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A. County Board

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Charter: County Board

The powers of a county as a body corporate are exercised by the County Board through resolutions and ordinances, which it adopts. Each county is a body corporate that can sue and be sued; acquire, lease, or rent real and personal property for public purposes; sell, lease and convey, and enter into leases or contracts with the State for specific purposes; and make such contracts and do other things as necessary and proper to exercise the powers granted a county in the performance of its legal duties.

Counties having a population of less than 500,000, but at least 100,000, shall have no more than 47 Supervisors. Supervisors are elected by district on a non-partisan basis for a two-year term. No County Officer or employee is eligible to be a County Supervisor, but a Supervisor may also be a member of a Town Board, City Common Council, or Village Board of Trustees.

Rock County has a 29-member Board of Supervisors that operates under a committee system and a County Administrator form of government. The County Board meets twice monthly and on special occasions as required. The County Board exercises policy supervision of County activities through its committee system. One of the more important tasks of the County Board is to adopt the annual County Budget and establish a tax rate for the support of County services. In exercising this responsibility, the County Board has many policy-making prerogatives that directly impact the level and quality of services rendered to citizens of the County.



J. Russell Podzilni, Chair
Rock County Board of Supervisors

Administrator's Comments

County Board

Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	0	0
Salaries	0	0
Fringe Benefits	0	0
Operating Expense	173,299	173,299
Capital Outlay	0	0
Allocation of Services	0	0
Total Expense	173,299	173,299
Revenue	0	0
Fund Balance Applied	0	0
Tax Levy	173,299	173,299
Total Revenues	173,299	173,299

The largest expense in the County Board account is the Per Diem line item. That line item contains \$121,143 to pay the per meeting costs and mileage for all County Board meetings and for the majority of committee meetings. In addition, the Board Chair and Vice Chair salaries are placed in this account. Per meeting costs and mileage for certain committees that can be charged back to program revenue sources are budgeted in other accounts. The County Board has had several vacancies in recent years that artificially reduced the Per Diem line item.

A significant reduction in the Postage line item has been evident over the years due to many County Board members receiving their County Board meeting agenda packets via the County's website in lieu of mailing and the ability of staff to provide agenda packets for the following week's meetings at the County Board meetings. Postage costs are budgeted at \$2,400 for 2015, which is the same level as the prior year.

The cost of Public and Legal Notices is budgeted at \$15,000. This pays the cost of publishing minutes of County Board meetings in local newspapers. Both the Janesville Gazette and the Beloit Daily News publish the minutes. Historically, the amounts fluctuated from year to year depending upon the specific newspaper that was paid. By agreement, the County pays one newspaper one year and the other newspaper the following year. In 2015, the Beloit Daily News will receive payment. Historically, its rates have been lower than the Janesville Gazette. Costs have come down over the recent period as a result of cost containment measures by the County Clerk.

The Publications, Dues & Subscriptions line item includes a variety of expenses totaling \$18,920. Most notable is \$12,332 of Wisconsin Counties Association dues. Also included are dues to the Wisconsin Counties Utility Tax Association (WCUTA) in the amount of \$3,321. This group has lobbied successfully to increase the amount of Shared Utility Payments to local governments that host power plants, including Rock County. For 2015, the County anticipates receiving \$2,084,970 in Shared Utility Payments. Dues are based on 0.15% of that payment.

The budget contains \$4,500 under Training Expense. In 2015, the National Association of Counties (NACo) conference will be held in Charlotte, North

Carolina. The Board has traditionally earmarked \$1,500 for that event. This line item also covers the costs for the annual Wisconsin Counties Association Conference.

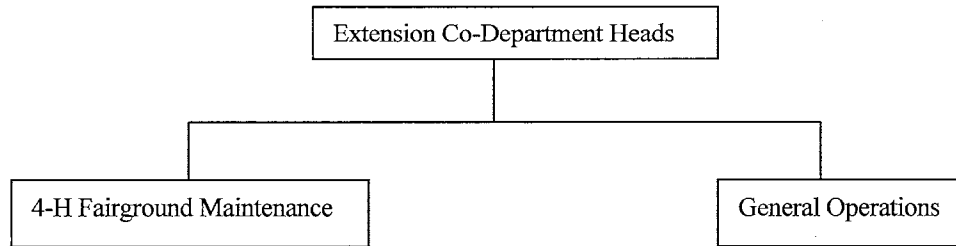
The recommended tax levy is \$173,299, which is the same amount as the prior year.

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B. Agriculture and Land Conservation Committee

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University of Wisconsin Extension Program/4-H Fairgrounds Maintenance



Present Personnel (Full Time Equivalent)	
1.0	Administrative Assistant/ Stenographer
1.0	Clerk-Typist III
2.0	Total

Summary of Personnel Modifications		
	<u>Dept. Request</u>	<u>Admin. Rec.</u>
New Positions	0	0
Deletions	0	0
Reallocations	0	0
Reclassifications		
From Clerk Typist III (Range 11 AFSCME 2489)		
To Administrative Assistant (Range 8 AFSCME 2489)	1.0	0
Re-Titles	0	0
Transfers	0	0
Upgrades	0	0

Charter: U.W. Cooperative Extension Service

The Rock County University of Wisconsin Cooperative Extension Service is a partnership arrangement between the University of Wisconsin, the U.S. Department of Agriculture and the County of Rock. The mission of University of Wisconsin Extension, through the Rock County Office, is to develop practical educational programs tailored to local needs and based on university knowledge and research. Cooperative Extension partners with local, county, state and federal government to address public issues. Faculty and staff plan and carry out programs with a wide array of community partners – volunteers, business and educational groups and advisors.

The Wisconsin Statutes 59.87 (now 59.56) passed in 1914 and amended over the years, provide for the establishment of a "University Extension Program" in each county of the state. UW Cooperative Extension programs are not mandated by state or federal law. They do, however, exist in every county of Wisconsin by choice of the individual county and the University of Wisconsin system.

Programs and budget for each calendar year are jointly approved by the County Agricultural and Extension Education Committee and the UW Extension District Director. UW Extension funds are then reserved for this purpose and the County Board makes its appropriation on an annual basis.

Funding for this educational partnership is shared. Counties provide directly the costs of local space, equipment, office supplies, secretarial support and 40% of the salaries of the county-based University Extension faculty. Federal USDA funds and other federal and foundation grants are joined with state funds and used to pay 60% of the county-based University Extension faculty, support costs of campus-based and statewide University specialists, all media based

programming, training and educator professional improvement support. Direct and indirect financial support for Rock County UW Extension programs from state and federal funds exceeds \$750,000.

County-based faculty work with countless citizen volunteers and volunteer groups within the county to determine priority educational needs, deliver high quality programming aimed at these issues; develop local leadership and serve as the "educational arm" for cooperating agencies.

UW Extension programs are available to anyone in the county. County staff conducts educational programs in agriculture, horticulture, family living, continuing and professional education, small business development, local government education, community and economic development, natural resources, nutrition education, and 4-H and youth development programs. Programs reach families, agriculture producers, business professionals, skilled workers, youth, parents, older adults and many social and governmental agencies.

Information is available to citizens of the county through printed material, educational programs, demonstrations, applied research, personal visits, telephone calls, local media, WISLINE teleconferences, webinars and satellite down - linked programs. Staff provides a link to vast resources available through the University, USDA, and other agencies. We can draw upon the expertise of over 200 state specialists housed on eight university campuses.

The Cooperative Extension Service is organized through program areas. By mutual agreement of the unique partnership arrangement outlined above, Rock County maintains agent programming in:

Charter: U.W. Cooperative Extension Service

Agriculture and Natural Resources
Family Living and Nutrition Education
4-H Youth Development

1. Agriculture and Natural Resource Programs help urban and rural residents use scientific research and scientifically backed knowledge to solve horticulture and agricultural problems, as well as take advantage of new opportunities. County-based educators provide unbiased, research-based advice and information to local residents on agriculture and horticulture related topics.

Local program priorities and areas of educational program emphasis include:

- a. Environmental Quality: Nutrient management planning leads to whole farm nutrient plans that reduce the threat to water quality and improve farm profitability.
- b. Risk Management: County-based educators foster programs to increase awareness among agricultural producers and agri-business to evaluate and manage risk in ways that meet their family and business goals.
- c. Pesticide Use and Pesticide Applicator Training: County-based educators provide training in pesticide use to area producers. Training is required by the Wisconsin Department of Agriculture in order for farmers to purchase restricted use chemicals.

- d. Farm Policy and Agricultural Public Policy: Rural/urban issues and policy continue to take on added significance as development occurs in rural areas. Issues arise concerning pesticide use, siting of livestock operations, manure management, land use, and water quality. Extension collaborates with other departments in the ongoing development of .
- e. Crop Production and Pest Management: County-based educators share research-based information for local growers relating to new crop production technologies and pest management practices.
- f. Commercial Horticulture: Rock County has a strong Green Industry, and county-based educators provide research-based information to members of the green industry through field days and off-season workshops, as well as in-season diagnostic services.
- g. Home Horticulture: UW-Extension hosts the Rock County Master Gardener Volunteer Program, extending the reach of research-based horticulture information into the community through volunteer efforts. Horticulture education programs include the Rock County Community Garden program, the home horticulture help line and diagnostic services, and community outreach efforts for pressing horticultural issues and those of interest to Rock County residents.
- h. Farm to School and Local Food Systems: With increasing food insecurity across the county, county-based educators lead local Farm to School efforts

Charter: U.W. Cooperative Extension Service

through supporting local farmers for local food procurement, starting and supporting school gardens for in-school educational opportunities regarding food and food issues, and connecting community resources with schools for increased food security.

i. Direct Marketing Alternative Agriculture

Enterprises: Development of markets for local producers, such as farmers markets and Community Supported Agriculture (CSA) programs, and buy local initiatives. County-based educators support new and beginning farmers by providing unbiased and researched based information where applicable. Educational programs provide new research and information on pressing agriculture and horticultural issues to small-scale and organic farmers within Rock County.

2. **Family Living Programs** help families thrive in a rapidly changing world. Family living educators partner with community organizations and agencies to address critical issues, promote family strengths and help communities become healthy environments for family life. The Rock County UW Extension Nutrition Education Program (WNEP) brings over \$500,000 in federal USDA funds into the County for educational programming directed to families with limited resources.

Family living program priorities include:

- a. Health Promotion and Education: Educational programs and policy surrounding healthy living for all ages. Programming to all of Rock County in the area of chronic disease prevention and management and promotion of healthy lifestyles. (diabetes, obesity, heart disease...etc.)
- b. Strong Women/Men Programs: Program incorporates strength training, exercise and nutrition to build healthy lifestyles and the prevention of chronic disease in adults. Rock County UW Extension has provided local and statewide leadership in development and implementation of this evidenced based program.
- c. Nutrition Education: Wisconsin Nutrition Education Program (WNEP) staff educates youth and adults (30,000 educational contacts) with nutrition education in qualifying schools, food pantries, community organizations throughout Rock County.
- d. Food Safety: Programs provide individuals with knowledge about safe food handling, preparation, and storage practices.
- e. Community Food Security: Nutrition Education programs help limited resource families to achieve food security by teaching skills on managing food dollars, tracking spending, and planning nutritious meals.

Charter: U.W. Cooperative Extension Service

- f. Parenting Education: Parenting education can help reduce child abuse and neglect. A partnership between Kiwanis and local hospitals results in the distribution of "Parenting the First Year Newsletter" for new parents. Extension Educators provide research-based parenting education and resources.
- g. Child Care: Family Living Programs support and provide educational training and continuing education to area childcare teachers and providers.
- h. Family Economic Security: Educational programs help families meet future needs while keeping pace with day-to-day obligations. Programs help families manage their resources and improve their self-sufficiency.
- i. Strengthening Families: County staff provides educational programs on topics including parenting, teen pregnancy prevention, childcare, nutrition, physical activity and healthy lifestyles.
- j. Leadership Education: Educational programs in the area of leadership development are offered. (Emotional Intelligence, Working Through the Generations, Real COLORS personality program)

3. **Rock County 4-H Youth Development** Programs give young people a chance to learn important life skills, gain experience in teamwork and contribute to their communities. The Rock County 4-H Community Club Program consists of 1,328 members and over 450 adult volunteers. This represents the largest county 4-H Community Club Program in Wisconsin.

Local Youth Development priorities include:

- a. Community 4-H Clubs: Youth are provided the opportunity for skill development through hands-on activities and leadership experiences through year-round educational program in clubs that meet monthly.
- b. Youth Empowerment and Youth/Adult Partnerships: 4-H Youth Development programs provide an opportunity for youth to make choices and decisions and play an active leadership role in planning and implementing programs with adults.
- c. Citizenship and Leadership Skills: 4-H gives youth direct experience in conducting meetings and leading group decision-making processes. In 4-H, youth begin developing some of the skills they will need to be future community leaders.
- d. Life Skill Development: 4-H teaches important life skills, including problem solving, communications, teamwork and leadership development through projects, activities and other educational programs.

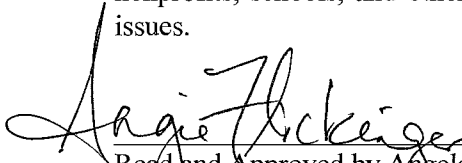

Charter: U.W. Cooperative Extension Service

- e. Community Service and Service Learning: 4-H programs provide young people with opportunities for civic involvement. 4-H community service efforts provide contributions in community improvement and help youth develop a greater appreciation for their community.

- f. Youth Outreach Programs: County-based educators provide educational opportunities for youth outside of the traditional 4-H program. Staff collaborates with area schools and community centers to provide unique educational opportunities and build life skills for youth.

- g. 4-H Ambassador Program: County-based educators work with youth to promote, market and expand youth participation in 4-H.

The Rock County UW Extension Department brings University of Wisconsin System knowledge and resources to people where they need it most – where they live and work. Educators’ network and partner with a variety of public and private agencies, organizations, nonprofits, schools, and other county departments to address priority issues.

 
Read and Approved by Angela Flickinger & Donna Duerst,
UW Extension Co-Department Heads 8/1/2014

Department UW-Extension

Budget Analysis by Program

Programs	Base Budget	Agriculture	4-H Youth Development	Horticulture	Family Living	Nutrition Education	Budget Summary
Positions	2.00	1.00	2.00	1.00	1.00	1.00	8.00
Seasonal Salaries	\$75,441	\$0	\$0	\$0	\$0	\$0	\$75,441
Fringe Benefits	\$40,716	\$0	\$0	\$0	\$0	\$0	\$40,716
Operating Expenses	\$60,050	\$32,742	\$75,555	\$27,169	\$34,213	\$3,444	\$233,173
Capital Outlay	\$9,486	\$0	\$0	\$0	\$0	\$0	\$9,486
Allocation of Services		\$0	\$0	\$0	\$0	\$0	\$0
Subtotal	\$185,693	\$32,742	\$75,555	\$27,169	\$34,213	\$3,444	\$358,816
Indirect Cost Alloc.	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$185,693	\$32,742	\$75,555	\$27,169	\$34,213	\$3,444	\$358,816
Revenue	\$41,024		\$11,917				\$52,941
Fund Bal. Applied							
County Share	\$144,669	\$32,742	\$63,638	\$27,169	\$34,213	\$3,444	\$305,875

Administrator's Comments

UW-Extension

**Summary of
Department Requests and Recommendations**

Description	Department Request	Administrator's Recommendation
Positions	2.0	2.0
Salaries	75,441	71,384
Fringe Benefits	40,716	40,419
Operating Expense	233,173	233,173
Capital Outlay	9,486	9,486
Allocation of Services	0	0
Total Expense	358,816	356,462
Revenue	52,941	52,941
Fund Balance Applied	0	0
Tax Levy	305,875	303,521
Total Revenues	358,816	356,462

UW-Extension educators teach, learn, lead and serve, connecting people with the University of Wisconsin and engaging with them in transforming lives and communities, enabling people to access university resources and engage in lifelong learning. Major programming includes:

- 4-H Youth Development: the largest 4-H community club program in Wisconsin; volunteer and youth leadership development; youth/adult partnerships; outreach to new audiences.
- Family Living/Nutrition Education: improving the health, nutrition and physical activity of residents; strengthening families and educating early child care providers; broadening the capacity of health and leadership in Rock County and Wisconsin.
- Agriculture: nutrient and pest management; UW-Extension research plots; soil quality; private pesticide applicator training; youth tractor safety certification.
- Horticulture: Master Gardener program; community and school gardens; Farm to School program; local foods and community food systems.

Their vision includes excellence in programming, education and collaborations; strong community partnerships that can be leveraged to build capacity to meet the needs of county residents; and strong support that is unique to UW-Extension. The Charter provides additional background on the UW-Extension.

In 2015, the Office will receive \$6,024 in state aid from the UW-Extension system. \$3,361 in state aid is to offset fringe benefit costs for the county's portion of these staff due to UW-mandated salary equity increases. Other state aid of \$2,663 covers a portion of the Office's postage costs. In 2014, this amount was \$7,839.

Donna Duerst, Co-Department Head and 4-H Youth Development Educator, and Angela Flickinger, Co-Department Head and Family Living Educator, are the UW-Extension Office Co-Department Heads. They describe the funding relationship for UW-Extension as follows:

Funding for this educational partnership is shared. Counties directly provide the costs of local space, equipment, office supplies, secretarial support and 40% of the salaries for the majority of the county-based University Extension faculty. Federal USDA funds and other federal and foundation grants are joined with state funds and used to pay 60% of the county-based University Extension faculty, support costs of campus-based and statewide University specialists, training, and media-based programming. Direct and indirect financial support for Rock County UW-Extension programs from state and federal funds exceeds \$750,000.

The UW-Extension professional staff complement now totals 6.0 FTEs and consists of the following full-time contracted professional educator positions:

<u>Position Title</u>	<u>FTE</u>	<u>State/County Funding %</u>
Agriculture Educator	1.0	60/40
4-H & Youth Development Educator	1.0	60/40
Family Living Educator	0.7	60/40
Family Living Educator	0.3	60/40
Horticulture Educator	1.0	60/40
4-H & Youth Development Educator	1.0	40/40/20 (4-H Youth Council)
Nutrition Education Administrator	1.0	95/5

These professional positions, however, do not appear on the County personnel roster as they are State positions. The 2015 cost for this contract is projected to be \$173,123.

The Department's clerical staff are County employees, a 1.0 FTE Administrative Assistant/Stenographer and a 1.0 FTE Clerk-Typist III. The

Department is requesting to reclassify the Clerk-Typist III to Administrative Assistant/Stenographer, I do not recommend the reclassification request.

The Sundry line item totals \$25,000 and represents the best estimate of educational program expenses for such things as speaker fees, room rentals, and materials. This expenditure is offset by \$30,000 in revenue. This means \$5,000 in excess revenue will be used to offset other departmental expenses and reduce the tax levy.

There are times when educational programs generate more than the \$5,000 excess revenue. When this occurs, the excess revenue above \$5,000 is placed in the UW Seminar Collections balance sheet account. This account will have an estimated balance of \$50,359 at 12/31/14.

The office has requested a laptop in the amount of \$1,700 for interns to share. The Office can have several interns at any one time funded through multiple grants or programs. The laptop request is recommended.

A copier that had been budgeted in the General Services budget is being transferred to the UW-Extension budget to more accurately reflect where costs occur as UW-Extension as the sole user. This change adds \$5,786 to the UW-Extension budget, but results in like decrease to General Service's budget.

The recommended tax levy for 2015 operations is \$303,521. This is an increase of \$12,233 or 4.2%.

#

Administrator's Comments

4-H Fairgrounds

**Summary of
Department Requests and Recommendations**

Description	Department Request	Administrator's Recommendation
Positions	0	0
Salaries	0	0
Fringe Benefits	0	0
Operating Expense	77,745	77,745
Capital Outlay	86,150	86,150
Allocation of Services	0	0
Total Expense	163,895	163,895
Revenue	110,460	110,460
Fund Balance Applied	53,435	53,435
Tax Levy	0	0
Total Revenues	163,895	163,895

The 4-H Property Maintenance account contains funding for the normal operational and repair expenses associated with the Fairgrounds. The 2015 request totals \$163,895.

In 2014, completed capital projects included replacement lighting at the Blackhawk building, blacktopping of the area east of the stock pavilion and various patching, the repair of drainage tile on several barns, electrical upgrades, and a sliding gate at the Craig Avenue entrance.

The 2015 list of repair and improvement projects totals \$86,150 and includes: security fence replacement (along Craig Avenue), Milk House hot water heater replacement, bathroom repairs, and electrical updates. This activity is budgeted in the 67200 line item.

Rock County UW-Extension has traditionally been responsible for the management of the Fairgrounds. Randy Thompson, who has personally handled this function since his time as Office Chair, retired in 2012 but continues his role as Fairgrounds Coordinator through a contract with Manpower. Approximately \$12,900 is budgeted for Mr. Thompson's contract in 2015 and appears in the Repair and Maintenance Services account. Additionally, Mr. Thompson will be receiving mileage reimbursement in 2015 and \$1,400 is budgeted for this expense. His duties are supervision of on-going maintenance of the Fairgrounds, Fairgrounds budget administration, Fairgrounds rental and use administration and acting as a liaison with the 4-H Fair Association and other groups. The balance of the Repair and Maintenance Services account or \$25,800 is for a maintenance worker who is also contracted through Manpower.

Fairgrounds revenue is comprised of \$69,360 from cell tower lease payments and \$21,000 from renting the facilities and grounds to private parties, non-profit enterprises, trade shows, or businesses during the year. I would note

that outside of the Fair, the Fairgrounds are used 240 days per year, during which there are one or more events scheduled.

To keep the Fairgrounds account with no property tax levy in 2015, I have recommended that \$53,435 in funds forwarded be used for a portion of the capital expenses and \$20,100 of sales tax revenue.

#

Administrator's Comments

Farm

**Summary of
Department Requests and Recommendations**

Description	Department Request	Administrator's Recommendation
Positions	0	0
Salaries	0	0
Fringe Benefits	0	0
Operating Expense	14,300	14,300
Capital Outlay	11,000	11,000
Allocation of Services	0	0
Total Expense	25,300	25,300
Revenue	165,635	165,635
Fund Balance Applied	0	0
Tax Levy	(140,335)	(140,335)
Total Revenues	25,300	25,300

Rock County successfully operated a County Farm for many years. The operation began in the late 1800's with institutionalized residents providing farm labor with the farm produce used in the institutions. The operation shifted to a commercial venture with the public purpose being the educational programming it provided. As a commercial venture, the County Farm went from operating with a profit for many years, to operating with a financial loss in 2002. This prompted the County Board to discontinue the Farm operation and begin renting out the farmland in 2004 under a lease. The current three-year lease began in 2013 and covers 392 acres at \$357 per acre. The lease will be re-bid in late 2015.

The University of Wisconsin - Extension runs research plots on 27 acres of farmland. These research plots support UW-Extension programming in agricultural sciences at both the county and state level. Some of the trials are multi-year to provide an unbiased comparison of yield performance. The County will receive \$10,106 in anticipated proceeds from the sale of crops grown on research plots. The proceeds more than offset the \$8,000 cost of production. According to UW-Extension Agriculture Educator Nick Baker, the research projects planned for 2015 include but are not limited to:

2015 Trials and Research Plot:

Corn, Soybean and Sweet Corn Variety Trials including cultural trials (multi-year), Corn and Soybean Herbicide Efficacy Trials (multi-year), Switchgrass and Weed Competition Trials, Impact on Post Emergence Weed Control on Greenhouse Gas Emission in Corn, Late Season Weed Competition in Corn and Soybeans, and Cover Crops relationship to nutrient containment after crop harvests.

In 2015, several graduate students from the UW Agronomy and Soil Science departments will have projects on the Rock County Farm.

All of these trials mark a unique opportunity to do local research with the assistance of UW researchers that will improve the future management of farms in Rock County and statewide. Also in 2015, a field day will be held

at the Rock County farm connecting Rock County Extension Staff, University Specialists and Local Producers furthering the educational benefits provided by the Rock County Farm.

Mr. Baker reports a strong interest in the Community Garden Project. In 2015, he anticipates an increase in the number of available rented plots and a small \$5 increase in the plot rental rate (\$35 each or 2 plots for \$60). Total Community Garden revenue is projected at \$4,585, a \$1,000 increase from the prior year. More easily accessible plots will also be added. A request of \$500 for operating expenses to support the Community Garden Project run by the UW-Extension Horticultural Program has been made. A repair of the access driveway in the amount of \$5,000 is requested for 2015. The driveway has become uneven resulting in a driving hazard. The driveway also serves as an emergency access road. I recommend the operating expenses totaling \$14,300.

In summary, fee revenue in the 2015 Budget is composed of the following:

Lease of 392 Acres	\$139,944
Crop Sales – UWEX Plots	10,106
Community Garden Plots	4,585
<hr/>	
Total	\$154,635

A new item in the 2015 budget will be the utilization of an Educational Lease Program for tractors to use for Research Plot and Community Garden areas. The tractors each cost \$1 for the year and will enable the use of the modern technology and more dependable equipment with the newest safety features. The current outdated equipment will be sold and the proceeds used to start a capital projects/equipment account for the County Farm. The 2015 budget for this new capital account is \$11,000 in revenue and the same amount for expense. This will be a non-lapsing account with proceeds carried forward from year to year to help pay for capital projects.

Total recommended expenditures for the 2015 Farm budget are \$25,300. Subtracting the expenditures from total projected revenues of \$165,635 leaves

a net revenue of \$140,335. This net income is used to reduce the overall county tax levy by an equal amount.

#

Land Conservation Department

General Operations

Present Personnel (Full Time Equivalency)	
1.0	County Conservationist
1.0	Senior Conservation Specialist
1.0	Conservationist Specialist III
1.0	Conservationist Specialist II
1.0	Conservationist I
<u>0.75</u>	Clerk-Typist II
5.75	Total

Summary of Personnel Modifications		
	<u>Dept. Request</u>	<u>Admin. Rec.</u>
New Positions	0	0
Deletions	0	0
Reallocations	0	0
Reclassifications	0	0
Re-Titles	0	0
Transfers	0	0
Upgrades	0	0

Charter: Land Conservation

1. Land and Water Resource Management Program.

The Land and Water Resource Management (LWRM) Plan was developed in 1998 as a result of changes in Wisconsin State Statutes. Numerous updates to this plan have occurred, with the most recent update occurring in spring 2014. Each update has incorporated new requirements found in various Wisconsin State Statutes and Administrative Codes.

The plan identifies numerous Natural Resource issues within the political boundaries of the County with emphasis on water quality improvement and/or protection needs; methods the Land Conservation Department (LCD) will use to document non-point source pollution, the methods used to abate documented non-point source pollution, and the amount of financial needs the LCD will need to implement the plan over a course of five years. The plan also contains other natural resource information pertinent to land conservation activities.

Standards

- a. Develop and submit grant applications to the Department of Agriculture, Trade, and Consumer Protection (DATCP) and Department of Natural Resources (DNR) for staff and cost share funding.
- b. Determine eligibility of Best Management Practices (BMP) associated with cost-sharing criteria as identified in Wisconsin Administrative Codes.
- c. Develop cost-share agreements with eligible landowners/land users for the implementation of BMPs.
- d. Submit reimbursement requests to DATCP for staff grants and cost-share money utilized to implement LWRM Plan Priorities.
- e. Develop and submit an annual accomplishment report to DATCP and DNR.
- f. Retain copies of all documents associated with program administration.

- g. Administer the Rock County Animal Waste Management Ordinance (Chapter 4.90). Evaluate the fee schedule associated with the Ordinance on an annual basis.

2. Technical Services

Provide professional technical assistance to town and/or village officials, DNR, Public Health, Public Works, Planning and Development, USDA-NRCS and USDA-FSA with the approved methods for the conservation of the County's natural resources. Technical services provided are not inclusive to the agricultural sector. Services provided normally include the management of storm water runoff, construction site erosion control, critical area stabilization, development and/or restoration of plant, fish and wildlife habitat, control of invasive terrestrial and aquatic species, and groundwater quality management.

Standards:

- a. Advise various units of government and County Departments on BMP needs to prevent non-point source pollution.
- b. Survey, design, and/or supervise the installation of planned BMPs.
- c. Determine available cost sharing from various funding sources, if applicable.
- d. Certify BMPs are installed in accordance with plans and specifications.

3. Construction Site Erosion Control Ordinance (Chapter 4.11) and Storm Water Management Ordinance (Chapter 4.80)

The ordinances are specific to Performance Standards to reduce Non-point Source Runoff Pollution to achieve or protect water quality standards. Staff from the LCD are trained and certified by the State of Wisconsin in Construction Site Erosion Control and Storm Water Management methods, control, and standards.

Standards:

Charter: Land Conservation

Very specific performance standards exist for the ordinances as depicted in Wisconsin Administration Codes and reflected in these ordinances. The LCD will provide technical and compliance reviews of submitted plans to assure that all technical standards are met during implementation and post construction phases as directed by Ordinances.

- a. Review applications: The LCD will provide technical reviews of plans submitted, as part of the application process, to assure that all applicable technical standards are met.
- b. Site Visits: The LCD will provide site reviews to assure the approved plans are being implemented and BMPs are being maintained.
- c. Compliance: Determine compliance status with ordinance.
- d. Enforcement: Implement appropriate enforcement methods as needed.
- e. Close job file after final inspections and permit conditions have been met.
- f. Evaluate the fee schedules associated with these ordinances on an annual basis.

4. Non-Metallic Mining Reclamation Ordinance (Chapter 4.10)

The ordinance requires owners of non-metallic mining sites to rehabilitate sites where nonmetallic mining takes place in order to promote the removal or reuse of nonmetallic mining refuse, replacement of topsoil, stabilization of soil conditions, establishment of vegetative cover, control of surface water flow and groundwater withdrawal, prevention of environmental pollution, and development and restoration of plant, fish and wildlife habitat if needed to comply with an approved reclamation plan.

Standards:

- a. Review applications: The LCD will provide technical reviews of plans submitted, as part of the application process, to assure that all applicable technical standards are met.

- b. Site Visits: The LCD will provide site reviews to assure the approved plans are being implemented and BMPs are being maintained.
- c. Compliance: Determine compliance status with ordinance.
- d. Enforcement: Implement appropriate enforcement methods as needed.
- e. Close job file after final inspections and permit conditions have been met.
- f. Evaluate the fee schedules associated with this ordinance on an annual basis.

5. Farmland Preservation Program

Develop, monitor, and/or revise soil and water conservation plans and review and monitor nutrient management plans for landowners participating in the WI Farmland Preservation Program (FPP). Issue Notice of Non-Compliance to landowners not meeting the requirements set forth in Chapter 92 of the WI State Statutes. Provide technical assistance to landowners for program maintenance and/or reinstatement.

Standards:

- a. Monitor conservation and nutrient management plans to insure compliance with the State Soil and Water Conservation Standards identified in NR151 WI Admin Code.
- b. Annually certify landowners are meeting the WI Soil and Water Conservation Standards.
- c. Provide assistance to landowners to insure all required BMPs are installed in accordance with their conservation plans and applicable standards and specifications.
- d. Coordinate the FPP with other ongoing projects.
- e. Conduct on farm conservation compliance verifications a minimum of once per four years.
- f. Enter all applicable data into the current version of an acceptable monitoring database system.
- g. Send annual compliance notifications to landowners and collect applicable fees.

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6. Tree and Shrub Sales Program

Annually evaluate the program to expand the product lines offered for resale to Rock County landowners, that being; trees and shrubs. Also, make tree planters, sprayer, and mulch blower available to Rock County Landowners.

Standards:

- a. Notify county residents of the availability of plant material through local media sources.
- b. Purchase high quality plant material for resale and distribution to program participants.
- c. Assure all DNR tree program participants are notified of the availability of the tree planters and sprayer.
- d. Maintain equipment.

7. Wildlife Damage Abatement and Claims Program

Inform the public of the Program's availability within the County. The primary objective is the abatement of damage caused by animals covered under the Program. Landowners may receive compensation for damage to crops if abatement of wildlife damage fails. Also, explain various abatement procedures in areas with high damage levels.

Standards:

- a. Cooperate with the DNR and USDA Wildlife Services (USDA-WS) for administering the Program.
- b. Provide information to County landowners/land users about wildlife damage abatement and/or claims methodology.
- c. Provide an annual budget request to DNR by November 1st.
- d. Prepare annual reimbursement requests to WDNR.
- e. Contract with the USDA-WS for technical field assistance to implement the required damage abatement methods and develop damage claims.
- f. Review and approve all permanent fence contracts developed by USDA-WS.

- g. Review and approve all compensation claims developed with USDA-WS.
- h. Coordinate the deer donation program within the county.

8. Information/Education

Provide information and educational materials to residents of the County. Provide educational materials to local educators. Attend various functions to give presentations pertaining to the different programs administered by the Department.

Standards:

- a. Submit news articles to local publications as needed.
- b. Educate the public on conservation issues through media and public appearances for civic and educational groups.
- c. Maintain a lending library of educational materials pertaining to natural resource conservation issues.
- d. Provide the public information on the County's soil limitations for agriculture, roads, buildings, etc.

9. Citizens Water Quality Monitoring

The Citizens Water Quality Monitoring Project was developed by the Rock River Coalition for the collection of water quality data within the Rock River Basin. The Land Conservation Department developed project teams composed of four-plus volunteers for the sole purpose of collecting water quality data from an assigned sub-watershed.

Standards:

- a. Develop a long-term monitoring program based on the Wisconsin Water Action Volunteers program.
- b. Provide assistance to the Rock River Coalition for the implementation of a community outreach program.
- c. Provide training to volunteers in proper data collection methodology.
- d. Enter collected data into the Rock River Coalition's database.
- e. Assist with the development of the annual report on water quality in the Rock River Basin.

Charter: Land Conservation

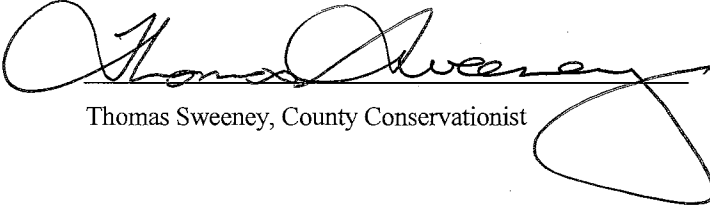
10. Clean Sweep Program

The Clean Sweep Program offers all Rock County citizens the opportunity to dispose of chemicals that are banned from landfills. The LCD has developed and implemented a process that assures a Clean Sweep program that will run on an annual basis. The permanent collection program (collection occurs a minimum of four days per calendar year) started during the program year 2010.

Standards:

- a. Act as lead agency for grant development and submittal to DATCP.
- b. Coordinate activities of the Clean Sweep Workgroup, which includes promote the program's goals in service areas and provide assistance with fund raising activities.
- c. Provide program administrative duties, which include maintaining all program information, data, and accounts.
- d. Organize and run respective collection sites.
- e. Submit annual report to DATCP.

- d. Coordinate program activities with USDA-NRCS Program Specialist, the PACE Council and Land Conservation Committee;
- e. Recommend applications to the Land Conservation Committee for funding considerations.
- f. Recommend program changes to the PACE Council and LCC.
- g. Seek alternative funding sources.



Thomas Sweeney, County Conservationist

11. Purchase of Agricultural Conservation Easements (PACE)

The goal of this program is to purchase Conservation Easements to protect Rock County's Agricultural Working Lands. The Master Plan was approved in early 2011 by the County Board Resolution. The LCD has commenced with the implementation phase of this program. Activities associated with the implementation, include but is not limited to, the standards listed below.

Standards:

- a. Conduct all information and education activities;
- b. Conduct negotiations with landowners for purchase of conservation easements;
- c. Provide assistance to landowners to complete local, state, federal, and other funding applications;

Department Land Conservation

Budget Analysis by Program

Programs	Land Conservation (General)	Wildlife Damage Program	Tree Planting	Land & Water Grant	Gypsy Moth	Household Clean Sweep	PDR/PACE	County Campus Restoration	Budget Summary
Positions	5.75	0.00	0.00	0.00		0.00	0.00	0.00	5.75
Salaries	\$317,642	\$0	\$0	\$0		\$0	\$0	\$0	\$317,642
Fringe Benefits	\$149,282	\$0	\$0	\$0		\$0	\$0	\$0	\$149,282
Operating Expenses	\$40,365	\$7,500	\$1,000	\$150,000	\$18,850	\$46,371	\$16,000	\$0	\$280,086
Capital Outlay	\$2,200	\$0	\$0	\$0		\$0	\$1,044,465	\$0	\$1,046,665
Allocation of Services	(\$21,371)	\$0	\$0	\$0		\$0	\$0	\$0	(\$21,371)
Subtotal	\$488,118	\$7,500	\$1,000	\$150,000	\$18,850	\$46,371	\$1,060,465	\$0	\$1,772,304
Indirect Cost Alloc.									\$0
Total	\$488,118	\$7,500	\$1,000	\$150,000	\$18,850	\$46,371	\$1,060,465	\$0	\$1,772,304
Revenue	\$292,000	\$7,500	\$1,000	\$150,000	\$18,850	\$46,371	960,465	\$0	\$1,476,186
Fund Bal. Applied	\$0	\$0	\$0	\$0	\$0	0	\$0	\$0	\$0
County Share	\$196,118	\$0	\$0	\$0	\$0	\$0	\$100,000	\$0	\$296,118

Administrator's Comments

Land Conservation

Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	5.75	5.75
Salaries	317,642	317,642
Fringe Benefits	149,282	149,282
Operating Expense	280,086	318,046
Capital Outlay	1,046,665	1,046,665
Allocation of Services	(21,371)	(60,371)
Total Expense	1,772,304	1,771,264
Revenue	1,476,186	1,615,186
Fund Balance Applied	0	0
Tax Levy	296,118	156,078
Total Revenues	1,772,304	1,771,264

For many years, the Land Conservation Department (LCD) assisted landowners with the voluntary implementation of conservation practices through cost sharing incentives. Revisions to the State Administrative Code have changed the focus of the County's Land and Water Resource Management Plan to more of an enforcement focus as it relates to basic conservation practices on agricultural lands. These practices, under State Codes, are meant to limit excessive soil erosion, call for nutrient management plans for fields and livestock, establish standards for animal waste storage systems, limit livestock access to waterways and limit animal waste runoff. In most cases, there is cost sharing for agricultural landowners who implement practices to meet the standards.

The County adopted three ordinances and initiated three programs within the last decade for the purpose of protecting surface water and groundwater. The programs include Construction Site Erosion Control, Storm Water Management and Non-Metallic Mining.

The Department's main account includes fees generated through these programs. Also included are fees generated by the Farmland Preservation Program. New state standards are being implemented in 2016, which have caused some participants to leave the program. County Conservationist Tom Sweeney indicates at its peak there were about 1,200 participants, but now only half that number participate with further reductions anticipated. This has led to an expected decrease of \$5,000 in revenue in 2015. The main account also includes state aid to operate the office and a slight increase in 2015 is projected.

In 2009, Rock County began development of the PACE program and purchased its first conservation easement in 2013. Initially, the State was to provide a portion of the funds required to match federal program funds. However, in 2011 the State defunded the program, leaving the County responsible for the entire local match. The County Board on two occasions directed that funds (from the environmental impact fee paid by ATC and the sale of County farmland) be deposited into a separate fund to support the PACE program. Since the program began, five easements have been

purchased valued at \$2,012,000 and one easement has been donated valued at \$122,000. The PACE program activity has begun to draw down the PACE fund balance. It is estimated that the PACE fund balance at the end of 2014 will total approximately \$581,000. In anticipation of the continued purchase of easements, the Land Conservation Committee (LCC) recently directed staff to conduct a cash flow analysis to estimate future funding needs. Based on this analysis, the County Board adopted a resolution in September 2014 directing that \$200,000 in sales tax proceeds be dedicated to PACE annually. The recommended budget includes these funds. The 2015 budget anticipates that four easements will be purchased next year at a total cost of about \$1 million, of which about two-thirds is federally funded and one-third is funded by County funds. The County bears the entire cost of appraisals, insurance, and costs to administer the program.

The Land Conservation Department operates a number of programs with budgetary authority outside of the main account. The Tree Planting Account includes \$1,000 of fee revenue for the rental of a tree planter, mulcher and field sprayer. The operating expenses of \$1,000 pay for the maintenance of the equipment. At year-end, any excess revenue lapses to its own segregated fund balance, which is the source of funds to replace worn out equipment.

The Wildlife Damage and Abatement Account contains funding that allows landowners to be reimbursed for crop damage done by wildlife. Grant funds to operate this program total \$7,500, of which \$5,500 will be used to contract with USDA personnel to perform damage assessments and \$2,000 will be used to offset the County's cost of administering the program. Damage awards are paid directly by the DNR.

The Clean Sweep Program offers Rock County residents a safe and affordable method to dispose of all hazardous household and agricultural chemical wastes. The Land Conservation Department has managed the program since 2002. The program was offered intermittently during the early years. Since 2008, the Clean Sweep Program has been an annual event. At the direction of the LCC, ATC monies fund the program in addition to grants. The funds pay for hazardous waste vendor services. Participating

local agencies provide in-kind services such as information and education materials, staffing for events, and program administration.

Eight agencies regularly assist with the Clean Sweep program. They are the City of Beloit, City of Janesville Operations, City of Janesville Water and Wastewater, Town of Beloit, City of Milton, City of Edgerton, City of Evansville, and Rock County Health Department.

Cost allocations are included in the 2015 to account for staff time administering various programs. The requests include: Wildlife Damage (\$2,000), Clean Sweep (\$15,371), and Gypsy Moth (\$4,000), and PACE (\$37,000). Thus, the recommended Cost Allocation for 2015 totals \$60,371.

A replacement desktop computer and printer at a cost of \$1,000 are recommended.

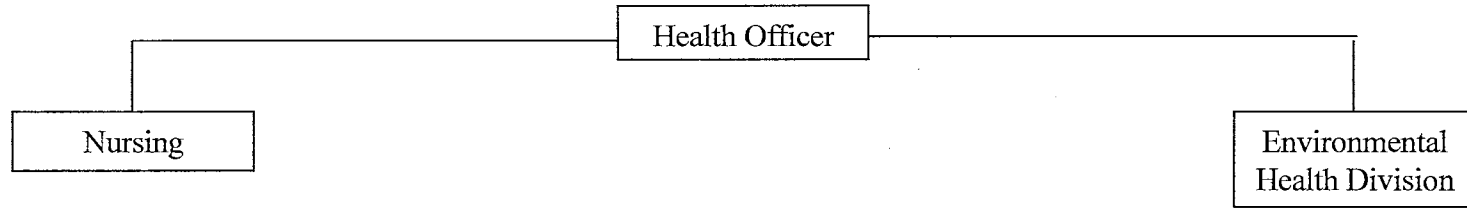
The recommended tax levy for 2015 operations is \$156,078. This is an increase of \$2,522 or 1.6% from the prior year.

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C. Board of Health

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Public Health



Present Personnel (Full Time Equivalent)	
1.0	Health Officer
1.0	Public Health Nursing Director
2.0	Public Health Nursing Supervisor
1.0	Health Educator
1.0	Environmental Protection Director
7.0	Sanitarian II
15.4	Public Heath Nurse
0.8	Environmental Health Technician
4.0	Public Health Support Specialist
1.0	Administrative Secretary
1.0	Account Clerk II
35.2	Total

Summary of Personnel Modifications		
	<u>Dept. Request</u>	<u>Admin. Rec.</u>
New Positions Environmental Health Supervisor	1.0	0
Reallocations	0	0
Deletions	0	0
Reallocations	0	0
Reclassifications Administrative Secretary to Public Health Office Supervisor (PR 9 to PR 12)	1.0	0
Re-Titles	0	0
Upgrades	0	0

Charter: Public Health Department

PUBLIC HEALTH OFFICER

The Rock County Health Department (RCHD) creates and maintains conditions that keep the residents of Rock County healthy. The department works to improve physical, behavioral, environmental, social and economic conditions. This, in turn, improves citizen health and well-being. This is how we will achieve these goals:

- Monitoring the health status of Rock County and understanding the issues facing our community
- Protecting people from health problems and health hazards
- Giving people the information they need to make healthy choices
- Engaging with the community to identify and solve health problems
- Developing public health policies and plans
- Enforcing public health laws and regulations
- Helping people receive health services
- Maintaining a competent public health workforce
- Continuously evaluating and improving our programs and interventions

In fulfilling our responsibilities to the county's 160,000 - plus residents, the RCHD is constantly employing strategies that are evidence-based and informed by the "best practices" throughout Wisconsin and the United States. Public Health Nurses, Sanitarians, Health Educators and Administrative staff work as a team using community input, statistical data, epidemiological interpretation of data and other tools to meet the department responsibilities as listed below.

Health Education

To provide a continuous program of public education and training in order for community members to improve their health, prevent illness and disability, and to make use of available community resources and services of Rock County.

Objectives:

1. Provide Health Education to the public that address health issues identified in the Community Health Needs Assessment.
2. Promote community partnerships to identify and solve local health concerns.

Public Health Nursing

To provide public health nursing services to individuals and families, which will help to achieve, maintain, and ensure optimal health for the community as a whole.

Objectives:

1. Provide service to the community reflecting the Board of Health service priorities in such a manner that it meets the needs of the community at the lowest possible cost consistent with safe nursing practice.
2. Organize the service and utilize personnel in such a manner that the community's public health needs will be identified and addressed, program duplication avoided, and flexibility of service assured.

Charter: Public Health Department

Environmental Health

To control those factors in the community's physical environment, which may have a negative impact on our physical development, general health and survival by the direct operation and management of Environmental Health Services.

Objectives:

1. Provide services to assure adequate and safe water supplies, clean air, proper solid waste collection and disposal, clean parks, beaches, and recreational facilities, safe food service establishments, elimination of pests, control of nuisances, control of human and animal sources of infection and other environmental quality matters of concern to the community.
2. Seek enforcement of environmental rules and regulations first by means of education and other voluntary approaches; however, should compliance be inadequate and administrative enforcement procedures fail, appropriate legal action will then be sought to eliminate adverse conditions to ensure the general environment is free from public health risks.

Laboratory Services

Provide laboratory-screening services, which will identify and verify Public Health risks to a citizen or the community.

Objectives:

1. Provide laboratory testing, which is reflective of known Public Health issues in Rock County.
2. Provide statistical data and analysis of laboratory services on an annual basis.

HEALTH EDUCATION DIVISION

The goal of health education programming is to motivate a person or groups to act on learned information in order to keep the person healthier by avoiding actions that are harmful and/or taking actions that are beneficial for one's health and well being.

Objectives:

1. By December 31, 2015, implement strategy(ies) in the Community Health Improvement Plan that address health issues identified in the Community Health Needs Assessment.
2. By December 31, 2015, implement a stress prevention program for an at risk population.
3. By December 31, 2015, investigate and apply for mini-grants that would support current health department programming.
4. By December 31, 2015, represent the health department on health-related community coalitions and committees.

PUBLIC HEALTH NURSING DIVISION

Communicable Disease Control

Communicable disease control is a state-mandated public health service. Public health nursing services will be directed toward preventing the occurrence of all vaccine preventable diseases and providing prompt investigation of the 80 plus State reportable acute and communicable diseases to control their spread and maintain ongoing surveillance of diseases in the community to control or eliminate the source of disease.

Charter: Public Health Department

Objectives

1. By December 31, 2015, have an incidence of 0 for the following vaccine preventable diseases: measles, mumps, rubella, polio, pertussis in children <1 year of age and 11-18 years of age and hepatitis B children 2 – 18 years of age and varicella in children < 17 years of age.
2. By December 31, 2015, 80% of children who turn 24 months during the year will have received 4 DTaP, 3 polio, 3 Hib, 3 Hepatitis B, and 1 MMR vaccinations.
3. By December 31, 2015, 100% of all clients with a reported Category I infection will be contacted by a nurse within 1 day of case assignment.
4. By December 31, 2015, 80% of families with children less than 6 years of age with a capillary blood lead level ≥ 5 mcg/dl, will receive public health nursing services to educate, provide lead abatement information and refer for medical follow-up.
5. By December 31, 2015, nurses will case manage 100% of HUD grant referrals for lead abatement according to the grant standards.
6. By December 31, 2015, the percentage of clients receiving a home visit for services HIV partner referral services will increase from 26% to the WI state average of 40%.
7. By December 31, 2015, repeat STI infections in the same client within the same year will be reduced by 5%.
8. By December 31, 2015, nurses will provide outreach and education about communicable diseases to area day care providers.

Maternal/Child Health

The goals of Maternal/Child Health Services are to promote positive health behaviors and reduce the risks associated with reproductive health of mothers and families: to promote the growth, development, and optimal functioning of infants, children, and youth; to reduce racial disparity in birth outcome and to prevent injury and premature disability.

Objectives:

1. By December 31, 2015, infants born to mothers that were seen for at least three home visits will meet the Healthiest People 2020 goal of less than 7.8% low birth weight.
2. By December 31, 2015, 75% of parents of all newborns seen through the Healthy Families First program will identify that they put their infants on their backs to sleep (Healthiest People 2020 target goal).
3. By December 31, 2015, there will be 5% increase in completed medical evaluation for those head start students who fail their vision or hearing screening.
4. By December 31, 2015, nurses will provide two outreach activities focused at decreasing disparities in one or more social determinants of health.
5. By December 31, 2015, there will be a 10% increase in revenue received through Medical Assistance billing related to maternal and child health.
6. By December 31, 2015, among Healthy Families First clients receiving more than 3 home visits, there will be a 5% increase in mothers who sustain breastfeeding for the first six months of baby's life.
7. By December 31, 2015, among Healthy Families First clients receiving more than 3 home visits, there will be 0 unintended repeat pregnancies at case closure.
8. By December 31, 2015, at least one new program or service will be developed in response to the findings of the Rock County Child Death Review Team or Fetal Infant Mortality Review Team. .

Adult Health

The goals of adult health services are to reduce and/or eliminate risks associated with chronic and communicable diseases, prevent premature disability and/or death, and promote positive health outcomes and optimal levels of functioning.

Charter: Public Health Department

Objectives:

1. By December 31, 2015, public health nurses will participate in at least 4 adult health and wellness activities in a community-based setting.
2. By December 31, 2015, nurses will participate in at least two activities supporting positive mental health in the elderly at-risk population.
3. By December 31, 2015, public health nurses will conduct outreach on influenza immunization resulting in a 5% increase in influenza immunization delivered by the agency.

Family Health Clinic

The Family Health Clinic provides services that transverse the Communicable Disease Control Program, Maternal/Child Health Program, and Adult Health Program. The services of these clinics serve as a case finder in identifying clients and families who may need extended services through one of these program areas. The goal of the Family Health Clinic is to make available to Rock County citizens low-cost nursing clinic services that provide health assessment, health information and appropriate referrals.

Objectives:

1. By December 31, 2015, public health nurses will provide education and information to 400 travel immunization clients via phone or clinic visit.
2. By December 31, 2015, through increased efforts at case finding, there will be a 10% increase in the number of pregnant women referred for Healthy Families First home visiting services.
3. By December 31, 2015, prenatal resource and referral services will be provided collaboratively with First Choice Women's Health Center in both Beloit and Janesville locations.

ENVIRONMENTAL HEALTH DIVISION

Food Protection and Public Lodging Program

The food protection and Public Lodging program activities are conducted by contracts with the State of Wisconsin Department of Health Services and the Department of Agriculture, Trade and Consumer Protection. Contract activities include annual routine inspections; recheck inspections, review of new businesses or change of ownership, food borne outbreak investigations, school lunchrooms, vending machines, and citizen complaints. Education of community food establishment owners and staff is a primary responsibility that promotes long-term food safety practices.

Each year citizens eat more meals from licensed retail food establishments and restaurants. Our food supply is derived from a multitude of sources and processes. Proper food safety practices in our community food establishments are an important public health function.

Goal: To protect the health and safety of the public that utilizes licensed food and public lodging establishments in Rock County.

Objectives:

1. By December 31, 2015, meet the requirements of the State Department of Health Services and Department of Agriculture, Trade, and Consumer Protection.
2. By December 31, 2015, conduct at least one inspection of each senior citizen nutrition facility to ensure safe food handling practices.
3. By December 31, 2015, continue outreach to licensed establishments through quarterly newsletters and quarterly meetings of the Food Safety Advisory Committee.
4. By December 31, 2015, each inspector will conduct three scheduled training visits to licensed food establishments.

Charter: Public Health Department

5. By December 31, 2015, the number of high-risk food safety violations identified in routine annual inspections will be decreased by 5%.

Recreational Health and Safety Program

Many recreational opportunities exist in Rock County for residents and visitors; beaches, pools, recreational educational camps and campgrounds.

These are excellent ways for social interaction and physical activity needed for a healthy life. However, stepping out of a day-to-day routine places people at risk for injury and adverse health events, such as recreational water illnesses, drowning and other accidents. Beaches, pools, recreational educational camps and campgrounds are licensed by the Rock County Health Department and meet specific standards that reduce the public health risk for accidents and exposure to communicable disease. Contracts with the State of Wisconsin Department of Health Services require annual inspections of each licensed facility, response to citizen complaints, rechecks of high risk violations and investigation of disease outbreaks associated with these facilities.

Goal: To reduce or eliminate the spread of communicable disease and the risk of injury to the public who participate in recreational activities at beaches, swimming pools, campgrounds, and recreational educational camps in Rock County.

Objectives

1. By December 31, 2015, conduct an annual inspection for each licensed facility.
2. By December 31, 2015, respond to citizen complaints within two days regarding violation of state and local codes.
3. By December 31, 2015, a follow-up inspection will be conducted within two weeks at facilities that have critical violations
4. By December 31, 2015, conduct pre-inspections when new establishments open or current ones change ownership to ensure compliance with the state and local codes.

5. By December 31, 2015, the numbers of swimming pool recheck inspections for high risk violations will decrease by 5%.
6. By December 31, 2015, sample the licensed beaches and selected surface water sources for bacteria and complete a report on the findings.

Community Health and Safety Program

The Community Health and Safety programs are resources to be used by Rock County residents to reduce or eliminate hazardous conditions in their home and community. Many of the improvements in health that were achieved in the 20th century resulted from improvements in housing and areas surrounding our homes. Problems from our past have not entirely disappeared. Traditional insect and rodent pests are ever-present waiting for the right opportunity to set up residence in and around our homes. Timely and adequate disposal of refuse will always be a challenge in this society. Radon and mold are examples of hazards that enter homes from the outside, are identifiable and are preventable. Health department staff have the expertise to assist citizens in reducing or eliminating these risks to their health.

Contracts with the State of Wisconsin Department of Commerce and the Department of Health Services authorize the Health Department's licensing of mobile home parks and tattoo/body piercing establishments respectively. Licensed facilities are inspected annually and other investigations as needed; such as disease outbreak investigations, responding to citizen complaints and rechecks for compliance with high risk violations

Goal: To reduce or eliminate public health risks to citizens in their homes and in the community through the education of disease and injury prevention practices and administration of state and local regulations.

Radon Monitoring and Risk Reduction Program

Charter: Public Health Department

Objectives:

1. By December 31, 2015, provide at least 75 radon test kits to county residents.
2. By December 31, 2015, provide follow-up information to all citizens that receive results on radon test kits.
3. By December 31, 2015, develop and implement a plan to increase the percentage of homeowners who complete the radon test by 10%.

Mobile Home Park Inspections Program

Objectives

1. By December 31, 2015, conduct an annual inspection of each licensed mobile home park.
2. By December 31, 2015, respond to all citizen complaints within two days regarding violations of state and local codes.
3. By December 31, 2015, conduct follow-up inspections within thirty days of mobile home parks that have violations.
4. By December 31, 2015, conduct pre-inspections when new mobile home parks open or current parks change ownership to ensure compliance with the state and local codes.

Rabies and Animal Bite Monitoring

Objectives:

1. By December 31, 2015, verify the compliance status of all animal owners issued animal bite orders by local law enforcement agencies.
2. By December 31, 2015, refer all citizens not compliant with animal bite orders to law enforcement for further action.
3. By December 31, 2015, all specimens of domestic cats, dogs and ferrets that do not complete quarantine, and wild animals with suspected risk

of rabies transmission, will be submitted to the State Laboratory of Hygiene for rabies analysis.

4. By December 31, 2015, promotion of rabies vaccination strategies will result in a 5% decrease of unvaccinated animal bites in one community that has a high number of unvaccinated animals involved in bites.
5. By December 31, 2015, through collaboration with community partners, a low cost rabies clinic will reduce the number of unvaccinated dogs and cats in Rock County by 400.

Human Health Hazards Program

Objective:

1. By December 31, 2015, investigate 100% of human health hazards reported to the Rock County Health Department within 3 days.

Lead Monitoring and Abatement Program

Objectives:

1. By December 31, 2015, through education and lead abatement orders, 100% of children with a blood lead level $>20 \mu\text{g/Dl}$ will reside in a lead safe environment.
2. By December 31, 2015, 80% of referrals of children with a blood lead level of $0-19 \mu\text{g/Dl}$ will have an environmental lead assessment completed and lead hazard reduction recommendations will be made to the owners.
3. By December 31, 2015, 70% of owners of units that house a child with a blood lead level of $5-19 \mu\text{g/Dl}$ will show compliance with lead hazard reduction recommendations.

Charter: Public Health Department

4. By December 31, 2015, 60% of owners with units that house a child with a blood lead level of 0-5 µg/Dl will show compliance with lead hazard reduction recommendations.
5. By December 31, 2015, promote childhood lead poisoning prevention by posting information on the Rock County website, issuing news releases, responding to citizens inquiring about lead poisoning hazards, and presenting two (2) educational programs.
6. By December 31, 2015, complete 71 lead hazard inspections for the Lead Hazard Reduction Grant.
7. By December 31, 2015, complete 20 healthy homes inspections for the Lead Hazard Control Grant.

Tattoo and Body Piercing Establishments Program

Objectives:

1. By December 31, 2015, conduct an annual inspection of each licensed tattoo and body-piercing establishment.
2. By December 31, 2015, respond to all citizen complaints within two days regarding violations of state and local codes.
3. By December 31, 2015, 100% of critical violations in each licensed tattoo and body-piercing establishment will be resolved by the time of the follow-up inspections.
4. By December 31, 2015, conduct pre-inspections when new establishments open or current ones change ownership to ensure compliance with the state and local codes.

Community Drinking Water Protection

Every person and business in Rock County depends on a daily source of clean drinking water. In this part of Wisconsin, groundwater is our sole water supply source. In addition to the municipal water supply systems in our

community, there are approximately 13,000 private water wells providing water to homes and businesses throughout the county. The groundwater protection program assists citizens and property owners with their drinking water concerns regarding bacteria and chemicals.

Goal: To protect the quality of ground water in Rock County for drinking water use.

Objectives:

1. By December 31, 2015, review two hundred (200) private well sample results for nitrate, other chemical contamination or bacteria levels.
2. By December 31, 2015, comply with 100% of the Wisconsin Department of Natural Resources Safe Drinking Water contract requirements for Transient Non-community wells.
3. By December 31, 2015, investigate 100% of citizen complaints and requests concerning ground water quality within two days.
4. By December 31, 2015, increase private well sampling (based on a three year running average) in Rock County by 5% by promoting drinking water safety through posting information on the Rock County website, issuing news releases, and responding to citizen inquiries.
5. By December 31, 2015, present five (5) Ground Water Educational Programs to Rock County citizens.
6. By December 31, 2015, in coordination with Rock County Land Conservation Department, administer the county well abandonment program.
7. By December 31, 2015, increase the amount of unwanted prescription drugs collected through the Prescription Drug Community Collection Program with the Cities of Beloit, Edgerton, Evansville, Milton and Janesville by 5%.

Charter: Public Health Department

Local Emergency Planning Committee – Extremely Hazardous Chemical Plans

Objectives:

1. By December 31, 2015, complete offsite plans as determined by the LEPC committee for farms using extremely hazardous chemicals.
2. By December 31, 2015, complete new and updated plans as determined by the LEPC committee for fixed facilities using extremely hazardous chemicals.

Private Onsite Wastewater Treatment System Program

Proper treatment of wastewater has been instrumental in the reduction of communicable disease over the last century. For those living in a city or village, sewage is collected in a distribution of underground piping and treated in a central location to remove pathogens and chemicals before being discharged to a river or stream. Homes and businesses outside the municipal boundaries depend on their own means for treating wastewater called private onsite wastewater treatment systems, or POWTS. The Private Sewage Program regulates and controls the installation of these POWTS and the soil testing necessary for designing and installing a POWTS for the purpose of protecting the public health and environment.

All new installations and replacement POWTS require a permit and must be inspected by the Health Department during construction. Before a permit is issued a soil evaluation must be conducted on the property to ensure that proper soils exist for the disposal and purification of the wastewater. Also, no building can be constructed in an area without public sewer unless permits have been issued to install a POWTS. The program also monitors the

maintenance, operation, and servicing of all new and existing POWTS in the County.

The program is regulated under the authority of Chapter 145, Wisconsin State Statutes, Chapter DSPS 383, Wisconsin Administrative Code and the Rock County Public Health Ordinance.

Goal: To protect the public health and the environment of Rock County by ensuring that all POWTS are properly installed, repaired, and maintained.

Objectives:

1. By December 31, 2015, complete the review of all submitted soil and site evaluation reports.
2. By December 31, 2015, ensure that properly designed and installed POWTS are provided for all properties not served by public sewer.
3. By December 31, 2015, administer the Wisconsin Fund Program and process all applications to assist citizens in obtaining State grants for repair and/or replacement of a POWTS.
4. By December 31, 2015, obtain at least 95% citizen compliance with the POWTS maintenance program for private onsite wastewater treatment systems.
5. By December 31, 2015, evaluate all soil and site evaluation reports for land divisions not served by public sewer and make recommendations to Rock County Planning and Zoning Committee.
6. By December 31, 2015, document that less than 2% of failing septic systems are less than 25 years of age.

Laboratory Services Program

The laboratory provides a local service for Rock County citizens to test the drinking water quality of their private water wells. Public health recommendations are for private well owners to test their water once a year.

Charter: Public Health Department

Goal: To provide basic drinking water analysis for citizens in Rock County

Objective:

1. By December 31, 2015, the private drinking water laboratory will complete all water sample tests submitted to the laboratory for coliform bacteria, fecal coliform bacteria, and nitrate analysis.

Karen Cain
Karen Cain, Health Officer

August 1, 2014
August 1, 2014

Department Public Health

Budget Analysis by Program

Programs	Public Health Nursing	Environ. Health Division	Public Health Admin.	Consolidated Contract	Drug Collection	Community Transformation Grant	HUD Grant	Consortium Grant	FIMR	Brownfield Grant		Budget Summary
Positions	22.40	8.80	4.00									35.20
Salaries	\$1,326,641	\$519,990	\$324,994									\$2,166,624
Fringe Benefits	\$610,928	\$242,332	\$151,458									\$1,009,718
Operating Expenses	\$376,344	\$150,942	\$94,339	\$371,132	\$7,000							\$999,757
Capital Outlay	\$7,300	\$0	\$0									\$7,300
Allocation of Services	(\$226,391)	(\$89,072)	(\$55,670)									(\$371,132)
Subtotal	\$2,094,822	\$824,192	\$515,120	\$371,132	\$7,000	\$0	\$0	\$0	\$0	\$0	\$0	\$3,812,267
Indirect Cost Alloc.												
Total	\$2,094,822	\$824,192	\$515,120	\$371,132	\$7,000	\$0	\$0	\$0	\$0	\$0	\$0	\$3,812,267
Revenue	(\$548,768)	(\$215,909)	(\$134,943)	(\$371,132)	(\$7,000)							(\$1,277,752)
Fund Bal. Applied												
County Share	\$1,546,054	\$608,284	\$380,177	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,534,515

Administrator's Comments

Public Health

**Summary of
Department Requests and Recommendations**

Description	Department Request	Administrator's Recommendation
Positions	36.2	35.2
Salaries	2,166,624	2,084,462
Fringe Benefits	1,009,718	964,547
Operating Expense	999,757	946,257
Capital Outlay	7,300	0
Allocation of Services	(371,132)	(371,132)
Total Expense	3,812,267	3,624,134
Revenue	1,277,752	1,277,752
Fund Balance Applied	0	0
Tax Levy	2,534,515	2,346,382
Total Revenues	3,812,267	3,624,134

The Public Health Department performs a wide variety of services in the two general areas of Public Health Nursing and Environmental Health. The Charter of the Public Health Department provides a good description of the types of services performed. The fiscal effects of the various program areas are set forth in the Budget Analysis by Program chart which indicates the amount of grant and user fee revenue allocated to each division and the tax levy requested to subsidize the provision of each.

Each year, the Public Health Department reviews the rates it charges for permits and services to help fund services and recommends changes. Minor rate adjustments are requested for various charges and permits in 2015. The rate schedule noting the changes in 2015 appears at the end of my comments. I am recommending the proposed permit fee and service charge increases as part of the budget.

In 2014, the Community Transformation Grant and the Brownfields grant will expire. The 2014 budget deleted 1.8 LTE grant-funded Health Educator positions as the funding ended. These grants also paid the costs of 0.4 FTE Sanitarian II, which now must be returned to the tax levy. Overall, ending these grants reduces funding by \$160,000 in 2015 compared to the 2014 budget. This accounts for the reduction shown in the Cost Allocation line item.

In 2015, the Cost Allocation line item is budgeted at \$371,132 and includes reimbursement for staff time linked to the Housing and Urban Development Lead Hazard grant and the Fetal Infant Mortality Reduction (FIMR) grant activities. For the Lead Hazard grant, Environmental Health staff performs lead risk assessments, lead inspections and Healthy Home assessments for citizens receiving financial assistance for rehabilitation of homes with lead paint, mold and other health hazards. Public Health Nursing staff performs case management services for children with elevated blood lead levels and ensures that children in homes where lead abatement activities occur are tested before and after lead abatement. In 2015, the total staff time reimbursement for Lead Hazard grant activities will be \$24,225. Staff time

will also be charged to the FIMR grant to implement the program. Rock County staff in collaboration with the Beloit Life Force Initiative and local hospitals will examine the cause of death for all premature deaths in Rock County for children up to 1 year of age. These review panels will analyze data to reduce the infant mortality rate in Rock County. In 2015, FIMR grant funds will increase by \$21,337 to reflect a full year budget of \$56,337. The remainder of the Cost Allocation line item is \$260,316. It is composed of various state and federal grant amounts for items including maternal and child health, immunization, public health preparedness, and a charge-back to the Local Emergency Planning Committee for preparing off-site plans.

The Department plans to continue its popular and successful RX Drug Round Up Program in 2015. There are now permanent prescription drug collection sites in several municipalities. In addition, the Department, in cooperation with others, conducts drop-off events. The cost for the program is included in a separate account. It is fully funded through a state grant and donations in 2015.

Ms. Cain has requested numerous facility improvements. I am recommending several improvements including replacing carpet, cabinets, and bathroom countertops that are no longer functional. These will be funded with sales tax in the General Services budget. Ms. Cain has also requested facility improvements intended to improve security: a new reception counter with security enclosure and a new door that would provide staff with another exit route. These improvements are not recommended at this time.

The Public Health Department has submitted two personnel requests: a new position request for a 1.0 FTE Environmental Health Supervisor and a reclassification of a 1.0 FTE Administrative Secretary to a Public Health Office Supervisor. The total cost of these requests is \$96,803. After reviewing the external and internal comparables, I am not recommending these requests.

Given the recent turnover history, I am recommending a 1% vacancy factor be used for the Public Health Department.

The recommended tax levy for 2015 operations is \$2,346,382, which is an increase of \$25,274 or 1.0% from the prior year.

