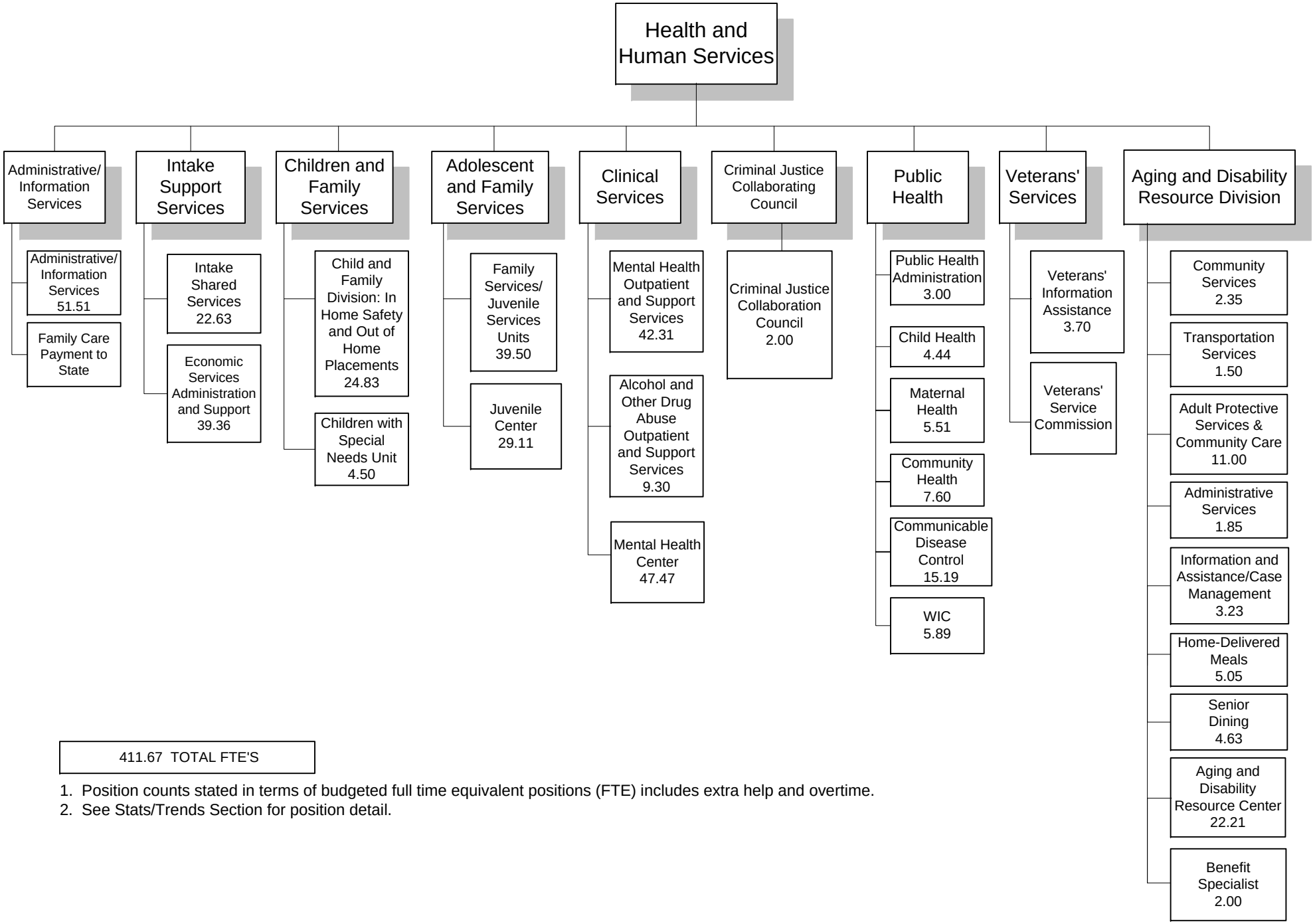
Health & Human Services

HEALTH AND HUMAN SERVICES

FUNCTION / PROGRAM CHART



411.67 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.

General Fund and Aging Disability Resource Center Grant Funds (Combined)

Financial Summary	2009 Actual	2010 Adopted Budget	2010 Estimate	2011 Budget	Change From 2010 Adopted Budget $	%
Revenues						
General Government	$32,984,509	$31,835,064	$32,610,405	$34,112,924	$2,277,860	7.2%
Fine/Licenses	$427,756	$535,000	$427,700	$475,000	($60,000)	-11.2%
Charges for Services	$6,340,883	$5,882,975	$6,036,304	$6,183,487	$300,512	5.1%
Interdepartmental	$4,750	$4,105	$4,071	$4,105	$0	0.0%
Other Revenue	$2,340,814	$1,972,108	$2,097,025	$1,847,842	($124,266)	-6.3%
Appr. Fund Balance	$889,745	$1,094,931	$1,101,524	$874,224	($220,707)	-20.2%
County Tax Levy	**$22,958,678**	**$24,001,905**	**$24,001,905**	**$24,536,408**	**$534,503**	**2.2%**
Total Revenues Sources	**$65,947,135**	**$65,326,088**	**$66,278,934**	**$68,033,990**	**$2,707,902**	**4.1%**
Expenditures						NA
Personnel Costs	$30,760,958	$31,312,910	$31,019,276	$32,369,964	$1,057,054	3.4%
Operating Expenses	$28,539,858	$30,754,030	$30,574,536	$32,200,141	$1,446,111	4.7%
Interdept. Charges	$3,068,679	$3,224,148	$3,222,278	$3,441,665	$217,517	6.7%
Fixed Assets	$23,483	$35,000	$35,000	$22,220	($12,780)	-36.5%
Total Expenditures	**$62,392,978**	**$65,326,088**	**$64,851,090**	**$68,033,990**	**$2,707,902**	**4.1%**
Rev. Over (Under) Exp.	$3,554,157	$0	$1,427,844	$0	$0	N/A

Position Summary (FTE)

Regular Positions	394.78	391.90	391.90	392.02	0.12
Extra Help	16.49	15.70	16.10	17.51	1.81
Overtime	2.17	2.14	2.14	2.14	0.00
Total	413.44	409.74	410.14	411.67	1.93

General Fund and Aging Disability Resource Center Grant Funds (By Fund)

Financial Summary	2009 Actual	2010 Adopted Budget	2010 Estimate	2011 Budget	Change From 2010 Adopted Budget $	%
General Fund						
Revenues	$39,912,985	$38,124,035	$39,357,020	$40,346,661	$2,222,626	5.8%
County Tax Levy/(Credit)	$22,844,350	$23,994,872	$23,994,872	$24,536,408	$541,536	2.3%
Expenditures	$59,865,933	$62,118,907	$62,032,300	$64,883,069	$2,764,162	4.4%
Rev. Over (Under) Exp.	$2,891,402	$0	$1,319,592	$0	$0	N/A
Aging and Disability Resource Center Grant Fund						
Revenues	$3,075,472	$3,200,148	$2,920,009	$3,150,921	($49,227)	-1.5%
County Tax Levy/(Credit)	$114,328	$7,033	$7,033	$0	($7,033)	-100.0%
Expenditures	$2,527,045	$3,207,181	$2,818,790	$3,150,921	($56,260)	-1.8%
Rev. Over (Under) Exp.	$662,755	$0	$108,252	$0	$0	N/A

HHS Financial Summary (By Division)

	2009 Actual	2010 Adopted Budget	2010 Estimate	2011 Budget	Change From 2010 Adopted Budget $	%
Administrative/Information Services (Includes Long Term Care - Payments to State)						
Revenues	$11,253,992	$11,358,018	$11,238,356	$11,296,161	($61,857)	-0.5%
County Tax Levy/(Credit)	($3,648,830)	($3,190,270)	($3,190,270)	($3,292,318)	($102,048)	-3.2%
Expenditures	$7,450,851	$8,167,748	$8,055,352	$8,003,843	($163,905)	-2.0%
Rev. Over (Under) Exp.	$154,311	-	($7,266)	-	-	N/A
Intake Support Services						
Revenues	$4,680,674	$4,240,797	$4,441,688	$4,406,922	$166,125	3.9%
County Tax Levy	$2,092,411	$2,173,767	$2,173,767	$2,269,872	$96,105	4.4%
Expenditures	$6,370,588	$6,414,564	$6,371,582	$6,676,794	$262,230	4.1%
Rev. Over (Under) Exp.	$402,497	-	$243,873	-	-	N/A
Children and Family Services						
Revenues	$6,264,693	$5,808,088	$6,544,330	$6,607,789	$799,701	13.8%
County Tax Levy	$5,103,436	$3,400,825	$3,400,825	$3,530,415	$129,590	3.8%
Expenditures	$10,516,496	$9,208,913	$10,030,386	$10,138,204	$929,291	10.1%
Rev. Over (Under) Exp.	$851,633	-	($85,231)	-	-	N/A
Adolescent and Family Services						
Revenues	$4,151,297	$4,388,212	$4,349,528	$4,343,508	($44,704)	-1.0%
County Tax Levy	$3,025,683	$4,492,338	$4,492,338	$4,514,744	$22,406	0.5%
Expenditures	$6,778,846	$8,880,550	$8,478,094	$8,858,252	($22,298)	-0.3%
Rev. Over (Under) Exp.	$398,134	-	$363,772	-	-	N/A
Clinical Services						
Revenues	$8,588,041	$7,983,161	$8,284,568	$8,805,521	$822,360	10.3%
County Tax Levy	$10,244,051	$10,999,842	$10,999,842	$10,922,042	($77,800)	-0.7%
Expenditures	$18,682,186	$18,983,003	$18,892,593	$19,727,563	$744,560	3.9%
Rev. Over (Under) Exp.	$149,906	-	$391,817	-	-	N/A
Public Health						
Revenues	$1,691,414	$1,347,434	$1,439,420	$1,394,451	$47,017	3.5%
County Tax Levy	$2,192,902	$2,200,902	$2,200,902	$2,305,559	$104,657	4.8%
Expenditures	$3,766,641	$3,548,336	$3,633,322	$3,700,010	$151,674	4.3%
Rev. Over (Under) Exp.	$117,675	-	$7,000	-	-	N/A
Criminal Justice Collaborating Council						
Revenues	$71,381	$61,921	$55,111	$584,594	$522,673	844.1%
County Tax Levy	$896,699	$932,699	$932,699	$993,666	$60,967	6.5%
Expenditures	$943,711	$994,620	$980,220	$1,578,260	$583,640	58.7%
Rev. Over (Under) Exp.	$24,369	-	7,590	-	-	N/A
Veterans' Services						
Revenues	$13,000	$12,870	$13,000	$13,000	$130	1.0%
County Tax Levy	$268,167	$280,847	$280,847	$280,847	$0	0.0%
Expenditures	$269,323	$293,717	$264,971	$293,847	$130	0.0%
Rev. Over (Under) Exp.	$11,844	-	$28,876	-	-	N/A
Aging and Disability Resource (General Funds & Special Revenue Fund)						
Revenues	$6,273,965	$6,123,682	$5,911,028	$6,045,636	($78,046)	-1.3%
County Tax Levy	$2,784,159	$2,710,955	$2,710,955	$3,011,581	$300,626	11.1%
Expenditures	$7,614,336	$8,834,637	$8,144,570	$9,057,217	$222,580	2.5%
Rev. Over (Under) Exp.	$1,443,788	-	$477,413	-	-	N/A
Total All H&HS Divisions						
Revenues	$42,988,457	$41,324,183	$42,277,029	$43,497,582	$2,173,399	5.3%
County Tax Levy	$22,958,678	$24,001,905	$24,001,905	$24,536,408	$534,503	2.2%
Expenditures	$62,392,978	$65,326,088	$64,851,090	$68,033,990	$2,707,902	4.1%
Rev. Over (Under) Exp.	$3,554,157	-	$1,427,844	-	-	N/A

Health and Human Services

Fund Purpose

Health and Human Services has nine divisions that are included in the General Fund. The divisions are Administrative Services, Intake Support Services, Children and Family Services, Adolescent and Family Services, Clinical Services, Public Health, Criminal Justice Collaborating Council (CJCC), Veterans' Services and Aging and Disability Resource Center (ADRC).

Financial Summary	2009 Actual	2010 Adopted Budget	2010 Estimate (a)	2011 Budget	Change From 2010 Adopted Budget $	%
Revenues						
General Government (a)	$30,061,420	$28,635,116	$29,793,229	$30,962,153	$2,327,037	8.1%
Fine/Licenses	$427,756	$535,000	$427,700	$475,000	($60,000)	-11.2%
Charges for Services	$6,340,883	$5,882,975	$6,036,304	$6,183,487	$300,512	5.1%
Interdepartmental	$4,750	$4,105	$4,071	$4,105	$0	0.0%
Other Revenue	$2,188,431	$1,971,908	$1,994,192	$1,847,692	($124,216)	-6.3%
Appr. Fund Balance	$889,745	$1,094,931	$1,101,524	$874,224	($220,707)	-20.2%
County Tax Levy	**$22,844,350**	**$23,994,872**	**$23,994,872**	**$24,536,408**	**$541,536**	**2.3%**
Total Revenues Sources	**$62,757,335**	**$62,118,907**	**$63,351,892**	**$64,883,069**	**$2,764,162**	**4.4%**
Expenditures						NA
Personnel Costs	$28,867,271	$29,250,881	$28,972,355	$30,239,926	$989,045	3.4%
Operating Expenses (a)	$28,288,460	$30,017,930	$30,201,776	$31,554,115	$1,536,185	5.1%
Interdept. Charges (a)	$2,686,719	$2,815,096	$2,823,169	$3,066,808	$251,712	8.9%
Fixed Assets	$23,483	$35,000	$35,000	$22,220	($12,780)	-36.5%
Total Expenditures	**$59,865,933**	**$62,118,907**	**$62,032,300**	**$64,883,069**	**$2,764,162**	**4.4%**
Rev. Over (Under) Exp.	$2,891,402	$0	$1,319,592	$0	$0	N/A

Position Summary (FTE)					
Regular Positions	370.52	367.64	367.64	367.81	0.17
Extra Help	16.49	15.70	16.10	17.51	1.81
Overtime	2.17	2.14	2.14	2.14	0.00
Total	389.18	385.48	385.88	387.46	1.98

(a) 2010 estimates for revenues and expenditures exceed the 2010 Adopted Budget due to 2009 carryover and purchase orders and additional expenditure authority added to the budget by approved ordinances in the HHS Public Health division totaling $355,800. Also, the 2010 Estimate includes $4.5 million for the Children's Long Term Support (CLTS) program from the State Department of Health Services which exceeds the 2010 Budget by $660,000 since the State has increased the allocation of fully funded CLTS Waiver funding for additional client slots/services; and an ordinance will be requested to increase appropriation authority in the 4th quarter if the estimate materializes.

