

2011 EXPENDITURE HIGHLIGHTS

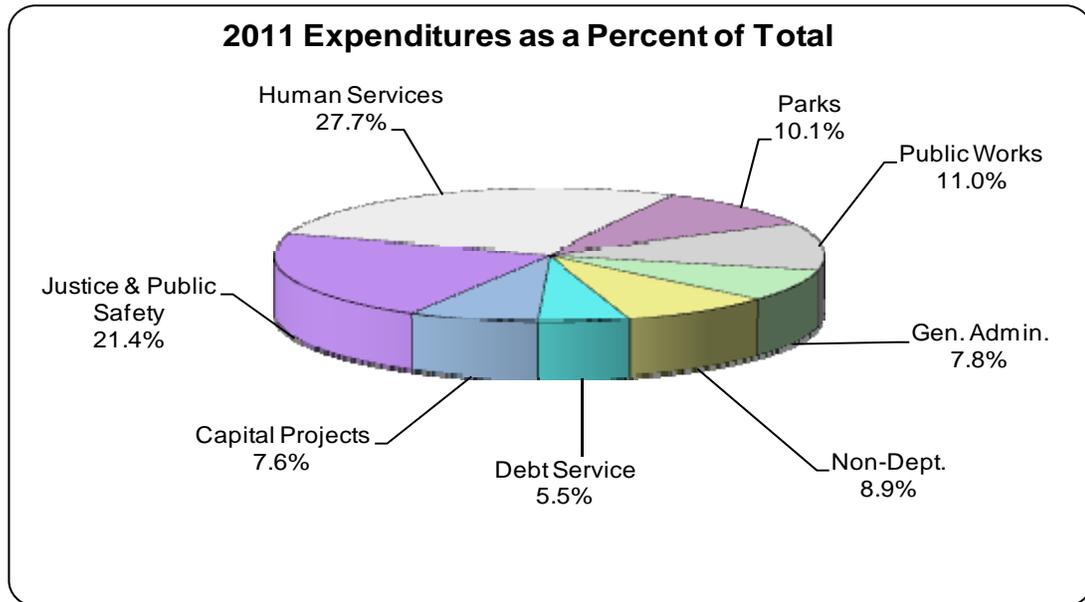
Expenditure Budget:

The 2011 total gross expenditure adopted budget is \$267,820,491, an increase of \$6,024,434 or 2.3% from the 2010 Adopted Budget. Budget appropriations consist of departmental operating budget expenditures of \$247,587,991 and capital spending of \$20,232,500. The total overall operating budget increases by \$5,145,334 or 2.1% from last year's operating budget while capital project expenditures increase by \$879,100 or 4.5% from the 2010 Adopted Budget.

The net total expenditure budget after adjusting for \$34,525,780 of interdepartmental charge backs, mainly from Internal Service Funds (which are double budgeted), is \$213,062,211 an increase of \$4,535,441 or 2.2%.

The budget includes personnel costs totaling \$115.9 million or 54% of the net total expenditure budget mentioned above. Overall employee costs increased about \$2.4 million, about 2% from the 2010 Adopted Budget, after over \$550,000 is reduced from personnel costs from over 11 FTE positions not funded in this budget.

Operating expenditures (including operating expenses, purchased services, and interdepartmental charges appropriations) increase from \$113.5 million in 2010 to \$115.5 million in 2011, an increase of \$2.0 million or 2.0%. Operating expenses represent about 43% of the total gross expenditure budget. Fixed Assets and improvements (excluding capital projects) expenditures are budgeted at \$1.5 million a reduction of \$175,000 from 2010. Debt service payments are budgeted at \$14.6 million and increases of nearly \$900,000.



*Includes Parks, Environment, Education and Land Use

Functional Area	2011 Adopted Budget	% of Total Adopted Budget
Justice & Public Safety	\$57,212,864	21.4%
Human Services	\$74,164,085	27.7%
Parks	\$27,173,012	10.1%
Public Works	\$29,514,344	11.0%
Gen. Admin.	\$21,020,500	7.8%
Non-Dept.	\$23,893,800	8.9%
Debt Service	\$14,609,386	5.5%
Capital Projects	\$20,232,500	7.6%
Total Expenditures	\$267,820,491	100.0%

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The past five years of budget changes are explained below:

The 2011 Budget expenditure level increases 2.3% or \$6.0 million to \$267.8 million. This increase reflects a \$1.78 million increase in debt service and capital project expenditure levels; \$2.4 million increase for personnel costs; and \$1.6 million increase in operating expenditures largely due to HHS Children's Long Term Support Waiver Services increases of \$930,600, **Health and Human Services Mental Health Outpatient program** – is budgeting a \$637,250 increase in operating expenses as noted below and the Federated Library System expenditures increase \$192,900 related to transferring in the **CAFÉ** Shared Automation program from the City of Waukesha. Also, the **Criminal Justice Collaborating Council (CJCC)** 2011 budget increases by \$118,133 related to the expansion of the Day Report Center as noted below.

