-
Exposition Center Superintendent	-	1.00	1.00	1.00	-
Lead Exposition Center Worker	1.00	-	-	-	-
Parks System Manager	0.20	0.20	0.20	0.20	-
Extra Help	3.94	3.93	3.93	3.62	(0.31)
Overtime	0.11	0.07	0.07	0.07	-
Subtotal	8.25	8.20	8.20	7.89	(0.31)

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PARKS & LAND USE - General Fund (cont.)	20 Year End	21 Budget	21 Estimate	22 Budget	Change
Planning & Zoning					
Administrative Specialist	1.00	-	-	-	-
Land Use Specialist	2.00	2.00	2.00	2.00	-
Planning & Zoning Manager	1.00	1.00	1.00	1.00	-
Senior Land Use Specialist	2.00	1.00	1.00	1.00	-
Senior Planner	2.00	3.00	3.00	3.00	-
Support Staff Supervisor	1.00	1.00	1.00	1.00	-
Extra Help	-	-	-	-	-
Overtime	-	-	-	-	-
Subtotal	9.00	8.00	8.00	8.00	-
Environmental Health					
Administrative Specialist	2.00	2.00	2.00	2.00	-
Environmental Health Manager	1.00	1.00	1.00	1.00	-
Environmental Health Supervisor	1.00	1.00	1.00	1.00	-
Extra Help	-	-	-	-	-
Overtime	0.01	0.01	0.01	0.01	-
Subtotal	4.01	4.01	4.01	4.01	-
Licensing					
Environmental Health Sanitarian I	6.00	6.00	6.00	6.00	-
Hazardous Materials Coordinator	0.10	0.10	0.10	0.10	-
Lead Environmental Health Sanitarian	1.00	1.00	1.00	1.00	-
Extra Help	-	-	-	-	-
Overtime	-	-	-	-	-
Subtotal	7.10	7.10	7.10	7.10	-
Septic/Well/Lab Programs					
Environmental Health Sanitarian I	3.00	3.00	3.00	3.00	-
Environmental Health Specialist	0.50	1.00	1.00	1.00	-
Lead Environmental Health Sanitarian	1.00	1.00	1.00	1.00	-
Extra Help	-	-	-	-	-
Overtime	-	-	-	-	-
Subtotal	4.50	5.00	5.00	5.00	-
Humane Animal					
Humane Animal Officer	1.00	1.00	1.00	1.00	-
Extra Help	0.58	0.56	0.56	0.58	0.02
Overtime	0.02	0.02	0.02	0.02	-
Subtotal	1.60	1.58	1.58	1.60	0.02

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PARKS & LAND USE - General Fund (cont.)	20 Year End	21 Budget	21 Estimate	22 Budget	Change
Hazardous Materials					
Hazardous Materials Coordinator	0.90	0.90	0.90	0.90	-
Extra Help	-	-	-	-	-
Overtime	-	-	-	-	-
Subtotal	0.90	0.90	0.90	0.90	-
Land & Water Conservation					
Conservation Specialist	1.40	1.40	1.40	1.40	-
Land Resources Manager	0.70	0.70	0.70	0.70	-
Senior Civil Engineer	1.00	1.00	1.00	1.00	-
Senior Conservation Specialist	1.90	1.90	1.90	1.90	-
Extra Help	1.15	1.15	1.15	1.15	-
Overtime	-	-	-	-	-
Subtotal	6.15	6.15	6.15	6.15	-
Hazardous Waste & County Facilities Recycling					
Recycling Specialist	0.05	0.05	0.05	0.05	-
Recycling & Solid Waste Supervisor	0.10	0.10	0.10	0.10	-
Senior Administrative Specialist	0.10	0.20	0.20	0.20	-
Extra Help	-	-	-	-	-
Overtime	-	-	-	-	-
Subtotal	0.25	0.35	0.35	0.35	-
Land Information Systems					
Land Information Systems Analyst	2.00	2.00	2.00	2.00	-
Land Information Systems Mapping Technician	1.00	1.00	1.00	1.00	-
Land Information Systems Supervisor	1.00	1.00	1.00	1.00	-
Extra Help	-	-	-	-	-
Overtime	-	-	-	-	-
Subtotal	4.00	4.00	4.00	4.00	-
Administrative Services					
Administrative Assistant	2.00	2.00	2.00	2.00	-
Administrative Specialist	-	-	-	1.00	1.00
Business Manager	1.00	1.00	1.00	1.00	-
Director of Parks and Land Use	1.00	1.00	1.00	1.00	-
* Fiscal Assistant	1.00	-	-	-	-
Fiscal Specialist	1.00	2.00	2.00	1.00	(1.00)
Office Services Coordinator	1.00	1.00	1.00	1.00	-
Senior Fiscal Specialist	1.00	1.00	1.00	1.00	-
Workforce Development Board Director	0.07	0.25	0.25	0.25	-
Extra Help	-	-	-	-	-
Overtime	0.14	0.15	0.15	0.12	(0.03)
Subtotal	8.21	8.40	8.40	8.37	(0.03)
TOTAL PARKS & LAND USE - General Fund					
	128.53	128.79	128.79	129.61	0.82
Regular Positions	82.96	83.66	83.66	83.66	-
Extra Help	44.13	43.68	43.68	44.52	0.84
Overtime	1.44	1.45	1.45	1.43	(0.02)

Note: Variances may occur into total changes due to rounding to the nearest thousandth.

* In 2020, 1.00 FTE Fiscal Assistant is an approved underfill of 1.00 FTE Fiscal Specialist.

2022 BUDGET ACTIONS:

Parks Programs

Increase: 0.78 FTE Extra Help
 Increase: 0.01 FTE Overtime

General County Maintenance Center

Increase: 0.34 FTE Extra Help

Retzer Nature Center

Increase: 0.01 FTE Extra Help

Exposition Center

Reduce: (0.31 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.)