Health and Human Services - General Fund Summary

Financial Summary	2009 Actual	2010 Adopted Budget	2010 Estimate	2011 Budget	Change From 2010 Adopted Budget $	%
Human Services						
Revenues	$32,372,662	$31,389,437	$32,289,198	$32,876,062	$1,486,625	4.7%
County Tax Levy	$13,581,833	$14,659,389	$14,659,389	$14,696,585	$37,196	0.3%
Expenditures	$44,251,012	$46,048,826	$46,194,317	$47,572,647	$1,523,821	3.3%
Rev. Over (Under) Exp.	$1,703,483	-	$754,270	-	-	NA
Mental Health Center						
Revenues	$2,566,035	$2,388,839	$2,569,272	$2,583,839	$195,000	8.2%
County Tax Levy	$3,234,918	$3,217,113	$3,217,113	$3,248,170	$31,057	1.0%
Expenditures	$5,547,955	$5,605,952	$5,633,690	$5,832,009	$226,057	4.0%
Rev. Over (Under) Exp.	$252,998	-	$152,695	-	-	NA
Public Health						
Revenues	$1,691,414	$1,347,434	$1,439,420	$1,394,451	$47,017	3.5%
County Tax Levy	$2,192,902	$2,200,902	$2,200,902	$2,305,559	$104,657	4.8%
Expenditures	$3,766,641	$3,548,336	$3,633,322	$3,700,010	$151,674	4.3%
Rev. Over (Under) Exp.	$117,675	-	$7,000	-	-	NA
Criminal Justice Collaborating Council						
Revenues	$71,381	$61,921	$55,111	$584,594	$522,673	844.1%
County Tax Levy	$896,699	$932,699	$932,699	$993,666	$60,967	6.5%
Expenditures	$943,711	$994,620	$980,220	$1,578,260	$583,640	58.7%
Rev. Over (Under) Exp.	$24,369	-	$7,590	-	-	NA
Veterans' Services						
Revenues	$13,000	$12,870	$13,000	$13,000	$130	1.0%
County Tax Levy	$268,167	$280,847	$280,847	$280,847	$0	0.0%
Expenditures	$269,323	$293,717	$264,971	$293,847	$130	0.0%
Rev. Over (Under) Exp.	$11,844	-	$28,876	-	-	NA
ADRC - General						
Revenues	$2,082,926	$1,791,509	$1,850,248	$1,836,908	$45,399	2.5%
County Tax Levy	$2,422,463	$2,499,602	$2,499,602	$2,741,885	$242,283	9.7%
Expenditures	$3,795,153	$4,291,111	$4,017,317	$4,578,793	$287,682	6.7%
Rev. Over (Under) Exp.	$710,236	-	$332,533	-	-	NA
ADRC - Nutrition						
Revenues	$1,115,567	$1,132,025	$1,140,771	$1,057,807	$0	0.0%
County Tax Levy	$247,368	$204,320	$204,320	$269,696	$65,376	32.0%
Expenditures	$1,292,138	$1,336,345	$1,308,463	$1,327,503	($8,842)	-0.7%
Rev. Over (Under) Exp.	$70,797	-	$36,628	-	-	NA
Total HHS General Fund						
Revenues	$39,912,985	$38,124,035	$39,357,020	$40,346,661	$2,296,844	6.0%
County Tax Levy	$22,844,350	$23,994,872	$23,994,872	$24,536,408	$541,536	2.3%
Expenditures	$59,865,933	$62,118,907	$62,032,300	$64,883,069	$2,764,162	4.4%
Rev. Over (Under) Exp.	$2,891,402	-	$1,319,592	-	-	NA

Position Summary (FTE)					
Regular Positions	370.52	367.64	367.64	367.81	0.17
Extra Help	16.49	15.70	16.10	17.51	1.81
Overtime	2.17	2.14	2.14	2.14	0.00
Total	389.18	385.48	385.88	387.46	1.98

Health & Human Services

Statement of Purpose

This General Fund operation provides for the County's administration of Human Service programs funded under State community aids. This includes services to at-risk citizens including children and families in which child abuse/neglect, delinquency, and/or serious family dysfunction exists. In addition, this fund administers a variety of Economic Support programs. Also included are placement and placement support services for the juvenile center, group home, institutions, and foster homes. Services to the mentally ill/chronically mentally ill and services to individuals who are drug or alcohol dependent are also provided. Administrative support services are provided to coordinate and support service delivery.

Note: In the 2011 budget the Human Services Fund is changed from a special revenue fund to a general fund based on the new Governmental Accounting Standards Board (GASB) Statement No. 54 which significantly changes how governments classify and report fund balances. The new standards makes it clear that special revenue funds are created only to report revenue sources that are all restricted or committed to a specified purpose.

Financial Summary	2009 Actual	2010 Adopted Budget	2010 Estimate	2011 Budget	Change From 2010 Adopted Budget $	%
Revenues						
General Government	$26,247,891	$25,319,182	$26,310,933	$27,116,037	$1,796,855	7.1%
Fine/Licenses	$427,756	$535,000	$427,700	$475,000	($60,000)	-11.2%
Charges for Services	$3,483,090	$3,020,902	$3,034,195	$3,127,439	$106,537	3.5%
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue	$1,581,710	$1,459,712	$1,461,729	$1,354,906	($104,806)	-7.2%
Appr. Fund Balance	$632,215	$1,054,641	$1,054,641	$802,680	($251,961)	-23.9%
County Tax Levy	**$13,581,833**	**$14,659,389**	**$14,659,389**	**$14,696,585**	**$37,196**	0.3%
Total Revenue Sources	**$45,954,495**	**$46,048,826**	**$46,948,587**	**$47,572,647**	**$1,523,821**	3.3%
Expenditures						
Personnel Costs	$19,822,564	$20,122,607	$19,655,678	$20,621,934	$499,327	2.5%
Operating Expenses	$22,816,374	$24,196,101	$24,808,577	$25,083,022	$886,921	3.7%
Interdept. Charges	$1,612,074	$1,730,118	$1,730,062	$1,867,691	$137,573	8.0%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$44,251,012**	**$46,048,826**	**$46,194,317**	**$47,572,647**	**$1,523,821**	3.3%
Rev. Over (Under) Exp.	$1,703,483	-	$754,270	-	-	N/A

Position Summary (FTE)					
Regular Positions	259.58	255.06	255.06	255.48	0.42
Extra Help	6.10	5.90	5.90	5.90	0.00
Overtime	1.65	1.67	1.67	1.67	0.00
Total	267.33	262.63	262.63	263.05	0.42

(a) The 2010 Estimate is estimated to exceed the 2010 Budget related to Children's Long Term Support (CLTS) since the state has increased the allocation of fully funded Children's Long Term Support (CLTS Waiver funding for additional client slots/services. An ordinance will be requested to increase appropriation authority in the 4th quarter if the estimate materializes.

Note: The 2009 Actuals and 2010 Budget has been restated to eliminate out intradepartmental charges (double budgeting) between Public Health and Human Services to better represent the proper budgeted amounts.

Major Departmental Strategic Outcomes and Objectives for 2011

County-Wide Key Strategic Outcome: A safe county

Objective 1: Provide effective assessment and intervention services to minimize likelihood of recurrence of juvenile crime. (Juvenile Services Units)

Key Outcome Indicator: Percentage of juvenile offenders served who re-offend while under court supervision. Department standard is < 25%. (Office of Juvenile Justice and Delinquency Prevention (OJJDP) recognized recurrence benchmark rate at 50%)

Performance Measure:	2009 Actual	2010 Target	2010 Estimate	2011 Target
Recurrence rate	26.5%	≤ 25%	31%	≤25%

Objective 2: Maintain standards to prevent the recurrence of maltreatment of all children who were victims of a substantiated or indicated maltreatment allegation. (Intake and Shared Services and Children and Family Division: In-home Safety and Out of Home Placement Services)

Key Outcome Indicator: Percentage of all children who were not victims of another substantiated or indicated maltreatment allegation within the 6-month period following a maltreatment incident will meet or exceed the Federal Standard of 94.6%.

Performance Measure:	2009 Actual	2010 Target	2010 Estimate	2011 Target
% of Children NOT Abused or Neglected*	96.45%	94.6%	96.45%	94.6%

* (This is a Federal outcome. Data obtained from eWiSACWIS Dashboard Report, 7/1/09-6/30/10; (In 2009 163 out of 169 children were not victims of another crime.)

County-Wide Key Strategic Outcome: A county that assists at-risk citizens

Objective 3: Maintain State licensing standards for care and supervision of children who are in the care or custody of Waukesha County Department of Health and Human Services. (Juvenile Center Program)

Key Outcome Indicator: 100% licensing compliance as reflected in annual shelter care and secure detention on-site reviews conducted by the State of Wisconsin.

Performance Measure:	2009 Actual	2010 Target	2010 Estimate	2011 Target
Compliance Rating	100%	100%	100%	100%

County-Wide Key Strategic Outcome: A county that provides customers with quality programs and services'

Objective 4: Meet all Federal and State compliance requirements for accuracy in benefit determination. (Economic Services Administration and Support)

Key Outcome Indicator: It is critical to maintain Waukesha County food share accuracy rate at or above the statewide rate to avoid potential for fiscal sanction. The current minimum State standard is 94.5% (per State contract). If sanctioned, there would be a $93 penalty for every $1 error, (e.g. for a $100 incorrect issuance, a $9,300 sanction would be applied).

Performance Measure:	2009 Actual	2010 Target	2010 Estimate	2011 Target
Food Share Error Rate				
▪ State accuracy rate	98.89%	98%	98%	98%
• Waukesha County	100%	98%	98%	98%

County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill

Objective 5: Divert at-risk populations from high cost placements into alternative lower cost, safe, and more effective community based services. (Juvenile Services Units, Family Services Units, Children and Family Division: In-home Safety and Out of Home Placement Services)

Key Outcome Indicator 5a: Percentage of Waukesha County youth referred for delinquency or as juveniles in need of protection or service who require placement into more expensive settings ranging from treatment foster care (based on 2009 Actual average cost per year/per youth of $39,730/year) to residential care centers (based on 2009 Actual average cost per year/per youth of $119,341/year). Department Standard ≤ 2.0%.

Performance Measure 5a:	2009 Actual	2010 Target	2010 Estimate	2011 Target
Placement rate of Children referred for Truancy and Delinquency	1.52%	≤2.0%	3.1%	≤2.0%

Key Outcome Indicator 5b: Percentage of all Waukesha County children requiring placement into more expensive settings ranging from foster care (based on 2008 Actual average cost per year/per child of $7,302/year) to residential care centers (based on 2008 Actual average cost per year/per child of $108,039/year). Department Standard ≤ 0.20%.

Performance Measure 5b:	2009 Actual	2010 Target	2010 Estimate	2011 Target
Placement rate of Waukesha County Child Population*	N/A	0.20%	0.16%	0.20%

*Out of Home Care Caseload Count For December 2008 (150 out of 93,718 children under age 18 or .16%)); Data Sources: Wisconsin Department of Children and Family Division of Safety and Performance Placement Detail Report – Out of Home Care Placement Summary (Report ID: SM10A32) which is based on data taken from Wisconsin Statewide Automated Child Welfare Information System (WiSACWIS); Source: Wisconsin Demographic Services Center – January 1, 2008 Final Population Estimate for Wisconsin Counties. This report is not available for 2009 actual data.

Objective 6: Comply with all State and Federal program and reporting requirements with no major audit findings resulting in disallowance. (Children With Special Needs Unit (Birth to Three) and Administrative Services)

Key Outcome Indicator 6a: Percentage of Birth to Three individual family service plans (IFSP) developed within the required timeline of 45 days. Federal/State standard is 100%.

Performance Measure 6a:	2009 Actual	2010 Target	2010 Estimate	2011 Target
Percentage of IFSP's developed within 45 days.*	96%	90%	95%	95%

*Timeliness of IFSP, most recent reporting period does not take into consideration reasons an IFSP was not completed within 45 days State of Wisconsin – Program Participation System (PPS) and Lutheran Social Services (LSS) case management system. This is a Federal outcome.

Key Outcome Indicator 6b: Department standard is to have no major audit findings resulting in disallowances.

Performance Measure 6b:	2009 Actual	2010 Target	2010 Estimate	2011 Target
Major Audit Finding Resulting in Disallowance	0.0	0.0	0.0	0.0

Objective 7: Provide thorough, comprehensive, and timely assessments and dispositional services which meet all State and Federal rules and requirements for Detoxification programs. (Alcohol and Other Drug Abuse - Clinical Services)

Key Outcome Indicator: Individuals in need of detoxification require a comprehensive assessment to determine a level of treatment intervention beyond medical detoxification. Human Service staff will provide Alcohol and other Drug Abuse (AODA) assessment and referral within 72 hours for 95% of all detoxification clients who present at local hospitals, emergency rooms and at the Mental Health Center.

Performance Measure	2009 Actual	2010 Target	2010 Estimate	2011 Target
Percent of AODA Detox Clients Assessed and given referral within 72 hours	98%	98%	98%	98%

Objective 8: Provide well-documented, high quality and recorded case management services to the Department's clientele. (Mental Health Outpatient-Community Support Program)

Key Outcome Indicator: Percentage of total available staff time spent on providing case management services, which impacts services received by clientele as well as fiscal reimbursement to the Department. Department standard is 75% for case managers and 60% for Registered Nurses.

Performance Measure:	2009 Actual	2010 Target	2010 Estimate	2011 Target
Case management hours provided by Community Support Program Case Management Staff	77%	75%	75%	75%
Case management hours provided by Community Support Program RN's	55%	60%	60%	60%

Objective 9: Work with Budget staff to explore, study and develop a report with recommendations regarding potentially more cost-effective alternatives and options for Juvenile Center placements and uses including collaboration or cooperative agreements with other county juvenile center facilities and programs to be completed by May 2011. (Juvenile Center)

Current and Proposed Capital Projects (a)

Proj.#	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of 10	Estimated Operating Impact	A=Annual T= One-Time
200615	HHS Office Building (b)	2014	$36,680,000	0%	TBD	A
200109	Implement HHS Automated System	2011	$3,305,000	40%	$188,250	A
200414	County-wide Cashiering (c)	2011	$970,000	95%	$43,250	A
200710	Collection System Interface	2011	$100,000	60%	$15,000	A

(a) The Capital Project Information shown is for Countywide Capital Projects.

(b) The operating impact specifically related to HHS will be determined at a later date.

(c) Project is coordinated by the Department of Administration Business Office Manager. The total estimated operating impact to the County is estimated at $43,250. The first year of cashiering software/maintenance is being funded from the capital project. The second year charges will be added to End User Technology Fund (EUTF) and the actual operating impact for the HHS budget will be determined at a later date. The percentage to be completed at the end of 2010 for HHS is 0%. The percentage shown relates to various County departments.

Administrative Services

County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill

Program Description

Along with providing the overall direction of the HHS Department, Administrative Services is responsible for coordinating and providing operational, fiscal and management information systems support.

Major functions and responsibilities include the processing of client and provider payments, contract administration of purchased services, the billing for services to Medicare, Medical Assistance, Commercial Insurance Carriers and responsible parties, and liaison to Human Resources. Health Insurance Portability & Accountability Act (HIPAA) Privacy/Security compliance, client records management, Department specific computer training and system administration, along with Department-wide data collection, analysis and reporting to various outside entities are coordinated and supported through this area.

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Staffing (FTE)	**50.51**	**50.09**	**50.09**	**51.51**	**1.42**
General Government (a)	$7,316,458	$6,928,206	$6,879,458	$7,422,040	$493,834
Charges for Services	$17,418	$16,200	$16,200	$16,200	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$156,151	$227,221	$156,307	$153,821	($73,400)
Appr. Fund Balance	$318,550	$275,550	$275,550	$262,000	($13,550)
County Tax Levy/(Credit)	**($3,648,830)**	**($3,190,270)**	**($3,190,270)**	**($3,292,318)**	**($102,048)**
Total Revenues	**$4,159,747**	**$4,256,907**	**$4,137,245**	**$4,561,743**	**$304,836**
Personnel Costs	$3,300,717	$3,415,731	$3,376,026	$3,657,204	$241,473
Operating Expenses	$220,245	$270,453	$200,068	$280,311	$9,858
Interdept. Charges	$484,474	$570,723	$568,417	$624,228	$53,505
Total Expenditures	**$4,005,436**	**$4,256,907**	**$4,144,511**	**$4,561,743**	**$304,836**

Rev. Over (Under) Exp.	$154,311	-	($7,266)	-	-

(a) The major State funding source for the HHS, Community Aids, is accounted for in this program area. Within the guidelines of the State of Wisconsin Allowable Cost Policy Manual, the Community Aids can be used to fund a broad range of services, as it is not earmarked for any single purpose or program.

Program Highlights

General Government revenues include $7,068,377 of State Community Aids Basic County Allocation (BCA) funding, which represents an increase of $343,750. This includes shifting $249,980 of BCA to this program as a result of the $468,741 reduction of the scheduled Family Care payments made back to the State. The remaining $93,770 in additional BCA is more than offset by the state's $183,547 reduction of Federal Alcohol and Other Drug Abuse Block Grant (in the AODA program) as it reverts back to the 2009 level. State Income Maintenance revenue of $115,000, from indirect cost recovery, continues at the same level as 2010. Also, Wisconsin Statewide Automated Child Welfare Information System (WiSACWIS) reimbursement is budgeted at $28,979 is unchanged from the 2010 budget. General Government revenues also include the direct budgeting of administrative cost recovery reimbursements from the Public Health and the Aging and Disability Resource divisions grant funded programs which are budgeted to increase by $150,084. In addition, charges for services revenue for record copy services continue to be budgeted at the 2010 level of $16,200.

