

# Summary

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## WAUKESHA COUNTY

### BUDGET SUMMARY

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## 2023 Budget Assumptions

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Certain broad assumptions are determined in the first two quarters of 2022 to update the 2021 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 2023 Budget development:

- Inflation levels began increasing early in 2021 and have continued to rise at high single-digit percent rates on a year-over-year basis into 2022. There are many factors that have led to increasing prices, including a rebound in consumer demand following pandemic precautions, supply chain disruptions, rising fuel costs, and low unemployment resulting a tight labor market. The initial five-year forecast mirrored these conditions, which is far higher than the typically levy growth factor (net new construction) allowed under state-mandated levy limits that are typically around 1.5%. For budget resource allocation purposes, a more modest inflationary factor of 2.5% was assumed, understanding that price increases would vary by commodity and service and that historically higher price levels cannot be accommodated in one year—rather they need to be phased up, where appropriate, over time. Department management was advised to consider adjusting user fee rates to help cover increasing program costs and to reasonably recovery higher costs through grants and other outside funding sources, where appropriate.
- Net personnel cost appropriations include steady modest increases in salaries along with health insurance premium charges that were projected to increase 5% to keep up with claims costs. With updated actuarial analysis and the implementation of plan design changes, the 2023 budget assumes an increase in health insurance premiums of 2.5%.
- Low unemployment levels have contributed to a competitive labor market, driving up the price of labor in several programs. The budget assumes pay adjustments in multiple areas to help promote recruitment and retention in order to maintain continuity of services to the public. In some cases, the cost impact of these pay adjustments are being phased-in using temporary usage of grant funds. The county conducts a compensation study, comparing the wages and salaries of its workforce with comparable public sector entities and private businesses, every five years. The next compensation study is planned for 2023, and these pay adjustments are being budgeted in anticipation of the study's recommendations.
- After several years of stable, low fuel prices, the budget assumes a 59% increase in fuel prices, from \$2.39/gallon (\$2.60/gallon with \$0.21/gallon markup) to \$3.79/gallon (\$4.00/gallon with markup). There is considerable price volatility, with higher price levels mostly due to increased consumer/business demand since pandemic restrictions were eased, lower refining capacity that restricts supply of finished petroleum products, and other events (e.g., natural disasters, international conflict). The budget assumes the temporary use of American Rescue Plan Act (ARPA) funds to mitigate the cost impact to operations, with departments covering the first 5% of the increase up to \$2.72/gallon (with markup) and ARPA funds covering the rest. The use of ARPA funds will help prevent making substantial cuts to operations while waiting for fuel prices to stabilize and allow the county to continue phasing up budgets, if necessary.
- Significant revenue issues linked to economic activity impact the 2023 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. More recently, the Federal Reserve has initiated multiple interest rate increases to mitigate inflation. While this is expected to have a favorable effect on the county's investment income, there may be a lag in earnings as the county's investment portfolios turnover. For that reason, the 2023 budget continues to conservatively assume \$500,000 of federal funding from the American Rescue Plan Act (ARPA) – Coronavirus State and Local Fiscal Recovery Funds (CSLFRF) program, to offset potential negative impacts to the General Fund, if needed.
  - 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, flat in 2021, \$80,000 in 2022), these revenues will be decreased \$50,000 in 2022 to help bring the budget more in-line with actual 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 \$250,000 in the 2023 budget).
- Major state revenue funding areas include the following:
  - General Transportation Aids were anticipated to decrease \$100,000 based on current-year allocation.
  - Most other intergovernmental aid revenues are assumed to remain flat.

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## County Board Amendments to the 2023 County Executive Proposed Budget

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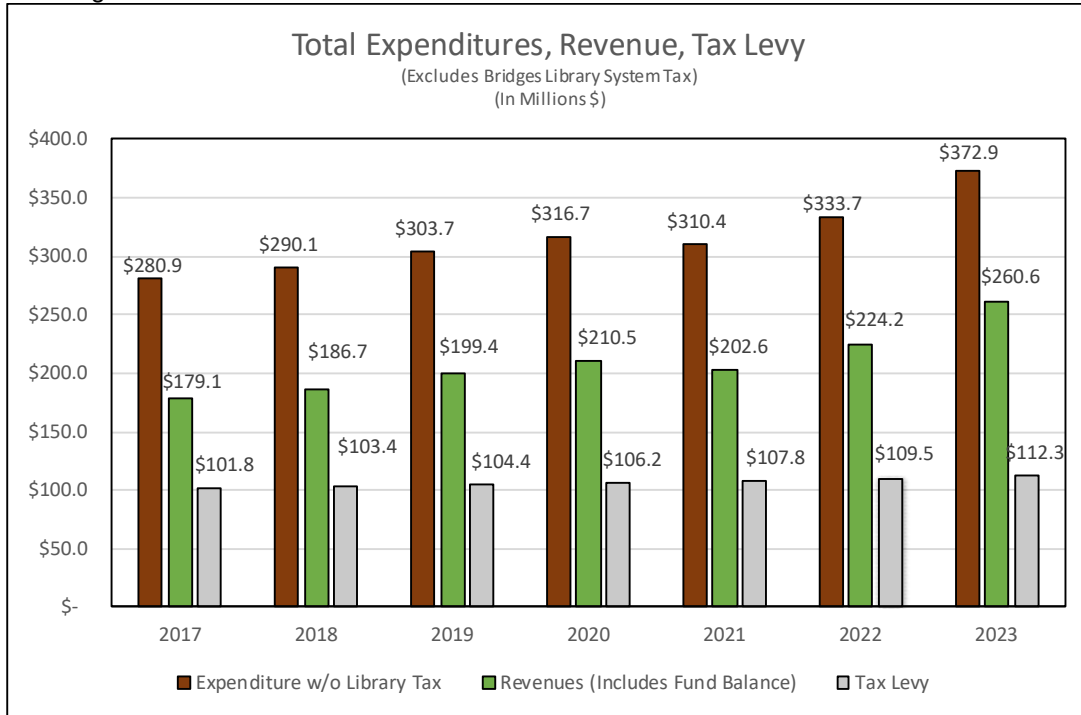
The County Board approved the County Executive's Proposed 2023 Budget without amendments.

# 2023 General County Tax Levy Summary

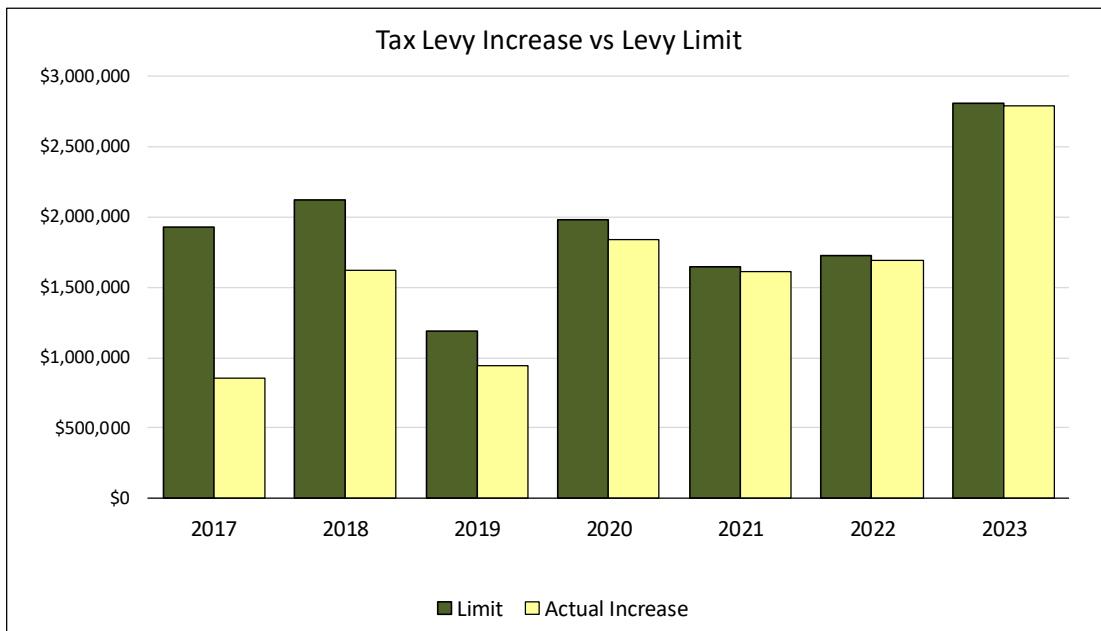
Section 66.0602 of the Wisconsin State Statutes, imposes a limit on property tax levies by cities, villages, towns, and counties. These entities cannot increase their tax levy by a percentage that exceeds their prior year change in equalized value due to net new construction plus an increment for terminated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

The 2023 adopted budget requires a general county tax levy of \$112,298,983, which is an increase of 2.55% or \$2,795,860.

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.



## 2023 BUDGET SUMMARY

	2022 Adopted Budget	2023 Budget	Incr/(Decr) From 2022 Adopted Budget	
			\$	%
<b>OPERATING BUDGETS</b>				
Gross Expenditures (a)	\$308,888,843	\$331,344,450	\$22,455,607	7.27%
MEMO: Less Interdept. Charges (b)	\$44,481,035	\$46,217,949	\$1,736,914	3.90%
MEMO: Net Expenditures (b)	\$264,407,808	\$285,126,501	\$20,718,693	7.84%
Less: Revenues (Excl. Retained Earnings)	\$187,691,531	\$205,861,967	\$18,170,436	9.68%
Less Net Appropriated Fund Balance	\$9,279,598	\$10,686,008	\$1,406,410	
<b>TAX LEVY - OPERATING BUDGETS</b>	\$111,917,714	\$114,796,475	\$2,878,761	2.57%
<b>CAPITAL PROJECTS BUDGET</b>				
Expenditures	\$28,516,000	\$45,603,000	\$17,087,000	59.9%
Less: Revenues	\$21,037,968	\$41,768,501	\$20,730,533	98.5%
Less: Appropriated Fund Balance	\$6,185,917	\$2,332,384	(\$3,853,533)	
<b>TAX LEVY-CAPITAL PROJECTS BUDGET</b>	\$1,292,115	\$1,502,115	\$210,000	16.3%
<b>COUNTY TOTALS</b>				
Expenditures (b)	\$337,404,843	\$376,947,450	\$39,542,607	11.7%
Less: Revenues	\$208,729,499	\$247,630,468	\$38,900,969	18.6%
Less: Appropriated Fund Balance	\$15,465,515	\$13,018,392	(\$2,447,123)	
<b>County General Tax Levy (Excl Library)(c)</b>	<b>\$109,503,123</b>	<b>\$112,298,983</b>	<b>\$2,795,860</b>	<b>2.55%</b>
<b>Federated Library Tax Levy (d)</b>	<b>\$3,706,706</b>	<b>\$3,999,607</b>	<b>\$292,901</b>	<b>7.9%</b>
<b>Total County Tax Levy (c)</b>	<b>\$113,209,829</b>	<b>\$116,298,590</b>	<b>\$3,088,761</b>	<b>2.73%</b>

- (a) The 2023 gross operating budget expenditure increase is largely funded by state and federal revenues, including an increase of \$7.7 million from the American Rescue Plan-Coronavirus State and Local Fiscal Recovery Funds program, \$4.2 million related to Children with Long-Term Support Needs, and several others funding increases, mostly in the Health and Human Services functional area.
- (b) **2023 operating budget net expenditures are \$285,126,501 and total County net expenditures are \$330,729,501 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 2023 Budget purposes) increase is within Wisconsin's statutory limits (see Planning and Budget Policy Section). State statute limits general property tax levy increases to the growth in net new construction (1.75% for 2023), with adjustments for debt service, the closure of tax increment districts, and prior-year unused levy capacity.
- (d) Special County Library tax applied to those Waukesha County communities without a library.

## 2023 Budget Tax Levy Breakdown

(General County and Federated Library)

	2022 Adopted Budget	2023 Budget	Incr/(Decr) From 2022 Adopted Budget	
			\$	%
General County Tax Levy	\$109,503,123	\$112,298,983	\$2,795,860	2.55%
General County Tax Rate	\$1.6847	\$1.5289	(\$0.1558)	-9.25%
General County Equalized Value	\$64,997,770,400	\$73,452,931,500	\$8,455,161,100	13.01%
Federated Library Tax Levy	\$3,706,706	\$3,999,607	\$292,901	7.90%
Federated Library Tax Rate	\$0.2291	\$0.2156	(\$0.0135)	-5.89%
Federated Library Equalized Value	\$16,179,685,200	\$18,555,002,500	\$2,375,317,300	14.68%