Administrative Services

Reduce: (0.03 FTE) Overtime

2021 CURRENT YEAR ACTIONS:

Administrative Services

Refund: 1.00 FTE Administrative Specialist

Unfund: (1.00 FTE) Fiscal Specialist (Overfilled Fiscal Assistant)

2021 BUDGET ACTIONS:

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

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PARKS & LAND USE - Community Development Fund	20 Year End	21 Budget	21 Estimate	22 Budget	Change
Parks and Land Use - CDBG					
* Administrative Specialist	0.26	0.26	0.26	0.26	-
* Community Development Manager	0.80	0.80	0.80	0.45	(0.35)
* Fiscal Specialist	0.80	0.80	0.80	0.71	(0.09)
* Senior Administrative Specialist	0.60	0.60	0.60	0.60	-
* Programs & Projects Analyst	0.15	0.15	0.15	0.15	-
Extra Help	-	-	-	-	-
Overtime	0.03	0.03	0.03	0.03	-
Subtotal	2.64	2.64	2.64	2.20	(0.44)
Parks and Land Use - HOME Grant Programs					
* Administrative Specialist	0.09	0.09	0.09	0.09	-
* Community Development Manager	0.20	0.20	0.20	0.38	0.18
* Fiscal Specialist	0.20	0.20	0.20	0.23	0.03
* Programs & Projects Analyst	0.59	0.59	0.59	0.59	-
Extra Help	-	-	-	-	-
Overtime	0.01	0.01	0.01	0.01	-
Subtotal	1.09	1.09	1.09	1.30	0.21
Parks and Land Use - Other Grant Programs					
* Community Development Manager	-	-	-	0.17	0.17
* Fiscal Specialist	-	-	-	0.06	0.06
Extra Help	-	-	-	-	-
Overtime	-	-	-	-	-
Subtotal	-	-	-	0.23	0.23

* Sunset Position, position will be terminated or reduced if funding is eliminated or reduced.

TOTAL PARKS & LAND USE - Community Development Fund	3.73	3.73	3.73	3.73	-
Regular Positions	3.69	3.69	3.69	3.69	-
Extra Help	0.00	0.00	0.00	0.00	-
Overtime	0.04	0.04	0.04	0.04	-

2022 BUDGET ACTIONS:

None

2021 CURRENT YEAR ACTIONS:

None

2021 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	20 Year End	21 Budget	21 Estimate	22 Budget	Change
Administration					
Workforce Development Board Director	0.79	0.70	0.70	0.70	-
Extra Help	-	-	-	-	-
Overtime	-	-	-	-	-
Subtotal	0.79	0.70	0.70	0.70	-
Adult					
Workforce Development Board Director	0.05	0.02	0.02	0.02	-
Extra Help	-	-	-	-	-
Overtime	-	-	-	-	-
Subtotal	0.05	0.02	0.02	0.02	-
Dislocated Worker					
Workforce Development Board Director	0.05	0.02	0.02	0.02	-
Extra Help	-	-	-	-	-
Overtime	-	-	-	-	-
Subtotal	0.05	0.02	0.02	0.02	-
Youth					
Workforce Development Board Director	0.05	0.02	0.02	0.02	-
Extra Help	-	-	-	-	-
Overtime	-	-	-	-	-
Subtotal	0.05	0.02	0.02	0.02	-
TOTAL PARKS & LAND USE - Workforce Innovation Opportunity Act					
	0.94	0.76	0.76	0.76	-
Regular Positions	0.94	0.76	0.76	0.76	-
Extra Help	-	-	-	-	-
Overtime	-	-	-	-	-

2022 BUDGET ACTIONS:

None

2021 CURRENT YEAR ACTIONS:

None

2021 BUDGET ACTIONS:

Transfer Out: (0.18 FTE) Workforce Development Board Director

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PARKS & LAND USE - Golf Courses	20 Year End	21 Budget	21 Estimate	22 Budget	Change
NAGA-WAUKEE GOLF COURSE					
Golf Course Clubhouse Supervisor	1.00	1.00	1.00	1.00	-
Golf Course Superintendent	1.00	2.00	2.00	1.00	(1.00)
Park Maintenance Worker	1.00	1.00	1.00	1.00	-
Parks Systems Manager	0.25	0.35	0.35	0.35	-
Extra Help	8.43	6.90	6.90	8.60	1.70
Overtime	0.33	0.33	0.33	0.33	-
Subtotal	12.01	11.58	11.58	12.28	0.70
WANAKI GOLF COURSE					
Golf Course Clubhouse Supervisor	0.92	-	-	-	-
Golf Course Superintendent	1.00	-	-	-	-
Park Maintenance Worker	1.00	-	-	-	-
Parks Systems Manager	0.10	-	-	-	-
Extra Help	8.28	-	-	-	-
Overtime	0.28	-	-	-	-
Subtotal	11.58	-	-	-	-
MOOR DOWNS GOLF COURSE					
Golf Course Superintendent	0.50	0.50	0.50	0.50	-
Parks Systems Manager	0.05	0.05	0.05	0.05	-
Extra Help	3.50	2.84	2.84	4.00	1.16
Overtime	0.11	0.11	0.11	0.11	-
Subtotal	4.16	3.50	3.50	4.66	1.16
TOTAL PARKS & LAND USE - Golf Courses					
	27.75	15.08	15.08	16.94	1.86
Regular Positions	6.82	4.90	4.90	3.90	(1.00)
Extra Help	20.21	9.74	9.74	12.60	2.86
Overtime	0.72	0.44	0.44	0.44	-

