



## Waukesha County

### *Department of Administration*

December 11, 2020

Dear Honorable County Board Supervisors:

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

#### **COUNTY EXPENDITURES AND REVENUES**

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

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

515 W. Moreland Blvd.  
Administration Center, Room 310  
Waukesha, Wisconsin 53188  
Phone: (262)548-7020  
Fax: (262)548-7913  
[www.waukeshacounty.gov](http://www.waukeshacounty.gov)

The 2021 budget includes changes in key revenue sources.

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

#### **PROJECT FUNDING AND DEBT MANAGEMENT**

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

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

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

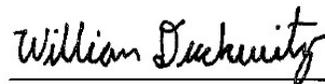
#### **ACKNOWLEDGEMENTS**

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

Sincerely,



Andrew Thelke  
Director



William Duckwitz  
Budget Manager

515 W. Moreland Blvd.  
Administration Center, Room 310  
Waukesha, Wisconsin 53188  
Phone: (262)548-7020  
Fax: (262)548-7913  
[www.waukeshacounty.gov](http://www.waukeshacounty.gov)