

October 13, 2011

Honorable Chair, Vice Chair and Members
Rock County Board of Supervisors

I respectfully submit the 2012 Budget for your review and consideration. The 2012 Budget includes a recommended tax levy of \$60,154,989.

Tax levy, total expenditures, tax rate and General Fund application comparisons with the previous year are as follows:

	Adopted <u>2011</u>	Recommended <u>2012</u>	% Change <u>2011-2012</u>
Total Expenditures	\$177,091,523	\$175,214,034	(1.06%)
Tax Levy	58,932,568	60,154,989	2.07%
Tax Rate	6.105960	6.407569	4.94%
General Fund Applied	0	0	0%

You will note that while the tax levy increases 2.07%, the tax rate increases 4.94%. This increase of approximately 30 cents per thousand is largely the result of the equalized value of the County decreasing by 2.73% from 2010 to 2011.

The tax rate of \$6.40 per thousand is a countywide average based on the County's equalized value as determined by the Wisconsin Department of Revenue. Each taxing unit (town, city or village) may have a rate for county taxes which is different depending on assessment practices and limited tax levy jurisdictions.

The tax levy increase is within the tax levy limits as imposed by the State of Wisconsin. It can be thought of as made up of three parts. Those parts are the amount allowed under the State imposed levy limits for operational costs; the amount for items funded by limited tax levies which are exempt from levy limits; and the amount needed for debt service. These amounts and percentages are as follows:

Levy Increase for Operations	\$578,734	0.98%
Levy Increase for Limited Levies	108,685	0.18%
Levy Increase for Debt Service	<u>535,002</u>	<u>0.91%</u>
	\$1,222,421	2.07%

The levy for operations is allowed to increase by 0% or the increase in net new construction. Rock County's net new construction went up by approximately .90% from 2010 to 2011. This generates the allowable \$578,734 in additional property tax levy. It appears as .98% on the above chart due to the various adjustments required as part of the formula for calculating the levy limit.

The County is also allowed to increase the operations levy by an additional .5% with a 3/4 vote of the County Board. Doing so would generate an additional \$256,632 in property tax revenue. This would be allowed because Rock County did not tax at the maximum allowed under the levy limits for the prior year. While increasing the levy an additional \$256,632 would be allowed under State law I have not recommended doing so.

The levy increase of \$108,685 which is exempt from levy limits consists of a levy increase of \$63,685 for the Arrowhead Library System and \$45,000 for Town Bridge Aid. The Arrowhead levy is levied on property in the towns plus the Village of Footville while the levy for Town Bridge Aid is levied on property in the towns.

The levy increase for debt service is an estimate based on projected results of a late October sale of \$22,000,000 of bonds for the Rock Haven project. We will have the sale results prior to the County Board adopting the 2012 Budget. The sale results could increase or decrease the amount needed for debt service in 2012 and thus slightly increase or decrease the property tax levy.

In addition to tax levy limits, the County is also subject to State imposed tax rate limits. Tax rate limits were enacted in the early 1990s and in essence require that a county not exceed the tax rate adopted in 1992, which funded the 1993 Budget. This did not impact most counties as property values rose at a rate equal to or greater than the tax levies through the 1990s and continued until recently. However, property values fell in 2008, 2009 and 2010 in many counties including Rock County. As property value (equalized value) falls it takes a higher tax rate to raise the same amount of revenue (tax levy). This has pushed Rock County's tax rate for operational levy close to the tax rate cap. Recognizing the problem this causes many counties, the State has suspended the tax rate cap for operational levies for the 2012 and 2013 budget years. Hopefully, property values will have stabilized and begun rising by 2014.

Total expenditures included in the 2012 Budget are recommended to decrease by \$1,877,489 or 1.06% from the prior year. The budget for operational expenditures is recommended to decrease by \$3,406,585 or 2.03%. Debt service and Capital Outlay are up a combined \$1,529,096. The net amount results in a total expenditure reduction of \$1,877,489.

Rock County's estimated General Fund balance as of December 31, 2011 is \$24,079,222. After reserving a portion of this balance for delinquent taxes and other receivables, the expected December 31, 2011 Unreserved / Undesignated General Fund balance is \$18,005,742. This compares to an audited Undesignated General Fund balance of \$16,965,422 as of December 31, 2010. While this is higher than the previous year, it is still below the amount the County held at the end of 2006. Given

the uncertain state of the economy and the state's unreliability when it comes to funding its mandates I have recommended no General Fund application for 2012.

The County Sales Tax was adopted as part of the 2007 Budget process and became effective April 1, 2007. The 2011 Budget included \$9,430,849 in sales tax revenue to be used as follows:

\$7,522,973	Operational Costs
<u>\$1,907,876</u>	Capital Expenditures
\$9,430,849	

The University of Wisconsin Extension provides projections of county sales tax proceeds by county on an annual basis. UW Extension projections for 2012 indicate Rock County should realize \$10,106,150 in sales tax proceeds. Given the state of the local economy, I feel it is prudent to budget sales tax revenue at a lower level than the projections. Therefore, I have included \$9,700,000 in sales tax revenue in the 2012 Budget to be used as follows:

\$7,522,973	Operational Costs
<u>2,177,027</u>	Capital Expenditures
\$9,700,000	

The amount recommended for Operational Costs is at the same level as the amount used in the 2011 Budget. The amount designated for Capital Expenditures is for a variety of construction projects and equipment that I would otherwise recommend be funded through deferred financing.

Points of Interest

- 1) The 2011 Budget included \$100,000 to begin operations of an OWI Court or fund whatever services the Criminal Justice Coordinating Council felt would

best address the stricter OWI laws which became effective July 1, 2010. My understanding is that planning is underway for an OWI Court but that it will not become operational until 2012. Therefore, I am recommending the \$100,000 contained in the 2011 Budget be carried forward for use in 2012.

- 2) One of the provisions included in the State Budget Repair Bill requires public employees (other than sworn law enforcement) to pay half of the required Wisconsin Retirement Systems contribution. This amounts to 5.9% of wages in 2012. It became effective in August 2011 for non represented employees and will apply to represented employees when the current contracts end, which is January 1, 2012. The total amount of cost this shifts from the County to employees in 2012 is \$2.9 million.

The savings to the County from the cost shift of pension contributions is distributed unevenly among departments based on the amount of the individual departments' budget dedicated to personnel costs. For example, the Human Service Department, with a total budget of \$52.6 million and 335 staff, will save approximately \$960,000. The Developmental Disabilities Department, with a budget of \$30.2 million and 8 staff, saves \$24,000. This disproportionate impact is one of the primary factors driving some departmental budgets to have a recommended tax levy decrease while others may have an increase.

- 4) State Aid reductions total approximately \$2.6 million and appear in many program areas throughout the Budget. Major reductions occurred in State Shared Revenue, Youth Aids, Transportation Aids, Child Support and Income Maintenance. Many State Aid funding sources now provide less funding than they provided in the mid 1990s. In addition, revenues from Indirect Cost Recovery are decreasing \$189,000 and Investment Income revenues are decreasing \$279,800 compared to the 2011 budgeted amounts.

- 5) Sales Tax proceeds collected in 2010 exceeded the amount budgeted by \$847,350. The County Board designated these proceeds in the General Fund for future capital projects. I have recommended using these proceeds to fund the Health Care Center, Glen Oaks Complex and Sheriff / Jail Facility Parking Lot redesign and reconstruction. Additional funds may be available from the Jail / HCC Complex account, which is funding the Jail Project. I recommend General Services proceed yet this winter with design so the project is ready to bid out early in 2012.

- 6) A major project contained in the Information Technology budget for 2012 is the replacement of the Countywide Law Records Management System. The current system went into service in 1999 and is at the end of its useful life. The total project cost is \$750,000 with participating municipal law enforcement agencies funding \$170,000 of the project cost and the County funding \$580,000. I have recommended the County's share of the funding come from Sales Tax proceeds.

- 7) The recommended road construction budget for 2012 totals \$2,837,000. Included is \$2,303,000 to reconstruct 3.5 miles of CTH "M" and \$534,000 to upgrade 2 miles of CTH "A" west of Janesville. The \$2,837,000 is funded with \$430,631 of Sales Tax and \$2,406,369 of deferred financing. This is the only item funded with deferred financing in the 2012 Budget.

- 8) Personnel actions recommended in the 2012 Budget result in a net decrease of 13.3 full time equivalent positions. The 2012 recommended personnel roster includes 1,158.65 positions. Since 2000, Rock County will have reduced its workforce by 280.55 positions or 19.5%.

- 9) Outstanding debt at the end of 2011 will total \$39,475,000.

10) A property tax levy of \$65,426,807 was requested by County Departments for 2012. The recommended property tax levy is \$60,154,989 or \$5,271,818 less than requested.

Administrator's Comments

Each departmental budget contains a section for "Administrator's Comments" where I have attempted to summarize the important points in the Budget and describe the reasoning behind the recommendations. I refer you to the "Administrator's Comments" and pledge to make myself available to answer questions.

Joint Committee Meetings

A series of pre-budget joint County Board Staff/Finance Committee meetings were held again this year. The larger Departments with the greatest impact on the Budget presented financial and service related information. I found the input and comments made at the meetings to be of great benefit as we prepared the Budget. I thank the members of the Committees for the time and effort they devoted to this process. It is much appreciated.

A Word of Thanks

The preparation of the 2012 Budget was a team effort. This team included the Administrator's staff, the Finance Director and his staff, Human Resources staff, the staff of Central Duplicating, Information Technology, and each of the Department Heads and their staffs. I thank all of these people for their hard work and counsel.

I wish to particularly thank Jeff Smith, Randy Terronez, Nick Osborne, Sherry Oja, Lori Pope, Marilyn Bondehagen, Mary Puckett, Donna Torine and Carla Quirk. Many of these people worked evenings and weekends to help prepare the Budget. Their

efforts are most appreciated. I also thank my wife, Julie, for her patience during the process of preparing this Budget.

Respectfully submitted,



Craig Knutson
County Administrator

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A. County Board

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Charter: County Board

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. The powers of a county as a body corporate are exercised by the County Board through resolutions and ordinances, which it adopts. 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 which 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.

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	174,702	174,702
Capital Outlay	0	0
Allocation of Services	0	0
Total Expense	174,702	174,702
Revenue	0	0
Fund Balance Applied	0	0
Tax Levy	174,702	174,702
Total Revenues	174,702	174,702

The largest expense in the County Board account is the "Per Diem" line item. That line item contains \$119,000 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.

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. Seventeen County Board members receive the agenda packet from the County website. Consequently, postage costs have decreased \$2,182 or 48% from 2009 to the 2012 Budget in spite of increased postage rates.

The cost of Public and Legal Notices will increase dramatically in 2012 by \$7,000 or 64%. 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. By agreement, the County pays one newspaper one year and the other newspaper the following year. In 2012, the Janesville Gazette will receive payment. Historically, its rates have been higher than the Beloit Daily News. In 2011 the costs for the Beloit Daily News were higher than expected due to 20% rate increase and an increase in the printing size type. Excluding the differential rates for the two different publications, costs have come down over the recent period as a result of cost containment measures by the County Clerk, e.g. summarizing the County Board minutes, etc.

The "Publications, Dues & Subscriptions" line item includes a variety of expenses totaling \$19,802. 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 \$4,125. This group has lobbied successfully to increase the amount of Shared Utility Payments to local governments that host power plants, including Rock County. For 2012, the County anticipates receiving \$2,062,500 in Shared Utility Payments. Dues are based on 0.2% of that payment.

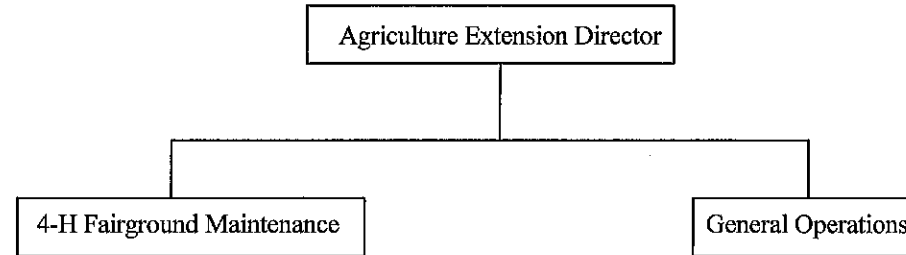
The budget contains \$4,000 under Training Expense. In 2012, the National Association of Counties (NACo) conference will be held in Allegheny County (Pittsburg), Pennsylvania. The Board has traditionally earmarked \$1,500 for that event. This line item also covers the costs for the annual Wisconsin Counties Association Conference.

The recommended tax levy is \$174,702, which is \$5,352 or 3.2% more than the prior year. #

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
.5	Clerk-Steno III
.4	Clerk-Typist III
1.9	Total

Summary of Personnel Modifications

	<u>Dept. Request</u>	<u>Admin. Rec.</u>
<u>New Positions</u>		
Clerk Typist III	0.6	0.6
<u>Deletions</u>		
Clerk Steno III	0.5	0.5
<u>Reallocations</u>	0	0
<u>Reclassifications</u>	0	0
<u>Re-Titles</u>	0	0
<u>Transfers</u>	0	0
<u>Upgrades</u>	0	0

Charter: U.W. Cooperative Extension Service

- d. Pesticide Use and Pesticide Applicator Training – County-based faculty provide training to area producers. Training is required by the Wisconsin Department of Agriculture in order for farmers to purchase any restricted use chemicals.
 - e. 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 has collaborated with other Department in the ongoing development of the County Purchase of Ag Conservation Easements Program (PACE) and Farmland Preservation.
 - f. Crop Production and Pest Management: County staff conducts applied research-based information to local growers on new crop production technologies and pest management practices.
 - g. Home and Commercial Horticulture: The Green Industry continues to increase in economic importance. Rock County maintains one of the largest Master Gardener Programs in Wisconsin. Horticulture Educational programs include Community Gardening Programs, collaborations with the Rock County Sheriff's Department to conduct the RECAP Garden Program, Home Horticulture Help Line and Diagnostic Services. Rock County has a growing Commercial and Landscape Horticulture Industry. Expanding Commercial Horticulture Programs to meet this growing industry is priority 1.
 - h. Direct Marketing Alternative Agricultural Enterprises: Development of markets for local producers, buy local initiatives and expansion of food systems initiatives.
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 positive environments for family life. The Rock County UW Extension Nutrition Education Program brings over \$600,000 in federal USDA funds into the County for educational programming directed to limited resource families and youth. Wisconsin Nutrition Education Program (WNEP) staff present nutrition education classes to school age youth

in sixteen public schools in Beloit, and eight public schools in Janesville. Adult nutrition education program will expand in 2012 as a result of changes to the federal funding requirements.

Family living program priorities include:

- a. 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.
- b. Parenting Education – What Parents Need to Know: 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 a home visitation program for limited income pregnant women and parents of children 0-5 years. "The Time for Parents" program allows parents to complete a few non-credit parenting and nutrition course at home.
- c. Strengthening Families: County staff provides educational programs on topics including parenting, teen pregnancy prevention, childcare and healthy lifestyles.
- 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.
- f. Child Care: Supporting Working Wisconsin Families: Educational programs provide training to area childcare teachers and providers.
- g. Strong Women Programs: Program incorporates strength training, exercise and nutrition to build healthy lifestyles and the prevention of osteoporosis in women. One out of every three women over the age of 40 suffers from bone loss. Rock County UW Extension has provided statewide leadership in development of the "Strong Women" Program.

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, Ag 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 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:

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

1. Agriculture and Natural Resources Programs help urban and rural residents use research and knowledge to solve problems and take advantage of new opportunities. County-based educators provide unbiased, research-based advice and information to local residents. Rock County agriculture generates over \$1.4 billion in local economic activity.

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. Input prices for nutrients are extremely volatile and increases have narrowed potential margins for producers.
- b. Risk Management: Fosters programs to increase awareness among agricultural producers and agri-businesses to evaluate and manage risk in ways that meet their family and business goals.
- c. Dairy & Livestock Production: Animal Agriculture represents 30% of the on-farm income. Programs are designed to maximize farm profitability.

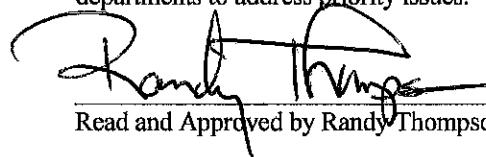
Charter: U.W. Cooperative Extension Service

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 1600 members and over 600 adult volunteers. This represents the largest county 4-H Community Club Program in Wisconsin.

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.

Local Youth Development priorities include:

- a. Youth Empowerment: 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.
- b. Citizenship 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.
- c. Building Skills in Youth: 4-H teaches important life skills, including problem solving, communications, teamwork and leadership development.
- d. Civic Improvement: 4-H programs provide young people with opportunities for civic involvement, 4-H community efforts provide contributions in community improvement, support for the elderly and help youth develop a greater appreciation for their community.
- e. 4-H After School Programs: County-based faculty provides 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. "Afterschool" youth programs have expanded to school systems throughout Rock County in collaboration with Public School Systems.
- f. 4-H Ambassador Program: Staff works with youth to promote and expand youth participation.



Read and Approved by Randy Thompson, UW Extension Department Head

Department UW-Extension

Budget Analysis by Program

Programs	Base Budget	Agriculture Co Dept. Head	Dairy Livestock Dept. Head	4-H Youth Development	Horticulture	Family Living	Nutrition Education		Budget Summary
Positions	2.00	-	-	-	-	-	-		
Salaries	\$70,450	\$0	\$0	\$0	\$0	\$0	\$0		\$70,450
Fringe Benefits	\$49,914	\$0	\$0	\$0	\$0	\$0	\$0		\$49,914
Operating Expenses	\$45,050	\$34,407	\$20,934	\$61,201	\$23,932	\$31,423	\$3,983		\$220,930
Capital Outlay		\$0	\$0	\$0	\$0	\$0	\$0		\$0
Allocation of Services		\$0	\$0	\$0	\$0	\$0	\$0		\$0
Subtotal	\$165,414	\$34,407	\$20,934	\$61,201	\$23,932	\$31,423	\$3,983		\$341,294
Indirect Cost Alloc.	-	-	-	-	-	-	-		0
Total	\$165,414	\$34,407	\$20,934	\$61,201	\$23,932	\$31,423	\$3,983		\$341,294
Revenue	\$34,785								\$34,785
Fund Bal. Applied									
County Share	\$130,629	\$34,407	\$20,934	\$61,201	\$23,932	\$31,423	\$3,983		\$306,509

Administrator's Comments

UW Extension

**Summary of
Department Requests and Recommendations**

Description	Department Request	Administrator's Recommendation
Positions	2.0	2.0
Salaries	70,450	69,950
Fringe Benefits	49,914	49,876
Operating Expense	220,930	220,930
Capital Outlay	0	0
Allocation of Services	0	0
Total Expense	341,294	340,756
Revenue	34,785	34,785
Fund Balance Applied	0	3,000
Tax Levy	306,509	302,971
Total Revenues	341,294	340,756

The UW Extension Office provides programming in three program areas. They include:

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

The Charter provides a good description of the programming contained in each of these three areas.

Mr. Thompson describes the funding relationship for UW Extension as follows:

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, 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 Office is undergoing personnel changes resulting from retirements. The net impact will be a reduction of 1.1 FTE professional staff positions.

The 0.6 FTE 4-H Program Assistant has retired and will not be replaced. The 1.0 FTE 4-H Program Advisor will retire at the end of 2011. That position will be replaced. The person hired into that position will have a special emphasis in the dairy and livestock area working with youth.

The 1.0 FTE Dairy and Livestock Agent (Mr. Thompson) will be retiring mid-2012. He will not be replaced. It is expected that some of his duties, such as working with producers, will be handled by UW Extension on a regional basis.

The Horticulture Agent will be increased from a 0.5 FTE to 1.0 FTE. The result of all of these changes is a reduction of 1.1 FTE.

The professional positions in the UW Extension Office do not appear on the County personnel roster as they are State positions. The County has a contract with the UW to pay for 40% of the cost of these positions. The funding to pay for the positions appears in line item # 6210 "Professional Services." The cost for this contract is projected to be \$161,180 in 2012, which is a reduction of \$24,602 from the amount budgeted in 2011.

The clerical staff in the Office are County employees. Included are 1.0 FTE Administrative Assistant/Stenographer, a 0.5 FTE Clerk Steno III, and a 0.4 FTE Clerk Typist III. Mr. Thompson has requested the 0.5 FTE Clerk Steno III be deleted and the 0.4 FTE Clerk Typist III be made full time. This would consolidate the two part time positions and provide an additional 4 hours per week of clerical assistance.

Over the years, the Office has reduced the clerical staff size and now feels the requested changes will allow for better clerical coverage and is needed given the reduction in the professional staff. This is recommended.

The line item "Other Supplies & Expenses," totaling \$25,000 represents the best estimate of educational program expenses for such things as speaker fees, room rentals, and materials. This \$25,000 in expenditures is offset by \$30,000 in revenue. This means \$5,000 in "profit" is being used to offset other departmental expenses and reduce the tax levy.

There are times when educational programs generated more revenue through registration fees than the direct cost to provide them. When this occurs, the excess revenue is placed in the "UW Seminar Collections" balance sheet account. This account will have an estimated balance of \$16,446 as of 12/31/11.

I am recommending that \$3,000 from the UW Seminar Collections balance sheet account be used to offset tax levy for 2012. This appears as a "Transfer In."

The recommended tax levy for 2012 operations is \$302,971. This is a decrease of \$9,390 or 3%.

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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	66,000	66,000
Capital Outlay	50,000	50,000
Allocation of Services	0	0
Total Expense	116,000	116,000
Revenue	87,450	116,000
Fund Balance Applied	0	0
Tax Levy	28,550	0
Total Revenues	116,000	116,000

The 4-H Property Maintenance account contains funding for the normal operational and repair expenses associated with the Fairgrounds. The 2012 request also includes \$50,000 for capital improvements and totals \$116,000.

Included in the list of repairs and improvements are:

- 1) Security Fence
- 2) Paint Interior of Sheep Barn
- 3) Extend Blacktop for Parking near Craig Center
- 4) Continue Upgrade of Water System
- 5) Electrical Updates
- 6) Replace Drain Tile at Grandstand

The total cost of these projects is estimated to exceed \$200,000 and would be done over 3 to 4 years. It will be up to the Agricultural Committee to prioritize the projects within the \$50,000 available in 2012.

Rock County UW Extension has traditionally been responsible for the management of the Fairgrounds. Mr. Thompson has personally handled this since he has been the Office Chair. With his retirement and the reduction in staff, the UW Extension professional staff will no longer be able to assume this responsibility. Among the duties, which have been handled by Mr. Thompson, are supervision of on going maintenance of the Fairgrounds, Fairgrounds budget administration, Fairgrounds rental and use administration and liaison with the 4-H Fair Association and other groups.

Mr. Thompson will continue handling responsibilities through mid-2012 when he retires. He suggests and I recommend budgeting funds in 2012 to retain the services of an individual to handle these tasks for the last half of 2012. Included in the budget is \$4,000 for this purpose.

Fairgrounds' revenue is made up of \$62,950 from cell tower lease payments and \$24,500 from renting out 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 150 days per year, during which there are one or more events scheduled.

In order to keep the Fairgrounds account with no property tax levy, I have recommended that \$28,550 of sales tax revenue be used for a portion of the capital expenses in 2012.

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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	11,600	11,600
Capital Outlay	0	0
Allocation of Services	0	0
Total Expense	11,600	11,600
Revenue	113,737	113,737
Fund Balance Applied	0	0
Tax Levy	(102,137)	(102,137)
Total Revenues	11,600	11,600

Rock County successfully operated a County Farm for many years. The operation evolved from one where residents of the "Institutions" provided farm labor and farm produce was used in the "Institutions", to one where the Farm operated as a commercial venture with the public purpose being the educational programming it provided. The County Farm went from operating with a profit 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 lease covers 381 acres at \$249/acre and expires 12/31/12. The total acreage accounts for the 17 acres removed from the lease for the new Rock Haven Skilled Nursing Home.

The University of Wisconsin Extension runs test plots on 29 acres of farmland. These test plots support UWEX programming in agricultural sciences at both the county and the state level. Some of the trials are multi-year to provide an unbiased comparison of yield performance. The County will receive \$15,368 in anticipated proceeds from the sale of crops grown on trial plots. The proceeds more than offset the \$7,000 cost of production. The trials and tests planned for 2012 include the following:

2012 Trials and Tests

Corn, Soybean and Winter Wheat Variety Trials (multi-year)

Corn Herbicide Efficacy Trials (multi-year)

Soybean "Sentinel Plot" for Insect Monitoring

Vegetable Research Trials including Tomato Variety Performance

Switchgrass Establishment and Weed Competition Trial

Cover Crop Trials

The cover crop trials are a new addition this year and will investigate how to improve soil conservation measures. 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.

Mr. Thompson reports a steady interest in the Community Gardens Project. In 2012, he anticipates "renting" 140 plots at \$25 each for total revenue of \$3,500. RECAP inmates assisted with maintaining and mowing around the Community Gardens this year. Mr. Thompson recommends

the working arrangement continue in 2012. He has requested \$3,000 operating expense to support the Community Garden Project run by the UW Extension Horticultural Program.

Also included in the operating expenses is \$1,600 for utilities that support both the test plot program and community garden.

In summary, fee revenue in the 2012 Budget is composed of the following:

Lease of 381 Acres	\$ 94,869
Crop Sales – UWEX Plots	15,368
Community Garden Plots	<u>3,500</u>
Total	\$ 113,737

Total recommended expenditures for the 2012 Farm budget are \$11,600. Subtracting the expenditures from total projected revenues of \$113,737 leaves a “profit” of \$102,137. This net income is used to reduce the overall county tax levy by an equal amount.

#

Land Conservation Department

General Operations

<u>Present Personnel (Full Time Equivalency)</u>		<u>Summary of Personnel Modifications</u>		
			<u>Dept. Request</u>	<u>Admin. Rec.</u>
1.0	County Conservationist	<u>New Positions</u>	0	0
1.0	Senior Conservation Specialist	<u>Deletions</u>	0	0
1.0	Conservation Specialist II	<u>Reallocations</u>	0	0
1.0	Conservationist I	<u>Reclassifications</u>	0	0
1.3	Planner II	<u>Re-Titles</u>	0	0
<u>.75</u>	Clerk-Typist III	<u>Transfers</u>	0	0
6.05	Total	<u>Upgrades</u>	0	0

Charter: Land Conservation

1. Land and Water Resource Management Program.

The Land and Water Resource Management (LWRM) Plan was developed during program year 1998 as a result of changes in Wisconsin State Statutes Chapter 92 and Chapter 281 and the corresponding Wisconsin Administrative Codes ATCP 50, NR 120, NR 151, NR 153, NR 154, and NR 243. A new plan was developed in 2004 to incorporate all new requirements as defined in the aforementioned administrative codes. During program year 2009, the Land and Water Resource Management Plan was updated. The plan identifies water quality improvement and/or protection needs within the County; 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 30. 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 and Storm Water Management Ordinances.

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:

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

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.

Charter: Land Conservation

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.

6. Tree and Wildflower Seed Program

Annually evaluate the program to expand the product lines offered for resale to Rock County landowners, that being; trees, shrubs, wildflower seed, and native grass seed. 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.

Charter: Land Conservation

- 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.

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.

11. Gypsy Moth Suppression Program

The Gypsy Moth Suppression Program was introduced in 2006 with a single spray block within the City and Town of Beloit. In 2008, this invasive species continued to spread, with five spray blocks identified and treated. Five blocks were investigated for 2010-2011 spray application. It is estimated that five blocks will be investigated in 2011-2012. Each of the identified blocks will be surveyed during the fall of 2011 to determine the extent of infestation and eligibility for cost share funding. After the determination has been completed, a grant application will be filed with the DNR for the eligible spray blocks. LCD acts as coordinator for all application in Rock County.

Standards:

- a. Develop an information campaign to notify landowners of program.
- b. Develop survey list.
- c. Conduct surveys in fall.
- d. Develop eligibility list.
- e. Notify participants of program eligibility and estimated costs.
- f. Collect fees.
- g. Coordinate field survey with DNR of moth caterpillars.
- h. Coordinate the aerial spray with DNR.

12. Purchase of Agricultural Conservation Easements (PACE)

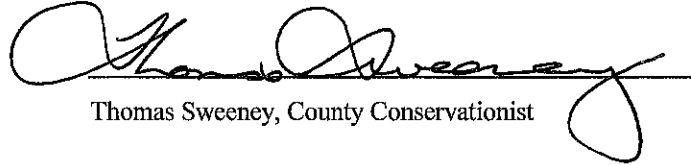
The goal of this program is to purchase of conservation easements to protect Rock County's Agricultural Working Lands. The Master Plan was approved in early 2011 by the County Board. The LCD has commenced with the implementation phase of this program. Activities associated with the implementation, include 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;
- d. Act as program liaison to the DATCP Program Specialist;
- e. Act as program liaison to the USDA-NRCS Program Specialist;
- f. Act as program liaison to the PACE Council;
- g. Act as program liaison to the Rock County Corporation Counsel;
- h. Recommend applications to the Land Conservation Committee for funding considerations.

Charter: Land Conservation

- i. Recommend program changes to the PACE Council and LCC.
- j. Seek alternative funding sources.



Thomas Sweeney, County Conservationist

Department Land Conservation**Budget Analysis by Program**

Programs	Land Conservation (General)	Wildlife Damage Program	Tree Planting	Land & Water Grant	Household Clean Sweep	Gypsy Moth Suppression Program	PDR/PACE		Budget Summary
Positions	6.05	0.00	0.00	0.00	0.00	0.00	0.00	0.00	6.05
Salaries	\$312,119	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$312,119
Fringe Benefits	\$142,526	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$142,526
Operating Expenses	\$39,750	\$8,000	\$2,000	\$105,000	\$37,200	\$17,500	\$34,826	\$0	\$244,276
Capital Outlay	\$300	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$300
Allocation of Services	(\$41,326)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	(\$41,326)
Subtotal	\$453,369	\$8,000	\$2,000	\$105,000	\$37,200	\$17,500	\$34,826	\$0	\$657,895
Indirect Cost Alloc.									\$0
Total	\$453,369	\$8,000	\$2,000	\$105,000	\$37,200	\$17,500	\$34,826	\$0	\$657,895
Revenue	\$305,195	\$8,000	\$2,000	\$105,000	\$37,200	\$17,500	34,826	\$0	\$509,721
Fund Bal. Applied	\$0	\$0	\$0	\$0	0	0	\$0	\$0	\$0
County Share	\$148,174	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$148,174

Administrator's Comments

Land Conservation

Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	6.05	6.05
Salaries	312,119	312,119
Fringe Benefits	142,526	142,526
Operating Expense	244,276	244,276
Capital Outlay	300	300
Allocation of Services	(41,326)	(41,326)
Total Expense	657,895	657,895
Revenue	509,721	509,721
Fund Balance Applied	0	0
Tax Levy	148,174	148,174
Total Revenues	657,895	657,895

In 2012, Mr. Sweeney projects a total of \$305,195 in revenue, a total of \$453,369 in expense, and a requested tax levy of \$148,174 in his main account. It is a \$25,695 or 14.8% decrease in the tax levy.

For many years, the Land Conservation Department 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 Construction Site Erosion Control and Storm Water Management Ordinances are enforced in municipalities that do not enforce their own ordinances and require practices that limit suspended solids in runoff, protect storm water systems from sedimentation, promote on-site storm water infiltration and limit peak discharges to protect downstream properties. The programs were transferred from the Planning Department to the Land Conservation Department in 2007. Transfer of responsibilities also meant that 0.8 FTE staff hours were transferred from Planning to Land Conservation.

Changes in state law known as the Working Lands Initiative (WLI) were passed as part of the 2009-2011 State Budget and are currently being implemented. Land Conservation staff makes a concerted effort to educate the municipalities and land owners affected by these changes.

I asked Mr. Sweeney to write a summary of the challenges affecting his operations.

"In 2009, the State of Wisconsin developed a new umbrella program known as the Working Land Initiative (WLI). As part of the new program, the Farmland Preservation Program (FPP) was modified with numerous changes, requiring changes to the local zoning ordinances and new requirements regarding conservation compliance. The FPP

was first implemented in Rock County in 1979 and few changes to this program have been made since then. Modifications to local zoning ordinances are now required and a few towns are reluctant to integrate those changes, which in the long term will make landowners in those towns ineligible for the program benefits, e.g. the \$7.50 per acre tax credit. This response to the changes in State Statues will ultimately result in a reduced program participant pool that needs to be serviced by the Department. At this time, we are not sure of the impact.

The program change for the conservation compliance component has increased the Department's workload. The previous program, required landowners to integrate soil conservation practices, i.e. soil loss abatement, into a conservation plan. This plan was approved by the Land Conservation Committee. The amended program, under the WLI, requires landowners to update their conservation plans to integrate all conservation standards and animal waste prohibitions, as identified in NR 151, that are applicable to their operations. This task must be completed by December 31, 2015 to remain eligible for the program benefits. Amending conservation plans for current program participants, approximately 750, will be a monumental task. Added to that requirement, the Department is required to have an on farm conservation compliance status review a minimum of once every four years.

To integrate applicable conservation performance standards and animal waste prohibitions by the deadline has required the Department to change how information is collected. Each program participant's operation will be reviewed with the respective owner(s) on site, if warranted. After each review, information will be entered into a specialized software package. The 2011 budget included a laptop and specialized software. From the collected data and discussions with the owners, an updated conservation plan will be developed. Also, as part of the program, participating landowners must develop nutrient management plans and submit them to the Department for review and approval. The on site visit or compliance review assures landowners are implementing the requirements identified in the conservation plans.

The Conservation Reserve Program (CRP) is a program administrated by the United States Department of Agriculture (USDA)-Natural Resources Conservation Service (NRCS) to establish best management practices (BMP) to address a natural resource concern on farms. This program has been widely accepted by Rock County landowners over the past twenty years. As a result of this program's success, the USDA-NRCS has developed a process for landowners whose contracts are about to expire to re-enroll best management practices into a new contract. This component of the program results in over one hundred contracts expiring each fiscal year. Also, landowners are able to enroll new

conservation efforts into the program. Rock County develops approximately 40-50 new contracts per year.

The Department has developed a contribution agreement with NRCS to provide technical assistance for the CRP. Contribution agreements are developed on a year-by-year basis. For the 2012 budget year, the Department secured \$31,000 for services. Services required as part of the agreement are the development of contracts, amending existing conservation plans, development of construction plans for BMPs, and finally, oversight of the construction of the prescribed BMPs. This program has helped fill a revenue gap for the Land Conservation Program, but has taxed Department staff due to other program obligations."

Mr. Sweeney is proposing no change in the FPP fee. In 2012, this fee is expected to raise \$81,000, \$4,000 less than the previous year budget. Mr. Sweeney projects less demand for this service.

In 2012, a 1.0 FTE Planner II position will continue to be split equally between the Planning Department and Land Conservation. The incumbent Planning Department employee continues to implement the Purchase of Agricultural Conservation Easements/Purchase of Development Rights Plan. The cost of one-half of that position and some ancillary expenses is \$34,826, which will be paid for in the Land Conservation budget with American Transmission Company (ATC) funds rather than tax levy.

The Land Conservation Department operates several ancillary programs supported by grants and fees. The annual Tree and Wildflower Sale Program is expected to generate \$9,500 in revenue. This offsets the \$6,000 cost of purchasing the items to sell, providing \$3,500 in profit to cover staff time. The revenues and expenses for this program are in the main account.

The Land Conservation Department operates a number of programs with budgetary authority outside of the main account. The Tree Planting Account includes \$2,000 of fee revenue for the rental of a tree planter, mulcher and field sprayer. The operating expenses of \$2,000 pay for the maintenance of the equipment. Any profit at year-end 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 funding to operate this program totals \$8,000, of which \$5,000 will be used to contract with USDA personnel to perform damage assessments and \$3,000 will be used to offset the County's cost of administering the program. Damage awards are paid directly by the DNR.

The Land and Water Conservation (LWC) Plan Implementation Grant contains \$105,000 in State Aid to be used on cost share agreements with landowners to implement conservation measures under the Land and Water Resource Management Program.

In the past, the Household Clean Sweep and the Agricultural Clean Sweep programs were run separately. Most agricultural producers no longer purchase and apply pesticides due to extensive regulations placed on applicators. Instead, they contract with specialists to have applications made. The State supplies \$18,000 funding to offset the cost to Land Conservation to run a general program. The balance of the \$37,200 comes from contributions. Thus, Land Conservation, in concert with the Public Health Department and local municipalities will offer generic clean sweeps in 2012.

Land Conservation is the local coordinator for the DNR's Gypsy Moth aerial suppression program in Rock County. The Department works with landowners to determine the area of infestation and whether or not the landowner wishes to participate in the suppression program. Most landowners agree to an aerial application of BT Bacteria that kills the Gypsy Moth Caterpillar. It is not an eradication program. The intent is to reduce infestations and minimize damage to mature woodlots. Mr. Sweeney notes that participation in the program has declined in recent years. There is no tax levy required to run this program.

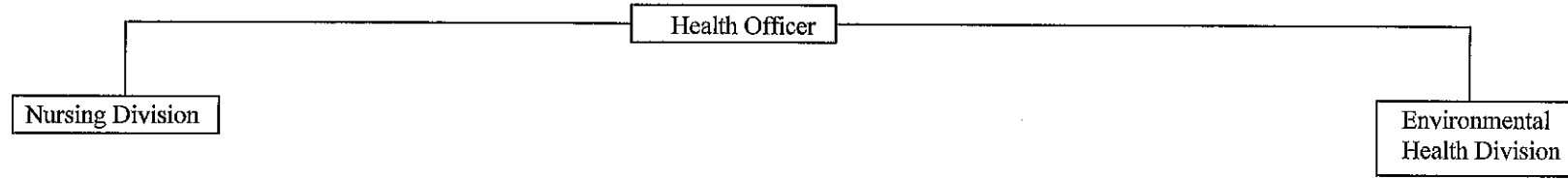
The recommended tax levy for 2012 operations is \$148,174. This is a decrease of \$25,695 or 14.8% from the prior year.

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C. Board of Health

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Public Health



<u>Present Personnel (Full Time Equivalent)</u>			<u>Dept. Request</u>	<u>Admin. Rec.</u>
1.0	Health Officer	New Positions	0	0
1.0	Public Health Nurse Director			
2.0	Public Health Nursing Supervisor	Deletions		
1.0	Health Educator	Sanitarian I	1.0	1.0
1.0	Environmental Protection Director			
6.6	Sanitarian II	Reallocations		
1.4	Sanitarian I	Environmental Protection Director (from PR 26 to PR 27)	1.0	0
14.4	Public Health Nurse	Reclassifications	0	0
1.0	Bi-Lingual Community Health Nurse			
8	Environmental Health Technician	Re-Titles	0	0
4.6	Public Health Support Specialist	Upgrades	0	0
1.0	Clerk-Steno III			
<u>1.0</u>	Account Clerk II			
36.8	Total			

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 159,200-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, a Health Educator 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.

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.

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. Have an identifiable prevention (health education) component in all existing public health programs and services provided by the RCHD.
2. Promote community partnerships to identify and solve local health concerns.

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.

Public Health Department

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.

Objectives

1. By December 31, 2012, 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, 2012, 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, 2012, a public health nurse will contact 100% of all residents reported Category I infections within 1 day of case assignment.
4. By December 31, 2012, 85% of persons followed for treatment of active tuberculosis or latent tuberculosis infection receive follow-up and education by a public health nurse regarding treatment recommendations.
5. By December 31, 2012, 90% of children less than 6 years of age, with a capillary blood lead level >10 mcg/dl, will show a decline in lead levels with subsequent blood tests.
6. By December 31, 2012, 30% of families with a potential for infant lead exposure (“birth certificate” lead program) will agree to and complete an educational home visit by a public health nurse or nursing student.
7. By December 31, 2012, public health nurses will give at least 2 community presentations geared toward the prevention of sexually transmitted infections in high-risk populations.
8. By December 31, 2012, at least 80% of persons visited for Partner Services (PS) follow-up will accept a rapid HIV test when the partner HIV status is unknown.
9. By December 31, 2012, all licensed tattoo and body piercing establishments will receive education by a public health nurse on prevention of bloodborne infections.
10. By December 31, 2012, 80% of all animal bite victims in Rock County will receive follow-up education by a public health nurse.

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, 2012, the infant mortality rate for families served antepartally by the Rock County Health Department will be zero.
2. By December 31, 2012, at least 80% of closed antepartal clients who smoke will have stopped smoking during the pregnancy.
3. By December 31, 2012, 100% of postpartum clients that have accepted at least one home visit will receive information on reducing infant death through safe sleep strategies.
4. By December 31, 2012, 80% of all referrals of pregnant women and infants under one year that were generated by Early Head Start will receive at least three home visits by a public health nurse.
5. By December 31, 2012, 80% of children in the Head Start program who fail the vision and screening will receive public health nurse follow-up to facilitate medical evaluation.
6. By December 31, 2012, at least four “Color Me Healthy” presentations will be given at each Head Start location.
7. By December 31, 2012, 100% of all medically needy students in school districts served by the Rock County Health Department will have a plan of care in place to assure accurate and safe care is being provided.
8. By December 31, 2012, all child deaths (in children under 18 years of age) will be reviewed by the Child Death Review Team.
9. By December 31, 2012, provide two outreach activities focused at decreasing racial and ethnic disparities in birth outcomes.
10. By December 31, 2012, revenue received through Medical Assistance billing for maternal child health services will increase 10% over 2011 billing.

Public Health Department

HEALTH EDUCATION

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.

Objectives:

1. By December 31, 2012, public health nurses will participate in at least 4 adult health and wellness activities in a community-based setting.
2. 2012By December 31, 2012, public health nurses will provide at least 4 population-based services or presentations aimed at meeting the health needs of special populations.
3. 2012By December 31, 2012 public health nurses will provide at least 2 programs designed to meet the health needs of rural populations.

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, 2012, at least 30 individuals in need of screening and referral for low cost vision resources will be served.
2. By December 31, 2012, public health nurses will provide education and information to 400 travel immunization clients via phone or clinic visit.
3. By December 31, 2012, public health nurses will assist at least 24 women to apply for medical assistance benefits via Express Enrollment.
4. By December 31, 2012, public health nurses will provide 24 clinics to adults being served through First choice Women's Health Center

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, 2012, expand the health education program for preschool-aged children to an additional location.
2. By December 31, 2012, implement a bi-monthly health column for the local newspapers.
3. By December 31, 2012, identify a population health need and implement an educational awareness program or conduct a community presentation on the topic.
4. By December 31, 2012, investigate and apply for mini-grants that would support current health department programming.
5. By December 31, 2012, assist nursing and environmental health staff to develop educational awareness programs and presentations.
6. By December 31, 2012, represent the health department on health-related community coalitions and committees.
7. By December 31, 2012, conduct 3 presentations on department services for local service organizations.

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 increasing numbers of meals from licensed retail food establishments and restaurants. Our food supply is derived from a multitude of sources and processes. Ensuring proper food safety practices in our community food establishments is an important public health function.

