

# Health & Human Services

---

# TABLE OF CONTENTS

## HEALTH & HUMAN SERVICES

---

**Health & Human Services Functional Area Summary** ..... 159

**Corporation Counsel**

Fund: Child Support General Fund ..... 167

**Health & Human Services ALL FUNDS** ..... 173

Fund: General Fund ..... 178

Administrative/Information Systems Division..... 180

Family Care Payments to the State ..... 182

Economic Services Administration and Support ..... 183

Intake Support Services Division..... 186

Children and Family Services Division ..... 189

In-Home Safety/Out of Home Placement Services..... 189

Children with Special Needs Unit..... 192

Children with Long-Term Support Needs Third Party Administrator ... 195

Adolescent and Family Services Division..... 196

Adolescent & Family Services..... 196

Juvenile Detention Services..... 199

Youth Intensive Services..... 202

Clinical Services Division ..... 203

Mental Health Outpatient-Clinical..... 203

Mental Health Outpatient-Intensive..... 205

Mental Health Center ..... 207

Criminal Justice Collaborating Council ..... 209

Public Health Division..... 212

Veterans' Services ..... 217

Aging & Disability Resource Center (ADRC) Division ..... 219

Fund: Aging & Disability Resource Center Contract (ADRC)..... 229

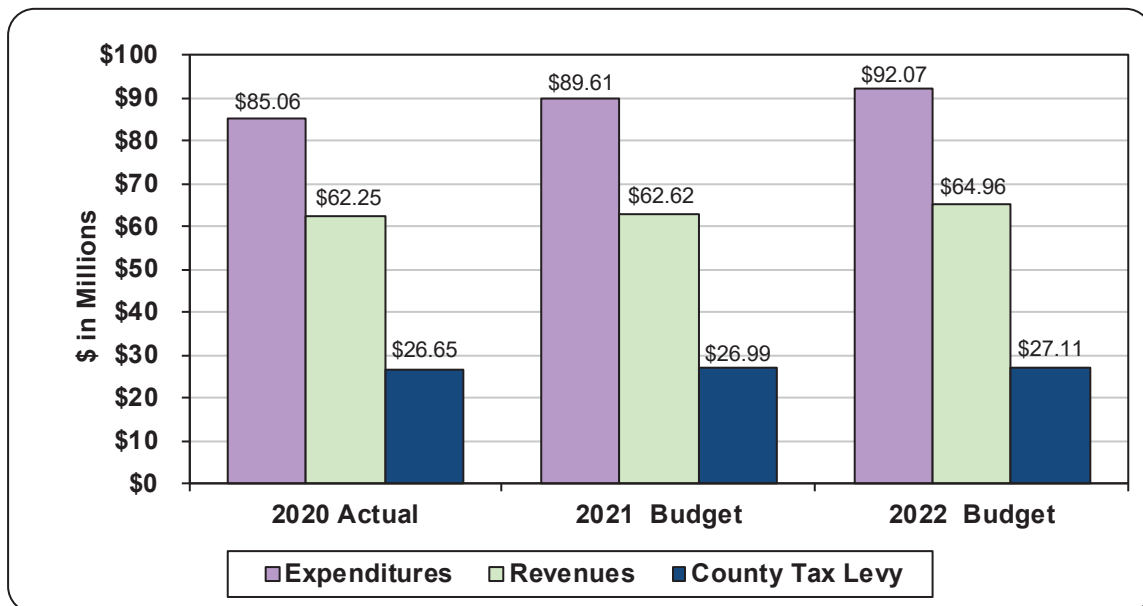
Fund: American Rescue Plan Act (ARPA) ..... 231

# HEALTH AND HUMAN SERVICES

## Functional Area Budget Highlights

The budgets within this functional area provide programs to at-risk children and their families, at-risk adults, the elderly, veterans, unemployed, and individuals who are mentally ill, physically or developmentally disabled, or chemically dependent. **Child Support**, under the Corporation Counsel's office, provides activities to obtain and enforce child support orders, establish paternity and certify tax refund interception on delinquent accounts. **Department of Health and Human Services (HHS) Children and Family Services and Adolescent and Family Services** programs include prevention, intervention, protection, counseling, and an array of residential and community programs for children, juveniles, adults and at-risk citizens. **Clinical Services** are provided in this area including outpatient mental behavioral medicine and a psychiatric inpatient hospital. **Economic Support** includes determining eligibility for Medical Assistance, Badger Care, Foodshare, and childcare payments. **Public Health** services are also provided in this area including assessments, consultation, education, preparedness and referral services to promote health and prevent disease. The **HHS Criminal Justice Collaborating Council (CJCC)** works to enhance public safety and promote the effective and efficient administration of the criminal justice system through community collaboration by ensuring offender accountability and providing rehabilitation services, while recognizing the rights and needs of the victims. The **CJCC** provides various programs to individuals with alcohol and other drug abuse, chemical dependency, mental health, or other disabilities to reduce recidivism and maintain independent living within the county. The **HHS Veterans' Services** division provides assistance to county veterans in applying for available federal, state and county levy benefits. The **Aging and Disability Resource Center (ADRC) division - General Fund** programs include purchased specialized transportation, adult day care programs, and a variety of contracted community supportive services to allow older adults to remain in their homes. In addition, the Adult Protective Services program provides intervention for vulnerable adults to ensure their safety and well-being and protects them from exploitation and harm. Also, senior dining and home delivered meals are provided that assist older individuals to live independently. Also, the **ADRC Contract** fund provides information, referral, assistance, long-term care financial and functional eligibility, long-term care options counseling, short-term case management, elderly and disability benefits counseling, prevention, early intervention, health promotion, outreach/marketing, advocacy, and resource referrals for older adults and to individuals with disabilities age 18 and above, and their families.

Not included in this functional area are the Health and Human Services related capital projects (see Capital Projects) and purchases of vehicles and major equipment replacements (see Vehicle/Equipment Replacement Fund in public works functional area, and End User Technology Fund in general administration functional area).



The 2022 expenditure budget for this functional area totals \$92,066,000 an increase of \$2,453,800 or 2.7% from the 2021 Budget. Budgeted revenues include \$922,200 of fund balance appropriations. Revenues budgeted in this functional area total \$64,958,400, an increase of \$2,337,500 or 3.7% from the 2021 budget. The tax levy necessary to fund this functional area totals \$27,107,500, an increase of \$116,300 from the 2021 budget. Tax levy in this functional area is about 23.9% of the total county tax levy.

**\*\* HEALTH AND HUMAN SERVICES \*\***

Functional Area Summary by Agency

	2020 Actual	2021	2021 Estimate	2022 Budget	Change from 2021 Adopted Budget	
		Adopted Budget			\$	%
<b>* TOTAL HEALTH &amp; HUMAN SERVICES*</b>						
Revenues (a)	\$62,250,016	\$62,620,909	\$66,838,292	\$64,958,433	\$2,337,524	3.7%
County Tax Levy	\$26,649,713	\$26,991,220	\$26,991,220	\$27,107,529	\$116,309	0.4%
Expenditure	\$85,059,667	\$89,612,129	\$93,335,168	\$92,065,962	\$2,453,833	2.7%
Rev. Over (Under) Exp.	\$3,840,062	\$0	\$494,344	\$0	\$0	N/A

**BREAKDOWN BY AGENCY**

**CORPORATION COUNSEL-CHILD SUPPORT**

Revenues	\$2,424,944	\$2,477,541	\$2,480,777	\$2,511,397	\$33,856	1.4%
County Tax Levy	\$385,735	\$409,814	\$409,814	\$409,814	\$0	0.0%
Expenditure	\$2,644,137	\$2,887,355	\$2,850,675	\$2,921,211	\$33,856	1.2%
Rev. Over (Under) Exp.	\$166,542	\$0	\$39,916	\$0	\$0	N/A

**HEALTH & HUMAN SERVICES**

Revenues (a)	\$59,825,072	\$60,143,368	\$64,357,515	\$62,447,036	\$2,303,668	3.8%
County Tax Levy	\$26,263,978	\$26,581,406	\$26,581,406	\$26,697,715	\$116,309	0.4%
Expenditure	\$82,415,530	\$86,724,774	\$90,484,493	\$89,144,751	\$2,419,977	2.8%
Rev. Over (Under) Exp.	\$3,673,520	\$0	\$454,428	\$0	\$0	N/A

(a) Appropriated fund balance is included in revenues as follows:

HHS Programs	HHS Fund balance appropriation	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Administrative Services	Avatar Nx Project	\$0	\$0	\$0	\$215,000
Administrative Services	Dept.-wide Initiatives for Alternative Placement Services	\$50,000	\$50,000	\$50,000	\$50,000
Administrative Services	17 Year Olds Charged as Adults Returning to Juvenile System	\$0	\$250,000	\$0	\$0
Children & Family: In-home Safety/Out of Home Placement Svcs.	Dept.-wide Initiatives for Alternative Placement Services	\$150,000	\$150,000	\$150,000	\$0
Mental Health Center	One-time Building Projects and Equipment Replacements	\$97,391	\$113,000	\$113,000	\$90,000
Criminal Justice Collaborating Council	Q4 2020 Drug Court gap in grant funding	\$46,000	\$0	\$0	\$0
Criminal Justice Collaborating Council	Judicial Training Activities	\$10,000	\$10,000	\$10,000	\$0
Veterans' Services	Donations for Veteran Services	\$0	\$8,467	\$8,467	\$0
ADRC-Community Services	One-time Equipment Purchases for Senior Dining	\$7,700	\$7,700	\$7,700	\$7,700
Adolescent Family Services ;Juvenile Services	CCS positions which will receive settlement starting in second year	\$0	\$0	\$0	\$266,530
Clinical Services	CCS positions which will receive settlement starting in second year	\$0	\$0	\$0	\$134,000
Criminal Justice Collaborating Council	CJCC Diversion program gap funding	\$0	\$0	\$0	\$158,959
Public Health	Public Health Covid-19 funding	\$0	\$0	\$0	\$0
Department Wide	Purchase Orders and Carryovers from the Prior Year	\$121,965	\$0	\$74,516	\$0
<b>TOTAL HHS FUND BALANCE APPROPRIATION</b>		<b>\$483,056</b>	<b>\$589,167</b>	<b>\$413,683</b>	<b>\$922,189</b>
Corporation Counsel	Purchase Orders and Carryovers from the Prior Year	\$829	\$0	\$0	\$0
<b>TOTAL FUND BALANCE APPROPRIATION</b>		<b>\$483,885</b>	<b>\$589,167</b>	<b>\$413,683</b>	<b>\$922,189</b>

---

---

# HEALTH AND HUMAN SERVICES

## Functional Area Budget Highlights

---

---

### Significant program and funding changes to the 2022 Budget include the following:

- The **Health and Human Services** budget for Community Aids revenue for Health & Human Services (HHS) programming increases \$17,900 to \$13,234,500 in 2022. This is the Department's primary source of discretionary intergovernmental revenue funding.

In 2022, the Health and Human Services divisions are reorganized. The Intake and Shared Services division, which was the "front door" of assessments is moved to the Children and Family and the Adolescent and Family Services divisions to create ownership and continuity of care. The Business Applications and Support positions and related operating expenses are moving from HHS Administrative Services Division to the Department of Administration- End User Technology Division but will be funded by HHS through interdepartmental charges. This transfer will facilitate collaboration among IT professional staff across the county and promote county-wide efficiency in addressing technology issues across departments.

- **HHS - Administrative Services Division** personnel costs decrease by approximately \$840,000 to \$5,462,900. This decrease is mostly due the transfer out of 2.00 FTE administrative specialist positions to the ADRC-General Fund and the transfer out of 9.00 FTE business application support IT personnel to the Department of Administration (DOA) – End User Technology Fund to facilitate collaboration among IT professional staff across the county and promote county-wide efficiency in addressing technology issues across departments. The positions transferred to DOA are estimated to cost \$1,065,300 and include 1.00 FTE business applications support administrator, 1.00 FTE senior IT professional, 2.00 FTE principal IT professionals, 1.00 FTE IT technician, and 4.00 FTE IT analysts. (The transfer also includes reclassifications of 1.00 FTE IT technician to IT analyst and 4.00 FTE IT analysts to senior IT professionals to more appropriately place staff based on work tasks assigned.) Operating and interdepartmental expenses related to the staff transition are also budgeted in DOA-EUTF totaling \$33,300. To support this transfer, HHS is budgeting \$1,098,600 as an additional Information Technology cross charge. These transfers of personnel are partially offset by the creation of a 1.00 FTE public communication specialist, an increase temporary extra help by 0.92 FTE, and an increase in overtime by 0.11 FTE. During 2021 the department abolished a 1.00 FTE office services coordinator and created a 1.00 senior financial analyst (enrolled ordinance 176-9).

General Fund balance use of \$265,000 is budgeted, including \$215,000 for a one-time security upgrade to the electronic medical record system and \$50,000 to offset higher alternate care costs in the overall HHS budget, which is being phased down over multiple years.

- **HHS – Intake and Shared Services Program** - The \$4,365,900 of expense and revenues that were budgeted in 2021 in the Intake and Shared Services Division have been transferred to the Adolescent and Family division and the Children and Family divisions as part of a reorganization to more closely align children and juvenile services within these respective areas.
- **HHS - Economic Services Administration and Support Program** general government revenues decrease by \$214,700 to \$3,690,200. This is primarily due to the pass-through contracted expense and related revenue for the state's Wisconsin Home Energy Assistance Program (WHEAP) will be transitioned from the county effective October 1, 2021. This results in a decrease of \$321,100 in both revenue and in operating expenses, as it was a pass-through funding source. The state's WHEAP program provides assistance for heating costs, electric costs and energy crisis situations.
- **HHS - Children and Family Services In-Home Safety/Out of Home Placement Services Program** General government revenues increase by \$1,131,200 to \$2,968,600, primarily due to the divisional reorganization and the addition of three units from the former Intake Division to this program. Revenues that are transferring into this division include \$260,400 of the Child and Families allocation, \$95,200 of Safe and Stable Families grant revenue, \$18,000 in Day Care Certification revenue, and \$732,600 in Kinship grant revenues for services and assessment duties. In addition, there is an increase of \$25,000 in Targeted Safety Support Services program based on trend.

Personnel costs are budgeted to increase by \$2,093,300. This is mostly due to the addition of 20.00 FTE from the divisional reorganization, as well as a newly created 1.00 FTE position for a health and human services coordinator. Operating expenses are budgeted to increase by \$1,254,100 to \$4,414,200. This is also primarily due to the divisional reorganization, which added \$1,064,200 in operating expenses that was previously in the Intake and Shared Services division. Out of Home care expenses increase \$209,900, which consists of an increase to foster care expense of \$242,200 and an increase to subsidized guardianship of \$50,000, offset by a decrease to group homes of \$21,100, and a decrease to residential care center expense of \$61,200.

---

---

# HEALTH AND HUMAN SERVICES

## Functional Area Budget Highlights

---

---

- **HHS – Children with Special Needs Unit (Includes Birth to Three Program)** – This program area budgets additional resources to help meet the state-mandated elimination of the waitlist for participation in the Children’s Long-Term Support (CLTS) program. In order to promote stability in services provided and counter staffing turnover, the budget includes 4.00 FTE additional social worker positions (3.00 FTE newly created and 1.00 FTE transferred from the Adolescent and Family Services Division), estimated to cost \$346,100 and additional contracted case management staffing of \$966,500. This higher service capacity is funded with a projected increase in federal CLTS revenue of \$965,900 and an additional \$403,800 of tax levy allocated to this program area.
- **HHS - Children with Long-Term Needs - Third Party Administrator** – The pass-through general government revenues and expenses increase \$387,800 to \$6.5 million based on projected spending.
- **HHS – Adolescent and Family Services state Child and Families** general government revenues are budgeted to increase by \$244,600 to \$3,961,600 due to an increase in the Youth Aids allocation. Personnel costs are budgeted to decrease by about \$459,800 to \$2,608,400, primarily due to the transfer out of 5.00 FTE social workers to the Youth Intensive Services program, offset by cost to continue for the remaining 26.00 FTE staff. Operating expenses are budgeted to increase by \$255,400 to \$2,237,500. Contracted services increase about \$132,700, for alternatives to sanctions which includes expanded usage of electronic monitoring, respite, additional in-home therapy, and more community based support. Expenses for juvenile correctional placements increase by \$93,600 based on a substantial rate increase from the Wisconsin Department of Corrections. Overall, out of home care expenses, which include residential care centers, child group homes, and foster care, have been increased by \$27,400 overall in the 2022 budget based on projected utilization.
- **HHS - Juvenile Detention Services (previously Juvenile Center)** The Juvenile Center will be ceasing secure detention at the Juvenile Center in 2021, and HHS will rely on a contracted solution with other counties to provide secure detention services (enrolled ordinance 176-45). This results in the abolishment of 8.50 FTE in this program. A 1.00 FTE juvenile center coordinator is reclassified to a human services supervisor, and a 1.00 FTE social worker and 1.00 FTE human services support specialist (in the youth intensive program below), which will be funded with CCS funding going forward are created to continue the monitoring and coordination of care for juveniles. Along with a net decrease in temporary extra help offset by an increase in overtime for after hours, personnel costs decrease \$557,000 net of reimbursement revenue. Operating expenses related to this initiative are budgeted to increase \$100,700, mostly due to \$128,600 in daily rate charges from other counties, partially offset by a decrease in other operating expenses (e.g., food) that will not be needed due to the ceasing of secure detention services at this facility. Interdepartmental charges decrease \$3,400, mostly due to a decrease in end user computer charges of \$39,300 offset by an increase of \$28,800 in Sheriff charges for transporting male juveniles between other counties’ secure detention facilities and Waukesha County Juvenile Court. Revenues budgeted for secure detention services decrease \$10,000, largely due to the loss of fees charged to other counties for holding their juveniles at the Juvenile Center. Overall, this initiative is estimated to save the county approximately \$450,000 annually.

This program also includes the transfer in of 5.00 FTE social workers and 2.00 FTE human services supervisors due to the dissolution of the Intake and Shared Services division. General government revenues increase by \$314,900 due to a relocation of Child and Families Allocation funding from the Children and Family Division.

- **HHS – Youth Intensive Services** – HHS will initiate this new program in 2022 to expand mental health and substance use treatment services to adolescents. Total program costs are estimated at \$1.25 million, and include 11.00 FTE positions, including 5.00 FTE social workers transferred in from the Adolescent and Family Services program, 2.00 FTE clinical therapist transferred in from the Clinical Services Division, and the creation of 4.00 FTE new positions: 1.00 FTE human services coordinator, 1.00 FTE human services support specialist, 1.00 FTE senior mental health counselor, and 1.00 FTE social worker. Support will also be provided through contracted third-party agencies, budgeted at \$180,000. This program will be mostly funded with federal Medicaid revenues through the state’s Comprehensive Community Services (CCS) program. For new programs such as this, Medicaid only provides limited reimbursement in the first year, so the department is strategically using \$266,500 in one-time General Fund balance use until full reimbursement can be achieved in 2023. This fund balance use will also be recouped through state funding provided through the Wisconsin Medicaid Cost Reporting (WIMCR) cost settlement process.
- **HHS - Aging & Disability Resource Center (ADRC) General Fund - Adult Protective Services (APS)** other revenue of \$22,500 is eliminated. Waukesha County is no longer a protective payee for APS clients served by this program and no longer receives Social Security reimbursements for clients. APS no longer provides this service as the clients have transitioned to federally funded long-term care programs. Personnel costs are budgeted to increase approximately \$56,100 to about \$964,300 due to cost to continue the 9.63 FTEs and the addition of 1.00 FTE social worker position. The increases are offset by the reduction of 0.38 FTE for extra help social worker positions.



---

---

# HEALTH AND HUMAN SERVICES

## Functional Area Budget Highlights

---

---

- **The HHS - Aging & Disability Resource Center (ADRC) General Fund - Community Services** - General government revenues are budgeted to increase \$466,100 to \$3,269,500. This is primarily due to \$489,700 in new specific purpose directed American Rescue Plan Act (ARPA) funding. The Grant increases which include the ARPA funding include increases for home delivered meals of \$171,900 (of which \$131K is the ARPA increase) for enhanced nutrition support for home delivered meal participants; \$110,100 for congregate meals (ARPA increase is \$118K) for alternate models to include restaurant dining and choice options supportive services, \$105,200 for increased in-home services for personal care (ARPA increase is \$152K), \$62,500 for Family Caregiver Support for increased respite services, which includes Day Care funding assistance (ARPA increase is \$81K), and \$7,700 for Health Promotion for additional evidence based prevention programs (ARPA increase is \$7.7K).

Personnel costs increase about \$327,700 to \$1,594,800. Increases include the cost-to-continue of the existing 15.84 FTE staff and the transfer in of 2.00 FTE administrative specialist from the Administrative Services Division, the transfer in of a 1.00 FTE volunteer program specialist from the Intake/Shared Services Division, the creation of a 1.00 FTE community health educator that is offset by the elimination of a 0.60 FTE extra help – community health educator, the creation of a 0.75 FTE human services support specialist that is offset by the elimination of a 0.44 FTE extra help – technical intern, the transfer in of 0.48 FTE senior ADRC specialist from the ADRC Contract Fund and the addition of a 0.35 FTE extra help – semi skilled employee.

- **HHS - Mental Health Outpatient-Clinical** expenditures increase \$673,100 or 6.4% to \$11.12 million primarily due to personnel costs increasing \$506,900 consisting of the transfer in of 1.00 FTE psychiatrist from the Mental Health Center, a net decrease in funded clinical therapist positions by 2.25 FTE, the creation of a 1.00 FTE human services supervisor, an increase of 1.40 FTE for extra help; and a decrease in overtime hours. During 2021, a 1.00 FTE social worker and 1.00 FTE human services support specialist were created (enrolled ordinance 175-95) and a 1.00 FTE clinical therapist was created, offset by the abolishment of a 1.00 FTE senior substance abuse counselor (enrolled ordinance 175-70). Operating expenses increase \$130,800 to \$4.72 million primarily related to AODA contracted treatment services increasing \$239,300 and clinical outpatient contracted treatment services increasing \$83,000. Offsetting these increases in operating expenses is \$135,000 of lower third-party psychiatric services related to the transfer in of 1.00 FTE psychiatrist from the Mental Health Center. Revenues (excluding tax levy) increase \$431,300 mainly consisting of \$380,500 of new and additional general government revenues including the Urban/Rural Women's' Substance Abuse Grant, Injection Drug Use Prevention and Treatment funding, additional AODA block grant funding, offset by the expiration of the Wisconsin Prevention Drug Overdose grant in 2021. Fund balance increases \$134,000 as one-year bridge funding for positions that will not have Wisconsin Medicaid Cost Report (WIMCR) reimbursement until 2023.
- **HHS - Mental Health Outpatient-Intensive** revenues (excluding tax levy) increase \$154,400 to \$6.29 million, due to an increase of \$154,400 in charges for services, primarily for services provided under the Comprehensive Community Services (CCS) program and Community Support Program (CSP). Personnel costs increase \$150,800 related to the creation of 3.00 FTE clinical therapists, offset by the abolishment of 1.00 FTE senior mental health counselor, the transfer out of 0.20 FTE senior clinical psychologist, and a reduction in temporary extra help of 1.12 FTE. Operating expenses increase \$322,100 to \$6.44 million related to a \$430,700 increase in levy-funded residential treatment and room and board services.
- **HHS - Mental Health Center (MHC)** expenses decrease \$274,300 or 3.7% to \$7.16 million. Personnel costs decrease \$356,100 and includes the unfunding of 1.00 FTE psychiatrist and the abolishment of 1.00 FTE registered nurse and 1.00 FTE psychiatric technician, as well as the transfer of 1.00 FTE psychiatrist to the Clinical-Outpatient division. Offsetting these position changes is the creation of 1.00 FTE psychiatric nurse practitioner, 1.00 FTE registered nurse supervisor, and 1.00 FTE nutrition services assistant. Operating expenses increase \$13,400 and includes a \$198,600 increase in third party psychiatrist services to replace those provided by the unfunded psychiatrist position, offset by a \$215,900 decrease in prescriptions drugs related to changes to prescription management procedures to control expenses. Charges for services revenues are reduced \$415,600 from the 2021 budgeted amount to \$2.94 million related to department management's decision to reduce capacity from 28 beds to 22 beds, based on actual experience, which decreases client days of care by 600 days to 6,600 days.
- **HHS - Criminal Justice Collaborating Council (CJCC)** revenues (excluding tax levy and fund balance) decrease \$196,200 due to the ending of the Wisconsin Department of Justice - Bureau of Justice Assistance grant funding for a pretrial diversion pilot program to provide diversion services for low to mid-risk level offenders. \$158,900 of General Fund balance is budgeted for this program to continue this program, with department management planning to request Treatment Alternatives and Diversion (TAD) grant funding for this program in 2023.

---

---

# HEALTH AND HUMAN SERVICES

## Functional Area Budget Highlights

---

---

- **HHS - Public Health** continues to budget for potential COVID-19 disease investigation and pandemic response needs in 2022, with a specific allocation of American Rescue Plan Act (ARPA) grant funding and related expenditures at \$459,300. This is a decrease of \$990,600 from the 2021 adopted budget level of \$1,449,900. The budget assumes funding for the first six months of 2022. HHS will continue to monitor conditions and will only spend grant funds based on anticipated need, which could include a request for additional grant-funded appropriations if evaluation warrants it.

The 2022 budget for pandemic response includes \$369,300 in temporary extra help and related benefits for 5.00 FTE (8.00 FTE registered nurses and 2.00 FTE for staff for data entry and support for first six months of the year), a decrease of 14.41 FTE (and the main factor in the decrease in temporary extra help of 13.58 FTE overall in Public Health). Related contracted services (operating expenses) and technology charges (interdepartmental charges) are budgeted at \$50,000 and \$40,000.

- **HHS – American Rescue Plan Act (ARPA) Fund** – The 2022 budget allocates ARPA funding to continue to support the public health response and lay the foundation for a strong and equitable economic recovery. It will cover the costs incurred responding to the public health emergency and provide support for a recovery – including investment in public health and mental health infrastructure.

This includes an upgrade of public health operations from a level 2 to a level 3 status, which will see the county's Public Health Division assume a chief health strategist role, overseeing the appropriate use of health data and data systems to identify insights and trends and systematically use that data to inform decisions and promote positive health outcomes. The 2022 budget includes \$257,700 of personnel costs for the creation of 1.00 FTE epidemiologist, 1.00 FTE public health supervisor, and 0.50 FTE community health educator to align public health staff with the requirements of attaining Level 3 status. ARPA funds are temporary through 2024, so the plan is to phase-in tax levy support for these positions through reductions in other costs for services that can be readily referred to community healthcare providers.

The 2022 budget also includes \$53,300 of personnel costs for 0.75 FTE of temporary extra help to support the implementation of the Care Manager application for the electronic health record system in the Clinical Services Division (capital project #202014). Operating expenses of \$25,000 are budgeted to complete the required Community Health Improvement Planning and Process (CHIPP).

- **HHS – Veterans' Services** – The 2022 budget includes \$63,000 for the creation of 1.00 FTE administrative assistant position to address an increasing number of clients and workload to help ensure that veterans receive timely service and the benefits to which they are entitled. This is partially offset by the elimination of 0.50 FTE temporary extra help in this division.
- **Corporation Counsel - Child Support** federal and state funded program revenue are projected to increase \$33,900 or 1.2% to \$2,921,200. General government revenues are estimated to increase \$29,300. The state General Purpose Revenue (GPR) funding increases \$57,200. This is offset by an estimated state contract reimbursements decrease of \$30,800 to \$1,555,500 based upon Medical Support Liability (MSL) revenues not being matched in 2022.



