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A. County Board

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Charter: County Board

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

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

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

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	177,200	177,200
Capital Outlay	0	0
Allocation of Services	0	0
Total Expense	177,200	177,200
Revenue	0	0
Fund Balance Applied	0	0
Tax Levy	177,200	177,200
Total Revenues	177,200	177,200

The largest expense in the County Board account is the Per Diem line item. That line item contains \$125,000 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.

Providing County Board members with their meeting agenda packets in a timely manner is a constant challenge. A few years ago, the U.S. Postal Service consolidated the regional processing center from Madison to Milwaukee, which has delayed by one-to-two days the delivery of agenda packets to County Board members. In some years, County Board members utilized the online website to access their agendas, but participation has waned in recent years. The Postal Service change has resulted in staff needing to prepare/mail agenda packets earlier, from mailing on Fridays, to mailing on Thursdays. On County Board meeting days, County Board members receive agenda packets for the following week's meetings at their desk saving substantial monies in the Postage line item. In 2017, the Postage line item is budgeted at \$2,400, the same amount as the prior year.

To increase the efficiency of the agenda preparation/distribution and follow-up, an agenda software product has been included in the Information Technology Department budget in the amount of \$33,000. Acquiring an agenda software package (in conjunction with purchasing computer tablets) would replace the paper-intensive agenda preparation process. The new system would allow County Board Supervisors to electronically view agendas and minutes, help staff record votes, more efficiently generate minutes, and communicate with departments on committee and County Board actions. A noticeable reduction in postage expenses will result in future years.

The cost of Public and Legal Notices is budgeted at \$13,198. This pays the cost of publishing minutes of County Board meetings in local newspapers. Both the Janesville Gazette and the Beloit Daily News publish the minutes.

Historically, the amounts fluctuated from year to year depending upon the specific newspaper that was paid. By agreement, the County pays one newspaper one year and the other newspaper the following year. In 2017, the Beloit Daily News will receive payment. Historically, its rates have been lower than the Janesville Gazette. Costs have come down over the recent period as a result of cost containment measures by the County Clerk.

The Publications, Dues & Subscriptions line item includes a variety of expenses totaling \$18,920. Most notable is \$12,332 for the Wisconsin Counties Association dues. Also included are dues to the Wisconsin Counties Utility Tax Association (WCUTA) in the amount of \$3,180. This group has lobbied successfully to increase the amount of Shared Utility Payments to local governments that host power plants, including Rock County. For 2017, the County anticipates receiving \$2,120,086 in Shared Utility Payments. Dues are based on 0.15% of that payment.

The budget contains \$5,820 under Training Expense and covers the costs for attending the annual Wisconsin Counties Association conference.

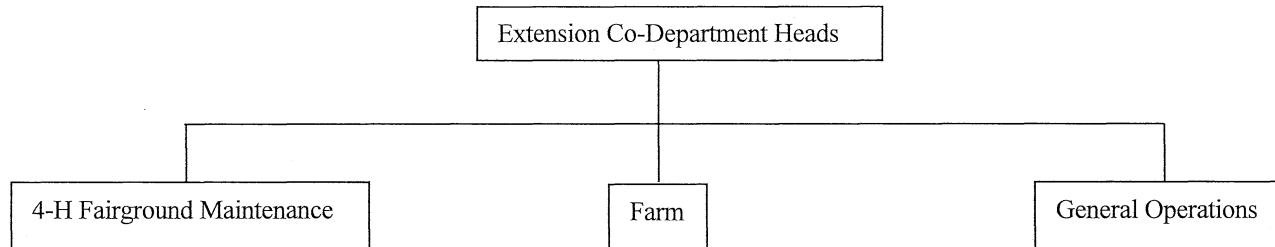
The recommended tax levy is \$177,200, which is a \$5,835 decrease or 3.2% less than the prior year.

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B. Agriculture and Land Conservation Committee

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University of Wisconsin Extension Program/4-H Fairgrounds Maintenance



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

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

Charter: U.W. Cooperative Extension Service

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

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

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

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

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

County-based faculty work with countless residents 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 extension of the University of Wisconsin knowledge and resources to cooperating agencies.

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

Information is available to citizens of the county through educational programs, applied research, printed materials, personal visits, telephone calls, local media, social media, teleconferences and webinars. Staff provide a link to resources available through the University, USDA and other agencies including 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 staff programming in:

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

Charter: U.W. Cooperative Extension Service

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

Local program priorities and areas of educational program emphasis include:

- a. Environmental Quality: Nutrient management planning leads to whole farm nutrient plans that reduce the threat to water quality and improve farm profitability.
- b. Risk Management: County-based educators foster programs to increase awareness among agricultural producers and agri-business to evaluate and manage risk in ways that meet their family and business goals.
- c. Pesticide Use and Pesticide Applicator Training: County-based educators provide training in pesticide use to area producers. Training is required by the Wisconsin Department of Agriculture in order for farmers to purchase restricted use chemicals.
- d. Farm Policy and Agricultural Public Policy: Rural/urban issues and policy continue to take on added significance as development occurs in rural areas. Issues arise concerning pesticide use, siting of livestock operations, manure management, land use,

and water quality. Extension collaborates with other departments in the ongoing development of policy.

- e. Crop Production and Pest Management: County-based educators share research-based information for local growers relating to new crop production technologies and pest management practices.
- f. Commercial Horticulture: Rock County has a strong Green Industry, and county-based educators provide research-based information to members of the green industry through field days and off-season workshops, as well as in-season diagnostic services.
- g. Home Horticulture: UW-Extension hosts the Rock County Master Gardener Volunteer Program, extending the reach of research-based horticulture information into the community through volunteer efforts. Horticulture education programs include the Rock County Community Garden program, the home horticulture help line and diagnostic services, and community outreach efforts for pressing horticultural issues and those of interest to Rock County residents.
- h. Farm to School and Local Food Systems: With increasing food insecurity across the county, county-based educators lead local Farm to School efforts through supporting local farmers for local food procurement, starting and supporting school gardens for in-school educational opportunities regarding food and food issues, and connecting community resources with schools for increased food security.

Charter: U.W. Cooperative Extension Service

Direct Marketing Alternative Agriculture

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

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

Family living program priorities include:

- a. Health Promotion and Education: Educational programs and policy surrounding healthy living for all ages. Programming to all of Rock County in the area of chronic disease prevention and management and

promotion of healthy lifestyles. (diabetes, obesity, heart disease...etc.)

- b. Strong Women/Men Programs: Program incorporates strength training, exercise and nutrition to build healthy lifestyles and the prevention of chronic disease in adults. Rock County UW Extension has provided local and statewide leadership in development and implementation of this evidenced based program.
- c. Nutrition Education: Wisconsin Nutrition Education Program (WNEP) staff educates youth and adults (30,000 educational contacts) with nutrition education in qualifying schools, food pantries, community organizations throughout Rock County.
- d. Food Safety: Programs provide individuals with knowledge about safe food handling, preparation, and storage practices.
- e. Community Food Security: Nutrition Education programs help limited resource families to achieve food security by teaching skills on managing food dollars, tracking spending, and planning nutritious meals.
- f. Parenting Education: Parenting education can help reduce child abuse and neglect. A partnership between Kiwanis and local hospitals results in the distribution of "Parenting the First Year Newsletter"

Charter: U.W. Cooperative Extension Service

for new parents. Extension Educators provide research-based parenting education and resources.

- g. Child Care: Family Living Programs support and provide educational training and continuing education to area childcare teachers and providers.
 - h. Family Economic Security: Educational programs help families meet future needs while keeping pace with day-to-day obligations. Programs help families manage their resources and improve their self-sufficiency.
 - i. Strengthening Families: County staff provides educational programs on topics including parenting, teen pregnancy prevention, childcare, nutrition, physical activity and healthy lifestyles.
 - j. Leadership Education: Educational programs in the area of leadership development are offered. (Emotional Intelligence, Working Through the Generations, Real COLORS personality program)
3. **Rock County 4-H Youth Development** Programs give young people a chance to learn important life skills, gain experience in teamwork and contribute to their communities. The Rock County 4-H Community Club Program consists of 1,328 members and over 450 adult volunteers. This represents the largest county 4-H Community Club Program in Wisconsin.

Local Youth Development priorities include:

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

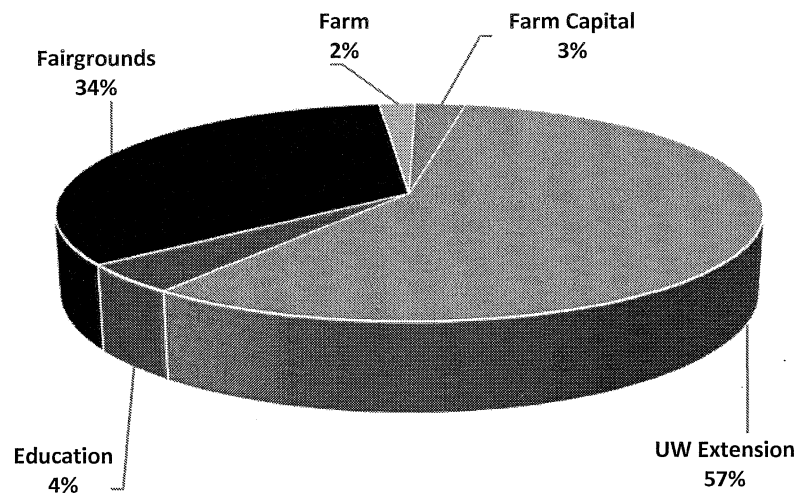
Charter: U.W. Cooperative Extension Service

- f. Youth Outreach Programs: County-based educators provide educational opportunities for youth outside of the traditional 4-H program. Staff collaborates with area schools and community centers to provide unique educational opportunities and build life skills for youth.
- g. 4-H Ambassador Program: County-based educators work with youth to promote, market and expand youth participation in 4-H.

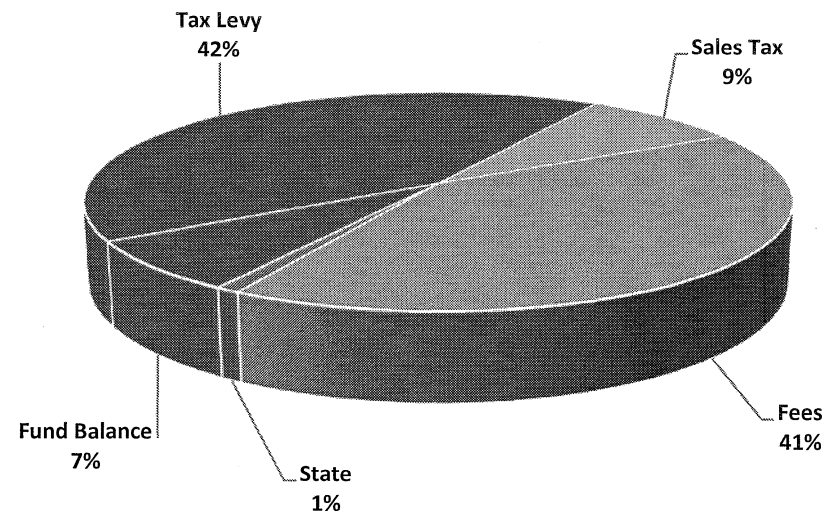
The Rock County UW Extension Department brings University of Wisconsin System knowledge and resources to people where they need it most – where they live and work. Educators’ network and partner with a variety of public and private agencies, organizations, nonprofits, schools, and other county departments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

**2017 BUDGET
UW EXTENSION**

EXPENDITURES BY PROGRAM



REVENUES BY SOURCE



Administrator's Comments

UW-Extension

Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	2.0	2.0
Salaries	75,498	75,498
Fringe Benefits	40,592	40,592
Operating Expense	240,502	240,502
Capital Outlay	2,205	2,205
Allocation of Services	0	0
Total Expense	358,797	358,797
Revenue	30,534	30,534
Fund Balance Applied	0	10,000
Tax Levy	328,263	318,263
Total Revenues	358,797	358,797

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

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

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

In 2017, the Office will receive \$5,534 in state aid from the UW-Extension system that covers a portion of the Office's postage costs. In prior years, the State would pay a fringe benefit supplement for the Extension staff that amounted to \$2,663, but the State discontinued this in 2016.

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

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

The UW-Extension professional staff complement now totals 12.65 FTEs and consists of the following full-time contracted professional educator positions:

<u>Position Title</u>	<u>FTE</u>	<u>State/County Funding %</u>
Agriculture Educator	1.0	60/40
4-H & Youth Development Educator	1.0	60/40
Family Living Educator	1.0	60/40
Horticulture Educator	1.0	60/40
4-H & Youth Development Educator	1.0	40/60
Nutrition Education Administrator	1.0	100/0
Nutrition Educators	6.65	100/0

In 2016, the 4-H & Youth Development Educator position was funded 40% State, 40% County, and 20% 4-H Youth Council. The Agriculture and Extension Education Committee, the UW Extension's governing board, approved a Memorandum of Understanding (MOU) that allowed "up to 20%" to be funded by the 4-H Youth Council. This action resulted in the County picking up the 20% previously allocated to the 4-H Council.

These UW-Extension professional positions do not appear on the County personnel roster as they are State positions. The 2017 cost for this contract is projected to be \$183,468, an increase of \$12,597 primarily as a result of the change in 4-H Youth Council funding.

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

The Department has proposed several reductions to line items, including telephone and travel and amount to \$3,500. The reductions are appreciated and recommended.

With regard to equipment, the department is requesting \$2,205 for replacement of three monitors, two memory upgrades and two Level-1 laptops. The equipment requests are recommended.

A program account created in 2016 was established to cover educational program expenses for such things as speaker fees, room rentals, and materials. The 2017 expenditure of \$25,000 is offset by \$25,000 in revenue that is derived from program fees. Both revenue and expenses are the same as the prior year. In prior years, the program generated revenue over expenses and \$5,000 of the excess revenue was used to reduce the tax levy. In years when excess revenue was more than \$5,000, the amount above \$5,000 was placed in the UW Seminar Collections balance sheet account. This account will have an estimated balance of \$43,486 at 12/31/16. No use of the account fund balance was budgeted in 2016 but I am recommending \$10,000 be applied in 2017.

The recommended tax levy for 2017 operations is \$318,263. This is an increase of \$14,985 or 4.9% from the prior year.

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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	129,500	129,500
Capital Outlay	67,000	67,000
Allocation of Services	0	0
Total Expense	196,500	196,500
Revenue	92,380	137,380
Fund Balance Applied	22,918	22,918
Tax Levy	81,202	36,202
Total Revenues	196,500	196,500

Rock County UW-Extension has traditionally been responsible for the management of the Fairgrounds. A significant transition in the fairgrounds management occurred in 2016 as Randy Thompson, who personally handled this function since his time as Office Chair, retired from his role as Fairgrounds Coordinator, which was paid through a contract with Manpower for approximately 10 hours/week. In addition to the coordinator position, a maintenance worker at approximately 35 hours/week was also contracted through Manpower. Both positions were budgeted in the Repair and Maintenance Services account. The Repair and Maintenance Services account totaled \$40,000 in 2016. In 2016, the coordinator and maintenance worker retired and efforts to obtain personnel through Manpower were unsuccessful. Consequently, the County sent out a request for proposals and contracted with Mr. Brian Paul (doing business as Butterfly Ridge, LLC) to undertake the management and maintenance of the Fairgrounds. The 2017 budget is \$87,600, an increase of \$47,600 from the 2016 amount.

Mr. Paul's duties are supervision of on-going maintenance of the Fairgrounds, Fairgrounds budget administration, Fairgrounds rental and use administration, acting as a liaison with the 4-H Fair Association and other groups, and responsibility for overall facility and grounds maintenance.

In 2016, completed capital projects included electrical upgrades. Painting of various buildings and fence upgrades are planned to be completed by year end. Unspent monies will be carried over into the 2017 budget.

In 2017, capital projects are:

1. Roof repairs to various buildings
(Museum, Craig Center, Bathroom,
Dairy and Beef Barns) \$30,000
2. Craig Center air conditioning \$15,000
3. Bathroom repairs/updates \$10,000
4. Craig Center interior update \$ 7,000
5. Miscellaneous repairs \$ 5,000
- Total \$67,000

Among the 2017 projects, the Craig Center air conditioning could prove the most beneficial as it could lead to increased rentals. The capital projects are recommended with \$45,000 of sales tax revenue and \$22,918 of fund balance carryover from prior years' unspent capital project revenue.

Fairgrounds revenue is comprised of \$69,380 from cell tower lease payments and \$23,000 from renting the facilities and grounds to private parties, non-profit enterprises, trade shows, or businesses during the year. I would note that outside of the Fair, the Fairgrounds are used 240 days per year, during which there are one or more events scheduled.

As a result of the change in the management and maintenance of the fairgrounds, the 2017 budget includes a tax levy for the first time in many years in the amount of \$36,202.

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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	11,300	11,300
Capital Outlay	17,791	15,791
Allocation of Services	0	0
Total Expense	29,091	27,091
Revenue	128,000	126,000
Fund Balance Applied	10,791	10,791
Tax Levy	(109,700)	(109,700)
Total Revenues	29,091	27,091

Rock County successfully operated a County Farm for many years. The operation evolved from one where residents of the institutions provided farm labor with the farm produce used in the institutions to a commercial venture with the public purpose being the educational programming it provided. As a commercial venture, the County Farm went from operating with a profit for many years to operating with a financial loss in 2002. This prompted the County Board to discontinue the Farm operation and begin renting out the farmland in 2004 under a lease.

The Farm operation revenue stream consists of three areas: farm lease, research plot sales and community garden sales.

In 2017, the farm lease will be in the 2nd year of a three-year term and covers 391 acres. The successful bidder pays \$267/acre for 2017, a decrease from \$357/acre under the prior lease. The lower rate reflects current softening market conditions. There are no operating expenses associated with this activity.

The University of Wisconsin Extension runs research plots on 35 acres of farmland under the guidance of UW-Extension Agriculture Educator Nick Baker. Acreage was increased from 27 acres to 35 acres through reclaiming unused land that was no longer needed for the Rock Haven facility. These research plots support UW-Extension programming in agricultural sciences at both the county and state level. Some of the trials are multi-year to provide an unbiased comparison of yield performance. In 2017, the County will receive \$12,367 in proceeds from the sale of crops grown on research plots. The proceeds more than offset the \$9,000 cost of production.

In recent years, the Delong Company and Pioneer Seed donated a large percentage of the seed needed for plot based research. This further decreased the plot expenses leading to highly valued research, while maintaining profitability of the plot area of the Rock County Farm. It is envisioned that the donations will continue into the future, but the budgeted

operating supplies will be conservatively estimated for 2017 without donated supplies.

The research projects planned for 2017 include but are not limited to:

2017 Trials and Research Plots:

Corn, Soybean and Companion Crop Variety Trials including cultivar trials (multi-year), Corn Herbicide Efficacy Trials (multi-year), Companion Cropping systems in Corn Production, Impact on Post Emergence Weed Control on Greenhouse Gas Emission in Corn, Late Season Weed Competition in Corn and Soybeans, and Cover Crops relationship to nutrient containment after crop harvests. Additionally, 5 acres will be used by the University of Wisconsin Corn Research Program for long term continuous corn studies. In 2017, additional trials in tillage methods and nitrogen rates will begin to determine how they affect corn production.

In 2017, a field day will be held at the Rock County Farm connecting Rock County Extension Staff, University Specialists, Industry Partners, and Local Producers furthering the educational benefits provided by the Rock County Farm.

In 2017, several graduate students from the Agronomy and Soil Science departments will be working with Mr. Baker on the research plots at the Rock County Farm. All of these trials mark a unique opportunity to do local research with the assistance of UW researchers that will improve the future management of farms in Rock County and statewide.

Mr. Baker reports a strong interest in the community gardens project. In 2016, the charge for the 180 rented plots was set at \$35 each (or two for \$60). In 2017, revenue is projected at \$3,900, a slight decrease of \$215 from the prior year due to an increasing number of users renting multiple plots. A joint effort between UW Extension and the Rock County Sheriff's Office RECAP program continues into 2017 that covers mowing and weeding.

In 2017, operating expenses to support the community garden project are estimated at \$500. The operating expenses include utilities that support the research plot program, the community garden, as well as water needs for the RECAP program gardens. This amount is \$100 higher than 2016 due to an increase in expected water expenses for the community gardens in 2017.

The 2017 budget continues the Educational Lease Program allowing tractors to be used in research plots and community garden areas helping keep costs down. The tractors each cost \$1 for the year and enable the use of the modern technology and more dependable equipment with the newest safety features.

In summary, operating revenue and operating expenses in the 2017 Budget are composed of the following:

	Revenue	Expense	Net
Lease of 391 Acres	\$104,397	\$ 0	\$104,397
Crop Sales – Research Plots	12,703	9,000	3,703
Community Garden Plots	3,900	2,300	1,600
Total	\$121,000	\$ 11,300	\$109,700

A capital account was established in 2015 to cover the capital needs of the County Farm. The equipment lease program allowed the sale of outdated equipment with the proceeds used to start a capital projects account for the County Farm. The account's fund balance at 12/31/16 was \$10,791.

For 2017, sales tax funds in the amount of \$7,000 and the \$10,791 of fund balance carryover revenue are requested to replace outdated nonfunctional tillage equipment. The requested purchase of a disk soil finisher will allow UW Extension staff to conduct all of the tillage needed for the Research Plots as well as the community garden plots reducing operating expenses associated with custom tillage. Having this piece of equipment will also be beneficial as it can be used in the new tillage and nitrogen rate corn trials beginning in 2017. The current tillage equipment is more than 30 years old and has excessive wear. Even if it is repaired, the design is not conducive to

be functional in modern cropping systems. I am recommending \$5,000 in sales tax and the \$10,791 of fund balance that will allow for a purchase of the requested equipment, albeit at a slightly lower equipment purchase budget.

Total recommended expenditures for the 2017 Farm budget are \$27,091. Subtracting the expenditures from total projected revenues of \$136,791 a net revenue of \$109,700. This net income is used to reduce the overall county tax levy by an equal amount. This amount is \$3,915 less than the prior year's transfer to the general fund to support county operations.

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Land Conservation Department

General Operations

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

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

Charter: Land Conservation

1. Land and Water Resource Management Program.

Staffing costs for this program is funded through the Land Conservation Account. Cost sharing for installation of Best Management Practices (BMP) is funded under the Land and Water Resource Management (LWRM) account.

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

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

Standards

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

- e. Develop and submit an annual accomplishment report to DATCP and DNR.
- f. Retain copies of all documents associated with program administration.
- g. Administer the Rock County Animal Waste Management Ordinance (Chapter 4.90). Evaluate the fee schedule associated with the Ordinance on an annual basis.

2. Technical Services

This program is funded through the Land Conservation Account.

Provide 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.

Charter: Land Conservation

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

This program is funded through the Land Conservation Account.

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 (Chapter 4.10)

This program is funded through the Land Conservation Account

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

Standards:

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

5. Farmland Preservation Program

This program is funded through the Land Conservation Account

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.

Charter: Land Conservation

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. Citizens Water Quality Monitoring

This program is funded under the Land Conservation Account.

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.

7. Tree and Shrub Sales Program

The sales of trees and shrubs is funded through the Land Conservation Account, the tree planter account is used specifically for rental fees of equipment and maintenance of same.

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

Standards:

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

8. Wildlife Damage Abatement and Claims Program

This program funding is identified in the WDACP account.

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:

Charter: Land Conservation

- 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.

9. Clean Sweep Program

This program is funded through the Clean Sweep Account.

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.

10. Gypsy Moth Suppression Program

This program is funded through the Gypsy Moth Account.

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. It is estimated that five blocks will be investigated in 2015-2016. Of the five blocks, staff estimate only one block will be treated. Each of the identified blocks will be surveyed during the fall of 2015 to determine the extent of infestation and eligibility for cost share funding. After the determination has been completed and discussions with Landowners and Beloit Township have been completed, a grant application will be filed with the DNR for the eligible spray block(s). 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.

11. Purchase of Agricultural Conservation Easements (PACE)

This program is funded through the PDR/PACE account.

The goal of this program is to purchase Agricultural Conservation Easements to protect Rock County's Agricultural Working Lands. The Master Plan was approved in early 2011 by the County Board Resolution. The LCD has commenced with the implementation phase

Charter: Land Conservation

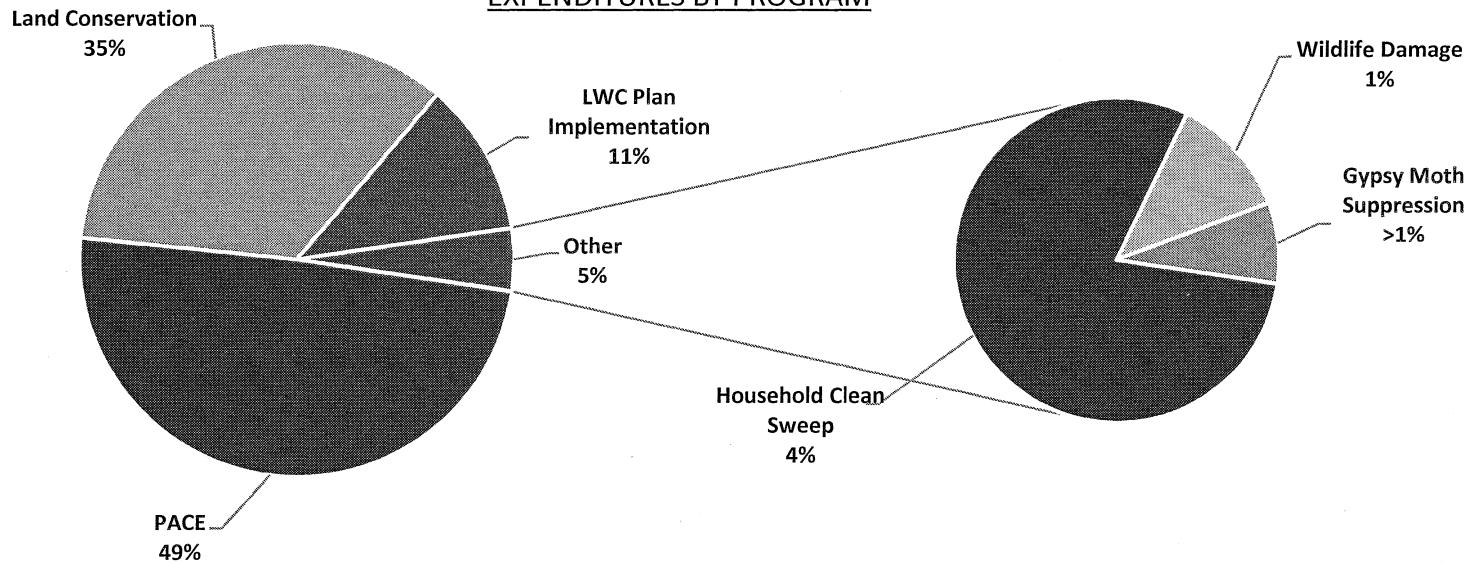
of this program. Activities associated with the implementation, include but is not limited to, the standards listed below.

Standards:

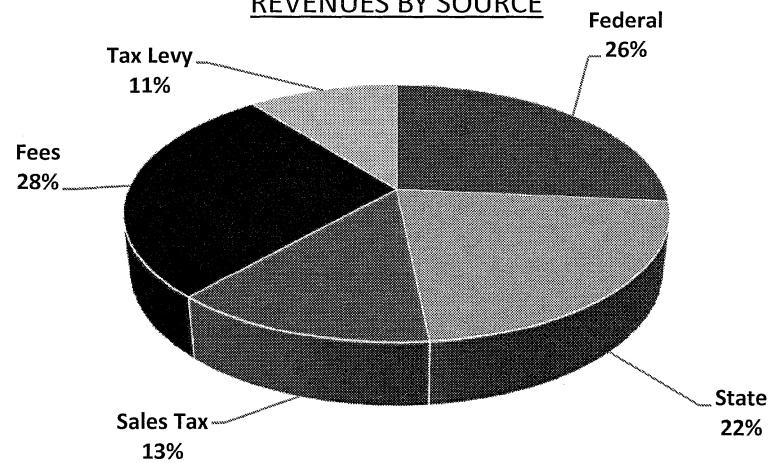
- a. Conduct all information and education activities;
- b. Conduct negotiations with landowners for purchase of conservation easements;
- c. Provide assistance to landowners to complete local, state, federal, and other funding applications;
- d. Coordinate program activities with the PACE Council and Land Conservation Committee USDA-NRCS.
- e. Recommend applications to the PACE Council and Land Conservation Committee for funding considerations.
- f. Recommend program changes to the PACE Council and LCC for consideration.
- g. Provide assistance to all aforementioned parties to complete the purchase of the agricultural conservation easements.
- h. Seek alternative funding sources.

2017 BUDGET LAND CONSERVATION

EXPENDITURES BY PROGRAM



REVENUES BY SOURCE



Administrator's Comments

Land Conservation

Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	5.75	5.75
Salaries	322,097	322,097
Fringe Benefits	149,316	149,316
Operating Expense	301,736	301,736
Capital Outlay	601,050	601,050
Allocation of Services	(61,709)	(61,709)
Total Expense	1,312,490	1,312,490
Revenue	1,151,691	1,151,691
Fund Balance Applied	1,400	1,400
Tax Levy	159,399	159,399
Total Revenues	1,312,490	1,312,490

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

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

The Department's main account includes fees generated through these programs. Fees generated by the Farmland Preservation Program are also included. New state standards are being implemented, which have caused some participants to leave the program. Mr. Sweeney requests to use ATC funds, rather than reduce staff, to balance out the decreased level of services as the department anticipates an increase in participation in a few years. \$20,000 was budgeted for this purpose in 2016, but it was not spent due to staff vacancy savings. In 2017, Mr. Sweeney requests ATC funding of \$17,000. The main account also includes state aid to operate the office. Mr. Sweeney notes that we are the second highest funded county in Wisconsin for state aid. This is a reflection of the Land Conservation Department's quality staff and good programming.

In 2009, Rock County began development of the PACE program and purchased its first conservation easement in 2013. Initially, the State was to provide a portion of the funds required to match federal program funds. However, in 2011 the State defunded the program, leaving the County responsible for the entire local match. The County Board on two occasions

directed that funds (from the environmental impact fee paid by ATC and the sale of County farmland) be deposited into a separate fund to support the PACE program. Since the program began, four easements have been purchased valued at \$1,414,000 and one easement has been donated valued at \$122,000. Three additional easements are in process and may be purchased before the end of 2016. It is estimated that the PACE fund balance at the end of 2016 will total approximately \$494,855. Based on a cash flow analysis to estimate future funding needs, the County Board adopted a resolution in September 2014 directing that \$200,000 in sales tax proceeds be dedicated to PACE annually. The 2017 budget anticipates that three to four easements will be purchased at a total cost of about \$600,000, of which about two-thirds is federally funded and one-third is funded by County funds. If only County funds are available, it is anticipated that only one to two easements will be purchased. The County bears the entire cost of appraisals, insurance, and costs to administer the program.

Cost allocations are included in the 2017 budget to account for staff time administering various programs. The requests include: Wildlife Damage (\$2,000), Clean Sweep (\$17,709), Gypsy Moth (\$3,000), and PACE (\$39,000). Thus, the recommended Cost Allocation for 2017 is \$61,709.

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

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

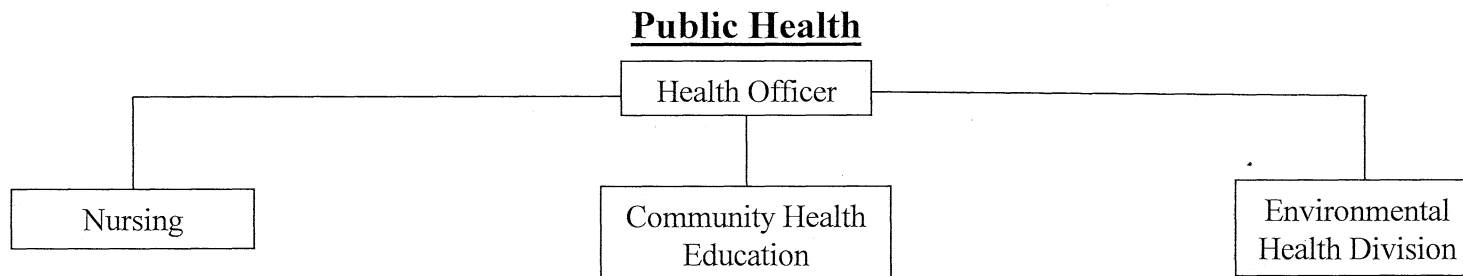
The Clean Sweep Program offers Rock County residents a safe and affordable method to dispose of all hazardous household and agricultural chemical wastes. The Land Conservation Department has managed the program since 2002. Since 2008, the Clean Sweep Program has been an annual event. At the direction of the Land Conservation Committee, ATC revenue funds the program in addition to grants. The funds pay for hazardous waste vendor services. Participating local agencies provide in-kind services such as information and education materials, staffing for events, and program administration. Several municipal agencies regularly assist with the Clean Sweep program. Their contributions are appreciated and contribute to the continued success of the program.

The recommended tax levy for 2017 operations is \$159,399. This is an increase of \$863 from the prior year.

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C. Board of Health

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Present Personnel (Full Time Equivalent)	
1.0	Health Officer
1.0	Assistant Director
2.0	Public Health Nursing Supervisor
1.0	Community Health Education Coordinator
2.0	Health Educator
1.0	Environmental Health Director
1.0	Environmental Health Supervisor
7.0	Sanitarian II
0.4	Sanitarian I
12.4	Public Health Nurse
0.8	Environmental Health Technician
3.4	Public Health Support Specialist
1.0	Administrative Secretary
1.0	Account Clerk II
35.0	Total

Summary of Personnel Modifications		
	<u>Dept. Request</u>	<u>Admin. Rec.</u>
New Positions	0	0
Reallocations Environmental Health Technician to Sanitarian I	0.4	0.4
Deletions	0	0
Reallocations	0	0
Reclassifications	0	0
Re-Titles	0	0
Upgrades	0	0

Charter: Public Health Department

PUBLIC HEALTH DEPARTMENT

The Rock County Public Health Department (RCPHD) creates and maintains conditions that keep the residents of Rock County healthy. The department works to improve physical, behavioral, environmental, social and economic conditions by the following.

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

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

COMMUNITY HEALTH EDUCATION/ EMERGENCY PREPAREDNESS

We 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. The goal of community 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.

We assess public health emergency preparedness educational needs, implement education and training programs, as well as develop and maintain public health emergency plans.

PUBLIC HEALTH NURSING

The Public Health Nursing Division provides public health nursing services to individuals and families, which will help to achieve, maintain, and ensure optimal health for the community as a whole.

Communicable Disease Control

Communicable disease control is a state-mandated public health service. Public health nursing services in communicable disease control are focused on three major functions:

- Preventing the occurrence of all diseases which can be prevented by immunizations; activities include:
 - Providing immunization clinics for childhood and adult vaccines
 - Providing immunization services and communicable disease guidance to travelers
 - Monitoring immunization rates
 - Offering consultation services to clients who are in need of immunization information
 - Educating communities, schools, and providers about improving immunization rates
 - Conducting mass clinic exercises to maintain capacity to response to a communicable disease outbreak.
- Controlling the spread of the 80 plus state mandated reportable acute and communicable diseases by prompt investigation and community education; activities include:

Charter: Public Health Department

- Contacting clients diagnosed with communicable diseases to educate, inform, and monitor treatment (nearly 1500 cases/contacts per year)
 - Educating contacts to clients with reportable diseases about signs and symptoms, testing, treatment, and prevention strategies
 - Updating and consulting with community partners about changes in communicable disease reporting and treatment guidelines
 - Investigating outbreaks of communicable illness in high-risk settings such as nursing homes.
 - Providing consultation to clinical providers and residential facilities regarding best practices in communicable disease treatment and prevention
- Maintaining ongoing surveillance of diseases in the community; activities include:
- Reviewing communicable disease data and information to determine what communicable diseases are occurring in the county
 - Following up with reports of illnesses and potential outbreaks
 - Communicating with infection disease professionals locally and at the State of Wisconsin.
 - Providing for active monitoring of travelers returning to the United States from areas experiencing emerging disease outbreaks (i.e. Ebola, measles)

Maternal And Child Health Services

The goals of home visiting services to at-risk families in Rock County include:

- Promote positive health behaviors
- Reduce the risks associated with sub-optimal reproductive health of mothers
- Promote the growth, development, and optimal functioning of infants, children, and youth
- Reduce racial disparity in birth outcome and prevent injury and disability.

- Collaborate and coordinate services with other providers in the community

The Healthy Families First home visiting program is offered to women and families expecting a child or parenting an infant. Referrals are accepted for a woman/family that has an increased risk of prematurity, a risk to infant development, or another factor for which the family needs additional support. This is the only home visiting program in the county to provide these services to at-risk families regardless of their income status. This service is designed to build a helping relationship between a professional nurse and family, the only home visiting program in Rock County to do so. Through the nurse-family relationship, support is provided to partner with the family through a time of great transition. During pregnancy the nurses use the curriculum "Partners for a Healthy Baby", and into infancy, the "Bright Futures" curriculum. This service is voluntary, and dependent on a family's acceptance of service. The division provides approximately 2,700 home visits yearly.

In 2014, the Wisconsin Medicaid system mandated that all Health Maintenance Organizations serving pregnant women through Wisconsin Medical Assistance, and residing in identified counties in Wisconsin, develop a systematic plan for addressing risks caused by certain social determinants of health. The health department worked collaboratively with all local HMOs to inform, educate and develop procedures related to referral into the health department's prenatal care coordination and Healthy Families First home visiting program to assist them in meeting this directive. Nurses also co-visit with Early Head Start, assisting with their health assessment of clients and assuring that services are provided in a family-centered model with minimal duplication of services.

Nursing Health Promotion

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

Charter: Public Health Department

Public Health Nurses work in cooperation with our Health Educators to provide community health education and outreach. Highlights of working with populations to enhance health include

- teaching and facilitating health classes related to depression risk and fall risk in adult populations
- dog bite prevention
- access to affordable health care
- health effects of radon and other environmental health risks
- Breastfeeding promotion
- Mental health awareness through early intervention services
- Participation in local health fairs
- Active consultation and participation in the county employee wellness committee and events

Because the function of a public health nurse involves a holistic approach to the health of the family, it is not unusual to have a call or visit that the nurse was planning to make for child health or communicable disease direct itself toward the nurse providing navigation to necessary community resources and health practices for the needful adult.

Public health nursing in this category essentially combines elements of all core public health functions, assessment, policy development, and assurance. The nursing division works with community groups, local homeless shelters, schools, pregnancy helplines and others to assure that the county has a resource for engagement on varied issues related to public health in our area.

Family Health Clinic

The Family Health Clinic provides services that transverse the Communicable Disease Control Program, Healthy Families First Program, and Adult Health Program. These clinics provide a needed service and also make available a way to identify clients and families who may need extended services through other program areas. The goal of the Family Health Clinic is to provide Rock County citizens low-cost nursing clinic services that provide health assessment, health information, and appropriate referrals.

Vision screening, tuberculosis screening, health consultation and resource and referral are common areas of health support given to citizens in the family health clinic.

ENVIRONMENTAL HEALTH

The Environmental Health Division works 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.

Administrating local and state regulations is one avenue to carry our responsibility, however greater community impact results from educating owners and operators of licensed facilities, and acting as an informational resource for citizens' drinking water, pests, radon and other concerns. Efforts to collaborate with businesses, nonprofits, and other governmental agencies to address environmental health issues increase the positive impact of public health in Rock County. The Environmental Health Division prevents or reduces the cause of injury or illness as well as works to improve the health of citizens and visitors to Rock County through the delivery of services in the following six (6) program areas.

Food Protection and Public Lodging Programs

The food protection and public lodging program activities are conducted through contracts with the State of Wisconsin Department of Health Services and the Department of Agriculture, Trade and Consumer Protection, accounting for 846 public food and lodging permits. Contract activities include annual routine inspections; recheck inspections, review of new businesses or change of ownership, food borne outbreak investigations, school lunchrooms, vending machines, and citizen complaints. Education of community food establishment owners and staff is a primary responsibility that promotes long-term food safety practices.

Each year citizens eat more meals from licensed retail food establishments and restaurants. Our food supply is derived from a multitude of sources and

Charter: Public Health Department

processes. Proper food safety practices in our community food establishments are an important public health function.

Having the interstate coursing through the center of Rock County brings the opportunity for food and lodging businesses to locate in our community. The public expects a safe and enjoyable experience while dining out or traveling.

Recreational Health and Safety Programs

Many recreational opportunities exist in Rock County for residents and visitors; beaches (3), pools (70), recreational educational camps (3) and campgrounds, accounting for three (3), and twenty four (24) licensed facilities respectively.

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

Community Health and Safety Programs

The Community Health and Safety programs are resources used by Rock County residents for reducing or eliminating 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. Approximately three hundred (300) requests from citizens are received annually for human health hazard concerns.

Rabies occurs in the wild life of Rock County. Each year around four hundred (400) animal bites are experienced by people in Rock County. All are followed by our staff for a ten day period to exclude the possibility of rabies. Collaboration with emergency rooms, health clinics, veterinary clinics, local law enforcement and animal care facilities are necessary to successfully implement this program. A low cost rabies clinic is provided each year through collaboration with a nonprofit group.

Contracts with the State of Wisconsin Department of Safety and Professional Services and the Department of Health Services authorize the Health Department's licensing of mobile home parks and tattoo/body piercing establishments respectively, accounting for twenty three(23) mobile home parks, and twelve(12) tattoo/body piercing establishments. Licensed facilities are inspected annually and other investigations as needed; such as disease outbreak investigations, responding to citizen complaints and rechecks for compliance with high risk violations.

Community Drinking Water Protection

Every person and business in Rock County depends on a daily source of clean drinking water. In this part of Wisconsin, groundwater is our sole water supply source. In addition to the municipal water supply systems in our community, there are approximately 13,000 private 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 bacterial and chemicals. Well testing programs are brought to towns to provide a convenient opportunity to check private well water quality. A contract with the Wisconsin Department of Natural Resources sample one hundred fifty (150) wells at restaurants, campgrounds and business that offer drinking water to the public.

Drinking water protection by writing response plans for businesses and coordinating unwanted pharmaceutical collection are additional services delivered by the Rock County Health Department. Approximately sixty five

Charter: Public Health Department

(65) facilities require emergency response plans and in 2014, approximately 4,600 pounds of unwanted pharmaceuticals were collected.

Private Onsite Wastewater Treatment System Program

Proper treatment of wastewater has been instrumental in the reduction of communicable disease over the last century. For those living in a city or village, sewage is collected in a distribution of underground piping and treated in a central location to remove pathogens and chemicals before being discharged to a river or stream. Approximately thirteen thousand (13,000) homes and businesses outside municipal boundaries depend on their own means for treating wastewater called private onsite wastewater treatment systems, or POWTS. The Private Sewage Program regulates and monitors the installation of the POWTS and the soil testing necessary to design and install a POWTS for the purpose of protecting the public health and environment.

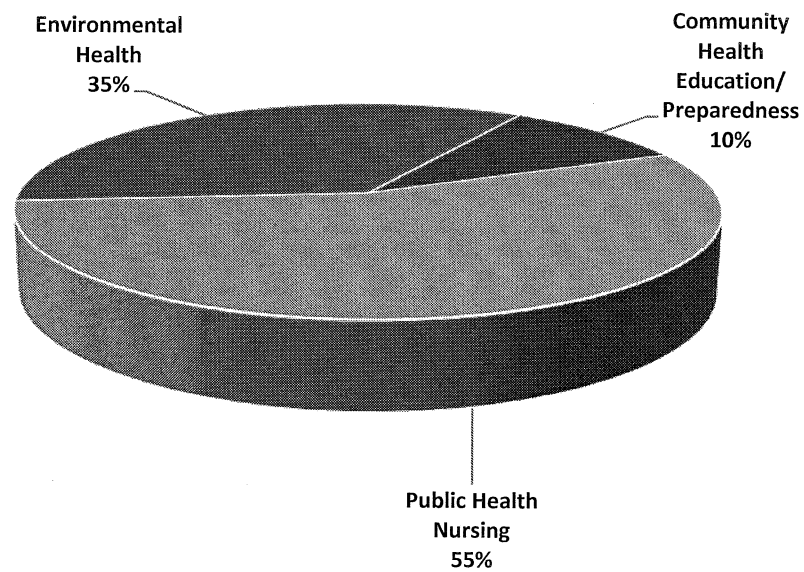
All new installations and replacement POWTS require a permit and must be inspected by the Health Department during construction. Before a permit is issued a soil evaluation must be conducted on the property to ensure that proper soils exist for the disposal and purification of the wastewater. Also, no building can be constructed in an area without public sewer unless permits have been issued to install a POWTS. The program monitors the maintenance, operation, and servicing of all new and existing POWTS in the County. The program is regulated under the authority of chapter 145, Wisconsin State Statutes, chapter DSPS 383, Wisconsin Administrative code and the Rock County Public Health Ordinance.

Laboratory Services Program

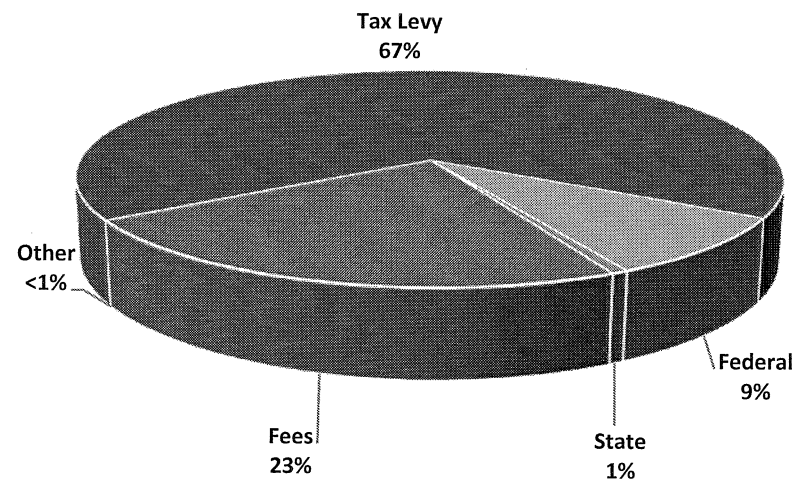
The laboratory provides a convenient local service for the Rock County citizens to test the drinking water quality of their private water wells. Along with the test results, department staff are available to explain the health consequences, possible solutions and explore potential causes of an unsafe drinking water sample. In a typical year the lab will complete over two thousand water tests. Public health recommendations are for private well owners to test their water once a year.

2017 BUDGET PUBLIC HEALTH

EXPENDITURES BY PROGRAM



REVENUES BY SOURCE



Administrator's Comments

Public Health

Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	35.0	35.0
Salaries	2,100,861	2,069,528
Fringe Benefits	1,000,443	985,754
Operating Expense	875,165	875,165
Capital Outlay	200	200
Allocation of Services	(283,824)	(283,824)
Total Expense	3,692,845	3,646,823
Revenue	1,198,079	1,198,079
Fund Balance Applied	0	0
Tax Levy	2,494,766	2,448,744
Total Revenues	3,692,845	3,646,823

The Public Health Department performs a wide variety of services in the areas of Public Health Nursing, Environmental Health, and Community Health Education. 2016 marks the first full year of Marie-Noel Sandoval as the Rock County Health Officer.

Each year, the Public Health Department reviews the rates it charges for permits and services to help fund services and recommends changes. Minor rate adjustments are requested for various charges and permits in 2017. The rate schedule noting the changes in 2017 appears at the end of my comments. I am recommending the proposed permit fee and service charge increases as part of the budget. Overall, revenue in the department's main account is down \$30,051 or 3.3%. A large portion of the decrease can be attributed to less revenue for the Prenatal Care Coordination and HealthCheck for Medical Assistance clients, as well as a decreasing number of immunizations and vaccines provided due to the effects of the Affordable Care Act.

In 2017, the Cost Allocation line item is budgeted at \$283,824, a decrease of \$60,439 or 17.6% from the prior year. The decrease can be attributed to the phase out of the Fetal Infant Mortality Reduction (FIMR) grant and the HUD Lead Hazard grant. The losses place additional pressure on the tax levy.

In 2017, Cost Allocations includes reimbursement for staff time linked to the various grant programs including Emergency Preparedness for public health outbreak planning (\$91,116), Maternal and Child Health grant for at-risk newborn case management (\$76,850), Immunization grant that provides vaccinations for eligible residents (\$42,380), Housing and Urban Development grant for newborns that are at risk of lead paint exposure (\$24,225), and the Local Emergency Planning Committee (\$15,000).

Ms. Sandoval is undertaking a strategic planning process to identify future needs and the future direction of the department. During 2016, several personnel requests were approved that began to realign the department's resources towards the department's strategic planning process and included:

1. Establishment of an Assistant Director position
2. Establishment of an Environmental Health Supervisor to reflect the increasing workload
3. Establishment of a Community Health Education Coordinator position to assist in promoting community health initiatives
4. Addition of a 0.4 FTE Sanitarian I

The above positions were primarily cost neutral through reallocating vacant staffing resources.

In 2017, changes at the state level require duties performed by Environmental Health Technician position be performed by a Sanitarian I position. A request to reallocate a 0.4 FTE Environmental Health Technician to a Sanitarian I is requested and recommended.

Based on past trends, I am recommending a 1.5% vacancy factor be used for the Public Health Department.

The Public Health Department has requested \$200 in Terminals and PCs for replacement of a portable printer which is recommended.

The recommended tax levy for 2017 operations is 2,448,744, which is an increase of \$97,012 or 4.1% from the prior year.

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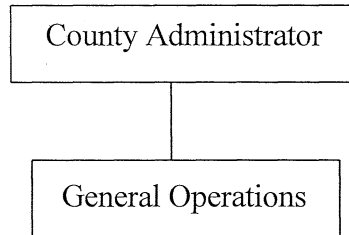
Proposed 2017 Rock County Health Department Public Facility Service Charges and Fee Schedule

	<u>2016</u>	<u>2017</u>		<u>2016</u>	<u>2017</u>
<u>Private Sewage Program</u>			<u>Mobile Home Parks</u>		
Conventional Systems	\$440.00	\$445.00	1-20 Sites	255.00	260.00
Holding Tanks	465.00	470.00	26-50 Sites	360.00	365.00
In-Ground Pressure	565.00	570.00	51-100 Sites	415.00	420.00
Mound System	565.00	570.00	101-175 Sites	575.00	580.00
Treatment Tank	315.00	320.00	176+ Sites	605.00	610.00
At Grade	565.00	570.00			
Reconnections & Non-plumbing	210.00	210.00	<u>Restaurants</u>		
Permit Renewal	110.00	110.00	Regular (simple, moderate complex)	515.00	525.00
Soil Test Recording Fee	75.00	75.00	Limited Food Service	170.00	175.00
Wisconsin Fund Application Fee	150.00	150.00	Special Organization	170.00	170.00
Plumbers Re-inspection Fee	75.00	75.00	Add'l Independent Food Operation	115.00	115.00
Transfer Fee	50.00	50.00			
<u>Milk Vending Machines</u>	10.00	10.00	<u>Contract Services (School Lunch Rooms)</u>		
			Contract/Services-DPI Regular	505.00	510.00
<u>Pools and Camps</u>			Contract/Services-DPI Limited	170.00	170.00
Swimming Pools	295.00	300.00			
Swimming Beaches	295.00	300.00	<u>Retail Foods</u>		
Recreation/Education Camp	295.00	295.00	Specialty Grocery	290.00	295.00
			Retail Eating Establishment	520.00	525.00
<u>Campgrounds and Special Event Campgrounds</u>			Full Service Grocery	1,020.00	1,025.00
1-25 Sites	240.00	245.00	Limited (pre-wrapped sandwiches)	170.00	175.00
26-50 Sites	310.00	315.00			
51-100 Sites	365.00	370.00	<u>Temporary Restaurant & Retail Food Operations</u>		
101-199 Sites	415.00	420.00	Temporary – Annual	145.00	145.00
200+ Sites	510.00	515.00	Temporary – Six Day	95.00	95.00
Special Event Campgrounds	220.00	225.00	Temporary – Three Day	50.00	50.00
			Temporary – Nonprofit	40.00	40.00
<u>Hotels and Motels</u>					
5-30 Room	310.00	315.00	<u>Mobile Restaurant & Retail Food Operations</u>		
31-99 Rooms	410.00	415.00	Mobile Vehicle – Full Service	200.00	200.00
100-199 Rooms	510.00	515.00	Mobile Vehicle - Limited	135.00	135.00
200+ Rooms	565.00	570.00	Mobile Service Base – Full Service	345.00	345.00
Tourist Rooming House	150.00	150.00	Mobile Service Base - Limited	145.00	145.00
Bed and Breakfast	150.00	150.00			
<u>Other Fees</u>			<u>Tattoo and Body Piercing</u>		
Permit Late Fee July 1 st through July 10 th	75.00	75.00	Body Piercing Establishments	180.00	185.00
Permit Late Fee July 11 th through July 15 th	100.00	100.00	Body Piercing & Tattoo Establishment	290.00	295.00
Re-inspection Fee- Minor	75.00	75.00	Tattoo Establishment	180.00	185.00
Re-inspection Fee – Major	225.00	225.00	Temporary Tattoo or Piercing Establishment	180.00	185.00
Corrective Training	100.00	100.00	Temporary Tattoo/Piercing Establishment	290.00	295.00
Training Material	35.00	35.00			
			<u>Drinking Water Tests</u>		
			Bacteria	22.00	24.00
			Nitrate	22.00	24.00

D. County Board Staff Committee

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County Administrator



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

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

Charter: County Administrator

MISSION, VISION, AND VALUES

It is the key objective of the County Administrator's Office to ensure that the County operates in accordance with the County's Mission, Vision, and Values. These were adopted by the County Board in Resolution 09-9A-363 and are incorporated as Policy 1.03 in the Rock County Administrative Policy and Procedure Manual.

The Rock County Mission Statement, Core Values, and Vision are as follows:

Rock County Mission Statement

To enhance the quality of life, health, safety, and trust of all citizens by providing top quality public services through a creative and responsive team committed to excellence, integrity, accountability, and respect.

Core Values

Honesty - Integrity - Respect

Vision

- **Service** to the public is our fundamental reason for being. We strive to treat citizens with courtesy and as valued customers.
- **Cooperation** among our staff and departments creates a smooth running organization. These collaborative attitudes and efforts are reflected in our working relationships with other public entities, the business community, nonprofit organizations, and citizens.
- **Diligence** is the foundation of our work ethic. We challenge and inspire all staff to be efficient and effective in carrying out day-to-day tasks and activities.