Public Health Department

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, 2012, the requirements of the State department of Health Services and Department of Agriculture, Trade, and Consumer Protection will be met.
2. By December 31, 2012, conduct at least one inspection of each senior citizen nutrition facility to ensure safe food handling practices.
3. By December 31, 2012, continue outreach to licensed establishments through quarterly newsletters and quarterly meetings of the Food Safety Advisory Committee.
4. By December 31, 2012, conduct twelve training visits to licensed food establishments.
5. By December 31, 2012, identify one educational need and conduct one training session for food establishment operators.
6. By December 31, 2012, reduce the number of high-risk food safety violations identified in routine annual inspections 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, respond to citizen complaints, recheck high-risk violations and investigate disease outbreak investigations 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, 2012 conduct an annual inspection for each licensed facility.
2. By December 31, 2012, respond to citizen complaints within two days regarding violation of state and local codes.
3. By December 31, 2012, conduct follow-up inspections within two weeks at facilities that have critical violations.
5. By December 31, 2012, 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, 2012, provide a water safety awareness plan for licensed establishments.
6. By December 31, 2012, reduce the number of violations identified at routine annual pool inspections by 5%.

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 recheck 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.

Public Health Department

Radon Monitoring and Risk Reduction

Objectives:

1. By December 31, 2012, provide at least 75 radon test kits to county residents.
2. By December 31, 2012, develop and implement a community awareness effort in one community with low radon testing rates.
3. By December 31, 2012, provide follow-up information to all citizens that receive results from radon test kits.
4. By December 31, 2012, determine homeowner rates for installing radon remediation systems and list options for increasing radon remediation system installation.

Mobil Home Park Inspections

Objectives:

1. By December 31, 2012, conduct an annual inspection of each licensed mobile home park.
2. By December 31, 2012, respond to all citizen complaints within two days regarding violations of state and local codes.
3. By December 31, 2012, conduct follow-up inspections within thirty days of mobile home parks that have violations.
4. By December 31, 2012, 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, 2012, verify the compliance status of all animal owners issued animal bite orders by local law enforcement agencies.
2. By December 31, 2012, refer all citizens not compliant with animal bite orders to law enforcement for further action.
3. By December 31, 2012, 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, 2012, promote awareness of animal bite prevention in one community identified with high reported animal bites.

5. By December 31, 2012, develop a plan to implement a community rabies immunization clinic.

HUMAN HEALTH HAZARDS

Objective:

- 1: By December 31, 2011, investigate 100% of human health hazards reported to the Rock County Health Department within 3 days.

Lead Monitoring and Abatement

Objectives:

1. By December 31, 2012, provide a lead safe environment for 100% of children with a blood lead level $>20 \mu\text{g/dL}$ through education and lead abatement orders.
2. By December 31, 2012, perform an environmental lead assessment and provide lead hazard reduction recommendations on 80% of residences occupied by children with a blood lead level of $10-19 \mu\text{g/dL}$.
3. By December 31, 2012, perform an environmental lead assessment and provide lead hazard reduction recommendations for all homes of concerned parents of children with a blood lead level of $0-9 \mu\text{g/dL}$.
4. By December 31, 2012, 70% of owners of units that house a child with a blood lead level of $10-19 \mu\text{g/dL}$ will show compliance with lead hazard reduction recommendations.
5. By December 31, 2012, 60% of owners with units that house a child with a blood lead level of $0-9 \mu\text{g/dL}$ will show compliance with lead hazard reduction recommendations.
6. By December 31, 2012, 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 2 educational programs.

Public Health Department

Tattoo and Body Piercing Establishments

Objectives:

1. By December 31, 2012, conduct an annual inspection of each licensed tattoo and body-piercing establishment.
2. By December 31, 2012, respond to all citizen complaints within two days regarding violations of state and local codes.
3. By December 31, 2012, conduct follow-up inspections within two weeks at establishments that have critical violations.
4. By December 31, 2012, conduct pre-inspections when new establishments open or current ones change ownership to ensure compliance with the state and local codes.

Community Drinking Water Program

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, 2012, review two hundred (200) private well sample results for nitrate, other chemical contamination or bacteria levels.
2. By December 31, 2012, manage the Wisconsin Department of Natural Resources Safe Drinking Water contract by sampling and following up on all Transient Non-community wells.
3. By December 31, 2012, investigate 100% of citizen complaints and requests concerning ground water quality within two days.
4. By December 31, 2012 increase the number of private well sampling in Rock County to 1000 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, 2012, present five (5) Ground Water Educational Programs to Rock County citizens.
5. By December 31, 2012, in coordination with Rock County Land Conservation Department, administer the county well abandonment program

6. By December 31, 2012, coordinate the Prescription Drug Community Collection Program with the Cities of Beloit and Janesville.

Local Emergency Planning Committee Extremely Hazardous Chemical Plans

Objectives:

1. By December 31, 2012, complete offsite plans as determined by the LEPC committee for farms using extremely hazardous chemicals.
2. By December 31, 2012, complete new and updated plans as determined by the LEPC committee for fixed facilities using extremely hazardous chemicals.

Private Sewage 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 Comm 83, 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.

Public Health Department

Objectives:

1. By December 31, 2012, complete the review of all submitted soil and site evaluation reports.
2. By December 31, 2012, ensure that properly designed and installed POWTS are provided for all properties not served by public sewer.
3. By December 31, 2012, 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, 2012, administer the POWTS maintenance program for private onsite wastewater treatment systems.
5. By December 31, 2012 implement a plan to educate four town building inspectors about current regulations related to POWTS and new construction.
6. By December 31, 2012 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.
7. By December 31, 2012 less than 2% of failing septic systems will be less than 25 years of age.

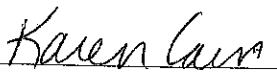
Laboratory Services Program

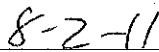
The laboratory provides a local service for Rock County citizens to test the drinking water quality of their private water wells. Public health recommendations are for private well owners to test their water once a year.

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

Objective:

1. By December 31, 2012, provide laboratory testing for 1000 wells in Rock County.


Karen Cain, Health Officer


August 2, 2011

Department <u>Public Health</u>		Budget Analysis by Program								
Programs	Public Health Nursing		Environ. Health Division		Public Health Admin.	Consolidated Contract	Drug Collection	PHER Phase III	LEPC Plans	Budget Summary
Positions	24.00		8.80		3.00					35.80
Salaries	\$1,295,635		\$552,735		\$166,983					\$2,015,353
Fringe Benefits	\$544,132		\$230,700		\$69,916					\$844,748
Operating Expenses	\$403,975		\$162,698		\$49,465	\$230,310	\$7,000			\$853,448
Capital Outlay	\$4,000									
Allocation of Services	(\$280,310)									(\$280,310)
Subtotal	\$1,967,432	\$0	\$946,133	\$0	\$286,364	\$230,310	\$7,000	\$0	\$0	\$3,437,239
Indirect Cost Alloc.										
Total	\$1,967,432	\$0	\$946,133	\$0	\$286,364	\$230,310	\$7,000	\$0	\$0	\$3,437,239
Revenue	\$295,016		\$555,177			\$230,310	\$7,000			\$1,087,503
Fund Bal. Applied										
County Share	\$1,672,416	\$0	\$390,956	\$0	\$286,364	\$0	\$0	\$0	\$0	\$2,349,736

Administrator's Comments

Public Health

Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	35.8	35.8
Salaries	2,015,353	2,012,827
Fringe Benefits	864,069	863,876
Operating Expense	834,127	833,978
Capital Outlay	4,000	4,000
Allocation of Services	(280,310)	(280,310)
Total Expense	3,437,239	3,434,371
Revenue	1,087,503	1,087,503
Fund Balance Applied	0	0
Tax Levy	2,349,736	2,346,868
Total Revenues	3,437,239	3,434,371

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. The Analysis indicates the amount of grant and user fee revenue allocated to each Division, along with the tax levy requested to subsidize the provision of each.

The Health Department is under budgeting pressure for 2012 due to revenue decreases. These decreases are occurring as a result of both state aid cuts and certain operational changes. The operational changes include the loss of the school nursing contract with the Evansville School District and a lower demand for general immunizations. Together, these two changes are reducing operational revenue by about \$44,000 from the amount budgeted for 2011.

State aid reductions are reflected in the "Cost Allocation" line item. This line item reflects intergovernmental aid and grants, which offsets the operational costs of the Department. As recently as 2009 the Department had \$420,000 to offset costs. This fell to a 2011 budgeted amount of \$350,000 and a projected \$280,310 in 2012. This is \$69,690 less than amount budgeted in 2011.

One thing the Health Department does each year to help fund services is to review the rates it charges for permits and services and recommends changes. Minor rate hikes are requested for various charges and permits in 2012. The rate schedule noting the changes in 2012 appears at the end of my comments. I am recommending the proposed permit fee and service charge increases as part of the budget.

A personnel change Ms. Cain is reluctantly recommending to help with the budget shortfall is the deletion of a vacant Sanitarian position. One of the effects of the stagnant housing market has been to reduce the number of septic systems being installed and hence the number of permits and workload associated with that activity. There has also been a small reduction in the number of restaurant inspection numbers. The Department will reassign some of the workload to accommodate the loss of the position. This will save \$69,074 in salary and fringe benefit costs.

One of the cost items that has been rapidly increasing is interpreter services. The Department spent \$13,546 on interpreter services in 2010. The amount projected to be spent in 2011 is \$28,000. This is the amount included in the 2012 budget. The demand for services among the non-English speaking population continues to increase.

A capital item, which is included in the 2012 Budget, is \$4,000 to replace four old laptop computers. This is recommended.

The Building/Office Lease line item totals \$149,374. This “rent” is composed of maintenance, overhead and facility charges such as cleaning and utilities for the Glen Oaks space occupied by the Health Department. In addition, the line item contains the rental cost to the Health Department for its leased space in the Eclipse Center in Beloit.

The Department plans to continue its popular and successful RX Drug Round Up Program in 2012. There are now permanent prescription drug collection sites in several municipalities. In addition the Department, in cooperation with others, will conduct 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 2012.

The Cost Allocation item mentioned earlier totals \$280,310. It’s composed of \$230,000 of various state and federal grant amounts for items including maternal and child health, childhood lead programs, immunization, and public health preparedness. Also included in that figure is the \$30,000 of Consortium funding and a \$20,000 charge-back to LEPC for preparing off-site plans.

One of the items requested as part of the 2012 Budget was the reallocation of the position of Environmental Protection Director from PR 26 (\$60,730-\$73,017) to PR 27 (\$62,097- \$75,522). After reviewing external and internal comparables, I have not recommended the reallocation.

I have asked Ms. Cain to summarize several public health initiatives the Department will be working on in 2012. Her summary follows:

Wisconsin Partnership Grant Application (WPP)

The rate of Sexually Transmitted Infections in Rock County increased in 2011 by 18%. The Health Department has been invited to submit a planning grant to the WPP that will address the issue of STIs in Rock County. If funded, the first step will be to organize a coalition which will conduct an assessment of services available for identification and treatment of STIs, gaps in services, and finally, strategies to address the gaps. An implementation grant will be available in 2013 and 2014 to implement strategies identified during the planning grant phase.

African American Infant Mortality and Life Course Initiative

The rate of African-American Infant Mortality in Rock County has been well publicized. To address this issue, a collaborative of providers including the Health Department, community leaders, and interested individuals has been meeting since 2009. This collaborative is ending its planning stage and will be moving into the implementation

phase in 2012. During the implementation phase, the collaborative will continue to meet and to monitor the activities of services.

Community Health Needs Assessment

As part of Health Care Reform Act, all not for profit hospitals are required to complete a community health needs assessment every 3 years. As they conduct the assessment, they are required to include the public health system in the process.

In an effort to collaborate with the hospitals and to conserve Health Department resources, a committee of representatives from the Health Department, each of the 4 hospitals, Rock County Human Services, UW Extension, HealthNet, and Beloit Area Community Health Center was convened and has developed a plan to begin the community health needs assessment process. Because of the due date (June 2012), the work of the committee will need to be fairly intensive, meeting often and regularly.

Health Department involvement will center on ensuring the process is moving forward, identifying data needs and data sources, and assisting with identifying existing services in the communities.

Health Department Accreditation

In order to improve the health of the public, the Public Health Accreditation Board (PHAB) is developing a national voluntary accreditation program for state, local, territorial and tribal public health departments. The goal of the accreditation program is to improve and protect the health of every community by advancing the quality and performance of public health departments. Despite public health’s critical role, there has not been a national accreditation program to ensure public health departments’ quality of service

While accreditation is voluntary, the CDC is strongly encouraging Health Departments to seek accreditation. Access to certain grants, as well as increased grant awards, may be linked to agency accreditation in the future. The Health Department will begin this initiative early in 2012 and continue to work on it until accreditation is achieved, possibly as early as mid 2013.

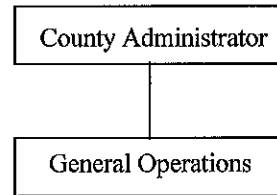
The recommended tax levy for 2012 operations is \$2,346,868, which is an increase of \$1,762 over the prior year.

#

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
<u>1.0</u>	Secretary 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
Upgrades	0	0

Charter: County Administrator

Management Charter

County of Rock, Wisconsin
Office of County Administrator
Craig Knutson, 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 in support of and in the full implementation of 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 in order 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 in order 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 effect the optimal use of human resources to meet objectives.

Standards:

- a. Decision Making. Managers should use a logical decision making process; identifying issues of concern, considering alternatives and taking 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.
- 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:

Charter: County Administrator

- 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, Coroner, 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 effected 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 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 competency.

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.



Craig Knutson, County Administrator

Department 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	\$297,995	\$48,533	\$62,118	\$0	\$0	\$0	\$0	\$0	\$408,646
Fringe Benefits	\$89,606	\$22,268	\$33,487	\$0	\$0	\$0	\$0	\$0	\$145,361
Operating Expenses	\$31,931	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$31,931
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Allocation of Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal	\$419,532	\$70,801	\$95,605	\$0	\$0	\$0	\$0	\$0	\$585,938
Indirect Cost Alloc.									\$0
Total	\$419,532	\$70,801	\$95,605	\$0	\$0	\$0	\$0	\$0	\$585,938
Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fund Bal. Applied									\$0
County Share	\$419,532	\$70,801	\$95,605	\$0	\$0	\$0	\$0	\$0	\$585,938

Administrator's Comments

County Administrator

Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	5.0	5.0
Salaries	408,646	408,646
Fringe Benefits	145,361	145,361
Operating Expense	31,931	31,931
Capital Outlay	0	0
Allocation of Services	0	0
Total Expense	585,938	585,938
Revenue	0	0
Fund Balance Applied	0	0
Tax Levy	585,938	585,938
Total Revenues	585,938	585,938

The Management Charter provides an overview of the activities of the Office of 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. While Marilyn has done an excellent job keeping up with the workload, it is difficult when she is needed in two places at the same time or if she wants to take time off. The 2012 Budget includes an amount of \$17,431 to "pay" the Human Resources Department for 25% of the time (10 hours per week) of the Human Resources Secretary position. This will provide assistance to the Administrator's Office and some relief for the Confidential Administrative Assistant.

Other than the item noted above, the operational expenses in the budget request reflect a cost to continue budget.

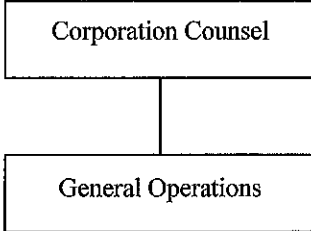
The recommended tax levy for the County Administrator's Office is \$585,938, a decrease of \$1,289 from the prior year.

Although the costs are not reflected in this account, the activities of the County's Employee Recognition Committee merit some discussion. The Committee has focused on a number of initiatives that are intended to show appreciation to County employees for the good work they do. I am recommending that \$8,780 be budgeted for these activities in 2012, including \$6,780 in vending machine receipts and \$2,000 to be carried forward from unspent 2011 funds.

These funds, as well as a \$5,000 transfer in from the County's Health Insurance Trust Fund for employee wellness activities can be found in the "Countywide" section of the budget.

#

Corporation Counsel



Present Personnel (Full Time Equivalent)

1.0	Corporation Counsel
2.0	Deputy Corporation Counsel
5.0	Attorney
1.0	Legal Secretary
<u>1.0</u>	Legal Stenographer
10.0	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: 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:

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.

Charter: Corporation Counsel

II. HUMAN SERVICES

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

Standards:

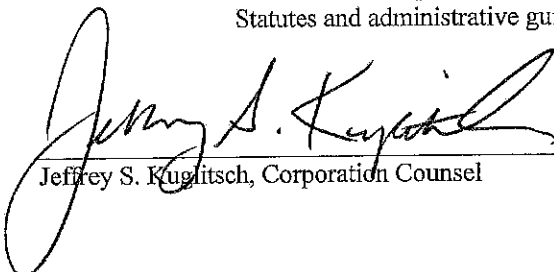
1. To provide legal representation for the County in Court cases involving children under Ch. 48 of the Wisconsin Statutes.
2. To provide legal representation for the County in Court cases involving guardianship and protective placements under Chs. 54 and 55 of the Wisconsin Statutes.
3. To provide legal 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

Department Corporation Counsel**Budget Analysis by Program**

Programs	General	Human Services	Child Support						Budget Summary
Positions	4.00	2.00	4.00	0.00	0.00	0.00	0.00	0.00	10.00
Salaries	\$346,128	\$125,696	\$340,820	\$0	\$0	\$0	\$0	\$0	\$812,644
Fringe Benefits	\$122,417	\$49,933	\$122,296	\$0	\$0	\$0	\$0	\$0	\$294,646
Operating Expenses	\$11,226	\$8,572	\$4,937	\$0	\$0	\$0	\$0	\$0	\$24,735
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Allocation of Services	\$0	(\$184,201)	(\$468,053)	\$0	\$0	\$0	\$0	\$0	(\$652,254)
Subtotal	\$479,771	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$479,771
Indirect Cost Alloc.									\$0
Total	\$479,771	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$479,771
Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fund Bal. Applied	\$0	\$0	\$0						\$0
County Share	\$479,771	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$479,771

Administrator's Comments

Corporation Counsel

Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	10.0	10.0
Salaries	812,644	812,644
Fringe Benefits	294,646	294,646
Operating Expense	24,735	24,735
Capital Outlay	0	0
Allocation of Services	(652,254)	(652,254)
Total Expense	479,771	479,771
Revenue	0	0
Fund Balance Applied	0	0
Tax Levy	479,771	479,771
Total Revenues	479,771	479,771

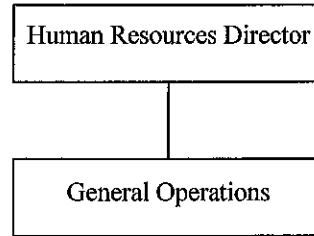
The Corporation Counsel's Office currently includes eight Attorneys. The Corporation Counsel and two Deputy Corporation Counsels provide general legal services on a county-wide basis. Four of the Attorneys spend all of their time providing services to Child Support. One Attorney spends all of her time 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. This cost totals \$652,254 and appears as a "Cost Allocation" in the budget detail.

The 2012 budget for the Corporation Counsel's Office is essentially a cost-to-continue budget with very few changes to operational expenses.

The recommended tax levy for 2012 operations is \$479,771. This is a decrease of \$2,686.

#

Human Resources Department



Present Personnel (Full Time Equivalent)

1.0	Human Resources Director
1.0	Assistant Human Resources Director
1.0	Training & Development Coordinator
1.0	Human Resources Analyst
<u>2.0</u>	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		
Training & Development Manager to Human Resources Manager	1.0	1.0
Upgrades		
Human Resources Secretary to Human Resources Office Manager (PR 8 to PR 14)	1.0	1.0
Human Resources Analyst to Human Resources Manager (PR 16 to PR 18)	1.0	1.0

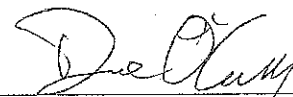
Charter: Human Resources Department

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.
 - 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.

Charter: Human Resources Department

- 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.).
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.



Dave O'Connell, Human Resources Director

Department Human Resources 2012**Budget Analysis by Program**

Programs	County-wide Human Resources	Health Insurance	RH Human Resources	County Employee Training	County Administrators Office				Budget Summary
Positions	4.21	0.36	0.18	1.00	0.25	0.00	0.00	0.00	6.00
Salaries	\$263,361	\$19,800	\$9,900	\$56,000	\$9,928	\$0	\$0	\$0	\$358,989
Fringe Benefits	\$100,855	\$10,200	\$5,100	\$23,243	\$7,503	\$0	\$0	\$0	\$146,901
Operating Expenses	\$78,200		\$8,500	\$26,985	\$0	\$0	\$0	\$0	\$113,685
Capital Outlay	\$2,057		\$0	\$0	\$0	\$0	\$0	\$0	\$2,057
Allocation of Services		(\$30,000)	(\$23,500)		(\$17,431)	\$0	\$0	\$0	(\$70,931)
Subtotal	\$444,473		\$0	\$106,228	\$0	\$0	\$0	\$0	\$550,701
Indirect Cost Alloc.									\$0
Total	\$444,473		\$0	\$106,228	\$0	\$0	\$0	\$0	\$550,701
Revenue	\$200		\$0	\$0	\$0	\$0	\$0	\$0	\$200
Fund Bal. Applied									\$0
County Share	\$444,273		\$0	\$106,228	\$0	\$0	\$0	\$0	\$550,501

Administrator's Comments

Human Resources Department

Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	6.0	6.0
Salaries	358,989	358,989
Fringe Benefits	146,901	146,901
Operating Expense	113,685	113,685
Capital Outlay	2,057	2,057
Allocation of Services	(70,931)	(70,931)
Total Expense	550,701	550,701
Revenue	200	200
Fund Balance Applied	0	0
Tax Levy	550,501	550,501
Total Revenues	550,701	550,701

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.

The Human Resources Department budget includes "charge backs" to other areas of the County budget for staff time and expenses it devotes to the Health Insurance Trust Fund (for health insurance administration) and Rock Haven operations. The "charge back" to Rock Haven is being budgeted at \$11,609 less than the level contained in the 2011 Budget. This is due to less turnover and therefore less HR activity devoted to Rock Haven operations. \$15,425 less is also being budgeted to come from the Health Insurance Trust Fund. Together, these two items result in a cost shift from those cost centers to the tax levy for the HR Department. This amount is \$27,034.

This is partially offset by a new allocation being added in 2012. This allocation of \$17,431 will be charged to the County Administrator's Office account. Ten hours per week of secretarial time will be dedicated to assist the Confidential Administrative Assistant in the Administrator's Office.

After managing the HR Department for more than a year, Mr. O'Connell is requesting several personnel modifications as part of the 2012 Budget. Included are a title change and two upgrades. These changes will better reflect the operating needs of the Department and are recommended.

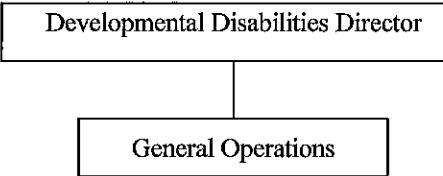
The recommended tax levy for the Human Resources Department is \$550,501, which is \$578 less than the prior year.

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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	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 2012 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 2011.

• Case Management Services	536 Consumers
• Residential (a place to live)*	335 Consumers
• Vocational (a place to work)	371 Consumers
• Board Services (Respite, nutritional, pharmacy, etc)	780 Consumers
• Children Services (family support, parenting, etc)	495 Consumers
• Community Services (day services, fiscal agents, etc)	295 Consumers
• Guardianships (WARC, LSS)	152 Consumers
• ICF-MR & Nursing Home placements	15 Consumers
• Placements @ State Centers (CWC, SWC)	21 Consumers
• Court Ordered Institutional Placements (WMHI, MMHI)	<u>2 Consumers</u>
TOTAL SERVICES PROVIDED	3002 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 2011 is projected at approximately 1250 consumers. It is significant to note that the DD Board responds to over approximately 325 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 276 children (age’s birth to 3 years of age) and their families. 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.

Charter: Developmental Disabilities Board

6) C.E.S.A. #2 will continue to support 31 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.

- 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.

Charter: Developmental Disabilities Board

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 home.
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, 75 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 536 consumers. Services include residential, vocational, and designated support to ensure safe community living experiences.
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 298 (a decrease of 32 participants from last year), developmentally disabled adults on the County's COP Waiting List.

10. Brain Trauma
This federal waiver program is designed to provide services to people who have sustained a traumatic head injury. 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 2011, year to date, the Department's Contract Compliance Specialist has completed the following Provider Certifications:

- 36 residential settings
- 17 vocational/day services programs
- 6 misc (inc: case management, transportation, fiscal agents, pharmacies)

Charter: Developmental Disabilities Board

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.

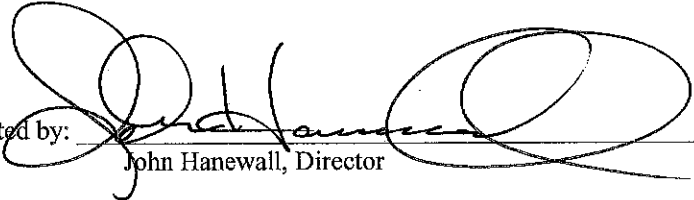
Waiting Lists:

“Waiting Lists” for those services in demand continue to be maintained by the DD Board. Typically, these services are residential, vocational, 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 to remove eligible clients from the “waiting list”, the lack of financial resources has resulting in the expansion of the number of individuals awaiting services (182 effective 07/31/11).

The Board is required to respond to unanticipated emergency placements due to 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 4000 Request for Services transactions in the past year, oft times placing individuals on the “waiting lists” so that when services are available they are eligible. At present the estimated wait for services averages 9-10 years.

In 2009, the Developmental Disabilities Board received written notification from the State of Wisconsin Federal Waiver Program mandating that all individuals on the County maintained waiting list have a Long Term Care Functional Screen (LTCFS) completed to determine eligibility for services. The DD Board completed approximately 150 LTCFS in 2009-2010 and does so now for all incoming referrals.

Respectfully Submitted by:



John Hanewall, Director

Department Developmental Disabilities**Budget Analysis by Program**

Programs	Admin	Purchase of Care	Family Care	Family Support	Adult Foster Care	CLTW		
Positions	8.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Salaries	\$408,604	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fringe Benefits	\$203,694	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Operating Expenses	\$136,713	\$1,194,853	\$58,000	\$59,595	\$26,445	\$987,190	\$0	\$0
Capital Outlay	\$5,786	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Allocation of Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal	\$754,797	\$1,194,853	\$58,000	\$59,595	\$26,445	\$987,190	\$0	\$0
Indirect Cost Alloc.	\$58,988	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$813,785	\$1,194,853	\$58,000	\$59,595	\$26,445	\$987,190	\$0	\$0
Revenue	\$813,785	\$413,807	\$30,000	\$59,595	\$26,445	\$932,087	\$0	\$0
Fund Bal. Applied	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
County Share	\$0	\$781,046	\$28,000	\$0	\$0	\$55,103	\$0	\$0

Department Developmental Disabilities**Budget Analysis by Program**

Programs	CIP 1-B	CIP 1-A	Brain Trauma						Budget Summary
Positions		0.00	0.00	0.00	0.00	0.00	0.00	0.00	8.00
Salaries		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$408,604
Fringe Benefits		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$203,694
Operating Expenses	\$22,758,716	\$3,366,554	\$982,960	\$0	\$0	\$0	\$0	\$0	\$29,571,026
Capital Outlay		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,786
Allocation of Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal	\$22,758,716	\$3,366,554	\$982,960	\$0	\$0	\$0	\$0	\$0	\$30,189,110
Indirect Cost Alloc.	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$58,988
Total	\$22,758,716	\$3,366,554	\$982,960	\$0	\$0	\$0	\$0	\$0	\$30,248,098
Revenue	\$20,001,657	\$3,285,919	\$964,175	\$0	\$0	\$0	\$0	\$0	\$26,527,470
Fund Bal. Applied	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
County Share	\$2,757,059	\$80,635	\$18,785	\$0	\$0	\$0	\$0	\$0	\$3,720,628

Administrator's Comments

Developmental Disabilities Board

Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	8.0	8.0
Salaries	408,604	408,604
Fringe Benefits	203,694	203,694
Operating Expense	29,630,014	29,554,798
Capital Outlay	5,786	5,786
Allocation of Services	0	0
Total Expense	30,248,098	30,172,882
Revenue	26,527,470	26,482,254
Transfer In	0	0
Fund Balance Applied	0	0
Tax Levy	3,720,628	3,690,628
Total Revenues	30,248,098	30,172,882

The Charter for the Developmental Disabilities 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 1,300 citizens.

As noted in previous years, the Developmental Disabilities budget is a complex document. It utilizes 18 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. In 2011, \$691,229 was budgeted for unanticipated/emergency consumer utilization.

Mr. Hanewall is projecting under spending the 2011 Tax Levy in the amount of \$23,308. In prior years, the Department has required additional funding due to higher unanticipated/emergency consumer activity.

The following are 2011 highlights impacting the DD Board as provided by Mr. Hanewall:

a. The Board is unable to predict when any individual currently residing in the community may decompensate and require institutional care at one of the State Centers. In 2011, two individuals thus far, have required long term stays at either Northern Wisconsin Center or Southern Wisconsin Center resulting in unanticipated/emergency costs to the DD Board. The 2011 Budget included \$15,000 in Institutional Care costs. The two consumers will cost \$126,738 for care at the State Centers for the balance of the year resulting in the account being over-budget by \$111,738.

b. In June, the Rock County Court system removed a young woman from her home due to financial exploitation and placed her in the care and custody of the DD Board. The consumer was provided a new guardian, case management services, residential placement and day programming services. Costs will be \$21,600 after the local match is applied for the balance of 2011, and more than \$43,000 in 2012.

c. The DD Board was obligated to open and provide services to four consumers who transitioned from minor status (at no cost to the county) into adult status.

d. The DD Board is serving a more aging clientele that experiences more medical and physical problems. Consumers are being served in a community setting at higher residential care rates because a higher degree of staffing is necessary.

e. A decrease in the number of the small providers (Adult Family Homes) is occurring due to the economic pressures and less reimbursement. As a result of these closures, the DD Board has been forced to relocate several individuals who have been in a stable setting for many years. The relocations result in higher costs because the replacement providers warrant higher daily rates given the previous rates were established many years ago.

f. The DD Board operated with only 75% of its staff complement due to two vacancies in 2011. One vacancy was for eight months and a second position was vacant for one month. Had the DD Board been at full staff (8 FTE), the projected surplus of \$25,308 would have resulted in a deficit in 2011.

Mr. Hanewall's 2012 tax levy request totals \$3,720,628, which is an increase of \$228,973 or 6.5% as compared to the 2011 budget. The requested County tax levy and total program costs are in the following major programs:

<u>Program</u>	<u>Tax Levy \$</u>	<u>Total Program \$</u>
CIP 1-B Nursing Home Relocation	\$2,757,059	\$22,758,716
Purchase of Care	\$781,046	\$1,194,853
CIP 1-A Community Reintegration	\$80,635	\$3,366,554
Brain Trauma	\$18,785	\$982,960
Children's Long Term Waiver (CLTW)	\$55,103	\$987,190
All Other	\$28,000	\$957,825
Total	\$3,720,628	\$30,248,098

The 2012 request reflects a number of cost containment areas such as:

- a 0% cost of living adjustment for most service providers;
- increased oversight of service providers, e.g., service providers are required to submit monthly invoices for review by DD Board staff versus 1/12th of the contracted amount;

- decreased the Department's Emergency/Unanticipated funds by \$269,229 from the 2011 amount.

The following factors account for most of the increased request in tax levy for 2012:

1. Medical Assistance/Personal Care (MA/PC) revenue is anticipated to decrease by \$93,883 (3%). There are several factors related to this decrease. First, the program experienced a loss of seven consumers (five due to death), and only three admissions to the program in 2011. Second, the state reimbursement rate has changed and resulted in a decrease of revenue for the same amount of hours generated by the Board. Third, the overall care that individuals, served by this Board, are now receiving in the community is at a higher level/standard and has resulted in a decrease of individuals needing to be enrolled in the MA/PC program.
2. Revenue from the State is down \$55,098 (3%) from the prior year due to less revenue from WIMCR (Wisconsin Medicaid Cost Report).
3. Targeted case management is projected to decrease by \$10,300 (21%) due to lack of staff hours to complete this aspect of the Medical Assistance Program. The lack of staff hours is attributable to staff turnover of contracted providers.
4. Many of the services that the DD Board provides are based upon daily rates. Residential programs are the "lion's share" of the DD Board's budget. As 2012 is a Leap Year the additional day is estimated to cost an additional \$30,000 (County share) in Residential programs.

2012 PRIORITIES

The DD Board will continue to aggressively pursue cost saving measures while maintaining strong focus on providing quality services to our clients.

The DD Board will continue to maintain appropriate program services for individuals while engaging in re-evaluation of the level of services that can be reasonably provided based on the County's financial status.

The Board will work cooperatively with current contracted service providers to ensure ongoing quality service provision and cost-effective services.

The Board will continue to work collaboratively with the State of Wisconsin Department of Health Services-Office of Managed Care Expansion to promote a smooth transition to a managed care model (Family Care) should that be the direction of the future.

When individuals on the waiting lists experience emergencies, the DD Board is required to provide services. In 2012, the Developmental Disabilities Board budget includes \$496,700 to cover the expenses associated with providing services to unanticipated/emergency consumer services and new clients. Of this amount, \$166,000 is tax levy funding. If prior years' experience serves as a guide most, if not all, of this amount will be devoted to unanticipated/emergency placements.

The long-standing cost shifting by the State to the County has had an adverse affect on the County tax levy. Of particular note is the Birth-to-Three Program. The Birth-to-Three Program is a federally mandated program focusing on intervention for children ages' birth to three years who display functional deficits in designated skill areas.

The Birth to Three program is an entitlement program, meaning that the County cannot establish waiting lists and is required to fund services in light of decreasing State funding. A significant amount of tax levy has supported the program over the years. The Board contracts with both CESA-2 and Rehabilitation Resources for the County's mandated Birth-to-Three program.

In addition to the entitlement designation, the County is required to contribute an amount defined as "maintenance of effort" each year for this mandated service. In 2012 the amount is \$486,941, which is \$20,463 less than the 2011 amount. Through June 2011, the Birth-to-Three program had served 138 consumers and projects to serve 276 consumers for all of 2011. In addition, the number of children seen in therapy sessions increased 16.2%.

CESA-2 will receive a total of \$732,196 in 2012, which is slightly more than the 2011 allocation.

The Children's Long Term Waiver (CLTW) Program is one of the smaller but growing programs operated by the Developmental Disabilities Board. The program's operations have increased significantly due to increased federal funds. The dollars are earmarked to serve three target groups: children who are physically disabled; children with severe emotional disturbance; and children with developmental disabilities. Approximately 70% of the target groups are developmentally disabled. The 2012 Budget includes \$55,103 in tax levy funds for this area.

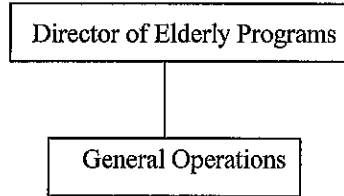
Due to limited tax levy resources, I recommend a \$30,000 reduction in the Department's tax levy request. Therefore, the recommended budget includes a tax levy increase of \$198,973 or 5.7%, over the prior year. With federal matching funds, this reduction in tax levy results in an overall expenditure reduction of \$75,216.

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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 Elderly Programs
1.0	Nutrition Program Supervisor
1.0	Transportation Program Supervisor
1.0	Mobility Manager
1.0	Information & Assistance Specialist
1.0	Benefit Specialist
1.0	Clerk-Typist III
<u>1.0</u>	Specialized Transit Scheduler/Clerk
 8.0	 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		
Director of Elderly Programs to Director of Council on Aging	1.0	1.0
Upgrades	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.

- i. Strategies that increase client participation and contributions will be implemented.

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.

Four 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 to those communities that have no program, i.e., Milton, Clinton, Footville, and Orfordville. 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.

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.

Charter: Council on Aging

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.

3. Transportation

The Council on Aging manages two transportation programs 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 coordination of transportation services for individuals who are elderly or disabled to medical appointments outside of Rock County. This is accomplished through utilization of volunteer drivers who offer their time and use of their privately owned vehicle for this purpose. Transportation is available Monday through Friday, generally from 7:00 a.m. to 6:00 p.m., as volunteers are available. Service is curb-to-curb; meaning the passenger must be able to ambulate to the car independently. To maximize the utilization of volunteer services, rides may be shared with other passengers going to the same location or to a location in close proximity.

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. Persons eligible for Medical Assistance are also transported on a "space available" basis for medical related trips.

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.

Charter: Council on Aging

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 employers. Funding for this position is provided through a federal New Freedom 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 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 through the ElderLaw Center 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.
- 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. Referrals will be made to clients for other services provided by the Council on Aging and other community agencies.

6. Information & Assistance Program

The Information and Assistance Program provides service to older people and their family caregivers. They 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.

Charter: Council on Aging

The Information & Assistance Specialist functions are: 1) to make it easier for older people and their caregivers to locate and access benefits and resources in their communities; 2) to provide assistance in examining needs and options before making major life changes associated with aging; 3) to offer options that can prevent or delay the need for public subsidy; 4) to enhance prevention and early intervention by providing information and linkage with resources needed to prevent deterioration; 5) to enhance inter-agency collaboration; and 6) to provide practical support for achieving the values of independence, dignity, quality of life, and consumer choice.

The county employs one full-time Information & Assistance Specialist. Funding for this service is received from Title III-B and Title III-E of the Older Americans Act.

Objectives:

- a. An annual update of resource information on available resources/providers responsive to the needs of older persons and their caregivers will be conducted.
- b. 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.
- c. Data will be collected and reported about callers to assist with making the most appropriate referrals and to identify gaps in services.
- d. Information will be provided to the public on aging issues by distributing newsletters and submitting informational items to other publications.
- e. Using data, unmet needs of the older population and their caregivers will be identified and advocacy will be initiated for changes in service provision to meet those needs.
- f. BEACON, a web-based data collection program will be used to provide reports to federal and state regulatory agencies.
- g. The BEACONWEB program will continually be updated to enable internet users to use the searchable database to locate local resources for seniors and their families.

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 provided.
- 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. 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.

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

Charter: Council on Aging

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-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. Twenty-five seniors participated in the first workshop.

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.


The Rock County Council on Aging hosts a County Senior Statesmanship Program, a workshop for people interested in learning about how county government works and how it affects seniors. The program continues to be very popular.

Objectives:

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

- 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.
- e. Leaders for “Living Well with Chronic Conditions” will be trained and workshops will continue to be offered throughout the county.
- f. Leaders for *Stepping On* will be trained and workshops will continue to be offered throughout the county.
- g. In accordance with policy of the area agency on aging, more evidence-based preventative health programs will be initiated in the county.
- h. The Council on Aging will coordinate a County Senior Statesmanship Program.

Reviewed and Approved by: _____


Joyce Lubben, Director of Elderly Programs

Department 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	Volunteer Driver Program	Mobility Management	Family Caregiver Prog Title III-D	Benefit Specialist	State Pharm. Prog/ State Health Insurance Program	Budget Summary
Positions	2.00	1.00	1.00	0.00	2.00	0.00	1.00	0.00	1.00	0.00	8.00
Salaries	\$100,057	\$38,795	\$45,560		\$78,383		\$44,164		\$38,795		\$345,754
Fringe Benefits	\$41,051	\$25,527	\$13,397		\$46,940		\$13,155		\$25,527		\$165,597
Operating Expenses	\$24,716	\$102,851	\$328,563	\$174,412	\$457,998	\$19,022	\$11,305	\$68,721	\$14,910	\$16,572	\$1,219,070
Capital Outlay				\$550	\$126,000						\$126,550
Allocation of Services	(\$108,948)	(\$30,189)							(\$45,794)		(\$184,931)
Subtotal	\$56,876	\$136,984	\$387,520	\$174,962	\$709,321	\$19,022	\$68,624	\$68,721	\$33,438	\$16,572	\$1,672,040
Indirect Cost Alloc.											\$0
Total	\$56,876	\$136,984	\$387,520	\$174,962	\$709,321	\$19,022	\$68,624	\$68,721	\$33,438	\$16,572	\$1,672,040
Revenue	\$250	\$136,984	\$387,520	\$174,962	\$635,595	\$19,022	\$68,624	\$68,721	\$33,438	\$16,572	\$1,541,688
Fund Bal. Applied											\$0
County Share	\$56,626	\$0	\$0	\$0	\$73,726	\$0	\$0	\$0	\$0	\$0	\$130,352

Administrator's Comments

Council on Aging

Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	8.0	8.0
Salaries	345,754	345,754
Fringe Benefits	165,597	165,597
Operating Expense	1,219,070	1,219,070
Capital Outlay	126,550	126,550
Allocation of Services	(184,931)	(184,931)
Total Expense	1,672,040	1,672,040
Revenue	1,541,688	1,541,688
Fund Balance Applied	0	0
Tax Levy	130,352	130,352
Total Revenues	1,672,040	1,672,040

Rock County provides a sizeable and varied program of services for senior citizens funded largely from Federal and State grants. 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. This Section 85.21 funding requires a 20% tax levy match. In 2012, Rock County estimates it will receive \$368,631 through this grant program, which will require a County match of \$73,726.

The Transportation Program operates out of two accounts: "Elderly and Handicapped Transportation" and "Volunteer Driver Program." The "Elderly and Handicapped Transportation" account funds the van program. The County has nine vehicles in its fleet, which included the following as of August, 2011:

<u>Model</u>	<u>Miles</u>
2010 Ford mini-bus	5,387
2010 Ford mini-bus	33,703
2008 Ford mini-bus	87,868
2008 Ford mini-bus	87,456
2007 Ford mini-bus	135,322
2007 Ford mini-bus	131,071
2006 Ford mini-bus	151,597
2006 Ford mini-bus	144,426
2006 GMC mini-bus	134,582

The three oldest vehicles are being replaced this year. Ms. Lubben plans to replace three vehicles in 2012, with 80% of the cost funded by Federal funds and 20% funded through the Department's Vehicle Trust Fund.

The Council on Aging's 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, as well as

extended hours on the weekends and before 8:00 a.m. and after 5:00 p.m. Beloit and Janesville reimburse the County for the cost of paratransit services not covered by the Section 85.21 grant and fares.

In early 2011, the State of Wisconsin contracted with Logisticare, a Medical Assistance (MA) transportation broker. As a result, beginning July 1, 2011, all specialized transit providers that service riders eligible for MA reimbursement were required to contract with Logisticare or cease providing MA billed rides. Rock County staff completed a thorough examination and met with the MA broker multiple times to determine if a contract with Logisticare was in the best interest of the County and its clients. After a thorough review, staff determined that Rock County should not contract with Logisticare. From this point forward, private transportation companies contracted with Logisticare will provide MA reimbursed rides. Since July 1st, the lack of MA reimbursed rides has contributed to an overall decline in ridership. However, the number of self pay riders has increased. Furthermore, staff has taken this opportunity to investigate program alternatives that will produce additional revenue and provide long needed services that may enhance the quality of life for the senior and handicapped community. As a further measure, Ms. Lubben has suggested a fee increase for the general public self pay clients. In-city transportation would increase from \$4 to \$5 per trip and the outside city rate would increase from \$5 to \$6 per trip.

The Volunteer Driver Program provides rides to out-of-county medical appointments through the use of volunteer drivers. The drivers provide their own vehicle and are paid 55 cents per mile (or the IRS rate). The program charges a 40-cent per mile fee to the riders. If more than one client shares a ride, the charge is split among the riders. The demand for this service has been declining in recent years. Ms. Lubben attributes that to local hospitals and clinics offering a greater variety of specialized medical procedures that were typically not available locally in the past.

Overall, the requested and recommended budget for the transit program includes a "transfer-in" of \$35,900 from the Vehicle Trust Fund. These funds pay for the 20% local share of the three vehicles scheduled for replacement in 2012 as well as the cost to convert them to specialized transit vehicles. This should leave a balance of about \$33,764 in the Trust Fund at the end of 2012.

