

2019 EXPENDITURE HIGHLIGHTS

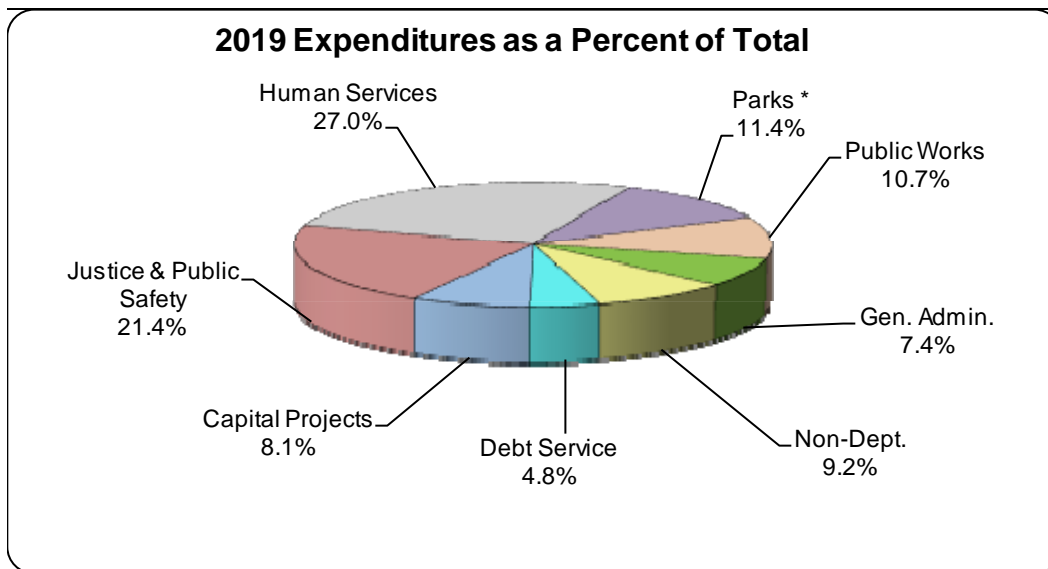
Expenditure Budget:

The 2019 total expenditure budget is \$307,268,600, an increase of \$13,663,600 or 4.7% from the 2018 adopted budget. The 2019 budget appropriations consist of departmental operating budget and debt service expenditures totaling \$282,263,400 and capital project spending of \$25,005,200. The total operating budget increases by \$7,444,700 or 2.71% from the 2018 adopted operating budget while capital project expenditures increase by \$6,218,900 from the 2018 adopted budget.

The net total operating expenditure budget after excluding \$39,117,400 of interdepartmental charges, mainly from internal service funds (which are double budgeted), is \$243,146,000, an increase of \$7,197,200 or 3.05%.

The budget includes net personnel costs totaling \$128.3 million or about 45% of the total operating expenditure budget. Personnel costs are budgeted to increase by about \$4.1 million, or 3.3% from the 2018 adopted budget level.

Operating expenses and interdepartmental charges in total increase by \$3.8 million or 2.8% from \$134.5 million in the 2018 budget to \$138.2 million in this budget. Fixed assets and improvement expenditures (excluding capital projects) are budgeted at \$935,500, a decrease of \$285,200 from the 2018 budget. Debt service payments are budgeted at \$14.8 million, which is a decrease of \$102,300 from the 2018 budget level or about 6.5% of governmental fund expenditures (and well within the County's performance measure benchmark of less than 10%).



* Includes Parks, Environment, Education and Land Use

Functional Area	Expenditure Budget	% of Total Expenditure Budget
Justice & Public Safety	\$65,632,650	21.4%
Human Services	\$83,088,463	27.0%
Parks *	\$34,981,391	11.4%
Public Works	\$32,957,417	10.7%
Gen. Admin.	\$22,626,795	7.4%
Non-Dept.	\$28,186,200	9.2%
Debt Service	\$14,790,518	4.8%
Capital Projects	<u>\$25,005,200</u>	8.1%
Total Expenditures	\$307,268,634	100.0%

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

The 2019 Budget expenditure level increases by \$13.7 million to \$307.3 million. This reflects a \$6.2 million increase in capital project expenditures, mostly due to budgeting \$15 million to continue the first phase of a two-phase project to modernize and expand the courthouse, with major construction beginning in 2019 (expected to continue through 2021). Operating expenses increase \$3.1 million or 2.8% and reflect modest increases across most functional areas. Personnel costs also increase by about \$4.1 million or 3.3% and reflect costs to continue, with a net increase of budgeted position changes of \$1.7 million.