The 2010 Budget expenditure level increases 2.1% or \$5.3 million to \$261.8 million. The increase reflects \$222,700 increase in debt service and capital project expenditure levels; \$2.8 million increase for personnel costs including \$1.2 million for costs to continue and \$1.6 million for 18 positions associated with a new service contract with the City of Pewaukee; and \$1.2 million increase in operating expenditures largely due to \$503,700 increase in salt expenses for snow removal, \$981,700 increase in mental health outpatient expenditures and \$365,500 increase in both revenues and expenditures to provide more funding opportunities for children with Autism and other special needs.

The 2009 Budget expenditure level increased by 0.4% or \$920,833 to \$256.5 million. The increase reflects \$20.7 million increased for the Non-Departmental functional area due to the creation of the new Health and Dental Insurance internal service fund offset by a net \$21.4 million decrease in the Health and Human Services functional area resulting from the State taking over the Long Term Care program and the full year implementation of the County's ADRC.

The 2008 Budget expenditure level increased by 0.6% or \$1,519,046 to \$255.5 million. The increase reflects \$700,884 decreased in operating budgets due to a \$5.6 million decrease in Health and Human Services with the development of the Aging and Disability Resource Center (ADRC) and the State's commitment to the Family Care initiative to take over and reforming the Long Term Care program costs offset by a \$2.1 million increase in the capital projects.

The 2007 Budget expenditure level increased by 1.2% or \$3.0 million to \$254.2 million.

Detailed expenditure highlights are included within each Functional Area Summary. A summary of major 2011 funding changes, which impact expenditures by functional area, follows:

Justice and Public Safety

- Over-all **Sheriff personnel costs** increase \$1.1 million or 3.8 % for Sheriff operations. Position changes increase by 3.12 FTE overall in the Sheriff's Department and include 1.12 FTE increase to reflect full year 2011 funding impact of about \$75,270 for 1.50 FTE correctional officers associated with the opening of the secured corridor capital project anticipated in October 2010. The expansion of the police services contract in Sussex includes 2.0 Sheriff Deputy positions from the 2010 adopted budget for \$139,500 offset with revenue.
- Besides higher jail personnel costs included above, significant operating **and interdepartmental expenditure** increases in **the jail operations** budget include \$80,000 for inmate medical care and \$17,000 more for inmate food service costs. This budget also includes a multi-year jail equipment replacement plan with an annual appropriation of \$155,000 funded with a prior year budget base of \$30,000 and \$125,000 use of fund balance from prior year jail assessment revenue reserved. Also, Huber Board revenues are reduced significantly as indicated below.
- **Huber room and board** is decreasing \$87,000 reflecting 19 fewer paying Huber inmates; however Huber rates will increase \$1 to \$22.00 per day.
- The second year of the **Pewaukee police services** contract includes reductions for one time start up costs of \$105,000 in 2010, and full year administrative and indirect costs and inflationary contract cost increases total \$298,560. The **Village of Sussex** also expanded its contract to include an additional five day coverage in 2010 and is anticipated to expand coverage in 2011 to seven day a week.
- The **Sheriff's Department** expenditure budget includes \$85,000 for an additional **drug prosecutor**, (being used in the District Attorney's office) for a 3 year period. The position is funded with State Byrne Grant which began in 2010 and will sunset after 2012.
- The **Emergency Preparedness General Fund Budget** for 2011 includes a reduction of \$50,000 in overtime for the one-time cost to train for the new computer aided dispatch system. Geo Database maintenance was brought in-house in 2010 resulting in a reduction of \$32,000 in **contracted services** in 2011 offset with an increase of \$24,000 for **interdepartmental charges** from the Land Information Division, for a net County savings of \$8,000. End User Technology Fund (EUTF) charges for the Department decrease almost \$20,000 due to server consolidation and virtualizing services. The Department continues to budget \$35,000 in fixed assets for emergency equipment replacement needs and is budgeting an additional \$45,600 for the replacement of batteries, paging equipment and replacement chairs.