## 2023 BUDGET SUMMARY BY FUNCTIONAL AREA BY AGENCY BY FUND

2023 ADOPTED BUDGET					Tax Levy
AGENCY NAME	EXPEND.	REVENUES	FUND BAL ADJUST.	TAX LEVY	\$ Change '22 - '23 (b)
<b>JUSTICE AND PUBLIC SAFETY</b>					
EMERGENCY PREPAREDNESS					
General	\$7,788,197	\$764,380	\$80,129	\$6,943,688	\$330,000
Radio Services	\$1,886,836 (a)	\$2,224,920	(\$338,084)	\$0	\$0
Radio Svcs. Rtn. Earn.	\$0	(\$338,084)	\$338,084	\$0	\$0
Radio Svcs. Fund Bal. Appr.	\$0	(\$828,475)	\$828,475	\$0	\$0
DISTRICT ATTORNEY	\$3,510,648	\$1,309,674	\$18,120	\$2,182,854	\$50,000
DISTRICT ATTORNEY - ARPA	\$573,000	\$573,000	\$0	\$0	\$0
CIRCUIT COURT SERVICES	\$10,465,977	\$4,366,179	\$50,000	\$6,049,798	\$230,000
CIRCUIT COURT SERVICES - ARPA	\$611,397	\$611,397	\$0	\$0	\$0
MEDICAL EXAMINER	\$2,638,708	\$1,288,968	\$60,900	\$1,288,840	\$76,365
SHERIFF - ARPA	\$955,000	\$955,000	\$0	\$0	\$0
SHERIFF	<u>\$48,049,486</u>	<u>\$15,532,647</u>	<u>\$674,320</u>	<u>\$31,842,519</u>	<u>\$845,000</u>
<b>Subtotal: Justice &amp; Public Safety</b>	<b>\$76,479,249</b>	<b>\$26,459,606</b>	<b>\$1,711,944</b>	<b>\$48,307,699</b>	<b>\$1,531,365</b>
<b>HEALTH AND HUMAN SERVICES</b>					
CORPORATION COUNSEL					
Child Support (General Fund)	\$2,973,878	\$2,561,012	\$0	\$412,866	\$25,413
HEALTH & HUMAN SERVICES					
Human Services (General Fund)	\$93,164,131	\$65,745,314	\$284,443	\$27,134,374	\$150,000
Aging and Disability Resource Center Contract (ADRC) Fund	\$3,825,589	\$3,825,589	\$0	\$0	\$0
HHS - ARPA	<u>\$1,690,965</u>	<u>\$1,690,965</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
<b>Subtotal: Health and Human Services</b>	<b>\$101,654,563</b>	<b>\$73,822,880</b>	<b>\$284,443</b>	<b>\$27,547,240</b>	<b>\$175,413</b>
<b>PARKS, ENVIR, EDUC. &amp; LAND USE</b>					
REGISTER OF DEEDS	\$1,442,652	\$4,076,500	\$0	(\$2,633,848)	(\$201,000)
UW-EXTENSION: EDUCATION	\$441,208	\$87,331	\$0	\$353,877	\$2,000
BRIDGES LIBRARY SYSTEM					
County	\$3,999,607	\$0	\$0	\$3,999,607	\$292,901
State Aids	\$2,234,917	\$2,081,841	\$153,076	\$0	\$0
CAFÉ Shared Automation	\$564,949	\$575,949	(\$11,000)	\$0	\$0
CAFÉ Rtn. Earn.	\$0	(\$11,000)	\$11,000	\$0	\$0
CAFÉ Rtn. Fund Balance	\$0	(\$77,517)	\$77,517	\$0	\$0
PARKS & LAND USE					
General	\$14,120,038	\$6,707,277	\$78,000	\$7,334,761	\$25,000
Community Development	\$6,959,921	\$6,959,921	\$0	\$0	\$0
Workforce Innovation	\$2,220,434	\$1,947,934	\$150,000	\$122,500	\$122,500
Tarmann Parkland Acquisitions	\$400,000	\$0	\$400,000	\$0	\$0
ARPA - Parks	\$4,500,000	\$3,000,000	\$1,500,000	\$0	\$0
Golf Courses	\$2,294,695 (a)	\$2,240,128	\$54,567	\$0	\$0
Golf Course Rtn. Earnings	\$0	\$54,567	(\$54,567)	\$0	\$0
Golf Course Fund Bal. Appr.	\$0	\$0	\$0	\$0	\$0
Ice Arenas	\$1,274,381 (a)	\$1,137,590	\$136,791	\$0	\$0
Ice Arenas Rtn. Earnings	\$0	\$136,791	(\$136,791)	\$0	\$0
Ice Arenas Fund Bal. Appr.	\$0	\$0	\$0	\$0	\$0
Material Recycling Facility	\$4,272,101 (a)	\$3,642,580	\$629,521	\$0	\$0
MRF Retained Earnings	\$0	\$629,521	(\$629,521)	\$0	\$0
MRF Fund Bal. Appr.	<u>\$0</u>	<u>(\$433,225)</u>	<u>\$433,225</u>	<u>\$0</u>	<u>\$0</u>
<b>Subtotal: Parks, Env., Ed. &amp; Land Use</b>	<b>\$44,724,903</b>	<b>\$32,756,188</b>	<b>\$2,791,818</b>	<b>\$9,176,897</b>	<b>\$241,401</b>

(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.

(b) The 2022 adopted budget has been restated for comparison purposes to the 2023 budget to reflect a change in the End User Technology Fund (EUTF) cost allocation methodology.

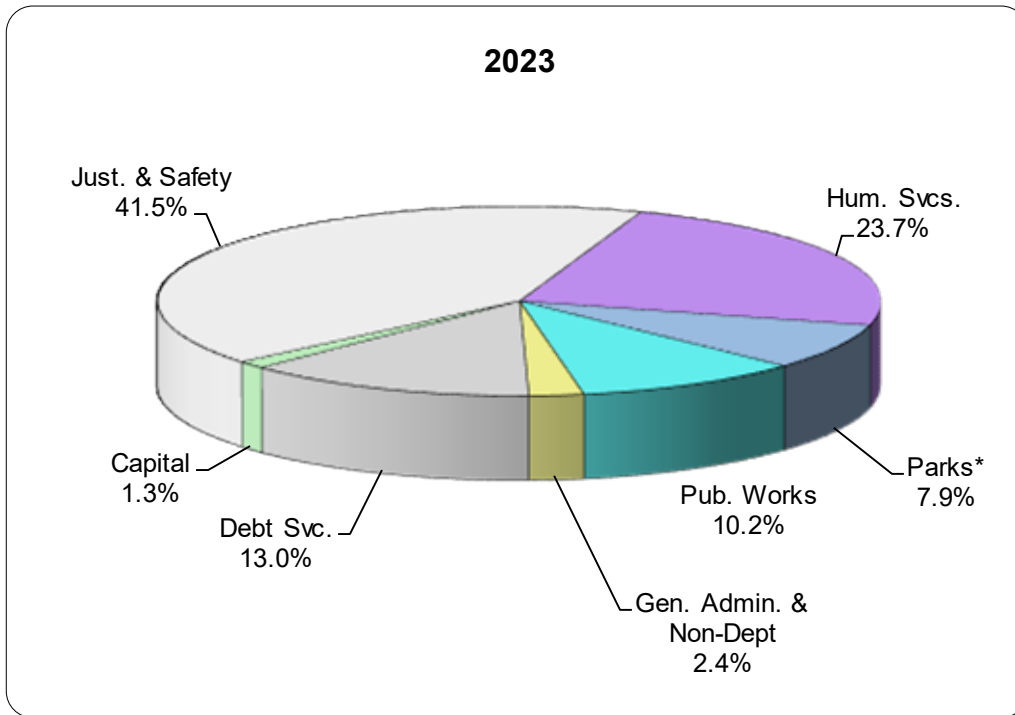
## 2023 BUDGET SUMMARY BY FUNCTIONAL AREA BY AGENCY BY FUND

2023 ADOPTED BUDGET					Tax Levy
AGENCY NAME	EXPEND.	REVENUES	FUND BAL ADJUST.	TAX LEVY	\$ Change '22 - '23 (b)
<b>PUBLIC WORKS</b>					
DEPARTMENT OF PUBLIC WORKS					
General	\$9,099,676	\$509,022	\$260,000	\$8,330,654	\$85,000
Transportation	\$17,621,236	\$14,086,527	\$50,000	\$3,484,709	\$165,000
Central Fleet Maintenance	\$4,552,942 (a)	\$4,643,005	(\$90,063)	\$0	\$0
Central Fleet Rtn. Earnings	\$0	(\$90,063)	\$90,063	\$0	\$0
Central Fleet Fund Bal. Appr.	\$0	(\$101,083)	\$101,083	\$0	\$0
Vehicle/Equipment Replacement	\$3,601,183 (a)	\$3,763,382	(\$162,199)	\$0	\$0
Veh. Replace Rtn. Earnings	\$0	(\$162,199)	\$162,199	\$0	\$0
Veh. Replace Fund Bal. Appr.	\$0	\$0	\$0	\$0	\$0
ARPA- Public Works	\$170,000	\$170,000	\$0	\$0	\$0
Airport	<u>\$1,465,369</u> (a)	<u>\$1,295,787</u>	<u>\$169,582</u>	<u>\$0</u>	<u>\$0</u>
<b>Subtotal: Public Works</b>	<b>\$36,510,406</b>	<b>\$24,114,378</b>	<b>\$580,665</b>	<b>\$11,815,363</b>	<b>\$250,000</b>
<b>GENERAL ADMINISTRATION</b>					
COUNTY EXECUTIVE	\$682,638	\$0	\$0	\$682,638	\$47,000
COUNTY BOARD	\$1,007,907	\$0	\$0	\$1,007,907	(\$12,224)
COUNTY CLERK	\$679,018	\$300,905	\$25,000	\$353,113	\$26,000
TREASURER	\$755,456	\$5,494,012	\$120,000	(\$4,858,556)	\$50,000
ADMINISTRATION					
General	\$5,808,005	\$2,359,755	\$110,000	\$3,338,250	(\$1,304,243)
Risk Management	\$3,441,755 (a)	\$3,176,255	\$265,500	\$0	\$0
Collections	\$1,022,445 (a)	\$997,409	\$25,036	\$0	\$0
American Job Center	\$307,309 (a)	\$277,447	\$29,862	\$0	\$0
ARPA	\$552,730	\$552,730	\$0	\$0	\$0
End User Technology	\$10,334,870 (a)	\$8,994,929	(\$39,302)	\$1,379,243	\$1,379,243
End User Technology Rtn. Earn.	\$0	(\$39,302)	\$39,302	\$0	\$0
End User Tech. Fund Bal. Appr.	\$0	(\$613,368)	\$613,368	\$0	\$0
CORPORATION COUNSEL					
General	<u>\$1,533,041</u>	<u>\$610,600</u>	<u>\$0</u>	<u>\$922,441</u>	<u>\$4,587</u>
<b>Subtotal: General Administration</b>	<b>\$26,125,174</b>	<b>\$22,111,372</b>	<b>\$1,188,766</b>	<b>\$2,825,036</b>	<b>\$190,363</b>
<b>NON DEPARTMENTAL</b>					
GENERAL	\$1,506,840	\$1,028,343	\$478,497	\$0	(\$113,100)
HEALTH & DENTAL INSURANCE	\$27,008,200 (a)	\$25,569,200	\$1,439,000	\$0	\$0
CONTINGENCY	<u>\$1,200,000</u>	<u>\$0</u>	<u>\$1,200,000</u>	<u>\$0</u>	<u>\$0</u>
<b>Subtotal: Non-Departmental</b>	<b>\$29,715,040</b>	<b>\$26,597,543</b>	<b>\$3,117,497</b>	<b>\$0</b>	<b>(\$113,100)</b>
<b>DEBT SERVICE--GENERAL</b>					
	<u>\$16,135,115</u>	<u>\$0</u>	<u>\$1,010,875</u>	<u>\$15,124,240</u>	<u>\$603,319</u>
<b>Subtotal: Operating Budget</b>	<b>\$331,344,450</b>	<b>\$205,861,967</b>	<b>\$10,686,008</b>	<b>\$114,796,475</b>	<b>\$2,878,761</b>
<b>CAPITAL PROJECTS</b>					
	<u>\$45,603,000</u>	<u>\$41,768,501</u>	<u>\$2,332,384</u>	<u>\$1,502,115</u>	<u>\$210,000</u>
<b>GRAND TOTAL</b>	<b><u>\$376,947,450</u></b>	<b><u>\$247,630,468</u></b>	<b><u>\$13,018,392</u></b>	<b><u>\$116,298,590</u></b>	<b><u>\$3,088,761</u></b>

(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.

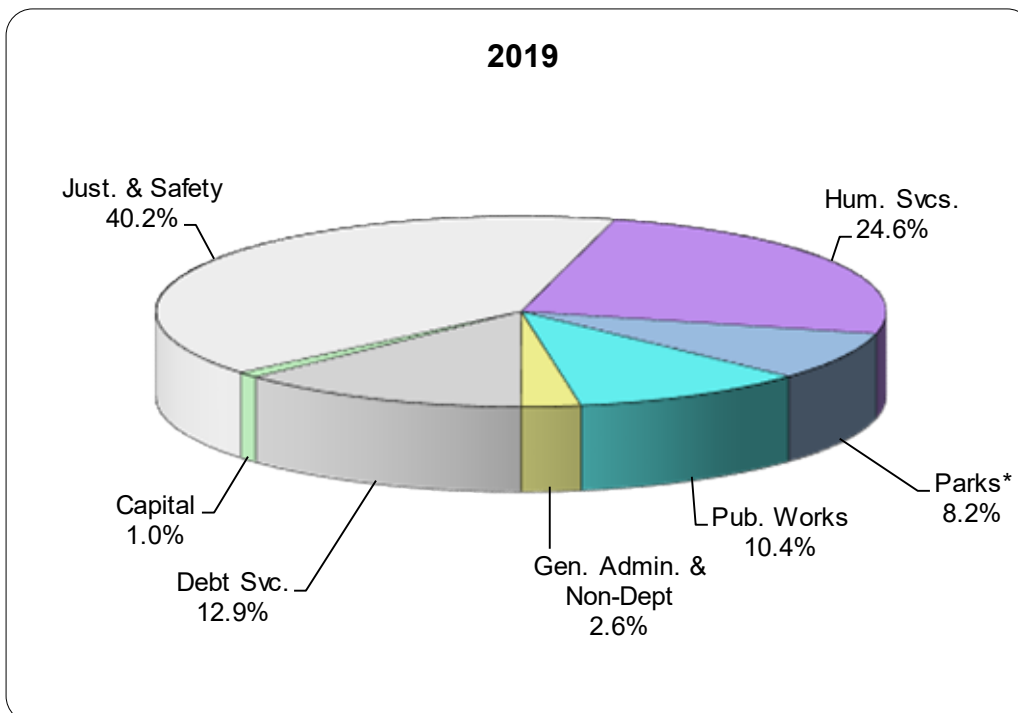
(b) The 2022 adopted budget has been restated for comparison purposes to the 2023 budget to reflect a change in the End User Technology Fund (EUTF) cost allocation methodology.

## 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 tax levy revenues.
- Debt Service & Capital Projects: Tax levy increase reflects increasing capital plan infrastructure needs and related debt financing.



\* Includes Parks, Environment, Education, and Land Use

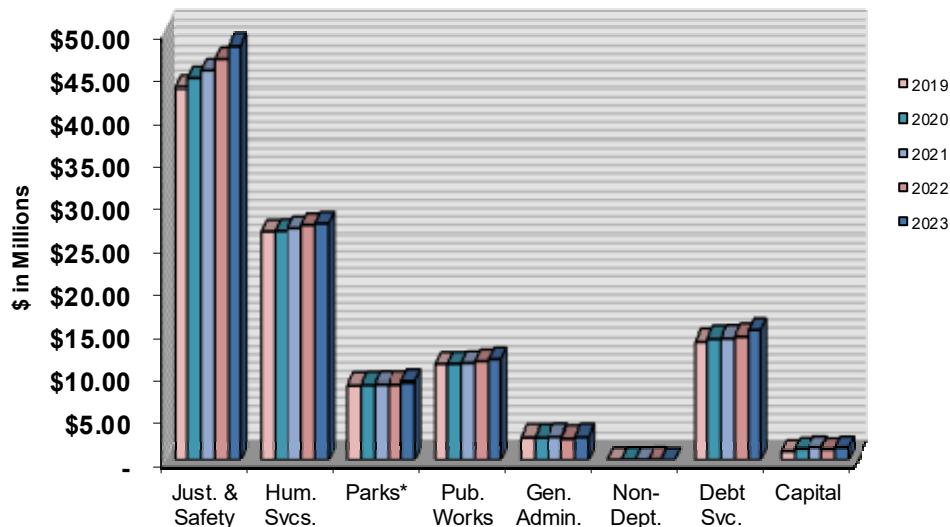


## 2022-2023 TAX LEVY BY FUNCTION (COMBINES ALL FUNDS)

BY FUNCTION	2022 Adopted (a) Budget		2023 Budget	Incr/(Decr) From 2022 Adopted Budget	
				\$	%
Justice & Public Safety	\$46,776,334		\$48,307,699	\$1,531,365	3.3%
Health & Human Services	\$27,371,827		\$27,547,240	\$175,413	0.6%
Parks, Env., Educ. & Land Use	\$8,935,496		\$9,176,897	\$241,401	2.7%
Public Works	\$11,565,363		\$11,815,363	\$250,000	2.2%
General Administration	\$2,634,673		\$2,825,036	\$190,363	7.2%
Non-Departmental	\$113,100		\$0	\$(113,100)	-100.0%
Debt Service	\$14,520,921		\$15,124,240	\$603,319	4.2%
Capital Projects	\$1,292,115		\$1,502,115	\$210,000	16.3%
<b>Total Tax Levy</b>	<b>\$113,209,829</b>		<b>\$116,298,590</b>	<b>\$3,088,761</b>	<b>2.7%</b>

(a) The 2022 adopted budget for tax levy and interdepartmental charge expenditures has been restated for comparison purposes to the 2023 budget to reflect a change in the End User Technology Fund (EUTF) cost allocation methodology.