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 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).

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 provided in different ways. 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 project to expand and modernize the courthouse and funding of major highway projects.

Detailed expenditure highlights are included within each Functional Area Summary. A summary of major 2019 funding changes, which impact expenditures by functional area, follows:

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Justice and Public Safety

- The 2019 **expenditure budget** for this functional area totals \$65,632,700, an increase of \$2,171,300 or 3.4% from the 2018 Adopted Budget.
- **Emergency Preparedness General Fund** expenses increase by nearly \$91,800 or 1.4%. This increase is mostly related to personnel costs, which increases \$51,000.
- **Sheriff expenditures** increase \$1,486,900 or 3.6%. This increase is largely for personnel costs, which increases \$1,309,900 or 4.1% over a 2018 budget base of \$32.1 million. This includes \$446,000 for the creation of 6.0 FTE correctional officer positions for prisoner transport and monitoring needs during the **courthouse project – secure courtroom construction** (#201418). Three of these new positions will be permanent, and three will be temporary, sun-setting upon project completion (estimated for March 2021). Of the six positions, one is funded with \$74,245 of tax levy, and the remaining five are funded with General Fund Balance. The plan is to phase-in tax levy, and phase-out fund balance support for the other two permanent positions over the next two budgets.
- The **Sheriff's Inmate Medical costs** are budgeted to increase \$47,400 or 2.6% on a base of \$1.8 million.
- **Inmate commissary** items purchased by inmates increase \$30,000 or 4.6% based on inmate purchasing history, as well as **food service** costs increasing \$27,400 or 3.5%.
- The **Sheriff's** budget includes non-corrections equipment of \$268,500 for the fourth year of an equipment replacement plan. The Jail equipment replacement plan is budgeted at \$125,000.
- **Circuit Court Services** expenditures increase \$251,800 or 2.7%, mostly due to a \$172,000 increase in personnel costs. Interdepartmental charges increase \$44,700, mainly for transportation and bailiff services provided by the Sheriff's department.
- The **District Attorney's** expenditures increase \$187,300 mostly related to personnel costs that increase \$155,400 primarily related to cost to continue and a 1.00 FTE increase for a sunset paralegal position to coordinate pre-trial diversion programming that will be funded by a Health and Human Services – Criminal Justice Collaborating Council (CJCC) grant. Operating expenses increase by \$23,900, mainly related to increased expenses for the prosecutor position assigned to the Violence Against Women Act grant.
- The **Medical Examiner's Office** expenditures increase \$157,000 including a personnel costs increase of nearly \$118,000 or 6.5%, largely due to increased salary costs, partly attributable to a salary adjustment for a 1.00 FTE Deputy Medical Examiner who provides additional anthropologic services. The department is exploring developing a charging mechanism for this special skill set in future budgets. In addition, overtime costs increase \$39,000 as a result of increasing caseloads. Operating expenses increase nearly \$39,500, mostly due to increased laboratory and toxicology testing costs.

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Health and Human Services

- The 2019 **expenditure budget** for this functional area totals \$83,088,500, an increase of \$1.8 million or 2.3% from the 2018 Budget.
- **HHS Administrative Services division** personnel includes the creation of 1.00 FTE financial analyst to address workload needs related to reporting compliance with state and federal funding sources and the creation of a 1.00 FTE information technology technician position. These increases are offset by the abolishments of 1.00 FTE Administrative Assistant and 1.00 FTE Senior Administrative Specialist positions. Also, a 1.00 FTE health and human services coordinator position transferred from Public Health is reclassified to a compliance program coordinator.
- **Children and Family Services - alternative care/out-of-home care** budget expenses increase \$200,000, which includes a \$155,000 increase in foster care expenditures, and a \$70,000 increase in group home expenditures, offset by a \$25,000 decrease in residential care center expenditures. Also, contracted services increases \$64,500 mostly related to a \$50,000 increase for In-Home Safety Services, and is partially offset by a \$37,000 reduction to the respite services contract due to fewer children receiving services as more children are receiving respite through the Children's Long Term Support (CLTS) or Children's Community Option Program funding.
- **Children with Special Needs Unit - Birth to Three program** - Contracted staff costs increase by \$360,000, of which \$325,000 is related to the state's mandate to eliminate CLTS wait lists, and the subsequent increased volume of both contracted staff and CLTS waiver clients served.
- **The Family and Juvenile Services** personnel costs include the creation of a 1.00 FTE human services supervisor.
Juvenile Center operating expenses increase by about \$76,000 due to a contract increase related to a new mandate requiring children in shelter care to receive an immediate medical exam upon admission and shelter care contractual cost increases.
- The **Aging & Disability Resource Center (ADRC) General Fund - Adult Protective Services** - Personnel costs include the creation of a 1.00 FTE human services support Specialist offset by the unfunding of 1.00 FTE social worker.

