Expenditure Budget:

The 2018 total gross expenditure budget is $293,605,000, an increase of $9,215,000 or 3.2% from the 2017 adopted budget. The 2018 budget appropriations consist of departmental operating budget and debt service expenditures totaling $274,818,700 and capital project spending of $18,786,300. The total operating budget increases by $7,292,100 or 2.7% from the 2017 adopted operating budget while capital project expenditures increase by $1,922,900 or 11.4% from the 2017 adopted budget.

The net total operating expenditure budget after excluding $38,869,900 of interdepartmental charges, mainly from Internal Service Funds (which are double budgeted), is $235,948,800, an increase of $6,465,200 or 2.8%.

The budget includes net personnel costs totaling $124.3 million or about 45% of the total operating expenditure budget. Personnel costs are budgeted to increase by about $3,416,700, or 2.8% from the 2017 adopted budget level.

Operating expenditures (including purchased services, operating expenses and interdepartmental charges) increase by $3.91 million or 3% from $130.5 million in the 2017 budget to $134.5 million in this budget. Fixed assets and improvement expenditures (excluding capital projects) are budgeted at $1.2 million, a decrease of $19,000 from the 2017 budget. Debt service payments are budgeted at $14.9 million, which is a decrease of $18,100 from the 2017 budget level or about 7% of governmental fund expenditures (and well within the County’s performance measure benchmark of less than 10%).

### 2018 Expenditures as a Percent of Total

<table>
<thead>
<tr>
<th>Functional Area</th>
<th>Expenditure Budget</th>
<th>% of Total Expenditure Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Justice &amp; Public Safety</td>
<td>$63,461,335</td>
<td>21.6%</td>
</tr>
<tr>
<td>Human Services</td>
<td>$81,256,973</td>
<td>27.7%</td>
</tr>
<tr>
<td>Parks *</td>
<td>$32,334,765</td>
<td>11.0%</td>
</tr>
<tr>
<td>Public Works</td>
<td>$32,428,137</td>
<td>11.0%</td>
</tr>
<tr>
<td>Gen. Admin.</td>
<td>$22,374,550</td>
<td>7.6%</td>
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<tr>
<td>Non-Dept.</td>
<td>$28,070,100</td>
<td>9.6%</td>
</tr>
<tr>
<td>Debt Service</td>
<td>$14,892,840</td>
<td>5.1%</td>
</tr>
<tr>
<td>Capital Projects</td>
<td>$18,786,300</td>
<td>6.4%</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>$293,605,000</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

* Includes Parks, Environment, Education and Land Use
2018 EXPENDITURE HIGHLIGHTS

A brief summary of the major changes in the past five adopted budgets are explained below:

The 2018 Budget expenditure level increases by $9.2 million to $293.6 million. This reflects a $1.9 million increase in capital project expenditures, mostly due to increases in Public Works projects which include buildings, highways and the airport. Operating expenses increase $3.8 million or 3.5% and reflect modest increases across most functional areas. Personnel costs also increase by about $3,416,700 or 2.8% and reflect costs to continue, net increase of budgeted position changes of $684,000.

The 2017 Budget expenditure level decreases by $1.1 million to $284.4 million. This reflects a $3.9 million decrease in capital project expenditures, mostly due to reductions of Public Works projects which include buildings, highways and the airport. Operating expenses increase $1.7 million or 1.6% and reflect modest increases across most functional areas. Personnel costs also increase by about $1,046,000 or 0.9% and reflect costs to continue, net reduction of budgeted position changes of $88,900.

The 2016 expenditure level increases by $8.1 million to $285.5 million. This reflects a $4.6 million increase in capital project expenditures, mostly due to the addition of $2.4 million for the replacement of HVAC equipment at the Law Enforcement Center and additional expenditures for highway projects. Operating expenses increase $2.1 million or 2% and reflect modest increases across most functional areas. Personnel costs also increase by $879,800, or 0.7% and reflect costs to continue, net reduction of budgeted position changes of $520,300.

