

Statement of Purpose

It is the mission of the Department of Emergency Preparedness to ensure that county and local governments have emergency response plans in place with information sharing capabilities to quickly respond to all types of disasters, personal safety and security situations. The essence of the mission is to provide a comprehensive emergency management system with public safety telecommunications and information technologies to ensure that emergency service personnel can provide the highest level of response in a timely and efficient manner.

Financial Summary	2007 Actual (d)	2008 Adopted Budget	2008 Estimate (d)	2009 Budget	Change From 2008 Adopted Budget	
					\$	%
General Fund						
Revenues (a)(c)	\$903,588	\$605,809	\$1,646,517	\$579,112	(\$26,697)	-4.4%
County Tax Levy	\$3,793,285	\$4,096,237	\$4,096,237	\$4,396,217	\$299,980	7.3%
Expenditures	\$4,491,629	\$4,702,046	\$5,329,880	\$4,975,329	\$273,283	5.8%
Rev. Over (Under) Exp.	\$205,244	-	\$412,874	-	-	0.0%
Radio Services Fund						
Revenues (b)(c)	\$1,500,094	\$1,440,085	\$1,672,002	\$1,429,421	(\$10,664)	-0.7%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	0.0%
Expenditures	\$1,131,436	\$1,244,279	\$1,243,752	\$1,215,434	(\$28,845)	-2.3%
Operating Income	\$368,658	\$195,806	\$428,250	\$213,987	\$18,181	9.3%
Total All Funds						
Revenues (c)	\$2,403,682	\$2,045,894	\$3,318,519	\$2,008,533	(\$37,361)	-1.8%
County Tax Levy	\$3,793,285	\$4,096,237	\$4,096,237	\$4,396,217	\$299,980	7.3%
Expenditures	\$5,623,065	\$5,946,325	\$6,573,632	\$6,190,763	\$244,438	4.1%
Rev. Over (Under) Exp.	\$205,244	-	\$412,874	-	-	0.0%
Operating Income	\$368,658	\$195,806	\$428,250	\$213,987	\$18,181	9.3%

Position Summary (FTE)

Regular Positions	57.00	57.00	57.00	57.00	0.00
Extra Help	0.24	0.48	0.48	0.00	(0.48)
Overtime	4.60	2.68	2.99	2.60	(0.08)
Total	61.84	60.16	60.47	59.60	(0.56)

(a) General Fund Balance is budgeted as follows: 2009: \$269,750; 2008: \$269,750; and 2007: \$313,750.

(b) Radio Services Fund balance is appropriated as follows: 2009: \$333,909; 2008: \$331,256; and 2007: \$347,903.

(c) Revenues exclude County Tax Levy Funds.

(d) 2007 Actual revenues include revenues and expenditures of \$26,616 of 2006 Homeland Security Urban Area Security grant fund for Citizen Corp, Emergency Operations Center upgrades, and the Community Emergency Response Team. The 2008 Estimate includes \$425,697 of revenues and expenditures for the 2006 and 2007 Homeland Security Urban Area Security Grant and \$23,991 for the Pre-mitigation Disaster Planning grant.

General Fund Emergency Preparedness Fund Purpose/ Summary

Fund Purpose

To provide reliable and efficient emergency call taking and dispatching services, training, and administrative support for municipal and county police, fire, emergency medical service, and public works agencies throughout the County. Effectively and efficiently process information to assist citizens and responding agencies. Support the operation of an emergency communication center serving as the critical link between customers in need and resources to help. The County Communication Center will operate in 29 of the cities, villages, and towns in the County, as well as countywide for the Sheriff's Department. Develop and implement a comprehensive and integrated emergency management program designed to mitigate, prepare for, respond to and recover from the effects of natural and technological hazards which impact the health, safety and general welfare of all Waukesha County citizens; and to implement and administer the planning and reporting requirements for hazardous substances used by business, industry and government (Emergency Planning and Community Right-to-Know Act [EPCRA]). Responsible for business continuity planning, training, and related exercise for County departments.

