

October 10, 2013

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

I respectfully submit the 2014 Budget for your review and consideration. The 2014 Budget includes a recommended tax levy of \$62,497,976.

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

	Adopted 2013	Recommended 2014	% Change 2013-2014
Total Expenditures	\$180,752,363	\$191,998,395	6.22%
Tax Levy	61,114,210	62,497,976	2.26%
Tax Rate	6.637442	6.990935	5.33%
General Fund Applied	0	2,000,000	

You will note that while the tax levy increases 2.26%, the tax rate increases 5.33%. This increase of approximately 35 cents per thousand results from a decrease of 2.91% in the County's equalized value from 2012 to 2013 as well as the proposed levy increase.

The tax rate of \$6.99 per thousand is a countywide average based on the County's equalized value as determined by the Wisconsin Department of Revenue. Each taxing unit (town, city or village) may have a rate for county taxes which is different depending on assessment practices and limited tax levy jurisdictions.

The tax levy increase is within the tax levy limits as imposed by the State of Wisconsin. It can be thought of as made up of three parts.

These parts are the amount allowed under the State imposed levy limits for operational costs, the amount for items funded by limited tax levies which are exempt from levy limits, and the amount needed for debt service. These amounts and percentages are as follows:

Levy Change for Operations	\$1,277,459	2.09%
Levy Change for Limited Levies	(57,876)	(0.09%)
Levy Change for Debt Service	<u>164,183</u>	<u>0.26%</u>
	\$1,383,766	2.26%

The levy for operations is allowed to increase due to two (2) factors. One factor is an increase equal to the percentage increase in net new construction. Despite the fact the County's total equalized valuation decreased, the value due to net new construction increased by .728%, which allows for an increase of \$409,042 in levy for operations. The second factor deals with the reduction in the levy for debt service for debt issued prior to July 2005. The remainder of Rock County's debt issued prior to July 2005 is being paid off in 2013. This allows the County to move the levy for that debt to operations for the 2014 Budget. In total, Rock County could increase the levy for operations by \$1,291,726 for 2014. The amount recommended is \$14,267 less than what would be allowed.

The decrease of \$57,876 in the limited levy amount consists of a decrease of \$17,876 for the Arrowhead Library System and a decrease of \$40,000 for Town Bridge Aid. The Arrowhead levy is levied on property in the towns plus the Village of Footville while the levy for Town Bridge Aid is levied on property in the towns.

The levy increase for debt service is \$164,183. In 2012, Rock County had approximately \$158,000 of premium received on the 2012 debt issue, which had to be applied to 2013 debt service. The amount available from the 2013 debt issue to apply to 2014 debt service is less than \$1,000. Therefore, approximately \$158,000 of the \$164,183

increase is due to lack of debt service funds to apply rather than an actual increase in debt service payments.

The last time Rock County applied General Fund balance as part of the annual budget process was as part of the 2009 Budget. The General Fund balance has grown every year since then. General Fund balance as of December 31, 2012 was \$31,940,253 with \$25,453,843 of this being unassigned. The County's policy on fund balance states that Fund Balance and Working Capital should be in a range of 10% - 17% of total expenditures. The December 31, 2013 figure was 20.11%. Therefore, Rock County is in good fiscal condition.

The 2014 Budget contains funding for the CTH G / CTH BT project as well as a need for funding to finish the CTH M project and do work on CTH H. Given the need for a larger than normal amount for highway project funding I have recommended the use of \$2,000,000 of General Fund application to fund the bulk of the regular highway construction account for CTH M and CTH H. Using General Fund Unassigned Balance to fund one time capital projects as opposed to operational costs should be acceptable to the rating agencies. In addition, despite the use of \$2,000,000, the projected General Fund Unassigned Balance is \$25,354,826 as of December 31, 2013. This is only \$100,000 less than the Unassigned Balance as of December 31, 2012.

Total expenditures included in the 2014 Budget are recommended to be \$191,998,395, an increase of \$11,246,032 or 6.22%. About half of this increase or \$5,582,385 is the result of an increase in Capital Expenditures, primarily a result of the CTH G and BT project.

The other half or approximately \$5.66 million is in the area of operational expenditures. The Human Services Department accounts for approximately \$3.6 million of the \$5.66 million increase in operational expenditures. Of this, over \$2.4 million results from the

additional funding the State is providing to implement the Affordable Care Act in Rock County as well as the six other counties in the Southern Consortium. The remaining \$2 million increase in operational expenditures is contained in all the other departmental budgets with \$800,000 of it being in the Developmental Disabilities budget.

The County Sales Tax was adopted as part of the 2007 Budget process and became effective April 1, 2007. The 2013 Budget included \$10,420,883 in sales tax revenue to be used as follows:

\$ 7,522,973	Operational Costs
<u>\$ 2,897,910</u>	Capital Expenditures
\$10,420,883	

The 2013 amount included 13 months of collections. The 2014 collections are based on 12 months and total \$10,406,000. We also have \$965,703 of excess 2012 sales tax collections available to use for capital assets. In addition, if current collection trends continue, we may have \$1,319,952 of 2013 sales tax collections over and above the budgeted amount. County policy is to place any excess collections in a segregated account to be used for capital projects.

The 2014 Budget proposes using the available 2012 excess sales tax collections along with \$319,952 of the projected excess 2013 collections and 2014 collections totaling \$11,691,655. The sales tax funds are proposed to be used as follows:

\$ 7,522,973	Operational Costs
<u>4,168,682</u>	Capital Expenditures
\$11,691,655	

The amount recommended for Operational Costs is at the same level as 2011, 2012 and 2013. The amount designated for Capital

Expenditures is for a variety of construction projects, equipment and software I would otherwise recommend be funded through deferred financing.

If 2013 projections are accurate we should still have approximately \$1 million of excess 2013 sales tax funds available when we close the 2013 books. This is important as there are several capital projects such as Courthouse security which may be in need of additional funding.

Points of Interest

- 1) One of the initiatives included in the 2014 Budget is a reorganization of the internal structure of portions of the Human Services Department. This reorganization is the next step in integrating the services in the Department to make them more accessible and provide a better level of service with the resources available. This will help address issues discussed in the Behavioral Health Redesign Steering Committee. More information regarding this can be found in the Administrators Comments section of the Human Services Department budget.
- 2) The 2014 Budget contains funding for several road construction projects. Funding in the amount of \$7,030,500 is included to cover the County's share of the CTH G and CTH BT project. Also funded is \$1,617,000 to complete the 4th and final phase of the CTH M project as well as \$710,000 to mill and resurface 2.5 miles of CTH H. These projects are funded through a combination of General Fund application, sales tax and deferred financing.
- 3) Among the projects funded through the General Services budget are replacement of the cooling towers at the Jail and

Courthouse, construction of an outdoor recreation yard at the Youth Services Center and additional funding to cover the cost of the Mass Notification and Security System project at UW-Rock County. Whether the funding provided in the 2013 Budget for the security upgrade in the Courthouse is sufficient remains to be seen.

- 4) The Communications Center 2014 Budget contains funding to improve coverage by the voice radio system. Included is funding for a new tower and radio building in the Edgerton area, making the County main law channel simulcast, adding simulcast to the fire channel in the Edgerton area and adding law and fire receiver sites at Blackhawk Technical College.
- 5) The Sheriff's Office budget contains funding for two (2) new positions including a Detective and Deputy Sheriff. The Detective is needed due to increased and more complex caseloads. The Deputy will be primarily assigned to recreational programs such as water patrol and snowmobile patrol with partial grant reimbursement beginning in 2015.
- 6) The 2014 Budget contains a total of \$5,965,141 of deferred financing. This funding will be devoted to the federal aid highway construction projects. It will primarily be used for the CTH G and CTH BT project.
- 7) Personnel actions recommended in the 2014 Budget result in a net increase of 11.9 full time equivalent positions. The 2014 recommended personnel roster includes 1,191 positions. Since 2000, Rock County will have reduced its workforce by 248.5 positions or 17.3%.
- 8) Outstanding debt at the end of 2013 will total \$45,940,000.

Administrator's Comments

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

Joint Committee Meetings

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

A Word of Thanks

The preparation of the 2014 Budget was a team effort. This team included the Administrator's staff, the Finance Director and her staff, Human Resources staff, the staff of Central Duplicating, Information Technology, and each of the Department Heads and their staffs. I thank all of these people for their hard work and counsel.

I wish to particularly thank Sherry Oja, Randy Terronez, Nick Osborne, Marilyn Bondehagen, Alyx Brandenburg, Mary Puckett and Chris Garey. Many of these people worked evenings and weekends to help prepare the Budget. Their efforts are most appreciated. I also thank my wife, Julie, for her patience during the process of preparing this Budget.

Respectfully submitted,



Craig Knutson
County Administrator

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A. County Board

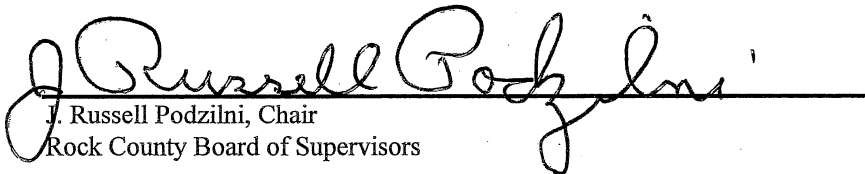
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Charter: County Board

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

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

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


J. Russell Podzilni, Chair
Rock County Board of Supervisors

Administrator's Comments

County Board

Summary of Department Requests and Recommendations

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

The largest expense in the County Board account is the Per Diem line item. That line item contains \$118,000 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. The County Board has had several vacancies in recent years that artificially reduced the Per Diem line item.

A significant reduction in the Postage line item has been evident over the years due to many County Board members receiving their County Board meeting agenda packets via the County's website in lieu of mailing and the ability of staff to provide agenda packets for the following week's meetings at the County Board meetings. Postage costs are budgeted at \$2,400 for 2014.

The cost of Public and Legal Notices remains stable at \$18,247. 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 2014, the Janesville Gazette will receive payment. Historically, its rates have been higher than the Beloit Daily News. 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 \$18,917. Most notable is \$12,332 of Wisconsin Counties Association dues. Also included are dues to the Wisconsin Counties Utility Tax Association (WCUTA) in the amount of \$3,218. This group has lobbied successfully to increase the amount of Shared Utility Payments to local governments that host power plants, including Rock County. For 2014, the County anticipates receiving \$2,084,489 in Shared Utility Payments. Dues are based on 0.15% of that payment.

The budget contains \$4,500 under Training Expense. In 2014, the National Association of Counties (NACo) conference will be held in New Orleans, Louisiana. The Board has traditionally earmarked \$1,500 for that event. This line

item also covers the costs for the annual Wisconsin Counties Association Conference.

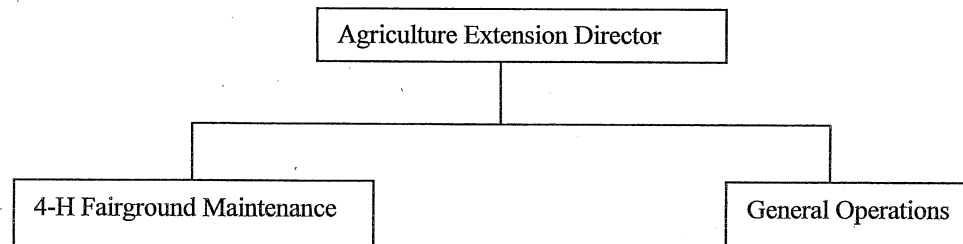
The recommended tax levy is \$173,299, which is the same amount as the prior year.

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B. Agriculture and Land Conservation Committee

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University of Wisconsin Extension Program/4-H Fairgrounds Maintenance



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

<u>Summary of Personnel Modifications</u>		
	<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 citizen volunteers and volunteer groups within the county to determine priority educational needs, deliver high

quality programming aimed at these issues; develop local leadership and serve as the "educational arm" for cooperating agencies.

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

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

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

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

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

Charter: U.W. Cooperative Extension Service

Local program priorities and areas of educational program emphasis include:

- a. Environmental Quality: Nutrient management planning leads to whole farm nutrient plans that reduce the threat to water quality and improve farm profitability. Input prices for nutrients are extremely volatile and increases have narrowed potential margins for producers.
- b. Risk Management: Fosters programs to increase awareness among agricultural producers and agri-businesses to evaluate and manage risk in ways that meet their family and business goals.
- c. Pesticide Use and Pesticide Applicator Training – County-based faculty provide training to area producers. Training is required by the Wisconsin Department of Agriculture in order for farmers to purchase any restricted use chemicals.
- 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 has collaborated with other Department in the ongoing development of the County Purchase of Ag Conservation Easements Program (PACE) and Farmland Preservation.
- e. Crop Production and Pest Management: County staff conducts applied research-based information to local growers on new crop production technologies and pest management practices.
- f. Home and Commercial Horticulture: The Green Industry continues to increase in economic importance. Rock County

maintains one of the largest Master Gardener Programs in Wisconsin. Horticulture Educational programs include Community Gardening Programs, collaborations with the Rock County Sheriff's Department to conduct the RECAP Garden Program, Home Horticulture Help Line and Diagnostic Services. Rock County has a growing Commercial and Landscape Horticulture Industry. Expanding Commercial Horticulture Programs to meet this growing industry is priority 1.

- g. Direct Marketing Alternative Agricultural Enterprises: Development of markets for local producers, buy local initiatives and expansion of food systems initiatives.

2. Family Living Programs help families thrive in a rapidly changing world. Family living educators partner with community organizations and agencies to address critical issues, promote family strengths and help communities become positive environments for family life. The Rock County UW Extension Nutrition Education Program brings over \$600,000 in federal USDA funds into the County for educational programming directed to limited resource families and youth. Wisconsin Nutrition Education Program (WNEP) staff present nutrition education classes to school age youth in sixteen public schools in Beloit, and eight public schools in Janesville.

Family living program priorities include:

- a. Family Economic Security: Educational programs help families meet future needs while keeping pace with day-to-day obligations. Programs help families manage their resources and improve their self-sufficiency.
- b. Parenting Education – What Parents Need to Know: Parenting education can help reduce child abuse and

Charter: U.W. Cooperative Extension Service

neglect. A partnership between Kiwanis and local hospitals results in the distribution of "Parenting the First Year Newsletter" for new parents. Extension Educators provide a home visitation program for limited income pregnant women and parents of children 0-5 years. "The Time for Parents" program allows parents to complete a few non-credit parenting and nutrition course at home.

- c. Strengthening Families: County staff provides educational programs on topics including parenting, teen pregnancy prevention, childcare and healthy lifestyles.
- d. Food Safety: Programs provide individuals with knowledge about safe food handling, preparation, and storage practices.
- e. Community Food Security: Nutrition Education programs help limited resource families to achieve food security by teaching skills on managing food dollars, tracking spending, and planning nutritious meals.
- f. Child Care: Supporting Working Wisconsin Families: Educational programs provide training to area childcare teachers and providers.
- g. Strong Women Programs: Program incorporates strength training, exercise and nutrition to build healthy lifestyles and the prevention of osteoporosis in women. One out of every three women over the age of 40 suffers from bone loss. Rock County UW Extension has provided statewide leadership in development of the "Strong Women" Program.

- 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 1,526 members and over 550 adult volunteers. This represents the largest county 4-H Community Club Program in Wisconsin.

Local Youth Development priorities include:

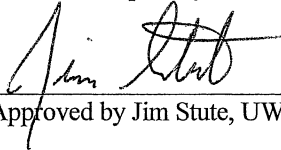
- a. Youth Empowerment: 4-H Youth Development programs provide an opportunity for youth to make choices and decisions and play an active leadership role in planning and implementing programs.
- b. Citizenship Skills: 4-H gives youth direct experience in conducting meetings and leading group decision-making processes. In 4-H, youth begin developing some of the skills they will need to be future community leaders.
- c. Building Skills in Youth: 4-H teaches important life skills, including problem solving, communications, teamwork and leadership development.
- d. Civic Improvement: 4-H programs provide young people with opportunities for civic involvement, 4-H community efforts provide contributions in community improvement, support for the elderly and help youth develop a greater appreciation for their community.
- e. 4-H After School Programs: County-based faculty provides educational opportunities for youth outside of the traditional 4-H program. Staff collaborates with area schools and

Charter: U.W. Cooperative Extension Service

community centers to provide unique educational opportunities and build life skills for youth. "Afterschool" youth programs have expanded to school systems throughout Rock County in collaboration with Public School Systems.

- f. 4-H Ambassador Program: Staff works with youth to promote and expand youth participation.

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



Read and Approved by Jim Stute, UW Extension Department Head

Department UW-Extension

Budget Analysis by Program

Programs	Base Budget	Agriculture Dept. Head	4-H Youth Development	Horticulture	Family Living	Nutrition Education	Budget Summary
Positions	2.00	1.00	2.00	1.00	1.00	1.00	8.00
Salaries	\$71,781	\$0	\$0	\$0	\$0	\$0	\$71,781
Fringe Benefits	\$40,272	\$0	\$0	\$0	\$0	\$0	\$40,272
Operating Expenses	\$59,750	\$43,688	\$67,206	\$26,852	\$30,703	\$3,615	\$231,814
Capital Outlay	\$1,650	\$0	\$0	\$0	\$0	\$0	\$1,650
Allocation of Services		\$0	\$0	\$0	\$0	\$0	\$0
Subtotal	\$173,453	\$43,688	\$67,206	\$26,852	\$30,703	\$3,615	\$345,517
Indirect Cost Alloc.	-	-	-	-	-	-	0
Total	\$173,453	\$43,688	\$67,206	\$26,852	\$30,703	\$3,615	\$345,517
Revenue	\$54,229						\$54,229
Fund Bal. Applied							
County Share	\$119,224	\$43,688	\$67,206	\$26,852	\$30,703	\$3,615	\$291,288

Administrator's Comments

UW Extension

**Summary of
Department Requests and Recommendations**

Description	Department Request	Administrator's Recommendation
Positions	2.0	2.0
Salaries	71,781	71,781
Fringe Benefits	40,272	40,272
Operating Expense	231,814	231,814
Capital Outlay	1,650	1,650
Allocation of Services	0	0
Total Expense	345,517	345,517
Revenue	54,229	54,229
Fund Balance Applied	0	0
Tax Levy	291,288	291,288
Total Revenues	345,517	345,517

The UW Extension Office provides programming in three program areas:

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

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

Mr. James Stute, UW Extension Office Chair, describes 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.

In 2014, the Office will receive \$8,005 in State Aid from the UW Extension system, \$2,663 of this amount will fund the department's postage activity. The State has become aware that the recent shifting of insurance pools has increased the cost of fringe benefits for State employees as compared to county workers. The remaining \$5,342 is a one-time payment for fringe benefit relief.

The UW Extension professional staff complement now totals 6.00 FTEs and consists of the following full-time contracted professional positions: Soil and Crops Agent/Office Chair, 4-H Agent, Family Living Agent, Horticulture Agent, 4-H Club Advisor and a Nutrition Education Agent. These professional positions, however, do not appear on the County personnel roster as they are State positions. The County has a contract with the UW Extension to pay for 40% of the cost of these positions, except for the Nutrition Extension Agent and the 4-H Club Advisor. Rock County contributes 5% for the Nutrition Extension Agent and the 4-H Club Advisor is funded by a cost share of 40% State, 40% County, and 20% 4-H Club fees. The funding to pay for the positions appears in line item # 6210 Professional Services. The 2014 cost for this contract is projected to be \$172,064.

In recent years, there have been numerous Dairy and Livestock Educator retirements throughout the state. Given the agricultural community's desire to have dairy and livestock expertise, UW Extension in Rock County as well as two to four other nearby counties will participate in a pilot program to fund a Regional Dairy and Livestock Educator. In 2014, \$5,000 in program revenue is budgeted for this position.

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

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

There are times when educational programs generate more revenue through registration fees than the direct cost to provide them. When this occurs, the excess revenue is placed in the UW Seminar Collections balance sheet account. This account will have an estimated balance of \$41,085 as of 12/31/13. The Department will use \$5,000 of these funds to offset the 2014 tax levy.

The recommended tax levy for 2014 operations is \$291,288. This is a decrease of \$2,328 or 0.8%. #

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	72,145	72,145
Capital Outlay	82,633	82,633
Allocation of Services	0	0
Total Expense	154,778	154,778
Revenue	118,839	118,839
Fund Balance Applied	35,939	35,939
Tax Levy	0	0
Total Revenues	154,778	154,778

The 4-H Property Maintenance account contains funding for the normal operational and repair expenses associated with the Fairgrounds. The 2014 request includes \$82,633 for capital improvements and totals \$154,778.

The list of repair and improvement projects includes: painting the Sheep Barn and the Dairy Barn, lighting updates for the Sales Arena and Blackhawk Building, water line repairs, and electrical updates. \$35,939 in carryover funds, as a result of unspent capital projects, will be applied to 2014.

Rock County UW Extension has traditionally been responsible for the management of the Fairgrounds. Mr. Randy Thompson, who has personally handled this function since his time as Office Chair, retired in 2012, but has agreed to continue his role as Fairgrounds Coordinator through a contract with Manpower. Approximately \$9,000 is budgeted for Mr. Thompson's contract and appears in the Repairs and Maintenance Services account. His duties are supervision of on-going maintenance of the Fairgrounds, Fairgrounds budget administration, Fairgrounds rental and use administration and acting as a liaison with the 4-H Fair Association and other groups.

Fairgrounds' revenue is comprised of \$67,339 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 150 days per year, during which there are one or more events scheduled.

To keep the Fairgrounds account with no property tax levy, I have recommended that \$28,500 of sales tax revenue and \$35,939 in funds forwarded be used for a portion of the capital expenses in 2014.

#

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	9,300	9,300
Capital Outlay	0	0
Allocation of Services	0	0
Total Expense	9,300	9,300
Revenue	158,885	158,885
Fund Balance Applied	0	0
Tax Levy	(149,585)	(149,585)
Total Revenues	9,300	9,300

Rock County successfully operated a County Farm for many years. The operation evolved from one where residents of the Institutions provided farm labor and farm produce was used in the Institutions, to one where the Farm operated as a commercial venture with the public purpose being the educational programming it provided. The County Farm went from operating with a profit to operating with a financial loss in 2002. This prompted the County Board to discontinue the Farm operation and begin renting out the farmland in 2004 under a lease. The current lease was entered into in 2013 and covers 392 acres at \$357/acre.

The University of Wisconsin Extension runs test plots on 27 acres of farmland. These test plots support UW Extension programming in agricultural sciences at both the county and the state level. Some of the trials are multi-year to provide an unbiased comparison of yield performance. The County will receive \$15,000 in anticipated proceeds from the sale of crops grown on trial plots. The proceeds more than offset the \$8,000 cost of production. The trials and tests planned for 2014 include the following:

2014 Trials and Tests

Corn, Soybean and Winter Wheat Variety Trials including cultural trials (multi-year), Corn Herbicide Efficacy Trials (multi-year), Switchgrass Establishment and Weed Competition, Impact on Post Emergence Weed Control on Greenhouse Gas Emission in Corn, Late Season Weed Competition in Corn and Soybeans, and Cover Crops after Winter Wheat.

In 2014, five graduate students (four Agronomy and one Soil Science) will have projects on the Rock County Farm.

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

Mr. Stute reports a steady interest in the Community Gardens Project. In 2014, he anticipates renting 140 plots at \$30 each (or two for \$55) for total revenue of \$3,885. RECAP inmates assisted with maintaining and mowing

around the Community Gardens this year. Mr. Stute recommends the working arrangement continue in 2014. He has requested \$500 in operating expense to support the Community Garden Project run by the UW Extension Horticultural Program.

The operating expenses also include \$800 for utilities that support both the test plot program and community garden. This amount is \$200 less than the prior year.

In summary, fee revenue in the 2014 Budget is composed of the following:

Lease of 392 Acres	\$140,000
Crop Sales – UWEX Plots	15,000
Community Garden Plots	3,885
<hr/>	
Total	\$158,885

Total recommended expenditures for the 2014 Farm budget are \$9,300. Subtracting the expenditures from total projected revenues of \$158,885 leaves a net revenue of \$149,585. This net income is used to reduce the overall county tax levy by an equal amount.

#

Land Conservation Department

General Operations

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

<u>Summary of Personnel Modifications</u>		
	<u>Dept. Request</u>	<u>Admin. Rec.</u>
New Positions	0	0
Deletions	0	0
Reallocations		
Senior Conservation Spec. (From PR 18 to PR 19)	1.0	1.0
County Conservationist (From PR 25 To PR 26)	0	1.0
Reclassifications	1.0	1.0
Conservation Spec. II to Conservation Spec. III (From PR 15 To PR 17)		
Re-Titles	0	0
Transfers	0	0
Upgrades	0	0

Charter: Land Conservation

1. Land and Water Resource Management Program.

The Land and Water Resource Management (LWRM) Plan was developed during program year 1998 as a result of changes in Wisconsin State Statutes Chapter 92 and Chapter 281 and the corresponding Wisconsin Administrative Codes ATCP 50, NR 120, NR 151, NR 153, NR 154, and NR 243. A new plan was developed in 2004 to incorporate all new requirements as defined in the aforementioned administrative codes. During program year 2009, the Land and Water Resource Management Plan was updated. The plan identifies water quality improvement and/or protection needs within the County; methods the Land Conservation Department (LCD) will use to document non-point source pollution, the methods used to abate documented non-point source pollution, and the amount of financial needs the LCD will need to implement the plan over a course of five years. The plan also contains other natural resource information pertinent to land conservation activities.

Standards

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

- g. Administer the Rock County Animal Waste Management Ordinance, Chapter 30. Evaluate the fee schedule associated with the Ordinance on an annual basis.

2. Technical Services

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

Standards:

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

3. Construction Site Erosion Control Ordinance and Storm Water Management Ordinances.

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

Standards:

Charter: Land Conservation

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

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

4. Non-Metallic Mining Reclamation Ordinance

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

Standards:

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

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

5. Farmland Preservation Program

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

Standards:

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

Charter: Land Conservation

6. Tree and Shrub Sales Program

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

Standards:

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

7. Wildlife Damage Abatement and Claims Program

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

Standards:

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

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

8. Information/Education

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

Standards:

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

9. Citizens Water Quality Monitoring

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

Standards:

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

Charter: Land Conservation

10. Clean Sweep Program

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

Standards:

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

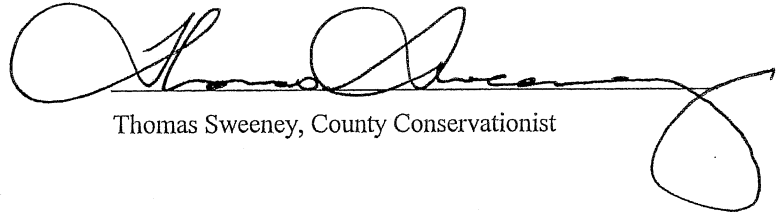
11. Purchase of Agricultural Conservation Easements (PACE)

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

Standards:

- a. Conduct all information and education activities;
- b. Conduct negotiations with landowners for purchase of conservation easements;
- c. Provide assistance to landowners to complete local, state, federal, and other funding applications;
- d. Coordinate program activities with USDA-NRCS Program Specialist, the PACE Council and Land Conservation Committee;

- e. Recommend applications to the Land Conservation Committee for funding considerations.
- f. Recommend program changes to the PACE Council and LCC.
- g. Seek alternative funding sources.



Thomas Sweeney, County Conservationist

Department

Land Conservation

Budget Analysis by Program

Programs	Land Conservation (General)	Wildlife Damage Program	Tree Planting	Land & Water Grant	Household Clean Sweep	PDR/PACE	County Campus Restoration	Budget Summary
Positions	5.75	0.00	0.00	0.00	0.00	0.00	0.00	5.75
Salaries	\$309,883	\$0	\$0	\$0	\$0	\$0	\$0	\$309,883
Fringe Benefits	\$148,793	\$0	\$0	\$0	\$0	\$0	\$0	\$148,793
Operating Expenses	\$40,189	\$7,500	\$1,000	\$150,000	\$46,371	\$46,000	\$0	\$291,060
Capital Outlay	\$10,710	\$0	\$0	\$0	\$0	\$546,720	\$0	\$557,430
Allocation of Services	(\$56,200)	\$0	\$0	\$0	\$0	\$0	\$0	(\$56,200)
Subtotal	\$453,375	\$7,500	\$1,000	\$150,000	\$46,371	\$592,720	\$0	\$1,250,966
Indirect Cost Alloc.								\$0
Total	\$453,375	\$7,500	\$1,000	\$150,000	\$46,371	\$592,720	\$0	\$1,250,966
Revenue	\$292,604	\$7,500	\$1,000	\$150,000	\$46,371	592,720	\$0	\$1,090,195
Fund Bal. Applied	\$0	\$0	\$0	\$0	0	\$0	\$0	\$0
County Share	\$160,771	\$0	\$0	\$0	\$0	\$0	\$0	\$160,771

Administrator's Comments

Land Conservation

**Summary of
Department Requests and Recommendations**

Description	Department Request	Administrator's Recommendation
Positions	5.75	5.75
Salaries	309,883	312,451
Fringe Benefits	148,793	149,170
Operating Expense	291,060	291,060
Capital Outlay	557,430	547,270
Allocation of Services	(56,200)	(56,200)
Total Expense	1,250,966	1,243,751
Revenue	1,090,195	1,090,195
Fund Balance Applied	0	0
Tax Levy	160,771	153,556
Total Revenues	1,250,966	1,243,751

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

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

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

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

For 2014, Mr. Sweeney requests a \$10,160 survey grade GPS unit. Changes in construction and construction verification are often requested without much notice and this equipment will allow LCD staff to respond quickly. I

agree with this request. However, as this is a Land Records eligible expense, I recommend this purchase be moved to the Land Records account.

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

“In 2009, Rock County commenced the development of the PACE program, as part of the Wisconsin Land Initiative (WLI). The WLI was proposed by then Secretary Rod Nilesstuen of the Wisconsin Department of Agriculture, Trade, and Consumer Protection (DATCP) to combat the loss of prime farmland to other uses. The Land Conservation Committee proposed the development of a PACE Committee to assist with the development of a local PACE program. The County Board approved the recommendation and appointed a Committee, representing various interested parties. Over a two year period this group met once a month, provided input on all aspects of the program and developed guidelines for the implementation. A portion of the funds from an environmental impact fee paid by ATC are used to fund this program and provide the local match for the purchase price, as authorized by the County Board in 2009. Fifty percent of the appraised easement value is provided by the USDA – Natural Resources Conservation Service.

The first round of PACE applications were solicited in 2010 and authorized by the County Board in early 2011. That same year the Governor, through the state budget repair bill, defunded the state’s component of the program, which left the County as the sole match for federal funding and required the LCD to rewrite all the supporting documents that are necessary to facilitate the purchase of the Agricultural Conservation Easements. This caused great delays with the program delivery and all but two of the original applicants suspended their applications.

Following another extended wait for the landowners stemming from USDA-NRCS program policy requirements beyond the control of the County, the LCD purchased the first Agricultural

Conservation Easement in July 2013 and the second easement will be closed in the short term. The patience of these landowners has been a bright spot in this program. The LCD has received numerous inquiries recently and has facilitated all requests for information.”

The Department has requested two personnel actions: a reallocation of the Senior Conservation Specialist and a reclassification of the Conservation Specialist II to a Conservation Specialist III. I agree with these requests. Both personnel actions reflect the changes in agriculture from small scale to large scale farming operations, which require more technical expertise and certifications to examine increasingly complex engineering specifications. In addition, I recommend reallocating the County Conservationist position to more closely align it with internal and external comparable positions.

As mentioned in Mr. Sweeney’s comments, the PACE program commenced in 2013. The program’s first two easements will be purchased in 2013 and two additional easement purchases are scheduled for 2014. Currently, Rock County has the only active countywide PACE program in Wisconsin. This gives Rock County farm owners the unique opportunity to take advantage of federal matching funds. In 2014, \$592,720 is budgeted for the PACE program.

The Land Conservation Department operates several ancillary programs supported by grants and fees. The annual Tree and Wildflower Sale Program is expected to generate \$11,000 in revenue. This offsets the \$8,700 cost of purchasing the items to sell, providing \$2,300 in profit to cover staff time. The revenues and expenses for this program are in the main account.

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

own segregated fund balance, which is the source of funds to replace worn out equipment.

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

The Land and Water Conservation Plan Implementation Grant contains \$150,000 in State Aid to be used on cost share agreements with landowners to implement conservation measures under the Land and Water Resource Management Program.

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, with two drop-off days per year in 2002, 2006, and 2008, converting to a four drop off day per year program in 2010. Prior to 2009, Clean Sweep in Rock County was funded primarily with Wisconsin DATCP Clean Sweep grants. In 2006, a work group was formed to build the Clean Sweep Program into an annual event starting in 2008. In 2009, LCD designated a portion of the ATC funds, allocated via County Board action, to the Clean Sweep Program.

Beginning in 2010, LCD has applied for and accepted grants that in addition to annual fundraising continue to extend the life of the program. All grants require 25% local match as cash or in-kind services to the program. Funds (grants and ATC) are used to pay for hazardous waste vendor services. In-kind services include information and education materials, staffing for events, and program administration.

Pesticides, mercury, and other common materials in homes and on farms threaten human and environmental health. The LCD makes information about the program available year-round by calling LCD or visiting the

County Clean Sweep website. Residents continue to bring in DDT, mercury, and banned pesticides and are extremely grateful to have this system in place.

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

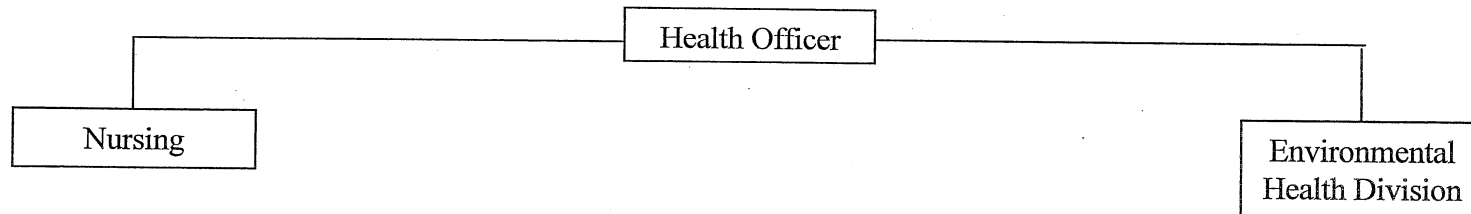
The recommended tax levy for 2014 operations is \$153,556. This is a decrease of \$10,079 or 6.2% from the prior year.

#

C. Board of Health

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Public Health



Present Personnel (Full Time Equivalent)

1.0	Health Officer
1.0	Public Health Nurse Director
2.0	Public Health Nursing Supervisor
1.0	Health Educator
1.8	Health Educator LTE
1.0	Environmental Protection Director
6.6	Sanitarian II
0.4	Sanitarian II LTE
15.4	Public Health Nurse
0.8	Environmental Health Technician
4.0	Public Health Support Specialist
1.0	Administrative Secretary
1.0	Account Clerk II
37.0	Total

Summary of Personnel Modifications

	<u>Dept. Request</u>	<u>Admin. Rec.</u>
New Positions		
Reallocations Environmental Protection Director (From PR 26 to PR 27)	1.0	0
Deletions Health Educator LTE (Eff. 1-1-14) Health Educator LTE (Eff. 9-30-14)	0.4 1.4	0.4 1.4
Reallocations	0	0
Reclassifications	0	0
Re-Titles	0	0
Upgrades	0	0

Public Health Department

PUBLIC HEALTH OFFICER

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

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

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

Public Health Nursing

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

Objectives:

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

Health Education

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

Objectives:

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

Environmental Health

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

Objectives:

1. Provide services to assure adequate and safe water supplies, clean air, proper solid waste collection and disposal, clean parks, beaches, and recreational facilities, safe food service establishments, elimination of pests, control of nuisances, control of human and animal sources of infection and other environmental quality matters of concern to the community.

Public Health Department

2. Seek enforcement of environmental rules and regulations first by means of education and other voluntary approaches; however, should compliance be inadequate and administrative enforcement procedures fail, appropriate legal action will then be sought to eliminate adverse conditions to ensure the general environment is free from public health risks.

Laboratory Services

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

Objectives:

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

PUBLIC HEALTH NURSING DIVISION

Communicable Disease Control

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

Objectives

1. By December 31, 2014, have an incidence of 0 for the following vaccine preventable diseases: measles, mumps, rubella, polio, pertussis in children <1 year of age and 11-18 years of age and hepatitis B children 2 – 18 years of age and varicella in children < 17 years of age.

2. **By December 31, 2014, 80% of children who turn 24 months during the year will have received 4 DTaP, 3 polio, 3 Hib, 3 Hepatitis B, and 1 MMR vaccinations.****
3. By December 31, 2014, 100% of all clients with a reported Category I infection will be contacted by a nurse within 1 day of case assignment.
4. By December 31, 2014, nurses will provide two educational presentations to clinical providers regarding best practice in tuberculosis detection and treatment.
5. By December 31, 2014, 80% of families with children less than 6 years of age with a capillary blood lead level ≥ 5 mcg/dl, will receive public health nursing services to educate, provide lead abatement information and refer for medical follow-up.
6. By December 31, 2014, nurses will case manage 100% of HUD grant referrals for lead abatement according to the grant standards.
7. **By December 31, 2014, the percentage of clients receiving a home visit for services HIV partner referral services will increase from 26% to the WI state average of 40%.****
8. By December 31, 2014, repeat STI infections in the same client within the same year will be reduced by 5%.

Maternal/Child Health

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

Objectives:

1. By December 31, 2014, infants born to mothers that were seen for at least three home visits will meet the Healthiest People 2020 goal of less than 7.8% low birth weight.
2. **By December 31, 2014, 75% of parents of all newborns seen through the Healthy Families First program will identify that they put their infants on their backs to sleep (Healthiest People 2020 target goal).****

Public Health Department

3. By December 31, 2014, there will be 5% increase in completed medical evaluation for those head start students who fail their vision or hearing screening.
4. By December 31, 2014, nurses will provide two outreach activities focused at decreasing disparities in one or more social determinants of health.
5. By December 31, 2014, there will be a 10% increase in revenue received through Medical Assistance billing related to maternal and child health.
6. By December 31, 2014, among Healthy Families First clients receiving more than 3 home visits, there will be a 5% increase in mothers who sustain breastfeeding for the first six months of baby's life.
7. By December 31, 2014, among Healthy Families First clients receiving more than 3 home visits, there will be 0 unintended repeat pregnancies at case closure.
8. By December 31, 2014, at least one new program or service will be developed in response to the findings of the Rock County Child Death Review Team.
9. By December 31, 2014, the Fetal Infant Mortality Review Team will have met 3 times for case review.

Adult Health

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

Objectives:

1. By December 31, 2014, public health nurses will participate in at least 4 adult health and wellness activities in a community-based setting.
2. By December 31, 2014, at least one role in supporting the positive mental health of Rock County residents will be identified.
3. By December 31, 2014, public health nurses will conduct outreach on influenza immunization resulting in a 5% increase in influenza immunization delivered by the agency.

Family Health Clinic

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

Objectives:

1. By December 31, 2014, public health nurses will provide education and information to 400 travel immunization clients via phone or clinic visit.
2. By December 31, 2014, through increased efforts at case finding, there will be a 10% increase in the number of pregnant women referred for Healthy Families First home visiting services.
3. By December 31, 2014, prenatal resource and referral services will be provided collaboratively with First Choice Women's Health Center in its Beloit location.

HEALTH EDUCATION DIVISION

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

Objectives:

1. By December 31, 2014, 2 school districts will participate in the Farm to School Nutrition program by purchasing and serving locally grown fruits or vegetables at school meals.
2. By December 31, 2014, 2 school districts will adopt Recreational Use Agreements and have updated wellness policies that include the agreement.

Public Health Department

3. By December 31, 2014, investigate and apply for mini-grants that would support current health department programming.
4. By December 31, 2014, represent the health department on health-related community coalitions and committees.
5. By December 31, 2014, continue implementation strategies of the Community Transformation Grant according to grant requirements.
6. By December 31, 2014 complete the ATSDR model of activities for the Brownfield Grant and submit final report to the CDC.

ENVIRONMENTAL HEALTH DIVISION

Food Protection and Public Lodging Program

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

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

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

Objectives:

1. By December 31, 2014, the requirements of the State Department of Health Services and Department of Agriculture, Trade, and Consumer Protection will be met.
2. By December 31, 2014, conduct at least one inspection of each senior citizen nutrition facility to ensure safe food handling practices.

3. By December 31, 2014, continue outreach to licensed establishments through quarterly newsletters and quarterly meetings of the Food Safety Advisory Committee.
4. By December 31, 2014, each inspector will conduct three scheduled training visits to licensed food establishments.
5. By December 31, 2014, a training plan to educate food service workers on one identified high risk food safety practice will be developed and implemented.
6. **By December 31, 2014, the number of high risk food safety violations identified in routine annual inspections will be decreased by 5%.****

Recreational Health and Safety Program

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

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

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

Objectives

1. By December 31, 2014 conduct an annual inspection for each licensed facility.

Public Health Department

2. By December 31, 2014, respond to citizen complaints within two days regarding violation of state and local codes.
3. By December 31, 2014, a follow-up inspection will be conducted within two weeks at facilities that have critical violations
4. By December 31, 2014, conduct pre-inspections when new establishments' open or current ones change ownership to ensure compliance with the state and local codes.
5. By December 31, 2014, develop and implement a water safety education plan for licensed establishments.
6. By December 31, 2014, the numbers of swimming pool recheck inspections for high risk violations will decrease by 5%.
7. By December 31, 2014, sample the licensed beaches and selected surface water sources for bacteria and complete a report on the findings.

Community Health and Safety Program

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

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

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

Radon Monitoring and Risk Reduction Program

Objectives

1. By December 31, 2014, provide at least 75 radon test kits to county residents
2. By December 31, 2014, develop and implement a community awareness effort in one community with low radon testing rates.
3. By December 31, 2014, provide follow-up information to all citizens that receive results on radon test kits
4. By December 31, 2014, develop and implement a plan to increase the percentage of home owners who complete the radon test by 10%.

Mobile Home Park Inspections Program

Objectives

1. By December 31, 2014, conduct an annual inspection of each licensed mobile home park.
2. By December 31, 2014, respond to all citizen complaints within two days regarding violations of state and local codes.
3. By December 31, 2014, conduct follow-up inspections within thirty days of mobile home parks that have violations.
4. By December 31, 2014, conduct pre-inspections when new mobile home parks open or current parks change ownership to ensure compliance with the state and local codes.

Rabies and Animal Bite Monitoring

Objectives

1. By December 31, 2014, verify the compliance status of all animal owners issued animal bite orders by local law enforcement agencies.
2. By December 31, 2014, refer all citizens not compliant with animal bite orders to law enforcement for further action.
3. By December 31, 2014, all specimens of domestic cats, dogs and ferrets that do not complete quarantine, and wild animals with suspected risk of rabies transmission, will be submitted to the State Laboratory of Hygiene for rabies analysis.

Public Health Department

4. By December 31, 2014, promotion of animal bite prevention strategies will result in a 5% decrease of animal bites in one community that has a high number of animal bites.
5. **By December 31, 2014, through collaboration with community partners in providing low cost rabies clinics, the number of unvaccinated dogs and cats in Rock County will be reduced by 400.****

Human Health Hazards Program

Objective:

1. By December 31, 2014, investigate 100% of human health hazards reported to the Rock County Health Department within 3 days.

Lead Monitoring and Abatement Program

Objectives:

1. By December 31, 2014, through education and lead abatement orders, 100% of children with a blood lead level $>20 \mu\text{g/dL}$ will reside in a lead safe environment.
2. By December 31, 2014, 80% of residences occupied by children with a blood lead level of $0-19 \mu\text{g/dL}$ will have an environmental lead assessment completed and lead hazard reduction recommendations will be made to the owners.
3. By December 31, 2014, 70% of owners of units that house a child with a blood lead level of $5-19 \mu\text{g/dL}$ will show compliance with lead hazard reduction recommendations.
4. By December 31, 2014, 60% of owners with units that house a child with a blood lead level of $0-5 \mu\text{g/dL}$ will show compliance with lead hazard reduction recommendations.
5. December 31, 2014, promote childhood lead poisoning prevention by posting information on the Rock County website, issuing news releases, responding to citizens inquiring about lead poisoning hazards, and presenting two (2) educational programs.

Tattoo and Body Piercing Establishments Program

Objectives:

1. By December 31, 2014, conduct an annual inspection of each licensed tattoo and body-piercing establishment.
2. By December 31, 2014, respond to all citizen complaints within two days regarding violations of state and local codes.
3. By December 31, 2014, 100% of critical violations in each licensed tattoo and body-piercing establishment will be resolved by the time of the follow-up inspections.
4. By December 31, 2014, conduct pre-inspections when new establishments open or current ones change ownership to ensure compliance with the state and local codes.

Community Drinking Water Protection

Every person and business in Rock County depends on a daily source of clean drinking water. In this part of Wisconsin, groundwater is our sole water supply source. In addition to the municipal water supply systems in our community, there are approximately 13,000 private water wells providing water to homes and businesses throughout the county. The groundwater protection program assists citizens and property owners with their drinking water concerns regarding bacteria and chemicals.

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

Objectives:

1. By December 31, 2014, review two hundred (200) private well sample results for nitrate, other chemical contamination or bacteria levels.
2. By December 31, 2014, 100% of the Wisconsin Department of Natural Resources Safe Drinking Water contract requirements for Transient Non-community wells will be followed.
3. By December 31, 2014, 100% of citizen complaints and requests concerning ground water quality will be investigated within two days.
4. **By December 31, 2014 increase private well sampling (based on a three year running average) in Rock County by 5% by promoting**

Public Health Department

drinking water safety through posting information on the Rock County website, issuing news releases, and responding to citizen inquiries.**

5. By December 31, 2014 present five (5) Ground Water Educational Programs to Rock County citizens.
6. By December 31, 2014, in coordination with Rock County Land Conservation Department, administer the county well abandonment program.
7. By December 31, 2014, increase the amount of unwanted prescription drugs collected through the Prescription Drug Community Collection Program with the Cities of Beloit, Edgerton, Evansville, Milton and Janesville by 5%.

Local Emergency Planning Committee - Extremely Hazardous Chemical Plans

Objectives:

1. By December 31, 2014, complete offsite plans as determined by the LEPC committee for farms using extremely hazardous chemicals.
2. By December 31, 2014, complete new and updated plans as determined by the LEPC committee for fixed facilities using extremely hazardous chemicals.

Private Onsite Wastewater Treatment System Program

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

All new installations and replacement POWTS require a permit and must be inspected by the Health Department during construction. Before a permit is

issued a soil evaluation must be conducted on the property to ensure that proper soils exist for the disposal and purification of the wastewater. Also, no building can be constructed in an area without public sewer unless permits have been issued to install a POWTS. The program also monitors the maintenance, operation, and servicing of all new and existing POWTS in the County.

The program is regulated under the authority of Chapter 145, Wisconsin State Statutes, Chapter Comm 83, Wisconsin Administrative Code and the Rock County Public Health Ordinance.

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

Objectives:

1. By December 31, 2014, complete the review of all submitted soil and site evaluation reports.
2. By December 31, 2014, ensure that properly designed and installed POWTS are provided for all properties not served by public sewer.
3. By December 31, 2014, administer the Wisconsin Fund Program and process all applications to assist citizens in obtaining State grants for repair and/or replacement of a POWTS.
4. By December 31, 2014, obtain at least 95% citizen compliance with the POWTS maintenance program for private onsite wastewater treatment systems.
5. By December 31, 2014 evaluate all soil and site evaluation reports for land divisions not served by public sewer and make recommendations to Rock County Planning and Zoning Committee.
6. By December 31, 2014 document that less than 2% of failing septic systems are less than 25 years of age.

Laboratory Services Program

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

Public Health Department

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

Objective:

1. By December 31, 2014 the private drinking water laboratory will complete all water sample tests submitted to the laboratory for coliform bacteria, fecal coliform bacteria, and nitrate analysis.

Karen Cain 8/2/13
Karen Cain, Health Officer August 2, 2013

****Objectives being evaluated as part of the Quality Improvement and Accreditation Standards Initiative.**

Department Public Health

Budget Analysis by Program

Programs	Public Health Nursing	Environ. Health Division	Public Health Admin.	Consolidated Contract	Drug Collection	Community Transformation Grant	HUD Grant	Consortium Grant	FIMR	Brownfield Grant		Budget Summary
Positions	22.40	8.80	4.00									35.20
Salaries	\$1,303,902	\$513,011	\$320,632									\$2,137,545
Fringe Benefits	\$571,164	\$224,720	\$140,450									\$936,334
Operating Expenses	\$356,946	\$140,438	\$87,774	\$246,782	\$4,500							\$836,440
Capital Outlay			\$12,772									\$12,772
Allocation of Services	(\$311,907)	(\$122,718)	(\$76,698)									(\$511,323)
Subtotal	\$1,920,106	\$755,451	\$484,929	\$246,782	\$4,500	\$0	\$0	\$0	\$0	\$0	\$0	\$3,411,768
Indirect Cost Alloc.												
Total	\$1,920,106	\$755,451	\$484,929	\$246,782	\$4,500	\$0	\$0	\$0	\$0	\$0	\$0	\$3,411,768
Revenue	(\$510,209)	(\$200,738)	(\$125,461)	(\$246,782)	(\$4,500)							(\$1,087,691)
Fund Bal. Applied												
County Share	\$1,409,896	\$554,713	\$359,468	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,324,077

Administrator's Comments

Public Health

Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	35.2	35.2
Salaries	2,137,545	2,134,955
Fringe Benefits	936,334	935,955
Operating Expense	836,440	836,440
Capital Outlay	12,772	12,772
Allocation of Services	(511,323)	(511,323)
Total Expense	3,411,768	3,408,799
Revenue	1,087,691	1,087,691
Fund Balance Applied	0	0
Tax Levy	2,324,077	2,321,108
Total Revenues	3,411,768	3,408,799

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

Each year, the Public Health Department reviews the rates it charges for permits and services to help fund services and recommends changes. Minor rate hikes are requested for various charges and permits in 2014. The rate schedule noting the changes in 2014 appears at the end of my comments. I am recommending the proposed permit fee and service charge increases as part of the budget.

The Department plans to continue its popular and successful RX Drug Round Up Program in 2014. There are now permanent prescription drug collection sites in several municipalities. In addition, the Department, in cooperation with others, conducts drop-off events. The cost for the program is included in a separate account. It is fully funded through a state grant and donations in 2014.

In August 2012, The Public Health Department received a \$450,000 Community Transformation Grant from the Wisconsin Clearinghouse for Prevention Services, a subsidiary of University Health Services at the University of Wisconsin- Madison. This 26 month grant has three main focus areas: reducing exposure to secondhand smoke in multi-unit housing, improving school nutrition for children, and increasing the opportunities for physical activity in the community. A 1.0 Full Time Equivalent (FTE) Health Educator position performs grant management duties and is funded through September 30, 2014. The grant also contributes clerical time and operational costs.

The Public Health Department continues to administer the Brownfields grant received in 2012 from the Agency for Toxic Substances and Disease Registry (ATSDR). The goal of the grant is to identify the impact that revitalization of brownfields sites can have on the health of the citizens of Janesville. The Health Department continues to conduct surveys, test soil and water quality, and compile and share information and data regarding the selected areas. The focus of the grant in 2014 will be to complete the information gathering and data collection and prepare the final report for the City of Janesville and the ATSDR. The grant provides funding for a 0.6 FTE Health Educator, a 0.4 Registered Sanitarian II, with support from clerical staff. Funding for the grant will end on September 30, 2014.

An additional service area and new revenue source for the Health Department comes from a HUD Lead Hazard Control and Healthy Homes grant awarded to the county. Environmental Health staff will conduct lead risk assessments, lead inspections and Healthy Home assessments for citizens receiving financial assistance for rehabilitation of homes with lead paint, mold and other health hazards. Public Health Nursing staff will conduct case management services for children with elevated blood lead levels and will ensure that children in homes where lead abatement activities occur, are tested before and after lead abatement. Staff time for these activities will be reimbursed through the HUD grant. The added workload will be absorbed by existing Health Department staff.

Due to the closeout of various grant programs in 2014, the following positions will be deleted:

- a. 0.4 LTE Health Educator effective January 1, 2014, and
- b. 1.4 LTE Health Educators effective September 30, 2014.

The Department has submitted a reallocation request for the Environmental Health Director to be changed from Pay Range 26 to Pay Range 27. After reviewing the external and internal comparables, I am not recommending this request.

The Cost Allocation line item of \$511,323 is closely linked to the activities anticipated for 2014. It's composed of \$266,782 of various state and federal

grant amounts for items including maternal and child health, childhood lead programs, immunization, public health preparedness, and a charge-back to Local Emergency Planning Committee for preparing off-site plans. Also included in the total are the \$90,000 in Community Transformation grant expenses, \$70,000 in personnel expense associated with the Brownfields grant, \$44,000 in the HUD Lead Hazard Control and Healthy Homes grant and \$35,000 in Fetal Infant Mortality Review grant.

Also of note, the Health Department requested \$12,772 in funds be allocated in 2014 towards the purchase of two replacement multi function printers. I recommend the requests.

The recommended tax levy for 2014 operations is \$2,321,108, which is a decrease of \$44,685 or 1.9% from the prior year.