The 2015 Budget expenditure level decreases by $4.69 million to $277.4 million. This reflects an $11.85 million reduction in capital project expenditures, mostly due to the removal of $9.6 million related to the upgrade of the County’s public safety radio technology from an analog to a digital signal and the replacement of corresponding radio console equipment at the County’s Dispatch Center. This reduction is offset by a $4.8 million increase in operating expenses, mostly related to a $1.7 million increase for the Material Recovery Facility (MRF) budget for the implementation of the joint agreement with the City of Milwaukee. Personnel cost increases of $1.7 million, or 1.5% reflect costs to continue (partially offset by a $163,700 net reduction for budgeted position changes).

The 2014 Budget expenditure level increases by $8.3 million to $282.1 million. This reflects a $6.65 million increase in operating expenses largely related to a $3.25 million increase to reflect the State of Wisconsin’s opinion that payments the Children with Long-Term Support Needs (CLTS) Third Party Administrator (TPA) makes to service providers must be included in the HHS budget and a $1.4 million increase to the Health and Dental Insurance Fund budget in Non-Departmental, mainly due to the first time budgeting for a shared on-site medical/wellness center. Personnel costs also increase by $1.5 million, with cost to continue increases being partially offset with approximately $459,500 in savings from Sheriff’s Department staff (deputies, detectives, and command staff) contributing to the Wisconsin Retirement System (partially offset by a $53,200 net reduction for budgeted position changes).

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 structural budget deficits may likely affect local funding policies and services carried out by local governments, changing the way government services are provided. Also, continued 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 Courthouse renovation and funding of major highway projects.

Detailed expenditure highlights are included within each Functional Area Summary. A summary of major 2018 funding changes, which impact expenditures by functional area, follows:
2018 EXPENDITURE HIGHLIGHTS

Justice and Public Safety

- The 2018 expenditure budget for this functional area totals $63,461,300, an increase of $1,277,600 or 2.1% from the 2017 Adopted Budget.

- Emergency Preparedness operating expenses increase by $138,800, mainly due to the new support costs of the e911 system. Department staff anticipate the completion of the Communications Center expansion in 2018, which will allow the county to add additional partners and better manage large scale incidents. Starting in the 4th quarter of 2017, the Communications Center will provide fire dispatching service to the City of Oconomowoc.

- Radio Services will fully transition to its new digital radio system environment in 2018, meeting new Federal Communications Commission (FCC) standards, and phasing out outdated analog technology to provide better service and reliability to county operations and community partners. System maintenance costs are charged to users, based on the formula established by contract.

- Sheriff expenditures increase $1,133,200 or 2.9% on a base of over $39.7 million. This increase is largely personnel which increases $952,700 or 3.1% on a base of $31.2 million.

- The budget creates 1.00 FTE lieutenant position costing $115,100 to add a second shift lieutenant for dedicated supervision for Village of Sussex contract.

- Other personnel changes in the Sheriff’s budget include additional administrative support of 0.20 FTE extra help increase in Special Investigations, and an overall grant funded overtime increase of 0.12 FTE in Special and Investigations, as well as, General Patrol.

- Inmate Medical costs are budgeted to decrease $45,800 or 2.5%, mostly due to the favorable results from a new medical services contract, which totals $1.8 million. Inmate food service costs increase $131,700 or nearly 17% including an increase in commissary items purchases by inmates.

- The Sheriff’s budget includes non-corrections equipment of $199,800 for the third year of an equipment replacement plan. The Jail equipment replacement plan remains at the 2017 budget level of $155,000.

- Circuit Court Services expenditures decrease $118,500 or about 1.3%, mostly due to personnel costs reductions of $100,300 in 2018, due to utilization of technology and business process improvements to better fit department needs outlined below.
  - Creation of 1.00 FTE programs and projects analyst which was offset by the abolishment 2.00 FTE with a favorable personnel budget impact of $7,000.
  - With business process improvements, the department has implemented significant business changes, mostly eFiling, that have improved customer and business efficiencies. With these changes, the department has unfunded 1.00 FTE fiscal assistant, 1.00 FTE administrative assistant, and 1.00 FTE senior administrative specialist, resulting in a favorable budget impact of $160,700.