Operating expenses decrease \$137,000, mostly due to reduced placement costs at the Clearview Rehabilitation Center of \$119,800. These reduced costs are partially offset by an increase of \$22,600 in the annual assessment fee for the Marsh Country Health Alliance for those clients receiving ongoing residential care at the Clearview Nursing Home and Facility for Individuals with Intellectual Disabilities (IID) in Dodge County. In addition, contracted services is reduced \$39,500 due to fewer costs associated with emergency protective placements.

- The **Aging & Disability Resource Center (ADRC) General Fund - Community Services** - Operating expenses are budgeted to increase about \$36,600, primarily due to an anticipated increase in the Alzheimer's grant-funded costs of \$70,700 as a result of an increased state grant award. Transportation service expenses increase about \$48,700 due to a RideLine contract vendor rate increase as well as an increase in the number of budgeted taxi rides. These increases are offset by a decrease in taxi company operating assistance of \$50,000 due to a reduction in tax levy overmatch for the transportation grant. In home care decreases \$20,900 and respite personal care decreases \$17,700.
- **The Aging & Disability Resource Center (ADRC) Contract Fund** personnel costs are budgeted to increase approximately \$858,500. This mostly relates to the creation of 12.00 FTE (ten senior ADRC specialists and two benefit specialists) approved by ordinance in 2018 that were previously contracted services.

Operating expenses decrease \$829,100 and mostly relate to a decrease of \$839,100 for the 12 contracted services positions that were converted to full-time regular positions in 2018 (mentioned above).

- **Mental Health Center (MHC)** expenses increase \$525,400 or 7.7%. Personnel costs increase \$300,400 and include an additional 0.77 FTE for the creation of 1.00 FTE clinical therapist, 1.00 FTE registered nurse, the transferring in of 0.40 FTE psychiatrist and 0.64 FTE registered nurse from the Mental Health Outpatient-Clinical program, and the increase of a part-time registered nurse by 0.16 FTE. These increases are partially offset by the transfer out of 1.00 FTE administrative specialist to the Administrative Services division, a decrease of 1.32 FTE extra-help clinical therapists, and a decrease of 0.11 FTE for an extra-help registered nurse. The changes to add regular staff in lieu of temporary extra help reflect the challenges in hiring qualified medical staff to operate in a 24/7 environment with an increasing trend in client caseloads.

Operating expenses increase \$119,400 or nearly 12% related to a \$38,300 increase in furniture equipment repair and replacement, partly related to the department's 5-year equipment replacement plan; a \$30,000 increase in transcription services related to the digitization of notes as part of the electronic medical record project; \$22,600 in increased food service costs due to a new contract rate and higher census numbers; and a \$20,000 increase in

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contracted-temporary registered nurse coverage. Interdepartmental charges increase \$105,600, mainly from Department of Public Works – Facility Maintenance for several one-time building projects, including: \$30,000 for new digital security cameras to replace existing analog technology, \$25,000 as part of a multi-year facility painting project, \$20,000 for replacement carpeting, and \$6,000 for padded flooring in the group exercise room.