### 2019-2023 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

## 2021 - 2023 EXPENDITURE SUMMARY

APPROPRIATION UNIT	2021 Actual	2022 Adopted Budget (d)	2022 Estimate (a)	2023 Budget	Incr/(Decr) from 2022 Adpt. Budget
Personnel Costs (a)	\$136,849,033	\$140,550,360	\$138,195,030	\$148,082,642	\$7,532,282
Operating Expenses (a)	\$120,283,138	\$128,090,579	\$134,751,110	\$140,197,477	\$12,106,898
Interdepartmental Charges (a)	\$22,375,466	\$23,892,332	\$24,507,240	\$24,854,235	\$961,903
Fixed Assets & Imprvmnts (b)	\$1,676,502	\$1,273,776	\$1,822,244	\$2,074,981	\$801,205
Debt Service-Excl Proprietary (b)	\$14,642,311	\$15,081,796	\$14,965,968	\$16,135,115	\$1,053,319
Capital Projects (a) (c)	\$26,827,777	\$28,516,000	\$19,760,973	\$45,603,000	\$17,087,000
<b>Total Expenditures</b>	<b>\$322,654,227</b>	<b>\$337,404,843</b>	<b>\$334,002,565</b>	<b>\$376,947,450</b>	<b>\$39,542,607</b>

FUNCTIONAL AREA	2021 Actual	2022 Adopted Budget (d)	2022 Estimate (a)	2023 Budget	Incr/(Decr) from 2022 Adpt. Budget
Justice & Public Safety (a)	\$69,021,282	\$71,776,852	\$72,341,386	\$76,479,249	\$4,702,397
Health & Human Services	\$90,014,656	\$92,330,260	\$91,853,381	\$101,654,563	\$9,324,303
Parks, Env., Educ. & Land Use (a)	\$37,752,412	\$38,706,845	\$47,613,103	\$44,724,903	\$6,018,058
Public Works (a)	\$34,046,854	\$34,842,260	\$36,598,662	\$36,510,406	\$1,668,146
General Administration	\$22,010,035	\$24,905,054	\$24,506,157	\$26,125,174	\$1,220,120
Non-Departmental	\$28,338,900	\$31,245,776	\$26,362,934	\$29,715,040	\$(1,530,736)
Debt Service-Excl Proprietary (b)	\$14,642,311	\$15,081,796	\$14,965,968	\$16,135,115	\$1,053,319
Capital Projects (a) (c)	\$26,827,777	\$28,516,000	\$19,760,973	\$45,603,000	\$17,087,000
<b>Total Expenditures</b>	<b>\$322,654,227</b>	<b>\$337,404,843</b>	<b>\$334,002,565</b>	<b>\$376,947,450</b>	<b>\$39,542,607</b>

- (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 \$43,103,000 total expenditures for the Capital Improvement Plan and \$2,500,000 total expenditures for the Vehicle Replacement Plan.
- (d) The 2022 adopted budget for tax levy and interdepartmental charge expenditures has been restated for comparison purposes to the 2023 budget to reflect a change in the End User Technology Fund (EUTF) cost allocation methodology.

## 2023 EXPENDITURE HIGHLIGHTS

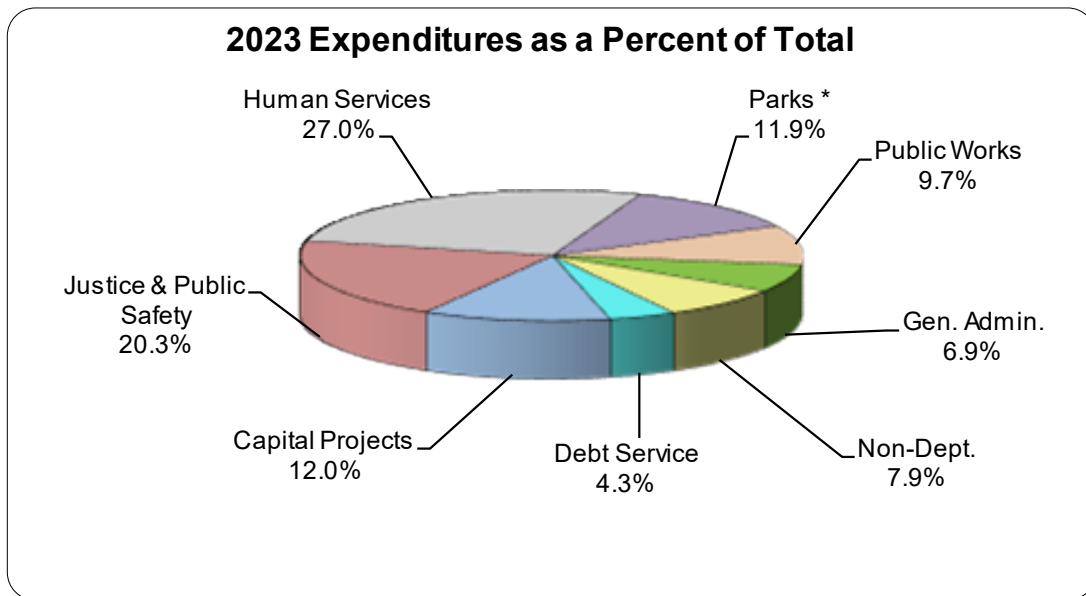
### Expenditure Budget:

The 2023 total expenditure budget is \$376,947,500, an increase of \$39,542,600 or 11.72% from the 2022 adopted budget, which is mostly driven by state and federal grant awards. The 2023 budget appropriations consist of departmental operating budget and debt service expenditures totaling \$331,344,500 and capital project spending of \$45,603,000. The total operating budget increases by \$22,455,600 or 7.27% from the 2022 adopted operating budget while capital project expenditures increase by \$17,087,000 or 59.9% from the 2022 adopted budget.

The net total operating expenditure budget is \$285,126,500 after excluding \$46,217,900 of interdepartmental charges, mainly from internal service funds (which are double budgeted), which is an increase of \$20,718,700 or 7.8%.

The budget includes personnel costs totaling \$148.1 million or about 44.7% of the total operating expenditure budget. Personnel costs are budgeted to increase by \$7.5 million, or 5.4% from the 2022 adopted budget level.

Operating expenses and interdepartmental charges in total increase by \$13.1 million or 8.6% from \$152.0 million in the 2022 budget to \$165.1 million in this budget. Fixed assets and improvement expenditures (excluding capital projects) are budgeted at \$2.1 million, an increase of \$801,200 from the 2022 budget. Debt service payments are budgeted at \$16.1 million, which is an increase of \$1.1 million from the 2022 budget level. This is about 5.8% of governmental fund expenditures (and well within the County's performance measure benchmark of less than 10%).



\* Includes Parks, Environment, Education and Land Use

Functional Area	Expenditure Budget	% of Total Expenditure Budget
Justice & Public Safety	\$76,479,249	20.3%
Human Services	\$101,654,563	27.0%
Parks *	\$44,724,903	11.9%
Public Works	\$36,510,406	9.7%
Gen. Admin.	\$26,125,174	6.9%
Non-Dept.	\$29,715,040	7.9%
Debt Service	\$16,135,115	4.3%
Capital Projects	<u>\$45,603,000</u>	12.0%
<b>Total Expenditures</b>	<b>\$376,947,450</b>	<b>100.0%</b>

\* Includes Parks, Environment, Education and Land Use

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## 2023 EXPENDITURE HIGHLIGHTS

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

The 2023 Budget expenditure level increases by \$39.5 million to \$376.9 million. The 2023 capital budget increases \$17.1 million. Operating expenses increase \$12.1 million or 9.5% and reflect modest increases across most functional areas and an increase in grant funded expenditures. Personnel costs increase by \$7.5 million or 5.4% and reflect costs to continue and an increase in (largely grant funded) positions. Budgeted full-time equivalents (FTEs) increase by a net of 10.02, including temporary extra help and overtime. Total expenditure related to federal funding American Rescue Plan Act (ARPA) funding through the Coronavirus State and Local Fiscal Recovery Funds (CSLFRF) increases \$20.8 million to \$28.9 million. Funds are budgeted among the Justice and Public Safety, Health and Human Services, Parks and Land Use, Public Works, and General Administration functional areas for project specific purposes, including addressing the court case backlog, building public safety capacity, enhancing public health and human services, improving technology, renovating the courthouse, maintaining park infrastructure, and managing stormwater pollution. Additional information can be found on these projects on pages 480-485. Sheriff expenditures increase \$3,524,200 largely for personnel, which increases \$2,038,300 or 5.7% due to a across-the-board wage increase for non-elected sworn officers (enrolled ordinance 177-16) to improve retention and recruitment of deputy sheriff positions. HHS - Mental Health Outpatient-Clinical expenditures increase \$1.9 million largely due to an increase of expenses for adults and children at the state mental health institutes, as days of care increased based on trends associated with levels of acuity and staffing levels at the Mental Health Center. HHS – Youth Intensive Services increases \$1.3 million to expand a Medicaid-funded mental health program for community youth. ARPA funds cover the initial costs of hiring and training 10 positions before Medicaid reimbursement is available. HHS – Children with Special Needs Unit (Includes Birth to Three Program) increases \$1.2 million mostly due to increased contracted service costs of \$896,800 related to the state’s funded mandate to eliminate CLTS wait lists, and the subsequent increased volume of both contracted staff and CLTS Waiver clients served.

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 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.

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## 2023 EXPENDITURE HIGHLIGHTS

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### 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 2023 funding changes, which impact expenditures by functional area, follows:

### Justice and Public Safety

- The 2023 **expenditure budget** for this functional area totals \$76,479,200, an increase of \$4,702,400 or 6.6% from the 2022 Budget.
- **Emergency Preparedness – General Fund** total expenditures increase \$464,000 or 6.3%. Personnel costs increase \$287,700 to include modified salary adjustments for telecommunicators and supervisors to encourage retention and prevent wage compression. Operating expenses increase \$100,500 consisting of higher grant-funded equipment for the recorder (mentioned below) including monitors, routers, and headsets and \$51,500 of higher CAD and software costs. Fixed assets increase \$172,200 for a recording system implementation and software. Offsetting these increased expenditures is a decrease of \$96,400 in interdepartmental charges due to eliminating the \$100,000 of interdepartmental expense for the Emergency Management program that funded disaster management activities performed by telecommunicators and instead unfunding 1.00 FTE Telecommunicator during 2022 to create a Projects and Programs Analyst (PPA) position in Emergency Management.
- **Emergency Preparedness – Radio Services Fund** expenditures decrease \$200,800 or 9.6%, consisting of a \$240,100 decrease of operating expenses including \$210,200 of decreased depreciation expenses. Fixed assets increase \$124,600 and include managed detection and response (MDR) and remote security upgrade service (RSUS) implementation, unanticipated radio replacement, and unplanned equipment replacement totaling \$174,600.
- **Sheriff expenditures** increase \$3,524,200 or 7.7% to \$49.0 million. This increase is largely for personnel, which increases \$2,038,300 or 5.7% to nearly \$37.7 million. There was a \$3.00/hour across-the-board wage increase for non-elected sworn officers (enrolled ordinance 177-16) to improve retention and recruitment of deputy sheriff positions costing approximately \$1.4 million in 2023, which is partially offset by budgeted \$900,000 of American Rescue Act Plan (ARPA) funding to help phase-in the costs. The budget also includes one additional deputy sheriff position for the village of Sussex contract (enrolled ordinance 176-118, that created two deputy sheriff positions, with the village choosing to only fund one for 2023). The budget includes another 1.00 FTE sunset deputy sheriff for an additional school resource officer for the Kettle Moraine School District beginning November 1, 2022 (enrolled ordinance 177-53). The department also unfunds 1.00 FTE detective position. The department is also budgeting \$955,000 in ARPA-funded projects in the Special Purpose Grant Fund, including the replacement of de-supported Tasers of \$800,000, \$140,000 for forensic software, and \$15,000 to replace a fit-testing machine for protective masks.
- Tax levy budgeted in the **Huber** program decreases \$560,200, largely due to the closing of one of the two remaining floors at the facility, by transferring a portion of the inmate population to the main jail for work-release operations from that location. Total personnel costs decrease \$787,200 with the unfunding of 10.19 FTE, including 7.00 FTE correctional officers, 1.00 FTE corrections lieutenant, 2.00 FTE fiscal assistant, and overtime of 0.19 FTE. This program modification is being implemented in anticipation of a workgroup with other county agencies to help recommend a solution to discontinue operations at the Huber facility by the end of 2023.
- **Commissary** costs are budgeted to decrease \$80,000 (which is offset by reduced revenues) to bring it closer to actuals. **Pay phone commission** revenue is budgeted to decrease \$55,000.
- **Inmate Medical** costs are budgeted to increase \$55,100 or 2.6% to \$2.1 million.
- **Food Service** costs are budgeted to increase \$102,700, or 12.1%, partly due to inflation and the cost of dietary restriction meals.

