

Non- Departmental

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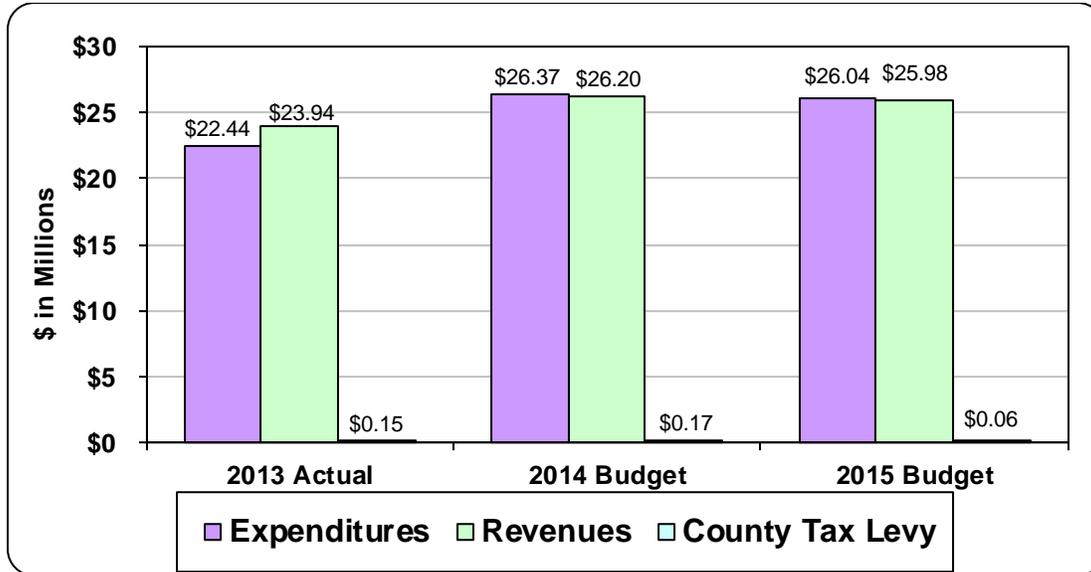
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NON-DEPARTMENTAL

Functional Area Budget Highlights

The Non-Departmental Functional area includes three budgets not directly associated with, or controlled by, a specific County department. The **Non-Departmental General Fund** provides for a wide variety of purposes, which includes significant items such as: membership in the Southeastern Wisconsin Regional Planning Commission; consulting services that benefit the entire County; payment of special assessments on County properties; and receipt of State Shared Revenues. The **Health and Dental Insurance Fund** is an interest-bearing Internal Service Fund, established to provide for and effectively manage the self-funded health benefits for County employees, elected officials, retirees and dependents. This Fund also includes an Employee Wellness (Health Advancement) program, designed to improve employee productivity, morale and healthcare cost savings, through health education and health focused activities. Beginning in 2014, this Fund budgets for the Waukesha Employee Health and Wellness Center for employees and retirees enrolled in County Health Insurance plans, with the goal of reducing prescription drug and medical costs. The center will be operated through an intergovernmental agreement with the School District of Waukesha and the City of Waukesha, who are also participating. The **Contingency Fund** provides funds to respond to emergency situations and issues that could not be anticipated during the budget process.



- The Tax Levy necessary to fund this functional area totals \$61,200, a decrease of \$110,000 from the 2014 Budget.
- **Non-Departmental General Fund** revenues include the first time budgeting for the repayment of loans to help municipal fire, police and emergency units upgrade their radios and equipment for the new Countywide digital radio system, estimated at \$190,000.
- **Non-Departmental General Fund** – The Waukesha County Small Business Leverage Loan program is budgeted to decrease by \$100,000, from \$300,000 to \$200,000, and will be funded by first-time repayments of loans made in prior-years. Initial loans were funded using prior-year Tax Increment District (TID) revenues returned to the County. The program is intended to provide “gap” loan funding for small, established businesses in Waukesha County to promote economic growth.
- The **Waukesha Employee Health and Wellness Center (Health and Dental Insurance Fund)** budget decreases by \$159,200 and reflects budgeting for the first full-year of operations (estimated to start operations in November 2014.) The overall decrease is largely due to the 2014 budget originally assuming that the partner agencies’ (City and School District of Waukesha) share of program costs and related reimbursements would be paid through this program. Based on the approved intergovernmental agreement signed in 2014, the City and School District will pay for their share of program costs directly, except for one-time start-up and facility-related costs (e.g., utilities, housekeeping), which will be reimbursed to the County. Expenditures include contract staffing estimated at \$446,200, contractor management and consultant fees at \$209,300, facility-related expenses at \$74,300, laboratory fees at \$60,500, depreciation at \$48,600, and supply and other operation costs estimated at \$41,700.
- **Waukesha Employee Health and Wellness Center** – Based on the results of the request for proposal process, it is projected that the center will generate a positive return on investment for the combined organizations of approximately \$7.7 million over a 5 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.
- **Contingency Fund** expenditure appropriations remain at the 2014 budgeted level of \$1.2 million and are funded with appropriated General Fund Balance.

****NON-DEPARTMENTAL****
Functional Area Summary by Agency

	2013 Actual	2014 Adopted Budget	2014 Estimate	2015 Budget	Change from 2014 Adopted Budget	
					\$	%
TOTAL NON-DEPARTMENTAL						
Revenues (a)	\$23,943,488	\$26,195,700	\$23,149,578	\$25,977,800	(\$217,900)	-0.8%
County Tax Levy	\$150,000	\$171,200	\$171,200	\$61,200	(\$110,000)	-64.3%
Expenditure (b)	\$22,436,889	\$26,366,900	\$22,869,600	\$26,039,000	(\$327,900)	-1.2%
Rev. Over (Under) Exp.	\$548,947	\$0	\$279,578	\$0	\$0	N/A
Oper Income/(Loss)	\$1,107,652	\$0	\$171,600	\$0	\$0	N/A