- Circuit Court Services increases $25,000 for one-time equipment costs for the transition of microfilming to the Circuit Courts to facilitate better customer service.

- The District Attorney’s budget includes second year adjustments for prior year new grant funded positions based on actual prosecution expenses, resulting in reductions in operating expenses.

- The Medical Examiner’s Office operating expenses and personnel costs increase due to rising medical costs and costs to continue.
The 2018 expenditure budget for this functional area totals $81,257,000, an increase of $4.5 million or 5.9% from the 2017 Budget.

HHS Administrative Services division personnel costs include the unfunding of 1.0 FTE office services coordinator position.

Economic Services Administration and Support Program Increased expenses related to a 0.50 FTE temporary extra help fraud investigator position.

Children and Family Services out of home care expenses for children increases $300,000, which includes a $150,000 increase in residential care expenditures, a $105,000 increase in foster care expenditures, and a $45,000 increase in group home expenses. This is partially offset by the elimination of the centralized intake contract of $50,500 and a decrease of $23,000 in post reunification expense due to lower enrollment of eligible children.

Services provided through the Children with Long Term Support Needs (CLTS) – Third Party Administrator (TPA) pass through expenses increase $1,500,000.

Contracted staff costs increase $475,000, and the Birth to Three contract is increased $101,000. In addition, pass through parental fee expenses increase $50,000 and pass through county P-Card expenses related to autism services increases $30,000. These increases are offset by a $221,500 decrease for client services - Family Support program COP direct services and a $102,200 decrease to Children’s COP contracted staff and direct services.

The Family and Juvenile Services budget includes the refunding of 1.0 FTE social worker that had been unfunded in the 2017 budget. Contracted services is reduced $255,000. Increasing numbers of children being placed in alternate care settings results in a $100,000 increase in residential care expenditures and a $60,000 increase in foster care expenditures, offset by a $60,000 decrease in group home expenditures.

Overall, Juvenile Center expenditures decrease by $72,300. Interdepartmental transportation costs associated with placements at the secure female detention facility will decrease $18,700 as the projected census decreases.

The Aging & Disability Resource Center (ADRC) General Fund - Adult Protective Services- operating expenses increases by $36,800 for volunteer and corporate guardians. In addition, the annual Marsh Country Health Alliance assessment fee increases $34,000 for county residents receiving ongoing care at Clearview Nursing Home and Facility for Individuals with Intellectual Disabilities (IID) in Dodge County.

The Aging & Disability Resource Center (ADRC) General Fund - Community Services- operating expenses are budgeted to increase about $53,700 primarily due to increased nutrition program food costs of $45,200 related to increases in the number of meals to be served and a 3% vendor cost increase. Respite personal care and in home care services costs are anticipated to increase $29,400 and $5,800, respectively. Transportation service expenses increase about $19,200 due to a Rideline contract vendor rate increase. These increases are offset by the Alzheimer’s grant related services decrease of $25,500, as a result of a reduced state grant award. Other decreases include $17,700 for health screening and $8,300 in contracted services.

The Aging & Disability Resource Center (ADRC) Contract Fund Personnel costs are budgeted to increase approximately $137,700. This includes a 1.0 FTE marketing coordinator sunset position to comply with additional state contract requirements, and 0.16 FTE increase for an extra help ADRC specialist.