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- **Circuit Court Services** overall personnel net costs increase by about \$105,800. To hold increases down, staff reductions of almost \$82,800 include 0.50 Clerk Typist II in the Criminal Traffic Division, 0.50 FTE Clerk Typist II in the Juvenile Court Division and 0.50 FTE Court Reporter in the Court Commissioner's Office. The Department has expanded use of technology features of the state Consolidated Courts Automation Program (CCAP), increasing efficiency and allowing the re-distribution of personnel resources across various divisions.
- **Guardian ad litem and court appointed attorney costs** at \$748,000 are budgeted to increase \$30,000. This moderate increase as compared to previous years is a result of the Circuit Court Services use of capitation contracts for court appointed attorneys.
- **District Attorney's** expenditures increase of \$85,000 in the department's operating expenditures is related to the addition of a second drug prosecutor position awarded to the department in 2010 through a three-year Department of Justice Byrne grant administered by the Sheriff's Department.

Health and Human Services

- **Overall Health and Human Services expenditures** increase by \$2,214,302 or 3.4% to \$67,540,390. This includes a personnel increase of \$1,057,054 or 3.4% to \$32,369,964.
- The **Children with Special Needs program** operating expenses are budgeted to increase \$930,622, or about 20% mostly due to Children's Long Term Support Waiver contract services expenditures, which are budgeted to increase \$766,936 related to the state funding of additional clients. Also, contracted services are budgeted to increase \$76,594 which includes a net increase of \$61,394 for Birth to Three waiver-funded services.
- The **Mental Health Clinical Services Outpatient program** – is budgeting a \$637,250 increase in operating expenses. \$857,534 of the increase is related to new Federal Community Recovery Services Program (CRS) costs as program expenses are realigned from other programs areas to help capture Federal reimbursements. Also, new contracted services related to CRS is budgeted at \$241,823. In addition, medical psychiatric services increase by \$126,360 as the department shifts contracted medical services coverage to replace and offset the transfer to this program area from the mental health center inpatient unit. The higher budgeted operating expenditures are offset by \$399,259 of net contract service reductions mostly related to the realignment of clients to the CRS program partially offset by five new clients placed at an out of County Health Care Center. Also, comprehensive community services (CCS) operating expenses are reduced by \$132,574 as three clients were moved to the CRS program. State Institutes expenditures are budgeted to decrease by \$130,415 to reflect prior year and current year spending levels on planned costs.
- The **Mental Health Center budget** funds a secretary supervisor position and unfunds 1.0 FTE clerk typist II. The secretary supervisor position is planned to help supervise clerical staff; coordinate the transition to an electronic health records system (as mandated by the Federal Centers for Medicare and Medicaid Services); perform confidential services for MHC management related to Health Insurance Portability and Accountability Act (HIPAA) compliance; perform quality assurance/performance audits; and train staff on patient admission procedures.
- **Alcohol and Other Drug Abuse** operating expenditures are reduced by \$87,800 primarily related to the closing of a residential center and a local halfway house. Also, requests for opiate detoxification services are decreasing.
- **Public Health Division** expenditures increase by about \$151,700 in order to help maintain the State Level II status, as defined in Wisconsin Public Health Statutes. This includes an increase in Tax Levy support of nearly \$105,000 or 4.8%, to help mainly cover the cost to continue existing services. Significant Public Health budget items include: Increasing a part-time Community Health Educator to full-time (a net increase of 0.20 FTE or about 420 hours), to help comply with increasingly difficult federal grant reporting requirements, which are estimated to increase net costs by about \$28,200. Most of this expenditure increase is planned to be funded with higher Federal Center for Disease Control and Prevention City Readiness grant dollars (about \$34,000), partially offset by the elimination of \$13,000 in State Tobacco II money, which partially fund this position in the 2010 Budget. The remaining \$6,900 cost impact is covered with Tax Levy funding.
- **Federal Women, Infant, Children Nutrition Program (WIC)** grant dollars are budgeted to increase about \$30,300 to help support the Farmers' Market Nutrition program and to fund \$14,700 in temporary extra help and related employee benefit costs for 0.40 FTE (about 830 hours) for continuing a breast feeding counselor (public health technician) position (added mid-year 2010 through enrolled ordinance 164-87). These counseling services are intended to help encourage women to breastfeed their infants, which is considered beneficial their development.
- **ADRC Division- General Funds** budget for Transportation Services revenue and expenditure increases by \$48,738 related to the State's Alzheimer's Family and Caregiver Support program funding being restored in 2011 (which was not budgeted in the 2010 Adopted budget). Also, operating expenditures are increased \$281,100 to \$501,825 for expenses related to 25 Waukesha County residents housed at Dodge County's Clearview Intermediate Care Facility for the Mentally Retarded (ICFMR). The approximate cost per day is estimated at \$55, which represents the cost per day not reimbursed by Medical Assistance. Most of these clients are not expected to be eligible for the State's Family Care program.