- **Accountability** is vital to maintaining public trust. We ensure accountability for our actions by adopting and enforcing policies, procedures, and processes that withstand the test of public review and scrutiny.
- **Fiscal responsibility** is fundamental to the way we conduct business. We maximize our human, physical, and financial resources in order to provide effective stewardship of public funds.
- **Communication** and an informed citizenry are essential to the democratic process. We are committed to providing citizens with relevant, accurate, and timely information about our goals, services, and the decisions that will affect the public.
- **Innovation** and creativity shape our future. We encourage staff to challenge the status quo and discover new ideas or better methods. We foster staff development in order to respond to changing needs in our community.
- **Safety** is critical to a high standard of living. We protect the citizenry through prevention, early intervention, treatment services, and enforcement of the law.
- **Environment** is central to our community. Preservation of our natural environment ensures that generations to come will enjoy the resources we value and preserve. Caring for our social environment ensures that community remains a vital part of our culture.

The County's Mission, Vision, and Values should serve as a guide for all decisions made by the County. It is the responsibility of the County Administrator's Office to promote adherence to these ideals, encourage department heads and all employees to do the same, and establish systems of accountability when these standards are not being met.

Charter: County Administrator

PERFORMANCE AREAS

The County Administrator's Office is responsible for a number of key performance areas and will carry out these responsibilities consistent with the principles set forth in the County's Mission, Vision, and Values. These areas include:

Support to the County Board and Committees—The County Administrator's Office will provide information and support necessary for the County Board, its committees, and its members to make informed policy decisions. Work will be completed consistent with the County Vision for Service, Accountability, Fiscal Responsibility, and Communication.

Leadership—The County Administrator's Office will serve as an example for all County departments and staff, motivate staff to perform their best in service to the citizenry, take a lead role in making difficult decisions, establish a positive work environment for all County employees, and actively communicate with staff and other stakeholders. Work will be completed consistent with the County Vision for Service, Cooperation, Diligence, Communication, Safety, and Environment.

Budgeting—Working with all County departments, the County Administrator's Office will prepare the annual County budget consistent with parameters and policies established by the County Board and state and federal governments. Work will be completed consistent with the County Vision for Service, Cooperation, and Fiscal Responsibility.

Collaboration and Relationship Management—The County Administrator's Office will establish positive public, media, legislative, intergovernmental, and community relationships, including with County elected officials, and strive to identify areas of shared interest and collaboration. Work will be completed consistent with the County Vision for Service, Cooperation, Communication, Innovation, Safety, and Environment.

Financial Management—Working with the Finance Director and her staff, the County Administrator's Office will ensure that good financial management policies, procedures, practices, and standards are established and followed. Work will be completed consistent with the County Vision for Fiscal Responsibility and Accountability.

Compliance—Working with the Corporation Counsel and his staff, as well as other County staff with compliance responsibilities, the County Administrator's Office will ensure compliance with applicable laws and other requirements. Work will be completed consistent with the County Vision for Accountability.

Personnel Management and Employee Development—Working with the Human Resources Director and her staff, the County Administrator's Office will promote positive employee relations and engagement, support the professional development of staff, prioritize workforce diversity, and oversee a personnel system that provides competitive and equitable compensation while holding individuals accountable. Work will be completed consistent with the County Vision for Cooperation, Diligence, Accountability, Innovation, Safety, and Environment.

Professional Development—The County Administrator's Office will be open to new ideas, learn new methods, and identify opportunities for operating more effectively and efficiently, including through consultation with colleagues, professional associations, training, and other methods of professional development. Work will be completed consistent with the County Vision for Innovation.

Strategic Planning—The County Administrator's Office will consider the long-term effect on the County of each decision, plan for necessary changes to County operations several years into the future, consult with the County Board and other stakeholders, and prioritize needs when considering the effect of changes. Work will be completed consistent with the County Vision for Cooperation, Diligence, and Innovation.

Administrator's Comments

County Administrator

Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	5.0	5.0
Salaries	429,261	429,261
Fringe Benefits	148,219	148,219
Operating Expense	31,122	31,122
Capital Outlay	600	600
Allocation of Services	0	0
Total Expense	609,202	609,202
Revenue	0	0
Fund Balance Applied	0	0
Tax Levy	609,202	609,202
Total Revenues	609,202	609,202

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

The Administrator's Office operated for many years with a Secretary II position along with a Confidential Administrative Assistant. One of the two positions was deleted as of August 1, 2011. Beginning in 2012, the Human Resources Department was reimbursed for 25% of the time of the Human Resources Secretary position. This provides assistance to the Administrator's Office and some relief for the Confidential Administrative Assistant. I recommend this arrangement continue in 2017.

Travel costs are increasing by \$856 to allow for the Criminal Justice System Planner/Analyst to attend meetings of the Wisconsin Treatment Court Standards Committee, of which she is a member.

Professional development is also an increasing focus in the office. In 2017, funds are set aside for one Assistant to the County Administrator to attend the International City/County Management Association conference and the Criminal Justice System Planner/Analyst to attend a conference. As in the 2016 budget, unused training funds, expected to total \$4,228, will be carried over to offset costs in 2017.

The recommended tax levy for the County Administrator's Office is \$609,202, an increase of \$8,543 or 1.4% from the prior year.

Although the costs are not reflected in this account, the activities of the County's Employee Recognition Committee and the Rock and Wellness Committee merit some discussion. The Employee Recognition Committee has focused on a number of initiatives, including the annual picnic and years of service awards, that are intended to show appreciation to County

employees for the good work they do. I am recommending that \$5,950 be budgeted for these activities in 2017, including \$5,250 in vending machine receipts and \$700 from fees charged for family members attending events.

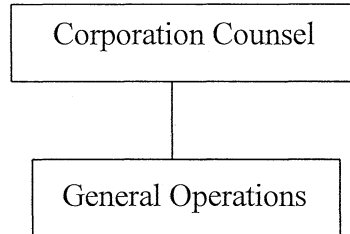
The Rock and Wellness Committee is involved in a number of initiatives related to promoting employee and family wellness. Among the activities is the annual health fair. I am recommending that \$5,500 be budgeted for these activities in 2016, including a \$5,000 transfer in from the County's Health Insurance Trust Fund and \$500 from fees charged to participants of special wellness events (i.e., women's and men's health events).

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

Funds for the Beloit Janesville Express bus route, which serves the Rock County Job Center and the Rock County Complex, have been traditionally charged to the Administration and Human Services sections of the budget. In recent years, efforts have been made to allocate the cost of the route based on the proportion of riders that enter or exit at each agency's stop. The 2017 budget of \$12,868 reflects a new member to the consortium, Industries for the Blind. As a result of this addition, Rock County's contribution budgeted countywide decreased by \$1,525 from the prior year.

#

Corporation Counsel



Present Personnel (Full Time Equivalent)	
1.0	Corporation Counsel
1.0	Deputy Corporation Counsel
6.0	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		
Attorney to Assistant Corporation Counsel	6.0	6.0
Upgrades	0	0

Charter: Corporation Counsel

I. GENERAL

A. County Board/Departmental Legal Services

The Corporation Counsel provides all civil legal support to the County Board, the County Board committees or commissions and provides legal counsel and/or services to all of the County's departments.

B. Risk Management/Self-Insurance

The Corporation Counsel shares responsibility for risk management in the worker's compensation and third-party self-insurance programs and helps coordinate other insurance matters with our respective third party administrators and WMMIC.

C. Labor Relations

The Corporation Counsel coordinates all litigation matters related to labor relations including grievances, discrimination allegations, prohibited practices and other issues. Also works with the Human Resources Department to assist in collective bargaining and other human resources issues as needed.

II. HUMAN SERVICES

The Corporation Counsel provides specific legal representation to the Rock County Human Services Department for cases under Chapters 48, 49, 51, 54 and 55 of the Wisconsin Statutes.

III. CHILD SUPPORT

The Corporation Counsel provides legal representation to the Rock County IV-D child support program.

Administrator's Comments

Corporation Counsel

**Summary of
Department Requests and Recommendations**

Description	Department Request	Administrator's Recommendation
Positions	10.0	10.0
Salaries	827,199	827,199
Fringe Benefits	312,636	312,636
Operating Expense	28,445	28,445
Capital Outlay	700	700
Allocation of Services	(806,372)	(806,372)
Total Expense	362,608	362,608
Revenue	0	0
Fund Balance Applied	0	0
Tax Levy	362,608	362,608
Total Revenues	362,608	362,608

The Corporation Counsel's Office currently includes 8.0 FTE attorneys. The Corporation Counsel, Jeff Kuglitsch, and 1.0 FTE Deputy Corporation Counsel provide general legal services on a countywide basis. Four of the attorneys spend all of their time providing services to Child Support. Two attorneys spend all of their time providing services to the Human Services Department. In addition, one Legal Stenographer is assigned to the Human Services Department.

During 2016, the caseload increases in Human Services Department programs resulted in the addition of a full-time Attorney position which was offset by deleting a vacant 0.50 FTE Deputy Corporation Counsel position.

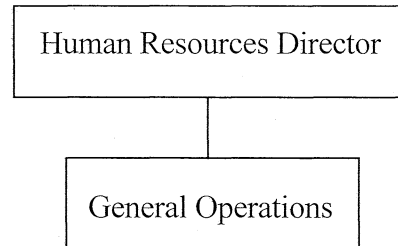
Mr. Kuglitsch is requesting to re-title the 6.0 Attorney positions to Assistant Corporation Counsel. There would be no change in pay range. I recommend the request.

The cost of the staff assigned to Child Support and Human Services is charged back to those departments. In 2017, this cost totals \$806,372 and appears as a cost allocation in the budget detail. Due to the addition of a 1.0 FTE Attorney dedicated to the Human Services Department functions and changes in health insurance among staff, costs have increased by \$45,661. This is reflected in the amounts charged back to Human Services. As this cost increase is in the cost allocations account, it has the overall effect of decreasing the tax levy for the Corporation Counsel's Office and increasing the tax levy for Human Services.

The recommended tax levy for 2017 operations is \$362,608. This is a decrease of \$20,387 or 5.3%.

#

Human Resources Department



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

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

Charter: Human Resources Department

Human Resource Department Core Functions

1. Hiring. Administers the hiring process for all County Departments.
 - a. Work with hiring manager to determine staffing requirements for positions including required experiences, education, knowledge, skills, and abilities.
 - b. Advertise positions and recruit candidates from multiple, diverse sources.
 - c. Conduct applicant screening, testing, and interview selected candidates.
 - d. Perform background and reference checks.
 - e. Hire candidates.
 - f. Provide new hire orientation and onboarding.
2. Personnel Administration. Maintain accurate records of employee status, wage assignments, promotions, evaluations, investigations, and disciplinary actions.
3. Salary Administration/Classification Reviews. Maintain and administer the salary compensation classification plans (union and non-union).
 - a. Review various pay plans looking at internal and external comparability as well as impacting market conditions for current positions.
 - b. Analyze new positions and determine classification and pay ranges.
 - c. Review and update position descriptions/class specifications.
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.
 - b. Diversified and targeted recruitment efforts.
 - c. Workgroups and committees focused on diversity and cultural competency efforts.
 - d. Training for employees on cultural competency.
5. Collective Bargaining, Contract Administration, Work Rules. Negotiate and administer the labor agreements covering the employees in collective bargaining units.
 - a. Collective bargaining with certified labor units, currently law enforcement.
 - b. Regularly schedule labor/management meetings for former represented bargaining units.
 - c. Annual review and recommended updates to Personnel Ordinances and Administrative Policy and Procedures.
6. Employee Relations. Build and maintain positive working relationships with employees.
 - a. Focus on seeking employee input.
 - b. Value workforce contributions.
 - c. Recognize employee milestones and service to Rock County.
 - d. Prepare employee communications (i.e. "Piece of Rock", "Supervisory Newsletter", Intranet, newsletters, etc.)
7. Insurance and Benefits. Coordinate and maintain the County's insurance and benefit programs.

Charter: Human Resources Department

- 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. 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.
 - e. Coordinate other benefit programs (i.e. the Section 125 program, life insurance, vision 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.
9. Safety. Insure a safe and secure workplace for all County employees.
- a. Provide an effective on-going county-wide safety program.
 - b. Chair the County's Safety Committee.
 - c. Promote safety throughout the County buildings and office space.
 - d. Provide trainings on various safety related topics.
 - e. Investigate and correct any safety violations brought to the attention of management.
 - f. To the extent possible, reduce our workers' compensation costs by reducing the number and severity of workplace accidents.

Administrator's Comments

Human Resources Department

**Summary of
Department Requests and Recommendations**

Description	Department Request	Administrator's Recommendation
Position	6.0	6.0
Salaries	382,951	382,951
Fringe Benefits	176,323	176,323
Operating Expense	99,165	99,165
Capital Outlay	0	0
Allocation of Services	(95,700)	(95,700)
Total Expense	562,739	562,739
Revenue	200	200
Fund Balance Applied	0	0
Tax Levy	562,539	562,539
Total Revenues	562,739	562,739

The Human Resources Department (HR) operates in several areas including labor relations, recruitment and selection, classification, training, safety and benefits. The Charter provides a description of the various services performed by the Department.

In 2016, Human Resources Director, Annette Mikula, and her staff began a review of the County's classification plan, which is required by ordinance every three years. The purpose of the classification review is "to ensure the plan accurately reflects existing position responsibilities and market conditions." To help complete this review, \$10,000 was budgeted for interns to assist in data collection. Due to availability of interns, the project was not completed in 2016 and will be completed in 2017. \$6,000 from the seasonal personnel account is requested to be carried over into 2017. This carryover request is recommended.

Another project that was started in 2016 is implementation of a new Human Resources/Payroll upgrade, which provides a variety of features to allow the department to be more efficient and be more user-friendly for other departments. Funds were budgeted in the Information Technology budget in 2016. The project is currently in the test phase and it is envisioned that the software update will be completed in 2017.

The Human Resources budget reflects changes in how the County provides training to employees in 2017. For example, cost savings will result in using the County's liability insurance provider (Wisconsin Municipal Mutual Insurance Company or WMMIC) resources for certain online training instead of paying licensing fees. The department will no longer pay license fees for the online diversity training. Employee feedback revealed that the training was not effective. Instead, HR will reallocate training funds to other needed training.

In 2016, the County began to expand workplace diversity efforts into the area of cultural competency. While workplace diversity efforts continue (to increase the diversity of the County's workforce), efforts are also being undertaken to increase staff capacity of cultural competency. Cultural competency is the ability to understand, appreciate, and interact with persons from cultures and/or belief systems other than one's own, based on various factors. Increasing staff cultural competency can result in more effective service delivery in a constantly changing community demographic. In 2016, \$10,000 from the contingency fund was approved to expand the County's cultural competency efforts, including training. Funds were utilized to co-sponsor the YWCA Racial Justice conference. The County was also fortunate to utilize the conference's keynote speaker to conduct a half-day workshop on cultural competency with 150 staff in attendance. The County has sought advice from Community Action, Inc., which has been recognized as a leader in this area. From the discussions with Community Action, the County conducted a county-wide survey to obtain employee knowledge of cultural competency and also contracted with an outside consultant to seek further feedback from the County's employees of color. Results from these efforts will lead to better outcomes in the area of cultural competency. In 2017, \$10,000 is included in the recommended budget to continue these efforts. These funds will be used, in part, to replace and improve on the online diversity training previously provided.

The Human Resources Department budget includes charge backs to other areas of the County budget for staff time and expenses. The department charges the Health Insurance Trust Fund for health insurance administration (\$40,000); Rock Haven for recruitment/hiring, ads and postings, and evaluations (\$35,000); the Public Works Department for ongoing employee hearing tests (\$2,000); and the Administrator's Office for 25% of secretarial time dedicated to assist the Confidential Administrative Assistant (\$18,700). The total amount of the charge backs is \$95,700.

The recommended tax levy for the Human Resources Department is \$562,539. This is an increase of \$19,274 or 3.5% from the prior year.

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E. Education, Veterans and Aging Services Committee

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Council on Aging

Director of Council on Aging

General Operations

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

Summary of Personnel Modifications		
	<u>Dept. Request</u>	<u>Admin. Rec.</u>
New Positions		
Health Promotion Coordinator (Unilateral – PR 11)	0.4	0.4
Deletions	0	0
Reallocations	0	0
Reclassifications	0	0
Upgrades	0	0
Re-Titles	0	0

Charter: Council on Aging

INTRODUCTION

The mission of the Rock County Council on Aging shall be to advocate for the independence, self-worth and dignity of qualified residents of Rock County by assisting them to meet their varied health, nutrition, economic and social needs.

Nutrition

Rock County's Elderly Nutrition Program, funded through Title C of the Older Americans Act, 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.

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

months. In addition to the meal, the delivery person provides an additional opportunity for a "safety check" to ensure the well-being of the participant.

The 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.

Health promotion and prevention services are 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.

Transportation

The Council on Aging manages a transportation program that provides services to the elderly, persons with disabilities, and the general public on a space-available basis. Funding is provided through State Section 85.21, federal Section 5310, client fees, and contracts with the municipalities of Beloit and Janesville.

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.

Charter: Council on Aging

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

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

Mobility Management

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

The Mobility Manager's functions are to 1) ensure that transportation disadvantaged individuals have access to affordable transportation, 2) inform Rock County residents of all transportation options through mailings, presentations and advertising, 3) provide transportation training, 4) advocate for increased transit funding, 5) expand existing transportation resources to outlying communities in Rock County which are currently underserved, 6) improve employment transportation by establishing working relationships with Rock County employers and 7) advocate for bicycle and pedestrian safety as a mode of transportation. Funding for this position is provided through a federal Section 5310 grant.

Benefit Specialist Program

Through the Benefit Specialist Program, persons age 60 and older receive broad access to benefits, entitlements, and legal rights in an effort to preserve the autonomy, dignity, independence, and financial security of older persons. The functions of the Benefit Specialist Program include: 1) to teach and empower older persons in understanding their rights, benefits, and entitlements; 2) to limit the scope and nature of benefit problems experienced by older individuals through prevention, early detection, and intervention; 3) to assist older individuals in securing maximum benefits and entitlements and in asserting and maintaining rights promised and protected by law; 4) to provide access to the system of justice by offering advocacy, advice, and representation to older persons as clients; and 5) to initiate advocacy which has consequences of broad significance in preserving and protecting the rights and benefits of older persons.

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

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

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

Family Caregiver Support Programs:

The Council on Aging administers two programs to assist and support family caregivers. One is the National Family Caregiver Support Program, funded

Charter: Council on Aging

through Title III-E of the Older Americans Act. 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.

The second program is the Alzheimer's Family and Caregiver Support Program which was created by the Wisconsin legislature in 1985 in response to the stress and service needs of families caring at home for someone with irreversible dementia. To be eligible, a person must have a diagnosis of Alzheimer's disease or a related disorder, and be financially eligible. Typical services have included in-home help, respite care, adult day care and transportation.

Health Promotion:

With funds available through Title III-D of the Older Americans Act, the Council on Aging is able to sustain efforts related to evidence-based health promotion and prevention programs.

- "Living Well with Chronic Conditions", is 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.

- "*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.

- "Powerful Tools for Caregivers" is an educational workshop for people who are taking care of a family member or friend. The workshop is directed specifically to the caregiver and his/her well-being.

- "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.

- "Stand More, Live Better" project that encourages people to decrease sitting time.

- "Lighten Up!" that uses positive journaling to decrease depression in older adults and adults with disabilities.

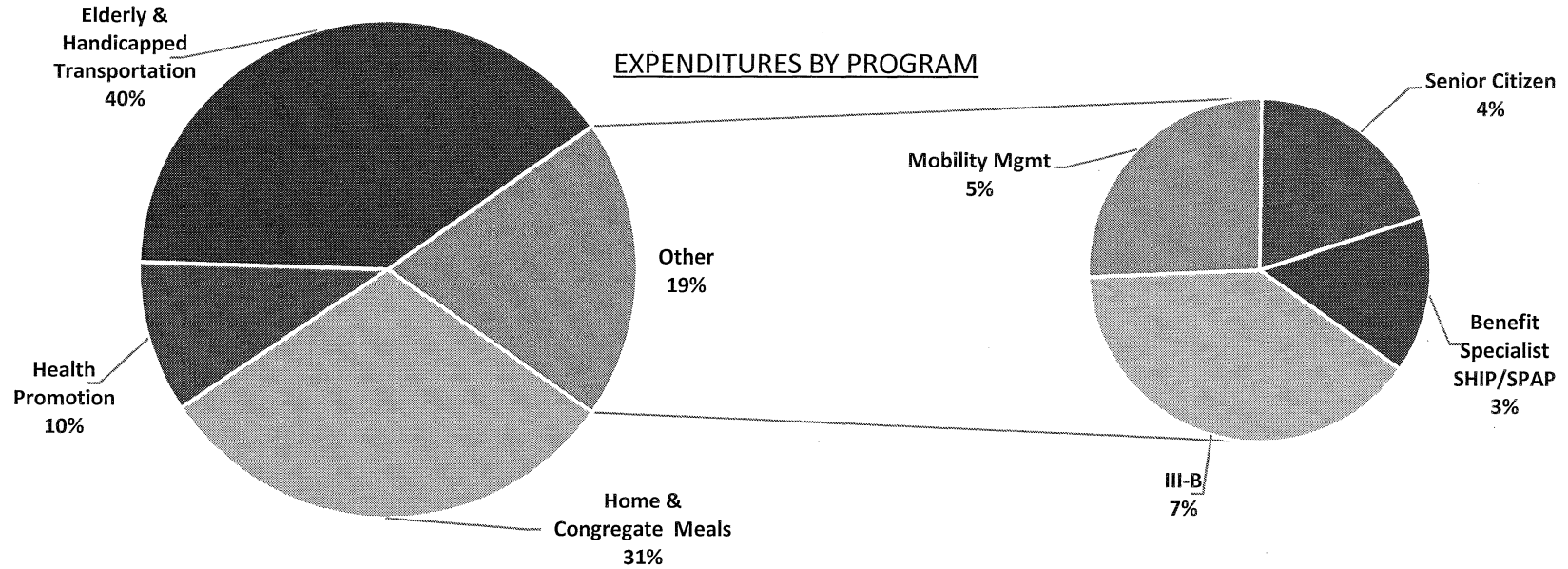
Other Services and Contracts:

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

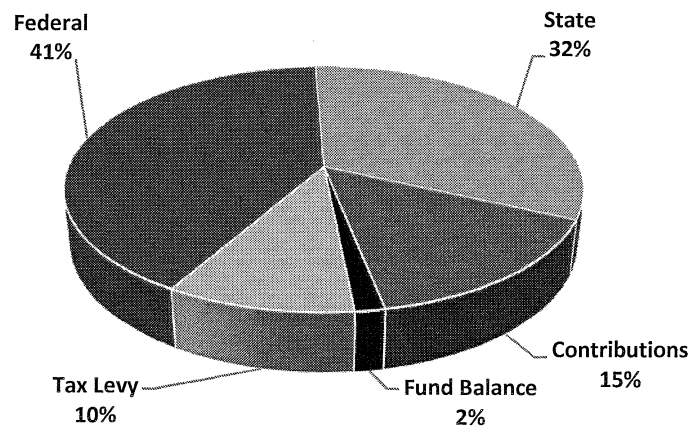
The Rock County Council on Aging continues to take a leadership role in the Beloit Senior Fair, the Rock County Senior Fair and Expo, as well as other senior and health fairs held within the county.

**2017 BUDGET
COUNCIL ON AGING**

EXPENDITURES BY PROGRAM



REVENUES BY SOURCE



Administrator's Comments

Council on Aging

**Summary of
Department Requests and Recommendations**

Description	Department Request	Administrator's Recommendation
Positions	8.4	8.4
Salaries	386,214	386,214
Fringe Benefits	166,287	166,287
Operating Expense	1,357,772	1,357,772
Capital Outlay	1,100	1,100
Allocation of Services	(213,876)	(213,876)
Total Expense	1,697,497	1,697,497
Revenue	1,502,513	1,502,513
Fund Balance Applied	26,761	26,761
Tax Levy	168,223	168,223
Total Revenues	1,697,497	1,697,497

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

Overall, the Department's tax levy is requested to increase by \$38,570 in 2017, largely due to changes in the nutrition programs. Reasons for the significant increase in tax levy support related to the congregate and home delivered meal programs include:

- Reduction in federal aid, of \$13,269 or 5 % for the congregate nutrition program.
- Reduction in contributions from clients for both congregate (\$2,000 or 6%) and home delivered meals (\$13,000 or 26%).
- An increase in congregate participants of 1,000 or 6%, reversing a decreasing trend from previous years.
- Annualized cost of Evansville meal program of \$7,263. In the 2016 budget, the County Board voted to keep Evansville open two days/week, but additional funding was not provided.
- Increase in home delivered meal participants and County Board directive in 2016 budget to not establish a waiting list, resulting in a \$1,500 increase in food costs or 5% from the prior year.

Although the Council on Aging's tax levy increase is due to the nutrition programs, \$16,141 of the increase is accounted for in the main operational account (3900 – Senior Citizen Programs) due to cost allocations that occur in the budget. The Home Delivered Meals account (3904) contains a tax levy increase of \$21,220.

With regard to the congregate meal program, the program will be using \$16,090 of congregate meal program fund balance (from prior year contributions) to balance the books in 2016. The program's estimated fund balance at 12/31/16 is \$26,741, all of which is budgeted for use in the 2017

budget. Because the fund balance will not be available in future years, the County can expect an additional tax levy increase of a similar amount in 2018, assuming similar levels of participation and without operational changes.

Donations from those receiving the meals are expected to cover \$1.49/meal for home delivered meal participants and \$1.79/meal from congregate meal participants.

The Home Delivered Meal Program is steadily increasing and in 2017 it is anticipated that about 24,700 meals per year will be provided in the rural areas and smaller communities, an increase of 1,200 or 5.1% from the prior year.

For a number of years, Rock County has used federal funds to provide a subsidy to the Beloit Meals on Wheels Program. In 2017, the subsidy will be \$37,000. This amount is the same as the 2016 allocation. Since the inception of the subsidy, it has been clearly communicated to the Beloit Meals on Wheels program that the subsidy would continue only as long as adequate funds remain available.

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

The Transportation Program operates out of the Elderly and Handicapped Transportation Account, which funds the van program. The County has twelve vehicles in its fleet and includes a purchase of a used van in 2016. No purchases are projected in 2017.

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

Paratransit ridership is expected to increase from 6,600 trips in 2016 to 8,350 trips in 2017, which is an increase of 1,750 trips or 26%. The ridership increase is attributed to increased utilization of medical/health care ridership, particularly dialysis appointments.

The Alzheimer's Family Caregiver Support Program was a program previously managed by the Human Services Department and was transferred to the Council on Aging in 2016 as it more aligned to the Council on Aging operations. This program is entirely grant funded and provides funds to low income caregivers of individuals with Alzheimer's or related dementia. This program is overseen by the Family Caregiver Support Outreach Specialist. Given the expansion of duties, this position no longer has the time to promote evidence-based health workshops funded under the Title III-D program. Therefore, the Department requests a 0.4 Health Promotion Coordinator position to assist with marketing related services at a cost of \$17,732 (Unilateral Pay Range 11) with no impact to the tax levy. The request is recommended.

The property tax levy recommended for 2017 operations is \$168,223 which is \$38,569 or 29.8% more than the prior year.

#

Veterans Service Office

Veterans Service Officer

General Operations

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.
- g. Obtain and maintain VA accreditation and applicable certifications through training with the Federal VA, Wisconsin Department of Veterans Affairs, National Association of County Veterans Service Officers and County Veterans Service Officers Association of Wisconsin.

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, 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 approval by the Veterans Service Commission or County Veterans Service Officer. This assistance is to be provided on a voucher basis

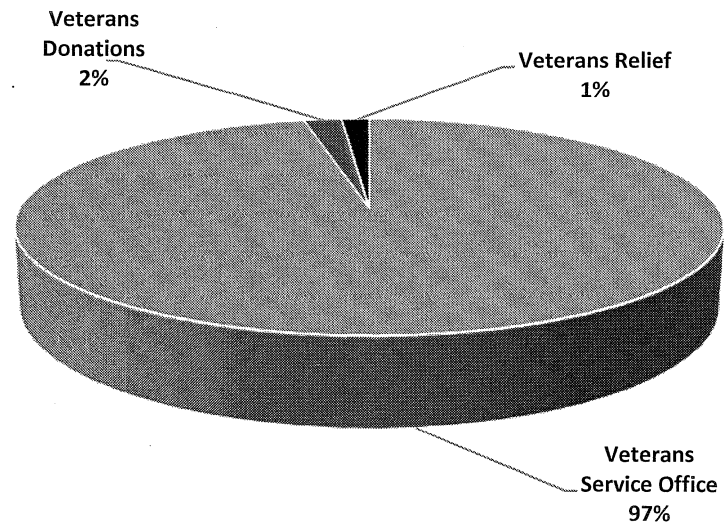
Charter: Veterans Service Office

exclusively and will be limited to subsistence, transportation needs and temporary lodging only.

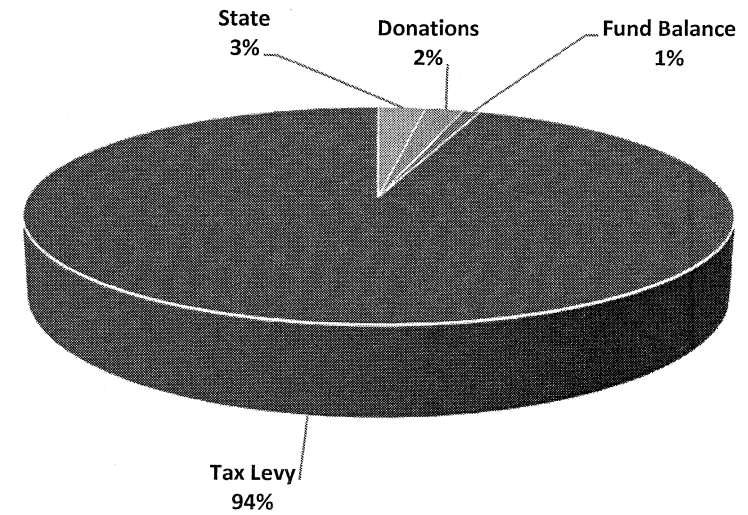
- c. Provide emergency economic assistance to Rock County veterans in a discretionary manner from the Rock County Veterans Donation Trust. To assist with rent, utilities, minor vehicle repairs and other needs not covered by the Veterans Service Commission.

**2017 BUDGET
VETERANS SERVICES OFFICE**

EXPENDITURES BY PROGRAM



REVENUES BY SOURCE



Administrator's Comments

Veterans Service Office

**Summary of
Department Requests and Recommendations**

Description	Department Request	Administrator's Recommendation
Positions	4.0	4.0
Salaries	177,198	177,198
Fringe Benefits	109,358	109,358
Operating Expense	33,851	33,851
Capital Outlay	0	0
Allocation of Services	0	0
Total Expense	320,407	320,407
Revenue	14,686	14,686
Fund Balance Applied	0	3,000
Tax Levy	305,721	302,721
Total Revenues	320,407	320,407

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

John Solis, Veterans Service Officer, reports the number of new veterans seeking benefits has leveled off due to a lower number of military personnel being deployed. While the numbers are down slightly, the Office continues to see veterans looking to access compensation, pension, education and health care benefits.

In 2015, the federal Veterans Administration expenditures for benefits received by Rock County veterans totaled \$66.8 million. Rock County veterans also received \$521,900 in property tax refunds from the state in 2015.

During the period July 1, 2014 through June 30, 2015, Rock County Veterans Services assisted veterans with over 2,037 requests for benefits including compensation, pension, education, healthcare, burials, reconsideration, appeals and miscellaneous items.

In prior years, state aid in the form of a block grant in the amount of \$13,000 was received to offset the cost of salaries. The State Department of Veterans Affairs has made significant changes to the grant including capping salary reimbursement to a maximum of 25% of the total grant. In 2017, State Aid is projected to be \$8,186, or \$4,814 less (37%) than the prior year due to more restrictive reimbursement guidelines. The drop in state grant revenue results in an increase of \$4,814 in tax levy support. In 2018, no salary reimbursement will be provided, which will further increase tax levy support needed.

To be compliant with federal Veterans Administration regulations, the Veterans Service Office staff are required to have training on the veterans benefit system. Mr. Solis and his staff are accredited and take continuing education training courses to access the Veterans Administration computer system.

In 2017, the contributions account is budgeted at \$6,500, an increase of \$1,500 due to increased donation activity. This account is used to provide small grants to indigent veterans on an emergency basis for rent and mortgage assistance, utilities, and car repairs.

The Veterans Relief Account is used to provide short-term financial assistance to county veterans and their dependents. Funding is typically provided for such things as assistance with groceries and gasoline. 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 2017 is comprised of \$4,000 for Veterans Relief and \$754 for Per Meeting Allowances and FICA for the commissioners. To reduce the burden on the tax levy, I recommend using \$3,000 in fund balance in 2017. The fund balance for the Veterans Relief is estimated to be \$6,951 at 12/31/16.

The tax levy recommended for the Veterans Service Office budget as a whole is \$302,721, which is a decrease of \$11,749 or 3.7% from the prior year.

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Administrator's Comments

Contributions: Heritage Rock County& RSVP of Rock County

Summary of Department Requests and Recommendations

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

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

In the 1970's, the County Board worked with the historical societies to form Heritage Rock County. One purpose for forming this consortium was to present one combined funding request for the historical societies each year to the County Board. In 2017, Heritage Rock County is requesting \$22,546, the same amount as the prior year. In the past several years, the agency's allocation was kept the same but in 2014 the agency did receive a small increase. I concur with the requested amount of \$22,546.

The Retired & Senior Volunteer Program (RSVP) places people age 55 and older into volunteer opportunities throughout the County. RSVP began staffing the volunteer desk in the main lobby of the Courthouse in 2001. The efforts of the volunteers are recognized and appreciated. For 2017, RSVP is requesting \$26,094, the same amount as 2016, which is recommended.

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

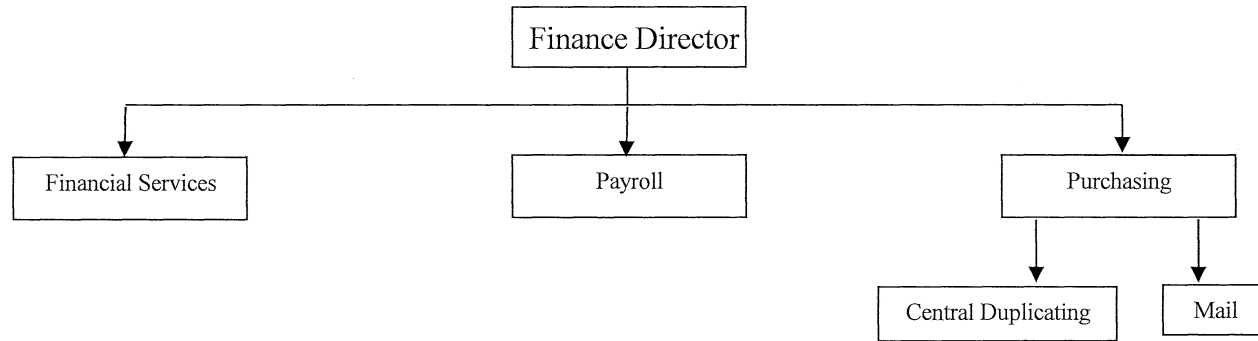
RSVP Executive Director Robert Harlow requests \$24,803 in 2017 for the assisted transportation program, which is the same amount as 2016. The request appears under the program RSVP Assisted Transportation and is recommended.

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F. Finance Committee

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Finance Director



Present Personnel (Full Time Equivalent)	
1.0	Finance Director
1.0	Assistant Finance Director
1.0	Purchasing Manager
1.0	Purchasing Specialist
1.0	Application Support Specialist
1.0	Payroll Manager
1.0	Payroll Specialist
1.0	Union Accountant
2.0	Account Clerk III
2.0	Administrative Assistant
0.4	Printing Services Coordinator
12.4	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
Transfers	0	0
Re-Titles	0	0

Charter: Finance Department

The Finance Department is responsible for the administrative and technical work required in the management of the fiscal affairs of the County as well as central duplicating and Courthouse mailroom functions. The department is divided into three main functional units:

Accounting:

The accounting unit maintains all of the financial records of the County per generally accepted accounting principles and per County, State and Federal directives.

- a. Provides general accounting functions such as maintaining the county-wide general ledger, processing accounts payable, maintaining the accounts receivable system and reconciling the balance sheet accounts.
- b. Provides the County Administrator, County departments and the County Board with technical analytical assistance on financial matters.
- c. Develops and recommends long-range fiscal programs and financial systems.
- d. Establishes and maintains 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.
- e. Assists the County Administrator, County departments and the County Board with the preparation and monitoring of the County budget.
- f. Coordinates the activities of the independent auditors, internal audits and other financial review bodies.
- g. Assists the County's financial advisors in financial reporting needed for debt issuance, including continuing dialog with the County's rating agencies.
- h. In conjunction with the Finance Committee and the County Treasurer, manages the investment of County funds.

Payroll:

The payroll unit coordinates and manages the County's payroll operation and its related functions in accordance with the County Personnel Ordinance, labor contracts, Federal and State laws.

- a. Inputs payroll data in a timely basis to insure employees are paid as scheduled.
- b. Maintains accurate records to support payments for Federal and State withholding taxes, Wisconsin Retirement System, insurance benefits and other authorized payroll deductions.
- c. Files timely, accurate reports as required by Federal, State or local law, rules and regulations.
- d. Prepares and distributes payroll reports and reporting forms to County departments and others on an as needed basis.
- e. Assists employees with payroll processes and concerns.

Purchasing:

The purchasing unit provides purchasing services under guidelines adopted by the County board.

- a. Oversees the County's purchasing operation, including monitoring decentralized purchasing.
- b. Reviews the Purchasing Ordinance and Purchasing Policies and Procedures Manual for potential modifications.
- c. Standardizes county bidding and purchasing procedures and evaluates quality of items purchased.
- d. Maintains bid specifications and other purchasing information on the county's website.
- e. Oversees the disposal of County surplus through a County auction or other approved means.
- f. Oversees Courthouse mailroom functions.
- g. Oversees County's central duplication operation.

Administrator's Comments

Finance Director

**Summary of
Department Requests and Recommendations**

Description	Department Request	Administrator's Recommendation
Positions	12.4	12.4
Salaries	677,161	677,161
Fringe Benefits	313,687	313,687
Operating Expense	124,535	124,535
Capital Outlay	7,000	7,000
Allocation of Services	(82,029)	(82,029)
Total Expense	1,040,354	1,040,354
Revenue	3,078	3,078
Fund Balance Applied	0	0
Tax Levy	1,037,276	1,037,276
Total Revenues	1,040,354	1,040,354

The Charter provides a good description of the types of services performed by the Finance Department. The Finance Department is managed by the Finance Director and consists of the Courthouse Accounting Office, the Purchasing Office, and Payroll. In 2016, the County Board approved the transition of the Central Duplicating and Mail function to the Finance Department. 2017 will be the first full year for this arrangement. As a result of that transition, costs are up substantially to reflect costs associated with these new operations, including a transfer of 1.4 FTE positions. A corresponding reduction in personnel and operational costs is shown in the Facilities Management Department budget.

The Finance Department is requesting an upgrade to the financial accounting system in 2017. The current system is outdated and requires manual data entry, resulting in inefficient workflows, and does not interface with commonly used software, such as Microsoft Excel and Word. The new financial system will offer more reporting tools for county departments to more easily obtain information, involve less manual adjustments by Finance staff and thus allow for a more efficient use of staff time with less probability of errors. The cost of this new system is \$227,203 and I recommend this be funded from sales tax in the IT Department budget. More information may be found in the Administrator's Comments for the IT Department.

I recommend \$5,385 in training funds be carried forward, which will reduce the 2017 tax levy request. With the on-going implementation of the HR/Payroll system in 2016 and the planned implementation of the financial system in 2017, there will be significant need for staff training on the new systems.

Numerous services are reflected in the Cost Allocation line item. This includes resources to cover the Human Services Department payroll (\$32,174), Health Insurance Trust Fund activities for retiree health insurance

billing and reconciliation (\$4,650), and dog license accounting (\$4,650). In addition, Central Duplicating charges back expenses associated with print jobs to user departments. For 2017, this is budgeted at \$40,555.

I concur with the Finance Department's request to replace a cutting machine in Central Duplicating (\$4,800). The current machine is decades old, inaccurate, and unsafe. Also of note, the large copier lease ends in November 2017. Staff will be reviewing options to lease new equipment.

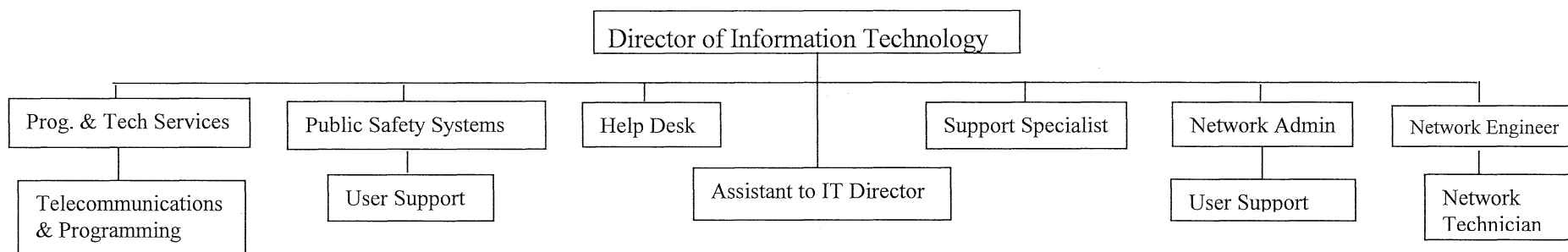
Health insurance and worker's compensation are both countywide services that are shown under the Finance section of the budget. Rock County is self-insured for health insurance, which in 2017, is budgeted at an annual cost of approximately \$20 million. The amount charged to the Health Insurance Trust Fund reflects actual costs incurred. County departments budget for health insurance based on the different options employees choose: Single Employee (\$7,440), Employee plus Dependents (\$12,768), Employee plus Spouse (\$16,476), or Family Plan (\$26,160). These fees will not increase in 2017, but Rock County will consider some plan design changes to offset costs of the program and to plan for the impacts of the Affordable Care Act.

Rock County is also self-insured for worker's compensation. This cost is housed in one cost center and departments with large expenditures in this area are charged back for their actual annual expenses. Recent experience with worker's compensation expense can range from \$202,000 in 2011 to approximately \$329,000 in 2014, but can trend higher based on actual claims filed. The safety consultant hired through Willis of Wisconsin continues to work with the County's Safety Committee to reduce the frequency and costs for worker's compensation claims.

The recommended tax levy for Financial Services, which includes the addition of Central Duplicating and Mail, is \$1,037,276, which is an increase of \$181,176 or 21.2% 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
3.0	Network Technician
1.0	Instructor/User Support Specialist
1.0	Information Technology Support Specialist
1.0	Telecommunications/Network Specialist
2.0	Help Desk/Operations Technician
25.0	Total

Summary of Personnel Modifications		
	<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 the needs of all Rock County governmental operations. Our strategic mission is to align technology initiatives with the needs and missions of Rock County departments. These initiatives include business process-related, computer-related, network-related, and telecommunications-related activities. IT manages multiple types of computers, operating systems, and application software, supporting over 1200 system users at multiple locations and multiple agencies. Additionally, we support countywide public safety systems and the associated public safety agencies throughout the County that need to connect to and use County 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 primary divisions of the IT Department include:

- Help Desk

The Help Desk staff provides first tier support for all County users who are confronted with a problem that prevents the user from performing their system-related job duties. Such problems range from difficulties with password resets to general errors that may result from faulty software or hardware. Whenever possible, the Help Desk staff resolves issues during the initial call. However, if need be, the Help Desk directs the call to the most appropriate resource within the IT department, depending on the nature of the problem.

The Help Desk staff also performs Data Center operations duties that include administering the County's backup media and specialized large-scale printing tasks.

- User Support

The primary responsibilities of the User Support staff revolve around the activities that directly help the County's end users get the most value from investments in end-point devices made by each department. These end-point devices are for the most part desktop PCs, laptops, tablets, smartphones, printers, scanners, cameras, or other hardware peripherals. Additionally, the User Support Staff is responsible for the entire life-cycle of such devices from the point of installation to the point of decommissioning and recycling.

The User Support staff installs and updates desktop software that includes both enterprise-wide applications (such as Microsoft Office and email) and department-specific applications. The User Support staff conducts IT orientation for all new employees and conducts appropriate training sessions designed to help County users get the most out of hardware and software investments.

- Network

The Network staff is responsible for managing both the wired and wireless network infrastructure at all County facilities for both data and voice communications. An essential duty performed by the Network staff is to administer security-related hardware and software components that are used to keep the County's systems safe from malware, email spam, data theft, and intrusion attempts.

In addition to managing the County's network cabling, routers, switches, leased communications circuits, and wireless access points, the Network staff manages the installation and configuration of the data center server, data storage, and backup systems.

Charter: Information Technology

- Programming

The Programming staff is responsible for developing applications that are used by County departments for conducting their respective business functions. Whenever possible and practicable, the County favors purchasing off-the-shelf application software. However, in cases where such software does not exist or does not meet the business requirements, the Programming staff develops software solutions that do the job.

Additionally, the Programming staff develops integration solutions that bring together purchased component applications into one system and ensuring that the components function together as a whole. The Programming staff also performs the administration of major purchased software such as the County's Financial, HR/Payroll, GIS, Document Imaging, Human Services, Nursing Home, and Mobility Transportation systems.

Among the more visible duties of the Programming staff is the management and administration of the County's public website and the County's Employee Information Intranet.

- Telephone

The Telephone staff manages and administers the County's extensive IP-based PBX phone system network and the telephone sets used by all County departments. Related duties include installing new and replacement telephone sets and working with the County's telephone system support provider and the County's phone-related telephone circuit providers, including long distance service. The staff works with departments to develop plans for transitioning from older legacy phones to the new IP phone environment.

The Telephone staff also work with their State of WI counterparts in order to make sure that the County's call center functions well with State systems.

- Public Safety Systems

The Public Safety Systems staff provides direct support for all systems and networks used by the County's 911 Communications Center, the Sheriff's Office, and the law enforcement, fire, and emergency medical service agencies that use essential systems and networks as shared services. Among the most notable countywide shared applications supported by this staff include the 911 Computer-aided Dispatch, Law Records, Mobile Data, and Mobile Network systems. Additionally, the Public Safety Systems staff lends expertise whenever possible to support the public safety agencies in all of the municipalities within Rock County.

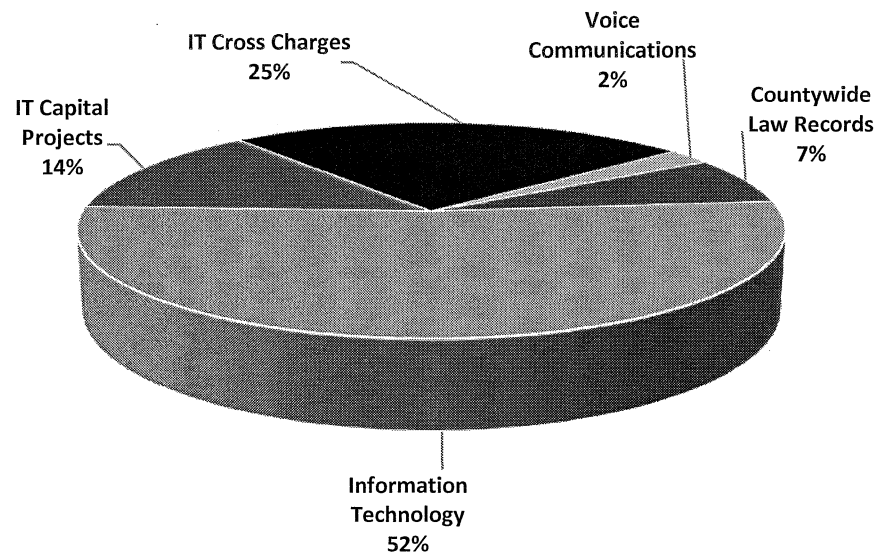
The Public Safety staff also provides dedicated on-site user and systems support for both the 911 Communications Center and the Sheriff's Office.

- IT Administration

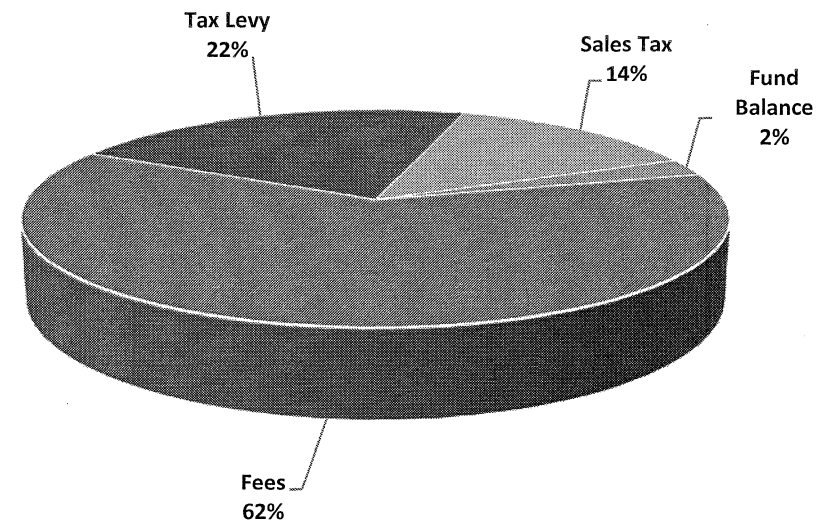
The IT Administration staff provides strategic systems planning and prioritization help for all County departments, including aiding with the development of technology-related budget requests for County departments. The IT Administration staff acts as the systems procurement agent for County departments and manages technology vendor relationships. The staff also maintains department-wide records and coordinates projects that span the various disciplines that make up the respective domains of all IT departmental divisions. Additionally, the IT Administration staff provides HIPAA-related security services for all County departments.

**2017 BUDGET
INFORMATION TECHNOLOGY**

EXPENDITURES BY PROGRAM

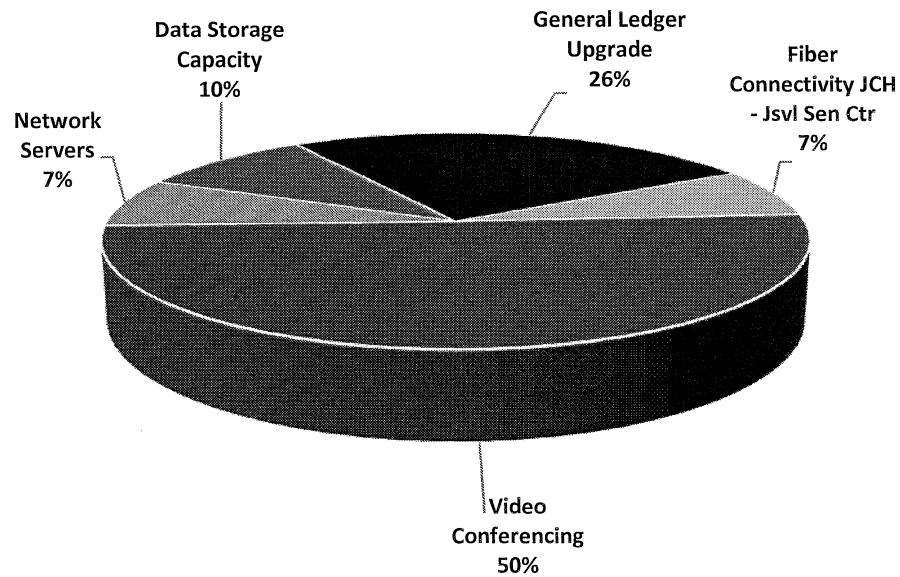


REVENUES BY SOURCE

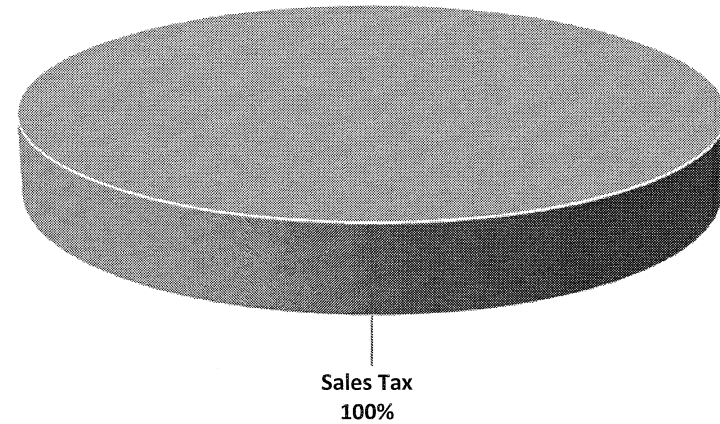


2017 BUDGET
INFORMATION TECHNOLOGY - CAPITAL

EXPENDITURES BY PROGRAM



REVENUES BY SOURCE



Administrator's Comments

Information Technology Department

Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	25.0	25.0
Salaries	1,801,240	1,801,240
Fringe Benefits	738,303	738,303
Operating Expense	2,246,687	2,210,687
Capital Outlay	2,108,201	1,897,412
Allocation of Services	0	0
Total Expense	6,894,431	6,647,642
Revenue	5,213,311	5,024,811
Deferred Financing	0	0
Fund Balance Applied	0	167,064
Tax Levy	1,681,120	1,455,767
Total Revenues	6,894,431	6,647,642

The Information Technology (IT) 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 information technology costs to departments where the costs can be borne through their state and federal funding sources. These costs to departments appear in the IT Cross Charges account.

Information Technology Director Mickey Crittenden has proposed working on six initiatives in 2017. I have asked him to provide a description of these initiatives. His description follows:

Rock County Information Technology Strategic Initiatives for 2017

The 2017 IT budget reflects the mission of continuing to support current and planned business processes throughout all of Rock County's governmental operations, with a specific focus on helping all County departments to operate as cost-effectively as possible while meeting their departmental goals. Additionally, specific technology projects are planned to significantly improve County operations, including the following budget-affecting strategic projects, in priority order:

<u>Project</u>	<u>2017 Budget Effect</u>
<i>Further Roll-out of Microsoft Software Assurance Functionality</i>	\$181,485
<i>-- Continue updates to server software</i>	
<i>-- Facilitate additional training in the latest software versions</i>	
<i>-- Further use of collaboration and workflow technologies</i>	
<i>-- Maximize License rights via Software Assurance</i>	

The project marks the first year of an optional three-year continuance of the Software Assurance that allows the County to install any desired version of licensed Microsoft server software and deploy client access licenses. The County will benefit through the further deployment of Microsoft's SharePoint collaboration and workflow software that will foster increased streamlining of business processes throughout the County operations. Additionally, the further implementation of Microsoft Skype for Business (formerly Lync) communications software will address a latent demand throughout the departments for an interactive environment that unifies enterprise voice, presence, instant messaging, and video conferencing, with specific integration with Office, Exchange, and SharePoint.

Network Server Replacements \$65,000

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

The IT department currently manages 60 servers, and a varying number of replacements are planned each year. The server replacement plan for 2017 includes addressing three general purpose Windows servers that will be out-of-support due to age or do not meet current demand. These servers are application and database servers used by multiple County operations. In addition to addressing performance and application requirements issues, the new servers will result in lower power and cooling costs.

