



Waukesha County's 2009 Executive Budget

Committed to Excellence



Executive Budget Outcomes



County Executive
Dan Vrakas

Committed to Excellence

- Maintains low taxes and upholds essential service levels
- Limits spending
- Focuses on partnerships & efficiencies
- Emphasizes strategic partnerships
- Demonstrates commitment to infrastructure & sustainability
- Protects AAA/Aaa bond ratings

Waukesha County's
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Good evening and thank you for providing me with an opportunity to present my 2009 budget, which you will see is “Committed to Excellence”. Waukesha County’s recognized across the state and throughout the nation as a government innovator, and I’m proud to say that our commitment to excellence is inherent in all we do. At the foundation of this commitment is the strong partnership that has been forged between the Executive and Legislative branches. I’d like to thank County Board Chairman Jim Dwyer, Finance Committee Chair Pat Haukohl and all the other Committee Chairs and Supervisors that sat in countless meetings with me to help my administration prepare a budget that maintains low taxes and essential service levels. I look forward to continuing our dynamic partnership as we adopt a 2009 budget that continues our position as one of Wisconsin’s lowest tax leaders.

Having just been named by Forbes Magazine as the 8th best place in the country to raise a family, we have a member of Waukesha County’s family here tonight that represented us and our entire nation at the 2008 Paralympics in Beijing. Ladies and gentlemen, please join me in congratulating sailing’s bronze medal winner John Ruf of Pewaukee.

Crowd applauds.

In addition to John, we had two other athletes from Waukesha County that represented us in the Olympics: sailing’s Sally Barkow of Nashotah and wrestling’s Ben Askren of Hartland. Please join me in another round of applause for our three Olympians. They truly are “Committed to Excellence”.

Crowd applauds.

The average Waukesha County homeowner was on my mind while I crafted this 2009 budget. I thought about the economy we are currently in, and what folks would think when they opened their County property tax bill later this year. This is why I found it essential to advance a budget that limits spending and taxation at a rate less than inflation.



County Expenditure Restraint

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- County expenditure increase at three-tenths of 1%
- Maintains a low tax rate of \$1.79 per \$1,000 of equalized value
- Keeps tax impact at one half of 1%, which is well below inflation
- Below the State of Wisconsin's limit on tax levy increases
- Fulfills my commitment to homeowners to limit taxes:

Budget Year	Average Home	Rate/\$1,000	Tax
2006:	\$256,700	\$1.96	\$504
2009:	\$281,100	\$1.79	\$503

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Proudly, my 2009 budget holds the line on taxes and limits spending to three-tenths of 1% over last year's budget. This means that the average Waukesha County homeowner will pay less taxes in 2009 than they did before I took office in 2005. It also keeps the tax impact on that home at one half of 1%, which is well below inflation.

Despite the lowest County tax base increase in 22 years, if the County Board adopts my budget as presented, Waukesha County's tax rate will remain one of the lowest of any county in the state.



Specialized Transportation

Budget Drivers

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- Operating Cost-To-Continue:
 - Inflationary cost increases
 - Jail inmate costs
 - Snow removal and road salt prices
 - Workers compensation
 - Energy cost budget increases:

Water	Electricity	Natural Gas	Vehicle Fuel
11.0%	7.5%	9.0%	Up \$.35/Gallon

- Reduced, Eliminated or Frozen State & Federal Revenues:
 - E-911 Grant to sunset in 2008
 - Alcohol Treatment Court Grant of \$110,000 ends in 2008
 - Homeless Grants for jail transition and treatment programs eliminated
 - Federal Byrne Grant for Metro Drug enforcement reduced by 70% in 2009
 - State Court Support Grant (\$1.1 million since 2000)
 - State Human Services Community Aids/BASIC County Allocation (\$11.4 million since 1996)
 - State Transportation Aids (\$5.4 million currently)

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During an economic slowdown, government's are faced with increased demands for services and rising costs for their effective delivery, many of which are greater than the rate of inflation.

With more than 40% of the County's budget dedicated to State and federal mandates, discretionary spending is at a minimum after we fund rising jail inmate costs, snow removal and road salt prices, workers compensation claims, and energy cost increases.

There are also a number of key State and federal revenue sources that have been reduced, eliminated, or frozen. As a result, some of these key revenue losses are sustained in my budget, like the 70% reduction in the federal Byrne Grant for Metro Drug enforcement, Alcohol Treatment Court funding, and frozen state Human Service funding since 1996 for the mandated Community Aids.