2022 BUDGET ACTIONS:

Naga-Waukee Golf Course

Abolish: (1.00 FTE) Golf Course Superintendent
 Increase: 1.70 FTE Extra Help

Moor Downs Golf Course

Increase: 1.16 FTE Extra Help

2021 CURRENT YEAR ACTIONS:

None

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

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PARKS & LAND USE - Ice Arenas	20 Year End	21 Budget	21 Estimate	22 Budget	Change
NAGA-WAUKEE Ice Arena					
Ice Arena Coordinator	1.00	1.00	1.00	1.00	-
Ice Arena Supervisor	1.00	1.00	1.00	1.00	-
Parks System Manager	0.08	0.08	0.08	0.08	-
Extra Help	2.13	2.12	2.12	2.12	-
Overtime	-	-	-	-	-
Subtotal	4.21	4.20	4.20	4.20	-
EBLE PARK Ice Arena					
Administrative Assistant	0.75	-	-	-	-
Ice Arena Coordinator	1.00	1.00	1.00	1.00	-
Ice Arena Supervisor	1.00	1.00	1.00	1.00	-
Parks System Manager	0.08	0.08	0.08	0.08	-
Extra Help	1.87	1.86	1.86	2.12	0.26
Overtime	-	-	-	-	-
Subtotal	4.70	3.94	3.94	4.20	0.26
TOTAL PARKS & LAND USE - Ice Arenas					
	8.91	8.14	8.14	8.40	0.26
Regular Positions	4.91	4.16	4.16	4.16	-
Extra Help	4.00	3.98	3.98	4.24	0.26
Overtime	-	-	-	-	-

2022 BUDGET ACTIONS:

Increase: 0.26 FTE Extra Help at Eble Park Ice Arena

2021 CURRENT YEAR ACTIONS:

None

2021 BUDGET ACTIONS:

Unfund: (0.75 FTE) Administrative Assistant at Eble Park Ice Arena

Reduce: (0.02 FTE) Extra Help

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PARKS & LAND USE - Material Recycling Facility Fund	20 Year End	21 Budget	21 Estimate	22 Budget	Change
Material Recycling Facility					
Land Resources Manager	0.30	0.30	0.30	0.30	-
Public Communications Specialist	0.38	0.38	0.38	0.38	-
Recycling Specialist	0.95	0.95	0.95	0.95	-
* Recycling Specialist	1.00	1.00	1.00	1.00	-
Recycling & Solid Waste Supervisor	0.90	0.90	0.90	0.90	-
Senior Administrative Specialist	0.90	0.80	0.80	0.80	-
Senior Conservation Specialist	0.10	0.10	0.10	0.10	-
Extra Help	-	-	-	-	-
Overtime	-	-	-	-	-
Subtotal	4.53	4.43	4.43	4.43	-
TOTAL PARKS & LAND USE - Material Recycling Facility Fund					
	4.53	4.43	4.43	4.43	-
Regular Positions	4.53	4.43	4.43	4.43	-
Extra Help	0.00	0.00	0.00	0.00	-
Overtime	0.00	0.00	0.00	0.00	-

2022 BUDGET ACTIONS:

None

2021 CURRENT YEAR ACTIONS:

None

2021 BUDGET ACTIONS:

Transfer Out: (0.10 FTE) Senior Administrative Specialist to Parks-General Fund

TOTAL PARKS AND LAND USE - All Funds	174.38	160.92	160.92	163.86	2.94
Regular Positions	103.84	101.59	101.59	100.59	(1.00)
Extra Help	68.34	57.40	57.40	61.36	3.96
Overtime	2.20	1.93	1.93	1.91	(0.02)

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PUBLIC WORKS - General Fund	20 Year End	21 Budget	21 Estimate	22 Budget	Change
Construction Services					
Architectural Engineer Technician	0.75	0.75	0.75	0.75	-
Construction Project Supervisor	0.50	0.50	0.50	0.50	-
Facilities Manager	0.05	0.05	0.05	0.05	-
Maintenance Mechanic III	0.60	0.60	0.60	0.60	-
Extra Help	-	-	-	-	-
Overtime	-	-	-	-	-
Subtotal	1.90	1.90	1.90	1.90	-
Building Improvement Plan					
Architectural Engineer Technician	0.25	0.25	0.25	0.25	-
Construction Project Supervisor	0.20	0.20	0.20	0.20	-
Facilities Manager	0.05	0.05	0.05	0.05	-
Facilities Supervisor	0.20	0.20	0.20	0.20	-
Maintenance Mechanic III	0.40	0.40	0.40	0.40	-
Extra Help	-	-	-	-	-
Overtime	-	-	-	-	-
Subtotal	1.10	1.10	1.10	1.10	-
Energy Consumption					
Facilities Manager	0.10	0.10	0.10	0.10	-
Facilities Supervisor	0.05	0.05	0.05	0.05	-
Extra Help	-	-	-	-	-
Overtime	-	-	-	-	-
Subtotal	0.15	0.15	0.15	0.15	-
Facilities Maintenance					
Construction Project Supervisor	0.30	0.30	0.30	0.30	-
Electrician	1.00	1.00	1.00	1.00	-
Facilities Manager	0.70	0.70	0.70	0.70	-
Facilities Supervisor	0.75	0.75	0.75	0.75	-
Maintenance Mechanic I	4.00	4.00	4.00	4.00	-
Maintenance Mechanic II	15.00	15.00	15.00	15.00	-
Maintenance Mechanic III	4.00	4.00	4.00	4.00	-
Extra Help	0.40	0.40	0.40	0.40	-
Overtime	0.29	0.29	0.29	0.29	-
Subtotal	26.44	26.44	26.44	26.44	-
Housekeeping Services					
Building Service Worker	7.00	5.50	5.50	4.00	(1.50)
Facilities Manager	0.10	0.10	0.10	0.10	-
Housekeeping Supervisor	1.00	1.00	1.00	1.00	-
Extra Help	-	-	-	-	-
Overtime	0.02	0.02	0.02	0.02	-
Subtotal	8.12	6.62	6.62	5.12	(1.50)

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PUBLIC WORKS - General Fund (cont.)	20 Year End	21 Budget	21 Estimate	22 Budget	Change
Administrative Services					
Business Manager	-	0.90	0.90	0.90	-
Departmental Executive Assistant	1.00	1.00	1.00	1.00	-
Director of Public Works	1.00	1.00	1.00	1.00	-
Fiscal Assistant	1.00	1.00	1.00	1.00	-
Fiscal Specialist	1.00	1.00	1.00	1.00	-
Senior Financial Analyst	0.90	-	-	-	-
Senior Fiscal Specialist	1.00	1.00	1.00	1.00	-
Extra Help	-	-	-	-	-
Overtime	0.01	0.02	0.02	0.10	0.08
Subtotal	5.91	5.92	5.92	6.00	0.08
<hr/>					
TOTAL PUBLIC WORKS - General Fund	43.62	42.13	42.13	40.71	(1.42)
<hr/>					
Regular Positions	42.90	41.40	41.40	39.90	(1.50)
Extra Help	0.40	0.40	0.40	0.40	-
Overtime	0.32	0.33	0.33	0.41	0.08