#

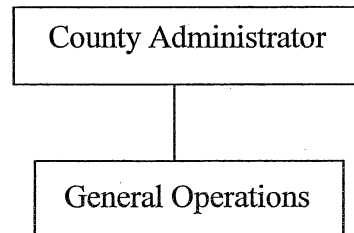
Proposed 2014 Rock County Health Department Public Facility Service Charges and Fee Schedule

	<u>2013</u>	<u>2014</u>		<u>2013</u>	<u>2014</u>
<u>Private Sewage Program</u>			<u>Mobile Home Parks</u>		
Conventional Systems	\$430.00	\$435.00	1-20 Sites	245.00	250.00
Holding Tanks	455.00	460.00	26-50 Sites	350.00	355.00
			51-100 Sites	405.00	410.00
In-Ground Pressure	555.00	560.00	101-175 Sites	565.00	570.00
Mound System	555.00	560.00	176+ Sites	595.00	600.00
Treatment Tank	305.00	310.00			
At Grade	555.00	560.00	<u>Restaurants</u>		
			Regular (simple, moderate complex)	505.00	510.00
Reconnections & Non-plumbing	210.00	210.00	Limited Food Service	160.00	165.00
Permit Renewal	110.00	110.00	Temporary Annual	140.00	145.00
Soil Test Recording Fee	75.00	75.00	Temporary – Six Day	90.00	95.00
Wisconsin Fund Application Fee	150.00	150.00	Temporary – Three Day	50.00	50.00
Plumbers Re-inspection Fee	75.00	75.00	Temporary – Nonprofit	40.00	40.00
Transfer Fee	30.00	50.00	Mobile Restaurant Vehicle	190.00	195.00
			Mobile Restaurant Service Base	335.00	340.00
			Mobile Restaurant Service Base (Limited)	135.00	140.00
<u>Pools and Camps</u>			<u>Contract Services (School Lunch Rooms)</u>		
Swimming Pools	285.00	290.00	Contract/Services-DPI Regular	490.00	495.00
Swimming Beaches	285.00	290.00	Contract/Services-DPI Limited	155.00	160.00
Recreation/Education Camp	290.00	295.00			
<u>Campgrounds and Special Event Campgrounds</u>			<u>Retail Foods</u>		
1-25 Sites	235.00	240.00	Specialty Grocery	280.00	285.00
26-50 Sites	295.00	300.00	Retail Eating Establishment	505.00	510.00
51-100 Sites	350.00	355.00	Full Service Grocery	1,000.00	1,015.00
101-199 Sites	400.00	405.00	Limited (pre-wrapped sandwiches)	160.00	165.00
200+ Sites	495.00	500.00	Temporary Retail – Annual	140.00	145.00
Special Event Campgrounds	210.00	215.00	Temporary Retail – Six Day	90.00	95.00
			Temporary Retail – Three Day	50.00	50.00
<u>Hotels and Motels</u>			Temporary Retail – Nonprofit	40.00	40.00
5-30 Room	295.00	300.00			
31-99 Rooms	395.00	400.00	Mobile Retail Vehicle	190.00	195.00
100-199 Rooms	495.00	500.00			
200+ Rooms	550.00	555.00	<u>Tattoo and Body Piercing</u>		
Tourist Rooming House	140.00	145.00	Body Piercing Establishments	165.00	170.00
Bed and Breakfast	140.00	145.00	Body Piercing & Tattoo Establishment	275.00	280.00
			Tattoo Establishment	165.00	170.00
<u>Other Fees</u>			Temporary Tattoo or Piercing Establishment	165.00	170.00
Permit Late Fee	75.00	75.00	Temporary Tattoo/Piercing Establishment	275.00	280.00
Re-inspection Fee- Minor	75.00	75.00			
Re-inspection Fee – Major	225.00	225.00			

D. County Board Staff Committee

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County Administrator



<u>Present Personnel (Full Time Equivalent)</u>	
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

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

Charter: County Administrator

KEY OBJECTIVE

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

County Board of Supervisors Commitment. To work with the County Board of Supervisors in support of and in the full implementation of all policy decisions.

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

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

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

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

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

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

CRITICAL PERFORMANCE AREAS

Management Work Performance Areas:

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

Management Budget Performance Areas:

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

Other Management Performance Areas

10. Public Relations

CRITICAL OBJECTIVES

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

Charter: County Administrator

quarterly basis to the appropriate County oversight personnel.

- d. Policies and Procedures. A policy and procedure manual is developed and maintained to communicate policies and procedures to department heads and staff personnel. Departmental policies and procedures are reviewed and revised as necessary to achieve stated objectives and in consideration of activities by committees and the County Board.

- 2. Organizing. To identify, arrange and relate work to achieve results with the maximum possible effectiveness at acceptable costs.

Standards:

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

- 3. Leading. To effect the optimal use of human resources to meet objectives.

Standards:

- a. Decision Making. Managers should use a logical decision making process; identifying issues of

concern, considering alternatives and taking action to achieve approved objectives.

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

- 4. Controlling. To achieve an acceptable level of operational control.

Standards:

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

Charter: County Administrator

control. Performance evaluations are based on approved evaluation forms.

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

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

Standards:

- a. Activities. The activities of public works include highways, airport, parks and vehicle maintenance.
 - b. Reporting. Financial and work progress reports by program/activity are made to committees and the County Board.
 - c. Budgeting. Budgets will project realistic income and expense forecasts by program objectives.
- 6. Human Services. In cooperation with the appropriate committee; to manage, evaluate and report on human services programs and activities.

Standards:

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

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

Standards:

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

Standards:

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

Charter: County Administrator

will be done to deal with changing Federal and State funding methods and requirements for nursing home operations.

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

Standards:

- a. Activities. The activities of administrative services include legal services, fiscal services, information technology, general services, real property listing, surveyor services, planning services, land conservation services, education services and human resource services.
 - b. Elected Officials. Elected Officials with a relationship to administrative services include the County Clerk, County Treasurer, and Register of Deeds.
 - c. Reporting. Financial and work progress reports by program/activity are made to committees and the County Board.
 - d. Budgeting. Budgets will project realistic income and expense forecasts by program objectives.
10. Public Relations. To represent the County in a manner that provides for effective communication between the county government and general public that leads to an earned reputation for effectiveness, efficiency and competency.

Standards:

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


Craig Knutson, County Administrator

Department

County Administrator

Budget Analysis by Program

Programs	Admin	Boards & Comm.	Criminal Justice						Budget Summary
Positions	3.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	5.00
Salaries	\$308,753	\$46,597	\$63,684	\$0	\$0	\$0	\$0	\$0	\$419,034
Fringe Benefits	\$86,200	\$23,536	\$36,147	\$0	\$0	\$0	\$0	\$0	\$145,883
Operating Expenses	\$32,594	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$32,594
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Allocation of Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal	\$427,547	\$70,133	\$99,831	\$0	\$0	\$0	\$0	\$0	\$597,511
Indirect Cost Alloc.									\$0
Total	\$427,547	\$70,133	\$99,831	\$0	\$0	\$0	\$0	\$0	\$597,511
Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fund Bal. Applied									\$0
County Share	\$427,547	\$70,133	\$99,831	\$0	\$0	\$0	\$0	\$0	\$597,511

Administrator's Comments

County Administrator

Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	5.0	5.0
Salaries	419,034	419,034
Fringe Benefits	145,883	145,883
Operating Expense	32,594	32,594
Capital Outlay	0	0
Allocation of Services	0	0
Total Expense	597,511	597,511
Revenue	0	0
Fund Balance Applied	0	0
Tax Levy	597,511	597,511
Total Revenues	597,511	597,511

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

The Administrator's Office operated for many years with a Secretary II position along with a Confidential Administrative Assistant. One of the two positions was deleted as of August 1, 2011. Beginning in 2012, the Human Resources Department was reimbursed for 25% of the time (10 hours per week) of the Human Resources Secretary position. This provides assistance to the Administrator's Office and some relief for the Confidential Administrative Assistant. I recommend this arrangement continue in 2014.

The operational expenses in the budget request reflect a cost to continue budget. The recommended tax levy for the County Administrator's Office is \$597,511, an increase of \$10,612 or 1.8% from the prior year.

Although the costs are not reflected in this account, the activities of the County's Employee Recognition Committee and the Rock and Wellness Committee merit some discussion. The Employee Recognition Committee has focused on a number of initiatives, including the annual picnic and years of service awards, that are intended to show appreciation to County employees for the good work they do. I am recommending that \$7,500 be budgeted for these activities in 2014, including \$7,000 in vending machine receipts and \$500 from fees charged for family members attending events. \$640 will remain at 12/31/13 and will be carried over in 2014.

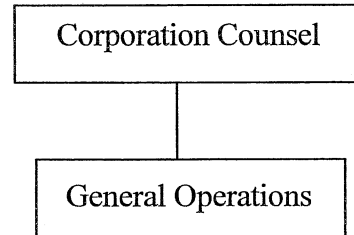
The Rock and Wellness Committee is involved in a number of initiatives related to promoting employee and family wellness. Among the activities is the annual health fair. I am recommending that \$5,100 be budgeted for these activities in 2014, including a \$5,000 transfer in from the County's Health

Insurance Trust Fund and \$100 from fees charged to participants of special wellness events (i.e., Women's and Men's Night). \$3,538 will remain at 12/31/13 and will be carried over in 2014.

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 2014 budget of \$17,512 reflects the ridership attributed to Rock County and is an increase of \$2,931 from the prior year. #

Corporation Counsel



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

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

Charter: Corporation Counsel

OBJECTIVES AND STANDARDS

I. GENERAL

A. County Board/Departmental Legal Services

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

Standards:

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

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

B. Labor Relations

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

Standards:

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

C. Risk Management/Self-Insurance Operations

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

Standards:

Charter: Corporation Counsel

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

II. HUMAN SERVICES

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

Standards:

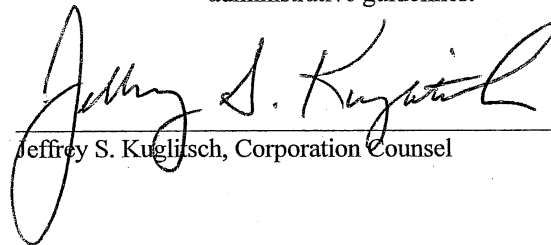
1. To provide legal representation for the County in Court cases involving children under Ch. 48 of the Wisconsin Statutes.
2. To provide legal representation for the County in Court cases involving guardianship and protective placements under Chs. 54 and 55 of the Wisconsin Statutes.
3. To provide legal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

III. CHILD SUPPORT

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

Standards:

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



Jeffrey S. Kuglisch, Corporation Counsel

Department Corporation Counsel

Budget Analysis by Program

Programs	General	Human Services	Child Support						Budget Summary
Positions	3.50	2.00	4.00	0.00	0.00	0.00	0.00	0.00	9.50
Salaries	\$307,155	\$129,302	\$352,153	\$0	\$0	\$0	\$0	\$0	\$788,610
Fringe Benefits	\$75,740	\$40,540	\$119,573	\$0	\$0	\$0	\$0	\$0	\$235,853
Operating Expenses	\$7,866	\$8,466	\$6,047	\$0	\$0	\$0	\$0	\$0	\$22,379
Capital Outlay	\$550	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$550
Allocation of Services	\$0	(\$178,308)	(\$477,773)	\$0	\$0	\$0	\$0	\$0	(\$656,081)
Subtotal	\$391,311	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$391,311
Indirect Cost Alloc.									\$0
Total	\$391,311	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$391,311
Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fund Bal. Applied	\$0	\$0	\$0						\$0
County Share	\$391,311	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$391,311

Administrator's Comments

Corporation Counsel

Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	9.5	9.5
Salaries	788,610	788,610
Fringe Benefits	235,853	235,853
Operating Expense	22,379	22,379
Capital Outlay	550	550
Allocation of Services	(656,081)	(656,081)
Total Expense	391,311	391,311
Revenue	0	0
Fund Balance Applied	0	0
Tax Levy	391,311	391,311
Total Revenues	391,311	391,311

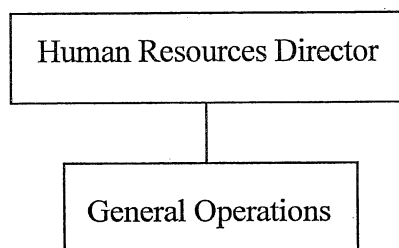
The Corporation Counsel's Office currently includes 7.5 FTE Attorneys. The Corporation Counsel and 1.5 FTE Deputy Corporation Counsels provide general legal services on a countywide basis. Four of the Attorneys spend all of their time providing services to Child Support. One Attorney spends all of her time providing services to the Human Services Department. In addition, one Legal Stenographer is assigned to the Human Services Department. The cost of the staff assigned to Child Support and Human Services is charged back to those departments. In 2014, this cost totals \$656,081 and appears as a cost allocation in the budget detail.

In 2013, the Corporation Counsel's budget contained \$4,000 to fund the work of the codification project, the process of consolidating legislation, then organizing it into a code of ordinances. Throughout the year, it was discovered that existing County staff could complete the work previously assigned to an outside company. Therefore, in 2014, no additional funds are needed to complete the codification updates.

The recommended tax levy for 2014 operations is \$391,311. This is a decrease of \$21,765 or 5.3%.

#

Human Resources Department



<u>Present Personnel (Full Time Equivalent)</u>	
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

<u>Summary of Personnel Modifications</u>		
	<u>Dept. Request</u>	<u>Admin. Rec.</u>
New Positions	0	0
Deletions	0	0
Reallocations		
Human Resources Manager (From PR 18 to PR 20)	2.0	2.0
Reclassifications	0	0
Re-Titles	0	0
Upgrades	0	0

Charter: Human Resources Department

OBJECTIVES

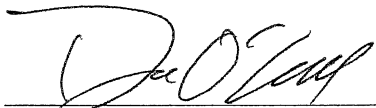
1. Hiring. Administers the hiring process for all County Departments.
 - a. Administer and document the entire hiring process to ensure compliance with County Board policy and applicable laws.
 - b. Recruit for open positions including writing advertisements, screening applicants, testing and setting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

Charter: Human Resources Department

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

Charter: Human Resources Department

8. Training. Provide effective countywide and specialized department training programs for employees.
- a. Identify training needs.
 - b. Provide assistance to departments conducting departmental training programs.
 - c. Coordinate specialized training programs utilizing trainers from outside County service.
 - d. Develop in-house resources with County employees to develop and maintain on-going training programs within areas of their expertise.
 - e. Conduct new employee orientations.
 - f. Ensure that Human Resources Department staff maintains updated training on legal and other changes.



Dave O'Connell, Human Resources Director

Department

Human Resources

Budget Analysis by Program

Programs	County-wide Human Resources	Health Insurance	RH Human Resources	County Employee Training	County Administrators Office	Safety		Budget Summary
Positions	4.96	0.36	0.18	0.25	0.25	0.00	0.00	6.00
Salaries	\$277,778	\$20,161	\$10,081	\$14,001	\$14,001			\$336,022
Fringe Benefits	\$111,232	\$8,073	\$4,037	\$5,606	\$5,606			\$134,555
Operating Expenses	\$88,079	\$6,796	\$3,398	\$4,719	\$4,719			\$107,711
Capital Outlay	\$5,550							\$5,550
Allocation of Services	(\$23,500)	(\$33,500)			(\$15,961)	(\$2,000)		(\$74,961)
Subtotal	\$459,139	\$1,530	\$17,515	\$24,327	\$8,366	(\$2,000)	\$0	\$508,877
Indirect Cost Alloc.								\$0
Total	\$459,139		\$17,515	\$24,327	\$8,366	(\$2,000)	\$0	\$508,877
Revenue	\$200		\$0	\$0	\$0	\$0	\$0	\$200
Fund Bal. Applied								\$0
County Share	\$458,939	\$0	\$17,515	\$24,327	\$8,366	(\$2,000)	\$0	\$508,677

Administrator's Comments

Human Resources Department

Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Position	6.0	6.0
Salaries	336,022	336,022
Fringe Benefits	134,555	134,555
Operating Expense	107,711	107,711
Capital Outlay	5,550	5,550
Allocation of Services	(74,961)	(74,961)
Total Expense	508,877	508,877
Revenue	200	200
Fund Balance Applied	0	0
Tax Levy	508,677	508,677
Total Revenues	508,677	508,677

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

A function, which the County has been concentrating on over the past year, is safety guidelines, procedures and training. The Countywide Safety Committee was re-established and continues to meet regularly to discuss workplace safety and worker's compensation concerns.

Mr. O'Connell and the members of the Countywide Safety Committee are satisfied with the assistance from Willis, our safety consultant, and feel that the additional assistance they provide will be sufficient to provide training, and assist with updates to safety protocols and procedures. I am budgeting \$30,000 for this purpose. \$15,000 of this expense will be charged to the Worker's Compensation Trust Fund and given the nature of the business and potential for workers compensation injuries in their particular work area, \$15,000 will be charged to the Public Works Department.

The Human Resources Department budget includes charge backs to other areas of the County budget for staff time and expenses. HR charges the Health Insurance Trust Fund for health insurance administration (\$33,500), Rock Haven for recruitment/hiring, ads and postings, and evaluations (\$23,500), the Public Works Department for ongoing employee hearing tests (\$2,000), and the Administrator's Office for 25%, ten hours per week, of secretarial time dedicated to assist the Confidential Administrative Assistant (\$15,961). The total amount of the charge backs is \$74,961.

Mr. O'Connell has included in his request \$4,500 to purchase a SMART Board. The SMART Board will be utilized in new employee orientation and during County Board committee meetings. In addition to the 2014 request of

\$4,500, the total cost of \$5,500 will be funded through a \$1,000 carryover of unused 2013 expense authority. Mr. O'Connell also requests \$550 to purchase a PC. This computer will be used to run the IdentiTech software that produces employee identification cards.

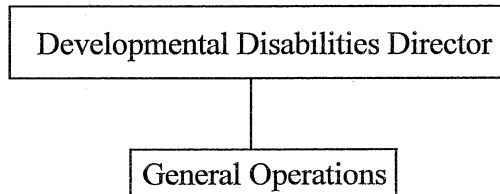
The recommended tax levy for the Human Resources Department is \$508,677. This is a decrease of \$45,389 or 8.2% from the prior year.

#

E. Developmental Disabilities Board

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Developmental Disabilities Board



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

<u>Summary of Personnel Modifications</u>		
	<u>Dept. Request</u>	<u>Admin. Rec.</u>
New Positions	0	0
Deletions	0	0
Reallocations		
Developmental Disabilities Financial Supervisor (From PR 17 to PR 25)	1.0	0
Developmental Disabilities Financial Supervisor (From PR 17 to PR 18)	0	1.0
Developmental Disabilities Director (From PR 28 to PR 29)	0	1.0
Reclassifications	0	0
Re-Titles	0	0
Upgrades	0	0

Charter: Developmental Disabilities Board

Introduction:

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

The proposed 2014 Budget is developed to provide necessary services to an extensive number of Rock County residents. The following is an overview of the DD Board's estimated number of individuals who will be served in 2013.

• Case Management Services	559 Consumers
• Residential (a place to live)*	355 Consumers
• Vocational (a place to work)	262 Consumers
• Board Services (Respite, nutritional, pharmacy, etc)	800 Consumers
• Children Services (family support, parenting, etc)	225 Consumers
• Community Services (day services, fiscal agents, etc)	430 Consumers
• Guardianships (WARC, LSS)	128 Consumers
• ICF-MR & Nursing Home placements	16 Consumers
• Placements @ State Centers (CWC, SWC)	19 Consumers
• Court Ordered Institutional Placements (WMHI, MMHI)	2 Consumers
TOTAL SERVICES PROVIDED	2796 Consumers **

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

** The above figures indicate several consumers requiring two or more services. Therefore, the total reflects some duplication. The unduplicated number of consumers accessing DD Board services in 2013 is projected at approximately 1200 consumers. It is significant to note that the DD Board responds to

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

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

Objectives and Standards

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

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

Standards:

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

Charter: Developmental Disabilities Board

- Prescribed services are provided totally in the individual child's natural environment.
- 4) Independent Disability Services Respite Care Program provides temporary home services and care for approximately 28 designated consumers.
 - 5) The Epilepsy Foundation of Southern Wisconsin, Inc., provides information, support and resources to approximately 450 families. This program has consumers waiting for this service. Wait times vary, based on newly diagnosed cases of a seizure disorder and the individual's ability to achieve independence and management of their disorder. Resources such as seminars, public speaking, and school alert presentations may target as many as 1,200 people throughout Rock County in order to educate the general public regarding epilepsy.
 - 6) C.E.S.A. #2 will continue to support 35 developmentally disabled consumers in competitive employment, follow-up and necessary supportive services.
- b. Written service agreements are reviewed annually and reports are submitted to members of the Developmental Disabilities Board and the Director to ensure compliance with the terms and conditions of each agreement.
 - c. Consumer satisfaction surveys are completed on a random and scheduled basis, to coincide with comprehensive quality assurance/contract compliance reviews. This information is submitted to the Developmental Disabilities Board Director and agency representatives for review.
 - d. Visits (announced and unannounced) to contract agencies and consumer interviews are conducted periodically as well. Over 80 said visits have been completed in the past 12 months. Additionally, the DD Board staff serve as a knowledgeable resource, responsive to consumer suggestions, question or complaints regarding services and program operations.
2. Purchase of Family Care - Supervised Living Arrangements (100% Tax Levy or BCA \$)
To provide supervised living arrangements for those developmentally disabled consumers in need of such services in compliance with state statutes and standards. Includes group homes, Community Based Residential Facilities (C.B.R.F.) and supervised apartments.
- Standards:
- a. To adhere to the service contracts or written agreements which specify the number of consumers to be served, the level of supervision provided, the units of service, the cost per unit, contract compliance, and the total cost allowable as follows:
 - 1) Dungarvin Wisconsin, Inc. provides supervised living support and guidance for 1 consumer.
 - 2) Independent Disabilities Services provides home support and service coordination to 6 developmentally disabled consumers residing independently in their own apartments.
 - 3) WARC-Guardian Friends provides Corporate Guardianship Services for up to 150 consumers. 128 currently.

Charter: Developmental Disabilities Board

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

3. Public Education and Information

Standards:

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

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

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

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

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

5. Family Support Program

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

6. Adult Family Care

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

- 7. Children's Long Term Care Waiver: A federal waiver program recognizing that many children who may be at risk of being placed in an institution may be cared for in their home community, preserving their independence and promoting a more integrative setting. The Children's Waiver Program specifies that community support services will cost no more than those costs prescribed to an institutional placement. Participants in the Family Support Program are also included within this program. Currently, 75 children/families are enrolled in this specific waiver program.

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

A Federal Waiver Program serving people with developmental disabilities of any age who are diverted from placement or are relocated from an ICF/MR Unit or skilled nursing facility. This program focuses on providing individual services to more than 553 consumers. Services include residential, vocational, and designated support to ensure safe community living experiences.

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9. C.O.P. (Community Options Program)

This is a special state-funded program to fully fund consumers at risk for admission to a nursing home. Services are client-specific to assist them in living in the community. These funds also fiscally supplement (used as match for federal share) consumers participating in the C.I.P. 1-A and C.I.P. 1-B Federal Waiver Programs. Currently, there are 278 (a decrease of 20 participants from last year), developmentally disabled adults on the County's COP Waiting List.

10. Brain Trauma

This federal waiver program is designed to provide services to people who have sustained a traumatic head injury. Currently 11 individuals are receiving prescribed support services. The primary focus of services is a place to live, a place to work, home support services, and implementing measures to enhance each consumer's level of functional independence.

Evaluation Criteria

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

Provider Certification:

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

Counties must create and maintain documentation which verifies that each and every provider of covered waiver services must meet the established standards in order to obtain and maintain a Federal Waiver generated "Provider's Certification". County departments must review providers on a scheduled basis

to determine that standards continue to be met. Finally, Counties must also ensure that criteria for meeting and evaluating service quality standards are built into all provider-agency agreements by policy or contract provision.

In 2013, year to date, (6/30/13) the Department's Contract Compliance Specialist has completed the following Provider Certifications:

- 23 residential settings
- 7 vocational/day services programs
- 2 misc (inc: case management, transportation, fiscal agents, pharmacies)

School Involvement and Transition:

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

Waiting Lists:

"Waiting Lists" for those services in demand continue to be maintained by the DD Board. Typically, these services are residential, vocational, or day programming services. It is important to note that service needs/requests for DD Board eligible clients remains an ever-changing and challenging process. It is also significant to note that despite efforts by the DD Board to remove eligible clients from the "waiting list", the lack of financial resources has resulting in the expansion of the number of individuals awaiting services (240 effective 06/30/13) up 32 from 2012.

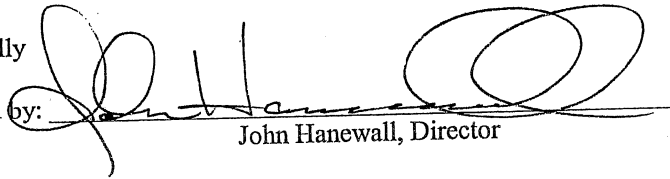
The Board is required to respond to unanticipated emergency placements due to ailing/elderly parents, closures, revocations and the

Charter: Developmental Disabilities Board

unpredictable and/or catastrophic effects of incidents of closed head injuries. Further, it is significant to note that relocations and serving new upcoming clients on the waiting lists, who require services, are those whose support needs are much more complex and ultimately more costly. The DD Board has responded to over 3000 Request for Services transactions in the past year, often times placing individuals on the "waiting lists" so that when services are available they are eligible. At present the estimated wait for services averages 9-10 years.

Respectfully

Submitted by:

A handwritten signature in black ink, appearing to read "John Hanewall", written over a horizontal line.

John Hanewall, Director

Department Developmental Disabilities Board

Budget Analysis by Program

Programs	Admin	Purchase of Care	Family Care	Family Support	Adult Foster Care	CLTW			Budget Summary
Positions	8.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Salaries	\$436,712	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Fringe Benefits	\$217,266	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Operating Expenses	\$118,881	\$1,206,823	\$48,500	\$0	\$16,764	\$0	\$0		
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Allocation of Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Subtotal	\$772,859	\$1,206,823	\$48,500	\$0	\$16,764	\$0	\$0	\$0	
Indirect Cost Alloc.	\$93,251	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Total	\$866,110	\$1,206,823	\$48,500	\$0	\$16,764	\$0	\$0	\$0	
Revenue	\$866,110	\$404,654	\$30,000	\$0	\$16,764	\$0	\$0	\$0	
Fund Bal. Applied	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
County Share	\$0	\$802,169	\$18,500	\$0	\$0	\$0	\$0	\$0	

Programs	CIP 1-B	CIP 1-A	Brain Trauma			Budget Summary
Positions		0.00	0.00	0.00	0.00	8.00
Salaries		\$0	\$0	\$0	\$0	\$436,712
Fringe Benefits		\$0	\$0	\$0	\$0	\$217,266
Operating Expenses	\$23,718,761	\$3,649,934	\$879,234	\$0	\$0	\$29,638,897
Capital Outlay		\$0	\$0	\$0	\$0	\$0
Allocation of Services	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal	\$23,718,761	\$3,649,934	\$879,234	\$0	\$0	\$30,292,875
Indirect Cost Alloc.	\$0	\$0	\$0	\$0	\$0	\$93,251
Total	\$23,718,761	\$3,649,934	\$879,234	\$0	\$0	\$30,386,126
Revenue	\$20,740,291	\$3,560,096	\$856,280	\$0	\$0	\$26,474,195
Fund Bal. Applied	\$0	\$0	\$0	\$0	\$0	\$0
County Share	\$2,978,470	\$89,838	\$22,954	\$0	\$0	\$3,911,931

Administrator's Comments

Developmental Disabilities Board

**Summary of
Department Requests and Recommendations**

Description	Department Request	Administrator's Recommendation
Positions	8.0	8.0
Salaries	436,712	436,712
Fringe Benefits	217,266	217,266
Operating Expense	29,732,148	29,732,148
Capital Outlay	0	0
Allocation of Services	0	0
Total Expense	30,386,126	30,386,126
Revenue	26,474,195	26,474,195
Transfer In	0	0
Fund Balance Applied	0	0
Tax Levy	3,911,931	3,911,931
Total Revenues	30,386,126	30,386,126

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

As noted in previous years, the Developmental Disabilities budget is a complex document. It utilizes 19 different revenue sources to provide funding for five major program areas, plus administration of those programs. Due to these multiple revenue sources, and the fact that many of the Board's activities are mandated by the State, it can be difficult to anticipate the level of services that will be required from year to year. In particular, it is nearly impossible to predict the number of emergency placements the Developmental Disabilities Board will be required to respond to and pay for each year.

Unlike some years when the DD Board needed additional tax levy to balance the books, Mr. Hanewall is projecting greater revenue that will lessen the need for 2013 tax levy by \$50,094. This is a result of receiving an unanticipated reimbursement for MA client services in 2011 through the State's MA cost reporting system known as WIMCR.

Given the fact that the County is subjected to very stringent levy limits which will allow only a modest increase in the levy for operational costs, Mr. Hanewall has had to carefully consider ways to reduce the increase in his tax levy request and includes a 0% increase to many DD Board contracted agencies.

Mr. Hanewall's 2014 tax levy request totals \$3,911,931, which is an increase of \$43,836 or 1.1% as compared to the 2013 budget.

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

1. Annualized costs for basic needs (occupancy, food, gas, etc.) are increasing beyond the control of the contracted service providers.
2. The DD Board contracts with Rehab Resources to provide the therapy component of the mandated Birth-to-Three Program in Rock County. The cost continues to increase every year partially due to the increasing "maintenance of effort" (MOE) that the State sets for the County. For 2014, the MOE will increase to \$587,027, up \$63,731 or 12% from the prior year. In addition, the number of children requiring therapy has increased 18% from 2012 and the number of children requiring multiple therapies has increased 5%. Based upon these trends, the DD Board is projecting an increase in demand for 2014.
3. The current population that the Board is serving is becoming more medically and physically complex. However these same individuals do not meet the level of care criteria for long term placement in Skilled Nursing Facilities (SNFs). Thus the increases in daily care rates for serving these individuals fall to the DD Board and its contracted service providers.
4. The daily cost for placement at a State Institutions (Mendota and Winnebago) is approximately \$1,200 a day. The DD Board has a number of extremely challenging individuals that are served in the community, who require a higher staffing level, as well as creative and proactive approaches to maintain their placements. These methods of providing community-based services are expensive but significantly less than \$1,200 a day at a State Institution. In addition, the State has tightened its restrictions and time frames as to who may be housed in these facilities and for how long, forcing the County to serve these individuals in the community at higher care rates.

The DD Board projects an increase in MA Personal Care reimbursement in 2014 up \$375,000 or 12% from the prior year due to higher reimbursement rates for serving more elderly and medically complex clients.

Waiting lists for those services in demand continue to be maintained by the DD Board. Typically, these services are residential, vocational, or day

programming services. Service needs/requests for DD Board eligible clients remains an ever-changing and challenging process.

The Board is required to respond to unanticipated emergency placements due to ailing/elderly parents, closures, revocations and the unpredictable and/or catastrophic effects of incidents of closed head injuries. A client's change in health condition may result in relocation from a lower to a higher level of service. Support needs are much more costly for more complex medical, physical and aging client population. Yet, the DD Board has responded to over 3,000 requests for service transactions in the past year. Oftentimes eligible individuals are placed on the "waiting lists" pending funding for these services.

Despite efforts by the DD Board to remove eligible clients from the waiting list, the lack of financial resources causes the number of individuals awaiting services to grow. 240 people are on the waiting list as of June 30, 2013, an increase of 32 or 15.4% from 2012. The average length of time an individual is on the wait list is estimated to be 9-10 years.

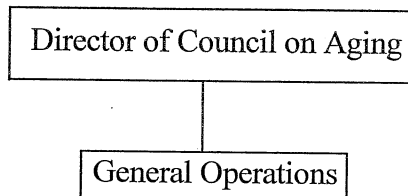
Rock County is one of the few remaining "waiver" counties that has not converted to the State's Family Care model. As a waiver county, state aid does not keep up with the growing demands for DD Board services and results in a growing wait list as Rock County can only rely upon limited tax levy dollars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

The recommended 2014 tax levy totals \$3,911,931, which is an increase of \$43,836 or 1.1% more than the prior year. #

F. Education, Veterans and Aging Services Committee

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Council on Aging



Present Personnel (Full Time Equivalent)

1.0	Director of Council on Aging
1.0	Nutrition Program Supervisor
1.0	Transportation Program Supervisor
1.0	Mobility Manager
1.0	Family Caregiver Support/Outreach Specialist
1.0	Elder Benefit Specialist
1.0	Clerk-Typist III
1.0	Specialized Transit Scheduler/Clerk
8.0	Total

Summary of Personnel Modifications

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

Charter: Council on Aging

INTRODUCTION

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

1. Administration

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

Objectives:

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

- d. Established interagency service and independent contractor agreements will be continued to facilitate provision of services.
- e. Required fiscal reports will be submitted to the area agency on aging, the Department of Transportation, and other funding agencies.
- f. Statistical data that complies with federal and state reporting requirements will be submitted.
- g. The County Aging Plan for Older People will be developed with input from older individuals, the Council on Aging Advisory Board, and service providers.
- h. Strategies that increase client participation and contributions will be implemented.

2. Nutrition

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

The Rock County Nutrition Program operates congregate dining centers throughout the County, serving Monday through Friday. Meals are provided through a contracted caterer using menus approved by a registered dietitian. In addition to providing nutritious meals and socialization, the program offers other nutrition-related services, e.g. outreach, access, nutrition education, and health promotion. Volunteer assistance is vital to

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the delivery of nutrition services. Continuing efforts are needed to adapt the sites to meet changing needs, trends, and lifestyles of older adults.

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

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

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

Objectives:

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

3. Transportation

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

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

Charter: Council on Aging

volunteer services, rides may be shared with other passengers going to the same location or to a location in close proximity.

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

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

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

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

Objectives:

- a. The contract for paratransit service in the Cities of Beloit and Janesville will be continued, complying with all provisions of client service and maintenance procedures.

- b. Strategies for maximizing capacity of Rock County Specialized Transit will be continued.
- c. The fleet of vehicles will continue to be updated, as necessary.
- d. Staff will continue to work toward county transportation coordination by taking the lead role in planning for coordination.

4. Mobility Management

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

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

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Objectives:

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

5. Benefit Specialist Program

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

in preserving and protecting the rights and benefits of older persons.

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

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

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

Objectives:

- a. Existing community access points will continue to be utilized at Benefit Specialist monthly outreach sites.
- b. Homebound older individuals will be served through home visits.
- c. Information on scams, frauds and other illegal activities that target the elderly will be distributed.
- d. Education and assistance will be provided to Medicare beneficiaries on prescription drug issues and choices through the Medicare Part D drug benefit and/or Wisconsin SeniorCare.

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- e. Through the Wisconsin State Health Insurance Assistance Program (SHIP), offer one-on-one counseling on Medicare.
- f. Advocacy and appeals assistance will be provided to clients when they are denied a public benefit.
- g. Referrals will be made to clients for other services provided by the Council on Aging and other community agencies.

6. Information & Assistance Program

The Information and Assistance Program provides service to older people and their family caregivers. They receive current information, advice, and consultation about aging, long-term care, and the benefits and services available to address needs related to those issues. Assistance is provided by ensuring referrals to, and assistance in accessing, an array of resources to help older people secure needed services or benefits, live with dignity and security, and achieve maximum independence and quality of life.

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

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

Objectives:

- a. An annual update of resource information on available resources/providers responsive to the needs of older persons and their caregivers will be conducted.
- b. The Senior Review, the Council on Aging's monthly publication for seniors and caregivers, will continue to be published and distributed to approximately 3,000 individuals per month.
- c. Data will be collected and reported about callers to assist with making the most appropriate referrals and to identify gaps in services.
- d. Information will be provided to the public on aging issues by distributing newsletters and submitting informational items to other publications.
- e. Using data, unmet needs of the older population and their caregivers will be identified and advocacy will be initiated for changes in service provision to meet those needs.
- f. BEACON, a web-based data collection program will be used to provide reports to federal and state regulatory agencies.

7. National Family Caregiver Support Program

A program, initiated through the re-authorized Older Americans Act under Title III-E, is the National Family Caregiver Support Program. The National Family Caregiver Support Program focuses on the tremendous demands placed on family caregivers.

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The purpose of the program is to support and assist caregivers as they care for older family members and other seniors, and to minor children under their care. The majority of this funding is not for direct service; it is to be used to provide assistance to the caregiver. Minimum requirements for services include 1) information to caregivers, 2) assistance to caregivers, 3) individual counseling, organization of support groups, and training to caregivers, 4) respite care, and 5) supplemental services.

Objectives:

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

8. Health Promotion:

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

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

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

Charter: Council on Aging

"Strong Women – Healthy Hearts" is provided in collaboration with UW-Extension. This 12 week program provides older women the opportunity to improve their heart health by focusing on both nutrition and cardiovascular exercise.

Objectives:

- a. Leaders for "Living Well with Chronic Conditions" will be trained and workshops will continue to be offered throughout the county.
- b. Leaders for *Stepping On* will be trained and workshops will continue to be offered throughout the county.
- c. Continue to offer Strong Women – Healthy Hearts.
- d. Continue to offer Healthy Eating for Successful Living in Older Adults.
- e. In accordance with policy of the area agency on aging, more evidence-based preventative health programs will be initiated in the county.

9. Other Services and Contracts:

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

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

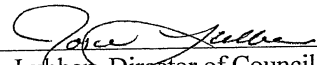
The Rock County Council on Aging hosts a County Senior Statesmanship Program, a workshop for people interested in

learning about how county government works and how it affects seniors. The program continues to be very popular.

Objectives:

- a. Continue providing services to older persons who are at risk.
- b. Continue to participate in the Elder Abuse/Adults-at-Risk Interdisciplinary Team.
- c. Council on Aging staff will continue in leadership roles in the planning and execution of senior fairs.
- d. Encourage the development of volunteer opportunities for older persons to meet the needs of other older persons and of the broader community.
- e. The Council on Aging will coordinate a County Senior Statesmanship Program.

Reviewed and Approved by:



Joyce Lubben, Director of Council on Aging

Department Council on Aging

Budget Analysis by Program

Programs	Senior Citizen Program	Title III-B/ Community Services	Congregate Nutrition Prog/ SFMNP	Home Delivered Meals	E & H Transportation	Volunteer Driver Program	Mobility Management	Family Caregiver Prog/ Title III-D	Benefit Specialist	State Pharm. Prog/ State Health Insurance Program	Budget Summary
Positions	2.00	1.00	1.00	0.00	2.00	0.00	1.00	0.00	1.00	0.00	8.00
Salaries	\$102,563	\$39,776	\$46,709		\$80,368		\$46,982		\$39,776		\$356,174
Fringe Benefits	\$22,757	\$22,971	\$14,556		\$55,749		\$33,696		\$22,971		\$172,700
Operating Expenses	\$23,979	\$103,879	\$294,322	\$167,451	\$517,073	\$16,180	\$15,072	\$61,028	\$14,731	\$14,967	\$1,228,682
Capital Outlay					\$104,570						\$104,570
Allocation of Services	(\$96,181)	(\$38,533)							(\$44,040)		(\$178,754)
Subtotal	\$53,118	\$128,093	\$355,587	\$167,451	\$757,760	\$16,180	\$95,750	\$61,028	\$33,438	\$14,967	\$1,683,372
Indirect Cost Alloc.											\$0
Total	\$53,118	\$128,093	\$355,587	\$167,451	\$757,760	\$16,180	\$95,750	\$61,028	\$33,438	\$14,967	\$1,683,372
Revenue		\$128,093	\$355,587	\$167,451	\$676,195	\$16,180	\$95,750	\$61,028	\$33,438	\$14,967	\$1,548,689
Fund Bal. Applied											\$0
County Share	\$53,118	\$0	\$0	\$0	\$81,565	\$0	\$0	\$0	\$0	\$0	\$134,683

Administrator's Comments

Council on Aging

Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	8.0	8.0
Salaries	356,174	356,174
Fringe Benefits	172,700	172,700
Operating Expense	1,228,682	1,228,682
Capital Outlay	104,570	104,570
Allocation of Services	(178,754)	(178,754)
Total Expense	1,683,372	1,683,372
Revenue	1,548,689	1,548,689
Fund Balance Applied	0	0
Tax Levy	134,683	134,683
Total Revenues	1,683,372	1,683,372

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

It is important to note that many programs within the Council on Aging budget will be adversely affected by the Federal sequester cuts. These reductions range from 5.45% in the Title III-B Congregate Meal program to 13.69% in the Title III-E Family Caregiver Support program. For 2014, the total impact of the sequester is \$41,634.

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

This Section 85.21 funding requires a 20% tax levy match. In 2014, Rock County estimates it will receive \$407,825 through this grant program, which will require a County match of \$81,565.

The Transportation Program operates out of two accounts: Elderly and Handicapped Transportation and Volunteer Driver Program. The Elderly and Handicapped Transportation account funds the van program. The County has eight vehicles in its fleet, which included the following as of August 2013:

<u>Model</u>	<u>Miles</u>
2011 Ford mini-bus	42,285
2011 Ford mini-bus	43,088
2011 Ford mini-bus	51,744
2010 Ford mini-bus	58,665
2010 Ford mini-bus	83,781
2008 Ford mini-bus	132,615
2008 Ford mini-bus	146,467
2007 Ford mini-bus	154,987

One 2008 vehicle is being replaced in 2013. In 2014, two additional vehicles will be purchased with 80% of the cost funded by Federal funds in the amount of \$83,656 and 20% funded through the Department's Vehicle Trust Fund in the amount of \$20,914. The Vehicle Trust Fund will have a balance of \$108,670 at 12/31/13.

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

The Volunteer Driver Program provides rides to out-of-county medical appointments through the use of volunteer drivers. The drivers provide their own vehicle and are paid 56.5 cents per mile (or the IRS rate). The program charges a 40-cent per mile fee to the riders. If more than one client shares a ride, the charge is split among the riders. The demand for this service has been declining in recent years as local health care providers offer a greater variety of specialized medical procedures that were typically not available locally in the past.

Overall, the requested and recommended budget for the transit program includes a transfer-in of \$20,914 from the Vehicle Trust Fund.

In 2014, the Congregate Meal Program is expecting to provide approximately 22,250 meals from five locations throughout the county. The cost for each meal provided ranges from \$3.72 for bulk produced meals to \$4.28 for pre-packed meals for those with special dietary needs. Donations from those receiving the meals are expected to cover about \$1.96 of each meal provided next year.

The Home Delivered Meal Program provides about 21,000 meals per year in the rural areas and smaller communities. For a number of years, Rock County has used federal funds to provide a subsidy to the Beloit Meals on Wheels

Program. In 2014, the subsidy will be \$37,000. This amount is the same as the 2013 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.

The Council on Aging also receives federal funding to assist seniors with various legal problems or issues related to benefit programs. These services are provided via contracted services and typically appear in the budget in the Title III-B account. Ms. Lubben indicates there is a continuing need in the community for these services, and the same amount of \$24,152 will be available for this purpose again in 2014. This funding will be split between the \$14,185 of Legal Services contained in the Title III-B account and the entire \$9,967 found in the State Pharmacy Asst. Program account..

The property tax levy recommended for 2014 operations is \$134,683, which is \$1,489 or 1.1% more than the prior year.

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Veterans Service Office

Veterans Service Officer

General Operations

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

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

Charter: Veterans Service Office

OBJECTIVES AND STANDARDS

1. Veteran Services

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

Standards:

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

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

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

2. Veterans Relief

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

Standards:

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

Charter: Veterans Service Office

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

Reviewed and Approved by:



John Solis, County Veterans Service Officer

Department Veterans Service Office

Budget Analysis by Program

Programs	Veterans Service Office	Veterans Relief							Budget Summary
Positions	4.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4.00
Salaries	\$175,059	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$175,059
Fringe Benefits	\$80,249	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$80,249
Operating Expenses	\$20,178	\$4,754	\$0	\$0	\$0	\$0	\$0	\$0	\$24,932
Capital Outlay	\$2,768	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,768
Allocation of Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal	\$278,254	\$4,754	\$0	\$0	\$0	\$0	\$0	\$0	\$283,008
Indirect Cost Alloc.									\$0
Total	\$278,254	\$4,754	\$0	\$0	\$0	\$0	\$0	\$0	\$283,008
Revenue	\$18,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$18,000
Fund Bal. Applied		\$1,000							\$1,000
County Share	\$260,254	\$3,754	\$0	\$0	\$0	\$0	\$0	\$0	\$264,008

Administrator's Comments

Veterans Service Office

Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	4.0	4.0
Salaries	175,059	175,059
Fringe Benefits	80,249	80,249
Operating Expense	24,932	24,932
Capital Outlay	2,768	2,768
Allocation of Services	0	0
Total Expense	283,008	283,008
Revenue	18,000	18,000
Fund Balance Applied	1,000	1,000
Tax Levy	264,008	264,008
Total Revenues	283,008	283,008

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

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

In 2012, federal Veterans Administration expenditures for benefits received by Rock County veterans totaled \$48.0 million. Additionally, Veterans Administration Home Loans received by Rock County veterans totaled \$24.0 million.

In 2012, Rock County Veterans Services assisted veterans with over 4,100 requests for benefits including, compensation, pension, education, healthcare, burials, reconsiderations, appeals and miscellaneous items.

In 2014, the contributions account is budgeted to stay constant at the \$4,000 level. State aid is expected to remain the same as previous years at \$13,000.

In 2013, Mr. Solis will complete his one-year term as President of the County Veterans Service Officers Association of Wisconsin (CVSOAW). CVSOAW is comprised of CVSOs from 72 counties and Tribal Veterans Service Officers from 11 Native American Tribes throughout Wisconsin. Rock County will host the State Association conference this fall.

The Sundry Expense line item is used to provide small grants to indigent veterans on an emergency basis for living expenses (primarily rent

assistance to keep veterans from becoming homeless). The costs are totally offset by contributions.

Equipment replacement of a copier (\$2,768) in the Beloit Office is scheduled for 2014 and is recommended.

The Veteran Relief Account is used to provide short-term financial assistance to county veterans and their dependents. Funding is typically provided for such things as assistance with groceries, gasoline and car repairs. By State Statute, the financial assistance payments made to veterans must be reviewed by the Veterans Services Commission. Three Commissioners comprise the Rock County Veterans Services Commission which meets quarterly to review the disbursements made by Mr. Solis. The budget request for 2014 is comprised of \$4,000 for Veterans Relief and \$754 for Per Meeting Allowances and FICA for the Commissioners. The Fund Balance for this account is expected to be \$2,168 as of December 31, 2013. I recommend applying \$1,000 of this fund balance in 2014.

The tax levy recommended for the Veterans Services Office budget as a whole is \$264,008, which is an increase of \$1,224 or 0.5% from the prior year.

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Administrator's Comments

Contributions: Heritage Rock County& RSVP of Rock County

Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	0	0
Salaries	0	0
Fringe Benefits	0	0
Operating Expense	74,945	73,443
Capital Outlay	0	0
Allocation of Services	0	0
Total Expense	74,945	73,443
Revenue	0	0
Fund Balance Applied	0	0
Tax Levy	74,945	73,443
Total Revenues	74,945	73,443

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

In the 1970's, the County Board worked with the historical societies to form Heritage Rock County. One purpose for forming this consortium was to present one combined funding request for the historical societies each year to the County Board. In 2014, Heritage Rock County is requesting \$22,546, a 1% increase from the prior year. It has been several years since any increase has been approved. Therefore, in 2014, I recommend \$22,546.

The Retired & Senior Volunteer Program (RSVP) places people age 55 and older into volunteering opportunities throughout the County. RSVP began staffing the volunteer desk in the main lobby of the Courthouse in 2001. The efforts of the volunteers are recognized and appreciated. In 2013, the County Board approved \$25,582. For 2014, RSVP is requesting \$26,862. I recommend \$26,094, a 2% increase in funding from the prior year.

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 \$25,537 in 2014 for the assisted transportation program. This is a 5% increase from what was budgeted in 2013. The request appears under the program RSVP Assisted Transportation. For 2014, I recommend contribution funding for this program to increase by 2% or to \$24,803.

The table below summarizes the various requests and my recommendations.

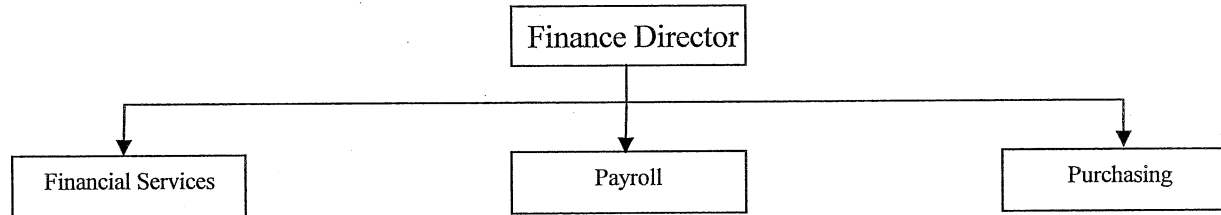
Description	Request	Recommendation
Heritage Rock County	\$22,546	\$22,546
Retired & Senior Volunteer Program (RSVP)	\$26,862	\$26,094
RSVP Assisted Transportation	\$25,537	\$24,803
Total	\$74,945	\$73,443

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G. Finance Committee

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Finance Director



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

Summary of Personnel Modifications		
	<u>Dept. Request</u>	<u>Admin. Rec.</u>
New Positions	0	0
Deletions	0	0
Reallocations Payroll Coordinator/Manager (From PR 17 to PR 19)	1.0	1.0
Reclassifications Lead Payroll Clerk (Union) to Payroll Specialist (PR 8)	1.0	1.0
Transfers	0	0

Charter: Finance Director

Objectives & Standards

1. General Operations

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

Standards:

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

2. Budgeting

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

Standards:

- a. Analyze the fiscal effect of resolutions, contracts and agreements.
- b. Develop and recommend long-range fiscal programs and financial systems; review and develop information systems and programs in line with County policy and future County need.

- c. Establish and maintain a continuing program of financial improvement within the County, including the review of daily clerical procedures, forms, and information flow to improve coordination and speed of County financial processes.

3. Auditing

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

Standards:

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

Charter: Finance Director

4. Investments

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

Standards:

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

FINANCIAL SERVICES:

Objectives and Standards

1. General Operations

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

Standards:

- a. Process Accounts Payable claims within guidelines set by County policies/procedures and State Statutes.
- b. Maintain the county-wide General Ledger and all subsidiary ledgers.
- c. Administer the County Accounts Receivable System.
- d. Assist departments in settlement of vendor disputes, retrieval of financial information, preparation of reports, etc.
- e. Reconcile all balance sheet accounts.
- f. Provide various schedules and reports for annual audit.
- g. Assist in preparation of annual budget.

2. Management:

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

Standards:

- a. Further develop improvement for the expenditure analysis schedule of committee approvals.
- b. Record any changes or modifications to the budget as approved by committees or the County Board and enter the approved annual budget on the books.
- c. Provide continuous audit of individual budgeted accounts.
- d. Enhance fund accounting operations for various activities in Rock County and promote the use of Information Technology services for financial recordings.
- e. Provide centralized grant accounting services wherever feasible.
- f. Monitor enterprise accounts and non-lapsing accounts so that the funds can be used with maximum efficiency and a minimum time lag.
- g. Assist departments in all areas of Financial Services upon request.
- h. Compile information and submit miscellaneous reports for State, Federal and all other organizations as required.
- i. Compile a monthly expenditure report to assist the Treasurer in the County investment program.
- j. Review committee actions for any action which requires public notification.
- k. Assist in annual budget process and calculate municipal tax apportionments from the final adopted budget.
- l. Assist auditors in their annual review of the county's operations.

Charter: Finance Director

PAYROLL OPERATIONS:

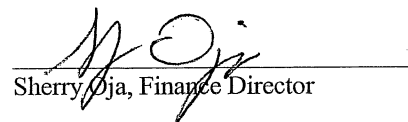
Objectives and Standards

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

Standards:

- a. Input payroll data in a timely basis to insure employees are paid as scheduled.
- b. Maintain accurate records to support payments for federal and state withholding taxes, Wisconsin Retirement System, insurance benefits, union dues and other authorized payroll deductions.
- c. Coordinate updates to the integrated personnel/payroll software program from changes in labor contracts, personnel policy, federal or state law.
- d. Implementation of security controls for the personnel/payroll software to limit access to the system to those who have the authority to process changes.
- e. File timely, accurate reports as required by federal, state or local law, rules and regulations.
- f. Prepare and distribute payroll reports and reporting forms to county departments and others on an as needed basis.
- g. Assist employees with Payroll processes and concerns.

- b. Review the Purchasing Ordinance and Purchasing Policies and Procedures Manual for potential modifications.
- c. Standardize county bidding and purchasing procedures and evaluate quality of items purchased.
- d. Provide training to county personnel on the computerized purchasing system.
- e. Maintain moveable equipment inventory.
- f. Maintain updated vendor lists.
- g. Maintain bid specifications and other purchasing information on the county's website.
- h. Oversee the disposal of County surplus through a County auction or other approved means.
- i. Oversee County-wide credit card program.


Sherry Oja, Finance Director

PURCHASING:

Objectives and Standards

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

Standards:

- a. Oversee the county's purchasing operation, including monitoring decentralized purchasing.

Department

Finance Director

Budget Analysis by Program

Programs	Finance Director	Accounting Payroll	Purchasing	Shared Office Overhead	Budget Summary
Positions	2.00	7.00	2.00	0.00	11.00
Salaries	\$158,338	\$330,814	\$111,040	\$0	600,192
Fringe Benefits	\$66,541	\$155,520	\$41,140	\$0	263,201
Operating Expenses	\$0	\$8,000	\$2,400	\$21,019	31,419
Capital Outlay	\$0	\$3,850	\$0	\$0	3,850
Allocation of Services		(\$43,346)		\$0	(43,346)
Subtotal	\$224,879	\$454,838	\$154,580	\$21,019	\$855,316
Indirect Cost Alloc.					\$0
Total	\$224,879	\$454,838	\$154,580	\$21,019	\$855,316
Revenue		\$2,870	\$0	\$0	\$2,870
Fund Bal. Applied					\$0
County Share	\$224,879	\$451,968	\$154,580	\$21,019	\$852,446

Administrator's Comments

Finance Director

Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	11.0	11.0
Salaries	600,192	600,192
Fringe Benefits	263,201	263,201
Operating Expense	31,419	31,419
Capital Outlay	3,850	3,850
Allocation of Services	(43,346)	(43,346)
Total Expense	855,316	855,316
Revenue	2,870	2,870
Fund Balance Applied	0	0
Tax Levy	852,446	852,446
Total Revenues	855,316	855,316

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

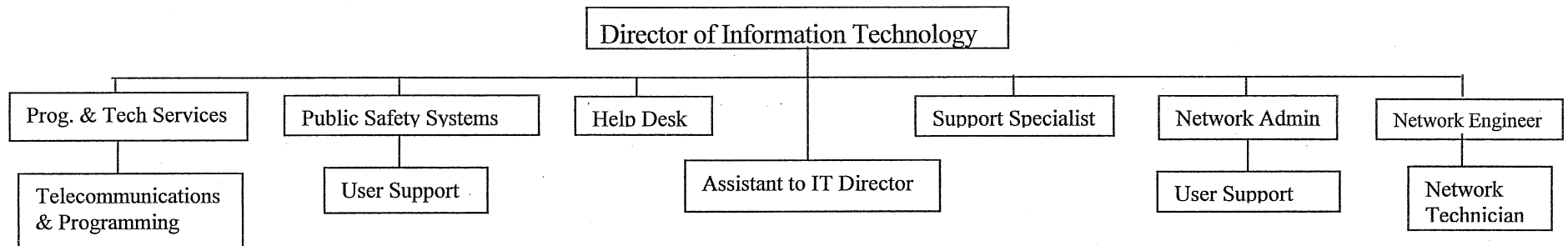
During the past few years, the Finance Department has undergone significant personnel and process changes. Staff turnover, reorganizations, and efforts to streamline activities have resulted in significant efficiencies. In 2013, 4.0 FTE of accounting staff were transferred to the Rock Haven cost center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

Numerous services are reflected in the Cost Allocation line item. This includes resources to cover the Human Services Department payroll (\$28,346), Health Insurance Trust Fund activities which include retiree health insurance billing and reconciliation (\$12,150), and finally, dog license accounting (\$2,850).