Mental Health Outpatient-Clinical expenditures increase nearly $1.2 million or 13% to $10.3 million, mainly due to increases in State mental health institute costs of $640,600 to $2.89 million, to more accurately reflect prior year experience and current year projections. In addition, continuing grant projects awarded in mid-year 2017 represent a budget-to-budget increase of $121,500 for the Prevention of Drug Overdoses grant and $40,700 in costs for the State Targeted Response to Opioid Crisis grant project. The projects will serve clients by providing residential treatment services, case management, drug testing, and medication assisted treatment. Personnel costs increase $343,000, and include 2.00 FTE new clinical therapists to assist with the implementation of 2015 State of Wisconsin Act 55, state mandated continuous crisis intervention services; and 1.00 FTE health and human services supervisor (offset by the abolishment of 1.00 FTE senior substance abuse counselor) to provide primary supervision over second shift staff providing crisis intervention services.
Mental Health Outpatient-Intensive budget includes the addition of 1.00 FTE clinical therapist to assist with CCS programming aimed at providing treatment services to children, the addition of 0.50 FTE clinical therapist to assist with quality assurance in the CCS and CRS programs, and the transferring in of 1.00 FTE clinical therapist from the Mental Health Outpatient-Clinical program area to more accurately reflect the work being done in this program area.

- **Mental Health Center (MHC)** expenses increase nearly $100,000, including a $193,400 personnel cost increase that includes the addition of 3.23 FTE in extra help and overtime to provide adequate staffing. The budget removes $75,000 in fixed asset costs budgeted in 2017 related to a medication dispensing machine. Upon further review, department staff determined that it would be more cost effective overall by leasing this equipment from a registered pharmacy. Medication dispensing lease costs are included in the budget at $30,000, which is anticipated to generate efficiencies in medication administration and distribution. In addition, interdepartmental charges are budgeted to decrease nearly $81,100 in various building safety upgrades in the 2017 budget that are not repeated. In 2018, the budget includes $40,000 for resurfacing two seclusion rooms, $25,000 for installing suicide prevention bathroom doors throughout the facility, and $10,000 to paint the mental health center lobby. In addition, the additional extra help and overtime coverage should allow for additional client treatment, instead of diverting clients to alternative facilities like the state mental health institutes.

- **Criminal Justice Collaborating Council (CJCC)** - A new, three-year Substance Abuse and Mental Health Services Administration (SAMHSA) grant expands substance abuse treatment capacity in the Waukesha County Drug Court by $302,000. The new SAMHSA grant, in conjunction with a continuing state Treatment Alternatives and Diversion (TAD) grant allocation in 2018 of nearly $140,000, will create opportunities to provide expanded case management and drug testing, residential and medication assisted treatment, and recovery coaching to enrolled clients. In addition, the new grant allows for the expansion of treatment capacity from 50 to 60 clients in 2018.

- **Public Health** expenditure budget includes the unfunding of 1.0 FTE Public Health Nurse position and the reduction of 0.68 FTE in extra help related to reduced WIC funds.

- **Corporation Counsel-Child Support** includes the transfer of 0.10 FTE of the Corporation Counsel position to the Child Support division to more accurately reflect time spent in this area. Overall, personnel costs include a 0.50 FTE increase for an attorney position at an estimated cost of $42,300. This position is fully funded by the elimination of $50,400 of paralegal and legal expenses historically used to fund a contract attorney.

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

- The 2018 expenditure budget for this functional area totals $32,334,800, an increase of nearly $295,400 (after excluding proprietary fund capitalized fixed asset item purchases), or 0.9% from the 2017 adopted budget.

- **Register of Deeds** Vital Records program budget includes the transfer of 0.50 FTE administrative specialist from the Cashiering program area, in response to additional volume created due to changes in statewide vital records issuance. Beginning in January 2017, customers may visit any certified ROD office in the state to obtain copies of their vital records.

- **Parks and Land Use General Fund** 3 Year Maintenance and Projects Plan increases $23,500 to $352,000. mostly due to a $25,000 boat ramp improvement project and a $10,000 accessible archery facility at Mukwonago Park. The 2018 budget also includes $34,100 for various facilities maintenance projects at the Expo Center, $30,000 for repairs at the Naga Waukee boat launch pier, $23,000 to cover demolition costs of the Mukwonago Park beach house, $20,000 for boardwalk upgrades at Retzer Nature Center, $15,500 for pavement/parking lot projects at various facilities and several smaller projects.