Three new servers will be configured to provide hosting for multiple virtual servers, thus continuing the County's strategy of

consolidating data center assets for the sake of streamlining operations. The two new physical virtual host servers will each be able to host several virtual servers that would otherwise require separate hardware systems. This will result in operational savings in terms of lower power and cooling requirements.

Additional Data Center Information Storage Capacity \$85,000

- Accommodates the increase in disk storage requirements throughout County operations
- Builds upon the County's current Storage Area Network (SAN)
- Provides for increased data protection and replication of critical information
- Capital Improvement Plan project

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

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

In tandem with this initiative will be an analysis and identification of information that is no longer needed to be retained and can be removed from the County's storage systems.

Upgrading the Courts Video Conferencing System \$450,000

- Replaces an aging and increasingly unreliable system
- Allows for stable connections with outside entities

-- Extends video conferencing capabilities to additional courtrooms and hearing rooms

The current video conferencing system that is currently in use by the Courts is over 10 years old and is increasingly problematic for efficient Court operations. Most issues are related to video conferencing standards that have evolved over the years with which the current video conferencing system is no longer compliant. This non-compliance makes it regularly difficult for the equipped courtrooms to connect to state institutions and other outside entities for hearings, status meetings, and other video conferencing needs. These difficulties result in the need to transport inmates to court for appearances that otherwise would be conducted using the video conferencing system. The avoidance of transporting inmates to court is the primary justification of the video conferencing system. Additionally, the current system does not adhere to the latest courtroom video conferencing requirements and operational protocols, as defined by the state Supreme Court. This project scope includes the replacement of the current system and the extension of the system to include more courtrooms and hearing rooms so that more judges and court commissioners can take advantage of video conferencing technology.

***Fiber Optic Cabling between
the County and City of Janesville*** **\$64,500**

- Allows for discontinuance of expensive telecommunication circuits*
- Fosters more shared services between County and City*
- Enables greater Internet bandwidth and allows for Cloud-based processes*

The City of Janesville is in the process of connecting city facilities with a municipally-owned fiber optic infrastructure. One of those facilities is the Janesville Senior Center, which is across S. Main St. from the Courthouse. This project will install a fiber optic connection between the Courthouse and the Senior Center and thus

allow the County to take advantage of the existing fiber connection that exists between City Hall and the County's data center at the Health Care Center. The return on this investment will be approximately 2 years and will have a useful life of over 30 years, resulting in saving the County over \$900,000 in operational expense during that time, in today's dollars. The actual savings will most likely be significantly more than that, given the projected cost increases of telecommunication circuits that would otherwise be expected during the life of the fiber optic cabling.

Upgrade of County's Financial System **\$227,203**

- Implementation of latest generation of Sungard's Public Sector Financials System*
- Includes much better reporting and dashboard capabilities*
- Provides improved user interface and more efficient system processes*
- Capital Improvement Program project*

During the past few years, Sungard Public Sector has been rolling-out the newest generation of their financial system software, called One Solution, as the replacement for their legacy IFAS system. Sungard has placed priority on the development of the One Solution product family and is no longer updating their IFAS product. The new system will increase efficiency with better business intelligence and workflow functionalities, including integration with Microsoft Office software such as Excel and Word. The project includes the One Solution software, related hardware, professional services, and training.

I recommend all six initiatives proposed by Mr. Crittenden in 2017. While the Software Assurance project meets the criteria for sales tax financing, I believe it would be more appropriate to fund this expense from tax levy since the project will be a multi-year cost.

For the remaining five initiatives, I am recommending \$891,703 in sales tax revenue to fund these projects.

Mr. Crittenden proposed two additional public safety projects that I am recommending to be funded with sales tax. The first is a replacement server for the Spillman system that operates the Spillman Jail System and the Law Records System at a cost of \$18,000. The second project is a new incident based reporting module for the Spillman Law Records System that will be required for all jurisdictions to track and report crimes to the state and costs \$3,500.

Because the IT budget is an internal service fund, unspent funds from year to year accumulate in the department's working capital balance, which are funds that may only be used for IT purposes. Over the years, cost savings have resulted in a balance that at the end of 2016 is estimated to be \$1.9 million. I am recommending that a total of \$167,064 of this working capital be used for specific one-time purchases in 2017. These purchases include implementation of an employee evaluation module in the NextGen Human Resources software system and several network security improvements, including firewalls, ransomware protection, and tools to audit network access recommended by the County's auditors. I am also recommending that new switches, a router, and an upgrade to email archiving hardware be made from the working capital account.

In addition, in 2017, I am recommending two related projects to improve the County Board agenda process. The first is an agenda management software system that would replace the paper-intensive agenda preparation process, which involves copying and an increasingly lengthy time to distribute agenda packets to County Board Supervisors through the mail. The new system would help staff more efficiently generate agendas and minutes, record votes at meetings, and communicate with departments on committee and County Board actions. This will benefit County Board Supervisors and County staff involved in these processes. The second project relates to purchasing the tablet devices that would allow County Board Supervisors to electronically view agendas and minutes. I recommend funding this with IT working capital funds at a cost of \$33,000 for the agenda management software and \$8,211 for tablets and related equipment.

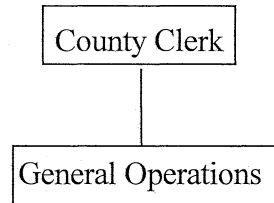
Mr. Crittenden requested \$200,000 in sales tax for phone replacement, which has been occurring on a department by department basis for a number of years. This project would take two years to replace all remaining phones. I am not recommending this project as the phones still function and are supported by the vendor. We will continue to replace failing phones with Internet Protocol (IP) phones as needed.

Mr. Crittenden requested \$10,000 for a contract to develop tools that would assist in a business continuity or disaster recovery scenario. Because this issue is broader than just the IT Department, and without buy-in from other departments, I am not recommending this contract at this time. In addition, given competing priorities, I am recommending reductions of \$40,000 to various line items.

The recommended tax levy for Information Technology is \$1,455,767, which is an increase of \$77,257 or 5.6% from the prior year.

#

County Clerk



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

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

Charter: County Clerk

Objectives and Standards

1. General Guidelines

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

2. Clerk to County Board

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

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

(c) Orders for payment. Sign all orders for the payment of money directed by the board to be issued, and keep a true and correct account of such orders, and of the name of the person to whom each order is issued; but he or she shall not sign or issue any county order

except upon a recorded vote or resolution of the board authorizing the same; and shall not sign or issue any such order for the payment of the services of any clerk of court, district attorney or sheriff until the person claiming the order files an affidavit stating that he or she has paid into the county treasury all moneys due the county and personally collected or received in an official capacity; and shall not sign or issue any order for the payment of money for any purpose in excess of the funds appropriated for such purpose unless first authorized by a resolution adopted by the county board under s. 65.90 (5).

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

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

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

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

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

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

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

Charter: County Clerk

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

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

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

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

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

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

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

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

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

(o) Report, receipts and disbursements to board. Make a full report to the board, at the annual meeting or at any other regular meeting of the board when so stipulated by the board, in writing,

verified by the clerk's oath, of all money received and disbursed by the clerk, and separately of all fees received by the clerk; and settle with the board the clerk's official accounts and produce to the board all books, accounts and vouchers relating to the same.

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

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

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

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

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

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

Charter: County Clerk

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 the Wisconsin Election Commission. Official ballots are shipped directly to municipal clerks and the County Clerk distributes additional election supplies at least 22 days prior to Election Day.
- e. Each election, the memory sticks 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 memory sticks are developed from sample ballots. Memory sticks, flashcards, and equipment are tested prior to distribution to municipal clerks.
- f. Election results are received from each municipal clerk on election night by wireless modem. Outstanding provisional and absentee ballot information are received from municipal clerks by phone, text or email. 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. Outstanding provisional and absentee ballot information is posted to the county website as required by state regulations.
- g. A Board of Canvass meeting is held following the election to review and certify results to the Wisconsin Election Commission. 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 Wisconsin Election Commission may require election Audits if the final total in any municipality differs by 2%. Random audits by The Wisconsin Election Commission will take place beginning November 2008 and continue indefinitely.
- i. Election Security Procedures are now in place for equipment and an Emergency Contingency Plan has been established for each Election Night.
- j. Paper documentation is prepared with the Clerk's seal certifying the final results of the election following the Board of Canvass. The Clerk e-mails a canvass report to the state, mails an original certified report to the Government Accountability Board and files in the County Clerk's permanent files.
- k. Maintain accurate election records for each election and files for each candidate for a period of six years following the termination of the Campaign Finance Report. Audit the required Campaign Finance Statements and refer any violations to the District Attorney.
- l. Refers sign violations to the local municipality, Rock County Dept. of Public Works or DOT.
- m. Maintain election standards as established by state statute and keep apprised of any changes in election law.
- n. SVRS - Municipalities with less than 2,500 registered voters may contract with the county to maintain their state voter registration system and are charged a maintenance fee as set by the Finance Committee subject to periodic review. The Clerk's staff performs the changes/additions/updates to the Statewide Voter Registration System after each election. The Clerk's office runs absentee voter lists or voter registration lists for each municipality that the County contracts with prior to each election and performs election management for those municipalities as required under the state system in accordance with HAVA Requirements.

Charter: County Clerk

- 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 Wisconsin Elections Commission to those seeking election and elected officials as requested.

4. Licensing Procedures

Issue marriage, and dog licenses in accordance with State Statutes Chapters 765 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. 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.
- c. 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)
- d.. 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.

e. 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.

- f. Deposits: Invoice all licenses sold and reconcile cash drawer to all fees collected daily. Make daily deposits to the County Treasurer for marriage licenses, and all other revenues collected. The County Treasurer remits marriage license fees/dog license fees to the State of Wisconsin.

5. Check Distribution Standards:

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

6. Management Operations

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

Standards:

- a. Record any changes or modifications to the budget as approved by the Finance Committee or County Board.
- b. Review committee actions for any action that requires a public notice.
- c. Review Federal, State, Wisconsin Retirement and Social Security manuals for any changes in policy or procedure. Review State Statutes or current legislation for changes in the law regarding marriage licenses, hunting and fishing licenses, dog licenses, election laws or any law affecting procedures performed by the County Clerk's office.

Charter: County Clerk

- d. Establish policy and procedures for staff and operations.
- e. Hold periodically meetings with staff to inform them of changes in office policy or federal and state laws. Perform annual performance reviews in coordination with HR on all staff and provide copies of all personnel documentation to HR for official file.
- f. Assist auditors in their annual review of the County Clerk's office.
- g. Administer oaths to all individuals, including staff, who will perform the duties of Deputy Clerk for the issuance of game licenses, marriage licenses, passports, working on election night and perform the county canvass.
- h. Maintain all necessary records as established by law or Wisconsin Statutes.
- i. Compile information and submit timely all necessary reports to government agencies.
- j. Attend meetings as directed by the Board, Human Resources and Administrator.
- k. Seek professional development opportunities to continually enhance and improve the position of County Clerk and its office.

- 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.

7. Public Relations

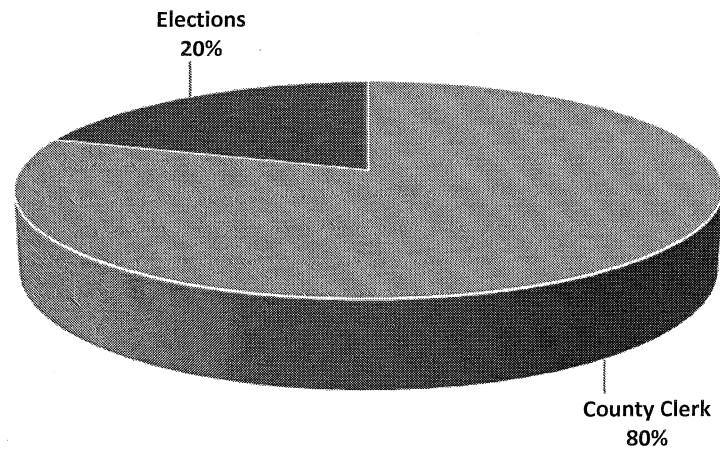
The people of Rock County will be faithfully served by performing the functions of the County Clerk's office with integrity and professionalism.

Standards:

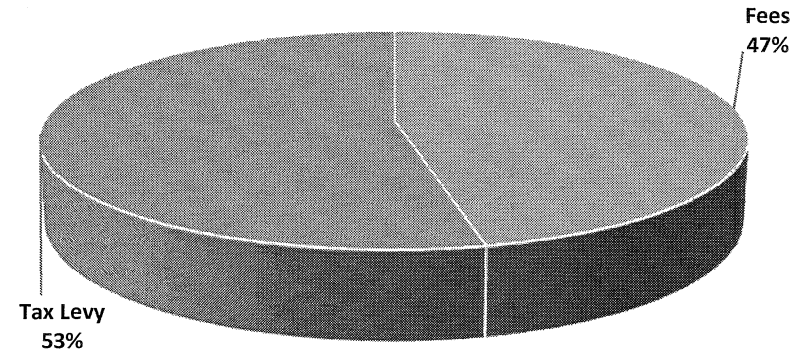
- a. Complaints: Complaints about the operations of the County Clerk's Office are courteously received, investigated and resolved as quickly as possible.
- b. Public Education: The public is informed of activities and services provided by the County Clerk's Office via printed publications, public presentations, 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.

**2017 BUDGET
COUNTY CLERK**

EXPENDITURES BY PROGRAM



REVENUES BY SOURCE



Administrator's Comments

County Clerk

**Summary of
Department Requests and Recommendations**

Description	Department Request	Administrator's Recommendation
Positions	3.0	3.0
Salaries	154,072	154,072
Fringe Benefits	93,075	93,075
Operating Expense	82,325	82,325
Capital Outlay	6,400	6,400
Allocation of Services	0	0
Total Expense	335,872	335,872
Revenue	145,380	145,380
Fund Balance Applied	0	0
Tax Levy	190,492	190,492
Total Revenues	335,872	335,872

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

The County Clerk account contains revenues and expenditures for general office operations. One of the revenues is from the issuance of marriage licenses. The current marriage license fee is \$95. The fee was increased by \$5 in 2012. The County Clerk's budget keeps \$50, the State retains \$25, and \$20 goes to Mediation and Family Court Services. In 2017, marriage license revenue is anticipated to be \$37,500, the same amount as the prior year.

Another revenue source is passport application fees. In the last couple of years, County Clerk Lisa Tollefson has seen a noticeable increase in passport revenue from residents of Illinois and other local jurisdictions that only process passport applications by appointment who prefer to utilize the Rock County Clerk's Office for the walk-in procedure. In 2017, passport application fee revenue is conservatively estimated to be \$65,000, the same amount as the prior year.

A replacement multi-function copier is requested for 2017 in the amount of \$6,400 and is recommended.

The recommended tax levy in the County Clerk account is \$143,732, which is an increase of \$6,084 or 4.4%.

The 2017 departmental levy request for Elections is \$46,760. The Elections account fluctuates widely from year to year due to the election cycle. 2017 is the lowest cost year of a four-year election cycle, with two elections scheduled.

The largest Elections budget cost is for ballots with Ms. Tollefson requesting \$30,000 in 2017, substantially less than the \$77,100 budgeted in 2016.

In 2016, the state-mandated Voter ID law became effective whereby voters are required to present a valid identification at the polling location. In spite of recent court decisions, Ms. Tollefson continues working with other

County departments and community organizations to publicize the need for voters to bring a valid ID to the polling place.

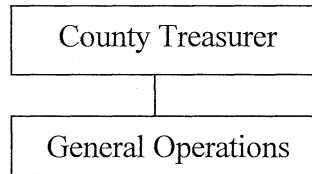
The second largest Elections budget cost is the annual software maintenance license with the elections software vendor, ES & S. \$27,300 is requested in 2017, the same as 2016. The software maintenance contract is in the third year of a five-year contract.

Ms. Tollefson has included funds (\$120) to send one staff member to elections training, including municipal clerk election training so as to better assist other local governments with elections. This is recommended.

In 2017, the Elections account tax levy recommendation is \$46,760, a decrease of \$19,810 or 30.2% from the prior year.

#

County Treasurer



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

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

Charter: Treasurer

The County Treasurer has authority to perform the following duties according to Wisconsin State Statutes, with policy guidance provided by the Rock County Board of Supervisors' Finance Committee.

Tax Collection and In Rem Foreclosure Action

Collect and process real estate taxes, special charges, special assessments, managed forest land taxes, DNR payments, and all delinquent real estate taxes, special charges and special assessments, plus interest and penalty. Collect the first installment taxes for 22 of the 29 municipalities and reconcile the proceeds for distribution to those municipalities. Reconcile and settle several times annually with municipal treasurers, school districts, sanitary districts, technical colleges, and the State Treasurer for all collections received for current year tax roll. Administer the Lottery and Gaming Tax Credit and certification. Generate and mail final installment tax notice for roughly 24,000 parcels yearly. Communicate with delinquent property taxpayers through conventional collection procedures and offer payment plan assistance. Prepare, file and maintain all real estate tax claims with the Bankruptcy Court for property owners who file bankruptcy. Cancel all tax certificates that become void by virtue of the statute of limitations (after 11 years) and certify cancellation to municipal treasurer.

Issue a tax certificate annually on all current tax year real estate parcels remaining unpaid September 1, which starts the two-year redemption period. Execute the legal title searches for In Rem foreclosure applications and organize necessary papers for Court action giving fee simple title to the County. View foreclosed property with Finance Committee to set sale prices. Proceed with In Rem Foreclosure and subsequent sale of acquired property to insure a sufficient tax base for the County.

Receipting and Disbursements

Collect, receipt and deposit money from individuals and County departments daily. Initiate all wire transfers, ACH Debits and ACH Credits

for State and Federal payments, Debt interest and penalty payments, Deferred Compensation and Employee Benefits Program, plus maintain all State Pool transfers between accounts and the working bank. Monitor the on-line bank program for accurate accounting of all monies in the working bank. Properly administer and reconcile the Master account and three zero balance accounts for Payroll, General, and Health Benefit checks in the working bank. Reconcile and monitor various checking accounts for other County departments. Report and pay timely to the Department of Revenue all fines and forfeitures, and fees for marriage licenses, dog licenses, probate, birth certificates, and title transfers, sales and occupational taxes.

Cash Management and Investments

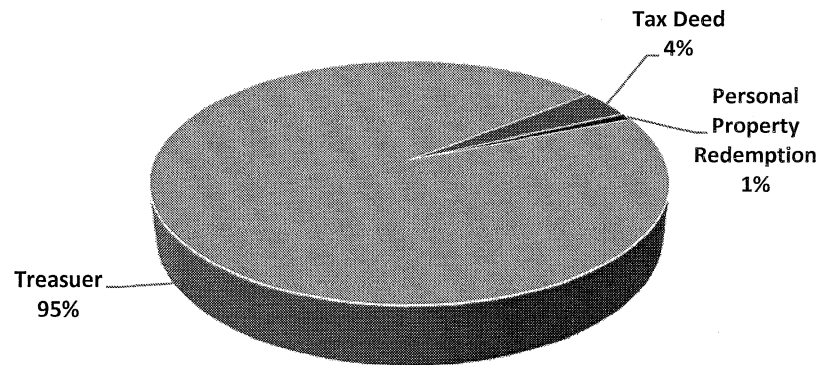
Monitor County's cash balances on a daily basis to ensure funds are available to meet twice weekly cash disbursements and bi-weekly payroll, while obtaining the maximum amount of interest income. Review all Cash Management investments to ensure County is sufficiently funded to buy out all taxing jurisdictions tax roll each August. Work with the Finance Director, Finance Committee and Investment Advisors to execute an investment policy in the best interest of the County, including investing in Certificates of Deposit and insured money market accounts throughout the County and State.

Other Duties as Assigned

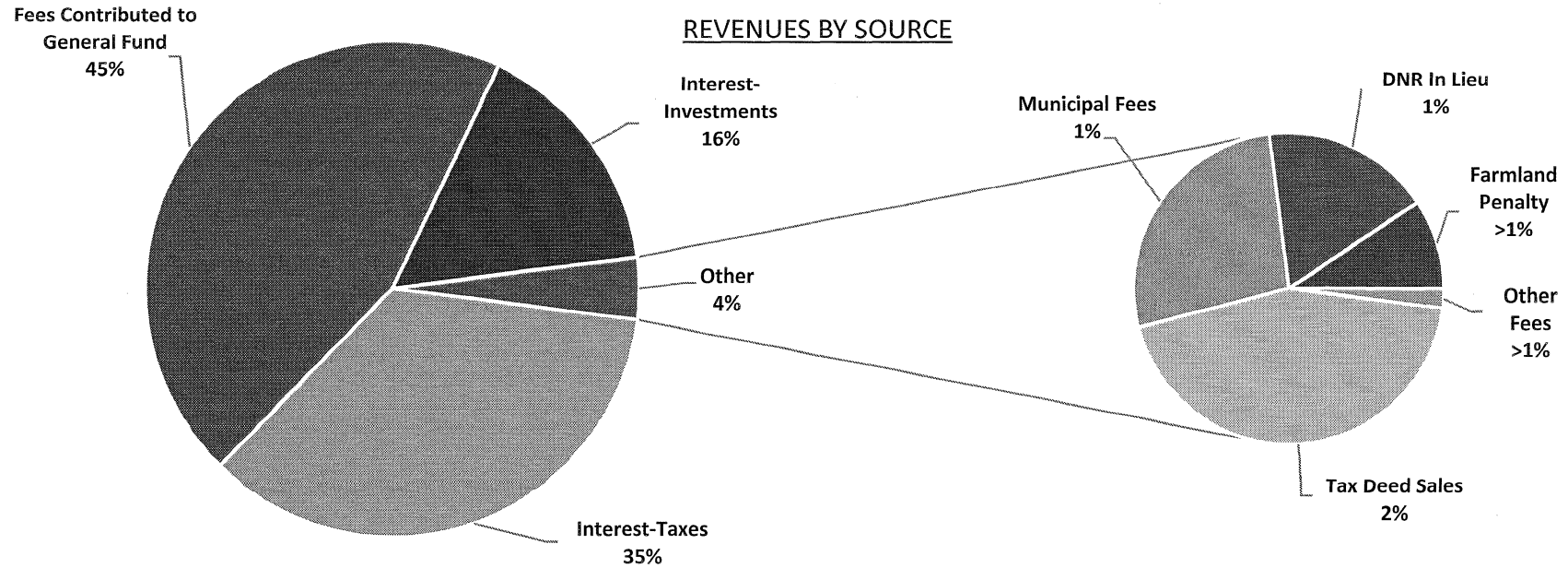
Serve as treasurer for County drainage districts. Administer and collect Land Use Value Conversion Charges. Advertise and disburse unclaimed funds. Attest on new plat maps and Certified Survey Maps when required that there are no unpaid taxes on the property prior to recording. Upon request, attribute to each new parcel its value for parcels that are divided or split during the calendar year. Process and pay County's and State's shares of unpaid personal property taxes from prior year to local municipalities. Maintain records and research information on County brownfield properties. Maintain a record retention/destruction schedule according to state laws.

**2017 BUDGET
TREASURER**

EXPENDITURES BY PROGRAM



REVENUES BY SOURCE



Administrator's Comments

County Treasurer

**Summary of
Department Requests and Recommendations**

Description	Department Request	Administrator's Recommendation
Positions	5.0	5.0
Salaries	240,239	240,239
Fringe Benefits	104,199	104,199
Operating Expense	60,353	60,353
Capital Outlay	950	950
Allocation of Services	0	0
Total Expense	405,741	405,741
Revenue	2,165,290	2,165,290
Fund Balance Applied	0	0
Tax Levy	(1,759,549)	(1,759,549)
Total Revenues	405,741	405,741

The Charter for the County Treasurer contains a good 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), Insight Investment (formerly Cutwater), and First National Bank, which is the County's working bank. Rock County has issued a request for proposals for investment services with the results to be considered by the County Board in October 2016. In addition, the County has cash invested in CDs in a number of area banks. The amount of investment earnings is related to the amount available for investment and interest rates. Interest rates are currently at near historic lows and are expected to remain low for some time. For example, the current LGIP interest rate is approximately 0.42%. This has had the effect of severely decreasing Interest on Investments revenue. As recently as 2007, the County realized \$3.5 million in Interest on Investments. The Treasurer projects \$621,400 in interest revenue for 2017, an increase of \$78,400 from the prior year. This funding is used to offset the cost of other County operations.

Interest and Penalties on Delinquent Taxes is the other major source of revenue. Since its peak in 2010, delinquent taxes have been steadily declining, but are projected to increase in 2017. Income from this source is projected to be \$1,384,707 in 2017.

The Treasurer's Office generates revenue in the line item Fees by collecting taxes for the municipalities. A total of 22 towns, cities, and villages have chosen to have the Treasurer perform property tax collections for them. Each municipality will be charged a \$100 flat amount, plus 55 cents per parcel collected in 2017.

Another source of revenue is the penalty assessed when agricultural land is converted to non-agricultural use. The County Treasurer is responsible for

administering and collecting this penalty. The penalty is split between the County and the municipality. In 2017, it is projected Rock County will receive \$15,000 from this source.

In 2017, the Information Technology Department recommends the replacement of one personal computer and one level one printer for a total of \$950. I recommend that these items be purchased with Treasurer's Office funds.

County Treasurer Vicki Brown has presented a frugal budget for her office. Recommended expenditures total \$405,741.

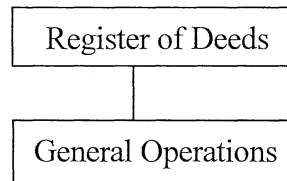
Two other accounts under the Treasurer's budget are Personal Property Tax Redemption and Tax Deed Expense. Personal Property Tax Redemption contains \$3,800 for 2017. This is the amount the County must reimburse the towns, cities, and villages for the County's share of personal property taxes the taxing units have been unable to collect. This expense has decreased due to a change in State law. This new standard only allows a municipality to pass on the expense if the business has declared bankruptcy or has gone out of business.

Tax Deed Expense contains the revenue and expenditures from the sale of tax delinquent real property. This account is projected to realize net revenue of \$55,000 in 2017.

Combining the Treasurer's main account, the Personal Property Tax Redemption account, and the Tax Deed Expense account results in 1,759,549 of revenue in excess of expenditures. This is \$116,131 or 7.1% more than the amount included in the 2016 Budget and, therefore, will be available to fund other County operations.

#

Register of Deeds



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

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

Charter: Register of Deeds

Objectives and Standards

1. Real Estate & Documents Operations

To record, process promptly, and collect fees for all real estate and other documents in accordance with State Statutes (i.e. Deeds, Mortgages, Plats, Certified Survey Maps, Federal Tax Liens, Lis Pendens, 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 monies collected and perform daily bookkeeping.
- e. To check all Transfer Return Forms to insure accuracy as to computation of fee or statement of exemption, financing terms, exclusions, signatures, etc.
- f. To promptly return all real estate papers to customers as soon as all recording requirements have been completed.
- g. To give prompt, courteous customer service via telephone, mail and counter for information needed from the Register's Office and make copies and collect fees as required.
- h. To review and monitor pending State Legislation pertinent to Register of Deeds operations and to support/sponsor new legislation to improve and update State Statutes.
- i. Prepare and administer the annual budget for the office and submit same to county board for approval. Offer resolutions, as appropriate, for introduction by county board members in order to facilitate office operation, projects and goals.

2. Wisconsin Rental Weatherization Program

Most residential properties in Wisconsin have had to meet minimum energy conservation standards at the time of ownership transfer. Private state-certified inspectors are hired by owners to check properties for compliance with the standards. Effective February 1, 2016 the Rock County Register of Deeds Office was authorized to validate Stipulation and Waiver Agreements for the Wisconsin Rental Weatherization Program. A validated Stipulation or Waiver enables the prompt transfer and recordation of the transfer documents for residential rental unit properties.

3. Vital Records Operations

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

Standards:

- a. To process, maintain, and issue certificates for all marriages, deaths, births, and domestic partnerships occurring in the county. Perform all other duties related to vital statistics under s. 69.05 and 69.07.
- b. To keep all vital indexes up-to-date on a daily, weekly and monthly basis.

Charter: Register of Deeds

- c. To fill customer requests and answer questions in regards to birth, death, marriage, & domestic partnership certificates.
- d. To collect fees and generate computer receipts for certificates and copies issued and deposit fees daily with the County Treasurer into established revenue accounts.
- e. 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.
- f. To monitor and assist customers doing genealogical searches, process genealogy applications and perform searches as requested.

4. County Plat Books

Standards:

- a. To promote and distribute County Plat Books at a fee established by the Finance Committee – currently \$25.

5. Redaction Project

On May 12, 2010 legislation was signed into law, which changed the recording fee structure for real estate documents filed with the county register of deeds to a flat fee of \$30. This new law required that social security numbers viewable or accessible on the Internet be redacted. The new fee allowed \$5 to be retained by the register of deeds (through 2014) office for use in the redaction project. Since the beginning of this project over 592,000 documents (with approximately 967,000 images) have been scanned, enhanced and indexed by document number & volume & page.

The revenue and expense for the project are budgeted in a separate program account titled ROD Redaction Project.

6. Veterans' Records

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

Standards:

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

7. 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.

Charter: Register of Deeds

- 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.

8. Land Information Council

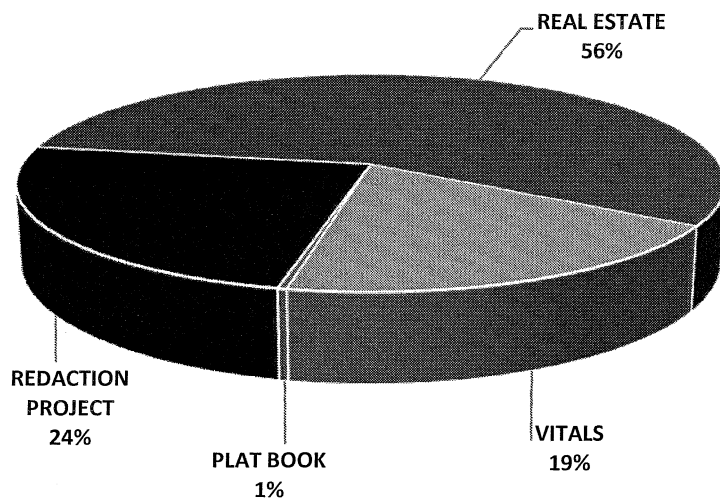
2009 Wisconsin Act 314 was enacted on May 12, 2010 and became effective June 25, 2010. Act 314 renumbered, amended and created statutory languages relating to the charging of fees collected in the Register of Deeds Office, the redaction of social security numbers from electronic documents and the creation of the Land Information Council.

Standards:

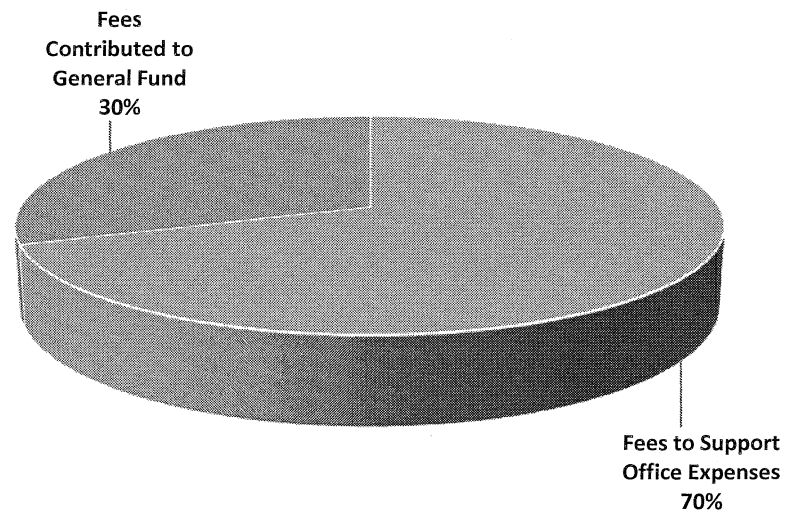
- a. To serve on the Land Information Council – meeting twice a year.
- b. To review the priorities, needs, policies and expenditures of the Land Information Office.
- c. Advise the County on matters affecting the Land Information Office.
- d. The Land Information Council does not replace, nor diminish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

**2017 BUDGET
REGISTER OF DEEDS**

EXPENDITURES BY PROGRAM



REVENUES BY SOURCE



Administrator's Comments

Register of Deeds

Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	6.8	6.8
Salaries	299,448	299,448
Fringe Benefits	188,194	188,194
Operating Expense	188,429	188,429
Capital Outlay	4,600	4,600
Allocation of Services	(12,000)	(12,000)
Total Expense	668,671	668,671
Revenue	799,764	799,764
Fund Balance Applied	161,904	161,904
Tax Levy	(292,997)	(292,997)
Total Revenues	668,671	668,671

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

The improving housing market and low mortgage rates have resulted in an increase in anticipated real estate transfer fees. Register of Deeds Randy Leyes has estimated this will increase from \$270,000 budgeted in 2016 to \$300,000 in 2017.

The real estate registry fee is a \$30 flat fee for legal documents recorded in the Register of Deeds Office. The Register of Deeds retains half of the \$30 fee, \$8 remains with Rock County for land records modernization, and the State of Wisconsin retains \$7. Mr. Leyes estimates that 25,000 documents will be filed in 2017. This is the same amount budgeted in 2016.

In August 2012, the Register of Deeds signed a contract with Fidlar Technologies to redact Social Security numbers from their records. They have since scanned, enhanced, and indexed approximately 440,000 hard copy records. Indexing of the imported images started in 2014 and will continue in 2017. Mr. Leyes requests a carryover of \$161,904 in unspent redaction funds for this on-going project. The revenue and expense for the project are budgeted in a separate program account titled ROD Redaction Project.

I am also recommending two notable equipment purchases: IP-phones (\$4,257) and a plat cabinet (\$4,000). The IP phones are part of an on-going effort to update technology. The plat cabinet will be used to store documents associated with the I-39/90 expansion project. Unlike the State and surrounding cities, Rock County is not able to file these plats electronically.

The recommended budget contains \$292,997 of revenue in excess of expenditures, which will go toward offsetting the County property tax levy. That figure is \$15,841 or 5.7% more than the amount used to offset the property tax levy in 2016.

G. General Services Committee

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Administrator's Comments.....	8

Facilities Management Department

Facilities Management Director

Present Personnel (Full Time Equivalent)	
1.0	Facilities Management Director
2.0	Facilities Superintendent
2.0	Crew Leader
1.0	Mechanical Maintenance Supervisor
7.0	Maintenance Worker IV
5.0	Mechanical Maintenance Worker III
2.0	Administrative Assistant
20.0	Total

Summary of Personnel Modifications		
	<u>Dept. Request</u>	<u>Admin. Rec.</u>
New Positions	0	0
Transfer From DPW Mechanical Maintenance Worker IV (1077) to Facilities Management Mechanical Maintenance Worker IV (1077)	1.0	1.0
Deletions	0	0
Reallocations	0	0
Re-Titles	0	0
Reclassifications From Mechanical Maintenance Worker III (1258) To Maintenance Worker IV (1077)	5.0	5.0
From Mechanical Maintenance Supervisor (1258) To Crew Leader (1077)	1.0	1.0
Upgrades	0	0

Charter: Facilities Management

FACILITIES MANGEMENT DEPARTMENT

FACILITIES MANAGEMENT

Rock County owns and operates public facilities necessary to County agencies for the proper performance of their duties and functions. The portfolio of County buildings under the oversight of the General Services Department totals 1,190,670 square feet, valued at approximately \$285,000,000.00.

This portfolio does not include the buildings overseen by the Public Works Department (Highway, Airport, Parks), nor the Fairgrounds.

FACILITIES MAINTENANCE

Operating expenditures include materials and supplies required to maintain the exterior and interior, of County Buildings, plus the surrounding grounds. Also included are materials for the heating, cooling, plumbing and electrical systems in all the buildings. In addition to the work performed by skilled in-house maintenance personnel, service contracts cover work related to elevator service, chiller and boiler maintenance, sprinkler/fire, and security systems. The County's investment in on-going building improvements and preventative maintenance helps stabilize the scope of needed building repairs, but what cannot be controlled is the increasing cost of materials and services in recent years.

FACILITY CAPITAL IMPROVEMENTS & CONSTRUCTON

The County threshold, when maintenance becomes a capital improvement currently stands at \$50,000.00. When the work entails the construction of a county building the cost can run into the millions. In order to plan ahead for such capital expenditures, County Administration publishes a five year capital improvement plan called the CIP. Like other County Departments, General Services submits its projects for inclusion in the CIP.

Facilities Management serves as the lead agency in the management, planning, design, operation, construction, renovation and occupancy of its buildings. Specifically:

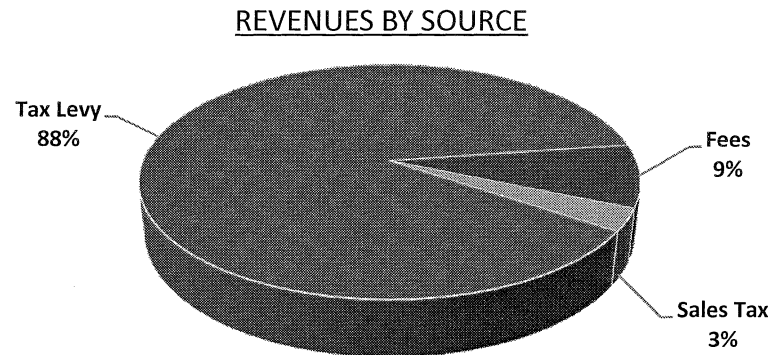
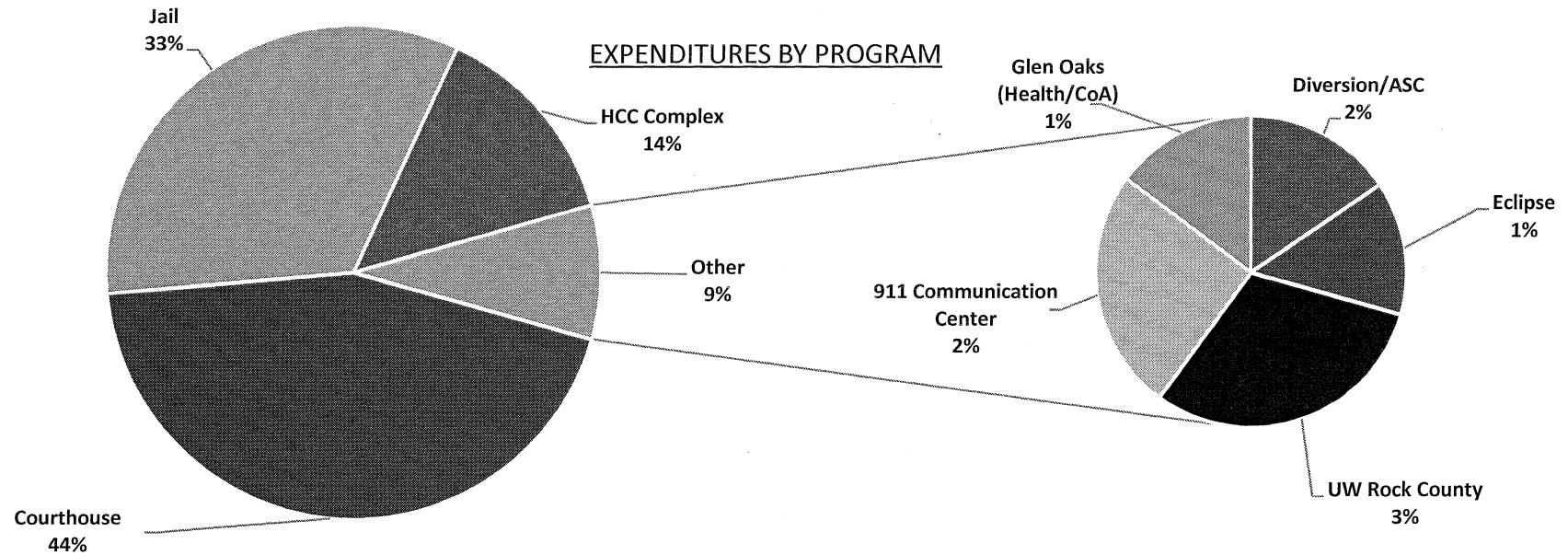
- a) To manage the hiring of architectural/engineering design firms.
- b) To serve as contract administrator on remodeling/construction projects.
- c) To coordinate and manage department involvement in program design.
- d) To coordinate and manage the planning and design of County buildings.
- e) To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

AGENCY SUPPORT SERVICES

While not in the business of serving clients directly, Facilities management provides support and services to county departments in a number of areas including:

- ❖ Key control
- ❖ Cleaning
- ❖ Trash and recycling
- ❖ Pest management
- ❖ Space needs
- ❖ Courthouse weapons screening contract oversight.
- ❖ Safety
- ❖ Energy management
- ❖ Air quality

2017 BUDGET FACILITIES MANAGEMENT - OPERATIONS



- As building expenses are cross-charged to the occupying departments, the following buildings are not shown:

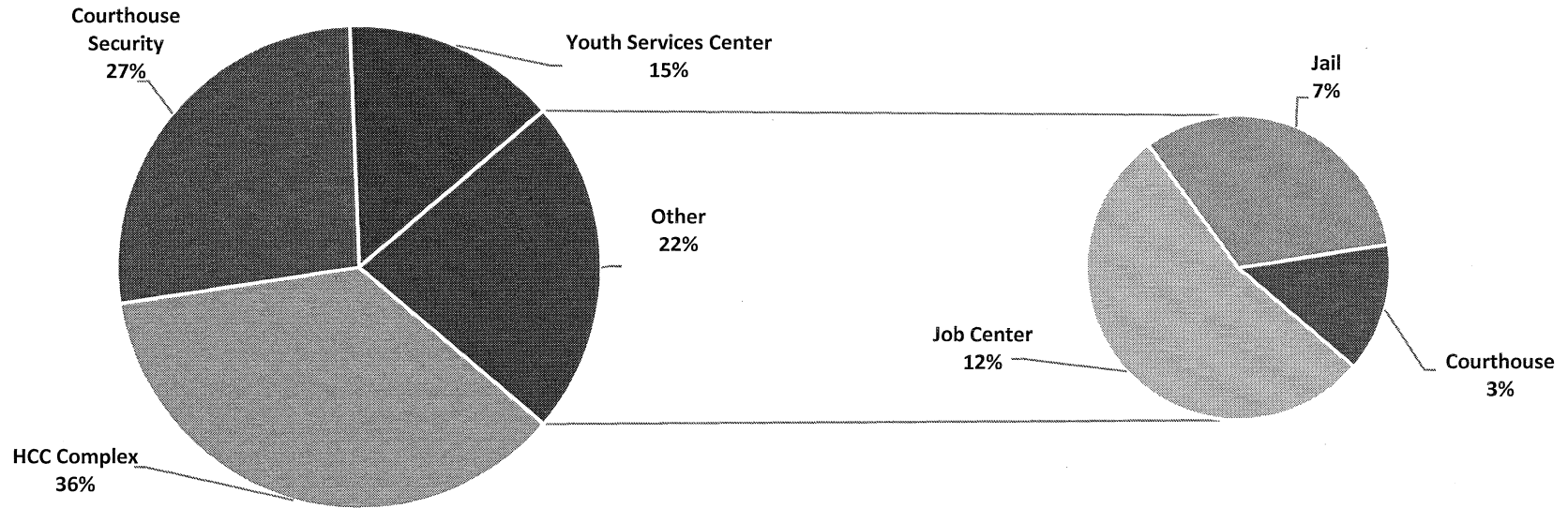
Youth Service Center, Job Center, Franklin St., Court St., Highway Buildings/Grounds and Highway Salt Shed.

-Additionally, several of the above buildings' expenses are substantially affected by the cross-charge that minimizes costs and include:

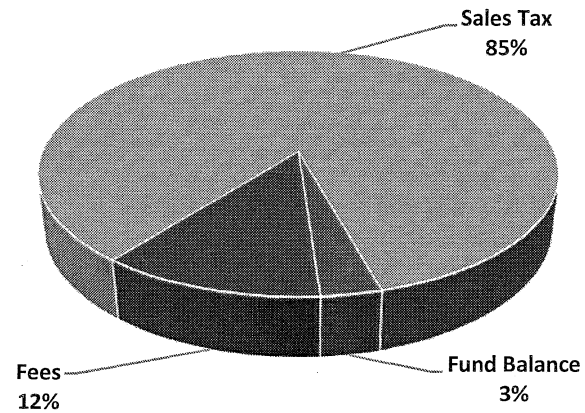
Glen Oaks (Health-CoA), HCC, Communications Center and Diversion/ASC.

2017 BUDGET
FACILITIES MANAGEMENT - CAPITAL

EXPENDITURES BY PROGRAM

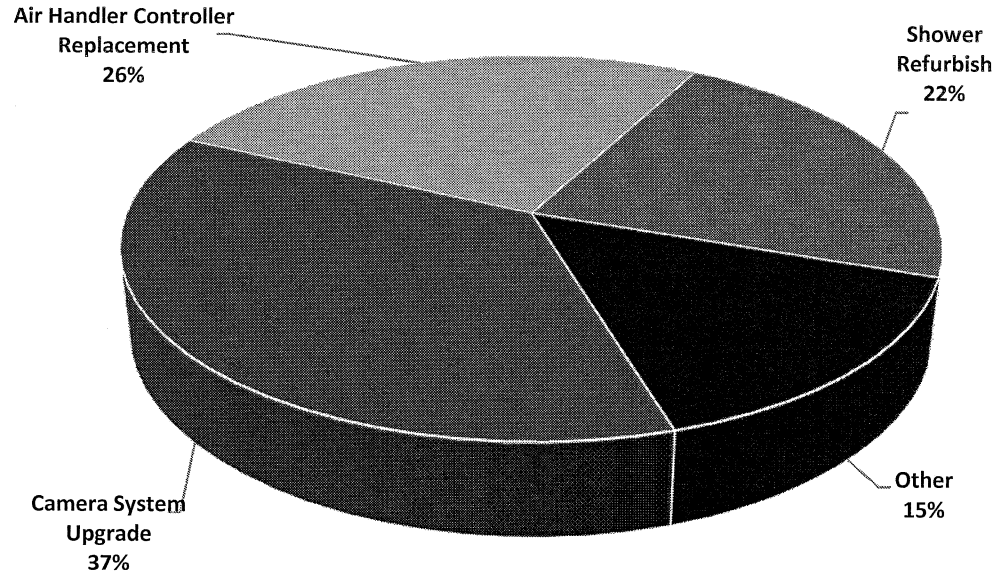


REVENUES BY SOURCE



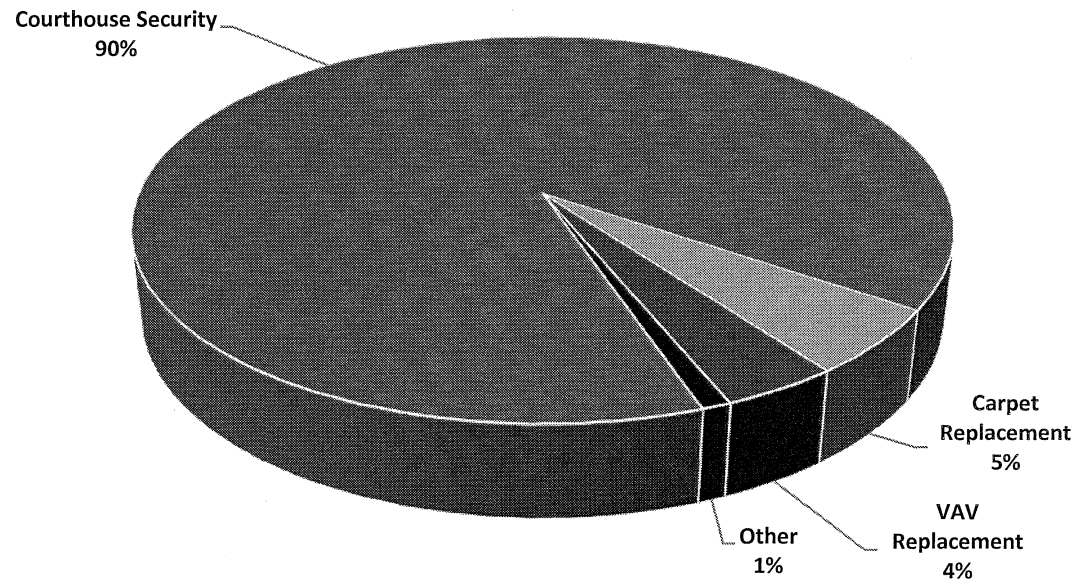
**2017 BUDGET
FACILITIES MANAGEMENT - JAIL**

EXPENDITURES BY SOURCE



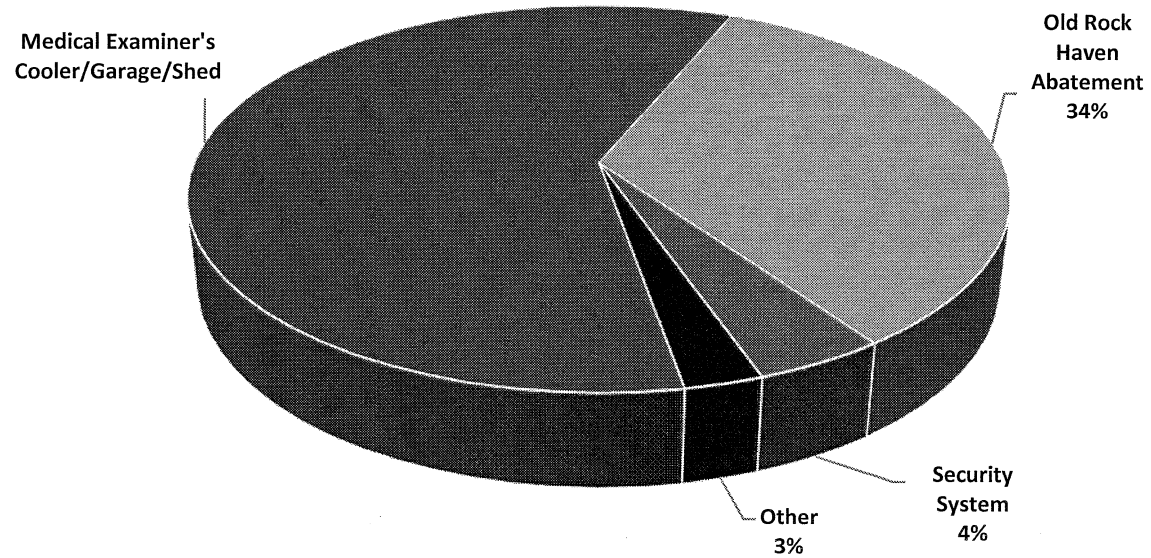
2017 BUDGET
FACILITIES MANAGEMENT - COURTHOUSE

EXPENDITURES BY SOURCE



2017 BUDGET
FACILITIES MANAGEMENT - HCC COMPLEX

EXPENDITURES BY SOURCE



Administrator's Comments

Facilities Management

Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	20.0	20.0
Salaries	1,061,810	1,110,314
Fringe Benefits	434,560	468,546
Operating Expense	2,789,634	3,019,876
Capital Outlay	1,873,636	2,587,254
Allocation of Services	(1,758,408)	(2,546,140)
Total Expense	4,401,232	4,639,850
Revenue	1,845,086	2,058,500
Deferred Financing	0	0
Fund Balance Applied	68,000	68,000
Tax Levy	2,488,146	2,513,350
Total Revenues	4,401,232	4,639,850

In 2016, major changes impacted the department. The department formerly known as the General Services Department was renamed the Facilities Management Department to more accurately describe the department's focus on facilities. Brent Sutherland, a former County Facilities Management Superintendent, was hired as Facilities Management Director.

Also in 2016, the continued focus of the department caused the transfer of the central duplicating function and central mailing function from the department to the Finance Department. The transfer of a 0.4 FTE Printing Services Coordinator and 1.0 FTE Administrative Assistant were included in this transfer of functions.

Mr. Sutherland has identified numerous capital requests in his first budget.

The Jail Capital Improvement account includes a number of projects and equipment purchases, as noted below:

\$ 49,000	Camera System Upgrade
\$ 35,000	Air Handler Controller Replacement
\$ 30,000	Shower Refurbish
\$ 10,000	Window Replacement
\$ 5,404	Door Replacement
\$ 5,000	Mechanical Door Release System
\$ 2,000	<u>Water Fountain Replacement</u>
\$136,404	

The first four projects listed are recommended to be funded through sales tax proceeds. The next three are recommended to be funded with tax levy.

The Courthouse Capital Improvement account includes a number of projects and equipment purchases, as noted below:

\$500,000	Courthouse Security Project
\$ 30,000	Carpet Replacement
\$ 22,000	Variable Air Volume Replacement
\$ 3,500	Sidewalk Replacement
<u>\$ 2,000</u>	<u>HVAC Control Boards Replacement</u>
\$557,500	

Among the Courthouse projects noted above, the items less than \$10,000 are recommended to be funded by the tax levy in the amount of \$5,500 and the balance of projects are recommended to be funded from sales tax revenue in the amount of \$552,000. The Courthouse Security Project Phase I is scheduled to be bid this fall. Funds have been set aside in prior years and are expected to largely cover this phase. The additional \$500,000 would provide funding in 2017 for planning and beginning implementation of Phase II. Following decisions made by the General Services Committee and County Board, additional funds will be needed for Phase II. I am also recommending the County proceed in 2017 with the purchase of cell phone boosters as part of the Courthouse Security Project, which is similar to the project at the Health Care Center. This would improve security and cell phone communication in the Courthouse. I recommend this purchase come from the Courthouse Security account.

The weapons screening station contract at the Courthouse will be in the third and final year of the contract. In 2017, the weapons screening contract is budgeted at \$70,320.

The Health Care Center Capital Improvement account includes a number of projects and equipment purchases, as noted below:

\$400,000	Medical Examiner Cooler/Garage/Shed
\$230,000	Old Rock Haven Abatement
\$ 30,000	Security System
\$ 13,000	Underground Tank Monitor System
<u>\$ 4,800</u>	<u>Utility Locator Equipment</u>
\$677,800	

Among the Health Care Center Capital projects noted above, the Utility Locator Equipment is recommended to be funded by the tax levy and the

balance of the projects is recommended to be funded by sales tax revenue. The County has hired a consultant to look at space needs of the Health Care Center complex and in all likelihood, may recommend the asbestos abatement and demolition of the old Rock Haven building. The facility houses the County Medical Examiner's Department's morgue. In the event the consultant recommends and the County Board approves the building abatement and demolition, funds will be needed for a replacement morgue and garage for the Medical Examiner's Department. The Security System was originally budgeted in 2015, but the funds were removed pending completion of the Courthouse Security project planning. Upon the completion of the Courthouse Security Phase II planning, the same security system selected for the Courthouse will also be installed at the Health Care Center. Mr. Sutherland had requested the replacement of an elevator but I am not recommending replacement at this time, pending the space needs consultant report.