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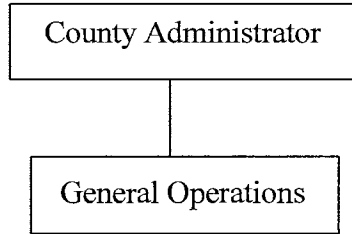
Proposed 2015 Rock County Health Department Public Facility Service Charges and Fee Schedule

	<u>2014</u>	<u>2015</u>		<u>2014</u>	<u>2015</u>
<u>Private Sewage Program</u>			<u>Mobile Home Parks</u>		
Conventional Systems	\$435.00	\$440.00	1-20 Sites	250.00	255.00
Holding Tanks	460.00	465.00	26-50 Sites	355.00	360.00
In-Ground Pressure	560.00	565.00	51-100 Sites	410.00	415.00
Mound System	560.00	565.00	101-175 Sites	570.00	575.00
Treatment Tank	310.00	315.00	176+ Sites	600.00	605.00
At Grade	560.00	565.00			
			<u>Restaurants</u>		
Reconnections & Non-plumbing	210.00	210.00	Regular (simple, moderate complex)	510.00	515.00
Permit Renewal	110.00	110.00	Limited Food Service	165.00	170.00
Soil Test Recording Fee	75.00	75.00	Special Organization	170.00	170.00
Wisconsin Fund Application Fee	150.00	150.00	Add'l Independent Food Operation	110.00	115.00
Plumbers Re-inspection Fee	75.00	75.00			
Transfer Fee	50.00	50.00	<u>Contract Services (School Lunch Rooms)</u>		
			Contract/Services-DPI Regular	495.00	500.00
<u>Milk Vending Machines</u>	10.00	10.00	Contract/Services-DPI Limited	160.00	165.00
<u>Pools and Camps</u>			<u>Retail Foods</u>		
Swimming Pools	290.00	295.00	Specialty Grocery	285.00	285.00
Swimming Beaches	290.00	295.00	Retail Eating Establishment	510.00	515.00
Recreation/Education Camp	295.00	295.00	Full Service Grocery	1,015.00	1,015.00
			Limited (pre-wrapped sandwiches)	165.00	165.00
<u>Campgrounds and Special Event Campgrounds</u>			<u>Temporary Restaurant & Retail Food Operations</u>		
1-25 Sites	240.00	245.00	Temporary – Annual	145.00	145.00
26-50 Sites	300.00	305.00	Temporary – Six Day	95.00	95.00
51-100 Sites	355.00	360.00	Temporary – Three Day	50.00	50.00
101-199 Sites	405.00	410.00	Temporary – Nonprofit	40.00	40.00
200+ Sites	500.00	505.00			
Special Event Campgrounds	215.00	220.00	<u>Mobile Restaurant & Retail Food Operations</u>		
			Mobile Vehicle – Full Service	195.00	200.00
<u>Hotels and Motels</u>			Mobile Vehicle - Limited	130.00	135.00
5-30 Room	300.00	305.00	Mobile Service Base – Full Service	340.00	345.00
31-99 Rooms	400.00	405.00	Mobile Service Base - Limited	140.00	145.00
100-199 Rooms	500.00	505.00	Mobile Storage Only	140.00	145.00
200+ Rooms	555.00	560.00			
Tourist Rooming House	145.00	150.00	<u>Tattoo and Body Piercing</u>		
Bed and Breakfast	145.00	150.00	Body Piercing Establishments	170.00	175.00
			Body Piercing & Tattoo Establishment	280.00	285.00
<u>Other Fees</u>			Tattoo Establishment	170.00	175.00
Permit Late Fee July 1 st through July 10 th	75.00	75.00	Temporary Tattoo or Piercing Establishment	170.00	175.00
Permit Fee July 11 th through July 15 th	N/A	100.00	Temporary Tattoo/Piercing Establishment	280.00	285.00
Re-inspection Fee- Minor	75.00	75.00			
Re-inspection Fee – Major	225.00	225.00			

D. County Board Staff Committee

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County Administrator



Present Personnel (Full Time Equivalent)	
1.0	County Administrator
2.0	Assistant to the County Administrator
1.0	Criminal Justice System Planner/Analyst
1.0	Confidential Administrative Assistant
5.0	Total

Summary of Personnel Modifications		
	<u>Dept. Request</u>	<u>Admin. Rec.</u>
New Positions	0	0
Deletions	0	0
Reallocations	0	0
Reclassifications	0	0
Re-Titles	0	0
Upgrades	0	0

Charter: County Administrator

KEY OBJECTIVE

The Key Objective of the County Administrator will be accomplished by satisfying the following commitments:

County Board of Supervisors Commitment. To work with the County Board of Supervisors to support and fully implement all policy decisions.

Committee Commitment. To assist all committees established by the County Board with proper staff support including advice, counsel, and general assistance.

Taxpayer Commitment. To promote the provision of services as effectively and efficiently as possible. In broad categories these services are public works, human services, public safety and justice, health services and administrative services.

Professional Commitment. To provide services in the highest professional manner, making optimal use of available resources.

Employee Commitment. To achieve a positive return on the investment by the County in its employees through effective use of time in the completion of work.

Intergovernmental Commitment. To cooperate with local, state and federal agencies to optimize the use of public funds consistent with needs of the County and the policies and directives of the County Board.

Economic Commitment. To recognize the importance of business and agriculture in the County by directing resources to support and sustain growth of the overall economic base.

CRITICAL PERFORMANCE AREAS

Management Work Performance Areas:

1. Planning
2. Organizing
3. Leading
4. Controlling

Management Budget Performance Areas:

5. Public Works
6. Human Services
7. Public Safety and Justice
8. Health Services
9. Administrative Services

Other Management Performance Areas

10. Public Relations

CRITICAL OBJECTIVES

1. Planning. To continue the development of a departmental and countywide system of planning that supports the development of critical and specific objectives and the allocation of resources to achieve these objectives.
 - a. Forecasts. The annual budget plan is based on understood and accepted service needs as limited by realistic income projections.
 - b. Management Charters. Management charters of key and critical objectives are written annually by each department and division manager and will serve as the base from which budgets are prepared.
 - c. Action Plans. Programs, schedules and budgets are continually maintained with results reported on a quarterly basis to the appropriate County oversight personnel.

Charter: County Administrator

- d. Policies and Procedures. A policy and procedure manual is developed and maintained to communicate policies and procedures to department heads and staff personnel. Departmental policies and procedures are reviewed and revised as necessary to achieve stated objectives and in consideration of activities by committees and the County Board.
2. Organizing. To identify, arrange and relate work to achieve results with the maximum possible effectiveness at acceptable costs.

Standards:

- a. Organization Structure. The County Management Table will be updated and revised in a timely manner to account for changes in needs and/or working relationships.
- b. Delegating Work. Delegation of responsibilities and authority will be reviewed annually with each department manager insuring understanding and acceptance by staff.
- c. Relationships. Requirements and needs for teamwork, including line and staff relationships, are reviewed with department managers.
3. Leading. To affect the optimal use of human resources to meet objectives.

Standards:

- a. Decision Making. Managers should use a logical decision making process; identify issues of concern, consider alternatives and take action to achieve approved objectives.

- b. Communication. Regular verbal and written communication with staff, committees and the County Board is maintained for understanding and acceptance.
- c. Motivating. A quality employment situation is maintained as evidenced by an acceptable turnover rate, acceptable use of sick leave, meeting of work schedules and annual performance appraisals.
- d. Selecting People. Systematic methods of selection and placement, consistent with State and Federal policies and labor agreements, are used to fill job positions.
- e. Developing People. Consistent, good job performance is achieved through performance appraisals, training and prompt corrective actions when necessary.
4. Controlling. To achieve an acceptable level of operational control.

Standards:

- a. Performance Standard. Each department manager maintains performance standards through an annually approved management charter and action plan.
- b. Performance Measurements. Each department manager provides reports on progress and results against standards to appropriate committees and the County Administrator.
- c. Performance Evaluations. Performance evaluations are conducted annually for each department manager. Accepted limits of tolerance are established for self-control. Performance evaluations are based on approved evaluation forms.

Charter: County Administrator

d. Corrective Action. Based on performance evaluations and on progress and results reports, action is taken either to correct exceptions or establish different objectives.

5. Public Works. In cooperation with the appropriate committee; to manage, evaluate and report public works activities.

Standards:

- a. Activities. The activities of public works include highways, airport, parks and vehicle maintenance.
- b. Reporting. Financial and work progress reports by program/activity are made to committees and the County Board.
- c. Budgeting. Budgets will project realistic income and expense forecasts by program objectives.

6. Human Services. In cooperation with the appropriate committee; to manage, evaluate and report on human services programs and activities.

Standards:

- a. Activities. The activities of human services include social services, economic support services, aging services, mental health, alcohol and other drug abuse services and developmental disabilities services.
- b. Reporting. Financial and work progress reports by program/activity are made to committees and the County Board.
- c. Budgeting. Budgets will project realistic income and expense forecasts by program objectives.

7. Public Safety and Justice. In cooperation with the appropriate committee and Elected Officials; to manage, evaluate and report on public safety and justice programs and activities.

Standards:

- a. Activities. The activities of public safety and justice include public safety and the judiciary/court attached services. Elected Officials include Circuit Court Judges, Clerk of Courts, District Attorney and Sheriff.
- b. Reporting. Financial and work progress reports by program/activity are made to committees and the County Board.
- c. Budgeting. Budgets will project realistic income and expense forecasts by program objectives.
- d. Judiciary/Court Services. Cooperation with and services to judicial and court operations is affected to the satisfaction of the Elected Officials and the Public Safety & Justice Committee.

8. Health Services. In cooperation with the appropriate committee; to manage, evaluate and report on health services programs and activities.

Standards:

- a. Activities. The activities of health services include Nursing Home operations and Public Health Services.
- b. Reporting. Financial and work progress reports by program/activity of health care and public health are made to committees and the County Board.
- c. Budgeting. Budgets will project realistic income and expense forecasts by program objectives. Planning will be done to deal with changing Federal and State

Charter: County Administrator

funding methods and requirements for nursing home operations.

9. Administrative Services. In cooperation with the appropriate committee and Elected Officials; to manage, evaluate and report on administrative services programs and activities.

Standards:

- a. Activities. The activities of administrative services include legal services, fiscal services, information technology, general services, real property listing, surveyor services, planning services, land conservation services, education services and human resource services.
- b. Elected Officials. Elected Officials with a relationship to administrative services include the County Clerk, County Treasurer, and Register of Deeds.
- c. Reporting. Financial and work progress reports by program/activity are made to committees and the County Board.
- d. Budgeting. Budgets will project realistic income and expense forecasts by program objectives.

10. Public Relations. To represent the County in a manner that provides for effective communication between the county government and general public that leads to an earned reputation for effectiveness, efficiency and competence.

Standards:

- a. Administrator's Office. The Administrator's Office is open to the general public and media. Initial responses to requests and complaints are immediate with advice as to further response time as may be needed.
- b. County Board. All actions of the County Board of Supervisors are positively supported and fully explained.
- c. Municipalities. Open relationships are maintained with all local government entities in Rock County to ensure optimal inter-governmental cooperation for the benefit of all taxpayers.



Josh Smith, County Administrator

Budget Analysis by Program

Programs	Admin	Boards & Comm.	Criminal Justice						Budget Summary
Positions	3.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	5.00
Salaries	\$307,290	\$47,251	\$64,639	\$0	\$0	\$0	\$0	\$0	\$419,180
Fringe Benefits	\$86,135	\$23,998	\$36,159	\$0	\$0	\$0	\$0	\$0	\$146,292
Operating Expenses	\$27,242	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$27,242
Capital Outlay	\$2,200	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,200
Allocation of Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal	\$422,867	\$71,249	\$100,798	\$0	\$0	\$0	\$0	\$0	\$594,914
Indirect Cost Alloc.									\$0
Total	\$422,867	\$71,249	\$100,798	\$0	\$0	\$0	\$0	\$0	\$594,914
Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fund Bal. Applied									\$0
County Share	\$422,867	\$71,249	\$100,798	\$0	\$0	\$0	\$0	\$0	\$594,914

Administrator's Comments

County Administrator

**Summary of
Department Requests and Recommendations**

Description	Department Request	Administrator's Recommendation
Positions	5.0	5.0
Salaries	419,180	419,180
Fringe Benefits	146,292	146,292
Operating Expense	27,242	27,242
Capital Outlay	2,200	2,200
Allocation of Services	0	0
Total Expense	594,914	594,914
Revenue	0	0
Fund Balance Applied	0	0
Tax Levy	594,914	594,914
Total Revenues	594,914	594,914

The Management Charter provides an overview of the activities of the Office of the County Administrator. The Office consists of five positions including the County Administrator, two Assistants to the County Administrator, a Criminal Justice System Planner/Analyst, and a Confidential Administrative Assistant.

The Administrator's Office operated for many years with a Secretary II position along with a Confidential Administrative Assistant. One of the two positions was deleted as of August 1, 2011. Beginning in 2012, the Human Resources Department was reimbursed for 25% of the time (10 hours per week) of the Human Resources Secretary position. This provides assistance to the Administrator's Office and some relief for the Confidential Administrative Assistant. I recommend this arrangement continue in 2015.

The IT Department has advised that one computer and a Level 2 printer are due to be replaced in 2015 at a cost of \$2,200. I recommend this action.

The recommended tax levy for the County Administrator's Office is \$594,914, a decrease of \$2,597 or 0.4% from the prior year.

Although the costs are not reflected in this account, the activities of the County's Employee Recognition Committee and the Rock and Wellness Committee merit some discussion. The Employee Recognition Committee has focused on a number of initiatives, including the annual picnic and years of service awards, that are intended to show appreciation to County employees for the good work they do. I am recommending that \$7,500 be budgeted for these activities in 2015, including \$7,000 in vending machine receipts and \$500 from fees charged for family members attending events. Any unspent funds from 2014 will be carried over into 2015.

The Rock and Wellness Committee is involved in a number of initiatives related to promoting employee and family wellness. Among the activities is

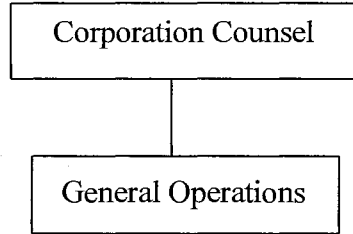
the annual health fair. I am recommending that \$5,100 be budgeted for these activities in 2015, including a \$5,000 transfer in from the County's Health Insurance Trust Fund and \$100 from fees charged to participants of special wellness events (i.e., women's and men's health events). Any unspent funds from 2014 will be carried over into 2015.

Both the Employee Recognition Committee and the Rock and Wellness Committee activities can be found in the Countywide section of the budget.

Funds for the Beloit Janesville Express bus route, which serves the Rock County Job Center and the Rock County Complex, have been traditionally charged to the Administration and Human Services sections of the budget. In recent years, efforts have been made to allocate the cost of the route based on the proportion of riders that enter or exit at each agency's stop. The 2015 budget of \$13,835 reflects the ridership attributed to Rock County and is a decrease of \$3,677 from the prior year.

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Corporation Counsel



Present Personnel (Full Time Equivalent)	
1.0	Corporation Counsel
1.5	Deputy Corporation Counsel
5.0	Attorney
1.0	Legal Secretary
<u>1.0</u>	Legal Stenographer
9.5	Total

Summary of Personnel Modifications		
	<u>Dept. Request</u>	<u>Admin. Rec.</u>
New Positions	0	0
Deletions	0	0
Reallocations	0	0
Reclassifications	0	0
Re-Titles	0	0
Upgrades	0	0

Charter: Corporation Counsel

OBJECTIVES AND STANDARDS

I. GENERAL

A. County Board/Departmental Legal Services

To coordinate all civil cases and to perform legal work for the County Board and to provide legal counsel to the County's Departments.

Standards:

1. To represent the County and its officers and employees in civil litigation.
2. To coordinate legal services provided to the County by WMMIC.
3. To represent the County in administrative hearings.
4. To coordinate the County's in rem tax foreclosure proceedings.
5. To assist County departments in enforcing laws and ordinances.
6. To represent the public's interest in Chapter 51 proceedings.
7. To draft legal documents.
8. To review legal documents drafted by other agencies dealing with the County.
9. To provide legal notes on all resolutions, ordinances and contracts coming before the County Board.
10. To act as parliamentarian to the County Board and to provide legal interpretations of statutes, codes, ordinances and rules.

11. To advise and counsel the County Board, County Administrator and County departments.

B. Labor Relations

To coordinate all litigation matters related to labor relations and to perform legal work related to grievances, discrimination allegations, prohibited practices, and union and work practices problems.

Standards:

1. To prepare for and represent Rock County in grievance and interest arbitrations, discrimination hearings, prohibited practices cases and other work related claims in court or before administrative agencies or assist WMMIC in such representation.
2. To work with payroll regarding interpretations and specifics of garnishment orders, wage claims and tax or other deduction problems.
3. To consult with the Human Resources Department regarding workers' compensation, health insurance or other legal issues as necessary.
4. To work with the Human Resources Department in collective bargaining.

C. Risk Management/Self-Insurance Operations

To assume responsibility for risk management in the workers' compensation and third-party self-insurance programs and to coordinate other insurance matters.

Standards:

Charter: Corporation Counsel

1. To perform the administration of the risk management function.
2. To perform claims adjustments on an as-needed basis.
3. To coordinate general liability, medical and professional liability, airport liability, auto liability, excess worker's compensation and property insurance programs.
4. To test the insurance market periodically in order to assess rate levels.

II. HUMAN SERVICES

To provide legal representation to the Rock County Human Services Department.

Standards:

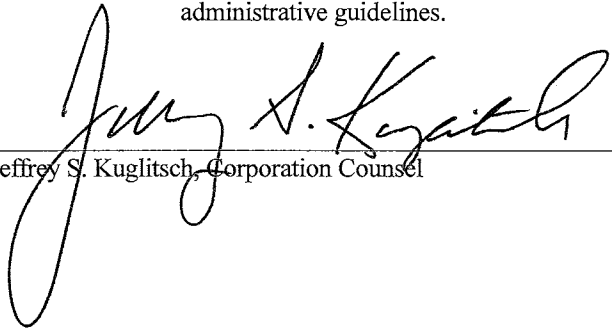
1. To provide legal representation for the County in Court cases involving children under Ch. 48 of the Wisconsin Statutes.
2. To provide legal representation for the County in Court cases involving guardianship and protective placements under Chs. 54 and 55 of the Wisconsin Statutes.
3. To provide legal representation for the County in administrative hearings under Ch. 48 and Ch. 49.
4. To attempt to recoup money due for medical assistance in third-party liability cases.
5. To function as in house counsel for the Human Services Department, advising all divisions of the Department.

III. CHILD SUPPORT

To provide legal representation to the Rock County IV-D Child Support Program.

Standards:

To provide efficient and effective legal services in the areas of establishment and enforcement of child support orders, location of absent parents, establishment of paternity and related Court orders and establishment of medical support orders pursuant to standards and procedures established by Title IV-D of the Social Security Act, State Statutes and administrative guidelines.



Jeffrey S. Kuglitsch, Corporation Counsel

Budget Analysis by Program

Programs	General	Human Services	Child Support						Budget Summary
Positions	3.50	2.00	4.00	0.00	0.00	0.00	0.00	0.00	9.50
Salaries	\$309,463	\$121,950	\$358,164	\$0	\$0	\$0	\$0	\$0	\$789,577
Fringe Benefits	\$85,163	\$39,126	\$119,669	\$0	\$0	\$0	\$0	\$0	\$243,958
Operating Expenses	\$6,075	\$9,150	\$5,280	\$0	\$0	\$0	\$0	\$0	\$20,505
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Allocation of Services	\$0	(\$170,226)	(\$483,113)	\$0	\$0	\$0	\$0	\$0	(\$653,339)
Subtotal	\$400,701	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$400,701
Indirect Cost Alloc.									\$0
Total	\$400,701	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$400,701
Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fund Bal. Applied	\$0	\$0	\$0						\$0
County Share	\$400,701	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$400,701

Administrator's Comments

Corporation Counsel

Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	9.5	9.5
Salaries	789,587	789,587
Fringe Benefits	243,958	243,958
Operating Expense	20,505	20,505
Capital Outlay	0	0
Allocation of Services	(653,339)	(653,339)
Total Expense	400,701	400,701
Revenue	0	0
Fund Balance Applied	0	0
Tax Levy	400,701	400,701
Total Revenues	400,701	400,701

The Corporation Counsel's Office currently includes 7.5 FTE attorneys. The Corporation Counsel and 1.5 FTE Deputy Corporation Counsels provide general legal services on a countywide basis. Four of the attorneys spend all of their time providing services to Child Support. One attorney spends all of his time providing services to the Human Services Department. In addition, one Legal Stenographer is assigned to the Human Services Department. The cost of the staff assigned to Child Support and Human Services is charged back to those departments. In 2015, this cost totals \$653,339 and appears as a cost allocation in the budget detail. The cost allocation is slightly down from prior years due to lower salaries for two new attorneys.

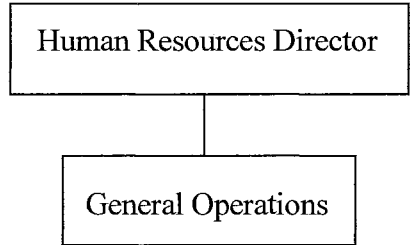
I am recommending that the Corporation Counsel's 2015 budget include a carryover of \$4,035, which will be directed towards the annual purchase of the law books.

The 2015 budget request is a cost to continue budget.

The recommended tax levy for 2015 operations is \$400,701. This is an increase of \$9,390 or 2.4%.

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Human Resources Department



Present Personnel (Full Time Equivalent)	
1.0	Human Resources Director
2.0	Human Resources Manager
1.0	Human Resources Analyst
1.0	Human Resources Office Coordinator
1.0	Human Resources Secretary
6.0	Total

Summary of Personnel Modifications		
	<u>Dept. Request</u>	<u>Admin. Rec.</u>
New Positions	0	0
Deletions	0	0
Reallocations	0	0
Reclassifications	0	0
Re-Titles	0	0
Upgrades	0	0

Charter: Human Resources Department

OBJECTIVES

1. Hiring. Administers the hiring process for all County Departments.
 - a. Administer and document the entire hiring process to ensure compliance with County Board policy and applicable laws.
 - b. Recruit for open positions including writing advertisements, screening applicants, testing and setting up interviews. Insure compliance with all affirmative action procedures.
 - c. In cooperation with the supervisor or manager of the open position, develop interview questions and conduct interviews in compliance with employment law.
 - d. Conduct thorough background and reference checks including verification of past employment and education.
 - e. Prepare letters of hire, negotiate with candidate if necessary.
2. Personnel Administration. Maintain accurate records of employee status, earnings, promotions, evaluations, and disciplinary actions.
 - a. Prepare and maintain employee files.
 - b. Make salary and wage adjustments in accordance with labor contracts and the unilateral pay plan for non-represented employees.
 - c. Develop and maintain a complete file of all job classifications.
 - d. Administer the Performance Evaluation System.
3. Salary Administration/Classification Reviews. Maintain and administer the salary compensation classification plans (union and non-union).
 - a. Provide a complete review of the Unilateral Pay Plan every three years after implementation.
 - b. Provide compensation reviews of comparables for collective bargaining purposes on an annual basis.
 - c. Provide salary studies for new positions as they are created.
 - d. Provide necessary reports as per committee or administrative request on salary data.
 - e. Review and update classification plans to ensure job description/class specifications are current and appropriate. Ensure ADA compliance.
4. Affirmative Action and Diversity. Insure fair treatment of all Rock County employees and applicants.
 - a. Develop, monitor and administer the Rock County Affirmative Action Plan and prepare a summary report annually.
 - b. As part of the Affirmative Action Plan, develop strategies to recruit and promote individuals within protected classes. Train supervisory personnel in the areas of affirmative action and diversity.
 - c. Develop policies and practices that demonstrate that differences among people are respected and appreciated.
 - d. Staff the County's Diversity work group.
5. Collective Bargaining and Contract Administration. Negotiate and administer the labor agreements covering the employees in each of the County's collective bargaining units.
 - a. Provide the County Administrator and the County Board Staff Committee with information and advice on Rock County's bargaining positions.
 - b. Prepare summaries of bargaining agreements from comparable counties on an as-needed basis for arbitration purposes. Conduct additional research on bargaining options.

Charter: Human Resources Department

- c. Negotiate contracts that are in the best interest of Rock County as evidenced by acceptance of the County Board Staff Committee. Bargain within the parameters established by the County Board Staff Committee.
 - d. Work with unions and management to ensure proper contract administration.
 - e. Conduct a review of all contracts once a year and provide training and consultation on contract administration to all supervisory personnel on an as-needed basis.
 - f. Implement hourly rates of all affected personnel upon notification of an approved contract by the County Board.
 - g. Coordinate all changes brought about due to Act 10 + 32, Wisconsin Statutes 2011, commonly referred to the Budget Repair Bill and the Budget Bill.
6. Employee Relations. Coordinate all employee relations issues for the County.
- a. Encourage positive employee relations throughout the County.
 - b. Serve as a consultant to managers and supervisors on handling disciplinary, staff development, and employee relations issues. Ensure compliance with state and federal employment laws.
 - c. Address employee complaints including sexual harassment and discrimination complaints.
 - d. Administer the County's Personnel Ordinance and develop fair Human Resources Policies and Procedures.
 - e. Participate in the contractual grievance process and county personnel process as required by collective bargaining agreements or County policy.
 - f. Prepare employee communications (i.e. "Piece of Rock", "Supervisory Newsletter", HR Connection, Intranet, newsletters, etc.)
7. Insurance and Benefits. Coordinate and maintain the County's insurance and benefit programs.
- a. Work with the County's health, dental, and prescription drug providers for the County's self-insurance program.
 - b. Coordinate issues regarding claims, funding mechanism, etc. between employees and third party administrators and consultants.
 - c. Coordinate benefit changes in insurance and benefit plans.
 - d. Generate necessary data for benefit consultants to analyze for possible bid or modification.
 - e. Analyze reports to ensure savings are being maximized and reported correctly.
 - f. Oversee subrogated cases and act as designated administrator for usual and customary issues.
 - g. Administer the County's workers compensation program including review of all incidents and follow-up investigation on a case-by-case basis, promote a light-duty return to work program for injured employees, and monitor progress of injured employees.
 - h. Assist departments with general safety concerns (i.e. building safety, safe work techniques, and developing safety work rules).
 - i. Provide staff support for the Employee Recognition Committee, the Employee Wellness Committee (Rock N'Wellness), and the Health Insurance Wellness Plan Points Committee.
 - j. Coordinate other benefit programs (i.e. the Section 125 program, life insurance, deferred compensation, EAP, etc.).

Charter: Human Resources Department

8. Training. Provide effective countywide and specialized department training programs for employees.
- a. Identify training needs.
 - b. Provide assistance to departments conducting departmental training programs.
 - c. Coordinate specialized training programs utilizing trainers from outside County service.
 - d. Develop in-house resources with County employees to develop and maintain on-going training programs within areas of their expertise.
 - e. Conduct new employee orientations.
 - f. Ensure that Human Resources Department staff maintains updated training on legal and other changes.
9. Safety. Insure a safe and secure workplace for all County employees.
- a. Provide an effective on-going county-wide safety program, which includes the following components:
 - Asbestos abatement
 - Blood borne pathogens
 - Confined space entry
 - Hazard communications
 - Hearing conservation
 - Lead paint
 - Lock out/tag out
 - Protective equipment
 - Respiratory protection
 - b. Chair the County's Safety Committee.
 - c. Promote safety throughout the County buildings and office space.

- d. Provide trainings on various safety related topics.
- e. Investigate and correct any safety violations brought to the attention of management.
- f. To the extent possible, reduce our workers' compensation costs by reducing the number and severity of workplace accidents.



Dave O'Connell
Rock County
Human Resources Director

Department Human Resources 2015**Budget Analysis by Program**

Programs	County-wide Human Resources	Health Insurance	RH Human Resources	County Employee Training	County Administrators Office	Safety		Budget Summary
Positions	4.96	0.36	0.18	0.25	0.25	0.00	0.00	6.00
Salaries	\$295,511	\$21,448	\$10,724	\$14,895	\$14,895			\$357,473
Fringe Benefits	\$122,959	\$8,924	\$4,462	\$6,198	\$6,198			\$148,741
Operating Expenses	\$78,579	\$5,703	\$2,852	\$3,961	\$3,961			\$95,055
Capital Outlay								
Allocation of Services	(\$23,500)	(\$33,500)			(\$16,114)	(\$2,000)		(\$75,114)
Subtotal	\$473,549	\$2,576	\$18,038	\$25,053	\$8,939	(\$2,000)	\$0	\$526,155
Indirect Cost Alloc.								\$0
Total	\$473,549	\$2,576	\$18,038	\$25,053	\$8,939	(\$2,000)	\$0	\$526,155
Revenue	\$500		\$0	\$0	\$0	\$0	\$0	\$500
Fund Bal. Applied								\$0
County Share	\$473,049	\$2,576	\$18,038	\$25,053	\$8,939	(\$2,000)	\$0	\$525,655

Administrator's Comments

Human Resources Department

Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Position	6.0	6.0
Salaries	357,473	357,473
Fringe Benefits	148,741	148,741
Operating Expense	95,055	95,055
Capital Outlay	0	0
Allocation of Services	(75,114)	(75,114)
Total Expense	526,155	526,155
Revenue	500	500
Fund Balance Applied	0	0
Tax Levy	525,655	525,655
Total Revenues	526,155	526,155

The Human Resources Department (HR) operates in several areas including labor relations, recruitment and selection, classification, and benefits. The Charter provides a description of the various services performed by the Department. The Budget Analysis by Program chart illustrates the costs associated with each program area.

In 2013, the Countywide Safety Committee was re-established and continues to meet regularly to discuss workplace safety and worker's compensation concerns. \$30,000 was budgeted in 2014 to utilize the County's worker's compensation consultant, Willis, to provide prevention, education and training on a variety of safety issues. Human Resources Director Dave O'Connell and the members of the Countywide Safety Committee are satisfied with the assistance from Willis in providing training and updating safety protocols and procedures. \$15,000 of this expense is charged to the Worker's Compensation Trust Fund and the balance of \$15,000 is charged to the Public Works Department given the nature of the business and potential for worker's compensation injuries in their particular work area. The Countywide Safety Committee and other efforts have had a positive impact on the county's worker's compensation costs, which trended downward in 2013 and have continued to do so in 2014.

The Human Resources Department budget includes charge backs to other areas of the County budget for staff time and expenses. HR charges the Health Insurance Trust Fund for health insurance administration (\$33,500); Rock Haven for recruitment/hiring, ads and postings, and evaluations (\$23,500); the Public Works Department for ongoing employee hearing tests (\$2,000); and the Administrator's Office for 25%, ten hours per week, of secretarial time dedicated to assist the Confidential Administrative Assistant (\$16,114). The total amount of the charge backs is \$75,114.

Mr. O'Connell has requested \$1,000 for software and equipment to update and improve the content of orientation sessions for new staff. The Department has made improvements in orientation over the past several years, including incorporating required countywide training components such as diversity, harassment, and safety. This software will also help improve other presentations and can be utilized by other departments, and its purchase is recommended.

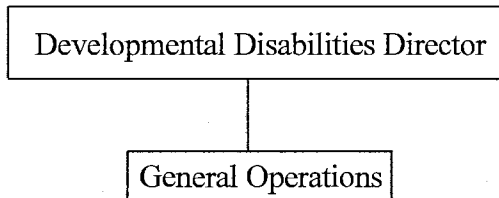
The recommended tax levy for the Human Resources Department is \$526,155. This is an increase of \$17,478 or 3.4% from the prior year.

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E. Developmental Disabilities Board

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Developmental Disabilities Board



Present Personnel (Full Time Equivalent)	
1.0	Developmental Disabilities Director
1.0	Developmental Disabilities Deputy Director
1.0	Developmental Disabilities Financial Supervisor
1.0	MAPC Program Nursing Coordinator
1.0	Developmental Disabilities Contract Compliance Specialist
2.0	Developmental Disabilities Financial Worker
1.0	Clerk Typist I
8.0	Total

Summary of Personnel Modifications		
	<u>Dept. Request</u>	<u>Admin. Rec.</u>
New Positions	0	0
Deletions	0	0
Reallocations MAPC Nursing Program Coordinator (From PR 22 to PR 25)	1.0	0
Reclassifications	0	0
Re-Titles	0	0
Upgrades	0	0

Charter: Developmental Disabilities Board

Introduction:

The Rock County Developmental Disabilities Board is the County Department, responsible, per State Statute (51.437), to provide services to Rock County residents who are developmentally disabled or who may have sustained a traumatic brain injury. Services are available to eligible individuals from birth to death. Eligible individuals may include those who are mentally retarded, have epilepsy, cerebral palsy, have sustained a traumatic brain injury, or conditions requiring similar treatment.

The proposed 2015 Budget is developed to provide necessary services to an extensive number of Rock County residents. The following is an overview of the DD Board's **estimated** number of individuals who will be served in 2014.

• Case Management Services	545 Consumers
• Residential (a place to live)*	375 Consumers
• Vocational (a place to work)	285 Consumers
• Board Services (Respite, nutritional, pharmacy, etc)	800 Consumers
• Children Services (family support, parenting, etc)	225 Consumers
• Community Services (day services, fiscal agents, etc)	430 Consumers
• Guardianships (WARC, LSS)	133 Consumers
• ICF-MR & Nursing Home placements	34 Consumers
• Placements @ State Centers (CWC, SWC)	18 Consumers
• Court Ordered Institutional Placements (WMHI, MMHI)	1 Consumers
TOTAL SERVICES PROVIDED	2846 Consumers **

* Approximately 200 additional board consumers currently reside with their families.

** The above figures indicate several consumers requiring two or more services. Therefore, the total reflects some duplication. The unduplicated number of consumers accessing DD Board services in 2014 is projected at approximately 1200 consumers. It is significant to note that the DD Board responds to

numerous requests for services (residential, vocational, case management, therapeutic services, and responses to emergent situations) monthly.

The Developmental Disabilities Board provides mandated services to eligible consumers by accessing numerous funding sources. Services are typically provided to the consumer by combining a variety of funds to cover the cost of necessary services.

Objectives and Standards

1. Purchase of Care - Community Support Services (100% Tax Levy or BCA dollars)

To determine if a developmental disability exists, the type of services needed to minimize a disabling condition and provide services to meet the individual citizen's needs in compliance with state statutes and standards.

Standards:

- a. To maintain individual service contracts or written agreements that specify the projected number of consumers to be served, units of service, unit cost if applicable, contract quality compliance, and total cost allowable as follows:
 - 1) Kandu Industries offers a five-day week, work and vocational development services for 4 consumers who are not CIP eligible.
 - 2) Catholic Charities provides counseling, consultation and training to 13 consumers.
 - 3) CESA-2 Therapeutic Learning Center provides mandated services to approximately 500-600 children (age's birth to 3 years of age) and their families.

Charter: Developmental Disabilities Board

- Prescribed services are provided totally in the individual child's natural environment.
- 4) Independent Disability Services Respite Care Program provides temporary home services and care for approximately 28 designated consumers.
 - 5) The Epilepsy Foundation of Southern Wisconsin, Inc., provides information, support and resources to approximately 450 families. This program has consumers waiting for this service. Wait times vary, based on newly diagnosed cases of a seizure disorder and the individual's ability to achieve independence and management of their disorder. Resources such as seminars, public speaking, and school alert presentations may target as many as 1,200 people throughout Rock County in order to educate the general public regarding epilepsy.
 - 6) C.E.S.A. #2 will continue to support 35 developmentally disabled consumers in competitive employment, follow-up and necessary supportive services.
- b. Written service agreements are reviewed annually and reports are submitted to members of the Developmental Disabilities Board and the Director to ensure compliance with the terms and conditions of each agreement.
 - c. Consumer satisfaction surveys are completed on a random and scheduled basis, to coincide with comprehensive quality assurance/contract compliance reviews. This information is submitted to the Developmental Disabilities Board Director and agency representatives for review.
 - d. Visits (announced and unannounced) to contract agencies and consumer interviews are conducted periodically as well. Over 80 said visits have been completed in the past 12 months. Additionally, the DD Board staff serve as a knowledgeable resource, responsive to consumer suggestions, question or complaints regarding services and program operations.
2. Purchase of Family Care - Supervised Living Arrangements (100% Tax Levy or BCA \$)

To provide supervised living arrangements for those developmentally disabled consumers in need of such services in compliance with state statutes and standards. Includes group homes, Community Based Residential Facilities (C.B.R.F.) and supervised apartments.

Standards:

 - a. To adhere to the service contracts or written agreements which specify the number of consumers to be served, the level of supervision provided, the units of service, the cost per unit, contract compliance, and the total cost allowable as follows:
 - 1) Dungarvin Wisconsin, Inc. provides supervised living support and guidance for 1 consumer.
 - 2) Independent Disabilities Services provides home support and service coordination to 6 developmentally disabled consumers residing independently in their own apartments.
 - 3) WARC-Guardian Friends provides Corporate Guardianship Services for up to 150 consumers. 131 currently.

Charter: Developmental Disabilities Board

- b. To submit periodic reports to members of the Developmental Disabilities Board and the Director to ensure compliance with terms and conditions of agreements.
- c. Consumer satisfaction surveys are completed on a random and scheduled basis, to coincide with comprehensive quality assurance/contract compliance reviews. This information is submitted to the Developmental Disabilities Board Director and agency representatives for review.

3. Public Education and Information

Standards:

- a. Continue providing information annually, related to the function and operation of the Rock County Developmental Disabilities Board's Program(s) to more than 600 interested parties. This may include School Districts countywide, the court system, active service providers and prospective out of county providers. Designated DD Board staff members participate in a number of community events throughout the County aimed at educating the public about the Board's services. Annually, the DD Board distributes their updated brochure to contract agencies, interested citizens, school districts, other providers, and other counties within the state.

The number of individuals receiving fully funded County slots has decreased due to the conversion to Federal Waiver slots.

4. C.I.P 1-A (Community Integration Program)

A Federal Waiver Program serving people with developmental disabilities of any age who relocate from one of the State Centers or other institutional setting(s). Program focus is to assist and support individuals as they relocate to more integrated community settings.

Special programming is based on the consumer's needs; residential, vocational, and prescribed support services for 33 consumers.

5. Family Support Program

To provide financial support to 75 families whose children are developmentally disabled (up to age 22 years) to assist these families in maintaining their children in their own homes.

6. Adult Family Care

To provide foster home services for 1 adult who is developmentally disabled. Consumers may wait for several years to receive this support service.

- 7. Children's Long Term Care Waiver: A federal waiver program recognizing that many children who may be at risk of being placed in an institution may be cared for in their home community, preserving their independence and promoting a more integrative setting. The Children's Waiver Program specifies that community support services will cost no more than those costs prescribed to an institutional placement. Participants in the Family Support Program are also included within this program. Currently, 95 children/families are enrolled in this specific waiver program.

8. C.I.P. 1-B (Nursing Home Relocation)

A Federal Waiver Program serving people with developmental disabilities of any age who are diverted from placement or are relocated from an ICF/MR Unit or skilled nursing facility. This program focuses on providing individual services to more than 550 consumers. Services include residential, vocational, and designated support to ensure safe community living experiences.

Charter: Developmental Disabilities Board

9. C.O.P. (Community Options Program)
This is a special state-funded program to fully fund consumers at risk for admission to a nursing home. Services are client-specific to assist them in living in the community. These funds also fiscally supplement (used as match for federal share) consumers participating in the C.I.P. 1-A and C.I.P. 1-B Federal Waiver Programs. Currently, there are 157 developmentally disabled adults on the County's COP Waiting List.
10. Brain Trauma
The State of Wisconsin opted not to renew the Brain Injury Waiver with CMS in 2014. This federal waiver program was designed to provide services to people who have sustained a traumatic head injury. On May 1, 2014, the State of Wisconsin officially transitioned the Brain Trauma Waiver to existing waiver/funding sources. These individuals will now be served as CIP1B or CIP1I clients. Currently 11 individuals are receiving prescribed support services. The primary focus of services is a place to live, a place to work, home support services, and implementing measures to enhance each consumer's level of functional independence.

Evaluation Criteria

C.I.P.1-A, C.I.P.1-B, C.O.P. and CSLA Programs are monitored closely by the State Department of Health and Family Services staff. In addition, CSLA/Family Support has a local advisory committee that oversees the program, visits consumers, etc. Additionally, the DD Board Contract Compliance Specialist is responsible to evaluate select programs within these categories on a scheduled basis.

Provider Certification:

In 2009, the Federal Medicaid Waiver Program (CIP 1-A, CIP 1-B, COP, CIP-II) directed that a specific protocol be implemented ensuring that all providers of a covered "waiver service" meet the standards established in Chapter 4 of the Federal Medicaid Waiver Manual, SS46.036.

Counties must create and maintain documentation which verifies that each and every provider of covered waiver services must meet the established standards in order to obtain and maintain a Federal Waiver generated "Provider's Certification". County departments must review providers on a scheduled basis to determine that standards continue to be met. Finally, Counties must also ensure that criteria for meeting and evaluating service quality standards are built into all provider-agency agreements by policy or contract provision.

In 2014, year to date, (6/30/14) the Department's Contract Compliance Specialist has completed the following Provider Certifications:

- 23 residential settings
- 13 vocational/day services programs
- 3 other services (example: case management, transportation, fiscal agents, pharmacies)

School Involvement and Transition:

The DD Board maintains an active role in the 8 school districts in Rock County attending IEPs and assisting in the transition to adult services once the consumer has left the school system. Collaboration between the DD Board and the schools is critical in planning for future transition to Managed Care. To date, the Department has collaborated in approximately 25 to 30 such transitions.

Waiting Lists:

"Waiting Lists" for those services in demand continue to be maintained by the DD Board. Typically, these services are case management, residential, vocational, and/or day programming services. It is important to note that service needs/requests for DD Board eligible clients remains an ever-changing and challenging process. It is also significant to note that despite efforts by the DD Board in removing eligible clients (approx. 12 thus far in 2014) from the "waiting list", the lack of financial resources has resulting in the expansion of the number of

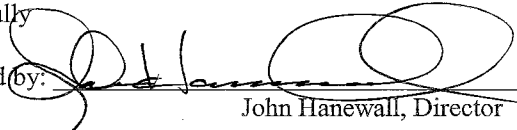
Charter: Developmental Disabilities Board

individuals awaiting services (247 effective 06/30/14) up 7 from 2013. At present the estimated wait for services averages 9-10 years.

The Board is required to respond to unanticipated emergency placements due to Adult-at Risks referrals, ailing/elderly parents, closures, revocations and the unpredictable and/or catastrophic effects of incidents of closed head injuries. Further, it is significant to note that relocations and serving new upcoming clients on the waiting lists, who require services, are those whose support needs are much more complex and ultimately more costly. The DD Board has responded to over 3000 Request for Services transactions in the past year, often times placing individuals on the "waiting lists" so that when services are available they are eligible.

Respectfully

Submitted by:



John Hanewall, Director

Department Developmental Disabilities Board

Budget Analysis by Program

Programs	Admin	Purchase of Care	Family Care	Family Support	Adult Foster Care	CLTW			Budget Summary
Positions	8.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Salaries	\$451,658	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Fringe Benefits	\$228,029	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Operating Expenses	\$120,703	\$1,206,927	\$48,500	\$0	\$17,040	\$0	\$0		
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Allocation of Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Subtotal	\$800,390	\$1,206,927	\$48,500	\$0	\$17,040	\$0	\$0	\$0	
Indirect Cost Alloc.	\$121,321	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Total	\$921,711	\$1,206,927	\$48,500	\$0	\$17,040	\$0	\$0	\$0	
Revenue	\$921,711	\$404,932	\$30,000	\$0	\$17,040	\$0	\$0	\$0	
Fund Bal. Applied	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
County Share	\$0	\$801,995	\$18,500	\$0	\$0	\$0	\$0	\$0	

Department Developmental Disabilities Board

Programs	CIP 1-B	CIP 1-A	CIP II (formerly Brain Trauma)			Budget Summary
Positions		0.00	0.00	0.00	0.00	8.00
Salaries		\$0	\$0	\$0	\$0	\$451,658
Fringe Benefits		\$0	\$0	\$0	\$0	\$228,029
Operating Expenses	\$25,157,424	\$3,806,908	\$699,461	\$0	\$0	\$31,056,963
Capital Outlay		\$0	\$0	\$0	\$0	\$0
Allocation of Services	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal	\$25,157,424	\$3,806,908	\$699,461	\$0	\$0	\$31,736,650
Indirect Cost Alloc.	\$0	\$0	\$0	\$0	\$0	\$121,321
Total	\$25,157,424	\$3,806,908	\$699,461	\$0	\$0	\$31,857,971
Revenue	\$22,045,631	\$3,753,906	\$699,461	\$0	\$0	\$27,872,681
Fund Bal. Applied	\$0	\$0	\$0	\$0	\$0	\$0
County Share	\$3,111,793	\$53,002	\$0	\$0	\$0	\$3,985,290

Administrator's Comments

Developmental Disabilities Board

**Summary of
Department Requests and Recommendations**

Description	Department Request	Administrator's Recommendation
Positions	8.0	8.0
Salaries	451,658	448,170
Fringe Benefits	228,029	227,525
Operating Expense	31,178,284	31,178,284
Capital Outlay	0	0
Allocation of Services	0	0
Total Expense	31,857,971	31,853,979
Revenue	27,872,681	27,872,681
Transfer In	0	0
Fund Balance Applied	0	0
Tax Levy	3,985,290	3,981,298
Total Revenues	31,857,971	31,853,979

The Charter for the Developmental Disabilities Board (DD Board) provides a good description of the services provided. I encourage the reader to refer to that document. Through its Developmental Disabilities programs, Rock County provides services mandated by the State to approximately 1,200 citizens.

As noted in previous years, the Developmental Disabilities budget is a complex document. It utilizes 15 different revenue sources to provide funding for five major program areas, plus administration of those programs. Due to these multiple revenue sources, and the fact that many of the Board's activities are mandated by the State, it can be difficult to anticipate the level of services that will be required from year to year. In particular, it is nearly impossible to predict the number of emergency placements the Developmental Disabilities Board will be required to respond to and pay for each year.

Given the fact that the County is subjected to very stringent levy limits which will allow only a modest increase in the levy for operational costs, John Hanewall, Developmental Disabilities Director, has had to carefully consider ways to reduce the increase in his tax levy request. He has proposed a 0% increase for many DD Board contracted agencies. Also, due to the uncertainty of need for emergency placements, the 2015 request includes a reduced amount of funds for this purpose. This is a reasonable risk to take. However, if unanticipated emergency placements should occur, additional funds may be necessary.

Mr. Hanewall explains the primary factors impacting the need for additional county funding as follows:

1. Annualized costs for basic needs (occupancy, food, gas, etc.) are increasing beyond the control of the contracted service providers.
2. The current population that the Board is serving is becoming more medically and physically complex. However, these same individuals

do not meet the level of care criteria for long term placement in Skilled Nursing Facilities (SNFs). Thus, the increases in daily care rates for serving these individuals fall to the DD Board and its contracted service providers.

3. The daily cost for placement at a State Institution (Mendota or Winnebago) is approximately \$1,200 a day. The DD Board has a number of extremely challenging individuals that are served in the community, who require a higher staffing level, as well as creative and proactive approaches to maintain their placements. These methods of providing community-based services are expensive but significantly less than \$1,200 a day at a State Institution. In addition, the State has tightened its restrictions and time frames as to who may be housed in these facilities and for how long, forcing the County to serve these individuals in the community at higher care rates.
4. The transition of children from the Human Services Department (HSD) to the DD Board due to aging out of the children's system continues to be a concern. By the end of 2014, the DD Board will have transitioned four individuals from HSD (Child Protective Services, Juvenile Justice). Generally, these are individuals that are in out-of-home placements and are exhibiting significantly challenging behaviors. The cost for serving these individuals is quite high and requires extensive planning. Since there is no way to anticipate the exact service needs of these individuals until transition occurs, it is difficult to plan and budget for them ahead of time. In 2015, the DD Board anticipates, at a minimum, two new individuals will need to be transitioned into adult services and served by the DD Board. In addition, the Board needs to continue to annualize the cost for the previous individuals who have been transitioned each year.

In 2014, the State eliminated the Brain Injury Waiver program. Clients previously funded through the DD Board will now be funded through HSD. To ensure continuity of care, HSD and the DD Board developed a memorandum of understanding to allow the DD Board to continue to oversee case management of these eight individuals.

Mr. Hanewall has requested a reallocation of a 1.0 FTE MAPC Program Nursing Coordinator. Given the pressure on the tax levy and after reviewing internal and external comparable positions, I do not recommend this action.

Waiting lists for those services in demand continue to be maintained by the DD Board. Typically, these services are residential, vocational, or day programming services. Service needs/requests for DD Board eligible clients remain an ever-changing and challenging process.

The DD Board is currently not removing any individuals from the waiting list unless it is an emergency, imminent action is required to avoid an emergency, or unless the State provides special funding. 243 people are on the waiting list as of September 30, 2014, an increase of 35 or 16.8% from 2012. The average length of time an individual is on the wait list is estimated to be 9-10 years.

Rock County is one of the few remaining Medical Assistance waiver counties that has not converted to the State's Family Care model. As a waiver county, state aid does not keep up with the growing demands for DD Board services and results in a growing wait list as Rock County can only rely upon limited tax levy dollars to provide services.

In Resolution #14-7A-076, the County Board approved Rock County's transition to Family Care. Family Care is intended to eliminate waiting lists within three years of implementation and will reduce the County's costs, as services would be provided through a care management organization. However, it is unknown when the State will approve this transition, which is dependent on funding available in the State's fiscal year 2015-17 Biennial Budget.

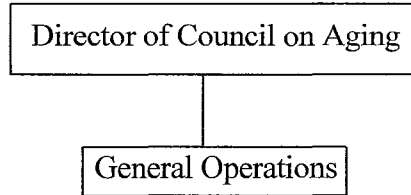
The recommended 2015 tax levy for the Developmental Disabilities Board totals \$3,981,298, which is an increase of \$69,367 or 1.8% more than the prior year.

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F. Education, Veterans and Aging Services Committee

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Council on Aging



Present Personnel (Full Time Equivalent)	
1.0	Director of Council on Aging
1.0	Nutrition Program Supervisor
1.0	Transportation Program Supervisor
1.0	Mobility Manager
1.0	Family Caregiver Support/Outreach Specialist
1.0	Elder Benefit Specialist
1.0	Clerk-Typist III
1.0	Specialized Transit Scheduler/Clerk
0.4	Council on Aging Clerical Worker
8.4	Total

Summary of Personnel Modifications		
	Dept. Request	Admin. Rec.
New Positions		
Council on Aging		
Clerical Worker	0.40	0.40
Deletions	0	0
Reallocations	0	0
Reclassifications	0	0
Upgrades	0	0
Re-Titles	0	0

Charter: Council on Aging

INTRODUCTION

The Rock County Council on Aging is committed to helping preserve the independence, self-worth, and dignity of all older residents of Rock County by addressing issues of preventative health, nutrition, transportation, information & assistance, benefits counseling, caregiving, independent living, elder abuse, and social needs.

1. Administration

Administrative attention will be directed toward 1) planning and administering aging services; 2) advocating for elderly views, needs, and concerns; 3) promoting volunteer, educational, and recreational opportunities to encourage the contribution to and participation in community life by all older persons; 4) providing caring, professional support and information to relieve the stress of caregiving; 5) identifying gaps in services and exploring possible solutions; and 6) coordinating service delivery systems to be responsive to needs of all elderly, to maximize the use of resources, and to fill gaps in services.

Objectives:

- a. Collaborative partnerships to develop and strengthen formal and informal services and opportunities for older citizens who experience limitations due to advanced age or illness will continue.
- b. The Council on Aging Advisory Board will continue their efforts to assist, advise, and advocate on behalf of the older population.
- c. Efforts will be continued to increase public awareness of the Council on Aging and services offered through this department.

- d. Established interagency service and independent contractor agreements will be continued to facilitate provision of services.
- e. Required fiscal reports will be submitted to the area agency on aging, the Department of Transportation, and other funding agencies.
- f. Statistical data that complies with federal and state reporting requirements will be submitted.
- g. The County Aging Plan for Older People will be developed with input from older individuals, the Council on Aging Advisory Board, and service providers.
- h. Strategies that increase client participation and contributions will be implemented.
- i. Older adults and their caregivers will receive current information, advice, and consultation about aging, long-term care, and the benefits and services available to address needs related to those issues. Assistance is provided by ensuring referrals to, and assistance in accessing, an array of resources to help older people secure needed services or benefits, live with dignity and security, and achieve maximum independence and quality of life.
- j. The Senior Review, the Council on Aging's monthly publication for seniors and caregivers, will continue to be published and distributed to approximately 3,000 individuals per month.
- k. The Council on Aging will host a series of educational workshops that provide information on relevant topics for older adults, caregivers and professionals.

Charter: Council on Aging

2. Nutrition

Rock County's Elderly Nutrition Program provides persons, age 60 or over, with congregate and home delivered meals. The Nutrition Program contributes significantly in assisting older persons to remain healthy, active, and independent in their own homes and communities. Because of the level of contact and because of the intrinsic relationship between nutrition and good health, the elderly nutrition program is a vital link in any effort aimed at nutrition-related prevention and health promotion.

The Rock County Nutrition Program operates congregate dining centers throughout the County, serving Monday through Friday. Meals are provided through a contracted caterer using menus approved by a registered dietitian. In addition to providing nutritious meals and socialization, the program offers other nutrition-related services, e.g. outreach, access, nutrition education, and health promotion. Volunteer assistance is vital to the delivery of nutrition services. Continuing efforts are needed to adapt the sites to meet changing needs, trends, and lifestyles of older adults.

Three of the congregate dining centers serve as drop-off points for the home delivered meal program. Rock County provides meal delivery to rural residents as well as Janesville. A subsidy is provided to the Beloit Meals on Wheels Program for meals served to those at least 60 years of age. Meals are served through the home delivered meal program each day, Monday through Friday, to individuals who have no way to purchase groceries and are not capable of cooking for themselves. Frozen meals are also available for weekends and holidays. Individuals are assessed for eligibility every six months. In addition to the meal, the delivery

person provides an additional opportunity for a "safety check" to ensure the well-being of the participant.

The congregate meal program is funded through Title III-C-1 of the Older Americans Act. The home delivered meal program is funded through Title III-C-2 of the same Act. All participants must be given the opportunity to donate toward the cost of the meals, thereby generating revenue for the nutrition program. In addition, the county receives supplemental funding through the US Department of Agriculture.

The Council on Aging continues to administer the Senior Farmers' Market Program. The program makes vouchers available to low-income adults, age 60 years or older, that are to be "spent" on Wisconsin-grown produce sold at farmers' markets and roadside stands. The Council on Aging provides nutrition-related educational material in conjunction with the vouchers.

Objectives:

- a. Health promotion and prevention services will be provided through the nutrition programs, such as nutrition assessment, counseling, meals, exercise aimed at reducing falls and injuries, weight management and health education, service coordination for medication management, and opportunities to prevent mental decline and depression.
- b. Individualized nutrition counseling to participants who are identified as at-risk will be provided through collaboration with a registered dietitian.
- c. Health promotion activities will continue to be offered to program participants.

Charter: Council on Aging

3. Transportation

The Council on Aging manages a transportation program that provide services to the elderly, persons with disabilities, and the general public on a space-available basis. Funding is provided through Section 85.21 and Section 5310 of the Wisconsin Department of Transportation, and client fees.

The Rock County Council on Aging provides demand-responsive, door-to-door, specialized transportation services throughout the County with vehicles that are equipped to handle wheelchairs. Routes are scheduled on a “shared ride” basis, meaning that several passengers may be transported at one time to facilitate provision of service to as many passengers as possible.

Dispatch services are conducted by Council on Aging staff. The County contracts with Manpower, Inc. for driver recruitment and personnel services to operate the vehicles.

To be eligible for specialized transit services, an individual must be at least 55 years of age or have a disability. The general public may be provided transportation services on a “space available” basis.

The program is under contract to provide paratransit services under the Americans with Disabilities Act for the Beloit and Janesville Transit Systems. This involves additional hours of transportation service before 8:00 a.m. and after 5:00 p.m., Monday through Friday and Saturday in both Beloit and Janesville.

Objectives:

- a. The contract for paratransit service in the Cities of Beloit and Janesville will be continued, complying with all provisions of client service and maintenance procedures.
- b. Strategies for maximizing capacity of Rock County Specialized Transit will be continued.
- c. The fleet of vehicles will continue to be updated, as necessary.
- d. Staff will continue to work toward county transportation coordination by taking the lead role in planning for coordination.

4. Mobility Management

The Council on Aging, through its Mobility Manager, coordinates transportation resources for transportation disadvantaged Rock County residents. The Mobility Manager leads the countywide Transportation Coordination Committee, a group of transportation providers, human services agencies, employers and concerned citizens who work together to improve transportation for elderly, disabled and low-income individuals.

The Mobility Manager’s functions are to 1) ensure that transportation disadvantaged individuals have access to affordable transportation, 2) inform Rock County residents of all transportation options through mailings, presentations and advertising, 3) provide transportation training, 4) advocate for increased transit funding, 5) expand existing transportation resources to outlying communities in Rock County which are currently underserved, and 6) improve employment transportation by establishing working relationships with Rock County

Charter: Council on Aging

employers. Funding for this position is provided through a federal Section 5310 grant.

Objectives:

- a. Information on existing transportation resources, changes to the transportation system and new transportation options will be distributed to Rock County residents.
- b. Education and assistance will be provided to seniors, people with disabilities and low-income individuals through personal meetings and presentations at senior centers, community gatherings and places of employment.
- c. Strategies for coordinating public and private transportation providers will be implemented.
- d. The Mobility Manager will develop and implement transportation training through various means tailored to the recipient.

5. Benefit Specialist Program

Through the Benefit Specialist Program, persons age 60 and older receive broad access to benefits, entitlements, and legal rights in an effort to preserve the autonomy, dignity, independence, and financial security of older persons. The functions of the Benefit Specialist Program include: 1) to teach and empower older persons in understanding their rights, benefits, and entitlements; 2) to limit the scope and nature of benefit problems experienced by older individuals through prevention, early detection, and intervention; 3) to assist older

individuals in securing maximum benefits and entitlements and in asserting and maintaining rights promised and protected by law; 4) to provide access to the system of justice by offering advocacy, advice, and representation to older persons as clients; and 5) to initiate advocacy which has consequences of broad significance in preserving and protecting the rights and benefits of older persons.

Funding for this program is through the State of Wisconsin and Title III-B of the Older Americans Act. State Health Insurance Program funding, when available, is provided to expand benefit specialist services, mainly to support assistance with Medicare Part D enrollment.

The County employs a full-time Benefit Specialist who serves most of rural Rock County and the City of Beloit. Benefit services for the City of Janesville, rural Janesville, and Edgerton are contracted through Senior Services of Rock County, Inc.

Benefit Specialists receive extensive bi-monthly training from elder law attorneys on such issues as medical entitlements, health care financing, income maintenance, community-based services, housing, surrogate decision making, elder rights and consumer finances, and current legislation affecting seniors.

Objectives:

- a. Existing community access points will continue to be utilized at Benefit Specialist monthly outreach sites.
- b. Homebound older individuals will be served through home visits.

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- c. Information on scams, frauds and other illegal activities that target the elderly will be distributed.
- d. Education and assistance will be provided to Medicare beneficiaries on prescription drug issues and choices through the Medicare Part D drug benefit and/or Wisconsin SeniorCare.
- e. Through the Wisconsin State Health Insurance Assistance Program (SHIP), offer one-on-one counseling on Medicare.
- f. Advocacy and appeals assistance will be provided to clients when they are denied a public benefit.
- g. Referrals will be made to clients for other services provided by the Council on Aging and other community agencies.

7. National Family Caregiver Support Program

A program, initiated through the re-authorized Older Americans Act under Title III-E, is the National Family Caregiver Support Program. The National Family Caregiver Support Program focuses on the tremendous demands placed on family caregivers. The purpose of the program is to support and assist caregivers as they care for older family members and other seniors, and to minor children under their care. The majority of this funding is not for direct service; it is to be used to provide assistance to the caregiver. Minimum requirements for services include 1) information to caregivers, 2) assistance to caregivers, 3) individual counseling, organization of support groups, and training to caregivers, 4) respite care, and 5) supplemental services.

Objectives:

- a. Information on caregiving issues will be distributed through the Council on Aging's brochures, newsletter, and website.
- b. Information will be distributed through caregiver support groups and other service agencies.
- c. Scholarships will be provided to caregivers for training sessions/workshops/seminars.
- d. Caregiver literature and caregiving tools will be purchased and disseminated.
- e. Limited respite will be funded.
- f. "Powerful Tools for Caregiver" workshops will continue to be provided to caregivers in the county.
- g. Ongoing educational opportunities will be offered to caregivers and service professionals throughout the year.
- h. The Rock County Caregiver Resource Network, a caregiver coalition, will continue to provide awareness, education, support, advocacy and resources to facilitate community partnerships for caregivers.

8. Health Promotion:

With funds available through Title III-D of the Older Americans Act, the Council on Aging is able to sustain efforts related to evidence-based health promotion and prevention programs. The director of the Rock County Council on Aging has been trained as a master trainer of "Living Well with Chronic Conditions", a self-management program for people living with a chronic condition. Workshops are held for older people to assist them with improving healthful behaviors and increasing their self-

Charter: Council on Aging

efficacy in managing their conditions and the problems that occur because of it.

The director of the Rock County Council on Aging is also a master trainer for the “*Stepping On*” program, a falls prevention program for older adults. This is a partnership between the Council on Aging and the Public Health Department. *Stepping On* involves a workshop offered once a week for seven weeks using adult education and self-efficacy principles to develop knowledge and skills to prevent falls in older adults age 65+. It also increases awareness of falls risk and helps people to be more informed about the factors contributing to their risk. The Council on Aging is collaborating with the Rock County Health Department to bring this program to the community.

“Healthy Eating for Success Living in Older Adults” is for seniors who want to learn more about nutrition and how lifestyle changes can promote better health. Group support and behavior change form the core of this program.

The Council on Aging receives funding through the Community Academic Aging Research Network (CAARN) for various research projects that are designed to increase well-being in older adults. Currently, the department is working on a “Sit Less, Live Better” project that encourages people to decrease sitting time. Also, the Council on Aging is collaborating on a workshop, “Lighten Up!” that uses positive journaling to decrease depression in older adults and adults with disabilities.

Objectives:

- a. Leaders for “Living Well with Chronic Conditions” will be trained and workshops will continue to be offered throughout the county.
- b. Leaders for *Stepping On* will be trained and workshops will continue to be offered throughout the county.
- c. Continue to offer Healthy Eating for Successful Living in Older Adults.
- d. Continue to offer Powerful Tools for Caregivers.
- e. Continue to collaborate with the area agency on aging, the Wisconsin Institute for Health Aging and UW-Madison on CAARN projects.
- f. In accordance with policy of the area agency on aging, more evidence-based preventative health programs will be initiated in the county.

9. Other Services and Contracts:

Through the State Senior Community Services Program, the Council on Aging provides funding to the Retired and Senior Volunteer Program, which identifies and promotes volunteer activity for older adults.

The Rock County Council on Aging continues to take a leadership role in the Beloit Senior Fair, the Rock County Senior Fair and Expo, as well as other senior and health fairs held within the county.

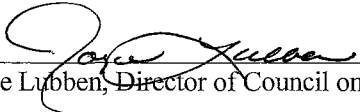
Objectives:

- a. Continue providing services to older persons who are at risk.
- b. Continue to participate in the Elder Abuse/Adults-at-Risk Interdisciplinary Team.

Charter: Council on Aging

- c. Council on Aging staff will continue in leadership roles in the planning and execution of senior fairs.
- d. Encourage the development of volunteer opportunities for older persons to meet the needs of other older persons and of the broader community.

Reviewed and Approved by:



Joyce Lubben, Director of Council on Aging

Budget Analysis by Program

Programs	Senior Citizen Program	Title III-B/ Community Services	Congregate Nutrition Prog/ SFMNP	Home Delivered Meals	E & H Transportation	Title III-D/	Family Caregiver Program	Mobility Management	Benefit Specialist	State Pharm. Prog/ State Health Insurance Program	Budget Summary
Positions	2.00	1.00	1.80	0.00	2.00	0.00		1.00	1.00	0.00	8.80
Salaries	\$104,106	\$40,382	\$62,685		\$81,547			\$47,383	\$35,686		\$371,789
Fringe Benefits	\$22,710	\$22,960	\$15,683		\$55,071			\$33,655	\$31,318		\$181,397
Operating Expenses	\$22,810	\$109,811	\$264,874	\$195,656	\$517,316	\$8,244	\$59,000	\$15,354	\$15,424	\$15,967	\$1,224,456
Capital Outlay					\$93,000						\$93,000
Allocation of Services	(\$96,181)	(\$36,142)							(\$48,990)		(\$181,313)
Subtotal	\$53,445	\$137,011	\$343,242	\$195,656	\$746,934	\$8,244	\$59,000	\$96,392	\$33,438	\$15,967	\$1,689,329
Indirect Cost Alloc.											\$0
Total	\$53,445	\$137,011	\$343,242	\$195,656	\$746,934	\$8,244	\$59,000	\$96,392	\$33,438	\$15,967	\$1,689,329
Revenue		\$137,011	\$343,242	\$155,836	\$666,360	\$8,244	\$59,000	\$96,392	\$33,438	\$15,967	\$1,515,490
Fund Bal. Applied				\$39,820							\$39,820
County Share	\$53,445	\$0	\$0	\$0	\$80,574	\$0	\$0	\$0	\$0	\$0	\$134,019

Administrator's Comments

Council on Aging

Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	8.8	8.8
Salaries	371,789	371,789
Fringe Benefits	181,397	181,397
Operating Expense	1,224,456	1,224,456
Capital Outlay	93,000	93,000
Allocation of Services	(181,313)	(181,313)
Total Expense	1,689,329	1,689,329
Revenue	1,555,310	1,555,310
Fund Balance Applied	39,820	39,820
Tax Levy	134,019	134,019
Total Revenues	1,689,329	1,689,329

Rock County provides a sizeable and varied program of services for senior citizens funded largely from Federal and State grants under the leadership of Joyce Lubben, Council on Aging Director. The Charter for the Council on Aging contains a good summary of the programs being provided.

Transportation is one of the major program areas provided by the department. A primary funding source for transportation programming is State Aid provided through the Wisconsin Department of Transportation.

The Transportation Program operates out of the Elderly and Handicapped Transportation Account Program, which funds the van program. The County has eleven vehicles in its fleet, which included the following as of August 2014:

<u>Model</u>	<u>Miles</u>
2013 Dodge wagon	10,758
2012 Toyota wagon	32,284
2012 Ford mini-bus	36,645
2012 Ford mini-bus	40,825
2012 Ford mini-bus	25,665
2011 Ford mini-bus	68,664
2011 Ford mini-bus	59,571
2011 Ford mini-bus	77,440
2010 Ford mini-bus	81,492
2010 Ford mini-bus	103,417
2008 Ford mini-bus	145,366

One 2008 vehicle is being replaced in 2014. In 2015, two additional vehicles will be purchased.

Section 85.21, a federal grant program, funds 80% of the amount needed to replace the aging vehicle fleet, and federal regulations require a 20% local cash match. In 2015, Rock County estimates it will receive \$73,600 through

this grant program, which will require a County match of \$18,400. The 20% local match is taken from the Department's Vehicle Trust Fund. The Vehicle Trust Fund will have a balance of \$91,665 at 12/31/14.

The Council on Aging fleet of mini-buses is used to provide paratransit services in Beloit and Janesville. Both cities are required to provide this service during the same hours their bus systems operate. The County provides this service during the County's normal operating hours, during the weekdays before 8:00 a.m. and after 5:00 p.m., as well as extended hours on the weekends. Beloit and Janesville reimburse the County for the cost of paratransit services not covered by the Section 85.21 grant and fares.

The Volunteer Driver Program provides rides to out-of-county medical appointments through the use of volunteer drivers. As local health care providers offer a greater variety of specialized medical procedures that were typically not available locally in the past, the demand for out-of-county non-emergency medical transportation has declined. The downward trend is projected to continue into 2015. Consequently, Ms. Lubben is recommending the program be eliminated in 2015 and that \$600 be provided to RSVP in the Community Services account to support its ride program. I concur with Ms. Lubben's recommendation to eliminate the Volunteer Driver Program in 2015.