**BUDGETED POSITIONS 2020-2022  
SUMMARY BY AGENCY AND FUND**

**HEALTH AND HUMAN SERVICES**

Agency	Fund	2020 Year End	2021 Adopted Budget	2021 Modified Budget	2022 Budget	21-22 Change
CORPORATION COUNSEL	Child Support	29.15	29.15	29.15	29.15	-
HEALTH & HUMAN SERVICES	General Fund					
	Administrative/Information Services	115.00	116.00	116.00	106.00	(10.00)
	Intake Support Services	29.00	30.00	30.00	-	(30.00)
	Children and Family Services	30.00	33.00	33.00	58.00	25.00
	Adolescent and Family Services	40.50	40.50	40.37	46.00	5.50
	Clinical Services	109.97	110.97	112.97	113.72	2.75
	Public Health	24.34	24.35	24.35	21.60	(2.75)
	Criminal Justice Collaborating Council	1.00	1.00	1.00	1.00	-
	Veterans Services	4.00	4.00	4.00	5.00	1.00
	ADRC	20.99	21.04	21.04	27.27	6.23
	Total H&HS General Fund	374.80	380.86	382.73	378.59	(2.27)
	Aging and Disability Resource Center	33.65	35.10	35.10	34.62	(0.48)
	<b>H&amp;HS Subtotal</b>	<b>408.45</b>	<b>415.96</b>	<b>417.83</b>	<b>413.21</b>	<b>(2.75)</b>
	TOTAL REGULAR POSITIONS	437.60	445.11	446.98	444.86	(2.15)
	TOTAL EXTRA HELP	26.37	44.83	60.83	29.09	(15.74)
	TOTAL OVERTIME	2.88	3.26	3.26	4.65	1.39
	<b>TOTAL BUDGETED POSITIONS</b>	<b>466.85</b>	<b>493.20</b>	<b>511.07</b>	<b>478.60</b>	<b>(14.60)</b>

**2022 BUDGET ACTIONS**

**Corporation Counsel - Child Support**

Reduce: 0.01 FTE Extra Help

**Health and Human Services - General Fund**

**Administrative/Information Services**

Create: 1.00 FTE Public Communication Specialist  
 Increase: 0.92 FTE Extra Help  
 Increase: 0.11 FTE Overtime (Administrative/Information)  
 Increase: 0.23 FTE Overtime (Economic Services)  
 Transfer Out: 1.00 FTE Business Application Support Administrator to DOA  
 Transfer Out: 4.00 FTE Information Technology Analyst to DOA  
 Transfer Out: 1.00 FTE Information Technology Technician to DOA  
 Transfer Out: 1.00 FTE Senior Information Technology Professional to DOA  
 Transfer Out: 2.00 FTE Principal Information Technology Professional to DOA

**Economic Services Administration and Support**

Create: 4.00 FTE Economic Support Specialist  
 Sunset: 4.00 FTE Economic Support Specialist

**Intake Support Services**

Abolish: 1.00 FTE Human Services Manager  
 Reduce: 0.22 FTE Overtime  
 Reduce: 1.00 FTE Extra Help

**Children and Family Services Division**

Create: 1.00 FTE Health & Human Services Coordinator  
 Create: 3.00 FTE Children with Special Needs - Social Worker

**Adolescent and Family Services Division**

Create: 1.00 FTE Health & Human Services Coordinator (Youth Intensive Services)  
 Create: 1.00 FTE Senior Mental Health Counselor (Youth Intensive Services)  
 Create: 1.00 FTE Social Worker (Youth Intensive Services)  
 Increase: 0.52 FTE Overtime (Juvenile Detention Services)

**Clinical Services - Mental Health Outpatient (Clinical)**

Create: 1.00 FTE Human Services Supervisor - Crisis  
 Create: 0.50 FTE Clinical Therapist - Crisis  
 Sunset: 0.50 FTE Clinical Therapist - Sunset  
 Reduce: 0.25 FTE Clinical Therapist - Sunset  
 Increase: 1.40 FTE Extra Help  
 Decrease: 0.01 FTE Overtime

**Clinical Services - Mental Health Outpatient (Intensive)**

Create: 3.00 FTE Clinical Therapist  
 Abolish: 1.00 FTE Senior Mental Health Counselor  
 Decrease: 1.12 FTE Extra Help

**Clinical Services - Mental Health Center**

Create: 1.00 FTE Nutrition Services Assistant  
 Create: 1.00 FTE Psychiatric Nurse Practitioner  
 Create: 1.00 FTE Registered Nurse Supervisor  
 Unfund: 1.00 FTE Psychiatrist  
 Abolish: 1.00 FTE Psychiatric Technician

**BUDGETED POSITIONS 2020-2022  
SUMMARY BY AGENCY AND FUND**

**HEALTH AND HUMAN SERVICES (Continued)**

**Clinical Services - Mental Health Center (cont.)**

Abolish: 1.00 FTE Registered Nurse  
Increase: 0.76 FTE Overtime  
Decrease: 0.21 FTE Extra Help

**Public Health**

Abolish: 1.00 FTE Public Health Nurse  
Abolish: 0.75 FTE Public Health Technician  
Unfund: 1.00 FTE Public Health Nurse  
Increase: 0.19 FTE Extra Help (Family and Community Health)  
Increase: 0.18 FTE Extra Help (Women, Infants, Children Nutrition Program)  
Decrease: 13.95 FTE Extra Help (Communicable Disease and Preparedness)

**Veterans' Services**

Refund: 1.00 FTE Administrative Assistant  
Decrease: 0.50 FTE Extra Help

**Aging Disability Resource Center (ADRC) - Adult Protective Services**

Create: 0.75 FTE Human Services Support Specialist  
Decrease: 0.38 FTE Extra Help (Adult Protective Services)  
Decrease: 0.69 FTE Extra Help (Community Services)

**ADRC - Community Services**

Refund: 1.00 FTE Social Worker  
Create: 1.00 FTE Community Health Educator  
Create: 0.75 FTE Human Services Support Specialist  
Decrease: 1.07 FTE Extra Help  
Transfer In: 0.48 FTE Senior ADRC Specialist from ADRC Contract Fund

**ADRC Contract Fund**

Transfer Out: 0.48 FTE Senior ADRC Specialist from ADRC Contract Fund  
Decrease: 0.17 FTE Extra Help

**2021 CURRENT YEAR ACTIONS**

**Health and Human Services - General Fund**

**Administrative/Information Services**

Create 1.00 FTE Senior Financial Analyst  
Create 2.00 FTE Principal IT Professionals  
Abolish 1.00 FTE Office Services Coordinator  
Abolish 2.00 FTE Senior IT Professionals

**Adolescent and Family Services**

Create: 1.00 FTE Human Services Support Specialist (Youth Intensive Services)  
Create: 1.00 FTE Social Worker (Juvenile Center / Juvenile Detention Services)  
Reclassify: 1.00 FTE Human Services Supervisor from Juvenile Center Coordinator  
Abolish: 2.00 FTE Juvenile Center Supervisor (Juvenile Center)  
Abolish: 6.50 FTE Juvenile Center Worker (Juvenile Center)  
Decrease: 1.15 FTE Extra Help (Juvenile Center)

**Mental Health Outpatient**

Create: 1.00 FTE Clinical Therapist  
Create: 1.00 FTE Social Worker (Sunset)  
Create: 1.00 FTE Human Services Support Specialist  
Abolish: 1.00 FTE Senior Substance Abuse Counselor

**Health and Human Services - ARPA Fund**

Create: 1.00 FTE Epidemiologist (Public Health)  
Create: 1.00 FTE Public Health Supervisor (Public Health)  
Create: 0.50 FTE Community Health Educator (Public Health)  
Increase 0.75 FTE Extra Help (Administrative Services)

**2021 BUDGET ACTIONS**

**Corporation Counsel - Child Support**

Reclassify: 2.00 FTE Child Support Specialist to Senior Child Support Specialist  
Increase: 0.08 FTE Extra Help

**Health and Human Services - General Fund**

Unfund: 1.00 FTE Chief Psychiatrist (Clinical Services)  
Abolish: 1.00 FTE Senior Clinical Psychologist (Clinical Services)  
Create: 1.00 FTE Programs & Projects Analyst (Administrative/Information Services)  
Create: 1.00 FTE Support Staff Supervisor (Administrative/Information Services)  
Create: 1.00 FTE Social Worker (Children and Family Services)  
Create: 1.00 FTE Human Services Support Specialist (Children and Family Services)  
Create: 0.50 FTE Senior Clinical Psychologist (Clinical Services)  
Create: 0.50 FTE Psychometric Technician (Clinical Services)  
Create: 2.00 FTE Registered Nurses (Clinical Services)  
Increase 0.01 FTE Public Health Technician (Public Health)  
Reclassify: 1.00 FTE Office Services Coordinator to Programs & Projects Analyst (Administrative/Information Services)  
Transfer: 0.05 FTE Senior ADRC Specialist from ADRC - Contract Fund  
Unfund: 1.00 FTE Administrative Assistant (Administrative/Information Services)  
Unfund: 1.00 FTE Administrative Specialist (Administrative/Information Services)  
Increase: 18.38 FTE Extra Help  
Increase: 0.37 FTE Overtime

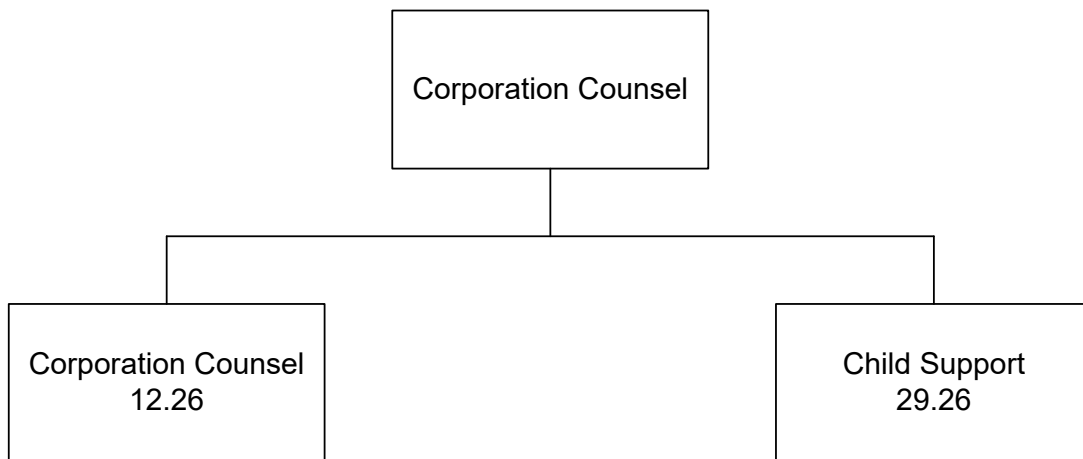
**Health and Human Services - Aging and Disability Resource Center Contract Fund**

Create: 1.00 FTE Human Services Supervisor  
Create: 0.50 FTE Senior ADRC Specialist  
Transfer: 0.05 FTE Senior ADRC Specialist from ADRC - General Fund  
Create: 1.00 FTE Human Services Coordinator (Children and Family Services)  
Create: 1.00 FTE Social Worker (Intake Support Services)

# Corporation Counsel

# CORPORATION COUNSEL'S OFFICE

## FUNCTION / PROGRAM CHART



41.52 TOTAL FTE'S

1. Position counts stated in terms of budgeted full time equivalent positions (FTE) includes extra help and overtime.
2. See Stats/Trends Section for position detail.

**Child Support**

**Statement of Purpose**

The Child Support Division of the Corporation Counsel Office administers the Child Support Enforcement program pursuant to Title IV-D of the federal Social Security Act and Wisconsin Statutes under contract with the Wisconsin Department of Children and Families. The Waukesha County Child Support Division is supported by state, federal, and county funding. Services include activities to establish paternity, obtain court orders for child support and health insurance, enforce or modify existing child support orders, and collect delinquent child support.

**Program Description**

Under the umbrella of the Corporation Counsel Office, the Child Support Division provides financial, legal, case management, and clerical services for child support cases. Legal and case management activities include establishing paternity, establishing court-ordered obligations for child support and health insurance, locating absent parents, investigating delinquent child support cases, modifying support obligations as required by law, and enforcing support obligations through a variety of administrative and judicial processes for Wisconsin and interstate cases. Financial and clerical support activities include entering court order information into the Kids Information Data System, generating and sending wage assignments to employers, conducting case audits, updating demographic information, adjusting accounts, researching suspended payments, resolving issues with the Wisconsin Support Collections Trust Fund, and answering customer service inquiries. Revenues are primarily generated from federally-funded administrative cost reimbursements and performance-based incentive funding distributed through the state contract, and miscellaneous revenues from genetic test fees, client fees, copy fees, vital statistics fees, and non-IV-D service fees.

<b>Financial Summary</b>	2020	2021	2021	2022	Change From 2021	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget	
					\$	%
<b>Revenues</b>						
General Government (a)	\$2,383,124	\$2,435,091	\$2,438,327	\$2,464,347	\$29,256	1.2%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$40,500	\$42,450	\$42,450	\$47,050	\$4,600	10.8%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$491	\$0	\$0	\$0	\$0	N/A
Appr. Fund Balance	\$829	\$0	\$0	\$0	\$0	N/A
<b>County Tax Levy (Credit)</b>	<b>\$385,735</b>	<b>\$409,814</b>	<b>\$409,814</b>	<b>\$409,814</b>	<b>\$0</b>	<b>0.0%</b>
<b>Total Revenue Sources</b>	<b>\$2,810,679</b>	<b>\$2,887,355</b>	<b>\$2,890,591</b>	<b>\$2,921,211</b>	<b>\$33,856</b>	<b>1.2%</b>
<b>Expenditures</b>						
Personnel Costs	\$2,281,302	\$2,417,806	\$2,381,126	\$2,452,790	\$34,984	1.4%
Operating Expenses	\$188,605	\$284,287	\$284,287	\$277,099	(\$7,188)	-2.5%
Interdept. Charges	\$174,230	\$185,262	\$185,262	\$191,322	\$6,060	3.3%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
<b>Total Expenditures</b>	<b>\$2,644,137</b>	<b>\$2,887,355</b>	<b>\$2,850,675</b>	<b>\$2,921,211</b>	<b>\$33,856</b>	<b>1.2%</b>
Rev. Over (Under) Exp.	\$166,542	\$0	\$39,916	\$0	\$0	N/A

**Position Summary (FTE)**

Regular Positions	29.15	29.15	29.15	29.15	0.00
Extra Help	0.00	0.08	0.08	0.07	(0.01)
Overtime	0.04	0.04	0.04	0.04	0.00
<b>Total FTEs</b>	<b>29.19</b>	<b>29.27</b>	<b>29.27</b>	<b>29.26</b>	<b>(0.01)</b>

(a) General government revenues include the state General Purpose Revenue (GPR) of \$244,642 in 2020 actual, \$246,347 in 2021 adopted budget, and \$303,550 in 2022 budget, which is eligible to be matched pursuant to the state and county contract.

**Child Support (Continued)**

**Program Highlights**

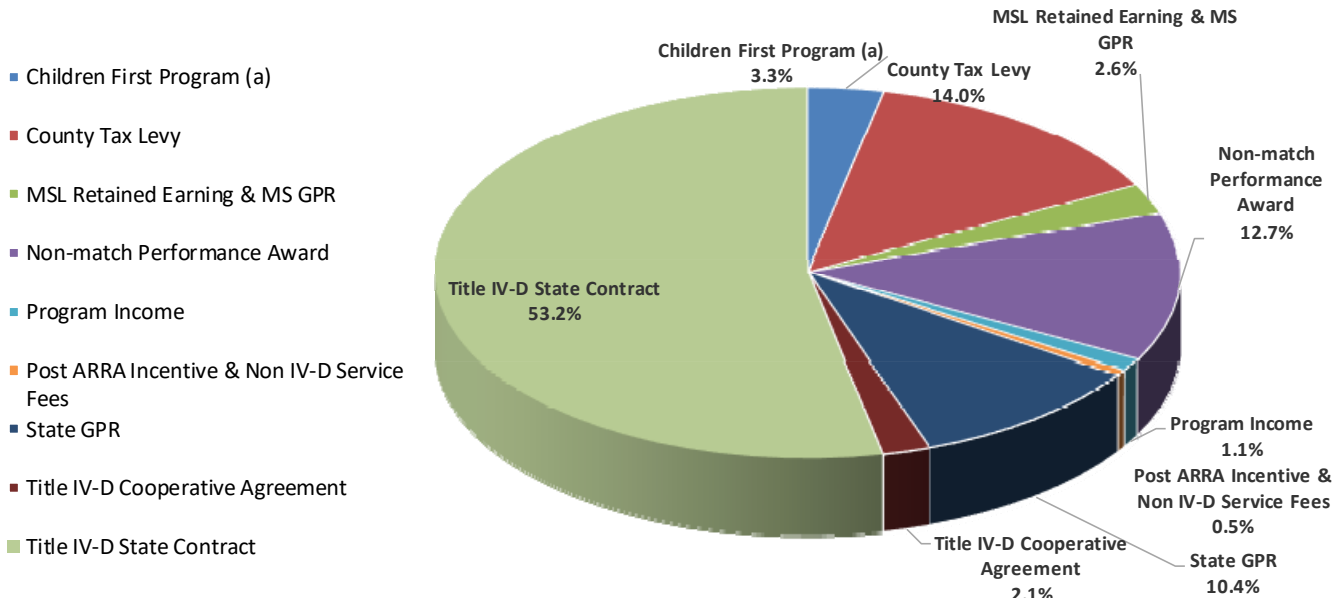
Child Support Division revenues are projected to increase \$33,900 or 1.2% to \$2,921,200. General Government revenues are estimated to increase \$29,300. The state GPR funding increases \$57,200. This is offset by an estimated State contract reimbursements decrease of \$30,800 to \$1,555,500 based upon medical support liability (MSL) revenues not being matched in 2022. The State's Post 2009 American Recovery and Reinvestment Acts (ARRA) funds budgeted for 2022 is reduced \$9,100 to \$0 as it is not anticipated to continue. Medical Support GPR decreases \$3,200 to \$11,800. The Children First program reimbursement revenues from the state are budgeted to remain the same as 2021. Also, the division's revenue for medical support liability is expected to remain the same at \$64,800.

Charges for service revenue increase \$4,600. The division charges fees for the provision of services to non-IV-D cases such as processing income withholding orders, performing account reconciliations, and reconciling percentage-expressed orders for additional revenue which increases \$4,600 to \$15,400 from \$10,800 due to increasing the fees from \$35 to \$50 per activity. County tax levy of \$409,800 remains the same from 2021.

Personnel costs increase about \$35,000 or 1.4% to \$2,452,800. In addition to costs to continue for the 29.26 FTE, personnel changes increase salaries \$5,300. A 1.00 FTE senior attorney position is underfilled by a 1.00 FTE attorney position and a 1.00 FTE senior child support specialist is underfilled with a 1.00 FTE child support specialist position. Health insurance costs increase \$24,500 mostly due to changes in employee benefit selections and insurance rate increases. Temporary extra help remains at \$2,300 but will decrease 0.01 FTE from 0.08 to 0.07 FTE due to wage increases.

Operating expenses decrease \$7,200 or 2.5% to \$277,100. This is primarily from a decrease of \$9,700 in costs for service of process fees due to an effort for participants to voluntarily receive pleadings in person or email offset by an increase of \$2,500 to office equipment and furniture. Interdepartmental charges increase \$6,100 or 3.3% to \$191,300, mainly due to increases of \$5,300 in computer maintenance and replacement charges.

**Waukesha County Child Support Program  
2022 Revenue Budget of \$2.92 Million**



The chart above represents total estimated revenue in the 2022 Child Support program budget, which is primarily funded by the federal and state governments through the Wisconsin Department of Children and Families. Included are Title IV-D state contract administrative reimbursements of \$1,555,458, State GPR of \$303,550, a non-match performance award of \$371,994, and retained earnings from Medical Support Liabilities (MSL) collection along with Medical Support GPR of \$76,588. The IV-D cooperative agreements with Clerk of Circuit Court, Court Commissioner, and the Sheriff's Department produce approximately \$60,757, and the Children First program is allotted \$96,000<sup>(a)</sup>. Non-IV-D service fees are \$15,350. Program income of \$31,700 includes copy fees, vital statistics fees, genetic test fees, and process service fees. The 2022 budget includes tax levy of \$409,814.

(a) The Children First program is included in the Child Support program, and the Child Support Division contracts with an outside vendor to assist non-custodial parents in obtaining employment.



Major Departmental Strategic Plan Objectives

**Quality Pillar: High Standards of Service Excellence**

Objective 1: Economic Stability

Bring increased economic stability to families in need by collecting consistent monthly child support in a cost-effective manner. The statewide goal for cost effectiveness is to collect at least \$5.00 for every dollar expended. In 2020, Waukesha County exceeded this goal by collecting approximately \$7.79 for every dollar expended.

In 2021, the Department of Children and Families will allocate state and federal incentive funds to the counties based on two performance measures and the IV-D caseload adjustment, weighted as follows:

- Cases with current support collected: 20%
- Cases with arrears balances collected: 15%
- Adjusted caseload: 65%

For Performance Measure #1 (Current Support Collection Rate), the county will receive approximately \$27.61 per case with current support collected. For Performance Measure #2 (Arrearage Collection Rate), the county will receive approximately \$30.20 per case that receives a payment towards an arrears balance during the federal fiscal year. A portion of unallocated funds will be distributed to county agencies based on earnings for performance measures #1 and #2.

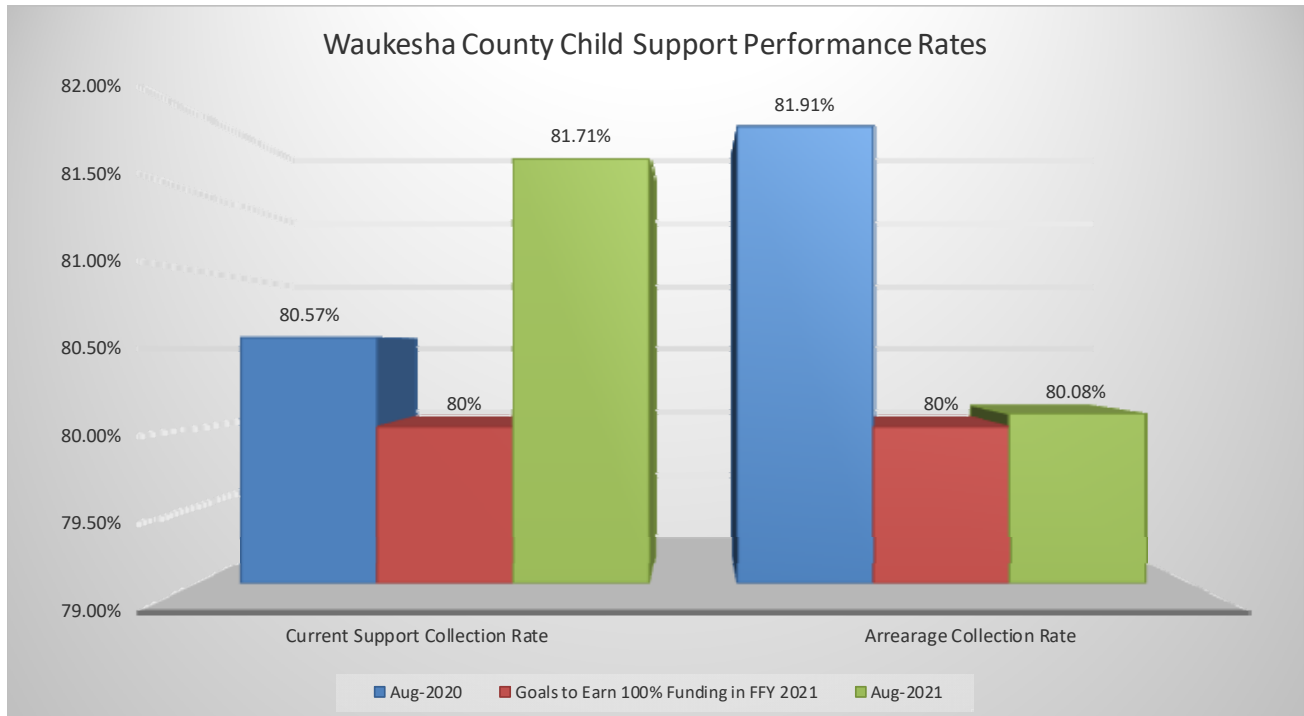
Performance Measure:	2020 Actual	2021 Target	2021 Estimate	2022 Target
Current Support Collection Rate	80.57%	>80%	>80%	>80%
Arrearage Collection Rate	81.91%	>80%	>80%	>80%

Performance Measure #1: Current Support Collection Rate. This measure is the ratio of the total dollar amount of child support due compared to the total dollar amount collected and is cumulative over the Federal fiscal year. In FFY2019, Waukesha County earned 100% of funding by obtaining a current support collection rate of 81.36%. Of the \$230,411 available on this measure, Waukesha County earned the full amount.

Performance Measure #2: Arrearage Collection Rate. This measure is the percentage of cases that received a payment on past due child support during the year. In FFY2019, Waukesha County achieved a rate of 81.3%. Of the \$151,878 available on this measure, Waukesha County earned the full amount.

IV-D Caseload. This formula is the number of open cases with activity in the last two years divided by the total State caseload multiplied by the IV-D Caseload Allocation Amount. In 2021, Waukesha County earned \$648,917 in this category.

The chart below displays Waukesha County Child Support performance as of Aug 2020 compared to Aug 2021.



### Customer Service Pillar: High Customer Satisfaction

#### Objective 2: Cooperative Communication

Maintain the highest standards of customer service excellence for the citizens of Waukesha County while continually increasing communication with the public, vendors, Child Support Division staff, and other county agencies to foster an atmosphere of cooperation. Facilitate customer service surveys to monitor customer satisfaction and obtain feedback in areas for improvement. Participate in state and nationwide conferences and committees to represent the interests of Waukesha County, and contribute to policies and practices that affect our customers.

### Team Pillar: Best Professionals Serving the Public in the Best Way

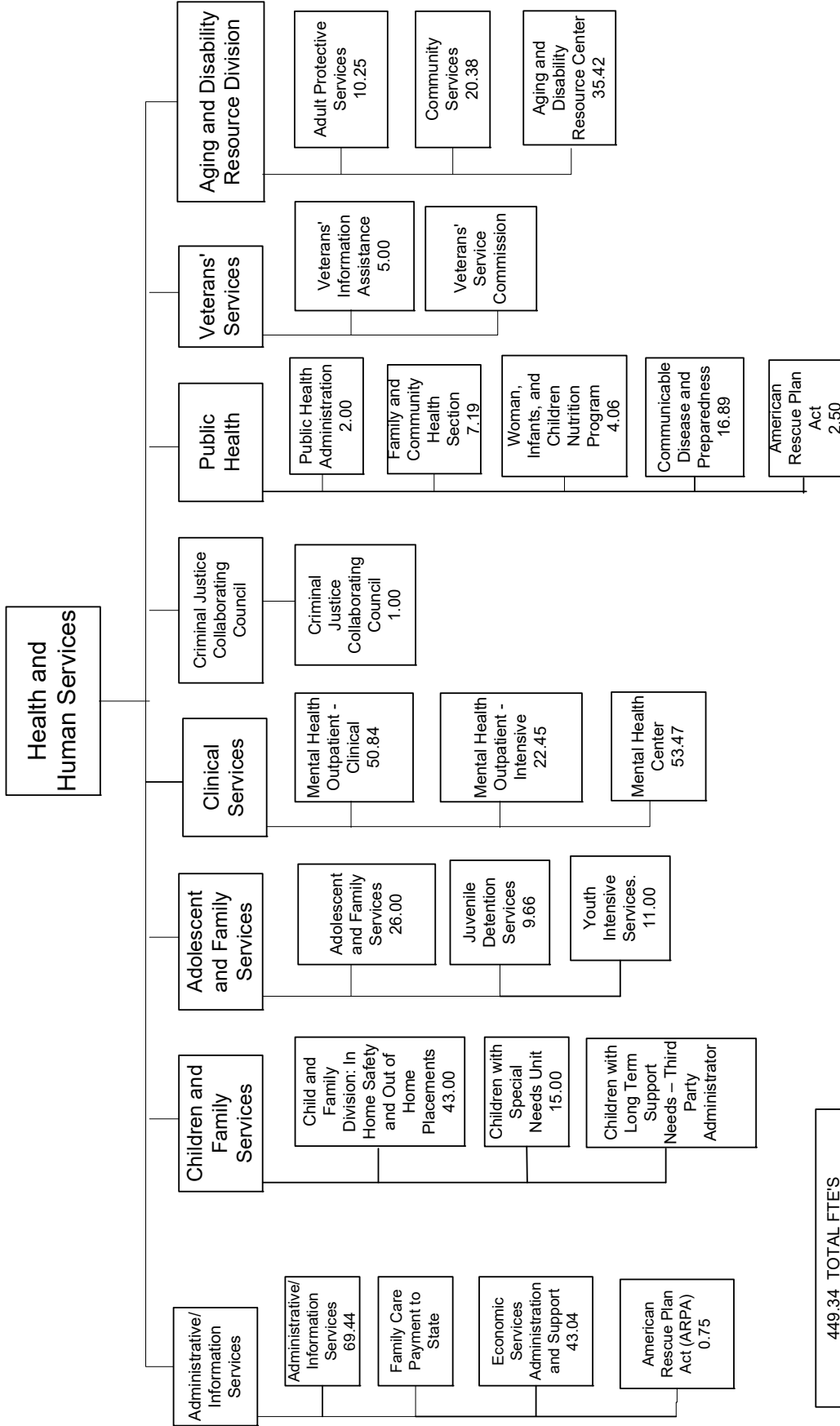
#### Objective 3: Professional Development and Employee Engagement

Ensure that all staff members receive the most up-to-date training and education in their respective areas. Utilize web-based and off-site trainings and workshops provided by the state and collaborate with other child support agencies to obtain specialized, hands-on training, and best practices. Cross-train staff within the agency so that employees can provide services in all areas when absences or vacancies occur within the agency.

# Health & Human Services

# HEALTH AND HUMAN SERVICES

## FUNCTION / PROGRAM CHART



449.34 TOTAL FTE'S

1. Position counts stated in terms of budgeted full time equivalent positions (FTE) includes extra help and overtime.
2. See Stats/Trends Section for position detail.

# Health and Human Services

## Statement of Purpose/Summary

### All Funds

#### Statement of Purpose:

Health and Human Services has eight budgeting divisions that are included in the General Fund. The divisions are Administrative Services (including Economic Support), Children and Family Services (including Children with Long-Term Support (CLTS) Third Party Administrator), Adolescent and Family Services, Clinical Services, Public Health, Criminal Justice Collaborating Council (CJCC), Veterans' Services and Aging and Disability Resources Center (ADRC) (including Adult Protective Services and Community Services).

The Aging and Disability Resource Center (ADRC) Contract Fund is a Special Revenue Fund operation providing the public with information related to aging or living with a disability.