The recommended tax levy for Financial Services is \$852,446, which is an increase of \$36,114 or 4.4% from the prior year.

#

Information Technology Department



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

<u>Summary of Personnel Modifications</u>		
	<u>Dept. Request</u>	<u>Admin. Rec.</u>
New Positions		
User Support Specialist	1.0	1.0
Deletions	0	0
Reallocations		
Network Support Admin. (From PR 25 to PR 27)	1.0	0
Network Support Admin. (From PR 25 to PR 26)	0	1.0
Reclassifications	0	0
Re-Titles	0	0
Upgrades	0	0

Charter: Information Technology

OBJECTIVES AND STANDARDS

1. General Information Technology

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

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

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

2. System Development/Deployment/Enhancement

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

Standards:

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

Charter: Information Technology

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

3. Production

To plan and implement production schedules to meet departmental needs.

Standards:

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

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

- B. The applications listed under system development will be maintained when they become operational.

- C. Major Production Statistics - Anticipate printing:
44,000 Payroll Statements/Checks, including County Board per meeting allowances
46,000 Accounts Payable Checks
56,000 Tax Data Mailers
48,000 Real Estate and Personal Property Tax Bills

- D. TOTAL NUMBER OF DEVICES IN 2013:
- | | |
|----------------------------------|------|
| Printers and Plotters | 376 |
| PCs, Laptops/Tablets | 1034 |
| Time Clocks | 13 |
| Scanners and Imaging Equipment | 25 |
| Servers and Data Center Printers | 112 |
| PBX Phone Switch Sites | 4 |

- E. TOTAL NUMBER OF USERS:
- | | | | |
|------|------|------|------|
| 2010 | 2011 | 2012 | 2013 |
| 1004 | 1017 | 1019 | 1049 |

4. Major Projects that will affect IT in 2014:

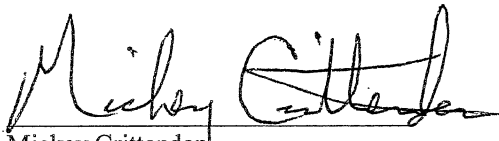
- A. Continue implementing new functionality to the Tax Receipting and Real Property System.
- B. Upgrade the County's desktop operating system.
- C. Upgrade the County's office automation software.
- D. Add more functionality to the County's public and private websites.
- E. Deploy expanded document imaging throughout County operations.

Charter: Information Technology

- F. Expand remote connectivity to the County's network for business continuity.
- G. Consolidate, virtualize, and upgrade servers whenever appropriate.

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

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



Mickey Crittenden
Director of Information Technology

Department

Information Technology

Budget Analysis by Program

Programs	Information Technology	Voice Communications	Countywide Law Records	IT Capital Projects	IT Cross Charges	Budget Summary
Positions	22.00	0.50	2.50	0.00	0.00	25.00
Salaries	\$1,585,441	\$29,660	\$107,929	\$0	\$0	\$1,723,030
Fringe Benefits	\$682,287	\$17,754	\$50,296	\$0	\$0	\$750,337
Operating Expenses	\$808,712	\$106,378	\$254,743	\$489,595	\$565,805	\$2,225,233
Capital Outlay	\$82,200	\$0	\$0	\$225,900	\$375,701	\$683,801
Allocation of Services	(\$2,117,822)	(\$153,792)	\$0	\$0	(\$941,506)	(\$3,213,120)
Subtotal	\$1,040,818	\$0	\$412,968	\$715,495	\$0	\$2,169,281
Indirect Cost Alloc.						\$0
Total	\$1,040,818	\$0	\$412,968	\$715,495	\$0	\$2,169,281
Revenue	\$2,860	\$0	\$0	\$715,495	\$0	\$718,355
Deferred Financing	\$0	\$0	\$0	\$0	\$0	\$0
Fund Bal. Applied	\$0	\$0	\$0	\$0	\$0	\$0
County Share	\$1,037,958	\$0	\$412,968	\$0	\$0	\$1,450,926

Administrator's Comments

Information Technology Department

Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	25.0	25.0
Salaries	1,723,030	1,723,030
Fringe Benefits	750,337	750,337
Operating Expense	2,225,233	2,162,433
Capital Outlay	683,801	683,801
Allocation of Services	(3,213,120)	(3,213,120)
Total Expense	2,169,281	2,106,481
Revenue	718,355	655,555
Deferred Financing	0	0
Fund Balance Applied	0	100,000
Tax Levy	1,450,926	1,350,926
Total Revenues	2,169,281	2,106,481

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

Mr. Crittenden has proposed working on six initiatives in 2014. I have asked him to provide a description of these initiatives. His description follows:

Rock County Information Technology Strategic Initiatives For 2014

The 2014 IT budget reflects the continued support for current County business processes throughout all of Rock County's governmental operations, with a specific focus on helping all county departments operate as cost-effectively as possible while meeting their departmental goals. Additionally, specific technology projects are planned to significantly improve County operations, including the following budget-affecting strategic projects, in priority sequence:

<u>Project</u>	<u>2014 Budget Effect</u>
<i>Refresh of Microsoft Desktop/Laptop Software</i>	<i>\$198,200</i>
- <i>Updates the desktop/laptop operating system</i>	
- <i>Allows consistent countywide deployment of latest Microsoft Office software</i>	
- <i>Facilitates sharing of documents with internal and external entities</i>	
- <i>Entails a 3 year Enterprise Agreement with Microsoft</i>	

- *Capital Improvement Plan project*

This project will focus on updating all of the County's desktop (and laptop) systems to run the most current and appropriate Microsoft operating system and Microsoft Office software, to the benefit of all County departments and employees. The project executes a 3-year Enterprise Agreement that allows the County to deploy any desired version of Microsoft desktop software.

For the past 15 years, the County has pursued a strategy of not updating Microsoft Office and operating system software unless there was a solid business reason for the update. The County has now reached the point where it will be beneficial to update the County's desktops and laptops to the most current version of Microsoft Office. The update will facilitate the hassle-free exchange of differing document file formats and allow the use of newer features and functionality. Additionally, this project is driven by the pending Windows XP end-of-life occurring in April of 2014, after which security updates will no longer be produced. The Enterprise Agreement will require funding in the 2015 and 2016 budgets amounting to \$198,200 per year. After 2016, the County has the option to annually purchase software assurance, which provides additional user and enterprise features.

Replacement of County Email System **\$253,100**

- *Migrates the Groupwise system to Microsoft Exchange environment*
- *Allows better integration with Microsoft Office software*
- *Enables use of much larger 3rd-party community*
- *Entails a 3 year Enterprise Agreement with Microsoft*
- *Saves the cost of Groupwise maintenance (\$33,000 per year)*
- *Capital Improvement Plan project*

The County has the strategic need to better integrate all Microsoft Office automation systems with each other and with other applications, including email. The Microsoft Exchange environment will offer enhanced integration within the Microsoft family of systems, and it will foster the pursuit of better practices in email management and email archiving. The current Novell Groupwise email system is limited in how it can integrate with other systems, and with a decreasing Groupwise market share, very few third-party products are available to support the Groupwise environment. The Microsoft Exchange system will provide for better integration with third-party systems, including in-house and remote access applications. The annual cost of the Groupwise system (\$33,000) would be better used toward a new and improved system. The Enterprise Agreement will require funding in the 2015 and 2016 budgets amounting to \$143,100 per year. After 2016, the County has the option to annually purchase software assurance, which provides additional user and enterprise features.

Network Servers Replacements **\$50,000**

- *Addresses aging servers (+ 5 years) that have increasing maintenance costs or no available support*
- *Boosts performance and throughput of existing and future applications*
- *Lowers power and cooling requirements*
- *Increases Server Virtualization capabilities*

The IT department currently manages 63 servers, and a varying number of replacements are planned each year. The server replacement plan for 2014 includes 4 general purpose Windows servers that will be out-of-support due to age or do not meet current demand. These servers are application and database servers used by multiple County operations. In addition to addressing performance and application requirements issues, the new servers will result in lower power and cooling costs.

Two new servers will be configured to be an additional primary host for multiple virtual servers, thus continuing the County's strategy of consolidating data center assets for the sake of streamlining operations. The 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. Additionally, two aging general application servers are targeted for replacement.

Additional Data Center Information

Storage Capacity

\$100,900

- *Accommodates the increase in disk storage requirements throughout County operations*
- *Builds upon the County's current Storage Area Network applications*

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.

Increasing the Capacity of the County's Disk-to-Disk Backup System

\$50,000

- *Addresses the trend of increasing backup requirements*
- *Fits into the County's current Backup System*

With the increase of the County's disk storage requirements comes an increase in the requirements for information backup capacity. This capital project adds a backup controller and

associated disk drives to the County's current disk-to-disk backup system. The resultant increased backup system capacity will enable greater workloads with multiple and concurrent backup and archive operations.

Roll Call Pro System for County Board Meeting Management

\$62,800

- *Replaces the current out-of-support voting board*
- *Streamlines the County Clerk and County Board Chair activities*
- *Leverages existing audio system*

This project will result in the replacement of the current roll call voting system and board used for County Board meetings. The new system will use newer technology for recording votes, requests to speak, and overall meeting information management.

The current system is nearing 20 years old, and the manufacturer of the voting board and software is no longer in business. Support for the current system is unavailable, and replacement components are largely unavailable. Therefore, the timing is good for addressing a new roll call voting system. The new system can be network-attached and use an overhead projected display, with the ability to use additional displays, if desired. The roll call voting system is portable and could be used for other meeting locations.

I recommend five of the six initiatives proposed by Mr. Crittenden in 2014 and have set aside \$652,695 in sales tax revenue to fund these projects. I do not recommend the purchase of the Roll Call Pro Meeting Management System (\$62,800). In the event that the voting system goes down in 2014, it may not be possible to get the parts to repair it. If this occurs, the County Board would have to consider a replacement at that time.

Mr. Crittenden requests the reallocation of the Network Support Administrator to Pay Range 27. While I agree that the additional duties and

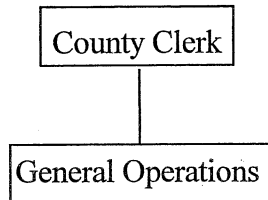
responsibilities of the position warrant an increase, I recommend a reallocation to Pay Range 26.

The cost of software maintenance and the request for an additional User Support Specialist are both noteworthy. In 2014, maintenance for the replacement Computer Aided Dispatch and replacement Law Records System will increase this line item by \$81,460 as compared to the old systems. The IT Department has also requested a new User Support Specialist to alleviate the heavy technology demands in the public safety area. This position will spend 50% of its time working in the Sheriff's Office and the cost for this position will be equally divided between the IT Department and the Sheriff's Office. The IT portion of this expense is \$40,472. The increased software maintenance expense and 50% of the cost for the new User Support position account for \$121,932 of the \$149,670 increase in the IT budget.

The recommended tax levy for Information Technology is \$1,350,926, which is an increase of \$149,670 or 12.5% from the prior year.

#

County Clerk



<u>Present Personnel (Full Time Equivalent)</u>	
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

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

Standards:

- a. The County Clerk shall apportion the county tax and the whole amount of state taxes and charges levied upon the county, as certified by the Department of Administration, among the towns, cities and villages of the county, according and in proportion to the valuation thereof as determined by the department of revenue. The County Clerk shall carry out in the record book, opposite the name of each in separate columns, the amount of state taxes and charges and the amount of county taxes so apportioned thereto, and the amount of all other special taxes or charges apportioned or ordered, or which the clerk is required by law to make in any year to any town, city or village, to be collected with the annual taxes. The Clerk shall certify to the clerk of and charge to each town, city and village, the amount of all such taxes so apportioned to and levied upon it, and shall, at the same time, file with the county treasurer a certified copy of each apportionment and send an original to the Dept. of Revenue. (State Statute 70.63)
- b. In accordance with County policy, email legal notices to the designated county newspaper, as designated by County Board via resolution on an annual basis. Publish all legal notices/minutes/transfers for the County Board and transfers from the General Fund or Contingency Fund for the Finance Committee

within 10 days according to statute (ss. 65.90 (5)(a)). Post all agendas and legal notices in timely manner and according to state statute (ch. 985).

- c. The County Board minutes contain information regarding a new/amended county ordinance 2 weeks prior to adoption stating that the ordinance is available in the County Clerk's office for public inspection. Upon adoption copies of new/amended county ordinances are mailed to municipal clerks and inserted into the Official Code Book in the County Clerk's office. Complying with Wis. Stats. 66.0103 eliminate the need to comply with the publication requirements of Wis. Stats. 59.14 per Corporation Counsel.
- d. Maintain various county records, a county contract file, and resolution file and compile official bound books of County Board minutes annually.
- e. Record, compile and distribute County Board minutes. Email minutes to the County designated newspaper for publication within 10 days of the meeting and the County Board minutes to be posted to the County's website.
- f. Pay all disbursements by written order from the County Clerk to the County Treasurer as cited in ss. 59.25(3)(b). No orders are to be issued for funds not appropriated under ss. 65.90(5).
- g. County property is held by the Clerk in the name of the County. All deeds, contracts and agreements made on behalf of the County under the direction of the Board (ss.59.06), when signed by the clerk with the County Seal attached are valid and binding on the County.
- h. The Clerk shall receive and file the official oaths and bonds of all County officers and shall file an impression of the County Clerk's seal in the office of the Secretary of State upon the commencement of each two-year term of office for County Supervisors and four-year term for county officials.
- i. The Clerk shall make a full report to the Board at the annual meeting of the total collections and disbursements for the prior year, the operational expense, General Fund balance, Contingency Fund balance, and provide a list of supplementary appropriations.
- j. At the County Board annual meeting, the Clerk shall prepare a list of all checks that have remained unpaid for two years and, by resolution of the County Board, the checks shall be cancelled. A new order for payment may be issued to an individual on the list within six years of the date of the check and without interest when

Charter: County Clerk

application is made to the County Board Chair and County Clerk upon presentation of proper identification. The individual will be paid the amount listed in the County Board resolution for cancelled checks over two years old per state statute 59.64(4)(c).

- k. Ensure that the duties of the County Clerk are carried out in accordance with State Statutes and federal law.

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

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

Standards:

- a. Ensure accuracy in all elections.
- b. Publish election notices in a timely manner in accordance with Chapter 10 and 11 of the Statutes. E-mail legal notices to the designated county newspaper according to county policy.
- c. Verify and audit all nomination papers filed by county candidates. Place on the ballot all candidates who have properly filed nomination papers by the appropriate filing date. Certify candidates to municipal clerks in spring elections.
- d. Program election files using ES&S Unity Software. Proof all ballot styles and send to the printer by deadline set by GAB. Official ballots are shipped directly to municipal clerks and the County Clerk distributes additional election supplies at least 22 days prior to Election Day.
- e. Each election, the prom packs used in the optical scan equipment and flashcards for the handicapped voting machines are programmed by the County Clerk to reflect the current election and to read the current ballots. Test Packs are developed from sample ballots. Packs, flashcards, and equipment are tested prior to distribution to municipal clerks.
- f. Election results are received from each municipal clerk on election night either by modem or by telephone. Election Returns/results are entered into the Election Reporting Program and are reported out as 'unofficial results' as they are received to the news media and posted to the county website throughout the night.

- g. A Board of Canvass meeting is held following the election to review and certify results to GAB. The Board of Canvass may have to reconvene 7 days after the General Election to count military absentee ballots in fall general elections as required by law.
- h. The State Elections Board may require election Audits if the final total in any municipality differs by 2%. Random audits by GAB will take place beginning November 2008 and continue indefinitely.
- i. Election Security Procedures are now in place for equipment and an Emergency Contingency Plan has been established for each Election Night.
- j. Paper documentation is prepared with the Clerk's seal certifying the final results of the election following the Board of Canvass. The Clerk e-mails a canvass report to the state, mails an original certified report to the Government Accountability Board and files in the County Clerk's permanent files.
- k. Maintain accurate election records for each election and files for each candidate for a period of six years following the termination of the Campaign Finance Report. Audit the required Campaign Finance Statements and refer any violations to the District Attorney.
- l. Refers sign violations to the local municipality, Rock County Dept. of Public Works or DOT.
- m. Maintain election standards as established by state statute and keep apprised of any changes in election law.
- n. SVRS - Municipalities with less than 2,500 registered voters may contract with the county to maintain their state voter registration system and are charged a maintenance fee as set by the Finance Committee subject to periodic review. The Clerk's staff performs the changes/additions/updates to the Statewide Voter Registration System after each election. The Clerk's office runs absentee voter lists or voter registration lists for each municipality that the County contracts with prior to each election and performs election management for those municipalities as required under the state system in accordance with HAVA Requirements.
- o. Assist in the mandated (HAVA Requirements) training of Chief Inspectors for Rock County.
- p. Meet all the HAVA requirements or law changes as mandated/required by Federal Law & the Government Accountability Board in 2008.

Charter: County Clerk

- q. Provide local election education and help with accessibility to the elections division of the Government Accountability Board to those seeking election and elected officials as requested.

4. Licensing Procedures

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

Standards:

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

f. PASSPORTS:

The County Clerk's Office will process passport applications adhering to the standards set forth by the National Passport Agency/ U.S. Dept. of State. Passports are processed daily and sent to the Passport Agency along with the required fee. The county fee collected is deposited daily with the County Treasurer from the daily cash drawer reconciliation. Passport photos are offered to customers as a convenience and charged appropriately as a part of completing their application process.

5. Check Distribution Standards:

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

6. Management Operations

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

Standards:

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

Charter: County Clerk


- h. Maintain all necessary records as established by law or Wisconsin Statutes.
- i. Compile information and submit timely all necessary reports to government agencies.
- j. Attend meetings as directed by the Board, Human Resources and Administrator.
- k. Seek professional development opportunities to continually enhance and improve the position of County Clerk and its office.

7. **Public Relations**

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

Standards:

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



Lorena R. Stottler, County Clerk

Department County Clerk

Budget Analysis by Program

Programs	Admin/ Clerk to Co. Board	Licenses & Passports	Elections				Budget Summary
Positions	1.00	1.00	1.00	0.00	0.00	0.00	3.00
Salaries	\$49,363	\$49,363	\$49,364	\$0	\$0	\$0	\$148,090
Fringe Benefits	\$29,569	\$29,570	\$29,570	\$0	\$0	\$0	\$88,709
Operating Expenses	\$4,165	\$7,750	\$128,577	\$0	\$0	\$0	\$140,492
Capital Outlay	\$550	\$0	\$6,600	\$0	\$0	\$0	\$7,150
Allocation of Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal	\$83,647	\$86,683	\$214,111	\$0	\$0	\$0	\$384,441
Indirect Cost Alloc.							\$0
Total	\$83,647	\$86,683	\$214,111	\$0	\$0	\$0	\$384,441
Revenue	\$0	\$107,790	\$32,770	\$0	\$0	\$0	\$140,560
Fund Bal. Applied							\$0
County Share	\$83,647	(\$21,107)	\$181,341	\$0	\$0	\$0	\$243,881

Administrator's Comments

County Clerk

Summary of
Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	3.0	3.0
Salaries	148,090	148,090
Fringe Benefits	88,709	88,709
Operating Expense	140,492	120,492
Capital Outlay	7,150	7,150
Allocation of Services	0	0
Total Expense	384,441	364,441
Revenue	140,560	140,560
Fund Balance Applied	0	0
Tax Levy	243,881	223,881
Total Revenues	384,441	364,441

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

The tax levy request for the County Clerk account is \$142,024, which is an increase of \$9,970 or 7.5%.

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 and had not been revised since 2007. The County Clerk's budget keeps \$50, the State retains \$25 and \$20 goes to Family Mediation Services. In 2014, marriage license revenue is anticipated to be \$38,750, the same level as 2013.

Another revenue source is passport application fees. This revenue source peaked in 2007. Ms. Stottler's revenue projection for 2014 is \$53,500, which is \$1,000 greater than the 2013 budgeted amount.

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

The Office is scheduled to replace one personal computer at a cost of \$550.

The recommended tax levy in the County Clerk account is \$142,024, which is an increase of \$9,970 or 7.5%.

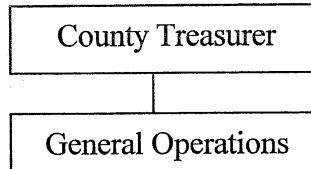
The 2014 departmental levy request for Elections is \$101,857, which is \$73,060 more than the levy in the 2013 Budget. The Elections account fluctuates widely from year to year due to the election cycle. Next year will be one of the busiest years in the four-year election cycle. In 2010, a comparable election year, the County spent \$47,024 on ballots. Given the number of elections and the cost increase of \$0.02 per ballot, I recommend this expense

be funded at \$65,000, which is \$20,000 less than the request. In addition, the County Clerk will spend \$6,600 to purchase a new voting machine used to test ballots and election programming. In 2014, \$5,200 is budgeted to ensure County staff is trained to operate this machine prior to countywide implementation in the 2015 spring elections

I recommend \$81,857 in tax levy be used for the Elections account, which is an increase of \$53,060 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		
	Dept. Request	Admin. Rec.
New Positions	0	0
Deletions	0	0
Reallocations	0	0
Reclassifications	0	0
Re-Titles	0	0
Transfers	0	0
Upgrades	0	0

Charter: Treasurer

1. Office of Treasurer

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

Standards:

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

- i. Advertise and disburse unclaimed funds.

- j. Administer the oath of office to the person(s) who will perform the duties of Deputy County Treasurer.

- k. Cancel all tax certificates that become void by virtue of the statute of limitations (after 11 years) and certify cancellation to municipal treasurer if required.

2. Tax Collection and In Rem Foreclosure Action

Standards:

- a. Collect and process real estate taxes, special charges, special assessments, managed forest land taxes, DNR payments, delinquent real estate taxes, delinquent special charges and delinquent special assessments, plus interest and penalty.
- b. Compile special charges and assessment taxes paid and reimburse the 29 municipal taxing districts on a monthly basis.
- c. Collect the first installment taxes for 20 of the 29 municipalities and reconcile the proceeds for distribution to those municipalities.
- d. Approve and mail final installment tax notice for roughly 26,000 parcels yearly.
- e. Communicate with delinquent property taxpayers through conventional collection procedures and offer payment plans to assist delinquent taxpayers.

Charter: Treasurer

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

3. Management Operations

Standards:

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

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

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

Charter: Treasurer

- l. Request a replacement check for all stop payment checks after the County, per County policy, has received one bank statement.
- m. Arrange list of checks that have remained unpaid for two years for presentation to the County Clerk for preparation of a resolution for the County Board.
- n. Compose resolution for annual County Board meeting of all illegal tax cancellations.
- o. Maintain records and research information on County brownfield properties.
- p. Assist auditors in annual review of Treasurer's operations and investments.
- q. Prepare and record payment agreements as related to delinquent property taxes.
- r. Coordinate with Purchasing Department and Finance Director the RFP for the financial management program of Rock County.
- s. Distribute tax bill CD's to mortgage and title companies, banks and realtors.
- t. Maintain a record retention/destruction schedule according to state laws.
- u. Attest on new plat maps and Certified Survey Maps when required that there are no unpaid taxes on the property prior to recording.

- v. Upon request, attribute to each new parcel its value for parcels that are divided or split during the calendar year.
- w. Process and pay County and State's share of unpaid personal property taxes from prior year to local municipalities. Bill the State its share of total amount of chargebacks.
- x. Inform and instruct all municipal treasurers of any changes in procedures or law concerning their office duties as related to the County Treasurer's office.

4. Investment Policy

Standards:

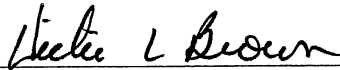
- a. Monitor County's cash balances on a daily basis to ensure funds are available to meet twice weekly cash disbursements and bi-weekly payroll.
- b. Monitor investment cash balances daily to obtain the maximum amount of interest income for the County each year.
- c. Work with the Finance Director, Finance Committee and Investment Advisors to execute an investment policy in the best interest of the County.
- d. Per investment policy, invest in Certificates of Deposit throughout the County and State.
- e. Review all Cash Management investments to ensure County is sufficiently funded to buy out all taxing jurisdictions tax roll each August.

Charter: Treasurer

5. Public Relations Standard

Standards:

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



Vicki L. Brown, Treasurer

Administrator's Comments

County Treasurer

**Summary of
Department Requests and Recommendations**

Description	Department Request	Administrator's Recommendation
Positions	5.0	5.0
Salaries	225,336	225,336
Fringe Benefits	112,531	112,531
Operating Expense	60,534	60,534
Capital Outlay	5,900	0
Allocation of Services	0	0
Total Expense	404,301	398,401
Revenue	2,143,528	2,143,528
Fund Balance Applied	0	0
Tax Levy	(1,739,227)	(1,745,127)
Total Revenues	404,301	398,401

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

Interest on Investments is earned from cash invested through three primary repositories. These repositories are the Local Government Investment Pool (LGIP), Cutwater, and First National Bank, which is the County's working bank. In addition, the County has cash invested in CDs in a number of area banks. The amount of investment earnings is related to the amount available for investment and interest rates. Interest rates are currently at near historic lows and are expected to remain low for some time. For example, the current LGIP interest rate is approximately 0.15%. 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 \$278,800 in interest revenue for 2014, an increase of \$26,100 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 their peak in 2010, delinquent taxes have been steadily declining. Income from this source is projected to be \$1,784,802 in 2013 and \$1,762,545 in 2014.

The Treasurer's Office generates revenue in the line item Fees by collecting taxes for the municipalities. A total of 20 towns, cities and villages have chosen to have the Treasurer perform property tax collections for them. Each municipality will be charged a \$100 flat amount, plus \$.55 per parcel collected in 2014.

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 2014, it is projected Rock County will receive \$8,000 from this source.

In 2014, the Information Technology Department recommends the replacement of \$5,900 worth of computers and printers. Because this is an eligible expense, I recommend that these items be purchased with Land Records account funds.

Ms. Brown has presented a frugal budget for her office. The recommended operating budget totals \$378,101.

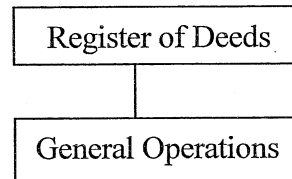
Two other accounts under the Treasurer's budget are Personal Property Tax Redemption and Tax Deed Expense. Personal Property Tax Redemption contains \$10,300 for 2014. This is the amount the County must reimburse the towns, cities and villages for the County's share of personal property taxes the taxing 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 \$10,000 in 2014.

Combining the Treasurer's main account, the Personal Property Tax Redemption account and the Tax Deed Expense account results in \$1,745,127 of revenue in excess of expenditures. This is \$206,367 less than the amount included in the 2013 Budget and, therefore, will not be available to fund County operations.

#

Register of Deeds



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

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

Charter: Register of Deeds

Objectives and Standards

1. Real Estate & Documents Operations

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

Standards:

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

2. Chattel Operations (Uniform Commercial Code - UCCs)

The statewide UCC filing system was replaced by a new nationwide filing system mandated by the federal government. This law became effective July 1,

2001. All states will have a central filing office. The Department of Financial Institutions becomes the state's central filing office.

Standards:

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

3. Veterans' Records

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

Standards:

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

4. Vital Statistics Operations

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

Standards:

- a. Register, index and file all marriages, deaths, and births occurring in the county. Perform all other duties related to vital statistics under s. 69.05 and 69.07.
- b. To keep all vital indexes up-to-date on a daily, weekly and monthly basis.
- c. To monitor and process amendments to birth, death, and marriage certificates and send out resident copies when applicable.
- d. To fill customer requests and answer questions in regards to birth, death and marriage certificates.

Charter: Register of Deeds

- e. To collect fees and generate computer receipts for certificates and copies issued and deposit fees daily with the County Treasurer into established revenue accounts.
- f. To monitor and insure that Notices of Removal of a Human Corpse and Reports of Final Disposition of a Human Corpse are appropriately received and maintained according to State Statutes.
- g. To send residents' copies of birth and death certificates to the appropriate county.
- h. To monitor and assist customers doing genealogical searches, process genealogy applications and perform searches as requested.

5. Scanning & Miscellaneous Operations

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

Standards:

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

6. Land Information Systems Programs

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

Standards:

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

7. Land Information Council

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

Standards:

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

8. Back Scanning & Document Preservation

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

Standards:

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

9. Public Relations Operations

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

Standards:

- a. To instruct genealogists in State requirements for searching vital statistic records and to help others to search for information obtained in the Register of Deeds Office.
- b. To provide news releases to local media in regard to State Statute changes and fees that affects the public and private sectors.
- c. To provide statistical reports as requested by the public and private sectors.

Charter: Register of Deeds

- d. To continually evaluate overall work objectives and standards and make necessary changes to insure prompt and efficient service with the most cost-effective basis possible.

10. Electronic Recording

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

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

11. Land Records System

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

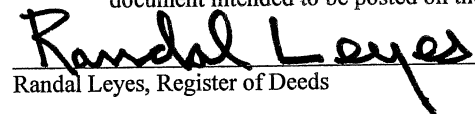
12. Changes to Recording Fees/Social security Protection

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

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

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

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


Randal Lyles, Register of Deeds

Department Register of Deeds

Budget Analysis by Program

Programs	Real Estate	Chattels	Vitals	Plat Books	Redaction Project				Budget Summary
Positions	5.00	0.00	1.80	0.00	0.00	0.00	0.00	0.00	6.80
Salaries	\$217,518	\$0	\$61,851		\$0	\$0	\$0	\$0	\$279,369
Fringe Benefits	\$124,341	\$0	\$52,998	\$0	\$0	\$0	\$0	\$0	\$177,339
Operating Expenses	\$18,798	\$0	\$7,521	\$3,900	\$241,000	\$0	\$0	\$0	\$271,219
Capital Outlay	\$3,500	\$0	\$1,100			\$0	\$0	\$0	\$4,600
Allocation of Services	(\$18,000)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	(\$18,000)
Subtotal	\$346,157	\$0	\$123,470	\$3,900	\$241,000	\$0	\$0	\$0	\$714,527
Indirect Cost Alloc.									\$0
Total	\$346,157	\$0	\$123,470	\$3,900	\$241,000	\$0	\$0	\$0	\$714,527
Revenue	\$708,600	\$0	\$91,600	\$7,800	\$150,000	\$0	\$0	\$0	\$958,000
Fund Bal. Applied					\$91,000				\$91,000
County Share	(\$362,443)	\$0	\$31,870	(\$3,900)	\$0	\$0	\$0	\$0	(\$334,473)

Administrator's Comments

Register of Deeds

Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	6.8	6.8
Salaries	279,369	279,369
Fringe Benefits	177,339	177,339
Operating Expense	271,219	271,219
Capital Outlay	4,600	0
Allocation of Services	(18,000)	(18,000)
Total Expense	714,527	709,927
Revenue	958,000	958,000
Fund Balance Applied	91,000	91,000
Tax Levy	(334,473)	(339,073)
Total Revenues	714,527	709,927

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

In 2013, the sale of a power plant resulted in a one-time revenue of \$234,000 to this account. It is highly unlikely that the Register of Deeds Office will receive this magnitude of fee in the future.

Mr. Leyes anticipates the low mortgage rates will continue to encourage sales and thus has budgeted a \$16,000 increase from the \$200,000 budgeted for the Real Estate Transfer fee in 2013.

The Governor signed legislation in 2010 that changed the real estate registry fee structure. Effective June 1, 2010, the fee changed from a per page charge for legal documents recorded in the Register of Deeds Office to a \$30 flat fee.

Mr. Leyes anticipates that 30,000 documents will be filed in 2013. An increase of \$10,000 is budgeted for next year from the \$450,000 budgeted in 2013.

The Register of Deeds retains half of the \$30 flat fee. Eight dollars of the fee stays with the county and is used for land records modernization. The State's portion of the fee remains unchanged at \$2.00. Five dollars is earmarked for Social Security Redaction and that portion of the fee will sunset at the end of 2014. The state law that created the flat fee also requires the redaction of social security numbers found on electronic images that are available to the public.

In August 2012, the Register of Deeds signed a contract with Fidlar Technologies to begin the redaction project. The project includes scanning, enhancing and indexing approximately 440,000 hard copy records on file in his office. Scanning, processing and enhancing of images have been completed. The next step is importing the images into the Register of Deeds' indexing and imaging software. This step is expected to start later this year and continue into 2014. It is anticipated the entire cost of the project will be paid

for with revenue derived from the redaction fee. The revenue and expense for the project are budgeted in a separate program account titled ROD Redaction Project.

Mr. Leyes contracts with a private firm to publish a plat book, which he sells to the public. The publisher does not require the County to pre-purchase an inventory of books. Instead, the Register of Deeds remits half the sale price of each book sold to the publisher. A small quantity of books are kept on hand and reordered when the supply is low. The 2014 Budget contains \$7,800 in anticipated revenue from the sale of 260 plat books at \$25 a piece. This increase in plat book sales is typical. Plat books are issued every two years and the new version will be available in 2014. The plat book expenses are \$3,900 resulting in net revenue of \$3,900.

A vacant 1.0 FTE Real Estate Optical Imaging Specialist was eliminated in 2013 due to the depressed housing market. However, in the event the real estate activity increases enough in the future, adjusting the staffing level would be re-assessed.

Mr. Leyes is making three equipment requests that total \$4,600. Two Epson printer replacements used primarily for printing real estate activity including customer receipts are requested. The two printers cost \$750 each for a total of \$1,500. Mr. Leyes also requests \$3,100 for a printer to replace two older printers. It will be used to print larger documents such as subdivision plats. I recommend the requested items, but recommend funding for the equipment come from the Land Records account.

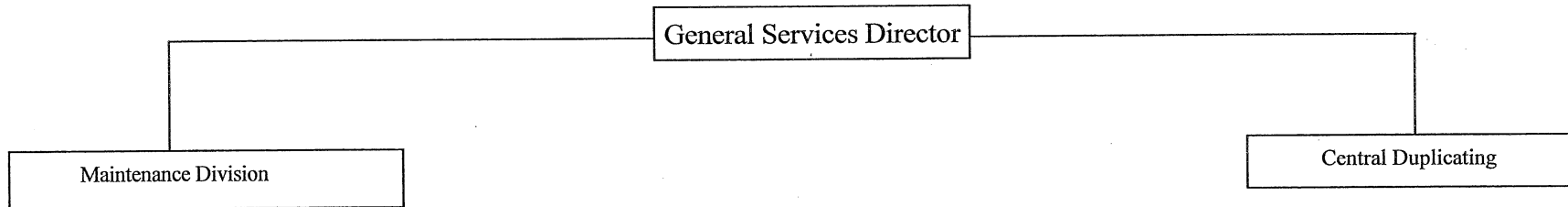
The recommended budget contains \$339,073 of revenue in excess of expenditures, which will go toward offsetting the County property tax levy. That figure is \$22,408 or 7.1% more than the amount used to offset the property tax levy in 2013.

#

H. General Services Committee

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General Services Department



<u>Present Personnel (Full Time Equivalent)</u>	
	General Services
1.0	General Services Director
1.0	Facilities Superintendent
1.0	Printing Services Coordinator
2.0	Crew Leader
7.0	Maintenance Worker IV
1.8	Administrative Assistant
13.8	
	General Services – Rock Haven
1.0	Facilities Superintendent
1.0	Mechanical Maintenance Supervisor
5.0	Mechanical Maintenance Worker III
1.0	Administrative Assistant
8.0	
21.8	Grand Total

<u>Summary of Personnel Modifications</u>		
	<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: General Services

GENERAL SERVICES DEPARTMENT

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

Standards:

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

FACILITIES MANAGEMENT

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

Standards: For all county projects.

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

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

MAINTENANCE

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

Standards:

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

Charter: General Services

CENTRAL DUPLICATING/CENTRAL STORE

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

Standards:

- a) To offer printing services within the limits of budget and workload.
- b) To control and monitor the ever increasing use of paper within Rock County Government, and eliminate waste where possible.
- c) To monitor departments who utilize costlier methods of printing, such as copy machines, fax machines & computer printers for high volume printing versus using Central Duplicating Services.
- d) To operate and maintain a central store of office supplies for all County Departments.

Robert Leu 8/9/13
Robert Leu, General Services Director

Department

General Services

Budget Analysis by Program

Programs	Admin	Duplicating	UW-Rock Maintenance	Courthouse Maintenance	Jail Maintenance	Jail Capital Improvements	HCC Maintenance	YSC Improvement
Positions	1.80	2.00	0.00	5.50	4.50	0.00	8.00	0.00
Salaries	\$118,506	\$78,447	\$0	\$262,717	\$222,294	\$0	\$378,547	\$0
Fringe Benefits	\$59,543	\$46,810	\$0	\$112,039	\$134,480	\$0	\$136,072	\$0
Operating Expenses	\$13,341	\$57,923	\$110,829	\$689,265	\$512,994	\$100,000	\$698,225	\$0
Capital Outlay	\$0	\$0	\$0	\$5,500	\$5,500	\$288,630	\$143,000	\$516,000
Allocation of Services	\$0	(\$10,000)	\$0	(\$155,573)	\$0	\$0	(\$815,771)	\$0
Subtotal	\$191,390	\$173,355	\$110,829	\$913,948	\$875,268	\$388,630	\$540,073	\$516,000
Indirect Cost Alloc.	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$191,390	\$173,355	\$110,829	\$913,948	\$875,268	\$388,630	\$540,073	\$516,000
Revenue	\$0	\$0	\$0	\$0	\$195,000	\$388,630	\$0	\$516,000
Fund Bal. Applied	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
County Share	\$191,390	\$173,355	\$110,829	\$913,948	\$680,268	\$0	\$540,073	\$0

Department General Services

Budget Analysis by Program

Programs	Youth Ser. Center	911 Center	JCC/Diversion	Glen Oaks	Lightning Protection	Cths.Security System	Courthouse Improvement	UW-Rock Improvements	Budget Summary
Positions	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	21.80
Salaries	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,060,511
Fringe Benefits	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$488,944
Operating Expenses	\$195,900	\$126,700	\$102,117	\$127,917	\$0	\$0	\$0	\$0	\$2,735,211
Capital Outlay	\$5,000	\$5,000	\$5,000	\$20,000	\$0	\$0	\$259,140	\$367,328	\$1,620,098
Allocation of Services	(\$200,900)	(\$131,700)	(\$71,775)	(\$147,917)	\$0	\$0	\$0	\$0	(\$1,533,636)
Subtotal	\$0	\$0	\$35,342	\$0	\$0	\$0	\$259,140	\$367,328	\$4,371,128
Indirect Cost Alloc.	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$0	\$0	\$35,342	\$0	\$0	\$0	\$259,140	\$367,328	\$4,371,128
Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$259,140	\$367,328	\$1,726,098
Fund Bal. Applied	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
County Share	\$0	\$0	\$35,342	\$0	\$0	\$0	\$0	\$0	\$2,645,030

Administrator's Comments

General Services

**Summary of
Department Requests and Recommendations**

Description	Department Request	Administrator's Recommendation
Positions	21.8	21.8
Salaries	1,060,511	1,060,511
Fringe Benefits	488,944	488,944
Operating Expense	2,735,211	2,721,711
Capital Outlay	1,620,098	1,382,163
Allocation of Services	(1,533,636)	(1,533,636)
Total Expense	4,371,128	4,119,693
Revenue	1,726,098	1,493,163
Deferred Financing	0	0
Fund Balance Applied	0	0
Tax Levy	2,645,030	2,626,530
Total Revenues	4,371,128	4,119,693

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

Equipment purchases requested include two (2) portable cooling units and a replacement copy machine for the Purchasing Office. The portable cooling units are needed for those times when cooling is needed in PBX rooms or offices when the building cooling is not sufficient or does not work. Rather than budget for the cooling units or copy machine, I directed Mr. Leu to purchase these items with available 2013 funds. In addition, I have recommended a few modest line item reductions in the General Services account.

The Jail Capital Improvement account contains 2013 funding for a number of projects including replacing the Jail roof, tuckpointing and waterproofing Pinehurst, replacing the mechanicals in the walk in coolers, and several flooring projects. Several of these projects, including the roof and tuckpointing, will be done in 2014. The funds will be carried forward to 2014 for these projects.

The 2014 Budget contains funding for the following capital projects at the Jail.

\$94,875	Replace Cooling Tower
20,000	Engineering for Sewer Grinder/Lift Station
20,000	Refurbish Showers in one (1) Pod
4,500	Paint Light Poles
5,000	Carpet from Front Office to Terrazzo
1,195	Replace Rock under Tower
\$145,570	

The funding for the Cooling Tower will be taken from funds still available in the Jail/HCC Complex account. The remaining \$50,695 will be added to the Jail Capital Improvement account from 2014 sales tax proceeds. Also

requested was \$88,060 for new water heaters and \$55,000 for an articulated loader for snow removal. Given other funding priorities, I have not recommended these items at this time.

The Courthouse Facility Project account contains 2013 budgeted funds for Phase II parking structure repairs, boiler repairs, carpeting replacement and exterior repair work on the building and grounds. The Phase II parking lot repair contract has been entered into. Funds currently budgeted will be carried over to 2014.

The 2014 Budget contains requested funding for the following projects.

\$ 97,865	Courthouse Cooling Tower Replacement
21,275	PBX Room Cooling Upgrade
<u>140,000</u>	Tower, Parking Ramp Face Brick, Planter Work
\$259,140	

The Cooling Tower was installed in 1988 and moved to its present location in 1998 when the Courthouse addition was completed. It has been repaired several times, but is now in need of replacement. The PBX room cooling unit was installed in 1996 and has been repaired, but has reached the point where it should be replaced. The amount of funding needed to repair the masonry on the tower is not known at this time. If the requested amount is not sufficient, we will need to address that issue at the time bids are received. The \$259,140 of requested new funding will be provided through sales tax funds.

A major facility upgrade at the Youth Services Center is the construction of an outdoor recreation area. An enclosed outdoor recreation area is needed to accommodate longer stays now allowed under State Statutes which help reduce the State Corrections census. It will also allow expansion of the ACTIONS Program which is targeted at youth who might otherwise end up in State Corrections. This project is currently in the schematic design phase. The estimated cost is \$516,000. I have included \$516,000 of sales tax funding in the 2014 Budget for the project.

The 2013 Budget included approximately \$782,000 for capital projects at UW-Rock County. \$380,073 of this amount is being used to help fund upgrades to the boiler/energy systems on the campus. An additional \$79,000 is set aside to pay for the drafting of mass notification and security system plans and specifications. Drafting of these specifications is currently underway. This leaves \$322,672 to help fund the installation of the new mass notification and security system upgrades. These upgrades have an estimated cost of \$690,000. Therefore, I have included an additional \$367,328 of sales tax funding in the 2014 Budget to help fund this project.

The Jail/HCC Complex Project account currently has \$541,510 available. \$290,000 of this was earmarked for a storage building/garage to serve the Rock County Complex. Bids were recently received for this facility. The bids were over the amount set aside for the facility. Therefore, the facility is being redesigned to cut the cost. The 2014 Budget earmarks \$94,875 in this account for a new Cooling Tower for the Jail. That will leave approximately \$440,000 for a redesigned storage building/garage.

The 2013 Budget sets aside \$550,000 for upgrades to the Courthouse Security System. A security system assessment is currently being conducted. It is too early in the process to know what the cost of the security upgrades will be. If the amount set aside is insufficient to fund the upgrades the County decides to do, we will need to address that issue at the appropriate time.

The Health Care Center Complex account funds the maintenance and repair costs of the Health Care Center Complex including the old Rock Haven. The departments and other operations that occupy the buildings are charged rent, which is handled from an accounting perspective as a "Cost Allocation" in the budget. The HCC Building is no longer used for nursing home purposes; rather it is used for office space. Therefore, in the future we will treat this as a General Fund account for accounting purposes.

Capital Improvements included in the 2014 Budget include tuckpointing the HCC Building (\$100,000) and replacing the roof on the old laundry building which is now used for file storage (\$20,400). Equipment included in the 2014 Budget includes replacement of the air conditioning unit in the HCC telephone

equipment room (\$5,600), replacement of the HCC water softener (\$10,000) and a cell phone signal booster for the HCC (\$7,000).

The tax levy in this account covers the costs allocated to vacant space in the HCC Building as well as the costs of keeping the old Rock Haven in a "mothballed" condition. These costs total \$540,073 for 2014.

In total, the tax levy recommended for the General Services Department is \$2,626,530, which is \$114,959 or 4.4% more than the prior year. #

I. Health Services Committee

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Rock Haven

<u>Present Personnel (Full Time Equivalent)</u>	
	Administration
<u>1.0</u>	Nursing Home Administrator
1.0	
	Medical Staff
<u>1.0</u>	Physician
1.0	
	Environmental Services
<u>14.0</u>	Environmental Services Worker
14.0	
	Materials
1.0	Materials & Environmental Services Manager
2.0	Central Supply Clerk
0.9	Administrative Assistant
<u>1.0</u>	Clerk-Receptionist
4.9	
	Personal Services
<u>.50</u>	Beautician
.50	

<u>Summary of Personnel Modifications</u>		
	<u>Dept. Request</u>	<u>Admin. Rec.</u>
New Positions Personal Services Beautician	0.1	0.1
Deletions Nursing Services Certified Nurse Assistant Physician	0.1 1.0	0.1 1.0
Re-Titles		
Transfers		

<u>Present Personnel Cont....</u>	
	Food Services
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
19.60	
	Nursing Administration
1.0	Nursing Staff Coordinator
2.0	Administrative Secretary
.5	Administrative Assistant
<u>2.0</u>	Unit Clerk Coordinator
5.5	

<u>Present Personnel Cont....</u>	
	Nursing Services
1.0	Director of Nursing
3.0	Assistant Director
3.7	Nursing Supervisor
23.6	Registered Nurse
12.4	Licensed Practical Nurse
<u>82.7</u>	Nursing Assistant
126.40	
	Program Services
1.0	Activity Director
2.0	Master Social Worker
<u>6.0</u>	Activity Therapy Assistant
9.0	

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

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. Those services will continue to be provided in our new facility.

ROCK HAVEN REPLACEMENT FACILITY

On October 3, 2011 construction began on our 128-bed replacement facility. The design includes eight 16-bed households. On May 13, 2013 residents moved into the new facility

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 a Trailblazer in the Advancing Excellence in America's Nursing Homes Campaign.

ADMINISTRATION

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

SMT meets on a weekly basis to plan for care and services at Rock Haven. As a team, we are committed to reducing our reliance on property tax levy and have been successful in reducing our levy request each of the last eight years. We consider this a major success since we have seen cuts in both

Medicaid and Medicare payment. Charts on the next page summarize our tax levy and employment histories since 2004.

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

Objectives:

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

Charter: Rock Haven

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

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

Charter: Rock Haven

STAFF DEVELOPMENT

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

Objectives:

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

QUALITY ASSURANCE

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

Objectives:

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

ADMISSIONS

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

Objectives:

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

NURSING AND PROGRAM SERVICES

Goal: To provide quality care to every resident.

Objectives:

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

Charter: Rock Haven

DIETARY DEPARTMENT

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

Objectives:

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

ENVIRONMENTAL SERVICES/ MATERIALS DEPARTMENT

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

Objectives:

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

FINANCE DEPARTMENT

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

Objectives:

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

MAINTENANCE DEPARTMENT

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

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

Objectives:

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

Sue Prostko
Sue Prostko

Nursing Home Administrator

Department Rock Haven

Budget Analysis by Program

Programs	Limestone Court		Sandstone Court		Rental	Overhead	Capital	Donation	Budget Summary
Positions	52.80		52.90			80.20			185.90
Salaries	\$2,334,435		\$2,312,606			\$3,304,113			\$7,951,154
Fringe Benefits	\$1,283,567		\$1,414,287			\$1,836,860			\$4,534,714
Operating Expenses						\$2,794,641		\$5,000	\$2,799,641
Capital Outlay							\$39,015		\$39,015
Allocation of Services									
Subtotal	\$3,618,002		\$3,726,893			\$7,935,614	\$39,015	\$5,000	\$15,324,524
Indirect Cost Alloc.	\$3,137,354		\$3,231,778			(\$6,369,132)			
Total	\$6,755,356		\$6,958,671			\$1,566,482	\$39,015	\$5,000	\$15,324,524
Revenue	\$4,846,331		\$4,673,752			\$1,552,326		\$5,000	\$11,077,409
Fund Bal. Applied									
County Share	\$1,909,025		\$2,284,919			\$14,156	\$39,015		\$4,247,115

Administrator's Comments

Rock Haven

Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	185.9	185.9
Salaries	7,951,154	7,951,154
Fringe Benefits	4,534,714	4,534,714
Operating Expense	2,799,641	2,799,641
Capital Outlay	39,015	39,015
Allocation of Services	0	0
Total Expense	15,324,524	15,324,524
Revenue	11,077,409	11,077,409
Deferred Financing	0	0
Fund Balance Applied	0	39,015
Tax Levy	4,247,115	4,208,100
Total Revenues	15,324,524	15,324,524

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

The new 128 bed Rock Haven replacement facility was occupied by residents on May 13, 2013. The budgeted census for 2014 assumes 126 of the 128 licensed beds filled. The budgeted patient mix is 105 Medical Assistance residents, 14 Medicare residents and 7 private pay residents. Therefore, we are assuming about 83% of the residents will be on Medical Assistance.

Patient mix in terms of payment source has a substantial financial impact on Rock Haven. Medical Assistance is a relatively poor payment source reimbursing a little more than 55% of the actual cost of care at \$173 per day, while Medicare and private pay provide better reimbursement. The net Medicare rate is about \$250 per day. Private pay is currently \$300 per day for Skilled Nursing (SNF) and \$322 per day for Intensive Skilled Nursing (ISNF). These rates were raised in 2013 and will be held at the same level for 2014.

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 \$1,360,046 in 2014. This is about \$93,000 more than budgeted for 2013.

Ms. Prostko has requested \$17,350 for new and replacement PCs along with \$13,665 for new software. \$13,600 of the hardware and \$11,715 of software purchases will enable electronic recordkeeping for the dispensing of medications. The requested funding of \$31,015 for hardware and software is recommended. I further recommend that this cost along with \$8,000 for a cell phone service booster unit for the basement of Rock Haven be covered with an application of net assets. Net assets are estimated to be \$4,118,197 as of December 31, 2013.

The 2014 recommended tax levy for Rock Haven is \$4,208,100, which is \$229,717 or 5.2% less than the amount budgeted for 2013.

#

J. Human Services Board

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Human Services Department

Present Personnel (Full Time Equivalent)

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

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

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

	<u>Child Protective Services</u>
1.0	Child Protective Services Division Manager
8.0	Human Services Supervisor I
3.6	Master Social Worker
44.4	Case Manager I/Case Manager II/Social Worker
3.0	Family Skills Specialist
3.0	Administrative Assistant
1.0	Social Service Aide II
64.0	Total

Human Services Department

Present Personnel (Full Time Equivalent)

	<u>Juvenile Justice & Prevention</u>
1.0	Juvenile Justice Division Manager
2.0	Human Services Supervisor I
1.0	Juvenile Justice Diversion Programs Supervisor
22.0	Juvenile Justice Specialist
3.0	Legal Steno
1.0	Administrative Assistant
3.0	Psychiatric Technician
3.0	Community Youth Specialist
36.0	Total

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

	<u>Mental Health/AODA-Crisis</u>
2.0	Human Services Supervisor II
3.0	Master Social Worker
11.0	Case Manager I/Case Manager II/Social Worker
8.2	Psychiatric Technician
2.0	Administrative Assistant
26.2	Total

	<u>Mental Health/AODA Services</u>
1.0	Mental Health/AODA Division Manager
1.0	Human Services Supervisor II
2.0	Registered Nurse
5.0	Master Social Worker-Certified
6.0	Case Manager I/Case Manager II/Social Worker
2.0	Family Crisis Worker
1.0	AODA Coordinator
1.0	Psychiatric Technician
5.0	Administrative Assistant
24.0	Total

Human Services Department

Present Personnel (Full Time Equivalent)

	<u>Children & Family Integrated Services</u>
1.0	Human Services Supervisor II
6.0	Masters Social Worker
2.0	Case Manager I/Case Manager II/Social Worker
3.0	Family Skills Service Coordinator
1.0	Administrative Assistant
13.0	Total

	<u>Community Support Program</u>
2.0	Human Services Supervisor II
3.0	Registered Nurse
12.0	Master Social Worker
9.0	Case Manager I/Case Manager II/Social Worker
1.0	Administrative Assistant
28.0	Total

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

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

358.6 GRAND TOTAL

Human Services Department

Summary of Personnel Modifications

	Dept. Request	Admin. Rec.
New Positions		
Agency Management & Support		
Support Services Coordinator (PR 13)	1.0	1.0
Children, Youth & Families Division		
Children Youth & Families Division Manager (PR 32)	1.0	1.0
Secretary I	1.0	1.0
Program Manager (Effective 3/1/14 at PR 27)	2.0	2.0
Mental Health/AODA-Crisis		
Program Manager (Effective 3/1/14 at PR 27)	1.0	1.0
Mental Health/AODA		
Medical Director	1.0	1.0
Advanced Practice Nurse Prescriber	1.0	1.0
Secretary I	1.0	1.0
Mental Health/AODA –Clinical Services for Children & Families		
Program Manager (Effective 3/1/14 at PR 27)	1.0	1.0
Human Services Supervisor I	1.0	1.0
Master Social Worker (Effective 3/1/14)	1.0	1.0
Case Manager II (Effective 3/1/14)	1.0	1.0
Mental Health/AODA-Community Recovery Services		
Program Manager (Effective 3/1/14 at PR 27)	1.0	1.0
Human Services Supervisor II	1.0	1.0
Deletions		
Agency Management and Support		
Support Services Supervisor	2.0	2.0
Child Protective Services		
CPS Division Manager (Effective 3/1/14)	1.0	1.0
Juvenile Justice and Prevention Services		
Juvenile Justice Division Manager (Effective 3/1/14)	1.0	1.0
Administrative Assistant	1.0	1.0

Human Services Department

Summary of Personnel Modifications

Deletions		
Mental Health/AODA-Crisis		
Social Worker	0.4	0.4
Administrative Assistant	1.0	1.0
Mental Health/AODA		
Administrative Assistant	1.0	1.0
Reallocations		
Agency Management and Support		
Deputy Director (From PR 31 to PR 32)	1.0	1.0
Fiscal Operations Division Manager (From PR 27 to 29)	1.0	1.0
Economic Support		
Economic Support Division Manager (From PR 28 to PR 29)	1.0	1.0
Long-Term Support		
Long-Term Support & ADRC Division Manager (From PR 28 to PR 29)	0.5	0.5
ADRC		
Long-Term Support & ADRC Division Manager (From PR 28 to PR 29)	0.5	0.5
Mental Health/AODA		
Mental Health/AODA Division Manager (From PR 29 to PR 32)	1.0	1.0
Juvenile Justice & Prevention – Youth Services Center		
Youth Services Center Superintendent (From PR 25 to PR 27)	1.0	1.0
Deputy Superintendent (From PR 17 to PR 19)	1.0	1.0
Reclassifications		
Agency Management & Support		
Union Accountant to Accountant (Unilateral)	1.0	1.0
Mental Health/AODO-Clinical Services for Children & Families		
Family Skills Services Coordinator to Case Manager I, Case Manager II,		
Social Worker	2.0	2.0
Family Skills Service Coordinator to CST Service Coordinator	1.0	1.0
Juvenile Justice Diversion Program Supervisor to Human Services		
Supervisor II (Effective 7/1/14)	1.0	1.0
Mental Health/AODA-Community Recovery Services		
Social Worker to Master Social Worker	1.0	1.0
Case Manager I to Master Social Worker	2.0	2.0

Human Services Department

Summary of Personnel Modifications

Title Change		
Agency Management and Support		
Deputy Director to HSD Deputy Director	1.0	1.0
Fiscal Operations Division Manager to Administrative Services Division Manager	1.0	1.0
Technology, Records & Quality Management Division Manager to Technology, Records & Quality Management Supervisor	1.0	1.0
Mental Health/AODA - Clinical Services for Children & Families		
Juvenile Justice Specialist to Case Manager I/Case Manager II/Social Worker	2.0	2.0
Transfers		
Child Protective Services		
Family Skills Specialist to Clinical Services for Children & Families	3.0	3.0
Juvenile Justice & Prevention Services		
Juvenile Justice Diversion Programs Supervisor to Clinical Services for Children & Families	1.0	1.0
Juvenile Justice Specialist to Clinical Services for Children & Families	2.0	2.0
Community Youth Specialist to Clinical Services for Children & Families	3.0	3.0
Psychiatric Technician to Clinical Services for Children & Families	3.0	3.0
Mental Health/AODA-Crisis		
Master Social Worker to Clinical Services for Children & Families	2.0	2.0
Social Worker to Clinical Services for Children & Families	1.0	1.0
Mental Health/AODA		
Case Manager I to Mental Health/AODA-Crisis	1.0	1.0
Psychiatric Technician to Mental Health/AODA-Crisis	1.0	1.0

Effective January 1, 2014
Charmian J. Klyve, Director

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

ADMINISTRATION

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

Key Objective:

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

Critical Objectives:

1. **Budgeting:** Engage in cost effective and efficient allocation of limited fiscal resources among the Human Services divisions to maximize the delivery of services and respond to emerging areas of need.
Standards:
 - a. Identify ways to maximize the use of limited County tax levy dollars through use of grants.
 - b. Through leveraging of federal/state dollars to ensure optimal use of these dollars prior to the use of County tax levy.
 - c. Ensure available revenue sources are maximized, such as the billing of Medical Assistance, Medicare and private insurance.