In 2015, the Congregate Meal Program is expecting to provide approximately 20,250 meals to five locations throughout the county. The meal count is down 9% from the prior year and continues a decline that has been evident in the past several years. The cost for each meal provided ranges from \$4.00 for bulk produced meals to \$4.49 for pre-packaged meals for those with special dietary needs. Donations from those receiving the meals are expected to cover about \$1.87 of each meal provided next year.

To address the decline in Congregate Meal program participation, Ms. Lubben is requesting an additional 0.40 FTE clerical worker in 2015. A 0.40 FTE clerical worker was added in 2014. The positions will allow the nutrition program supervisor to devote more time to address the declining participation. The position request is funded from federal grant monies with no impact on the tax levy and is recommended.

The Home Delivered Meal Program provides about 23,500 meals per year in the rural areas and smaller communities, an increase of 11.9% from the prior year. For a number of years, Rock County has used federal funds to provide a subsidy to the Beloit Meals on Wheels Program. In 2015, the subsidy will be \$37,000. This amount is the same as the 2014 allocation. Since the inception of the subsidy, it has been clearly communicated to the Beloit Meals on Wheels program that the subsidy would continue only as long as adequate funds remain available. A fund balance application in the amount of \$39,820 has been requested and is recommended, which reflects additional program demand and increased meal preparation costs utilizing prior year's excess revenue.

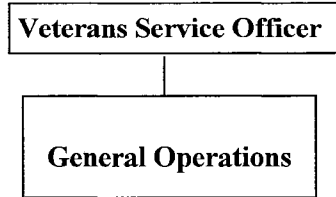
The Council on Aging also receives federal funding to assist seniors with various legal problems or issues related to benefit programs. These services are provided via contracted services and typically appear in the budget in the Title III-B account. Ms. Lubben indicates there is a continuing need in the community for these services, and the same amount of \$24,152 will be available for this purpose again in 2015. This funding will be split between the \$14,185 of Legal Services contained in the Title III-B account and \$9,967 found in the State Pharmacy Assistance Program account.

A replacement laptop is requested for the Benefit Specialist program in the amount of \$1,000 and is recommended.

The property tax levy recommended for 2015 operations is \$134,019, which is \$664 or 0.5% less than the prior year.

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Veterans Service Office



Present Personnel (Full Time Equivalent)	
1.0	Veterans Service Officer
1.0	Deputy Veterans Service Officer II
<u>2.0</u>	Deputy Veterans Service Officer I
4.0	Total

Summary of Personnel Modifications		
	<u>Dept. Request</u>	<u>Admin. Rec.</u>
New Positions	0	0
Deletions	0	0
Reallocations	0	0
Reclassifications	0	0
Re-Titles	0	0
Upgrades	0	0

Charter: Veterans Service Office

OBJECTIVES AND STANDARDS

1. Veteran Services

Assemble and verify, for accuracy and completeness, all necessary information concerning applications for veterans' state and/or federal benefits, and to ensure expeditious transmission of this information to the appropriate agencies. To provide appropriate information and assistance to all claimants requesting aid from the Veterans Service Office. This includes referral to and/or contact with other governmental agencies at all levels, as well as private and/or non-profit agencies that would meet the claimant's needs.

Standards:

- a. Ensure all procedures relating to claims adhere to Title 38 of the United States Code (USC), the Code of Federal Regulations (CFR) manual and/or Wisconsin Statute Chapter 45, and the Wisconsin Administrative Code. Maintain office statistics in order to compile and submit our annual production and goal report to the Wisconsin Department of Veterans Affairs (WDVA). This report fulfills the requirements to be awarded the annual WDVA County Veterans Service Office Grant.
- b. Benefit applications will be processed in a timely fashion so as to ensure deadlines with statutory requirements are met. Follow-up procedure, as required, will be utilized to ensure the needs of veterans, their families and their survivors are appropriately met.
- c. Provide personal and telephone counseling services to veterans, families and survivors as required. Provide a complete menu of services to veterans whose situations or disabilities prevent them from coming in to either office.
- d. Maintain an active and positive outreach and public relations program. Submit news releases to area media regarding

veterans' issues and entitlements to insure that the Rock County veteran's community remains informed on these issues.

- e. Seek representation on Veterans' Advisory Panels of state and federal elected officials to influence veterans' programs at both levels.
- f. Services provided by the Veterans Service Office include, but are not limited to, applications for state and federal benefits, counseling and referral for assistance where appropriate, financial, transportation, subsistence, housing, employment opportunities, drug and alcohol abuse, mental and physical disorders and general counseling with specialized practitioners.

2. Veterans Relief

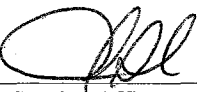
Administer the Rock County Veterans Service Commission Fund in accordance with the Commission's policies and procedures regarding these benefits to Rock County Veterans as stated in Wisconsin Statutes, Chapter 45.81.

Standards:

- a. Provide payment for indigent burial, placing of grave headstones, grave flag holders and maintenance of veterans' burial plots according to statutes.
- b. Provide emergency economic assistance to Rock County veterans in a discretionary manner pending monthly approval by the Veterans Service Commission or Veterans Service Officer. This assistance is to be provided on a voucher basis exclusively and will be limited to subsistence, transportation needs and temporary lodging only.
- c. Provide emergency economic assistance to Rock County veterans in a discretionary manner from the Rock County

Charter: Veterans Service Office

Veterans Donation Trust. To assist with needs not covered by
the Veterans Service Commission.

Reviewed and Approved by: 

John Solis, County Veterans Service Officer

Department

Veterans Service Office

Budget Analysis by Program

Programs	Veterans Service Office	Veterans Relief							Budget Summary
Positions	4.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4.00
Salaries	\$175,643	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$175,643
Fringe Benefits	\$91,933	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$91,933
Operating Expenses	\$26,624	\$4,754	\$0	\$0	\$0	\$0	\$0	\$0	\$31,378
Capital Outlay	\$1,805	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,805
Allocation of Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal	\$296,005	\$4,754	\$0	\$0	\$0	\$0	\$0	\$0	\$300,759
Indirect Cost Alloc.									\$0
Total	\$296,005	\$4,754	\$0	\$0	\$0	\$0	\$0	\$0	\$300,759
Revenue	\$18,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$18,000
Fund Bal. Applied		\$1,000							\$1,000
County Share	\$278,005	\$3,754	\$0	\$0	\$0	\$0	\$0	\$0	\$281,759

Administrator's Comments

Veterans Service Office

Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	4.0	4.0
Salaries	175,643	175,643
Fringe Benefits	91,933	91,933
Operating Expense	31,378	31,378
Capital Outlay	1,805	0
Allocation of Services	0	0
Total Expense	300,759	298,954
Revenue	18,000	18,000
Fund Balance Applied	1,000	1,000
Tax Levy	281,759	279,954
Total Revenues	300,759	298,954

The Veterans Service Office operates out of two locations: Janesville and Beloit. The purpose of the office is to provide information and assistance to veterans and surviving spouses and children in securing federal, state, and county benefits. Due to the aging veteran population, staff responds to their needs by conducting some home interviews. A description of the services provided is contained in the Veterans Service Office Charter.

John Solis, Veterans Service Officer, reports that the office continues to see an increase in veterans seeking service due to the effects of the local economy, an increased client population as a result of the current war conflicts, an increasing number of veterans seeking additional education, and increased health care inquiries stemming from the implementation of the Affordable Care Act.

In 2013, federal Veterans Administration expenditures for benefits received by Rock County veterans totaled \$57.8 million. Additionally, Veterans Administration Home Loans received by Rock County veterans totaled \$36.0 million.

In 2013, Rock County Veterans Services assisted veterans with over 2,313 requests for benefits including compensation, pension, education, healthcare, burials, reconsiderations, appeals and miscellaneous items.

In 2015, the contributions account is budgeted to stay constant at the \$4,000 level. State aid is expected to remain the same as previous years at \$13,000.

The Veterans Service Office will require additional training to be compliant with the 2015 Veterans Administration standards. Mr. Solis and his staff must acquire accreditation and take continuing education training courses to gain access to the Veterans Administration computer system. In addition, Mr. Solis has requested a tablet computer at a cost of \$1,805 to improve veteran home visits. It is anticipated that the paper veterans forms may be phased out in future years. I recommend that this request be reconsidered when paper forms are no longer available.

The Sundry Expense line item is used to provide small grants to indigent veterans on an emergency basis for living expenses (primarily rental assistance to keep veterans from becoming homeless). The costs are entirely offset by contributions.

The Veterans Relief Account is used to provide short-term financial assistance to county veterans and their dependents. Funding is typically provided for such things as assistance with groceries, gasoline and car repairs. By State Statute, the financial assistance payments made to veterans must be reviewed by the Veterans Services Commission. Three Commissioners comprise the Rock County Veterans Services Commission, which meets quarterly to review the disbursements made by Mr. Solis. The budget request for 2015 is comprised of \$4,000 for Veterans Relief and \$754 for Per Meeting Allowances and FICA for the Commissioners. The Fund Balance for this account is expected to be \$2,168 as of December 31, 2014. I recommend applying \$1,000 of this fund balance in 2015.

The tax levy recommended for the Veterans Service Office budget as a whole is \$279,954, which is an increase of \$15,946 or 6.0% from the prior year.

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Administrator's Comments

Contributions: Heritage Rock County & RSVP of Rock County

**Summary of
Department Requests and Recommendations**

Description	Department Request	Administrator's Recommendation
Positions	0	0
Salaries	0	0
Fringe Benefits	0	0
Operating Expense	74,119	73,443
Capital Outlay	0	0
Allocation of Services	0	0
Total Expense	74,119	73,443
Revenue	0	0
Fund Balance Applied	0	0
Tax Levy	74,119	73,443
Total Revenues	74,119	73,443

Heritage Rock County is a consortium of historical societies in Rock County. The consortium represents the Beloit Historical Society, Luther Valley Historical Society (Footville), Milton Historical Society, the Grove Society of Evansville, and the Rock County Historical Society (Janesville).

In the 1970's, the County Board worked with the historical societies to form Heritage Rock County. One purpose for forming this consortium was to present one combined funding request for the historical societies each year to the County Board. In 2015, Heritage Rock County is requesting \$23,322, a 3% increase from the prior year. In the past several years, the agency's allocation was kept the same but in 2014 the agency did receive a small increase. Given budget constraints, I recommend the same level of funding or \$22,546.

The Retired & Senior Volunteer Program (RSVP) places people age 55 and older into volunteer opportunities throughout the County. RSVP began staffing the volunteer desk in the main lobby of the Courthouse in 2001. The efforts of the volunteers are recognized and appreciated. In 2014, the County Board approved \$26,094. For 2015, RSVP is requesting the same amount, which is recommended.

In 2011, RSVP initiated the assisted transportation program Seniors Helping Seniors, which replaced the discontinued Senior Companion Program. This program provides "door through door" transportation, meaning not only from the home to the destination and back home, but also assisting the older person while at the destination.

RSVP Executive Director Robert Harlow requests \$24,803 in 2015 for the assisted transportation program, which is the same amount as 2014. The request appears under the program RSVP Assisted Transportation and is recommended.

The table below summarizes the various requests and my recommendations.

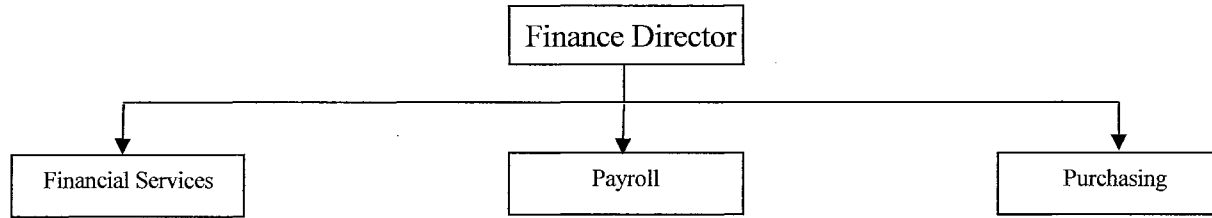
Description	Request	Recommendation
Heritage Rock County	\$23,222	\$22,546
Retired & Senior Volunteer Program (RSVP)	\$26,094	\$26,094
RSVP Assisted Transportation	\$24,803	\$24,803
Total	\$74,119	\$73,443

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G. Finance Committee

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Finance Director



Present Personnel (Full Time Equivalent)	
1.0	Finance Director
1.0	Senior Accountant/Assistant to Finance Director
1.0	Purchasing Manager
1.0	Senior Buyer
1.0	Application Support Specialist
1.0	Payroll Coordinator/Manager
1.0	Payroll Specialist
1.0	Union Accountant
2.0	Accountant Clerk III
1.0	Administrative Assistant
11.0	Total

Summary of Personnel Modifications		
	<u>Dept. Request</u>	<u>Admin. Rec.</u>
New Positions	0	0
Deletions	0	0
Reallocations		
Purchasing Manager (From PR 19 to PR 22)	1.0	0
(From PR 19 to PR 20)	1.0	1.0
Reclassifications		
Transfers	0	0

Charter: Finance Director

Objectives & Standards

1. General Operations

The Finance Director is responsible for the administrative and technical work required in the management of the fiscal affairs of the County.

Standards:

- a. Assist all County officials concerning the maintenance of financial records to conform to generally accepted accounting principles.
- b. Maintain all of the accounts of the County and all books of account as the County Board directs.
- c. Review, approve and coordinate, on behalf of the County Board, all accounting policies and procedures of the County on a continuing basis.
- d. Provide advice and counsel to all department heads to the extent necessary to ensure effective administration of approved fiscal policies, plans and programs.
- e. Provide technical analytical assistance on financial matters to the County Board, County Administrator, Department Heads and Committees.
- f. Assist the county's financial advisors in financial reporting needed for debt issuance, including continuing dialog with the county's rating agencies.

2. Budgeting

Assist the County Administrator with the preparation and monitoring of the County Budget.

Standards:

- a. Analyze the fiscal effect of resolutions, contracts and agreements.
- b. Develop and recommend long-range fiscal programs and financial systems; review and develop information systems and programs in line with County policy and future County need.
- c. Establish and maintain a continuing program of financial improvement within the County, including the review of daily clerical procedures, forms, and information flow to improve coordination and speed of County financial processes.

3. Auditing

Auditing is an independent appraisal activity for the review of operations as a service to management. It is a managerial control which functions by measuring and evaluating the effectiveness of other controls.

Standards:

- a. Coordinate activities of independent auditors, internal audits, and/or other financial review bodies.
- b. When directed by the County Administrator or by resolution of the County Board, examine the books and records of any County officer, board, commission, committee, trustees or other officers or employees entrusted with the receipt, custody, control or expenditure of money, or by whose certificate any funds appropriated by the County Board are authorized to be expended whether compensated for services by fees or by salary, and all original bills and vouchers on which monies have been paid out and all receipts of monies received by them.

Charter: Finance Director

- c. Comply with all generally accepted accounting principles and standards as promulgated by recognized accounting boards such as the Government Accounting Standards Board (GASB)

4. Investments

In conjunction with the Finance Committee and the County Treasurer, annually review the policy of investments of County funds in the best interests of the County.

Standards:

- a. Through judicious management of the County's cash reserves, generate maximum investment income.
- b. Monitor the flow and timeliness of the investment of County grant and revenue funds.

FINANCIAL SERVICES:

Objectives and Standards

1. General Operations

Supply satisfactory and timely accounting and financial services for Rock County and its departments according to generally accepted accounting principles.

Standards:

- a. Process Accounts Payable claims within guidelines set by County policies/procedures and State Statutes.

- b. Maintain the county-wide General Ledger and all subsidiary ledgers.
- c. Administer the County Accounts Receivable System.
- d. Assist departments in settlement of vendor disputes, retrieval of financial information, preparation of reports, etc.
- e. Reconcile all balance sheet accounts.
- f. Provide various schedules and reports for annual audit.
- g. Assist in preparation of annual budget.

2. Management:

Provide a continuous review of current accounting policies and procedures and assist departments in establishing accounting policies and procedures.

Standards:

- a. Further develop improvement for the expenditure analysis schedule of committee approvals.
- b. Record any changes or modifications to the budget as approved by committees or the County Board and enter the approved annual budget on the books.
- c. Provide continuous audit of individual budgeted accounts.
- d. Enhance fund accounting operations for various activities in Rock County and promote the use of Information Technology services for financial recordings.
- e. Provide centralized grant accounting services wherever feasible.
- f. Monitor enterprise accounts and non-lapsing accounts so that the funds can be used with maximum efficiency and a minimum time lag.
- g. Assist departments in all areas of Financial Services upon request.
- h. Compile information and submit miscellaneous reports for State, Federal and all other organizations as required.

Charter: Finance Director

- i. Compile a monthly expenditure report to assist the Treasurer in the County investment program.
- j. Review committee actions for any action which requires public notification.
- k. Assist in annual budget process and calculate municipal tax apportionments from the final adopted budget.
- l. Assist auditors in their annual review of the county's operations.

PAYROLL OPERATIONS:

Objectives and Standards

To coordinate and manage the county's payroll operation and its related functions in accordance with the County Personnel Ordinance, labor contracts, federal and state laws.

Standards:

- a. Input payroll data in a timely basis to insure employees are paid as scheduled.
- b. Maintain accurate records to support payments for federal and state withholding taxes, Wisconsin Retirement System, insurance benefits, union dues and other authorized payroll deductions.
- c. Coordinate updates to the integrated personnel/payroll software program from changes in labor contracts, personnel policy, federal or state law.

- d. Implementation of security controls for the personnel/payroll software to limit access to the system to those who have the authority to process changes.
- e. File timely, accurate reports as required by federal, state or local law, rules and regulations.
- f. Prepare and distribute payroll reports and reporting forms to county departments and others on an as needed basis.
- g. Assist employees with Payroll processes and concerns.

PURCHASING:

Objectives and Standards

To provide purchasing services under guidelines adopted by the County board and maintain an up-to-date moveable equipment inventory.

Standards:

- a. Oversee the county's purchasing operation, including monitoring decentralized purchasing.
- b. Review the Purchasing Ordinance and Purchasing Policies and Procedures Manual for potential modifications.
- c. Standardize county bidding and purchasing procedures and evaluate quality of items purchased.
- d. Provide training to county personnel on the computerized purchasing system.
- e. Maintain moveable equipment inventory.
- f. Maintain updated vendor lists.
- g. Maintain bid specifications and other purchasing information on the county's website.

Charter: Finance Director

- h. Oversee the disposal of County surplus through a County auction or other approved means.
- i. Oversee County-wide credit card program.



Sherry Oja, Finance Director

Department

Finance Director

Budget Analysis by Program

Programs	Finance Director	Accounting Payroll	Purchasing	Shared Office Overhead	Budget Summary
Positions	2.00	7.00	2.00	0.00	11.00
Salaries	\$166,070	\$341,140	\$114,889		622,099
Fringe Benefits	\$67,355	\$151,855	\$41,476		260,686
Operating Expenses		\$2,852	\$1,650	\$12,879	17,381
Capital Outlay					-
Allocation of Services		(\$37,743)			(37,743)
Subtotal	\$233,425	\$458,104	\$158,015	\$12,879	\$862,423
Indirect Cost Alloc.					\$0
Total	\$233,425	\$458,104	\$158,015	\$12,879	\$862,423
Revenue	\$0	\$3,070	\$0	\$0	\$3,070
Fund Bal. Applied					\$0
County Share	\$233,425	\$455,034	\$158,015	\$12,879	\$859,353

Administrator's Comments

Finance Director

Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	11.0	11.0
Salaries	622,099	622,099
Fringe Benefits	260,686	260,686
Operating Expense	17,381	17,381
Capital Outlay	0	0
Allocation of Services	(37,743)	(37,743)
Total Expense	862,423	862,423
Revenue	3,070	3,070
Fund Balance Applied	0	0
Tax Levy	859,353	859,353
Total Revenues	862,423	862,423

The Financial Services Department is managed by the Finance Director and consists of the Courthouse Accounting Office, the Purchasing Office, and Payroll. The Charter provides a good description of the types of services performed by the Department. The fiscal effects of the various service functions are set forth in the Budget Analysis by Program Chart. The Analysis indicates the amount of staff support and tax levy requested to subsidize the provision of each.

During the past few years, the Finance Department has undergone significant personnel and process changes. Staff turnover, reorganizations, and efforts to streamline activities have resulted in significant efficiencies. In 2013, 4.0 FTE of accounting staff were transferred to the Rock Haven cost center to account for their physical location and simplify Medicaid cost reporting. In addition, the Department has made a conscious effort to convert forms to an electronic format, saving staff time and allowing other departments to complete financial documents in a timely manner.

The department will be using a carryover of unused training funds from 2014 to reduce the impact on the 2015 tax levy. Additionally, the department will be purchasing five replacement computers in 2014 that are scheduled to be purchased next year.

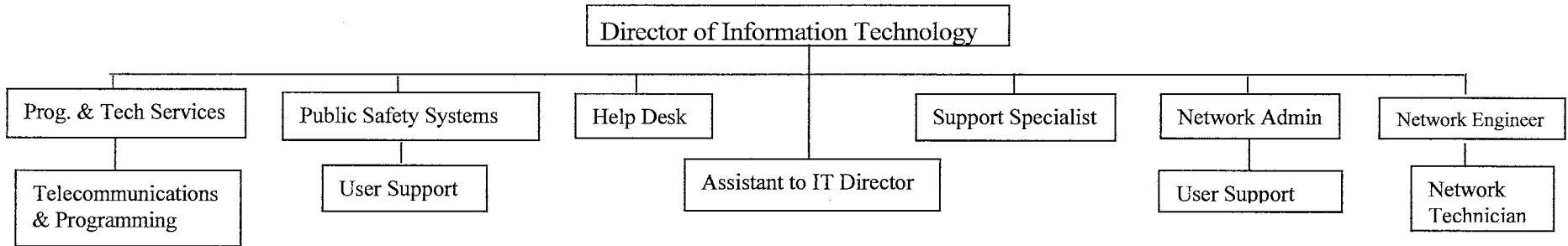
Numerous services are reflected in the Cost Allocation line item. This includes resources to cover the Human Services Department payroll (\$29,383), Health Insurance Trust Fund activities for retiree health insurance billing and reconciliation (\$6,800), and dog license accounting (\$1,560).

Finance Director Sherry Oja requested a position reallocation for the Purchasing Manager from PR 19 to PR 20. After reviewing internal and external salary data, I am recommending this reallocation.

The recommended tax levy for Financial Services is \$859,353, which is an increase of \$6,907 or 0.8% from the prior year.

#

Information Technology Department



Present Personnel (Full Time Equivalent)	
1.0	Information Technology Director
1.0	Assistant to Information Technology Director
1.0	Programming & Technical Services Manager
1.0	Computer Network Engineer
1.0	Public Safety Systems Manager
7.0	User Support Specialist
5.0	Computer Programmer/Analyst II
1.0	Network Support Administrator
2.0	Network Technician
1.0	Instructor/User Support Specialist
1.0	Information Technology Support Specialist
1.0	Telecommunications/Network Specialist
2.0	Help Desk/Operations Technician
25.0	Total

Summary of Personnel Modifications		
	Dept. Request	Admin. Rec.
New Positions	0	0
Deletions	0	0
Reallocations	0	0
Reclassifications	0	0
Re-Titles	0	0
Upgrades	0	0

Charter: Information Technology

OBJECTIVES AND STANDARDS

1. General Information Technology

It is the Information Technology department's responsibility to deliver and support responsive, top-quality, secure, and cost-effective Information Technology (IT) services to meet Rock County's needs. Our strategic mission is to align technology initiatives with the needs of Rock County operations. These initiatives include business process-related, computer-related, and telecommunications-related activities. IT manages multiple types of computers, operating systems, and application software, supporting over 1000 system users at multiple locations and multiple agencies. Additionally, we support countywide public safety systems and private businesses that need to connect to and use county information systems. IT strives to develop a close partnership with each county department or agency in order to provide clear communications and assistance when information technology issues need to be addressed.

The following procedure was established by the Finance Committee for setting IT priorities:

- A. All requests are submitted in writing on an IT request form.
- B. The request is evaluated by the Director of IT.
- C. An estimate of effort and cost is prepared by IT.
- D. Request approval/disapproval:
 - IT can approve request.
 - If extended effort is required, the County Administrator or the Finance Committee must approve the project.
 - Requests not approved by the Director of IT may be appealed to the Finance Committee.
- E. Request priorities.
 - Finance Committee, County Administrator or the Director of IT will set priorities for applications.

2. System Development/Deployment/Enhancement

To plan for, develop, deploy, and enhance new and existing computer applications for Rock County.

Standards:

- A. To maintain and enhance all on-going systems to meet rapidly changing federal, state and local requirements. Approximately 80% of systems development time is spent in this area.
- B. The following areas will be worked on in the coming year:
 1. Continue to leverage our existing systems in a manner that takes advantage of the strategic information assets associated with County systems. Modifications and maintenance activities will continue with the Real Property, Land Records and Tax Receipting systems, among others, including enhancing the web-enablement of these applications as needed.
 2. Continue eGovernment initiatives for developing Internet-enabled means to deliver county information and services to the public via the world-wide web.
 3. Continue to support and improve the County-Wide Public Safety Systems. This includes:
 - Support of countywide Law Records Management System
 - Support of the 911 Computer-Aided Dispatching System
 - Enhancements to the Mobile Data System and Digital Radio Network
 - Continue integrating these systems with state and federal databases and systems whenever appropriate.
 - Providing support for all municipalities that use the systems.

Charter: Information Technology

4. Upgrade and implement additional modules for the Payroll/Human Resource System, the Human Services System, GIS, and the Financial System.
5. Continue to upgrade and configure our file, print, and application server systems and network to acceptable levels of fault-tolerance, security, and reliability.
6. Train County users in the use of supported desktops, laptops, mobile devices, and applications.
7. Continue to upgrade our technical diagnostics and repair skill-sets in order to effectively manage the 'self-maintenance' process for equipment no longer under warranty or contracted support.
8. Provide support for all other unknown and future applications.

3. Production

To plan and implement production schedules to meet departmental needs.

Standards:

- A. The following is a partial list of applications that will be maintained throughout the year: County Telephone Systems, including cell phones and smartphone devices; PBX Switches, Voice Mail System & Call Detail Recording System; 51.42 Billing, State Client Services Information Systems; Nursing Home Systems; Accounting and Finance Systems; Payroll/Human Resources System; Public Works Department; Human Services Client Management and Billing; Property Tax Accounting; Surveyor Indexes; Cash Receipting System; eWisacwis; County-Wide Law Records Management System; Time Clocks; Jail Management; E-911 CAD; Patient Trust Accounting; Health Department Systems, Register of Deeds Grantor/Grantee Tract Index; Document Imaging;

PC Network Applications including Microsoft Office, E-mail, Calendar; Land Records GIS System, Web site, Internet, and Intranet. Support over 200 unique PC software applications.

- B. The applications under system development will be maintained when they become operational.
- C. Major Production Statistics - Anticipate printing:
 44,000 Payroll Statements/Checks, including County Board per meeting allowances
 46,000 Accounts Payable Checks
 56,000 Tax Data Mailers
 48,000 Real Estate and Personal Property Tax Bills
- D. TOTAL NUMBER OF DEVICES IN 2013:

Printers and Plotters	372
PCs, Laptops/Tablets	1038
Time Clocks	13
Scanners and Imaging Equipment	28
Servers and Data Center Printers	110
PBX Phone Switch Sites	4
- E. TOTAL NUMBER OF USERS:

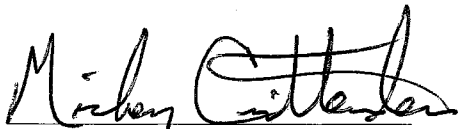
<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
1004	1017	1019	1049

4. Major Projects that will affect IT in 2015:

- A. Continue implementing new functionality to the Tax Receipting and Real Property System.
- B. Train County staff in the use of newly upgraded Microsoft Office, email, and operating system software.
- C. Expand the capacity of the County's information storage systems.
- D. Add more functionality to the County's public and internal websites.

Charter: Information Technology

- E. Deploy expanded document imaging throughout County operations.
 - F. Expand remote connectivity to the County's network for business continuity.
 - G. Consolidate, virtualize, and upgrade servers whenever appropriate.
5. Pursue 'Best Practice' Process Improvements in the Following Areas:
- Asset Management
 - Business Protection
 - User Support
 - IT Training
 - Phone System Management
 - Systems Security
 - HIPAA Security
 - Systems Management
 - Help Desk Management
 - User Training
 - Systems Development
 - Network Management
 - HIPAA Privacy



Mickey Crittenden
Director of Information Technology

Programs	Information Technology	Voice Communications	Countywide Law Records	IT Capital Projects	IT Cross Charges	Budget Summary
Positions	22.50	0.50	2.00	0.00	0.00	25.00
Salaries	\$1,589,093	\$30,105	\$117,441	\$0	\$0	\$1,736,639
Fringe Benefits	\$675,457	\$17,760	\$54,005	\$0	\$0	\$747,222
Operating Expenses	\$763,706	\$98,759	\$239,275	\$455,101	\$1,219,856	\$2,776,697
Capital Outlay	\$144,110	\$3,156	\$0	\$342,875	\$2,895	\$493,036
Allocation of Services	(\$2,168,850)	(\$149,780)	\$0	\$0	(\$1,222,751)	(\$3,541,381)
Subtotal	\$1,003,516	\$0	\$410,721	\$797,976	\$0	\$2,212,213
Indirect Cost Alloc.						\$0
Total	\$1,003,516	\$0	\$410,721	\$797,976	\$0	\$2,212,213
Revenue	\$2,750	\$0	\$0	\$0	\$0	\$2,750
Deferred Financing	\$0	\$0	\$0	\$0	\$0	\$0
Fund Bal. Applied	\$0	\$0	\$0	\$0	\$0	\$0
County Share	\$1,000,766	\$0	\$410,721	\$797,976	\$0	\$2,209,463

Administrator's Comments

Information Technology Department

Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	25.0	25.0
Salaries	1,736,639	1,736,639
Fringe Benefits	747,222	747,222
Operating Expense	2,776,697	2,748,697
Capital Outlay	493,036	418,036
Allocation of Services	(3,541,381)	(3,541,381)
Total Expense	2,212,213	2,109,213
Revenue	2,750	625,726
Deferred Financing	0	0
Fund Balance Applied	0	100,000
Tax Levy	2,209,463	1,383,487
Total Revenues	2,212,213	2,109,213

The Information Technology Department exists to expedite the work of the various operating departments. Many of the operating departments carry out work funded through state and federal sources. It is appropriate to charge back data processing costs to departments where the costs can be borne through their state and federal funding sources. Charge backs to departments include both the service costs for data processing and an amount for new equipment and software being purchased for those departments. These charge backs appear in the Cost Allocations line item in the main account and total \$3,213,120.

Information Technology Director Mickey Crittenden has proposed working on five initiatives in 2015. I have asked him to provide a description of these initiatives. His description follows:

Rock County Information Technology Strategic Initiatives For 2015

The 2015 IT budget reflects the mission of continuing to support current business processes throughout all of Rock County's governmental operations, with a specific focus on helping all County departments to operate as cost-effectively as possible while meeting their departmental goals. Additionally, specific technology projects are planned to significantly improve County operations, including the following budget-affecting strategic projects, in priority sequence:

<u>Project</u>	<u>2015 Budget Effect</u>
<i>Further Roll-out of Microsoft Software</i>	\$455,101

- *Continued updates to operating systems and desktop software*
- *Facilitate additional training in the latest software versions*
- *Further use of collaboration and workflow technologies*
- *Maximize License rights via Enterprise Agreement with Microsoft*
- *Capital Improvement Plan project*

This project will focus on keeping all of the County's desktop (and laptop) systems up-to-date on the most current, stable, and appropriate Microsoft operating system and Microsoft Office software, to the benefit of all County departments and employees. The project marks the 2nd year of a 3-year Enterprise Agreement that allows the County to deploy any desired version of Microsoft desktop software. The County will benefit through the further introduction of Microsoft's SharePoint collaboration and workflow software that will foster increased streamlining of business processes throughout the County operations. Additionally, the implementation of Microsoft Lync communications software will result in a rich, interactive environment that unifies enterprise voice, presence, instant messaging, and multimedia conferencing, with specific integration with Office, Exchange, and SharePoint.

- Network Servers Replacements** **\$75,000**
- Addresses aging servers that have increasing maintenance cost or no available support
 - Provides a necessary server for a major upgrade to the HR/Payroll system
 - Boosts performance and throughput of existing and future applications
 - Lowers power and cooling requirements
 - Increases Server Virtualization capabilities
 - Capital Improvement Plan project

The IT department currently manages 65 servers, and a varying number of replacements are planned each year. The server replacement plan for 2015 includes three general purpose Windows servers that will be out-of-support due to age or do not meet current demand. These servers are application and database servers used by multiple County operations. In addition to addressing performance and application requirements issues, the new servers will result in lower power and cooling costs.

Two new servers will be configured to provide hosting for multiple virtual servers, thus continuing the County's strategy of consolidating data center assets for the sake of streamlining operations. The two new physical virtual host servers will each be able to host several virtual servers that would otherwise require separate hardware systems. Additionally, one new server will be used for hosting a scheduled upgrade of the County's HR/Payroll system, allowing the migration of that application's database from an expensive HP/Unix platform to a more capable and modern Windows platform.

- Additional Data Center Information**
- Storage Capacity** **\$115,000**
- Accommodates the increase in disk storage requirements throughout County operations
 - Builds upon the County's current Storage Area Network
 - Provides for increased data protection and replication of critical information
 - Capital Improvement Plan project

This capital project addresses the rapidly increasing disk storage requirements for virtually all County operations. Examples of applications that drive the need for additional storage capacity include the widespread use of document imaging, the management of audio, video, and photo files, and the growth of databases.

The project entails building upon the County's current Storage Area Network (SAN) by installing disk drives and their associated enclosures and controllers as well as taking advantage of SAN enhancements for data protection and replication of critical information.

- Increasing the Capacity of the County's**
- Disk-to-Disk Backup System** **\$77,875**
- Addresses the trend of increasing backup requirements
 - Fits into the County's current Backup System

- Provides for increased disaster recovery and business continuity abilities
- Capital Improvement Plan project

With the increase of the County's disk storage requirements comes an increase in the requirements for information backup capacity. This capital project adds a backup controller and associated disk drives to the County's current disk-to-disk backup system. The resultant increased backup system capacity will enable greater workloads with multiple and concurrent backup and archive operations.

New Supplemental Data Center

Air Conditioning **\$75,000**

- Replaces the current, aged, and unreliable supplemental system
- Covers the A/C needs in the Data Center while the primary system is off-line
- Significantly less power usage compared to current back-up system
- Capital Improvement Program project

This project will replace the current supplemental air conditioning system in the County's main data center. The current supplemental system used to be the primary air conditioner, is 28 years old, very costly to operate from an energy perspective, and has proven to be unreliable. This unreliability factor caused an unscheduled powering-down of all systems in the data center in early 2014 in order to prevent damage to critical equipment due to over-heating. With a new supplemental air conditioning system the old system can finally be decommissioned and removed from the data center.

I recommend four of the five initiatives proposed by Mr. Crittenden in 2015 and have set aside \$622,976 in sales tax revenue to fund these projects. I do not recommend the new air conditioning backup unit for the IT server room. The Department replaced the main air conditioning unit in 2014 and can continue to use the older unit as the backup. However, this will be

monitored in the coming year to determine if a new supplemental unit is necessary.

Although not a capital project, an ongoing IT project is the replacement of the County phone system and handsets from analog based to a Voice Over IP system. Mr. Crittenden explains the progress on this project:

Rock County Voice Over IP Implementation

Voice Over IP is a methodology and set of technologies designed for the delivery of voice communications and multimedia sessions over Internet Protocol (IP). Instead of being transmitted over a phone-only circuit-switched network, an IP-based system uses a packet-switched system where voice traffic is packetized and transported over the same Ethernet backbone as computer data traffic. From an infrastructure point of view, voice over IP offers significantly lower costs than traditional dedicated copper-wire telephone systems.

Rock County has been incrementally transitioning to Voice Over IP during the past few years. The initial step involved replacing the County's legacy voice mail system to an IP-based voice mail system. Secondly, the County replaced its dedicated network of legacy PBX switches to a network of IP-based PBX switches that allow the County's voice and data communications to be run over a single network. This has allowed for the disconnection of expensive telecommunications circuits that were dedicated only to phone traffic. The County's IP-based phone system enables a unified communications environment that facilitates the provision of voice, video, and other streaming media applications such as desktop sharing and web conferencing.

Concurrent to the migration of the County's IP-based voice core infrastructure has been the introduction of IP phone sets that are designed to take advantage of the newer technology. As new facilities and offices have been established (such as the new Rock

Haven nursing home, the remodeled Sheriff's Office, and the Human Services Franklin Street and ADRC start-ups), new IP phones have been implemented. Likewise, as County departments have confronted circumstances that require an additional phone or a replacement of a failed phone, IP phones have been purchased and installed. The handset replacement costs are budgeted in each department's office supplies budget.

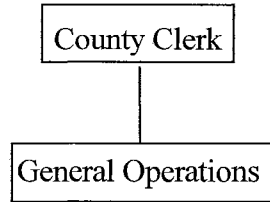
This strategy has allowed the County to continue to use old phones that are still operable while introducing IP phones whenever possible. At some point in the next few years, updates to the IP-based PBX operating system will require that all of the remaining old phones will need to be replaced with IP phones.

Given the pressure on the tax levy, I have made several reductions in miscellaneous line items.

The recommended tax levy for Information Technology is \$1,383,487, which is an increase of \$32,561 or 2.4% from the prior year.

#

County Clerk



Present Personnel (Full Time Equivalent)	
1.0	County Clerk
1.0	Deputy County Clerk
<u>1.0</u>	County Clerk Specialist
3.0	Total

Summary of Personnel Modifications		
	<u>Dept. Request</u>	<u>Admin. Rec.</u>
New Position	0	0
Deletions	0	0
Reallocations	0	0
Reclassifications County Clerk Specialist to Deputy County Clerk (PR 3)	1.0	0
Re-Titles	0	0
Upgrades	0	0

Charter: County Clerk

Objectives and Standards

1. General Guidelines

The County Clerk shall be elected by the electors of Rock County, for a term of 4 years. The regular term of office of the county clerk, shall commence on the first Monday of January next succeeding his or her election and shall continue 4 years and until his or her successor qualifies. The County Clerk shall appoint in writing one or more deputies and file the appointment in the clerk's office. The deputy or deputies shall aid in the performance of the duties of the clerk under the clerk's direction, and in case of the absence or disability of the clerk or of a vacancy in the clerk's office, unless another is appointed therefore, shall perform all of the duties of the clerk during the absence or until the vacancy is filled. The County Clerk shall fulfill the duties as outlined in Wisconsin State Statute 59.23 and, more specifically, as outlined below.

2. Clerk to County Board

(a) Board proceedings. Act as clerk of the board at all of the board's regular, special, limited term, and standing committee meetings; under the direction of the county board chairperson or committee chairperson, create the agenda for board meetings; keep and record true minutes of all the proceedings of the board in a format chosen by the clerk, including all committee meetings, either personally or through the clerk's appointee; file in the clerk's office copies of agendas and minutes of board meetings and committee meetings; make regular entries of the board's resolutions and decisions upon all questions; record the vote of each supervisor on any question submitted to the board, if required by any member present; publish ordinances as provided in s. 59.14 (1); and perform all duties prescribed by law or required by the board in connection with its meetings and transactions.

(b) Recording of proceedings. Record at length every resolution adopted, order passed and ordinance enacted by the board.

(c) Orders for payment. Sign all orders for the payment of money directed by the board to be issued, and keep a true and correct account of such orders, and of the name of the person to whom each order is issued; but he or she shall not sign or issue any county order except upon a recorded vote or resolution of the board authorizing the same; and shall not sign or issue any such order for the payment of the services of any clerk of court, district attorney or sheriff until the person claiming the order files an affidavit stating that he or she has paid into the county treasury all moneys due the county and personally collected or received in an official capacity; and shall not sign or issue any order for the payment of money for any

purpose in excess of the funds appropriated for such purpose unless first authorized by a resolution adopted by the county board under s. 65.90 (5).

(cm) Apportionment of taxes. Apportion taxes and carry out other responsibilities as specified in s. 70.63 (1).

(d) Accounts. File and preserve in the clerk's office all accounts acted upon by the board, and endorse its action thereon, designating specifically upon every account the amount allowed, if any, and the particular items or charges for which allowed, and such as were disallowed, if any.

(de) Property. To the extent authorized by the board, exercise the authority under s. 59.52 (6).

(dg) Dogs. Perform the responsibilities relating to dog licensing, which are assigned to the clerk under ch. 174, and the dog fund specified in ch. 174.

(di) Marriage licenses, domestic partnerships. Administer the program for issuing marriage licenses as provided in ch. 765 and the program for forming and terminating domestic partnerships as provided in ch. 770.

(e) Reports of receipts and disbursements. Record the reports of the treasurer of the receipts and disbursements of the county.

(f) Recording receipts and disbursements. Keep a true and accurate account of all money which comes into the clerk's hands by virtue of the clerk's office, specifying the date of every receipt or payment, the person from or to whom the receipt or payment was received or paid, and the purpose of each particular receipt or disbursement, and keep the book at all times open to the inspection of the county board or any member of the board.

(g) Payments to treasurer. Keep in the manner prescribed in par. (f) a separate account of all moneys paid the treasurer by the clerk.

(h) Books of account. Keep all of the accounts of the county and all books of account in a manner that the board directs. Books of account shall be maintained on a calendar year basis, which shall be the fiscal year in every county.

(i) Chief election officer, election duties. As the chief election officer of the county, perform all duties that are imposed on the clerk in relation to the preparation and distribution of ballots and the canvass and return of votes at general, judicial, and special elections.

(L) Duplicate receipts. Make out and deliver to the treasurer duplicate receipts of all money received by the clerk as clerk, and countersign and file in the clerk's office the duplicate receipts delivered to the clerk by the treasurer of money received by the treasurer.

(m) Certified copies; oaths and bonds; signatures.

Charter: County Clerk

1. Make and deliver to any person, for a fee that is set by the board under s. 19.35 (3), a certified copy or transcript of any book, record, account, file or paper in his or her office or any certificate which by law is declared to be evidence.

2. Except as otherwise provided, receive and file the official oaths and bonds of all county officers and upon request shall certify under the clerk's signature and seal the official capacity and authority of any county officer so filing and charge the statutory fee. Upon the commencement of each term every clerk shall file the clerk's signature and the impression of the clerk's official seal in the office of the secretary of state.

(n) Taxes. Perform all duties that are imposed on the clerk in relation to the assessment and collection of taxes.

(nm) Timber harvest notices. Provide notice to a town chairperson regarding the harvesting of raw forest products, as described in s. 26.03 (1m) (a) 2.

(o) Report, receipts and disbursements to board. Make a full report to the board, at the annual meeting or at any other regular meeting of the board when so stipulated by the board, in writing, verified by the clerk's oath, of all money received and disbursed by the clerk, and separately of all fees received by the clerk; and settle with the board the clerk's official accounts and produce to the board all books, accounts and vouchers relating to the same.

(p) Proceedings to historical society. Forward to the historical society, postpaid, within 30 days after their publication a copy of the proceedings of the board, and of all printed reports made under authority of such board or by the authority of other county officers.

(r) County tax for road and bridge fund. Notify the proper town officers of the levy and rate of any tax for the county road and bridge fund.

(s) List of local officials. Annually, on the first Tuesday of June, transmit to the secretary of state a list showing the name, phone number, electronic mail address, and post-office address of local officials, including the chairperson, mayor, president, clerk, treasurer, council and board members, and assessor of each municipality, and of the elective or appointive officials of any other local governmental unit, as defined in s. 66.0135 (1) (c), that is located wholly or partly within the county. Such lists shall be placed on file for the information of the public. The clerk, secretary, or other administrative officer of a local governmental unit, as defined in s. 66.0137 (1) (ae), shall provide the county clerk the information he or she needs to complete the requirements of this paragraph.

(t) General. Perform all other duties required of the clerk by law.

3. Elections Operations (Wisconsin Statutes ch. 5-12)

Record and maintain accurate records for each election: have election notices published in the county designated newspaper; develop ballot file, have printed, and distribute ballots timely; program packs/flashcards/equipment for each election; tally results on election night; hold a Board of Canvass Meeting on the Thursday following the election; certify results to the Government Accountability Board – elections division; perform recounts when necessary; and perform state mandated audits.

Standards:

- a. Ensure accuracy in all elections.
- b. Publish election notices in a timely manner in accordance with Chapter 10 and 11 of the Statutes. E-mail legal notices to the designated county newspaper according to county policy.
- c. Verify and audit all nomination papers filed by county candidates. Place on the ballot all candidates who have properly filed nomination papers by the appropriate filing date. Certify candidates to municipal clerks in spring elections.
- d. Program election files using ES&S Unity Software. Proof all ballot styles and send to the printer by deadline set by GAB. Official ballots are shipped directly to municipal clerks and the County Clerk distributes additional election supplies at least 22 days prior to Election Day.
- e. Each election, the prom packs used in the optical scan equipment and flashcards for the handicapped voting machines are programmed by the County Clerk to reflect the current election and to read the current ballots. Test Packs are developed from sample ballots. Packs, flashcards, and equipment are tested prior to distribution to municipal clerks.
- f. Election results are received from each municipal clerk on election night either by modem or by telephone. Election Returns/results are entered into the Election Reporting Program and are reported out as 'unofficial results' as they are received to the news media and posted to the county website throughout the night.
- g. A Board of Canvass meeting is held following the election to review and certify results to GAB. The Board of Canvass may have to reconvene 7 days after the General Election to count military absentee ballots in fall general elections as required by law.
- h. The State Elections Board may require election Audits if the final total in any municipality differs by 2%. Random audits by GAB

Charter: County Clerk

- will take place beginning November 2008 and continue indefinitely.
- i. Election Security Procedures are now in place for equipment and an Emergency Contingency Plan has been established for each Election Night.
 - j. Paper documentation is prepared with the Clerk's seal certifying the final results of the election following the Board of Canvass. The Clerk e-mails a canvass report to the state, mails an original certified report to the Government Accountability Board and files in the County Clerk's permanent files.
 - k. Maintain accurate election records for each election and files for each candidate for a period of six years following the termination of the Campaign Finance Report. Audit the required Campaign Finance Statements and refer any violations to the District Attorney.
 - l. Refers sign violations to the local municipality, Rock County Dept. of Public Works or DOT.
 - m. Maintain election standards as established by state statute and keep apprised of any changes in election law.
 - n. SVRS - Municipalities with less than 2,500 registered voters may contract with the county to maintain their state voter registration system and are charged a maintenance fee as set by the Finance Committee subject to periodic review. The Clerk's staff performs the changes/additions/updates to the Statewide Voter Registration System after each election. The Clerk's office runs absentee voter lists or voter registration lists for each municipality that the County contracts with prior to each election and performs election management for those municipalities as required under the state system in accordance with HAVA Requirements.
 - o. Assist in the mandated (HAVA Requirements) training of Chief Inspectors for Rock County.
 - p. Meet all the HAVA requirements or law changes as mandated/required by Federal Law & the Government Accountability Board in 2008.
 - q. Provide local election education and help with accessibility to the elections division of the Government Accountability Board to those seeking election and elected officials as requested.

4.

Licensing Procedures

Issue marriage, DNR licenses and dog licenses in accordance with State Statutes Chapters 765, 29, and 174 and remit proper fees to the County Treasurer for remittance to the State of Wisconsin.

Standards:

- a. MARRIAGE: Ensure all documents presented for a marriage license as identification are proper and/or certified and verify necessary legal documents are properly certified and signed – per DHS requirements. Collect the correct marriage license fee, including any waiver fee and prepare the license from documents presented by the applicants. Inform couple of release date and instruct steps necessary to validate.
- b. DNR: Issue hunting and fishing licenses with proper identification and collect the current fee. Invoice all licenses sold and reconcile cash drawer to all fees collected daily. Make daily deposits to the County Treasurer for marriage licenses, DNR licenses and all other revenues collected. The County Treasurer remits marriage license fees/dog license fees to the State of Wisconsin. Fees are collected by the state via ACH debit transfer weekly. Rock County is selling hunting and fishing licenses on a revised DNR ALIS system with audits done periodically by the DNR.
- c. DOGS: Issue dog tags, kennel licenses and supplies to municipal clerks for distribution. Maintain lists of dog tags issued for each municipality and keep a record of the fees collected. Complete the State Report for dog licenses sold by March 15 of each year and reconcile fees collected with the County Treasurer so proper fees are remitted to the State.
- d. WORK PERMITS: Using proper documentation, issue work permits to minors, collect fees and distribute appropriate copies to DWD and appropriate school districts. (as per ss. 103.65 and DWD permit officer's handbook)
- e. DMV: The County Clerk is an agent to provide limited motor vehicle services such as registration renewals and titles. A convenience fee is charged over and above the regular fee charged by the Department of Motor Vehicles.
- f. PASSPORTS:
The County Clerk's Office will process passport applications adhering to the standards set forth by the National Passport Agency/ U.S. Dept. of State. Passports are processed daily and sent to the Passport Agency along with the required fee. The county fee collected is deposited daily with the County Treasurer

Charter: County Clerk

from the daily cash drawer reconciliation. Passport photos are offered to customers as a convenience and charged appropriately as a part of completing their application process.

5. **Check Distribution Standards:**

- a. Run a tape of the general checks processed and certify to the amount of the general checks, giving a certification signed by the County Clerk to the County Treasurer for his/her signature. The Financial Accounting Department processes and runs the checks.

6. **Management Operations**

Provide a continuous review of current policies and procedures in the County Clerk's Office.

Standards:

- a. Record any changes or modifications to the budget as approved by the Finance Committee or County Board.
- b. Review committee actions for any action that requires a public notice.
- c. Review Federal, State, Wisconsin Retirement and Social Security manuals for any changes in policy or procedure. Review State Statutes or current legislation for changes in the law regarding marriage licenses, hunting and fishing licenses, dog licenses, election laws or any law affecting procedures performed by the County Clerk's office.
- d. Establish policy and procedures for staff and operations.
- e. Hold periodically meetings with staff to inform them of changes in office policy or federal and state laws. Perform annual performance reviews in coordination with HR on all staff and provide copies of all personnel documentation to HR for official file.
- f. Assist auditors in their annual review of the County Clerk's office.
- g. Administer oaths to all individuals, including staff, who will perform the duties of Deputy Clerk for the issuance of game licenses, marriage licenses, passports, working on election night and perform the county canvass.
- h. Maintain all necessary records as established by law or Wisconsin Statutes.
- i. Compile information and submit timely all necessary reports to government agencies.
- j. Attend meetings as directed by the Board, Human Resources and Administrator.

- k. Seek professional development opportunities to continually enhance and improve the position of County Clerk and its office.

7. **Public Relations**

The people of Rock County will be faithfully served by performing the functions of the County Clerk's office with integrity and professionalism.

Standards:

- a. **Complaints:** Complaints about the operations of the County Clerk's Office are courteously received, investigated and resolved as quickly as possible.
- b. **Public Education:** The public is informed of activities and services provided by the County Clerk's Office via printed publications, public presentations, tours of the Courthouse, appearances on local radio, or news/ Public Notice releases to local newspapers. Citizen input regarding the County Clerk's office is encouraged and welcomed.
- c. **Stewardship:** All funds appropriated to the department of the County Clerk for the purpose of operating shall be cautiously monitored and respectfully evaluated for efficiency, accuracy and necessity. All customers served at the office of the County Clerk shall be served courteously and efficiently.



Lorena R. Stottler, County Clerk

Department County Clerk

Budget Analysis by Program

Programs	Admin/ Clerk to Co. Board	Licenses & Passports	Elections				Budget Summary
Positions	1.00	1.00	1.00	0.00	0.00	0.00	3.00
Salaries	\$37,803	\$43,260	\$72,069	\$0	\$0	\$0	\$153,132
Fringe Benefits	\$25,521	\$28,590	\$47,979	\$0	\$0	\$0	\$102,090
Operating Expenses	\$5,775	\$8,925	\$54,310	\$0	\$0	\$0	\$69,010
Capital Outlay	\$1,175	\$0	\$1,000	\$0	\$0	\$0	\$2,175
Allocation of Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal	\$70,274	\$80,775	\$175,358	\$0	\$0	\$0	\$326,407
Indirect Cost Alloc.							\$0
Total	\$70,274	\$80,775	\$175,358	\$0	\$0	\$0	\$326,407
Revenue	\$0	\$112,235	\$19,000	\$0	\$0	\$0	\$131,235
Fund Bal. Applied							\$0
County Share	\$70,274	(\$31,460)	\$156,358	\$0	\$0	\$0	\$195,172

Administrator's Comments

County Clerk

**Summary of
Department Requests and Recommendations**

Description	Department Request	Administrator's Recommendation
Positions	3.0	3.0
Salaries	153,132	150,856
Fringe Benefits	102,090	101,221
Operating Expense	69,010	66,010
Capital Outlay	2,175	2,175
Allocation of Services	0	0
Total Expense	326,407	320,262
Revenue	131,235	136,855
Fund Balance Applied	0	0
Tax Levy	195,172	183,407
Total Revenues	326,407	320,262

The Charter for the County Clerk contains a good general summary of the functions of the office. The budget for the County Clerk is contained in the County Clerk and Elections accounts.

The County Clerk account contains revenues and expenditures for general office operations. One of the revenues is from the issuance of marriage licenses. The current marriage license fee is \$95. The fee was increased by \$5 in 2012. The County Clerk's budget keeps \$50, the State retains \$25 and \$20 goes to Family Mediation Services. In 2015, marriage license revenue is anticipated to be \$38,750, the same level as 2014.

Another revenue source is passport application fees. County Clerk Lori Stottler has conservatively estimated 2015 passport revenue at \$56,250. In 2013, \$63,750 in revenue was realized, and it is possible revenue will approach this amount again in 2014. I am recommending \$60,000 for passport fee revenue in 2015.

In 2008, Ms. Stottler began providing the service of taking passport photos, which has increased revenues to support office operations. Ms. Stottler is recommending increasing the fee by two dollars for a total charge of \$12. Although the increase may cause some residents to go to other providers for this service, I anticipate the change will increase revenue to the office.

Ms. Stottler has requested \$600 be carried over in the Training line item and \$1,000 be used to replace an office computer. I recommend these actions.

Ms. Stottler has requested a reclassification of the County Clerk Specialist position to a Deputy County Clerk. This would result in two Deputy County Clerk positions. I do not recommend this request.

The recommended tax levy in the County Clerk account is \$150,062, which is an increase of \$8,038 or 5.7%.

The 2015 departmental levy request for Elections is \$36,310, which is \$45,547 less than the levy in the 2014 Budget. The Elections account fluctuates widely from year to year due to the election cycle. Next year will be one of the less

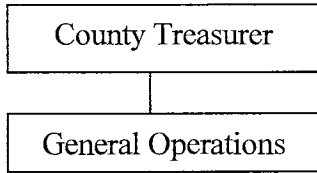
busy years in the four-year election cycle. Given the number of elections, fewer ballots will be necessary. In addition, I recommend that \$5,000 of unspent funds from 2014 in this line item be carried over to further reduce 2015 expense to a total of \$17,000.

In 2014, \$6,600 was budgeted to purchase a new voting machine used to test ballots and election programming. \$5,200 was also budgeted in 2014 to ensure County staff is trained to operate this machine prior to countywide implementation. If these actions do not occur in 2014, I recommend these funds be carried over to 2015.

Due to fewer elections in 2015, the Elections account tax levy recommendation is \$33,310, a decrease of \$48,547 from the prior year.

#

County Treasurer



Present Personnel (Full Time Equivalent)	
1.0	County Treasurer
1.0	Deputy County Treasurer
1.0	Accountant
2.0	Account Clerk II
5.0	Total

Summary of Personnel Modifications		
	<u>Dept. Request</u>	<u>Admin. Rec.</u>
New Positions	0	0
Deletions	0	0
Reallocations	0	0
Reclassifications	0	0
Re-Titles	0	0
Transfers	0	0
Upgrades	0	0

Charter: Treasurer

1. Office of Treasurer

The County Treasurer shall perform duties according to Wisconsin State Statutes.

Standards:

- a. Reconcile and settle three times annually with municipal treasurers for all collections received for current year tax roll, five times annually for the City of Beloit.
- b. Reconcile and settle twice annually with State Treasurer for State's share of current year tax roll.
- c. Reconcile and settle annually with all non municipal taxing jurisdictions in Rock County including school districts, sanitary districts and technical colleges.
- d. Administer the Lottery and Gaming Tax Credit and certification. Reconcile and settle lottery credit annually with all taxing jurisdictions.
- e. Report and pay timely to the State Department of Revenue all fines and forfeitures, marriage license fees, dog license fees, probate fees, birth certificate fees, title transfer fees, sales tax and all occupational taxes.
- f. Issue a tax certificate annually on all real estate parcels which remain unpaid when current tax year becomes delinquent which starts the two-year redemption period.
- g. Serve as treasurer for all County drainage districts.
- h. Administer and collect Land Use Value Conversion Charges.

- i. Advertise and disburse unclaimed funds.
- j. Administer the oath of office to the person(s) who will perform the duties of Deputy County Treasurer.
- k. Cancel all tax certificates that become void by virtue of the statute of limitations (after 11 years) and certify cancellation to municipal treasurer if required.

2. Tax Collection and In Rem Foreclosure Action

Standards:

- a. Collect and process real estate taxes, special charges, special assessments, managed forest land taxes, DNR payments, delinquent real estate taxes, delinquent special charges and delinquent special assessments, plus interest and penalty.
- b. Compile special charges and assessment taxes paid and reimburse the 29 municipal taxing districts on a monthly basis.
- c. Collect the first installment taxes for 20 of the 29 municipalities and reconcile the proceeds for distribution to those municipalities.
- d. Approve and mail final installment tax notice for roughly 25,000 parcels yearly.
- e. Communicate with delinquent property taxpayers through conventional collection procedures and offer payment plans to assist delinquent taxpayers.

Charter: Treasurer

- f. Prepare, file and maintain all real estate tax claims according to the Bankruptcy Court for property owners who file bankruptcy.
- g. Execute the legal title searches for In Rem foreclosure applications and prepare all necessary papers for Court action giving fee simple title to the County.
- h. View foreclosed property with Finance Committee to set sale prices.
- i. Proceed with In Rem Foreclosure and subsequent sale of acquired property to insure a sufficient tax base for the County.
- j. Maintain a current name and address file for County parcels to ensure tax bills and information are forwarded to the proper person or place.

3. Management Operations

Standards:

- a. Collect, receipt and deposit all money from individuals and County departments on a daily basis.
- b. Confirm on a daily basis with the Accounting Office the disbursement balance and receipts recorded for the previous day's collections.
- c. Initiate all wire transfers, ACH Debits and ACH Credits for Debt interest and penalty payments, State and Federal payments, Deferred Compensation and Employee Benefits

Program plus maintain all State Pool transfers between accounts and the working bank.

- d. Monitor the on-line bank program for accurate accounting of all monies in the working bank, including transmitting check files electronically to protect against fraud.
- e. Distribute payroll checks to all County departments.
- f. Properly administer and reconcile the Master account and three zero balance accounts for Payroll, General, and Health Benefit checks in the working bank.
- g. Reconcile and monitor three Planning and Development checking accounts, four Council on Aging Nutrition accounts, the Rock County Drainage District checking account, an ACH payment account, the Clerk's DMV and Passports accounts and various grant checking accounts.
- h. Upload and process Credit Card and e-check payments for property taxes according to reports from GovTech Services, Inc. and the working bank.
- i. Maintain an accurate accounting of all money received and deposit by ACH to municipalities' accounts during the first installment collection of taxes.
- j. Initiate all stop payment notices to working bank for lost or stolen checks, forgery, fraud or voided checks from all departments.
- k. Record and monitor all amounts from dishonored checks plus required fee.

Charter: Treasurer

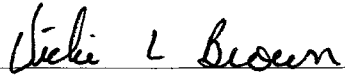
- l. Request a replacement check for all stop payment checks after the County, per County policy, has received one bank statement.
 - m. Arrange list of checks that have remained unpaid for two years for presentation to the County Clerk for preparation of a resolution for the County Board.
 - n. Compose resolution for annual County Board meeting of all illegal tax cancellations.
 - o. Maintain records and research information on County brownfield properties.
 - p. Assist auditors in annual review of Treasurer's operations and investments.
 - q. Prepare and record payment agreements as related to delinquent property taxes.
 - r. Coordinate with Purchasing Department and Finance Director the RFP for the financial management program of Rock County.
 - s. Distribute tax bill CD's to mortgage and title companies, banks, realtors, and municipalities.
 - t. Maintain a record retention/destruction schedule according to state laws.
 - u. Attest on new plat maps and Certified Survey Maps when required that there are no unpaid taxes on the property prior to recording.
 - v. Upon request, attribute to each new parcel its value for parcels that are divided or split during the calendar year.
 - w. Process and pay County and State's share of unpaid personal property taxes from prior year to local municipalities. Bill the State its share of total amount of chargebacks.
 - x. Inform and instruct all municipal treasurers of any changes in procedures or law concerning their office duties as related to the County Treasurer's office.
4. Investment Policy
- Standards:
- a. Monitor County's cash balances on a daily basis to ensure funds are available to meet twice weekly cash disbursements and bi-weekly payroll.
 - b. Monitor investment cash balances daily to obtain the maximum amount of interest income for the County each year.
 - c. Work with the Finance Director, Finance Committee and Investment Advisors to execute an investment policy in the best interest of the County.
 - d. Per investment policy, invest in Certificates of Deposit and insured money market accounts throughout the County and State.
 - e. Review all Cash Management investments to ensure County is sufficiently funded to buy out all taxing jurisdictions tax roll each August.

Charter: Treasurer

5. Public Relations Standard

Standards:

- a. To inform citizens of Rock County, through appearances at community and service club meetings, through releases to the local media, and during tours of the Courthouse, of the services and information available through the County Treasurer's Office.
- b. Inform taxpayers of the Lottery & Gaming and Homestead Credits, and Property Tax Deferral programs, and any other property tax assistance programs.



Vicki L. Brown, Treasurer

Administrator's Comments

County Treasurer

Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	5.0	5.0
Salaries	229,282	229,282
Fringe Benefits	113,163	113,163
Operating Expense	49,969	49,969
Capital Outlay	1,400	0
Allocation of Services	2,000	2,000
Total Expense	395,794	394,394
Revenue	2,122,135	2,122,135
Fund Balance Applied	0	0
Tax Levy	(1,726,341)	(1,727,741)
Total Revenues	395,794	394,394

The Charter for the County Treasurer contains a good general summary of the functions of the office. There are two major sources of revenue in the County Treasurer's account. These sources are Interest on Investments and Interest and Penalties on Delinquent Taxes.

Interest on Investments is earned from cash invested through three primary repositories. These repositories are the Local Government Investment Pool (LGIP), Cutwater, and First National Bank, which is the County's working bank. In addition, the County has cash invested in CDs in a number of area banks. The amount of investment earnings is related to the amount available for investment and interest rates. Interest rates are currently at near historic lows and are expected to remain low for some time. For example, the current LGIP interest rate is approximately 0.4%. This has had the effect of severely decreasing Interest on Investments revenue. As recently as 2007, the County realized \$3.5 million in Interest on Investments. The Treasurer projects \$405,400 in interest revenue for 2015, an increase of \$126,600 from the prior year. This funding is used to offset the cost of other County operations.

Interest and Penalties on Delinquent Taxes is the other major source of revenue. Since its peak in 2010, delinquent taxes have been steadily declining. Income from this source is projected to be \$1,683,825 in 2014 and \$1,580,552 in 2015.

The Treasurer's Office generates revenue in the line item Fees by collecting taxes for the municipalities. A total of 20 towns, cities and villages have chosen to have the Treasurer perform property tax collections for them. Each municipality will be charged a \$100 flat amount, plus 55 cents per parcel collected in 2015.

Another source of revenue is the penalty assessed when agricultural land is converted to non-agricultural use. The County Treasurer is responsible for administering and collecting this penalty. The penalty is split between the County and the municipality. In 2015, it is projected Rock County will receive \$13,000 from this source.

In 2015, the Information Technology Department recommends the replacement of a personal computer and printer (both level 1) in the amount of \$1,400. Because this is an eligible expense, I recommend that these items be purchased with Land Records account funds.

County Treasurer Vicki Brown has presented a frugal budget for her office. The recommended operating budget totals \$387,162.

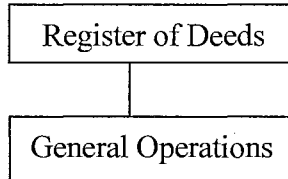
Two other accounts under the Treasurer's budget are Personal Property Tax Redemption and Tax Deed Expense. Personal Property Tax Redemption contains \$6,632 for 2015. This is the amount the County must reimburse the towns, cities and villages for the County's share of personal property taxes the taxing units have been unable to collect. This expense has decreased due to a change in State law. This new standard only allows a municipality to pass on the expense if the business has declared bankruptcy or has gone out of business.

Tax Deed Expense contains the revenue and expenditures from the sale of tax delinquent real property. This account is projected to realize net revenue of \$50,000 in 2015.

Combining the Treasurer's main account, the Personal Property Tax Redemption account and the Tax Deed Expense account results in \$1,727,741 of revenue in excess of expenditures. This is \$17,386 less than the amount included in the 2014 Budget and, therefore, will not be available to fund County operations.

#

Register of Deeds



Present Personnel (Full Time Equivalent)	
1.0	Register of Deeds
1.0	Deputy Register of Deeds
4.8	Register of Deeds Clerk
6.8	Total

Summary of Personnel Modifications		
	<u>Dept. Request</u>	<u>Admin. Rec.</u>
New Positions	0	0
Deletions	0	0
Reallocations	0	0
Reclassifications	0	0
Re-Titles	0	0
Upgrades	0	0

Charter: Register of Deeds

Objectives and Standards

1. Real Estate & Documents Operations

To record, process promptly, and collect fees for all real estate and other documents in accordance with State Statutes (i.e. Federal Tax Liens, Corporations, Lis Pendens, Medical Assistance Liens, Mortgages, Deeds, Plats, CSM's, etc.).

Standards:

- a. To comply with Wisconsin State Statute 59.43 and any other pertinent chapters affecting the duties of the Register of Deeds.
- b. Record (and file as appropriate) all documents authorized by law to be recorded in the office of the register of deeds by endorsing upon each document the instrument number, the day, hour and minute of reception. Instruments shall be recorded in the order in which they are received.
- c. To collect all required fees and forms for instruments. To distribute funds to established accounts and submit daily deposits with the County Treasurer and distribute funds to the State on a monthly basis.
- d. To balance daily recordings, copies, filings, and miscellaneous items with cash collected and perform daily bookkeeping.
- e. To check all Transfer Forms to insure accuracy as to computation of fee or statement of exemption, financing terms, exclusions, signatures, etc.
- f. To promptly return all real estate papers to customers as soon as all recording requirements have been completed.
- g. To give prompt, courteous customer service via telephone, mail and counter for information needed from the Register's Office and make copies and collect fees as required.
- h. To review and monitor pending State Legislation pertinent to Register of Deeds operations and to support/sponsor new legislation to improve and update State Statutes.
- i. Prepare and administer the annual budget for the office and submit same to county board for approval. Offer resolutions, as appropriate, for introduction by county board members in order to facilitate office operation, projects and goals.

2. Chattel Operations (Uniform Commercial Code - UCCs)

The statewide UCC filing system was replaced by a new nationwide filing system mandated by the federal government. This law became effective July 1, 2001. All states have a central filing office. The Department of Financial Institutions becomes the state's central filing office.