With regard to the Youth Services Center, two projects are requested: replacement of a rooftop HVAC unit at a cost of \$68,000 with funding from prior year's carryover and remodeling of the shelter portion of the building at a cost of \$200,000 with funding from sales tax revenue. The Human Services Department is in the process of contracting out shelter care services and the freed up space will allow for expansion of programming. Additional background can be found in the Human Services Department section. Both are recommended.

The Job Center was purchased in December 2014, and staff spent 2015 evaluating facility needs, which are significant. In 2016, \$290,000 was budgeted to respond to various building issues and the work continues. In 2017, a request to replace/expand the Job Center parking lot in the amount of \$225,000 to comply with the City of Janesville code requirements is recommended with funds to come from sales tax revenue.

Glen Oaks and Eclipse Center Capital Projects accounts include funds for carpet and flooring replacement, including \$4,500 for the Health Department North Office, \$3,000 for the Council on Aging, and \$7,000 for a Variable Air Volume project. All of these projects are funded with sales tax revenue. In addition, \$2,500 is recommended for a new storage shed for the Council on Aging Transit Program funded with tax levy.

For the Communications Center, \$15,000 is recommended in sales tax revenue for a replacement Access Control System.

Mr. Sutherland is requesting \$20,000 for a new work order system to improve tracking and customer service. This is recommended with funding from the tax levy.

With the retirement of DPW Director Benjamin Coopman at the end of 2016, it is recommended that oversight of DPW highway facilities be transferred to the Facilities Management Department. This action will allow for more consistent prioritization of county-wide facility needs, greater level of expertise to facility issues, and better backup for staff performing these duties at DPW. More information is found in the DPW Administrator's Comments.

With regard to personnel, Mr. Sutherland is requesting department staff receive \$75/week on-call pay for maintenance staff at the Youth Services Center, Rock Haven, and Jail. This request is recommended and will assure better coverage of after-hours issues and provide a more consistent schedule for staff. With the recommended changes for DPW, a transfer of 1.0 FTE Maintenance Worker IV (1077) from DPW to Facilities Management is requested and recommended. A recommendation stemming from the Human Resources Department compensation and classification study is to reclassify a 1.0 FTE Mechanical Maintenance Supervisor (1258) to a Crew Leader (1077) and reclassify 5.0 FTE Mechanical Maintenance Worker III (1258) positions to Maintenance Worker IV (1077). This request is recommended. This request will align pay and benefits among staff who are doing the same duties, as well as allow for better cross training and support.

In total, the tax levy recommended for the Facilities Management Department is \$2,513,350, which is a \$74,472 or 2.9% decrease from the prior year.

#

H. Health Services Committee

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Rock Haven

Present Personnel (Full Time Equivalent)

	<u>Administration</u>
<u>1.0</u>	Nursing Home Administrator
1.0	Total
	<u>Environmental Services</u>
<u>14.0</u>	Environmental Services Worker
14.0	Total
	<u>Materials</u>
1.0	Materials & Environmental Services Manager
2.0	Central Supply Clerk
0.9	Administrative Assistant
<u>1.0</u>	Clerk-Receptionist
4.9	Total
	<u>Personal Services</u>
<u>0.6</u>	Beautician
0.6	Total

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

Rock Haven

Present Personnel (Full Time Equivalent)

	<u>Nursing Services</u>
1.0	Director of Nursing
2.6	Assistant Director
3.7	Nursing Supervisor
2.0	MDS Nurse
22.0	Registered Nurse
12.4	Licensed Practical Nurse
<u>82.6</u>	Nursing Assistant
126.3	Total
	<u>Program Services</u>
1.0	Activity Director
2.0	Master Social Worker
<u>6.0</u>	Activity Therapy Assistant
9.0	Total

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

184.9 GRAND TOTAL

Rock Haven

Summary of Personnel Modifications

	Dept. Request	Admin.Rec.
New Positions		
Admissions Registered Nurse (Unilateral Pay Range 22)	1.0	1.0
Deletions		
Registered Nurse	0.80	0.80
Licensed Practical Nurse	0.20	0.20
Reclassifications		
Re-Titles	0	0
Assistant Director of Nursing to Nursing Supervisor	2.6	2.6
Transfers		
Upgrades	0	0

Charter: Rock Haven

INTRODUCTION

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

ROCK HAVEN SERVICES

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

REGULATORY OVERSIGHT

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

ADMINISTRATION

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

The Facility is committed to the Quality Assurance Performance Improvement and will continue to teach and utilize the QAPI program to improve care and services at Rock Haven. As a team, we are committed to reducing our reliance on property tax levy.

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. Educate and train staff on an ongoing basis to ensure that the Facility staff comply with Federal, State and local laws and the regulations to meet the standards of quality resident care.

STAFF DEVELOPMENT

Goal: To ensure that Rock Haven has the ability to retain, attract and develop qualified staff capable of implementing and managing the county mission and vision. While providing the best care possible for our clientele.

Charter: Rock Haven

Objectives:

1. Present mandatory annual inservice presentations (fire safety, hazard communications, blood borne pathogen prevention, resident rights, abuse prevention)
2. Provide in-services and training sessions that address the unique needs of our resident population.
3. Provide general and department specific orientation for each new employee.
4. Educate when necessary for any new standards of care for the industry as they are developed by the industry.
5. Continue work and maintain and train staff on the Quality Assurance Performance Improvement program.

QUALITY ASSURANCE

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

Objectives:

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

ADMISSIONS

Goals: To maintain a census of 124 at Rock Haven.

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 their clients.
3. Market the services provided at Rock Haven through the website and community meetings.
4. To Provide Physical, Occupational, and Speech therapies to the Community.

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, or the least restrictive environment.
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.

DIETARY DEPARTMENT

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

Objectives:

1. Assess nutritional status of all residents upon admission quarterly, and change of condition
2. Timely response to resident requests.
3. Meet with residents on a quarterly basis to determine menu choices.

Charter: Rock Haven

4. Meet all State and Federal regulations concerning food preparation and storage and maintenance of a dietary department.

ENVIRONMENTAL SERVICES/ MATERIALS DEPARTMENT

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

Objectives:

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

FINANCE DEPARTMENT

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

Objectives:

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

MAINTENANCE DEPARTMENT

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

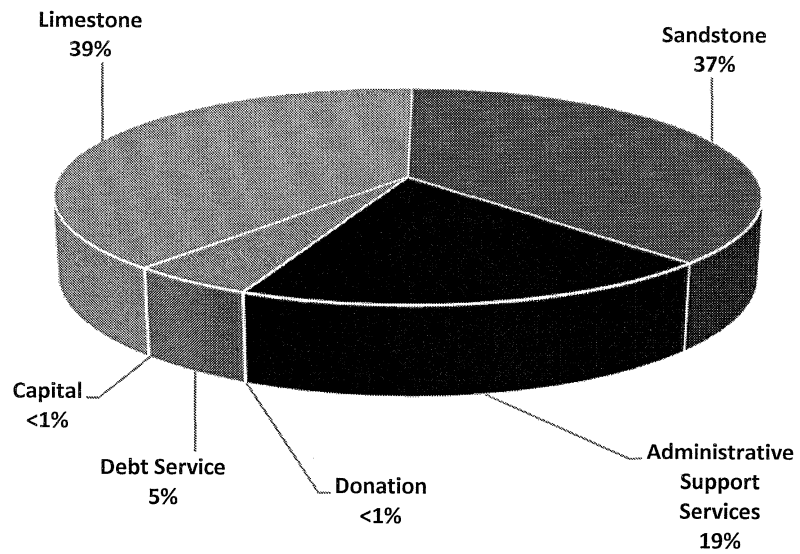
Goal: Comply with State of Wisconsin Department of Health and Family Services requirements for nursing homes (HFS 132) by meeting scheduled preventive maintenance due dates and documentation requirements.

Objectives:

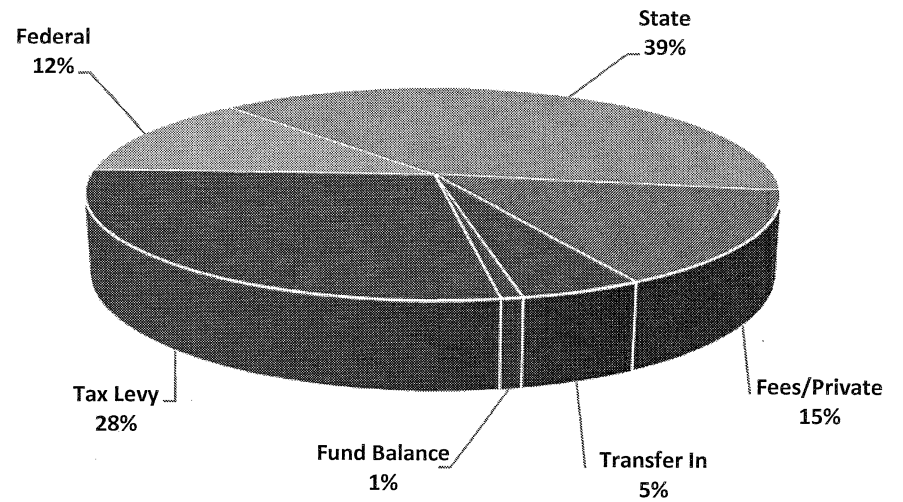
1. Complete weekly, monthly and annual preventive maintenance programs.
2. To create a pleasant comfortable environment.
3. Maintain active involvement in the facility Safety Committee and the County Safety Committee.

**2017 BUDGET
ROCK HAVEN**

EXPENDITURES BY PROGRAM



REVENUES BY SOURCE



Administrator's Comments

Rock Haven

**Summary of
Department Requests and Recommendations**

Description	Department Request	Administrator's Recommendation
Positions	184.9	184.9
Salaries	7,998,187	7,998,187
Fringe Benefits	4,554,821	4,503,321
Operating Expense	4,112,431	4,095,431
Capital Outlay	10,977	10,977
Allocation of Services	0	0
Total Expense	16,676,416	16,607,916
Revenue	12,395,108	12,395,108
Deferred Financing	0	0
Fund Balance Applied	0	150,000
Tax Levy	4,281,308	4,062,808
Total Revenues	16,676,416	16,607,916

The 128 bed Rock Haven facility was built in 2013 and replaced an outdated multi-story structure that was too costly to meet new life safety code regulations. The budgeted census for 2017 assumes 124 of the 128 licensed beds filled. The budgeted patient mix is 100 Medical Assistance residents, 12 Medicare residents, and 12 private pay residents. Therefore, 78% of the residents will be on Medical Assistance.

Patient mix, in terms of payment source, has a substantial financial impact on Rock Haven. 2015 year-end cost reports indicate that the average cost per resident per day was \$385. Medical Assistance is estimated in 2017 to reimburse care at a rate of \$177 per day, which represents about 46% of actual costs. Medicare is estimated to reimburse care at a rate of about \$500 per day, which is higher than the average cost of care, due to an anticipated 1.6% rate increase beginning in October 2016 and overall higher acuity rates for some Medicare-funded residents. In 2016, the private pay rate (for individuals paying for their own care) was \$300. Ms. Prostko has requested to increase this rate to \$305, which is estimated to generate an additional \$21,900 in 2017. The last private pay rate increase was in 2013 when the new facility opened. I recommend the increase in the private pay rate, which remains competitive with area nursing homes and will reduce the impact on the tax levy.

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 \$1,308,487 in 2017. This is approximately \$55,131 more than budgeted for 2016.

The County Board approved the purchase in 2015 of a new electronic health records system at a cost of \$54,874. The new system consists of two major components: financial and clinical. In 2016, the clinical portion was expanded with funding from Rock Haven's net assets in the amount of \$9,415. The addition to the clinical component included medication dispensing to allow floor staff to record at the med carts, expanding Wi-Fi access to the two team rooms, providing laptops for the contracted physician to write medical orders via computer, and supplying laptops for the two social workers. The clinical enhancement added 25 computers and increased

the Information Technology service fee charges by \$89,125. The clinical enhancement has greatly increased productivity.

With regard to personnel requests, Ms. Prostko is requesting to re-title 2.6 FTE Assistant Director of Nursing to Nursing Supervisor. I am recommending this request as both positions perform similar work and are in the same pay range. Additionally, a request has been made to delete a 0.80 Registered Nurse and delete a 0.20 Licensed Practical Nurse to provide funding for a new 1.0 FTE Admissions Nurse. The new position would speed up the time it takes residents to transition from a hospital setting to the facility by conducting the assessment in the hospital as well as reduce hospital readmissions. I am recommending approval of the position deletions and creation of the Admissions Nurse position at Unilateral Pay Range 22.

I am recommending changes to the following expense areas: decrease compensation-related expenses by \$52,500 reflecting reduced turnover/lower workers compensation costs, reduction in printing costs by \$2,000 due to implementation of the new electronic health records software, and reduction in utilities by \$4,000 based upon more up-to-date information.

Rock Haven has also requested several minor purchases in 2017 to improve operations that total \$10,977, which are recommended.

To reduce the burden on the tax levy, I am recommending use of net assets in the amount of \$150,000. Rock Haven's working capital was \$2.4 million at December 31, 2015.

The 2017 recommended tax levy for Rock Haven is \$4,062,808, which is an increase of \$68,393 or 1.7% from the prior year.

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I. Human Services Board

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Human Services Department
Present Personnel (Full Time Equivalent)

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

	<u>Economic Support</u>
1.0	Economic Support Division Manager
1.0	Lead Economic Support Supervisor
3.0	Economic Support Supervisor
1.0	Economic Support Supervisor – Training
3.0	Lead Economic Support Specialist
36.0	Economic Support Specialist
8.0	Economic Support Specialist - Project
1.0	Secretary 1
1.0	Job Center Support Specialist
55.0	Total

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

	<u>Children, Youth & Families – Ongoing</u>
1.0	Program Manager
2.0	Human Services Supervisor I
18.0	Juvenile Justice Specialist
1.0	Case Manager I/Case Manager II/Social Worker
2.0	Legal Steno
1.0	Administrative Assistant
25.0	Total

Human Services Department
Present Personnel (Full Time Equivalent)

	<u>Children, Youth & Families – Access, I/A & Ongoing</u>
1.0	Children, Youth & Families Division Manager
1.0	Program Manager
9.0	Human Services Supervisor I
3.0	Master Social Worker
51.0	Case Manager I/Case Manager II/Social Worker
1.0	Family Skills Specialist
6.0	Psychiatric Technician
3.0	Administrative Assistant
1.0	Secretary I
76.0	Total

	<u>Children, Youth & Families – Youth Services Center</u>
1.0	Youth Services Center Superintendent
1.0	Deputy Superintendent
3.0	Youth Services Center Supervisor
28.0	Youth Specialist
1.0	Case Manager I/Case Manager II/Social Worker
1.0	Administrative Assistant
35.0	Total

	<u>Behavioral Health - Crisis</u>
1.0	Program Manager
2.0	Human Services Supervisor II
1.0	Master Social Worker
12.6	Case Manager I/Case Manager II/Social Worker
8.0	Psychiatric Technician
1.0	Administrative Assistant
25.6	Total

	<u>Behavioral Health – Outpatient Clinics</u>
1.0	Mental Health/AODA Division Manager
1.0	Advanced Practice Nurse Prescriber
1.0	Human Services Supervisor II
1.0	Human Services Supervisor I
2.2	Registered Nurse
10.0	Master Social Worker-Certified
6.0	Case Manager I/Case Manager II/Social Worker
2.0	Family Crisis Worker
1.2	Psychiatric Technician
1.0	Secretary I
4.5	Administrative Assistant
30.9	Total

Human Services Department
Present Personnel (Full Time Equivalent)

	<u>Behavioral Health – Clinical Services for Children & Families</u>
1.0	Program Manager
2.0	Human Services Supervisor II
5.0	Master Social Worker
2.0	Case Manager I/Case Manager II/Social Worker
10.0	Total

	<u>Behavioral Health – Community Support Program</u>
1.0	Program Manager
3.0	Human Services Supervisor II
3.0	Registered Nurse
14.0	Master Social Worker
6.0	Case Manager I/Case Manager II/Social Worker
1.2	Psychiatric Technician
2.0	Administrative Assistant
30.2	Total

	<u>Behavioral Health – Children's Long Term Support</u>
1.0	Human Services Supervisor II
10.0	Case Manager I/Case Manager II/Social Worker
1.0	Administrative Assistant
12.0	Total

	<u>Behavioral Health – Comprehensive Community Services</u>
1.0	Human Services Supervisor II
7.0	Master Social Worker
3.0	Case Manager I/Case Manager II/Social Worker
11.0	Total

	<u>Long Term Support</u>
0.5	Long Term Support Services and ADRC Division Manager
3.0	Human Services Supervisor I
20.0	Case Manager I/Case Manager II/Social Worker
0.5	Administrative Assistant
1.0	Word Processing Operator
25.0	Total

	<u>Adult Protective Services</u>
1.0	Human Services Supervisor I
4.0	Case Manager I/Case Manager II/Social Worker
5.0	Total

Human Services Department
Present Personnel (Full Time Equivalent)

	<u>Aging and Disability Resource Center</u>
0.5	Long Term Support Services and ADRC Division Manager
1.0	Human Services Supervisor I
1.0	Case Manager I/Case Manager II/Social Worker
11.0	Information & Assistance Specialist
2.0	Disability Benefits Specialist
1.0	Administrative Assistant
16.5	Total

391.2 GRAND TOTAL

Human Services Department
Summary of Personnel Modifications

New Positions	Dept. Request	Admin.Rec.
Agency Management and Support		
Consumer Financial Support Specialist	1.0	1.0
Support Services Supervisor	1.0	1.0
Account Clerk – HSD	1.0	1.0
Behavioral Health – Comprehensive Community Services		
Human Services Supervisor II	2.0	2.0
Behavioral Health Clinician	8.0	8.0
Registered Nurse	1.0	1.0
Administrative Assistant	1.0	1.0
HSD Program Analyst	1.0	1.0
Deletions		
Children, Youth & Families – Access, I/A & Ongoing		
Master Social Worker	1.0	1.0
Long Term Support		
Human Services Supervisor I	2.0	2.0
Case Manager I/Case Manager II/Social Worker	16.0	16.0
Word Processing Operator	1.0	1.0
Reclassifications		
Behavioral Health – Community Support		
Case Mgr I/Case Mgr II/ Social Worker to Behavioral Health Clinician	1.0	1.0
Behavioral Health – Outpatient Clinics		
Case Mgr I/Case Mgr II/ Social Worker to Behavioral Health Clinician	1.0	1.0
Reallocations		
Transfers		
Long Term Support		
Administrative Assistant to Behavioral Health – Outpatient Clinics	0.5	0.5
Long Term Support and ADRC Division Manager to ADRC	0.5	0.5

Human Services Department
Summary of Personnel Modifications

Re-Titles	Dept. Request	Admin.Rec.
Agency Management & Support		
Support Services Coordinator to Support Services Supervisor	1.0	1.0
Behavioral Health – Outpatient Clinics		
Mental Health/AODA Division Manager to Behavioral Health Division Manager	1.0	1.0
Master Social Worker – Certified to Behavioral Health Clinician	9.0	9.0
Behavioral Health – Crisis		
Master Social Worker to Behavioral Health Clinician	1.0	1.0
Behavioral Health – Clinical Services for Children and Families		
Master Social Worker to Behavioral Health Clinician	7.0	7.0
Behavioral Health – Community Support Program		
Master Social Worker to Behavioral Health Clinician	14.0	14.0
Behavioral Health – Comprehensive Community Services		
Master Social Worker to Behavioral Health Clinician	7.0	7.0

Charter: Human Services

ADMINISTRATION

The mission of the Human Services Department is building upon the strengths of clients to encourage independence by providing quality services with respect for the dignity of all persons served. The central role of the Human Services administration is to assure integrity to the mission of the Department and the County, to oversee operations through leadership of an empowered Management Team, to assure compliance with mandates, and to assure that services are delivered in a manner that is responsive to the needs of Human Services Department Consumers.

Through the leadership of the Human Services Director and the assistance of the Deputy Director, HSD administration has responsibility for the following: strategic planning to assure goals are developed and outcomes achieved; budget development and management with attention to cost effective resource allocation to meet client needs; personnel management and responsiveness to the needs of department employees; communication with and support of the Human Services Board and County Administration; collaboration with community partners; and information sharing with the public.

ADMINISTRATIVE SERVICES

The Administrative Services Division provides a wide array of support and fiscal oversight for the department. The Division consists of 32 full time employees and is broken into three main units.

Budget, Procurement & Program Monitoring: The key activities of this unit help to ensure fiscal and program objectives are being met through coordination and oversight of the Department's activities primarily in the areas of budgeting, provider contracts, grants, purchasing, program monitoring and accounting. There are six full time employees focused in this area including the Division Manager, two Program Analysts, two Accountants and one Secretary.

Accounting: The Accounting Unit prepares and processes the HSD accounts payable, accounts receivable, bank reconciliations, billings, collection of accounts receivable, expense allocations, journal entries, protective payees, prepares financial reports and purchase supplies. This unit also provides some facility management for the Job Center and leased office space. The Accounting unit is made up of ten full time employees. This includes a Controller, an Accountant, seven Account Clerks and one HSD Support Specialist.

Technology, Records and Quality Management (TRQM): This unit manages and monitors the electronic health record system for the Department along with other required and needed data systems. Staff provides training and technical assistance to the broader Department around utilization of these data systems and works to ensure data quality. TRQM also performs a wide range of administrative services including records management, release of information, data entry, transcription, and overall training and coverage coordination of administrative support staff throughout the Department. Staff also provides records management, release of information, forms, census tracking and diagnostic coding support to Rock Haven.

TRQM consists of a TRQM Supervisor, two Application Support Specialists, one Support Services Coordinator, one Clerk III, one Medical Records Manager, and six medical records staff. The Support Services Coordinator also supervises three Administrative Assistants that support Children, Youth & Families.

CHILDREN, YOUTH & FAMILIES

The Children, Youth & Families Division (CYF) is composed of Child Protective Services (CPS), Juvenile Justice and the Youth Services Center. A continuum of services has been developed within the division to provide case management and treatment for children and their families who have been referred to the Child Protection and Juvenile Justice Systems of Rock

Charter: Human Services

County. The Division's work is guided by the need to protect children from maltreatment and ensure public safety and juvenile accountability by using evidenced-based programs and practices to increase the skills and competencies of clients to promote positive behavior change.

Access, Initial Assessment and On-Going Services: These functions fall under the realm of Child Protective Services. The Access Unit assesses and screens all incoming reports of possible child maltreatment. Access staff gather sufficient information to determine whether child maltreatment or the risk of maltreatment to a child exists. The Initial Assessment Units complete comprehensive assessments when reports of child abuse are screened in. Initial Assessment social workers interview and gather information based on state law and policy. Initial Assessments are completed within 60 days and determine whether abuse or neglect occurred and refer cases to services and/or the Circuit Court. Child Protection On-Going provides services to families where children have been determined to be abused or neglected. On-Going social workers provide case management to families under court supervision working toward reunifications or other permanent living options for children.

Youth & Family Development Services (YFDS)

The YFDS Unit provides direct services to families serviced by either CPS or Juvenile Justice. The services delivered by YFDS staff are evidenced-based and focus on moderate to high-risk families. YFDS programs include Nurturing Parenting, One-on-one youth skill development, Aggression Replacement Training (ART), DIVAS Girls Group, and NEST. All programs focus on enhancing skill deficits and promoting the strengths in the people that are being served.

Child Protective Services Substitute Care: CPS Substitute Care provides funding for children in Kinship Care (children placed with relative caregivers), foster care, group homes or residential treatment. Federal and state aid is provided to Rock County based on formula allocations to help offset the cost of Substitute Care. Other funding sources include child support, tax intercept, and social security disability. When the juvenile court has determined that children have been abused and/or

neglected, and their parents/caregivers cannot protect them, the CPS social workers facilitate the placement of children in one of the above mentioned placement options.

In-Home Safety Services: The In-Home Safety Services Initiative provides concentrated, in-home safety services to families in the CPS system. The overriding goal of the Safety Services Initiative is to maintain children in their homes when it has been determined that the children are unsafe. Programming is designed to provide 24/7 coverage for monitoring and crisis response to families involved in the CPS system. Grant funds through the State of Wisconsin Department of Children & Families pay for a contracted agency to provide In-Home Safety Services.

Post Reunification Services: The Post Reunification Support Program is a State of Wisconsin Department of Children & Families grant program which provides funding to pay for services when children are reunified with their biological families. The goal of this grant is to reduce maltreatment of children who are at high-risk of placement back into foster care after being reunified with their biological families.

Children, Youth & Families Youth Aid: The Youth & Family Youth Aids program (Youth Aids) is shared revenue funding by the Department of Corrections which pays for juvenile delinquency related services. Services include out-of-home placement, community supervision and the cost of youth placed in Juvenile Corrections.

Community Intervention Program: Community Intervention Program (CIP) funds are state allocations from the Department of Children & Families. CIP funds are used for services to youth and families who require intensive community-based supervision. CIP funds also provide resources to pay for early intervention services to first-time offenders to prevent further delinquent activity. Funding partially offsets the salary of one Intensive Case Manager as well as a contract for parenting groups with the Family Resource Center.

Charter: Human Services

Mental Health Block Grant: Mental Health Block Grant (MHBG) funding is provided by the WI DHS for services to children and youth with severe emotional disorders. MHBG funding is utilized to off-set the salary of one Intensive Case Manager within the CYF Division.

Youth Services Center: The Youth Services Center (YSC) provides 24/7 care of youth ordered into the facility through the Rock County Juvenile Court. The YSC is comprised of both Secure Detention and Shelter Care. The Secure Detention portion of the YSC provides secure care of youth who have been deemed a danger to community and require secure detainment. The Shelter Care portion provides temporary non-secure care of youth involved in either Child Protection or Juvenile Justice. The YSC also provides placement of youth from surrounding counties.

Early Intervention Program: Early Intervention Program (EIP) funds are state allocations from the Department of Children & Families. EIP funds are used to contract with Community Action (CA) to support their evidenced-based mentoring program. CA provides various mentoring, skill development and support to youth in Beloit at risk of becoming involved in the juvenile justice system. CA utilizes several evidenced-based curriculums and provides tutoring, leadership, and job skill development.

ECONOMIC SUPPORT

The Economic Support (ES) Division determines eligibility for residents of Rock County for various state and federal programs. The Economic Support Division Programs include: Medical Assistance (MA), Badger Care Plus (BC+), Caretaker Supplement (CTS), FoodShare (FS), Wisconsin Shares Subsidy Program - Child Care (CC), and Wisconsin Home Energy Assistance Program (WHEAP). These programs are operated under contract with the State and are required by State and Federal law.

Economic Support: The ES Division provides assistance to eligible individuals and families to receive federal/State entitlement benefits. The

ES Division conducts thorough eligibility determinations, applies rules and regulations and local policies objectively and uniformly. The ES Division provides clients with all of the benefits to which they are entitled; works cooperatively with Consortia Partners, other County Divisions, Job Center and Community Partners to meet the separate needs of clients while preserving their dignity.

Southern Income Maintenance (IM) Consortium: The Southern IM Consortia was formed in 2012. Rock County is the lead fiscal and administrative agency for the Southern Consortia which includes six other counties (Crawford, Grant, Green, Iowa, Jefferson, and Lafayette) that all staff the Southern Consortia Call Center. Economic Support Specialists determine eligibility for programs administered with the State of Wisconsin's Department of Health Services (DHS): MA, BC+, CTS, and FS.

Economic Support Specialists (ESS) determine eligibility by considering household income, assets, family size and household circumstances. ES Specialists in the Call Center complete applications, renewals, respond to questions and process changes; on a timely basis as specified in program guidelines. ES refers qualified Able Bodied Adults Without Dependents (ABAWDS) to the Food Stamp Employment and Training Program (FSET).

Child Care Administration: The Rock County Economic Support Division administers the Child Care program for the Department of Children and Families. The program provides assistance to the client in paying child care costs if the children are with an approved provider. There are income-eligibility tests for parents who are employed or participate in an approved activity.

WHEAP: Rock County Economic Support Division manages the local Wisconsin Home Energy Assistance Program for the State of Wisconsin's Department of Administration. WHEAP assists eligible low income households with their heating and electric costs. Eligible recipients may

Charter: Human Services

also receive assistance with furnace repair or replacement. Rock County contracts with an agency in Dane County to provide these services.

LONG TERM SUPPORT

With the implementation of Managed Care in Rock County in 2016, the Long Term Support (LTS) division no longer provides case management and service coordination to frail elderly and physically disabled adults. The 400 plus individuals who were served by LTS via the COP, COP-W, CIP, NHD and CRI funds, now receive funding and assistance for community services through either Family Care or IRIS.

In addition, the LTS Division transferred the Alzheimer's Family Caregiver Support Program (AFCSP) to the Council on Aging (COA) Department. The COA also maintains the funding for the National Family Caregiver Support Program, therefore the transfer of the AFCSP to COA was a smooth transition.

Adult Protective Services still remains part of this division serving adults ages 18 and older. Staff in this division investigate reports of abuse and neglect, assist individuals in need of guardianship, obtain protective placements, and conduct annual WATTS reviews. State funding is available for vulnerable-frail elders (age 60 and older) for short term needs (up to 6 months). Funding is used to stabilize crisis situations and address immediate concerns. Services provided include, but are not limited to; advocacy, home care, housing assistance, medical services and service coordination.

AGING AND DISABILITY RESOURCE CENTER

The ADRC offer's the general public a single source (one-stop-shop) for information and assistance on issues affecting older people and people with physical and developmental disabilities regardless of their income. The ADRC is considered the "gateway" to receive publicly-funded long term care programs such as Family Care and IRIS. The ADRC is funded by

State GPR and federal Medicaid administrative matching funds. The ADRC provides services free to the community.

Information and Assistance (I & A): I & A staff listen to customer's needs, provide options counseling, assess abilities and limitations, complete the LTCFS for program eligibility, provide enrollment counseling, connect people to resources and follow-up for additional support. In addition, they receive and document all Elder/Adult Abuse and Neglect referrals from the community for investigation by LTS.

Disability Benefit Specialists (DBS): DBS assist individuals with financial issues/hardships such as helping them obtain Social Security Disability payments, appealing denials for financial benefits, assists individuals with Medicare, Medicaid or private insurance issues as well as guidance on their legal rights.

Dementia Care Specialist (DCS): The DCS position is funded by a separate grant awarded to Rock County. The DCS position supports people with dementia and their families/caregivers by providing them resources and education on the disease. The DCS is also involved in creating "Dementia Friendly Communities" by building partnerships with local business and agencies in Rock County and providing outreach through support groups, community events and agency presentations.

BEHAVIORAL HEALTH

The Behavioral Health Division works to create and sustain a welcoming system of high quality care focused on respect for the dignity of each person served. Evidence-based treatment, trauma-informed care, and person-centered recovery are the grounding principles that underlie the Division's culture of care. A Continuum of services is organized into four program areas: Crisis Intervention and Stabilization, Community Recovery Services, Outpatient Services, and Clinical Services for Children and Families.

Charter: Human Services

Crisis Intervention and Stabilization: Rock County Crisis Intervention and Stabilization programs deliver services to individuals with emergency mental health needs and short term follow up stabilization supports. Key program areas include the Crisis Intervention Unit which provides 24/7 emergency services for Rock County residents in need of resolving a mental health and/or alcohol/drug related crisis through telephone and mobile on site supports. Crisis Stabilization programs include a contracted 15 bed residential program and short term outpatient case management service to assist individuals at risk to remain in the community and connect with stabilizing supports. Finally, the Jail Re-Entry Stabilization service is a program to increase public safety by facilitating collaboration among the criminal justice, mental health and substance abuse treatment systems to increase access to mental health and other treatment services for those individuals being released from jail in the community with mental illness or co-occurring mental health and substance use disorders.

Community Recovery Services: Programs in this area deliver supports to individuals with significant mental health and substance abuse treatment needs who require more intensive services than traditional outpatient care. Goals of the programs include maximizing independence and helping individuals to improve their quality of life as they define it. The Community Support Program includes three teams that provide multidisciplinary, community-based, treatment, case management and support services to adults living in the community with severe and persistent mental illness. Comprehensive Community Services or CCS is a less intensive outpatient psychosocial rehabilitation program provided to children and adults with mental illness, substance abuse, or a co-occurring diagnosis focused on removing barriers to independence and improved quality of life associated with mental health and/or substance abuse. Rock County partners with Jefferson and Walworth Counties as the JRW Shared Services Regional CCS Program.

Outpatient Mental Health and Substance Abuse Services: Outpatient services includes broad mental health and substance abuse services delivered at three Rock County Counseling Center clinic locations. The staff provides assessment, psychotherapy, case management, psychiatric

evaluation and medication management, and coordination of care for clients with a range of behavioral health disorders. Substance Abuse services include screening and funding authorization for AODA treatment through contracted providers. The Intoxicated Driver Program involves assessment for those charged with OWI and development of Driver Safety Plans which could include education or treatment options to facilitate individuals' ability to regain a Driver's license. In addition, Rock County Counseling Center staff serve as the OWI Court and Drug Court Treatment teams and provide high quality evidence based treatment and community based case management services to participants in the Rock County OWI Court and Drug Court. The treatment teams work closely with other partners including the District Attorney's office, The Public Defender's office, Department of Corrections, the Judge and the Sheriff's office to increase public safety by reducing recidivism

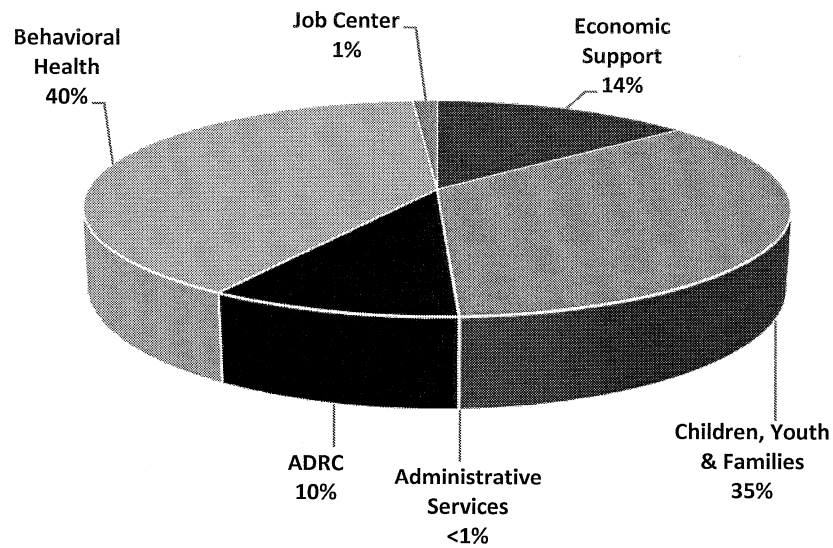
Clinical Services for Children and Families: This program area delivers an array of treatment services and service coordination supports to children, youth and families. To meet family needs staff provide these services in the home, community, and schools. The Family Crisis Unit provides community based, in home support to families who, because of the mental illness of a child or parent, are at risk of having a child being placed outside of the home in a hospital, or other out-of-home placement. CLTS is a Medicaid Waiver program designed to serve children with long term support needs and provides funding for services to support children with physical disabilities, developmental disabilities, or severe emotional disturbances who would otherwise be at risk for institutional level care. The Coordinated Services Team (CST) program is a strength-based process in which a team develops and implements an individualized plan for a child with multi system involvement. The plan is an approach that responds to families with multiple, often serious needs in the least restrictive setting. Outpatient evidence based treatments including Functional Family Therapy (FFT) and Dialectical Behavior Therapy (DBT) are also provided through clinical staff in this program area. These interventions improve functioning for youth and their families, reduce juvenile crime, and reduce out of home placements. Beginning in 2017, this program area will incorporate oversight of the Birth to 3 program,

Charter: Human Services

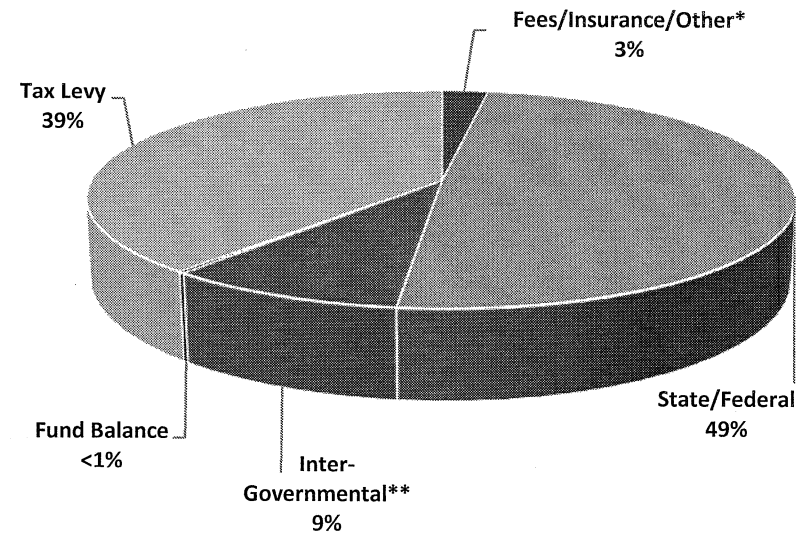
formerly organized under the Developmental Disabilities Board. The Birth to 3 program is a federally-mandated Early Intervention program to support families of children with developmental delays or disabilities under the age of three. These services are delivered through a contract with CESA 2.

**2017 BUDGET
HUMAN SERVICES BY DIVISION**

EXPENDITURES BY DIVISION



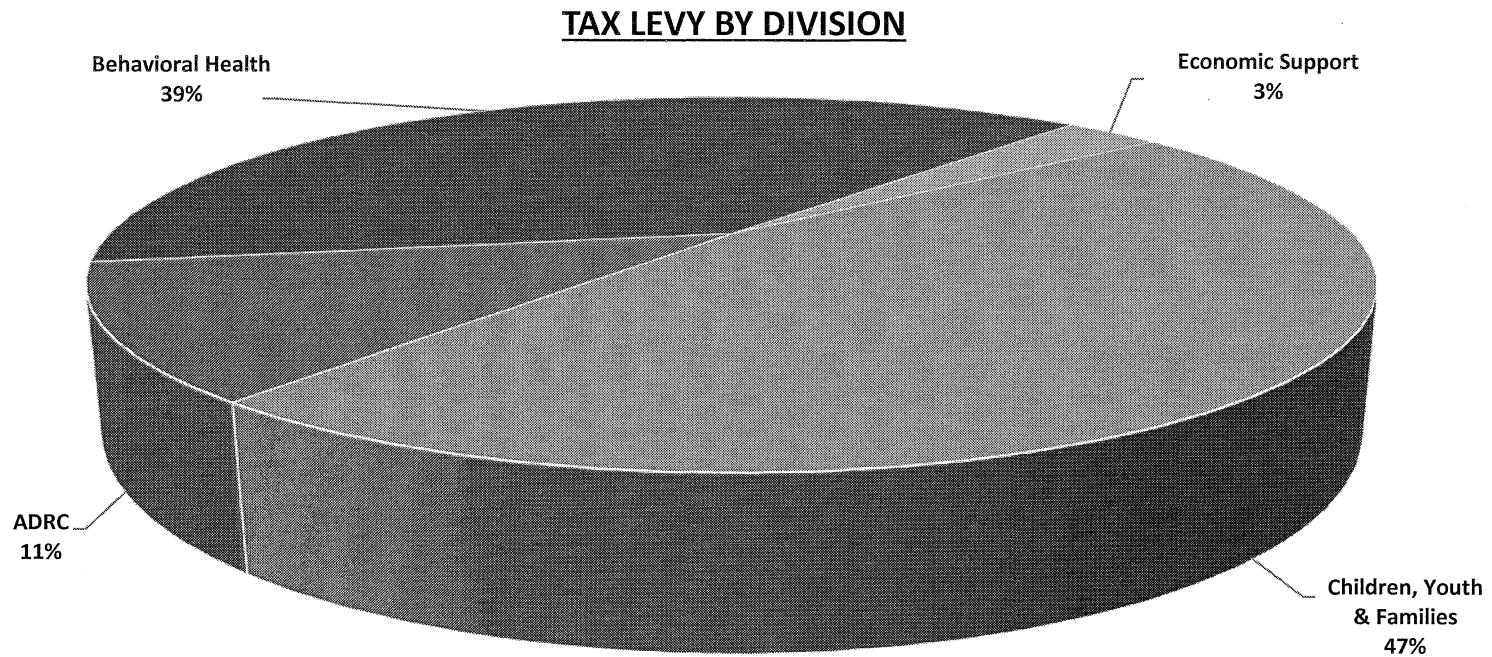
REVENUES BY SOURCE



*Other includes Job Center rent, parental payments and tax intercept

**Includes Medical Assistance, Medicare, other County departments, other counties and school breakfast and lunch program.

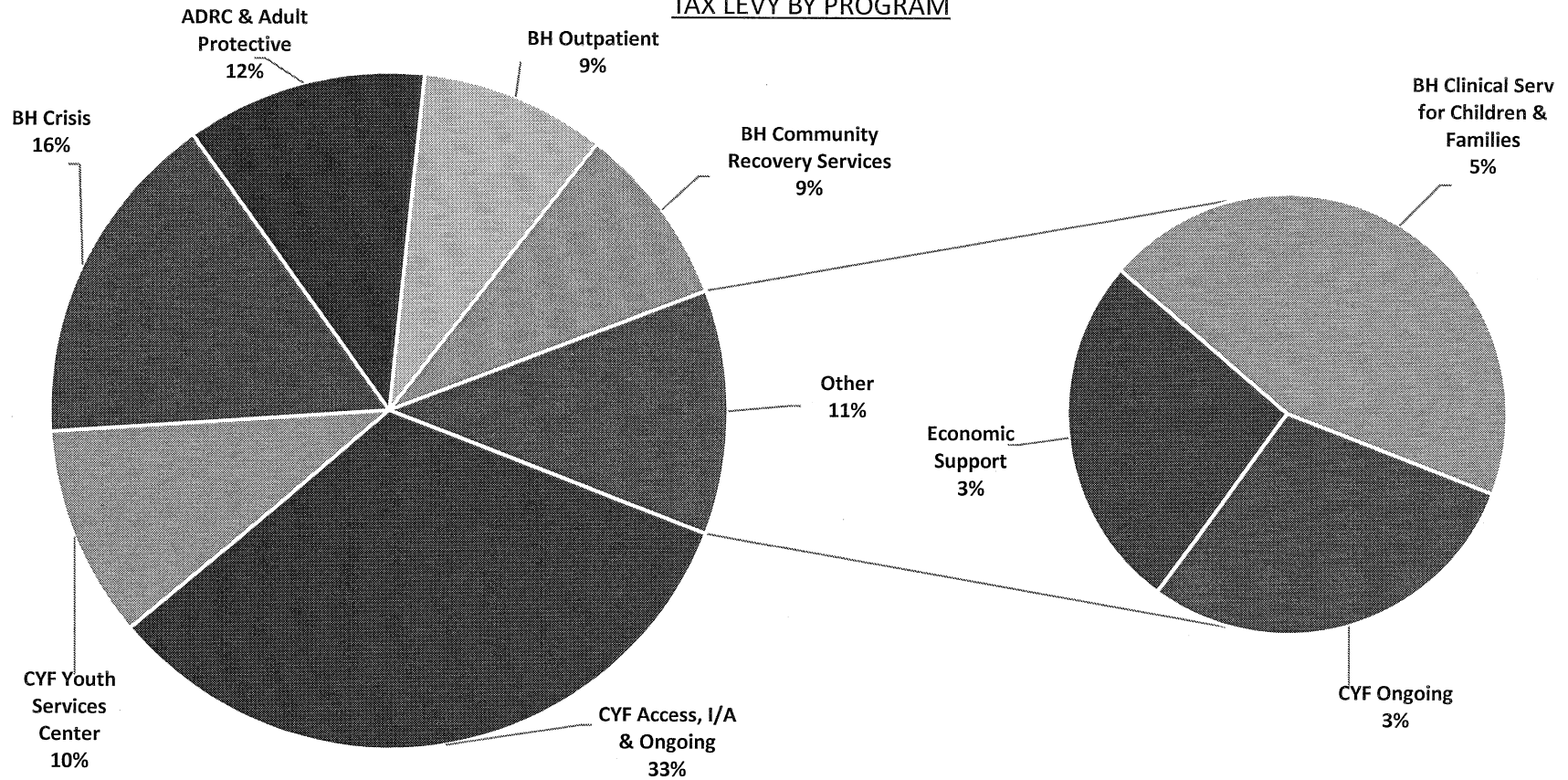
**2017 BUDGET
HUMAN SERVICES**



Administrative Services not shown as no tax levy supports operation.

**2017 BUDGET
HUMAN SERVICES**

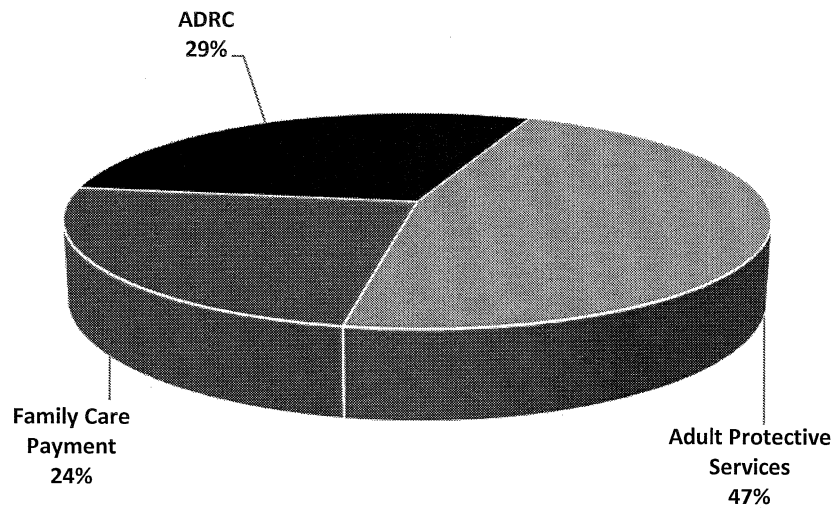
TAX LEVY BY PROGRAM



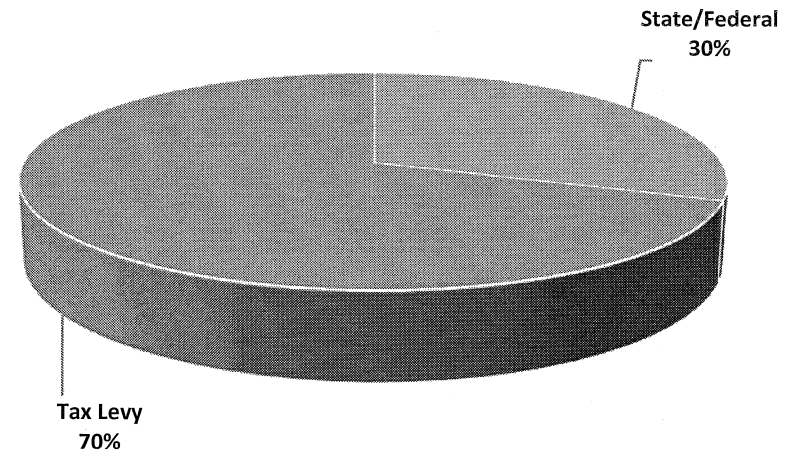
BH = Behavioral Health
CYF = Children, Youth and Families

2017 BUDGET
AGING AND DISABILITY RESOURCE CENTER

EXPENDITURES BY PROGRAM

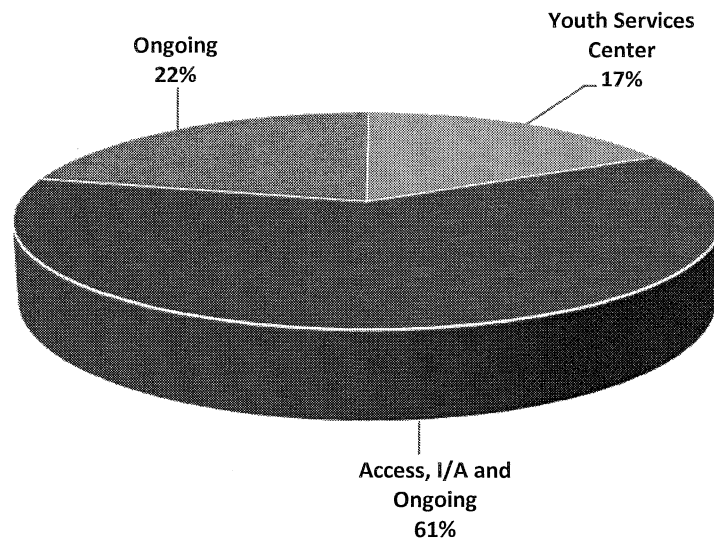


REVENUES BY SOURCE

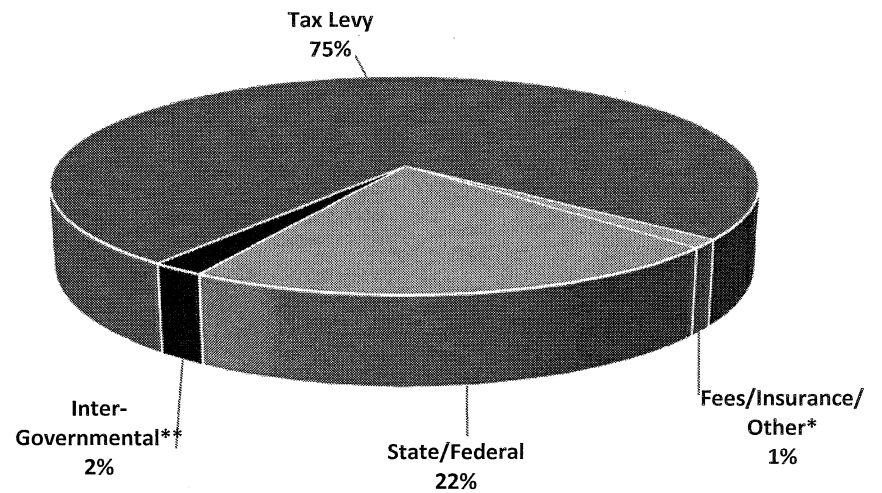


**2017 BUDGET
CHILDREN, YOUTH & FAMILIES**

EXPENDITURES BY PROGRAM



REVENUES BY SOURCE

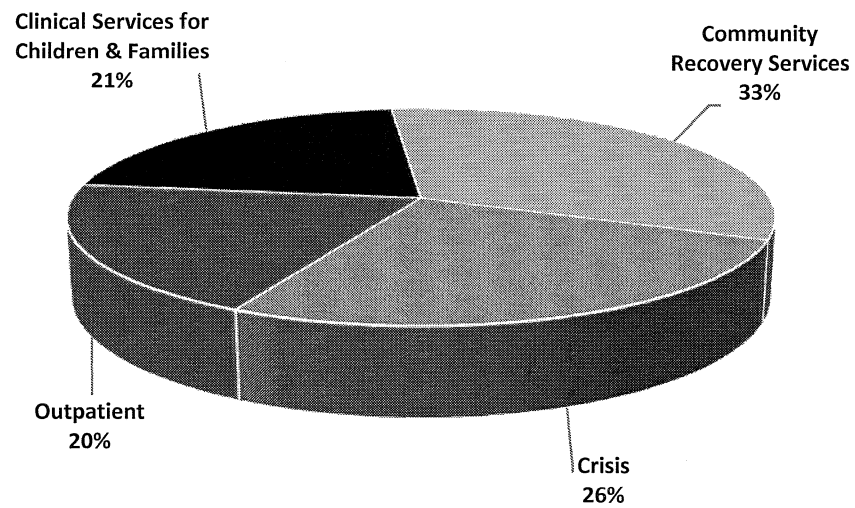


*Other includes parental payments and tax intercept.

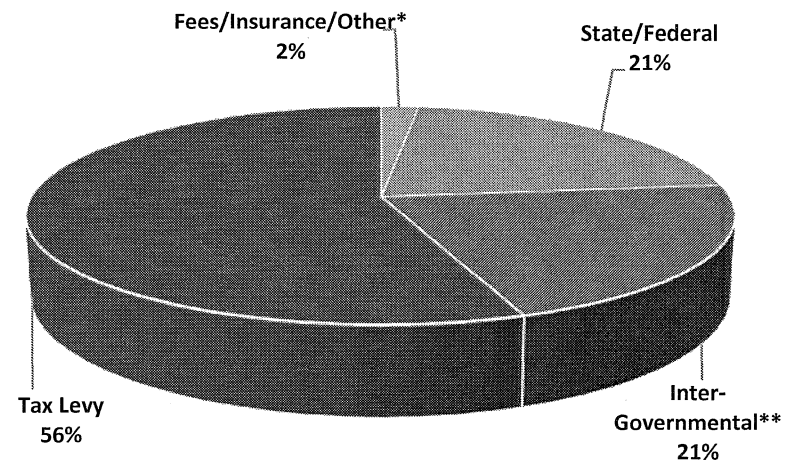
**Includes Medical Assistance, Medicare, other counties, and school breakfast and lunch program.

**2017 BUDGET
BEHAVIORAL HEALTH**

EXPENDITURES BY PROGRAM



REVENUES BY SOURCE

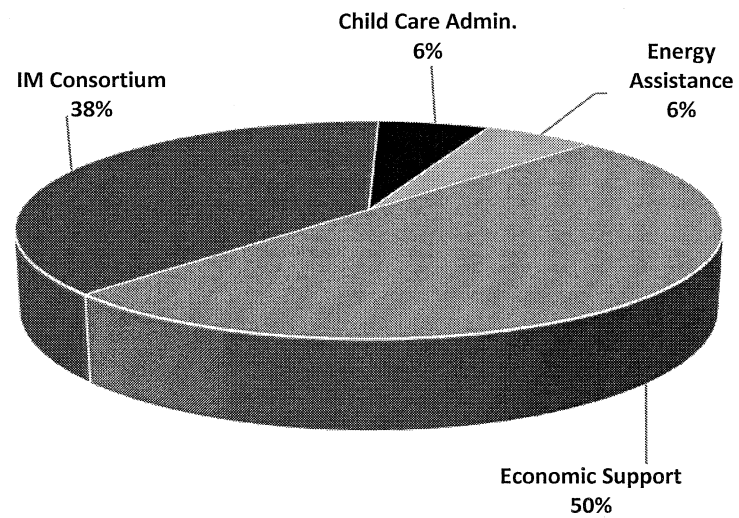


*Other includes parental payments and tax intercept.