- d. Ensure collections for services received are pursued where appropriate.

2. **Planning:** Engage in short and longer-term Department planning, and obtain input on Departmental operations and ensure quality cost effective services are delivered.

Standards:

- a. Management in each program area will participate in delivering the goals and objectives of their respective Divisions.
- b. Community input will be obtained through annual public hearings, use of advisory committees, and consumer satisfaction surveys.
- c. Education of staff and the community on current programs and changing Department goals and objectives.

3. **Leading:** Provide leadership and direction to staff to enable them to work cooperatively and effectively with Management to achieve Department goals and fulfill the Department's mission.

Standards:

- a. Communicate effectively and provide appropriate information to the Board and County Administration on Departmental programs and initiatives, as well as, timely fiscal information.
- b. Communicate effectively with Department staff to educate them on our mission and goals.

4. **Organizing:** Develop initiatives and organize work so that Departmental services and goals can be achieved in a cost-effective manner while maintaining quality service to clients.

Standards:

- a. Refine the organizational structure of the Department to better utilize resources and improve productivity.
- b. Continuously engage in evaluating programs and focusing on best practice models.
- c. Ensuring the most cost effective delivery system consistent with best practice.

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5. **Managing:** Utilize the most effective organizational structure to manage Department operations and achieve our goals in a cost effective and efficient manner.

Standards:

- a. Apply sound management and supervisory skills to assure proper professional program and fiscal management.
- b. Conduct evaluation of our service delivery system through the Quality Improvement process and through consultant services input as needed.

6. **Human Resources:** Allocate staff resources appropriately in the most cost effective and efficient manner consistent with delivery of quality services to clients.

Standards:

- a. Work to ensure cross training of staff in appropriate areas to ensure continuity and increased flexibility within the Department.
- b. Work in cooperation with the Human Resources Department to fill, recruit, and hire qualified personnel; ensure accurate job descriptions consistent with work assigned and provide appropriate performance expectations.
- c. Conduct regular timely performance evaluations of staff.
- d. Address staff development and training needs through countywide and department-wide initiatives and through planning during each employee's performance evaluation.

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

Standards:

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

FISCAL OPERATIONS

Key Objective:

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

Critical Objectives:

1. Prepare and monitor the Department's budget.

Standards:

- a. Coordinate the development of the Human Services Department budget within the prescribed time frame utilizing the prescribed format.
- b. Monitor revenue and expenditure levels throughout the year against the budget, provide annualized projections, and prepare budget adjustment resolutions as necessary.
- c. Assist Department management and program staff in the development and utilization of budget monitoring tools.
- d. Maintain the Department's chart of accounts in a format that allows the Department to meet its fiscal monitoring and reporting requirements.
- e. Prepare all cost allocations that are necessary to meet reporting and budgeting requirements.

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- f. Provide regular budget updates to Department management, program staff, and the Human Services Board.
 - g. Coordinate preparation of the Annual Report.
 - h. Research and develop options to enhance revenues and increase fiscal efficiency.
2. Prepare and monitor the Department's Purchase of Service Contracts.
- Standards:**
- a. Prepare purchase of service contracts in a manner that conforms to County purchasing procedures and is consistent with the State Model Contract; work with Department managers to develop contract language; negotiate terms and rates with providers.
 - b. Obtain necessary review and approvals to execute contract.
 - c. Review compliance with contractual obligations in the areas of insurance, licenses, civil rights, audits and performance.
 - d. Perform on-site and/or desk contract monitoring reviews of purchase of service contracts.
3. Coordinate the Department's Grant Activities.
- Standards:**
- a. Prepare the budget information required for grant submission and monitor compliance with relevant fiscal and matching requirements.
 - b. Obtain necessary grant review and approvals.
 - c. Monitor submission of required grant reports.
4. Oversee the Department's Purchasing Activities.
- Standards:**
- a. Process administrative purchase requisitions in conformity with Generally Accepted Accounting Principles (GAAP), Wisconsin Department of Health

Services (DHS), Wisconsin Department of Children and Families (DCF) Allowable Cost Policies, and other County, State, and Federal policies.

5. Provide Program Monitoring Services.

Standards:

- a. Provide program analysis on a regular basis to ongoing programs, work on special assignments as requested, and prepare analysis of new proposals and proposed changes to existing programs.
- b. Work with Department management and staff to develop clearly defined program outcomes; develop monitoring tools to measure performance against program outcomes.

ACCOUNTING

Key Objective:

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

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

Critical Objectives:

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1. Provide fiscal planning for Department operations.

Standards:

- a. Assist in coordinating the development of the HSD budget for the County Board.
- b. Assist other Divisions of the Department with financial plans and projects.

2. Provide fiscal monitoring tools for program and management use. Develop necessary fiscal data to meet required reporting.

Standards:

- a. Submit all required reports on or before their due date in the required formats.
- b. Compile and issue monthly fiscal reports to department management by the 15th of the following month.
- c. Assist program staff in the planning, developing and utilizing of monitoring tools and reports.
- d. Reconcile CARS and CORE reports to general ledger.
- e. Prepare and maintain detailed job instructions for each task and position.
- f. Cross-train a backup person for each position.

3. Provide prompt, accurate payment to eligible clients, vendors and contract agencies for Human Services Department programs such as Long Term Support (LTS), Alcohol and Other Drug Abuse (AODA), Kinship Care, Substitute Care, Child Welfare, Interim Assistance, and Administrative Expenses.

Standards:

- a. Process all accounts payable on a timely basis in accordance with allowable cost policy, contractual obligations and restrictions.
- b. Increase productivity by determining the source of errors and applying a systematic program to reduce errors.

4. Maintain billing and collections for Interim Assistance, FoodShare, and Children in Substitute Care, Case Management, Outpatient, Family Treatment Teams, Intensive Case Management, Community Support Program (CSP), LTS Co-pay, Low Income Housing Energy Assistance, and Department of Vocational Rehabilitation Transition to Employment, Youth Services Center (YSC), and Post Adjudicated Services.

Standards:

- a. Determine proper liability of clients based upon governing regulations and invoice them in a timely manner.
- b. Establish and generate accounts receivable aging reports for monthly review with Controller.
- c. Maintain a log of Substitute Care cases identified as potential Supplemental Security Income (SSI) eligible and monitor the application process.
- d. Maintain management reports on current and historic trends in cash collection.
- e. Monitor daily time reports and unit reports for promptness, accuracy, and percentage of billable hours. Give feedback to supervisory staff as needed.
- f. Issue monthly aging report.

5. Provide Protective Payee services to the Community Support Division.

Standards:

- a. Review budget expenditures and budgeted income.
- b. Review and reconcile monthly client balances.
- c. Consult with social workers and supervisors when budgets need to be adjusted.
- d. Prepare and provide monthly reports of client balances to social workers and supervisors.

6. Maintain agency checking accounts.

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Standards:

- a. Make deposits and withdrawals to various checking accounts maintained in the Department as determined by applicable policy and procedures.
- b. Reconcile all bank accounts monthly for the Controller's approval.

7. Coordinate facility issues.

Standards:

- a. Quarterly inspect each facility and interview facility staff regarding building and working conditions.
- b. Maintain an active role in the Human Services Department Safety Committee.
- c. Communicate and resolve any facility issues with landlords or the General Services Department.

8. Coordinate the processing of Social Security Income (SSI) applications for children in substitute care.

Standards:

- a. Submit every new SSI application within sixty days of placement date.
- b. Facilitate the required reviews and appeals for children in placement and on SSI.

JOB CENTER

Key Objective:

Accounting also has administrative responsibility for the Job Center. The Job Center's key objectives are to provide "ONE STOP SHOPPING" for job seekers, employers, and individuals in need of supportive services. The Job Center will provide employment and training services, promote the well being of individuals through work, help individuals obtain quality jobs and employment training, offer employers quality workers, provide resources for employee retention and advancement in the work place, provide assistance and case management for individuals in need, provide

integrated services for employers, job seekers and individuals in need of assistance and provide local leadership, direction, and outreach programs to promote employment, training and supportive services. The Rock County Job Center is part of the Wisconsin Job Center Network and the Southwest Workforce Development Area.

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

Critical Objectives:

1. Provide for facility management.

Standards:

- a. Establish and maintain safety and operational procedures.
- b. Establish and maintain cost budgets and billings.
- c. Maintain supplies and maintenance contracts.
- d. Monitor partner payments.
- e. Monitor security and confidential issues.
- f. Coordinate building and building equipment repairs and maintenance, and equipment changes.
- g. Maintain staff areas and coordinate community activities.
- h. Promote positive public relations, responding to community issues and concerns.
- i. Be an active member of the Job Center Management Team.

2. Maximize facility usage.

Standards:

- a. Determine additional funding sources and grant opportunities.

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- b. Evaluate and adjust space for program, partner and customer changing needs and service delivery.
- c. Expand marketing of available programs and services to other HSD Divisions, Community Organizations, and the general public.

TECHNOLOGY, RECORDS AND QUALITY MANAGEMENT

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

DATA MANAGEMENT UNIT

Key Objective:

The Data Management Unit serves as the data and reporting center for all HSD service programs to facilitate data system development and maintenance, report creation, data quality assurance, and technical support for applications and security.

Critical Objectives:

1. **Data Management:** Maintain and monitor the electronic health record system (EHR) within the HSD. Develop and maintain ancillary data systems to meet the informational needs of administration and service programs.

Standards:

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

MEDICAL RECORD UNIT

Key Objective:

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

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administrative services including records management, release of information, purchasing/supply, data entry and word processing.

Critical Objectives:

1. Records Management:

Standards:

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

2. Regulatory Support:

Standards:

- a. Perform release of information to external parties in accordance with statutes, regulations and procedures.
- b. Provide technical support for regulatory requirements including HIPAA, Chapter 51, etc., which includes serving as a confidentiality resource and developing ongoing training.
- c. Assist with certification surveys.

3. Logistic Support:

Standards:

- a. Maintain a system that enables staff to have needed supplies, forms and equipment to perform their duties.
- b. Conduct orientation for all new employees of the Department including Key Control.
- c. Perform and coordinate word processing support for various service areas in accordance with established protocol to ensure timely completion.

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

CLERICAL SERVICES UNIT

Key Objective:

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

Critical Objectives:

1. Client Services/Communication:

Facilitate contact and communication with and between staff, clients and community.

Standards:

- a. Provide telephone coverage for location supervisors/staff as necessary.
- b. Screen incoming calls and take information, or refer/reroute as necessary.
- c. Take requests for service and schedule assessment.
- d. Maintain Medsys Scheduling "appointment book."
- e. Notify location supervisor of location member's absences, and reschedule their appointments as necessary.

2. Client Registration and Record Management:

Standards:

- a. Register new clients.
- b. Request closed records from Medical Records/Closed Files as necessary.
- c. Assemble new client records.

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- d. Update financials, HSRS, Bill of Rights, releases and other forms as appropriate. Copy and route forms to appropriate location for processing, along with intake paperwork.
- e. File documents/material in appropriate section in client file.
- f. Complete Patient Assistance Pharmaceutical applications (JCC and BCC only).

3. **Data and Information Management:** Perform a variety of clerical functions necessary to accomplish the work of the service location. Assist with data collection and reporting.

Standards:

- a. Enter complete, accurate, consistent and timely information in the various databases and applications.
- b. Data entry of collected information on computer as necessary for monthly/annual reports.
- c. Submit requests to extend Medical Assistance (MA) and other third party payer authorization forms promptly (prior to expiration of current authorization).
- d. Complete database and Master Person Index entries.
- e. Maintain and report quality-monitoring data to the program supervisor.

4. **Assist Location Supervisors and Staff:** Assist supervisors and staff with a wide variety of administrative and office management activities.

Standards:

- a. Attend meetings and take minutes for a variety of committee and board meetings.
- b. Prepare and assist with presentations, i.e., Power Point.
- c. Coordinate trainings and registrations.
- d. Check daily and bi-weekly time sheets for accuracy before submitting to the accounting office, and maintain a time sheet log.
- e. Process educational and time off requests for workers.

- f. Orientate new workers.
- g. Troubleshoot computer and phone problems.
- h. Assist with State and County Audits.

SUPPORT SERVICES UNIT

Key Objective:

The Support Services Unit provides a wide range of administrative services including records management, data entry, and secretarial support services to Child Protective Services and Juvenile Justice and Prevention Divisions. The unit also provides switchboard/reception services for all of HSD.

Critical Objectives:

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

Standards:

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

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

Standards:

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- a. Assist staff with proper filing of client documentation and assure availability of the files while maintaining confidentiality.
 - b. Coordinate submission of credentials to HMOs, and assist with the re-certification of the Mental Health/AODA program locations by the State of Wisconsin.
3. **Data Entry:** Assist with data collection and reporting for child abuse and neglect service activities as well as JJPS and delinquent juveniles, Kinship Care services, and Foster Care Providers.
- Standards:**
- a. Enter complete, accurate, and consistent information into various databases and applications including Med Sys, WiSACSWIS and JS DR.
 - b. Attend Calendar Call hearings to collect financial information from the parents/guardians of juveniles.
 - c. Process Medicaid (MA) Eligibility determination for children in Substitute Care.
4. **Switchboard/Reception Services for all HSD:** Answer main telephone line, greet visitors and direct guests and callers as appropriate.
- Standards:**
- a. Respond to Loading Dock calls and alerts appropriate staff for pickup. Receive and sign for small deliveries brought to the reception window.
 - b. Sort all HSD inter-office and in-coming U.S. mail.
 - c. Apply postage to outgoing mail and deliver to Post office by 5:00 p.m. every weekday.

CHILD PROTECTIVE SERVICES

Key Objective:

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

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

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

Critical Objectives:

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

Standards:

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

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

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Standards:

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

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

Standards:

- a. Staff evaluation of child safety will be consistent with the Safety Intervention Standards.
- b. All children in the family are considered when evaluating safety.
- c. All options for securing children's safety will be considered before out-of-home placement is utilized.
- d. Supervisory review of all safety decisions and plans will occur to assure for sufficiency.

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

Standards:

- a. Staff will conduct assessments of each family for the purpose of understanding what conditions most contribute to the risk of maltreatment consistent with the ongoing service standards.
- b. Staff will engage families in developing plans designed to reduce the risk of maltreatment.
- c. Staff will work with other department staff and community agencies and professionals to complete their assessment and develop a case plan.

- d. Staff will make timely referrals for necessary services on behalf of the family to comply with reasonable efforts requirements. This may include referrals to both department and community resources.
- e. Supervisory review of all assessments and plans will occur to assure quality decision-making.

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

Standards:

- a. Identify and recruit for concurrent foster homes and adoptive resources in accordance with the Adoption and Safe Families Act of 1997 (ASFA) MEPA, and IEPA.
- b. Provide non-foster care respite for CPS, JJPS, and Coordinated Service Team (CST) families.
- c. Provide foster parent training to foster parent applicants and to all licensed Rock County Foster Parents.
- d. Recruit and license Foster Homes for large (3 or more children) sibling groups and for children in the Beloit area.

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

Standards:

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

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

Standards:

- a. Coordinate and communicate with case managers regarding scheduling requirements.
 - b. Develop and implement appropriate weekly schedules.
 - c. Continue plans for recruitment and retention of volunteer drivers.
 - d. Continue to refine a training/orientation process for newly recruited volunteer drivers.
 - e. Continue to develop and refine program in response to the changing needs of case managers and clients.
8. Conduct public relations efforts focused on educating the community about CPS & increasing communication and collaboration with other agencies and the community at large.

Standards:

- a. Conduct community presentations focused on child abuse and neglect reporting, child maltreatment, CPS intervention with families and other CPS related topics to interested audiences.
 - b. Offer opportunities to participate in individualized externships to interested professionals/elected representatives who interact with CPS.
9. Provide Kinship Care Management services in compliance with Wisconsin Statutes and Wisconsin Works Administrative Rules.

Standards:

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

- d. Payment authorization will be processed for all caregivers in the program.
- e. Annual reviews will be conducted on all caregivers in the program.

JUVENILE JUSTICE AND PREVENTION SERVICES

Key Objective:

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

Critical Objectives:

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

Standards:

- a. Intake services will be provided 24 hours per day as required by Wisconsin Statutes.
 - b. Intake decisions will be determined in compliance with Court approved guidelines and Wisconsin Statutes.
 - c. Custody decisions, as well as the level and location of custody, will be made according to Wisconsin Statutes.
2. Provide the following services: Juveniles in Need of Protection and Services, Formal Supervision, Intensive Case Management,

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Electronic and GPS Monitoring, Deferred Prosecution Agreements, and Consent Decrees, and delinquency prevention.

Standards:

- a. Dispositional recommendations for the Court, including the level of supervision, will be made by conducting an individualized assessment using the Youth Assessment and Screening Instrument (YASI).
 - b. Provide or arrange for all services ordered by the Court.
 - c. Provide evidenced-based programming to youth and families involved in the juvenile justice system.
3. Decrease the number of out-of-home or out-of-community placements, while providing public safety, juvenile accountability, and increased competency.
- Standards:**
- a. Provide community-based services in collaboration with other department divisions, schools, police, and private service providers to juveniles and their families.
 - b. Provide supervisory consultation and approval of recommendations to the Court for out-of-home or out-of-community placements.
4. Direct and support Juvenile Justice system improvement activities within the Division and in partnership with law enforcement, schools, Public Defenders, the District Attorney, community agencies, parents, and youth.
- Standards:**
- a. Implement nationally recognized best practice standards for juvenile justice practice.
 - b. Develop strategic workgroups to implement Juvenile Justice System improvement strategies.
5. Provide shelter or secure detention for juveniles detained per Wisconsin Statutes, Chapter 938 or Chapter 48.

Standards:

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

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

Standards:

- a. A nurse will provide a thorough review of each admission health screening.
 - b. Youth reporting to sick call will be screened for treatment needs and referred to medical staff as appropriate.
 - c. Medication monitoring services will be provided for those in need of medication therapy.
7. Conduct regular public relations efforts geared toward educating the community about services within the Division.
- Standards:**
- a. Provide speakers for in-services for other HSD Divisions, community organizations, and the general public.
 - b. Promote agency programs as well as coordinate and collaborate with other HSD Divisions and public agencies and their existing programs.

ECONOMIC SUPPORT

Key Objective:

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Our mission is to efficiently operate State and Federal Economic Support Division Programs, which include: Medical Assistance (MA), FoodShare (FS), ChildCare (CC), and Badger Care Plus (BC+). These programs are operated under contract with the State and are required by State and Federal law, leaving little room for local discretion. The Relief Block Grant program is an option to each Wisconsin County under the broad guidelines of Chapter 49 of the Wisconsin Statutes. Rock County has opted to operate a cash-only Interim Assistance Program.

Critical Objectives:

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

Standards:

- a. Complete Quality Assurance reviews at a rate sufficient to determine accuracy rates. Appropriate action plans will be developed to address negative findings.
- b. Develop an error reduction plan to address problem areas and apply for such project funding as is available.
- c. Complete applications, changes and responses on a timely basis as specified in program manuals.

2. Provide Economic Support programs in accordance with all Federal, State and local regulations. Administration of these programs requires respect for client rights and satisfaction.

Standards:

- a. Investigate all complaints regarding client services with appropriate remedies being applied on a timely basis.
- b. Evaluate and report efforts to monitor the quality of consumer/staff interactions. Such efforts will be documented through the state-developed Customer Satisfaction Survey, as well as, local monitoring tools.
- c. Meet Performance Standards as set forth by the State.

3. Staff will be trained on program basics as well as program changes.

Standards:

- a. Provide continuous education for staff.
- b. Assure each new staff will be given sufficient training to meet the requirements of Administrative Code DCF 103.
- c. Assign experienced staff to state-sponsored education to meet requirements of DCF 103.
- d. Schedule in-house education to address staff on agency needs.
- e. Maintain records of staff education.

4. Policy changes will be discussed, disseminated, and implemented on a timely basis.

Standards:

- a. Designate staff to attend state-sponsored training on new programs or policy changes.
- b. Discuss policy matters and implementation plans at weekly supervisory meetings.
- c. Hold regular Division and unit meetings to provide a forum for training and policy discussion.

5. Develop and maintain an up-to-date Interim Assistance Program policy manual that is approved by the Rock County Human Services Board.

Standards:

- a. Revise local practices to ensure efficiency and consistency with Board policy direction.

6. Operate an active fraud reduction program.

Standards:

- a. Complete front-end verification on all cases within error prone profiles as specified in the Rock County Fraud Plan.
- b. Refer for investigation cases of alleged fraud or request an administrative hearing.

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- c. Disqualify recipients who are convicted of fraud as allowed by law.
- d. Actively pursue and monitor benefit recovery where benefits were obtained as a result of fraud.

7. Maintain a focus on employment as the first means of self-support for the Food Share Employment and Training (FSET) program.

Standards:

- a. Develop and review employability plans for all work program participants.
- b. Monitor each participant's progress toward goals stated in the employability plan.
- c. Provide supportive services to enable individuals to seek and maintain employment.
- d. Complete follow-up tracking and case management for employed individuals.

8. Provide information regarding Economic Support Programs.

Standards:

- a. Provide public relations and outreach in a pro-active manner to increase public awareness of the Economic Support Programs.

9. Conduct regular public relations efforts geared toward educating the community about Economic Support Programs and enhancing the image of the Human Services Department.

Standards:

- a. Provide speakers for inservices for other HSD Divisions, Community Organizations, and the general public.
- b. Provide a series of informational sessions to other agencies and the general public on topics of interest.
- c. Participate on advisory boards and committees to promote agency programs as well as coordinate and

collaborate with other agencies and their existing programs.

LONG TERM SUPPORT

Key Objective:

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

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

Critical Objectives:

1. Provide comprehensive case assessment and plans.

Standards:

- a. Provide assessments and case plans in a timely manner.

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- b. Provide pre-admission consultations for individuals seeking admission to a Community-Based Residential Facility.
 - c. Conduct annual WATTS reviews referred from Court Services.
2. Provide comprehensive case management services.
- Standards:**
- a. Monitor ongoing case management activities for service comprehensiveness through monthly random record review and client/collateral contacts.
 - b. Further develop standards for case management activity and measure workload demands and productivity.
 - c. Ensure expertise for the various populations served through staff training, support, and caseload review.
3. Maximize State and Federal funding sources.
- Standards:**
- a. Achieve full waiver participation within allowable allocations.
 - b. Utilize all available MA-Waiver funding while maintaining prescribed significant proportion ratios.
 - c. Analyze State and Federal administrative reports and adjust case activities as needed.
 - d. Assess the division of funds by target group to provide for the full utilization of funding and meeting the program's responsibilities.
 - e. Maintain staffing level sufficient to process new waiver applications and manage open waiver cases.
 - f. Analyze how best to serve clients after completing the Long Term Care Functional Screens.
4. Maintain accurate waiting list data.
- Standards:**
- a. All waiting list cases will have an assigned Social Worker/Case Manager to follow-up on their service

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

AGING AND DISABILITY RESOURCE CENTER

Key Objective:

The Aging and Disability Resource Center (ADRC) of Rock County provides resources to elderly, physically disabled, and developmentally disabled adults as well as their family and caregivers. The ADRC is a central source of information, assistance, and access to community resources. Individuals who come to the ADRC often times are not aware of all the resources available in the community and do not know where to

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turn. Information and Assistance Specialists gather information from the customer to understand the needs and provide options counseling to explain each option available so that the individual and their family can make informed choices. Information and Assistance Specialists will go one step further by helping the customer make the connection and link them to the resources they seek.

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

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

Critical Objectives:

1. Provide information and assistance.

Standards:

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

- d. Follow-up with individuals to determine if the needs were met.
- e. Document contacts in State system.

2. Provide access to Publicly Funded Programs and Benefits.

Standards:

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

3. Provide Disability Benefits Counseling.

Standards:

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

4. Transition Services for Students and Youth.

Standards:

- a. Assist young adults with disabilities experience a seamless transition into the adult long-term system.
- b. Participate in the local Transition Advisory Committee, resource fairs and other transition-related events.

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- c. Outreach to school districts, parent/guardian groups and education service agencies by providing information regarding availability of services.
- 5. Maximize State and Federal Funding.
Standards:
 - a. Complete daily activity logs (100% time reports).
 - b. Log all activities accurately on the provided spreadsheet ensuring Medicaid is maximized for full funding.
 - c. Medicaid activities should equal no less than 35.42% monthly.
 - d. Submit reports to the State monthly.

MENTAL HEALTH AND ALCOHOL AND DRUG

OUTPATIENT CLINICS

Key Objective:

The Department provides counseling and other therapeutic services at outpatient clinics in Southern Rock County (Beloit) and Northern Rock County (Janesville). The State of Wisconsin under HFS 35 certifies the clinics. Services available through the clinics include psychiatric and psychosocial evaluations; individual, family, and group counseling; nurse care, case management services; and psychiatric treatment services. A large number of eligible outpatient clients are provided with sample or program medication at no cost.

Critical Objectives:

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

- a. Provide therapeutic services to registered clients to assist in resolving problems on an outpatient basis and reduce the need for inpatient care.
- b. Provide access to psychiatry and medication management services as a primary intervention for clients.
- 2. Continue to refine and develop specific therapeutic skills and strategies for working with clients with complex concerns, and improve capacity for provision of case management services.
Standards:
 - a. Provide staff opportunities to attend workshops and seminars relating to multi-problem and treatment resistant clients.
 - b. Develop broader continuum of services beyond office based therapy to include comprehensive case management.
- 3. Further develop staff competence and skill in the areas of co-occurring disorders as well as trauma informed care.
Standards:
 - a. Implement Core principles of Best Practice within Co-occurring Disorders and Trauma Informed service delivery
 - b. Provide division wide training to staff to improve effectiveness in trauma informed care.
- 4. Perform professional duties in a manner that ensures compliance with all applicable State and Federal codes and statutes, outpatient certification standards, and is consistent with professional ethics and practice guidelines, and prevailing professional standards of care.
Standards:
 - a. Review and discuss applicable laws, codes, regulations, guidelines, and standards, as necessary, to maintain an adequate knowledge base.

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- b. Identify specific problems and concerns relating to professional practice and review with other professional staff via the multi-disciplinary case review, peer consultation and review, supervisory review, and at outpatient staff meetings.
- c. Attend outpatient business and educational staff meetings.
- d. Review Quality Assurance findings and participate in ongoing quality improvement activities.

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

Key Objective:

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

Critical Objectives:

- 1. Continue to develop a Children's System of Care model by high fidelity implementation of CST model.
Standards:
 - a. Access available technical assistance from the State of Wisconsin to further develop a high fidelity CST model.
 - b. Build to full capacity the caseloads of CST service coordinators.
 - c. Work with families to build on individual and family strengths using a team-centered approach.

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

Standards:

- a. Review and discuss applicable laws, codes, regulations, guidelines, and standards, as necessary, to maintain an adequate knowledge base.
- b. Identify specific problems and concerns relating to professional practice and review with other professional staff via the multi-disciplinary case review, peer consultation and review, supervisory review, and staff meetings.
- c. Review Quality Assurance findings and participate in ongoing quality improvement activities.

CHILDREN'S LONG TERM SUPPORT

Key Objective:

The Children's Long Term Support program is a Medicaid Waiver program that recognizes that many children at risk of being placed in high cost restrictive facilities can be cared for in their homes and communities, preserving their independence and ties to family and friends at a cost no higher than that of institutional care. Rock county Human Services serves children who qualify for services through the Children's Long Term Support Waiver because of mental illness or physical disability. Examples of services funded by this program include case management, counseling and therapeutic services, skills training, adaptive aids, respite care, supportive home care, home modifications and nursing services, among others.

Critical Objectives:

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1. Access all available CLTS funding to maximize services to eligible children.

Standards:

- a. Integrate waiting lists and service provision of CLTS services between DD and SED/PD populations.
- b. Maximize access to services and funding by increasing use of "local match" slots.

ADULT CRISIS INTERVENTION

Key Objective:

Crisis Intervention Unit provides emergency assessment, assistance and referral to individuals experiencing mental health and alcohol and other drug abuse problems, when the family or other existing support systems can no longer alleviate these problems. This resource assists in decreasing hospital admissions. The Crisis Unit is certified under HFS Administrative Code 34 and 75.05 and operates in accordance with these standards. Unit objectives continue to be focused on securing community based alternatives to hospitalization. A critical element of this effort continues to be our 12 bed crisis stabilization facility, Jackson House.

Critical Objectives:

1. Educate county law enforcement agencies and other community agencies on the civil commitment process, crisis techniques, and how to access crisis services.

Standards:

- a. Crisis Intervention Supervisor will continue to hold bimonthly Community Crisis Response Group meetings to facilitate communication and collaboration among community partners in the Emergency Mental Health System.
- b. Provide in-services off-site to other community agencies to increase their knowledge of the civil commitment

process, crisis intervention service, and mental illness in general.

- c. Maximize mobile services to the community to arrange for alternatives to involuntary hospitalizations.

2. Examine the function of Crisis Intervention, particularly with regards to other community organizations, and explore ways to further minimize risk factors associated with crisis services.

Standards:

- a. The Crisis Intervention Supervisor will provide additional educational training to Crisis staff on topics related to mental illness, alcohol and other drug abuse, and enhancing suicide assessments.
- b. The Crisis Intervention staff will work to decrease the length of stay in the State Institutions and hospitals.
- c. Evaluate mental status of clients through interviews by Crisis Intervention Staff.
- d. Consult with Rock County Corporation Counsel to discuss liability issues, as needed.
- e. Increase mobility of crisis staff to respond to law enforcement in the community when significant mental health problems are identified.

3. Review and revise Crisis unit policies and procedures in compliance with any new State laws and mandates related to Crisis Intervention.

Standards:

- a. Attend trainings and in-services provided by the State regarding new rules.
- b. Coordinate changes in operations with other Human Service Department units.
- c. Explore viable options for expanding our current billing for emergency services.
- d. Coordinate services with the Harpers Place crisis stabilization facility.

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- e. Coordinate discharge planning of individuals under emergency detention pursuant to SS 51.15 or 51.45.
 - f. Work collaboratively to address the needs of individuals with dual diagnosis to offer and encourage drug and alcohol treatment.
4. Crisis Staff perform professional duties in a manner that ensures compliance with all applicable State and Federal codes and statutes, certification standards and consistent with prevailing professional standards of care.
- Standards:**
- a. Review and discuss applicable laws, codes, regulations, guidelines, and standards, as necessary, to maintain an adequate knowledge base.
 - b. Identify specific problems and concerns relating to professional practice and review with other professional staff via case review, peer consultation and review, supervisory review, and at regularly-scheduled staff meetings.
 - c. Attend regularly scheduled business and educational staff meetings.
 - d. Review Quality Assurance findings and participate in ongoing quality improvement activities.
 - e. Access consultation from Crisis Clinical Director to improve practice.

PATH

Key Objective:

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

Standards:

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

- b. Continue outreach services to places where homeless individuals are known to congregate to engage these individuals for serious and persistent mental illness and/or co-occurring disorders.
- c. Integrate Peer Support Services into PATH service array.

FAMILY CRISIS SERVICES

Key Objective:

The primary focus of Family Crisis is to provide mental health services where either the child, child caregiver, or both may be the identified client(s) and is viewed as needing short-term intensive stabilization services to reduce the risk of continued crisis and/or out of home placement. Family Crisis Services operates under Wisconsin Administrative Code HFS Chapter 34 and operates in accordance with these standards.

Critical Objectives:

- 1. Provide timely and effective responses to families experiencing a mental health crisis or when the family is at high risk of experiencing a crisis.

Standards:

- a. Clinicians intervene when appropriate, consistent with HFS 34.02 (5) crisis definition.
- b. Referrals for Family Crisis Services are initiated by Crisis Intervention, CPS, JJS, and the Janesville and Beloit Counseling Centers.
- c. Provision of Family Crisis Services involve establishing rapport with the family, stabilizing the crisis, conducting a mental health assessment, and making referrals as appropriate to address any issues that impact on the risk of future crisis time frame when feasible.

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

Standards:

- a. Review and discuss applicable laws, codes, regulations, guidelines, and standards, as necessary to maintain an adequate knowledge base.
- b. Identify specific problems and concerns relating to professional practice and review with other professional staff via case review, peer consultation and review, supervisory review, and at regularly-scheduled staff meetings.
- c. Attend regularly scheduled business and educational staff meetings.
- d. Review Quality Assurance findings and participate in ongoing quality improvement activities.

CRISIS STABILIZATION FACILITY

Key Objective:

The Human Services Department contracts with Rock Valley Community Programs to provide a fifteen-bed crisis stabilization facility (Harpers Place) in Rock County. The service is designed and operated in accordance with Wisconsin Administrative Code HFS 34. This facility provides a less restrictive alternative to psychiatric hospitalization. Clients will be voluntarily placed and/or placed there on a 51.15 detention.

Critical Objectives:

1. Ensure that the contracted provider is operating in accordance with HFS 34 standards and HFS 83 standards for Community Based Residential Facilities and the contract between provider and Rock County.

Standards:

- a. Monitor the services delivered by the contracted provider.
 - b. Obtain and review client satisfaction data, outcome data, and quality assurance findings prepared by the provider.
 - c. Monitor compliance with the terms of the contract related to staffing, outcomes and billing.
 - d. Participate in regular clinical staffings of clients at Harpers Place.
2. Monitor admission screening and related admission criteria, as well as billing criteria and procedures.

Standards:

- a. Review admission screening decisions.
 - b. Review billing procedures in order to optimize resources for the facility.
 - c. Ensure all eligible Medical Assistance billing occurred.
3. Maintain a productive working relationship between the Human Services Department and the contracted provider.

Standards:

- a. Conduct meetings with staff of the crisis stabilization facility and HSD service providers to review level of service integration and collaboration.
- b. Revise policies, procedures and guidelines, as necessary, to ensure services delivery is integrated, efficient, and responsive to the needs of the residents.

CHEMICAL DEPENDENCY SERVICES

Key Objective:

The Department provides Alcohol and Other Drug Abuse (AODA) assessment and referral services to eligible Rock County residents

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employing a managed care format. The system requires fiscal management of limited resources in order to provide eligible clients access to AODA treatment. AODA trained staff provide the Intoxicated Driver Program (IDP) and AODA assessment and referral services. Contracted providers provide AODA treatment services. AODA treatment services, for eligible clients, are authorized to the limit of available budgeted resources.

Critical Objectives:

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

Standards:

- a. Complete an individual assessment of all clients referred for AODA assessment.
- b. Adhere to established criteria for prioritizing need for AODA treatment services to the limit of treatment resources available.
- c. Schedule assessments for intoxicated drivers (IDP) consistent with State standards.
- d. Screen and refer clients having third-party payer coverage or financial resources to an appropriate private sector provider.
- e. Document all instances of client contact on the day of contact.

2. Maintain a managed care format utilizing purchase-of-service contracts with multiple alcohol and drug abuse treatment providers.

Standards:

- a. Monitor AODA treatment authorizations to avoid exceeding budgeted limits.
- b. Review and authorize requests for extensions by contracted treatment providers when requested, and further if clinically indicated after reassessment of treatment progress.

- c. Develop and monitor outcomes for each treatment provider.
- d. Monitor compliance with HSRS data input necessary for State reporting.
- e. Provide ongoing assessment of continued need for treatment, consistent with agency policy.

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

Standards:

- a. Review and discuss applicable laws, codes, regulations, guidelines, and standards, as necessary, to maintain an adequate knowledge base.
- b. Identify specific problems and concerns relating to professional practice and review with other AODA staff and supervisor.
- c. Attend regularly scheduled AODA staff meetings.
- d. Review quality assurance findings and participate in ongoing quality improvement activities.

4. Participate in quarterly meetings with contracted AODA treatment providers. This group is comprised of Department representatives, AODA service providers, and other interested community human service organizations.

Standards:

- a. Provide a forum for problem identification and resolution.
- b. Facilitate communication regarding funding sources, third-party reimbursement, legislative activity, and changing trends in AODA service provision.
- c. Clarify treatment expectations and standards of the Department as necessary.
- d. Disseminate information regarding existing and new AODA services available in the community.

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- e. Allow all contracted providers to provide agency updates.
- 5. The operation and services of AODA contracted providers will be periodically monitored to ensure compliance with contract conditions and adherence to standards of care.
Standards:
 - a. Contracted providers will provide documentation of their internal quality assurance activities as well as findings from consumer satisfaction surveys.
 - b. An on-site review/audit of each contracted provider will be conducted every three (3) years.
 - c. Results of AODA outcome studies completed by the unit will be shared with providers.
 - d. Plans of correction, as necessary, will be developed as concerns are noted up to and including termination of their contract.

MEDICALLY MONITORED DETOXIFICATION

Key Objective:

The Rock County Human Services Department (HSD) contracts with Dane County Human Services who subcontract services with Tellurian UCAN, Inc. of Madison Wisconsin to provide detoxification services to Rock County residents. The majority of detox admissions are admitted under Chapter 51.45. A number of admissions have a co-occurring mental health condition. The service is designed and operated in accordance with the provisions of HFS 75.07. Screening and referral is provided by the HSD Crisis Unit. Transportation is provided by security services.

Critical Objectives:

- 1. Ensure that the contracted provider is operating in compliance with HFS 75.07 and federal AODA service regulations.
Standards:

- a. Develop a methodology for monitoring the services delivered through the unit by the contracted provider.
- b. Obtain and review client satisfaction data, outcome data, and quality assurance findings prepared by the contracted provider.
- 2. Monitor discharge planning and referral/s for AODA and/or mental health treatment services.
Standards:
 - a. Review discharge treatment recommendations.
 - b. Authorize funding for appropriate AODA services for eligible residents to the extent that funds are budgeted for this purpose.
 - c. Assist unit staff in arranging for and/or providing clinically indicated mental health services following discharge from the unit.
- 3. Maintain a productive and efficient working professional relationship between HSD service units and the contracted provider.

Standards:

- a. Consult with Detox Program Director if and when operational problems are identified to ensure that residents receive adequate care.
- b. Develop policies, procedures, guidelines and shared expectations, as necessary, to ensure that service delivery is efficient, integrated and responsive to the needs of residents.

COURT SERVICES

Key Objective:

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Court Services exists to provide guidance, assistance and support to county legal, clinical, contracted clinical, and administrative staff as their practice relates to State and Federal law. Issues such as civil liberty and public safety must be balanced in making recommendations for a release or discharge of a detention prior to a court hearing. The balance of civil liberty and public safety also occurs in the context of recommitment hearings. Special attention and effort will be focused upon seeking favorable court opinions with respect to competency issues specific to consent for medication.

Critical Objectives:

1. Ensure that Court Services activities are comprehensive, accurate, timely and well coordinated.

Standards:

- a. Review all Rock County mental health detentions.
- b. Coordinate ongoing services mandated by court orders.
- c. Monitor all involuntary commitments to Rock County.
- d. Maintain records on all involuntarily committed clients.
- e. Monitor all Settlement Agreements.
- f. Coordinate all necessary court hearings related to Chapter 51, including scheduling, conferring with witnesses, and acting as a liaison between clinical providers and judicial officials.

COMMUNITY SUPPORT PROGRAM

Key Objective:

Community Support Program (CSP) is a state-certified program with the mission to provide recovery oriented, cost-effective and comprehensive treatment and recovery services to persons in Rock County who are disabled by severe and persistent mental illness. CSP serves people who have schizophrenia, bipolar, schizoaffective, delusional, or severe and recurrent depressive disorders. Comprehensive and integrated recovery

services are aimed at helping the person to reach their maximum potential in a normalized community setting while moving toward increasing self-sufficiency. Collaborative goals between the participant and staff guide the treatment process. Emphasis is on the primacy of a hopeful, caring, and respectful relationship with the participant, family and significant others.

Critical Objectives:

1. Comply with the State Mental Health Functional Screen and State CSP Certification Standards under *DHS 63*.

Standards:

- a. Provide over 50% of service contacts in the community, in non-office based or non-facility based settings.
- b. Complete an initial assessment and treatment plan at the time of admission for all participants, including the Mental Health Functional Screen.
- c. Complete a comprehensive assessment and Psychiatric evaluation within 30 days of admission.
- d. Complete a comprehensive treatment plan within 30 days of admission and every six months thereafter.
- e. Complete a treatment note for every contact with or about each participant.

2. Increase Fidelity to the Evidence Based Model of Assertive Community Treatment for those with chronic mental illness.

Standards:

- a. Transition from individual case management model to multidisciplinary team treatment model.
- b. Increase vocational rehabilitation and supported employment activities.
- c. Increase percentage of clients living independently vs. supported living environments.

3. Comply with State Medical Records mandates set forth in Wisconsin State Statutes *HSS 92* and *HSS 51.30*, HIPPA and Rock County policies involving confidentiality.

Charter: Human Services

Standards:

- a. Staff will be knowledgeable of referenced State and Federal Statutes and Administrative Code regulations. Attend inservice training provided by the H.S.D. Medical Records Department and read and observe all policies adopted by the Department regarding confidentiality.

Department

Human Services

Budget Analysis by Program

PROGRAMS	AGENCY MANAGEMENT SUPPORT	ECONOMIC SUPPORT	CHILDREN, YOUTH & FAMILIES			LONG TERM SUPPORT	ADRC	MENTAL HEALTH/AODA					JOB CENTER	TOTAL DEPARTMENT
			Access, Assessment & Support and Ongoing	Ongoing	Youth Services Center			Detox	Crisis Intervention	Outpatient	Clinical Services for Children and Families	Community Recovery Services		
FTE POSITIONS	33.0	60.0	63.0	26.0	34.4	22.5	14.5	0.0	24.8	24.0	32.0	30.0	2.0	366.2
SALARIES	1,556,438	2,463,082	3,322,766	1,406,964	1,808,600	1,068,222	616,265	0	1,322,011	1,873,802	1,494,673	1,909,469	67,484	18,909,776
FRINGES	790,417	1,355,755	1,523,360	728,576	749,474	565,896	380,480	0	487,594	715,549	808,793	756,876	25,251	8,888,021
OPERATING EXPENSES	988,461	249,835	1,380,819	304,749	390,106	149,047	93,240	41,782	2,883,693	408,980	211,852	320,982	491,588	7,915,134
CAPITAL OUTLAY	0	1,200	0	0	0	0	0	0	0	0	0	0	10,000	11,200
ALLOCATED AMS&O	(3,345,472)	606,063	636,367	262,628	347,476	227,274	146,465	0	250,507	242,425	323,235	303,032	0	0
ALLOCATIONS	(1,800)	297,401	28,260	0	0	88,227	42,486	(59,460)	4,460	26,740	0	(1,455)	(424,859)	0
PROGRAM/CONTRACTED	31,249	4,259,901	4,466,297	1,703,778	15,000	9,030,825	0	237,108	1,846,839	554,629	1,244,915	653,621	100,738	24,144,900
TOTAL EXPENSES	19,293	9,233,237	11,357,869	4,406,695	3,310,656	11,129,491	1,278,936	219,430	6,795,104	3,822,125	4,083,468	3,942,525	270,202	59,869,031
REVENUES	8,616,614	8,368,227	1,768,444	3,703,358	108,145	11,022,348	1,278,936	17,500	684,225	1,126,359	1,778,322	1,391,472	270,202	40,134,152
FUND BAL. APPLIED														
COUNTY SHARE	(8,597,321)	865,010	9,589,425	703,337	3,202,511	107,143	0	201,930	6,110,879	2,695,766	2,305,146	2,551,053	0	19,734,879

Administrator's Comments

Human Services Department

Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	366.2	366.2
Salaries	18,909,776	18,909,776
Fringe Benefits	8,888,021	8,888,021
Operating Expense	32,060,034	32,060,034
Capital Outlay	11,200	11,200
Allocation of Services	0	0
Total Expense	59,869,031	59,869,031
Revenue	40,134,152	40,134,152
Transfer In	0	0
Fund Balance Applied	0	0
Tax Levy	19,734,879	19,734,879
Total Revenues	59,869,031	59,869,031

A good general description of the services provided by the Human Services Department is contained in the Departmental Charter printed at the beginning of the Human Services section of the budget. I refer you to this document for a description of the services provided by each of the departmental units.

The 2014 budget request for the Human Services Department totals \$59,869,031, which is an increase of \$3,575,276 from the 2013 Budget as originally adopted. The 2014 expenditure request is \$1,786,156 more than the 2013 Budget as it has been amended during the year. One of the largest amendments adopted in 2013 was the addition of \$897,723 in federal Affordable Care Act (ACA) funding to add staff in the Southern Income Maintenance Consortium to handle the additional work generated as a result of the implementation of the ACA. \$399,499 is being used by Rock County to fund 17 additional staff to help handle the increased caseload while \$498,224 is being passed on to the other 6 counties in the Consortium for the same purpose. The 2014 Budget includes \$2,413,743 for ACA implementation. This makes up 68% of the \$3,575,276 increase in the 2014 Budget.

The tax levy request is \$19,734,879, which is an increase of \$348,269 or 1.8%.

The Human Services Department is that part of the County government which acts as the agent of the State of Wisconsin for carrying out many State programs such as child protection, mental health, economic support, AODA, juvenile justice, adult protection, long term support, and others. These are programs which more and more of our citizens have had to rely on as the recession, job loss, economic changes and the stress which results has had an impact. In addition, the population is aging. These factors have increased service demand and caseloads.

Ms. Klyve and her staff have been able to cope with the increased demands in an era of levy limits and State Aid freezes or cuts by continually changing how we do things in multiple areas of the Department and adopting best practice standards which have proven successful in other agencies. Another key is to work collaboratively with other public and private partners so systems which serve people community wide do so as well as possible.

The process of continuous change and improvement has reached a point where we need to reorganize the internal structure of the Department. I have asked Ms. Klyve to explain the rationale for the reorganization. Her description follows:

One of the primary initiatives included in the 2014 Human Services budget is the reorganization of the Department. The goal of this reorganization within Human Services is to continue to build programming throughout the Department that will improve access to services and provide care in a more integrated fashion to enhance the quality of life for our citizens. Secondly, it simplifies access and eliminates duplication of services, thereby creating efficiencies. Furthermore, the system should be less confusing to families in need of our services, as well as our community partners. The intent is to cultivate a single positive culture of care for clients in which there is "no wrong door". The system will be better organized to meet the complex needs of individuals and families, regardless of how they come to our attention.

More than ever before, all Human Services programs must be focused on continuous quality improvement and implementation of evidence based practices. We must develop program outcomes and measure what we are doing and change that which may not be working. The Department must be more flexible and able to adapt to new initiatives and operate at peak efficiency.

In the past several years, the Human Services Department has implemented a number of innovative programs.

Programs such as the ACTIONS program and various diversion services have been implemented in the Juvenile Justice and Prevention Services Division. As a result of these innovative programs, while continuing to keep the community safe, the Department has decreased corrections placements from a budgeted average daily census of seventeen in CY 2010 to a budgeted average daily census of two in 2014. This not only translates into a direct savings of an estimated \$1.6 million dollars of savings to the County tax levy, it enables youth to receive services in their own local community and stay connected to their families which has resulted in significantly better outcomes for our youth. In addition, the innovative programs have been noticed by the State Department of Corrections. They have visited us to learn from us and mirror some of our evidence programs and initiatives. Similarly, the Mental Health/Alcohol and Drug Division is also constantly adopting innovative, evidence based practices to provide better services to children and families. This has been accomplished through providing crisis stabilization services and implementing programs such as Functional Family Therapy and beginning in June of 2014, Comprehensive Community Services.

The reorganization of the Department is the next natural step in the evolution of innovation through adopting evidence based practices, creating better access to services and a more integrated system of care. It streamlines the Departmental operating Divisions from seven to five. The essential elements of the reorganization would integrate the Juvenile Justice Division and Child Protective Services Division into one Division to better coordinate services to families who may be serviced under both Chapter 48 and 938. Furthermore, the reorganization creates a Clinical Children, Youth and families sub-division within the Mental Health/Alcohol and Drug Division to provide coordinated wrap-around services to children and families and earlier intervention with children and youth, to

minimize both the emotional toll and fiscal cost of out of home care.

Another component of the reorganization is to consolidate the Technology, Records and Quality Management Division into the Fiscal Division and rename it the Administrative Services Division. This consolidation more effectively ties the fiscal and data collection and data monitoring components into one Division. In addition, the clerical support staff will be transferred to the services divisions within which they work.

Ms. Klyve believes that the reorganization will enable the Department to continue to improve services, enhance programming and achieve better outcomes for clients as well as increase efficiencies. I agree that this is the next necessary step and have included the reorganization in the recommended budget.

Economic Support

One of the service areas which has undergone significant change in the last two years is Economic Support. The State required counties to form multi county consortia as of January 1, 2012 to administer economic support programs. Rock County took the lead in forming the Southern Consortium which is composed of seven (7) counties with Rock as both the Fiscal and Administrative lead county. Rock receives all the State Aid for economic support administration and then distributes it to the other six counties. The caseloads and the counties in the Southern Consortium as of June 2013 are as follows:

Crawford	1,896	cases
Grant	4,972	
Green	3,738	
Iowa	2,144	
Jefferson	7,727	
Lafayette	1,597	
Rock	21,461	
TOTAL	43,535	Total

Further change and challenge for economic support and the Southern Consortium is resulting from the effects of implementation of the Affordable Care Act. A description of this provided by the staff is as follows:

The Affordable Care Act (ACA) will expand health insurance coverage to uninsured Wisconsin residents through the federal health insurance market place. Those individuals whose incomes fall under the state imposed standards for the federal poverty level (FPL) will be eligible for BadgerCare, which is health insurance paid for with state and federal funding. Those uninsured adults whose incomes exceed the FPL have an individual mandate to seek health insurance through the Marketplace. The open enrollment period starts on October 1, 2013 and extends through March 31, 2014. Coverage for insurance purchased through the Marketplace begins on January 1, 2014. A second open enrollment period starts on October 1, 2014 and extends through March 2015.

Rock County is the lead administrative and fiscal agent for the Southern Consortium, which has the statutory and contractual obligation to determine eligibility for benefits and case manage for Medicaid (e.g. those who are means tested such as elderly, blind, or disabled), BadgerCare, and FoodShare Coverage and ancillary economic support programs. That primary role does not include providing direct assistance to individuals enrolling in the Marketplace. Thus, the Southern Consortium has neither sufficient funding nor the mandate to enroll individuals in the Marketplace.

Starting October 1, approximately 400,000 Wisconsin residents who have not been insured have the obligation under ACA to seek insurance in the Marketplace. It is not clear how many will actually insure (State actuaries have estimated 50% of the uninsured population) and the cost of coverage will not be known until the Marketplace becomes active on October 1, 2013. Many of the uninsured may

qualify for a federal subsidy to offset their health insurance premium.

The State and the income maintenance consortia have been working in earnest since March to gear-up for the increase in the BadgerCare workload. The new State Budget included a significant increase in Income Maintenance funding known as "PPACA Funding". The Rock County Board adopted a resolution in June 2013 that appropriated funding to pay for the hiring, training and equipping of 17 new staff. It also adopted a resolution that accepted additional FoodShare bonus funds to pay for computer upgrades, equipment, training and overtime in 2013. Our Southern Consortium partner counties have done the same. In total the Consortium has hired 29.6 FTE's to deal with caseload increases.

In mid-July the State Department of Health Services announced an initiative to create 10 Regional Enrollment Networks (REN) that coincide with the 10 I.M. Consortia in Wisconsin. This effort was focused at marshalling resources (people and organizations) to assist Wisconsin residents who need help enrolling in the Marketplace. It remains to be seen how well that concept works statewide. However, an ad hoc group of health providers, clinics, and community organizations in Rock County continue to meet locally because of the desire to provide good information about local resources and entities that can assist individuals who wish to find health insurance through the Marketplace. The Rock County HSD is participating in that endeavor. However, the HSD has limited resources to help Rock County residents who are losing BadgerCare eligibility. Thus, it plans to focus on its primary responsibility for the Medicaid, BadgerCare and FoodShare eligible population.

Long Term Support / ADRC

The major initiative in 2013 was the establishment of an Aging and Disability Resource Center (ADRC). The ADRC opened in March 2013. Division Manager Jennifer Thompson describes the status of the ADRC as follows:

Rock County officially opened the Aging and Disability Resource Center (ADRC) on March 13, 2013. Since opening, we have put much of our focus on the protocols, procedures, and MOU's with other county departments, focusing on useful and efficient processes for staff and smooth transitions for our customers. We have adhered to our operational plan by hiring eight Information and Assistance (I&A) Specialists and two Disability Benefit Specialists (DBS) to assist elderly and disabled adults as well as their caregivers in Rock County. The I&A Specialists have backgrounds in long term support, developmental disabilities, chronic mental illness, Medicaid, and nursing home care – all of which were disciplines in the original hiring plan. To date, they have had a total of 3,978 contacts with people either in the ADRC office, over the telephone, or at outside locations since opening in March. We expect this number to grow as more people learn of the services offered at the ADRC. The DBS's (coming 9/30/13) will focus on assisting people to obtain the benefits they are eligible for; most often, helping people apply for SSDI and working with them through the appeals process if necessary. The ADRC has had multiple requests for DBS assistance; therefore, I anticipate this being a successful service.

