

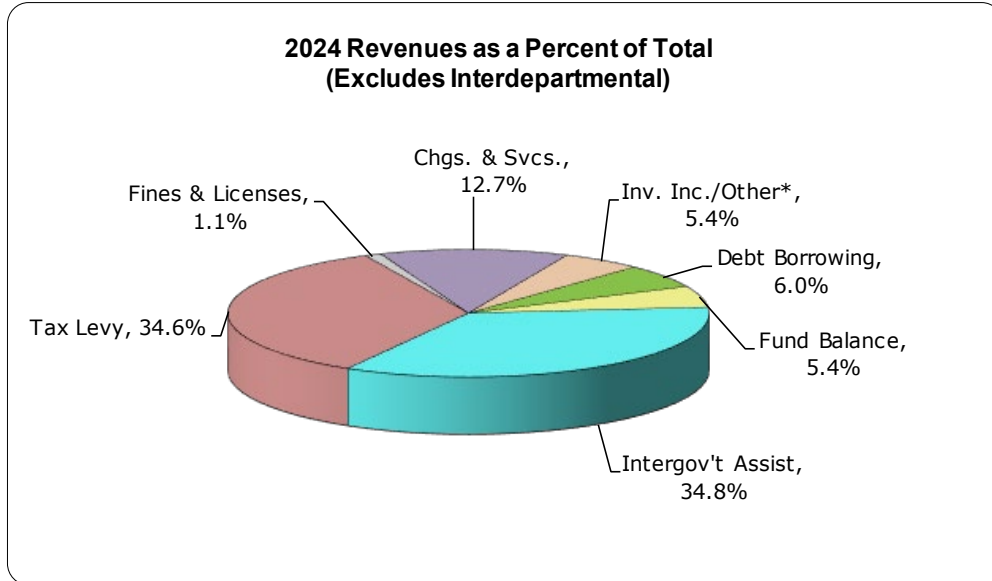
2024 REVENUE HIGHLIGHTS

Revenue Budget:

The **2024 revenue budget (excluding property tax levy, fund balance appropriations, and revenue generating proprietary fund retained earnings) totals \$253,557,270**, an increase of \$5,926,802 or 2.4% from the 2023 Adopted Budget. The revenue budget includes \$46,848,777 of interdepartmental revenues (mostly from internal service funds, e.g., Health and Dental Insurance Fund).

The 2024 budgeted revenues consist of departmental operating revenues at \$208,072,226 and capital project revenues at \$45,485,004 including \$20,800,000 from planned borrowing. Overall, the operating revenues increase by \$2,210,299 or 1.1% from the prior-year budget, while capital project revenues increase by \$3,716,503 or 8.9%.

The graph below reflects the ratio of revenue sources budgeted for 2024 to all revenue sources (after excluding interdepartmental revenues), with tax levy of 34.6% and Intergovernmental Assistance of 34.8% as the major revenue components.



* Excludes Retained Earnings

Revenue Projection Methodology

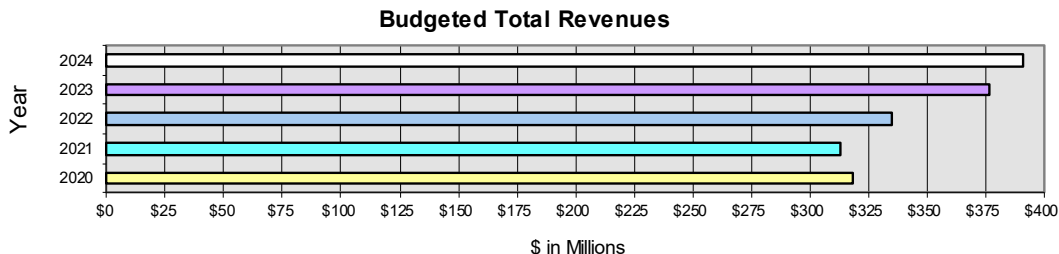
Realistic, conservative and accurate revenue estimates are one of the key building blocks in the development of a fiscally sound budget. The county combines four primary projection methods, mentioned below, based on the unique characteristics of forecasted revenue.