Justice Center

Tax Dollar Spending by Functional Area

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2008-2009 TAX LEVY BY FUNCTION	2008 Adopted Budget	2009 Proposed Budget	Increase/(Decrease) from 2008 Adopted Budget	
			\$	%
Justice & Public Safety	\$35,437,152	\$37,074,029	\$1,636,877	4.6%
Health & Human Services	\$22,449,060	\$23,266,670	\$ 817,610	3.6%
Public Works	\$ 9,695,359	\$10,010,988	\$ 315,629	3.3%
Parks, Environment, Education & Land Use	\$ 8,116,352	\$ 8,238,894	\$ 122,542	1.5%
General Administration	\$ 1,383,546	\$ 953,824	\$ (429,722)	- 31.1%

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When looking at how our tax dollars are spent, you'll notice that this budget proposal makes justice and public safety my top priority. With a \$1.6 million increase over last year, almost 40% of our total tax levy will be spent keeping Waukesha County's residents safe.

Other budget priorities include effectively serving at-risk individuals and families, and making strategic investments in our roads and buildings to ensure their useful life while maintaining them in a safe and functional manner.

In order to guarantee that we had the funding available to accomplish these important goals, for another consecutive year, my budget reduces general administration tax levy support by 31%. I firmly believe that cutting our administrative overhead enables us to direct dollars towards critical service areas that, when effectively managed, contribute to Waukesha County's high quality of life.



Materials Recycling Facility

Partnerships & Efficiencies

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- Establish a cost effective pilot project for alternative transit options with partnering businesses to bring workers to jobs.
- Decentralize records imaging, storage and retrieval costs for Circuit Court Services and the District Attorney's Office.
- Complete the State's Long Term Care reform through the Department of Health & Human Services and the Aging & Disability Resource Center (ADRC) by:
 - Transitioning 1,200 waiver-funded clients cases to two Managed Care Organization Partners.
 - Addressing service eligibility for nearly 800 additional Long Term Care service waiting lists.
- Designate a dog exercise area at Nashotah Park through a partnership between the Department of Parks & Land Use, Waukesha Kennel Club and municipalities.
- Implement the first phase of a County-wide cashing system to consolidate 9 stand-alone systems into 1 Enterprise-wide application.
- Study potential strategic alliances with the ADRC, Department of Health & Human Services and Veterans Service Office and between the Departments of Public Works and Parks & Land Use.

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Just as families do with their budgets at home, the County also looks to stretch its dollars as far as they'll go. As we reduce our support costs to fund critical services, departments are also being asked to identify new ways of doing business more efficiently. I'm pleased to report that one of the most effective ways this directive is being accomplished is by investing in collaborative partnerships that reduce our dependency on tax levy support and enable us to leverage resources to enhance services. To that end, here are a few of the partnerships and efficiencies highlighted in my budget:

We'll establish a cost effective pilot project for an alternative transit option, with help from the City of New Berlin and local employers, to bring workers to jobs;

We'll decentralize records imaging, storage, and retrieval costs for Circuit Court Services and the District Attorney's Office.

We'll complete the State's Long Term Care reform through the Department of Health & Human Services and the Aging & Disability Resource Center by: transitioning 1,200 waiver-funded clients to two Managed Care Organization partners; and addressing service eligibility for nearly 800 individuals on wait lists.

We'll designate a dog exercise area at Nashotah Park through a partnership between the Department of Parks & Land Use, the Waukesha Kennel Club and municipalities;

We'll implement the first phase of a County-wide cashing system to consolidate 9 stand-alone systems into 1 Enterprise-wide application;

And, we'll study strategic alliances between the Aging & Disability Resource Center, Department of Health & Human Services and the Veterans Service Office, as well as between the Departments of Public Works and Parks & Land Use, to identify potential duplication and better serve our citizens.



Capital Projects

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- Upgrades of the Courthouse to include:
 - A new secure connector to separate the public from inmate movement
 - General facility maintenance as we plan for a major renovation in 2016
- Plans for the construction of a new Human Service Center
- Makes highway safety improvements, repaves roads, and repairs bridges
- Addresses increased capacity on these priority corridors:
 - C.T.H. Y (Racine Avenue)
 - C.T.H. VV (Silver Spring Drive)
 - Completing the 2nd phase of C.T.H. L (Janesville Road)
- Enhances three highly traveled intersections over the next year
- Invests in a new Computer Aided Dispatch (CAD) system
- Paves the Lake Country and Bugline Recreational Trails

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My 5-year Capital Projects Plan focuses on long term and sustainable facility needs, highway improvements, technology upgrades, and park enhancements. The plan prioritizes future capital needs, which are linked to the County's Strategic Plan, and continues Waukesha County's legacy of fiscal responsibility by striking a balance between infrastructure maintenance and delivering critical services. It also introduces a number of environmentally sustainable practices, that when applied to our Capital Projects, minimize our impact on the ecosystem while saving significant tax dollars in the long run. Some of the major initiatives outlined in the Capital Plan:

Upgrade the Courthouse to include a new secure connector that separates the public from inmate movement, and general facility maintenance as we plan for a major renovation in 2016;

Plan for the construction of a new Human Service Center;

Make highway safety improvements, repave roads, and repair bridges;

Address increased capacity along the priority corridors of C.T.H. Y (Racine Avenue), C.T.H. VV (Silver Spring Drive), and completes the 2nd phase of C.T.H. L (Janesville Road);

Enhance three highly traveled intersection over the next year in the cities of Brookfield and Muskego;

Invest in a new Computer Aided Dispatch (CAD) system at the Communications Center to enhance public safety;

And pave the Lake Country and Bugline Recreational Trails.