As we move into 2014, our lead marketing I&A Specialist will look for new opportunities to promote the ADRC. Data has shown that most of our customers are referred to the ADRC by other service providers in Rock County. Therefore, we may look to them for additional partnerships and as a source to get our name out. The ADRC also looks forward to creating new health and wellness programs in

2014, either independently or by partnering with other governmental agencies such as the Health Department (flu shot clinic) or Council on Aging (Falls Prevention). Lastly, as our customer volume grows, we will be hiring the final two I&A Specialists.

Overall, the ADRC has been a successful addition to Rock County government; we look forward to serving Rock County residents for years to come.

The County has successfully established on ADRC which works with the MA Waiver programs run through the County. Whether or when the Family Care program will come to Rock County remains unclear. In the meantime the Long Term Support Division (LTS) will continue to case manage clients on the MA Waiver programs. The staff has done a fine job increasing and maintaining case management billing rates which generate revenue and lessen the reliance on tax levy for the Division.

Child Protective Services

The 2014 Budget integrates the Child Protective Services Division and the Juvenile Justice Division into a single Children, Youth and Families Division. This will create efficiencies by better coordinating services to families who may fall under both Chapter 48 and Chapter 938 of the Wisconsin Statutes.

Child Protective Services has continued to make progress in serving children and families in the County despite a heavy caseload. This is reflected by the relatively stable number of children in out of home placements. The following chart tracks the average daily census of children in out of home placements from 2010-2012, with estimates made for 2013 and 2014. It also shows costs.

CHILD PROTECTIVE SERVICES (9/12/13)

	<u>Average Daily Census</u>			2013	2014
	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>Estimate</u>	<u>Projected</u>
Foster Home Level 1	0	1	0	2	2
Foster Home Lvl II-V	102	97	80	86	87
Group Home	4	4	2	2.5	2.5
RCC	<u>11</u>	<u>15</u>	<u>11</u>	<u>13</u>	<u>13.4</u>
TOTAL	117	117	93	103.5	104.9

Expenditures

	2013	2013	2014
	<u>Budget</u>	<u>Estimate</u>	<u>Budget</u>
Foster Home Level 1	\$ 5,280	\$ 5,280	\$ 5,424
Foster Home Lvl II-V	1,885,132	1,459,215	1,516,362
Group Home	167,998	170,313	176,852
RCC	<u>1,688,261</u>	<u>1,846,328</u>	<u>1,926,933</u>
TOTAL	\$3,746,671	\$3,481,136	\$3,625,571

Child Protective Services: In 2014, the cost of a Level I Foster Home is \$226 per month. The projected average daily cost for Level II-V Foster Homes is \$47.75; \$193.81 for a Group Home and \$393.98 for a Residential Care Center (RCC).

Juvenile Justice & Prevention Services

The Juvenile Justice and Prevention Services Division has been undergoing a great many changes over the last several years to bring its operations in line with best practice standards. This has allowed for serving juveniles in the community and in less restrictive placements than used to be the case. For example, in 2009 the County averaged seventeen juveniles in State Corrections. This dropped to eight in 2010 and is projected to be two in 2014. At a cost of about \$300 per day per placement this reduction results in real savings while providing better outcomes. The following chart shows the placement numbers and costs.

JUVENILE JUSTICE SERVICES (9/12/13)

	<u>Average Daily Census</u>			2013	2014
	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>Estimate</u>	<u>Projected</u>
Foster Home Level 1	0	0	0	0	0
Foster Home Lvl II-V	5	8	8	9	9
Group Home	4	2	3	3	3
RCC	9	9	7	6	7
State Corrections	<u>8</u>	<u>7</u>	<u>3</u>	<u>2.2</u>	<u>2</u>
TOTAL	26	26	21	20	21

	<u>Expenditures</u>		
	2013 <u>Budget</u>	2013 <u>Estimate</u>	2014 <u>Budget</u>
Foster Home Level 1 \$	\$ 0	\$ 0	\$ 0
Foster Home Lvl II-V	397,144	445,333	472,045
Group Home	254,322	199,891	214,916
RCC	916,812	676,353	817,416
State Corrections	<u>537,545</u>	<u>239,735</u>	<u>217,196</u>
TOTAL	\$2,105,823	\$1,561,312	\$1,721,573

Juvenile Justice and Prevention Services: In 2014, the cost of a Level I Foster Home is \$226 per month. The projected average daily cost for Level II-V Foster Homes is \$143.70; \$196.27 for a Group Home and \$319.98 for a Residential Care Center (RCC). The average rate for State Corrections is \$297.53.

Placing Juvenile Justice and Child Protective Services in the same Division will allow both units to take the next step toward integrated services with better access to mental health and substance abuse services.

The Youth Services Center will also be part of the Children, Youth and Families Division. A facility upgrade that is recommended is the construction of an outdoor recreation area. The estimated cost of this is approximately \$516,000. Funding for the recreation area is included in the General Services budget for 2014. An outdoor recreation area will better accommodate the longer stays now allowed under State Statutes which help reduce the State

Corrections census. It will also allow expansion of the ACTIONS Program which is targeted at youth who might otherwise end up in State Corrections.

Mental Health and AODA Services

One of the functions the State mandates the County perform is Mental Health and AODA Services. Part of the proposed reorganization is a restructuring of mental health and AODA services. This will allow for better implementation and management of the specialized units which are and will provide essential services. It will also make these services more accessible for CPS and JJ children and families who need them. Ms. Flanagan explains these changes as follows:

Mental Health/AODA Initiatives

Division Expansion: With the proposed reorganization of the HSD Department, the Mental Health/AODA Division will continue to grow in numbers of staff and programs. With this comes the need for additional management and supervisory staff to provide appropriate oversight to program areas. Three new Program Managers in the area of Crisis, Children and Families, and Community Recovery will allow for the appropriate level of program oversight, outcome monitoring and overall support to the Division Manager. These positions will also allow supervisors to focus primarily on individual, team and case supervision and assure compliance with administrative code and best practice standards.

Integrated Care for Children and Families: As part of the proposed reorganization, clinical and support services for children and families will be consolidated into one program area and expanded to include Diversion and Family Skills. This new program area will interface fluidly with the newly formed Children, Youth and Families Division managing CPS and JJ services. This initiative will allow for easier access to care, centralized assessment and broader access to a continuum of clinical and support services for families

with multiple risk factors for ongoing system involvement. The addition of an Intake Clinician and a Crisis Stabilization Case Manager supports this initiative area.

Enhanced Community Recovery Services

Community Support Program: This program serves the most seriously mentally ill in our community by providing multidisciplinary rehabilitative treatment to individuals living in the community. Full fidelity to the evidence based Assertive Community Treatment (ACT) model remains the program goal in order to maximize positive outcomes for clients. By adding a supervisor to this program area, we are positioned to have a team leader for each CSP team which is a fidelity standard of the ACT model. In the Beloit CSP, where we have focused on high ACT fidelity, our program outcomes have notably improved and this would remain the goal for all CSP teams.

Comprehensive Community Services (CCS): CCS is a certified program under DHS Chapter 36, Wisconsin Administrative Code. CCS provides a flexible array of individualized community based psychosocial rehabilitation services to consumers with mental health or substance use issues across their lifespan. This was an initiative area in 2013 but implementation was delayed due to new proposed rules regarding regionalization requirements for this service. We have explored options and developed preliminary plans to join with Jefferson and possibly Walworth Counties to form a regionalized care model for CCS. The program will (1) enhance our ability to serve individuals in a comprehensive and rehabilitative way and (2) greatly increase the revenue we can recoup for the variety of services we provide to the clients in our children's area and outpatient clinics.

OWI Court Enhanced Programming: In the area of AODA, a primary development in 2014 will be bringing the

treatment and case management portion of OWI Court to be delivered internally at HSD. This shift leads to cost savings as well as improved coordination and integration of OWI court services. Two new AODA certified staff will fulfill this role.

Psychiatric Continuum of Care: Access to medications is the primary mode of treatment as well as crisis prevention for individuals living with mental illness and co-occurring disorders. Continuing to add resources to our psychiatric continuum through the addition of a full time APNP and a full time Medical Director Psychiatrist is a key initiative to fill the gaps in this area, improve leadership within the psychiatric continuum and improve access to care.

Mental Health/AODA Challenges

Program Implementation Capacity: We have made many strides over the last few years to work on development of best practices and evidence based practices to enhance services. In order to realize the outcomes that these practices are intended to achieve, thoughtful, strategic proper program implementation must occur. We have struggled with the staff resource in this area due to the sheer number and complexity of programs in the adult and children's areas. The addition of Program Manager positions in the division will greatly assist in this area.

Access to Care: While we have made some improvements in our accessibility for individuals seeking services, we remain primarily focused on those who have been in crisis or at significant risk of a crisis. A focus on resource and infrastructure development to intervene earlier will ultimately reduce costs, prevent crises and provide higher quality services to individuals in need. For example, a data study through the BHRSC reflects that most individuals with mental illness who are frequently incarcerated at the Rock County Jail and who are being served by probation

are not receiving mental health services except when in crisis. Our resources and infrastructure are not currently situated to intervene earlier with this population. This is an ongoing area of attention for the RCSHD, RCSO and the BHRSC.

Remarkable progress has been made over the last several years in improving the County's mental health and AODA services. The proposed reorganization is the next step which needs to occur to improve services and keep costs under control.

Summary

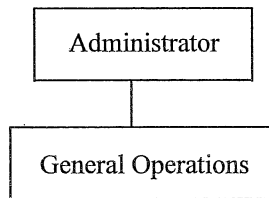
The Department has requested a variety of capital items including new and replacement furniture and equipment. I have recommended these purchases either take place in 2013 or the funding be carried over to 2014. The recommended tax levy is \$19,734,879, which is an increase of \$348,269 or 1.8%.

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K. Arrowhead Library System

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Arrowhead Library System



Charter: Arrowhead Library System

Objectives and Standards

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

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

Service Statements and Tasks

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

- 2. Maintain and monitor reimbursement program to adjacent counties and the cities of Brodhead and Whitewater public libraries for serving Rock County residents.
- B. Provide Rock County residents with access to materials in school, academic and special library collections in Rock County, and to libraries in the rest of the State.
 - 1. Maintain area-wide interlibrary loan program and participation in statewide interlibrary loan network.
 - 2. Promote and monitor the Infopass Program.
 - 3. Provide Rock County residents walk-in access to public libraries throughout the state by means of agreements with 14 other Wisconsin library systems.
 - 4. Provide a shared Rock County Catalog - ROCKCAT for the 7 member libraries
 - 5. Encourage all system members to enter their holdings in WISCAT and insure the accuracy of Rock County's WISCAT records.
 - 6. Continue multitype library system services through a "fee for service" program for non-public libraries in the system area.
 - 7. Maintain contract with Hedberg Public Library, Janesville to provide back-up reference services to member libraries.
- C. Expand and coordinate the cost effective use of computer and communication technologies by ALS and system libraries.
 - 1. Assist ALS libraries in the use of technology to provide better and more efficient library services.
 - 2. Assist area librarians in becoming knowledgeable about, and taking advantage of, developing technologies to

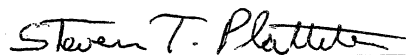
Charter: Arrowhead Library System

- provide improved reference and resource sharing in Rock County.
 - 3. Provide shared access to fee-based reference products via the Internet.
 - 4. Assist libraries in access to and use of the Internet for information and communication.
 - 5. Assist residents of Rock County in effective use and evaluation of electronic resources.
 - D. Enhance and improve the knowledge and skills of library directors, staff and trustees.
 - 1. Support the continuing education needs of library staff.
 - 2. Select books and journals for the professional collection in coordination with area libraries in order to minimize duplication.
 - 3. Consult with libraries on problems and areas of concern on a regular basis and by special request.
 - E. Provide timely communications and delivery among libraries and ALS.
 - 1. Provide delivery service five days a week to all Arrowhead Library System public libraries.
 - 2. Participate in the State-wide Delivery Network.
 - 3. Provide a weekly newsletter, the Monday Memo, to all member libraries, ALS website, and e-mail.
 - F. Together with area libraries and other service institutions, provide library services to users with special needs.
- 1. Provide deposit collections of books and other library materials in Rock County's nursing homes, health care and correctional institutions.
 - 2. Cooperate with First Call to make available community service information to libraries and the community via the Internet.
 - 3. Continue to encourage and assist libraries in providing materials and services to combat illiteracy and unemployment, and to respond to the special needs of the elderly and visually and hearing impaired persons.
 - 4. Work with member libraries to implement provisions of the Americans with Disabilities Act.
 - G. Increase awareness about library services by Rock County residents.
 - 1. Distribute public service announcements to radio and television stations in the area.
 - 2. Send out regular news releases to area newspapers.
 - 3. Produce flyers, brochures, bookmarks and other materials.
 - 4. Work with libraries in developing and implementing their own public information programs.
 - 5. Coordinate countywide library special events and observances.
 - H. Provide special programs and services for children and adults, which supplement individual library programs and services.
 - 1. Coordinate special activities during the Summer Reading Program.
 - 2. Coordinate activities, which foster reading readiness for preschoolers.

Charter: Arrowhead Library System

Management Objectives and Tasks

- A. Planning Performance - To maintain a systematic plan for determining action incorporating the following standards:
1. Per Wisconsin Statutes, prepare an annual report.
 2. Prepare annual plan that meets statutory service requirements and local library needs.
 3. Per state and county directives, prepare an annual budget and other necessary documentation detailing both sub-program and line item accounts to be reviewed by ALS Board, County Administrator and County Board.
 4. Conduct internal monthly review of approved plan and budget.
- B. Organizing Performance - To identify, assign and perform work so results can be achieved with an acceptable performance and in a cost efficient manner.
1. Delegate responsibilities to appropriate staff.
 2. Receive from staff monthly reports on activities.
- C. Leading Performance - To bring about the best use of both professional and support staff for effective job performance in achieving ALS objectives.
1. Hold monthly meetings with all staff.
 2. Encourage and monitor performance in job requirements.
- D. Controlling Performance - Establish performance standards for all staff, evaluate those standards at least annually, and change or correct performance deficiencies to achieve objectives.



Steven T. Platteter, Arrowhead Library System Director

Department Arrowhead Library System

Budget Analysis by Program

Programs	Technology Ref & ILL	Delivery	Continuing Education	Special Needs Users	Collection Dev.	Non-Resident Access To System	Payments To Other Systems	Youth	Public Information	Admin.	Library Develop.	Budget Summary
Positions												0.00
Salaries	\$81,354	\$31,018	\$8,282	\$8,282	\$8,282	\$8,282	\$8,282	\$8,282	\$50,738	\$9,782	\$8,282	\$230,866
Fringe Benefits	\$21,224	\$6,308	\$3,309	\$3,309	\$3,309	\$3,309	\$3,309	\$3,309	\$25,426	\$3,309	\$3,309	\$79,430
Operating Expenses	\$226,236	\$24,260	\$3,530	\$4,530	\$4,030	\$ 933,465	\$90,720	\$12,530	\$9,780	\$8,280	\$2,530	\$1,319,891
Capital Outlay	\$12,450	\$5,800	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$750	\$0	\$19,000
Allocation of Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal	\$341,264	\$67,386	\$15,121	\$16,121	\$15,621	\$945,056	\$102,311	\$24,121	\$85,944	\$22,121	\$14,121	\$1,649,187
Indirect Cost Alloc.	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$341,264	\$67,386	\$15,121	\$16,121	\$15,621	\$945,056	\$102,311	\$24,121	\$85,944	\$22,121	\$14,121	\$1,649,187
Revenue	\$341,264	\$67,386	\$15,121	\$16,121	\$15,621	\$14,121	\$14,121	\$24,121	\$85,944	\$20,621	\$14,121	\$628,562
Fund Bal. Applied	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		\$0	\$0
County Share	\$0	\$0	\$0	\$0	\$0	\$930,935	\$88,190		\$0	\$1,500	\$0	\$1,020,625

Administrator's Comments

Arrowhead Library System

Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions		
Salaries	230,866	230,866
Fringe Benefits	79,430	79,430
Operating Expense	1,319,891	1,319,891
Capital Outlay	19,000	19,000
Allocation of Services	0	0
Total Expense	1,649,187	1,649,187
Revenue	628,562	628,562
Fund Balance Applied	0	0
Tax Levy	1,020,625	1,020,625
Total Revenues	1,649,187	1,649,187

The tax levied by the County for the Arrowhead Library System (ALS) is levied only on property in the Townships and the Village of Footville. All other municipalities have municipal libraries and are exempt from the tax. The money levied by the County is, for the most part, returned to the member libraries to pay for services to rural residents. The participating libraries 2013 payments, and 2014 requests are shown in the table below.

ALS Participating Library Payment (PLP) History

Community	Budget 2013 PLP	Request 2014 PLP
Beloit	\$288,070	\$285,145
Clinton	27,310	25,763
Edgerton	63,182	62,142
Evansville	61,810	55,374
Janesville	442,934	428,201
Milton	53,204	54,824
Orfordville	<u>19,622</u>	<u>19,486</u>
Total	\$956,132	\$930,935

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

For 2014, total reimbursement for the seven municipal libraries as requested by the Arrowhead Library System is \$930,935, a decrease of \$25,197 or 2.6%. This is due to a slight decrease in township circulation as a percent of the total circulation. For the 2013 budget (using 2011 data) the township circulation represented 17.1% of the total circulation while the 2014 budget (using 2012 data) finds township circulation at 16.69%.

The County tax levy is also used to fund payments for services to rural Rock County residents for use of libraries outside of Rock County, and the per meeting allowances for the two County Board Supervisors serving on the Arrowhead Board. The budget request for these items in 2014 is as follows:

Brodhead	\$20,586
Whitewater	45,627
Lakeshores	2,439
Jefferson County Libraries	4,369
Green County Libraries	2,212
Dane County Libraries	12,957
Per Meeting Allowances	<u>1,500</u>
	<u>\$89,690</u>

For many years, ALS had contracts with Brodhead, Whitewater, and Lakeshores Libraries to cover their expenses of lending materials to rural Rock County residents. The payments made to these libraries have been based on the amount of materials loaned to rural Rock County residents multiplied by each library's cost per circulation. Those costs have been reimbursed at or near 100% of the cost per circulation. In return, many of the ALS participating libraries struck agreements for reimbursement from Brodhead, Lakeshores and Whitewater for serving their residents. Prior to Wisconsin Act 420 of 2006, such magnanimity was not widely practiced throughout the State of Wisconsin and rural residents were often denied access to libraries.

Wisconsin Act 420 was signed into law in 2006 to provide equal access and equitable reimbursement statewide. The law took effect in 2008 and required counties to reimburse public libraries in adjacent counties for the cost of serving those who live in areas of the county without public library service. Each year libraries must submit their request for reimbursement to the County Clerk of the adjacent county by July 1. The county must then

reimburse the library for at least 70% of the cost per circulation. Beginning in 2008, Rock County paid libraries in surrounding counties, and those counties are paying Rock County libraries.

The County's allocation to the Arrowhead Library System covers three categories. Those are the amount due Participating Libraries, the amount due Out-of-County Libraries, as mandated by state law, and the Per Meeting Allowances for the two County Board Supervisors who serve on the Arrowhead Board. For 2014, the total amount as requested is as follows:

Participating Libraries	\$930,935
Out-of-County Libraries	88,190
Per Meeting Allowances	<u>1,500</u>
Total	<u>\$1,020,625</u>

The requested tax levy of \$1,020,625 is a decrease of \$17,876 or 1.7% from the amount for the prior year. Given the payments mandated by state law and the agreement to reimburse at 100% of the formula amount, this is recommended.

This 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.

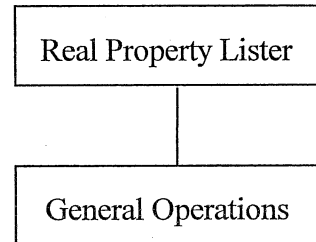
As the County Tax Levy is provided to pay the costs of participating libraries, out of county libraries and per meeting allowances, all other operating costs of the system must be paid from state aid and other miscellaneous revenue. Over the past several years, operating costs had been greater than revenue derived from State Aid and other sources. This has resulted in the decline of the Arrowhead Library System fund balance. I commend the ALS Board and staff for making adjustments in 2013 to improve its financial position. However, as the books close for 2013, the Arrowhead Library System fund balance is projected to remain at \$830. I recommend that the ALS Board continue to monitor its finances and investigate ways to augment its fund balance.

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L. Planning and Development Committee

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Real Property Description



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

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

Charter: Real Property Description

Objectives and Standards

1. Administrative Services

Required by Wisconsin Statutes Ch. 70.09 to prepare and maintain accurate ownership and description information on parcels of real property in the county for the use of taxation district assessors, city, village and town clerks and treasurers, county offices and any other persons requiring that information. To serve as the coordinator between the county and the taxation districts in the county for assessment and taxation purposes. To provide computer services related to assessment and taxation for the assessors, clerks and treasurers of the taxation districts in the county, including but not limited to data entry for the assessment roll, notice of assessments, summary reports, levy amounts, tax rates, tax roll and tax bills.

Standards:

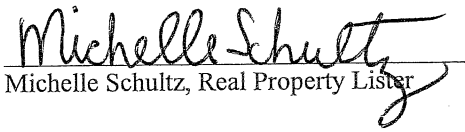
- a. Search the daily recordings in the Register of Deeds for documents pertaining to ownership and property description. These documents include Deeds, Final Judgments, Terminations of Joint Tenancy, Certified Survey Maps, Subdivision and Condominium Plats.
- b. To verify the accuracy of all recorded documents, as outlined in "a" above, that are reviewed by the Real Property Lister's Office. To do all the necessary data entry work to perform all functions required of the Office.
- c. Review each days Transfer Return (eRETR) via secure login to Wisconsin Department of Revenue website for Tax Bill Mailing information. Once the accuracy of recorded documents has been verified, post correct parcel numbers and comments to Department of Revenue website for use in determining sales information and other statistics.

- d. To enter into the computer daily changes to the database of the assessment roll so that records are current for anyone using the computer, Public Look-up Program or GIS Website.
- e. To retain a current alphabetical list of all real property owners owning land in Rock County.
- f. To provide the Zoning Officer with data regarding possible violations of the Rock County Subdivision Ordinances.
- g. To provide municipal assessors, clerks and treasurers with all necessary state-prescribed forms.
- h. To revise assessment rolls annually to reflect landowners participating in the Managed Forest Land Program, and provide data to County Forester as requested.
- i. To annually review and enter into the computer database, current and revised parcels of real and personal property, their Assessments, Open Book changes, Board of Review changes, State Assessed Manufacturing Values and State Certified Fair Market Ratios.
- j. To annually enter special assessments, tax rates, lottery credit rates, first dollar credit rates and verify and produce tax rolls and tax bills.
- k. To provide information on parcels of real property in the county for the use of taxation district assessors, city, village and town clerks, treasurers, county offices and any other persons requiring that information.
- l. Provide annually to the Wisconsin Department of Revenue electronic property data in the form of a Work Roll, Post Board of Review Roll and Tax Roll for each municipality in Rock County.

Charter: Real Property Description

- m. To update current database with new addressees and locations of property on parcels of real property as submitted by the municipalities in accordance with the County Address Plan.
2. (Property Division) Mapping Services
To revise and update the maps of parcels of real estate within the County which are made available to the municipalities and the public. To provide mapping services, using the best information available that will provide for the production of precise, high quality maps.
- Standards:
- a. To revise the Property Division Maps when better information becomes available.
- b. To review the Property Division Maps for accuracy and quality before being made available to the assessors, municipalities, and to the public.
3. A Member of the Rock County Land Information Office
Established by County Board Resolution 6/28/90.
- Standards:
- a. To contribute toward the implementation of the County-Wide Plan for Land Records Modernization.
- b. To work with all levels of government, utilities and the private sector to implement a compatible and standardized format for the exchange of land information.
- c. To act as the liaison person with the Wisconsin Land Information Program in implementing the County-Wide Plan for Land Records Modernization.

- d. To provide assistance to other county departments in the use of our Geographic Information System (GIS) software.
- e. To act as the liaison person between the county and GIS software vendor for questions relating to the GIS software.
- f. To work with Information Technology personnel to assure that the GIS hardware and software is being maintained and operating in an efficient manner.
- g. To serve as chairperson for monthly Land Records Committee meeting, monitor legislative activities as they pertain to Land Records and provide feedback to the Committee. Prepare the annual budget for the Land Records Office.
- h. Member of the Rock County Land Information Council established by County Board Resolution 8/12/10


Michelle Schultz, Real Property Lister

Department Real Property Description

Budget Analysis by Program

Programs	Real Property Description	Mapping							Budget Summary
Positions	3.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	4.00
Salaries	\$134,616	\$48,363	\$0	\$0	\$0	\$0	\$0	\$0	\$182,979
Fringe Benefits	\$68,324	\$24,216	\$0	\$0	\$0	\$0	\$0	\$0	\$92,540
Operating Expenses	\$3,005	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,005
Capital Outlay		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Allocation of Services	(\$40,567)	(\$50,805)	\$0	\$0	\$0	\$0	\$0	\$0	(\$91,372)
Subtotal	\$165,378	\$21,774	\$0	\$0	\$0	\$0	\$0	\$0	\$187,152
Indirect Cost Alloc.									\$0
Total	\$165,378	\$21,774	\$0	\$0	\$0	\$0	\$0	\$0	\$187,152
Revenue	\$230	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$230
Fund Bal. Applied									\$0
County Share	\$165,148	\$21,774	\$0	\$0	\$0	\$0	\$0	\$0	\$186,922

Administrator's Comments

Real Property Description

**Summary of
Department Requests and Recommendations**

Description	Department Request	Administrator's Recommendation
Positions	4.0	4.0
Salaries	182,879	182,879
Fringe Benefits	92,540	92,540
Operating Expense	3,005	3,005
Capital Outlay	0	0
Allocation of Services	(91,372)	(91,372)
Total Expense	187,152	187,152
Revenue	230	230
Fund Balance Applied	0	0
Tax Levy	186,922	186,922
Total Revenues	187,152	187,152

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

Ms. Schultz's budget request contains no significant changes in operations. The requested tax levy for 2014 is \$186,922, which is a \$5,263 or a 2.9% increase from the 2013 budget.

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 2014 Budget includes 70% of this position's time on Land Records activities, no change from the prior year. The cost of this staff time is reimbursed from Land Records funds and appears as a cost allocation in the Real Property Description Department budget.

The County's tax software, which was developed in-house, is undergoing a major update. The transfer of data from the old to the new system involves property tax assessment and tax rate data, which is requiring additional demands upon the Real Property Office staff. The software update once complete will greatly increase the Real Property Office's ability to prepare a variety of property tax related reports and documents (assessment rolls, etc.).

The recommended tax levy for 2014 is \$186,922, which is a \$5,263 or a 2.9% increase from the 2013 budget.

Land Records

Given the fact that Ms. Schultz's duties include acting as Coordinator for the Land Records System, a description of the budget for Land Records is included in this section of the Administrator's Comments. The accounts containing Land Records funding are found in the Countywide section of the budget, which is under the Finance Committee portion of the budget document.

Ms. Schultz has provided a description of Land Records activities looking forward into 2014. Excerpts from her description follow:

- The Planning and Development Department continues to use the data within our GIS system for many projects such as Floodplain mapping, Land Use, Comprehensive Plans and Shoreland Zoning. The department has used interns for much of this work.
- The Planning and Development Department continues the process of converting the hardcopy address grid maps to a digital format.
- The Planning and Development Department will be updating the Countywide Farmland Preservation Plan.
- The County Surveyor's Department has completed a project to scan and index all of the section corner tie sheets (approximately 24,000) for Rock County. As new tie sheets are submitted they will be scanned and indexed accordingly. The tie sheets are available to the public via an interface on the Rock County Website. Land Records funding was used to acquire hardware & software to complete this project.
- The County Surveyor's Department has begun a modernization effort to allow for easier access to the records in the department. Plats of Survey are being scanned and are

available for viewing on the County Website. All new surveys filed in the office will be scanned and made available on the County Website. As time and field work permits older surveys will be scanned as well.

- The Real Property Department is in the process of redrawing the Turtle Township parcel map. Turtle Township was one of the three pilot Townships that were scanned and vectorized. This resulted in a quick but inaccurate parcel layer. This method was abandoned after the three pilot townships were completed and all future parcel maps were drawn with Coordinate Geometry which produces a much more accurate map. As time permits, Real Property will be redrawing each of the pilot townships using Coordinate Geometry.
- Real Property is creating an in-house highway/roadmap for the unincorporated areas of Rock County. When complete this map could potentially be sold at various departments in the County for a small fee.
- The Real Property Department has contracted to have the Historical Mylar Maps scanned, which will save physical space in the office and alleviate the cost of maintaining the equipment required to reproduce them. The maps are still an important tool in answering questions about parcels posed by the public, municipalities and private contractors working in the County.
- 911 is using GPS to collect street centerline information for all new roads annually in Rock County. Previously a consultant did this task.
- The Land Information Office is working to establish new task and project oriented web maps now that the interactive map conversion is completed.

- The Planning and Development Department is updating the 208 Water Quality Plan for the Beloit Area.
- The Planning and Development Department will develop procedures for digital submission of enforcement documents (zoning changes / variance applications etc.) by property owners and Municipalities. This will lay the foundation for easier retrieval of historical enforcement documents by Municipalities in the future.
- The Planning and Development Department will establish a workflow procedure whereby the Landuse Inventory, Building Footprint and Building Permit layer are updated as enforcement documents are approved / received by the Department.
- The Planning and Development Department will be updating the Zoning Maps.

The Land Records program is funded with a portion of the recording fees that are charged and collected in the Register of Deeds Office. The Governor signed legislation in 2010 that changed the real estate registry fee structure. Effective June 1, 2010, the fee changed from a per page charge for legal documents recorded in the Register of Deeds Office to a \$30 flat fee. Eight dollars of that \$30 fee are earmarked for the Land Records Program. It is anticipated that 30,000 documents will be filed in 2014. A description of the fee and how it's shared is found in the Administrator's Comments for the Register of Deeds.

The 2014 budget request for the Land Records main account includes \$352,987 in revenues and expenditures. The largest source of revenue is contained in line item #4410, Miscellaneous Fees, which totals \$340,000. The fees are composed of two parts: \$240,000 of recording fees that will be collected by the Register of Deeds, and \$100,00 from businesses and individuals who pay for access to the Land Records database.

The Land Records account also contains the funding to pay for the Fidar 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 \$113,928. That figure includes \$50,428 for IT computer services charges for fourteen PCs in county departments with Land Records responsibilities, \$12,918 for 1,200 hours of a planning intern, \$3,838 for contract web development activities, \$3,600 for a cross charge for a T1 communication line to the Land Conservation Department, \$3,000 for real estate record viewing expense and \$91,372 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 2014 recommended total for Line Item #6249, Sundry Repair and Maintenance Services, is \$111,828. The annual software maintenance charge of \$65,000 for the Fidar software and GIS software licenses for various county departments costs \$31,000 and are among the items budgeted in this line item.

Line item #6713, Computer Hardware, is \$43,700. IT has suggested that two servers be replaced as the County moves to a new GIS software version and totals \$30,000; the old servers will be re-positioned by the IT Department for use as spares. \$3,200 is requested for replacing the Parks Director PC and a PC utilized by an intern. Additional items included in this account cover the Register of Deeds Office for one Level II printer and two Level I printers in the amount of \$4,600 and the Treasurer's Office for three Level I printers and two replacement PC's in the amount of \$5,900.

The Capital Assets \$5,000 or more account as recommended totals \$26,768. This account contains a large scanner for the County Surveyor's Department that will also be used by the Register of Deeds in the amount of \$16,608 and the Land Conservation Department GPS equipment in the amount of \$10,160.

The recommended 2014 Budget for the Land Records Account is \$373,647 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, which contains segregated funding generated from fees, which can only be used for Land Records related activities. The projected fund balance at December 31, 2013 is \$174,723. The recommended 2014 Budget contains a fund balance application of \$32,647.

Another account found under the Land Records Program is Internet Access. Beginning in 2001, a portion of the Land Records fee was earmarked for the purpose of providing Internet access to GIS information such as assessment data and housing data. The 2014-15 Biennial budget removes the Internet Access Fee and effective July 1, 2013, 100% of the total \$8.00 fee can be used for Land Records Modernization. The Internet access account is projected to have a fund balance at December 31, 2013 of \$40,131.

The 2014 recommended budget for the Internet Access account is \$40,131. This consists of the fund balance application, offset by an equal amount in expenditures consisting of \$38,169 for a cross-charge to the Surveyor's Office (refer to County Surveyor Department for background), and \$1,962 covering a portion of a web consultant work.

#

Surveyor

General Operations

Present Personnel (Full Time Equivalent)	
1.0	Surveyor
1.0	Deputy Surveyor
2.0	Total

Summary of Personnel Modifications		
	<u>Dept. Request</u>	<u>Admin. Rec.</u>
New Positions	0	0
Deletions Deputy Surveyor	0.6	0.6
Reallocations	0	0
Reclassifications	0	0
Re-Titles	0	0
Upgrades	0	0

Charter: Surveyor

Objectives and Standards

1. Survey Operations

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

- a. To respond in a timely manner to the Planning & Development Committee's instructions for review of private surveyors' monumentation per the County Rock County Land Division and Development Ordinance.
- b. To execute surveys by the Planning & Development Committee per their time requirements.
- c. To execute surveys required by the courts per SS 59.45(1)(a)1.
- d. To execute rights-of-way, topographic, accident and property surveys per the Director of Public Works requests.
- e. Upon notification of the removal or covering of landmarks, monuments of record, or corner posts, the County Surveyor shall review the landmark to determine if it is necessary because of public interest to erect witness monuments. Railroad tracks are considered landmarks. SS 59.74(2)(b)1 states whenever it becomes necessary to destroy, remove or cover up in such a way that will make it inaccessible for use, any landmark, monument of survey, or corner post the person, including employees of governmental agencies, shall serve written notice at least 30 days prior to the act upon the county surveyor.
- g. To provide services to local units of government as directed by the Planning & Development Committee and or the County Administrator.
- h. Comply with the following Wisconsin Statutes: SS 1.06, 59.45, 59.73, 236.0, 443, Wisconsin Administrative codes A-E 2, A-E 6, A-E 7, A-E 10, and federal and state case law.

2. Remonumentation Operations

The Public Land Survey System (PLSS) is the framework for land ownership and records. The PLSS is composed of section and quarter corners, which

are located about every half mile. In 1832, the U.S. federal government started Rock County's PLSS monumentation and finished it in 1836. As a condition of statehood, the Federal government transferred the maintenance and responsibility for the PLSS system to the State. This maintenance program is better known as "remonumentation". The state transferred this responsibility to the County via the County Surveyor. The PLSS was designed for land ownership and not for accurate mapping. A second and independent land reference system is the National Spatial Reference System (NSRS), which is a consistent coordinate system consisting of precisely measured geodetic control monuments with latitude, longitude, height, scale, gravity and orientation throughout the United States. This supports mapping, boundary surveys, construction surveys and other efforts requiring precise positional control. Both reference systems are separately tied to the ground through monumentation and survey marks. Although PLSS records contain many distances and directions between adjacent corners, the geodetic coordinates and positions of these corners cannot be determined. To establish a mathematical relation for the PLSS corners, the two systems need to be connected by survey methods. This relationship provides a common reference system for computer mapping and land records. This also greatly assists in perpetuating and locating the PLSS monuments. There are many tools for determining geodetic position, but Global Positioning technology, (GPS, GNSS, etc.) is most commonly used. Global Positioning System, (GPS), refers to the American signal and Global Navigation Survey System, (GNSS), refers to equipment that tracks multiple signals, (GPS, GLONASS, etc.). GLONASS is the Russian government signal.

In 2013 the survey department upgraded its equipment and now uses a GNSS system along with a robotic total station to complete fieldwork. Also, our office equipment was upgraded to handle and manipulate the data and to work seamlessly with the County ArcGIS program. The means of completing fieldwork, (conventional traversing), has been discontinued and this in no way dilutes the data produced by the office.

The office will continue to remonument areas of the County that remain to be completed, (Magnolia, Spring Valley and Avon Townships). The exact

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schedule and means is being determined and will differ from the former "Township by Township" approach and ground traversing has been discontinued.

Currently, any work is performed on the North American Datum of 1983 (2011) adjustment: The National Geodetic Survey (NGS) performed a reanalysis of the 1994 to present continuously operating reference stations (CORS). Based on the additional data and analysis, in June of 2012 they published the new coordinates.

Coordinates systems are dynamic and NGS is adjusting and publishing the network at least yearly and eventually may on a monthly or weekly basis. NGS just released their ten-year plan and the plan is to have a 2018 new geometric datum for both the vertical and horizontal. This probably will create large differences in the elevations and coordinate values and users will need to be aware and knowledgeable of these changes.

Standards:

- a. To perpetuate the Public Land Survey System, (PLSS), according to accepted professional and technical standards for registered professional land surveyors. This includes: National Oceanic and Atmospheric Geodetic Survey Standards; Wisconsin Administrative Code A-E 2, 6, 7, 8 & 10; Wisconsin SS 59.4, and 59.7; Federal Manual of Survey Instructions; Bureau of Land Management Classification Standards of Accuracy and General Specifications of Geodetic Control Surveys; United States National Map Accuracy Standards; and the Wisconsin Land Information Board.
- b. To install Survey Marker Signs near those landmarks/monuments that may be inadvertently disturbed or destroyed. Comply with SS 59.74, which governs the preservation of landmarks, and SS 60.84(3)(d), which govern the depth of monuments.
- c. To provide witness or reference monuments for the purpose of identifying the location of such landmark so that its location can be

determined after its destruction or removal (SS: 59.74 & AE 7.08). The State requires four reference monuments for each PLSS corner. Within Rock County, roughly 2,800 PLSS corners were set over 20 Townships.

- d. To replace damaged monuments and add extensions to monuments that are made inaccessible for use by road improvements, construction, or private improvements (SS 59.74(2)(b)1.
- e. The state regulates and licenses land surveyors per A-E 6, A-E 8, and A-E 10. Thomas Cooley, Chief Justice, Supreme Court of Michigan wrote "Surveyors are not and cannot be judicial officers, but in many cases they act in quasi-judicial capacity with the acquiescence of parties concerned." History has shown that a non-biased and neutral party such as the County Surveyor best performs this quasi-judicial function. Many elected surveyors made bias decisions that supported their work and interests as a private surveyor. Since a surveyor's decision is based on research and the evaluation of the field and office data, the surveyors' conclusion and actions may not be the same as another surveyor. That is the reason for SS 893.37, which states no action may be brought against any land surveyor to recover damages for negligence, errors or omission in the making of any survey, nor for contribution or indemnity related to such negligence, errors or omissions more than 6 years after the completion of a survey.
- g. Comply with Wisconsin Statutes: SS 83.11 and 443, Wisconsin Administrative codes A-E 2, A-E 6, A-E 7, A-E 8, A-E 10, federal and state case law

3. Mapping Operations

Standards:

- a. To prepare accurate maps of topographic, lease, rights-of-way, accident and property surveys in compliance with SS 443 and Wisconsin Administrative Codes.

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- b. To prepare general survey maps for County departments and ensure compliance with professional and technical standards.
- c. To prepare the "U.S. Public Land Survey Monument Record" forms in compliance with AE 7.08.
- d. To provide geographical coordinates for the section and quarter corners. This provides the spatial relationship and reference frame which is essential for the following: 1) base maps, 2) computer graphics, 3) preservation of the government corners, 4) acreage for tax purposes, and 5) land records.
- f. Comply with the following Wisconsin Statutes: SS 1.06, 59.4, 59.5, 59.7, 192.3, 236.0, and 443, Wisconsin Administrative codes A-E 2, A-E 6, A-E 7, A-E 8, A-E 10, federal and state case law.

4. General Administrative Operations

Early in the 1970s, the state revised the statutes concerning the election of the County Surveyor. In lieu of electing a surveyor in any county, the Board may, by resolution, designate that the duties under 59.45 (1) and 59.74(2) are performed by a registered land surveyor who is employed as a County employee. In 1975, Rock County used SS 59.20(2)(C) and created and appointed the County Surveyor. Shortly after, a report was submitted to the County Board, which listed the benefits and cost savings of this change. The long-term goal is to provide services as efficiently and thoroughly as possible and to comply with state remonumentation, state and federal surveying statutes and case law.

Standards:

- a. Per Rock County Land Division and Development Ordinance County 38-12(4) and 38-13(2), review certified survey maps submitted to this office by the administrator, as defined in the Rock County Land Division and Development Ordinance.

- b. To determine and establish field operation procedures that ensure fieldwork is in conformity with current state statutes.
- c. To supervise field operations and ensure conformity with established standards.
- d. To review, approve, seal and file survey reports, maps, and notes per A-E 8.10.
- e. To notify the Federal Department of National Oceanic and Atmospheric Administration (NOAA) of the condition of federal horizontal and vertical control monuments in conformance with federal laws.
- f. To establish coordinates for control points and PLSS corners that are the foundation of the County GIS software and used by the surveying community in their surveying operations.
- g. To provide research and or general services to the general public, private land surveyors, the state highway department, public utilities, and other county departments (SS 59.45 and SS 59.74).
- h. To provide aid to township and municipal clerks in correcting defective parcel descriptions that are in the tax assessment roll (SS 70.52).
- i. To supervise city and village engineers when acting under SS 59.74(2).
- j. Administer oaths to survey assistants and deputies per SS 59.45(1)4.
- k. Provide certificates of filed maps and surveys per SS 59.75.
- l. Appoint and remove deputies at will per SS 59.45(2).
- m. Perform all other duties that are required by law per SS 59.45(1)5.
- n. Comply with professional office conduct standards per Wisconsin A-E 8.
- o. Provide direct and personal direction and control over all activities per A-E 8.10(2).
- p. Comply with the following Wisconsin Statutes: SS 1.06, 17.01(7), 59.21(1)h, 59.43(1)(a) 59.45, 192.32, 236.0, 443, and Administrative codes A-E 2, A-E 6, A-E 7, A-E 8, A-E 10, federal and state case law.
- q. The county board may create an immigration board consisting of 3 to 5 members, one of whom shall be the county surveyor. The

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immigration board shall meet, and its members shall receive such compensation and expenses and shall serve for the terms that the county board determines. SS 59.53(18)(a) cites this option but the County does not have an immigration board.

5. Survey Land Records

To provide and maintain a land survey record system per SS 19.32-19.39, 59.45(5)(b), 59.45(2&3), and 59.74(7), Rock County Land Records Plan, and state administrative rules. These records and maps date back to 1832 and are indexed in the oracle database mainframe with access by the department's PCs and website. There are roughly 93,000 light sensitive maps, of which 7,650, +/-, are larger than legal size with some as long as 6'. Since 1969 the State has required Land Surveyors to file their survey maps with the County Surveyor. The maps filed in the surveyor's office represent million of dollars that citizens have invested in surveys within the County.

Standards:

- a. To index and maintain a filing system for: 1) plat of surveys made by private land surveyors, 2) subdivision plats, 3) certified survey maps, 4) Land Corner Recordation Act, 5) air photography (1937, 1940, 1950, 1967, 1988, 1988) and 6) right of way maps of roads and railroads per SS 59.45(1)(a)2 and SS 59.45(1)(b).
- b. To make and maintain digital copies of surveys filed with the office. Beginning in 2012, the office began to maintain PDF versions of surveys filed with our office. We no longer archive, via microfilm, records of CSM's, Subdivision plats, Condominium plats and Transportation Project Plats and requesters need to go to the Register of Deeds, (ROD), office for copies of the same. Any existing microfiche records of ROD documents should be considered to be in error, as "Affidavits of Corrections" recorded in the ROD at any time for any survey may or may not be indicated on existing microfiche.

- c. To make, file and index the "U.S. Land Survey Monument Record" form in compliance with AE 7.08 and SS 59.45(1)(a)2 and SS 59.45(1)(b). In 2012 a digital scanning project was initiated that will make PDF versions available of the monument records via the internet. As of July 2013, all current tie-sheets are scanned and available via the internet. The County Surveyors office will continue to initiate annual on-going records modernization efforts for all surveys filed in the office.
- d. To establish and supervise the computer indexing of all survey maps, per SS 59.45(1)2 and SS 59.45(1)(b).
- e. Furnish a copy of any record, plat, or paper in the office per SS 19.21-19.32 and SS 59.45(1)3.
- f. To file and index road right of way records.
- g. To file and index railroad right of way records.
- h. To make, file and index GPS data description forms.
- i. To maintain paper records of U.S. Coast & Geodetic, U.S. Geological Survey, WDOT, and private vertical, GPS, and horizontal control maps and records.
- j. Comply with the following Wisconsin Statutes: SS 19.01, Wisconsin Administrative codes A-E 2, A-E 6, A-E 7, A-E 8, A-E 10, federal and state case law
- k. Certify copies of records per SS 59.75 for evidence in any Wisconsin court.
- l. To maintain, make copies, and provide support for the following aerial photos:
 - a. 1937 microfilm copies.
 - b. 1950, 1969, paper copies.
 - c. 2000 mylar copies.
 - d. Paper copies of partial sets from other years.

6. Land Information

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

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Standards:

- a. To participate in the implementation of the County Wide Plan for Land Records Modernization.
- b. To work with all levels of government, utilities, etc. to develop and implement compatible data exchange standards.
- c. To provide and maintain the cadastral map layer of the maps filed per SS 59.45(1)2 and SS 59.45(1)(b) by computing the subdivision plat and CSM geometry and coordinates per page 2-2 and table 1 of the plan. More than half of these maps are within the cities and villages.
- d. To compute the geographical and county local coordinates for PLSS corners in the County to serve as the foundation of the County GIS program.
- e. To obtain, participate, and or assist in grants for the modernization of land records.
- f. To train and learn new G.I.S. software.
- g. Wisconsin and many other states revised or are in the process of modifying state registration laws to clarify and insure that certain activities created, prepared, or modified electronic or computerized data, including land information systems, and G.I.S. is performed by qualified people. Some activities are relative to the performance of activities as defined by the definition of surveying. Such activities must be performed under the direct supervision of registered land surveyors.

7. Records Modernization

During 2013 much progress was made relative to making digital versions of surveys and "tie-sheets" available on-line. For some time, Counties and other units of government have been making documents available on the internet and Rock County is now among them. All Tie-sheets contained within the Survey Records and Township "Tie-sheet" books are now available on-line along with most surveys filed with the office back to approximately year 2005. The office has received much positive feedback

for surveying professionals operating in the County who appreciate these efforts. On-going modernization continues and is a priority for the County surveyor.

7. 2014 ACTIVITY

The following are activities and projects this Department anticipates in 2014. These are typical activities as defined by the above operations, but generally occur with very short notice.

Activities:

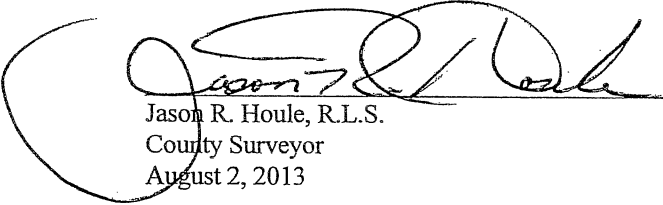
- a. Records modernization, (Scanning and making PDF copies). A quantifiable goal is to have all scanning and database entries current within approximately 1-month from receiving any type of document.
- b. Continue remonumentation efforts in the County. A quantifiable goal is to prepare and file 100 tie-sheets through independent efforts and/or requests from the private sector for assistance.
- c. Provided section corners as requested by private land surveyors. Requests are typically time sensitive and associated with surveys underway for landowners in the County.
- d. Enter and analyze digital data for the County's web site.

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8. Software & Hardware

Many types of software are used to complete the above-mentioned functions of the office. They include, but are not limited to the following:

- 1) ArcMap
- 2) Laserfiche
- 3) Full suite of Microsoft office products
- 4) AutoCAD
- 5) Microsoft Access database software
- 6) IFAS
- 7) Carlson GNSS and robotic survey equipment
- 8) Carlson Survey 2013 software



Jason R. Houle, R.L.S.
County Surveyor
August 2, 2013

Department

County Surveyor

Budget Analysis by Program

Programs	Monumentation	Survey Operation	Mapping	Survey Records	Budget Summary
Positions	0.42	0.14	0.35	0.49	1.40
Salaries	\$20,684	\$6,895	\$17,237	\$24,132	\$ 68,948
Fringe Benefits	\$10,794	\$3,598	\$8,995	\$12,593	\$ 35,981
Operating Expenses	\$6,104	\$2,035	\$5,086	\$7,121	\$ 20,345
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Allocation of Services	\$0	\$0	(\$9,542)	(\$28,627)	\$ (38,169)
Subtotal	\$37,582	\$12,527	\$21,776	\$15,219	\$ 87,105
Indirect Cost Alloc.	\$0	\$0	\$0	\$0	\$0
Total	\$37,582	\$12,527	\$21,776	\$15,219	\$ 87,105
Revenue	\$0	\$0	\$0	\$ (125.00)	(\$125)
Fund Bal. Applied	\$0	\$0	\$0	\$0	\$0
County Share	\$37,582	\$12,527	\$21,776	\$15,094	\$86,980

Administrator's Comments

Surveyor

Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	1.4	1.4
Salaries	68,948	68,948
Fringe Benefits	35,981	35,981
Operating Expense	20,345	20,345
Capital Outlay	0	0
Allocation of Services	(38,169)	(38,169)
Total Expense	87,105	87,105
Revenue	125	125
Fund Balance Applied	0	0
Tax Levy	86,980	86,980
Total Revenues	87,105	87,105

The Charter for the Surveyor contains a good, general description of the services provided by this Office. One of the on-going services is the remonumentation of the County. County Surveyor Jason Houle anticipates completing the three remaining towns, Magnolia, Spring Valley, and Avon over the next five years.

A portion of the Surveyor's activity can be charged to the Land Records Internet Access Program. Under statutes, private landowners are required to file all their survey maps with their County Surveyor. The County Surveyor must index, file and maintain the survey maps. In Rock County, this is done with a computer database, which contains information that can be searched and retrieved. The database is part of the County's land records available through its website. Consequently, this activity can be funded through cross charges to the Land Records Internet Access Program. A more complete explanation of this program can be found under the Administrator's Comments for the Real Property Description Department.

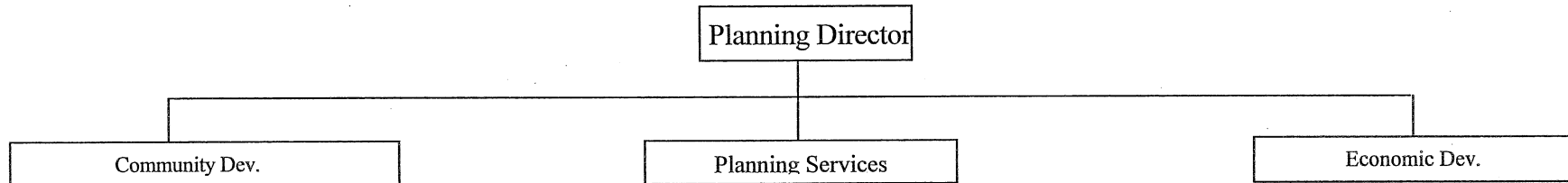
In 2012, 402 maps were filed and indexed and 443 monument corner records were made. Mr. Houle reports that the decreased activity levels reflect filing system changes and an effort to more closely correspond with the Register of Deeds database. Both efforts make the process more user friendly for the public. In 2014, it is estimated that the Deputy Surveyor will spend 50% of his work year putting information into a format conducive to the website database. In addition, Mr. Houle will devote 60% of his time for 4 months and 10% for the remainder of 2014 on Internet Access related activities. Given that information, I am recommending a cross charge of \$38,169 be made to the Land Records Internet Access Account. This has the impact of reducing the tax levy in the Surveyor's account by a like amount.

In 2012, the Surveyor began scanning tie sheets onto the internet. All tie sheets and surveys dating back to 2005 are now available and Mr. Houle reports users are satisfied with this new service. The Deputy Surveyor will continue to scan pre-2005 surveys, when time permits, with the goal of completing the remainder by 2020.

In 2013, the Surveyor's Office purchased new surveying equipment that automated many time consuming manual processes. Mr. Houle requests deleting 0.6 FTE of the Deputy Surveyor position to reflect this new operational efficiency. I agree with his request.

The recommended tax levy for 2014 operations is \$86,980, which is a decrease of \$33,226 or 25.3% from the 2013 budget. #

Planning Department



Present Personnel (Full Time Equivalent)

1.0	Director of Planning & Development
1.0	Economic Development Specialist
1.0	County Engineer
2.0	Senior Planner
1.0	Senior Planner/GIS Manager
1.0	Planner III
1.0	Planner II
0.625	LTE Housing Specialist
1.0	Accountant
9.625	Total

Summary of Personnel Modifications

	<u>Dept. Request</u>	<u>Admin. Rec.</u>
New Positions		
Housing Specialist	0.625	0.625
Planning Clerical Worker	0.40	0.40
Deletions		
LTE Housing Specialist	0.625	0.625
Reallocations		
Economic Development Specialist (from PR 28 to PR 31)	0	1.0
Reclassifications	0	0
Re-Titles		
From Economic Development Specialist to Economic Development Manager	0	1.0

Charter: Planning, Economic & Community Development Agency

Mission

Rock County Planning & Development Agency shall maintain a process of continuous improvement and investment focused on enhancing diplomatic leadership in collaboration, encouragement, support, education and innovation, locally and throughout all Southern Wisconsin, for the purpose of sustaining a high quality of life for current and future residents.

Introduction

The Agency is authorized under State of Wisconsin Statutes 59.69 (2). The Agency consists of the five member Planning and Development Committee and the thirteen member Planning, Economic and Community Development Staff.