Standards:

- a. File and index documents pertaining to security interests in personal property, consisting of timber to be cut, as-extracted collateral or fixtures, according to the provisions in s.409.501 to 409.528.
- b. Financing statements that are attached to real property will be recorded and indexed in our real estate department.

3. Veterans' Records

To give prompt and efficient service to Veterans and the Veterans Service Offices in recording documents and filling vital requests at no cost, per Wisconsin Statutes and Rock County Resolutions.

Standards:

- a. File, index, and maintain military discharges. Prepare certified copies for county veteran's service office and veterans or their dependents that need the copies to receive military benefits as per s. 45.05, 59.535(1).
- b. To perform record searches for the Veterans Service Office on a daily basis.
- c. To perform birth, death, and marriage verifications as requested for veterans through various recruiting offices.

4. Vital Statistics Operations

To process, file and maintain all Rock County birth, death, marriage and domestic partnership certificates according to State Statutes.

Standards:

- a. Register, index and file all marriages, deaths, births and domestic partnerships occurring in the county. Perform all other duties related to vital statistics under s. 69.05 and 69.07.
- b. To keep all vital indexes up-to-date on a daily, weekly and monthly basis.
- c. To monitor and process amendments to birth, death, marriage and domestic partnership certificates and send out resident copies when applicable.
- d. To fill customer requests and answer questions in regards to birth, death, marriage and domestic partnership certificates.
- e. To collect fees and generate computer receipts for certificates and copies issued and deposit fees daily with the County Treasurer into established revenue accounts.

Charter: Register of Deeds

- f. To monitor and insure that Notices of Removal of a Human Corpse and Reports of Final Disposition of a Human Corpse are appropriately received and maintained according to State Statutes.
- g. To send residents' copies of birth and death certificates to the appropriate county.
- h. To monitor and assist customers doing genealogical searches, process genealogy applications and perform searches as requested.

5. Scanning & Miscellaneous Operations

To give prompt and efficient service to customers requesting copies of documents (i.e. real estate, maps, plats, certified surveys, etc.) and perform scanning operations for all recorded documents and instruments.

Standards:

- a. To scan all legal documents and instruments daily. To have archival quality for use in our office and to store off premises for security & backup purposes.
- b. To promote and distribute County Plat Books at a fee established by the Finance Committee.

6. Land Information Systems Programs

To continue being a part of the County's Land Information Office as established by County Board Resolution on June 28, 1990.

Standards:

- a. To contribute toward the development of a countywide plan for land records modernization.
- b. To work with all levels of government, utilities, etc., to implement a compatible and standardized format for the exchange of land information.
- c. To monitor other local governments on what is being done in the area of land records modernization and standardization around the State of Wisconsin and other areas.

7. Land Information Council

2009 Wisconsin Act 314 was enacted on May 12, 2010 and became effective June 25, 2010. Act 314 renumbered, amended and created statutory languages relating to the charging of fees collected in the Register of Deeds Office, the

redaction of social security numbers from electronic documents and the creation of the Land Information Council.

Standards:

- a. To serve on the Land Information Council – meeting twice a year.
- b. To review the priorities, needs, policies and expenditures of the Land Information Office.
- c. Advise the County on matters affecting the Land Information Office.
- d. The Land Information Council does not replace, nor diminish the role of the Land Records Committee.

8. Back Scanning & Document Preservation

Continue our back scanning and indexing program for the purpose of archiving past real estate documents and instruments.

Standards:

- a. To evaluate costs and staff time in performing back scanning & indexing operations.
- b. To evaluate methods for preserving documents and project staff time and costs.

9. Public Relations Operations

To maintain good public relations with the public and private sectors and continually re-evaluate departmental objectives and standards to insure prompt and efficient services.

Standards:

- a. To instruct genealogists in State requirements for searching vital statistic records and to help others to search for information maintained in the Register of Deeds Office.
- b. To provide news releases to local media in regard to State Statute changes and fees that affects the public and private sectors.
- c. To provide statistical reports as requested by the public and private sectors.
- d. To continually evaluate overall work objectives and standards and make necessary changes to insure prompt and efficient service with the most cost-effective basis possible.

10. Electronic Recording

Charter: Register of Deeds

The Rock County Register of Deeds office has entered into the realm of Electronic Recording. Electronic Recording (E-recording) is the trend of the future with respect to the manner in which our office conducts business. Cost savings and efficiencies are driving wider acceptance of the technology by both local government and the financial industry. E-recording allows our office the transition from a labor intensive, manual system to an automated system for recording documents over time.

E-recording is the process of digitally creating, submitting, and recording legally binding land ownership records such as mortgages, releases, deeds, etc. over the Internet. The process uses technologies that allow those who are involved to create, sign, transmit, record, index, archive, and return the original document. The entire process can be completed in just minutes with fewer document errors and no transcribing errors—all without ever touching a piece of paper. Implementation of this project took place in 2006.

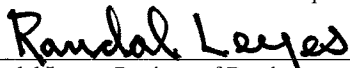
11. Land Records System

A new Land Records Management System (I-doc Fidler Software) replaced the in-house system in 2006. The new system has automated document processing, reduced error rates for indexing records, provides multiple work stations that eliminates bottlenecks, automatically calculates fees, and provides social security redaction on recorded documents. In addition, the system allows Internet access to documents from multiple users 24/7.

12. Changes to Recording Fees/Social security Protection

On May 12, 2010 legislation was signed into law, which changed the recording fee structure for real estate documents filed with the county register of deeds. This new law requires the redaction of social security numbers from electronic records that are viewable or accessible on the Internet.

In the interest of protecting our citizens, the Rock County Register of Deeds office has begun the redaction of social security numbers from records currently posted on the Internet and will continue to do so for any document intended to be posted on the Internet.



Randal Leyes, Register of Deeds

Department Register of Deeds**Budget Analysis by Program**

Programs	Real Estate	Chattels	Vitals	Plat Books	Redaction Project				Budget Summary
Positions	5.00	0.00	1.80	0.00	0.00	0.00	0.00	0.00	6.80
Salaries	\$222,487	\$0	\$62,769		\$0	\$0	\$0	\$0	\$285,256
Fringe Benefits	\$124,738	\$0	\$53,010	\$0	\$0	\$0	\$0	\$0	\$177,748
Operating Expenses	\$19,997	\$0	\$6,246	\$2,813	\$245,758	\$0	\$0	\$0	\$274,814
Capital Outlay	\$3,585	\$0				\$0	\$0	\$0	\$3,585
Allocation of Services	(\$24,000)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	(\$24,000)
Subtotal	\$346,807	\$0	\$122,025	\$2,813	\$245,758	\$0	\$0	\$0	\$717,403
Indirect Cost Alloc.									\$0
Total	\$346,807	\$0	\$122,025	\$2,813	\$245,758	\$0	\$0	\$0	\$717,403
Revenue	\$652,500	\$0	\$92,564	\$5,625		\$0	\$0	\$0	\$750,689
Fund Bal. Applied					\$245,758				\$245,758
County Share	(\$305,693)	\$0	\$29,461	(\$2,812)	\$0	\$0	\$0	\$0	(\$279,044)

Administrator's Comments

Register of Deeds

Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	6.8	6.8
Salaries	285,256	285,256
Fringe Benefits	177,748	177,748
Operating Expense	274,814	271,814
Capital Outlay	3,585	3,585
Allocation of Services	(24,000)	(24,000)
Total Expense	717,403	714,403
Revenue	750,689	750,689
Fund Balance Applied	245,758	245,758
Tax Levy	(279,044)	(282,044)
Total Revenues	717,403	714,403

The majority of the revenue collected by the Register of Deeds' Office is derived from fees for real estate transactions and registering. The real estate transfer fee is based on \$3 for every \$1,000 of value in a real estate transaction.

Register of Deeds Randy Leyes anticipates rising mortgage rates will reduce sales and result in reduced transfer fees. Although the 2015 budget for real estate transfer fees shows a \$19,000 increase from the 2014 budget, it is estimated that this amount will still be less than the actual amount received in 2014.

Effective June 1, 2010, the real estate registry fee changed from a per page charge for legal documents recorded in the Register of Deeds Office to a \$30 flat fee. The Register of Deeds retains half of the \$30 fee, \$8 remains with Rock County for land records modernization, and the State of Wisconsin retains \$7. Mr. Leyes estimates that 27,000 documents will be filed in 2015. This is a \$55,000 decrease from the \$460,000 budgeted in 2014.

In the Postage line item, Mr. Leyes uses the estimated 27,000 filed documents to gauge the number of documents mailed back to land owners. Mr. Leyes projects \$12,000 for this expense in 2015. I recommend reducing the postage line item to \$11,000 to more accurately reflect historical trends in actual expense.

In August 2012, the Register of Deeds signed a contract with Fidlar Technologies to redact Social Security numbers from their records. They have since scanned, enhanced and indexed approximately 440,000 hard copy records. Indexing of the imported images started in 2014 and will continue into 2015 while the ability to collect new redaction revenue will end in 2014. Mr. Leyes requests a carryover of \$245,758 in unspent redaction funds to complete this project in 2015. The revenue and expense for the project are budgeted in a separate program account titled ROD Redaction Project.

Mr. Leyes requests \$3,585 for a new plat cabinet. The Wisconsin Department of Transportation has informed the Register of Deeds' Office that they intend to file more than one hundred 24" x 36" plats associated with the 1-39/90 expansion project. I recommend this request. In addition, Mr. Leyes requests \$2,000 to purchase Fidler Technologies' Monarch software program. This program will allow the Register of Deeds' Office the ability to control and provide access to Rock County's land records index and document images to subscribers for a fee. It is anticipated that the \$2,000 up front fee will be offset with user fees. I recommend that Land Records funds be used for this expense.

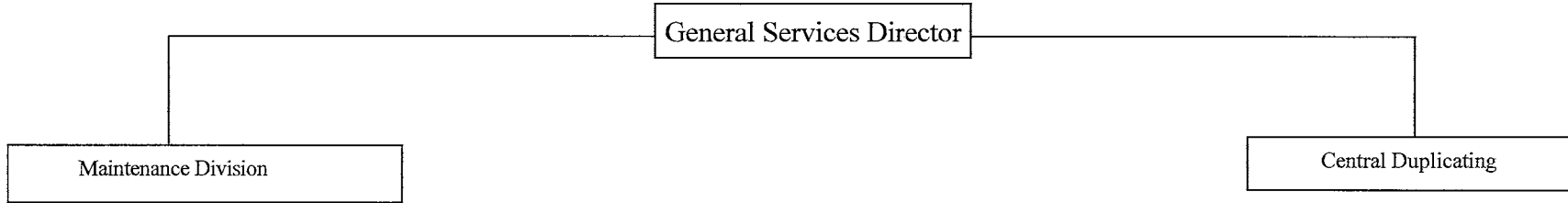
The recommended budget contains \$282,044 of revenue in excess of expenditures, which will go toward offsetting the County property tax levy. That figure is \$57,029 or 16.8% less than the amount used to offset the property tax levy in 2014.

#

H. General Services Committee

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General Services Department



Present Personnel (Full Time Equivalent)	
1.0	General Services Director
2.0	Facilities Superintendent
1.0	Printing Services Coordinator
2.0	Crew Leader
1.0	Mechanical Maintenance Supervisor
7.0	Maintenance Worker IV
5.0	Mechanical Maintenance Worker III
2.8	Administrative Assistant
21.8	Total

Summary of Personnel Modifications		
	Dept. Request	Admin. Rec.
New Positions		
Administrative Assistant	0.2	0
Deletions	0	0
Reallocations	0	0
Reclassifications	0	0
Re-Titles	0	0
Upgrades	0	0

Charter: General Services

GENERAL SERVICES DEPARTMENT

To provide facilities management, maintenance, duplicating, central office supply, public and administrative services, as efficiently and economically as possible.

Standards:

- a) To monitor the effectiveness and delivery of General Services operations, making adjustments to meet the needs and requirements of County Departments, and the Public.
- b) To develop policies and procedures that will improve service to County departments and eliminate waste and duplication of effort.
- c) To expand the computerized maintenance work order system at various sites to track and shorten response time on requests, complaints and questions.
- d) To seek improvements to the County's procurement process to ensure that quality products and services are obtained in an efficient, economical and timely manner.

FACILITIES MANAGEMENT

In an organization the size of Rock County, General Services should serve as the lead agency in the management, planning, design, operation, construction, renovation and occupancy of County buildings.

Standards: For all county projects.

- a) To manage the hiring of architectural/engineering design firms.
- b) To serve as contract administrator on remodeling/construction projects.
- c) To coordinate and manage department involvement in program design.
- d) To coordinate and manage the planning and design of County buildings.

- e) To provide oversight and serve as the lead agency during design and construction.
- f) To provide long range planning via the County Capital Improvement Plan.
- g) To remain alert to security & safety issues at County buildings.
- h) To look at alternate energy resource options
- i) To educate and remedy air quality problems

MAINTENANCE

To provide for the care and preventive maintenance of buildings and grounds as assigned.

Standards:

- a) To monitor the effectiveness of maintenance contracts, making annual adjustments to ensure the most cost-effective service to Rock County.
- b) To incorporate long range planning into the repair of aging County buildings.
- c) To develop policies, procedures and training for maintenance personnel as related to the care of County buildings and grounds.
- d) To provide construction supervision, space needs planning, incorporating energy conservation measures where practical.
- e) To monitor compliance with recycling practices within County offices.
- f) To review & incorporate ADA planning in County facilities.
- g) To develop computerized tracking of repairs and expenditures on equipment.
- h) To respond to air quality concerns, and educate as needed.
- i) To assess skill levels of division staff and provide training as needed.

Charter: General Services

- j) Continue to evaluate and update the list of General Services projects included in the County's Capital Improvement Plan.

CENTRAL DUPLICATING/CENTRAL STORE

To provide centralized duplicating and centralized office supply services to Rock County Departments.

Standards:

- a) To offer centralized printing services within the limits of budget and workload.
- b) Monitor departments who utilize costlier methods of printing, such as copy machines, fax machines & computer printers for high volume printing versus using Central Duplicating Services.
- d) To provide centralized office supply services to all County departments, that includes product selection, ordering, delivery, dispute resolution, payment., and accounting.

 8/8/2014

Robert Leu, General Services Director

Budget Analysis by Program

Programs	Admin	Duplicating	UW-Rock Maintenance	Courthouse Maintenance	Jail Maintenance	Jail Capital Improvements	HCC Maintenance	YSC Improvement
Positions	2.00	2.00	0.00	5.50	4.50	0.00	8.00	0.00
Salaries	\$126,474	\$79,232	\$0	\$267,460	\$224,923	\$0	\$387,779	\$0
Fringe Benefits	\$59,543	\$46,810	\$0	\$113,378	\$134,265	\$0	\$136,721	\$0
Operating Expenses	\$12,650	\$58,750	\$120,000	\$739,137	\$490,866	\$100,000	\$684,179	\$0
Capital Outlay	\$2,200	\$0	\$0	\$5,500	\$5,500	\$596,360	\$161,000	\$0
Allocation of Services	\$0	(\$10,000)	\$0	(\$151,520)	\$0	\$0	(\$851,618)	\$0
Subtotal	\$200,867	\$174,792	\$120,000	\$973,955	\$855,554	\$696,360	\$518,061	\$0
Indirect Cost Alloc.	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$200,867	\$174,792	\$120,000	\$973,955	\$855,554	\$696,360	\$518,061	\$0
Revenue	\$50,000	\$500	\$0	\$0	\$195,000	\$0	\$0	\$0
Fund Bal. Applied	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
County Share	\$150,867	\$174,292	\$120,000	\$973,955	\$660,554	\$696,360	\$518,061	\$0

Department General Services

Budget Analysis by Program

Programs	Youth Ser. Center	911 Center	JCC/Diversion	Glen Oaks	Lightning Protection	Cths.Security System	Courthouse Improvement	UW-Rock Improvements	Budget Summary
Positions	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	22.00
Salaries	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,085,868
Fringe Benefits	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$490,717
Operating Expenses	\$186,191	\$121,516	\$111,400	\$127,446	\$0	\$0	\$0	\$0	\$2,752,135
Capital Outlay	\$15,500	\$5,000	\$20,900	\$66,000	\$0	\$500,000	\$360,600	\$1,190,000	\$2,928,560
Allocation of Services	(\$201,691)	(\$126,516)	(\$91,225)	(\$193,446)	\$0	\$0	\$0	\$0	(\$1,626,016)
Subtotal	\$0	\$0	\$41,075	\$0	\$0	\$500,000	\$360,600	\$1,190,000	\$5,631,264
Indirect Cost Alloc.	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$0	\$0	\$41,075	\$0	\$0	\$500,000	\$360,600	\$1,190,000	\$5,631,264
Revenue	\$0	\$0	\$0	\$0	\$0	\$500,000	\$360,600	\$0	\$1,106,100
Fund Bal. Applied	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
County Share	\$0	\$0	\$41,075	\$0	\$0	\$0	\$0	\$1,190,000	\$4,525,164

Administrator's Comments

General Services

Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	22.0	21.8
Salaries	1,085,868	1,079,107
Fringe Benefits	490,717	489,740
Operating Expense	2,752,135	2,830,485
Capital Outlay	2,928,560	2,269,028
Allocation of Services	(1,626,016)	(1,575,516)
Total Expense	5,631,264	5,092,844
Revenue	1,106,100	2,416,988
Deferred Financing	0	0
Fund Balance Applied	0	0
Tax Levy	4,525,164	2,675,856
Total Revenues	5,631,264	5,092,844

The General Services Budget contains a number of accounts. The main General Services account funds the maintenance and operational costs for a number of County facilities, including the Courthouse, Jail, and UW-Rock County. It also funds the operating costs for Central Duplicating.

The primary revenue source in the main account is commissions from phone service provided by a contracted vendor to inmates at the jail. In response to a recent nationwide lawsuit, the Federal Communications Commission (FCC) has released a rule prohibiting such commissions on interstate calls placed by inmates. This decision will reduce revenue that serves to offset tax levy by an estimated \$60,000 in the 2015 budget. There is a possibility that commissions on calls made within Wisconsin by inmates will also be ruled unlawful, which would have a much larger effect on the budget. However, because this has not yet occurred, commissions on these intrastate calls remain in the 2015 budget.

The weapons screening station contract at the Courthouse is due to be bid in 2015. In 2014, this expense is \$68,000. In 2015, it is estimated that the contract will be \$75,000.

Rob Leu, Director of General Services, has requested an increase of the 0.8 FTE Administrative Assistant to 1.0 FTE. This action is not recommended at this time.

The Jail Capital Improvement account includes funding for a number of projects and equipment purchases. More details are provided below.

\$250,000	Sewer Grinder Lift Station Construction
100,000	Additional Funds for Pinehurst Tuckpointing
91,500	Water Heater Replacement
25,000	Refurbish Showers in One (1) Pod
16,200	Security Railings
11,000	Interior Lift Truck
9,500	Water Softener Replacement
3,360	Sidewalk Improvements
<u>\$506,560</u>	

I recommend that the cost for these projects and equipment be funded using sales tax. Some remaining funds intended for tuckpointing the Pinehurst building in 2014 will be carried over, but sufficient funds will not remain due to the cost of other projects completed in 2014 exceeding cost estimates. Therefore, I have included an additional \$100,000 for this purpose in 2015.

In addition to these projects, the Sheriff has requested \$32,500 for renovating the jail kitchen and ceiling, which is functional but continues to deteriorate. The condition of the kitchen has been noted by the State Jail Inspector. However, the kitchen still meets code requirements and has not yet resulted in citations issued by the Department of Corrections. Although I am not recommending this project be funded in 2015, the condition of the kitchen merits continued monitoring for potential renovation in the near future.

The Courthouse Facility Project account contains project requests for 2015, with the recommended amounts shown below. I recommend funding these projects with sales tax.

\$300,000	Demolition of Courthouse Tower
30,000	Courthouse Carpeting Replacement
<u>20,600</u>	<u>Courthouse Garage Drive Reconstruction</u>
\$350,600	

After much discussion, the General Services Committee voted in September 2014 to demolish the Courthouse Tower. After the project is bid, if the budgeted amount is insufficient, the County Board will need to address the issue at that time. Carpeting replacement is an on-going project and is necessary to prevent trips and falls. The concrete drive from St. Lawrence Avenue to the Courthouse is cracked and broken. Replacement will increase safety and ensure clear access to the area in all weather conditions.

The 2014 Budget included funds to construct a mass notification system at UW-Rock County. The project is expected to be bid in 2015, with available funds to be carried over. New projects at UW-Rock County include \$700,000 for design, engineering, and replacement of two sets of air handlers that are

failing. Also, the 2015 budget includes \$50,000 to patch parking lots and driveways. All of the aforementioned projects will be funded with sales tax.

The 2013 Budget set aside \$550,000 for upgrades to the Courthouse Security System. I expect the final report on the security assessment in time for the County Board to make decisions in 2015. I am recommending an additional \$500,000 in sales tax funding be added to this account in 2015. The total scope of the project and the potential cost will be determined in 2015.

The Health Care Center Complex (HCC) account funds the maintenance and repair costs of the Health Care Center Complex including the old Rock Haven. The departments and other operations that occupy the buildings are charged rent, which is handled from an accounting perspective as a cost allocation in the budget. In 2015, General Services has requested several capital improvements at the Health Care Center. These projects include repaving the North parking lot (\$115,000) and an electronic security system to monitor entry doors (\$46,000). Although these HCC security projects will be budgeted in 2015, the Courthouse security project is still pending. I recommend that work on the HCC security system be delayed until a decision on the Courthouse project is made. This will allow time to determine if there are efficiencies from using the same system on both facilities.

The tax levy in this account covers the costs allocated to vacant space in the HCC Building as well as the costs of keeping the old Rock Haven in a "mothballed" condition. These costs total \$518,061 for 2015.

Other 2015 capital projects include \$10,500 for tuckpointing at the Glen Oaks building and \$15,900 to replace climate system controls and exterior sidewalk/step improvements at the Sheriff's Community Corrections building.

Remaining 2014 funds budgeted for the lightning protection project and construction of a storage building at the Jail/ HCC Complex will be carried over to 2015.

In total, the tax levy recommended for the General Services Department is \$2,675,856, which is \$49,326 or 1.9% more than the prior year. #

I. Health Services Committee

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Rock Haven

Present Personnel (Full Time Equivalent)

	<u>Administration</u>
<u>1.0</u>	Nursing Home Administrator
1.0	Total
	<u>Environmental Services</u>
<u>14.0</u>	Environmental Services Worker
14.0	Total
	<u>Materials</u>
1.0	Materials & Environmental Services Manager
2.0	Central Supply Clerk
0.9	Administrative Assistant
<u>1.0</u>	Clerk-Receptionist
4.9	Total
	<u>Personal Services</u>
<u>0.5</u>	Beautician
0.5	Total

	<u>Food Services</u>
1.0	Food Service Manager
0.8	Assistant Food Service Manager
3.0	Food Service Supervisor
5.4	Cook
<u>9.4</u>	Food Service Worker
19.6	Total
	<u>Nursing Administration</u>
1.0	Nursing Staff Coordinator
2.0	Administrative Secretary
0.5	Administrative Assistant
<u>2.0</u>	Unit Clerk Coordinator
5.5	Total

Rock Haven

Present Personnel (Full Time Equivalent)

<u>Nursing Services</u>	
1.0	Director of Nursing
3.0	Assistant Director
3.7	Nursing Supervisor
23.6	Registered Nurse
12.4	Licensed Practical Nurse
<u>82.7</u>	Nursing Assistant
126.4	Total
<u>Program Services</u>	
1.0	Activity Director
2.0	Master Social Worker
<u>6.0</u>	Activity Therapy Assistant
9.0	Total

<u>Finance</u>	
1.0	Controller
1.0	Accountant
1.0	Account Clerk III
<u>1.0</u>	Account Clerk II
4.0	Total

184.9 GRAND TOTAL

Rock Haven

Summary of Personnel Modifications

	Dept. Request	Admin.Rec.
New Positions		
MDS Nurse	0.4	0.4
Deletions		
Assistant Director of Nursing	0.4	0.4
Reclassifications		
Account Clerk II to Payroll Specialist	1.0	1.0
Re-Titles	0	0
Transfers	0	0
Upgrades		
Registered Nurse (Union) to MDS Nurse (PR 22)	1.6	1.6

Charter: Rock Haven

INTRODUCTION

Rock Haven is a 128-bed skilled nursing facility. We accept Medicare, Medicare Advantage plans, Medicaid and Private Insurances. Rock County residency is required for admission.

ROCK HAVEN SERVICES

Rock Haven staff care for residents with a variety of health concerns including brain injuries, Multiple Sclerosis and acute illness requiring complex medical and nursing care such as IV therapy, feeding tubes, tracheotomy care, and oxygen therapy, or those here for short term skilled therapy services. In addition, staff cares for residents with memory loss, chronic mental illness and developmental disabilities of whom have an need for additional medical care.

REGULATORY OVERSIGHT

Wisconsin Administrative Code, Chapter HFS 132, and the Federal Nursing Home Regulations and Interpretive Guidelines direct the quality of care provided in long-term care settings. In addition, key quality resources for long-term care include the Quality Measures and the Nursing Home Quality Initiative. Rock Haven is a partner in the Wisconsin Quality Initiative and in the Advancing Excellence in America's Nursing Homes Campaign.

ADMINISTRATION

The Senior Management Team members include the Nursing Home Administrator, Director of Nurses; Contoller, Materials/Environmental Services Supervisor; Food Service Manager; and Facilities Superintendent.

SMT meets on an as needed basis to plan for care and services at Rock Haven. As a team, we are committed to reducing our reliance on property tax levy and have been successful in reducing our levy request each of the last eight years. We consider this a major success since we have seen cuts in both Medicaid and Medicare payment. Charts on the next page summarize our tax levy and employment histories since 2004.

Goal: Develop long and short-range objectives in order to assure that facility programs and resident care are maintained and improved.

Objectives:

1. Interpret the philosophy and goals of the facility in order to provide staff with adequate information and guidance to achieve the goals.
2. Set an example of good resident relations and care for staff by demonstrating desired supervisory techniques and resident and family interaction.
3. Delegate responsibility and authority to appropriate staff in order to carry out the work of the facility.
4. Evaluate the quality of resident care and the efficiency of services in order to maintain care standards by reviewing the facility's goals, objectives, resident care plans and adherence to management policies and procedures.
5. Coordinate department activities to assure departments work together toward the achievement of goals and activities by developing an information and communication system.
6. Communicate with staff to solve problems by the utilization of appropriate communication techniques such as staff meetings, department head meetings, counseling and coordination of written information.
7. Prepare an annual budget for the facility in order to appropriately allocate resources to meet the facility's financial and program objectives and to prepare in advance potential cost control and managerial actions that may be required.
8. Evaluate the implication of the budget on quality of care.
9. Ensure that the facility complies with Federal, State and local laws and regulations to meet standards of quality resident care.

Charter: Rock Haven

Rock Haven Tax Levy History				
Year (licensed beds)	Budgeted Tax Levy	Budgeted Use of Net Assets	Actual Levy Used	Net Position
2004 (180)	8,022,284		7,851,678	<338,165>
2005	7,556,467		6,980,689	237,613
2006 (156)	7,001,245		6,370,957	867,901
2007 (130)	6,930,632		6,439,000	1,725,307
2008	6,654,203	200,000	5,828,639	2,556,515
2009	6,211,570	520,000	6,013,799	2,754,286
2010	5,928,076	137,182	5,636,915	2,981,129
2011	5,863,758	250,000	5,652,837	3,431,943
2012	5,137,022	300,000	4,604,911	4,728,081
2013	4,437,817		4,519,160	4,005,741

Employment History			
Year	Licensed Beds	Fulltime Equivalent Positions	Rationale for Changes
2004	180	297.20	
2005	180	251.35	Adjustments after downsize from 350 to 180
2006	156	244.37	Closed the ICF/MR unit and transitioned clients into the community
2007	130	212.80	Downsized to create 26 more private rooms.
2008	130	194.80	
2009	130	194.80	
2010	130	185.90	Adjustments made after settling in at 130 beds.
2011	130	185.90	
2012	130	185.90	
2013	128	184.90	
2014	128	184.90	

Charter: Rock Haven

STAFF DEVELOPMENT

Goal: To ensure that Rock Haven has the ability to retain, attract and develop qualified staff capable of implementing and managing its mission and vision.

Objectives:

1. Present mandatory annual inservice presentations (fire safety, hazard communications, blood borne pathogen prevention, resident rights, abuse prevention) with a target of 95% staff compliance.
2. Provide in-services and training sessions that address the unique needs of our resident population.
3. Provide general and department specific orientation for each new employee.

QUALITY ASSURANCE

Goal: To develop a proactive quality focus for provision of care and services at Rock Haven.

Objectives:

1. Identify and address quality issues and implement corrective action plans as necessary using preventive maintenance programs, QA audits, and Quality Measure reports to determine committee focuses.
2. Collect and analyze infection case data monthly, quarterly, and annually to detect trends.
3. Coordinate annual resident and staff influenza immunization with a target of 95% compliance.
4. Coordinate TB screening for all residents and staff with a target of 100% compliance.

ADMISSIONS

Goals: To maintain a census of 126 at Rock Haven.

Objectives:

1. Maintain communication with area referral sources and respond to phone and fax referrals within one hour of message during business hours.
2. Work with the Developmental Disabilities Board (DDB) and Human Services Department (HSD) to provide services to their clients, who are in need of additional medical care.
3. Market the services provided at Rock Haven through the website and community meetings.

NURSING AND PROGRAM SERVICES

Goal: To provide quality care to every resident.

Objectives:

1. Coordinate interdisciplinary assessment and care planning activities to meet the mental, physical and psychosocial needs of every resident.
2. Coordinate nursing, therapy services, and family and community resources to assist residents to return home.
3. Assure nurse competence in complex nursing techniques such as IV therapy, tracheotomy care, feeding tubes, peritoneal dialysis and rehabilitative techniques.
4. Assure staff competence in the care of residents with dementia and chronic mental illness who have additional medical care needs.

Charter: Rock Haven

DIETARY DEPARTMENT

Goal: Prompt recognition of nutrition and/or hydration concerns.

Objectives:

1. Assess nutritional status of all residents upon admission quarterly, and change of condition
2. Assess nutritional/hydration status of 100% of residents with stage 2, 3 or 4 pressure ulcers.
3. Timely response to resident requests.
4. Meet with residents on a quarterly basis to determine menu choices.
5. Meet all State and Federal regulations concerning food preparation and storage and maintenance of a dietary department.

ENVIRONMENTAL SERVICES/ MATERIALS DEPARTMENT

Goal: To ensure adequate supplies and tools necessary to provide quality care and services.

Objectives:

1. Monitor facility budget accounts on a monthly basis to assure budgetary compliance.
2. Work closely with nursing staff to assure that all resident supply needs are promptly met.
3. Provide a safe, clean, comfortable and homelike environment for all residents.
4. Provide a sanitary and orderly environment that respects residents' rights and preferences.
5. Work with department staff to develop a team approach to providing services.

FINANCE DEPARTMENT

Goal: To provide accounts receivable, accounts payable, payroll and accounting services for the facility.

Objectives:

1. Assist residents and families to understand financial status and options.
2. Accurately bill Medicare A and B, Medicaid, private pay and insurance claims.

MAINTENANCE DEPARTMENT

As an integral part of the Rock County Complex, the Maintenance Department maintains and services the electrical, heating, air conditioning, and power systems in a safe and efficient manner. The department also maintains the buildings, grounds, and vehicles to create the pleasant and comfortable physical environment necessary for the delivery of high-quality resident care.

Goal: Comply with State of Wisconsin Department of Health and Family Services requirements for nursing homes (HFS 132) by meeting scheduled preventive maintenance due dates and documentation requirements.

Objectives:

1. Complete weekly, monthly and annual preventive maintenance programs.
2. Complete an average of 335 repair requisitions per month for things such as electrical repairs (light bulbs/ballasts, receptacles), plumbing repairs (plugged toilets, fixture repairs, valves), painting, carpentry (furniture repairs, shelving), heat adjustments, equipment and appliance repairs, building and door repair/replacement, installation of pictures/decorations in resident rooms and offices, data cable installations, floor tile replacement, etc
3. Maintain active involvement in the facility Safety Committee.



Sue Prostko
Nursing Home Administrator

Department Rock Haven

Budget Analysis by Program

Programs	Limestone Court		Sandstone Court		Rental	Overhead	Capital	Donation	Budget Summary
Positions	52.30		52.40			80.20			184.90
Salaries	\$2,222,439		\$2,317,325			\$3,492,101			\$8,031,865
Fringe Benefits	\$1,369,388		\$1,363,353			\$1,432,273			\$4,165,014
Operating Expenses						\$4,340,261		\$5,000	\$4,345,261
Capital Outlay							\$57,274		\$57,274
Allocation of Services									
Subtotal	\$3,591,827		\$3,680,678			\$9,264,635	\$57,274	\$5,000	\$16,599,414
Indirect Cost Alloc.	\$3,401,340		\$3,485,479			(\$6,886,819)			
Total	\$6,993,167		\$7,166,157			\$2,377,816	\$57,274	\$5,000	\$16,599,414
Revenue	\$5,415,760		\$4,547,887			\$2,377,816		\$5,000	\$12,346,463
Fund Bal. Applied									
County Share	\$1,577,407		\$2,618,270				\$57,274		\$4,252,951

Administrator's Comments

Rock Haven

Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	184.9	184.9
Salaries	8,031,865	8,031,865
Fringe Benefits	4,165,014	4,165,014
Operating Expense	4,345,261	4,345,261
Capital Outlay	57,274	57,274
Allocation of Services	0	0
Total Expense	16,599,414	16,599,414
Revenue	12,346,463	12,346,463
Deferred Financing	0	0
Fund Balance Applied	0	74,770
Tax Levy	4,252,951	4,178,181
Total Revenues	16,599,414	16,599,414

Nursing Home Administrator Sue Prostko's Charter contains a good description of the services that are offered in Rock Haven. You may reference this document for further information.

The new 128 bed Rock Haven replacement facility was occupied by residents on May 13, 2013. The budgeted census for 2015 assumes 124 of the 128 licensed beds filled. The budgeted patient mix is 97 Medical Assistance residents, 15 Medicare residents and 12 private pay residents. Therefore, we are assuming about 78% of the residents will be on Medical Assistance.

Patient mix in terms of payment source has a substantial financial impact on Rock Haven. Medical Assistance is a relatively poor payment source reimbursing a little more than 55% of the actual cost of care at \$174 per day, while Medicare and private pay provide better reimbursement. The net Medicare rate is about \$282 per day and private pay is currently \$300 per day for Skilled Nursing.

The attractiveness of the new facility, as well as Ms. Prostko's efforts to increase revenue, have resulted in more private pay and Medicare residents. This has a positive effect on projected revenue in 2015.

The Intergovernmental Transfer Program, which has been in place for many years, is intended to help cover losses created by the low reimbursement rate in the Medical Assistance program. It is expected to provide \$1,282,259 in 2015. This is approximately \$78,000 less than budgeted for 2014. This reduction reflects the decreased number of residents utilizing Medical Assistance as noted above.

Ms. Prostko has requested a number of personnel changes. Currently, several nurses share responsibility for collecting information for the Minimum Data Set (MDS), which is a required tool for collecting information about each resident's condition and the services provided. It is also used as the basis for billing. Ms. Prostko requests to create dedicated positions devoted to the MDS to improve uniformity and tracking of resident care. A more consistent use of MDS would also increase revenue. To accomplish this result, Ms. Prostko requests the upgrade of 1.6 FTE Registered Nurses (Union), deletion

of a 0.4 FTE Assistant Director of Nursing, and addition of a 0.4 FTE MDS Nurse to achieve 2.0 FTE MDS Nurses. This is recommended. Ms. Prostko also requests to reclassify a 1.0 FTE Account Clerk II to a Payroll Specialist. Based on the duties of this position, I recommend this change.

In 2015, there are additional costs for an online training service, which should make in-service training more flexible and efficient for staff. This change results in a net increase of \$3,000 to the Training line item. I recommend this action.

Ms. Prostko requests a new software purchase and implementation in 2015 related to billing and medical records at a cost of \$74,770. The current software does not meet Rock Haven's needs and has become erratic in its ability to appropriately document care plan changes. It is anticipated that the nursing kiosk stations installed during the new facility construction will be compatible with the new software and be able to continue to be used. Coupled with the personnel changes for MDS Nurses, this change should result in increased reimbursement and is recommended. Depending on the time table for this change, Rock Haven may have to continue to pay license fees for the current software during the transition period. As a result, this cost remains in the 2015 budget.

As noted above, the total cost to purchase and implement these software programs in 2015 is \$74,770. I recommend this cost be funded from the Rock Haven net assets, which are estimated to be approximately \$4.0 million on December 31, 2014.

The 2015 recommended tax levy for Rock Haven is \$4,178,181, which is a decrease of \$29,919 from the prior year.

#

J. Human Services Board

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Human Services Department

Present Personnel (Full Time Equivalent)

<u>Agency Management</u>	
1.0	Director of Human Services
1.0	HSD Deputy Director
1.0	Administrative Services Division Manager
1.0	Controller
1.0	Technology, Records & Quality Management Supervisor
1.0	Medical Records Manager
2.0	HSD Program Analyst
2.0	Accountant
1.0	Support Services Coordinator
2.0	Secretary I
1.0	Accountant (Union)
2.0	Application Support Specialist
6.0	Account Clerk-HSD
1.0	HSD Support Specialist
2.0	Clerk III
3.0	Word Processing Operator
1.0	Medical Records Technician
1.0	Information Processing Operator
1.0	Account Clerk II
1.0	Clerk Typist II
1.0	Release of Information Technician
33.0	Total

<u>Economic Support</u>	
1.0	Economic Support Division Manager
1.0	Lead Economic Support Supervisor
3.0	Economic Support Supervisor
1.0	Economic Support Supervisor – Training
1.0	Economic Support Supervisor – Project
2.0	Lead Economic Support Specialist
37.0	Economic Support Specialist
12.0	Economic Support Specialist - Project
1.0	Secretary 1
1.0	Job Center Support Specialist
60.0	Total

<u>Economic Support - Job Center</u>	
2.0	Job Center Support Specialist
2.0	Total

<u>Children, Youth & Families – Ongoing</u>	
1.0	Program Manager
2.0	Human Services Supervisor I
20.0	Juvenile Justice Specialist
3.0	Legal Steno
26.0	Total

Human Services Department

Present Personnel (Full Time Equivalent)

<u>Children, Youth & Families – Access, I/A & Ongoing</u>	
	Children, Youth & Families Division Manager
1.0	Program Manager
1.0	Human Services Supervisor I
8.0	Master Social Worker
3.0	Case Manager I/Case Manager II/Social Worker
45.0	Administrative Assistant
3.0	Social Service Aide II
1.0	Secretary I
63.0	Total

<u>Children, Youth & Families – Youth Services Center</u>	
	Youth Services Center Superintendent
1.0	Deputy Superintendent
1.0	Youth Services Center Supervisor
3.0	Registered Nurse
0.4	Youth Specialist
27.0	Case Manager I/Case Manager II/Social Worker
1.0	Administrative Assistant
34.4	Total

<u>Mental Health/AODA Services - Crisis</u>	
1.0	Program Manager
2.0	Human Services Supervisor II
1.0	Master Social Worker
	Case Manager I/Case Manager II/Social Worker
10.6	Psychiatric Technician
9.2	Administrative Assistant
1.0	Total
24.8	Total

<u>Mental Health/AODA Services</u>	
1.0	Mental Health/AODA Division Manager
1.0	Medical Director
1.0	Advanced Practice Nurse Prescriber
1.0	Human Services Supervisor II
2.0	Registered Nurse
6.0	Master Social Worker-Certified
	Case Manager I/Case Manager II/Social Worker
8.0	Family Crisis Worker
2.0	AODA Coordinator
1.0	Secretary I
4.0	Administrative Assistant
1.0	Total
28.0	Total

Human Services Department

Present Personnel (Full Time Equivalent)

<u>Mental Health/AODA Services – Clinical Services for Children & Families</u>	
1.0	Program Manager
2.0	Human Services Supervisor II
1.0	Human Services Supervisor I
9.0	Masters Social Worker
10.0	Case Manager I/Case Manager II/Social Worker
2.0	Family Skills Specialist
1.0	Administrative Assistant
1.0	CST Service Coordinator
2.0	Community Youth Specialist
5.0	Psychiatric Technician
34.0	Total

<u>Mental Health/AODA Services – Community Support Program</u>	
1.0	Program Manager
3.0	Human Services Supervisor II
3.0	Registered Nurse
15.0	Master Social Worker
6.0	Case Manager I/Case Manager II/Social Worker
2.0	Administrative Assistant
30.0	Total

<u>Long Term Support</u>	
0.5	Long Term Support Services and ADRC Division Manager
2.0	Human Services Supervisor I
19.0	Case Manager I/Case Manager II/Social Worker
1.0	Administrative Assistant
22.5	Total

<u>Aging & Disability Resource Center</u>	
0.5	Long Term Support Services and ADRC Division Manager
1.0	Human Services Supervisor I
10.0	Information Assistance Specialist
2.0	Disability Benefit Specialist
1.0	Administrative Assistant
14.5	Total

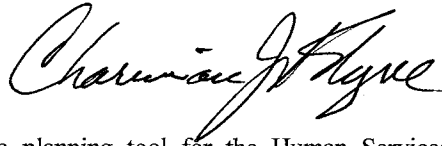
372.2 GRAND TOTAL

Human Services Department
Summary of Personnel Modifications

New Positions	Dept. Request	Admin.Rec.
Children, Youth & Families – Youth Services Center Youth Specialist	1.0	1.0
Aging and Disability Resource Center Case Manager I	1.0	1.0
Deletions		
Economic Support Economic Support Specialist - Project Economic Support Supervisor - Project	7.0 1.0	7.0 1.0
Children, Youth & Families – Access, I/A, Ongoing Social Service Aide II (Transportation)	1.0	1.0
Mental Health/AODA Services Medical Director	1.0	1.0
Reclassifications		
Agency Management Secretary I to Secretary II	2.0	2.0
Mental Health/AODA Services AODA Coordinator to Human Services Supervisor I	1.0	1.0
Reallocations		
Agency Management Technology, Records & Quality Management Supervisor (From PR 23 to PR 24)	1.0	1.0
Transfers		
Agency Management Word Processing Operator to Long Term Support	1.0	1.0
Children, Youth & Families - Ongoing Master Social Worker to Mental Health/AODA-Clinics	1.0	1.0
Long Term Support Administrative Assistant to Mental Health/AODA-Clinics	0.5	0.5
Mental Health/AODA-Crisis Psychiatric Technicians to Mental Health/AODA-Community Support Program	1.2	1.2

Charter: Human Services

Effective January 1, 2015
Charmian J. Klyve, Director



The Management Charter is a planning tool for the Human Services Department (HSD) and is reviewed annually. The Critical Objectives and Performance Standards provide framework and direction to the Department. The Department continually strives to provide quality services in the most cost effective, efficient, responsible and accountable manner, and where possible, maximize revenue to better fund the Department's programs.

ADMINISTRATION

Administration's goals and objectives address seven (7) areas: budgeting, planning, leading, organizing, managing, directing staff resources, and providing information and education to the public on our programs.

Key Objective:

Exercise sound judgment and management oversight in the operation of the Department programs ensuring quality services consistent with program mandates and fiscal accountability.

Critical Objectives:

1. **Budgeting:** Engage in cost effective and efficient allocation of limited fiscal resources among the Human Services divisions to maximize the delivery of services and respond to emerging areas of need.

Standards:

- a. Identify ways to maximize the use of limited County tax levy dollars through use of grants.
- b. Through leveraging of federal/state dollars to ensure optimal use of these dollars prior to the use of County tax levy.

- c. Ensure available revenue sources are maximized, such as the billing of Medical Assistance, Medicare and private insurance.
 - d. Ensure collections for services received are pursued where appropriate.
2. **Planning:** Engage in short and longer-term Department planning, and obtain input on Departmental operations and ensure quality cost effective services are delivered.
Standards:
 - a. Management in each program area will participate in delivering the goals and objectives of their respective Divisions.
 - b. Community input will be obtained through annual public hearings, use of advisory committees, and consumer satisfaction surveys.
 - c. Education of staff and the community on current programs and changing Department goals and objectives.
 3. **Leading:** Provide leadership and direction to staff to enable them to work cooperatively and effectively with Management to achieve Department goals and fulfill the Department's mission.
Standards:
 - a. Communicate effectively and provide appropriate information to the Board and County Administration on Departmental programs and initiatives, as well as, timely fiscal information.
 - b. Communicate effectively with Department staff to educate them on our mission and goals.
 4. **Organizing:** Develop initiatives and organize work so that Departmental services and goals can be achieved in a cost-effective manner while maintaining quality service to clients.

Charter: Human Services

Standards:

- a. Refine the organizational structure of the Department to better utilize resources and improve productivity.
 - b. Continuously engage in evaluating programs and focusing on best practice models.
 - c. Ensuring the most cost effective delivery system consistent with best practice.
5. **Managing:** Utilize the most effective organizational structure to manage Department operations and achieve our goals in a cost effective and efficient manner.
- Standards:
- a. Apply sound management and supervisory skills to assure proper professional program and fiscal management.
 - b. Conduct evaluation of our service delivery system through the Quality Improvement process and through consultant services input as needed.
6. **Human Resources:** Allocate staff resources appropriately in the most cost effective and efficient manner consistent with delivery of quality services to clients.
- Standards:
- a. Work to ensure cross training of staff in appropriate areas to ensure continuity and increased flexibility within the Department.
 - b. Work in cooperation with the Human Resources Department to fill, recruit, and hire qualified personnel; ensure accurate job descriptions consistent with work assigned and provide appropriate performance expectations.
 - c. Conduct regular timely performance evaluations of staff.
 - d. Address staff development and training needs through countywide and department-wide initiatives and through planning during each employee's performance evaluation.

7. **Public Information and Education:** Provide information to the public and community agencies in a manner that supports collaboration and cooperation to achieve departmental goals on behalf of our clients.

Standards:

- a. Maintain effective communication with community organizations.
- b. Promote public participation through public hearings and community awareness of Department Programs.
- c. Provide information to other agencies and the public on Department programs.

ADMINISTRATIVE SERVICES

BUDGET PROCUREMENT AND PROGRAM MONITORING

Key Objective:

Ensure all Human Services fiscal and program objectives are being met through coordination and oversight of the Department's activities in the areas of budgeting, contracts, grants, purchasing, program monitoring and accounting.

Critical Objectives:

1. Prepare and monitor the Department's budget.

Standards:

 - a. Coordinate the development of the Human Services Department budget within the prescribed time frame utilizing the prescribed format.
 - b. Monitor revenue and expenditure levels throughout the year against the budget, provide annualized projections, and prepare budget adjustment resolutions as necessary.

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- c. Assist Department management and program staff in the development and utilization of budget monitoring tools.
 - d. Maintain the Department's chart of accounts in a format that allows the Department to meet its fiscal monitoring and reporting requirements.
 - e. Prepare all cost allocations that are necessary to meet reporting and budgeting requirements.
 - f. Provide regular budget updates to Department management, program staff, and the Human Services Board.
 - g. Coordinate preparation of the Annual Report.
 - h. Research and develop options to enhance revenues and increase fiscal efficiency.
2. Prepare and monitor the Department's Purchase of Service Contracts.
- Standards:**
- a. Prepare purchase of service contracts in a manner that conforms to County purchasing procedures and is consistent with the State Model Contract; work with Department managers to develop contract language; negotiate terms and rates with providers.
 - b. Obtain necessary review and approvals to execute contract.
 - c. Review compliance with contractual obligations in the areas of insurance, licenses, civil rights, audits and performance.
 - d. Perform on-site and/or desk contract monitoring reviews of purchase of service contracts.
3. Coordinate the Department's Grant Activities.
- Standards:**
- a. Prepare the budget information required for grant submission and monitor compliance with relevant fiscal and matching requirements.
 - b. Obtain necessary grant review and approvals.

- c. Monitor submission of required grant reports.
4. Oversee the Department's Purchasing Activities.
- Standards:**
- a. Process administrative purchase requisitions in conformity with Generally Accepted Accounting Principles (GAAP), Wisconsin Department of Health Services (DHS), Wisconsin Department of Children and Families (DCF) Allowable Cost Policies, and other County, State, and Federal policies.
5. Provide Program Monitoring Services.
- Standards:**
- a. Provide program analysis on a regular basis to ongoing programs, work on special assignments as requested, and prepare analysis of new proposals and proposed changes to existing programs.
 - b. Work with Department management and staff to develop clearly defined program outcomes; develop monitoring tools to measure performance against program outcomes.

ACCOUNTING

Key Objective:

The key objectives of the Accounting units are to provide accurate and timely financial data in conformity with GAAP, DHS & DCF Allowable Cost Policy and Federal, State and County accounting policies; to assist division management in preparing, evaluating and monitoring the annual budget, programs and projects that have a financial impact on the Department and the County; to maximize revenues and minimize expenses; to establish internal controls, systems and written procedures for all accounting activities and reports; and to coordinate facility issues with landlords and the General Services Department.

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The Accounting units prepare and process the HSD accounts payable, accounts receivable, bank reconciliations, billings, collection of accounts receivable, expense allocations, journal entries, protective payees, and financial reports.

Critical Objectives:

1. Provide fiscal planning for Department operations.
Standards:
 - a. Assist in coordinating the development of the HSD budget for the County Board.
 - b. Assist other Divisions of the Department with financial plans and projects.
2. Provide fiscal monitoring tools for program and management use. Develop necessary fiscal data to meet required reporting.
Standards:
 - a. Submit all required reports on or before their due date in the required formats.
 - b. Compile and issue monthly fiscal reports to department management by the 15th of the following month.
 - c. Assist program staff in the planning, developing and utilizing of monitoring tools and reports.
 - d. Reconcile CARS and CORE reports to general ledger.
 - e. Prepare and maintain detailed job instructions for each task and position.
 - f. Cross-train a backup person for each position.
3. Provide prompt, accurate payment to eligible clients, vendors and contract agencies for Human Services Department programs such as Long Term Support (LTS), Alcohol and Other Drug Abuse (AODA), Kinship Care, Substitute Care, Child Welfare, and Administrative Expenses.

Standards:

- a. Process all accounts payable on a timely basis in accordance with allowable cost policy, contractual obligations and restrictions.
 - b. Increase productivity by determining the source of errors and applying a systematic program to reduce errors.
-
4. Maintain billing and collections for FoodShare, Children in Substitute Care, Case Management, Outpatient, Family Treatment Teams, Intensive Case Management, Community Support Program (CSP), LTS Co-pay, Low Income Housing Energy Assistance, and Department of Vocational Rehabilitation Transition to Employment, Youth Services Center (YSC), and Post Adjudicated Services.
Standards:
 - a. Determine proper liability of clients based upon governing regulations and invoice them in a timely manner.
 - b. Establish and generate accounts receivable aging reports for monthly review with Controller.
 - c. Maintain a log of Substitute Care cases identified as potential Supplemental Security Income (SSI) eligible and monitor the application process.
 - d. Maintain management reports on current and historic trends in cash collection.
 - e. Monitor daily time reports and unit reports for promptness, accuracy, and percentage of billable hours. Give feedback to supervisory staff as needed.
 - f. Issue monthly statements.
 5. Provide Protective Payee services to the Community Support Division.
Standards:
 - a. Review budget expenditures and budgeted income.

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- b. Review and reconcile monthly client balances.
 - c. Consult with social workers and supervisors when budgets need to be adjusted.
 - d. Prepare and provide monthly reports of client balances to social workers and supervisors.
6. Maintain agency checking accounts.
Standards:
- a. Make deposits and withdrawals to various checking accounts maintained in the Department as determined by applicable policy and procedures.
 - b. Reconcile all bank accounts monthly for the Controller's approval.
7. Coordinate facility issues.
Standards:
- a. Maintain an active role in the Human Services Department Safety Committee.
 - b. Communicate and resolve any facility issues with landlords or the General Services Department.
8. Coordinate the processing of Social Security Income (SSI) applications for children in substitute care.
Standards:
- a. Submit every new SSI application within sixty days of placement date.
 - b. Facilitate the required reviews and appeals for children in placement and on SSI.
9. Logistic Support.
Standards:
- a. Maintain a system that enables staff to have needed supplies, forms and equipment to perform their duties.
 - b. Conduct orientation for all new employees of the Department including Key Control.

JOB CENTER

Key Objective:

Accounting also has administrative responsibility for the Job Center. The Job Center's key objectives are to provide "ONE STOP SHOPPING" for job seekers, employers, and individuals in need of supportive services. The Job Center will provide employment and training services, promote the well being of individuals through work, help individuals obtain quality jobs and employment training, offer employers quality workers, provide resources for employee retention and advancement in the work place, provide assistance and case management for individuals in need, provide integrated services for employers, job seekers and individuals in need of assistance and provide local leadership, direction, and outreach programs to promote employment, training and supportive services. The Rock County Job Center is part of the Wisconsin Job Center Network and the Southwest Workforce Development Area.

The following agencies/programs are located at the Rock County Job Center: Economic Support, Long Term Support, Aging and Disability Resource Center, Wisconsin Department of Workforce Development Division of Employment and Training, Division of Vocational Rehabilitation, Southwest Wisconsin Workforce Development Board, Community Solutions, Manpower, Job Corp, Forward Service, and Blackhawk Technical College.

Critical Objectives:

- 1. Provide for facility management.
Standards:
 - a. Establish and maintain safety and operational procedures.
 - b. Establish and maintain cost budgets and billings.
 - c. Maintain supplies and maintenance contracts.
 - d. Monitor partner payments.
 - e. Monitor security and confidential issues.

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- f. Coordinate building and building equipment repairs and maintenance, and equipment changes.
 - g. Maintain staff areas and coordinate community activities.
 - h. Promote positive public relations, responding to community issues and concerns.
 - i. Be an active member of the Job Center Management Team.
2. Maximize facility usage.
- Standards:**
- a. Determine additional funding sources and grant opportunities.
 - b. Evaluate and adjust space for program, partner and customer changing needs and service delivery.
 - c. Expand marketing of available programs and services to other HSD Divisions, Community Organizations, and the general public.

TECHNOLOGY, RECORDS AND QUALITY MANAGEMENT

Technology, Records and Quality Management (TRQM) serves as an information and resource center for the Human Services Department (HSD) and provides professional, technical, and administrative support services. In addition to the overall data management functions, each of the three units has a specific scope of responsibility.

DATA MANAGEMENT UNIT

Key Objective:

The Data Management Unit serves as the data and reporting center for all HSD service programs to facilitate data system development and

maintenance, report creation, data quality assurance, and technical support for applications and security.

Critical Objectives:

1. **Data Management:** Maintain and monitor the electronic health record system (EHR) within the HSD. Develop and maintain ancillary data systems to meet the informational needs of administration and service programs.
Standards:
 - a. Create and maintain queries and reports by request and provide technical assistance on the data resources available to HSD.
 - b. Provide technical support for the EHR and ancillary data systems, including eWISACWIS, CaseWorks, WISP, et al.
2. **Data Quality:** Monitor the EHR and ancillary data systems to assure complete, accurate, reliable, timely information is collected and reported.
Standards:
 - a. Develop and document data standards (schema, entry, et al.) for the EHR and ancillary data systems..
 - b. Assist in the development and participate in the HSD data governance structure to coordinate data quality management.
3. **Technology and Security:** Provide training on HSD related applications and data systems to relevant staff.
Standards:
 - a. Provide technical assistance for the usage of technology to enhance HSD program efficiencies and service delivery.
 - b. Serve as main point of contact for security delegation for all HSD related applications, data systems and file systems.

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MEDICAL RECORDS UNIT

Key Objective:

The Medical Records unit serves as an information and resource center for all Human Services treatment programs, Juvenile Justice, Child Protective Services and Rock Haven (nursing home) to facilitate the delivery of quality service to each client. The Medical Records unit also performs a wide range of administrative services including records management, release of information, purchasing/supply, data entry and word processing.

Critical Objectives:

1. **Records Management:**

Standards:

- a. Provide prompt response to routine record requests and track record location to insure punctual location of needed records.
- b. Perform chart audits to insure needed documents are on file.
- c. Manage storage of records via established retention guidelines including scanning of records.

2. **Regulatory Support:**

Standards:

- a. Perform release of information to external parties in accordance with statutes, regulations and procedures.
- b. Provide technical support for regulatory requirements including HIPAA, Chapter 51, etc., which includes serving as a confidentiality resource and developing ongoing training.
- c. Assist with certification surveys.
- d. Perform and coordinate word processing support for various service areas in accordance with established protocol to ensure timely completion.

- e. Enter data into state and county applications to meet Federal, State, County and Department requirements.

SUPPORT SERVICES UNIT

Key Objective:

Responsible for the overall training and coverage coordination of administrative support staff within the Human Services Department. Performs rigorous and routine quality assurance on data entry, records management and administrative workflow within the Department. Supervises the Health Care Center Switchboard staff.

Critical Objectives:

1. Provide quality assurance and technical assistance to relevant Department programs in the areas of electronic data entry, physical records and administrative workflow.

Standards:

- a. Assist in the identification of inconsistent and inaccurate data entry. Develop and execute plan of correction in coordination with Application Support Specialists.
- b. Perform regular audits of paper records per established Department policy. Develop and execute plan of correction in coordination with Medical Records and Program Supervisors.
- c. Periodically review administrative workflow within all relevant Department programs. Provide briefing to Program Supervisors on improvements and recommended modifications.

2. Serve as training and orientation coordinator for the Human Services Department.

Standards:

- a. Establish and maintain new employee training and orientation procedure for both administrative and

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- professional staff. This includes HIPAA, IT requirements, confidentiality, training on Department software systems.
- b. Train administrative support staff upon initial hiring in data entry and administrative workflow. Provide continuous training to existing administrative support staff on new data entry requirements and administrative workflow as revisions occur.
 - c. Identify areas of necessary training and provides ongoing training as needed.
3. In close consultation with program supervisors, coordinate and provide administrative support coverage for the Mental Health/AODA, Children, Youth and Families, and Long Term Support Divisions to ensure adequate services are provided.
- Standards:**
- a. Maintain master calendar of all time off requests for administrative support staff in relevant divisions. Program Supervisors will notify Coordinator of approved time off requests.
 - b. Serve as contact for unplanned call offs by administrative support staff.
 - c. Regularly communicate with program supervisors regarding administrative support needs, desires and/or changes.
4. Provide direct supervision of Health Care Center (HCC) Switchboard staff (1.0 FTE) and ensure adequate coverage is provided.
- Standards:**
- a. Ensure main telephone line is answered and visitors are greeted, and each are directed as appropriate.
 - b. Ensure Loading Dock calls are responded to and appropriate staff are notified for pickup. Small deliveries brought to the reception window are received and signed for.

- c. Regularly monitor the metering of postage to outgoing mail, and the delivery of mail to the Post Office every weekday.
- d. Ensure all HSD inter-office and in-coming U.S. mail is properly sorted.
- e. Provide training for monitoring the fire alarm panel, alerting staff of the status of any alarms (e.g. false alarm or actual fire that requires evacuation), and following procedures with responders.

CHILDREN, YOUTH & FAMILIES

Key Objective:

The Children, Youth and Families Division strives to deliver services that are child and community safety focused, strength-based, family centered, trauma-informed, evidenced-based, culturally competent, team-based, community-based, and recovery oriented.

The Children, Youth, and Families Division (CYF) is composed of Child Protective Services, Juvenile Justice, and the Youth Services Center. A continuum of services has been developed within the division to provide case management and treatment for children and their families who have been referred to the Child Protection and Juvenile Justice Systems of Rock County. The Division's work is guided by the need to protect children from maltreatment and ensure public safety and juvenile accountability by using evidence-based programs and practices to increase the skills and competencies of clients to promote behavior change.

Critical Objectives:

1. Assess all incoming reports of possible child maltreatment for appropriateness of CPS assignment.

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Standards:

- a. Staff will gather sufficient information to determine whether child maltreatment or the risk of maltreatment to a child exists, including immediate and impending danger threats.
- b. Staff will inform reporters what child maltreatment is and agency responsibility.
- c. Screening Supervisor or designee will make all screening and urgency decisions.

2. Assess all accepted reports of child maltreatment to determine whether maltreatment has occurred, and/or is likely to occur.

Standards:

- a. Staff will complete a comprehensive initial assessment of the family, interviewing and gathering information consistent with the Investigation/Assessment Standards authorized in S.48.981(3)(c) Wisconsin Statutes.
- b. Supervisory review of all assessments will occur to ensure quality decision-making and to ensure that assessments are completed within 60 days of case assignment.
- c. Staff will send written conclusions of the initial assessment to mandated reporters within 60 days of case assignment.
- d. Staff will utilize Motivational Interviewing skills as part of their work with clients through the initial assessment process.

3. Assess all cases where there is a threat to a child's safety.

Standards:

- a. Staff evaluation of child safety will be consistent with the Safety Intervention Standards.
- b. All children in the family are considered when evaluating safety.
- c. All options for securing children's safety will be considered before out-of-home placement is utilized.

- d. Supervisory review of all safety decisions and plans will occur to assure for sufficiency.
- e. Staff will utilize the least restrictive/intrusive means necessary to ensure child safety and family stability.

4. Provide ongoing services to families with children who are at significant risk of maltreatment and/or who are unsafe.

Standards:

- a. Staff will conduct assessments of each family for the purpose of understanding what conditions most contribute to the risk of maltreatment consistent with the ongoing service standards.
- b. Staff will engage families in developing plans designed to reduce the risk of maltreatment.
- c. Staff will work with other department staff and community agencies and professionals to complete their assessment and develop a case plan.
- d. Staff will make timely referrals for necessary services on behalf of the family to comply with reasonable efforts requirements. This may include referrals to both department and community resources.
- e. Supervisory review of all assessments and plans will occur to assure quality decision-making.
- f. Staff will utilize the Functional Family Case Management model in their work with children and families.

5. Strengthen the substitute care unit to enable it to serve as a resource to CPS, Juvenile Justice, and alternate care providers.

Standards:

- a. Identify and recruit for concurrent foster homes and adoptive resources in accordance with the Adoption and Safe Families Act of 1997 (ASFA) MEPA, and IEPA.

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- b. Provide non-foster care respite for CPS, JJPS, and Coordinated Service Team (CST) families.
- c. Provide foster parent training to foster parent applicants and to all licensed Rock County Foster Parents.
- d. Recruit and license Foster Homes for large (3 or more children) sibling groups and for children in the Beloit area.

6. Increase CPS program capacity to assure child safety while keeping families intact.

Standards:

- a. Prioritize case assignments to the Family Skills unit according to those families in need of services to achieve timely reconciliation.
- b. Deliver intensive in-home safety services to families whose children are at imminent risk of out-of-home placement.

7. Assist clients with transportation needs by providing rides for family interaction, counseling, and medical appointments through the Volunteer Transportation Program.

Standards:

- a. Coordinate and communicate with case managers regarding scheduling requirements.
- b. Develop and implement appropriate weekly schedules.
- c. Continue plans for recruitment and retention of volunteer drivers.
- d. Continue to refine a training/orientation process for newly recruited volunteer drivers.
- e. Continue to develop and refine program in response to the changing needs of case managers and clients.

8. Conduct public relations efforts focused on educating the community about CPS & increasing communication and collaboration with other agencies and the community at large.

Standards:

- a. Conduct community presentations focused on child abuse and neglect reporting, child maltreatment, CPS intervention with families and other CPS related topics to interested audiences.
- b. Offer opportunities to participate in individualized externships to interested professionals/elected representatives who interact with CPS.

9. Provide Kinship Care Management services in compliance with Wisconsin Statutes and Wisconsin Works Administrative Rules.

Standards:

- a. An individualized assessment will be completed on all caregivers in the program.
- b. A criminal background check will be done on all caregivers household members in the program.
- c. A determination for eligibility per Wisconsin Statutes and Administrative Rules will be done on all caregivers in the program.
- d. Payment authorization will be processed for all caregivers in the program.
- e. Annual reviews will be conducted on all caregivers in the program.

10. Receive and process referrals of juveniles charged with what would be a crime if they were adults, as well as juveniles who are considered to be truant, uncontrollable, or a runaway.

Standards:

- a. Intake services will be provided 24 hours per day as required by Wisconsin Statutes.
- b. Intake decisions will be determined in compliance with Court approved guidelines and Wisconsin Statutes.
- c. Custody decisions, as well as the level and location of custody, will be made according to Wisconsin Statutes.

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11. Provide the following services: Juveniles in Need of Protection and Services, Formal Supervision, Intensive Case Management, Electronic and GPS Monitoring, Deferred Prosecution Agreements, and Consent Decrees, and delinquency prevention.

Standards:

- a. Dispositional recommendations for the Court, including the level of supervision, will be made by conducting an individualized assessment using the Youth Assessment and Screening Instrument (YASI).
- b. Provide or arrange for all services ordered by the Court.
- c. Provide evidenced-based programming to youth and families involved in the juvenile justice system.

12. Decrease the number of out-of-home or out-of-community placements, while providing public safety, juvenile accountability, and increased competency.

Standards:

- a. Provide community-based services in collaboration with other department divisions, schools, police, and private service providers to juveniles and their families.
- b. Provide supervisory consultation and approval of recommendations to the Court for out-of-home or out-of-community placements.

13. Direct and support Juvenile Justice system improvement activities within the Division and in partnership with law enforcement, schools, Public Defenders, the District Attorney, community agencies, parents, and youth.

Standards:

- a. Implement nationally recognized best practice standards for juvenile justice practice.
- b. Develop strategic workgroups to implement Juvenile Justice System improvement strategies.

14. Provide shelter or secure detention for juveniles detained per Wisconsin Statutes, Chapter 938 or Chapter 48.

Standards:

- a. The Youth Services Center will be in compliance with all Administrative Rules that apply.
- b. Juveniles referred to detention pursuant to Wisconsin Statutes and regulations will be accepted.
- c. Implement nationally recognized best practice standards for juvenile residential facilities.

15. Provide nursing services as needed for all detained juveniles by having a nurse on premises during the workweek, Monday through Friday; and as needed on weekends and holidays.

Standards:

- a. A nurse will provide a thorough review of each admission health screening.
- b. Youth reporting to sick call will be screened for treatment needs and referred to medical staff as appropriate.
- c. Medication monitoring services will be provided for those in need of medication therapy.

16. Conduct regular public relations efforts geared toward educating the community about services within the Division.

Standards:

- a. Provide speakers for in-services for other HSD Divisions, community organizations, and the general public.
- b. Promote agency programs as well as coordinate and collaborate with other HSD Divisions and public agencies and their existing programs.

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CLERICAL/SUPPORT SERVICES

Key Objective:

The Support Services Unit provides a wide range of administrative services including records management, data entry, and secretarial support services to Children, Youth and Families Division.

Critical Objectives:

1. **Secretarial Support:** Perform a variety of difficult and responsible clerical functions necessary to accomplish the work of the Children, Youth and Families Division.

Standards:

- a. Provide phone back-up for CPS Access calls, and locate a Social Worker.
- b. Assist with calls from the Public Defenders and Law Enforcement regarding juvenile probation referrals.
- c. Coordinate the process of CPS substantiation appeals and rehabilitation reviews.
- d. Attend meetings and take minutes for a variety of committees.

2. **Records Management:** Create files for CPS and JJ clients, and Foster Care Providers. Maintain Credentials Files and Program Surveys.

Standards:

- a. Assist staff with proper filing of client documentation and assure availability of the files while maintaining confidentiality.
- b. Coordinate submission of credentials.

3. **Data Entry:** Assist with data collection and reporting for child abuse and neglect service activities as well as JJ and delinquent juveniles, Kinship Care services, and Foster Care Providers.

Standards:

- a. Enter complete, accurate, and consistent information into various databases and applications including WiSACSWIS and JSDR.
- b. Attend Calendar Call hearings to collect financial information from the parents/guardians of juveniles.