2022 BUDGET ACTIONS:

Unfund: (1.50) Building Service Worker
 Increase: 0.08 Overtime

2021 CURRENT YEAR ACTIONS:

None

2021 BUDGET ACTIONS:

Unfund: (0.50 FTE) Building Service Worker
 Abolish: (1.00 FTE) Building Service Worker
 Increase: 0.01 FTE Overtime

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PUBLIC WORKS - Transportation Fund	20 Year End	21 Budget	21 Estimate	22 Budget	Change
County Operations					
Administrative Specialist	1.00	-	-	-	-
Crew Leader	2.00	2.00	2.00	2.00	-
Fiscal Assistant	1.00	1.00	1.00	1.00	-
Fiscal Specialist	-	1.00	1.00	1.00	-
Highway Operations Manager	1.00	1.00	1.00	1.00	-
Patrol Superintendent	2.00	2.00	2.00	2.00	-
Patrol Worker	27.00	26.00	26.00	25.00	(1.00)
Extra Help	1.52	0.93	0.93	1.25	0.32
Overtime	1.04	1.04	1.04	1.04	-
Subtotal	36.56	34.97	34.97	34.29	(0.68)
State Highway Operations					
Crew Leader	-	-	-	-	-
Patrol Superintendent	2.00	2.00	2.00	2.00	-
Patrol Worker	27.00	27.00	27.00	28.00	1.00
Extra Help	0.51	1.19	1.19	1.33	0.14
Overtime	2.30	2.31	2.31	2.31	-
Subtotal	31.81	32.50	32.50	33.64	1.14
Transit Services					
Business Manager	-	0.10	0.10	0.10	-
Senior Financial Analyst	0.10	-	-	-	-
Extra Help	-	-	-	-	-
Overtime	-	-	-	-	-
Subtotal	0.10	0.10	0.10	0.10	-
Engineering Services					
Civil Engineer	1.00	1.00	1.00	1.00	-
Engineering Services Manager	1.00	1.00	1.00	1.00	-
Senior Civil Engineer	3.60	4.00	4.00	4.00	-
Senior Engineering Technician	0.20	0.20	0.20	0.20	-
Extra Help	1.69	1.69	1.69	1.69	-
Overtime	-	-	-	-	-
Subtotal	7.49	7.89	7.89	7.89	-
Traffic Control					
Patrol Worker	2.00	2.00	2.00	2.00	-
Sign & Signal Maintenance Worker	3.00	3.00	3.00	3.00	-
Extra Help	-	-	-	-	-
Overtime	0.19	0.19	0.19	0.19	-
Subtotal	5.19	5.19	5.19	5.19	-
Permit Processing					
Senior Engineering Technician	1.80	1.80	1.80	1.80	-
Extra Help	-	-	-	-	-
Overtime	-	-	-	-	-
Subtotal	1.80	1.80	1.80	1.80	-
TOTAL PUBLIC WORKS - Transportation Fund					
	82.95	82.45	82.45	82.91	0.46
Regular Positions	75.70	75.10	75.10	75.10	-
Extra Help	3.72	3.81	3.81	4.27	0.46
Overtime	3.53	3.54	3.54	3.54	-

2022 BUDGET ACTIONS:

Transfer: 2.00 FTE Patrol Worker from County Operations to State Highway Operations
 Increase: 0.46 FTE Extra Help

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

Public Works – Transportation Fund (cont.)

2021 CURRENT YEAR ACTIONS:

None

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

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PUBLIC WORKS - Central Fleet Fund	20 Year End	21 Budget	21 Estimate	22 Budget	Change
Repair & Maintenance					
Administrative Assistant	1.00	1.00	1.00	1.00	-
Fiscal Specialist	0.75	0.75	0.75	0.75	-
Fleet Manager	0.90	0.90	0.90	0.90	-
Lead Mechanic	3.00	3.00	3.00	3.00	-
Mechanic	7.00	7.00	7.00	7.00	-
Stock Clerk	1.00	1.00	1.00	1.00	-
Extra Help	-	-	-	0.17	0.17
Overtime	0.20	0.08	0.08	0.15	0.07
Subtotal	13.85	13.73	13.73	13.97	0.24
Central Fueling					
Fiscal Specialist	0.25	0.25	0.25	0.25	-
Fleet Manager	0.10	0.10	0.10	0.10	-
Extra Help	-	-	-	-	-
Overtime	-	-	-	-	-
Subtotal	0.35	0.35	0.35	0.35	-
TOTAL PUBLIC WORKS - Central Fleet Fund					
	14.20	14.08	14.08	14.32	0.24
Regular Positions	14.00	14.00	14.00	14.00	-
Extra Help	-	-	-	0.17	0.17
Overtime	0.20	0.08	0.08	0.15	0.07

2022 BUDGET ACTIONS:

Increase: 0.17 FTE Extra Help in Repair & Maintenance Program

Increase: 0.07 FTE Overtime in Repair & Maintenance Program

2021 CURRENT YEAR ACTIONS:

None

2021 BUDGET ACTIONS:

Reduce: (0.12 FTE) Overtime in Repair & Maintenance Program

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PUBLIC WORKS - Airport Fund	20 Year End	21 Budget	21 Estimate	22 Budget	Change
Airport Operations					
Airport Manager	0.30	0.30	0.30	0.30	-
Programs & Projects Analyst	1.00	1.00	1.00	1.00	-
Extra Help	-	1.00	1.00	1.20	0.20
Overtime	-	-	-	-	-
Subtotal	1.30	2.30	2.30	2.50	0.20
Administrative Services					
Administrative Specialist	1.00	1.00	1.00	1.00	-
Airport Manager	0.70	0.70	0.70	0.70	-
Extra Help	-	-	-	-	-
Overtime	-	-	-	-	-
Subtotal	1.70	1.70	1.70	1.70	-
TOTAL PUBLIC WORKS - Airport Fund					
	3.00	4.00	4.00	4.20	0.20
Regular Positions	3.00	3.00	3.00	3.00	-
Extra Help	0.00	1.00	1.00	1.20	0.20
Overtime	0.00	0.00	0.00	0.00	-