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- **Criminal Justice Collaborating Council (CJCC)** 2011 budget includes an expansion of the Day Report Center with expenditure appropriations budgeted to increase by \$118,133 to \$204,780. This includes expanded contract services for additional case management, employment specialist and community service coordination. Security services will also be added for the Day Report Center program. The expansion includes an estimated increase in program capacity daily from 45 to approximately 57 participants. Operating After Revocation (OAR) program budgeted at \$56,113 in the 2010 adopted budget is eliminated as a result of state legislation changes which decriminalized the majority of OAR offenses.

Parks, Environment, Education, and Land Use

- **Register of Deeds** the department is proposing to unfund a vacant 1.0 FTE Clerk Typist I position and a vacant 1.0 FTE Clerk Typist I/II position at a cost saving of approximately \$107,400.
- In the 2011 Budget, the **Federated Library System** establishes a new special revenue **CAFÉ** Shared Automation Fund, which is planned to be transitioned from the Waukesha Public Library (WPL) in July 2011. The related **expenditure budget** of \$192,900 represents roughly a half-year of costs (due to the planned July 2011 transition date), and includes \$77,670 for 0.75 FTE (1,560 hours) of the Federated Library's Library Automation Coordinator moved in from the State Aids Fund; \$42,300 in contracted services for a half-year of a 1.0 FTE WPL staff member to provide IT support; \$29,700 in one-time pass-through payments from the City of New Berlin to the CAFÉ Software Vendor to configure the City's library database in order to potentially join CAFÉ; and the transition is also expected to include the transfer of approximately \$400,000 in CAFÉ software/equipment replacement funds from WPL, to be retained and reserved for future software/equipment replacement requests.
- **Parks and Land Use General Fund** budget, in an effort to limit the growth in net personnel costs and overall spending, is proposing to unfund a net 2.0 FTE regular positions in 2011, which is estimated to generate a cost avoidance of \$144,500. This includes 1.0 FTE Environmental Health Sanitarian in the Septic/Well/Lab program estimated to reduce personnel costs by \$81,100 and 1.0 FTE Land Use Specialist in the Planning Program, estimated to reduce personnel costs by \$63,400. The department management indicates that workload in both these program areas has declined since the beginning of the recent economic downturn.

Public Works.

- **Contracted housekeeping services** help generate a net total cost savings estimated at \$82,300 in the 2011 Budget. Housekeeping contracts and cleaning supplies increase \$145,000 to reflect a shift from in-house housekeeping staff to more cost effective contracted housekeeping services. Public Works General Fund operations include unfunding 3.00 FTE Building Service Worker II's and unfunding 1.00 FTE Building Service Worker I with estimated cost savings of \$227,300. This reflects a more cost effective use of contracted housekeeping services.
- 3.00 FTE **Maintenance Mechanic II positions** are abolished and 3.00 FTE Maintenance Mechanics I positions are created to better reflect work responsibilities and duties. This results in an estimated cost savings of \$15,000. A Clerk Typist II position is reduced by 0.50 FTE for a cost savings of \$24,500.
- On-going energy costs are budgeted to decrease by a net of \$155,100 in **Public Works for building operations** overall, including rate changes of 3.0% for electricity, -2.0% for natural gas and 8.0% for sewer and water. The rate increases are offset by significant consumption reductions in electricity and water/sewer utilities as a result of recent investments in energy conservation.
- Contracted **building system maintenance services costs** are able to be reduced by \$66,500 in 2011 reflecting changes in service levels based on Public Works and Purchasing staff working more closely together to fine-tune services and vendor costs plus internal staff providing some maintenance work that would have otherwise been contracted.
- **The building improvement maintenance plan** totals \$1,084,500. This is a \$243,500 increase in maintenance funding from the previous year's plan. The maintenance plan is funded by \$650,000 of County Tax Levy and \$434,500 of General Fund Balance for one-time projects. General Fund Balance will be phased down in future years to provide funding for the building improvement maintenance plan.
- **County Department of Public Works - Highway** personnel costs increase of \$130,000 or 4.7% due to cost to continue for 39.18 FTE staff and an increase of about \$45,000 in worker's compensation mainly based on prior year claims experience.