ECONOMIC SUPPORT

Key Objective:

Our mission is to efficiently operate State and Federal Economic Support Division Programs, which include: Medical Assistance (MA), FoodShare (FS), ChildCare (CC), and Badger Care Plus (BC+). These programs are operated under contract with the State and are required by State and Federal law, leaving little room for local discretion.

Critical Objectives:

1. Administer programs within Federal, State and local policies. An error rate will be maintained which is within the accepted tolerance. **NOTE:** Federal tolerance levels in FS are established annually based upon national averages.

Standards:

- a. Quality Assurance reviews are completed by the State IMQA unit State F's R's and Federal R's at a rate sufficient to determine accuracy rates. Appropriate action plans will be developed to address negative findings.
- b. Develop an error reduction plan to address problem areas.
- c. Complete applications, changes and responses on a timely basis as specified in program manuals.

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2. Provide Economic Support programs in accordance with all Federal, State and local regulations. Administration of these programs requires respect for client rights and satisfaction.
Standards:
 - a. Investigate all complaints regarding client services with appropriate remedies being applied on a timely basis.
 - b. Evaluate and report efforts to monitor the quality of consumer/staff interactions. Such efforts will be documented through the state-developed Customer Satisfaction Survey, as well as, local monitoring tools.
 - c. Meet Performance Standards as set forth by the State.
3. Staff will be trained on program basics as well as program changes.
Standards:
 - a. Provide continuous education for staff.
 - b. Assure each new staff will be given sufficient training to meet the requirements of Administrative Code DCF 103.
 - c. Assign experienced staff to state-sponsored education to meet requirements of DCF 103.
 - d. Schedule in-house education to address staff on agency needs.
 - e. Maintain records of staff education.
4. Policy changes will be discussed, disseminated, and implemented on a timely basis.
Standards:
 - a. Designate staff to attend state-sponsored training on new programs or policy changes.
 - b. Discuss policy matters and implementation plans at weekly supervisory meetings.
 - c. Hold regular Division and unit meetings to provide a forum for training and policy discussion.
5. Operate an active fraud reduction program.
Standards:
 - a. Complete front-end verification on all cases within error prone profiles as specified in the Rock County Fraud Plan.
 - b. Refer for investigation cases of alleged fraud or request an administrative hearing.
 - c. Disqualify recipients who are convicted of fraud as allowed by law.
 - d. Actively pursue and monitor benefit recovery where benefits were obtained as a result of fraud.
6. Maintain a focus on employment as the first means of self-support for the Food Share Employment and Training (FSET) program.
Standards:
 - a. Develop and review employability plans for all work program participants.
 - b. Monitor each participant's progress toward goals stated in the employability plan.
 - c. Provide supportive services to enable individuals to seek and maintain employment.
 - d. Complete follow-up tracking and case management for employed individuals.
7. Provide information regarding Economic Support Programs.
Standards:
 - a. Provide public relations and outreach in a pro-active manner to increase public awareness of the Economic Support Programs.
8. Conduct regular public relations efforts geared toward educating the community about Economic Support Programs and enhancing the image of the Human Services Department.
Standards:
 - a. Provide speakers for inservices for other HSD Divisions, Community Organizations, and the general public.
 - b. Provide a series of informational sessions to other agencies and the general public on topics of interest.

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- c. Participate on advisory boards and committees to promote agency programs as well as coordinate and collaborate with other agencies and their existing programs.

LONG TERM SUPPORT

Key Objective:

Long Term Support (LTS) provides assessment, case plans, and ongoing case management for eligible individuals. The primary target groups who receive services through Long Term Support are people who are Elderly (age 65 and older), and/or Physically/Sensory Disabled (ages 18 to 64). In addition, LTS is the County's designated Adult and Elder Abuse agency. LTS staff also recruit and certify adult family homes for clients of the Human Services Department and the Developmental Disabilities Department. Services are delivered through the use of County, State and Federal funding sources to assist eligible residents to maintain independence in the community. Funding sources include Community Options, Medical Assistance Waiver, Community Relocation and Nursing Home Diversion Funds, Alzheimer Family Caregiver Support Program, and limited County tax levy.

Long Term Support staff are an integral part of case plan development; bringing together vital community services in an effort to assist individuals. Staff coordinates and manages numerous community-based long-term support services. These services are designed to enable people to live in the least restrictive community setting possible while maintaining maximum independence.

Critical Objectives:

- 1. Provide comprehensive case assessment and plans.
Standards:
 - a. Provide assessments and case plans in a timely manner.

- b. Conduct annual WATTS reviews referred from Court Services.
- 2. Provide comprehensive case management services.
Standards:
 - a. Monitor ongoing case management activities for service comprehensiveness through monthly random record review and client/collateral contacts.
 - b. Further develop standards for case management activity and measure workload demands and productivity.
 - c. Ensure expertise for the various populations served through staff training, support, and caseload review.
- 3. Maximize State and Federal funding sources.
Standards:
 - a. Achieve full waiver participation within allowable allocations.
 - b. Utilize all available MA-Waiver funding while maintaining prescribed significant proportion ratios.
 - c. Analyze State and Federal administrative reports and adjust case activities as needed.
 - d. Assess the division of funds by target group to provide for the full utilization of funding and meeting the program's responsibilities.
 - e. Maintain staffing level sufficient to process new waiver applications and manage open waiver cases.
 - f. Analyze how best to serve clients after completing the Long Term Care Functional Screens.
- 4. Maintain accurate waiting list data.
Standards:
 - a. All waiting list cases will be contacted every six months to determine service needs and eligibility for other program areas, as well as, information regarding their present status on the waiting list.

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- b. Remove clients from waiting lists as staff and funding resources become available.
5. Provide remedial and preventive services to adults who are victims of abuse or neglect.
- Standards:**
- a. Provide community education and coordination of services.
 - b. Document referrals to law enforcement.
 - c. Complete and enter electronically the F-20441A Adult at Risk Abuse, Neglect, and/or Exploitation Form for State data collection.
6. Provide screening, coordination, and court services for guardianship and protective placement referrals.
- Standards:**
- a. Screen all referrals from general public and Human Services Department case managers.
 - b. Refer individuals to private attorney if sufficient resources.
 - c. Process guardianship for indigent individuals.

AGING AND DISABILITY RESOURCE CENTER

Key Objective:

The Aging and Disability Resource Center (ADRC) of Rock County provides resources to elderly, physically disabled, and developmentally disabled adults as well as their family and caregivers. The ADRC is a central source of information, assistance, and access to community resources. Individuals who come to the ADRC often times are not aware of all the resources available in the community and do not know where to turn. Information and Assistance Specialists gather information from the customer to understand the needs and provide options counseling to explain each option available so that the individual and their family can

make informed choices. Information and Assistance Specialists will go one step further by helping the customer make the connection and link them to the resources they seek.

Most people who are helped by the ADRC have funds to pay for their service needs, however, should someone require public funding, the Information and Assistance Specialists are able to initiate the screening process for program eligibility.

There are no income or asset limits to receive information and assistance from the ADRC. In addition, all services provided by the ADRC are free. State and Federal funding support the ADRC through 100% time reporting of all Medicaid activities.

Critical Objectives:

- 1. Provide information and assistance.
- Standards:**
- a. Evaluate the request to determine the nature of the situation and the service options by listening to the inquirer, assessing the needs, and helping to connect them to service providers.
 - b. Provide useful information and assistance on a wide variety of topics including but not limited to: adult protective services, prevention and early intervention programs, chronic health conditions, long term care living arrangements or services, nutrition, financial and basic needs, employment, mental health services, transportation, care giving and death/dying issues/supports.
 - c. Refer or assist individuals to connect to community resources/services.
 - d. Follow-up with individuals to determine if the needs were met.
 - e. Document contacts in State system.

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2. Provide access to Publicly Funded Programs and Benefits.
Standards:
 - a. People are informed of government programs and benefits including Medicaid, Medicare, MA-Waiver, SSI, SSDI, SSI-E, Foodshare, and Veteran's Benefits.
 - b. Perform the initial financial screening and relay information to Income Maintenance for processing.
 - c. Perform the initial functional screening for eligibility in a program and refer individuals to the appropriate agency for processing or placing on a wait list.

3. Provide Disability Benefits Counseling.
Standards:
 - a. Assist adults ages 18-59 with developmental or physical disabilities, and individuals with mental health issues to obtain or retain public and private benefits.
 - b. Provide accurate and current information on an array of private and government benefits and programs.
 - c. Offer information, advice and assistance in preparing/filing complaints, grievances and appeals.
 - d. Consult with program attorneys for interpretation of law or regulation and appropriate action to resolve concerns.
 - e. Provide representation for people in administrative hearings and other formal grievance steps.

4. Transition Services for Students and Youth.
Standards:
 - a. Assist young adults with disabilities experience a seamless transition into the adult long-term system.
 - b. Participate in the local Transition Advisory Committee, resource fairs and other transition-related events.
 - c. Outreach to school districts, parent/guardian groups and education service agencies by providing information regarding availability of services.

5. Maximize State and Federal Funding.

Standards:

- a. Complete daily activity logs (100% time reports).
- b. Log all activities accurately on the provided spreadsheet ensuring Medicaid is maximized for full funding.
- c. Medicaid activities should equal no less than 30% monthly.
- d. Submit reports to the State monthly.

MENTAL HEALTH AND ALCOHOL AND OTHER DRUG ABUSE SERVICES

OUTPATIENT CLINICS

Key Objective:

The Department provides behavioral health treatment at outpatient clinics in Southern Rock County (Beloit) and Northern Rock County (Janesville). The State of Wisconsin under DHS 35 certifies the clinics. Services available through the clinics include psychiatric and psychosocial evaluations; individual, family, and group counseling; nurse care, case management services; and psychiatric treatment services.

Critical Objectives:

1. Maintain on-going efforts to prevent or reduce admissions to psychiatric hospitals or State Institutes, consistent with the community-based treatment philosophy of the Department.

Standards:

- a. Provide therapeutic services to registered clients to assist in resolving problems on an outpatient basis and reduce the need for inpatient care.
- b. Provide access to psychiatry and medication management services as an intervention for clients.

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2. Continue to refine and develop specific therapeutic skills and strategies for working with clients with complex concerns, and improve capacity for provision of case management services.

Standards:

- a. Provide staff opportunities to attend workshops and seminars relating to multi-problem and high needs clients.
- b. Develop broader continuum of services beyond traditional therapy to include case management, team interventions, and community-based services.

3. Further develop staff competence and skill in the areas of co-occurring disorders, trauma informed care, and recovery-oriented care.

Standards:

- a. Implement Core principles of Best Practice within Co-occurring Disorders and Trauma Informed service delivery.
- b. Provide training to staff to improve effectiveness in trauma informed care.
- c. Reinforce expectations through regular staffings.

4. Perform professional duties in a manner that ensures compliance with all applicable State and Federal codes and statutes, outpatient certification standards, and is consistent with professional ethics and practice guidelines, and prevailing professional standards of care.

Standards:

- a. Review and discuss applicable laws, codes, regulations, guidelines, and standards, as necessary, to maintain an adequate knowledge base.
- b. Identify specific problems and concerns relating to professional practice and review with other professional staff via the multi-disciplinary case review, peer consultation and review, supervisory review, and at outpatient staff meetings.

- c. Attend outpatient business and educational staff meetings and trainings.
- d. Review Quality Assurance findings and participate in ongoing quality improvement activities.

Coordinated Services Team

Key Objective:

Coordinated Services Team (CST) is a wraparound model of care for children involved in two or more systems of care (such as mental health, long term care, juvenile justice, child welfare, substance abuse or special education) who have complex needs. The CST process is based on family and community values, is unconditional in its commitment to creatively address child and family needs, and focuses on community-based supports. Each child and family-centered team develops an individualized plan.

Critical Objectives:

1. Use natural and community resources and supports to meet child and family needs.

Standards:

- a. Access available technical assistance from the State of Wisconsin to further develop a high fidelity CST model.
- b. Promote CST as our Communities system of care for children and family.
- c. Work with families to build on individual and family strengths using a team-centered approach.

CHILDREN'S LONG TERM SUPPORT

Key Objective:

The Children's Long Term Support program is a Medicaid Waiver program that recognizes that many children at risk of being placed in high

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cost restrictive facilities can be cared for in their homes and communities, preserving their independence and ties to family and friends at a cost no higher than that of institutional care. Rock County Human Services serves children who qualify for services through the Children's Long Term Support Waiver because of mental illness, physical disability, or developmental disability. Examples of services funded by this program include case management, counseling and therapeutic services, skills training, adaptive aids, respite care, supportive home care, home modifications and nursing services, among others.

Critical Objectives:

1. Access all available CLTS funding to maximize services to eligible children.

Standards:

- a. Help families to eliminate barriers to getting necessary goods and services to prevent health and safety risks.
- b. Maximize access to services and funding by developing providers and resources.

ADULT CRISIS INTERVENTION

Key Objective:

Crisis Intervention Unit provides emergency outreach, assessment, assistance and follow up and linkage to individuals experiencing mental health and alcohol and other drug abuse emergencies when the family or other existing support systems can no longer alleviate these problems. This resource assists in preventing or decreasing hospital admissions through follow up and linkages to resources. The Crisis Unit is certified under HFS Administrative Code 34 and 75.05 and operates in accordance with these standards. Unit objectives continue to be focused on securing community based alternatives to hospitalization. Critical elements of this effort include our 15 bed crisis stabilization facility, Harper's Place and outpatient stabilization case management services.

Critical Objectives:

1. Educate county law enforcement agencies and other community agencies on the civil commitment process, crisis techniques, and how to access crisis services.

Standards:

- a. Crisis Intervention Program Manager will continue to hold bimonthly Community Crisis Response Group meetings to facilitate communication and collaboration among community partners in the Emergency Mental Health System.
- b. Crisis Intervention Supervision facilitates a Police Liaison meeting monthly to identify individuals for – outreach, educate liaisons who can then educate peers, process cases and develop resources.
- c. Provide in-services off-site to other community agencies to increase their knowledge of the civil commitment process, crisis intervention service, and mental illness in general.
- d. Maximize mobile services to the community to arrange for alternatives to involuntary hospitalizations.

2. Examine the function of Crisis Intervention, particularly with regards to other community organizations, and explore ways to further minimize risk factors associated with crisis services.

Standards:

- a. The Crisis Intervention Supervisor will provide additional educational training to Crisis staff on topics related to mental illness, alcohol and other drug abuse, and enhancing suicide assessments.
- b. The Crisis Intervention staff will work to decrease the length of stay in the State Institutions and hospitals.
- c. Evaluate mental status of clients through interviews by Crisis Intervention Staff.

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- d. Consult with Rock County Corporation Counsel to discuss liability issues, as needed.
 - e. Continue with mobile resources of crisis staff to respond to law enforcement in the community when significant mental health problems are identified.
3. Review and revise Crisis unit policies and procedures in compliance with any new State laws and mandates related to Crisis Intervention.

Standards:

- a. Attend trainings and in-services provided by the State regarding new rules.
 - b. Coordinate changes in operations with other Human Service Department units.
 - c. Explore viable options for expanding our current billing for emergency services.
 - d. Coordinate services with the Harpers Place crisis stabilization facility.
 - e. Coordinate discharge planning of individuals under emergency detention pursuant to SS 51.15 or 51.45.
 - f. Work collaboratively to address the needs of individuals with dual diagnosis to offer and encourage drug and alcohol treatment.
4. Crisis Staff perform professional duties in a manner that ensures compliance with all applicable State and Federal codes and statutes, certification standards and consistent with prevailing professional standards of care.

Standards:

- a. Review and discuss applicable laws, codes, regulations, guidelines, and standards, as necessary, to maintain an adequate knowledge base.
- b. Identify specific problems and concerns relating to professional practice and review with other professional staff via case review, peer consultation and review,

- supervisory review, and at regularly-scheduled staff meetings.
- c. Attend regularly scheduled business and educational staff meetings.
- d. Review Quality Assurance findings and participate in ongoing quality improvement activities.
- e. Access consultation from Crisis Medical Director to improve practice.

PATH

Key Objective:

Meet objectives of the PATH (Projects to Assist in the Transition from Homelessness) and fully utilize the Shelter-Plus-Care housing subsidy.

Standards:

- a. Continue outreach services to places where homeless individuals are known to congregate to engage these individuals for serious and persistent mental illness and/or co-occurring disorders.
- b. Integrate Peer Support Services into PATH service array.

FAMILY CRISIS SERVICES

Key Objective:

The primary focus of Family Crisis is to provide mental health services where either the child, child caregiver, or both may be the identified client(s) and is viewed as needing short-term intensive stabilization services to reduce the risk of continued crisis and/or out of home placement. Family Crisis Services operates under Wisconsin Administrative Code HFS Chapter 34 and operates in accordance with these standards.

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Critical Objectives:

1. Provide timely and effective responses to families experiencing a mental health crisis or when the family is at high risk of experiencing a crisis.

Standards:

- a. Clinicians intervene when appropriate, consistent with HFS 34.02 (5) crisis definition.
- b. Provision of Family Crisis Services involve establishing rapport with the family, stabilizing the crisis, conducting a mental health assessment, discharge planning, and making referrals as appropriate to address any issues that impact on the risk of future crisis time frame when feasible.

FUNCTIONAL FAMILY THERAPY

Key Objective:

Functional Family Therapy provides intensive brief family therapy to families with youth ages 11-18 experiencing mental health issues that significantly impair daily functioning at home, school, and in the community and place the youth at risk of out of home placement.

Critical Objectives:

1. Improve youth and family functioning to maintain youth in their homes and at school.

Standards:

- a. Provide FFT to youth and families in a manner that is adherent to the FFT model and demonstrates high competence in the model.
2. Link families to appropriate resources in the community to maintain progress over time.

Standards:

- a. Engage and educate internal and community partners in FFT concepts to promote coordinated service delivery.
- b. Identify and develop community partners related to needs of youth and families.

YOUTH DEVELOPMENT AND DIVERSION AND FAMILY SKILLS

Key Objective:

Youth and Family Specialists provide services to children, youth, and families experiencing or at risk of mental health crisis, out of home placement, or court system involvement. Services increase protective factors so families remain intact and family members are functioning in the community. This creates fewer hospitalizations, out of home placements, and secure detention holds along with more stable family dynamics.

Critical Objectives:

1. Provide skill based instruction and psycho-education to improve functioning, reduce symptoms, and promote recovery in a variety of settings (home, community and schools).

Standards:

- a. Implement evidence based curriculum.
- b. Collaborate across systems to ensure integration and holistic services.
- c. Maintaining family unity in the community.

CRISIS STABILIZATION SERVICES

Key Objective:

Crisis Stabilization Case Management Unit provides assertive community case management services to individuals who remain acute or sub acute after a Mental Health/AODA crisis to assist and support the individual as

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they continue to stabilize in the community until linkage to ongoing services are possible. This team also offers service to designate ongoing services. This program is a short term – 90 day program. Additionally, the Human Services Department contracts with Rock Valley Community Programs to provide a fifteen-bed crisis stabilization facility (Harpers Place) in Rock County. The service is designed and operated in accordance with Wisconsin Administrative Code HFS 34. This facility provides a less restrictive alternative to psychiatric hospitalization. Clients will be voluntarily placed and/or placed there on a 51.15 detention.

Critical Objectives:

1. Ensure that all standards of DHS 34 are met while providing optional crisis stabilization. Follow up services to individuals who are continuing to stabilize from a mental Health crisis.

Standards:

- a. Monitor clinical statuses of clients
- b. Provide assessment of continued and ongoing need to achieve and maintain Mental Health Stabilization
- c. Provide linkage to ongoing services appropriate to assessed needs
- d. Provide warm hand off to ongoing services to include a smooth transition to ongoing services.

2. Ensure that the contracted provider is operating in accordance with HFS 34 standards and HFS 83 standards for Community Based Residential Facilities and the contract between provider and Rock County.

Standards:

- a. Monitor the services delivered by the contracted provider.
- b. Obtain and review client satisfaction data, outcome data, and quality assurance findings prepared by the provider.
- c. Monitor compliance with the terms of the contract related to staffing, outcomes and billing.

- d. Participate in regular clinical staffings of clients at Harpers Place.
3. Monitor admission screening and related admission criteria, as well as billing criteria and procedures.

Standards:

- a. Review admission screening decisions.
 - b. Review billing procedures in order to optimize resources for the facility.
 - c. Ensure all eligible Medical Assistance billing occurred.
4. Maintain a productive working relationship between the Human Services Department and the contracted provider.

Standards:

- a. Conduct meetings with stabilization case management staff, staff of the crisis stabilization facility, and HSD service providers to review level of service integration and collaboration.
- b. Revise policies, procedures and guidelines, as necessary, to ensure services delivery is integrated, efficient, and responsive to the needs of the residents.

ALCOHOL AND OTHER DRUG ABUSE SERVICES

Key Objective:

The Department provides Alcohol and Other Drug Abuse (AODA) screening and referral services to eligible Rock County residents employing a managed care format. The system requires fiscal management of limited resources in order to provide eligible clients access to AODA treatment. AODA trained staff provide the Intoxicated Driver Program (IDP) and AODA screening and referral services. Contracted providers provide some AODA treatment services. AODA treatment services, for eligible clients, are authorized to the limit of available budgeted resources. OWI court treatment is provided.

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Critical Objectives:

1. Manage access to and utilization of AODA screening and treatment services.

Standards:

- a. Complete an individual screening of all clients referred for AODA screening.
- b. Adhere to established criteria for prioritizing need for AODA treatment services to the limit of treatment resources available.
- c. Schedule assessments for intoxicated drivers (IDP) consistent with State standards.
- d. Document all instances of client contact on the day of contact.

2. Maintain a managed care format utilizing purchase-of-service contracts with multiple alcohol and drug abuse treatment providers.

Standards:

- a. Monitor AODA treatment authorizations to avoid exceeding budgeted limits.
- b. Review and authorize requests for extensions by contracted treatment providers when requested, and further if clinically indicated after reassessment of treatment progress.
- c. Develop and monitor outcomes for each treatment provider.
- d. Monitor compliance with HSRS data input necessary for State reporting.
- e. Provide ongoing screening of continued need for treatment, consistent with agency policy.

3. Perform professional duties in a manner that ensures compliance with applicable State and Federal codes and statutes, certification

standards, is consistent with professional ethics and practice guidelines, and is consistent with prevailing standards of care.

Standards:

- a. Review and discuss applicable laws, codes, regulations, guidelines, and standards, as necessary, to maintain an adequate knowledge base.
- b. Identify specific problems and concerns relating to professional practice and review with other AODA staff and supervisor.
- c. Attend regularly scheduled AODA staff meetings.
- d. Review quality assurance findings and participate in ongoing quality improvement activities.

4. Participate in monthly meetings with AODA Steering Committee. This group is comprised of Department representatives, AODA service providers, and other interested stake holders.

Standards:

- a. Provide a forum for problem identification and resolution.
- b. Facilitate communication regarding funding sources, third-party reimbursement, legislative activity, and changing trends in AODA service provision.
- c. Clarify treatment expectations and standards of the Department as necessary.
- d. Disseminate information regarding existing and new AODA services available in the community.
- e. Allow all contracted providers to provide agency updates. Work on AODA Steering Committee goals.

5. The operation and services of AODA contracted providers will be periodically monitored to ensure compliance with contract conditions and adherence to standards of care.

Standards:

- a. Contracted providers will provide documentation of their internal quality assurance activities as well as findings from consumer satisfaction surveys.

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- b. An on-site review/audit of each contracted provider will be conducted every three (3) years.
- c. Results of AODA outcome studies completed by the unit will be shared with providers.
- d. Plans of correction, as necessary, will be developed as concerns are noted up to and including termination of their contract.

MEDICALLY MONITORED DETOXIFICATION

Key Objective:

The Rock County Human Services Department (HSD) contracts with Dane County Human Services who subcontract services with Tellurian UCAN, Inc. of Madison Wisconsin to provide detoxification services to Rock County residents. The majority of detox admissions are admitted under Chapter 51.45. A number of admissions have a co-occurring mental health condition. The service is designed and operated in accordance with the provisions of HFS 75.07. Screening and referral is provided by the HSD Crisis Unit. Transportation is provided by security services.

Critical Objectives:

- 1. Ensure that the contracted provider is operating in compliance with HFS 75.07 and federal AODA service regulations.

Standards:

- a. Develop a methodology for monitoring the services delivered through the unit by the contracted provider.
 - b. Obtain and review client satisfaction data, outcome data, and quality assurance findings prepared by the contracted provider.
- 2. Monitor discharge planning and referral/s for AODA and/or mental health treatment services.

Standards:

- a. Review discharge treatment recommendations.

- b. Authorize funding for appropriate AODA services for eligible residents to the extent that funds are budgeted for this purpose.
 - c. Assist unit staff in arranging for and/or providing clinically indicated mental health services following discharge from the unit.
- 3. Maintain a productive and efficient working professional relationship between HSD service units and the contracted provider.

Standards:

- a. Consult with Detox Program Director if and when operational problems are identified to ensure that residents receive adequate care.
- b. Develop policies, procedures, guidelines and shared expectations, as necessary, to ensure that service delivery is efficient, integrated and responsive to the needs of residents.

COURT SERVICES

Key Objective:

Court Services exists to provide guidance, assistance and support to county legal, clinical, contracted clinical, and administrative staff as their practice relates to State and Federal law. Issues such as civil liberty and public safety must be balanced in making recommendations for a release or discharge of a detention prior to a court hearing. The balance of civil liberty and public safety also occurs in the context of recommitment hearings. Special attention and effort will be focused upon seeking favorable court opinions with respect to competency issues specific to consent for medication.

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Critical Objectives:

1. Ensure that Court Services activities are comprehensive, accurate, timely and well coordinated.

Standards:

- a. Review all Rock County mental health detentions.
- b. Coordinate ongoing services mandated by court orders.
- c. Monitor all involuntary commitments to Rock County.
- d. Maintain records on all involuntarily committed clients.
- e. Monitor all Settlement Agreements.
- f. Coordinate all necessary court hearings related to Chapter 51, including scheduling, conferring with witnesses, and acting as a liaison between clinical providers and judicial officials.

COMMUNITY SUPPORT PROGRAM

Key Objective:

Community Support Program (CSP) is a Medicaid billable program that serves adults in Rock County with serious and persistent mental illness. Using a team-based, person centered approach to recovery offering a variety of services to assist consumers with maintaining stability in the community and in the least restrictive settings.

Critical Objectives:

1. Comply with the State Mental Health Functional Screen and State CSP Certification Standards under *DHS 63*.

Standards:

- a. Provide over 50% of service contacts in the community, in non-office based or non-facility based settings.
- b. Complete an initial assessment and treatment plan at the time of admission for all participants, including the Mental Health Functional Screen.

- c. Complete a comprehensive assessment and Psychiatric evaluation within 30 days of admission.
- d. Complete a comprehensive treatment plan within 30 days of admission and every six months thereafter.
- e. Complete a treatment note for every contact with or about each participant.

2. Increase Fidelity to the Evidence Based Models of Assertive Community Treatment for those with chronic mental illness.

Standards:

- a. Increase the utilization of Motivational Interviewing interventions through staff participation in skill training groups.
- b. Provide stage-based IDDT groups for consumers.
- c. Increase vocational rehabilitation and supported employment activities.
- d. Increase percentage of clients living independently vs. supported living environments.

3. Comply with State Medical Records mandates set forth in Wisconsin State Statutes *HSS 92* and *HSS 51.30*, HIPPA and Rock County policies involving confidentiality.

Standards:

- a. Staff will be knowledgeable of referenced State and Federal Statutes and Administrative Code regulations. Attend inservice training provided by the H.S.D. Medical Records Department and read and observe all policies adopted by the Department regarding confidentiality.

CLERICAL/SUPPORT STAFF

Key Objective:

Clerical Services Unit provides a wide range of clerical support services to the Human Services Department outpatient clinics (BCC, JCC and HCC),

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Beloit and Janesville Community Support Programs, Crisis Intervention Services (including the Family Crisis Services, FFT, CCS and PATH services to the homeless).

Critical Objectives:

1. **Client Services/Communication:**

Facilitate contact and communication with and between staff, clients and community.

Standards:

- a. Provide telephone coverage for location supervisors/staff as necessary.
- b. Screen incoming calls and take information, or refer/reroute as necessary.
- c. Take requests for service and schedule assessment.
- d. Maintain scheduling for client appointments and worker schedules.
- e. Notify location supervisor of member's absences, and reschedule their appointments as necessary.

2. **Client Registration and Record Management:**

Standards:

- a. Register new clients.
- b. Request closed records from Medical Records/Closed Files as necessary.
- c. Assemble new client records.
- d. Update financials, HSRS, Bill of Rights, releases and other forms as appropriate. Copy and route forms to appropriate location for processing, along with intake paperwork.
- e. File documents/material in appropriate section in client file.
- f. Complete Patient Assistance Pharmaceutical applications (JCC and BCC only).

3. **Data and Information Management:** Perform a variety of clerical functions necessary to accomplish the work of the service location. Assist with data collection and reporting.

Standards:

- a. Enter complete, accurate, consistent and timely information in the various databases and applications.
- b. Data entry of collected information on computer as necessary for monthly/annual reports.
- c. Submit requests to extend Medical Assistance (MA) and other third party payer authorization forms promptly (prior to expiration of current authorization).
- d. Complete database and Master Person Index entries.
- e. Maintain and report quality-monitoring data to the program supervisor.

4. **Assist Location Supervisors and Staff:** Assist supervisors and staff with a wide variety of administrative and office management activities.

Standards:

- a. Attend meetings and take minutes for a variety of committee and board meetings.
- b. Prepare and assist with presentations, i.e., Power Point.
- c. Coordinate trainings and registrations.
- d. Check daily and bi-weekly time sheets for accuracy before submitting to the accounting office, and maintain a time sheet log.
- e. Process educational and time off requests for workers.
- f. Orientate new workers.
- g. Troubleshoot computer and phone problems.
- h. Assist with State and County Audits.

Department

Human Services

Budget Analysis by Program

PROGRAMS	AGENCY MANAGEMENT SUPPORT	ECONOMIC SUPPORT	CHILDREN, YOUTH & FAMILIES			LTS & ADRC		MENTAL HEALTH/AODA				JOB CENTER	TOTAL DEPARTMENT
			Access, Assessment & Support and Ongoing	Ongoing	Youth Services Center	Long Term Support	ADRC	Crisis Intervention	Outpatient	Clinical Services for Children and Families	Community Recovery Services		
FTE POSITIONS	32.0	52.0	62.0	25.0	35.4	23.0	15.5	23.6	28.5	34.0	31.2	2.0	364.2
SALARIES	1,572,317	2,114,951	3,276,827	1,372,674	1,773,459	1,110,356	692,760	1,310,457	2,216,774	1,632,199	1,984,376	69,505	19,126,655
FRINGES	752,528	1,140,161	1,519,503	730,222	839,023	560,867	380,822	490,286	794,368	883,983	667,559	25,409	8,784,731
OPERATING EXPENSES	1,024,348	270,545	1,404,616	277,939	382,444	132,855	87,170	2,621,623	501,346	263,633	343,995	365,072	7,675,586
CAPITAL OUTLAY	0	0	0	0	0	0	0	0	12,765	0	0	88,800	101,565
ALLOCATED AMS&O	(3,362,810)	529,576	631,418	254,604	360,519	234,236	157,855	240,346	290,249	346,261	317,746	0	0
ALLOCATIONS	(720)	210,542	15,000	0	0	108,434	65,491	(57,599)	(452,378)	(278,452)	387,232	(383,747)	(386,197)
PROGRAM/CONTRACTED	32,037	3,545,739	4,537,665	1,513,265	25,000	9,617,442	30,000	2,320,439	549,052	1,687,224	852,476	128,734	24,839,073
TOTAL EXPENSES	17,700	7,811,514	11,385,029	4,148,704	3,380,445	11,764,190	1,414,098	6,925,552	3,912,176	4,534,848	4,553,384	293,773	60,141,413
REVENUES	8,475,856	6,798,683	2,000,001	3,577,991	142,543	11,561,309	1,414,098	699,569	1,186,225	2,324,555	1,838,072	293,773	40,312,675
FUND BAL. APPLIED													
COUNTY SHARE	(8,458,156)	1,012,831	9,385,028	570,713	3,237,902	202,881	0	6,225,983	2,725,951	2,210,293	2,715,312	0	19,828,738

Administrator's Comments

Human Services Department

**Summary of
Department Requests and Recommendations**

Description	Department Request	Administrator's Recommendation
Positions	372.2	372.2
Salaries	19,126,655	19,126,655
Fringe Benefits	8,784,731	8,784,731
Operating Expense	32,514,659	32,514,659
Capital Outlay	101,565	101,565
Allocation of Services	(386,197)	(386,197)
Total Expense	60,141,413	60,141,413
Revenue	40,312,675	40,312,675
Transfer In		
Fund Balance Applied		
Tax Levy	19,828,738	19,828,738
Total Revenues	60,141,413	60,141,413

A good general description of the services provided by the Human Services Department is contained in the Departmental Charter printed at the beginning of the Human Services section of the budget. I refer you to this document for a description of the services provided by each of the departmental units.

The Human Services Department is the part of the County government that acts as the agent of the State of Wisconsin for carrying out many State programs such as child protection, mental health, economic support, AODA, juvenile justice, adult protection, long term support, and others. An increasing number of citizens have had to rely on these programs due to the impact of the recent recession. In addition, the population is aging. These factors have increased service demand and caseloads.

In the 2014 Budget, the Human Services Department began a reorganization of several of its divisions in order to better integrate services, reduce duplication, simplify access for clients, implement best practices standards, and improve client outcomes. The reorganization consolidated the Child Protective Services Division and the Juvenile Justice Services Division into a new Children, Youth, and Families Division. A Clinical Services for Children and Families subdivision was created within the Mental Health and AODA Division. The Technology, Records and Quality Management Division was merged with the Fiscal Division and renamed the Administrative Services Division. The Department has made significant progress in 2014 in implementing these changes and will continue to fine tune the reorganization in 2015.

Children, Youth, and Families

Acknowledging that families receiving child protective services may also be receiving juvenile justice services, the creation of an integrated Children,

Youth, and Families Division will better coordinate services to families who may fall under both Chapter 48 and Chapter 938 of the Wisconsin Statutes. Division Manager Lance Horozewski describes the status of this part of the Department's reorganization as follows:

The Children, Youth & Families Division (CYFD) has made significant progress in its integration of Child Protective Services (CPS) and Juvenile Justice Services (JJS). The CYFD was awarded a grant by the Wisconsin Department of Children & Families to bring in consultants to conduct an Organizational Effectiveness (OE) project to support the integration of CPS and JJS. At the beginning of 2014, an OE team was developed consisting of diverse representatives within the CYFD to facilitate the process. The OE team developed a strategic plan to meet the goal of integration. The OE team's accomplishments thus far have been to establish a single CYFD mission and core values, integrate how both CPS and JJS social workers provide case management, establish a philosophy around team work and strengthen staff collaboration throughout the division. The OE project will begin the final stages of work in November. A report will be developed with accomplishments and next steps.

The CYFD continues to adopt practices that have proven to be effective and demonstrate positive results. The Functional Family Case Management (FFCM) program is one such program that has shown positive results and continues to expand. FFCM is an evidenced-based case management model for both CPS and JJS that supports families and is proven to keep kids and the community safe along with reducing the number of high risk youth entering high-cost institutional care. The CYFD division staff are currently being trained in the model. The training will conclude in 2015.

The CYFD in partnership with the Mental Health and AODA Division (MHAD) continue to collaborate to meet the needs of high risk families. Several programs administered by the MHAD have demonstrated positive results related to keeping youth out of long-term institutional care. The Children's Long Term Support

(CLTS) and Functional Family Therapy (FFT) programs have both demonstrated positive results related to supporting families involved in both the CPS and JJS systems.

One of the ongoing goals of the Division is to provide services to children and families that keep children from costly out-of-home placements. This not only reduces costs, but also results in better outcomes by serving children and youth locally.

The following chart tracks the average daily census of children in out-of-home child protective services placements from 2011-2013, with estimates made for 2014 and 2015. It also shows costs.

**CHILD PROTECTIVE SERVICES
Out-of-Home Placements**

	<u>Average Daily Census</u>			2014	2015
	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>Estimate</u>	<u>Projected</u>
Foster Home Level 1	1	0			
Foster Home Lvl II-V	97	80	89	99	94
Group Home	4	2	3	3	2
RCC	<u>15</u>	<u>11</u>	<u>13</u>	<u>16</u>	<u>12</u>
TOTAL	117	93	105	118	108

Expenditures

	2014	2014	2015
	<u>Budget</u>	<u>Estimate</u>	<u>Budget</u>
Foster Home Level 1 \$	5,424	\$ 5,424	\$ 5,568
Foster Home Lvl II-V	1,516,362	1,716,296	1,672,252
Group Home	176,852	219,298	142,377
RCC	<u>1,926,933</u>	<u>2,247,201</u>	<u>1,693,890</u>
TOTAL	\$3,625,571	\$4,188,219	\$3,514,087

In 2015, the cost of a Level I Foster Home is \$226 per month. The projected average daily cost for Level II-V Foster Homes is \$48.74; \$195.04 for a Group Home and \$386.73 for a Residential Care Center (RCC).

The following chart tracks the average daily census of children in out-of-home juvenile justice placements from 2011-2013, with estimates made for 2014 and 2015. It also shows costs.

**JUVENILE JUSTICE SERVICES
Out-of-Home Placements**

	<u>Average Daily Census</u>				
	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u> <u>Estimate</u>	<u>2015</u> <u>Projected</u>
Foster Home Level I	0	0	0	0	0
Foster Home Lvl II-V	8	8	8	6	6
Group Home	2	3	2	1	2
RCC	10	7	6	6	7
State Corrections	<u>7</u>	<u>3</u>	<u>1</u>	<u>1</u>	<u>2</u>
TOTAL	27	21	17	14	17

Expenditures

	<u>2014</u> <u>Budget</u>	<u>2014</u> <u>Estimate</u>	<u>2015</u> <u>Budget</u>
Foster Home Level I \$	\$ 0	\$ 0	\$ 0
Foster Home Lvl II-V	472,054	280,415	275,916
Group Home	214,916	98,235	138,426
RCC	817,416	739,249	836,105
State Corrections	<u>274,264</u>	<u>89,680</u>	<u>222,423</u>
TOTAL	\$1,778,650	\$1,207,579	\$1,472,870

In 2015, the cost of a Level I Foster Home is \$226 per month. The projected average daily cost for Level II-V Foster Homes is \$125.99; \$189.63 for a Group Home and \$327.24 for a Residential Care Center (RCC). The average rate for State Corrections is \$304.02.

As recently as 2009 the County averaged 17 juveniles in State Corrections. At a cost of about \$300 per day per placement, the estimate for 2015 of an average daily census of 2 youth in State Corrections has been a significant costs savings to the County. Despite these improvements, the Human Services Department does not have complete control over the number of children and

youth for whom it may have to provide services or placements. As a result, the 2015 budget contains some level of risk—an increase of only 1.0 in average daily census in State Corrections would increase costs by about \$100,000.

One way in which juvenile justice placements are kept lower is by continuing to provide more and better services through the Youth Services Center (YSC). Mr. Horozewski describes that status of programming at the YSC as follows:

The Youth Services Center outdoor recreation area project started in June. The project is projected to be completed, on budget, the last week of September with occupancy taking place the first week of October. The youth and staff are hopeful for above average temperatures into November to still utilize the new outdoor area this year. The Governor’s Juvenile Justice Commission conducted a tour of the outdoor recreation area on September 16th, due to this being the first juvenile detention center in the State of Wisconsin to undergo such a project. The responses from the Commission were very positive and all believed Rock County’s project is a model for the State.

Another significant program improvement currently being implemented at the YSC is the use of a comprehensive scheduling software product called EmLogis. EmLogis is a cloud-based application that standardizes the complex scheduling of 24/7 facilities with a particular focus on detention and jail facilities. The scheduling software will facilitate the most efficient method of staffing the facility and reduce the amount of overtime. Along with the efficiencies that the EmLogis software will provide to helping reduce overtime the hope is to undertake a capital improvement project to reconfigure the interior of the secure detention side of the YSC. At this time the secure detention portion of the facility is a configuration of 5 individual living unit pods. Currently each pod requires individual staff to directly monitor youth. The proposed project would be to reduce the number of pods and create a large multipurpose space where youth would come together during the day and evenings to receive programming and school education. By creating a multipurpose space and reducing the number of

individual pods the facility would require fewer staff to supervise youth.

Funding for services to explore whether such renovation of the YSC is possible is contained in the General Services Department budget.

Ms. Klyve is also requesting a new Youth Specialist position in the YSC. This position will help to reduce the amount of overtime at the YSC and is recommended.

Mental Health and AODA

One of the functions the State mandates the County perform is mental health and AODA services. As this Division continues its reorganization in 2015, Division Manager Kate Flanagan has identified three areas of particular attention. The first is implementation of the Comprehensive Community Services (CCS) program, which she describes as follows:

Rock County became a Certified CCS provider in July 2014. CCS is a certified program under DHS Chapter 36, Wisconsin Administrative Code, which provides a flexible array of individualized community-based psychosocial rehabilitation services to consumers with mental health or substance use issues across their lifespan. CCS is designed to serve individuals whose needs exceed what an outpatient clinic can provide but who are not in need of the high intensity services provided by Community Support Programs (CSP). As we fully implement CCS in 2015, the program will enhance our ability to serve individuals in a comprehensive and rehabilitative way and greatly increase the revenue we can recoup for the variety of services we provide to the clients in our children's area and outpatient clinics. As part of Governor Walker's budget initiatives supporting expanded access to mental health services, counties are now able to receive full cost reimbursement from Medicaid for CCS costs if CCS services are delivered as part of a regional service delivery model. In response, Rock County joined with Walworth and Jefferson counties and became certified in August 2014 as a Shared Services CCS regional program. CCS services will be tailored to local

communities but training and service provider resources will be shared across all partner counties.

CCS provides benefits to the Department because it provides programming for clients that may not have been served under current service provision models. As Ms. Flanagan notes, it also provides full reimbursement of costs, which reduces what otherwise would be County costs. At the same time, the reporting requirements for the program are stringent, and the Department will need to continue to identify new clients as required by the state in order to continue to successfully operate the program.

Substance abuse services have also undergone change recently. Ms. Flanagan describes the status of these changes below:

AODA programming at RCHSD continues to be focused on improved integration of mental health and AODA services so that individuals with co-occurring disorders and complex needs can access coordinated care that is welcoming, flexible, and effective. HSD has worked to improve outreach efforts and access to care through adding "walk in" clinic hours for AODA assessments and treatment referrals. Initiatives in the area of Substance Abuse treatment have been guided by the Behavioral Health Redesign Steering Committee's (BHRSC) strategic plan and associated "SMART" goals. Efforts directly linked to the BHRSC strategic plan include 1. The formation of an AODA Steering committee which includes county wide prevention and treatment stakeholders. 2. The initiation of strategic prevention efforts through a contracted provider that have focused on evidenced based strategies for prevention and early intervention. 3. Improved partnerships between treatment court programs and mental health providers to enhance access to integrated care.

These efforts will continue in 2015 with additional initiatives focused on improved access to sober living facilities for individuals in recovery, enhanced transitions to treatment following detox admissions, and increased access to psychiatry services for mental health treatment and/or medication assisted treatment. HSD has also continued to prioritize the criminal

justice population in need of treatment services by providing the treatment and case management for OWI Court. In addition, in 2015, HSD will deliver services through the Treatment Alternative Program (TAP) grant. TAP services will focus on increasing access to case management, psychiatry services and medication assisted treatment as an alternative to incarceration.

Third, the Division has been increasing its ability to provide psychiatric care, which can not only be expensive, but difficult to obtain in the community in a timely manner. Ms. Flanagan describes these efforts as follows:

A priority of the BHRSC strategic plan is to improve access to psychiatry with an emphasis on early intervention, prior to the need for emergency mental health services. During 2014, RCHSD significantly increased available psychiatry time. Moving into 2015, system redesign efforts are focused on decreasing wait times for psychiatric care, improving integration of substance abuse and mental health treatment, and prioritizing individuals who are involved in or at risk for criminal justice involvement. The addition of a medical director, also an element of the BHRSC strategic plan, has provided key leadership and support to the HSD prescribers and clinical teams.

To help implement these ongoing changes, Ms. Klyve has requested the reclassification of the AODA Coordinator to Human Services Supervisor I. This change would more accurately reflect the responsibilities of this position and is recommended.

Economic Support

Beginning January 1, 2012, the State required counties to form multi-county consortia to administer economic support programs, including BadgerCare and FoodShare. The Southern Consortium is composed of seven counties that include Crawford, Grant, Green, Iowa, Jefferson, and Lafayette. Rock County serves as the fiscal and administrative lead county, which means that Rock County receives all state aid for economic support administration and then

distributes it to the other counties. Rock County's caseload comprises 49% of the total caseload for the Southern Consortium.

The Economic Support (ES) Division also has responsibility for overseeing implementation of the Affordable Care Act (ACA), which began providing insurance coverage for previously uninsured individuals as of January 1, 2014.

Deputy Director Phil Boutwell describes changes occurring in the Division related to the Southern Consortium and ongoing ACA implementation as follows:

We are fortunate to have good county partners. There are, however, differences in our ES systems and the way that we operate. In part, this is due to our size when compared to the smaller counties. The State's expectation is that we operate in the same way across the consortium. We are working to harmonize the operations of all counties so the clients do not experience significant differences. For Rock County, that means that our caseloads will need to become more generic and less specialized. In addition, it means that we will not have staff devoted 100% to the call center, but rather have staff with a mixed caseload of approximately 500 assigned cases and approximately 12 hours per week devoted to call center responsibilities. Most of the other counties in our consortium operate this way. The only area that is specialized is the Elderly, Blind and Disabled/Long Term Support area, which is highly complex.

This will be a big transition for the ES workers but ultimately will provide us with more balanced caseloads, better call center coverage, and more flexibility to cover caseloads when workers are out ill or on vacation. The change comes out of a business necessity to better manage a large caseload (22,116 as of 6/24/14). We will be piloting these changes in September and hope to be able to be fully operational in mid-October and ready for the Affordable Care Act (ACA) open enrollment starting November 1, 2014. We believe the changes will improve customer service,

increase worker morale, and position us to respond quickly to program changes made at the state level.

The Division is in good shape to begin the second phase of ACA open enrollment that will extend into 2015. There is sufficient State funding to pay for five ACA project staff through 2015. It remains to be seen if the State Budget will include funding that allows us to retain project staff through 2017.

As Mr. Boutwell notes, five project positions remain in the Division related to the ACA. The 2015 budget recommends deleting a total of eight ACA project positions for which funding is no longer available.

Another change for the Economic Support Division is related to the FoodShare program. The State has changed how the work requirements for certain FoodShare recipients will be administered, which will change the County's role. Mr. Boutwell describes these changes as follows:

We are transitioning the FoodShare Employment & Training (FSET) Program from the ES Division to a State-contracted agency. Recently, the State announced that the Southwest Wisconsin Workforce Development Board has been awarded the FSET Program effective January 1, 2015. FSET helps Food Share recipients build their job skills and find employment. Program participation is mandated for Able-Bodied Adults without Dependents (ABAWD). Those individuals are required to seek employment or employment training to remain eligible for Food Share benefits. If they do not comply, they will be subject to sanctions.

Although the State has not yet provided the training on the FS-ABAWD program, we anticipate that there will be many sanctions and fair hearings resulting in a great deal of worker and supervisory time to address. It appears that additional State funding will be awarded to the ES Division, which may be used to offset the cost of additional staffing to meet the increased workload.

Long Term Support / ADRC

Rock County's Aging and Disability Resource Center (ADRC) opened in March 2013. Division Manager Jennifer Thompson describes the status of the ADRC as follows:

Since opening the ADRC in March 2013, we now have eight full time Information & Assistance Specialists and two Disability Benefit Specialists who were hired in October 2013. The Disability Benefit Specialists assist people with financial matters related to benefits, eligibility, and appeals. Overall, calls and walk-ins at the ADRC have increased and processes have been fine-tuned.

Ms. Thompson and her staff have done a good job of increasing the number of contacts with citizens and clients at the ADRC. The number of contacts has increased from 234 in March 2013 when the ADRC opened to a high of 1,149 in July 2014, and Ms. Thompson notes that continual marketing efforts are being made to further increase that number.

One area of particular attention for the State has been ensuring that the public is receiving appropriate information regarding dementia care. To that end, Rock County received a grant to fund a Dementia Care Specialist (DCS), which Ms. Thompson describes as follows:

The Dementia Care Specialist Grant was awarded to eleven ADRCs that showed a greater need for additional dementia awareness and assistance in their community. There are three main goals of this grant:

- Create a Dementia Capable ADRC: The DCS will assist all eight of the Information and Assistance (I&A) staff in understanding the dementia disease, training them in the mini-cognitive test to evaluate clients for potential dementia, and educate them on the resources available for people with dementia and their caregivers.
- Create a Dementia Friendly Community: The DCS will develop strategies for engaging the larger community to recognize, communicate with, and support people with

dementia. The DCS will work with local businesses/employees by teaching them techniques to understand the disease and how they can work better with their customers who have dementia.

- Create Opportunities for People with Dementia to Remain in Their Own Home: The DCS will provide education and support for family caregivers, facilitate access to local funding programs and other services/supports, and implement evidence-based programs for people in the early stages of dementia.

Finding appropriate dementia care for clients is a growing concern of the Long Term Support Division, which provides case management services for these and other individuals served through the State's MA waiver programs. In resolution 14-7A-076, the County Board approved the County's transition to Family Care, which would replace the MA waiver programs. When Rock County would transition to Family Care is unclear at this time and contingent on the availability of funding included in the State's fiscal year 2015-17 biennial budget. In the meantime the Long Term Support Division will continue to provide case management for clients on the MA Waiver programs.

Administrative Services

With many programs funded through numerous funding sources operating in the Department's various divisions, coordinating and organizing information to provide efficient services and maximize revenue can be a challenge. One important way in which the Department is addressing this is through the ongoing implementation of an electronic health record system, known as Netsmart Avatar. The Department requests that new modules for this system be purchased in 2015. Administrative Services Division Manager Sara Mooren describes this system and the plans for 2015 as follows:

Netsmart Avatar was implemented in August 2013 and is now used to maintain a complete electronic health record for clients, appointment scheduling, data reporting, clinician documentation and third party billing. As of September 2014, the system holds information on over 96,000 clients with 4,120 clients currently

open. Approximately 172,000 client notes were entered into the system over the past year.

Netsmart Avatar is a module based system. The initial purchase only included the modules that provided clinical documentation, client management and billing capabilities. In 2014, the purchase of the OrderConnect module added the capability for ePrescribing and improved medication management for our nursing professionals. The next requested modules for purchase are the Managed Services Organization (MSO) module and its companion module ProviderConnect. The Avatar MSO module provides the capability for HSD to provide better management and accountability for contracted services. The implementation of the Comprehensive Community Services (CCS) program and expansion of the Children's Long Term Support (CLTS) program significantly increase the need for this module. In addition to maintaining key provider and rate information, functions of the module include tracking compliance of the contracted providers and the ability to provide business rules to ensure funds are appropriately authorized. HSD anticipates using MSO to track and authorize services for at least 300 contracted providers.

ProviderConnect is a secondary module to the MSO module which allows for the provider to access the authorization from a web-based portal and enter service information, including documentation directly through this interface. The advantage to this module would be a reduction in the overhead required by both the provider and the department to process claims for service authorizations and to verify the compliance with the supporting documentation. At present, this would be a very manual and labor intensive process performed by support staff in both the billing and Medical Record units.

Ms. Mooren notes that the implementation of this system has improved accountability, increased productivity and reduced liability. In addition, the greater availability of data through this system has allowed the Department to more easily identify areas for improvement in its operations, as well as

have better data to submit in grant applications, which has proven helpful. These purchases are recommended.

Ms. Klyve has requested a reallocation of the Technology, Records, and Quality Management Supervisor from PR 23 to PR 24. This position will be taking on new responsibilities in 2015 as the Department implements a stringent new MA compliance program mandated by the Affordable Care Act. This reallocation is recommended. Ms. Klyve is also requesting reclassifications for two Secretary I positions to Secretary II. After reviewing internal and external comparables, these reclassifications are recommended.

The personnel pages located before the charter list 3.7 FTE position transfers among the divisions to address changing workload needs. These changes are recommended.

Summary

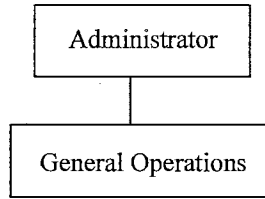
The Department has requested a variety of capital items including new and replacement furniture and equipment. I have recommended these purchases either take place in 2014 or the funding be carried over to 2015. Total budgeted expenditures for the Human Services Department in 2015 are \$60,141,413. The recommended tax levy is \$19,828,738, which is an increase of \$93,859 or 0.5%.

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Arrowhead Library System



Charter: Arrowhead Library System

Objectives and Standards

The key objective of the Arrowhead Library System (ALS) is to facilitate equitable access to information and improve library operations to provide cost-effective and responsive services for all users. It will be accomplished by satisfying the following commitments:

- A. Public Service Commitment - To provide open access to information and library service to all Rock County residents as effectively and cost efficiently as possible.
- B. Intergovernmental Commitment - To work with local, county, state and federal agencies to coordinate and provide library services in ALS in compliance with state mandates.
- C. Management Commitment - To be accountable to the Arrowhead Library System Board, County Board, and the Division for Libraries and Technology (DLT) for managing the programs of the ALS in an effective, efficient and professional manner. To be responsible for performing functions required of the ALS under Wisconsin Statutes.

Service Statements and Tasks

- A. Provide open access to quality library service to the 35,000 county residents of Rock County who do not maintain their own library.
 - 1. Equitably reimburse the public libraries in Beloit, Clinton, Edgerton, Evansville, Janesville, Milton and Orfordville for providing library service to residents outside these municipalities.

- 2. Maintain and monitor reimbursement program to adjacent counties and the cities of Brodhead and Whitewater public libraries for serving Rock County residents.
- B. Provide Rock County residents with access to materials in school, academic and special library collections in Rock County, and to libraries in the rest of the State.
 - 1. Maintain area-wide interlibrary loan program and participation in statewide interlibrary loan network.
 - 2. Promote and monitor the Infopass Program.
 - 3. Provide Rock County residents walk-in access to public libraries throughout the state by means of agreements with 14 other Wisconsin library systems.
 - 4. Provide a shared Rock County Catalog – ROCKCAT for the 7 member libraries
 - 5. Integrate ROCKCAT into the WISCAT Z-Catalog to insure the accuracy of Rock County's WISCAT records.
 - 6. Continue multitype library system services through a "fee for service" program for non-public libraries in the system area.
 - 7. Maintain contract with Hedberg Public Library, Janesville to provide back-up reference services to member libraries.
- C. Expand and coordinate the cost effective use of computer and communication technologies by ALS and system libraries.
 - 1. Assist ALS libraries in the use of technology to provide better and more efficient library services.
 - 2. Assist area librarians in becoming knowledgeable about, and taking advantage of, developing technologies to

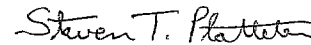
Charter: Arrowhead Library System

- provide improved reference and resource sharing in Rock County.
 - 3. Provide shared access to fee-based reference products via the Internet.
 - 4. Assist libraries in access to and use of the Internet for information and communication.
 - 5. Assist residents of Rock County in effective use and evaluation of electronic resources.
- D. Enhance and improve the knowledge and skills of library directors, staff and trustees.
- 1. Support the continuing education needs of library staff.
 - 2. Select books and journals for the professional collection in coordination with area libraries in order to minimize duplication.
 - 3. Consult with libraries on problems and areas of concern on a regular basis and by special request.
- E. Provide timely communications and delivery among libraries and ALS.
- 1. Provide delivery service five days a week to all Arrowhead Library System public libraries.
 - 2. Participate in the State-wide Delivery Network.
 - 3. Provide a weekly newsletter, the Monday Memo, to all member libraries, ALS website, and e-mail.
- F. Together with area libraries and other service institutions, provide library services to users with special needs.
- 1. Provide deposit collections of books and other library materials in Rock County's nursing homes, health care and correctional institutions.
 - 2. Continue to encourage and assist libraries in providing materials and services to combat illiteracy and unemployment, and to respond to the special needs of the elderly and visually and hearing impaired persons.
 - 3. Work with member libraries to implement provisions of the Americans with Disabilities Act.
- G. Increase awareness about library services by Rock County residents.
- 1. Distribute public service announcements to radio and television stations in the area.
 - 2. Send out regular news releases to area newspapers.
 - 3. Produce flyers, brochures, bookmarks and other materials.
 - 4. Work with libraries in developing and implementing their own public information programs.
 - 5. Coordinate countywide library special events and observances.
- H. Provide special programs and services for children and adults, which supplement individual library programs and services.
- 1. Coordinate special activities during the Summer Reading Program.
 - 2. Coordinate activities, which foster reading readiness for preschoolers.

Charter: Arrowhead Library System

Management Objectives and Tasks

- A. Planning Performance - To maintain a systematic plan for determining action incorporating the following standards:
1. Per Wisconsin Statutes, prepare an annual report.
 2. Prepare annual plan that meets statutory service requirements and local library needs.
 3. Per state and county directives, prepare an annual budget and other necessary documentation detailing both sub-program and line item accounts to be reviewed by ALS Board, County Administrator and County Board.
 4. Conduct internal monthly review of approved plan and budget.
- B. Organizing Performance - To identify, assign and perform work so results can be achieved with an acceptable performance and in a cost efficient manner.
1. Delegate responsibilities to appropriate staff.
 2. Receive from staff monthly reports on activities.
- C. Leading Performance - To bring about the best use of both professional and support staff for effective job performance in achieving ALS objectives.
1. Hold monthly meetings with all staff.
 2. Encourage and monitor performance in job requirements.
- D. Controlling Performance - Establish performance standards for all staff, evaluate those standards at least annually, and change or correct performance deficiencies to achieve objectives.



Steven T. Platteter, Arrowhead Library System Director

Department Arrowhead Library System

Budget Analysis by Program

Programs	Technology Ref & ILL	Delivery	Continuing Education	Special Needs Users	Collection Dev.	Non-Resident Access To System	Payments To Other Systems	Youth	Public Information	Admin.	Library Develop.	Budget Summary
Positions												0.00
Salaries	\$63,921	\$31,951	\$8,608	\$8,608	\$8,608	\$8,608	\$8,608	\$8,608	\$52,334	\$8,608	\$8,608	\$217,070
Fringe Benefits	\$18,866	\$6,796	\$3,423	\$3,423	\$3,423	\$3,423	\$3,423	\$3,423	\$26,269	\$3,422	\$3,423	\$79,314
Operating Expenses	\$222,634	\$25,607	\$3,644	\$3,645	\$8,344	\$ 928,022	\$80,144	\$11,645	\$9,648	\$13,194	\$1,645	\$1,308,172
Capital Outlay	\$12,450	\$21,215	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,751	\$0	\$37,416
Allocation of Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal	\$317,871	\$85,569	\$15,675	\$15,676	\$20,375	\$940,053	\$92,175	\$23,676	\$88,251	\$28,975	\$13,676	\$1,641,972
Indirect Cost Alloc.	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$317,871	\$85,569	\$15,675	\$15,676	\$20,375	\$940,053	\$92,175	\$23,676	\$88,251	\$28,975	\$13,676	\$1,641,972
Revenue	\$317,871	\$85,569	\$15,675	\$15,676	\$20,375	\$13,676	\$13,676	\$23,676	\$88,251	\$27,475	\$13,676	\$635,596
Fund Bal. Applied	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
County Share	\$0	\$0	\$0	\$0	\$0	\$926,377	\$78,499		\$0	\$1,500	\$0	\$1,006,376

Administrator's Comments

Arrowhead Library System

Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions		
Salaries	217,070	217,070
Fringe Benefits	79,314	79,314
Operating Expense	1,308,172	1,308,172
Capital Outlay	37,416	37,416
Allocation of Services	0	0
Total Expense	1,641,972	1,641,972
Revenue	635,596	635,596
Fund Balance Applied		
Tax Levy	1,006,376	1,006,376
Total Revenues	1,641,972	1,641,972

The tax levied by the County for the Arrowhead Library System is levied only on property in the towns and the Village of Footville. All other municipalities have municipal libraries and are exempt from the tax. The money levied by the County is used to "pay" for services provided by municipal libraries in Rock County and in other counties to rural Rock County residents.

2005 Wisconsin Act 420, which was effective in 2008, required counties to reimburse public libraries in adjacent counties in order to provide equal access and equitable reimbursement statewide for the cost of serving those who live in areas of the county without public library service. Each year libraries must submit their request for reimbursement to the County Clerk of the adjacent county by July 1. Act 420 also required counties to reimburse in-county libraries and out-of-county libraries at least 70% of the cost per circulation.

However, as part of the 1997 budget deliberations, the County Board decided to reimburse Arrowhead Library System libraries using a formula that multiplies the local appropriation for each municipal library by the percentage of use by residents from all the towns and Footville. This calculation for all seven libraries results in the figure defined as equitable or 100% reimbursement by the Arrowhead Board. In most cases, reimbursement under this formula exceeds the amount required by Act 420.

The 2014 payments and 2015 requests for in-county libraries are shown in the following table.

ALS Participating Library Payment (PLP) History

	2014	2015
<u>Community</u>	<u>Budget</u>	<u>Request</u>
Beloit	\$285,145	\$276,632
Clinton	25,763	31,191
Edgerton	62,142	64,738
Evansville	55,374	52,709
Janesville	428,201	424,602
Milton	54,824	55,453
Orfordville	<u>19,486</u>	<u>21,052</u>
Total	\$930,935	\$926,377

Total reimbursement for the seven municipal libraries as requested by Arrowhead for 2015 is \$926,377, a decrease of \$4,558 or 0.5%. This decrease is due to a slight decrease in town circulation as a percent of the total circulation, from 17.1% in the prior year to 16.0% of the total circulation.

The second portion of the County tax levy is used to fund payments for services to rural Rock County residents' use of out-of-county libraries. The budget request for out-of-county libraries in 2015 is as follows:

	2014	2015
<u>Library or County</u>	<u>Budget</u>	<u>Request</u>
Brodhead	\$20,586	\$24,106
Whitewater	45,627	26,149
Lakeshores	2,439	1,872
Jefferson County Libraries	4,369	3,484
Green County Libraries	2,211	3,794
Dane County Libraries	<u>12,957</u>	<u>19,094</u>
Total	\$88,189	\$78,499

The out-of-county library payments decreased by \$9,690 or 11% from the prior year and reflects lower utilization from Rock County residents of the out-of-county libraries as a percent of the total circulation.

The 2015 budget also includes tax levy to fund per meeting allowances for the two County Board Supervisors serving on the Arrowhead Board and amounts to \$1,500 in 2015.

As the County tax levy is provided to pay the costs of libraries and per meeting allowances, all other operating costs of the System must be paid from state aid and other miscellaneous revenue. These other funds will pay for several equipment purchases in 2015, including \$21,215 to replace the 2008 van used to transport books and other materials within the System's five library sites. Additional equipment purchases are a copier replacement in the amount of \$3,750 and various computer equipment in the amount of \$12,450 that includes replacement of the ALS shared system server.

The requested tax levy of \$1,006,376 is a decrease of \$32,125 or 3.1% from the prior year. Given the payments mandated by state law and the agreement to reimburse at 100% of the formula amount, this is recommended. This tax levy does not count against the County's levy limit under state statutes, as it is not levied on all taxable property in the county.

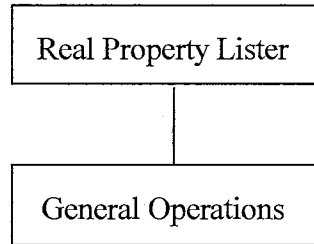
Over the past several years, operating costs have been greater than revenue derived from State Aid and other sources, which has resulted in the dependency on fund balance. In last year's budget narrative, concern was raised on the Arrowhead Library System's declining fund balance. Fund balance at December 31, 2013 was \$14,687. In 2014, the System took significant steps to revise spending and is projected to increase the fund balance as of December 31, 2014, by approximately \$23,000.

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L. Planning and Development Committee

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Real Property Description



Present Personnel (Full Time Equivalent)	
1.0	Real Property Lister
1.0	Cartographer I
2.0	Real Property Specialist
4.0	Total

Summary of Personnel Modifications		
	<u>Dept. Request</u>	<u>Admin. Rec.</u>
New Positions	0	0
Deletions	0	0
Reallocations	0	0
Transfer	0	0
Re-Titles	0	0
Upgrades	0	0

Charter: Real Property Description

Objectives and Standards

1. Administrative Services

Required by Wisconsin Statutes Ch. 70.09 to prepare and maintain accurate ownership and description information on parcels of real property in the county for the use of taxation district assessors, city, village and town clerks and treasurers, county offices and any other persons requiring that information. To serve as the coordinator between the county and the taxation districts in the county for assessment and taxation purposes. To provide computer services related to assessment and taxation for the assessors, clerks and treasurers of the taxation districts in the county, including but not limited to data entry for the assessment roll, notice of assessments, summary reports, levy amounts, tax rates, tax roll and tax bills.

Standards:

- a. Search the daily recordings in the Register of Deeds for documents pertaining to ownership and property description. These documents include Deeds, Final Judgments, Terminations of Joint Tenancy, Certified Survey Maps, Subdivision and Condominium Plats.
- b. To verify the accuracy of all recorded documents, as outlined in "a" above, that are reviewed by the Real Property Lister's Office. To do all the necessary data entry work to perform all functions required of the Office.
- c. Review each days Transfer Return (eRETR) via secure login to Wisconsin Department of Revenue website for Tax Bill Mailing information. Once the accuracy of recorded documents has been verified, post correct parcel numbers and comments to Department of Revenue website for use in determining sales information and other statistics.
- d. To enter into the computer daily changes to the database of the assessment roll so that records are current for anyone using the computer, Public Look-up Program or GIS Website.
- e. To retain a current alphabetical list of all real property owners owning land in Rock County.
- f. To provide the Zoning Officer with data regarding possible violations of the Rock County Subdivision Ordinances.
- g. To provide municipal assessors, clerks and treasurers with all necessary state-prescribed forms.
- h. To revise assessment rolls annually to reflect landowners participating in the Managed Forest Land Program, and provide data to County Forester as requested.
- i. To annually review and enter into the computer database, current and revised parcels of real and personal property, their Assessments, Open Book changes, Board of Review changes, State Assessed Manufacturing Values and State Certified Fair Market Ratios.
- j. To annually enter special assessments, tax rates, lottery credit rates, first dollar credit rates and verify and produce tax rolls and tax bills.
- k. To provide information on parcels of real property in the county for the use of taxation district assessors, city, village and town clerks, treasurers, county offices and any other persons requiring that information.
- l. Provide annually to the Wisconsin Department of Revenue electronic property data in the form of a Work Roll, Post Board of Review Roll and Tax Roll for each municipality in Rock County.

Charter: Real Property Description

- m. To update current database with new addressees and locations of property on parcels of real property as submitted by the municipalities or issued in accordance with the County Address Plan.

2. (Property Division) Mapping Services

To revise and update the maps of parcels of real estate within the County which are made available to the municipalities and the public. To provide mapping services, using the best information available that will provide for the production of precise, high quality maps.

Standards:

- a. To revise the Property Division Maps when better information becomes available.
- b. To review the Property Division Maps for accuracy and quality before being made available to the assessors, municipalities, and to the public.

3. A Member of the Rock County Land Information Office

Established by County Board Resolution 6/28/90.

Standards:

- a. To contribute toward the implementation of the County-Wide Plan for Land Records Modernization.
- b. To work with all levels of government, utilities and the private sector to implement a compatible and standardized format for the exchange of land information.
- c. To act as the liaison person with the Wisconsin Land Information Program in implementing the County-Wide Plan for Land Records Modernization.

