

**ROCK COUNTY**

**ADMINISTRATOR'S 2010**

**RECOMMENDED BUDGET**

October 8, 2009

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

I respectfully submit the 2010 Budget for your review and consideration. The 2010 Budget provides for a recommended tax levy of \$57,040,055.

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

	Adopted 2009	Recommended 2010	% Change 2009-2010
Total Expenditures	\$169,856,551	\$170,843,159	0.58%
Tax Levy	55,026,100	57,040,055	3.66%
Tax Rate	5.378940	5.649842	5.04%
General Fund Applied	700,385	0	(100.00%)

You will note that while the tax levy increases 3.66%, the tax rate increases 5.04%. This increase of approximately 27 cents per thousand occurs as a result of the equalized value of the County decreasing by 1.31% (TIDS out) from 2008 to 2009.

The tax rate of \$5.65 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 recently adopted State Budget enacted levy limits for local governments. The basic level of the levy limit allows for a 3% increase in the property tax levy for operational expenditures. This is modified by excluding levies for County Bridge Aids and the Library System, as well as debt service. This is similar to how the 2% levy limit was treated for the 2009 Budget and would result in the ability to raise the levy by an estimated 3.66%. The newly adopted State Budget makes some additional changes which also allow any unused levy capacity from the 2007 levy (for 2008 operations) to roll forward and be available to use in the 2009 levy (for 2010 operations). We have not yet received the information from the State to calculate the allowable levy number. However, Mr. Smith has estimated that number would allow for up to an 8.13% levy increase. The recommended increase of 3.66% does not use any of the roll forward amount.

The County Sales Tax was adopted as part of the 2007 Budget process and became effective April 1, 2007. The 2009 Budget projected that \$10,000,000 would be collected in 2009 and allocated as follows:

\$6,013,184	Operational Costs
<u>\$3,986,816</u>	Jail/Health Care Center Complex Project
\$10,000,000	

Given the slowdown in the economy, our current projection of 2009 sales tax collections is \$9,500,000, with \$3,486,816 of this amount being credited to the Jail/HCC Complex Project account.

The University of Wisconsin Extension provides projections of county sales tax proceeds by county on an annual basis. UW Extension projections for 2010 are that Rock County should realize \$9,462,657 in sales tax proceeds. The UW Extension projections have been higher than actual results the last few years as the economy has



slowed. Given the state of the local economy, I feel it is prudent to budget sales tax revenue at a lower level than the projections. Therefore, I have included \$8,800,000 in sales tax revenue in the 2010 Budget to be used as follows:

\$7,166,435	Operational Costs
<u>1,633,565</u>	Capital Expenditures
\$8,800,000	

The amount designated for Capital Expenditures is for a variety of construction projects and equipment that I would otherwise recommend be funded through deferred financing.

The amount recommended to be used for Operational Costs is \$1,153,251 more than the amount used for operational costs in 2009.

Rock County’s estimated General Fund balance as of December 31, 2009 is \$16,935,337. After reserving a portion of this balance for delinquent taxes and other receivables, the expected December 31, 2009 Unreserved/Undesignated General Fund balance is \$12,685,264. This compares to an Audited Undesignated General Fund balance of \$17,761,138 as of December 31, 2008. The Finance Committee has established a policy requiring that the County maintain a fund balance of between 10% to 17% of expenditures. Given the fact the General Fund balance was approaching the lower end of this range as we closed the 2008 books, and is projected to drop \$825,801 in 2009, I have recommended no application for 2010.

**Points of Interest**

The 2010 Budget is a large detailed document which affects every aspect of County operations. Some additional items to note are:

- 1) The recently enacted State Budget has either cut funding or shifted costs from the State to the County in an amount of approximately \$1.8 million. For the most part, these are costs the County must absorb as these cuts and cost shifts deal with state-mandated programs.
- 2) Investment income is a major source of revenue which the County uses to fund operations and offset the property tax levy. Interest rates have fallen to historically low levels. This is resulting in investment earnings falling an estimated \$583,500 below the amount budgeted in 2009. The investment earnings included in the 2010 Budget are \$967,500 less than budgeted in 2009. This has the effect of increasing the need for other revenue (such as tax levy) on a dollar-for-dollar basis.
- 3) The primary capital project in 2010 will be construction of Phase I of the Jail Project. It is anticipated that Design Development for this project will be completed in October 2009, with approval being given by the County Board to move forward with Construction Documents and bidding. This should allow for awarding the contract and beginning construction in early 2010. It is anticipated that bids will be within the estimates, which were previously presented, and that sufficient funding for Phase I will be available from sales tax deposited in the Jail/HCC Complex Project account.
- 4) Over the next several months, the County Board and Committees will need to examine the Rock Haven facility report which was recently released, as well as operational information and questions relative to the nursing home business. A decision will then need to be made as to whether to proceed with renovating or replacing Rock Haven. If the County Board decides to proceed with a nursing home project, funds will be necessary for architectural work. Therefore, I have included \$690,000 in the 2010 Budget offset with deferred financing. This would enable the Board to proceed with schematic design and design

development should the Board so choose. We would borrow the \$690,000 only if the Board chooses to proceed.

- 5) Personnel actions recommended in the Budget result in a net decrease of 11.2 full-time equivalent positions. In 2000, Rock County had 1,439.2 full-time equivalent positions. The 2010 recommended personnel roster includes 1,172.3 positions. Since 2000, Rock County will have reduced its workforce by 266.9 positions.
- 6) Outstanding debt at the end of 2009 will total \$13,475,000. This is the lowest total since 1984.
- 7) A property tax levy of \$59,964,400 was requested by County Departments for 2010. The recommended property tax levy is \$57,040,055.

#### **Administrator's Comments**

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

#### **Joint Committee Meetings**

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

#### **A Word of Thanks**

The preparation of the 2010 Budget was a team effort. This team included the Administrator's staff, the Finance Director and his staff, Human Resources staff, the staff of Central Duplicating, Information Technology, and each of the Department Heads and their staffs. I thank all of these people for their hard work and counsel.

I wish to particularly thank Jeff Smith, Phil Boutwell, Josh Smith, Sherry Oja, Lori Pope, Linda Milligan, Marilyn Bondehagen, Mary Puckett and Carla Quirk. Many of these people worked evenings and weekends to help prepare the Budget. Their efforts are most appreciated. I also thank my wife, Julie, for her patience during the process of preparing this Budget.

Respectfully submitted,



Craig Knutson  
County Administrator

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## **Charter: County Board**

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Each county is a body corporate that can sue and be sued; acquire, lease, or rent real and personal property for public purposes; sell, lease and convey, and enter into leases or contracts with the State for specific purposes; and make such contracts and do other things as necessary and proper to exercise the powers granted a county in the performance of its legal duties. The powers of a county as a body corporate are exercised by the County Board through resolutions and ordinances, which it adopts. Counties having a population of less than 500,000, but at least 100,000, shall have no more than 47 Supervisors. Supervisors are elected by district on a non-partisan basis for a two-year term. No County Officer or employee is eligible to be a County Supervisor, but a Supervisor may also be a member of a Town Board, City Common Council, or Village Board of Trustees.

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

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## 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	179,973	179,973
Capital Outlay	0	0
Allocation of Services	0	0
<b>Total Expense</b>	<b>179,973</b>	<b>179,973</b>
Revenue	0	0
Fund Balance Applied	0	0
Tax Levy	179,973	179,973
<b>Total Revenues</b>	<b>179,973</b>	<b>179,973</b>

The largest expense in the County Board account is the "Per Diem" line item. That line item contains \$121,650 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, or where there is a limited levy, are budgeted in other accounts.

The "Office Supplies and Expenses" line item is increasing due to the increase in the cost of Public and Legal Notices, which accounts for \$18,000 of the \$23,900 in total budgeted expenses in this category. This pays the cost of publishing minutes of County Board meetings in local newspapers. Both the Janesville Gazette and the Beloit Daily News publish the minutes. By agreement, the County pays one newspaper one year and the other newspaper the following year. In 2010, the Janesville Gazette will receive payment. Historically, its rates have been higher than the Beloit Daily News.

The "Publications, Dues & Subscriptions" line item includes a variety of expenses totaling \$19,199. Most notable is \$12,332 of WCA dues. Also included are dues to the Wisconsin Counties Utility Tax Association (WCUTA). This group has lobbied successfully to increase the amount of Shared Utility Payments to local governments that host power plants, including Rock County. In 2010, the County anticipates receiving \$1,800,000 in Shared Utility Payments. Dues are based on .2% of that payment.

The budget contains \$4,000 under Training Expense. In 2010, the National Association of Counties (NACo) conference will be held in Reno, NV. The Board has traditionally earmarked \$1,500 for that event. This line item also covers the costs for the annual Wisconsin Counties Association Conference.

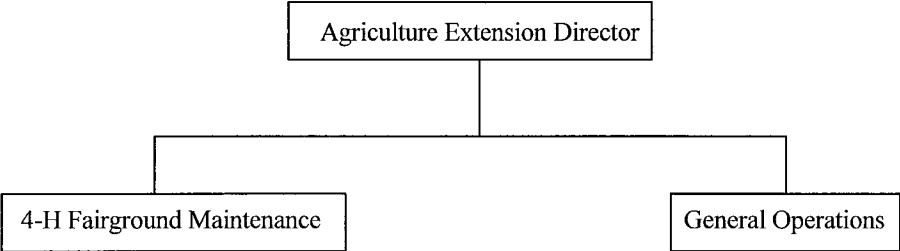
The recommended tax levy is \$179,973, which is \$6,902 or 4.0% more than the prior year.

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**B.    Agriculture and Land Conservation Committee**

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**University of Wisconsin Extension Program/4-H Fairgrounds Maintenance**



**Present Personnel (Full Time Equivalent)**

1.0	Administrative Assistant/Stenographer
1.0	Clerk-Steno III
<u>.4</u>	Clerk-Typist III
2.4	Total

**Summary of Personnel Modifications**

	<b><u>Dept. Request</u></b>	<b><u>Admin. Rec.</u></b>
<b>New Positions</b>	0	0
<b>Deletions</b>	0	0
<b>Reallocations</b>	0	0
<b>Reclassifications</b>	0	0
<b>Re-Titles</b>	0	0
<b>Transfers</b>		
Clerk Steno III to the Planning Department	.5	.5
<b>Upgrades</b>	0	0

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## Charter: U.W. Cooperative Extension Service

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

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

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

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

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

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

business professionals, skilled workers, youth, parents, older adults and many social and governmental agencies.

Information is available to citizens of the county through printed material, educational programs, demonstrations, applied research, personal visits, telephone calls, local media, WISLINE teleconferences and satellite down - linked programs. Staff provides a link to vast resources available through the University, USDA, and other agencies. We can draw upon the expertise of over 245 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 \$1.3 billion in local economic activity.

Local program priorities and areas of educational program emphasis include:

- a. Environmental Quality: Nutrient management planning leads to whole farm nutrient plans that reduce the threat to water quality and improve farm profitability. Input prices for nutrients are extremely volatile and increases have narrowed potential margins for producers.
- b. Risk Management: Fosters programs to increase awareness among agricultural producers and agri-businesses to evaluate and manage risk in ways that meet their family and business goals.
- c. Dairy & Livestock Production: Programs designed to assist dairy and livestock producers in maximizing farm profitability. Increased costs of production are having a dramatic impact on the bottom line for producers. There is a continued need for the

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## Charter: U.W. Cooperative Extension Service

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modernization of dairy operations including dairy housing, manure storage and management.

- d. Pesticide Use and Pesticide Applicator Training – County-based faculty provide training to area producers. Training is required by the Wisconsin Department of Agriculture in order for farmers to purchase any restricted use chemicals.
- e. Farm Policy and Agricultural Public Policy- Rural/Urban issues and policy continue to take on added significance as development occurs in rural areas. Issues arise concerning pesticide use, siting of livestock operations, manure management, land use, and water quality.
- f. Crop Production and Pest Management: County staff conducts applied research-based information to local growers on new crop production technologies and pest management practices.
- g. Home and Commercial Horticulture: The Green Industry continues to increase in economic importance. The partnership with Rotary Gardens facilitates the expanded educational programs including the Master Gardener Training and Commercial Horticulture Training programs. Rotary Gardens provides 50% funding for the Horticulture Educator position.
- h. Direct Marketing Alternative Agricultural Enterprises: Development of markets for local producers, i.e. Janesville Farmers Market, Beloit Farmers Market.

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 \$400,000 in federal USDA funds into the County for educational programming directed to limited resource families. In 2007, over 31,000 educational contacts were made by nutrition educators within the community.

Family living program priorities include:

- a. Family Economic Security: Educational programs help families meet future needs while keeping pace with day-to-day obligations. Programs help families manage their resources and improve their self-sufficiency.
  - b. Parenting Education – What Parents Need to Know: Parenting education can help reduce child abuse and neglect. A partnership between Kiwanis and local hospitals results in the distribution of "Parenting the First Year Newsletter" for new parents.
  - 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.
3. Rock County 4-H Youth Development Programs give young people a chance to learn important life skills, gain experience in teamwork and contribute to their communities. The Rock County 4-H Community Club Program consists of 1600 members and over 600 adult volunteers. This represents the largest county 4-H Community Club Program in Wisconsin.

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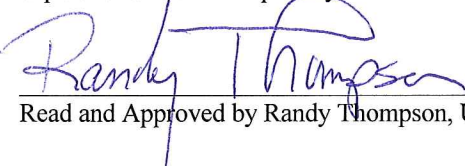
## Charter: U.W. Cooperative Extension Service

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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. Expanding 4-H After School Programs: County-based faculty provides educational opportunities for youth outside of the traditional 4-H program. Staff collaborative with area schools and community centers to provide unique educational opportunities and build life skills for youth.
- 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 Randy Thompson, UW Extension Department Head



Department UW-Extension**Budget Analysis by Program**

Programs	Base Budget	Agriculture	Dairy Livestock Dept. Head	4-H Youth Development	Horticulture	Family Living	Nutrition Education		Budget Summary
Positions	1.90	0.00	0.00	0.00	0.00	0.00	0.00		1.90
Salaries	\$67,955	\$0	\$0	\$0	\$0	\$0	\$0		\$67,955
Fringe Benefits	\$34,754	\$0	\$0	\$0	\$0	\$0	\$0		\$34,754
Operating Expenses	\$38,750	\$30,243	\$41,384	\$67,412	\$17,930	\$27,480	\$13,889		\$237,088
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0	\$0		\$0
Allocation of Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0		\$0
Subtotal	\$141,459	\$30,243	\$41,384	\$67,412	\$17,930	\$27,480	\$13,889		\$339,797
Indirect Cost Alloc.									
Total	\$141,459	\$30,243	\$41,384	\$67,412	\$17,930	\$27,480	\$13,889		\$339,797
Revenue	\$28,664	\$0	\$0	\$0	\$0	\$0	\$0		\$28,664
Fund Bal. Applied									
County Share	\$112,795	\$30,243	\$41,384	\$67,412	\$17,930	\$27,480	\$13,889		\$311,133

## Administrator's Comments

### UW Extension

#### Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	1.9	1.9
Salaries	67,955	67,955
Fringe Benefits	34,754	34,754
Operating Expense	237,088	237,088
Capital Outlay	0	0
Allocation of Services	0	0
<b>Total Expense</b>	<b>339,797</b>	<b>339,797</b>
Revenue	28,664	28,664
Fund Balance Applied	0	0
Tax Levy	311,133	311,133
<b>Total Revenues</b>	<b>339,797</b>	<b>339,797</b>

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

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

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

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

Funding for this educational partnership is shared. Counties provide directly the costs of local space, equipment, office supplies, secretarial support and 40% of the salaries of the county-based University Extension faculty. Federal USDA funds and other federal and foundation grants are joined with state funds and used to pay 60% of the county-based University Extension faculty, support costs of campus-based and statewide University specialists, training, and media-based programming. Direct and indirect financial support for Rock County UW Extension programs from state and federal funds exceeds \$600,000.

There are a couple positions where the 60/40 cost split for University faculty differs. The Horticultural Education position was established as a partnership involving the County, the State and Rotary Gardens. The position is funded 50% by Rotary Gardens with the State and the County each contributing 25%. The Nutrition Education Coordinator position has only a 20% County match.

The contract with the UW for these faculty positions is funded out of line item #6210 "Professional Services". The contract for 2010 is estimated to cost \$182,838. This provides for eight staff members representing 7.6 full-time equivalent positions. It is a \$7,237 reduction from the prior year due to the elimination of a salary increase and required furlough days for State employees.

Three County employees, totaling 2.4 FTE, provide the administrative support for the UW Extension programs. Mr. Thompson indicates that the workload is cyclical and that he could get

by with fewer hours of administrative support at certain times of the year. He has discussed the option of sharing one of his administrative support positions with the Planning Department. The Planning Department is receptive to the concept. His budget request includes transferring a .5 FTE Clerk Steno III position to Planning.

I agree with the concept which allows both departments to share the position and recommend the Transfer. The Planning Department request includes the elimination of a vacant 1.0 FTE Clerk Typist II and adds .5 FTE Clerk Steno III due to the Transfer. The net effect overall are cost savings to the County Budget of \$53,076 due to the elimination of one administrative position.

The line item "Other Supplies & Expenses", totaling \$19,000, represents the best estimate of educational program expenses for such things as speaker fees, room rentals, and materials. This \$19,000 in expenditures is offset by \$24,000 in revenue. This means \$5,000 in "profit" is being used to offset other departmental expenses and reduce the tax levy.

There are times when educational programs generate more revenue through registration fees than the direct cost to put them on. When this occurs, the excess revenue is placed in the "UW Seminar Collections" balance sheet account. This account will have an estimated balance of \$8,696 as of 12/31/09.

Mr. Thompson has proposed transferring in \$2,000 from the "UW Seminar Collections" balance sheet account to offset tax levy for 2010. I concur with the requested "Transfer In" of \$2,000.

The recommended tax levy for 2010 operations is \$311,133. This is a decrease of \$30,158 or 8.8% from the prior year.

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## Administrator's Comments

### 4-H Fairgrounds

#### Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	0	0
Salaries	0	0
Fringe Benefits	0	0
Operating Expense	62,280	62,280
Capital Outlay	63,539	63,539
Allocation of Services	0	0
<b>Total Expense</b>	<b>125,819</b>	<b>125,819</b>
Revenue	125,819	125,819
Fund Balance Applied	0	0
Tax Levy	0	0
<b>Total Revenues</b>	<b>125,819</b>	<b>125,819</b>

The 4-H Property Maintenance account contains funding for the normal operational and repair expenses associated with the Fairgrounds. The 2010 request also includes \$63,539 of capital improvements. The total requested expenditures for 2010 are \$125,819. There is no request for tax levy in this account for 2010.

The request anticipates \$125,819 of revenue in 2010, which is \$55,074 more than budgeted in 2009. Most of the increase can be attributed to rent from the T-Mobile cell tower lease approved by the County Board in August 2009. It is anticipated that the cell tower will be built in the Fall of 2009.

I have asked the Finance Director to make the 4-H Property Maintenance Account a non-lapsing account. This has the effect of keeping the funds derived from the Fairgrounds cell tower rents exclusively for use on the 4-H Fairgrounds. Thus, if revenues exceed expenses, the balance does not lapse to the County's General Fund and can be used in subsequent years for the 4-H Fairgrounds.

The 2010 revenues are composed of the following:

Global Towers Annual Rent	\$24,219
Global Towers Co-locator Rent	\$7,200
T-Mobile Annual Rent	\$24,200
T-Mobile Co-locator Rent	\$7,200
One Time Payment for Additional Carriers	\$20,000
"Transfer In" of Unspent Tower Rent	\$20,000
Rental of Fairgrounds Facilities	<u>\$23,000</u>
Total	\$125,819

The "Rental of Fairgrounds Facilities" is the non-tower revenue derived from renting out the Craig Center or the grounds to private parties, non-profit enterprises, trade shows, or business. There has been a drop-off in business promotions due to the weak economy.

Mr. Thompson is requesting \$63,539 to fund capital improvements in this account. In total, he is looking at a number of capital improvement projects. They include the following:

<u>Capital Improvement</u>	<u>Estimated Cost</u>
Security Fence Replacement	\$60,000-70,000.
Replacement of Portion of Underground Water System	\$50,000.
Blacktop Repair and Replacement	\$15,000-20,000.
Painting Steel Structural Supports in Dairy, Swine and Sheep Barns	\$40,000.
Gutter and Downspout Replacement	\$ 5,000-10,000.
Electrical Upgrade	\$ 8,000-10,000.

I am recommending the \$63,539 and leave it up to the Ag Committee and Mr. Thompson to prioritize the spending as they deem necessary.

The recommended tax levy for 2010 is \$0. This is a decrease of \$28,035 from the prior year.

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## Administrator's Comments

### Farm

#### Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	0	0
Salaries	0	0
Fringe Benefits	0	0
Operating Expense	13,600	13,600
Capital Outlay	0	0
Allocation of Services	0	0
<b>Total Expense</b>	<b>13,600</b>	<b>13,600</b>
Revenue	89,390	89,390
Fund Balance Applied	0	0
Tax Levy	(75,790)	(75,790)
<b>Total Revenues</b>	<b>13,600</b>	<b>13,600</b>

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.

In 2009, the lease payment will total \$67,262, based on renting 398 acres at \$169 per acre. The lease expires on 12/31/09. Mr. Thompson has solicited proposals for another three-year lease. He expects an increase in the per acre rental. The estimated lease payment for 2010 is \$71,640.

The University of Wisconsin Extension runs test plots on 29 acres of farmland. These test plots support UWEX programming in agricultural sciences at both the county and the state level. Some of the trials are multi-year to provide an unbiased comparison of yield performance. The County will receive \$14,000 in anticipated proceeds from the sale of crops grown on trial plots. The proceeds more than offset the \$9,000 cost of production. The trials and tests planned for 2010 include the following:

#### **2010 Trials and Tests**

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

Cover Crop Trials

Soybean "Sentinel Plot" for Insect Monitoring

Vegetable Research Trials including Tomato Variety Performance

Switchgrass Establishment and Nutrient Removal (new)

Switchgrass is likely a source of bio-fuel for utility power generation mandated by the State. UW-Extension has no data on switchgrass production. This new trial will investigate the establishment and nutrient removal of the crop in order to develop fertility recommendations.

Mr. Thompson reports an increased interest in the Community Gardens Project. In 2010, he anticipates "renting" 150 plots at \$25 each for total revenue of \$3,750. RECAP inmates assisted with maintaining and mowing around the Community Gardens this year. Mr. Thompson recommends the working arrangement continue in 2010. He has requested \$2,000 operating

expense to support the Community Garden Project run by the UW Extension Horticultural Program.

In summary, fee revenue in the 2010 Budget is composed of the following:

Lease of 398 Acres	\$ 71,640
Crop Sales – UWEX Plots	14,000
Community Garden Plots	<u>3,750</u>
Total	\$ 89,390

Total recommended expenditures for the 2010 Farm budget are \$13,600. Subtracting the expenditures from total projected revenues of \$89,390 leaves a “profit” of \$75,790. This net income is used to reduce the overall county tax levy by an equal amount.

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**Land Conservation Department**

General Operations

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



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**Charter: Land Conservation**

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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 will be 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 for Construction Site Erosion Control and Storm Water Management:

- 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 BMP 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 non-metallic mining takes place in order to promote the removal or reuse of non-metallic 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.

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**Charter: Land Conservation**

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Standards for Non-Metallic Mining Ordinance:

- 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 BMP 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 for landowners participating in the WI Farmland Preservation Program (FPP). Issue Notice of Non-Compliance to landowners not meeting the requirements set forth in Rock County Soil and Water Conservation Standards for the Farmland Preservation Program and/or Chapter 92 of the WI State Statutes. Provide technical assistance to landowners for program reinstatement.

Standards:

- a. Develop/Update Soil and Water Conservation Plans for land enrolled in the FPP.
- b. Monitor conservation plans to insure compliance with the Rock County Soil and Water Conservation Standards for the Farmland Preservation Program.
- c. Update the Rock County Soil and Water Conservation Standard for the Farmland Preservation Program to meet the requirements as identified in Chapter 92 and ATCP 50.
- d. Certify landowners are meeting the County's Soil and Water Conservation Standards.
- e. Provide assistance to landowners to insure all required BMPs are installed in accordance with their conservation plans and applicable standards and specifications.
- f. Coordinate the FPP with other ongoing projects.
- g. Enter all applicable data into the current version of the common database system.

6. Tree and Wildflower Seed Program

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

Standards:

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

7. Wildlife Damage Abatement and Claims Program

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

Standards:

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

8. Information/Education

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

Standards:

- a. Submit news articles to local publications as needed.
- b. Educate the public on conservation issues through media and public appearances for civic and educational groups.

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## Charter: Land Conservation

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- c. Maintain a lending library of educational materials pertaining to natural resource conservation issues.
- d. Provide the public information on the County's soil limitations for agriculture, roads, buildings, etc.

9. Citizens Water Quality Monitoring

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

Standards:

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

10. Clean Sweep Program

The Clean Sweep Program offers all Rock County citizens the opportunity to dispose of chemicals that are banned from landfills. The County is in the process of developing a permanent Clean Sweep program that will run on an annual basis. The permanent collection program (collection occurs a minimum of four days per calendar year) is slated to commence in 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 promotion of the program's goals in service areas and provide assistance with fund raising activities.
- c. Provide program administrative duties, which include maintaining all program information, data, and accounts.
- d. Organize and run respective collection sites.
- e. Submit annual report to DATCP.

11. Gypsy Moth Suppression Program


The Gypsy Moth Suppression Program was introduced in 2006 with a single spray block within the City and Town of Beloit. In 2008, this invasive species continued to spread, with five spray blocks identified and treated. Fourteen blocks will be investigated for 2009-spray application. It is estimated that fourteen block will be investigated in 2010. Each of the identified blocks will be surveyed during the fall of 2009 to determine the extent of infestation and eligibility for cost share funding. After the determination has been completed, a grant application will be filed with the DNR for the eligible spray blocks.

Standards:

- a. Develop an information campaign to notify landowners of program.
- b. Develop survey list.
- c. Conduct surveys in fall of 2009.
- d. Develop eligibility list.
- e. Notify landowners of program eligibility and estimated costs.
- f. Collect fees.
- g. Coordinate the aerial spray with DNR.

12. Purchase of Agricultural Conservation Easements (PACE)/Purchase of Development Rights (PDR) Program

The ultimate goal of this program is the purchase of conservation easements to protect Rock County's Agricultural Working Lands. To achieve this goal, guidance for the program's delivery must be developed and adopted by the County Board. The guidance will be in the form of a master plan and an ordinance, which will be developed by the Planning and Development Agency with assistance from an Ad Hoc Committee, the Land Conservation Committee and Staff from UW Extension and the Land Conservation Department (LCD). After the aforementioned instruments have been developed and adopted by the County Board of Supervisors, the LCD will commence the implementation phase, estimated to start in January of 2011.



Thomas Sweeney, County Conservationist

Department Land Conservation**Budget Analysis by Program**

Programs	Land Conservation (General)	Wildlife Damage Program	Tree Planting	Land & Water Grant	Household Clean Sweep	Gypsy Moth Suppression Program	PDR/PACE		Budget Summary
Positions	4.65	0.00	0.00	0.00	0.00	0.00	0.00		4.65
Salaries	\$240,607	\$0	\$0	\$0	\$0	\$0	\$0		\$240,607
Fringe Benefits	\$128,570	\$0	\$0	\$0	\$0	\$0	\$0		\$128,570
Operating Expenses	\$42,599	\$8,000	\$2,000	\$90,000	\$46,331	\$45,000	\$115,000		\$348,930
Capital Outlay	\$1,200	\$0	\$0	\$0	\$0	\$0	\$0		\$1,200
Allocation of Services	(\$7,331)	\$0	\$0	\$0	\$0	\$0	\$0		(\$7,331)
Subtotal	\$405,645	\$8,000	\$2,000	\$90,000	\$46,331	\$45,000	\$115,000	\$0	\$711,976
Indirect Cost Alloc.									\$0
Total	\$405,645	\$8,000	\$2,000	\$90,000	\$46,331	\$45,000	\$115,000	\$0	\$711,976
Revenue	\$243,609	\$8,000	\$2,000	\$90,000	\$46,331	\$45,000	\$115,000		\$549,940
Fund Bal. Applied									\$0
County Share	\$162,036	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$162,036

## Administrator's Comments

### Land Conservation

#### Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	4.65	4.65
Salaries	240,607	240,607
Fringe Benefits	128,570	128,570
Operating Expense	348,930	346,506
Capital Outlay	1,200	0
Allocation of Services	(7,331)	(7,331)
<b>Total Expense</b>	<b>711,976</b>	<b>708,352</b>
Revenue	549,940	549,940
Fund Balance Applied	0	0
Tax Levy	162,036	158,412
<b>Total Revenues</b>	<b>711,976</b>	<b>708,352</b>

The County Conservationist's Charter provides a good summary of the various programs provided through the Land Conservation Department. Three programs under three different ordinances were transferred from the Planning and Development Department to the Land Conservation Department in 2007. Those programs included, "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.

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

Mr. Sweeney projects a total of \$243,609 in revenue, a total of \$405,645 in expense, and a requested tax levy of \$162,036 in 2010 in his main account. It is a \$662 or .4% increase in the tax levy.

Given the financial pressure on the overall County Budget, I am recommending \$2,474 in operational cuts including \$400 of Publications, Dues and Subscriptions, \$300 of Travel, and \$1,774 of Training Expense. In particular, I note the elimination of \$350 of Dues for the Wisconsin Standards Oversight Committee. Based on my discussion with Mr. Sweeney, much of the work of that Committee has been accomplished.

Mr. Sweeney is requesting the replacement of a \$1,200 laser level in 2010. Rather than budget the funds, I have asked the Department to purchase the piece of equipment in 2009 with available funds.

The Land Conservation Department operates several ancillary programs supported by grants and fees. The annual Tree and Wildflower Sale Program is expected to generate \$14,000 in revenue. This offsets

the \$8,700 cost of purchasing the items to sell, providing \$5,300 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 \$2,000 of fee revenue for the rental of a tree planter, mulcher and field sprayer. The operating expenses of \$2,000 pay for the maintenance of the equipment. Any “profit” at year-end lapses to a fund balance, which is the source of funds to replace worn out equipment.

The Wildlife Damage and Abatement Account contains funding that allows landowners to be reimbursed for crop damage done by wildlife. Grant funding to operate this program totals \$8,000, of which \$5,000 will be used to contract with USDA personnel to perform damage assessments and \$3,000 will be used to offset the County’s cost of administering the program. Damage awards are paid directly by the DNR.

The LWC Plan Implementation Grant contains \$90,000 in State Aid to be used on cost share agreements with landowners to implement conservation measures under the Land and Water Resource Management Program.

Land Conservation has intermittently run both a Household Clean Sweep and an Agricultural Clean Sweep Program in previous years. Mr. Sweeney believes that a permanent program that offers reliable service will increase awareness of hazardous waste, and reduce inappropriate disposal of materials. Starting in 2010, the intent is to make the program permanent and take advantage of State Aid to offset the cost. In order to take advantage of the funding, Land Conservation must offer at least four or more days next year when the public may drop-off hazardous waste.

Land Conservation is the local coordinator for the DNR’s Gypsy Moth aerial suppression program in Rock County. The Department works with landowners to determine the area of infestation and whether or not the landowner wishes to participate in the suppression program. Most landowners agree to an aerial application of “BT Bacteria” that kills the Gypsy Moth Caterpillar. It is not an eradication program. The intent is to knock back infestations to minimize damage to mature woodlots. In 2009, the Department coordinated sprays covering 636 acres and seven sites at a cost of \$32.49 per acre to landowners who participated. There is no tax levy required to run this program.

In 2009, the County Board authorized the Land Conservation Committee to move ahead with a Purchase of Development Rights (PDR) / Purchase of Agricultural Easements (PACE) Program. The first step entails writing a PDR/PACE Master Plan. That Plan will outline how the County will operate a program that compensates agricultural landowners who seek voluntary easements that permanently limit development on his or her farmland. It is anticipated that the source of funds to

pay for those easements will be a combination of funds from Land Conservation’s ATC Trust Account and grant funding from the State of Wisconsin.

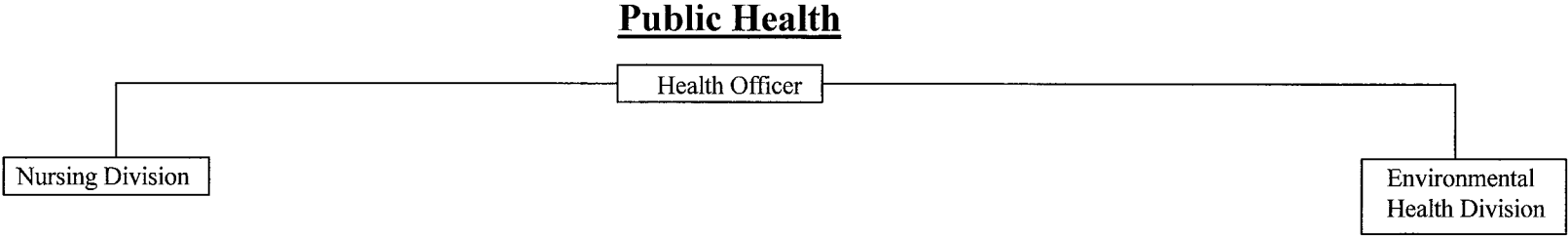
Land Conservation’s 2009 budget was amended with a transfer of \$47,000 from its ATC Trust Account. The appropriation reimbursed the Planning Department for staff time and miscellaneous costs to start work on PDR/PACE Master Plan. The 2010 Budget contains \$115,000 to continue that initiative. It is anticipated that the Plan will be completed in 2011.

The recommended tax levy for 2010 operations is \$158,412. This is a decrease of \$2,962 or 1.8% less than the prior year.

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C. Board of Health

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<u>Present Personnel (Full Time Equivalent)</u>		<u>Summary of Personnel Modifications</u>		
			<u>Dept. Request</u>	<u>Admin. Rec.</u>
1.0	Health Officer	New Positions	0	0
1.0	Public Health Nurse Director			
2.0	Public Health Nursing Supervisor			
1.0	Health Educator			
1.0	Environmental Protection Director	Deletions		
.8	Environmental Health Technician	Public Health Nurse	0	.6
5.6	Sanitarian II			
1.0	Certified Sanitarian I	Reallocations	0	0
1.4	Sanitarian I			
15.0	Public Health Nurse	Reclassifications	0	0
1.0	Bi-Lingual Community Health Nurse			
2.6	Health Aide	Re-Titles	0	0
1.0	Clerk-Steno III			
2.0	Administrative Assistant	Upgrades	0	0
<u>1.0</u>	Account Clerk II			
37.4	Total			



# Charter 2010 PUBLIC HEALTH

## **PUBLIC HEALTH OFFICER**

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

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

In fulfilling our responsibilities to the county's 159,200-plus residents, the RCHD is constantly employing strategies that are evidence-based and informed by the "best practices" throughout Wisconsin and the United States. Public Health Nurses, Sanitarians, a Health Educator and Administrative staff work as a team using community input, statistical data, epidemiological interpretation of data and other tools to meet the department responsibilities as listed below.

### **Public Health Nursing**

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

#### **Objectives:**

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

### **Health Education**

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

#### **Objectives:**

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

### **Environmental Health**

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

#### **Objectives:**

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

### **Laboratory Services**

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

#### **Objectives:**

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

## Charter 2010 PUBLIC HEALTH

### **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, 2010, have an incidence of 0 for the following vaccine preventable diseases: measles, mumps, rubella, polio, tetanus, hepatitis B (person <26 years of age), pertussis (person <7 years of age), diphtheria (person <35), haemophilus influenza (person <5 years of age).
2. By December 31, 2010, 80% of children who turn 19 months during the year will have received 4 DTaP, 3 polio, 3 Hib, 3 Hepatitis B, 1 Varicella and 1 MMR vaccinations.
3. By December 31, 2010, a public health nurse will contact 95% of all residents with acute and/or communicable diseases that are reported to the Rock County Health Department.
4. By December 31, 2010, 85% of persons followed for treatment of active tuberculosis or latent tuberculosis infection will complete the prescribed medication therapy.
5. By December 31, 2010, 80% of children less than 6 years of age, with a capillary blood lead level  $\geq 10$  mcg/dl, will complete a confirmatory venous blood lead test.
6. By December 31, 2010, 80% of families who have a six-month-old child and live in housing with a potential for lead paint, will obtain information on childhood blood lead poisoning from a public health nurse.
7. By December 31, 2010, at least 80% of children, less than 6 years of age, with a blood lead reading  $\geq 10$  mcg/dl, will meet criteria for record closure.
8. By December 31, 2010, 75% of identified contacts to a reported case of gonorrhea or chlamydia, who live in the Rock County Health Department jurisdiction, will be tested and/or treated.
9. By December 31, 2010, at least 80% of persons referred to RCHD for Partner Services (PS) will receive information about testing and follow up.

#### **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; and to prevent injury and premature disability.

#### **Objectives:**

1. By December 31, 2010, the infant mortality rate for families served antepartally by the Rock County Health Department will be zero.
2. By December 31, 2010, at least 20% of closed antepartal clients who smoke will stop smoking during their pregnancy.
3. By December 31, 2010, 85% of women served two months or longer after the birth of an infant will complete a postpartum visit to their doctor.
4. By December 31, 2010, 80% of infant health records, served more than two months, will be current with immunizations at the time of record closure.
5. By December 31, 2010, 80% of children in the Head Start program who fail the vision and screening will receive medical follow-up.
6. By December 31, 2010, 100% of all medically needy students in school districts served by the Rock County Health Department will have a plan of care in place to assure accurate and safe care is being provided.
7. By December 31, 2010, staff at designated Day Care/Preschool Centers will receive training on the Color Me Healthy nutrition education program.
8. By December 31, 2010, all child deaths (in children under 18 years of age) will be reviewed by the Child Death Review Team.
9. By December 31, 2010, provide 2 outreach activities focused at decreasing racial and ethnic disparities in birth outcomes.

#### **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, 2010, 75% of participants referred for further medical care with an elevated cholesterol or blood pressure reading will seek and obtain necessary medical care.

#### **Family Health Clinic**

## Charter 2010 PUBLIC HEALTH

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, 2010, 100% of clients assessed in the Family Health Clinic, will receive the services they need.

## **HEALTH EDUCATION**

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, 2010, the Health Educator will conduct 5 group educational programs.
2. By December 31, 2010, the Health Educator will assist the staff to develop educational materials as requested.
3. By December 31, 2010, the Health Educator will submit 6 health columns on relevant health topics to the local media.
4. By December 31, 2010, the Health Educator will obtain 3 grants that support efforts of local programming.

## **ENVIRONMENTAL HEALTH DIVISION**

### **Food Protection and Public Lodging Program**

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, 2010, the program staff will conduct annual routine inspections at each licensed facility for compliance with state and local regulations.

2. By December 31, 2010, respond to citizen complaints within two days regarding code violations for restaurants, retail food and public lodging facilities..
3. By December 31, 2010, before a new facility opens or an existing facility is sold to a new owner, a pre-inspection will be conducted to verify substantial compliance with state and local regulations prior to issuing a license.
4. By December 31, 2010, conduct follow-up inspections that have critical violations within seven days..
5. By December 31, 2010, conduct annual inspections of vending machines and vending company commissaries in Rock County.
6. By December 31, 2010, respond to all foodborne illness complaints within 24 hours and investigate all foodborne illness outbreaks to determine the cause and to prevent future outbreaks.
7. By December 31, 2010, conduct an annual inspection and conduct a review of the hazard analysis critical control plans for each school, group home or private institution kitchen involved in the National Breakfast and Lunch Program.
8. By December 31, 2010, conduct at least one inspection of each senior citizen nutrition facility to ensure safe food handling practices.
9. By December 31, 2010, continue outreach to licensed establishments through quarterly newsletters and quarterly meetings of the Food Safety Advisory Committee.

### **Recreational Health and Safety Program**

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, 2010, conduct an annual inspection for each licensed facility..
2. By December 31, 2010, respond to citizen complaints within two days regarding violation of state and local codes.
3. By December 31, 2010, conduct follow-up inspections within two weeks at facilities that have critical violations.
4. By December 31, 2010, 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, 2010, conduct one educational seminar for swimming pool owner/operators.

## Charter 2010 PUBLIC HEALTH

### **COMMUNITY HEALTH AND SAFETY PROGRAM**

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**

##### **Objectives:**

1. By December 31, 2010, provide at least 75 radon test kits to county residents.
2. By December 31, 2010, provide radon information to each citizen that contacts our office, promote radon awareness on the county web site and submit news releases to local news media.
3. By December 31, 2010, provide follow-up information to all citizens that receive results on radon test kits.

#### **Mobile Home Park Inspections**

##### **Objectives:**

1. By December 31, 2010, conduct an annual inspection of each licensed mobile home park.
2. By December 31, 2010, respond to all citizen complaints within two days regarding violations of state and local codes.
3. By December 31, 2010, conduct follow-up inspections within thirty days of mobile home parks that have violations.
4. By December 31, 2010, 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, 2010, verify that 100% of animal owners have complied with animal bite orders issued by local law enforcement agencies.
2. By December 31, 2010, refer all citizens not compliant with animal bite orders to law enforcement for further action.
3. By December 31, 2010, all specimens of domestic cats, dogs and ferrets that do not complete quarantine, and wild animals with suspected risk of rabies transmission, will be submitted to the State Laboratory of Hygiene for rabies analysis.

4. By December 31, 2010, promote awareness of rabies prevention by posting information on the Rock County website issuing news releases, and responding to citizens questions about rabies.

#### **Human Health Hazards**

##### **Objectives:**

1. By December 31, 2010, investigate 100% of human health hazards reported to the Rock County Health Department within 3 days.

#### **Lead Monitoring and Abatement**

##### **Objectives:**

1. By December 31, 2010, provide a lead safe environment for 100% of children with a blood lead level  $\geq 20\mu\text{g/dL}$  through education and lead abatement orders.
2. By December 31, 2010, perform an environmental lead assessment and provide lead hazard reduction recommendations on 80% of residences occupied by children with a blood lead level of  $10\text{-}19\mu\text{g/dL}$ .
3. By December 31, 2010, perform an environmental lead assessment and provide lead hazard reduction recommendations for all homes of concerned parents of children with a blood lead level of  $0\text{-}9\mu\text{g/dL}$ .
4. By December 31, 2010, 70% of owners of units that house a child with a blood lead level of  $10\text{-}19\mu\text{g/dL}$  will show compliance with lead hazard reduction recommendations.
5. By December 31, 2010, 60% of owners with units that house a child with a blood lead level of  $0\text{-}9\mu\text{g/dL}$  will show compliance with lead hazard reduction recommendations.
6. By December 31, 2010, promote childhood lead poisoning prevention by posting information on the Rock County website, issuing news releases, responding to citizens inquiring about lead poisoning hazards, and presenting 2 educational programs.

#### **Tattoo and Body Piercing Establishments**

##### **Objectives:**

1. By December 31, 2010, conduct an annual inspection of each licensed tattoo and body-piercing establishment.
2. By December 31, 2010, respond to all citizen complaints within two days regarding violations of state and local codes.
3. By December 31, 2010, conduct follow-up inspections within two weeks at establishments

## Charter 2010 PUBLIC HEALTH

that have critical violations.

4. By December 31, 2010, conduct pre-inspections when new establishments open or current ones change ownership to ensure compliance with the state and local codes.

### **GROUNDWATER PROTECTION PROGRAM**

To protect the quality of groundwater in Rock County for drinking water use.

#### Objectives:

1. By December 31, 2010, review 200 private well sample results for nitrate, other chemical contamination or bacteria levels.
2. By December 31, 2010, manage the Wisconsin Department of Natural Resources Safe Drinking Water contract by sampling and following up on all Transient Non-Community wells.
3. By December 31, 2010, investigate 100% of citizen complaints and requests concerning ground water quality within 2 days.
4. By December 31, 2010, promote groundwater protection through posting information on the Rock County website, issuing news releases, responding to citizen inquiries, and presenting Ground Water Educational Programs to Rock County citizens.
5. By December 31, 2010, in coordination with Rock County Land Conservation Department, administer the county well abandonment program.
6. By December 31, 2010, coordinate the Prescription Drug Community Collection Program with the Cities of Beloit and Janesville.

### **Extremely Hazardous Chemical Plans**

#### Objectives:

1. By December 31, 2010, complete offsite plans as determined by the LEPC Committee for farms using extremely hazardous chemicals.
2. By December 31, 2010, complete new and updated plans as determined by the LEPC Committee for fixed facilities using extremely hazardous chemicals.

### **PRIVATE SEWAGE DISPOSAL SYSTEMS PROGRAM**

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, 2010, complete the review of all submitted soil and site evaluation reports.
2. By December 31, 2010, ensure that all POWTS installed for properties not served by public sewer are properly designed.
3. By December 31, 2010, 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, 2010, administer the POWTS maintenance program for private onsite wastewater treatment systems.
5. By December 31, 2010, review all building permits for properties submitted to our department by evaluating the compatibility of proposed construction with the existing POWTS.
6. By December 31, 2010, 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.

### **LABORATORY SERVICES**

To provide basic drinking water analysis for citizens in Rock County.

#### Objectives:

1. By December 31, 2010, provide laboratory testing for 750 wells in Rock County.

### **PUBLIC HEALTH PREPAREDNESS**

#### Objectives:

1. By December 31, 2010, engage in a continuous planning process with local and regional partners to respond to public health emergencies.
2. By December 31, 2010, staff will meet the appropriate competencies for their assigned emergency preparedness roles.
3. By December 31, 2010, will participate in a mass clinic exercise (tabletop, functional, or full-scale) or real event that meets the requirements set by the Centers for Disease Control (CDC), in addition to completing (14 out of 14) Performance Measures.

## Charter 2010 PUBLIC HEALTH

4. By December 31, 2010, Rock County Health Department will collaborate with community partners to develop an integrated public health response addressing at-risk populations during public health emergencies.
5. By December 31, 2010, Rock County Health Department will participate in the process of restructuring existing consortia to no more than six consortia aligning within the Department of Health services geographic Regional office boundaries.

  
\_\_\_\_\_  
Karen Cain, Health Officer

Department <u>Public Health</u>		Budget Analysis by Program							
Programs	Public Health Nursing		Environ. Health Division		Public Health Admin.	PHER Phase III	Consolidated Contract	LEPC Plans	Budget Summary
Positions	21.60		10.80		5.00				37.40
Salaries	\$1,206,193		\$574,022		\$243,120				\$2,023,335
Fringe Benefits	\$520,460		\$265,824		\$117,264				\$903,548
Operating Expenses	\$374,787		\$190,945		\$83,553	\$70,000	\$257,813	\$20,000	\$997,098
Capital Outlay	\$0		\$0		\$0				\$0
Allocation of Services	(\$327,541)		(\$20,000)		\$0			(\$20,000)	(\$367,541)
Subtotal	\$1,773,899		\$1,010,791		\$443,937	\$70,000	\$257,813		\$3,556,440
Indirect Cost Alloc.									\$0
Total	\$1,773,899		\$1,010,791		\$443,937	\$70,000	\$257,813		\$3,556,440
Revenue	\$333,050		\$534,274		\$0	\$70,000	\$257,813		\$1,195,137
Fund Bal. Applied									\$0
County Share	\$1,440,849		\$476,517		\$443,937	\$0	\$0	-	\$2,361,303

## Administrator's Comments

### Public Health

#### Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	37.4	36.8
Salaries	2,023,335	1,991,389
Fringe Benefits	903,548	874,345
Operating Expense	997,098	997,098
Capital Outlay	0	0
Allocation of Services	(367,541)	(367,541)
<b>Total Expense</b>	<b>3,556,440</b>	<b>3,495,291</b>
Revenue	1,195,137	1,195,137
Fund Balance Applied	0	0
Tax Levy	2,361,303	2,300,154
<b>Total Revenues</b>	<b>3,556,440</b>	<b>3,495,291</b>

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

The requested tax levy is \$2,361,303 which is \$106,421 or 4.7% more than last year.

The Department projects \$867,596 of revenue in the main account for 2010. That figure is \$99,297 less than the 2009 budgeted revenues despite numerous proposed fee hikes. There are a couple of factors at work that contribute to the decline in total revenue. The biggest factor is the sunset of a Medical Assistance (MA) payment from the State in 2010. The MA payment was originally budgeted in the Beloit Health Department. The State agreed to continue payment to Rock County for three consecutive years following the merger of the Beloit Health Department and the Rock County Health Department in 2006. In 2009, the Health Department received \$112,000 which it will not receive in 2010.

The number of sanitary permits issued for private septic systems has fallen off due to lack of new housing starts. This trend is projected into 2010 and has a dampening effect on total fee revenue.

Each year the Public Health Department reviews the rates the County is charging for permits and services and recommends changes. Rate hikes are requested for most of the permits in 2010. The rate schedule reflecting changes in 2010 appears at the end of my comments. I am recommending the proposed permit fee and service charge increases.

Another source of revenue for the Department is its immunization programs. In general, "shot" clinics are a break-even proposition because the cost of the vaccines is approximately the same as the vaccine fees and charges to Medicare for senior citizens who get flu shots.

Given the high level of public interest in the approaching flu season, I have asked Ms. Cain to give me a brief description of how she plans on responding to both seasonal flu and the looming H1N1 "pandemic" in the Fall of 2009 and Winter of 2010.



“The Health Department is accelerating its planning for implementation of H1N1 vaccination clinics. Priorities during this planning and early implementation phase include:

- Implementing seasonal flu clinics earlier than planned;
- Providing regular communication and updates regarding recommendations to health care providers, schools, clinics, Fire Departments and EMS, law enforcement, and Emergency Management;
- Working with school districts to establish Memorandums of Understanding (MOU) for use of facilities to conduct mass clinics;
- Purchasing additional equipment and supplies to assure vaccine can be safely stored until use and for transporting safely to clinic sites;
- Providing education and information to the public regarding times and locations of clinics;
- Identifying population to be served by mass clinics;
- Identifying locations of high risk populations;
- Identifying and implementing reassignment of work within the Health Department.
- Cross training staff to perform multiple functions at clinic;
- Providing information about slowing the spread of the virus by using good hygiene with hand washing and cough etiquette;
- Finding and working with community partners to assist with staffing mass clinics;
- Helping other departments within the county as well as schools and day cares be better prepared;
- Conducting staff meetings and in-services to keep them updated and to help prepare for assisting at clinics;
- Scheduling clinics;
- Implementing the clinics.

“Planning for an outbreak of H1N1 is difficult because we do not know for sure when the vaccine will arrive, if we will need 1 or 2 doses, and how many people will be interested in receiving the vaccine. We are planning for approximately 30% of school children receiving the vaccine, but that is a best guess at this point in time.”

In the Fall of 2009, the Board adopted a resolution amending the 2009 Budget with \$69,908 of Phase II “Public Health Emergency Response” funds. Those federal dollars are designated for a local response to the anticipated resurgence of the H1N1 flu. A subsequent phase of funding is expected that must be spent before July 1, 2010. Thus, \$70,000 is budgeted in the Public Health Emergency

Response Phase III Account in the 2010 Budget. Those funds are brought into the main account through a cross charge, and will be used to offset the operational cost of the 2010 response to H1N1 flu.

The Health Department table of organization includes a .6 FTE Public Health Nurse position that has been vacant for several months. I asked Ms. Cain if I recommend a reduction in staffing for the Health Department, would it be appropriate to delete the .6 FTE or another position? She indicated that deleting the .6 FTE would have the least impact, and most of the duties assigned to that position would be absorbed by other staff.

I am recommending the deletion of the vacant .6 FTE Public Health Nurse position. The recommendation reduces the salaries and benefit line items by a total of \$61,149.

The Department has contracted with a Bio-Terrorism Coordinator for several years. The Coordinator has trained staff, written plans and raised the Department’s proficiency. In 2009, the contract amount was \$8,800. Ms. Cain has not put funding in the Budget for a contract in 2010 because of higher staff competencies, as well as staff absorbing the duties and responsibilities of the contracted Coordinator.

In 2009, \$4,000 was budgeted for interpreter services that are included under the “Professional Services” line item. Given the increase in need, \$12,000 is budgeted in 2010 under a separate line item to better track the cost of providing interpreter services. That \$12,000 cost, by coincidence, rolls-up into line item 6250 titled “Court Related Services” which pays for interpreters so nurses can communicate with non-English speaking clients.

There is \$5,000 budgeted under “Other Supplies and Expenses” for another prescription drug pick-up in 2010. The Rx Drug Round-up Program is growing in popularity and has the support of the communities. There is \$3,500 of revenue from municipalities in the Budget in 2010 to help offset the cost of conducting the pick-up and properly destroying the pills.

The Building/Office Lease line item totals \$139,926. It is a “rent” composed of maintenance, overhead and facility charges such as cleaning and utilities for the Glen Oaks space occupied by the Health Department. In addition, the line item contains the rental cost to the Health Department for its leased space in the Eclipse Center in Beloit.

The Department request includes \$347,541 under a line item titled Cost Allocations. This figure is \$58,229 more than the cost allocation for 2009 because there was no pandemic influenza grant funding forthcoming last Fall. The majority of that “negative expense” is a \$257,541 charge-back to the Consolidated Grant Account for the salaries and expenses incurred by the department to perform the work called for in the Consolidated Grant Contract. That work includes broad ranging activity

such as disease prevention, maternal and child health, immunization, childhood lead programs, and bio-terrorism preparedness. Also included in that figure is the \$20,000 charge-back to LEPC for preparing off-site plans, as well as the \$70,000 infusion of H1N1 grant funding discussed earlier.

After deleting the .6 FTE Public Health Nurse, the recommended tax levy for the Health Department is \$2,300,154. This is an increase of \$45,272 or 2.0%.

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## Proposed 2010 Rock County Health Department Public Facility Service Charges and Fee Schedule

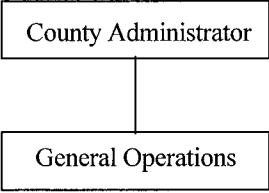
	<u>2009</u>	<u>2010</u>
<b><u>Private Sewage Program</u></b>		
Conventional Systems	\$405.00	\$415.00
Holding Tanks	405.00	415.00
In-Ground Pressure	505.00	515.00
Mound System	505.00	515.00
Large Scale System	445.00	445.00
Treatment Tank	280.00	290.00
At Grade	505.00	515.00
Reconnections & Non-plumbing	205.00	210.00
Permit Renewal	100.00	110.00
Soil Test Recording Fee	55.00	55.00
Wisconsin Fund Application Fee	150.00	150.00
Plumbers Re-inspection Fee	50.00	75.00
Transfer Fee	25.00	30.00
<b><u>Pools and Camps</u></b>		
Swimming Pools	250.00	250.00
Swimming Beaches	250.00	250.00
Recreation/Education Camp Beaches	230.00	260.00
<b><u>Campgrounds and Special Event Campgrounds</u></b>		
1-25 Sites	180.00	200.00
26-50 Sites	260.00	270.00
51-100 Sites	310.00	325.00
101-199 Sites	360.00	375.00
200+ Sites	460.00	480.00
Special Event Campgrounds	180.00	200.00
<b><u>Hotels and Motels</u></b>		
5-30 Room	250.00	270.00
31-99 Rooms	350.00	370.00
100-199 Rooms	450.00	470.00
200+ Rooms	505.00	525.00
Tourist Rooming House	115.00	130.00
Bed and Breakfast	115.00	130.00

	<u>2009</u>	<u>2010</u>
<b><u>Mobile Home Parks</u></b>		
1-25 Sites	210.00	225.00
26-50 Sites	315.00	330.00
51-100 Sites	385.00	390.00
101-175 Sites	530.00	545.00
176+ Sites	560.00	575.00
<b><u>Restaurants</u></b>		
Regular (simple, moderate complex)	460.00	475.00
Limited Food Service	140.00	145.00
Temporary Annual	125.00	135.00
Temporary – Six Day	75.00	85.00
Temporary – Three Day	45.00	50.00
Mobile Restaurant Vehicle	175.00	180.00
<b><u>Contract Services (School Lunch Rooms)</u></b>		
Contract/Services-DPI Regular	450.00	465.00
Contract/Services-DPI Limited	130.00	145.00
<b><u>Retail Foods</u></b>		
Specialty Grocery	225.00	250.00
Retail Eating Establishment	450.00	465.00
Full Service Grocery	950.00	975.00
Limited (pre-wrapped sandwiches)	130.00	145.00
Temporary Retail – Annual	115.00	125.00
Temporary Retail – Six Day	70.00	80.00
Temporary Retail – Three Day	40.00	45.00
Mobile Retail Vehicle	165.00	170.00
<b><u>Tattoo and Body Piercing</u></b>		
Body Piercing Establishments	130.00	145.00
Body Piercing & Tattoo Establishment	240.00	255.00
Tattoo Establishment	130.00	145.00
Temporary Tattoo or Piercing Establishment	130.00	145.00
Temporary Tattoo/Piercing Establishment	240.00	255.00

**D.    County Board Staff Committee**

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**County Administrator**



**Present Personnel (Full Time Equivalent)**

1.0	County Administrator
2.0	Assistant to the County Administrator
1.0	Criminal Justice System Planner/Analyst
1.0	Confidential Administrative Assistant
<u>1.0</u>	Secretary II
6.0	Total

**Summary of Personnel Modifications**

	<b><u>Dept. Request</u></b>	<b><u>Admin. Rec.</u></b>
<b>New Positions</b>	0	0
<b>Deletions</b>		
Confidential Administrative Assistant (effective 8/1/10)	1.0	1.0
<b>Reallocations</b>	0	0
<b>Reclassifications</b>	0	0
<b>Re-Titles</b>	0	0
<b>Upgrades</b>	0	0

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## Charter: County Administrator

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### Management Charter

County of Rock, Wisconsin  
Office of County Administrator  
Craig Knutson, County Administrator

### **KEY OBJECTIVE**

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

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

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

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

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

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

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

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

### **CRITICAL PERFORMANCE AREAS**

#### Management Work Performance Areas:

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

#### Management Budget Performance Areas:

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

#### Other Management Performance Areas

10. Public Relations

### **CRITICAL OBJECTIVES**

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

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## Charter: County Administrator

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

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

Standards:

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

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

Standards:

- a. Decision Making. Managers should use a logical decision making process; identifying issues of concern, considering alternatives and taking action to achieve approved objectives.
- b. Communication. Regular verbal and written communication with staff, committees and the County Board is maintained for understanding and acceptance.
- c. Motivating. A quality employment situation is maintained as evidenced by an acceptable turnover rate, acceptable use of sick leave, meeting of work schedules and annual performance appraisals.
- d. Selecting People. Systematic methods of selection and placement, consistent with State and Federal policies and labor agreements, are used to fill job positions.