Another major program area for the Council on Aging is the Nutrition Program which consists of both the Congregate Meal Program and the Home Delivered Meal Program. With falling donations, increasing meal costs, and federal aid frozen, the EVAS Committee has taken action to close two congregate meal sites in the final quarter of 2011, Scoville Hall in Beloit and Faith Lutheran Church in Janesville. This action will help stabilize the finances in the Congregate Meal Program.

In 2012, the Congregate Meal Program will be slightly smaller, expecting to provide approximately 30,000 meals from six locations throughout the county. The cost for each meal provided ranges from

\$3.72 for bulk produced meals to \$4.28 for pre-packed meals for those with special dietary needs. Donations from those receiving the meals are expected to cover about \$1.86 of each meal provided next year.

The Home Delivered Meal Program provides about 20,500 meals per year in the rural areas and smaller communities. Ms. Lubben requests a transfer of \$26,623 from the Congregate Meal Program to the Home Delivered Meal Program. This will provide stability, prevent the program from being cut, and allow for modest growth in 2012. For a number of years, Rock County has used federal funds to provide a subsidy to the Beloit Meals on Wheels Program. In 2012, that subsidy will be \$37,000. It was made clear when the subsidy began that it would continue only as long as adequate funds remained available.

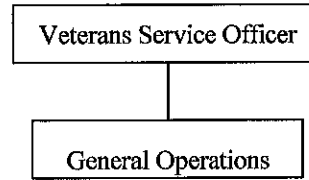
The Council on Aging also receives federal funding to assist seniors with various legal problems or issues related to benefit programs. These services are provided via contracted services and typically appear in the budget in the "Title III-B" account. Ms. Lubben indicates there is a continuing need in the community for these services, and the same amount of \$24,152 will be available for this purpose again in 2012. This funding will be split between the \$12,580 of Legal Services contained in the "Title III-B" account and the entire \$11,572 found in the "State Pharmacy Asst. Prog." account.

Ms. Lubben has requested a title change from Director of Elderly Programs to Director of the Council on Aging. I believe this will eliminate confusion from the public and more accurately describe the duties of the position. This change is recommended.

The property tax levy recommended for 2012 operations is \$130,352, which is \$467 less than 2011.

#

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 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	\$168,302	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$168,302
Fringe Benefits	\$95,644	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$95,644
Operating Expenses	\$20,117	\$4,746	\$0	\$0	\$0	\$0	\$0	\$0	\$24,863
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Allocation of Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal	\$284,063	\$4,746	\$0	\$0	\$0	\$0	\$0	\$0	\$288,809
Indirect Cost Alloc.									\$0
Total	\$284,063	\$4,746	\$0	\$0	\$0	\$0	\$0	\$0	\$288,809
Revenue	\$17,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$17,000
Fund Bal. Applied		\$0							\$0
County Share	\$267,063	\$4,746	\$0	\$0	\$0	\$0	\$0	\$0	\$271,809

Administrator's Comments

Veterans Service Office

Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	4.0	4.0
Salaries	168,302	168,302
Fringe Benefits	95,644	95,644
Operating Expense	24,863	24,863
Capital Outlay	0	0
Allocation of Services	0	0
Total Expense	288,809	288,809
Revenue	17,000	17,000
Fund Balance Applied	0	1,000
Tax Levy	271,809	270,809
Total Revenues	288,809	288,809

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 veterans population, staff are responsive to their needs by conducting some home interviews. A description of the services provided is contained in the Veterans Service Office Charter.

Mr. Solis reports that the office continues to see an increase in veterans seeking service due to: a.) the effects of the local economy, b.) the increased client population as a result of the current war conflicts, c.) increased health care inquiries, and d) an increasing number of veterans seeking additional education.

In 2011, the budgeted amount for community contributions was adjusted from \$4,000 to \$4,500 to accept and distribute \$500 worth of gas cards from the Wisconsin Department of Workforce Development. This one time contribution is not available for the 2012 year and the department request will return to \$4,000. State aid is expected to remain the same as previous years at \$13,000.

The Insurance Benefits line item is projected to increase as a result of staff turnover and replacement staff choosing family coverage.

The Human Services Supplies/Expense line item includes expenses for outreach to veterans at various community affairs and conferences. The budgeted cost of providing grave care and flag holders for veteran's burials has been decreasing. The transition from plastic to aluminum holders has resulted in less frequent replacements.

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

In 2011, the Veterans Service Office purchased a caseload management software program for \$1,795. The annual maintenance is \$1,196. Staff is pleased with the software and reports increased productivity and ease of use.

The Veteran 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 2012 is comprised of \$4,000 for Veterans Relief and \$746 for Per Meeting Allowances and FICA for the Commissioners. The Fund Balance for this account is expected to be \$1,264 as of December 31, 2011. I recommend applying \$1,000 of this fund balance in 2012.

The tax levy recommended for the Veterans Services Office budget as a whole is \$270,809, which is an increase of \$5,429 or 2%.

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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	72,222	72,222
Capital Outlay	0	0
Allocation of Services	0	0
Total Expense	72,222	72,222
Revenue	0	0
Fund Balance Applied	0	0
Tax Levy	72,222	72,222
Total Revenues	72,222	72,222

Heritage Rock County is a consortium of historical societies in Rock County. The consortium represents the Beloit Historical Society, Luther Valley (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 2012, Heritage Rock County is requesting \$22,323, which is the same amount as the prior year. I concur with their request and recommend this level of funding.

The Retired & Senior Volunteer Program (RSVP) places people age 55 and older into volunteering 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 2011, the County Board approved \$25,582. For 2012, RSVP is requesting the same amount. I agree and recommend this funding level. RSVP is also recommended to receive \$5,350 in 2012 for services it provides through the Council on Aging budget.

In 2011, RSVP initiated the assisted transportation program Seniors Helping Seniors. 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 \$24,317 in 2012 for the assisted transportation program. This is the same amount that was budgeted in 2011. The request appears under the program "RSVP Assisted Transportation." The United Way of North Rock County and the Stateline United Way continue to provide funding and the total proposed budget for the program, including the County Contribution is approximately \$79,000. I recommend a contribution of \$24,317.

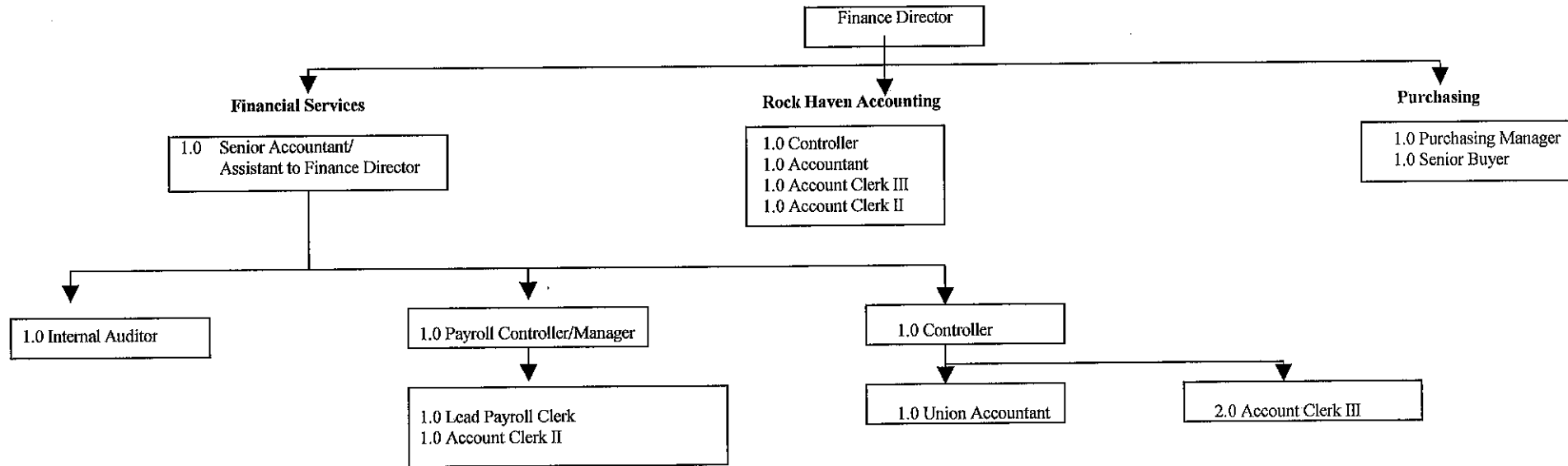
The table below summarizes the various requests and my recommendations.

	<u>Request</u>	<u>Recommendation</u>	
Heritage Rock County	\$22,323	\$22,323	
Retired & Senior Volunteer Program (RSVP)	\$25,582	\$25,582	
RSVP Assisted Transportation	<u>\$24,317</u>	<u>\$24,317</u>	
Total	\$72,222	\$72,222	#

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	Internal Auditor
2.0	Controller
1.0	Purchasing Manager
1.0	Senior Buyer
1.0	Payroll Coordinator/Manager
1.0	Lead Payroll Clerk
1.0	Accountant
1.0	Accountant (Union)
3.0	Account Clerk III
2.0	Account Clerk II
16.0	Total

Summary of Personnel Modifications

New Positions	
Applications Support Specialist	1.0
Deletions	
Internal Auditor	1.0
Account Clerk II (eff. 7-1-12)	1.0
Reallocations	
	0
Reclassifications	
	0
Re-Titles	
	0

Dept. Request

Admin. Rec.

1.0	1.0
1.0	1.0
1.0	1.0
0	0
0	0
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. Maintaining 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.
- 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.

5. Insurance

On May 1, 2007, the County became an Equity Member of the Wisconsin Municipal Insurance Company (WMMIC). The Finance Director is the County's representative to WMMIC. Duties include attending committee and board meetings, monitoring claims, processing payments, allocating premium costs and completing the exposure updates required by WMMIC.

Charter: Finance Director

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. Compile and distribute monthly or special financial reports, as requested.
- e. Assist departments in settlement of vendor disputes, retrieval of financial information, preparation of reports, etc.
- f. Reconcile all balance sheet accounts.
- g. Provide various schedules and reports for annual audit.
- h. 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. Provide computer generated expenditure analysis and monthly trial balances.
- h. Assist departments in all areas of Financial Services upon request.

- i. Compile information and submit miscellaneous reports for State, Federal and all other organizations as required.
- j. Compile a weekly expenditure report to assist the Treasurer in the County investment program.
- k. Review committee actions for any action which requires public notification.
- l. Assist in annual budget process and calculate municipal tax apportionments from the final adopted budget.
- m. 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.

ROCK HAVEN ACCOUNTING OPERATIONS:

Objectives & Standards

1. General Operations

Supply timely accounting and financial services for Rock Haven according to generally accepted accounting principles.

Standards:

- a. Verify the accuracy and propriety of the vouchers and encumbrances by department including a review of coding, extensions and authorizations.

Charter: Finance Director

- b. Implement committee recommendation of voucher administration: 1) payment of voucher, and 2) cancellation of voucher.
- c. Perform billing, accounts payable, accounts receivable and payroll for the services at Rock Haven and General Services/Health Care Center Building Complex.
- d. Maintain subsidiary ledgers for patients' accounts receivable, ancillary accounts receivable, and fixed assets.
- e. Prepare and post monthly adjustments and reclassifications of clearing account from County.
- f. Issue expenditure, revenue and miscellaneous reports on a monthly basis or upon special request.
- g. Assist the County's external auditors in compiling necessary data to comply with County audit requirements.
- h. Prepare Medicare and Medicaid Cost Reports for reimbursement/rate setting purposes.
- i. Calculate cross charge rates for services provided by Rock Haven and General Services/Health Care Center Building Complex to other county departments.

2. Management

Assist Rock Haven management in recommending staffing needs for financial reporting purposes

Standards:

- a. Analyze existing contract services to insure services provided meet the needs of the facility at a reasonable cost.
- b. Provide cost/benefit analysis of staffing/patient care systems/services/facility requirements under various operating scenarios.

PURCHASING:

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.
- h. Oversees the disposal of County surplus through a County auction or other approved means.



Jeffrey A. Smith, Finance Director

Department Finance Director**Budget Analysis by Program**

Programs	Finance Director	Financial Services	Rock Haven Accounting	Purchasing	Payroll				Budget Summary
Positions	1.00	6.00	4.00	2.00	2.00	0.00	0.00	0.00	15.00
Salaries	\$136,675	\$307,079	\$196,606	\$108,304	\$109,736	\$0	\$0	\$0	\$858,400
Fringe Benefits	\$42,857	\$167,930	\$98,868	\$37,932	\$57,255	\$0	\$0	\$0	\$404,842
Operating Expenses	\$3,090	\$13,580	\$22,852	\$4,135	\$2,452	\$0	\$0	\$0	\$46,109
Capital Outlay		\$0				\$0	\$0	\$0	\$0
Allocation of Services		(\$11,200)	(\$318,326)		(\$44,748)	\$0	\$0	\$0	(\$374,274)
Subtotal	\$182,622	\$477,389	\$0	\$150,371	\$124,695	\$0	\$0	\$0	\$935,077
Indirect Cost Alloc.									\$0
Total	\$182,622	\$477,389	\$0	\$150,371	\$124,695	\$0	\$0	\$0	\$935,077
Revenue	\$0	\$180	\$0	\$0	\$3,030	\$0	\$0	\$0	\$3,210
Fund Bal. Applied									\$0
County Share	\$182,622	\$477,209	\$0	\$150,371	\$121,665	\$0	\$0	\$0	\$931,867

Administrator's Comments

Finance Director

Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	15.0	15.0
Salaries	858,400	858,400
Fringe Benefits	404,842	404,842
Operating Expense	46,109	46,109
Capital Outlay	0	0
Allocation of Services	(374,274)	(374,274)
Total Expense	935,077	935,077
Revenue	3,210	3,210
Fund Balance Applied	0	0
Tax Levy	931,867	931,867
Total Revenues	935,077	935,077

The Financial Services Department is managed by the Finance Director and consists of the Courthouse Accounting Office, the Purchasing Office, the Rock Haven Accounting 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.

The cost of the Rock Haven Accounting Office is charged back to Rock Haven, as it is part of the cost of operating a nursing home. This cost is budgeted to be \$318,326 in 2012 and appears as a "cost allocation" or negative expenditure in line item #6800. Also included in this line item is \$44,748 charged back to the Human Services Department for payroll services and a total of \$11,200 to be charged back to the Health Insurance Trust Fund for work involved in billing for retiree health insurance and the Dog License Fund for work involved in handling this account. Thus, the total in the "Cost Allocation" line item is \$374,274.

The 2012 Budget request contains several personnel modifications. Included are the addition of an Applications Support Specialist and the deletion of the position of Internal Auditor effective January 1, 2012 and an Account Clerk II position effective July 1, 2012. The Department explains the rationale for these changes as follows:

The Department is requesting the addition of a new position of Application Support Specialist effective January 1, 2012. This position would provide the skill set needed to continue the process of becoming more efficient as a Department and will provide an important resource that can be accessed by departments countywide. Responsibilities of the new position would include writing reports extracted from the county's financial reporting system, automating manual processes, testing of new financial system software modules, training county staff in the best use of reports and processes and other special projects such as the creation of electronic forms to replace existing multi-part paper forms. In order to best utilize this position the department's training budget is increased to provide the funding for specialized training from the county's software vendor.

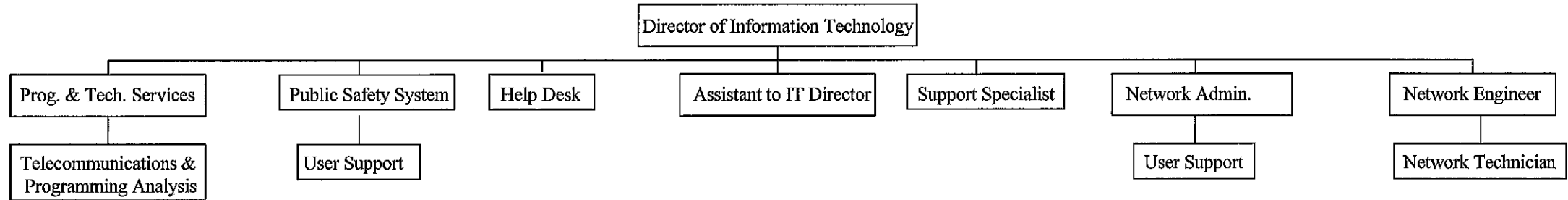
As the result of operating efficiencies and the reorganization of duties, the department is also requesting the deletion of the Internal Auditor position effective January 1, 2012 and an Account Clerk II position effective July 1, 2012.

I feel the requested reorganization of staff will result in increased efficiencies and recommend the changes. I am also recommending the carryover of \$3,600 for training purposes.

The recommended tax levy for Financial Services is \$931,867, which is a decrease of \$19,648 or 2.0% 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
6.0	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
<u>2.0</u>	Help Desk/Operations Technician
24.0	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: 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 nearly 1000 system users at multiple locations. Additionally, we support countywide public safety systems and private businesses with needs 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 initiative 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:
 - Replacement of countywide Law Records Management System
 - Replacement to the 911 Computer-Aided Dispatching System
 - Enhancements to the Mobile Data System and Network
 - Continue integrating these systems with state and federal databases and systems whenever appropriate.
 - Providing support for all municipalities that use the systems.
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 desktop and other County applications.
7. Continue to upgrade our PC and printer 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:

Charter: Information Technology

A. The following is a partial list of applications that will be maintained throughout the year: County Telephone Systems, including cell phones and Blackberry devices; PBX Switches, Voice Mail System & Call Detail Recording System; 51.42 Billing, State Client Services Information Systems; Nursing Home System; Accounting and Finance Systems; Payroll/Human Resources System; Public Works Department; Human Services Client Maintenance; Property Tax Accounting; Surveyor Indexes; Cash Receipting System; eWisacwis; County- Wide Law Records Management System; Time Clock & 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 175 unique PC software applications.

B. The applications listed 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 Allowance
 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 2011:

Printers and Plotters	374
PCs, Laptops/Tablets	1034
Time Clocks	13
Scanners and Imaging Equipment	18
Servers and Data Center Printers	62
PBX Phone Switch Sites	4

E. TOTAL NUMBER OF USERS:

	2008	2009	2010	2011
	1004	1004	1015	1017

4. Major Projects that will affect IT in 2012:

- A. Replace aging Uninterruptible Power Supply in Data Center.
- B. Replace aging Air Conditioning unit in Data Center.
- C. Test and Implement New Tax Receipting and Real Property System.

- D. Add more functionality and information to the County's Web site.
- E. Deploy expanded document imaging throughout County operations.
- F. Upgrade older servers, switches and routers as needed.
- G. Consolidate and virtualize servers whenever possible.
- H. Manage Blackberry devices within County operations.

5. Pursue 'Best Practice' Process Improvements in the Following Areas:

- | | |
|-------------------------------|----------------------------|
| ▪ Asset Management | ▪ Systems Management |
| ▪ Business Protection | ▪ Help Desk Management |
| ▪ User Support Management | ▪ User Training |
| ▪ IT Training | ▪ Systems Development |
| ▪ Phone System Management | ▪ Network Management |
| ▪ Systems Security Management | ▪ HIPAA Privacy Management |
| ▪ HIPAA Security Management | |


 Mickey Crittenden
 Information Technology Director

Programs	Information Technology	Voice Communications	Countywide Law Records	IT Infrastruct. Projects	IT Capital Projects	Law Records Capital		Budget Summary
Positions	22.00	0.50	1.50	0.00	0.00	0.00	0.00	24.00
Salaries	\$1,511,054	\$28,930	\$77,393	\$0	\$0	\$0	\$0	\$1,617,377
Fringe Benefits	\$616,183	\$3,925	\$17,663	\$0	\$0	\$0	\$0	\$637,771
Operating Expenses	\$1,665,407	\$104,732	\$135,591	\$0	\$0	\$0	\$0	\$1,905,730
Capital Outlay	\$22,500	\$0	\$30,000	\$235,000	\$60,000	\$750,000	\$0	\$1,097,500
Allocation of Services	(\$2,816,321)	(\$137,587)	\$0	\$0	\$0	\$0	\$0	(\$2,953,908)
Subtotal	\$998,823	\$0	\$260,647	\$235,000	\$60,000	\$750,000	\$0	\$2,304,470
Indirect Cost Alloc.								\$0
Total	\$998,823	\$0	\$260,647	\$235,000	\$60,000	\$750,000	\$0	\$2,304,470
Revenue	\$3,000	\$0	\$0	\$0	\$60,000	\$170,000	\$0	\$233,000
Deferred Financing	\$0	\$0	\$0	\$235,000		\$580,000	\$0	\$815,000
Fund Bal. Applied	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	\$50,000
County Share	\$945,823	\$0	\$260,647	\$235,000	\$0	\$580,000	\$0	\$1,206,470

Administrator's Comments

Information Technology Department

**Summary of
Department Requests and Recommendations**

Description	Department Request	Administrator's Recommendation
Positions	24.0	24.0
Salaries	1,617,377	1,617,377
Fringe Benefits	637,771	637,771
Operating Expense	1,905,730	1,905,730
Capital Outlay	1,097,500	1,097,500
Allocation of Services	(2,953,908)	(2,953,908)
Total Expense	2,304,470	2,304,470
Revenue	233,000	1,048,000
Def. Fin.	815,000	0
Fund Balance Applied	50,000	100,000
Tax Levy	1,206,470	1,156,470
Total Revenues	2,304,470	2,304,470

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 \$2,816,321.

Mr. Crittenden has proposed working on five initiatives in 2012. I have asked him to provide a description of these initiatives. His description follows:

Rock County Information Technology Initiatives For 2011

The 2012 IT budget reflects the continuation of supporting current County business processes throughout all of Rock County's governmental operations, with a specific focus on helping all County departments operate as cost-effectively as possible. 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>Budget Effect</u>
<i>Data Center Uninterruptible Power Supply</i>	\$85,000
<i>-- addresses capacity constraints of current UPS</i>	
<i>-- Current UPS age (21 years) is beyond expected life-span</i>	
<i>-- More energy efficient than current UPS</i>	
<i>-- Capital Improvement Plan project</i>	

The current Computer Room 30 kVA UPS is over 21 years old and has reached the top-end of its capacity to adequately provide uninterruptible power for the County's computer systems. The Computer Room is approaching the point where additional servers and other components will surpass the ability of the current UPS unit. A 50 kVA – 60 kVA unit will meet the needs of the County's systems for an expected 15 years. This is a CIP project.

Data Center Air Conditioning

\$150,000

- addresses capacity constraints of current UPS
- Current UPS age (21 years) is beyond expected life-span
- More energy efficient than current A/C
- Increases Server Virtualization capabilities
- Capital Improvement Plan project

The current 26 year old air conditioning unit is undersized for the amount of equipment that is running in the computer room. Repeated failures due to age has forced the need to install a new air conditioning unit. The older unit poses a risk of systems downtime due to excessive heat while an air conditioning repair is underway. The older unit would remain as a supplemental air conditioner for periods of extreme heat and while the new unit is undergoing preventative maintenance. This is a CIP project.

Network Servers Replacements

\$60,000

- Addresses aging servers (+ 5 years) that have increasing maintenance costs
- 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 63 servers, and a varying number of replacements are planned each year. The server replacement plan for 2011 includes 3 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.

One new server will be configured to be an additional primary host for multiple virtual servers, thus continuing the County's strategy of consolidating data center assets for the sake of streamlining operations. The new physical server will be able to host several virtual servers that heretofore required separate hardware systems. This will result in operational savings in terms of lower power and cooling requirements.

Given the expected life of at least 5 years, these servers are strategic assets and as such are good candidates for the use of borrowed funds. The 2012 server replacement plan is part of the on-going, multi-year CIP project that recognizes the need to replace aging servers that are no longer meeting the County's needs.

Tax Receipting and Real Property System Migration from HP e3000

- Addresses the need to migrate from current legacy system
- Upgrades current system to relational database technology
- Replaces character-based systems with GUI-based systems
- Retains advantages of in-house system and data
- Leverages staff system development skills and subject matter expertise
- Capital Improvement Plan project

The objective of this currently active initiative is the migration of the Tax Receipting and Real Property systems to a newer platform from the soon-to-be obsolete HP e3000. Significant staff resources will be assigned to perform analysis, design, and development for this migration project which is targeted for system testing during 2012. The tax bills that will be printed in December 2011 will be printed using the new system, and the tax receipting will be performed on the current system with parallel testing using the newly developed system.

Replacement of Countywide Law Records Management System

\$580,000

- Motorola is no longer enhancing current system
- System is shared by 10 County Law Enforcement Agencies
- Includes interfaces with CAD, Mobile Data, BadgerTRACS, DA-Protect, Tipss, and WiJIS
- Includes implementation of Civil Process Module
- Allows replacement of legacy system to state-of-the-art system
- Capital Improvement Plan project

The existing shared Law Records Management System (LRMS) has been in use since 1999. Motorola has announced the end of major development for this product. In addition to the end of significant upgrades and enhancements to this product, the County needs to anticipate that the system will no longer be supported by Motorola at some point in the near future. New records systems now available offer increased efficiencies in data entry as well as significant improvements in reporting, especially in the area of mapping and GIS-based event information processing. The total projected cost of the LRMS replacement is \$750,000. The

cost portion for participating municipalities will total \$170,000, and the County's share will be \$580,000.

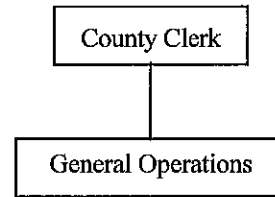
Four of the five initiatives proposed by Mr. Crittenden require an appropriation for hardware and/or software in 2012. The total amount of County funding needed is \$875,000. The largest cost project is the replacement of the Law Records Management System at an estimated cost of \$750,000. The current system has been in use since 1999 and has reached the end of its useful life. The system provides law records capabilities for 10 law enforcement agencies, including the Rock County Sheriff's Office. The cost will be shared, with the County responsible for \$580,000 of the \$750,000 total cost.

I have recommended the use of \$875,000 of sales tax for purchase of the requested capital items.

The recommended tax levy for Information Technology is \$1,156,470, which is a decrease of \$77,558 from the prior year.

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County Clerk



Present Personnel (Full Time Equivalent)

1.0	County Clerk
1.0	Deputy County Clerk
<u>1.0</u>	Account Clerk II
3.0	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 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

Perform duties as required by statute as the Clerk to the County Board and perform the directives as required by the Board.

Standards:

- a. The County Clerk shall apportion the county tax and the whole amount of state taxes and charges levied upon the county, as certified by the Department of Administration, among the towns, cities and villages of the county, according and in proportion to the valuation thereof as determined by the department of revenue. The County Clerk shall carry out in the record book, opposite the name of each in separate columns, the amount of state taxes and charges and the amount of county taxes so apportioned thereto, and the amount of all other special taxes or charges apportioned or ordered, or which the clerk is required by law to make in any year to any town, city or village, to be collected with the annual taxes. The Clerk shall certify to the clerk of and charge to each town, city and village, the amount of all such taxes so apportioned to and levied upon it, and shall, at the same time, file with the county treasurer a certified copy of each apportionment and send an original to the Dept. of Revenue. (State Statute 70.63)
- b. In accordance with County policy, email legal notices to the designated county newspaper, as designated by County Board via resolution on an annual basis. Publish all legal notices/minutes/transfers for the County Board and transfers from the General Fund or Contingency Fund for the Finance Committee within 10 days according to statute (ss. 65.90 (5)(a)). Post all agendas and legal notices in timely manner and according to state statute (ch. 985).
- c. The County Board minutes contain information regarding a new/amended county ordinance 2 weeks prior to adoption stating that the ordinance is available in the County Clerk's office for public inspection. Upon adoption copies of new/amended county ordinances are mailed to municipal clerks and inserted into the Official Code Book in the County Clerk's office. Complying with Wis. Stats. 66.0103 eliminate the need to comply with the publication requirements of Wis. Stats. 59.14 per Corporation Counsel.
- d. Maintain various county records, a county contract file, and resolution file and compile official bound books of County Board minutes annually.

- e. Record, compile and distribute County Board minutes. Email minutes to the County designated newspaper for publication within 10 days of the meeting and the County Board minutes to be posted to the County's website.
- f. Pay all disbursements by written order from the County Clerk to the County Treasurer as cited in ss. 59.25(3)(b). No orders are to be issued for funds not appropriated under ss. 65.90(5).
- g. County property is held by the Clerk in the name of the County. All deeds, contracts and agreements made on behalf of the County under the direction of the Board (ss.59.06), when signed by the clerk with the County Seal attached are valid and binding on the County.
- h. The Clerk shall receive and file the official oaths and bonds of all County officers and shall file an impression of the County Clerk's seal in the office of the Secretary of State upon the commencement of each two-year term of office for County Supervisors and four-year term for county officials.
- i. The Clerk shall make a full report to the Board at the annual meeting of the total collections and disbursements for the prior year, the operational expense, General Fund balance, Contingency Fund balance, and provide a list of supplementary appropriations.
- j. At the County Board annual meeting, the Clerk shall prepare a list of all checks that have remained unpaid for two years and, by resolution of the County Board, the checks shall be cancelled. A new order for payment may be issued to an individual on the list within six years of the date of the check and without interest when application is made to the County Board Chair and County Clerk upon presentation of proper identification. The individual will be paid the amount listed in the County Board resolution for cancelled checks over two years old per state statute 59.64(4)(c).
- k. Ensure that the duties of the County Clerk are carried out in accordance with State Statutes and federal 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.

Charter: County Clerk

- 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 on the Thursday 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 will take place beginning November 2008 and continue indefinitely.
- i. Election Security Procedures (ELBd 5) 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 3,000 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.

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 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.

Charter: County Clerk

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 operations including payroll operations.
- 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	\$49,756	\$49,756	\$49,756	\$0	\$0	\$0	\$149,269
Fringe Benefits	\$24,258	\$24,258	\$24,258	\$0	\$0	\$0	\$72,774
Operating Expenses	\$3,811	\$7,374	\$108,927	\$0	\$0	\$0	\$120,112
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Allocation of Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal	\$77,825	\$81,388	\$182,941	\$0	\$0	\$0	\$342,155
Indirect Cost Alloc.							\$0
Total	\$77,825	\$81,388	\$182,941	\$0	\$0	\$0	\$342,155
Revenue	\$0	\$103,955	\$30,770	\$0	\$0	\$0	\$134,725
Fund Bal. Applied							\$0
County Share	\$77,825	(\$22,567)	\$152,171	\$0	\$0	\$0	\$207,430

Administrator's Comments

County Clerk

Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	3.0	3.0
Salaries	149,269	149,269
Fringe Benefits	72,774	72,774
Operating Expense	120,112	117,912
Capital Outlay	0	0
Allocation of Services	0	0
Total Expense	342,155	339,955
Revenue	134,725	134,725
Fund Balance Applied	0	0
Tax Levy	207,430	205,230
Total Revenues	342,155	339,955

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 two accounts titled "County Clerk" and "Elections."

The tax levy request for the County Clerk account is \$129,273, which is a decrease of \$11,572 or 8.2%.

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 \$90. The County Clerk's budget keeps \$45, the State retains \$25 and \$20 goes to Family Mediation Services. Ms. Stottler proposes raising the fee to \$95, which would allow her office to keep \$50. This will generate an additional \$3,875 to offset the tax levy. This is recommended.

Another revenue source is passport application fees. This revenue source peaked in 2007 and has been decreasing since. Ms. Stottler's revenue projection for 2012 is \$52,500, which is the same as the 2011 estimate, but \$5,000 less than the 2011 budgeted amount.

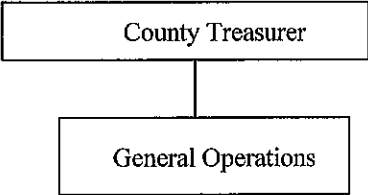
Ms. Stottler has implemented a number of new services for the Office. Included are taking passport photos and providing some services typically available through the State's Division of Motor Vehicles. These efforts provide services to our citizens and generate fees to offset office costs, which is appreciated.

Ms. Stottler's expenditure requests for 2012 are very reasonable. The only change made to Ms. Stottler's request is a reduction to Office Supplies allotted for printing by \$200. The recommended tax levy in the "County Clerk" account is \$129,073. This is a decrease of \$11,772 or 8.4%

The 2012 departmental levy request for "Elections" is \$78,157, which is \$40,970 more than the levy in the 2011 Budget. The "Elections" account fluctuates widely from year to year due to the election cycle. Next year will be the busiest year in the four-year election cycle due to the presidential election.

The last presidential election was in 2008. The cost of the ballots and legal forms that year was \$61,310. Ms. Stottler is requesting \$70,000 for these items for 2012. I have reduced this to \$68,000. If this amount proves to be inadequate, we will have to supplement it in 2012, as the cost of the ballots will have to be paid if needed. With this change, the recommended tax levy for the "Elections" account is \$76,157, which is an increase of \$38,970 over the prior year. #

County Treasurer



Present Personnel (Full Time Equivalent)

1.0	County Treasurer
1.0	Deputy County Treasurer
1.0	Accountant
<u>2.3</u>	Account Clerk II
5.3	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		
Account Clerk II to Real Property	0.3	0.3
Upgrades	0	0

Charter: Treasurer

1. Office of Treasurer

The County Treasurer shall perform duties according to Wisconsin 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. Administer the Lottery and Gaming Tax Credit and certification. Reconcile and settle lottery credit annually with all taxing jurisdictions.
- d. 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.
- e. 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.
- f. Serve as treasurer for all County drainage districts.
- g. Administer and collect Land Use Value Conversion Charges.
- h. Advertise and disburse unclaimed funds.
- i. Administer the oath of office to the person(s) who will perform the duties of Deputy County Treasurer.
- j. 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 26,000 parcels yearly.
- e. Communicate with delinquent property taxpayers through conventional collection procedures and offer payment plans to assist delinquent taxpayers.
- 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 all County parcels to ensure tax bills and information are forwarded to the proper person or place.

Charter: Treasurer

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 four 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 account and various grant checking accounts.
- h. Maintain and reconcile all Credit Card payments of taxes according to reports from the Credit Card Company and the working bank.
- i. Maintain an accurate accounting of all money received and deposited in a special account for municipalities 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.
- 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 the Clerk of Circuit Court and the County Finance Director to prepare the RFP for the financial management program of Rock County.
- s. Distribute tax bill CD's to mortgage and title companies, banks and realtors.
- 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.

Charter: Treasurer

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 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.

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	215,300	215,300
Fringe Benefits	105,856	105,856
Operating Expense	79,738	79,738
Capital Outlay	0	0
Allocation of Services	0	0
Total Expense	400,894	400,894
Revenue	2,664,824	2,664,824
Fund Balance Applied	0	0
Tax Levy	(2,263,930)	(2,263,930)
Total Revenues	400,894	400,894

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 historic lows and are expected to remain low for some time. For example, the current LGIP interest rate is approximately 0.11%. 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 2011 Budget anticipated \$727,500 in investment earnings while the amount currently projected is \$612,500 or \$115,000 less than budgeted. The amount projected for 2012 is \$447,700 or \$279,800 less than the 2011 Budget. This is funding which will not be available in 2012 for County operations.

Interest and Penalties on Delinquent Taxes is the other major source of revenue. Income from this source is projected to be \$2,034,852 in 2011 and \$2,136,941 in 2012.

One 2011 revenue item, which was unanticipated, was the receipt of \$412,345 from the closing of a TIF District in the City of Janesville.

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 is charged a \$100 flat amount, plus \$.50 per parcel collected.

Another source of revenue is the penalty which is 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. Given the slowdown in development activity, it is projected Rock County will receive only \$5,000 from this source in 2012.

Ms. Brown and Real Property Lister Michelle Schultz, as part of the 2012 Budget, have proposed one personnel modification. This change involves sharing a position with 70% of the position assigned to the County Treasurer's Office and 30% assigned to the Real Property Department. It appears as a transfer of 30% of the position from the Treasurer's Office to Real Property. This works well because the position will be assigned to each department during peak work periods. The two departments already share another position. This transfer is recommended.

Ms. Brown has presented a frugal operating budget for her office operation totaling \$363,894.

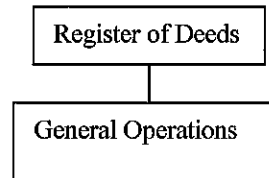
Two other accounts under the Treasurer's budget are "Personal Property Tax Redemption" and "Tax Deed Expense". Personal Property Tax Redemption contains \$32,000 for 2012. This is the amount the County must reimburse the towns, cities and villages for the County's share of personal property taxes the taxing units have been unable to collect.

Tax Deed Expense contains the revenue and expenditures from the sale of tax delinquent real property. This account is projected to have a "profit" of \$5,000 in 2012.

Combining the Treasurer's main account, the Personal Property Tax Redemption account and the Tax Deed Expense account results in \$2,263,930 of revenue in excess of expenditures. This is \$189,473 less than the amount included in the 2011 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
1.0	Real Estate Optical Imaging Specialist
<u>.4</u>	Duplicating Equipment Operator
8.2	Total

Summary of Personnel Modifications

	<u>Dept. Request</u>	<u>Admin. Rec.</u>
New Positions	0	0
Deletions		
Duplicating Equipment Operator	0.4	0.4
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, Name Changes, 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 and to implement and instruct staff on any new legislation affecting operations.
- 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.

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 will have a central filing office. The Department of Financial Institutions becomes the state's central filing office.

Standards:

- a. The UCC database will continue to be made available to the public in our office.
- 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 issue certified copies of birth, death, and marriage certificates as requested.
- d. 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 and marriage certificates according to State Statutes.

Standards:

- a. Register, index and file all marriages, deaths, and births 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, and marriage certificates and send out resident copies when applicable.
- d. To fill customer requests and answer questions in regards to birth, death and marriage 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 make copies of all county death certificates of persons age 65 and younger for the Rock County Health Department as needed.
- h. To send residents' copies of birth and death certificates to the appropriate county.
- i. 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 computer reels off premises for security 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. Back Scanning & Document Preservation

To 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.

8. 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 on a cost-effective basis.

Standards:

- a. To instruct genealogists in State requirements for searching vital statistic records and to help others to search for information obtained in the Register of Deeds Office.
- b. To provide news releases to local media in regard to State Statute changes and fees that affect 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.

9. Electronic Recording

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 will conduct business. Cost savings and efficiencies are driving wider acceptance of the technology by both local government and the financial industry. E-recording will allow 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.

Charter: Register of Deeds

10. Land Records System

A new Land Records Management System (I-doc Fidlar Software) replaced the in-house system in 2006. The new system has automated document processing, reduced error rates for indexing records, provided 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.


11. Changes to Recording Fees/Social security Protection

On May 12, 2010 new 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.

Effective June 25, 2010 the cost to record a real estate document in the County Register of Deeds office will be \$30 regardless of the number of pages.

Formerly, the fee was based on the number of pages and has been modified from a per page fee to a standard flat fee of \$25 per document. Additionally, the legislation imposes a \$5 recording fee per document to cover the costs associated with redaction of social security numbers. The recording fee reverts to \$25 upon the earliest of the following: 1) the Register of Deeds has successfully redacted all social security numbers from electronic format; 2) January 1, 2012, unless an extension of time is granted by DOA; or 3) January 1, 2015.

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	6.00	0.00	1.80	0.00	0.00	0.00	0.00	0.00	7.80
Salaries	\$245,226	\$0	\$59,353		\$0	\$0	\$0	\$0	\$304,579
Fringe Benefits	\$121,561	\$0	\$48,568	\$0	\$0	\$0	\$0	\$0	\$170,129
Operating Expenses	\$15,835	\$0	\$7,725	\$2,813	\$344,315	\$0	\$0	\$0	\$370,688
Capital Outlay	\$0	\$0	\$0		\$800	\$0	\$0	\$0	\$800
Allocation of Services	(\$12,594)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	(\$12,594)
Subtotal	\$370,028	\$0	\$115,646	\$2,813	\$345,115	\$0	\$0	\$0	\$833,602
Indirect Cost Alloc.									\$0
Total	\$370,028	\$0	\$115,646	\$2,813	\$345,115	\$0	\$0	\$0	\$833,602
Revenue	\$631,000	\$0	\$97,097	\$5,625	\$140,000	\$0	\$0	\$0	\$873,722
Fund Bal. Applied					\$205,115				\$205,115
County Share	(\$260,972)	\$0	\$18,549	(\$2,812)	\$0	\$0	\$0	\$0	(\$245,235)

Administrator's Comments

Register of Deeds

Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	7.8	7.8
Salaries	304,579	304,579
Fringe Benefits	170,129	170,129
Operating Expense	370,688	370,688
Capital Outlay	800	800
Allocation of Services	(12,594)	(12,594)
Total Expense	833,602	833,602
Revenue	873,722	873,722
Fund Balance Applied	205,115	205,115
Tax Levy	(245,235)	(245,235)
Total Revenues	833,602	833,602

The majority of the revenue the Register of Deeds receives is in 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. Real Estate Transfer fee is down given the state of the real estate market. With a budget of \$180,000 in 2012, the Real Estate Transfer Fee is \$45,000 less than the 2011 Budget but \$23,000 more than the 2011 Estimate.

The Governor signed legislation in 2010 that changed the real estate registry fee structure. Effective June 1, 2010 the fee changed from a per page charge for legal documents recorded in the Register of Deeds Office to a \$30 flat fee. Mr. Leyes anticipates that 28,000 documents will be filed in 2012. This area is also affected by the overall economy. Consequently the 2012 Budget shows \$420,000 compared to \$450,000 in the 2011 Budget and \$375,000 for the 2011 Estimate.

The Register of Deeds retains half of the \$30 flat fee. Eight dollars of the fee stays with the county and is used for land records modernization. The State's portion of the fee remains unchanged at \$2.00. The \$5.00 earmarked for Social Security Redaction is new, and that portion of the fee will sunset at the end of 2015.

At present, the public has access to approximately 3.3 million electronic images contained in the Register of Deeds Tract. The new State law that created the flat fee also requires the redaction of social security numbers found on electronic images that are available to the public.

Mr. Leyes anticipates starting the redaction project in 2011. The project includes imaging and indexing approximately 600,000 hard copy records on file in his office. In addition, a software module will be purchased that will search through nearly 3.0 million electronic images and highlight social security numbers. The project may take several years to finish. It is anticipated the entire cost of the project will be paid for with revenue derived from the redaction fee. The revenue and expense for the project are budgeted in a separate program account titled ROD Redaction Project. A Cost Allocation of \$12,594 is charged to the Redaction Project and reflects staff time on the project.

The revenues associated with the recording and printing of official birth and death certificates are not affected by the national economy and remain fairly constant over time.

Mr. Leyes contracts with a private firm to publish a plat book, which he sells to the public. The publisher does not require the County to pre-purchase an inventory of books. Instead, the Register of Deeds remits half the sale price of each book sold to the publisher. A small quantity of books are

kept on hand and reordered when the supply is low. The 2012 Budget contains \$5,625 in anticipated revenue from the sale of 225 plat books at \$25 a piece. The plat book expenses are \$2,813 resulting in a "profit" of \$2,812.

The bottom line is total revenue in the main account is projected to decrease. The \$733,722 in the 2012 Budget is \$81,455 less than the 2011 Budget amount or an 11.1 % decrease.

Mr. Leyes is requesting an elimination of a 0.40 FTE Duplicating Equipment Operator, which has not been filled since 2010. The function of this position – back-scanning documents will be incorporated into the Redaction Project. I concur with Mr. Leyes request for the position elimination.

Mr. Leyes is making an equipment request of \$6,000 for a replacement scanner, which will be funded from the Land Records account.