- d. To provide assistance to other county departments in the use of our Geographic Information System (GIS) software.
- e. To act as the liaison person between the county and GIS software vendor for questions relating to the GIS software.
- f. To work with Information Technology personnel to assure that the GIS hardware and software is being maintained and operating in an efficient manner.
- g. To serve as chairperson for monthly Land Records Committee meeting, monitor legislative activities as they pertain to Land Records and provide feedback to the Committee. Prepare the annual budget for the Land Records Office.
- h. Member of the Rock County Land Information Council established by County Board Resolution 8/12/10


Michelle Schultz, Real Property Lister

Department Real Property Description

Budget Analysis by Program

Programs	Real Property Description	Mapping							Budget Summary
Positions	3.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	4.00
Salaries	\$136,716	\$49,083	\$0	\$0	\$0	\$0	\$0	\$0	\$185,799
Fringe Benefits	\$68,354	\$24,224	\$0	\$0	\$0	\$0	\$0	\$0	\$92,578
Operating Expenses	\$2,785	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,785
Capital Outlay	\$2,360	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,360
Allocation of Services	(\$41,001)	(\$51,315)	\$0	\$0	\$0	\$0	\$0	\$0	(\$92,316)
Subtotal	\$169,214	\$21,992	\$0	\$0	\$0	\$0	\$0	\$0	\$191,206
Indirect Cost Alloc.									\$0
Total	\$169,214	\$21,992	\$0	\$0	\$0	\$0	\$0	\$0	\$191,206
Revenue	\$250	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$250
Fund Bal. Applied									\$0
County Share	\$168,964	\$21,992	\$0	\$0	\$0	\$0	\$0	\$0	\$190,956

Administrator's Comments

Real Property Description

**Summary of
Department Requests and Recommendations**

Description	Department Request	Administrator's Recommendation
Positions	4.0	4.0
Salaries	185,799	185,799
Fringe Benefits	92,578	92,578
Operating Expense	2,785	2,785
Capital Outlay	2,360	0
Allocation of Services	(92,316)	(92,316)
Total Expense	191,206	188,846
Revenue	250	250
Fund Balance Applied	0	0
Tax Levy	190,956	188,596
Total Revenues	191,206	188,846

The Real Property Description Department has two major functions. One function involves maintaining descriptions of real and personal property to produce assessment rolls, tax rolls, and tax statements. The second function involves preparing and updating of property division maps.

Real Property Lister Michelle Schultz's budget request contains no significant changes in operations. The requested tax levy for 2015 is \$190,956, which is a \$4,034 or a 2.1% increase from the 2014 budget.

In addition to its traditional functions, the Department takes an active role in the management of the Land Records System. Ms. Schultz coordinates this process and spends up to 45% of her time working on the Land Records System. The Cartographer is spending the majority of his time working on the Land Records System and the 2015 Budget includes 70% of this position's time on Land Records activities, no change from the prior year. The cost of this staff time is reimbursed from Land Records funds and appears as a cost allocation in the Real Property Description Department budget.

The County's tax software, which was developed in-house, was implemented in the Fall of 2013 and the IT Department continues to make modifications to improve its performance. Ms. Schultz reports that the new system is more flexible and efficient for the needs of her office.

The recommended tax levy for 2015 is \$188,596, which is a \$1,674 or a 0.9% increase from the 2014 budget.

Land Records

Given the fact that Ms. Schultz's duties include acting as Coordinator for the Land Records System, a description of the budget for Land Records is included in this section of the Administrator's Comments. The accounts containing Land Records funding are found in the countywide section of the budget, which is under the Finance Committee portion of the budget.

Ms. Schultz has provided a description of Land Records activities for 2015. Excerpts from her description follow:

- The Planning and Development Department continues to use the data within our GIS system for many projects such as Floodplain mapping, Land Use, Comprehensive Plans and Shoreland Zoning. The department has used interns for much of this work.
- The Planning and Development Department has completed updating the topography and continues the process of converting the hardcopy address grid maps to a digital format.
- The Planning and Development Department will be updating the Countywide Farmland Preservation Plan.
- The Planning and Development Department will continue to develop procedures for digital submission of enforcement documents (zoning changes/variance applications etc.) by property owners and municipalities. This will lay the foundation for easier retrieval of historical enforcement documents by municipalities in the future.
- The Planning and Development Department is classifying building data in the recently acquired LiDAR data.
- The Real Property Department is in the process of redrawing the Turtle Township parcel map. Turtle Township was one of the

three pilot townships that were scanned and vectorized. This resulted in a quick but inaccurate parcel layer. This method was abandoned after the three pilot townships were completed and all future parcel maps were drawn with Coordinate Geometry, which produces a much more accurate map. As time permits, Real Property will be redrawing each of the pilot townships using Coordinate Geometry.

- Real Property is creating an in-house highway/roadmap for the unincorporated areas of Rock County. When complete, this map could potentially be sold at various departments in the County for a small fee.
- The Real Property Department has contracted to have the Historical Mylar Maps scanned, which will save physical space in the office and alleviate the cost of maintaining the equipment required to reproduce them. The maps are still an important tool in answering questions about parcels posed by the public, municipalities and private contractors working in the County.
- 911 is using GPS to collect street centerline information for all new roads annually in Rock County. Previously a consultant did this task.
- The Land Information Office is working to establish new task and project oriented web maps now that the interactive map conversion is completed.
- The Land Information Office will contract to update the County's current ortho-imagery. Imagery will be collected at 12' countywide and 6' over the cities of Beloit and Janesville. Those two cities will contribute approximately \$13,000 of the \$67,000 total cost.
- The Planning and Development Department is updating the 208 Water Quality Plan for the Beloit Area.

- The Land Records Office purchased a large format scanner located in the County Surveyor's Office to continue the scanning project started in 2013. This scanner will be available for other Land Records departments, such as the Register of Deeds, if needed.
- The Planning and Development Department will establish a workflow procedure whereby the Land Use Inventory, Building Footprint and Building Permit layer are updated as enforcement documents are approved/received by the Department.
- The Planning and Development Department will be updating the Zoning Maps and will be assisting some towns to update their town zoning ordinances.
- Land Conservation is using GPS equipment purchased in 2014 to delineate CREP/CRP easements and Nutrient Management Programs.

The Land Records program is funded with a portion of the recording fees that are charged and collected in the Register of Deeds Office. The charge for legal documents recorded is a \$30 flat fee. Eight dollars of that \$30 fee are earmarked for the Land Records Program. It is anticipated that 27,000 documents will be filed in 2015. A description of the fee and how it's shared is found in the Administrator's Comments for the Register of Deeds.

The 2015 budget request for the Land Records main account includes \$349,763 in revenues and expenditures. The largest source of revenue is contained in line item #4410, Miscellaneous Fees, which totals \$316,000. The fees are composed of two parts: \$216,000 of recording fees that will be collected by the Register of Deeds, and \$100,000 from businesses and individuals who pay for access to the Land Records database.

The Land Records account also contains the funding to pay for the Fidler software system used by the Register of Deeds. The system was installed in

2006 and is used to record, track, and search real estate transactions filed in the Register of Deeds Office.

Line item #6210, Professional Services, as recommended totals \$255,952. That figure includes \$49,910 for IT computer services charges for fourteen PCs in county departments with Land Records responsibilities, \$10,334 for planning interns, \$5,000 for contract web development activities, \$3,600 for a cross charge for a T1 communication line to the Land Conservation Department, \$3,000 for real estate record viewing expense, \$2,000 to fund the Monarch software system (see Administrator's Comments for the Register of Deeds), \$54,000 for the ortho-imagery update, \$35,792 to assist the Surveyor's Office's efforts to post surveys online, and \$92,316 of cross charges for the Real Property Description Department. The cross charges reimburse the Real Property Department's staff time devoted to Land Records related activities.

The 2015 recommended total for Line Item #6249, Sundry Repair and Maintenance Services, is \$109,565. The annual software maintenance charge of \$65,000 for the Fidler software and GIS software licenses for various county departments costs \$29,900 and are among the items budgeted in this line item.

Line item #6713, Computer Hardware, is \$14,409. IT has suggested that the Planning Department replace a large format printer at a cost of \$8,749. In addition, this line item funds one desktop computer and two Level I printers in the Treasurer's Office (\$1,400), one computer for the Surveyor (\$1,900) and three computers in the Real Property Department (\$2,360).

The recommended 2015 Budget for the Land Records Account is \$404,533 in revenues offset by an equal amount of expenditures. Thus, there is no County tax levy in this account. The Land Records account is a non-lapsing account that contains segregated funding generated from fees, which can only be used for Land Records related activities. The projected fund balance at December 31, 2014, is \$129,069. The recommended 2015 Budget contains a fund balance application of \$86,833.

#

Surveyor

General Operations

Present Personnel (Full Time Equivalent)	
1.0	Surveyor
<u>0.4</u>	Deputy Surveyor
1.4	Total

Summary of Personnel Modifications		
	<u>Dept. Request</u>	<u>Admin. Rec.</u>
New Positions	0	0
Deletions		
Reallocations Surveyor (From PR 21 to PR23)	1.0	1.0
Reclassifications	0	0
Re-Titles	0	0
Upgrades	0	0

Charter: Surveyor

Objectives and Standards

1. Survey Operations

To provide survey services as requested by County Officials and Departments. Standards:

- a. To respond in a timely manner to the Planning & Development Committee's instructions for review of private surveyors' monumentation per the County Rock County Land Division and Development Ordinance.
- b. To execute surveys by the Planning & Development Committee per their time requirements.
- c. To execute surveys required by the courts per SS 59.45(1)(a)1.
- d. To execute rights-of-way, topographic, accident and property surveys per the Director of Public Works requests.
- e. Upon notification of the removal or covering of landmarks, monuments of record, or corner posts, the County Surveyor shall review the landmark to determine if it is necessary because of public interest to erect witness monuments. Railroad tracks are considered landmarks. SS 59.74(2)(b)1 states whenever it becomes necessary to destroy, remove or cover up in such a way that will make it inaccessible for use, any landmark, monument of survey, or corner post the person, including employees of governmental agencies, shall serve written notice at least 30 days prior to the act upon the county surveyor.
- g. To provide services to local units of government as directed by the Planning & Development Committee and or the County Administrator.
- h. Comply with the following Wisconsin Statutes: SS 1.06, 59.45, 59.73, 236.0,443, Wisconsin Administrative codes A-E 2, A-E 6, A-E 7, A-E 10, and federal and state case law.

2. Remonumentation Operations

The Public Land Survey System (PLSS) is the framework for land ownership and records. The PLSS is composed of section and quarter

corners, which are located about every half mile. In 1832, the U.S. federal government started Rock County's PLSS monumentation and finished it in 1836. As a condition of statehood, the Federal government transferred the maintenance and responsibility for the PLSS system to the State. This maintenance program is better known as "remonumentation". The state transferred this responsibility to the County via the County Surveyor. The PLSS was designed for land ownership and not for accurate mapping. A second and independent land reference system is the National Spatial Reference System (NSRS), which is a consistent coordinate system consisting of precisely measured geodetic control monuments with latitude, longitude, height, scale, gravity and orientation throughout the United States. This supports mapping, boundary surveys, construction surveys and other efforts requiring precise positional control. Both reference systems are separately tied to the ground through monumentation and survey marks. Although PLSS records contain many distances and directions between adjacent corners, the geodetic coordinates and positions of these corners was not originally determined. To establish a mathematical relation for the PLSS corners, the two systems need to be connected by survey methods. This relationship provides a common reference system for computer mapping and land records. This also greatly assists in perpetuating and locating the PLSS monuments. There are many tools for determining geodetic position, but Global Positioning technology, (GPS, GNSS, etc.) is most commonly used. Global Positioning System, (GPS), refers to the American signal and Global Navigation Survey System, (GNSS), refers to equipment that tracks multiple signals, (GPS, GLONASS, etc.). GLONASS is the Russian government signal.

In 2013 the survey department upgraded its equipment and now uses a GNSS system along with a robotic total station to complete fieldwork. Also, our office equipment was upgraded to handle and manipulate the data and to work seamlessly with the County ArcGIS program. The office will continue to remonument areas of the County that remain to be completed, (Magnolia, Spring Valley and Avon Townships). It is anticipated that the remonumenting the remaining Townships will be complete sometime in 2018.

Charter: Surveyor

Currently, any work is performed on the North American Datum of 1983 (2011) adjustment: The National Geodetic Survey (NGS) performed a reanalysis of the 1994 to present continuously operating reference stations (CORS). Based on the additional data and analysis, in June of 2012 they published the new coordinates.

Coordinates systems are dynamic and NGS is adjusting and publishing the network at least yearly and eventually may on a monthly or weekly basis. NGS just released their ten-year plan and the plan is to have a 2018 new geometric datum for both the vertical and horizontal. This probably will create large differences in the elevations and coordinate values and users will need to be aware and knowledgeable of these changes.

Standards:

- a. To perpetuate the Public Land Survey System, (PLSS), according to accepted professional and technical standards for registered professional land surveyors. This includes: National Oceanic and Atmospheric Geodetic Survey Standards; Wisconsin Administrative Code A-E 2, 6, 7, 8 & 10; Wisconsin SS 59.4, and 59.7; Federal Manual of Survey Instructions; Bureau of Land Management Classification Standards of Accuracy and General Specifications of Geodetic Control Surveys; United States National Map Accuracy Standards; and the Wisconsin Land Information Board.
- b. To install Survey Marker Signs near those landmarks/monuments that may be inadvertently disturbed or destroyed. Comply with SS 59.74, which governs the preservation of landmarks, and SS 60.84(3)(d), which govern the depth of monuments.
- c. To provide witness or reference monuments for the purpose of identifying the location of such landmark so that its location can be determined after its destruction or removal (SS: 59.74 & AE 7.08). The State requires four reference monuments for each PLSS corner.

- Within Rock County, roughly 2,800 PLSS corners were set over 20 Townships.
- d. To replace damaged monuments and witness/replace those anticipated to be disturbed by road, construction, or private improvements (SS 59.74(2)(b)1).
 - e. The state regulates and licenses land surveyors per A-E 6, A-E 8, and A-E 10.
 - f. Comply with Wisconsin Statutes: SS 83.11 and 443, Wisconsin Administrative codes A-E 2, A-E 6, A-E 7, A-E 8, A-E 10, federal and state case law

3. Mapping Operations

Standards:

- a. To prepare accurate maps of topographic, lease, rights-of-way, accident and property surveys in compliance with SS 443 and Wisconsin Administrative Codes.
- b. To prepare general survey maps for County departments and ensure compliance with professional and technical standards.
- c. To prepare the "U.S. Public Land Survey Monument Record" forms in compliance with AE 7.08.
- d. To provide geographical coordinates for the section and quarter corners. This provides the spatial relationship and reference frame which is essential for the County GIS programs and public website.
- f. Comply with the following Wisconsin Statutes: SS 1.06, 59.4, 59.5, 59.7, 192.3, 236.0, and 443, Wisconsin Administrative codes A-E 2, A-E 6, A-E 7, A-E 8, A-E 10, federal and state case law.

4. General Administrative Operations

Early in the 1970s, the state revised the statutes concerning the election of the County Surveyor. In lieu of electing a surveyor in any county, the Board may, by resolution, designate that the duties under 59.45 (1) and

Charter: Surveyor

59.74(2) are performed by a registered land surveyor who is employed as a County employee. In 1975, Rock County used SS 59.20(2)(C) and created and appointed the County Surveyor. Shortly after, a report was submitted to the County Board, which listed the benefits and cost savings of this change. The long-term goal is to provide services as efficiently and thoroughly as possible and to comply with state remonumentation, state and federal surveying statutes and case law.

Standards:

- a. Per Rock County Land Division and Development Ordinance County 38-12(4) and 38-13(2), review certified survey maps submitted to this office by the administrator, as defined in the Rock County Land Division and Development Ordinance.
- b. To determine and establish field operation procedures that ensure fieldwork is in conformity with current state statutes.
- c. To supervise field operations and ensure conformity with established standards.
- d. To review, approve, seal and file survey reports, maps, and notes per A-E 8.10.
- e. To notify the Federal Department of National Oceanic and Atmospheric Administration (NOAA) of the condition of federal horizontal and vertical control monuments in conformance with federal laws.
- f. To establish coordinates for control points and PLSS corners that are the foundation of the County GIS software and used by the surveying community in their surveying operations.
- g. To provide research and or general services to the general public, private land surveyors, the state highway department, public utilities, and other county departments (SS 59.45 and SS 59.74).
- h. To provide aid to township and municipal clerks in correcting defective parcel descriptions that are in the tax assessment roll (SS 70.52).
- i. To supervise city and village engineers when acting under SS 59.74(2).

- j. Administer oaths to survey assistants and deputies per SS 59.45(1)4.
- k. Provide certificates of filed maps and surveys per SS 59.75.
- l. Appoint and remove deputies at will per SS 59.45(2).
- m. Perform all other duties that are required by law per SS 59.45(1)5.
- n. Comply with professional office conduct standards per Wisconsin A-E 8.
- o. Provide direct and personal direction and control over all activities per A-E 8.10(2).
- p. Comply with the following Wisconsin Statutes: SS 1.06, 17.01(7), 59.21(1)h, 59.43(1)(a) 59.45, 192.32, 236.0, 443, and Administrative codes A-E 2, A-E 6, A-E 7, A-E 8, A-E 10 and federal and state case law.
- q. The county board may create an immigration board consisting of 3 to 5 members, one of whom shall be the county surveyor. The immigration board shall meet, and its members shall receive such compensation and expenses and shall serve for the terms that the county board determines. SS 59.53(18)(a) cites this option but the County does not have an immigration board.

5. Survey Land Records

To provide and maintain a land survey record system per SS 19.32-19.39, 59.45(5)(b), 59.45(2&3), and 59.74(7), Rock County Land Records Plan, and state administrative rules. These records and maps date back to 1832 and are indexed in the oracle database mainframe with access by the department's PCs and website. Since 1969 the State has required Land Surveyors to file their survey maps with the County Surveyor. The maps filed in the surveyor's office represent millions of dollars that citizens have invested in surveys within the County. The department undertook an aggressive scanning effort in 2014 after land records funds acquired a large format scanner; over 16,000 additional documents will be made available on the public website in 2014.

Charter: Surveyor

Standards:

- a. To index and maintain a filing system for: 1) plat of surveys made by private land surveyors, 2) subdivision plats, 3) certified survey maps, 4) Land Corner Recordation Act, 5) air photography (1937, 1940, 1950, 1967, 1988, 1988) and 6) right of way maps of roads and railroads per SS 59.45(1)(a)2 and SS 59.45(1)(b).
- b. To make and maintain digital copies of surveys filed with the office. The office houses 2 scanners, (large & small format), to accomplish this. Documents are scanned and a digital PDF file is created.
- c. To make, file and index the "U.S. Land Survey Monument Record" form in compliance with AE 7.08 and SS 59.45(1)(a)2 and SS 59.45(1)(b). As of July 2013, all current tie-sheets are scanned and available via the internet.
- d. To establish and supervise the computer indexing of all survey maps, per SS 59.45(1)2 and SS 59.45(1)(b).
- e. Furnish a copy of any record, plat, or paper in the office per SS 19.21-19.32 and SS 59.45(1)3.
- f. To file and index road right of way records.
- g. To file and index railroad right of way records.
- h. To maintain paper records of U.S. Coast & Geodetic, U.S. Geological Survey, WDOT, and private vertical, GPS, and horizontal control maps and records.
- i. Comply with the following Wisconsin Statutes: SS 19.01, Wisconsin Administrative codes A-E 2, A-E 6, A-E 7, A-E 8, A-E 10, federal and state case law
- j. Certify copies of records per SS 59.75 for evidence in any Wisconsin court.
- k. To maintain, make copies, and provide support for the following aerial photos:
 - a. 1937 microfilm copies.
 - b. 1950, 1969, paper copies.
 - c. 2000 mylar copies.
 - d. Paper copies of partial sets from other years.

6. Land Information

Per County Board Resolution, this office is a member of the Rock County Land Information Council and serves on the Land Records Committee.

Standards:

- a. To participate in the implementation of the County Wide Plan for Land Records Modernization.
- b. To work with all levels of government, utilities, etc. to develop and implement compatible data exchange standards.
- c. To provide and maintain the cadastral map layer of the maps filed per SS 59.45(1)2 and SS 59.45(1)(b) by computing the subdivision plat and CSM geometry and coordinates per page 2-2 and table 1 of the plan. More than half of these maps are within the cities and villages.
- d. To compute the geographical and county local coordinates for PLSS corners in the County to serve as the foundation of the County GIS program.
- e. To obtain, participate, and or assist in grants for the modernization of land records.
- f. To train and learn new G.I.S. software.
- g. Wisconsin and many other states revised or are in the process of modifying state registration laws to clarify and insure that certain activities created, prepared, or modified electronic or computerized data, including land information systems, and G.I.S. is performed by qualified people. Some activities are relative to the performance of activities as defined by the definition of surveying. Such activities must be performed under the direct supervision of registered land surveyors.

7. Records Modernization

During 2014 much progress was made relative to making digital versions of surveys available on-line. It is anticipated that all filed surveys will be available on-line by the end of the year. For some time, Counties and

Charter: Surveyor

other units of government have been making documents available on the internet and Rock County is now among them. The office has received much positive feedback for surveying professionals operating in the County who appreciate these efforts. On-going modernization continues and is a priority for the County surveyor; adding a tax id number to the surveyor database will provide the necessary link to the real property database and as such, the County GIS website.

- 1) ArcMap, (ESRI product)
- 2) Laserfiche
- 3) Full suite of Microsoft office products
- 4) Surveyor database, (Oracle)
- 5) IFAS
- 6) Carlson GNSS and robotic survey equipment
- 7) Carlson Survey 2014-15 software

7. 2015 ACTIVITY


The following are activities and projects this Department anticipates in 2015. These are typical activities as defined by the above operations, and correspond to the "Programs" in the County Surveyor budget.

Activities:

- a. Mapping & Survey Records: Scanning and making PDF copies available, entry of filed surveys into the GIS system & surveyor database & entering a tax id number for current and past surveys.
- b. Monumentation: A quantifiable goal is to prepare and file 75-100 tie-sheets through independent efforts and/or requests from the private sector for assistance. A total of 78 tie-sheets have been prepared by the office since August 1, 2014. Magnolia Township is anticipated for completion in later 2015 – early 2016.
- c. Survey Operations: This is a catch all area for unforeseen requests for services from other County departments.

8. Software & Hardware

Many types of software are used to complete the above-mentioned functions of the office. They include, but are not limited to the following:



Jason R. Houle, R.L.S.
County Surveyor
August 1, 2014

Department

County Surveyor

Budget Analysis by Program

Programs	Monumentation	Survey Operation	Mapping	Survey Records	Budget Summary
Positions	0.86	0.07	0.25	0.22	1.40
Salaries	\$42,961	\$3,680	\$12,581	\$14,388	\$ 73,610
Fringe Benefits	\$24,912	\$1,841	\$7,148	\$2,902	\$ 36,803
Operating Expenses	\$5,688	\$1,547	\$5,020	\$3,333	\$ 15,588
Capital Outlay	\$0	\$2,650	\$0	\$0	\$2,650
Allocation of Services	\$0	\$0	(\$22,929)	(\$18,760)	\$ (41,689)
Subtotal	\$73,561	\$9,718	\$1,820	\$1,863	\$86,962
Indirect Cost Alloc.	\$0	\$0	\$0	\$0	\$0
Total	\$73,561	\$9,718	\$1,820	\$1,863	\$86,962
Revenue	\$0	\$0	\$0	\$ (25)	(\$25)
Fund Bal. Applied	\$0	\$0	\$0	\$0	\$0
County Share	\$73,561	\$9,718	\$1,820	\$1,838	\$86,937

Administrator's Comments

Surveyor

**Summary of
Department Requests and Recommendations**

Description	Department Request	Administrator's Recommendation
Positions	1.4	1.4
Salaries	73,610	73,610
Fringe Benefits	36,803	36,803
Operating Expense	15,588	15,588
Capital Outlay	2,650	750
Allocation of Services	(41,689)	(41,689)
Total Expense	86,962	85,062
Revenue	25	25
Fund Balance Applied	0	0
Tax Levy	86,937	85,037
Total Revenues	86,962	85,062

The Charter for the Surveyor contains a good, general description of the services provided by this office. One of the on-going services is the remonumentation of the County. County Surveyor Jason Houle has completed 56% of the Town of Magnolia with completion scheduled for 2015. This leaves the two remaining towns, Spring Valley and Avon, to be completed over the next four years.

Mr. Houle recently sought information from 22 of the major users of the office's services. 100% of the respondents indicated that making the survey records available online has benefited their organization. Mr. Houle will use this information to formulate the work schedule for 2015 and future years.

A portion of the Surveyor's activity can be charged to the Land Records account. Under statutes, private landowners are required to file all their survey maps with their County Surveyor. The County Surveyor must index, file and maintain the survey maps. In Rock County, this is done with a computer database, which contains information that can be searched and retrieved. The database is part of the County's land records available through its website. Consequently, this activity can be funded through cross charges to the Land Records account. A more complete explanation of this program can be found under the Administrator's Comments for the Real Property Description Department.

In 2013, 354 maps were filed and indexed and 390 monument corner records were made. Mr. Houle reports that the activity reflects the Surveyor's Office filing system changes and an effort to more closely correspond with the Register of Deeds database. Both efforts make the process more user friendly for the public. In 2015, it is estimated that the Deputy Surveyor will spend 90% of her work year putting information into a format conducive to the website database including appending PDF files and entering tax identification numbers for current and past surveys. In addition, Mr. Houle will devote 27% of his time on Land Records projects including entering data into the GIS system, formatting, and uploading files to the internet server. Given this information, I am recommending a cross charge of \$41,689 be made to the

Land Records account. This has the impact of reducing the tax levy in the Surveyor's account by a like amount.

In 2012, the Surveyor began scanning tie sheets onto the internet. All tie sheets and surveys dating back to 2005 are now available online. Mr. Houle reports users are satisfied with this new service. The Deputy Surveyor will continue to scan pre-2005 surveys, when time permits, with the goal of completing the remainder by 2020.

A project to be funded from Land Records funds would link surveys to the County's parcel map system that greatly enhance private survey firms' capabilities and will also employ the use of interns funded by Land Records monies.

As a result of automating many time consuming manual processes through the purchase of new surveying equipment and employing newer surveying techniques in 2014, Mr. Houle deleted 0.6 FTE of the Deputy Surveyor position to reflect this new operational efficiency.

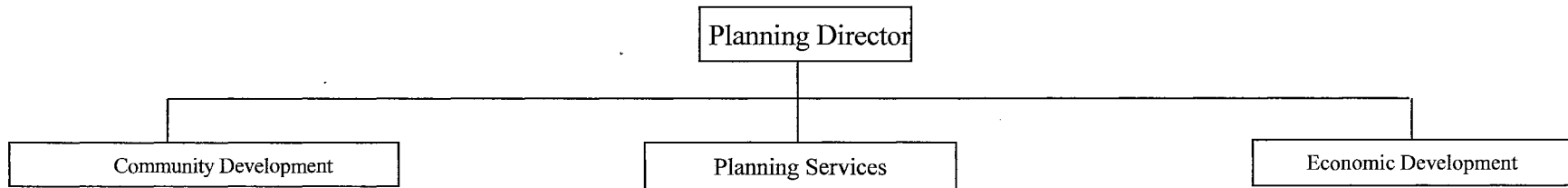
With regard to personnel, the 2015 request includes a reallocation of the Surveyor from Pay Range 21 to Pay Range 23. Based upon the analysis of the Human Resources Department, the request is recommended.

The 2015 request includes continued purchase of GIS software and an antenna for a handheld field GIS device totaling \$1,500, which is significantly less than a purchase of a tablet PC. A replacement PC is requested to be funded from Land Records sources. I recommend the equipment and software requests.

The recommended tax levy for 2015 operations is \$85,037, which is a decrease of \$1,943 or 2.2% from the 2014 budget.

#

Planning Department



Present Personnel (Full Time Equivalent)	
1.0	Director of Planning & Development
1.0	Economic Development Manager
1.0	County Engineer
2.0	Senior Planner
1.0	Senior Planner/GIS Manager
1.0	Planner III
1.0	Planner II
0.625	LTE Housing Specialist
0.4	Planning Clerical Worker
1.0	Accountant
10.025	Total

Summary of Personnel Modifications		
	<u>Dept.</u> <u>Request</u>	<u>Admin. Rec.</u>
Deletions		
County Engineer	0	1.0
Housing Specialist	0.625	0.625
Planning Clerical Worker	0.4	0.4
Senior Planner	1.0	1.0
Reclassifications		
Accountant (Union) to Planning & Development Office Coordinator (PR 14)	1.0	0

Charter: Planning, Economic & Community Development Agency

Mission

Rock County Planning & Development Agency shall maintain a process of continuous improvement and investment focused on enhancing diplomatic leadership in collaboration, encouragement, support, education and innovation, locally and throughout all Southern Wisconsin, for the purpose of sustaining a high quality of life for current and future residents.

Introduction

The Agency is authorized under State of Wisconsin Statutes 59.69 (2). The Agency consists of the five-member Planning and Development Committee and the seven member Planning, Economic and Community Development Staff.

The Agency's work program areas of responsibility are divided into six primary divisions:

- I. Strategic and Comprehensive Planning Division
- II. Development Review, Land Division and Enforcement Division
- III. Economic Development Division
- IV. Housing and Community Development Division
- V. Geographic Information Services
- VI. Administration and Corporate Services

Agency's Five-Year Workplan (In accordance with Rock County Comprehensive Plan 2035 policies and to be completed by December 31, 2015)

- A. Revise and Update Existing, and Develop New, Rock County Ordinances/Regulations:
 - Land Division – *Completed 2011, Effective Date January 1, 2012.*
 - Shoreland – *Completed 2013, Effective Date June, 2013*

- Access Control – *Scheduled Completion Spring 2015*
- Environmentally Significant Open Space Areas - *Completed 2011*
- Driveway – *Scheduled Completion Spring 2015*

- B. Revise and Update Existing, and Develop New, Model Ordinances/Regulations for use by County Municipalities:

- Zoning – *Completed Spring 2013*
- Sign
- Landscape
- Design Guidelines and Land Use/Site Plan Review – *Completed Fall 2011*

- C. Develop New County Programs:

- Purchase of Development Rights Conservation Easements – *Completed 2011*
- Consulting Services Center (Town Planning Services) – *Scheduled Completion 2015*
- Land Evaluation & Site Assessment
- Land Use Inventory – *Completed 2013*
- Smart Growth
- Green Building
- County/Municipality/Non-Profit Organizations Land Use & Housing Workgroups

- D. Update and/or Amend Existing County Plans:

- Parks, Outdoor Recreation & Open Space Plan – *Scheduled Completion 2015*
- Land Records & Modernization Plan – *Completion 2015*

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- Comprehensive Plan Update – *Scheduled Completion 2016*
 - Farmland Preservation Plan – *Scheduled Completion December 2014*
 - Natural Hazard Mitigation Plan – *Completed 2011*
 - Historic Sites & Buildings – *Scheduled Completion 2015*
- E. Develop County Studies:
- As Identified In *Rock County Comprehensive Plan 2035* and Dependent Upon Priorities
- F. Undertake Internal Agency Improvement:
- Develop Agency Annual Report – *Completed Annually*
 - Revise and Update Website – *Completed as needed.*
 - Evaluate Division Performance and Identify Improvement Measures
- G. Provide daily planning, economic, and community development services to the public:
- Beloit Area Water Quality Plan- *Scheduled Completion Fall 2015*

I. Strategic and Comprehensive Planning Division

Division Mission: To guide, coordinate and assist in the preparation of plans and recommendations for orderly development and improvement, across time and governmental boundaries, to promote public health, safety, morals, order, convenience and prosperity for the general welfare of County residents.

State of Wisconsin Statute 66.1001 – Comprehensive Planning mandates that local governments prepare and adopt comprehensive plans to guide their planning and development over a specified time period. The general purpose of a comprehensive plan is to establish a community's future vision and to identify goals, objectives and policies that will help to realize that vision.

The Rock County Comprehensive Plan was adopted by the Rock County Board of Supervisors in September 2009. The Plan was developed by the Strategic and Comprehensive Planning Division over a four-year span and the development process was highly conscious of and reliant on public input. The Plan contains 16 Chapters, all with Goals, Objectives and Policies that require implementation either within the next five or twenty-five years, dependent upon community resources and priorities.

State Statute s. 66.1001 requires that policies contained within an adopted Comprehensive Plan be implemented within timelines identified in the plan. Thus, a number of policies contained in the *Rock County Comprehensive Plan 2035* have been identified as Division tasks for the next year, and next five years, for consideration by the Planning & Development Committee, as well as the County Board.

2015 Division Tasks:

- A. Develop and implement a comprehensive education, outreach, and consulting services strategy
- B. Revise and update Town Zoning Ordinances
- C. Undertake *Rock County Comprehensive Plan 2035* five-year update
- D. Revise and update Agency Annual Report
- E. Implement other Rock County Comprehensive Plan 2035 policies

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- F. Work with Towns to Develop Memorandums of Agreement, to work together to administer and enforce land division development activities

II. Development Review, Land Division and Enforcement Division

Division Mission: To assist and advise individuals, businesses, professionals and governmental communities by uniformly administering and enforcing plans, policies and ordinances to manage development in a sustainable, planned, efficient and environmentally sound manner.

One of the primary methods of assuring private and public improvements are consistent with the Comprehensive Plan-2035 is through the administration and enforcement of development ordinances and programs.

2015 Division Tasks:

Currently, this Agency administers the following ordinances and regulations. The required administrative fees will be analyzed and recommendations will be made for modification if warranted:

- A. Rock County Zoning Ordinances for Shoreland, Floodplain, County Highway Access, Rural Address and Airport Overlay District.
Measurable Products:
- Number of Permits issued for Shoreland, Floodplain, Floodplain, County Highway Access, Rural Address and Airport Height & Overlay District.
 - Number of Conditional Use Permits approved by Committee
 - Number of Conditional Use Permits denied by Committee

- Increased value of new construction within the property tax base
- Number of applications to the Board of Adjustment
- Number of cases in litigation

- B. Rock County Land Division Regulations
Measurable Products:

- Number of preliminary land division applications submitted
- Number of preliminary land division applications conditionally approved
- Number of preliminary land division applications denied
- Number of final land divisions and new lots approved
- Number of new road construction plans approved
- Miles of new roads constructed
- Number of roads and other improvements inspected and approved prior to land divisions receiving final approval

- C. Building Site Permits
Measurable Products:

- Number of Building Site Permits issued

- D. Enforcement of land management ordinances and programs in cooperation with the Corporation Counsel Office
Measurable Products:

- Number of potential violation letters.
- Number of cases referred to Corporation Counsel for legal enforcement
- Number of cases in litigation

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- Results of litigation
- E. Maintenance of records for all applications and administrative fees
Measurable Products:
- Number of applications
 - Fees collected
- F. Technical assistance to applicants with appeals to the Board of Adjustment, prepare evidence for each case and appear at the board meetings to defend ordinances.
Measurable Products:
- Number of cases to the Board of Adjustment.
 - Number of cases denied by the Board of Adjustment.
 - Number of cases approved by the Board of Adjustment.
- G. Technical assistance to the Board of Adjustment as Acting Secretary by preparing the minutes, findings of fact and conducting field investigations.
Measurable Products:
- Staff review and recommendations for each case
 - Minutes of meetings
 - Findings of Facts for each case
- H. Rock County Highway Access Control Ordinance
Measurable Products:
- Number of Highway Access Control Permits issued
 - Number of Highway Access Permits denied
 - Public Capital Investment utilized

- I. Rock County Address Ordinance
Measurable Products:
- Number of new address signs
 - Number of address signs replaced
 - Review and co-approve all driveway permits with the Public Works Department.

- J. Public Utilities & Community Facilities
- Public Utilities and Community Facilities include compilation of policy statements, goals, objectives, design standards, maps and action programs for guiding the future development of public, semi-public and private facilities. These facilities include sanitary service, potable water, solid waste disposal, recycling, storm water management, aquifer recharge, telecommunications, energy, cemeteries, public/municipal buildings, police and fire protection and, where appropriate, plans to acquire land for the development of public facilities. These Plan elements shall describe the character, location, timing, sequence, function, use and capacity of existing and future needs. These facilities also include public sewer service area plans pursuant to Wisconsin Administrative Code NR 121.

Staff shall review and submit letters to the Wisconsin Department of Natural Resources indicating conformance or non-conformance of each proposed public sewer extension project with 208 Water Quality Management Plan elements, and review new sewage treatment facility plans proposed large-scale soil absorption wastewater systems.

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III. Economic Development Division

Division Mission: To provide consultative economic development services which promote activities and programs that position, as well as prepare, Rock County for opportunities that augment and enhance its assets. These opportunities include, but are not limited to:

- A. Providing economic development consultative services to public and private sector interests focused on retaining / expanding, locating or establishing new business operations in Rock County - especially those emphasizing job creation and/or retention, private sector capital investment and public infrastructure improvements.

- B. Maintain and foster the continuation and recognition as Rock County's "lead business development contact" with the following constituencies:
 - 1. Wisconsin Economic Development Corporation
 - 2. Rock County 5.0 / Rock County Development Alliance
 - 3. Alliant Energy
 - 4. Corporate Real Estate & Site Consultants
 - 5. Private Sector Businesses & Individuals
 - 6. Economic & Workforce Development Organizations
 - 7. Media Contacts
 - 8. Governmental Units / Agencies and/or Personnel

Measurable Products

- Type and amount of business development activities.
- Private and/or public sector funds secured and/or leveraged.

- C. Assist with the development and/or update of the Economic Development Element of the Comprehensive Plan-2035 and its related implementation strategy.
 - 1. Assist Rock County communities and/or organizations with their economic development activities, as they relate to the Plan and/or its strategy.
 - 2. Serve as a data-clearing house for various socio-economic statistics.
 - 3. Maintain a buildings and sites database.
 - 4. Solicit input and engage the Southwest Wisconsin Workforce Development Board and/or other key local economic and workforce development officials regarding the Plan and its implementation strategies.

Measurable Products

- Type and amount of Boards, Committees, task force, etc. appointments.
- Type and amount of technical assistance (e.g. programs, reports, recommendations, etc.) provided for and/or on behalf of economic and workforce development organizations.

- D. Promote cost-effective infrastructure improvements that enhance Rock County's overall business location advantages.

- E. Develop, update and implement a cooperative marketing and outreach campaign to promote Rock County as the choice location for business development and investment by:
 - 1. Targeting private sector decision makers through various direct and indirect means.

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2. Administer, design and maintain the Agency's web page(s).
3. Perform administrative and executive related duties for Rock County 5.0, the Rock County Development Alliance and the Rock County Tourism Council (RCTC).

Measurable Products

- Brand name identity, recognition and recall.
- Marketing and outreach funds leveraged and/or secured.
- Business development and/or investment projects procured (e.g. property transactions, speculative building, etc.).

- F. Monitor public and private sector financial resource programs, including but not limited to the Agency's Revolving Loan Fund (RLF) and other grants and/or loans procured through the Agency.

Measurable Products

- Program applications submitted.
- Grant and/or loan funds leveraged and/or secured.
- Program compliance and/or utilization.

- G. Perform Agency and/or development liaison related duties to interface with the public and private sectors.

IV. Housing and Community Development Division

Division Mission: To assist with the provision of healthy, durable and affordable housing for eligible Rock County properties and residents by successfully administering the approved Planning & Development Committee-approved Housing programs and the Rock County Loan Portfolio in accordance with State and Federal requirements..

In June 2014, the Rock County Board of Supervisors authorized a Housing Services contract to the Wisconsin Partnership for Housing Development (WPHD) of Madison, WI, for administrative services. The proposal for contracted housing services is the County's effort to address Findings of non-compliance with a variety of federal and/or state agency regulations by the State's Division of Housing. As a result of the outsourcing of services, a Senior Planner/Housing Program Manager position has been phased out and is not included in the 2015 budget request.

Housing and Community Development Services primarily implements the Housing Element of the Rock County Comprehensive Plan 2035. These activities include:

- A. Assisting in the provision and preservation of decent, safe, sanitary, and energy efficient housing in the unincorporated areas, villages, and smaller cities of Rock County in accordance with State and Federal Requirements.
- B. Preparing grant applications, which implement housing-related and community development issues presented in the Comprehensive Development Plan, local community master plans and address basic housing issues, improve quality of life and the existing public infrastructure in our neighborhoods.
- C. Administering grant contracts and housing revolving loan funds that improve housing and community conditions.
- D. Assisting households with special needs, very low incomes and elderly-headed households needing improvements to their homes.

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- E. Assisting low-income households to become homeowners.
- F. Promoting the provision and maintenance of affordable housing units for low-income renters.
- G. Administering the Rock Country Fair Housing Ordinance and improving fairness and accessibility to all housing consumers.
- H. Providing and updating information, studies and plans which document housing conditions in Rock County and supply methods for improving these conditions.
- I. Providing Staff services to the Rock County Housing Authority.

Measurable Products:

- Number of Housing and Community Development Grant Applications submitted
- Number of Housing and Community Development Contracts approved by County Board
- Number of Owner Occupied Housing Rehabilitation Projects approved
- Number of Rental Housing Unit Rehabilitation Projects approved
- Number of Down Payment Assistance Projects approved
- Number of Home Buyer Rehabilitation Assistance Projects approved
- Number of Lead Hazard Control Projects approved
- Maintenance of compliance with State and Federal regulations.

- J. Providing technical assistance to local communities in the administration of their Housing and Community Development revolving loan funds.
- K. Providing technical assistance to Rock County Departments that offer housing assistance.
- L. Serving on Boards and Committees that promote housing and community development activities in Rock County.

2015 Rock County Housing & Community Development Project Priorities

- A. Administering grant contracts and housing revolving loan funds that improve housing and community conditions in accordance with State and Federal Requirements.
- B. Maintain Rock County Community Development operations.
- C. Work with our partners City of Beloit, City of Janesville and Rock County Health Department to administer the Lead Hazard Control Grant.
- D. Continue to work effectively with the Cities of Beloit & Janesville on administering Rock County Community Development Consortia.
- E. Continue to assist local governments and Rock County Departments with Community Development services as needed.

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- F. Continue to provide Community Development services as directed by the Rock County Planning & Development Committee.
- G. Continue to work with the Southern Housing Consortium to provide housing rehabilitation opportunities.

V. Geographic Information (Mapping) Services

Division Mission: to create, acquire and maintain geospatial data for the Planning and Development Agency and coordinate with other agencies and departments to enhance the geospatial technologies in the County to meet the needs of the general public and private entities in an efficient and cost effective manner; to use geospatial data and technologies to provide mapping assistance to the general public, other governmental units, County committees and Agency Staff.

GIS mapping and data base services includes information about Rock County that is critical to the updating and implementation of the Rock County's Comprehensive Plan 2035, Ordinances, Land Records Modernization Program and of the land information needs of other governmental units and the general public by:

- A. Gathering information and preparing County, other governmental units and general public planning and development information in electronic format or hard copy maps and data bases for planning and development projects.

Measurable Products:

- Mapping projects in process
- Mapping projects completed
- Data base projects in process
- Data base projects completed
- User Fees generated

- B. Updating County, other governmental units and general public base maps, land use maps, master plan maps, development plan maps, zoning maps, physical characteristic maps, census maps, political boundary maps, soils maps, official ordinance maps and air photographs.

Measurable Products:

- County, governmental units and general public maps prepared
- County, governmental units and general public maps updated
- Census maps or data available in electronic format or hard copy
- User Fees generated

- C. Implementing conversion and migration methodologies to enter and use the Agency's and other governmental unit's mapping and databases as part of the County Geographic Information System.

Measurable Products:

- Agency and other governmental units mapping and data base information on the GIS System
- Agency mapping and other governmental data base information on the public facing website
- Number of current maps and databases on the GIS and public facing website
- Training Staff on GIS software mapping and database

- D. Modernizing the protocols of address assignments through the conversion of hard copy address grid maps to a digital format.

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Measurable Products:

- County and community maps digitized
- County and community maps updated
- Maps and data available in electronic format on hard copy available to the public and staff.
- Staff and municipal training on GIS software and mapping database

- E. Modernizing and archiving existing hard cover thematic and aerial maps through conversion to digital format.

Measurable Products:

- County and community maps digitized
- Maps and data available in electronic format on hard copy available to the public and staff.
- Staff and municipal training on GIS software and mapping database

VI. Administration and Corporate Services

Administrative & Corporate Services are designed to facilitate the management of day-to-day operations and assist in planning future operations. Support staff work with the public, Planning & Development staff and Committee members, and other inter-county departments. Administrative staff performs a wide range of activities, some of which include:

- A. Provide initial contact with customers, both telephonically and in person.
- B. Assist Planning & Development staff, Committee members, and County Board members, with Agency programs, projects, and tasks.
- C. Gather, prepare, and report information that is relevant and timely.
- D. Maintain Agency project and program files.

- E. Prepare Agency current and 5-year work program.
- F. Prepare annual Agency budget request.
- G. Process Agency bills for purchases and services rendered.
- H. Maintain Planning & Development Committee and Agency official records.
- I. Assist Agency staff members in preparing final drafts of plans and ordinances.

Program analysis and development services consist of assistance to the County Board, County Administrator, respective committees, and County communities for analysis and development of public programs, which will provide more cost-effective services and facilities by:

- A. Monitoring and preparing Federal, State and private sector grant applications that can assist in the implementation of the Rock County Development Plan or improve the Rock County community.
- B. Responding to County Board, County Administrator and County department requests for program development, information and analysis, as budget allocations permit.
- C. Providing planning and development leadership, which will promote Rock County's quality of life and financial well being.
- D. Providing professional planning and development services for the discharge of the duties and responsibilities of the Rock County Planning and Development Agency to include minutes of the Planning and Development Committee, reports, surveys, and analysis of critical issues that affect the Rock County Comprehensive Planning and Development Program.

Charter: Planning, Economic & Community Development Agency

For questions regarding information in this Charter or Agency operations in general, please contact Colin Byrnes, Acting Director of Planning, Economic and Community Development.

Colin M. Byrnes

Department Planning and Development

Budget Analysis by Program

Programs	Base Budget	Economic Development	Economic Development WDF- Revolving	Address Signs	Community Development	Budget Summary
Positions	7.00	1.00	0.00	0.00	0.000	8.00
Salaries	\$448,719	\$89,294		\$0	\$0	\$538,013
Fringe Benefits	\$212,472	\$39,726		\$0	\$0	\$252,198
Operating Expenses	\$6,733	\$6,099		\$5,100	\$127,195	\$145,127
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0
Allocation of Services	(\$79,937)	\$0		\$0	\$ (73,318)	(\$153,255)
Subtotal	\$587,987	\$135,119	\$0	\$5,100	\$53,877	\$782,083
Indirect Cost Alloc.	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$587,987	\$135,119	\$0	\$5,100	\$53,877	\$782,083
Revenue	\$43,330	\$0		\$5,100	\$800	\$49,230
Fund Bal. Applied	\$0	\$0		\$0	\$0	\$0
County Share	\$544,657	\$135,119	\$0	\$0	\$53,077	\$732,853

Administrator's Comments

Planning, Economic and Community Development Department

Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	8.0	7.0
Salaries	538,013	439,570
Fringe Benefits	252,198	210,086
Operating Expense	145,127	163,427
Capital Outlay	0	0
Allocation of Services	(153,255)	(87,380)
Total Expense	782,083	725,703
Revenue	49,230	48,855
Fund Balance Applied	0	0
Tax Levy	732,853	676,848
Total Revenues	782,083	725,703

The services of the Planning, Economic and Community Development Department are summarized in the Charter. The Budget for the Department is contained in a number of different accounts.

Most of the revenue earned by the Planning Department in the main account comes from zoning permit fees. The projected revenues from those fees in 2015 will be \$40,415, a \$6,543 decrease from the budgeted 2014 amount, and a \$13,785 decrease since 2013. The economic downturn has meant significantly less development in the unincorporated areas of the County and correspondingly less revenue for the department.

The 2015 budget anticipates \$2,500 in Charges to Other Municipalities as a result of the Planning Department completing work for local units of government throughout Rock County.

The Planning Department annually reviews the rates it charges for permits and services to help fund services and recommends changes. Minor rate adjustments are requested for various charges and permits in 2015. The rate schedule noting the changes in 2015 appears at the end of my comments. I am recommending the proposed permit fee and service charge increases as part of the budget.

At the end of 2014, the Planning Department anticipates that numerous line items will have unspent funds: \$2,150 in Office Supplies and Postage, \$1,000 in Publications, Dues, and Books, \$2,300 in Travel, and \$1,000 in Training. I recommend these funds be carried over to 2015, thereby reducing the 2015 levy request.

The Planning Department has requested two desktop computers, one Level II computer, and an additional monitor for a total of \$3,150. I recommend these be purchased in 2014 with available funds to reduce the 2015 levy request.

Colin Brynes, the department's Senior Planner, continues to act as the Interim Director. I anticipate that there will continue to be a vacancy in this position into 2015 and have reduced personnel line items to reflect this. In addition, the Planning Department has requested the Accountant (Union) position be reclassified to Planning and Development Office Coordinator (PR 14). After reviewing internal and external comparables, this action is not recommended.

Given the pressure on the tax levy, I am also recommending that the position of County Engineer be deleted. As noted above, the economic downturn has reduced the work load of the Department, and the Engineer, for tasks such as new subdivision approvals. To reflect the decreasing amount of work for the County Engineer in the Planning Department, the County Engineer has been given responsibilities, such as housing inspections, that do not require engineering expertise and can be completed by a less expensive Planner position. Also, a cross charge of the County Engineer's time to the Department of Public Works (DPW) was established in the 2013 budget and increased in the 2014 budget from \$9,500 to \$55,000. Deleting this position will save the tax levy \$81,551 in 2015, of which \$55,000 of the savings is shown in the DPW budget. To support the remaining engineering services that the Planning Department may require, I have recommended an increase of \$18,300 in the Other Contracted Services line item for contracted engineering services.

Student interns perform a significant role in the development of land use information. They convert official zoning maps and adopted land use plans from hard copy into a digital format on the Geographic Information System (GIS). The Planning Department has requested \$20,669 of seasonal wages and FICA for one Planning Intern in 2015. I recommend \$10,334 for the intern expense, the same funding level as 2014. This expense is offset by a like amount of cross charges to the Land Records account. Thus, there is no impact on the tax levy.

The Economic Development Program Account funds the position of an Economic Development Manager, along with a variety of costs associated with economic development. The 2015 request is a cost to continue budget.

The recommended tax levy for the Economic Development Program is \$135,119, which is \$6,420 or 5.0% more than the 2014 Budget.

The Housing and Community Development Program is reflected in the Housing Grant Clearing account. The revenue to support the program is generated by administrative fees retained through various loan programs for the cost of making and monitoring loans and administering revolving loan funds.

Administrative funding from the various housing grants and revolving loan funds can be used to pay the costs of implementing the program. The table below identifies the amounts and accounts where the funding is contained in the budget.

<u>Grant Program or Activity</u>	<u>Acct #</u>	<u>Admin Expense</u>
Revolving Home Loan (CDBG)	6440	18,750
HCRI Revolving Loans	6441	445
Home Consortium RLF	6445	5,623
Healthy Homes/Lead Hazard Control	6465	12,500
<u>Home Consortium</u>	<u>6920</u>	<u>36,000</u>
Total		\$ 73,318

In 2013 and 2014, several audit findings cited a lack of compliance with grant regulations for the housing and revolving loan programs administered by the Housing and Community Development Program. This reduced the number of housing and revolving loans the program was able to make, which decreased the administrative fees that could be collected and increased the amount of tax levy required to support program costs. To address these issues, the County Board adopted Resolution #14-6B-066 to contract with Wisconsin Partnership for Housing Development to administer the County's housing program. These services are budgeted at \$120,169. The County positions that previously administered this program, a 1.0 FTE Senior Planner, a 0.625 FTE Housing Specialist and a 0.4 Planning Clerical Worker, are deleted. As a result of the new contract, County staff anticipate an increase in housing and revolving loan activity, which should produce more administrative fees and reduce the program's

reliance on the tax levy. The 2015 tax levy for this program is \$53,077, a decrease of \$31,532 from the prior year.

The recommended tax levy for the Planning Department as a whole (including Economic Development) is \$676,848. This is a decrease of \$39,182 or 5.5% from the prior year.

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PROPOSED 2015 ROCK COUNTY PLANNING DEVELOPMENT FEE SCHEDULE

DESCRIPTION	COUNTY JURISDICTION						TOWN JURISDICTION	
	Shoreland Zoning Overlay		Airport Height & Zoning Overlay		Adjacent to County Trunk Highway		Town Memorandum of Agreement	
	2014	2015	2014	2015	2014	2015	2014	2015
Residential								
Principal Structure	400	400	400	400	400	400	400	400
Addition (Habitable) < 500 Sq. Ft.	50	150	150	150	50	150	150	150
Addition (Habitable) ≥ 500 Sq. Ft.	200	200	200	200	200	200	200	200
Addition (Non-Habitable) < 500 Sq. Ft. (Includes Garages, Porches, etc.)	50	50	50	50	50	50	50	50
Addition (Non-Habitable) ≥ 500 Sq. Ft. (Includes Garages, Porches, etc.)	100	100	100	100	100	100	100	100
Accessory Structure (Enclosed w / roof)								
200 Sq. Ft. or less	60	60	60	60	60	60	60	60
< 500 Sq. Ft.	100	100	100	100	100	100	100	100
≥ 500 Sq. Ft.	200	200	200	200	200	200	200	200
Accessory Structure (Not Enclosed)								
< 500 Sq. Ft.	60	60	60	60	60	60	60	60
≥ 500 Sq. Ft. (Includes all Decks, Pools, Lean-To's, etc.)	100	100	100	100	100	100	100	100
Business / Industrial								
Principal Structure	500	500	500	500	500	500	500	500
Addition < 500 Sq. Ft.	150	150	150	150	150	150	150	150
Addition ≥ 500 Sq. Ft.	300	300	300	300	300	300	300	300
Agri-Business								
Principal Structure	400	400	400	400	400	400	400	400
Additions	150	150	150	150	150	150	150	150
Accessory Structure	100	100	100	100	100	100	100	100
Planned Campgrounds (Lakeland, Lakeview, Blackhawk, etc.)								
New Recreation Vehicle	100	100	100	100	100	100	100	100
Addition/Enclosure/Alteration	100	100	100	100	100	100	100	100
Deck/Accessory Structures	75	75	75	75	75	75	75	75

PROPOSED 2015 ROCK COUNTY PLANNING DEVELOPMENT FEE SCHEDULE

DESCRIPTION	COUNTY JURISDICTION						TOWN JURISDICTION	
	Shoreland Zoning Overlay		Airport Height & Zoning Overlay		Adjacent to County Trunk Highway		Town Memorandum of Agreement	
	2014	2015	2014	2015	2014	2015	2014	2015
General								
Fences	80	80	80	80	80	80	80	80
Decks	75	75	75	75	75	75	75	75
Stairway - Shoreyard	150	150			150	150	150	150
Vegetation Removal / Tree Cutting Permits	150	150						
Vegetation Removal / Shore Yard Mitigation	150	150						
Vegetation Removal - Shore Yard Prescribed Burn	200	200						
Vegetation Removal - Restoration / Compliance Review	200	200						
Demolition No Building Reconstruction <i>(New in 2014)</i>	200	200						
Conditional Use Permit	600	600	600	600				
Height Restriction Compliance:								
Structure, Object or Vegetation			30	30				
Building Site Plan Review							200	200

	Land Division & Development		Board of Adjustment	
	2014	2015	2014	2015
Land Division (Per Lot)	400	400		
Sale to Adjoining Owner, Lot Combination or Plat of Survey	150	150		
Final Land Division Review & Approval (Per Lot)	50	50		
Land Division Time Extension (Per Lot)	100	100		
Engineering Review and Approval Fee (Per Hour)	75	75		
911 Address Sign	60	60		
Application For Variance			750	750

Administrator's Comments

Board of Adjustment

Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	0	0
Salaries	0	0
Fringe Benefits	0	0
Operating Expense	6,435	6,435
Capital Outlay	0	0
Allocation of Services	0	0
Total Expense	6,435	6,435
Revenue	6,000	6,000
Fund Balance Applied	0	0
Tax Levy	435	435
Total Revenues	6,435	6,435

This budget contains the operational expense for the Board of Adjustment. The Board of Adjustment is a five-member (and one alternate) committee appointed by the County Board Chair. The Board of Adjustment hears the appeals of property owners who seek exceptions or variances from the County Planning and Zoning Ordinances enacted under Chapter 59 of the State Statutes.

The appeal process begins when a property owner pays a non-refundable fee of \$750 to Rock County.

The Professional Services line item contains \$3,632 to reimburse the Planning Department for staff services.

The budget request includes \$2,203 for per diems and mileage for board members in anticipation of eight hearings in 2015.

The recommended tax levy for 2015 operations is \$435, which is an increase of \$25 from 2014.

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Administrator's Comments

Tourism Council

Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	0	0
Salaries	0	0
Fringe Benefits	0	0
Operating Expense	5,500	5,500
Capital Outlay	0	0
Allocation of Services	0	0
Total Expense	5,500	5,500
Revenue	0	0
Fund Balance Applied	0	0
Tax Levy	5,500	5,500
Total Revenues	5,500	5,500

The 2015 Budget request from the Rock County Tourism Council totals \$5,500. This is composed of \$3,000 for the general operations of the Council and \$2,500 for cooperative tourism promotional activities. This is the same as the amount budgeted for 2014 and is recommended.

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M. Public Safety & Justice Committee

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Rock County Sheriff's Office

Present Personnel (Full Time Equivalent)	
1.0	Sheriff
1.0	Chief Deputy
2.0	Commander
6.0	Captain
22.0	Sergeant
6.0	Detective
60.0	Deputy Sheriff
1.0	Correctional Supervisor
81.0	Correctional Officer
1.0	RECAP Site Supervisor
1.0	Financial Office Manager
1.0	Administrative Secretary
2.0	Secretary II
1.0	Secretary I
3.0	Account Clerk II
11.0	Administrative Assistant
6.0	Public Safety Utility Clerk
1.0	Optical Imaging Specialist
0.45	Vehicle Maintenance Supervisor
0.3	Vehicle Maintenance Technician
0.3	Sheriff's Clerk
0.4	Investigative Assistant
208.45	Total

Summary of Personnel Modifications		
	<u>Dept. Request</u>	<u>Admin. Rec.</u>
New Positions	0	0
Reallocations	0	0
Deletions	0	0
Transfers	0	0
Re-Titles	0	0
Upgrades	0	0

Charter: Sheriff

MISSION STATEMENT

The mission of the Rock County Sheriff's Office is to enhance the quality of life in Rock County by working cooperatively with the public to enforce the law, preserve the peace, reduce the fear of crime and provide for a safe environment. Also, through the effective operation of the Rock County Jail, we must provide a safe, secure and humane environment for those persons committed to our custody. To accomplish this mission, we are committed to a set of values that guide our work and decisions and help us contribute to the quality of life in Rock County. We, the members of the Rock County Sheriff's Office, are committed to these values:

HUMAN LIFE - We revere human life and dignity above all else.

INTEGRITY - We believe that integrity is the basis for personal and public trust.

LAWS AND CONSTITUTION - We believe in the principles embodied in the Constitution of the United States and the Constitution of the State of Wisconsin. We recognize the authority of federal, state and local laws.

EXCELLENCE - We strive for personal and professional excellence, dedication to duty and service to the public.

ACCOUNTABILITY - We are accountable to each other and to the citizens we serve who are the source of our authority.

COOPERATION - We believe that cooperation among ourselves, members of the community, government entities, and other law enforcement agencies will enable us to combine our diverse backgrounds, skills and styles to achieve common goals.

PROBLEM SOLVING - We are most effective when we help identify and solve community problems.

OURSELVES - We are capable, caring people who are doing important and satisfying work for the citizens of Rock County.

OFFICE OF SHERIFF

Sheriffs in the State of Wisconsin have been viewed as the top law enforcement officer within the County. Of all the offices elected from the entire County, the Sheriff has among the widest assigned and implied responsibilities which are mostly defined by State Statutes.

The office of Sheriff was created by the State of Wisconsin Constitution (Article VI, Section 4, County Officers). As a constitutional officer, the Sheriff and his/her Deputies are sworn to uphold the Constitutions of the State and Nation. The Preamble of both Constitutions states the reason or intent of these important documents. The Wisconsin Constitution Preamble reads:

"We the people of Wisconsin, grateful to Almighty God for our freedom, in order to secure its blessing, form a more perfect government, insure domestic tranquillity and promote the general welfare, do establish this constitution."

The office of Sheriff created in our State Constitution is the governmental entity established to "insure domestic tranquillity and promote the general welfare" of the County's citizens.

The Rock County Sheriff and appointed Deputies have the general authority to enforce State Statutes and ordinances of the County. Deputies may also enforce town or other municipal ordinances if established under law. The authority to act as a Deputy Sheriff may be extended beyond jurisdictional boundaries pursuant to mutual aid agreements [175.46(1)(6) or requests 66.305].

Charter: Sheriff

1. CHIEF DEPUTY/UNDERSHERIFF FUNCTIONS

This position is highly responsible and the top administrative position within the Sheriff's Office. The position assists the Sheriff to run the agency in the sense of managing its day-to-day operations.

Standards:

- a. The Chief Deputy/Undersheriff operates under the vision, philosophy and direction of the Sheriff. Act as Sheriff in the absence of that official.
- b. The appointment and tenure of this position is governed by the Rock County Personnel Ordinance (18.101 Authority, 18.102 Purpose and 18.103 Scope) and is a professional career administrative position.
- c. Maintains organizational continuity between changing Sheriff administrations.
- d. Oversees training, recruitment, hiring of all sworn/non-sworn personnel, manages internal investigation/citizen complaints, budget preparation/fiscal monitoring, annual report preparation, monitors major criminal investigations, makes employee disciplinary recommendations.

CORRECTIONAL SERVICES DIVISION

1. JAIL OPERATIONS

To operate the County's custodial and security system facilities as efficiently and effectively as possible. This includes the care of sentenced and pre-trial detainees, rehabilitation services, maintaining records and transporting jail inmates. Also, to provide Court services to the Rock County Circuit Court Judges and maintain peace and order in the Courthouse.

Standards:

- a. Correctional Services critical objectives and standards are met as evidenced by a monthly report submitted by the Correctional Services Commander to the Sheriff.
- b. Satisfactory compliance with established Jail Services management policies and procedures as evidenced by random review of Correctional Services Commander's work performance.

2. SENTENCED AND PRE-TRIAL DETAINEES

Providing for the care of all sentenced and pre-trial detainees held in the system facilities.

Standards:

- a. To comply with Wisconsin Department of Corrections standards for County Jails, municipal lockups and houses of correction rehabilitation facilities.
- b. To implement corrective action as per Division of Corrections inspection reports.
- c. To house inmates in accordance with adopted inmate classification systems.

3. RECORD MAINTENANCE

Maintaining records - accumulating, processing and disseminating.

Standards:

- a. Compliance with State of Wisconsin required reporting forms and procedures (Jail Register) for adults.
- b. To maintain internal reporting forms as required by law.

4. JAIL INMATE TRANSPORTATION

Transporting Jail inmates to courts, institutions, hospitals and completing prisoner extraditions.

Standards:

Charter: Sheriff

- a. Timely and secure delivery of Jail inmates to courts, institutions and hospitals.
- b. To expedite timely and secure prisoner extraditions.

5. FOOD SERVICES

To provide all inmates with three nutritious meals per day. To use a contracted food services vendor to keep food cost at a reasonable rate.

Standards:

- a. To provide good, nutritious meals in a timely manner while keeping costs as low as possible.

6. CIVIL PROCESS/WARRANT OPERATIONS

To interpret, understand and apply the intent of Wisconsin Statutes governing the service and related aspects of process documents. This includes the service of writs, orders, notices, summons, executions and all warrants. To receive, log and enter active warrants in the NCIC files. To do follow-up tracking on wanted persons.

Standards:

- a. Civil Process critical objectives and standards are met as evidenced by a monthly report submitted by the Civil Process Bureau Sergeant to the Sheriff.
- b. Satisfactory compliance with established Civil Process Bureau management policies and procedures as evidenced by random review of Civil Process supervisors' work performance.
- c. To receive and serve all proper civil process as directed by Statutes.
- d. Collect fees for process service as established by State Statutes.

- e. To provide agency access to NCIC/TIME System capabilities.
- f. To receive and process all warrants and maintain current records of persons wanted.
- g. To research location information on wanted persons and provide information to field officers.

7. COURTHOUSE SECURITY

To maintain the peace and security at the Courthouse.

Standards:

- a. Enforce all laws and ordinances fairly.
- b. Reduce the incidents of crime and fear of crime in the Courthouse.
- c. Attend to the security needs of Rock County Circuit Court Judges in criminal and potentially violent civil proceedings.

8. COMMUNITY CORRECTIONS DIVISION (COMMUNITY RECAP, HUBER, DIVERSION PROGRAM, INMATE CLASSIFICATION AND WORKENDER PROGRAM)

The Rock County Education and Criminal Addictions Program (RECAP) is a cooperative educational and rehabilitation program aimed at reducing recidivism by County Jail inmates.

Standards:

- a. To provide training for upper level job skills to the RECAP inmates.
- b. To provide training towards educational skill improvement for RECAP inmates.
- c. To provide counseling for RECAP inmates to improve life skills and avoidance of criminal conduct.
- d. The RECAP staff will continue to collect data for evaluation of the long-term success of the program from a statistical basis.

Charter: Sheriff

- e. Inmates sentenced to the Rock County Jail with Huber Law privileges or as a condition of probation will be allowed to leave the Jail during necessary and reasonable hours to pursue or maintain employment.
- f. The Jail Inmate Diversion Program is designed to maximize the use of alternatives to incarceration in the Rock County Jail due to any overcrowding or special inmate needs, consistent with public safety while providing necessary protection to local communities and successful cost-effective participation by sentenced inmates.
- g. Manage the Huber Law Program in accordance with State Statute 303.08 and Sheriff's Office Policy.
- h. Manage the Community RECAP program in cooperation with the Courts, District Attorney and Public Defenders Office in order to provide counseling and treatment to reduce recidivism.
- i. To reduce recidivism through offering an employment/educational training program to inmates with outside resources/agencies.
- j. The Rock County Workender Program is an alternative to housing inmates in the jail. Qualified inmates serve their sentence conducting community service for governmental or nonprofit organizations. Workender inmates participate in the program on the weekends or midweek. Qualified inmates are low risk sentenced inmates that are under the Huber law.
- k. Inmate Classification provides fair and consistent guidelines to determine inmate housing assignments, security level, treatment, and program services. Classification ensures decisions regarding the inmate are made to the benefit of the inmate, as well as, the Rock County Jail. The program ensures proper procedures and documentation while placing the inmate in a suitable environment.

- l. Classification procedures are administered equitably and consistently, without discrimination against any individual based on sex, race, color, creed, culture, background, handicap, or national origin.
- m. Inmates are housed in the least restrictive housing compatible with his/her assessed risk and needs. Classification determination is managed allowing changes in levels dependent on the behavior of the inmate and new information acquired.
- n. Classification categories are established as: Minimum, Medium, Maximum, Special Management Housing, High Risk, and Special Condition.
- o. The Classification Committee, consisting of the Jail Operations Captain, Correctional Supervisor, and Classification Officers, meet annually to review the Classification System to ensure effectiveness and appropriateness.

9. MEDICAL SERVICES

The Sheriff shall provide or contract necessary medical treatment, mental health and emergency dental care for inmates in custody (DOC 350.09 Health Care). The Sheriff's Office presently contracts with Advanced Correctional Healthcare to provide healthcare services to the Jail inmates.

Standards:

- a. Shall be based upon the standards of any professional organization that establishes standards for health services in correctional institutions.
- b. Complies with medical standards as established for Jails in Chapter 302 of Wisconsin State Statutes or DOC 350.09.