Financial Summary	2007	2008	2008	2009	Change From 2008	
	Actual	Adopted Budget	Estimate (a)(b)	Budget	Adopted Budget \$	%
Revenues						
General Government	\$517,956	\$271,989	\$1,135,626	\$284,182	\$12,193	4.5%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$60,973	\$64,070	\$64,073	\$25,180	(\$38,890)	-60.7%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$2,145	\$0	\$2,304	\$0	\$0	N/A
Appr. Fund Balance (a)	\$322,514	\$269,750	\$444,514	\$269,750	\$0	0.0%
County Tax Levy (c)	\$3,793,285	\$4,096,237	\$4,096,237	\$4,396,217	\$299,980	7.3%
Total Revenue Sources	\$4,696,873	\$4,702,046	\$5,742,754	\$4,975,329	\$273,283	5.8%
Expenditures						
Personnel Costs (a)(b)	\$3,560,076	\$3,751,385	\$3,750,455	\$3,907,300	\$155,915	4.2%
Operating Expenses (a)	\$591,953	\$579,777	\$993,749	\$600,794	\$21,017	3.6%
Interdept. Charges (c)	\$310,040	\$335,884	\$338,040	\$432,235	\$96,351	28.7%
Fixed Assets (a)	\$29,560	\$35,000	\$247,636	\$35,000	\$0	0.0%
Total Expenditures	\$4,491,629	\$4,702,046	\$5,329,880	\$4,975,329	\$273,283	5.8%
Rev. Over (Under) Exp.	\$205,244	-	\$412,874	-	-	N/A

Position Summary (FTE)

Regular Positions	51.75	51.75	51.75	51.75	0.00
Extra Help	0.24	0.00	0.00	0.00	0.00
Overtime	4.57	2.32	2.63	2.38	0.06
Total	56.56	54.07	54.38	54.13	0.06

- (a) The 2008 General Fund Balance and Operating expenses reflect \$150,000 Operating expenditure increase for the Communications Center to hire a consultant to assist with the development of a request for proposal for the replacement of the Computer Aided Dispatch (CAD) System and to provide additional travel funding so that Waukesha County Communications Center staff can visit other dispatch centers to see CAD system options. The 2009 Appropriated Fund Balance is budgeted to address significant cost impacts of the Association of Public Safety Communications Officials International (APCO) study recommendations and to phase down E-911 grant revenues as this grant is scheduled to sunset in 2008. Appropriated Fund Balance also includes \$35,000 for the purchase of equipment should it fail during the year.
- (b) The 2008 Estimate for Operating expenses, Interdepartmental charges and Fixed Asset appropriation units are over the adopted budget. This is largely due to the Department's estimate that \$449,688 will be expended of the \$963,928 that has been subsequently appropriated by approved ordinances during 2008 to modify the 2008 adopted budget for the Urban Area Security Initiative grant awards for 2006 and 2007 as well as the Pre-mitigation Disaster Planning grant expected to be spent during 2008.
- (c) Interdepartmental charges increase \$96,351 partially related to \$54,981 of tax levy being shifted from the End User Technology Fund to user departments' budget to cover the phasing in of full cost of ownership charging methods, as recommended by Internal Audit for expenditure charge increases above 3%. This new charging methodology is to better reflect the cost of technology resources being used by departments.

Major Departmental Strategic Outcomes and Objectives for 2009

County-Wide Key Strategic Outcome: A safe county

Objective 1: Meet and exceed the National Fire Protection Association (NFPA) Standard 1221 which states that 95% of emergency calls be answered within 15 seconds and 99% within 40 seconds in an effort to improve response time and dispatch calls in a timely manner. (Communication Center Operation)

Key Outcome Indicator: The percentage of emergency calls that will be answered within 15 seconds and 40 seconds to meet the NFPA standards.

Performance Measures:	2007 Actual	2008 Target	2008 Estimate	2009 Target
Answer call within 15 seconds	96.38%	96.75%	95.14%	96.75%
Answer call within 40 seconds	98.65%	99%	98.03%	99%

County-Wide Key Strategic Outcome: Quality programs and services delivered with competence and skill.