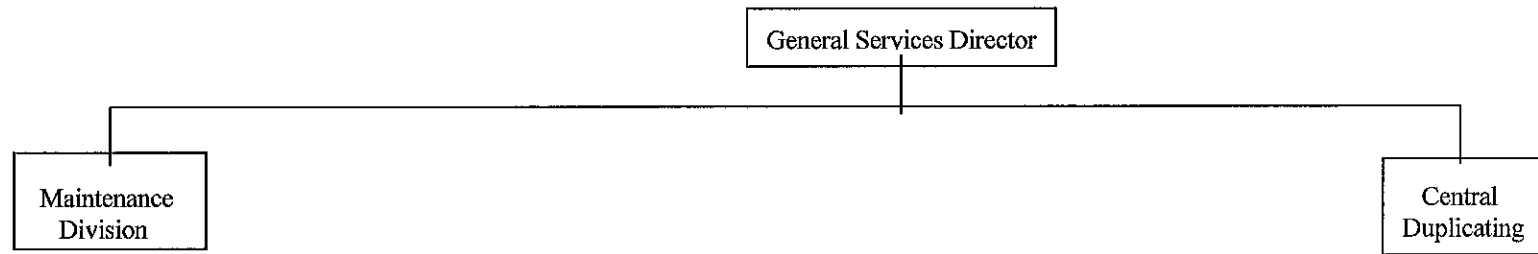
The recommended budget contains \$245,235 of revenue in excess of expenditures, which will go toward offsetting the County property tax levy. That figure is \$66,689, or 21.4% less than the amount used to offset the property tax levy in 2011.

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H. General Services Committee

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General Services Department



Summary of Personnel Modifications

<u>Present Personnel (Full Time Equivalent)</u>	<u>New Positions</u>	<u>Dept. Request</u>	<u>Admin. Rec.</u>
		0	0
<u>General Services</u>	<u>Deletions</u>	0	0
1.0 General Services Director			
1.0 Facilities Superintendent	<u>Reallocations</u>	0	0
1.0 Printing Services Coordinator			
2.0 Crew Leader	<u>Reclassifications</u>	0	0
7.0 Maintenance Worker IV			
<u>2.0</u> Administrative Assistant	<u>Re-Titles</u>	0	0
14.0			
	<u>Upgrades</u>	0	0
<u>General Services – Rock Haven</u>			
1.0 Facilities Superintendent			
1.0 Mechanical Maintenance Supervisor			
5.0 Mechanical Maintenance Worker III			
<u>1.0</u> Administrative Assistant			
8.0			
22.0 GRAND TOTAL			

Charter: General Services

GENERAL SERVICES DEPARTMENT

To provide facilities management, maintenance, duplicating, and administrative services as efficiently and economically as possible.

Standards:

- a) To continuously monitor the effectiveness of General Services operations making adjustments to more effectively serve the needs of County Departments.
- b) To develop policies and procedures that will improve service to County departments and eliminate waste and duplication of effort.
- c) To open lines of communication through computerized work orders at various sites and personal contact, thus shortening response time to requests, complaints and questions.
- d) To seek improvements to the procurement process in order to obtain quality products and services efficiently and economically.

FACILITIES MANAGEMENT

Serve as the lead agency in the management, planning, design, operation, construction, renovation and occupancy County buildings.

Standards:

- 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 issues at various buildings.
- h) To manage rental office facilities.
- i) To look at alternate energy resource options
- j) To educate and remedy air quality problems

Robert Lew,
9/1/11

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

CENTRAL DUPLICATING/CENTRAL STORE

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

Standards:

- a) To offer printing services within the limits of budget and workload.
- b) To control and monitor the ever increasing use of paper within Rock County Government, and eliminate waste where possible.
- c) To 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 operate and maintain a central store of office supplies for all County Departments.

Department General Services**Budget Analysis by Program**

Programs	Admin	Duplicating	UW-Rock Maintenance	Courthouse Maintenance	Jail Maintenance	Jail Capital Improvements	HCC Maintenance	
Positions	2.00	2.00	0.00	5.50	4.50	0.00	8.00	0.00
Salaries	\$126,262	\$76,524	\$0	\$257,991	\$217,141	\$0	\$350,506	\$0
Fringe Benefits	\$49,211	\$50,510	\$0	\$117,832	\$111,514	\$0	\$182,012	\$0
Operating Expenses	\$12,350	\$78,000	\$86,000	\$678,960	\$501,690	\$100,000	\$1,240,360	\$0
Capital Outlay	\$0	\$13,000		\$214,500	\$500	\$120,000	\$46,250	\$0
Allocation of Services	\$0	(\$10,000)	\$0	(\$153,700)	\$0	\$0	(\$1,393,662)	\$0
Subtotal	\$187,823	\$208,034	\$86,000	\$1,115,583	\$830,845	\$220,000	\$425,466	\$0
Indirect Cost Alloc.	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$187,823	\$208,034	\$86,000	\$1,115,583	\$830,845	\$220,000	\$425,466	\$0
Revenue	\$0	\$0	\$0	\$214,000	\$164,000	\$220,000	\$0	\$0
Fund Bal. Applied	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
County Share	\$187,823	\$208,034	\$86,000	\$901,583	\$666,845	\$0	\$425,466	\$0

Department General Services**Budget Analysis by Program**

Programs	Juvenile Detention	911 Center	JCC/ASC	Glen Oaks					Budget Summary
Positions	0.00	0.00	0.00	0.00					22.00
Salaries	\$0	\$0	\$0	\$0					\$1,028,424
Fringe Benefits	\$0	\$0	\$0	\$0					\$511,079
Operating Expenses	\$189,550	\$127,300	\$73,700	\$128,250					\$3,216,160
Capital Outlay	\$5,000	\$6,000	\$5,000	\$10,000					\$420,250
Allocation of Services	(\$194,550)	(\$133,300)		(\$138,250)					(\$2,023,462)
Subtotal	\$0	\$0	\$78,700	\$0					\$3,152,451
Indirect Cost Alloc.	\$0	\$0	\$0	\$0					\$0
Total	\$0	\$0	\$78,700	\$0					\$3,152,451
Revenue	\$0	\$0	\$0	\$0					\$598,000
Fund Bal. Applied	\$0	\$0	\$0	\$0					\$0
County Share	\$0	\$0	\$78,700	\$0					\$2,554,451

Administrator's Comments

General Services

Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	22.0	22.0
Salaries	1,028,424	1,028,424
Fringe Benefits	511,079	511,079
Operating Expense	3,216,160	3,216,160
Capital Outlay	420,250	420,250
Allocation of Services	(2,023,462)	(2,023,462)
Total Expense	3,152,451	3,152,451
Revenue	598,000	641,000
Deferred Financing	0	0
Fund Balance Applied	0	0
Tax Levy	2,554,451	2,511,451
Total Revenues	3,152,451	3,152,451

The General Services Budget is contained in 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.

One of the items the General Services account funds is the contract for staffing the Screening Station in the Courthouse. This service will be bid out in 2012. The cost of this service is budgeted at \$75,000 in 2012. The staffing for the station would remain as follows:

1 Person	7:15 A.M. – 5:15 P.M.	Monday through Friday
1 Person	7:15 A.M. – 3:15 P.M.	Monday through Thursday
	7:15 A.M. – 1:15 P.M.	Friday

A number of repair projects for the Courthouse have been budgeted in recent years. Some of the projects like Phase I of the Parking ramp repairs and carpet and tile replacement have been completed. Other projects including boiler breaching and boiler replacement along with some exterior work on the Courthouse and grounds will be completed next year. Additional funds totaling \$214,000 are requested for 2012. \$184,000 of these funds will be used for Phase II of the parking ramp repairs. The additional \$30,000 will be used to continue to replace worn carpet in various areas of the Courthouse. I am recommending this additional funding come from the application of sales tax revenue.

The UW-Rock County project account funded the Allen Hall and related construction/renovation project activities on the campus. This project was largely funded with County Sales Tax along with some deferred financing and contributions from the UW Rock County Foundation. Some funds remain with the completion of the Allen Hall project. Some of these funds were used for projects completed in 2011 such as a new parking lot, exterior painting of Andrews/Williams Halls, a study of an updated Public Address/Security system and a Master Plan update. Approximately \$490,000 will remain available to do projects in 2012. The Master Plan update should be completed later this year and should provide some guidance as to needs and priorities. Projects, which could be considered for funding, include:

Design and Implementation of Mass Notification/Security Project
Andrews/Williams ADA Entrance
Boiler and Energy Efficiency Updates
Master Plan Concept Design
Other Projects Identified in Master Plan Update

Some smaller repair projects were included in the 2011 Budget for the Jail. A number of them including front sidewalk replacement, replace janitor closet doors and frames, central control pass-through and conference room carpet have been completed. Multiple other maintenance and repair projects should also be completed in 2011.

Bid specifications are currently being drafted for replacement of the Pinehurst roof. That project is funded in the 2011 Budget and will be done either yet this year or in 2012.

A total of \$220,000 is being provided in the Jail Capital Improvements account in 2012. This funding includes \$100,000 for repair and maintenance items and \$120,000 for capital improvements. Funding for these items will come from the Jail Assessment Account. In addition to the funding in this account, it is estimated that approximately \$271,000 in unobligated funding remains in the Jail/HCC Complex Capital Projects account.

These accounts will be sources of funds for several potential projects. One which I feel needs to proceed is tuck-pointing and waterproofing Pinehurst. There is water infiltration through the brick walls and foundation. I have asked Mr. Leu to proceed this year with getting bid specifications written for this project so it can be bid out and done in 2012. We don't have a price estimate for this project. If the funding provided in the 2012 Budget is not sufficient, we may have to look at a budget amendment in 2012. Other projects include replacement of refrigeration systems for the walk-in cooler and freezer units in the kitchen, a lightning protection system and a number of smaller repair items.

Another project included in the 2012 Budget is the redesign and reconstruction of the parking lots at the Health Care Center Complex, Glen Oaks Complex and Sheriff/Jail facility. Mr. Leu's project justification follows:

HCC Complex, Glen Oaks Complex and Sheriff/Jail Facility Parking Lot and Drive Reconstruction

In 2010, the vacant buildings and underground steam tunnels behind the Health Care Center were demolished. The tunnels that crossed under the parking lot were removed. The excavated areas were patched with the understanding that at some

future time, the entire lot and main entrance would be reconstructed. The temporary patch left the lot with poor drainage and deteriorated condition.

Across County F, the drives leading to the three buildings, along with the parking lots, have also deteriorated beyond further repair and need to be reconstructed. The two access drives off Hwy 51 in front of the Health Department will be evaluated given the difficulty entering from, and exiting to Hwy 51.

The western portion of the Sheriff/Jail facility parking area was reconstructed this year as part of the Jail Expansion Project. The balance of the Sheriff/Jail parking area needs to be reconstructed.

A design firm will be hired to complete the plans and specifications this year so that the project can be bid out in the spring of 2012.

I recommend funding for this project come from the sales tax revenue the County collected which was over and above the amount budgeted in 2010. This funding totaling \$847,350 was designated in the General Fund for future capital projects by the County Board. I also suggest the County proceed with Mr. Leu's timeline to begin design services for this project in late 2011 so it will be ready to bid out in early 2012.

The Health Care Center Complex account funds the maintenance and repair costs of the Health Care Center Complex including 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.

For a number of years, the County has had vacant space in the Health Care Center building. The amount of vacant space has been reduced as the Human Services Department has occupied more of the building. The tax levy in the HCC Complex account is the cost of the vacant space plus improvements and equipment, which is capitalized. Vacant space costs for 2012 total \$382,466 while capitalized improvement and equipment costs total \$43,000. I recommend using sales tax to fund the \$43,000 of capitalized costs, which would reduce the tax levy in this account to \$382,466.

In addition to vacant space costs in the Health Care Center, a total of \$78,700 in vacant space costs is included in the budget to cover the Adolescent Services Center/Janesville Counseling Center complex.

In total, the tax levy recommended for the General Services Department is \$2,511,451, which is a \$148,011 or 5.6%, decrease from the prior year.

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I. Health Services Committee

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Rock Haven

Present Personnel (Full Time Equivalent)

Administration

1.0 Nursing Home Administrator
1.0

Medical Staff

1.0 Physician
1.0

Environmental Services

1.0 Environmental Services Supervisor
 16.0 Environmental Services Worker
17.0

Materials

1.0 Materials & Environmental Services Manager
 2.0 Central Supply Clerk
 .9 Administrative Assistant
 1.0 Transportation Clerk
 1.0 Clerk-Receptionist
5.9

Personal Services

.50 Beautician
.50

Food Services

1.0 Food Service Manager
 .8 Assistant Food Service Manager
 3.0 Food Service Supervisor
 5.4 Cook
 9.4 Food Service Worker
19.60

Nursing Administration

1.0 Nursing Staff Coordinator
 2.0 Administrative Secretary
 .5 Administrative Assistant
 2.0 Unit Clerk Coordinator
5.5

Nursing Services

1.0 Director of Nursing
 2.0 Assistant Director
 4.7 Nursing Supervisor
 22.6 Registered Nurse
 12.4 Licensed Practical Nurse
 82.7 Nursing Assistant
125.40

Program Services

2.0 Master Social Worker
 2.0 Recreational Therapist
 6.0 Activity Therapy Assistant
10.0

185.9 GRAND 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 Haven

INTRODUCTION

Rock Haven, a 130-bed skilled nursing facility, is certified for Medicare and Medicaid. Rock County residency is required for admission.

Rock Haven Census History

Year	Licensed Beds	Average Daily Census
2003	197	180
2004	180	172
2005	180	176
2006	156	152
2007, 2008 and 2009	130	129
2010 and 2011	130	129

ROCK HAVEN RESIDENT UNITS

Rock Haven 1- Meadow Place: Rock Haven 1 staff care for 42 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, dialysis and oxygen therapy, or those here for short term skilled therapy services.

Rock Haven 2- Harbor Way: Many of the 44 residents residing on Rock Haven 2 receive care and services for early to mid-stage dementia. Others receive specialized services for chronic mental illness.

Rock Haven 3- Glen Lane: The 44 residents on Rock Haven 3 receive care and services for Alzheimer's disease and other dementias, often at advanced stages.

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 Indicators, the Quality Measures, and the Nursing Home Quality Initiative. Rock Haven is a partner in the Wisconsin Quality Initiative and a Trailblazer in the Advancing Excellence in America's Nursing Homes Campaign. We are participating in the CMS Nursing Home Value Based Purchasing Demonstration Project.

ADMINISTRATION

SENIOR MANAGEMENT TEAM

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

SMT meets on a weekly 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 seven years. We consider this a major success since we have seen cuts in both Medicaid and Medicare payment. The following chart summarizes our tax levy history since 2004. Even though we were budgeted to use net assets to supplement our levy request in 2008, 2009 and 2010, no net assets were needed. This can be attributed to additional Certified Public Expenditure (CPE) funding that was paid to Government nursing homes in 2008 and 2009, staffing changes made in the fall of 2009 and an increase in Medicare days in 2010.

Rock Haven Tax Levy History

Year (licensed beds)	Budgeted Tax Levy	Budgeted Use of Net Assets	Actual Levy Used	Net Assets
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		

In June of 2010, the County Board voted unanimously to move forward with a new nursing home. Over the past year, the design phase for our new facility was completed. Staff, residents, families and Rock County citizens are looking forward to moving day in the fall of 2012.

Charter: Rock Haven

ADMINISTRATION

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.

Employment History

Year	Licensed Beds	Fulltime Equivalent Positions	Rationale for Changes
2004	180	297.20	
2005	180	251.35	Adjustments after downsize
2006	156	244.37	Closed the ICF/MR unit
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	

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. Offer at least one non-mandatory staff training education opportunity monthly based upon management feedback, staff input and analysis of QA data.
3. Offer unit-specific inservices and training sessions that address the unique needs of the resident population.
4. Provide general and department specific orientation for each new employee.

Charter: Rock Haven

QUALITY ASSURANCE

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

Objective: The facility committee will identify and address quality issues and implement corrective action plans as necessary using preventive maintenance programs, QA audits, and Quality Indicator and Quality Measure reports to determine committee focuses.

INFECTION CONTROL

Goal: To reduce the risk of morbidity and mortality related to infectious diseases among residents, staff and others at Rock Haven.

Objectives:

1. Collect and analyze infection case data monthly, quarterly, and annually to detect trends.
2. Monitor outbreaks among the resident and staff population, and respond by evaluation and determination of control measures. Assist staff and administration with the implementation of control measures, and review of those control measures.
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.
5. Participate in yearly educational offerings and programs related to staff and resident infection control, blood borne pathogens, resistant organisms, disease transmission, hand hygiene and basic hygiene.

ADMISSIONS

Goals: To maintain a census of 127 at Rock Haven. To accept 95% of all Rock County referrals that have been determined to be in need of specialized services for chronic mental illness (CMI) as defined by the State.

Objectives:

1. Maintain communication with area referral sources and respond to phone and fax referrals within one hour of message.

2. Work with Developmental Disabilities Board (DDB) and Human Services Department (HSD) to provide services to at least 95% of the in-county referrals.
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.
5. Coordinate care of the dying resident with the team from HospiceCare, Inc.

DIETARY DEPARTMENT

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

Objectives:

1. Assess nutritional status of all residents upon admission and quarterly.
2. Assess nutritional/hydration status of 100% of residents with stage 2, 3 or 4 pressure ulcers.
3. Respond to diet consults and resident requests in a timely manner.
4. Meet with residents on a quarterly basis to determine menu choices.
5. Provide three meals per day, at specified meal times, that meet the nutritional needs of the residents in accordance with the recommended daily allowances of the Food and Nutrition Board.
6. Meet all State and Federal regulations concerning food preparation and storage and maintenance of a dietary department.

Charter: Rock Haven

MATERIALS DEPARTMENT

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

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.

ENVIRONMENTAL SERVICES DEPARTMENT

Goal: To provide a clean and pleasant home environment for our residents and workplace for staff.

Objectives:

1. Provide a safe, clean, comfortable and homelike environment for all residents.
2. Provide a sanitary and orderly environment that respects residents' rights and preferences.
3. 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 patient 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.



Sherry Gunderson
Nursing Home Administrator

Department Rock Haven**Budget Analysis by Program**

Programs	Harbor Way		Meadow Place	Glen Lane	Rental	Overhead	Capital	Donation	Budget Summary
Positions	32.30		39.20	38.90		75.50			185.90
Salaries	\$1,457,918		\$1,818,044	\$1,706,304		\$3,019,111			\$8,001,377
Fringe Benefits	\$795,838		\$875,176	\$1,024,356		\$1,759,242			\$4,454,612
Operating Expenses						\$2,998,746		\$3,000	\$3,001,746
Capital Outlay									
Allocation of Services									
Subtotal	\$2,253,756		\$2,693,220	\$2,730,660		\$7,777,099		\$3,000	\$15,457,735
Indirect Cost Alloc.	\$2,469,276		\$2,624,038	\$2,432,898	\$180,995	(\$7,707,207)			
Total	\$4,723,032		\$5,317,258	\$5,163,558	\$180,995	\$69,892		\$3,000	\$15,457,735
Revenue	\$2,755,086		\$2,959,649	\$2,624,932	\$180,995	\$1,497,051		\$3,000	\$10,020,713
Fund Bal. Applied									
County Share	\$1,967,946		\$2,357,609	\$2,538,626		(\$1,427,159)			\$5,437,022

Administrator's Comments

Rock Haven

Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	185.9	185.9
Salaries	8,001,377	8,001,377
Fringe Benefits	4,454,612	4,454,612
Operating Expense	3,001,746	3,001,746
Capital Outlay	0	0
Allocation of Services	0	0
Total Expense	15,457,735	15,457,735
Revenue	10,020,713	10,020,713
Deferred Financing	0	0
Fund Balance Applied	0	300,000
Tax Levy	5,437,022	5,137,022
Total Revenues	15,457,735	15,457,735

Ms. Gunderson's Charter contains a good description of the services that are offered in Rock Haven. I refer you to this document for further information.

Rock Haven has had 130 licensed nursing home beds since February 2007 when the County Board approved the reduction from 156 beds. Currently, Meadow Place (1st floor) has a capacity of 42 beds, while there are 44 beds each on Harbor Way and Glen Lane (2nd and 3rd floors).

Patient mix in terms of payor source has a substantial financial impact on Rock Haven. This is because Medical Assistance is a poor reimbursement source, paying only a little more than 50% of the actual cost of care per day at \$157.89 per day, while Medicare and private pay provide better reimbursement at \$250 per day for Medicare and \$292 per day for private pay. The actual cost of care is \$325 per day.

The budgeted census for 2012 assumes keeping 127 out of 130 licensed beds filled. The budgeted patient mix is 110 Medical Assistance residents, 8 Medicare residents and 9 private pay residents. Therefore, we are assuming about 87% of the residents will be on Medical Assistance. This is part of the reason Rock Haven requires a relatively large property tax subsidy.

Ms. Gunderson is assuming the payment rates will be remaining flat in 2012 except for Medicare rates, which are scheduled to decrease 5% on October 1, 2011.

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 \$1,242,190 in 2012. This is \$22,218 more than the 2011 budgeted amount but is substantially less than was received in past years.

Planning for the future of Rock Haven began in 2009 with an architect and engineering study that looked at the cost and process of renovating Rock Haven compared to building a new facility. The federal requirement that all nursing homes have sprinkler systems installed by August, 2013 drove this process forward.

The results of the study indicated that building a new nursing home is a better solution than attempting to renovate Rock Haven. A new facility would be much nicer for residents and staff as well as being more cost efficient to operate. In addition, the cost of renovation would have been substantial.

The facility project was bid out in late summer of 2011 and the bids came in substantially less than the estimates due in large part to the favorable construction market conditions. A contract for construction was awarded on September 8, 2011. The building project is expected to start in early October and be completed by November 30, 2012. The project completion date allows Rock Haven staff to move residents before the start of winter.

The replacement facility will be funded through deferred financing and is included in the General Services Department budget.

Rock Haven's net assets are projected to be \$3,548,246 on December 31, 2011, an increase of \$567,117 from the prior year. I am recommending that \$300,000 of net assets be applied to the 2012 budget to reduce the property tax levy. I have recommended no change in Ms. Gunderson's expenditure request.

The 2012 recommended tax levy for Rock Haven is \$5,137,022. This is \$726,736 or 12.4% less than the 2011 budgeted amount.

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J. Human Services Board

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Human Services Department

Present Personnel (Full Time Equivalent)

Agency Management

1.0	Director of Human Services
1.0	Deputy Director
1.0	Administrative Services Division Manager
1.0	Controller
1.0	Director of Records & Quality Management
1.0	Medical Records Manager
2.0	HSD Program Analyst
1.0	Accountant
2.0	Support Services Supervisor
2.0	Secretary I
1.0	Accountant (Union)
2.0	Application Support Specialist
8.0	Account Clerk-HSD
1.0	Account Clerk III
1.0	Administrative Assistant
2.0	Clerk III
4.0	Word Processing Operator
1.0	Medical Records Technician
1.0	Release of Information Technician
1.0	Information Processing Operator
1.0	Account Clerk II
<u>1.0</u>	Clerk-Typist II
37.0	TOTAL

Economic Support

1.0	Economic Support Division Manager
1.0	Lead Economic Support Supervisor
4.0	Economic Support Supervisor
1.0	Child Care Coordinator
2.0	Lead Economic Support Specialist
41.0	Economic Support Specialist
1.0	Front-End Verification Specialist
<u>5.0</u>	Administrative Assistant
56.0	TOTAL

Economic Support-Job Center

<u>2.4</u>	Job Center Support Specialist
2.4	TOTAL

Child Protective Services

1.0	Child Protective Services Division Manager
7.0	Human Services Supervisor I
3.0	Master Social Worker
43.0	Case Manager/Social Worker
2.0	Administrative Assistant
1.0	Clerk III
<u>1.0</u>	Social Service Aide
57.0	TOTAL

Human Services Department

<u>Juvenile Justice & Prevention</u>	
1.0	Juvenile Justice Division Manager
2.0	Human Services Supervisor I
1.0	Juvenile Justice Diversion Programs Supervisor
1.0	HSD Program Analyst
16.0	Juvenile Justice Specialist
2.0	Master Social Worker
4.0	Case Manager/Social Worker
3.0	Legal Steno
1.0	Administrative Assistant
2.0	Psychiatric Technician
33.0	TOTAL

<u>Juvenile Justice & Prevention- Youth Services Center</u>	
1.0	Human Services Supervisor II
1.0	Deputy Superintendent
3.0	Detention Center Supervisor
.4	Registered Nurse
3.0	Community Youth Specialist
27.0	Youth Specialist
1.0	Administrative Assistant
36.4	TOTAL

<u>Mental Health/AODA-Crisis</u>	
1.0	Human Services Supervisor II
9.0	Case Manager/Social Worker
5.0	Psychiatric Technician
1.0	Administrative Assistant
16.0	TOTAL

<u>Mental Health/ AODA- Children's Long Term Support</u>	
1.0	Human Services Supervisor II
3.0	Social Worker/Case Manager
4.0	TOTAL

<u>Mental Health/AODA Services</u>	
1.0	Mental Health/AODA Division Manager
2.0	Human Services Supervisor II
1.0	Human Services Supervisor I
2.0	Registered Nurse
16.6	Master Social Worker-Certified
6.4	Bachelor Social Worker/Case Manager
6.0	CPS Family Skills Specialist
1.0	AODA Counselor
1.0	Psychiatric Technician
6.0	Administrative Assistant
43.0	TOTAL

<u>Community Support Program</u>	
2.0	Human Services Supervisor I
3.0	Registered Nurse
13.0	Master Social Worker
12.0	Case Manager/Social Worker
1.0	Clerk III
2.0	Administrative Assistant
33.0	TOTAL

<u>Long Term Support</u>	
1.0	Long Term Support Services Division Manager
2.0	Human Services Supervisor I
1.0	Master Social Worker
17.0	Case Manager/Social Worker
2.0	Case Manager - Registered Nurse
1.0	Administrative Assistant
24.0	TOTAL

341.8 GRAND TOTAL

Human Services Department

Summary of Personnel Modifications

	<u>Dept. Request</u>	<u>Admin. Rec.</u>		<u>Dept. Request</u>	<u>Admin. Rec.</u>
<u>New Positions</u>			<u>Reallocations</u>		
Juvenile Justice & Prevention			Agency Management		
Psychiatric Technician	1.0	1.0	Medical Records Manager (From PR 19 to PR 20)	1.0	1.0
Mental Health/AODA-Crisis			Director of Records & Quality Management (From PR 22 to PR 25)	1.0	1.0 (PR 23)
Case Manager II	2.0	2.0	Juvenile Justice & Prevention		
Psychiatric Technician	3.2	3.2	Juvenile Justice Diversion Program Supervisor (From PR 19 to PR 20)	1.0	1.0
Mental Health/AODA			Upgrade		
AODA Coordinator (PR 20)	1.0	1.0	Child Protective Services		
Deletions			Clerk III		
Economic Support			To Administrative Assistant		
Economic Support Supervisor	1.0	1.0	Mental Health/AODA Services – Community Support		
Administrative Assistant	4.0	4.0	Clerk III		
Agency Management			To Administrative Assistant		
Account Clerk III	1.0	1.0	Re-Titles		
Word Processing Operator	1.0	1.0	Agency Management		
Juvenile Justice – Detention Center			Director of Records & Quality Management		
HSD Program Analyst	1.0	1.0	To Technology, Records, & Quality Management		
Mental Health/AODA Services			Division Manager		
Master Social Worker	1.0	1.0	Administrative Services Division Manager		
Case Manager/ Social Worker	1.0	1.0	To Fiscal Operations Division Manager		
Mental Health/AODA Services- Community Support					
Master Social Worker	2.0	2.0			
Case Manager/ Social Worker	1.0	1.0			
Long Term Support					
Case Manager/ Social Worker	1.0	1.0			

Human Services Department

Transfers

Juvenile Justice & Prevention- Youth Services Center

Community Youth Specialist

3.0

3.0

To Juvenile Justice & Prevention

Mental Health/AODA Services- Community Support

Case Manager II

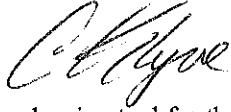
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1.0

To Mental Health/ AODA

Charter: Human Services

Effective January 1, 2012
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, responsible and accountable manner, and where possible, maximize revenue to better fund the Department's programs.

ADMINISTRATION

Administration's goals and objectives address six (6) areas: 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. **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.

2. **Leading:** Provide leadership and direction to staff to enable them to work effectively and cooperatively 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.
-
3. **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.
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.

 4. **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.

 5. **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.

Charter: Human Services

6. **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.

FISCAL OPERATIONS

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.
- 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.
- d. 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) and 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.

Charter: Human Services

ACCOUNTING

Key Objective:

The key objectives of the Accounting units are to provide accurate and timely financial data in conformity with GAAP, WDHFS 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.

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, Interim Assistance, Wisconsin Works (W-2) Related, Medical Assistance Transportation, 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.
 - c. Decrease processing time by using computer generated reports.
4. Maintain billing and collections for Interim Assistance, W-2, 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, Department of Vocational Rehabilitation Transition to Employment, Detention Center, 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 aging report.
5. Provide Protective Payee services to the Community Support Division.
Standards:
 - a. Review budget expenditures and budgeted income.
 - 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.

Charter: Human Services

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. Quarterly inspect each facility and interview facility staff regarding building and working conditions.
- b. Maintain an active role in the Human Services Department Safety Committee.
- c. 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.

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: W-2, Economic Support, Long Term Support, Division of Workforce Excellence-Job Service, Division of Vocational Rehabilitation, Southwest Wisconsin Workforce Development Board, AFL-CIO Labor Education and Training, Community Solutions, Manpower, 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.
- 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.

DROP-IN CHILD CARE UNIT

Charter: Human Services

Key Objective:

The key objective is to provide quality drop-in childcare in accordance with State and Federal regulations for all customers using the services provided at the Job Center.

Critical Objectives:

1. Contract with quality Childcare Provider.
Standards:
 - a. Issue RFP for services.
 - b. Review and select provider.
 - c. Review contract on an annual basis.

TECHNOLOGY, RECORDS AND QUALITY MANAGEMENT

SPECIAL FUNCTIONS

Key Objective:

The Technology, Records and Quality Management (TRQM) Division, consisting of four separate units and special services, serves as an information and resource center for the Human Services Department and provides professional, administrative, technical, and clerical support services. In addition to the overall data and record management functions, each work unit has specific objectives and standards.

Critical Objectives:

1. Data Management: Maintain and monitor an integrated client record and information system within the Rock County HSD. Develop and maintain program-specific databases to meet the informational needs of administration and service program.
Standards:
 - a. Procure modern client information system to replace current MedSys/CareVoyant solution.

- b. Monitor the integrated system and database content to assure the complete, accurate, reliable, timely information is collected and reported.
- c. Document content definitions and data entry standards for the integrated system and all databases programmed and supported by the TRQM Division and monitor content.
- d. Provide rich statistical information available to Administration and other staff as needed to meet the requirements of the programs.

2. Quality Improvement: Coordinate the quality improvement (QI) activities.

Standards:

- a. Submit applications and fees for certified services (Beloit and Janesville Counseling Centers, Adolescent Services Center, Beloit and Janesville Community Support Programs, and Crisis Intervention) by the state-established deadlines.
- b. Conduct Confidentiality/HIPAA training for CPS, JJPS, LTS, and ESS every two years.

MEDICAL RECORD DEPARTMENT

Key Objective:

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

Critical Objectives:

1. Make records and client information available to staff as needed.
Standards:
 - a. Provide 100% of the routine requested records within twenty-four working hours of the request, dependent on courier service to offsite locations.
 - b. Track record location to insure prompt location of needed records.
2. Protect client information from unauthorized use or release. Ensure disclosure of information in accordance with county policy and governing laws.

Charter: Human Services

Standards:

- a. Conduct confidentiality inservice for staff of certified program locations every two years.
- b. Release information to clients, other providers and third party payors upon request after verifying that all authorizations or requests are in compliance with the statues, regulations and procedures governing release of information.

3. Coordinate mail and reception for the HSD.

Standards:

- a. Apply postage to outgoing mail and deliver to Post Office by 5:00 P.M. every weekday.
- b. Answer main telephone line, greet visitors and direct incoming guests and callers as appropriate.

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

Standards:

- a. Within five working days of receipt, process and verify for accuracy confidential accounting, statistical, and technical data from multiple source documents using State and County computer systems.

5. Perform and coordinate word processing transcription for various service areas of the department in accordance with established protocol to ensure timely completion.

Standards:

- a. Generate and distribute accurate confidential documents from dictated, hand-written or revised text.

6. Facilitate contact and communication with and between Department staff.

Standards:

- a. Distribute phone change sheets daily.

7. Provide duplication services and equipment.

Standards:

- a. Prepare 99% of requested copies by the date indicated on the request.
- b. Contract and coordinate service calls for repairs.

8. Maintain a system that enables staff to have the needed supplies, forms and equipment to perform their job duties.

Standards:

- a. Prepare form/supply orders on weekly basis.
- b. Inventory supplies weekly.

9. Maintain department key control system.

Standards:

- a. Complete an inventory sheet and enter information into the control system for all keys issued.
- b. Issue keys to new employees and obtain keys from exiting employees.

10. Process and coordinate purchase requisitions for non-client items.

Standards:

- a. Review requisition for proper approvals.
- b. Review budget for capital items.
- c. Prepare request for purchase order in IFAS system.

11. Order, tag and inventory HSD capital equipment and fixed assets.

Standards:

- a. Tag 100% of all HSD equipment and fixed assets.

12. Conduct orientation meetings for all new employees of the Department.

Standards:

- a. Develop and maintain orientation folder.
- b. Facilitate orientation meetings with all new employees.

CLERICAL SERVICES UNIT

Key Objective:

As a unit of the TRQM Division, the Clerical Services Unit provides a wide range of clerical support services to the Human Services Department outpatient clinics (ASC, BCC, JCC, and IDP), Beloit and Janesville Community Support Programs, Crisis Intervention Services (including the Family Crisis Services), Long Term Support Program, and PATH services to the homeless.

Critical Objectives:

Charter: Human Services

1. Facilitate contact and communication with and between staff and clients and the community.

Standards:

- a. Answer incoming calls promptly (within three rings) and assist callers.
- b. Take requests for services and schedule appointments.
- c. Schedule unit staff to maintain critical coverage at certified program locations.

2. Assist treatment/service staff with client record management activities, including assuring the availability and safety of records.

Standards:

- a. Complete intake paperwork and forward information to Accounting within one working day of intake.
- b. Track record location to insure prompt location of needed records.

3. Perform a variety of difficult and responsible clerical functions necessary to accomplish the work of the service location.

Standards:

- a. Submit requests to extend Medical Assistance (MA) and other third party payer authorization forms promptly (prior to expiration of current authorization).
- b. Process all paperwork for the free medication program including maintaining a database to assure timely re-application to keep a continuous supply of medications.
- c. Perform word processing and data entry tasks within established protocol for Long Term Support.

4. Assist with data collection and reporting.

Standards:

- a. Enter complete, accurate, consistent and timely information in the various databases and applications.
- b. Complete database and Master Person Index entries within four working hours of intake or of receipt of the needed intake paperwork.
- c. Maintain and report quality-monitoring data to the program supervisor.

5. Assist supervisors with a wide variety of administrative and office management activities.

Standards:

- a. Collect and submit Daily Charge Sheets to Accounting within two working days.

- b. Maintain an adequate supply of forms and materials at each service location.
- c. Report and follow up regarding building and grounds maintenance problems.
- d. Schedule Crisis Intervention staff and arrange coverage for unplanned absences.
- e. Attend meetings and take minutes for a variety of committee and board meetings.
- f. Prepare and assist with presentations, i.e., Power Point.
- g. Coordinate trainings and registrations.
- h. Create brochures and pamphlets for County programs and trainings.

SUPPORT SERVICES UNIT

Key Objective:

As a unit of the TRQM Division, the Support Services Unit provides a wide range of administrative services including records management, data entry, and secretarial support services to Child Protective Services and Juvenile Justice and Prevention Divisions.

Critical Objectives:

1. Perform a variety of difficult and responsible clerical functions necessary to accomplish the work of the Child Protective Services and Juvenile Justice and Prevention Divisions.

Standards:

- a. Notify JJPS of the need to schedule reviews of permanency plans within six months of the court placement order.
- b. Coordinate the process of CPS substantiation appeals and rehabilitation reviews.
- c. Provide secretarial support for CPS and JJPS supervisors.
- d. Maintain foster home records.
- e. Attend meetings and take minutes for a variety of committee and board meetings.

2. Assist with data collection and reporting for child abuse and neglect service activities as well as JIPS and delinquent juveniles, Kinship care services, as well as Foster Care and Certified Child Care Providers.

Standards:

- a. Input referral data within one working day of receiving the documentation.
- b. Enter complete, accurate, and consistent information into various data bases and applications including MedSys, WiSACWIS and JS DR.

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3. Facilitate contact and communication with and between CPS and JJPS staff, other county employees, and the general public.

Standards:

- a. Answer and handle calls for supervisors.
- b. Back up CPS Access calls, locating a Social Worker or sending call to voice mail.
- c. Assist with calls from the Public Defenders, Judicial Assistants and Law Enforcement regarding juvenile probation referrals.

4. Coordinate the processing of post adjudication fees and victim notices.

Standards:

- a. Attend Calendar Call hearings to collect financial information from juveniles parent/guardian.
- b. Send the required notice to every victim of juvenile crime known at the time of intake within 10 days.

CHILD PROTECTIVE SERVICES

Key Objective:

Our mission is to assure children are safe and secure. Our belief is that children flourish best in an environment, which is permanent and safe. This environment is most accessible through healthy family life.

There are two primary purposes for Child Protective Services (CPS) intervention with families. The first is to control for the safety of children who are at imminent risk of maltreatment. The second purpose of CPS intervention is to alter the conditions or dynamics within families, which create risk of maltreatment to children.

CPS intervention is community-based, relying on collaboration with other professionals and family involvement in decision-making. When child safety can be assured, maintaining the family unit is the focus of intervention. When out-of-home placement is required to assure child safety, intervention efforts are directed towards family reunification. All permanency options for children will be planned for upon involvement with CPS.

Critical Objectives:

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

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. Supervisors 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.

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.

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

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Standards:

- a. Staff will conduct an in-depth assessment 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 case 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 family assessments and case plans will occur to assure quality decision-making.
5. Strengthen the substitute care unit to enable it to serve as a resource to CPS, Juvenile Justice and Prevention Services (JJPS), 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.
 - b. Provide non-foster care respite for CPS, JJPS, and Children's Community Support Network (CCSN) 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 assure child safety.
- 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 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.

JUVENILE JUSTICE AND PREVENTION SERVICES

Key Objective:

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The Juvenile Justice and Prevention Services Division (JJPS) is composed of two Juvenile Justice Units, the Youth Services Center, and the Youth Development and Diversion Unit. A continuum of services has been developed within the division to provide supervision and treatment for juveniles and their families who have been referred to the Juvenile Justice System of Rock County. The division's work is guided by the need to provide for public safety and juvenile accountability by using evidence-based programs and practices to increase skills and competencies needed to maintain a crime-free lifestyle.

Critical Objectives:

1. 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.

2. 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.

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. Return all juveniles as necessary to the Court for modifications of the rules of supervision, sanctions, or new referrals.

3. 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.

4. 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. Fully implement the strategic report from the Wisconsin Counsel on Children and Families.
- b. Develop strategic workgroups to implement Juvenile Justice system improvement strategies.

5. 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 strategic innovation improvements as directed by the WCCF evaluation report.

6. 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.

7. 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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ECONOMIC SUPPORT

Key Objective:

Our mission is to efficiently operate State and Federal Economic Support Division Programs, which include: Wisconsin Works (W-2), 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. The Relief Block Grant program is an option to each Wisconsin County under the broad guidelines of Chapter 49 of the Wisconsin Statutes. Rock County has opted to operate a cash-only Interim Assistance Program.

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. Complete Quality Assurance reviews 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 and apply for such project funding as is available.
 - c. Complete applications, changes and responses on a timely basis as specified in program manuals.
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, including conducting Fact Finding Reviews, regarding client services with appropriate remedies being applied on a timely basis, as is required for all programs under W-2.

- 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. Develop and maintain an up-to-date Interim Assistance Program policy manual that is approved by the Rock County Human Services Board.
Standards:
 - a. Revise local practices to ensure efficiency and consistency with Board policy direction.
6. 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 welfare fraud or request an administrative hearing.
 - c. Disqualify recipients who are convicted of welfare fraud as allowed by law.

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- d. Actively pursue and monitor benefit recovery where benefits were obtained as a result of fraud.

- 7. Maintain a focus on employment as the first means of self-support.

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.

- 8. Provide information regarding economic support and W-2 programs.

Standards:

- a. Provide public relations and outreach in a pro-active manner to increase public awareness of the economic support and W-2 programs.

- 9. Conduct regular public relations efforts geared toward educating the community about Economic Support/W-2 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.
- 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 Basic County Allocation, 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 coordinate and manage 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. Provide pre-admission consultations for individuals seeking admission to a Community-Based Residential Facility.
- c. 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.

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- b. Utilize all available COP-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. Maintain an eligibility list to hire from for both seasonal and permanent positions.
 - g. 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 have an assigned Social Worker/Case Manager to follow-up on their service needs and eligibility for other program areas, as well as, information regarding their present status on the waiting list.
 - 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.

MENTAL HEALTH AND ALCOHOL AND DRUG

OUTPATIENT CLINICS

Key Objective:

The Department provides counseling and other therapeutic services at outpatient clinics in Southern Rock County (Beloit) and Northern Rock County (Janesville). The State of Wisconsin under HFS 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. A large number of eligible outpatient clients are provided with sample or program medication at no cost.

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 emergency services to registered clients to assist in resolving problems on an outpatient basis and reduce the need for inpatient care.
 - b. Coordinate the provision of evening and weekend emergency services, involving registered outpatient clients, with the Crisis Intervention Unit.
 - c. Provide services, consultation, and direction when a registered client is placed at Jackson House or in a Family Crisis Bed.
2. Continue to refine and develop specific therapeutic skills and strategies for working with treatment resistant clients, and improve capacity for provision of case management services.

Standards:

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- a. Provide staff opportunities to attend workshops and seminars relating to multi-problem and treatment resistant clients.
 - b. Develop broader continuum of services beyond office based therapy to include comprehensive case management.
3. Further develop staff competence and skill in the areas of co-occurring disorders as well as trauma informed care.

Standards:

- a. Identify core competencies in Co-occurring Disorders and Trauma Informed service delivery.
 - b. Provide division wide training to staff to improve effectiveness in responding to clients with co-occurring disorders and trauma histories.
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.
- d. Review Quality Assurance findings and participate in ongoing quality improvement activities.

NURSING SERVICES

Key Objective:

Provide nursing services to clients receiving treatment for mental illness; chronic substance abuse; and to clients whose primary service involves psychotropic medication. The nurses also provide consultation and recommendations to non-medical staff on an ongoing basis. Community Nursing staff oversee medication

distribution and are responsible for securing sample and “program” medication in order to ensure that psychotropic medications are available to clients without resources.

Critical Objectives:

1. Provide psychiatric nursing care to clients receiving treatment for mental illness and to clients who have medical problems secondary to chronic substance abuse.