### Health and Human Services - All Funds Summary

Financial Summary	2020 Actual	2021 Adopted Budget	2021 Estimate	2022 Budget	Change From 2021 Adopted Budget \$	%
<b><u>General Fund</u></b>						
Revenues	\$56,034,906	\$55,753,426	\$58,806,522	\$57,411,879	\$1,658,453	3%
Appr. Fund Balance	\$483,056	\$589,167	\$413,683	\$922,189	\$333,022	57%
County Tax Levy/(Credit)	\$26,263,978	\$26,581,406	\$26,581,406	\$26,697,715	\$116,309	0%
Expenditures	\$79,108,423	\$82,923,999	\$85,347,183	\$85,031,783	\$2,107,784	3%
Rev. Over (Under) Exp.	\$3,673,517	\$0	\$454,428	\$0	\$0	N/A
<b><u>Aging and Disability Resource Center Contract Fund</u></b>						
Revenues	\$3,307,110	\$3,800,775	\$3,637,310	\$3,777,002	(\$23,773)	-1%
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
County Tax Levy/(Credit)	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$3,307,107	\$3,800,775	\$3,637,310	\$3,777,002	(\$23,773)	-1%
Rev. Over (Under) Exp.	\$3	\$0	\$0	\$0	\$0	N/A
<b><u>American Resuce Plan Act (ARPA) Fund</u></b>						
Revenues	\$0	\$0	\$1,500,000	\$335,966	\$335,966	N/A
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
County Tax Levy/(Credit)	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$0	\$0	\$1,500,000	\$335,966	\$335,966	N/A
Rev. Over (Under) Exp.	\$0	\$0	\$0	\$0	\$0	N/A
<b><u>All Funds</u></b>						
Revenues	\$59,342,016	\$59,554,201	\$63,943,832	\$61,524,847	\$1,970,646	3%
Appr. Fund Balance	\$483,056	\$589,167	\$413,683	\$922,189	\$333,022	57%
County Tax Levy/(Credit)	\$26,263,978	\$26,581,406	\$26,581,406	\$26,697,715	\$116,309	0%
Expenditures	\$82,415,530	\$86,724,774	\$90,484,493	\$89,144,751	\$2,419,977	3%
Rev. Over (Under) Exp.	\$3,673,520	\$0	\$454,428	\$0	\$0	N/A
<b><u>Position Summary (FTE)</u></b>						
Regular Positions	408.45	415.96	417.83	415.71	(0.25)	
Extra Help	26.37	44.75	60.75	29.02	(15.73)	
Overtime	2.84	3.22	3.22	4.61	1.39	
Total	437.66	463.93	481.80	449.34	(14.59)	

## HEALTH AND HUMAN SERVICES (All Divisions)

Financial Summary	2020	2021	2021	2022	Change From 2021	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
<b>Administrative Services (Includes Family Care - Payments to State &amp; Economic Support Services)</b>						
Revenues	\$13,133,485	\$11,804,755	\$11,624,598	\$15,497,484	\$3,692,729	31.3%
County Tax Levy	(\$790,035)	(\$277,029)	(\$277,029)	(\$556,353)	(\$279,324)	N/A
Expenditures	\$10,192,396	\$11,527,726	\$10,817,549	\$14,941,131	\$3,413,405	29.6%
Rev. Over (Under) Exp.	\$2,151,054	\$0	\$530,020	\$0	\$0	N/A
<b>Intake Support Services (Note: Allocated to other Divisions in 2022)</b>						
Revenues	\$5,301,359	\$5,391,723	\$5,369,448	\$0	(\$5,391,723)	-100.0%
County Tax Levy	\$2,785,507	\$2,810,771	\$2,810,771	\$0	(\$2,810,771)	-100.0%
Expenditures	\$7,724,756	\$8,202,494	\$8,010,656	\$0	(\$8,202,494)	-100.0%
Rev. Over (Under) Exp.	\$362,110	\$0	\$169,563	\$0	\$0	N/A
<b>Children and Family Services</b>						
Revenues	\$10,190,130	\$13,827,073	\$12,898,219	\$16,017,682	\$2,190,609	15.8%
County Tax Levy	\$3,444,571	\$3,214,125	\$3,214,125	\$6,068,346	\$2,854,221	88.8%
Expenditures	\$14,057,189	\$17,041,198	\$16,597,408	\$22,086,028	\$5,044,830	29.6%
Rev. Over (Under) Exp.	(\$422,488)	\$0	(\$485,064)	\$0	\$0	N/A
<b>Adolescent and Family Services</b>						
Revenues	\$4,140,563	\$4,168,385	\$4,248,601	\$5,905,311	\$1,736,926	41.7%
County Tax Levy	\$3,121,279	\$3,118,033	\$3,118,033	\$2,815,821	(\$302,212)	-9.7%
Expenditures	\$7,011,709	\$7,286,418	\$7,116,938	\$8,721,132	\$1,434,714	19.7%
Rev. Over (Under) Exp.	\$250,133	\$0	\$249,696	\$0	-	N/A
<b>Clinical Services</b>						
Revenues	\$13,735,013	\$14,214,403	\$14,201,816	\$14,495,467	\$281,064	2.0%
County Tax Levy	\$12,295,611	\$12,337,776	\$12,337,776	\$12,881,584	\$543,808	4.4%
Expenditures	\$26,020,306	\$26,552,179	\$27,202,410	\$27,377,051	\$824,872	3.1%
Rev. Over (Under) Exp.	\$10,318	\$0	(\$662,818)	\$0	\$0	N/A
<b>Criminal Justice Collaborating Council (CJCC)</b>						
Revenues	\$758,306	\$718,021	\$740,043	\$670,786	(\$47,235)	-6.6%
County Tax Levy	\$1,173,806	\$1,181,641	\$1,181,641	\$1,201,620	\$19,979	1.7%
Expenditures	\$1,809,450	\$1,899,662	\$1,877,313	\$1,872,406	(\$27,256)	-1.4%
Rev. Over (Under) Exp.	\$122,662	\$0	\$44,371	\$0	\$0	N/A
<b>Public Health</b>						
Revenues	\$5,482,470	\$2,449,452	\$5,827,749	\$1,529,568	(\$919,884)	-37.6%
County Tax Levy	\$1,959,024	\$1,975,034	\$1,975,034	\$1,890,328	(\$84,706)	-4.3%
Expenditures	\$6,983,281	\$4,424,486	\$7,516,431	\$3,419,896	(\$1,004,590)	-22.7%
Rev. Over (Under) Exp.	\$458,213	\$0	\$286,352	\$0	\$0	N/A
<b>Veterans' Services</b>						
Revenues	\$26,219	\$21,467	\$21,467	\$17,700	(\$3,767)	-17.5%
County Tax Levy	\$332,835	\$346,615	\$346,615	\$412,083	\$65,468	18.9%
Expenditures	\$325,151	\$368,082	\$361,726	\$429,783	\$61,701	16.8%
Rev. Over (Under) Exp.	\$33,903	\$0	\$6,356	\$0	\$0	N/A
<b>Aging and Disability Resource Center (ADRC)</b>						
Revenues	\$7,057,527	\$7,548,089	\$7,925,574	\$7,977,072	\$428,983	5.7%
County Tax Levy	\$1,941,380	\$1,874,440	\$1,874,440	\$1,984,286	\$109,846	5.9%
Expenditures	\$8,291,292	\$9,422,529	\$9,484,062	\$9,961,358	\$538,829	5.7%
Rev. Over (Under) Exp.	\$707,615	\$0	\$315,952	\$0	\$0	N/A
<b>Health and Human Services - American Rescue Plan Act (ARPA)</b>						
Revenues	\$0	\$0	\$1,500,000	\$335,966	\$335,966	N/A
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$0	\$0	\$1,500,000	\$335,966	\$335,966	N/A
Rev. Over (Under) Exp.	\$0	\$0	\$0	\$0	\$0	N/A
<b>Total All H&amp;HS Divisions</b>						
Revenues	\$59,825,072	\$60,143,368	\$64,357,515	\$62,447,036	\$2,303,668	3.8%
County Tax Levy	\$26,263,978	\$26,581,406	\$26,581,406	\$26,697,715	\$116,309	0.4%
Expenditures	\$82,415,530	\$86,724,774	\$90,484,493	\$89,144,751	\$2,419,977	2.8%
Rev. Over (Under) Exp.	\$3,673,520	\$0	\$454,428	\$0	\$0	N/A
<b>Position Summary All Funds (FTE)</b>						
Regular Positions	408.45	415.96	417.83	415.71	(0.25)	
Extra Help	26.37	44.75	60.75	29.02	(15.73)	
Overtime	2.84	3.22	3.22	4.61	1.39	
<b>Total</b>	<b>437.66</b>	<b>463.93</b>	<b>481.80</b>	<b>449.34</b>	<b>(14.59)</b>	



HEALTH AND HUMAN SERVICES POSITIONS (All Divisions)

Financial Summary	2020	2021	2021	2022	Change From 2021	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
<b>Administrative Services (Includes Economic Support Services &amp; ARPA EH Position)</b>						
Regular Positions	115.00	116.00	116.00	106.00	-10.00	-8.6%
Extra Help	3.91	4.37	20.37	6.04	1.67	38.2%
Overtime	0.63	0.85	0.85	1.19	0.34	40.0%
Total	119.54	121.22	121.22	113.23	-7.99	-6.6%
<b>Intake Support Services (Note: Allocated to other Divisions in 2022)</b>						
Regular Positions	29.00	30.00	30.00	-	-30.00	-100.0%
Extra Help	0.83	1.00	1.00	-	-1.00	-100.0%
Overtime	0.44	0.22	0.22	-	-0.22	-100.0%
Total	30.27	31.22	31.22	-	-31.22	-100.0%
<b>Children and Family Services</b>						
Regular Positions	30.00	33.00	33.00	58.00	25.00	75.8%
Extra Help	-	-	-	-	0.00	N/A
Overtime	-	-	-	-	0.00	N/A
Total	30.00	33.00	33.00	58.00	25.00	75.8%
<b>Adolescent and Family Services</b>						
Regular Positions	40.50	40.50	40.37	46.00	5.50	13.6%
Extra Help	0.35	1.15	1.15	-	-1.15	-100.0%
Overtime	0.32	0.14	0.14	0.66	0.52	371.4%
Total	41.17	41.79	41.79	46.66	4.87	11.7%
<b>Clinical Services</b>						
Regular Positions	109.97	110.97	112.97	113.72	2.75	2.5%
Extra Help	12.67	10.21	10.21	10.28	0.07	0.7%
Overtime	1.45	2.01	2.01	2.76	0.75	37.3%
Total	124.09	123.19	123.19	126.76	3.57	2.9%
<b>Criminal Justice Collaborating Council (CJCC)</b>						
Regular Positions	1.00	1.00	1.00	1.00	0.00	0.0%
Extra Help	-	-	-	-	0.00	N/A
Overtime	-	-	-	-	0.00	N/A
Total	1.00	1.00	1.00	1.00	0.00	0.0%
<b>Public Health (includes ARPA Positions)</b>						
Regular Positions	24.34	24.35	24.35	24.10	-0.25	-1.0%
Extra Help	2.71	22.12	22.12	8.54	-13.58	-61.4%
Overtime	-	-	-	-	0.00	N/A
Total	27.05	46.47	46.47	32.64	-13.83	-29.8%
<b>Veterans' Services</b>						
Regular Positions	4.00	4.00	4.00	5.00	1.00	25.0%
Extra Help	0.50	0.50	0.50	-	-0.50	-100.0%
Overtime	-	-	-	-	0.00	N/A
Total	4.50	4.50	4.50	5.00	0.50	11.1%
<b>Ageing and Disability Resource Center (ADRC)</b>						
Regular Positions	54.64	56.14	56.14	61.89	5.75	10.2%
Extra Help	5.40	5.40	5.40	4.16	-1.24	-23.0%
Overtime	-	-	-	-	0.00	N/A
Total	60.04	61.54	61.54	66.05	4.51	7.3%
<b>Total All H&amp;HS Divisions</b>						
Regular Positions	408.45	415.96	417.83	415.71	-0.25	-0.1%
Extra Help	26.37	44.75	60.75	29.02	-15.73	-35.2%
Overtime	2.84	3.22	3.22	4.61	1.39	43.2%
Total	437.66	463.93	481.80	449.34	-14.59	-3.1%

# General Fund      Health and Human Services      Summary

## Fund Purpose

Health and Human Services has eight budgeting divisions that are included in the General Fund. The divisions are Administrative Services (including Economic Support), Children and Family Services (including Children with Long-Term Support (CLTS) Third Party Administrator), Adolescent and Family Services, Clinical Services, Public Health, Criminal Justice Collaborating Council (CJCC), Veterans' Services and Aging and Disability Resource Center (ADRC) (including Adult Protective Services and Community Services).

## Health and Human Services - General Fund Summary

Financial Summary	2020	2021	2021	2022	Change From 2021	
	Actual	Adopted Budget	Estimate	Budget	\$	%
<b>Revenues</b>						
General Government	\$43,113,728	\$41,228,284	\$45,400,369	\$42,446,081	\$1,217,797	3.0%
Fine/Licenses	\$238,342	\$300,000	\$255,000	\$255,000	(\$45,000)	-15.0%
Charges for Services	\$6,645,796	\$8,584,287	\$7,342,418	\$9,234,387	\$650,100	7.6%
Interdepartmental	\$0	\$100	\$100	\$0	(\$100)	-100.0%
Other Revenue	\$6,037,040	\$5,640,755	\$5,808,635	\$5,476,411	(\$164,344)	-2.9%
Appr. Fund Balance	\$483,056	\$589,167	\$413,683	\$922,189	\$333,022	56.5%
<b>County Tax Levy</b>	<b>\$26,263,978</b>	<b>\$26,581,406</b>	<b>\$26,581,406</b>	<b>\$26,697,715</b>	<b>\$116,309</b>	<b>0.4%</b>
<b>Total Revenues Sources</b>	<b>\$82,781,940</b>	<b>\$82,923,999</b>	<b>\$85,801,611</b>	<b>\$85,031,783</b>	<b>\$2,107,784</b>	<b>2.5%</b>
<b>Expenditures</b>						
Personnel Costs (a)	\$38,732,819	\$39,313,145	\$40,193,547	\$38,572,375	(\$740,770)	-1.9%
Operating Expenses	\$36,510,420	\$39,443,135	\$41,052,310	\$41,106,124	\$1,662,989	4.2%
Interdept. Charges	\$3,865,184	\$4,167,719	\$4,101,326	\$5,353,284	\$1,185,565	28.4%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
<b>Total Expenditures</b>	<b>\$79,108,423</b>	<b>\$82,923,999</b>	<b>\$85,347,183</b>	<b>\$85,031,783</b>	<b>\$2,107,784</b>	<b>2.5%</b>
Rev. Over (Under) Exp.	\$3,673,517	\$0	\$454,428	\$0	\$0	N/A

### Position Summary (FTE)

Regular Positions	374.80	380.86	382.73	378.59	(2.27)
Extra Help	25.40	43.78	43.78	27.47	(16.31)
Overtime	2.84	3.22	3.22	4.61	1.39
<b>Total</b>	<b>403.04</b>	<b>427.86</b>	<b>429.73</b>	<b>410.67</b>	<b>(17.19)</b>

(a) The 2021 Estimate is expected to exceed the 2021 Adopted budget personnel costs related to two positions created by enrolled ordinance 175-O-095.

Fund balance appropriation	Program	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Avatar Nx Project	Administrative Services	\$0	\$0	\$0	\$215,000
Dept.-wide Initiatives for Alternative Placement Services	Administrative Services	\$50,000	\$50,000	\$50,000	\$50,000
Dept.-wide Initiatives for Alternative Placement Services	Children & Family: In-home Safety/Out of Home Placement Svcs.	\$150,000	\$150,000	\$150,000	\$0
One-time Building Projects and Equipment Replacements	Mental Health Center	\$97,391	\$113,000	\$113,000	\$90,000
Q4 2020 Drug Court gap in grant funding	Criminal Justice Collaborating Council	\$46,000	\$0	\$0	\$0
Judicial Training Activities	Criminal Justice Collaborating Council	\$10,000	\$10,000	\$10,000	\$0
Donations for Veteran Services	Veterans' Services	\$0	\$8,467	\$8,467	\$0
One-time Equipment Purchases for Senior Dining	ADRC-Community Services	\$7,700	\$7,700	\$7,700	\$7,700
CCS positions which will receive settlement starting in second year	Adolescent Family Services :Juvenile Services	\$0	\$0	\$0	\$266,530
CCS positions which will receive settlement starting in second year	Clinical Services	\$0	\$0	\$0	\$134,000
CJCC Diversion program gap funding	Criminal Justice Collaborating Council	\$0	\$0	\$0	\$158,959
Public Health Covid-19 funding	Public Health	\$0	\$0	\$0	\$0
Purchase Orders and Carryovers from the Prior Year	Department Wide	\$121,965	\$0	\$74,516	\$0
<b>-Total</b>		<b>\$ 483,056</b>	<b>\$ 589,167</b>	<b>\$ 413,683</b>	<b>\$ 922,189</b>

**HHS Strategic Plan Scorecard**

**County Pillars with HHS 2020-2022 Strategic Plan Objectives**

**Customer Service Pillar: High Customer Satisfaction**

**Objective - Exceed Citizen Expectations** Create a seamless experience that provides a sound and sustainable service array.

**Quality Pillar: High Standards of Service Excellence**

**Objective - Promote Innovative Solutions that Foster Positive Outcomes for Stakeholders** Integrate best practices and continuous quality improvement into programming decisions.

**Team Pillar: Best Professionals Serving the Public in the Best Way**

**Objective - Build the Strongest Workforce** Recruit and retain a highly qualified workforce to meet the needs of those we serve.

**Health & Safety Pillar: Ensure the Well Being of Citizens**

**Objective - Increase Overall Well-Being, Safety, and Quality of Life of Citizens** Maximize health and human service resources, service linkages, and collaborations.

**Finance Pillar: Protect Taxpayer's Investment**

**Objective - Strengthen Economic Stability of Citizens** Implement innovative practices to maximize funding and minimize risk.

**Administrative Services**

**Program Description**

Along with providing the overall direction of the Health and Human Services (HHS) Department, Administrative Services is responsible for coordinating and providing operational and fiscal support.

Major functions and responsibilities include the processing of client and provider payments, contract administration of vendor purchased services, commercial insurance carrier contract negotiation, monitor and analyze legislative initiatives, billing and service coding for Medicare, Medical Assistance, commercial insurance carriers and responsible parties. The division processes HHS specific Accounts Payable, supports the County wide payroll system for HHS, and is the liaison to DOA-Human Resources. Administrative Services monitors HHS compliance with the Health Insurance Portability & Accountability Act (HIPAA) Privacy Security/Health Information Technology for Economic and Clinical Health (HITECH) Act compliance, corporate compliance oversight, client medical records management and centralized administrative support. The division coordinates the annual budget process along with monitoring budget variances and reporting of business data analytics. Department specific data collection, analysis and reporting to various outside entities are coordinated and supported through this division.

	<b>2020 Actual</b>	<b>2021 Budget</b>	<b>2021 Estimate</b>	<b>2022 Budget</b>	<b>Budget Change</b>
<b>Staffing (FTE)</b>	<b>76.95</b>	<b>78.41</b>	<b>78.41</b>	<b>69.44</b>	<b>(8.97)</b>
General Government	\$10,149,492	\$8,700,957	\$8,771,078	\$8,678,497	(\$22,460)
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$13,406	\$23,000	\$13,000	\$13,000	(\$10,000)
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$298,235	\$276,180	\$285,902	\$281,180	\$5,000
Appr. Fund Balance	\$167,734	\$300,000	\$50,000	\$265,000	(\$35,000)
<b>County Tax Levy (Credit)</b>	<b>(\$790,035)</b>	<b>(\$277,029)</b>	<b>(\$277,029)</b>	<b>(\$392,894)</b>	<b>(\$115,865)</b>
<b>Total Revenues</b>	<b>\$9,838,832</b>	<b>\$9,023,108</b>	<b>\$8,842,951</b>	<b>\$8,844,783</b>	<b>(\$178,325)</b>
Personnel Costs	\$5,537,794	\$6,302,906	\$6,218,846	\$5,462,937	(\$839,969)
Operating Expenses	\$1,227,560	\$1,800,766	\$1,172,512	\$1,495,606	(\$305,160)
Interdept. Charges	\$922,424	\$919,436	\$921,573	\$1,886,240	\$966,804
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$7,687,778</b>	<b>\$9,023,108</b>	<b>\$8,312,931</b>	<b>\$8,844,783</b>	<b>(\$178,325)</b>

Rev. Over (Under) Exp.	\$2,151,054	\$0	\$530,020	\$0	\$0
------------------------	-------------	-----	-----------	-----	-----

**Current and Planned Capital Projects**

Proj.#	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of '21	Est. Operating Impact	A=Annual T=One-Time
202014	HHS Technology System Enhancements	2022	\$540,000	20%	TBD	A

---

**Administrative Services (cont.)**

**Program Highlights**

General government revenues decrease by \$22,500 to approximately \$8,678,500. This includes a transfer out of \$53,400 to the Aging and Disability Resource Center program (ADRC) for a grant funded administrative position that is returning to the supervision under the ADRC. In addition, indirect cost revenue for grant funds in the Public Health division decrease by \$13,200 to \$79,600, primarily by eliminating WIC indirect in order to fund program staffing requirements. This is offset by an \$18,000 increase in Older Americans Act indirect cost revenues. The Basic County Allocation (BCA) in this program increases \$17,900 to a total of \$7,695,300. Also, indirect cost revenue from clinical substance use grants increase \$8,300 to \$82,600. Indirect cost recovery from the Aging and Disability Resource Center (ADRC) State Contract remains at \$560,200. There are no funding changes included for the Income Maintenance allocation of \$115,000 or the State Automated Child Welfare Information System (SACWIS) allocation of \$52,700.

Charges for services revenue includes record copy services budgeted at \$13,000, a \$10,000 decrease from the 2021 budget based on prior years actuals.

Other revenues are budgeted to increase by \$5,000 to \$281,200 related to collections. Also included are the Wisconsin Medical Assistance Cost Reporting (WIMCR) program reimbursements, unchanged at \$261,200, and reflects the current funding distribution between actual costs incurred in HHS programing and the interim payment received at time of service.

Fund balance decreases \$35,000 to \$265,000. The appropriated fund balance includes \$215,000 for a one-time security upgrade to the electronic medical record system and \$50,000 to offset higher alternate care costs in the overall HHS budget, which is being phased down over multiple years.

Personnel costs are budgeted to decrease by approximately \$840,000 to \$5,462,900. This decrease reflects the cost to continue for 69.44 FTE, the abolishment of 1.00 FTE office services coordinator, the transfer of 2.00 FTE administrative specialist to ADRC, and the transfer of 9.00 FTE business application support IT personnel to the Department of Administration (DOA). The positions transferred to DOA include 1.00 FTE business applications support administrator, 1.00 FTE senior IT professional, 2.00 FTE principal IT professionals, and 1.00 FTE IT technician and 4.00 FTE IT analysts. These decreases are offset by the creation 1.00 FTE public communication specialist, and 1.00 FTE senior financial analyst. In addition, overtime is increased by 0.34 FTE and extra help increases 0.92 FTE to assist with corporate compliance and other divisional documentation projects.

Operating expenses decrease by \$305,200 to approximately \$1,495,600, primarily as result of a decrease in contracted services of \$260,400. This mainly relates to a \$250,000 reduction budgeted in 2021 to facilitate the return of 17 year-olds charged as adults to the juvenile justice system as a one-time expense will not be needed partly as a result of the closure of the Waukesha County Juvenile Detention Center in 2021. Also, contracted labor to support administrative and accounting functions was reduced by \$10,400. A reduction of \$10,000 was made to volunteer transportation incentives, as only the volunteer mileage is paid to the drivers. In addition, \$96,200 in computer equipment/supplies/software related to Business Application Support was transferred to DOA and will be offset in interdepartmental charges. This is offset by a consulting services increase \$75,000 for initiatives related to data collection, analytics.

Interdepartmental charges increase by \$966,800 to \$1,886,200 primarily due to the transfer of Business Application Support to the Department of Administration – Information Technology division, with \$1,098,600 of expenses transferring from personnel and operating to Interdepartmental charges. Other increases include \$9,200 in end user technology fees (EUTF), \$4,500 in copier replacement and \$2,800 in trunked radio maintenance charges. This is offset by a decrease of \$121,000 in workers compensation based on claims experience and a decrease in legal charges of \$15,400 based on prior year utilization.

**Family Care Payments to the State**

**Program Description**

This program reflects the required (mandated) payment back to the State as part of the local maintenance of effort base for the State Family Care initiative, which began July of 2008 for Waukesha County.

	<b>2020 Actual</b>	<b>2021 Budget</b>	<b>2021 Estimate</b>	<b>2022 Budget</b>	<b>Budget Change</b>
<b>Staffing (FTE)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
General Government	\$2,504,618	\$2,504,618	\$2,504,618	\$2,504,618	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
<b>County Tax Levy (Credit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Revenues</b>	<b>\$2,504,618</b>	<b>\$2,504,618</b>	<b>\$2,504,618</b>	<b>\$2,504,618</b>	<b>\$0</b>
Personnel Costs	\$0	\$0	\$0	\$0	\$0
Operating Expenses	\$2,504,618	\$2,504,618	\$2,504,618	\$2,504,618	\$0
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$2,504,618</b>	<b>\$2,504,618</b>	<b>\$2,504,618</b>	<b>\$2,504,618</b>	<b>\$0</b>
<b>Rev. Over (Under) Exp.</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Program Highlights**

General government revenues of \$2,504,600 reflect a portion of State Community Aids – Basic County Allocation (BCA) received from the State Department of Health Services. Operating expenses include the required payment back to the State Department of Health Services to meet the scheduled county contribution. The county is now at the scheduled legislated maintenance of effort (equal to 22% of the total long-term care expenditures for the final year that the county operated this program), the same amount annually hereafter to help pay for Waukesha County residents receiving benefits from the state's Family Care Program.



**Economic Services Administration and Support**

**Program Description**

Waukesha County is a member of the Moraine Lakes (ML) Consortium that includes the following counties: Fond du Lac, Ozaukee, Walworth, and Washington. Fond du Lac County is the lead agency with fiscal responsibility for the ML Consortium. Waukesha County administers a variety of Economic Support (ES) programs including Medical Assistance, FoodShare (Food Stamps), Child Care, and a fraud elimination program. Additionally, Economic Support has responsibility to work closely with the FoodShare Employment and Training (FSET) agency to ensure participants are meeting the work requirements associated with the FSET program.

	<b>2020 Actual</b>	<b>2021 Budget</b>	<b>2021 Estimate</b>	<b>2022 Budget</b>	<b>Budget Change</b>
<b>Staffing (FTE)</b>	<b>42.59</b>	<b>42.81</b>	<b>42.81</b>	<b>43.04</b>	<b>0.23</b>
General Government	\$3,868,715	\$3,904,861	\$3,775,836	\$3,690,189	(\$214,672)
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$68,465	\$45,000	\$112,500	\$65,000	\$20,000
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
<b>County Tax Levy (Credit)</b>	<b>\$3,681</b>	<b>(\$113,246)</b>	<b>(\$113,246)</b>	<b>(\$163,459)</b>	<b>(\$50,213)</b>
<b>Total Revenues</b>	<b>\$3,940,861</b>	<b>\$3,836,615</b>	<b>\$3,775,090</b>	<b>\$3,591,730</b>	<b>(\$244,885)</b>
Personnel Costs	\$3,061,872	\$3,301,376	\$3,255,207	\$3,348,629	\$47,253
Operating Expenses	\$359,660	\$346,408	\$240,365	\$47,117	(\$299,291)
Interdept. Charges	\$190,938	\$188,831	\$186,350	\$195,984	\$7,153
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$3,612,470</b>	<b>\$3,836,615</b>	<b>\$3,681,922</b>	<b>\$3,591,730</b>	<b>(\$244,885)</b>
Rev. Over (Under) Exp.	\$328,391	\$0	\$93,168	\$0	\$0

**Program Highlights**

General government revenues are budgeted to decrease by \$214,700 to \$3,690,200. This is primarily due to the transition of the Wisconsin Home Energy Assistance Program (WHEAP) from the County to the State effective October 1, 2021. This results in a decrease of \$321,100 of revenue which is offset by an identical decrease in operating expenses, as it was a pass-through funding. In addition, there is a \$3,300 reduction in the Day Care Fraud allocation. This is offset by a budgeted increase in Income Maintenance (IM) Allocation revenue of \$88,100 due to increasing enhanced Medical Assistance (MA) and Random Moment Sampling (RMS) funding, as well as an increase to Day Care Administration revenue of \$21,600.

Other revenues for overpayment collection of state incentives are budgeted to increase by \$20,000 based on trend.

Personnel costs are budgeted to increase by about \$47,300 to \$3,348,600. This is primarily due to the cost to continue the 42.81 FTE staff in addition to overtime which increases by 0.23 FTE. The sunset is being removed from 4 economic support specialists since they are now funded with the county's allocation of Income Maintenance. As a result, four economic support specialists sunset positions will sunset and 4 positions are being created without the sunset.

**Economic Services Administration and Support (cont.)**

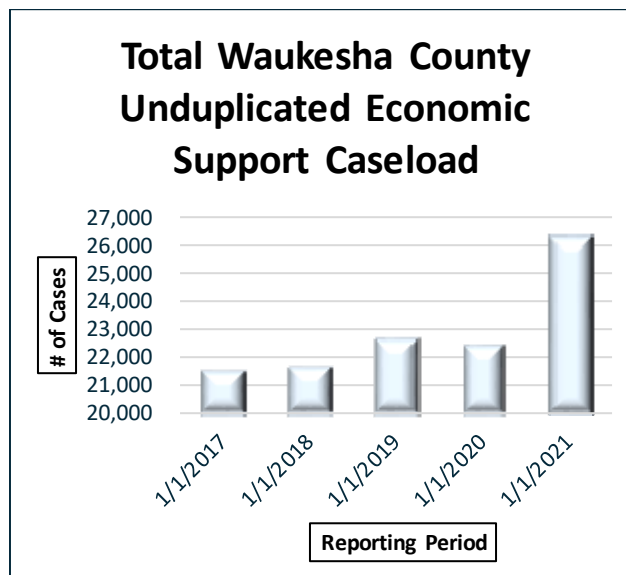
Operating expenses are budgeted to decrease by \$299,300, primarily due to the transition of the WHEAP program from the County to the State effective October 1, 2021. This transition reduces operating expenses by \$321,100. This reduction is partially offset by an increase in software expense of \$25,700 for the call center soft phones ongoing expense.

Interdepartmental charges increase by about \$7,200, mainly due to changes in end user technology fees.

**Program Activities**

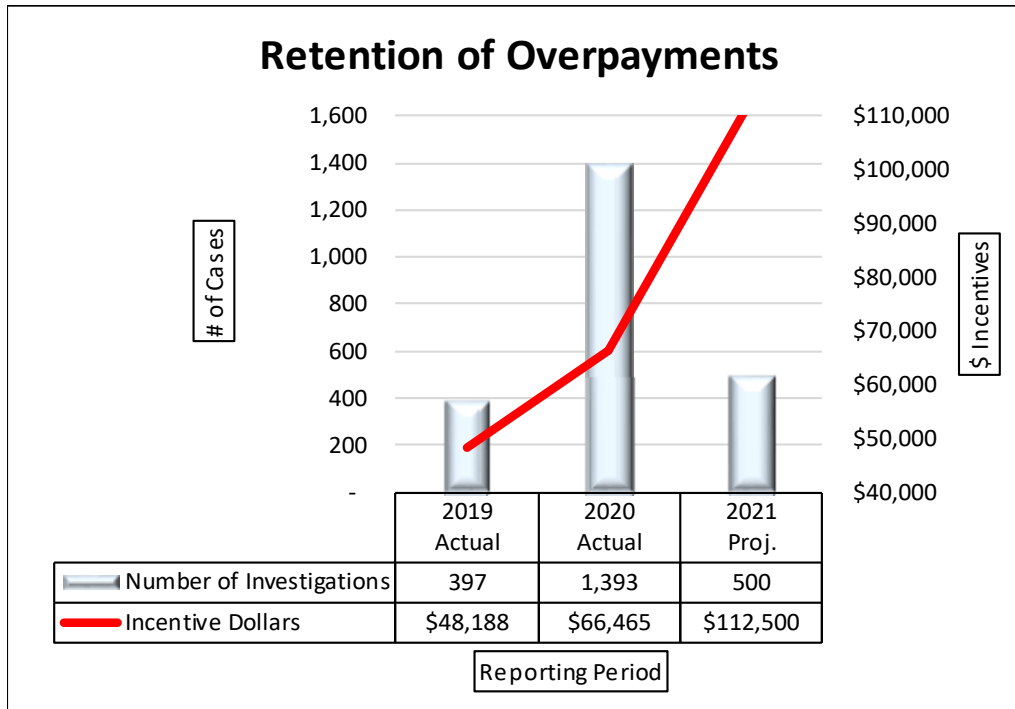
<b>Program Activity - Economic Support</b>	<b>2020 Actual</b>	<b>2021 Budget</b>	<b>2021 Estimate</b>	<b>2022 Budget</b>	<b>Budget Change</b>
<b>Number of:</b>					
<b>Caseload Data</b>					
Medical Assistance cases (a)	19,826	19,200	24,593	25,000	5,800
Food Share Cases (a)	8,775	9,000	11,693	12,000	3,000
W-2 Child Care Average Monthly Cases (a)	815	855	776	800	(55)
<b>Call Center Data</b>					
Average minutes to answer a call (b)	2.72	6.25	6.50	6.50	0.25
Application processing timeliness (c)	99.4%	95.0%	95.0%	95.0%	0.0%

- (a) WEBI Income Maintenance Management Report-Active Program Combination Dashboard (duplication of case numbers may occur between programs)
- (b) Consortia 12 Month Roll-up Report (10 min benchmark)
- (c) WEBI Income Maintenance Management Report-Application History Landing Report (95% benchmark)



This shows unduplicated caseload totals as opposed to the Program Activities chart where a case may appear in multiple areas if there is more than one benefit being received. The increased caseload as of 1/1/2021 is directly due to the pandemic and higher numbers of people needing assistance.