Objective 2: Meet and exceed the National Academies of Emergency Dispatch (NEAD) standard that states all emergency medical dispatch (EMD) calls need to be processed (asking the key and entry questions) within 60 seconds after the center's computer aided dispatch (CAD) system has accepted the location data. (Communication Center Operation)

Key Outcome Indicator: Asking key and entry questions for all EMD calls are to be completed within 60 seconds.

Performance Measure:	2007 Actual	2008 Target	2008 Estimate	2009 Target
Key and entry question time equals input time minus 38 seconds	98% of calls	90% of calls	98% of calls	98% of calls

Objective 3: Meet the Medical Priorities Standards for Protocol Compliance needs for accreditation. (Communication Center Operation)

Key Outcome Indicator: Measuring the County's dispatch center against established standards is an objective way for the Department to determine progress and overall effectiveness of the program. The standards that have been established by the National Academy state that a certain portion of calls must be monitored for quality assurance and meet the standards listed below.

Performance Measures:	Standards	2007 Actual	2008 Target	2008 Estimate	2009 Target
Case Entry	95%	96.18%	96%	96%	96%
Chief Complaint	95%	93.20%	96%	96%	96%
Key Question	90%	91.33%	95%	92%	95%
Pre-Arrival Instructions	95%	94.67%	95%	95%	95%
Post Dispatch Instructions	90%	98.26%	95%	97%	97%
Dispatch Code	90%	92.64%	93%	92%	94%
Total Rating for Incident	90%	95.59%	95%	95%	96%

General Fund Emergency Preparedness Outcomes/ Objectives/Capital Projects

County-Wide Key Strategic Outcome: A safe county

Objective 4: Conduct activities in all five nationally recognized phases of Emergency Management including mitigation, prevention, preparedness, response, and recovery.

Key Outcome Indicators: The chart indicates participation in activities related to disaster response exercises, emergency response training, public education, and review of County-wide emergency operations plans.

Performance Measures:	2007 Actual	2008 Target	2008 Estimate	2009 Target
Number of exercises participated in	6	7	6	6
Individuals attending Wisconsin Emergency Management recommended courses	N/A	35	64	100
Public education events	N/A	10	12	8
Percentage of Emergency Operation Plans reviewed	100%	100%	100%	100%
County maintains NIMS compliance	N/A	100%	100%	100%

County-Wide Key Strategic Outcome: An environmentally responsible county

Objective 5: Carry out the functions and duties of the federal Emergency Planning and Community Right to Know Act (EPCRA) and Wisconsin Statute 166.20 pertaining to hazardous material preparedness, response, and recovery. (Hazardous Materials Management)

Key Outcome Indicator: The chart identifies the number of facilities that submitted Tier 2 Hazardous Materials Inventory Reports and the number of off-site emergency response plans the Office of Emergency Management either created for new facilities or updated for existing facilities.

Performance Measure:	2007 Actual	2008 Target	2008 Estimate	2009 Target
Number of Tier 2 Reports Received*	349	310	348	345
Number of Planning Facilities	152	155	154	150
Number of Plans Updated	39	24	37	35
Number of New Plans Created	4	6	3	2

* Tier 2 Reports are hazardous chemical inventory reports filed annually by any facility, private or public, that has 10,000 pounds or more of any EPA identified hazardous substance or an amount greater than 500 pounds or the designated threshold planning quantity (whichever is lower) of an EPA identified extremely hazardous substance. Reports are sent to Waukesha County Emergency Management, Wisconsin Emergency Management, and to the local fire department.

Current and Proposed Capital Projects

Project #	Project Name	Expected Completion Year	Total Budget Project Cost	Estimated % Complete at Year End '08	Estimated Net Oper. Impact
200808	Communications Center Expansion	2014	\$1,510,000	0%	TBD
200901	Computer Aided Dispatch Replacement	2010	\$2,650,000	25%	TBD

Communication Center Operations

County-Wide Key Strategic Outcome: A safe county

Program Description

Responsible for dispatching police, fire and emergency medical services (EMS) resources operated by partner municipalities and the County Sheriff in emergency situations throughout the County. Act as Public Safety Answering Point (PSAP) for the E-911 system. Act as initial department contact for calls for service while providing information and routing of non-dispatch center calls.