- e. Developing People. Consistent, good job performance is achieved through performance appraisals, training and prompt corrective actions when necessary.

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

Standards:

- a. Performance Standard. Each department manager maintains performance standards through an annually approved management charter and action plan.
- b. Performance Measurements. Each department manager provides reports on progress and results against standards to appropriate committees and the County Administrator.
- c. Performance Evaluations. Performance evaluations are conducted annually for each department manager. Accepted limits of tolerance are established for self-control. Performance evaluations are based on approved evaluation forms.
- d. Corrective Action. Based on performance evaluations and on progress and results reports, action is taken either to correct exceptions or establish different objectives.

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

Standards:

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

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

Standards:

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## Charter: County Administrator

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- a. Activities. The activities of human services include social services, economic support services, aging services, mental health, alcohol and other drug abuse services and developmental disabilities services.
  - b. Reporting. Financial and work progress reports by program/activity are made to committees and the County Board.
  - c. Budgeting. Budgets will project realistic income and expense forecasts by program objectives.
7. Public Safety and Justice. In cooperation with the appropriate committee and Elected Officials; to manage, evaluate and report on public safety and justice programs and activities.

Standards:

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

Standards:

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


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

Standards:

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

Standards:

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

  
Craig Knutson, County Administrator



Department County Administrator**Budget Analysis by Program**

Programs	Admin	Boards & Comm.	Criminal Justice						Budget Summary
Positions	3.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	5.00
Salaries	\$320,062	\$38,920	\$60,907	\$0	\$0	\$0	\$0	\$0	\$419,889
Fringe Benefits	\$123,546	\$22,273	\$34,807	\$0	\$0	\$0	\$0	\$0	\$180,626
Operating Expenses	\$13,307	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$13,307
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Allocation of Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal	\$456,915	\$61,193	\$95,714	\$0	\$0	\$0	\$0	\$0	\$613,822
Indirect Cost Alloc.									\$0
Total	\$456,915	\$61,193	\$95,714	\$0	\$0	\$0	\$0	\$0	\$613,822
Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fund Bal. Applied									\$0
County Share	\$456,915	\$61,193	\$95,714	\$0	\$0	\$0	\$0	\$0	\$613,822

## Administrator's Comments

### County Administrator

#### **Summary of Department Requests and Recommendations**

Description	Department Request	Administrator's Recommendation
Positions	5.0	5.0
Salaries	419,889	419,889
Fringe Benefits	180,626	180,626
Operating Expense	13,307	13,307
Capital Outlay	0	0
Allocation of Services	0	0
Total Expense	613,822	613,822
Revenue	0	0
Fund Balance Applied	0	0
Tax Levy	613,822	613,822
Total Revenues	613,822	613,822

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

The Confidential Administrative Assistant has informed me that she plans to retire in late July 2010. Given the severe financial stress the County is under, I am recommending that the position be deleted as of August 1, 2010. This will require there to be a sharing of duties among the clerical staff in the Administrator's Office, Corporation Counsel's Office, and Human Resources. There will need to be cross training among these clerical staff since the equivalent of approximately one of the two secretarial positions in the Administrator's Office has been devoted to providing services to the Board and committees in terms of taking minutes, preparing agendas, and other related duties. We will evaluate how well this works after it is put in place for the latter part of 2010.

The position of Criminal Justice System Planner/Analyst was created by the County Board in August 2007 following the recommendations of the Criminal Justice Coordinating Council (CJCC). This position is intended to assist the CJCC in completing its mission of improving the efficiency and effectiveness of the County's large and complex criminal justice system by planning for system-wide improvements, collecting and analyzing data, and generally assisting in the coordination of the many system stakeholders and activities. This position was placed in the County Administrator's Office in order to give it some level of autonomy and independence from the constituent criminal justice system agencies. Among the many projects assigned to this position, the County received a \$199,106 federal grant due to the work of Ms. Pohlman McQuillen. These much needed funds will be used to provide mental health and residential alcohol and drug treatment services to participants in the County's Drug Court over a two-year period.

The recommended 2010 tax levy for the County Administrator's Office is \$613,822, a decrease of \$12,046.

Although the costs are not reflected in this account, the activities of the County's Employee Recognition Committee and the Health and Fitness Committee have been met with much enthusiasm from employees and merit some discussion. Both committees were formed in 2007 following a survey that was conducted to assess the priorities of employees with regard to steps the County could take to improve their working environment and job satisfaction. This survey was developed by a group of

Department Heads that identified an improved working environment as one of the County's top strategic workforce needs. Improved employee recognition and wellness were ranked as the top two priorities by employees.

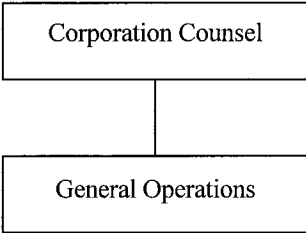
The Employee Recognition Committee has focused on a number of initiatives that are intended to show appreciation to County employees for the good work they do. These include a program whereby employees receive a token item of appreciation from the County for every five years of service to the County, the development of an Annual Employee Picnic, and planning for employee appreciation at the end of the year/holiday time. In 2009, in place of the Holiday Party the Committee will be providing treats directly to work site locations so that more staff members can take advantage of this recognition and participate. In 2010, the Committee is considering a new event in conjunction with National County Government Week in the Spring. The work that the Committee has done to recognize the County's deserving employees is very much appreciated. I am recommending that \$11,000 be budgeted for these activities in 2010, including \$9,300 in vending machine receipts and \$1,700 to be carried over from unspent 2009 funds.

The Health and Fitness Committee has also developed new programming that employees have appreciated, including the second annual Health and Wellness Fair for County employees at the Job Center and numerous other events to encourage and support employees in living healthier lifestyles. Because improvements in employee health directly correlate to a savings in the cost of the County's health plan, funding for the Health and Fitness Committee comes through a "transfer in" from the County's Health Insurance Trust Fund. In 2009, I am recommending funding of \$4,000.

Funding for the Employee Recognition Committee, as well as the Health and Fitness Committee, can be found in the "Countywide" section of the budget under the Finance Committee section.

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**Corporation Counsel**



**Present Personnel (Full Time Equivalent)**

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

**Summary of Personnel Modifications**

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

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## Charter: Corporation Counsel

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### 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 attempt to recoup money due the County for payment of guardian ad litem fees.
10. To provide legal notes on all resolutions, ordinances and contracts coming before the County Board.
11. To act as parliamentarian to the County Board and to provide legal interpretations of statutes, codes, ordinances and rules.
12. 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.

##### C. Risk Management/Self-Insurance Operations

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

Standards:

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

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## Charter: Corporation Counsel

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### II. HUMAN SERVICES

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

Standards:

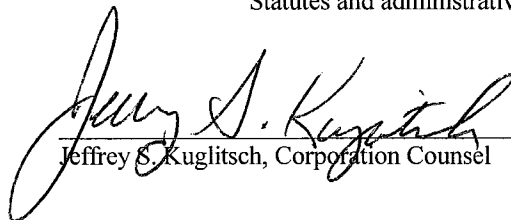
1. To provide legal representation for the County in Court cases involving children under Ch. 48 of the Wisconsin Statutes.
2. To provide legal representation for the County in Court cases involving guardianship and protective placements under Chs. 54 and 55 of the Wisconsin Statutes.
3. To provide legal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

### III. CHILD SUPPORT

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

Standards:

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



Jeffrey S. Kuglitsch, Corporation Counsel

Department Corporation Counsel**Budget Analysis by Program**

Programs	General	Human Services	Child Support						Budget Summary
Positions	4.00	2.00	4.00	0.00	0.00	0.00	0.00	0.00	10.00
Salaries	\$335,514	\$121,973	\$329,708	\$0	\$0	\$0	\$0	\$0	\$787,195
Fringe Benefits	\$124,728	\$53,538	\$133,216	\$0	\$0	\$0	\$0	\$0	\$311,482
Operating Expenses	\$7,382	\$8,659	\$4,892	\$0	\$0	\$0	\$0	\$0	\$20,933
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Allocation of Services	\$0	(\$184,170)	(\$467,816)	\$0	\$0	\$0	\$0	\$0	(\$651,986)
Subtotal	\$467,624	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$467,624
Indirect Cost Alloc.									\$0
Total	\$467,624	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$467,624
Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fund Bal. Applied	\$0	\$0	\$0						\$0
County Share	\$467,624	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$467,624

## Administrator's Comments

### Corporation Counsel

#### Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	10.0	10.0
Salaries	787,195	787,195
Fringe Benefits	311,482	311,482
Operating Expense	20,933	20,933
Capital Outlay	0	0
Allocation of Services	(651,986)	(651,986)
<b>Total Expense</b>	<b>467,624</b>	<b>467,624</b>
Revenue	0	0
Fund Balance Applied	0	0
Tax Levy	467,624	467,624
<b>Total Revenues</b>	<b>467,624</b>	<b>467,624</b>

The Corporation Counsel's Office currently includes eight Attorneys. The Corporation Counsel and two Deputy Corporation Counsels provide general legal services on a county-wide basis. Four of the Attorneys spend all of their time providing services to Child Support. One Attorney spends all of her time providing services to the Human Services Department. In addition, one Legal Stenographer is assigned to the Human Services Department. The cost of the staff assigned to Child Support and Human Services is charged back to those departments. This cost totals \$651,986 and appears as a "Cost Allocation" in the budget detail.

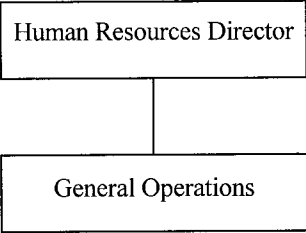
The 2010 budget for the Corporation Counsel's Office is basically a cost-to-continue budget, with very few changes to operational expenses.

The recommended tax levy for 2010 operations is \$467,624. This is an increase of \$27,477 or 6.2%.

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**Human Resources Department**



**Present Personnel (Full Time Equivalent)**

1.0	Human Resources Director
1.0	Assistant Human Resources Director
1.0	Training & Development Coordinator
1.0	Human Resources Analyst
<u>2.0</u>	Human Resources Secretary
6.0	Total

**Summary of Personnel Modifications**

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

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## Charter: Human Resources Department

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### OBJECTIVES

1. Administrative. Maintain accurate records of employee status, earnings, promotions, and disciplinary actions.
  - a. Make salary and wage adjustments in accordance with contracts and unilateral pay plan.
  - b. Administer County Worker's Compensation program through working closely with county departments, payroll, and the insurance carrier. Maintain accurate records on all claims filed.
  - c. Develop County Affirmative Action Plan and track data on progress towards reaching goals set forth in the plan.
  - d. Develop and maintain a complete file of all job classifications.
  - e. Administer Performance Evaluation System.
  - f. Prepare and maintain employee files.
2. Collective Bargaining and Contract Administration. Negotiate labor agreements with County collective bargaining units.
  - a. Provide the County Administrator and the County Board Staff Committee adequate information that is relevant to Rock County's bargaining position.
  - b. Prepare summaries of bargaining agreements from comparable counties on an as-needed basis for arbitration purposes. Conduct additional research on bargaining options.
  - c. Negotiate contracts that are in the best interest of Rock County as evidenced by acceptance of the County Board Staff Committee. Bargain within the parameters established by the County Board Staff Committee.
  - d. Work with unions and management to ensure proper contract administration.
  - e. Conduct a review of all contracts once a year and provide training and consultation on contract administration to all supervisory personnel on an as-needed basis.
  - f. Implement hourly rates of all affected personnel upon notification of contract.
3. Recruitment. To provide recruitment services to County operating departments.
  - a. Recruit for open positions including writing advertisements, screening applicants, testing and setting up interviews.
  - b. In cooperation with supervisor or manager of open position, develop interview questions and conduct interviews in compliance with employment law.
  - c. Conduct thorough background and reference checks including verification of past employment and education.
  - d. Control and document entire hiring process to ensure compliance to policy and law.
4. Human Resources.  
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 A.D.A. compliance.

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## Charter: Human Resources Department

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### Affirmative Action.

- a. Develop, monitor and administer the 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 area of affirmative action.

### Training. Maintain and administer effective training programs for departments countywide.

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

### Employee Relations

- a. Serve as a consultant to managers and supervisors on handling disciplinary, staff development, and employee relations issues. Ensure compliance to state and federal employment law.
- b. Address employee complaints including sexual harassment and discrimination complaints.
- c. Encourage positive employee relations throughout the County by increasing communication.

5. Insurance. Coordinate and maintain health plan, dental insurance, workers compensation, prescription drug, safety and Section 125 programs.

- a. Administer a workers compensation program including review of all incidents and follow-up investigation on a case-by-case basis.
- b. Promote a light-duty return to work program for injured employees.
- c. Assist departments in general safety concerns, i.e., building safety, safe work techniques, and developing safety work rules.
- d. Monitor progress of injured employees in an effort to return the employees to work as quickly as possible.
- e. Provide staff support for EAP/Wellness Committee.
- f. Liaison with health administrator regarding problems with claims, funding mechanism, etc.
- g. Coordinate benefit changes in various health, drug, Section 125 and retiree health plans.
- h. Generate necessary data for benefit consultants to analyze for possible bid or modification.
- i. Analyze reports to ensure savings are being maximized and reported correctly.
- j. Oversee subrogated cases and act as designated administrator for usual and customary issues.



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Lori Pope, Assistant Human Resources Director

Department Human Resources**Budget Analysis by Program**

Programs	County-wide Human Resources	HCC Human Resources	County Employee Training						Budget Summary
Positions	4.67	0.33	1.00	0.00	0.00	0.00	0.00	0.00	6.00
Salaries	\$281,898	\$14,772	\$54,894	\$0	\$0	\$0	\$0	\$0	\$351,564
Fringe Benefits	\$131,894	\$9,455	\$28,198	\$0	\$0	\$0	\$0	\$0	\$169,547
Operating Expenses	\$82,052	\$16,129	\$30,042	\$0	\$0	\$0	\$0	\$0	\$128,223
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Allocation of Services	(\$56,499)	(\$40,356)		\$0	\$0	\$0	\$0	\$0	(\$96,855)
Subtotal	\$439,345	\$0	\$113,134	\$0	\$0	\$0	\$0	\$0	\$552,479
Indirect Cost Alloc.									\$0
Total	\$439,345	\$0	\$113,134	\$0	\$0	\$0	\$0	\$0	\$552,479
Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fund Bal. Applied									\$0
County Share	\$439,345	\$0	\$113,134	\$0	\$0	\$0	\$0	\$0	\$552,479

## Administrator's Comments

### Human Resources Department

#### Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	6.0	6.0
Salaries	351,564	351,564
Fringe Benefits	169,547	169,547
Operating Expense	128,223	128,223
Capital Outlay	0	0
Allocation of Services	(96,855)	(96,855)
<b>Total Expense</b>	<b>552,479</b>	<b>552,479</b>
Revenue	0	0
Fund Balance Applied	0	0
Tax Levy	552,479	552,479
<b>Total Revenues</b>	<b>552,479</b>	<b>552,479</b>

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

The Human Resources Department budget includes "charge backs" to other areas of the County budget for staff time and expenses it devotes to the Health Insurance Trust Fund (for health insurance administration) and Rock Haven operations. These items, which appear as a Cost Allocation in the budget detail, total \$96,855 in the 2010 Recommended Budget.

In 2008, the Human Resources Department implemented an online job application and recruitment system. This new process offers a number of benefits over the traditional methods used by the Department. For example, it allows job applicants to apply from wherever they have access to a computer, rather than filling out a paper form. It also keeps job applicant data in a form that allows staff to fill out the various federal and state reports which must be submitted, resulting in staff efficiencies. Part of this service also includes the ability to post job openings on a high-traffic recruitment website. This has reduced the cost of advertising job openings. This system works well. The cost for this service in 2010 is \$8,700.

Due to cost savings realized with the on-line job application and recruitment system, as well as the slowdown in turnover and hiring, the amount spent on advertising job openings has been reduced from \$64,000 in 2007 to a recommended \$35,000 in 2010.

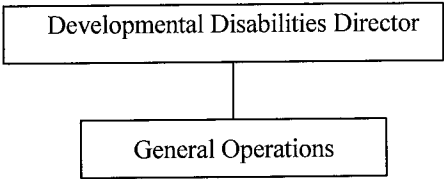
The recommended tax levy for the Human Resources Department is \$552,479 which is a decrease of \$12,569.

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**E.    Developmental Disabilities Board**

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Administrator's Comments .....	9

**DEVELOPMENTAL DISABILITIES BOARD**



**Present Personnel (Full Time Equivalent)**

1.0	Developmental Disabilities Director
1.0	Developmental Disabilities Deputy Director
1.0	Developmental Disabilities Financial Office Manager
1.0	MAPC Program Nursing Coordinator
1.0	Staff Assistant to the Developmental Disabilities Director
1.0	Developmental Disabilities Contract Compliance Specialist
2.0	Account Clerk II
<u>.5</u>	Administrative Assistant
8.5	Total

**Summary of Personnel Modifications**

	<b><u>Dept. Request</u></b>	<b><u>Admin. Rec.</u></b>
<b>New Positions</b>		
Clerk-Typist II	1.0	1.0
<b>Deletions</b>		
Administrative Assistant	.5	.5
DD Staff Assistant to the Director	1.0	1.0
<b>Reallocations</b>	0	0
<b>Reclassifications</b>	0	0
<b>Re-Titles</b>	0	0
<b>Upgrades</b>		
Account Clerk II to DD Financial Worker (if approved, 2 Account Clerk II positions deleted)	2.0	2.0

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## Charter: Developmental Disabilities Board

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### 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 2010 Budget is developed to provide necessary services to an extensive number of Rock County residents. Following is a highlight of the DD Board's service priorities as well as the estimated number of individuals served in 2009.

-A Place to Live *	519 Consumers
-A Place to Work	585 Consumers
-Board Services	555 Consumers
<u>-Community Support Services**</u>	<u>2,346 Consumers</u>

TOTAL: 4005 Consumers

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

\*\* Included in this figure, 234 children in Birth-3 Program that are screened, evaluated, and/or treated. 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 2009 is projected at 1280.

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 7 consumers who are not CIP eligible. The waiting list for this type of service is calculated at 5+ years.
- 2) Catholic Charities provides counseling, consultation and training to 24 consumers. The waiting list for this particular group of consumers is likely to be 7+ years. Note: this number decreased in 2009 due to the fact that several consumers were switched to the Federal Waiver Program.
- 3) CESA-2 Therapeutic Learning Center provides mandated services to approximately 234 children (ages birth to 3 years of age) and their families. Prescribed services are provided totally in the individual child's natural environment.
- 4) Independent Disability Services Respite Care Program provides temporary home services and care for approximately 28 designated consumers.
- 5) The Epilepsy Foundation of Southern Wisconsin, Inc., provides information, support and resources to approximately 140 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 are also provided regularly to approximately 1,200 people throughout Rock County in order to educate the general public regarding epilepsy.
- 6) Blackhawk Technical College offers special programming, academic and vocational support, to 3 eligible consumers.
- 7) C.E.S.A. #2 will continue to support 58 developmentally disabled consumers in competitive employment, follow-up and necessary supportive services. Currently,



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## Charter: Developmental Disabilities Board

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this agency's annual waiting list stands at 4+ years. Much of this wait for services is dependent on the availability of Federal DVR funding.

- 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. 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: (Waiting lists of approximately 9 to 10 years for all.)
  - 1) Dungarvin Wisconsin, Inc. provides supervised living support and guidance for 1 consumer.
  - 2) Independent Disabilities Services provides home support and service coordination to 21 developmentally disabled consumers residing independently in their own apartments.

- 3) WARC-Guardian Friends provides Corporate Guardianship Services for up to 150 consumers.

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

3. Public Education and Information

Standards:

- a. Continue providing information annually, related to the function and operation of the Rock County Developmental Disabilities Board's Program(s) to more than 600 interested parties. This may include School Districts county-wide, 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.

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.

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## Charter: Developmental Disabilities Board

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5. Family Support Program  
To provide financial support to 21 families whose children are developmentally disabled (up to age 22 years) to assist these families in maintaining their children in their own home. This special State Funded Program reflects a waiting list of more than 6 years.
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 well 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, 54 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 565 consumers. Services include residential, vocational, and designated support to ensure safe community living experiences.
9. C.O.P. (Community Options Program)  
This is a special state-funded program to fully fund consumers at risk for admission to a nursing home. Services are client-specific to assist them in living in the community. These funds also fiscally supplement (used as match for federal share) 43 consumers participating in the C.I.P. 1-A and C.I.P 1-B Federal Waiver Programs. Currently, there are 297 (an increase of 38 participants since June of 2008) developmentally disabled adults on the County's COP Waiting List. Realistically, many of these individuals will never be served in their lifetime.

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) has 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.

Year to date, the Department's Contract Compliance Specialist has completed the following Provider Certifications:

- 40 residential settings
- 18 vocational/day services programs
- 8 misc (inc: case management, transportation, fiscal agents, pharmacies)

## Charter: Developmental Disabilities Board

### WAITING LISTS:

The Developmental Disabilities Board maintains waiting lists for a variety of services. The following information is current/accurate as of August 3, 2009.

Service/ Agency	# of Consumers Awaiting Services Length of wait	Cost to Serve Waiting Consumers	Comments:
DD Counseling Case Management	281 +(11 consumers) 10+ years	\$75.00/hr (ave 54 hours/yr) \$1,138,050	Case Management required for CIP Authorization. Eligible population continues to increase. Many on list are still in school.
Residential Services (inc: AFH, CBRFs, & Supervised Apartments)	249 +(78 consumers) 8-10 years	\$5820/month "blended rate" \$1,449,262	More consumers seeking Supervised Apartments. Move towards more independent living situations. Increase in consumers with "total care" support needs. Challenging clientele continues to increase cost of residential placements.
Vocational/Day Services Programs (inc: KANDU, Riverfront, Community Connections, Enrichment Center and the Parsonage	248 6-7 years	\$17.10/hr "bended rate" (1680 hrs) \$7,165,513	Includes number of clients in day services programs. Numerous programs support clients with "multiple challenging needs". Population continues to age resulting in more clients being involved in day services programming vs. vocational services.
Community Services (inc: court services, WATTS reviews, guardianships, & therapeutic supports	117 consumers	\$67,000	Increase in consumers with extensive and multiple needs. Increase in guardianships of individuals turning 18 years old.
<b>TOTAL:</b>	<b>895 CONSUMERS</b> +(289)*	<b>\$9,820,325</b>	<b>*Includes multiple requests for various services by individual clients.</b>

Costs for these residential settings were determined after consumer revenue(s), such as SSI, were deducted where applicable. The above figures do not include those consumers considered "under-served", consumers and their families who would benefit from more respite or increasing home visits to better support the consumer and their family.

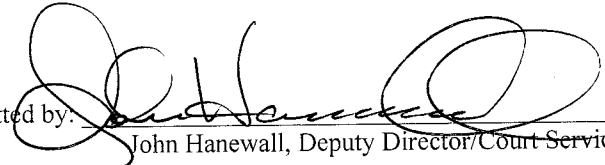
"Waiting Lists" for those services in demand continue to be maintained by the DD Board. Typically, these services are residential, vocational, or day programming services. It is important to note that service needs/requests for DD Board eligible clients remains an ever-changing and challenging process. The Board is required to respond to unanticipated emergency placements due to ailing, elderly parents and the unpredictable and catastrophic effects of incidents of closed head injuries. Further, it is significant to note that upcoming clients on waiting lists and requiring services are those whose support needs are much more complex and ultimately more costly.

In 2009, the Developmental Disabilities Board received written notification from the State of Wisconsin Federal Waiver Program mandating that all county maintained waiting lists must be managed in a standardized manner throughout the State. This included:

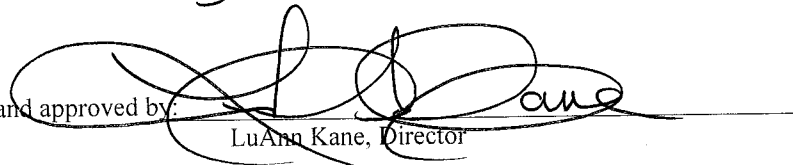
- 1) "first come, first served"
- 2) standardized information and proof of disability
- 3) completion of a Long Term Care Functional Screen (LTCFS) for all individuals on the list

This mandate significantly increases the amount of work time for the Department, with no financial incentives for the mandated services.

Respectfully Submitted by:

  
John Hanewall, Deputy Director/Court Services

Reviewed and approved by:

  
LuAnn Kane, Director

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## Charter: Developmental Disabilities Board

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### DIRECTOR'S COMMENTS:

The Rock County Developmental Disabilities Board's proposed 2010 Budget reflects a 6% increase in the County Levy. Specifically, the DD Board is requesting an increase of \$184,974 or a levy increase to \$3,286,772. Taken in total, the Rock County Developmental Disabilities Board's 2010 proposed budget is \$28,150,178. Be assured, this request for an increase in the levy was not arrived at easily. Several factors must be considered when providing an explanation for this requested increase. Please consider the following:

- In the same predicament as most every other county department, the Rock County Developmental Disabilities Board developed the 2010 budget with a perspective that the State of Wisconsin continues to issue unfunded mandates with accompanying directives for required documentation. In simple terms, we all face an uncertainty regarding Rock County's ability to continue to "make up the difference" once again.
- The Developmental Disabilities Board is an extremely complex operation. We serve approximately 1,280 clients (unduplicated). We offer a wide variety of services. We obtain funding from close to 20 sources. We contract for those services from more than 80 vendors/providers. The Board's operations are carried out by only 8.5 staff members.
- The nature of developmental disabilities, particularly those individuals who sustain a traumatic head injury, are difficult to predict. The costs associated with support to such individuals are wide ranging and often the result of a catastrophic event.
- According to State Statute 51.437, the DD Board is the County entity responsible to support and assist individuals with mental retardation, cerebral palsy, epilepsy, traumatic brain injury, and some forms of autism. Further, the DD Board serves as the County Coordinator for the State's mandated Birth-3 Program.
- The greatest majority of our funding is derived through Medicaid Federal Waiver Programs; CIP 1-A, CIP 1-B, COP, Brain Injury Waiver Funding, Foster Home Continuation Monies-405 dollars, Children's Long Term Care Waiver, Family Support, Basic County Allocation dollars (State aids) and County tax levy.
- In 2010, the Board is projecting that an additional \$184,974 in County tax levy is necessary to continue services that ensure the health and safety of clients.
- Year to date, the Rock County DD Board has responded to eleven (11) emergent situations. The majority of these emergent situations were due to some level of neglect, unsafe conditions

placing vulnerable adults at risk for harm to themselves or others. Additionally, the Department responded to two Traumatic Brain Injury cases. Of these two Traumatic Brain Injuries, one has not been fully assessed because the victim remains in a rehabilitation setting. Therefore, the cost is unknown until planning is completed to secure a community residential setting for this particular individual.

- Essentially, the DD Board must respond to and fund "mandated services." These include the Birth-3 Program, securing providers that are "qualified," and following rigorous guidelines to remain in compliance with Federal Waiver Standards.

The 2010 budget proposal is driven by several factors.

Year to date, the Board has responded to 11 emergent placement situations.

### EMERGENT PLACEMENTS (11) YTD

2009 Costs:  
\$304,757

2010 Projected Costs ("annualized")  
\$654,714

County Subsidized Amount:  
\$163,208 (with Fed. Match applied-.4015)

County Subsidized Amount:  
\$229,433 (with Fed. Match applied-.3969)

The Board has needed to respond to several requests for additional funding due to a change in a particular client's mental/physical status. Year to date that total cost for these items/services is \$96,588. Of that total, the county has subsidized \$39,491 (after federal match amount was applied). Conservatively, to annualize this amount for 2010, the total cost is determined to be \$99,002; the county subsidized contribution would be \$39,947. Total for these annualized amounts is \$229,433. The 2010 requested tax levy amount is \$184,974. The difference is \$44,459. In 2010, the department's "cost to continue" services for individuals other than these emergent placements is \$44,459.

- Contracted providers, must maintain qualifications in order to receive Federal Waiver dollars for payment of services. The problem facing the department is that many residential facilities

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## Charter: Developmental Disabilities Board

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are in need of upgrades and renovations in order to maintain licensure and ensure the health and safety of residents.

- Contractual providers report that they experience the same financial barriers as we all do; paying direct care staff a living wage, increased insurance costs, mandatory training to maintain certification, and keeping up with utility costs, gas and travel time.
- In 2010, the Board expects a significant reduction in Basic County Allocation dollars. These monies are utilized to offset the tax levy in our purchase of care programs. Estimated reduction in BCA dollars is close to \$30,000. Thus the department faces another year where there is no increase, and yes, even a reduction in state aids for mandated services.
- The 2010 Proposed Budget does not address waiting lists in any manner. Simply put, there is no “new money” to remove individuals from waiting lists. Placement from current waiting lists will be by necessity, based on attrition.
- In 2009 the Department received two “directives” from the Center for Medicaid/Medicare Services (CMS). If the Department is to continue to receive Federal Medicare dollars (CIP 1-A, CIP 1-B), the DD Board must complete Long Term Care Functional Screens on all individual on waiting lists. Currently we have 158 people who have not undergone a Long Term Care Functional Screen. Completion of this document on individualized clients take 3-4 hours. There is no financial incentive to cover the staff time and effort that must be expended to complete these screens.
- Further, CMS has issued the Department a directive regarding a “switch” in the manner in which waiting lists are maintained. This will involve prescribed review of individuals on waiting lists, and documentation with the State/CMS that the manner in which individuals are served via waiting lists is in compliance with Federal/State guidelines, requiring staff time and effort to ensure compliance in order to continue receipt of Federal Waiver monies.

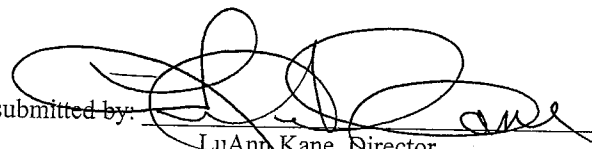
Going into the planning process for the 2010 Proposed Budget, the County Administrator commented that this would be a difficult exercise for department heads. His prediction was accurate. As a

Department, the DD Board has expended an enormous amount of energy and effort to apply the taxpayer’s dollars wisely.

In an ideal scenario, the department would have liked to reduce the County tax levy from the previous year (2009). Unfortunately that is not possible. We are dealing with people with disabilities. These individuals are often challenged by physical deficits, communication deficits, a lack of insight into the world around them, and often are not supported in a manner that they learn how to make good decisions. This is a vulnerable population. We are charged with ensuring their health and safety. This type of support requires the department to actively pursue alternative funding mechanisms whenever possible. People with disabilities in Rock County are also contributing members of our community through employment, volunteer activities, and serving as role models.

The members of the Rock County Developmental Disabilities Board and staff are appreciative of the support provided by this County’s administrative team. You continue to have our assurance that we will serve people with disabilities in a respectful and cost effective manner. Thank You.

Respectfully submitted by:

  
LuAnn Kane, Director

Department Developmental Disabilities**Budget Analysis by Program**

Programs	Admin	Purchase of Care	Family Care	Family Support	Professional Care	Adult Foster Care	COP	CLTW	Budget Summary
Positions	8.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	8.00
Salaries	\$413,681	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$413,681
Fringe Benefits	\$224,598	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$224,598
Operating Expenses	\$364,331	\$1,242,043	\$98,465	\$30,000	\$0	\$25,847	\$8,000	\$199,728	\$27,511,399
Capital Outlay	\$500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$500
Allocation of Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal	\$1,003,110	\$1,242,043	\$98,465	\$30,000	\$0	\$25,847	\$8,000	\$199,728	\$28,150,178
Indirect Cost Alloc.	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$1,003,110	\$1,242,043	\$98,465	\$30,000	\$0	\$25,847	\$8,000	\$199,728	\$28,150,178
Revenue	\$1,003,110	\$771,874	\$98,465	\$30,000	\$0	\$25,847	\$8,000	\$199,728	\$24,863,406
Fund Bal. Applied	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
County Share	\$0	\$470,169	\$0	\$0	\$0	\$0	\$0	\$0	\$3,286,772

## Administrator's Comments

### Developmental Disabilities Board

#### Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	8.0	8.0
Salaries	413,681	413,681
Fringe Benefits	224,598	224,598
Operating Expense	27,511,399	27,511,399
Capital Outlay	500	500
Allocation of Services	0	0
<b>Total Expense</b>	<b>28,150,178</b>	<b>28,150,178</b>
Revenue	24,863,406	24,863,406
Transfer In	0	0
Fund Balance Applied	0	0
Tax Levy	3,286,772	3,286,772
<b>Total Revenues</b>	<b>28,150,178</b>	<b>28,150,178</b>

The Charter for the Developmental Disabilities Board provides a good description of the services provided, as well as the waiting lists. I encourage the reader to refer to that document. Through its Developmental Disabilities programs, Rock County provides services mandated by the State to approximately 1,300 citizens.

As noted in previous years, the Developmental Disabilities budget is a complex document. It utilizes 18 different revenue sources to provide funding for five major program areas, plus administration of those programs. Due to these multiple revenue sources, and the fact that many of the Board's activities are mandated by the State, it can be difficult to anticipate the level of services that will be required from year to year. In particular, it is nearly impossible to predict the number of emergency placements the Developmental Disabilities Board will be required to respond to and pay for each year. In the last three years, the number of such placements has exceeded the number for which the Board has budgeted, despite having set aside more than \$700,000 in 2009 for unanticipated emergencies.

Due to this and other factors, Ms. Kane is projecting a budget deficit for 2009 totaling \$336,252. Ms. Kane explains the reasons for the budget deficit as follows:

#### **Projected Budget Deficit for 2009**

Eleven clients and/or their families utilized emergency dollars in 2009. Emergent costs fall into several categories, including emergent injury or illness; the need for re-location due to parental emergency; re-location due to abuse, neglect, or financial exploitation; and in one case emergency detention leading to a re-location to a more secure residential setting. Total costs for these emergent placements above that which was budgeted is projected to be \$304,757. Because these placements are, for the most part, covered by the Federal Waiver formula, the County is required to subsidize \$163,208 of this amount.

In addition to the amount expended for emergency placements, the department has experienced increased expenses in areas of individual client support (service modifications), increased respite costs due to illness of a care giver, additional expenses related to the cost of completion of court-ordered competency reports for select clients, and the need to obtain medical equipment for an aging population.

The estimated 2009 expense in the area of individual client support/service modifications beyond the amount budgeted is \$124,006; the County subsidized amount is \$49,788.

The remaining \$123,256 of County funds was expended on a variety of service-related costs. Foremost among these costs was the necessity to admit two individuals to institutional settings while in the process of relocating these same individuals due to abuse/neglect allegations. Increasing care rates became necessary because of the clients' failing health. The Board was also responsible to cover the cost of several nutritional assessments in order to ensure the health and safety of designated clients.

Every year, a number of clients are removed from the waiting lists for the various services provided through the Developmental Disabilities Board. As noted above, in the last several years this has happened largely as individuals on the waiting lists experience emergencies requiring the Board to begin paying for services. In 2010, the Developmental Disabilities Board budget includes \$734,281 to cover the expenses associated with providing services to new clients. If prior years' experience serves as a guide most, if not all, of this amount will be devoted to unanticipated emergency placements.

In addition to increases in emergency placements, the long-standing cost-shifting by the State to the County has had an adverse affect on the County tax levy. Of particular note is the Birth-to-Three Program. The Birth-to-Three Program is a federally mandated program focusing on intervention for children ages birth to three years who display functional deficits in designated skill areas. Over the last several years the number of mandated services—such as providing services in each child's "natural environment"—has increased while State funding has decreased. Just since 2007, State funding has fallen by more than \$31,000, including a \$21,000 decrease in 2010. This will bring State funding for the program below the amount that was provided in 1996, since which time County tax levy support has increased by more than 300%.

This program is an entitlement, meaning that the County cannot establish waiting lists and is required to fund services that are not paid for by decreasing State funding. However, given the significant amount of tax levy that has gone to support the program over the years, and the atypical funding increases sought by the County's contracted Birth-to-Three provider, Ms. Kane believes that the program can be operated more efficiently while still providing the same level of mandated services to children. Consequently, she is requesting a decrease of \$49,536 in tax levy support for the program in 2010. It is anticipated that this amount will still exceed the minimum "maintenance of effort" amount the State requires the County to fund. Ms. Kane will be working with contracted providers in 2010 to identify program efficiencies.

In addition to the Birth-to-Three Program, Ms. Kane has reviewed many aspects of the operation during her first year as Director to ensure that services are provided efficiently. In some cases this has resulted in an increase in funding and services for some clients, while in others it has resulted in more appropriate services being provided at a reduced cost. One area of cost reduction in 2010 concerns the organization and levels of staffing of the Developmental Disabilities Board, as Ms. Kane is requesting a number of personnel actions to better align staff resources with operational needs. Specifically, Ms. Kane is requesting the deletion of the Staff Assistant to the Developmental Disabilities Director and the 0.5 full-time equivalent (FTE) Administrative Assistant, both of which will be vacant due to employee retirements in 2009. In place of these positions, Ms. Kane requests creating a new 1.0 FTE Clerk-Typist II. Ms. Kane also requests that two Account Clerk II positions be upgraded to DD Financial Worker positions to more accurately reflect the increased complexity of duties they would perform. The overall affect of these changes is a reduction of 0.5 FTE and a savings of \$23,448. These changes are recommended.

The requested and recommended budget includes an increased tax levy of \$184,974, or 6.0%, as compared to the 2009 budget.

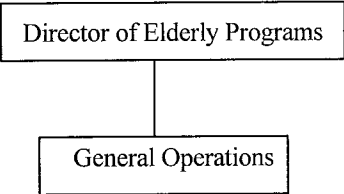
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**F.    Education, Veterans and Aging Services Committee**

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Council on Aging



<u>Present Personnel (Full Time Equivalent)</u>		<u>Summary of Personnel Modifications</u>		
1.0	Director of Elderly Programs	New Positions	<u>Dept. Request</u>	<u>Admin. Rec.</u>
1.0	Nutrition Program Supervisor		0	0
1.0	Transportation Program Supervisor	Deletions	0	0
1.0	Information & Assistance Specialist			
1.0	Benefit Specialist	Reallocations	0	0
1.0	Clerk-Typist III			
<u>1.0</u>	Specialized Transit Scheduler/Clerk	Reclassifications	0	0
7.0	Total	Re-Titles	0	0
		Upgrades	0	0

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## Charter: Council on Aging

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### 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. Public knowledge efforts of the Council on Aging, and services offered through this department, will be continued.
- 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 reach and serve minority populations will be developed and implemented.
- i. Strategies that increase client participation and contributions will be implemented.
- j. Staff will play an active role in the planning for an aging and disability resource center.

#### 2. Nutrition

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

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

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

The congregate meal program is funded through Title III-C-1 of the Older Americans Act. The home delivered meal program is funded through Title III-C-2 of the same Act. All participants

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## Charter: Council on Aging

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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. Innovative methods to improve attendance at congregate meal sites will be tested.
- c. Non-traditional publicity sources will be identified and applied to increase home delivered meal usage.
- d. Individualized nutrition counseling to participants who are identified as at-risk will be provided through collaboration with a registered dietitian.
- e. 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 clients eligible for Medical Assistance. Funding is provided through Section 85.21 and Section 5310 of the Wisconsin Department of Transportation, Wisconsin Department of Veterans Affairs, Medical Assistance, and client contributions.

The Rock County Council on Aging provides coordination of transportation services for individuals who are elderly or disabled to medical appointments outside of Rock County. This is accomplished through utilization of volunteer drivers who offer their time and use of their privately owned vehicle for this purpose. Transportation is available Monday through Friday,

generally from 7:00 a.m. to 6:00 p.m., as volunteers are available. Service is curb-to-curb; meaning the passenger must be able to ambulate to the car independently. To maximize the utilization of volunteer services, rides may be shared with other passengers going to the same location or to a location in close proximity.

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

Dispatch services are conducted by Council on Aging staff. The County contracts with an independent provider of personnel to operate the vehicles.

To be eligible for specialized transit services, an individual must be at least 55 years of age or have a disability. Persons eligible for Medical Assistance are also transported on a "space available" basis for medical related trips.

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

### Objectives:

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

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## Charter: Council on Aging

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4. 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.

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

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

Objectives:

- a. Existing community access points will continue to be utilized at Benefit Specialist monthly outreach sites.
- b. Homebound older individuals will be served through home visits.
- c. Information on scams, frauds and other illegal activities that target the elderly will be distributed.

- d. Education and assistance will be provided to Medicare beneficiaries on prescription drug issues and choices through the Medicare Part D drug benefit and/or Wisconsin SeniorCare.
- e. Referrals will be made to clients for other services provided by the Council on Aging and other community agencies.

5. 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.

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## Charter: Council on Aging

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

6. National Family Caregiver Support Program

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

Objectives:

- a. Information on caregiving issues will be distributed through the Council on Aging's brochures, newsletter, and website.
- b. Information will be distributed through caregiver support groups and other service agencies.
- c. Scholarships will be provided to caregivers for training sessions/workshops/seminars.
- d. Caregiver literature and caregiving tools will be purchased and disseminated.
- e. Limited respite will be provided.

- f. "Powerful Tools for Caregiver" workshops will continue to be provided to caregivers in the county.
- g. An annual caregiver conference will be provided to caregivers and service professionals.

7. 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.

Senior Services of Rock County Inc. receives funding through the State Senior Community Services Program and through Title III-B of the Older Americans Act for respite care and in-home services provided through the Senior Companion Program.

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. As of August 2008, there have been over 90 participants.

The director of the Rock County Council on Aging has been trained to facilitate 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. As of August 2008, approximately 200 individuals have participated in this workshop.

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## Charter: Council on Aging

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

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

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

Objectives:

- a. Continue providing services to older persons who are victims of abuse/neglect.
- b. Continue to participate in the Elder Abuse/Adults-at-Risk Interdisciplinary Team.
- c. Council on Aging staff will continue in leadership roles in the planning and execution of senior fairs.
- d. Encourage the development of volunteer opportunities for older persons to meet the needs of other older persons and of the broader community.
- e. Leaders for “Living Well with Chronic Conditions” will be trained and workshops will continue to be offered throughout the county.
- f. Leaders for *Stepping On* will be trained and workshops will continue to be offered throughout the county.
- g. In accordance with policy of the area agency on aging, more evidence-based preventative health programs will be initiated in the county.
- h. The Council on Aging will coordinate a County Senior Statesmanship Program.

Reviewed and Approved by:

  
Joyce Lubben, Director of Elderly Programs

Department Council on Aging**Budget Analysis by Program**

Programs	Senior Citizen Program	Title III-B	Community Services	Nutrition Program	Home Delivered Meals	E & H Transportation	Volunteer Driver Program	Family Caregiver Program	Benefit Specialist	Title III-D Sr. Farmers' Mrkt	Budget Summary
Positions	2.00	1.00	0.00	1.00	0.00	2.00	0.00	0.00	1.00	0.00	7.00
Salaries	\$97,364	\$37,313	\$0	\$44,663	\$0	\$74,772	\$0	\$0	\$38,043		\$292,155
Fringe Benefits	\$43,862	\$25,904	\$0	\$15,483	\$0	\$44,143	\$0	\$0	\$26,041		\$155,433
Operating Expenses	\$24,968	\$103,992	\$11,918	\$346,870	\$186,082	\$430,010	\$70,740	\$62,117	\$16,385	\$21,257	\$1,274,339
Capital Outlay	\$5,500		\$0		\$0	\$40,000					\$45,500
Allocation of Services	(\$119,897)	(\$43,260)	\$0	\$0	\$0	\$0	\$0		(\$47,031)	\$0	(\$210,188)
Subtotal	\$51,797	\$123,949	\$11,918	\$407,016	\$186,082	\$588,925	\$70,740	\$62,117	\$33,438	\$21,257	\$1,557,239
Indirect Cost Alloc.											\$0
Total	\$51,797	\$123,949	\$11,918	\$407,016	\$186,082	\$588,925	\$70,740	\$62,117	\$33,438	\$21,257	\$1,557,239
Revenue	\$100	\$123,949	\$11,918	\$389,858	\$174,500	\$509,437	\$70,740	\$62,117	\$33,438	\$21,257	\$1,397,314
Fund Bal. Applied				\$17,158	\$11,582	\$8,000					\$36,740
County Share	\$51,697	\$0	\$0	\$0	\$0	\$71,488	\$0	\$0	\$0	\$0	\$123,185



## Administrator's Comments

### Council on Aging

#### Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	7.0	7.0
Salaries	292,155	292,155
Fringe Benefits	155,433	155,433
Operating Expense	1,274,339	1,274,339
Capital Outlay	45,500	45,500
Allocation of Services	(210,188)	(210,188)
<b>Total Expense</b>	<b>1,557,239</b>	<b>1,557,239</b>
Revenue	1,397,314	1,397,314
Fund Balance Applied	36,740	36,740
Tax Levy	123,185	123,185
<b>Total Revenues</b>	<b>1,557,239</b>	<b>1,557,239</b>

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

Transportation is one of the major program areas provided by the department. A primary funding source for transportation programming is State Aid provided through the Wisconsin Department of Transportation. This "Section 85.21" funding requires a 20% tax levy match. In 2009, Rock County will receive \$349,299 through this grant program, which will require a County match of \$69,860.

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 July, 2009:

2008 Ford mini-bus	14,692 miles
2008 Ford mini-bus	18,434 miles
2007 Ford mini-bus	80,289 miles
2007 Ford mini-bus	80,504 miles
2006 Ford mini-bus	86,387 miles
2006 Ford mini-bus	91,726 miles
2006 GMC mini-bus	119,239 miles
2003 Ford mini-bus	118,649 miles

Ms. Lubben plans on replacing one vehicle in 2010, with 80% of the cost funded by Federal funds and 20% funded through the Department's Vehicle Trust Fund. Other costs of operating the transit program are partially funded through per-trip fees charged to users.

The Council on Aging's fleet of mini-buses is used to provide "paratransit" services in Beloit and Janesville. Both cities are required to provide this service during the same hours their bus systems operate. The County provides this service during the County's normal operating hours, as well as extended hours on the weekends and before 8:00 a.m. and after 5:00 p.m. Beloit and Janesville reimburse the County for the cost of paratransit services not covered by the Section 85.21 grant and fares. The demand for paratransit services has increased in 2009, and Ms. Lubben expects this trend to continue in 2010.

The Volunteer Driver Program provides rides to out-of-county medical appointments through the use of volunteer drivers. The program charges a per-mile fee to the riders. If more than one client shares a ride, the charge is split among the riders. This fee was increased to 30 cents per mile in the 2009 budget. No increase is requested for 2010.

Overall, the requested and recommended budget for the transit program includes \$8,000 from the Vehicle Trust Fund. This should leave a balance of about \$53,000 in the Trust Fund at the end of 2010.

Another major program area for the Council on Aging is the Nutrition Program which consists of both the Congregate Meal Program and the Home Delivered Meal Program. The Congregate Meal Program provides about 34,000 meals annually at eight locations throughout the county. The Department tracks usage at each location throughout the year to determine whether to close a meal site or open a meal site at a different location. The cost for each meal provided is \$3.45. Donations from those receiving the meals are expected to cover about \$2.00 of each meal provided next year. No tax levy is required to support the program as Federal Aid covers the remainder of the cost of the meals.

The Home Delivered Meal Program provides about 21,500 meals per year in the rural areas and smaller communities. For a number of years, Rock County has also used federal funds to provide a subsidy to the Beloit Meals on Wheels Program. It was made clear when the subsidy began that it would continue only as long as federal funds remained available. Due to recent increases in federal funding, the subsidy being recommended for 2010 is \$50,000, which is the same level as 2009. This level of funding will provide a \$2.00 subsidy for 25,000 home-delivered meals in the Beloit area.

In 2009, the Council on Aging received \$39,777 through the Federal American Recovery and Reinvestment Act (ARRA) grants to assist in covering the costs associated with the Nutrition Program. It is anticipated that these funds will be expended in 2009 and, therefore, will not be available to fund the program in 2010.

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 a contract with Senior Services of Rock County 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, but that only \$24,152 will be available for this purpose in 2010. This is about \$1,000 less than 2009. In 2010, this funding will be split between the "Title III-B" account and the "State Pharmacy Asst. Prog." account.

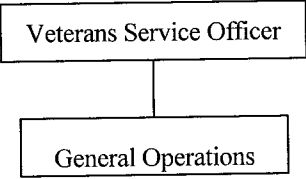
For many years, the Council on Aging and the Long Term Support Division within the Human Services Department have shared responsibility for the State-mandated Elder Abuse Program. Historically, the Council on Aging served as the designated lead agency with responsibility for budget oversight, while the Long Term Support Division conducted investigations. Ms. Lubben has requested that the Human Services Department be designated as the lead agency beginning in 2010 so that one department will have responsibility for both the administrative and investigative functions. This should improve services to clients by streamlining referrals and follow up. Due to this change, \$50,909 that has been in the Council on Aging budget will be transferred to the Human Services Department budget in 2010.

Ms. Lubben has requested replacement of a copy machine that is not functioning and is no longer under warranty. The \$5,500 cost for a new multi-function printer/scanner/copier appears in the "Senior Citizen Programs" account under the "Equipment/Furniture" line item and is recommended.

The property tax levy recommended for 2010 operations is \$123,185, which is \$452 less than 2009.

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**Veterans Service Office**



**Present Personnel (Full Time Equivalent)**

1.0	Veterans Service Officer
1.0	Deputy Veterans Service Officer II
<u>2.0</u>	Deputy Veterans Service Officer I
4.0	Total

**Summary of Personnel Modifications**

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

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## Charter: Veterans Service Office

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### 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 same 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 in order to influence veterans programs at both levels.

- f. Services provided by the Veterans Service Office include, but are not limited to, applications for state and federal benefits, counseling and referral for assistance where appropriate, financial, transportation, subsistence, housing, employment opportunities, drug and alcohol abuse, mental and physical disorders and general counseling with specialized practitioners.

#### 2. Veterans Relief

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

#### Standards:

- a. Provide payment for indigent burial, placing of grave headstones, grave flag holders and maintenance of veterans' burial plots according to statutes.
- b. Provide emergency economic assistance to Rock County veterans in a discretionary manner pending monthly approval by the Veterans Service Commission or Veterans Service Officer. This assistance is to be provided on a voucher basis exclusively and will be limited to subsistence, transportation needs and temporary lodging only.
- c. Provide emergency economic assistance to Rock County veterans in a discretionary manner from the Rock County Veterans Donation Trust. To assist with needs not covered by the Veterans Service Commission.

Reviewed and Approved by:

  
John Solis, Jr., County Veterans Service Officer

Department Veterans Service Office**Budget Analysis by Program**

Programs	Veterans Service Office	Veterans Relief							Budget Summary
Positions	4.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4.00
Salaries	\$168,524	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$168,524
Fringe Benefits	\$78,482	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$78,482
Operating Expenses	\$18,576	\$4,746	\$0	\$0	\$0	\$0	\$0	\$0	\$23,322
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Allocation of Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal	\$265,582	\$4,746	\$0	\$0	\$0	\$0	\$0	\$0	\$270,328
Indirect Cost Alloc.									\$0
Total	\$265,582	\$4,746	\$0	\$0	\$0	\$0	\$0	\$0	\$270,328
Revenue	\$16,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$16,000
Fund Bal. Applied		\$1,500							\$1,500
County Share	\$249,582	\$3,246	\$0	\$0	\$0	\$0	\$0	\$0	\$252,828

## Administrator's Comments

### Veterans Service Office

#### Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	4.0	4.0
Salaries	168,524	168,524
Fringe Benefits	78,482	78,482
Operating Expense	23,322	23,322
Capital Outlay	0	0
Allocation of Services	0	0
<b>Total Expense</b>	<b>270,328</b>	<b>270,328</b>
Revenue	16,000	16,000
Fund Balance Applied	1,500	1,500
Tax Levy	252,828	252,828
<b>Total Revenues</b>	<b>270,328</b>	<b>270,328</b>

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. A description of the services provided is contained in the Veterans Service Office Charter.

Mr. Solis reports that a lot of new veterans are contacting his office regarding benefits. Some of those contacts can be attributed to changes in the GI Bill for educational benefits. He also is seeing increased filings for pension claims and death benefits.

The Human Services Supplies/Expense line includes expenses for outreach to veterans at various community fairs and conferences, as well as the cost of providing grave care and flag holders for veterans burials.

The Sundry Expense line item is used to provide small grants to indigent veterans on an emergency basis for living expenses. The cost is totally offset by contributions.

The Veterans Relief Account is used to provide short-term financial assistance to county veterans and their dependents. Funding is typically provided for such things as assistance with groceries, gasoline, and car repairs. By State Statute, the financial assistance payments made to veterans must be reviewed by a Veterans Service Commission. Three Commissioners comprise the Rock County Veterans Service Commission, which meets quarterly to review the disbursements made by Mr. Solis. The budget request for 2010 is composed of \$4,000 for Veterans Relief and \$746 for Per Meeting Allowances and FICA for the Commissioners. The fund balance for this account is expected to be \$2,269 as of December 31, 2009. Thus, I concur with Mr. Solis' request to apply \$1,500 of this fund balance in 2010.

The tax levy recommended for the Veterans Service Office budget as a whole is \$252,828, which is an increase of \$10,266 or 4.2%.

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## Administrator's Comments

### Contributions: Heritage Rock County, RSVP & Senior Services 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	84,582	72,222
Capital Outlay	0	0
Allocation of Services	0	0
<b>Total Expense</b>	<b>84,582</b>	<b>72,222</b>
Revenue	0	0
Fund Balance Applied	0	0
Tax Levy	84,582	72,222
<b>Total Revenues</b>	<b>84,582</b>	<b>72,222</b>

Heritage Rock County is the name of the 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 for the historical societies to present one combined funding request each year to the County Board. This process has been in place for many years. In 2009, the County Board approved a 2% increase. Heritage Rock County is requesting \$22,992 in 2010 which is a 2.7% increase. I am recommending the same level of funding as provided in 2009.

The Retired & Senior Volunteer Program (RSVP) places people age 55 and older into a variety of volunteer work 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 2009, the County Board approved a 2% increase. RSVP is requesting \$26,350 for 2010, an increase of 3% over the prior year. RSVP faces many of the same challenges as Rock County in 2010, including frozen or declining funding from State, Federal, and private sources. I am recommending the same level of funding as provided in 2009. RSVP is also recommended to receive \$5,350 in 2010 for services it provides through the Council on Aging budget.