The Agency's work program areas of responsibility are divided into 6 primary divisions:

- I. Strategic and Comprehensive Planning Division
- II. Development Review, Land Division and Enforcement Division
- III. Economic Development Division
- IV. Housing and Community Development Division
- V. Geographic Information Services
- VI. Administration and Corporate Services

Agency's Five-Year Workplan (In accordance with Rock County Comprehensive Plan 2035 policies and to be completed by December 31, 2014)

- A. Revise and Update Existing, and Develop New, Rock County Ordinances/Regulations:
 - Land Division – *Completed 2011, Effective Date January 1, 2012.*
 - Shoreland – *Completed 2013, Effective Date June, 2013*

- Access Control – *Scheduled Completion Spring 2014*
- Environmentally Significant Open Space Areas - *Completed 2011*
- Driveway – *Scheduled Completion Spring 2014*

- B. Revise and Update Existing, and Develop New, Model Ordinances/Regulations for use by County Municipalities:

- Zoning – *Completed Spring 2013*
- Sign
- Landscape
- Design Guidelines and Land Use/Site Plan Review – *Completed Fall 2011*

- C. Develop New County Programs:

- Purchase of Development Rights Conservation Easements – *Completed 2011*
- Consulting Services Center (Town Planning Services) – *Scheduled Completion 2014*
- Land Evaluation & Site Assessment
- Land Use Inventory – *Completed 2013*
- Smart Growth
- Green Building
- County/Municipality/Non-Profit Organizations Land Use & Housing Workgroups

- D. Update and/or Amend Existing County Plans:

- Parks, Outdoor Recreation & Open Space Plan – *Scheduled Completion 2014*
- Land Records & Modernization Plan – *Completion 2010*

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- Comprehensive Plan – *Scheduled Completion 2014*
- Farmland Preservation Plan – *Scheduled Completion December 2013*
- Natural Hazard Mitigation Plan – *Completed 2011*
- Historic Sites & Buildings – *Scheduled Completion 2014*

- E. Develop County Studies:
- As Identified In *Rock County Comprehensive Plan 2035* and Dependent Upon Priorities
- F. Undertake Internal Agency Improvement:
- Develop Agency Annual Report – *Completed Annually*
 - Revise and Update Website – *Completed as needed.*
 - Evaluate Division Performance and Identify Improvement Measures
- G. Provide daily planning, economic, and community development services to the public:
- Beloit Area Water Quality Plan- *Scheduled Completion Fall 2014*

I. Strategic and Comprehensive Planning Division

Division Mission: To guide, coordinate and assist in the preparation of plans and recommendations for orderly development and improvement, across time and governmental boundaries, to promote public health, safety, morals, order, convenience and prosperity for the general welfare of County residents.

State of Wisconsin Statute 66.1001 – Comprehensive Planning mandates that local governments prepare and adopt comprehensive plans to guide their planning and development over a specified time period. The general purpose of a comprehensive plan is to establish a community's future vision and to identify goals, objectives and policies that will help to realize that vision.

The Rock County Comprehensive Plan was adopted by the Rock County Board of Supervisors in September 2009. The Plan was developed by the Strategic and Comprehensive Planning Division over a four-year span and the development process was highly conscious of and reliant on public input. The Plan contains 16 Chapters, all with Goals, Objectives and Policies that require implementation either within the next five or twenty-five years, dependent upon community resources and priorities.

State Statute s. 66.1001 requires that policies contained within an adopted Comprehensive Plan be implemented within timelines identified in the plan. Thus, a number of policies contained in the *Rock County Comprehensive Plan 2035* have been identified as Division tasks for the next year, and next five years, for consideration by the Planning & Development Committee, as well as the County Board.

2014 Division Tasks:

- A. Develop and implement a comprehensive education, outreach, and consulting services strategy
- B. Revise and update Town Zoning Ordinances
- C. Undertake *Rock County Comprehensive Plan 2035* two-year evaluation
- D. Revise and update Agency Annual Report
- E. Implement other Rock County Comprehensive Plan 2035 policies

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- F. Work with Towns to Develop Memorandums of Agreement, to work together to administer and enforce land division development activities
- G. Begin and complete first phase of Beloit Area Water Quality Plan. Initiate and complete Phase II. Submit final document to the Department of Natural Resources.

II. Development Review, Land Division and Enforcement Division

Division Mission: To assist and advise individuals, businesses, professionals and governmental communities by uniformly administering and enforcing plans, policies and ordinances to manage development in a sustainable, planned, efficient and environmentally sound manner.

One of the primary methods of assuring private and public improvements are consistent with the Comprehensive Plan-2035 is through the administration and enforcement of development ordinances and programs.

2014 Division Tasks:

Currently, this Agency administers the following ordinances and regulations. The required administrative fees will be analyzed and recommendations will be made for modification if warranted:

- A. Rock County Zoning Ordinances for Shoreland, Floodplain, County Highway Access, Rural Address and Airport Overlay District.
Measurable Products:
 - Number of Permits issued for Shoreland, Floodplain, Floodplain, County Highway Access, Rural Address and Airport Height & Overlay District.

- Number of Conditional Use Permits approved by Committee
- Number of Conditional Use Permits denied by Committee
- Increased value of new construction within the property tax base
- Number of applications to the Board of Adjustment
- Number of cases in litigation

B. Rock County Land Division Regulations

Measurable Products:

- Number of preliminary land division applications submitted
- Number of preliminary land division applications conditionally approved
- Number of preliminary land division applications denied
- Number of final land divisions and new lots approved
- Number of new road construction plans approved
- Miles of new roads constructed
- Number of roads and other improvements inspected and approved prior to land divisions receiving final approval

C. Building Site Permits

Measurable Products:

- Number of Building Site Permits issued

D. Enforcement of land management ordinances and programs in cooperation with the Corporation Counsel Office

Measurable Products:

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- Number of potential violation letters.
 - Number of cases referred to Corporation Counsel for legal enforcement
 - Number of cases in litigation
 - Results of litigation
- E. Maintenance of records for all applications and administrative fees
Measurable Products:
- Number of applications
 - Fees collected
- F. Technical assistance to applicants with appeals to the Board of Adjustment, prepare evidence for each case and appear at the board meetings to defend ordinances.
Measurable Products:
- Number of cases to the Board of Adjustment.
 - Number of cases denied by the Board of Adjustment.
 - Number of cases approved by the Board of Adjustment.
- G. Technical assistance to the Board of Adjustment as Acting Secretary by preparing the minutes, findings of fact and conducting field investigations.
Measurable Products:
- Staff review and recommendations for each case
 - Minutes of meetings
 - Findings of Facts for each case
- H. Rock County Highway Access Control Ordinance
Measurable Products:
- Number of Highway Access Control Permits issued
 - Number of Highway Access Permits denied
 - Public Capital Investment utilized
- I. Rock County Address Ordinance
Measurable Products:
- Number of new address signs
 - Number of address signs replaced
 - Review and co-approve all driveway permits with the Public Works Department.
- J. Public Utilities & Community Facilities
- Public Utilities and Community Facilities include compilation of policy statements, goals, objectives, design standards, maps and action programs for guiding the future development of public, semi-public and private facilities. These facilities include sanitary service, potable water, solid waste disposal, recycling, storm water management, aquifer recharge, telecommunications, energy, cemeteries, public/municipal buildings, police and fire protection and, where appropriate, plans to acquire land for the development of public facilities. These Plan elements shall describe the character, location, timing, sequence, function, use and capacity of existing and future needs. These facilities also include public sewer service area plans pursuant to Wisconsin Administrative Code NR 121.
- Staff shall review and submit letters to the Wisconsin Department of Natural Resources indicating conformance or non-conformance of each proposed public sewer extension project with 208 Water

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Quality Management Plan elements, and review new sewage treatment facility plans proposed large-scale soil absorption wastewater systems.

III. Economic Development Division

Division Mission: To provide consultative economic development services that promote activities and programs that position, as well as prepare, Rock County for opportunities that augment and enhance its assets. These opportunities include, but are not limited to:

- A. Providing economic development consultative services to public and private sector interests focused on retaining / expanding, locating or establishing new business operations in Rock County - especially those emphasizing job creation and/or retention, private sector capital investment and public infrastructure improvements.
- B. Maintain and foster the continuation and recognition as Rock County's "lead business development contact" with the following constituencies:
 - 1. Wisconsin Economic Development Corporation
 - 2. Rock County 5.0 / Rock County Development Alliance
 - 3. Alliant Energy
 - 4. Corporate Real Estate & Site Consultants
 - 5. Private Sector Businesses & Individuals
 - 6. Economic & Workforce Development Organizations
 - 7. Media Contacts
 - 8. Governmental Units / Agencies and/or Personnel

Measurable Products

- Type and amount of business development activities.
- Private and/or public sector funds secured and/or leveraged.

- C. Assist with the development and/or update of the Economic Development Element of the Comprehensive Plan-2035 and its related implementation strategy.
 - 1. Assist Rock County communities and/or organizations with their economic development activities, as they relate to the Plan and/or its strategy.
 - 2. Serve as a data-clearing house for various socio-economic statistics.
 - 3. Maintain a buildings and sites database.
 - 4. Solicit input and engage the Southwest Wisconsin Workforce Development Board and/or other key local economic and workforce development officials regarding the Plan and its implementation strategies.

Measurable Products

- Type and amount of Boards, Committees, task force, etc. appointments.
- Type and amount of technical assistance (e.g. programs, reports, recommendations, etc.) provided for and/or on behalf of economic and workforce development organizations.

- D. Promote cost-effective infrastructure improvements that enhance Rock County's overall business location advantages.

Charter: Planning, Economic & Community Development Agency

- E. Develop, update and implement a cooperative marketing and outreach campaign to promote Rock County as the choice location for business development and investment by:
1. Targeting private sector decision makers through various direct and indirect means.
 2. Administer, design and maintain the Agency's web page(s).
 3. Perform administrative and executive related duties for Rock County 5.0, the Rock County Development Alliance and the Rock County Tourism Council (RCTC).

Measurable Products

- Brand name identity, recognition and recall.
- Marketing and outreach funds leveraged and/or secured.
- Business development and/or investment projects procured (e.g. property transactions, speculative building, etc.).

- F. Monitor public and private sector financial resource programs, including but not limited to the Agency's Revolving Loan Fund (RLF) and other grants and/or loans procured through the Agency.

Measurable Products

- Program applications submitted.
- Grant and/or loan funds leveraged and/or secured.
- Program compliance and/or utilization.

- G. Perform Agency and/or development liaison related duties to interface with the public and private sectors.

IV. Housing and Community Development Division

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

Housing and Community Development Services primarily implements the Housing Element of the Rock County Comprehensive Plan 2035. These activities include:

- A. Assisting in the provision and preservation of decent, safe, sanitary, and energy efficient housing in the unincorporated areas, villages, and smaller cities of Rock County in accordance with State and Federal Requirements.
- B. Preparing grant applications, which implement housing-related and community development issues presented in the Comprehensive Development Plan, local community master plans and address basic housing issues, improve quality of life and the existing public infrastructure in our neighborhoods.
- C. Administering grant contracts and housing revolving loan funds that improve housing and community conditions.
- D. Assisting households with special needs, very low incomes and elderly-headed households needing improvements to their homes.
- E. Assisting low-income households to become homeowners.

Charter: Planning, Economic & Community Development Agency

- 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.
Measurable Products:
- Number of Housing and Community Development Grant Applications submitted
 - Number of Housing and Community Development Contracts approved by County Board
 - Number of Owner Occupied Housing Rehabilitation Projects approved
 - Number of Rental Housing Unit Rehabilitation Projects approved
 - Number of Down Payment Assistance Projects approved
 - Number of Home Buyer Rehabilitation Assistance Projects approved
 - Number of Lead Hazard Control Projects approved
 - Maintenance of compliance with State and Federal regulations.
- J. Providing technical assistance to local communities in the administration of their Housing and Community Development revolving loan funds.

- K. Providing technical assistance to Rock County Departments that offer housing assistance.
- L. Serving on Boards and Committees that promote housing and community development activities in Rock County.

2014 Rock County Housing & Community Development Project Priorities

- A. Administering grant contracts and housing revolving loan funds that improve housing and community conditions in accordance with State and Federal Requirements.
- B. Maintain Rock County Community Development operations.
- C. Work with our partners City of Beloit, City of Janesville, Rock County Health Department, and Community Action to administer the Lead Hazard Control Grant.
- D. Continue to work effectively with the Cities of Beloit & Janesville on administering Rock County Community Development Consortia.
- E. Continue to assist local governments and Rock County Departments with Community Development services as needed.
- F. Continue to provide Community Development services as directed by the Rock County Planning & Development Committee.

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- G. Continue to work with the Southern Housing Consortium to provide housing rehabilitation opportunities.

V. Geographic Information (Mapping) Services

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

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

- A. Gathering information and preparing County, other governmental units and general public planning and development information in electronic format or hard copy maps and data bases for planning and development projects.

Measurable Products:

- Mapping projects in process
- Mapping projects completed
- Data base projects in process
- Data base projects completed
- User Fees generated

- B. Updating County, other governmental units and general public base maps, land use maps, master plan maps, development plan maps, zoning maps, physical

characteristic maps, census maps, political boundary maps, soils maps, official ordinance maps and air photographs.

Measurable Products:

- County, governmental units and general public maps prepared
- County, governmental units and general public maps updated
- Census maps or data available in electronic format or hard copy
- User Fees generated

- C. Implementing conversion and migration methodologies to enter and use the Agency's and other governmental unit's mapping and databases as part of the County Geographic Information System.

Measurable Products:

- Agency and other governmental units mapping and data base information on the GIS System
- Agency mapping and other governmental data base information on the public facing website
- Number of current maps and databases on the GIS and public facing website
- Training Staff on GIS software mapping and database

- D. Modernizing the protocols of address assignments through the conversion of hard copy address grid maps to a digital format.

Measurable Products:

- County and community maps digitized
- County and community maps updated

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- Maps and data available in electronic format on hard copy available to the public and staff.
- Staff and municipal training on GIS software and mapping database

VI. Administration and Corporate Services

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

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

Program analysis and development services consist of assistance to the County Board, County Administrator, respective committees, and County communities for analysis and development of public programs, which will provide more cost-effective services and facilities by:

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

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The Rock County Planning & Development Agency is charged with administration of a number of Ordinances, which require a Permitting process for Ordinance compliance. The Proposed 2014 Fee Schedule for these Permits addresses new development activities that require a permitting process with more flexibility and incentives. The proposal includes fees based on size, location and whether development provides an environmental improvement.

Staff conducted a survey of fees of surrounding counties and found that flexible fees were the norm. This information (fee amount and type) was used in the formulation of the proposed fees. Staff believes the added flexibility may reduce time and energy expended in enforcement if landowners are willing to pay a fee suited to the proposed development. That is, the probability that a project is reviewed and approved prior to construction will increase.

By ordinance, zoning fees and permits are increased by the adoption of the annual budget. These application fees do not guarantee the issuance of a permit and, without prior approval of the Rock County Planning & Development Committee, are considered non-refundable. In addition, these service fees are typically collected when the landscape of the property is undergoing a significant change (i.e. construction).

Proposed Fee Schedule Amendments 2014

Rock County Jurisdiction

Shoreland Overlay Zoning District:

Residential:

Principal Structure	\$400
Addition (Habitable)<500 sq. ft.....	\$50
Addition (Habitable)≥500 sq. ft.....	\$200
Addition (Non-Habitable)<500 sq. ft.....	\$50
(Includes garages, porches, etc.)	
Additions (Non-Habitable)≥500 sq. ft.....	\$100
(Includes garages, porches, etc.)	

Accessory Structures:

Accessory Structure (Enclosed w/roof)	
200 sq. ft. or less.....	\$60
<500 sq. ft.....	\$100

Charter: Planning, Economic & Community Development Agency

>500 sq. ft.....	\$200
Accessory Structure (Not Enclosed)	
<500 sq. ft.....	\$60
>500 sq. ft.....	\$100
(Includes all decks, pools, lean-to's etc.)	

Business/Industrial:

Principal Structure	\$500
Addition<500 sq. ft.....	\$150
Addition>500 sq. ft.....	\$300

Agri-Business:

Principal Structure	\$400
Additions.....	\$150
Accessory Structures.....	\$100

Planned Campgrounds (Lakeland, Lakeview, Blackhawk etc.)

New Recreation Vehicle	\$100
Addition/Enclosure/Alteration.....	\$100
Deck/Accessory Structures	\$75

General:

Fences.....	\$80
Decks.....	\$75
Stairway-Shore Yard.....	\$150
Vegetation Removal/Tree Cutting Permits.....	\$150
Vegetation Removal-Shore Yard Mitigation	\$150
Vegetation Removal-Shore Yard Prescribed Burn	\$200
Vegetation Removal-Restoration/Compliance Review	\$200
Demolition No Building Reconstruction.....	\$200 (NEW)
Conditional Use Permit.....	\$600

Charter: Planning, Economic & Community Development Agency

Airport Height & Zoning Overlay District

Height Restriction Compliance:

Structure, Object or Vegetation..... \$30 (NEW)

Residential:

Principal Structure\$400

Addition (Habitable)<500 sq. ft.....\$150

Addition (Habitable)>500 sq. ft.....\$200

Addition (Non-Habitable)<500 sq. ft.....\$50

(Includes garages, porches, etc.)

Additions (Non-Habitable)>500 sq. ft.....\$100

(Includes garages, porches, etc.)

Accessory Structures:

Accessory Structure (Enclosed w/roof)

200 sq. ft. or less\$60

<500 sq. ft\$100

500 sq. ft\$200

Accessory Structure (Not Enclosed)

500 sq. ft\$60

500 sq. ft\$100

(Includes all decks, pools, lean-to's etc.)

Business/Industrial:

Principal Structure\$500

Addition<500 sq. ft.....\$150

Addition>500 sq. ft.....\$300

Charter: Planning, Economic & Community Development Agency

Agri-Business:

Principal Structure	\$400
Additions	\$150
Accessory Structures.....	\$100

Planned Campgrounds (Lakeland, Lakeview, Blackhawk etc.)

New Recreation Vehicle	\$100
Addition/Enclosure/Alteration.....	\$100
Deck/Accessory Structures	\$75

General:

Fences.....	\$80
Decks.....	\$75
Conditional Use Permit.....	\$600

Adjacent to County Trunk Highway

Residential:

Principal Structure	\$400
Addition (Habitable)<500 sq. ft.....	\$50
Addition (Habitable)≥500 sq. ft.....	\$200
Addition (Non-Habitable)<500 sq. ft.....	\$50
(Includes garages, porches, etc.)	
Additions (Non-Habitable)≥500 sq. ft.....	\$100
(Includes garages, porches, etc.)	
Accessory Structures	
Accessory Structure (Enclosed w/roof)	
200 sq. ft. or less.....	\$60
<500 sq. ft.....	\$100
>500 sq. ft.....	\$200

Charter: Planning, Economic & Community Development Agency

Accessory Structure (Not Enclosed)

<500 sq. ft.....	\$60
>500 sq. ft.....	\$100
(Includes all decks, pools, lean-to's etc.)	

Business/Industrial:

Principal Structure	\$500
Addition<500 sq. ft	\$150
Addition>500 sq. ft	\$300

Agri-Business:

Principal Structure	\$400
Additions	\$150
Accessory Structures.....	\$100

Planned Campgrounds (Lakeland, Lakeview, Blackhawk etc.)

New Recreation Vehicle	\$100
Addition/Enclosure/Alteration.....	\$100
Deck/Accessory Structures	\$75

General:

Fences.....	\$80
Decks.....	\$75
Stairway-Shore Yard.....	\$150

Land Division & Development Ordinance

Land Division (per lot).....	\$400
Sale to Adjoining Owner, Lot Combination or Plat of Survey	\$150 (NEW)
Final Land Division Review & Approval (per lot)	\$50
Land Division Time Extension (per lot)	\$100

Charter: Planning, Economic & Community Development Agency

Engineering Review and Approval Fee\$75
911 Address Sign\$60

Board of Adjustment

Application for Variance.....\$750

Town Jurisdiction

Town Memorandum of Agreement Permits

Building Site Plan\$200

Building Permit

Residential:

Principal Structure\$400
Addition (Habitable)<500 sq. ft.....\$150
Addition (Habitable)>500 sq. ft.....\$200
Addition (Non-Habitable)<500 sq. ft.....\$50
 (Includes garages, porches, etc.)
Additions (Non-Habitable)>500 sq. ft.....\$100
 (Includes garages, porches, etc.)

Accessory Structures

Accessory Structure (Enclosed w/roof)
200 sq. ft. or less\$60
<500 sq. ft\$100

Charter: Planning, Economic & Community Development Agency

>500 sq. ft\$200

Accessory Structure (Not Enclosed)

<500 sq. ft\$60

>500 sq. ft\$100

(Includes all decks, pools, lean-to's etc.)

Business/Industrial:

Principal Structure\$500

Addition<500 sq. ft.....\$150

Addition>500 sq. ft.....\$300

Agri-Business:

Principal Structure\$400

Additions\$150

Accessory Structures.....\$100

Planned Campgrounds (Lakeland, Lakeview, Blackhawk etc.)

New Recreation Vehicle\$100

Addition/Enclosure/Alteration.....\$100

Deck/Accessory Structures\$75

General:

Fences.....\$80

Decks.....\$75

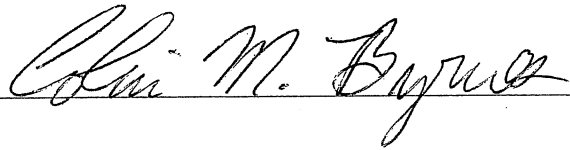
Stairway\$150

Charter: Planning, Economic & Community Development Agency

Code Administration and Enforcement Policy:

Double fees charged if work is started before permits or variances are obtained

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



Department Planning and Development

Budget Analysis by Program

Programs	Base Budget	Economic Development	Economic Development WDF- Revolving			Address Signs		Community Development	Budget Summary
Positions	7.00	1.00	0.00	0.00	0.00	0.00	0.00	2.025	10.025
Salaries	\$431,729	\$80,931				\$0		\$98,610	\$611,270
Fringe Benefits	\$185,126	\$38,678				\$0		\$26,233	\$250,037
Operating Expenses	\$17,513	\$5,732				\$5,700		\$332,769	\$361,714
Capital Outlay	\$0	\$0	\$0			\$0			\$0
Allocation of Services	(\$68,922)	\$0				\$0		\$ (51,128)	(\$120,050)
Subtotal	\$565,445	\$125,341	\$0	\$0	\$0	\$5,700	\$0	\$406,484	\$1,102,971
Indirect Cost Alloc.	\$0	\$0	\$0			\$0		\$0	\$0
Total	\$565,445	\$125,341	\$0	\$0	\$0	\$5,700	\$0	\$406,484	\$1,102,971
Revenue	\$49,277	\$0				\$5,700		\$321,876	\$376,853
Fund Bal. Applied	\$0	\$0				\$0		\$0	\$0
County Share	\$516,168	\$125,341	\$0	\$0	\$0	\$0	\$0	\$84,608	\$726,118

Administrator's Comments

Planning, Economic and Community Development Department

Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	10.025	10.025
Salaries	611,270	603,585
Fringe Benefits	250,037	247,634
Operating Expense	361,714	361,714
Capital Outlay	0	0
Allocation of Services	(120,050)	(120,050)
Total Expense	1,102,971	1,092,883
Revenue	376,853	376,853
Fund Balance Applied	0	0
Tax Levy	726,118	716,030
Total Revenues	1,102,971	1,092,883

The services of the Planning, Economic and Community Development Department are summarized in the Charter. The Budget for the Department is contained in a number of different accounts.

Most of the revenue earned by the Planning Department in the main account comes from zoning permit fees. The projected revenues from those fees in 2014 will be \$46,958, which is a \$7,242 decrease from the budgeted 2013 amount. The economic downturn has meant significantly less development in the unincorporated areas of the County and correspondingly less revenue for the department.

The 2014 budget anticipates a decrease in Charges to Other Municipalities as a result of fewer local units completing work through the County. In 2012, the County collected \$8,188 in charges to municipalities for planning projects. For 2014, \$2,294 is anticipated, a decrease of \$5,894 or 71.9% from 2012.

Total revenue in the main account is \$49,277, which includes \$46,958 in fee revenue and \$2,294 in service charges to local governments referenced above, and \$25 for sale of maps and publications.

The Planning Department Charter includes the proposed 2014 department fee schedule. For 2014, the Planning and Development Department proposes minor changes to its fee schedule which I recommend.

With regard to personnel, Colin Brynes, the department's Senior Planner is the Interim Director due to the departure of the prior director. The recruitment of the replacement Director of Planning and Development will occur in the future. Since Mr. Brynes is performing duties of both positions, I am recommending a decrease in the personnel accounts in the amount of \$13,446 in 2014 which represents approximately two months of a Senior Planner's compensation.

The Planning Department makes a number of significant cross charges for planning activities. Cross charges are anticipated to increase by \$23,988. The following table itemizes the components of this cross charge that appear as a “negative expense” under line item 6800 in the main account.

<u>Components of the Cross Charge</u>	<u>2013 Budget</u>	<u>2014 Request</u>
Planning Interns	10,334	10,334
Staff Support for Board of Adjustment	2,200	2,752
Prof. Services for DPW Parks Div.	2,000	0
Address Sign Administration	900	836
Staff Support for Housing Programs	20,000	0
DPW Share of County Engineer	9,500	55,000
Total	\$44,934	\$68,922

Student Interns perform a significant role in the development of land use information. They convert official zoning maps and adopted land use plans from hard copy into a digital format on the Geographic Information System (GIS). The Planning Department has requested \$10,334 of seasonal wages and FICA for one Planning Intern in 2014. This expense is offset by a like amount of cross charges to the Land Records account. Thus, there is no impact on the tax levy. I concur with the department request.

The Planning Department proposes \$2,752 of cross charges to the Board of Adjustment (BOA) for staff that work on appeals heard by the BOA.

There are also incidental amounts that total \$900 of cross charges for program administration made to the Address Sign account.

The cross charge for Housing Programs staff support is eliminated and results in a loss of \$20,000 from the prior year. (For background - refer to the Housing/Community Development Division section.)

Beginning in 2013, a cross charge component was established covering the County Engineer. The Department of Public Works (DPW) is involved in a variety of highway projects that can benefit from an in-house engineer. The County Engineer’s time devoted to DPW activities is anticipated to increase

to 50% of the position’s time in 2014. This increase will result in the DPW cross charge increasing over the prior year budget.

There is a total of \$68,922 in proposed and recommended cross charges in the 2014 Budget. This is an increase of \$23,988, primarily due to the expanded use of the County Engineer by the Department of Public Works. Absent this item, cross charges have been decreasing over the last several years due to loss of grant funds.

The Economic Development Program Account funds the position of an Economic Development Specialist, along with a variety of costs associated with economic development. The 2014 request is a cost to continue budget. The recommendation includes a reallocation of the position.

The recommended tax levy for the Economic Development Program is \$128,699, which is \$4,471 or 3.6% more than the 2013 Budget.

The Housing/Community Development Program is funded by the Housing Grant Clearing Account. In 2013, this account contains funding for a 1.0 FTE Senior Planner and a 0.625 LTE (Limited Term Employee) Housing Specialist who administer the Housing/Community Development Program.

The Housing/Community Development Program was awarded a \$2.5 million HUD Lead Hazard Control and Health Homes grant for a three-year period effective August 1, 2013. In years past, this grant would have a positive impact on program revenue for staff administration. Unfortunately, the Housing/Community Development Program has encountered issues with lack of compliance with grant regulations resulting in a decision by the State Housing Office to place the County’s CDBG program on suspension. In order to devote staff to adequately respond to the State CDBG findings, the HUD Lead Hazard Control and Health Homes grant administration was contracted out to the City of Janesville.

Due to the ongoing difficulties in administering the housing grant programs, the County will be exploring options on how to provide housing services including developing a request for proposal to contract out the activities of the

Housing/Community Development Program. This process is scheduled to be undertaken in late 2013.

The department request covers several personnel items. The LTE (Limited Term Employee) Housing Specialist position will be eliminated. A 0.625 FTE Housing Specialist is requested along with a 0.40 Planning Clerical Worker position.

I am recommending the personnel requests in light of the issues surrounding the program. This level of staffing will be needed if the County does not or cannot contract for this service.

Administrative funding from the various housing grants and revolving loan funds can be used to pay the costs of implementing the program. The table below identifies the amounts and accounts where the funding is contained in the budget.

<u>Grant Program or Activity</u>	<u>Acct #</u>	<u>Admin Expense</u>
Rev. Home Loan (CDBG)	6440	18,750
HCRI Revolving Loans	6441	231
Home Buyer Rev. Loans	6442	2,200
Rental Rehab. RLF	6444	3,000
Home Consortium RLF	6445	2,500
HUD Lead Hazard/Healthy Home	6468	12,000
Local Com. Dev. Assistance	6560	39,160
Home Consortium	6920	9,847
Public Facilities Grant (CDBG)	64xx	5,400
Total		\$ 51,128

The various administrative expenses shown in the above table comprise the \$51,128 cost allocation found in the Clearing Account. Changes in two grants negatively affected the level of cross charge budgeted in 2014. The County received the CDBG-Emergency Assistance Grant in response to the 2008 flood. The grant expired and results in a loss of \$18,740. The Program used to contract with the Long Term Support Division (LTS) of the Human Services Department for housing rehab activities. LTS Division began utilizing another provider for this need, which resulted in a loss of \$11,250.

Total fee revenue in the Housing Account for 2014 is \$2,950, a decrease of \$5,100 or 63.3% from the prior year. It is composed of charges for performing lead paint assessments on dwellings (by way of a contract with the Health Department) and subordination fees. The requested and recommended 2014 tax levy for the Housing/Community Development Program is \$84,609, which is \$76,898 more than the 2013 Budget. As noted above, the significant increase is due to a loss of grant programming and an increase in staffing costs.

The recommended tax levy for the Planning Department as a whole (including Economic Development) is \$716,030. This is an increase of \$26,098 or 3.8% over the prior year.

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Administrator's Comments

Board of Adjustment

**Summary of
Department Requests and Recommendations**

Description	Department Request	Administrator's Recommendation
Positions	0	0
Salaries	0	0
Fringe Benefits	0	0
Operating Expense	4,910	4,910
Capital Outlay	0	0
Allocation of Services	0	0
Total Expense	4,910	4,910
Revenue	4,500	4,500
Fund Balance Applied	0	0
Tax Levy	410	410
Total Revenues	4,910	4,910

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 \$2,640 to reimburse the Planning Department for staff services, as well as \$112 to cover the cost of a Court Reporter if one is needed for certain contested hearings.

The budget request includes \$1,655 for per diems and mileage for board members in anticipation of holding six hearings in 2014.

The recommended tax levy for 2014 operations is \$410, which is an increase of \$121 from 2013.

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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 2014 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 2013 and is recommended.

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M. Public Safety & Justice Committee

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Rock County Sheriff's Office

Present Personnel (Full Time Equivalent)	
1.0	Sheriff
1.0	Chief Deputy
2.0	Commander
6.0	Captain
22.0	Sergeant
5.0	Detective
59.0	Deputy Sheriff
1.0	Correctional Supervisor
81.0	Correctional Officer
1.0	RECAP Site Supervisor
1.0	Financial Office Manager
1.0	Administrative Secretary
2.0	Secretary II
1.0	Secretary I
3.0	Account Clerk II
11.0	Administrative Assistant
6.0	Public Safety Utility Clerk
1.0	Optical Imaging Specialist
.45	Vehicle Maintenance Supervisor
.3	Vehicle Maintenance Technician
.3	Sheriff's Office Worker
.3	Investigative Assistant
206.35	Total

Summary of Personnel Modifications		
New Positions		
Deputy Sheriff	1.0	1.0
Detective	1.0	1.0
Reallocations		
Financial Office Manager (from PR 17 to PR 18)	0	1.0
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, he has among the widest assigned and implied responsibilities which are mostly defined by State Statutes.

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

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

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

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

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

Robert D. Spoden

Complaints: Complaints about the activities or operations of the Sheriff's Office are received in a courteous and professional manner and, if found to be valid, are resolved in a timely fashion.

Public Education: The public is informed of the activities of and the services provided through the Sheriff's Office via presentations given by management staff at community and service club meetings and when appropriate, via releases to the local media. Citizen input regarding the Sheriff's Office operations and priorities is always welcomed and encouraged.

Public Meetings: Sheriff's Office staff frequently meets with Township, Village and City officials as needed to determine service needs and to address policing issues. Further, the Sheriff's Office maintains Neighborhood Watch and other community policing programs.

Standards:

- a. To maintain effective Neighborhood Watch Programs throughout Rock County.
- b. To administer the Sexual Offender Community Notification Program.
- c. Present special crime prevention educational information to citizens and civic/school organizations.
- d. To facilitate community problem-solving related to the philosophy of community policing.
- e. To provide educational programs on child safety restraints and safety belt requirements.

Robert D. Spoden, Sheriff of Rock County

Charter: Emergency Management

Key Objective

The key objective of Emergency Management in Rock County will be accomplished by satisfying the following commitments:

Public Service Commitment

Effectively plan, and when necessary, provide Emergency Management guidance and response under the authority of the Rock County Sheriff's Office to the citizens of Rock County to ensure public safety.

County Emergency Management Commitment

To be responsible to the Rock County Sheriff's Office and the citizens of Rock County for managing all activities of the County Emergency Management program in an efficient, effective and professional manner. Emergency Management is responsible for carrying out the program directives of the State of Wisconsin Department of Military Affairs, Division of Emergency Management (WEM) and the State Office of Justice Assistance (OJA), plus other State and Federal agencies. Implement policy directives as directed by the Rock County Board of Supervisors. Carry out the functions required of the County Emergency Management under Chapter 323 of the Wisconsin Statutes and Rock County Ordinance, Chapter V. Work closely with local/municipal Emergency Management agencies as defined in the Rock County Ordinance, Chapter V. Assist with the development and adoption of local ordinances and plans as requested. Respond to emergency incidents and disasters as needed or requested.

Intergovernmental Commitment

To work with local, municipal, state, and federal agencies to plan, coordinate and provide emergency management guidance in compliance with directives from the Rock County Sheriff's Office, Wisconsin Emergency Management, and Wisconsin Office of Justice Assistance.

Critical Performance Areas

1. Preparedness – Emergency Management administers and participates in planning, training, and exercising. Seek available grant funding for training and exercise sessions.
2. Response - Emergency Management responds to any manmade or natural disaster within Rock County, prioritizes and provides county resources to all governmental jurisdictions, as well as responding agencies throughout the county and will request State and FEMA assistance as needed.
3. Recovery - Emergency Management directs and coordinates recovery issues related to any manmade and/or natural disasters as they occur with WEM and FEMA.
4. Mitigation - Emergency Management serves as liaison between county, state and FEMA to prevent or reduce the potential of the next disaster. Emergency Management identifies and intercepts small problems before they become an emergency or disaster through outreach and public education.
5. Outreach and Education
 - ♦ Develop and conduct Emergency Management exercises with emergency responders, schools, hospitals, facilities and test emergency plans.
 - ♦ Work with local news media to keep citizens informed of individual and family emergency planning issues.
 - ♦ Public Education – weather related, sheltering-in-place, hazardous materials, and planning.
 - ♦ Assist with public health issues as requested.

Charter: Emergency Management

Management of Critical Objectives

1. Planning Performance - Install a system of planning on a multi-year basis, setting forth critical and specific annual objectives, and utilizing resources to achieve those objectives.

Standards:

- ◆ Forecasts - Annual work plans are prepared based on service requirements.

2. Organizing Performance - Identify, arrange, and relate work so that results can be achieved with the greatest possible effectiveness at acceptable costs.

Standards:

- ◆ Organizing Structure - A table of organization, following the County's approved format, is prepared, reviewed and revised annually according to actual working relationships.

3. Controlling Performance - Set performance standards by evaluating and incorporating existing standards into Emergency Management operations to achieve objectives.

Standards:

- ◆ Performance Standards - The Emergency Management Coordinator maintains performance standards for the Emergency Management Bureau through an approved management charter under the Rock County Sheriff's Office.
- ◆ Performance Measurement - The Emergency Management Coordinator provides semi-annual reports of activities as defined in the annual Plan of Work, submitted to Wisconsin Emergency Management and FEMA.

4. Emergency Management - Carry out the duties of Emergency Management according to Chapter 323 of the Wisconsin

Statutes, including the Rock County Emergency Management Ordinance Chapter V and the Rock County Emergency Operations Plan (EOP).

Standards:

- ◆ Direct and coordinate Emergency Management activities throughout the county during mitigation, preparedness, response, and recovery phases.
- ◆ Assist when requested, in annual updates to municipal Emergency Operations Plans (EOP), integrating such plans into the County EOP and submitting an annual report to Wisconsin Emergency Management for approval.
- ◆ Direct and coordinate training programs and exercises:
 - State and Local Organization Management - Include continuity of government during a crisis and Emergency Management assistance.
 - State and Local Direction and Control - Include emergency operation centers (EOC) and supporting materials when resources are available.
 - Disaster Assistance Programs - (Individual/Public Assistance, temporary housing, etc.), Disaster Preparedness Improvement Grant (preparation, response and recovery planning), and hazardous materials safety.
 - Natural and Technological Hazards - Include the State Assistance Program (assists local governments in identifying flood zone statutory changes and other mitigation operations), dam safety (legislation, identification of risk areas, warning, evacuation and hazard analysis).

Charter: Emergency Management

5. Technical Performance Areas

◆ Terrorism Awareness Initiative:

- Federal Department of Homeland Security and State agencies are placing additional requirements on local Emergency Management offices. Mandates such as training, exercising and enhanced program initiatives will continue to place additional burdens on programs.
- It is County Emergency Management's responsibility to incorporate current Homeland Security Presidential Directives, such as the National Incident Management System (ICS/NIMS), NIMS-CAST, and Resource Typing.
- The Rock County Board of Supervisors passed Resolution 05-7A-271 at its June 3, 2005, meeting, adopting the National Incident Management System (NIMS) as Rock County's Standard for Incident Management.
- Continue to work with OJA to secure and implement any Homeland Security funding grants for county agencies.
- Assess Training Needs – Conduct training with all first responders, hospitals, public works, public health, schools and large facilities.
- Assess any equipment needs and determine local government's ability to manage the consequences of terrorist incidents, particularly incidents involving weapons of mass destruction. Identify resources for responses to such incidents.

- ◆ Title III, Superfund Amendment and Reauthorization Act of 1986 (Emergency Planning and Community Right-to-Know/Hazardous Materials Planning).
 - Serve as Community Emergency Coordinator as outlined in Title 42, United States Code for the Rock County Local Emergency Planning Committee (LEPC).
 - Serve as liaison to State agencies.
 - Implement the requirements of SARA-III and Chapter 323 of the Wisconsin Statutes within the constraints imposed by time and financial support.
 - Apply for grants and financial aids to support the implementation of SARA-III and Chapter 323 of the Wisconsin Statutes.
 - Continue planning activities with off-site facilities and farms within the County.
 - Participate in the Clean Sweep for Hazardous Waste collections.
 - Support and coordinate day-to-day activities of the Local Emergency Planning Committee (LEPC).
- ◆ Rock County Emergency Operations Plan and Standard Operating Procedures will be updated as required in each fiscal grant year.
- ◆ A countywide Hazard Analysis will be reviewed and updated as required.
- ◆ Assist the County Hazardous Materials (HazMat) Level B Team with training and obtaining supplies through the annual Hazmat Equipment and Computer Grant.

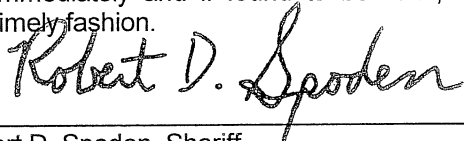
Charter: Emergency Management

- ♦ Seek reimbursement of expenses incurred by the County Hazardous Materials Level B Team.
- ♦ Effectively participate in the Statewide Emergency Management Training and Exercise Programs.

6. Public Relations Performance - Conduct public relations in a manner that reflects positively on the Rock County Sheriff's Office.

Standards:

- ♦ Public Education - Inform the residents of Rock County of the functions and services available through Emergency Management. Give presentations to community members throughout the county as requested.
- ♦ Issue press releases and when necessary, inform Rock County residents of Emergency Management activities and emergency situations.
- ♦ Complaints - All complaints related to chemical spills, emergency responses, or weather sirens are investigated immediately and if found to be valid, are resolved in a timely fashion.



Robert D. Spoden, Sheriff

Department

Sheriff

Budget Analysis by Program

Programs	Law Enforcement Services	Correctional Facility	RECAP	Community RECAP	Sheriff's Vehicles	Project Lifesaver	Emergency Management	Level B HazMat	HazMat Grant	LEPC		Budget Summary
Positions	82.35	123.00	1.00	0.00	0.00	0.00	2.00	0.00	0.00	0.00		208.35
Salaries	\$ 5,063,767	\$ 5,934,709	\$ 51,757	\$ -	\$ -	\$ -	\$ 108,099	\$ -	\$ -	\$ -		\$ 11,158,332
Fringe Benefits	\$ 3,418,990	\$ 3,532,256	\$ 34,398	\$ -	\$ -	\$ -	\$ 44,135	\$ -	\$ -	\$ -		\$ 7,029,779
Operating Expenses	\$ 1,063,038	\$ 2,127,599	\$ 217,795	\$ 304,500	\$ -	\$ 1,000	\$ 46,104	\$ 47,421	\$ -	\$ -		\$ 3,807,457
Capital Outlay	\$ 328,475	\$ -	\$ -	\$ -	\$ 243,500	\$ -	\$ 2,768	\$ -	\$ 12,500	\$ -		\$ 587,243
Allocation of Services	\$ (2,800)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (9,292)	\$ -	\$ -	\$ -		\$ (12,092)
Subtotal	\$ 9,871,470	\$ 11,594,564	\$ 303,950	\$ 304,500	\$ 243,500	\$ 1,000	\$ 191,814	\$ 47,421	\$ 12,500	\$ -	\$ -	\$ 22,570,719
Indirect Cost Alloc.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
Total	\$ 9,871,470	\$ 11,594,564	\$ 303,950	\$ 304,500	\$ 243,500	\$ 1,000	\$ 191,814	\$ 47,421	\$ 12,500	\$ -	\$ -	\$ 22,570,719
Revenue	\$ 154,972	\$ 1,728,784	\$ 293,000	\$ 146,826	\$ 243,500	\$ 1,000	\$ 94,065	\$ 10,000	\$ 5,000	\$ -		\$ 2,677,147
Fund Bal. Applied	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	\$ 5,000			\$ 5,000
County Share	\$ 9,716,498	\$ 9,865,780	\$ 10,950	\$ 157,674	\$ -	\$ -	\$ 97,749	\$ 37,421	\$ 2,500	\$ -	\$ -	\$ 19,888,572

Administrator's Comments

Sheriff

Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	208.35	208.35
Salaries	11,158,332	11,158,332
Fringe Benefits	7,029,779	7,029,779
Operating Expense	3,807,457	3,807,457
Capital Outlay	587,243	587,243
Allocation of Services	(12,092)	(12,092)
Total Expense	22,570,719	22,570,719
Revenue	2,677,147	2,730,622
Fund Balance Applied	5,000	5,000
Tax Levy	19,888,572	19,835,097
Total Revenues	22,570,719	22,570,719

The Sheriff's Office budget is contained in two major accounts and a number of small grant and project-related accounts. The Correctional Facility account contains the personnel expenses and other operational expenses related to operating the Jail and Court Services. It also contains revenue derived from Jail operations. The Sheriff's account contains the funding to operate the other divisions of the Department.

Rock County Jail

The Sheriff's Office continues to manage the population of inmates housed at the jail without a need to utilize beds in other county jails. The jail's current rated capacity is 505 beds. As of September 24, 2013, there were 558 inmates under the Sheriff's control but only 411 were actually housed in the jail. As of September 24, 62 inmates were on electronic monitoring and 40 were in the Workender Community Service Program. In addition, 45 individuals were being served through the Community RECAP/Drug Court program. If not for these programs, these individuals would be incarcerated in the jail and the 53 inmates over the jail rated capacity would have been housed in out-of-county jails.

Effective April 2013, the Diversion Unit that had been based at the Health Care Center was relocated to the vacant Adolescent Services Center (ASC) building located on the Health Care Complex campus in order to address space limitations. The project cost for making improvements was \$55,486. The renovation cost was funded with a combination of Sales Tax and Jail/HCC Complex fund balance and was included in the General Services budget.

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 2014, my recommendation includes \$150,000 through a “Transfer in” from the balance sheet to partially offset the cost of inmate medical care.

The Community RECAP 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 “Community RECAP/TAD.” Through September 30, 2013, there were 206 successful graduations from the program resulting in 53,597 jail bed days averted. The State TAD funds are awarded through a competitive grant process and Rock County is budgeting \$110,931 in 2014, the same amount as the prior year. Program expenses remain stable for 2014. The tax levy support for this program in 2014 will be \$157,674, the same level as the prior year.

Law Enforcement Services

The Sheriff’s Office is requesting an additional 1.0 FTE Detective (2nd Shift) at a cost of \$98,029 due to a continued increase in cases. Prior to 2002, there were six detectives with an average caseload of 38 cases. In 2012, five detectives had an average caseload of 54. In addition, there are more extensive investigations conducted, particularly internet crimes against children.

The Sheriff’s Office is also requesting 1.0 FTE Deputy Sheriff at a total cost of \$79,489 for recreational program activities due to an increase in recreational safety issues predominantly warmer weather periods but also some winter periods (greater emphasis on water enforcement, increase in trail use by the general public, added snowmobile and ATV activities, etc.). This position would be assigned recreational duties for approximately 60% of the year. The state would reimburse the County approximately 65% of the time spent on recreational duties which would total \$31,000. Therefore the

net cost to the County would be \$48,489. The reimbursement is received in the following year.

I am recommending both positions.

One of the higher cost areas in this account is the cost of operating and maintaining the Sheriff’s Office fleet of vehicles. The Sheriff’s Office is anticipating that it will use 97,000 gallons of fuel in 2014. \$315,000 is recommended to pay for fuel, a decrease of \$10,000 from the prior year based upon lower fuel costs. The Sheriff’s Office is also requesting 8 replacement vehicles in 2014 at a total cost of \$243,500. These include five patrol vehicles, one non-patrol vehicle, one full sized van and one minivan. Funds for making these purchases are contained in a separate “Sheriff’s Vehicles” account, which is a non-lapsing account that accumulates funds on an annual basis to level out the cost of making vehicle purchases. From an accounting perspective, \$275,000 of funds are moved from the regular Sheriff’s account to the “Sheriff’s Vehicles” account. These purchases are recommended.

Overtime remains a significant issue in the Law Enforcement Services Division. The Sheriff’s Office request is \$256,250, which is the same as the previous year. As in the Corrections Division, the Law Enforcement Services Division is investigating new ways to reduce this expense such as requiring the deputies to dictate reports.

Other Personnel Services is increasing by \$45,774, primarily due to an increase in IT support from 1.0 FTE to 1.5 FTE. The increased IT staff support reflects the continued deployment of technology throughout the Sheriff’s Office.

Despite using grant funds to buy equipment, it is necessary to include a number of capital and equipment purchases in the 2014 budget. To offset the impact to the tax levy, I am recommending \$53,475 in sales tax proceeds be allotted to purchase:

<u>Item</u>	<u>Cost</u>
Various Computer Hardware (including replacement in-car computers)	\$36,300
Various Equipment <u>Over \$500-\$4,999</u>	<u>\$17,175</u>
Total	\$53,475

Emergency Management Services

2013 marked the first year that the Sheriff's Office was responsible for Emergency Management. The 2014 request contains a status quo budget for the Emergency Management operational account, the Level B Hazmat Team and 2014 Hazmat Grant. The Local Emergency Planning Committee (LEPC) Grant is not budgeted for the October 1, 2014 to September 30, 2015 period, as the state does not release the allocation until well after the budget is adopted. Therefore it was decided to wait until the state releases the dollar amount and establish the budget at that time. There is no county levy for LEPC activity.

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

The recommended tax levy for the Sheriff's Office is \$19,835,097. This is an increase of \$406,644 or 2.1% more than the 2013 budgeted amount.

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Rock County Court System

<u>Present Personnel (Full Time Equivalent)</u>	
	Clerk of Courts
1.0	Clerk of Circuit Court
1.0	Chief Deputy Clerk of Circuit Court
3.0	Collections/Accounts Specialist
3.0	Division Leader Deputy Clerk
26.0	Deputy Clerk of Court
1.0	Clerk II
35.0	Total
	Circuit Court
3.4	Court Commissioner
2.0	Deputy Register in Probate II
1.0	Circuit Court Office Manager
7.0	Court Attendant
6.0	Judicial Assistant
3.0	Court Reporter
1.0	Deputy Clerk of Court
23.4	Total
	Mediation & Family Court Services
1.0	Director of Mediation & Family Court Services
1.0	Administrative Assistant
2.0	Total
60.4	Grand Total

<u>Summary of Personnel Modifications</u>		
	<u>Dept. Request</u>	<u>Admin. Rec.</u>
New Positions	0	0
Deletions	0	0
Reallocations	0	0
Reclassifications Collections/Account Specialist (Union) to Financial Office Manager (PR 17)	1.0	0
Collections/Account Specialist (Union) to Financial Supervisor (PR 15)	0	1.0
Re-Titles	0	0
Transfers	0	0

Charter: Circuit Court/Clerk of Court

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

The Clerk of Circuit Court works closely with the State of Wisconsin, state and local law enforcement agencies, and the Rock County District Attorney. The Clerk of Circuit Court department strives to provide services in a professional, efficient, and courteous manner. The Clerk of Circuit Court Department is dedicated and determined to expand and improve its objectives and standards for the Rock County Circuit Court and the people of Rock County in 2014.

1. Maintenance Objective

Manage, maintain, and store court case files retained within the Clerk of Circuit Court Office.

- a. Open and schedule case files using the Circuit Court Automation Program (CCAP).
- b. Record court activities on minute records during court; utilize CCAP in court processing.
- c. Update and dispose case files on CCAP system.
- d. Prepare, process, and distribute judgments and orders to defendants and the proper agencies.
- e. File and retain case files according to the State of Wisconsin retention schedule.
- f. Process and monitor case files under appeal.

2. Collection Objective

The Clerk of Circuit Court office will continue its emphasis on collections on a daily basis. The regulations of the majority of collections and disbursements of court costs and fees are detailed under Chapter 814 of the Wisconsin State Statutes. The Court Collection Officers also collect the court-ordered reimbursement of fees including Guardian Ad Litem and Indigent Attorney fees. Since the implementation of the Tax Intercept program; we have received \$3,920,963 to date from Wisconsin Department of Revenue. Noticeable revenue increases have been made with previously uncollectible Guardian Ad Litem and Indigent Attorney fees. We have the ability to turn over debts to the Wisconsin Department of Revenue by driver license number as well as social security numbers. County and State agencies and departments continue to lobby for federal tax monies as well.

- a. Distribute reminder notices to defendants one week prior to due date of fines and forfeitures.
- b. Notify defendants of penalty if obligation is not met on time:
 1. Suspension of driving privileges
 2. Commitment for arrest
 3. Civil judgment
 4. Tax intercept
- c. Collaborate with CCAP for possible implementation of on-line collection system.
- d. Obtain social security numbers and driver license numbers for the Tax Intercept Program.
- e. Collect 5% Clerk of Court retained surcharge on restitution orders.
- f. Collect \$5.00 satisfaction of judgment fee.
- g. Collect \$15.00 payment plan fee.
- h. Increase motion to reopen fee \$5.00.
- i. The Court Collection Officer will continue to create payment plans for fines, forfeitures, costs, and fees for Rock County and the State of Wisconsin to eligible parties.

Charter: Circuit Court/Clerk of Court

3. **Financial Objective**

Comply with county and state regulations in accordance with Generally Accepted Accounting Principles (GAAP) in an effective manner.

- a. Prepare and submit an annual budget for the Clerk of Circuit Court and the Circuit Court to the Rock County Board of Supervisors.
- b. Reconcile all month end reports and balance CCAP bank accounts.
- c. Maintain CCAP financial system on a daily basis.
- d. Prepare, write and disburse checks from the CCAP bank account.
- e. Monitor and evaluate the investment accounts to ensure the highest yield.
- f. Process payments and billings for the Clerk of Circuit Court office and the Circuit Courts.

4. **Management Objective**

The Clerk of Circuit Court, with support from the Board of Circuit Court Judges, oversees staffing within the Clerk of Circuit Court, Probate, Circuit Courts, and Mediation offices. The Clerk of Circuit Court will follow the guidelines of the Local 2489 Union Labor contract and the Rock County Ordinances and Policy and Procedure manual.

- a. Maintain open communications with Rock County Board of Circuit Court Judges and Court Commissioners regarding staffing assignments.
- b. Notify Circuit Court Office Manager for scheduling of court interpreters.
- c. Schedule employees for court duties.
- d. Schedule coverage for absent employees.
- e. Review and approve time sheets and vacations.

5. **Efficiency and Organization Objective**

Structure a positive work environment to maximize performance standards within the Clerk of Circuit Court office.

- a. Maintain workflow by monitoring staffing assignments.
- b. Cross-train employees to benefit each department within the Clerk of Circuit Court office.
- c. Educate staff with CCAP training sessions and various seminars.
- d. Network with CCAP analysts on training procedures.
- e. Keep staff notified of CCAP upgrades and information.

6. **Jury and Juror Objective**

The Clerk of Circuit Court and the Board of Circuit Court Judges are responsible for having jurors available for scheduled jury trials. The right to a jury trial is a fundamental component of the justice system. The willingness of residents to serve as jurors is critical to preserving this right. September has been designated (by the State of Wisconsin) as the time each year when to publicly acknowledge the contribution of jurors. The Clerk of Circuit Court and Board of Circuit Court Judges strive to provide a pleasant experience for the citizens of Rock County selected for jury duty.

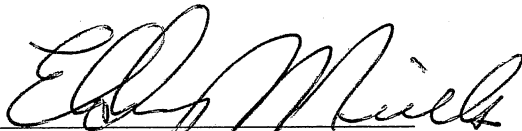
- a. Distribute juror qualification questionnaires.
- b. Update juror information into CCAP.
- c. Online filing for jurors.
- d. Qualify and disqualify jurors in accordance with Wisconsin State Statutes guidelines.
- e. Prepare and distribute summons as directed by the presiding judge.
- f. Conduct jury orientation on Mondays.
- g. Select jury panels for courts after the orientation is completed.
- h. Prepare statistical reports for the State of Wisconsin and Rock County.
- i. Celebrate Jury Appreciation Month with guest speakers, including, but not limited to, District Court Judges, Circuit Court Judges, and Bar Association members. The Rock County Bar Association provides snacks, magnets, and other items to honor jurors.

Charter: Circuit Court/Clerk of Court

7. Public Relations Objective

The Clerk of Circuit Court office realizes that, as a government agency, its main duty is to the citizens of Rock County. The Clerk of Circuit Court office strives to uphold the highest of standards in this area.

- a. Jurors may fill out an exit survey regarding their time spent as a juror. The survey encourages jurors to give their suggestions and opinions of possible improvements to the jury process.
- b. The Clerk of Circuit Court office opens at 7:45am three days a week. The Clerk of Circuit Court office opens early to process payments, help direct and serve the public needs on days when Intake Court is scheduled.
- c. Public access computers are in three locations in the Clerk of Circuit Court office. Staff is available at all times to assist the public.
- d. The public has access to the Law Library and its computers.
- e. Access to court records is available through the Internet: at www.wicourts.gov
- f. The Clerk of Circuit Court office maintains an open-door policy for the citizens of Rock County.