BREAKDOWN BY AGENCY

GENERAL NON-DEPARTMENTAL

Revenues	\$2,165,461	\$1,924,200	\$1,921,378	\$1,798,300	(\$125,900)	-6.5%
County Tax Levy	\$150,000	\$171,200	\$171,200	\$61,200	(\$110,000)	-64.3%
Expenditure	\$1,766,514	\$2,095,400	\$1,813,000	\$1,859,500	(\$235,900)	-11.3%
Rev. Over (Under) Exp.	\$548,947	\$0	\$279,578	\$0	\$0	N/A

HEALTH AND DENTAL INSURANCE

Revenues	\$21,503,027	\$23,071,500	\$20,928,200	\$22,979,500	(\$92,000)	-0.4%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditure	\$20,395,375	\$23,071,500	\$20,756,600	\$22,979,500	(\$92,000)	-0.4%
Oper Income/(Loss)	\$1,107,652	\$0	\$171,600	\$0	\$0	N/A

CONTINGENCY

Revenues (a)	\$275,000	\$1,200,000	\$300,000	\$1,200,000	\$0	0.0%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditure	\$275,000	\$1,200,000	\$300,000	\$1,200,000	\$0	0.0%
Rev. Over (Under) Exp.	\$0	\$0	\$0	\$0	\$0	N/A

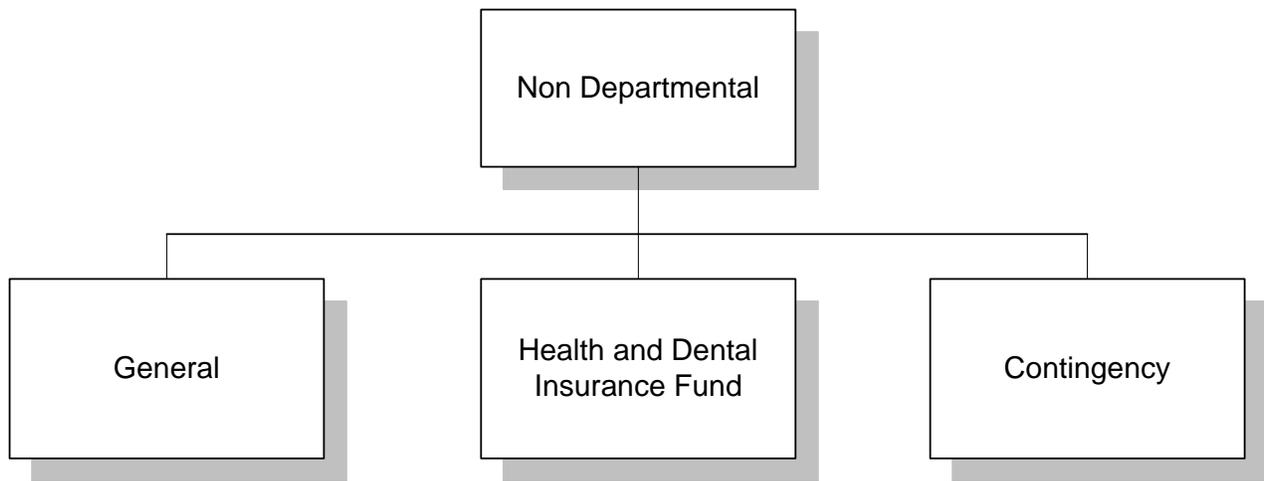
(a) For budget comparative purposes, 2013 actual revenues exclude jail assessment fees of about \$644,200, which is accounted for in the Non-Departmental Budget, but budgeted in subsequent years to help fund jail equipment replacement and related capital projects and debt service for Jail related projects. Actual revenues in 2013 exclude about \$61,200 in Tax Increment District (TID) dissolution funds, which are received in the Non-Departmental Budget and appropriated as General Fund Balance in later years for one-time, temporary or periodic expenditures. Actual revenues in 2013 also exclude unclaimed funds revenue of about \$4,900, and is budgeted in later years as General Fund Balance due to its unpredictability.

(b) Revenue Budget for the 2015 budget includes fund balance appropriations totalling \$3,105,200 as follows: General Fund: \$300,300; Health and Dental Insurance Fund: \$1,514,900; Contingency Fund: \$1,200,000. The 2014 budget includes fund balance appropriations totalling \$2,921,200 as follows: General Fund: \$719,200 (of which \$300,000 is from Tax Increment Dissolution (TID) funds); Health and Dental Insurance Fund: \$1,002,000; and Contingency Fund: \$1,200,000.

Non-Departmental

NON DEPARTMENTAL

FUNCTION / PROGRAM CHART



There are no positions associated with the Non-Departmental accounts.



General Fund

Non-Departmental

Statement of Purpose

This agency is established to account for those revenue and expenditure transactions that are not directly associated with or controlled by a specific departmental operating budget. This Budget also serves as a vehicle for one-time or short-term (five years or less) program appropriations.

Activities

This Budget is the custodial responsibility of the Department of Administration. Items included are State Shared Revenue, non-benefit insurance premiums for certain departments, unemployment compensation, general feasibility and operational studies, funding of the retirement and sick leave reserve, economic development and tourism organization funding, certain special local property assessments of County owned land, funding for the County's membership in the Southeast Wisconsin Regional Planning Commission (SEWRPC), and funding for loss control and safety requirements which cannot be anticipated for County facilities and programs.

Financial Summary	2013 Actual	2014		2015 Budget	Change From 2014 Adopted Budget	
		Adopted Budget	2014 Estimate		\$	%
Revenues						
General Government (a)	\$1,361,189	\$955,000	\$923,000	\$873,000	(\$82,000)	-8.6%
Fine/Licenses (b)	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$0	\$0	\$0	\$0	\$0	N/A
Interdepartmental (c)	\$165,066	\$130,000	\$150,000	\$145,000	\$15,000	11.5%
Other Revenue (b)	\$75,673	\$120,000	\$106,000	\$480,000	\$360,000	300.0%
Appr. Fund Balance (d)	\$563,533	\$719,200	\$742,378	\$300,300	(\$418,900)	-58.2%
County Tax Levy	\$150,000	\$171,200	\$171,200	\$61,200	(\$110,000)	-64.3%
Total Revenue Sources	\$2,315,461	\$2,095,400	\$2,092,578	\$1,859,500	(\$235,900)	-11.3%
Expenditures						
Personnel Costs (d)	\$297,891	\$455,000	\$345,200	\$475,000	\$20,000	4.4%
Operating Expenses (d)	\$1,391,840	\$1,549,600	\$1,377,000	\$1,284,500	(\$265,100)	-17.1%
Interdept. Charges	\$76,783	\$90,800	\$90,800	\$100,000	\$9,200	10.1%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$1,766,514	\$2,095,400	\$1,813,000	\$1,859,500	(\$235,900)	-11.3%
Rev. Over (Under) Exp.	\$548,947	\$0	\$279,578	\$0	\$0	N/A