Economic Services Administration and Support (cont.)



A high number of Investigations that result in identified benefit overpayments in a given year will translate to higher incentive dollars in future years, as there is a lag between opening an investigation, and collecting against any balances determined to be an overpayment.

**General Fund  
Intake and Shared  
Services**

**Health & Human Services**

**Program**

**Intake and Shared Services**

**Program Description**

Intake and Shared Services programs that served as the initial contact point for child welfare service referrals and juvenile court intake have been transferred to the Adolescent and Family division and the Children and Family division in the 2022 budget.

	<b>2020 Actual</b>	<b>2021 Budget</b>	<b>2021 Estimate</b>	<b>2022 Budget</b>	<b>Budget Change</b>
<b>Staffing (FTE)</b>	<b>30.27</b>	<b>31.22</b>	<b>31.22</b>	<b>0.00</b>	<b>(31.22)</b>
General Government	\$1,363,884	\$1,439,362	\$1,476,285	\$0	(\$1,439,362)
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$89	\$0	\$102	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$206	\$2,500	\$4,725	\$0	(\$2,500)
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
<b>County Tax Levy (Credit)</b>	<b>\$2,781,826</b>	<b>\$2,924,017</b>	<b>\$2,924,017</b>	<b>\$0</b>	<b>(\$2,924,017)</b>
<b>Total Revenues</b>	<b>\$4,146,005</b>	<b>\$4,365,879</b>	<b>\$4,405,129</b>	<b>\$0</b>	<b>(\$4,365,879)</b>
Personnel Costs	\$2,889,146	\$3,048,313	\$2,997,961	\$0	(\$3,048,313)
Operating Expenses	\$1,086,754	\$1,166,256	\$1,184,724	\$0	(\$1,166,256)
Interdept. Charges	\$136,386	\$151,310	\$146,049	\$0	(\$151,310)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$4,112,286</b>	<b>\$4,365,879</b>	<b>\$4,328,734</b>	<b>\$0</b>	<b>(\$4,365,879)</b>
Rev. Over (Under) Exp.	\$33,719	\$0	\$76,395	\$0	\$0

**Program Highlights**

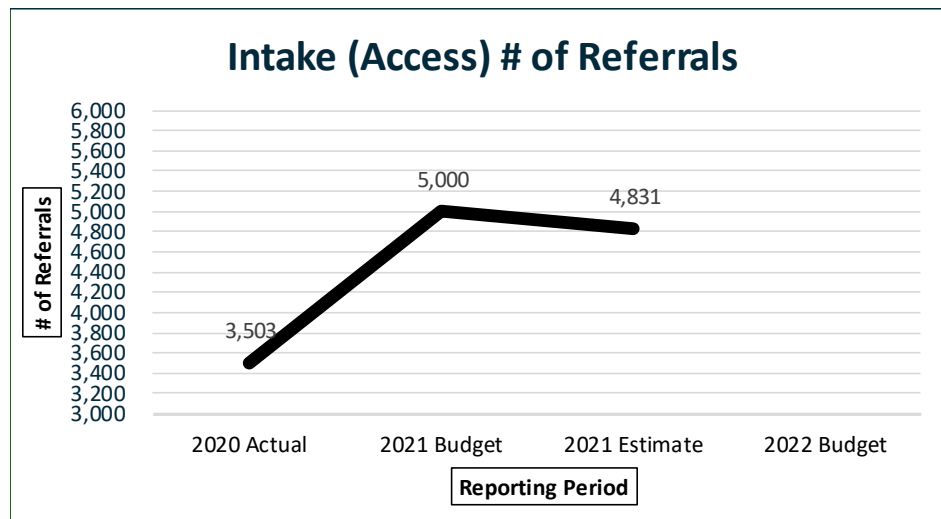
The Intake and Shared Services division units and programs have been transferred to the Adolescent and Family division and the Children and Family division as part of a reorganization to more closely align children and juvenile services within these respective functional areas. Accordingly, the 2021 estimate will close out the financial reporting for this dissolved division.

**Intake and Shared Services (cont.)**

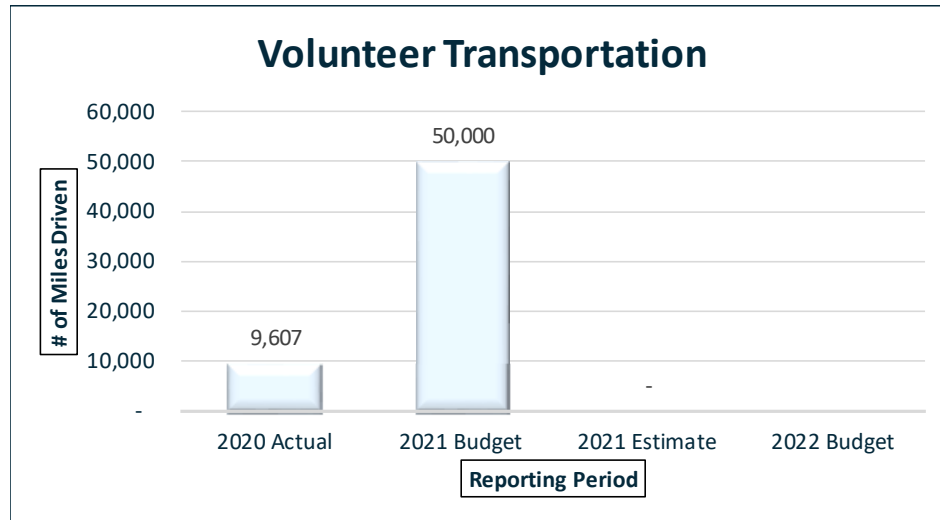
**Program Activities**

<b>Program Activity - Intake and Shared Services</b>	<b>2020 Actual</b>	<b>2021 Budget</b>	<b>2021 Estimate</b>	<b>2022 Budget</b>	<b>Budget Change</b>
<b>Number of:</b>					
<b>Child Abuse Reports and Assessments</b>					
Child Abuse/Neglect Reports	2,147	2,000	1,925		(2,000)
Children Assessed For Abuse/Neglect	538	600	538		(600)
<b>Kinship Care</b>					
Care Assessments/Reassessments	211	225	225		(225)
Funded Placements of children (Avg. Monthly)	200	200	200		(200)
Waiting List, # of children	-	-	-	-	-
<b>Crisis Services</b>					
Crisis Intervention: Child Protective/Health Welfare/ JCI # of contacts	1,152	1,000	970		(1,000)
Crisis Respite Child Day Care, # of children	12	75	35		(75)
<b>Juvenile Intakes</b>					
Intakes: Truancy, JIPS, Delinquency, DPA	421	700	445		(700)

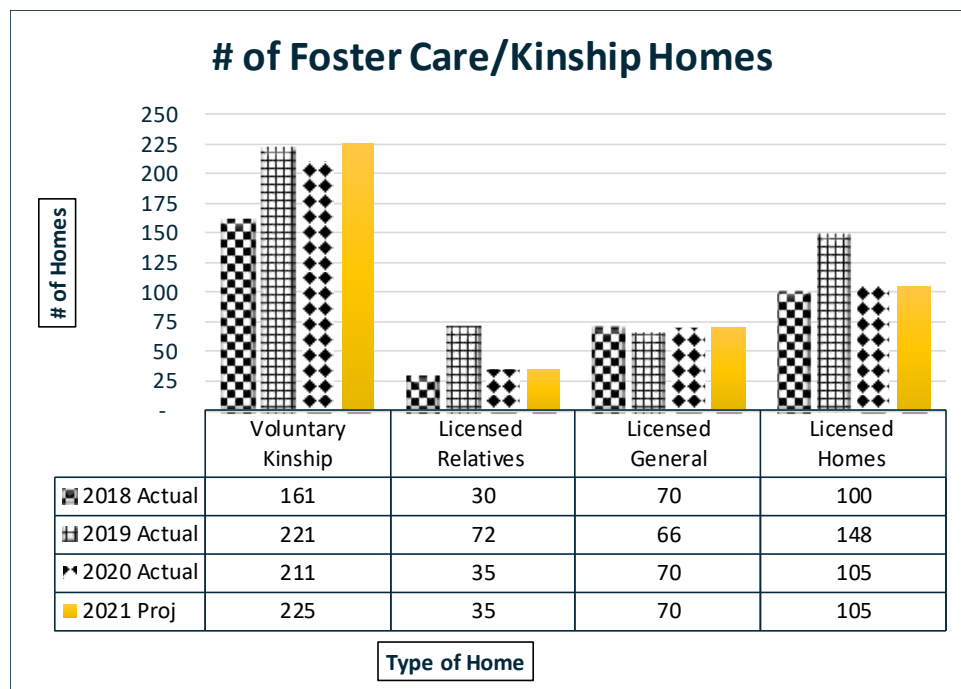
\*The Intake and Shared Services division is being dissolved in 2022.



\*The Intake and Shared Services division is being dissolved in 2022.



\*Division is being dissolved in 2022. There were no volunteer miles in 2021 to date due to the pandemic.





**Children & Family Services:  
In-home Safety/Out of Home Placement Services**

**Program Description**

This program area is comprised of the Child and Family Services Unit and the Permanency Services/Alternate Care Unit, which provides in-home safety services to families with children who have been abused or neglected or are at-risk of abuse and neglect. Also, services are provided to prevent imminent placements, reunify families, or establish an alternate permanent plan. Alternate Care placements include court ordered placements with relatives, foster homes, treatment foster homes, group homes, residential care centers, and supervised independent living settings. Placement prevention services provide an alternative to high cost placements. Services provided to parents help prepare for family preservation, reunification, or termination of parental rights and adoptions.

In 2022 there will be a divisional reorganization which will add the Access and Foster Care Services units to Children & Family Services, as the Intake and Shared Services division is being dissolved. These programs serve as the initial contact point for child welfare service referrals. Assessments are provided in the areas of child protective services; foster home recruitment, licensing and training; out-of-home placement requests; funding requests for families in crisis; and information/referral services. Short-term and supportive service include Kinship Care assessment and funding; childcare certification; and respite day care for families in crisis. Purchased services include investments in prevention and early intervention services.

	<b>2020 Actual</b>	<b>2021 Budget</b>	<b>2021 Estimate</b>	<b>2022 Budget</b>	<b>Budget Change</b>
<b>Staffing (FTE)</b>	<b>22.40</b>	<b>22.00</b>	<b>22.00</b>	<b>43.00</b>	<b>21.00</b>
General Government	\$1,764,117	\$1,837,448	\$1,878,857	\$2,968,638	\$1,131,190
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$202,270	\$193,975	\$208,975	\$198,975	\$5,000
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$290,104	\$107,844	\$146,564	\$146,500	\$38,656
Appr. Fund Balance	\$150,000	\$150,000	\$150,000	\$0	(\$150,000)
<b>County Tax Levy (Credit)</b>	<b>\$3,613,925</b>	<b>\$3,281,878</b>	<b>\$3,281,878</b>	<b>\$5,732,292</b>	<b>\$2,450,414</b>
<b>Total Revenues</b>	<b>\$6,020,416</b>	<b>\$5,571,145</b>	<b>\$5,666,274</b>	<b>\$9,046,405</b>	<b>\$3,475,260</b>
Personnel Costs	\$2,053,003	\$2,100,369	\$2,229,218	\$4,193,689	\$2,093,320
Operating Expenses	\$3,269,442	\$3,160,110	\$3,422,084	\$4,414,202	\$1,254,092
Interdept. Charges	\$324,871	\$310,666	\$318,867	\$438,514	\$127,848
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$5,647,316</b>	<b>\$5,571,145</b>	<b>\$5,970,169</b>	<b>\$9,046,405</b>	<b>\$3,475,260</b>
<b>Rev. Over (Under) Exp.</b>	<b>\$373,100</b>	<b>\$0</b>	<b>(\$303,895)</b>	<b>\$0</b>	<b>\$0</b>

**Program Highlights**

General government revenues increase by \$1,131,200 to \$2,968,600, primarily due to the divisional reorganization and the addition of three units to the Child and Family Services division. Revenues that are transferring into this division include \$260,400 of Child and Families allocation, \$95,200 of Safe and Stable Families grant revenue, \$18,000 in Day Care Certification revenue, and \$732,600 in Kinship grant revenues for services and assessment duties. In addition, there is an increase of \$25,000 in Targeted Safety Support Services program based on trend.

Charges for services revenue for billable out of home care services increases by \$5,000 based on trend.

Other revenue increases by \$38,700 based on trend. Other revenue includes Supplemental Security Income/Social Security (SSI/SS) collections from clients for cost of care, and donations revenue for the Foster Care Services unit.

Fund balance appropriation decreases by \$150,000 and is not included in the 2022 budget.

**Children & Family Services:  
In-home Safety/Out of Home Placement Services (cont.)**

Personnel costs are budgeted to increase by \$2,093,300. This is mostly due to the addition of 20.00 FTE from the divisional reorganization, as well as a newly created 1.00 FTE position for a health and human services coordinator. There is also cost to continue for the 43.00 FTE staff.

Operating expenses are budgeted to increase by \$1,254,100 to \$4,414,200. This is primarily due to the divisional reorganization, which added \$1,064,200 in operating expenses that was previously in the Intake and Shared Services division. Charges related to legacy Child and Family Services are as follows: Out of Home care expenses increase \$209,900, which consists of an increase to foster care expense of \$242,200, an increase to subsidized guardianship of \$50,000, offset by a decrease to group homes of \$21,100, and a decrease to residential care center expense of \$61,200. In addition, Termination of Parental Rights (TPR) Legal expenses increase \$16,000, which is partially offset by IV-E revenue. The remaining increase to operating of about \$3,500 is due to changes in travel, training, mileage, phones, transportation, and lab services based on trend. This is offset by a decrease of \$20,000 which relates to the planned purchase of a software program in the 2021 budget that supports the division's increased Family Find efforts, which was determined not to be necessary as Economic Support Services has access to a similar system and can assist with these searches. Also, contracted services decrease \$12,500 based on projected lower usage.

Interdepartmental charges increase by about \$127,800 primarily due to changes in end user technology and cell phone expenses, including those associated with the additional 20.00 FTE from the divisional reorganization and the created 1.00 FTE HHS coordinator position.

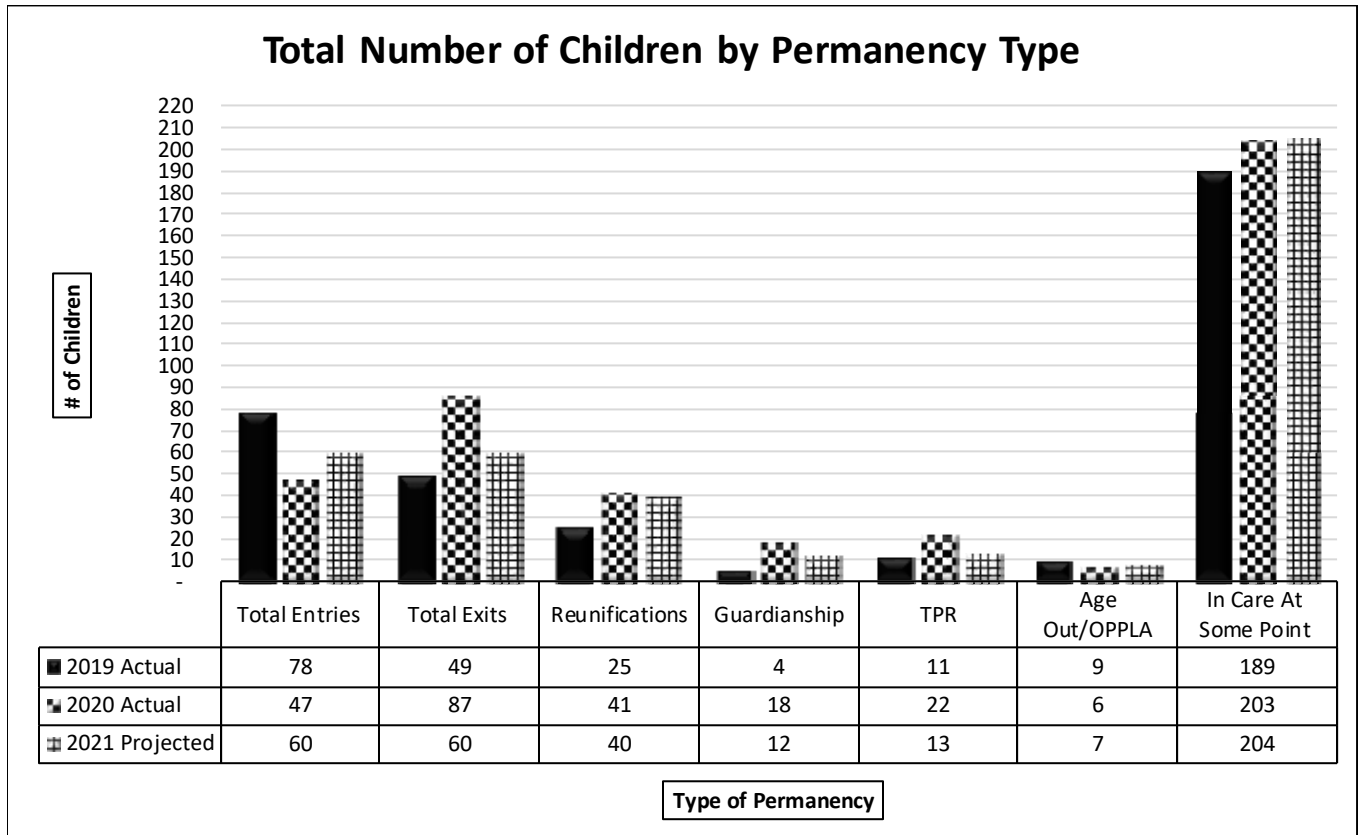
**Program Activities**

<b>Program Activity - Out of Home Placement</b>	<b>2020 Actual</b>	<b>2021 Budget</b>	<b>2021 Estimate</b>	<b>2022 Budget</b>	<b>Budget Change</b>
<b>Number of:</b>					
<b>Foster Care</b>					
Children	191	190	140	150	(40)
Days of Care	48,185	45,353	29,008	29,740	(15,613)
Expenditures	\$ 1,710,283	\$ 835,000	\$ 1,000,607	\$ 1,077,174	242,174
<b>Subsidized Guardianship</b>					
Children	-	25	33	34	9
Days of Care	-	4,500	11,584	11,258	6,758
Expenditures	\$ -	\$ 150,000	\$ 195,984	\$ 200,000	50,000
<b>Group Home</b>					
Children	7	4	3	4	-
Days of Care	932	489	439	429	(60)
Expenditures	\$ 202,360	\$ 140,000	\$ 116,334	\$ 118,910	(21,090)
<b>Residential Care Center</b>					
Children	4	4	6	4	-
Days of Care	627	1,154	1,120	918	(236)
Expenditures	\$ 303,709	\$ 650,533	\$ 705,565	\$ 589,331	(61,202)
<b>Terminations of Parental Rights (TPR)</b>					
Cases	22	15	29	27	12

Note: With Federal Family First legislation being implemented in November of 2021 significant emphasis has been made to maintain children in their homes or with relatives through Family Find efforts. These lower cost placements and additional supportive services have resulted in fewer kids requiring Group Home or Residential level of care. Prior to 2021, Subsidized Guardianship numbers are included in the Foster Care totals.

Children & Family Services:  
In-home Safety/Out of Home Placement Services (cont.)

Program Activity - Child and Family Unit	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
<b>Number of:</b>					
Families Served	209	225	225	230	5
<b>New Cases</b>					
In Home	28	45	40	45	-
Out of Home	32	60	40	45	(15)
<b>Total New Cases</b>	<b>60</b>	<b>105</b>	<b>80</b>	<b>90</b>	<b>(15)</b>



**Children with Special Needs Unit  
(Includes Birth to Three Program)**

**Program Description**

The Children with Special Needs unit includes the following three (3) program areas: Birth to Three, Children’s Long-Term Support, and Children’s Community Options Program (CCOP). The Birth to Three program is a public/private partnership with Lutheran Social Services (LSS). It provides early intervention services to parents with children from birth to age three with special needs, who demonstrate at least 25% delay in one or more areas of development or have a diagnosed condition which will likely result in developmental delays. Examples include Downs Syndrome, Autism, Spina Bifida, and Cerebral Palsy.

Another area includes the federal/state Medicaid Home and Community Based Service Waiver for Children’s Long Term Support (CLTS Waiver funding). The CLTS waiver program is a fully funded Medicaid program for eligible children diagnosed with severe and chronic disabilities to purchase supports and services that enable these children to remain living safely at home and in their communities. In May of 2021, the intake and eligibility determination for both CLTS and CCOP programming was transitioned from the State Department of Health Services to be a County responsibility. This service includes a call intake phone line and youth receive a comprehensive assessment to determine eligibility for the programs. If a youth is found eligible and the family enrolls into the program, this assessment is funded by Medicaid. The call intake line and non-eligible youth is funded by tax levy dollars.

Finally, the Children’s Community Options Program provides fully funded State dollars to parents of children with disabilities to purchase goods or services that enable the child to remain safely living at home. This funding can also be used to meet the CLTS waiver program required Maintenance of Effort (MOE).

	<b>2020 Actual</b>	<b>2021 Budget</b>	<b>2021 Estimate</b>	<b>2022 Budget</b>	<b>Budget Change</b>
<b>Staffing (FTE)</b>	<b>7.60</b>	<b>11.00</b>	<b>11.00</b>	<b>15.00</b>	<b>4.00</b>
General Government	\$3,094,188	\$4,830,572	\$4,132,895	\$5,848,069	\$1,017,497
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$127,813	\$195,000	\$178,033	\$196,000	\$1,000
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$313,523	\$400,000	\$358,428	\$159,500	(\$240,500)
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
<b>County Tax Levy (Credit)</b>	<b>(\$169,354)</b>	<b>(\$67,753)</b>	<b>(\$67,753)</b>	<b>\$336,054</b>	<b>\$403,807</b>
<b>Total Revenues</b>	<b>\$3,366,170</b>	<b>\$5,357,819</b>	<b>\$4,601,603</b>	<b>\$6,539,623</b>	<b>\$1,181,804</b>
Personnel Costs	\$703,612	\$1,045,673	\$735,247	\$1,389,807	\$344,134
Operating Expenses	\$3,403,966	\$4,156,198	\$3,903,570	\$4,929,532	\$773,334
Interdept. Charges	\$54,180	\$155,948	\$143,955	\$220,284	\$64,336
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$4,161,758</b>	<b>\$5,357,819</b>	<b>\$4,782,772</b>	<b>\$6,539,623</b>	<b>\$1,181,804</b>

Rev. Over (Under) Exp.	(\$795,588)	\$0	(\$181,169)	\$0	\$0
------------------------	-------------	-----	-------------	-----	-----

**Program Highlights**

General government revenues are budgeted to increase by \$1,017,500 to \$5,848,100. This is mainly due to a \$965,900 increase in Children’s Long Term Support (CLTS) case management revenue as a result of the state mandate to eliminate CLTS wait lists and the subsequent increased volume of both contracted staff and CLTS Waiver clients served. This also includes an increase of \$36,600 in Children’s Community Options Program (CCOP) revenue based on changes in state guidelines requiring increased utilization for non-CLTS eligible expenses. In addition, there is a \$15,000 increase in revenue from indirect costs based on projected usage and associated cost.

Charges for services revenue budget increases by \$1,000 due to CCOP targeted case management revenue projected for one child assuming they are CCOP only and ineligible to enroll in the CLTS waiver program.

**Children with Special Needs Unit (cont.)**

Other revenue which includes reimbursement through the Third Party Administrator for the purchase of products and services made for CLTS clients decreases \$240,500 assuming the aging out of the one Level 5 treatment foster care child and any associated CLTS revenue. This revenue has an offsetting expense.

Personnel costs increase by about \$344,100 which is cost to continue for the 11.00 FTE, and the creation of 3.00 FTE social worker positions and the transfer in of 1.00 FTE social worker from Adolescent and Family division to support the expansion of the CLTS program and the intake and eligibility functions for the CLTS and CCOP programs which transferred from the State of WI Department of Health Services to Waukesha County beginning in May 2021.

Operating expense is budgeted to increase by \$773,300 to \$4,929,500. This is mostly due to increased contracted service costs of \$966,500 related to the state’s mandate to eliminate CLTS wait lists, and the subsequent increased volume of both contracted staff and CLTS Waiver clients served. There is a decrease to the CCOP expense of \$15,400 due to a reduction in the available allocation. State of WI Developmentally Disabled (DD) Centers are decreased by \$29,500 based on estimated usage. There is also a decrease to CLTS expenses of \$241,000 for purchases of products and services to CLTS clients assuming the aging out of the one Level 5 treatment foster care child and any associated CLTS expense, which has offsetting revenue. There is also an added expense of \$56,000 for the CLTS Maintenance of Effort. Also, the Birth to Three contract is increased \$16,000. Cell phone, computer equipment, and consulting expense increase by \$20,700 due to additional staffing needs and trend.

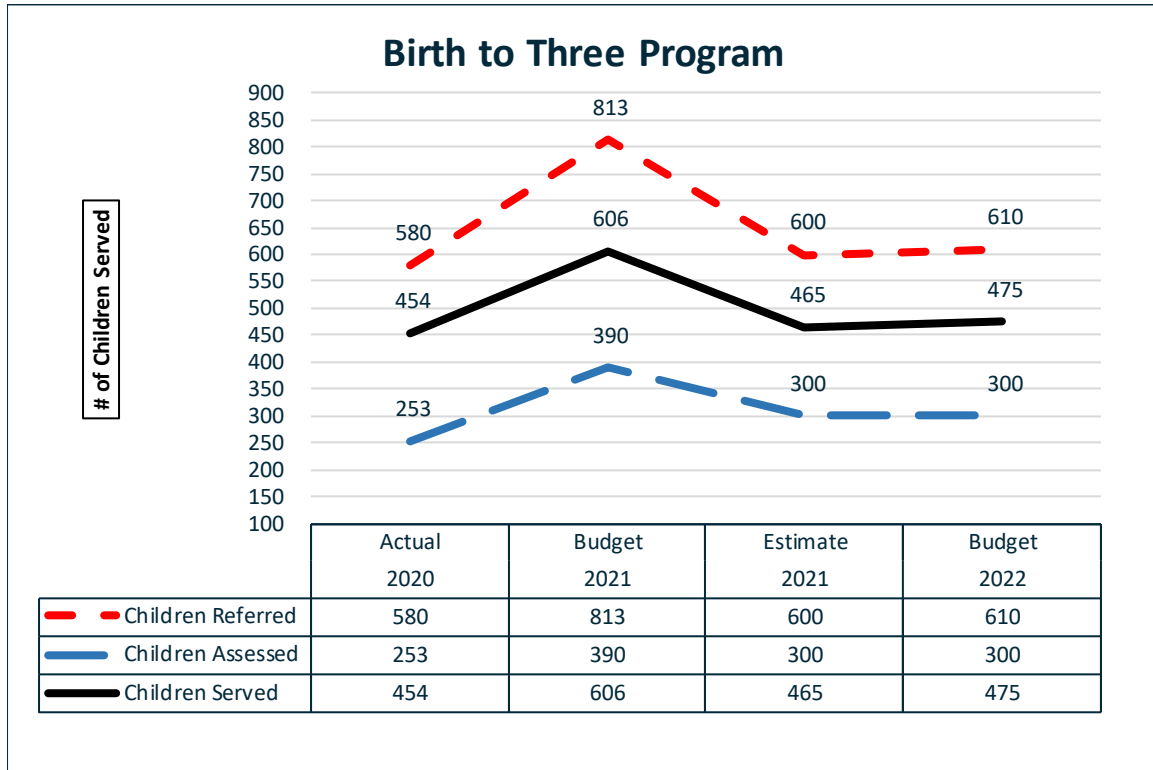
Interdepartmental charges increase by \$64,300 mainly due to updated allocation of end user technology charges for 27 contracted FTE and 4 additional county FTE.

**Program Activities**

<b>Program Activity - Birth to Three</b>	<b>2020 Actual</b>	<b>2021 Budget</b>	<b>2021 Estimate</b>	<b>2022 Budget</b>	<b>Budget Change</b>
<b>Number of:</b>					
Children Referred	580	813	600	610	(203)
Children Assessed	253	390	300	300	(90)
Children Served	454	606	465	475	(131)
Children Served in Trauma At-Risk (not B-3 eligible)	79	65	70	60	(5)

Note: The number of children referred, assessed and served for B-3 is based on current trends. The 2021 number of children referred was higher due to a State rollout of a B-3 messaging plan that was believed would result in a jump in referrals. The trend so far has not been as expected so that number is reduced for 2022. The number of children served in At-Risk will be decreasing because the agency is losing a grant that helped fund additional kids. The grant is ending in October 2021.

Children with Special Needs Unit (cont.)



Program Activity - Childrens Long Term Support (CLTS) Waiver	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
<b>Number of:</b>					
<b>Intake and Eligibility</b>					
Community Intake Calls *effective 5/1/21			175	360	360
Eligibility Assessments			140	300	300
<b>Number of:</b>					
<b>Children Served</b>					
CLTS Waiver	706	1,072	794	1,075	3
Children's COP Program	234	300	250	275	(25)
<b>Total Children Served</b>	940	1,372	1,044	1,350	(22)
<b>Waiver Cases</b>					
Assessments	96	200	185	240	40
New cases opened	30	180	130	281	101
Cases closed	45	70	48	120	50
Kids on waiting list for Children's COP Program or waiver support	168	-	150	-	-

New cases assessed and open has been lower than planned due to staffing shortages with our contracted provider. For 2022 the division expects to be fully staffed.