2022 BUDGET ACTIONS:

Increase: 0.20 FTE Extra Help

2021 CURRENT YEAR ACTIONS:

None

2021 BUDGET ACTIONS:

Increase: 1.00 FTE Extra Help

TOTAL PUBLIC WORKS - ALL FUNDS	143.77	142.66	142.66	142.14	(0.52)
Regular Positions	135.60	133.50	133.50	132.00	(1.50)
Extra Help	4.12	5.21	5.21	6.04	0.83
Overtime	4.05	3.95	3.95	4.10	0.15

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

REGISTER OF DEEDS	20 Year End	21 Budget	21 Estimate	22 Budget	Change
Administrative Services					
Deputy Register of Deeds	1.00	1.00	1.00	1.00	-
Register of Deeds	1.00	1.00	1.00	1.00	-
Senior Administrative Specialist	0.50	1.00	1.00	1.00	-
Senior Financial Analyst	0.90	0.90	0.90	1.00	0.10
Extra Help	-	-	-	-	-
Overtime	-	-	-	-	-
Subtotal	3.40	3.90	3.90	4.00	0.10
Land Records					
Administrative Assistant	1.50	2.00	2.00	-	(2.00)
Administrative Specialist	4.00	3.00	3.00	5.00	2.00
Senior Administrative Specialist	-	0.50	0.50	0.50	-
Support Staff Supervisor	0.25	-	-	-	-
Extra Help	-	-	-	-	-
Overtime	0.02	0.02	0.02	0.16	0.14
Subtotal	5.77	5.52	5.52	5.66	0.14
Recording					
Administrative Assistant	0.50	-	-	-	-
Administrative Specialist	2.00	2.00	2.00	2.00	-
Senior Administrative Specialist	1.50	0.50	0.50	0.50	-
Extra Help	-	-	-	-	-
Overtime	-	-	-	0.02	0.02
Subtotal	4.00	2.50	2.50	2.52	0.02
Vital Records					
Administrative Assistant	0.50	0.50	0.50	-	(0.50)
Administrative Specialist	2.50	3.50	3.50	3.00	(0.50)
Senior Administrative Specialist	-	-	-	1.00	1.00
Extra Help	-	-	-	-	-
Overtime	-	-	-	-	-
Subtotal	3.00	4.00	4.00	4.00	-
TOTAL REGISTER OF DEEDS					
	16.17	15.92	15.92	16.18	0.26
Regular Positions	16.15	15.90	15.90	16.00	0.10
Extra Help	0.00	0.00	0.00	0.00	-
Overtime	0.02	0.02	0.02	0.18	0.16

2022 BUDGET ACTIONS:

Administrative Services:

Transfer In: 0.10 FTE Senior Financial Analyst from Emergency Preparedness-Radio Services

Land Records:

Reclassify: 2.00 FTE Administrative Assistant to Administrative Specialist

Increase: 0.14 FTE Overtime

Recording:

Increase: 0.02 FTE Overtime

Vital Records:

Reclassify: 0.50 FTE Administrative Assistant to Administrative Specialist

Reclassify: 1.00 FTE Administrative Specialist to Senior Administrative Specialist

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

Register of Deeds (Cont.)

2021 CURRENT YEAR ACTIONS:

None

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

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

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

SHERIFF	20 Year End	21 Budget	21 Estimate	22 Budget	Change
Process / Warrant Service					
Administrative Specialist	6.00	6.00	6.00	6.00	-
Captain	1.00	1.00	1.00	1.00	-
Deputy	3.00	2.00	2.00	2.00	-
Fiscal Specialist	1.00	1.00	1.00	1.00	-
Extra Help	-	-	-	-	-
Overtime	0.23	0.25	0.25	0.22	(0.03)
Subtotal	11.23	10.25	10.25	10.22	(0.03)
Court Security					
Deputy	18.86	17.86	17.86	17.86	-
* Deputy (a)	-	-	0.17	1.00	1.00
Lieutenant	1.00	1.00	1.00	1.00	-
Extra Help	2.79	2.79	2.79	2.79	-
Overtime	0.39	0.44	0.44	0.39	(0.05)
Subtotal	23.04	22.09	22.26	23.04	0.95
General Investigations					
Administrative Specialist	2.00	2.00	2.00	2.00	-
Captain	1.00	1.00	1.00	1.00	-
Deputy	1.00	1.00	1.00	1.00	-
Detectives	21.00	20.00	20.00	20.00	-
* Detectives	1.00	2.00	2.00	2.00	-
Lieutenant	1.00	1.00	1.00	1.00	-
Senior Administrative Specialist	2.00	2.00	2.00	2.00	-
Extra Help	-	-	-	-	-
Overtime	0.54	0.54	0.54	0.51	(0.03)
Subtotal	29.54	29.54	29.54	29.51	(0.03)
Special Investigations					
Captain	1.00	1.00	1.00	1.00	-
* Deputy	1.00	1.00	1.00	1.00	-
Detectives	6.00	6.00	6.00	6.00	-
Lieutenant	1.00	1.00	1.00	1.00	-
Extra Help	1.01	0.86	0.86	0.86	-
Overtime	0.72	0.71	0.71	0.71	-
Subtotal	10.73	10.57	10.57	10.57	-
General Patrol					
Administrative Assistant	1.50	1.50	1.50	1.50	-
Captain	4.00	4.00	4.00	4.00	-
* Captain	1.00	1.00	1.00	1.00	-
Deputy	70.14	70.14	69.14	69.14	(1.00)
* Deputy	28.00	29.00	30.00	30.00	1.00
Lieutenant	6.00	8.00	8.00	8.00	-
* Lieutenant	3.00	3.00	3.00	3.00	-
Extra Help	-	-	-	-	-
Overtime	5.63	5.61	5.61	5.52	(0.09)
Subtotal	119.27	122.25	122.25	122.16	(0.09)