Other Revenues from the Wisconsin Medicaid Cost Report (WIMCR) are budgeted to decrease $75,000 to about $128,200, reflecting prior year actual declining trends. Reimbursements retained for providing protective payee services for Supplemental Security Income (SSI) clients remain at $15,600 for 2011.

Fund Balance appropriations change of $13,550 and tax levy credit change of $102,048 are mainly due to the BCA increase more than offsetting the division's expenditure increases.

Administrative Services (cont.)

Personnel cost increases reflect employee cost to continue and several proposed position realignments to address a recent review and resulting recommendations on medical billing which includes two new positions; a Senior Information Technical Professional and a Programs Project Analyst positions are added to this area partly offset with the unfunding of a 0.58 FTE Administrative Assistant – Fiscal Management, through a retirement. This proposed realignment better coordinates efforts working with the Aging and Disability Resource Divisions and allows for the unfunding of an Account Clerk II with the workload being covered by existing staff located in the Administrative Services Division.

Operating expenses increased by $9,858 to $280,311. The 2011 budget base includes about $124,700 for computer hardware and software service/ license fees and contracted system analysis. Operating expenses also includes $45,300 mostly for office supplies and materials; $36,685 for audit charges; $25,525 for printing costs; $21,940 for training, registration and travel; $13,835 for equipment, maintenance/service and about $12,000 for bank fees charges related to electronic processing where the County is the protective payee for individual client accounts.

Interdepartmental charges are estimated to increase $53,505, mostly due to a $26,800 increase to about $191,900 related to the End User Technology Charges (EUTF) which reflects the allocation method for the total cost of computer ownership and the Information Technology resources being used by departments as recommended by Internal Audit. A tax levy adjustment has been provided to mostly mitigate the impact of these increases. Also, a $16,900 increase is included for Risk Management insurance cost allocations reflecting higher claims experience. Legal charges for services provided by Corporation Counsel increase about $6,270 to $215,161. Also, telephone/communication charges are estimated to increase $3,750 to $43,105. Postage costs and copier replacement costs remain at 2010 levels of $37,815 and $12,078 respectively.

Intake and Shared Services

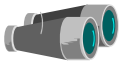
County-Wide Key Strategic Outcome: A county that assists at-risk citizens

Program Description

Intake and Shared Services programs serve as the initial contact point for Child Welfare service referrals. Assessments are provided in the areas of child protection services; out of home placement request; parent/teen family dysfunction; disability funding requests; and information/referral services. Short-term and supportive service includes after hours crisis intervention; Kinship Care assessment and funding; childcare certification; respite day care for families in crisis; home and financial management services and volunteer transportation services. The Division's purchased services include investments in prevention and early intervention services.

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Staffing (FTE)	**24.30**	**22.30**	**22.30**	**22.63**	**0.33**
General Government (a)	$1,076,626	$1,037,527	$1,088,859	$1,068,859	$31,332
Charges for Services	$22,992	$16,667	$11,841	$14,100	($2,567)
Other Revenue	$2,917	$2,000	$2,000	$2,000	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$1,978,509**	**$1,937,234**	**$1,937,234**	**$2,057,177**	**$119,943**
Total Revenues:	**$3,081,044**	**$2,993,428**	**$3,039,934**	**$3,142,136**	**$148,708**
Personnel Costs	$1,768,003	$1,703,368	$1,693,125	$1,781,519	$78,151
Operating Expenses (a)	$1,175,590	$1,218,440	$1,241,640	$1,283,059	$64,619
Interdept. Charges	$70,199	$71,620	$71,620	$77,558	$5,938
Total Expenditures:	**$3,013,792**	**$2,993,428**	**$3,006,385**	**$3,142,136**	**$148,708**
Rev. Over (Under) Exp.	$67,252	-	$33,549	-	-

(a) The 2010 Budget has been restated for comparative purposes to reflect the shift out of the AODA child care expenses of $34,200 and revenues of $38,000 from the Intake and Shared Services program to the AODA program.



Program Highlights

General Government revenues are budgeted to increase by $31,332 to $1,068,859 mostly related to a $51,332 increase to $593,857 for State Kinship Care payments to caretakers. This revenue increase is offset by the Federal Community Development Block Grant funding related to crisis respite daycare decrease of $20,000. Tax levy funding is used in 2011 to maintain the crisis respite expenditures at the 2010 budget level. In addition, Federal/State Safe and Stable Families funding includes $103,000 to support various community based family preservation and support services which is unchanged from the 2010 budget level.

Personnel costs are budgeted to increase $78,151 to $1,781,519 primarily related to employee cost to continue for 22.63 FTE positions, and includes a program cost center reassignment of 0.33 FTE from Economic Support Services position to the Shared Services Unit and a shift of a 0.50 FTE Social Worker from Economic Services and Support to more properly reflect time spent on these program area services and to maximize available State Child Care administration funding. These position realignment cost increases are also mostly offset with the unfunding of a 0.50 FTE Human Services Specialist position.

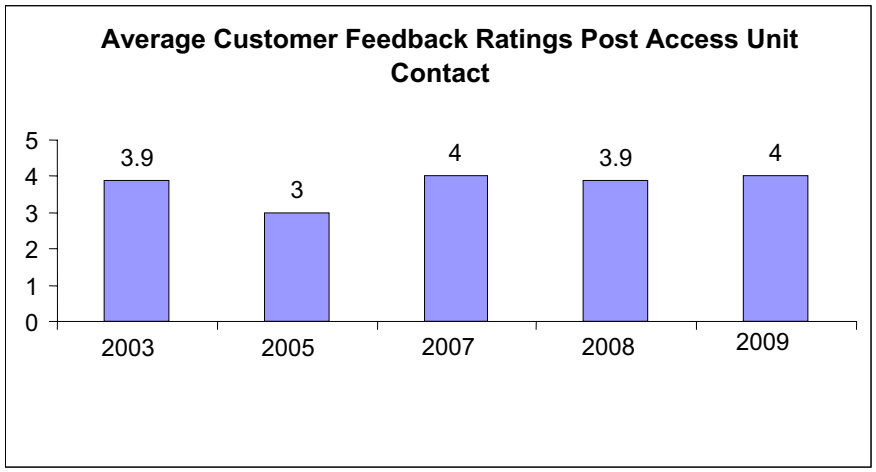
Operating expenses increase by $64,619 to $1,283,059 mostly related to an increase of $48,015 to $548,967 resulting from increases in Kinship Care placements. Operating expenses also include contract services that are increased $3,778 to $464,054 which are used for various prevention and intervention services. Also, respite care service funding for families in crisis is maintained at the 2010 Budget level of $142,557, well above prior year actual spending levels.

Intake and Shared Services (cont.)

Activities-(Workload data)	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Intake (Access) # of Referrals	5,840	5,800	5,984	5,840	40
Child Abuse/Neglect Reports	1,706	1,700	1,750	1,725	25
Children Assessed For Abuse/Neglect	791	800	799	800	0
Home & Financial Management Cases	21	25	29	25	0
Kinship Care Assessments	130	175	174	175	0
Kinship Care Funded Placements (Avg. Monthly)	210	215	205	215	0
Kinship Care Waiting List	15	20	32	20	0
Crisis Intervention: Adult Protective /Mental Health	534	570	388	550	(20)
Crisis Intervention: Child Protective /Health Welfare	320	325	296	300	(25)
Crisis Respite Child Day Care (Children)	97	70	108	100	30
Family Day Care: # Certified Homes	43	60	48	50	(10)
Volunteer Transportation: Miles Driven	86,252	95,000	90,000	90,000	(5,000)

Key Activities Highlights

Customer Feedback ratings remain positive.



A random sampling of customers is routinely conducted following customer contact with Access, and includes indicators such as respect, professionalism, and pre/post opinion of the Department.

5 - Excellent
4 - Good
3 - Fair
2 - Needs Improvement
1 - Extremely Poor

Economic Services Administration and Support

County-Wide Key Strategic Outcome: A county that provides customers with quality programs and services and assists at-risk citizens.

Program Description

Administers a variety of Economic Support (ES) programs including Medical Assistance, FoodShare (Food Stamps), Child Care, a fraud elimination program, and the Low-Income Energy Assistance Program. Services are provided either directly or through a purchase of service contract. ES services for adults, elderly, blind, disabled, and BadgerCare Plus clients are provided at the Human Services Center while ES services for families with children requesting multiple programs are generally provided at the Workforce Development Center (WDC).

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Staffing (FTE)	**39.19**	**40.19**	**40.19**	**39.36**	**(0.83)**
General Government	$3,489,358	$3,125,153	$3,156,538	$3,288,963	$163,810
Charges for Services	$0	$0	$0	$0	$0
Other Revenue	$64,331	$35,000	$158,000	$33,000	($2,000)
Appr. Fund Balance	$24,450	$24,450	$24,450	$0	($24,450)
County Tax Levy/(Credit)	**$113,902**	**$236,533**	**$236,533**	**$212,695**	**($23,838)**
Total Revenues:	**$3,692,041**	**$3,421,136**	**$3,575,521**	**$3,534,658**	**$113,522**
Personnel Costs	$2,297,422	$2,430,955	$2,328,701	$2,443,171	$12,216
Operating Expenses	$906,898	$823,187	$869,502	$912,649	$89,462
Interdept. Charges	$152,476	$166,994	$166,994	$178,838	$11,844
Total Expenditures:	**$3,356,796**	**$3,421,136**	**$3,365,197**	**$3,534,658**	**$113,522**
Rev. Over (Under) Exp.	$335,245	-	$210,324	-	-

Program Highlights

General Government revenues increase $163,810 to $3,288,963 primarily due to state income maintenance allocations which are estimated to increase by $123,150 to $2.4 million. Also, Federal client pass through funding for medical assistance transportation services to qualified individuals are budgeted to increase $21,075 to $74,200. In addition, child care administration funding is budgeted to increase $19,585 to $351,845. Also, Low Income Home Energy Assistance Program (LIEAP) pass through funding includes $250,000. In addition, funding for Indigent Burials is at $171,700 and the State Fraud Investigation Allocation is $30,000. Both are unchanged from 2010 budget levels.

Net personnel costs mainly increase to reflect cost to continue for 39.36 FTE and reflect the reassignment of 0.83 FTE out of Economic Support Services and into the Intake and Shared Services program - Shared Services Unit to more properly account for time spent and to maximize available State Child Care Administration funding.

Operating expenses increase of $89,462 to $912,649 mostly related to rent and associated expenses at the Workforce Development Center, which increases $48,531 to $98,571. Also, service provider contracted services increases $24,736 or 5% to $492,572. In addition, Medical Assistance transportation costs are budgeted to increase $19,075 to $72,200. The 2011 budget includes $16,313 for short-term mental health transitional living payments for the Economic Support client group.

Interdepartmental charges increase of $11,844 mostly reflects a $16,897 increase in allocated costs for the full cost of computer ownership based on end user technology resources being used are at $130,378 based on the cost recovery methodology as recommended by internal audit with tax levy provided to mitigate most of the increased cost allocation.

Economic Services Administration and Support (cont.)

Activity Human Services Center (HSC) Caseload Data	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Average monthly unduplicated caseload (1)	7,816	8,500	6,950	7,000	(1,500)
Medical Assistance average monthly cases (1)(2)	10,300	11,000	10,000	10,000	(1,000)
Food Share average monthly cases	1,455	1,600	1,800	1,900	300

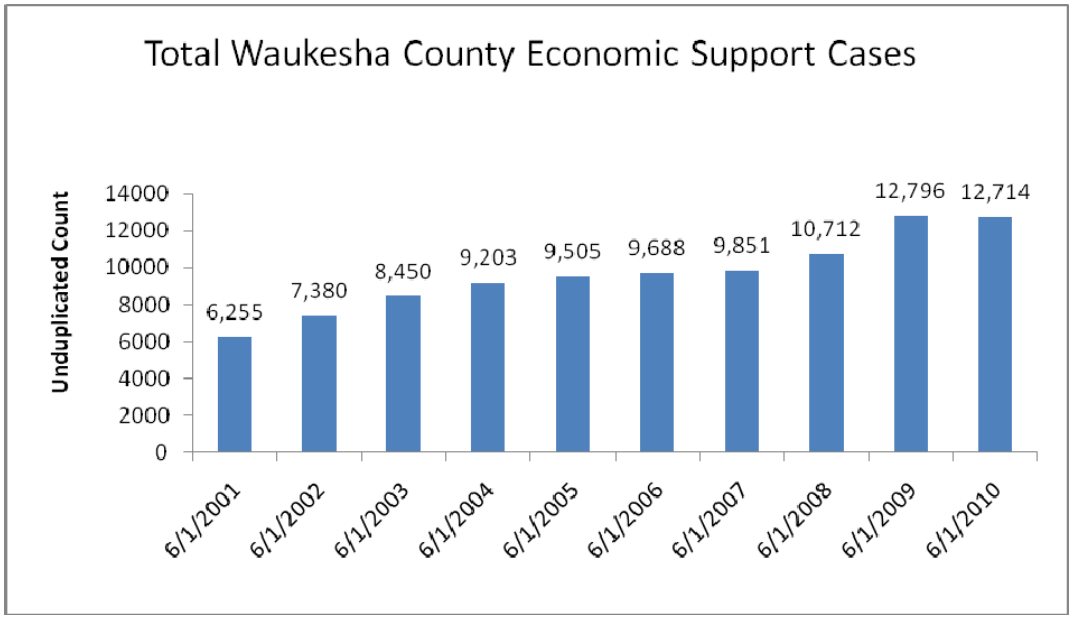
Activity Workforce Development Center (WDC) Caseload Data	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Average Monthly Unduplicated Caseload (2)	4,849	5,400	5,400	5,650	250
Average Monthly Unduplicated Caseload/ Worker	346	325	385	403	78
Medical Assistance Average Monthly Cases	6,886	6,600	7,500	7,500	900
Food Share Average Monthly Cases	2,900	2,300	2,900	2,600	300
W-2 Child Care Average Monthly Cases	952	975	975	975	0
Annual Child Care Benefits	$8,039,988	$9,000,000	$8,040,000	$8,200,000	($800,000)

(1) The State assumed responsibility of childless adults who are not elderly, blind, or disabled cases in July of 2009. Applications submitted after June 15, 2009 that fell into this category were directed to the State for processing, thus the partial reduction in caseload for counties/tribes.

(2) In March 2010, the decision was made to discontinue transferring cases between buildings to streamline the process, which reflects partial changes in the total number of cases (increase/decrease):

a. BadgerCare Plus (BC+)- only cases were transferred to HSC

b. Mixed cases were transferred to WDC



Children and Family Division: In-home Safety and Out of Home Placement Services

County-Wide Key Strategic Outcome: A county that assists at-risk citizens

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 a child who has 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.

	2009 Actual	2010 Budget (a)	2010 Estimate	2011 Budget	Budget Change
Staffing (FTE)	**27.81**	**23.83**	**23.83**	**24.83**	**1.00**
General Government (a)	$1,132,111	$519,938	$518,535	$526,390	$6,452
Charges for Services	$192,398	$226,235	$165,164	$187,675	($38,560)
Other Revenue	$146,322	$181,370	$143,101	$145,965	($35,405)
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$4,952,674**	**$3,319,985**	**$3,319,985**	**$3,341,763**	**$21,778**
Total Revenues	**$6,423,505**	**$4,247,528**	**$4,146,785**	**$4,201,793**	**($45,735)**
Personnel Costs (a)	$2,328,730	$2,020,288	$2,031,191	$2,138,155	$117,867
Operating Expenses (a)	$2,829,022	$1,945,294	$1,800,397	$1,790,450	($154,844)
Interdept. Charges (a)	$311,373	$281,946	$281,946	$273,188	($8,758)
Total Expenditures	**$5,469,125**	**$4,247,528**	**$4,113,534**	**$4,201,793**	**($45,735)**
Rev. Over (Under) Exp.	$954,380	-	$33,251	-	-

(a) The 2010 Budget reflects the transfer out of 3.0 FTE Social Workers and related Alternate Care Services operating expenses from the Children and Family Division: In-home Safety and Out of Home Placement Services programs to the Family Services & Juvenile Services Unit program as the majority of placements in treatment foster care, group homes, and residential care centers represent families in the Family & Juvenile Services Units program. These adjustments are implemented to positively impact time available for the Alternate Care & Children with Special Needs supervisor to manage multiple funding sources assigned to this area to ensure compliance with federal and State regulations.