Position Summary (FTE)

No Positions are Budgeted in this fund

- General Government revenues include State Shared Revenue Payments of \$745,000 for the 2015 Budget and \$795,000 for the 2014 Budget. General Government revenues also include estimated countywide indirect cost reimbursements (in excess of the amounts budgeted in the Department of Administration) received from the State/Federal funding sources for Child Support and the Aging and Disability Resource Center Contract.
- 2013 Actual Fines and Licenses revenues exclude jail assessment fees of about \$644,200, which are accounted for in the Non-Departmental Budget, but budgeted in subsequent years to help fund jail equipment replacement and related capital projects and debt service for Jail related projects. Actual Other Revenues in 2013 exclude about \$61,200 in Tax Increment District (TID) dissolution funds, which are received in the Non-Departmental Budget and appropriated as General Fund Balance in later years for one-time, temporary or periodic expenditures. Actual Other Revenues in 2013 also exclude unclaimed funds revenue of about \$4,900, and is budgeted in later years as General Fund Balance due to its unpredictability.
- Interdepartmental Revenues include indirect cost recovery, mostly from County proprietary and special revenue funds, in excess of the amounts budgeted in the Department of Administration.
- Appropriated General Fund Balance for the 2015 Budget includes \$140,000 for retirement payouts from reserves for this purpose; \$110,000 toward one-time employee severance/retention payments; \$37,800 from prior-year unclaimed funds revenues; and \$12,500 for the fourth and final year contribution to the Milwaukee 7 Regional Economic Development Campaign. For a description of 2014 Budget and 2014 Estimated General Fund Balance use, see footnote (a) for the Non-Departmental Program/Activity Financial Summary on page 437.

2015 Specific Activities and Purpose:

SEWRPC Allocation: Continue to provide funding for the County's share of the Southeastern Wisconsin Regional Planning Commission (SEWRPC) which provides regional planning, including: land use, transportation, water quality, flood-land management, and planned research for the seven counties in southeastern Wisconsin.

Waukesha County Economic Development & Tourism Initiatives: New initiative for 2015 is to competitively seek proposals from potential contract agencies to leverage County funds to further County economic development efforts. Continue support to Waukesha Area Convention and Visitors Bureau activity related to tourism and promotion.

Wisconsin River Rail Transit System: Funding for Wisconsin River Rail Transit Commission infrastructure project costs.

Loss Control/ADA: Continue to fund loss control and safety requirements and to fund measures necessary to comply with the federal Americans with Disabilities Act (ADA) that cannot be anticipated for County facilities and programs.

Separation Payouts (Vacation/Sick Leave): Continue budgeting for sick leave payouts that exceed normal budget amounts for large departments (reserves), based on an expected higher level of retirements (as baby boomers reach retirement age). Large service departments provide for most of this cost within their respective budgets. Continue to maintain an account to fund retirement sick leave and vacation payouts in administrative and small departments.

Employee Maximum Sick Leave/Non-Represented Vacation Payouts: Continue to fund the employee incentive payment for those who have maximized their sick leave accrual (maximum of 960 hours) in prior years. Continue to fund payouts for unused vacation time (maximum 40 hours) for non-represented employees who earn more than three weeks of vacation time during a year.

Section 125 Plan Administration Costs: Continue to fund the third-party administration of the County employees' Flexible Spending Account plans, which allow employees to set aside untaxed earnings for out-of-pocket health care expenses, which save the County the employer's cost share of FICA and Medicare payments.

Deferred Compensation Plan Consulting: Continue to provide consulting services to the employee investment advisory committee for the Deferred Compensation plan. This is offset by revenues (no tax levy) that the plan administrator shares with the County.

Severance/Retention: Provide for the funding of a program establishing a severance budget and an incentive to remain employed with the County to the end of the year for employees that are laid off due to abolishing or unfunding their position in the budget process. Employees who leave before the end of the year or accept another County position are not eligible.

Consulting/Grant/Other: Continue to provide funding for special consulting studies identified during the year.

Merchant Card Fees: Provide funding for credit card and debit card processing fees in non-enterprise activities.

Waukesha County Historical Society Museum Operations Grant:

Final year of two-year grant extension was 2014. Prior to the two-year extension, for ten years, beginning in 2003, the county provided a \$215,000 grant annually from the Parks and Land Use budget and an operations grant totaling \$1.7 million. Initial County grant of \$1.3 million to fund capital infrastructure needs of the Historical Society's old courthouse facility.

Milwaukee 7 Regional Economic Development Campaign: The Milwaukee 7 is a regional, cooperative economic development platform for the seven counties of southeastern Wisconsin: Kenosha, Milwaukee, Ozaukee, Racine, Walworth, Waukesha and Washington. Waukesha County's fourth-year contribution to the Milwaukee 7's Regional Economic Development Campaign is the final installment toward the \$50,000 four-year commitment (\$12,500 annually, from 2012 through 2015) to be funded with appropriated General Fund Balance.

Waukesha County Small Business Leverage Loan Program: Beginning in 2012, the County established a gap loan funding program for small established businesses in Waukesha County to promote economic growth. Loans no greater than \$50,000, to be administered by a contract agency, will be targeted to small businesses in high-impact industries, such as manufacturing, technology and distribution and suppliers to larger businesses. This "gap" loan funding is intended to help businesses to qualify for larger funding from banks, the Small Business Administration (SBA) and other financial institutions to finance expansions, additional product lines, services or building capacity. The loans will be for three- to five-year terms, at an interest rate no less than 3% per year and funded initially with prior-year Tax Increment District dissolution dollars returned to the County. Expanded employment and/or tax base by businesses will be closely monitored. In 2015, the program is funded with loan repayments from prior-year loans.