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

SHERIFF (cont.)	20 Year End	21 Budget	21 Estimate	22 Budget	Change
Inmate Security and Services-Jail					
Administrative Assistant	4.00	4.00	4.00	4.00	-
Administrative Specialist	7.00	7.00	7.00	7.00	-
Corrections Captain (Correctional Facilities Manager)	2.00	2.00	2.00	2.00	-
Correctional Officer	98.00	98.00	98.00	101.00	3.00
* Correctional Officer	3.00	1.50	1.50	-	(1.50)
Corrections Lieutenant (Corrections Supervisor)	10.00	10.00	10.00	10.00	-
Fiscal Assistant	2.00	2.00	2.00	2.00	-
Jail Administrator	1.00	1.00	1.00	1.00	-
Deputy Jail Administrator (Sr Correctional Facility Mgr)	1.00	1.00	1.00	1.00	-
Support Staff Supervisor	1.00	1.00	1.00	1.00	-
Extra Help	-	-	-	-	-
Overtime	3.14	3.12	3.12	3.12	-
Subtotal	132.14	130.62	130.62	132.12	1.50
Inmate Security and Services-Huber Facility					
Corrections Captain (Correctional Facilities Manager)	1.00	1.00	1.00	1.00	-
Correctional Officer	25.00	25.00	25.00	25.00	-
Corrections Lieutenant (Corrections Supervisor)	3.00	3.00	3.00	3.00	-
Fiscal Assistant	2.00	2.00	2.00	2.00	-
Extra Help	-	-	-	-	-
Overtime	0.85	0.84	0.84	0.84	-
Subtotal	31.85	31.84	31.84	31.84	-
Administrative Services					
Administrative Specialist	7.00	6.00	6.00	6.00	-
Business Manager	1.00	1.00	1.00	1.00	-
Departmental Executive Assistant	1.00	1.00	1.00	1.00	-
Deputy Inspector	1.00	1.00	1.00	1.00	-
Financial Analyst	1.00	1.00	1.00	1.00	-
Fiscal Specialist	2.00	2.00	2.00	2.00	-
Inspector	1.00	1.00	1.00	1.00	-
Office Services Coordinator	1.00	1.00	1.00	1.00	-
Programs & Projects Analyst	1.00	-	1.00	1.00	1.00
Senior Administrative Specialist	1.00	2.00	2.00	2.00	-
Sheriff	1.00	1.00	1.00	1.00	-
Extra Help	1.03	1.00	1.00	1.00	-
Overtime	0.11	0.11	0.11	0.11	-
Subtotal	19.14	18.11	19.11	19.11	1.00
SHERIFF (cont.)					
TOTAL SHERIFF	376.94	375.27	376.44	378.57	3.30
Regular Positions	360.50	359.00	360.17	362.50	3.50
Extra Help	4.83	4.65	4.65	4.65	-
Overtime**	11.61	11.62	11.62	11.42	(0.20)

* 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.

(a) The 2021 Estimate reflects a partial year FTE.

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

Sheriff (Cont.)

2022 BUDGET ACTIONS:

Create:	3.00 FTE	Correctional Officers – Inmate Security and Services - Jail
Sunset:	(1.50 FTE)	Sunset Correctional Officer Positions for the Court Tower Project Completion
Reduce:	(0.20 FTE)	Overtime

2021 CURRENT YEAR ACTIONS:

Create:	1.00 FTE	Deputy Sheriff – Court Security
Create:	1.00 FTE	Deputy Sheriff – General Patrol – Village of Vernon Contract
Refund:	1.00 FTE	Programs and Projects Analyst – Administrative Services
Unfund:	(1.00 FTE)	Deputy Sheriff – General Patrol

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
Abolish:	(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

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

UW - EXTENSION	20 Year End	21 Budget	21 Estimate	22 Budget	Change
Strengthening County Citizens, Families & Communities					
Administrative Specialist	1.85	1.70	1.85	1.00	(0.70)
Departmental Executive Assistant	1.00	1.00	1.00	1.00	-
Extra Help	-	-	-	-	-
Overtime	-	-	-	-	-
Subtotal	2.85	2.70	2.85	2.00	(0.70)
Faculty*	3.50	3.50	3.50	4.00	0.50

*State 136 Contract UW Extension positions that are funded by 60 percent state funding and 40 percent local share funding.

TOTAL UW - EXTENSION	2.85	2.70	2.85	2.00	(0.70)
Regular Positions	2.85	2.70	2.85	2.00	(0.70)
Extra Help	0.00	0.00	0.00	0.00	-
Overtime	0.00	0.00	0.00	0.00	-
Faculty Positions funded by State\County\Grants	3.50	3.50	3.50	4.00	0.50

2022 BUDGET ACTIONS:

Unfund: (0.85 FTE) Administrative Specialist

2021 CURRENT YEAR ACTIONS:

Unfund: (0.85 FTE) Administrative Specialist

Refund: 1.00 FTE Administrative Specialist

2021 BUDGET ACTIONS:

Decrease: (0.15 FTE) Administrative Specialist

GLOSSARY OF SIGNIFICANT TERMS

ACCRUAL BASIS OF ACCOUNTING

A method of accounting that recognizes the financial effect of transactions, events, and interfund activities when they occur, regardless of the timing of related cash flows.

ACTIVITIES

The major programs and projects performed by a department.

ACTIVITY AND PROGRAM DATA STATISTICS

Data that reflects the volume (quantitative measure) of work performed in the significant activities of a department/program. As the County implements its strategic planning process, this information will be transitioned into performance measures (see performance measures).

ADOPTED BUDGET

The budget that is approved by the County Board in November for the following fiscal year beginning January 1.