- **Criminal Justice Collaborating Council (CJCC)** expenses increase \$229,400, mostly due to a new Pre-Trial Diversion grant of \$188,600. This is a collaborative grant with the District Attorney's office that will seek to divert low-risk possession of narcotics from the criminal justice system via screening and referrals for treatment services, and increase the use of post-charge Deferred Prosecution Agreements (DPAs) for moderate risk defendants with opioid use disorders. The budget also includes \$31,000 from revised rate adjustments with the county's service provider of several CJCC programs (e.g. Alcohol Treatment Court, Pretrial Screening, Pretrial Supervision, Drug Court, etc.), as well as a 1% cost to continue rate increase for the county's service provider of CJCC programs. The Substance Abuse and Mental Health Services Administration (SAMHSA) grant added in 2018 to expand substance abuse treatment capacity in the Waukesha County Drug Court, and the Treatment Alternatives and Diversion (TAD) grant allocation, both continue with slight increases in funding in the 2019 budget. These programs will continue to provide expanded case management and drug testing, residential and medication assisted treatment, and recovery coaching for up to 60 clients in 2019.
- **Public Health** personnel costs decrease by approximately \$50,400 and includes abolishing 1.00 FTE public health nurse, abolishing 1.00 FTE epidemiologist – health officer, and unfunding 0.50 FTE of a WIC Program nutritionist. Also, 1.00 FTE health and human services coordinator was refunded in 2018 and transferred to the HHS Administrative Services Division. This is offset by the creation of 1.00 FTE health and human services coordinator. Also, 1.00 FTE programs and projects analyst position is transferred in from HHS Administrative Services for emergency preparedness, and that position is reclassified to a health and human services preparedness coordinator.

Public Health operating expenses increase by \$41,300, which includes increases in medication and medical supply costs of \$25,700, and contracted services of \$5,700.
- **Corporation Counsel-Child Support** personnel costs increase \$45,600 and includes the creation of a 1.00 FTE senior fiscal specialist position at a cost of \$74,400. These costs are offset by the elimination of 0.69 FTE of temporary extra help. Also, 0.10 FTE of a senior administrative specialist is transferred to Corporation Counsel-General.

Parks, Environment, Education, and Land Use

- The 2019 **expenditure budget** for this functional area totals \$34,981,400, an increase of nearly \$2,646,600 (after excluding proprietary fund capitalized fixed asset item purchases), or 8.2% from the 2018 adopted budget.
- The **Land Information Systems (LIS) Fund** is discontinued operating as a Special Revenue fund in 2019, and transitions to the Parks and Land Use – General Fund. Prior-year Parks General Fund budget information has been restated to reflect this shift between funds.
- The **Land Information expenses** decreases \$106,300 including personnel decreases of \$53,000 related to staff adjustments due to organizational changes. Operating expenses decrease \$25,700, including a reduction of \$53,250 due to the completion of a project, established by the Southeastern Wisconsin Regional Planning Commission, to convert the public land survey control system to a modern reference database. This is offset by Amazon cloud costs for data storage and services increases by \$24,000 related to changes in contracted service levels and added functionality.
- The **Parks and Land Use Materials Recycling Fund** – expenditures decrease \$39,000. Total grants to communities decrease \$282,500 to \$1,502,500 related to a 15% reduction in recycling dividend payments of \$262,500 and the elimination of the community drop-off site matching grant of \$20,000 and. The recycling dividends include the base dividend and recycling incentive payment along with the direct haul and recycling container credits.

The 2019 budget includes an increase in \$245,000 in costs related to the MRF Equipment Replacement/Maintenance Plan. Funds that were previously budgeted in fixed assets but have been shifted to operating expenses to better reflect the classification of items purchased, in accordance with the intergovernmental agreement with the city of Milwaukee. These costs are offset with dedicated replacement funds and MRF fund balance.
- The **Parks and Land Use General Fund** 3-Year Maintenance and Projects Plan for the 2019 budget includes several large projects, including: \$70,000 for repairs at the Fox Brook boat launch pier, \$40,000 for a new entrance hut and improvements at Minooka Park, \$35,000 for the installation of a retaining wall on the Lake Country Trail,

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\$27,000 in concrete and boardwalk repairs/upgrades at various county facilities, and \$25,000 for the removal of the Millpointer house at Nashotah Park. The budget also includes \$20,000 for a solar powered well at Mukwonago Dog Park, \$31,600 for various HVAC and water heater improvements at several county parks, \$23,300 for pavement/parking lot and trail signage improvement projects at various facilities, and several smaller projects.