Standards:

- a. Provide ongoing nursing services to clients who are chronically mentally ill, and clients with debilitating personality disorders who do not benefit from traditional psychotherapy or counseling.
 - b. Provide ongoing medication monitoring of registered Rock County clients.
 - c. Provide consultation to non-medical staff regarding health issues and medication responses.
 - d. Assist registered clients in obtaining prescribed psychotropic medications with pharmaceutical samples and/or participation in pharmaceutical programs available to indigent clients.
 - e. Monitor and dispense pharmaceuticals as directed by the clinic psychiatrist(s).
 - f. Document all instances of client contact on the day of contact.
 - g. Monitor medication informed consent requirements and conduct disease education.
2. Perform nursing duties in a manner that ensures compliance with all applicable State and Federal codes and statutes, and is consistent with professional ethics, program 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 nursing practice and review with other professional staff via the multi-disciplinary case review, peer consultation and review and supervisory review.
- c. Review Quality Assurance findings and participate in ongoing quality improvement activities.

Coordinated Services Team (Formerly Children’s Community Support Network)

Key Objective:

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The primary focus of the Coordinated services Team is to assist children with intensive needs to be successful and safe in their home, families, and community through a seamless and coordinated plan of services. The goal is to help more families toward independence by strengthening families and promoting the least restrictive level of care and safety for children through a collaborative team approach.

Critical Objectives:

1. To improve fidelity to the CST Model to maximize positive outcomes for children and families.

Standards:

- a. Access available technical assistance from the State of Wisconsin to further develop a high fidelity CST Model.
- b. Develop an infrastructure for collaboration across Juvenile Justice, Child Protective Services, and Mental Health divisions to assure coordinated planning and service delivery.
- c. Work with families to build on individual and family strengths using a team-centered approach.

2. 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 staff meetings.
- c. Review Quality Assurance findings and participate in ongoing quality improvement activities.

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 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 or physical 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. Hire and train a full time CLTS case manager who will maintain responsibility for serving all current CLTS clients.
- b. Open 15 new CLTS cases (currently on waiting list) to provide community based services maximizing independence and minimizing the need for institutional care.

ADULT CRISIS INTERVENTION

Key Objective:

The Crisis Intervention Unit provides emergency assessment, assistance and referral to individuals experiencing mental health and alcohol and other drug abuse problems, when the family or other existing support systems can no longer alleviate these problems. This resource assists in decreasing hospital admissions. 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. A critical element of this effort continues to be our 12 bed crisis stabilization facility, Jackson House.

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. The Crisis Intervention Supervisor or their designee will attend the Rock County Law Enforcement Association meetings and educate the members on current policies and procedures related to Crisis Intervention services.

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- b. 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.
 - c. Increase 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.
 - d. Consult with Rock County Corporation Counsel to discuss liability issues, as needed.
 - e. Increase mobility 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 Jackson House 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.

5. Meet objectives of the PATH (Projects to Assist in the Transition from Homelessness) and fully utilize the Shelter-Plus-Care housing subsidy.

Standards:

- a. Transition all eligible Shelter-Plus-Care participants to other housing subsidies where feasible to enable more Shelter-Plus-Care housing slots to become available for new homeless participants.
- b. 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.

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.

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.

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- b. Referrals for Family Crisis Services are initiated by Crisis Intervention, CPS, JJS, and the Janesville and Beloit Counseling Centers.
 - c. Provision of Family Crisis Services involve establishing rapport with the family, stabilizing the crisis, conducting a mental health assessment, and making referrals as appropriate to address any issues that impact on the risk of future crisis time frame when feasible.
2. Perform professional duties in a manner that ensures compliance with all applicable State and Federal codes and statutes, certification standards, 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 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.

CRISIS STABILIZATION FACILITY

Key Objective:

The Human Services Department contracts with Tellurian UCAN, Inc. to provide an twelve-bed crisis stabilization facility (Jackson House) 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 the contracted provider is operating in accordance with HFS 34 standards and HFS 83 standards for Community Based Residential Facilities and the contract between Tellurian 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 Jackson House.
2. 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.
3. Maintain a productive working relationship between the Human Services Department and the contracted provider.
- Standards:**
- a. Conduct meetings with 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.

CHEMICAL DEPENDENCY SERVICES

Key Objective:

The Department provides Alcohol and Other Drug Abuse (AODA) assessment 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 assessment and referral services. Contracted providers provide AODA treatment services. AODA treatment services, for eligible clients, are authorized to the limit of available budgeted resources.

Critical Objectives:

- 1. Manage access to and utilization of AODA assessment and treatment services.

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Standards:

- a. Complete an individual assessment of all clients referred for AODA assessment.
 - 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. Screen and refer clients having third-party payer coverage or financial resources to an appropriate private sector provider.
 - e. 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 assessment 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 quarterly meetings with contracted AODA treatment providers. This group is comprised of Department representatives, AODA service providers, and other interested community human service organizations.

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.
 - g. Clarify treatment expectations and standards of the Department as necessary.
 - h. Disseminate information regarding existing and new AODA services available in the community.
 - e. Allow all contracted providers to provide agency updates.
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.
- 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.

Charter: Human Services

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.

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 state-certified program with the mission to provide recovery oriented, cost-effective and comprehensive treatment and recovery services to persons in Rock County who are disabled by severe and persistent mental illness. CSP serves people who have schizophrenia, bipolar, schizoaffective, delusional, or severe and recurrent depressive disorders. Comprehensive and integrated recovery services are aimed at helping the person to reach their maximum potential in a normalized community setting while moving toward increasing self-sufficiency. Collaborative goals between the participant and staff guide the treatment process. Emphasis is on the primacy of a hopeful, caring, and respectful relationship with the participant, family and significant others.

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.

Charter: Human Services

- 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. Comply with Patient Rights Standards under Wisconsin State Statutes *HSS 94*.

Standards:

- a. Before or upon admission, each participant shall be notified orally and given a written copy of his or her rights. Oral notification may be accomplished by showing the participant a video about participant rights. Guardians of a participant adjudicated incompetent shall also be notified. Participants shall be orally re-notified of their rights at least annually and be given another copy of their rights in writing if requested.
- b. Before, upon or at a reasonable time after admission, a participant shall be informed in writing of any financial liability that the participant or any of the participant's relatives may have for the cost of the participant's care and treatment.
- c. Each participant shall receive the least restrictive treatment and conditions.
- d. Treatment will be prompt and adequate.
- e. No medication may be given to any participant nor any treatment performed without the prior informed consent of the participant, unless treatment and/or medication are court ordered.
- f. Each participant shall be treated with respect and with recognition of the participant's dignity by all employees.
- g. Any participant or person acting on behalf of the participant may file a grievance in accordance with *HSS 94*.

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.

4. Registered degreed Nurses provide medical and supportive services to CSP participants.

Standards:

- a. Services are provided in the community and in the home, as well as, at the office.
- b. Registered Nurses monitor participants' medication and related lab work to assure that the participant remains healthy while taking prescribed medications.

5. Perform professional duties in a manner that ensures compliance with all applicable State and Federal codes and statutes, 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 case review, peer consultation and review, supervisory review, and at staff meetings.
- c. Attend educational staff meetings.
- d. Review Quality Assurance findings and participate in ongoing quality improvement activities.

Rock County Human Services Department

2012 Revised Administrator's Request

PROGRAMS	AGENCY MANGEMENT SUPPORT	JOB CENTER	CHILD PROTECTIVE SERVICES	JUVENILE JUSTICE & PREVENTION SERVICES	YOUTH SERVICES CENTER	ECONOMIC SUPPORT	LONG TERM SUPPORT	MENTAL HEALTH/ AODA	MENTAL HEALTH/ AODA - CLTS	MENTAL HEALTH/ AODA - CRISIS	MENTAL HEALTH/ AODA - CSP	MENTAL HEALTH/ AODA - DETOX	TOTAL DEPARTMENT
FTE POSITIONS	35.0	2.4	57.0	36.0	33.4	51.0	23.0	43.0	4.0	21.2	29.0	0.0	335.0
SALARIES	1,584,203	81,404	2,698,951	1,758,720	1,665,691	2,035,251	1,283,173	2,484,738	196,341	1,232,359	1,760,413	-	16,781,244
FRINGES	789,547	38,502	1,281,115	903,746	739,868	1,122,993	589,173	1,053,022	113,736	556,625	677,783	-	7,866,110
OPERATING EXPENSES	1,148,612	472,355	1,493,397	360,176	364,604	252,855	153,456	500,869	18,000	351,370	301,056	42,735	5,459,485
CAPITAL OUTLAY	91,636	10,000	21,382	9,600	15,000	1,800	3,200	5,675	-	-	1,625	-	159,918
ALLOCATED AMS&O	(3,561,915)	-	683,219	431,507	400,343	611,303	275,686	514,667	47,945	245,919	351,326	-	-
ALLOCATIONS	(2,520)	(434,673)	-	-	-	326,005	112,081	110,335	-	(42,339)	(893)	(67,996)	-
PROGRAM/CONTRACTED	34,637	100,744	4,690,205	1,754,317	2,500	1,847,334	8,429,081	893,856	5,000	4,213,731	261,115	217,108	22,449,628
TOTAL EXPENSES	84,200	268,332	10,868,269	5,218,066	3,188,006	6,197,541	10,845,850	5,563,162	381,022	6,557,665	3,352,425	191,847	52,716,385
REVENUES	8,528,307	268,332	1,562,297	3,114,025	81,313	5,340,288	10,727,616	2,004,949	90,556	424,638	1,169,356	10,000	33,321,677
FUND BAL. APPLIED													
COUNTY SHARE	(8,444,107)	0	9,305,972	2,104,041	3,106,693	857,253	118,234	3,558,213	290,466	6,133,027	2,183,069	181,847	19,394,708

Administrator's Comments

Human Services Department

Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	335.0	335.0
Salaries	16,781,244	16,781,244
Fringe Benefits	7,866,110	7,866,110
Operating Expense	27,909,113	27,859,113
Capital Outlay	159,918	75,345
Allocation of Services	0	0
Total Expense	52,716,385	52,581,812
Revenue	33,321,677	33,321,677
Transfer In	0	0
Fund Balance Applied	0	0
Tax Levy	19,394,708	19,260,135
Total Revenues	52,716,385	52,581,812

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 2012 budget request for the Human Services Department totals \$52,716,385. The tax levy request is \$19,394,708, which is a decrease of \$418,777 from the amount levied for 2011 operations. This decrease is the result of a variety of factors. However, a major factor is a reduction of approximately \$860,000 in retirement costs as a result of shifting half of the required Wisconsin Retirement System payment from the County to the employees. This is a result of the action taken by the State through the Budget Repair Bill.

One of the departments of County government which has been most affected by the recession and high unemployment is the Human Services Department. The Department is that part of the County operations which acts as the agent of the State of Wisconsin for carrying out many State programs. Included are programs such as child protection, mental health, economic support, AODA, adult protection, long term support, juvenile justice and others.

Everything the Department does in one form or another is basically at the behest of the State. These are the programs more and more of our citizens have had to rely on as they have lost jobs and dealt with the stress, which accompanies this. The County and the Department have had to deal with the resulting service increases in an environment of decreasing State funding and increasing State demands. This is not a new phenomenon but has been the situation for several years.

To do the best job possible, Ms. Klyve and her staff have been in a continual process of looking at best practices and changing how we do things in multiple areas of the Department. These changes continue in the 2012 Budget.

Economic Support

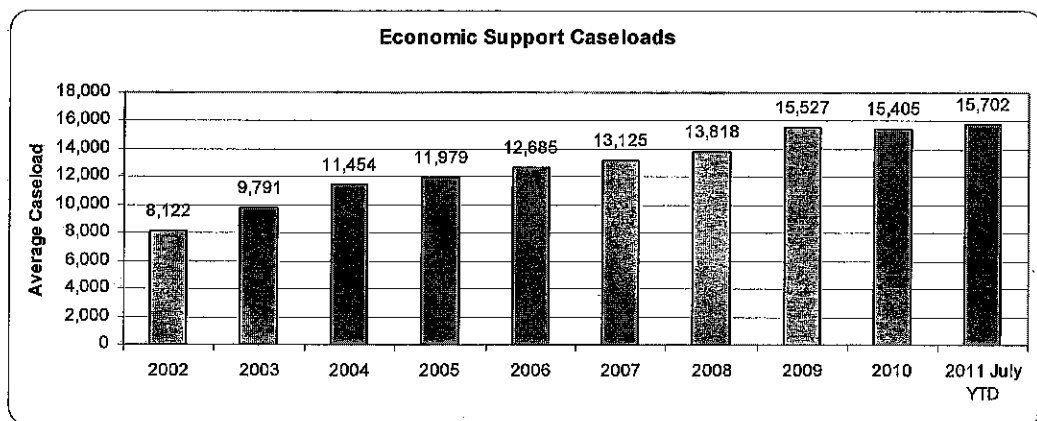
One of the service areas undergoing the most change in 2012 is Economic Support. This change is largely driven by the recently enacted State Budget, which requires the establishment of 10 consortia to administer economic support programs statewide. Rock County has taken the lead in forming one of the 10 consortia in order to continue providing good services to our citizens. The Department describes this process as follows:

Income Maintenance Consortium

Commencing January 1, 2012, Rock County will become the fiscal and administrative lead for a seven county Income Maintenance Consortium. Rock County will hold the State/County contract for the consortium. Rock County will have contracts with each of the consortium counties that will outline the responsibilities of each consortium county to the consortium. Every county would maintain their own tax levy and will continue to provide face-to-face services for residents within their county by conducting intake/review functions, as well as processing ESC- Badger Care/Care Plus cases. All counties in the IM Consortium will provide Call Center services to customers within the consortium by responding to process changes in address, income and family composition through one common 1-800 number through which customers would access the Call Center. The County Directors and respective IM Division Managers have been working collaboratively on developing workflow procedures in preparation for the January 1, 2012 start date.

The funding to operate Economic Support in 2012 is being cut approximately 15% by the State and each county is required to contribute the amount of county funding the county contributed to this service in 2009. Rock County's contribution must be at least \$809,000. The 2012 Budget contains \$855,200 of County funding which I support.

The caseload handled by the Economic Support Division has continued to increase as shown in the following chart:



This caseload will further increase over the next several months as the State transfers its Enrollment Service Center caseload to the counties. Once this caseload is transferred, the Rock County caseload will total approximately 18,200 cases.

The staff of the Economic Support Division are to be commended for doing a great job despite the increasing workload.

Another program run through Economic Support is the W-2 Program. The Department's description of this program is as follows:

W-2 Program

Rock County has been operating the W-2 program since its inception. W-2 is a risk-based contract wherein the County is provided a two-year contract to cover the W-2 payment cases with that sum. With the downturn of the economy, the W-2 caseload has grown substantially. In January of 2010, the monthly W-2 payments were \$74,647. Currently, the W-2 monthly payments are at \$115,844. During 2011, we received two substantial payments from the state to assist us in operating W-2 in 2012. However, this sum will only provide monthly W-2 payments of \$75,037/month. W-2 changes adopted in the Biennial Budget will assist us by capping W-2 payments to a given client at 24 months and reduce W-2 monthly payments by \$20, among other modifications. In addition, annually there is a W-2 de-obligation/re-obligation process within the State will assist counties who require additional resources. Thus far, Rock County has never been compelled to draw upon the County tax levy to underwrite the W-2 payments.

We will have to monitor the W-2 Program to gauge how the State modifications in the program impact costs and whether that will be sufficient to keep the program within budget.

A locally controlled Economic Support Program is the Interim Assistance Program. This program was established when the old General Relief Program was abolished. The Interim Assistance Program consists of two parts. One part includes a budget to provide time-limited payments to individuals for living expenses. The other part provides grants to Health Net and the Beloit Area Community Health Center for medical services. Health Net will receive \$57,867 and the Beloit Area Community Health Center will receive \$23,460 in 2012. These are the same as the allocations for 2011.

Mental Health

One of the functions the State mandates the County perform is Mental Health and AODA services. The County's Mental Health System includes two Outpatient Mental Health Clinics, two Community Support Program Offices, a Crisis Intervention Unit, a Family Crisis Unit, a Crisis Stabilization Facility, Detox Services, the Intoxicated Driver Program, AODA treatment and a variety of other services.

An essential component needed to allow the continuum of mental health and AODA services to function better and serve our citizens better is to have a crisis unit which is able to respond to the scene (go mobile) 24 hours per day, 7 days per week. Currently, the unit is mobile 9 AM to 11 PM. The 2012 Budget contains personnel modifications, which will allow for 24/7 mobility as well as other service enhancements. The Department explains the changes as follows:

Crisis Intervention Unit

The Crisis Intervention Unit continues to operate as a central and critical element of our Mental Health Continuum. A significant challenge is related to notable increased volume of calls to the crisis unit and overall crisis contacts. Data shows that by the end of 2011, the Crisis unit will have seen an increase in contacts by more than 30% since 2009. Key objectives include: efficiently respond to the increased volume of calls and requests for service; maximize mobile responses to mental health emergencies throughout the county; fill a critical gap in our continuum through expanded capacity for early intervention and crisis stabilization services for adults; and finally to integrate peer supports into the service array to improve consistency with best practices and recovery-oriented approaches.

In 2011, the Crisis Unit was successful in transforming its model to support Crisis Mobility, a best practice in community mental health, which allows for on-site response to mental health emergencies. Crisis Mobility supports collaboration among clients, law enforcement, and hospitals. The effective deployment of Crisis Mobility diverts clients from unnecessary inpatient hospitalizations to more appropriate and cost effective treatment interventions. In order to make best use of our mobile crisis workers in 2012, we propose to establish a new designated role of Emergency Phone Worker, staffed by psychiatric technicians, to handle the calls on the Crisis Unit, which will allow the Crisis Workers to be 100% mobile. By adding 3.2 FTE Psychiatric Technicians, we will be able to absorb the increased volume of calls and contacts while increasing our ability to respond to mental health emergencies. In addition, the transfer of three (3) vacant positions to the

Crisis Unit will add crisis case management and peer support services to the continuum and provide increased capacity to respond to those in need before a crisis occurs. Finally, by expanding our Crisis Intervention Worker pool, we maximize staff resources in the most cost effective manner when responding to a crisis. All of the changes described above are supported by the feedback contained in the ZIA Partners report on our Behavioral Health system.

More intensive supervisory oversight of the various AODA programs is a need pointed out in the ZIA Partners report. The 2012 Budget includes a request for a position of Alcohol and Other Drug Abuse Coordinator. I feel this is a real need in order to provide more complete and better coordinated AODA services and, therefore, have recommended the position. The Departments explanation of the need for this position follows:

AODA Coordinator

Addiction, with its significant impact on our criminal justice, health and mental health systems continue to pose a significant problem in Rock County. The Human Services Department has continued to strive to meet the needs of individuals struggling with alcohol and drug abuse and dependence by funding treatment for indigent individuals who are seeking a means to move forward in their recovery. Contracted providers deliver a continuum of treatment options. In addition, Human Services continues to contract with Dane County to provide detoxification services for those who are incapacitated by alcohol and drugs.

An area of need identified by the Human Services Department and supported by the ZIA Partners report involves establishing a position of AODA Coordinator to take a leadership role in overseeing all programs and efforts within Human Services related to AODA. Currently, Human Services organizes AODA under outpatient Mental Health Unit, but there is not a certified AODA specialist managing any of the programming.

A proposed AODA Coordinator would take a lead role in the following activities:

1. Oversight of Intoxicated Driver Program, AODA block grant, IV-Drug grant, Detoxification services and Treatment Alternatives Program;
2. Data collection and analysis to better understand the scope of the problems and issues related to AODA in the county;
3. Direct supervision of the AODA counselor and IDP assessor;
4. Monitoring of contracts for AODA providers;
5. Tracking of outcomes of all program efforts; and

6. Coordination of goals and efforts with other county initiatives related to AODA including Drug Court and OWI Court.

Improving our understanding of and attention to the problem of AODA issues in Rock County is a priority. The establishment of this position will lead to an enhanced vision for addressing addiction issues in Rock County and improved outcomes for individuals asking for help.

Long Term Support

The Long Term Support (LTS) Division provides assessments and case management services for LTS programs. These include the Community Options Program (COP) and the MA Waiver Programs such as COP-W and the Community Integration Program (CIP-II). Due to the number of MA Waiver slots Rock County has received over the years, Rock County has one of the larger “Non-Family Care” LTS programs in the State.

Rock County was originally scheduled to become a Family Care County in June 2011 with an Aging and Disability Resource Center (ADRC) starting operations 60 days prior to Family Care startup. Subsequently, the State informed the County that Family Care would begin operations January 1, 2012 with the ADRC startup scheduled for November 1, 2011. The recently adopted State Budget puts any expansion of Family Care on hold for an indefinite period of time. However, we have also been informed that the State would like to start ADRC operations in Rock County sometime in 2012.

We will be exploring the implications of establishing an ADRC in Rock County with no firm commitment from the State to expand Family Care to Rock County and whether it would be in the best interest of the County to participate with the State in doing so.

Child Protective Services

The Child Protective Services Division (CPS) provides services to children and families in cases of child abuse and neglect. The Division continues to deal with a high volume of cases, which need investigation and intervention. In 2010, the Division dealt with over 2,500 reports of abuse or neglect. The Division had an average daily census of 117 children in out-of-home placements. The following chart tracks the average daily census of placements made by the CPS Division from 2008 through 2010, with estimates made for 2011 and 2012. It also shows the projected 2011 costs and funds budgeted for 2012.

CHILD PROTECTIVE SERVICES

	Average Daily Census					Expenditures*		
	2011		2012		2011	2011	2012	
	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>Estimate</u>	<u>Proj</u>	<u>Budget</u>	<u>Estimate</u>	<u>Budget</u>
Foster Home Level I	0	0	0	0	2	\$ 5,500	0	5,280
Foster Home Level II-V	135	116	102	105	114	2,192,953	1,689,427	1,928,255
Group Home	10	3	4	4	5	498,532	300,124	391,563
RCC	<u>9</u>	<u>10</u>	<u>11</u>	<u>15</u>	<u>14</u>	<u>1,103,546</u>	<u>1,892,061</u>	<u>1,842,764</u>
TOTAL	154	129	117	124	135	\$ 3,800,531	3,881,612	4,167,862

Child Protective Services: In 2012, the cost of a Level I Foster Home is \$220 per month. The projected average daily cost for Level II - V Foster Homes is \$46.21; \$213.97 for a Group Homes and \$359.63 for a Residential Care Center (RCC).

The CPS Division is undertaking several initiatives to improve services and handle the increasing caseloads. The Department describes these initiatives as follows:

CPS Division Initiatives:

Permanency Roundtable (PRT): The PRT is a process to move children from out-of-home care to a permanent living arrangement. The process is a professional review of the case. The reviews typically include a permanency expert, the case manager, the case supervisor, other agency specialists as well as key service providers. Each PRT includes a permanency-focused discussion of a case based on a three-part summary and an oral presentation by the case manager. This is followed by the development of an action plan. Rock County has submitted a proposal for a PRT grant to DCF and awaits their decision. In the grant proposal, CPS identified 13 families (19 children) that would be included in the PRTs.

Intensive Family Reunification Services (IFRS): IFRS is performed by the Family Skills Unit through CPS. The Family Skills Unit (FS) is a support service to the CPS division. The purpose of the unit is to intervene with families whose children have been placed outside of the home and the goal is to reunite the family. The FS unit has enhanced and expanded their programming through the implementation of the time-limited IFRS. Families receiving IFRS will be seen at

least three (3) times per week for a period of 12-16 weeks. Once children have been reunified, up to four (4) weekly follow-up contacts will occur to provide support for the purpose of maintaining reunification.

The goal of IFRS is to increase the likelihood of family reunification within 15 months from the time a child is removed and/or reduce the likelihood of future out-of-home placements once reunification has occurred. This initiative has been running since April, 2011 and is part of the Promoting Safe and Stable Families (PSSF) grant. The 2011 anticipated outcomes are to work with twenty (20) families with children in out-of-home care; of twenty (20) families who participate in the services, eight (8) families will be reunified within 15 months of their child(ren)'s removal. The 2011 actual mid-year outcomes are ten (10) families who participated in the service, four (4) families were reunified within 15 months of their child(ren)'s removal. Within the four (4) families, eight (8) children were reunified with an average time frame of 8 months for reunification.

Independent Consultant (Patty Hammes): Patty Hammes was contracted this year (2011) to review CPS Ongoing and Substitute Care case management services. She will be reviewing our current practice and provide recommendations of what needs to be looked at and changed or any "tweaks" that should be made. Any recommendations that are made would be reviewed this year, action plans developed and implementation scheduled for 2012.

Screening Supervisor Position: The supervisor was hired this year (start date of 10/3/2011) and it is the expectation that she will be in training for the rest of this year with her taking on her full time duties (screening reports, supervising Access staff and scheduling the Back-Up Access coverage) January, 2012. The Assessment Supervisors will cease their screening duties (except for back-up to the Screening Supervisor) and will concentrate on supervising their staff on a full time basis. By having one supervisor screen most of the reports, consistency in the decisions will be obtained.

Data Leadership: Early this year, Rock County submitted a grant proposal that would allow data assistance from the state. Rock County was granted assistance from the state (no monetary assistance) as part of the grant. This assistance will enable us to be included in data projects initiated by the state for the next three years and will give us first hand knowledge regarding state generated reports that will help us track state mandated timelines for our work.

Juvenile Justice

The Juvenile Justice Division has been undergoing a great many changes over the last couple years to bring its operations in line with "best practices." This followed the commission of a report, which looked at Juvenile Justice operations and recommended a number of operational changes. Further changes are envisioned for 2012. These focus, in particular, on the Juvenile Detention Center. The Department describes the status of the Division as well as future improvements as follows:

Over the past 12 to 18 months the Juvenile Justice and Prevention Services Division (JJPS) has seen tremendous change. The most significant changes have been in the areas of adopting evidenced-based practices and developing model policies and procedures. The most significant change involved the implementation of an evidenced-based risk, needs, and automated case management system. It should be highlighted that Rock County was the first county in the state to undertake such an endeavor. In addition, the JJPS Division has increased the level of diversion services delivered to juvenile offenders and their families. The Juvenile Diversion Unit now has eleven intervention programs for youth who have violated the law. The programs range from early intervention for low risk youth to intensive cognitive behavioral interventions for very high risk youth. As a result of these diversion services as well as other changes, the county has seen a 68% reduction in juvenile correction placements and a significant reduction in the average daily population at the juvenile detention center. Those reductions translate into hundreds of thousands of dollars in true financial savings from year to year. This all has been accomplished while maintaining community safety and moving juvenile offenders toward a crime-free lifestyle.

The JJPS Division has also developed a comprehensive array of policies and procedures that now guide the services and practices of the overall juvenile justice system. Beginning with a model juvenile court policy developed in collaboration with the Rock County Circuit Court, Public Defenders Office, and the District Attorney's Office, several other division policies and procedures are now in place to guide juvenile justice workers in the important work they do.

Future strategic plans for the Division are to continue with quality assurance for juvenile justice services and quality improvements in the juvenile detention center. One such improvement includes the implementation of a behavioral management program to better supervise and work with the youth placed in the facility. Significant training of staff has already occurred and now the juvenile detention team is working diligently to implement the program model. Another strategic

improvement is physical plant upgrades to the facility. Several changes have already occurred in the shelter care portion of the facility such as the creation of a “quiet room” for youth with significant mental health/developmental concerns. Proposed future improvements include the development of a secure outdoor recreation area and painting the entire facility. The Division is also developing two new programs within the facility. The first is a behavioral stabilization program within the shelter care facility to better serve youth in the community who are having a mental health crisis; the second is an “alternative to corrections” program within the secure detention facility to better serve those youth who would have otherwise gone to a state juvenile correctional facility. Both initiatives involve major programmatic and philosophical changes to the facility. However, the changes will add value to the JDC, which costs approximately \$3.3 million a year.

The following chart tracks the average daily census and cost of out-of-home placements made by the Juvenile Justice Division over several years.

JUVENILE JUSTICE SERVICES

	Average Daily Census					Expenditures*		
	2008	2009	2010	2011	2012	2011	2011	2012
				Estimate	Proj	Budget	Estimate	Budget
Foster Home Level I	0	0	0	0	1	\$ 2,640	-	2,640
Foster Home Level II – V	3	3	5	8	9	202,839	199,470	241,310
Group Home	4	1	4	3	4	284,452	218,687	305,334
RCC	4	5	9	9	9	736,607	959,395	979,472
State Corrections	<u>18</u>	<u>17</u>	<u>8</u>	<u>8</u>	<u>9</u>	<u>1,134,478</u>	<u>789,295</u>	<u>943,799</u>
TOTAL	29	26	26	28	32	\$ 2,361,016	2,166,847	2,472,555

Juvenile Justice and Prevention Services: In 2012, the cost of a Level 1 Foster Home is \$220 per month. The projected average daily cost for Level II-V Foster Homes is \$73.26; \$208.56 for Group Homes and \$297.35 for a Residential Care Center (RCC). The average rate for State Corrections is \$286.52.

*Expenditures do not include Health Check or Counseling or Clothing Allowances

Summary

An item included in the 2012 Budget request is \$70,000 to replace the client information and billing management software currently used by the Department. The current software is outdated and no longer meets the needs of the Department. It is also expensive to maintain.

The purchase price of the new software would be recouped in about two years as the software maintenance fee is about \$35,000 per year less expensive than the current software. It will also provide much better functionality for the Department. I recommend this purchase to be funded with sales tax revenue.

The Department has requested a variety of replacement furniture and equipment. I have recommended these purchases totaling \$84,573 either take place in 2011 or the funding will be carried over to 2012. This reduces the tax levy by \$84,573 for 2012 operations.

In addition to the above, I recommend the funding available for out-of-home placements in the Juvenile Justice Division be reduced by \$50,000.

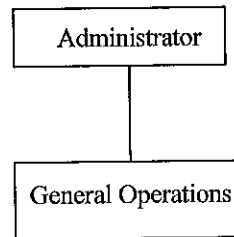
The recommended tax levy for 2012 operations is \$19,260,135, which is \$553,350 or 2.8% less than the prior year.

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K. Arrowhead Library System

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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, Technology and Community Learning (DLTCL) 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

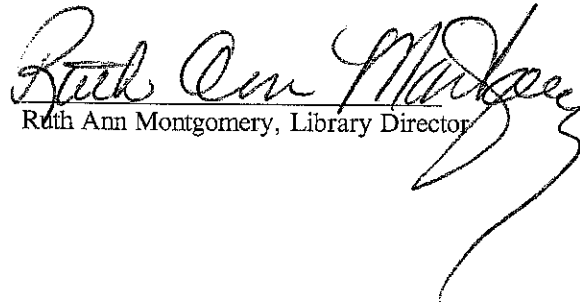
- A. Provide open access to quality library service to the 37,000 county residents of Rock County who do not maintain their own library.
 - 1. Equitably reimburse the public libraries in Beloit, Clinton, Edgerton, Evansville, Janesville, Milton and Orfordville for providing library service to residents 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. Encourage all system members to enter their holdings in WISCAT and 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 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.

Charter: Arrowhead Library System

- 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. Cooperate with First Call to make available community service information to libraries and the community via the Internet.
 - 3. 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.
 - 4. 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.
- 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.

Charter: Arrowhead Library System


Ruth Ann Montgomery, Library 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	\$86,477	\$38,858	\$8,298	\$15,341	\$15,341	\$8,298	\$8,298	\$8,298	\$50,755	\$8,298	\$8,298	\$256,560
Fringe Benefits	\$28,731	\$7,016	\$2,526	\$5,217	\$5,217	\$2,526	\$2,526	\$2,526	\$23,905	\$2,526	\$2,525	\$85,241
Operating Expenses	\$217,983	\$21,879	\$3,464	\$4,464	\$4,164	\$ 1,006,559	\$66,662	\$2,463	\$9,214	\$8,548	\$2,463	\$1,347,863
Capital Outlay	\$11,200	\$2,500	\$0	\$0	\$0	\$0	\$0	\$0		\$2,000	\$0	\$15,700
Allocation of Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal	\$344,391	\$70,253	\$14,288	\$25,022	\$24,722	\$1,017,383	\$77,486	\$13,287	\$83,874	\$21,372	\$13,286	\$1,705,364
Indirect Cost Alloc.	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$344,391	\$70,253	\$14,288	\$25,022	\$24,722	\$1,017,383	\$77,486	\$13,287	\$83,874	\$21,372	\$13,286	\$1,705,364
Revenue	\$332,443	\$70,253	\$14,288	\$25,022	\$24,722	\$13,288	\$13,289	\$13,287	\$83,130	\$19,872	\$13,286	\$622,880
Fund Bal. Applied	\$12,691	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		\$0	\$12,691
County Share	(\$743)	\$0	\$0	\$0	\$0	\$1,004,095	\$64,197		\$744	\$1,500	\$0	\$1,069,793

Administrator's Comments

Arrowhead Library System

**Summary of
Department Requests and Recommendations**

Description	Department Request	Administrator's Recommendation
Positions		
Salaries	256,560	256,560
Fringe Benefits	85,241	85,241
Operating Expense	1,347,863	1,347,863
Capital Outlay	15,700	15,700
Allocation of Services	0	0
Total Expense	1,705,364	1,705,364
Revenue	622,880	622,880
Fund Balance Applied	12,691	12,691
Tax Levy	1,069,793	1,069,793
Total Revenues	1,705,364	1,705,364

The tax levied by the County for the Arrowhead Library System is levied only on property in the Townships and the Village of Footville. All other municipalities have municipal libraries and are exempt from the tax. The money levied by the County is, for the most part, returned to the member libraries to "pay" for services to rural residents. The participating libraries, 2011 payments, and 2012 requests are shown in the table below.

ALS Participating Library Payment (PLP) History

<u>Community</u>	<u>Budget 2011 PLP</u>	<u>Request 2012 PLP</u>
Beloit	\$282,884	\$307,008
Clinton	27,398	27,779
Edgerton	53,447	65,517
Evansville	61,183	61,184
Janesville	458,106	465,145
Milton	48,080	55,626
Orfordville	<u>23,940</u>	<u>21,836</u>
Total	\$955,038	\$1,004,095

For many years, the amount that was paid for services to rural residents was a point of contention. The System uses a formula which multiplies the local appropriation for each municipal library by the percentage of use by residents from all the Townships and Footville. This calculation for all seven libraries results in the figure defined as equitable or full reimbursement by the Arrowhead Board. As part of the 1997 budget deliberations, the County Board decided to reimburse the member libraries at 100% of full reimbursement for the first time. The libraries have been reimbursed at 100% each year since 1997.

Total reimbursement for the seven municipal libraries as requested by Arrowhead for 2012 is \$1,004,095, an increase of \$49,057 or 5.1%. This increase is due to a combination of increased municipal appropriations to libraries and to an increase in circulation to Town and Village of Footville residents.

The County tax levy is also used to fund payments for services to rural Rock County residents for use of libraries outside of Rock County, and the per meeting allowances to the two County Board

Supervisors serving on the Arrowhead Board. The budget request for these items in 2012 is as follows:

Brodhead	\$20,095
Whitewater	23,802
Lakeshores	602
Jefferson County Libraries	4,014
Green County Libraries	2,303
Dane County Libraries	13,382
Per Meeting Allowances	<u>1,500</u>
	\$65,698

For many years, ALS had contracts with Brodhead, Whitewater, and Lakeshores Libraries to cover their expenses of lending materials to rural Rock County residents. The payments made to these libraries have been based on the amount of materials loaned to rural Rock County residents multiplied by each library's cost per circulation. Those costs have been reimbursed at or near 100% of the cost per circulation. In return, many of the ALS participating libraries struck agreements for reimbursement from Brodhead, Lakeshores and Whitewater for serving their residents. Such magnanimity was not widely practiced throughout the State of Wisconsin and rural residents were often denied access to libraries.

Wisconsin Act 420 was signed into law in 2006 in order to provide equal access and equitable reimbursement statewide. The law took effect in 2008. This new provision required counties to reimburse public libraries in adjacent counties 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. The county must then reimburse the library for at least 70% of the cost per circulation. Beginning in 2008, Rock County paid libraries in surrounding counties, and those counties are paying Rock County libraries.

The County's allocation to the Arrowhead Library System covers three categories. Those are the amount due Participating Libraries, the amount due Out-of-County Libraries, as mandated by state law, and the Per Meeting Allowances for the two County Board Supervisors who serve on the Arrowhead Board. The amount this totals for 2012 as requested is as follows:

Participating Libraries	\$1,004,095
Out-of-County Libraries	64,198
Per Meeting Allowances	<u>1,500</u>
Total	\$1,069,793

The requested tax levy of \$1,069,793 is an increase of \$63,685 or 6.3% over the amount for the prior year. Given the payments mandated by state law and the agreement to reimburse at 100% of the formula amount, this is recommended.

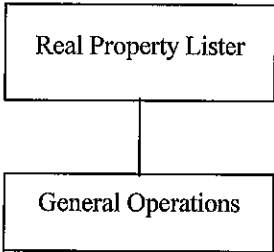
This large increase does not count against the County's levy limit under state statutes, as it is not levied on all taxable property in the county.

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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
<u>1.7</u>	Real Property Specialist
3.7	Total

Summary of Personnel Modifications

	<u>Dept. Request</u>	<u>Admin. Rec.</u>
New Positions	0	0
Deletions	0	0
Reallocations	0	0
Transfer		
Real Property Specialist (From Treasurer to Real Property)	0.30	0.30
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.
- 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.
- m. To update current database with new addressees and locations of property on parcels of real property as submitted by the municipalities in accordance with the County Address Plan.

Charter: Real Property Description

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. To work with Information Technology and other county departments in the migration to ESRI GIS software.



Michelle Schultz, Real Property List

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	0.00	4.00
Salaries	\$129,226	\$47,168	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$176,394
Fringe Benefits	\$64,924	\$13,563	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$78,487
Operating Expenses	\$2,950	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,950
Capital Outlay		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Allocation of Services	(\$38,957)	(\$39,475)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	(\$78,432)
Subtotal	\$158,143	\$21,256	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$179,399
Indirect Cost Alloc.										\$0
Total	\$158,143	\$21,256	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$179,399
Revenue	\$220	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$220
Fund Bal. Applied										\$0
County Share	\$157,923	\$21,256	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$179,179

Administrator's Comments

Real Property Description

Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	4.0	4.0
Salaries	176,394	176,394
Fringe Benefits	78,487	78,487
Operating Expense	2,460	2,460
Capital Outlay	490	490
Allocation of Services	(78,432)	(78,432)
Total Expense	179,399	179,399
Revenue	220	220
Fund Balance Applied	0	0
Tax Levy	179,179	179,179
Total Revenues	179,399	179,399

The Real Property Description Department has two major functions. One function involves maintaining descriptions of real and personal property together with producing assessment rolls, tax rolls, and tax statements. The second function involves the preparation and updating of property division maps.

Ms. Schultz's budget request contains no significant changes in operations. The requested tax levy for 2012 is \$179,179, which is a \$2,540 or a 1.4% decrease from the 2011 budget.

The Department currently job shares a position with the Treasurer's Office, which takes advantage of both office's cyclical workload throughout the year. An additional position that had been 100% in the Treasurer's Office will be shared in 2012. This second Account Clerk II/Real Property Specialist position's distribution will be 70% Treasurer and 30% Real Property. The shared staff greatly alleviates the need for both offices to request full-time staff and both departments should be commended on their interdepartmental cooperation. I am recommending the addition of a 0.30 FTE job share position of Account Clerk II/Real Property Specialist to the Real Property Department.

In addition to its traditional functions, the Department takes an active role in the management of the Land Records System. Real Property Lister Michelle Schultz coordinates this process and spends up to 45% of her time working on the Land Records System. That percentage was increased in 2010 by 5% in response to recent changes in State law that imposed additional reporting requirements on counties for Land Records activities. The Cartographer is spending more of his time working on the Land Records System and the 2012 Budget shows an increase from 60% to 65% of this positions time on Land Records activities. 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.

No change was made to the requested tax levy. Thus, the recommended tax levy for 2012 is \$179,179, which is a \$2,540 or a 1.4% decrease from the 2011 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 document.

Ms. Schultz has provided a description of Land Records activities looking forward into 2012. Excerpts from her description follow:

- The Planning and Development Department continues to use the data within the GIS system for many projects such as Floodplain mapping, Land Use, Comprehensive Plans and Shoreland Zoning and the implementation of the Smart Growth plans.
- The Land Conservation Department along with the Planning and Development Department continues to establish a Purchase of Agricultural Conservation Easement program. The GIS system is being utilized to develop eligible parcels, assign scores and develop acquisition areas. The departments will create models and workflows to establish and maintain the program.
- The Real Property Department has streamlined the parcel mapping workflow with the goal of getting parcels on the map faster. We have created a new layer on the SDE Geodatabase, which contains information about the parcel split such as type and document number. After board of review the parcel is easily copied to the permanent parcel layer. Creation of feature-linked annotation for parcel distances has not been completed and will remain a priority in 2012.
- 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.
- The Real Property Department is exploring the task of creating an in-house highway/roadmap for the unincorporated areas of Rock County. This map could potentially be sold at various departments in the County for a small fee.
- An Unincorporated Area Building Permit GIS Layer has been created and needs to have policies and procedures in place to update and maintain it. This will remain a priority in 2012.

- The Land Information Office continues the process of updating Rock County's Land Records Modernization Plan. This will be completed in 2011.
- 911 continues working with local Fire Departments to establish a water source layer for assistance with fire response. They are using Land Records GPS units to accomplish this.
- 911 has started 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 continuing the process of converting the mapping website to ArcGIS Server. ArcGIS Server has been put in place and the Planning and Development Department, Real Property and Information Technology are working together to re-create the web map.
- The Planning and Development Department continues to coordinate with municipal partners for the acquisition of countywide Orthoimagery and central Rock River corridor topography updates.
- The Planning Dept. has created a countywide building footprint layer and policies and procedures for update and maintenance. The layer needs to be checked for quality and accuracy.
- The Land Information Office is acquiring two ArcView Floating license upgrades to meet the growing need for GIS in departments countywide. The Sheriff's Office has requested the use of GIS technology and Department of Public Works has requested to increase their GIS capacity.
- The Land Information Office will purchase the ArcGIS Image Server module to provide the public and internal departmental users easier access to the image layers.
- The Land Information Office will work to establish new task and project oriented web maps.

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 Governor signed legislation in 2010 that changed the real estate registry fee structure. Effective June 1, 2010 the fee changed from a per page charge for legal documents recorded in the Register of Deeds Office to a \$30 flat fee. Eight dollars of that \$30 fee are earmarked for the Land Records Program. It is anticipated that 28,000 documents will be filed in 2012. The table below shows a side-by-side comparison of the former per page fee to the flat fee implemented in 2010 at the anticipated filing level as it pertains to funding Land Records activities.

A complete description of the fee and how it's shared is found in the Administrator's Comments for the Register of Deeds.

	<u>Portion of Per Page Fee</u>	<u>Revenue Generated*</u>	<u>Portion of \$30 Flat Fee</u>	<u>Revenue Generated</u>
Land Recs. Internet Access	\$ 1.00	\$28,000	\$ 2.00	\$ 56,000
Land Records Program	\$ 4.00	\$ 112,000	\$ 6.00	\$ 168,000

The 2012 budget request for the Land Records main account includes \$302,452 in revenues and expenditures. The largest source of revenue is contained in line item #4410 "Misc. Fees" totaling \$266,590. The fees are composed of two parts: \$168,000 of recording fees that will be collected by the Register of Deeds, and \$98,590 from businesses and individuals who pay for access to the Land Records database.

Other revenues include \$1,500 for the sale of maps by the Real Property Description Department. Ms. Schultz requests a \$34,362 fund balance application in order to match total revenue with the total expense. In order to accommodate additional expenses explained below, I recommend a \$38,362 fund balance application.

The Land Records account also contains the funding to pay for the Fidlar 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" totals \$161,974. Included in that figure is \$10,335 for a planning intern, \$51,170 of Information Technology fees, \$7,072 for converting the Real Property Department's Mylar property records to digitized files, \$7,025 for developing a septic permit GIS layer for the Health Department, and \$78,432 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. It was previously noted in the Real Property section, that an increase in the Cartographer duties for Land Records was increased from 60% to 65% to reflect additional time spent on maintaining Land Records.