Eldred Mielke, Clerk Circuit of Court

Charter: Mediation & Family Court Services

Objectives to accomplish through the 2014 BUDGET: To carry out directives of the 5th District Circuit Court according to the 1987 Wis. Act 355, STAT 767. SUBCHAPTER V: CHILD CUSTODY, (legal decisions that affect the child) and/or PHYSICAL PLACEMENT & VISITATION (time with the child); which includes the mediation mandate; an affordable/accessible service in a manner consistent with self-determination and that shall have characteristics of neutrality, confidentiality and voluntary decisions. To promote positive co-parenting from two (2) homes.

767.401: Educational Programs: During an action affecting the family in which a minor child is involved, and the court determines that it is in the best interest of the child, the court may order the parents to attend a program specific to co-parenting and problem solving about the effects on the child of divorce or never married parents.

767.405: Mediation Mandate: (3)...Mediation shall be provided in every county in this state in which it appears that legal custody (decisions about/for the child) and/or physical placement (time with the child) are contested. (8)...If the parties and mediator determine that continued mediation is appropriate, no court may hold trial or a final hearing on legal custody or physical placement until after mediation is completed or terminated.

767.405(12): Any agreement that resolves issues of legal custody and/or periods of physical placement between the parties as a result of mediation under this section shall be prepared in writing by the mediator for review of the parties, attorney, and GAL, before an Order and Stipulation upon signature of the Judge.

767.405(14): Home Study Mandate: If, after mediation under this section, the parties do not reach agreement on legal custody (decisions for the child) and/or periods of physical placement, (time with the child) (a) A County...shall provide study services (Home Study Evaluation) as ordered by the Court; (b) The person investigating shall complete and submit the results to the court on the investigation of the following matters relating to:

- a. Conditions of the child's home provided by each parent.
- b. Observe and report to the Court each party's performance

- of parental duties and responsibilities and the observed interactions of child/parent.
- c. Any other matter relevant to the best interest of the child.

767.43: Visitation Rights of Certain Persons: Except as provided, a grandparent, stepparent or person who has maintained a relationship with the child may file a petition for visitation in an underlying action under this chapter that affects the child.

1. Management Commitment:

- a. To provide services of mediation as mandated in Wis SUBCHAPTER V with the highest level of integrity and professional ethical standards through the office of Mediation & Family Court Services (MFCS).
- b. To improve the perception of the Courts as a public institution
- c. To refer clients to resources as appropriate.
- d. To respond in a timely manner with appropriate reports to the Court regarding the Order for mediation related to legal custody/physical placement/visitation for certain persons.
- e. To deliver all services, as ordered by the Court, for Education, Mediation, Home Studies, including voluntary requests for a mediation-environment to parents to determine jointly the best interests for their child.

2. Public Service Commitment: To serve the public through awareness of mediation as a positive alternative to resolve co-parenting disputes related to the re-organization of the child's family when parents do not live together; to assist as a neutral in a safe, confidential and timely manner; to provide parents with an orientation which is education focused on the child's developmental needs as impacted by parents who do not live together; foster cooperative parenting relationships; to complete home study evaluations as ordered by the Court;

Charter: Mediation & Family Court Services

to suggest problem-solving techniques which reduce stress on the child; and to assist parties of domestic violence with safe alternatives when exchanging the child.

3. Ethical Commitment: To respect the self-determination of parents in mediation through professional services as a third-party neutral; preparation of documents with clarity and accuracy for the Court and to all parties to an action, including attorneys; which shall be provided within the boundary of the code of ethics and standards of the highest quality and competence, confidentiality and neutrality, as in Wis SUBCHAPTER V and defined by the 2 internationally recognized groups, Association of Family & Conciliation Courts (AFCC) and Association for Conflict Resolution (ACR) and accepted by the Wisconsin Association of Mediators (WAM).

CRITICAL PERFORMANCE AREAS

1. Administrative Performance Area: To maintain guidelines, procedures and a safe delivery of service, specifically in cases where there is a history of domestic abuse and/or fears of a parent during/following mediation; to make available court documentation of agreements/home study evaluations/reports to the Court on the status of compliance with the court order for mediation. To monitor payments of fees for services; to review/implement program evaluations from collateral professionals; to edit all documents prepared for distribution by the department; prepare reports that maintain financial oversight of department Budget; staff supervision, department staffing levels, including contract professional/daily appointments/weekly power-point educational orientations; monitor department policies and procedures; continue case management of follow-up assistance after mediation, as requested by parents who feel pressure during unanticipated disagreements on their co-parenting issues.

2. Critical Objective: Interoffice Management: Deliver services as mandated with maximum safety, timeliness, efficiency and professionalism. To offer researched information/reference materials focusing on family systems and successful co-parenting from 2 homes; to identify the opportunities provided in mediation to enhance the child's relationship with each parent through collaborative co-parenting efforts with particular attention on the development of a positive parent-child relationship in paternity actions initiated by the State.

Standards:

- a. To demonstrate compassion, empathy and understanding.
- b. To manage all information confidentially.
- c. To maintain security levels for those in mediation.
- d. To remain a cost-effective mandate.
- e. To promote effective/positive communication between parents and parent/child.
- f. To provide 2-hr educational orientation power-point sessions each week to prepare the parties for mediation and with information for positive long-term co-parenting from 2 homes.
- g. To have available timely appointments for mediation and home study evaluations.
- h. To provide appropriate court documents with clarity of detail as directed by the Court.

3. Critical Objective: Awareness of Service: Use the mediation environment to assist in joint parental agreements that focus on the reorganization of the child's family and the child's best interest that are perceived by the parents to be well informed resolutions through an efficient and stable process.

Standards:

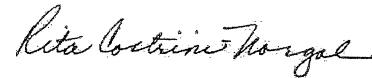
- a. Support the presumptive standard that the child has a relationship with each parent by cultivating an attitude that values the child-parent relationship with each parent.
- b. Timely assistance in matters affecting the family.
- c. To encourage/promote diverse population participation.

Charter: Mediation & Family Court Services

4. Critical Objective: Evaluation: Performance goals of professional ethics and responsibility.
Standards:
- To provide mediation appointments of about 2-hrs each for constructive decision making;
 - Monitor program efficiency with Court/attorneys/clients.
 - Daily case review.
 - Prepare periodic reports of department activity; including accounts receivable.
 - To use technology to share documents with attorneys and clients to reduce postage.
 - Implement all cost-saving measures.
 - To have the process of mediation available for those parents in which English is not their first language.
5. Service Performance Area: Pursuant to Wis. SUBCHAPTER V to reduce the court docket through quality, affordable, and timely access to co-parent education; to assist the parents to design a positive, age appropriate and safe parenting plan which details impact on the child as well as each parent; competent home study evaluations. As requested and for a fee, offer co-parent coordination in high-conflict cases. Have available and distribute all department materials with bi-lingual translations regarding mediation and positive co-parenting; to provide bi-lingual services upon request. To maintain a cost effective program for voluntary participation in mediation to parents who do not live together by assisting with their joint-parental resolutions on issues regarding the child.
6. Critical Objective: Effective Service: To provide mediation in matters of legal custody; (decisions) periods of physical placement, (time) to include periods of placement with a distant parent; child removal; (move-away) and grandparent visitation; and timely documentation to the Court following home studies. Without the intrusion of others and to avoid the directive of the Court provide participants an environment to give full expression to needs/desires related to the child; to guide parties toward consideration of the child's developmental and emotional stages of growth.

Standards:

- To sustain a professional interoffice environment that is well-organized and proficient
- To ensure a safe and confidential mediation environment.
- To have available services to those with special needs, i.e. bi-lingual/hearing-impaired/ physical limitations, and mediation via telephone/Skype for those more than 3-hrs travel from Rock County.
- To notify the Court if a case is not appropriate for mediation.
- To report results of mediation to the Court within 48 hours following mediation.
- Within 10 working days following completion of mediation session, provide in writing the mutual agreements of the parties that is formatted to be accepted by the Court.
- Cooperate and refer clients to agencies in the County.



Rita Costrini-Norgal, Director

Department Clerk of Circuit Court, Circuit Court and Mediation

Budget Analysis by Program

Programs	Circuit Court		Clerk of Circuit Court		Mediation				Budget Summary
Positions	24.40		34.00		2.00				60.40
Salaries	\$1,213,420		\$1,384,528		\$96,988				\$2,694,936
Fringe Benefits	\$441,969		\$879,492		\$48,060				\$1,369,521
Operating Expenses	\$720,650		\$82,300		\$48,906				\$851,856
Capital Outlay	\$0		\$0		\$0				\$0
Allocation of Services	\$0		\$0		\$0				\$0
Subtotal	\$2,376,039		\$2,346,320		\$193,954				\$4,916,313
Indirect Cost Alloc.									\$0
Total	\$2,376,039		\$2,346,320		\$193,954				\$4,916,313
Revenue	\$1,587,741		\$794,627		\$115,175				\$2,497,543
Fund Bal. Applied									\$0
County Share	\$788,298		\$1,551,693		\$78,779				\$2,418,770

Administrator's Comment

Circuit Courts

**Summary of
Department Requests and Recommendations**

Description	Department Request	Administrator's Recommendation
Positions	60.4	60.4
Salaries	2,694,936	2,689,026
Fringe Benefits	1,369,521	1,365,242
Operating Expense	851,856	850,856
Capital Outlay	0	0
Allocation of Services	0	0
Total Expense	4,916,313	4,905,124
Revenue	2,497,543	2,497,543
Fund Balance Applied	0	0
Tax Levy	2,418,770	2,407,581
Total Revenues	4,916,313	4,905,124

The Court System in Rock County is composed of seven branches of the Circuit Court. Included in the system are the seven judges and their staffs, the office of the Clerk of Courts, the Court Commissioners, and the office of Mediation and Family Court Services.

The Circuit Courts account includes revenue from a variety of sources. Fines and forfeitures, which result from court convictions of state and local offenses, comprise about 40% of the revenue. The County retains a portion of the state fines and forfeitures and the entire amount of county ordinance violations.

The Circuit Courts also receive funding from the State, which appears in line item 4220, State Aid. Included in this account is the reimbursement for juror/witness/interpreter fees and Guardian Ad Litem services. For 2014, it is anticipated that State Aid will remain near the 2013 levels.

Overall revenue for the Circuit Courts will decrease \$67,304 or 4.0% from the prior year.

County funding to support the operations of the Court Appointed Special Advocates (CASA) Program was first provided in the 2008 Budget. CASA is a non-profit program offering volunteer services to the court and for children in need of protection or services. The volunteers serve as advocates for the children involved, making sure that their needs are met and not overlooked as the courts make decisions affecting their lives. Judge Daley indicates this program has been beneficial not only to the children but to the courts. The requested amount to support CASA in 2014 is \$4,000 and is an increase of \$1,000 from the prior year. I concur with the request.

One budgetary item that continually increased for years was the cost of indigent counsel fees. The State created the Public Defenders Office in the

late 1970s with the responsibility to provide representation to indigent defendants. This removed the responsibility of paying for indigent defense from County property taxpayers. The system worked well for many years. The Courts estimate approximately 50% of the cases that require a client to be represented by an attorney require representation by the Public Defender or a Court Appointed Attorney. 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 State Public Defender to reflect W-2 program financial guidelines. The Courts are beginning to see the results of guideline change, i.e., an increase in clients represented by the State Public Defender Office and less clients being represented by the tax levy-supported County's Indigent Counsel program. This is shown by the decreasing County expense for this service. In 2011, the actual County expense for indigent counsel was \$212,826. The Courts 2014 budget request is \$105,000 for indigent counsel. This is a \$20,000 decrease from 2013 and I agree with their request.

The Courts attempt to recover costs from the individuals receiving County-paid legal services and estimate \$75,000 will be recouped in 2014, a \$5,000 decrease from the prior year. Therefore, the net amount provided by the tax levy for this purpose in 2014 is \$30,000, which is a decrease of \$15,000 from the amount in 2013.

The amount requested in 2014 for Physician and Other Services account is \$120,000, \$20,000 less than the prior year. The account pays for physician services for guardianship, mental competency and Child In Need of Protection Services (CHIPS) cases. Based upon year to date activity, I concur with their request.

The Courts request \$1,250 to replace 10 chairs in the Jury Assembly Room and \$1,300 to replace two computers/monitors in the Law Library. I recommend both requests.

The recommended 2014 tax levy for the Courts is \$788,298, which is \$4,711 or 0.6% less than the prior year.

The Clerk of Courts account contains funding to operate the Clerk's Office. Mr. Mielke estimates that \$794,627 in revenue will be received by the Clerk's Office in 2014, which is \$2,970 or 0.4% less than budgeted in 2013. 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. A recent State mandate that the Clerk of Courts offer payment plans for municipal violations was enacted through 2009 Wisconsin Act 17 and became effective in July 2009. This has increased the Office's workload. For example, in 2008 there was an average of 155 new payment plans per month. In August 2013, new payment plans total 235. Unfortunately, the amount of these fees the Office is allowed to retain does not cover the cost of providing this service.

By examining historical personnel trends in the Clerk of Courts Office, it became apparent that there is some potential for savings in this area. For 2014, I recommend a 0.5% vacancy factor be budgeted in the Clerk of Courts personnel line items. This more accurately reflects trends that relate to staffing turnover.

The Clerk of Court requests a reclassification for a union Collections/Account Specialist to a unilateral or non-union Financial Office Manager at Pay Range 17. The individual has been acting in a lead fashion and would supervise the other Collection/Account Specialist staff along with the counter staff that handle funds and oversee general accounting functions. After reviewing the situation, I agree but recommend a Financial Supervisor at the same level as a non-union Accountant position (Pay Range 15).

The 2014 recommended tax levy in the Clerk of Courts Office is \$1,540,504, which is \$22,698 or 1.5% more than the prior year.

The office of Mediation and Family Court Services provides mediation services in Family Court cases where there are disagreements regarding child custody issues. The office is staffed by the Director and an Administrative

Assistant. Additional mediation services are obtained by contracting with private mediators, the cost for which is shown in the Other Contracted Services line item.

In addition to tax levy support, the Office is funded through a variety of fees. The Office receives a portion of fees paid for marriage licenses issued in the County Clerk's Office, as well as for certain filings in court. There is also a fee charged to those utilizing mediation services based upon a sliding fee scale.

Over the last several years, marriage license fee revenue has been steady, but the caseload has been increasing as more children are being born in the County. 40% of the client referrals are not married (i.e., no marriage fee), but are having children resulting in the need for the office's services.

Due to an increase in cases, Ms. Costrini-Norgal anticipates that fee revenue to support office operations will increase in 2014 to \$115,175, up \$2,705 from 2013.

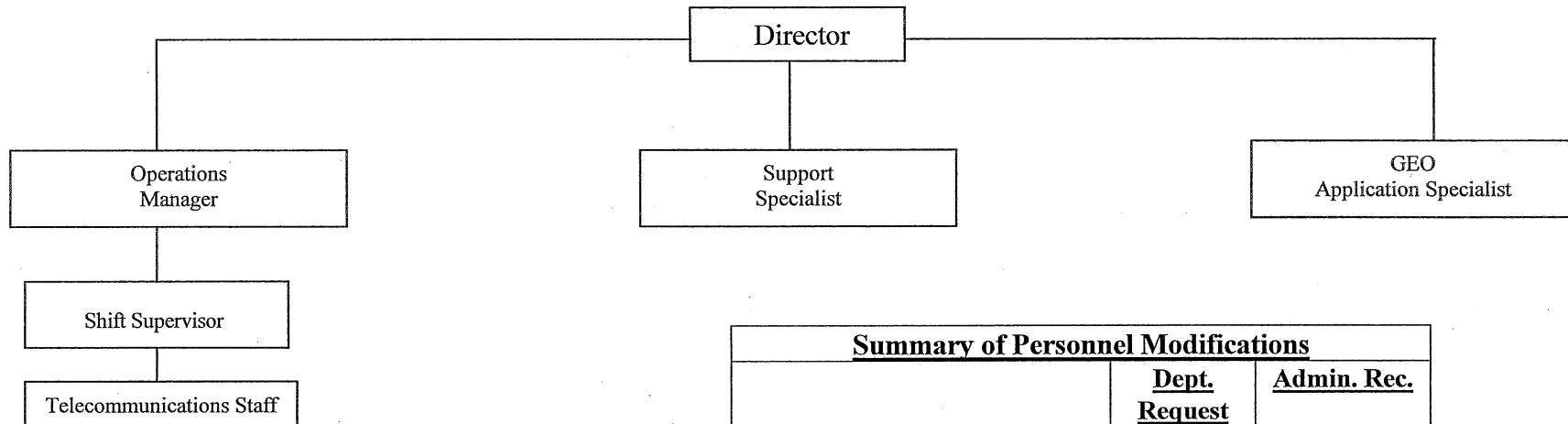
A request is included for a new laptop in the amount of \$1,700, a projector for mediation presentations in the amount of \$900 and replacement computer for the Director in the amount of \$550. The laptop will also be made available to other Court staff for various presentations during court proceedings. I recommend the equipment requests.

The 2014 recommended tax levy for Mediation and Family Court Services is \$78,779, which is an increase of \$2,017 or 2.6% from the prior year.

The 2014 recommended tax levy for the Court System, as a whole is \$2,407,581. This is an increase of \$20,004 or 0.8% over the prior year.

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Rock County Communications Center



<u>Present Personnel (Full Time Equivalent)</u>	
1.0	Communications Center Director
1.0	Communications Center Operations Manager
6.0	Communications Center Shift Supervisor
1.0	Communications Center Support Specialist
.75	GEO Application Specialist
2.0	Lead Telecommunicator
30.0	Telecommunicator
4.0	Call Taker
45.75	Total

<u>Summary of Personnel Modifications</u>		
	<u>Dept. Request</u>	<u>Admin. Rec.</u>
New Positions	0	0
Deletions	0	0
Reallocations	0	0
Reclassifications Communications Center Support Specialist (Union) to Administrative Secretary (PR 9)	1.0	1.0
Re-Titles	0	0
Upgrades	0	0

Charter: Rock County Communications Center

Mission Statement for the Rock County Communications Center

The Rock County Communications Center is designed to provide the most efficient method for citizens to obtain fast, effective public safety services 24 hours a day throughout the year. To complete this mission, the Communications Center will:

- ❖ Provide a single answering point and telephone number for Rock County citizens in the event of emergencies anywhere within Rock County.
- ❖ Provide all public safety agencies within Rock County with efficient and effective dispatch services.

Objective Achievement Methodology:

Administrative Services

The needs of the public service agencies and citizens of Rock County will evolve over time. Administrative services will identify the service needs of the user agencies and citizens, and then coordinate the development and implementation of the required modifications. To facilitate this flow, the Communications Center administration will:

1. Schedule and complete a minimum of ten Fire/EMS and law enforcement work group meetings each year. The meetings are open to all Communications Center user agency representatives and are designed to give user agencies direct input into the operational level of the Communications Center and recommend needed policy/procedure changes to the 9-1-1 Commission. Any required policy/procedure implementation or modification will be directed to the 9-1-1 Commission or County Administration as necessary.
2. Schedule and complete a minimum of five 9-1-1 Commission meetings each year for the purpose of approving policy/procedures that directly affect the user agencies of the Communications Center. The meetings will also serve to determine the need for any modifications of Communications Center operations that may be required to maintain high service levels to the public.
3. Solicit citizen feedback by sending a minimum of 30 Quality Assurance survey postcards per month to random citizens who have utilized the Communication Center's services. The results of

the surveys will be analyzed and then utilized in determining the need for any modifications to Communications Center operations.

4. Provide continuous internal quality assurance program for Telecommunicator staff members to ensure consistency and policy/procedure compliance.
5. Keep the Public Safety and Justice Committee, 9-1-1 Commission and County Administration abreast of Communications Center operational issues.
6. Continually monitor the existing 9-1-1 and administrative telephone trunks to ensure that the necessary capacity is available to meet Rock County telephone subscribers' needs.
7. Monitor Next Generation 911 initiatives and standards to be prepared for emergency communications in an ever-changing wireless mobile society.

Training Program

Training and certification of Communications Center staff members is essential in establishing and maintaining the credibility of the organization in addition to maintaining high service levels. To facilitate the required training, the Communications Center will:

1. APCO certify & maintain certification for all Telecommunicator employees within the agency at their respective levels (Public Safety Telecommunicator, Emergency Medical Dispatch, Training Officer, and Supervisor).
2. Require all new Telecommunicator employees to successfully complete a performance-based training program before operating independently within the Communications Center. Certified training officers will conduct the training.
3. Provide Continued Professional Training (C.P.T.) for each employee of the Communications Center each year. The training will vary as to function.

Charter: Rock County Communications Center

Staffing

Communications Center staffing levels are critical in maintaining high levels of service to user agencies, and consequently, the public. Recruitment and retention procedures will be monitored closely to ensure adequate staffing. Recruitment/retention goals are to:

1. Work with the Human Resources Department to maintain an eligibility list of Telecommunicator applicants for all Telecommunicator employment openings throughout the year.
2. Limit the Telecommunicator employment turnover rate to 10% or less each year.
3. Enhance existing recruitment processes by attending job fairs and other public forums that will encourage minority applicants.

System Management

The Communications Center relies heavily on various computer and other related systems for the efficiency of its operations. The systems require continual maintenance, modification, and upgrading to maintain their usefulness. Communications Center systems will be fully optimized to meet the needs of its user agencies.

Public Relations Program

A public awareness/education program concerning Communications Center activities and 9-1-1 availability is important in providing services to the public. The Communications Center will take the following steps:

1. Make the Communications Center problem resolution process available to each citizen expressing concern with Communications Center activities each year.
2. Accept all school district requests to present information concerning 9-1-1 telephone availability.
3. Present Communications Center/911 information to any and all requesting entities.
4. Enhance public relations by coordinating with user agency public relations events, provide tours and accommodate public speaking engagements for local civic groups and utilize the

5. 9-1-1 Billboard Program to reach portions of the public that may not read the newspaper or listen to the radio.

Agency Accreditation

The Rock County Communications Center is the only C.A.L.E.A. (Commission on Accreditation for Law Enforcement Agencies, Inc.) accredited communications center in the State of Wisconsin. The Communications Director will maintain memberships with APCO (Association of Public Safety Officers) and NENA (National Emergency Number Association). The Communications Director will also maintain ENP (Emergency Number Professional) certification.


The Center will take the following steps to maintain these certifications:

1. Will work towards full C.A.L.E.A. re-accreditation each year.
2. Director will re-certify every four years to remain ENP (Emergency Number Professional) certified.

Emergency Mobilization

The Communications Center established a back-up communications center in the event of a total facility failure at the main site. The back-up site operations will be regularly tested as follows:

1. All equipment will be tested and maintained monthly throughout the year. Documentation of back-up site operation and maintenance testing will be completed.
2. All Supervisors will be required to perform back-up site training and/or operation exercises each year. All dispatch staff will receive refresher training at least once per year.



Kathren Sukus, Communications Center Director

Administrator's Comments

Rock County Communications Center

Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	45.75	45.75
Salaries	2,218,475	2,197,402
Fringe Benefits	1,125,164	1,114,287
Operating Expense	1,021,053	839,696
Capital Outlay	759,105	532,490
Allocation of Services	0	0
Total Expense	5,123,797	4,683,875
Revenue	0	532,490
Deferred Financing	0	0
Fund Balance Applied	0	0
Tax Levy	5,123,797	4,151,385
Total Revenues	5,123,797	4,683,875

The Rock County Communications Center first opened in November 1993. The Center was initially funded using a formula that distributed the Center's cost among the participating municipalities. This arrangement was in effect through December 1995. Beginning in January 1996, the County assumed the cost of operating the Center.

The total department levy request for 2014 is \$5,123,797, which is an increase of \$1,028,962 from the prior year.

Because the operations of the Communications Center are dependent on technology, each year the Communications Center's budget includes significant capital costs to upgrade rapidly advancing technology. Recent purchases include a new Computer Aided Dispatch (CAD) system, a new Law Records Management System and a new Digital Radio System. A list of major items requested for 2014 can be found below.

1.)	Radio Tower and Building in Edgerton Area	\$330,000
2.)	County Law Simulcast System	127,000
3.)	Fire Simulcast Addition in Edgerton	75,490
4.)	Fire and Law Receiver Sites at BTC	74,040
5.)	Virtual Server Farm	75,000
6.)	Pictometry Update	64,147
7.)	Microwave System Back up Controller	65,000
8.)	UPS Upgrade at Receiver Sites	11,415
9.)	Tower Alarm System Additions	24,795
10.)	Control Station Combiner	42,355
11.)	Backup Site Radio Consoles	39,490
	Total	\$928,732

I am recommending Sales Tax revenue in the amount of \$532,490 to fund the first three items on the list including the Radio Tower and Building in the

Edgerton area, the County Law Enforcement Simulcast System and the Fire Simulcast Addition in Edgerton. In addition, sufficient Sales Tax funds remain in the 2013 Budget to purchase items 4 and 5 on the list including the Fire and Law Enforcement Receiver Sites at BTC and the Virtual Server Farm. If these items cannot be completed in 2013, the funds will be carried over to 2014. These five items are the highest priority items for 2014.

Ms. Sukus has provided a description of the need for each of these five items as follows:

Edgerton Radio Tower and Building The current tower located at the Edgerton Fire Department is not tall enough to resolve the coverage issues experienced by both law and fire/EMS agencies in that area. The current site at the fire department also does not allow enough area to erect a 180' tower. After scouting different locations for existing towers that would have enough height and line of sight in this area, the radio vendor wasn't able to find a location that would cover the areas needed. The vendor has suggested erecting a new tower near the Edgerton water tower, which sits upon a hill (approximately 100' higher elevation along with an additional 180' in a new tower) and is owned by the City of Edgerton. This tower would allow for enough space for the tower as well as the required tower building. This additional tower site would house the proposed Fire Main Simulcast Addition as well as be used for the proposed County Main Simulcast System for law agencies. The additional site would improve coverage in the Milton area as well and allow for additional channels to be added in the future. Permission still has to be granted by Edgerton officials, but the Edgerton Police & Fire Departments are working with the Communications Center and radio vendor on finalizing the location if this project is approved.

County Main Law Simulcast System Simulcast equipment to be located at the Beloit Mill Street, CTY A, Edgerton towers will help

with transmit/receive coverage loss that occurred due to the FCC narrowband mandate in the 2013/digital conversion. The most noted problem areas are in Edgerton/Mallwood and S. Hwy 51 in Towns of Beloit/Rock, with other less noted areas throughout the County. Where transmissions may have been scratchy in those areas prior to 2013, the way digital works in those same areas now is that it drops the transmission. (Similar to how digital cellular calls are treated when out of range.) The simulcast addition will give better outside portable coverage for County law units on the County Main channel in much of the reported problem areas.

Edgerton Fire Simulcast Addition In order to address coverage issues related to the narrow-banding in 2013, an addition to the existing fire simulcast system in the Edgerton area is necessary. This new transmitter would be located on the proposed new radio tower in Edgerton. The additional simulcast site would improve transmit/receive coverage on Rock Fire Main for Edgerton and Milton Fire Department areas.

Law & Fire Receivers BTC The area along the Rock River/Blackhawk Tech/Rockvale Mobile Home Park has very poor portable coverage for law and fire/EMS responders. These additional receiver sites would be located at Blackhawk Tech. with other equipment we have located there and would improve County Main & Rock Fire Main coverage in those areas.

Virtual Servers All seven of the Communications Center's servers are past warranty. To save costs in the future, IT would like to purchase three physical servers which will be configured as a virtual server farm. This farm would be able to host all seven existing servers with room to add more servers. The servers being replaced include the Pictometry server, both mobile data servers, both NetMotion servers, as well as both IPNC 800 MHz system servers.

Also requested is an Internet Point of Presence connection at an annual cost of \$6,000. This would provide a second internet connection for the County

should the regular internet connection go down. Since this would serve County operations in general rather than just the Communications Center, I have included this in the IT budget rather than the Communications Center budget.

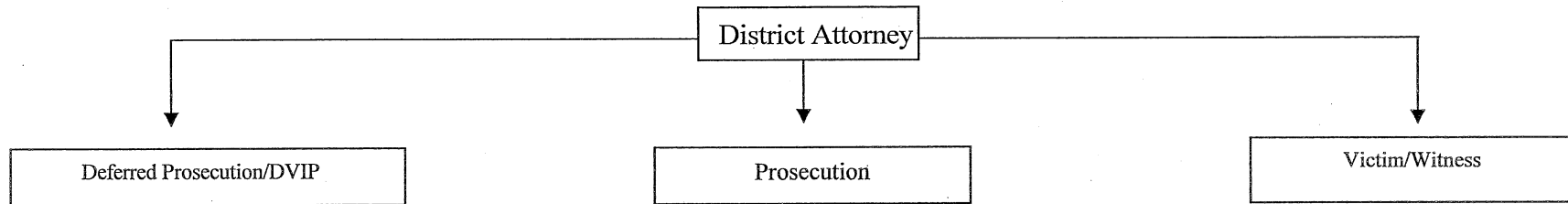
Ms. Sukus requested one personnel action in the 2014 Budget. A 1.0 FTE Communications Center Support Specialist position will be reclassified to an Administrative Secretary. This will better meet the confidentiality requests in the Center and is recommended.

I have budgeted a 1% vacancy rate to account for staff turnover. This reduction is prudent considering past turnover experience.

The recommended tax levy for 2014 operations is \$4,151,385, which is an increase of \$56,550 or 1.4%.

#

District Attorney



<u>Present Personnel (Full Time Equivalent)</u>	
	District Attorney
1.0	District Attorney Office Manager
1.0	Investigator
8.4	Legal Stenographer
1.0	Clerk Typist III
<u>2.0</u>	Clerk Typist II
13.4	Total
	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
24.2	Grand Total

<u>Summary of Personnel Modifications</u>		
	<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 fulfill responsibilities and services of the department as set forth by Wisconsin Statutes; to minimize criminal recidivism by providing Deferred Prosecution and Domestic Violence Intervention programs; and to comply with Constitutional and Statutory responsibilities by providing an effective Victim/Witness Assistance Program.

Intergovernmental Commitment

To work with the Rock County Circuit Courts, Juvenile and Adult Probation Departments, Rock County Human Services Department, all local, state and federal law enforcement agencies, and the Rock County Board of Supervisors in compliance with all state and federal legislation.

Management Commitment

To work with the County Administrator and the Rock County Board of Supervisors in managing activities of the District Attorney's Office in an efficient, effective and professional manner, consistent with all legal and ethical requirements, statutory constraints, federal and constitutional constraints.

Critical Performance Areas

1. Administrative Objective

Plan, organize, and implement policy guidelines, which effectively establish obtainable program objectives incorporating the following established standards and procedures:

- a. Comply with Wisconsin Statutes by preparing an annual Coordinated Plan and Budget to be submitted for approval

to the Rock County Board of Supervisors.

- b. Comply with Wisconsin Statutes, U.S. and Wisconsin Constitutions, and the Supreme Court of Wisconsin judicial guidelines.
- c. Internal departmental reviews of budget and service programs with line item reviews and expenditure analysis to be reported monthly, together with program evaluations.

2. Prosecution Objective

To effectively prosecute all violations of criminal state statutes and county ordinances; state and county traffic violations; cases referred by various County and State agencies; and enforcement of laws and statutes pertaining to juveniles, to the following established standards:

- a. Per Wisconsin Statutes, case law established in federal and state courts, and within professional ethical guidelines, aggressively prosecute criminal and ordinance violations by coordinating efforts of local, county, state and federal law enforcement agencies.
- b. Per Wisconsin Statutes and Circuit Court directives, work in conjunction with the Juvenile Probation Department to prosecute and enforce Chapters 48 and 938 Juvenile Code matters.
- c. Per Wisconsin Statutes, efficiently prosecute cases referred by various State agencies as resources permit.

DEFERRED PROSECUTION/DOMESTIC VIOLENCE INTERVENTION PROGRAM

To identify persons eligible for the diversion programming, provide counseling and maintain statistical data relating to the Deferred Prosecution,

Charter: District Attorney

Domestic Violence Intervention, and Child Abuse Intervention Programs and incorporate the following established standards and procedures:

- a. Establish county policy according to State Law, program staff, and the District Attorney policy. Review criminal misdemeanor and county ordinance complaints to identify appropriate diversion program candidates.
- b. To provide an assessment and referrals to appropriate interventions, counseling, and write a contract describing these procedures.
- c. Provide a safe counseling atmosphere where clients are held accountable for their actions (in particular, violence) and examine the effects of their actions (especially violence) on others.
- d. Consistently report to the District Attorney on a case-by-case basis, the success or failure of particular individuals in any of the programs. Notify District Attorney's Office, Clerk of Courts, defense attorneys and clients of court appearance.
- e. Facilitate weekly intervention groups and counsel clients who are in either DPP or DVIP.
- f. Train and supervise volunteers to facilitate the Deferred Prosecution groups.
- g. Train, supervise and contract with outside facilitators to do the DVIP groups.
- h. Monitor and participate in staffing, etc., of clients referred to outside programming.
- i. Report to the District Attorney each client's participation in diversion programming and provide written documentation to the courts, defense attorney and client about their participation in the diversion programs.
- j. To collect restitution and pay it out to victims of participants in our program.

- k. Pursuant to policy guidelines established with the District Attorney, provide coordination with community based services and service organizations for the effective coordination of community service activities dealing with Deferred Prosecution, Domestic Violence and Child Abuse.
- l. Attend meetings to be involved in state and local abuser treatment programming and policymaking.
- m. Develop domestic violence curriculum.
- n. While working with abusers sometimes we must do counseling with victims, assess risk, talk about safety plans, and refer them to the police, shelter services and other appropriate agencies.
- o. Assess risk and develop treatment plans for violent offenders referred through the District Attorney's Office, Probation and Parole, the Courts, or self-referrals.
- p. Counsel, teach, confront, and hold all clients accountable for their actions during programming.
- q. Develop client skills to promote clear, healthy, responsible, law-abiding thinking and actions.

VICTIM/WITNESS ASSISTANCE

To provide comprehensive services to victims and witnesses of crime in an effort to ease the pain of victimization and reduce the confusion and inconvenience caused by their involvement in the criminal justice system. Pursuant to Chapter 950 of the Wisconsin Statutes and the policy guidelines established by the District Attorney, the Coordinator of the Victim/Witness Office implements policies and procedures as enumerated in the Victims and Witnesses Bill of Rights. The following standards and procedures are utilized:

- a. Pursuant to policy guidelines established by the District Attorney, read all police reports involving a victim.
 1. Assess the needs of that victim.

Charter: District Attorney

- 2. Refer victims to existing community resources, for example: financial, counseling, mental health, medical, shelter, social services, etc.
- b. Provide court support to victims and witnesses throughout the criminal court process and, if needed, prepare victims and witnesses to testify at court proceedings.
 - 1. Schedule and participate in meetings between the prosecutor and victim.
 - 2. Convey any settlement negotiations to victim and assist victim in participating with District Attorney's Office in settlement process.
 - 3. Tips for testifying.
 - 4. Show victims the courtroom and explain the role of the court personnel.
- c. Provide witness call-off services to effectively reduce the overtime costs relating to police witnesses, thereby lowering taxpayer costs for overtime paid to police witnesses who are subpoenaed to court. Witness call-off will also prevent regular citizens from making unnecessary trips to court, thereby saving taxpayers the cost of witness fees for witnesses who are not needed to testify.
 - 1. Notify victims and witnesses of scheduled court proceedings.
 - 2. Notify victims and witnesses of cancellations.
- 3. Notify victims and witnesses of the final disposition of the case in which they are involved.
- d. Provide victims with information regarding Crime Victim Compensation.
 - 1. Explain the benefits that are available.
 - 2. Explain how to apply for such benefits.
- e. Provide victims with the opportunity to make a statement to the court at the time of sentencing pertaining to the economic, physical and psychological effect of the crime upon the victim.
 - 1. Assist victims in filling out a Victim Impact Statement.
 - 2. File the Victim Impact Statement with the court.
 - 3. Provide a copy of the Victim Impact Statement to the District Attorney and to the defense attorney.
- f. Assist victims in having their stolen or other personal property expeditiously returned by law enforcement agencies when no longer needed as evidence.
 - 1. Check with District Attorney to see if property can be returned.
 - 2. Contact the law enforcement agency involved to inform them that the property is no longer needed and can be returned to the victim.
- g. Intervene, on behalf of victims and witnesses, with their employers.

Charter: District Attorney

1. Write a letter to ensure that employers will cooperate with the criminal justice process.
2. Ask employers that victims and witnesses not be discriminated against in any manner because of their appearances in court.
- h. Provide a comfortable, secure waiting area separate from defense witnesses as well as providing accompaniment to court.
- i. Arrange for transportation, lodging, etc. for victims and witnesses to ensure participation in the prosecution of a case.
- j. Arrange for law enforcement protection where witness's safety is threatened.
 1. Discuss with witnesses safety issues.
 2. Make reference to the police department.
 3. Discuss the option of a restraining order, etc.
- k. Arrange for temporary childcare while a victim or witness is appearing in court or meeting with prosecution.


Child Abuse Resource Environment (CARE) House

To provide child victims and their families with the highest quality of services, District Attorney and Victim/Witness are participating in the multi-disciplinary investigative videotaped interviews of children at CARE House. Children and their families who encounter CARE House, leave the criminal justice system with the belief that the professionals involved worked together to achieve justice in an organized, experienced and specialized manner.

Standards and Procedures:

- a. Provide a primary, consistent support person for the child victim and their family throughout the criminal court process.
 1. Meet the child and their family.

2. Explain reasons for District Attorney and Victim/Witness to be present.
- b. Gain information about the case at its initial stages regarding family dynamics and how this affects the child's ability to testify or to endure the criminal court process.
 1. Record date, time of interview, the people present and follow-up plans.
 2. Observe interview.
- c. Provide feedback to the District Attorney's Office regarding the child's ability to articulate the series of events that took place during the alleged crime.
- d. Establish a relationship with the other professionals working on a case to increase effective communication.
 1. Participate in briefings and debriefings.
 2. Offer ongoing communication.
- e. Provide basic information to children and their families regarding the role of the Victim/Witness Office, the District Attorney's office and the criminal courts.
 1. Offer support in court for children and their families.
 2. Explain the impact of the videotape in the criminal court process.


David J. O'Leary, District Attorney

Department

District Attorney

Budget Analysis by Program

Programs	Prosecution		Deferred Prosecution Program		Victim Witness Program				Budget Summary
Positions	13.40	0.00	4.40	0.00	6.40	0.00	0.00	0.00	24.20
Salaries	\$508,695	\$0	\$230,137	\$0	\$271,371	\$0	\$0	\$0	\$1,010,203
Fringe Benefits	\$286,848	\$0	\$98,905	\$0	\$139,369	\$0	\$0	\$0	\$525,122
Operating Expenses	\$82,580	\$0	\$7,136	\$0	\$12,815	\$0	\$0	\$0	\$102,531
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Allocation of Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal	\$878,123	\$0	\$336,178	\$0	\$423,555	\$0	\$0	\$0	\$1,637,856
Indirect Cost Alloc.									\$0
Total	\$878,123	\$0	\$336,178	\$0	\$423,555	\$0	\$0	\$0	\$1,637,856
Revenue	\$1,600	\$0	\$11,750	\$0	\$246,624	\$0	\$0	\$0	\$259,974
Fund Bal. Applied									\$0
County Share	\$876,523	\$0	\$324,428	\$0	\$176,931	\$0	\$0	\$0	\$1,377,882

Administrator's Comments

District Attorney

Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	24.2	24.2
Salaries	1,010,203	1,010,203
Fringe Benefits	525,122	525,122
Operating Expense	102,531	102,531
Capital Outlay	0	0
Allocation of Services	0	0
Total Expense	1,637,856	1,637,856
Revenue	259,974	259,974
Fund Balance Applied	0	0
Tax Levy	1,377,882	1,377,882
Total Revenues	1,637,856	1,637,856

The District Attorney's Office is composed of three programs: Prosecution, Victim/Witness Program, and the Deferred Prosecution/Domestic Violence Intervention Program. The District Attorney's Charter describes the services provided in each program area. The Budget Analysis by Program chart sets forth the budget requests by program area.

Prosecution constitutes the largest program area in the DA's office. In 1990, the State of Wisconsin began to assume the salary and fringe benefit costs for the DA and Assistant DA positions. These positions are paid directly by the State and the individuals are State employees. However, the County must cover all other costs of running the office, including the salary and benefit costs of the rest of the staff.

Due to advances in technology, Mr. O'Leary indicates that much of the sharing of evidence among parties is now accomplished digitally by providing CDs and DVDs. In 2010, a new fee appeared in the main District Attorney account to defray the cost of providing evidence in this manner, which Mr. O'Leary expects to generate \$1,600 in 2014.

In 2006, the County began providing an operating subsidy to the CARE House, which is operated by the YWCA of Janesville. CARE House began operating in the early 1990s to provide a child-friendly environment for conducting interviews of children who may have been physically or sexually abused. Having this resource available also helps law enforcement comply with a Wisconsin Supreme Court ruling that requires all interviews with minors be videotaped. The DA requests \$5,000 for the CARE House subsidy. I recommend \$5,000 to support operations, which is the same amount received in 2013.

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.

The District Attorney's Office has taken advantage of electronic law books in recent years and the 2014 budget includes \$500 in funds to purchase law books.

Due to turnover of attorneys and the increase in specialty courts, the Office is requesting an increase in the training expense account to \$5,200, an increase of \$1,200 over the prior year. I recommend this request.

The Office's investigator is assigned a motor pool vehicle in the performance of duties and the 2005 unit is scheduled to be replaced in 2014. The Department of Public Works is responsible for maintaining the County's motor pool. The District Attorney's budget is not charged the cost of the vehicle purchase as the costs are recouped from a charge back to the user departments based upon mileage. There is a significant cost savings in lieu of employee mileage reimbursement. Due to the nature of the vehicle requiring law enforcement type equipment (mobile radios and emergency lights), the Department will be utilizing carryover funds in the amount of \$2,000 to pay for the costs of the transferring the equipment from the old unit to the new unit as the Department of Public Works motor pool does not cover this cost.

The Office will realize savings in several accounts in 2013 and has been approved to purchase replacement chairs for ten attorneys (at \$290 each) and ten support staff (at \$370 each) totaling \$6,600.

Mr. O'Leary has requested a conservative budget for 2014. I am recommending no changes to his request in this area. This makes the recommended tax levy for the Prosecution account \$876,523, which is an increase of \$5,401 or 0.6% from the prior year.

The Victim/Witness Program was established in Rock County in 1986 as a discretionary program with the understanding that State funding would cover 80-90% of the program costs. Subsequently, the State mandated provision of

the program and reduced State funding. Funding for January 1- June 30, 2012 included a State reimbursement rate of 46.85% of costs. This was a drastic reduction from the period January 1 - June 30, 2011, in which the reimbursement rate was 61%. The state has indicated that the reimbursement will increase to 55% in 2014 and will result in \$221,544 in State Aid, an increase of \$24,579 or 12.7% from the prior year. While the increase is welcome and needed it still does not come close to the original funding commitment of approximately 90% program cost. If the state were to reimburse at the 90% level, the County would be receiving approximately \$382,000. 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. \$24,000 has been budgeted for 2013.

The recommended tax levy for the Victim/Witness Program is \$176,931, which is a decrease of \$42,374 or 19.3%.

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.

There is a fee of \$50 to participate in either the Deferred Prosecution Program or the Domestic Violence Intervention Program. There is also an initial \$10 fee to be assessed for participation in either program. Fee rates are recommended to remain the same in 2014.

The recommended tax levy for the DPP/DVIP is \$324,428, an increase of \$9,002 or 2.8% from the prior year.

The total 2014 recommended tax levy for the District Attorney's Office is \$1,377,882, an increase of \$27,971 or 2.0%. #

Coroner

General Operations

Present Personnel (Full Time Equivalent)	
1.0	Coroner
1.0	Chief Deputy Coroner
<u>1.8</u>	Deputy Coroner
3.8	Total

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

Charter: Coroner

OFFICE OF CORONER

The Office of Coroner was created by the State of Wisconsin Constitution (Article VI, Section 4). As a constitutional officer, the Coroner and her Deputies are sworn to uphold the Constitution of the State and the Nation.

The duties of the Coroner are described in Wisconsin Statutes Chapters 59, 69, 146 and 979. The primary function of the Coroner's Office is to perform an independent, medicolegal investigation of the cause and manner of death of any person within its jurisdiction so that the circumstances of the death are explained and understood. The Coroner and her Deputies may certify the cause and manner of death on the death certificate, which then serves as a legal record of the death. Records of death investigations are maintained. Information is shared with local, state and federal agencies for investigative and statistical purposes and with groups, business entities, and individuals having an interest in the death.

The Coroner has developed a protocol for the reporting of deaths in Rock County in accordance with Chapters 59, 69, and 979 of the Wisconsin Statutes, and DHFS Rules 131 and 135 as well as local policy of the Rock County Coroner permitted under HFS 135.08.

The Coroner's Office has a duty to the health and wellbeing of the community. Investigations and other services must be performed with compassion and consideration for the family, friends, and community affected by the death.

KEY OBJECTIVE

The key objective of the Coroner's Office will be accomplished by satisfying the following commitments:

Public Service Commitment

To perform the duties of the Office of the Coroner as outlined in Wisconsin Statutes with integrity, compassion and professionalism. To provide quality services utilizing appropriate resources, and to promote public health and safety. To be accountable to citizens of Rock County for managing all activities and operations of the Coroner's Office in an effective and efficient manner.

Professional Commitment

To provide services that meet or exceed the standards of practice for Wisconsin Coroners as defined by the Operational Guidelines of the Wisconsin Coroners and Medical Examiners Association. To promote professional standards of medicolegal death investigation in Rock County and the State of Wisconsin.

Interagency Commitment

To work cooperatively with local, state and federal agencies including but not limited to: the Department of Justice, the Department of Health Services, the Department of Transportation, the Department of Natural Resources, the State Laboratory of Hygiene, and law enforcement and emergency services agencies.

Intergovernmental Commitment

To work cooperatively with the Rock County Board of Supervisors and all other agencies of Rock County government in matters relating to the operation of the Coroner's Office and consistent with the needs of the county.

CRITICAL PERFORMANCE AREAS

Administrative Objectives

To maintain a departmental system of planning on a one-year basis, setting forth critical continuing objectives and specific annual objectives, and the use of resources to achieve those objectives.

Standards:

- a. Prepare an annual management charter.
- b. Prepare an annual budget to support service objectives and in consideration of the one-year forecast.
- c. Develop written department policies and procedures and review annually.
- d. Monitor compliance with department policy and procedure.
- e. Monitor quality of services provided to families, customers, and outside agencies on a daily, monthly and annual basis.

Charter: Coroner

- f. Maintain the public records of the office.
- g. Collect revenues for services provided by the office as determined by the Rock County Board of Supervisors.
- h. Prepare and report statistics for the information of the County Board of Supervisors, state and local agencies, other coroners and medical examiners, and the public.
- i. Provide professional training and continuing education for all staff to maintain competence.
- j. Maintain staffing levels that allow duties to be assigned and completed effectively and in a timely manner.
- k. Maintain a safe and supportive work environment.
- l. Provide medicolegal death investigation services to Rock County 365 days per year and maintain regular business office hours in accordance with Rock County Ordinances.

Death Investigation Objectives

To provide professional death investigations and related services as efficiently and effectively as possible for the citizens of Rock County.

Standards:

- a. Provide services with the highest regard for human dignity, and work with the recipients of services on an individual basis without prejudice.
- b. Provide a fair, honest, and legally just death investigation.
- c. Respond to reported deaths in a timely manner.
- d. Investigate all deaths meeting the Criteria for Reportable Cases for the Rock County Coroner's Office in accordance with office policy and procedure and utilizing appropriate resources in an effective and efficient manner.
- e. Work in collaboration with forensic experts and investigative agencies in performing death investigations.
- f. Conduct or order the conducting of an autopsy or other examinations of a medicolegal or forensic nature as may be required to determine or document the cause and manner of death.

- g. Submit specimens and reports to external agencies as required by Wisconsin Statutes.
- h. Prepare complete, accurate, and detailed reports of death investigations to include the circumstances surrounding the death that are known, medical information pertinent to the investigation of the death, findings of forensic tests or examinations, interviews with witnesses and next of kin, release of the body for final disposition, and the cause and manner of death as certified.
- i. Assist the District Attorney in performing a legal inquest if, in the Coroner's judgment, such an inquest is necessary, or at the request of the District Attorney, per State Statute Ch. 979.
- j. Testify to facts and conclusions disclosed by coroner's investigations before a court or District Attorney, and make records pertinent to the investigation available to the court or its designee.

Other Service Objectives

To prepare and maintain complete written reports regarding all investigated deaths, permits, fees, property and statistics. To issue certificates, permits and reports in a timely manner.

Standards:

- a. Maintain confidentiality of protected medical information and medical records.
- b. Comply with open records law while protecting the integrity of an ongoing investigation in cooperation with the district attorney and law enforcement.
- c. Maintain paper and electronic files of investigations.
- d. Provide copies of Coroner's reports to next of kin and official agencies free of charge.
- e. Provide certificates and permits in accordance with Wisconsin Statutes and office policy in a timely manner.

Charter: Coroner

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 Coroner's Office via handouts, presentations, interviews, and media news releases.
- i. Work in partnership with other organizations and agencies toward the reduction of preventable deaths.


Jennifer Keach, Coroner
July 19, 2013

Administrator's Comments

Coroner

**Summary of
Department Requests and Recommendations**

Description	Department Request	Administrator's Recommendation
Positions	3.8	3.8
Salaries	178,169	190,669
Fringe Benefits	73,659	79,958
Operating Expense	187,434	187,434
Capital Outlay	0	0
Allocation of Services	0	0
Total Expense	439,262	458,061
Revenue	110,350	110,350
Fund Balance Applied	0	0
Tax Levy	328,912	347,711
Total Revenues	439,262	458,061

The elected office of Coroner provides on-call investigation services in cases of unexplained, suspicious, or unusual deaths. The Coroner's Charter provides a good general description of the functions of the Office.

The Coroner's Office charges fees for cremation permits and disinterment permits, with cremation permits providing the vast majority of fee revenue for the Office. The fee for cremation permits is \$175, while a disinterment fee is \$100. For 2014, fee revenue is budgeted at \$110,350.

The Coroner's Office currently has 3.8 FTE positions. Additionally, the Coroner's Office budgets \$11,600 for a pool of seven staff who are paid on a per diem basis and generally are used for relief of regular staff.

The Medical Services line item contains \$138,000, the majority of the operating expense for the Office. This account is the source of funds that pays for autopsies, transporting bodies, and miscellaneous items such as body bags and gloves. In addition, this account pays for other medical services, such as toxicology reports.

In late 2013 and the first half of 2014, I will be looking into options for implementation of the Medical Examiner system. This could include discussions with Dane County on whether some type of partnership would make sense.

For the 2014 budget, I have included an amount equal to approximately two months salary for a non-MD medical examiner. This would allow for an overlap should the County decide to create this type of position. If the County Board chooses this option, it would need to create the position during 2014, establish the pay range, and make it effective in late 2014 to allow for an overlap.

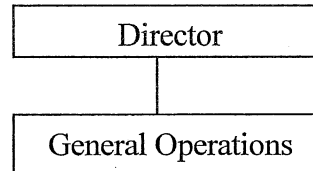
I feel the issue of whether the County should develop a morgue could be affected by the direction the County chooses in implementing the Medical Examiner system. A partnership with Dane County could affect the need for

a morgue. It might increase or decrease the need. If a partnership is deemed to not be in either county's best interest this could also affect the need and the type of facility needed. In the meantime, the cooler in the old Rock Haven is working and is available for short term body storage should the need arise.

The recommended tax levy is \$347,711, which is an increase of \$17,592 or 5.3% more than the prior year.

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Child Support Enforcement



<u>Present Personnel (Full Time Equivalent)</u>	
1.0	Child Support Director
2.0	Child Support Supervisor
1.0	Lead Child Support Worker
15.0	Child Support Reimbursement Specialist
4.0	Child Support Financial Worker
1.0	Administrative Assistant
6.0	Clerk-Typist III
2.0	Clerk-Typist II
<u>0.9</u>	Child Support Clerical Worker
32.9	Total

<u>Summary of Personnel Modifications</u>		
	<u>Dept. Request</u>	<u>Admin. Rec.</u>
New Positions		
Child Support Clerical Worker	0.1	0.1
Child Support Clerical Worker	0.1	0.1
Child Support Clerical Worker	0.1	0.1
Deletions		
	0	0
Reallocations	0	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.

Management Commitment:

Charter: Child Support Enforcement

To be accountable to the County Administrator, Rock County Board of Supervisors and the Bureau of Child Support for managing all activities of the Child Support Office in an efficient, effective, and professional manner. To be responsible to the County Administrator and the Rock County Board of Supervisors for carrying out the policy directives of the Bureau of Child Support and other State and Federal Agencies.

Critical Performance Areas:

A. Administrative Objective:

To plan, organize and implement policy guidelines that effectively establish an attainable program objective incorporating the following established standards and procedures:

1. Pursuant to Wisconsin Statutes, prepare an annual coordinated plan and budget to be submitted for approval to the County Administrator and the Rock County Board of Supervisors while staying within the limits of State and County funding.
2. Review of budget and service programs with expenditure analysis to be reported monthly to the Bureau of Child Support.
3. Pursuant to Wisconsin Statutes, comply with all judicial guidelines.

4. Evaluate program effectiveness to try and achieve performance goals, to the best of our ability, set forth by the State and Federal Government.
5. To strive to improve the Agency's overall performance in paternity establishment, court order establishment, collections on IV-D cases for current support and arrearages in order to obtain the maximum funding available for the Rock County Child Support Agency with the resources that are allotted to this Agency.
6. Assign work to appropriate staff along with authority and responsibility to carry out their assigned duties.
7. Provide quality training for all new and existing staff. Give staff direction when they seek advice, evaluate the performance of the staff, and take any steps necessary to correct any non-performance of procedures by any employee.
8. To review and update departmental policies and procedures when necessary for compliance with State and Federal regulations.
9. Monitor performance of the Cooperative Agencies within the Rock County Government to insure effective implementation of the terms of the cooperative agreement. If any Cooperative Agency needs corrective action, to develop and implement a plan for that Agency to meet its obligations set forth in the Cooperative Agreement.

Charter: Child Support Enforcement

10. Performance standards for customer service have been implemented in the Rock County Child Support Agency. Administration will investigate any complaints regarding client services, and adhere to the Administrative Complaint Process Plan for the Rock County Child Support Office.
11. The Personal Responsibility and Work Opportunity Reconciliation Act (PRWORA) requires States to establish procedures for the County Child Support Agencies to follow in the use of the PRWORA tools in the collection of Child Support which can be implemented administratively. The Rock County Child Support Agency uses these tools which include license suspension, seizure of personal and real property and financial account seizure.
12. The Wisconsin Child Support Procedural Manual and Bulletin Board Information are essential tools which aid in the day-to-day operation of this Agency. The manual provides resource materials available to all staff. The Bulletin Board system is information about procedures and problems from the Bureau of Child Support and is available to staff on line on a daily basis. The Child Support Manual will be reviewed and updated by the State when new policies and procedures are developed or changed.