Non-Departmental Program/Activity Financial Summary

Exp/Rev Category	Expenditures: Continuous	2013	2014	2014	2015	Budget	%
		Actual	Budget	Estimate	Budget	Change	Chng
Operating	SEWRPC Allocation	\$658,920	\$668,200	\$668,000	\$674,000	\$5,800	0.9%
Operating	Economic Development: WCEDC in 2013-14	\$95,000	\$95,000	\$95,000	\$95,000	\$0	0%
Operating	Waukesha County Tourism Initiative	\$10,000	\$10,000	\$10,000	\$10,000	\$0	0%
Operating	Wis. River Rail Transit System	\$28,000	\$28,000	\$28,000	\$29,000	\$1,000	4%
Operating	Loss Control/ADA (a)	\$35,510	\$50,000	\$60,000	\$40,000	(\$10,000)	-20%
Personnel	Separation Payouts (Vac. & Sick Leave) (a)	\$110,650	\$150,000	\$120,000	\$140,000	(\$10,000)	-7%
Personnel	Empl. Max. Sick Leave/NonRep. Vac. Payouts (Active Empl.)	\$130,060	\$150,000	\$150,200	\$145,000	(\$5,000)	-3%
Operating	Section 125 Plan Administration Costs	\$21,684	\$15,000	\$13,000	\$16,000	\$1,000	7%
Personnel	Unemployment	\$56,583	\$85,000	\$75,000	\$80,000	(\$5,000)	-6%
Personnel	Severance/Retention (a)	\$0	\$70,000	\$0	\$110,000	\$40,000	57%
Operating	Deferred Comp. Plan Consulting/Retirement Planning (b)	\$12,000	\$40,000	\$15,000	\$25,000	(\$15,000)	-38%
Operating	Consulting (a)	\$72,426	\$40,000	\$42,000	\$40,000	\$0	0%
Operating	Merchant Card Fees (c)	\$100,072	\$52,900	\$50,000	\$55,000	\$2,100	4%
Operating	Employment Advertising	\$28,724	\$20,000	\$18,000	\$20,000	\$0	0%
Operating	Property Tax/Special Assessments	\$12,919	\$50,000	\$45,000	\$50,000	\$0	0%
Operating	Printing inc. Adopted Budget Books	\$4,991	\$8,000	\$6,000	\$8,000	\$0	0%
Interdept'l	Work Comp/Liab/Casualty/Other Ins	\$76,783	\$90,800	\$90,800	\$100,000	\$9,200	10%
Operating	Other Expenses	\$8,692	\$10,000	\$10,000	\$10,000	\$0	0%
Short-Term/Temporary/Periodic							
Operating	Wauk. Co. Hist. Society - Operations Grant (a)	\$85,000	\$150,000	\$150,000	\$0	(\$150,000)	-100%
Operating	Milwaukee 7 Regional Econ Dev Campaign (a)	\$12,500	\$12,500	\$12,500	\$12,500	\$0	0%
Operating	Wauk. Co. Small Business Leverage Loan Fund Program (a)	\$206,000	\$300,000	\$154,500	\$200,000	(\$100,000)	-33%
Total Expenditures		\$1,766,514	\$2,095,400	\$1,813,000	\$1,859,500	(\$235,900)	-11%
Revenue:							
Gen Gov't	State Shared Revenues/State Computer Aid	\$1,223,383	\$795,000	\$795,000	\$745,000	(\$50,000)	-6%
Gen Gov't	Other General Government Revenues (d)	\$137,806	\$160,000	\$128,000	\$128,000	(\$32,000)	-20%
Interdept'l	Interdepartmental Charge Revenue*	\$165,066	\$130,000	\$150,000	\$145,000	\$15,000	12%
Fund Bal	Fund Balance Appropriation (a)	\$563,533	\$719,200	\$742,378	\$300,300	(\$418,900)	-58%
Other	Other Revenue (b)(c)(e)(f)	\$75,673	\$120,000	\$106,000	\$480,000	\$360,000	300%
Tax Levy	Tax Levy	\$150,000	\$171,200	\$171,200	\$61,200	(\$110,000)	-64%
Total Revenues		\$2,315,461	\$2,095,400	\$2,092,578	\$1,859,500	(\$235,900)	-11%
Revenues Over/(Under) Expenditures		\$548,947	\$0	\$279,578	\$0	\$0	N/A

* See Footnote (c) to the financial summary table on first page of this budget on page 435.

- (a) Appropriated General Fund Balance for the **2015 Budget** includes \$140,000 for retirement payouts from reserves for this purpose; \$110,000 toward one-time employee severance/retention payments; \$37,800 from prior-year unclaimed funds revenues; and \$12,500 for the fourth and final year contribution to the Milwaukee 7 Regional Economic Development Campaign. The **2014 Estimate** includes about \$23,000 in carried over open purchase orders (and related expenditure authority) from 2013. The **2014 Budget** includes \$300,000 in prior-year Tax Increment District (TID) revenues to fund the Small Business Leverage Loan Funding program; \$150,000 for retirement payouts from reserves; \$150,000 toward an extension of the Waukesha County Historical Society (WCHS) operations grant; \$70,000 toward one-time employee severance/retention; \$36,700 from prior-year unclaimed funds revenues; and \$12,500 for the third payment to Milwaukee 7.
- (b) Other Revenue includes offsetting revenue to pay for the Deferred Compensation Plan consulting of \$25,000 in the 2015 Budget and \$40,000 in the 2014 Budget. No County tax levy is used to fund this expenditure.
- (c) The decrease in merchant card fees and revenues since 2013 is mostly due to a change in service providers as a result of a request for proposal. The new contract results in a reduction in charges to taxpayers that use this service. This budget will continue to provide funding for credit card and debit card processing fees in other non-enterprise activities.
- (d) Other General Government revenue includes indirect cost recovery in excess of the amounts budgeted in the (Department of Administration) received from state and federal government funding sources including the Aging and Disability Resource Center Contract and Child Support.
- (e) Major increases in Other Revenue in the 2015 budget include the anticipated first repayments of principal and interest from the Waukesha County Small Business Leverage Loan Program estimated at \$200,000, which will be used to fund that program in 2015. Initial loans were made using prior-year Tax Increment District (TID) revenues returned to the County. In addition, the 2015 budget includes the first-time repayment of loans to help municipal fire, police and emergency response units upgrade their radios and equipment for the new Countywide digital radio system.
- (f) Other Revenues include miscellaneous recoveries (\$50,000 in 2015/2014 Budgets) and procurement card rebate revenue in excess of what is budgeted in the Department of Administration (\$15,000 in 2015 Budget and \$30,000 in 2014 Budget).