Charter: Sheriff

LAW ENFORCEMENT SERVICES DIVISION

1. PATROL OPERATIONS

To provide law enforcement and related public safety services as efficiently and effectively as possible for the citizens of Rock County. These services shall include responding to complaints, issuing citations, water patrol operations, preparing cases for court testimony and routine patrol and police traffic services. To provide routine patrol including police traffic service, varying patrol route, assisting motorists, reporting highway conditions and hazards and issuing citations for State Statute and County Ordinance violations.

Standards:

- a. Patrol Division critical objectives and standards are met as evidenced by a monthly report submitted by the LES Commander to the Sheriff.
- b. Satisfactory compliance with established Patrol Division management policies and procedures as evidenced by random review of Patrol Division performance toward objectives.
- c. Patrol is concentrated in areas of Rock County to ensure an estimated eight (8) minute response on all emergency situations.
- d. To patrol every township once in a 24-hour period.
- e. To maintain a South Station to improve services to southern Rock County.
- f. To maintain a Footville substation to improve services to western Rock County.

2. RESPONDING TO COMPLAINTS

To answer a variety of calls dealing with traffic accidents, robberies, domestic disturbances and other crimes.

Standards:

- a. To maintain an average of eight (8) minutes response time.
- b. All patrol officer work narratives shall receive a satisfactory review.

3. K9 UNIT

To respond to complaints requiring drug detection and search tracking capabilities.

Standards:

- a. Shall work under the guidelines of Sheriff's Office standard operating procedures.

4. DETECTIVE OPERATIONS

To investigate crimes as efficiently and effectively as possible. This includes identification and apprehension of criminals; identification preservation, and presentation of evidence and preparation of cases for court; to provide arson investigation services to Rock County Law Enforcement Agencies; and to conduct pre-employment background investigations on all prospective employees.

Standards:

- a. Detective Bureau critical objectives and standards are met as evidenced by a monthly report submitted by the LES Commander to the Sheriff.
- b. Satisfactory compliance with established Detective Bureau management policies and procedures as evidenced by random review of the Detective Bureau Captain's work performance.
- c. To maintain an annual clearance rate of 50% for all cases handled by the Detective Bureau and prepare monthly case reports.

Charter: Sheriff

- d. To maintain 100% compliance with the Sheriff's Office Policy and Procedures Manual regarding identification and preservation of evidence.
- e. To prepare cases for court testimony through such actions as reviewing reports, contacting the District Attorney, transporting evidence, etc.
- f. To maintain a 48-hour turn around time on all reports.
- g. A 95% satisfactory level will be used on Supervisor review of reports.
- h. Supervisors will receive written reports on major accidents and felonies within 24 hours of the incident's occurrence.

5. BUREAU OF IDENTIFICATION

To cause photographs and fingerprints to be taken from all persons entering the Jail. To maintain files with current identification photographs and fingerprints. To forward fingerprints of arrestees to the Wisconsin Department of Justice and the Federal Bureau of Investigation as provided by law.

Standards:

- a. Maintain fingerprints and identification photographs of all arrestees received at the County Jail.
- b. Forward fingerprints to the Wisconsin Department of Justice and the Federal Bureau of Investigation.
- c. Process physical evidence and crime scenes in major crime cases.
- d. Management of Sheriff's Office evidence and confiscated property.
- e. Collect DNA samples from convicted inmates as required by law.

6. SHERIFF'S SPECIAL INVESTIGATION UNIT (SIU)

To work in partnership with other law enforcement agencies within Rock County to investigate crimes and other cases affecting the safety and security of Rock County Citizens.

7. SUPPORT SERVICES OPERATIONS

The primary mission of Support Services is to sustain and improve all Sheriff's Office operations through material and technical support. To provide training and other administrative support to all Sheriff's Divisions. To work with other County Departments and other law enforcement agencies on matters of mutual concern.

Standards:

- a. Support Services critical standards are met as evidenced by reports submitted by the Support Services Captain to the Sheriff.
- b. Information is collected from all Sheriff's Office operations and is made useful and available for analysis, budgeting and public access.
- c. Manage all real property within the Sheriff's Office to assure high operational readiness: vehicle procurement, maintenance and assignments, all radio and MDC equipment, computers and related hardware, office equipment, develop RFPs and manage procurement process, maintain all required licenses.
- d. Develop and maintain all contracted service and revenue agreements: building cleaning contracts, maintenance service contract for fleet vehicles, radio repair agreements, equipment warranties.
- e. Oversee the Sheriff's Office's clerical staff and office manager, provide guidance on information processing and management and fee collections, record system management, fiscal management and internal audits.

8. VEHICLE MAINTENANCE

Charter: Sheriff

To maintain all Rock County Sheriff's Office vehicles in top operational condition so that they are available to respond when needed in a safe manner.

Standards:

- a. Coordinate the scheduled maintenance of all County-owned vehicles assigned to the Sheriff's Office.

9. INFORMATION MANAGEMENT

To cause all Sheriff's Office information to be effectively collected and made useful to enhance and justify agency goals, objectives and public access.

Standards:

- a. Information is available to the public as established by law and Sheriff's Office policy.
- b. Information on all Sheriff's Office operations that is collected is made useful for program evaluations and planning.

10. TACTICAL UNIT AND HOSTAGE NEGOTIATION TEAM

To maintain a Tactical Unit in a ready state available for call at any hour when needed to respond to special emergency situations that are beyond the trained ability and resources of the patrol shift.

Standards:

- a. To maintain the Tactical Unit with a high level of training and minimize risk to officers.
- b. To maintain trained negotiators to resolve conflict situations as peacefully as possible.

11. DIVE TEAM

To maintain a Dive Team that is ready to respond at any hour to any water emergency that requires a rescue or recovery mission.

Standards:

- a. To maintain a level of dive training that ensures confidence/safety when responding to water emergencies.

12. RECREATIONAL SAFETY TEAM

To maintain a Boat Patrol Unit that regularly patrols the waters of Rock County and that responds to water emergencies and enforcement of boating laws relating to safety and operation on lakes and rivers.

Standards:

- a. To maintain a high level of training in the use of Sheriff's Office boats so as to respond properly/effectively to any water emergency.
- b. To maintain trained operators to patrol and conduct rescue operations on snowmobile trails when necessary.
- c. To maintain trained All Terrain Vehicle (ATV) operators to conduct trail patrol, off-road search and rescue operations, and to assist with evidence collection in remote locations.

13. CHAPLAINCY PROGRAM

The Rock County Sheriff's Office Chaplaincy Program is designed to meet the emotional and spiritual needs of the people served by the Rock County Sheriff's Office and to support the employees of the agency in times of need.

Standards:

- a. Available 24 hours a day to assist in critical incidents or death notifications.
- b. Available to support the needs of employees as required.

14. SHERIFF'S GANG UNIT

Charter: Sheriff

To operate cooperative gang investigations within Rock County and the stateline area. This unit is currently manned with officers of the Rock County Sheriff's Office and other police agencies including the FBI.

Standards:

- a. Reports of illegal drugs are investigated by undercover officers so as to make arrests supported by evidence that will support a conviction if the cases go to trial.
- b. Gang intelligence officers gather information to forward on to criminal investigators.

15. COMMUNITY RELATIONS OPERATIONS

To provide high quality public safety service thereby maintaining the Rock County Sheriff's Office's excellent reputation for professionally meeting the County's public protection needs. To provide crime prevention and community policing services to citizens and community groups.


Complaints: Complaints about the activities or operations of the Sheriff's Office are received in a courteous and professional manner and, if found to be valid, are resolved in a timely fashion.

Public Education: The public is informed of the activities of and the services provided through the Sheriff's Office via presentations given by management staff at community and service club meetings and when appropriate, via releases to the local media. Citizen input regarding the Sheriff's Office operations and priorities is always welcomed and encouraged.

Public Meetings: Sheriff's Office staff frequently meets with Township, Village and City officials as needed to determine service needs and to address policing issues. Further, the Sheriff's Office maintains Neighborhood Watch and other community policing programs.

Standards:

- a. To maintain effective Neighborhood Watch Programs throughout Rock County.
- b. To administer the Sexual Offender Community Notification Program.
- c. Present special crime prevention educational information to citizens and civic/school organizations.
- d. To facilitate community problem-solving related to the philosophy of community policing.
- e. To provide educational programs on child safety restraints and safety belt requirements.



Robert D. Spoden, Sheriff of Rock County

Charter: Emergency Management

Key Objective

The key objective of Emergency Management in Rock County will be accomplished by satisfying the following commitments:

Public Service Commitment

Effectively plan, and when necessary, provide Emergency Management guidance and response under the authority of the Rock County Sheriff's Office to the citizens of Rock County to ensure public safety.

County Emergency Management Commitment

To be responsible to the Rock County Sheriff's Office and the citizens of Rock County for managing all activities of the County Emergency Management program in an efficient, effective and professional manner. Emergency Management is responsible for carrying out the program directives of the State of Wisconsin Department of Military Affairs, Division of Emergency Management (WEM) and the State Office of Justice Assistance (OJA), plus other State and Federal agencies. Implement policy directives as directed by the Rock County Board of Supervisors. Carry out the functions required of the County Emergency Management under Chapter 323 of the Wisconsin Statutes and Rock County Ordinance, Chapter V. Work closely with local/municipal Emergency Management agencies as defined in the Rock County Ordinance, Chapter V. Assist with the development and adoption of local ordinances and plans as requested. Respond to emergency incidents and disasters as needed or requested.

Intergovernmental Commitment

To work with local, municipal, state, and federal agencies to plan, coordinate and provide emergency management guidance in compliance with directives from the Rock County Sheriff's Office, Wisconsin Emergency Management, and Wisconsin Office of Justice Assistance.

Critical Performance Areas

1. Preparedness – Emergency Management administers and participates in planning, training, and exercising. Seek available grant funding for training and exercise sessions.
2. Response - Emergency Management responds to any manmade or natural disaster within Rock County, prioritizes and provides county resources to all governmental jurisdictions, as well as responding agencies throughout the county and will request State and FEMA assistance as needed.
3. Recovery - Emergency Management directs and coordinates recovery issues related to any manmade and/or natural disasters as they occur with WEM and FEMA.
4. Mitigation - Emergency Management serves as liaison between county, state and FEMA to prevent or reduce the potential of the next disaster. Emergency Management identifies and intercepts small problems before they become an emergency or disaster through outreach and public education.
5. Outreach and Education
 - ◆ Develop and conduct Emergency Management exercises with emergency responders, schools, hospitals, facilities and test emergency plans.
 - ◆ Work with local news media to keep citizens informed of individual and family emergency planning issues.
 - ◆ Public Education – weather related, sheltering-in-place, hazardous materials, and planning.
 - ◆ Assist with public health issues as requested.

Management of Critical Objectives

Charter: Emergency Management

1. Planning Performance - Install a system of planning on a multi-year basis, setting forth critical and specific annual objectives, and utilizing resources to achieve those objectives.

Standards:

- ◆ Forecasts - Annual work plans are prepared based on service requirements.

2. Organizing Performance - Identify, arrange, and relate work so that results can be achieved with the greatest possible effectiveness at acceptable costs.

Standards:

- ◆ Organizing Structure - A table of organization, following the County's approved format, is prepared, reviewed and revised annually according to actual working relationships.

3. Controlling Performance - Set performance standards by evaluating and incorporating existing standards into Emergency Management operations to achieve objectives.

Standards:

- ◆ Performance Standards - The Emergency Management Coordinator maintains performance standards for the Emergency Management Bureau through an approved management charter under the Rock County Sheriff's Office.
- ◆ Performance Measurement - The Emergency Management Coordinator provides semi-annual reports of activities as defined in the annual Plan of Work, submitted to Wisconsin Emergency Management and FEMA.

4. Emergency Management - Carry out the duties of Emergency Management according to Chapter 323 of the Wisconsin Statutes, including the Rock County Emergency Management Ordinance Chapter V and the Rock County Emergency Operations Plan (EOP).

Standards:

- ◆ Direct and coordinate Emergency Management activities throughout the county during mitigation, preparedness, response, and recovery phases.
- ◆ Assist when requested, in annual updates to municipal Emergency Operations Plans (EOP), integrating such plans into the County EOP and submitting an annual report to Wisconsin Emergency Management for approval.
- ◆ Direct and coordinate training programs and exercises:
 - State and Local Organization Management - Include continuity of government during a crisis and Emergency Management assistance.
 - State and Local Direction and Control - Include emergency operation centers (EOC) and supporting materials when resources are available.
 - Disaster Assistance Programs - (Individual/Public Assistance, temporary housing, etc.), Disaster Preparedness Improvement Grant (preparation, response and recovery planning), and hazardous materials safety.
 - Natural and Technological Hazards - Include the State Assistance Program (assists local governments in identifying flood zone statutory changes and other mitigation operations), dam safety (legislation, identification of risk areas, warning, evacuation and hazard analysis).

Charter: Emergency Management

5. Technical Performance Areas

◆ Terrorism Awareness Initiative:

- Federal Department of Homeland Security and State agencies are placing additional requirements on local Emergency Management offices. Mandates such as training, exercising and enhanced program initiatives will continue to place additional burdens on programs.
- It is County Emergency Management's responsibility to incorporate current Homeland Security Presidential Directives, such as the National Incident Management System (ICS/NIMS), NIMS-CAST, and Resource Typing.
- The Rock County Board of Supervisors passed Resolution 05-7A-271 at its June 3, 2005, meeting, adopting the National Incident Management System (NIMS) as Rock County's Standard for Incident Management.
- Continue to work with OJA to secure and implement any Homeland Security funding grants for county agencies.
- Assess Training Needs – Conduct training with all first responders, hospitals, public works, public health, schools and large facilities.
- Assess any equipment needs and determine local government's ability to manage the consequences of terrorist incidents, particularly incidents involving weapons of mass destruction. Identify resources for responses to such incidents.
- ◆ Title III, Superfund Amendment and Reauthorization Act of 1986 (Emergency Planning and Community Right-to-Know/Hazardous Materials Planning).

- Serve as Community Emergency Coordinator as outlined in Title 42, United States Code for the Rock County Local Emergency Planning Committee (LEPC).
- Serve as liaison to State agencies.
- Implement the requirements of SARA-III and Chapter 323 of the Wisconsin Statutes within the constraints imposed by time and financial support.
- Apply for grants and financial aids to support the implementation of SARA-III and Chapter 323 of the Wisconsin Statutes.
- Continue planning activities with off-site facilities and farms within the County.
- Participate in the Clean Sweep for Hazardous Waste collections.
- Support and coordinate day-to-day activities of the Local Emergency Planning Committee (LEPC).
- ◆ Rock County Emergency Operations Plan and Standard Operating Procedures will be updated as required in each fiscal grant year.
- ◆ A countywide Hazard Analysis will be reviewed and updated as required.
- ◆ Assist the County Hazardous Materials (HazMat) Level B Team with training and obtaining supplies through the annual Hazmat Equipment and Computer Grant.
- ◆ Seek reimbursement of expenses incurred by the County Hazardous Materials Level B Team.

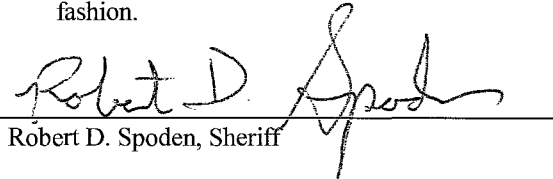
Charter: Emergency Management

- ◆ Effectively participate in the Statewide Emergency Management Training and Exercise Programs.

6. Public Relations Performance - Conduct public relations in a manner that reflects positively on the Rock County Sheriff's Office.

Standards:

- ◆ Public Education - Inform the residents of Rock County of the functions and services available through Emergency Management. Give presentations to community members throughout the county as requested.
- ◆ Issue press releases and when necessary, inform Rock County residents of Emergency Management activities and emergency situations.
- ◆ Complaints - All complaints related to chemical spills, emergency responses, or weather sirens are investigated immediately and if found to be valid, are resolved in a timely fashion.


Robert D. Spoden, Sheriff

Department Sheriff

Budget Analysis by Program - 2015

Programs	Law Enforcement Services	Correctional Facility	RECAP	Community RECAP	Sheriff's Vehicles	Project Lifesaver	HIDTA	Emergency Management	Level B HazMat	HazMat Grant	LEPC	Budget Summary
Positions	81.45	124.00	1.00	0.00	0.00	0.00	0.00	2.00	0.00	0.00	0.00	208.45
Salaries	\$ 5,148,585	\$ 6,174,621	\$ 49,580	\$ -	\$ -	\$ -	\$ -	\$ 110,738	\$ -	\$ -	\$ -	\$ 11,483,524
Fringe Benefits	\$ 3,296,295	\$ 3,468,457	\$ 33,980	\$ -	\$ -	\$ -	\$ -	\$ 43,824	\$ -	\$ -	\$ -	\$ 6,842,556
Operating Expenses	\$ 1,407,556	\$ 2,109,386	\$ 219,675	\$ 304,500	\$ -	\$ 2,500	\$ 29,500	\$ 45,036	\$ 48,978	\$ -	\$ -	\$ 4,167,131
Capital Outlay	\$ 348,386	\$ -	\$ -	\$ -	\$ 351,000	\$ -	\$ -	\$ 1,124	\$ -	\$ 12,500	\$ -	\$ 713,010
Allocation of Services	\$ (8,292)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (12,060)	\$ -	\$ -	\$ -	\$ (20,352)
Subtotal	\$ 10,192,530	\$ 11,752,464	\$ 303,235	\$ 304,500	\$ 351,000	\$ 2,500	\$ 29,500	\$ 188,662	\$ 48,978	\$ 12,500	\$ -	\$ 23,185,869
Indirect Cost Alloc.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 10,192,530	\$ 11,752,464	\$ 303,235	\$ 304,500	\$ 351,000	\$ 2,500	\$ 29,500	\$ 188,662	\$ 48,978	\$ 12,500	\$ -	\$ 23,185,869
Revenue	\$ 509,017	\$ 1,676,529	\$ 293,000	\$ 146,826	\$ 351,000	\$ 2,500	\$ 29,500	\$ 95,538	\$ 4,000	\$ 10,000	\$ -	\$ 3,117,910
Fund Bal. Applied	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
County Share	\$ 9,683,513	\$ 10,075,935	\$ 10,235	\$ 157,674	\$ -	\$ -	\$ -	\$ 93,124	\$ 44,978	\$ 2,500	\$ -	\$ 20,067,959

Administrator's Comments

Sheriff

**Summary of
Department Requests and Recommendations**

Description	Department Request	Administrator's Recommendation
Positions	208.35	208.35
Salaries	11,483,524	11,483,524
Fringe Benefits	6,842,556	6,842,556
Operating Expense	4,167,131	4,160,631
Capital Outlay	713,010	711,886
Allocation of Services	(20,352)	(20,352)
Total Expense	23,185,869	23,178,245
Revenue	3,117,910	3,127,760
Fund Balance Applied	0	0
Tax Levy	20,067,959	20,050,485
Total Revenues	23,185,869	23,178,245

The Sheriff's Office budget is contained in two major accounts and a number of small grant and project-related accounts. The Correctional Facility account contains the personnel expenses and other operational expenses related to operating the jail and court services. It also contains revenue derived from jail operations. The Sheriff's account contains the funding to operate the other divisions.

Rock County Jail

The Sheriff's Office continues to manage the population of inmates housed at the jail without a need to utilize beds in other county jails. The jail's current rated capacity is 505 beds. As of September 26, 2014, there were 529 inmates under the Sheriff's control but only 396 were actually housed in the jail. As of September 26, 50 inmates were on electronic monitoring and 40 were in the Workender Community Service Program. In addition, 43 individuals were being served through the Drug Treatment Court/TAD program. If not for these programs, these individuals would be incarcerated in the jail and the 24 inmates over the jail is rated capacity would have been housed in out-of-county jails.

There is a surcharge on all state, municipal and county ordinance fines known as the jail assessment fee. The proceeds collected by the Courts are deposited in a countywide account. Under State law, the County may use those funds for "construction, remodeling, repair or improvement" of the jail and "for costs related to providing educational and medical services to inmates." For 2015, my recommendation includes \$150,000 through a transfer in from the balance sheet to partially offset the cost of inmate medical care.

The Drug Treatment Court/TAD program diverts offenders from jail through the Drug Court if they agree to complete a substance abuse treatment program. The success of the Drug Court contributes to lowering the jail population, reducing recidivism and bettering the community as a

whole. The budget for this program is found under program number 21-2171 titled Drug Treatment Court/TAD. Through September 30, 2014, there were 226 successful graduations from the program resulting in 69,499 jail bed days averted. The State TAD funds are awarded through a competitive grant process and Rock County is budgeting \$110,931 in 2015, the same amount as the prior year. Program expenses remain stable for 2015. The tax levy support for this program in 2015 will be \$157,674, the same level as the prior year.

The Sheriff's Office is planning to replace the jail management software in 2015 and has requested \$297,945 for the purchase of a module from Spillman. This software already handles the Law Enforcement records management system. The requested jail software would significantly reduce annual software maintenance costs and have a six-year payback. I am recommending funding this purchase through sales tax revenue and the purchase appears in the Law Enforcement Services portion of the budget.

Law Enforcement Services

One of the higher cost areas in this account is the cost of operating and maintaining the Sheriff's Office fleet of vehicles. \$315,000 is recommended to pay for fuel which is the same amount budgeted in 2015. The Sheriff's Office is also requesting 12 replacement vehicles in 2015 at a total cost of \$351,000. These include nine patrol vehicles, one full sized used van and two minivans. Funds for making these purchases are contained in a separate Sheriff's Vehicles account, which is a non-lapsing account that accumulates funds on an annual basis to level out the cost of making vehicle purchases. From an accounting perspective, \$275,000 of funds are moved from the regular Sheriff's account to the Sheriff's Vehicles account. These purchases are recommended.

Overtime remains a significant issue in the Law Enforcement Services Division. The Sheriff's Office request is \$256,250, which is the same as the previous year. As in the Corrections Division, the Law Enforcement Services Division is investigating new ways to reduce this expense.

Despite using grant funds to buy equipment, it is necessary to include a number of capital and equipment purchases in the 2015 budget. To offset the impact to the tax levy, I am recommending \$16,100 in sales tax proceeds be allotted to purchase replacement computers for squads and the motorcycle.

A new boat is requested in the amount of \$25,000 (net of trade-in) to replace a 1990 model. A boat trailer in the amount of \$2,900 and GPS system for the boat in the amount of \$1,466 are also requested. As the boater safety program qualifies for DNR reimbursement, 75% of the costs are recouped from state funds. The boater safety program equipment requests and the balance of the capital and equipment purchase requests totaling \$57,286 are recommended.

Emergency Management Services

2013 marked the first year that the Sheriff's Office was responsible for Emergency Management. The 2015 request contains a status quo budget for the Emergency Management operational account, the Level B Hazmat Team and 2015 Hazmat Grant. The Local Emergency Planning Committee (LEPC) Grant is not budgeted for the October 1, 2015 to September 30, 2016 period, as the State does not release the allocation until well after the budget is adopted. Therefore, it was decided to wait until the State releases the dollar amount for the grant and establish the budget at that time. There is no county levy for LEPC activity.

The recommended tax levy for the Sheriff's Office is \$20,050,485. This is an increase of \$215,388 or 1.1% more than the 2014 budgeted amount.

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Rock County Court System

Present Personnel (Full Time Equivalent)	
	Clerk of Courts
1.0	Clerk of Circuit Court
1.0	Chief Deputy Clerk of Circuit Court
1.0	Financial Supervisor
2.0	Collections/Accounts Specialist
3.0	Division Leader Deputy Clerk
26.0	Deputy Clerk of Court
1.0	Clerk II
35.0	Total
	Circuit Court
3.4	Court Commissioner
2.0	Deputy Register in Probate II
1.0	Circuit Court Office Manager
7.0	Court Attendant
6.0	Judicial Assistant
3.0	Court Reporter
1.0	Deputy Clerk of Court
23.4	Total
	Mediation & Family Court Services
1.0	Director of Mediation & Family Court Services
1.0	Administrative Assistant
2.0	Total
60.4	Grand Total

Summary of Personnel Modifications		
	Dept. Request	Admin. Rec.
New Positions	0	0
Deletions	0	0
Reallocations	0	0
Reclassifications	0	0
Re-Titles	0	0
Transfers	0	0

Charter: Circuit Court/Clerk of Court

To protect individual's rights, privileges and liberties, to maintain the rule of law, and to provide a forum for the resolution of disputes that is fair, accessible, independent and effective. It is the responsibility of the Circuit Court / Clerk of Court to fulfill this mission in Rock County.

The Wisconsin circuit courts are the state's trial courts. The Wisconsin circuit court administrative structure is detailed in Article VII, section 4(3) of the Wisconsin Constitution, Statute (758.19) and Supreme Court Rule (SCR) Chapter 70. The chief justice is the administrative head of the judicial system, exercising authority according to procedures adopted by the Supreme Court. The clerk of circuit court is an independently elected, constitutional officer who works in close cooperation with the chief judges, district court administrators, and staff of the Director of State Courts Office. The clerk provides management and administrative leadership in each circuit and is indispensable to the effective functioning of Wisconsin's circuit courts. The administrative duties and rules affecting the clerk of circuit court are outlined in Wisconsin State Statute 59.40. By law, the counties are responsible for all other operating costs except those enumerated by statute. For those exceptions, which include among other things the costs of providing guardians ad litem (court-appointed attorneys), court-appointed witnesses, interpreters, and jurors, the state provides assistance in the form of statutory formula grants.

Case Management Objective

- a. Initiate case filing using the Circuit Court Automation Program (CCAP).
- b. Assign responsible circuit court official; method of assignment (weighted or rotational) is determined by case type.
- c. Calendar actions and activities timely / control age of pending actions.
- d. Accurate record management in accordance with CCAP model recordkeeping procedures.
- e. Adherence to case processing time standards.
- f. Evaluation of disposition and clearance rates.
- g. In accordance with Chapter 809 of the Wisconsin State Statutes, prepare and maintain cases on appeal.

- h. Receive, maintain, store, and dispose exhibits in accordance with exhibit retention period as stated in SCR 72.01(45), (46), (46m), (46r).
- i. Adherence to court records retention rules under Wisconsin Supreme Court Rule Chapter 72.
- j. Offering of court records: prior to the destroying of court records, the records custodian must give at least 60 days written notice to the State Historical Society (SCR 72.04)

Court Services Objective

Services are available in-person at the office of the Clerk of Circuit Court and at wicourts.gov.

- a. Availability of court forms generated by the State of Wisconsin Record Management Committee.
- b. Procedural information and guides.
- c. Accept filings for each case type, action and proceeding.
- d. Payment of court fees / deferred payment contracts.
- e. Open records under chapter 553 of the Wisconsin State Statutes.
- f. Statistical reports: case, financial, and jury.
- g. Resource materials:
 - Self-help law center.
 - Wills / estate planning.
 - Landlord / tenant law.
 - Bankruptcy.
 - Personal injury.
 - Ignition Interlock.
 - Lawyer regulation / how to file a grievance.
 - Complaints against interpreters, judges/court commissioners.
 - Wisconsin Lawyers' Fund for Client Protection.
 - Wisconsin State Law Library.
 - Language Access Plan

Charter: Circuit Court/Clerk of Court

Specialty Courts and Services:

- a. Drug Treatment Alternative and Diversion Court; partner ATTIC.
- b. OWI Treatment Alternative and Diversion Court.
- c. Veterans Treatment Court Program; free legal services offered through the UW Veterans Law Center.
- d. Juvenile court services provided by CASA.

Jury / Juror Objective

- a. Inclusive and representative source list: CCAP interface with Wisconsin Department of Transportation.
- b. Summons and qualification process: 18 years of age or greater, a U.S. citizen, and is able to understand the English language; felony conviction exclusions apply.
- c. Analyze jurors' responsiveness to summons.
- d. Conduct jury orientation.
- e. Expedite jury panel selection.
- f. Effective use of juror pool.
- g. Cost-conscious jury system.
- h. Juror evaluation of jury system.
- i. Juror appreciation and recognition; adoption of county juror appreciation resolution.

Fiscal Objective

- a. Collection of circuit court fees, fines, forfeitures and surcharges under chapter 814 of the Wisconsin State Statutes.
- b. Reconcile, report, and deposit circuit court accounts daily: CCAP-126 Daily Receipt Journal, CCAP-120 Daily Drawer Total Report, and CCAP-127 Daily Bank Deposits.
- c. Reconcile, report, and disburse monthly: CCAP-121 State Treasurer Report ST-83, CCAP-133 Monthly County Treasurer Report, and Register in Probate Fees CCAP-174.
- d. Process all circuit court purchases and expenses through the Rock County IFAS purchase order and payment voucher programs.

- e. Prepare and submit quarterly: CCAP-178 Juvenile Legal Fee Recoupment Report and CCAP-000 Interpreter Reimbursement Report.
- f. Report and disburse unclaimed funds as directed under Wisconsin State Statute 59.66(2).
- g. Prepare and submit annually: CS-147 Actual Report of Costs.
- h. Court ordered investments shall be made in suitably protected accounts in the manner specified under Wisconsin State Statute 66.0603(1m).

Personnel Resources

- a. Adhere to Wisconsin Supreme Court guidelines, policies, and procedures as set forth by the Director of State Court Operations.
- b. Adhere to Rock County ordinances, and policies and procedures.
- c. Adhere to Local 2489 Union Labor contract.
- d. Recruitment for court system employment listings through NEOGOV program.
- e. Employee assistance programs available through GuidanceResources.com.
- f. Required judicial education credits.
- g. Continuing education for management and support staff.
- h. Cultivate participation in community and court system committees and volunteering.



Eldred Mielke, Clerk Circuit of Court

Charter: Mediation & Family Court Services

Objectives to accomplish through the 2015 BUDGET: To carry out directives of the fifth District Circuit Court according to the 1987 Wis. Act 355, STAT 767. **SUBCHAPTER V: CHILD CUSTODY, (legal decisions that affect the child) and/or PHYSICAL PLACEMENT & VISITATION (time with the child); which includes the mediation mandate; an affordable/accessible service in a manner consistent with self-determination and that shall have characteristics of neutrality, confidentiality, and voluntary decisions. To promote positive co-parenting from two (2) homes.**

767.401: Educational Programs: During an action affecting the family in which a minor child is involved, and the court determines that it is in the best interest of the child, the court may order the parents to attend a program specific to co-parenting and problem solving about the effects on the child of divorce or never married parents.

767.405: Mediation Mandate: (3)...Mediation shall be provided in every county in this state in which it appears that legal custody (decisions about/for the child) and/or physical placement (time with the child) are contested. (8)...If the parties and mediator determine that continued mediation is appropriate, no court may hold trial or a final hearing on legal custody or physical placement until after mediation is completed or terminated.

767.405(12): Any agreement that resolves issues of legal custody and/or periods of physical placement between the parties as a result of mediation under this section shall be prepared in writing by the mediator for review of the parties, attorney, and GAL, before an Order and Stipulation upon signature of the Judge.

767.405(14): Home Study Mandate: If, after mediation under this section, the parties do not reach agreement on legal custody (decisions for the child) and/or periods of physical placement, (time with the child) (a) A County...shall provide study services (Home Study Evaluation) as ordered by the Court; (b) The person investigating shall complete and submit the results to the court on the investigation of the following matters relating to:

- a. Conditions of the child's home provided by each parent.
- b. Observe and report to the Court each party's performance

of parental duties and responsibilities and the observed interactions of child/parent.

- c. Any other matter relevant to the best interest of the child.

767.43: Visitation Rights of Certain Persons: Except as provided, a grandparent, stepparent, or person who has maintained a relationship with the child may file a petition for visitation in an underlying action under this chapter that affects the child.

1. Management Commitment:

- a. To provide services of mediation as mandated in Wis SUBCHAPTER V with the highest level of integrity and professional ethical standards through the office of Mediation & Family Court Services (MFCS).
- b. To improve the perception of the Courts as a public institution
- c. To refer clients to resources as appropriate.
- d. To respond in a timely manner with appropriate reports to the Court regarding the Order for mediation related to legal custody/physical placement/visitation for certain persons.
- e. To deliver all services, as ordered by the Court, for Education, Mediation, Home Studies, including voluntary requests for a mediation-environment to parents to determine jointly the best interests for their child.

2. Public Service Commitment: To serve the public through awareness of mediation as a positive alternative to resolve co-parenting disputes related to the re-organization of the child's family when parents do not live together; to assist as a neutral in a safe, confidential and timely manner; to provide parents with an orientation which is education focused on the child's developmental needs as impacted by parents who do not live together; foster cooperative parenting relationships; to complete home study evaluations as ordered by the Court;

Charter: Mediation & Family Court Services

to suggest problem-solving techniques which reduce stress on the child; and to assist parties of domestic violence with safe alternatives when exchanging the child.

3. **Ethical Commitment:** To respect the self-determination of parents in mediation through professional services as a third-party neutral; preparation of documents with clarity and accuracy for the Court and to all parties to an action, including attorneys; which shall be provided within the boundary of the code of ethics and standards of the highest quality and competence, confidentiality and neutrality, as in Wis SUBCHAPTER V and defined by the 2 internationally recognized groups, Association of Family & Conciliation Courts (AFCC) and Association for Conflict Resolution (ACR) and accepted by the Wisconsin Inter-Professional Committee on Divorce (WIPCOD).

CRITICAL PERFORMANCE AREAS

1. **Administrative Performance Area:** To maintain guidelines, procedures and a safe delivery of service, specifically in cases where there is a history of domestic abuse and/or fears of a parent during/following mediation; to make available court documentation of agreements/home study evaluations/reports to the Court on the status of compliance with the court order for mediation. To monitor payments of fees for services; to review/implement program evaluations from collateral professionals; to edit all documents prepared for distribution by the department; prepare reports that maintain financial oversight of department Budget; staff supervision, department staffing levels, including contract professional/daily appointments/weekly power-point educational orientations; monitor department policies and procedures; continue case management of follow-up assistance after mediation, as requested by parents who feel pressure during unanticipated disagreements on their co-parenting issues.

2. **Critical Objective: Interoffice Management:** Deliver services as mandated with maximum safety, timeliness, efficiency, and professionalism. To offer researched information/reference materials focusing on family systems and successful co-parenting from 2 homes; to identify the opportunities provided in mediation to enhance the child's relationship with each parent through collaborative co-parenting efforts with particular attention on the development of a positive parent-child relationship in paternity actions initiated by the State.

Standards:

- a. To demonstrate compassion, empathy and understanding.
- b. To manage all information confidentially.
- c. To maintain security levels for those in mediation.
- d. To remain a cost-effective mandate.
- e. To promote effective/positive communication between parents and parent/child.
- f. To provide 2-hr educational sessions to prepare the parties for mediation and with information for positive long-term co-parenting from 2 homes.
- g. To have available timely appointments for mediation and home study evaluations.
- h. To provide appropriate court documents with clarity of detail as directed by the Court.

3. **Critical Objective: Awareness of Service:** Use the mediation environment to assist in joint parental agreements that focus on the reorganization of the child's family and the child's best interest that are perceived by the parents to be well informed resolutions through an efficient and stable process.

Standards:

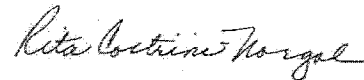
- a. Support the presumptive standard that the child has a relationship with each parent by cultivating an attitude that values the child-parent relationship with each parent.
- b. Timely assistance in matters affecting the family.
- c. To encourage/promote diverse population participation.

Charter: Mediation & Family Court Services

4. Critical Objective: Evaluation: Performance goals of professional ethics and responsibility.
Standards:
- To provide mediation appointments of about 2-hrs each for constructive decision making;
 - Monitor program efficiency with Court/attorneys/clients.
 - Daily case review.
 - Prepare periodic reports of department activity; including accounts receivable.
 - To use technology to share documents with attorneys and clients to reduce postage.
 - Implement all cost-saving measures.
 - To have the process of mediation available for those parents in which English is not their first language.
5. Service Performance Area: Pursuant to Wis. SUBCHAPTER V to reduce the court docket through quality, affordable, and timely access to co-parent education; to assist the parents to design a positive, age appropriate and safe parenting plan which details impact on the child as well as each parent; competent home study evaluations. As requested and for a fee, offer co-parent coordination in high-conflict cases. Have available and distribute all department materials with bi-lingual translations regarding mediation and positive co-parenting; to provide bi-lingual services upon request. To maintain a cost effective program for voluntary participation in mediation to parents who do not live together by assisting with their joint-parental resolutions on issues regarding the child.
6. Critical Objective: Effective Service: To provide mediation in matters of legal custody; (decisions) periods of physical placement, (time) to include periods of placement with a distant parent; child removal; (move-away) and grandparent visitation; and timely documentation to the Court following home studies. Without the intrusion of others and to avoid the directive of the Court, provide participants an environment to give full expression to needs/desires related to the child; to guide parties toward consideration of the child's developmental and emotional stages of growth.

Standards:

- To sustain a professional interoffice environment that is well-organized and proficient
- To ensure a safe and confidential mediation environment.
- To have available services to those with special needs, i.e. bi-lingual/hearing-impaired/ physical limitations, and mediation via telephone/Skype for those more than 3-hrs travel from Rock County.
- To notify the Court if a case is not appropriate for mediation.
- To report results of mediation to the Court within 48 hours following mediation.
- Within 15 working days following completion of mediation session, provide in writing the mutual agreements of the parties that is formatted to be accepted by the Court.
- Cooperate and refer clients to agencies in the County.



Rita Costrini-Norgal, Director

Department Clerk of Circuit Court, Circuit Court and Mediation

Budget Analysis by Program

Programs	Circuit Court		Clerk of Circuit Court		Mediation				Budget Summary
Positions	23.40		35.00		2.00				60.40
Salaries	\$1,254,869		\$1,395,336		\$101,421				\$2,751,626
Fringe Benefits	\$459,239		\$904,785		\$49,133				\$1,413,157
Operating Expenses	\$637,000		\$78,700		\$46,119				\$761,819
Capital Outlay	\$1,300		\$0		\$600				\$1,900
Allocation of Services	\$0		\$0		\$0				\$0
Subtotal	\$2,352,408		\$2,378,821		\$197,273				\$4,928,502
Indirect Cost Alloc.									\$0
Total	\$2,352,408		\$2,378,821		\$197,273				\$4,928,502
Revenue	\$1,562,285		\$790,319		\$121,760				\$2,474,364
Fund Bal. Applied									\$0
County Share	\$790,123		\$1,588,502		\$75,513				\$2,454,138

Administrator's Comment

Circuit Courts

**Summary of
Department Requests and Recommendations**

Description	Department Request	Administrator's Recommendation
Positions	60.4	60.4
Salaries	2,751,626	2,751,626
Fringe Benefits	1,413,157	1,413,157
Operating Expense	761,819	761,819
Capital Outlay	1,900	1,900
Allocation of Services	0	0
Total Expense	4,928,502	4,928,502
Revenue	2,474,364	2,474,364
Fund Balance Applied	0	0
Tax Levy	2,454,138	2,454,138
Total Revenues	4,928,502	4,928,502

The Court System in Rock County is composed of seven branches of the Circuit Court. The system includes the seven judges and their staffs, the office of the Clerk of Courts, the Court Commissioners, and the Office of Mediation and Family Court Services.

The Circuit Courts account includes revenue from a variety of sources. Fines and forfeitures, which result from court convictions of state and local offenses, comprise about 40% of the revenue. The County retains a portion of the state fines and forfeitures and the entire amount of county ordinance violations.

The Circuit Courts also receive funding from the State, which appears in line item 4220, State Aid. This line item includes the reimbursement for juror/witness/interpreter fees and Guardian Ad Litem services. For 2015, it is anticipated that State Aid will remain near the 2014 levels.

Overall revenue for the Circuit Courts will decrease \$25,823 or 1.6% from the prior year.

County funding to support the operations of the Court Appointed Special Advocates (CASA) Program was first provided in the 2008 Budget. CASA is a non-profit program offering volunteer services to the court and for children in need of protection or services. The volunteers serve as advocates for the children involved, making sure that their needs are met and not overlooked as the courts make decisions affecting their lives. Judge Daley indicates this program has been beneficial not only to the children but to the courts. The requested amount to support CASA in 2015 is \$4,000, which is the same as the prior year. I concur with the request.

One budgetary item that continually increased for years was the cost of indigent counsel fees. The State created the Public Defender's Office in the

late 1970s with the responsibility to provide representation to indigent defendants. This removed the responsibility of paying for indigent defense from County property taxpayers. The system worked well for many years. The Courts estimate approximately 50% of the cases that require a client to be represented by an attorney require representation by the Public Defender or a Court Appointed Attorney. Eligibility for Public Defender representation was based upon strict and outdated criteria that had not been updated since 1987. Effective July 1, 2011 the state revised its eligibility criteria for the State Public Defender to reflect W-2 program financial guidelines. The Courts are beginning to see the results of guideline change, i.e., an increase in clients represented by the State Public Defender's Office and less clients being represented by the tax levy-supported Indigent Counsel program. This is shown by the decreasing County expense for this service. In 2011, the actual County expense for indigent counsel was \$212,826. The Courts 2015 budget request is \$105,000 for indigent counsel, which is the same as the prior year.

The amount requested in 2015 for the Physician and Other Services account is \$140,000, \$20,000 more than the prior year. The line item pays for physician services for guardianship, mental competency and Child In Need of Protection Services (CHIPS) cases. The activity in this area has been steadily increasing. Therefore, this requested increase is recommended.

The Courts request \$1,300 to replace 10 chairs in the Jury Assembly Room, which has been occurring on a cyclical basis for a number of years.

Given the pressure on the tax levy, Judge Daley has carefully reviewed Courts expenditures and has reduced his request in a number of areas. Some of these areas, such as fees paid to jurors found in the Court Related Services line item (6250), fluctuate significantly from year to year based on court activity. However, should court activity increase substantially in 2015, additional resources from the County contingency fund may be required.

The 2015 budget includes \$55,000 in carryover from various accounts. The recommended 2015 tax levy for the Courts is \$790,123 which is \$1,825 or 0.2% more than the prior year.

The Clerk of Courts account contains funding to operate the Clerk's Office. Mr. Mielke estimates that \$790,319 in revenue will be received by the Clerk's Office in 2015, which is \$4,308 or 0.5% less than budgeted in 2014. This revenue is generated largely through fees paid by those utilizing the services of the Court System and the Clerk's Office.

Because some of these fines can be substantial, the Clerk of Courts Office has for years assisted individuals by establishing payment plans to allow these obligations to be paid over time. This arrangement is also beneficial to the County by ensuring that more fines are paid, which offsets tax levy. The State mandates that the Clerk of Courts offer payment plans for municipal violations. This has increased the Office's workload. For example, in 2008 there was an average of 155 new payment plans per month. In August 2014, new payment plans total 210. Unfortunately, the amount of these fees the Office is allowed to retain does not cover the cost of providing this service.

The largest portion of the expense increase in the Clerk of Courts Office is personnel related. As staff progress through regular step increases and change health insurance plans, total costs increase.

The 2015 recommended tax levy in the Clerk of Courts Office is \$1,588,502, which is \$47,998 or 3.1% more than the prior year.

The Office of Mediation and Family Court Services provides mediation services in Family Court cases when there are disagreements regarding child custody issues. The Office is staffed by the Director and an Administrative Assistant. Additional mediation services are obtained by contracting with private mediators, the cost for which is shown in the Other Contracted Services line item.

In addition to tax levy support, the Office is funded through a variety of fees. The Office receives a portion of fees paid for marriage licenses issued in the County Clerk's Office, as well as for certain filings in court. There is also a fee charged to those utilizing mediation services based upon a sliding fee scale.

Over the last several years, marriage license fee revenue has been steady, but the caseload has been increasing as more children are being born in the County. 45% of the client referrals are not married (i.e., no marriage fee), but are having children resulting in the need for the office's services.

Due to an increase in cases, Ms. Costrini-Norgal anticipates that fee revenue to support office operations will increase in 2015 to \$121,760, up \$6,585 from 2014.

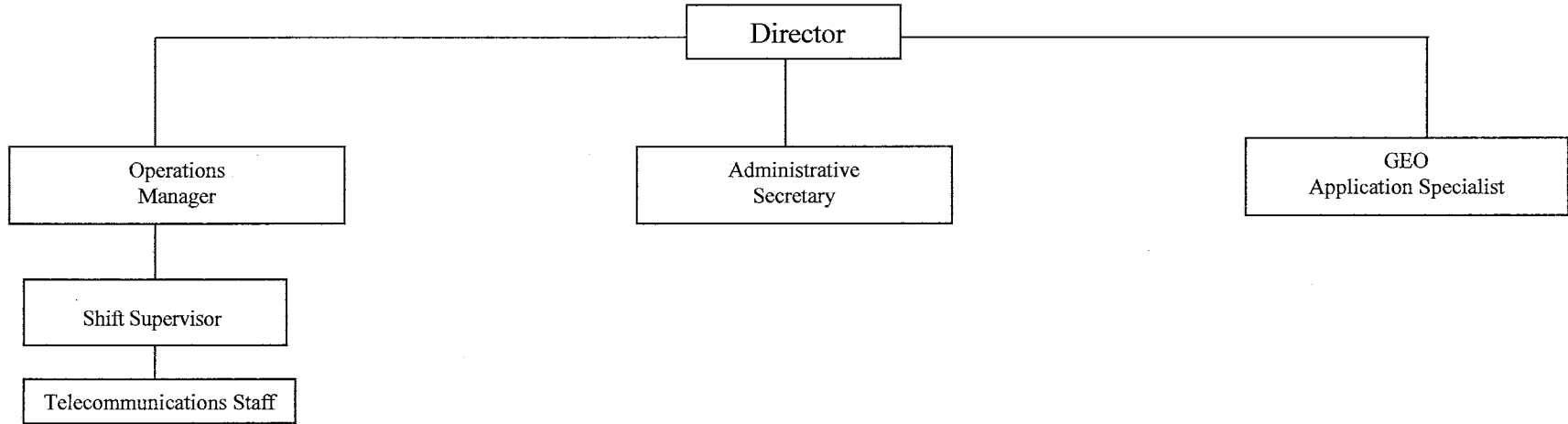
One desktop computer at \$600 is included in the Mediation request. I recommend this equipment request.

The 2015 recommended tax levy for Mediation and Family Court Services is \$75,513, which is a decrease of \$3,266 or 4.1% from the prior year.

The 2015 recommended tax levy for the Court System as a whole is \$2,454,138. This is an increase of \$46,557 or 1.9% over the prior year.

#

Rock County Communications Center



Present Personnel (Full Time Equivalent)	
1.00	Communications Center Director
1.00	Communications Center Operations Manager
6.00	Communications Center Shift Supervisor
1.00	Administrative Secretary
0.75	GEO Application Specialist
2.00	Lead Telecommunicator
30.00	Telecommunicator
4.00	Call Taker
45.75	Total

Summary of Personnel Modifications		
	<u>Dept. Request</u>	<u>Admin. Rec.</u>
New Positions	0	0
Deletions	0	0
Reallocations	0	0
Reclassifications	0	0
Re-Titles	0	0
Upgrades	0	0

Charter: Rock County Communications Center

Mission Statement for the Rock County Communications Center

The Rock County Communications Center is designed to provide the most efficient method for citizens to obtain fast, effective public safety services 24 hours a day throughout the year. To complete this mission, the Communications Center will:

- ❖ Provide a single answering point and telephone number for Rock County citizens in the event of emergencies anywhere within Rock County.
- ❖ Provide all public safety agencies within Rock County with efficient and effective dispatch services.

Objective Achievement Methodology:

Administrative Services

The needs of the public service agencies and citizens of Rock County will evolve over time. Administrative services will identify the service needs of the user agencies and citizens, and then coordinate the development and implementation of the required modifications. To facilitate this flow, the Communications Center administration will:

1. Schedule and complete a minimum of ten Fire/EMS and law enforcement work group meetings each year. The meetings are open to all Communications Center user agency representatives and are designed to give user agencies direct input into the operational level of the Communications Center and recommend needed policy/procedure changes to the 9-1-1 Commission. Any required policy/procedure implementation or modification will be directed to the 9-1-1 Commission or County Administration as necessary.
2. Schedule and complete a minimum of five 9-1-1 Commission meetings each year for the purpose of approving policy/procedures that directly affect the user agencies of the Communications Center. The meetings will also serve to determine the need for any modifications of Communications Center operations that may be required to maintain high service levels to the public.
3. Solicit citizen feedback by sending a minimum of 30 Quality Assurance survey postcards per month to random citizens who

have utilized the Communication Center's services. The results of the surveys will be analyzed and then utilized in determining the need for any modifications to Communications Center operations.

4. Provide continuous internal quality assurance program for Telecommunicator staff members to ensure consistency and policy/procedure compliance.
5. Keep the Public Safety and Justice Committee, 9-1-1 Commission and County Administration abreast of Communications Center operational issues.
6. Continually monitor the existing 9-1-1 and administrative telephone trunks to ensure that the necessary capacity is available to meet Rock County telephone subscribers' needs.
7. Monitor Next Generation 911 initiatives and standards to be prepared for emergency communications in an ever-changing wireless mobile society.

Training Program

Training and certification of Communications Center staff members is essential in establishing and maintaining the credibility of the organization in addition to maintaining high service levels. To facilitate the required training, the Communications Center will:

1. APCO certify & maintain certification for all Telecommunicator employees within the agency at their respective levels (Public Safety Telecommunicator 1, Emergency Medical Dispatch, Communications Training Officer, and Supervisor).
2. Require all new Telecommunicator employees to successfully complete a performance-based training program before operating independently within the Communications Center. Certified training officers will conduct the training.
3. Provide Continued Professional Training (C.P.T.) for each employee of the Communications Center each year. The training will vary as to function.

Charter: Rock County Communications Center

Staffing

Communications Center staffing levels are critical in maintaining high levels of service to user agencies, and consequently, the public. Recruitment and retention procedures will be monitored closely to ensure adequate staffing. Recruitment/retention goals are to:

1. Work with the Human Resources Department to maintain an eligibility list of Telecommunicator applicants for all Telecommunicator employment openings throughout the year.
2. Limit the Telecommunicator employment turnover rate to 10% or less each year.
3. Enhance existing recruitment processes by attending job fairs and other public forums that will encourage minority applicants.

System Management

The Communications Center relies heavily on various computer and other related systems for the efficiency of its operations. The systems require continual maintenance, modification, and upgrading to maintain their usefulness. Communications Center systems will be fully optimized to meet the needs of its user agencies.

Public Relations Program

A public awareness/education program concerning Communications Center activities and 9-1-1 availability is important in providing services to the public. The Communications Center will take the following steps:

1. Make the Communications Center problem resolution process available to each citizen expressing concern with Communications Center activities each year.
2. Accept all school district requests to present information concerning proper use of 9-1-1.
3. Enhance public relations by coordinating with user agency events, provide tours and accommodate public speaking engagements for local civic groups, work with local media to maintain cordial relationship in order to share information with the public, create Public Service Announcements for social media/radio/television, and utilize the 9-1-1 Billboard Program to

reach portions of the public that may not read the newspaper or listen to the radio.

Agency Accreditation

The Rock County Communications Center is the only C.A.L.E.A. (Commission on Accreditation for Law Enforcement Agencies, Inc.) accredited communications center in the State of Wisconsin. The Communications Director will maintain memberships with APCO (Association of Public Safety Officers) and NENA (National Emergency Number Association). The Communications Director will also maintain ENP (Emergency Number Professional) certification.

The Center will take the following steps to maintain these certifications:

1. Will work towards full C.A.L.E.A. re-accreditation each year.
2. Director will re-certify every four years to remain ENP (Emergency Number Professional) certified.

Emergency Mobilization

The Communications Center established a back-up communications center in the event of a total facility failure at the main site. The back-up site operations will be regularly tested as follows:

1. All equipment will be tested and maintained monthly throughout the year. Documentation of back-up site operation and maintenance testing will be completed.
2. All Supervisors will be required to perform back-up site training and/or operation exercises each year. All dispatch staff will receive refresher training at least once per year.



Kathren Sukus, Communications Center Director

Administrator's Comments

Rock County Communications Center

Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	45.75	45.75
Salaries	2,261,531	2,218,551
Fringe Benefits	1,159,606	1,137,183
Operating Expense	874,654	853,878
Capital Outlay	148,135	148,135
Allocation of Services	0	0
Total Expense	4,443,926	4,357,747
Revenue	0	212,282
Deferred Financing	0	0
Fund Balance Applied	0	0
Tax Levy	4,443,926	4,145,465
Total Revenues	4,443,926	4,357,747

The Rock County Communications Center first opened in November 1993. The Center was initially funded using a formula that distributed the Center's cost among the participating municipalities. This arrangement was in effect through December 1995. Beginning in January 1996, the County assumed the cost of operating the Center.

The total department levy request for 2015 is \$4,443,926, which is an increase of \$292,541 or 7.0% from the prior year.

Because the operations of the Communications Center are dependent on technology, each year the Communications Center's budget includes significant capital costs to upgrade rapidly advancing technology. Recent purchases include a new Computer Aided Dispatch (CAD) system, a new Law Records Management System and a new Digital Radio System. A list of major items requested for 2015 can be found below.

1.) Pictometry Software	\$ 64,147
(2 nd payment/balance of same amount due in 2016)	
2.) Control Station Combiner at Sheriff's Office	45,655
3.) Microwave Radio Replacement - Beloit Ute St.	30,000
4.) Status Light Indicators @ each console	5,330
5.) Spare GPS Timer for Simulcast Systems	26,000
6.) Tower Alarm Addition - Edgerton	3,250
7.) UPS Upgrade at Non-Generator Sites	<u>13,500</u>
Total	<u>\$187,882</u>

In addition to the major capital items, the department is requesting replacement of dispatch console speakers in the amount of \$13,000, two back-up routers that connect the Communications Center to the primary communications tower in the amount of \$6,000, wireless network equipment

in the amount of \$2,000 and other communications equipment in the amount of \$3,400.

I am recommending Sales Tax revenue for the requested major capital items and other equipment items in the total amount of \$212,282.

Ms. Sukus has provided a description of the need for each of the seven items as follows:

Pictometry Software Software that provides the Communications Center with aerial views of any location within the County. The aerial views are for public safety responders. It has also been a useful tool for Emergency Management during natural disasters. The last update was in 2011 and is two years overdue. The updated Pictometry software would include re-imaging the entire County through a new aerial photography fly-over. An increase in project costs is due to improved imagery for both the urban and rural areas as compared to prior aerial photography fly-overs.

Control Station Combiner at Sheriff's Office All of the backup control stations (mobiles) for our primary digital channels and paging are located at the Sheriff's Office. Because there are so many radios in such a small area, if there was a digital radio system or microwave failure, each radio would have to be used individually, which causes interference because each radio has an individual antenna. The combiner would allow several radios to use one antenna and eliminate any interference between the radios in that room.

Microwave Radio Replacement - Beloit Ute St. The current microwave system has been very unreliable the past year or so. IT and the radio vendor have advised it is just a matter of time before it stops working. This microwave control covers the southern part of the county on the main fire repeater as well Beloit PD and County Main channels. If this were to fail, there would be a significant downtime waiting for repairs, which would severely impact several agencies.

Status Light Indicators Colored light sticks that would be interfaced with the telephone and radio system. When a call taker or dispatcher is busy on the phone or radio, the red light would indicate to others in the room that they are busy and cannot respond to questions in the room. The shift supervisors and IT have asked for these status light indicators so they do not bother someone when they are in the middle of a call or radio transmission.

Spare GPS Timer for Simulcast Systems This spare part would work for either the County Main or Rock Fire Main radio frequencies. If the GPS timer for either system went down, coverage would be lost on the affected channel until the timer was fixed or replaced which would cause significant communication problems, especially for fire and EMS who have relied on the simulcast system for many years.

Tower Alarm Addition - Edgerton With the new tower being erected, it will be necessary to equip the site with the same alarms that our other main tower sites possess (e.g. power loss, unauthorized door entry, UPS power malfunction, generator malfunction, smoke detection). These alarms give the Communications Center Supervisors an early indication of problems at the site so the maintenance provider can be notified in a timely manner.

UPS Upgrade at Non-Generator Sites With the addition of more equipment at some of the receiver sites, the current UPS equipment at these locations is inadequate. We have been unable to add all equipment to the UPS. If power were to go out for an extended period of time, these UPS would only last a few minutes, which could affect the voice communications abilities of those communities for however long power was out or until the portable generator could be delivered. Clinton, Evansville and Milton do not have backup generators and these communities do not have multiple receiver sites like some of the bigger communities, so if

the receiver site was down they would have poor portable coverage in those areas until it could be fixed.

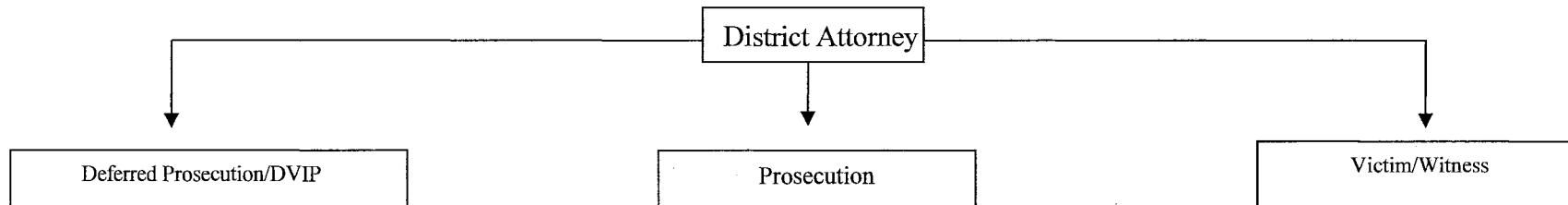
Ms. Sukus has been planning for the implementation of Text-to-911 which will allow the Communications Center to receive text messages. Approximately 100 centers in the country have the capability to accept Text-to-911 messages, none yet in Wisconsin. Consoles purchased in 2014 allow the Communications Center to accept texts. The department requested \$6,400 in 2015 for dedicated phone lines, plus \$3,000 for public education for the Text-to-911 system. Given the pressure on tax levy, I am not recommending the two Text-to-911 requests for 2015. However, Ms. Sukus indicates that there is a six months' notice to wireless carriers before the County can implement. Therefore, I am recommending that Ms. Sukus begin preparations and provide notice in 2015 in anticipation of implementing in early 2016.

I have budgeted a 2% vacancy rate to account for staff turnover. This reduction is prudent considering past turnover experience.

The recommended tax levy for 2015 operations is \$4,145,465, which is a decrease of \$5,920 or 0.1% from the prior year.

#

District Attorney



Present Personnel (Full Time Equivalent)	
	District Attorney
1.0	District Attorney Office Manager
1.0	Investigator
8.4	Legal Stenographer
1.0	Clerk Typist III
2.0	Clerk Typist II
13.4	Total
	Victim/Witness Program
1.0	Victim/Witness Coordinator
3.4	Victim/Witness Specialist
2.0	Administrative Assistant
6.4	Total
	Deferred Prosecution
1.0	Deferred Prosecution Director
2.4	Case Manager II
1.0	Administrative Assistant
4.4	Total
24.2	Grand Total

Summary of Personnel Modifications		
	<u>Dept. Request</u>	<u>Admin. Rec.</u>
New Positions	0	0
Deletions	0	0
Reallocations		
Deferred Prosecution Director (From PR 21 to PR 24)	1.0	0
Reclassifications	0	0
Re-Titles	0	0
Upgrades	0	0

Charter: District Attorney

DISTRICT ATTORNEY

The key objective of the District Attorney of Rock County will be accomplished by satisfying the following commitments:

Public Service Commitment

To provide efficient and effective prosecution of criminal, ordinance and traffic violations for the protection of the citizens of Rock County; to fulfill responsibilities and services of the department as set forth by Wisconsin Statutes; to minimize criminal recidivism by providing Deferred Prosecution and Domestic Violence Intervention programs; and to comply with Constitutional and Statutory responsibilities by providing an effective Victim/Witness Assistance Program.

Intergovernmental Commitment

To work with the Rock County Circuit Courts, Juvenile and Adult Probation Departments, Rock County Human Services Department, all local, state and federal law enforcement agencies, and the Rock County Board of Supervisors in compliance with all state and federal legislation.

Management Commitment

To work with the County Administrator and the Rock County Board of Supervisors in managing activities of the District Attorney's Office in an efficient, effective and professional manner, consistent with all legal and ethical requirements, statutory constraints, federal and constitutional constraints.

Critical Performance Areas

1. Administrative Objective

Plan, organize, and implement policy guidelines, which effectively establish obtainable program objectives incorporating the following established standards and procedures:

- a. Comply with Wisconsin Statutes by preparing an annual Coordinated Plan and Budget to be submitted for approval

to the Rock County Board of Supervisors.

- b. Comply with Wisconsin Statutes, U.S. and Wisconsin Constitutions, and the Supreme Court of Wisconsin judicial guidelines.
- c. Internal departmental reviews of budget and service programs with line item reviews and expenditure analysis to be reported monthly, together with program evaluations.

2. Prosecution Objective

To effectively prosecute all violations of criminal state statutes and county ordinances; state and county traffic violations; cases referred by various County and State agencies; and enforcement of laws and statutes pertaining to juveniles, to the following established standards:

- a. Per Wisconsin Statutes, case law established in federal and state courts, and within professional ethical guidelines, aggressively prosecute criminal and ordinance violations by coordinating efforts of local, county, state and federal law enforcement agencies.
- b. Per Wisconsin Statutes and Circuit Court directives, work in conjunction with the Juvenile Probation Department to prosecute and enforce Chapters 48 and 938 Juvenile Code matters.
- c. Per Wisconsin Statutes, efficiently prosecute cases referred by various State agencies as resources permit.

DEFERRED PROSECUTION/DOMESTIC VIOLENCE INTERVENTION PROGRAM

To identify persons eligible for the diversion programming, provide counseling and maintain statistical data relating to the Deferred Prosecution,

Charter: District Attorney

Domestic Violence Intervention, and Child Abuse Intervention Programs and incorporate the following established standards and procedures:

- a. Establish county policy according to State Law, program staff, and the District Attorney policy. Review criminal misdemeanor and county ordinance complaints to identify appropriate diversion program candidates.
- b. To provide an assessment and referrals to appropriate interventions, counseling, and write a contract describing these procedures.
- c. Provide a safe counseling atmosphere where clients are held accountable for their actions (in particular, violence) and examine the effects of their actions (especially violence) on others.
- d. Consistently report to the District Attorney on a case-by-case basis, the success or failure of particular individuals in any of the programs. Notify District Attorney's Office, Clerk of Courts, defense attorneys and clients of court appearance.
- e. Facilitate weekly intervention groups and counsel clients who are in either DPP or DVIP.
- f. Train and supervise volunteers to facilitate the Deferred Prosecution groups.
- g. Train, supervise and contract with outside facilitators to do the DVIP groups.
- h. Monitor and participate in staffing, etc., of clients referred to outside programming.
- i. Report to the District Attorney each client's participation in diversion programming and provide written documentation to the courts, defense attorney and client about their participation in the diversion programs.
- j. To collect restitution and pay it out to victims of participants in our program.
- k. Pursuant to policy guidelines established with the District Attorney, provide coordination with community based services and service organizations for the effective coordination of community service activities dealing with Deferred Prosecution, Domestic Violence and Child Abuse.
- l. Attend meetings to be involved in state and local abuser treatment programming and policymaking.
- m. Develop domestic violence curriculum.
- n. While working with abusers sometimes we must do counseling with victims, assess risk, talk about safety plans, and refer them to the police, shelter services and other appropriate agencies.
- o. Assess risk and develop treatment plans for violent offenders referred through the District Attorney's Office, Probation and Parole, the Courts, or self-referrals.
- p. Counsel, teach, confront, and hold all clients accountable for their actions during programming.
- q. Develop client skills to promote clear, healthy, responsible, law-abiding thinking and actions.

VICTIM/WITNESS ASSISTANCE

To provide comprehensive services to victims and witnesses of crime in an effort to ease the pain of victimization and reduce the confusion and inconvenience caused by their involvement in the criminal justice system. Pursuant to Chapter 950 of the Wisconsin Statutes and the policy guidelines established by the District Attorney, the Coordinator of the Victim/Witness Office implements policies and procedures as enumerated in the Victims and Witnesses Bill of Rights. The following standards and procedures are utilized:

- a. Pursuant to policy guidelines established by the District Attorney, read all police reports involving a victim.
 - l. Assess the needs of that victim.

Charter: District Attorney

- 2. Refer victims to existing community resources, for example: financial, counseling, mental health, medical, shelter, social services, etc.
- b. Provide court support to victims and witnesses throughout the criminal court process and, if needed, prepare victims and witnesses to testify at court proceedings.
 - 1. Schedule and participate in meetings between the prosecutor and victim.
 - 2. Convey any settlement negotiations to victim and assist victim in participating with District Attorney's Office in settlement process.
 - 3. Tips for testifying.
 - 4. Show victims the courtroom and explain the role of the court personnel.
- c. Provide witness call-off services to effectively reduce the overtime costs relating to police witnesses, thereby lowering taxpayer costs for overtime paid to police witnesses who are subpoenaed to court. Witness call-off will also prevent regular citizens from making unnecessary trips to court, thereby saving taxpayers the cost of witness fees for witnesses who are not needed to testify.
 - 1. Notify victims and witnesses of scheduled court proceedings.
 - 2. Notify victims and witnesses of cancellations.
- 3. Notify victims and witnesses of the final disposition of the case in which they are involved.
- d. Provide victims with information regarding Crime Victim Compensation.
 - 1. Explain the benefits that are available.
 - 2. Explain how to apply for such benefits.
- e. Provide victims with the opportunity to make a statement to the court at the time of sentencing pertaining to the economic, physical and psychological effect of the crime upon the victim.
 - 1. Assist victims in filling out a Victim Impact Statement.
 - 2. File the Victim Impact Statement with the court.
 - 3. Provide a copy of the Victim Impact Statement to the District Attorney and to the defense attorney.
- f. Assist victims in having their stolen or other personal property expeditiously returned by law enforcement agencies when no longer needed as evidence.
 - 1. Check with District Attorney to see if property can be returned.
 - 2. Contact the law enforcement agency involved to inform them that the property is no longer needed and can be returned to the victim.
- g. Intervene, on behalf of victims and witnesses, with their employers.

Charter: District Attorney

1. Write a letter to ensure that employers will cooperate with the criminal justice process.
2. Ask employers that victims and witnesses not be discriminated against in any manner because of their appearances in court.
- h. Provide a comfortable, secure waiting area separate from defense witnesses as well as providing accompaniment to court.
- i. Arrange for transportation, lodging, etc. for victims and witnesses to ensure participation in the prosecution of a case.
- j. Arrange for law enforcement protection where witness's safety is threatened.
 1. Discuss with witnesses safety issues.
 2. Make reference to the police department.
 3. Discuss the option of a restraining order, etc.
- k. Arrange for temporary childcare while a victim or witness is appearing in court or meeting with prosecution.

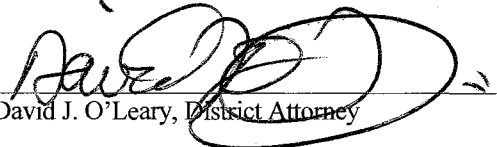
Child Abuse Resource Environment (CARE) House

To provide child victims and their families with the highest quality of services, District Attorney and Victim/Witness are participating in the multi-disciplinary investigative videotaped interviews of children at CARE House. Children and their families who encounter CARE House, leave the criminal justice system with the belief that the professionals involved worked together to achieve justice in an organized, experienced and specialized manner.

Standards and Procedures:

- a. Provide a primary, consistent support person for the child victim and their family throughout the criminal court process.
 1. Meet the child and their family.

2. Explain reasons for District Attorney and Victim/Witness to be present.
- b. Gain information about the case at its initial stages regarding family dynamics and how this affects the child's ability to testify or to endure the criminal court process.
 1. Record date, time of interview, the people present and follow-up plans.
 2. Observe interview.
- c. Provide feedback to the District Attorney's Office regarding the child's ability to articulate the series of events that took place during the alleged crime.
- d. Establish a relationship with the other professionals working on a case to increase effective communication.
 1. Participate in briefings and debriefings.
 2. Offer ongoing communication.
- e. Provide basic information to children and their families regarding the role of the Victim/Witness Office, the District Attorney's office and the criminal courts.
 1. Offer support in court for children and their families.
 2. Explain the impact of the videotape in the criminal court process.