The 2012 request for Line Item #6249 "Sundry Repair and Maintenance Services" is \$86,903. The annual software maintenance charge of \$56,000 for the Fidlar software and GIS software licenses for various county departments of \$28,193 are among the items budgeted in this line item.

The 2012 request for Line Item #6420 "Training Expense" is \$15,000. Based upon prior years activity, I recommend a reduction of \$2,000 to \$13,000.

The Department's request for line item #6710 totals \$18,400. It includes replacement of four monitors, a replacement laptop for Land Records/Real Property and replacement of a GIS file server. My recommendation adds \$6,000 for the purchase of a Register of Deeds scanner.

The recommended 2012 Budget for Land Records is \$306,452 in revenues offset by an equal amount of expenditures. Thus, there is no "County Share" in this account. The Land Records account is a non-lapsing account, which contains the segregated funding, generated from fees, which can only be used for Land Records related activities. The projected fund balance at 12/31/11 is \$170,905. The recommended 2012 Budget contains a fund balance application of \$38,362.

Another account found under the Land Records Program is Internet Access. In 2001, the State Budget contained an initiative that increased the retained fee for Land Records from \$4.00 to \$5.00 per recorded document. The additional \$1.00 in retained fees was earmarked for the purpose of providing Internet access to the GIS information such as assessment data and housing data. Wisconsin Act 314 increased that retained fee to \$2.00 in 2010. The use of these funds is more restrictive than the \$6.00 base fee that can be used for the "Land Records Modernization Plan."

The 2012 requested budget for the Internet Access account is \$56,546 in revenues, offset by an equal amount in expenditures.

The largest expenditure line item is \$43,046 for "Professional Services". It includes \$38,046 for a cross-charge to the Surveyor's Office (refer to County Surveyor Department for background), and \$5,000 for consultant help to place web-based applications on a dedicated server that can be accessed by the general public through the Internet.

Line Item #671 amounts to \$2,800 and funds a scanner for the Surveyor's Department to scan the Department's tie sheets, which can then be placed on the Internet (refer to County Surveyor Department for background).

The 2012 request for \$56,546 of Internet Access expenditures is recommended. The projected fund balance at 12/31/11 is \$13,070. The recommended 2012 Budget contains a \$546 fund balance application.

#

Surveyor

General Operations

<u>Present Personnel (Full Time Equivalent)</u>		<u>Summary of Personnel Modifications</u>		
			<u>Dept. Request</u>	<u>Admin. Rec.</u>
1.0	Surveyor	New Positions	0	0
<u>1.0</u>	Deputy Surveyor	Deletions	0	0
2.0	Total	Reallocations	0	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 subdivision 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. To provide horizontal and vertical control for engineering, air photography, topographical, mapping and remonumentation surveys.
- f. 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, and federal and state case law.

2. Re monumentation 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 Geodetic Reference System (NGRS), which is a mathematical reference system consisting of precisely measured networks of geodetic control monuments with latitude, longitude, and elevations. This supports construction projects, flood plane determination, and accurate mapping over large areas. Both reference systems are separately tied to the ground through monumentation and survey marks. Each has its beginning in the early years of the nation (1785 for the PLSS and 1807 for the NGRS). Although PLSS records contain many distances and directions between adjacent corners, the geodetic coordinates and positions of these corners cannot be 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 the Global Positioning System technology (GPS) is most commonly used. A GPS misconception is the accurate position of a point may be determined solely by use of the satellites. In order to determine accurate positions, one needs two GPS survey grade receivers. One receiver must occupy a ground monument with known accurate coordinates. Early in the 2000's, the Wisconsin Department of Transportation in cooperation with the federal National Oceanic and Atmospheric Geodetic Survey monumented and completed the Height Modernization Program (HMP) in Rock County. The 1991 & 1998 adopted County Land Records Plan refers to this as the Rock County coordinate system but not the year of the adjustment. NGS continues to readjust the network and publish the results. Thus the coordinates for a monument are dynamic and the County's data needs to be readjusted as NGS adjusts their network. Since the raw digital unadjusted field observations of the eighteen townships' 12,000 stations, 16,000 angles, 15,500 distances, 350 control points for remonumentation projects are digitally maintained, the savings in determining the new coordinates is substantial in the fact the monuments do not have to be reoccupied. In other words, years of fieldwork is not repeated. In order for this to be useful dossier sheets were made for each control monument with the necessary County data. This benefits the County, citizens, and private land surveyors. I make, compute, and maintain about 650 dossier sheets, which hopefully will be on the County's 2012 web site.

The following represents the various National/State adjustments since 1983:

- 1) North American Datum of 1983: Since the NAD 27 adjustment did not meet the needs of the users and nation, the National Geodetic Survey adopted a new geoid and took all the previous survey observations used in NAD 27 with new ones and performed a new adjustment. There is no exact

Charter: Surveyor

mathematical relationship between NAD 27 and NAD 83. Comparison of Rock County GPS station coordinates in Rock County with this adjustment shows differences of 0.5 to 1.7 feet.

2) North American Datum of 1983 (1991): In 1988, the National Geodetic Survey (NGS) and the WIDOT began establishing what is now called the Wisconsin High Accuracy Reference Network (WI HARN). This was done because the accuracy of NAD 83 still was not sufficient to meet DOT's needs. The 1990 and 1991 GPS observations of the WI HARN were adjusted and the results published by NGS as referenced to the North American Datum of 1983, adjustment of 1991(NAD 83 (1991)). Only certain 1st order stations in the federal net were used to hold the adjustment.

3) Rock County Coordinate System of 1983 (1991): In 1989 Dr. Nancy Von Meyer by contract with the WIDOT and the State Cartographer created the Rock County Coordinate System. In 1992, a joint project with WIDOT, Dodge, and Jefferson Counties placed GPS monuments and retained the GPS services of Aero-Metric with WIDOT reviewing and approving the GPS adjustment and network design. The adjusted coordinates were accepted and published in the fall 1993. Certain 1st order HARN stations of the North American Datum of 1983 (1991) were held constant.

4) North American Datum of 1983 (1997): During 1997, NGS and WIDOT observed many of the stations previously observed in 1990 and 1991, observed new stations at airports, and observed stations which were tied to the vertical International Great Lakes Datum (IGLD). These observations were adjusted and the published by NGS as referenced to the North American Datum of 1983, adjustment of 1997 (NAD 83 (1997)).

5) North American Datum of 1983 (1997) April 2004 Adjustment: During 1999 to 2001, WIDOT densified their HARN network by placing many new GPS monuments in South Eastern Wisconsin. In 2002 WIDOT Rock County GPS observations were completed and early in 2005 the results were published. WIDOT occupied many of the old 1992 Rock County GPS monuments.

6) North American Datum of 1983 (1997) March 2007 Adjustment: The National Geodetic Survey (NGS) used additional national GPS data to readjust the network. The Wisconsin results were published in the spring of 2007.

7) Wisconsin County Redesign System WISCRS 2006: The Wisconsin County Coordinate Systems (WCCS) developed by Dr. Nancy von Meyer of Fairview Industries eliminated the need for transformation of design distances to ground distances. Then most GIS software packages used standard input parameters selections, which did not include WCCS. Users needed to input the WCCS design parameters, which required a knowledge and understanding of geodetic projections. This resulted in many GIS users improperly using the system. A state Task Force was established to solve the problem. The state Task Force recommended the WCCS be redesigned so the coordinate differences between the original and re-designed systems were negligible. In 2005, the WI Land Information Board approved an award of \$35,000 "Strategic Initiative Grant" to accomplish the WCCS redesign. Dr. Al Vonderohe a surveyor and professor at UW-Madison, Dept. of Civil & Environmental Engineering was selected for the redesign work. The systems were validated and are available for all software vendors and the Counties. This was accomplished by filing the parameters with EPSG, European Petroleum Survey Group, which was formed in 2005. The GIS software vendors use EPSG parameter format in their software. When the County's new Land Records Plan is adopted Rock County will use the new system. This will minimally affect existing GIS maps and data. The North American Datum of 1983(2007) adjustment is 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.

Standards:

- a. To perpetuate the Public Land Survey System 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 and 8; 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. Finish the monumentation of Union Township and start the monumentation of Magnolia Township.
- c. To install Survey Marker Signs near those landmarks/monuments, which may inadvertently be 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.

Charter: Surveyor

- d. 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 PLS corner. Thus in each township about 700 survey monuments are placed or found.
- e. To replace damaged monuments and add extensions to monuments that are made inaccessible for use by road improvements, construction, or private improvements (SS 59.74(2)(b)1).
- f. Duties of the County Surveyor shall be performed under the direct supervision of the County Surveyor. The state regulates and licenses land surveyors per A-E 8 (5)a. Thomas Cooley, Chief Justice, Supreme Court of Michigan wrote "Surveyors are not and cannot be judicial officers, but in many cases they act in quasi-judicial capacity with the acquiescence of parties concerned." History has shown that a non-biased and neutral party such as the County best performs this quasi-judicial function. Many elected surveyors made bias decisions that supported their work and interests as a private surveyor. Since a surveyor's decision is based on research and the evaluation of the field and office data, the surveyors' conclusion and actions may not be the same as another surveyor. That is the reason for SS 893.37, which states no action may be brought against any land surveyor to recover damages for negligence, errors or omission in the making of any survey nor for contribution or indemnity related to such negligence, errors or omissions more than 6 years after the completion of a survey.
- g. Comply with Wisconsin Statutes: SS 83.11 and 443, Wisconsin Administrative codes A-E 2, A-E 6, A-E 7, A-E 8, federal and state case law

3. Mapping Operations

To prepare and maintain cadastral maps. Also to provide a visual and graphic digital representation of the filed survey land records index with a digital and graphics internet view of the perimeter of Certified Survey Maps and Subdivisions. These files are created via survey software in the performance of the review per the County Land Division Ordinance 15.23(3)(c). The GIS software allows other departments to use these digital geo-database maps. This eliminates duplication and provides a mathematical check of the recorded document, which according to a 1980 State of Wisconsin declaratory opinion requires a registered land surveyor. Since the requirement of filing and indexing of the surveys are not limited by political boundaries, the two major cities of Janesville and Beloit are included. Several years ago the city of Beloit expressed an interest and desire to have access to this system for their internal use.

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 prepare general parcel maps on an as needed basis for remonumentation.
 - e. To provide geographical coordinates for the section and quarter corners. This provides the spatial relationship and reference frame which is essential for the following: 1) base maps, 2) computer graphics, 3) preservation of the government corners, 4) acreage for tax purposes, and 5) land records.
 - 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, 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) 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 County Land Division Ordinance 15.23(3)(C) review certified survey maps submitted to this office within one working day to ensure accuracy and compliance to within 90% of technical State Statutes 236.15, 236.18, 236.20, 236.21 and 236.34. The State of Wisconsin Examining Board of Architects, Professional Engineers, Designers, Land Surveyors and Joint Board issued a declaratory ruling on April 24, 1980 which states that review of subdivision plats and survey maps for accuracy and closure of surveys, as well as such checks as may be necessary to ensure the legibility and completeness of the drawing comes within the definition of the "practice of land surveying". AE 8.10 requires the individual to either be licensed as a land surveyor or be

Charter: Surveyor

under the "direct" supervision of a registered land surveyor. This review also checks for potential destruction of GPS control monuments.

- b. To determine and establish field operation procedures that ensures 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 traverse networks and their adjustments for the spatial data needed for the Survey 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)(a)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)(a) 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, federal and state case law

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. There are about 93,0000 light sensitive maps, which about 7,650 are larger than legal size with some as long as 6'. Since 1969 the State has required Land Surveyors to file their survey maps with the County Surveyor. This represents million of dollars citizens invested in surveys.

The GIS software is capable of connecting maps to this Geo-database system and displaying the spatial limits of many of the parcels. Most of the graphics are for subdivision plats dating back to 1991 and Certified Survey Maps dating back to 1992. Also there are some plats of surveys from this period. The system does three things: 1) Maintains a tabular database of the maps and records 2) Accurately displays the database 3) Allows other County and City departments to use the parcels thus eliminating duplication. Several cities and private surveyors have requested digital copies of the database and geo-database maps. Since the office location is next to the Register of Deeds and Real Property Lister, this offers a "one stop" for the citizens finding their land records.

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 SS59.45(1)(b).
- b. To maintain the microfilm files of survey plats, subdivision surveys, right of way maps of roads and railroads, and certified survey maps according to accepted professional standards per SS 59.45(1)(a)2 and SS59.45(1)(b).
- 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 SS59.45(1)(b).
- d. To establish and supervise the computer indexing of all survey maps, per SS 59.45(1)(a)2 and SS59.45(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)(a)3.
- f. To file and index road right of way records.
- g. To file and index railroad right of way records.
- h. To make, file and index GPS data description forms.
- i. To maintain paper records of U.S. Coast & Geodetic, U.S. Geological Survey, WIDOT, and private vertical, GPS, and horizontal control maps and records.
- j. Comply with the following Wisconsin Statutes: SS 19.01, Wisconsin Administrative codes A-E 2, A-E 6, A-E 7, A-E 8, federal and state case law
- k. Certify copies of records per SS 59.75 for evidence in any Wisconsin court.
- l. To maintain, make copies, and provide support for the following aerial photos:
 - a. 1937 microfilm copies.
 - b. 1950, 1956, 1963, 1966, 1969, paper copies.

Charter: Surveyor

- c. 2000 mylar copies.
- m. Start scanning the U.S. Public land survey records and the county surveyor's books for use on the web site.

6. Land Information

Per County Board Resolution, this office is a member of the Rock County Land Information Office and the Rock County Land Information Council.

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)(a)2 and SS59.45(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 monumented townships by readjusting the old field data with new Global Positioning System (GPS) observations coordinates.
- e. To obtain, participate, and or assist in grants for the modernization of land records.
- f. To merge and adjust observation data for surveyed townships with GPS data.
- g. To train and learn new G.I.S. software.
- h. 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. Activity

The following are activities and projects this Department participated in since January 2011. These are typical activities as defined by the above operations, but generally occur with very short notice.

Activities:

- a. Maintain single database and adjustment of observations for 18 townships.

- b. Continue the remonumentation of Union Township.
- c. Provided section corners as requested by private land surveyors. These corners are destroyed, covered by public improvements, or disturbed. Citizens need them and usually time is an issue.
- d. Research, install and perpetuate section corners for highway road reconstruction projects.
- e. Participated in the Land Records Program.
- f. Manipulated digital data for the County's web site.
- g. State Department of Transportation notified me of the destruction of survey monuments for the STH 26 bypass project. In 2012 this will involve referencing and perpetuating the corners.

8. Software & Hardware

Many types of software are used to complete the above-mentioned functions.

Activities:

- a. Use and understand the concepts of the following surveying adjustment software:
 - 1) Bdwit – Least Squares Adjustment.
 - 2) Al Vonderohe – Least Squares Adjustment & data analysis
 - 3) Softsurv – COGO & survey calculation software.
 - 4) Trimble GPS software.
- b. Use and understand the concepts of the AutoCAD mapping software.
- c. Use and understand the concepts of the ERSI GIS software.
- d. Use and understand the concepts of database software.
- e. Use and understand the concepts of the P.C. office software.
- f. Use, program, and understand the concepts of the following DOS survey software:
 - 1) "Edit" used to exchange different data formats to "rock" program format, which computes Rock County Coordinates, latitude and longitude
 - 2) "Errorco" which is used to compute error components of the distance and angle observations for the least squares adjustment program
 - 3) "Rotatio" which is a least squares rotation program that computes coordinates from one coordinate system to another
 - 4) "Repetio" which is used to compute error components of an angle observation
 - 5) "Triglev" which is used to compute elevations by trigometric leveling
 - 6) "Curve" which is a least squares program that computes curve data from ground coordinates of an existing curve and
 - 7) "Slopere" which is used to compute the horizontal distance by using elevation, prism data, and equipment height.

Charter: Surveyor

Don Barnes

Don Barnes, PLS
County Surveyor
August 2011
2012 Budget

Department County Surveyor**Budget Analysis by Program**

Programs	Monumentation	Survey Operation	Mapping	Survey Records				Budget Summary
Positions	0.70	0.40	0.40	0.50	0.00	0.00	0.00	2.00
Salaries	\$31,906	\$21,630	\$23,785	\$23,592	\$0	\$0	\$0	\$100,913
Fringe Benefits	\$12,293	\$8,456	\$19,679	\$8,990	\$0	\$0	\$0	\$49,418
Operating Expenses	\$2,980	\$3,059	\$405	\$1,067	\$0	\$0	\$0	\$7,511
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Allocation of Services	\$0	\$0	(\$33,024)	(\$5,022)	\$0	\$0	\$0	(\$38,046)
Subtotal	\$47,179	\$33,145	\$10,845	\$28,627	\$0	\$0	\$0	\$119,796
Indirect Cost Alloc.	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$47,179	\$33,145	\$10,845	\$28,627	\$0	\$0	\$0	\$119,796
Revenue	\$0	\$0	\$60	\$140	\$0	\$0	\$0	\$200
Fund Bal. Applied	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
County Share	\$47,179	\$33,145	\$10,785	\$28,487	\$0	\$0	\$0	\$119,596

Administrator's Comments

Surveyor

Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	2.0	2.0
Salaries	100,913	100,913
Fringe Benefits	49,418	49,418
Operating Expense	7,511	7,101
Capital Outlay	0	0
Allocation of Services	(38,046)	(38,046)
Total Expense	119,796	119,386
Revenue	200	200
Fund Balance Applied	0	0
Tax Levy	119,596	119,186
Total Revenues	119,796	119,386

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. Mr. Barnes is currently working on the remonumentation of the Town of Union. The progress has been hampered by the need to locate more corners than expected. Fieldwork is expected to be complete by the end of 2011 and the paperwork is expected to be completed by spring of 2012. The next township to be remonumented is Magnolia. An additional project involves the Highway 26 By-pass project that will result in re-locating corners from the north county line to the City of Milton.

With the exception of the Travel line item, there is nothing unusual included in the expenditure line items for 2012. I am recommending a reduction of \$410 in the Travel line item based upon prior years experience.

A portion of the Surveyor's activity can be charged to the Land Records Internet Access Program. 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 Internet Access Program. A more complete explanation of the Program can be found under the Administrator's Comments for the Real Property Description Department.

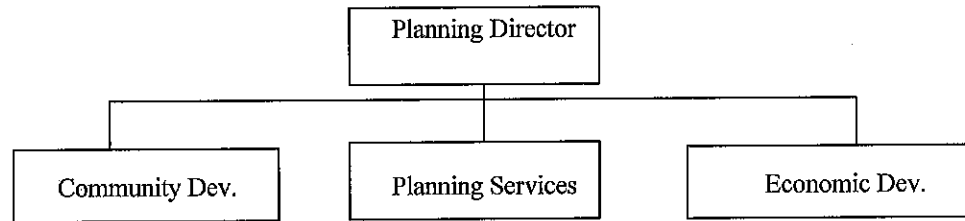
In 2010, 672 maps were filed and indexed and 300 monument corner records were made. Mr. Barnes reports that those activity levels have continued to see several years of decrease due to poor economic conditions. The Deputy Surveyor spends 50% of his work year putting that information into a format conducive to the website database in any given year. Given that information, I am recommending a 0.5 FTE cross charge of \$38,046 be made to the Land Records Internet Access Account. This has the impact of reducing the tax levy in the Surveyor's account by a like amount.

In 2011, the Surveyor began scanning tie sheets. These documents are images of official survey records and represent recorded information used to ascertain the true location of section corners, quarter corners, and sixteenth corners.

The recommended tax levy for 2012 operations is \$119,186, which is down \$1,115 from the 2011 budget.

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Planning Department



Summary of Personnel Modifications

<u>Present Personnel (Full Time Equivalent)</u>			<u>Dept. Request</u>	<u>Admin. Rec.</u>
1.0	Director of Planning & Development	<u>New Positions</u>	0	0
1.0	Economic Development Specialist			
1.0	County Engineer			
2.0	Senior Planner	<u>Deletions</u>		
1.0	Senior Planner/GIS Manager			
1.0	Planner III	Clerk Steno III	0.5	0.5
1.7	Planner II			
1.0	Housing Specialist	<u>Reallocations</u>	0	0
1.0	Accountant			
.5	Clerk Steno III	<u>Reclassifications</u>	0	0
11.2	Total	<u>Re-Titles</u>	0	0
		<u>Transfers</u>	0	0
			.	.
		<u>Upgrades</u>	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 thirteen member Planning, Economic and Community Development Staff.

The Agency's work program areas of responsibility are divided into 6 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, 2014)

- A. Revise and Update Existing, and Develop New, Rock County Ordinances/Regulations:
 - Land Division – *Completed 2011*
 - Access Control – *Scheduled Completion 2012*
 - Environmentally Significant Open Space Areas - *Completed 2011*
 - Driveway
- B. Revise and Update Existing, and Develop New, Model Ordinances/Regulations for Use by County Municipalities:
 - Zoning
 - Land Division
 - Sign

- Landscape
 - Neighborhood Electric Vehicles
 - Design Guidelines and Land Use/Site Plan Review
- C. Develop New County Programs:
 - Purchase of Development Rights/Conservation Easements – *Completed 2011*
 - Consulting Services Center (Town Planning Services) – *Scheduled Completion 2012*
 - Land Evaluation & Site Assessment
 - Land Use Inventory – *Scheduled Completion 2012*
 - 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 2014*
 - Land Records & Modernization Plan – *Scheduled Completion 2012*
 - Comprehensive Plan – *Scheduled Completion 2014*
 - Agriculture Preservation Plan – *Completed 2011*
 - Natural Hazard Mitigation Plan – *Completed 2011*
 - Historic Sites & Buildings
 - 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 2011*
 - Evaluate Division Performance and Identify Improvement Measures
 - G. Provide daily planning, economic, and community development services to the public

Charter: Planning, Economic & Community Development Agency

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.

2012 Division Tasks:

- A. Develop Rock County Land Use Inventory System
- B. Develop Rock County Optimal Land Use Initiative
- C. Develop and implement a comprehensive education, outreach, and consulting services strategy
- D. Revise and update Town Zoning Ordinances
- E. Undertake *Rock County Comprehensive Plan 2035* two-year evaluation
- F. Develop Agency Annual Report
- G. Implement other Rock County Comprehensive Plan 2035 policies
- H. Continue to foster intergovernmental cooperation among all the jurisdictions in Rock County
- I. 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.

2012 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 Owned Property and Airport Zoning District.
Measurable Products:
 - Number of Permits issued for Shoreland, Floodplain County owned Property and Airport 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

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- 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
 - 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.
 - 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.

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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.

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.
- 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
 - Number of Handicapped Accessibility Improvement Projects approved
- 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.

2012 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 and expand Rock County Community Development operations.
- C. Complete work on Community Development Block Grant – Emergency Assistance Grant.
- D. Continue to Administer the following grants:
 - 1. Community Development Block Grant – Small Cities.
 - 2. Lead Hazard Control Grant.
 - 3. Rock County HOME Consortium.

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- E. Continue to work effectively with the Cities of Beloit & Janesville on administering Rock County Community Development Consortia.
- F. Continue to assist local governments and Rock County Departments with Community Development services as needed.
- G. Continue to provide Community Development services as directed by the Rock County Planning & Development Committee.
- H. Determine additional fundable service areas for Community Development that may be provided to Rock County.

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 public and private entities in an efficient and cost effective manner.

GIS mapping and data base services includes information about Rock County that is critical to the updating and implementation of the Rock County Comprehensive Plan 2035; planning, updating and implementation of the Rock County Purchase of Agricultural Easement program; planning and implementing the Planning Department’s responsibilities in the Rock County Land Modernization Program; and provision of land records information to the public by:

- A. Gathering information and prepare county and local community planning and development information in electronic format or hard copy maps and data bases for planning and development projects and distribution to the general public.
Measurable Products:
 - Mapping projects completed
 - Mapping projects in process
 - Data base projects completed
 - Data base projects in process

- User fees generated
- B. Updating County and community 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 and community maps prepared
 - County and community maps updated
 - Census data available in electronic format or hard copy available to the public and staff
- C. Exploring conversion and migration methodologies on how to enter and use the Planning and Development Agency's mapping and database as part of the County Geographic Information System.
Measurable Products:
 - Staff training on GIS software mapping and database
 - Planning and Development Agency mapping and data base information on the GIS System
 - Planning and Development Agency mapping and data base information on the public facing website
 - Planning maps and data base updates
- D. Modernizing the protocols of address assignments through the conversion of hard copy address grid maps to a digital format.
 - Staff and municipal training on GIS software and mapping database
 - 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.

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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 the 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.

- E. Fostering relationships, promoting the establishment of organizations, providing technical assistance and working with groups within and outside Rock County that promote the improvement of planning and development in Rock County and Wisconsin.

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By ordinance, zoning fees and permits are increased by the adoption of the annual budget. These application fees do not guarantee the issuance of a permit and, without prior approval of the Rock County Planning & Development Committee, are considered non-refundable.

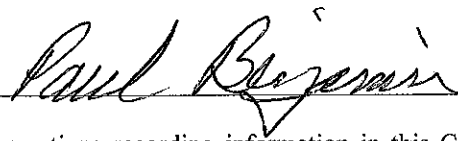
The increase in fees from \$350 to \$400 are for Building Site Permits or Airport Building Site Permits, Shoreland Permits, and Land Divisions are to help fund future acquisition of orthoimagery and elevation data. These service fees are typically collected when the landscape of the property is undergoing a significant change (i.e. construction), thus rendering existing orthoimagery and elevation data inaccurate, requiring an update of the data. These fees will be collected and deposited into the Ortho Mapping fund.

The decrease in the fee for the Board of Adjustment from \$950 to \$750 is due to a cost analysis of 2011 Board of Adjustment costs. Because fewer staff are involved in review and greater efficiencies achieved by the board, costs have declined.

Type of Service Fee	Legis. Authority	Unit Type	Current Rate	Last Yr. Adjusted Fee	Proposed Fee	Estimated Revenue
Bldg. Site Permits or Airport						
Building Site Permits	s. 59.696	Per applic.	\$350	2008	\$400	\$ 2,400
Shoreland Permits	s. 59.692	Per applic.	\$350	2010	\$400	\$ 8,000
*Land Divisions	s. 236.45	Per lot	\$350	2008	\$400	\$ 22,400
**Waiver of Land Division	s. 236.45	Per applic.	\$150	2007	\$150	\$ 3,750
Conditional Use Permits	s. 59.69	Per applic.	\$550	2010	\$600	\$ 6,000
Board of Adjustment	s. 59.697	Per applic.	\$1,000	2010	\$750	\$ 3,000
Final Land Division						\$
Review and Approval	s. 236.45	Per lot	\$ 50	2010	\$ 50	\$ 1,250
Land Division Time Extension	s. 236.45	Per lot	\$ 100	2010	\$100	\$ 200
Engineering Review and Approval Fee	s. 236.45	Per hour	\$55	2010	\$75	\$ 0

* \$400 per lot charge includes \$25 per lot paid to Public Health Dept. revenue (56 lots @ \$25=\$1,4 00)
 ** \$150 per lot charge includes \$50 per lot paid to Public Health Dept. revenue (25 applications @ \$50=\$1,250)

Code Administration and Enforcement Policy:
Double fees charged if work is started before permits or variances are obtained



For questions regarding information in this Charter or Agency operations in general, please contact Paul Benjamin, Director of Planning, Economic and Community Development.

Department Planning and Development**Budget Analysis by Program**

Programs	Base Budget	Economic Development	Economic Development WDF- Revolving			Address Signs		Community Development		Budget Summary
Positions	7.70	1.00	0.00	0.00	0.00	0.00	0.00	2.00		10.70
Salaries	\$486,974	\$78,947	\$0			\$0		\$109,286		\$675,207
Fringe Benefits	\$213,370	\$35,774	\$0			\$0		\$47,054		\$296,198
Operating Expenses	\$17,880	\$7,257	\$106,000			\$3,000		\$417,691		\$551,828
Capital Outlay	\$1,840	\$0	\$0			\$0		\$0		\$1,840
Allocation of Services	(\$81,443)	(\$12,000)	\$0			\$0		(\$183,699)		(\$277,142)
Subtotal	\$638,621	\$109,978	\$106,000	\$0	\$0	\$3,000	\$0	\$390,332		\$1,247,931
Indirect Cost Alloc.	\$0	\$0	\$0			\$0		\$0		\$0
Total	\$638,621	\$109,978	\$106,000	\$0	\$0	\$3,000	\$0	\$390,332		\$1,247,931
Revenue	\$65,450	\$0	\$54,495			\$3,000		\$380,221		\$503,166
Fund Bal. Applied	\$0	\$0	\$51,505			\$0		\$0		\$51,505
County Share	\$573,171	\$109,978	\$0	\$0	\$0	\$0	\$0	\$10,111		\$693,260

Administrator's Comments

Planning, Economic and Community Development Department

Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	10.7	10.7
Salaries	675,207	663,607
Fringe Benefits	296,198	295,466
Operating Expense	551,828	553,826
Capital Outlay	1,840	1,840
Allocation of Services	(277,142)	(266,808)
Total Expense	1,247,931	1,247,931
Revenue	503,166	503,166
Fund Balance Applied	51,505	51,505
Tax Levy	693,260	693,260
Total Revenues	1,247,931	1,247,931

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. Projected revenues from those fees in 2011 will be substantially under budget. The 2011 year-end estimate is only \$38,500, which is \$30,688 less than the budgeted amount of \$69,188, and approximately 52% of the amount actually collected in 2007. The economic downturn has meant significantly less development in the unincorporated areas of the County and correspondingly less workload for the staff.

The Planning Department expects that the issuance of Zoning Permits will bottom out in 2011. The budgeted revenue for zoning permit fees in 2012 is \$41,350.

Total revenue in the main account is \$65,450, which includes \$100 for sale of maps and publications and \$24,000 in service charges to local governments. The Department will be completing an update to the County's Farmland Preservation Plan and will be working with local governments to update their Zoning Ordinance to incorporate Farmland Preservation regulations as well as other planning services that total \$24,000 in 2012.

The following table itemizes the Planning Department 2012 fee structure.

Type of Service Fee	Legis. Authority	Unit Type	Current Rate	Last Yr. Adjusted	Proposed Fee
Bldg. Site Permits	s.59.696	Per applic.	\$350	2008	\$400
Shoreland Permits	s.59.692	Per applic.	\$350	2010	\$400
Land Divisions*	s.236.45	Per lot	\$350	2008	\$400
Waiver of Land Div.*	s.236.45	Per applic.	\$150	2007	\$150
Conditional Use Permits	s.59.69	Per applic.	\$550	2010	\$600
Board of Adjustment	s.59.697	Per applic.	\$950	2011	\$750
Final Land Division	s.236.45	Per lot	\$ 50	2010	\$ 50
Engineering Review	s.236.45	Per hour	\$ 55	2010	\$ 75
Land Division Extension	s.236.45	Per lot	\$ 100	2010	\$100

*Note: A portion of these fees is shared with other departments.

Mr. Benjamin proposes reducing the Board of Adjustment application fee from \$950 to \$750 as a result of analyzing staff time spent on processing Board of Adjustment applications.

The Planning Department makes a number of significant cross charges for planning activities. The following table itemizes the components of the cross charge that appears as a “negative expense” under line item 6800 in the main account.

<u>Components of the Cross Charge</u>	<u>2011 Budget</u>	<u>2012 Request</u>
Lake Mgmt Protection Grant	\$4,000	\$1,000
Farmland Preservation Planning	18,838	6,812
Planning Interns	19,371	10,335
Staff Support for Board of Adjustment	2,640	1,760
Prof. Services for DPW Parks Div.	2,000	2,000
Address Sign Administration	472	562
Water Quality (Section 208)	0	15,000
Staff Support for Housing Programs	<u>93,616</u>	<u>33,640</u>
Total	\$140,937	\$71,109

The largest portion of the cross charge is made to the Housing Program grant accounts. In 2011, the Housing Program administered several large multi-year grants. Correspondingly, the programmatic, financial and administrative workload in the Housing Program increased significantly but will be slowing down in 2012. Some of the workload will be shifted to other programs.

A new cross charge activity involves the Act 208 Water Quality Plan process. This activity involves working with the Town of Beloit and City of Beloit to update the Water Quality Management Plan via a DNR 208 Planning Grant. This activity is budgeted for \$15,000 in 2012.

The Farmland Preservation cross charge represents staff time spent on developing the update to the Farmland Preservation Plan, which has been completed. The staff time in 2012 will be less intensive now that the plan has been completed.

Student Interns have played a significant role in the development of land use information. They have been converting official zoning maps and adopted land use plans from hard copy into a digital format on the Geographic Information System (GIS). Mr. Benjamin has requested \$10,335 of seasonal wages and FICA for one Planning Intern in 2012. 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. I concur with the Department request.

The Planning Department proposes \$2,000 of cross charges to the Parks Division. The charges offset professional staff time to assist the Parks Director. There are \$1,720 of cross charges to the Board of Adjustment (BOA) for three staff that work on appeals heard by the BOA. There are also incidental amounts that totals \$562 of cross charges for program administration made to the Address Sign account.

There is a total of \$71,109 of proposed and recommended cross charges in the 2012 Budget. This is a decrease of \$69,828 primarily due to less Housing Program activity.

The Department will continue to share a Planner II position 50-50 with the Land Conservation Department working on the PACE program.

The Department requests deleting a vacant 0.5 FTE Clerk Steno III position due to current workload. I concur with the Department request.

The Economic Development Program Account funds the position of an Economic Development Specialist, along with a variety of costs associated with economic development. Two tools used by the Program for local economic development includes a Revolving Loan Fund and County-sponsored Block Grant Loan applications to the State on behalf of local businesses. Block Grant Loan repayments are the original source of funds to capitalize the Revolving Loan Fund. A \$12,000 cost allocation is included and represents the revenue from administrative fees the County can charge when making those loans. Utilizing the cost allocation has the effect of reducing the tax levy in the Economic Development Program by \$12,000. The requested and recommended tax levy for the Economic Development Program is \$109,978, which is \$3,126 less than the 2011 Budget.

The Housing Grant Clearing Account contains the funding for a Senior Planner and the Housing Specialist who administer the Community Development Program. Administrative funding from the various housing grants and revolving loan funds can be used to pay the costs of administering 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>
CDBG-Emergency Assistance	6411	\$40,000
Rev. Home Loan (CDBG)	6440	18,750
HCRI Revolving Loans	6441	462

Home Buyer Rev. Loans	6442	2,200
Rental Rehab. RLF	6444	3,000
Consortium RLF	6445	2,500
Healthy Homes/Lead 2009-2011	6467	3,000
Healthy Homes/Lead 2010-2012	6468	3,000
Local Com. Dev. Assistance	6560	44,310
Consortium	6920	9,847
Other State/Federal Revenue	6460	11,250
Small Cities CDBG (anticipated)	64xx	<u>45,380</u>
	Total	\$183,699

The various administrative expenses shown in the above table comprise the \$183,699 cost allocation found in the Clearing Account. Some of the administrative funds come from multi-year grants such as the 2009-2012 Healthy Homes Lead Hazard Grant. Other sources include the Small Cities Community Development Block Grant that the Community Development program anticipates receiving as well as payments for administering a housing block grant on behalf of the City of Edgerton.

Total fee revenue in the Housing Account for 2012 is \$14,675. It is composed of charges for doing lead paint assessments on dwellings, subordination fees, and loan origination fees at a rate of \$375 per loan. The loan origination fee can be rolled into a loan if the borrower falls into a lower income category. The fees are an offset to what otherwise would be tax levy to support the program. The requested and recommended 2012 tax levy for the Housing Program is \$10,111, which is \$4,951 less than the 2011 Budget.

I have asked Mr. Benjamin to summarize several initiatives the Department will be working on in 2012. His summary follows:

Water Quality Planning. This item encompasses a “208” Water Quality Planning in partnership with the City of Beloit, the Town of Beloit, the Town of Turtle, and possibly other local governments. A planning grant application will be submitted to the Wisconsin Department of Natural Resources (DNR) in late 2011. The project would consist of two one-year phases funded through a planning grant each year. The first year would include gathering technical data, holding meetings with participants, assessing growth trends and determining environmentally sensitive areas. The end result would be a technical report that would lay out a series of options to be addressed in Phase II. The development of an infrastructure map done with geographic information systems for the Town of Beloit would also be

envisioned in this phase. The infrastructure map would convert the Town’s data into a digital format as it relates to the sewer and water system infrastructure.

Another project within the Water Quality area includes participating in an EPA planning grant for the implementation of phosphorus trading. Under new EPA regulations, when a city discharges into an impaired waterway (the Rock River is an impaired waterway) and expands a sewer service area into new lands, it must compensate for the additional load that it delivers to the impaired waterway. It could do that in one of two ways, either by expanding the capacity of the sewage treatment or it could incorporate pollutant trading to offset the additional load by purchasing credits in a non-impacted jurisdiction. The whole theory of pollutant or phosphorus trading is that it would be more cost-effective for the point source (the sewage treatment plant of a municipality) to purchase pollutant credits on agricultural lands in a neighboring sub-watershed than it would be to install the additional treatment at the sewage treatment facility.

Town zoning ordinance revision. Planning and Development will be working with various Towns to update their zoning ordinances in late 2011 and throughout 2012. The department estimates approximately six towns would participate with total service fee income of \$34,000 in 2012.

Implementation of the revision and update to the *Rock County Land Division and Development Ordinance* (Ordinance). The Department will be entering into voluntary Memorandums of Agreement (MOA) with Towns. These MOAs will stipulate the Department would administer and enforce specified Town land division and development activities.

MOA activities may offer the potential for Department revenue generation, specifically through the issuance of building site permits (BSP) in approximately eleven Towns with potential revenue generation in the amount of \$6,000.

Lead Hazard Control grant. The Department has applied for another Lead Hazard Control grant. The application is in a consortium with the City of Beloit and the City of Janesville. The \$1.65 million grant would be distributed equally three ways, or \$550,000 for each partner. The Department will be the lead agency. The project would last three years, and we would anticipate administrative costs of nearly \$18,000 per year. The notice of grant award is scheduled for the fall of 2011.

Sustainable Communities Planning Grant. This activity would involve applying and receiving a HUD grant and the focus would be on rail service. Improved freight rail is an on-going need. Rock County contains more miles of track provided by the Wisconsin & Southern RR than any other county in Wisconsin except Dane County. This mode of transportation is quite meaningful for the agricultural sector. The rail line has limitations such as it is rated only at 10-15 miles per hour. Enhanced rail service is very important to communities along the rail lines. Preliminary discussions have been held with the Cities of Janesville and Evansville who have agreed to participate in the rail line project discussion for enhanced freight rail and potentially commuter rail that would come to Rock County.

The HUD grant application would involve a several month process of coalition building in preparation either for the HUD grant, should it still be available next July, or any other grant available for planning of a project of this magnitude. At present, it's impossible to say that this will bring in any revenue, but I thought I would put it in this narrative to show you some of our interests that could bring important work and revenue in 2012 and beyond.

The recommended tax levy for the Planning Department as a whole (including Economic Development) is \$693,260. This is an increase of \$2,483 from the prior year.

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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	3,194	3,194
Capital Outlay	0	0
Allocation of Services	0	0
Total Expense	3,194	3,194
Revenue	3,000	3,000
Fund Balance Applied	0	0
Tax Levy	194	194
Total Revenues	3,194	3,194

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 \$950 to Rock County. Mr. Benjamin proposes decreasing the fee by \$200 to \$750 as a result of an analysis of staff time devoted to Board of Adjustment duties. I concur with the fee decrease.

The "Professional Services" line item contains \$1,660 to reimburse the Planning Department for staff services, as well as \$100 to cover the cost of a Court Reporter if one is needed for certain contested hearings.

The budget request includes \$1,098 for per diems and mileage for board members in anticipation of holding ten hearings in 2012.

The recommended tax levy for 2012 operations is \$194 which is a decrease of \$321 from 2011.

#

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 2012 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 2011 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
5.0	Detective
58.0	Deputy Sheriff
1.0	Correctional Supervisor
81.0	Correctional Officer
1.0	Financial Office Manager
1.0	Administrative Secretary
2.0	Secretary II
3.0	Account Clerk II
11.0	Administrative Assistant
6.0	Public Safety Utility Clerk
1.0	Optical Imaging Specialist
.45	Vehicle Maintenance Supervisor
.3	Vehicle Maintenance Technician
<u>.3</u>	Sheriff's Office Worker
203.05	Total

Summary of Personnel Modifications

	<u>Dept. Request</u>	<u>Admin. Rec.</u>
New Positions		
Investigative Assistant	0.3	0.3
Deletions	0	0
Reallocations	0	0
Reclassifications	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, he 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 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].

OBJECTIVES AND STANDARDS

1. CHIEF DEPUTY 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 operates under the vision, philosophy and direction of the Sheriff. Act as Sheriff in the absence of that official.

Charter: Sheriff

- 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 and hiring of all sworn/non-sworn personnel

2. 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.

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.

3. DETECTIVE OPERATIONS

To investigate crimes as efficiently and effectively as possible. This includes identification and apprehension of criminals, identification and presentation of evidence and preparation of cases for court.

Standards:

- a. Detective Bureau critical objectives and standards are met as evidenced by a monthly report submitted by the Detective Captain 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.

4. SUPPORT SERVICES AND COMMUNITY 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.

5. 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 supervisors' work performance.

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.

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.

Charter: Sheriff

7. 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.

Standards:

- a. 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.
- b. 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.
- c. Public Meetings: Sheriff's Office staff frequently meet 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.

SUPPORT SERVICES DIVISION

DIVISION OBJECTIVES AND STANDARDS

1. SUPPORT SERVICES

It is the primary mission of Support Services to sustain and improve all Sheriff's Office operations through material and technical support.

Standards:

- a. Manage all real property within the Sheriff's Office to assure high operational readiness: vehicle procurement, maintenance and assignments, all radio and MDT equipment, computers and related hardware, office equipment, develop RFPs and manage procurement process, maintain all required licenses.
- b. Develop and maintain all contracted service and revenue agreements: building cleaning contracts, maintenance service contract for fleet vehicles, radio repair agreements, equipment warranties.

- c. 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.

2. VEHICLE MAINTENANCE

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 vehicles assigned to the Sheriff's Office.

3. 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 Department 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.

4. INFORMATION MANAGEMENT

To cause all Sheriff's Office information to be effectively collected and made useful to enhance and justify Department 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.

Charter: Sheriff

CORRECTIONAL SERVICES DIVISION

DIVISION OBJECTIVES AND STANDARDS

1. 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.

2. 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.

3. JAIL INMATE TRANSPORTATION
Transporting Jail inmates to courts, institutions, hospitals and completing prisoner extraditions.

Standards:
 - a. Timely and secure delivery of Jail residents to courts, institutions and hospitals.
 - b. To expedite timely and secure prisoner extraditions.
 - c. Transport inmates to and from Counties that are holding our inmates because of overcrowding.

4. FOOD SERVICES
To provide all inmates with three nutritious meals per day. To use Aramark 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.

5. 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.

6. 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.
- 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.

Charter: Sheriff

- 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.

7. 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.

LAW ENFORCEMENT SERVICES DIVISION

OBJECTIVES AND STANDARDS

1. PATROL AND TRAFFIC SERVICE

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 is concentrated in areas of Rock County to ensure an estimated eight (8) minute response on all emergency situations.
- b. To patrol every township once in a 24-hour period.
- c. To maintain a South Station to improve services to southern Rock County.
- d. To maintain a Footville sub-station 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. K-9 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. PREPARING CASES FOR COURT

To prepare cases for court testimony through such actions as reviewing reports, contacting the District Attorney, transporting evidence, etc.