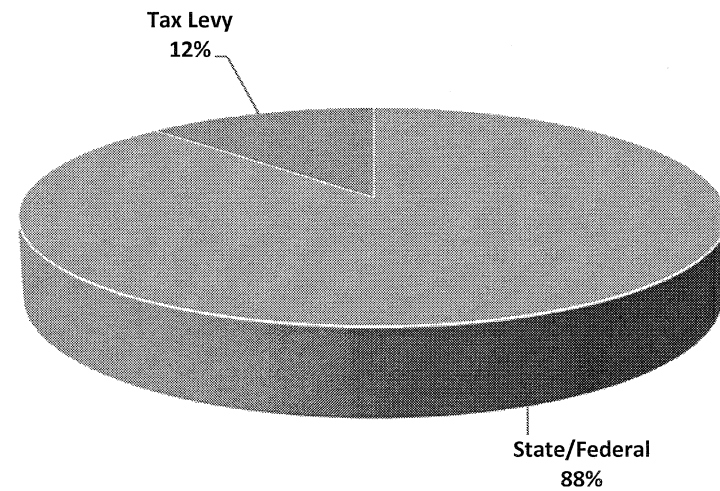
**Includes Medical Assistance and Medicare.

**2017 BUDGET
ECONOMIC SUPPORT**

EXPENDITURES BY PROGRAM



REVENUES BY SOURCE



Administrator's Comments

Human Services Department

Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	387.2	387.2
Salaries	20,909,933	20,909,933
Fringe Benefits	9,573,150	9,573,150
Operating Expense	28,392,750	28,392,750
Capital Outlay	123,603	123,603
Allocation of Services	(6,160)	(6,160)
Total Expense	58,993,276	58,993,276
Revenue	35,999,834	35,999,834
Transfer In		
Fund Balance Applied	139,147	139,147
Tax Levy	22,854,295	22,854,295
Total Revenues	58,993,276	58,993,276

The Human Services Department acts as the agent of the State of Wisconsin for carrying out many State programs such as child protection, juvenile justice, mental health, treatment for alcohol and other drug abuse (AODA), adult protection, economic support, and others. The Department provides services through five divisions under the leadership of new Human Services Director Kate Luster.

Transition to Family Care

The most significant change to County operations in 2016 was the transition to Family Care. Under Family Care, long-term care services previously provided by the County through federal Medical Assistance waiver programs will now be provided by private managed care organizations (MCOs).

Jennifer Thompson, ADRC Division Manager, describes the status of the transition to Family Care as follows:

There are two parts to the Family Care transition: 1) enrollment of all current Developmental Disabilities (DD) and Long Term Support (LTS) Waiver clients as well as Childrens Long Term Support (CLTS) children (18+) into a managed care program, and 2) enrollment of all individuals who have been on a Rock County DD or LTS Waiver waitlist. The Aging and Disability Resource Center (ADRC) began the enrollment process of all active Waiver clients in May 2016 and has since enrolled 884 individuals into a Managed Care program (either Family Care or IRIS). All remaining-active clients (approximately 10) will be enrolled by November 1, 2016.

The ADRC has also begun the screening/enrollment process for those individuals who have been on a waitlist for services. There are approximately 600 individuals who will be enrolled into a managed care program over a 31 month period; beginning December 2016 and

ending June 2019. Individuals will be taken off the waitlist based upon a transition plan set forth by the State of Wisconsin; a portion of each target group will be removed monthly based on the date they were placed on the waitlist. Thereafter, Rock County will be considered an entitlement county in which there will no longer be a waitlist for long-term care assistance.

This change has had several direct and indirect effects on County staff, operations, and budgets. One impact of this transition is the elimination of the Long Term Support unit in Human Services, including the elimination of 19 staff who provided case management services for elderly and physically disabled clients. Because these staff were fully funded by federal Medical Assistance waiver funds, there is no direct impact to the tax levy of this change.

Another impact is the elimination of the Developmental Disabilities Board as a County department. Rock County was the only remaining County in Wisconsin with a separate department and governing board authorized under s. 51.437, Wis. Stats., to oversee services for clients with developmental disabilities. The DD Board currently has 8.0 FTE authorized positions, which will be eliminated in the 2017 budget, and in 2016 had a \$33.5 million budget that included \$3,981,298 in tax levy.

Although the DD Board will no longer provide services, much of the tax levy that previously supported it will continue to be needed to fund services that will remain. These include:

Birth to Three \$733,063

The Birth to Three program, which is a mandated program that provides services to children under age 3 who have developmental delays or disabilities, will continue to be provided by CESA 2 with oversight provided by the Human Services Department. Costs for the program, which is an entitlement for eligible families, have risen over the past two years from \$880,879 in 2015 to \$1,061,218 in 2017. This is offset by \$328,155 in revenue.

Guardianships and Client Costs \$170,000

The County remains responsible for paying guardianship fees and support costs for certain clients who do not have the ability to pay.

Adult Protective Services (APS) \$140,000

In 2016 the County Board approved creating three positions, including two case managers and a supervisor, to work in a new APS unit in the ADRC (see ADRC section for additional background). The County remains responsible for investigating and ensuring the health and safety of clients and continues to receive funding from the State for this purpose.

Family Care Payment \$1,394,766

The County is required to make a payment to the State to support the State's costs of funding Family Care. This amount of tax levy will decrease over five years until none of this tax levy remains.

Indirect and Administrative Costs \$232,007

These costs, including indirect costs previously assigned to the DD Board, audit fees, and telephone and computer charges, will need to be absorbed by other County departments.

These remaining costs total \$2,669,836. Subtracting this amount from the DD Board 2016 tax levy of \$3,981,298 leaves \$1,311,462 in tax levy that previously supported DD Board operations that is available for use elsewhere in the budget.

Aging and Disability Resource Center (ADRC)

The ADRC provides information and assistance to elderly individuals and those with disabilities, helps them apply for benefits, and is the point of contact for publicly funded long-term care benefits.

As noted, in 2016, the County Board authorized the creation of two new case manager positions that, when combined with other existing positions, will comprise a new Adult Protective Services unit in the ADRC. The concentration of positions and services in this new unit is intended to provide better coordination, backup, and services for clients. In addition, the County

Board also authorized the creation of an additional Human Services Supervisor I position in the ADRC to oversee this new unit.

Dementia care has been a recent focus of the ADRC and the State. However, state funding for a dementia care specialist position will end in June 2017. Ms. Luster requests that this position continue as a County-funded position thereafter. Given the increased emphasis on dementia care, the value this position has provided to the community, and the ongoing challenges the ADRC will face finding appropriate placements for individuals with dementia who are exhibiting challenging behaviors but who do not have a mental health diagnosis, I am recommending that this position continue to be funded.

The requested and recommended expenditures for the ADRC Division total \$5,772,338. This includes a tax levy of \$3,856,591, which includes the Family Care payment to the state and many of the ongoing costs, such as guardianships, noted above.

Children, Youth, and Families

The Children, Youth, and Families (CYF) Division coordinates services to families in the areas of child protective services and juvenile justice.

In 2016 the County Board created four new case manager positions in Child Protective Services (CPS) to help address increasing caseloads and staff turnover. Since 2014, overall CPS referrals are up 25%, referrals that require a same-day response due to their serious nature are up 92%, the number of children placed in foster care has increased 20%, and the number of petitions filed with the courts for children in need of protection and services (CHIPS) has increased 15%. This has affected the Department's ability to successfully place children in permanent living arrangements in a timely manner, which has a negative effect on children, families, and County costs. Although there was some hope that not all of these four new positions would continue to be needed in 2017, Ms. Luster has requested that they be continued at an annual cost of \$236,995. Given the caseload demands, the need to retain and reduce stress on staff, and the need to improve outcomes for children and families, I am recommending these four positions remain in the 2017 budget.

In 2016, the County Board also authorized creation of a 1.0 FTE Assistant Corporation Counsel position to relieve the courts-related workload for CPS clients, which should also speed time to permanency. The cost for this position, \$116,400, will be offset by revenue of \$37,535 and is included in the 2017 Human Services budget.

Out-of-home placements for children and youth continue to be an area of concern. The following chart tracks the average daily census of children in out-of-home child protective services placements from 2013-2015, with estimates made for 2016 and 2017. It also shows costs.

CHILD PROTECTIVE SERVICES

Out-of-home Placements

	<u>Average Daily Census</u>					
	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016 Budget</u>	<u>2016 Estimate</u>	<u>2017 Projected</u>
Foster Home	89	94	113	102	117	113
Group Home	3	2	2	2	2	2
Residential Care Center	<u>13</u>	<u>15</u>	<u>9</u>	<u>11</u>	<u>13</u>	<u>11</u>
TOTAL	105	111	124	115	132	126

Expenditures

	<u>2016 Budget</u>	<u>2016 Estimate</u>	<u>2017 Budget</u>
Foster Home	2,072,308	2,634,039	2,324,194
Group Home	154,312	147,522	153,903
Residential Care Center	<u>1,638,575</u>	<u>1,909,517</u>	<u>1,605,321</u>
TOTAL	\$3,865,195	\$4,691,078	\$4,083,418

In 2017, the projected average daily cost for a Foster Home is \$56.22, for a Group Home is \$210.83, and for a Residential Care Center (RCC) is \$399.83.

As indicated in the chart, it is estimated in 2016 that the average daily census for out-of-home placements will exceed the budgeted census by 17 individuals, and estimated costs will exceed the budget in these three

categories by \$825,883. These costs are offset in 2016 by \$518,520 funded through the Children's Long Term Support (CLTS) program for the shift staff home, reducing the anticipated budget overage to \$312,750. To address increasing out-of-home-placements and costs, the Department will be increasing its efforts in 2017 to recruit and support foster homes and families, as well as reduce the number of children entering foster care through a coordinated child abuse and neglect prevention effort by the Rock County Safe and Stable Families Committee.

The following chart tracks the average daily census of children in out-of-home juvenile justice placements from 2013-2015, with estimates made for 2016 and 2017. It also shows costs.

**JUVENILE JUSTICE
Out-of-home Placements**

	<u>Average Daily Census</u>					
	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016 Budget</u>	<u>2016 Estimate</u>	<u>2017 Projected</u>
Foster Home	8	6	10	8	10	10
Group Home	2	1	3	2	3	3
Residential Care Center	6	5	5	6	6	4
State Corrections	<u>1</u>	<u>1</u>	<u>3</u>	<u>3</u>	<u>2</u>	<u>2</u>
TOTAL	17	13	21	19	21	19

Expenditures

	<u>2016 Budget</u>	<u>2016 Estimate</u>	<u>2017 Budget</u>
Foster Home	359,078	346,511	369,757
Group Home	177,076	228,481	223,655
Residential Care Center	765,368	795,643	575,069
State Corrections	<u>315,396</u>	<u>185,396</u>	<u>162,078</u>
TOTAL	\$1,616,918	\$1,556,031	\$1,330,559

In 2017, the projected average daily cost for a Foster Home is \$101.30, for a Group Home is 204.25, and for a Residential Care Center (RCC) is \$393.88. The average rate for State Corrections is \$296.03.

As recently as 2009, the County averaged 17 juveniles in State Corrections. At a cost in 2017 of \$296 per day per placement, the estimate for 2017 of an average daily census of less than two youth in State Corrections is a significant cost savings to the County compared to prior years. Despite these improvements, the Human Services Department does not have complete control over the number of children and youth for whom it may have to provide services or placements. An increase in the average daily census of only one youth in State Corrections increases costs by more than \$100,000.

One way in which the CYF Division manages its out-of-home juvenile justice placements is by continuing to provide more and better services through the Youth Services Center (YSC). A plan to remodel the facility in 2016 was not architecturally feasible, so a different concept is planned for 2017. CYF Division Manager Lance Horozewski describes the reasons for this change as follows:

For the past five years, the YSC has been operating an alternative to corrections program called the ACTIONS Program. The program is currently being run in the secure detention portion of the YSC. The program capacity is eight youth with no room for expansion. The program has been at capacity for all of 2016. There is a significant need to create a girls program and expand the boys program due to the ongoing issues at Lincoln Hills/Copper Lake. The current shelter care space is ideally suited for a long-term alternative to corrections programming and would allow for expanded programming space. This change could have a significant fiscal impact by increasing the number of youth served in the ACTIONS versus sending youth to Lincoln Hills/Copper Lake or an expensive residential care center. This change will necessitate the contracting out of shelter care services to a private agency. Rock County Human Services Administration is currently in talks with several agencies interested in developing a contract to deliver shelter care services in Rock County.

Funding for these renovations, budgeted at \$200,000 using sales tax proceeds, is contained in the Facilities Management Department budget. Estimated operational changes, including fewer out-of-home placements for youth, are expected to result in net operational savings.

In 2017, the Department will be losing a home visitation grant of \$419,324. The Department requests the deletion of the 1.0 FTE Master Social Worker position funded by this grant, which is recommended.

Requested and recommended expenditures in the CYF Division total \$20,738,787. This includes \$15,575,728 in tax levy, which is an increase of \$978,327 or 6.7% as compared to the 2016 budget.

Behavioral Health

One of the functions the State mandates the County perform is behavioral health services, including mental health and AODA services.

A significant operational change in the Division in 2017 will be the continued expansion of the Comprehensive Community Services (CCS) program, which began in 2014. New Behavioral Health Division Manager Greg Winkler and Ms. Luster describe this initiative as follows:

We have continued to build our CCS Program in 2016 and we plan for significant growth in 2017. The expansion will allow us to be in compliance with the need to readily admit new clients and will enhance access to services for adults and children with complex needs including substance abuse and trauma. We have added 12 hours per week of Psychiatry and a 0.75 RN in 2016. Efforts will focus on expanding the array of regional vendors for services and demonstrating our regional shared services model through mutual contracting with our regional partners. Clients have exceeded the program's current capacity, and we are proposing an additional 14.0 FTEs to meet the growing need. The new FTEs include 8.0 service facilitators (Behavioral Health Clinicians), 2.0 FTE supervisors (Human Services Supervisor II), 1.0 FTE Administrative Assistant, 1.0 FTE Account Clerk – HSD, 1.0 FTE quality assurance (Program Analyst), and 1.0 FTE Registered Nurse. We are also creating specialized teams both by clinical need and by location to serve more clients more efficiently. Because CCS is fully reimbursed, these improvements are all cost neutral.

These changes will benefit clients and provide services that otherwise would have to be paid for by the County. Therefore, I am recommending the positions noted above. In addition, two positions currently assigned to the Coordinated Services Team (CST) are to be transferred to CCS, where they will be fully funded. Funds are included in the Facilities Management budget to renovate space at the Job Center previously used by the Long Term Support Division to accommodate all CCS staff in a centralized location.

Out-of-home placements for citizens with mental health needs continue to be a concern. Estimated expenses for placements at the state institutes in 2016 are \$3.2 million, about \$1.2 million more than budgeted. This accounts for an average daily census of 10.3 individuals. The Department plans several actions in 2017 to bring these costs down, including expanding contracts with hospitals to take some of these individuals, who then may have some of their costs covered by insurance. Also planned is better utilization of the County's contracted crisis stabilization facility. In 2017, an average daily census at the state institutes of 8.0 is anticipated, with an annual budget of about \$2.0 million.

The Division is planning for several other operational changes in 2017, including:

- implementing a zero suicide initiative to standardize protocols across the Division under the philosophy that all suicides are preventable;
- partnering with Community Health Systems in Beloit, which is a federally qualified health center, to improve outpatient services to clients and increase federal reimbursement; and
- continuing to improve supports for children, youth, and families being served by the Department, including exploring options to create a short-term crisis stabilization facility for children.

Other personnel actions for the Division include the reclassification of 2.0 FTE Bachelor's level case managers to Master's level to more adequately recognize their caseload mix and allow for a higher billing rate. Also requested and recommended is the re-title of Masters Social Worker positions to Behavioral Health Clinicians.

In addition, grant funding for the Jail Reentry Social Worker expired in 2016 and would be entirely on the tax levy in 2017. This position works with inmates as they leave the jail to identify community supports with the goal of reducing future inmate interactions with the criminal justice system. The cost of this position is currently split between HSD and the Sheriff's Office. I am recommending that this position continue in 2017.

Requested and recommended expenditures in the Behavioral Health Division total \$23,430,066. This includes a tax levy of \$13,016,001, which is an increase of \$251,683 or 2.0% from the 2016 budget.

Economic Support

Beginning January 1, 2012, the State required counties to form multi-county consortia to administer economic support programs, including BadgerCare and FoodShare. The Southern Consortium is composed of seven counties that include Crawford, Grant, Green, Iowa, Jefferson, and Lafayette. Rock County serves as the fiscal and administrative lead county, which means that Rock County receives all state aid for economic support administration and then distributes it to the other counties. Rock County's caseload comprises 49% of the total caseload for the Southern Consortium.

As part of its responsibilities, the Economic Support (ES) Division operates a call center that increasingly serves as the point of contact for clients seeking to enroll in these programs. Several changes that were implemented in July 2016 will continue into 2017, including FoodShare-on-Demand, a new child care queue for the call center, and eligibility determination for Family Care. Economic Support Division Manager April Heim indicates the call center receives between 800-1,000 calls per day for the seven-county Southern Consortium.

The Economic Support Division also has responsibility for overseeing implementation of the Affordable Care Act (ACA), which began providing insurance coverage for previously uninsured individuals as of January 1, 2014. In 2016, the Division retained five project positions devoted to the ACA. In 2017, the Department is requesting that these five positions become permanent. The Department is also asking to retain three other project positions created when the County kept responsibility for eligibility

determination and appeal hearings when administration of the FoodShare Employment & Training (FSET) Program, which is mandatory for Able-Bodied Adults without Dependents (ABAWDs), transitioned to the Southwest Wisconsin Workforce Development Board (SWWDB). Deputy Director Phil Boutwell and Ms. Heim offer the following rationale for this change:

When preparing for implementation of ACA and ABAWD/FSET, Rock County accepted additional funding and hired project staff. It made sense at the time to hire limited term employees. The specialized funding was not part of the State's base funding used to offset the cost of permanent staff.

The Rock County caseload* jumped 30% in 2012 when the State transferred its economic support cases to counties. The caseload has fluctuated very little since then. In addition, the nature of the work has changed from managing a caseload to processing work. For example, ES workers now spend 60% of their time in the call center taking calls and the remaining time working on a pooled caseload. It is no longer possible to assign work associated with its funding source.

The ES caseload in 2012 increased to 20,722 from 15,796 in 2011, which was, as noted, due to the transfer of cases previously managed by the state. The caseload has remained fairly consistent since then, expected to average 21,595 in 2016. With a changed funding model from the state that now builds the costs for these positions into the base funding allocation, it makes sense to make these positions permanent, which will help with hiring and retention and have no effect on the tax levy. Should state funding decrease in the future, the County would still have the option of not filling vacancies or eliminating positions. Therefore, this change is recommended.

Requested and recommended expenditures for the Economic Support Division total \$8,247,832. This includes \$1,019,876 in tax levy, which is an increase of \$30,083 or 3.0% from the 2016 budget.

Administrative Services

With many programs funded through numerous funding sources operating in the Department's various divisions, coordinating and organizing information to provide efficient services and maximize revenue can be a challenge. One important way in which the Department is addressing this is through the ongoing implementation of an electronic health record system, known as Netsmart Avatar. The Department requests that a new module for this system be purchased in 2017. Administrative Services Division Manager Sara Mooren describes this system and the plans for 2017 as follows:

Provider Connect is an Avatar module that complements the Managed Services Organization (MSO) module currently in use at HSD by integrating providers into the authorization and claiming process directly. Provider Connect is a web-based access point for providers to view authorizations for service, request additional units, submit claim information for services rendered and enter clinical documentation. All of this information is then automatically populated into the Avatar MSO module without the need for manual intervention.

This module will allow HSD to further automate process regarding authorizations and claiming for multiple HSD programs. It will also allow for increased provider accountability and cost control, since providers will have real-time access to the authorization information and will be able to request additional units if required.

This ongoing investment in the Avatar system is consistent with the Department's overall goals of increasing and improving the use of technology to increase efficiency. This purchase of \$40,000 is recommended to be funded with tax levy.

Another request that is intended to control costs and increase revenue is for a Consumer Financial Support Specialist position. Ms. Mooren describes the duties and benefits of this positions as follows:

The Consumer Financial Support Specialist position will serve as a customer service liaison between HSD consumers and the Billing Unit. This position will help to ensure accurate financial information

is collected to establish consumer financial responsibility for rendered services and proper claiming to identified insurance providers. The position will also coordinate with HSD practitioners who are required to submit credential information to insurance providers to secure reimbursement of claims for services. The current system of collecting and tracking this information is disjointed as it is spread among many positions with inadequate follow through at times. Having one position dedicated to these tasks will fill an identified gap and also enhance revenue. More clients will have up-to-date financial information on file, credentialing information will be tracked and submitted more timely, and potentially this position could assist with other billing related issues such as following up on insurance denials.

This position will bring in revenue in excess of its costs and increase accountability for services provided, and is therefore recommended. In addition, as the need to improve the Department's ability and expertise to tap third-party payer sources has become more apparent, the Department has requested funds to bring in a consultant to evaluate and help establish appropriate protocols. I have recommended \$15,000 be set aside for this purpose.

Another personnel request is to create a 1.0 FTE Support Services Supervisor to better coordinate the clerical and administrative support functions, which are currently handled by a 1.0 FTE Support Services Coordinator (this position would also be retitled to Support Services Supervisor). This would return the Department to a model that had been working prior to the Department's 2014 reorganization. The new approach was found to be less successful, and this change is recommended.

As costs for the Administrative Services area are charged back to the operating divisions, the tax levy is similarly spread to the operating divisions.

Summary

Total budgeted expenditures for the Human Services Department in 2017 are \$58,993,276. The recommended tax levy is \$22,854,295, which is an increase of \$2,749,476 or 13.8% from the prior year. As noted, \$2,487,766 of this levy

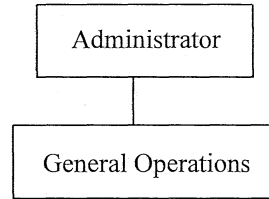
increase is due to the adoption of duties formerly carried out by the Developmental Disabilities Board or other changes necessitated by the transition to Family Care, and \$261,710 is due to programs currently operated by HSD.

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J. Arrowhead Library System

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Administrator's Comments.....	5

Arrowhead Library System



Charter: Arrowhead Library System

Objectives and Standards

The key objective of the Arrowhead Library System (ALS) is to facilitate equitable access to information and improve library operations to provide cost-effective and responsive services for all users. It will be accomplished by satisfying the following commitments:

- A. Public Service Commitment - To provide open access to information and library service to all Rock County residents as effectively and cost efficiently as possible.
- B. Intergovernmental Commitment - To work with local, county, state and federal agencies to coordinate and provide library services in ALS in compliance with state mandates.
- C. Management Commitment - To be accountable to the Arrowhead Library System Board, County Board, and the Division for Libraries and Technology (DLT) for managing the programs of the ALS in an effective, efficient and professional manner. To be responsible for performing functions required of the ALS under Wisconsin Statutes.

Service Statements and Tasks

- A. Provide open access to quality library service to the 35,000 county residents of Rock County who do not maintain their own library.
 - 1. Equitably reimburse the public libraries in Beloit, Clinton, Edgerton, Evansville, Janesville, Milton and Orfordville for providing library service to residents outside these municipalities.
 - 2. Maintain and monitor reimbursement program to the public libraries in adjacent counties for serving Rock County residents.

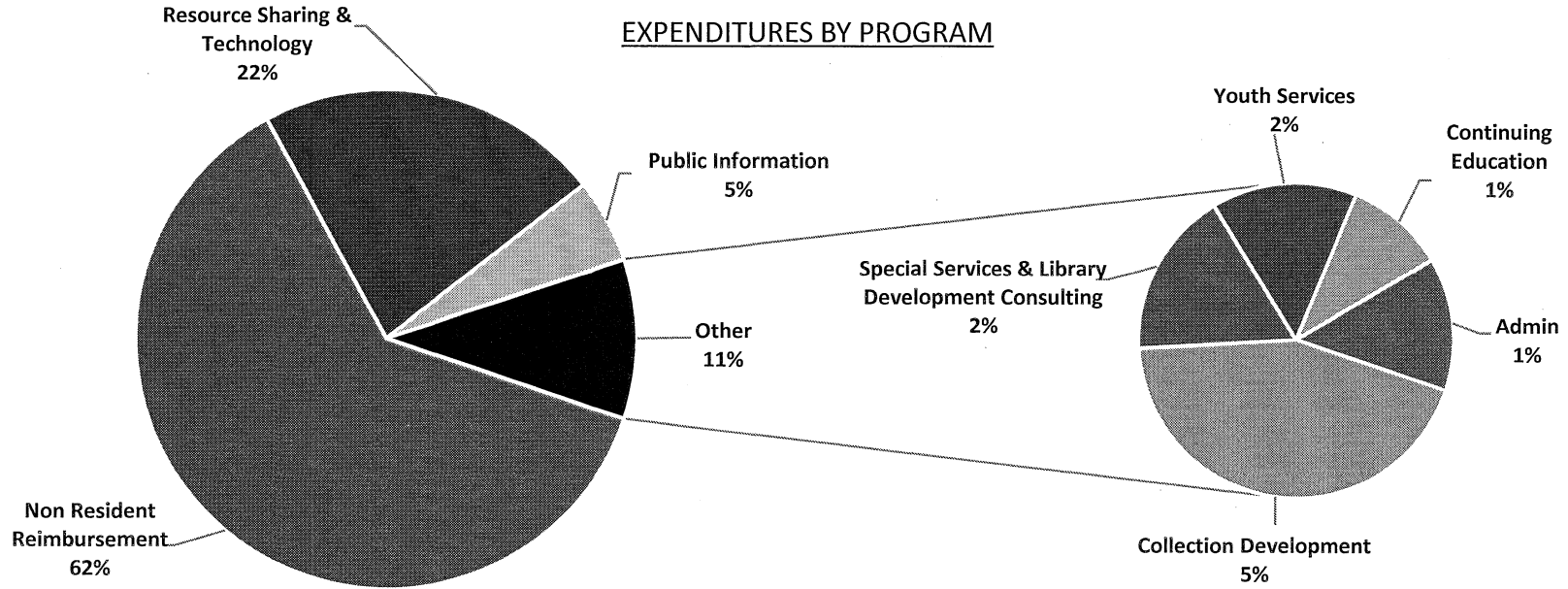
- B. Provide Rock County residents with access to materials in school, academic and special library collections in Rock County, and to libraries in the rest of the State.
 - 1. Maintain area-wide interlibrary loan program and participation in statewide interlibrary loan network.
 - 2. Promote and monitor the Infopass Program.
 - 3. Provide Rock County residents walk-in access to public libraries throughout the state by means of agreements with 14 other Wisconsin library systems.
 - 4. Provide a shared Rock County Catalog – ROCKCAT for the 7 member libraries
 - 5. Integrate ROCKCAT into the WISCAT Z-Catalog to insure the accuracy of Rock County's WISCAT records.
 - 6. Continue multitype library system services through a "fee for service" program for non-public libraries in the system area.
 - 7. Provide delivery service five days a week to all Arrowhead Library System public libraries.
 - 8. Participate in the State-wide Delivery Network.
 - 9. 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.

Charter: Arrowhead Library System

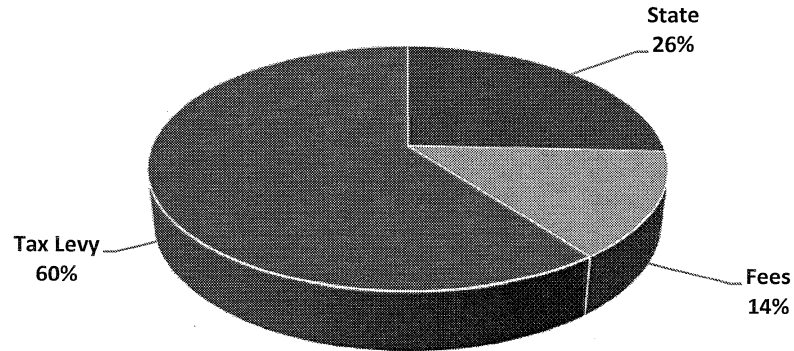
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| <ul style="list-style-type: none">3. Provide shared access to fee-based reference products via the Internet.4. Provide ALS libraries access to and assist them in the use of the Internet for information and communication.5. Assist residents of Rock County in effective use and evaluation of electronic resources. <p>D. Enhance and improve the knowledge and skills of library directors, staff and trustees.</p> <ul style="list-style-type: none">1. Support the continuing education needs of library staff.2. Select books and journals for the professional collection in coordination with area libraries in order to minimize duplication.3. Consult with libraries on problems and areas of concern on a regular basis and by special request. <p>E. Together with area libraries and other service institutions, provide library services to users with special needs.</p> <ul style="list-style-type: none">1. Provide deposit collections of books and other library materials in Rock County's nursing homes, health care and correctional institutions.2. Continue to encourage and assist libraries in providing materials and services to combat illiteracy and unemployment, and to respond to the special needs of the elderly and visually and hearing impaired persons.3. Work with member libraries to implement provisions of the Americans with Disabilities Act. <p>F. Increase awareness about library services by Rock County residents.</p> | <ul style="list-style-type: none">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.6. Provide a newsletter, the Monday Memo, to all member libraries. <p>G. Provide special programs and services for children and adults, which supplement individual library programs and services.</p> <ul style="list-style-type: none">1. Coordinate special activities during the Summer Reading Program.2. Coordinate activities, which foster reading readiness for preschoolers. |
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**2017 BUDGET
ARROWHEAD LIBRARY SYSTEM**

EXPENDITURES BY PROGRAM



REVENUES BY SOURCE



Administrator's Comments

Arrowhead Library System

**Summary of
Department Requests and Recommendations**

Description	Department Request	Administrator's Recommendation
Positions		
Salaries	229,168	229,168
Fringe Benefits	92,062	92,062
Operating Expense	1,375,068	1,375,068
Capital Outlay	12,500	12,500
Allocation of Services	0	0
Total Expense	1,708,798	1,708,798
Revenue	677,357	677,357
Fund Balance Applied		
Tax Levy	1,031,441	1,031,441
Total Revenues	1,708,798	1,708,798

The tax levied by the County for the Arrowhead Library System (ALS) is levied only on property in the towns and the Village of Footville. All other municipalities have municipal libraries and are exempt from the tax. The money levied by the County is used to pay for services provided by municipal libraries in Rock County and in other counties to rural Rock County residents.

2005 Wisconsin Act 420, which was effective in 2008, required counties to reimburse public libraries in adjacent counties to provide equal access and equitable reimbursement statewide for the cost of serving those who live in areas of the county without public library service. Each year libraries must submit their request for reimbursement to the County Clerk of the adjacent county by July 1. Act 420 also required counties to reimburse in-county libraries and out-of-county libraries at least 70% of the cost per circulation.

However, as part of the 1997 budget deliberations, the County Board decided to reimburse ALS libraries using a formula that multiplies the local appropriation for each municipal library by the percentage of use by residents from all the towns and Footville. This calculation for all seven libraries results in the figure defined as equitable or 100% reimbursement by the Arrowhead Board. In most cases, reimbursement under this formula exceeds the amount required by Act 420. For 2017, all libraries, with the exception of Edgerton, will receive more county funding under the County Board formula than the state-required formula.

The 2016 payments and 2017 requests for in-county libraries are shown in the following table.

ALS Participating Library Payment (PLP) History

	2016	2017
<u>Community</u>	<u>Budget</u>	<u>Request</u>
Beloit	\$278,679	\$275,319
Clinton	36,267	30,898
Edgerton	59,919	65,519
Evansville	54,552	53,503
Janesville	395,223	426,322
Milton	71,950	74,575
Orfordville	<u>24,185</u>	<u>27,403</u>
Total	\$920,775	\$953,539

Total reimbursement for the seven municipal libraries as requested by Arrowhead for 2017 is \$953,539, an increase of \$32,764 or 3.6%. This increase is primarily due to an increase in circulation to town residents using the City of Janesville's Hedberg Library.

The second portion of the County tax levy is used to fund payments for rural Rock County residents' use of out-of-county libraries. The budget request for out-of-county libraries in 2017 is as follows:

	2016	2017
<u>Library or County</u>	<u>Budget</u>	<u>Request</u>
Brodhead	\$20,566	\$19,156
Whitewater	26,011	27,379
Lakeshores	1,970	3,436
Jefferson County Libraries	3,692	4,148
Green County Libraries	4,318	5,575
Dane County Libraries	<u>16,544</u>	<u>16,708</u>
Total	\$73,101	\$76,402

The out-of-county library payments increased by \$3,301 or 4.3% from the prior year and reflect higher utilization of the out-of-county libraries by Rock County residents as a percent of the total circulation.

The 2017 budget also includes tax levy to fund per meeting allowances for the two County Board Supervisors serving on the Arrowhead Board and amounts to \$1,500.

Steve Platteter, Library Administrator, notes that in 2017, the Arrowhead Library Board may decide to replace RockCat, Arrowhead's Integrated Library System (ILS) or catalog. Options include contracting with a vendor

for replacement or partnering with a neighboring library system to add ALS collections to that system's ILS. Implications to be considered will be cost and circulation availability for county citizens. ALS has been adding to its fund balance in recent years to fund part of this cost. The ALS Fund balance at the end of 2016 is estimated to be \$167,668.

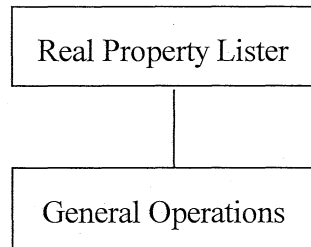
Given the payments mandated by state law and the agreement to reimburse at 100% of the formula amount, the recommended tax levy is \$1,031,441, which is a increase of \$36,065 or 3.6% from the prior year. The tax levy does not count against the County's levy limit under state statutes, as it is not levied on all taxable property in the county.

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K. Planning and Development Committee

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Real Property Description



Present Personnel (Full Time Equivalent)	
1.0	Real Property Lister
1.0	Cartographer I
2.0	Real Property Specialist
4.0	Total

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

Charter: Real Property Description

Objectives and Standards

1. Administrative Services / Property Listing

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:

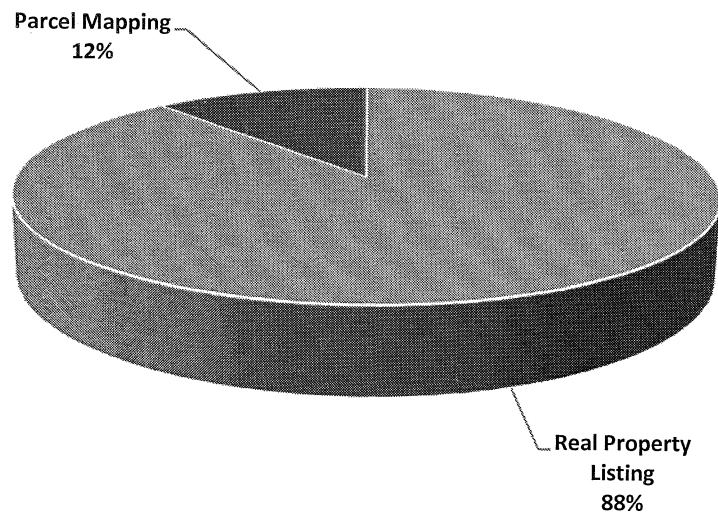
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| <ul style="list-style-type: none">a. Search the daily recordings in the Register of Deeds for documents pertaining to ownership and property description. These documents include Deeds, Final Judgments, Terminations of Joint Tenancy, Certified Survey Maps, Transportation Project Plats, 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. | <ul style="list-style-type: none">d. To enter into the computer daily changes to the database of the assessment roll so that records are current for anyone using the computer, Public Look-up Program or GIS Website.e. To retain a current alphabetical list of all real property owners owning land in Rock County.f. To provide the Zoning Officer with data regarding possible violations of the Rock County Subdivision Ordinances.g. To provide municipal assessors, clerks and treasurers with all necessary state-prescribed forms.h. To revise assessment rolls annually to reflect landowners participating in the Managed Forest Land Program, and provide data to County Forester as requested.i. To annually review and enter into the computer database, current and revised parcels of real and personal property, their Assessments, Open Book changes, Board of Review changes, State Assessed Manufacturing Values and State Certified Fair Market Ratios.j. To annually enter special assessments, tax rates, lottery credit rates, first dollar credit rates and verify and produce tax rolls and tax bills.k. To provide information on parcels of real property in the county for the use of taxation district assessors, city, village and town clerks, treasurers, county offices and any other persons requiring that information.l. Provide annually to the Wisconsin Department of Revenue electronic property data in the form of a Work Roll, Post Board of Review Roll and Tax Roll for each municipality in Rock County. |
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Charter: Real Property Description

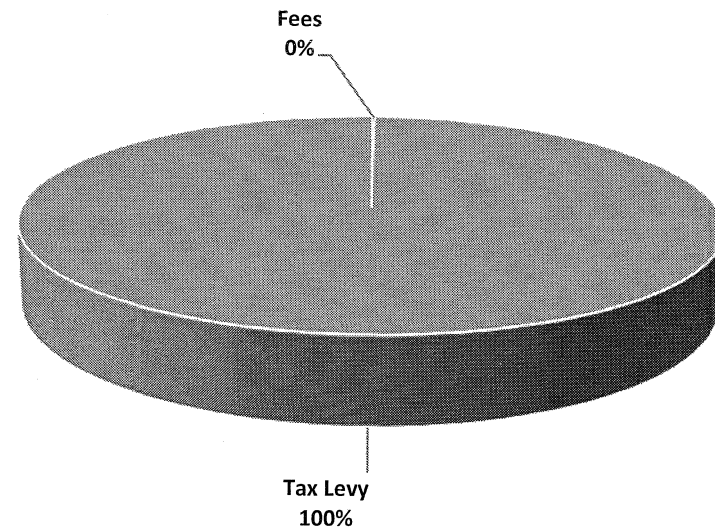
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| <p>m. To update current database with new addressees and locations of property on parcels of real property as submitted by the municipalities or issued in accordance with the County Address Plan.</p> <p>2. <u>(Property Division) Mapping Services</u>
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.</p> <p>Standards:</p> <p>a. To revise the Property Division Maps when better information becomes available.</p> <p>b. To review the Property Division Maps for accuracy and quality before being made available to the assessors, municipalities, and to the public.</p> <p>3. <u>A Member of the Rock County Land Information Office</u>
Established by County Board Resolution 6/28/90.</p> <p>Standards:</p> <p>a. To contribute toward the implementation of the County-Wide Plan for Land Records Modernization.</p> <p>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.</p> <p>c. To act as the liaison person with the Wisconsin Land Information Program in implementing the County-Wide Plan for Land Records Modernization.</p> | <p>d. To provide assistance to other county departments in the use of our Geographic Information System (GIS) software.</p> <p>e. To act as the liaison person between the county and GIS software vendor for questions relating to the GIS software.</p> <p>f. To work with Information Technology personnel to assure that the GIS hardware and software is being maintained and operating in an efficient manner.</p> <p>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.</p> <p>h. Member of the Rock County Land Information Council established by County Board Resolution 8/12/10</p> |
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**2017 BUDGET
REAL PROPERTY**

EXPENDITURES BY PROGRAM



REVENUES BY SOURCE



Administrator's Comments

Real Property Description

Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	4.0	4.0
Salaries	191,693	191,693
Fringe Benefits	93,162	93,162
Operating Expense	2,735	2,735
Capital Outlay	0	0
Allocation of Services	(94,325)	(94,325)
Total Expense	193,265	193,265
Revenue	300	300
Fund Balance Applied	0	0
Tax Levy	192,965	192,965
Total Revenues	193,265	193,265

The Real Property Description Department has two major functions. One function involves maintaining descriptions of real and personal property to produce assessment rolls, tax rolls, and tax statements. The second function involves preparing and updating property division maps.

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. The Cartographer is spending the majority of his time working on the Land Records System and the 2017 Budget includes 70% of this position's time on Land Records activities, no change from the prior year. The cost of this staff time is reimbursed from Land Records funds and appears as a cost allocation in the Real Property Description Department budget.

As referenced in the Administrator's Comments for the Planning Department, the County is eligible to use the \$50,000 Strategic Initiative Grant over a two year period, ending in 2017. \$25,000 will be used by the Surveyor for remonumentation. The remaining \$25,000 will be divided between Janesville, Beloit and Rock County for the costs to update parcel descriptions and formats to be consistent countywide, as required by the State for the statewide parcel map.

The recommended tax levy for 2017 is \$192,965, which is an increase of \$1,554 or 0.8% from the 2016 budget.

Land Records

Given the fact that Ms. Schultz's duties include acting as Coordinator for the Land Records System, a description of the budget for Land Records is included in this section of the Administrator's Comments. The accounts

containing Land Records funding are found in the countywide section of the budget, which is under the Finance Committee portion of the budget.

Ms. Schultz has provided a description of Land Records activities for 2016 and 2017. Excerpts from her description follow:

Land Records Activities in 2016

- The Planning and Development Department continues to use the data within our GIS system for many projects such as Floodplain mapping, Land Use, Comprehensive Plans and Shoreland Zoning. The department has used interns for much of this work.
- The Planning and Development Department has completed scanning, indexing and archiving hard copy maps.
- The Planning and Development Department is continuing to sort hard copy maps for dispersal, retention or disposal.
- The Planning and Development Department has assisted some towns in updating town zoning ordinances and comprehensive plans and will continue to assist towns as the need arises.
- The Planning and Development Department has completed building data in the recently acquired LiDAR data.
- The Planning and Development Department will continue to update the Land Use Inventory.
- Real Property is continuing to evaluate hard copy workflows and upgrade digital workflows.
- The Real Property Department has completed the process of redrawing the Turtle Township parcel map. Turtle Township was one of the three pilot Townships that were scanned and vectorized. This resulted in a quick but inaccurate parcel layer. This method was abandoned after the three pilot townships were completed and all future parcel maps were drawn with Coordinate Geometry which produces a much more accurate map. As time permits, Real Property will be redrawing each of the pilot townships using Coordinate Geometry.
- Real Property is creating an in-house highway/roadmap for the unincorporated areas of Rock County. When complete, this map

could potentially be sold at various departments in the County for a small fee.

- The Rock County Communication Center is using GPS to collect street centerline information for all new roads annually in Rock County. Previously, a consultant did this task.
- Department of Public Works has purchased a large format plotter.
- The Land Information Office is continuing to update existing web maps and apps to a new programming language due to the deprecation of the existing programming language.
- The Land Information Office is continuing to establish user focused web maps.

Land Records Activities in 2017

- The Land Records Office will continue to work on unfinished 2016 activities as indicated above.
- The Planning and Development Department will continue to develop web applications to serve citizens and public officials.
- The Planning and Development Department will update several outdated layers based on orthoimagery acquisition.
- The Planning and Development Department will explore the possibility of an Address Sign Inventory in the unincorporated areas.
- Surveyor's Office will continue scanning of Plats of Survey as they are submitted. Surveys will be posted on the internet.
- Surveyor's Office would like to establish a method using GIS for tracking section corner remonumentation efforts as a means to more efficiently steer field work.
- Surveyor's Office will work with the Land Records intern to develop a method to link the scanned Plats of Survey & Tie Sheets to the Interactive GIS Web Map.
- Surveyor's Office will be working on completing the section corner remonumentation of the County Boundary.
- Real Property has developed a beta version of the Property Division Interactive Map. It will need some refinement to increase the drawing speed before it is available to the public.

- Real Property is working with IT to improve usability by redesigning the search function of the tax database.
- IT is purchasing additional processors for the external GIS server to increase functionality and speed.

The Land Records program is funded with a portion of the recording fees that are charged and collected in the Register of Deeds Office. The charge for legal documents recorded is a \$30 flat fee. Eight dollars of that \$30 fee are earmarked for the Land Records Program. It is anticipated that 25,000 documents will be filed in 2017. A description of the fee and how it is shared is found in the Administrator's Comments for the Register of Deeds.

The 2017 budget request for the Land Records main account includes \$377,965 in revenues and expenditures. The largest source of revenue is contained in line item #4410, Miscellaneous Fees, which totals \$329,000. The fees are composed of three parts: \$200,000 of recording fees that will be collected by the Register of Deeds, \$128,000 from businesses and individuals who pay for access to the Land Records database, and \$1,000 from the sale of maps.

The Land Records account also contains the funding to pay for the Fidler software system used by the Register of Deeds. The system was installed in 2006 and is used to record, track, and search real estate transactions filed in the Register of Deeds Office.

Line item #6210, Professional Services, as recommended totals \$220,887. That figure includes \$23,252 for planning interns. A portion of the funds for interns may or may not be needed depending on the outcome of changes the County Board of Supervisors may make to the Address Sign Ordinance. However, I recommend the full amount of funds be included in the project if it is necessary. Because all three interns will be funded from Land Records funds, should the project not occur, the funds will return to the Land Records account for future use. Line item #6210 also includes \$49,910 for IT computer services charges for fourteen PCs in county departments with Land Records responsibilities, \$5,000 for contract web development activities, \$3,600 for a cross charge for a T1 communication line to the Land Conservation Department, \$44,800 to assist the Surveyor's efforts to post surveys online, and \$94,325 of cross charges for the Real Property Description Department. The cross charges reimburse the Real Property Department's staff time devoted to Land Records related activities.

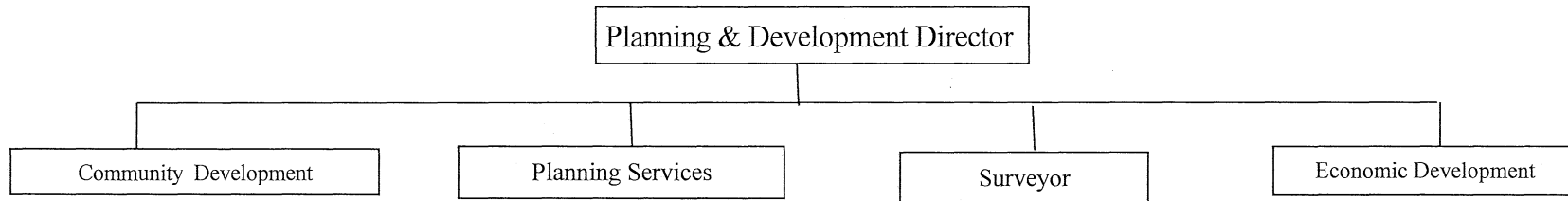
The 2017 recommended total for Line Item #6249, Sundry Repair and Maintenance Services, is \$111,735. This includes the annual software maintenance charge of \$65,000 for the Fidler software and \$46,735 for GIS software licenses for various county departments.

Line item #6713, Computer Hardware, is \$19,750. IT has suggested that the Land Conservation Department replace two desktop computers in the amount of \$3,600, a desktop computer at the Communications Center at a cost of \$1,500, a Real Property desktop computer at a cost of \$1,500, six computers and one printer in the Register of Deed's Office at a cost of \$10,600, one desktop computer and one printer in the Surveyor's Office at a cost of \$2,100, and a DPW color printer in the amount of \$450.

The recommended 2017 Budget for the Land Records Account is \$377,965 in revenues offset by an equal amount of expenditures. Thus, there is no County tax levy in this account. The Land Records account is a non-lapsing account that contains segregated funding generated from fees, which can only be used for Land Records related activities. The projected fund balance at December 31, 2016, is \$80,260. The recommended 2017 Budget contains a fund balance application of \$47,965. As the fund balance decreases and if expenses continue to outpace revenue, in future years, we will have to consider whether some of these costs will have to be put back on the tax levy.

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Planning & Development Department



Present Personnel (Full Time Equivalent)	
1.0	Director of Planning & Development
1.0	Economic Development Manager
1.0	Senior Planner
1.0	Senior Planner/GIS Manager
1.0	Planner III
1.0	Accountant
1.0	Surveyor
0.4	Deputy Surveyor
7.4	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: 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 six member Planning, Economic and Community Development Staff.

The Agency's work program areas of responsibility are divided into six core activities:

- Strategic and Comprehensive Planning
- Development Review, Land Division and Enforcement
- Economic Development
- Housing and Community Development
- Geographic Information Services
- Administration and Corporate Services

Strategic and Comprehensive Planning

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 Strategic and Comprehensive Planning staff 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 tasks that will be completed during the next year, and next five years, for consideration by the Planning & Development Committee, as well as the County Board.

Development Review, Land Division and Enforcement

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.

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:

Charter: Planning, Economic & Community Development Agency

- A. Rock County Zoning Ordinances for Shoreland, Floodplain, County Highway Access, Rural Address and Airport Overlay District.
- B. Rock County Land Division Regulations
- C. Building Site Permits
- D. Enforcement of land management ordinances and programs in cooperation with the Corporation Counsel Office
- E. Maintenance of records for all applications and administrative fees
- 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.
- G. Technical assistance to the Board of Adjustment as Acting Secretary by preparing the minutes, findings of fact and conducting field investigations.
- H. Rock County Highway Access Control Ordinance
- I. Rock County Address Ordinance
- J. Public Utilities & Community Facilities. These facilities 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.

Economic Development

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".
- C. Assist with the development and/or update of the Economic Development Element of the Comprehensive Plan-2035 and its related implementation strategy.
- 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
- 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.
- G. Perform Agency and/or development liaison related duties to interface with the public and private sectors.

Housing and Community Development

Mission: To assist with the provision of healthy, durable and affordable housing for eligible Rock County properties and residents by successfully administering the approved Planning & Development Committee-approved Housing programs and the Rock County Loan Portfolio in accordance with State and Federal requirements. These activities include:

Charter: Planning, Economic & Community Development Agency

- 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 County 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.
- 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.

Geographic Information (Mapping) Services

Mission: to create, acquire and maintain geospatial data for the Planning and Development Agency and coordinate with other agencies and departments to enhance the geospatial technologies in the County to meet the needs of the general public and private entities in an efficient and cost effective manner; to use geospatial data and technologies to provide mapping assistance to the general public, other governmental units, County committees and Agency Staff.

GIS mapping and data base services includes information about Rock County that is critical to the updating and implementation of the Rock County's Comprehensive Plan 2035, Ordinances, Land Records Modernization Program and of the land information needs of other governmental units and the general public by:

- A. Gathering information and preparing County, other governmental units and general public planning and development information in electronic format or hard copy maps and data bases for planning and development projects.
- B. Updating County, other governmental units and general public base maps, land use maps, master plan maps, development plan maps, zoning maps, physical characteristic maps, census maps, political boundary maps, soils maps, official ordinance maps and air photographs.
- C. Implementing conversion and migration methodologies to enter and use the Agency's and other governmental unit's mapping and databases as part of the County Geographic Information System.

Charter: Planning, Economic & Community Development Agency

- D. Modernizing the protocols of address assignments through the conversion of hard copy address grid maps to a digital format.
- E. Modernizing and archiving existing hard cover thematic and aerial maps through conversion to digital format.

Administration and Corporate Services

Administrative & Corporate Services are designed to facilitate the management of day-to-day operations and assist in planning future operations. Support staff work with the public, Planning & Development staff and Committee members, and other inter-county departments. Administrative staff performs a wide range of activities, some of which include:

- A. Provide initial contact with customers, both telephonically and in person.
- B. Assist Planning & Development staff, Committee members, and County Board members, with Agency programs, projects, and tasks.
- C. Gather, prepare, and report information that is relevant and timely.
- D. Maintain Agency project and program files.
- E. Prepare Agency current and 5-year work program.
- F. Prepare annual Agency budget request.
- G. Process Agency bills for purchases and services rendered.
- H. Maintain Planning & Development Committee and Agency official records.
- I. Assist Agency staff members in preparing final drafts of plans and ordinances.

Program analysis and development services consist of assistance to the County Board, County Administrator, respective committees, and County communities for analysis and development of public

programs, which will provide more cost-effective services and facilities by:

- A. Monitoring and preparing Federal, State and private sector grant applications that can assist in the implementation of the Rock County Development Plan or improve the Rock County community.
- B. Responding to County Board, County Administrator and County department requests for program development, information and analysis, as budget allocations permit.
- C. Providing planning and development leadership, which will promote Rock County's quality of life and financial well being.
- D. Providing professional planning and development services for the discharge of the duties and responsibilities of the Rock County Planning and Development Agency to include minutes of the Planning and Development Committee, reports, surveys, and analysis of critical issues that affect the Rock County Comprehensive Planning and Development Program.

Charter: Surveyor

1. SURVEY OPERATIONS

To provide survey services as requested by County Officials and Departments.

Standards:

- a. To respond in a timely manner to the Planning & Development Committee's instructions for review of private surveyors' monumentation per the County Rock County Land Division and Development Ordinance.
- b. To execute survey requests by the Planning & Development Committee, the courts and by the Director of Public Works in a timely manner.
- c. Review Survey Monuments prior to the removal or covering of said landmarks and erect witness monuments as necessary.

To provide general supervision of survey activities for Rock County

Standards:

- a. Review certified survey maps submitted to this office by the administrator, as defined in the Rock County Land Division and Development Ordinance.
- b. To establish and supervise field operation procedures that ensure fieldwork is in conformity with current state statutes.
- c. To review, approve, seal and file survey reports, maps, and notes per A-E 8.10.
- d. 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.
- e. To establish coordinates for control points and PLSS corners that are the foundation of the County GIS software and used by the surveying community in their surveying operations.

- f. To provide research and or general services to the general public, private land surveyors, the state highway department, public utilities, and other county departments.
- g. To provide aid to township and municipal clerks in correcting defective parcel descriptions that are in the tax assessment roll.
- h. To supervise city and village engineers while perpetuating landmarks. SS 59.74(2)
- i. Provide direct and personal direction and control over all activities per A-E 8.10(2).

Land Information

Per County Board Resolution, this office is a member of the Rock County Land Information Council and serves on the Land Records Committee.

Standards:

- a. To participate in the implementation of the County Wide Plan for Land Records Modernization.
- b. To provide and maintain the cadastral GIS map layer
- c. To compute the geographical and county local coordinates for PLSS corners in the County to serve as the foundation of the County GIS program.
- d. To obtain, participate, and or assist in grants for the modernization of land records.

2. REMONUMENTATION

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 and the state transferred

Charter: Surveyor

this responsibility to the County via the County Surveyor. This maintenance program is better known as "Remonumentation".

There are many tools for determining geodetic position, but Global Positioning technology, (GPS) is most commonly used.

The Department uses GPS along with a robotic total station to complete fieldwork. The office will continue to remonument areas of the County that remain to be completed.

Standards:

- a. To preserve the Public Land Survey System, (PLSS).
- b. To install Survey Marker Signs near those landmarks/monuments that may be inadvertently disturbed or destroyed.
- c. To provide witness or reference monuments for the purpose of identifying the location of such landmark so that its location can be determined after its destruction or removal. The State requires four reference monuments for each PLSS corner.
- d. To replace damaged monuments and witness/replace those anticipated to be disturbed by road, construction, or private improvements SS 59.74(2)(b)1.
- e. To prepare the "U.S. Public Land Survey Monument Record" forms in compliance with AE 7.08.

3. GIS / MAPPING

Standards:

- a. To provide geographical coordinates for the section and quarter corners. This provides the reference frame which is essential for the County GIS programs and public website.
- b. Enter surveys filed with the office into the County GIS to assist with records research and enhance spatial accuracy.

Records Modernization

On-going modernization continues and is a priority for the County surveyor. The office is in the process of adding a tax id number to the surveyor database will provide the necessary link to the real property database and as such, the County GIS website.