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## 2023 EXPENDITURE HIGHLIGHTS

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- **Fuel** increases \$238,600 as prices have increased significantly due to increasing economic activity and consumer demand. There will be temporary usage ARPA funding in 2022 and 2023 to help smooth the impact of the price increases. ARPA funding of \$152,9000 is budgeted to offset higher fuel prices.
- The Sheriff's budget includes **non-corrections equipment** of \$276,100 for the eighth year of an equipment replacement plan. The **Jail equipment replacement plan** remains unchanged in 2023 at \$125,000.
- **Circuit Court Services – General Fund** expenditures increase \$324,100 or 3.2%. Personnel costs increase \$195,000 or 2.9%. Operating costs increase \$113,900 due to increased jury costs of \$48,100 and interpretation services of \$32,000.
- The **District Attorney's** General Fund expenditures increase \$243,900 mostly related to \$204,000 from a new Smart Prosecution grant to create a Cyber Unit team (enrolled ordinance 176-99). Costs from the grant cover 1.00 FTE administrative assistant, 0.25 FTE of temporary extra help, a contract with the state for 1.00 FTE assistant district attorney, and additional computer equipment and software. Personnel costs increase \$94,000, which includes the new positions and the cost to continue.
- **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 has established a temporary sixth criminal court to help address this backlog. The 2023 budget includes revenue of \$1,184,400 in total, including \$1,094,400 of eligible American Rescue Plan Act (ARPA) funding. The initiative required the creation of 11.50 FTE in Circuit Court Services, the District Attorney's Office, and the Sheriff's Department. These positions include a sunset provision terminating the additional staffing when either the backlog has been eliminated or December 31, 2023, whichever date is sooner. An additional \$67,000 of ARPA funding is budgeted through Health and Human Services – Criminal Justice Collaborating Council to address the pretrial supervision backlog.
- The **Medical Examiner's Office** – Personnel costs increase \$279,700 or 15.0%, which includes creating 1.00 FTE deputy medical examiner supervisor and 1.00 FTE administrative assistant, which is partially offset by abolishing 0.50 FTE administrative assistant. This also includes the addition of a 0.32 FTE temporary extra help pathologist. This temporary position was created through enrolled ordinance 176-88 to modify the 2022 budget. This increase is partially offset by a decrease of 0.31 FTE deputy medical examiner temporary extra help. Operating expenses increase \$27,600 mostly due to increasing medical services and medical supplies to manage the larger caseload and increased costs of medical testing.

### Health and Human Services

- The 2023 **expenditure budget** for this functional area totals \$101,654,600, an increase of \$9,324,300 or 10.1% from the 2022 budget.
- **HHS - Administrative Services Program** personnel costs are budgeted to increase by approximately \$513,600 to \$5,976,500. This increase reflects an increase of 1.77 FTE to 71.21 FTE. This includes the creation 1.00 FTE fiscal specialist, 2.00 FTE senior fiscal specialists (one created during 2022, enrolled ordinance 177-40), 2.00 FTE programs and projects analysts, and a transfer in of 0.50 FTE registered nurse from Clinical Services – Mental Health Center. This is offset by the abolishment of 1.00 FTE fiscal assistant and the reclassification of the public communications specialist to public communications coordinator and transferred out to Public Health. In addition, overtime is increased by 0.16 FTE or \$22,200 and extra help decreases 1.89 FTE or \$64,400. These costs were reduced to partially fund the creation of 1.00 FTE information technology technician position in the Department of Administration – End User Technology Fund (EUTF) that will support HHS projects, that was previously provided through temporary staff. Operating expenses decrease \$246,500 primarily as result of a \$206,100 decrease in contracted services to \$890,500 largely due to a reduction in one-time expenses of \$140,000 for implementation of a one-time upgrade to the department's electronic medical record system. In addition, a contracted technology position cost was eliminated and used to create the senior information technology professional position in the Department of Administration in the EUTF Fund to provide support for HHS projects.
- **HHS - Economic Services Administration and Support Program** expenditures increase \$175,400 due to personnel increasing \$189,400 primarily for the cost to continue for 43.04 FTE and additional overtime and temporary extra help of 0.37 FTE. Operating expenses are budgeted to decrease by \$28,600, primarily due to removal of the budget item of \$25,700 for the initial installation of the softphone system, which was a one-time purchase.

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## 2023 EXPENDITURE HIGHLIGHTS

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- **HHS - Children and Family Services** personnel costs are budgeted to increase by \$137,000 to \$4.3 million and includes the abolishment of 1.00 FTE health and human services support specialist position to fund a contracted child case aid. Operating expenses increase \$171,300 related to \$320,000 of additional Targeted Safety Support contracted services offset by a \$135,400 reduction in alternate care placements, primarily for foster care, with greater efforts to place children with family members in accordance with federal Family First legislation on placements.
- **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. Personnel costs increase by about \$123,300 which is cost to continue for the 15.00 FTE, and the creation of 1.00 FTE Human Services Supervisor position. Operating expenses increase \$1.1 million or 23% primarily related to \$947,000 of additional CLTS contracted services.
- **HHS - Children with Long-Term Needs - Third Party Administrator** – This program accounts for pass-through expenditures and revenues to cover claims paid to service providers by the CLTS Third-Party Administrator, and are budgeted to increase by \$2.5 million to \$9.0 million based on increasing client enrollment levels.
- **HHS – Adolescent and Family Services** personnel costs are budgeted to increase by about \$221,600 to \$2,830,000, primarily due to the cost to continue for 26.00 FTE staff and the addition of 1.00 FTE health and human services coordinator position (partially offset by an elimination of 1.00 FTE Human Services Supervisor position in the Juvenile Detention program). Operating expenses are budgeted to decrease by \$39,700 to \$2,197,800, mostly due to lower contracted services, largely for cost savings for intensive in-home therapy, by \$166,200. Also, out-of-home alternate care expenses, which include foster care, residential care centers, and child group homes, decrease by \$85,000. This is partially offset by an increase in juvenile correctional placements by \$217,800 based on a rate increase from the Wisconsin Department of Corrections and higher potential 2023 placements.
- **HHS - Juvenile Detention Services** – Personnel costs decrease \$127,000 related to the abolishment of 1.00 FTE human services supervisor (mentioned previously) and lower cost to continue for the remaining 8.00 FTE of staff. Operating expenses increase by \$128,000 related to additional contracted clinical therapists for children in shelter care.
- **HHS – Youth Intensive Services** In 2022, the department submitted an American Rescue Plan Act (ARPA) proposal to expand upon the existing Comprehensive Community Services (CCS) program for youth. Included within the proposal are the creation of 9.00 FTE within this area, including 5.00 senior mental health counselors, 2.00 FTE clinical therapists, and 2.00 FTE health and human supervisors. Additionally, 1.00 FTE senior fiscal specialist is created in the HHS Administrative Services division and is partially reimbursable under CCS. Total personnel costs in the 2023 budget are \$936,500 higher than in 2022, totaling \$1.9 million. Operating expenses increase \$349,000 primarily for CCS contracted agencies. This expansion results in the program being able to serve approximately 140-150 youth, up from 70-75 in the 2022 budget.
- **HHS - Aging & Disability Resource Center (ADRC) General Fund - Adult Protective Services** Personnel costs increase approximately \$105,100 to \$1,069,400 for the cost to continue of 10.89 FTE. This includes the creation of a 1.00 FTE senior ADRC specialist position, 0.40 FTE of a full-time health and human services coordinator position allocated to this program, and an increase in a 0.24 FTE temporary extra help. The increases are offset by the abolishment of 1.00 FTE human services support specialist position. Operating expenses decrease \$39,400 to \$206,000 mostly due to reductions of \$41,500 in WATTS court ordered assessment reviews that are now completed by ADRC staff.
- **The HHS - Aging & Disability Resource Center (ADRC) General Fund - Community Services** Personnel costs increase \$73,000 to \$1,667,800 which include the cost to continue of the existing 20.38 FTE staff and the creation of a 50% or 0.50 FTE health and human services coordinator in this program. This is offset by the reduction of 0.24 FTE temporary extra help. In addition, benefit insurances decrease by \$36,400 mostly related to employee selection of benefits.
- **The HHS - Aging & Disability Resource Center (ADRC) Contract Fund** - Personnel costs are budgeted to increase approximately \$33,800 to \$3,218,500. The increase is due to the cost to continue 35.47 FTE. This includes 0.10 FTE of a new health and human services coordinator allocated to this area offset by a decrease of 0.05 FTE extra help.

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## 2023 EXPENDITURE HIGHLIGHTS

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- **HHS - Mental Health Outpatient-Clinical** expenditures increase \$1.9 million or 17% to \$13.0 million, and include operating expenses increasing \$1.3 million, mostly for state institution expenses for both adults and children, with each going up \$680,000 and \$538,900, respectively. Personnel costs increase \$498,300 primarily related to the transfer in of 1.00 FTE clinical therapist, 1.00 FTE psychiatric technician, and 0.25 FTE psychometric technician from the Mental Health Center and Outpatient Intensive programs; creation of 1.00 FTE human services supervisor (mostly funded with a new crisis stabilization regional facility grant); unfunding of 1.00 FTE health and human services supervisor, the creation of 1.00 FTE registered nurse (offset by an abolishment of 1.00 FTE licensed practical nurse); and cost to continue for existing staff.
- **HHS - Mental Health Outpatient-Intensive** Personnel costs increase \$859,600 related to the creation of 11.00 FTE (enrolled ordinance 175-125) for positions that were originally contracted for community support-based services but were absorbed into the county's staff. Positions created include 4.00 FTE mental health counselors, 4.00 FTE human services support specialist, and 3.00 FTE senior mental health counselors. Offsetting these personnel costs is a reduction in operating expenses by \$1.1 million, mostly for the contracted staff mentioned above, of \$846,000.
- **HHS - Mental Health Center (MHC)** is being remodeled under capital project #202217 to reconfigure the building into a two-unit facility, with one unit being a 16-bed inpatient facility and the other housing a new regional crisis stabilization unit. Personnel costs are approximately \$1.0 million lower in 2023 related to the abolishment of 5.50 FTE psychiatric technician, which is offset by 2.8 FTE security guard contract services positions (budgeted in operating expenses as contracted staff). In addition, 2.00 FTE registered nurse positions are being unfunded. Other adjustments include positions that were transferred out to the Outpatient – Clinical program, including 1.00 FTE clinical therapist, 0.2 FTE psychometric technician, and 1.00 FTE psychiatric technician. In addition, there was 0.50 FTE registered nurse transferred out to Administrative Services. Temporary extra help and overtime is budgeted to decrease 3.01 FTE and 0.44 FTE, respectively. Operating expenses increase \$394,500, including \$258,100 for the previously mentioned contracted security services and the addition of \$166,200 of temporary contracted staff expenses to mitigate labor shortages for registered nurse and certified nursing assistant positions.
- **HHS - Criminal Justice Collaborating Council (CJCC)** expenditures increase \$288,200 or 15.3% to approximately \$2.2 million. Operating expenses are budgeted to increase approximately \$267,200, mostly related to an increase of \$225,000 in contracted services pertaining to the Medication Assisted Treatment program, funded through the opioid class action lawsuit settlement, and a \$19,400 increase to the day reporting program related to moving these services to a new location.
- **HHS – Veterans' Services** expenditures increase \$119,800 to \$544,400. Personnel costs are budgeted to increase \$121,000 to \$479,300. This reflects the cost to continue for the current staff of 5.00 FTE and the creation of a 1.00 FTE assistant veteran services officer position. In addition, an administrative specialist position is abolished and recreated with a sunset tag, and a 1.00 FTE senior administrative specialist position is abolished and a veterans' services specialist is created, which results in an increase in personnel costs.
- **HHS - Public Health** expenditures increase \$119,600 or 3.5% to approximately \$3.5 million. Personnel costs decrease \$300 and reflects the abolishment of 3.00 FTE public health nurses to create 3.00 FTE community health educators, and an abolishment of a 1.00 FTE public health nurse to create a 0.80 FTE public health nurse, resulting in overall lower personnel costs. Total budgeted temporary extra help decreases 4.18 FTE, mostly due to the transfer of these Public Health ARPA-funded temporary positions to the Special Purpose Grant Fund to account for disease management efforts in that budget. In addition, 1.00 FTE public communications coordinator that is funded with temporary Public Health-ARPA and COVID-19 Immunization Supplemental grant funding, is transferred in from the HHS-Administrative Services program. The 2023 budget also includes the transfer in of 1.00 FTE epidemiologist, 1.00 FTE public health supervisor, and 0.50 FTE community health educator from the HHS-Special Purpose Grant Fund. These positions were created in 2022 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 strategist role, overseeing the 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. These 2.5 FTE positions are partially supported by \$172,000 of ARPA funding. Department management plans to phase in tax levy support for these 2.5 positions, along with the public communications coordinator (mentioned above), through attrition of services that can be readily referred to community healthcare providers (i.e., approximately 3 public health positions) through 2024. Operating expenses increase by \$73,600 primarily due to an increase in training opportunities supported by the COVID-19 Workforce Supplemental Grant including costs in tuition, mileage reimbursement, consulting services, and general travel costs. Interdepartmental charges increase by \$46,200 to \$206,100. This is primarily due to increases in End User Technology Fund (EUTF) charges and telephone charges of \$27,800.



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## 2023 EXPENDITURE HIGHLIGHTS

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- **HHS – Special Purpose Grant Fund** – The 2023 budget includes \$1.7 million budgeted for six projects. Projects funded with American Rescue Plan Act (ARPA) funding through the Coronavirus State and Local Fiscal Recovery Funds program include \$67,000 for the Criminal Justice Collaborating Council Pretrial Supervision Backlog project to fund a contracted case manager position to address the backlog of cases resulting from the pandemic, \$804,300 for the Enhancements to Child Welfare Infrastructure project, \$35,000 for the System Implementation to Connect Health and Social Service Providers project, \$115,400 for the Community Health Improvement Plan & Process (CHIP) Community Award Program project, and \$346,500 to fund the Crisis Law Enforcement Collaboration project. The budget also includes \$322,800 of separately allocated Public Health ARPA funds for personnel and related technology costs for continued disease management efforts.