AMERICAN RESCUE PLAN ACT (ARPA)

In March of 2021, the federal government approved legislation authorizing and funding the American Rescue Plan Act (ARPA) allocating \$350 billion of direct aid to state and local governments through the Coronavirus State and Local Fiscal Recovery Funds (CSLFRF) program. Waukesha County's CSLFRF allocation is \$78.5 million and allows for program costs to be spent or obligated by December 31, 2024 and completed by December 31, 2026. Permissible uses of the grant funding include supporting public health; responding to negative economic impacts from the public health emergency; providing premium pay for essential workers; investing in water, sewer, and broadband infrastructure; and supporting general county government services and infrastructure by offsetting revenue loss due to the pandemic.

AMORTIZATION

The gradual elimination of a liability.

ANNUAL COMPREHENSIVE FINANCIAL REPORT (ACFR)

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.

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.

GLOSSARY OF SIGNIFICANT TERMS

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 Annual Comprehensive 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.

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.

GLOSSARY OF SIGNIFICANT TERMS

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.

COMMUNITY RECOVERY SERVICES (CRS)

(1915(i) Home and Community Based Services) will provide three specific services: Community Living Supportive Services, Supported Employment, and Peer Supports under the umbrella of psychosocial rehabilitation to individuals with serious and persistent mental illness.

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 for the organizations.

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.

GLOSSARY OF SIGNIFICANT TERMS

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.

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.

GLOSSARY OF SIGNIFICANT TERMS

EQUALIZED PROPERTY VALUATION

Equalized value is the statutory full market value of all taxable property within each jurisdiction (except agricultural land, which is valued based on income). The State Department of Revenue analyzes market sales statewide to estimate the full market (or equalized) value of each jurisdiction. Equalized values provide a means of comparing different jurisdictions, even if they are assessed at different percentages of market value. Equalized values are used to apportion the levies of overlying districts (e.g., schools and counties) to the municipalities within them. Also, they are used in distribution formulas for certain types of state aid to local governments. The state values are needed because municipalities assess property at varying percentages of market value.

EQUITY

The excess of assets over liabilities generally referred to as fund balance.

EXPENDITURE

The outflow of funds paid, or to be paid, for an asset or service obtained, regardless of when the expense is actually paid. NOTE: An encumbrance is not an expenditure; an encumbrance reserves funds to be expended.

FINANCIAL STATEMENTS

Presentation of financial data that shows the financial position, cash flows generated, and the results of financial operations of a fund, for a group of accounts, or an entire entity for a particular accounting period.

FISCAL YEAR

A twelve-month period to which the annual operating budget applies, and at the end of which a governmental unit determines its financial position and the results of its operations. Waukesha County uses a January 1 to December 31 calendar year as its fiscal year.

FIXED ASSETS/IMPROVEMENTS

Costs of all equipment items (over \$5,000) used by agencies. This category includes capital outlay, small office equipment items, large automotive equipment, and major maintenance projects. Capital projects as defined by County Code and indicated above are excluded.

FULL TIME EQUIVALENT (FTE)

Used to compare the hours budgeted for regular full-time, regular part-time, temporary part-time, and overtime based on 2,080 hours annually of a full-time position.

FUNCTIONAL AREA

Departments are grouped in the annual budget according to the related functions that they perform. The budget has eight functional areas including: Justice & Public Safety, Health & Human Services, Parks, Environment, Education and Land Use, Public Works, General Administration, Capital Projects, Debt Service, and Non-Departmental.

FUND BALANCE

Fund Balance is the difference between assets and liabilities in a government fund's balance sheet.

Beginning in 2011, GASB 54 established five classifications of fund balance with a hierarchy that is based on the extent to which spending constraints restrict how a government can use the funds. The five classifications are:

- **Nonspendable fund balance** – amounts that are not in a spendable form, such as inventory or prepaid expenses. It also includes amounts that are required to be maintained intact, such as the principal of an endowment fund.
- **Restricted fund balance** – amounts that can be spent only for specific purposes stipulated by external providers, such as grant providers or bondholders, as well as amounts that are restricted constitutionally or through legislation.
- **Committed fund balance** – amounts that can be used only for specific purposes that are determined by a formal action of the County Board. These commitments may be changed or lifted, but only by the same formal action that was used to impose the constraint originally.
- **Assigned fund balance** – amounts that are intended for specific purposes, as expressed by the governing body or authorized official. This applies to the remaining resources in any governmental fund other than the general fund that are intended to be used for a defined purpose.
- **Unassigned fund balance** – all amounts not contained in other classifications. Unassigned amounts are technically available for any purpose.

GLOSSARY OF SIGNIFICANT TERMS

FUNDS

A fiscal entity that is segregated for the purpose of accounting and budget reporting. The following is a brief definition of the major types of funds used by Waukesha County.

1. Capital Projects: to account for financial resources to be used for the acquisition or construction of major facilities, 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.
 - 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.

GLOSSARY OF SIGNIFICANT TERMS

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.

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.

GLOSSARY OF SIGNIFICANT TERMS

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.

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.

GLOSSARY OF SIGNIFICANT TERMS

STATEMENT OF PURPOSE

A statement defining the major reasons for the existence of the department, including its purpose in the County government.

STATUTE

A written law enacted by a duly organized and constituted legislative body.

STRATEGIC PLANNING

The process of determining long-term goals and then identifying the best approach for achieving those goals.

SUNSET CLAUSE POSITIONS

Authorized positions created by County Board approved ordinances, which include a clause to reduce or eliminate a position or budget appropriation for that position if the designated funding source is subsequently reduced or terminated.

TAX INCREMENTAL FINANCING DISTRICT (TID)

Areas of redevelopment within a municipality, designated to finance public projects that stimulates development or redevelopment that would not otherwise occur. The area involved is designated a TIF district. To finance the cost of improvements, property taxes levied on any increased property value within the TID are diverted from the overlying taxing jurisdictions (municipal, school district, vocational district, and county) and are placed in a special account to be used to pay the project costs.