	2007 Actual	2008 Budget	2008 Estimate (a)	2009 Budget	Budget Change
Staffing (FTE)	54.32	52.07	52.82	52.07	0.00
General Government (a)	\$304,045	\$101,000	\$514,949	\$51,000	(\$50,000)
Charges for Services	\$24,473	\$24,780	\$24,783	\$25,180	\$400
Other Revenue	\$2,145	\$0	\$2,304	\$0	\$0
Appr. Fund Balance (a)	\$313,750	\$269,750	\$426,664	\$269,750	\$0
County Tax Levy	\$3,558,363	\$3,887,077	\$3,887,077	\$4,189,264	\$302,187
Total Revenues	\$4,202,776	\$4,282,607	\$4,855,777	\$4,535,194	\$252,587
Personnel Costs (b)	\$3,402,380	\$3,593,115	\$3,582,044	\$3,728,260	\$135,145
Operating Expenses	\$371,879	\$367,182	\$530,354	\$389,939	\$22,757
Interdept. Charges	\$266,793	\$287,310	\$285,759	\$381,995	\$94,685
Fixed Assets	\$29,560	\$35,000	\$35,000	\$35,000	\$0
Total Expenditures	\$4,070,612	\$4,282,607	\$4,433,157	\$4,535,194	\$252,587
Rev. Over (Under) Exp.	\$132,164	-	\$422,620	-	-

- (a) General Government revenues from E-911 grant reimbursement are greater in the 2008 estimate than the 2008 Adopted Budget because the department planned not to budget near the full amount expected to be received because grant funding sunsets. The E-911 grant is scheduled to sunset in November 2008 with final payments of \$51,000 is anticipated in 2009. The department is being allowed to budget General Fund Balance at the same level in anticipation that the E-911 grant will be restored by State Legislative action at which point the General Fund Balance will be replaced with on-going E-911 grant revenue to fund operating expenses.
- (b) The 2008 Operating expense estimate is greater than budget due to an ordinance to appropriate \$150,000 of reserved General Fund Balance to hire a consultant to assist with the development of a Request for Proposal document for a replacement Computer Aided Dispatch(CAD) system and to provide additional funding to view operational CAD systems.

Waukesha County Department of Administration will reserve an additional \$300,000 of General Fund Balance at the end of 2009 to continue funding the future equipment for dispatch center (except for desktop computers already in the replacement plan). General Fund Balance of \$1,850,000 has been reserved through the 2004-2008 budgets for this purpose based on prior County Board action. Approximately \$150,000 of this amount was appropriated in 2008 to hire a consultant to assist with the development of a request for proposal document for the replacement of the computer aided dispatch system.



Program Highlights

General Government revenues from the E-911 grant reimbursement budgeted at \$51,000 is being phased down by \$50,000 from the 2008 Adopted Budget since this revenue source, which is generated through a surcharge on cellular phones and designed to reimburse the County for equipment and operational costs related to the operation of a wireless 911 service, by state law, is scheduled to sunset by the end of 2008. It is anticipated that the County will receive final reimbursement checks in 2009.

Charges for Service revenues of \$25,180 represent reimbursements from municipal agencies for the annual maintenance costs of the record management system modules utilized by these agencies.

Communication Center Operations (cont.)

General Fund Balance remains at the 2008 Adopted Budget level of \$269,750. Of the General Fund Balance that is appropriated for 2009, \$234,750 is utilized to address implementation of significant cost impacts of the Association of Public Safety Communications Officials International (APCO) study recommendations and to phase down E-911 grant revenues as this grant is scheduled to sunset in 2008. The Department anticipates that E-911 legislation will be reestablished as a revenue source at which point the General Fund Balance can be replaced with this grant revenue. The additional \$35,000 in General Fund Balance is being appropriated so that the Department has funds available for unanticipated equipment replacement needs should equipment fail and needs arise in 2009. If no equipment replacements are needed, this \$35,000 in General Fund Balance will not be used.