Fund Purpose

The Health and Dental Insurance Fund is an interest-bearing Internal Service Fund established to provide for and effectively manage the health benefits for County employees, elected officials, retirees, and dependents. This Fund consists of a self-funded active employee health insurance plan, a self-funded retired employee health insurance plan, a self-funded dental insurance plan, an employee wellness program, and the Waukesha Employee Health and Wellness Center. The Health and Dental Insurance Fund is used to account for all claims and costs filed against and paid by the County's self-funded insurance, the premiums paid for these plans, and costs associated with the wellness programs. This Fund recovers its costs through charges to County departments, employees, retirees, and qualifying former employees for COBRA (Consolidated Omnibus Budget Reconciliation Act of 1985) benefits. This Fund provides budgetary protection by purchasing stop loss insurance coverage. A health insurance actuary is retained to assist with the determination of premium rates, insurance reserve levels and analyze effectiveness of wellness and health benefit changes to the total cost of the program.

Financial Summary	2013	2014	2014	2015	Change From 2014	
	Actual (a)	Adopted Budget (b)	Estimate	Budget (b)(c)	Adopted Budget \$	%
Revenues						
General Government	\$0	\$476,500	\$6,000	\$44,600	(\$431,900)	-90.6%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$3,119,835	\$3,543,000	\$3,358,000	\$3,541,000	(\$2,000)	-0.1%
Interdepartmental	\$17,086,050	\$17,626,000	\$16,713,000	\$17,521,000	(\$105,000)	-0.6%
Other Revenue (a)	\$1,032,819	\$424,000	\$388,000	\$358,000	(\$66,000)	-15.6%
Appr. Fund Balance (b)	\$264,323	\$1,002,000	\$463,200	\$1,514,900	\$512,900	51.2%
Memo: Reimb. for Facility Improvements (c)	\$0	\$0	\$0	\$42,750	\$42,750	N/A
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$21,503,027	\$23,071,500	\$20,928,200	\$22,979,500	(\$92,000)	-0.4%
Expenditures (a)						
Personnel Costs	\$0	\$0	\$0	\$0	\$0	N/A
Operating Expenses	\$20,395,146	\$23,002,600	\$20,740,700	\$22,950,000	(\$52,600)	-0.2%
Interdept. Charges	\$229	\$68,900	\$15,900	\$29,500	(\$39,400)	-57.2%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$20,395,375	\$23,071,500	\$20,756,600	\$22,979,500	(\$92,000)	-0.4%
Rev. Over (Under) Exp.	\$1,107,652	\$0	\$171,600	\$0	\$0	N/A

Position Summary (FTE)

No Positions Budgeted in this fund

- (a) Other Revenues for 2013 actuals include one-time stop loss repayments of about \$591,400, received from the County's stop loss insurer for high-cost claims, plus primarily prescription drug rebates.
- (b) Appropriated Fund Balance from Health and Dental Insurance Fund Reserves for the **2015 Budget** includes \$210,000 to cover temporary (annually for three years, beginning in 2015) payments required under the Federal Affordable Care Act (ACA). In addition, \$305,000 is budgeted to cover half of estimated stop loss insurance coverage for high-cost claims in the Active Employee Health program (\$550,000) the full amount in the Retiree Health program (\$30,000), to partially reflect premiums in excess of costs in 2013 and projected in 2014. Fund Balance of \$263,900 is budgeted to fund the Wellness Initiative program and \$736,000 to fund a portion of the Waukesha Employee Health and Wellness Center. The **2014 Budget** includes \$216,000 for payments required under the ACA, which were originally assumed to begin in 2014, but were later delayed through federal regulations until 2015. The 2014 Budget also includes \$222,700 in the Wellness Program and \$563,300 in the Waukesha Employee Health and Wellness Center Program.
- (c) Beginning in 2015, the County will receive a reimbursement from the City and School District of Waukesha for their share of one-time facility improvement and other start-up costs for the Waukesha Employee Health and Wellness Center, as specified in the signed intergovernmental agreement, spread evenly over four years. This annual reimbursement is currently estimated at \$42,750.

Major Departmental Strategic Outcomes and Objectives for 2015

County-Wide Key Strategic Outcomes: Cost effective services delivered with competence and skill

Objective 1: Control Health Plan rate of cost increase (or reduce costs). Contain health insurance cost trends, and/or the rate of premium increases through effective design changes, education, wellness initiatives and data management.

Key Outcome Indicator: The increase in plan costs from the prior year actual/estimate for the Choice Plus (Point of Service – POS) and Consumer Driven Health (with Health Savings Account feature – HSA) Plans. Keep health insurance plan increases from prior year estimate/actual lower than medical inflation rate.

Performance Measures:

Choice Plus Plan	2013 Actual	2014 Budget	2014 Estimate	2015 Budget
Average Plan % Premium Increase	-0.1%	2.0%	2.0%	1.0%
Average Monthly Plan Cost: Single	\$638	\$651	\$651	\$658
Family	\$1,687	\$1,721	\$1,721	\$1,738
HSA Plan	2013 Actual	2014 Budget	2014 Estimate	2015 Budget
Average Plan % Premium Increase	2.5%	1.0%	1.0%	1.4%
Average Full Monthly Plan Cost: Single*	\$538	\$588	\$588	\$595
Family*	\$1,485	\$1,498	\$1,498	\$1,516

*County contribution to employee health savings accounts is included in monthly figures (added to premium).

Performance Measure:	2013 Actual	2014 Budget	2014 Estimate	2015 Budget
Medical Inflation Rate**	9%	9%	8%	8%

**Milliman's (County Health Insurance Actuary) expected annual trend assumptions

Objective 2: Demonstrate return on investment (ROI) under the wellness program. In 2014, the County conducted an ROI analysis of the employees who participated in the 3 Steps to Success program over a three-year period (2011-13). There were 312 employees actively engaged and 731 non-engaged during this time period. The analysis looked at medical and participation in preventative health screenings between the actively and non-engaged employee groups.