Executive Proposed Budget \$'s in Millions

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Expenditures:

Operating Budget:	\$ 237.0
Capital Budget:	19.4

Total:	\$ 256.4
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Revenues:

Total County Revenues:	\$146.0
Fund Balance:	14.6
Tax Levy (includes Library):	95.8

Total:	\$ 256.4
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I'm so fortunate to be your County Executive in a County where the Executive and Legislative branches work together to adopt a balanced budget that effectively leverages resources to best serve our constituency.

As you can see from this chart, expenditures do not exceed revenues, making it another successfully balanced budget proposal.

2008 Employees per Capita Comparison of Similar Counties

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County	Population	Number of Employees *	Employees per Capita per Thousand
Brown	244,764	1,571	6.4
Dane	468,514	2,212	4.7
Kenosha	161,370	1,022	6.3
Milwaukee	937,324	5,707	6.1
Racine	195,113	896	4.6
Waukesha	382,697	1,396	3.6

* The number of employees pertains to full-time equivalents.

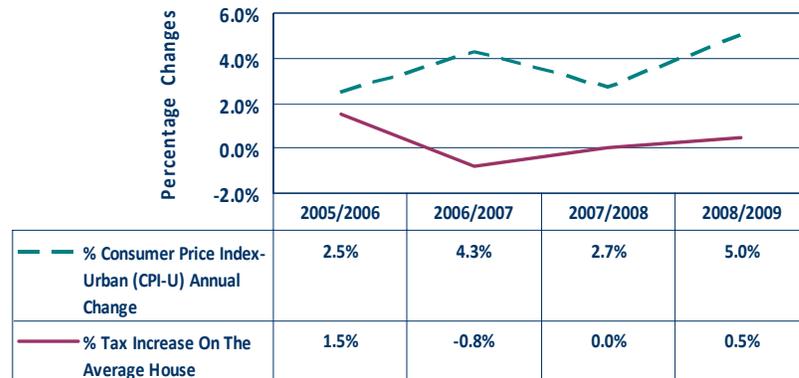
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When comparing Waukesha County to similar counties in the State, it pleases me to share with you that we have significantly fewer employees per 1,000 residents than our counterparts. Wisconsin's known throughout the nation as a high public service State. To efficiently deliver the services that our residents' need and desire, efficient use of public employees is critical.

To ensure that residents receive these services in a cost effective manner, my 2009 budget limits personnel costs by discontinuing 12 Full Time Equivalent positions, which will generate a cost avoidance of nearly \$800,000. I believe that Waukesha County is well-positioned to handle this staffing reduction. Where necessary, impacted departments will adjust workloads and staff will be cross-trained to accommodate these cutbacks in personnel.

Tax Impact Compared to Inflation

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Controlling personnel costs is a key area that enables the County to keep its spending in check. In addition to discontinuing funding for 12 Full Time Equivalent positions, my budget continues this fervent practice by limiting the cost of health insurance increases to 4%.

This spending control ensures that we are able to keep the tax impact at less than one percent, which is well below the rate of inflation and falls under the State of Wisconsin's limit on tax levy increases.

To me, a true measure of the County's tax performance compares property tax control over time. This chart accurately depicts that since taking office in 2005, my administration, in partnership with the County Board, has controlled taxation at a rate significantly lower than inflation.

2008 County Budget Property Tax Rates

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5 Highest Counties		
County	Rank	Tax Rate (a)
Menominee	1	\$8.43
Clark	2	\$6.96
* Lafayette	3	\$6.80
* Taylor	4	\$6.78
* Pepin	5	\$6.52

5 Lowest Counties		
County	Rank	Tax Rate (a)
* Dane	68	\$2.18
* Oneida	69	\$1.97
Waukesha	70	\$1.78
* Ozaukee	71	\$1.64
* Vilas	72	\$1.54

- a) Property tax rates shown exclude Library System and other special taxing authorities
 * Denotes that the county has enacted an optional 0.5% county sales tax.