B. Child Support Objectives:

To provide efficient and effective administration of State, Federal and County funded services, which include the areas of establishment of paternity and

related court orders, establishment of child support orders, enforcement of child support orders, modification of existing court orders, establishment of medical support orders, location of absent parents, establishment and enforcement of child support orders in Substitute Care and Kinship Care cases for the benefit of the citizens of Rock County pursuant to the following established standards and procedures:

1. Pursuant to the Federal Social Security Act Title IV-D and the Wisconsin Statutes, maintain a departmental system of planning to determine the course of action to be used in the child support office.
2. Pursuant to the Federal Social Security Act Title IV-D, Wisconsin Statutes and Wisconsin Administrative code, identify, arrange and direct work so that the work product of the Child Support Enforcement Office is achieved with the greatest possible efficiency. Performance standards are established by the State and Federal Government with the Child Support Agencies receiving allocations based on their performance in each of the performance areas.
3. Pursuant to Administrative Guidelines and Federal and State Statutes, effectively use employees of the Child Support Enforcement Office and those cooperative agencies to provide the most cost effective return as judged by actual revenues generated by the Child Support Office during the fiscal year.

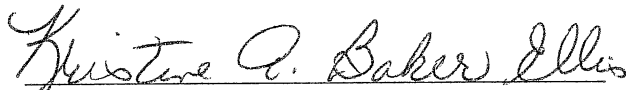
Other Performance Areas:

Public Relations/Community Awareness:

Charter: Child Support Enforcement

To promote public awareness, understanding, and positive regard for the Agency's Child Support Program by providing the following:

1. Requests by the media for information or by community organizations for group speaking or in service training are met to the fullest extent possible, within the limitations and confidentiality of the Agency and staff availability.
2. Complaints and/or concerns from citizens outside of the Agency and Legislative Representatives are treated seriously, courteously and promptly, resulting in appropriate corrective action, if necessary. An Administrative Complaint Process has been implemented pursuant to Federal and State requirements.
3. Outreach to teenagers of the community through the school system about our program and the impact payments of child support can have on those young people affected.
4. Citizens input regarding the Child Support Agency operations are always welcome and encouraged.


Kristine A. Baker Ellis
Child Support Director

Administrator's Comments

Child Support Enforcement

Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	33.2	33.2
Salaries	1,240,180	1,240,180
Fringe Benefits	811,625	811,625
Operating Expense	1,122,856	1,122,856
Capital Outlay	1,200	1,200
Allocation of Services	0	0
Total Expense	3,175,861	3,175,861
Revenue	2,575,485	2,575,485
Fund Balance Applied	0	0
Tax Levy	600,376	600,376
Total Revenues	3,175,861	3,175,861

The Child Support Enforcement Office functions are set forth in the Charter. I refer the reader to the Charter for an explanation of the functions of the Office.

Reimbursement for operating the Child Support Office is projected at \$2,575,485 in the Departmental Request. The largest source of this reimbursement is Federal Aid. Federal Aid covers 66% of all eligible administrative costs not otherwise funded by State Aid or other fees and is projected to be \$1,274,235. State Aid totals \$1,270,300. It is composed of \$1,205,300 in Performance Incentive Funds and \$65,000 for reimbursement of birthing expenses (MSL) that the Child Support Office anticipates it will collect on behalf of the State. Locally collected program fees are the smallest component of the revenue stream. Ms. Baker Ellis anticipates collecting \$30,950 of fees in 2014.

The State's Biennial budget made a significant increase in State Aid. A side-by-side comparison of the 2013 Budgeted State Aid to the 2014 Departmental Request appears in the following table.

<u>Funding Source</u>	<u>2013 Budget</u>	<u>2014 Request</u>
Court Order Establishment Incentive Funds	\$195,587	\$341,692
Paternity Establishment Incentive Funds	195,587	341,692
Collections on Current Support Incentive Funds	154,490	157,558
Collections on Arrears Cases Incentive Funds	152,534	110,077
Proficiency	189,535	
Productive Adjusted Caseload		250,435
<u>Additional Funds for new Perf. Measure</u>		<u>3,846</u>
Total Performance Incentive Funds	887,733	1,205,300

Reallocation of Excess Funds	40,000	0
Birthing Expense (MSL) Funds	60,000	65,000
Floor Cap Adjustment	<u>26,396</u>	<u>0</u>
Grand Total of State Aid	\$1,014,069	\$1,270,300

The Incentive Funding that appears under State Aid is a combination of State Aid and federal pass-through dollars. Beginning in October 2007, Performance Incentive Funding could no longer be considered local match for reimbursement of Federal Aid under the Federal Deficit Reduction Act. The effect of the change meant the County and the State had to backfill the revenue gap created by the loss of federal reimbursement.

The Performance Incentive Payments are based on achieving certain standards of performance as set by the State. The department expects to completely meet two of the five performance standards in 2014 (Court Order Establishment and Paternity Establishment) and approximately 70% of the Collection on Current Support and Collection on Arrears measures. The fifth measure Productive Adjusted Caseload require cases to be reviewed within a specific time limit. Additional direction will be forthcoming from the State on this new measure.

Ms. Baker is requesting three personnel changes. The department is staffed with three part time Child Support Clerical Workers at 0.30 FTE each. The request is to increase each from 0.30 FTE to 0.40 FTE for a total increase in FTE of 0.30 and amounts to \$6,660. The basis for this request is that the part time staff are handling more complex cases requiring additional staff time. A second personnel item is a request to fund one seasonal Child Support Clerical Worker position (260 hours) and amounts to \$2,860 in requested funds. The third personnel item is a request to fund one seasonal Para-professional position (260 hours) and amounts to \$2,860 in requested funds. These two seasonal personnel requests will help handle caseload while regular full time staff are off on vacation, sick, etc. I recommend the personnel requests.

The department is requesting replacement of three printers for three attorneys and totals \$1,200. I recommend the request.

The recommended tax levy for the Child Support Enforcement Office is \$600,376, which is a decrease of \$79,456 or 11.7%.

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Administrator's Comments

Contributions: Alternative Residential Program and Community Service Program

**Summary of
Department Requests and Recommendations**

Description	Department Request	Administrator's Recommendation
Positions	0	0
Salaries	0	0
Fringe Benefits	0	0
Operating Expense	73,505	73,505
Capital Outlay	0	0
Allocation of Services	0	0
Total Expense	73,505	73,505
Revenue	0	0
Fund Balance Applied	0	0
Tax Levy	73,505	73,505
Total Revenues	73,505	73,505

Rock County has traditionally provided funding for two programs operated by Rock Valley Community Programs, Inc. (RVCP): the Alternative Residential Program and the Alternative Service Program. The Alternative Residential Program has operated in Rock County for 40 years. The program is a residential community treatment center serving adult offenders. The bulk of funding for the residential program comes through contracts with entities such as the State Department of Corrections and the Federal Bureau of Prisons. For a number of years now, the County has provided \$12,750 to pay for residents' needs that are not covered by the program's other funding sources. The request and recommendation would continue funding at \$12,750 in 2014.

The Alternative Service Program coordinates and monitors community service placements for adults and juveniles sentenced to community service by the courts or ordered to participate as part of their probation. Community service generally provides benefits to three groups: the various community agencies that receive the advantage of the hours worked; the County because adults are sentenced to community service in lieu of serving jail time; and offenders who are provided with an opportunity to positively contribute to the betterment of the community. In 2012, the program provided 5,853 hours of community service for 172 adult clients. Overall, more than one-half carried through with their obligation to complete the program in 2012. 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 2014 request for adult community service is \$60,755. This is the same amount provided in 2013. I agree with their request and recommend this funding level be continued. In future years, it will be up to the Criminal Justice Coordinating Council (CJCC) to determine whether RVCP can continue to provide the necessary services for adults at this funding level or whether other community service program options will need to be pursued.

The total amount recommended from this account for the Alternative Residential Program and the Community Service Program in 2014 is \$73,505, the same amount that was provided in 2013.

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N. Public Works Committee

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Public Works Department

Present Personnel (Full Time Equivalent)

	<u>PWD – Airport</u>
1.0	Airport Director
1.0	Airport Crew Leader
3.0	Airport Maintenance Worker
1.0	Account Clerk II
6.0	Total
	<u>PWD – Parks</u>
1.0	Parks Director
2.5	Patrol Worker
1.0	Community Coordinator
4.5	Total

	<u>PWD – Highway</u>
1.0	Public Works Director
1.0	Public Works Accounting Supervisor
3.0	Public Works Superintendent
1.0	Shop Superintendent
.4	Fleet Data Specialist
1.0	Storekeeper
1.0	Secretary II
1.0	PWD Cost Allocation Specialist
1.0	Account Clerk II
4.0	Crew Leader
2.0	Bridge Crew
1.0	PWD Maintenance Worker
6.0	Mechanic
1.0	Machinist
1.0	Shovel Operator
2.0	Welder
1.0	Stock Clerk
4.0	Heavy Equipment Operator
11.0	Heavy Truck Driver
34.5	Patrol Worker
77.9	Total
88.4	GRAND TOTAL

Public Works Department

Summary of Personnel Modifications

	Dept. Request	Admin. Rec.
New Positions		
Public Works Department – Highway		
Assistant to the Public Works Director (PR 27)	1.0	1.0
Patrol Worker	3.0	3.0
Upgrade		
Public Works Department – Airport		
Account Clerk II to Secretary II (Unilateral A)	1.0	0
Title Change		
Public Works Department – Airport		
Account Clerk II to Airport Specialist	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.
- b. To insure that financial accounting for the Department of Public Works operations is both timely and accurate, as evidenced by continued checks or audits.
- c. To ensure that vouchers for work on State highways are sent monthly, including a charge for the accounting records and reports and a small tools charge.
- d. To insure that invoices for work performed on Town highways are mailed monthly.
- e. To administer the Wisconsin Department of Transportation Local Road Improvement Program (L.R.I.P.) in accordance with applicable sections of Wisconsin State Statutes, Section 86.31, and TRANS 206 of the Wisconsin Administrative Code.
- f. To assure that municipal invoices are paid promptly by enforcing policies as established by the Public Works Committee.

2. Federal Aid Projects

To plan and program for projects to be funded utilizing Federal Entitlement Programs under the provisions of the current federal authorization bill.

Standards:

- a. To include a reasonable timetable for programming, designing, acquisition of rights-of-way, relocation of utilities, bidding and construction of local bridges, STP-Urban and STP-Rural roadway improvement projects in the Rock County Highway Division Transportation Improvement Plan.
- b. To maximize the impact of revenues that are available by using county forces to construct these projects where feasible.
- c. To inspect and maintain an inventory of bridges greater than 20 feet in length, as required by the Federal Highway Administration.
- d. To keep municipalities and towns advised of the conditions of the bridges under their jurisdiction, so they can plan and budget for required bridge rehabilitation or replacement projects.
- e. To administer the Local Bridge Program in Rock County for the rehabilitation or replacement of these county and local bridges in a timely fashion.

3. State Highway Maintenance

To provide for the maintenance of State and Federal Highways including the Interstate System in a manner consistent with the budgetary restraints that are placed on counties in the distribution of state highway maintenance dollars.

Standards:

- a. To the extent possible, provide for state highway maintenance in a manner that is consistent with the guidelines included in the State Highway Maintenance Manual.
- b. To coordinate state highway maintenance activities with the regional and area maintenance staff from the State of Wisconsin Department of Transportation.
- c. To continually assess evolving technologies that may promote increased efficiencies and/or superior results.

Charter: Public Works Department/Highway Division

- d. To provide winter maintenance services in accordance with the State of Wisconsin Department of Transportation Roadway Classification System and Maintenance Manual guidance.

4. County Highway Operations - Maintenance & Construction

To perform roadway, right-of-way, and structure maintenance and construction at an optimal cost/benefit level. Roadway maintenance includes both summer and winter maintenance.

Standards:

- a. To perform a complete inventory of the County Trunk Highway (CTH) roadways, bridges and drainage structures, and update it regularly.
- b. To complete and update a multi-year CTH Transportation Improvement Plan.
- c. To conduct staff meetings attended by the Director, Superintendents, and other staff members as required, to discuss short-term projects, manpower and equipment needs, and to establish long-range goals and objectives for the Division.
- d. To conduct meetings with appropriate department personnel as required for scheduling unanticipated work needs. This work may be reactive to weather conditions, labor constraints, and/or equipment needs.
- e. To insure that all highway maintenance and/or construction improvements shall be completed in accordance with the latest edition of the State of Wisconsin, Department of Transportation, Standard Specifications for Road and Bridge Construction.
- f. To provide winter maintenance (plowing, salting, and sanding) on the county highway system and town roads at a service level that provides adequate mobility and safety, taking into consideration winter conditions and financial and environmental considerations.

5. County Highway Fleet Operations

To provide for the purchase or lease and maintenance of equipment, the purchase of materials and supplies, and maintaining a parts inventory sufficient to keep the DPW vehicle and equipment fleet running reliably, smoothly and economically.

Standards:

- a. To develop a comprehensive Department of Public Works Equipment Management Plan. This Plan should address the changing needs of this department, the existing conditions of the Department of Public Works Fleet, and the current equipment market conditions.
- b. To operate the machinery fund on a continuous basis insuring that revenues obtained offset expenses incurred in order to replace equipment when financially appropriate as recommended by the Equipment Management Plan.
- c. The Storekeeper to maintain a sufficient level of repair parts inventory to assure that repairs to the Department of Public Works fleet will be made in a timely and cost effective manner.
- d. To provide, within fiscal and staff constraints, a fleet of well maintained, road-worthy vehicles for the use of other County departments.
- e. To purchase fuel in a fashion that will provide both availability and cost advantage to the Department of Public Works.

6. Municipal Highway Maintenance

To provide for all types of road maintenance and construction services to the Towns and Municipalities in Rock County in the most efficient manner practicable.

Standards:

Charter: Public Works Department/Highway Division

- a. To continue to provide construction aid in an amount set by the County Board annually to each of twenty Towns, six Cities and three Villages for asphalt paving, crack filling or sealcoating of roads or streets by the Public Works Department.
- b. To continue working with the Public Works Committee in establishing a basis for a long term working relationship between the Rock County Highway Division and the Towns and Municipalities in Rock County.

7. Bridge Aid

To provide aid to Towns for the repair or replacement of bridges and large culverts in accordance with the requirements of Section 82.08 of the Wisconsin Statutes.

Standards:

- a. Subject to budgetary constraints, to provide a 50% match for the replacement or reconstruction of bridges on the town road system, per section 82.08. Under Section 82.08, Rock County is responsible for sharing in the cost of replacement of town bridges or large culverts.
- b. Subject to budgetary constraints, to provide a 50% match, for the replacement or reconstruction of bridges on the town road system funded under the Federal Local Bridge Program.
- c. To maintain an inventory and coordinate a biennial inspection program for bridges and, on a periodic basis, of culverts and small bridges (structures less than 20' long). To insure their safety and to provide for their timely repair and/or replacement.
- d. All repairs and reconstructions shall be within acceptable construction standards according to Wisconsin Department of Transportation construction codes.

8. Public Relations Performance

To provide high quality highway construction and maintenance service, thereby maintaining the Rock County Highway Division's reputation for effectively and efficiently meeting the County's highway traffic needs.

Standards:

- a. Complaints: Complaints about the activities or operation of the Highway Division are received in a courteous and professional manner and, if found to be valid, are resolved in a timely fashion.
- b. Public Education: The public is informed of the activities of and the services provided through the Highway Division via presentations given by department management staff at community and service club meetings and, when appropriate, via releases to the local media. Citizen input regarding the department's operations and priorities is always welcomed and encouraged.
- c. Information Sources: The Department shall make timely notifications of items of interest to the media, on the Internet and directly to the affected users, as applicable.

9. Highway Safety

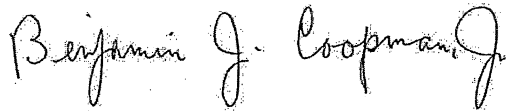
To provide a system of highways that will assure the safe and efficient transportation of people and goods at all times of the year.

Standards:

- a. To cooperate with the Rock County Traffic Safety Commission in the identification and improvement of traffic safety problem areas.
- b. To provide traffic signals on the CTH system at locations where the warrants are met, and to maintain traffic signing and pavement marking in accordance with the Wisconsin Supplement of the Manual of Uniform Traffic Control Devices, which will promote the safe operation of motor vehicles on the County Highway System.

Charter: Public Works Department/Highway Division

- c. To maintain a log of all traffic control devices on the County Highway System.
- d. To do its own and assist the Towns in making application for federal Hazard Elimination and Safety (HES) funding.



Benjamin J. Coopman, Jr., P.E. Director of Public Works

Charter: Public Works Dept./Parks Division

Objectives and Standards

1. Parks Operations and Maintenance

To provide quality park services in the maintaining of grounds, trails, parking lots, driveways, buildings, recreational equipment, and conducting safety inspections throughout the 17 parks, three trails and two wildlife areas, containing 1020 acres of parkland and three small cemeteries owned by Rock County.

Standards.

- a. To set weekly work priorities and to ensure that the terms and conditions of contracted services are met, and that the general and specific requirements for grants such as the DNR Fish and Wildlife Grants, DNR Snowmobile Program and other DNR and/or federal grants are met.
- b. To mow the parks high activity areas, such as the two baseball fields, during the 28 to 30 weeks growing season once every seven to ten days. To mow the 67 acres of picnic sites once every 10-14 days and the park trails a minimum of three times during the growing season. In all towns that require it, mow the roadside ditches three times per year on those town roadsides, which form the park boundaries. To mow or control noxious weeds at all sites to comply with weed ordinances.
- c. To provide a weekly inspection of the 24 picnic areas containing a total of 172 regular or handicapped accessible picnic tables and six picnic shelters, three play apparatus areas, and park trails to schedule necessary maintenance work.
- d. To remove dead or dying branches, limbs and trees from picnic areas and to maintain over 168 park signs, 43 grills, three litter barrels and fifteen (½ yd.) dumpsters for trash under a contract, in order to maintain user safety and the integrity of our parks.
- e. To maintain bridle paths, hiking trails and cross-country ski trails along the six miles of trails at Gibbs Lake, the six miles at Magnolia Bluff, two miles at Happy Hollow and the two and three-tenths miles at Carver Roehl Park, work with the PNTF on operation and maintenance of the 6.0 miles of the PTNT, work with the RCIATC and RTC on the IA/Multi-Use Trail for development, operation and maintenance of 4.5 miles of trail. This is biannual maintenance based on biweekly inspection reports.
- f. To provide and maintain clean, litter free parks on a regular basis during the 30 week growing season, and every two or three weeks during the balance of the year, via our litter barrels and contracted service on 15 containers.
- g. To provide and maintain clean toilet buildings (18), according to State standards (SS 55.67, 55.64, 52.04; Admin. Code H65, SS 145.01, and Chapter 13 of the Rock County Ordinance) and to pump the toilet vaults once each year under contract. An additional four toilet units are provided under seasonal contract at Indianford Park. A total of 22 toilet facilities are under Park Division supervision.
- h. To the extent possible, provide and maintain clean, safe public wells, thirteen in total, on a continuous basis and provide annual testing at each well to ensure safe and healthy water quality according to State Standards and Statutes NR112, H78, SS27, NR109.30 (Safe Drinking Water Act), relevant OSHA Standards and Administrative Code 109. Compliance requires working with the Rock County Health Department in taking water samples at least once every season with an additional second and up to five samples required to confirm bacteriologically unsafe samples, plus taking samples annually for nitrate levels. If a well is found to be bacteriologically unsafe, it must be chlorinated and disinfected.

Charter: Public Works Dept./Parks Division

- i. To provide, maintain and inspect on a regular basis three boat landings at: Gibbs Lake, Happy Hollow and Royce Dallman Parks during the 30-week spring/summer period. To install repair, refurbish, and remove the piers and landings annually, (NR50, SS27). To collect landing fees at Royce Dallman, Happy Hollow and Gibbs Lake.

2. Facilities, Acquisition and Improvements

To provide facilities, land acquisition and reconstruction to buildings and recreational equipment.

Standards.

- a. The 2009-2014 Parks Outdoor Recreation and Open Space Plan was completed and adopted at the beginning of 2009 began implementation that year. This keeps Rock County eligible for DNR and Federal grants.
- b. To work on those items in the *County Park, Outdoor Recreation and Open Space Plan* to get grant funds via DNR. The site plan for Beckman Mill was completed in May of 2000 and grants funds helped complete the project. Other projects include toilet building at Sweet Allyn Park, and various infrastructure improvements and acquisitions.
- c. To improve Rock County's ability to receive grants for park purposes by developing a set of criteria to provide for adequate and safe park maintenance standards to alleviate existing and future risk to Rock County.
- d. Work to maintain interdepartmental relationships with the Planning, Public Works Highway and Airport Divisions, Health Department, as well as the County 4-H Extension Office, Land Conservation Department, County Surveyor and all other key county departments such as the Sheriff's Department.
- e. Continue work toward development and maintenance of 4.5 miles of multi-use recreational trail between Janesville and Milton.

- f. Work with the Friends of Beckman Mill, Incorporated, to maintain the historic structures at the Beckman Mill site.
- g. Continue work with the Friends of the Welty Environmental Center on a building and programming for natural history of Beckman Mill County Park area.
- h. Continue fee collection for picnic shelters, ball fields and beer/wine permit fees started in 2003 and boat landing fees that were implemented in 2004.

3. Deer Display

To work with James and Nancy Schoonover, the owners of the White-Tailed Deer Display. To work with what funds and policy decisions are made for the long-term future plans for this program.

4. Dam Maintenance and Inspection Operations

To maintain and cooperate with the Wisconsin Department of Natural Resources in inspecting the operation of Rock County hydraulic structures according to the Wisconsin Public Service Commission and DNR operating orders.

Standards.

- a. To maintain and inspect the water levels of the Gibbs Lake hydraulic structure. The operating orders are: Gibbs Lake PSC-2-WP 461 (1939) and 2-WP-1716 (July 1963).
- b. To work with FBM to operate and maintain the dam and fish passage at Beckman Mill County Park.
- c. Perform related duties as the Board of Supervisors deems appropriate.

5. Rock County Snowmobile Program

To meet the goals and objectives of the Rock County Snowmobile Plan adopted by the Rock County Board of Supervisors and 100% funded by the State of Wisconsin on 226.4 miles of trail in a proposed grant of \$56,600 for the 2013--2014 season. This is for maintenance, easement

Charter: Public Works Dept./Parks Division

acquisition, development, bridge rehabilitation and new bridges. Currently, there are 24 bridges owned as part of this system. Rock County Parks, in partnership with the Rock County Alliance of Snowmobile Clubs, operates this system. These snowmobile clubs make up the Alliance:

- | | |
|--------------------------|---------------------------|
| 1) Brodhead Snowdrifters | 6) Lake Koshkonong Club |
| 2) Sundowners | 7) Janesville Snow Chiefs |
| 3) Snowblowers | 8) Milton Snow Riders |
| 4) Evansville Sno Devils | 9) Country Riders |
| 5) Clinton Fencehoppers | |

Standards.

- a. To administer the snowmobile program through subcontract with the Rock County Snowmobile Alliance. To purchase the snowmobile trail signs, posts, etc., and to monitor the annual easement program.
- b. To comply with NR 50 and the Administrative Code governing program aids and to maintain records and files for Snowmobile Plan updates as needed, and work with the Planning Department.
- c. Keep track of and inspect 24 existing bridges and any new ones that are added.

6. Implementation of Park Site Plans

Work to carry out, insofar as budgets or grants permit, the steps of park site development such as those done for Beckman Mill, Carver Roehl, Magnolia Bluff, etc.

Standards.

- a. Work with County provided funds.
- b. Work with and seek matching funds under aid programs.
- c. Work with and seek grants or gifts from individuals, corporations or foundations.

Other Performance Areas

7. Public Relations Performance

To provide high quality park service in such a manner that the Rock County Parks Division maintains a deserved reputation for excellence.

Standards.

- a. Communications: Rock County residents are informed of the activities and services of the Parks Division through the Rock County website, educational presentations before community and service clubs, horseback riding clubs, Boy Scout groups and when appropriate, releases to the local media and work with these friends partnership groups:

Friends of Beckman Mill, Inc. (FBM, Inc.)
Friends of the Welty Environmental Center, Inc. (FWEC, Inc.)
Rock County Association of Snowmobile Clubs, Inc. (RCASC, Inc.)
Pelishek Nature Trail Foundation, Inc. (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

- b. Complaints: All complaints received by the Parks Division are looked into and, if at all possible, resolved on a timely basis.
- c. Programming: Offer a wide variety of fee-based public outdoor recreation and educational programs. Offer free field trips to Rock County school districts.

Charter: Public Works Dept./Parks Division

8. Current Park Use Data

Based on the totally voluntary action of people calling in and obtaining a "Park Use Permit"/Reservation form, these figures indicate that larger than ever numbers of people use the parks. For those parks where special use permits were asked for, substantial growth continues to take place.

Park Reservations

Year	# of Permits	# of Visitors
1998	130	19,814
1999	186	27,049
2000	168	28,993
2001	157	23,467
2002	146	21,642
2003	160	24,739
2004	146	23,951
2005	151	23,290
2006	150	17,727
2007	150	17,265
2008	149	16,275
2009	148	17,534
2010	150	15,453
2011	155	16,951
2012	161	17,861
2013	128	16,822* as of July 31, 2013

This table reflects highly expanded use and the fact that the boat launch site users are willing to help defray costs associated with this recreational activity. In 2004, boat-landing fees were mandated at the three County landings.

Year	Coop. DNR Newville	Gibbs Lake	Royce Dallman	Happy Hollow	Counter Sales	Totals
2004	57	1,685	2,336	718	940	5,737
2005						12,955
2006	464	2,383	3,406	2,431	1,325	10,010
2007	331	2454	8,119	2,581	965	14,450
2008	0	2,173	4,145	2,031	738	9,087
2009	0	3,564	9,492	1,695	1,245	15,997
2010	0	3,714	10,375	1,490	905	16,484
2011	0	3,340	10,580	1781	1,465	17,166
2012	Total All Landings					17,605
2013	Total All Landings *As of July 31, 2013					8,957*



Lori Williams, Parks Director

Charter: Public Works Department/Airport Division

Objectives and Standards

1. GENERAL AVIATION OPERATIONS

To provide safe operations 24 hours per day, 365 days per year for a 1,405 acre facility including runways, taxiways, ramps, clear zones, and safety areas.

Standards:

- a. Maintain runway and taxiway marking on a yearly cycle.
- b. Maintain over 10 miles of perimeter wildlife/security fencing.
- c. Perform maintenance on 104 equivalent lane mile of pavement by FAA standards as required.
- d. Plow snow from all areas to ensure safe movement of aircraft and vehicles.
- e. Minimize the wildlife population near the Airport runways by mowing the grass regularly.
- f. Provide t-hangar and tie-down facilities on a rental fee basis for small, based aircraft.

2. COMMERCIAL OPERATIONS

To encourage vigorous, profitable competition among commercial operators located at the Airport. Maximize employment levels of commercial operation at the Airport. To achieve the widest range of aviation services available to the citizens of the county and the users of the Airport.

Standards:

- a. Negotiate leases and charges with operators.
- b. To a limited degree, market commercial aviation services to the community.

- c. Encourage commercial development at proper locations on the Airport.

3. ADMINISTRATION

To administer the Airport in a professional and businesslike manner. To maximize Airport revenues in an effort to become as self-sustaining as possible. To promote and develop the Airport in order to maximize its value to the county. To routinely inspect for and enforce applicable federal and local laws at the Airport.

Standards:

- a. Prepare and operate within an annual budget.
- b. Make applications for federal and state airport aid.
- c. Liaison between the County and FAA and Wisconsin Bureau of Aeronautics.
- d. Develop and administer fair and equitable charges for airport services.
- e. Prepare a six-year capital improvement plan every even numbered year.
- f. Maintain a good, business-like relationship with all Airport tenants.
- g. Encourage aviation-related development.
- h. Establish public relations and marketing programs.
- i. Meet all standards of Federal Aviation Regulation Part 139 and TSA Reg. 1542.
- j. Ensure compliance with current and future security enhancements.
- k. Wildlife Hazard Management.
- l. Maintain FAR 139 Airport Certification Manual to meet changing FAA standards.

Charter: Public Works Department/Airport Division

- m. Comply with all provisions of the Airport Certification Manual
- n. Maintain a runway incursion prevention program.
- o. Enforce an overlay-zoning ordinance to protect the runway approaches from incompatible land uses.
- p. Ensure all tenants comply with Airport Minimum Standards and Rules and Regulations.
- q. Update the Airport Emergency Plan yearly.

4. FACILITY AND EQUIPMENT MAINTENANCE

To maintain a sufficient complement of ground vehicles and personnel necessary to meet Airport standards to ensure safe operation. To maintain a good working relationship with FAA personnel employed at the Airport.

Standards:

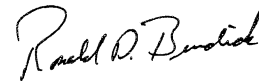
- a. Perform routine building maintenance and maintain public buildings in the best practical condition.
- b. Perform equipment and vehicle maintenance in-house.
- c. Provide a neat, clean, and safe facility to all Airport users.
- d. Coordinate airfield activities with air traffic control personnel when the tower is open.
- e. Issue NOTAM's (Notice to Airman) when Airport operating conditions become substandard.
- f. Maintain the airfield lighting system in good working order.

5. PUBLIC RELATIONS

Educate the general public and flying community of the functions and growth of the Airport.

Standards:

- a. Provide information to the school systems and the general public regarding the Southern Wisconsin Regional Airport.
- b. Provide tours of the Airport to any interested parties.
- c. Continue to expand educational opportunities at the Southern Wisconsin Regional Airport.
- d. Releases to media of the functions available through the Airport.
- e. Public Relations support to businesses located on the Airport.
- f. Distribution of promotional materials to stimulate growth of the Airport.



Ronald D. Burdick, Airport Director

Department

Public Works

Budget Analysis by Program

Programs	Highway Admin.	Federal Aid Projects	State Highway Maintenance	County Highway Maintenance	Municipal Highway Maintenance	Bridge Aid	Misc. Services	Cost Pools
Positions	9.75	0.00	20.20	26.00	12.30	0.00	0.00	14.55
Salaries	\$793,300	\$0	\$722,000	\$1,947,675	\$657,916	\$0	\$0	\$1,984,205
Fringe Benefits	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,203,125
Operating Expenses	\$342,722	\$7,151,500	\$1,378,000	\$4,633,255	\$842,084	\$50,000	\$25,250	\$5,175,022
Capital Outlay	\$6,650	\$0	\$0	\$0	\$0	\$0	\$0	\$2,068,500
Allocation of Services	\$0	\$0	\$0	(\$81,328)	\$0	\$0	\$0	(\$10,579,352)
Subtotal	\$1,142,672	\$7,151,500	\$2,100,000	\$6,499,602	\$1,500,000	\$50,000	\$25,250	\$851,500
Indirect Cost Alloc.	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$1,142,672	\$7,151,500	\$2,100,000	\$6,499,602	\$1,500,000	\$50,000	\$25,250	\$851,500
Revenue	\$325,300	\$0	\$2,100,000	\$2,469,312	\$1,500,000	\$0	\$25,250	\$3,000
Deferred Financing								
Fund Bal. Applied	\$0	\$0	\$0	\$0	\$0	\$40,000	\$0	\$0
County Share	\$817,372	\$7,151,500	\$0	\$4,030,290	\$0	\$10,000	\$0	\$848,500

Department

Public Works

Budget Analysis by Program

Programs	Motor Pool	Airport Admin. & Operations	Airport Capital Improv.	Parks Admin & Operations	Parks Capital Projects	Parks Grants	Budget Summary
Positions	0.10	6.00	0.00	4.50	0.00	0.00	92.40
Salaries	\$2,000	\$500,300	\$0	\$392,037	\$0	\$0	\$6,999,433
Fringe Benefits	\$0	\$0	\$0	\$0	\$0	\$0	\$2,203,125
Operating Expenses	\$215,500	\$314,721	\$0	\$189,846	\$0	\$59,600	\$20,377,500
Capital Outlay	\$94,000	\$0	\$549,000	\$50,025	\$180,000	\$0	\$2,948,175
Allocation of Services	(\$94,000)	\$0	\$0	\$0	\$0	\$0	(\$10,754,680)
Subtotal	\$217,500	\$815,021	\$549,000	\$631,908	\$180,000	\$59,600	\$21,773,553
Indirect Cost Alloc.	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$217,500	\$815,021	\$549,000	\$631,908	\$180,000	\$59,600	\$21,773,553
Revenue	\$217,500	\$333,088	\$0	\$86,617	\$180,000	\$59,600	\$7,299,667
Deferred Financing					0		\$0
Fund Bal. Applied	\$0	\$0	\$549,000	\$0	\$0	\$0	\$589,000
County Share	\$0	\$481,933	\$0	\$545,291	\$0	\$0	\$13,884,886

Administrator's Comments

Public Works

Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	92.4	92.4
Salaries	6,999,433	6,991,541
Fringe Benefits	2,203,125	2,203,125
Operating Expense	20,377,500	20,335,392
Capital Outlay	2,948,175	2,948,175
Allocation of Services	(10,754,680)	(10,754,680)
Total Expense	21,773,553	21,723,553
Revenue	7,299,667	11,000,526
Deferred Financing	0	5,965,141
Fund Balance Applied	589,000	604,000
Tax Levy	13,884,886	4,153,886
Total Revenues	21,773,553	21,723,553

The budget request for the Public Works Department includes total requested expenditures of \$21,773,553 with a tax levy request of \$13,884,886. This is composed of a tax levy request of \$545,291 for Parks Operations, \$481,933 for Airport Operations and \$12,857,662 for Highway Operations.

PARKS

The main "County Parks" account contains the operational costs and revenue for the Parks System. A summer seasonal position was included in the 2013 Budget and has again been requested at a cost of \$11,078. This position works 40 hours per week and provides weekend coverage. This includes cleaning of the restrooms, collecting boat launch fees and general maintenance of the parks. This position is recommended.

The 2009 Budget moved the Community Coordinator position to full time. The County Board directed that the additional cost of making this position full time be taken from the ATC funds that were set aside for Parks purposes. The cost in 2014 of making this position full time is \$39,124.

The 2014 Budget includes \$50,025 for the annual payment of principal and interest to the Rock Koshkonong Lake District. The 2014 payment will pay off the \$600,000 the County agreed to pay the Lake District when the District agreed to take ownership of the Indianford Dam.

A total of \$180,000 is requested for Parks capital improvements in the 2014 Budget. A list of the requested improvements and a brief description follows:

2014 Capital Park Project Requests listed by priority

<u>Turtle Creek Parkway –</u> Install canoe launch and finish some landscaping on the site and the creek bank. This project is a 50-50 match of DNR Grant funds	\$35,000
<u>Gibbs Lake Park-</u> Pave current parking lot which is currently gravel. The parking lot is also used by boat launch traffic for Gibbs Lake. Paving the parking lot would reduce annual maintenance of the gravel lot and also make the parking lot accessible.	\$45,000
<u>Sweet Allyn Park-</u> Replace current bathroom building which is outdated and does not meet accessibility standards. This would include demolition of current structure and site preparation for the new building. Replace current outfield fence at DeLong ballfield with new chain link fence, which is currently wooden frame with chicken wire fencing.	\$50,000 \$15,000
<u>Sportsmans Park-</u> Remove current playground structures with the exception of the swings. Current structures are outdated. Install modular playground unit similar to the one at Carver Roehl Park.	\$35,000
Total 2014 Request	\$180,000

Ms. Williams proposes funding these projects with \$35,000 of State Aid, \$72,500 from ATC funds and \$72,500 of Sales Tax funding.

The Department estimates that it also will have \$33,457 of unobligated funds in its capital account when the books are closed for 2013. Given this, I have recommended that \$30,000 of this fund balance be used in 2014 for these projects along with \$42,500 of sales tax funding, \$35,000 of State Aid and \$72,500 of ATC funds.

Another item requested in the 2014 Budget is \$35,000 to retain a consultant to help update the 2009-2014 Parks Outdoor Recreation and Open Space Plan (POROS). This plan is required to be updated every five (5) years to stay eligible for DNR and other grants available for parks purposes. Rather than fund this by increasing the property tax levy I have recommended that ATC funds be used.

The Parks ATC balance as of 12/31/2013 is estimated to be \$192,354. The 2014 Budget, as recommended, uses ATC funds for the County Coordinator, the POROS plan and capital projects. If these funds are fully expended in 2014 the estimated ATC fund balance as of 12/31/14 would be \$46,930.

The recommended tax levy for Parks Operations is \$510,291, which is \$6,786 or 1.3% higher than the prior year.

AIRPORT

The Airport has requested a tax levy of \$481,993, which represents an increase of \$23,073 over the prior year.

Revenue at the Airport comes from a variety of sources including fuel flowage fees, lease payments, rent payments for T-hangers, landing fees and non-aviation sources. The lease and rental contracts the County has with tenants allow for an annual increase equal to the CPI-U not to exceed 4%. Given the economy, the last time the Committee increased the rates was 2011. Mr. Burdick indicates the CPI-U currently would allow a 1.8% increase in rates for 2014. Being sensitive to the economic conditions, he has built in a 1% increase into the 2014 Budget.

Several years ago the county appropriated funding for Airport marketing purposes. It is estimated that \$9,297 of these funds will remain unspent as we close 2013. It is requested and recommended these funds be carried forward to 2014 for marketing purposes.

Mr. Burdick has proposed several capital projects for 2014 requiring \$549,000 in County funding. He describes the funding sources and projects as follows:

Capital Improvement Program

Federal Airport Improvement Program (AIP) and/or State Aid

The Airport receives funding through the following:

- Federal funding or the block grant program is administered by the Bureau of Aeronautics. Block grant dollars are used for airside projects and the cost is divided 90% federal, 5% state, 5% sponsor.
- Rock County remains eligible each year for \$150,000 in FAA discretionary funds. The state and sponsor share is set at 5% each, bringing the total dollars available per year to \$165,000. These funds can be used for projects that are normally eligible but may not receive federal funding because of priority.
- The Wisconsin Bureau of Aeronautics assists airports on projects that are too low on the FAA's list to receive federal funding. Aprons, taxiways, and runways may receive 80% state and 20% local funding. Buildings and non-airside projects also receive 80% state and 20% local funding. The dollars a sponsor invests in the design are then rolled into the construction phase of the project.

The County petitions the Bureau of Aeronautics asking for state and/or federal funding for projects that they feel are advantageous to the development of the airport. The Bureau then prioritizes those projects and provides funding when state and/or federal funds become available. All projects are discretionary.

<u>Project Description</u>	<u>Federal</u>	<u>State</u>	<u>County</u>	<u>Total</u>
Construct North Perimeter Road				
Budgeted 2013	\$ 648,000	\$ 36,000	\$ 36,000	\$ 720,000
New Estimate 2014	<u>\$ 900,000</u>	<u>\$ 50,000</u>	<u>\$ 50,000</u>	<u>\$ 1,000,000</u>
Increase	\$ 252,000	\$ 14,000	\$ 14,000	\$ 280,000
Terminal Building Improvements Project #3		\$ 716,000	\$ 250,000	\$ 966,000
Terminal Parking Lot Improvements		\$ 400,000	\$ 100,000	\$ 500,000
Design Snow Removal Equipment Building Wash Bay and Updates		\$ 80,000	\$ 20,000	\$ 100,000
Runway 32 Safety Area (RSAT) Improvements - Remove MALSR Road from Txy B and Localizer Road from Rwy 14		\$ 15,000	\$ 15,000	\$ 30,000
Relocate Entrance to Service Road out of Runway Safety Area		\$ 150,000	\$ 150,000	\$ 300,000
2014 Totals	\$ 252,000	\$ 1,375,000	\$ 549,000	\$ 2,176,000

Terminal Building Improvements Project #3 will continue and complete the rebuild of the Terminal. Project #2 is soon to be underway. It is expected that Project #3 will commence in the Fall of 2014. Once the Terminal is completed, the parking lot will be repaired and expanded. This will require \$100,000 of County funding to match \$400,000 of State funding.

The North Perimeter Road was budgeted for 2013. This project is being held over to 2014 and will require an additional \$14,000 of County funding.

Funds budgeted in prior years for Airport Improvements are sufficient to cover the County's \$549,000 share of the costs for the requested projects. This occurs due to funding formulas for a couple of prior projects changing to a more favorable ratio after the projects were budgeted. Therefore, we are able to apply existing funds in the Capital account to cover these costs.

The Airport operations account has traditionally been treated as an enterprise or business activity account for accounting purposes. It makes more sense from an accounting perspective to treat this as a Special Revenue Fund account. It will have its own operating fund balance with an estimated \$28,815 balance when we close the 2013 books.

I have recommended applying \$15,000 of this fund balance to 2014 operations to reduce the property tax levy.

The recommended tax levy included in the 2014 Budget for the Airport is \$466,933, which is an increase of \$8,073 or 1.8%.

HIGHWAY

The Highway Division is by far the largest operating division in the Public Works Department. It provides services to the State and Towns, as well as maintains the County Trunk Road System. The 2014 Budget request includes a total of \$12,857,662 in tax levy for the Highway Division, which is \$9,991,836 more than the amount levied for 2013 operations.

The County Maintenance and Construction Account funds work on the County Trunk Road System. The requested funding is as follows:

Maintenance and Construction Summary	
Account	Amount
Blacktopping	\$2,327,000
Winter	1,991,422
Routine	1,437,550
Seal Coating	202,500
Equipment Storage	194,000
Shouldering	106,222
Bridge Maintenance	57,148
Crack Sealing	76,695
Grader Patching	107,065
Total	\$6,499,602

The \$2,327,000 requested for blacktopping compares to a total of \$2,612,500 included in the 2013 Budget. Road construction projects being considered for 2014 include the following, in priority order:

Proposed Construction Projects- 2014							
Priority	Route	From	To	Length (miles)	Work Type	Estimated Cost	Cumulative Total
1	CTH M	CTH MM	Countyline Rd.	2.20	Recon- struction	\$1,617,000	\$1,617,000
2	CTH H	CTH M (south)	STH 59	2.50	mill + 4"	\$710,000	\$2,327,000
		Totals		4.70		\$2,327,000	

The CTH M project will be the last piece of a multi year project to reconstruct approximately 11 miles of CTH M from Milton to USH 14. The CTH H project is not a reconstruction, but rather involves milling the existing pavement and putting down four (4) inches of new asphalt.

I am recommending these projects be funded through a combination of applying \$2,000,000 from the County's General Fund and using \$327,000 of Sales Tax funding.

The seal coat projects for 2014 in priority order include:

Proposed Sealing Projects- 2014							
Priority	Route	From	To	Length (miles)	Width (feet)	Estimated Cost	Cumulative Total
1	CTH M	Evansville C/L	STH 213	2.5	24	\$54,000	\$54,000
2	CTH H	STH 81	STH 213	4.5	22	\$89,100	\$143,100
3	CTH H	CTH K	STH 81	3.0	22	\$59,400	\$202,500
	Totals			10.0		\$202,500	

I recommend funding all three (3) projects with Sales Tax funding.

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. There are no specific projects on the list. However, Mr. Coopman has requested an appropriation of \$50,000 to be available for whatever projects arise in 2014. The \$50,000 is funded through a levy of \$10,000 and funds forwarded from the available fund balance of \$40,000.

A source of revenue which appeared in the 1998 Budget for the first time was revenue derived from charging towns for winter maintenance. For many years the Committee practice was to not charge towns for winter maintenance, which

meant the cost was picked up by the county tax levy. The county has charged a rate of \$885 per centerline mile in 2011, 2012 and 2013. Given the fact State Aid for town roads is not increasing in 2014, Mr. Coopman proposes leaving the rate at \$885 for one more year.

In addition, the rate for routine maintenance is \$1,700 as it was in 2012. Mr. Coopman proposes leaving this rate at \$1,700 for 2014.

Given the fact town road aids are scheduled to receive an increase in 2015, the County will reevaluate the rates it charges the towns for 2015.

One of the line items in the Highway Administration account is entitled "County Aid for Road Construction." This program has existed for a number of years where the County provides matching funds for blacktopping and seal coating. These accounts have been reduced over the years. The amount recommended for 2014 is left at \$3,000 per town for 15 participating towns for a total of \$45,000. Cities are no longer included as counties can no longer do construction work for cities over 5,000 population as a result of a recent change in state law.

The Machinery Cost Pool operations account contains funding for fuel. I have reduced this by \$30,000 to a level of \$745,000. This is still \$55,000 more than the amount budgeted for 2013.

Projects and funding requested under the Federal Aid Projects account are as follows:

Proposed Federal Aid Projects- 2014								
Priority	Route	From	To	Length (miles)	Work Type	Project Cost	County Cost	Cumulative Total
1	CTH F	USH 14	Edgerton Limits	7.00	Design #3	\$105,000	\$21,000	\$21,000
2	CTH's BT & G	CTH S	STH 11 (west)	9.20	Con- struction	\$23,053,700	\$7,030,500	\$7,051,500
3	CTH F	USH 14	Edgerton Limits	7.00	Real Estate	\$100,000	\$100,000	\$7,151,500
						\$23,258,700	\$7,151,500	

The CTH BT and G project is currently under design. Current cost estimates are provided by the engineering firms based on 60% of the engineering design being completed. Included in the project are reconstruction of the Townline Road/CTH G intersection, reconstruction of CTH G from STH 11 to Beloit and construction of CTH BT, which will connect CTH G to CTH S. The majority of the project cost is being covered by Federal and State funds as this will be used as an alternate route for I-90/39.

When originally presented to the County Board, the County share of the cost of this project was estimated to be about \$6.6 million. Current estimates are that the cost will be about \$8.5 million or about \$1.9 million above the original estimate. Given the amounts the County has previously budgeted for this project, the additional funding needed is \$7,030,500.

Bids for this project are expected to be received by the State in August/September 2014, with work to begin in the Fall. After the Winter shutdown, the bulk of the construction work will be done in 2015, with project completion in Fall 2015. Right of Way acquisition for this project is being handled by a firm the County has contracted with.

Another project currently under design is reconstruction of CTH F from USH 14 to Edgerton. Requests include \$21,000 for the County share of further design work and \$100,000 for right of way acquisition. I have recommended the right of way amount be reduced to \$50,000 which will allow the process to begin. The recommended appropriation for the Federal Aid Fund is \$7,101,500. I propose funding this amount with \$1,136,359 of Sales Tax funding and \$5,965,141 of deferred financing.

Equipment requests for 2014 include the following:

2014 Capital Equipment List

Priority	Item	Qty.	Unit Price	Cumulative Total
1	Batwing Mower (Replace 4326)	1	\$ 9,000	\$ 9,000
2	Ditch Bank Mower	4	\$ 5,000	\$ 29,000
3	Crew Leader Chassis & Box	1	\$ 40,000	\$ 69,000
4	Crash Attenuator Trailer	1	\$ 23,000	\$ 92,000
5	Mowing Tractor	2	\$ 60,000	\$ 212,000
6	Crack Grinder	1	\$ 15,000	\$ 227,000
7	Supt Vehicle	1	\$ 30,000	\$ 257,000
8	Tri-Axle Plow truck Chassis w/o Body	1	\$ 150,000	\$ 407,000
9	Pickup Truck	2	\$ 30,000	\$ 467,000
10	Quad-Axle Dump Truck-Haul Only	1	\$ 125,000	\$ 592,000
11	Tandem Patrol Truck	2	\$ 190,000	\$ 972,000
12	Rubber Track Excavator (CAT 312)	1	\$ 190,000	\$1,162,000
13	Carry Deck Crane (Used)	1	\$ 40,000	\$1,202,000
14	Wheel Loader 3+ cu Yd	1	\$ 120,000	\$1,322,000
15	Telescoping Man Lift (Used)	1	\$ 50,000	\$1,372,000
16	Bobcat Brush Mower	1	\$ 3,000	\$1,375,000
17	Pile Driver Attachment	1	\$ 5,000	\$1,380,000
18	Roller (Combo Smooth & Sheepsfoot)	1	\$ 150,000	\$1,530,000
19	Roller Asphalt (Used)	1	\$ 140,000	\$1,670,000
20	Larger Dozer with GPS (Used)	1	\$ 200,000	\$1,870,000

Capital equipment acquisitions do not directly increase the property tax levy. They are accounted for as a decrease in one type of asset (cash) and an increase in another (equipment inventory value). As equipment is depreciated, it is paid for through charging cost centers (like winter maintenance) for its use.

I have reduced the budget for equipment to \$1,380,000 and leave it to Mr. Coopman and the Public Works Committee to prioritize the purchases.

The 2014 Budget also contains a request for \$197,000 for a variety of capital repairs and improvements to facilities. The requested 2014 capital improvement projects are as follows:

2014 Facilities Capital Project Requests			
Priority	Item	Amount	Cumulative Total
1	Security Fencing	\$75,000	\$75,000
2	Orfordville Roof Replacement-Engineering	\$ 6,000	\$81,000
3	Shop Boiler Replacement - Engineering	\$ 8,000	\$89,000
4	Generator Replacement - Engineering	\$20,000	\$109,000
5	Lighting Replacement @ Orfordville - Engineering	\$ 8,000	\$117,000
6	Exterior Lighting @ DPW Main	\$80,000	\$197,000

I have recommended a total of \$117,000. These items will be purchased with cash and depreciated.

Mr. Coopman has requested three (3) additional Patrol Workers to service State Trunk Highways. These positions would be budget neutral to the County and are recommended. His explanation for these positions is as follows:

Patrol Workers- State (3 positions):

The Wisconsin Department of Transportation (WisDOT) has asked to improve and extend the hours of service to 24 hours/day (mostly during the winter season) on USH 14 east of Janesville. This should result in splitting the plow section into two sections. Adding service overnight will require an additional person to cover those duties during the night. One (1) FTE is being requested for a half year for this assignment. Full authorization and funding is envisioned in subsequent years. This position will not be filled if a suitable budget adjustment is not made by WisDOT. This position is therefore County budget neutral.

WisDOT is adding more lanes to STH 26 between Janesville and the Rock/Jefferson Co. Line. This includes several ramps and roundabouts which require additional care and time during the winter season. They also may be adding hours of service to 24 hours/day. This should result in splitting the plow section into two sections. Adding service overnight will require an additional person to cover those duties during the night. Two (2) FTE's are being requested for a half year for these assignments. These positions will not be filled if a suitable budget adjustment is not made by WisDOT. These positions are therefore County budget neutral.

A request for an upgrade of the Account Clerk II position assigned to the Airport to a non-union Secretary II position was made. While it appears a different title and updated job description is warranted it doesn't appear removing the position from the union or a pay range change is necessary. Therefore, I have recommended a title change rather than an upgrade for this position.

A final personnel request is the creation of a position to assist Mr. Coopman with management of the Department. This position would require professional training including a degree in Civil Engineering. Mr. Coopman's explanation of the need for this position is as follows:

Assistant to the Public Works Director:

WisDOT is designing and plans to construct improvements to Interstate Highway 39/90 roadways and bridges through the entire County. Also included are upgrading several local roads and county highways into Alternate Routes for the Interstate. Current project cost estimates approach \$1.0 billion. Managing and coordinating these projects with the many stakeholders has become very time consuming.

Planning, designing and budgeting for related maintenance staff, equipment and buildings is needed to accept contract maintenance responsibility from WisDOT for these mega-projects by the County after completion. The scope of all of these projects requires nearly full-time coordination with and commentary by the County. The new position would be charged with these duties. The Director is fitting in

these additional duties, which are expected to last for at least 6 more years.

The Director is involved in safety audits, departmental training, policy and work rule formation, and code compliance. Recent inspections by the Wisconsin Department of Safety & Professional Services of worker safety infractions and another anonymous complaint to the Department of Natural Resources about illegal dumping of prohibited substances in the County's Kuffer Pit have resulted in investigations and corrective actions. Besides fixing the issue raised, new Departmental policies and training must be developed. While these seem to be one-shot problems, the Department seems to have something come up every few months. The new position would be charged with these duties. The Director, with assistance of the Superintendents, fits these tasks into his normal duties.

The Department is charged with inventorying its roads and bridges and monitoring their condition. When conditions merit, repairs or replacements are requested. This requires that data be collected and records be kept. Long range planning of these projects through a Capital Improvement Planning (CIP) process is essential. Project funding applications must be prepared. All of these activities must be planned and fit into the Department's annual budget requests. The new position would be charged with these duties.

Human Resource activities such as interviewing/testing, hiring, new-hire orientation and training occupy both the Director and other supervisory staff's time. Job postings, recruitment and resource planning are also involved. Incident and Workers Comp Claim investigations and follow up are often required. The new position would be charged with some of these duties.

It is not envisioned that this position will have supervisory authority over the four Superintendents or two other Division Directors (Airport & Parks). However, the position shall collaborate with all of these employees on an as-needed basis. After proper orientation and

training, the position may be tasked to supplement the supervisor "on-call" Highway Division rotation, especially during the winter.

Given the workload and increased coordination which is required, particularly given the I-90/39 Project, I am recommending this position.

The recommended tax levy for the Highway Division is \$3,166,662, which is an increase of \$280,836 or 9.8%.

The recommended tax levy for the Department as a whole (Highway, Airport and Parks) is \$4,123,886, which is an increase of \$295,695 or 7.7%. #

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Administrator's Comments

Rail Transit

Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	0	0
Salaries	0	0
Fringe Benefits	0	0
Operating Expense	28,000	28,000
Capital Outlay	0	0
Allocation of Services	0	0
Total Expense	28,000	28,000
Revenue	0	0
Transfer In	0	0
Fund Balance Applied	1,000	1,000
Tax Levy	27,000	27,000
Total Revenues	28,000	28,000

Three members of the County Board are appointed by the Board Chair to serve on the Rock County Rail Transit Commission. They are Rock County's voting members on both the Pecatonica Rail Transit Commission (PRTC) and the Wisconsin River Rail Transit Commission (WRRTC). The Commissions are made up of counties from the south-central area of Wisconsin. Rail Commissions participate in both the acquisition and rehabilitation of rail lines. The actual operations on the rail lines are contracted out with a short-line rail operator. The Commissions contract with the Wisconsin & Southern Railroad (WSOR).

The Commissions have agreed to work with WSOR and the Wisconsin Department of Transportation (WisDOT) on a regional capital improvement program. The program calls for improvement of rail segments to upgrade them to usable standards. The funding split is 80% WisDOT, 10% WSOR, and 10% Commissions.

The County will have an estimated fund balance of \$3,046 on December 31, 2013 and \$1,000 is recommended to be used toward the 2014 budget.

The WRRTC is asking its member counties for a \$28,000 contribution in 2014 to serve as the local share. The \$1,000 fund balance application brings the tax levy to \$27,000, which is the same as the prior year. #