Key Outcome Indicator: Participation in the Health Risk Assessment program is expected to help County staff and their spouses lead healthier life styles that may, on average, lead to lower claims and sick leave-related costs. Similarly, wellness program initiatives are designed to encourage individuals to be more proactive with their health to avoid the on-set of disease. This is accomplished by participating in preventive screenings and other wellness initiatives such as weight management, fitness challenges, and on-going education.

Performance Measure:	Actively Engaged	Non- Engaged	Total Est. Cost Avoidance
2013 Avg. Health Insurance Claims	\$4,972	\$5,822	\$265,200
% Having Annual Physical Exams	81%	55%	
% Having Preventative Screenings	64%	52%	

Current & Planned Capital Projects

Proj. #	Project Name	Expected Completion Year	Total Project Costs	Estimated % Complete End of '14	Estimated Operating Impact	A = Annual T = One-Time
200417	Waukesha Employee Health and Wellness Center, Retrofit Facility	2014	\$243,000	100%	***	A

***Based on the results of the request for proposal process, it is projected that the center will generate a positive return on investment for the combined organizations of approximately \$7.7 million over a 5 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. It is anticipated that the clinic will begin operations in November, 2014.

Active Employee Health Insurance

Program Description

This program area accounts for all costs associated with the operation of the Active Employee Health Insurance program. This includes medical, pharmacy, and vision claims payments; and administrative expenses, stop loss insurance premiums, consulting fees and other program-related services/expenses that may arise. This program area recovers its costs through premium charges to internal departments, employees, and COBRA participants. This program area also carries an actuarially determined Incurred But Not Reported reserve balance (outstanding claims paid in next fiscal year) as required for internal service fund accounting. Two health plans are offered to employees: (1) a self-funded Point of Service (POS) plan (Choice Plus) and (2) a self-funded Consumer Driven health plan with a Health Savings Account (HSA) feature. Both plans offer an incentive to employees for participating in the Health Advancement Program, designed to help reduce the County's health insurance costs (see Wellness Initiative Program). Program participants in the POS plan pay a lower premium costs share at 15% (vs. 20% for non-participants), and participants in the HSA plan receive a higher employer HSA contribution at \$1,125/\$2,250 for single/family plans (vs. \$500/\$1,000 for non-participants).

	2013 Actual (a)	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	0.00	0.00	0.00	0.00	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$2,291,194	\$2,697,000	\$2,601,000	\$2,673,000	(\$24,000)
Interdepartmental	\$16,414,080	\$16,934,000	\$16,019,000	\$16,829,000	(\$105,000)
Other Revenue (a)	\$1,009,959	\$402,000	\$370,000	\$340,000	(\$62,000)
Appr. Fund Balance	\$0	\$210,000	\$0	\$485,000	\$275,000
County Tax Levy	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$19,715,233	\$20,243,000	\$18,990,000	\$20,327,000	\$84,000
Personnel Costs	\$0	\$0	\$0	\$0	\$0
Operating Expenses	\$18,901,151	\$20,240,000	\$18,879,700	\$20,324,000	\$84,000
Interdept. Charges	\$0	\$3,000	\$2,000	\$3,000	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$18,901,151	\$20,243,000	\$18,881,700	\$20,327,000	\$84,000
Rev. Over (Under) Exp.	\$814,082	\$0	\$108,300	\$0	\$0



(a) Other Revenues for 2013 actuals include one-time stop loss repayments of about \$591,400, received from the County's stop loss insurer for high-cost claims.

Program Highlights

Based on actuarial recommendations, this fund estimates necessary premiums to cover the costs associated with anticipated claims to be paid in 2015 (described below). Charges for Service revenue include the employees' share of estimated premiums (15% or 20% for individuals enrolled in the POS plan, depending on participation in Health Advancement Program, or 10% if in the HSA plan, see program description above). Interdepartmental Charge revenues include the County's share (85%, 80% or 90%) of estimated premiums and employee HSA contributions charged to County departments. Other Revenues decrease due to the discontinuation of interest income allocated to this program, budgeted at \$62,000 in 2014, since favorable prior-years have resulted in sufficient reserve levels. Appropriated Health Insurance Fund Balance budgeted includes \$210,000 to cover temporary (for three years, beginning in 2015) payments required under the Federal Affordable Care Act (ACA). This payment was budgeted in 2014, but later delayed to 2015 through federal regulations. In addition, fund balance of \$275,000 is budgeted to cover half of estimated stop loss insurance coverage (for higher-cost claims), to partially reflect premiums in excess of costs in 2013 and projected in 2014.

Operating expenditures consist mostly of estimated claims costs for the County's self-insured health plans. Stop loss insurance coverage for higher-cost claims is budgeted to increase by \$68,000.



Activity	2013 Actual (a)	2014 Budget (b)	2014 Estimate (c)	2015 Budget (b)	Budget Chng
# of Health Ins. Contracts					
POS Single	228	236	228	227	(9)
Family	478	504	455	465	(39)
Subtotal	706	740	683	692	(48)
H.S.A. Single	114	120	126	130	10
Family	353	368	368	400	32
Subtotal	467	488	494	530	42
Total	1,173	1,228	1,177	1,222	(6)

(a) Enrollment as of 12/31/2013.

(b) The 2014 and 2015 budget figures are based on enrollment counts obtained during mid-summer budget development, with adjustments made for vacant positions. Decrease in overall enrollment is based on reduction in budgeted FTE countywide for 2015.

(c) Enrollment as of 8/1/2014.