David J. O'Leary, District Attorney

Department

District Attorney

Budget Analysis by Program

Programs	Prosecution		Deferred Prosecution Program		Victim Witness Program				Budget Summary
Positions	13.40	0.00	4.40	0.00	6.40	0.00	0.00	0.00	24.20
Salaries	\$522,778	\$0	\$241,438	\$0	\$275,399	\$0	\$0	\$0	\$1,039,615
Fringe Benefits	\$295,464	\$0	\$105,235	\$0	\$125,930	\$0	\$0	\$0	\$526,629
Operating Expenses	\$73,720	\$0	\$6,635	\$0	\$13,485	\$0	\$0	\$0	\$93,840
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Allocation of Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal	\$891,962	\$0	\$353,308	\$0	\$414,814	\$0	\$0	\$0	\$1,660,084
Indirect Cost Alloc.									\$0
Total	\$891,962	\$0	\$353,308	\$0	\$414,814	\$0	\$0	\$0	\$1,660,084
Revenue	\$3,500	\$0	\$23,500	\$0	\$233,754	\$0	\$0	\$0	\$260,754
Fund Bal. Applied									\$0
County Share	\$888,462	\$0	\$329,808	\$0	\$181,060	\$0	\$0	\$0	\$1,399,330

Administrator's Comments

District Attorney

**Summary of
Department Requests and Recommendations**

Description	Department Request	Administrator's Recommendation
Positions	24.2	24.2
Salaries	1,039,615	1,037,186
Fringe Benefits	526,629	526,278
Operating Expense	93,840	91,840
Capital Outlay	0	0
Allocation of Services	0	0
Total Expense	1,660,084	1,655,304
Revenue	260,754	264,693
Fund Balance Applied	0	0
Tax Levy	1,399,330	1,390,611
Total Revenues	1,660,084	1,655,304

The District Attorney's Office (DA) is composed of three programs: Prosecution, Victim/Witness Program, and the Deferred Prosecution/Domestic Violence Intervention Program. The District Attorney's Charter describes the services provided in each program area. The Budget Analysis by Program chart sets forth the budget requests by program area.

Prosecution constitutes the largest program area in the DA's office. These positions are paid directly by the State and the individuals are State employees. However, the County must cover all other costs of running the office, including the salary and benefit costs of the rest of the staff.

Due to advances in technology, District Attorney David O'Leary indicates that most evidence sharing among parties is now accomplished by providing CDs and DVDs. Mr. O'Leary expects the 2015 fee revenue used to defray this cost will increase to \$1,900.

In 2006, the County began providing an operating subsidy to the CARE House, which is operated by the YWCA of Janesville. CARE House began operating in the early 1990s to provide a child-friendly environment for conducting interviews of children who may have been physically or sexually abused. Having this resource available also helps law enforcement comply with a Wisconsin Supreme Court ruling that requires all interviews with minors be videotaped. The DA requests \$5,000 for the CARE House subsidy. I recommend \$5,000 to support operations, which is the same amount received in 2014.

The DA, in partnership with the UW Law School, provides \$2,500 in matching funds to employ a law intern during the three month summer season. This is included in the Other Professional Services line item and is supplemented by a like amount from the UW Law School. The law intern gains experience through being assigned a variety of legal projects such as writing appeals and briefs. The law intern serves several purposes including a

cost savings measure in lieu of a special prosecutor, alleviates work overload for staff attorneys, especially in the summer, and provides an excellent learning environment for the student.

It is necessary for the District Attorney's Office to buy law books to stay current on legal changes. Traditionally, most purchases have been done in odd numbered years. For 2015, this expense increases by \$1,340, for a total of \$1,840.

The Criminal Investigation line item is used for a variety of expenses, but it is used primarily to fund expert witnesses for trials. This expense can be difficult to predict from year to year. However, given the pressure on the tax levy, I recommend a \$2,000 reduction to this line item. This would still leave more funds available than have been spent in any year since 2010. Mr. O'Leary notes that with an increased number of homicides or attempted homicide cases during 2014, there is a potential that this line item will show increased expenses in 2015. I agree, and if the need for additional funding arises during 2015, the County Board may have to consider supplemental appropriation from the contingency fund.

Another expense area subject to the number and length of trials is the Reporter Fees line item. Mr. O'Leary notes that his office plans to not expend \$3,500 of the 2014 budgeted amount, which will be carried over to lower the 2015 budget to \$3,500.

The District Attorney's Office has requested a multi-function printer (\$7,269), a shredder (\$945), and a projector (\$700) in 2015. There are several accounts that will realize savings in 2014. I recommend that this excess revenue be used to purchase these items in 2014.

Mr. O'Leary has requested a conservative budget for 2015. I am recommending a tax levy for the Prosecution account of \$886,462, which is an increase of \$9,939 or 1.1% from the prior year.

The Victim/Witness Program was established in Rock County in 1986 as a discretionary program with the understanding that State funding would cover 80-90% of the program costs. Subsequently, the State mandated the provision of the program and reduced State funding. In recent years, the level of State cost reimbursement for this program has been volatile: 61% for the period of

January 1 - June 30, 2011, 46.85% from January 1- June 30, 2012, and 55% projected for 2014. Mr. O'Leary has projected the 2015 reimbursement will decrease to 53%. Because this revenue is based on State appropriations and costs for the program statewide, it is difficult to project with complete certainty. I recommend a cost reimbursement at 54% for the 2015 budget, which will result in \$212,693 in State Aid, a decrease of \$8,851 or 4% from the prior year. It is noteworthy to mention that this reimbursement rate still does not come close to the original funding commitment of approximately 90% of program cost. If the State were to reimburse at the 90% level, the County would be receiving approximately \$373,000. Reimbursement from the State does not include any reimbursement for the 0.4 FTE Victim/Witness Specialist. This position was added to the staff in 2007 because of increased workload and is essential to assist juvenile victims and witnesses despite the fact the State refuses to provide reimbursement for any additional positions for its mandated programs.

In addition to the State revenue, the program charges a fee that represents 10% of the restitution amount to help offset the state-mandated program operations. \$25,000 has been budgeted for 2015.

The recommended 2015 tax levy for the Victim/Witness Program is \$177,121, which is an increase of \$190 from the prior year.

The Deferred Prosecution Program/Domestic Violence Intervention Program unit operates two distinct programs, as outlined in the Charter. Unlike the mandated Prosecution and Victim/Witness programs, the DPP/DVIP is completely discretionary.

After reviewing fees statewide, Mr. O'Leary requests fees to participate in the Deferred Prosecution Program or the Domestic Violence Intervention Program increase from \$50 to \$100 and the initial assessment fees increase from \$10 to \$20. Mr. O'Leary and his staff indicate that these fee levels still provide an incentive to clients to participate as compared to the costs of fees through the court system. The increased fees will result in \$11,750 more revenue than the prior year.

Mr. O'Leary has requested a reallocation of the Deferred Prosecution Director from Pay Range 21 to 24. The director, who was hired in 2014, has been reviewing the office's programs and has begun making changes to operations.

These modifications may alter the position's range of responsibilities, including how the position interacts with other stakeholders in the criminal justice system. This action is not recommended at this time. However, reconsideration of this personnel action may be warranted in the future.

The recommended tax levy for the DPP/DVIP is \$327,028, an increase of \$2,600 or 0.8% from the prior year.

The total 2015 recommended tax levy for the District Attorney's Office is \$1,390,611, an increase of \$12,729 or 0.9%.
#

Medical Examiner

General Operations

Present Personnel (Full Time Equivalent)	
1.0	Coroner
1.0	Chief Deputy Coroner
<u>1.8</u>	Deputy Coroner
3.8	Total

Summary of Personnel Modifications		
	<u>Dept. Request</u>	<u>Admin Rec.</u>
Deletions		
Coroner (Elected)	N/A	1.0 ¹
Chief Deputy Coroner	N/A	1.0 ²
Deputy Coroner	N/A	1.8 ²
New Positions		
Lead Medicolegal Investigator	N/A	1.0 ²
Medicolegal Investigator	N/A	2.0 ²
Clerical Worker	N/A	0.4 ²
Reallocations	0	0
Reclassifications	0	0
Re-Titles	0	0
Upgrades	0	0

¹ The position of Coroner was abolished effective January 5, 2015, per Resolution #11-1B-270.

² These positions were deleted or created in Resolution #14-9A-110.

Administrator's Comments

Medical Examiner

Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	N/A	3.4
Salaries	N/A	223,082
Fringe Benefits	N/A	113,026
Operating Expense	N/A	279,429
Capital Outlay	N/A	0
Allocation of Services	N/A	0
Total Expense	N/A	615,537
Revenue	N/A	211,950
Fund Balance Applied	N/A	0
Tax Levy	N/A	403,587
Total Revenues	N/A	615,537

The Rock County Board of Supervisors approved the conversion of the Coroner's Office to a Medical Examiner in January 2011 (refer to Resolution #11-1B-270). One of the major reasons for this decision was to operate in a more efficient, professional manner that would ensure the highest quality of services to the residents of Rock County. The effective date of the change is January 5, 2015, the end of the coroner's term of office.

The Medical Examiner Department provides on-call investigation services in cases of unexplained, suspicious, or unusual deaths. Due to the establishment of the new department, a charter will be developed for the 2016 budget that will provide a general description of the functions.

Planning for the transition from a coroner to a medical examiner system began in 2013 and culminated in the adoption of a resolution in September 2014 that involved the establishment of county staffing and contracting with Dane County to provide management oversight and professional services through an intergovernmental agreement (refer to Resolution #14-9A-110).

Dr. Vincent Tranchida, the Dane County Chief Medical Examiner, will serve as the Rock County Chief Medical Examiner.

The following areas are a departure from the prior coroner system and have cost implications for the 2015 budget:

1. Emphasis on case consistency such that the staff person who initially responds to the scene is the same individual that follows the case through closure. This concept results in a staffing model change from per diem deputies to an established full-time and part-time complement of staff.
2. Contracting with Dane County for reviewing all cases by a forensic pathologist resulting in an increase in the number of autopsies. Under the Coroner's Office, approximately 11% of the total caseload was autopsied. The contractual arrangement will result in

approximately 21% of all cases autopsied. In 2014 the County budgeted approximately 60 autopsies. The 2015 budget projects 85 autopsies to be conducted.

3. All autopsies would be conducted by a Dane County forensic pathologist.

Based upon the above changes, the 2015 budget shows a substantial increase in expenses. The Medical Examiner Department budget will increase \$157,476 or 34.4% from the prior year. The increases fall into the following categories:

1. Personnel costs will increase from \$270,627 in 2014 to \$336,108 in 2015, an increase of \$65,481 or 34%. In 2014 Coroner full-time equivalent staff costs covered 3.8 FTE while the 2015 Medical Examiner Department staff costs cover 3.4 FTE, but at a higher rate of pay. In 2015 a pool of part-time unilateral Medicolegal Investigators will be paid at an hourly rate rather than on a per case basis, which is how the per diem deputy coroner's positions were paid in 2014.
2. Operational costs covering autopsies and ancillary activities will increase by \$91,995 or 49% from the prior year.

The intergovernmental agreement with Dane County includes transporting bodies from Rock County to the Dane County Medical Examiner's Office and return. This service will allow the Rock County staff to be available to respond to calls for service.

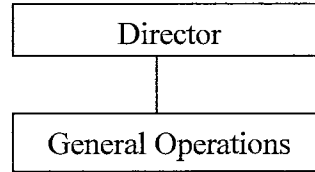
With regard to revenue, the Department will continue charging fees for cremation permits and disinterment permits, with cremation permits providing the vast majority of fee revenue for the Department. The fee for cremation permits is \$175 in 2014, while a disinterment fee is \$100. For 2015 the cremation fee is recommended to increase to \$225 and is projected to generate an additional \$101,600. The cremation fee rate was last increased in 2012 by \$30.

In 2013 the cooler in the old Rock Haven facility was made available to the Coroner's Office for short term body storage and its use will continue under the new Medical Examiner Department.

The recommended tax levy is \$403,587, which is an increase of \$55,876 or 16.1% more than the prior year.

#

Child Support Enforcement



Present Personnel (Full Time Equivalent)	
1.0	Child Support Director
2.0	Child Support Supervisor
1.0	Lead Child Support Worker
15.0	Child Support Reimbursement Specialist
4.0	Child Support Financial Worker
1.0	Administrative Assistant
6.0	Clerk-Typist III
2.0	Clerk-Typist II
<u>1.2</u>	Child Support Clerical Worker
33.2	Total

Summary of Personnel Modifications		
	Dept. Request	Admin. Rec.
New Positions		
Child Support Supervisor	1.0	0
Deletions	0	0
Reallocations	0	0
Reclassifications	0	0
Re-Titles	0	0
Transfers	0	0
Upgrades	0	0

Charter: Child Support Enforcement

To be accountable to the County Administrator, Rock County Board of Supervisors and the Bureau of Child Support for managing all activities of the Child Support Office in an efficient, effective, and professional manner. To be responsible to the County Administrator and the Rock County Board of Supervisors for carrying out the policy directives of the Bureau of Child Support and other State and Federal Agencies.

Critical Performance Areas:

A. Administrative Objective:

To plan, organize and implement policy guidelines that effectively establish an attainable program objective incorporating the following established standards and procedures:

1. Pursuant to Wisconsin Statutes, prepare an annual coordinated plan and budget to be submitted for approval to the County Administrator and the Rock County Board of Supervisors while staying within the limits of State and County funding.
2. Review of budget and service programs with expenditure analysis to be reported monthly to the Bureau of Child Support.
3. Pursuant to Wisconsin Statutes, comply with all judicial guidelines.

4. Evaluate program effectiveness to try and achieve performance goals, to the best of our ability, set forth by the State and Federal Government.
5. To strive to improve the Agency's overall performance in paternity establishment, court order establishment, collections on IV-D cases for current support and arrearages in order to obtain the maximum funding available for the Rock County Child Support Agency with the resources that are allotted to this Agency.
6. Assign work to appropriate staff along with authority and responsibility to carry out their assigned duties.
7. Provide quality training for all new and existing staff. Give staff direction when they seek advice, evaluate the performance of the staff, and take any steps necessary to correct any non-performance of procedures by any employee.
8. To review and update departmental policies and procedures when necessary for compliance with State and Federal regulations.
9. Monitor performance of the Cooperative Agencies within the Rock County Government to insure effective implementation of the terms of the cooperative agreement. If any Cooperative Agency needs corrective action, to develop and implement a plan for that Agency to meet its obligations set forth in the Cooperative Agreement.

Charter: Child Support Enforcement

10. Performance standards for customer service have been implemented in the Rock County Child Support Agency. Administration will investigate any complaints regarding client services, and adhere to the Administrative Complaint Process Plan for the Rock County Child Support Office.
11. The Personal Responsibility and Work Opportunity Reconciliation Act (PRWORA) requires States to establish procedures for the County Child Support Agencies to follow in the use of the PRWORA tools in the collection of Child Support which can be implemented administratively. The Rock County Child Support Agency uses these tools which include license suspension, seizure of personal and real property and financial account seizure.
12. The Wisconsin Child Support Procedural Manual and Bulletin Board Information are essential tools which aid in the day-to-day operation of this Agency. The manual provides resource materials available to all staff. The Bulletin Board system is information about procedures and problems from the Bureau of Child Support and is available to staff on line on a daily basis. The Child Support Manual will be reviewed and updated by the State when new policies and procedures are developed or changed.

B. Child Support Objectives:

To provide efficient and effective administration of State, Federal and County funded services, which include the areas of establishment of paternity and

related court orders, establishment of child support orders, enforcement of child support orders, modification of existing court orders, establishment of medical support orders, location of absent parents, establishment and enforcement of child support orders in Substitute Care and Kinship Care cases for the benefit of the citizens of Rock County pursuant to the following established standards and procedures:

1. Pursuant to the Federal Social Security Act Title IV-D and the Wisconsin Statutes, maintain a departmental system of planning to determine the course of action to be used in the child support office.
2. Pursuant to the Federal Social Security Act Title IV-D, Wisconsin Statutes and Wisconsin Administrative code, identify, arrange and direct work so that the work product of the Child Support Enforcement Office is achieved with the greatest possible efficiency. Performance standards are established by the State and Federal Government with the Child Support Agencies receiving allocations based on their performance in each of the performance areas.
3. Pursuant to Administrative Guidelines and Federal and State Statutes, effectively use employees of the Child Support Enforcement Office and those cooperative agencies to provide the most cost effective return as judged by actual revenues generated by the Child Support Office during the fiscal year.

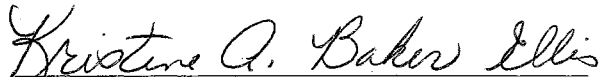
Other Performance Areas:

Public Relations/Community Awareness:

Charter: Child Support Enforcement

To promote public awareness, understanding, and positive regard for the Agency's Child Support Program by providing the following:

1. Requests by the media for information or by community organizations for group speaking or in service training are met to the fullest extent possible, within the limitations and confidentiality of the Agency and staff availability.
2. Complaints and/or concerns from citizens outside of the Agency and Legislative Representatives are treated seriously, courteously and promptly, resulting in appropriate corrective action, if necessary. An Administrative Complaint Process has been implemented pursuant to Federal and State requirements.
3. Outreach to teenagers of the community through the school system about our program and the impact payments of child support can have on those young people affected.
4. Citizens input regarding the Child Support Agency operations are always welcome and encouraged.



Kristine A. Baker Ellis
Child Support Director

Administrator's Comments

Child Support Enforcement

**Summary of
Department Requests and Recommendations**

Description	Department Request	Administrator's Recommendation
Positions	34.2	33.2
Salaries	1,297,666	1,260,372
Fringe Benefits	836,350	794,147
Operating Expense	1,118,654	1,118,654
Capital Outlay	13,459	13,459
Allocation of Services	0	0
Total Expense	3,266,129	3,186,632
Revenue	2,686,241	2,633,773
Fund Balance Applied	0	0
Tax Levy	579,888	552,859
Total Revenues	3,266,129	3,186,632

The Child Support Enforcement Office functions are set forth in the Charter. I refer the reader to the Charter for an explanation of the functions of the Office.

The recommended reimbursement for operating the Child Support Office is projected at \$2,633,773. The first source for this reimbursement is Federal Aid. Federal Aid covers 66% of all eligible administrative costs not otherwise funded by State Aid or other fees and is projected to be \$1,283,876. State Aid totals \$1,311,347. It is composed of \$1,240,347 in Performance Incentive Funds and \$71,000 for reimbursement of birthing expenses (MSL) that the Child Support Office anticipates it will collect on behalf of the State. Locally collected program fees are the smallest component of the revenue stream. Child Support Director Kris Baker Ellis anticipates collecting \$38,550 of fees in 2015.

The 2013-15 State Biennial budget increased State Aid by \$256,231 in 2014 as compared to the 2013 budget. In 2015, State Aid is expected to increase by an additional \$41,047.

Most State Aid is earned by the Child Support Office through performance incentive funds. Through the years, the Child Support Office has been successful in reaching these benchmarks. A summary table outlining these measures is below.

<u>Performance Incentive Funds</u>	<u>2015 Recommendation</u>
Court Order Establishment	\$252,841
Paternity Establishment	252,841
Collections on Current Support	210,236
Collections on Arrears Cases	224,596
Productive Adjusted Caseload	252,841
<u>Additional Funds for Improved Collections</u>	<u>46,992</u>
Total Performance Incentive Funds	\$1,240,347

The Performance Incentive Payments are based on achieving certain standards of performance as set by the State. The department expects to completely meet two of the five performance standards in 2015 (Court Order Establishment and Paternity Establishment) and approximately 70% of the Collection on Current Support and Collection on Arrears measures. The fifth performance payment measures the Productive Adjusted Caseload that requires cases to be reviewed within a specific time limit.

Ms. Baker Ellis notes that in 2015 the National Child Support Conference will be held in Milwaukee. The Child Support Office will carry over unused 2014 training funds to attend this conference. Given the rare in-state location, it is a great opportunity for staff to attend.

Ms. Baker Ellis requests 15 desktop computers, two laptops, and one multi-function printer to replace current equipment. The total cost is \$13,459 and is recommended.

Ms. Baker Ellis is requesting one new position, a 1.0 FTE Child Support Supervisor, effective April 1, 2015 to assist with caseload volume. Given the pressure on the tax levy, this action is not recommended.

The recommended tax levy for the Child Support Enforcement Office is \$552,859, which is a decrease of \$47,517 or 7.9% from the prior year.

#

Administrator's Comments

Contributions: Alternative Residential Program and Community Service Program

**Summary of
Department Requests and Recommendations**

Description	Department Request	Administrator's Recommendation
Positions	0	0
Salaries	0	0
Fringe Benefits	0	0
Operating Expense	75,328	73,505
Capital Outlay	0	0
Allocation of Services	0	0
Total Expense	75,328	73,505
Revenue	0	0
Fund Balance Applied	0	0
Tax Levy	75,328	73,505
Total Revenues	75,328	73,505

Rock County has traditionally provided funding for two programs operated by Rock Valley Community Programs, Inc. (RVCP): the Alternative Residential Program and the Alternative Service Program. The Alternative Residential Program has operated in Rock County for 40 years. The program is a residential community treatment center serving adult offenders. The bulk of funding for the residential program comes through contracts with entities such as the State Department of Corrections and the Federal Bureau of Prisons. For a number of years now, the County has provided \$12,750 to pay for residents' needs that are not covered by the program's other funding sources. The request and recommendation would continue funding at \$12,750 in 2015.

The Alternative Service Program coordinates and monitors community service placements for adults and juveniles sentenced to community service by the courts or ordered to participate as part of their probation. Community service generally provides benefits to three groups: the various community agencies that receive the advantage of the hours worked; the County because adults are sentenced to community service in lieu of serving jail time; and offenders who are provided with an opportunity to positively contribute to the betterment of the community. In 2013, the program provided 8,809 hours of community service for 227 adult clients. This is a 50% increase in hours over the prior year due to expanding the number of sites and continuing to participate in special projects and events hosted by nonprofit /tax supported agencies. Overall, more than 80% of participants carried through with their obligation to complete the program in 2013. Those who fail to complete their assigned hours are referred back to the Court system or their probation officer, resulting in either jail time or another probation sanction.

The agency's 2015 request for adult community service is \$62,578, a 3% increase over the prior year. I applaud the agency for providing an approximately 50% increase in service hours but recommend maintaining the 2014 funding level or \$60,755 due to keeping restraint on the limited tax levy. In future years, it will be up to the Criminal Justice Coordinating Council (CJCC) to determine whether RVCP can continue to provide the

necessary services for adults at this funding level or whether other community service program options will need to be pursued.

The total amount recommended from this account for the Alternative Residential Program and the Community Service Program in 2015 is \$73,505, the same amount that was provided in 2014.

N. Public Works Committee

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Public Works Department

Present Personnel (Full Time Equivalent)

<u>PWD – Airport</u>	
1.0	Airport Director
1.0	Airport Crew Leader
3.0	Airport Maintenance Worker
1.0	Account Clerk II
6.0	Total
<u>PWD – Parks</u>	
1.0	Parks Director
2.5	Patrol Worker
1.0	Community Coordinator
4.5	Total

<u>PWD – Highway</u>	
1.0	Public Works Director
1.0	Assistant to the Public Works Director
1.0	Public Works Accounting Supervisor
3.0	Public Works Superintendent
1.0	Shop Superintendent
0.4	Fleet Data Specialist
1.0	Storekeeper
1.0	Secretary II
1.0	PWD Cost Allocation Specialist
1.0	Account Clerk II
4.0	Crew Leader
2.0	Bridge Crew
1.0	PWD Maintenance Worker
6.0	Mechanic
1.0	Machinist
1.0	Shovel Operator
2.0	Welder
1.0	Stock Clerk
4.0	Heavy Equipment Operator
11.0	Heavy Truck Driver
37.5	Patrol Worker
81.9	Total
92.4	GRAND TOTAL

Public Works Department

Summary of Personnel Modifications

	Dept. Request	Admin. Rec.
Delete Position Public Works Department – Highway Patrol Worker	1.0	1.0
New Position Public Works Department – Highway Heavy Equipment Operator	1.0	1.0
Upgrade Public Works Department – Highway Account Clerk II to Cost Allocation Specialist PWD Maintenance Worker to Maintenance Worker IV	1.0 1.0	0 1.0
Re-Title Public Works Department – Highway & Parks Patrol Worker to Highway Worker	39.0	39.0

Charter: Public Works Department/Highway Division

Objectives and Standards

1. Administrative Operations

To provide administrative services necessary for the efficient operation of the department, which will include, but not be limited to issues such as accounting and billing for the Town and State work completed.

Standards:

- a. To develop a Department of Public Works Policy & Procedures Manual, including a sub-section dedicated to Financial Accounting Procedures.
- b. To insure that financial accounting for the Department of Public Works operations is both timely and accurate, as evidenced by continued checks or audits.
- c. To ensure that vouchers for work on State highways are sent monthly, including a charge for the accounting records and reports and a small tools charge.
- d. To insure that invoices for work performed on Town highways are mailed monthly.
- e. To administer the Wisconsin Department of Transportation Local Road Improvement Program (L.R.I.P.) in accordance with applicable sections of Wisconsin State Statutes, Section 86.31, and TRANS 206 of the Wisconsin Administrative Code.
- f. To assure that municipal invoices are paid promptly by enforcing policies as established by the Public Works Committee.

2. Federal Aid Projects

To plan and program for projects to be funded utilizing Federal Entitlement Programs under the provisions of the current federal authorization bill.

Standards:

- a. To include a reasonable timetable for programming, designing, acquisition of rights-of-way, relocation of utilities, bidding and construction of local bridges, STP-Urban and STP-Rural roadway improvement projects in the Rock County Highway Division Transportation Improvement Plan.
- b. To maximize the impact of revenues that are available by using county forces to construct these projects where feasible.
- c. To inspect and maintain an inventory of bridges greater than 20 feet in length, as required by the Federal Highway Administration.
- d. To keep municipalities and towns advised of the conditions of the bridges under their jurisdiction, so they can plan and budget for required bridge rehabilitation or replacement projects.
- e. To administer the Local Bridge Program in Rock County for the rehabilitation or replacement of these county and local bridges in a timely fashion.

3. State Highway Maintenance

To provide for the maintenance of State and Federal Highways including the Interstate System in a manner consistent with the budgetary restraints that are placed on counties in the distribution of state highway maintenance dollars.

Standards:

- a. To the extent possible, provide for state highway maintenance in a manner that is consistent with the guidelines included in the State Highway Maintenance Manual.
- b. To coordinate state highway maintenance activities with the regional and area maintenance staff from the State of Wisconsin Department of Transportation.
- c. To continually assess evolving technologies that may promote increased efficiencies and/or superior results.

Charter: Public Works Department/Highway Division

- d. To provide winter maintenance services in accordance with the State of Wisconsin Department of Transportation Roadway Classification System and Maintenance Manual guidance.

4. County Highway Operations - Maintenance & Construction

To perform roadway, right-of-way, and structure maintenance and construction at an optimal cost/benefit level. Roadway maintenance includes both summer and winter maintenance.

Standards:

- a. To perform a complete inventory of the County Trunk Highway (CTH) roadways, bridges and drainage structures, and update it regularly.
- b. To complete and update a multi-year CTH Transportation Improvement Plan.
- c. To conduct staff meetings attended by the Director, Superintendents, and other staff members as required, to discuss short-term projects, manpower and equipment needs, and to establish long-range goals and objectives for the Division.
- d. To conduct meetings with appropriate department personnel as required for scheduling unanticipated work needs. This work may be reactive to weather conditions, labor constraints, and/or equipment needs.
- e. To insure that all highway maintenance and/or construction improvements shall be completed in accordance with the latest edition of the State of Wisconsin, Department of Transportation, Standard Specifications for Road and Bridge Construction.
- f. To provide winter maintenance (plowing, salting, and sanding) on the county highway system and town roads at a service level that provides adequate mobility and safety, taking into consideration winter conditions and financial and environmental considerations.

5. County Highway Fleet Operations

To provide for the purchase or lease and maintenance of equipment, the purchase of materials and supplies, and maintaining a parts inventory sufficient to keep the DPW vehicle and equipment fleet running reliably, smoothly and economically.

Standards:

- a. To develop a comprehensive Department of Public Works Equipment Management Plan. This Plan should address the changing needs of this department, the existing conditions of the Department of Public Works Fleet, and the current equipment market conditions.
- b. To operate the machinery fund on a continuous basis insuring that revenues obtained offset expenses incurred in order to replace equipment when financially appropriate as recommended by the Equipment Management Plan.
- c. The Storekeeper to maintain a sufficient level of repair parts inventory to assure that repairs to the Department of Public Works fleet will be made in a timely and cost effective manner.
- d. To provide, within fiscal and staff constraints, a fleet of well maintained, road-worthy vehicles for the use of other County departments.
- e. To purchase fuel in a fashion that will provide both availability and cost advantage to the Department of Public Works.

6. Municipal Highway Maintenance

To provide for all types of road maintenance and construction services to the Towns and Municipalities in Rock County in the most efficient manner practicable.

Standards:

Charter: Public Works Department/Highway Division

- a. To continue to provide construction aid in an amount set by the County Board annually to each of twenty Towns, six Cities and three Villages for asphalt paving, crack filling or sealcoating of roads or streets by the Public Works Department.
- b. To continue working with the Public Works Committee in establishing a basis for a long term working relationship between the Rock County Highway Division and the Towns and Municipalities in Rock County.

7. Bridge Aid

To provide aid to Towns for the repair or replacement of bridges and large culverts in accordance with the requirements of Section 82.08 of the Wisconsin Statutes.

Standards:

- a. Subject to budgetary constraints, to provide a 50% match for the replacement or reconstruction of bridges on the town road system, per section 82.08. Under Section 82.08, Rock County is responsible for sharing in the cost of replacement of town bridges or large culverts.
- b. Subject to budgetary constraints, to provide a 50% match, for the replacement or reconstruction of bridges on the town road system funded under the Federal Local Bridge Program.
- c. To maintain an inventory and coordinate a biennial inspection program for bridges and, on a periodic basis, of culverts and small bridges (structures less than 20' long). To insure their safety and to provide for their timely repair and/or replacement.
- d. All repairs and reconstructions shall be within acceptable construction standards according to Wisconsin Department of Transportation construction codes.

8. Public Relations Performance

To provide high quality highway construction and maintenance service, thereby maintaining the Rock County Highway Division's reputation for effectively and efficiently meeting the County's highway traffic needs.

Standards:

- a. Complaints: Complaints about the activities or operation of the Highway Division are received in a courteous and professional manner and, if found to be valid, are resolved in a timely fashion.
- b. Public Education: The public is informed of the activities of and the services provided through the Highway Division via presentations given by department management staff at community and service club meetings and, when appropriate, via releases to the local media. Citizen input regarding the department's operations and priorities is always welcomed and encouraged.
- c. Information Sources: The Department shall make timely notifications of items of interest to the media, on the Internet and directly to the affected users, as applicable.

9. Highway Safety

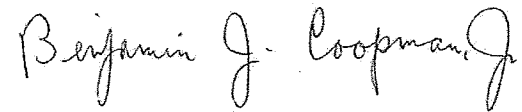
To provide a system of highways that will assure the safe and efficient transportation of people and goods at all times of the year.

Standards:

- a. To cooperate with the Rock County Traffic Safety Commission in the identification and improvement of traffic safety problem areas.
- b. To provide traffic controls on the CTH system at locations where the warrants are met, and to maintain traffic signing and pavement markings in accordance with the Wisconsin Supplement of the Manual of Uniform Traffic Control Devices, which will promote the safe operation of motor vehicles on the County Highway System.
- c. To maintain a log of all traffic control devices on the County Highway System.

Charter: Public Works Department/Highway Division

- d. To do its own and assist the Towns in making application for federal Highway Safety Improvement Program (HSIP) funding.

A handwritten signature in cursive script that reads "Benjamin J. Coopman, Jr.".

Benjamin J. Coopman, Jr., P.E. Director of Public Works

Charter: Public Works Dept./Parks Division

Objectives and Standards

1. Parks Operations and Maintenance

To provide quality park services in the maintaining of grounds, trails, parking lots, driveways, buildings, recreational equipment, and conducting safety inspections throughout the 17 parks, 3 trails and 2 wildlife areas, containing approximately 1100 acres of parkland and three small cemeteries owned by Rock County.

Standards.

- a. To set weekly work priorities and to ensure that the terms and conditions of contracted services are met, and that the general and specific requirements for grants such as the DNR Fish and Wildlife Grants, DNR Snowmobile Program and other DNR and/or federal grants are met.
- b. To mow the parks high activity areas, such as the two baseball fields, during the 28 to 30 weeks growing season once every seven to ten days. To mow the 67 acres of picnic sites once every 10-14 days and the park trails a minimum of three times during the growing season. In all towns that require it, mow the roadside ditches three times per year on those town roadsides, which form the park boundaries. To mow or control noxious weeds at all sites to comply with weed ordinances.
- c. To provide a weekly inspection of the 24 picnic areas containing a total of 172 regular or handicapped accessible picnic tables and six picnic shelters, three play apparatus areas, and park trails to schedule necessary maintenance work.
- d. To remove dead or dying branches, limbs and trees from picnic areas and to maintain over 168 park signs, 43 grills, three litter barrels and fifteen (½ yd.) dumpsters for trash under a contract, in order to maintain user safety and the integrity of our parks.
- e. To maintain bridle paths, hiking trails and cross-country ski trails along the six miles of trails at Gibbs Lake, the six miles at Magnolia Bluff, two miles at Happy Hollow and the two and three-tenths miles at Carver Roehl Park, work with the PNTF on operation and maintenance of the 6.0 miles of the PTNT, work with the RCIATC and RTC on the IA/Multi-Use Trail for development, operation and maintenance of 4.5 miles of trail. This is biannual maintenance based on biweekly inspection reports.
- f. To provide and maintain clean, litter free parks on a regular basis during the 30 week growing season, and every two or three weeks during the balance of the year, via our litter barrels and contracted service on 15 containers.
- g. To provide and maintain clean toilet buildings (18), according to State standards (SS 55.67, 55.64, 52.04; Admin. Code H65, SS 145.01, and Chapter 13 of the Rock County Ordinance) and to pump the toilet vaults once each year under contract. An additional four toilet units are provided under seasonal contract at Indianford Park. A total of 22 toilet facilities are under Park Division supervision.
- h. To the extent possible, provide and maintain clean, safe public wells, thirteen in total, on a continuous basis and provide annual testing at each well to ensure safe and healthy water quality according to State Standards and Statutes NR112, H78, SS27, NR109.30 (Safe Drinking Water Act), relevant OSHA Standards and Administrative Code 109. Compliance requires working with the Rock County Health Department in taking water samples at least once every season with an additional second and up to five samples required to confirm bacteriologically unsafe samples, plus taking samples annually for nitrate levels. If a well is found to be bacteriologically unsafe, it must be chlorinated and disinfected.

Charter: Public Works Dept./Parks Division

- i. To provide, maintain and inspect on a regular basis three boat landings at: Gibbs Lake, Happy Hollow and Royce Dallman Parks during the 30-week spring/summer period. To install repair, refurbish, and remove the piers and landings annually, (NR50, SS27). To collect landing fees at Royce Dallman, Happy Hollow and Gibbs Lake.

2. Facilities, Acquisition and Improvements

To provide facilities, land acquisition and reconstruction to buildings and recreational equipment.

Standards.

- a. The 2009-2014 Parks Outdoor Recreation and Open Space Plan was completed and adopted at the beginning of 2009 began implementation that year. This keeps Rock County eligible for DNR and Federal grants. The current plan is being updated and will be completed and adopted by the beginning of 2015.
- b. To work on those items in the *County Park, Outdoor Recreation and Open Space Plan* to get grant funds via DNR. The site plan for Beckman Mill was completed in May of 2000 and grants funds helped complete the project. Other projects include toilet building at Sweet Allyn Park, and various infrastructure improvements and acquisitions.
- c. To improve Rock County's ability to receive grants for park purposes by developing a set of criteria to provide for adequate and safe park maintenance standards to alleviate existing and future risk to Rock County.
- d. Work to maintain interdepartmental relationships with the Planning, Public Works Highway and Airport Divisions, Health Department, as well as the County 4-H Extension Office, Land Conservation Department, County Surveyor and all other key county departments such as the Sheriff's Department.
- e. Continue work toward development and maintenance of 4.5 miles of multi-use recreational trail between Janesville and Milton.

- f. Work with the Friends of Beckman Mill, Incorporated, to maintain the historic structures at the Beckman Mill site.
- g. Continue work with the Friends of the Welty Environmental Center on a building and programming for natural history of Beckman Mill County Park area.
- h. Continue fee collection for picnic shelters, ball fields and beer/wine permit fees started in 2003 and boat landing fees that were implemented in 2004.

3. Deer Display

To work with James and Nancy Schoonover, the owners of the White-Tailed Deer Display. To work with what funds and policy decisions are made for the long-term future plans for this program.

4. Dam Maintenance and Inspection Operations

To maintain and cooperate with the Wisconsin Department of Natural Resources in inspecting the operation of Rock County hydraulic structures according to the Wisconsin Public Service Commission and DNR operating orders.

Standards.

- a. To maintain and inspect the water levels of the Gibbs Lake hydraulic structure. The operating orders are: Gibbs Lake PSC-2-WP 461 (1939) and 2-WP-1716 (July 1963).
- b. To work with FBM to operate and maintain the dam and fish passage at Beckman Mill County Park.
- c. Perform related duties as the Board of Supervisors deems appropriate.

5. Rock County Snowmobile Program

To meet the goals and objectives of the Rock County Snowmobile Plan adopted by the Rock County Board of Supervisors and 100% funded by the State of Wisconsin on 226.4 miles of trail in a proposed grant of \$56,600 for the 2014-2015 season. This is for maintenance, easement

Charter: Public Works Dept./Parks Division

acquisition, development, bridge rehabilitation and new bridges. Currently, there are 24 bridges owned as part of this system. Rock County Parks, in partnership with the Rock County Alliance of Snowmobile Clubs, operates this system. These snowmobile clubs make up the Alliance:

- | | |
|--------------------------|---------------------------|
| 1) Brodhead Snowdrifters | 6) Lake Koshkonong Club |
| 2) Sundowners | 7) Janesville Snow Chiefs |
| 3) Snowblowers | 8) Milton Snow Riders |
| 4) Evansville Sno Devils | 9) Country Riders |
| 5) Clinton Fencehoppers | |

Standards.

- a. To administer the snowmobile program through subcontract with the Rock County Snowmobile Alliance. To purchase the snowmobile trail signs, posts, etc., and to monitor the annual easement program.
- b. To comply with NR 50 and the Administrative Code governing program aids and to maintain records and files for Snowmobile Plan updates as needed, and work with the Planning Department.
- c. Keep track of and inspect 24 existing bridges and any new ones that are added.

6. Implementation of Park Site Plans

Work to carry out, insofar as budgets or grants permit, the steps of park site development such as those done for Beckman Mill, Carver Roehl, Magnolia Bluff, etc.

Standards.

- a. Work with County provided funds.
- b. Work with and seek matching funds under aid programs.
- c. Work with and seek grants or gifts from individuals, corporations or foundations.

Other Performance Areas

7. Public Relations Performance

To provide high quality park service in such a manner that the Rock County Parks Division maintains a deserved reputation for excellence.

Standards.

- a. Communications: Rock County residents are informed of the activities and services of the Parks Division through the Rock County website, educational presentations before community and service clubs, horseback riding clubs, Boy Scout groups and when appropriate, releases to the local media and work with these friends partnership groups:

Friends of Beckman Mill, Inc. (FBM, Inc.)
Friends of the Welty Environmental Center, Inc. (FWEC, Inc.)
Rock County Association of Snowmobile Clubs, Inc. (RCASC, Inc.)
Pelishek Nature Trail Foundation, Inc. (PNTE, Inc.)
Rock County Ice Age Trail Chapter (RCIATC)
Rock Trail Coalition, Inc. (RTC, Inc.)
Friends of Carver-Roehl Park (FCR, Inc.)
Rock County Multi-Use Trail Group (RCMUTG, Inc.)
Rock County Conservationists (RCC, Inc.)
Any new groups authorized by the Public Works Committee and Parks Advisory Committee

- b. Complaints: All complaints received by the Parks Division are looked into and, if at all possible, resolved on a timely basis.
- c. Programming: Offer a wide variety of fee-based public outdoor recreation and educational programs. Offer free field trips to Rock County school districts.

Charter: Public Works Dept./Parks Division

8. Current Park Use Data

Based on the totally voluntary action of people calling in and obtaining a "Park Use Permit"/Reservation form, these figures indicate that larger than ever numbers of people use the parks. For those parks where special use permits were asked for, substantial growth continues to take place.

Park Reservations

Year	# of Permits	# of Visitors
1998	130	19,814
1999	186	27,049
2000	168	28,993
2001	157	23,467
2002	146	21,642
2003	160	24,739
2004	146	23,951
2005	151	23,290
2006	150	17,727
2007	150	17,265
2008	149	16,275
2009	148	17,534
2010	150	15,453
2011	155	16,951
2012	161	17,861
2013	157	17,231
2014	137	15,310 * as of June 30, 2014

This table reflects highly expanded use and the fact that the boat launch site users are willing to help defray costs associated with this recreational activity. In 2004, boat-landing fees were mandated at the three County landings.

Year	Coop. DNR Newville	Gibbs Lake	Royce Dallman	Happy Hollow	Counter Sales	Totals
2006	464	2,383	3,406	2,431	1,325	10,010
2007	331	2454	8,119	2,581	965	14,450
2008	0	2,173	4,145	2,031	738	9,087
2009	0	3,564	9,492	1,695	1,245	15,997
2010	0	3,714	10,375	1,490	905	16,484
2011	0	3,340	10,580	1781	1,465	17,166
2012	Total All Landings					17,605
2013	Total All Landings					17,966
2014	Total All Landings *As of June 30, 2014					11,097



Lori Williams, Parks Director

Charter: Public Works Department/Airport Division

Objectives and Standards

1. GENERAL AVIATION OPERATIONS

To provide safe operations 24 hours per day, 365 days per year for a 1,405 acre facility including runways, taxiways, ramps, clear zones, and safety areas.

Standards:

- a. Maintain runway and taxiway marking on a yearly cycle.
- b. Maintain over 10 miles of perimeter wildlife/security fencing.
- c. Perform maintenance on 104 equivalent lane mile of pavement by FAA standards as required.
- d. Plow snow from all areas to ensure safe movement of aircraft and vehicles.
- e. Minimize the wildlife population near the Airport runways by mowing the grass regularly.
- f. Provide t-hangar and tie-down facilities on a rental fee basis for small, based aircraft.

2. COMMERCIAL OPERATIONS

To encourage vigorous, profitable competition among commercial operators located at the Airport. Maximize employment levels of commercial operation at the Airport. To achieve the widest range of aviation services available to the citizens of the county and the users of the Airport.

Standards:

- a. Negotiate leases and charges with operators.
- b. To a limited degree, market commercial aviation services to the community.

- c. Encourage commercial development at proper locations on the Airport.

3. ADMINISTRATION

To administer the Airport in a professional and businesslike manner. To maximize Airport revenues in an effort to become as self-sustaining as possible. To promote and develop the Airport in order to maximize its value to the county. To routinely inspect for and enforce applicable federal and local laws at the Airport.

Standards:

- a. Prepare and operate within an annual budget.
- b. Make applications for federal and state airport aid.
- c. Liaison between the County and FAA and Wisconsin Bureau of Aeronautics.
- d. Develop and administer fair and equitable charges for airport services.
- e. Prepare a six-year capital improvement plan every even numbered year.
- f. Maintain a good, business-like relationship with all Airport tenants.
- g. Encourage aviation-related development.
- h. Establish public relations and marketing programs.
- i. Meet all standards of Federal Aviation Regulation Part 139 and TSA Reg. 1542.
- j. Ensure compliance with current and future security enhancements.
- k. Wildlife Hazard Management.
- l. Maintain FAR 139 Airport Certification Manual to meet changing FAA standards.

Charter: Public Works Department/Airport Division

- m. Comply with all provisions of the Airport Certification Manual
- n. Maintain a runway incursion prevention program.
- o. Enforce an overlay-zoning ordinance to protect the runway approaches from incompatible land uses.
- p. Ensure all tenants comply with Airport Minimum Standards and Rules and Regulations.
- q. Update the Airport Emergency Plan yearly.

4. FACILITY AND EQUIPMENT MAINTENANCE

To maintain a sufficient complement of ground vehicles and personnel necessary to meet Airport standards to ensure safe operation. To maintain a good working relationship with FAA personnel employed at the Airport.

Standards:

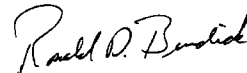
- a. Perform routine building maintenance and maintain public buildings in the best practical condition.
- b. Perform equipment and vehicle maintenance in-house.
- c. Provide a neat, clean, and safe facility to all Airport users.
- d. Coordinate airfield activities with air traffic control personnel when the tower is open.
- e. Issue NOTAM's (Notice to Airman) when Airport operating conditions become substandard.
- f. Maintain the airfield lighting system in good working order.

5. PUBLIC RELATIONS

Educate the general public and flying community of the functions and growth of the Airport.

Standards:

- a. Provide information to the school systems and the general public regarding the Southern Wisconsin Regional Airport.
- b. Provide tours of the Airport to any interested parties.
- c. Continue to expand educational opportunities at the Southern Wisconsin Regional Airport.
- d. Releases to media of the functions available through the Airport.
- e. Public Relations support to businesses located on the Airport.
- f. Distribution of promotional materials to stimulate growth of the Airport.



Ronald D. Burdick, Airport Director

Department

Public Works

Budget Analysis by Program

Programs	Highway Admin.	Federal Aid Projects	State Highway Maintenance	County Highway Maintenance	Municipal Highway Maintenance	Bridge Aid	Misc. Services	Cost Pools
Positions	9.75	0.00	20.20	26.00	12.30	0.00	0.00	14.55
Salaries	\$802,300	\$0	\$1,031,429	\$2,327,780	\$657,000	\$0	\$0	\$2,031,800
Fringe Benefits	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,467,125
Operating Expenses	\$424,758	\$47,290	\$1,968,571	\$4,872,494	\$843,000	\$72,500	\$25,250	\$5,116,907
Capital Outlay	\$12,700	\$0	\$0	\$0	\$0	\$0	\$0	\$1,958,500
Allocation of Services	(\$7,550)	\$0	\$0	(\$63,328)	\$0	\$0	\$0	(\$10,765,832)
Subtotal	\$1,232,208	\$47,290	\$3,000,000	\$7,136,946	\$1,500,000	\$72,500	\$25,250	\$808,500
Indirect Cost Alloc.	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$1,232,208	\$47,290	\$3,000,000	\$7,136,946	\$1,500,000	\$72,500	\$25,250	\$808,500
Revenue	\$296,300	\$12,500	\$3,000,000	\$2,493,941	\$1,500,000	\$0	\$25,250	\$5,000
Deferred Financing								
Fund Bal. Applied	\$75,000	\$0	\$0	\$0	\$0	\$72,500	\$0	\$0
County Share	\$860,908	\$34,790	\$0	\$4,643,005	\$0	\$0	\$0	\$803,500

Department

Public Works

Budget Analysis by Program

Programs	Motor Pool	Airport Admin. & Operations	Airport Capital Improv.	Parks Admin & Operations	Parks Capital Projects	Parks Grants	Budget Summary
Positions	0.10	6.00	0.00	4.50	0.00	0.00	92.40
Salaries	\$2,000	\$506,700	\$0	\$390,919	\$0	\$0	\$7,749,928
Fringe Benefits	\$0	\$0	\$0	\$0	\$0	\$0	\$2,467,125
Operating Expenses	\$216,200	\$353,774	\$18,400	\$166,676	\$0	\$59,600	\$14,185,420
Capital Outlay	\$130,000	\$4,400	\$20,000	\$0	\$540,000	\$0	\$2,665,600
Allocation of Services	(\$130,000)	\$0	\$0	\$0	\$0	\$0	(\$10,966,710)
Subtotal	\$218,200	\$864,874	\$38,400	\$557,595	\$540,000	\$59,600	\$16,101,363
Indirect Cost Alloc.	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$218,200	\$864,874	\$38,400	\$557,595	\$540,000	\$59,600	\$16,101,363
Revenue	\$218,200	\$340,840	\$0	\$48,793	\$240,000	\$59,600	\$8,240,424
Deferred Financing					300,000		\$300,000
Fund Bal. Applied	\$0	\$0	\$38,400	\$0	\$0	\$0	\$185,900
County Share	\$0	\$524,034	\$0	\$508,802	\$0	\$0	\$7,375,039

Administrator's Comments

Public Works

Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	92.4	92.4
Salaries	7,749,928	7,747,190
Fringe Benefits	2,467,125	2,467,125
Operating Expense	14,185,420	14,130,420
Capital Outlay	2,665,600	2,490,600
Allocation of Services	(10,966,710)	(10,966,710)
Total Expense	16,101,363	15,868,625
Revenue	8,240,424	10,273,442
Deferred Financing	300,000	1,381,000
Fund Balance Applied	185,900	231,458
Tax Levy	7,375,039	3,982,725
Total Revenues	16,101,363	15,868,625

The budget request for the Public Works Department includes total requested expenditures of \$16,101,363 with a tax levy request of \$7,375,039. This is composed of a tax levy request of \$508,802 for Parks Operations, \$524,034 for Airport Operations and \$6,342,203 for Highway Operations.

PARKS

The main County Parks account contains the operational costs and revenue for the Parks System. The 2009 Budget moved the Community Coordinator position to full time. The County Board directed that the additional cost of making this position full time be taken from the ATC funds that were set aside for Parks purposes. Due to the declining balance of ATC funds, Parks Director Lori Williams is requesting that the Community Coordinator position be funded 100% by the tax levy in 2015 at a cost to the levy of \$37,859. I am recommending that this cost be funded from ATC funds in 2015. Based on this action and projects previously approved by the County Board, it is anticipated that there will be no ATC funds remaining for Parks purposes at the end of 2015. The County Board will have to make a decision as it considers the 2016 budget regarding full funding of this position.

The 2014 Budget included the final \$50,025 annual payment for the principal and interest to the Rock Koshkonong Lake District. The 2014 payment paid off the \$600,000 the County agreed to pay the Lake District when the District agreed to take ownership of the Indianford Dam.

A total of \$375,000 is requested for Parks capital improvements in the 2015 budget. A list of the requested improvements and a brief description follows:

2015 Parks Capital Project Requests Listed by Priority

<p>1) <u>Turtle Creek Parkway</u> Remove and replace entire roof on building. The current roof needs to be replaced as shingles are curling with a few missing.</p>	<p>\$50,000</p>
<p>2) <u>Happy Hollow Parking Lot</u> Repave Parking lot and Boat launch area. This is in need of replacement due to flooding and drainage issues.</p>	<p>\$150,000</p>
<p>3) <u>Happy Hollow Park Road</u> Pulverize and Pave Happy Hollow Park Road. This road is in need of replacement and raising due to flooding and drainage issues</p>	<p>\$125,000</p>
<p>4) <u>Carver-Roehl Bathroom</u> Remove and replace current block bathroom building. Current structure is old and difficult to clean and does not have sweet smelling technology.</p>	<p>\$50,000</p>
<p>Total 2015 Request</p>	<p>\$375,000</p>

Ms. Williams proposes funding these projects with \$300,000 of long-term debt and \$75,000 of sales tax funding.

I am recommending that the Turtle Creek roof project and Happy Hollow Parking lot repaving project be completed in 2015 and funded by sales tax receipts. In

addition, I am recommending an additional \$16,837 in sales tax funds for projects budgeted in previous years that will not be completed until 2015.

These projects are included in the Parks Capital Projects account. Also included in this account is \$148,163 in funds from prior years that will be expended in 2015 for projects that were not completed in 2014, including Sportsman's Park playground equipment, Gibbs Lake parking lot paving, Turtle Creek canoe launch, the Sweet Allyn Park bathroom building, and the Magnolia Bluff trail.

The recommended tax levy for Parks Operations is \$470,943, which is a decrease of \$39,348 or 7.7% from the prior year.

AIRPORT

The Airport has requested a tax levy of \$524,034, which represents an increase of \$57,101 over the prior year.

Revenue at the Airport comes from a variety of sources including fuel flowage fees, lease payments, rent payments for T-hangers, landing fees and non-aviation sources. Airport Director Ron Burdick indicates it has been a number of years since fuel flowage or landing fees have been increased. To stay competitive with other airports, he is not requesting an increase in these fees, which is recommended. The lease and rental contracts the County has with tenants allow for an annual increase equal to the CPI-U not to exceed 4%. Mr. Burdick indicates the CPI-U currently would allow a 2.1% increase in rates for 2015, which is built into the 2015 budget.

The terminal building project is nearing completion. One of the final steps will be to find a tenant for the restaurant space in the terminal. Mr. Burdick hopes to have a tenant identified in spring 2015 to ensure that the restaurant may be operational for about half of the year. Also with the completion of the terminal comes the first year of operational costs. Additional costs to the tax levy in 2015 for terminal operations total \$31,324 including utilities, natural gas, an expanded cleaning contract based on more square footage, and the costs for data lines for phone and Internet connectivity.

The 2015 budget also includes \$1,600 for the cost of two computer replacements and monitors and \$5,000 for replacing two tires on the airport fire truck. Following the completion of the terminal building and related projects, there are fewer capital projects in 2015. Mr. Burdick describes the funding sources and projects as follows:

By the end of October 2014, the terminal renovation project that included administration offices, conference rooms, pilots lounge, exterior upgrades, and rough-ins for a future restaurant will be complete. Also scheduled for 2014 was reconstruction of the terminal parking lot to comply with the City of Janesville parking codes. This project is scheduled to be completed in 2014 with the County paying 100% of the project costs and the state reimbursing the County 80% of the project costs in July of 2015.

The Bureau of Aeronautics has programmed two projects for 2015:

1. Survey and Clear Runway Approaches. Work would include surveying the end of each runway approach, indentifying any obstructions such as trees that have grown into the approach surface, and topping or removing that obstruction.
2. Wildlife Hazard Assessment Update. Wildlife hazards continue to be one of the top priorities for the FAA. The original assessment was completed in 2011. At this time, the FAA is requiring all commercial service airports to undergo an assessment update every four years to see if there has been any change in wildlife patterns.

Both projects are eligible for federal Airport Improvement Program (AIP) funds at a rate of 90% Federal, 5% State, and 5% County. For the project to survey and clear runway approaches, the total cost is \$45,000, with the County contributing \$2,500. For the wildlife hazard assessment, the total cost is \$5,400, with the County contributing \$300. Both projects are recommended.

The Airport operations account has historically been treated as an enterprise or business activity account for accounting purposes. In 2014, this account was changed to a Special Revenue Fund to be more consistent with accounting rules. I

have recommended applying the remaining \$45,558 of fund balance to offset the costs of operations in 2015.

The recommended tax levy included in the 2015 Airport Budget is \$471,676, which is an increase of \$4,743 or 1.0% from the prior year.

HIGHWAY

The Highway Division is by far the largest operating division in the Public Works Department. It provides services to the State and towns, as well as maintains the County Trunk Road System. The 2015 budget request includes a total of \$6,342,203 in tax levy for the Highway Division, which is \$3,205,541 more than the amount levied for 2014.

The County Maintenance and Construction Account funds work on the County Trunk Highway system. The requested funding is as follows:

Maintenance & Construction Account Summary-2015

Account	Amount
Blacktopping	\$2,774,000
Winter	\$2,120,172
Routine	\$1,443,050
Seal Coating	\$176,400
Equipment Storage	\$244,000
Shouldering	\$107,369
Bridge Maintenance	\$58,384
Cracksealing	\$104,300
Grader Patching	\$109,271
Total	\$7,136,946

The \$2,774,000 requested for blacktopping compares to a total of \$2,327,000 included in the 2014 Budget. Road construction projects being considered for 2015 include the following, in priority order:

Proposed County Construction Projects- 2015							
Priority	Route	From	To	Length	Work	Estimated	Cumulative
				(miles)	Type	Cost	Total
1	CTH F	Janesville Limits	USH 51	1.80	mill + 4"	\$553,000	\$553,000
2	CTH H	USH 14	CTH M (south)	4.50	mill + 4"	\$1,381,000	\$1,934,000
3	CTH Y	Janesville Limits	Milton Limits	2.00	mill + 4"	\$590,000	\$2,524,000
4	CTH A	USH 14	Walworth Co. Line	10.00	engineering	\$125,000	\$2,649,000
5	CTH MM	USH 14	CTH M	6.50	engineering	\$125,000	\$2,774,000
		Totals		24.80		\$2,774,000	

The CTH F, CTH H and CTH Y projects involve milling the existing pavement and putting down four (4) inches of new asphalt. I am recommending that the \$2,524,000 cost for these projects be funded with long-term debt. The CTH A and CTH MM projects include design engineering only, with construction costs to be funded in future years. I am recommending that these engineering costs be funded with \$250,000 in sales tax funding.

The seal coat projects for 2015 in priority order include:

Priority	Route	From	To	Length	Width	Estimated
				(miles)	(feet)	Cost
1	CTH A	STH 104	STH 213	4.2	23	\$86,100
2	CTH M	Townline Rd.	CTH KK	4.3	23	\$90,300
	Totals			8.5		\$176,400

I recommend funding both projects with long-term debt. I am also recommending that \$211,669 in costs for shouldering and crack-sealing be funded with sales tax receipts.

Under Section 82.08 of the Wisconsin Statutes, counties must fund 50% of the cost to reconstruct bridges on the town road system if they are larger than a certain size. These funds must come from a limited tax levy on the taxable property in the towns. No new tax levy is requested in 2015. Instead, \$72,500 will be included in the account from funds forwarded from the available fund balance. Of this amount, \$12,500 will be transferred in for the Smith Road Bridge project, which is also a federal aid project in 2015.

A source of revenue which appeared in the 1998 Budget for the first time was revenue derived from charging towns for winter maintenance. For many years, the Committee practice was to not charge towns for winter maintenance, which meant the cost was picked up by the county tax levy. The county charged a rate of \$885 per centerline mile in 2011, 2012, 2013, and 2014. In 2015, State Aid for town roads is increasing slightly, and Public Works Director Ben Coopman proposes raising the rate to \$900 per centerline mile in 2015. This increase is anticipated to raise an additional \$9,469 in revenue in 2015 and is recommended.

In addition, the rate for routine maintenance is \$1,700 per centerline mile and has remained the same rate since 2012. Mr. Coopman proposes leaving this rate at \$1,700 for 2015.

One of the line items in the Highway Administration account is entitled County Aid for Road Construction. This program has existed for a number of years where the County provides matching funds for blacktopping and seal coating. These accounts have been reduced over the years. The amount recommended for 2015 is left at \$3,000 per town for 15 participating towns for a total of \$45,000. Cities are no longer included as counties can no longer do construction work for cities over 5,000 population as a result of a recent change in state law.

In the 2014 budget, funding for the CTH G and CTH BT "mega project" was included as a federal aid project. This included more than \$7.0 million from a combination of long-term debt and sales tax funds as the County's share of what is now estimated to be a \$29.0 million project. Bids will be let in fall 2014 with construction in 2015.

Projects and funding requested under the Federal Aid Projects account for 2015 are as follows:

Proposed Federal Aid Projects- 2015								
Priority	Route	From	To	Length	Work	Project	County	Cumulative
				(miles)	Type	Cost	Cost	Total
1	CTH X	Clinton Limits	Walworth Co.	1.00	Safety-const	\$72,900	\$7,290	\$7,290
2	Smith Rd. Brdg.				Design	\$25,000	\$12,500	\$19,790
						\$97,900	\$19,790	

I recommend that \$7,290 be funded through the sales tax. As noted, \$12,500 for the Smith Road Bridge project will be funded through the County Bridge Aids account.

Mr. Coopman has requested \$75,000 in 2015 to contract for a study that would evaluate Highway operations to determine if the department is operating efficiently and effectively. Specifically, such a study could review the amount and type of equipment in the fleet, provide suggestions on improving and focusing operations, and recommend how to better manage projects. Given the increasing costs associated with large equipment and capital purchases, as well as the upcoming need in the next several years to expand operations to provide services related to an expanded I-39/90, such a report could provide valuable information going forward. I am recommending that this study be paid for through an application of fund balance.

Each year, Mr. Coopman requests equipment to replace equipment and vehicles that are no longer functioning, as well as to spread out the costs of updating the fleet over a regular replacement cycle. Equipment requests for 2015 include the following:

2015 CAPITAL EQUIPMENT LIST					
PRIORITY	EQUIPMENT	QTY	UNIT PRICE	TOTAL \$	CUML \$
1	2WD BROOM TRACTOR W/ CAB AND BROOM	1	\$ 40,000.00	\$ 40,000.00	\$ 40,000
2	CRACK GRINDER	1	\$ 15,000.00	\$ 15,000.00	\$ 55,000
3	MOWING TRACTORS	3	\$ 60,000.00	\$ 180,000.00	\$ 235,000
4	DITCHBANK MOWER	3	\$ 8,000.00	\$ 24,000.00	\$ 259,000
5	QUAD AXLE TRUCK (PLOW)	2	\$ 225,000.00	\$ 450,000.00	\$ 709,000
6	BATWING MOWER	1	\$ 15,000.00	\$ 15,000.00	\$ 724,000
7	TRUCK BROOM	2	\$ 10,000.00	\$ 20,000.00	\$ 744,000
8	GPS FOR GRADER	1	\$ 76,000.00	\$ 76,000.00	\$ 820,000
9	STATE TANDEM (NEW SECTIONS)	2	\$ 200,000.00	\$ 400,000.00	\$ 1,220,000
10	PATCH TRAILER (HOT BOX)	2	\$ 20,000.00	\$ 40,000.00	\$ 1,260,000
11	NEW SUPERVISOR TRUCKS	3	\$ 45,000.00	\$ 135,000.00	\$ 1,395,000
12	MAXI DUMP BOXES	3	\$ 15,000.00	\$ 45,000.00	\$ 1,440,000
13	10 TON TRAILER (BRIDGE CREW)	1	\$ 12,000.00	\$ 12,000.00	\$ 1,452,000
14	PICKUP TRUCKS (4X4)	3	\$ 35,000.00	\$ 105,000.00	\$ 1,557,000
15	COLD PLANER SELF PROPELLED	1	\$ 50,000.00	\$ 50,000.00	\$ 1,607,000
16	LOADER 3YD MIN	1	\$ 200,000.00	\$ 200,000.00	\$ 1,807,000
17	GRADER	1	\$ 350,000.00	\$ 350,000.00	\$ 2,157,000
18	OSHKOSH	1	\$ 300,000.00	\$ 300,000.00	\$ 2,457,000
19	ROLLER SOIL (SMOOTH AND SHEEPSFOOT)	1	\$ 150,000.00	\$ 150,000.00	\$ 2,607,000
20	USED DOZER WITH GPS SYSTEM D6	1	\$ 200,000.00	\$ 200,000.00	\$ 2,807,000
21	CHIP SPREADER	1	\$ 200,000.00	\$ 200,000.00	\$ 3,007,000
22	VEHICLE FOR ASST TO COMMISH	1	\$ 25,000.00	\$ 25,000.00	\$ 3,032,000
23	MINI EXCAVATOR (USED)	1	\$ 35,000.00	\$ 35,000.00	\$ 3,067,000
24	ASPHALT ROLLER	1	\$ 140,000.00	\$ 140,000.00	\$ 3,207,000

Capital equipment acquisitions do not directly increase the property tax levy. They are accounted for as a decrease in one type of asset (cash) and an increase in another (equipment inventory value). As equipment is depreciated, it is paid for through charging cost centers (like winter maintenance) for its use.

The operational study to be conducted in 2015 will likely have recommendations on prioritizing equipment purchases, and may lead to a change in the types and quantities of equipment the County purchases. As a result, it may be prudent in 2015 to reduce equipment expenditures until we develop a future plan based on the operational analysis. Therefore, I have reduced the budget for equipment to \$1,220,000 and leave it to Mr. Coopman and the Public Works Committee to prioritize the purchases.

The 2015 budget contains a request for \$1,014,000 for a variety of capital repairs and improvements to facilities. The requested 2015 capital improvement projects are as follows:

2015 Facilities Capital Project Requests					
Priority	Item	Quantity	Unit \$	Amount	Cumulative
1	Generator Repl & Switchgear Upgrades	1	\$295,000	\$295,000	\$295,000
2	Orfordville Garage Roof Replacement	1	\$180,000	\$180,000	\$475,000
3	Eliminate Tire Shop Boiler	1	\$25,000	\$25,000	\$500,000
4	DPW Office Tuckpointing	1	\$10,000	\$10,000	\$510,000
5	DPW Exterior Lighting Upgrades	1	\$26,000	\$26,000	\$536,000
6	Wash Bay Updates	1	\$80,000	\$80,000	\$616,000
7	Paint Interior of DPW Repair Shop	1	\$23,000	\$23,000	\$639,000
8	DPW Office Remodeling	1	\$350,000	\$350,000	\$989,000
9	Orfordville Garage Lighting Replacement	1	\$25,000	\$25,000	\$1,014,000

I have recommended a total of \$536,000. These items will be purchased with cash and depreciated.

Mr. Coopman has requested several personnel actions. The first is to delete a vacant Patrol Worker position and create a new Heavy Equipment Operator position in its place. This change would allow the three highway crews to be staffed more efficiently and is recommended. The second request is the reallocation of the Public Works Department Maintenance Worker to a Maintenance Worker IV. This position is performing similar work, and requires similar skills, to the Maintenance Worker IV positions in the General Services Department. This request is recommended. Third, Mr. Coopman requests that an Account Clerk II position be upgraded to a Cost Allocation Specialist. I am not recommending this change. Fourth, Mr. Coopman requests to re-title the position of Patrol Worker to Highway Worker. Mr. Coopman feels this change may help in recruiting as it would be clearer as to the responsibilities of the job. This change is recommended.

The recommended tax levy for the Highway Division is \$3,040,106, which is a decrease of \$96,556 or 3.1%.

The recommended tax levy for the Department as a whole (Highway, Airport and Parks) is \$3,982,725, which is a decrease of \$131,161 or 3.2%.

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Administrator's Comments

Rail Transit

Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	0	0
Salaries	0	0
Fringe Benefits	0	0
Operating Expense	28,000	28,000
Capital Outlay	0	0
Allocation of Services	0	0
Total Expense	28,000	28,000
Revenue	0	0
Transfer In	0	0
Fund Balance Applied	1,000	1,000
Tax Levy	27,000	27,000
Total Revenues	28,000	28,000

Three members of the County Board are appointed by the Board Chair to serve on the Rock County Rail Transit Commission. They are Rock County's voting members on both the Pecatonica Rail Transit Commission (PRTC) and the Wisconsin River Rail Transit Commission (WRRTC). The Commissions are made up of counties from the south-central area of Wisconsin. Rail Commissions participate in both the acquisition and rehabilitation of rail lines. The actual operations on the rail lines are contracted out with a short-line rail operator. The Commissions contract with the Wisconsin & Southern Railroad (WSOR).

The Commissions have agreed to work with WSOR and the Wisconsin Department of Transportation (WisDOT) on a regional capital improvement program. The program calls for improvement of rail segments to upgrade them to usable standards. The funding split is 80% WisDOT, 10% WSOR, and 10% Commissions.

The County will have an estimated fund balance of \$2,046 on December 31, 2014, and \$1,000 is recommended to be used toward the 2015 budget.

The WRRTC is asking its member counties for a \$28,000 contribution in 2015 to serve as the local share. The \$1,000 fund balance application brings the tax levy to \$27,000, which is the same as the prior year.

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