Program Highlights

General Government revenues increase by $6,452 to $526,390 which include an increase in funding of $19,387 to $72,081 to more closely reflect prior year actuals for Federal/State Title IV E Reimbursement for Legal Services related to Children in Need of Protection Services (CHIPS) proceedings, out of home care (OHC), Termination of Parental Rights (TPR) and adoption. This results from Community Development Block Grant (CDBG) program streamlining the administrative process by planning to contract directly with the third party vendors for family assessments reducing this budget by $9,500. Also, State Youth Aids funding allocation is budgeted to decrease slightly by $2,145 to $89,668 in this program area. Charges for Services revenue is budgeted to decrease $38,560 based on prior and current year to date receipts and lower expected revenues.

Other Revenue reflects an estimated reduction in Supplemental Security Income (SSI) funding of $35,405 to $145,965 again due to prior year and current year payments received.

Net personnel cost increases include the transfer in and funding of 1.00 FTE social worker position from the Family Services and Juvenile Services program (Adolescent and Family Division) and employee costs to continue increases. The additional position is planned to provide services to children with special needs and their families to prevent high cost out of home care placements.

Interdepartmental charges include legal charges of $168,059 and allocated technology charges of $65,648 which are budgeted to decrease $11,015 based on the cost recovery methodology for the full cost of computer ownership as recommended by internal audit.

Children and Family Division: In-home Safety and Out of Home Placement Services (Cont.)

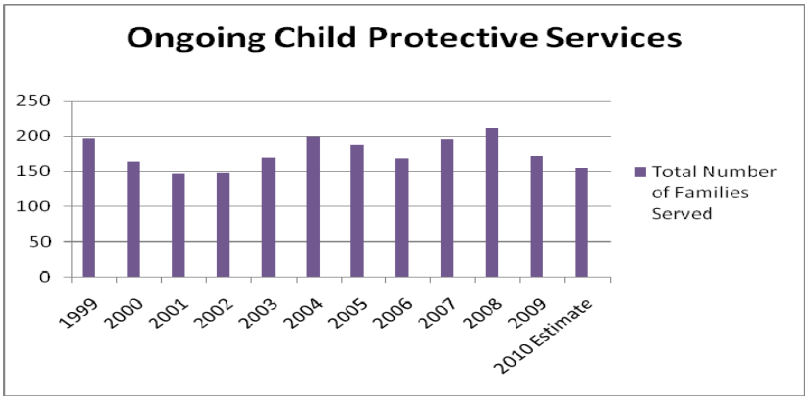
Operating expenses reflect a decrease of $154,844 primarily related to residential care placements that are budgeted to decrease $92,000 to $343,806; group home placements decreases $25,000 and a Lutheran Social Services Family Partnership Initiative (FPI) decreases $25,000 primarily due to fewer children in out of home care placements which is anticipated to continue based on prior year and current year trends. Foster care payments are budgeted to decline $22,400 to $532,194. Also, contracted services which are budgeted to decrease $14,817 to $435,567 to be more in line with prior and current year spending and respite care services which are unchanged at $256,445.

Activity (a)	2009 Actual (c)	2010 Budget (a)	2010 Estimate	2011 Budget	Budget Change
Total children in foster care	106	107	106	109	2
Days of Care (b)	16,461	22,533	19,715	20,658	(1,875)
$ Foster Care	$367,386	$554,594	$467,079	$532,194	($22,400)
Total children in group homes	0	2	1	1	(1)
Days of Care	0	250	35	131	(119)
$ Group Homes Care	$0	$50,000	$50,000	$25,000	($25,000)
Total children in Residential Care Centers	9	7	9	8	1
Days of Care	472	1,194	469	965	(229)
$Residential Care Centers	$156,339	$435,806	$435,806	$343,806	($92,000)
Terminations of parental rights	17	13	14	15	2

(a) The 2010 Budget reflects a reallocation of services to Family Services and Juvenile Services. The budgeted $ amounts are decreasing due to fewer children are entering foster care, group homes and residential care centers partially as a result of effective permanency services planning and intervention programs.
(b) The 2010 budget has been revised from 18,084 to 22,533 to reflect the lower cost per day for children vs. older juveniles.
(c) The 2009 Actuals have been restated for comparative purposes to reflect the department shift out of Juvenile Justice placements from the Child & Family and Permanency Services/Alternate Care program to the Family & Juvenile Services Unit program.

Child and Family Unit Activity	2009 Actual	2010 Budget (c)	2010 Estimate	2011 Budget	Budget Change
Total # Families Served	172	168	155	160	(8)
Number of new cases					
Voluntary (d)	21	14	20	24	10
Court Action	77	80	80	84	4
Total	98	94	100	108	14

(d) The 2010 budget number was based on the 2008 actual cases. However, the current trends have increased. The 2010 estimate includes an increase in HHS department referrals.



Note: The fluctuation in families served from year to year reflects new referrals and open cases. Cases remain open until child safety concerns are addressed.

Children with Special Needs Unit

(Includes Birth to Three Program)

County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill

Program Description

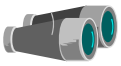
The Children with Special Needs unit includes the following three (3) program areas. The Birth to Three program is a joint County/Lutheran Social Services (LSS) partnership program which provides early intervention services to parents with children from birth to age three with special needs who demonstrate 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 Down syndrome, autism, spina bifida, and cerebral palsy.

The Children with Special Needs Unit (CSN) through the Federal/State Medicaid Home and Community Based Service Waiver for Children's Long Term Support (CLTS Waiver funding) provides fully funded and locally-matched tax levy funding for children diagnosed with Autism, Asperger's and Pervasive Developmental Disorder Not otherwise specified (NOS); Developmentally Disabled (DD), Seriously Emotionally Disturbed (SED) clients, and their families.

The Family Support Program (FSP) provides fully fund State funding to parents of children with disabilities (up to $3,000 per child) to purchase services to enable the child to remain safely living at home.

	2009 Actual	2010 Budget	2010 Estimate (b)	2011 Budget	Budget Change
Staffing (FTE)	**3.50**	**4.50**	**4.50**	**4.50**	**0.00**
General Government (b)	$4,627,448	$4,725,545	$5,516,460	$5,572,759	$847,214
Charges for Services	$166,414	$155,000	$201,070	$175,000	$20,000
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (a)	**$150,762**	**$80,840**	**$80,840**	**$188,652**	**$107,812**
Total Revenues	**$4,944,624**	**$4,961,385**	**$5,798,370**	**$5,936,411**	**$975,026**
Personnel Costs	$242,964	$340,523	$320,336	$368,004	$27,481
Operating Expenses (b)	$4,796,885	$4,607,668	$5,583,322	$5,538,290	$930,622
Interdept. Charges	$7,522	$13,194	$13,194	$30,117	$16,923
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$5,047,371**	**$4,961,385**	**$5,916,852**	**$5,936,411**	**$975,026**
Rev. Over (Under) Exp.	($102,747)	-	($118,482)	-	-

(a) The Birth to Three Program Maintenance of Effort includes tax levy of $277,600.
(b) The 2010 Estimate is estimated to exceed the 2010 Budget related to Children's Long Term Support (CLTS) since the state has increased the allocation of fully funded Children's Long Term Support (CLTS Waiver funding for additional client slots/services. An ordinance will be requested to increase appropriation authority in the 4th quarter if the estimate materializes.



Program Highlights

General Government revenue increase of $847,214 include an increase of $808,464 in Federal and State funding for approximately 330 fully funded and locally matched CLTS waiver slots to $4,676,455. The State has increased the allocation of fully funded State slots and the unit has continued to utilize cost averaging for on-going waiver services to optimize available Federal funding for children and families with intensive needs. Also, new State funding of $90,000 for a new Birth to Three waiver program in the County, which will begin in 2011 and is expected to more than offset a reduction of state Birth to Three base grant funding of $51,250 for a net funding level of $551,013 for about 710 children to be served in 2011. The 2011 budget also includes $255,291 of developmentally disabled funding which is unchanged from the 2010 budget and no increase from the State to cover inflating cost to continue increases that will be covered with additional County tax levy.

Children with Special Needs Unit (cont.)

(Includes Birth to Three Program)

Charges for Service revenues reflect an increase of $20,000 to $175,000 based on higher prior year and current year revenue collections of interim medical assistant parental fee.

Personnel costs increase includes costs to continue increases for the existing 4.5 FTE's and reflects more benefit costs in 2011 due to employee selections of benefits. No staffing changes are proposed.

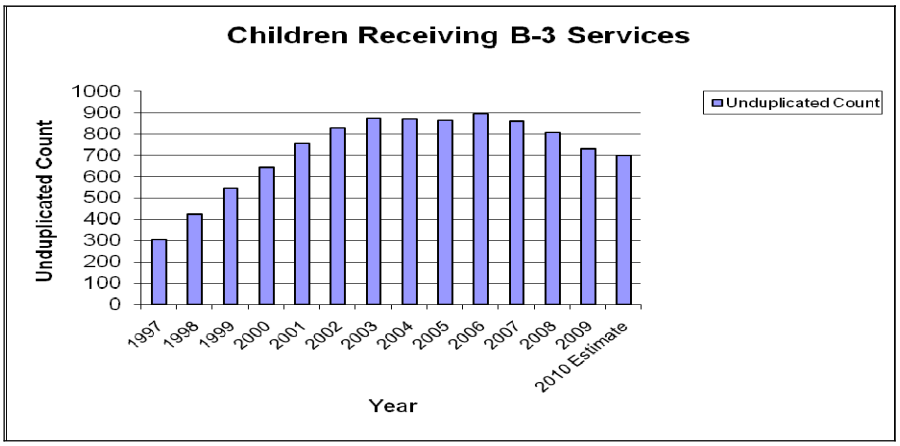
Operating expenses increase $930,622 to $5,538,290, or about 20% mostly due to Children's Long Term Support Waiver Services expenditures, which are budgeted to increase $766,936 to $3,854,410 related to the funding of additional client slots/services noted above. Also, contracted services are budgeted to increase $76,594 to $1,238,613 for services provided by Lutheran Social Services (LSS) which includes a net increase of $61,394 for the Birth to Three waiver-program, and an increase of about $15,200 mandated for contracted autism coordination services. In addition, operating expenses also include $87,570 for an estimated increased number of placements at the State of Wisconsin Southern Center for Developmentally Disabled individuals.

Interdepartmental charges increase $16,923 to $30,117 mostly for allocated technology costs based on computer resources uses based on the methodology recommended by internal audit with tax levy provided to fund most of the increase.

Birth to Three Activity	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Total # children enrolled on Oct. 1st*	325	393	281	285	(108) (a)
Total # children served	732	820	700	710	(110) (a)

* The Child Count date was changed from December 1st to October 1st back in 2007.

(a) Decrease due to lower than expected birth rates; an increased number of families are choosing to opt out of Birth to three; Physicians referring less to Birth to Three but instead are using Ages and Stages questionnaires (ASQ) and providing parents with other options.



The number of birth to three clients increased significantly from 1997 through 2006, but continues to decline due to lower birth rates, families opting out of services and less physician referrals.

Childrens Long Term Support (CLTS) Waiver Activity	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Total Number Children Served (with or without a Waiver Slot)	299	300	352	370	70
Number of New Waiver Slots (1)	32	28	33	32	4
Number of Closed Waiver Slots	7	20	15	15	(5)
Total Number of Children in preparation for or on Waiting List for State approval of a slot	39	35	42	40	5
Total Number of Children Served with a Waiver Slot	260	250	310	330	80

*(Note: This includes different types of waiver slots – i.e., Autism, Census Slots, and Locally-Matched Waiver Slots – Year end L300 Report)

(1) Based on actual waiver slots & trends provided by the State Department of Health Services

Family Services & Juvenile Services

County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill

Program Description

Provide court and custody intake services, court supervision and treatment to delinquent youth, as well as juveniles and children in need of protection and community based services. Services to these children and their families are directed at maintaining the children in their own homes and communities, reducing delinquency recidivism and promoting family and public safety. Services include intake assessments and physical custody determinations; regularly scheduled family and individual meetings; collaboration with schools and academic programs; monitoring compliance with court orders and school attendance; conflict resolution; case coordination and group counseling; School-based community day treatment; educational support program; in-home treatment team services, intensive tracking; home detention; youth accountability groups; mediation; electronic monitoring; and independent living training/preparation 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 also provided.

	2009 Actual	2010 Budget (a)	2010 Estimate	2011 Budget	Budget Change
Staffing (FTE)	**39.50**	**40.50**	**40.50**	**39.50**	**(1.00)**
General Government (a)	$3,877,441	$4,034,711	$4,044,807	$4,037,667	$2,956
Charges for Services	$70,316	$113,450	$113,920	$97,480	($15,970)
Appr. Fund Balance	$0	$0	$0	$0	$0
Other Revenue	$786	$0	$0	$0	$0
County Tax Levy	**$1,330,620**	**$2,795,522**	**$2,795,522**	**$2,751,191**	**($44,331)**
Total Revenues	**$5,279,163**	**$6,943,683**	**$6,954,249**	**$6,886,338**	**($57,345)**
Personnel Costs (a)	$3,143,202	$3,275,573	$3,211,288	$3,289,048	$13,475
Operating Expenses (a)	$1,645,189	$3,552,242	$3,257,099	$3,462,234	($90,008)
Interdept. Charges (a)	$107,341	$115,868	$115,868	$135,056	$19,188
Total Expenditures	**$4,895,732**	**$6,943,683**	**$6,584,255**	**$6,886,338**	**($57,345)**
Rev. Over (Under) Exp.	$383,431	-	$369,994	-	-

(a) The 2010 Budget includes the transfer in of 3.0 FTE Social Workers and related Alternate Care Services operating expenses from the Children and Family Division: In-home Safety and Out of Home Placement Services programs to this Family Services & Juvenile Services program as the majority of placements in treatment foster care, group homes, and residential care centers represent families in the Family & Juvenile Services Units program. These adjustments are implemented to positively impact time available for the Alternate Care & Children with Special Needs supervisor to manage multiple funding sources which have been assigned to this area to ensure compliance with State and Federal regulations. In addition, the 2010 budget includes the unfunding of 1 FTE and transfer out of 1 FTE of other positions.

Program Highlights

General Government revenues are budgeted to slightly increase by $2,956 to $4,037,667, partially due to increases in Independent Living Funds of $12,005 and Juvenile Accountability Block Grant of $2,400. These increases are mostly offset by an $11,000 decrease in the Community Development Block Grant funding since CDBG Coordinator is planning to contract directly with the vendors for Homebound Detention and educational Support Program Services.

Family Services & Juvenile Services (cont.)

General Government revenue also includes State Youth Aid funding of $3,779,482; Community Intervention Program Grant of $94,870; Child Abuse and Neglect Funds of $89,031; Independent Living Funds of $53,252 and Juvenile Accountability Block Grant (JABG) funding of $21,032.

Charges for Services reflect client fee revenue budgeted to decline $15,970 to $97,480, to more closely reflect the prior year actual receipts. The monthly Juvenile Court Supervision fee increased to $80/month for all cases, effective January 1, 2010. No increase in this fee is proposed in 2011. The actual fee charge is determined by client ability to pay, based upon the State's Uniform Fee Schedule.

Net personnel costs increase $13,475 to $3,289,048, reflecting the transfer out of one social worker position from the Juvenile Services to the Children's Long Term Support Waiver program more than offset by employee cost to continue increases for the remaining 39.50 FTE staff.