### Parks, Environment, Education, and Land Use

- The **2023 expenditure budget** for this functional area totals \$44,724,900, an increase of \$6,018,100 (after excluding proprietary fund capitalized fixed asset item purchases), or 15.5% from the 2022 adopted budget.
- **Register of Deeds (ROD)** expenditures increase \$18,800, primarily related to additional personnel costs of \$28,500 for cost to continue staff. This is offset by a decrease in operating expenses of \$13,300 for microfilming costs and removal of funds for a one-time backfile import project.
- **The Parks and Land Use General Fund** expenditures increase \$265,500 or 1.9%, consisting of \$331,400 of increased personnel costs, \$106,700 of lower operating expenses, and \$103,900 of higher interdepartmental charges. Fixed assets decrease \$63,100 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** decreases \$108,750 to \$351,900. The 2023 budget includes several large projects, including: \$40,000 for the Expo Arena stage reconstruction, \$34,000 for a Fox Brook park shade structure, \$25,000 for Retzer Discovery Trail Phase 3 Activity Node (contingent on receiving \$25,000 in donation funding), \$20,000 for general concrete repairs, \$15,200 for general tree removal, \$14,000 for Expo garage doors, and \$10,500 for Grass Lake shoreline erosion repair at Nashotah Park.
- **Parks and Land Use – Community Development Fund** – Expenses decrease \$45,500 primarily resulting from changes in grant funding including a \$128,400 decrease in Community Development Block Grant (CDBG) expenditures, offset by a \$174,000 increase in the HOME Investments Partnerships Program funding. The additional HOME expenditures is related to American Rescue Plan Act (ARPA) funding used to create affordable housing and provide services to assist individuals at risk or experience homelessness. Additionally, the 2023 budget includes \$2.25 million to provide emergency rental assistance related to the COVID-19 pandemic, supported entirely with U.S. Department of Treasury funding.
- **Parks and Land Use – Workforce Fund** – In the 2023 budget, economic development activities that were originally budgeted in Non-Departmental are shifted to this fund (along with applicable funding). The economic development activities include \$250,000 for the Waukesha County Center for Growth, \$12,500 for the Milwaukee 7 regional economic development entity, and \$10,000 to support the Waukesha Area Convention and Visitors Bureau for tourism activity.
- **Parks and Land Use Tarmann Land Acquisition Fund** expense budgets continue to be maintained at the 2022 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 \$132,300 to \$2,294,700 primarily for increased operating expenses of \$97,300 including increases of \$50,600 for depreciation, a \$30,500 increase in utility costs mostly related to water and sewer charges, \$19,000 in land improvements related to tree plantings and other landscaping, \$14,000 in merchandise for resale at Moor Downs, \$10,000 of increased small equipment expenses mainly for golf cart purchases. This is offset by a \$33,500 decrease in planned building repairs in 2023. Golf fixed assets decrease \$22,400 to \$43,500. The 2023 budgeted fixed assets include a towable sweeper, garage and personnel doors, and HVAC updates.
- **The Parks and Land Use – Material Recovery Facility (MRF) Fund** expenditures are budgeted to increase \$480,900 to \$4.3 million primarily due to operating expenses increasing \$473,600 driven by the inclusion of \$309,700 of community dividends for the first time since the 2019 budget. Due to favorable market conditions, the Parks and Land Use department will recommend reinstating community dividends for partner communities, as part of a future proposed intergovernmental agreement, contingent upon achieving a certain MRF Fund balance threshold.

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## 2023 EXPENDITURE HIGHLIGHTS

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- **Bridges Library System State Aids Fund** projects include \$68,400 for solar charging benches, \$40,000 library hearing loop installation, \$25,200 for library technology projects, and \$19,500 for Gale Presents Udemy on-demand video courses. Personnel costs decrease \$52,000 related to the unfunding of a vacant 1.00 FTE librarian position.
- **University of Wisconsin – Extension** personnel costs are budgeted to decrease \$25,300 mostly due to changes in employee benefit selection. Operating expenditures are budgeted to increase \$41,800 mostly due to an increase of 0.8 FTE in state-employed 136 contract educators and other speakers/educators by \$36,100, from \$175,000 to \$211,000.

### Public Works

- The **2023 expenditure budget** for this functional area totals \$36,510,400 (after excluding proprietary fund capitalized fixed asset item purchases), an increase of \$1,668,100 or 4.8% from the 2022 Adopted Budget.
- **Road Salt expenditures for county highway snow and ice removal operations** are budgeted to decrease by \$121,800 in 2023. Salt rates decrease by \$5.72 or 7.4%, from \$77.05 to \$71.33 per ton based on the state's salt contract for the 2022-23 winter season. This includes an \$84,100 decrease in the cost of salt used for county highways, based on an estimated 14,700 tons (same as the 2022 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 decreases \$3,400, assuming 600 tons (same as 2022 budgeted level). Salt sold to municipalities for use on their local roads decreases \$34,300 and assumes 6,000 tons (same as 2022 budgeted level).
- **The 2023 Transit Services** program expenses are budgeted to decrease by \$12,900, primarily due to a shift in park and ride snow clearing expenses to the highway operations budget. The budget also assumes the elimination Route 79 which is a commuter service provided by Milwaukee County Transit Services (MCTS) that connects the Menomonee Falls areas to downtown Milwaukee. This funding will be used for FlexRide, which is a new ride share program. This program will connect workers in certain parts of Milwaukee to interviews and jobs in the Menomonee Falls/Butler area. The 2023 budget also assumes a reduction in hours for the Lake Country route to the city of Waukesha to downtown Milwaukee and UW-Milwaukee campus. By mid-2023, the Gold Line will be eliminated due to MCTS planning to implement a Bus Rapid Transit (BRT) service. Waukesha County is working with Waukesha Metro and MCTS on agreements to extend Route 1 service to maintain connection with the new BRT service along Bluemound Road.
- The **Central Fleet Vehicle Fuel** budget assumes an increase in fuel prices of \$1.40/gallon, or 59%, to \$3.79/gallon from the 2022 budget. Due to significant increases and volatility in the price of fuel since 2021, American Rescue Plan Act (ARPA) funding is being used to help smooth the impact of the price increases. For 2023, the budget assumes that internal departments will cover 5% of the increase in base fuel costs (not including the \$0.21/gallon mark-up) up to \$2.51/gallon (\$2.72/gallon with markup), with \$488,500 of ARPA funding covering the remainder up to the total estimated fuel price of \$3.79/gallon (\$4.00/gallon with markup). This includes the **Transportation Fund – County Highway Maintenance program** that is budgeting for an increase in fuel costs by \$272,000, partially offset by ARPA funds of \$256,000.
- Charges to departments for the **Vehicle Replacement Fund** are budgeted about \$205,200 or 5.8% from \$3.54 million to about \$3.34 million, which is due to the removal of the two-year sheriff patrol vehicles from the plan, which will be purchased directly from the Sheriff's budget beginning in 2023 where these short-term assets can be more appropriately managed.
- **Energy and utility budget costs for county facilities** are budgeted to increase in 2023 by \$230,300 from the 2022 budgeted level of \$2,007,800 to \$2,238,100 due to rising utility rates in all three categories. The electrical utility budget increases by \$90,800 reflecting a 13.5% increase in rates which is partially offset by a decrease in estimated energy consumption by 700,0000 kWh to 12,200,000 kWh. The natural gas utility budget increases \$88,400 reflecting a 26% rate increase. The water/sewer utility budget increases by \$51,100 based on a 12% projected increase in utility rates.
- The **Building Improvement Plan (BIP)** totals \$1,062,000 in the 2023 budget. The base BIP remains budgeted at \$950,000. In addition to the base BIP, the plan includes \$42,000 for improvements at the Mental Health Center (MHC) and \$70,000 for the Waukesha Employee Health and Wellness Center. Overall General Fund balance support in the BIP is \$100,000, unchanged from the 2022 budget.

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## 2023 EXPENDITURE HIGHLIGHTS

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- Overall expenditures in the **Housekeeping Services** program increase about \$20,700 or 1.7% in the 2023 budget. Personnel costs increase \$12,500 for the cost to continue of 5.10 FTE. Operating expenses include existing contracted housekeeping services, which are budgeted to increase by \$5,600 which is a 3% increase from current levels. The current housekeeping contract is in effect until mid-year 2023 and is the final extension year of the contract. The contract will go out for request for proposal (RFP) in 2023.
- **Public Works – Special Purpose Grant Fund** includes ARPA funding of \$100,000 for catch basin rebuilds and \$70,000 of additional funds for a salt brine storage tank that was approved in 2022, with the goals of improving stormwater management and water quality. These funds continue efforts approved by the County Board in 2022 (enrolled ordinance 177-23).

### General Administration.

- The 2023 expenditure budget for this functional area totals \$26,125,200 (after excluding proprietary fund capitalized fixed asset item purchases), an increase of about \$1,220,100 or 4.9% from the 2022 Adopted Budget.
- The **County Clerk's Office** expenditure budget decreases by \$15,300, mainly due to lower election costs that occur in even-numbered years, when there are more elections held, partially offset by the increasing cost of ballots.
- The **County Board's** expenditures decrease \$12,200 or 1.2% to \$1,007,900. Personnel costs increase \$7,600 due to the cost to continue, partially offset by a decrease in temporary extra help. Operating expenses decrease \$20,100 due to lower contracted expenses for audit services provided by a 3<sup>rd</sup> party vendor.
- The **Department of Administration (DOA) General Fund** expenditures increase 3.5% or \$194,000. This increase includes \$100,000 to conduct the countywide total compensation study on the five-year cycle, supported by General Fund balance. The 2023 Department of Administration General Fund budget includes the removal of the Administrative Services program. Program budgets have been restated for comparison purposes, which transferred a total of 8.10 FTE to the program where they do the majority of their work or the expense resides and unfunded 0.45 FTE. The 2021 Actual and the 2022 Budget for General Fund and End User Technology Fund (EUTF) have been restated to move the General Fund-Solutions budget into the EUTF budget and to move 0.50 FTE Financial Analyst position from the Business Services program into the EUTF budget. The purpose of the move is to reflect the total cost of county-wide technology in one fund for greater transparency. This move also facilitates the management of technology expenses, as they are in one fund.
- The **DOA-End User Technology Fund** has three major initiatives in 2023 including transferring the General Fund IT Solutions program to the End User Technology Fund (EUTF), a change in the cost allocation methodology in EUTF, and increasing staffing. The total increase in expenditures is \$394,800. The transfer of the IT Solutions program includes the transfer of levy from the General Fund to EUTF. The 2021 Actual and the 2022 Budget have been restated to reflect the move of 9.50 FTE staff and the corresponding 2022 budgeted amounts. For the change in EUTF cost methodology, tax levy was shifted between departments to account for the new cost methodology so that no department would have to absorb more than a 2.50% cost increase in technology expenses (unless base technology support levels were requested). The increase in staff created 3.00 FTE information technology technician staff that were previously contracted staff and added 2.00 FTE funded by Health and Human Services (1.00 FTE information technology technician and 1.00 FTE senior information technology professional) for a total of \$451,800. Operating expenses decreased \$148,400 largely due to a decrease \$280,000 related to not contracting out technician support and is partially offset by an increase of \$61,600 in Microsoft licensing expenses for Office 365, a \$47,000 increase in computer equipment replacement, a \$26,000 increase in on-going licensing costs for a comprehensive IT management system, and a \$33,000 increase in contract management software, supported with American Recovery Plan funds. Fixed asset memo items decrease by \$134,100 mainly due to the removal of the 2022 purchase of the replacement wireless network controllers, access points and network storage array.
- The **DOA-Risk Management Fund** budget expenditures increase 5.3% or \$172,000 to \$3.44 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.

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## 2023 EXPENDITURE HIGHLIGHTS

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- The **DOA-American Job Center Fund** budget expenditures decrease \$39,900 to \$307,300. Expenditure reductions include \$44,200 of lower operating expenses associated due to a reduction in third-party temporary extra help to staff the Waukesha and West Bend workforce development centers and lower training and consulting services.
- The **DOA-Special Purpose Grant Fund** is budgeted at \$552,700. This includes a sunset senior financial analyst position tasked with tracking and reporting on ARPA funding awarded to the county. The budget also includes \$406,000 of costs related to technology initiatives including \$170,000 to replace the core switch, which is the gateway of all network connectivity; \$100,000 to upgrade virus protection software; \$68,000 for hosting/licensing services related to redesign of the current public facing website; and \$60,000 to establish a redundancy for storage back-up data. The program also includes \$10,000 to support an economic and labor data subscription to provide information for economic recovery and development.

### **Non-Departmental**

- The 2023 **expenditure budget** for this functional area totals \$29,715,000, a decrease of \$1,530,700 or 4.9% from the 2022 Adopted Budget.
- **Non-Departmental General Fund:** expenditures decrease by \$313,600. The 2023 budget transfers a number of economic development related items, totaling \$272,500, to the Parks and Land Use – Workforce and Economic Development Fund, where it is more appropriately accounted for and managed (mentioned previously).
- **Health and Dental Insurance Fund:** Total expenditures decrease \$1.22 million, or 4.3%, primarily due to the following:
  - **Active Employee Health Insurance Program:** Expenditures increase \$164,000, or 0.7%, mostly due to estimated claims costs for the county's self-insured health plans, which are budgeted to increase by about \$341,800, or 1.7%, from \$20.0 million to \$20.3 million. In addition, employer contributions to employee HSA accounts are budgeted to increase \$130,000, based on higher enrollment in that plan. This is offset by \$369,200 of lower stop loss insurance coverage for higher-cost claims. (Premium rates charged to county departments and employees are budgeted to increase 2.5% to offset cost increases).
  - **Retired Employee Health Insurance Program:** On December 31<sup>st</sup>, 2022, the Retired Employee Health Insurance program will cease, resulting from declining enrollments and volatile claims experience. Revenues and expenses of about \$1.5 million for this program are removed in the 2023 budget.
  - **Wellness Initiative Program:** Operating expenses increase \$108,000 mostly due to inclusion of \$100,000 for the 457-Incentive Campaign to promote employee deferred compensation contributions for self-funded retirement savings.
  - **Waukesha Employee Health and Wellness Center:** Expenditures increase \$16,200 to \$1.46 million. Program costs are shared among the two participating members, Waukesha County and the City of Waukesha. Expenditures increase mainly due to an \$50,000 increase building maintenance and improvement expenses offset by \$34,100 of lower operating expenses primarily due to a reduction in contracted clinic and staffing costs.
- **Contingency Fund** remains at the 2022 budget level of \$1.2 million, funded with appropriated General Fund balance.

### **Debt Service:**

The Debt Service expenditure budget for general governmental purposes is \$16,135,100, an increase of \$1,053,300 or 7.0% from the 2022 Adopted Budget. To fund the 2023 Capital Project Budget, \$12.5 million is planned to be borrowed, which is an increase of \$1,200,000 from the 2022 adopted budget level. This includes \$10.0 million of borrowing for the Capital Plan, and \$2.5 million for major vehicle replacements in 2023. After retiring approximately \$13.8 million of principal in 2023, the county's total debt outstanding is expected to be approximately \$80.7 million at year-end 2023, well below the allowable levels set by state statutes.

### **Capital Projects**

The 2023 **Capital Project expenditure budget** of \$45,603,000 increases \$17.1 million from the 2022 Adopted Budget. The 2023 Capital Budget identifies funding for existing and new projects at a net county cost of \$33.8 million (after direct project revenues of \$8,316,100 and proprietary fund balance appropriations of \$1,008,500 are applied). Tax levy, use of governmental fund balance, and other revenues generates the county's "down payment" of 70% of net capital expenditures, above the policy target of 20%. An additional \$2.5 million is budgeted to continue borrowing for major vehicle replacements in 2023.