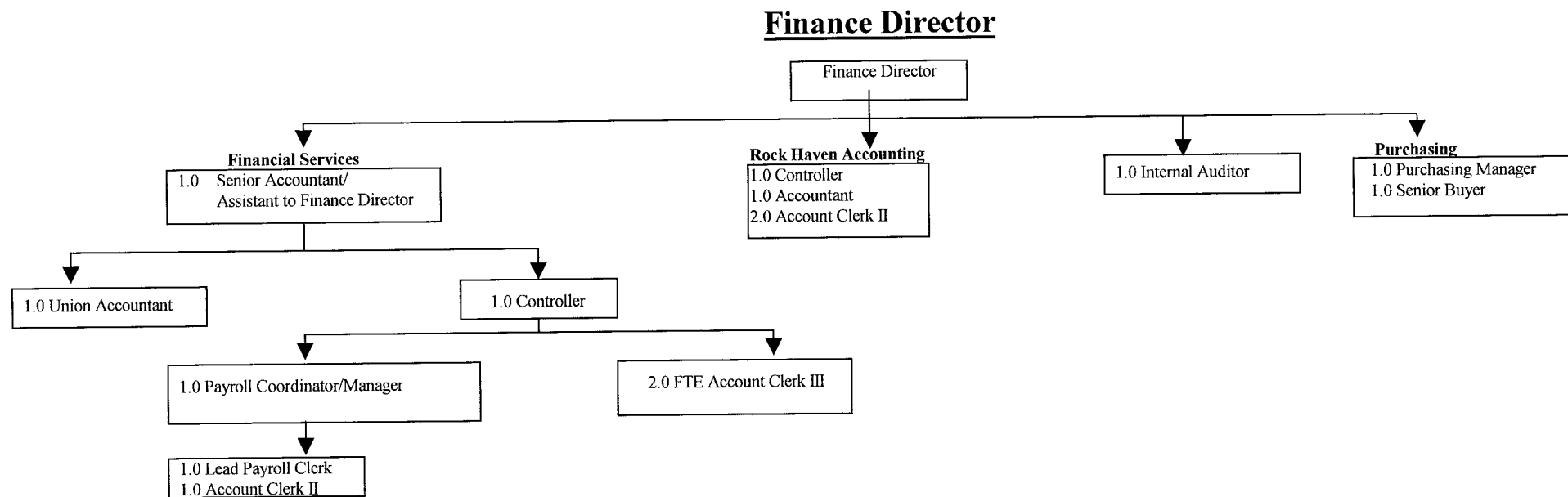
Senior Services of Rock County provides a variety of services to the elderly. Much of the funding received by Senior Services is governmental funding which comes through, and is allocated by, the County. The property tax levy funding requested in this account is used to provide respite care as part of the Senior Companion Program. The County Board provided a 2% increase in 2009. The request for 2010 is \$35,240 which is an increase of \$10,923 or 44.9% over the 2009 Budget. I am recommending the same level of funding as provided in 2009.

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G. Finance Committee

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**Present Personnel (Full Time Equivalent)**

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

**Summary of Personnel Modifications**

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

**Charter: Finance Director**

Objectives & Standards

1. General Operations

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

Standards:

- a. Assist all County officials concerning the maintenance of financial records to conform to generally accepted accounting principles.
- b. Maintaining all of the accounts of the County and all books of account as the County Board directs except for payroll records.
- 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), including Statement 34 which requires all governmental fund transactions to be reported under the full accrual basis of accounting. GASB 40 (effective for fiscal year ended December 31, 2005), which expands the reporting requirements of investments including credit risk, concentration of credit risk and interest rate risk. GASB 45 (effective for fiscal year ended December 31, 2007) pertaining to accounting and financial reporting by employers for post-employment benefits other than pensions.

4. Investments

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

Standards:

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

5. Insurance

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

**Charter: Finance Director**

FINANCIAL SERVICES:

Objectives and Standards

1. General Operations

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

Standards:

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

2. Management:

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

Standards:

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

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

PAYROLL OPERATIONS:

Objectives and Standards

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

Standards:

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

ROCK HAVEN ACCOUNTING OPERATIONS:

Objectives & Standards

1. General Operations

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

## Charter: Finance Director

### Standards:

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

### 2. Management

Assist Rock Haven management in recommending staffing needs for financial reporting purposes during the current downsizing of the facility.

### Standards:

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

### PURCHASING:

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

### Standards:

- a. Oversee the county's purchasing operation, including monitoring decentralized purchasing.
- b. Review the Purchasing Ordinance and Purchasing Policies and Procedures Manual for potential modifications.

- c. Standardize county bidding and purchasing procedures and evaluate quality of items purchased.
- d. Provide training to county personnel on the computerized purchasing system.
- e. Maintain moveable equipment inventory.
- f. Maintain updated vendor lists.
- g. Maintain bid specifications and other purchasing information on the county's website.



Jeffrey A. Smith, Finance Director

Department Finance Director**Budget Analysis by Program**

Programs	Finance Director	Financial Services	Rock Haven Accounting	Purchasing	Payroll				Budget Summary
Positions	2.00	5.00	4.00	2.00	3.00	0.00	0.00	0.00	16.00
Salaries	\$165,787	\$258,721	\$192,021	\$106,175	\$123,284	\$0	\$0	\$0	\$845,988
Fringe Benefits	\$69,546	\$142,533	\$103,758	\$41,558	\$63,646	\$0	\$0	\$0	\$421,041
Operating Expenses	\$3,740	\$10,431	\$22,568	\$5,310	\$2,947	\$0	\$0	\$0	\$44,996
Capital Outlay	\$0	\$5,500	\$0	\$0	\$1,800	\$0	\$0	\$0	\$7,300
Allocation of Services	\$0	(\$8,150)	(\$318,347)	\$0	(\$43,999)	\$0	\$0	\$0	(\$370,496)
Subtotal	\$239,073	\$409,035	\$0	\$153,043	\$147,678	\$0	\$0	\$0	\$948,829
Indirect Cost Alloc.									\$0
Total	\$239,073	\$409,035	\$0	\$153,043	\$147,678	\$0	\$0	\$0	\$948,829
Revenue	\$0	\$480	\$0	\$0	\$3,530	\$0	\$0	\$0	\$4,010
Fund Bal. Applied									\$0
County Share	\$239,073	\$408,555	\$0	\$153,043	\$144,148	\$0	\$0	\$0	\$944,819

## Administrator's Comments

### Finance Director

#### Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	16.0	16.0
Salaries	845,988	845,988
Fringe Benefits	421,041	421,041
Operating Expense	44,996	44,996
Capital Outlay	7,300	1,800
Allocation of Services	(370,496)	(370,496)
<b>Total Expense</b>	<b>948,829</b>	<b>943,329</b>
Revenue	4,010	4,010
Fund Balance Applied	0	0
Tax Levy	944,819	939,319
<b>Total Revenues</b>	<b>948,829</b>	<b>943,329</b>

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

The cost of the Rock Haven Accounting Office is charged back to Rock Haven as it is part of the cost of operating a nursing home. This cost is budgeted to be \$318,347 in 2010 and appears as a "cost allocation" or negative expenditure in line item #6800. Also included in this line item is \$43,999 charged back to the Human Services Department for payroll services and a total of \$8,150 to be charged back to the Health Insurance Trust Fund for work involved in billing for retiree health insurance and the Dog License Fund for work involved in handling this account. Thus, the total in the "Cost Allocation" line item is \$370,496.

Governmental Accounting Standards Board (GASB) standards call for increased accountability and reporting requirements for local government. This is adding more work and complexity with respect to the County's financial statements and audits. Mr. Smith plans on attending the National Government Finance Officers Association (GFOA) Conference in June 2010 to become more familiar with GASB rule changes.

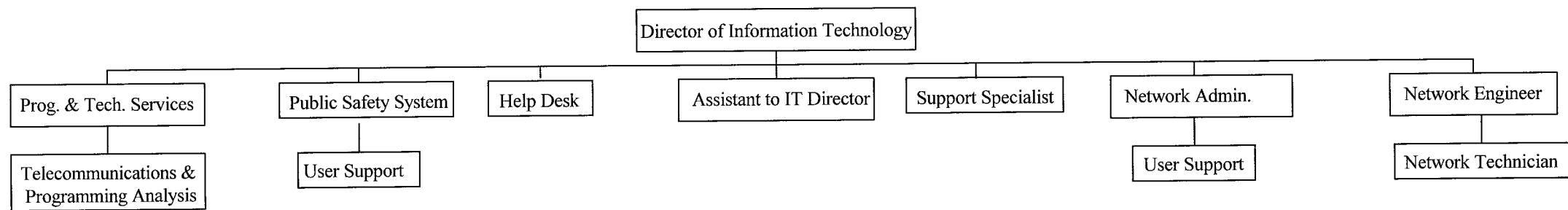
Also included in the training request for 2010 is funding to send two staff to the National Bi-Tech Conference. An updated version of the County's accounting system (Bi-Tech) is being installed. It is very important that the Senior Accountant and Controller receive the training available at the conference to efficiently use the new software.

A replacement copier with print/fax/scan capabilities is being requested for the Courthouse Accounting Office at a cost of \$5,500. Rather than budgeting for this purchase in 2010, Mr. Smith has agreed to either purchase the copier in 2009 with available funds or carry over funds to 2010 for the purchase.

Also requested is \$1,800 to replace a Level II Laserjet Printer in the Payroll Office in 2010. This purchase is recommended.

The recommended tax levy for Financial Services is \$939,319, which is a decrease of \$11,246 from the prior year.

# **Information Technology Department**



**Present Personnel (Full Time Equivalent)**

1.0	Information Technology Director
1.0	Assistant to Information Technology Director
1.0	Programming & Technical Services Manager
1.0	Computer Network Engineer
1.0	Public Safety Systems Manager
5.0	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 Specialist
<u>2.0</u>	Help Desk/Operations Technician
23.0	Total

**Summary of Personnel Modifications**

New Positions

Telecom/Network Specialist

Deletions

Telecommunications Specialist

Reallocations

Reclassifications

Re-Titles

Upgrades

<u>Dept. Request</u>	<u>Admin. Rec.</u>
1.0	1.0
1.0	1.0
0	0
0	0
0	0
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:
  - Enhancements to the Law Records Management System
  - Enhancements to the 911 Computer-Aided Dispatching System
  - Enhancements to the Mobile Data System and Network
  - Continue integrating these systems wherever necessary.
  - Providing support for all municipalities that use the systems.
- 4. Upgrade and implement additional modules for the Payroll/Human Resource System, the Human Services System, GIS, and the Financial System.
- 5. Continue to upgrade and configure our file and application server systems and network to acceptable levels of fault-tolerance, security, and reliability.
- 6. Train County users in the use of supported desktop and other County applications.
- 7. Continue to upgrade our PC and printer diagnostics and repair skill-sets in order to effectively manage the ‘self-maintenance’ process for equipment no longer under warranty or contracted support.
- 8. Provide support for all other unknown and future applications.

3. Production

To plan and implement production schedules to meet departmental needs.

Standards:

- A. The following is a partial list of applications that will be maintained throughout the year: County Telephone Systems, including cell phones; PBX Switches and Directories, Voice Mail System & Call Detail Recording System; 51.42 Billing, State



**Charter: Information Technology**

Client Services Information Systems; Nursing Home Clinical and Billing; Accounting and Finance Systems; Payroll/Human Resources System; Public Works Department; Human Services Client Maintenance; Property Tax Accounting; Surveyor Indexes and Processing; Cash Receipting System; eWisacwis; County-Wide Law Records Management System; Time Clock & Jail Management; E-911 CAD; Patient Trust Accounting; Health Department Permit and Time Accounting System, Register of Deeds Grantor/Grantee Tract Index; Document Imaging; Disaster Recovery Computer System, PC Network Applications including Microsoft Office, E-mail, Calendar, Land Records GIS System, Web site and Internet. Support over 175 unique PC software applications.

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

C. Major Production Statistics - Anticipate printing:  
44,000 Payroll Checks, including County Board Per Meeting Allowance  
46,000 Accounts Payable Checks  
56,000 Tax Data Mailers  
48,000 Real Estate and Personal Property Tax Bills

D. TOTAL NUMBER OF DEVICES IN 2008:

Printers and Plotters	374
PCs and Workstations	1024
Time Clocks	13
Scanners and Imaging Equipment	15
Midrange Computers and Data Center Printers	5
PBX Phone Switch Sites	4

E. TOTAL NUMBER OF USERS:	2006	2007	2008	2009
	997	1002	1004	1004

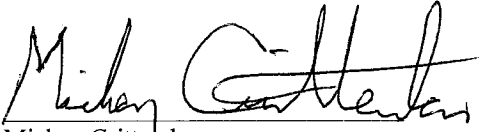
4. Major Projects that will affect IT in 2010:

- A. Expand Enterprise Content Management System for Web site
- B. Continue Tax Receipting and Real Property Systems migration project.
- C. Replace aging storage area network.
- D. Add more functionality and information to the County's Web site.
- E. Deploy expanded document imaging throughout County operations.

- F. Upgrade older servers as needed.
- G. Upgrade older network switches and routers as needed.
- H. Consolidate and virtualize servers whenever possible.
- I. Manage Blackberry devices within County operations.

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

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



Mickey Crittenden  
Information Technology Director

Department Information Technology**Budget Analysis by Program**

Programs	Information Technology	Voice Communications	Countywide Law Records	IT Capital Projects				Budget Summary
Positions	22.00	0.50	0.50	0.00	0.00	0.00	0.00	23.00
Salaries	\$1,470,878	\$23,365	\$23,365	\$0	\$0	\$0	\$0	\$1,517,608
Fringe Benefits	\$643,809	\$16,082	\$16,082	\$0	\$0	\$0	\$0	\$675,973
Operating Expenses	\$1,338,171	\$102,732	\$131,395	\$0	\$0	\$0	\$0	\$1,572,298
Capital Outlay	\$349,613	\$0	\$0	\$310,540	\$0	\$0	\$0	\$660,153
Allocation of Services	(\$2,809,422)	(\$142,179)	\$0	\$0	\$0	\$0	\$0	(\$2,951,601)
Subtotal	\$993,049	\$0	\$170,842	\$310,540	\$0	\$0	\$0	\$1,474,431
Indirect Cost Alloc.								\$0
Total	\$993,049	\$0	\$170,842	\$310,540	\$0	\$0	\$0	\$1,474,431
Revenue	\$3,345	\$0	\$0	\$310,540	\$0	\$0	\$0	\$313,885
Fund Bal. Applied	\$60,000							\$60,000
County Share	\$929,704	\$0	\$170,842	\$0	\$0	\$0	\$0	\$1,100,546

# **Administrator's Comments**

## **Information Technology Department**

### **Summary of Department Requests and Recommendations**

Description	Department Request	Administrator's Recommendation
Positions	23.0	23.0
Salaries	1,517,608	1,517,608
Fringe Benefits	675,973	675,973
Operating Expense	1,572,298	1,572,298
Capital Outlay	660,153	660,153
Allocation of Services	(2,951,601)	(2,951,601)
Total Expense	1,474,431	1,474,431
Revenue	46,570	46,570
County Sales Tax	0	267,315
Def. Fin.	267,315	0
Fund Balance Applied	60,000	60,000
Tax Levy	1,100,546	1,100,546
Total Revenues	1,474,431	1,474,431

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, or where there is a limited tax levy funding situation. Charge-backs to Departments include both the service costs for data processing and an amount for new equipment and software being purchased for those Departments. These charge-backs appear in the "Cost Allocations" line item in the main account and total \$2,809,422.

Mr. Crittenden has proposed working on six initiatives in 2010. I have asked him to provide a description of these initiatives. His description follows:

### **Rock County Information Technology Initiatives For 2010**

The 2010 IT budget reflects the continuance of supporting current County business processes throughout all of Rock County's governmental operations, with a specific focus on helping all County departments operate as cost-effectively as possible. Additionally, specific technology projects are planned to significantly improve County operations, including the following budget-affecting strategic projects, in priority sequence:

<b><u>Project</u></b>	<b><u>Budget Effect</u></b>
<b><i>Storage Area Network Replacement</i></b>	<b><i>\$80,000</i></b>
<i>-- Addresses storage system that is end-of-support 12/31/10</i>	
<i>-- meets the growing need for storage of structured and unstructured information</i>	
<i>-- enables business continuity and disaster recovery processes to better develop</i>	
<i>-- Capital Improvement Plan (CIP) project</i>	

The County's current Storage Area Network, from Hitachi Data Systems, reaches its end-of-support on 12/31/10. It is in the County's best interest to use storage systems that are supportable by the manufacturer. This project will meet the growing storage requirements for both structured and unstructured County information. The new SAN

will include functionality that allows for the development of more streamlined business continuity and disaster recovery processes. This is a CIP project.

***Tax Receipting and Real Property System Migration from HP e3000***

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

The objective of this currently active initiative is the migration of the Tax Receipting and Real Property systems to a newer platform from the soon-to-be obsolete HP e3000. Significant staff resources will be assigned to perform analysis, design and development for this migration project which is targeted for completion during 2010.

***Enterprise-wide Document Imaging and Management System*** **\$93,040**

- *Enables document imaging for each department*
- *Facilitates more streamlined management of Public Records*

This project is projected to span two years at a total cost of \$186,080 and represents an opportunity to meet a latent demand that has been building in nearly all County departments for document imaging and improved document management. The project will address the need to image new documents as well as existing documents into an indexed structure that allows for rapid and convenient retrieval. The tentative roll-out for document imaging during 2010 will be for Child Support, County Clerk, Mediation & Family Court Services, District Attorney and the Health Department Environmental Health Division. Other departments will follow in 2011. This is a strategic software purchase that may be a candidate for the use of borrowed funds.

***Network Server Replacements*** **\$30,000**

- *Addresses aging servers (+ 5 years) that have increasing maintenance costs*
- *Boosts performance and throughput of existing and future applications*
- *Lowers power and cooling costs*
- *Increases Server Virtualization capabilities*
- *Capital Improvement Plan project*

The IT Department currently manages 63 servers and a varying number of replacements are planned each year. The server replacement plan for 2010 includes two general

purpose Windows servers that will be out-of-support due to age or that do not meet current demand. These servers are application and database servers used by multiple County operations. In addition to addressing performance and application requirements issues, the new servers will result in lower power and cooling costs.

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

Given the expected life of at least five years, these servers are strategic assets and, as such, are good candidates for the use of borrowed funds. The 2010 server replacement plan is part of the multi-year CIP project that recognizes the need to replace aging servers that are no longer meeting the County’s needs.

***Network Upgrade Project*** **\$107,500**

- *Replace half of the County’s switches to allow for 1 GB speed to the desktop*
- *Replace aging Firewall device*
- *Implements improved network Access Control*
- *Capital Improvement Plan project*

Most importantly, this project will allow high-bandwidth network users (like GIS, Payroll, and others) to connect to the County network at 1 GB/sec. speed, which represents a 10x improvement over current desktop connections. This will be accomplished by replacing half of the County’s aging Layer 2 Switches during 2010. The remaining switches would be planned for replacement in 2011. This project will result in greatly enhanced response times and productivity for users who regularly access large amounts of information.

Where applicable, we will be introducing Power-over-Ethernet switches that supply both power and network signal over Ethernet cabling. This will save the expense of providing a separate electrical power source for network endpoints such as wireless access points, cameras, IP phones and other devices.

Additionally, this project implements a current generation network Firewall device for added protection of County assets, such as Web servers, that are exposed to the Public Internet. The Firewall prevents unauthorized access to the County’s internal network.

Thirdly, this project will include the implementation of Cisco's Access Control software that will allow centralized management of all Layer 2 network switches. The Access Control software also allows for a more refined process for specifying network access rights for all users.

This is a multi-year CIP project that is focused on steadily improving the County's network in order to meet continually increasing network service demands.

***Fiber Optic Network Backbone for Public Safety and Governmental Operations***

- *Construct a fiber optic network connecting key facilities in Janesville, Beloit and the County*
- *Establish backhaul capacity for voice, data, and video applications*
- *Multi-jurisdictional and Multi-discipline in scope*
- *A CIP project coordinated with E911 Comm. Ctr. and other agencies*
- *Contingent upon grant funding*

A regional consortium of Rock County municipalities, school districts, colleges and libraries has formed in tandem with Wiscnet to apply for a Broadband Stimulus grant that would largely fund a fiber optic network backbone for delivering bandwidth-intensive public safety, educational, and municipal data, voice and video applications. The Rock County regional consortium represents the commitment and the importance that the member local governments attach to providing the highest level of safety and security for its citizens, and to working together to increase the effectiveness and interoperability of their critical network communications. The County consortium recognizes the importance of providing enhanced network services for enabling essential improvements in municipal, educational and public safety applications.

While the cost of this CIP project will be handled outside of the IT operating budget, significant IT staff time will be expended for analysis and implementation tasks.

Four out of the six initiatives proposed by Mr. Crittenden have an impact on the 2010 Budget. These four items total \$310,540 in expense and are all found in the IT budget under the "IT Capital Projects" account. As Mr. Crittenden notes, the "Enterprise-wide Document Imaging and Management Project" affects a number of County departments, including the Child Support Enforcement Office. As I have explained in the Administrator's Comments for Child Support, funding is being provided in 2010 under the American Recovery and Reinvestment Act (ARRA) for Child Support activities and projects. Mr. Crittenden and Ms. Baker Ellis anticipate using \$43,225 of this funding to implement the document imaging project in the Child Support Enforcement Office in 2010. This amount is shown under revenue line 4530 "Intergovernmental

Charges—Other County Departments" in the "IT Capital Projects Account." Mr. Crittenden has requested that the remaining \$267,315 needed to pay for these four projects be funded through deferred financing. I am instead recommending that these expenses be funded through sales tax proceeds.

Mr. Crittenden is requesting one change in the Department's personnel roster that he believes will better serve users. Currently, the Department has a 1.0 full-time equivalent (FTE) Telecommunications Specialist position which is charged primarily with maintaining the County's telephone system. As telephone technology advances towards being more computer-based, the skills required to maintain the system will also evolve as the focus on a separate phone system decreases. At the same time, the effort required to adequately maintain the public safety systems is increasing. This is due to a number of factors, including the increased number of users and applications, such as the new system that allows law enforcement officers to issue tickets directly from their squads. In addition, an increasing amount of time is being spent assisting user agencies with their internal systems and networks that affect the countywide public safety systems and network.

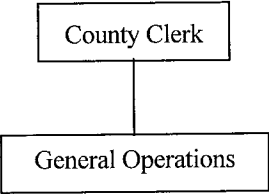
To address this shifting need and priority in the Department, Mr. Crittenden is requesting that the 1.0 FTE Telecommunications Specialist position be deleted and a new 1.0 FTE Telecom/Network Specialist position be created. This new position would address the need Mr. Crittenden has identified to continue to have a position responsible for telecommunications while shifting resources to support the public safety systems. This change would have no net effect on the number of authorized FTE positions in the Department, nor would it have any effect on staff as the Telecommunications Specialist position is currently vacant. I am recommending that the new Telecom/Network Specialist be created at Pay Range 19 (\$46,729 - \$56,731).

Mr. Crittenden has instituted a number of cost saving measures over the past few years. This has assisted in building the Department's net assets. The 2010 Budget recommends applying \$60,000 of funding to offset the tax levy.

The recommended tax levy is \$1,100,546. This is an increase of \$58,271 or 5.6%.

#

**County Clerk**



<b><u>Present Personnel (Full Time Equivalent)</u></b>		<b><u>Summary of Personnel Modifications</u></b>		
			<b><u>Dept. Request</u></b>	<b><u>Admin. Rec.</u></b>
1.0	County Clerk	New Positions	0	0
1.0	Deputy County Clerk			
<u>1.0</u>	Account Clerk II	Deletions	0	0
3.0	Total	Reallocations	0	0
		Reclassifications	0	0
		Re-Titles	0	0
		Upgrades	0	0

Charter: County Clerk

Objectives and Standards

1. General Guidelines

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

2. Clerk to County Board

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

Standards:

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

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

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

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

Standards:

- a. Ensure accuracy in all elections.
- b. Publish election notices in a timely manner in accordance with Chapter 10 and 11 of the Statutes. E-mail legal notices to the designated county newspaper according to county policy.
- c. Verify and audit all nomination papers filed by county candidates. Place on the ballot all candidates who have properly filed nomination papers by the appropriate filing date. Certify candidates to municipal clerks in spring elections.
- d. Program election files using ES&S Unity Software. Proof all ballot styles and send to the printer by deadline set by GAB. Official ballots are shipped directly to municipal clerks and the County Clerk distributes additional election supplies at least 22 days prior to Election Day.

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## Charter: County Clerk

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- e. Each election, the prom packs used in the optical scan equipment and flashcards for the handicapped voting machines are programmed by the County Clerk to reflect the current election and to read the current ballots. Test Packs are developed from sample ballots. Packs, flashcards, and equipment are tested prior to distribution to municipal clerks.
- f. Election results are received from each municipal clerk on election night either by modem or by telephone. Election Returns/results are entered into the Election Reporting Program and are reported out as 'unofficial results' as they are received to the news media and posted to the county website throughout the night.
- g. A Board of Canvass meeting is held on the Thursday following the election to review and certify results to GAB. The Board of Canvass may have to reconvene 7 days after the General Election to count military absentee ballots in fall general elections as required by law.
- h. The State Elections Board may require election Audits if the final total in any municipality differs by 2%. Random audits by GAB will take place beginning November 2008 and continue indefinitely.
- i. Election Security Procedures (ELBd 5) are now in place for equipment and an Emergency Contingency Plan has been established for each Election Night.
- j. Paper documentation is prepared with the Clerk's seal certifying the final results of the election following the Board of Canvass. The Clerk e-mails a canvass report to the state, mails an original certified report to the Government Accountability Board and files in the County Clerk's permanent files.
- k. Maintain accurate election records for each election and files for each candidate for a period of six years following the termination of the Campaign Finance Report. Audit the required Campaign Finance Statements and refer any violations to the District Attorney.
- l. Refers sign violations to the local municipality, Rock County Dept. of Public Works or DOT.
- m. Maintain election standards as established by state statute and keep apprised of any changes in election law.
- n. SVRS - Municipalities with less than 3,000 registered voters may contract with the county to maintain their state voter registration system and are charged a maintenance fee as set by the Finance Committee subject to periodic review. The Clerk's staff performs the changes/additions/updates to the Statewide Voter Registration System after each election. The Clerk's office runs absentee voter lists or voter registration lists for each municipality that the County contracts with prior to each election and performs election management for those municipalities as required under the state system in accordance with HAVA Requirements.
- o. Assist in the mandated (HAVA Requirements) training of Chief Inspectors for Rock County.
- p. Meet all the HAVA requirements or law changes as mandated/required by Federal Law & the Government Accountability Board in 2008.
- q. Provide local election education and help with accessibility to the elections division of the Government Accountability Board to those seeking election and elected officials as requested.

- 4. Licensing Procedures  
Issue marriage, DNR licenses and dog licenses in accordance with State Statutes Chapters 765, 29, and 174 and remit proper fees to the County Treasurer for remittance to the State of Wisconsin.  
Standards:
  - a. MARRIAGE: Ensure all documents presented for a marriage license as identification are proper and/or certified and verify necessary legal documents are properly certified and signed – per DHS requirements. Collect the correct marriage license fee, including any waiver fee and prepare the license from documents presented by the applicants. Inform couple of release date and instruct steps necessary to validate.
  - b. DNR: Issue hunting and fishing licenses with proper identification and collect the current fee. Invoice all licenses sold and reconcile cash drawer to all fees collected daily. Make daily deposits to the County Treasurer for marriage licenses, DNR licenses and all other revenues collected. The County Treasurer remits marriage license fees/dog license fees to the State of Wisconsin. Fees are collected by the state via ACH debit transfer weekly. Rock County is selling hunting and fishing licenses on a revised DNR ALIS system with audits done periodically by the DNR.
  - c. DOGS: Issue dog tags, kennel licenses and supplies to municipal clerks for distribution. Maintain lists of dog tags issued for each municipality and keep a record of the fees collected. Complete the State Report for dog licenses sold by March 15 of each year and reconcile fees collected with the County Treasurer so proper fees are remitted to the State.
  - d. WORK PERMITS: Using proper documentation, issue work permits to minors, collect fees and distribute appropriate copies to DWD and appropriate school districts. (as per ss. 103.65 and DWD permit officer's handbook)
  - e. DMV: The County Clerk is an agent to provide limited motor vehicle services such as registration renewals and titles. A convenience fee is charged over and above the regular fee charged by the Department of Motor Vehicles.

Passports: The County Clerk's Office will process passport applications adhering to the standards set forth by the National Passport Agency/ U.S. Dept. of State. Passports are processed daily and sent to the Passport Agency along with the required fee. The county fee collected is deposited daily with the County Treasurer from the daily cash drawer reconciliation.

Passport photos are offered to customers as a convenience and charged appropriately as a part of completing their application process.

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



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## Charter: County Clerk

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6. Management Operations

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

Standards:

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

7. Public Relations

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

Standards:

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

  
Lorena R. Stottler, County Clerk

Department County Clerk**Budget Analysis by Program**

Programs	Admin/ Clerk to Co. Board	Licenses & Passports	Elections				Budget Summary
Positions	1.25	1.00	0.75	0.00	0.00	0.00	3.00
Salaries	\$60,005	\$48,004	\$36,910	\$0	\$0	\$0	\$144,918
Fringe Benefits	\$31,983	\$25,587	\$19,190	\$0	\$0	\$0	\$76,760
Operating Expenses	\$2,984	\$8,929	\$95,917	\$0	\$0	\$0	\$107,830
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Allocation of Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal	\$94,972	\$82,519	\$152,017	\$0	\$0	\$0	\$329,508
Indirect Cost Alloc.							\$0
Total	\$94,972	\$82,519	\$152,017	\$0	\$0	\$0	\$329,508
Revenue	\$0	\$106,515	\$25,750	\$0	\$0	\$0	\$132,265
Fund Bal. Applied							\$0
County Share	\$94,972	(\$23,996)	\$126,267	\$0	\$0	\$0	\$197,243

## Administrator's Comments

### County Clerk

#### Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	3.0	3.0
Salaries	144,918	144,918
Fringe Benefits	76,760	76,760
Operating Expense	107,830	102,530
Capital Outlay	0	0
Allocation of Services	0	0
<b>Total Expense</b>	<b>329,508</b>	<b>324,208</b>
Revenue	132,265	137,265
Fund Balance Applied	0	0
Tax Levy	197,243	186,943
<b>Total Revenues</b>	<b>329,508</b>	<b>324,208</b>

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

The "County Clerk" account contains revenues and expenditures for general office operations. Ms. Stottler has implemented a number of new services in the County Clerk's Office that are expected to increase revenue. Citizens have reacted positively to the availability of having their passport photos taken in the Office. This service is expected to generate \$4,266 in 2010. Ms. Stottler also began providing some services typically available through the State's Division of Motor Vehicles, which is anticipated to generate \$2,484 in 2010. These efforts to generate fees that offset office costs are appreciated. In addition, the new domestic partnership fee is estimated to generate \$1,300 in 2010.

While these sources of fee revenue are expected to increase in 2010, other sources are declining. The number of passport applications processed through the County Clerk's Office peaked in 2007 and has been decreasing since. Ms. Stottler has estimated that \$57,500 will be generated through passport application fees in 2010, which is \$17,500 less than the 2009 budget. Although this downward trend is expected to continue, I am including \$62,500 in revenue from passport application fees in 2010.

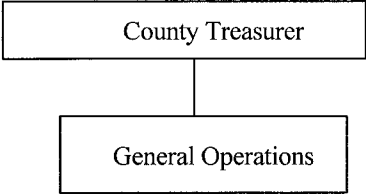
Ms. Stottler has requested \$4,368 in her 2010 budget request for training. Of this, \$2,895 is for the second year of a three year national elections training course, known as the Certified Elections/Registration Administrator Program. As I noted in my comments last year, the State and Federal governments have been imposing an increasing number of requirements on election administration, increasing the need to ensure elections are properly managed. Therefore, I believe completion of this training program is warranted. This and all training expenses appear in the "County Clerk" account.

The recommended tax levy in the "County Clerk" account is \$121,776. This is an increase of \$23,768 or 24.2% and is largely due to decreases in revenue.

The "Elections" account fluctuates widely from year to year due to the election cycle. Next year will be one of the more expensive years in the four-year cycle. Within the "Office Supplies & Expenses" line is the cost of printing ballots. I am reducing the requested amount for this purpose by \$5,000, leaving \$53,000 for ballot costs. It is my recommendation that running a little more risk for this purpose is reasonable.

The recommended tax levy in the "Elections" account is \$65,167, which is \$18,316 more than 2009.  
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**County Treasurer**



**Present Personnel (Full Time Equivalent)**

1.0	County Treasurer
1.0	Deputy County Treasurer
1.0	Accountant
<u>2.3</u>	Account Clerk II
5.3	Total

**New Positions**

**Deletions**

**Reallocations**

**Reclassifications**

**Re-Titles**

**Upgrades**

**Summary of Personnel Modifications**

<b><u>Dept. Request</u></b>	<b><u>Admin. Rec.</u></b>
0	0
0	0
0	0
0	0
0	0
0	0

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**Charter: Treasurer**

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1. Office of Treasurer

The County Treasurer shall perform duties according to Wisconsin Statutes.

Standards:

- a. Reconcile and settle three times annually with municipal treasurers for all collections received for current year tax roll, five times annually for the City of Beloit .
- b. Reconcile and settle twice annually with State Treasurer for State’s share of current year tax roll.
- c. 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.
- d. Report and pay timely to the State Department of Revenue all fines and forfeitures, marriage license fees, dog license fees, probate fees, birth certificate fees, title transfer fees, sales tax and all occupational taxes.
- e. Administer the Lottery and Gaming Tax Credit and certification.
- f. Serve as treasurer for all County drainage districts.
- g. Administer and collect Land Use Value Penalties.
- h. Advertise and disburse unclaimed funds.
- i. Administer the oath of office to the person(s) who will perform the duties of Deputy County Treasurer.
- j. Cancel all tax certificates that become void by virtue of the statute of limitations (after 11 years) and certify cancellation to municipal treasurer if required.

2. Tax Collection and In Rem Foreclosure Action

Standards:

- a. Collect and process real estate taxes, special charges, special assessments, managed forest land taxes, DNR payments, delinquent real estate taxes, delinquent special charges and delinquent special assessments, plus interest and penalty.
- b. Compile special charges and assessment taxes paid and reimburse the 29 municipal taxing districts on a monthly basis.
- c. Collect the first installment taxes for 20 of the 29 municipalities and reconcile the proceeds for distribution to those municipalities.
- d. Approve and mail final installment tax notice for roughly 26,000 parcels yearly.
- e. Communicate with delinquent taxpayers through conventional collection procedures and offer payment plans to assist taxpayers.
- f. Prepare, file and maintain all real estate tax claims according to the Bankruptcy Court for property owners who file bankruptcy.
- g. Execute the legal title searches for In Rem foreclosure applications and prepare all necessary papers for Court action giving fee simple title to the County.
- h. View foreclosed property with Finance Committee and 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 all tax bills and information are forwarded to the proper person or place.

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## Charter: Treasurer

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### 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 two zero balance accounts for Payroll and General checks in the working bank.
- g. Reconcile and monitor three Planning and Development checking accounts, four Council on Aging Nutrition accounts, the Rock County Drainage District checking account, an ACH payment account, the Clerk's DMV account and various grant checking accounts.
- h. Maintain and reconcile all Credit Card payments of taxes according to reports from the Credit Card Company and the working bank.
- i. Maintain an accurate accounting of all money received and deposited in a special account for municipalities during the first installment collection of taxes.
- j. Initiate all stop payment notices to working bank for lost or stolen checks, forgery, fraud or voided checks from all departments.
- k. Record and monitor all amounts from dishonored checks plus required fee.
- l. Request a replacement check for all stop payment checks after the County, per County policy, has received one bank statement.
- m. Arrange list of checks that have remained unpaid for two years for presentation to the County Clerk for preparation of a resolution for the County Board.
- n. Compose resolution for annual County Board meeting of all illegal tax cancellations.
- o. Maintain records and research information on County brownfield property.
- p. Assist auditors in annual review of Treasurer's operations and investments.
- q. Prepare and record payment agreements as related to delinquent taxes.
- r. Coordinate with the Clerk of Circuit Court and the County Finance Director to prepare the RFP for the financial management program of Rock County.
- s. Distribute tax bill CD's to mortgage and title companies, banks and realtors.
- t. Maintain a record retention/destruction schedule according to state laws.
- u. Attest on new plat maps 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.

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## Charter: Treasurer

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4. Investment Policy


Standards:

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

5. Public Relations Standard

Standards:

- a. To inform citizens of Rock County, through appearances at community and service club meetings, through releases to the local media, and during tours of the Courthouse, of the services available through the County Treasurer's Office.
- b. Inform taxpayers of the Lottery & Gaming and Homestead Credits, and Property Tax Deferral programs. Maintain a five-year supply of forms for the public for Homestead Credit, if available.

  
Vicki L. Brown, Treasurer

## Administrator's Comments

### County Treasurer

#### Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	5.3	5.3
Salaries	231,017	231,017
Fringe Benefits	135,666	135,666
Operating Expense	73,399	73,399
Capital Outlay	0	0
Allocation of Services	0	0
<b>Total Expense</b>	<b>440,082</b>	<b>440,082</b>
Revenue	3,022,436	3,022,436
Fund Balance Applied	0	0
Tax Levy	(2,582,354)	(2,582,354)
<b>Total Revenues</b>	<b>440,082</b>	<b>440,082</b>

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), MBIA and First National Bank, which is the County's working bank. The amount of investment earnings is related to the amount available for investment and interest rates. Interest rates are currently at historic lows and are expected to remain low for some time. For example, the LGIP interest rate is currently about 1/3 of one percent. 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 2009 Budget anticipated \$2,002,500 in investment earnings while the amount currently projected is \$1,419,000 or \$583,500 less than budgeted. The amount projected for 2010 is \$1,035,000 or \$967,500 less than the 2009 Budget. This is funding which will not be available in 2010 for County operations.

Interest and Penalties on Delinquent Taxes is the other major source of revenue. Income from this source is projected to be \$1,602,367 in 2009 and \$1,905,819 in 2010. The projection for 2010 is greater than 2009 as the amount of delinquent taxes has been increasing.

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 do property tax collections for them. Each municipality is charged a \$100 flat amount, plus \$.50 per parcel collected.

Another source of revenue is the penalty which is assessed when agricultural land is converted to non-agricultural use. The County Treasurer is responsible for administering and collecting this penalty. The penalty is split between the County and the municipality. Given the slowdown in development activity, it is projected Rock County will receive only \$6,000 from this source in 2010.

Ms. Brown has presented a frugal operating budget for her office operation totaling \$410,129. This is \$494 less than the prior year budget.



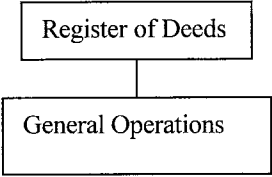
Two other accounts under the Treasurer's budget are "Personal Property Tax Redemption" and "Tax Deed Expense". Personal Property Tax Redemption contains \$27,961 for 2010. This is the amount the County must reimburse the towns, cities and villages for the County's share of personal property taxes the taxing units have been unable to collect.

Tax Deed Expense contains the revenue and expenditures from the sale of tax delinquent real property. This account is projected to have a "profit" of \$8,000 in 2010.

Combining the Treasurer's main account, the Personal Property Tax Redemption account and the Tax Deed Expense account results in \$2,582,354 of revenue in excess of expenditures. This is \$852,490 less than the amount included in the 2009 Budget and, therefore, will not be available to fund County operations.

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**Register of Deeds**



<b><u>Present Personnel (Full Time Equivalent)</u></b>		<b><u>Summary of Personnel Modifications</u></b>		<b><u>Dept. Request</u></b>	<b><u>Admin. Rec.</u></b>
		<b>New Positions</b>			
1.0	Register of Deeds	Register of Deeds Clerk		.2	0
1.0	Deputy Register of Deeds				
4.8	Register of Deeds Clerk				
1.0	Real Estate Optical Imaging Specialist	<b>Deletions</b>		0	0
.4	Duplicating Equipment Operator				
		<b>Reallocations</b>		0	0
8.2	Total	<b>Reclassifications</b>		0	0
		<b>Re-Titles</b>		0	0
		<b>Upgrades</b>		0	0

# Charter: Register of Deeds

## Objectives and Standards

### 1. Real Estate & Documents Operations

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

Standards:

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

### 2. Chattel Operations (Uniform Commercial Code - UCCs)

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

Standards:

- a. The UCC database will continue to be made available to the public in our office.
- b. Financing statements that are attached to real property will be recorded and indexed in our real estate department.

### 3. Veterans' Records

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

Standards:

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

### 4. Vital Statistics Operations

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

Standards:

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

# Charter: Register of Deeds

- f. To monitor and insure that Notices of Removal of a Human Corpse and Reports of Final Disposition of a Human Corpse are appropriately received and maintained according to State Statutes.
- g. To make copies of all county death certificates of persons age 65 and younger for the Rock County Health Department on a monthly basis.
- h. To send residents' copies of birth and death certificates to the appropriate county.
- i. To monitor and assist customers doing genealogical searches, process genealogy applications and perform searches as requested.

## 5. Scanning & Miscellaneous Operations

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

Standards:

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

## 6. Land Information Systems Programs

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

Standards:

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

## 7. Back Scanning & Document Preservation

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

Standards:

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

## 8. Public Relations Operations

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

Standards:

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

## 9. Electronic Recording

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

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

## Charter: Register of Deeds

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

  
Randal Leyes, Register of Deeds

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

Programs	Real Estate	Chattels	Vitals	Plat Books					Budget Summary
Positions	6.40	0.00	2.00	0.00	0.00	0.00	0.00	0.00	8.40
Salaries	\$248,512	\$0	\$70,805		\$0	\$0	\$0	\$0	\$319,317
Fringe Benefits	\$117,477	\$0	\$38,514	\$0	\$0	\$0	\$0	\$0	\$155,991
Operating Expenses	\$21,411	\$0	\$8,817	\$6,250	\$0	\$0	\$0	\$0	\$36,478
Capital Outlay	\$3,200	\$0	\$500		\$0	\$0	\$0	\$0	\$3,700
Allocation of Services	(\$13,969)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	(\$13,969)
Subtotal	\$376,631	\$0	\$118,636	\$6,250	\$0	\$0	\$0	\$0	\$501,517
Indirect Cost Alloc.									\$0
Total	\$376,631	\$0	\$118,636	\$6,250	\$0	\$0	\$0	\$0	\$501,517
Revenue	\$636,000	\$0	\$90,206	\$12,500	\$0	\$0	\$0	\$0	\$738,706
Fund Bal. Applied									\$0
County Share	(\$259,369)	\$0	\$28,430	(\$6,250)	\$0	\$0	\$0	\$0	(\$237,189)

## Administrator's Comments

### Register of Deeds

#### Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	8.4	8.2
Salaries	319,317	312,911
Fringe Benefits	155,991	154,794
Operating Expense	36,478	36,478
Capital Outlay	3,700	500
Allocation of Services	(13,969)	(13,969)
<b>Total Expense</b>	<b>501,517</b>	<b>490,714</b>
Revenue	738,706	738,706
Fund Balance Applied	0	0
Tax Levy	(237,189)	(247,992)
<b>Total Revenues</b>	<b>501,517</b>	<b>490,714</b>

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. The current recession means fewer sales and falling prices. Thus, total transfer fee revenue has been declining. The real estate registry fee is a per page charge for legal documents recorded in the Register of Deeds Office. Ironically, the revenue from this fee has been steady despite the recession. The reason is a lot of home owners are refinancing mortgages due to low interest rates and there is also an increase in the number of foreclosures.

The bottom line is total revenue generated in the Register of Deeds Office has declined in recent years. In 2007, total revenue was \$946,344. In 2010, Mr. Leyes projects total revenue of \$738,706, or a drop of over \$200,000.

I recommended that 1.0 Register of Deeds Clerk be eliminated mid-year in 2009. The primary reason was the staff efficiency created by the Fidlar Software and Optical Imaging System. Mr. Leyes is asking to make a .8 FTE Register of Deeds Clerk full time in 2010. This is an increase of .2 FTE at a cost of \$7,603. His justification comes from the fact that activity has picked up in the vital records area.

Given the overall budget situation, I am not recommending the additional .2 FTE Register of Deeds Clerk.

Mr. Leyes anticipates a new plat book will be available in 2010. The \$12,500 shown in the "sale of county property" account is the anticipated revenue from the sale of 500 plat books. Plat books are sold for a small "profit" which helps defray the cost to his department.

The 2009 budget included \$13,000 for the replacement of eight PCs. It was anticipated that the PCs would be needed to handle a scheduled upgrade to the Fidlar Software System. Mr. Leyes reports that the upgrade will be delayed to 2010 and, correspondingly, he requests the \$13,000 be carried over to 2010 for the purchase of eight new PCs. The carry-over request is recommended. The appropriation for the purchase will be made when the County Board adopts a "Carry-Over Resolution" in early 2010.

Mr. Leyes is making an equipment request of \$3,200 for a plat holder cabinet. Given the overall budget pressures, I have cut out the \$3,200.

The recommended budget contains \$247,992 of revenue in excess of expenditures, which will go toward offsetting the County property tax levy. That figure is \$67,022, or 21.3% less than the amount used to offset the property tax levy in 2009.

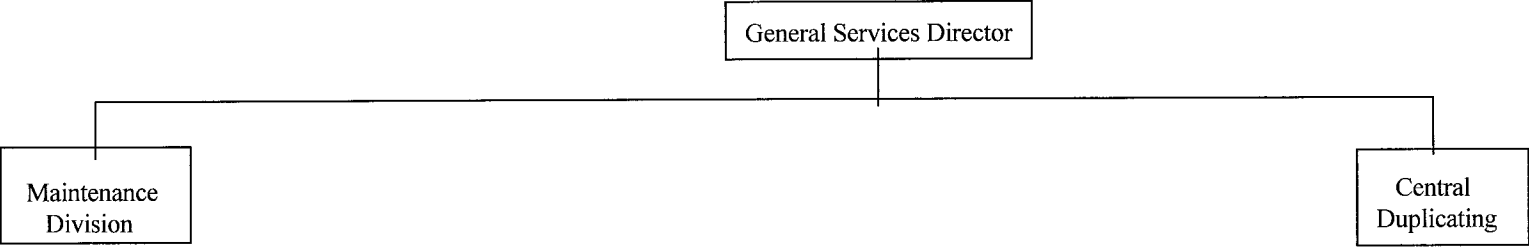
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**H. General Services Committee**

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**General Services Department**



**Summary of Personnel Modifications**

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

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## Charter: General Services

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### GENERAL SERVICES DEPARTMENT

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

#### Standards:

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

### FACILITIES MANAGEMENT

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

#### Standards:

- a) To manage the hiring of architectural/engineering design firms.
- b) To serve as contract administrator on remodeling/construction projects.
- c) To coordinate and manage department involvement in program design.
- d) To coordinate and manage the planning and design of County buildings.
- e) To provide oversight and serve as the lead agency during design and construction.
- f) To provide long range planning via the County Capital Improvement Plan.
- g) To remain alert to security issues at various buildings.
- h) To manage rental office facilities.
- i) To look at alternate energy resource options
- j) To educate and remedy air quality problems

*Robert Lee*  
8/27/09

### MAINTENANCE

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

#### Standards:

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

### CENTRAL DUPLICATING/CENTRAL STORE

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

#### Standards:

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

Department General Services**Budget Analysis by Program**

Programs	Admin	Duplicating	UW-Rock Maintenance	Courthouse Maintenance	Jail Maintenance	Jail Capital Improvements	HCC Maintenance	
Positions	2.00	2.00	0.00	5.50	4.50	0.00	8.00	0.00
Salaries	\$123,777	\$73,293	\$0	\$247,822	\$211,636	\$0	\$360,362	\$0
Fringe Benefits	\$53,152	\$51,176	\$0	\$120,446	\$114,972	\$0	\$179,992	\$0
Operating Expenses	\$17,318	\$83,053	\$64,155	\$661,508	\$621,838	\$75,000	\$1,456,220	\$0
Capital Outlay	\$39,370	\$4,400	\$0	\$1,550	\$25,550	\$50,000	\$879,000	\$0
Allocation of Services	\$0	(\$10,000)	\$0	(\$153,218)	\$0	\$0	(\$1,583,822)	\$0
Subtotal	\$233,617	\$201,922	\$64,155	\$878,108	\$973,996	\$125,000	\$1,291,752	\$0
Indirect Cost Alloc.	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$233,617	\$201,922	\$64,155	\$878,108	\$973,996	\$125,000	\$1,291,752	\$0
Revenue	\$39,370	\$0	\$0	\$0	\$175,000	\$125,000	\$879,000	\$0
Fund Bal. Applied	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
County Share	\$194,247	\$201,922	\$64,155	\$878,108	\$798,996	\$0	\$412,752	\$0

Department General Services**Budget Analysis by Program**

Programs	Juvenile Detention	911 Center	JCC/ASC	Glen Oaks					Budget Summary
Positions	0.00	0.00	0.00	0.00					22.00
Salaries	\$0	\$0	\$0	\$0					\$1,016,890
Fringe Benefits	\$0	\$0	\$0	\$0					\$519,738
Operating Expenses	\$173,000	\$133,000	\$96,000	\$127,525					\$3,508,617
Capital Outlay	\$5,000	\$0	\$0	\$0					\$1,004,870
Allocation of Services	(\$178,000)	(\$133,000)	(\$48,000)	(\$127,525)					(\$2,233,565)
Subtotal	\$0	\$0	\$48,000	\$0					\$3,816,550
Indirect Cost Alloc.	\$0	\$0	\$0	\$0					\$0
Total	\$0	\$0	\$48,000	\$0					\$3,816,550
Revenue	\$0	\$0	\$0	\$0					\$1,218,370
Fund Bal. Applied	\$0	\$0	\$0	\$0					\$0
County Share	\$0	\$0	\$48,000	\$0					\$2,598,180

## Administrator's Comments

### General Services

#### Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	22.0	22.0
Salaries	1,016,890	1,016,890
Fringe Benefits	519,738	519,738
Operating Expense	3,508,617	3,471,924
Capital Outlay	1,004,870	1,004,870
Allocation of Services	(2,233,565)	(2,233,565)
<b>Total Expense</b>	<b>3,816,550</b>	<b>3,779,857</b>
Revenue	339,370	339,370
Deferred Financing	879,000	879,000
Fund Balance Applied	0	0
Tax Levy	2,598,180	2,561,487
<b>Total Revenues</b>	<b>3,816,550</b>	<b>3,779,857</b>

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

One of the items the General Services account funds is the contract for staffing the Screening Station in the Courthouse. This service was bid out recently with 2010 being the second year of the contract. The cost of this service is budgeted at \$66,000 in 2010. The staffing for the station would remain as follows:

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

The UW-Rock County Allen Hall project is nearing completion. There are a number of other small projects waiting to be done on the campus including:

- |                     |  |
|---------------------|--|
| 1) \$275,000        | Cultural Center Art Wall/Screen Wall Construction    |
| 2) \$40,000         | Andrews/Williams Hall ADA Entrance                   |
| 3) \$22,000         | Parking Lot Repair                                   |
| 4) \$15,000         | Storage Shed   |
| 5) \$25,000         | Sandblast and Paint Exterior Metalwork               |
| 6) \$20,000         | Evaluate Ventilation System in Wells Cultural Center |
| 7) to be determined | Public Address System and Parking Lot Work           |

Funding for the first four of these projects was budgeted in prior years in a separate account. The last three projects will be paid for with funds remaining after the UW-Rock County Allen Hall project is completed. The cost of the public address system and additional parking lot work are yet to be determined and will depend on the scope of each project.

The main General Services account contains a request for \$191,000 for contract cleaning services. Included is \$42,293 for cleaning in the Sheriff's Office and the Jail. Currently, much of the cleaning in the Jail itself is done with Jail trustees. Sheriff Spoden has offered to have trustees do more of the cleaning to cut the cost of the cleaning service. I have taken the Sheriff up on his offer and reduced the cleaning budget by \$27,293. This will leave \$15,000 to purchase supplies for the trustees to use,

as well as provide some funds for specialized cleaning, such as stripping and waxing floors. I thank the Sheriff for his offer.

The 2010 budget includes \$71,000 for Arc Flash Analysis and the infrared and ultrasonic testing of all electrical components, with \$47,000 of this funding in the main General Services account. An Arc Flash is a safety hazard which occurs when electrical equipment, such as an electrical panel, arcs to something else, such as a maintenance person attempting to work on the equipment. Codes now require a number of things be done to prevent this. Mr. Leu describes this as follows:

In order to comply with the standard, an on-site data collection will have to be compiled of all components which meet the criteria for Arc Flash/Fault Current. The information gathered as part of the on-site data collection is given to an Electrical Engineer for Arc Flash calculations and recommendations. Electrical one-line diagrams are developed, Arc Flash labels are printed and affixed to all equipment. A written Safety Program and staff training are included.

In addition, an assessment will be done which includes the infrared and ultrasonic testing of all electrical components. I strongly recommend this option. Part of the on-site data collection process involves removal of the panel board covers to compile information for the Arc Flash assessment. While the panel boards are removed, it is an ideal time to perform the infrared and ultrasonic testing. This testing and assessment will reveal any potential failures in the facilities' electrical systems, allowing repair as a preventative measure. As a final deliverable, the facilities' will receive an electrical clean bill of health.

The primary capital project in 2010 will be construction of Phase I of the Jail Project. It is anticipated that Design Development for this project will be completed in October 2009, with approval being given by the County Board to move forward with Construction Documents and bidding. This should allow for awarding the contract and beginning construction in early 2010. It is anticipated that bids will be within the estimates, which were previously presented, and that sufficient funding for Phase I will be available from sales tax deposited in the Jail/HCC Complex Project account.

The "Health Care Center Complex" account funds the maintenance and capital repair costs for the Health Care Center Complex, including Rock Haven. The departments and other operations which occupy the buildings are charged rent, which is handled from an accounting perspective as a "Cost Allocation" in the budget detail.

The County recently did an energy efficiency study of the Health Care Center building. The study indicated it would be cost efficient to upgrade the HVAC system in the building by replacing the existing boilers, kitchen air handling unit and controls with modern energy efficient ones. The total

cost of this project is estimated to be \$712,500. Indications are the energy savings would total \$117,933 per year.

The County is applying for a federal CDBG Energy Efficiency Grant of \$225,000. In addition, the County could receive a Shared Savings Loan through Alliant Energy of from \$487,512 to \$546,934. This project is not included in the 2010 Budget because we do not yet know whether the grant will be received. Once the funding sources are specifically known, the plan is to bring a resolution to the County Board to proceed with the project.

The major repair project requested for Rock Haven in 2010 is \$189,000 for a "fire-stopping project". The Project Description and Project Justification contained in the 2009 Capital Improvement Plan for this is as follows:

**PROJECT DESCRIPTION:**

Fire-stop all walls in Rock Haven to meet the requirements of the Life Safety Plan. This means properly sealing all walls between the pan ceiling and the concrete deck, and any holes, openings, or penetrations in the block walls and floors.

**PROJECT JUSTIFICATION:**

Maintenance staff have spent many hours sealing walls and floors with fire-stop products. However, State and Federal surveyors are citing facilities for not properly fire-stopping. They are enforcing these regulations and requiring stringent documentation. We have been cited the last two years for non-compliance. This project would involve having a certified fire-stopping contractor come in and properly fire-stop the entire building and to document all systems used and locations of the fire-stop.

This project was recently bid out. It was anticipated the bids would be in the range of \$60,000. However, the low bid received was \$189,000. Despite the fact that the County Board may decide to replace the Rock Haven facility in the next several years, this needs to be done soon as the facility has already been cited for non-compliance. The \$189,000 contained in the 2010 budget is offset with deferred financing.

The future of the Rock Haven building is an issue which needs to be addressed due to the federal mandate that nursing homes have a fire suppression sprinkler system installed by August 2013. Recognizing the need to begin dealing with this issue, the County Board authorized a study to look at various conceptual design options for renovating and expanding the Rock Haven building, as well as replacing it. This study was conducted and presented in the summer of 2009.

Over the next several months, the County Board and its committees will need to examine the facility information contained in the report, along with operational information and questions relative to the nursing home business. A decision will then need to be made as to whether to proceed with renovating or replacing Rock Haven. In the event the County Board decides to proceed with a nursing home facility project (whether renovation or new construction), funds will be necessary for architectural work. Therefore, I have included \$690,000 in the 2010 Budget offset with deferred financing. This would enable the Board to proceed with schematic design and design development should the Board so choose. We would borrow the \$690,000 only if the Board chooses to proceed.