Standards:

- a. To maintain a 48-hour turn around time on all reports.
- b. A 95% satisfactory level will be used on Supervisor review of reports.
- c. Supervisors will receive written reports on accidents and felonies within 24 hours of the incident's occurrence.

5. CIVIL PROCESS/WARRANT BUREAU

To receive and serve all civil process that is delivered to the Sheriff for service according to procedures described in State Statutes.

Standards:

- a. To receive and serve all proper civil process as directed by Statutes.
- b. Collect fees for process service as established by State Statutes.
- c. To provide Department access to NCIC/TIME System capabilities.

Charter: Sheriff

6. MAINTAIN ACTIVE WARRANT FILE

To receive, log and enter active warrants in the NCIC files. To do follow-up tracking on wanted persons.

Standards:

- a. To receive and process all warrants and maintain current records of persons wanted.
- b. To research location information on wanted persons and provide information to field officers.

7. 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.

8. 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.

9. WATER RESCUE AND PATROL

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.

10. DETECTIVE BUREAU-APPREHENSION OF CRIMINALS AND PRESERVATION OF EVIDENCE

To identify and apprehend criminals in Rock County and to identify and preserve evidence for the trial of the criminals. To provide arson investigation services to Rock County Law Enforcement Agencies. To conduct pre-employment background investigations on all prospective employees.

Standards:

- a. To maintain an annual clearance rate of 75% for all cases handled by the Detective Bureau and prepare monthly case reports.
- b. To maintain 100% compliance with the Sheriff's Office Policy and Procedures Manual regarding identification and preservation of evidence.

11. COURT CASE PREPARATION

To prepare cases for Court.

Standards:

- a. Cases are prepared for Court so that they will pass the first judicial review of the District Attorney's Office.

12. 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.

Charter: Sheriff

e. Collect DNA samples from convicted inmates as required by law.

13. SHERIFF'S GANG UNIT

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.

14. SIU (SHERIFF'S SPECIAL INVESTIGATION UNIT)


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.

15. COMMUNITY SERVICES

To provide crime prevention and community policing services to citizens and community groups.

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

Budget Analysis by Program

Programs	Law Enforcement Services	Jail Services	RECAP	Community RECAP	Sheriff's Vehicles	Project Lifesaver			Budget Summary
Positions	86.35	117.00	0.00	0.00	0.00	0.00			203.35
Salaries	\$ 5,072,618	\$ 5,577,495	\$ -	\$ -	\$ -	\$ -			\$ 10,650,113
Fringe Benefits	\$ 3,271,421	\$ 3,225,295	\$ -	\$ -	\$ -	\$ -			\$ 6,496,716
Operating Expenses	\$ 1,243,814	\$ 2,117,639	\$ 276,172	\$ 305,987	\$ -	\$ 500			\$ 3,944,112
Capital Outlay	\$ 44,767	\$ -	\$ -	\$ -	\$ 322,000	\$ -			\$ 366,767
Allocation of Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			\$ -
Subtotal	\$ 9,632,620	\$ 10,920,429	\$ 276,172	\$ 305,987	\$ 322,000	\$ 500	\$ -	\$ -	\$ 21,457,708
Indirect Cost Alloc.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			\$ -
Total	\$ 9,632,620	\$ 10,920,429	\$ 276,172	\$ 305,987	\$ 322,000	\$ 500	\$ -	\$ -	\$ 21,457,708
Revenue	\$ 461,220	\$ 1,278,212	\$ 293,000	\$ 135,733	\$ 322,000	\$ 500			\$ 2,490,665
Fund Bal. Applied	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			\$ -
County Share	\$ 9,171,400	\$ 9,642,217	\$ (16,828)	\$ 170,254	\$ -	\$ -	\$ -	\$ -	\$ 18,967,043

Administrator's Comments

Sheriff

Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	203.35	203.35
Salaries	10,650,113	10,650,113
Fringe Benefits	6,496,716	6,496,716
Operating Expense	3,944,112	3,944,112
Capital Outlay	366,767	366,767
Allocation of Services	0	0
Total Expense	21,457,708	21,457,708
Revenue	2,490,665	2,535,432
Fund Balance Applied	0	0
Tax Levy	18,967,043	18,922,276
Total Revenues	21,457,708	21,457,708

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 of the Department.

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. In fact, as of September 26, 2011, although the Sheriff's Office had responsibility for managing 564 inmates, only 424 were actually housed in the jail. This figure is below the jail's current rated capacity of 525 beds. As of the end of September, 59 inmates were on electronic monitoring and 34 were in the Workender community service program. In addition, 50 individuals were being served through the Community RECAP/Drug Court program. If not for these programs, these individuals would be incarcerated in the jail.

For 2012, the Sheriff's Office is requesting \$310,000 for overtime in Jail operations, which is the same amount as the prior year. As a means to further reduce overtime, the Sheriff's Office is investigating the use of private companies to perform inmate transportation for jail to prison and out of state transport.

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 2012, my recommendation includes \$150,000 through a "Transfer in" from the balance sheet to partially offset the cost of inmate medical care.

It is important to note that 2011 marked the fifth and final year of what was anticipated to be a three-year State grant to fund Community RECAP, which 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 "Community RECAP/TAD." Through September 14, 2011, there were 142 successful graduations from the program resulting in \$33,017 in jail bed day expense averted. The State passed legislation to continue TAD funding in 2012 through a competitive grant process for which current grantees may apply, but at reduced funding. This reduced funding includes a 10% across the board cut and a required 25% local cash match. Rock County applied for these funds and will find out if it is awarded the grant by early October, 2011. The maximum amount of funding Rock County can receive is \$99,838, a decrease of \$48,070 from the prior year. This reduction in grant funding will increase the tax levy support for this program to \$170,254, an increase of \$57,845 from the prior year.

Construction of the Jail Expansion/Renovation Project began in the spring of 2010. The new addition was completed in June, 2011 and with the exception of the fire alarm system due to be installed in February, 2012, the renovation will be complete in November, 2011. This project is funded through sales tax proceeds, which have already been collected.

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. The Sheriff's Office is anticipating that it will use 100,000 gallons of fuel in 2012. \$300,000 is recommended to pay for fuel. The Sheriff's Office is also requesting 12 replacement vehicles in 2012. These include five patrol vehicles, two mid-sized sedans, two sports utility vehicles, one full sized van, and two motorcycles. The total cost of these fleet replacements is \$322,000. 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, \$250,000 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. For example, the Sheriff's Office is cooperating with the District Attorney to develop a new Sheriff's deputy subpoena process. It is hoped that this will reduce overtime related to this activity.

Despite delaying purchases or using grant funds to buy equipment, it is necessary to include a number of capital and equipment purchases in the 2012 budget. To offset the impact to the tax levy, I am recommending \$44,767 in sales tax proceeds be allotted to purchase five mobile data computers, a crime scene camera, one defibrillator, and a squad car radar unit.

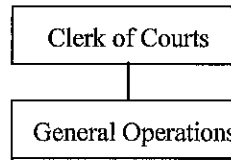
Sheriff Spoden's 2012 Budget includes one personnel request. The 0.3 FTE Investigative Assistant would complete background investigations for prospective Sheriff's Office employees and employees for other Rock County departments. It is anticipated that the individual in this position would work approximately 12 hours per week at a projected cost of \$9,689. This new position would allow the five detectives currently completing background checks to perform other duties. This request is recommended.

I commend Sheriff Spoden for presenting a responsible budget in these trying economic times that meets the needs of the Sheriff's Office and protects the citizens of Rock County.

The recommended tax levy for the Sheriff's Office is \$18,922,276. This is an increase of \$114,484 or 0.6% more than the 2011 budgeted amount.

#

Rock County Court System



Present Personnel (Full Time Equivalent)

<u>Clerk of Courts</u>	
1.0	Clerk of Circuit Court
1.0	Chief Deputy Clerk of Circuit Court
1.0	Accountant
1.0	Collections/Account Specialist
3.0	Chief Deputy Clerk of Court
26.0	Deputy Clerk of Court
<u>1.0</u>	Clerk II
34.0	Total
<u>Circuit Court</u>	
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
<u>1.0</u>	Collections/Account Specialist
24.4	Total
<u>Mediation & Family Court Services</u>	
1.0	Director of Mediation & Family Court Services
<u>1.0</u>	Administrative Assistant
2.0	Total
60.4	Grand Total

Summary of Personnel Modifications

	<u>Dept. Request</u>	<u>Admin. Rec.</u>
New Positions	0	0
Deletions	0	0
Reallocations		
Circuit Court Office Manager (PR 17 to PR 19)	1.0	1.0 (To PR 18)
Chief Deputy Clerk of Circuit County (PR 17 to PR 19)	1.0	1.0 (To PR 18)
Reclassifications	0	0
Re-Titles		
Chief Deputy Clerk of Court to Division Leader Deputy Clerk	3.0	3.0
Transfers		
Collections Account/Specialist (from Circuit Courts to Clerk of Court)	1.0	1.0

Charter: Circuit Court/Clerk of Court

CLERK OF CIRCUIT COURT The Clerk of Circuit Court shall keep the books and records under Wisconsin State Statutes 59.40(2)(a) to (i) and Chapter 799 and perform the duties under Wisconsin State Statutes 59.40(2)(j) to (q) for all matters in the Circuit Court except those under Chapters 48 and 851 to 880. The above statutes include the following case types: small claims, civil, criminal, traffic, family, juvenile, and probate actions. The Clerk of Circuit Court shall follow the guidelines and directives of Wisconsin State Statutes, Rock County Board of Supervisors, Rock County Board of Circuit Court Judges, and Wisconsin Fifth Judicial Administrative District.

The Clerk of Circuit Court works closely with the State of Wisconsin, state and local law enforcement agencies, and the Rock County District Attorney. The Clerk of Circuit Court department strives to provide services in a professional, efficient, and courteous manner. The Clerk of Circuit Court Department is dedicated and determined to expand and improve its objectives and standards for the Rock County Circuit Court and the people of Rock County in 2012.

1. Maintenance Objective

Manage, maintain, and store court case files retained within the Clerk of Circuit Court Office.

- a. Open and schedule case files using the Circuit Court Automation Program (CCAP).
- b. Record court activities on minute records during court; utilize CCAP in court processing.
- c. Update and dispose case files on CCAP system.
- d. Prepare, process, and distribute judgments and orders to defendants and the proper agencies.
- e. File and retain case files according to the State of Wisconsin retention schedule.
- f. Process and monitor case files under appeal.

2. Collection Objective

The Clerk of Circuit Court office will continue its emphasis on collections on a daily basis. The regulations of the majority of collections and disbursements of court costs and fees are detailed under Chapter 814 of the Wisconsin State Statutes. The Court Collection Officers also collect the court-ordered reimbursement of fees including Guardian Ad Litem and Indigent Attorney fees. Since the implementation of the Tax Intercept program; we have received \$2,608,195 to date from Wisconsin Department of Revenue. Noticeable revenue increases have been made with previously uncollectible Juvenile Legal Fees, Guardian Ad Litem and Indigent Attorney fees. We have the ability to turn over debts to the Wisconsin Department of Revenue by driver license number as well as social security numbers.

County and State agencies and departments are currently lobbying for federal tax monies as well. Twelve percent (12% APR) interest change on civil judgments per Wisconsin State Statute 815.05(8) has been successful; to date, over \$179,195 has been collected. We will continue to strive to seek new sources of collections in 2012 as approved by the Rock County Board of Supervisors, Wisconsin Fifth Judicial Administrative District Court and governed by Rock County Circuit Court Rules.

- a. Distribute reminder notices to defendants one week prior to due date of fines and forfeitures.
- b. Notify defendants of penalty if obligation is not met on time:
 1. Suspension of driving privileges
 2. Commitment for arrest
 3. Civil judgment
 4. Tax intercept
- c. Collaborate with CCAP for possible implementation of on-line collection system.
- d. Obtain social security numbers and driver license numbers for the Tax Intercept Program.
- e. Collect 5% Clerk of Court retained surcharge on restitution orders.
- f. Collect \$5.00 satisfaction of judgment fee.
- g. Collect \$5.00 - \$15.00 payment plan fee.
- h. Increase motion to reopen fee \$5.00.
- i. Increase title company copy fees to \$0.80 per page.
- j. The Court Collection Officer shall continue to work with Corporation Counsel on past due accounts (Guardian Ad Litem and Indigent Attorney fees).
- k. The Court Collection Officer will continue to create payment plans for fines, forfeitures, costs, and fees for Rock County and the State of Wisconsin to eligible parties.

3. Financial Objective

Comply with county and state regulations in accordance with Generally Accepted Accounting Principles (GAAP) in an effective manner.

- a. Prepare and submit an annual budget for the Clerk of Circuit Court and the Circuit Court to the Rock County Board of Supervisors.
- b. Reconcile all month end reports and balance CCAP bank accounts.
- c. Maintain CCAP financial system on a daily basis.
- d. Prepare, write and disburse checks from the CCAP bank account.
- e. Monitor and evaluate the investment accounts to ensure the highest yield.
- f. Process payments and billings for the Clerk of Circuit Court office and the Circuit Courts.

Charter: Circuit Court/Clerk of Court

4. **Management Objective**

The Clerk of Circuit Court, with support from the Board of Circuit Court Judges, oversees staffing within the Clerk of Circuit Court, Probate, Circuit Courts, and Mediation offices. The Clerk of Circuit Court will follow the guidelines of the Local 2489 Union Labor contract and the Rock County Policy and Procedure manual.

- a. Maintain open communications with Rock County Board of Circuit Court Judges and Court Commissioners regarding staffing assignments.
- b. Notify Circuit Court Office Manager for scheduling of court interpreters.
- c. Schedule employees for court duties.
- d. Schedule coverage for absent employees.
- e. Review and approve time sheets and vacations.

5. **Efficiency and Organization Objective**

Structure a positive work environment to maximize performance standards within the Clerk of Circuit Court office.

- a. Maintain workflow by monitoring staffing assignments.
- b. Cross-train employees to benefit each department within the Clerk of Circuit Court office.
- c. Educate staff with CCAP training sessions and various seminars.
- d. Network with CCAP analysts on training procedures.
- e. Keep staff notified of CCAP upgrades and information.

6. **Jury and Juror Objective**

The Clerk of Circuit Court and the Board of Circuit Court Judges are responsible for having jurors available for scheduled jury trials. The right to a jury trial is a fundamental component of the justice system. The willingness of residents to serve as jurors is critical to preserving this right. September has been designated (by the State of Wisconsin) as the time each year when to publicly acknowledge the contribution of jurors. The Clerk of Circuit Court and Board of Circuit Court Judges strive to provide a pleasant experience for the citizens of Rock County selected for jury duty.

- a. Distribute juror qualification questionnaires.
- b. Update juror information into CCAP.

- c. Online filing for jurors.
- d. Qualify and disqualify jurors in accordance with Wisconsin State Statutes guidelines.
- e. Prepare and distribute summons as directed by the presiding judge.
- f. Conduct jury orientation on Mondays.
- g. Select jury panels for courts after the orientation is completed.
- h. Prepare statistical reports for the State of Wisconsin and Rock County.
- i. Celebrate Jury Appreciation Month with guest speakers, including, but not limited to, District Court Judges, Circuit Court Judges, and Bar Association members. The Rock County Bar Association provides snacks, magnets, and other items to honor jurors.

7. **Public Relations Objective**

The Clerk of Circuit Court office realizes that, as a government agency, its main duty is to the citizens of Rock County. The Clerk of Circuit Court office strives to uphold the highest of standards in this area.

- a. Jurors may fill out an exit survey regarding their time spent as a juror. The survey encourages jurors to give their suggestions and opinions of possible improvements to the jury process.
- b. The Clerk of Circuit Court office opens at 7:45am three days a week. The Clerk of Circuit Court office opens early to process payments, help direct and serve the public needs on days when Intake Court is scheduled.
- c. Public access computers are in three locations in the Clerk of Circuit Court office. Staff is available at all times to assist the public.
- d. The public has access to the Law Library and its computers.
- e. Access to court records is available through the Internet:
www.wicourts.gov
- f. The Clerk of Circuit Court office maintains an open-door policy for the citizens of Rock County.


Eldred Mielke, Clerk Circuit of Court

Department Clerk of Circuit Court, Circuit Court and Mediation**Budget Analysis by Program 2012**

Programs	Circuit Court		Clerk of Circuit Court		Mediation				Budget Summary
Positions	24.40		34.00		2.00				60.40
Salaries	\$1,199,641		\$1,354,998		\$93,375				\$2,648,014
Fringe Benefits	\$484,408		\$834,567		\$40,100				\$1,359,075
Operating Expenses	\$801,600		\$101,000		\$48,928				\$951,528
Capital Outlay	\$1,200		\$0		\$0				\$1,200
Allocation of Services	\$0		\$0		\$0				\$0
Subtotal	\$2,486,849		\$2,290,565		\$182,403				\$4,959,817
Indirect Cost Alloc.									\$0
Total	\$2,486,849		\$2,290,565		\$182,403				\$4,959,817
Revenue	\$1,682,909		\$771,814		\$107,600				\$2,562,323
Fund Bal. Applied									\$0
County Share	\$803,940		\$1,518,751		\$74,803				\$2,397,494

Administrator's Comments

Circuit Courts

Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	60.4	60.4
Salaries	2,648,014	2,646,135
Fringe Benefits	1,359,075	1,358,820
Operating Expense	951,528	925,528
Capital Outlay	1,200	1,200
Allocation of Services	0	0
Total Expense	4,959,817	4,931,683
Revenue	2,562,323	2,562,323
Fund Balance Applied	0	0
Tax Levy	2,397,494	2,369,360
Total Revenues	4,959,817	4,931,683

The Court System in Rock County is composed of seven branches of the Circuit Court. Included in the system are 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." Included in this account is the reimbursement for juror/witness/interpreter fees and Guardian Ad Litem services. State Aid for 2012 in total will decrease by \$69,838 from the prior year due to the State budget reductions.

Overall revenue for the Circuit Courts will decrease \$184,621 or 9.9% from the prior year due to state budget reductions and the weak local economy.

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 2012 is \$3,000 and is the same level as the prior year. I concur with the request.

In regard to personnel, the Circuit Courts have requested a reallocation of the Circuit Court Office Manager (a Unilateral classification) from Pay Range 17 to Pay Range 19. After review of the request with Human Resources, I am recommending this personnel request, but to Pay Range 18.

One budgetary item that continually increases in cost is "Indigent Counsel Fees." The State created the Public Defenders 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. If the State Public Defenders Office cannot provide representation due to the strict and outdated financial eligibility guidelines, the County must pay for it. Effective July 1, 2011 the state revised its eligibility criteria for State Public Defender to reflect W-2 program financial guidelines. The eligibility guidelines were last updated in 1987. The Courts are beginning to see the results of guideline change, i.e., an increase in clients represented by the State Public Defender Office and less clients being represented by the tax levy-supported County's Indigent Counsel program. This is long overdue and resulted in the State Legislature appropriating additional funding. Consequently, the Courts requested the Court Appointed Counsel account be reduced from \$190,000 in 2011 to \$140,000 in 2012. Based upon year to date activity, I recommend the amount be further reduced to \$120,000.

The Courts attempt to recover costs from the individuals receiving County-paid legal services and estimate \$75,000 will be recouped in 2012, a \$5,000 decrease due to the economic conditions. Therefore, the net amount provided by the tax levy for this purpose in 2012 is \$45,000, which is \$65,000 less than the amount budgeted in 2011.

The amount requested in 2012 for Physician and Other Services account is \$170,000, the same level as the prior year. The account pays for physician services for guardianship, mental competency and Child In Need of Protection Services (CHIPS) cases. Based upon year to date activity, I recommend \$165,000.

The Courts 2012 Capital request includes \$1,200 to replace 10 chairs in the Jury Assembly Room. Due to their age, I concur with the request.

The recommended 2012 tax levy for the Courts is \$776,806, which is \$17,827 or 2.3% more than the prior year.

The Clerk of Courts account contains funding to operate the Clerk's Office. Mr. Mielke estimates that \$771,814 in revenue will be received by the Clerk's Office in 2012, which is \$45,286 less than was anticipated in the 2011 budget. This revenue is generated largely through fees paid by those utilizing the services of the Court System and the Clerk's Office. The decrease reflects the weakened state of the economy.

Because some of these fees 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 fees are paid, which offsets tax levy. A recent State mandate that the Clerk of Courts offer payment plans for municipal violations was enacted through 2009 Wisconsin Act 17 and became effective in July 2009. This has substantially increased the Office's workload. For example, in 2008 there was an average of 155 new

payment plans per month. In August 2011, new payment plans ballooned to 318 per month. Unfortunately, the amount of these fees the Office is allowed to retain does not cover the cost of providing this service.

In 2011, the Clerk of Court eliminated a vacant full-time Deputy Clerk position and increased a Collections Account/Specialist from .80 to 1.0 to assist with payment plan and collection activities. This resulted in 0.8 fewer FTE positions in the Office and better aligned staffing with workload.

Mr. Mielke has requested a transfer of a full-time Collections Account/Specialist from the Courts to the Clerk of Court Office and I concur with the transfer request.

The Clerk of Court has requested a reallocation of the Chief Deputy Clerk of Circuit Court (a Unilateral classification) from Pay Range 17 to Pay Range 19. After review with Human Resources, I recommend the reallocation, but to a Pay Range 18. The Clerk of Court has also requested a re-title affecting 3.0 positions from a Chief Deputy Clerk of Courts to a Division Leader Deputy Clerk. After review with Human Resources Department, I am recommending the position re-titles.

The Clerk of Court requested \$4,200 in training expense, an increase of \$1,717 from the prior year. The request includes the Chief Deputy participating in a two-year Court Management Program sponsored by the National Center for State Courts. The office intends to carryover unspent monies from 2011 into 2012. I am therefore recommending \$3,200 for 2012, which should allow the Chief Deputy to participate in the national program.

The recommended tax levy increase in the Clerk of Courts Office for 2012 is \$1,073 more than the prior year.

The office of Mediation and Family Court Services provides mediation services in Family Court cases where 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. 40% 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.

Consequently, the office piloted a fee increase in 2011 for clients returning after one year, from \$75 to \$125 and is requesting the fee increase for 2012. I concur with the proposed fee increase.

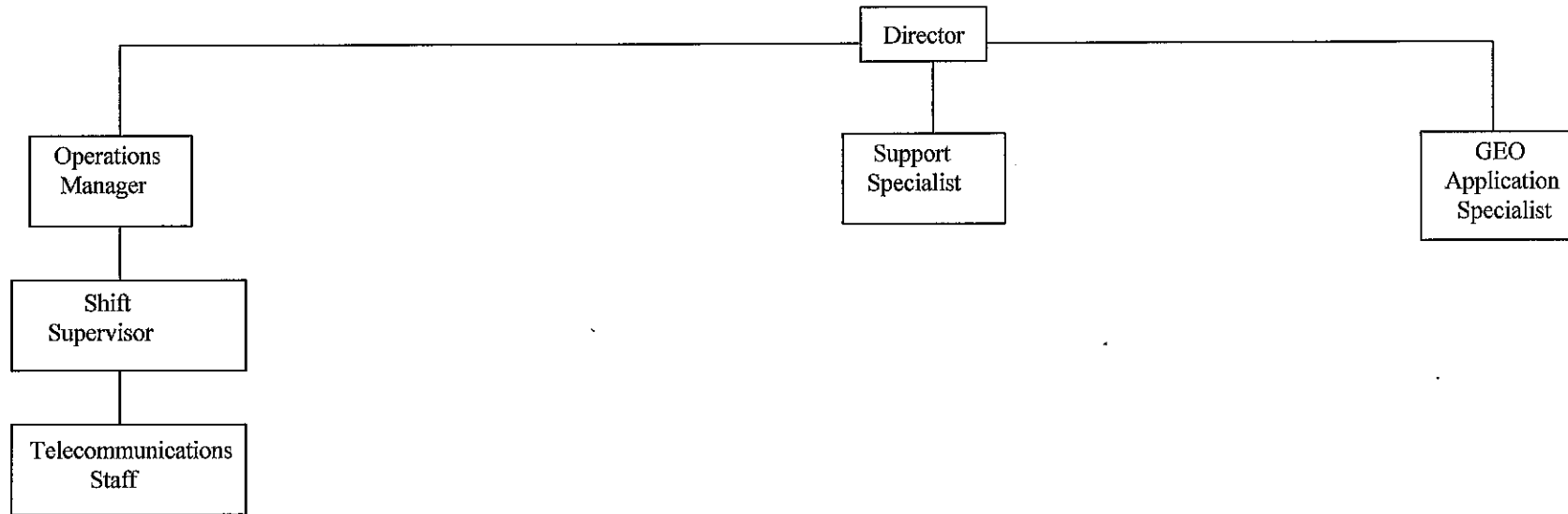
Ms. Costrini-Norgal anticipates that fee revenue to support office operations will increase in 2012 to \$107,600, up \$22,120 from 2011.

The recommended tax levy for the 2012 Mediation and Family Court Services shows a significant decrease of \$30,978 or 29.3% from the prior year.

The recommended tax levy for the Court System as a whole is \$2,369,360. This is an increase of \$12,078 or 0.5%.

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Rock County Communications Center



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
<u>Present Personnel (Full Time Equivalent)</u>			
1.0	Communications Center Director		
1.0	Communications Center Operations Manager		
6.0	Communications Center Shift Supervisor		
1.0	Communications Center Support Specialist		
.75	GEO Application Specialist		
3.0	Lead Telecommunicator		
29.0	Telecommunicator		
4.0	Call Taker		
45.75	Total		

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. Enhance the citizen portion of the Quality Assurance Program. A minimum of 30 citizen-service surveys will be completed each month in each year. The results of the surveys will be

analyzed and then utilized in determining the need for any modifications to Communications Center operations.

4. Implement a 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.

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 all Telecommunicator employees within the agency at their respective levels (Basic Telecommunicator, Emergency Medical Dispatch, Training Officer, and Supervisor) each year.
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.

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 9-1-1 telephone availability.
3. Present Communications Center/911 information to any and all requesting entities.

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 is a member of NENA (National Emergency Number Association). He is also a certified ENP (Emergency Number Professional).

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. Will maintain the status of ENP (Emergency Number Professional) each year.

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 and Lead Telecommunicators will be required to perform back-up site training and/or operation exercises each year. All employees will be oriented in back-up site operations.



Dave Sleeter, 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	2,188,672	2,168,188
Fringe Benefits	1,076,225	1,065,857
Operating Expense	779,305	775,462
Capital Outlay	161,292	161,292
Allocation of Services	0	0
Total Expense	4,205,494	4,170,799
Revenue	1,400	221,929
Deferred Fin.	0	0
Fund Balance Applied	0	0
Tax Levy	4,204,094	3,948,870
Total Revenues	4,205,494	4,170,799

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 2012 is \$4,204,094, which is an increase of \$229,610 from the prior year.

The Communications Center uses Computer Aided Dispatch (CAD) to continually coordinate all public safety agency activities occurring within the County. The Communications Center purchased a new CAD system in 2011. The anticipated startup date is scheduled for the second quarter of 2012.

Because the operations of the Communications Center are so dependent on the newest equipment, each year the Communication Center's budget includes significant capital costs to upgrade rapidly advancing technology. This year, rather than use the tax levy, I have chosen to use \$220,529 in sales tax revenue to make these purchases. A list of major items due to be purchased in 2012 can be found below. An explanation of select items is included to provide additional information.

- Radio Equipment Building- Mill Street
- Microwave Link from Mill Street to Backup Site
- Repeater "Combiner" to County Highway A Tower Site
- Sheriff's Office South Station Wireless Hotspot Equipment
- Pictometry Software and Licenses
- Computer Hardware

In 2012, Rock County will assume responsibility for all public safety radio equipment. The City of Beloit owns a building on Mill Street that houses public safety radio equipment and serves the mobile data, voice radio, and microwave network needs for the entire south-central portion of Rock County. Beloit has advised the County that the Mill Street building is too small for the current use and must be replaced. The city is budgeting for building a replacement in 2012 at a cost of \$225,000. Under the terms of the current memorandum of understanding, Rock County has agreed to provide an electrical generator and uninterruptible power supply for the building. Mr. Sleeter estimates this cost will not exceed \$50,000.

The CAD system, due to be installed in the second quarter of 2012, will require an upgrade to the data link connecting the Communication Center to the backup site at the Town of Beloit Fire Department. This improved microwave link will provide higher speeds and bandwidth to ensure that the CAD works properly at the backup site. Mr. Sleeter estimates the cost of this project at \$22,500.

Rock County utilizes a radio frequency repeater to provide better broadcast coverage for fire department radio traffic. The current tower site is located at County Highway A and Britt Road. Because of the Federal Communication Commission (FCC) mandate to narrow band this frequency, the repeater must be moved to a higher elevation. The only suitable site, County Highway A and North Burdick Road, is congested and the County must utilize a “combiner” to limit space and allow multiple frequencies to use one antenna. Mr. Sleeter estimates that the cost to relocate equipment to the new site and purchase and install the “combiner” at \$30,000.

The Rock County Sheriff’s Office operates a 24-hour Southern Rock County base of operations at Blackhawk Technical College (BTC) on State Highway 51. Deputies assigned to this substation complete reports and assignments, but must use a much slower and limited connection to access the Rock County information network. This project would allow wireless broadband access to public safety personnel within the area of BTC. Mr. Sleeter estimates the project cost to be \$30,000.

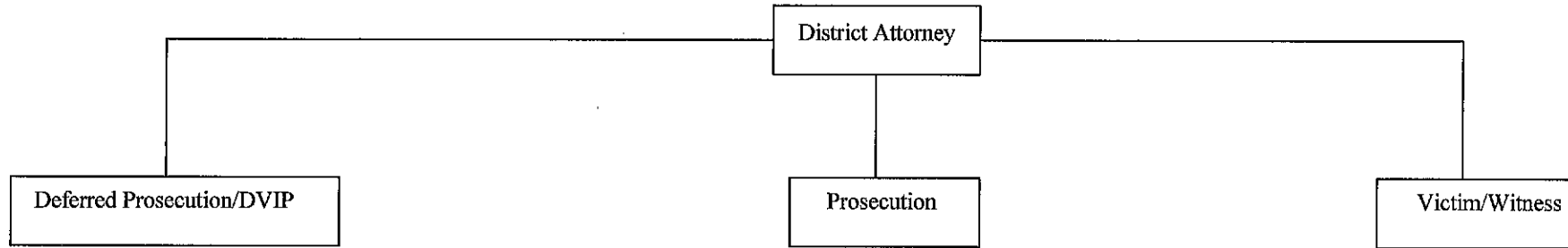
In 2012, repair and maintenance services are projected to increase due to the maintenance of additional equipment needed for the digital radio system and the County assuming control of the maintenance for Janesville and Beloit public safety radio equipment. This additional responsibility accounts for the \$56,400 increase in this line item from the previous year.

I have budgeted a 1% vacancy rate to account for staff turnover. This reduction is prudent considering training time required for new personnel and past retention experience.

The recommended tax levy for 2012 operations is \$3,948,870, which is a decrease of \$25,614.

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District Attorney



Present Personnel (Full Time Equivalent)

<u>District Attorney</u>	
1.0	District Attorney Office Manager
1.0	Investigator
8.4	Legal Stenographer
1.0	Clerk Typist III
<u>2.0</u>	Clerk Typist II
13.4	Total
<u>Victim/Witness Program</u>	
1.0	Victim/Witness Coordinator
3.4	Victim/Witness Specialist
<u>2.0</u>	Administrative Assistant
6.4	Total
<u>Deferred Prosecution</u>	
1.0	Deferred Prosecution Director
2.4	Case Manager II
<u>1.0</u>	Administrative Assistant
4.4	Total
24.2	Grand Total

Summary of Personnel Modifications

	<u>Dept. Request</u>	<u>Admin. Rec.</u>
<u>New Positions</u>	0	0
<u>Deletions</u>	0	0
<u>Reallocations</u>	0	0
<u>Reclassifications</u>	0	0
<u>Re-Titles</u>	0	0
<u>Upgrades</u>	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, 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.

Charter: District Attorney

- 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.
 - 1. Assess the needs of that victim.

- 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.

Charter: District Attorney

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.
 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 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	\$514,554	\$0	\$222,119	\$0	\$275,548	\$0	\$0	\$0	\$1,012,221
Fringe Benefits	\$265,964	\$0	\$85,665	\$0	\$142,459	\$0	\$0	\$0	\$494,088
Operating Expenses	\$78,225	\$0	\$5,976	\$0	\$12,965	\$0	\$0	\$0	\$97,166
Capital Outlay	\$0	\$0	\$400	\$0	\$0	\$0	\$0	\$0	\$400
Allocation of Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal	\$858,743	\$0	\$314,160	\$0	\$430,972	\$0	\$0	\$0	\$1,603,875
Indirect Cost Alloc.									\$0
Total	\$858,743	\$0	\$314,160	\$0	\$430,972	\$0	\$0	\$0	\$1,603,875
Revenue	\$450	\$0	\$11,650	\$0	\$230,613	\$0	\$0	\$0	\$242,713
Fund Bal. Applied									\$0
County Share	\$858,293	\$0	\$302,510	\$0	\$200,359	\$0	\$0	\$0	\$1,361,162

Administrator's Comments

District Attorney

Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	24.2	24.2
Salaries	1,012,221	1,012,221
Fringe Benefits	494,088	494,088
Operating Expense	97,166	96,366
Capital Outlay	400	400
Allocation of Services	0	0
Total Expense	1,603,875	1,603,075
Revenue	242,713	246,667
Fund Balance Applied	0	0
Tax Levy	1,361,162	1,356,408
Total Revenues	1,603,875	1,603,075

The District Attorney's Office 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. In 1990, the State of Wisconsin began to assume the salary and fringe benefit costs for the DA and Assistant DA positions. 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, Mr. O'Leary indicates that much of the sharing of evidence among parties is now accomplished digitally by providing CDs and DVDs. In 2010, a new fee appeared in the main "District Attorney" account to defray the cost of providing evidence in this manner, which Mr. O'Leary expects to generate \$450 in 2012.

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 \$500 more than the amount received in 2011.

The DA, in partnership with the UW Law School, provides \$2,500 in matching funds to employ a law intern. 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.

The District Attorney original budget request included \$4,375 to upgrade the software in the digital transcription system used by the Office as well as \$1,800 to replace two obsolete laptop computers.

These are both needed items. Rather than budget for these in 2012, we agreed to purchase them in 2011 with available funds.

Mr. O'Leary has requested a conservative budget for 2012. The only change I am recommending is a reduction of \$500 for telephone expenses. This makes the recommended tax levy for the Prosecution account \$857,793, which is a decrease of \$12,549 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 provision of the program and reduced State funding. Funding through June 30, 2011 included a reimbursement rate of 61.25% of costs. The new state budget has drastically reduced state funding with an estimated reimbursement rate of 52% for the last six months of 2011 and a rate of 51% to 52% for 2012. This results in an estimated reimbursement of \$209,613 in 2012 based on a 51% rate. Had the state kept its original funding commitment of approximately 90% program cost, the State reimbursement would be approximately \$388,000. 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 despite the fact the State refuses to provide reimbursement for any "new" 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. \$21,000 has been budgeted for 2012.

The only change I recommended in the expenditure budget was a slight decrease in the telephone account. I am recommending budgeting state reimbursement for 2012 at 52%, which results in reimbursement of \$213,567.

The resulting recommended tax levy for the Victim/Witness Program is \$196,105, which is an increase of \$27,807 or 16.5%.

The Deferred Prosecution/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.

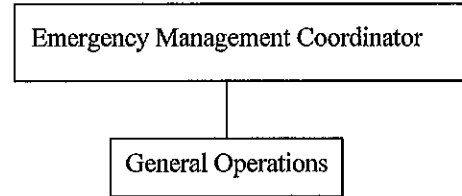
There is a fee of \$50 to participate in either the Deferred Prosecution Program or the Domestic Violence Intervention Program. There is also an initial \$10 fee to be assessed for participation in either program. These fee rates are recommended to remain the same in 2012.

The recommended tax levy for the DPP/DVIP is \$302,510, a decrease of \$7,173 or 2.3% from the prior year.

The total 2012 recommended tax levy for the District Attorney's Office is \$1,356,408, an increase of \$8,085 or 0.6%.

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Emergency Management



Present Personnel (Full Time Equivalent)

1.0	Emergency Management Coordinator
<u>1.0</u>	Administrative Assistant
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	0	0
Re-Titles	0	0
Upgrades	0	0

Charter: Emergency Management

Key Objective

The key objective of the Emergency Management (EM) Department 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 to the County Board as well as the citizens of Rock County to ensure public safety.

County Emergency Management Commitment

To be responsible to the County Board Chair, County Administrator, and the citizens of Rock County for managing all activities of the Rock County Emergency Management program in an efficient, effective and professional manner. County 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. To be responsible for the implementation of policy directives as directed by the Rock County Board of Supervisors. To carry out the functions required of the County Office of Emergency Management under Chapter 323 of the Wisconsin Statutes and Rock County Ordinance, Chapter V. To 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/disasters as needed and/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 WEM, OJA, and the Rock County Board of Supervisors.

Critical Performance Areas

1. Preparedness – EM administers and participates in planning, training, and exercising. Seek available grant funding for training and exercise sessions.

2. Response - EM 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 – EM directs and coordinates recovery issues related to any manmade and/or natural disasters as they occur with WEM and FEMA.
4. Mitigation - EM serves as liaison between county, state and FEMA to prevent or reduce the potential of the next disaster. EM identifies and intercepts small problems before they become an emergency or disaster through outreach and public education.
5. Other Functional Areas
 - ◆ Develop and conduct Emergency Management exercises with emergency responders 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

1. Planning Performance - Install a departmental system of planning on a multi-year basis, setting forth-critical continuing objectives and specific annual objectives, and use 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.

Charter: Emergency Management

Standards:

- ◆ Organizing Structure - A department table of organization, following the County's approved format, is prepared, reviewed and revised annually according to actual working relationships.

3. Leading Performance - Bring about the best use of office personnel to achieve the objectives of the office.

Standards:

- ◆ Decision-Making. A logical decision making process is used by identifying real problems, considering alternatives and developing a course of action.

4. Controlling Performance - Set performance standards for the Emergency Management Coordinator by evaluating and incorporating existing standards into EM operations to achieve objectives.

Standards:

- ◆ Performance Standards - The Emergency Management Coordinator maintains performance standards for EM Department operations through an approved management charter.
- ◆ Performance Measurement - The Emergency Management Coordinator provides semi-annual reports of departmental activities as defined in the annual Plan of Work submitted to WEM and the Federal EM Agency.

5. Emergency Management - Carry out the duties of Emergency Management according to Chapter 323 of the Wisconsin Statutes, including Rock County Emergency Management Ordinance Chapter V and the Rock County Emergency Operations Plan (EOP).

Standards:

- ◆ Direct and coordinate EM activities throughout the county during mitigation, preparedness, response and recovery.

- ◆ Coordinate and assist, as requested, in annually updating town and municipal EOPs, integrating such plans into the County EOP and submitting an annual report to WEM for approval.
- ◆ Direct and coordinate the following EM training programs and exercises on an as-needed basis:
 - State and Local Organization Management - Include continuity of government during a crisis and EM 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 (which aids local governments in identifying flood zone statutory changes and other mitigation operations), dam safety (legislation, identification of risk areas, warning, evacuation and hazard analysis).

6. 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.

Charter: Emergency Management

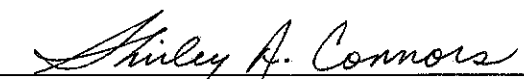
- The Rock County Board of Supervisors passed Resolution 05-7A-271 at its June 3, 2005 meeting, adopting the National Incident Management System (NIMS) as Rock County's Standard for Incident Management.
- Continue to work with OJA to secure and implement any Homeland Security funding grants for county 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 in and outside of the county 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 Household/Business Waste collections.
 - Support and coordinate day-to-day activities of the 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 ECPRA Grant.
- ◆ Seek reimbursement of expenses incurred by the County Hazardous Materials Level B Team.
- ◆ Effectively participate in the Statewide Emergency Management Training and Exercise Programs.

7. Public Relations Performance - Conduct public relations in a manner that reflects positively on both the County Emergency Management Coordinator/Office and Rock County.

Standards:

- ◆ Public Education - Inform the residents of Rock County of the functions and services available through the EM Office via public speaking appearances by the EM Coordinator. Give presentations at community and service club meetings throughout the county as requested.
- ◆ Issue news releases to local media and, when necessary, inform Rock County residents of EM 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 by the Emergency Management Office.


Shirley A. Connors, Emergency Management Coordinator

Administrator's Comments

Emergency Management

Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	2.0	2.0
Salaries	92,881	92,881
Fringe Benefits	35,846	35,846
Operating Expense	51,665	51,665
Capital Outlay	0	0
Allocation of Services	(9,323)	(9,323)
Total Expense	171,069	171,069
Revenue	89,886	89,886
Deferred Financing	0	0
Fund Balance Applied	0	0
Tax Levy	81,183	81,183
Total Revenues	171,069	171,069

As a condition of receiving state and federal aid the State requires "After Action Reports" in conjunction with all training exercises. Ms. Connors has included \$1,525 in her request for professional services to have an outside consultant prepare the report for her in anticipation of an exercise in 2012.

Ms. Connors estimates the Department will receive \$4,000 in State Aid in 2011. The funding comes as reimbursement to the County for the actual cost of State sponsored training sessions for first responders conducted by the Emergency Management Office. In 2012, Ms. Connors projects the same amount. The Training account request is \$4,550, of which \$4,000 is for State sponsored training and \$550 for other departmental training.

The Repair and Maintenance Supplies request is for \$6,000, and includes \$3,660 for the 2nd year of a 3-year preventative maintenance program. The program began in 2011 and approximately 1/3 of the 40 sirens that compose the outdoor tornado warning system are scheduled to receive preventative maintenance. The maintenance will improve reliability of the system, thus reducing the number of call-outs for inspections and repairs for those sirens that fail to activate during tests or actual warnings. The balance in the account (or \$2,340) will cover emergency siren repairs not covered by the preventative maintenance program.

The "Cost Allocation" line item contains the amount the Emergency Management account charges the LEPC account for the portion of staff time devoted to LEPC activities. The Cost Allocation in 2012 is \$9,323. This amount directly reduces what would otherwise be tax levy.

The requested and recommended tax levy is \$81,183, which is \$3,892 or 4.6% less than last year.

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Administrator's Comments

Local Emergency Planning Committee (LEPC) and Hazardous Materials

Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	0	0
Salaries	0	0
Fringe Benefits	0	0
Operating Expense	85,631	85,631
Capital Outlay	12,500	12,500
Allocation of Services	0	0
Total Expense	98,131	98,131
Revenue	54,284	54,284
Transfer In	0	0
Fund Balance Applied	23,347	23,347
Tax Levy	20,500	20,500
Total Revenues	98,131	98,131

The Superfund Amendment Reauthorization Act (SARA Title III) requires that off-site response plans be prepared for facilities that have threshold amounts of hazardous substances on-site. This is a federal mandate on states. The State of Wisconsin places the responsibility for preparing these plans on counties. Part of this mandate includes a requirement that counties form a Local Emergency Planning Committee (LEPC) to review and approve the plans. The Emergency Management Coordinator is the person responsible for staffing the LEPC, managing the planning process, and distributing the approved plans to local fire departments.