Personnel costs increase by \$135,145 due to the cost to continue for 52.07 FTE employees. Overtime is budgeted at \$154,240, which is an increase of \$3,615 largely due to increasing employee wages. The Department is budgeting 4,820 overtime hours. The Department budgeted for two telecommunicator overfill positions and one communications center supervisor position for 2009. This is a change from the 2008 Adopted Budget which budgeted expenditures for three telecommunicator overfill positions due to the department's administrative need with the replacement of the Computer Aided Dispatch system which results in an additional \$11,280 increase in the Personnel cost appropriation unit. These overfill positions are to be in place until turnover can be consistently reduced below 17% according to the APCO study.

Operating expenses increase by \$22,757 to \$389,939. The Department is budgeting an additional \$7,500 for office supply expenditures to bring the budget in line with past spending levels; an additional \$4,272 for contracted services for risk management and other contract needs, an additional \$4,000 for clothing allowance based on the anticipated labor contract with the telecommunicators union, and an additional \$3,000 for travel and training costs. The operating budget includes \$76,500 for computer aided dispatch maintenance and \$67,000 for centerline file maintenance expenses.

Interdepartmental charges increase by \$94,685 to \$381,995. This increase is largely due to \$56,607 increase for computer hardware and software application maintenance and licensing charges based on the new cost allocation to reflect the total cost of phasing in Information Technology resources as recommended by an Internal Audit. The Department was provided with \$54,981 in additional tax levy being shifted from the End User Technology Fund to help address most of this expenditure increase. Other increases include risk management insurance cost allocations of \$22,167 related to departmental claims experience primarily adverse workers compensation experience; and \$16,555 increase in radio service phasing in costs for maintenance service agreements for radio equipment at the dispatch center.

The Fixed Asset appropriation of \$35,000 is for emergency or unanticipated equipment replacement or maintenance needs.

Participating Members

Cities: Brookfield, Delafield, and Pewaukee

Towns: Brookfield, Delafield, Eagle, Genesee, Lisbon, Merton, Oconomowoc, Ottawa, Summit, Vernon, and Waukesha.*

Villages: Big Bend, Butler, Chenequa, Dousman, Eagle, Hartland, Lac La Belle, Lannon***, Merton, Neshotah, North Prairie, Oconomowoc Lake, Pewaukee, Sussex, and Wales.**

County: Sheriff's Department

* The Town of Mukwonago joined the Waukesha County Communications Center in 2002. The transition date is yet to be determined.

** The Village of Mukwonago joined the Waukesha County Communications Center in 2007. The transition date is yet to be determined.

*** The Village of Lannon joined Waukesha County Communications Center in February 2008 and transitioned its dispatch service in April 2008.

Disaster Management

County-Wide Key Strategic Outcome: A safe county

Program Description

Disaster Management coordinates disaster, general preparedness, homeland security, response and recovery training activities, and County business continuity planning. The Emergency Management Coordinator is the point of contact for federal and state agencies, which also have responsibility in mitigating the effects of disasters.

	2007 Actual	2008 Budget	2008 Estimate (a)	2009 Budget	Budget Change
Staffing (FTE)	1.25	1.25	1.25	1.30	0.05
General Government (a)	\$123,869	\$91,040	\$540,728	\$153,905	\$62,865
Charges for Services	\$36,500	\$39,290	\$39,290	\$0	(\$39,290)
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$8,764	\$0	\$17,850	\$0	\$0
County Tax Levy	\$68,657	\$68,968	\$68,968	\$58,447	(\$10,521)
Total Revenues	\$237,790	\$199,298	\$666,836	\$212,352	\$13,054
Personnel Costs	\$92,709	\$91,019	\$98,823	\$105,759	\$14,740
Operating Expenses (a)	\$64,039	\$64,165	\$314,965	\$62,375	(\$1,790)
Interdept. Charges (a)	\$13,194	\$44,114	\$47,821	\$44,218	\$104
Fixed Assets (a)	\$0	\$0	\$212,636	\$0	\$0
Total Expenditures	\$169,942	\$199,298	\$674,245	\$212,352	\$13,054

Rev. Over (Under) Exp.	\$67,848	-	(\$7,409)	-	-
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(a) Operating, Interdepartmental and Fixed Asset expenses are over the adopted budget largely due to the Department's estimate that \$449,688 will be expended of the \$963,928 that has been subsequently appropriated by ordinance to modify the adopted budget for the Urban Area Security Initiative 2006 and 2007 grant awards as well as the Pre-Mitigation Disaster Planning grant expected to be spent during 2008.