Operating expenses overall decrease $90,008 to nearly $3.5 million, which is primarily due to State Secure Correctional placement costs, which are budgeted to decrease by $50,854 to $500,111, in anticipation of a continuation of the recent historical pattern of relatively low numbers of Correctional placements. Residential Care Center placement costs decrease by $46,959 to $650,967 as a result of an anticipated continuation of the recent reduced placement trend. Foster Care placement costs decrease by $22,381 to $628,613, as a result of the same trend. Also, the contracted Family Partnerships Initiative funding decreases by $10,000 to $77,600, based upon the recent utilization of this contracted service. By continuing the longstanding efforts to provide a broad array of intensive, in-home family services to allow families to safely remain intact, it is anticipated these decreases will not adversely affect client services. These decreases are partially offset by an overall increase in contracted services of $3,181 to $1.3 million which includes a contracted Intensive In-Home Team services increase of $4,517 to $456,207; contracted Intensive Tracking increases $2,566 to $259,184; contracted Educational Support services decrease of $3,885 to $207,605; contracted School-Based Day Treatment services increase of $1,545 to $156,073; contracted Homebound Detention decrease of $4,661 to $129,207; and a contracted Mediation services increase of $2,563 to $37,713. Group Home placement costs are increased $25,000 to $171,438.

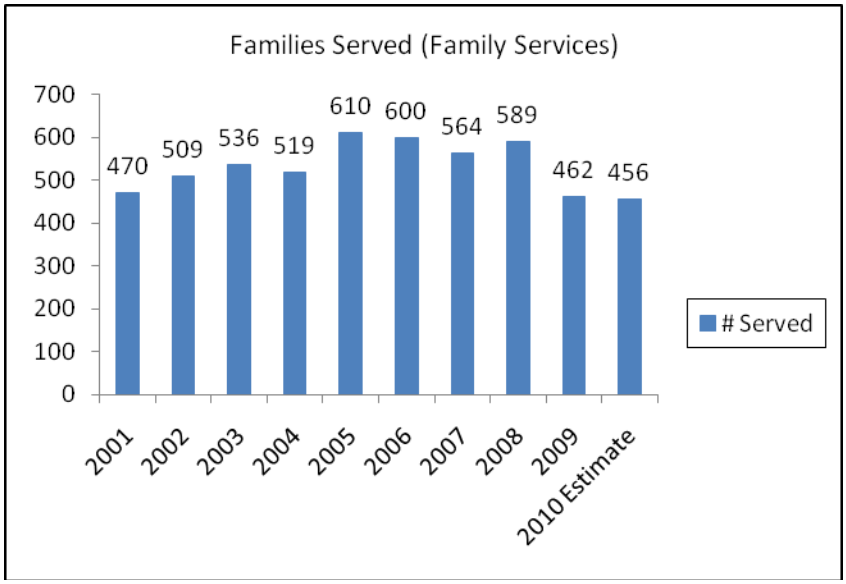
Interdepartmental charges increase primarily reflects increased end user technology costs based on the cost recovery methodology as recommended by internal audit with tax levy provided to mitigate the increase.

Activity	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Number of families served (Family Services)	462	610	456	410	(200) (a)
Number of families served (Juvenile Services)	326	375	272	285	(90) (a)
Custody Intake decisions by Juvenile Court Intake	484	600	428	450	(150) (a)
Court Intake Referrals	491	675	550	575	(100 (a)
Average daily population of juveniles in State correctional institutions	3.2	5.5	3.0	4.5	(1)
Total State charges for correctional institution placement	$316,052	$550,965	$299,965	$500,111	($50,854)*

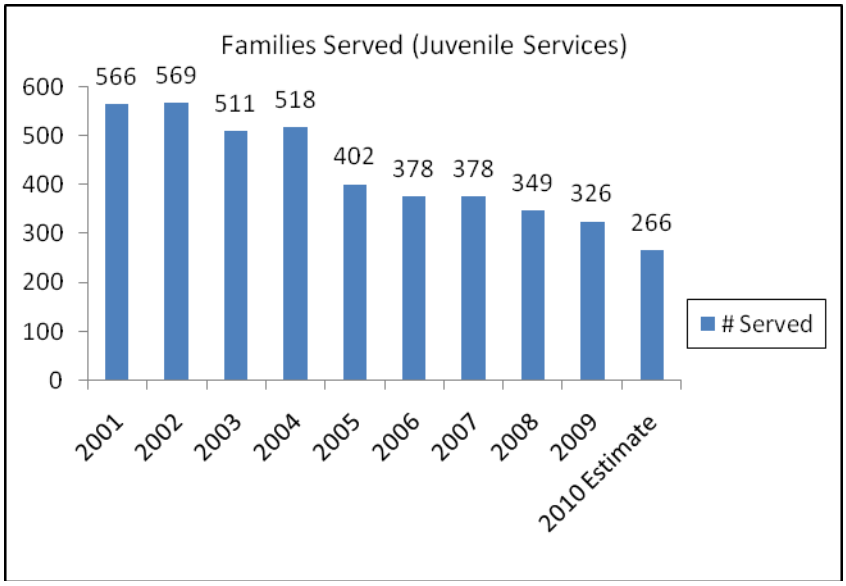
* The $50,854 decrease is due to an anticipated lower average daily population in 2011.

(a) These decreases reflect Waukesha County, Wisconsin and national trends of reduced numbers of juveniles being referred to the juvenile justice system.

Family Services & Juvenile Services (cont.)

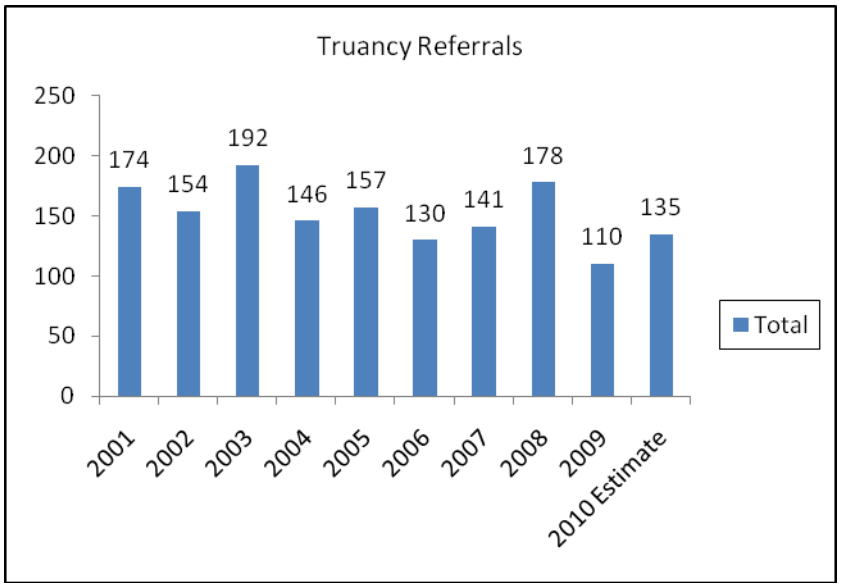


The number served in 2009 was lower than in previous years. A significant reduction in the number of truancy referrals in 2009 was a factor in the reduced number of families served. It is anticipated the number of families served over the next several years will continue at the lower end of the general range of the last ten years.

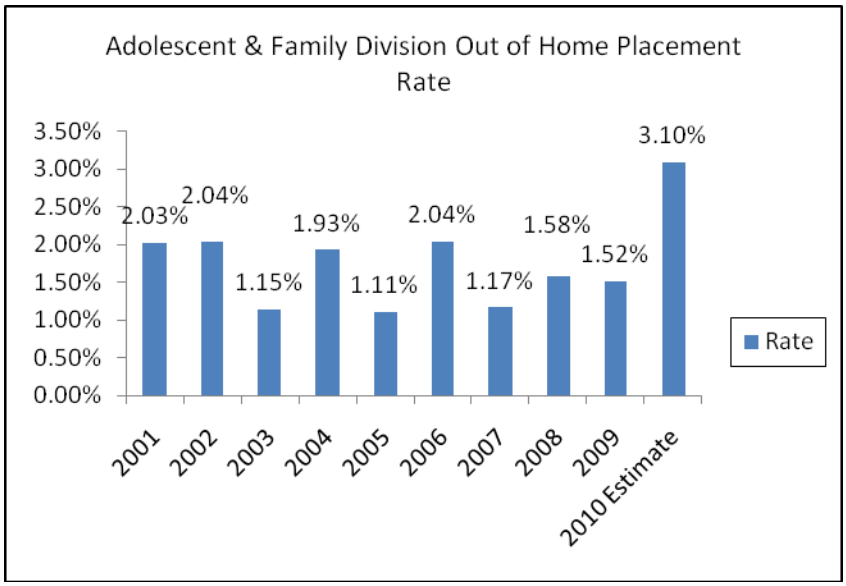


While the number of families served in Juvenile Services has decreased significantly over the past 10 years, the rate of this decrease has slowed over the past 4 years. The reduced caseload size reflects a Federal and statewide trend of reduced youth delinquency over that 10 year period.

Family Services & Juvenile Services (cont.)

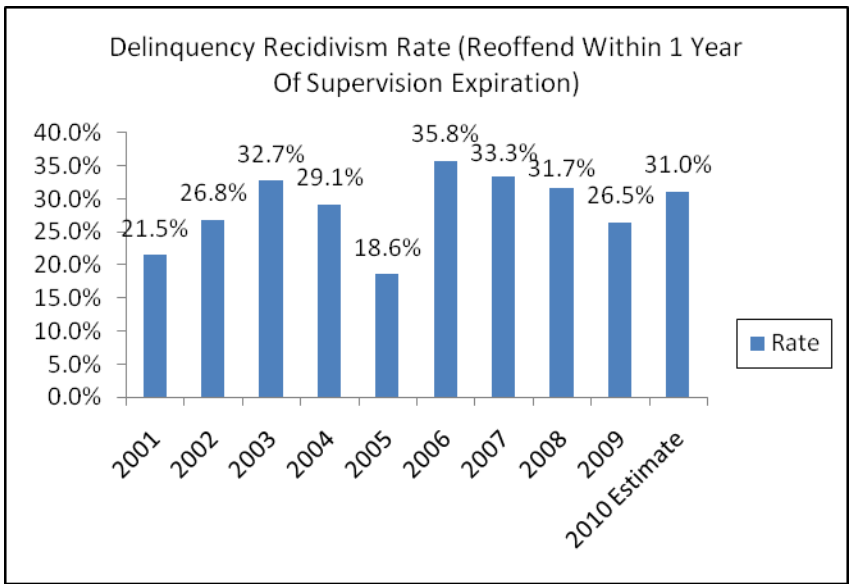


The number of truancy referrals, which had been relatively stable from 2004-2007, increased significantly (26%) in 2008 and subsequently decreased by 38% in 2009. Among the factors that can affect these numbers are the use of municipal truancy citations, which are not referred to the Department, and the use of computer-based home school programs, reducing the likelihood of truancy referrals in those cases.



Through the use of a broad array of community-based services, the Division has maintained an extremely low out of home placement rate over the past 10 years. Although various reductions were required due to State and Federal funding reductions, staff and providers continue to achieve results. The first half of 2010 had a higher number of placements than the recent trend. At this point, it is unclear if this increase will continue. Diligent efforts continue to be made to maintain young people in their homes whenever appropriate and to minimize the length of time in placement.

Family Services &Juvenile Services (cont.)



The recidivism rate shows the percentage of youth who reoffend during their period of court supervision and within one year after supervision ends. This rate has consistently been below the nationally recognized benchmark rate of 50%.

Alternate Care Activity	2009 Actual (c)	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Total children in foster care	25	30	25	25	(5)
Days of Care	5,915	6,900	4,128	7,260	360 (a)
$ Foster Care	$477,148	$650,994 (b)	$570,000	$628,613	($22,381)(a)
Total youth in group homes	10	8	8	8	0
Days of Care	1,248	878	792	897	19
$ Group Home	$205,025	$146,438 (b)	$137,505	$171,438	$25,000(a)
Total youth in Residential Care Centers	12	14	13	13	(1)
Days of Care	1,557	2,217	2,131	1,955	(262)(a)
$ Residential Care Centers	$509,078	697,926 (b)	$676,969	$650,967	($46,959(a))

(a) Through the ongoing efforts of Agency and contracted staff to maintain young people in their own homes, utilize the least restrictive, appropriate placement options, and minimize the length of time in out of home placements, the overall 2011 budget for these placements has been reduced, with the increase in the Group Home budget being more than offset by decreases in the Foster Care and Residential Care Center budgets.

(b) These ongoing efforts have resulted in the 2010 estimated expenditures for these services being below the 2010 budgeted amounts.

(c) The 2009 Actuals have been restated for comparative purposes to reflect the department shift of programs from the Children and Family Division: In-home Safety and Out of Home Placement Services program.

Juvenile Center

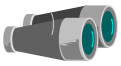
County-Wide Key Strategic Outcome: A county that assists at-risk citizens

Program Description

Provides 24-hour care and supervision to delinquent and status offender youth who are court-ordered to be held in secure or non-secure detention at the Juvenile Center. Non-secure detention (Shelter Care) has 18 beds and secure detention has 18 beds. On grounds schooling is provided, as well as daily structured activities. Nursing and physician services are provided through contracts.

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Staffing (FTE)	**30.11**	**29.11**	**29.11**	**29.11**	**0.00**
General Government	$61,157	$56,401	$54,401	$54,401	($2,000)
Charges for Services	$141,492	$183,650	$136,400	$153,960	($29,690)
Other Revenue	$105	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$1,695,063**	**$1,696,816**	**$1,696,816**	**$1,763,553**	**$66,737**
Total Revenues	**$1,897,817**	**$1,936,867**	**$1,887,617**	**$1,971,914**	**$35,047**
Personnel Costs	$1,783,966	$1,798,174	$1,769,127	$1,837,720	$39,546
Operating Expenses	$59,823	$91,090	$77,109	$81,835	($9,255)
Interdept. Charges	$39,325	$47,603	$47,603	$52,359	$4,756
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,883,114**	**$1,936,867**	**$1,893,839**	**$1,971,914**	**$35,047**

Rev. Over (Under) Exp.	$14,703	-	($6,222)	-	-



Program Highlights

General Government Revenue decrease of $2,000 to $54,401, which is due to a small reduction in the Nutritional Grant funding. Charges for Services decrease $29,690 to $153,960, to more closely reflect prior year actuals. Juvenile Center fee is proposed to increase from $261 to $267 per day (approximately 41.5% of program costs), effective January 1, 2011, for secure and non-secure placement. Actual fees charged are based upon the client's ability to pay, as determined by the State Uniform Fee Schedule.

Personnel costs increase of $39,546 to $1,837,720 reflects employee costs to continue for the existing 29.11 FTEs. No staffing changes are proposed.

Operating expenses decrease of $9,255 to $81,835 mostly reflects reduction in contracted medical and nursing services due to a reduction in the population.

Interdepartmental charges increase of $4,756 primarily reflect an increase in technology costs allocation based on the computer resources used as recommended by internal audit with tax levy provided to fund the expenditure increase.

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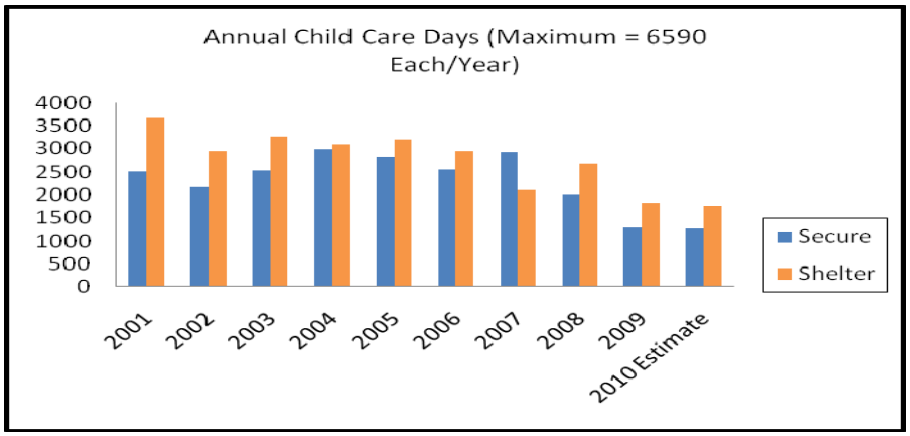
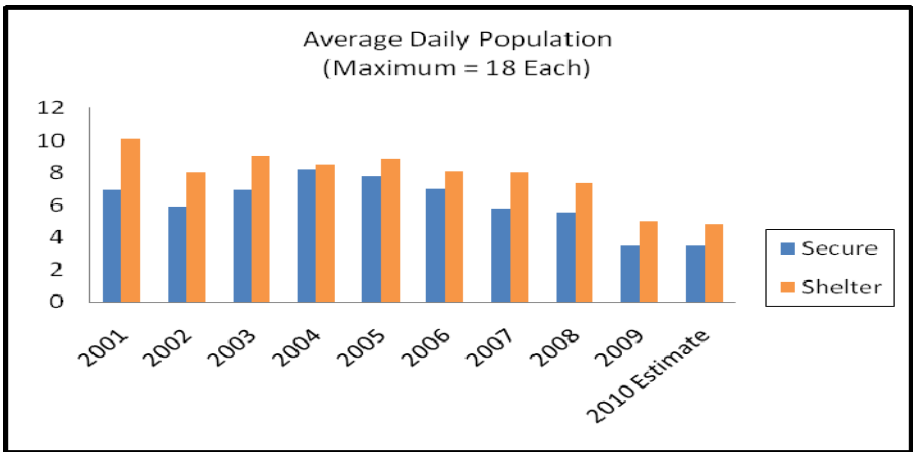
Juvenile Center (cont.)