The LEPC grants fall under the federal fiscal year. The \$39,284 included in the 2012 Recommended LEPC Budget is contained in program 2563 which will cover the period October 1, 2012 through September 30, 2013.

The Public Health Department Environmental Health Division has taken the responsibility for doing the off-site response plans and requests \$20,000 to do the work. The funding appears in program 2563 titled "2012-13 LEPC Grant" under line item 6210.

In summary, no tax levy is required to support LEPC activities.

The budget for the Hazardous Materials (HAZMAT) Response Team is contained in two accounts. The operation expense is found in program 2540 titled "Level B HAZMAT" and the capital request is found in program 2549 titled "2012 HAZMAT Grant".

The City of Janesville Fire Department is under contract with the County to respond should a hazardous chemical release occur anywhere within Rock County. In return, the County agrees to cover the operational cost of keeping the Response Team ready. Ms. Connors reports that during the first half of 2011, the Team did not respond to any incidents. Should a spill occur, the County would bill the cost of the response to the party responsible for causing the release of hazardous materials.

The City of Janesville anticipates it will cost \$46,347 to cover operational expenses such as training, medical monitoring, and equipment maintenance in 2012. Fee revenue of \$5,000 is budgeted for the anticipated cost recovery from responsible parties. The requested tax levy is \$18,000.

Operational savings from prior years result in a 12/31/11 estimated fund balance in this account of \$27,518. I recommend applying \$23,347 of fund balance, which reduces the tax levy needed to \$18,000.

Program 2549 titled "2012 HAZMAT Grant" contains the capital activities for the HAZMAT unit and totals \$12,500 for equipping the unit in 2012. The State requires a 20% local match of \$2,500, which is \$244 more than last year. Included in the 2012 budget is \$2,200 for the purchase of a laptop replacement for the Emergency Management Office. I recommend the laptop replacement.

The total recommended levy in accounts related to Level B HAZMAT activities is \$20,500, which is \$123 more than last year.

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Coroner

General Operations

<u>Present Personnel (Full Time Equivalent)</u>		<u>Summary of Personnel Modifications</u>		
			<u>Dept. Request</u>	<u>Admin. Rec.</u>
1.0	Coroner	New Positions	0	0
1.0	Chief Deputy Coroner			
<u>1.4</u>	Deputy Coroner	Deletions	0	0
3.4	Total	Reallocations	0	0
		Reclassifications	0	0
		Re-Titles	0	0
		Upgrades	0	0

Charter: Coroner

OFFICE OF CORONER

The Office of Coroner was created by the State of Wisconsin Constitution (Article VI, Section 4). As a constitutional officer, the Coroner and her Deputies are sworn to uphold the Constitution of the State and the Nation.

The duties of the Coroner are described in Wisconsin Statutes Chapters 59, 69, 146 and 979. The primary function of the Coroner's Office is to perform an independent, medicolegal investigation of the cause and manner of death of any person within its jurisdiction so that the circumstances of the death are explained and understood. The Coroner and her Deputies may certify the cause and manner of death on the death certificate, which then serves as a legal record of the death. Records of death investigations are maintained. Information is shared with local, state and federal agencies for investigative and statistical purposes and with groups, business entities, and individuals having an interest in the death.

The Coroner has developed a protocol for the reporting of deaths in Rock County in accordance with Chapters 59, 69, and 979 of the Wisconsin Statutes, and DHFS Rules 131 and 135 as well as local policy of the Rock County Coroner permitted under HFS 135.08.

The Coroner's Office has a duty to the health and wellbeing of the community. Investigations and other services must be performed with compassion and consideration for the family, friends, and community affected by the death.

KEY OBJECTIVE

The key objective of the Coroner's Office will be accomplished by satisfying the following commitments:

Public Service Commitment

To perform the duties of the Office of the Coroner as outlined in Wisconsin Statutes with integrity, compassion and professionalism. To provide quality services utilizing appropriate resources, and to promote public health and safety. To be accountable to citizens of Rock County for managing all activities and operations of the Coroner's Office in an effective and efficient manner.

Professional Commitment

To provide services that meet or exceed the standards of practice for Wisconsin Coroners as defined by the Operational Guidelines of the Wisconsin Coroners and Medical Examiners Association. To promote professional standards of medicolegal death investigation in Rock County and the State of Wisconsin.

Interagency Commitment

To work cooperatively with local, state and federal agencies including but not limited to: the Department of Justice, the Department of Health Services, the Department of Transportation, the Department of Natural Resources, the State Laboratory of Hygiene, and law enforcement and emergency services agencies.

Intergovernmental Commitment

To work cooperatively with the Rock County Board of Supervisors and all other agencies of Rock County government in matters relating to the operation of the Coroner's Office and consistent with the needs of the county.

CRITICAL PERFORMANCE AREAS

Administrative Objectives

To maintain a departmental system of planning on a one-year basis, setting forth critical continuing objectives and specific annual objectives, and the use of resources to achieve those objectives.

Standards:

- a. Prepare an annual management charter.
- b. Prepare an annual budget to support service objectives and in consideration of the one-year forecast.
- c. Develop written department policies and procedures and review annually.
- d. Monitor compliance with department policy and procedure.
- e. Monitor quality of services provided to families, customers, and outside agencies on a daily, monthly and annual basis.
- f. Maintain the public records of the office.
- g. Collect revenues for services provided by the office as determined by the Rock County Board of Supervisors.
- h. Prepare and report statistics for the information of the County Board of Supervisors, state and local agencies, other coroners and medical examiners, and the public.
- i. Provide professional training and continuing education for all staff to maintain competence.

Charter: Coroner

- j. Maintain staffing levels that allow duties to be assigned and completed effectively and in a timely manner.
- k. Maintain a safe and supportive work environment.
- l. Provide medicolegal death investigation services to Rock County 365 days per year and maintain regular business office hours in accordance with Rock County Ordinances.

Death Investigation Objectives

To provide professional death investigations and related services as efficiently and effectively as possible for the citizens of Rock County.

Standards:

- a. Provide services with the highest regard for human dignity, and work with the recipients of services on an individual basis without prejudice.
- b. Provide a fair, honest, and legally just death investigation.
- c. Respond to reported deaths in a timely manner.
- d. Investigate all deaths meeting the Criteria for Reportable Cases for the Rock County Coroner's Office in accordance with office policy and procedure and utilizing appropriate resources in an effective and efficient manner.
- e. Work in collaboration with forensic experts and investigative agencies in performing death investigations.
- f. Conduct or order the conducting of an autopsy or other examinations of a medicolegal or forensic nature as may be required to determine or document the cause and manner of death.
- g. Submit specimens and reports to external agencies as required by Wisconsin Statutes.
- h. Prepare complete, accurate, and detailed reports of death investigations to include the circumstances surrounding the death that are known, medical information pertinent to the investigation of the death, findings of forensic tests or examinations, interviews with witnesses and next of kin, release of the body for final disposition, and the cause and manner of death as certified.
- i. Assist the District Attorney in performing a legal inquest if, in the Coroner's judgment, such an inquest is necessary, or at the request of the District Attorney, per State Statute Ch. 979.

- j. Testify to facts and conclusions disclosed by coroner's investigations before a court or District Attorney, and make records pertinent to the investigation available to the court or its designee.

Other Service Objectives

To prepare and maintain complete written reports regarding all investigated deaths, permits, fees, property and statistics. To issue certificates, permits and reports in a timely manner.

Standards:

- a. Maintain confidentiality of protected medical information and medical records.
- b. Comply with open records law while protecting the integrity of an ongoing investigation in cooperation with the district attorney and law enforcement.
- c. Maintain paper and electronic files of investigations.
- d. Provide copies of Coroner's reports to next of kin and official agencies free of charge.
- e. Provide certificates and permits in accordance with Wisconsin Statutes and office policy in a timely manner.

Public Relations Objectives

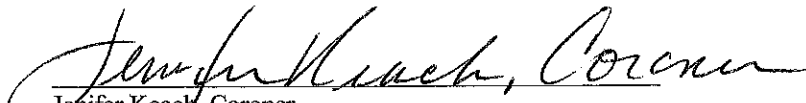
Provide quality services and perform duties in a manner sensitive to those grieving the loss of the deceased, whether they are family, friends or a community.

Standards:

- a. Conduct duties with respectful consideration of cultural and religious practices.
- b. Maintain the dignity of the deceased.
- c. Provide information to the next of kin regarding a death and/or autopsy results in a compassionate and humane manner, and prior to releasing information to the media.
- d. Provide investigation results to next-of-kin or family members promptly and in such a manner as to not compromise ongoing investigations.
- e. Provide news releases regarding a death investigation in cooperation with the investigating law enforcement agency and in such a manner as to not compromise ongoing investigations.

Charter: Coroner

- f. Support the donation of anatomical gifts in accordance with Wisconsin Statutes Ch. 146, while maintaining the integrity of a death investigation.
- g. Provide information about grief resources, organ and tissue donation and other resources when appropriate.
- h. Educate the citizens of Rock County about the functions and responsibilities of the Coroner's Office via handouts, presentations, interviews, and media news releases.
- i. Work in partnership with other organizations and agencies toward the reduction of preventable deaths.


Jennifer Keack, Coroner
July 6, 2011

Administrator's Comments

Coroner

Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	3.4	3.4
Salaries	156,989	156,989
Fringe Benefits	88,730	88,730
Operating Expense	183,647	183,647
Capital Outlay	6,179	6,179
Allocation of Services	0	0
Total Expense	435,545	435,545
Revenue	93,625	93,625
Fund Balance Applied	0	0
Tax Levy	341,920	341,920
Total Revenues	435,545	435,545

The elected office of Coroner provides on-call investigation services in cases of unexplained, suspicious, or unusual deaths. The Coroner's Charter provides a good, general description of the functions of the Office.

The Coroner's Office charges fees for cremation permits and disinterment permits, with cremation permits providing the vast majority of fee revenue for the Office. The current fee for cremation permits is \$145 while a disinterment fee is \$100. The Coroner proposes increasing the cremation fee to \$175. This fee was last increased in 2009. I recommend the cremation fee increase.

A personnel change in the Chief Deputy Coroner position in 2011 resulted in significant savings in overtime costs. Prior to 2011, the position had been treated as non-exempt under the Fair Labor Standards Act (FLSA) and therefore eligible for time and one-half overtime. In 2011, the position received a salary adjustment and assigned supervisory duties to the position, which means it can be treated as exempt from FLSA. As a result, the Office's overtime costs declined from \$19,863 in 2010 to \$3,000 in the requested 2012 Budget.

The "Medical Services" line item contains the majority of the operating expense for the Office. This account is the source of funds that pays for autopsies, transporting bodies, and miscellaneous items such as body bags and gloves. In addition, this account pays for other medical services, such as toxicology reports.

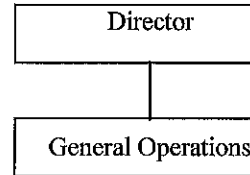
Ms. Keach has requested \$5,000 to purchase case management software for the Office. This software will improve workflow as well as provide the ability to store scanned data, which would improve record retention and access. I recommend the software purchase.

A replacement computer is requested in the amount of \$1,050 and I recommend the replacement of the department computer.

A Multi-Function Printer has been requested totaling \$5,129 that would replace an older machine with no faxing capability. I am recommending the request for a Multi-Function Printer.

The recommended tax levy is \$341,920, which is a decrease of \$14,027 or 3.9% less 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
17.0	Child Support Reimbursement Specialist
5.0	Child Support Financial Worker
1.0	Administrative Assistant
7.0	Clerk-Typist III
2.0	Clerk-Typist II
<u>.9</u>	Child Support Clerical Worker
36.9	

Summary of Personnel Modifications

	<u>Dept. Request</u>	<u>Admin. Rec.</u>
New Positions	0	0
Deletions		
Clerk Typist III	1.0	1.0
Child Support Financial Worker	1.0	1.0
Child Support Reimbursement Specialist	1.0	1.0
	(Eff.4-1-12)	(Eff. 1-1-12)
Child Support Reimbursement Specialist	0	1.0
		(Eff. 7-1-12)
Reallocations	0	0
Reclassifications	0	0
Re-Titles	0	0
Upgrades	0	0

Charter: Child Support Enforcement

CHARTER: CHILD SUPPORT ENFORCEMENT

Objectives and Standards:

The key objective of the Child Support Office will be accomplished by satisfying the following commitments:

Public Service Commitment:

The Rock County Child Support Enforcement Agency is committed to achieving customer satisfaction by providing consistent quality service that meets the needs of our customers. This Agency shall maintain a professional and courteous service delivery that treats customers promptly, fairly, and with respect.

The Agency's customer service delivery will provide quality service to the customer with knowledge of the purpose of the program and its requirements and when and why an action was or was not initiated and processed, and the outcome of that particular action. We will provide to our customer, information regarding our services through brochures or pamphlets provided either by the State and Federal Government or our Agency. We are committed to having accessibility to those agency staff that can give information that is reliable and consistent with the activities of the case and establishing a positive rapport with our customers.

Understanding the customer's request and a continual exchange of information that will assist not only our Agency but also the customer, so that the staff can monitor the needs and expectations of the customer while educating them about the programs so that they understand and accept the limitations of our service delivery.

The Rock County Child Support Agency is committed to working with Community Action, Inc. in their Fatherhood Program for members to become self-sufficient, productive contributors to the community and their families.

Intergovernmental Commitment:

To cooperate with the Bureau of Child Support, Department of Children and Families, Division of Family and Economic Security, as well as State, Federal and local agencies, to coordinate and provide child support services in Rock County in compliance with the State and Federal mandates within the State and County fiscal restraints. To effectively meet the public service commitment outlined in this charter.

Professional Commitment:

To provide services in the highest professional manner by best utilizing our resources provided by the State, Federal and County Governments.

Rock County Interdepartmental Commitment:

To interact in a cooperative manner with all other agencies of Rock County Government in matters relating to the operation of the Child Support Office in order to provide the quality of service that the citizens of Rock County deserve. To coordinate activities with the Clerk of Circuit Court, Rock County Judges, Corporation Counsel, Information Technology, Human Services and the Rock County Health Department.

Management Commitment:

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.

Charter: Child Support Enforcement

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 continue 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.
6. To assign work to appropriate staff along with authority and responsibility to carry out their assigned duties.
7. To provide quality training for all new and existing staff. To provide staff with direction when they seek advice, to 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.
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. These tools include license suspension, seizure of personal and real property and seizure of financial accounts. The Rock County Child Support Agency utilizes these tools to collect Child Support for the families.
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 also assists the Resource Team who participate in the training of the child support employees. The child support employees are able to refer to the manual if questions should arise while performing their duties. 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 manual will be reviewed and updated by the State when new policies and procedures are developed or changed.

Charter: Child Support Enforcement

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:

To promote public awareness and understanding of 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.


Kris Baker-Ellis
Child Support Director

Administrator's Comments

Child Support Enforcement

Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	33.9	32.9
Salaries	1,254,628	1,228,444
Fringe Benefits	772,710	753,971
Operating Expense	1,127,044	1,127,044
Capital Outlay	0	0
Allocation of Services	0	0
Total Expense	3,154,382	3,109,459
Revenue	2,475,319	2,445,670
Fund Balance Applied	0	0
Tax Levy	679,063	663,789
Total Revenues	3,154,382	3,109,459

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.

Reimbursement for operating the Child Support Office is projected at \$2,475,319 in the Departmental Request. The bulk of this reimbursement is Federal Aid. Federal Aid covers 66% of all eligible administrative costs and is projected to be \$1,404,297. State Aid totals \$1,042,772. It is composed of \$874,908 in Performance Incentive Funds, \$82,220 in Reallocation of Excess Funds, \$29,644 in a Floor Cap Adjustment and \$56,000 for reimbursement of birthing expenses (MLS) 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. Ms. Baker Ellis anticipates collecting \$28,250 of fees in 2012.

State Aid has been drastically reduced by 50%. Of all the state funding sources the County operations depend upon, Child Support was hit the hardest to date, insofar as the magnitude of the state funding reductions in 2012.

Additionally, a new performance measure rewards counties based on how many child support orders and paternity orders are established per full-time employee. Thus, the more the orders/employee, the more funding is awarded. Rock County's Child Support Department staff complement is higher than other comparable counties and results in less funding for this performance measure.

The net result of the above factors is a loss of state aid in the amount of \$346,704 as compared to the amount the Department would have received in 2012 without the above changes.

A side-by-side comparison of the 2011 Budgeted State Aid to the 2012 Departmental Request helps explain the change and appears in the table below.

<u>Funding Source</u>	<u>2011 Budget</u>	<u>2012 Request</u>
Court Order Establishment Incentive Funds	\$166,143	\$192,375
Paternity Establishment Incentive Funds	124,608	192,375
Collections on Current Support Incentive Funds	62,304	144,281
Collections on Arrears Cases Incentive Funds	61,058	144,281

Proficiency (New Measure)		<u>201,596</u>
Total Performance Incentive Funds	<u>414,113</u>	<u>874,908</u>
Reallocation of Excess Funds		82,220
State General Purpose Revenue (GPR)	315,822	
Federal Match on GPR (For 2012 - Included in Performance Incentive)	613,066	
Birth Expense (MSL) Funds	59,500	56,000
Floor Cap Adjustment		<u>29,644</u>
Grand Total of State Aid	\$1,402,501	\$1,042,772

The Incentive Funding that appears under State Aid is federal pass-through dollars. Beginning in October 2007, Performance Incentive Funding could no longer be considered local match for reimbursement of Federal Aid under the Federal Deficit Reduction Act. The effect of the change meant the County and the State had to backfill the "hole" created by the loss of federal reimbursement.

The passage of the American Recovery and Reinvestment Act (ARRA) temporarily reinstated federal matching funds on incentive payments for a two-year period that expired on September 30, 2010. Thus, Performance Incentive Funds were matched with 66% Federal Aid in 2010. To the State's credit, it increased the amount of Performance Incentive Payments, as well as placed its GPR in the State Aid in 2011. The GPR was used to capture 66% federal match.

As expected, the State could not sustain the same level of funding for 2012.

The Performance Incentive Payments are based on achieving certain standards of performance as set by the State. The department expects to meet 3 of the 4 performance standards in 2011. The Department will earn \$414,113 out of a possible \$415,359.

In 2010, the Department replaced all of its PC's and printers, purchased equipment, and installed an imaging system. This had a positive impact on the 2011 budget for a couple of reasons. First, ARRA funds were used to purchase PC's and equipment in 2010 that otherwise would have been partially paid for with tax levy in 2011. And second, the imaging system will improve efficiency in the office by significantly reducing the amount of staff time needed to place paper documents in files.

Faced with substantial state funding reductions, Ms. Baker Ellis's 2012 personnel budget request includes the following staff adjustments:

1. Delete 1.0 Clerk Typist III
2. Delete 1.0 Child Support Financial Worker
3. Delete 1.0 Child Support Reimbursement Specialist (effective 4-1-12)

I concur with the above adjustments but recommend deletion of the 1.0 Child Support Reimbursement Specialist effective 1-1-12, and deleting an additional 1.0 Child Support Reimbursement Specialist effective 7-1-12.

It is unfortunate to recommend the personnel reductions, but the County is left no other option when faced with such a drastic 50% reduction in State Aid.

Even with the recommended staff reductions, Rock County's staff complement still exceeds the average of comparable counties in the state. The caseload per staff is 321 cases/employee (after the staff reductions) while the average of comparable counties is 403 cases/employee.

In 2009, the State established a "Maintenance of Effort" (MOE) requirement for counties. The MOE represents the State's obligation placed on counties. Thus, the State is showing the federal government the county levy in order to capture federal matching funds. Some of the funds are passed along to counties as incentive funds; the remainder is retained by the State.

The MOE placed on the Department by the State in 2011 is \$549,855. It is not known if the State will impose a similar requirement in 2012. The following table reveals that Rock County exceeds its State mandated MOE for Child Support in 2011:

	<u>2011 Budget</u>
County Share, Main Account	\$611,140
Less: State "Charge Backs" in Main Account	<u>21,825</u>
County "Direct Costs" for Child Support	\$589,315
Less: Rock County's State Mandated MOE	<u>\$549,855</u>
Above (Below) Level to Meet the Requirement	\$39,460

Rock County places more resources in its Child Support Operations than the required minimum. Those resources include direct costs that are County Share found in the main account, less the expenses in the main account paid directly by the State, referred to as "charge backs."

There are also significant indirect costs to support the Child Support operations. The State does not allow the County to count those indirect cost items to meet the MOE, such items include utilities, maintenance and general administration that are built into other departmental budgets. I find that ironic because Ms. Baker Ellis is required to report our indirect cost to the State, which it uses to capture federal funds.

If the State imposes an MOE in 2012 and Rock County were to fall below the State's MOE, it will have to arbitrarily increase its tax levy for Child Support operations. Should that occur in the future, I will contemplate moving the indirect costs into the Child Support Budget as direct charge line items.

The recommended tax levy for the Child Support Office main account is \$663,788, which is an increase of \$52,649 or 8.6%.

#

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 39 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 2012.

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 2010, the program provided 5,602 hours of community service for 254 adult clients. Overall, nearly one-third of all adult clients in the program completed all the hours they were assigned. Approximately one-half carried their obligation to complete the program into 2011. 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 2012 request is \$62,578, a 3% increase from the prior year. I am recommending that \$60,755 be provided for adult community service in 2012. This is the same amount provided in 2011. 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.

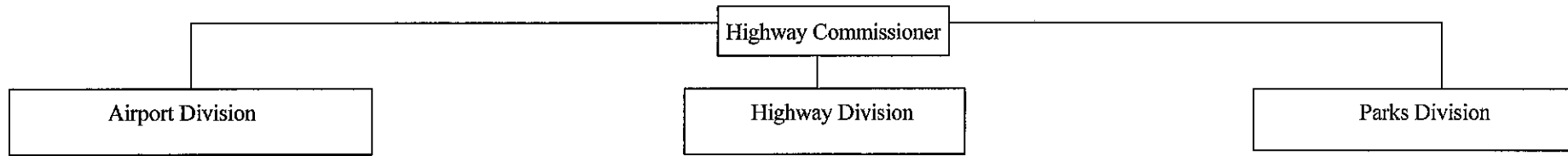
The total amount recommended from this account for the Alternative Residential Program and the Community Service Program in 2012 is \$73,505, the same amount that was provided in 2011.

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N. Public Works Committee

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Public Works Department



Present Personnel (Full Time Equivalent)

PWD-AIRPORT

1.0 Airport Director
 1.0 Airport Crew Leader
 3.0 Airport Maintenance Worker
1.0 Account Clerk II
 6.0

PWD-PARKS

1.0 Parks Director
 1.0 Community Coordinator
2.5 Patrol Worker
 4.5

PWD-HIGHWAY

1.0 Public Works Director
 1.0 Public Works Accounting Supervisor
 3.0 Public Works Superintendent
 1.0 Shop Superintendent
 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
 .4 Fleet Data Specialist
34.5 Patrol Worker

79.90

88.4 TOTAL FTE

Summary of Personnel Modifications

New Positions

Deletions

Reallocations

Reclassifications

Re-Titles

Upgrades

Dept. Request

Admin. Rec.

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, three trails and two wildlife areas, containing 1020 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, the 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 PTNTF 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.
- 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 2009-2013 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.
- 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 have been secured to move it ahead and complete the project. Other projects include toilet buildings at Lee 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.

Charter: Public Works Dept./Parks Division

- 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 2008-2009 season. This is for maintenance, easement 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, Gibbs Lake, 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.

Charter: Public Works Dept./Parks Division

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 Tiffany Nature Trail Foundation, Inc. (PTNTF, Inc.)
 Rock County Ice Age Trail Chapter (RCIATC)
 Rock Trail Coalition, Inc. (RTC, Inc.)
 Friends of Carver-Roehl
 Rock County Multi-Use Trail Group
 Rock County Conservationists
 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.

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	136	15,266* as of June 30, 2011

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	Boat Landing Donations					Totals
	Coop. DNR Newville	Gibbs Lake	Royce Dallman	Happy Hollow	Counter Sales	
1997	396	144	477	229		1,247
1998	419	167	513	288		1,389
1999	445	187	517	233		1,383
2000	376	155	503	213		1,249
2001	453	157	453	184		1,248
2002	415	167	528	223		1,334
2003	429	268	520	187		1,405
2004	57	1,685	2,336	718	940	5,737
2005						12,955
2006	464	2,383	3,406	2,431	1,325	10,010
2007	331	2,454	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						13,437*

*As of July 31, 2011



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 pavement maintenance 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.
 - 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.

Charter: Public Works Department/Airport Division

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

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 4.5% charge for the accounting records and reports and minimum 1% 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.
- 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.

Charter: Public Works Department/Highway Division

- 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:

- 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.

Charter: Public Works Department/Highway Division

Standards:

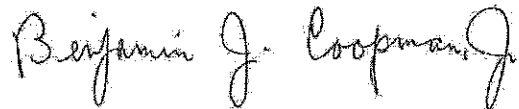
- a. Complaints: Complaints about the activities or operation of the Highway Division are received in a courteous and professional manner and, if found to be valid, are resolved in a timely fashion.
- b. Public Education: The public is informed of the activities of and the services provided through the 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 signals on the CTH system at locations where the warrants are met, and to maintain traffic signing and pavement marking 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.
- d. To do its own and assist the Towns in making application for federal Hazard Elimination and Safety (HES) funding.



Benjamin J. Coopman, Jr., P.E. Director of Public Works

Programs	Motor Pool	Airport Admin. & Operations	Airport Capital Improv.	Parks Admin & Operations & RKLD	Parks Capital Projects	Parks Grants	Budget Summary
Positions	0.10	6.00	0.00	4.50	0.00	0.00	90.40
Salaries	\$2,000	\$507,110	\$0	\$385,019	\$0	\$0	\$7,052,399
Fringe Benefits	\$0	\$0	\$0	\$0	\$0	\$0	\$1,996,300
Operating Expenses	\$193,036	\$319,122	\$0	\$147,636	\$0	\$58,700	\$14,707,219
Capital Outlay	\$95,500	\$25,610	\$750,000	\$50,012	\$145,000	\$0	\$3,203,972
Allocation of Services	(\$95,500)	\$0	\$0	\$0	\$0	\$0	(\$10,557,617)
Subtotal	\$195,036	\$851,842	\$750,000	\$582,667	\$145,000	\$58,700	\$16,402,273
Indirect Cost Alloc.	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$195,036	\$851,842	\$750,000	\$582,667	\$145,000	\$58,700	\$16,402,273
Revenue	\$195,036	\$344,637	\$0	\$80,520	\$0	\$58,700	\$7,294,208
Deferred Financing			\$600,000		64,584		\$664,584
Fund Bal. Applied	\$0	\$0	\$150,000	\$0	\$80,416	\$0	\$325,416
County Share	\$0	\$507,205	\$0	\$502,147	\$0	\$0	\$8,118,065

Administrator's Comments

Public Works Department

Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	90.4	90.4
Salaries	7,052,399	6,896,773
Fringe Benefits	1,996,300	1,996,300
Operating Expense	14,707,219	13,648,644
Capital Outlay	3,203,972	2,603,972
Allocation of Services	(10,557,617)	(10,557,617)
Total Expense	16,402,273	14,588,072
Revenue	7,294,208	8,039,973
Deferred Financing	664,584	2,406,369
Fund Balance Applied	325,416	346,868
Tax Levy	8,118,065	3,794,862
Total Revenues	16,402,273	14,588,072

The budget request for the Public Works Department includes total requested expenditures of \$16,402,273 with a tax levy request of \$8,118,065. This is composed of a tax levy request of \$502,147 for Parks Operations, \$507,205 for Airport Operations and \$7,108,713 for Highway Operations.

PARKS

The main "County Parks" account contains the operational costs and revenue for the Parks System. A summer seasonal position was included in the 2011 Budget and has again been requested at a cost of \$10,732. The position works five days per week and provides weekend coverage. This includes cleaning of the restrooms, collecting boat launch fees and general maintenance of the parks. This position is recommended.

The 2009 Budget moved the 0.4 FTE 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. The cost in 2012 of making this position full time is \$42,034.

A number of Parks improvement projects have been included in the County budget over the years. One of these projects is the Beckman Mill Park Improvement Project. This project began in 2001 and resulted in a number of impressive improvements. The planned improvements in this project are done. There is a small amount of funding left which will be used to further develop the Northwoods Trail in the Park.

There was a total of \$235,000 included in the 2011 Budget for Parks improvements. A number of the projects including restrooms at Magnolia Bluff Park, road paving at Carver Roehl Park, playground equipment at Carver Roehl Park and parking lot repaving at Murwin Park will be completed in 2011. Royce Dallman dock replacement and repair work at the Turtle Creek Parkway will not be completed in the current year.

2012 Requests include a total of \$70,000 for more extensive repairs at Turtle Creek Parkway, \$60,000 for two replacement restrooms at Lee Park and \$15,000 for the Royce Dallman dock. This total of \$145,000 would be offset by forwarding \$80,416 of unused funding from 2011 and requesting \$64,584 of deferred financing. I recommend the requested amount but have switched the funding source from additional borrowing to ATC funds in the amount of \$64,584.

The requested tax levy for Parks operations is \$502,147 which would be an increase of \$21,452 over the prior year. I am recommending that \$21,452 of the Parks fund balance be applied to 2012 operations. The resulting tax levy of \$480,695 is the same as the prior year.

AIRPORT

The Airport has requested a tax levy of \$507,205, which represents an increase of \$36,634 or 7.8% over the prior year. An item included in the 2011 Budget was \$15,000 for a marketing program for the Airport. It is anticipated that approximately \$9,000 will be expended in 2011. The Department requests that the remaining funds be carried over to be used in 2012. This is recommended.

Mr. Burdick has proposed several capital projects for 2012 totaling \$750,000 in County funding. He describes the specific projects and sources of funding as follows:

2012 Terminal Building Improvements – Project II

State Aid	
\$500,000 State / \$125,000 Sponsor	Total \$625,000

The Bureau of Aeronautics provides 80% state (\$500,000) and 20% local (\$125,000) match per year for terminal building projects as long as each project/improvement is its own separate project. The proposed improvements will take four years to complete in order to keep the building operational and work within the state aid limits.

The design work and site development are funded by separate state aid grants. This was done to maximize the total amount of dollars available for the building improvements. The total cost of these improvements including design, engineering, contingencies, and parking lot improvement is estimated at \$3,748,700, with the County’s share at completion estimated to be \$982,500.

The 2011 Project #1 consists of erecting a shell for the west addition that includes administration offices and a conference room. The 2012 Project #2 will complete the outside building shell for the south and east sides of the building. The chart shows the construction cost for each year.

SWRA proposed terminal building improvement construction estimates:

Year		Estimated Construction Costs	
2011	PROJECT #1:		
	Site Development (parking lot, utility reloc, site prep, temp fence, landscape, etc.)	\$500,000	(80/20; no state limit)
	Terminal Building Southwest Addition (building shell; areas a & b)	\$1,000,000	(80/20; \$500,000 state max)
2012	PROJECT #2:		
	Terminal Building Improvements & Southeast Addition (kitchen & restaurant addition; areas B2 & D)	\$625,000	(80/20; \$500,000 state max)
2013	PROJECT #3:		
	Terminal Building Southwest Addition Build out (Admin office, conference room, pilot lounge & public restrooms)	\$625,000	(80/20; \$500,000 state max)
2014	PROJECT #4:		
	Terminal Building Southeast Addition Build Out (Restaurant build out, restroom demolition, plumbing, and electrical)	\$625,000	(80/20; \$500,000 state max)

Runway 18/36 Crack Repair, Leveling and Seal Coat

State Aid @ 80/20
\$100,000 State / \$25,000 Sponsor Total \$125,000

Work would include sealing cracks, slurry level and seal surface to provide better drainage and extend the pavements useful life another five to seven years until funds can be secured for reconstruction.

Construct New Ten Unit Aircraft Storage Hangar

100% Local Funding Total \$600,000

The hangar would be constructed in the development area southwest of the terminal and would replace one of the two remaining vintage hangars that were built in the early fifties. This new hangar would be built with concrete floors versus asphalt to support the static load that idle aircraft create. Other amenities would include restrooms, floor drains, running water, and insulation should the user want heated storage. These units would bring in a higher rental rate given the additional amenities that will be provided.

The largest of the proposed projects includes the renovation of and addition to the Terminal Building. The 2011 Budget included \$600,000 of County funding for Project #1 of this development. This is currently out for bid. It is hoped work on this can begin yet this year. The requested \$125,000 for Project #2 of the Terminal development is included and recommended in the 2012 Budget. Also recommended is \$25,000 for the County share of the Runway 18/36 Crack Repair, Leveling and Seal Coat project.

Constructing a new Ten Unit Aircraft Storage Hangar would be a benefit to the Airport. It would attract additional tenants and would be a nice amenity. However, given the County's very tight fiscal constraints I have not recommended this as part of the 2012 Budget.

The 2012 County share for the two recommended projects totals \$150,000. I recommend this be provided from unobligated Airport capital funds provided in prior years. This is possible due to certain 2011 projects which were budgeted with 20% County match funds becoming eligible for 2.5% County match funds under a federal aid program.

A total of \$24,350 of capital items has been requested in the Airport's operational budget. These items include:

\$ 4,450	Paint Beacon
\$ 8,900	Paint T-Hanger Buildings 6 & 7
\$10,000	20 Ft. Ramp Plow
<u>\$ 1,400</u>	Fire Nozzle Attachment
\$24,750	

I recommend these items be funded with sales tax revenue. The resulting recommended tax levy is \$482,455, which is an increase of \$11,884 or 2.5% over 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 2012 Budget request includes a total of \$7,108,713 in tax levy for the Highway Division, which is \$4,441,716 more than the amount levied for 2011 operations.

The County Maintenance and Construction Account is the account which funds work on the County Trunk Road System. The requested funding is as follows:

Maintenance and Construction Summary

<u>Account</u>	<u>Amount</u>
Blacktopping	\$3,873,000
Winter	1,930,707
Routine	1,412,720
Seal Coating	305,000
Equipment Storage	209,000
Shouldering	155,076
Bridge Maintenance	82,252
Crack Sealing	94,365
Grader Patching	<u>133,112</u>
Total	\$8,195,232

The \$3,873,000 requested for construction work compares to a total of \$2,499,000 originally included in the 2011 Budget. Road construction projects being considered for 2012 include the following, in priority order:

Proposed Construction Projects- 2012

Priority	Route	From	To	Length (miles)	Work Type	Estimated Cost	Cumulative Total
1	CTH M	Emerald Grove Rd.	CTH KK	1.5	reconstruction	943,000	943,000
2	CTH M	County Line Road	USH 14	2.0	reconstruction	1,360,000	2,303,000
3	CTH A	Britt Road	Janesville	2.0	mill + 4"	534,000	2,837,000
4	CTH A	CTH H	Britt Road	1.6	mill + 4"	427,000	3,264,000
5	CTH M	Scharine Rd.	County Line Road	0.9	reconstruction	609,000	3,873,000
				<u>8.0</u>		<u>3,873,000</u>	

The two highest priority items would continue the multi-year project to reconstruct 11 miles of CTH "M". Three miles were budgeted to be done in 2011. The two segments listed above would add 3.5 additional miles for a total of 6.5 of the 11 miles. The 2 miles of CTH "A" listed as priority #3 would continue a project begun in 2011 to upgrade CTH "A" west of Janesville. Both CTH "M" and CTH "A" are in need of reconstruction or upgrading.

I recommend funding the three highest priority segments listed above for a total of \$2,837,000. I am recommending this amount be funded with a combination of deferred financing and sales tax revenue.

The list of seal coat projects for 2012 in priority order is as follows:

Proposed Seal Coating Projects - 2012

Priority	Route	From	To	Length (miles)	Width (feet)	Estimated Cost	Cumulative Total
1	CTH K	Laird Rd.	STH 213	3.7	23	\$87,500	\$87,500
2	CTH KK	CTH M	STH 59	4.2	23	\$99,300	\$186,800
3	CTH KK	STH 59	N County Ln.	5.0	23	\$118,200	\$305,000
	Totals			12.9		\$305,000	

I recommend funding the two highest priority segments for a total of \$186,800 with sales tax proceeds.

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. Projects for 2012 include:

Proposed Culvert Aid Projects - 2012

Route	Work Type	Estimated Cost	Cumulative Total
Carvers Rock Road	Design	\$16,000	\$16,000
Leedle Mill	Construction	\$50,000	\$66,000
Doerner Road	Construction	\$8,650	\$74,650
Hayner Road	Construction	\$11,750	\$86,400
Various Locations	Culverts	<u>\$53,600</u>	\$140,000
Total		<u>\$140,000</u>	

The four listed projects are all eligible federal aid projects. Therefore, federal funds will cover 80% of the project cost with local funds covering 20% of the cost. The amount listed is the County's 50% of the local cost or basically 10% of the total project cost.

It is estimated there will be \$95,000 of uncommitted funds available in the Town Bridge Aid fund at 12/31/11. The recommended 2012 Budget applies \$95,000 to 2012 costs, which reduces the tax levy required to \$45,000. This \$45,000 is exempted from the County levy limits under State Statutes.

Projects and funding requested under the Federal Aid Projects account are as follows:

Proposed Federal Aid Projects- 2012

Route	From	To	Length (miles)	Work Type	Project Cost	County Cost	Cumulative Total
CTH BT	CTH G	CTH S	3.0	Design #4	\$153,000	\$153,000	\$153,000
CTH G	Janesville	Beloit	Signals	Design #3	\$5,000	\$5,000	\$158,000
CTH H (Bass Cr.)	Bridge			Design#2	\$11,000	\$11,000	\$169,000
*Carvers Rock Road	Bridge			Design #1	\$32,000	\$16,000	\$185,000
*Doerner Road	Bridge			Construction	\$17,300	\$8,650	\$193,650
*Hayner Road	Bridge			Construction	\$23,500	\$11,750	\$205,400
*Leedle Mill Road	Bridge			Construction	\$100,000	\$50,000	\$255,400
Total					<u>\$341,800</u>	<u>\$255,400</u>	

*County Bridge Aid Project

In general, federal aid projects are funded with 80% federal / 20% local funds. The exception in the above list is CTH BT design #4 which is a cost share between the County and the City of Beloit for an amount above available federal design funds. There is currently \$130,000 of uncommitted funding in the Federal Aid Project fund, which can be applied to 2012 project costs. In addition, \$86,400 of funding from the Town Bridge account will be used to cover the County cost in this account. That leaves a total of \$39,000, which I propose to fund using sales tax revenue.

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 wherein the County provides matching funds for blacktopping and seal coating to municipalities. These amounts have been reduced over a number of years. However, Mr. Coopman is recommending the amount made available in 2012 be the same as the amount included in the 2011 Budget. These amounts are as follows:

County Aid for Road Construction

Unit of Government	No.	Each	Total
Towns	16	\$4,000	\$64,000
Large Cities	2	\$2,400	\$4,800
Small Cities	3	\$400	\$1,200
Villages	3	\$0	<u>\$0</u>
Total			\$70,000

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. In 2011, the charge is \$885 per centerline mile. Mr. Coopman has recommended the rate per mile be kept at \$885 for 2012. This is in recognition of the fiscal stress the towns are under even though it may not cover the cost for this service.

General Transportation Aids (GTA) is the primary source of State Aid for maintaining county trunk highways. GTA is the County's share of the fuel tax and registration fees collected by the State. The GTA for 2012 is estimated to be \$1,809,580 which is a decrease of \$186,179 or 9.3% from the prior year.

Winter Maintenance costs are dependant on the type of winter. Over the last four years costs for handling winter maintenance activities on the County Trunk System and town roads where the towns contract with the County for service have ranged from \$1,711,634 to \$2,891,650. Mr. Coopman is asking for \$1,930,707 for 2012. I have reduced this to \$1,870,707 or a reduction of \$60,000.

Equipment requests for 2012 include the following:

2012 Equipment Requests

Item	Unit Price	Qty.	Equipment Total	Cumulative Total
SINGLE AXLE PATROL TRUCKS	\$150,000	4	\$600,000	\$600,000
DITCH BANK MOWERS	\$10,000	2	\$20,000	\$620,000
RETROFIT QUAD AXLE TRUCK	\$20,000	3	\$60,000	\$680,000
SERVICE TRUCK SHOP	\$80,000	1	\$80,000	\$760,000
AUTOS	\$25,000	1	\$25,000	\$785,000
QUAD-AXLE DUMP TRUCKS	\$200,000	2	\$400,000	\$1,185,000
CRACK FILLER MELTER	\$70,000	1	\$70,000	\$1,255,000
SIGN TRUCK	\$180,000	1	\$180,000	\$1,435,000
MEDICAL VAN, USED	\$20,000	1	\$20,000	\$1,455,000
EXCAVATOR, RUBBER TIRED - USED	\$50,000	1	\$50,000	\$1,505,000
HYD. HAMMER (EXCAVATOR)	\$25,000	1	\$25,000	\$1,530,000
MOWING TRACTORS	\$30,000	1	\$30,000	\$1,560,000
LIGHT TOWER	\$15,000	1	\$15,000	\$1,575,000
RUBBER TIRED ROLLER, SELF PROPELLED	\$45,000	1	\$45,000	\$1,620,000
PICKUP TRUCKS	\$30,000	2	\$60,000	\$1,680,000
SELF-PROPELLED SHOP SWEEPER	\$20,000	1	\$20,000	\$1,700,000
COMPACTOR, PULL-BEHIND	\$15,000	1	\$15,000	\$1,715,000
WHEEL LOADER -Used	\$150,000	1	\$150,000	\$1,865,000
HYDRO-SEEDER	\$10,000	1	\$10,000	\$1,875,000
MESSAGE BOARD	\$15,000	1	\$15,000	\$1,890,000
GRAPPLE BUCKET, SKID STEER	\$8,000	1	\$8,000	\$1,898,000
UTIL TRAILER, 8'X10', AIRPORT	\$1,500	1	\$1,500	\$1,899,500
TRAFFIC COUNTERS	\$1,000	4	\$4,000	\$1,903,500
		TOTAL	\$1,903,500	

Capital equipment acquisitions do not necessarily 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 the

equipment is depreciated, it is paid for through charging cost centers (like winter maintenance) for its use. Over the years, the County is then "paid back" as the equipment depreciates.

I have reduced the budget for equipment to \$1,450,000 and leave it to Mr. Coopman and the Committee to prioritize the purchases.

The 2012 Budget also contains a request for \$225,000 for a variety of capital repairs and improvements to facilities. The requested 2012 capital improvement projects are as follows:

2012 Facilities Capital Projects

Description	Amount	Cumulative Total
DPW Lighting Update, Phase 2	\$75,000	\$75,000
Heater Replacement (Orfordville)	25,000	100,000
Security Fencing	<u>125,000</u>	225,000
Total	\$225,000	

I have recommended a total of \$100,000 which will cover the cost of each of the items with the exception of the security fencing. These items would be purchased with cash and depreciated.

The recommended tax levy for the Highway Division for 2012 operations is \$2,831,712, which is an increase of \$164,715 or 6.2%. \$119,715 of this increase must fall within the tax levy limits while \$45,000 is exempt from the levy limits.

The recommended tax levy for the Department as a whole (Highway, Airport and Parks) is \$3,794,862, which is an increase of \$176,599 or 4.9% compared to the prior year.

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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	26,040	26,040
Capital Outlay	0	0
Allocation of Services	0	0
Total Expense	26,040	26,040
Revenue	0	0
Transfer In	0	0
Fund Balance Applied	0	0
Tax Levy	26,040	26,040
Total Revenues	26,040	26,040

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 WRRTC is asking its member counties for a \$26,040 contribution in 2012 to serve as the local share. I recommend the \$26,040 appropriation, which comes from the tax levy. This is the same amount as the prior year.

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