- **Parks and Land Use – Community Development Fund** expenditures from the Department of Housing and Urban Development (HUD) are budgeted to decrease from 2017 budgeted levels for the Community Development Block Grant (CDBG) program by about $131,800 to $1,186,100 based on anticipated changes in federal funding. In addition, expenditures from HUD for the HOME program are budgeted to decrease by $112,100.

- **Parks and Land Use Land Information Systems (LIS) Fund** Parks and Land Use Tarmann Land Acquisition Fund expense budgets continue to be maintained at the 2017 budgeted level of $400,000.

- **Parks and Land Use - Golf Course Fund** budgeted projects of $35,000, include: $20,000 for replacement of irrigation controls at Naga-Waukee Golf Course; and $15,000 for replacement of a pedestrian bridge at Moor Downs Golf Course.

- **Parks and Land Use - Ice Arena Fund** expenditures increases of $24,100. Fixed asset projects in 2018 include: $21,000 to fund several door replacements and $11,000 for a new scoreboard at Eble Ice Arena, and $22,500 for
2018 EXPENDITURE HIGHLIGHTS

locker room door replacements at Naga-Waukee Ice Arena.

- **The Parks and Land Use – Material Recovery Facility (MRF) Fund** expenditures are budgeted to increase $157,100 to $4.4 million, largely due to an increase of $87,000 in charges paid to the county’s contracted processor of recyclable materials. Dividend payments and other disbursements to participating municipal partners are budgeted to remain at $1.75 million. Other community recycling grants are budgeted to increase slightly by $10,000 to $95,000, due to a new pilot program with the Waukesha School District and Carroll University for the development of a kindergarten through fifth grade environmental education curriculum.

- **Bridges Federated Library System State Aids Fund** funded projects include $54,000 for library technology projects to replacement routers and survey equipment to measure library services and programming, $50,000 in grants for libraries to digitize historical documents or newspapers, $30,000 in continued funding for the Overdrive Advantage “Booster” program for the purchase of library e-content, and $9,000 to fund a contracted vendor to perform accessibility scans of participating member libraries to gauge compliance with the Americans with Disabilities Act (ADA).

- **Bridges Federated Library System State Aids Fund** will initiate a $40,000 pilot program to develop a collaborative partnership between Waukesha and Jefferson County workforce development programs and member libraries in the Bridges Library System.

**Public Works**

- The 2018 expenditure budget for this functional area totals $32,428,100 (after excluding proprietary fund capitalized fixed asset item purchases), an increase of $29,700 or 0.1% from the 2017 Adopted Budget.

- **Road Salt expenditures for county highway snow removal operations** are budgeted to decrease by about $25,400 in 2018. Salt rates are decreasing $1.55 per ton or 2.5% from $62.13 per ton to $60.58 per ton. Estimated salt usage on county highways is estimated to remain at the 2017 budgeted level of 16,400 tons. Road salt purchased and then sold to municipalities is budgeted to decrease by $9,300, also due to the decrease in salt price, with estimated volume remaining at the 2017 budget level of 6,000 tons. Salt provided to the Department of Parks and Land Use for snow and ice removal on park roads and county parking lots decreases by about $7,100 due to the lower salt price and a reduction in estimated volume from 700 tons to 600 tons.

- The **County Highway Maintenance** program budgets for $40,000 of one-time equipment purchases, including $30,000 for a replacement attenuator crash pad for protection on highway trucks performing maintenance on busy roads. Another $10,000 is budgeted for replacement of electronic arrow boards.

- The **Central Fleet Repair and Maintenance** budget decreases by about $39,200, mostly for lower vehicle parts and commercial repair services by $35,000 in anticipation of lower service requests from the Highway Operations division after some costly patrol truck models are removed from the fleet in 2018.

- **Energy and utility budget costs for county facilities** are budgeted to decrease by about $85,300, largely due to lower anticipated natural gas costs by about $90,000 based on lower contracted natural gas rates. The electrical utility budget increases about $4,500 largely for a modest 0.4% increase in anticipated consumption, with rates estimated to remain at the 2017 budgeted level. The water utility budget remains near the 2017 budget level. Costs are maintained through prior-year energy efficiency improvements (e.g., lighting replacement, more efficient boilers/chillers).