Activity	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Shelter Care					
# of child care days	1,822	2,276	1,778	2,076	(200) (a)
Average daily population	4.99	6.3	4.91	5.3	(1)
Secure Detention					
# of child care days	1,284	1,642	1,387	1,542	(100)
Average daily population	3.52	4.5	3.83	4.1	(0.4)
Other County Placements					
# of child care days	50	50	15	15	(35)

(a) The continued use of supportive, in-home services has helped families maintain their children in the home during times of crisis, reducing the usage of shelter care placement at the Juvenile Center.



Since 2002, the number of Child Care Days (total number of days in care) had remained relatively low and stable, with a more significant decrease in 2009. The number of days in Shelter Care (non-secure custody) has generally been somewhat higher than Secure Detention, but the average daily population is very low as shown below.



The Average Daily Population for both Shelter Care and Secure Detention has generally maintained a downward trend over the past 10 years. The population in Shelter Care has tended to be slightly higher than that for Secure Detention.

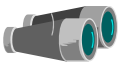
Mental Health Outpatient and Support Services

County-Wide Key Strategic Outcome: A county that assists at-risk citizens

Program Description

The Clinical Services Division operates a comprehensive outpatient mental health clinic offering a variety of innovative programs as well as more traditional clinic services. Contract services complement County provided programs ranging from inpatient care, work related services, outpatient social/recreational services, prevention, education, and intervention (24 hour crisis phone service) to adult family homes, group homes, and residential care. Keeping clients in the community is the goal. Day Services and the Community Support Programs (CSP) are provided after and as prevention to inpatient services for the chronically mentally ill. Day Services provide therapeutic programs at the Mental Health Center. Community Support serves the more resistive client through community outreach. Both programs are at or near capacity; however, demand for these services remains high.

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Staffing (FTE)	**43.11**	**42.81**	**42.81**	**42.31**	**(0.50)**
General Government	$792,031	$943,552	$1,103,726	$1,630,336	$686,784
Charges for Services	$2,618,485	$2,044,700	$2,137,500	$2,226,824	$182,124
Other Revenue	$1,211,098	$1,014,121	$1,002,321	$1,020,120	$5,999
Appr. Fund Balance	$0	$0	$0	$4,800	$4,800
County Tax Levy	**$6,493,999**	**$7,416,776**	**$7,416,776**	**$7,166,235**	**($250,541)**
Total Revenues	**$11,115,613**	**$11,419,149**	**$11,660,323**	**$12,048,315**	**$629,166**
Personnel Costs	$4,162,258	$4,312,420	$4,076,899	$4,276,112	($36,308)
Operating Expenses	$6,553,905	$6,668,863	$6,822,628	$7,306,117	$637,254
Interdept. Charges	$416,801	$437,866	$440,116	$466,086	$28,220
Total Expenditures	**$11,132,964**	**$11,419,149**	**$11,339,643**	**$12,048,315**	**$629,166**
Rev. Over (Under) Exp.	($17,351)	-	$320,680	-	-



Program Highlights

General Government revenue is budgeted to increase $686,784. This is primarily related to a new federally Psychosocial Rehabilitation State Plan Amendment - Community Recovery Services (1915i) (CRS) program matched waiver dollars that enables Federal reimbursement for a portion of habilitative costs (for clients who have severe and persistent mental illness) which are budgeted to increase $492,743 to $686,050. New State general purpose revenue of $203,176 is budgeted in 2011 to encourage alternative planning for children and the elderly, and to partially offset increased institute cost charges. Also, State Mental Health Funding (community support of $153,169 and mental health funds of $189,360) totaling $342,638), which is unchanged from the 2010 budget. Community Options revenues are budgeted at $398,581, which is a decrease of $9,026 from the 2010 State allocations.

Charges for services revenues are budgeted to increase by $182,124 to $2,226,824 primarily related to an increase in Comprehensive Community Service (CCS) Federal share (approx. 60% of cost) for residential/ rehabilitative and vocational services, which is increased $115,724 or about 11% to $1,116,134. Also, other client fees and 3rd party revenue reimbursements are increased by $66,400 to $889,310 to closer reflect prior year actuals.

Other revenue includes SSI collections of $605,899 which reflects an increase of $5,999 from the 2010 budget; State Wisconsin MA Cost Reporting program (WIMCR) reimbursement budgeted at $314,221 and State institute reimbursements are budgeted at $100,000 which are unchanged from the 2010 budget

Net personnel costs decrease by $36,308 to $4,276,112, which reflects the transfer out of 0.50 FTE of a staff psychiatrist to the Mental Health Center to more accurately reflecting the present staff deployment of psychiatric services partially offset by costs to continue the remaining 42.31 FTE.

Mental Health Outpatient and Support Services (cont.)

Operating expenses increase $637,254 about 10% to $7,306,117 mostly related to an $857,534 increase in new Federal Community Recovery Services Program (CRS) costs to $1,179,712 as program expenses are realigned from other programs areas to help capture these Federal reimbursements. Also, new contracted services related to CRS is budgeted at $241,823. In addition, medical psychiatric services increase by $126,360 to $329,546 as the department shifts contracted medical services coverage to replace and offset the transfer to this program area from the mental health center inpatient unit. Also, emergency medical supplies and pharmaceutical drugs are budgeted to increase by $32,926 to $321,013, based on an estimated increase in clients in the Community Support Program (CSP) program and the higher expense for injectable psychiatric medications being paid for by Medicare reimbursements. The higher budgeted operating expenditures are offset by $399,259 of contract service reductions mostly related to the realignment of clients to the CRS program estimated at about a $743,000 reduction offset by five new clients placed at a Trempealeau County Health Care Center at a cost of $344,391 (daily rate of $234.95 per client) as an alternative to State Institute placements. Also, comprehensive community services (CCS) operating expenses are reduced by $132,574 to $1,382,006 as three clients were moved to the CRS program. State Institutes expenditures are decreasing by $130,415 to $1,050,496 to reflect prior year and current year spending levels.

Interdepartmental Charges increase includes technology costs of $17,460 based computer resources being used as recommended by internal audit with tax levy provided for most of the increase.

Activity	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Community Support: number of clients	192	195	195	195	0
Case Management Clients (Non-CCS)	85	90	73	75	(15) (a)
Residential Care: days of Care	30,397	28,286	29,763	29,565	1,279(b)
Outpatient Clients	4,031	3,400	3,800	3,800	400
Comprehensive Community Services Clients	97	100	98	97	3
State Institutes Payments: Days of Care (Children)	0	292	287	218	(74) (c)
State Institutes Payments: Days of Care (Adults)	995	1,120	581	844	(276) (d)

(a) Case management clients are expected to decrease as a result of clients transferred to Family Care.
(b) Increase related to five new clients placed at Trempealeau County Health Care Center.
(c) Reduction is due to average days of care per child is reduced from 90 days to 60 days. Also, approximately 35 days of cares ($30,000) was transferred to the Child and Family Services to assist with the increasing number of developmentally disabled children in need of services.
(d) Family Care clients that are developmentally disabled (DD) are budgeted to spend fewer days at the State Institutes based on current year trend in which more clients are readily transferred to the DD centers per Medicare directive.

Alcohol & Other Drug Abuse Outpatient Clinic and Support Services

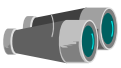
County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill

Program Description

The Alcohol and Other Drug Abuse (AODA) programs provide intervention and treatment services to Waukesha County residents at-risk due to alcohol and drug usage and addiction. Education, support, and outpatient programs are designed to meet both interdepartmental and community needs. The Intoxicated Driver Program (IDP), Wisconsin Chapter 20, mandates assessment for all individuals convicted of operating a motor vehicle while intoxicated. The convicted driver pays assessment fees. Assessment revenues are used to partially cover the cost of the assessment program. Programs are contracted with community agencies, hospitals, and the County operated clinic in the least restrictive and most cost effective setting possible. Those persons who qualify for Intoxicated Driver Program funds are allocated funding through State surcharge revenues.

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Staffing (FTE)	**9.30**	**9.30**	**9.30**	**9.30**	**0.00**
General Government (a)	$719,061	$791,949	$791,949	$608,402	($183,547)
Fines/Licenses	$427,756	$535,000	$427,700	$475,000	($60,000)
Charges for Services	$253,575	$265,000	$252,100	$256,200	($8,800)
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$515,134**	**$365,953**	**$365,953**	**$507,637**	**$141,684**
Total Revenues	**$1,915,526**	**$1,957,902**	**$1,837,702**	**$1,847,239**	**($110,663)**
Personnel Costs	$795,302	$825,575	$848,985	$831,001	$5,426
Operating Expenses (a)	$1,183,402	$1,108,023	$1,045,971	$985,977	($122,046)
Interdept. Charges	$22,563	$24,304	$24,304	$30,261	$5,957
Total Expenditures	**$2,001,267**	**$1,957,902**	**$1,919,260**	**$1,847,239**	**($110,663)**
Rev. Over (Under) Exp.	($85,741)	-	($81,558)	-	-

(a) The 2010 Budget has been restated for comparative purposes to reflect the shift in of the AODA child care expenses of $34,200 and revenues of $38,000 from the Intake and Shared Services program.



Program Highlights

General government revenue decrease reflecting a reduction of $183,547 in Alcohol and Other Drug Abuse (AODA) block grant funding to $521,473 in 2011 related to the State's release of Federal AODA Block grant funding in 2010 that is being reduced in 2011. In the 2010 budget, the State department of Health Services partially offset the $425,369 reduction in Community Aids with the use of the increased AODA funding of $183,547.

Fines and licenses budgeted at $475,000 reflect a reduction in OWI surcharge dollars of $60,000 based on prior year collections and current year estimates.

Client fees are reduced by $8,800 to $256,200 to more closely reflect prior year actual and current 2010 estimates.

Net personnel costs include employee cost to continue for 9.30 FTE existing staff.

Operating expenses budgeted at $985,977 primarily consists of various contracted services and include a reduction of $122,046 reflecting the closing of a residential center and a local halfway house. Detoxification contract services and related medical expenses are also reduced by $25,000 to reflect prior year and current 2010 estimates.

Inter-departmental increase primarily reflects technology fund usage changes based on computer resources being used as recommended by internal audit with tax levy provided to mitigate most of the cost increase.

Activity	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Clients Receiving Detox	276	250	200	210	(40) (a)
Detoxification: Days of Care	564	350	280	335	(15) (a)
Outpatient Clients	1,648	1,600	1,700	1,710	110 (b)
AODA Halfway House: Days of Care	5,649	NA	4,392	4,392	NA

(a) Fewer clients are being served mostly due to the closing of a residential facility in 2009. Also, opiate detox is no longer being funded.
(b) Outpatient client increase is due to increasing trends of AODA clients receiving intensive outpatient services.

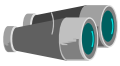
Family Care Payments to the State

County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill

Program Description

This program reflects the 2011 required (mandated) 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.

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Staffing (FTE)	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
General Government	$3,156,200	$3,156,200	$3,156,200	$2,906,220	($249,980)
Appr. Fund Balance	$289,215	$754,641	$754,641	$535,880	($218,761)
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues:	**$3,445,415**	**$3,910,841**	**$3,910,841**	**$3,442,100**	**($468,741)**
Operating Expenses	$3,445,415	$3,910,841	$3,910,841	$3,442,100	($468,741)
Total Expenditures:	**$3,445,415**	**$3,910,841**	**$3,910,841**	**$3,442,100**	**($468,741)**
Rev. Over (Under) Exp.	-	-	-	-	-



Program Highlights

General Government revenues of $2,906,220 reflect a portion of State Community Aids – Basic County Allocation (BCA) received from the State Department of Health Services. In addition, Long Term Care Fund Balance of $535,880 is utilized to temporarily offset the required payment back to the state, which is available from planned under budgeting of a portion of BCA revenue in 2008.

Operating expenses include the third year required payment of $3,442,100 back to the State Department of Health Services to meet the scheduled county contribution – maintenance of effort (phased down over five years until the County reaches the legislated 22% contribution level in 2013) to help pay for the expansion of the State's Family Care Program

Year		Due Date	Amount
Year 1a	7/1/08 to 12/31/08	January 31, 2009	$ 1,255,624
Year 1b	1/1/09 to 6/30/09	June 30, 2009	$ 2,189,791
			$ 3,445,415
Year 2	7/1/09 to 6/30/10	June 30, 2010	**$ 3,910,841**
Year 3	7/1/10 to 6/30/11	June 30, 2011	**$ 3,442,100**
Year 4	7/1/11 to 6/30/12	June 30, 2012	**$ 2,973,359**
Year 5	7/1/12 to 6/30/13	June 30, 2013	**$ 2,504,618**
Year ~	Years following 2013	June 30~	**$ 2,504,618**

Statement of Purpose

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 fund provides for all services related to admissions to the hospital for psychiatric emergency and other psychiatric hospitalizations and related support services.

The Hospital Inpatient Program of the Mental Health Center provides 24-hour care to court-involved and voluntary mentally ill individuals for which a range of services are included such as diagnosis; medication monitoring and stabilization; individual, couple, and group counseling; and development of aftercare services.

Note: In the 2011 budget the Mental Health Center Fund is changed from a special revenue fund to a general fund based on the new Governmental Accounting Standards Board (GASB) Statement No. 54 which significantly changes how governments classify and report fund balances. The new standards makes it clear that special revenue funds are created only to report revenue sources that are all restricted or committed to a specified purpose.

Financial Summary	2009 Actual	2010 Adopted Budget	2010 Estimate	2011 Budget (a)	Change From 2010 Adopted Budget $	%
Revenues						
General Government	$5,839	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$2,424,308	$2,353,839	$2,533,329	$2,548,839	$195,000	8.3%
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue	$133,158	$0	$600	$0	$0	N/A
Appr. Fund Balance (a)(b)	$2,730	$35,000	$35,343	$35,000	$0	0.0%
County Tax Levy	**$3,234,918**	**$3,217,113**	**$3,217,113**	**$3,248,170**	**$31,057**	1.0%
Total Revenue Sources	**$5,800,953**	**$5,605,952**	**$5,786,385**	**$5,832,009**	**$226,057**	4.0%
Expenditures						
Personnel Costs	$3,853,647	$3,854,720	$3,996,069	$4,099,647	$244,927	6.4%
Operating Expenses (b)	$1,029,822	$1,019,856	$906,245	$942,772	($77,084)	-7.6%
Interdept. Charges	$664,486	$696,376	$696,376	$767,370	$70,994	10.2%
Fixed Assets (b)	$0	$35,000	$35,000	$22,220	($12,780)	-36.5%
Total Expenditures	**$5,547,955**	**$5,605,952**	**$5,633,690**	**$5,832,009**	**$226,057**	4.0%
Rev. Over (Under) Exp.	$252,998	-	$152,695	-	-	N/A

Position Summary (FTE)					
Regular Positions	43.15	42.45	42.45	42.95	0.50
Extra Help	3.32	3.64	3.64	4.05	0.41
Overtime	0.52	0.47	0.47	0.47	0.00
Total	46.99	46.56	46.56	47.47	0.91

(a) The 2010 estimate exceeds the 2010 adopted budget due to 2009 open purchase orders and additional spending authority carried over into 2010.