**Children with Long-Term Support Needs (CLTS)  
Third Party Administrator**

**Program Description**

During 2010, the Centers for Medicare and Medicaid Services required that renewal of the Children’s Long-Term Support (CLTS) Waiver must comply with federal regulations for implementing a standardized, statewide Medicaid Management Information System for processing provider claims and encounter level data reporting no later than December 31, 2011. The State of Wisconsin Department of Health Services selected Wisconsin Physicians Service (WPS) as the contracted vendor for the Third Party Administrator (TPA) claims implementation. All County Waiver Agency (CWA) claims were paid through WPS, removing claims from being recorded on the county financial records. Early in 2013, the State issued an opinion that payments made by the TPA to service providers are grant expenditure and must be treated as such in 2013 and future audits, and must also be included on the Schedule of Expenditure of Federal and State Awards (SEFSA).

	<b>2020 Actual</b>	<b>2021 Budget</b>	<b>2021 Estimate</b>	<b>2022 Budget</b>	<b>Budget Change</b>
<b>Staffing (FTE)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
General Government	\$4,248,115	\$6,112,234	\$5,844,467	\$6,500,000	\$387,766
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
<b>County Tax Levy (Credit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Revenues</b>	<b>\$4,248,115</b>	<b>\$6,112,234</b>	<b>\$5,844,467</b>	<b>\$6,500,000</b>	<b>\$387,766</b>
Personnel Costs	\$0	\$0	\$0	\$0	\$0
Operating Expenses	\$4,248,115	\$6,112,234	\$5,844,467	\$6,500,000	\$387,766
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$4,248,115</b>	<b>\$6,112,234</b>	<b>\$5,844,467</b>	<b>\$6,500,000</b>	<b>\$387,766</b>
<b>Rev. Over (Under) Exp.</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Program Highlights**

General government revenues and operating expenses are budgeted to increase \$387,800 based on projected spending. There is no tax levy impact to this transaction as the revenue and expenses are pass-through required by the State of Wisconsin and are informational-only transactions.

**Adolescent and Family Services**

**Program Description**

Provide, court supervision, and treatment to delinquent youth, as well as juveniles and children in need of protection or services. Services to these children and their families are directed at maintaining the youth in their own homes and communities, reducing delinquency recidivism, and promoting family and public safety. Services include regularly scheduled family and individual meetings, collaboration with schools and academic programs, provision of alternatives to traditional sanctions (i.e., Positive Youth Initiative, mediation, youth accountability groups, community service and Teen Court, etc.), monitoring compliance with court orders including school attendance, conflict resolution, case coordination, group counseling, and independent living training/preparation. Intensive tracking, home detention and electronic monitoring are provided through contracts. In addition to these in-home services, monitoring and coordination of correctional and correctional aftercare placements, and monitoring and coordination of foster care, group home, and residential care center placements of delinquent youth and juveniles in need of protection and services are provided.

	<b>2020 Actual</b>	<b>2021 Budget</b>	<b>2021 Estimate</b>	<b>2022 Budget</b>	<b>Budget Change</b>
<b>Staffing (FTE)</b>	<b>31.00</b>	<b>31.00</b>	<b>33.00</b>	<b>26.00</b>	<b>(5.00)</b>
General Government	\$3,666,982	\$3,716,982	\$3,831,853	\$3,961,572	\$244,590
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$113,649	\$186,200	\$179,856	\$175,000	(\$11,200)
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$171,722	\$59,802	\$51,001	\$59,802	\$0
Appr. Fund Balance	\$1,004	\$0	\$0	\$0	\$0
<b>County Tax Levy (Credit)</b>	<b>\$1,396,285</b>	<b>\$1,346,920</b>	<b>\$1,346,920</b>	<b>\$889,124</b>	<b>(\$457,796)</b>
<b>Total Revenues</b>	<b>\$5,349,642</b>	<b>\$5,309,904</b>	<b>\$5,409,630</b>	<b>\$5,085,498</b>	<b>(\$224,406)</b>
Personnel Costs	\$2,949,056	\$3,068,181	\$3,166,961	\$2,608,403	(\$459,778)
Operating Expenses	\$1,947,425	\$1,982,008	\$1,878,417	\$2,237,457	\$255,449
Interdept. Charges	\$254,158	\$259,715	\$253,651	\$239,638	(\$20,077)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$5,150,639</b>	<b>\$5,309,904</b>	<b>\$5,299,029</b>	<b>\$5,085,498</b>	<b>(\$224,406)</b>
<b>Rev. Over (Under) Exp.</b>	<b>\$199,003</b>	<b>\$0</b>	<b>\$110,601</b>	<b>\$0</b>	<b>\$0</b>

**Program Highlights**

General government revenues are budgeted to increase by \$244,600 to \$3,961,600 due to an increase in the Youth Aids allocation.

Charges for services revenue decreases \$11,200 based on trend.

Other revenue based on projected Supplemental Security Income/Social Security (SSI/SS) collections from clients for cost of care remains the same.

Personnel costs are budgeted to decrease by about \$459,800 to \$2,608,400. This is primarily due to the transfer of 5.00 FTE social workers to the Youth Intensive Services program, offset by cost to continue for the remaining 26.00 FTE staff.

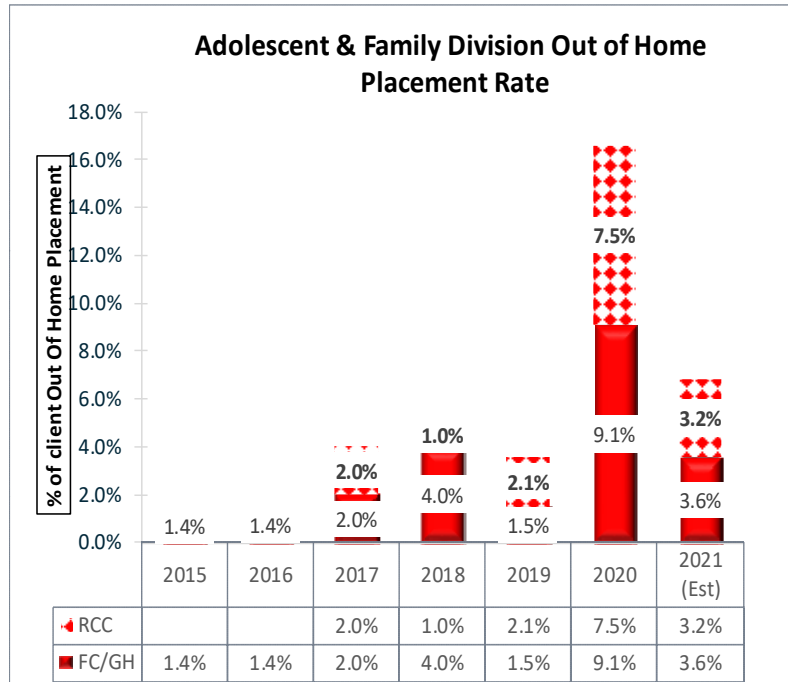
Operating expenses are budgeted to increase by about \$255,400 to \$2,237,500. Contracted services increase about \$132,700, for alternatives to sanctions which includes expanded usage of electronic monitoring, respite, additional in-home therapy, and more community based support. Expenses for Juvenile Correctional placements increase by \$93,600 based on substantial rate increases from the State of WI. Overall, out of home care expenses, which include Residential Care Centers, child group homes and foster care, have been increased by \$27,400 overall in the 2022 budget based on projected utilization.

Interdepartmental charges decrease by approximately \$20,100. This is primarily due to the reallocation of end user technology and telephone expenses due to the transfer of 5.00 FTE staff to Youth Intensive Services.

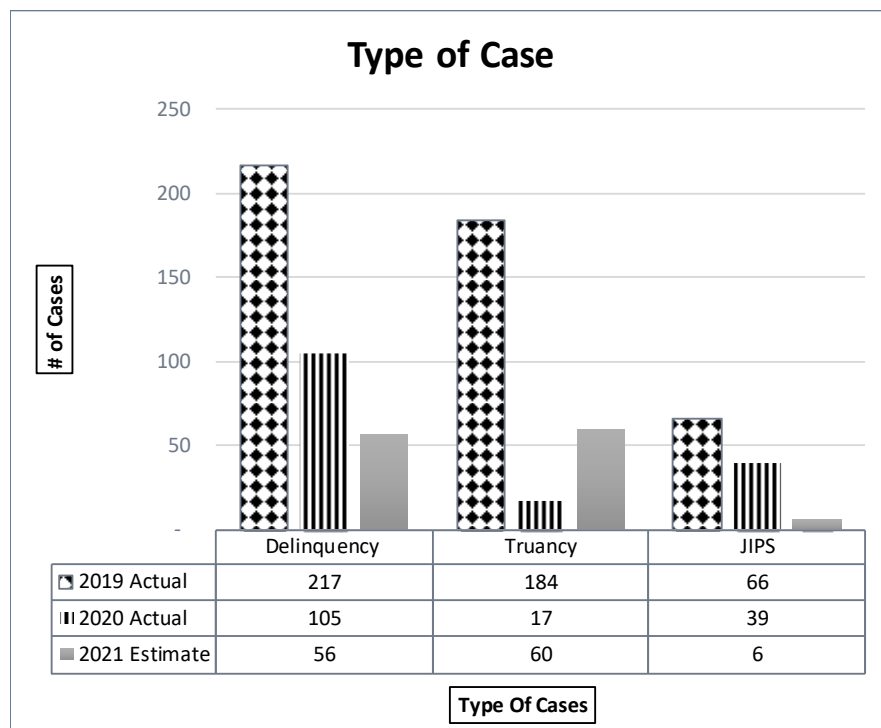


Adolescent and Family Services (cont.)

Program Activities

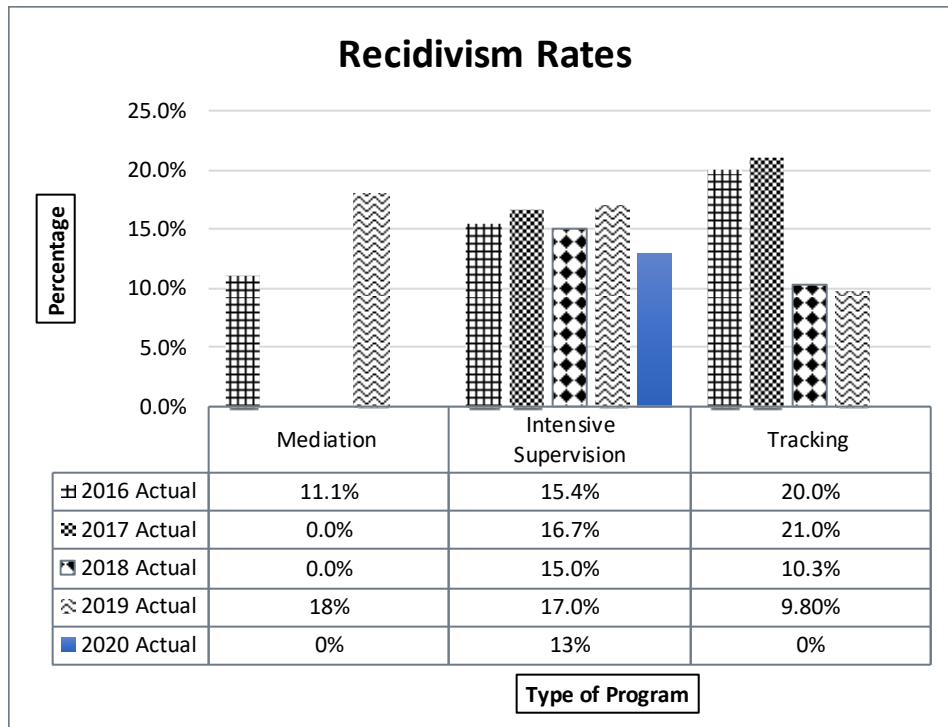


Note: 2020 increase was due to lower overall cases (denominator) as opposed to an increased number of OHC placements (numerator) that resulted in a higher % overall. The actual number of youths in out of home care were at or below budget estimates.



Note: Delinquency rates have decreased over the past few years. Long Term trend for Juveniles in Need of Protective Services (JIPS) have fluctuated slightly, but during the past year significant decreases have occurred. It is believed this is due to the pandemic.

**Adolescent and Family Services (cont.)**



Note: The recidivism rate shows the percentage of youth who reoffend following intervention.

<b>Program Activity - Alternate Care</b>	<b>2020 Actual</b>	<b>2021 Budget</b>	<b>2021 Estimate</b>	<b>2022 Budget</b>	<b>Budget Change</b>
<b>Number of:</b>					
<b>Foster Care</b>					
Youth	17	16	7	8	(8)
Days of Care	3,218	3,191	1,820	1,660	(1,531)
Expenditures	\$ 67,277	\$ 139,844	\$ 60,839	\$ 64,058	(75,786)
<b>Group Homes</b>					
Youth	7	6	2	4	(2)
Days of Care	748	950	212	454	(496)
Expenditures	\$ 203,890	\$ 224,440	\$ 58,153	\$ 131,201	(93,239)
<b>Residential Care Centers</b>					
Youth	11	11	8	7	(4)
Days of Care	1,938	1,448	2,152	1,813	365
Expenditures	\$ 842,238	\$ 668,200	\$ 977,467	\$ 864,852	196,652
<b>State Correctional</b>					
Days of Care of juveniles in State correctional institutions	281	213	90	182	(31)
State charges for correctional institution placement	\$ 145,226	\$ 118,586	\$ 56,340	\$ 212,212	\$ 93,626

Note: Due to the pandemic many group homes and foster homes were unable to take new placements, and some youth in residential care were unable to be transferred to a lower level of care. The budget change reflects a 4-year rolling average.

**Juvenile Detention Services**

**Program Description**

The Juvenile Detention Services area provides court intake and after hours services along with coordination of 24-hour care to youth adjudicated delinquent or to youth who have committed status offenses and are determined to be in need of secure or non-secure detention. This program area has been retitled from Juvenile Center to Juvenile Detention Services in the 2022 budget. Physical custody determinations are provided by Juvenile Court Intake or Afterhours staff. Male and female secure detention services are provided under contract with out-of-county secure juvenile detention facilities. Male and female shelter care (non-secure detention) services are provided through a contract with a licensed facility.

	<b>2020 Actual</b>	<b>2021 Budget</b>	<b>2021 Estimate</b>	<b>2022 Budget</b>	<b>Budget Change</b>
<b>Staffing (FTE)</b>	<b>10.17</b>	<b>10.79</b>	<b>8.66</b>	<b>9.66</b>	<b>(1.13)</b>
General Government	\$42,841	\$41,401	\$42,521	\$356,308	\$314,907
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$144,365	\$164,000	\$143,370	\$165,000	\$1,000
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
<b>County Tax Levy (Credit)</b>	<b>\$1,724,994</b>	<b>\$1,771,113</b>	<b>\$1,771,113</b>	<b>\$1,861,870</b>	<b>\$90,757</b>
<b>Total Revenues</b>	<b>\$1,912,200</b>	<b>\$1,976,514</b>	<b>\$1,957,004</b>	<b>\$2,383,178</b>	<b>\$406,664</b>
Personnel Costs	\$745,544	\$755,487	\$557,686	\$1,012,757	\$257,270
Operating Expenses	\$1,056,858	\$1,134,314	\$1,169,455	\$1,265,953	\$131,639
Interdept. Charges	\$58,668	\$86,713	\$90,768	\$104,468	\$17,755
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$1,861,070</b>	<b>\$1,976,514</b>	<b>\$1,817,909</b>	<b>\$2,383,178</b>	<b>\$406,664</b>
<b>Rev. Over (Under) Exp.</b>	<b>\$51,130</b>	<b>\$0</b>	<b>\$139,095</b>	<b>\$0</b>	<b>\$0</b>

**Program Highlights**

The County will be ceasing secure detention services at the Juvenile Center in 2021, and HHS will rely on a contracted solution with other counties to provide secure detention services (enrolled ordinance 176-45). Overall, this results in the abolishment of 8.50 FTE in this program. A 1.00 FTE juvenile center coordinator is reclassified to a human services supervisor, and a 1.00 FTE social worker and 1.00 FTE human services support specialist (budgeted in the Youth Intensive Services program, which will be funded with Comprehensive Community Services (CCS) revenue going forward), are created to continue the monitoring and coordination of care for juveniles. Along with a net decrease in temporary extra help offset by an increase in overtime for after hours, personnel costs decrease \$557,000 net of reimbursement revenue. Operating expenses related to this initiative are budgeted to increase \$100,700, mostly due to \$128,600 in daily rate charges from other counties, partially offset by a decrease in other operating expenses (e.g., food) that will not be needed due to the ceasing of secure detention services at this facility. Interdepartmental charges decrease \$3,400, mostly due to a decrease in end user computer charges of \$39,300 offset by an increase of \$28,800 in Sheriff charges for transporting male juveniles between other counties' secure detention facilities and Waukesha County Juvenile Court. Revenues budgeted for secure detention services decrease \$10,000, largely due to the loss of fees charged to other counties for holding their juveniles at the Juvenile Center. Overall, this initiative is estimated to save the county approximately \$450,000 annually.

The previous paragraph was a summary of the financial impact of the change in the secure detention operations. The following program highlights describe the program area overall, in addition to secure detention services, in the normal budget book format.

**Juvenile Detention Services (cont.)**

Overall, general government revenues increase by \$314,900 related to an increase from the Child and Families Allocation due to a reallocation of funding based on the elimination of the Intake and Shared Services Division.

Charges for services increase by \$1,000 related to fees charged for childcare days of service in shelter care and secure detention.

Personnel costs are budgeted to increase by about \$257,300 mostly due to the transfer in of 5.00 FTE social workers and 2.00 FTE human services supervisors due to the dissolution of the Intake and Shared Services division. One of the human services supervisor positions will coordinate all detention services and interact with law enforcement agencies. A new 1.00 FTE social worker position is created for 3<sup>rd</sup> shift after hours. Also, After Hours overtime is increased 0.52 FTE or \$67,400 to offset additional evening and weekend needs that were previously covered by existing Juvenile Center staffing related to juvenile assessments and intake. This is offset by the ceasing of secure detention at the Juvenile Center in 2021, which resulted in the abolishment of 8.50 FTE and the reclassification of a 1.00 FTE human services supervisor from a juvenile center coordinator and 1.15 FTE of the extra help budget was eliminated (mentioned previously).

Operating expenses increase by about \$131,600 to \$1,266,000. This mainly due to \$128,600 for the purchase of contracted male secure services (mentioned previously). There is also an increase of \$31,800 for purchase of service contracts related to shelter care. In addition, an \$18,400 increase is due to the divisional reorganization, which resulted in Juvenile Court Intake and After Hours units being transferred into this area. This is partially offset by a reduction of \$19,300 in female secure detention costs based on actual utilization. The remaining reductions totaling \$27,900 are mainly due to ongoing operating expenses of the facility which will no longer be needed upon the ceasing of secure detention services in 2021.

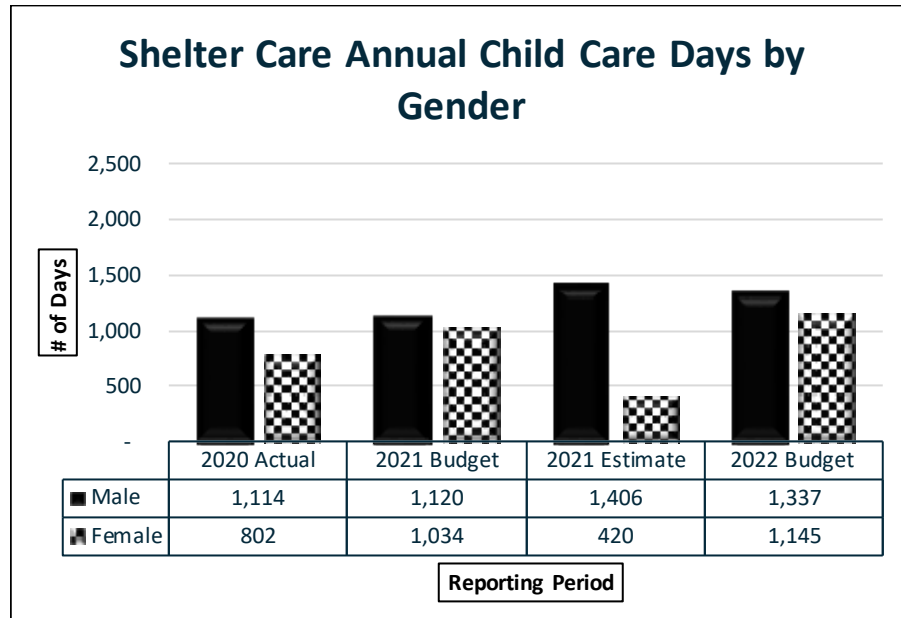
Interdepartmental charges are budgeted to increase by \$17,800. This is mostly due to a net increase of \$13,400 for Sheriff Department transportation costs. This includes an increase of \$28,800 to Sheriff Department transportation costs for male secure located in other counties (mentioned previously), partially offset by a decrease of \$15,400 to Sheriff Department transportation costs for shelter care and female secure juveniles based on trend. There is also an increase of \$8,800 in collection fees based on trend. This is offset by a \$5,700 decrease in end user technology expenses.

**Program Activities**

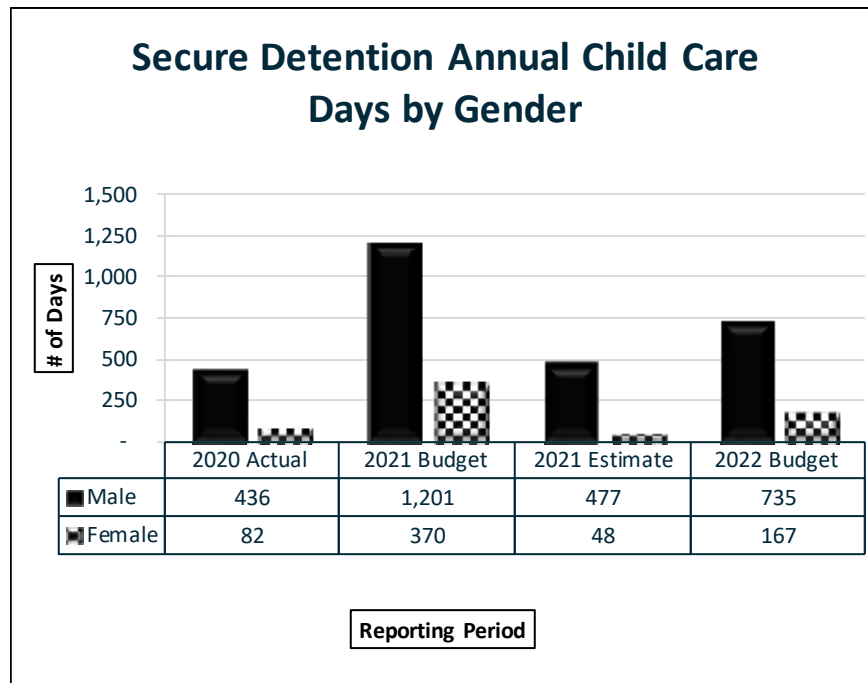
<b>Program Activity - Juvenile Detention Services</b>	<b>2020 Actual</b>	<b>2021 Budget</b>	<b>2021 Estimate</b>	<b>2022 Budget</b>	<b>Budget Change</b>
<b>Number of:</b>					
<b>Contracted Non-Secure Detention/Shelter Care</b>					
Days of Care - County Residents (a)	1,916	1,571	1,826	1,212	(359)
Average daily population	5.25	4.30	5.00	3.30	(1.00)
<b>Secure Detention (Males Only)</b>					
Days of Care – County Residents (b)	436	745	477	735	(10)
Days of Care – Out of County Residents (c)	118	456	63	-	(456)
<b>Total Days of Care</b>	<b>554</b>	<b>1,201</b>	<b>540</b>	<b>945</b>	<b>(466)</b>
Average daily population	1.52	3.29	1.48	2.60	(0.69)
<b>Contracted Secure Detention (Females Only)</b>					
Days of Care - County Residents (b)	82	370	48	167	(203)
Average daily population	0.22	1.24	0.13	0.73	(0.51)

- (a) Shelter Care utilization has been decreasing due to use of alternative options such as GPS Home Monitoring.
- (b) Secure detention days have trended downward due to decreased usage of secure detention as sanctions during the pandemic.
- (c) Days of Care-Out of County Residents has no budget for 2022 due to the closure of the Waukesha County Juvenile Detention Center.

Juvenile Detention Services (cont.)



Note: The shelter has reached capacity on several occasions during the past 5 years. There were several youths placed on extended stays at the shelter during spring 2020 due to lack of community providers. Estimates for 2021 are based on a 5-year rolling average.



Note: The 2021 estimate is significantly lower than budget as only youth who posed significant risk to the community were held in secure detention during the spring of 2021 due to concerns regarding COVID-19 being transmitted in congregate care settings. Estimates for 2021 are based on a 5-year rolling average.

**Youth Intensive Services**

**Program Description**

The Intensive Youth Services program area includes Comprehensive Community Services (CCS) and Coordinated Service Team (CST) for youth. CCS is a state Medicaid program that provides individuals across the lifespan with psychosocial mental health and/or substance use treatment services. CST provides a comprehensive, individualized system of care for children with complex behavioral needs. This program area is being created as part of the 2022 budget. Children and Adolescents enrolled in CCS or CST are served through the Adolescent and Family Division.

	<b>2020 Actual</b>	<b>2021 Budget</b>	<b>2021 Estimate</b>	<b>2022 Budget</b>	<b>Budget Change</b>
<b>Staffing (FTE)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>11.00</b>	<b>11.00</b>
General Government	\$0	\$0	\$0	\$60,000	\$60,000
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$861,099	\$861,099
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$266,530	\$266,530
<b>County Tax Levy (Credit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$64,827</b>	<b>\$64,827</b>
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,252,456</b>	<b>\$1,252,456</b>
Personnel Costs	\$0	\$0	\$0	\$1,003,423	\$1,003,423
Operating Expenses	\$0	\$0	\$0	\$200,120	\$200,120
Interdept. Charges	\$0	\$0	\$0	\$48,913	\$48,913
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,252,456</b>	<b>\$1,252,456</b>
<b>Rev. Over (Under) Exp.</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Program Highlights**

General government revenue increase \$60,000 as a result of the transfer of the CST grant funds to this division from the Clinical division.

Charges for services include \$861,100 of revenue for charges for billing children's CCS services to Medicaid. This includes revenues from the current 2.00 FTE Clinical Therapists who are transferring to this division from the Clinical division. This also includes revenues from the transfer of 5.00 FTE social workers from Adolescent and Family Services who will be located in this unit in order to expand this program, as well as \$180,000 in revenue related to contract service agencies.

Fund balance of \$266,500 is a one-time allocation to this division to support the expansion of the children's CCS services in the first year of implementation. This funding will be recouped through the state's Wisconsin Medicaid Cost Reporting (WIMCR) cost settlement process in the subsequent year.

Personnel costs are budgeted to be \$1,003,400. This is due to the transfer of 2.00 FTE clinical therapists from the Clinical Services division and 5.00 FTE social workers who are transferring from the Adolescent and Family division. There are an additional 4.00 FTE new positions being created to support the expansion of children's CCS services. This includes a health and human services coordinator and a senior mental health counselor. A human services support specialist and a social worker were created by enrolled ordinance 175-095 in 2021.

Operating expense of \$200,100 consists of \$180,000 in CCS services from contract agencies. There is offsetting revenue for these expenses. The remaining \$20,100 is for operating expenses associated with the staff, including travel, training, and mileage.

Interdepartmental charges of \$48,900 is for End User Technology fees and telephone costs associated with the 11.00 FTE in this newly created unit.

Mental Health Outpatient-Clinical

Program Description

The Clinical Services Division provides behavioral medicine, treatment, and support services to citizens of Waukesha County who are experiencing symptoms of mental health and substance use disorders. The service delivery system is consistent with State Statute Chapter 51 requirements and applicable state and federal regulations. The array of services creates a continuum of care, including diagnostic services, medication management, crisis intervention, individual and group therapy, case management, independent living training, peer support, residential rehabilitation, and acute psychiatric inpatient treatment. Services are individualized to maximize each client's independence, recovery, self-management of symptoms, and to prevent relapse.

The Mental Health Outpatient-Clinical program provides state certified outpatient mental health clinic services, substance use services, and crisis intervention services serving children, youth, and adults. The staff includes the professional services of psychiatrists and advanced practice nurse practitioners for psychotropic medication management. Support services are available to uninsured clients to access patient assistance programs and low-cost medication plans. Access to specialized inpatient services at state mental health institutes, including geropsychiatry, child psychiatry, and secure placements for adults are initiated and monitored through the outpatient clinic.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>48.87</b>	<b>47.70</b>	<b>49.70</b>	<b>50.84</b>	<b>3.14</b>
General Government	\$2,260,110	\$1,256,306	\$2,058,763	\$1,636,824	\$380,518
Fine/Licenses	\$238,342	\$300,000	\$255,000	\$255,000	(\$45,000)
Charges for Services	\$1,209,713	\$1,452,736	\$1,463,346	\$1,524,828	\$72,092
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$1,713,794	\$1,598,518	\$1,810,714	\$1,622,187	\$23,669
Appr. Fund Balance	\$0	\$0	\$0	\$134,000	\$134,000
<b>County Tax Levy (Credit)</b>	<b>\$6,110,069</b>	<b>\$5,840,949</b>	<b>\$5,840,949</b>	<b>\$5,948,791</b>	<b>\$107,842</b>
<b>Total Revenues</b>	<b>\$11,532,028</b>	<b>\$10,448,509</b>	<b>\$11,428,772</b>	<b>\$11,121,630</b>	<b>\$673,121</b>
Personnel Costs (a)	\$5,013,475	\$5,428,743	\$5,662,840	\$5,935,618	\$506,875
Operating Expenses	\$4,870,544	\$4,590,210	\$5,430,378	\$4,720,985	\$130,775
Interdept. Charges	\$451,150	\$429,556	\$428,374	\$465,027	\$35,471
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$10,335,169</b>	<b>\$10,448,509</b>	<b>\$11,521,592</b>	<b>\$11,121,630</b>	<b>\$673,121</b>

Rev. Over (Under) Exp.	\$1,196,859	\$0	(\$92,820)	\$0	\$0
------------------------	-------------	-----	------------	-----	-----

(a) 2021 estimated personnel costs exceed the 2021 adopted budget related to unbudgeted grant funded personnel expenses and unbudgeted retirement payouts. The department may require a funds transfer.