- **Parks and Land Use – Community Development Fund** expenditures are budgeted to increase from 2018 budgeted levels for the Community Development Block Grant (CDBG) program by \$240,800 based on anticipated changes in federal funding. In addition, program expenditures for the HOME program are budgeted to increase by \$461,600.
- **Parks and Land Use – Workforce Innovation & Opportunity Act (WIOA) Fund** will begin in the 4th quarter of 2018 after the County Board authorized Waukesha County to serve as the fiscal agent for the Waukesha-Ozaukee-Washington Workforce Development Board (WOW-Board). The 2019 budget includes \$1,698,600 to mainly provide contracted assistance to adults, youth, and dislocated workers to access employment and other support services to gain employment.
- **Parks and Land Use Tarmann Land Acquisition Fund** expense budget continues to be maintained at the 2018 budgeted level of \$400,000.
- **Parks and Land Use – Golf Course Fund** fixed asset expenditures for Moor Downs Golf Course include \$15,000 to replace a pedestrian bridge (to be funded with donations) and \$10,000 to repair the club house porch. In operating expenses, priority upgrades to irrigation equipment at all three golf courses are budgeted at about \$19,000.
- **Parks and Land Use – Ice Arena Fund** expenditures increase for fixed asset improvement projects for 2019 include locker room floor replacement of \$35,000 and scoreboard replacement of \$15,000 at Naga-Waukee Ice Arena.
- **Bridges Library System State Aids Fund** expenditures increase to fund five projects in 2019. These funded projects include \$50,000 for a pilot data analytics program to assist libraries in gathering data for the purposes of better decision-making (e.g. programming, service offerings, etc.), \$50,000 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, \$20,000 for network switches for member libraries to allow for more secure systems between public and staff network devices, and \$1,700 for a contracted vendor to perform accessibility scans of participating member libraries to gauge compliance with the Americans with Disabilities Act or ADA.
- **Bridges Library System State Aids Fund** includes a new contract of nearly \$89,000 to provide local information technology assistance to the Bridges Library System and member libraries. The IT support would make recommendations regarding standard hardware/software, assist with hardware/software setup and provide relevant training to library support staff, and participate in local library technology planning.
- **University of Wisconsin – Extension** expenses decrease about \$5,000 mainly due to costs related to department programming which includes supporting the Tower Hill and Dunbar Oaks Neighborhood educational outreach in the city of Waukesha. This includes additional contract educators offset with savings in interdepartmental charges from a review of required computer resources.

Public Works

- The 2019 **expenditure budget** for this functional area totals \$32,957,400 (after excluding proprietary fund capitalized fixed asset item purchases), an increase of \$529,300 or 1.6% from the 2018 Adopted Budget.
- **Road Salt expenditures for county highway snow and ice removal operations** are budgeted to increase by \$103,600 in 2019. Salt rates increase by \$9.30 or 15.4%, from \$60.58 to \$69.88. The increase in rates is partially offset by a decrease in budgeted salt tonnage by 700 tons, from 16,400 tons to 15,700 tons. Road salt purchased and then sold to municipalities is budgeted to increase by \$20,900 due to the increase in salt rates, partially offset by a decrease in tonnage by 500 tons, from 6,000 tons to 5,500 tons. Salt provided to the Department of Parks and Land Use for snow and ice removal on park roads and county parking lots increases by \$5,500, with salt tonnage budgeted at the 2018 level of 600 tons. The total budget for salt increases \$130,000.
- The **Traffic Control** budget includes a **new Intersection Improvement Program** to enhance or modify existing signal equipment, modify turn lanes, and improve pedestrian crossings. The program is budgeted at \$100,000.
- The **Central Fleet Vehicle Fuel** budget assumes about an 8% decrease in fuel prices from the 2018 budget.

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- Charges to departments for the **Vehicle Replacement Fund** are budgeted to increase about \$165,000, from \$3.1 million to about \$3.2 million, due to increasing vehicle/equipment prices, which is partly driven by additional technology and regulatory requirements.
- **Energy and utility budget costs for county facilities** are budgeted to remain at the 2018 budgeted level of \$2,035,500. The electrical utility budget decreases \$25,000, reflecting lower energy consumption. This is offset by an increase in water/sewer utility expenses by \$25,000, reflecting increasing utility rates. Natural gas is budgeted to remain at the 2018 budgeted level. Costs are maintained through prior-year energy efficiency improvements (e.g., lighting replacement, more efficient boilers/chillers).
- The **Building Improvement Plan (BIP)** totals \$1,031,000 in the 2019 budget. The base BIP remains budgeted at \$950,000. In addition to the base BIP, the plan includes \$81,000 for improvements at the Mental Health Center (MHC).
- Personnel cost in the **Housekeeping Services** program are budgeted to decrease about \$33,600, primarily due to the unfunding of a 1.0 FTE building services worker, estimated to reduce costs \$50,000, partially offset by the cost to continue remaining staff. County buildings are cleaned with a combination of contracted and in-house cleaning staff.