Retired Employee Health Insurance

Program Description

This program area accounts for all costs associated with the operation of the Retired Employee Health Insurance program. This includes medical, pharmacy and vision claims payments; and administrative expenses, stop loss insurance premiums, consulting fees and other program-related services/expenses that may arise. This program area recovers its costs through premium charges to retirees. Retirees pay 100% of the premium cost. Actuarial consultants rate the retiree health insurance plan separately from the active employee health insurance plans.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	0.00	0.00	0.00	0.00	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$730,177	\$770,000	\$663,000	\$692,000	(\$78,000)
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$19,123	\$19,000	\$15,000	\$15,000	(\$4,000)
Appr. Fund Balance	\$0	\$6,000	\$0	\$30,000	\$24,000
County Tax Levy	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$749,300	\$795,000	\$678,000	\$737,000	(\$58,000)
Personnel Costs	\$0	\$0	\$0	\$0	\$0
Operating Expenses	\$567,246	\$794,100	\$677,100	\$736,100	(\$58,000)
Interdept. Charges	\$229	\$900	\$600	\$900	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$567,475	\$795,000	\$677,700	\$737,000	(\$58,000)
Rev. Over (Under) Exp.	\$181,825	\$0	\$300	\$0	\$0



Program Highlights

Based on actuarial recommendation, which is separately rated from the active employee health plans, this fund estimates necessary premiums to cover the costs associated with anticipated claims to be paid in 2014 (described below). Charges for Service revenues consist of health insurance premiums paid by retirees (retirees pay 100% of premium costs). Premium revenues are budgeted to decrease due to a planned 4.8% in rates charged to retirees since premiums have been more than sufficient to cover claims experiences in recent years. This is the second year premium rates have decreased for retirees. Appropriated Health Insurance Fund Balance is budgeted to cover stop loss insurance coverage for higher-cost claims, more than offset by premiums in excess of costs in 2013 and projected in 2014. Other revenues consist of anticipated prescription drug rebate revenues.

Operating expenditures are budgeted to decrease mainly due to a decrease in estimated claims expenses.



Activity	2013 Actuals (b)	2014 Budget	2014 Estimate (c)	2015 Budget	Budget Change
# of POS Retiree Health Ins. Contracts (a)					
Pre-Medicare					
Single	39	41	38	45	4
Family	11	10	7	10	0
Subtotal	50	51	45	55	4
Medicare					
Single	6	9	8	10	1
Family	6	2	2	5	3
Subtotal	12	11	10	15	4
Total	62	62	55	70	8

(a) Contract figures and the budget exclude retiree enrollment in the Medicare Advantage healthcare plan, which had 300 participants (as of August 19, 2014), and is not accounted for in the County Budget.

(b) Enrollment as of December 31, 2013.

(c) Enrollment as of August 1, 2014.

Employee Dental Insurance

Program Description

This program area accounts for all costs associated with the operation of the self-funded Employee Dental Insurance program. This includes dental claims payments, administrative expenses and other program-related services/expenses that may arise. This program area recovers its costs through premium charges to internal departments, employees and COBRA participants.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	0.00	0.00	0.00	0.00	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$98,464	\$76,000	\$77,000	\$76,000	\$0
Interdepartmental	\$671,970	\$692,000	\$694,000	\$692,000	\$0
Other Revenue	\$3,737	\$3,000	\$3,000	\$3,000	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$774,171	\$771,000	\$774,000	\$771,000	\$0
Personnel Costs	\$0	\$0	\$0	\$0	\$0
Operating Expenses	\$662,426	\$769,400	\$710,200	\$769,400	\$0
Interdept. Charges	\$0	\$1,600	\$800	\$1,600	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$662,426	\$771,000	\$711,000	\$771,000	\$0
Rev. Over (Under) Exp.	\$111,745	\$0	\$63,000	\$0	\$0



Program Highlights

Charges for Service revenue consist of the employees' share (10%) of dental premiums, and Interdepartmental Revenues, which consist of the County's share (90%) of Dental premiums, which remains at the 2014 budget level. Other revenues consist of investment income, which remains at the 2014 budget level. Premium rates are not changing for the 2015 budget.

Operating expenditures consist mostly of dental claims costs and are budgeted to remain at the 2014 budget level.



Activity	2013 Actual (a)	2014 Budget (b)	2014 Est. (c)	2015 Budget (b)	Budget Change
# of Dental Ins. Contracts					
Self-Funded					
Single	203	211	206	211	0
Family	550	553	552	553	0
Subtotal	753	764	758	764	0
DentaCare ❖					
Single	117	135	121	135	0
Family	309	316	302	316	0
Subtotal	426	451	423	451	0
Total	1,179	1,215	1,181	1,215	0

❖ DentaCare is a fully-insured dental insurance plan and is not budgeted in this Fund. This plan is budgeted at the lowest cost plan amount in departmental budgets and accounted for in General Fund Balance Sheet Accounts.

(a) Enrollment as of 12/31/2013

(b) The 2014 and 2015 budget figures are based on enrollment counts obtained during mid-summer budget development, with adjustments made for vacant positions.

(c) Enrollment as of 8/1/2014.

Wellness Initiative

Program Description

This program area accounts for all costs associated with the operation of the Wellness Initiative program. This program is designed to improve the health and well-being of County employees' lives through health education and activities that will support positive lifestyle change, thereby resulting in improved employee productivity, morale and healthcare cost savings for the County and the employees. Program components include biometric screenings, health risk assessments, program marketing and communications, and participation incentives.

Approximately 70% of the County's health plan contracts are family coverage. In an effort to increase employee participation in Wellness related activities, both employees and spouses are required to participate in the Health Advancement Program's Health Risk Assessment program (biometric screening and health risk questionnaire) in order to qualify for the following incentives: For 2015, program participants in the POS plan pay a lower premium cost share at 15% (vs. 20% for non-participants), and participants in the HSA plan receive a higher HSA contribution at \$1,125/\$2,250 for single/family plans (vs. \$500/\$1,000 for non-participants).

	2013 Actual	2014 Budget (a)	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	0.00	0.00	0.00	0.00	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance (a)	\$264,323	\$222,700	\$211,100	\$263,900	\$41,200
County Tax Levy	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$264,323	\$222,700	\$211,100	\$263,900	\$41,200
Personnel Costs	\$0	\$0	\$0	\$0	\$0
Operating Expenses (a)	\$264,323	\$220,200	\$208,600	\$261,400	\$41,200
Interdept. Charges	\$0	\$2,500	\$2,500	\$2,500	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$264,323	\$222,700	\$211,100	\$263,900	\$41,200
Rev. Over (Under) Exp.	\$0	\$0	\$0	\$0	\$0

(a) The 2014 Budget is restated for comparability purposes to reflect a portion of in biometric screening related costs budgeted (\$69,200) in the Waukesha Employee Health and Wellness program budget, but which in 2015 is combined and accounted for in this program budget.