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 2020-2024. Total revenues are budgeted to increase \$14.4 million or 3.8% to \$391.4 million.



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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 2024 revenue budget increases \$14.4 million or 3.8% to \$391.4 million, including a decrease in intergovernmental contracts and grant revenue of \$2,546,000 or 2.1%, largely due to a decrease in federal American Rescue Plan Act (ARPA) – Coronavirus State and Local Fiscal Recovery Funds (CSLFRF) funding with a decrease of \$1.5 million. This also includes \$3.5 million of additional state Shared Revenue related to the passage of 2023 Wisconsin Act 12 which increases the shared revenue payments to local government and an additional \$1.2 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 \$1.0 million. Project-specific intergovernmental revenues for capital projects decrease \$6.0 million. Charges for services increase \$878,300, or 2.1%, to approximately \$43.6 million, largely due to a \$626,100 increase in clients fees for health and human services driven by \$398,600 of new regional crisis stabilization facility revenues and \$289,400 of higher mental health services' fees. Justice and Public Safety charges increase \$258,200, including \$197,700 of higher municipal patrol contract revenues in the Sheriff's Department. These increases are offset by a \$382,700 decrease in Register of Deeds revenues including a \$228,000 decrease for recording fees and a \$146,000 decrease in real estate transfer fees. Interdepartmental revenues increase approximately \$630,800, or 1.4%, to \$46,848,800, including \$217,000 of higher Risk Management departmental charges, \$151,500 of higher vehicle replacement fund charges, and \$151,500 of higher End User Technology Fund charges for software and technology. Other revenues decrease \$951,900 or 4.7% to a total of \$19.2 million, mostly due to a \$2.1 million decrease in the Material Recycling Fund related to the ending of recycling operations at the county facility due to a major fire event in May 2023. In addition, Health and Human Services revenues for opioid class action lawsuit settlement proceeds are reclassified to fund balance from other revenue, resulting in a \$729,800 decrease (with an offsetting increase in fund balance). Further changes to other revenues include \$1.6 million of higher investment income in the Treasurer's Office and \$175,000 of additional asset sale proceeds in the vehicle replacement fund. Fund balance appropriations increase of \$5.8 million, and the county general tax levy (excluding the special library tax) increases \$2,563,183 or 2.28% to \$114,862,166.

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

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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.

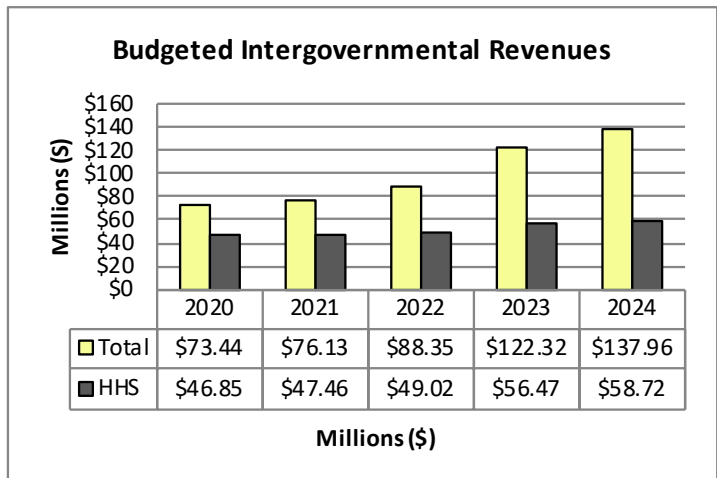
The 2020 revenue budget increases by \$13.0 million to \$320.3 million, largely due to increases in intergovernmental contracts and grant revenues of \$5.4 million to \$73.4 million. This includes \$3.1 million in Health and Human Services (HHS) pass-through payments related to the Children’s Long Term 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%.