## 2021-2023 REVENUE SUMMARY

SOURCE	2021	2022	2022	2023	Incr/(Decr) from
	Actual	Adopted Budget	Estimate	Budget	2022 Adpt. Budget
Intgov't Contracts & Grants	\$80,030,306	\$80,704,920	\$95,658,853	\$114,774,350	\$34,069,430
State Transportation Aids	\$4,944,829	\$5,084,758	\$4,984,891	\$4,984,776	\$(99,982)
State Shared Revenues/Computer Aid	\$1,886,077	\$1,815,000	\$1,815,000	\$1,850,000	\$35,000
State Personal Property Aid (a)	\$646,856	\$745,668	\$745,668	\$713,401	\$(32,267)
Fines & Licenses	\$3,509,481	\$3,203,980	\$3,358,900	\$3,460,356	\$256,376
Charges for Services (b)	\$41,938,609	\$42,073,471	\$40,499,270	\$42,767,936	\$694,465
Interdepartmental Revenue	\$41,392,463	\$44,481,035	\$42,651,011	\$46,217,949	\$1,736,914
Other Revenues (b)	\$17,573,003	\$14,799,513	\$16,683,608	\$15,573,823	\$774,310
Interest/Penalty on Delinq Taxes	\$1,608,723	\$1,760,000	\$1,326,636	\$1,710,000	\$(50,000)
Investment Inc-Unrestricted Funds	\$1,840,413	\$2,897,646	\$2,500,000	\$2,897,646	-
Debt Borrowing	\$12,000,000	\$11,300,000	\$11,300,000	\$12,500,000	\$1,200,000
Appropriated Fund Balance	\$8,822,128	\$15,465,515	\$1,750,209	\$13,018,392	\$(2,447,123)
Retained Earnings (b)	\$(5,011,834)	\$(136,492)	\$(2,481,310)	\$180,231	\$316,723
Tax Levy	\$111,473,173	\$113,209,829	\$113,209,829	\$116,298,590	\$3,088,761
<b>Total Revenues</b>	<b>\$322,654,227</b>	<b>\$337,404,843</b>	<b>\$334,002,565</b>	<b>\$376,947,450</b>	<b>\$39,542,607</b>

FUNCTION	2021	2022	2022	2023	Incr/(Decr) from
	Actual	Adopted Budget	Estimate	Budget	2022 Adpt. Budget
Justice & Public Safety	\$22,268,807	\$23,473,221	\$24,604,115	\$26,797,690	\$3,324,469
Health & Human Services	\$67,216,259	\$64,036,244	\$66,686,884	\$73,822,880	\$9,786,636
Parks, Env, Educ & Land Use	\$31,951,741	\$28,260,575	\$38,835,263	\$31,946,309	\$3,685,734
Public Works	\$24,189,706	\$23,372,396	\$25,634,255	\$24,366,640	\$994,244
General Administration	\$17,781,798	\$21,056,066	\$20,695,723	\$22,150,674	\$1,094,608
Non-Departmental	\$27,397,689	\$27,629,521	\$24,029,629	\$26,597,543	\$(1,031,978)
Debt Borrowing	\$12,000,000	\$11,300,000	\$11,300,000	\$12,500,000	\$1,200,000
Capital Projects	\$4,564,760	\$9,737,968	\$9,737,968	\$29,268,501	\$19,530,533
Appropriated Fund Balance	\$8,822,128	\$15,465,515	\$1,750,209	\$13,018,392	\$(2,447,123)
Retained Earnings (b)	\$(5,011,834)	\$(136,492)	\$(2,481,310)	\$180,231	\$316,723
Tax Levy	\$111,473,173	\$113,209,829	\$113,209,829	\$116,298,590	\$3,088,761
<b>Total Revenues</b>	<b>\$322,654,227</b>	<b>\$337,404,843</b>	<b>\$334,002,565</b>	<b>\$376,947,450</b>	<b>\$39,542,607</b>

(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.

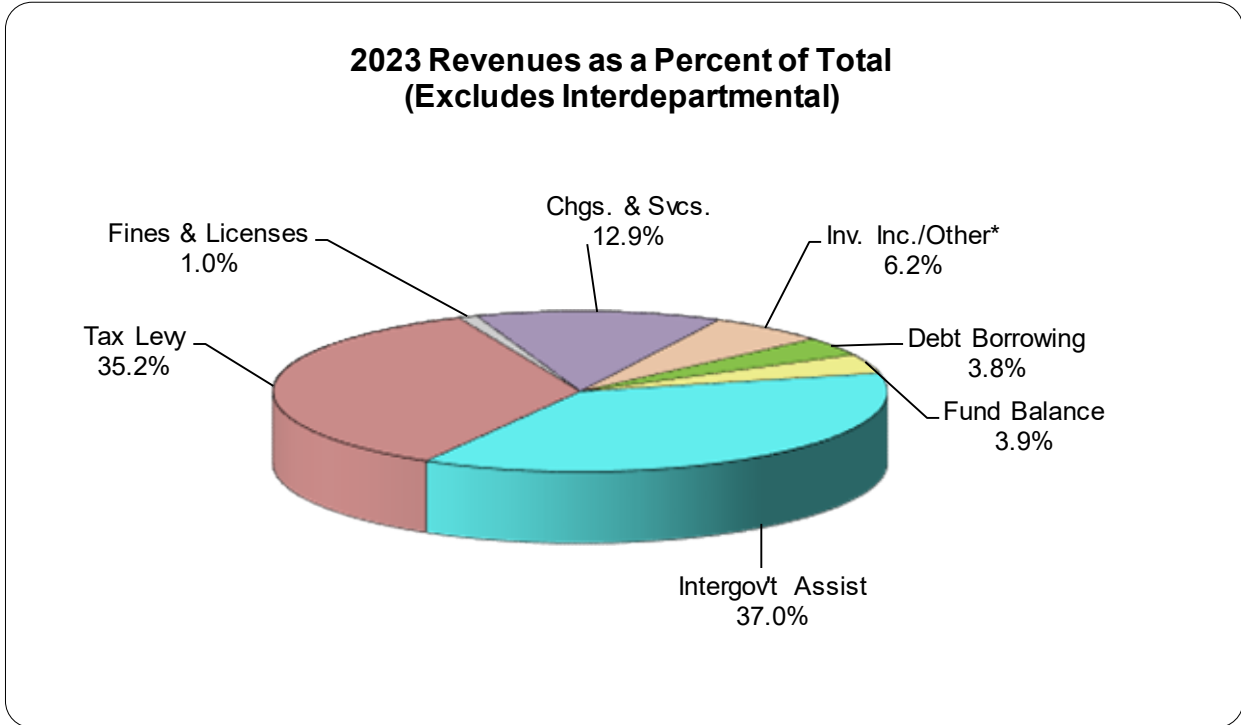
## 2023 REVENUE HIGHLIGHTS

### Revenue Budget:

The **2023 revenue budget (excluding property tax levy, fund balance appropriations, and revenue generating proprietary fund retained earnings) totals \$247,630,468**, an increase of \$38,900,969 or 18.6% from the 2022 Adopted Budget. The revenue budget includes \$46,217,949 of interdepartmental revenues (mostly from internal service funds, e.g., Health and Dental Insurance Fund).

The 2023 budgeted revenues consist of departmental operating revenues at \$205,861,967 and capital project revenues at \$41,768,501 including \$12,500,000 from planned borrowing. Overall, the operating revenues increase by \$18,170,436 or 9.7% from the prior-year budget, while capital project revenues increase by \$20,730,533 or 98.5%.

The graph below reflects the ratio of revenue sources budgeted for 2023 to all revenue sources (after excluding interdepartmental revenues), with tax levy of 35.2% and Intergovernmental Assistance of 37.0% as the major revenue components.



\* Excludes Retained Earnings

### Revenue Projection Methodology

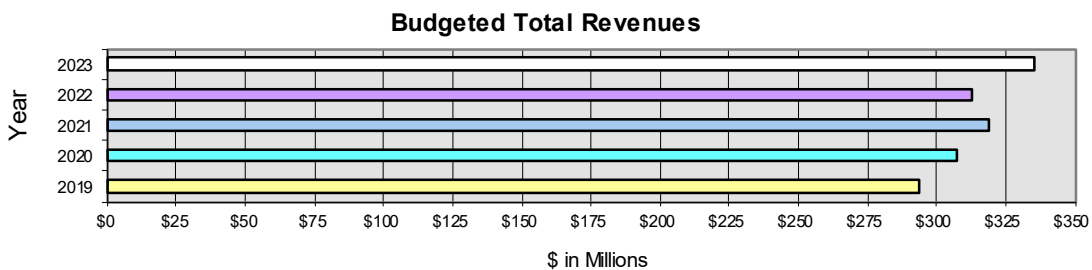
Realistic, conservative and accurate revenue estimates are one of the key building blocks in the development of a fiscally sound budget. The county combines four primary projection methods, mentioned below, based on the unique characteristics of forecasted revenue.

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

### Projection and Trends:

External factors that may affect estimated future revenue trends include a disruption in the economic recovery, a change in the interest rate trend affecting county investments, and a change in moderate inflation trends. Also, other impacts which could affect 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 2019-2023. Total revenues are budgeted to increase \$39.6 million or 11.7% to \$377.0 million.



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## 2023 REVENUE HIGHLIGHTS

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

The 2023 revenue budget increases \$39.5 million or 11.7% to \$376.9 million, including an increase in intergovernmental contracts and grant revenue of \$34.0 million or 38.5%, largely due to federal American Rescue Plan Act (ARPA) – Coronavirus State and Local Fiscal Recovery Funds (CSLFRF) funding of \$29.3 million (an increase of \$20.8 million). This also includes an additional \$1.7 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 \$2.5 million. Charges for services increase \$694,500 to \$42.8 million, largely due to a \$885,500 increase in Comprehensive Community Services (CCS) revenues related to additional billable services for adolescents, a \$642,300 increase in municipal police services provided by the Sheriff's Department, a \$301,800 increase for Parks and Land Use-General Fund park system fees (annual park stickers, entrance fees, camping, etc.), and a \$219,700 increase in Register of Deeds revenues for real estate transfer fees. Interdepartmental revenues increase approximately \$1.7 million, to \$46.2 million, primarily from a \$729,900 increase in Public Works - Central Fleet fuel charges related to higher fuel costs; a \$604,000 increase in Non-Departmental-Health and Dental Insurance Fund premiums and HSA contributions charged to county departments, reflecting a 2.5% premium rate increase; and a \$422,600 increase in End User Technology charges. Other revenues sources increase \$724,300 or 3.7% to a total of \$20.2 million, mostly Health and Human Services revenues including \$729,800 of opioid class action lawsuit settlement proceeds, \$421,800 of Wisconsin Medicaid Cost Reporting (WIMCR) prior year settlement revenue, and \$348,800 of state institution collections revenue. Fund balance appropriations decrease of \$2.4 million, and the county general tax levy (excluding the special library tax) increases \$2,795,860 or 2.55% to \$112,298,983.

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%.

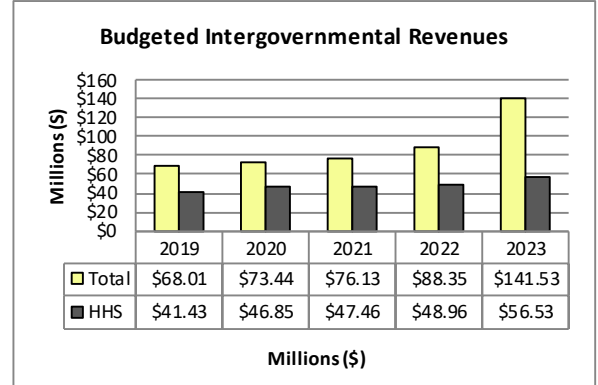
Detailed revenue highlights are included within each functional area summary. A summary of highlights and major changes from the 2022 to the 2023 Revenue Budget, by source, follows.

## 2023 REVENUE HIGHLIGHTS

### Intergovernmental Contracts & Grants:

Combined, total 2023 intergovernmental contracts, grants, state/federal aids, and state shared revenues together reflect a budgeted increase of \$33,972,200 or 38.5% from the 2022 Adopted Budget.

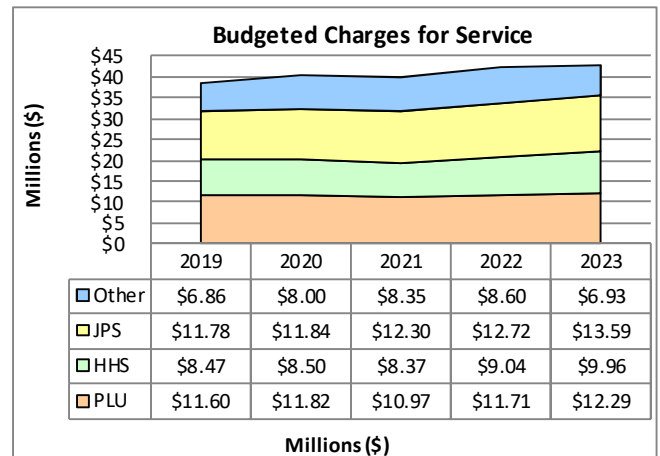
- Revenues from the federal **American Rescue Plan Act (ARPA)** - Coronavirus State and Local Fiscal Recovery Funds (CSLFRF) program are budgeted at \$9.7 million, an increase of \$7.7 million, in the operating budget, and at \$19.1 million, an increase of \$13.1 million, in the capital project budget. Funds are budgeted among the Justice and Public Safety, Health and Human Services, Parks and Land Use, Public Works, and General Administration functional areas for project specific purposes, including addressing the court case backlog, building public safety capacity, enhancing public health and human services, improving technology, renovating the courthouse, maintaining park infrastructure, and managing stormwater pollution. Additional information can be found on these projects on pages 480-485. These revenues pertain to the CSLFRF and do not include other specific ARPA revenue allocations made to departments.



- Health and Human Services Functional Area** Intergovernmental Revenue increase by approximately \$7.5 million to \$56.53 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 \$1.4 million as a result of the state mandate to eliminate CLTS wait list and the subsequent increased volume of clients served. The budget also includes a \$332,000 increase in related indirect cost recovery reimbursement.
  - The **HHS** budget for Community Aids revenue for Health & Human Services (H&HS) programming decreases \$19,200 to \$13,215,300 in 2023. This is the department’s primary source of discretionary intergovernmental revenue funding.
  - HHS–Children with Long-Term Needs–Third Party Administrator** pass-through revenues increases \$2.5 million to \$9.0 million based on an increase in the state allocation for the program and increasing client enrollment levels.. The pass-through funding has no impact on tax levy.
  - HHS–Aging and Disability Resource Center (ADRC) – General Fund – Community Services Program** increases \$319,600 or 9.8%, including \$246,600 in specific purpose directed American Rescue Plan Act (ARPA) funding. This includes a home delivered meals increase of \$253,830; a \$14,500 increase for congregate meals for alternate models to include restaurant dining, and \$74,700 for increased in-home services.
- The **Community Development Fund** revenues increase \$135,500 related to \$174,000 of increased HOME Investments Partnerships Program funding offset by \$38,400 of lower federal Community Development Block Grant funding.
- Capital Project** intergovernmental revenues increase \$19.1 million to \$28.9 million, mainly resulting from \$19.1 million of American Rescue Plan Act funding.