(b) Appropriated General Fund Balance derived from H&HS Funds are budgeted at $35,000 mainly for $22,220 in fixed asset building improvements needs that may arise to remain in compliance with state/federal hospital regulations. The remaining $12,780 is budgeted for replacement chairs in the Mental Health Center.

Major Departmental Strategic Outcomes and Objectives for 2011

County-Wide Key Strategic Outcome: A county that assists at-risk citizens

Objective 1: To provide effective care and services that allow individuals to return to community based settings as soon as possible. (Mental Health Center)

Key Outcome Indicator: The re-admission rate is a measure of the effectiveness of inpatient treatment and subsequent community aftercare. The goal of the Mental Health Center is not to exceed 10% for readmission within 30 days of discharge.

Performance Measure:	2009 Actual	2010 Target	2010 Estimate	2011 Target
30 Day Readmission Rate	9.6%	9.9%	9.6%	9.9%

Program Highlights

Charges for Services, which consist mostly of client fee revenues (including insurance and Medicare/Medicaid reimbursements), increase by $195,000 to $2,548,839 based on the level of 2009 actuals and current year revenue projections, mostly due to the continuation of the Medicare prospective payment system that provides more timely reimbursements for services that under the previous retrospective payment system, were often received several years later. In addition, several factors may be increasing the number of patients with billable insurance coverage, such as the State widening eligibility for Badger Care in recent years and state/federal mental health insurance parity legislation. Also, department management is working to increase the timeliness and accuracy of reporting billing for patient care with changes in personnel in this program (described below) and in the Health and Human Services Administrative/Information Services program area (discussed in that program section). Appropriated Fund Balance is budgeted to fund $22,220 in one-time fixed assets and building improvement items, which are inspected annually, that may be needed to remain in compliance with state/federal hospital regulations. The remaining $12,780 is budgeted for replacement chairs in the Mental Health Center. Tax Levy support for this program increases by about $31,100 or 1% to $3,248,170, in order to help fund cost increases described below.

Personnel costs for this 24-hour operation are budgeted to increase by about $244,900, and include the cost to continue staff, and an additional 0.50 FTE (1,040 hours) of a staff psychiatrist position moved from the Mental Health Outpatient and Support Services program, with an estimated increase to personnel costs of approximately $126,000. This cost increase is partially offset by moving 0.50 FTE in contracted psychiatric services to the Mental Health Outpatient and Support Services program (mentioned below). This budget also abolishes and unfunds a vacant 1.0 FTE clerk typist II and creates a secretary supervisor position, which is expected to increase net personnel costs by approximately $5,800. The secretary supervisor position is planned to help supervise clerical staff; coordinate the transition to an electronic health records system (as mandated by the Federal Centers for Medicare and Medicaid Services); perform confidential record services for MHC management related to Health Insurance Portability and Accountability Act (HIPAA); perform quality assurance/performance audits; and train staff on patient admission procedures. In addition, temporary extra help increases by approximately $25,800 or 0.41 FTE, about 850 hours of additional coverage, to about $212,300 or 4.05 FTE's, mostly to provide social work coverage and help provide more timely patient care information to insurance carriers on weekends and holidays to help ensure reimbursement for patient care. The new secretary supervisor position and the additional temporary extra help are also expected to help ensure timely and accurate billing for patient care.

Operating expenditures decrease by approximately $77,100 to about $942,800, mostly due to a reduction in contracted psychiatric care by $77,300 to $332,000, resulting from the shifting of 0.5 FTE (1,040 hours) of contracted psychiatrist work to the Mental Health Outpatient Clinic and Support Services program (as mentioned above), partially offset by an increase in the inflationary cost to continue of approximately $9,200 and an increase in coverage for on-call coverage, budgeted at $39,500, for when County-employed psychiatrists are not available. Transcription services are budgeted to decrease by $20,000 to about $34,400, mostly due to favorable vendor request for proposal pricing results in 2010, carrying into 2011. Operating expenditures also include budgeting $12,780 for one-time replacement of chairs at the Mental Health Center, covered with one-time fund balance appropriation (mentioned above).

Interdepartmental Charges increase approximately $71,000 to $767,400 and include an increase in End User Technology Fund (EUTF) charges by $40,200 to $206,200. However, Tax Levy of approximately $35,200 is being shifted into the Mental Health Center for a net increase of $5,000 to cover the phasing in of full-cost allocations, to better reflect technology resources used by departments, as recommended by Internal Audit. In addition, Department of Public Works building maintenance charges increase by about $14,700 to $241,000, based on estimated maintenance needs at the mental health facility for 2011. The base interdepartmental charge budget also includes $101,700 for Risk Management and insurance charges; $82,800 in Public Works housekeeping charges; $48,600 in Sheriff patient transportation charges; and $46,100 in Collections Division charges for collection of past due accounts receivable. Fixed assets include budgeting funds for potential fixed asset building improvements that may be needed to remain in compliance with state/federal hospital regulations.

Activity	2009 Actual	2010 Budget	2010 Estimate	2011 Target	Budget Change
Days of Care	7,356	7,000	7,000	7,000	0
Admissions	1,103	1,150	1,110	1,110	(40)
Discharges	1,102	1,150	1,110	1,110	(40)
Average Length of Stay (Days)	6.7	6.2	6.3	6.3	0.1

Program Fund Purpose

The primary purpose of Public Health Services is to address aggregate populations who are at-risk for diseases or injuries that are within the scope of prevention, protection or control.

Financial Summary	2009 Actual (a)	2010 Adopted Budget (a)	2010 Estimate (a)(b)	2011 Budget	Change From 2010 Adopted Budget $	%
Revenues						
General Government (a)(b)	$1,270,045	$884,469	$1,000,853	$934,586	$50,117	5.7%
Fine/Licenses	$0	$0	$0	$0	$0	0.0%
Charges for Services	$408,583	$453,960	$429,596	$450,860	($3,100)	-0.7%
Interdepartmental	$4,750	$4,105	$4,071	$4,105	$0	0.0%
Other Revenue	$8,036	$4,900	$4,900	$4,900	$0	0.0%
Appr. Fund Balance	$0	$0	$0	$0	$0	0.0%
County Tax Levy	**$2,192,902**	**$2,200,902**	**$2,200,902**	**$2,305,559**	**$104,657**	**4.8%**
Total Revenue Sources	**$3,884,316**	**$3,548,336**	**$3,640,322**	**$3,700,010**	**$151,674**	**4.3%**
Expenditures						
Personnel Costs (b)	$2,932,013	$2,914,699	$3,006,207	$3,116,931	$202,232	6.9%
Operating Expenses	$591,144	$451,778	$431,590	$386,163	($65,615)	-14.5%
Interdept. Charges (a)(b)	$220,001	$181,859	$195,525	$196,916	$15,057	8.3%
Fixed Assets	$23,483	$0	$0	$0	$0	0.0%
Total Expenditures	**$3,766,641**	**$3,548,336**	**$3,633,322**	**$3,700,010**	**$151,674**	**4.3%**
Rev. Over (Under) Exp.	$117,675	-	$7,000	-	-	N/A
Position Summary (FTE)						
Regular Positions	36.44	37.64	37.64	37.84	0.20	
Extra Help (a)	3.93	3.39	3.79	3.79	0.40	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total	40.37	41.03	41.43	41.63	0.60	

(a) For comparative purposes, 2009 actuals, the 2010 Budget and 2010 Estimate for General Government revenues and Interdepartmental Charge Expenditures are both restated lower to reflect the elimination of intradepartmental cross-charges for Health and Human Services (H&HS) Administrative cost recovery, which previously resulted in double budgeting. Instead, General Government grant revenues are now budgeted directly in the H&HS Administrative/Information Services program to help offset estimated administrative costs.

(b) 2010 estimates for expenditures and revenues exceed the adopted budget due 2009 carryover and additional expenditure authority added to the budget by approved ordinances.

Major Departmental Strategic Outcomes and Objectives for 2011

County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill

Objective 1: Provide cost effective public health (PH) services to assure compliance with the State of Wisconsin Public Health Statutes to maintain a public health department level II status. (Public Health Administration)

Key Outcome Indicator: Public Health programs will comply with the State of Wisconsin Public Health Statutes s.251.02(1); will maintain level II services status and maintain State of Wisconsin grant funding linked to level II status.

Performance Measure:	2009 Actual	2010 Target	2010 Estimate	2011 Target
Compliance with State of Wisconsin grant funding requirements linked to level II status	100%	100%	100%	100%

County-Wide Key Strategic Outcome: A county that assists at-risk citizens

Objective 2: Improve the health and functioning of children exposed to elevated lead levels, and will assure Level II status Public Health Division and State of Wisconsin grant funding. (Child Health)

Key Outcome Indicator: Maintain reversal rates of presenting child health problems due to elevated lead levels, as identified in the Wisconsin State Statute s.253.02(1).

Performance Measure:	2009 Actual	2010 Target	2010 Estimate	2011 Target
Symptomatic reversal rate	75%	76%	78%	76%

Objective 3: Reduce the number of Public Health enrolled infants born prior to 37 weeks gestation and/or with low birth weight. Maternal and Child Health services provided are according to State of Wisconsin Public Health Statutes s.253.02(1) that assures Level II status of the Public Health Division and State of Wisconsin grant funding. (Maternal Health)

Key Outcome Indicator: The rate of delivered infants will be a minimum of 37 weeks gestation and/or 5 lbs. 8 ozs.

Performance Measure:	2009 Actual	2010 Target	2010 Estimate	2011 Target
Rate of healthy infants	90%	95%	90%	93%

Objective 4: Meet State prescribed number of mothers and children enrolled in the WIC program to maintain WIC grant funding. (Women, Infant, Children Program)

Key Outcome Indicator: The State of Wisconsin for 2011 estimates 3,755 mothers and children will be eligible for WIC services in Waukesha County each month. This is an increase in mothers and children from 2010. To maintain WIC grant funding, the WIC program is required to provide in 2011 nutritional services to 2,282 children and mothers per month and remediate nutritional deficiencies found.

Performance Measure:	2009 Actual	2010 Target	2010 Estimate	2011 Target
WIC program enrollment to maintain grant funding	100%	100%	100%	100%

Objective 5: Chronic disease screenings and assessments are offered to citizens to early identify and arrest diabetes, heart disease and cancer. Chronic disease community screenings according to the State of Wisconsin Public Health Statutes s.255.056 assures Level II status of the Public Health Division and State of Wisconsin grant funding. (Community Health)

Key Outcome Indicator: Provide 52 annual community site screenings within the chronic disease screening program to make available preventive screenings to citizens and will assure a level II status Public Health Division and will maintain State of Wisconsin grant funding.

Performance Measure:	2009 Actual	2010 Target	2010 Estimate	2011 Target
Maintenance rate of community site screenings	100%	100%	100%	100%

County-Wide Key Strategic Outcome: A safe county

Objective 6: Control transmission of communicable disease illnesses among Waukesha County adults and children according to the State of Wisconsin Public Health Statues s251.05, that will meet State of Wisconsin core public health requirements. (Communicable Disease Control)

Key Outcome Indicator: Apply communicable disease control measures to the 80 reportable communicable diseases required by the US Centers for Disease Control and Prevention (CDC) and ensure investigations of these diseases within time frames required. Follow CDC required 24-hour and 72-hour time frames for imposing isolation and quarantine measures along with treatment recommendations.

Performance Measure:	2009 Actual	2010 Target	2010 Estimate	2011 Target
Percentage of reported diseases controlled	90%	90%	92%	90%

Objective 7: The Public Health Division will respond to communicable disease emerging outbreaks or epidemics (to comply with the State of Wisconsin Statute s253.02(b)) in an Incident Command System (ICS) structure that will meet State of Wisconsin core public health requirements and maintain Public Health Preparedness Grant funding. (Communicable Disease Control)

Key Outcome Indicator: Implement the current Centers for Disease Control and Containment measures of isolation of infected persons and quarantine of exposed persons along with treatment recommendations for the duration of the outbreak or epidemic.

Performance Measure:	2009 Actual	2010 Target	2010 Estimate	2011 Target
Percentage of decrease of secondary transmission in families where the disease is diagnosed.	50%	50%	60%	55%

Objective 8: The Public Health Division will daily provide a community information and referral Nurse Call Center to respond to communicable disease inquiries and provide referral information regarding health related community concerns to assure Level II status Public Health Division and State of Wisconsin grant funding. (Communicable Disease Control)

Key Outcome Indicator: The Nurse Call Center will daily respond to community communicable disease inquiries and offer information and referrals for community health related concerns.

Performance Measure:	2009 Actual	2010 Target	2010 Estimate	2011 Target
Percentage of daily community information and referral response.	100%	100%	100%	100%

Objective 9: The Public Health Division will continue to report daily on the Wisconsin Electronic Disease Surveillance System (WEDSS) for reporting communicable disease and childhood lead poisoning case reports on the WEDSS modules to maintain State of Wisconsin core public health requirements. (Communicable Disease Control)

Key Outcome Indicator: The Public Health Division will daily report cases of communicable diseases and child lead poisonings on the WEDSS reporting system.

Performance Measure:	2009 Actual	2010 Target	2010 Estimate	2011 Target
Percentage of daily required WEDSS reporting	100%	100%	100%	100%

Objective 10: The Public Health Division will maintain herd immunity among the enrolled 2-year-old population to protect them from communicable childhood diseases and reduce transmission of such diseases to other children to comply with State of Wisconsin Statue s.253.02(b). Maintain Level II compliance Public Health Division and maintain immunization grant funding. (Communicable Disease Control)

Key Outcome Indicator: The Wisconsin Immunization Registry (WIR) Assessment Report will evaluate the Public Health Division (PHD) enrolled 2-year-old children for primary vaccine series. The minimal national target established by the Centers for Disease Control and Prevention (CDC) for the U.S. for the primary vaccine childhood series is 90%. The County Public Health Division is working toward reaching this goal.

Performance Measure:	2009 Actual	2010 Target	2010 Estimate	2011 Target
Percentage of Public Health enrolled 2-year-old children completed vaccines series.	85%	86%	84%	86%

Objective 11: Control the transmission and spread of sexually transmitted communicable diseases among adults to reduce the reservoir of these diseases in the County to assure Level II Status Public Health Division and State of Wisconsin HIV grant funding. (Communicable Disease Control)

Key Outcome Indicator: Clinic treatment rates of persons diagnosed with a sexually transmitted infection (STI) will be maintained at 90%.

Performance Measure:	2009 Actual	2010 Target	2010 Estimate (a)	2011 Target
Percentage of clinic STI identified persons receiving treatment	90%	90%	92%	90%

Objective 12: Build a public health preparedness infrastructure to respond to intentional or non-intentional life threatening diseases to Waukesha County citizens through improving employee competency, communications and information technology, which will meet State of Wisconsin core public health requirements and CDC preparedness grant funding requirements. (Community Health)

Key Outcome Indicator: Public Health Division completion of mandated Cities Readiness Initiative (CRI) trainings, drills, exercises and CDC Preparedness completion of educating community agencies serving at-risk populations regarding preparedness protection skills.

Performance Measure:	2009 Actual	2010 Target	2010 Estimate	2011 Target
Percentage of trainings, drills and exercises completed.	50%	50%	55%	60%

Objective 13: Identification of emerging Waukesha County Public Health issues of communicable diseases, chronic diseases, and injuries through comprehensive epidemiological statistical analysis and community reports of disease trends to provide community agencies direction in early disease defection and prevention programs to meet State of Wisconsin core public health requirements. (Community Health)

Key Outcome Indicator: Completion of the annual Public Health Division Biostatistical Report and the three-year Waukesha County Health Report Card.

Performance Measure:	2009 Actual	2010 Target	2010 Estimate	2011 Target
Percentage of reports completed on time	100%	100%	100%	100%

Objective 14: Completion of a three-year Community Health Improvement Plan identifying major Waukesha County health problems with annual review of community interventions to improve identified community health problems to meet State of Wisconsin core public health requirements. (Community Health)

Key Outcome Indicator: Completion of the three-year Community Health Plan with annual review of community interventions to improve such health identified problems.