NOTE: All activities for GIS/Mapping are cross-charged to Land Records & do not impact the tax levy.

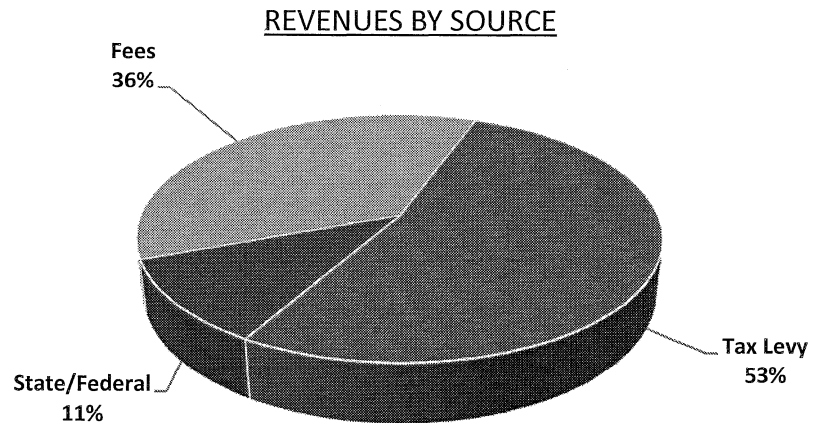
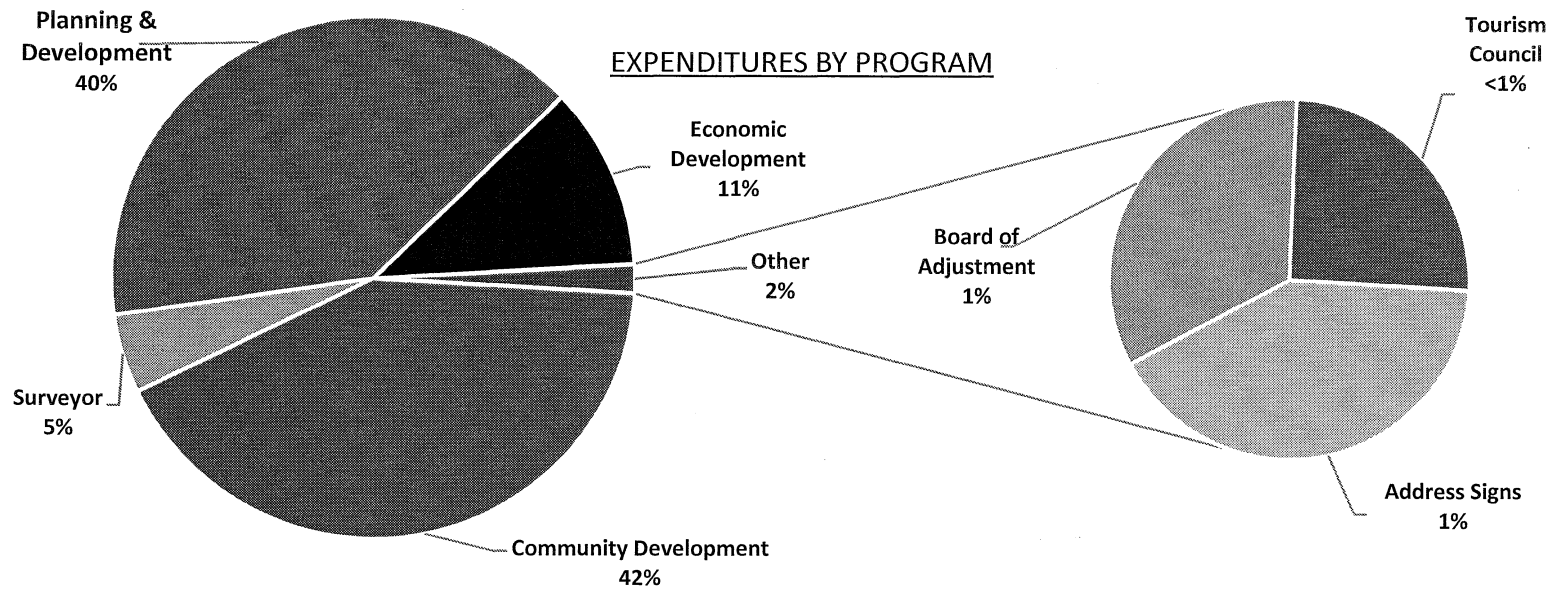
4. PUBLIC SURVEY RECORDS

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 since 1969 the State has required Land Surveyors to file their survey maps with the County Surveyor. The department undertook an aggressive scanning effort in 2014 and nearly all survey records are now available online.

Standards:

- a. To index and maintain a filing system for: 1) Plats of surveys made by private land surveyors and 2) PLSS corners shown on filed surveys and/or tie/sheets.
- b. To make and maintain digital pdf copies of surveys filed with the office.
- c. To make, file and index the "U.S. Land Survey Monument Record".
- d. To establish and supervise the computer indexing of all survey maps.
- e. To file and index road and railroad right of way records.
- f. To maintain paper records of U.S. Coast & Geodetic, U.S. Geological Survey, WDOT, and private vertical, GPS, and horizontal control maps and records.

**2017 BUDGET
PLANNING & DEVELOPMENT**



Administrator's Comments

Planning, Economic and Community Development Department

Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	7.4	7.4
Salaries	543,333	543,333
Fringe Benefits	214,249	214,249
Operating Expense	625,686	625,686
Capital Outlay	7,150	7,150
Allocation of Services	(159,810)	(159,810)
Total Expense	1,230,608	1,230,608
Revenue	581,437	581,437
Fund Balance Applied	0	0
Tax Levy	649,171	649,171
Total Revenues	1,230,608	1,230,608

The budget for the Planning, Economic and Community Development 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. In 2017, the projected revenues from those fees will be \$53,715, a \$10,790 increase or 25.1% from the budgeted 2016 amount. The increase in permit fees is based upon improvement in the County's economy. A complete Planning Department fee schedule is included after the Administrator's Comments.

Student interns perform a significant role in the development of land use information. In 2017, the Planning Department has requested the authority to hire three interns to work on two projects, for 1,800 hours of total work (\$23,252). The first project relates to updating railroads, building footprints, and driveway entrance information based on the aerial imagery data obtained during the 2016 flyover. The second project will ensure address signs in the towns are compliant with the address ordinance in terms of numbering, readability, location and orientation to the road, as well as other attributes that help enable a quick response from first responders. The funds for the address sign project may or may not be needed depending on the outcome of changes the County Board of Supervisors may make to the Address Sign Ordinance. However, I recommend the full amount of funds be included in the project if it is necessary. Because all three interns will be funded from Land Records funds, should the project not occur, the funds will return to the Land Records account for future use. A separate address signs account captures fees homeowners pay to cover installation costs.

In 2016, I recommended deleting a Planner II position, but to offset that reduction, included \$15,635 in tax levy, if workload increased and there be

a need to hire a limited-term employee at the Planner II level. I recommend that this funding continue in 2017.

The tax levy in the main account is \$437,189, an increase of \$27,963 or 6.8% from the prior year, primarily due to normal personnel cost increases.

The Economic Development Program Account funds the position of the Economic Development Manager, along with a variety of costs associated with economic development. The 2017 request does not include funds to participate in the Forward Janesville federal lobbying trip, as we have been budgeting for the Economic Development Manager to attend every other year.

The recommended tax levy for the Economic Development Program is \$138,834, which is \$539 more than the 2016 Budget.

2016 marked the first full year that the County Surveyor was incorporated into the Planning Department. In 2017, the Surveyor will focus on remonumentation and surveying county and town boundaries. \$25,000 from the 2016-2017 Strategic Initiative Grant will be used to cover remonumentation. All counties are eligible for this grant to help the State with the development of a statewide parcel map.

In 2017, the Surveyor and Deputy Surveyor will devote a portion of their time to completing land records activities. It is estimated that the Deputy Surveyor will spend approximately 90% of her work putting information into a format conducive to the website database including appending PDF files and entering tax identification numbers for current and past surveys. In addition, it is expected that 30% of the Surveyor's time will be devoted to Land Records projects, including entering data into the GIS system, formatting, and uploading files to the internet server. Given this information, I am recommending a cross charge of \$44,800 be made to the Land Records account. Other Surveyor activities increased \$781, representing a cost to continue budget.

The Housing and Community Development Program is reflected in the Housing Grant Clearing account. The revenue to support the program is

generated by administrative fees retained through various loan programs for the cost of making and monitoring loans and administering revolving loan funds.

Administrative funding from the various housing grants and revolving loan funds can be used to pay the costs of implementing the program. The 2017 budget includes \$50,386 in new revenue associated with project delivery fees. Project delivery fees can be specifically identified with the delivery of a particular project (tied to a specific address) within a particular funding source to bring it to completion. These costs are incurred for the process of underwriting the loan and carrying out construction management (e.g., credit report, title report, inspections, and lab fees). These project delivery fees include expenditures on some activities with administrative qualities, including salaries and benefits of program staff, as long as those expenses relate specifically to a particular project funded by a specific funding source, not to the general administration of the program. Combined with the administration fees we have used to cover program costs for many years, total funding available to administer and deliver the housing program is \$110,772.

In 2014, the County contracted with the Wisconsin Partnership for Housing Development to administer the County's housing program and help resolve audit findings from prior years. The contract expires in 2016 and the Planning Department intends to modify the funding arrangement. Only administration and delivery fees generated would be used to cover costs of the contract, similar to other jurisdictions that administer revolving loan funds. This new arrangement will result in savings of \$47,843. In 2017, the total tax levy for the program will be \$6,013, which reflects operational costs for Planning Department staff to oversee the program.

The recommended tax levy for the Planning Department, including the Surveyor, is \$649,171. This is an increase of \$47,792 or 8% from the prior year.

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ROCK COUNTY PLANNING & DEVELOPMENT 2016 - 2017 FEE SCHEDULE

ALL FEES SHALL BE DOUBLED FOR AFTER-THE-FACT PERMITS AND VARIANCES

DESCRIPTION	COUNTY JURISDICTION						TOWN JURISDICTION	
	Shoreland and/or Floodplain Zoning Overlay		Airport Height & Zoning Overlay		Adjacent to County Trunk Highway		Town Memorandum of Agreement	
	2016	2017	2016	2017	2016	2017	2016	2017
Residential								
Principal Structure	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400
Addition (Habitable) < 500 Sq. Ft.	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150
Addition (Habitable) ≥ 500 Sq. Ft.	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200
Addition (Non-Habitable) < 500 Sq. Ft. (Includes Garages, Porches, etc.)	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50
Addition (Non-Habitable) ≥ 500 Sq. Ft. (Includes Garages, Porches, etc.)	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100
Accessory Structure (Enclosed w / roof)								
200 Sq. Ft. or less	\$ 60	\$ 60	\$ 60	\$ 60	\$ 60	\$ 60	\$ 60	\$ 60
< 500 Sq. Ft.	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100
≥ 500 Sq. Ft.	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200
Accessory Structure (Not Enclosed)								
< 500 Sq. Ft.	\$ 60	\$ 60	\$ 60	\$ 60	\$ 60	\$ 60	\$ 60	\$ 60
≥ 500 Sq. Ft. (Includes all Decks, Pools, Lean-To's, etc.)	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100
Business / Industrial								
Principal Structure	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500
Addition < 500 Sq. Ft.	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150
Addition ≥ 500 Sq. Ft.	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300
Agri-Business								
Principal Structure	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400
Additions	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150
Accessory Structure	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100
Planned Campgrounds (Lakeland, Lakeview, Blackhawk, etc.)								
New Recreation Vehicle	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100
Addition/Enclosure/Alteration	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100

ROCK COUNTY PLANNING & DEVELOPMENT 2016 - 2017 FEE SCHEDULE

ALL FEES SHALL BE DOUBLED FOR AFTER-THE-FACT PERMITS AND VARIANCES

DESCRIPTION	COUNTY JURISDICTION						TOWN JURISDICTION	
	Shoreland and/or Floodplain Zoning Overlay		Airport Height & Zoning Overlay		Adjacent to County Trunk Highway		Town Memorandum of Agreement	
	2016	2017	2016	2017	2016	2017	2016	2017
Deck/Accessory Structures	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75
General								
Fences	\$ 80	\$ 80	\$ 80	\$ 80	\$ 80	\$ 80	\$ 80	\$ 80
Stairway - Shoreyard	\$ 150	\$ 150			\$ 150	\$ 150	\$ 150	\$ 150
Vegetation Removal / Tree Cutting Permits	\$ 150	\$ 150						
Vegetation Removal / Shore Yard Mitigation	\$ 150	\$ 150						
Vegetation Removal - Shore Yard Prescribed Burn	\$ 200	\$ 200						
Vegetation Removal - Restoration / Compliance Review	\$ 200	\$ 200						
Demolition No Building Reconstruction	\$ 200	\$ 200						
Conditional Use Permit	\$ 600	\$ 600	\$ 600	\$ 600				
Utility Installation (includes wet and dry utility projects) <i>(New in 2017)</i>		\$ 400						
Height Restriction Compliance:								
Structure, Object or Vegetation			\$ 30	\$ 30				
Building Site Plan Review							\$ 200	\$ 200

ROCK COUNTY PLANNING & DEVELOPMENT 2016 - 2017 FEE SCHEDULE

ALL FEES SHALL BE DOUBLED FOR AFTER-THE-FACT PERMITS AND VARIANCES

DESCRIPTION

COUNTY JURISDICTION						TOWN JURISDICTION	
Shoreland and/or Floodplain Zoning Overlay		Airport Height & Zoning Overlay		Adjacent to County Trunk Highway		Town Memorandum of Agreement	
2016	2017	2016	2017	2016	2017	2016	2017

	Land Division & Development		Board of Adjustment		Floodplain Zoning Ordinance	
	2016	2017	2016	2017	2016	2017
Land Division (Per Lot)	\$ 400	\$ 400				
Sale to Adjoining Owner, Lot Combination or Plat of Survey	\$ 150	\$ 150				
Final Land Division Review & Approval (Per Lot)	\$ 50	\$ 50				
Land Division Time Extension (Per Lot)	\$ 100	\$ 100				
Engineering Review Fee (Per Hr)	\$ 100	\$ 100				
911 Address Sign	\$ 75	\$ 75				
Application For Variance			\$ 750	\$ 750		
Permitting and Certification of Floodproofing Project (<i>New in 2017</i>)						\$ 400

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	7,285	7,285
Capital Outlay	0	0
Allocation of Services	0	0
Total Expense	7,285	7,285
Revenue	6,000	6,000
Fund Balance Applied	0	0
Tax Levy	1,285	1,285
Total Revenues	7,285	7,285

This budget contains the operational expense for the Board of Adjustment. The Board of Adjustment is a five-member (and one alternate) committee appointed by the County Board Chair. The Board of Adjustment hears the appeals of property owners who seek exceptions or variances from the County Planning and Zoning Ordinances enacted under Chapter 59 of the State Statutes.

The appeal process begins when a property owner pays a non-refundable fee of \$750 to Rock County.

The Professional Services line item contains \$4,300 to reimburse the Planning Department for staff services.

The budget request includes \$2,232 for per diems and mileage for board members in anticipation of eight hearings in 2017.

The recommended tax levy for 2017 operations is \$1,285, which is an increase of \$523 from 2016.

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Administrator's Comments

Tourism Council

Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	0	0
Salaries	0	0
Fringe Benefits	0	0
Operating Expense	5,500	5,500
Capital Outlay	0	0
Allocation of Services	0	0
Total Expense	5,500	5,500
Revenue	0	0
Fund Balance Applied	0	0
Tax Levy	5,500	5,500
Total Revenues	5,500	5,500

The 2017 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 2016 and is recommended.

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L. Public Safety & Justice Committee

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Rock County Sheriff's Office

Present Personnel (Full Time Equivalent)	
1.0	Sheriff
1.0	Chief Deputy
2.0	Commander
6.0	Captain
22.0	Sergeant
6.0	Detective
62.0	Deputy Sheriff
1.0	Correctional Supervisor
81.0	Correctional Officer
1.0	RECAP Site Supervisor
1.0	Financial Office Manager
1.0	Administrative Secretary
2.0	Secretary II
1.0	Secretary I
3.0	Account Clerk III
11.0	Administrative Assistant
6.0	Public Safety Utility Clerk
1.0	Optical Imaging Specialist
0.45	Vehicle Maintenance Supervisor
0.3	Vehicle Maintenance Technician
0.3	Sheriff's Clerk
0.4	Investigative Assistant
210.45	Total

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

Charter: Sheriff

MISSION STATEMENT

The mission of the Rock County Sheriff's Office is to enhance the quality of life in Rock County by working cooperatively with the public to enforce the law, preserve the peace, reduce the fear of crime and provide for a safe environment. Also, through the effective operation of the Rock County Jail, we must provide a safe, secure and humane environment for those persons committed to our custody. To accomplish this mission, we are committed to a set of values that guide our work and decisions and help us contribute to the quality of life in Rock County. We, the members of the Rock County Sheriff's Office, are committed to these values:

HUMAN LIFE - We revere human life and dignity above all else.

INTEGRITY - We believe that integrity is the basis for personal and public trust.

LAWS AND CONSTITUTION - We believe in the principles embodied in the Constitution of the United States and the Constitution of the State of Wisconsin. We recognize the authority of federal, state and local laws.

EXCELLENCE - We strive for personal and professional excellence, dedication to duty and service to the public.

ACCOUNTABILITY - We are accountable to each other and to the citizens we serve who are the source of our authority.

COOPERATION - We believe that cooperation among ourselves, members of the community, government entities, and other law enforcement agencies will enable us to combine our diverse backgrounds, skills and styles to achieve common goals.

PROBLEM SOLVING - We are most effective when we help identify and solve community problems.

OURSELVES - We are capable, caring people who are doing important and satisfying work for the citizens of Rock County.

OFFICE OF SHERIFF

Sheriffs in the State of Wisconsin have been viewed as the top law enforcement officer within the County. Of all the offices elected from the entire County, the Sheriff has among the widest assigned and implied responsibilities which are mostly defined by State Statutes.

The office of Sheriff was created by the State of Wisconsin Constitution (Article VI, Section 4, County Officers). As a constitutional officer, the Sheriff and his/her Deputies are sworn to uphold the Constitutions of the State and Nation. The Preamble of both Constitutions states the reason or intent of these important documents. The Wisconsin Constitution Preamble reads:

"We the people of Wisconsin, grateful to Almighty God for our freedom, in order to secure its blessing, form a more perfect government, insure domestic tranquillity and promote the general welfare, do establish this constitution."

The office of Sheriff created in our State Constitution is the governmental entity established to "insure domestic tranquillity and promote the general welfare" of the County's citizens.

The Rock County Sheriff and appointed Deputies have the general authority to enforce State Statutes and ordinances of the County. Deputies may also enforce town or other municipal ordinances if established under law. The authority to act as a Deputy Sheriff may be extended beyond jurisdictional boundaries pursuant to mutual aid agreements [175.46(1)(6) or requests 66.305].

Charter: Sheriff

1. CHIEF DEPUTY/UNDERSHERIFF FUNCTIONS

This position is highly responsible and the top administrative position within the Sheriff's Office. The position assists the Sheriff to run the agency in the sense of managing its day-to-day operations.

Standards:

- a. The Chief Deputy/Undersheriff operates under the vision, philosophy and direction of the Sheriff. Act as Sheriff in the absence of that official.
- b. The appointment and tenure of this position is governed by the Rock County Personnel Ordinance (18.101 Authority, 18.102 Purpose and 18.103 Scope) and is a professional career administrative position.
- c. Maintains organizational continuity between changing Sheriff administrations.
- d. Oversees training, recruitment, hiring of all sworn/non-sworn personnel, manages internal investigation/citizen complaints, budget preparation/fiscal monitoring, annual report preparation, monitors major criminal investigations, makes employee disciplinary recommendations.

CORRECTIONAL SERVICES DIVISION

1. JAIL OPERATIONS

To operate the County's custodial and security system facilities as efficiently and effectively as possible. This includes the care of sentenced and pre-trial detainees, rehabilitation services, maintaining records and transporting jail inmates. Also, to provide Court services to the Rock County Circuit Court Judges and maintain peace and order in the Courthouse.

Standards:

- a. Correctional Services critical objectives and standards are met as evidenced by a monthly report submitted by the Correctional Services Commander to the Sheriff.

- b. Satisfactory compliance with established Jail Services management policies and procedures as evidenced by random review of Correctional Services Commander's work performance.

2. SENTENCED AND PRE-TRIAL DETAINEES

Providing for the care of all sentenced and pre-trial detainees held in the system facilities.

Standards:

- a. To comply with Wisconsin Department of Corrections standards for County Jails, municipal lockups and houses of correction rehabilitation facilities.
- b. To implement corrective action as per Division of Corrections inspection reports.
- c. To house inmates in accordance with adopted inmate classification systems.

3. RECORD MAINTENANCE

Maintaining records - accumulating, processing and disseminating.

Standards:

- a. Compliance with State of Wisconsin required reporting forms and procedures (Jail Register) for adults.
- b. To maintain internal reporting forms as required by law.

4. JAIL INMATE TRANSPORTATION

Transporting Jail inmates to courts, institutions, hospitals and completing prisoner extraditions.

Standards:

- a. Timely and secure delivery of Jail inmates to courts, institutions and hospitals.
- b. To expedite timely and secure prisoner extraditions.

Charter: Sheriff

5. FOOD SERVICES

To provide all inmates with three nutritious meals per day. To use a contracted food services vendor to keep food cost at a reasonable rate.

Standards:

- a. To provide good, nutritious meals in a timely manner while keeping costs as low as possible.

6. CIVIL PROCESS/WARRANT OPERATIONS

To interpret, understand and apply the intent of Wisconsin Statutes governing the service and related aspects of process documents. This includes the service of writs, orders, notices, summons, executions and all warrants. To receive, log and enter active warrants in the NCIC files. To do follow-up tracking on wanted persons.

Standards:

- a. Civil Process critical objectives and standards are met as evidenced by a monthly report submitted by the Civil Process Bureau Sergeant to the Sheriff.
- b. Satisfactory compliance with established Civil Process Bureau management policies and procedures as evidenced by random review of Civil Process supervisors' work performance.
- c. To receive and serve all proper civil process as directed by Statutes.
- d. Collect fees for process service as established by State Statutes.
- e. To provide agency access to NCIC/TIME System capabilities.
- f. To receive and process all warrants and maintain current records of persons wanted.
- g. To research location information on wanted persons and provide information to field officers.

7. COURTHOUSE SECURITY

To maintain the peace and security at the Courthouse.

Standards:

- a. Enforce all laws and ordinances fairly.
- b. Reduce the incidents of crime and fear of crime in the Courthouse.
- c. Attend to the security needs of Rock County Circuit Court Judges in criminal and potentially violent civil proceedings.

8. COMMUNITY CORRECTIONS DIVISION (COMMUNITY RECAP, HUBER, DIVERSION PROGRAM, INMATE CLASSIFICATION AND WORKENDER PROGRAM)

The Rock County Education and Criminal Addictions Program (RECAP) is a cooperative educational and rehabilitation program aimed at reducing recidivism by County Jail inmates.

Standards:

- a. To provide training for upper level job skills to the RECAP inmates.
- b. To provide training towards educational skill improvement for RECAP inmates.
- c. To provide counseling for RECAP inmates to improve life skills and avoidance of criminal conduct.
- d. The RECAP staff will continue to collect data for evaluation of the long-term success of the program from a statistical basis.
- 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

Charter: Sheriff

- necessary protection to local communities and successful cost-effective participation by sentenced inmates.
- g. Manage the Huber Law Program in accordance with State Statute 303.08 and Sheriff's Office Policy.
 - h. Manage the Community RECAP program in cooperation with the Courts, District Attorney and Public Defenders Office in order to provide counseling and treatment to reduce recidivism.
 - i. To reduce recidivism through offering an employment/educational training program to inmates with outside resources/agencies.
 - j. The Rock County Workender Program is an alternative to housing inmates in the jail. Qualified inmates serve their sentence conducting community service for governmental or nonprofit organizations. Workender inmates participate in the program on the weekends or midweek. Qualified inmates are low risk sentenced inmates that are under the Huber law.
 - k. Inmate Classification provides fair and consistent guidelines to determine inmate housing assignments, security level, treatment, and program services. Classification ensures decisions regarding the inmate are made to the benefit of the inmate, as well as, the Rock County Jail. The program ensures proper procedures and documentation while placing the inmate in a suitable environment.
 - l. Classification procedures are administered equitably and consistently, without discrimination against any individual based on sex, race, color, creed, culture, background, handicap, or national origin.
 - m. Inmates are housed in the least restrictive housing compatible with his/her assessed risk and needs. Classification determination is managed allowing changes in levels dependent on the behavior of the inmate and new information acquired.

- n. Classification categories are established as: Minimum, Medium, Maximum, Special Management Housing, High Risk, and Special Condition.
- o. The Classification Committee, consisting of the Jail Operations Captain, Correctional Supervisor, and Classification Officers, meet annually to review the Classification System to ensure effectiveness and appropriateness.

9. MEDICAL SERVICES

The Sheriff shall provide or contract necessary medical treatment, mental health and emergency dental care for inmates in custody (DOC 350.09 Health Care). The Sheriff's Office presently contracts with Advanced Correctional Healthcare to provide healthcare services to the Jail inmates.

Standards:

- a. Shall be based upon the standards of any professional organization that establishes standards for health services in correctional institutions.
- b. Complies with medical standards as established for Jails in Chapter 302 of Wisconsin State Statutes or DOC 350.09.

LAW ENFORCEMENT SERVICES DIVISION

1. PATROL OPERATIONS

To provide law enforcement and related public safety services as efficiently and effectively as possible for the citizens of Rock County. These services shall include responding to complaints, issuing citations, water patrol operations, preparing cases for court testimony and routine patrol and police traffic services. To provide routine patrol including police traffic service, varying patrol route,

Charter: Sheriff

assisting motorists, reporting highway conditions and hazards and issuing citations for State Statute and County Ordinance violations.

Standards:

- a. Patrol Division critical objectives and standards are met as evidenced by a monthly report submitted by the LES Commander to the Sheriff.
- b. Satisfactory compliance with established Patrol Division management policies and procedures as evidenced by random review of Patrol Division performance toward objectives.
- c. Patrol is concentrated in areas of Rock County to ensure an estimated eight (8) minute response on all emergency situations.
- d. To patrol every township once in a 24-hour period.
- e. To maintain a South Station to improve services to southern Rock County.
- f. To maintain a Footville substation to improve services to western Rock County.

2. RESPONDING TO COMPLAINTS

To answer a variety of calls dealing with traffic accidents, robberies, domestic disturbances and other crimes.

Standards:

- a. To maintain an average of eight (8) minutes response time.
- b. All patrol officer work narratives shall receive a satisfactory review.

3. K9 UNIT

To respond to complaints requiring drug detection and search tracking capabilities.

Standards:

- a. Shall work under the guidelines of Sheriff's Office standard operating procedures.

4. DETECTIVE OPERATIONS

To investigate crimes as efficiently and effectively as possible. This includes identification and apprehension of criminals; identification preservation, and presentation of evidence and preparation of cases for court; to provide arson investigation services to Rock County Law Enforcement Agencies; and to conduct pre-employment background investigations on all prospective employees.

Standards:

- a. Detective Bureau critical objectives and standards are met as evidenced by a monthly report submitted by the LES Commander to the Sheriff.
- b. Satisfactory compliance with established Detective Bureau management policies and procedures as evidenced by random review of the Detective Bureau Captain's work performance.
- c. To maintain an annual clearance rate of 50% for all cases handled by the Detective Bureau and prepare monthly case reports.
- d. To maintain 100% compliance with the Sheriff's Office Policy and Procedures Manual regarding identification and preservation of evidence.
- e. To prepare cases for court testimony through such actions as reviewing reports, contacting the District Attorney, transporting evidence, etc.
- f. To maintain a 48-hour turn around time on all reports.
- g. A 95% satisfactory level will be used on Supervisor review of reports.
- h. Supervisors will receive written reports on major accidents and felonies within 24 hours of the incident's occurrence.

Charter: Sheriff

5. BUREAU OF IDENTIFICATION

To cause photographs and fingerprints to be taken from all persons entering the Jail. To maintain files with current identification photographs and fingerprints. To forward fingerprints of arrestees to the Wisconsin Department of Justice and the Federal Bureau of Investigation as provided by law.

Standards:

- a. Maintain fingerprints and identification photographs of all arrestees received at the County Jail.
- b. Forward fingerprints to the Wisconsin Department of Justice and the Federal Bureau of Investigation.
- c. Process physical evidence and crime scenes in major crime cases.
- d. Management of Sheriff's Office evidence and confiscated property.
- e. Collect DNA samples from convicted inmates as required by law.

6. SHERIFF'S SPECIAL INVESTIGATION UNIT (SIU)

To work in partnership with other law enforcement agencies within Rock County to investigate crimes and other cases affecting the safety and security of Rock County Citizens.

7. SUPPORT SERVICES OPERATIONS

The primary mission of Support Services is to sustain and improve all Sheriff's Office operations through material and technical support. To provide training and other administrative support to all Sheriff's Divisions. To work with other County Departments and other law enforcement agencies on matters of mutual concern.

Standards:

- a. Support Services critical standards are met as evidenced by reports submitted by the Support Services Captain to the Sheriff.

- b. Information is collected from all Sheriff's Office operations and is made useful and available for analysis, budgeting and public access.
- c. Manage all real property within the Sheriff's Office to assure high operational readiness: vehicle procurement, maintenance and assignments, all radio and MDC equipment, computers and related hardware, office equipment, develop RFPs and manage procurement process, maintain all required licenses.
- d. Develop and maintain all contracted service and revenue agreements: building cleaning contracts, maintenance service contract for fleet vehicles, radio repair agreements, equipment warranties.
- e. Oversee the Sheriff's Office's clerical staff and office manager, provide guidance on information processing and management and fee collections, record system management, fiscal management and internal audits.

8. VEHICLE MAINTENANCE

To maintain all Rock County Sheriff's Office vehicles in top operational condition so that they are available to respond when needed in a safe manner.

Standards:

- a. Coordinate the scheduled maintenance of all County-owned vehicles assigned to the Sheriff's Office.

9. INFORMATION MANAGEMENT

To cause all Sheriff's Office information to be effectively collected and made useful to enhance and justify agency goals, objectives and public access.

Standards:

- a. Information is available to the public as established by law and Sheriff's Office policy.

Charter: Sheriff

- b. Information on all Sheriff's Office operations that is collected is made useful for program evaluations and planning.

10. TACTICAL UNIT AND HOSTAGE NEGOTIATION TEAM

To maintain a Tactical Unit in a ready state available for call at any hour when needed to respond to special emergency situations that are beyond the trained ability and resources of the patrol shift.

Standards:

- a. To maintain the Tactical Unit with a high level of training and minimize risk to officers.
- b. To maintain trained negotiators to resolve conflict situations as peacefully as possible.

11. DIVE TEAM

To maintain a Dive Team that is ready to respond at any hour to any water emergency that requires a rescue or recovery mission.

Standards:

- a. To maintain a level of dive training that ensures confidence/safety when responding to water emergencies.

12. RECREATIONAL SAFETY TEAM

To maintain a Boat Patrol Unit that regularly patrols the waters of Rock County and that responds to water emergencies and enforcement of boating laws relating to safety and operation on lakes and rivers.

Standards:

- a. To maintain a high level of training in the use of Sheriff's Office boats so as to respond properly/effectively to any water emergency.
- b. To maintain trained operators to patrol and conduct rescue operations on snowmobile trails when necessary.

- c. To maintain trained All Terrain Vehicle (ATV) operators to conduct trail patrol, off-road search and rescue operations, and to assist with evidence collection in remote locations.

13. CHAPLAINCY PROGRAM

The Rock County Sheriff's Office Chaplaincy Program is designed to meet the emotional and spiritual needs of the people served by the Rock County Sheriff's Office and to support the employees of the agency in times of need.

Standards:

- a. Available 24 hours a day to assist in critical incidents or death notifications.
- b. Available to support the needs of employees as required.

14. SHERIFF'S GANG UNIT

To operate cooperative gang investigations within Rock County and the stateline area. This unit is currently manned with officers of the Rock County Sheriff's Office and other police agencies including the FBI.

Standards:

- a. Reports of illegal drugs are investigated by undercover officers so as to make arrests supported by evidence that will support a conviction if the cases go to trial.
- b. Gang intelligence officers gather information to forward on to criminal investigators.

15. COMMUNITY RELATIONS OPERATIONS

To provide high quality public safety service thereby maintaining the Rock County Sheriff's Office's excellent reputation for professionally meeting the County's public protection needs. To provide crime prevention and community policing services to citizens and community groups.

Charter: Sheriff

Complaints: Complaints about the activities or operations of the Sheriff's Office are received in a courteous and professional manner and, if found to be valid, are resolved in a timely fashion.

Public Education: The public is informed of the activities of and the services provided through the Sheriff's Office via presentations given by management staff at community and service club meetings and when appropriate, via releases to the local media. Citizen input regarding the Sheriff's Office operations and priorities is always welcomed and encouraged.

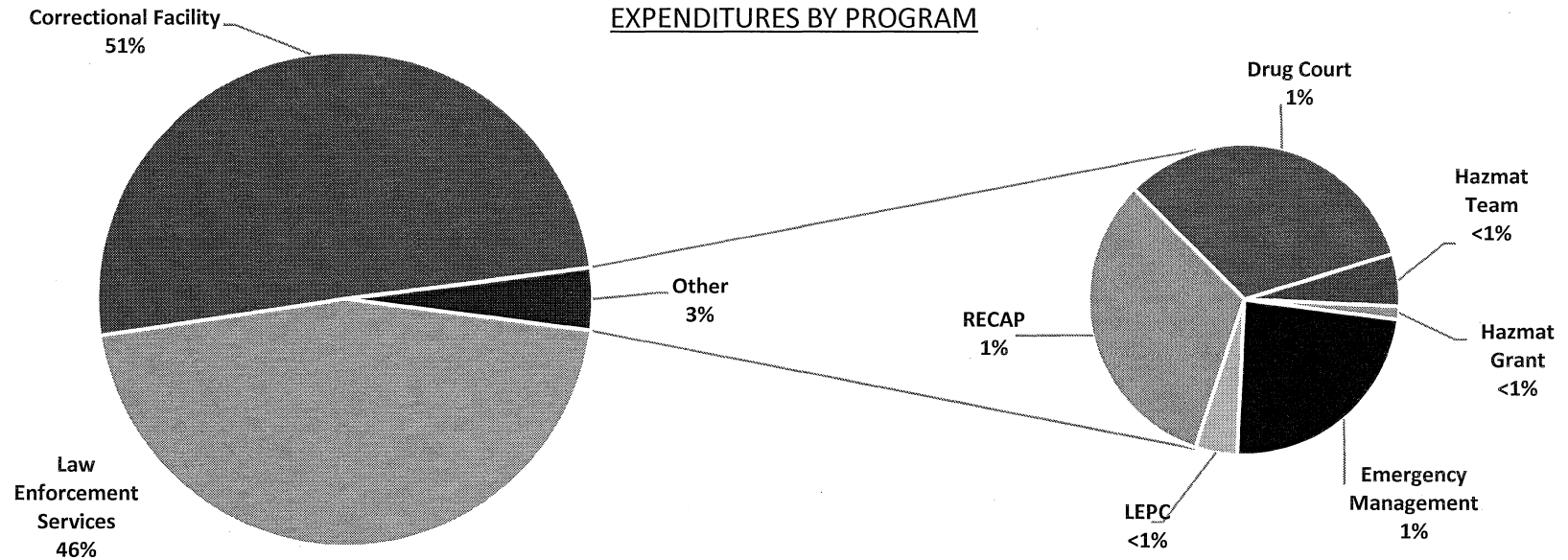
Public Meetings: Sheriff's Office staff frequently meets with Township, Village and City officials as needed to determine service needs and to address policing issues. Further, the Sheriff's Office maintains Neighborhood Watch and other community policing programs.

Standards:

- a. To maintain effective Neighborhood Watch Programs throughout Rock County.
- b. To administer the Sexual Offender Community Notification Program.
- c. Present special crime prevention educational information to citizens and civic/school organizations.
- d. To facilitate community problem-solving related to the philosophy of community policing.
- e. To provide educational programs on child safety restraints and safety belt requirements.

2017 BUDGET SHERIFF

EXPENDITURES BY PROGRAM

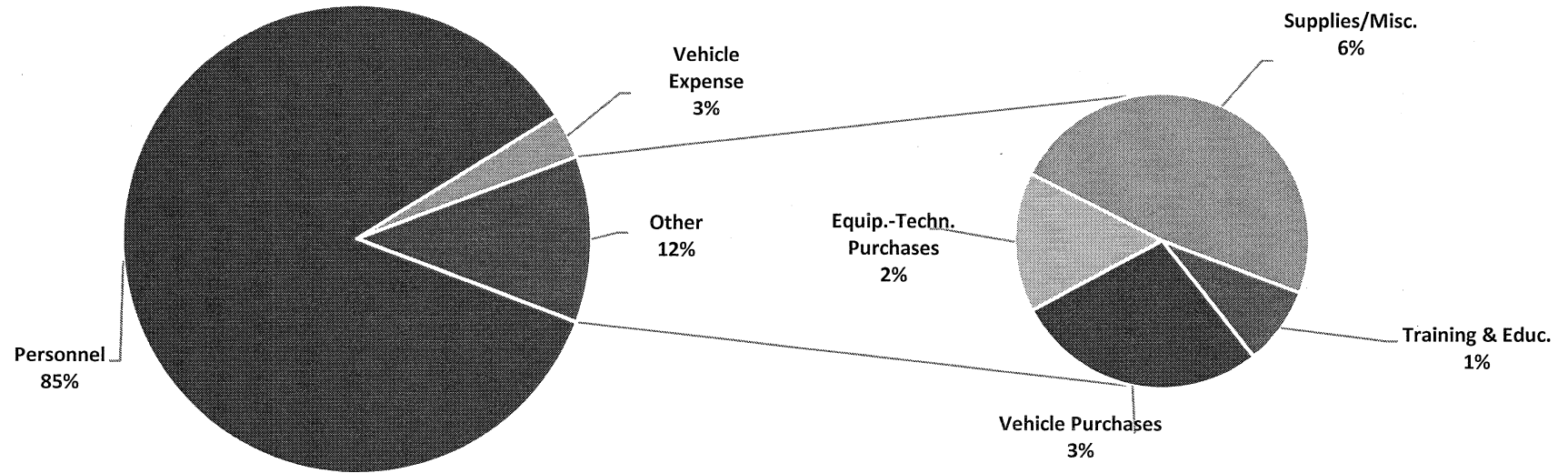


REVENUES BY SOURCE

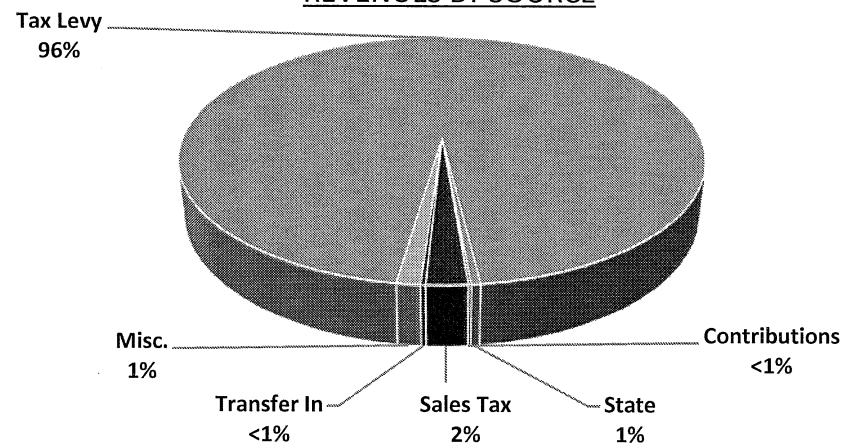


2017 BUDGET
LAW ENFORCEMENT SERVICES

EXPENDITURES BY PROGRAM

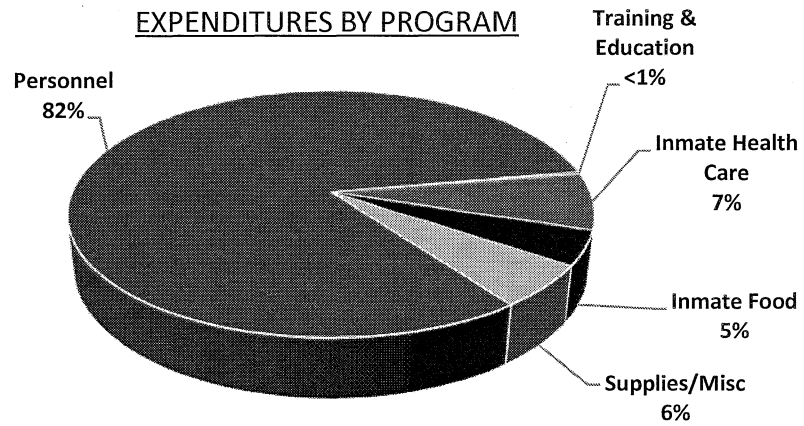


REVENUES BY SOURCE

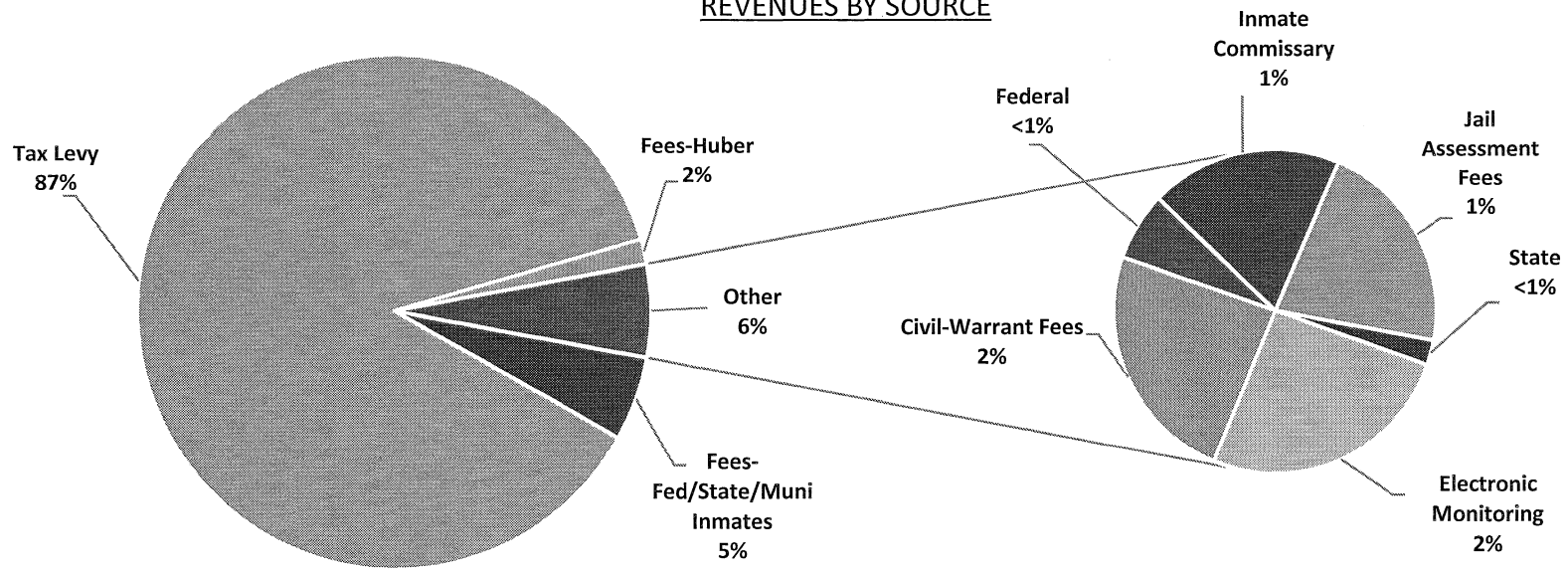


**2017 BUDGET
CORRECTIONAL FACILITY**

EXPENDITURES BY PROGRAM



REVENUES BY SOURCE



Administrator's Comments

Sheriff

Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	210.45	210.45
Salaries	12,140,698	12,140,698
Fringe Benefits	7,070,037	7,070,037
Operating Expense	3,777,409	3,777,409
Capital Outlay	564,091	564,091
Allocation of Services	(14,989)	(14,989)
Total Expense	23,537,246	23,537,246
Revenue	2,392,181	2,392,181
Fund Balance Applied	150,000	176,613
Tax Levy	20,995,065	20,968,452
Total Revenues	23,537,246	23,537,246

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.

For 2017, the Sheriff's Office tax levy request increased by \$782,748, a 3.9% increase over the 2016 budget. \$638,508 of this amount is due to increases in regular wages and related social security and retirement costs. These increases are partly due to wage adjustments previously approved by the County Board when contracts with the Sheriff's unions were settled. Because 2017 contracts were settled prior to budget development, these amounts are built into the Sheriff's base budget for 2017. This is unlike other county departments in the 2017 budget, as 2017 wages were not yet approved by County Board before the budget was submitted. For these other departments, funds to cover a potential wage adjustment are included in the county wide salary reserve. This has the appearance of inflating the Sheriff's Office tax levy request as compared to other departments.

Rock County Jail

The jail's current rated capacity is 505 beds. As of September 27, 2016, there were 564 inmates under the Sheriff's control, but only 428 were actually housed in the Jail. As of September 27, 2016, 55 inmates were on electronic monitoring and 26 inmates were in the Workender Community Service Program. In addition, 28 individuals were being served through the OWI Treatment Court, and 27 individuals were being served through the Drug Treatment Court.

If not for these programs, these individuals would be incarcerated in the Jail and the 59 inmates above the Jail's rated capacity would have been housed in out-of-county jails.

(Note: the above calculation does not include 20 individuals that were being served through the Veterans Court.)

The Drug Treatment Court/TAD program diverts offenders from jail through the Drug Court if they agree to complete a substance abuse treatment program. The success of the Drug Court contributes to lowering the jail population, reducing recidivism and bettering the community as a whole. The budget for this program is found under program number 21-2171 titled Drug Treatment Court/TAD. Through September 1, 2016, there were 256 successful graduations from the program resulting in 81,877 jail bed days averted. The State TAD funds are awarded through a competitive grant process. In 2017, the program will cost \$304,000, the same level as the prior year. The State TAD grant is budgeted in 2017 at \$125,000, an increase of \$14,069 or 12.7% over the prior year. Program fees in 2017 will account for \$35,895. The tax levy support for this program in 2017 will be \$143,105, a decrease of \$14,569 or 9.2% from the prior year.

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 2017, my recommendation includes \$150,000 through a transfer in from the Jail Assessment Fee Fund to partially offset the cost of inmate medical care that is budgeted at \$882,150.

Excluding the previously mentioned compensation costs, major cost increases in the Corrections budget are found in the Physicians & Other Services account, which increased by \$49,249 or 5.9% and the Board of Prisoners account (inmate meals), an increase of \$31,607 or 6.2%.

Law Enforcement Services (LES)

One of the higher cost areas in this account is the cost of operating and maintaining the Sheriff's Office fleet of vehicles. Based on the overall trend of comparatively lower gas prices, \$197,000 is recommended to pay for fuel, which is less than the amount budgeted in 2016. The Sheriff's Office is requesting twelve new vehicles at a cost of \$341,000. In 2016, there was a change in the funding method for the Sheriff's motor vehicles line item due to the increasing need and cost of vehicles. Previously, the County set aside an amount each year that went into a separate Sheriff's Vehicle account, which was a non-lapsing account that accumulated funds on an annual basis to level out the cost of making vehicle purchases. Beginning in 2016, this account was eliminated and vehicle purchases are directly funded in the LES budget as the amounts set aside to level out costs have become insufficient to fund vehicle purchases. In addition, sales tax revenue in the amount of \$100,000 was used for the first time to offset the tax levy in 2016. This new funding policy continues in 2017 with \$100,000 in sales tax revenue. The 2017 budget also utilizes \$26,613 in fund balance from the Sheriff's Vehicle account that is estimated to be unspent at the end of the year. For 2017, tax levy for Sheriff's vehicle purchase will total \$214,387.

The Sheriff's Office has also requested replacement of the SWAT truck and trailer in the amount of \$90,000, which is recommended with sales tax revenue. The current SWAT trailer is fifteen years old and not suitable for the type of equipment and personnel that work from it. The current trailer's roof is collapsing and the weight of the equipment is too much for the trailer's axles to handle. The current SWAT truck is not capable of pulling a new trailer and is frequently unstable in transporting the current SWAT trailer.

I am also recommending that sales tax be used for other capital purchases requested by the Sheriff's Office, including five video recorders for patrol cars (\$26,000) and ten replacement Automatic External Defibrillators (\$13,250) for patrol cars. The 2016 budget included use of sales tax to purchase similar equipment. Total sales tax for these capital purchases is \$39,250.

As with all departments, replacement of computers and other IT equipment can be a significant cost. In 2017, a total of \$28,150 is requested for computer replacements and related equipment, including \$17,400 for ten replacement computers in squads. These requests are recommended to be funded through tax levy in 2017.

Other operational expense areas that will increase in 2017 include: Employee Physicals, a \$2,703 increase, Software Maintenance, an \$8,435 increase, and Policing/First Aid Supplies, a \$2,893 increase.

Emergency Management Services

2013 marked the first year that the Sheriff's Office was responsible for Emergency Management. The Emergency Management Services accounts include a main operational account, the Local Emergency Planning Committee (LEPC), the Level B Hazmat Team, and 2017 Hazmat Grant.

Emergency Management Services has requested a replacement siren in the amount of \$21,000 and represents 50% of the siren cost with a federal Homeland Security grant picking up the other 50%. Rock County's outdoor siren system is managed through the Emergency Management Services and consists of 40 sirens located strategically throughout the county. The siren system is activated by the County's Communications Center. The existing sirens have a 30-year life. Three sirens date back to the 1960's and two sirens date back to the 1970's, well beyond the recommended equipment life and the plan is to replace these sirens over the next several years.

The recommended tax levy for the Sheriff's Office is \$20,968,452. This is an increase of \$782,748 or 3.9% more than the 2016 budgeted amount.

#

Rock County Court System

Present Personnel (Full Time Equivalent)	
	Clerk of Courts
1.0	Clerk of Circuit Court
1.0	Chief Deputy Clerk of Circuit Court
1.0	Financial Supervisor
2.0	Collections/Accounts Specialist
3.0	Division Leader Deputy Clerk
25.0	Deputy Clerk of Court
1.0	Clerk II
34.0	Total
	Circuit Court
3.4	Court Commissioner
2.0	Deputy Register in Probate II
1.0	Circuit Court Office Manager
7.0	Court Attendant
6.0	Judicial Assistant
3.0	Court Reporter
1.0	Deputy Clerk of Court
23.4	Total
	Mediation & Family Court Services
1.0	Director of Mediation & Family Court Services
1.0	Administrative Assistant
2.0	Total
59.4	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		
Mediation and Family Court Services		
From Administrative Assistant- 2489 Range 8	1.0	0
To Case Assistant- 2489 Range 2		
From Administrative Assistant- 2489 Range 8	0	1.0
To Secretary I- Unilateral Range 7		
Re-Titles	0	0
Transfers	0	0

Charter: Circuit Court/Clerk of Court

Jurisdiction and Function of the Circuit Court

The circuit courts are Wisconsin's state trial courts; it is the responsibility of these courts to protect individuals rights, privileges and liberties, to maintain the rule of law and to provide a forum for the resolution of disputes that is fair, accessible, independent and effective. The Wisconsin circuit court administrative structure is detailed in Article VII, section 4(3) of the Wisconsin Constitution, Statute §758.19, and Supreme Court Rule (SCR) Chapter 70. The Chief Justice is the administrative head of the judicial system, exercising authority according to procedures adopted by the Supreme Court.

Circuit courts have original jurisdiction in all civil and criminal matters within the state, including probate, juvenile and traffic matters, as well as civil and criminal jury trials. The seven branches of Rock County Circuit Court are divided into three divisions: Civil, Criminal and Juvenile; three branches are designated for civil cases, three branches are assigned to criminal matters and one branch is appointed to hear juvenile matters.

Specialty Courts

Rock County Circuit Courts have three Treatment Alternatives and Diversion Specialty Courts: Drug Court, Operating While Intoxicated Court and Veterans Court. In these Courts, Court Case Managers oversee the twelve-month treatment program for those participating in the Specialty Courts. Treatment is designed for non-violent participants with substance abuse issues. Entry into the programs

require a contract agreement between the Rock County District Attorney's Office, Defense Counsel and the participant. Entry also requires a plea of guilty or no contest to current charges in exchange for potential reduction or dismissal of those charges or other sentencing concessions made upon successful completion of the Program. Participants may also enter the program through a referral from the Department of Corrections as an Alternative to Revocation.

Court Administration

The administrative responsibilities of the Circuit Court involves budgeting and administering trial court resources, developing effective policies and procedures and recruiting and maintaining competent staff.

The Clerk of Circuit Court provides an administrative link between the judiciary and the county boards and the public. The Clerk of Court works closely with the Circuit Court to maintain a competent staff ensuring that the courts run smoothly and efficiently.

The Clerk of Circuit Court is the custodian of the court record. Record keeping for the courts is governed by state statute and Wisconsin Supreme Court rule. These require that the Clerk of Circuit Court maintain records of all documents filed with the courts, keep a record of court proceedings and collect various fees, fines and forfeitures ordered by the Court or specified by statute. The Clerk of Circuit Court also must establish and promote procedures for reasonable access to court records as well as maintain the confidentiality of records as set forth by statute and court order.

Charter: Circuit Court/Clerk of Court

The Rock County Register in Probate keeps a record, in full, of all wills admitted to probate, decedents' estates, testamentary trusts, guardianships, protective placements, civil mental health commitments and records filed for safekeeping.

Jury Management

The jury management system is administered by the Clerk of Circuit Court. Automation in the courts has made the process of selecting and notifying potential jurors much more efficient and has improved record keeping for jury management. The Clerk of Court works with the Director of State Courts and the Legislature to continue to improve jury management. Wisconsin citizens are obligated for no more than one month of jury service in a four-year period.

Court Finances

Circuit courts are funded with a combination of state and county money. State funds are used to pay the salaries of the judges, official court reporters and reserve judges (retired judges who are assigned to hear cases when the need arises). The State also funds travel and training for the judges.

By law, the counties are responsible for all other operating costs except those enumerated by statute. For those exceptions, which include among other things the costs of providing guardians ad litem, court-appointed witnesses, interpreters and jurors; the State provides assistance in the form of statutory formula appropriations.

Court finances, including the collection and disbursement of fines, forfeitures and fees, are primarily controlled by the Clerk of Circuit Court. Fiscal responsibilities are managed with accurate, efficient and effective accounting practices. Financial software, designed in accordance with generally accepted accounting principles, assists clerks in efficiently handling this money.