**Fines and Licenses:** Fine and license revenues increase \$256,400 or 8.0% to \$3,460,000 in 2023. This includes **Parks and Land Use-General Fund** license revenue increasing \$94,100 and includes: an increase of \$30,800 for restaurant licenses; \$31,000 of septic permit revenues; and a \$21,400 increase in retail food. **Medical Examiner** cremation permit revenue increases \$88,100 due to an increasing number of permits and an increase in the fee of \$13 in 2023. Additionally, the 2023 budget includes a \$35,000 increase 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 \$694,500 or 1.7% to approximately \$42.8 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 \$577,000 to \$12.3 million. This increase consists of a \$219,800 increase in **Register of Deeds** revenues primarily for real estate transfer fees, as well as a \$264,100 increase for **Parks and Land Use-General Fund** mostly for park system fees of \$301,600 (annual park stickers, entrance



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## 2023 REVENUE HIGHLIGHTS

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fees, camping, etc.), offset by lower land lease and municipal charges. **Golf Course Fund** service fees increase \$67,000 to \$2.21 million related to increased utilization of county-owned golf courses. Additionally, **Bridges Library System** municipal charges decrease \$15,300 for system-wide technology and library collection services.

- **Justice and Public Safety (JPS)** functional area charges for service revenues increase by \$868,300 to \$13.6 million, including an increase in **Sheriff** charges of \$642,300, mainly due to an increase in municipal charges for police service of \$730,600 primarily related to compensation increases and higher contracted costs, offset by \$155,300 of lower Huber charges. Additionally, **Medical Examiner** transportation charges increase \$85,600 and **Circuit Court Services** charges for services increase \$37,500, mainly due to \$60,500 of additional bail forfeiture offset by \$27,500 of lower professional service cost recovery. Charges for services for **Emergency Preparedness** increase \$125,600 and consists of \$31,400 of municipal charges for annual computer aided dispatch and integrated systems support charges and \$94,100 of various municipal radio repair and usage fees. In addition, **District Attorney** copy and duplicating fee revenue decreases \$34,700.
- **Health and Human Services (HHS)** functional area charges for service revenues are budgeted to increase by \$681,000 to \$9.96 million. Youth Intensive Services (under the Adolescent & Family division), includes \$885,500 of billable revenues through Comprehensive Community Services (CCS) related to expanded mental health and substance use treatment to adolescents. Mental Health Outpatient-Intensive client fees increase \$420,000 for adult CCS services. Mental Health Center charges for service, mostly client revenue, decreases \$711,200 to \$2.23 million due to the reduction in capacity from 22 beds to 16 beds related to the building remodel capital project, resulting in a decrease in the number of days of care by 1,745 to 4,855. Additionally, mental health outpatient clinic client fees increase \$56,600.
- **Non-Departmental** functional area charges for services decrease \$1.52 million within the **Health & Dental Insurance Fund** for revenues collected from retirees for their share (100%) of health insurance premiums related to the elimination of the retiree insurance program at the end of 2022.

**Interdepartmental Revenues:** 2023 interdepartmental revenues increase approximately \$1.7 million, or 3.9%, to \$46,218,000. 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 \$422,600 reflecting annual increases in charges to user departments for computer maintenance and replacement, as well as software subscriptions.
- **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 \$604,000 or 2.9% to \$21.3 million mainly due to a budgeted 2.5% premium rate increase to county departments and employees to offset cost increase related to higher claims costs.
- **Public Works-Central Fleet Fund** departmental charges for fuel and vehicle repair/maintenance increase \$729,900 primarily due to an increase of \$603,500 in fuel charges associated with significant increases in fuel costs trend and assumes a cost of \$4.00 per gallon, an increase of \$1.60 per gallon.

### **Other Revenues:**

Other revenues (before excluding retained earnings) from various sources increase \$724,300 or 3.7% to a total of \$20.2 million.

- **Treasurer** penalty and interest on delinquent taxes decreases \$50,000 to \$1.7 million reflecting lower actual revenues received.
- **Health and Human Services** other revenues increase \$1.57 million primarily related to \$729,800 of opioid class action lawsuit settlement proceeds, \$421,800 of Wisconsin Medicaid Cost Reporting (WIMCR) prior year settlement revenue, and \$348,800 of state institution collections revenue.
- **Parks and Land Use – Material Recycling Fund (MRF)** material sales revenue from the sale of recycled materials increases \$256,300 resulting from the increase in the average commodity prices for these materials from \$85/ton to \$100/ton offset by a reduction in budgeted tonnage processed. This is offset by the elimination of \$100,000 of landfill siting revenue allocated to this program.
- **Public Works – Vehicle Replacement Fund** revenue from the sale of capital assets decreases \$154,000 in the 2023 budget related to the removal of Sheriff's department two-year vehicles from the fund (with an applicable \$165,000 increase in these revenues in the Sheriff's 2023 budget).
- **Capital Project** contributions from individuals and organizations and cost recovery towards project costs increases \$425,000.

## 2023 REVENUE HIGHLIGHTS

**Debt Financing:**

The 2023 Budget includes borrowing of \$12.5 million to finance a major portion of 2023 capital projects and vehicle replacements, an increase of \$1.2 million from the 2022 Adopted Budget.

**Appropriated Fund Balance:**

To reduce the 2022 Tax Levy (for 2023 Budget purposes), the budget includes fund balance appropriations of approximately \$13.0 million for one-time projects and temporary expenditures or to phase-in the impact of significant revenue losses or new expenses, a decrease of \$2.4 million from the previous year. This includes \$10.7 million for the operating budgets and \$2.3 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	\$110,000							\$110,000
Admin - American Job Center Fund		\$29,862						\$29,862
Admin - Collections Fund			\$25,036					\$25,036
Admin - End User Tech. Fund			\$613,368					\$613,368
Admin - Risk Mgmt Fund			\$265,500					\$265,500
Airport Fund				\$169,582				\$169,582
Bridges Library System Fund							\$230,593	\$230,593
Capital Projects Budget	\$50,000				\$1,273,884			\$1,323,884
Circuit Court Services	\$50,000							\$50,000
Contingency Fund	\$1,200,000							\$1,200,000
County Clerk Dept.	\$25,000							\$25,000
Debt Service Fund	\$100,000					\$460,875		\$560,875
District Attorney	\$18,120							\$18,120
Emergency Preparedness	\$80,129			\$828,475				\$908,604
Human Services Dept.	\$284,443							\$284,443
Medical Examiner	\$60,900							\$60,900
Non-Departmental	\$478,497		\$1,439,000					\$1,917,497
Parks and Land Use Dept.	\$1,578,000	\$550,000		\$1,333,225				\$3,461,225
Public Works Dept	\$260,000	\$50,000	\$551,083	\$108,500				\$969,583
Sheriff Dept.	\$674,320							\$674,320
Treasurer	\$120,000							\$120,000
UW Extension Dept.								\$0
<b>Total by Fund Type</b>	<b>\$5,089,409</b>	<b>\$629,862</b>	<b>\$2,893,987</b>	<b>\$2,439,782</b>	<b>\$1,273,884</b>	<b>\$460,875</b>	<b>\$230,593</b>	<b>\$13,018,392</b>

**Tax Levy:** The overall 2022 tax levy (for 2023 Budget purposes) is \$116,298,590, which represents an increase of \$3,088,761 or 2.73% from the 2022 Adopted Budget. The total tax levy consists of general county purpose levy of \$112,298,983, a \$2,795,860 or 2.55% increase from the 2022 Adopted Budget, and the special Bridges Library System tax levy of \$3,999,607, an increase of \$292,901 or 7.9% from the 2022 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 2021-2023

### SUMMARY BY FUNCTIONAL AREA

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

FUNCTIONAL AREAS:	2021 Year End	2022 Adopted Budget	2022 Modified Budget	2023 Adopted Budget	22-23 Change
Justice and Public Safety	555.46	567.50	568.34	560.50	(7.00)
Health and Human Services	446.98	444.86	470.86	469.61	24.75
Parks, Env., Educ., and Land Use	128.05	126.60	127.00	127.05	0.45
Public Works	133.50	132.00	132.00	131.00	(1.00)
General Administration	124.58	133.00	133.00	137.50	4.50
Non-Departmental	-	-	-	-	-
<b>Total Regular Positions Countywide</b>	<b>1,388.57</b>	<b>1,403.96</b>	<b>1,431.20</b>	<b>1,425.66</b>	<b>21.70</b>
Temporary Extra Help	136.88	110.16	111.44	98.40	(11.76)
Overtime	24.33	27.67	27.67	27.75	0.08
<b>Total Position Equivalents Countywide</b>	<b>1,549.78</b>	<b>1,541.79</b>	<b>1,570.31</b>	<b>1,551.81</b>	<b>10.02</b>

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

### Significant Changes for 2023

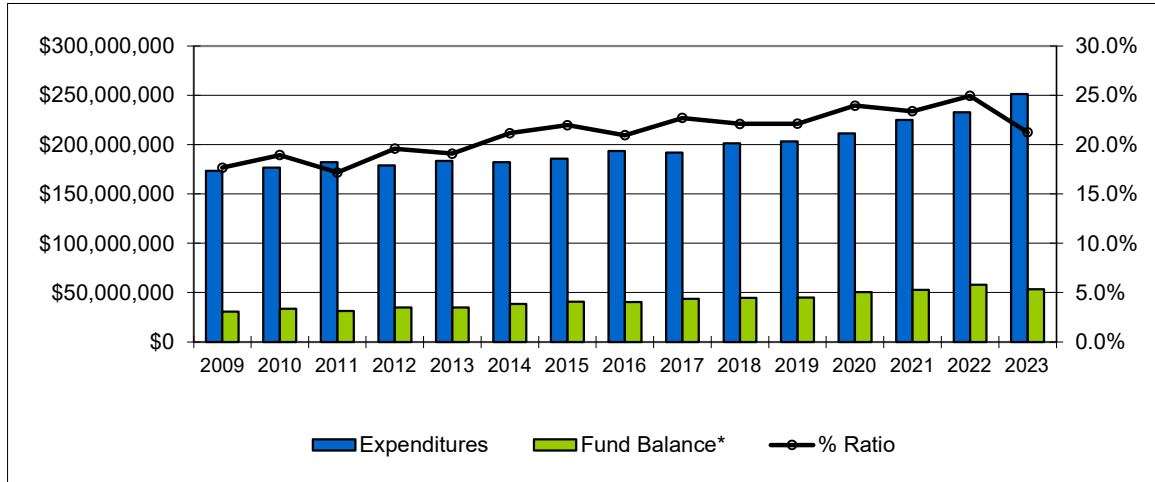
- Budgeted Full Time Equivalents (FTEs) increases by a net of 10.02 FTE, including temporary extra help and overtime.
- There is a net increase of 21.70 FTE budgeted regular positions including 2023 and 2022 current year changes.
- 2023 changes include the creation of 23.85 FTE positions. This is offset by the abolishment of 16.00 FTE, the unfunding of 15.50 FTE, the refunding of 1.00 FTE, increase of 0.20 FTE part time position hours and increase 0.25 FTE sunset position.
- Temporary extra help decreases a net of 11.76 FTE or about 24,461 hours.
- Budgeted overtime increases a net of 0.08 FTE or about 166 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 2022

- 29.50 FTE are Created, 0.60 FTE are abolished, and 1.00 FTE are unfunded:
  - Unfunded 1.00 FTE and created 1.00 FTE by enrolled ordinance (176-98).
  - Created 0.50 FTE by enrolled ordinance (176-99).
  - Created 2.00 FTE by enrolled ordinance (176-118). Contract with the Village of Sussex later adjusted to 1.00 FTE created.
  - Created 11.00 FTE by enrolled ordinance (176-125).
  - Abolished 0.60 FTE and created 1.00 FTE by enrolled ordinance (177-35).
  - Created 3.00 FTE by enrolled ordinance (177-39).
  - Created 10.00 FTE by enrolled ordinance (177-40).
  - Created 1.00 FTE by enrolled ordinance (177-41).
  - Created 1.00 FTE by enrolled ordinance (177-53).

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



Expenditures and Unassigned Fund Balance  
General and Special Revenue Funds

Year	Expenditures	Unassigned Fund Balance*	% Ratio
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	\$224,918,330	\$52,585,136	23.4%
2022	\$232,851,301	\$58,064,847	24.9%
2023	\$251,254,692	\$53,368,449	21.2%

**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.

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## SUMMARY OF FUND BALANCE PROJECTIONS

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Projections of fund balance are an indicator of the estimated financial condition of the County at year-end. Fund balances are projected separately for General, Special Revenue, Enterprise, Internal Service, Debt, and Capital Project Fund types. For a description of the County's financial structure see the Strategic Planning and Budget Policies Section of the 2023 Adopted Budget. For descriptions of funds see the Summary section.

### December 31, 2022 (unaudited)

The current year projection (year-end 2022) 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, 2022 are projected at \$188.9 million, an increase of \$2.9 million from December 31, 2021 year-end combined fund balances. Of the combined fund balance amount, \$130.4 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, 2022 is projected at \$76.8 million, an increase of \$2.8 million from 2021. Revenues were \$4.2 million above expenditures. Net transfers out of the General Fund were \$1.4 million. The unassigned portion of the fund balance is estimated at \$58.5 million, a \$5.5 million increase from the 2021 unassigned fund balance of \$53.0 million.

**Special Revenue Fund Balance** - The December 31, 2022 estimated fund balance is \$6.7 million, a decrease of \$0.3 million from 2021. Revenues were \$1.2 million above expenditures. Net transfers out of Special Revenue Funds were \$1.5 million.

**Working Capital** - The unassigned General Fund balance provides working capital for fifteen weeks of operations based on the 2023 expenditure budget. In addition, the ratio of governmental funds unassigned fund balance to governmental expenditures for year-end 2022 is estimated at 24.9%. 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%.

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## SUMMARY OF FUND BALANCE PROJECTIONS, Cont.

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**Enterprise Fund Balance** – Year-end 2022 fund balance is projected at \$48.0 million, a decrease of \$1 million from 2021. 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 2022 fund balance is estimated at \$26.5 million, an increase of \$545,000 from 2021. Internal service fund balances include non-spendable capital assets.