Program Highlights

General government revenues increase by \$380,500 to \$1,636,800 due to changes in grant funding. Funding that will continue in the 2022 budget is the Mental Health Block grant of \$109,500, the Substance Use Block grant of \$421,500, the Youth Crisis grant of \$63,300, the Urban Youth Prevention grant of \$49,400, and the Bureau of Justice Assistance-Justice and Mental Health Collaboration Program grant of \$273,800. The State Opioid Response grant of \$81,900 and the Urban Black and Hispanic grant of \$90,900 is anticipated to be funded in 2022 and was not budgeted in 2021. New grant funding includes the Injection Drug Use Prevention grant of \$68,300, the Injection Drug Use Treatment grant of \$144,600 and the Urban/Rural Women's Substance Use Services grant of \$242,700. A decrease of \$170,400 pertains to the state award for the Prevention of Drug Overdose grant that will expire on August 31, 2021. The Emergency COVID-19 project grant will expire on May 31, 2022, which reflects a decrease of \$25,500. The Coordinated Services Teams grant of \$60,000 is reallocated to the Adolescent & Family Division.

Fines and license revenues decrease by \$45,000 to \$255,000 based on current caseload and prior year revenue history pertaining to the Intoxicated Driver Program.

Mental Health Outpatient-Clinical (cont.)

Charges for services are budgeted to increase by \$72,100 or 5% over the 2021 budget to \$1,524,800. This is mostly attributable to an increase in clinical revenue due to continuous improvement efforts to maximize revenue for outpatient mental health and substance use treatment services.

Other revenue is budgeted to increase by \$23,700 driven by an increase of \$124,500 in child client reimbursements for services received at the state mental health institutes at Winnebago related to trending placements. This is largely offset by a decrease of \$100,800 in adult client reimbursements for services received at the state mental health institutes at Winnebago and Mendota related to an anticipated decrease in client placements based on actual trend.

Fund balance increases by \$134,000 to offset positions that will not have Wisconsin Medicaid Cost Reporting (WIMCR) cost settlement reimbursement until 2023. WIMCR reimburses county Medicaid providers for services, but reporting is completed after the close of the year with the county receiving payment in the subsequent year (i.e. 2022 payment is received in 2023).

Personnel costs are budgeted to increase by \$506,900 to \$5,935,600 driven by the costs to continue of 50.84 FTE staff assigned to this program. Extra help increases by 1.40 FTE to 4.18 FTE due to grant expenses and overtime decreases by 0.01 FTE to 0.66 FTE. Other 2022 adjustments include the reduction of 0.25 FTE clinical therapist pertaining to grant funding expiring on September 30, 2021, transfer in of 1.00 FTE psychiatrist to Outpatient-Clinical from the Mental Health Center, creation of 1.00 human services supervisor, the transfer out of 2.00 FTE clinical therapist to the Adolescent & Family Division to provide CCS services from the Counseling & Wellness unit, and the abolishment of 0.50 FTE clinical therapist sunset position offset by the creation of 0.50 FTE clinical therapist position. The budget contains 2021 current year personnel changes including the creation of a 1.00 FTE clinical therapist partially offset by the abolishment of 1.00 FTE senior substance abuse counselor and the creation of 1.00 FTE social worker and 1.00 FTE human services support specialist due to new grant funding.

Operating expenses are budgeted to increase by \$130,800 to \$4,721,000. Grant related expenses increase by \$281,000 due to new grant funding. Contracted services increase by \$65,500 as State funding will not cover room & board for transitional residential services in 2022. Expenses for adults at the state mental health institutes decrease by \$58,400 as days of care decrease based on trends associated with a reduction in the total number of emergency detentions. Contracted psychiatrist services decrease by \$135,000 based on coverage needs and the utilization of Waukesha County staff. Prescription medication costs also decrease by \$22,500 based on trend.

Interdepartmental charges increase by \$35,500 to \$465,000. This is mostly due to increases of \$15,500 in end user technology and communication costs based on FTE count and technology needs, \$14,700 for collection services, \$6,500 in computer replacement, \$1,500 in vehicle replacement and \$1,000 in telephone-fixed costs. This is partially offset by a decrease of \$4,200 in Sheriff transportation charges based on actual utilization.

Program Activities

Program Activity - Mental Health Outpatient	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
<b>Number of:</b>					
<b>MH Outpatient Clinical</b>					
Outpatient – MH - Unduplicated count	3,855	4,500	4,000	4,500	-
Outpatient - SU - Unduplicated count	776	1,100	785	1,100	-
<b>Service Contacts</b>					
Mental Health / Therapy (b)	5,943	6,000	6,688	6,800	800
Medication Management (b)	8,643	8,750	9,244	9,400	650
Substance Use Treatment	16,454	17,000	16,044	17,000	-
<b>Residential and Inpatient Services</b>					
Substance Use Residential: Days of Care (a)	4,984	2,281	2,281	2,281	-
State Institutes: Days of Care (children)	482	224	515	475	251
State Institutes: Days of Care (adults)	1,056	1,764	1,764	1,415	(349)
<b>Crisis Intervention</b>					
In Person Risk Assessment	1,155	1,350	1,400	1,500	150
Crisis Inbound Calls	4,785	4,700	6,000	6,500	1,800

(a) Medicaid fee for service funding implemented in 2021 but excluded room & board.

(b) Anticipated increase in frequency of client visits due to additional providers.



Mental Health Outpatient-Intensive

**Program Description**

The Mental Health Outpatient-Intensive program (located at the Mental Health Center) is comprised of the Treatment and Support Services Unit (TSSU) and Community Support Program (CSP). CSP is a state certified program providing intensive community based psychosocial rehabilitation services to individuals with severe and persistent mental health conditions. TSSU provides an array of community based mental health services to residents of Waukesha County. Services include: Targeted Case Management, Community Recovery Services (CRS) benefits for eligible clients, and Comprehensive Community Services (CCS). CCS is a state certified program that provides individuals across the lifespan with psychosocial mental health and/or substance use treatment services. Children and Adolescents enrolled in CCS will be served through the Adolescent and Family Services Division.

Residential care for adults in group homes, adult family homes, and institutional settings is provided through contracts with multiple specialized programs throughout Wisconsin.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>21.65</b>	<b>21.77</b>	<b>21.77</b>	<b>22.45</b>	<b>0.68</b>
General Government	\$692,352	\$692,352	\$692,352	\$692,352	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$2,622,189	\$2,721,650	\$2,815,000	\$2,876,000	\$154,350
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$2,551,892	\$2,721,411	\$2,721,411	\$2,721,411	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
<b>County Tax Levy (Credit)</b>	<b>\$2,132,867</b>	<b>\$2,534,762</b>	<b>\$2,534,762</b>	<b>\$2,806,416</b>	<b>\$271,654</b>
<b>Total Revenues</b>	<b>\$7,999,300</b>	<b>\$8,670,175</b>	<b>\$8,763,525</b>	<b>\$9,096,179</b>	<b>\$426,004</b>
Personnel Costs	\$2,192,743	\$2,313,690	\$2,284,521	\$2,464,463	\$150,773
Operating Expenses (a)	\$6,355,093	\$6,118,921	\$6,371,510	\$6,441,006	\$322,085
Interdept. Charges	\$179,164	\$237,564	\$225,236	\$190,710	(\$46,854)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$8,727,000</b>	<b>\$8,670,175</b>	<b>\$8,881,267</b>	<b>\$9,096,179</b>	<b>\$426,004</b>
<b>Rev. Over (Under) Exp.</b>	<b>(\$727,700)</b>	<b>\$0</b>	<b>(\$117,742)</b>	<b>\$0</b>	<b>\$0</b>

(a) 2021 estimated operating expenses exceed the 2021 adopted budget related to higher contracted services for residential services.

**Program Highlights**

General government revenues remain flat. State funding for the Community Support Program is \$88,600 and the Community Mental Health award is \$603,700.

Charges for services are budgeted to increase by approximately \$154,400 to \$2,876,000. Community Support Program revenue is budgeted to increase by \$91,000 to \$591,000 due to anticipated new revenue pertaining to services rendered for Chronic Care Management. CCS client fee revenue increases by \$90,000 based on prior-year actual revenues. Targeted Case Management revenue is budgeted to increase by \$5,000 based on trend. This is offset by a budgeted decrease of \$31,700 in client fee revenue for services billed to Medicaid for the CRS program based on reduced caseloads.

Other revenue is budgeted to remain flat. The prior year revenue for TSSU program cost settlements is expected to remain flat at \$482,600. CCS prior year cost settlement is expected to remain flat at \$1,917,600 based on the cost of services delivered in 2022. The CRS prior year cost settlement is projected to remain flat at \$321,000 based on previous years and anticipated cost settlement reimbursement in 2022.

Personnel costs are budgeted to increase by \$150,800 to \$2,464,500. This reflects the cost to continue for existing staff of 22.45 FTE. Extra help decreases by 1.12 FTE to 0.10 FTE. The budget includes the newly created 3.00 FTE clinical therapist offset by the abolishment of 1.00 FTE senior mental health counselor. There is offsetting revenue related to billable services of the clinical therapist. Other adjustments include the transfer out of 0.20 FTE senior clinical psychologist to the Mental Health Center.

Mental Health Outpatient-Intensive (cont.)

Operating expenses are budgeted to increase by \$322,100 to \$6,441,000, mainly due to an increase of \$474,600 in residential care services clients that do not qualify for the CCS, CRS, or any other partially reimbursable programs. Staff continue to monitor and implement reduced cost placements if possible. In addition, residential care and treatment for clients in the CRS program increase by \$115,500 due to adding a new CRS provider in 2021. The contracted services for CCS will decrease by \$95,500 based on the utilization of contracted providers. Consulting services for TSSU will decrease by \$24,300 based on trend. Contracted services pertaining to the reallocation of CCS services for children to the Adolescent & Family Division decreases by \$148,500.

Interdepartmental charges are budgeted to decrease by \$46,900. This is mostly due to \$35,400 for computer maintenance and replacement charges based on FTE count and technology needs. The telephone charges also decrease by \$4,600 based on FTE count and current trend. In addition, the building maintenance charges decreases by \$6,700 based on trend.

Program Activities

Program Activity – MH Outpatient Intensive	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
<b>Number of:</b>					
<b>Clients</b>					
Comprehensive Community Services	136	145	145	125	(20)
Targeted Case Management	82	85	85	87	2
Community Support Program	155	155	155	165	10
<b>Total Number of Clients</b>	<b>373</b>	<b>385</b>	<b>385</b>	<b>377</b>	<b>(8)</b>
<b>Program Days</b>					
Comprehensive Community Services (a)	22,263	21,000	23,000	18,000	(3,000)
Targeted Case Management	836	800	800	800	-
Community Support Program	13,782	13,500	14,000	14,000	500
<b>Total Days of Care</b>	<b>36,881</b>	<b>35,300</b>	<b>37,800</b>	<b>32,800</b>	<b>(2,500)</b>
<b>Service Contacts</b>					
Comprehensive Community Services (a)	20,712	22,500	22,500	19,000	(3,500)
Targeted Case Management	4,928	4,800	4,900	5,000	200
Community Support Program	18,667	18,100	18,667	20,000	1,900
<b>Total Service Contacts</b>	<b>44,307</b>	<b>45,400</b>	<b>46,067</b>	<b>44,000</b>	<b>(1,400)</b>

(a) Net budget change due to increase of adults and reallocation of CCS kids to Adolescent & Family Division.

**Mental Health Center**

**Program Description**

This budget reports the financial operations of the Mental Health Center (MHC) inpatient hospital for accounting purposes and state/federal reporting including federal/state Medicare cost report requirements. This program provides for all services related to admissions to the hospital for psychiatric emergency and other psychiatric hospitalizations and related support services.

The inpatient hospital program of the Mental Health Center provides 24-hour care including assessment, intervention, diagnosis, and treatment for individuals with acute symptoms of mental illness and or substance use issues requiring: diagnosis; medication monitoring and stabilization; individual, couple, and group counseling; and development of aftercare services. Alcohol detoxification management services are also provided. The facility has a capacity of 28 adults on two 14 bed units, and serves court-involved and voluntary patients.

	<b>2020 Actual</b>	<b>2021 Budget</b>	<b>2021 Estimate</b>	<b>2022 Budget</b>	<b>Budget Change</b>
<b>Staffing (FTE)</b>	<b>53.57</b>	<b>53.72</b>	<b>53.72</b>	<b>53.47</b>	<b>(0.25)</b>
General Government	\$0	\$0	\$29,814	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$2,092,336	\$3,358,430	\$2,167,900	\$2,942,865	(\$415,565)
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$256,894	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$97,391	\$113,000	\$187,516	\$90,000	(\$23,000)
<b>County Tax Levy (Credit)</b>	<b>\$4,052,675</b>	<b>\$3,962,065</b>	<b>\$3,962,065</b>	<b>\$4,126,377</b>	<b>\$164,312</b>
<b>Total Revenues</b>	<b>\$6,499,296</b>	<b>\$7,433,495</b>	<b>\$6,347,295</b>	<b>\$7,159,242</b>	<b>(\$274,253)</b>
Personnel Costs	\$5,003,603	\$5,522,774	\$4,841,112	\$5,166,708	(\$356,066)
Operating Expenses (a)	\$1,240,803	\$1,021,426	\$1,105,412	\$1,034,824	\$13,398
Interdept. Charges	\$713,731	\$889,295	\$853,027	\$957,710	\$68,415
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$6,958,137</b>	<b>\$7,433,495</b>	<b>\$6,799,551</b>	<b>\$7,159,242</b>	<b>(\$274,253)</b>

Rev. Over (Under) Exp.	(\$458,841)	\$0	(\$452,256)	\$0	\$0
------------------------	-------------	-----	-------------	-----	-----

(a) 2021 estimated operating expenses exceed the 2021 adopted budget related to higher contracted psychiatric services and technology costs.

**Program Highlights**

Charges for services decrease by \$415,600 to \$2,942,900 in the 2022 budget related to the 28-bed psychiatric hospital where days of care are expected to decrease to 6,600 budgeted days of care based on trend and actual operational capacities. Revenue for copy and duplicating fees decrease by \$500 to \$2,500.

General Fund balance decreases by \$23,000 to \$90,000. Facility projects totaling \$90,000 include: \$25,000 to replace nurse's station countertops, \$20,000 for wall painting, \$20,000 for the replacement of aging furniture, \$15,000 for new exterior doors, and \$10,000 to replace windows.

Personnel costs are budgeted to decrease by \$356,100 to \$5,166,700, which includes the cost to continue for 53.47 FTE staff assigned to this program. Extra help decreases by 0.21 FTE to 6.00 FTE and overtime increases by 0.76 FTE to 2.10 FTE. The budget includes the creation of 1.00 FTE nutrition services assistant and is offset by the abolishment of 1.00 FTE psychiatric technician. In addition, a 1.00 FTE registered nurse supervisor was created to provide additional support during the second shift and is offset by the abolishment of 1.00 FTE registered nurse. A 1.00 FTE psychiatric nurse practitioner was created and is offset by the unfunding of 1.00 FTE psychiatrist position. Other adjustments include the transfer out of 1.00 FTE psychiatrist to Outpatient - Clinical and the transfer in of 0.20 FTE senior clinical psychologist from Outpatient - Intensive.

Operating expenses are budgeted to increase approximately \$13,400 to \$1,034,800, primarily due to the increase of \$200,200 for contracted psychiatric services based on trend and coverage needed. In addition, consulting services increase by \$5,500, contracted services increase by \$12,700 pertaining to the water management plan, legal notices increase by \$9,000 for recruitment fees, and janitorial services increase by \$2,800. This is mostly

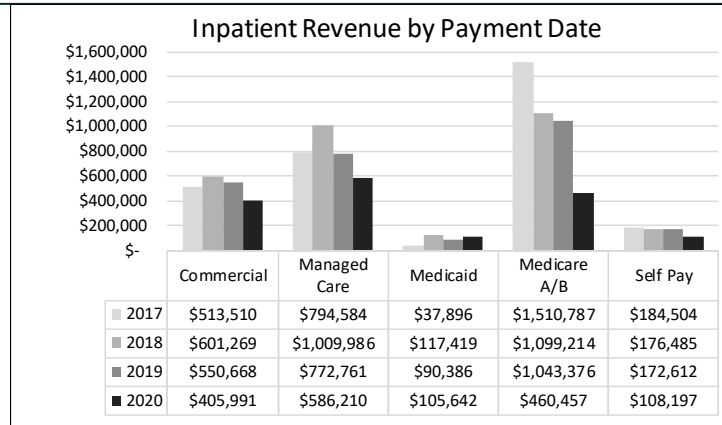
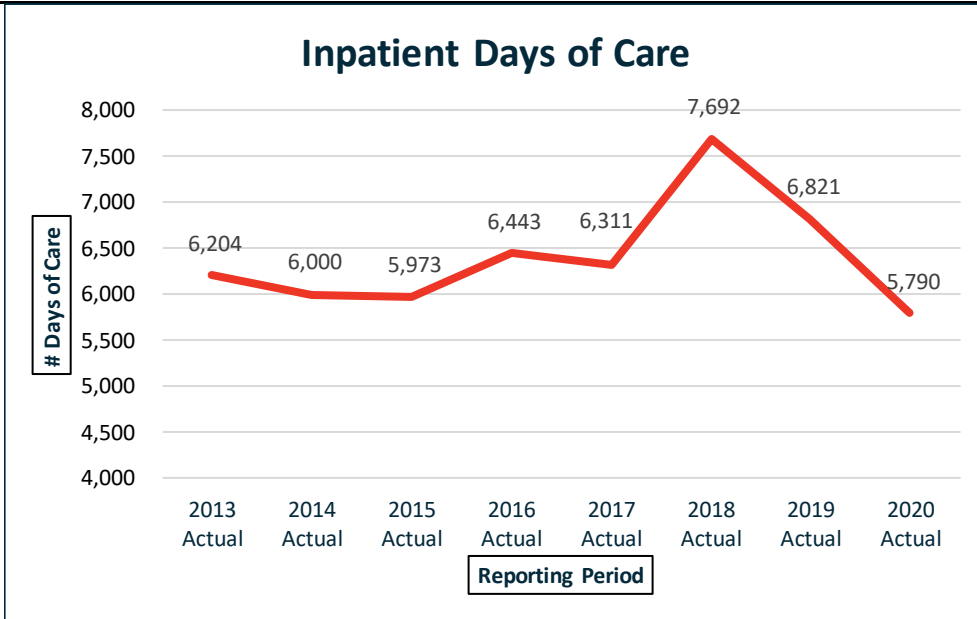
**Mental Health Center (cont.)**

offset by the decrease of \$215,900 for prescription medication pertaining to changes in the medication ordering process, which reduces the inventory needed on hand as it is managed by a contracted pharmacy.

Interdepartmental charges increase by approximately \$68,400. This is mostly due to the increase of \$146,200 for workers compensation, \$6,800 for malpractice insurance, \$12,300 for computer replacement and replacement charges based on FTE count and technology needs. This is partially offset by a decrease of \$34,200 for collection services based on trend and \$61,800 for building maintenance charges related to approved facility projects being fund balanced related expense.

**Program Activities**

<b>Program Activity - Mental Health Center</b>	<b>2020 Actual</b>	<b>2021 Budget</b>	<b>2021 Estimate</b>	<b>2022 Budget</b>	<b>Budget Change</b>
<b>Number of:</b>					
Days of Care	5,790	7,200	5,800	6,600	(600.0)
Average Length of Stay (Days)	11.0	10.5	10.0	11.0	0.5
Average Daily Census	16.0	21.0	17.0	18.0	(3.0)
Admissions	489	685	585	600	(85)
Discharges	489	685	585	600	(85)



Criminal Justice Collaborating Council (CJCC)

Program Description

The Waukesha County Criminal Justice Collaborating Council (CJCC), established in 2002, is comprised of 19 local elected officials and departments heads who represent all sectors of the justice system. The CJCC has five priorities, which include: greater cooperation amongst branches of county government, community agencies, and local units of government; a better understanding of local crime and criminal justice system problems; creation of clear objectives and priorities for the local criminal justice system; cost-efficient allocation of criminal justice resources; and implementation of effective criminal justice programming that utilizes research-based best practices.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.00</b>
General Government	\$656,086	\$660,781	\$682,803	\$464,587	(\$196,194)
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$46,220	\$47,240	\$47,240	\$47,240	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$56,000	\$10,000	\$10,000	\$158,959	\$148,959
<b>County Tax Levy (Credit)</b>	<b>\$1,173,806</b>	<b>\$1,181,641</b>	<b>\$1,181,641</b>	<b>\$1,201,620</b>	<b>\$19,979</b>
<b>Total Revenues</b>	<b>\$1,932,112</b>	<b>\$1,899,662</b>	<b>\$1,921,684</b>	<b>\$1,872,406</b>	<b>(\$27,256)</b>
Personnel Costs	\$131,704	\$137,996	\$136,337	\$141,678	\$3,682
Operating Expenses	\$1,588,850	\$1,675,340	\$1,661,712	\$1,655,442	(\$19,898)
Interdept. Charges	\$88,896	\$86,326	\$79,264	\$75,286	(\$11,040)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$1,809,450</b>	<b>\$1,899,662</b>	<b>\$1,877,313</b>	<b>\$1,872,406</b>	<b>(\$27,256)</b>
<b>Rev. Over (Under) Exp.</b>	<b>\$122,662</b>	<b>\$0</b>	<b>\$44,371</b>	<b>\$0</b>	<b>\$0</b>

Program Highlights

General government revenues decrease by approximately \$196,200 to \$464,600, mainly due to the expiration of the federal Pretrial Diversion Project grant on December 31, 2021. Continuing is the WI Department of Justice funding of \$103,600 for the Pretrial Pilot grant, Treatment Alternatives and Diversion (TAD) Drug Court grant funding of \$143,700, the state Department of Corrections (DOC) revenue for the Community Service Options (CSO) program of \$24,500, and the DOC funding of \$192,700 for the Drug Treatment Court program.

Charges for services is budgeted to remain flat based on trending fee collection. OWI Treatment Court fees are assessed based upon family income. Day Report Center participants are charged a flat fee, which is mandatory for all program participants, based upon length of stay.

General Fund balance will increase by \$149,000 to \$159,000. The increase pertains to funding needs related to the Pretrial Diversion Project grant expiring on December 31, 2021. Fund balance will sustain the program at its current capacity and it is anticipated that TAD funding will sustain this program in 2023.

---

CJCC (cont.)

Personnel costs increased by \$3,700 or 2.4% to \$141,700, reflecting the cost to continue for the 1.00 FTE justice services coordinator position.

Operating expenses are budgeted to decrease approximately \$19,900, mostly related to a decrease of \$26,000 in grant related expenses pertaining to the expiration of the Pretrial Diversion Project grant and a decrease of \$11,000 for the Adult Basic Education GED program as a federal grant was secured by Waukesha County Technical College. The cost to continue of contracted services for various CJCC programs increases by \$17,400, assuming an average 1.5% increase for most vendors.

Interdepartmental charges are budgeted to decrease about \$11,000, mainly for grant related expenses pertaining to the expiration of the Pretrial Diversion Project grant.

**Program Activities**

CJCC activities include the following programs:

**Pretrial Screening Program**

Screens all newly booked inmates in the Waukesha County Jail, for the purpose of gathering and verifying information to prepare a screening report for the Court prior to the initial court appearance to assist in release decisions and setting appropriate bail.

**Pretrial Supervision Program**

Provides pretrial supervision and monitoring of adults pending misdemeanor and some felony charges while awaiting trial or adjudication to assure appearances at court hearings, provide support with clients' needs to prevent recidivism, and is an alternative to pretrial incarceration, saving jail days.

**Pretrial Intoxicated Driver Intervention Program (OWI Program)**

Provides intensive supervision to repeat drunk driving defendants shortly after arrest in an effort to get them enrolled in treatment as soon as possible during the pretrial phase, with the goal of reducing drunk driving recidivism.

**Drug Treatment Court Program**

Utilizing a post-plea, pre-dispositional model, provides rigorous supervision, case management, and drug testing for drug dependent offenders. This includes intensive judicial oversight and an emphasis on treatment in an effort to increase long-term sobriety, which will ultimately reduce crime and increase public safety. The average program length is 18 months.

**OWI Treatment Court Program**

Provides intensive supervision and case management of 3rd & 4th offense drunk drivers post-conviction with intensive judicial oversight and an emphasis on treatment, in an effort to help offenders break the cycle of drunk driving, improve the chances of a sober and healthy lifestyle, and contribute to a safe community. The program length is approximately 12-18 months.

**Community Service Options Program**

Provides support with site placement and tracking/reporting community service hours worked for adult offenders who are court ordered to complete community service as a condition of their sentence or as a condition of probation, as well as to adults confined in the Huber facility who wish to reduce their jail sentence by performing community service.

**Day Report Center Program**

Provides intensive supervision and monitoring of adults post-conviction, providing an alternative to incarceration with the goals of reducing the population of the Huber facility and reducing recidivism through direct support and referrals to services throughout Waukesha County to meet clients' needs and improve lives.

**Jail Adult Basic Education (ABE) Program**

Partnering with Waukesha County Technical College (WCTC) and the Waukesha County Sheriff's Department this program provides adult basic education, high school completion, and employability skills to inmates at the Huber facility and, later, at the County Jail.

**Reentry Employment Program**

Provides job readiness skills (resume development, preparation for interviews, assistance completing on-line applications, etc.) to unemployed or underemployed offenders in the Waukesha County Huber facility to help them secure and maintain employment.

CJCC (cont.)

The following tables show the number of clients served, successful completion rates, and jail days diverted by CJCC programs.

Program Activity – CJCC	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
<b>Number of:</b>					
<b>Clients</b>					
Pretrial Screening	2,679	2,800	2,660	2,700	(100)
Pretrial Supervision	327	450	480	450	-
Pretrial Intoxicated Driver Intervention	423	700	776	700	-
Day Report Center	174	275	225	250	(25)
OWI Treatment Court	61	75	69	70	(5)
Drug Treatment Court	76	90	80	85	(5)
Community Service Options	448	500	407	500	-
Offender Reentry Employment	125	225	138	175	(50)
Jail ABE/GED	57	150	100	150	-
<b>Total Number of Clients (a)</b>	<b>4,370</b>	<b>5,265</b>	<b>4,935</b>	<b>5,080</b>	<b>(185)</b>
<b>Jail Days Diverted</b>					
Pretrial Supervision	5,794	7,500	6,552	7,250	(250)
Pretrial Intoxicated Driver Intervention	13,109	10,000	13,440	11,500	1,500
Day Report Center (b)	5,759	7,000	4,008	6,500	(500)
OWI Treatment Court (b)	3,705	4,000	3,062	3,750	(250)
Community Service Options (b)	144	700	288	500	(200)
<b>Total Jail Days Diverted (c)</b>	<b>28,511</b>	<b>29,200</b>	<b>27,350</b>	<b>29,500</b>	<b>300</b>

(a) Not an unduplicated total, as clients can participate in multiple programs.

(b) Totals reflect potential good time earned by inmates.

(c) Result of the pandemic when cases were not progressing through the justice system and timing lag with justice system to rebound to pre-pandemic levels.

Program Activity – CJCC	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Actual
<b>Percentage of:</b>					
<b>Successful Completions</b>					
Pretrial Supervision	73%	71%	75%	75%	83%
Pretrial Intoxicated Driver Intervention	78%	79%	80%	71%	75%
Day Report Center	82%	84%	80%	79%	78%
OWI Treatment Court	70%	69%	75%	86%	90%
Drug Treatment Court	55%	59%	65%	68%	64%
Community Service Options	65%	69%	75%	70%	76%
<b>Safety Rate*</b>					
Pretrial Supervision	94%	97%	96%	95%	91%
Pretrial Intoxicated Driver Intervention	95%	98%	97%	98%	98%
Day Report Center	93%	95%	90%	90%	98%
OWI Treatment Court	95%	100%	100%	100%	100%
Drug Treatment Court	95%	100%	100%	100%	97%
<b>Court Appearance Rate</b>					
Pretrial Supervision	85%	86%	89%	87%	93%
Pretrial Intoxicated Driver Intervention	95%	96%	96%	97%	94%

\*Safety Rate is the percentage of clients who do not re-offend while enrolled in the program.

## Program Description

### Administration Section

The Administration Section provides leadership, direction and clinical competence in the overall management of the Public Health Division. It assures the Division focuses on its mission to “promote health and wellness, prevent disease and to foster community environments that support an atmosphere of positive behavioral choices.” This section is responsible for the division maintaining state certification as a health department and assures alignment with the core functions of public health, the Essential Public Health Services, and Foundational Public Health Services model. This section works closely with the Administrative Division in ensuring corporate compliance and HIPAA maintenance.

### Community Health Strategy

The implementation of Public Health 3.0 will be the primary focus of this section as the division fulfills the chief health strategist role and implements initiatives such the county’s Community Health Improvement Plan and Process (CHIPP), as well as other collective impact efforts. This section oversees the appropriate use of health data and data systems to identify insights and trends, and systematically uses that data to inform decisions and promote positive health outcomes.

### Communicable Disease Control and Public Health Preparedness Section

The Communicable Disease Control and Public Health Preparedness Section provides services to individuals, families and to the population collectively. This section provides communicable disease surveillance, investigations and interventions to control communicable diseases and outbreaks affecting individuals, families and businesses in Waukesha County. Communicable disease interventions include notification, education, treatment consultation and containment measures (such as work restriction, isolation or quarantine). Clinical services in this section include directly observed treatment for Tuberculosis (TB), STD screenings, immunization services and the Travel Clinic. Partner notification for STDs and HIV are conducted routinely. Public health preparedness is a rapidly evolving component of this section that addresses preparedness strategies for quick response to a range of public health threats, both intentional and unintentional, including biological, chemical or natural disasters. Emerging diseases, such as Avian Influenza and COVID19 are tracked closely, and plans are continually refined based off the latest CDC guidance and information. Staff trainings and exercises are conducted regularly with key partners.

### Family and Community Health Section

The Family and Community Health Section provides services directly to individuals, families and to the population collectively. This section provides various services and education to individuals from early childhood to late in life through clinic visits, home visits or community events. Child preventive health services can include lead poisoning screenings, child health checks, fluoride varnishing, and child neglect and abuse assessments. Adult health services consist of screenings and case management in areas such as cholesterol, glucose, blood pressure, pregnancy testing, as well as, prenatal and postpartum monitoring. Additionally, there is participation on numerous community coalitions to address health equity and health disparities.