For a number of years, the County had a significant amount of vacant space particularly in the Health Care Center building. The amount of vacant space has been reduced over the past year as the Human Services Department has occupied more of the building. The tax levy in the HCC Complex – Maintenance account is, in essence, the cost of the vacant space. In 2010, this amount will total \$409,044. This compares to \$425,371 in 2009 and as much as \$637,787 in 2007.

In addition to vacant space costs in the Health Care Center, a total of \$48,000 in vacant space costs is included in the account covering the vacant Adolescent Services Center.

In total, the tax levy recommended for the General Services Department is \$2,561,487, which is an increase of \$48,341 or 1.9%.

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## I. Health Services Committee

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**Rock Haven**

**Present Personnel (Full Time Equivalent)**

**Administration**

1.0  
**1.0**      Nursing Home Administrator

**Medical Staff**

1.0  
**1.0**      Physician

**Environmental Services**

1.0      Environmental Services Supervisor  
16.0  
**17.0**      Environmental Services Worker

**Materials**

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

**Personal Services**

.75  
**.75**      Beautician

**Food Services**

1.0      Food Service Manager  
.8      Assistant Food Service Manager  
2.9      Food Service Supervisor  
5.4      Cook  
10.45  
**20.55**      Food Service Worker

**Nursing Administration**

1.0      Director of Nursing  
1.0      Nursing Staff Coordinator  
2.0      Administrative Secretary  
.5      Administrative Assistant  
3.0  
**7.5**      Unit Clerk Coordinator

**Nursing Services**

1.0      Assistant Director  
5.3      Nursing Supervisor  
23.6      Registered Nurse  
12.2      Licensed Practical Nurse  
86.4  
**128.5**      Nursing Assistant

**Program Services**

1.0      Program Services Supervisor  
2.0      Master Social Worker  
2.0      Recreational Therapist  
7.6  
**12.6**      Activity Therapy Assistant

**194.8      GRAND TOTAL**

**Summary of Personnel Modifications**

**New Positions**

Licensed Practical Nurse

**Dept. Request**

.2

**Admin. Rec.**

.2

**Deletions**

Registered Nurse

.9

.9

Nursing Assistant

3.8

3.8

Food Service Worker

.95

.95

Beautician

.25

.25

Activity Therapy Assistant

1.6

1.6

Unit Clerk Coordinator

1.0

1.0

Nursing Supervisor

.6

.6

**Reallocations**

0

0

**Reclassifications**

0

0

**Re-Titles**

0

0

**Upgrades**

0

0

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## Rock Haven

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### INTRODUCTION

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

#### **Rock Haven Census History**

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

### ROCK HAVEN RESIDENT UNITS

**Rock Haven 1- Meadow Place:** Rock Haven 1 staff care for 42 residents with a variety of health concerns including brain injuries, Multiple Sclerosis and acute illness requiring complex medical and nursing care such as IV therapy, feeding tubes, tracheotomy care, dialysis and oxygen therapy, or those here for short term skilled therapy services.

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

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

### REGULATORY OVERSITE

Wisconsin Administrative Code, Chapter HFS 132, and the Federal Nursing Home Regulations and Interpretive Guidelines direct the quality of care provided in long-term settings. In addition, key quality resources for long-term care include the Quality Indicators, the Quality Measures, and the Nursing Home Quality Initiative. Rock Haven is a partner in the Wisconsin Quality Initiative and a Trailblazer in the Advancing Excellence in America's Nursing Homes Campaign. We are participating in the Wisconsin Pressure Ulcer Coalition and the CMS Nursing Home Value Based Purchasing Demonstration Project.

### ADMINISTRATION

#### **SENIOR MANAGEMENT TEAM**

The SMT members include: Sherry Gunderson, Nursing Home Administrator; Ginger Katzman, Director of Nurses; Sandy Shea, Program Services Manager; David Sudmeier, Controller; Tom Berner, Materials and Environmental Services Supervisor; David Hayes, Food Service Manager; and Brent Sutherland, Facilities Manager.

We meet 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 five years.

We have been busy this summer planning for the future of Rock Haven. The study completed by Eppstein Uhen outlined four options for County Board members in August.

#### **Rock Haven Tax Levy History**

Year (licensed beds)	Actual Revenue	Actual ITP/appeals	Budgeted Tax Levy	Net Assets (fund balance)
2004 (180)	9,785,194	1,809,151	8,022,284	<338,165>
2005	10,319,963	1,429,517	7,556,467	237,613
2006 (156)	9,069,228	1,150,300	7,001,245	867,901
2007 (130)	8,508,694	1,131,524	6,989,895	1,725,307
2008	7,896,000	1,771,245	6,654,203	2,564,499
2009 (estimate*)	8,545,897*	1,505,603*	6,242,918	2,531,603*
2010 budget	8,365,568	1,151,220	6,236,458	2,531,603

**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.

## Rock Haven

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

### Employment History

Year	Licensed Beds	Fulltime Equivalent Positions	Rationale for Changes
2004	180	297.20	
2005	180	251.35	Adjustments after downsize
2006	156	244.37	Closed the ICF/MR unit
2007	130	212.80	Downsized to create 26 more private rooms.
2008	130	194.80	
2009	130	194.80	
2010	130	185.90	Adjustments made after settling in at 130 beds.

### STAFF DEVELOPMENT

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

### **Objectives:**

1. Present mandatory annual inservice presentations (fire safety, hazard communications, blood borne pathogen prevention, resident rights, abuse prevention) with a target of 95% staff compliance.
2. Offer at least one non-mandatory staff training education opportunity monthly based upon management feedback, staff input and analysis of QA data.
3. Offer unit-specific inservices and training sessions that address the unique needs of the resident population.
4. Provide general and department specific orientation for each new employee.

### QUALITY ASSURANCE

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

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

### INFECTION CONTROL

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

### **Objectives:**

1. Collect and analyze infection case data monthly, quarterly, and annually to detect trends.
2. Monitor outbreaks among the resident and staff population, and respond by evaluation and determination of control measures. Assist staff and administration with the implementation of control measures, and review of those control measures.
3. Coordinate annual resident and staff influenza immunization with a target of 95% compliance.
4. Coordinate TB screening for all residents and staff with a target of 100% compliance.
5. Participate in yearly educational offerings and programs related to staff and resident infection control, blood borne pathogens, resistant organisms, disease transmission, hand hygiene and basic hygiene.

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## Rock Haven

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### ADMISSIONS

**Goals:** To maintain a census of 129 in Rock Haven. To accept 95% of all Rock County referrals that have been determined to be in need of specialized services for chronic mental illness (CMI) as defined by the State.

**Objectives:**

1. Maintain communication with area referral sources and respond to phone and fax referrals within one hour of message.
2. Work with Developmental Disabilities Board (DDB) and Human Services Department (HSD) to provide services to at least 95% of the in-county referrals.
3. Market the services provided at Rock Haven through the website and community meetings.

### NURSING AND PROGRAM SERVICES

**Goal:** To provide quality care to every resident.

**Objectives:**

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

### DIETARY DEPARTMENT

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

**Objectives:**

1. Assess nutritional status of all residents upon admission and quarterly.
2. Assess nutritional/hydration status of 100% of residents with stage 2, 3 or 4 pressure ulcers.
3. Respond to diet consults and resident requests in a timely manner.
4. Meet with residents on a quarterly basis to determine menu choices.

5. Provide three meals per day, at specified meal times, that meet the nutritional needs of the residents in accordance with the recommended daily allowances of the Food and Nutrition Board.
6. Meet all State and Federal regulations concerning food preparation and storage and maintenance of a dietary department.

### MATERIALS DEPARTMENT

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

**Objectives:**

1. Monitor facility budget accounts on a monthly basis to assure budgetary compliance.
2. Work closely with nursing staff to assure that all resident supply needs are promptly met.

### ENVIRONMENTAL SERVICES DEPARTMENT

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

**Objectives:**

1. Provide a safe, clean, comfortable and homelike environment for all residents.
2. Provide a sanitary and orderly environment that respects residents' rights and preferences.
3. Work with department staff to develop a team approach to providing services.

### FINANCE DEPARTMENT

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

**Objectives:**

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

### MAINTENANCE DEPARTMENT

As an integral part of the Rock County Complex, the Maintenance Department maintains and services the electrical, heating, air conditioning, and power systems in a safe and efficient manner. The

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## Rock Haven

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department also maintains the buildings, grounds, and vehicles to create the pleasant and comfortable physical environment necessary for the delivery of high-quality patient care.

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

**Objectives:**

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



Sherry Gunderson  
Nursing Home Administrator

Programs	Harbor Way		Meadow Place	Glen Lane	Rental	Overhead	Capital	Donation	Budget Summary
Positions	32.30		38.70	38.60		76.30			185.90
Salaries	\$1,435,245		\$1,751,079	\$1,646,089		\$3,000,758			\$7,833,171
Fringe Benefits	\$866,366		\$1,057,015	\$993,640		\$1,811,368			\$4,728,389
Operating Expenses						\$3,130,304		\$3,000	\$3,133,304
Capital Outlay									
Allocation of Services									
Subtotal	\$2,301,611		\$2,808,094	\$2,639,729		\$7,942,430		\$3,000	\$15,694,864
Indirect Cost Alloc.	\$2,507,455		\$2,554,432	\$2,547,556	\$182,838	(\$7,792,281)			
Total	\$4,809,066		\$5,362,526	\$5,187,285	\$182,838	\$150,149		\$3,000	\$15,694,864
Revenue	\$2,599,742		\$2,607,361	\$2,738,706	\$182,838	\$1,385,141		\$3,000	\$9,516,788
Fund Bal. Applied									
County Share	\$2,209,324		\$2,755,165	\$2,448,579		(\$1,234,992)			\$6,178,076

## Administrator's Comments

### Rock Haven

#### Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	185.9	185.9
Salaries	7,833,171	7,833,171
Fringe Benefits	4,728,389	4,728,389
Operating Expense	3,133,304	3,133,304
Capital Outlay	0	0
Allocation of Services	0	0
<b>Total Expense</b>	<b>15,694,864</b>	<b>15,694,864</b>
Revenue	9,516,788	9,516,788
Deferred Financing	0	0
Fund Balance Applied	0	250,000
Tax Levy	6,178,076	5,928,076
<b>Total Revenues</b>	<b>15,694,864</b>	<b>15,694,864</b>

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

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

Ms. Gunderson has spent 2009 fine-tuning operations as the facility has settled in at 130 beds. Among other initiatives, she has conducted a review of the various departments within Rock Haven and identified efficiencies that she has already begun to implement in 2009. For example, by increasing the proportion of full-time positions (or positions closer to full-time equivalent status) in the workforce rather than utilizing positions with a lower full-time equivalent (FTE) status, Ms. Gunderson has been able to reduce the cost associated with 16 insurance packages. The result of these staffing changes, which have already been implemented, is 8.9 fewer FTE positions in 2010 as compared to the 2009 Adopted Budget. This has been accomplished primarily through not filling vacant positions.

This action and others have resulted in a significant cost savings in 2009. Although the County Board approved a fund balance application of \$520,000 in the 2009 budget to help cover anticipated operating expenses, it is now estimated that Rock Haven will only need about \$25,000 of fund balance to subsidize operations. Due to this, Rock Haven's net assets on December 31, 2009, are estimated at \$2,531,603, which is approximately \$495,000 higher than anticipated at the beginning of 2009. These efforts to operate more efficiently are greatly appreciated, particularly in these difficult economic times.

Despite this good news, the most recent State Budget was an overall disaster for nursing home funding. Most notably, the State eliminated the Certified Public Expenditure Program, which paid nursing homes based generally on the number of residents whose cost of care is reimbursed by the Medical Assistance (Medicaid) program. Rock Haven was disproportionately affected by this cut due to its relatively high percentage of residents who are funded through Medical Assistance. This change, which went into affect July 1, 2009, reduced funding to Rock Haven by a total of about \$850,000 over 18 months as compared to what would have been received through 2010 had the amount we anticipated receiving in 2009 been provided. Rock Haven is also facing reductions of \$70,000 per



year due to the elimination of appeals funding in the State Budget and \$36,000 per year due to a Federal change in the County's labor region for the purposes of the Medicare funding formula.

Although the State Budget also included an increase of 2% in the rate nursing homes receive for residents on Medical Assistance, it funded this by doubling the "bed tax" from \$75 to \$150 per month. The bed tax is what nursing homes pay to the State each month for each of their licensed beds. The bed tax will again increase to \$170 per bed per month on July 1, 2010. The amount received through the rate increase is largely offset by the payment of the bed tax, although Rock Haven will come out slightly ahead due to the high number of residents it serves funded through Medical Assistance. Ms. Gunderson anticipates that in 2010 an average of 120 residents per day will be funded with Medical Assistance.

Resident care at Rock Haven is funded primarily through three payment sources: Medical Assistance, Medicare, and residents' own funds ("private pay" residents). The primary reason a tax levy is needed to support Rock Haven operations is because the Medical Assistance reimbursement rate does not cover the actual cost of providing services. The Medical Assistance reimbursement rate covers only about half the cost of providing care to residents of Rock Haven. The Intergovernmental Transfer Program, which has been in place for many years and is intended to help cover losses created by the low reimbursement rate in the Medical Assistance program, is expected to provide \$1,151,220 in 2010. This is about \$30,000 more than is expected in 2009.

Planning for the future of Rock Haven began in 2009 with an architectural and engineering study that looked at the cost and process of renovating Rock Haven compared to building a new facility. The Federal requirement that all nursing homes have sprinkler systems installed by 2013 continues to drive this review. Additional analysis is expected to be needed in 2010. Funding for further action on this project is included in the General Services budget so that the County Board may move forward in 2010 with an option if it so chooses.

Due to the positive outcome for operations in 2009 with regard to net assets noted above and the pressure on the County's tax levy, I am recommending that \$250,000 of net assets be applied to the 2010 budget to reduce the property tax levy. I have recommended no changes in Ms. Gunderson's expenditure request.

The 2010 recommended tax levy for Rock Haven is \$5,928,076. This is \$314,842, or 5.0%, less than the 2009 budgeted amount.

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**J.    Human Services Board**

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## Human Services Department

### Present Personnel (Full Time Equivalent)

#### Agency Management

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

**37.4    TOTAL**

#### Economic Support

1.0	Economic Support Division Manager
1.0	Lead Economic Support Supervisor
4.0	Economic Support Supervisor
1.0	Child Care Coordinator
2.0	Lead Economic Support Specialist
39.0	Economic Support Specialist
1.0	Front-End Verification Specialist
1.0	Clerk III
<u>4.0</u>	Administrative Assistant

**54.0    TOTAL**

#### Economic Support-Job Center

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

#### Child Protective Services

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

**59.0    TOTAL**

## **Human Services Department**

### **Juvenile Justice**

1.0	Juvenile Justice Division Manager
2.0	Human Services Supervisor I
1.0	Juvenile Justice Diversion Programs Supervisor
1.0	HSD Program Analyst
16.0	Probation Officer
5.0	Case Manager/Social Worker
3.0	Legal Steno
<u>3.0</u>	Administrative Assistant

**32.0 TOTAL**

### **Juvenile Detention Center**

1.0	Human Services Supervisor II
5.0	Detention Center Supervisor
.4	Registered Nurse
3.0	Community Juvenile Officer
27.0	Detention Center Officer
<u>1.0</u>	Administrative Assistant

**37.4 TOTAL**

### **Adult Community Services-Crisis**

2.0	Human Services Supervisor II
11.0	Case Manager/Social Worker
4.2	Psychiatric Technician
<u>1.0</u>	Administrative Assistant

**18.2 TOTAL**

### **Mental Health/AODA Services**

1.0	Mental Health/AODA Division Manager
1.0	Human Services Supervisor II
2.0	Human Services Supervisor I
2.0	Registered Nurse
19.6	Master Social Worker-Certified
6.4	Bachelor Social Worker/Case Manager
7.0	CPS Family Skills Specialist
1.0	AODA Counselor
6.0	Administrative Assistant
<u>.4</u>	Children's Community Support Network Mentor

**46.4 TOTAL**

### **Community Support Program**

2.0	Human Services Supervisor II
2.6	Registered Nurse
5.0	Master Social Worker
15.0	Case Manager/Social Worker
1.0	Certified Occupational Therapy Assistant
<u>2.0</u>	Administrative Assistant

**27.6 TOTAL**

### **Long Term Support**

1.0	Long Term Support Services Division Manager
2.0	Human Services Supervisor I
1.0	Master Social Worker
18.0	Case Manager/Social Worker
2.0	Case Manager - Registered Nurse
1.0	Social Service Aide II
1.0	Administrative Assistant
<u>1.0</u>	Word Processing Operator

**27.0 TOTAL**

**341.4 GRAND TOTAL**

# Human Services Department

Summary of Personnel Modifications

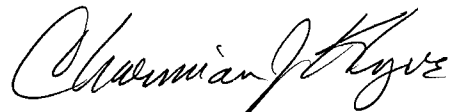
	<u>Dept. Request</u>	<u>Admin. Rec.</u>	<u>Transfers</u>	<u>Dept. Request</u>	<u>Admin. Rec.</u>
<u>New Positions</u>			<u>Juvenile Justice</u>		
<b>Economic Support</b>			Bachelor Social Worker to Child Protective Services	1.0	1.0
Economic Support Specialist	2.0	2.0	Administrative Assistant to MH/AODA Services	1.0	1.0
<b>Mental Health/AODA Services – Community Support</b>			Administrative Assistant to Economic Support	1.0	1.0
Masters Level Social Worker	3.0	3.0	<b>Mental Health/AODA Services</b>		
<b>Mental Health/AODA Services</b>			Case Manager II to MH/AODA - Crisis	1.0	1.0
Masters Level Social Worker	1.0	1.0	Registered Nurse to MH/AODA – Community		
<b>Juvenile Justice</b>			Support	.6	.6
Psychiatric Technician	2.0	2.0	Master Level Therapist to Mental Health/AODA –		
			Community Support	1.0	1.0
<u>Deletions</u>			Master Level Social Worker to MH/AODA – Community		
<b>Agency Management</b>			Support	2.0	2.0
Clerk III	1.0	1.0	Administrative Assistant to MH/AODA – Community		
Data Processing Operator	1.0	1.0	Support	1.0	1.0
<b>Child Protective Services</b>					
Case Manager/Social Worker	1.0	1.0	<u>Upgrades</u>		
Masters Social Worker (Brighter Futures)	.6	.6	Mental Health/AODA Services – Community Support		
<b>Mental Health/AODA Services</b>			Case Manager/Social Worker		
Human Services Supervisor I	1.0	1.0	to Masters Level Social Worker	3.0	3.0
Children Come First Mentor	.4	.4	(if approved 3.0 Case Manager/Social Workers abolished)		
<b>Mental Health/AODA Services – Community Support</b>					
Certified Occupational Therapy Assistant	1.0	1.0			
<b>Long Term Support</b>					
Social Services Aide II	1.0	1.0			
<b>Juvenile Detention Center</b>					
Detention Center Supervisor	1.0	1.0			
<u>Reallocations</u>	0	0			
<u>Reclassifications</u>	0	0			
<u>Re-Titles</u>	0	0			

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## Charter: Human Services

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Effective January 1, 2010  
Charmian J. Klyve, Director



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

### ADMINISTRATION

Administration's goals and objectives address six (6) areas: planning, leading, organizing, managing, directing staff resources, and providing information and education to the public on our programs.

#### Key Objective:

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

#### Critical Objectives:

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

##### Standards:

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

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

##### Standards:

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

3. **Organizing:** Develop initiatives and re-organize the Department so that Departmental services and goals can be achieved with the greatest possible cost-effectiveness 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 ensuring the most cost effective delivery system.

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

##### Standards:

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

5. **Human Resources:** Allocate staff resources 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 in the assignment of duties and provide appropriate performance expectations to the position.
- c. Address staff development and training needs through countywide and department-wide initiatives and through planning during each employee's performance evaluation.

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## Charter: Human Services

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

**Standards:**

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

### **ADMINISTRATIVE SERVICES**

**Key Objective:**

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

**Critical Objectives:**

1. Prepare and monitor the Department's budget.

**Standards:**

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

- h. Research and develop options to enhance revenues and increase fiscal efficiency.

2. Prepare and monitor the Department's Purchase of Service Contracts.

**Standards:**

- a. Prepare purchase of service contracts in a manner that conforms to County purchasing procedures and is consistent with the State Model Contract; work with Department managers to develop contract language; negotiate terms and rates with providers.
- b. Obtain necessary review and approvals to execute contract.
- c. Review compliance with contractual obligations in the areas of insurance, licenses, civil rights, audits and performance.
- d. Perform on-site and/or desk contract monitoring reviews of purchase of service contracts.

3. Coordinate the Department's Grant Activities.

**Standards:**

- a. Prepare the budget information required for grant submission and monitor compliance with relevant fiscal and matching requirements.
- b. Obtain necessary grant review and approvals.
- 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 and Family Services (DHFS) Allowable Cost Policy, 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.

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## Charter: Human Services

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### ACCOUNTING

#### Key Objective:

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

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

#### Critical Objectives:

1. Provide fiscal planning for Department operations.  
Standards:
  - a. Assist in coordinating the development of the HSD budget for the County Board.
  - b. Assist other Divisions of the Department with financial plans and projects.
2. Provide fiscal monitoring tools for program and management use. Develop necessary fiscal data to meet required reporting.  
Standards:
  - a. Submit all required reports on or before their due date in the required formats.
  - b. Compile and issue monthly fiscal reports to department management by the 15th of the following month.
  - c. Assist program staff in the planning, developing and utilizing of monitoring tools and reports.
  - d. Reconcile CARS and CORE reports to general ledger.
  - e. Prepare and maintain detailed job instructions for each task and position.
  - f. Cross-train a backup person for each position.

3. Provide prompt, accurate payment to eligible clients, vendors and contract agencies for Human Services Department programs such as Long Term Support (LTS), Alcohol and Other Drug Abuse (AODA), Kinship Care, Substitute Care, Child Welfare, Interim Assistance, Wisconsin Works (W-2) Related, Medical Assistance Transportation, and Administrative Expenses.

#### Standards:

- a. Establish a Calendar of deadlines and distribute to staff and appropriate contract agencies.
- b. Process all accounts payable on a timely basis in accordance with allowable cost policy, contractual obligations and restrictions.
- c. Review and balance all files prior to submitting them to data processing.
- d. Increase productivity by determining the source of errors and applying a systematic program to reduce errors.
- e. Decrease processing time by using computer generated reports.

4. Maintain billing and collections for Interim Assistance, W-2, FoodShare, Children in Substitute Care, Case Management, Outpatient, In-Patient, Family Treatment Teams, Intensive Case Management, Community Support Program (CSP), LTS Co-pay, Low Income Housing Energy Assistance, Department of Vocational Rehabilitation Transition to Employment, Detention Center, and Post Adjudicated Services.

#### Standards:

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

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

#### Standards:

- a. Review budget expenditures and budgeted income.
- b. Review and reconcile monthly client balances.



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## Charter: Human Services

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- c. Consult with social workers and supervisors when budgets need to be adjusted.
- d. Prepare and provide monthly reports of client balances to social workers and supervisors.

6. Maintain agency checking accounts.

**Standards:**

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

7. Coordinate facility issues.

**Standards:**

- a. 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.

**CENTRAL SUPPORT**

**Key Objective:**

The Accounting units also provide a wide range of administrative services including communications, purchasing, fixed asset inventories and materials management to all Divisions of the Human Services Department.

**Critical Objectives:**

- 1. Facilitate contact and communication with and between Department staff.

**Standards:**

- a. Distribute phone change sheets daily.

2. Provide duplication services and equipment.

**Standards:**

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

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

**Standards:**

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

4. Maintain department key control system.

**Standards:**

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

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

**Standards:**

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

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

**Standard:**

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

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

**Standards:**

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

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### **JOB CENTER**

#### **Key Objective:**

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

The following agencies/programs are located at the Rock County Job Center: W-2, Economic Support, Long Term Support, Division of Workforce Excellence-Job Service, Division of Vocational Rehabilitation, Southwest Wisconsin Workforce Development Board, AFL-CIO Labor Education and Training, and Blackhawk Technical College.

#### **Critical Objectives:**

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

2. Maximize facility usage.

#### **Standards:**

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

### **DROP-IN CHILD CARE UNIT**

#### **Key Objective:**

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

#### **Critical Objectives:**

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

## **RECORDS AND QUALITY MANAGEMENT**

### **SPECIAL FUNCTIONS**

#### **Key Objective:**

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

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**Critical Objectives:**

1. **Data Management:** Maintain and monitor an integrated client record and information system within the Rock County HSD. Set up and maintain program-specific databases to meet the informational needs of administration and program management.  
**Standards:**
  - a. Continue to assist with the set up of CareVoyant for use as a clinical documentation system in 2010.
  - b. Monitor the integrated system and database content to assure the complete, accurate, reliable, timely information is collected and reported, including a monthly review of the Master Person Index to identify and resolve duplicate client records.
  - c. Document content definitions and data entry standards for the integrated system and all databases programmed and supported by the RQM Division and monitor content.
  - d. Make statistical information available to Administration and other staff as needed to meet the requirements of the programs.
2. **Quality Improvement:** Coordinate the quality improvement (QI) program.  
**Standards:**
  - a. Submit applications and fees for certified services (Beloit and Janesville Counseling Centers, Adolescent Services Center, Beloit and Janesville Community Support Programs, and Crisis Intervention) by the state-established deadlines.
  - b. Conduct Confidentiality/HIPAA training for CPS, JJS, LTS, and ESS every two years.

**MEDICAL RECORD DEPARTMENT**

**Key Objective:**

As a unit of the RQM 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 administrative services including records management, data entry and word processing transcription.

**Critical Objectives:**

1. Make records and client information available to staff as needed.  
**Standards:**
  - a. Provide 100% of the routine requested records within four working hours of the request.
  - b. Track record location to insure prompt location of needed records.
2. Protect client information from unauthorized use or release. Ensure disclosure of information in accordance with county policy and governing laws.  
**Standards:**
  - a. Conduct confidentiality inservice for staff of certified program locations every two years.
  - b. Release information to clients, other providers and third party payors upon request after verifying that all authorizations or requests are in compliance with the Statues, regulations and procedures governing release of information.
3. Coordinate mail and reception for the HSD.  
**Standards:**
  - a. Apply postage to outgoing mail and deliver to Post Office by 5:00 P.M. every weekday.
  - b. Answer main telephone line, greet visitors and direct incoming guests and callers as appropriate.
4. Assist in the timely processing of fiscal, statistical, and program data to meet Federal, State, County, and Department requirements.  
**Standards:** Within five working days of receipt, process and verify for accuracy confidential accounting, statistical, and technical data from multiple source documents using County and State computer systems.
5. Perform word processing transcription for various service areas of the department in accordance with established protocol to ensure timely completion.  
**Standards:** Generate accurate confidential documents from dictated, hand-written or revised text.

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### CLERICAL SERVICES UNIT

#### **Key Objective:**

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

#### **Critical Objectives:**

1. Facilitate contact and communication with and between staff and clients and the community.  
**Standards:**
  - a. Answer incoming calls promptly (within three rings) and assist callers.
  - b. Take requests for services and schedule appointments.
  - c. Schedule unit staff to maintain critical coverage at certified program locations.
2. Assist treatment/service staff with client record management activities, including assuring the availability and safety of records.  
**Standards:**
  - a. Complete intake paperwork and forward information to Accounting within one working day of intake.
  - b. Track record location to insure prompt location of needed records.
3. Perform a variety of difficult and responsible clerical functions necessary to accomplish the work of the service location.  
**Standards:**
  - a. Submit requests to extend Medical Assistance (MA) and other third party payer authorization forms promptly (prior to expiration of current authorization).
  - b. Process all paperwork for the free medication program including maintaining a database to assure timely re-application to keep a continuous supply of medications.
  - c. Perform word processing and data entry tasks within established protocol for Long Term Support.
4. Assist with data collection and reporting.

#### **Standards:**

- a. Enter complete, accurate, consistent and timely information in the various databases and applications.
  - b. Complete database and Master Person Index entries within four working hours of intake or of receipt of the needed intake paperwork.
  - c. Maintain and report quality-monitoring data to the program supervisor.
5. Assist supervisors with a wide variety of administrative and office management activities.  
**Standards:**
- a. Collect and submit Daily Charge Sheets to Accounting within two working days.
  - b. Maintain an adequate supply of forms and materials at each service location.
  - c. Report and follow up regarding building and grounds maintenance problems.
  - d. Schedule Crisis Intervention staff and arrange coverage for unplanned absences.
  - e. Attend meetings and take minutes for a variety of committee and board meetings.
  - f. Prepare and assist with presentations, i.e., Power Point.
  - g. Coordinate trainings and registrations.
  - h. Create brochures and pamphlets for County programs and trainings.

### SUPPORT SERVICES UNIT

#### **Key Objective:**

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

#### **Critical Objectives:**

1. Perform a variety of difficult and responsible clerical functions necessary to accomplish the work of the Child Protective Services and Juvenile Justice Divisions.  
**Standards:**
  - a. Contact responsible staff member to schedule administrative reviews of permanency plans within six months of the court placement order.
  - b. Coordinate the process of CPS substantiation appeals and rehabilitation reviews.
  - c. Provide secretarial support for CPS and JJS supervisors.
  - d. Maintain foster home records.

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- e. Attend meetings and take minutes for a variety of committee and board meetings.
- 2. Assist with data collection and reporting for child abuse and neglect service activities as well as JIPS and delinquent juveniles, Kinship care services, as well as Foster Care and Certified Child Care Providers.  
**Standards:**
  - a. Input referral data within one working day of receiving the documentation.
  - b. Assist with data entry into WiSACWIS.
  - c. Enter information regarding youth in Secure confinement into the State Juvenile Secure Detention Register (JSDR).
- 3. Facilitate contact and communication with and between CPS and JJS staff, other county employees, and the general public.  
**Standards:**
  - a. Answer and handle calls for supervisors.
  - b. Back up CPS Access calls, locating a Social Worker or sending call to voice mail.
  - c. Assist with calls from the Public Defenders, Judicial Assistants and Law Enforcement regarding juvenile probation referrals.
- 4. Coordinate the processing of post adjudication fees and victim notices.  
**Standards:**
  - a. Attend Dispositional hearings and Calendar Call hearings to Collect financial information from juveniles parent/guardian.
  - b. Send the required notice to every victim of juvenile crime known at the time of intake within 10 days.

**CHILD PROTECTIVE SERVICES**

**Key Objective:**

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

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

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

**Critical Objectives:**

- 1. Assess all incoming reports of possible child maltreatment for appropriateness of CPS assignment.  
**Standards:**
  - a. Staff will gather sufficient information to determine whether child maltreatment or the risk of maltreatment to a child exists, including immediate and impending danger threats.
  - b. Staff will inform reporters what child maltreatment is and agency responsibility.
  - c. Supervisors will make all screening and urgency decisions.
- 2. Assess all accepted reports of child maltreatment to determine whether maltreatment has occurred, and/or is likely to occur.  
**Standards:**
  - a. Staff will complete a comprehensive initial assessment of the family, interviewing and gathering information consistent with the Investigation/Assessment Standards authorized in S.48.981(3)(c) Wisconsin Statutes.
  - b. Supervisory review of all assessments will occur to ensure quality decision-making and to ensure that assessments are completed within 60 days of case assignment.
  - c. Staff will send written conclusions of the initial assessment to mandated reporters within 60 days of case assignment.
- 3. Assess all cases where there is a threat to a child’s safety.  
**Standards:**
  - a. Staff evaluation of child safety will be consistent with the Safety Intervention Standards.

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- 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 an in-depth assessment of each family for the purpose of understanding what conditions most contribute to the risk of maltreatment consistent with the ongoing service standards.
  - b. Staff will engage families in developing case plans designed to reduce the risk of maltreatment.
  - c. Staff will work with other department staff and community agencies and professionals to complete their assessment and develop a case plan.
  - d. Staff will make timely referrals for necessary services on behalf of the family to comply with reasonable efforts requirements. This may include referrals to both department and community resources.
  - e. Supervisory review of all family assessments and case plans will occur to assure quality decision-making.
5. Strengthen the substitute care unit to enable it to serve as a resource to CPS, Juvenile Justice Services (JJS), 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, JJS, and Children's Community Support Network (CCSN) families.
  - c. Provide foster parent training to foster parent applicants and to all licensed Rock County Foster Parents.
  - d. Recruit and license Foster Homes for large (3 or more children) sibling groups and for children in the Beloit area..
6. Increase CPS program capacity to assure child safety while keeping families intact.

**Standards:**

- a. Prioritize case assignments to the Family Skills unit according to those families in need of services to assure child safety.
  - b. Deliver intensive in-home safety services to families whose children are at imminent risk of out-of-home placement.
7. Assist clients with transportation needs by providing rides for family interaction, counseling, and medical appointments through the Volunteer Transportation Program.
- Standards:**
- a. Coordinate and communicate with case managers regarding scheduling requirements.
  - b. Develop and implement appropriate weekly schedules.
  - c. Continue plans for recruitment and retention of volunteer drivers.
  - d. Continue to refine a training/orientation process for newly recruited volunteer drivers.
  - e. Continue to develop and refine program in response to the changing needs of case managers and clients.
8. Conduct public relations efforts focused on educating the community about CPS & increasing communication and collaboration with other agencies and the community at large.
- Standards:**
- a. Conduct community presentations focused on child abuse and neglect reporting, child maltreatment, CPS intervention with families and other CPS related topics to interested audiences.
  - b. Offer opportunities to participate in individualized externships to interested professionals/elected representatives who interact with CPS.

## **JUVENILE JUSTICE SERVICES**

**Key Objective:**

The Juvenile Justice Services Division (JJS) is composed of two Juvenile Probation Units, the Juvenile Detention Center, and the Juvenile Detention Diversion and Youth Services Programs. 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

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is guided by the need to provide for public safety and juvenile accountability by using evidence-based programs and practices to increase skills and competencies needed to maintain a crime-free lifestyle.

### **Critical Objectives:**

1. Receive and process referrals of juveniles charged with what would be a crime if they were adults, as well as juveniles who are considered to be truant, uncontrollable, or a runaway.  
**Standards:**
  - a. Intake services will be provided 24 hours per day as required by Wisconsin Statutes.
  - b. Intake decisions will be determined in compliance with Court approved guidelines and Wisconsin Statutes.
  - c. Custody decisions, as well as the level and location of custody, will be made according to Wisconsin Statutes.
2. Provide the following services: Juveniles in Need of Protection and Services, Formal Supervision, Intensive Case Management, Electronic and GPS Monitoring, Deferred Prosecution Agreements, and Consent Decrees.  
**Standards:**
  - a. Dispositional recommendations for the Court, including the level of supervision, will be made by conducting an individualized assessment using the Youth Assessment and Screening Instrument (YASI).
  - b. Provide or arrange for all services ordered by the Court.
  - c. Return all juveniles as necessary to the Court for modifications of the rules of supervision, sanctions, or new referrals.
3. Decrease the number of out-of-home or out-of-community placements, while providing public safety, juvenile accountability, and increased competency.  
**Standards:**
  - a. Provide community-based services in collaboration with other department divisions, schools, police, and private service providers to juveniles and their families.
  - b. Provide supervisory consultation and approval of recommendations to the Court for out-of-home or out-of-community placements.
4. Direct and support Disproportionate Minority Contact (DMC) reduction activities within the Division and in partnership with law enforcement, schools, Public Defenders, the District Attorney, community agencies, parents, and youth.

### **Standards:**

- a. A full-time DMC Analyst will collect, analyze and share data for each decision-making point in the juvenile justice system.
  - b. The Division will implement selected strategic innovations in partnership with the MacArthur Foundation and the Center for Children's Law and Policy including implementing the YASI, putting in place a system of graduated responses to youth behavior including incentives, treatment, and sanctions, and creating, validating and using a Detention Assessment Instrument (DAI) to make secure custody decisions.
  - c. DMC Advisory Committee meetings will be held quarterly to share activity updates with partners, and to look in-depth at different areas of the justice system.
5. Provide Kinship Care Management services in compliance with Wisconsin Statutes and Wisconsin Works Administrative Rules.  
**Standards:**
    - a. An individualized assessment will be completed on all caregivers in the program.
    - b. A criminal background check will be done on all caregivers in the program.
    - c. A determination for eligibility per Wisconsin Statutes and Administrative Rules will be done on all caregivers in the program.
    - d. Payment authorization will be processed for all caregivers in the program.
    - e. Annual reviews will be conducted on all caregivers in the program.
  6. Provide shelter or secure detention for juveniles detained per Wisconsin Statutes, Chapter 938 or Chapter 48.  
**Standards:**
    - a. The Juvenile Detention facility will be in compliance with all Administrative Rules that apply.
    - b. Juveniles referred to detention pursuant to Wisconsin Statutes and regulations will be accepted.
  7. 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.

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- c. Medication monitoring services will be provided for those in need of medication therapy.
8. 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:**

Our mission is to efficiently operate State and Federal Economic Support Division Programs, which include: Wisconsin Works (W-2), Medical Assistance (MA), FoodShare (FS), ChildCare (CC), and Badger Care Plus (BC+). These programs are operated under contract with the State and are required by State and Federal law, leaving little room for local discretion. The Relief Block Grant program is an option to each Wisconsin County under the broad guidelines of Chapter 49 of the Wisconsin Statutes. Rock County has opted to operate a cash-only Interim Assistance Program.

**Critical Objectives:**

- 1. Administer programs within Federal, State and local policies. An error rate will be maintained which is within the accepted tolerance. NOTE: Federal tolerance levels in FS are established annually based upon national averages.
- Standards:**
- a. Complete Quality Assurance reviews at a rate sufficient to determine accuracy rates. Appropriate action plans will be developed to address negative findings.
  - b. Develop an error reduction plan to address problem areas and apply for such project funding as is available.
  - c. Complete applications, changes and responses on a timely basis as specified in program manuals.

- 2. Provide Economic Support programs in accordance with all Federal, State and local regulations. Administration of these programs requires respect for client rights and satisfaction.
- Standards:**
- a. Investigate all complaints, including conducting Fact Finding Reviews, regarding client services with appropriate remedies being applied on a timely basis, as is required for all programs under W-2.
  - b. Evaluate and report efforts to monitor the quality of consumer/staff interactions. Such efforts will be documented through the state-developed Customer Satisfaction Survey, as well as, local monitoring tools.
  - c. Meet Performance Standards as set forth by the State.
- 3. Staff will be trained on program basics as well as program changes.
- Standards:**
- a. Provide continuous education for staff.
  - b. Assure each new staff will be given sufficient training to meet the requirements of Administrative Code DCF 103.
  - c. Assign experienced staff to state-sponsored education to meet requirements of DCF 103.
  - d. Schedule in-house education to address staff on agency needs.
  - e. Maintain records of staff education.
- 4. Policy changes will be discussed, disseminated, and implemented on a timely basis.
- Standards:**
- a. Designate staff to attend state-sponsored training on new programs or policy changes.
  - b. Discuss policy matters and implementation plans at weekly supervisory meetings.
  - c. Hold regular Division and unit meetings to provide a forum for training and policy discussion.
- 5. Develop and maintain an up-to-date Interim Assistance Program policy manual that is approved by the Rock County Human Services Board.
- Standards:**
- a. Revise local practices to ensure efficiency and consistency with Board policy direction.
- 6. Operate an active fraud reduction program.



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### **Standards:**

- a. Complete front-end verification on all cases within error prone profiles as specified in the Rock County Fraud Plan.
  - b. Refer for investigation cases of alleged welfare fraud or request an administrative hearing.
  - c. Disqualify recipients who are convicted of welfare fraud as allowed by law.
  - d. Actively pursue and monitor benefit recovery where benefits were obtained as a result of fraud.
7. Maintain a focus on employment as the first means of self-support.
- Standards:**
- a. Develop and review employability plans for all work program participants.
  - b. Monitor each participant's progress toward goals stated in the employability plan.
  - c. Provide supportive services to enable individuals to seek and maintain employment.
  - d. Complete follow-up tracking and case management for employed individuals.
8. Provide information regarding economic support and W-2 programs.
- Standards:**
- a. Provide public relations and outreach in a pro-active manner to increase public awareness of the economic support and W-2 programs.
9. Conduct regular public relations efforts geared toward educating the community about Economic Support/W-2 Programs and enhancing the image of the Human Services Department.
- Standards:**
- a. Provide speakers for inservices for other HSD Divisions, Community Organizations, and the general public.
  - b. Provide a series of informational sessions to other agencies and the general public on topics of interest.
  - c. Participate on advisory boards and committees to promote agency programs as well as coordinate and collaborate with other agencies and their existing programs.

### **LONG TERM SUPPORT**

#### **Key Objective:**

Long Term Support (LTS) provides assessment, case plans, and ongoing case management for eligible individuals. The primary target groups who receive services through Long Term Support are people who are Elderly (age 65 and older), and/or Physically/Sensory Disabled (ages 18 to 64). In addition LTS is the County's designated Adult and Elder Abuse investigative 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 and Caregivers Support Program, GM/UAW, and limited County tax levy.

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

#### **Critical Objectives:**

1. Provide comprehensive case assessment and plans.

**Standards:**

  - a. Provide assessments and case plans in a timely manner.
  - b. Provide pre-admission consultations for individuals seeking admission to a Community-Based Residential Facility.
  - c. Conduct annual WATTS reviews referred from Court Services.
2. Provide comprehensive case management services.

**Standards:**

  - a. Monitor ongoing case management activities for service comprehensiveness through monthly random record review and client/collateral contacts.
  - b. Further develop standards for case management activity and measure workload demands and productivity.

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- c. Ensure expertise for the various populations served through staff training, support, and caseload review.
- d. Conduct ongoing client satisfaction surveys with annual summaries.

3. Maximize State and Federal funding sources.

**Standards:**

- a. Achieve full waiver participation within allowable allocations.
- b. Utilize all available COP-Waiver funding while maintaining prescribed significant proportion ratios.
- c. Analyze State and Federal administrative reports and adjust case activities as needed.
- d. Assess the division of funds by target group to provide for the full utilization of funding and meeting the program's responsibilities.
- e. Maintain staffing level sufficient to process new waiver applications and manage open waiver cases.
- f. Establish a pool of trained individuals for FMLA coverage.
- g. Maintain an eligibility list to hire from for both seasonal and permanent positions.
- h. Analyze how best to serve clients after completing the Automated Functional Screens.

4. Maintain accurate waiting list data.

**Standards:**

- a. All waiting list cases will have an assigned Social Worker/Case Manager to follow-up on their service needs and eligibility for other program areas, as well as, information regarding their present status on the waiting list.
- b. Remove clients from waiting lists, as staff and funding resources become available.

5. Provide remedial and preventive services to adults who are victims of abuse or neglect.

**Standards:**

- a. Provide community education and coordination of services.
- b. Document referrals to law enforcement.
- c. Complete and enter electronically the F-20441A Adult at Risk Abuse, Neglect, and/or Exploitation Form for State data collection.

6. Provide screening, coordination, and court services for guardianship and protective placement referrals.

**Standards:**

- a. Screen all referrals from general public and Human Services Department case managers.
- b. Refer individuals to private attorney if sufficient resources.
- c. Process guardianship for indigent individuals.

**MENTAL HEALTH AND ALCOHOL AND DRUG**

**OUTPATIENT CLINICS**

**Key Objective:**

The Department provides counseling and other therapeutic services at outpatient clinics in Southern Rock County (Beloit) and Northern Rock County (Janesville) and the Family and Adolescent Services Center at the Health Care Center. The State of Wisconsin under HSS 61.92 certifies the clinics. Services available through the clinics include psychiatric and psychosocial evaluations; individual, family, and group counseling; nurse care, case management services; and psychiatric treatment services. A large number of eligible outpatient clients are provided with sample or program medication at no cost.

**Critical Objectives:**

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

**Standards:**

- a. Provide emergency services to registered clients to assist in resolving problems on an outpatient basis and reduce the need for inpatient care.
- b. Coordinate the provision of evening and weekend emergency services, involving registered outpatient clients, with the Crisis Intervention Unit.
- c. Provide services, consultation, and direction when a registered client is placed at Jackson House or in a Family Crisis Bed.

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2. Continue to refine and develop specific therapeutic skills and strategies for working with treatment resistant clients, and increase the level of expertise and skill in working with families and children who have previously experienced maltreatment, trauma, and/or neglect.

**Standards:**

- a. Provide staff opportunities to attend workshops and seminars relating to multi-problem and treatment resistant clients.
  - b. Refine "specialty services" for CPS and JJS clients in order to more adequately address distinctive treatment/service needs of this population.
3. Further develop staff competence and skill in the application of Dialectical Behavior Therapy (DBT). This approach is employed primarily with treatment resistant and treatment refractory clients who pose a frequent danger to self and/or others.
- Standards:**
- a. Identify outpatient staff who possess the requisite training in DBT.
  - b. Identified staff will conduct one or more weekly groups for up to eight (8) registered clients at the Beloit and Janesville Counseling Centers.
  - c. Identified staff will lead ongoing groups and will assist other HSD staff in developing expertise in applying the DBT model in individual counseling sessions.
4. Perform professional duties in a manner that ensures compliance with all applicable State and Federal codes and statutes, outpatient certification standards, and is consistent with professional ethics and practice guidelines, and prevailing professional standards of care.

**Standards:**

- a. Review and discuss applicable laws, codes, regulations, guidelines, and standards, as necessary, to maintain an adequate knowledge base.
- b. Identify specific problems and concerns relating to professional practice and review with other professional staff via the multi-disciplinary case review, peer consultation and review, supervisory review, and at outpatient staff meetings.
- c. Attend outpatient business and educational staff meetings.
- d. Review Quality Assurance findings and participate in ongoing quality improvement activities.

### **NURSING SERVICES**

**Key Objective:**

Provide nursing services to clients receiving treatment for mental illness; chronic substance abuse; and to clients whose primary service involves psychotropic medication. The nurses also provide consultation and recommendations to non-medical staff on an ongoing basis. Community Nursing staff oversee medication distribution and are responsible for securing sample and "program" medication in order to ensure that psychotropic medications are available to needy clients.

**Critical Objectives:**

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

**Standards:**

- a. Provide ongoing nursing services to clients who are chronically mentally ill, and clients with debilitating personality disorders who do not benefit from traditional psychotherapy or counseling.
- b. Provide ongoing medication monitoring of registered Rock County clients.
- c. Provide consultation to non-medical staff regarding health issues and medication responses.
- d. Assist registered clients in obtaining prescribed psychotropic medications with pharmaceutical samples and/or participation in pharmaceutical programs available to indigent clients.
- e. Monitor and dispense pharmaceuticals as directed by the clinic psychiatrist(s).
- f. Document all instances of client contact on the day of contact.
- g. Monitor medication informed consent requirements and conduct disease education.

2. Perform nursing duties in a manner that ensures compliance with all applicable State and Federal codes and statutes, and is consistent with professional ethics, program guidelines, and prevailing professional standards of care.

**Standards:**

- a. Review and discuss applicable laws, codes, regulations, guidelines, and standards, as necessary, to maintain an adequate knowledge base.

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## Charter: Human Services

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- b. Identify specific problems and concerns relating to nursing practice and review with other professional staff via the multi-disciplinary case review, peer consultation and review and supervisory review.
- c. Review Quality Assurance findings and participate in ongoing quality improvement activities.

### **CHILDREN'S COMMUNITY SUPPORT NETWORK**

#### **Key Objective:**

The primary focus of the Children's Community Support Network (CCSN) is to assist severely emotionally disturbed (SED) youth and their families 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.

#### **Critical Objectives:**

1. To provide effective interventions to families where the identified SED youth is experiencing behavior problems in the home, school and/or community and is at risk of removal from the home and placement in out-of-home care.  
**Standards:**
  - a. Referrals for CCSN are received from Child Protective Services Division, Juvenile Justice Division and Crisis Intervention.
  - b. Case managers work with families who are willing to partner and do what is in their child's/children's best interest.
  - 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.

### **FAMILY CRISIS SERVICES**

#### **Key Objective:**

To work with families in preventing out-of-home placements by improving communications, supporting parents, reducing delinquent behavior and/or abuse related behavior, and improving overall mental health.

#### **Critical Objectives:**

1. To provide effective intervention to families by working together with parents and youth to establish healthy relationships while reducing the need for Child Protective Service or Juvenile Justice interventions.  
**Standards:**
  - a. Master level outpatient clinicians who work with families both in the home and the community.
  - b. Referrals are accepted from Child Protective Services, Juvenile Justice, and Crisis Intervention.
  - c. School, and community where the problems are happening intervene in cases where a youth has experienced an emergency mental health detention to assist in stabilizing that youth and work with hospital, state institute or other mental health provider.
  - d. Work with youth and their families to stabilize their home situation and avoid the trauma of an out of home placement whenever possible.
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.

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

### **ADULT CRISIS INTERVENTION**

#### **Key Objective:**

The Crisis Intervention Unit provides emergency assessment, assistance and referral to individuals experiencing mental health and alcohol and other drug abuse problems, when the family or other existing support systems can no longer alleviate these problems. One of the unit's objectives in 2009 will be to identify additional community-based alternatives to hospitalization. Expansion to a 10-bed crisis stabilization facility (Jackson House) developed in 2002. 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.

#### **Critical Objectives:**

1. Educate county law enforcement agencies and other community agencies on the civil commitment process, crisis techniques, and how to access crisis services.  
**Standards:**
  - a. The Crisis Intervention Supervisor or their designee will attend the Rock County Law Enforcement Association meetings and educate the members on current policies and procedures related to Crisis Intervention services.
  - b. Provide in-services off-site to other community agencies to increase their knowledge of the civil commitment process, crisis intervention service, and mental illness in general.
  - c. Increase mobile services to the community to arrange for alternatives to involuntary hospitalizations.
2. Examine the function of Crisis Intervention, particularly with regards to other community organizations, and explore ways to further minimize risk factors associated with crisis services.

#### **Standards:**

- a. The Crisis Intervention Supervisor will provide additional educational training to Crisis staff on topics related to mental illness, alcohol and other drug abuse, and enhancing suicide assessments.
  - b. The Crisis Intervention staff will work to decrease the length of stay in the State Institutions and hospitals.
  - c. Evaluate mental status of clients through interviews by Crisis Intervention Staff.
  - d. Consult with Rock County Corporation Counsel to discuss liability issues, as needed.
  - e. Increase mobility of crisis staff to respond to law enforcement in the community when significant mental health problems are identified.
3. Review and revise Crisis unit policies and procedures in compliance with any new State laws and mandates related to Crisis Intervention.  
**Standards:**
    - a. Attend trainings and in-services provided by the State regarding new rules.
    - b. Coordinate changes in operations with other Human Service Department units.
    - c. Explore viable options for expanding our current billing for emergency services.
    - d. Coordinate services with the Jackson House crisis stabilization facility.
    - e. Coordinate discharge planning of individuals under emergency detention pursuant to SS 51.15 or 51.45.
    - f. Work collaboratively to address the needs of individuals with dual diagnosis to offer and encourage drug and alcohol treatment.
  4. Crisis Staff perform professional duties in a manner that ensures compliance with all applicable State and Federal codes and statutes, certification standards and consistent with prevailing professional standards of care.  
**Standards:**
    - a. Review and discuss applicable laws, codes, regulations, guidelines, and standards, as necessary, to maintain an adequate knowledge base.
    - b. Identify specific problems and concerns relating to professional practice and review with other professional staff via case review, peer consultation and review, supervisory review, and at regularly-scheduled staff meetings.
    - c. Attend regularly scheduled business and educational staff meetings.
    - d. Review Quality Assurance findings and participate in ongoing quality improvement activities.

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

**Standards:**

- a. Transition all eligible Shelter-Plus-Care participants to other housing subsidies where feasible to enable more Shelter-Plus-Care housing slots to become available for new homeless participants.
- b. Continue outreach services to places where homeless individuals are known to congregate to engage these individuals for serious and persistent mental illness and/or co-occurring disorders.

### **FAMILY CRISIS SERVICES**

**Key Objective:**

The primary focus of Family Crisis is to provide mental health services where either the child, child caregiver, or both may be the identified client(s) and is viewed as needing short-term intensive stabilization services to reduce the risk of continued crisis and/or out of home placement. Family Crisis Services operates under Wisconsin Administrative Code HFS Chapter 34 and operates in accordance with these standards.

**Critical Objectives:**

1. Provide timely and effective responses to families experiencing a mental health crisis or when the family is at high risk of experiencing a crisis.

**Standards:**

- a. Clinicians intervene when appropriate, consistent with HFS 34.02 (5) crisis definition.
- b. Referrals for Family Crisis Services are initiated by Crisis Intervention, CPS, JJS, and the Janesville and Beloit Counseling Centers.
- c. Provision of Family Crisis Services involve establishing rapport with the family, stabilizing the crisis, conducting a mental health assessment, and making referrals as appropriate to address any issues that impact on the risk of future crisis time frame when feasible.

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

**Standards:**

- a. Review and discuss applicable laws, codes, regulations, guidelines, and standards, as necessary to maintain an adequate knowledge base.
- b. Identify specific problems and concerns relating to professional practice and review with other professional staff via case review, peer consultation and review, supervisory review, and at regularly-scheduled staff meetings.
- c. Attend regularly scheduled business and educational staff meetings.
- d. Review Quality Assurance findings and participate in ongoing quality improvement activities.

### **CRISIS STABILIZATION FACILITY**

**Key Objective:**

The Human Services Department contracts with Tellurian UCAN, Inc. to provide an twelve-bed crisis stabilization facility (Jackson House) in Rock County. The service is designed and operated in accordance with Wisconsin Administrative Code HFS 34. This facility provides a less restrictive alternative to psychiatric hospitalization. Clients will be voluntarily placed and/or placed there on a 51.15 detention.

**Critical Objectives:**

1. Ensure that the contracted provider is operating in accordance with HFS 34 standards and HFS 83 standards for Community Based Residential Facilities and the contract between Tellurian and Rock County.

**Standards:**

- a. Monitor the services delivered by the contracted provider.
- b. Obtain and review client satisfaction data, outcome data, and quality assurance findings prepared by the provider.
- c. Monitor compliance with the terms of the contract related to staffing, outcomes and billing.
- d. Participate in regular clinical staffings of clients at Jackson House.

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2. Monitor admission screening and related admission criteria, as well as billing criteria and procedures.

**Standards:**

- a. Review admission screening decisions.
- b. Review billing procedures in order to optimize resources for the facility.
- c. Ensure all eligible Medical Assistance billing occurred.

3. Maintain a productive working relationship between the Human Services Department and the contracted provider.

**Standards:**

- a. Conduct meetings with staff of the crisis stabilization facility and HSD service providers to review level of service integration and collaboration.
- b. Revise policies, procedures and guidelines, as necessary, to ensure services delivery is integrated, efficient, and responsive to the needs of the residents.

### **CHEMICAL DEPENDENCY SERVICES**

**Key Objective:**

The Department provides Alcohol and Other Drug Abuse (AODA) assessment and referral services to eligible Rock County residents employing a managed care format. The system requires fiscal management of limited resources in order to provide eligible clients access to AODA treatment. AODA trained staff provide the Intoxicated Driver Program (IDP) and AODA assessment and referral services. Contracted providers provide AODA treatment services. AODA treatment services, for eligible clients, are authorized to the limit of available budgeted resources.

**Critical Objectives:**

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

**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:**

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.



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- 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 *HSS 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 an in-depth assessment (psychosocial evaluation) within 30 days of admission and updates every two years thereafter.
  - d. Complete a comprehensive treatment plan within 30 days of admission and every six months thereafter.
  - e. Complete a treatment note for every contact with or about each participant.
2. Comply with Patient Rights Standards under Wisconsin State Statutes *HSS 94*.

#### **Standards:**

- a. Before or upon admission, each participant shall be notified orally and given a written copy of his or her rights. Oral notification may be accomplished by showing the participant a video about participant rights. Guardians of a participant adjudicated incompetent shall also be notified. Participants shall be orally re-notified of their rights at least annually and be given another copy of their rights in writing if requested.
  - b. Before, upon or at a reasonable time after admission, a participant shall be informed in writing of any financial liability that the participant or any of the participant's relatives may have for the cost of the participant's care and treatment.
  - c. Each participant shall receive the least restrictive treatment and conditions.
  - d. Treatment will be prompt and adequate.
  - e. No medication may be given to any participant nor any treatment performed without the prior informed consent of the participant, unless treatment and/or medication are court ordered.
  - f. Each participant shall be treated with respect and with recognition of the participant's dignity by all employees.
  - g. Any participant or person acting on behalf of the participant may file a grievance in accordance with *HSS 94*.
3. Comply with State Medical Records mandates set forth in Wisconsin State Statutes *HSS 92* and *HSS 51.30*, HIPPA and Rock County policies involving confidentiality.  
**Standards:**
    - a. Staff will be knowledgeable of referenced State and Federal Statutes and Administrative Code regulations. Attend inservice training provided by the H.S.D. Medical Records Department and read and observe all policies adopted by the Department regarding confidentiality.
  4. Registered degreed Nurses provide medical and supportive services to CSP participants.  
**Standards:**
    - a. Services are provided in the community and in the home, as well as, at the office.
    - b. Registered Nurses monitor participants' medication and related lab work to assure that the participant remains healthy while taking prescribed medications.