Charter: Mediation & Family Court Services (MFCS)

To promote positive co-parenting from two (2) homes through the directives of the Fifth District Circuit Court according to the 1987 Wis. Act 355, STAT 767. which shall include education on the effects on children when parents do not live together. STAT 767 mandates mediation on CHILD CUSTODY, (legal decisions that affect the child) and/or parental PHYSICAL PLACEMENT and/or grandparent VISITATION (time with the child) prior to the final divorce decree and/or order for child support.

- Mediation shall be provided in every county in this state in which it appears that legal custody (decisions about/for the child) and/or physical placement/visitation (time with the child) are contested by a grandparent, stepparent, or person who has maintained a relationship with the child may file a petition for visitation in an underlying action under this chapter that affects the child;
- To provide the mediation process for decision making as an affordable/accessible service available in a manner consistent with self-determination and that shall have characteristics of neutrality, confidentiality, and voluntary decisions;
- If the parties and mediator determine that continued mediation is appropriate, no court may hold trial or a final hearing on legal custody or physical placement/visitation or child-support until after mediation is completed or terminated.

Public Service Commitment:

To serve the public through the process of mediation as a positive alternative to resolve co-parenting disputes related to the re-organization of the child's family when the child is parented from two homes; to assist as a neutral third party in a safe, confidential and timely manner; foster cooperative parenting relationships; to suggest to the parents "pathways-of-communication" that reduces the stress on the child; and to assist parties of domestic violence with safe alternatives when exchanging the child. To cooperate with the requests from the Courts and Child Support enforcement office.

Mediation Mandate:

Parents are referred to MFCS by an order from the Family Court Commissioner or the Judge assigned to the case when an action is filed by Child Support Enforcement or a party who has relationship-rights to

the child. With a telephone request from both parents, they may volunteer to participate in mediation at any time after a Case number is assigned by the Clerk of Courts.

- Currently a copy of the order for mediation and information to contact the parties named in the action/attorneys are prepared in Court and delivered through inner-office mail to MFCS. Further Court action on custody/placement/visitation are suspended pending the completion of mediation.
- Within two (2) working days, the parties to an action are scheduled for the mandated two and one-half (2-1/2) hour parent education/orientation; new partners are welcome at the orientation. The parties are scheduled for separate orientations when domestic abuse is/has been an issue.
- Group orientation sessions are on the first (1st) and third (3rd) Thursday every month; each session has approximately twenty-five (25) parents attending. The focus of the interactive orientation is to provide information about the Court system and research on the potential damages to the child because of negative attitudes between the parents. In accordance with STATE 767, a fee is charged to each parent for the orientation/education.
- At the end of the orientation, the parents are scheduled for their joint mediation appointment. Appointments are available within four (4) weeks, Monday-Friday. The appointments are scheduled for 2hrs. In accordance with STATE 767, the first mediation session is free.
- In cases of domestic abuse, a deputy is included in the mediation session; arrangements are made prior to the appointment with a parent to arrive and leave with a deputy. Parents may participate in mediation by telephone where there have been threats, intimidation and domestic abuse.
- MFCS has one (1) full-time staff mediator/director, three (3) contract mediators and one (1) full time administrative assistant.
- The primary responsibility of the mediator is to keep the focus of the conversations on the children during the mediation appointment. Financial matters are not allowed during mediation per STATE STAT. 767.

Charter: Mediation & Family Court Services (MFCS)

- The mediator assists the parents to reach compromised agreements that they mutually accept as the “best-interest-for-their-child”. The mediation appointment includes only those named in the action; attorneys, new partners and children are not included. When parents are unable to resolve their co-parenting issues in mediation, the final determinations are that of the Court.
- In accordance with STATE 767, MFCS provides a Status Report to the Court and the Judge of the outcome of the mediation session by e-mail within twenty-four (24) hours following the appointment. Within ten (10) working days after the appointment, the mediator prepares for the parties and attorneys the agreements reached in mediation in the form of a “Memorandum of Agreement” (MOA).
- It usually takes the mediator an average of one and a half (1-1/2) hours to prepare each “custom” Memorandum of Agreement, which includes everything agreed to in mediation (and may include, but not limited to the name of a new-born; activity schedules; pets; childcare; transportation; bed times; chores; car seats; exchange of clothing; cell phones; tattoos; travel out of the USA).
- The parents/attorneys are provided two (2) weeks to review the draft of their document. One re-draft of their document is provided free within the review period. Upon signature of all parties named in the action, MFCS submits the signed “hard-copy” of the document to the Judge to sign. The document then becomes an Order of the Court.
- From the date of the Order for mediation to the signing of the document in the offices of MFCS, the case is usually closed within forty-five to sixty days depending on the flexibility of the parents.
- On average, parents usually have a need to return to mediation after two (2) years due to unforeseen life changes. (i.e. moving, change in employment).

Home Study Mandate under STATE STAT 767:

After mediation under this section, when parents do not reach agreement on legal custody (decisions for the child) and/or periods of physical placement/visitation, (time with the child)

- a. A County...shall provide study services (Home Study Evaluation) as ordered by the Court;

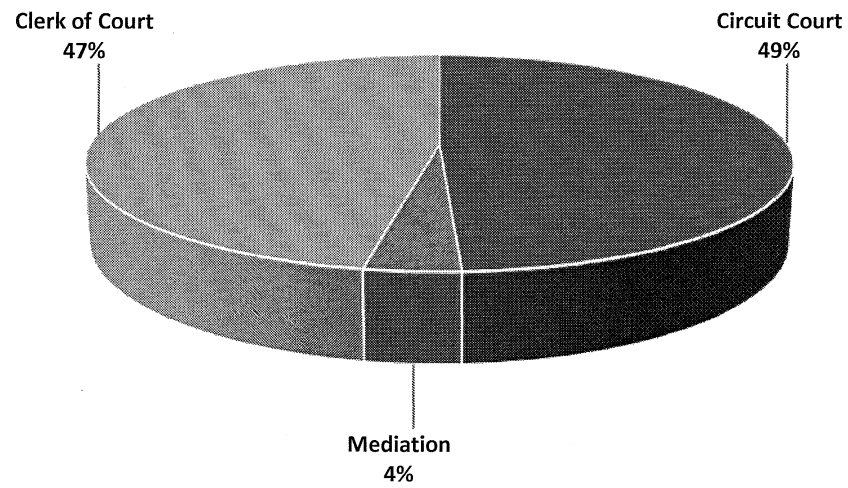
- b. The person investigating shall complete and submit the results to the court on the investigation of the following matters relating to:
 - a. Conditions of the child’s home provided by each parent.
 - b. Observe and report to the Court each party’s performance of parental duties and responsibilities and the observed interactions of child/parent.
 - c. Any other matter relevant to the best interest of the child.
 - d. The fee for the Home Study is shared equally by both parents and paid in full in advance.

Management Commitment under STATE STAT 767:

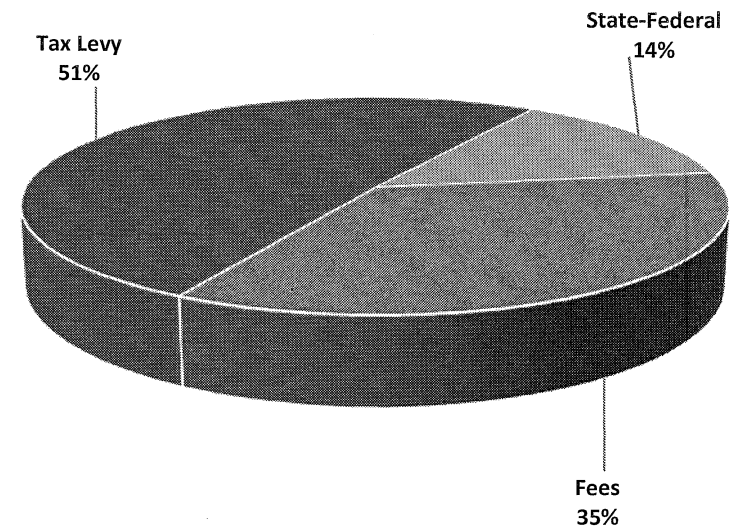
- a. To provide services of mediation as mandated in WI SUBCHAPTER V with the highest level of integrity and professional ethical standards through the office of Mediation & Family Court Services (MFCS).
- b. To improve the perception of the Courts as a public institution.
- c. To refer clients to resources as appropriate.
- d. To respond in a timely manner with appropriate reports to the Court and parties regarding the Order for mediation related to legal custody/physical placement/visitation for certain persons.
- e. To deliver all services, as ordered by the Court, for education, mediation, including voluntary requests for a mediation-environment to parents to determine jointly the best interests for their child.
- f. Complete Home Studies as Ordered by the Court.
- g. To respect the self-determination of parents in mediation.

2017 BUDGET COURTS

EXPENDITURES BY OFFICE

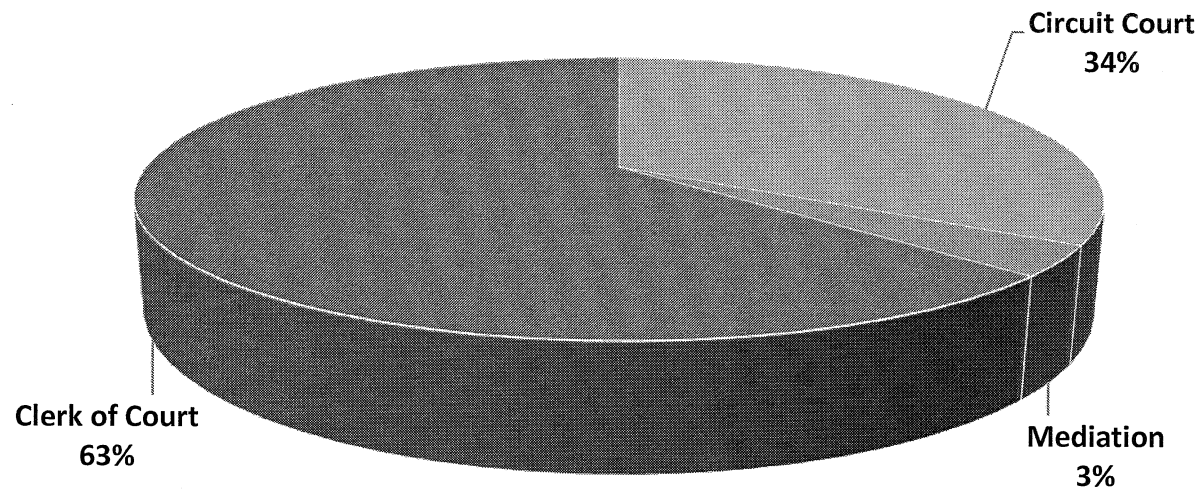


REVENUES BY SOURCE



**2017 BUDGET
COURTS**

TAX LEVY BY OFFICE



Administrator's Comment

Circuit Courts

**Summary of
Department Requests and Recommendations**

Description	Department Request	Administrator's Recommendation
Positions	59.4	59.4
Salaries	2,850,806	2,836,555
Fringe Benefits	1,449,572	1,447,511
Operating Expense	980,072	962,072
Capital Outlay	0	0
Allocation of Services	0	0
Total Expense	5,280,450	5,246,138
Revenue	2,545,381	2,545,381
Fund Balance Applied	40,000	40,000
Tax Levy	2,695,069	2,660,757
Total Revenues	5,280,450	5,246,138

The Court System in Rock County is composed of seven branches of the Circuit Court. The system includes the seven judges and their staffs, the office of the Clerk of Courts, the Court Commissioners, and the Office of Mediation and Family Court Services.

The Circuit Courts account includes revenue from a variety of sources. The County retains a portion of the state fines and forfeitures and the entire amount of county ordinance violations.

The Circuit Courts also receive funding from the State, which appears in line item 4220, State Aid. This line item includes the reimbursement for juror/witness/interpreter fees and Guardian Ad Litem services. For 2017, it is anticipated that State Aid will increase \$4,861 from the 2016 level. Total revenue in the Circuit Court accounts total approximately \$1.6 million.

One budgetary item that has continually increased for years was the cost of indigent counsel fees. The State created the Public Defender's Office in the late 1970s with the responsibility to provide representation to indigent defendants. This removed the responsibility of paying for indigent defense from County property taxpayers. The system worked well for many years. The Courts estimate approximately 50% of the cases that require a client to be represented by an attorney require representation by the Public Defender or a court appointed attorney. Eligibility for Public Defender representation was based upon strict and outdated criteria that had not been updated since 1987. Effective July 1, 2011, the state revised its eligibility criteria for the State Public Defender to reflect W-2 program financial guidelines. The results of the guideline change saw an increase in clients represented by the State Public Defender's Office and less clients being represented by the tax levy-supported Indigent Counsel program, thereby reflecting less county costs. In 2011, the County expense for indigent counsel was \$212,826. The Courts 2017 budget request is \$160,000 for indigent counsel, which is an increase of \$35,000 from the prior year. While the requested indigent counsel budget amount

could be justified based on experience in 2016, I am recommending \$150,000, an increase of \$25,000 from the prior year.

Since the implementation of Veterans Court, drug testing of participants has been provided through the Rock County Human Services Department (HSD), as part of their administration of Drug Court. However, no specific funding has been provided, and with the increasing complexity of caseloads, HSD has been struggling to provide services to Veterans Court clients. The Circuit Courts' budget request includes \$10,000 to fund testing for participants to ensure that they are held accountable to their participation agreements and increase their chances of success. I am recommending this amount. In addition, HSD is looking into contracting with a vendor to conduct drug testing, which should relieve the burden from HSD and make it easier for the clients of all County treatment courts to access this resource.

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. The Circuit Courts have requested that the annual Rock County allocation be increased from \$5,000 to \$10,000. In the 2015-16 Biennial Budget, the State deleted the requirement for the Office of Justice Assistance to provide \$150,000 annually to the Wisconsin CASA Association for support, assistance, and development of court-appointed special advocate programs, which has resulted in the need for more local funding. This is another example of State cost-shifting affecting a worthwhile program. I am recommending an increase of \$1,000, consistent with the level of increases recommended in prior years.

I am also recommending postage be reduced from \$25,000 to \$21,000. This reflects historical trends.

A major capital project in 2017 will be the replacement of the courtroom video conferencing system used in court proceedings. The current system does not work correctly at times, and a new system should result in overtime savings in the Sheriff's Office budget associated with transporting inmates. Although the IT Department is still exploring options, I am recommending

\$450,000 from sales tax for this project. These funds and further discussion can be found in the Administrator's Comments for the IT Department.

The recommended 2017 tax levy for the Circuit Courts is \$890,489 which is a \$66,617 increase or 8% more than the prior year.

The Clerk of Courts account contains funding to operate the Clerk's Office. Clerk of Court Jacki Gackstatter estimates that \$790,882 in revenue will be received by the Clerk's Office in 2017, which is nearly \$52,655 less than budgeted in 2016. This revenue is generated largely through fees paid by those utilizing the services of the court system and the Clerk's Office.

Because some of these fines can be substantial, the Clerk of Courts Office has for years assisted individuals by establishing payment plans to allow these obligations to be paid over time. This arrangement is also beneficial to the County by ensuring that more fines are paid, which offsets tax levy. The State mandates that the Clerk of Courts offer payment plans for municipal violations. This has increased the Office's workload. For example, in 2008 there was an average of 155 new payment plans per month. In August 2016, new payment plans per month total 259. Unfortunately, the amount of these fees the Office is allowed to retain does not cover the cost of providing this service.

Based on the recent history of personnel turnover in the Clerk of Courts Office, I have included a 1% vacancy factor. This reduces personnel expenses by \$16,646.

Cost increases in the Clerk of Courts budget are primarily due to salary increases approved by the County Board. Otherwise, this is a cost to continue budget.

The 2017 recommended tax levy in the Clerk of Courts Office is \$1,679,139, which is an increase of \$108,757 or 6.9% more than the prior year.

The Office of Mediation and Family Court Services provides mediation services in Family Court cases when there are disagreements regarding child custody issues. The Office is staffed by the Director and an Administrative Assistant. Additional mediation services are obtained by contracting with

private mediators, the cost for which is shown in the Other Contracted Services line item.

In addition to tax levy support, the Office is funded through a variety of fees. The Office receives a portion of fees paid for marriage licenses issued in the County Clerk's Office, as well as for certain filings in court. There is also a fee charged to those utilizing mediation services based upon a sliding fee scale.

Director of Mediation and Family Court Services, Rita Costrini-Norgal, anticipates that fee revenue to support office operations will decrease in 2017 to \$107,000, down \$2,840 from 2016.

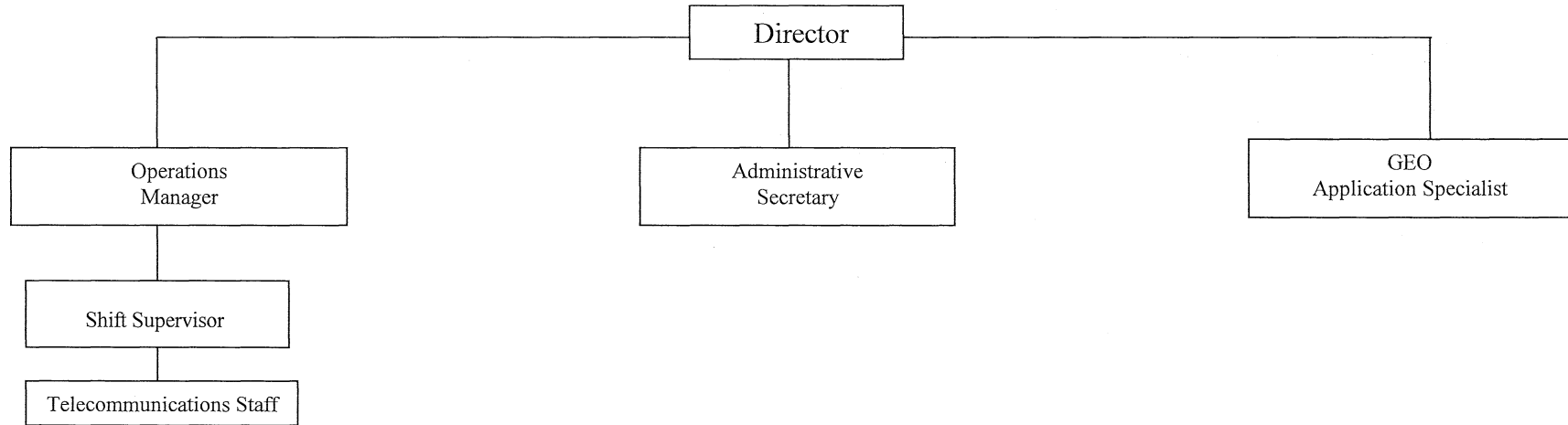
Ms. Costrini-Norgal has requested a reallocation of the Administrative Assistant (2489- Range 8) to a Case Assistant (2489- Range 2) to represent expansion of responsibilities. After discussing with Human Resources, I believe some of the duties of this position may be outside of the Administrative Assistant position description. However, rather than create a new class description for Case Assistant, I am recommending this position be reallocated to Secretary I (Unilateral- Range 7). In 2017, the cost of this change is \$932.

The 2017 recommended tax levy for Mediation and Family Court Services is \$91,129, which is an increase of \$3,038 or 3.4% from the prior year.

The 2017 recommended tax levy for the Court System as a whole is \$2,660,757. This is an increase of \$178,412 or 7.2% over the prior year.

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Rock County Communications Center



Present Personnel (Full Time Equivalent)	
1.00	Communications Center Director
1.00	Communications Center Operations Manager
6.00	Communications Center Shift Supervisor
1.00	Administrative Secretary
0.75	GEO Application Specialist
32.00	Telecommunicator
4.00	Call Taker
45.75	Total

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

Charter: Rock County Communications Center

Mission Statement for the Rock County Communications Center

The Rock County Communications Center is designed to provide the most efficient method for citizens to obtain fast, effective public safety services 24 hours a day throughout the year.

The Communications Center is the single 911 Public Safety Answering Point (PSAP) for Rock County. Staff also answer non-emergency calls for service for all public safety agencies. Telecommunicators dispatch for (24) law agencies, fire and emergency medical services agencies in the county.

Staffing

Administrative Staff positions include: Communications Director, Operations Manager, Administrative Secretary, and Geo-Applications Specialist.

Operations Staff positions include: Shift Supervisor, Call Taker, and Telecommunicator.

Administrative staff work Monday-Friday, 8a-5p. Shift Supervisors work 12-hour shifts to maximize supervisor coverage on all shifts. Dispatch personnel work 8.5 hour days (30 minutes for briefing) on a rotating 5/2, 5/3 schedule.

Minimum staffing for 1st (630a-3p) and 2nd (230p-11p) shift is (7) employees, while 3rd (1030p-7a) shift is (6). A supervisor is scheduled at all times and IT staff is on call 24/7.

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. Initial telecommunicator training can take up to one year to complete. All staff are required to complete at least (24) hours of continued professional training to maintain their Emergency Medical Dispatch certification.

Emergency Backup Center

The Communications Center established a fully functional back-up communications center at the Town of Beloit Fire Department located at 2445 S. Afton Road in the event of a total facility failure at the main site. All supervisors and staff are required to perform back-up site training and/or

operations at least once a year. All equipment is tested on a monthly basis to ensure readiness in the event of evacuation.

Systems Management

The Communications Center relies heavily on various computer and other network related systems for the efficiency of its operations and to meet the public's expectation of services. These systems require continual maintenance, modification, and upgrading to maintain their usefulness and reliability.

Public Relations and Education Program

The Communications Center regularly provides tours and conducts public presentations to schools and other community organizations. This program is essential to building a good relationship with the public and making certain that as new technologies emerge, the public is aware and trained on how to utilize them properly. The Communications Center also regularly attends job and community events, such as the Rock County Fair and National Night Out, to promote the Center and encourage people within our community to consider employment at the center.

Agency Accreditation

The Rock County Communications Center is the only CALEA (Commission on Accreditation for Law Enforcement Agencies, Inc.) accredited communications center in the State of Wisconsin. The Center has been accredited since 2000, which makes it the longest standing, CALEA accredited communications center in the nation.

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	2,368,931	2,324,489
Fringe Benefits	1,204,290	1,181,106
Operating Expense	1,325,528	1,313,628
Capital Outlay	347,141	347,141
Allocation of Services	0	0
Total Expense	5,245,890	5,166,364
Revenue	896,941	886,941
Deferred Financing	0	0
Fund Balance Applied	0	0
Tax Levy	4,348,949	4,279,423
Total Revenues	5,245,890	5,166,364

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 Rock County Communications Center is the only Public Safety Communications Center in the United States to have achieved its sixth 3-year accreditation by CALEA (Commission on Accreditation for Law Enforcement Agencies) and is the only CALEA accredited center in the State of Wisconsin. In the fall of 2015, the Center joined approximately 900 other centers nation-wide in providing Text-to-911 capability. The Center's public education videos place Rock County at the forefront of public safety media relations.

Because the operations of the Communications Center are dependent on technology, each year the Communications Center's budget includes significant capital costs to upgrade rapidly advancing technology. For 2017, I am recommending three capital expenditures in the total amount of \$886,941 with funds to come from sales tax proceeds. These expenditures include \$550,000 to upgrade the Computer Aided Dispatch (CAD) system. \$473,000 of this amount is required for Motorola hardware, installation, and training. The remainder is the cost of Microsoft licenses necessary to operate the system. The IT Department is still working to reduce the cost of implementation, but Rock County needs to budget at this level to ensure sufficient funds are available. It is important to note that while the CAD went live in 2013, the equipment was purchased in 2011. The CAD is integral to public safety in Rock County and any problems would adversely affect local law enforcement and first responders.

The second project is the replacement of the fire paging system. This equipment is 15 years old, has distorted transmissions in some areas, and has limited coverage in others. The new system replacement cost is \$288,541 and an additional \$43,423 is necessary to add a paging site at the new Edgerton tower. Replacing this hardware will allow agencies to use telephone lines for emergency backup paging and will make the system narrowband compliant. Finally, \$4,977 is allocated to replace one air handling unit at the Evansville tower site. This will ensure that equipment is not damaged on unseasonably warm days.

I am not recommending \$10,000 in IP phone replacements at this time. The phones will need to be replaced eventually, but the current phones are functioning well and are still supported by the maintenance vendor.

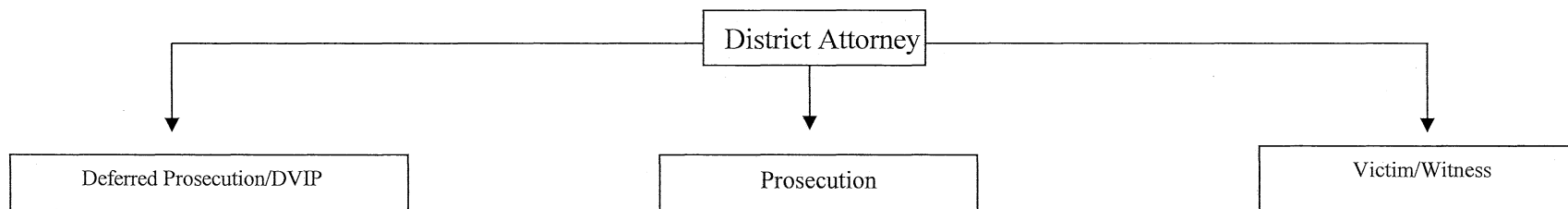
In Line Item 6420, Machinery Equipment R&M, \$9,925 is budgeted in 2017 to move an unused microwave transmission unit from Orfordville to Avon to replace a failing microwave unit in Avon.

In 2017, I am recommending a 2% vacancy factor be applied to personnel line items.

The recommended tax levy for 2017 operations is \$4,279,423, which is an increase of \$53,589 or 1.3% from the prior year.

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District Attorney



Present Personnel (Full Time Equivalent)	
	District Attorney
1.0	District Attorney Office Manager
1.0	Investigator
9.0	Legal Stenographer
1.0	Clerk Typist III
<u>2.0</u>	Clerk Typist II
14.0	Total
	Victim/Witness Program
1.0	Victim/Witness Coordinator
3.4	Victim/Witness Specialist
<u>2.0</u>	Administrative Assistant
6.4	Total
	Deferred Prosecution
1.0	Deferred Prosecution Director
2.4	Case Manager II
<u>1.0</u>	Administrative Assistant
4.4	Total
24.8	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: 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 incorporate evidence based decision making (EBDM) in all decision points of the criminal justice system; to fulfill responsibilities and services of the department as set forth by Wisconsin Statutes; to minimize criminal recidivism by implementing EBDM validated 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.
- d. To incorporate evidence based decision making at all decision points in the criminal system to enhance public safety, promote a fair justice

Charter: District Attorney

system and to allocate limited resources effectively.

DEFERRED PROSECUTION/DOMESTIC VIOLENCE INTERVENTION PROGRAM

To identify persons eligible for diversion programming by means of a validated assessment tool, 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, evidence based practices, program staff, and the District Attorney policy. Incorporate a validated assessment tool to identify appropriate diversion program candidates.
- b. To provide validated assessments and referrals to appropriate interventions, counseling, and write a contract describing these procedures.
- c. Provide a safe counseling atmosphere where clients are held accountable for their actions (in particular, violence) and examine the effects of their actions (especially violence) on others.
- d. Consistently report to the District Attorney on a case-by-case basis, the success or failure of particular individuals in any of the programs. Notify District Attorney's Office, Clerk of Courts, defense attorneys and clients of court appearance.
- e. Facilitate weekly intervention groups and counsel clients who are in either DPP or DVIP.
- f. Train and supervise volunteers to facilitate the Deferred Prosecution groups.
- g. Train, supervise and contract with outside facilitators to do the DVIP groups.
- h. Monitor and participate in staffing, etc., of clients referred to outside programming.

- i. Report to the District Attorney each client's participation in diversion programming and provide written documentation to the courts, defense attorney and client about their participation in the diversion programs.
- j. To collect restitution for 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. Incorporate a validated risk assessment and develop treatment plans for medium and high risk 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.
- r. Advise the Rock County EBDM committee of diversion options available to offenders in the criminal justice system.

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

Charter: District Attorney

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.
 1. Check with District Attorney to see if property can be returned.

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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.
- l. Advise the Rock County EBDM committee on issues involving victims of crime to promote fairness in the criminal justice system.

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.

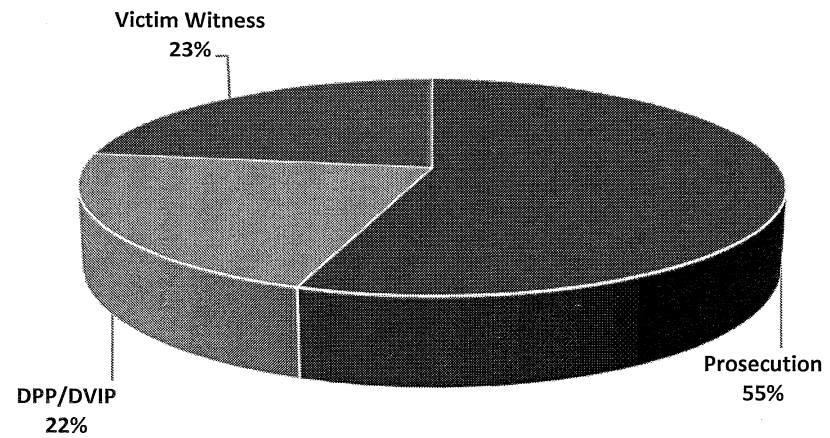
Child Abuse Resource Environment (CARE) House

Charter: District Attorney

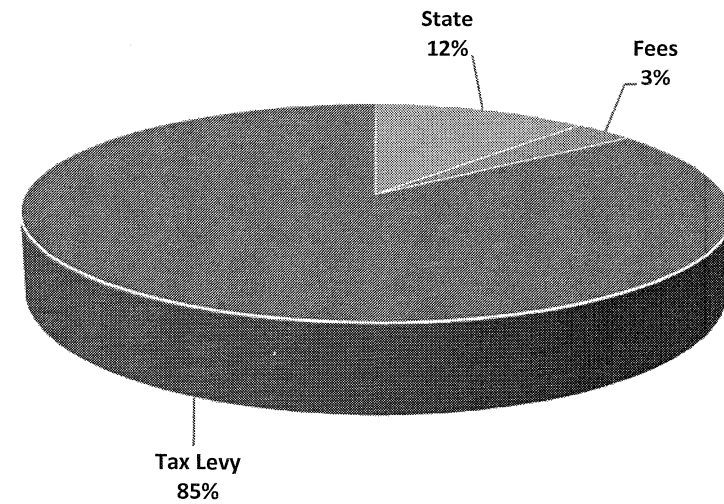
1. Offer support in court for children and their families.
2. Explain the impact of the videotape in the criminal court process.

**2017 BUDGET
DISTRICT ATTORNEY**

EXPENDITURES BY PROGRAM



REVENUES BY SOURCE



Administrator's Comments

District Attorney

Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	24.8	24.8
Salaries	1,087,835	1,087,835
Fringe Benefits	518,961	518,961
Operating Expense	95,790	94,590
Capital Outlay	0	0
Allocation of Services	0	0
Total Expense	1,702,586	1,701,386
Revenue	239,177	250,287
Fund Balance Applied	0	0
Tax Levy	1,463,409	1,451,099
Total Revenues	1,702,586	1,701,386

The District Attorney's Office (DA), under the leadership of David O'Leary, District Attorney, 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.

Prosecution constitutes the largest program area in the DA's office. The attorney-level 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 for the rest of the staff.

The County Board approved an increase of a 0.6 FTE Legal Stenographer position in 2016 as a result of the time and cost to produce materials for defense attorneys, including an increasing amount of electronic records such as videos. The cost of the additional personnel was taken from savings in vacant positions in his 2016 budget. For 2017, the annualized increase of \$41,850 will be somewhat offset by the increase in fees (copies of DVDs, CDs, etc.) which is increasing by \$6,000 in 2017.

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, which represents 3% of the program's cost. I recommend \$5,000 to support operations, which is the same amount received in 2016.

The DA, in partnership with the UW Law School, provides \$2,500 in matching funds to employ a law intern during the three month summer season.

This is included in the Other Professional Services line item and is supplemented by a like amount from the UW Law School. The law intern gains experience through being assigned a variety of legal projects such as writing appeals and briefs. The law intern serves several purposes including a cost savings measure in lieu of a special prosecutor, alleviates work overload for staff attorneys, especially in the summer, and provides an excellent learning environment for the student.

It is necessary for the District Attorney's Office to buy law books to stay current on legal changes. Traditionally, most purchases have been done in odd numbered years. Thus, for 2017, this expense increases by \$1,250, for a total of \$1,750.

The DA must pay expert witnesses in certain cases, particularly complex and high profile cases. Mr. O'Leary's 2017 request is \$6,700 and appears in the Legal Services budget line. The account fluctuates from year-to-year depending on cases that come before the courts. Historically, 2010 was the watershed year when costs totaled \$13,084. If a complex case that required expert witnesses were to go to trial, it is unlikely that the 2017 requested \$6,700 would be sufficient to cover the costs. Therefore, similar to other accounts in other departments over the past several years, I am recommending a reduction in this line item with the caveat that if additional funds are needed, the County Board would need to consider supplemental funding from the contingency fund. The recommended amount is \$5,500 and is \$1,200 less than the prior year.

Mr. O'Leary's equipment requests include a new laptop for \$1,050 and replacement of obsolete transcription equipment at a cost of \$9,892. Both of the equipment requests are recommended be purchased in 2016 with available funds in the DA budget.

The DA's office space has become insufficient to accommodate the staffing and file needs of a large law office. Mr. O'Leary has agreed to work with Facilities Management in 2017 to identify ways to use current space more efficiently, as well as consider alternative space arrangements as the Courthouse Security project proceeds.

I recommend a tax levy for the Prosecution account of \$928,602, which is an increase of \$43,270 or 4.9% from the prior year.

The Victim/Witness Program was established in Rock County in 1986 as a discretionary program with the understanding that State funding would cover 80-90% of the program costs. Subsequently, the State mandated the provision of the program and reduced State funding. The level of State cost reimbursement for this program has been volatile: 61% for the period of January 1 - June 30, 2011, and 46.85% from January 1- June 30, 2012. Mr. O'Leary's 2017 request is based upon 50% reimbursement. Because this revenue is based on State appropriations and costs for the program statewide, it is difficult to project with complete certainty. I recommend a cost reimbursement at 53% consistent with the amount received to date in 2016, which will result in \$196,287 in State Aid, a decrease of \$21,524 or 9.9% from the prior year. The decrease is largely due to new employees with lower compensation costs and less capital costs as compared to 2016.

It is noteworthy to mention that this reimbursement rate still does not come close to the original funding commitment of approximately 90% of program cost. If the State were to reimburse at the 90% level, the County would be receiving approximately \$353,000. Reimbursement from the State does not include any reimbursement for the 0.4 FTE Victim/Witness Specialist. This position was added to the staff in 2007 because of increased workload and is essential to assist juvenile victims and witnesses despite the fact the State refuses to provide reimbursement for any additional positions for its mandated programs.

In addition to the State revenue, the program charges a fee that represents 10% of the restitution amount to help offset the state-mandated program operations. \$23,000 has been budgeted for 2017, which is a \$1,000 increase or 4.5% from the prior year.

The recommended 2017 tax levy for the Victim/Witness Program is \$172,588, which is a decrease of \$12,172 or 6.6% from the prior year.

The Deferred Prosecution Program/Domestic Violence Intervention Program unit operates two distinct programs, as outlined in the Charter. Unlike the mandated Prosecution and Victim/Witness programs, the DPP/DVIP is completely discretionary.

After reviewing fees statewide, Mr. O'Leary requested an increase in fees for 2015 to participate in the Deferred Prosecution Program or the Domestic

Violence Intervention Program. Fees were increased from \$50 to \$100 and the initial assessment fee increased from \$10 to \$20. Mr. O'Leary and his staff indicated at that time that these fee levels still provide an incentive to clients to participate as compared to the costs of fees through the court system. The 2017 budget request maintains fees at the same level, but projects slightly less revenue based upon current year projections.

The Evidence Based Decision Making (EBDM) Committee has been considering changes to the Deferred Prosecution Program that are likely to be implemented in 2017. These changes include modifying the type and reducing the amount of programming provided to the first offenders currently in the program, which research shows need less intervention to correct behaviors, and using program resources to instead provide programming to higher risk and higher need offenders. However, because planning for this change is not yet complete, funds have not been included in the DPP budget for this purpose at this time. Further comment on EBDM efforts are included in the Other Public Safety and Justice section of the budget.

Most of the increases in the program expenses are due to wages and other personnel-related costs.

The recommended tax levy for the DPP/DVIP is \$349,909, an increase of \$18,746 or 5.7% from the prior year.

The total 2016 recommended tax levy for the District Attorney's Office is \$1,451,099, an increase of \$49,844 or 3.6%.

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Medical Examiner

General Operations

<u>Present Personnel (Full Time Equivalent)</u>	
1.0	Lead Medicolegal Investigator
2.0	Medicolegal Investigator
1.1	Medicolegal Investigators Pool
0.4	Medical Examiner Clerical Worker
4.5	Total

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

Charter: Medical Examiner

OFFICE OF THE MEDICAL EXAMINER

The duties of the Medical Examiner are described in Wisconsin Statutes Chapters 59, 69, 146 and 979 (effective January 5, 2015), primary function of the Medical Examiner Department 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 Medical Examiner certifies 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 Medical Examiner 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 Medical Examiner permitted under HFS 135.08 (the same as for Coroner).

The Medical Examiner Department 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 Medical Examiner Department will be accomplished by satisfying the following commitments:

Public Service Commitment

To perform the duties of the Medical Examiner Department 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 Medical Examiner Department in an effective and efficient manner.

Professional Commitment

To provide services that meets or exceeds the standards of practice for Wisconsin Medical Examiners as defined by the Operational Guidelines of the Wisconsin Coroners and Medical Examiners Association, the International Association of Coroners and Medical Examiners, The National Association of Medical Examiners, and, the U.S. Department of Justice, National Guidelines for Death Investigations. 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 U.S. Department of Justice, the Wisconsin State Department of Justice, the U.S. Department of Health & Human Services, the Wisconsin State Department of Health Services, the U.S. Department of Transportation, the Wisconsin State Department of Transportation, the Wisconsin State Department of Natural Resources, the State Laboratory of Hygiene, and with federal, state, and local law enforcement and emergency services agencies, and with state and local Emergency Management.

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 Medical Examiner Department 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.

Charter: Medical Examiner

- 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 medical examiners and coroners, and the public.
- i. Provide professional training and continuing education for all staff to maintain competence.
- 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 Medical Examiner Department 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 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 Medical Examiner'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 Medical Examiner'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.

Charter: Medical Examiner

- 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 Medical Examiner'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.
- 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 Medical Examiner'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.

Administrator's Comments

Medical Examiner

**Summary of
Department Requests and Recommendations**

Description	Department Request	Administrator's Recommendation
Positions	4.5	4.5
Salaries	235,491	235,491
Fringe Benefits	83,745	83,745
Operating Expense	392,466	392,466
Capital Outlay	950	950
Allocation of Services	0	0
Total Expense	712,652	712,652
Revenue	170,300	170,300
Fund Balance Applied	0	0
Tax Levy	542,352	542,352
Total Revenues	712,652	712,652

The Medical Examiner's Department provides on-call investigation services in cases of unexplained, suspicious, or unusual deaths. Additional information on the department can be found in the charter.

The County Board approved the conversion in 2011 from an elected Coroner system to the Medical Examiner system effective in January 2015.

In 2014, the County entered into a two-year intergovernmental agreement with Dane County to provide management oversight and professional services. Dr. Vincent Tranchida, the Dane County Chief Medical Examiner, serves as the Rock County Chief Medical Examiner and Barry Irmey, Dane County Director of Operations, serves a similar role for Rock County. In addition to Dr. Tranchida, two additional forensic pathologists are provided through the intergovernmental agreement with Dane County.

Staffing includes a Lead Medicolegal Investigator, two full-time Medicolegal Investigators, a 0.4 clerical worker, and a pool of part-time investigators paid on an hourly basis that represents 1.1 full-time equivalent positions. All of these positions are Rock County employees.

Rock County's intergovernmental agreement with Dane County provides a number of valuable services such as:

- review of all cases by a forensic pathologist
- all autopsies performed by Dane County
- round trip transportation services from the Rock County morgue to Dane County Medical Examiner's site for autopsies
- on-site Director of Operations for 12 hours/week.

2016 marks the second year of the two-year agreement with Dane County and efforts are underway to renew the agreement for another two years.

The department's revenue stream consists primarily of cremation fees, which are set at \$225 and were last increased in 2015. In 2017, the department projects \$170,300 in permit fees which is \$17,415 or 11.4% more than the prior year. The increase is due to a continual trend towards more cremations as a less expensive burial method.

Legislation passed in 2015 (Wisconsin Act 336) prohibited increases in fees through April 17, 2017, and thereafter only by the Consumer Price Index, which is currently less than 1%. The County's interpretation of the legislation prohibits the County from establishing new fees, such as a Death Certificate signing fee that many other counties have. Therefore, the County cannot increase revenue to offset costs, which places an increased demand on the tax levy.

With regard to department expenses, the Other Professional Services account (6219) contains the services contracted with Dane County and is projected to increase from \$181,264 in 2016 to \$295,646 in 2017, an increase of \$114,382 or 63.1% from the prior year. The 2017 request reflects more realistic caseload projections, thereby increasing costs from the prior year. For example, 85 autopsy cases were budgeted in 2016 while the estimate is 141 autopsies. Forensic case review caseload was budgeted at 500 for 2016 but is estimated to be 750 cases.

With regard to equipment, the department received a second vehicle during 2016 to allow staff to respond to a second call for service and cremation permit activity. Costs are offset by reduced employee mileage reimbursement.

In 2017, the department is requesting replacement of a personal computer and printer in the total amount of \$950, which is recommended.

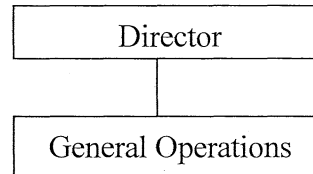
The Medical Examiner's Department continues to use the cooler in the old Rock Haven facility as the County's morgue. This facility may be scheduled for demolition if a space needs study underway recommends such and would result in the need to find alternative morgue space. To plan accordingly, \$400,000 has been recommended in the 2017 Facilities Management budget

for a facility with storage capacity for 8-10 bodies and garage space for the two department vans.

The recommended tax levy is \$542,352, which is an increase of \$104,233 or 23.8% more than the prior year.

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Child Support Enforcement



Present Personnel (Full Time Equivalent)	
1.0	Child Support Director
2.0	Child Support Supervisor
1.0	Lead Child Support Worker
15.0	Child Support Reimbursement Specialist
4.0	Child Support Financial Worker
1.0	Administrative Assistant
6.0	Clerk-Typist III
2.0	Clerk-Typist II
1.2	Child Support Clerical Worker
33.2	Total

Summary of Personnel Modifications		
	<u>Dept. Request</u>	<u>Admin. Rec.</u>
New Positions	0	0
Deletions	0	0
Reallocations From Administrative Assistant- 2489 Range 8 To Administrative Secretary- Unilateral Range 9	1.0	1.0
Reclassifications	0	0
Re-Titles	0	0
Transfers	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.

Charter: Child Support Enforcement

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.

Critical Performance Areas:

A. Administrative Objective:

To plan, organize and implement policy guidelines that effectively establish an attainable program objective incorporating the following established standards and procedures:

1. Pursuant to Wisconsin Statutes, prepare an annual coordinated plan and budget to be submitted for approval to the County Administrator and the Rock County Board of Supervisors while staying within the limits of State and County funding.
2. Review of budget and service programs with expenditure analysis to be reported monthly to the Bureau of Child Support.
3. Pursuant to Wisconsin Statutes, comply with all judicial guidelines.

4. Evaluate program effectiveness to try and achieve performance goals, to the best of our ability, set forth by the State and Federal Government.
5. To strive to improve the Agency's overall performance in paternity establishment, court order establishment, collections on IV-D cases for current support and arrearages in order to obtain the maximum funding available for the Rock County Child Support Agency with the resources that are allotted to this Agency.
6. Assign work to appropriate staff along with authority and responsibility to carry out their assigned duties.
7. Provide quality training for all new and existing staff. Give staff direction when they seek advice, evaluate the performance of the staff, and take any steps necessary to correct any non-performance of procedures by any employee.
8. To review and update departmental policies and procedures when necessary for compliance with State and Federal regulations.
9. Monitor performance of the Cooperative Agencies within the Rock County Government to insure effective implementation of the terms of the cooperative agreement. If any Cooperative Agency needs corrective action, to develop and implement a plan for that Agency to meet its obligations set forth in the Cooperative Agreement

Charter: Child Support Enforcement

10. Performance standards for customer service have been implemented in the Rock County Child Support Agency. Administration will investigate any complaints regarding client services, and adhere to the Administrative Complaint Process Plan for the Rock County Child Support Office.
11. The Personal Responsibility and Work Opportunity Reconciliation Act (PRWORA) requires States to establish procedures for the County Child Support Agencies to follow in the use of the PRWORA tools in the collection of Child Support which can be implemented administratively. The Rock County Child Support Agency uses these tools which include license suspension, seizure of personal and real property and financial account seizure.
12. The Wisconsin Child Support Procedural Manual and Bulletin Board Information are essential tools which aid in the day-to-day operation of this Agency. The manual provides resource materials available to all staff. The Bulletin Board system is information about procedures and problems from the Bureau of Child Support and is available to staff on line on a daily basis. The Child Support Manual will be reviewed and updated by the State when new policies and procedures are developed or changed.

B. **Child Support Objectives:**

To provide efficient and effective administration of State, Federal and County funded services, which include the areas of establishment of paternity and related court orders, establishment of child support orders, enforcement of child support orders, modification of existing court orders, establishment of medical support orders, location of absent parents, establishment and enforcement of child support orders in Substitute Care and Kinship Care cases for the benefit of the citizens of Rock County pursuant to the following established standards and procedures:

1. Pursuant to the Federal Social Security Act Title IV-D and the Wisconsin Statutes, maintain a departmental system of planning to determine the course of action to be used in the child support office.
2. Pursuant to the Federal Social Security Act Title IV-D, Wisconsin Statutes and Wisconsin Administrative code, identify, arrange and direct work so that the work product of the Child Support Enforcement Office is achieved with the greatest possible efficiency. Performance standards are established by the State and Federal Government with the Child Support Agencies receiving allocations based on their performance in each of the performance areas.
3. Pursuant to Administrative Guidelines and Federal and State Statutes, effectively use employees of the Child Support Enforcement Office and those cooperative agencies to provide the most cost effective return as judged by actual revenues generated by the Child Support Office during the fiscal year.

Charter: Child Support Enforcement

Other Performance Areas:

Public Relations/Community Awareness:

To promote public awareness, understanding, and positive regard for the Agency's Child Support Program by providing the following:

1. Requests by the media for information or by community organizations for group speaking or in service training are met to the fullest extent possible, within the limitations and confidentiality of the Agency and staff availability.
2. Complaints and/or concerns from citizens outside of the Agency and Legislative Representatives are treated seriously, courteously and promptly, resulting in appropriate corrective action, if necessary. An Administrative Complaint Process has been implemented pursuant to Federal and State requirements.
3. Outreach to teenagers of the community through the school system about our program and the impact payments of child support can have on those young people affected.
4. Citizens input regarding the Child Support Agency operations are always welcome and encouraged.

Administrator's Comments

Child Support Enforcement

**Summary of
Department Requests and Recommendations**

Description	Department Request	Administrator's Recommendation
Positions	33.2	33.2
Salaries	1,292,302	1,124,805
Fringe Benefits	797,638	712,954
Operating Expense	1,145,164	1,145,164
Capital Outlay	17,638	17,638
Allocation of Services	0	0
Total Expense	3,252,742	3,000,561
Revenue	2,656,547	2,489,943
Fund Balance Applied	0	0
Tax Levy	596,195	510,618
Total Revenues	3,252,742	3,000,561

The recommended reimbursement for operating the Child Support Office is budgeted at \$2,489,943. The first source for this reimbursement is Federal Aid. Federal Aid covers 66% of all eligible administrative costs not otherwise funded by State Aid or other fees and is budgeted to be \$1,124,147. State Aid totals \$1,327,146. It is composed of \$1,247,557 in Performance Incentive Funds and \$79,589 for reimbursement of birthing expenses (MSL) that the Child Support Office anticipates it will collect on behalf of the State. Locally collected program fees are the smallest component of the revenue stream. Child Support Director Kris Baker Ellis anticipates collecting \$38,650 of fees in 2017.

I am recommending a reduced level of personnel expenditures as compared to the request to be more consistent with historical trends, which are largely due to vacancies that occur throughout the year. This has the effect of reducing the federal reimbursement, but also reduces the tax levy.

Most State Aid is earned by the Child Support Office through performance incentive funds. Through the years, the Child Support Office has been successful in reaching these benchmarks. A summary table outlining these measures is below.

<u>Performance Incentive Funds</u>	<u>2017 Recommendation</u>
Court Order Establishment	\$248,902
Paternity Establishment	248,902
Collections on Current Support	204,684
Collections on Arrears Cases	162,503
Productive Adjusted Caseload	311,128
Additional Funds for Improved Collections	71,438
Total Performance Incentive Funds	\$1,247,557

The Performance Incentive Funds are based on achieving certain standards of performance as set by the State. Ms. Baker Ellis expects that the office will have a performance level consistent with 2016 resulting in a similar level of

incentive funds. The department expects to completely meet two of the five performance standards in 2017 (Court Order Establishment and Paternity Establishment) and anticipates a high success rate on the Collection on Current Support and Collection on Arrears measures. The fifth performance payment measures the Productive Adjusted Caseload that requires cases to be reviewed within a specific time limit. The Child Support staff has worked hard to accomplish the goal of meeting the performance incentive standards and this is greatly appreciated.

Ms. Baker Ellis requested several computers and printers budgeted at \$15,150, one scanner for \$1,089, and one shredder budgeted at \$1,399. These requests are recommended.

After adjusting personnel expenditures to be more consistent with historical trends, the recommended tax levy for the Child Support Enforcement Office is \$510,618, which is a decrease of \$36,034 or 6.6% from the prior year.

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Administrator's Comments

Other Public Safety: Rock Valley Community Programs and Evidence Based Decision Making (EBDM) Initiative

**Summary of
Department Requests and Recommendations**

Description	Department Request	Administrator's Recommendation
Positions	0	0
Salaries	0	0
Fringe Benefits	0	0
Operating Expense	158,584	158,584
Capital Outlay	0	0
Allocation of Services	0	0
Total Expense	158,584	158,584
Revenue	0	0
Fund Balance Applied	0	0
Tax Levy	158,584	158,584
Total Revenues	158,584	158,584

Rock County has traditionally provided funding for two programs operated by Rock Valley Community Programs, Inc. (RVCP): the Alternative Residential Program and the Alternative Service Program. The Alternative Residential Program has operated in Rock County for 40 years. The program is a residential community treatment center serving adult offenders. The bulk of funding for the residential program comes through contracts with entities such as the State Department of Corrections and the Federal Bureau of Prisons. For a number of years, 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 2017.

The Alternative Service Program coordinates and monitors community service placements for those sentenced to community service by the courts, ordered to participate as part of their probation, or directed to participate as part one of the County's specialty court programs. From July 2015 through June 2016, the program provided 8,152 hours of community service for 173 adult clients. This is an 18% decrease in hours over the prior year. During this period 126 individuals fulfilled their obligation to complete the program, and only three individuals did not successfully complete the program. 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 2017 request for community service is \$60,755, the same as 2016.

As the County reviews its criminal justice programming through the Evidence Based Decision Making (EBDM) Committee, decisions will have to be made regarding whether to continue current programs in the context of newly established priorities for evidence-based programs. One such program that will require review is the community service program. In 2017, the EBDM Committee will be reviewing this program to determine whether it should continue in its current form or whether this service can be provided in a different manner, such as through the Sheriff's Workender program. As a result, I am recommending that \$30,378—representing six months of

programming—be provided to RVCP under a new contract format, with the remaining \$30,377 set aside in a new EBDM account. Pending review by the Committee, these additional funds may be provided to RVCP or may be directed to support implementation of other EBDM initiatives.

The County was recently chosen by the National Institute of Corrections to advance to the implementation phase (Phase VI) of the EBDM project after completing the planning phase (Phase V) in 2016. The EBDM Committee has identified several priorities, including:

- pretrial assessment and monitoring;
- criminogenic risk screening and assessment;
- establishment of a pre-charge diversion program;
- enhancement of the current deferred prosecution program;
- improved behavioral health information sharing; and
- stakeholder education and engagement.

Specific implementation plans are being created with the expectation that at least some of these initiatives will begin to be implemented in 2017, and \$85,079 in tax levy is included in the new EBDM account to fund initial implementation as needed or other priorities as they arise. As these plans are finalized, the County Board may be asked to endorse and approve organizational or other systemic changes to the criminal justice system.

The total amount recommended from this account for the Alternative Residential Program, the Community Service Program, and EBDM initiatives in 2017 is \$158,584.

#

M. Public Works Committee

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Public Works Department

Present Personnel (Full Time Equivalent)

	<u>PWD – Airport</u>
1.0	Airport Director
1.0	Airport Crew Leader
3.0	Airport Maintenance Worker
1.0	Account Clerk II
6.0	Total
	<u>PWD – Parks</u>
1.0	Parks Director
2.5	Patrol Worker
1.0	Community Coordinator
4.5	Total

	<u>PWD – Highway</u>
1.0	Public Works Director
1.0	Assistant to the Public Works Director
1.0	Public Works Accounting Supervisor
3.0	Public Works Superintendent
1.0	Shop Superintendent
0.4	Fleet Data Specialist
1.0	Storekeeper
1.0	Secretary II
2.0	PWD Cost Allocation Specialist
4.0	Crew Leader
2.0	Bridge Crew
1.0	Maintenance Worker IV
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
<u>37.5</u>	Patrol Worker
81.9	Total
92.4	GRAND TOTAL

Public Works Department

Summary of Personnel Modifications

	Dept. Request	Admin. Rec.
New Position		
Public Works Department- Airport		
Airport Maintenance Worker	1.0	0
Airport Operations Supervisor	1.0	0
Deletions		
Public Works Department- Airport		
Airport Crew Leader	1.0	0
Upgrades	0	0
Reallocations	0	0
Reclassifications	0	0
Transfers		
Public Works Department- Highway		
Maintenance Worker IV to Facilities Management	0	1.0
Retitles		
Public Works Department- Highway		
Shovel Operator to Heavy Equipment Operator	1.0	1.0

Charter: Public Works Department/Highway Division

Objectives and Standards

1. Administrative Operations

To provide administrative services necessary for the efficient operation of the department, which will include, but not be limited to issues such as accounting and billing for the Town and State work completed.