Program Highlights

Appropriated Health and Dental Insurance Fund Balance from reserves increase by \$41,200 to cover changes in program expenditures. Operating expenses increase mainly due to higher biometric screening costs by \$58,700, from \$102,800 to \$161,500, based on higher anticipated participation in the Health Risk Assessment program.



Activity	2013 Actual	2014 Budget*	2014 Estimate	2015 Budget	Budget Change
Health Assessment Participation					
# Participating*	1,258	1,440	1,600	1,700	260
% of Work Force + Spouses	70%	80%	90%	95%	15%

*2014 Budget for number participating is restated for comparability purposes to have a consistent base of covered employees and spouses.

Waukesha Employee Health and Wellness Center

Program Description

This program area accounts for all costs and revenues associated with the development and implementation of a shared on-site health/wellness center. The center will be a shared intergovernmental arrangement managed and funded by Waukesha County, City of Waukesha and the Waukesha School District. The center is being developed following a joint feasibility study and a subsequent comprehensive request for proposal process. Based on the results of the request for proposal process, it is projected that the center will generate a positive return on investment for the combined organizations of approximately \$7.7 million over a 5 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. It is anticipated that the clinic will begin operations in November, 2014.

The goal of the center is to lower health care and prescription drug costs as a result of managing and reducing emergency care, urgent care and higher cost physician and other medical related services. The Center will provide services to employees and dependents enrolled in the County health insurance program. Services will include primary and preventative care, wellness programming, biometric and health risk assessments, health coaching and education, limited pharmacy and occupational medicine services. The center will be located in the former County Public Health Building.

	2013 Actual	2014 Budget (a)	2014 Estimate	2015 Budget (b)	Budget Change
Staffing (FTE)	0.00	0.00	0.00	0.00	0.00
General Government	\$0	\$476,500	\$6,000	\$44,600	(\$431,900)
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$17,000	\$100,000	\$100,000
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance (a)	\$0	\$563,300	\$252,100	\$736,000	\$172,700
Memo: Reimb. for Facility Imprvmnts. (b)	\$0	\$0	\$0	\$42,750	\$42,750
County Tax Levy	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$0	\$1,039,800	\$275,100	\$880,600	(\$159,200)
Personnel Costs	\$0	\$0	\$0	\$0	\$0
Operating Expenses	\$0	\$978,900	\$265,100	\$859,100	(\$119,800)
Interdept. Charges	\$0	\$60,900	\$10,000	\$21,500	(\$39,400)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$0	\$1,039,800	\$275,100	\$880,600	(\$159,200)
Rev. Over (Under) Exp.	\$0	\$0	\$0	\$0	\$0

- (a) The 2014 Budget is restated lower for comparability purposes to reflect \$69,200 in biometric screening related costs budgeted in this program, but which in 2015 are now combined and accounted for in the Wellness Initiative program.
- (b) Beginning in 2015, the County will receive a reimbursement from the City and School District of Waukesha for their share of one-time facility improvement and other costs for the Waukesha Employee Health and Wellness Center, as specified in the signed intergovernmental agreement, spread evenly over four years. This annual reimbursement is currently estimated at \$42,700.



Program Highlights

Program revenues and expenditures are budgeted to reflect the first full-year of operations (estimated to start operations in November 2014.) The overall decrease is largely due to the 2014 budget originally assuming that the partner agencies' (City and School District of Waukesha) share of program costs and related reimbursements would be paid through this program. Based on the approved intergovernmental agreement signed in 2014, the City and School District will pay for their share of program costs directly, except for one-time start-up and facility-related costs (e.g., utilities, housekeeping), which will be reimbursed to the County.

General Government revenues consist of the City and School District's estimated share of facility-related costs. Charges for Service consist of estimated office visit revenues from County employees and dependents enrolled in the County's health plans. Appropriated Health Insurance Fund Balance is budgeted to cover remaining program expenditures.

Operating expenditures include contract staffing estimated at \$446,200, contractor management and consultant fees at \$209,300, facility-related expenses at \$74,300 (including \$21,500 in interdepartmental charges), laboratory fees at \$60,500, depreciation at \$48,600, and supply and other operation costs estimated at \$41,700.

Contingency Fund

Non-Departmental



Statement of Purpose

To provide funds only for emergency and other situations which could not be anticipated or adequately planned for during the budget development and review process. In preparing agency budget requests, departments are required to identify all anticipated expenditures for projects and programs. The need for Contingency Fund transfer requests are determined by the County Executive and authorized by the Finance Committee in accordance with statutory authority and the County Board if requests exceed the statutory authority of the Finance Committee.

Financial Summary	2013	2014	2014	2015	Change From 2014	
	Actual (a)	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
Revenues						
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$0	\$0	\$0	\$0	\$0	N/A
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$0	\$0	\$0	\$0	\$0	N/A
Appr. Fund Balance (a)	\$275,000	\$1,200,000	\$300,000	\$1,200,000	\$0	0.0%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$275,000	\$1,200,000	\$300,000	\$1,200,000	\$0	0.0%
Expenditures						
Personnel Costs	\$0	\$0	\$0	\$0	\$0	N/A
Operating Expenses (a)	\$275,000	\$1,200,000	\$300,000	\$1,200,000	\$0	0.0%
Interdept. Charges	\$0	\$0	\$0	\$0	\$0	N/A
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$275,000	\$1,200,000	\$300,000	\$1,200,000	\$0	0.0%
Rev. Over (Under) Exp.	\$0	\$0	\$0	\$0	\$0	N/A

(a) Actual Contingency Fund use in 2013 includes \$110,000 transferred to the Health and Human Services Budget to maintain 24/7 crisis phone coverage through the Mental Health Association. In addition, \$90,000 was transferred to Department of Public Works - Highway Operations for above budget highway salt costs from severe winter weather conditions. Also, \$75,000 was transferred to cover unanticipated water flow management costs related to the County Highway E, Oconomowoc River Bridge capital project (#200008).

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