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

**Standards:**

- a. Review and discuss applicable laws, codes, regulations, guidelines, and standards, as necessary, to maintain an adequate knowledge base.
- b. Identify specific problems and concerns relating to professional practice and review with other professional staff via case review, peer consultation and review, supervisory review, and at staff meetings.
- c. Attend educational staff meetings.
- d. Review Quality Assurance findings and participate in ongoing quality improvement activities.

Department

HUMAN SERVICES

## Budget Analysis by Program

Programs	Agency Management and Support	Job Center	Child Protective Services	Juvenile Justice	Juvenile Detention Center	Economic Support Services	Long Term Support	
Positions	35.40	2.40	58.40	31.00	36.40	57.00	26.00	
Salaries	\$1,568,854	\$80,568	\$2,641,032	\$1,534,108	\$1,703,642	\$2,218,322	\$1,418,689	
Fringe Benefits	\$811,283	\$41,143	\$1,380,485	\$868,619	\$823,738	\$1,232,605	\$688,579	
Operating Expenses	\$1,133,200	\$566,132	\$6,102,868	\$1,740,720	\$359,147	\$1,981,270	\$7,921,270	
Capital Outlay	\$3,268	\$14,900	\$0	\$8,234	\$0	\$0	\$0	
Allocation of Services	(\$15,977)	(\$427,303)	\$11,657	(\$32,068)	\$0	\$345,686	\$126,259	
Subtotal	\$3,500,628	\$275,440	\$10,136,042	\$4,119,613	\$2,886,527	\$5,777,883	\$10,154,797	
Indirect Cost Alloc.	(\$3,485,528)	\$0	\$670,470	\$355,900	\$417,896	\$654,398	\$298,497	
Total	\$15,100	\$275,440	\$10,806,512	\$4,475,513	\$3,304,423	\$6,432,281	\$10,453,294	
Revenue	\$8,038,078	\$275,440	\$1,922,114	\$2,767,906	\$62,355	\$5,424,473	\$10,124,661	
Fund Bal. Applied	\$0							
County Share	(\$8,022,978)	\$0	\$8,884,398	\$1,707,607	\$3,242,068	\$1,007,808	\$328,633	

Department HUMAN SERVICES

**Budget Analysis by Program**

Programs		Mental Health/ AODA	Mental Health/ AODA- Crisis	Mental Health/ AODA- CSP	Mental Health/ AODA- CSP			Budget Summary
Positions		41.40	19.20	34.20	0.00			341.40
Salaries		\$2,231,272	\$1,094,550	\$1,975,264	\$0			\$16,466,301
Fringe Benefits		\$1,076,739	\$507,333	\$848,358	\$0			\$8,278,882
Operating Expenses		\$1,566,717	\$4,248,743	\$561,411	\$248,521			\$26,429,999
Capital Outlay		\$0	\$0	\$0	\$0			\$26,402
Allocation of Services		\$231,887	(\$35,455)	(\$28,665)	(\$176,021)			\$0
Subtotal		\$5,106,615	\$5,815,171	\$3,356,368	\$72,500			\$51,201,584
Indirect Cost Alloc.		\$475,299	\$220,429	\$392,639	\$0			\$0
Total		\$5,581,914	\$6,035,600	\$3,749,007	\$72,500			\$51,201,584
Revenue		\$2,083,687	\$317,098	\$1,423,856	\$22,500			\$32,462,168
Fund Bal. Applied								\$0
County Share		\$3,498,227	\$5,718,502	\$2,325,151	\$50,000			\$18,739,416

## Administrator's Comments

### Human Services Department

#### Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	341.40	341.40
Salaries	16,466,301	16,466,301
Fringe Benefits	8,278,882	8,278,882
Operating Expense	26,429,999	26,429,999
Capital Outlay	26,402	26,402
Allocation of Services	0	0
<b>Total Expense</b>	<b>51,201,584</b>	<b>51,201,584</b>
Revenue	32,462,168	32,462,168
Transfer In	0	0
Fund Balance Applied	0	0
Tax Levy	18,739,416	18,739,416
<b>Total Revenues</b>	<b>51,201,584</b>	<b>51,201,584</b>

As we look forward into 2010 and 2011, the demands on the Human Services Department (HSD) will increase. We have been seeing this in the Economic Support area where caseloads have increased to unprecedented levels. We are beginning to see it in other areas of the HSD. High unemployment and poor economic conditions are putting severe stress on citizens. This stress is resulting in and will continue to result in more mental health, AODA, child protection and other issues which will end up on the County's doorstep. This occurs at a time when the State is cutting resources and shifting the cost of providing services to the County.

The Departmental budget keeps the same number of staff positions but shifts some positions and resources to enable it to better respond to the demands which are only going to increase over the next couple years. This is the general context of the remainder of the Administrator's Comments that explain some of the details of the HSD budget request.

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 2010 budget request for the Human Services Department totals \$51,201,584. The tax levy request is \$18,739,416, which is an increase of \$1,654,861 or 9.7% over the amount levied for 2009 operations.

The primary reason the levy for the Human Services Department is increasing is the reduction of State Aid and the cost shifting from the State to the County that is built into the recently adopted State Budget. We have identified a total of \$930,000 in State Aid reductions and cost shifts impacting the Human Services Department in 2010. This follows a period of time going back to the mid-1990s during which the primary funding streams for Human Services have essentially been frozen by the state. In addition, the cost of providing these state-mandated services is increasing because some of the vendors providing the services are increasing their costs and the need and demand for services is going up due to high unemployment and the condition of the local economy. Thus, at a time when more services must be provided, the state is reducing funding for those services that it demands the County provide.

One of the service areas being directly affected by the poor economy is the Economic Support Division. The Economic Support Division has responsibility for operating the W-2 Program and

administering the Income Maintenance Program. Rock County is mandated to administer the Income Maintenance Program but has the option of whether to operate the W-2 Program. The current contract to operate W-2 runs through December 31, 2009. Rock County has been given the opportunity to operate the Program for another two-year cycle. The Department explanation of the current status of the W-2 Program is as follows:

**Wisconsin Works (W-2)**

Wisconsin Works (W-2) is a work program that provides necessary and appropriate services to prepare individuals to work, and to obtain and maintain viable, self-sustaining employment, which will promote economic growth. The Economic Support Division has administered the W-2 Program since it began in 1997 and has provided valuable services to participants that have resulted in many positive outcomes. W-2 is not a mandated program. W-2 agencies must meet performance standards by the end of each contract in order to avoid an RFP process for the next contract. Rock County was the only large W-2 agency that met the Right of First Selection for the 2010-2011 contract.

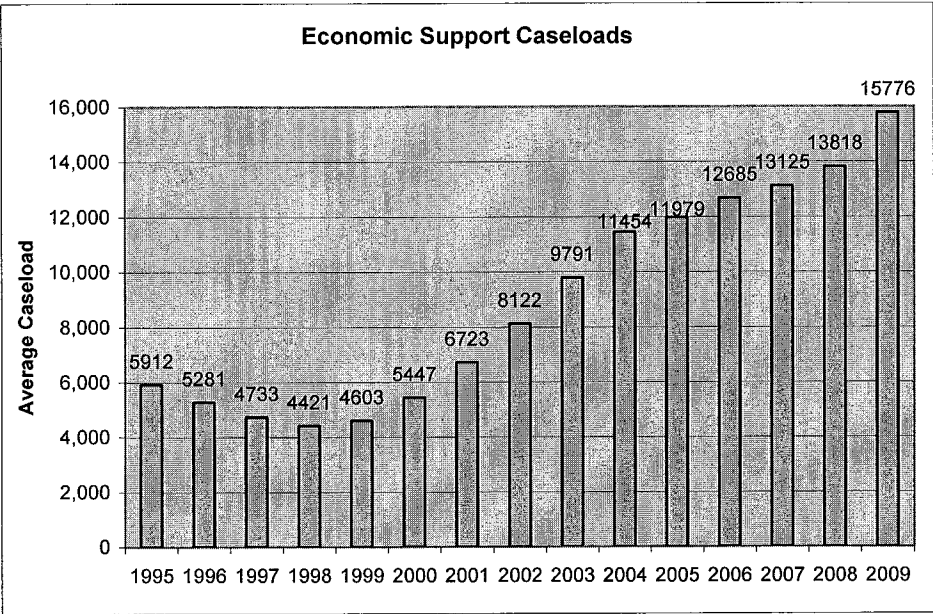
The average monthly W-2 caseload in 2008 was 110 cases; in 2009 the average monthly caseload through July is also 110. The average monthly benefit expense for 2008 was \$56,447 and in 2009 through July is \$50,958.

In 2007, the Department of Children and Families de-obligated \$237,599 from our W-2 funding. However, we did have sufficient funds at the end of that year. In 2008-2009 the W-2 allocation was reduced by approximately \$632,000, but earlier this year we received additional funding of \$127,256 and it appears at this point in time that there should be sufficient funding through the end of the year. The 2010-2011 allocation is reduced by \$115,978. The impact of this reduction will be felt in 2011. In current and past years DCF has made W-2 agencies whole when it appeared there would be insufficient funds through the end of the contract period.

It is recommended that Rock County continue to operate the W-2 Program.

As noted above, Rock County does an excellent job of operating the W-2 Program. There will be some financial risks in operating W-2 over the next two-year cycle. However, I also recommend the County continue to be the W-2 provider.

Economic Support caseloads have been increasing since 1998. The following chart tracks caseload growth through 2009 year-to-date.



The Department explanation of the status of the Economic Support unit and requests is as follows:

**Income Maintenance/Economic Support**

Economic Support (ES) programs provide medical and nutritional assistance to Rock County citizens through the BadgerCare, Medical Assistance and FoodShare programs. These are mandated services.

The overall unduplicated ES caseload has increased by approximately 2,600 cases since January, 2008. As of the end of August, 2009 the average caseload increase per month has been 156 cases. The caseload increase has stabilized over the last couple of months. However, it is unknown what the effects will be on the caseload once unemployment and sub-pay benefits end for those citizens who are currently laid-off and who have not yet applied for public assistance benefits. ES staff manage caseloads of approximately 450 (that has increased recently to 475 due to a staff vacancy). 450 cases is not a manageable size caseload; customer service suffers and FoodShare error

rates could increase, putting the County at risk of fiscal sanctions. It is recommended that there be an addition of two ES workers. This would bring the caseload size down to a level of approximately 390 cases per worker which would allow for anticipated caseload growth.

The addition of one Administrative Assistant would allow ES to have a staff person out in the Resource Room assisting walk-in customers with questions about the ES programs, provide recipients with the proper forms to be completed when reporting changes and assist in gathering verifications needed by ES staff in order to determine eligibility, as well as assisting with document scanning and coverage in the reception area.

While caseload growth has stabilized for a couple of months, the caseload per worker is already quite high. There is real concern that once unemployment and sub-pay benefits end for more of our citizens there will be increased demand for services and an increasing caseload per worker. We have an obligation to provide timely and accurate services for our citizens when they are in need. Therefore, I recommend the requested addition of two Economic Support Specialists. The additional cost of running Economic Support in 2010 combined with a \$47,000 decrease in the State Aid (Income Maintenance Allocation) results in a \$112,810 increase in County subsidy (tax levy) for Economic Support.

A locally controlled economic support program is the Interim Assistance Program. This program was established when the old General Relief Program was abolished. The Interim Assistance Program consists of two parts. One part includes a budget to provide time-limited payments to individuals for living expenses. The other part provides grants to Health Net and the Beloit Area Community Health Center for medical services. Health Net will receive \$57,867 and the Beloit Area Community Health Center will receive \$23,460 in 2010.

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

A major issue the County faced in 2008 was a substantial increase in placements in the State Mental Health Institutes. The County responded in several ways including relocating and expanding the crisis stabilization facility, Jackson House, and giving the Crisis Intervention Unit some mobile capability. The census in the institutes has stabilized and the cost is staying within budget for 2009.

Currently, anyone placed in the State Mental Health Institutes under the age of 22 or over the age of 64 is eligible for Medical Assistance (MA) funding and, therefore, the County doesn't pay for the placement. The State budget makes the County responsible for the State share of the MA payment in 2010. This will amount to about 40% of the cost (the other 60% is federal funding). This cost shift from the State to the County will cost the County about \$361,000 in 2010. In addition, the State is raising the rates it charges 9.5%. This is the third year in a row of rate increases of about 10%.

In addition to this cost shift, the State is reducing State Aid for Mental Health Services by about \$230,000. It is replacing a portion of this (about \$149,000) with federal stimulus dollars for AODA services.

In an effort to provide better services to the chronically mentally ill, as well as position the staff to generate more revenue to offset some of the State Aid cuts, the Department is recommending bolstering the staffing and services in the Community Support Program and transferring clients into this program. Ms. Klyve explains this effort as follows:

The Department has evaluated all the clients served in the counseling centers to determine the level of service, frequency of visits, chronicity, etc. Many clients were deemed appropriate for the Community Support Program (CSP) based upon the mental health functional screen state tool to determine eligibility for CSP. Further, there was also a clinical review by the psychiatrist and assigned counselor. Since CSP has had a waiting list for some time, though eligible, clients have not been able to be served with the more intensive services that they require, at times resulting in hospitalizations in the State Institutes at significant cost. Therefore, as part of this budget, I am recommending expansion of the Community Support Program staff to accommodate additional clients who can be better served under this more intensive service model to better address their needs and avoid unnecessary hospitalizations. Many clients will be more effectively served using the CSP wrap-around services. Consequently, I am recommending the creation of three Masters Level Social Workers for the Community Support Program.

Furthermore, I am recommending the upgrade of three current Masters Level Social Workers currently working in the Community Support Program to enhance our revenue generating capability and similarly, adding a Masters Level community position for the outpatient unit. The new MA Crisis/Therapist Position is being added to the Janesville Counseling Center (JCC). The position will help ensure clients seen by the Crisis Intervention Unit remain stable, avoid hospitalization and are better able to link to appropriate services. Specifically, the position will: 1) provide short-term case management and service linkage for Crisis clients; 2) facilitate group therapy for clients of

both the Crisis Unit and the JCC; 3) provide backup to the Crisis Unit during peak service periods.

With the addition of the new Community Support staff in Janesville, the Main Street Community Support Program location is inadequate to accommodate the additional staff, and further, the Main Street lease is due to expire at the end of December, 2009. The space costs, together with the utility costs of an older less heat efficient building, are \$53,051. For some clients the Main Street location is convenient. However, there is space at the Health Care Center and potentially other County facilities which could accommodate the Community Support Program’s space needs. This would also defray the costs of the buildings for which the County already pays. Additionally, the savings in rental and utility costs would assist us in covering the costs of the additional staff to provide better service to our clients.

If the Human Services Board decides to relocate the Janesville Community Support Program from its current location, I believe consideration should be given to maintaining a small presence downtown to facilitate medication distribution and client contact.

The 2009 Budget as adopted allocated a total of \$233,443 of IV-Drug and AODA Block Grant dollars for treatment services. The 2010 Budget allocates a total if \$343,062 from these two sources for treatment which is an increase of \$109,619. The Intoxicated Driver Program and Treatment Alternative Program allocations are down somewhat due to a funding decline.

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

The State continues to pursue taking the Family Care Program statewide over a number of years. This has the potential to drastically change how Long Term Support services are delivered in Rock County. The Family Care concept is, in essence, a managed-care or HMO-based system. It appears Family Care will be implemented in Rock County sometime after July 1, 2011.

One change, which will occur in 2010, is the LTS Division becoming the Lead Elder Abuse/Adult at Risk agency for Rock County. Elder Abuse reports have always come in to the Council on Aging and then been forwarded to LTS for intervention. This change will centralize this responsibility and should expedite the process.

The Child Protective Services Division (CPS) provides services to children and families in cases of child abuse and neglect. The Division continues to deal with a high volume of cases which need investigation and intervention. In 2008, the Division dealt with over 2,300 reports of abuse or neglect. The Division had an average daily census of 154 children in out-of-home placements. The following chart tracks the average daily census of placements made by the CPS Division from 2006 through 2008. It also shows the projected 2009 costs and funds budgeted for 2010.

CHILD PROTECTIVE SERVICES								
	Average Daily Census					Expenditures*		
	2006	2007	2008	2009	2010	2009	2009	2010
	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>Estimate</u>	<u>Proj</u>	<u>Budget</u>	<u>Estimate</u>	<u>Budget</u>
Court Ordered Kinship	0	0	0	0	9	\$ 0	0	22,446
Foster Home (Co Kinship)	0	0	0	0	20	0	0	183,442
Foster Home	119	128	135	122	126	1,984,236	1,732,831	1,876,944
Group Home	8	8	10	4	9	575,845	273,334	665,119
RCC	<u>10</u>	<u>10</u>	<u>9</u>	<u>11</u>	<u>9</u>	<u>1,099,209</u>	<u>1,096,362</u>	<u>1,091,803</u>
TOTAL	<b>137</b>	<b>146</b>	<b>154</b>	<b>137</b>	<b>173</b>	<b>\$ 3,659,290</b>	<b>3,102,527</b>	<b>3,839,754</b>

The cost of court ordered kinship is \$215 per month. The projected average daily 2010 cost for CO kinship cases moving to CPS foster homes is \$24.76. The projected average daily 2010 cost for Child Protective Services Foster Homes is \$40.80; Group Homes is \$202.57 and Residential Care Centers (RCCs) is \$299.12. Expecting rate increases for Foster Homes, Group Homes and RCCs of approximately 5 percent from the YTD ADC.

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

The following chart tracks the average daily census of Juvenile Justice placements.

JUVENILE JUSTICE SERVICES								
	Average Daily Census					Expenditures		
	2006	2007	2008	2009	2010	2009	2009	2010
	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>Estimate</u>	<u>Proj</u>	<u>Budget</u>	<u>Estimate</u>	<u>Budget</u>
Court Ordered Kinship	0	0	0	0	1	\$ 0	0	2,322
Foster Home (Co Kinship)	0	0	0	0	2	0	0	20,825
Foster Home	7	7	3	2	5	183,242	85,748	159,568
Group Home	1	3	4	1	3	195,813	47,880	225,615
RCC	7	10	6	6	6	661,292	734,085	664,854
State Corrections	<u>13</u>	<u>11</u>	<u>18</u>	<u>18</u>	<u>17</u>	<u>1,442,246</u>	<u>1,736,176</u>	<u>1,694,866</u>
TOTAL	<b>28</b>	<b>31</b>	<b>31</b>	<b>27</b>	<b>34</b>	<b>\$ 2,482,593</b>	<b>2,603,889</b>	<b>2,768,050</b>

The cost of court ordered kinship is \$215 per month. The projected average daily 2010 cost for CO kinship cases moving to JJ foster homes is \$27.17. The projected average daily 2010 cost for Juvenile Justice Foster Homes is \$87.16; Group Homes is \$206.04; RCCs is \$303.59; and State Corrections average rate is \$272.52. Expecting rate increases for Foster Homes, Group Homes and RCCs of approximately 5 percent from the YTD ADC.



Both charts contain a category labeled Foster Home (Co Kinship) which is new in 2010. The State is requiring that Kinship Care placements (which occur when a child is placed with a relative), which are court ordered, be done as foster care placements. That means that those homes will have to attempt to be licensed as foster homes. Licensed foster homes receive a higher payment to care for a child than is received for a Kinship Care placement. In addition, the payment will have to come out of the County foster care appropriation as opposed to the State supplied Kinship Care appropriation. In essence, this shifts an estimated \$204,267 of cost from the State to the County. It also enables the State to claim additional federal funds.

The Child Protective Services Division went through a State conducted “Quality Service Review” earlier this year. One of the primary areas reviewed by the State is “case practice”. This is a review of the way the Social Workers do their work and manage their cases. The Rock County CPS Division scored 92% on case practice which is the best score received by any county which has gone through this review since it began several years ago. The Department and staff are to be commended for this. The Division has also been creative in finding ways to cut overtime use and streamline operations. Supervisory staffing has been reorganized which allows the deletion of one vacant supervisory position.

The Juvenile Justice Division is adding two Psych Tech positions and deleting one supervisor position. The Department’s explanation of these changes is as follows:

**Juvenile Justice**

Two new Psych Tech positions (2.0 FTE) are being requested for the Juvenile Justice Services (JJS) Division. The positions will enable the JJS Division Unit to administer two programs which are being transferred to the JJS Division: 1) Independent Living Program (ILP), which assists youth who are reaching adulthood and “aging out” of foster care and other types of out-of-home placements (i.e. Group Homes, Residential Care) to develop the necessary skills to live independently; and 2) Community Service, which provides opportunities for appropriate juvenile offenders to be held accountable and learn valuable skills by performing volunteer work at participating community sites. The new positions will provide evidence-based programming for youth in the Juvenile Detention Center in areas such as anger management and alcohol and drug use. In addition, the positions will provide support to an aftercare program that is being added to enhance alcohol and drug treatment services provided under the Division’s partnership with Rosecrance, Inc.

One (1.0 FTE) supervisory position is being deleted from the Juvenile Detention Center. This will bring the total number of JDC Supervisors from 5.0 FTE to 4.0 FTE.

A change in scheduling and the use of relief supervisors will allow overall supervisory coverage at the JDC to remain unchanged despite the staff reduction.

The Community Service program is currently being operated through a contract with Rock Valley Community Programs. The change noted above will move the program in-house. In addition, the two Psych Tech positions will work to improve programming in the Juvenile Detention Center.

The Department has requested the use of approximately \$118,000 of funding contained in the 2009 Budget to purchase a variety of furniture and equipment. The purchases will either take place in 2009 or the funding will be carried over to 2010. This is recommended.

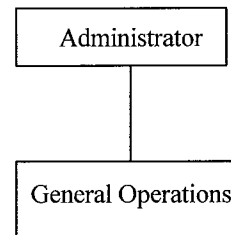
The recommended tax levy for 2010 operations is \$18,739,416 which is an increase of \$1,654,861 or 9.7%.

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**K.    Arrowhead Library System**

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## Arrowhead Library System



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## Charter: Arrowhead Library System

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### Objectives and Standards

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

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

### Service Statements and Tasks

- A. Provide open access to quality library service to the 37,000 county residents of Rock County who do not maintain their own library.
  - 1. Equitably reimburse the public libraries in Beloit, Clinton, Edgerton, Evansville, Janesville, Milton and Orfordville for providing library service to residents outside these municipalities.
  - 2. Maintain and monitor reimbursement program to adjacent counties and the cities of Brodhead and Whitewater public libraries for serving Rock County residents.
- B. Provide Rock County residents with access to materials in school, academic and special library collections in Rock County, and to libraries in the rest of the State.
  - 1. Maintain area-wide interlibrary loan program and participation in statewide interlibrary loan network.
  - 2. Promote and monitor the Infopass Program.

- 3. Provide Rock County residents walk-in access to public libraries throughout the state by means of agreements with 14 other Wisconsin library systems.
  - 4. Provide a shared Rock County Catalog – ROCKCAT for the 7 member libraries
  - 5. Encourage all system members to enter their holdings in WISCAT and insure the accuracy of Rock County's WISCAT records.
  - 6. Continue multitype library system services through a "fee for service" program for non-public libraries in the system area.
  - 7. Maintain contract with Hedberg Public Library, Janesville to provide back-up reference services to member libraries.
- C. Expand and coordinate the cost effective use of computer and communication technologies by ALS and system libraries.
  - 1. Assist ALS libraries in the use of technology to provide better and more efficient library services.
  - 2. Assist area librarians in becoming knowledgeable about, and taking advantage of, developing technologies to provide improved reference and resource sharing in Rock County.
  - 3. Provide shared access to fee-based reference products via the Internet.
  - 4. Assist libraries in access to and use of the Internet for information and communication.
  - 5. Assist residents of Rock County in effective use and evaluation of electronic resources.
- D. Enhance and improve the knowledge and skills of library directors, staff and trustees.
  - 1. Support the continuing education needs of library staff.
  - 2. Select books and journals for the professional collection in coordination with area libraries in order to minimize duplication.
  - 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.

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## Charter: Arrowhead Library System

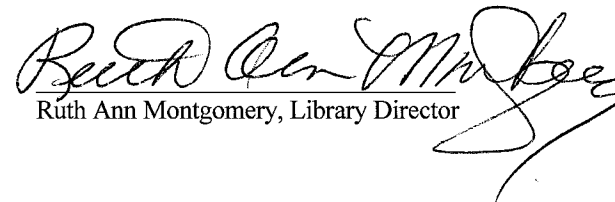
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3. Provide a weekly newsletter, the Monday Memo, to all member libraries, ALS website, and e-mail.
- F. Together with area libraries and other service institutions, provide library services to users with special needs.
  1. Provide deposit collections of books and other library materials in Rock County's nursing homes, health care and correctional institutions.
  2. Cooperate with First Call to make available community service information to libraries and the community via the Internet.
  3. Continue to encourage and assist libraries in providing materials and services to combat illiteracy and unemployment, and to respond to the special needs of the elderly and visually and hearing impaired persons.
  4. Work with member libraries to implement provisions of the Americans with Disabilities Act.
- G. Increase awareness about library services by Rock County residents.
  1. Distribute public service announcements to radio and television stations in the area.
  2. Send out regular news releases to area newspapers.
  3. Produce flyers, brochures, bookmarks and other materials.
  4. Work with libraries in developing and implementing their own public information programs.
  5. Coordinate countywide library special events and observances.
- H. Provide special programs and services for children and adults, which supplement individual library programs and services.
  1. Coordinate special activities during the Summer Reading Program.
  2. Coordinate activities, which foster reading readiness for preschoolers.

### **Management Objectives and Tasks**

- A. Planning Performance - To maintain a systematic plan for determining action incorporating the following standards:

1. Per Wisconsin Statutes, prepare an annual report.
2. Prepare annual plan that meets statutory service requirements and local library needs.
3. Per state and county directives, prepare an annual budget and other necessary documentation detailing both sub-program and line item accounts to be reviewed by ALS Board, County Administrator and County Board.
4. Conduct internal monthly review of approved plan and budget.
- B. Organizing Performance - To identify, assign and perform work so results can be achieved with an acceptable performance and in a cost efficient manner.
  1. Delegate responsibilities to appropriate staff.
  2. Receive from staff monthly reports on activities.
- C. Leading Performance - To bring about the best use of both professional and support staff for effective job performance in achieving ALS objectives.
  1. Hold monthly meetings with all staff.
  2. Encourage and monitor performance in job requirements.
- D. Controlling Performance - Establish performance standards for all staff, evaluate those standards at least annually, and change or correct performance deficiencies to achieve objectives.

  
Ruth Ann Montgomery, Library Director

Department Arrowhead Library System**Budget Analysis by Program**

Programs	Technology Ref & ILL	Delivery	Continuing Education	Special Needs Users	Collection Dev.	Non-Resident Access To System	Payments To Other Systems	Youth
Positions	1.32	1.18	0.17	0.32	0.32	0.17	0.17	0.17
Salaries	\$64,949	\$36,822	\$8,216	\$13,794	\$13,794	\$8,216	\$8,216	\$8,216
Fringe Benefits	\$21,823	\$10,094	\$3,441	\$5,785	\$5,785	\$3,441	\$3,441	\$3,441
Operating Expenses	\$262,963	\$25,029	\$3,836	\$4,336	\$4,036	\$ 932,652	\$55,204	\$2,336
Capital Outlay	\$0	\$4,500	\$0	\$0	\$0	\$0	\$0	\$0
Allocation of Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal	\$349,735	\$76,445	\$15,493	\$23,915	\$23,615	\$944,309	\$66,861	\$13,993
Indirect Cost Alloc.	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$349,735	\$76,445	\$15,493	\$23,915	\$23,615	\$944,309	\$66,861	\$13,993
Revenue	\$324,191	\$74,445	\$15,493	\$23,915	\$23,615	\$13,993	\$14,017	\$13,993
Fund Bal. Applied	\$24,044	\$0	\$0	\$0	\$0	\$0	\$0	\$0
County Share	\$0	\$0	\$0	\$0	\$0	\$930,316	\$52,864	

Department Arrowhead Library System**Budget Analysis by Program**

Programs	Public Information	Admin.	Library Development						Budget Summary
Positions	1.32	0.32	0.17						5.63
Salaries	\$48,720	\$13,794	\$8,216						\$232,953
Fringe Benefits	\$25,401	\$5,785	\$3,441						\$91,878
Operating Expenses	\$9,336	\$8,286	\$2,337						\$1,310,351
Capital Outlay		\$1,250	\$0						\$5,750
Allocation of Services	\$0	\$0	\$0						\$0
Subtotal	\$83,457	\$29,115	\$13,994	\$0	\$0	\$0	\$0	\$0	\$1,640,932
Indirect Cost Alloc.	\$0	\$0	\$0						\$0
Total	\$83,457	\$29,095	\$13,994	\$0	\$0	\$0	\$0	\$0	\$1,640,932
Revenue	\$83,457	\$27,095	\$13,994						\$628,208
Fund Bal. Applied	\$0	\$2,000	\$0						\$26,044
County Share	\$0	\$2,000	\$0	\$0	\$0	\$0	\$0	\$0	\$986,680

## Administrator's Comments

### Arrowhead Library System

#### Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	5.63	5.63
Salaries	232,953	232,953
Fringe Benefits	91,878	91,878
Operating Expense	1,310,351	1,310,351
Capital Outlay	5,750	5,750
Allocation of Services	0	0
<b>Total Expense</b>	<b>1,640,932</b>	<b>1,640,932</b>
Revenue	628,208	628,208
Fund Balance Applied	26,044	46,044
Tax Levy	986,680	966,680
<b>Total Revenues</b>	<b>1,640,932</b>	<b>1,640,932</b>

The tax levied by the County for the Arrowhead Library System is levied only on property in the Townships and the Village of Footville. All other municipalities have municipal libraries and are exempt from the tax. The money levied by the County is, for the most part, returned to the member libraries to “pay” for services to rural residents. The participating libraries, 2009 payments, and 2010 requests are shown in the table below.

#### ALS Participating Library Payment History

	Budget	Request
<u>Community</u>	<u>2009 PLP</u>	<u>2010 PLP</u>
Beloit	\$243,338	\$274,970
Clinton	28,655	28,071
Edgerton	44,427	53,246
Evansville	46,985	61,441
Janesville	420,636	442,769
Milton	53,871	45,850
Orfordville	22,708	23,969
<b>Total</b>	<b>\$860,620</b>	<b>\$930,316</b>

For many years, the amount that should be 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. These figures, added together for all seven libraries, result in the figure defined as equitable or full reimbursement by the Arrowhead Board. As part of the 1997 budget deliberations, the County Board decided to reimburse the member libraries at 100% of full reimbursement for the first time. The libraries have been reimbursed at 100% each year since 1997.

Total reimbursement for the seven municipal libraries as requested by Arrowhead for 2010 is \$930,316, an increase of \$69,696 or 8%. This increase is due to a combination of increasing municipal appropriations to libraries and to an increase in circulation to Towns and Village of Footville residents.

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



Board Supervisors serving on the Arrowhead Board. The budget request for these items in 2010 is as follows:

Brodhead	\$14,956
Whitewater	19,187
Lakeshores	2,648
Jefferson County Libraries	3,083
Green County Libraries	1,909
Dane County Libraries	13,081
Per Meeting Allowances	<u>1,500</u>
	\$56,364

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

Wisconsin Act 420 was signed into law in 2006 in order to provide equal access and equitable reimbursement statewide. The law took effect in 2008. This new provision required counties to reimburse public libraries in adjacent counties for the cost of serving those who live in areas of the county without public library service. Each year libraries must submit their request for reimbursement to the 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 agreed upon funding formula to calculate the amount the County should levy for library purposes includes three items. Those are the amount due Participating Libraries, the amount due Out-of-County Libraries and the Per Meeting Allowances for the two County Board Supervisors who serve on the Arrowhead Board. The amount this totaled for 2009 Budget purposes was as follows:

Participating Libraries	\$860,620
Out-of-County Libraries	47,313
Per Meeting Allowances	<u>2,000</u>
Total	\$909,933

However, for the first time, Rock County was forced to levy more than the agreed upon formula due to Wisconsin Statute 43.15(2)(b) which requires counties to levy no less than the average for the previous three years. Therefore, for 2009 operations, the County had to levy \$949,727 or \$39,794 more than the amount needed to fulfill the formula amount.

I understand from Ms. Montgomery that much of the additional \$39,794 which was levied was used to pay Shared System costs which otherwise would have been the responsibility of the municipal libraries.

The traditional funding formula for participating municipal libraries, plus the amount due out-of-county libraries, plus \$1,500 for per meeting allowances for 2010 results in the requested tax levy as follows:

Participating Libraries	\$930,316
Out-of-County Libraries	54,864
Per Meeting Allowances	<u>1,500</u>
Total	\$986,680

This is an increase of \$36,953 or 3.9% over the amount levied for 2009 operations. Per Wisconsin Statute 43.15(2)(b) Rock County has to levy no less than the average for the three prior years which is \$953,876, or \$32,804 less than the amount being requested.

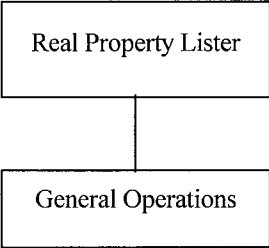
I believe the County should pay the Participating Libraries the amount being requested in 2010 which is per the agreed upon funding formula. In addition, the amount due the Out-of-County Libraries and the Per Meeting Allowance amounts are necessary per State Law and County Board Rule. However, given current economic conditions, I feel the property tax payers should get some credit for the additional amount that was levied for 2009. This can be accomplished by applying some of the accumulated fund balance available to the Arrowhead System. This fund balance is estimated to be \$103,483 as of December 31, 2009. I have recommended a fund balance application of \$20,000 for this purpose which is equal to about half the amount levied for 2009 which was in excess of the formula requirement. This is in addition to the amount Ms. Montgomery has asked to apply for paying Arrowhead operational costs. This results in a recommended tax levy of \$966,680 which is an increase of \$16,953 or 1.8%.

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**L.    Planning and Development Committee**

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**Real Property Description**



**Present Personnel (Full Time Equivalent)**

1.0	Real Property Lister
1.0	Cartographer I
<u>1.7</u>	Tax Description Clerk
3.7	Total

**Summary of Personnel Modifications**

	<b><u>Dept. Request</u></b>	<b><u>Admin. Rec.</u></b>
New Positions	0	0
Deletions	0	0
Reallocations	0	0
Reclassifications	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 and Subdivision 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 Look-up Program.
- e. To retain a current alphabetical list of all real property owners owning land in Rock County.

- f. To provide the Zoning Officer with data regarding possible violations of the Rock County Subdivision Ordinances.
- g. To provide municipal assessors, clerks and treasurers with all necessary state-prescribed forms.
- h. To revise assessment rolls annually to reflect landowners participating in the Managed Forest Land Program, and provide data to County Forester as requested.
- i. To annually review and enter into the computer database, current and revised parcels of real and personal property, their Assessments, Open Book changes, Board of Review changes, State Assessed Manufacturing Values and State Certified Fair Market Ratios.
- j. To annually enter special assessments, tax rates, lottery credit rates, first dollar credit rates and verify and produce tax rolls and tax bills. Provide Mobile Home Parking Permit information to local clerks using the Rock County Mobile Home Park Tax Program.
- 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. 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.

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## Charter: Real Property Description

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2. (Property Division) Mapping Services

To revise and update the maps of parcels of real estate within the County which are made available to the municipalities and the public. To provide mapping services, using the best information available that will provide for the production of precise, high quality maps.

Standards:

- a. To revise the Property Division Maps when better information becomes available.
- b. To review the Property Division Maps for accuracy and quality before being made available to the assessors, municipalities, and to the public.

3. A Member of the Rock County Land Information Office

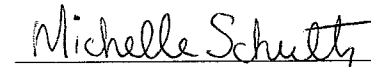
Established by County Board Resolution 6/28/90.

Standards:

- a. To contribute toward the implementation of the County-Wide Plan for Land Records Modernization.
- b. To work with all levels of government, utilities and the private sector to implement a compatible and standardized format for the exchange of land information.
- c. To act as the liaison person with the Wisconsin Land Information Program in implementing the County-Wide Plan for Land Records Modernization.
- d. To provide assistance to other county departments in the use of our Geographic Information System (GIS) software.
- e. To act as the liaison person between the county and GIS software vendor for questions relating to the GIS software.
- f. To work with Information Technology personnel to assure that the GIS hardware and software is being maintained and operating in an efficient manner.

- g. To serve as chairperson for monthly Land Records Committee meeting, monitor legislative activities as they pertain to Land Records and provide feedback to the Committee. Prepare the annual budget for the Land Records Office.

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

  
Michelle Schultz, Real Property Director

Department Real Property Description**Budget Analysis by Program**

Programs	Real Property Description	Mapping							Budget Summary
Positions	2.70	1.00	0.00	0.00	0.00	0.00	0.00	0.00	3.70
Salaries	\$116,366	\$45,325	\$0	\$0	\$0	\$0	\$0	\$0	\$161,691
Fringe Benefits	\$68,913	\$15,157	\$0	\$0	\$0	\$0	\$0	\$0	\$84,070
Operating Expenses	\$3,140	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,140
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Allocation of Services	(\$33,282)	(\$36,289)	\$0	\$0	\$0	\$0	\$0	\$0	(\$69,571)
Subtotal	\$155,137	\$24,193	\$0	\$0	\$0	\$0	\$0	\$0	\$179,330
Indirect Cost Alloc.	(\$20,000)	\$20,000							\$0
Total	\$135,137	\$44,193	\$0	\$0	\$0	\$0	\$0	\$0	\$179,330
Revenue	\$150	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$150
Fund Bal. Applied									\$0
County Share	\$134,987	\$44,193	\$0	\$0	\$0	\$0	\$0	\$0	\$179,180

## Administrator's Comments

### Real Property Description

#### Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	3.7	3.7
Salaries	161,691	161,691
Fringe Benefits	84,070	84,070
Operating Expense	3,140	3,140
Capital Outlay	0	0
Allocation of Services	(69,571)	(69,571)
<b>Total Expense</b>	<b>179,330</b>	<b>179,330</b>
Revenue	150	150
Fund Balance Applied	0	0
Tax Levy	179,180	179,180
<b>Total Revenues</b>	<b>179,330</b>	<b>179,330</b>

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

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 40 percent of her time working on the Land Records System. The Cartographer is spending 60 percent of his time working on the Land Records System. 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.

Ms. Schultz's budget request contains no capital items nor any significant changes in operations. The recommended tax levy for 2010 operations is \$179,180, which is a \$5,363 or a 3.1 percent increase from the 2009 budget.

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 2010. Her description follows:

- Begin the process of updating the County's mapping website from ArcIMS to ArcGIS, as ArcIMS is being phased out. The new software and technology will make it easier for staff to place work products on the County's Internet site and make the site easier for the public to navigate.
- Expand land records access to meet growing demand for GIS access by County departments. Includes acquiring floating software licenses and making custom intranet applications for internal use to either reduce or supplement software licenses for efficiency and cost control.

- Continue the work to redraw the Turtle Township parcel map.
- Finish the update to Rock County Land Records Modernization Plan.
- Create a countywide building footprint layer and policies and procedures for updating it as well as maintaining it.
- Coordinate with municipal partners to complete a flyover of the county in the Spring of 2010 for high resolution aerial photos (orthoimagery) and topographical updates in the central corridor of the county (two foot contours through LIDAR and elevations in a digital terrain model).
- Display the current and prior year's tax bills on the Internet.

The 2010 budget request for the Land Records account includes \$304,469 in revenues and expenditures. The largest source of revenue is contained in line item #4410 "Misc. Fees" totaling \$250,000. The fees are composed of two parts: \$150,000 of recording fees that will be collected by the Register of Deeds, and \$100,000 from businesses and individuals who pay for access to the Land Records database. Under State Statutes, \$4.00 of the recording fee collected by the Register of Deeds is earmarked to modernize Land Records at the county level. Thus, the \$150,000 is based on an estimate of 37,500 recordings in 2010.

The Land Records account 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. Fidar's expenses total \$85,000 and include \$65,000 for software maintenance and \$20,000 for a service contract. Those expenses are more than offset by the \$100,000 in access charges noted earlier.

Other revenues include \$2,000 for the sale of maps by the Real Property Description Department. Ms. Schultz requests a \$52,469 fund balance application in order to match total revenue with the total expense.

Line item #6210 "Professional Services" totals \$159,100. Included in that figure is the \$20,000 Fidar service contract, \$55,560 of Information Technology fees, \$13,969 of cross-charges for the Register of Deeds, and \$69,571 of cross charges for the Real Property Description Department. The cross charges reimburse those Departments for staff time devoted to Land Records related activities.

The 2010 request for Line Item #6249 "Sundry Repair and Maintenance Services" is \$95,040. The annual software maintenance charge of \$65,000 for the Fidar software is budgeted in this line item.

The request under line item #6710 totals \$2,350. It includes replacement of two monitors, a replacement printer for Land Conservation, and a replacement printer for the Surveyor.

The recommended 2010 Budget for Land Records is \$304,469 in revenues offset by an equal amount of expenditures. Thus, there is no "County Share" in this account. The Land Records account is a non-lapsing account which contains the segregated funding generated from fees which can only be used for Land Records related activities. The projected fund balance at 12/31/09 is \$142,842. The recommended 2010 Budget contains a fund balance application of \$52,469.

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

The 2010 requested budget for the Internet Access account is \$165,415 in revenues, offset by an equal amount in expenditures. The largest expenditure line item is \$125,715 for "Professional Services". It includes \$38,046 for a cross-charge to the Surveyor's Office, \$20,669 for a cross charge to the Planning Department to pay for 1,600 hours of intern help, \$60,000 to pay for a portion of the County's share of the 2010 Orthoimagery Project, and \$7,000 for consultant help to install the web server hardware and software.

The Orthoimagery Project entails updating several layers of information found in the GIS. The project includes taking high-resolution aerial photos of Rock County as well as creating a contour map and a digital terrain model. The information is very helpful for developing plans such as Smart Growth, large-scale municipal infrastructure projects, and economic development. The current photos, maps and models are a decade old and were part of a three-phase project that cost nearly a million dollars.

The Cities of Beloit, Janesville and Milton are interested in partnering with Rock County to update the information. The total cost of the project under consideration is \$200,000. Rock County's share of this project is approximately half the total. The Land Records Committee requests \$60,000 to come from the Internet Access Account, and \$41,400 from the Land Records Ortho Mapping Account. Proceeds from the sale of maps and Land Records data have been posted to the Ortho Mapping Account for years with the intention that it be a source of funds for an orthoimagery update.



Another noteworthy expenditure is the \$20,000 capital purchase of two new servers. This is a much needed purchase and, along with new software, gives internal and external users much better access to the land information that resides on the County's website.

The 2010 request for \$165,415 of Internet Access expenditures is recommended. The projected fund balance at 12/31/09 is \$134,176. The recommended 2010 Budget contains a \$127,915 fund balance application.

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**Surveyor**

General Operations

<b><u>Present Personnel (Full Time Equivalent)</u></b>		<b><u>Summary of Personnel Modifications</u></b>		
			<b><u>Dept. Request</u></b>	<b><u>Admin. Rec.</u></b>
1.0	Surveyor	New Positions	0	0
<u>1.0</u>	Deputy Surveyor			
		Deletions	0	0
2.0	Total	Reallocations	0	0
		Reclassifications	0	0
		Re-Titles	0	0
		Upgrades	0	0

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## Charter: Surveyor

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### Objectives and Standards

1. Survey Operations

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

Standards:

- a. To respond in a timely manner to the Planning & Development Committee's instructions for review of private surveyors' monumentation per the County subdivision ordinance.
- b. To execute surveys by the Planning & Development Committee per their time requirements.
- c. To execute surveys required by the courts per SS 59.45(1).
- d. To execute rights-of-way, topographic, accident and property surveys per the Director of Public Works requests.
- e. To provide horizontal and vertical control for engineering, air photography, topographical, mapping and remonumentation surveys.
- f. Upon notification of the removal or covering of landmarks, monuments of record, or corner posts, the County Surveyor shall review the landmark to determine if it is necessary because of public interest to erect witness monuments. Railroad tracks are considered landmarks.
- 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, 192.3, 236.0, 443, Wisconsin Administrative codes A-E 2, A-E 6, A-E 7, and federal and state case law.

2. Re monumentation Operations

The Public Land Survey System (PLSS) is the framework for land ownership and records. The PLSS is composed of section and quarter corners, which are located about every half mile. In 1832, the U.S. federal government started the Rock County's PLSS monumentation and finished it in 1836. As a condition of statehood, the Federal government transferred the maintenance and responsibility for the PLSS system to the state. This maintenance program is better known as "remonumentation". The state transferred this responsibility to the County via the County Surveyor. The PLSS was designed for land ownership and not for accurate mapping. A second and independent land reference system is the National Geodetic Reference System (NGRS), which is a mathematical reference system consisting of precisely measured networks of geodetic control

monuments with latitude, longitude, and elevations. This supports construction projects, flood plane determination, and accurate mapping over large areas. Both reference systems are separately tied to the ground through monumentation and survey markers. Each has its beginning in the early years of the nation (1785 for the PLSS and 1807 for the NGRS). Although PLSS records contain many distances and directions between adjacent corners, the geodetic coordinates and positions of other corners cannot be determined. To establish a mathematical relation for the PLSS corners, the two systems need to be connected by survey methods. This relationship provides a common reference system for computer mapping and land records. This also greatly assists in perpetuating and locating the PLSS monuments. There are many tools for determining geodetic position, but the Global Positioning System technology (GPS) is most commonly used. A GPS misconception is the accurate position of a point may be determined solely by use of the satellites. In order to determine accurate positions, one needs two GPS survey grade receivers. One receiver must occupy a ground monument with known accurate coordinates. Early in the 2000's, the Wisconsin Department of Transportation in cooperation with the federal National Oceanic and Atmospheric Geodetic Survey monumented and completed the Height Modernization Program (HMP) in Rock County. The 1991 & 1998 adopted County Land Records Plan refers to this as the Rock County coordinate system but not the year of the adjustment. NGS continues to readjust the network and publish the results. Thus the coordinates for a monument are dynamic and the County's data needs to be readjusted when NGS adjusts their network. Since the raw digital unadjusted field observations of the sixteen townships' 10,400 stations, 14,300 angles, 14,200 distances, 335 control points for remonumentation projects are digitally maintained, the savings in determining the new coordinates are substantial in the fact the monuments do not have to be reoccupied. In other words, years of fieldwork is not repeated.

In order for this to be useful dossier sheets were made for each control monument with the necessary County data. This benefits the County, citizens, and private land surveyors. I make, computed, and maintain about 650 dossier sheets, which hopefully will be on the County's 2010 web site.

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

1) North American Datum of 1983: Since the NAD 27 adjustment did not meet the needs of the users and nation, the National Geodetic Survey adopted a new geoid and took all the previous survey observations used in NAD 27 with new ones and performed a new adjustment. There is no exact mathematical relationship between NAD 27 and NAD 83. Comparison of Rock County GPS station coordinates in Rock County with this adjustment shows differences of 0.5 to 1.7 feet.

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## Charter: Surveyor

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

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

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

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

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

7) Wisconsin County Redesign System WISCRS 2006: The Wisconsin County Coordinate Systems (WCCS) were originally developed in 1983 for the Wisconsin Department of Transportation by Dr. Nancy von Meyer of Fairview Industries to eliminate the need for

transformation of design distances to ground distances. Then most GIS software packages used standard input parameters selections, which did not include WCCS. Users needed to input the WCCS design parameters, which required a knowledge and understanding of geodetic projections. This resulted in many GIS users improperly using the system. A state Task Force was established to solve the problem. The state Task Force recommended the WCCS be redesigned so the coordinate differences between the original and re-designed systems were negligible. In 2005, the WI Land Information Board approved an award of \$35,000 "Strategic Initiative Grant" to accomplish the WCCS redesign. Dr. Al Vonderohe a surveyor and professor at UW-Madison, Dept. of Civil & Environmental Engineering was selected for the redesign work. The systems were validated and are available for all software vendors and the Counties. This was accomplished by filing the parameters with EPSG, European Petroleum Survey Group, which was formed in 2005. The GIS software vendors use EPSG parameter format in their software. Rock County will use the new system in 2008. This will minimally affect existing GIS maps and data. The North American Datum of 1983(2007) adjustment is dynamic and NGS is adjusting and publishing the network at least yearly and maybe even on a monthly or weekly basis.

### Standards:

- a. To perpetuate the Public Land Survey System according to accepted professional and technical standards for registered professional land surveyors. This includes: National Oceanic and Atmospheric Geodetic Survey Standards; Wisconsin Administrative Code A-E 2, 6, 7 and 8; Wisconsin SS 59.4, and 59.7; Federal Manual of Survey Instructions; Bureau of Land Management Classification Standards of Accuracy and General Specifications of Geodetic Control Surveys; United States National Map Accuracy Standards; and the Wisconsin Land Information Board.
- b. Continue the monumentation of Union Township.
- c. To install Survey Marker Signs near those landmarks/monuments, which may inadvertently be destroyed. Comply with SS 59.74, which governs the preservation of landmarks, and SS 60.84(2), which govern the depth of monuments.
- d. To provide witness or reference monuments for the purpose of identifying the location of such landmark so that its location can be determined after its destruction or removal (SS: 59.74 & AE 7.08). The State requires four reference monuments for each PLS corner. Thus in each township about 700 survey monuments are placed or found.
- e. To replace broken monuments and add extensions to monuments that are made inaccessible for use by road improvements, construction, or private improvements (SS 59.74).
- f. Duties of the County Surveyor must be performed under the direct supervision of the County

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## Charter: Surveyor

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Surveyor. The state regulates and licenses land surveyors per SS 443. Thomas Cooley, Chief Justice, Supreme Court of Michigan wrote "Surveyors are not and cannot be judicial officers, but in many cases they act in quasi-judicial capacity with the acquiescence of parties concerned." History has shown that a non-biased and neutral party such as the County best performs this quasi-judicial function. Many elected positions made bias decisions that supported their work and interests as a private surveyor.

- g. Comply with Wisconsin Statutes: SS 83.1 and 443.0, Wisconsin Administrative codes A-E 2, A-E 6, A-E 7, A-E 8, federal and state case law

### 3. Mapping Operations

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

Standards:

- a. To prepare accurate maps of topographic, lease, rights-of-way, accident and property surveys in compliance with SS 443.01 and Wisconsin Administrative Codes.
- b. To prepare general survey maps for County departments and ensure compliance with professional and technical standards.
- c. To prepare the "U.S. Public Land Survey Monument Record" forms in compliance with AE 7.08.
- d. To prepare general parcel maps on an as needed basis for remonumentation.
- e. To provide geographical coordinates for the section and quarter corners. This provides the spatial relationship and reference frame which is essential for the following: 1) base maps, 2) computer graphics, 3) preservation of the government corners, 4) acreage for tax purposes, and 5) land records.
- f. Comply with the following Wisconsin Statutes: SS 1.06, 59.4, 59.5, 59.7, 192.3, 236.0, and 443, Wisconsin Administrative codes A-E 2, A-E 6, A-E 7, A-E 8, federal and state case law.

### 4. General Administrative Operations

Early in the 1970s, the state revised the statutes concerning the election of the County Surveyor. In lieu of electing a surveyor in any county, the Board may, by resolution, designate that the duties under 59.74 (2) are performed by a registered land surveyor who is 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. The long-term goal is to provide services as efficiently and thoroughly as possible and to comply with state remonumentation, state and federal surveying statutes and case law.

Standards:

- a. Per County Land Division Ordinance 15.23(3)(C) review certified survey maps submitted to this office within one working day to ensure accuracy and compliance to within 90% of technical State Statutes 236.15, 236.18, 236.20, 236.21 and 236.34. The State of Wisconsin Examining Board of Architects, Professional Engineers, Designers, Land Surveyors and Joint Board issued a declaratory ruling on April 24, 1980 which states that review of subdivision plats and survey maps for accuracy and closure of surveys, as well as such checks as may be necessary to ensure the legibility and completeness of the drawing comes within the definition of the "practice of land surveying". AE 8.10 requires the individual to either be licensed as a land surveyor or be under the "direct" supervision of a registered land surveyor. This review also checks for potential destruction of GPS control monuments.
- b. To determine and establish field operation procedures that ensures fieldwork is in conformity with current state statutes.
- c. To supervise field operations and ensure conformity with established standards.
- d. To review, approve, seal and file survey reports, maps, and notes per A-E 8.10.
- e. To notify the Federal Department of National Oceanic and Atmospheric Administration (NOAA) of the condition of federal horizontal and vertical control monuments in conformance with federal laws.
- f. To establish traverse networks and their adjustments for the spatial data needed for the Survey operations.
- g. To provide research and or general services to the general public, private land surveyors, the state highway department, public utilities, and other county departments (SS 59.45 and SS 59.74).
- h. To provide aid to township and municipal clerks in correcting defective parcel descriptions that are in the tax assessment roll (SS 70.52).

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## Charter: Surveyor

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- i. To supervise city and village engineers when acting under SS 59.74.
- j. Administer oaths to survey assistants and deputies per SS 59.21(1).
- k. Provide certificates of filed maps and surveys per SS 59.75.
- l. Appoint and remove deputies at will per SS 59.45(2).
- m. Perform all other duties that are required by law per SS 59.45(1)(a) 5.
- n. Comply with professional office conduct standards per Wisconsin A-E 8.
- o. Provide direct and personal direction and control over all activities per A-E 8.10(2).
- p. Comply with the following Wisconsin Statutes: SS 1.7, 17.01(7), 51.9, 59.21(I) H, 59.4, 192.3, 236.0, 443, and 706.0 Administrative codes A-E 2, A-E 6, A-E 7, A-E 8, federal and state case law

### 5. Survey Land Records

To provide and maintain a land survey record system per SS 19.32-19.39, 59.45(5)(b), 59.45(2&3), and 59.74(7), Rock County Land Records Plan, and state administrative rules. These records and maps date back to 1832 and are indexed in the oracle database mainframe with access by the department's PCs and website. There are about 92,600 light sensitive maps, which about 7,450 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. In 2007 this represented a citizen investment of at least one million dollars.

The GIS software is capable of connecting maps to this Geo-database system and displaying the spatial limits of many of the parcels. Most of the graphics are for subdivision plats dating back to 1995 and Certified Survey Maps dating back to 1999. Also there are some plats of surveys from this period. The system does three things: 1) Maintains a tabular database of the maps and records 2) Accurately displays the database 3) Allows other County and City departments to use the parcels thus eliminating duplication. Several cities and private surveyors have requested digital copies of the database and geo-database maps. Since the office location is next to the Register of Deeds and Real Property Lister, this offers a "one stop" for the citizens finding their land records.

#### Standards:

- a. To index and maintain a filing system for: 1) plat of surveys made by private land surveyors, 2) subdivision plats, 3) certified survey maps, 4) Land Corner Recordation Act, 5) air photography (1937, 1940, 1950, 1967, 1988, 1988) and 6) right of way maps of roads and railroads per SS 59.45(2)(6).

- b. To maintain the microfilm files of survey plats, subdivision surveys, right of way maps of roads and railroads, and certified survey maps according to accepted professional standards per SS 59.45(5)(b).
- c. To make, file and index the "U.S. Land Survey Monument Record" form in compliance with AE 7.08 and SS 59.45(5)(b).
- d. To establish and supervise the computer indexing of all survey maps, per SS 59.45(2)(6).
- e. Furnish a copy of any record, plat, or paper in the office per SS 59.45(3), and SS 19.21-19.32.
- f. To file and index road right of way records.
- g. To file and index railroad right of way records.
- h. To make, file and index GPS data description forms.
- i. To maintain paper records of U.S. Coast & Geodetic, U.S. Geological Survey, WIDOT, and private vertical, GPS, and horizontal control maps and records.
- j. Comply with the following Wisconsin Statutes: SS 16.6, 19., 24.0, Wisconsin Administrative codes A-E 2, A-E 6, A-E 7, A-E 8, federal and state case law
- k. Certify copies of records per SS 59.75 for evidence in any Wisconsin court.
- l. To maintain, make copies, and provide support for the following aerial photos:
  - a. 1937 microfilm copies
  - b. 1950, 1956, 1963, 1966, and 1969 paper copies.