Standards:

- a. To develop a Department of Public Works Policy & Procedures Manual, including a sub-section dedicated to Financial Accounting Procedures. This will be evidenced by checks and audits.
- b. To ensure that vouchers for work on State and Town highways are sent monthly, including a charge for the accounting records and reports and a small tools charge.
- c. To insure that invoices for work performed on Town highways are mailed monthly.
- d. To administer the Wisconsin Department of Transportation Local Road Improvement Program (L.R.I.P.) in accordance with State Statutes and Administrative Code.

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.
- b. To inspect and maintain an inventory of bridges greater than 20 feet in length, as required by the Federal Highway Administration.

- c. To plan and budget for required bridge rehabilitation or replacement projects.
- d. To administer the Local Bridge Program in Rock County for the rehabilitation or replacement of these county and local bridges in a timely fashion and keep municipalities and towns advised of the conditions of the bridges under their jurisdiction.

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.

Standards:

- a. To coordinate state highway maintenance activities with the regional maintenance staff from the State of Wisconsin Department of Transportation in order to provide for state highway maintenance in a manner that is consistent with the guidelines included in the State Highway Maintenance Manual.
- b. 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.

Charter: Public Works Department/Highway Division

- b. To complete and update a multi-year CTH Transportation Improvement Plan.
- c. 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.
- d. 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.
- b. 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 road and bridge maintenance and construction services to each of twenty Towns, six Cities and three Villages.
- b. To continue working with the Rock County towns under an equitable and just Annual Road Maintenance Contract.

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 or large culverts on the town road system, per section 82.08.
- 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.

8. Public Relations Performance

To provide high quality highway construction and maintenance service, thereby maintaining the Rock County Highway Division's reputation for effectively and efficiently meeting the County's highway traffic needs.

Standards:

Charter: Public Works Department/Highway Division

- a. Complaints: Complaints about the activities or operation of the Highway Division are received in a courteous and professional manner and 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 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 welcomed and encouraged.

9. Highway Safety

To provide a system of highways that will assure the safe and efficient transportation of people and goods at all times of the year.

Standards:

- a. To cooperate with the Rock County Traffic Safety Commission in the identification and improvement of traffic safety problem areas.
- b. To provide traffic controls on the CTH system at locations where the warrants are met, and to maintain traffic signing and pavement markings which will promote the safe operation of motor vehicles on the County Highway System.
- c. To do its own and assist the Towns in making application for federal Highway Safety Improvement Program (HSIP) funding.

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 18 parks, 3 trails and 2 wildlife areas, containing approximately 1100 acres of parkland and three small cemeteries owned by Rock County.

Standards.

- a. To set weekly work priorities and to ensure that the terms and conditions of contracted services are met, and that the general and specific requirements for grants such as the DNR Fish and Wildlife Grants, DNR Snowmobile Program and other DNR and/or federal grants are met.
- b. To mow the parks high activity areas, such as the two baseball fields, during the 28 to 30 weeks growing season once every seven to ten days. To mow the 67 acres of picnic sites once every 10-14 days and the park trails a minimum of three times during the growing season. In all towns that require it, mow the roadside ditches three times per year on those town roadsides, which form the park boundaries. To mow or control noxious weeds at all sites to comply with weed ordinances.
- c. To provide a weekly inspection of the 24 picnic areas containing a total of 172 regular or handicapped accessible picnic tables and six picnic shelters, three play apparatus areas, and park trails to schedule necessary maintenance work.
- d. To remove dead or dying branches, limbs and trees from picnic areas and to maintain over 168 park signs, 43 grills, three litter barrels and fifteen (½ yd.) dumpsters for trash under a contract, in order to maintain user safety and the integrity of our parks.
- e. To maintain equestrian paths, hiking trails and cross-country ski trails along the six miles of trails at Gibbs Lake, the six miles at Magnolia Bluff, two miles at Happy Hollow and the two and three-tenths miles at Carver Roehl Park, work with the PNTF on operation and maintenance of the 6.0 miles of the PTNT, work with the RCIATC and RTC on the IA/Multi-Use Trail for development, operation and maintenance of 4.5 miles of trail. This is biannual maintenance based on biweekly inspection reports.
- f. To provide and maintain clean, litter free parks on a regular basis during the 30 week growing season, and every two or three weeks during the balance of the year, via our litter barrels and contracted service on 15 containers.
- g. To provide and maintain clean toilet buildings (18), according to State standards (SS 55.67, 55.64, 52.04; Admin. Code H65, SS 145.01, and Chapter 13 of the Rock County Ordinance) and to pump the toilet vaults once each year under contract. An additional four toilet units are provided under seasonal contract at Indianford Park. A total of 22 toilet facilities are under Park Division supervision.
- h. To the extent possible, provide and maintain clean, safe public wells, thirteen in total, on a continuous basis and provide annual testing at each well to ensure safe and healthy water quality according to State Standards and Statutes NR112, H78, SS27, NR109.30 (Safe Drinking Water Act), relevant OSHA Standards and Administrative Code 109. Compliance requires working with the Rock County Health Department in taking water samples at least once every season with an additional second and up to five samples required to confirm bacteriologically unsafe samples, plus taking samples annually for nitrate levels. If a well is found to be bacteriologically unsafe, it must be chlorinated and disinfected.

Charter: Public Works Dept./Parks Division

- i. To provide, maintain and inspect on a regular basis three boat landings at: Gibbs Lake, Happy Hollow and Royce Dallman Parks during the 30-week spring/summer period. To install repair, refurbish, and remove the piers and landings annually, (NR50, SS27). To collect landing fees at Royce Dallman, Happy Hollow and Gibbs Lake.

2. Facilities, Acquisition and Improvements

To provide facilities, land acquisition and reconstruction to buildings and recreational equipment.

Standards.

- a. The 2015-2020 Parks Outdoor Recreation and Open Space Plan was completed and adopted at the beginning of 2015 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. Projects include toilet building at Sweet Allyn Park, and various infrastructure improvements and acquisitions.
- c. To improve Rock County's ability to receive grants for park purposes by developing a set of criteria to provide for adequate and safe park maintenance standards to alleviate existing and future risk to Rock County.
- d. Work to maintain interdepartmental relationships with the Planning, Public Works Highway and Airport Divisions, Health Department, as well as the County 4-H Extension Office, Land Conservation Department, County Surveyor and all other key county departments such as the Sheriff's Department.
- e. Continue work toward development and maintenance of 4.5 miles of multi-use recreational trail between Janesville and Milton.
- f. Work with the Friends of Beckman Mill, Incorporated, to maintain the historic structures at the Beckman Mill site.

- g. Continue work with the Friends of the Welty Environmental Center on 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 work with FBM to operate and maintain the dam and fish passage at Beckman Mill County Park.
- b. Perform related duties as the Board of Supervisors deems appropriate.

5. Rock County Snowmobile Program

To meet the goals and objectives of the Rock County Snowmobile Plan adopted by the Rock County Board of Supervisors and 100% funded by the State of Wisconsin on 226.4 miles of trail in a proposed grant of \$56,600 for the 2014-2015 season. This is for maintenance, easement 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.

Charter: Public Works Dept./Parks Division

These snowmobile clubs make up the Alliance:

- | | |
|--------------------------|---------------------------|
| 1) Brodhead Snowdrifters | 6) Lake Koshkonong Club |
| 2) Sundowners | 7) Janesville Snow Chiefs |
| 3) Snowblowers | 8) Milton Snow Riders |
| 4) Evansville Sno Devils | 9) Country Riders |
| 5) Clinton Fencehoppers | |

Standards.

- a. To administer the snowmobile program through subcontract with the Rock County Snowmobile Alliance. To purchase the snowmobile trail signs, posts, etc., and to monitor the annual easement program.
- b. To comply with NR 50 and the Administrative Code governing program aids and to maintain records and files for Snowmobile Plan updates as needed, and work with the Planning Department.
- c. Keep track of and inspect 24 existing bridges and any new ones that are added.

6. Implementation of Park Site Plans

Work to carry out, insofar as budgets or grants permit, the steps of park site development such as those done for Beckman Mill, Carver Roehl, Magnolia Bluff, etc.

Standards.

- a. Work with County provided funds.
- b. Work with and seek matching funds under aid programs.
- c. Work with and seek grants or gifts from individuals, corporations or foundations.

7. Public Relations

To provide high quality park service in such a manner that the Rock County Parks Division maintains a deserved reputation for excellence.

Standards.

- a. Communications: Rock County residents are informed of the activities and services of the Parks Division through the Rock County website, educational presentations before community and service clubs, horseback riding clubs, Boy Scout groups and when appropriate, releases to the local media and work with these friends partnership groups:

Friends of Beckman Mill, Inc. (FBM, Inc.)
Friends of the Welty Environmental Center, Inc. (FWEC, Inc.)
Rock County Association of Snowmobile Clubs, Inc. (RCASC, Inc.)
Pelishek Tiffany Nature Trail Foundation, Inc. (PNTF, Inc.)
Rock County Ice Age Trail Chapter (RCIATC)
Rock Trail Coalition, Inc. (RTC, Inc.)
Friends of Carver-Roehl Park (FCR, Inc.)
Rock County Multi-Use Trail Group (RCMUTG, Inc.)
Rock County Conservationists (RCC, Inc.)
Any new groups authorized by the Public Works Committee and Parks Advisory Committee

- a. Complaints: Handle complaints received by the Parks Division, if at all possible, resolving them on a timely basis.
- b. Programming: Offer a wide variety of fee-based public outdoor recreation and educational programs. Offer free field trips and nature based recreation programs to Rock County school districts.

Charter: Public Works Dept./Parks Division

8. Current Park Use Data

Based on the totally voluntary action of people calling in and obtaining a "Park Use Permit"/Reservation form, these figures indicate that larger than ever numbers of people use the parks. For those parks where special use permits were asked for, substantial growth continues to take place.

Park Reservations

Year	# of Permits	# of Visitors
2000	168	28,993
2001	157	23,467
2002	146	21,642
2003	160	24,739
2004	146	23,951
2005	151	23,290
2006	150	17,727
2007	150	17,265
2008	149	16,275
2009	148	17,534
2010	150	15,453
2011	155	16,951
2012	161	17,861
2013	157	17,231
2014	163	16,365
2015	133	17,089
2016	125	15,963 year to date

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		Totals
2010	Total All Landings	16,997
2011	Total All Landings	19,951
2012	Total All Landings	17,922
2013	Total All Landings	17,966
2014	Total All Landings	19,654
2015	Total All Landings	21,004
2016	Year to date Landings	15,826

Charter: Public Works Department/Airport Division

Objectives and Standards

1. GENERAL AVIATION OPERATIONS

To provide safe operations 24 hours per day, 365 days per year for a 1,405 acre facility including runways, taxiways, ramps, clear zones, and safety areas.

Standards:

- a. Maintain runway and taxiway marking on a yearly cycle.
- b. Maintain over 10 miles of perimeter wildlife/security fencing.
- c. Perform maintenance on 104 equivalent lane mile of pavement by FAA standards as required.
- d. Plow snow from all areas to ensure safe movement of aircraft and vehicles.
- e. Minimize the wildlife population near the Airport runways by mowing the grass regularly.
- f. Provide t-hangar and tie-down facilities on a rental fee basis for small, based aircraft.

2. COMMERCIAL OPERATIONS

To encourage vigorous, profitable competition among commercial operators located at the Airport. Maximize employment levels of commercial operation at the Airport. To achieve the widest range of aviation services available to the citizens of the county and the users of the Airport.

Standards:

- a. Negotiate leases and charges with operators.
- b. To a limited degree, market commercial aviation services to the community.

- c. Encourage commercial development at proper locations on the Airport.

3. ADMINISTRATION

To administer the Airport in a professional and businesslike manner. To maximize Airport revenues in an effort to become as self-sustaining as possible. To promote and develop the Airport in order to maximize its value to the county. To routinely inspect for and enforce applicable federal and local laws at the Airport.

Standards:

- a. Prepare and operate within an annual budget.
- b. Make applications for federal and state airport aid.
- c. Liaison between the County and FAA and Wisconsin Bureau of Aeronautics.
- d. Develop and administer fair and equitable charges for airport services.
- e. Prepare a six-year capital improvement plan every even numbered year.
- f. Maintain a good, business-like relationship with all Airport tenants.
- g. Encourage aviation-related development.
- h. Establish public relations and marketing programs.
- i. Meet all standards of Federal Aviation Regulation Part 139 and TSA Reg. 1542.
- j. Ensure compliance with current and future security enhancements.
- k. Wildlife Hazard Management.
- l. Maintain FAR 139 Airport Certification Manual to meet changing FAA standards.

Charter: Public Works Department/Airport Division

- m. Comply with all provisions of the Airport Certification Manual
- n. Maintain a runway incursion prevention program.
- o. Enforce an overlay-zoning ordinance to protect the runway approaches from incompatible land uses.
- p. Ensure all tenants comply with Airport Minimum Standards and Rules and Regulations.
- q. Update the Airport Emergency Plan yearly.

4. FACILITY AND EQUIPMENT MAINTENANCE

To maintain a sufficient complement of ground vehicles and personnel necessary to meet Airport standards to ensure safe operation. To maintain a good working relationship with FAA personnel employed at the Airport.

Standards:

- a. Perform routine building maintenance and maintain public buildings in the best practical condition.
- b. Perform equipment and vehicle maintenance in-house.
- c. Provide a neat, clean, and safe facility to all Airport users.
- d. Coordinate airfield activities with air traffic control personnel when the tower is open.
- e. Issue NOTAM's (Notice to Airman) when Airport operating conditions become substandard.
- f. Maintain the airfield lighting system in good working order.

5. PUBLIC RELATIONS

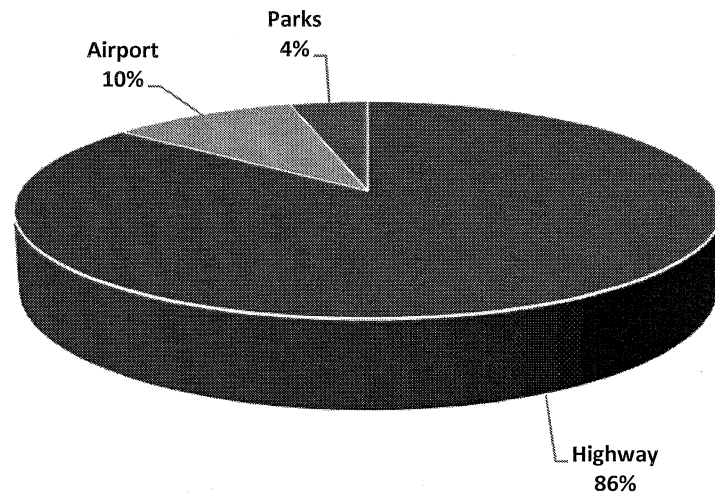
Educate the general public and flying community of the functions and growth of the Airport.

Standards:

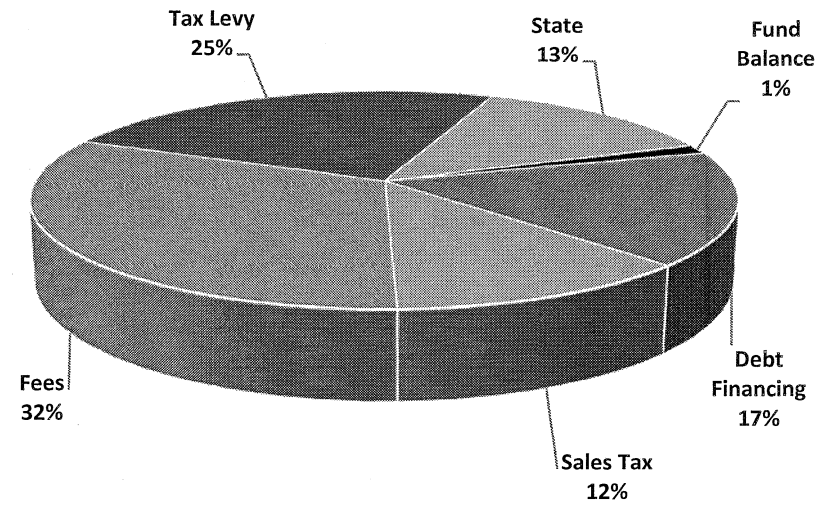
- a. Provide information to the school systems and the general public regarding the Southern Wisconsin Regional Airport.
- b. Provide tours of the Airport to any interested parties.
- c. Continue to expand educational opportunities at the Southern Wisconsin Regional Airport.
- d. Releases to media of the functions available through the Airport.
- e. Public Relations support to businesses located on the Airport.
- f. Distribution of promotional materials to stimulate growth of the Airport.

**2017 BUDGET
PUBLIC WORKS**

EXPENDITURES BY DIVISION

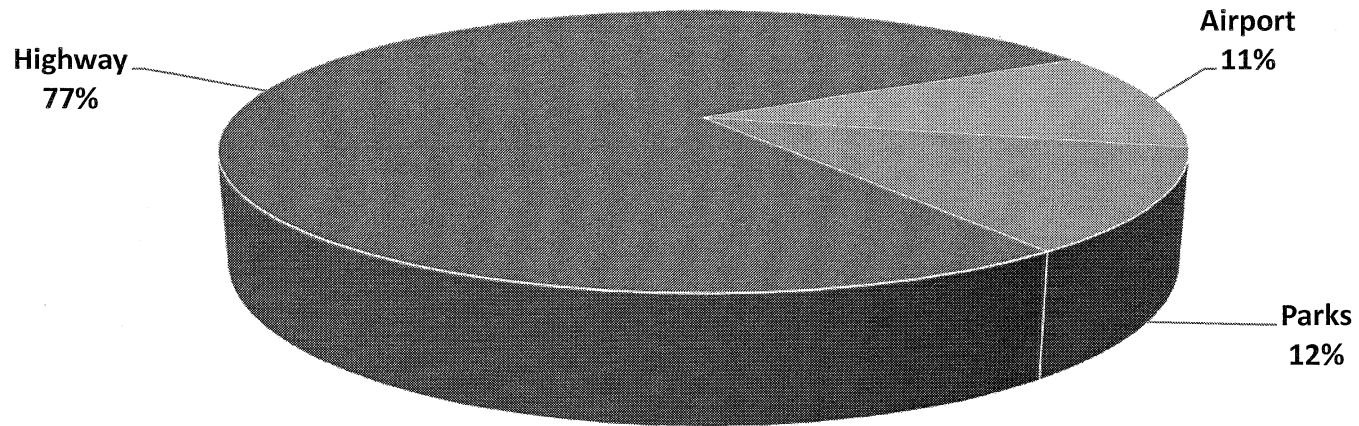


REVENUES BY SOURCE



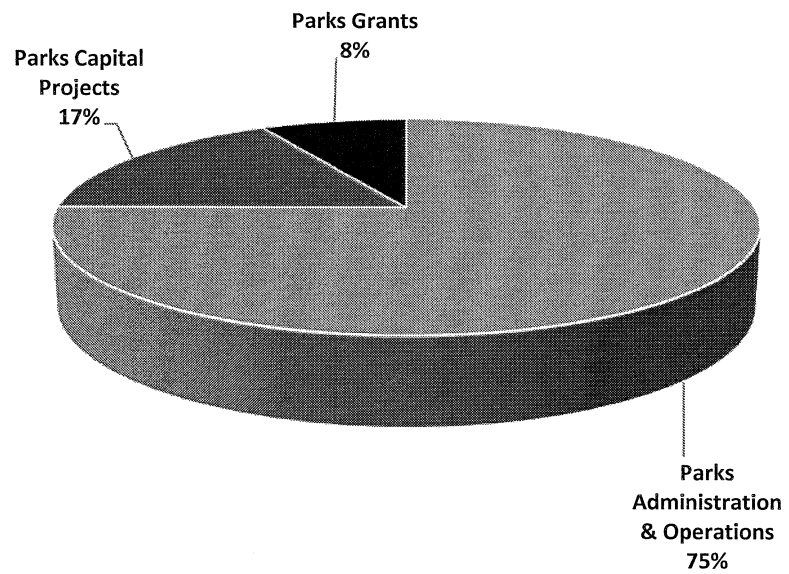
**2017 BUDGET
PUBLIC WORKS**

TAX LEVY BY DIVISION

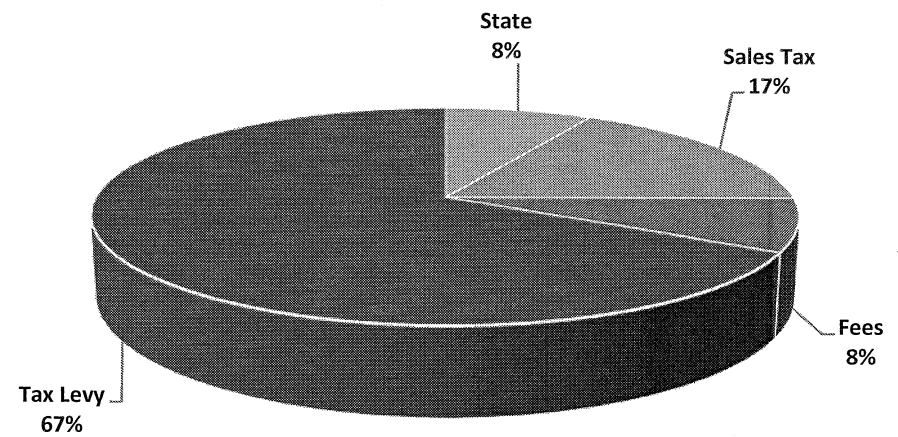


**2017 BUDGET
PARKS DIVISION**

EXPENDITURES BY PROGRAM

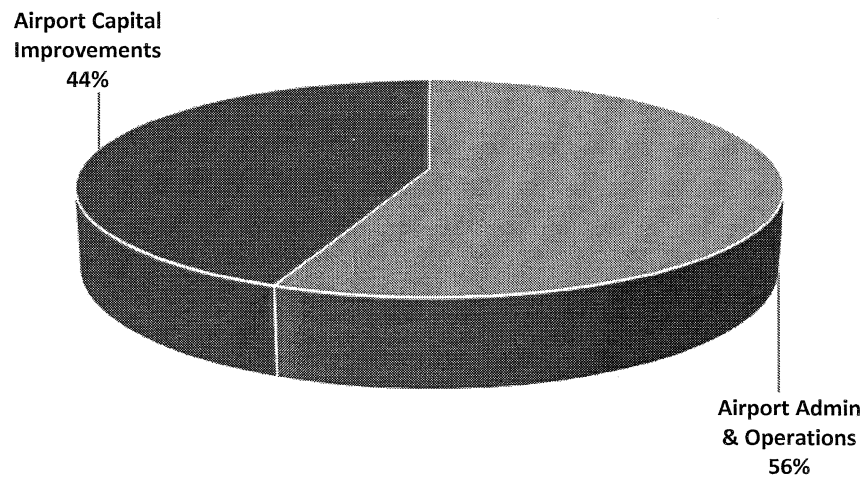


REVENUES BY SOURCE

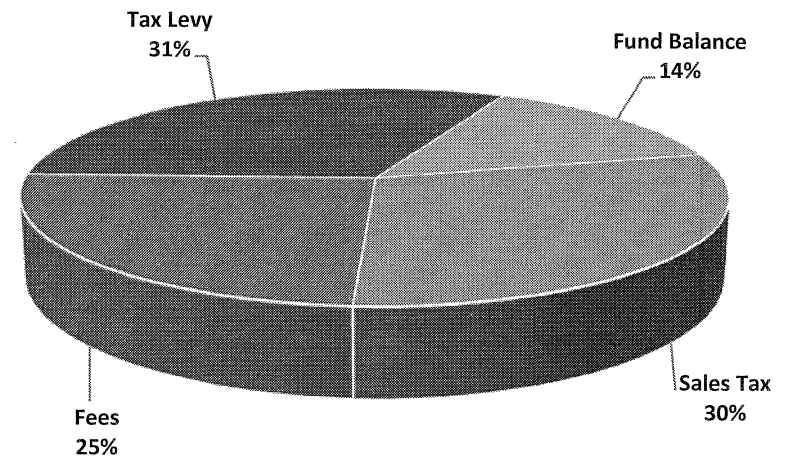


**2017 BUDGET
AIRPORT DIVISION**

EXPENDITURES BY PROGRAM

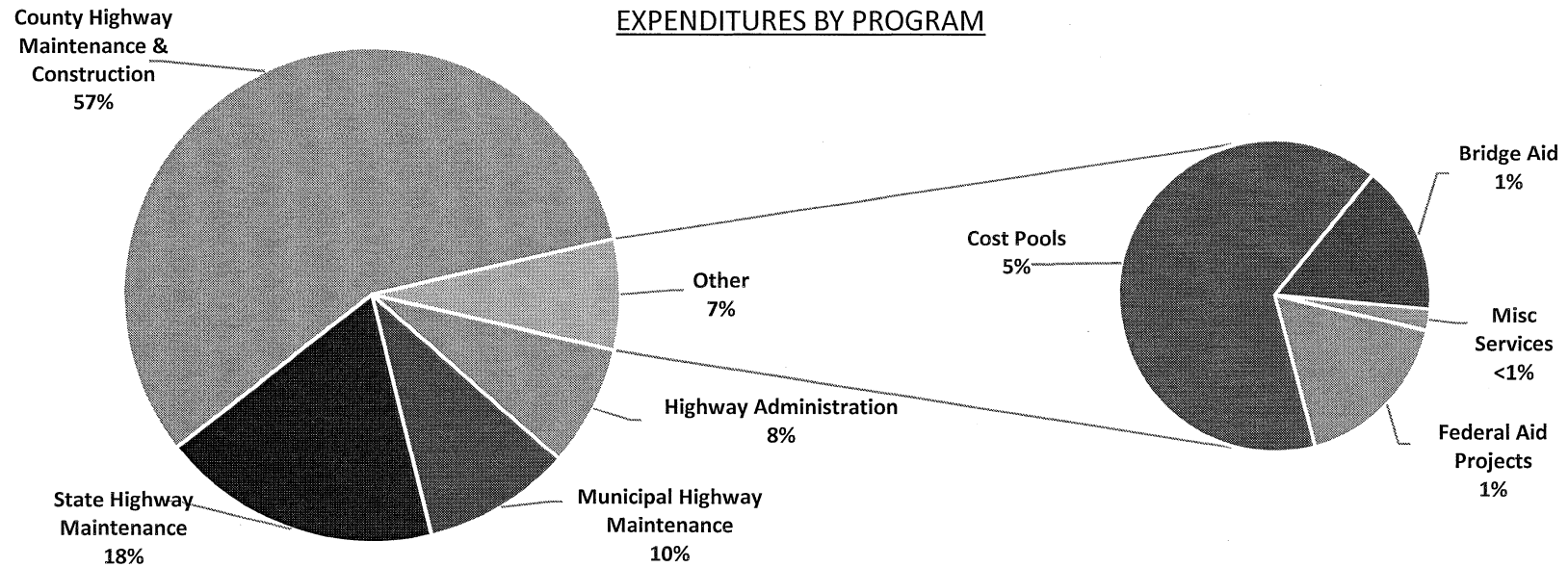


REVENUES BY SOURCE

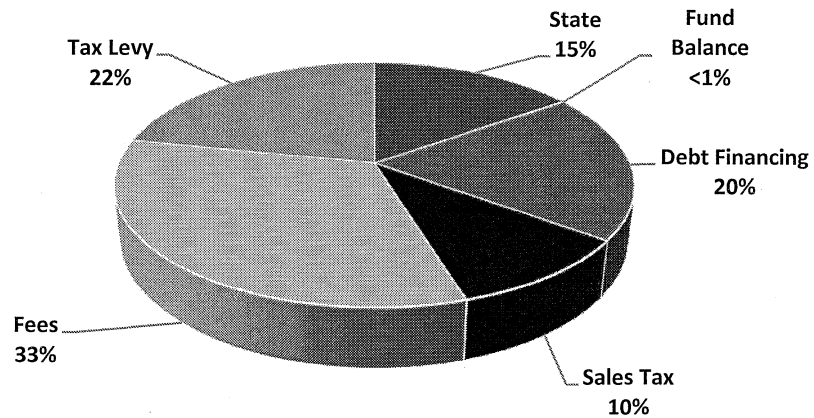


**2017 BUDGET
HIGHWAY DIVISION**

EXPENDITURES BY PROGRAM



REVENUES BY SOURCE



Administrator's Comments

Public Works

Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	93.4	91.4
Salaries	8,493,359	7,863,561
Fringe Benefits	2,656,408	2,656,408
Operating Expense	18,336,180	16,029,211
Capital Outlay	5,896,748	2,952,398
Allocation of Services	(13,262,017)	(11,422,765)
Total Expense	22,120,678	18,078,813
Revenue	10,839,583	10,555,283
Deferred Financing	6,815,000	3,050,000
Fund Balance Applied	8,300	241,759
Tax Levy	4,457,795	4,231,771
Total Revenues	22,120,678	18,078,813

The budget for the Public Works Department includes total requested expenditures of \$22,120,678 with a tax levy request of \$4,457,795. This is composed of a tax levy request of \$531,190 for Parks, \$599,611 for Airport operations, and \$3,326,994 for Highway operations. Also included are requests for sales tax totaling \$2,479,300 and requests for deferred financing totaling \$6,815,000.

PARKS

The main County Parks account contains the operational costs and revenue for the Parks System. The cost of the Community Coordinator position is included in this account and was moved to full time in the 2009 Budget. 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. In 2016, it was estimated that no remaining ATC funds would be available, and the Community Coordinator position was budgeted to be funded 100% by the tax levy at a cost to the levy of \$37,859. However, at the close of operations in 2015, a total of \$10,859 in ATC funds remained unspent. In 2017, I am recommending that these funds be used to offset the cost of the Community Coordinator position to reduce the tax levy.

The Parks Division collects several fees to help cover its costs. These include:

- Park use fees, including for picnic shelters, ball diamonds, camping, special events, metal detector use, and snowshoe rental.
- Boat landing fees collected at three parks, set at \$6 per launch or \$30 for an annual pass.
- Wood cutting permit fee at Lee Park, which is anticipated to generate \$3,600 in 2017.
- Rent revenue from the house at Gibbs Lake Park, which totals \$9,993 in the 2017 request.

Parks Director Lori Williams indicates many of these fees have not been adjusted for 6 or 7 years. I have suggested that Ms. Williams discuss Parks fees with the Public Works Committee to consider whether fee increases are warranted. However, no additional fee revenue from fee increases is included in the 2017 Recommended Budget.

A total of \$255,000 is requested for Parks capital improvements in the 2017 budget. A list of the requested improvements follows in priority order:

2017 Parks Capital Project Requests

1) <u>Beloit to Janesville Trail Construction</u> Construct and surface the trail between County Highway D in Afton and Big Hill Park in Beloit.	\$50,000
2) <u>Carver-Roehl Trail Bridge Replacement</u> Replace current pedestrian bridge on trail system.	\$30,000
3) <u>Happy Hollow Park Bathroom Replacement</u> Remove and replace current block bathroom building. Current structure is old and difficult to clean and does not have sweet smelling technology.	\$50,000
4) <u>Redesign Carver-Roehl Trails</u> Redesign trails for sustainability per master plan and POROS Plan.	\$75,000
5) <u>Land Acquisition</u> Acquire land as departmental goal in POROS Plan.	\$50,000
Total 2017 Request	\$255,000

Ms. Williams proposes funding these projects with sales tax proceeds.

I am recommending that the first three projects listed be completed in 2017 and funded by \$130,000 in sales tax receipts. If the Parks Division identifies an opportunity for land acquisition, I have suggested that they bring this to the Public Works Committee and the County Board for consideration and a possible budget amendment.

The Parks Division currently has two cars assigned to it for use by the Parks Director and the Community Coordinator. In the past, these vehicles have been purchased through the Public Works equipment cost pool and charged out at rates for vehicles established by the State of Wisconsin Department of Transportation. Although no vehicle purchases for Parks are recommended in 2017, I am

recommending that in the future these purchases be made out of the County's motor pool operation with costs charged back to the Parks Division at the rate established annually by the Internal Revenue Service. This will create consistency with other County departments and allow for Parks vehicles to be prioritized for purchase among countywide needs more appropriately.

The recommended tax levy for Parks is \$510,831, which is an increase of \$387.

AIRPORT

Revenue at the Airport comes from a variety of sources including fuel flowage fees, lease payments, rent payments for t-hangars, landing fees, and non-aviation sources. Airport Director Ron Burdick indicates it has been a number of years since fuel flowage or landing fees have been increased. To stay competitive with other airports, he is not requesting an increase in these fees, which is recommended. The lease and rental contracts the County has with tenants allow for an annual increase equal to the CPI-U not to exceed 4%. It has been several years since increases have been approved, and in 2017 Mr. Burdick is requesting an increase of 1%. This increase would generate about \$1,000 and is recommended.

The County continues to market the airport restaurant space in the terminal in an attempt to locate a tenant. No revenue is included in the 2017 budget for leasing this space, and expenses for the cleaning contract are reduced to reflect this. Mr. Burdick has requested \$2,500 in 2017 to market the restaurant and upgrade the airport's website to promote economic development. This is recommended.

To improve training and meet Federal Aviation Administration (FAA) requirements, Mr. Burdick is requesting \$1,700 for a new online training module. Also requested and recommended are a 10-ton floor jack, new welder, and hydraulic press, at a total cost of \$3,300.

Mr. Burdick has requested nine capital projects for 2017. The total cost of these projects is approximately \$4.7 million, with the County share totaling just over \$1.7 million, which is requested to be funded with sales tax. Three of these projects would be funded with federal aid, which means the County would only be responsible for 5% of the project costs. Mr. Burdick describes these projects as follows:

Federal Aid Airport Improvement Program Projects

Replace Runway 4/22 & 14/32 Lighting and Signage

Federal Aid @ 90/5/5

\$1,620,000 Federal/ \$90,000 State / \$90,000 Sponsor

Total \$1,800,000

The Wisconsin Bureau of Aeronautics has programmed the replacement of SWRA's medium intensity lighting system for 2017. This project will be funded with federal discretionary dollars. The current lighting system (incandescent), which was installed between 1985 and 1995, has exceeded its life expectancy, thus causing high maintenance expenses. The new system of lights and signs will be LED. Incandescent bulbs burn out faster, so are replaced far more often than LED bulbs and cost more to operate than LEDs. LED lighting burns brighter and costs less to operate, thus saving money and reducing the airport's carbon footprint.

Replace Aircraft Rescue Fire Fighting Vehicle

Federal Aid @ 90/5/5

\$900,000 Federal/ \$50,000 State / \$50,000 Sponsor

Total \$1,000,000

The current vehicle, Oshkosh Model T-6, was purchased in 1980. The piping systems are corroding from the inside out and replacement parts are no longer available. The FAA is strongly recommending replacement. The replacement vehicle would have the same capacities as the current vehicle which is 1,585 gallons water, 205 gallons foam, and 750 pounds dry chemicals.

Wildlife Hazard Assessment Update

Federal Aid @ 90/5/5

\$5,400 Federal/ \$300 State / \$300 Sponsor

Total \$6,000

I am recommending the \$90,300 County share of the runway lighting project and the wildlife hazard assessment update be paid with fund balance from the airport

capital account, which is estimated to have a fund balance of \$456,678 at the end of 2016. I am recommending the \$50,000 County share of the fire fighting vehicle be funded through sales tax.

Two projects are proposed to be funded through the state aid program, which requires that the County fund 20% of project costs. Mr. Burdick describes these two projects as follows:

State Aid Projects

Reconstruct Apron Southeast Terminal Area

State Aid @ 80/20

\$240,000 State / \$60,000 Sponsor

Total \$300,000

This project would remove and replace deteriorating asphalt southeast of the terminal that accommodates four aircraft storage hangars. This area was last reconstructed in 1986. The pavement has severe longitudinal and transverse cracking, joint spalling, and shrinkage due to age.

Runway Safety Areas Survey and Clearing

State Aid @ 80/20

\$80,000 State / \$20,000 Sponsor

Total \$100,000

Work would include surveying the approach surfaces to all three runways to meet FAR 77 guidelines. This is required by the FAA to assure the approach to each runway is clear of hazards for aircraft to operate safely.

These two projects, at a cost to the County of \$80,000, are recommended to be funded through airport capital fund balance.

Four projects are requested that do not have any federal or state aid associated with them and would be funded entirely by County dollars. Mr. Burdick describes these projects as follows:

100% County-Funded Projects

Purchase High-Speed Runway Snow Blower

100% Local Funding

Total \$825,000

The current multi-purpose unit was purchased in 1995. The power divider used to drive either the snow blower or the 20 foot broom head has failed five times over this period. Parts are no longer available and must be manufactured. Replacing the aging 1996 runway snow blower/broom with a single use high speed 7,500 ton per hour snow blower will help the airport meet FAA requirements for runway clearing operations. The existing unit would be used for sweeping operations only.

Construct New Ten Unit Aircraft Storage Hangar

100% Local Funding

Total \$650,000

Currently SWRA owns four t-hangar buildings. Two of them were constructed in the early 1950s. These two hangars are deteriorating, have become difficult to repair, and are under sized. This project would replace one of these vintage hangars and would be constructed in the development area southwest of the terminal. The new building would be built with concrete floors instead of asphalt which would support the static load that stationary aircraft create. Other amenities would include restrooms, running water, floor drains, 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.

Replace Four Gate Operators

100% Local Funding

Total \$28,000

The project would replace four gate operators at an estimated cost of \$7,000 each. The airport has a total of seventeen automated gated operators for tenant access to the airport operations area. Ten of the seventeen operators were installed in 2001. These ten operators are

obsolete and the parts supply is diminishing. The four slated for replacement are in high use areas and require the most maintenance.

Parking Lot Repairs

100% Local Funding

Total \$21,000

The parking lot is used for the fixed base operator located within the terminal area. Patches made because of utility replacements have failed and need to be repaired properly. Work would include full depth repair of those areas, sealcoat, and remarking.

In 2016 the County Board approved supplemental funds to fix the current snow blower/sweeper, which Mr. Burdick proposes to continue using as a sweeper only. Given the significant cost of a new vehicle, I am recommending \$425,000 in sales tax for this purpose and directing that a lower cost used or demonstration model be sought.

As was noted in the 2016 budget, Mr. Burdick has estimated that increases in rental rates for newly constructed t-hangars could generate about \$12,000 per year in additional revenue and possibly increase fuel flowage fees marginally. However, at this rate pay back on the investment would take 54 years. Given this extended return on investment, current usage trends at the airport, competing priorities for sales tax proceeds, and the need to carefully manage borrowing, I am not recommending that the County proceed with this \$650,000 project at this time.

I am recommending that the four gate operators and parking lot repairs be made with \$49,000 of fund balance in the airport capital account.

Several personnel actions are requested for 2017. First is a request to delete the position of Crew Leader and create in its place the position of Airport Operations Supervisor. This position would take over responsibility for the daily supervision, activities, and training of airport staff for operations, maintenance, and fire-fighting, allowing the Airport Director to focus on administrative duties. The position would also continue to have a role in hands-on maintenance. First-year costs of the position would total \$2,976.

The second request is to create an additional 1.0 FTE Airport Maintenance Worker. Currently, the Crew Leader and two Maintenance Worker positions are assigned to the day shift, and one Maintenance Worker is assigned to the night shift. This new position would be assigned to the day shift at a cost of \$81,316.

The airport is a large facility that requires significant effort to maintain. However, given the limited availability of tax levy and current activity at the airport, I am not recommending these two position requests.

The third personnel request is to provide a shift differential for the night shift Maintenance Worker. To be consistent with other County positions, I am recommending a 1% shift differential. This shift differential would also apply to two other positions in the 1077 pay grid in the Facilities Management Department that work nights.

As noted for the Parks Division, I am recommending that future purchases of the vehicle used by the Airport Director be made out of the County's motor pool rather than through the Public Works equipment cost pool.

The recommended tax levy included in the 2017 Airport budget is \$503,946, which is a decrease of \$18,085 or 3.5% from the prior year.

HIGHWAY

The Highway Division is by far the largest operating division in the Public Works Department. It provides services to the State and towns, as well as maintains the County Trunk Highway System. The 2017 budget request includes a total of \$3,326,994 in tax levy, \$480,000 in sales tax proceeds, and \$6.8 million in deferred financing.

The County Maintenance and Construction Account funds work on the County Trunk Highway system. The requested funding is as follows:

County Maintenance & Construction Account Summary-2017

Account	Amount
Blacktopping	\$6,815,000
Winter	\$2,221,480
Routine	\$1,619,785
Seal Coating	\$305,000
Equipment Storage	\$250,400
Shouldering	\$105,000
Bridge Maintenance	\$60,000
Cracksealing	\$110,000
Grader Patching	<u>\$100,000</u>
Total	\$11,586,665

The \$6,815,000 requested for blacktopping compares to a total of \$3,033,000 included in the 2016 budget. Road construction projects being considered for 2017 include the following, in priority order:

Proposed County Construction Projects - 2017							
Priority	Route	From	To	Length (miles)	Work Type	Estimated Cost	Cumulative Total
1	CTH MM	Milton-Shopiere Road	Emerald Grove Road	2.00	reconstruct	\$2,025,000	\$2,025,000
2	CTH MM	USH 14	Milton-Shopiere Road	2.00	reconstruct	\$2,025,000	\$4,050,000
3	CTH F	USH 14	J-F Townline Road	3.00	reconstruct	\$2,765,000	\$6,815,000
		Totals		7.00		\$6,815,000	

I am recommending that the two CTH MM projects be funded in 2017. This would complete work on CTH MM that began in 2016. This would also allow CTH MM to be used as a detour when needed work is done on CTH A in the coming years. I am recommending that the \$4,050,000 cost of these projects be funded through a combination of \$3,050,000 in deferred financing and \$1,000,000 of prior year sales tax. Funding these projects in this way will keep the County's debt service costs at planned levels.

The seal coat projects for 2017 are as follows:

Priority	Route	From	To	Length (miles)	Width (feet)	Estimated Cost
1	CTH D	CTH Q	Crosby Ave.	9.8	34	\$243,000
2	CTH Q	STH 213	Rock River	2.5	34	\$62,000
	Totals					\$305,000

I recommend funding these projects with sales tax. I am also recommending that \$105,000 in costs for shouldering and \$110,000 for crack-sealing be funded with sales tax receipts, as was done in 2016.

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. A total of \$175,000 in tax levy is requested in 2017, including \$52,300 for culvert projects and \$122,700 that will be used for federal aid bridge projects.

Specifically, projects and funding requested under the Federal Aid Projects account for 2017 are as follows:

Priority	Route	From	To	Length (miles)	Work Type	County Cost	Other Source	Project Cost
1	Creek Road	Bridge	Bradford	0.20	Design	\$15,000 (Bridge Aid)	\$15,000 (Town)	\$30,000
2	Smith Road	Bridge	La Prairie	0.20	R/W	\$10,000 (Bridge Aid)	\$10,000 (Town)	\$20,000
3	Carvers Rock Road	Bridge	Bradford	0.20	Const.	\$97,700 (Bridge Aid)	\$97,700 (Town)	\$195,400
4	CTH MM	Wuthering Hills Dr.	USH 14	0.55	R/W	\$50,000	\$50,000 (City)	\$100,000
5	CTH M	Rock River Bridge	Indianford	0.20	Design	\$20,000		\$20,000
Total				1.35		\$192,700		\$365,400

I recommend that the County cost of \$70,000 that is not funded through Bridge Aid be funded through the sales tax.

A source of revenue that appeared in the 1998 Budget for the first time was revenue derived from charging towns for winter maintenance. For many years, the practice was to not charge towns for winter maintenance, which meant the cost was picked up by the county tax levy. The county charged a rate of \$885 per centerline mile from 2011 through 2014. In 2015, the rate was increased to \$900 per centerline mile. No change in this rate occurred in 2016, and no increase is recommended for 2017.

In addition, the rate for routine maintenance is \$1,700 per centerline mile and has remained the same rate since 2012. Public Works Director Ben Coopman proposes leaving this rate at \$1,700 for 2017.

One of the line items in the Highway Administration account is entitled County Aid for Road Construction. This program has existed for a number of years where the County provides matching funds for blacktopping and seal coating. These accounts have been reduced over the years. The amount recommended for 2017 is left at \$3,000 per town for 14 participating towns for a total of \$42,000. Cities are no longer included as counties can no longer do construction work for cities over 5,000 population as a result of a change in state law.

Each year, Mr. Coopman requests capital equipment to replace that which is not operating well and to spread out the costs of updating the fleet. Equipment requests for 2017 include the following:

CAPITAL EQUIPMENT LIST- 2017

PRIORITY	EQUIPMENT	QTY	UNIT PRICE	TOTAL \$	CUML \$	LIFE (YEARS)	ANNUAL DEPRECIATION
1	Roller, Asphalt, Small (CB34)	1	\$65,000	\$65,000	\$65,000	8	\$6,906
2	Total Station-Surveying Instrument	1	\$45,000	\$45,000	\$110,000	10	\$3,825
3	Forestry Head for Skid Steer	1	\$50,000	\$50,000	\$160,000	3	\$14,167
4	Compactor, Pull-behind, Rubber-tired (Used)	1	\$25,000	\$25,000	\$185,000	10	\$2,125
5	Tool Cat, (w/ brush mower, box scraper, chipper, snow blower, sander, bucket broom)	1	\$102,000	\$102,000	\$287,000	10	\$8,670
6	Loader, 3.5 yard (544)	1	\$140,000	\$140,000	\$427,000	10	\$11,900
7	Two-Way Radios (Phase 2)	120	\$1,100	\$132,000	\$559,000	8	\$14,025
8	Quad Axle Truck w/ Plow, Wing and Spreader	1	\$220,000	\$220,000	\$779,000	9	\$20,778
9	Chassis, Four wheel drive, extended cab, service body w/dump	1	\$87,000	\$87,000	\$866,000	6	\$12,325
10	Sport Utility Vehicle - Airport Director	1	\$35,000	\$35,000	\$901,000	5	\$5,950
11	Attachment - 8' box scraper (for Tool Cat)	1	\$10,000	\$10,000	\$911,000	10	\$850
12	Single Axle Patrol Truck w/ Plow, Wing and Spreader	1	\$213,000	\$213,000	\$1,124,000	10	\$18,105
13	Tandem Axle Truck w/ Plow, Wing and Spreader	1	\$216,000	\$216,000	\$1,340,000	9	\$20,400
14	Tractor w/ Loader attachment and 12' box scraper front mount attachment	1	\$154,200	\$154,200	\$1,494,200	10	\$13,107
15	Mid-Sized Truck w/ Plow, Dump Box and Slide in "V" box sander	1	\$100,000	\$100,000	\$1,594,200	6	\$14,167
16	Mower	1	\$24,000	\$24,000	\$1,618,200	10	\$2,040
17	Carry Deck, Boom Crane	1	\$60,000	\$60,000	\$1,678,200	15	\$3,400
18	Crash Attenuator, Pull-behind	1	\$14,000	\$14,000	\$1,692,200	10	\$1,190
19	Tandem Axle Truck w/ Double Wing (Auger Style)	2	\$240,000	\$480,000	\$2,172,200	9	\$45,333
20	One-Ton Dump Truck	3	\$165,000	\$495,000	\$2,667,200	6	\$70,125
21	Pickup Trucks	2	\$30,000	\$60,000	\$2,727,200	6	\$8,500
22	Tractor w/ Mower, Pull-behind	1	\$60,000	\$60,000	\$2,787,200	10	\$5,100
23	Tractor w/ Mower, Side-mount	2	\$73,000	\$146,000	\$2,933,200	10	\$12,410
24	Sport Utility Vehicle - Parks Director	1	\$25,000	\$25,000	\$2,958,200	5	\$4,250
25	Global Positioning System Units	60	\$1,000	\$60,000	\$3,018,200	5	\$10,200
26	Tractor Backhoe (Used)	1	\$65,000	\$65,000	\$3,083,200	10	\$5,525

Capital equipment acquisitions do not directly increase the property tax levy in the year they are purchased, although they may begin to depending on when they are put into service. They are accounted for as a decrease in one type of asset (cash) and an increase in another (equipment inventory value). As equipment is depreciated, it is paid for through charging cost centers (like winter maintenance) for its use. Therefore, there is a tax levy impact as the cost for depreciation is accounted for with tax levy in the department's budget. The useful life of each piece of equipment and its annual depreciation/tax levy cost is shown in the table.

I am recommending purchases up to \$1.5 million, which is consistent with prior years. If the first 14 prioritized pieces of equipment are purchased with these funds, this would add annual depreciation costs of about \$153,000 to the tax levy. Given levy limits, one measure of efficiency would be to keep the annual level of depreciation expense approximately the same so as to not consume a disproportionate share of available levy resources. This will be a challenge as the cost of equipment continues to increase. For example, in 2015, the County made \$1.6 million in equipment purchases, which added \$146,801 in depreciation expense to the tax levy. However, only \$13,734 was removed from the tax levy due to equipment that has lasted its useful life and been fully depreciated. Total annual depreciation expense increased from \$634,912 in 2010 to \$1,060,744 in 2015.

The results of the operational study are still under consideration by the Public Works Committee. The outcome of these discussions will affect the types of equipment purchased. For example, the Committee has yet to formally vote on whether to adopt recommendations related to the types of plow trucks to purchase for the fleet going forward. This will affect whether quad axle, single axle, and tandem axle trucks—all appearing within the first 14 priorities in the table—should be purchased. I suggest that decisions on such purchases be postponed until a decision is made on the study's relevant recommendations.

One recommendation from the highway study was to automate staff timekeeping and use that data to improve billing, payroll, and job costing/project management functions. Mr. Coopman has requested \$15,000 to purchase software to help implement this. This purchase is recommended.

The 2017 budget contains a request for \$696,000 for a variety of capital repairs and improvements to facilities, as follows:

Facilities Capital Project Requests- 2017			
Priority	Item	Amount	Cumulative
1	Diesel Tank Removal	\$15,000	\$15,000
2	New Facility – Engineering	\$250,000	\$265,000
3	Exterior Building Lights	\$30,000	\$295,000
4	Paving - North & West Side of Garage Building	\$100,000	\$395,000
5	Wash Bay Wall Coating System	\$100,000	\$495,000
6	Concrete Sidewalk Replacement (Around Office Building)	\$20,000	\$515,000
7	Security Gate Motors & Access Controls	\$35,000	\$550,000
8	Interior Painting - Shop Area	\$25,000	\$575,000
9	Pallet Racking	\$10,000	\$585,000
10	Fuel Tank Relocation and Installation	\$50,000	\$635,000
11	HVAC Duct Replacement-DPW Office	\$20,000	\$655,000
12	DPW Office Renovation- Design Only	\$35,000	\$690,000
13	DPW Break room - Tables, Chairs and Microwave Storage	\$6,000	\$696,000

Since the establishment of what was then the Highway Department, responsibility for DPW facilities maintenance has resided with the department itself. Over time, the complexity of facilities projects has increased and requires an increasing amount of DPW staff time to manage, including the Director and Shop Superintendent. This takes away time that could be focused on core DPW functions, particularly in the Highway Division. In addition, this management approach can lead to inconsistent and inequitable treatment of County facilities. For example, the need for HVAC duct replacement and office renovation (priorities 11 and 12 in the above table) should be prioritized among similar needs in all County facilities.

In the 2017 budget, I am recommending that responsibility for managing highway facilities be transferred to the Facilities Management Department. This would include all highway facilities throughout the County, such as the main shop on Newville Road, the Orfordville shop, and various other remote facilities. At this time I am not recommending that this affect Parks or Airport operations. Mr. Coopman's pending retirement provides an opportunity to re-evaluate operations and allow his successor to focus on the Department's core functions. This is similar to changes that were made in the Facilities Management Department prior to the hiring of Mr. Sutherland to allow that department to focus on its core function of managing facilities. This arrangement would also be similar to how the County manages other specialized facilities, such as the jail. DPW and Facilities Management staff will need to have good communication on DPW needs and work together on the details of implementation going forward.

From an accounting standpoint, DPW would still be responsible for these costs, which would be included in the Facilities Management budget and cross-charged to DPW. Similarly, rather than recommending an overall amount and leaving it to DPW to choose projects, going forward, specific projects would be included in the budget, as occurs for every other County department and facility. For 2017, I am recommending a base level of maintenance projects at a cost of \$225,000 until the Facilities Management Director and the new Public Works Director can jointly determine priorities for the 2018 budget. In addition, I am recommending that the County budget \$250,000 for work to begin on engineering for a new facility to be built at the Gateway site in Beloit, which will be needed to support an expanded Interstate operation when expansion is completed. This amount would cover estimated costs associated with priorities 1-8 listed in the Facilities Capital Project Requests table, not including the wash bay wall coating system.

These items will be paid for with cash and depreciated. Like equipment purchases, capital project costs are depreciated and paid for through tax levy over the useful life of the improvement. Consequently, these costs must be closely managed to limit their effect on the tax levy in future years.

This change in oversight of DPW facilities will also require a transfer of 1.0 FTE Maintenance Worker IV position from DPW to Facilities Management. This position will continue to be assigned to DPW facilities and its duties will not

change substantially. One benefit of this change is that this position will now have backup from other Facilities Management staff to provide coverage when absent or if a project requires additional staff assistance, as well as receive supervision from a Facilities Superintendent.

Mr. Coopman has requested that the position of Shovel Operator be retitled to Heavy Equipment Operator. The Shovel Operator position was created when the County used an excavator in its own gravel pit, which has not been the case for many years. Retitling this position will make the duties more consistent with other positions, and will have no impact on the budget or personnel as the two positions are in the same pay range. This is recommended.

The recommended tax levy for the Highway Division is \$3,216,994, an increase of \$176,888 or 5.8% over 2016.

The recommended tax levy for the Department as a whole (Highway, Airport and Parks) is \$4,231,771, which is an increase of \$159,190, or 3.9%.

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Administrator's Comments

Rail Transit

Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	0	0
Salaries	0	0
Fringe Benefits	0	0
Operating Expense	28,000	28,000
Capital Outlay	0	0
Allocation of Services	0	0
Total Expense	28,000	28,000
Revenue	0	0
Transfer In	0	0
Fund Balance Applied	1,046	1,046
Tax Levy	26,954	26,954
Total Revenues	28,000	28,000

Three members of the County Board are appointed by the Board Chair to serve on the Rock County Rail Transit Commission. They are Rock County's voting members on both the Pecatonica Rail Transit Commission (PRTC) and the Wisconsin River Rail Transit Commission (WRRTC). The Commissions are made up of counties from the south-central area of Wisconsin. Rail Commissions participate in both the acquisition and rehabilitation of rail lines. The actual operations on the rail lines are contracted out with a short-line rail operator. The Commissions contract with the Wisconsin & Southern Railroad (WSOR).

The Commissions have agreed to work with WSOR and the Wisconsin Department of Transportation (WisDOT) on a regional capital improvement program. The program calls for improvement of rail segments to upgrade them to usable standards. The funding split is 80% WisDOT, 10% WSOR, and 10% Commissions.

The WRRTC is asking its member counties for a \$28,000 contribution in 2017 to serve as the local share, which is the same as the prior year.

The County will have an estimated fund balance of \$1,046 on December 31, 2016 and I am recommending it be applied in 2017. The 2017 tax levy in the amount of \$26,954 is recommended, which is \$1,046 or 3.7% less than the prior year.

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