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	EMS Emergency Medical Services	SEFSA Schedule of Expenditure of Federal and State Awards
ACA Affordable Care Act	EPA Federal Environmental Protection Agency	SEWRPC Southeastern Wisconsin Regional Planning Commission
ACFR Annual Comprehensive Financial Report	EPCRA Emergency Planning and Community Right-to-Know Act	SMSA Standard Metropolitan Statistical Area
ADA Americans with Disabilities Act	EPL Emerald Park Landfill	SNAP Supplemental Nutrition Assistance Program
ADRC Aging and Disability Resource Center	ES Economic Support	SRO School Resource officer
ADT Average Daily Traffic	ESBA Eating Smart Being Active	SSI Supplemental Security Income
AFCSP Alzheimer's Family Caregiver Support Program	EUTF End User Technology Fund	STD Sexually Transmitted Disease
AHTF Anti Heroin Task Force	FCS Family Court Services	STEM Science, Technology, Engineering, and Mathematics
AIS Aquatic Invasive Species	FDA U.S. Food and Drug Administration	STP Surface Transportation Program (Federal)
AODA Alcohol and Other Drug Abuse	FTE Full Time Equivalent	TAD Treatment Alternatives and Diversion Grant
APS Adult Protective Services	FY Fiscal Year	TID Tax Incremental Financing District
ARPA American Rescue Plan Act	GAAP Generally Accepted Accounting Principles	TNR True Non-Resident
ATC Alcohol Treatment Court	GAB Government Accountability Board	TPA Third-party administrator
B-3 Birth to Three Program	GAL Guardian ad Litem	TPR Termination of Parental Rights
BAS Business Application Support	GASB Government Accounting Standards Board	TSSU Treatment and Support Services Unit
BC Benefit/cost	GED General Education Development	UPS Uninterruptible Power Supply
BCA Basic County Allocation	GFOA Government Finance Officers Association	USDA United States Department of Agriculture
CAD Computer Aided Dispatch	GPR General Purpose Revenue	UW-EXT University of Wisconsin Extension
CAFE Computer Access for Everyone	GTA General Transportation Aids	UWW University of Wisconsin-Waukesha
CAMP Cops Anti-Methamphetamine Program	HDM Home Delivered Meals	VA Veterans Administration
CARES Coronavirus Aid, Relief, and Economic Security Act	HIDTA High Intensity Drug Trafficking Revenue	VAWA Violence Against Women Act
CBD Central Business District	HHS Health and Human Services	VDI Visual Desktop Infrastructure
CCAP Circuit Court Automation Program	HHW Household Hazardous Waste	VOIP Voice Over Internet Protocol
CCOP Children's Community Option Program	HIPAA Health Insurance Portability and Accountability Act	VOCA Victims of Crime Act
CCS Comprehensive Community Services	HITECH Health Information Technology for Economic and Clinical Health Act	WCC Waukesha Communications Center
CDBG Community Development Block Grant	HIV Human Immunodeficiency Virus	WCNC Waukesha County Nutrition Coalition
CEMP Comprehensive Emergency Management Plan	HOME Home Investment Partnerships Grant	WCTC Waukesha County Technical College
CHDO Community Housing Development Organizations	HSA Health Savings Account	WIOA Workforce Innovation Opportunity Act
CHIP County Highway Improvement Program	HSIP Highway Safety Improvement Program	WIC Women, Infant and Child
CHIPS Children in Need of Protection or Services	HVAC Heating, Ventilation, and Air Conditioning	WICAMS Wisconsin Credentialing and Asset Management System
CHIPP Community Health Improvement Plan	HUD Housing and Urban Development	WisDOT Wisconsin Department of Transportation
CJCC Criminal Justice Collaborating Council	ICF/IID Intermediate Care Facilities for Individuals with Intellectual Disabilities	WISACWIS Wisconsin Statewide Automated Child Welfare Information System
CLTS Children's Long Term Support Waiver Services	IM Income Maintenance	WIMCR Wisconsin Medicaid Cost Report
COC Clerk of Courts	IPAWS Integrated Public Alert and Warning System	WMMIC Wisconsin Municipal Mutual Insurance Company
COVID-19 Coronavirus Disease 2019	IT Information Technology	WNEP Wisconsin Education Nutrition Program
CPI Consumer Price Index	KIDS Kids Information Data System	WOW-Board Waukesha-Ozaukee-Washington Workforce Development Board
CPI-U Consumer Price Index -Urban	LIS Land Information System	WPS Wisconsin Physicians Services
CPS Child Protective Services	LSS Lutheran Social Services	YE Year End
CRS Community Recovery Services	MA Medical Assistance	
CSLFRF Coronavirus State and Local Fiscal Recovery Funds	MCO Manage Care Organization	
CSMs Certified Survey Maps	MHC Mental Health Center	
CSP Community Support Program	ML Moraine Lakes Consortium	
CTH County Trunk Highway	MOU Memorandum of Understanding	
CY Calendar Year	MRF Materials Recycling Fund	
DARE Drug Abuse Resistance Education	MSL Medical Support Liability	
DATCP State Department of Trade and Consumer Protection	NFPA National Fire Protection Association	
DHS Department of Health and Human Services	NIMS National Incident Management System	
DNR State Department of Natural Resources	NOS Not Otherwise Specified	
DOA Department of Administration	OWI Operating While Intoxicated	
DOC State Department of Corrections	PCI Pavement Condition Index	
DOT Department of Transportation	PH Public Health	
DPI Department of Public Instruction	PMO Project Management Office	
DRC Day Report Center	POS Point of Service	
EBDM Evidence Based Decision Making	POWTS Private On-site Waste Treatment Systems	
ECM Enterprise Content Management	PSS Public Safety Systems	
EFNEP Expanded Food and Nutrition Education Program	REI Recycling Efficiency Initiative	
EMMA Electronic Municipal Market Access	RFP Request for Proposal	
EMR Emergency Medical Records	RMA Routine Maintenance Agreement	
	ROI Return on Investment	
	SAMHSA Substance Abuse Mental Health Services Association	
	SDWA Safe Drinking Water Act	

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WAUKESHA COUNTY

Department Heads

Administration	Andrew Thelke
* Deputy Chief Judge	Jennifer R. Dorow
* 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	Elizabeth Aldred
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