### 6. Land Information

Per County Board Resolution 90-6B-042, this office is a member of the Rock County Land Information Office.

#### 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(5)(b) by computing the subdivision plat and CSM geometry and coordinates per page 2-2 and table 1 of the plan. More than half of these maps are within the cities and villages.
- d. To compute the geographical and county local coordinates for monumented townships by readjusting the old field data with new Global Positioning System (GPS) observations coordinates.
- e. To obtain, participate, and or assist in grants for the modernization of land records.
- f. To merge and adjust observation data for surveyed townships with GPS data.

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## Charter: Surveyor

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- g. To train and learn new G.I.S. software.
- h. Wisconsin and many other states revised or are in the process of modifying state registration laws to clarify and insure that certain activities created, prepared, or modified electronic or computerized data, including land information systems, and G.I.S. is performed by qualified people. Some activities are relative to the performance of activities as defined by the definition of surveying. Such activities must be performed under the direct supervision of registered land surveyors.

### 7. Activity

The following are activities and projects this Department participated in since January 2009. These are typical activities as defined by the above operations, but generally occur with very short notice. I expect to finish Porter Township in the 2009 and start Union Township.

#### Activities:

- a. Maintain single database and adjustment of observations for 16 townships.
- b. Continue the remonumentation of Union Township.
- c. Provided section corners as requested by private land surveyors. These corners are destroyed, covered by public improvements, or disturbed. Citizens need them and usually time is an issue.
- d. Provided data for the City of Beloit and Janesville G.I.S. program.
- e. Research, install and perpetuate section corners for highway road reconstruction projects. In 2009 most of this occurred within or the near the cities of Edgerton, Janesville, and Milton. STH 59 from Edgerton to STH 14, STH 11 from the City of Footville to the City of Janesville, and STH 59 bypass on the East side of the City of Milton.
- f. Participated in the Land Records Program.
- g. Manipulated digital data for the County's web site.

### 8. Software & Hardware

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

#### Activities:

- a. Use and understand the concepts of the following surveying adjustment software:
  - 1) Bdwit – Least Squares Adjustment.
  - 2) Al Vonderohe – Least Squares Adjustment & data analysis

3) Softsurv – COGO & survey calculation software.

4) Trimble GPS software.

b. Use and understand the concepts of the AutoCAD mapping software.

c. Use and understand the concepts of the ERSI GIS software.

d. Use and understand the concepts of database software.

e. Use and understand the concepts of the P.C. office software.

f. Use, program, and understand the concepts of the following DOS survey software:

- 1) "Edit" used to exchange different data formats to "rock" program format, which computes Rock County Coordinates, latitude and longitude
- 2) "Errorco" which is used to compute error components of the distance and angle observations for the least squares adjustment program
- 3) "Rotatio" which is a least squares rotation program that computes coordinates from one coordinate system to another
- 4) "Repetio" which is used to compute error components of an angle observation
- 5) "Triglev" which is used to compute elevations by trigometric leveling
- 6) "Curve" which is a least squares program that computes curve data from ground coordinates of an existing curve and
- 7) "Slopere" which is used to compute the horizontal distance by using elevation, prism data, and equipment height.



Don Barnes, PLS

County Surveyor

August 2009

2010 Budget

Department County Surveyor**Budget Analysis by Program**

Programs	Monumentation	Survey Operation	Mapping	Survey Records				Budget Summary
Positions	0.70	0.40	0.40	0.50	0.00	0.00	0.00	2.00
Salaries	\$32,660	\$22,159	\$20,779	\$23,353	\$0	\$0	\$0	\$98,951
Fringe Benefits	\$17,121	\$11,621	\$10,895	\$12,244	\$0	\$0	\$0	\$51,881
Operating Expenses	\$1,785	\$1,950	\$385	\$980	\$0	\$0	\$0	\$5,100
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Allocation of Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal	\$51,566	\$35,730	\$32,059	\$36,577	\$0	\$0	\$0	\$155,932
Indirect Cost Alloc.	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$51,566	\$35,730	\$32,059	\$36,577	\$0	\$0	\$0	\$155,932
Revenue	\$0	\$0	\$0	\$150	\$0	\$0	\$0	\$150
Fund Bal. Applied	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
County Share	\$51,566	\$35,730	\$32,059	\$36,427	\$0	\$0	\$0	\$155,782



## Administrator's Comments

### Surveyor

#### Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	2.0	2.0
Salaries	98,951	98,951
Fringe Benefits	51,881	51,881
Operating Expense	5,100	5,100
Capital Outlay	0	0
Allocation of Services	0	(38,046)
<b>Total Expense</b>	<b>155,932</b>	<b>117,886</b>
Revenue	150	150
Fund Balance Applied	0	0
Tax Levy	155,782	117,736
<b>Total Revenues</b>	<b>155,932</b>	<b>117,886</b>

The Charter for the Surveyor contains a good, general description of the services provided by this Office. One of the services which is ongoing is the remonumentation of the County. Mr. Barnes is currently working on the remonumentation of the Town of Porter and started on the Town of Union. He expects to complete the Town of Porter no later than December of 2009. After this work is completed, only the Town of Union and three more Towns will remain to be done, all on the west side of the County.

There is nothing unusual included in the expenditure line items for 2010. The items are in line with normal operating expenses in prior years and are needed to allow the Office to function and accomplish its mission. The requested tax levy for 2010 operations is \$155,782, which is \$2,668 or 1.7% less than the 2009 budget.

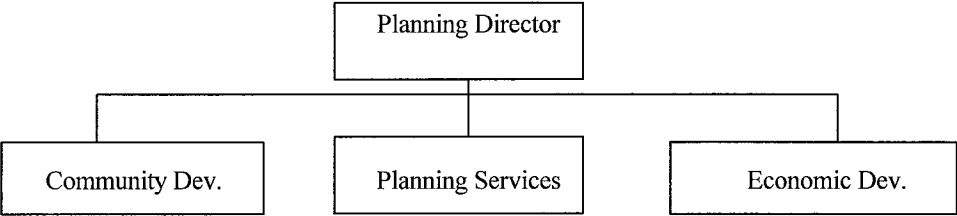
I asked all Department Heads to look at ways to cut cost or increase revenue. Mr. Barnes explained that under statutes, private landowners are required to file all their survey maps with their County Surveyor. The County Surveyor must index, file and maintain the survey maps. In Rock County, this is 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. Activity described by Mr. Barnes can be funded through cross charges to the Land Records Internet Access Program. A more complete explanation of the Program can be found under the Administrator's Comments for the Real Property Description Department.

In 2008, approximately 400 maps were filed and indexed and approximately 500 monument corner records were made. Mr. Barnes reports that those activity levels are fairly constant and that the Deputy Surveyor spends 2/3 of his work year putting that information into a format conducive to the website database in any given year. Given that information, I am recommending a .6 FTE cross charge of \$38,046 be made to the Land Records Internet Access Account. This has the impact of reducing the tax levy in the Surveyor's account by a like amount.

The recommended tax levy for 2010 operations is \$117,736, which is \$40,714 or 25.7% less than the 2009 budget.

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**Planning Department**



			<u>Summary of Personnel Modifications</u>	
<u>Present Personnel (Full Time Equivalent)</u>			<u>Dept. Request</u>	<u>Admin. Rec.</u>
1.0	Director of Planning & Development	<u>New Positions</u>		
1.0	Economic Development Specialist	Planner II	1.0	1.0
1.0	County Engineer			
2.0	Senior Planner	<u>Deletions</u>		
1.0	Senior Planner/GIS Manager	Clerk-Typist II	1.0	1.0
1.0	Planner III			
1.5	Planner II	<u>Reallocations</u>	0	0
1.0	Housing Specialist			
1.0	Accountant	<u>Reclassifications</u>	0	0
<u>1.0</u>	Clerk Typist II			
		<u>Re-Titles</u>	0	0
11.5	Total	<u>Transfers</u>		
		Clerk Steno III from UW-Extension	.5	.5
		<u>Upgrades</u>	0	0

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## Charter: Planning, Economic & Community Development Agency

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### **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 Planning and Development Agency is authorized under s. 59.69 (2) of the Wisconsin Statutes. The Agency consists of the 5-member Planning and Development Committee and the 13-member Planning, Economic and Community Development Staff.

The Agency's work program areas of responsibility are:

- 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

### **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 best 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 time. Communities that do not adopt and adhere to a statutory comprehensive plan by January 1, 2010 lose their authority to zone property. The general purpose of a comprehensive plan is for communities to establish a future vision and to identify and make compulsory goals, objectives and policies that if achieved will help to realize that vision. Adopted by the County Board in September of 2009, the Rock County Comprehensive Plan was developed over a highly public process that spanned four years. The document contains 16 Chapters, all with Goals, Objectives and Policies that require implementation

either within the next five (5) years or within the next twenty-five (25) years, dependent upon community resources and priorities.

State Statute requires that those policies outlined within an adopted Comprehensive Smart Growth Plan, be implemented by the established timelines the plan mandates. Thus, a number of required priorities have been listed for consideration by the Planning & Development Committee as well as the County Board over the next five years as outlined by the Rock County Comprehensive Plan 2035. Additionally, the following list is pulled from the 5-year work program and outlines the Agency's 2010 expected work program to ensure consistency with County Goals and required mandates.

### **2010 Department Project Priorities:**

- A. Update and Rewrite of the Rock County Land Division Regulations
- B. Update the Environmentally Significant Open Space Areas
- C. Creation of a PDR/PACE & LESA Program for Rock County LCC
- D. Update of the Rock County Shoreland Ordinances
- E. Update of the Rock County Highway Access Control Regulations
- F. Implementation of the Airport Land Use Plan and Zoning Ordinance
- G. Implementation of other Rock County Comprehensive Plan-2035 Policies
- H. County Wide Photo Flight and Mapping of Current Land Uses
- I. Intergovernmental Consensus Building
- J. Community Outreach and Education

### **Five Year Required Rock County Comprehensive Plan 2035 Work Program: Obligations to be Completed by December 31, 2014 (5-years)**

- A. Update and/or Amend Existing Rock County Ordinances/Regulations:
  - Land Division Regulations
  - Environmentally Significant Open Space Areas
- B. Develop New County Ordinances/Regulations:
  - Driveway & Road Access
- C. Develop New Model Ordinances/Regulations for use by County Municipalities:
  - Sign Ordinance

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**Charter: Planning, Economic & Community Development Agency**

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- Design Guidelines and Land Use/Site Plan Review
  - Landscape (Building Sites & Transportation Corridors)
  - Neighborhood Electric Vehicles
- D. Develop New Model Zoning Districts for use by County Municipalities:
- Sliding-Scale Zoning
  - Land Division & Sub-Division (Conservation, Cluster, Traditional Neighborhood and Fused Grid)
- E. Develop New Programs:
- Purchase of Development Rights
  - Consulting Services Center (Town Planning Services)
  - Land Evaluation & Site Assessment
  - Land Use Inventory
  - Smart Growth
  - Green Building
  - County/Municipality/Non-Profit Organizations – Land Use & Housing Workgroup
- F. Update and/or Amend Existing Plans:
- Parks, Outdoor Recreation and Open Space Plan
  - Land Records & Modernization Plan
  - Rock County Comprehensive Plan 2035
  - Agriculture Preservation Plan
  - Natural Hazard Mitigation Plan
  - Historic Sites & Buildings
- G. Develop Studies:
- Various Studies Throughout Rock County Comprehensive Plan 2035 Dependent Upon Priorities
- H. Internal Improvement:
- Agency Annual Reports
  - Division Performance Measures Met & Correlated with Merit Review

- Website Improvement and Increased Use/Efficiency

**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. Currently, this Agency administers the:

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

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**Charter: Planning, Economic & Community Development Agency**

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C. Wisconsin Farmland Preservation Program

Measurable Products:

- Number of Farmland Preservation Certificates issued.
- Dollars of Farmland Preservation Tax Credits received by Rock County farmland owners
- Average amount of Farmland Preservation dollars per Rock County farmland owner

D. Zoning/Building Site Permits

Measurable Products:

- Number of Zoning/Building Site Permits issued

E. Enforcement of land management ordinances and programs in cooperation with the Corporation Counsel Office

Measurable Products:

- Number of potential violation letters.
- Number of cases referred to Corporation Counsel for legal enforcement
- Number of cases in litigation
- Results of litigation

F. Maintenance of records for all applications and administrative fees

Measurable Products:

- Number of applications
- Fees collected

G. 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.

H. 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

I. 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

J. Rock County Address Ordinance

Measurable Products:

- Number of new address signs
- Number of address signs replaced

K. Public Utilities & Community Facilities

Public Utilities and Community Facilities include compilation of policy statements, goals, objectives, design standards, maps and action programs for guiding the future development of public, semi-public and private facilities. These facilities include sanitary service, potable water, solid waste disposal, recycling, storm water management, aquifer recharge, telecommunications, energy, cemeteries, public/municipal buildings, police and fire protection and, where appropriate, plans to acquire land for the development of public facilities. These Plan elements shall describe the character, location, timing, sequence, function, use and capacity of existing and future needs. These facilities also include public sewer service area plans pursuant to Wisconsin Administrative Code NR 121.

Staff shall review and submit letters to the Wisconsin Department of Natural Resources indicating conformance or non-conformance of each proposed public sewer extension project with 208 Water Quality Management Plan elements, and review new sewage treatment facility plans proposed large-scale soil absorption wastewater systems.

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**Charter: Planning, Economic & Community Development Agency**

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**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 Department of Commerce
- 2. Alliant Energy
- 3. Forward Wisconsin
- 4. Corporate Real Estate & Site Consultants
- 5. Private Sector Businesses & Individuals
- 6. Economic & Workforce Development Organizations
- 7. Media Contacts
- 8. Governmental Units / Agencies and/or Personnel

Measurable Products

- Type and amount of business development activities.
- Private and/or public sector funds secured and/or leveraged.

- C. Assist with the development and/or update of the Economic Development Element of the Comprehensive Plan-2035 and its related implementation strategy.
  - 1. Assist Rock County communities and/or organizations with their economic development activities, as they relate to the Plan and/or its strategy.
  - 2. Serve as a data-clearing house for various socio-economic statistics.
  - 3. Maintain a buildings and sites database.
  - 4. Solicit input and engage the Southwest Wisconsin Workforce Development Board and/or other key local economic and workforce development officials regarding the Plan and its implementation strategies.

Measurable Products

- Type and amount of Boards, Committees, task force, etc. appointments.
- Type and amount of technical assistance (e.g. programs, reports, recommendations, etc.) provided for and/or on behalf of economic and workforce development organizations.

- D. Promote cost-effective infrastructure improvements that enhance Rock County's overall business location advantages.
- E. Develop, update and implement a cooperative marketing and outreach campaign to promote Rock County as the choice location for business development and investment by:
  - 1. Targeting private sector decision makers through various direct and indirect means.
  - 2. Administer, design and maintain the Agency's web page(s).
  - 3. Perform administrative and executive related duties for the Rock County Tourism Council (RCTC).

Measurable Products

- Brand name identity, recognition and recall.
- Marketing and outreach funds leveraged and/or secured.
- Business development and/or investment projects procured (e.g. property transactions, speculative building, etc.).

- F. Monitor public and private sector financial resource programs, including but not limited to the Agency's Revolving Loan Fund (RLF) and other grants and/or loans procured through the Agency.

Measurable Products

- Program applications submitted.
- Grant and/or loan funds leveraged and/or secured.
- Program compliance and/or utilization.

- G. Perform Agency and/or development liaison related duties to interface with the public and private sectors.

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**Charter: Planning, Economic & Community Development Agency**

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**IV. Housing and Community Development Division**

Division Mission: To assist with the provision of healthy, durable and affordable housing for eligible Rock County properties and residents by successfully administering the approved Planning & Development Committee-approved Housing programs and the Rock County Loan Portfolio.

Housing and Community Development Services primarily implements the Housing Element of the Rock County Comprehensive Plan 2035. These activities include:

- A. Assisting in the provision and preservation of decent, safe, sanitary, and energy efficient housing in the unincorporated areas, villages, and smaller cities of Rock County.
- B. Preparing grant applications, which implement housing-related and community development issues presented in the Comprehensive Development Plan, local community master plans and address basic housing issues, improve quality of life and the existing public infrastructure in our neighborhoods.
- C. Administering grant contracts and housing revolving loan funds that improve housing and community conditions.
- D. Assisting households with special needs, very low incomes and elderly-headed households needing improvements to their homes.
- E. Assisting low-income households to become homeowners.
- F. Promoting the provision and maintenance of affordable housing units for low-income renters.
- G. Administering the Rock Country Fair Housing Ordinance and improving fairness and accessibility to all housing consumers.
- H. Providing and updating information, studies and plans which document housing conditions in Rock County and supply methods for improving these conditions.
- I. Providing Staff services to the Rock County Housing Authority.

Measurable Products:

- Number of Housing and Community Development Grant Applications submitted
  - Number of Housing and Community Development Contracts approved by County Board
  - Number of Owner Occupied Housing Rehabilitation Projects approved
  - Number of Rental Housing Unit Rehabilitation Projects approved
  - Number of Down Payment Assistance Projects approved
  - Number of Home Buyer Rehabilitation Assistance Projects approved
  - Number of Lead Base Paint Rehabilitation Projects approved
  - Number of Handicapped Accessible Projects approved
  - Number of Handicapped Accessibility Improvement Projects approved
- J. Providing technical assistance to local communities in the administration of their Housing and Community Development revolving loan funds.
  - K. Providing technical assistance to Rock County Departments that offer housing assistance.
  - L. Serving on Boards and Committees that promote housing and community development activities in Rock County.

**V. Geographic Information (Mapping) Services**

GIS mapping and data base services includes information about Rock County that is critical to the preparation, updating and implementation of the Rock County Comprehensive Plan 2035 and provision of land records information to the public by:

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

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## Charter: Planning, Economic & Community Development Agency

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- Data base projects completed
  - Data base projects in process
  - User fees generated
- B. Updating County and community base maps, land use maps, master plan maps, development plan maps, zoning maps, physical characteristic maps, census maps, political boundary maps, soils maps, official ordinance maps and air photographs.
- Measurable Products:
- County and community maps prepared
  - County and community maps updated
  - Census data available in electronic format or hard copy available to the public and staff
- C. Exploring conversion and migration methodologies on how to enter and use the Planning and Development Agency's mapping and database as part of the County Geographic Information System.
- Measurable Products:
- Staff training on GIS software mapping and database
  - Planning and Development Agency mapping and data base information on the GIS System
  - Planning maps and data base updates

### VI. Administration and Corporate Services

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

- A. Provide initial contact with customers, both telephonically and in person.
- B. Assist Planning & Development staff, Committee members, and County Board members, with Agency programs, projects, and tasks.
- C. Gather, prepare, and report information that is relevant and timely.
- D. Maintain Agency project and program files.

- E. Prepare Agency current and 5-year work program.
- F. Prepare annual Agency budget request.
- G. Process Agency bills for purchases and services rendered.
- H. Maintain Planning & Development Committee and Agency official records.
- I. Assist Agency staff members in preparing final drafts of plans and ordinances.

Program analysis and development services consist of assistance to the County Board, County Administrator, respective committees, and County communities for the analysis and development of public programs, which will provide more cost-effective services and facilities by:

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



## Charter: Planning, Economic & Community Development Agency

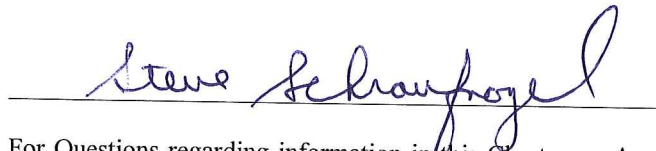
Type of Service Fee	Legis. Authority	Unit Type	Current Rate	Last Yr. Adjusted	Proposed Fee	Estimated Revenue
Bldg. Site Permits or Airport Building Site Permits	s. 59.696	Per applic.	\$350	2007	\$350	\$ 17,500
Shoreland Permits	s. 59.692	Per applic.	\$325	2007	\$350	\$ 21,000
Farmland Pres. Certif.	s. 91.59	Per certif.	\$ 25	2002	\$ 25	\$ 250
*Land Divisions	s. 236.45	Per lot	\$350	2007	\$350	\$ 21,000
**Waiver of Land Division	s. 236.45	Per applic.	\$150	2007	\$150	\$ 3,000
Conditional Use Permits	s. 59.69	Per applic.	\$400	2003	\$550	\$ 8,250
Board of Adjustment	s. 59.697	Per applic.	\$500	2007	\$750	\$ 9,000
Final Land Division Review and Approval	s. 236.45	Per lot	\$ 30	2004	\$ 50	\$ 5,000
Land Division Time Extension	s. 236.45	Per lot	\$ 50	2004	\$100	\$ 4,000
Engineering Review and Approval Fee	s. 236.45	Per hour	\$47.56	2007	\$55.00	\$ 2,750

\* \$350 per lot charge includes \$25 per lot paid to Public Health Dept. revenue (60 lots @ \$25=\$1,500)

\*\* \$150 per lot charge includes \$50 per lot paid to Public Health Dept. revenue (20 applic. @ \$50=\$1,000)

### **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, Steve Schraufnagel, 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	9.00	1.00	0.00	0.00	0.00	0.00	0.00	2.00		12.00
Salaries	\$537,208	\$77,402	\$0	\$0	\$0	\$0	\$0	\$107,156		\$721,766
Fringe Benefits	\$262,282	\$37,888	\$0	\$0	\$0	\$0	\$0	\$50,141		\$350,311
Operating Expenses	\$27,841	\$7,750	\$55,000			\$3,750	\$0	\$515,427		\$609,768
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		\$0
Allocation of Services	(\$144,779)	(\$5,000)	\$0	\$0	\$0	\$0	\$0	(\$119,051)		(\$268,830)
Subtotal	\$682,552	\$118,040	\$55,000	\$0	\$0	\$3,750	\$0	\$553,673		\$1,413,015
Indirect Cost Alloc.	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		\$0
Total	\$682,552	\$118,040	\$55,000	\$0	\$0	\$3,750	\$0	\$553,673		\$1,413,015
Revenue	\$97,360	\$0	\$44,901			\$3,750	\$0	\$527,866		\$673,877
Fund Bal. Applied	\$0	\$0	\$10,099		\$0	\$0	\$0	\$0		\$10,099
County Share	\$585,192	\$118,040	\$0	\$0	\$0	\$0	\$0	\$25,807		\$729,039

## Administrator's Comments

### Planning, Economic and Community Development Department

#### Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	12.0	12.0
Salaries	721,766	721,766
Fringe Benefits	350,311	350,311
Operating Expense	609,768	607,994
Capital Outlay	0	0
Allocation of Services	(268,830)	(268,830)
<b>Total Expense</b>	<b>1,413,015</b>	<b>1,411,241</b>
Revenue	673,877	673,877
Fund Balance Applied	10,099	10,099
Tax Levy	729,039	727,265
<b>Total Revenues</b>	<b>1,413,015</b>	<b>1,411,241</b>

I appointed Steve Schraufnagel as the Acting Planning Director in July 2009. I expect to have the position filled with a permanent Planning Director by early 2010.

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.

The Planning Account is the main budget account for the Department. The total revenue projected in this account in 2010 is \$97,360, with \$85,500 coming from Zoning Permits, \$11,500 coming from contracts with towns to update their zoning ordinances, and \$360 for sale of publications.

The permits are a reflection of the development activity in the unincorporated areas of the County. Projected 2010 revenues for zoning permits are \$18,291 less than the \$103,791 budgeted in 2009. The Planning Department expects that the issuance of Zoning Permits will bottom out in 2009. The 2009 year-end estimate is only \$65,922, which is \$37,869 less than budgeted and approximately 62% of the amount actually collected in 2007.

The following table itemizes the Planning Department 2009 fee structure.

Type of Service Fee	Legis. Authority	Unit Type	Current Rate	Last Yr. Adjusted
Bldg. Site Permits	s.59.696	Per applic.	\$350	2008
Shoreland Permits	s.59.692	Per applic.	\$325	2007
Farmland Pres. Certif.	s.91.59	Per certif.	\$ 25	2002
Land Divisions*	s.236.45	Per lot	\$350	2008
Waiver of Land Div.*	s.236.45	Per applic.	\$ 150	2007
Conditional Use Permits	s.59.69	Per applic.	\$400	2003
Board of Adjustment	s.59.697	Per applic.	\$500	2008
Final Land Division	s.236.45	Per lot	\$ 30	2004
Engineering Review	s.236.45	Per hour	\$ 47.56	2007
Land Division Extension	s.236.45	Per lot	\$ 50	2004

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

Mr. Schraufnagel proposes increasing Shore Land Permits to \$350, Conditional Use Permits to \$450, and the Engineering Review to \$55 per hour. He justifies the increases by pointing out that the increase puts them in line with neighboring counties. Furthermore, they are investing more staff time, including site visits to insure compliance prior to issuing permits.

A new source of revenue in 2010 includes \$11,500 for contracted planning services with the Town of Janesville and the Town of Plymouth to update their local zoning ordinances. It is of benefit to the Towns to make sure their zoning ordinances conform to recently adopted Comprehensive Plans under the Smart Growth initiative. The revenue is contained in the "Revenue from Municipalities" line item.

Smart Growth legislation was enacted a number of years ago. It placed a requirement on all local governments (including counties) to prepare comprehensive plans meeting certain State imposed criteria. In 2005, the County Board adopted a resolution that set in motion the comprehensive planning initiative for the County. The initiative included entering into a multi-jurisdictional contract with the State of Wisconsin for the preparation of Comprehensive Plans for the County, nine Towns, two Cities and one Village. The 2009 base budget included \$119,223 of tax levy needed to finish the project. Those funds were used primarily to pay for the cost of two Planner II positions through October 2009. The culmination of the project occurred in the fall of 2009 with the delivery of the contracted plans as well as the adoption of the "Rock County Comprehensive Plan 2035" by the County Board.

The Planning Department was able to retain one of those Planner II positions through 12/31/09 due to the emergence of the Purchase of Development Rights (PDR) / Purchase of Agricultural Easements (PACE) Program. The Land Conservation Department's 2009 budget was amended with a transfer of \$47,000 from its ATC Trust Account. The appropriation reimbursed the Planning Department for staff time, including one of the Planner II positions to start work on the PDR/PACE Master Plan.

The Master Plan will outline how the County will operate a program that compensates agricultural landowners who seek voluntary easements that permanently limit development on his or her farmland. It is anticipated that the source of funds to pay for those easements will be a combination of funds from Land Conservation's ATC Trust Account and grant funding from the State of Wisconsin.

The 2010 Planning Budget contains \$115,000 of cross charges to Land Conservation for reimbursement of staff working on the Master Plan. The cross charges pay for the equivalent of 100% of a Planner II, 30% of a Planner III, and 10% of the Planning Director's position, as well as some incidental expenses. Thus, there is sufficient funding to pay for the Planner II position

through 2010 that otherwise would have sunset on 12/31/09. The Departmental request and my recommendation reflect the continuation of the position as a "new" 1.0 FTE Planner II in the 2010 budget.

Student Interns have been playing a significant role in the development of land use information. They have been converting official zoning maps and adopted land use plans from hard copy into the digital information found on Geographic Information System (GIS). Mr. Schraufnagel has requested \$20,669 of seasonal wages and FICA for two Planning Interns in 2010. This expense is offset by a like amount of cross charges to the Land Records Internet Access account. Thus, there is no impact on the tax levy.

The Planning Department proposes \$2,000 of cross charges to the Parks Division. The charges offset professional staff time to assist the Parks Director. There are \$6,600 of cross charges to the Board of Adjustment (BOA) for three staff that work on appeals heard by the BOA. There are also incidental amounts totaling \$510 of cross charges for program administration made to the Address Sign account. In total, there is \$144,779 of proposed and recommended cross charges in the 2010 budget. Those charges appear in the Cost Allocation line item 6800.

Mr. Schraufnagel proposes a reduction in the level of administrative support staff in the Planning Department from 2.0 FTE to 1.5 FTE. His request includes eliminating a vacant 1.0 FTE Clerk-Typist II position and accepting a transfer of a .5 FTE Clerk Steno III position from UW-Extension. In essence, the Clerk Steno III position will be shared half-time between the two Departments.

I agree with the concept which allows both departments to share the position and recommend the .5 FTE Clerk Steno III transfer from UW-Extension, as well as the Deletion of the Clerk-Typist II position. The net effect overall is a cost savings to the County Budget of \$53,076 due to the elimination of one administrative position.

The Economic Development Program Account funds the position of Economic Development Specialist, along with a variety of costs associated with economic development. Two tools used by the Program for local economic development include a Revolving Loan Fund and County-sponsored Block Grant Loan applications to the State on behalf of local business. Block Grant Loan repayments are the original source of funds to capitalize the Revolving Loan Fund. Mr. Otterstein anticipates making a loan from the revolving loan account and applying for perhaps one new Economic Development Block Grant Loan in 2010. The \$5,000 Cost Allocation represents revenue from administrative fees the County can charge when making those loans.

Mr. Otterstein has been able to partner with other local economic development groups to access federal Economic Development Administration (EDA) grants for projects such as start-up business incubators. Given the economic distress and high unemployment levels in this region, more funding opportunities may become available in 2010.

The Housing Grant Clearing Account contains the funding for the two positions that administer the Housing Grants as well as the Revolving Loan Funds for housing. Administrative funding from the various housing grants and activities can be used to pay the costs of administering the Housing Program. The table below identifies the amounts and accounts where the funding is contained in the budget.

<u>Grant Program or Activity</u>	<u>Acct #</u>	<u>Admin Expense</u>
CDBG-Emergency Assistance	6411	\$13,116
Neighborhood Stabilization	6412	5,957
Hazard Mitigation	6413	10,492
Rev. Home Loan (CDBG)	6440	39,045
HCRI Revolving Loans	6441	462
Home Buyer Rev. Loans	6442	2,200
Lead Paint RLF	6443	115
Rental Rehab. RLF	6444	4,950
Consortium RLF	6445	4,950
Healthy Homes/Lead Hazard	6466	11,917
Local Com. Dev. Assistance	6560	4,000
Consortium	6920	<u>9,847</u>
	Total	\$107,051

The requested budget includes \$119,051 of administrative funding from various sources. Of that amount, \$107,051 is from sources identified in the table above. The Housing Program is presently working with the Human Services Department to administer housing rehab funds for Long Term Support Division clients. It is anticipated that activity will generate \$12,000 of eligible administrative expense in 2010.

The Community Development loan portfolio is sizeable, and many of those who have mortgages through the various loan programs are under duress due to the economic conditions. The P&D Committee requested funds be placed in the 2010 Budget to assist with foreclosure prevention activities. There is \$2,500 in the 2010 Budget for that purpose.

Total fee revenue in the Housing Account for 2010 is \$28,480. It is composed of charges for doing lead paint assessments on dwellings, subordination fees, and loan origination fees at a rate of

\$375 per loan. The loan origination fee can be rolled into a loan if the borrower falls into a lower income category. The fees are an offset to what otherwise would be tax levy to support the program. The requested tax levy for the Housing Program is \$25,807, which is \$3,906 more than the 2009 Budget.

The 2010 recommended levy for the Planning Department is significantly less than the prior year. This is primarily due to three factors. Those factors include no longer needing to levy for work on the Comprehensive Plan, the cross charges that offset staff time to develop a PDR/PACE Master Plan, and the net reduction of .5 FTE administrative support staff.

The recommended tax levy for the Planning Department as a whole (including Economic Development) is \$727,265. This is a decrease of \$173,501 or 19.3% from the prior year.

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## Administrator's Comments

### Board of Adjustment

#### Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	0	0
Salaries	0	0
Fringe Benefits	0	0
Operating Expense	10,468	10,468
Capital Outlay	0	0
Allocation of Services	0	0
<b>Total Expense</b>	<b>10,468</b>	<b>10,468</b>
Revenue	6,000	6,000
Fund Balance Applied	0	0
Tax Levy	4,468	4,468
<b>Total Revenues</b>	<b>10,468</b>	<b>10,468</b>

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 \$500 to Rock County. The fee was last increased in 2008. Mr. Schrafnagel proposes a \$100 increase to \$600. I concur with the fee increase.

The "Professional Services" line item contains \$7,200 to reimburse the Planning Department for staff services, as well as \$100 to cover the cost of a Court Reporter if one is needed for certain contested hearings.

The budget request includes \$2,776 for per diems and mileage for board members in anticipation of holding 10 hearings in 2010.

The recommended tax levy for 2010 operations is \$4,468, which is a decrease of \$541 from 2009.

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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 2010 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 2009 and is recommended.

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**Rock County Sheriff's Office**

<b><u>Present Personnel (Full Time Equivalent)</u></b>		<b><u>Summary of Personnel Modifications</u></b>		
			<b><u>Dept. Request</u></b>	<b><u>Admin. Rec.</u></b>
1.0	Sheriff	New Positions	0	0
1.0	Chief Deputy			
2.0	Commander			
6.0	Captain	Deletions	0	0
22.0	Sergeant			
5.0	Detective	Reallocations	0	0
58.0	Deputy Sheriff			
1.0	Correctional Supervisor	Reclassifications	0	0
81.0	Correctional Officer			
1.0	Financial Office Manager	Re-Titles	0	0
1.0	Administrative Secretary			
2.0	Secretary II	Upgrades	0	0
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			
203.05	Total			

**Charter: Sheriff**

MISSION STATEMENT

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

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

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

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

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

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

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

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

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

OFFICE OF SHERIFF

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

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

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

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

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

OBJECTIVES AND STANDARDS

- 1. CHIEF DEPUTY FUNCTIONS  
This position is highly responsible and the top administrative position within the Sheriff’s Office. The position assists the Sheriff to run the Department in the sense of managing its day-to-day operations.  
  
Standards:
  - a. The Chief Deputy operates under the vision, philosophy and direction of the Sheriff. Act as Sheriff in the absence of that official.

**Charter: Sheriff**

- b. The appointment and tenure of this position is governed by the Rock County Personnel Ordinance (18.101 Authority, 18.102 Purpose and 18.103 Scope) and is a professional career administrative position.
- c. Maintains organizational continuity between changing Sheriff administrations.
- d. Oversees training, recruitment and hiring of all sworn/non-sworn personnel

2. PATROL OPERATIONS

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

Standards:

- a. Patrol Division critical objectives and standards are met as evidenced by a monthly report submitted by the LES Commander to the Sheriff.
- b. Satisfactory compliance with established Patrol Division management policies and procedures as evidenced by random review of Patrol Division performance toward objectives.

3. DETECTIVE OPERATIONS

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

Standards:

- a. Detective Bureau critical objectives and standards are met as evidenced by a monthly report submitted by the Detective Lieutenant to the Sheriff.
- b. Satisfactory compliance with established Detective Bureau management policies and procedures as evidenced by random review of the Detective Bureau Lieutenant's work performance.

4. SUPPORT SERVICES AND COMMUNITY SERVICES OPERATIONS

The primary mission of Support Services is to sustain and improve all Sheriff's Office operations through material and technical support. To provide training and other administrative

support to all Sheriff's Divisions. To work with other County Departments and other law enforcement agencies on matters of mutual concern.

Standards:

- a. Support Services critical standards are met as evidenced by reports submitted by the Support Services Lieutenant to the Sheriff.
- b. Information is collected from all Sheriff's Office operations and is made useful and available for analysis, budgeting and public access.

5. JAIL OPERATIONS

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

Standards:

- a. Correctional Services critical objectives and standards are met as evidenced by a monthly report submitted by the Correctional Services Commander to the Sheriff.
- b. Satisfactory compliance with established Jail Services management policies and procedures as evidenced by random review of Correctional Services supervisors' work performance.

6. CIVIL PROCESS/WARRANT OPERATIONS

To interpret, understand and apply the intent of Wisconsin Statutes governing the service and related aspects of process documents. This includes the service of writs, orders, notices, summons, executions and all warrants.

Standards:

- a. Civil Process critical objectives and standards are met as evidenced by a monthly report submitted by the Civil Process Bureau Sergeant to the Sheriff.
- b. Satisfactory compliance with established Civil Process Bureau management policies and procedures as evidenced by random review of Civil Process supervisors' work performance.

**Charter: Sheriff**

7. COMMUNITY RELATIONS OPERATIONS  
To provide high quality public safety service thereby maintaining the Rock County Sheriff's Office's excellent reputation for professionally meeting the County's public protection needs.
- Standards:
- a. Complaints: Complaints about the activities or operations of the Sheriff's Office are received in a courteous and professional manner and, if found to be valid, are resolved in a timely fashion.

b. Public Education: The public is informed of the activities of and the services provided through the Sheriff's Office via presentations given by management staff at community and service club meetings and when appropriate, via releases to the local media. Citizen input regarding the Sheriff's Office operations and priorities is always welcomed and encouraged.

c. Public Meetings: Sheriff's Office staff frequently meet with Township, Village and City officials as needed to determine service needs and to address policing issues. Further, the Sheriff's Office maintains Neighborhood Watch and other community policing programs.

**SUPPORT SERVICES DIVISION**

**DIVISION OBJECTIVES AND STANDARDS**

1. SUPPORT SERVICES  
It is the primary mission of Support Services to sustain and improve all Sheriff's Office operations through material and technical support.
- Standards:
- a. Manage all real property within the Sheriff's Office to assure high operational readiness: vehicle procurement, maintenance and assignments, all radio and MDT equipment, computers and related hardware, office equipment, develop RFPs and manage procurement process, maintain all required licenses.

b. Develop and maintain all contracted service and revenue agreements: building cleaning contracts, maintenance service contract for fleet vehicles, radio repair agreements, equipment warranties.

- c. Oversee the Sheriff's Office's clerical staff and office manager, provide guidance on information processing and management and fee collections, record system management, fiscal management and internal audits.
2. VEHICLE MAINTENANCE  
To maintain all Rock County Sheriff's Office vehicles in top operational condition so that they are available to respond when needed in a safe manner.
- Standards:
- a. Coordinate the scheduled maintenance of all County vehicles assigned to the Sheriff's Office.
3. CHAPLAINCY PROGRAM  
The Rock County Sheriff's Office Chaplaincy Program is designed to meet the emotional and spiritual needs of the people served by the Rock County Sheriff's Office and to support the employees of the Department in times of need.
- Standards:
- a. Available 24 hours a day to assist in critical incidents or death notifications.

b. Available to support the needs of employees as required.
4. INFORMATION MANAGEMENT  
To cause all Sheriff's Office information to be effectively collected and made useful to enhance and justify Department goals, objectives and public access.
- Standards:
- a. Information is available to the public as established by law and Sheriff's Office policy.

b. Information on all Sheriff's Office operations that is collected is made useful for program evaluations and planning.

**Charter: Sheriff**

**CORRECTIONAL SERVICES DIVISION**

**DIVISION OBJECTIVES AND STANDARDS**

1. **SENTENCED AND PRE-TRIAL DETAINEES**  
Providing for the care of all sentenced and pre-trial detainees held in the system facilities.  
  
Standards:
  - a. To comply with Wisconsin Department of Corrections standards for County Jails, municipal lockups and houses of correction rehabilitation facilities.
  - b. To implement corrective action as per Division of Corrections inspection reports.
  - c. To house inmates in accordance with adopted inmate classification systems.
  
2. **RECORD MAINTENANCE**  
Maintaining records - accumulating, processing and disseminating.  
  
Standards:
  - a. Compliance with State of Wisconsin required reporting forms and procedures (Jail Register) for adults.
  - b. To maintain internal reporting forms as required by law.
  
3. **JAIL INMATE TRANSPORTATION**  
Transporting Jail inmates to courts, institutions, hospitals and completing prisoner extraditions.  
  
Standards:
  - a. Timely and secure delivery of Jail residents to courts, institutions and hospitals.
  - b. To expedite timely and secure prisoner extraditions.
  - c. Transport inmates to and from Counties that are holding our inmates because of overcrowding.
  
4. **FOOD SERVICES**  
To provide all inmates with three nutritious meals per day. To use Aramark contracted food services vendor to keep food cost at a reasonable rate.

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

5. **COURTHOUSE SECURITY**  
To maintain the peace and security at the Courthouse.  
  
Standards:
  - a. Enforce all laws and ordinances fairly.
  - b. Reduce the incidents of crime and fear of crime in the Courthouse.
  - c. Attend to the security needs of Rock County Circuit Court Judges in criminal and potentially violent civil proceedings.
  
6. **COMMUNITY CORRECTIONS DIVISION (COMMUNITY RECAP, HUBER, DIVERSION PROGRAM, INMATE CLASSIFICATION AND WORKENDER PROGRAM)**  
The Rock County Education and Criminal Addictions Program (RECAP) is a cooperative educational and rehabilitation program aimed at reducing recidivism by County Jail inmates.

- Standards:
- a. To provide training for upper level job skills to the RECAP inmates.
  - b. To provide training towards educational skill improvement for RECAP inmates.
  - c. To provide counseling for RECAP inmates to improve life skills and avoidance of criminal conduct.
  - d. The RECAP staff will continue to collect data for evaluation of the long-term success of the program from a statistical basis.
  - e. Inmates sentenced to the Rock County Jail with Huber Law privileges or as a condition of probation will be allowed to leave the Jail during necessary and reasonable hours to pursue or maintain employment.
  - f. The Jail Inmate Diversion Program is designed to maximize the use of alternatives to incarceration in the Rock County Jail due to any overcrowding or special inmate needs, consistent with public safety while providing necessary protection to local communities and successful cost-effective participation by sentenced inmates.
  - g. Manage the Huber Law Program in accordance with State Statute 303.08 and Department Policy.

**Charter: Sheriff**

- h. Manage the Community RECAP program in cooperation with the Courts, District Attorney and Public Defenders office in order to provide counseling and treatment to reduce recidivism.
- i. To reduce recidivism through offering an employment/educational training program to inmates with outside resources/agencies.

7. MEDICAL SERVICES

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

Standards:

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

**LAW ENFORCEMENT SERVICES DIVISION**

OBJECTIVES AND STANDARDS

1. PATROL AND TRAFFIC SERVICE

To provide routine patrol including police traffic service, varying patrol route, assisting motorists, reporting highway conditions and hazards and issuing citations for State Statute and County Ordinance violations.

Standards:

- a. Patrol is concentrated in areas of Rock County to ensure an estimated eight (8) minute response on all emergency situations.
- b. To patrol every township once in a 24-hour period.
- c. To maintain a South Station to improve services to southern Rock County.

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. PREPARING CASES FOR COURT

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

Standards:

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

4. CIVIL PROCESS/WARRANT BUREAU

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

Standards:

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

5. MAINTAIN ACTIVE WARRANT FILE

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

Standards:

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

**Charter: Sheriff**

6. 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.
7. 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.
8. WATER RESCUE AND PATROL  
To maintain a Boat Patrol Unit that regularly patrols the waters of Rock County and that responds to water emergencies and enforcement of boating laws relating to safety and operation on lakes and rivers.
- Standards:
- a. To maintain a high level of training in the use of Department boats so as to respond properly/effectively to any water emergency.
9. DETECTIVE BUREAU-APPREHENSION OF CRIMINALS AND PRESERVATION OF EVIDENCE  
To identify and apprehend criminals in Rock County and to identify and preserve evidence for the trial of the criminals. To provide arson investigation services to Rock County Law Enforcement Agencies. To conduct pre-employment background investigations on all prospective employees.

- Standards:
- a. To maintain an annual clearance rate of 75% for all cases handled by the Detective Bureau and prepare monthly case reports.
  - b. To maintain 100% compliance with the Sheriff's Office Policy and Procedures Manual regarding identification and preservation of evidence.
10. COURT CASE PREPARATION  
To prepare cases for Court.
- Standards:
- a. Cases are prepared for Court so that they will pass the first judicial review of the District Attorney's Office.
11. 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 Department evidence and confiscated property.
  - e. Collect DNA samples from convicted inmates as required by law.
12. 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.



## Charter: Sheriff

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.

13. SIU (SHERIFF'S SPECIAL INVESTIGATION UNIT)


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

14. COMMUNITY SERVICES

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

Standards:

- a. To maintain effective Neighborhood Watch Programs throughout Rock County.
- b. To administer the Sexual Offender Community Notification Program.
- c. Present special crime prevention educational information to citizens and civic/school organizations.
- d. To facilitate community problem-solving related to the philosophy of community policing.
- e. To provide educational programs on child safety restraints and safety belt requirements.

  
\_\_\_\_\_  
Robert D. Spoden, Sheriff of Rock County

Department Sheriff

**Budget Analysis by Program**

09/18/09

Programs	Law Enforcement Services	Jail Services	RECAP	Community RECAP					Budget Summary
Positions	84.05	119.00	0.00	0.00					203.05
Salaries	\$ 4,833,495	\$ 5,544,264	\$ -	\$ -					\$ 10,377,759
Fringe Benefits	\$ 3,109,628	\$ 3,298,807	\$ -	\$ -					\$ 6,408,435
Operating Expenses	\$ 907,876	\$ 2,309,968	\$ 253,052	\$ 251,377					\$ 3,722,273
Capital Outlay	\$ 295,250	\$ -	\$ -	\$ -					\$ 295,250
Allocation of Services	\$ -	\$ -	\$ -	\$ -					
Subtotal	\$ 9,146,249	\$ 11,153,039	\$ 253,052	\$ 251,377		\$ -	\$ -	\$ -	\$ 20,803,717
Indirect Cost Alloc.									
Total	\$ 9,146,249	\$ 11,153,039	\$ 253,052	\$ 251,377		\$ -	\$ -	\$ -	\$ 20,803,717
Revenue	\$ 431,626	\$ 1,248,700	\$ 293,000	\$ 184,905					\$ 2,158,231
Fund Bal. Applied									
County Share	\$ 8,714,623	\$ 9,904,339	\$ (39,948)	\$ 66,472		\$ -	\$ -	\$ -	\$ 18,645,486

## Administrator's Comments

### Sheriff

#### Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	203.05	203.05
Salaries	10,377,759	10,377,759
Fringe Benefits	6,408,435	6,408,435
Operating Expense	3,722,273	3,722,273
Capital Outlay	295,250	295,250
Allocation of Services	0	0
Total Expense	20,803,717	20,803,717
Revenue	2,158,231	2,158,231
Fund Balance Applied	0	0
Tax Levy	18,645,486	18,645,486
Total Revenues	20,803,717	20,803,717

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

Due to a number of initiatives implemented over the last several years by the Sheriff's Office, in conjunction with the Criminal Justice Coordinating Council (CJCC), the Sheriff's Office continues to manage the population of inmates housed at the jail without a need to utilize beds in other county jails. In fact, as of August 31, 2009, although the Sheriff's Office had responsibility for managing 628 inmates, only 489 were actually housed in the jail. This figure is below the jail's current rated capacity of 525 beds. As of the end of August, 91 inmates were on electronic monitoring and 48 were in the Workender community service program. In addition, an average of about 47 individuals are being served through the Community RECAP/Drug Court program in 2009. These individuals would also be incarcerated in the jail were it not for this program.

In addition to the management of the jail population, relatively low turnover of Correctional Officers contributes to stable jail operations. Sheriff Spoden reports that there are currently no vacancies for Correctional Officers and only two Correctional Officers remain in training. This situation has a positive effect on the budget by reducing the amount of overtime required to cover vacant shifts. The Sheriff's Office is requesting \$310,000 for overtime in 2010, which is significantly less than the \$870,000 in overtime costs that were incurred as recently as 2008. Given this relative stability, Sheriff Spoden is not requesting any funds for a seasonal Correctional Officer position in 2010. Due to these projections, I am not building a vacancy factor into the budget as I have done in prior years.

One area of focus for Jail operations in 2009 was improving how inmate medical services are provided. The Jail is required to provide and pay the cost of health care services needed by inmates. Of particular focus was improving the provision of mental health services to inmates, which is an increasing need among the incarcerated population. Addressing mental health issues while in the Jail not only helps with inmate management, but also can reduce the likelihood that inmates will return. A new contracted health care provider began providing services in 2009. This contract includes nursing

services, mental health assessment and counseling, limited psychiatric time, and medical records management at a budgeted cost in 2010 of \$722,842.

It is important to note that 2009 marked the third year of what was anticipated to be a three-year State grant to fund Community RECAP, which diverts offenders from jail through the Drug Court if they agree to complete a substance abuse treatment program. Fortunately, the State has agreed to continue funding the program on a year-to-year basis, although due to a provision in the State budget the amount will be reduced by about \$9,400 to \$147,405 in 2010. Furthermore, after peaking at a caseload of around 60 individuals in 2008, the average caseload has fallen to about 47 in 2009. This is likely due to better experience with the types of offenders that are appropriate for and likely to succeed in the program. Consequently, only three Case Managers are needed to maintain the ratio established by the CJCC of one Case Manager for every 15 clients. The elimination of this Case Manager position will result in a tax levy savings of nearly \$50,000 and bring the County share for Community RECAP to \$66,472 in 2010. If the caseload increases again in the future, there may be a need to revisit the number of Case Managers working for the program.

According to the schedule established for the Jail Expansion/Renovation Project, Phase I construction work on building a new sallyport and booking area, as well as renovating the old booking area into a medical unit and other infrastructure upgrades, could commence in early 2010 if the County Board approves proceeding with the construction documents phase yet this fall. Work on repairing water infiltration issues in Pinchurst should be addressed before the end of 2009. These expenses will be funded through the "Jail Expansion Project" account in the General Services budget. The General Services budget also contains several capital improvements and repairs planned for the jail in 2010.

#### **Law Enforcement Services**

The Sheriff's Office has received several Federal grants in 2009 that it will be using to purchase capital items and assist with drug enforcement through the Special Investigations Unit, among other purposes. This has reduced the need for the purchase of items in the 2010 budget. However, it is necessary to include a number of capital and equipment purchases in the 2010 budget, including various replacement equipment for squads. Five new laptops at a cost of \$22,100 are included for squads to replace similar models that are now up to five years old.

One of the higher cost areas in this account is the cost of operating and maintaining the Sheriff's Office fleet of vehicles. The Sheriff's Office is anticipating that it will use 100,000 gallons of fuel in 2010. At an estimated pump price of \$2.71 per gallon, \$225,000 is recommended to pay for fuel costs (after taking into account relevant fuel discounts). The Sheriff's Office is also requesting ten replacement vehicles in 2010, including four new squads, at a cost of \$281,000. Funds for making these purchases are contained in a separate "Sheriff's Vehicles" account, which is a non-lapsing

account that accumulates funds on an annual basis to level out the cost of making vehicle purchases. From an accounting perspective, funds are moved from the regular Sheriff's account to the "Sheriff's Vehicles" account. These purchases are recommended.

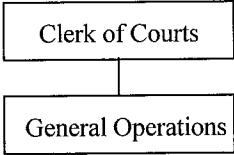
Among other expenses included in the Sheriff's budget in 2010, \$23,700 is included to replace body armor and helmets. The cost of ammunition has been increasing and \$21,500 is included for ammunition and range supplies. Costs for the Crime Prevention Program are increasing from \$3,000 to \$4,000 to assist in expanding community-based efforts, including participation in the National Night Out Program. Staff education costs of \$30,000, which are shown in the "Training Expense" line item (#6420), are also included. Staff education, which is a right contained in the union contracts, represents funding for tuition and fees associated with staff who are pursuing college degrees.

Overall, Sheriff Spoden has presented a responsible budget that has balanced the needs of the Sheriff's Office with the difficult budget situation the County is facing. This is greatly appreciated. I have made no modifications to his expenditure or revenue requests.

The recommended tax levy for the Sheriff's Office is \$18,645,486. This is an increase of \$326,126, or 1.8%, over the 2009 budgeted amount.

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**Rock County Court System**



**Present Personnel (Full Time Equivalent)**

**Clerk of Courts**

1.0	Clerk of Circuit Court
1.0	Chief Deputy Clerk of Circuit Court
1.0	Accountant
3.0	Chief Deputy Clerk of Court
28.0	Deputy Clerk of Court
<u>1.0</u>	Clerk II
<b>35.0</b>	<b>Total</b>

**Circuit Court**

3.4	Court Commissioner
2.0	Deputy Register in Probate II
1.0	Secretary to Circuit Court Judge & Calendar Clerk
7.0	Court Attendant
6.0	Judicial Assistant
3.0	Court Reporter
1.0	Deputy Clerk of Court
<u>1.0</u>	Collections/Account Specialist
<b>24.4</b>	<b>Total</b>

**Mediation & Family Court Services**

1.0	Director of Mediation & Family Court Services
<u>1.0</u>	Administrative Assistant
<b>2.0</b>	<b>Total</b>

**61.4      Grand Total**

**Summary of Personnel Modifications**

	<b><u>Dept. Request</u></b>	<b><u>Admin. Rec.</u></b>
<b>New Positions</b>		
Clerk of Courts Collections/Account Specialist (Effective 7/1/2010)	.8	.8
<b>Deletions</b>		
Deputy Clerk of Court	1.0	1.0
<b>Reallocations</b>	0	0
<b>Reclassifications</b>	0	0
<b>Re-Titles</b>	0	0
<b>Upgrades</b>	0	0

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## Charter: Circuit Court/Clerk of Court

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### **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 District Court Five.

The Clerk of Circuit Court works closely with the State of Wisconsin, state and local law enforcement agencies, and 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 2010.

#### **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 Officer also collects 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 \$1,713,150 to date from Wisconsin Department of Revenue. Noticeable revenue increases have been made with previously uncollectible Juvenile Legal Fees, Guardian Ad Litem and Indigent Attorney fees. We have the ability to turn over debts to the Wisconsin Department of Revenue by driver license number as well as social security numbers.

County and State agencies and department are currently lobbying for federal tax monies as well. In 2007, we implemented the 12% (APR) interest charge on civil judgments per Wisconsin State Statute 815.05(8); to date, over \$60,000 has been collected. In late 2008 we implemented an in-house credit card system. Although revenue has been slight, it has increased our level of customer service. We will continue to seek new sources of collections in 2010 as approved by the Rock County Board of Supervisors, Wisconsin District Court Five and governed by Rock County Circuit Court Rules.

- a. Distribute reminder notices to defendants one week prior to due date of fines and forfeitures.
- b. Notify defendants of penalty if obligation is not met on time:
  1. Suspension of driving privileges
  2. Commitment for arrest
  3. Civil judgment
  4. Tax intercept
- c. Collaborate with CCAP for possible implementation of on-line collection system.
- d. Obtain social security numbers and driver license numbers for the Tax Intercept Program.
- e. Collect 5% Clerk of Court retained surcharge on restitution orders.
- f. Collect \$5.00 satisfaction of judgment fee.
- g. Collect \$5.00 - \$15.00 payment plan fee.
- h. The Court Collection Officer shall continue to work with Corporation Counsel on past due accounts (Guardian Ad Litem and Indigent Attorney fees).
- 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.

#### **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.

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## Charter: Circuit Court/Clerk of Court

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### 4. Management Objective

The Clerk of Circuit Court, with support from the Board of Circuit Court Judges, oversees staffing within the Clerk of Circuit Court, Probate, Circuit Courts, and Mediation offices. The Clerk of Circuit Court will follow the guidelines of the Local 2489 Union Labor contract and the Rock County Policy and Procedure manual.

- a. Maintain open communications with Rock County Board of Circuit Court Judges and Court Commissioners regarding staffing assignments.
- b. Notify Circuit Court Office Manager for scheduling of court interpreters.
- c. Schedule employees for court duties.
- d. Schedule coverage for absent employees.
- e. Review and approve time sheets and vacations.

### 5. Efficiency and Organization Objective

Structure a positive work environment to maximize performance standards within the Clerk of Circuit Court office.

- a. Maintain workflow by monitoring staffing assignments.
- b. Cross-train employees to benefit each department within the Clerk of Circuit Court office.
- c. Educate staff with CCAP training sessions and various seminars.
- d. Network with CCAP analysts on training procedures.
- e. Keep staff notified of CCAP upgrades and information.

### 6. Jury and Juror Objective

The Clerk of Circuit Court and the Board of Circuit Court Judges are responsible for having jurors available for scheduled jury trials. The right to a jury trial is a fundamental component of the justice system. The willingness of residents to serve as jurors is critical to preserving this right. September has been designated (by the State of Wisconsin) as the time each year when to publicly acknowledge the contribution of jurors. The Clerk of Circuit Court and Board of Circuit Court Judges strive to provide a pleasant experience for the citizens of Rock County selected for jury duty.


- a. Distribute juror qualification questionnaires.
- b. Update juror information into CCAP.
- c. Online filing for jurors.