Detailed revenue highlights are included within each functional area summary. A summary of highlights and major changes from the 2023 to the 2024 Revenue Budget, by source, follows.

Intergovernmental Contracts & Grants:

Combined, total 2024 intergovernmental contracts, grants, state/federal aids, and state shared revenues together reflect a budgeted decrease of \$2,546,000 or 2.1% from the 2023 Adopted Budget.

- **State shared revenue** increases \$3,471,200 from 2023 related to the passage of 2023 Wisconsin Act 12 which increases the shared revenue payments to local governments. This additional funding is limited to spending on law enforcement, fire protection, emergency medical services, courts, emergency response communications, public works, and transportation. Departments that receive this additional funding include \$900,000 for the **Sheriff**, \$245,000 for **Circuit Court Services**, \$230,000 for **Emergency Preparedness**, and \$100,000 for **Public Works-Transportation Fund**.



Additionally, \$2.0 million of additional shared revenue is budgeted in the **Capital Projects Fund toward transportation-related projects**.

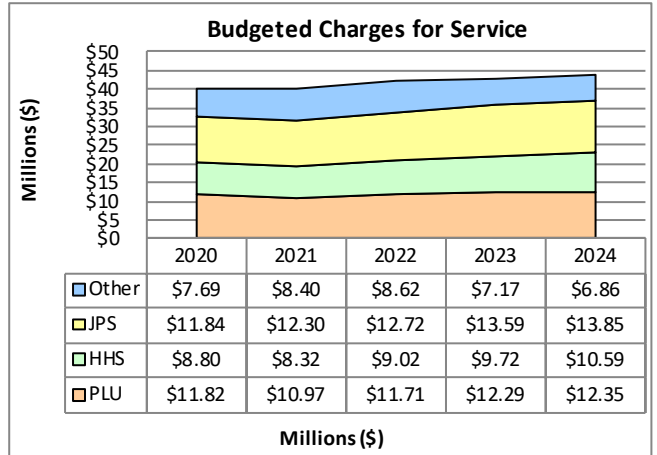
- Revenues from the federal **American Rescue Plan Act (ARPA)** - Coronavirus State and Local Fiscal Recovery Funds (CSLFRF) program are budgeted at \$27.3 million, a decrease of \$1.5 million from the 2023 budget. ARPA is budgeted in 2024 across multiple functional areas, including to renovate the courthouse; expand the GROW fund to promote economic development; address various initiatives in Health and Human services, such as transitioning client records from paper to a more efficient digital environment, upgrade public health operations, and develop data driven programs regarding child welfare and overdose fatality review; implement recommendations of the compensation study; acquire a new enterprise resource planning (ERP) system; fund 3.00 FTE sunset positions for the District Attorney’s office to support the sixth criminal court; and phase-in the costs of providing pay increases to sworn officers in 2022. Additional information can be found on these projects on pages 468-473. 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 \$2.2 million to \$58.7 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 \$1.2 million as a result of the state mandate to eliminate CLTS wait list and the subsequent increased volume of clients served.
 - The **HHS** budget for Community Aids revenue for Health & Human Services (HHS) programming increases \$169,100 to \$1,384,400 in 2024. 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 \$1.0 million to \$10.0 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–Clinical Services-Regional Crisis Stabilization Facility** grant funding increases \$602,700 to fund operations at the new regional crisis stabilization facility operated out of the Mental Health Center. This grant funding is meant to support startup operations of these crisis facilities which will eventually be supported by client fees and other funding sources.
- The **Community Development Fund** revenues decrease \$1.64 million related to a decrease of \$2,225,200 in Emergency Rental Assistance funding to assist individuals unable to pay their rent or utilities as a result of the COVID-19 pandemic as a result of grant completion.