Source: Information from the Wisconsin Department of Revenue

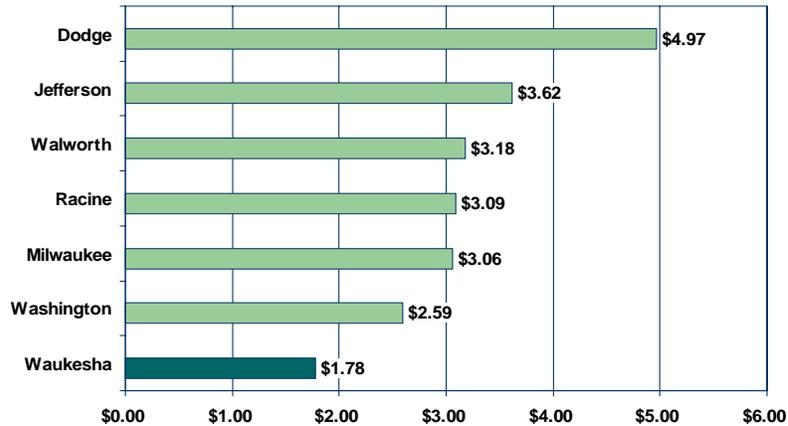
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It makes me extremely proud to share with you that Waukesha County continues to have the lowest County tax rate in the state for counties that do not have a county-imposed sales tax. Yet, even when comparing our great County to those counties with an enacted sales tax, it pleases me to tell you that Waukesha County ranks 70th out of 72 counties in the state for the lowest tax rate.

We're also one of about 40 county government agencies out of more than 3,000 throughout the country to hold the coveted AAA/Aaa bond rating status, which is reflective of our exemplary financial management and allows us to lower the County's borrowing costs and keep taxes low.

2008 Comparative County Property Tax Rates Of Contiguous Counties

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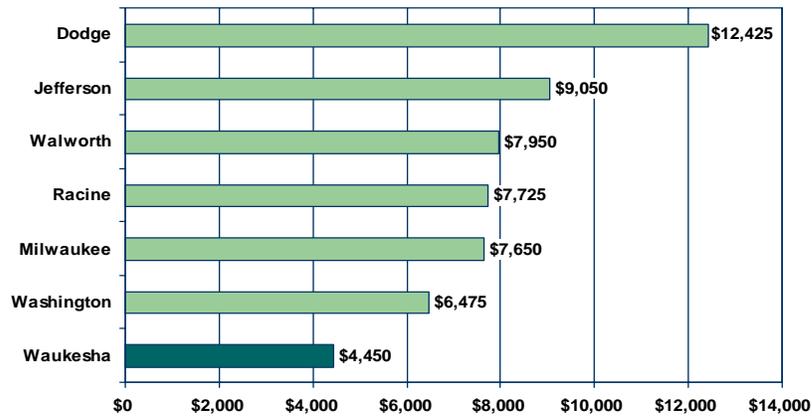


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To fully appreciate how well we make our tax dollars work for our citizens, it's important to compare ourselves to neighboring counties in the region. As you can see from this chart, Waukesha County has the lowest property tax rate of the 6 counties that surround us.

2008 Comparative County Property Taxes On \$2.5 Million Business Property

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Our tax advantage is further illustrated when we compare county property tax rates on business property. Waukesha County's low tax rate means that a \$2.5 million business property will pay a little less than \$4,500 in County property taxes. A business of the same value in Milwaukee County would pay nearly \$7,700 in county property taxes and almost \$12,500 in Dodge County.

In tough financial times, rest assured that Waukesha County's low tax rate fuels economic development and helps us recruit and retain a diverse industry base and a talented workforce.

Statistics & Trends

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- 8th best place in the country to raise a family
- 3rd largest County in the State for population
- 2nd largest County in the State for equalized value
- 2nd Highest household income in the State
- Unemployment rate average:

	2003	2004	2005	2006	2007
U.S.A.	6.0%	5.5%	5.1%	4.6%	4.6%
State of Wisconsin	5.6%	5.0%	4.8%	4.7%	5.0%
Waukesha County	4.8%	4.2%	3.8%	3.8%	3.9%

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In addition to being a low tax, quality service leader, I'd also like to mention that Waukesha County:

As I stated earlier, had the distinct honor of being named by Forbes Magazine as the 8th best place in the nation to raise a family;

Is the 3rd largest County in the State for population;

Is the 2nd largest County in the State for equalized value;

And, has the 2nd highest household income in the State;

We've also maintained a low unemployment average compared to State and national averages.

Conclusion

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Thank you for the opportunity to present
my 2009 County Executive Budget.



Waukesha County's
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Being “Committed to Excellence” guarantees that we’re ensuring a sustainable future by focusing on core service priorities, establishing strategic partnerships and alliances, and implementing business efficiencies to achieve real, on-going cost-savings.

I’d like to take this opportunity to thank my administration and all of our devoted employees, appointed Board and Commission members, and elected officials for their professionalism and dedication in helping me prepare a 2009 budget that limits spending and controls taxes, maintains our high quality services, protects our citizens, invests in our future, and keeps Waukesha County “Committed to Excellence”.