- d. Qualify and disqualify jurors in accordance with Wisconsin State Statutes guidelines.
- e. Prepare and distribute summons as directed by the presiding judge.
- f. Conduct jury orientation on Mondays.
- g. Select jury panels for courts after the orientation is completed.
- h. Prepare statistical reports for the State of Wisconsin and Rock County.
- i. Celebrate Jury Appreciation Month with guest speakers, including, but not limited to, District Court Judges, Circuit Court Judges, and Bar Association members. The Rock County Bar Association provides snacks, magnets, and other items to honor jurors.

### 7. Public Relations Objective

The Clerk of Circuit Court office realizes that, as a government agency, its main duty is to the citizens of Rock County. The Clerk of Circuit Court office strives to uphold the highest of standards in this area.

- a. Jurors may fill out an exit survey regarding their time spent as a juror. The survey encourages jurors to give their suggestions and opinions of possible improvements to the jury process.
- b. The Clerk of Circuit Court office opens at 7:45am three days a week. The Clerk of Circuit Court office opens early to process payments, help direct and serve the public needs on days when Intake Court is scheduled.
- c. Public access computers are in three locations in the Clerk of Circuit Court office. Staff is available at all times to assist the public.
- d. The public has access to the Law Library and its computers.
- e. Access to court records is available through the Internet:  
[www.wicourts.gov](http://www.wicourts.gov)
- f. The Clerk of Circuit Court office maintains an open-door policy for the citizens of Rock County.



Eldred Mielke, Clerk of Circuit Court

# Charter: Mediation & Family Court Services

**Objectives to accomplish through the 2010 BUDGET:** To carry out directives of the 5<sup>th</sup> District Circuit Court according to the 1987 Wis. Act 355, SUBCHAPTER V: CHILD CUSTODY, PLACEMENT & VISITATION related to the mediation mandate; an affordable/accessible service. To promote positive co-parenting.

767.401: Educational Programs: At any time during an action affecting the minor child, the Court may order the parties to attend a program concerning the effects on the child of divorce; (2) problem solving skills, and co-parenting or both.

767.405: Mediation Mandate: (3)...Mediation shall be provided in every county in this state in which it appears that legal custody and/or physical placement 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 for review of attorney, GAL and parties prior to 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 and/or periods of physical placement, (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. Each party's performance of parental duties and responsibilities.
- c. Any other matter relevant to the best interest of the child.

767.43: Visitation Rights of Certain Persons: Except as provided, the person who has maintained a relationship with the child may file a petition for visitation in an underlying action affecting the family 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); to refer clients to resources as appropriate.
  - b. To respond in a timely manner with appropriate reports to the Court related to legal custody/physical placement.
  - c. To deliver all services, as ordered by the Court, for Education, Mediation, Home Studies, monitored exchanges and voluntary requests for a mediation-environment to solve co-parenting problems with the focus on the best interest of their child.
2. Public Service Commitment: To promote awareness of mediation as a positive alternative to resolve disputes related to the minor child; to assist as a neutral in a safe, confidential and timely manner; to complete home study evaluations as ordered by the Court; 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 while fostering cooperative parenting relationships; to suggest problem-solving techniques which reduce stress on the child; and to assist parties of domestic violence with safe alternatives through the administration of the Neutral Exchange Site (N.E.S.T). This monitored exchange program for Rock County is provided with the assistance of volunteers.
3. Ethical Commitment: To respect the self-determination of the parents in mediation through professional services 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 International Association for Conflict Resolution and accepted by the Wisconsin Association of Mediators; prepare documents with clarity and accuracy for the Court and to all parties to an action.

## 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/report to the Court on the status of compliance with the court order for periods of placement facilitated through the N.E.S.T. To offer researched information/reference materials focusing on successful co-parenting from two homes. To monitor payments of fees for services.



## Charter: Mediation & Family Court Services

2. Critical Objective: Interoffice Management: Deliver services as mandated with maximum safety, efficiency and professionalism; program evaluations from collateral professionals; 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 parental-relationship in paternity actions initiated by the State.
- Standards:
- To demonstrate compassion, empathy and understanding.
  - To manage all information within a confidential environment.
  - To maintain security levels within the department.
  - To remain a cost-effective mandate.
  - To maintain client files through information technology.
  - To promote effective/positive communication between parents and parent/child.
  - To provide (3) three two-hr orientation sessions p/m to prepare clients for mediation.
  - To have available timely appointments for mediation/home study evaluations.
  - To provide court documentation with clarity of detail as directed by the Court.
  - To prepare reports on department activities; including the N.E.S.T.
3. Critical Objective: Awareness of Service: Use the mediation environment to assist in joint parental agreements that focus on the best interest of their child.
- Standards:
- Support the presumptive standard that the child has a relationship with each parent by cultivating an attitude of positive co-parenting.
  - Timely assistance in matters affecting the family.
  - To encourage/promote diverse population participation.
  - To administrator and train volunteers for the Neutral Exchange Site (N.E.S.T).
  - Ongoing contact with members of the State Bar/Rock County Bar Association.
4. Critical Objective: Evaluation: Performance goals of professional ethics and responsibility.
- Standards:
- Monitor program efficiency with the Court/attorneys/clients.
  - Weekly case review.
  - Prepare periodic reports of department activity; including Budget review.
  - Continue to use technology to share documents with attorneys.

- Contribute to the implementation of the Uniform National Certification of Mediators by offering a mentoring program for skill development to newly Certified Mediators.
  - Referral of receivables for collection action.
5. Service Performance Area: Pursuant to Wis. SUBCHAPTER V to reduce the court docket through quality, affordable, and timely access to mediation services and co-parent education; competent home study evaluations; to assist in the design of a co-parenting plan which details a positive and safe impact on the child as well as each parent. As requested and for a fee, offer co-parent coordination in high-conflict cases. Community distribution of bi-lingual brochure for awareness of mediation and the benefits of the services. To encourage the use of mediation as the cost effective path toward resolution of issues regarding the child; provide monitored exchanges through the N.E.S.T program, as ordered by the Court to facilitate the exchanging of the child for periods of physical placement.
6. Critical Objective: Effective Service: To provide mediation in matters of legal custody; periods of physical placement, to include periods of placement with a distant parent; child removal; 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 compromises with consideration of the child's developmental and emotional stages of growth and coordinate court ordered monitored exchanges of the child at the N.E.S.T.
- Standards:
- To ensure a safe and confidential mediation environment.
  - To have available services to those with special needs, i.e. bi-lingual/hearing-impaired/ telephone mediation for those more than two hours travel from Rock County.
  - To sustain a well-organized and proficient interoffice team.
  - 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 written agreement.
  - Cooperate with all agencies of the County on issues related to families, including the administration of the Neutral Exchange Site (N.E.S.T.) for Rock County.

**MEDIATION. . . To Promote Positive Co-Parenting**



*Rita Costrini Norgal*

**Rita Costrini-Norgal, Director**

Department Clerk of Circuit Court, Circuit Court and Mediation**Budget Analysis by Program 2010**

Programs	Circuit Court		Clerk of Circuit Court		Mediation		Video Conferencing Technology		Budget Summary
Positions	24.40		34.80		2.00				61.20
Salaries	\$1,228,913		\$1,305,683		\$94,607				\$2,629,203
Fringe Benefits	\$505,937		\$864,329		\$43,274				\$1,413,540
Operating Expenses	\$906,655		\$82,565		\$43,605				\$1,032,825
Capital Outlay	\$2,200		\$0		\$0		\$45,500		\$47,700
Allocation of Services	\$0		\$0		\$0				\$0
Subtotal	\$2,643,705		\$2,252,577		\$181,486		\$45,500		\$5,123,268
Indirect Cost Alloc.									\$0
Total	\$2,643,705		\$2,252,577		\$181,486		\$45,500		\$5,123,268
Revenue	\$1,900,112		\$823,253		\$75,000		\$45,500		\$2,843,865
Fund Bal. Applied									\$0
County Share	\$743,593		\$1,429,324		\$106,486		\$0		\$2,279,403

## Administrator's Comments

### Circuit Courts

#### Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	61.2	61.2
Salaries	2,629,203	2,618,232
Fringe Benefits	1,413,540	1,401,655
Operating Expense	1,032,825	1,030,825
Capital Outlay	47,700	47,700
Allocation of Services	0	0
<b>Total Expense</b>	<b>5,123,268</b>	<b>5,098,412</b>
Revenue	2,843,865	2,843,865
Fund Balance Applied	0	0
Tax Levy	2,279,403	2,254,547
<b>Total Revenues</b>	<b>5,123,268</b>	<b>5,098,412</b>

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 43% 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." State funding to support Circuit Court operations is decreasing by \$25,400 in 2010 as compared to 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 and recommended amount to support CASA in 2010 is \$3,000.

One budgetary item that continually increases in cost is "Indigent Counsel Fees." The State created the Public Defenders Office in the late 1970s with the responsibility to provide representation to indigent defendants. This removed the responsibility of paying for indigent defense from County property taxpayers. The system worked well for many years. Unfortunately, the State froze the financial standards under which people are found indigent for purposes of representation by the State Public Defenders Office at 1987 levels. Judges have a responsibility to provide representation to indigents whether or not they meet the 1987 standards. If the State Public Defenders Office won't provide representation, the County must pay for it. The request and recommendation for Indigent Counsel Fees for 2010 is \$260,000. The Courts attempt to recover these fees from the individuals receiving County-paid legal services and estimate \$90,000 will be recouped in 2010. Therefore, the net amount provided by the tax levy for this purpose in 2010 is \$170,000, which is \$70,000 more than the amount budgeted in 2009. This is nothing more than a direct cost shift by the Legislature and the Governor from the State to County property taxpayers.

This \$70,000 net cost shift to fund Indigent Counsel Fees, plus the \$25,400 cut in State Aid, totals \$95,400 in new costs in 2010 the County must cover due to the State's inability to meet its commitments. This amount is greater than the \$84,647 increase in the tax levy in the Circuit Courts account in 2010.

In 2009, the Circuit Courts convened a Courthouse Technology Committee to review recent changes in State law related to the County's use of videoconferencing technology in the Courts. Over the last several years, the Circuit Courts have used videoconferencing between the Courthouse and other sites, such as the Jail, Juvenile Detention Center, and the State mental health institutes. This saves significant time and money by reducing the need to transport individuals to court. After reviewing the recent changes in the law and comparing them to how the County's system currently operates, the Technology Committee issued a report recommending that both procedural and technological changes be made to comply with State statutes and Supreme Court guidelines. This report identified \$45,500 in equipment upgrades required in two courtrooms, the jail, and juvenile detention center. I am recommending that these purchases be made in 2010 from sales tax revenue. These costs appear in a separate "Video Conferencing" account in the Courts section of the budget.

The Clerk of Courts account contains funding to operate the Clerk's Office. Mr. Mielke estimates that \$823,253 in revenue will be received by the Clerk's Office in 2010, which is \$8,952 less than was anticipated in the 2009 budget. 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 fees can be substantial, the Clerk of Courts Office has for years assisted individuals by establishing payment plans to allow these obligations to be paid over time. This arrangement is also beneficial to the County by ensuring that more fees are paid, which offsets tax levy. A new State mandate that the Clerk of Courts offer payment plans for municipal violations was enacted through 2009 Wisconsin Act 17 and became effective in July 2009. This has substantially increased the Office's workload. For example, in 2008 there was an average of 155 new payment plans per month. In August 2009, however, there were 256 new payment plans established. Unfortunately, the amount of these fees the Office is allowed to retain does not cover the cost of providing this service.

In part to deal with this increase in workload, Mr. Mielke is requesting that a vacant Deputy Clerk position be eliminated and a new 0.8 full-time equivalent (FTE) Collections/Accounts Specialist be created to assist with payment plan and collection activities. This will result in 0.2 fewer FTE positions in the Office but will better align staffing with workload. I am recommending the creation of the new 0.8 FTE position effective July 1, 2010.

The recommended tax levy increase in the Clerk of Courts Office for 2010 is \$37,883.

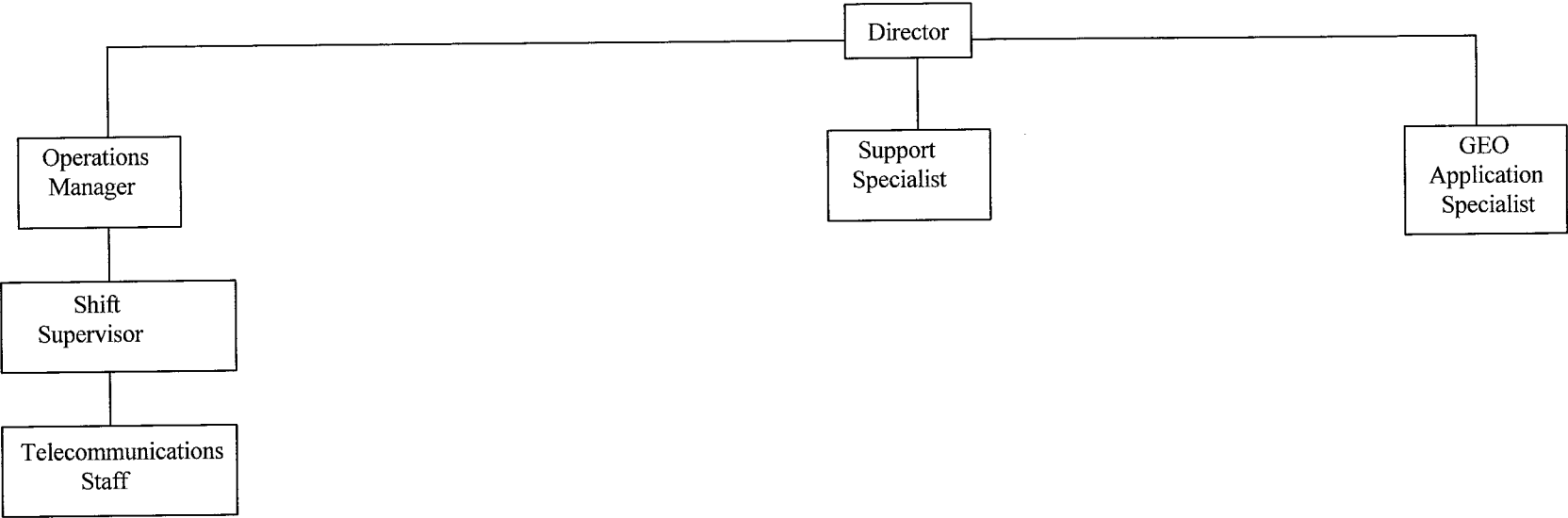
The office of Mediation and Family Court Services provides mediation services in Family Court cases where there are disagreements regarding child custody issues. The office is staffed by the Director and an Administrative Assistant. Additional mediation services are obtained by contracting with private 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. For a variety of reasons, Ms. Costrini-Norgal anticipates that fee revenue to support Office operations will decline by \$4,730 in 2010 to a total of \$75,000. The requested and recommended tax levy for the Office is up \$2,873 in 2010.

The recommended tax levy for the Court System as a whole is \$2,254,547. This is an increase of \$125,403 or 5.9%.

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**Rock County Communications Center**



**Summary of Personnel Modifications**

		<u>Dept. Request</u>	<u>Admin. Rec.</u>
<b><u>Present Personnel (Full Time Equivalent)</u></b>			
1.0	Communications Center Director		
1.0	Communications Center Operations Manager		
5.0	Communications Center Shift Supervisor		
1.0	Communications Center Support Specialist		
.75	GEO Application Specialist		
4.0	Lead Telecommunicator		
29.0	Telecommunicator		
4.0	Call Taker		
45.75	Total		
<b>New Positions</b>			
	Communications Center Shift Supervisor	1.0	0
<b>Deletions</b>		0	0
<b>Reallocations</b>		0	0
<b>Reclassifications</b>		0	0
<b>Re-Titles</b>		0	0
<b>Upgrades</b>			
	Telecommunicator to Communications Center		
	Shift Supervisor (Effective 7/1/10)	0	1.0

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## Charter: Rock County Communications Center

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### Mission Statement for the Rock County Communications Center

The Rock County Communications Center is designed to provide the most efficient method for citizens to obtain fast, effective public safety services 24 hours a day throughout the year. To complete this mission, the Communications Center will:

- provide a single answering point and telephone number for Rock County citizens in the event of emergencies anywhere within Rock County.
- provide all public safety agencies within Rock County with efficient and effective dispatch services.

### Objective Achievement Methodology

#### Administrative Services

The needs of the public service agencies and citizens of Rock County will evolve over time. Administrative services will identify the service needs of the user agencies and citizens, and then coordinate the development and implementation of the required modifications. To facilitate this flow, the Communications Center administration will:

1. Schedule and complete a minimum of ten Fire/EMS and law enforcement work group meetings each year. The meetings are open to all Communications Center user agency representatives and are designed to give user agencies direct input into the operational level of the Communications Center and recommend needed policy/procedure changes to the 9-1-1 Commission. Any required policy/procedure implementation or modification will be directed to the 9-1-1 Commission or County Administration as necessary.
2. Schedule and complete a minimum of five 9-1-1 Commission meetings each year for the purpose of approving policy/procedures that directly affect the user agencies of the Communications Center. The meetings will also serve to determine the need for any modifications of Communications Center operations that may be required to maintain high service levels to the public.
3. Enhance the citizen portion of the Quality Assurance Program. A minimum of 30 citizen-service surveys will be completed each month in each year. The results of the surveys will be

analyzed and then utilized in determining the need for any modifications to Communications Center operations.

4. Implement a continuous internal quality assurance program for Telecommunicator staff members to ensure consistency and policy/procedure compliance.
5. Keep the Public Safety and Justice Committee, 9-1-1 Commission and County Administration abreast of Communications Center operational issues.
6. Continually monitor the existing 9-1-1 and administrative telephone trunks to ensure that the necessary capacity is available to meet Rock County telephone subscribers' needs.

#### Training Program

Training and certification of Communications Center staff members is essential in establishing and maintaining the credibility of the organization in addition to maintaining high service levels. To facilitate the required training, the Communications Center will:

1. APCO certify all Telecommunicator employees within the agency at their respective levels (Basic Telecommunicator, Emergency Medical Dispatch, Training Officer, and Supervisor) each year.
2. Require all new Telecommunicator employees to successfully complete a performance-based training program before operating independently within the Communications Center. Certified training officers will conduct the training.
3. Provide Continued Professional Training (C.P.T.) for each employee of the Communications Center each year. The training will vary as to function.

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## Charter: Rock County Communications Center

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### Staffing

Communications Center staffing levels are critical in maintaining high levels of service to user agencies, and consequently, the public. Recruitment and retention procedures will be monitored closely to ensure adequate staffing. Recruitment/retention goals are to:

1. Work with the Human Resources Department to maintain an eligibility list of Telecommunicator applicants for all Telecommunicator employment openings throughout the year.
2. Limit the Telecommunicator employment turnover rate to 10% or less each year.
3. Enhance existing recruitment processes.

### System Management

The Communications Center relies heavily on various computer and other related systems for the efficiency of its operations. The systems require continual maintenance, modification, and upgrading to maintain their usefulness. Communications Center systems will be fully optimized to meet the needs of its user agencies.

### Public Relations Program

A public awareness/education program concerning Communications Center activities and 9-1-1 availability is important in providing services to the public. The Communications Center will take the following steps:

1. Make the Communications Center problem resolution process available to each citizen expressing concern with Communications Center activities each year.
2. Accept all school district requests to present information concerning 9-1-1 telephone availability.
3. Present Communications Center/911 information to any and all requesting entities.

### Agency Accreditation

The Rock County Communications Center is the only C.A.L.E.A. (Commission on Accreditation for Law Enforcement Agencies, Inc.) accredited communications center in the State of Wisconsin. The Communications Director is a member of NENA (National Emergency Number Association). He is also a certified ENP (Emergency Number Professional).

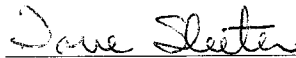
The Center will take the following steps to maintain these certifications:

1. Will work towards full C.A.L.E.A. re-accreditation each year.
2. Will maintain the status of ENP (Emergency Number Professional) each year.

### Emergency Mobilization

The Communications Center established a back-up communications center in the event of a total facility failure at the main site. The back-up site operations will be regularly tested as follows:

1. All equipment will be tested and maintained monthly throughout the year. Documentation of back-up site operation and maintenance testing will be completed.
2. All Supervisors and Lead Telecommunicators will be required to perform back-up site training and/or operation exercises each year. All employees will be oriented in back-up site operations.



Dave Sleeter, Communications Center Director

## Administrator's Comments

### Rock County Communications Center

#### Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	46.75	45.75
Salaries	2,171,134	2,126,704
Fringe Benefits	1,123,986	1,092,262
Operating Expense	710,832	709,529
Capital Outlay	391,500	391,500
Allocation of Services	0	0
<b>Total Expense</b>	<b>4,397,452</b>	<b>4,319,995</b>
Revenue	1,400	1,400
Deferred Fin.	384,500	384,500
Fund Balance Applied	0	81,080
Tax Levy	4,011,552	3,853,015
<b>Total Revenues</b>	<b>4,397,452</b>	<b>4,319,995</b>

The Rock County Communications Center first opened in November 1993. The Center was initially funded using a formula which distributed the Center's cost among the municipalities being served. This arrangement was in effect through December 1995. Beginning in January 1996, the County assumed the cost of operating the Center.

Over the years, progress has been made in refining the Center's operations. Updated systems have been installed and staff has been trained. This progress was first recognized in July 1997 when the Rock County Communications Center became the first "Certified Consolidated Communications Center" in Wisconsin. The Center took an even bigger step in July 2000 when it became fully accredited by the Commission on Accreditation for Law Enforcement Agencies (CALEA). The Center was re-accredited for the third time in 2009 and reaffirmed as a "Flagship" agency by CALEA which means it is seen as a model for other agencies. This is an accomplishment for which Mr. Sleeter and his staff can be proud.

The Communications Center budget request is found in two accounts. They are the "9-1-1 Project Operations" Account and the "9-1-1 Capital Projects" Account. The total departmental levy request for 2010 is \$4,011,552, which is an increase of \$166,197 or 4.3% more than the prior year.

The 9-1-1 Project Operations Account is the main account under which the salaries and benefits, operating expenses, and a portion of the capital requests are budgeted.

Mr. Sleeter is requesting an additional Shift Supervisor in 2010. At present, the Communications Center has 5 Shift Supervisors that cover a 24-hour, 7-day a week operation. In 2008, the Center had 750 hours, or 94 shifts with no Shift Supervisor on duty. A Lead Telecommunicator, who has no supervisory authority, is designated the "go to" person in the absence of a Shift Supervisor. In 2008, Lead Telecommunicators were paid 200 hours of overtime to fill in during times when no Shift Supervisor, or regularly scheduled Lead Telecommunicator was on duty.

Mr. Sleeter tells me that if the new position is added, there will be times when two Shift Supervisors schedules will overlap. The Supervisor who is not in the operations center will be assigned other much needed management duties such as quality assurance or working on CALEA accreditation. The cost of the new position, including salaries and benefits totals \$81,668.



I explained to Mr. Sleeter that given the funding constraints facing the County in 2010, it would be difficult to justify any new positions. I asked where the additional Shift Supervisor fit into the overall priority of his staff. He assured me that it is needed for all the reasons offered as well as having Supervisory coverage at all times given the high public expectations of error free call taking and dispatching. We discussed the alternative of Upgrading a Telecommunicator position to Shift Supervisor. That action would not likely have an operational effect, especially since turnover has been very low and overtime can be kept within an acceptable range.

Rather than add a new position, I am recommending that a vacant Telecommunicator position be Upgraded effective July 1, 2010 or until such time after that date when a vacancy occurs. Should a vacancy occur before that time, Mr. Sleeter is given the option of not filling the position in anticipation of making the Upgrade on 7/1/10. My recommendation has no effect on the employment status of current employees and saves a minimum of \$76,152 in lieu of the request to add a new Shift Supervisor on January 1, 2010.

In 2003, the Legislature created a temporary surcharge on cell phones to expand 9-1-1 to wireless telecommunications in Wisconsin. Rock County took advantage of the State program and received \$1.1 million to put in the technology to locate 9-1-1 calls made from cell phones. The “Cellular E-9-1-1 Implementation” Account contains the grant funding the County has received to reimburse some costs the County incurred in implementing Wireless 9-1-1 location services. This service has saved lives in Rock County. Attempts were made by Wisconsin counties to extend this program in the new State Budget. The Governor, who redirected cell phone surcharges to backfill his cuts in Shared Revenue, thwarted those efforts.

The Finance Director anticipates that \$81,387 will remain at year-end in the Cellular E-9-1-1 Implementation Account. Those funds are available to offset eligible expenses requested in Mr. Sleeter’s main account. I have gone through the main account and identified the items listed in the table below.

Object Code	Item	Cost
62119	Grant Writing Service – Interoperable Communication	\$4,000
62119	Move Equipment from Willowbrook to Gateway	6,000
62210	Wireless 9-1-1 Network Circuit Charges	27,480
64701	Pictometry Software License	36,600
67130	Dispatch Console Monitors	<u>7,000</u>
	Total	\$81,080

I recommend these expenditures totaling \$81,080 be moved from the main account to the cellular account. The effect of this recommendation is to reduce the levy by a like amount.

Because the operations of the Communications Center are so dependent on computer hardware, each year the Communication Center’s budget includes significant capital costs to upgrade rapidly advancing technology. In 2010, Mr. Sleeter makes his request for \$384,500 of capital items in the “9-1-1 Capital Projects” Account. His request is offset with deferred financing and therefore results in no levy impact in 2010. The items that are contained in the request appear in the table below.

Item	Cost
Back-up Site Project at Town of Beloit Fire Station	\$143,200
Tandem CAD Upgrade	100,000
Lightening/Power Surge Protection	35,000
Alarm System at 12 Receiver Sites	46,000
Replace “Panther” Back-up Phone System at the 9-1-1 Center	17,800
Switches in 9-1-1 Center	10,500
New Mobile Data Transmission Site in Milton	<u>32,000</u>
Total	\$384,500

All of the items on the list are recommended. A brief explanation of each follows.

At present, the Town of Beloit Fire Department is building a new fire station. The back-up location for the Communications Center is in the fire station. The equipment in the back-up site at the old fire station is obsolete. Mr. Sleeter wishes to upgrade the equipment which will be placed in the new fire station. The new equipment emulates much of the appearance and function of the consoles and phones in the Communications Center. Thus, in the event of an emergency move, which would likely occur under duress, the staff would find themselves working with upgraded equipment that they are familiar with.

The Tandem Computer Aided Dispatch (CAD) Upgrade is approximately \$60,000 of propriety “HP processors” needed to replace the Tandem server that will no longer be supported after this year. In addition, it buys \$40,000 of CAD software upgrades that extends the life of the software. In essence, this project extends our current CAD hardware and software for several more years. During that time, Mr. Sleeter and I.T. Staff will examine whether or not to stay with Motorola or look to another vendor for the next generation of the CAD.

Mr. Sleeter has convinced me of the need to upgrade the lightning/power surge protection equipment that safeguards the Center's expensive computer systems. The cost of the equipment is \$35,000.

Currently, the main tower sites are alarmed, and the receiver sites have a limited alarm capability to alert Communications Center staff of a potential malfunction. The new alarm system for the 12 receiver sites will be sophisticated enough to give warnings that signal potential fire hazard, degradation of the heating and cooling systems or security breaches. Given the cost of the equipment, and the risk to public safety, the \$46,000 expenditure is justified.

The back-up phone system at the Communications Center is tested on a regular basis. The problem the Communications Center faces is the system is old enough that replacement parts are no longer available.

The new switches are a requirement of the federal Criminal Justice Information System (CJIS). That system is accessed by law enforcement through the Communications Center. The added security requirement is an FBI mandate and can be met by installing \$10,500 of switches.

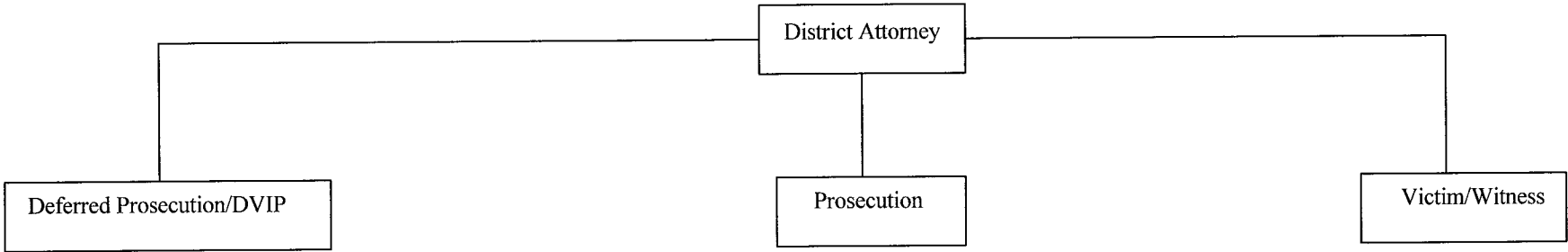
For years, the City of Milton police and fire have dealt with lapses in the mobile data system radio communications to the Communications Center. Mr. Sleeter and Milton first responders have been systematically trouble-shooting the problem for years. The consistent finding is poor propagation of 800 MHZ radio signal coming from the transmitter located at the main tower site on County A. The solution is to place a mobile data transmission site in Milton.

I have also made minor reductions to the "Utility Services" and "Training Expense" line items in my recommendation.

The recommended tax levy for 2010 operations is \$3,853,015. This is an increase of \$7,660.

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**District Attorney**



**Present Personnel (Full Time Equivalent)**

**Summary of Personnel Modifications**

<b><u>District Attorney</u></b>		<u>New Positions</u>	<u>Dept. Request</u>	<u>Admin. Rec.</u>
1.0	District Attorney Office Manager		0	0
1.0	Investigator			
8.4	Legal Stenographer	<u>Deletions</u>	0	0
1.0	Clerk Typist III			
<u>2.0</u>	Clerk Typist II	<u>Reallocations</u>	0	0
13.4	Total	<u>Reclassifications</u>	0	0
<b><u>Victim/Witness Program</u></b>		<u>Re-Titles</u>	0	0
1.0	Victim/Witness Coordinator			
3.4	Victim/Witness Specialist	<u>Upgrades</u>	0	0
<u>2.0</u>	Administrative Assistant			
6.4	Total			
<b><u>Deferred Prosecution</u></b>				
1.0	Deferred Prosecution Director			
2.4	Case Manager II			
<u>1.0</u>	Administrative Assistant			
4.4	Total			
<b>24.2</b>	<b>Grand Total</b>			

## 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. Other basic responsibilities and services of the department are set forth by Wisconsin Statutes, together with additional areas of Deferred Prosecution and Victim/Witness Assistance Programs to provide further service to the people of Rock County.

#### 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

To plan, organize, and implement policy guidelines, which effectively establish obtainable program objectives incorporating the following established standards and procedures:

- a. Per Wisconsin Statutes, prepare an annual Coordinated Plan and Budget to be submitted for approval to the Rock County Board of Supervisors.
- b. Per 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 statute and ordinance violations, wage claims referred by the Department of Industry, Labor and Human Relations, Consumer Fraud cases referred by the State Justice Department and State Agricultural Department, violations of state tax laws referred by the Department of Revenue, prosecution of Welfare Fraud cases 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 consumer fraud cases, wage claims, welfare fraud cases, in conjunction with the agencies referring these matters.

### DEFERRED PROSECUTION/DOMESTIC VIOLENCE INTERVENTION PROGRAM

To identify persons eligible for the diversion programming, provide counseling and maintain statistical data relating to the Deferred Prosecution, Domestic Violence Intervention, and Child Abuse Intervention Programs and incorporate the following established standards and procedures:

- a. Establish county policy according to State Law, program staff, and the District Attorney policy. Review criminal misdemeanor and county ordinance complaints to identify appropriate diversion program candidates.
- b. To provide an assessment and referrals to appropriate interventions, counseling, and write a contract describing these procedures.
- c. Provide a safe counseling atmosphere where clients are held accountable for their actions (in particular, violence) and examine the effects of their actions (especially violence) on others.
- d. Consistently report to the District Attorney on a case-by-case basis, the success or failure of particular individuals in any of the programs. Notify District Attorney's Office, Clerk of Courts, defense attorneys and clients of court appearance.

## Charter: District Attorney

- 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.
  - 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.

## Charter: District Attorney

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.
  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.

### CARE House

To provide child victims and their families with the highest quality of services, District Attorney and Victim/Witness are participating in the multi-disciplinary investigative videotaped interviews of children at CARE House. Children and their families who encounter CARE House, leave the criminal justice system with the belief that the professionals involved worked together to achieve justice in an organized, experienced and specialized manner.

#### Standards and Procedures:

- a. Provide a primary, consistent support person for the child victim and their family throughout the criminal court process.
  1. Meet the child and their family.

2. Explain reasons for District Attorney and Victim/Witness to be present.
- b. Gain information about the case at its initial stages regarding family dynamics and how this affects the child's ability to testify or to endure the criminal court process.
  1. Record date, time of interview, the people present and follow-up plans.
  2. Observe interview.
- c. Provide feedback to the District Attorney's Office regarding the child's ability to articulate the series of events that took place during the alleged crime.
- d. Establish a relationship with the other professionals working on a case to increase effective communication.
  1. Participate in briefings and debriefings.
  2. Offer ongoing communication.
- e. Provide basic information to children and their families regarding the role of the Victim/Witness Office, the District Attorney's office and the criminal courts.
  1. Offer support in court for children and their families.
  2. Explain the impact of the videotape in the criminal court process.



David O'Leary, District Attorney

Department District Attorney**Budget Analysis by Program**

Programs	Prosecution		Deferred Prosecution Program		Victim Witness Program				Budget Summary
Positions	13.40	0.00	4.40	0.00	6.40	0.00	0.00	0.00	24.20
Salaries	\$497,078	\$0	\$215,509	\$0	\$270,372	\$0	\$0	\$0	\$982,959
Fringe Benefits	\$285,523	\$0	\$92,158	\$0	\$148,718	\$0	\$0	\$0	\$526,399
Operating Expenses	\$76,250	\$0	\$6,194	\$0	\$13,790	\$0	\$0	\$0	\$96,234
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Allocation of Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal	\$858,851	\$0	\$313,861	\$0	\$432,880	\$0	\$0	\$0	\$1,605,592
Indirect Cost Alloc.									\$0
Total	\$858,851	\$0	\$313,861	\$0	\$432,880	\$0	\$0	\$0	\$1,605,592
Revenue	\$500	\$0	\$12,450		\$256,778	\$0	\$0	\$0	\$269,728
Fund Bal. Applied									\$0
County Share	\$858,351	\$0	\$301,411	\$0	\$176,102	\$0	\$0	\$0	\$1,335,864

## Administrator's Comments

### District Attorney

#### Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	24.2	24.2
Salaries	982,959	982,959
Fringe Benefits	526,399	526,399
Operating Expense	96,234	96,234
Capital Outlay	0	0
Allocation of Services	0	0
<b>Total Expense</b>	<b>1,605,592</b>	<b>1,605,592</b>
Revenue	269,728	273,867
Fund Balance Applied	0	0
Tax Levy	1,335,864	1,331,725
<b>Total Revenues</b>	<b>1,605,592</b>	<b>1,605,592</b>

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. A new fee appears in the main "District Attorney" account to defray the cost of providing evidence in this manner, which Mr. O'Leary expects to generate \$500 in 2010.

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. Mr. O'Leary requests, and I recommend, \$3,500 to support operations which is the same amount provided in 2009.

Mr. O'Leary has requested a conservative budget for 2010. However, he cautions that expenses may be more variable than anticipated in 2010 due to several high profile cases that may go to trial next year. The recommendation from Mr. O'Leary at this time is to monitor the costs associated with these cases carefully before determining whether additional funds might be necessary to cover these yet unknown expenses.

The recommended tax levy for the Prosecution account is \$858,351, which is an increase of \$961.

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 has mandated provision of the program and reduced State funding. The District Attorney



estimates State reimbursement at 57% in 2009, which is greater than the 54% rate that was included in the 2009 County budget. 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 the State refuses to provide reimbursement for any “new” positions for its mandated programs. The 2010 budget request from the District Attorney’s office includes a reimbursement rate of 56%. I am willing to run a little more risk and assume that the reimbursement rate will be a slightly higher 57% in 2010, consistent with the current expectation for 2009.

The recommended tax levy for the Victim/Witness Program is \$171,963, a decrease of \$11,864 or 6.5%. This decrease is due to an increased amount of State aid expected in 2010 as compared to the 2009 budgeted amount.

The Deferred Prosecution/Domestic Violence Intervention Program unit operates two distinct programs, as outlined in the charter. Unlike the mandated Prosecution and Victim/Witness programs, the DPP/DVIP is completely discretionary.

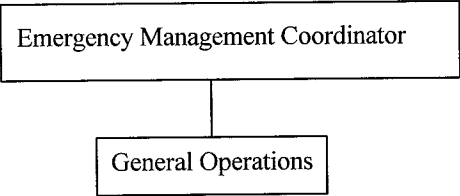
There is a fee of \$50 to participate in either the Deferred Prosecution Program or the Domestic Violence Intervention Program. There is also an initial \$10 fee to be assessed for participation in either program. These fee rates are recommended to remain the same in 2010, and are anticipated to bring in slightly less revenue.

The recommended tax levy for the DPP/DVIP is \$301,411, a decrease of \$7,275 or 2.4%.

The total recommended tax levy for the District Attorney’s Office is \$1,331,725, a decrease of \$18,223 or 1.3%.

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**EMERGENCY MANAGEMENT**



**Present Personnel (Full Time Equivalent)**

1.0	Emergency Management Coordinator
<u>1.0</u>	Administrative Assistant
2.0	Total

**Summary of Personnel Modifications**

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

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## Charter: Emergency Management

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### Key Objective

The key objective of the Emergency Management (EM) Department in Rock County will be accomplished by satisfying the following commitments:

### Public Service Commitment

Effectively plan, and when necessary, provide Emergency Management guidance and response to the County Board as well as the citizens of Rock County to ensure public safety.

### County Emergency Management Commitment

To be responsible to the County Board Chair, County Administrator, and the citizens of Rock County for managing all activities of the Rock County Emergency Management program in an efficient, effective and professional manner. County Emergency Management is responsible for carrying out the program directives of the State of Wisconsin Department of Military Affairs, Division of Emergency Management (WEM) and the State Office of Justice Assistance (OJA), plus other State and Federal agencies. To be responsible for the implementation of policy directives as directed by the Rock County Board of Supervisors. To carry out the functions required of the County Office of Emergency Management under Chapter 166 of the Wisconsin Statutes and Rock County Ordinance, Chapter V. To work closely with local/municipal Emergency Management agencies as defined in the Rock County Ordinance, Chapter V. Assist with the development and adoption of local ordinances and plans as requested. Respond to emergency incidents/disasters as needed and/or requested

### Intergovernmental Commitment

To work with local, municipal, state, and federal agencies to plan, coordinate and provide emergency management guidance in compliance with directives from WEM, OJA, and the Rock County Board of Supervisors.

### Critical Performance Areas

1. Preparedness – EM administers and participates in planning, training, and exercising. Seek available grant funding for training and exercise sessions.

2. Response - EM responds to any manmade or natural disaster within Rock County, prioritizes and provides county resources to all governmental jurisdictions, as well as responding agencies throughout the county and will request State and FEMA assistance as needed.
3. Recovery – EM directs and coordinates recovery issues related to any manmade and/or natural disasters as they occur with WEM and FEMA.
4. Mitigation - EM serves as liaison between county, state and FEMA to prevent or reduce the potential of the next disaster. EM identifies and intercepts small problems before they become an emergency or disaster through outreach and public education.
5. Other Functional Areas
  - ◆ Develop and conduct Emergency Management exercises with emergency responders and test emergency plans.
  - ◆ Work with local news media to keep citizens informed of individual and family emergency planning issues.
  - ◆ Public Education – weather related, sheltering-in-place, hazardous materials, and planning.
  - ◆ Assist with public health issues as requested.

### Management of Critical Objectives

1. Planning Performance - Install a departmental system of planning on a multi-year basis, setting forth critical continuing objectives and specific annual objectives, and use resources to achieve those objectives.  
  
Standards:
  - ◆ Forecasts - Annual work plans are prepared based on service requirements.
2. Organizing Performance - Identify, arrange, and relate work so that results can be achieved with the greatest possible effectiveness at acceptable costs.

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## Charter: Emergency Management

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Standards:

- ◆ Organizing Structure - A department table of organization, following the County's approved format, is prepared, reviewed and revised annually according to actual working relationships.

3. Leading Performance - Bring about the best use of office personnel to achieve the objectives of the office.

Standards:

- ◆ Decision-Making. A logical decision making process is used by identifying real problems, considering alternatives and developing a course of action.

4. Controlling Performance - Set performance standards for the Emergency Management Coordinator by evaluating and incorporating existing standards into EM operations to achieve objectives.

Standards:

- ◆ Performance Standards - The Emergency Management Coordinator maintains performance standards for EM Department operations through an approved management charter.
- ◆ Performance Measurement - The Emergency Management Coordinator provides semi-annual reports of departmental activities as defined in the annual Plan of Work submitted to WEM and the Federal EM Agency.

5. Emergency Management - Carry out the duties of Emergency Management according to Chapter 166 of the Wisconsin Statutes, including Rock County Emergency Management Ordinance Chapter V and the Rock County Emergency Operations Plan (EOP).

Standards:

- ◆ Direct and coordinate EM activities throughout the county during mitigation, preparedness, response and recovery.
- ◆ Coordinate and assist, as requested, in annually updating town and municipal EOPs, integrating such plans into the County EOP and submitting an annual report to WEM for approval.

- ◆ The EM Office continues to work on transferring the county's EOP format to Emergency Support Functions (ESF), which is a requirement of WEM. This is a nationwide effort to coordinate with the National Incident Management System (NIMS).
- ◆ Direct and coordinate the following EM training programs and exercises on an as-needed basis:
  - State and Local Organization Management - Include continuity of government during a crisis and EM assistance.
  - State and Local Direction and Control - Include emergency operation centers (EOC) and supporting materials when resources are available.
  - Disaster Assistance Programs - (Individual /Public Assistance, temporary housing, etc.), Disaster Preparedness Improvement Grant (preparation, response and recovery planning), and hazardous materials safety.
  - Natural and Technological Hazards - Include the State Assistance Program (which aids local governments in identifying flood zone statutory changes and other mitigation operations), dam safety (legislation, identification of risk areas, warning, evacuation and hazard analysis).

6. Technical Performance Areas

- ◆ Terrorism Awareness Initiative:
  - Federal Department of Homeland Security and State agencies are placing additional requirements on local Emergency Management offices. Mandates such as training, exercising and enhanced program initiatives will continue to place additional burdens on programs.
  - It is County Emergency Management's responsibility to incorporate current Homeland Security Presidential Directives, such as the National Incident Management System (ICS/NIMS), NIMS-CAST, and Resource Typing.

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## Charter: Emergency Management

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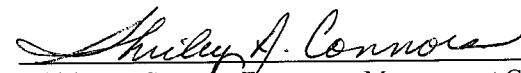
- The Rock County Board of Supervisors passed Resolution 05-7A-271 at its June 3, 2005 meeting, adopting the National Incident Management System (NIMS) as Rock County's Standard for Incident Management.
- Continue to work with OJA to secure and implement any Homeland Security funding grants for county agencies.
- Assess Training Needs – Conduct training with all first responders, hospitals, public works, public health, schools and large facilities.
- Assess any equipment needs and determine local government's ability to manage the consequences of terrorist incidents, particularly incidents involving weapons of mass destruction. Identify resources in and outside of the county for responses to such incidents.
- ♦ Title III, Superfund Amendment and Reauthorization Act of 1986 (Emergency Planning and Community Right-to-Know/Hazardous Materials Planning).
  - Serve as Community Emergency Coordinator as outlined in Title 42, United States Code for the Rock County Local Emergency Planning Committee (LEPC).
  - Serve as liaison to State agencies.
  - Implement the requirements of SARA-III and Chapter 166 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 166 of the Wisconsin Statutes.
  - Continue planning activities with off-site facilities and farms within the County.
  - Participate in the Clean Sweep for Hazardous Household/Business Waste collections.
  - Support and coordinate day-to-day activities of the LEPC.

- ♦ Rock County Emergency Operations Plan and Standard Operating Procedures will be updated as required in each fiscal grant year.
- ♦ A countywide Hazard Analysis will be reviewed and updated as required.
- ♦ Assist the County Hazardous Materials (HazMat) Level B Team with training and obtaining supplies through the annual ECPRA Grant.
- ♦ Seek reimbursement of expenses incurred by the County Hazardous Materials Level B Team.
- ♦ Effectively participate in the Statewide Emergency Management Training and Exercise Programs.

7. Public Relations Performance - Conduct public relations in a manner that reflects positively on both the County Emergency Management Coordinator/Office and Rock County.

Standards:

- ♦ Public Education - Inform the residents of Rock County of the functions and services available through the EM Office via public speaking appearances by the EM Coordinator. Give presentations at community and service club meetings throughout the county as requested.
- ♦ Issue news releases to local media and, when necessary, inform Rock County residents of EM activities and emergency situations.
- ♦ Complaints - All complaints related to chemical spills, emergency responses, or weather sirens are investigated immediately and, if found to be valid, are resolved in a timely fashion by the Emergency Management Office.

  
Shirley A. Connors, Emergency Management Coordinator

## Administrator's Comments

### Emergency Management

#### Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	2.0	2.0
Salaries	91,064	91,064
Fringe Benefits	38,745	38,745
Operating Expense	53,116	52,423
Capital Outlay	13,494	0
Allocation of Services	(7,014)	(7,014)
Total Expense	189,405	175,218
Revenue	84,811	84,811
Deferred Financing	0	0
Fund Balance Applied	0	0
Tax Levy	104,594	90,407
Total Revenues	189,405	175,218

The requested tax levy is \$104,594 which is \$6,524 or 6.7% more than last year.

Some years ago the State used Federal funding to reimburse counties for 50% of the cost of operating Emergency Management offices. The funding is distributed to counties through the "Emergency Management Performance Grant". The 2010 Budget includes \$80,811 of performance grant funding that covers 42.7% of the expenditure request.

The funding does not come without strings attached. Ms. Connors tells me that Wisconsin Emergency Management adds additional work to her annual plan of work each year. The State now requires "After Action Reports" in conjunction with all training exercises. Ms. Connors has included \$1,525 in her request for professional services to have someone write the report for her in anticipation of an exercise in 2010.

Ms. Connors estimates the Department will receive \$1,828 in State Aid in 2009. The funding comes as reimbursement to the County for the actual cost of State sponsored training sessions for first responders conducted by the Emergency Management Office. In 2010, Ms. Connors projects \$4,000 of State Aid for Training. The Training account request is \$4,700, of which \$4,000 is for State sponsored training, and \$700 is for staff training. I am reducing the staff training by \$100.

The request includes \$13,494 for a sandbagger. This piece of equipment can fill 900 sandbags per hour. There have been a couple of flood events in past years when Ms. Connors borrowed a sandbagger from Dane County. She is skeptical of having unlimited access to that machine in the future. Given the pressure on the tax levy, I cannot recommend the purchase. I have asked Ms. Connors to explore other sources of funds, such as grant programs to fund the purchase of the sandbagger.

The "Cost Allocation" line item contains the amount the Emergency Management account charges the LEPC account for the portion of staff time devoted to LEPC activities. The Cost Allocation in 2010 is \$7,014. This amount directly reduces what would otherwise be tax levy.

After making several reductions in line items and eliminating the capital request, the recommended tax levy for Emergency Management is \$90,407. This is a decrease of \$7,663 or 7.8%.

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## Administrator's Comments

### Local Emergency Planning Committee (LEPC) and Hazardous Materials

#### Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	0	0
Salaries	0	0
Fringe Benefits	0	0
Operating Expense	79,784	79,784
Capital Outlay	12,500	12,500
Allocation of Services	0	0
<b>Total Expense</b>	<b>92,284</b>	<b>92,284</b>
Revenue	50,346	50,346
Transfer In	0	0
Fund Balance Applied	0	25,000
Tax Levy	41,938	16,938
<b>Total Revenues</b>	<b>92,284</b>	<b>92,284</b>

The Superfund Amendment Reauthorization Act (SARA Title III) requires that off-site response plans be prepared for facilities that have threshold amounts of hazardous substances on-site. This is a federal mandate on states. The State of Wisconsin places the responsibility for preparing these plans on counties. Part of this mandate includes a requirement that counties form a Local Emergency Planning Committee (LEPC) to review and approve the plans. The Emergency Management Coordinator is the person responsible for staffing the LEPC, managing the planning process, and distributing the approved plans to local fire departments.

The LEPC grants fall under the federal fiscal year. The \$35,346 included in the 2010 Recommended LEPC Budget is contained in program 2561 which will cover the period October 1, 2010 through September 30, 2011.

The Public Health Department Environmental Health Division has taken the responsibility for doing the off-site response plans and requests \$20,000 to do the work. The funding appears in program 2520 titled "2009-10 LEPC Grant" under line item 6210.

In summary, no tax levy is required to support LEPC activities.

The budget for the Hazardous Materials (HAZMAT) Response Team is contained in two accounts. The operation expense is found in program 2540 titled "Level B HAZMAT" and the capital request is found in program 2547 titled "2010 HAZMAT Grant".

The City of Janesville Fire Department is under contract with the County to respond should a hazardous chemical release occur anywhere within Rock County. In return, the County agreed to cover the operational cost of keeping the Response Team ready. The Team responded to a couple of incidents in 2009. The County bills the cost of the response to the party responsible for causing the release of hazardous materials.

The City of Janesville anticipates it will cost \$44,438 to cover operational expenses such as training, medical monitoring, and equipment maintenance in 2010. Fee revenue of \$5,000 is budgeted for the anticipated cost recovery from responsible parties. The requested tax levy is \$39,438.

Operational savings from prior years result in a 12/31/09 estimated fund balance in this account of \$30,802. I recommend applying \$25,000 of fund balance which reduces the tax levy needed to \$14,438.

The Emergency Management request also includes a \$12,500 equipment grant for the purchase of equipment that the Response Team may require in 2010. The State requires a 20% local match of \$2,500 which is the same as last year.

The total recommended levy in accounts related to Level B HAZMAT activities is \$16,938 which is \$2,577 less than last year.

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**Coroner**

General Operations

<u>Present Personnel (Full Time Equivalent)</u>		<u>Summary of Personnel Modifications</u>		
			<u>Dept. Request</u>	<u>Admin. Rec.</u>
1.0	Coroner	New Positions	0	0
1.0	Chief Deputy Coroner			
<u>1.4</u>	Deputy Coroner	Deletions	0	0
		Reallocations	0	0
		Reclassifications	0	0
		Re-Titles	0	0
		Upgrades	0	0

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## Charter: Coroner

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### **OFFICE OF CORONER**

The Office of Coroner was created by the State of Wisconsin Constitution (Article VI, Section 4). As a constitutional officer, the Coroner and her Deputies are sworn to uphold the Constitution of the State and the Nation.

The duties of the Coroner are described in Wisconsin Statutes Chapters 59, 69, 146 and 979. The primary function of the Coroner's Office is to perform an independent, medicolegal investigation of the cause and manner of death of any person within its jurisdiction so that the circumstances of the death are explained and understood. The Coroner and her Deputies may certify the cause and manner of death on the death certificate, which then serves as a legal record of the death. Records of death investigations are maintained. Information is shared with local, state and federal agencies for investigative and statistical purposes and with groups, business entities, and individuals having an interest in the death.

The Coroner has developed a protocol for the reporting of deaths in Rock County in accordance with Chapters 59, 69, and 979 of the Wisconsin Statutes, and DHFS Rules 131 and 135 as well as local policy of the Rock County Coroner permitted under HFS 135.08.

The Coroner's Office has a duty to the health and wellbeing of the community. Investigations and other services must be performed with compassion and consideration for the family, friends, and community affected by the death.

### **KEY OBJECTIVE**

The key objective of the Coroner's Office will be accomplished by satisfying the following commitments:

#### **Public Service Commitment**

To perform the duties of the Office of the Coroner as outlined in Wisconsin Statutes with integrity, compassion and professionalism. To provide quality services utilizing appropriate resources, and to promote public health and safety. To be accountable to citizens of Rock County for managing all activities and operations of the Coroner's Office in an effective and efficient manner.

#### **Professional Commitment**

To provide services that meet or exceed the standards of practice for Wisconsin Coroners as defined by the Operational Guidelines of the Wisconsin Coroners and Medical Examiners Association. To promote professional standards of medicolegal death investigation in Rock County and the State of Wisconsin.

#### **Interagency Commitment**

To work cooperatively with local, state and federal agencies including but not limited to: the Department of Justice, the Department of Health Services, the Department of Transportation, the Department of Natural Resources, the State Laboratory of Hygiene, and law enforcement and emergency services agencies.

#### **Intergovernmental Commitment**

To work cooperatively with the Rock County Board of Supervisors and all other agencies of Rock County government in matters relating to the operation of the Coroner's Office and consistent with the needs of the county.

### **CRITICAL PERFORMANCE AREAS**

#### **Administrative Objectives**

To maintain a departmental system of planning on a one-year basis, setting forth critical continuing objectives and specific annual objectives, and the use of resources to achieve those objectives.

#### Standards:

- a. Prepare an annual management charter.
- b. Prepare an annual budget to support service objectives and in consideration of the one-year forecast.
- c. Develop written department policies and procedures and review annually.
- d. Monitor compliance with department policy and procedure.
- e. Monitor quality of services provided to families, customers, and outside agencies on a daily, monthly and annual basis.
- f. Maintain the public records for 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.

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## Charter: Coroner

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- 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 regard to 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 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, or per State Statutes Ch. 979.

- j. Testify to facts and conclusions disclosed by autopsies performed and make physical examinations and tests results pertinent to criminal matters available before a court or District Attorney.

### Other Service Objectives

To prepare and maintain complete written reports regarding all investigated deaths, permits, fees, property and statistics. To issue certificates, permits and reports in a timely manner.

#### Standards:

- a. Maintain confidentiality of protected medical information and medical records.
- b. Comply with open records law while protecting the integrity of an ongoing investigation in cooperation with the district attorney and law enforcement.
- c. Maintain paper and electronic files of investigations.
- d. Provide copies of Coroner's reports to next of kin and official agencies free of charge.
- e. Provide certificates and permits in accordance with Wisconsin Statutes and office policy in a timely manner.

### Public Relations Objectives

Provide quality services and perform duties in a manner sensitive to those grieving the loss of the deceased, whether they are family, friends or a community.

#### Standards:

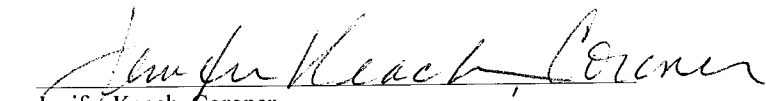
- a. Conduct duties with respectful consideration of cultural and religious practices.
- b. Maintain the dignity of the deceased.
- c. Provide information to the next of kin regarding a death and/or autopsy results in a compassionate and humane manner, and prior to releasing information to the media.
- d. Provide investigation results to next-of-kin or family members promptly and in such a manner as to not compromise ongoing investigations.
- e. Provide news releases regarding a death investigation in cooperation with the investigating law enforcement agency and in such a manner as to not compromise ongoing investigations.

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**Charter: Coroner**

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- 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  
07/27/2009

## Administrator's Comments

### Coroner

#### Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	3.4	3.4
Salaries	159,947	159,447
Fringe Benefits	86,619	86,619
Operating Expense	171,149	170,149
Capital Outlay	0	0
Allocation of Services	0	0
Total Expense	417,715	416,215
Revenue	89,050	89,050
Fund Balance Applied	0	0
Tax Levy	328,665	327,165
Total Revenues	417,715	416,215

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 currently charges fees for cremation permits and disinterment permits, with cremation permits providing the vast majority of fee revenue for the Office. In 2010, Ms. Keach estimates these two sources of revenue will provide \$74,050. Ms. Keach is requesting, and I am recommending, that a new fee for signing death certificates be instituted in 2010. The Coroner's Office spends a significant amount of time investigating the circumstances of the death before the certificate can be signed, and more than half of Wisconsin counties already charge such a fee. Ms. Keach estimates the Office will sign 300 death certificates in 2010. At a charge of \$50 for signing each certificate, \$15,000 in additional revenue would be generated in 2010.

The Coroner's Office uses "Per Diem" Deputy Coroners to ensure it has coverage during busy times as well as to augment the 24-hour, 7-day per week coverage. The amount included in the 2009 budget to pay for these "Per Diem" Deputy Coroners was increased to \$10,080 to provide more weekend call coverage and to provide relief to the Coroner's Office staff. However, Ms. Keach now estimates needing only \$7,000 for compensating "Per Diem" Deputy Coroners in 2009. Although the number of cases to which the Office must respond fluctuates, I am recommending that \$9,580 be included for this purpose in 2010, which is \$500 less than the request.