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- **Capital Project** intergovernmental revenues decrease \$4.7 million to \$24.1 million, which includes a decrease in project-specific funding for transportation and park projects by \$6.0 million, partially offset by an increase in Shared Revenue of \$2.0 million (mentioned above)

Fines and Licenses: Fine and license revenues increase \$249,600 or 7.2% to \$3,710,000 in 2024. This includes **Parks and Land Use-General Fund** license revenue increasing \$171,900 and includes: an increase of \$114,200 for restaurant licenses; \$28,200 in retail food; and a \$10,000 increase for septic permit revenues. **Medical Examiner** cremation permit revenue increases \$11,200. Utility permits in the **Department of Public Works – Transportation Fund** increase \$33,500. Additionally, the 2024 budget includes a \$25,400 increase for the **County Treasurer** for agricultural use conversion penalties.

Charges for Services: User fees are budgeted to increase \$878,300 or 2.1% to approximately \$43.6 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 \$62,400 to \$12.3 million. **Parks and Land Use-General Fund** park system fees increase \$313,600 (annual park stickers, entrance fees, camping, etc.), offset by recording fees for Land Information Systems. **Golf Course Fund** service fees increase \$112,000 to \$2.32 million related to increased utilization of county-owned golf courses. Additionally, **UW-Extension** class fees increase \$44,100. These increases are offset by a \$382,700 decrease in **Register of Deeds** revenues including a \$228,000 decrease for recording fees and a \$146,000 decrease in real estate transfer fees.
- **Justice and Public Safety (JPS)** functional area charges for service revenues increase by \$258,200 to \$13.9 million, including an increase in **Sheriff** charges of \$140,100, mainly due to higher municipal charges for police services of \$197,700 primarily related to contractual increases, offset by \$117,200 of lower prisoner board charges. Additionally, **Medical Examiner** charges for service increase \$64,000 mostly for additional contract revenues from Washington County by \$24,000 and Kenosha County by \$25,000 (new in 2022 for pediatric autopsy services), and **Emergency Preparedness** charges for services increase \$107,100, which consists of \$28,100 of municipal charges for annual computer aided dispatch and integrated systems support charges and \$79,000 of various municipal radio repair and usage fees. **Circuit Court Services** charges decrease \$42,500.
- **Health and Human Services (HHS)** functional area charges for service revenues are budgeted to increase by \$626,100 to \$10.54 million. Client fees increase \$636,100. This includes \$398,600 of new regional crisis stabilization facility fees. Mental Health Outpatient-Intensive client fees decrease \$56,000 consisting of \$316,500 of lower adult CCS fees offset by \$192,800 of higher Community Recovery Services (CRS) fees. Additionally, Mental Health Center charges for services increase \$135,400, alcohol and other drug abuse outpatient fees increase \$104,400, and mental health outpatient fees increase \$67,800.
- **Non-Departmental** functional area charges for services decrease \$90,000 within the **Health & Dental Insurance Fund** for revenues collected from employees on the Choice Plus insurance plan decreasing \$104,000 based on employees shifting to the high deductible health plan, which increases \$14,000.

Interdepartmental Revenues: 2024 interdepartmental revenues increase approximately \$630,800, or 1.4%, to \$46,848,800. 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-Risk Management** charges increase \$217,000 primarily for increases to liability and property insurance costs.
- **Public Works-Vehicle Replacement Fund** departmental charges increase \$151,500 due to increases in new vehicle/equipment prices. Departments are charged replacement fees based on the cost of the vehicle they currently operate (rather than paying toward an estimated future price).
- **DOA-End User Technology Fund** charges increase \$151,500 reflecting annual increases in charges to user departments for computer maintenance and replacement, as well as software subscriptions.
- **DOA-General Fund** charges increase \$68,600 including a \$36,900 increase in grant indirect charges and \$31,200 of higher postage charges.
- **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 \$46,000 or 0.2% to \$21.4 million mainly due employee insurance plans shifting from the Choice Plus plan to the High Deductible Health plan.

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Other Revenues:

Other revenues (before excluding retained earnings) from various sources decrease \$951,900 or 4.7% to a total of \$19.2 million.