### Women, Infants and Children (WIC) Section

The Women, Infants and Children (WIC) program is federally funded and provides nutrition assessments for prenatal and postpartum lactating mothers, infants under one year and children through five years of age. Nutrition recommendations are offered with corresponding electronic benefits specifically outlining food purchases that will remedy nutritional deficiencies.



Public Health (cont.)

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>27.05</b>	<b>46.47</b>	<b>46.47</b>	<b>30.14</b>	<b>(16.33)</b>
General Government (a)	\$5,419,347	\$2,227,296	\$5,722,053	\$1,315,188	(\$912,108)
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$62,063	\$222,056	\$105,596	\$214,380	(\$7,676)
Interdepartmental	\$0	\$100	\$100	\$0	(\$100)
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$1,060	\$0	\$0	\$0	\$0
<b>County Tax Levy (Credit)</b>	<b>\$1,959,024</b>	<b>\$1,975,034</b>	<b>\$1,975,034</b>	<b>\$1,890,328</b>	<b>(\$84,706)</b>
<b>Total Revenues</b>	<b>\$7,441,494</b>	<b>\$4,424,486</b>	<b>\$7,802,783</b>	<b>\$3,419,896</b>	<b>(\$1,004,590)</b>
Personnel Costs (a)	\$5,995,132	\$3,812,331	\$5,417,700	\$2,926,896	(\$885,435)
Operating Expenses (a)	\$808,732	\$463,115	\$1,937,674	\$289,890	(\$173,225)
Interdept. Charges (a)	\$179,417	\$149,040	\$161,057	\$203,110	\$54,070
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$6,983,281</b>	<b>\$4,424,486</b>	<b>\$7,516,431</b>	<b>\$3,419,896</b>	<b>(\$1,004,590)</b>
<b>Rev. Over (Under) Exp.</b>	<b>\$458,213</b>	<b>\$0</b>	<b>\$286,352</b>	<b>\$0</b>	<b>\$0</b>

**Program Highlights**

General government revenue is budgeted to decrease approximately \$912,100 to \$1,315,200 mainly due to a decrease of \$990,600 in federal and state Covid-19 grant funding for contact tracing, disease investigation, and other support for the COVID-19 pandemic response. This is offset by an increase in the Women, Infants and Children (WIC) funding of \$22,600. Also, the Preparedness grant increases \$19,800, the Communicable Disease grant increases nearly \$20,000, and the Ready grant increases \$15,200.

Charges for services revenues decrease by \$7,700 to \$214,400 mainly due to a decrease in anticipated Healthcheck, HEP-B, and STD clinic services.

Interdepartmental revenues decrease by \$100 to \$0 for 2022 due to discontinuation of programming.

Personnel costs decrease by approximately \$885,400 to \$2,926,900 due to costs to continue for the existing 30.14 FTE staff. The budget includes the abolishment of 1.00 FTE Public Health Nurse and 0.75 FTE Public Health Technician. Also, 1.00 FTE Public Health Nurse was unfunded. Extra help decreases by 13.58 FTE mostly related to COVID-19 extra help that decreases by 14.41 FTE as this programming will be reduced in 2022.

Operating expenses decrease by \$173,200 to \$289,900, primarily due to a decrease of 200,300 in expenses associated with COVID-19 response activities. This is offset mainly by an increase of \$7,700 for contracted services. In addition, the increase includes \$5,800 in lead testing supplies, \$3,000 in mileage reimbursement, and \$9,900 in cell phone usage.

Interdepartmental charges increase by \$54,100 to \$203,100. This is mainly due to increases in EUTF and computer replacement charges of \$40,000 related to COVID-19 staffing, computer replacement charges of \$9,800 due to additional regular FTE staff, and postage increases of \$3,000.

Public Health (cont.)

Program Activity - Administration	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
<b>Number of:</b>					
Inbound Telephone calls for information/triage*	16,669	4,500	25,000	5,000	500
In-person Clients	990	3,900	1,500	4,000	100

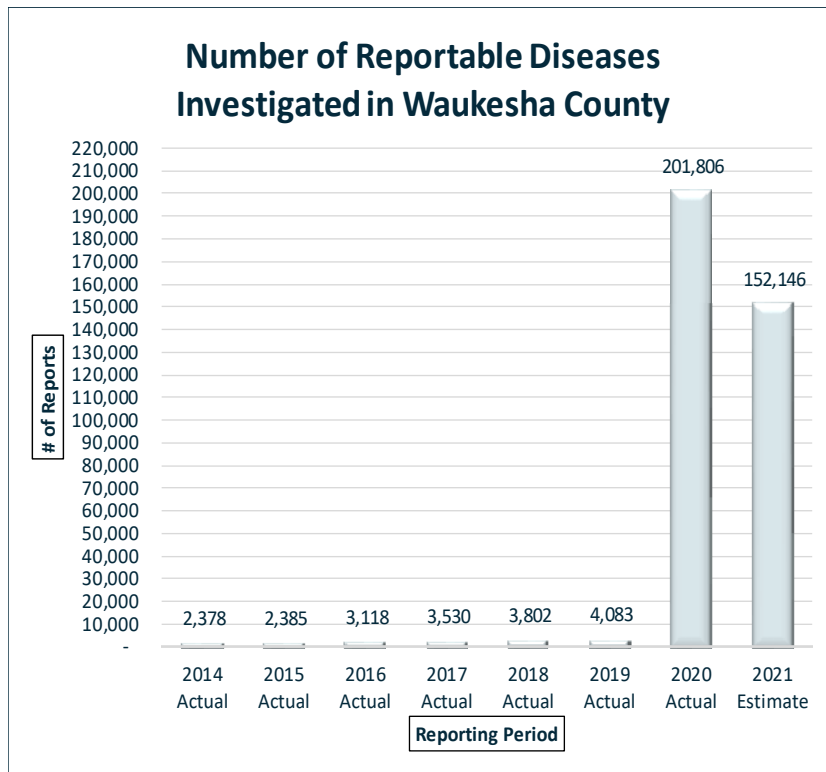
\*Inbound calls related to COVID 19 is expected to increase.

Program Activity - Communicable Disease and Preparedness	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
<b>Number of:</b>					
<b>Communicable Disease Investigations</b>					
Communicable Disease referrals investigated(a)	201,806	150,000	152,146	100,000	(50,000)
Cases Identified(a)	38,996	18,000	18,869	15,000	(3,000)
Category 1 Disease Investigations (non-COVID-19)	403	500	450	500	-
Outbreak Investigated	965	500	500	500	-
<b>Tuberculosis Control</b>					
Directly Observed Therapy (DOT) visits	920	800	950	900	100
TB skin tests	106	400	300	400	-
<b>Immunization Program</b>					
Total Vaccines Administered	911	3,200	40,250	3,200	-
Children Immunized	151	500	1,000	500	-
Adults Immunized	335	1,200	21,000	1,200	-
Travel Clinic clients	91	285	250	285	-
<b>STD Program</b>					
Screenings in STD clinic(b)	76	350	100	300	(50)
<b>Preparedness Program</b>					
Preparedness trainings conducted	165	20	100	30	10

(a) Significant decrease is the result of COVID 19 pandemic.

(b) Expected to return to pre-COVID 19 levels

Public Health (cont.)



\*The 2020 actual and 2021 estimate have significant increase is the result of COVID 19 pandemic.

Program Activity - Family and Community Health	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
<b>Number of:</b>					
<b>Lead Poisoning Prevention</b>					
Children tested for lead poisoning	167	1,000	333	1,000	-
Lead poisoned children that were case managed	52	90	60	90	-
<b>Child Health Program</b>					
Children at-risk(a)	65	175	20	150	(25)
Home Visit to Children	108	650	80	650	-
Healthcheck Examinations (b)	8	60	5	20	(40)
Children receiving fluoride varnishing	0	100	10	100	-
<b>Healthy Pregnancy Program</b>					
Pregnant Women Case Managed(c)	23	100	15	75	(25)
Home Visits to pregnant women	34	300	30	300	-
Percentage of case managed women who delivered full term infants of average birth weight	90%	95%	91%	95%	-
<b>Chronic Disease Program</b>					
Chronic disease screenings(d)	123	550	50	600	50
Community Education Events (e)	17	100	20	200	100
<b>HHS Drug Screening Program</b>					
Urine drug screening for HHS clients (e)	276	1,700	0	0	(1,700)
Positive urine drug screening clients	35%	40%	0%	0%	-40%

(a) Estimated and budgeted decrease in children at-risk due stronger collaboration with community agencies.

(b) Estimated and budgeted decrease in children receiving Healthcheck examination due to more children receiving this service at regular doctor check-ups.

(c) Estimated and budgeted decrease in pregnant women case management due to decreased client utilization.

(d) Estimated and budgeted increase in chronic disease screenings due to increased screening events planned.

(e) The HHS Drug Screening Program will no longer be conducted by public health staff.

Public Health (cont.)

Program Activity - WIC	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
<b>Number of:</b>					
State estimated eligible low income population per month (a)	4,483	4,483	4,883	4,483	0
Mothers, infants/children served per year in the WIC Program (b)	2,503	2,700	2,500	2,500	(200)
Total appointments completed	3,952	3,200	3,200	3,200	-
Total high risk visits completed	1,247	1,300	1,250	1,250	(50)
Pregnant and breastfeeding women receiving breastfeeding education support services	503	520	500	500	(20)
Internal and external referrals completed to assist families with unmet needs(c)	804	1,000	700	700	(300)

Program Activity - WIC	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
<b>Number of:</b>					
State estimated eligible low income population per month (a)	4,483	4,483	4,883	4,483	0
Mothers, infants/children served per year in the WIC Program (b)	2,503	2,700	2,500	2,500	(200)
Total appointments completed	3,952	3,200	3,200	3,200	-
Total high risk visits completed	1,247	1,300	1,250	1,250	(50)
Pregnant and breastfeeding women receiving breastfeeding education support services	503	520	500	500	(20)
Internal and external referrals completed to assist families with unmet needs(c)	804	1,000	700	700	(300)

(a) Based on the 2014 US Bureau of Census, Waukesha County Poverty Estimates.

(b) From January 1, 2020 through December 31, 2020 WIC food benefits supplemented Waukesha County retail food vendors by \$2,009,883 and local Waukesha County farmers by \$8,820 through Farmers' Market sales.

(c) Referrals predicted to be lower based on 2020 and 2021 trend.

**Program Description**

The Waukesha County Division of Veterans' Services advocates for and assists Waukesha County veterans of the U.S. Armed Services, their dependents, and survivors. The Division ensures that clients obtain all available and appropriate benefits for which they are entitled. The Division staff is committed to act in a courteous, effective, and fiscally responsible manner to maintain its reputation as one of the top veterans' service divisions in the State by providing maximum service to its clientele.

Referrals are made to Federal, State, and local agencies for benefits from other programs. Information related to veterans' issues is collected, updated, made available on the internet, and disseminated where and when appropriate.

In addition, the County Executive, with the approval of the County Board, appoints three Veterans' Commissioners. The Commission meets as needed to authorize and provide funds for needy veterans.

	<b>2020 Actual</b>	<b>2021 Budget</b>	<b>2021 Estimate</b>	<b>2022 Budget</b>	<b>Budget Change</b>
<b>Staffing (FTE)</b>	<b>4.50</b>	<b>4.50</b>	<b>4.50</b>	<b>5.00</b>	<b>0.50</b>
General Government	\$13,000	\$13,000	\$13,000	\$13,000	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$11,052	\$0	\$0	\$4,700	\$4,700
Appr. Fund Balance	\$2,167	\$8,467	\$8,467	\$0	(\$8,467)
<b>County Tax Levy (Credit)</b>	<b>\$332,835</b>	<b>\$346,615</b>	<b>\$346,615</b>	<b>\$412,083</b>	<b>\$65,468</b>
<b>Total Revenues</b>	<b>\$359,054</b>	<b>\$368,082</b>	<b>\$368,082</b>	<b>\$429,783</b>	<b>\$61,701</b>
Personnel Costs	\$287,115	\$299,971	\$322,513	\$358,235	\$58,264
Operating Expenses	\$13,781	\$45,799	\$17,336	\$41,585	(\$4,214)
Interdept. Charges	\$24,255	\$22,312	\$21,877	\$29,963	\$7,651
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$325,151</b>	<b>\$368,082</b>	<b>\$361,726</b>	<b>\$429,783</b>	<b>\$61,701</b>
Rev. Over (Under) Exp.	\$33,903	\$0	\$6,356	\$0	\$0

**Program Highlights**

General government revenues of \$13,000 consist of a Wisconsin Department of Veterans' Affairs, County Veterans' Service Office Grant and remains unchanged in the 2022 budget.

Other revenue increases from \$0 to \$4,700. This represents anticipated donations for Veterans' Services that will be used to purchase new benefits processing software specific to Veterans' Services.

Fund balance decreases by \$8,500 to \$0. From 2022 on, donations will be received by the Department of Administration and then requested, as needed, by Veterans' Services. The balance represents an aggregate collection for donations from past fiscal years.

Personnel costs are budgeted to increase \$58,300 to \$358,200. This reflects the cost to continue for the existing staff of 4.00 FTE. Also a 1.00 FTE administrative assistant position is refunded, and extra help is decreased 0.50 FTE in 2022.

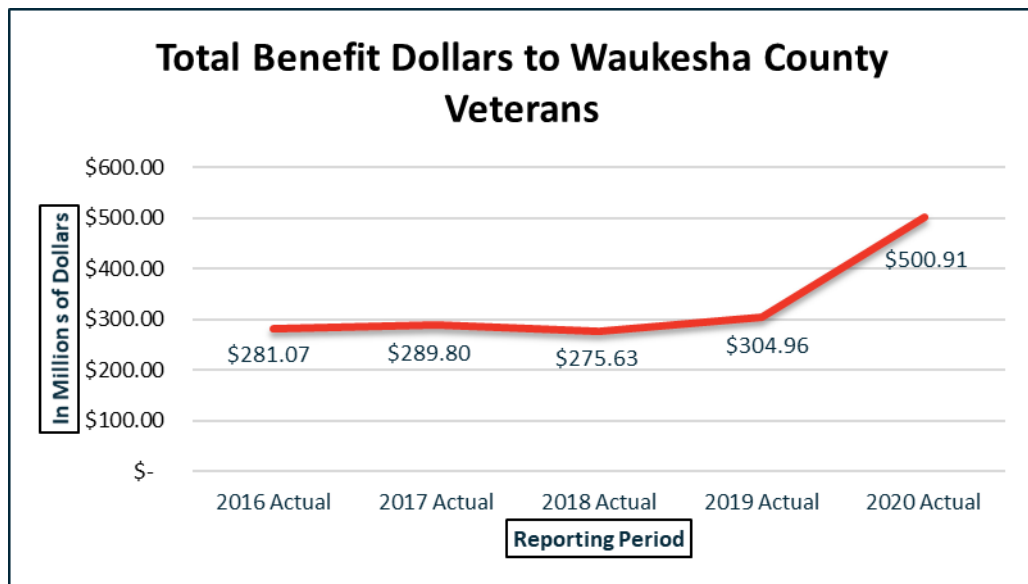
Operating expenses are budgeted to decrease \$4,200 to \$41,600 due to a decrease in outside printing costs, promotion costs, and burial costs.

Interdepartmental charges are budgeted to increase approximately \$7,700 mostly due to a \$6,900 increase in allocated end user technology fees (EUTF), \$500 increase in allocated worker's compensation, \$500 increase in telephone charges, and a \$300 decrease in postage.

**Veterans' Services (Cont.)**

**Program Activities**

<b>Program Activity - Veterans' Services</b>	<b>2020 Actual</b>	<b>2021 Budget</b>	<b>2021 Estimate</b>	<b>2022 Budget</b>	<b>Budget Change</b>
<b>Number of:</b>					
Clients interviewed and counseled (In Office)	1,466	4,500	2,500	4,500	-
Appearances on behalf of veterans	-	60	30	60	-
Miles traveled on veterans' affairs	463	2,000	1,000	2,000	-
Incoming phone calls answered	6,889	11,000	11,000	11,000	-
Contacts by E-Mail (requiring a response)	10,220	10,000	12,000	10,000	-



This figure reflects the value of all Federal and State benefits awarded to Waukesha County Veterans. Based on the 2020 data this equates to \$1,505 of benefits returned for each tax levy dollar expended.

**ADRC - Adult Protective Services**

**Program Description**

The Adult Protective Services (APS) unit of the Aging and Disability Resource Center provides mandated services defined in Wis Stat. Ch 46.90 and 55 to adults and elder adults (ages 60 and older) at risk of abuse and neglect in the community. Primary responsibilities are to respond to reports of abuse, neglect, and financial exploitation and to link clients with protective services that mitigate further risk of abuse and neglect and promote their right to self-determination. APS social workers investigate a client's competence and ability to remain independent in the community. For clients assessed to be incompetent and in need of court ordered protection and services, the legal petition is initiated for guardianship and protective placement matters. APS staff work with clients to determine need for protective services and/or placement in the least restrictive setting. A variety of court services are conducted including nominating proposed guardians, witness testimony, and comprehensive evaluations reports for court personnel determining recommendations on least restrictive interventions. APS conducts the court ordered annual review of all cases protectively placed by Waukesha County.

	<b>2020 Actual</b>	<b>2021 Budget</b>	<b>2021 Estimate</b>	<b>2022 Budget</b>	<b>Budget Change</b>
<b>Staffing (FTE)</b>	<b>9.63</b>	<b>9.63</b>	<b>9.63</b>	<b>10.25</b>	<b>0.62</b>
General Government	\$486,706	\$486,706	\$486,706	\$486,706	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$11,683	\$20,000	\$20,000	\$20,000	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$21,363	\$22,531	\$0	\$0	(\$22,531)
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
<b>County Tax Levy (Credit)</b>	<b>\$959,672</b>	<b>\$784,996</b>	<b>\$784,996</b>	<b>\$851,684</b>	<b>\$66,688</b>
<b>Total Revenues</b>	<b>\$1,479,424</b>	<b>\$1,314,233</b>	<b>\$1,291,702</b>	<b>\$1,358,390</b>	<b>\$44,157</b>
Personnel Costs	\$850,957	\$908,214	\$941,211	\$964,290	\$56,076
Operating Expenses	\$147,351	\$255,813	\$185,729	\$245,365	(\$10,448)
Interdept. Charges	\$139,238	\$150,206	\$137,983	\$148,735	(\$1,471)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$1,137,546</b>	<b>\$1,314,233</b>	<b>\$1,264,923</b>	<b>\$1,358,390</b>	<b>\$44,157</b>
<b>Rev. Over (Under) Exp.</b>	<b>\$341,878</b>	<b>\$0</b>	<b>\$26,779</b>	<b>\$0</b>	<b>\$0</b>

**Program Highlights**

General government revenues remain unchanged from the 2021 budget. The revenues included are from Supportive Home Care State Basic County Allocation of \$259,000, and a State Basic County Allocation of \$227,700 to fund Adults-at-Risk activities and Adult Protective Services (APS). These funds remain unchanged from the 2021 budget.

Charges for services revenues remain unchanged from the 2021 budget for clients protectively placed in a hospital setting based on current year trending. Waukesha County Department of Health and Human Services (HHS) is obligated to provide services and protection to adults found to be legally incompetent and a danger to themselves or others. Law enforcement and APS utilize a local hospital as a placement site for emergency protective placements for both adults at risk and elder adults at risk. HHS pays for the episode and then bills the client to recapture the costs.

Other revenue is reduced \$22,500 to \$0, Waukesha County is no longer a protective payee for APS clients served by this program and no longer receives Social Security reimbursements for clients. APS no longer provides this service as the clients have transitioned to federally funded long-term care programs.

Personnel costs are budgeted to increase approximately \$56,100 to about \$964,300 due to cost to continue the 9.63 FTEs and the addition of 1.00 FTE social worker position. The increases are offset by the reduction of 0.38 FTE for extra help - social worker positions.

**ADRC - Adult Protective Services (cont.)**

Operating expenses are budgeted to decrease approximately \$10,400 to \$245,400 mostly due to reductions of \$10,000 in client services for reduced corporate guardian fees, and \$4,400 in telecom equipment to align with actual expenses. Reductions are offset by increases of \$1,700 in telephone lines & service for cell phone usage and \$1,500 for contracted services costs.

Interdepartmental charges are budgeted to decrease \$1,500 to \$148,700 mainly due to decreases of \$5,900 in transportation and \$4,900 in postage. The decreases are offset by increases of \$5,400 in legal fees and \$4,200 in computer maintenance and replacement.

**Program Activities**

<b>Program Activity - Adult Protective Services</b>	<b>2020 Actual</b>	<b>2021 Budget</b>	<b>2021 Estimate</b>	<b>2022 Budget</b>	<b>Budget Change</b>
<b>Number of:</b>					
New Adult At-Risk/Elder At-Risk Investigations (a)	340	325	350	360	35
Watts Court Ordered Assessment Reviews (b)	276	320	275	275	(45)
Emergency Protective Placements (EPP)	38	40	40	40	0
Mental Health - Chapter 51.67 (c)	10	8	8	8	0
Comprehensive Evaluations	20	25	18	18	(7)
Youth Transition Guardianships (d)	24	20	16	16	(4)

- (a) 2022 budget increases by 35 from 2021 budget based on actual number of investigations in 2020 and 2021. Numbers of calls of concern and investigations are trending upward.
- (b) 2022 budget decreases by 45 from 2021 budget, as a number of protective placement clients were deceased during 2020.
- (c) Ch. 51.67 reduced based on the 2021 actual and ongoing training to law enforcement and crisis staff on de-escalation techniques for individuals with dementia
- (d) Youth Transition Guardianships reduced based on education to parents and youth on alternate decision-making options, as well as collaboration with Corp Counsel on redirecting consumers to private attorneys.



**ADRC - Community Services**

**Program Description**

The Community Services program provides a range of home and community-based services and opportunities. These activities empower seniors, those with disabilities, and their caregivers to make informed choices and remain as independent as possible in their home of choice and community. The Community Services program is funded through a variety of grants, donations, and tax levy that support direct services to clients and administrative operations.

Core services include: home delivered and congregate meals, personal care, light housekeeping, respite care, specialized transportation, caregiver support, home chore services, friendly visit calls and emergency intervention. Services do require an assessment to ensure that individuals meet eligibility criteria set by the various programs. Additional opportunities include volunteer engagements and various health promotion education programs.

Services provided under the Federal Older Americans Act (Title III-B Supportive Services, Title III-C-1 Congregate Nutrition, Title III-C-2 Home Delivered Meals, Title III-D Preventive Health and Title III-E National Family Caregiver Support) serve those age 60 and over with an emphasis placed on reaching the frail, isolated, homebound and disadvantaged older population, as well as their caregivers. Older Americans Act services are not means tested and mandate a request for donations towards services; therefore, no standardized fees can be charged for services. Most services in the Community Services program are provided through contracted community providers.

	<b>2020 Actual</b>	<b>2021 Budget</b>	<b>2021 Estimate</b>	<b>2022 Budget</b>	<b>Budget Change</b>
<b>Staffing (FTE)</b>	<b>15.79</b>	<b>15.84</b>	<b>15.84</b>	<b>20.38</b>	<b>4.54</b>
General Government (a)	\$2,883,175	\$2,803,408	\$3,456,468	\$3,269,533	\$466,125
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$339,790	\$406,969	\$317,390	\$416,131	\$9,162
Appr. Fund Balance	\$7,700	\$7,700	\$7,700	\$7,700	\$0
<b>County Tax Levy (Credit)</b>	<b>\$981,708</b>	<b>\$1,089,444</b>	<b>\$1,089,444</b>	<b>\$1,132,602</b>	<b>\$43,158</b>
<b>Total Revenues</b>	<b>\$4,212,373</b>	<b>\$4,307,521</b>	<b>\$4,871,002</b>	<b>\$4,825,966</b>	<b>\$518,445</b>
Personnel Costs	\$1,318,063	\$1,267,121	\$1,426,187	\$1,594,842	\$327,721
Operating Expenses	\$2,380,868	\$2,909,599	\$3,022,347	\$3,082,422	\$172,823
Interdept. Charges	\$147,708	\$130,801	\$133,295	\$148,702	\$17,901
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$3,846,639</b>	<b>\$4,307,521</b>	<b>\$4,581,829</b>	<b>\$4,825,966</b>	<b>\$518,445</b>
<b>Rev. Over (Under) Exp.</b>	<b>\$365,734</b>	<b>\$0</b>	<b>\$289,173</b>	<b>\$0</b>	<b>\$0</b>

(a) The 2021 Estimate includes \$185,709 of Consolidated Appropriations Act funding in Home Delivered Meals.

**Program Highlights**

General government revenues are budgeted to increase \$466,100 to \$3,269,500. This is primarily due to \$489,700 in new specific purpose directed American Rescue Plan Act (ARPA) funding. The grant increases which include the ARPA funding include home delivered meals of \$171,900 for enhanced nutrition support for home delivered meal participants; \$110,100 for congregate meals for alternate models to include restaurant dining and choice options supportive services, \$105,200 for increased in-home services, Family Caregiver Support increase of \$62,500 for respite services and includes Adult Daycare assistance, and \$7,700 for Health Promotion for additional evidence based prevention programs. Other grant increases include Specialized Transportation of \$7,400, and Alzheimer's Family Support of \$3,900. Grant reductions include Nutrition Service Incentive Program (NSIP) of \$2,500.

Other revenue is budgeted to increase \$9,200 to \$416,100 primarily due to increases in nutrition program client donations of \$37,400 offset by a reduction of \$28,300 from Managed Care Organization (MCO) meals.

**ADRC – Community Services (cont.)**

Fund balance remains unchanged at \$7,700 for one-time equipment purchases in 2021 for the Senior Dining program.

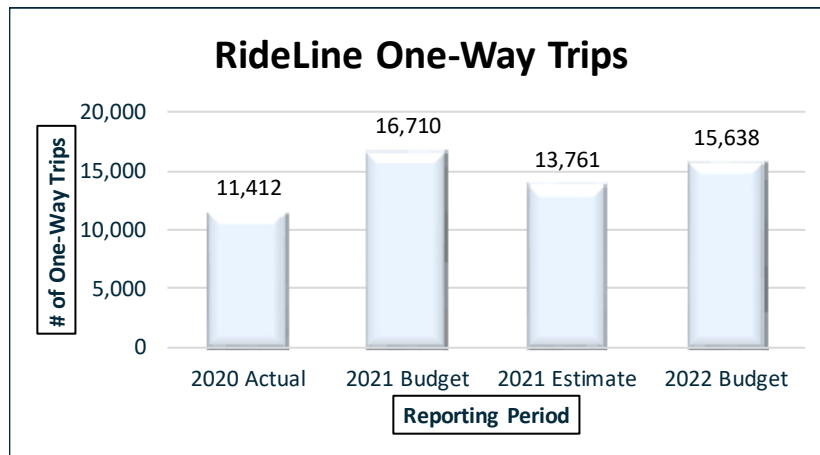
Personnel costs increase about \$327,700 to \$1,594,800. Increases include the cost-to-continue of the existing 15.84 FTE staff and the transfer in of 2.00 FTE administrative specialists from the Administrative Services Division, the transfer in of a 1.00 FTE volunteer program specialist from the Intake/Shared Services Division, the addition of a 1.00 FTE community health educator that is offset by the elimination of a 0.60 FTE extra help – community health educator, the addition of a 0.75 FTE human services support specialist that is offset by the elimination of a 0.44 FTE extra help – technical intern, the transfer in of 0.48 FTE senior ADRC specialist from the ADRC Contract Fund and the addition of a 0.35 FTE extra help – semi skilled employee.

Operating expenses are budgeted to increase about \$172,800 to \$3,082,400. Increases include \$72,300 in food service, \$60,600 for nonprofit taxi services assistance, \$60,500 related to in-home care, \$35,400 in respite personal care, \$5,800 in promotion supplies, \$4,400 in client services, \$3,700 in miscellaneous operating expense, \$3,000 in household care, \$2,300 in office supplies and \$2,200 in mileage reimbursement. Increases are offset by decreases of \$67,900 in contracted services (mainly transportation for consulting ending in 2021 and elder abuse), \$7,000 in transportation services mainly due to RideLine costs and \$5,000 in home maintenance and repair.

Interdepartmental charges are budgeted to increase by about \$17,900 to \$148,700 mainly due to an increase of \$14,400 in computer maintenance and replacement and \$2,100 in worker’s compensation insurance.

**Program Activities**

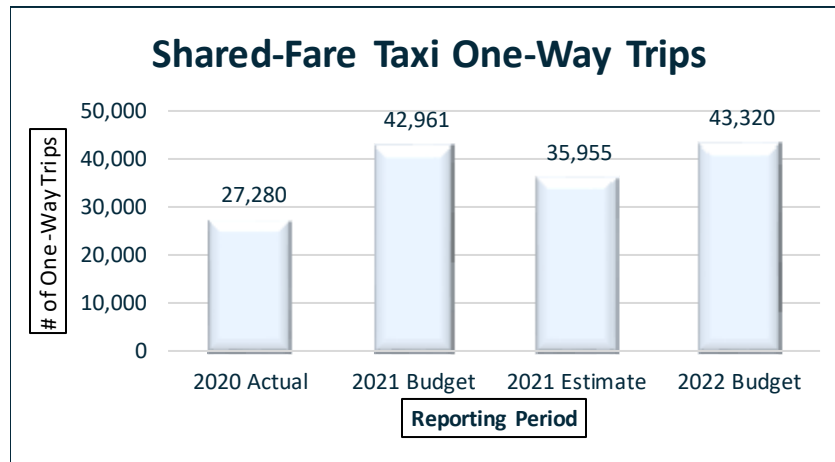
**Transportation**



Note: The number of one-way RideLine trips for 2022 is budgeted at 1,072 less rides than 2021 budget, however 1,877 rides greater than 2021 estimate due to post pandemic trending.