General Administration

- The 2019 expenditure budget for this functional area totals \$22,626,800 (after excluding proprietary fund capitalized fixed asset item purchases), an increase of about \$252,200 or 1.1% from the 2018 Adopted Budget.
- The **County Clerk's Office** expenditure budget decreases by \$110,600, mainly due to fewer elections in 2019 and the new implementation of the election system, which results in a 40% reduction in paper ballot costs. An increase for election costs may occur in even-numbered years when there are more elections held.
- The **County Board's** expenditures decrease by \$5,200 mostly due to the reduction of 0.50 FTE of an administrative specialist position.
- The **Department of Administration (DOA) General Fund** budget increases \$25,000 overall including personnel cost to continue. The budget also includes the creation of a 1.00 FTE administrative specialist, funded through the abolishment of a 1.00 FTE fiscal assistant. These costs are partially offset by the elimination of one-time costs budgeted in 2018 for a county employee compensation study and furniture replacements.
- **DOA End User Technology (EUTF)** budgeted an expenditure increase of \$75,500 in the 2019 budget.
- The **DOA – Risk Management** budget expenditures increase \$137,400 or 4.9% to \$2.9 million. This is primarily due to the reduction in the Wisconsin Municipal Insurance company dividends and the reduction of recoveries on claims.
- The **DOA – Collections** expenditures increase \$91,400, mostly due to the one-time expense of \$110,000 to fund a database conversion and collection system upgrade. Personnel costs decrease \$43,900 due to the 0.80 FTE reduction of temporary extra help.
- The **Corporation Counsel – General Legal Services** budget increases \$19,200, mostly for personal cost to continue for 12.64 FTE.

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Non-Departmental

- The 2019 **expenditure budget** for this functional area totals \$28,186,200 an increase of \$116,100 or 0.4% from the 2018 Adopted Budget.
- **Non-Departmental General Fund:** In 2019 expenditures decrease by \$163,300. This includes the elimination of the Waukesha County Small Business Leverage Loan Program which reduced expenditures by \$200,000. An additional \$90,000 has been included in the 2019 budget for the Waukesha County Main Jail Operational Study to assess best practices of similar jail operations.
- **The Waukesha Employee Health and Wellness Center (Health and Dental Insurance Fund):** Overall program expenditures increase by about \$164,700, mostly due to the following:
 - Contracted clinic staffing by \$100,800, largely due to additional physician assistant staffing needs and budgeting for a care coordinator (registered nurse).
 - Pharmaceutical costs by \$65,000 due to higher clinic utilization.
 - Other program expenditures include contractor management and consulting fees, budgeted at \$203,000, and facility-related expenses, budgeted at \$55,500.
 - A change in the formula for distributing clinic costs among its partners: The city of Waukesha, school district of Waukesha, and Waukesha County. The county's share is increasing from 40% to 43% based on a contractual three-year utilization review, resulting from higher proportional usage by county employees and dependents.
- **Waukesha Employee Health and Wellness Center** – Based on the results of the request for proposal process, it was originally projected that the center will generate a positive return on investment for the combined organizations of approximately \$7.7 million over a five-year period: With savings of \$3.1 million estimated for the County, \$3.4 million for the school district and \$1.2 million for the city. After three years of operation, the utilization of the center by employees, spouses, and dependents has grown, already resulting in an estimated three-year savings of approximately \$5.9 million for the county alone and \$20.8 million for all three members in total.

Debt Service

The Debt Service expenditure budget for general governmental purposes is \$14,790,500, a decrease of \$102,300 or less than 1% from the 2018 Adopted Budget. To fund the 2019 Capital Project Budget, \$17.5 million is planned to be borrowed, which is an increase of \$5 million from the 2018 adopted budget level. After retiring approximately \$12.8 million of principal in 2019, the county's total debt outstanding is expected to be approximately \$79.3 million at year-end 2019, well below the allowable levels set by state statutes.

Capital Projects

The 2019 **Capital Project expenditure budget** of \$25,005,200 increases \$6.2 million from the 2018 Adopted Budget, largely for the first year of construction for the first-phase of the two-phase project to modernize and expand the courthouse. The 2019 Capital Budget identifies funding for existing and new projects at a net county cost of \$22.7 million (after direct project revenues of \$2,148,000 and proprietary fund balance appropriations of approximately \$175,000 are applied).