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- **The Department of Public Works unfunds 3.00 FTE State funded Patrol Worker positions** and overtime is decreased by 978 hours for a reduction in personnel costs of \$240,500. Vehicle fuel and maintenance, equipment, and materials costs for State road maintenance work is also reduced by \$40,900 to reflect the estimated lower levels of maintenance and related State reimbursement revenue of \$281,400 or a 5.9% decrease. This reflects a lower level of (Summer) service requested for State Highways in 2010, which is anticipated to continue in 2011.
- The **Vehicle Replacement Fund** planned purchases decrease \$244,000 from the 2010 Budget. This decrease is partially offset by moving up the **purchase of four 2012 replacement squads** to 2011 (at a cost of about \$94,000), as Ford Crown Victoria squads are expected to be discontinued at the end of 2011. Therefore, the 2012 replacement Crown Victoria squads will be purchased at the end of 2011 and not be put into service until 2012. These squads' useful lives will not be changed nor will the future replacement dates be modified. As the majority of the Sheriff's Department squads are Crown Victorias, the purchase of the 2012 replacement Crown Victoria squads will allow the Department to use existing equipment (cages, seat covers, light bars, rifle racks, etc.) and repair practices while evaluating other chassis options.

General Administration and Non-Departmental

- The **County Board Chair's Office** personnel costs decrease \$93,955 or 9%, mainly due to unfunding 1.0 FTE Office Services Coordinator position in 2011 and underfilling the vacant Legislative Policy Analyst with a Programs and Projects Analyst in 2010.
- The **County Clerk's Office** expenditures are decreasing \$46,760 mainly due to the removal of non-reoccurring election related costs.
- **DOA-General Fund** cost to continue expenditures are estimated to increase by \$158,500 or 2.7%. This increase is partially offset by cost savings from the staff re-organization in Human Resources (\$42,000)
- Overall **DOA-End User Technology Fund (EUTF)** expenditure budget decreases by \$52,777 or under 1%.
- **DOA-Risk Management division** operating expenditures increase by \$63,700 or 3%. This primarily reflects an increase in purchased insurance costs and claim payments for general, automobile liability insurance, and estimated future claim payments based on current upward trends for worker's compensation.
- **Health and Dental Insurance Fund** expenditures increase by \$433,500 or 2% to nearly \$20.8 million, mainly due to an increase in active employee claims costs by nearly \$1.14 million to almost \$17.6 million, based on actuarial recommendation. This is partially offset by the removal of the County's fully-insured dental insurance plan (DentaCare) from this internal service fund budget, so this Fund more consistently reports and budgets only self-insured plans (e.g., the Guardian dental plan). The removal of DentaCare reduces budgeted expenditures by \$690,000.
- **The Energy Efficiency Revolving Loan Fund** is not continued in the 2011 budget. This Fund was established in the 2010 Budget, to provide loans to local businesses to fund projects designed to improve their energy efficiency. This program was initiated with \$440,000 in Federal Stimulus Energy Efficiency Block Grant funds authorized in the American Recovery and Reinvestment Act of 2009. However, subsequently issued federal conditions, guidelines and restrictions on this grant program were deemed to be overly onerous and likely to frustrate small business owners participating and diminish the effectiveness of the program. The County reallocated these grant dollars to assist with other federal Energy Efficiency Block Grant funded energy conservation projects (Capital Project 200918), primarily to install a solar hot water system for the Law Enforcement Center and Jail (Enrolled Ordinance 165-20). Reallocating these expenditures and revenues increases the Energy Efficiency and Conservation Block Grant Capital Project budget by \$440,000 to \$2,091,900 and eliminates the need for this special revenue fund.

Debt Service

The Debt Service expenditure budget for general governmental purposes (excluding proprietary funds debt service payments which are funded from individual fund operating budgets) is \$14,609,386, an increase of \$898,355 from the 2010 Adopted Budget or 6.6%. To fund the 2011 Capital Project's Budget, \$10 million is planned to be borrowed increasing the County's total debt outstanding to approximately \$83.9 million, well below the allowable levels set by State statutes.

Capital Projects

The 2011 Capital Project Expenditure Budget of \$20.2 million increases \$879,100 from the 2010 Adopted Budget. The 2011 capital budget identifies funding for existing and new projects at a net county cost of \$12.9 million (after direct project revenues and fund balance appropriation totaling approximately \$7.3 million are applied). For 2010, borrowed funds total \$10 million (mentioned above) and investment income is at \$350,000. Project funding also includes \$2.55 million in County Tax Levy, an increase of \$120,000 from the 2010 Adopted Budget.