Program Highlights

The Office continues to pursue Federal Homeland Security funding to better equip and train County-wide first responders, increase critical infrastructure security, and enhance citizen preparedness. The Office serves as the single point of contact for NIMS (National Incident Management System) compliance. The office continues to coordinate and participate in disaster exercises throughout the County. Federal Homeland Security grant funding awards are at different intervals during the year and at varying amounts, which makes it difficult to properly budget for during the budget cycle. Recent awards have been appropriated during the year (off the budget cycle) through adopted ordinances due to the unknown timing and dollar amounts of the grant awards.

Disaster Management program also receives General Government revenues in the form of an annual Emergency Management Performance Grant (EMPG reimbursement grant) from Wisconsin Emergency Management to support disaster management activities budgeted at \$153,905 in 2009, an increase of \$62,865 from the 2008 Budget.

Waukesha County has been selected to participate in the Community based Integrated Emergency Management Course sponsored by the Emergency Management Institute in Emmitsburg, MD. The Office will take a contingent of approximately 75 county and municipal employees to this one week training in June, 2009 to improve disaster preparedness and response throughout the County.

Charges for Service revenue decrease \$39,290 due to Ozaukee County deciding not to renew its contract for shared emergency manager services in 2009.

Personnel costs increase \$14,740 for cost to continue of 1.25 FTE existing staff and also due to an employee's decision to take family health care coverage and a slight increase in overtime. Operating expenses decrease by \$1,790, largely due to the removal of costs associated with the Ozaukee County contract.

Hazardous Materials Management

County-Wide Key Strategic Outcome: An environmentally responsible county

Program Description

Hazardous Materials Management is responsible for implementing the planning and reporting requirements of the Emergency Planning and Community Right-to-Know Act (EPCRA) and staffing the Local Emergency Planning Committee. The program is also responsible for the management of the County-wide Hazardous Materials Response contract with the City of Waukesha Fire Department.

	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
Staffing (FTE)	0.75	0.75	0.75	0.76	0.01
General Government	\$90,042	\$79,949	\$79,949	\$79,277	(\$672)
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy	\$166,265	\$140,192	\$140,192	\$148,506	\$8,314
Total Revenues	\$256,307	\$220,141	\$220,141	\$227,783	\$7,642
Personnel Costs	\$64,987	\$67,251	\$69,588	\$73,281	\$6,030
Operating Expenses	\$156,035	\$148,430	\$148,430	\$148,480	\$50
Interdepartmental	\$30,053	\$4,460	\$4,460	\$6,022	\$1,562
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$251,075	\$220,141	\$222,478	\$227,783	\$7,642
Rev. Over (Under) Exp.	\$5,232	-	(\$2,337)	-	-



Program Highlights

Facilities that use, store, or manufacture hazardous materials are required to comply with state regulations concerning hazardous materials. This compliance includes submitting annual reports identifying the hazardous materials on-site and paying a notification and inventory administration fee. It is from these fees that the County receives General Government revenues of \$79,277 from state reimbursement grant funds to support these activities. The \$79,277 includes \$10,000 (state grant funded) that is budgeted for Hazardous Materials Response Team equipment to fund purchases to enhance response capability.

Personnel costs increase by \$6,030 for the cost to continue 0.75 FTE existing staff allocated to this program and due to an employees decision regarding higher cost health care (family) coverage and a slight increase in overtime. Operating expenses increase by \$50 and includes \$145,000 for County-wide hazardous materials incident response services provided by contracting with the City of Waukesha Fire Department (Hazardous Materials Response Team) to more cost effectively provide service and save taxpayers money from funding multiple duplicative local Hazardous Materials Response Teams.