**Debt Service Fund Balance** – Year-end 2022 fund balance is estimated at \$3.8 million, an increase of \$185,000 from 2021.

**Capital Projects Fund Balance** – Year-end 2022 fund balance is projected at \$26.0 million, an increase of \$541,000 from 2021. 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 2022 fund balance is projected at \$1.2 million, an increase of \$38,000 from 2021.

### December 31, 2023

The year-end 2023 projection is based on 2023 budgeted revenues, expenditures, and estimates on completion of capital projects appropriated in prior years. At year-end 2023, total combined fund balances are estimated at \$176.1 million, a decrease of \$12.8 million from the estimated 2022 level. Of the estimated combined year end 2023 total fund balance, \$122.3 million is restricted, committed or assigned specific future use within the particular funds, and \$53.8 million is estimated to be the unassigned fund balance. This is an estimated decrease in unassigned fund balance of about \$4.7 million from year-end 2022.

**General Fund Balance** - The estimated fund balance for the General Fund is projected at \$71.2 million, a decrease of \$5.55 million from the 2022 estimate. This decrease results from the planned fund balance use of \$3.0 million in the 2023 budget and transfers out of \$2.55 million. Transfers out include \$1,650,000 for economic development, \$475,000 for end user technology, \$215,500 for risk management, \$100,000 for debt service, \$50,000 for transportation purposes, and \$50,000 for capital projects.

The unassigned portion of the fund balance is estimated at \$53.8 million.

**Special Revenue Fund Balance** - The December 31, 2023 estimated fund balance is \$6.3 million, a decrease of \$430,000 from 2022. This decrease results from the planned use of fund balances in the 2023 budget of \$2.1 million, and transfers in of \$1.7 million.

**Working Capital** - The ratio of governmental funds unreserved fund balance to governmental expenditures for year-end 2023 is estimated at 21.2%, a decrease from the 24.9% estimate for year-end 2022.

**SUMMARY OF PROJECTED FUND BALANCE  
AS OF DECEMBER 31, 2022**

SCHEDULE 1

	General Fund	Special Revenues	Enterprise	Internal Service	Debt Service	Capital Projects	Component Unit	Totals
<b>Revenues:</b>								
General Intergovernmental	\$53,886,697	\$33,746,539	\$993,797	\$ 454,693	\$ -	\$9,186,568	\$1,546,651	\$99,814,945
Taxes	90,370,378	7,026,415	-	-	14,520,921	1,292,115	-	\$113,209,829
Fines/Licenses	3,309,212	204,590	-	-	-	-	-	\$3,513,802
Charges for Services	28,424,230	807,381	5,310,834	4,344,460	-	-	970,310	\$39,857,215
Interdepartmental Revenue	4,309,018	749,021	581,563	37,094,188	-	-	3,000	\$42,736,790
Interest Income	2,897,646	-	-	-	75,000	120,000	-	\$3,092,646
Other Revenue	11,447,352	1,048,005	2,597,494	2,359,204	451,600	11,775,000	17,759	\$29,696,414
<b>Total Revenues</b>	<b>\$194,644,533</b>	<b>\$43,581,951</b>	<b>\$9,483,688</b>	<b>\$44,252,545</b>	<b>\$15,047,521</b>	<b>\$22,373,683</b>	<b>\$2,537,720</b>	<b>\$331,921,641</b>
<b>Expenditures:</b>								
Personnel Costs	\$112,936,938	\$13,156,399	\$2,753,636	\$8,137,496	\$ -	\$ -	\$ 771,095	\$137,755,564
Operating Expenses	60,214,205	22,463,872	6,666,441	37,548,869	-	-	1,587,874	\$128,481,261
Interdepartmental Charges	16,145,786	6,199,856	1,087,563	511,636	-	-	140,468	\$24,085,309
Fixed Assets/Capital Projects	1,151,331	582,914	-	-	-	\$22,032,658	-	\$23,766,903
Debt Service	-	-	-	-	14,962,228	-	-	\$14,962,228
<b>Total Expenditures</b>	<b>\$190,448,260</b>	<b>\$42,403,041</b>	<b>\$10,507,640 (A)</b>	<b>\$46,198,001 (A)</b>	<b>\$14,962,228</b>	<b>\$22,032,658</b>	<b>\$ 2,499,437</b>	<b>\$329,051,265</b>
<b>Excess of Revenues over/(under)</b>								
Expenditures (A)	\$4,196,273 (B)	\$1,178,910	(\$1,023,952) (B)	(\$1,945,456) (B)	\$85,293 (B)	\$341,025 (B)	\$38,283	\$2,870,376 (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, 2022**

SCHEDULE 2

	General Fund	Special Revenues	Enterprise	Internal Service	Debt Service	Capital Projects	Component Unit	Totals
Fund Balance December 31, 2021	\$73,931,222	\$7,002,734	\$48,987,067	\$25,928,790	\$3,568,594	\$25,442,386	\$1,157,037	\$186,017,830
Restricted/Committed/Assigned Fund Balance	20,918,448	7,002,734	48,987,067	25,928,790	3,568,594	25,442,386	1,157,037	133,005,056
Unassigned Fund Balance January 1, 2022	\$53,012,774	\$0	\$0	\$0	\$0	\$0	\$0	\$53,012,774
Excess of Revenues over (under) Expenditures (A)	4,196,273	1,178,910	(1,023,952)	(1,945,456)	85,293	341,025	38,283	2,870,376
Net Operating Transfers in (out)	(1,369,503)	(1,475,997)	55,000	2,490,500	100,000	200,000	0	0
Excess of Revenues & Other Financing Sources over (under) Expenditures	\$2,826,770	(\$297,087)	(\$968,952)	\$545,044	\$185,293	\$541,025	\$38,283	\$2,870,376
Total Projected Fund Balance Dec. 31, 2022	76,757,992	6,705,647	48,018,115	26,473,834	3,753,887	25,983,411	1,195,320	188,888,206
Restricted/Committed/Assigned Fund Balance	18,265,507 (B)	6,705,647	48,018,115 (C)	26,473,834 (C)	3,753,887	25,983,411	1,195,320	130,395,721
Total Projected Unassigned Fund Balance	\$58,492,485	\$0	\$0	\$0	\$0	\$0	\$0	\$58,492,485

Footnotes:

- (A) Negative amounts reflect planned use of restricted, committed, or assigned fund balances for one time or temporary purposes.  
(B) Includes \$4,999,542 assigned in the 2023 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, 2023**

SCHEDULE 3

	General Fund	Special Revenues	Enterprise	Internal Service	Debt Service	Capital Projects	Component Unit	Totals
Fund Balance December 31, 2022	\$76,757,992	\$6,705,647	\$48,018,115	\$26,473,834	\$3,753,887	\$25,983,411	\$1,195,320	\$188,888,206
Restricted/Committed/Assigned Fund Balance	18,265,507	6,705,647	48,018,115	26,473,834	3,753,887	25,983,411	1,195,320	130,395,721
Unassigned Fund Balance January 1, 2023	\$58,492,485	\$0	\$0	\$0	\$0	\$0	\$0	\$58,492,485
Excess of Revenues over (under) Expenditures (A)	(3,014,409)	(2,129,862)	(1,914,077)	(2,152,423)	(1,010,875)	(2,332,384)	(219,593)	(12,773,623)
Net Operating Transfers in (out)	(2,540,500) (B)	1,700,000	0	2,740,500	550,000	(2,450,000)	-	0
Excess of Revenues & Other Financing Sources over (under) Expenditures	(\$5,554,909)	(\$429,862)	(\$1,914,077)	\$588,077	(\$460,875)	(\$4,782,384)	(\$219,593)	(\$12,773,623)
Total Projected Fund Balance Dec. 31, 2023	71,203,083	6,275,785	46,104,038	27,061,911	3,293,012	21,201,027	975,727	176,114,583
Restricted/Committed/Assigned Fund Balance	17,406,996	6,275,785	46,104,038 (C)	27,061,911 (C)	3,293,012	21,201,027	975,727	122,318,496
Total Projected Unassigned Fund Balance	\$53,796,087	\$0	\$0	\$0	\$0	\$0	\$0	\$53,796,087

Footnotes:

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

(B) Includes planned transfer out of \$2.55 million. Transfers out include \$1,650,000 for economic development, \$475,000 for end user technology, \$215,500 for risk management, \$100,000 for debt service, \$50,000 for transportation purposes, and \$50,000 for capital projects.

(C) Fund balances include fixed assets and may include some unreserved funds.

**FUNCTIONAL AREA SUMMARY BY FUND TYPE**

**2023 BUDGET**

REVENUES	GENERAL FUND (a)	SPECIAL REVENUE	COMPONENT UNIT	ENTERPRISE	INTERNAL SERVICE	DEBT	CAPITAL PROJECTS	TOTAL
JUSTICE & PUBLIC SAFETY	\$23,261,848	\$2,139,397		\$1,396,445			\$14,000,000	\$40,797,690
HEALTH & HUMAN SERVICES	\$68,306,326	\$5,516,554					\$649,000	\$74,471,880
PARKS, ENV., EDUC., LAND USE	\$10,871,108	\$11,907,855	\$2,580,273	\$6,587,073			\$4,197,900	\$36,144,209
PUBLIC WORKS	\$509,022	\$14,256,527		\$1,295,787	\$8,305,304		\$5,953,200	\$30,319,840
GENERAL ADMINISTRATION	\$8,765,272	\$830,177			\$12,555,225		\$16,968,401	\$39,119,075
NON DEPARTMENTAL	\$1,028,343				\$25,569,200			\$26,597,543
FUND BALANCE APPROPRIATION	\$3,439,409	\$2,129,862	\$230,593	\$1,431,282	\$2,443,987	\$1,010,875	\$2,332,384	\$13,018,392
RETAINED EARNINGS	\$0	\$0	(\$11,000)	\$482,795	(\$291,564)			\$180,231
<b>TAX LEVY</b>	<b>\$90,686,176</b>	<b>\$7,606,816</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,379,243</b>	<b>\$15,124,240</b>	<b>\$1,502,115</b>	<b>\$116,298,590</b>
<b>TOTAL REVENUES</b>	<b>\$206,867,504</b>	<b>\$44,387,188</b>	<b>\$2,799,866</b>	<b>\$11,193,382</b>	<b>\$49,961,395</b>	<b>\$16,135,115</b>	<b>\$45,603,000</b>	<b>\$376,947,450</b>
<b>EXPENDITURES</b>								
JUSTICE & PUBLIC SAFETY	\$72,453,016	\$2,139,397		\$1,886,836			\$20,450,000	\$96,929,249
HEALTH & HUMAN SERVICES	\$96,138,009	\$5,516,554					\$649,000	\$102,303,563
PARKS, ENV., EDUC., LAND USE	\$16,003,898	\$18,079,962	\$2,799,866	\$7,841,177			\$5,414,300	\$50,139,203
PUBLIC WORKS	\$9,099,676	\$17,791,236		\$1,465,369	\$8,154,125		\$16,439,700	\$52,950,106
GENERAL ADMINISTRATION	\$10,466,065	\$860,039			\$14,799,070	\$16,135,115	\$2,650,000	\$44,910,289
NON DEPARTMENTAL (a)	\$2,706,840				\$27,008,200			\$29,715,040
<b>TOTAL EXPENDITURES</b>	<b>\$206,867,504</b>	<b>\$44,387,188</b>	<b>\$2,799,866</b>	<b>\$11,193,382</b>	<b>\$49,961,395</b>	<b>\$16,135,115</b>	<b>\$45,603,000</b>	<b>\$376,947,450</b>

(a) Includes Contingency Fund.

**APPROPRIATION UNIT SUMMARY BY FUND TYPE**

**2023 BUDGET**

<b>REVENUES</b>	<b>GENERAL FUND (a)</b>	<b>SPECIAL REVENUE</b>	<b>COMPONENT UNIT</b>	<b>ENTERPRISE</b>	<b>INTERNAL SERVICE</b>	<b>DEBT</b>	<b>CAPITAL PROJECTS</b>	<b>TOTAL</b>
INTERGOVT. CONTRACTS/GRANTS	\$58,658,170	\$31,927,507	\$1,629,470	\$991,479	\$327,400		\$28,788,501	\$122,322,527
FINES & LICENSES	\$3,310,806	\$149,550	\$0	\$0	\$0			\$3,460,356
CHARGES FOR SERVICES	\$31,053,462	\$1,002,777	\$938,803	\$5,486,665	\$4,286,229			\$42,767,936
INTERDEPART. REVENUES	\$4,445,305	\$776,904	\$3,000	\$522,661	\$40,470,079			\$46,217,949
OTHER REVENUES	\$15,274,176	\$793,772	\$9,000	\$2,278,500	\$1,346,021		\$12,980,000	\$32,681,469
FUND BALANCE APPROPRIATION	\$3,439,409	\$2,129,862	\$230,593	\$1,431,282	\$2,443,987	\$1,010,875	\$2,332,384	\$13,018,392
RETAINED EARNINGS	\$0	\$0	(\$11,000)	\$482,795	(\$291,564)			\$180,231
<b>TAX LEVY</b>	<b>\$90,686,176</b>	<b>\$7,606,816</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,379,243</b>	<b>\$15,124,240</b>	<b>\$1,502,115</b>	<b>\$116,298,590</b>
<b>TOTAL REVENUES</b>	<b>\$206,867,504</b>	<b>\$44,387,188</b>	<b>\$2,799,866</b>	<b>\$11,193,382</b>	<b>\$49,961,395</b>	<b>\$16,135,115</b>	<b>\$45,603,000</b>	<b>\$376,947,450</b>
<b>EXPENDITURES</b>								
PERSONNEL COSTS	\$122,067,353	\$13,212,790	\$805,011	\$2,944,348	\$9,053,140			\$148,082,642
OPERATING EXPENSES	\$67,058,339	\$23,886,767	\$1,847,293	\$7,066,780	\$40,338,298			\$140,197,477
INTERDEPARTMENTAL CHARGES	\$16,359,331	\$6,595,131	\$147,562	\$1,182,254	\$569,957			\$24,854,235
FIXED ASSETS & IMPROVEMENTS	\$1,382,481	\$692,500	\$0	\$0	\$0		\$45,603,000	\$47,677,981
DEBT SERVICE	\$0	\$0	\$0	\$0	\$0	\$16,135,115		\$16,135,115
<b>TOTAL EXPENDITURES</b>	<b>\$206,867,504</b>	<b>\$44,387,188</b>	<b>\$2,799,866</b>	<b>\$11,193,382</b>	<b>\$49,961,395</b>	<b>\$16,135,115</b>	<b>\$45,603,000</b>	<b>\$376,947,450</b>

(a) Includes Contingency Fund.

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