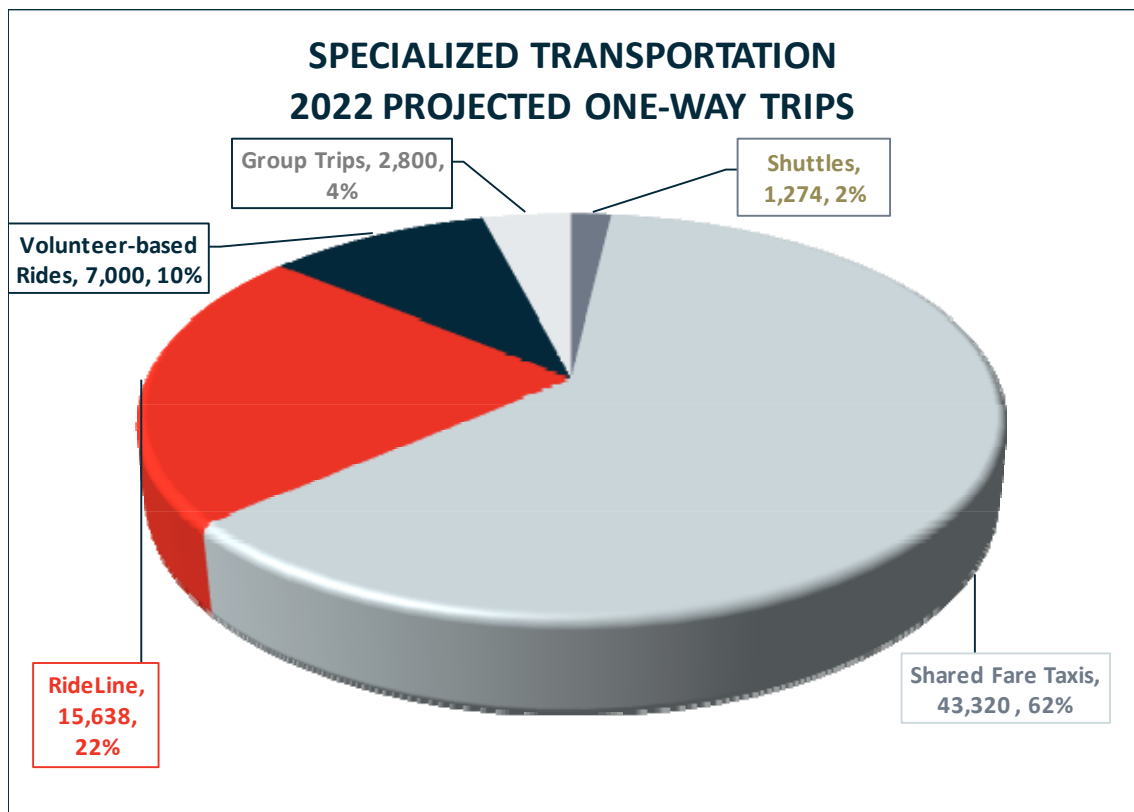
ADRC – Community Services (cont.)

**Transportation (cont.)**



Note: 2022 budgeted shared-fare taxi service is expected to increase slightly by 359 rides from the 2021 budget level, however an increase of 7,365 rides from 2021 estimate as a result of a slower return to pre-pandemic levels.

Specialized Transportation Net Average Cost Per One-Way Trip	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Shared-Fare Taxi	\$ 6.45	\$ 5.85	\$ 7.54	\$ 5.93	\$ 0.08
RideLine	\$ 41.57	\$ 42.57	\$ 44.45	\$ 44.15	\$ 1.58

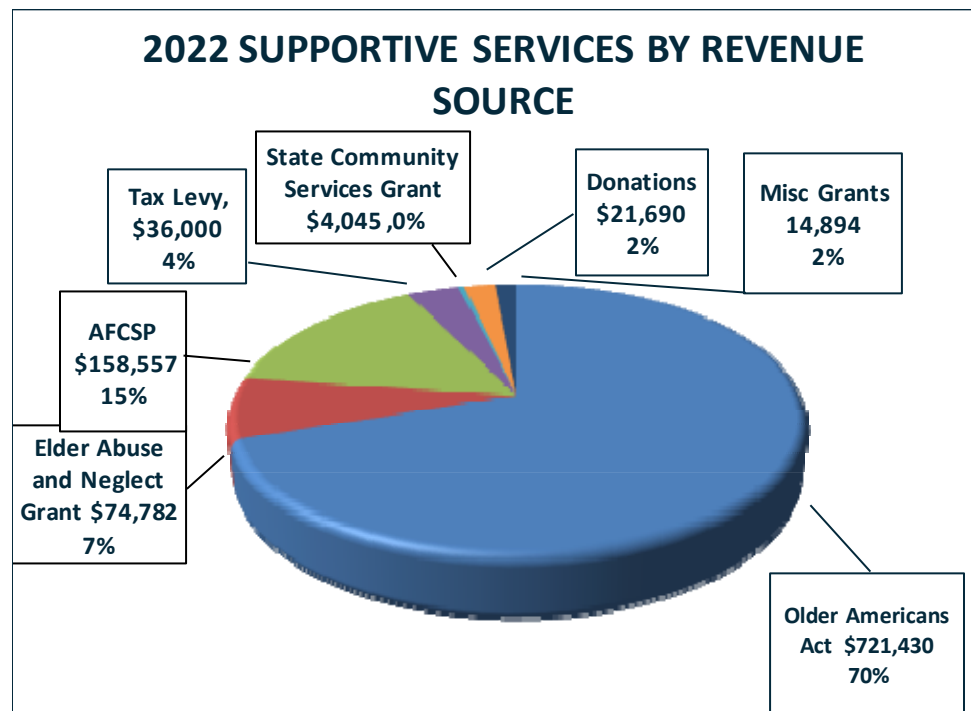


Note: Overall, the 2022 Specialized Transportation Program budget includes a total of 70,032 rides, an increase of 586 rides from the 2021 Budget.

ADRC – Community Services (cont.)

**Supportive Services**

Program Activity - Supportive Services	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
<b>Number of:</b>					
Clients	1,456	1,150	1,370	1,450	300



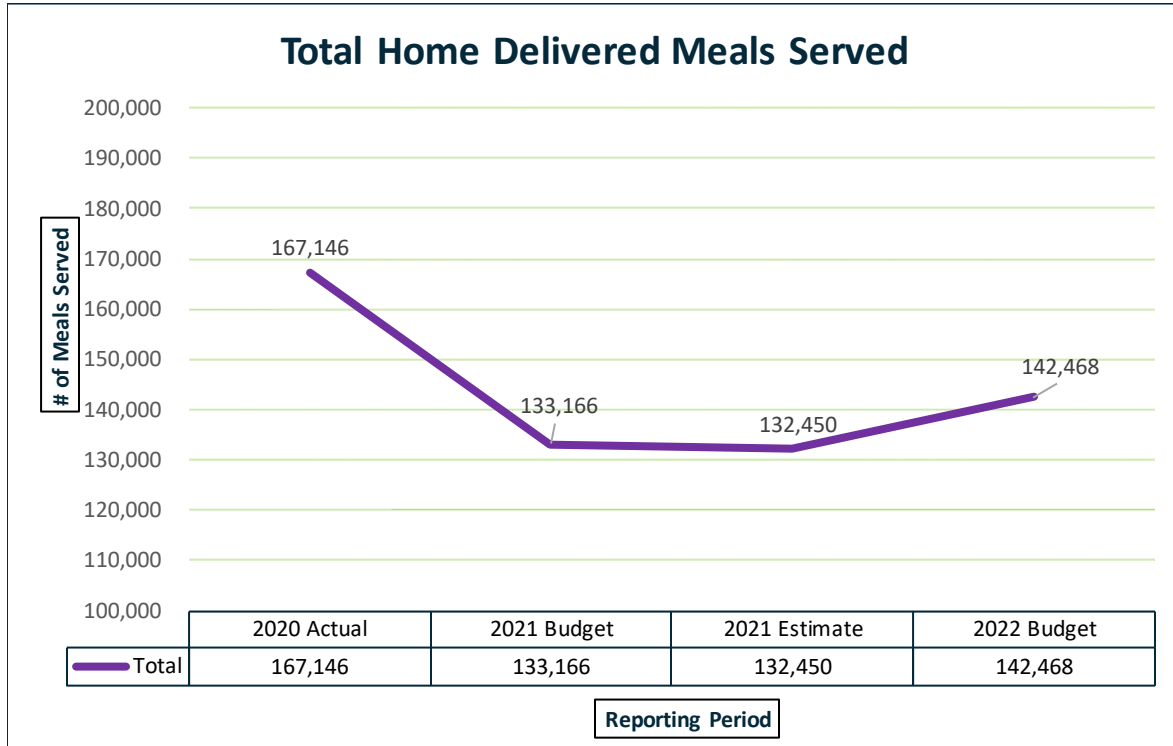
Note: AFCSP – Alzheimer Family Caregiver Support Program

Program Activity - Volunteer	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
<b>Number of:</b>					
Volunteers	425	650	800	652	2
Hours	10,943	35,100	16,570	35,000	(100)
Valuation (a)	\$278,281	\$892,593	\$421,375	\$890,050	(\$2,543)

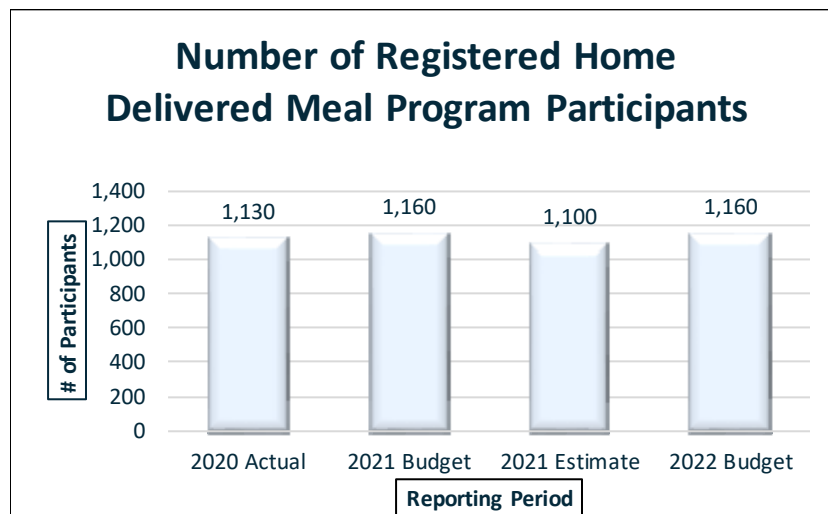
a) The National average of \$25.43 based on "The Independent Sector" value of volunteer is used for the valuation of volunteers. 2020 Actual and 2021 Budget include ADRC volunteers only. 2021 Estimate and 2022 Budget include ADRC and HHS volunteers.

ADRC – Community Services (cont.)

Home Delivered Meals



Note: Projected number of home delivered meals for 2022 budget anticipates an increase of 9,302 meals from the 2021 budget. 2021 estimate hot meals include a variety of types of meals served due to the pandemic, hot, frozen and boxed shelf stable. 2022 budget includes only hot meals, as it is anticipated that only hot meals will be served.



Note: Based on actual experience in 2020 and during the first half of 2021, the number of projected home delivered meal recipients in 2021 is expected to be at 1,100. 2022 budgeted number is expected to be similar to 2021 budget.

ADRC – Community Services (cont.)

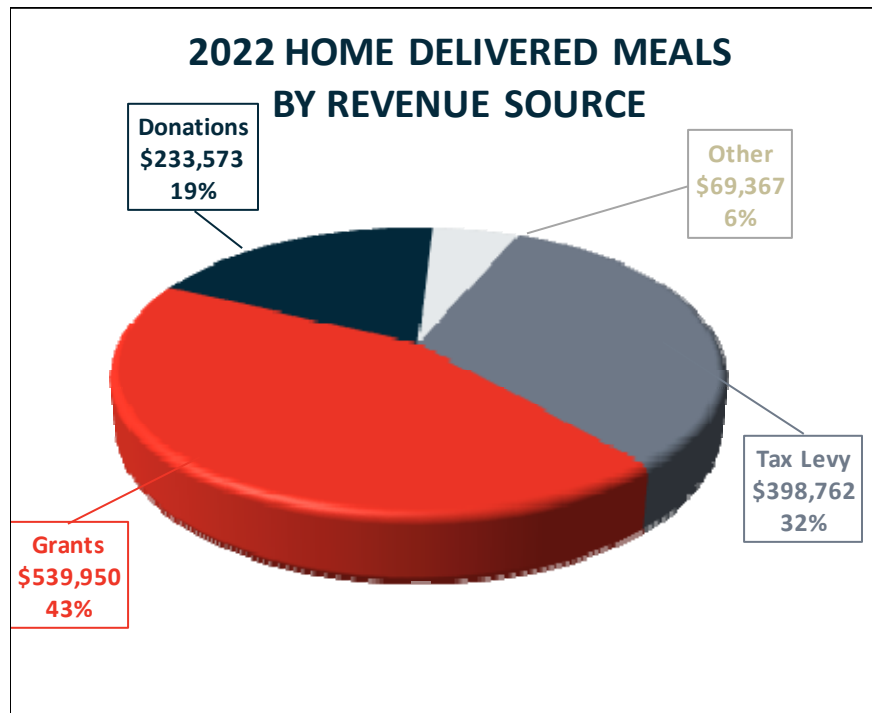
Home Delivered Meals (cont.)

Home Delivered Meal (HDM) Participant Responses to Survey Questions	2020 * Actual	2021 * Actual
HDMs help me live independently in home	NA	84.0%
Feel HDMs have improved quality of life	NA	86.0%
Half or more daily food intake provided by meal	NA	63.0%

Note: \*2020 surveys not required by funder due to alternate delivery system as a result of COVID-19.  
\*2021 = 238 responses

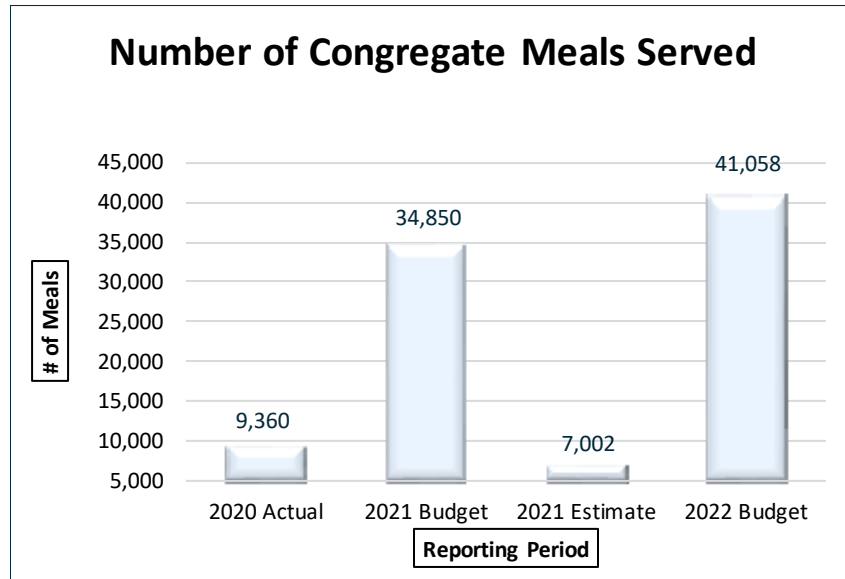
Home Delivered Meal Cost Summary	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Gross Cost Per Meal	\$ 7.90	\$ 8.56	\$ 9.46	\$ 8.72
Average Client Donation Per Meal	\$ 1.40	\$ 1.70	\$ 1.60	\$ 1.72
<b>Net Cost Per Meal</b>	<b>\$ 6.50</b>	<b>\$ 6.86</b>	<b>\$ 7.86</b>	<b>\$ 7.00</b>

Note: Cost per meal summary for senior dining and home delivered meals are not comparable due to program offerings at senior dining sites.

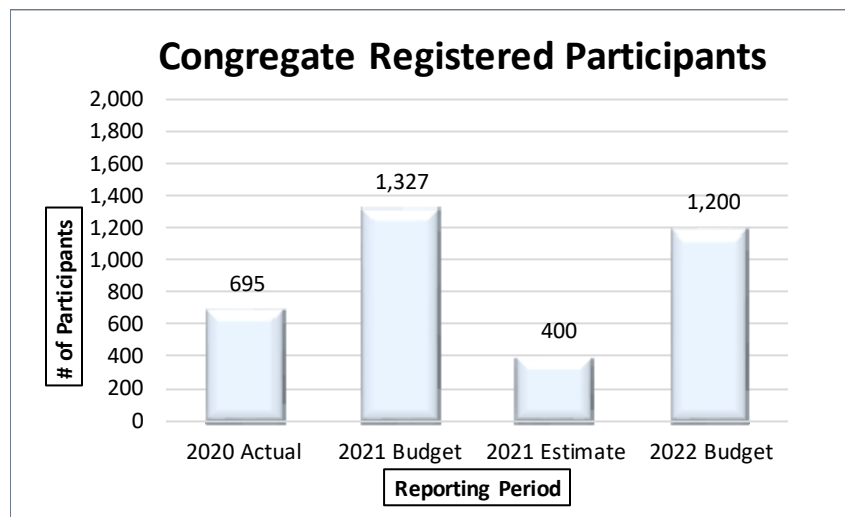


ADRC – Community Services (cont.)

Congregate/Senior Dining Meals



Note: The Congregate Dining Program has been suspended due to the pandemic since March 2020, therefore reducing the number of meals served to 9,360. The senior dining program is expected to reopen at select locations in fall of 2021. The 2021 estimate is 27,848 less meals served than 2021 Budget. 2022 budgeted meals is increased 6,208 from 2021 budgeted meals due to an anticipated full year of service.



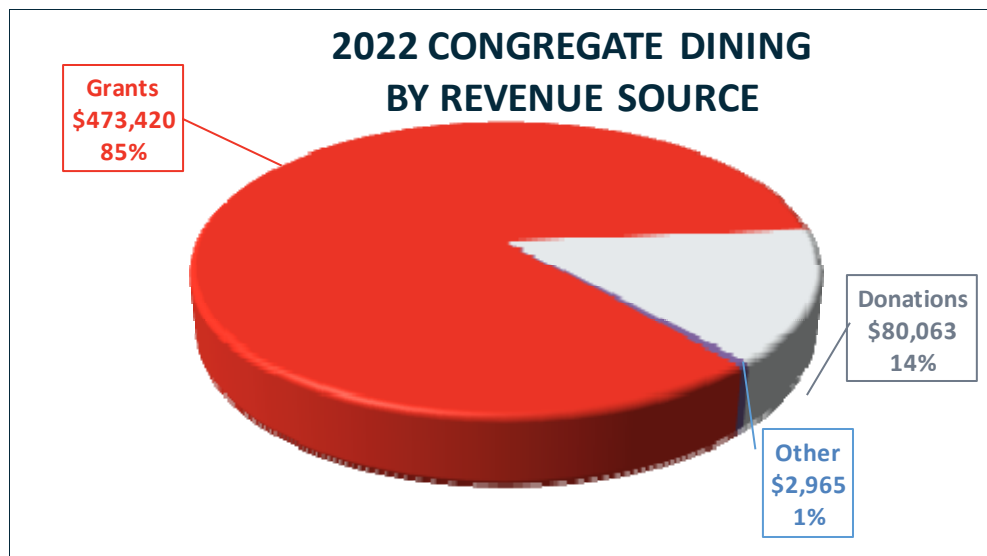
Note: Due to the pandemic and the suspension of the senior dining program in March 2020, the 2021 estimate is 400 participants. It is anticipated that senior dining will resume in fall of 2021.

ADRC – Community Services (cont.)

**Congregate/Senior Dining Meals (cont.)**

Senior Dining Center/Congregate Meal Cost Summary	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Gross Cost Per Meal	\$ 15.25	\$ 14.16	\$ 19.20	\$ 13.55	\$ (0.61)
Average Client Donation Per Meal	\$ 1.92	\$ 2.02	\$ 1.92	\$ 1.95	\$ (0.07)
<b>Net Cost Per Meal</b>	<b>\$ 13.33</b>	<b>\$ 12.14</b>	<b>\$ 17.28</b>	<b>\$ 11.60</b>	<b>\$ (0.54)</b>

Note: Cost per meal summary for senior dining and home delivered meals are not comparable due to program offerings at senior dining sites.





**Health & Human Services**

**Aging & Disability Resource Center Contract Fund**

**Fund Purpose**

The Aging and Disability Resource Center (ADRC), a special revenue fund, serves as a single point of entry for the public to gain information and assistance related to various resources and options available to older adults and/or adults living with a disability. The ADRC honors choice, supports dignity, and maximizes independence.

Core services include, reliable and objective information and assistance, options counseling, assessment of financial and functional eligibility for publicly funded long-term care, enrollment counseling for Wisconsin's various long-term care programs, elder and disability benefit counseling, transitional services for students and youth, marketing, outreach and public education. The ADRC information and assistance center also serves as the entry point for referrals related to potential adult at risk and elder abuse or neglect cases.

Additional activities include preventative and early intervention health education activities, public outreach, advocacy, and dementia support.

Funding to support the programs of the ADRC is provided by the state of Wisconsin Department of Health Services, Bureau on Aging and Long Term Care Resources and the U.S. Department of Health and Human Services.

<b>Financial Summary</b>	2020	2021	2021	2022	Change From 2021	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
<b>Revenues</b>						
General Government	\$3,307,110	\$3,800,775	\$3,637,310	\$3,777,002	(\$23,773)	-0.6%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$0	\$0	\$0	\$0	\$0	N/A
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$0	\$0	\$0	\$0	\$0	N/A
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
<b>County Tax Levy (Credit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Total Revenue Sources</b>	<b>\$3,307,110</b>	<b>\$3,800,775</b>	<b>\$3,637,310</b>	<b>\$3,777,002</b>	<b>(\$23,773)</b>	<b>-0.6%</b>
<b>Expenditures</b>						
Personnel Costs	\$2,698,372	\$3,149,173	\$2,950,000	\$3,184,720	\$35,547	1.1%
Operating Expenses	\$226,921	\$256,951	\$286,939	\$187,455	(\$69,496)	-27.0%
Interdept. Charges	\$381,814	\$394,651	\$400,371	\$404,827	\$10,176	2.6%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
<b>Total Expenditures</b>	<b>\$3,307,107</b>	<b>\$3,800,775</b>	<b>\$3,637,310</b>	<b>\$3,777,002</b>	<b>(\$23,773)</b>	<b>-0.6%</b>
Rev. Over (Under) Exp.	\$3	\$0	\$0	\$0	\$0	N/A

**Position Summary (FTE)**

Regular Positions	33.65	35.10	35.10	34.62	(0.48)
Extra Help	0.97	0.97	0.97	0.80	(0.17)
Overtime	0.00	0.00	0.00	0.00	0.00
<b>Total FTEs</b>	<b>34.62</b>	<b>36.07</b>	<b>36.07</b>	<b>35.42</b>	<b>(0.65)</b>

**Aging & Disability Resource Center Contract Fund (cont.)**

**Program Highlights**

General government revenue for the Aging and Disability Resource Center (ADRC) Contract fund is budgeted to decrease about \$23,800 to \$3,777,000 mainly due to the \$21,200 reduction of funding related to Nursing Home Relocation. Federal match for the ADRC contract is reduced \$9,000 due to a lower match for the benefit specialists based on staff work duties and federal match increased \$6,400 for the Dementia Care grant.

Personnel costs are budgeted to increase approximately \$35,500 to \$3,184,700. The increase is due to the cost to continue 35.43 FTE. The increases are partially offset by the removal of a 0.17 FTE extra help - social worker and the transfer out of 0.48 FTE senior ADRC specialist to the ADRC General fund.

Operating expenses decrease about \$69,500 to \$187,500 mainly due to decreases of \$34,800 in outside printing, \$20,800 in contracted services related to the Dementia Care grant, \$10,000 in promotion supplies, \$4,200 in telecom equipment, \$2,500 in travel costs, and \$1,100 in both postage and office supplies. Decreases are offset by an increase of \$6,200 in telephone lines and service.

Interdepartmental charges increase \$10,200 to \$404,800. Increases include computer maintenance charges of \$4,200, computer replacement costs of \$4,200 and postage of \$2,000.

**Program Activity**

The ADRC provides customers a variety of services to help them make appropriate choices to meet their long-term care needs. Activities include information and referral, long-term care options counseling, conducting financial and functional eligibility screens, and elder and disability benefit counseling contacts.

<b>Program Activity - ADRC Contract Fund</b>	<b>2020 Actual</b>	<b>2021 Budget</b>	<b>2021 Estimate</b>	<b>2022 Budget</b>	<b>Budget Change</b>
<b>Number of:</b>					
Resource Center Consumers Served (unduplicated)	8,933	11,500	10,720	12,000	500
Elder Benefits Counseling Clients Served (a)(c)	796	1,000	625	1,000	-
Disability Benefits Counseling Cases (b)(c)	247	250	400	400	150
<b>Consumer Contact Type</b>					
Information & Assistance	15,027	21,000	16,000	21,000	-
Options Counseling (d)	2,633	5,200	1,334	1,600	(3,600)
Functional Screen Contacts	1,214	1,350	1,226	1,350	-
Medical Assistance Application Assistance	1,257	1,500	852	1,000	(500)
Long Term Care Program Enrollment Counseling	1,326	1,575	1,156	1,500	(75)
Other (administrative, follow up, disenrollment counseling)	7,585	4,500	9,680	7,550	3,050
<b>Total Consumer Contacts</b>	<b>29,042</b>	<b>35,125</b>	<b>30,248</b>	<b>34,000</b>	<b>(1,125)</b>

(a) For ages 60 and over.

(b) For ages 18 to 59. Includes client and third party contacts.

(c) In 2021, the elder benefit specialist helped county residents to receive \$3,866,000 in benefits and the disability benefit specialist helped county residents receive \$1,308,000.

(d) 2022 budget is decreased due to a change in definition and requirements from the state of Wisconsin, resulting in less recorded option counseling sessions.

<b>Program Activity - ADRC Outreach and Marketing</b>	<b>2020 Actual</b>	<b>2021 Budget</b>	<b>2021 Estimate</b>	<b>2022 Budget</b>	<b>Budget Change</b>
<b>Number of:</b>					
Newsletter Distribution (print & email distribution) (a)	16,475	29,200	20,000	25,000	(4,200)
ADRC Resource Guide (b)	0	10,000	10,000	0	(10,000)
Presentation/Display Attendees (c)	1,100	4,500	1,500	3,000	(1,500)

(a) Newsletter distribution reduced as printed copies were replaced with email newsletters.

(b) ADRC Resource Guide will not be printed in 2022.

(c) Due to impact of COVID-19, some community activities are cancelled or reduced in size in 2021 therefore necessitating alternate forms of outreach.

**American Rescue Plan Act – Health and Human Services**

**Fund Purpose**

In March of 2021, the federal government approved legislation authorizing and funding the American Rescue Plan Act (ARPA) allocating \$350 billion of direct aid to state and local governments through the Coronavirus State and Local Fiscal Recovery Funds (CSLFRF) program. Waukesha County's CSLFRF allocation is \$78.5 million and allows for program costs to be spent or obligated by December 31, 2024 and completed by December 31, 2026. Permissible uses of the grant funding include supporting public health; responding to negative economic impacts from the public health emergency; providing premium pay for essential workers; investing in water, sewer, and broadband infrastructure; and supporting general county government services and infrastructure by offsetting revenue loss due to the pandemic.

The County Board approved the creation of a new "Special Purpose Grant Fund," (herein, referred to as the ARPA Fund) to allow the county to more readily manage and report on project progress and grant spending. The county will budget for specific items in this special revenue fund on a project basis, with budget authority controlled at the bottom-line expenditure level, similar to the Capital Project Fund.

There will be instances when it is more appropriate to account for ARPA funding elsewhere in the budget and not in this fund, which includes (1) reimbursement for eligible staff time that was already included in departmental operating budgets, (2) application of funds to offset "revenue loss," (mentioned above) and (3) funding for eligible projects in the Capital Project Fund. All ARPA funds will be tracked using a unique revenue account. All planned uses of ARPA-CSLFRF can be found on pages 478-479.

Note: This fund is being used to account only for ARPA-CSLFRF grant funds. The American Rescue Plan Act allocates additional funding for specific purposes (e.g., Emergency Rental Assistance), in addition to the CSLFRF, which will be accounted for in departmental budgets.

<b>Financial Summary</b>	2020 Actual	2021 Adopted Budget	2021 Estimate	2022 Budget	Change From 2021 Adopted Budget	
					\$	%
<b>Revenues</b>						
<b>ARPA FUNDING (a)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,500,000</b>	<b>\$335,966</b>	<b>\$335,966</b>	<b>N/A</b>
<b>NON-ARPA FUNDING</b>						
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$0	\$0	\$0	\$0	\$0	N/A
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$0	\$0	\$0	\$0	\$0	N/A
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
<b>County Tax Levy (Credit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Total Revenue Sources</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,500,000</b>	<b>\$335,966</b>	<b>\$335,966</b>	<b>N/A</b>
<b>Expenditures</b>						
Personnel Costs (a)	\$0	\$0	\$1,285,000	\$310,966	\$310,966	N/A
Operating Expenses (a)	\$0	\$0	\$170,000	\$25,000	\$25,000	N/A
Interdept. Charges (a)	\$0	\$0	\$45,000	\$0	\$0	N/A
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
<b>Total Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,500,000</b>	<b>\$335,966</b>	<b>\$335,966</b>	<b>N/A</b>
Rev. Over (Under) Exp.	\$0	\$0	\$0	\$0	\$0	N/A

**Position Summary (FTE)**

Regular Positions	0.00	0.00	0.00	2.50	2.50
Extra Help	0.00	0.00	16.00	0.75	0.75
Overtime	0.00	0.00	0.00	0.00	0.00
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>16.00</b>	<b>3.25</b>	<b>3.25</b>

(a) The 2021 Estimate includes American Rescue Plan Act funding for contact tracing and other related Covid 19 related expenses.

**American Rescue Plan Act – Health and Human Services (Continued)**

**Program Highlights**

The 2022 budget allocates ARPA funding to continue to support the public health response and lay the foundation for a strong and equitable economic recovery. It will cover the costs incurred responding to the public health emergency and provide support for a recovery – including investment in public health and mental health infrastructure.

This includes an upgrade of public health operations from a level 2 to a level 3 status, which will see the county's Public Health Division assume a chief health strategist role, overseeing the appropriate use of health data and data systems to identify insights and trends and systematically use that data to inform decisions and promote positive health outcomes.

The 2022 budget includes \$257,700 of personnel costs for the creation of 1.00 FTE epidemiologist, 1.00 FTE public health supervisor, and 0.50 FTE community health educator to align public health staff with the requirements of attaining Level 3 status. ARPA funds are temporary through 2024, so the plan is to phase-in tax levy support for these positions through reductions in other costs for services that can be readily referred to community healthcare providers.

The 2022 budget also includes \$53,300 of personnel costs for 0.75 FTE of temporary extra help to support the implementation of the CareManager application for the electronic health record system in the Clinical Services Division (capital project #202014).

Operating expenses of \$25,000 are budgeted to complete the required Community Health Improvement Planning and Process (CHIPP).