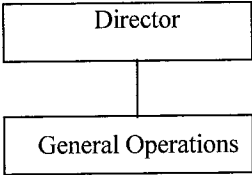
The "Medical Services" line item contains the majority of the operating expense for the department. This account is the source of funds that pays for autopsies, transporting bodies, and miscellaneous items such as body bags and gloves. In addition, this account pays for other medical services, such as toxicology reports, which Ms. Keach reports are a greater need due to factors such as an increase in the number of case investigations involving heroin. The 2010 request and recommendation is \$137,435 for these expenses.

Due to pressure on the County budget, I have made a couple other minor reductions in the Travel and Training Expense line items.

The recommended tax levy is \$327,165, which is an increase of \$6,891, or 2.2%, over the 2009 budget.

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**Child Support Enforcement**



**Present Personnel (Full Time Equivalent)**

1.0	Child Support Director
2.0	Child Support Supervisor
1.0	Lead Child Support Worker
17.0	Child Support Reimbursement Specialist
5.0	Child Support Financial Worker
1.0	Administrative Assistant
7.0	Clerk-Typist III
2.0	Clerk-Typist II
.3	Child Support Worker
<u>.9</u>	Child Support Clerical Worker
37.2	

**Summary of Personnel Modifications**

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

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## Charter: Child Support Enforcement

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### **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 and fairly.

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 correct 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.

#### **Intergovernmental Commitment:**

To cooperate with the Bureau of Child Support, Department of Children and Families, Division of Family and Economic Security, as well as State, Federal and local agencies, to coordinate and provide child support services in Rock County in compliance with the State and Federal mandates within the State and County fiscal restraints. To effectively meet the public service commitment outlined in this charter.

#### **Professional Commitment:**

To provide services in the highest professional manner by best utilizing our resources provided by the State, Federal and County Governments.

#### **Rock County Interdepartmental Commitment:**

To interact in a cooperative manner with all other agencies of Rock County Government in matters relating to the operation of the Child Support Office in order to provide the quality of service that the citizens of Rock County deserve. To coordinate activities with the Clerk of Circuit Court, Rock County Judges, Corporation Counsel, Information Technology, Human Services and the Rock County Health Department.

#### **Management Commitment:**

To be accountable to the County Administrator, Rock County Board of Supervisors and the Bureau of Child Support for managing all activities of the Child Support Office in an efficient, effective, and professional manner. To be responsible to the County Administrator and the Rock County Board of Supervisors for carrying out the policy directives of the Bureau of Child Support and other State and Federal Agencies.

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## Charter: Child Support Enforcement

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### Critical Performance Areas:

#### A. Administrative Objective:

To plan, organize and implement policy guidelines that effectively establish an attainable program objective incorporating the following established standards and procedures:

1. Pursuant to Wisconsin Statutes, prepare an annual coordinated plan and budget to be submitted for approval to the County Administrator and the Rock County Board of Supervisors while staying within the limits of State and County funding.
2. Review of budget and service programs with expenditure analysis to be reported monthly to the Bureau of Child Support.
3. Pursuant to Wisconsin Statutes, comply with all judicial guidelines.
4. Evaluate program effectiveness to try and achieve performance goals, to the best of our ability, set forth by the State and Federal Government.
5. To continue to improve our overall performance in both paternity establishment, court order establishment, and collections on IV-D cases for current support and arrearages for Rock County in order to obtain the maximum funding available for the Rock County Child Support Agency.
6. To assign work to appropriate staff along with authority and responsibility to carry out their assigned duties.
7. To provide quality training for all new and existing staff. To provide staff with direction when they seek advice, to evaluate the performance of the staff and take any steps necessary to correct any non-performance of procedures by any employee.
8. To review and update departmental policies and procedures when necessary for compliance with State and Federal regulations.
9. Monitor performance of the Cooperative Agencies within the Rock County Government to insure effective implementation of the terms of the cooperative agreement. If any Cooperative Agency needs corrective action, to develop and implement a plan for that Agency to meet its obligations set forth in the Cooperative Agreement.
10. Performance standards for customer service have been implemented in the Rock County Child Support Agency. Administration will investigate any complaints regarding client services, and adhere to the Administrative Complaint Process Plan for the Rock County Child Support Office.
11. The Personal Responsibility and Work Opportunity Reconciliation Act (PRWORA) requires States to establish procedures for the County Child Support Agencies to follow in the use of the PRWORA tools in the collection of Child Support which can be implemented administratively. These tools include license suspension, seizure of personal and real property and seizure of financial accounts. The Rock County Child Support Agency utilizes these tools to collect Child Support for the families.
12. The Wisconsin Child Support Procedural Manual and Bulletin Board Information are essential tools which aid in the day-to-day operation of this Agency. The manual also assists the Resource Team who participate in the training of the child support employees. The child support employees are able to refer to the manual if questions should arise while performing their duties. The Bulletin Board system is information about procedures and problems from the Bureau of Child Support and is available to staff on line on a daily basis. The manual will be reviewed and updated by the State when new policies and procedures are developed or changed.



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## Charter: Child Support Enforcement

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**B. Child Support Objectives:**

To provide efficient and effective administration of State, Federal and County funded services, which include the areas of establishment of paternity and related court orders, establishment of child support orders, enforcement of child support orders, modification of existing court orders, establishment of medical support orders, location of absent parents, establishment and enforcement of child support orders in Substitute Care and Kinship Care cases for the benefit of the citizens of Rock County pursuant to the following established standards and procedures:


1. Pursuant to the Federal Social Security Act Title IV-D and the Wisconsin Statutes, maintain a departmental system of planning to determine the course of action to be used in the child support office.
2. Pursuant to the Federal Social Security Act Title IV-D, Wisconsin Statutes and Wisconsin Administrative code, identify, arrange and direct work so that the work product of the Child Support Enforcement Office is achieved with the greatest possible efficiency. Performance standards are established by the State and Federal Government with the Child Support Agencies receiving allocations based on their performance in each of the performance areas.
3. Pursuant to Administrative Guidelines and Federal and State Statutes, effectively use employees of the Child Support Enforcement Office and those cooperative agencies to provide the most cost effective return as judged by actual revenues generated by the Child Support Office during the fiscal year.

**Other Performance Areas:**

**Public Relations/Community Awareness:**

To promote public awareness and understanding of and positive regard for the Agency's Child Support Program by providing the following:

1. Requests by the media for information or by community organizations for group speaking or in service training are met to the fullest extent possible, within the limitations and confidentiality of the Agency and staff availability.
2. Complaints and/or concerns from citizens outside of the Agency and Legislative Representatives are treated seriously, courteously and promptly, resulting in appropriate corrective action if necessary. An Administrative Complaint Process has been implemented pursuant to Federal and State requirements.
3. Outreach to teenagers of the community through the school system about our program and the impact payments of child support can have on those young people affected.
4. Citizens input regarding the Child Support Agency operations are always welcome and encouraged.

  
Kris Baker-Ellis  
Child Support Director

## Administrator's Comments

### Child Support Enforcement

#### Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	37.2	37.2
Salaries	1,314,778	1,314,778
Fringe Benefits	830,214	830,214
Operating Expense	1,088,155	1,088,155
Capital Outlay	0	0
Allocation of Services	0	0
Total Expense	3,233,147	3,233,147
Revenue	2,538,679	2,628,242
Fund Balance Applied	0	0
Tax Levy	694,468	604,905
Total Revenues	3,233,147	3,233,147

The Child Support Enforcement Office functions are set forth in the Charter. I refer the reader to the Charter for an explanation of the functions of the Office.

The budget request for Child Support Enforcement includes total requested expenditures of \$3,233,147 with a tax levy request of \$694,468. This is an increase of \$66,440 or 10.7% from the prior year.

Reimbursement for operating the Child Support Office is projected at \$2,538,679 in the Departmental Request. The bulk of this reimbursement is Federal Aid. Federal Aid covers 66% of all administrative costs and is projected to be \$1,427,867. State Aid totals \$1,078,812. It is composed of \$349,116 in regular Incentive Funds, \$52,000 for reimbursement of birthing expenses that the Child Support Office anticipates it will collect on behalf of the State, and \$677,696 of 66% federal matching funds that appear under this line item. Locally collected program fees are the smallest component of the revenue stream. Ms. Baker Ellis anticipates collecting \$31,200 of fees in 2010.

There has been a significant change in how state funding is calculated *vis a vis* the 2009 Budget and the 2010 Budget Request. In part, the change is outlined in a July 13, 2009 memo from the State Director of Child Support to the State Child Support Agencies. The memo explained:

The American Recovery and Reinvestment Act (ARRA) temporarily reinstates federal matching funds on incentive payments which States spend on the Child Support Program. This legislation has a two-year limit; Child Support Incentive Payments may be used to draw down federal matching funds for the period October 1, 2008 through September 30, 2010.

With the passage of ARRA, \$5.5 million in general-purpose revenue (GPR), which had been allocated by the State Legislature to replace the lost incentives funds, is withdrawn and will be replaced with matchable incentive funds. In CY 2009, an additional \$8,479,015 in incentives and federal matching funds will be available to pay for additional projects and operation expenses under an approved ARRA Plan.

The major aspects of the memo are that Performance Incentive Funds are temporarily “matchable” and that a significant amount of stimulus dollars is being made available to Child Support Agencies for “additional projects”.

A side-by-side comparison of the 2009 Budgeted State Aid to the 2010 Departmental Request helps explain the change and appears in the table below.

<u>Funding Source</u>	<u>2009 Budget</u>	<u>2010 Request</u>
Court Order Establishment Incentive Funds	\$191,370	\$141,770
Paternity Establishment Incentive Funds	143,527	106,328
Collections on Current Support Incentive Funds	71,764	50,509
Collections on Arrears Cases Incentive Funds	<u>71,764</u>	<u>50,509</u>
Total Performance Incentive Funds	478,475	349,116
66% Eligible Match to Incentive Funds	0	677,696
State General Purpose Revenue (GPR)	207,279	0
Collection of Birthing Expenses	<u>60,000</u>	<u>52,000</u>
Grand Total of State Aid	\$745,754	\$1,078,812

In reality, the Incentive Funding that appears under State Aid is federal pass-through dollars. Beginning in October 2007, Performance Incentive Funding could no longer be considered local match for reimbursement of Federal Aid under the Federal Deficit Reduction Act. The effect of the change meant the County and the State had to backfill the “hole” created by the loss of federal reimbursement. The State’s response was to fill two-thirds of the shortfall, which is the \$207,279 of State GPR in 2009 State Aid. The County came up with the remaining one-third through an increase in its levy commitment to Child Support Operations.

The big change relates to the passage of ARRA that temporarily reinstates federal matching funds on incentive payments. Performance Incentive Funds may now be matched with 66% Federal Aid. The State has reduced the amount of Performance Incentive Payments, as well as backed out its GPR from the State Aid, leaving what is almost entirely federal funding under this line item.

The Performance Incentive Payments are based on achieving certain standards of performance as set by the State. Ms. Baker Ellis had not received direction from the State as to the criteria for meeting her 2010 performance standards prior to our budget meeting. Based on previous experience, she believes that the Department will earn \$349,116 out of a possible \$354,426. The 2010 Budget is premised on achieving those earnings. Given the fact that performance funds are now highly leveraged with federal match, I am asking Ms. Baker Ellis to make a concerted effort at achieving the high performance standards.

Rock County is earmarked for \$309,265 of ARRA funding in federal fiscal year 2009 and another \$306,121 of ARRA funding in federal fiscal year 2010. The funds may be used to hire new staff or retain staff, implement new projects and purchase equipment. If the first year funding has not been spent by September 30, 2009, it carries over into the next fiscal year. Given the short notice of the funding, Ms. Baker Ellis plans on allowing the 2009 funding to carry-over.

While the State sees no problem in backing out its General Purpose Revenue commitment to Child Support and supplanting it with federal funding to solve its budget woes, it prevents counties from doing the same. The State has established a \$607,394 “Maintenance of Effort” hurdle for Rock County in 2009. The preliminary number is the same for 2010, but it could go higher. Quite simply, if Rock County wishes to use its earmarked ARRA funds, it must maintain the required minimum Maintenance of Effort for Child Support Enforcement.

Rock County places significantly more resources in its Child Support Operations than the required minimum. Those resources are County Share found in the main account, as well as the indirect cost to support the Child Support operations. Those indirect cost items such as utilities, maintenance and general administration are built into other departmental budgets. The federal rules allow the County to seek reimbursement for 66% of those costs which is accomplished through a cost report submitted by Child Support Enforcement to the State. The remaining 34% of those costs are paid for through the tax levy. The following table shows those cost categories for the 2009 Budget and the 2010 Request.

<u>Funding Source</u>	<u>2009 Budget</u>	<u>2010 Request</u>
Indirect Cost, County Levy	\$112,009	\$135,132
County Share, Main Account	<u>628,028</u>	<u>694,468</u>
Total County Match	\$740,037	\$829,600

The total increase in County Share for Child Support Operations from the 2009 Budget to the 2010 Request is \$89,563, which is the difference between \$829,600 and \$740,037.

I am recommending that \$89,563 of the ARRA funding and federal match be included in the 2010 Budget. This keeps the County match at the same level as budgeted in 2009 and above the State imposed Maintenance of Effort figure. Ms. Baker Ellis is welcome to use more of the ARRA funds if she wishes for purchase of equipment or to implement a new project. The Board can anticipate those requests to come in the form of a resolution to amend the Child Support Budget.

The recommended tax levy for the Child Support Office main account is \$604,905, which is a decrease of \$23,123 or 3.7%.

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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	74,720	73,505
Capital Outlay	0	0
Allocation of Services	0	0
<b>Total Expense</b>	<b>74,720</b>	<b>73,505</b>
Revenue	0	0
Fund Balance Applied	0	0
Tax Levy	74,720	73,505
<b>Total Revenues</b>	<b>74,720</b>	<b>73,505</b>

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 38 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 2010.

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 2008, the program provided 4,517 hours of community service for 189 adult clients. Overall, just under half of all adult clients in the program completed all the hours they were assigned. Those who do not complete their assigned hours are referred back to the Court system or their probation officer, resulting in either jail time or another probation sanction.

Historically, funding for adult community service has been funded through this account and funding for juveniles has been funded through the Human Services Department budget. In 2010, the Human Services Department will be eliminating its contract with RVCP for this purpose and performing this function through staff in the Juvenile Justice Division. This will reduce the funding RVCP receives from the County for the Alternative Service Program by about 22%, albeit with reductions in workload as well.

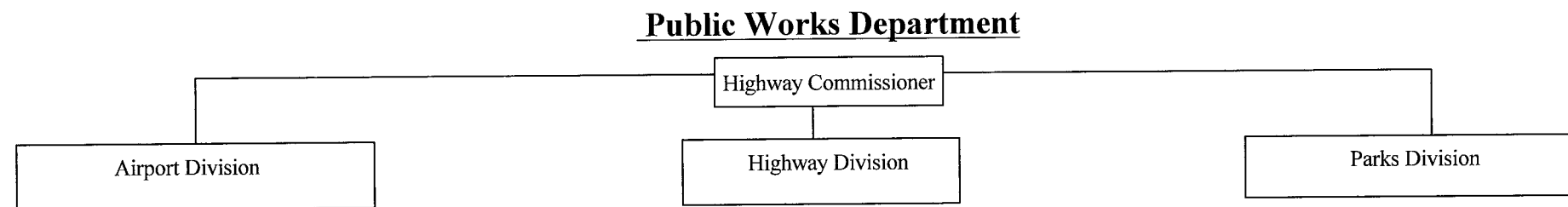
I am recommending that \$60,755 be provided for adult community service in 2010. This is the same amount provided in 2009. It will be up to the Criminal Justice Coordinating Council (CJCC) to determine whether RVCP can continue to provide the necessary services for adults at this funding level or whether 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 2010 is \$73,505, the same amount that was provided in 2009.

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**N.    Public Works Committee**

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**Present Personnel (Full Time Equivalent)**

**PWD-AIRPORT**

1.0 Airport Director  
 1.0 Airport Crew Leader  
 3.0 Airport Maintenance Worker  
1.0 Account Clerk II  
 6.0

**PWD-PARKS**

1.0 Parks Director  
 1.0 Community Coordinator  
2.5 Patrol Worker  
 4.50

**PWD-HIGHWAY**

1.0 Public Works Director  
 1.0 Public Works Accounting Supervisor  
 2.0 Highway Superintendent  
 1.0 Shop Superintendent  
 1.0 Construction Superintendent  
 1.0 Storekeeper  
 1.0 Secretary II  
 1.0 PWD Cost Allocation Specialist  
 1.0 Account Clerk II  
 3.0 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  
 12.0 Heavy Truck Driver  
 .4 Fleet Data Specialist  
36.5 Patrol Worker

79.90

**90.4 TOTAL FTE**

**Summary of Personnel Modifications**

**New Positions**

<u>Dept. Request</u>	<u>Admin. Rec.</u>
0	0

**Deletions**

0	0
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**Reallocations**

0	0
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**Reclassifications**

0	0
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**Re-Titles**

Construction Superintendent to Public Works Superintendent	1.0	1.0
Highway Superintendent to Public Works Superintendent	2.0	2.0

**Upgrades**

0	0
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## Charter: Public Works Department/Highway Division

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### Objectives and Standards

#### 1. Administrative Operations

To provide administrative services necessary for the efficient operation of the department, which will include, but not be limited to issues such as accounting and billing for the Town and State work completed.

##### Standards:

- a. To develop a Department of Public Works Policy & Procedures Manual, including a sub-section dedicated to Financial Accounting Procedures.
- b. To insure that financial accounting for the Department of Public Works operations is both timely and accurate, as evidenced by continued checks or audits.
- c. To ensure that vouchers for work on State highways are sent monthly, including a 4.5% charge for the accounting records and reports and minimum 1% small tools charge.
- d. To insure that invoices for work performed on Town highways are mailed monthly.
- e. To administer the Wisconsin Department of Transportation Local Road Improvement Program (L.R.I.P.) in accordance with applicable sections of Wisconsin State Statutes, Section 86.31, and TRANS 206 of the Wisconsin Administrative Code.
- f. To assure that municipal invoices are paid promptly by enforcing policies as established by the Public Works Committee.

#### 2. Federal Aid Projects

To plan and program for projects to be funded utilizing Federal Entitlement Programs under the provisions of the current federal authorization bill.

##### Standards:

- a. To include a reasonable timetable for programming, designing, acquisition of rights-of-way, relocation of utilities, bidding and construction of local bridges, STP-Urban and STP-Rural roadway improvement projects in the Rock County Highway Division Transportation Improvement Plan.
- b. To maximize the impact of revenues that are available by using county forces to construct these projects where feasible.

- c. To inspect and maintain an inventory of bridges greater than 20 feet in length, as required by the Federal Highway Administration.
- d. To keep municipalities and towns advised of the conditions of the bridges under their jurisdiction, so they can plan and budget for required bridge rehabilitation or replacement projects.
- e. To administer the Local Bridge Program in Rock County for the rehabilitation or replacement of these county and local bridges in a timely fashion.

#### 3. State Highway Maintenance

To provide for the maintenance of State and Federal Highways including the Interstate System in a manner consistent with the budgetary restraints that are placed on counties in the distribution of state highway maintenance dollars.

##### Standards:

- a. To the extent possible, provide for state highway maintenance in a manner that is consistent with the guidelines included in the State Highway Maintenance Manual.
- b. To coordinate state highway maintenance activities with the regional and area maintenance staff from the State of Wisconsin Department of Transportation.
- c. To continually assess evolving technologies that may promote increased efficiencies and/or superior results.
- d. To provide winter maintenance services in accordance with the State of Wisconsin Department of Transportation Roadway Classification System and Maintenance Manual guidance.

#### 4. County Highway Operations - Maintenance & Construction

To perform roadway, right-of-way, and structure maintenance and construction at an optimal cost/benefit level. Roadway maintenance includes both summer and winter maintenance.

##### Standards:

- a. To perform a complete inventory of the County Trunk Highway (CTH) roadways, bridges and drainage structures, and update it regularly.
- b. To complete and update a multi-year CTH Transportation Improvement Plan.

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## Charter: Public Works Department/Highway Division

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- c. To conduct staff meetings attended by the Director, Superintendents, and other staff members as required, to discuss short-term projects, manpower and equipment needs, and to establish long-range goals and objectives for the Division.
- d. To conduct meetings with appropriate department personnel as required for scheduling unanticipated work needs. This work may be reactive to weather conditions, labor constraints, and/or equipment needs.
- e. To insure that all highway maintenance and/or construction improvements shall be completed in accordance with the latest edition of the State of Wisconsin, Department of Transportation, Standard Specifications for Road and Bridge Construction.
- f. To provide winter maintenance (plowing, salting, and sanding) on the county highway system and town roads at a service level that provides adequate mobility and safety, taking into consideration winter conditions and financial and environmental considerations.

### 5. County Highway Fleet Operations

To provide for the purchase or lease and maintenance of equipment, the purchase of materials and supplies, and maintaining a parts inventory sufficient to keep the DPW vehicle and equipment fleet running reliably, smoothly and economically.

#### Standards:

- a. To develop a comprehensive Department of Public Works Equipment Management Plan. This Plan should address the changing needs of this department, the existing conditions of the Department of Public Works Fleet, and the current equipment market conditions.
- b. To operate the machinery fund on a continuous basis insuring that revenues obtained offset expenses incurred in order to replace equipment when financially appropriate as recommended by the Equipment Management Plan.
- c. The Storekeeper to maintain a sufficient level of repair parts inventory to assure that repairs to the Department of Public Works fleet will be made in a timely and cost effective manner.
- d. To provide, within fiscal and staff constraints, a fleet of well maintained, road-worthy vehicles for the use of other County departments.
- e. To purchase fuel in a fashion that will provide both availability and cost advantage to the Department of Public Works.

### 6. Municipal Highway Maintenance

To provide for all types of road maintenance and construction services to the Towns and Municipalities in Rock County in the most efficient manner practicable.

#### Standards:

- a. To continue to provide construction aid in an amount set by the County Board annually to each of twenty Towns, six Cities and three Villages for asphalt paving, crack filling or sealcoating of roads or streets by the Public Works Department.
- b. To continue working with the Public Works Committee in establishing a basis for a long term working relationship between the Rock County Highway Division and the Towns and Municipalities in Rock County.

### 7. Bridge Aid

To provide aid to Towns for the repair or replacement of bridges and large culverts in accordance with the requirements of Section 82.08 of the Wisconsin Statutes.

#### Standards:

- a. Subject to budgetary constraints, to provide a 50% match for the replacement or reconstruction of bridges on the town road system, per section 82.08. Under Section 82.08, Rock County is responsible for sharing in the cost of replacement of town bridges or large culverts.
- b. Subject to budgetary constraints, to provide a 50% match, for the replacement or reconstruction of bridges on the town road system funded under the Federal Local Bridge Program.
- c. To maintain an inventory and coordinate a biennial inspection program for bridges and, on a periodic basis, of culverts and small bridges (structures less than 20' long). To insure their safety and to provide for their timely repair and/or replacement.
- d. All repairs and reconstructions shall be within acceptable construction standards according to Wisconsin Department of Transportation construction codes.

### 8. Public Relations Performance

To provide high quality highway construction and maintenance service, thereby maintaining the Rock County Highway Division's reputation for effectively and efficiently meeting the County's highway traffic needs.



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## Charter: Public Works Department/Highway Division

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### Standards:

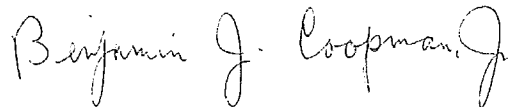
- a. Complaints: Complaints about the activities or operation of the Highway Division are received in a courteous and professional manner and, if found to be valid, are resolved in a timely fashion.
- b. Public Education: The public is informed of the activities of and the services provided through the Highway Division via presentations given by department management staff at community and service club meetings and, when appropriate, via releases to the local media. Citizen input regarding the department's operations and priorities is always welcomed and encouraged.
- c. Information Sources: The Department shall make timely notifications of items of interest to the media, on the Internet and directly to the affected users, as applicable.

### 9. Highway Safety

To provide a system of highways that will assure the safe and efficient transportation of people and goods at all times of the year.

### Standards:

- a. To cooperate with the Rock County Traffic Safety Commission in the identification and improvement of traffic safety problem areas.
- b. To provide traffic signals on the CTH system at locations where the warrants are met, and to maintain traffic signing and pavement marking in accordance with the Wisconsin Supplement of the Manual of Uniform Traffic Control Devices, which will promote the safe operation of motor vehicles on the County Highway System.
- c. To maintain a log of all traffic control devices on the County Highway System.
- d. To do its own and assist the Towns in making application for federal Hazard Elimination and Safety (HES) funding.



Benjamin J. Coopman, Jr., P.E. Director of Public Works

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## Charter: Public Works Department/Airport Division

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### Objectives and Standards

#### **1. GENERAL AVIATION OPERATIONS**

To provide safe runway, taxiway, ramp, clear zone and safety area 24 hours per day, 365 days per year, for a 1,405-acre facility.

**Standards:**

- a. Maintain runway and taxiway marking on a yearly cycle.
- b. Maintain over 10 miles of perimeter wildlife/security fencing.
- c. Perform pavement maintenance by FAA standards as required.
- d. Plow snow from all areas to ensure safe movement of aircraft and vehicles.
- e. Minimize the wildlife population near the Airport runways by mowing the grass regularly.
- f. Provide t-hangar and tie-down facilities on a rental fee basis for small, based aircraft.

#### **2. COMMERCIAL OPERATIONS**

To encourage vigorous, profitable competition among commercial operators located at the Airport. Maximize employment levels of commercial operation at the Airport. To achieve the widest range of aviation services available to the citizens of the county and the users of the Airport.

**Standards:**

- a. Negotiate leases and charges with operators.
- b. To a limited degree, market commercial aviation services to the community.
- c. Encourage commercial development at proper locations on the Airport.

#### **3. ADMINISTRATION**

To administer the Airport in a professional and businesslike manner. To maximize Airport revenues in an effort become as self-sustaining as possible. To promote and develop the Airport so as to maximize its value to the county.

**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. Maintain FAR 139 Commercial Operating Manual to meet changing FAA standards.

#### **4. FACILITY AND EQUIPMENT MAINTENANCE**

To maintain a sufficient complement of ground vehicles and personnel necessary to meet Airport standards to ensure safe operation.

**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.

#### **5. OPERATIONS**

To routinely inspect for and enforce applicable federal and local laws at the Airport. To maintain a good working relationship with FAA personnel employed at the Airport.

**Standards:**

- a. Meet all standards of Federal Aviation Regulation Part 139 and TSA Reg. 1542.
- b. Ensure compliance with current and future security enhancements.
- c. Wildlife Hazard Management.
- d. Maintain a runway incursion prevention program.
- e. Establish an overlay-zoning ordinance to protect the runway approaches from

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## Charter: Public Works Department/Airport Division

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incompatible land uses.

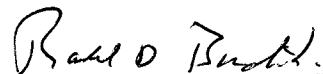
- f. Ensure all tenants comply with Airport Minimum Standards and Rules and Regulations.
- g. Update the Airport Emergency Plan yearly.
- h. Maintain Airport Certification Specification and comply with all its provisions.
- i. Coordinate airfield activities with air traffic control personnel when the tower is open.
- j. Issue NOTAM's (Notice to Airman) when Airport operating conditions become substandard.
- k. Maintain the airfield lighting system in good working order.

### 6. 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

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## Charter: Public Works Dept./Parks Division

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### 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 15 parks, two trails and two wildlife areas, containing 1020 acres of parkland and three small cemeteries owned by Rock County.

##### **Standards.**

- a. To set weekly work priorities and to ensure that the terms and conditions of contracted services are met, and that the general and specific requirements for grants such as the DNR Fish and Wildlife Grants, DNR Snowmobile Program and other DNR and/or federal grants are met.
- b. To mow the parks high activity areas, such as the two baseball fields, during the 28 to 30 weeks growing season once every seven to ten days. To mow the 67 acres of picnic sites once every 10-14 days and the park trails a minimum of three times during the growing season. In all towns that require it, mow the roadside ditches three times per year on those town roadsides, which form the park boundaries. To mow or control noxious weeds at all sites to comply with weed ordinances.
- c. To provide a weekly inspection of the 24 picnic areas containing a total of 172 regular or handicapped accessible picnic tables and six picnic shelters, three play apparatus areas, and park trails to schedule necessary maintenance work.
- d. To remove dead or dying branches, limbs and trees from picnic areas and to maintain over 168 park signs, the 43 grills, three litter barrels and fifteen (½ yd.) dumpsters for trash under a contract, in order to maintain user safety and the integrity of our parks.
- e. To maintain bridle paths, hiking trails and cross-country ski trails along the six miles of trails at Gibbs Lake, the six miles at Magnolia Bluff, two miles at Happy Hollow and the two and three-tenths miles at Carver Roehl Park, work with the PTNTF on operation and maintenance of the 6.0 miles of the PTNT, work with the RCIATC and RTC on the IA/Multi-Use Trail for development, operation and maintenance of 4.5 miles of trail. This is biannual maintenance based on biweekly inspection reports.
- f. To provide and maintain clean, litter free parks on a regular basis during the 30 week growing season, and every two or three weeks during the balance of the year, via our litter barrels and contracted service on 15 containers.

- g. To provide and maintain clean toilet buildings (16), 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 two toilet units are provided under seasonal contract at Indianford Park. A total of 19 toilet facilities are under Park Division supervision.
- h. To the extent possible, provide and maintain clean, safe public wells, thirteen in total, on a continuous basis and provide annual testing at each well to ensure safe and healthy water quality according to State Standards and Statutes NR112, H78, SS27, NR109.30 (Safe Drinking Water Act), relevant OSHA Standards and Administrative Code 109. Compliance requires working with the Rock County Health Department in taking water samples at least once every season with an additional second and up to five samples required to confirm bacteriologically unsafe samples, plus taking samples annually for nitrate levels. If a well is found to be bacteriologically unsafe, it must be chlorinated and disinfected.
- i. To provide, maintain and inspect on a regular basis three boat landings at: Gibbs Lake, Happy Hollow and Royce Dallman Parks during the 30-week spring/summer period. To install repair, refurbish, and remove the piers and landings annually, (NR50, SS27). To collect landing fees at Royce Dallman, Happy Hollow and Gibbs Lake.

#### 2. Facilities, Acquisition and Improvements

To provide facilities, land acquisition, and reconstruction to buildings and recreational equipment.

##### **Standards.**

- a. The 2009-2013 Parks Outdoor Recreation and Open Space Plan was completed and adopted at the beginning of 2009 and will start implementation in 2009. This keeps Rock County eligible for DNR and Federal grants.
- b. To work on those items in the *County Park, Outdoor Recreation and Open Space Plan* to get grant funds via DNR. The site plan for Beckman Mill was completed in May of 2000 and grants have been secured to move it ahead. Other projects include toilet buildings at Murwin Park and Magnolia Bluff.
- 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,

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Land Conservation Department, County Surveyor and all other key county departments such as the Sheriff's Department.

- e. Continue work toward development and maintenance of 4.5 miles of multi-use recreational trail between Janesville and Milton.
- f. Work with the Friends of Beckman Mill, Incorporated, to maintain the historic structures at the Beckman Mill site.
- g. Continue work with the Friends of the Welty Environmental Center on a building and programming for natural history of Beckman Mill County Park area.
- h. Continue fee collection for picnic shelters, ball fields and beer/wine permit fees started in 2003 and boat landing fees that were implemented in 2004.

### 3. Deer Display

To work with James and Nancy Schoonover, the owners of the White-Tailed Deer Display. To work with what funds and policy decisions are made for the long-term future plans for this program

### 4. Dam Maintenance and Inspection Operations

To maintain and cooperate with the Wisconsin Department of Natural Resources in inspecting the operation of Rock County hydraulic structures according to the Wisconsin Public Service Commission and DNR operating orders.

#### **Standards.**

- a. To maintain and inspect the water levels of the Gibbs Lake hydraulic structure. The operating orders are: Gibbs Lake PSC-2-WP 461 (1939) and 2-WP-1716 (July 1963).
- b. To work with FBM to operate and maintain the dam and fish passage at Beckman Mill County Park.
- c. Perform related duties as the Board of Supervisors deems appropriate.

### 5. Rock County Snowmobile Program

To meet the goals and objectives of the Rock County Snowmobile Plan adopted by the Rock County Board of Supervisors and 100% funded by the State of Wisconsin on 226.4 miles of trail in a proposed grant of \$56,600 for the 2008-2009 season. This is for maintenance, easement acquisition,

development, bridge rehabilitation and new bridges. Currently, there are 24 bridges owned as part of this system. Rock County Parks, in partnership with the Rock County Alliance of Snowmobile Clubs, operates this system. These snowmobile clubs make up the Alliance:

- |                          |                           |
|--------------------------|---------------------------|
| 1) Brodhead Snowdrifters | 6) Lake Koshkonong Club   |
| 2) Sundowners            | 7) Janesville Snow Chiefs |
| 3) Snowblowers           | 8) Milton Snow Riders     |
| 4) Evansville Sno Devils | 9) Country Riders         |
| 5) Clinton Fencehoppers  |                           |

#### **Standards.**

- a. To administer the snowmobile program through subcontract with the Rock County Snowmobile Alliance. To purchase the snowmobile trail signs, posts, etc., and to monitor the annual easement program.
- b. To comply with NR 50 and the Administrative Code governing program aids and to maintain records and files for Snowmobile Plan updates as needed and work with the Planning Department.
- c. Keep track of and inspect 24 existing bridges and any new ones that are added.

### 6. Implementation of Park Site Plans

Work to carry out, insofar as budgets or grants permit, the steps of park site development such as those done for Beckman Mill, Gibbs Lake, etc.

#### **Standards.**

- a. Work with County provided funds.
- b. Work with and seek matching funds under aid programs.
- c. Work with and seek grants or gifts from individuals, corporations or foundations.

### Other Performance Areas

### 7. Public Relations Performance

To provide high quality park service in such a manner that the Rock County Parks Division maintains a deserved reputation for excellence.

#### **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:

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Friends of Beckman Mill, Inc. (FBM, Inc.)  
Friends of the Welty Environmental Center, Inc. (FWEC, Inc.)  
Rock County Association of Snowmobile Clubs, Inc. (RCASC, Inc.)  
Pelishek Tiffany Nature Trail Foundation, Inc. (PTNTF, Inc.)  
Rock County Ice Age Trail Chapter (RCIATC)  
Rock Trail Coalition, Inc. (RTC, Inc.)  
Friends of Carver-Roehl  
Rock County Multi-Use Trail Group  
Rock County Conservationists  
Any new groups authorized by the Public Works Committee and Parks Advisory Committee

- b. Complaints: All complaints received by the Parks Division are looked into and, if at all possible, resolved on a timely basis.

#### 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

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	Boat Landing Donations		Counter Sales	Totals
			Royce Dallman	Happy Hollow		
1997	396	144	477	229		1,247
1998	419	167	513	288		1,389
1999	445	187	517	233		1,383
2000	376	155	503	213		1,249
2001	453	157	453	184		1,248
2002	415	167	528	223		1,334
2003	429	268	520	187		1,405
2004	57	1,685	2,336	718	940	5,737
2005						12,955
2006	464	2,383	3,406	2,431	1,325	10,010
2007	331	2,454	8,119	2,581	965	14,450
2008	0	2,173	4,145	2,031	738	9,087

Lori Williams, Parks Director

Department Public Works (2010)**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	7.75	0.00	17.20	27.55	12.30	0.00	0.00	15.00
Salaries	\$669,000	\$0	\$757,354	\$1,977,517	\$516,013	\$0	\$0	\$1,989,460
Fringe Benefits	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,186,200
Operating Expenses	\$316,223	\$71,000	\$1,442,646	\$4,696,699	\$1,183,987	\$186,000	\$25,250	\$4,943,759
Capital Outlay	\$2,800	\$0	\$0	\$0	\$0	\$0	\$0	\$2,387,000
Allocation of Services	\$0	\$0	\$0	(\$31,791)	\$0	\$0	\$0	(\$11,065,888)
Subtotal	\$988,023	\$71,000	\$2,200,000	\$6,642,425	\$1,700,000	\$186,000	\$25,250	\$440,531
Indirect Cost Alloc.	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$988,023	\$71,000	\$2,200,000	\$6,642,425	\$1,700,000	\$186,000	\$25,250	\$440,531
Revenue	\$302,250	\$36,000	\$2,200,000	\$3,047,310	\$1,700,000	\$0	\$25,250	\$1,000
Fund Bal. Applied	\$0	\$35,000	\$0	\$0	\$0	\$25,000	\$0	\$0
County Share	\$685,773	\$0	\$0	\$3,595,115	\$0	\$161,000	\$0	\$439,531

Department Public Works (2010)**Budget Analysis by Program**

Programs	Motor Pool	Airport Admin. & Operations	Airport Capital Improv.	Parks Admin & Operations	DNR Grant	Snowmobile & DNR Grants		Budget Summary
Positions	0.10	6.00	0.00	4.50	0.00	0.00	0.00	90.40
Salaries	\$2,000	\$492,886	\$0	\$393,674	\$0	\$0	\$0	\$6,797,904
Fringe Benefits	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,186,200
Operating Expenses	\$144,175	\$309,844	\$0	\$171,459	\$2,000	\$56,600	\$0	\$13,549,642
Capital Outlay	\$94,000	\$3,600	\$180,800	\$50,100	\$0	\$0	\$0	\$2,718,300
Allocation of Services	(\$94,000)	\$0	\$0	\$0	\$0	\$0	\$0	(\$11,191,679)
Subtotal	\$146,175	\$806,330	\$180,800	\$615,233	\$2,000	\$56,600	\$0	\$14,060,367
Indirect Cost Alloc.	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$146,175	\$806,330	\$180,800	\$615,233	\$2,000	\$56,600	\$0	\$14,060,367
Revenue	\$146,175	\$358,797	\$180,800	\$115,577	\$2,000	\$56,600	\$0	\$8,171,759
Fund Bal. Applied	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$60,000
County Share	\$0	\$447,533	\$0	\$499,656	\$0	\$0	\$0	\$5,828,608



## Administrator's Comments

### Public Works Department

#### Summary of Department Requests and Recommendations

Description	Department Request	Administrator's Recommendation
Positions	90.4	90.4
Salaries	6,797,904	6,797,904
Fringe Benefits	2,186,200	2,186,200
Operating Expense	13,549,642	13,132,982
Capital Outlay	2,718,300	2,718,300
Allocation of Services	(11,191,679)	(9,404,679)
<b>Total Expense</b>	<b>14,060,367</b>	<b>15,430,707</b>
Revenue	7,990,959	8,010,398
County Sales Tax	0	1,320,750
Deferred Financing	180,800	2,346,050
Fund Balance Applied	60,000	80,000
Tax Levy	5,828,608	3,673,509
<b>Total Revenues</b>	<b>14,060,367</b>	<b>15,430,707</b>

The budget request for the Public Works Department includes total requested expenditures of \$14,060,367 with a tax levy request of \$5,828,608. This is composed of a tax levy request of \$499,656 for Parks Operations, \$447,533 for Airport Operations and \$4,881,419 for Highway Operations.

#### PARKS

A number of Parks improvement projects have been included in the County Budget over the last several years. One of these projects is the Beckman Mill Park Improvement Project. This project began in 2001 when Rock County received two DNR grants totaling \$179,250. These grants required a match of \$179,250. Therefore, this project included a total of \$358,500 of scheduled improvements. A number of the improvements, including a parking lot, picnic shelter, installation of riprap, burying overhead utilities, a well and security lights, have been completed. Additional lighting and a handicapped-accessible fishing pier are in the works. Those two projects, along with a boardwalk and trail work, will be completed in 2009 or 2010.

A total of \$185,000 in deferred financing was included in the 2009 Budget to fund a number of capital projects. Included was \$75,000 to replace the road entrance and culvert at Carver Roehl Park, \$40,000 to replace the interior roadway at Happy Hollow Park, \$20,000 for a new toilet at Murwin Park and \$50,000 for land acquisition or other park projects. It is anticipated these projects will be accomplished in 2009 or 2010.

The main "County Parks" account contains the operational costs and revenue for the Parks System. A summer seasonal position was included in the 2009 Budget and has again been requested at a cost of \$10,248. The position works five days per week and provides weekend coverage. This includes cleaning of the restrooms, collecting boat launch fees and general maintenance of the parks. This position is recommended.

The 2009 Budget moved the .4 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 2010 of making this position full time is \$44,167. This is partially offset by the investment income on the ATC funds, which is placed in the balance sheet account which holds the Parks portion of the ATC funds.

The Parks budget request included \$35,000 in consulting fees to do master plans for Carver Roehl and Magnolia Bluff Parks as well as to retain a trail expert to advise on the trails at Magnolia Bluff Park. The budget request includes funding this \$35,000 using ATC funds. This \$35,000 plus the \$44,167 to fund the Community Coordinator position totals \$79,167 and appears as a “Transfer In” from the account holding the ATC funds and is recommended.

The Parks budget also includes a request for \$50,100 which is needed to make the yearly payment to the Rock-Koshkonong Lake District (RKLD). The agreement Rock County has with the RKLD is payment of \$100,000 upon transfer of the Dam, plus \$50,000 per year (plus interest) for ten years for a total of \$600,000. Over the past several years we have transferred funds from the “Sale of County Property” balance sheet account to help fund the payment to the RKLD. I am recommending the transfer of the total amount available, which currently is \$19,439. This will fund a portion of the required \$50,100 in 2010.

The projected unobligated 12/31/09 fund balance in the “County Parks” account is \$27,132. I am recommending that \$20,000 be used to offset costs for 2010.

The resulting recommended tax levy for the Parks Division is \$460,217. This is an increase of \$50,553 or 12.3% compared to the prior year.

**AIRPORT**

The Airport has requested a tax levy of \$447,533, which represents an increase of \$12,982 or 3% over the prior year.

Mr. Burdick has proposed several capital projects for 2010 with a combined County funding share of \$180,800 proposed to come from deferred financing. He describes the specific projects and sources of funds as follows:

**2010 Airport Capital Improvement Projects**

**Feasibility Study/Conceptual Design for Terminal Building Refurbish and Expansion**

State Aid @ 80/20	
\$80,000 State / \$20,000 Sponsor	Total    \$100,000

The existing Airport Terminal Building was built in 1959. The deteriorating condition of the building, along with the inefficient use of utilities because of its outdated building materials, is proving to be an expensive combination. At this time,

due to the lack of sufficient space, the Airport Director’s Office is housed in the Airport Maintenance Building that is located on the opposite side of the Airport. This makes contact with the public and Airport clientele very difficult. The conference room has become unusable because of its location. The present structure does not address the building criteria established by the Americans with Disabilities Act (ADA). Design work would include upgrading utilities, adding space for administrative offices, a conference room, renovation of current restrooms and the addition of a public restroom. The Bureau of Aeronautics will provide up to \$500,000 per year for terminal building projects as long as each project/improvement is its own separate project. The 2010 appropriation will provide funds to arrive at that conceptual design and provide a phasing schedule to complete the upgrades and improvements over several years.

**Design Security Improvements**

State Aid @ 80/20	
\$72,000 State / \$18,000 Sponsor	Total    \$90,000

Design work to replace and upgrade aging vehicle access gates, obsolete gate operators, upgrade access control system to card reader system, install security lighting and monitors at tenant entrance points, and provide locking pedestrian gate access.

**Reconstruction of Parallel Taxiway “A”**

Federal AIP 90/5/5	
\$1,130,400 AIP / \$62,800 State / \$62,800 Sponsor	Total    \$1,256,000

Originally overlaid in 1974, the southwest 2,900 feet is the last remaining portion of taxiway “A” to be reconstructed. Work includes milling, pulverizing and grading the old surface, providing new surface to support 230,000 lbs. dual tandem gear load, and replace/upgrade existing lights and signage to LED fixtures.

**Design Snow Removal / Equipment Building Upgrades and Expansion**

State Aid @ 80/20	
\$80,000 State / \$20,000 Sponsor	Total    \$100,000

State funds have been made available for building to include energy (green) improvements. Design work would look at improving the energy efficiency by replacing HVAC systems, going green with either solar, wind or geo-thermal and improving insulation. Building addition would provide an equipment wash bay.

**Purchase Snow Removal Equipment and Blower**

State Aid @ 80/20

\$240,000 State / \$60,000 Sponsor

Total \$300,000

Purchase would include a wheel loader with 4-yard bucket, ramp plow and self contained 1,500 to 2,000 ton per hour snow blower attachment. This would replace a 1979 model year unit that is high maintenance and unreliable.

Given the needs of the Terminal and the fact there is 80/20 State funding for design as well as some funding available for construction, I recommend the terminal project along with the County share of funding for the other requested projects. There may be an opportunity to proceed yet this year with the Terminal and Security design work. If this proceeds, we will be able to revise the 2010 Budget request to reflect that.

Airport revenues are projected for 2010 at a level of \$358,797. This is \$28,796 less than the amount budgeted for 2009. The reduction is largely due to economic conditions which have affected both fuel flowage fees and landing fees. There is also somewhat less rent revenue from T-hangers as a result of removing some of the old hangers which were in poor condition.

The recommended tax levy for Airport operations is \$445,373, which is an increase of \$10,822 or 2.5%.

**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 2010 Budget request includes a total of \$4,881,419 in tax levy for the Highway Division, which is \$1,907,741 more than the amount levied for 2009 operations.

The County Maintenance and Construction Account is the account which funds work on the County Trunk Road System. The requested funding is as follows:

Construction	\$2,338,000
Winter Maintenance	1,911,809
Routine Maintenance	1,376,990
Seal Coating	385,200
Equipment Storage	193,741
Shouldering	155,125
Bridge Maintenance	114,290

Crack Sealing	88,710
Grader Patching	78,560
<b>Total</b>	<b>\$6,642,425</b>

The \$2,338,000 requested for construction work is comparable to the \$2,398,000 included in the 2009 Budget. Road construction projects being considered for 2010 include the following, in priority order:

**PROPOSED CONSTRUCTION PROJECTS - 2010**

Route	From	To	Length	Work Type	Estimated Cost
CTH B	STH 104	Fromholz Rd.	2.0 mi.	Mill + 4"	\$484,000
CTH KK	CTH M	STH 59	4.3 mi.	Mill + 4"	\$1,028,000
CTH M	USH 14	Tolles Rd.	3.0 mi.	Mill + 4"	\$726,000
CTH F	USH 14	Edgerton	1.0 mi.	Spot repairs	\$100,000
<b>Total</b>			<b>10.3 mi.</b>		<b>\$2,338,000</b>

The CTH "M" project is eligible to use CHIP funding (State Aid for specific road projects) in an amount of \$300,000. This means that \$2,038,000 of County tax levy is being requested for road construction projects in 2010. I am recommending the total request of \$2,338,000 be provided for 2010 with the County share being provided through \$1,717,250 of deferred financing and \$320,750 of sales tax.

One of the line items in the Highway Administration account is entitled "County Aid for Road Construction". This program has existed in one form or another for years wherein the County provides matching funds for road aid to towns, cities and villages. The amount included in the 2010 Budget is as follows:

<u>Unit of Government</u>	<u>Each</u>	<u>Total</u>
18 Towns	\$5,000	\$90,000
Cities of Janesville & Beloit	3,000	6,000
Cities of Milton, Evansville & Edgerton	500	1,500
Villages of Clinton, Orfordville & Footville	170	510
<b>Total</b>		<b>\$98,010</b>

These amounts are reduced by \$2,000 per town from the prior year with a corresponding reduction for the cities and villages.

A source of revenue which appeared in the 1998 Budget for the first time was revenue derived from charging towns for winter maintenance. For many years the Committee practice was to not charge towns for winter maintenance, which meant the cost was picked up by the County tax levy. In 2009, the charge is \$750 per center line mile. Mr. Coopman has recommended an increase to \$850 per center line mile in 2010, which will generate \$668,100 from the 16 towns provided this service.

Rock County contracts with most of the towns to provide routine maintenance and construction work, as well as winter maintenance. The 2009 contract requires that each town spend a total of \$2,425 per mile (including winter maintenance). Mr. Coopman is proposing that the 2010 contract require each town to spend at least \$2,550 per mile.

Winter maintenance costs are dependent on the type of winter. The last couple of years we have had particularly harsh winters. In CY 2007 the County spent \$2,484,000 to handle winter maintenance on the County Trunk System and town roads where the towns contract with the County for service. The amount spent in CY 2008 increased to \$2,891,650. Mr. Coopman is currently estimating that a total of \$1,814,000 will be spent in 2009 and is requesting \$1,911,809 for 2010. The amount requested for 2010 anticipates an average winter.

The list of seal coat projects for 2010 is as follows:

**PROPOSED SEAL COATING PROJECTS - 2010**

Route	From	To	Length	Width	Estimated Cost
CTH J	STH 11	Milner Rd.	7.5 mi.	24 ft.	\$158,400
CTH O	Janesville	USH 14	2.5 mi.	24 ft.	\$52,800
CTH H	CTH K	STH 81	2.8 mi.	24 ft.	\$59,200
CTH Q	STH 213	Rock River	2.5 mi.	32 ft.	\$70,400
CTH K	Roy Rd.	CTH H	2.1 mi.	24 ft.	\$44,400
<b>Total</b>			<b>17.4 mi.</b>		<b>\$385,200</b>

I am recommending this level of funding for seal coating.

Funding for the local share of federally aided road and bridge design and construction projects is provided in an account separate from the County Maintenance and Construction Account. These projects are typically funded with 80% federal/20% local funds. There are two federal aid design projects on the County Trunk System in 2010. They are:

**PROPOSED FEDERAL AID PROJECTS – 2010**

Route	From	To	Length	Work	Estimated Cost
Inman Parkway	CTH G	CTH S	1.5 mi.	Design	\$15,000
CTH G Intersection	Townline Rd.		0.5 mi.	Design	\$20,000
<b>Total</b>			<b>2.0 mi.</b>		<b>\$35,000</b>

The \$35,000 cost of these design projects will be funded by applying \$35,000 of the federal aid fund balance. These funds are available due to a couple bridge projects being funded by federal stimulus funds in 2009.

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 through a “limited tax levy” on the taxable property in the towns. Projects for 2010 include:

**PROPOSED TOWN BRIDGE AID PROJECTS - 2010**

Route	Over	Town	Work Type	Estimated Cost
Creek Road	WSOR	Bradford	R/W	\$30,000
Hayner Road	Markham Creek	Rock	R/W	\$3,000
Dorner Road	Taylor Creek	SpgVal./Mag.	R/W	\$3,000
Town Culvert Aid	Various	Various	Construction	\$150,000
<b>Total</b>				<b>\$ 186,000</b>

A total of \$186,000 is requested. As there are some funds remaining in the Town Bridge Aid account, I am recommending applying \$25,000 to help fund these costs. That leaves \$161,000 to be funded through the tax levy. This is levied only on property in the towns and is not subject to the State imposed property tax levy limit.

The Machinery Cost Pool is an account which covers all of the costs for operation of the equipment. Included in this account is the cost of fuel. It is very difficult to predict the cost of fuel or the severity of winter. In 2008, with the high cost of fuel and a harsh winter, the Department spent \$879,000 on fuel. Mr. Coopman estimates the Department will spend \$550,000 in 2009 and has requested \$675,500 for 2010. I am recommending \$600,000 for 2010 which takes into account the lower prices and a more average winter. This reduces the tax levy in the Machinery Cost Pool to \$359,500 which is the amount of machinery operation costs not covered by revenue.

The equipment acquisition request for 2010 totals \$1,939,000. The items requested in the 2010 Budget in priority order are as follows:

**CY2010 Equipment Requests**

<u>Item</u>	<u>Qty</u>	<u>Unit Price</u>	<u>Total Cost</u>	<u>Cumulative Cost</u>
Midsize Dump Truck w/Plow/Sander 2		\$ 60,000	\$ 120,000	\$ 120,000
Single Axle Dump Truck w/Plow				
Wing/Sander	3	170,000	510,000	630,000
Repl. Mower w/Snow Blower	1	50,000	50,000	680,000
Midsized Utility Truck	1	35,000	35,000	715,000
Quad Axle Dump Truck				
W/Plow/Wing/Sander	2	220,000	440,000	1,155,000
Aerial Bucket Truck (used)	1	75,000	75,000	1,230,000
Brush Chipper	1	25,000	25,000	1,255,000
Stump Grinder	1	9,000	9,000	1,264,000
Small 1-Ton Pavement Roller	1	5,000	5,000	1,269,000
Bobcat "Toolcat" w/Attach.	1	75,000	75,000	1,344,000
Equip Existing Tractor w/5' Mower	1	6,000	6,000	1,350,000
Self-Contained Sweeper (used)	1	40,000	40,000	1,390,000
10' Batwing Mower	1	8,000	8,000	1,398,000
Skidsteer Loader	1	30,000	30,000	1,428,000
Tractor Mntd Shoulder Retriever	1	5,000	5,000	1,433,000
Rock Picker	1	4,000	4,000	1,437,000
Med Duty Equip Trailer	1	5,000	5,000	1,442,000
Tractor W/Boom-Saw Attach	1	110,000	110,000	1,552,000
Lrg Pavement Roller ('09 leased)	1	60,000	60,000	1,612,000
Sm Bull Dozer (used)	1	75,000	75,000	1,687,000
Self-Propelled Shop Sweeper	1	20,000	20,000	1,707,000
Semi Truck Dumping Trailer (used)	1	20,000	20,000	1,727,000
Shouldering Machine	1	200,000	200,000	1,927,000
Utility ATV & Trailer (used)	1	12,000	12,000	1,939,000

This is a larger list with a higher dollar value than is typically submitted, but recognizes the fact that the Department truck fleet and other equipment is aging and requiring more costly repairs with longer down time. Capital equipment acquisitions do not necessarily increase the property tax levy. They are typically accounted for as a decrease in one type of asset (cash) and an increase in another (equipment inventory value). As the equipment is depreciated, it is paid for through charging cost

centers (like winter maintenance) for its use. Over the years the County has used its cash flow to pay for equipment and then waited to be "paid back" as the equipment depreciates.

I have some concerns about using County cash in 2010 to purchase this amount of equipment given the heavy blow the County's cash position will suffer as a result of actions taken by the State as part of the new State budget. The State plans to slow down and delay State Aid payments until later in the year in 2010. In essence, for many Human Service programs (which the County provides for the State) the County will have to expend millions of County dollars and wait months to be reimbursed. This will impact County cash flow and investment income in a very negative fashion.

Given this situation, I am recommending that the budget for equipment purchases in 2010 total \$1,600,000. I recommend that \$1,000,000 be funded with sales tax revenue and \$600,000 from cash.

The 2010 Budget also contains a request for \$448,000 for a variety of capital repairs and improvements to facilities. The requested 2010 capital improvement projects are as follows:

<u>Description</u>	<u>Amount</u>
Replace roof on salt shed at DPW	\$100,000
Hydraulic Shop hoist replacement	98,000
Exterior wall repair & painting at DPW Garage	90,000
Repairs and paving, SW parking area @ DPW	90,000
Paving at Orfordville Garage	70,000
<b>Total</b>	<b>\$448,000</b>

These items could also be funded with cash and recouped through depreciation. However, given the cash flow issues noted above, I am recommending these items be funded through deferred financing.

General Transportation Aids (GTA) is the primary source of State Aid for maintaining county trunk highways. GTA is the County's share of the fuel tax and registration fees collected by the State. The GTA for 2010 is estimated to be \$1,931,650, which is a 2% increase.

The recommended tax levy for the Highway Division for 2010 operations is \$2,767,919, which is a decrease of \$205,759.

The recommended tax levy for the Department as a whole (Highway, Airport and Parks) is \$3,673,509, which is a decrease of \$144,384.

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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	25,520	25,520
Capital Outlay	0	0
Allocation of Services	0	0
<b>Total Expense</b>	<b>25,520</b>	<b>25,520</b>
Revenue	0	0
Transfer In	0	0
Fund Balance Applied	0	0
Tax Levy	25,520	25,520
<b>Total Revenues</b>	<b>25,520</b>	<b>25,520</b>

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 (WDOT) on a regional capital improvement program. The program calls for improvement of rail segments to upgrade them to usable standards. The funding split is 80% WisDOT, 10% WSOR, and 10% Commissions.

The WRRTC is asking its member counties for a \$25,520 contribution in 2010 to serve as the local share. I recommend the \$25,520 appropriation, which comes from the tax levy. This is the same amount as the prior year.

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