- The **Building Improvement Plan (BIP)** totals $1,050,000 in the 2018 budget. The base BIP remains budgeted at $950,000. In addition to the base BIP, the plan includes $75,000 for maintenance and improvements at the Mental Health Center (MHC). Another $25,000 is budgeted for replacement of conference room tables in the Administration Center and funded with one-time use of General Fund Balance.

- The **Central Fleet Vehicle Fuel** budget assumes a 10% decrease in fuel prices from the 2017 budget.

**General Administration**

- The 2018 expenditure budget for this functional area totals $22,424,600 (after excluding proprietary fund capitalized fixed asset item purchases), an increase of about $382,800 or 1.7% from the 2017 Adopted Budget.

- The **County Clerk’s Office** expenditure budget increases by $61,900, mainly due to an increase for election costs that occur in even-numbered years, when there are more elections held.
2018 EXPENDITURE HIGHLIGHTS

- **The Department of Administration (DOA) General Fund** includes a new 1.00 FTE buyer position budgeted at $62,600, and an increase in extra help of 0.50 FTE budgeted at $11,700. Operating expenses in 2018 include $58,000 for a one-time salary study, $32,000 for a short-term café subsidy, and $4,000 for one-time chair purchases.

- **DOA End User Technology (EUTF)** budgeted expenditures decrease $54,900. This includes the transfer of 0.25 FTE office services coordinator to the general fund. Other decreases include lower communication costs due to reduction in lines and lower mailing costs. Software costs include the elimination of one-time law records software purchases, mainly the Spillman NIB (National Incident Based Reporting) module software accounting for $25,000 which was partially offset by increased help desk support of $51,200.

- The **DOA – Collections** expenditures increase $110,600, mostly due to the addition of 0.25 FTE administrative assistant and 1.00 FTE collections specialist. In addition, 1.60 FTE contracted third party temporary help is converted to County extra help positions.

- The **Corporation Counsel – General Legal Services** budget decreases $45,600 with reductions in contracted services and outside legal service expenses. This is partially offset with the creation of a 0.50 FTE attorney position.

**Non-Departmental**

- **The 2018 expenditure budget** for this functional area totals $28,070,100 an increase of $860,000 or 3.2% from the 2017 Adopted Budget.

- **Non-Departmental General Fund**: In 2017 Waukesha County has contracted with the Waukesha County Center for Growth, to serve as the economic development organization to implement a business mission to drive economic growth in Waukesha County and a vision to make Waukesha County the best place to do business. The county contribution to this program is $250,000 in 2018.

- **The Waukesha Employee Health and Wellness Center (Health and Dental Insurance Fund)**: Overall program expenditures increase by about $128,000, mostly due to the following:
  - Contracted clinic staffing by $74,000, largely due to additional physician assistant staffing needs and for a new physical therapist assistant.
  - Pharmaceutical costs by $40,000 due to higher clinic utilization.
  - Other program expenditures include contractor management and consulting fees, budgeted at $183,800, and facility-related expenses, budgeted at $55,500.

**Debt Service**

- The Debt Service expenditure budget for general governmental purposes is $14,892,840, a decrease of $18,060 or less than 1% from the 2017 Adopted Budget. To fund the 2018 Capital Project Budget, $12.5 million is planned to be borrowed, which is an increase of $2.5 million from the 2017 adopted budget level. Retiring approximately $13 million of principal in 2018 will reduce the county's total debt outstanding to approximately $74.6 million, well below the allowable levels set by State statutes.

**Capital Projects**

- The 2018 **Capital Project expenditure budget** of $18,786,300 increases $1.9 million from the 2017 Adopted Budget. The 2018 Capital Budget identifies funding for existing and new projects at a net county cost of $17.6 million (after direct project revenues of $659,000 and proprietary and restricted special revenue fund balance appropriations of approximately $498,000 are applied).