- **Parks and Land Use – Material Recycling Fund (MRF)** material sales revenue decreases \$1.67 million and equipment replacement revenue decreases \$352,500 resulting from a significant structural fire that occurred in May 2023 which ended recycling operations at the facility. The county is currently working with the City of Milwaukee to determine the most optimal long-term strategy to process its' combined tonnage and receive the best return on investment.
- **Treasurer** investment income increases \$1.6 million related to higher interest rates.
- **Health and Human Services** other revenues decrease \$835,900 primarily related to \$729,800 of opioid class action lawsuit settlement proceeds which are now budgeted as fund balance in 2024 and \$227,700 of lower clinical services' state institution reimbursement revenues. Offsetting these decreases is \$313,700 of higher Wisconsin Medicaid Cost Reporting settlement revenues for prior year services.
- **Public Works – Vehicle Replacement Fund** revenue from the sale of capital assets increases \$175,000 in the 2024 budget related higher auction proceeds from the sale of assets, as well as a higher number of scheduled outgoing units.

Debt Financing:

The 2024 Budget includes borrowing of \$20.8 million to finance a major portion of 2024 capital projects and vehicle replacements, an increase of \$8.3 million from the 2023 Adopted Budget.

Appropriated Fund Balance:

To reduce the 2023 Tax Levy (for 2024 Budget purposes), the budget includes fund balance appropriations of approximately \$18.8 million for one-time projects and temporary expenditures or to phase-in the impact of significant revenue losses or new expenses, an increase of \$5.8 million from the previous year. This includes \$12.3 million for the operating budgets and \$6.5 million for the capital projects budget, summarized below:

Fund Balance Use in Fund / Department Budgets	Source of Fund Balance							Total
	General Fund	Special Revenue Funds	Internal Service Funds	Enterprise Funds	Capital Fund	Debt Service Fund	Component Unit	
Administration - General Fund	\$10,700							\$10,700
Admin - American Job Center Fund		\$118,715						\$118,715
Admin - Collections Fund			\$26,299					\$26,299
Admin - End User Tech. Fund	\$475,000		\$138,368					\$613,368
Admin - Risk Mgmt Fund	\$215,500		\$52,249					\$267,749
Bridges Library System Funds							\$225,941	\$225,941
Capital Projects Budget	\$4,485,000	\$398,500	\$615,000	\$693,000	\$245,138			\$6,436,638
Circuit Court Services	\$35,000							\$35,000
Contingency Fund	\$1,200,000							\$1,200,000
County Clerk Dept.	\$310,915							\$310,915
Debt Service Fund	\$100,000		\$850,000			\$460,875		\$1,410,875
District Attorney	\$8,150							\$8,150
Emergency Preparedness	\$35,000			\$820,598				\$855,598
Human Services Dept.	\$318,172	\$972,897						\$1,291,069
Medical Examiner	\$26,000							\$26,000
Non-Departmental	\$476,877		\$1,090,280					\$1,567,157
Parks and Land Use Dept.	\$391,600	\$416,500		\$2,172,812				\$2,980,912
Public Works Dept	\$310,000		\$101,083	\$169,582				\$580,665
Sheriff Dept.	\$684,094							\$684,094
Treasurer	\$120,000							\$120,000
UW Extension Dept.								\$0
Total by Fund Type	\$9,202,008	\$1,906,612	\$2,873,279	\$3,855,992	\$245,138	\$460,875	\$225,941	\$18,769,845

Tax Levy: The overall 2023 tax levy (for 2024 Budget purposes) is \$119,040,295, which represents an increase of \$2,741,705 or 2.36% from the 2023 Adopted Budget. The total tax levy consists of general county purpose levy of \$114,862,166, a \$2,563,183 or 2.28% increase from the 2023 Adopted Budget, and the special Bridges Library System tax levy of \$4,178,129, an increase of \$178,522 or 4.5% from the 2023 Adopted Budget, which are assessed to municipalities without libraries.