Performance Measure:	2009 Actual	2010 Target	2010 Estimate	2011 Target
Percentage of reports completed on time	N/A	50%	50%	100%

Public Health Administration

County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill

Program Description

The Public Health Administration staff provides administrative support to the Public Health sections; provides public health assessment, program development and evaluation; maintains the budget through management of expenditures and collection of revenues; manages grants, contracts and interdepartmental services; oversees building maintenance; and provides timely reports for accountability.

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Staffing (FTE)	**3.00**	**3.00**	**3.00**	**3.00**	**0.00**
General Government	$0	$0	$0	$0	$0
Charges for Services	$182	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	($34)	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$320,944**	**$327,286**	**$327,286**	**$345,464**	**$18,178**
Total Revenues	**$321,092**	**$327,286**	**$327,286**	**$345,464**	**$18,178**
Personnel Costs	$241,676	$245,438	$247,626	$250,686	$5,248
Operating Expenses	$36,900	$27,729	$24,699	$27,402	($327)
Interdept. Charges	$43,059	$54,119	$54,119	$67,376	$13,257
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$321,635**	**$327,286**	**$326,444**	**$345,464**	**$18,178**

Rev. Over (Under) Exp.	($543)	-	$842	-	-

Program Highlights

Tax levy support to this program increases by about $18,200, to fund increases in expenditures discussed below.

Personnel costs increase by about $5,200, mostly due to the cost to continue exiting 3.0 FTE staff allocated to this program. Operating Expenses decrease slightly by about $327, due to lower postage costs. Interdepartmental charges increase by about $13,300, mostly due to an increase of approximately $8,700 to about $23,500 in End User Technology Fund (EUTF) computer charges, mostly due to the phasing in of full cost of technology ownership, which better reflects technology resources being used by departments, as recommended by Internal Audit. Overall Tax Levy of about $7,900 is provided from EUTF to help offset the impact of this cost phase in, for net increase in EUTF charges of only about $3,500, across all Public Health Division programs. In addition, interdepartmental Risk Management insurance charges increase by about $3,000 to approximately $14,900, based on the average claims experience and estimated risk exposure.

Activities

CDC Preparedness Evaluation Visit - On July 7, 2010, the Centers for Disease Control and Prevention (CDC) and the State of Wisconsin Division of Public Health (DPH) performed a site visit to Waukesha County Public Health Division (WCPHD) to evaluate WCPHD preparedness of the Cities Readiness Initiative, using the Strategic National Stockpile Technical Assistance Review (TAR) tool. A preparedness team from WCPHD successfully completed the evaluation answering all questions and providing evidence of plans, protocols, templates and other general preparedness documents. WCPHD submitted a self-evaluation and will receive a formal report from the CDC with a final score, which will be published nationally.

County-Wide Key Strategic Outcome: A county that assists at-risk citizens

Program Description

The purpose of Child Health Program services is to ensure healthy Waukesha County at-risk children. The Child Health Program is directed toward high-risk children who are at-risk for lead poisoning, arrested growth and development and medical problems due to neglect or abuse. Various Public Health local Property Tax Levy supported prevention projects are offered to Waukesha County high-risk children. They are Childhood Lead Poisoning screenings, HealthCheck physical examination screenings and Child-at-Risk (CAR) physical assessments and case management for possible physical abuse or medical neglect. Two State Grants enhance two local Property Tax Levy supported projects. They are: Family Foundations Grant: Prevention of Child Abuse and Neglect, which provides case management to first time parents who are high-risk and on Medicaid; and the Childhood Lead Poisoning Prevention Grant, which provides funds for outreach to high-risk families in houses built prior to 1978 when lead based paints were used.

	2009 Actual (a)	2010 Budget (a)	2010 Estimate (a)	2011 Budget	Budget Change
Staffing (FTE)	**4.44**	**4.44**	**4.44**	**4.44**	**0.00**
General Government (a)	$147,518	$145,738	$145,909	$145,804	$66
Charges for Services	$140,005	$140,230	$151,129	$155,230	$15,000
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$154,911**	**$150,476**	**$150,476**	**$159,462**	**$8,986**
Total Revenues	**$442,434**	**$436,444**	**$447,514**	**$460,496**	**$24,052**
Personnel Costs	$296,948	$306,038	$330,220	$330,415	$24,377
Operating Expenses	$97,042	$117,662	$102,442	$116,520	($1,142)
Interdept. Charges (a)	$9,205	$12,744	$12,494	$13,561	$817
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$403,195**	**$436,444**	**$445,156**	**$460,496**	**$24,052**
Rev. Over (Under) Exp.	$39,239	-	$2,358	-	-

(a) For comparative purposes, 2009 actuals, the 2010 Budget and 2010 Estimate for General Government revenues and Interdepartmental Charge Expenditures are both restated lower to reflect the elimination of intradepartmental cross-charges for Health and Human Services (H&HS) Administrative cost recovery, which previously resulted in double budgeting. Instead, General Government grant revenues are now budgeted directly in the H&HS Administrative/Information Services program to help offset estimated administrative costs.

Program Highlights

General Government revenues increase slightly by $66, mostly due to an increase in the Childhood Lead Poisoning Prevention Grant by $766 to $13,365, partially offset by a decrease in the Family Foundations grant by $700 to $132,439. Charges for Services revenues are budgeted to increase by $15,000 mostly due to an increase in Child HealthCheck exams being performed. Tax Levy allocated to this program increases by nearly $9,000, mostly due to personnel cost increases, discussed below.

Personnel costs increase by about $24,400, mostly due to the cost to continue existing 4.44 FTE staff allocated to this program. In addition, due to higher labor market demand for scarce public health nursing staff, vacant public health nurse positions were filled during 2010 at higher wage rates than the budget anticipated, which is estimated to increase salary and benefit costs by $8,300 from the 2010 budget. Operating expenses decrease by about $1,100, mostly due to a decrease in the contractual services attributable to the Family Foundations Grant, which is not expected to affect program operations significantly.

Maternal Health

County-Wide Key Strategic Outcome: A county that assists at-risk citizens

Program Description

The purpose of the Maternal Health Program services is to ensure healthy birth outcomes of Waukesha at-risk pregnant women. The Maternal Health Program is directed toward high-risk pregnant women at risk for delivering malformed and/or developmentally delayed infants due to malnutrition and low birth weight, alcohol and drug abuse, cigarette smoking and sexually transmitted diseases. The Prenatal Care Coordination Program and the High Risk Mother and Infant Program are the two preventive health programs that meet the statutory requirement.

	2009 Actual (a)	2010 Budget (a)	2010 Estimate (a)	2011 Budget	Budget Change
Staffing (FTE)	**5.10**	**5.60**	**5.60**	**5.51**	**(0.09)**
General Government (a)	$69,484	$77,543	$72,764	$65,337	($12,206)
Charges for Services	$41,753	$45,000	$57,500	$45,000	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$285,260**	**$332,354**	**$332,354**	**$370,101**	**$37,747**
Total Revenues	**$396,497**	**$454,897**	**$462,618**	**$480,438**	**$25,541**
Personnel Costs	$355,836	$419,797	$425,846	$450,431	$30,634
Operating Expenses	$9,699	$20,288	$8,450	$11,505	($8,783)
Interdept. Charges (a)	$11,702	$14,812	$14,812	$18,502	$3,690
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$377,237**	**$454,897**	**$449,108**	**$480,438**	**$25,541**

Rev. Over (Under) Exp.	$19,260	-	$13,510	-	-

(a) For comparative purposes, 2009 actuals, the 2010 Budget and 2010 Estimate for General Government revenues and Interdepartmental Charge Expenditures are both restated lower to reflect the elimination of intradepartmental cross-charges for Health and Human Services (H&HS) Administrative cost recovery, which previously resulted in double budgeting. Instead, General Government grant revenues are now budgeted directly in the H&HS Administrative/Information Services program to help offset estimated administrative costs.

Program Highlights

General Government grant revenue decrease by about $12,200 due to a reduction in the Maternal and Child Health Grant by about $4,200 to approximately $65,300 and the elimination of the Early Detection and Identification of Pregnancy Grant, budgeted at $8,000 in 2010. Charges for Services revenues remain at the 2010 budget level, with the same anticipated Medicaid reimbursement rates for Prenatal Care Coordination (PNCC) services. Tax Levy allocated to this program increases by about $37,700, mostly due to personnel cost increases in this program, described below.

Personnel costs increase by about $30,600, reflecting cost to continue for existing staff. In addition, due to higher labor market demand for scarce public health nursing staff, vacant public health nurse positions were filled during 2010 at higher wage rates than the budget anticipated, which is estimated to increase salary and benefit costs by $8,300 from the 2010 budget. Higher personnel costs are partially offset by the realigning of 0.09 FTE (about 190 hours) of a Community Health Educator position to the Community Health program for the continuation of Level II status programming. Operating Expenses are budgeted to decrease by about $8,800, due to the decrease in the Maternal and Child Health Grant and the elimination of the Early Detection and Identification of Pregnancy Grant, mentioned above. Interdepartmental Charges increase by about $3,700, mostly due to budgeting for cellular phone charges of about $2,100 an End User Technology Fund (EUTF) charges by about $1,400.

Activities - Child Health

Workload - Output Data	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Number of children tested for lead poisoning	1,541	1,500	1,510	1,500	0
Total number of children treated for lead poisoning	6	10	9	9	-1
Number of Healthcheck examinations	1,810	1,800	1,875	1,900	+100
Number of Healthcheck serious health problems found remediated/treated	32	38	39	38	0
Number of children referred with medical conditions	147	150	152	155	+5
Number of children medical issues resolved	143	150	152	155	+5
Number of POCAN* high risk/ neglected children cases managed	39	33	40	33	0
Number of POCAN high risk/ neglected children entering Child Protective Services	0	0	0	0	0

*Prevention of Child Abuse and Neglect Grant. State standard for Waukesha County is 33 cases.

Activities - Maternal Health: Prenatal Care Coordination Program (PNCC)

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
I. **Medicaid Program:** Number of pregnant women PNCC screened	275	320	318	320	0
A. Number of women enrolled	120	125	123	125	0
B. Number of women who delivered full term infants of average birth weight	108	114	112	110	-4
II. **Non-Medicaid Program:** Number of pregnant women PNCC screened	80	85	82	85	0
A. Number of women enrolled	80	80	78	80	0
B. Number of women who delivered full term infants of average birth weight	71	66	70	70	+4

Women, Infants, Children Nutrition Program (WIC)

County-Wide Key Strategic Outcome: A county that assists at-risk citizens

Program Description

The Women, Infants and Children Nutrition (WIC) federally funded program 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 vouchers specifically outlining food purchases that will remedy nutritional deficits.

	2009 Actual (a)	2010 Budget (a)	2010 Estimate (a)	2011 Budget	Budget Change
Staffing (FTE)	**5.49**	**5.49**	**5.89**	**5.89**	**0.40**
General Government (a)	$388,649	$388,373	$410,191	$418,683	$30,310
Interdepartmental	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$388,649**	**$388,373**	**$410,191**	**$418,683**	**$30,310**
Personnel Costs	$355,674	$334,527	$348,074	$368,019	$33,492
Operating Expenses	$15,151	$36,109	$43,145	$31,095	($5,014)
Interdept. Charges (a)	$17,824	$17,737	$18,972	$19,569	$1,832
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$388,649**	**$388,373**	**$410,191**	**$418,683**	**$30,310**
Rev. Over (Under) Exp.	-	-	-	-	-

(a) For comparative purposes, 2009 actuals, the 2010 Budget and 2010 Estimate for General Government revenues and Interdepartmental Charge Expenditures are both restated lower to reflect the elimination of intradepartmental cross-charges for Health and Human Services (H&HS) Administrative cost recovery, which previously resulted in double budgeting. Instead, General Government grant revenues are now budgeted directly in the H&HS Administrative/Information Services program to help offset estimated administrative costs.

Program Highlights

General Government WIC Grant revenues increases by $30,310 due to increases in the WIC Grant to support the Farmers' Market Nutrition program and for breastfeeding counselor services. Personnel Costs increase by about $33,500 mostly due to the cost to continue existing staff of 5.49 FTE, an employee's change in health plan selection from single coverage to family, and about $14,700 in on-call additional temporary extra help and related benefits for a 0.40 FTE (about 830 hours) breastfeeding counselor (public health technician) position (added mid-year 2010 through enrolled ordinance 164-87). Operating expenditures decrease by about $5,000, mostly due to a decrease in medical supply costs by about $9,000 to $2,100.

Activities

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
*State estimated # of eligible low income population per month for Waukesha County	3,755	3,676	3,755	3,755	79
Monthly WIC enrollment of at-risk mothers, infants and children for Waukesha County	2,257	2,218	2,125	2,282	64
Total number of mothers, infants/children served per year in the WIC Program	4,134	4,250	4,100	4,255	+5
Annual number of infants/children nutritionally deficient enrolled in the WIC program annually	2,924	3,120	2,900	3,140	+20
The annual number of children with improved nutritional status after WIC program intervention	2,924	2,694	2,900	2,924	230

*Based on the 2005 US Bureau of Census, Waukesha County Poverty Estimates.

From January 1, 2009 through December 31, 2009 WIC food vouchers supplemented Waukesha County retail food vendors by $1,986,559 and local Waukesha County produce farmers by $22,650.

County-Wide Key Strategic Outcome: A county that assists at-risk citizens and a safe county

Program Description

This program area includes the Chronic Disease Prevention and Control programs for Level II public health status, which provides health screenings in the community, clinics, and in the home. Services are directed at early identification of the preventable chronic diseases such as vision, hearing problems in child and adults, diabetes, heart disease, hypertension, and cancer. Adult medical crisis intervention is available through medical assessment, therapeutic interventions and episodic case management. The Community Health and Disease Surveillance program (CHDS) is responsible for the monitoring of the incidence and prevalence rates of emerging County-wide public health problems, preventable chronic diseases, and communicable disease related issues. This program provides statistical research, analysis and evaluation to the County Health Report Card and carries out community requested studies of diseases impacting a specific locale. This program recommends public health interventions to control or contain County diseases and/or identified public health problems effecting aggregate populations. This program is responsible for Public Health workforce development in maintaining and introducing new clinical skills. This section oversees the employee compliance with the National Incident Management System (NIMS) training and the Incident Command System (ICS) course completions.

	2009 Actual (a)	2010 Budget (a)	2010 Estimate (a)	2011 Budget	Budget Change
Staffing (FTE)	**7.57**	**6.81**	**6.81**	**7.60**	**0.79**
General Government (a)	$320,328	$216,535	$220,982	$252,285	$35,750
Charges for Service	$1,891	$2,500	$1,960	$2,500	$0
Interdepartmental	$1,800	$1,440	$1,800	$1,440	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$472,812**	**$378,815**	**$378,815**	**$397,843**	**$19,028**
Total Revenues	**$796,831**	**$599,290**	**$603,557**	**$654,068**	**$54,778**
Personnel Costs	$539,223	$476,414	$510,826	$570,816	$94,402
Operating Expenses	$152,022	$87,909	$73,249	$50,150	($37,759)
Interdept. Charges (a)	$32,416	$34,967	$34,967	$33,102	($1,865)
Fixed Assets	$23,483	$0	$0	$0	$0
Total Expenditures	**$747,144**	**$599,290**	**$619,042**	**$654,068**	**$54,778**
Rev. Over (Under) Exp.	$49,687	-	($15,485)	-	-

(a) For comparative purposes, 2009 actuals, the 2010 Budget and 2010 Estimate for General Government revenues and Interdepartmental Charge Expenditures are both restated lower to reflect the elimination of intradepartmental cross-charges for Health and Human Services (H&HS) Administrative cost recovery, which previously resulted in double budgeting. Instead, General Government grant revenues are now budgeted directly in the H&HS Administrative/Information Services program to help offset estimated administrative costs.

Program Highlights

General Government revenues are budgeted to increase by $35,750, mostly due to the increase in the federal Center for Disease Control and Prevention (CDC) Cities Readiness Grant funding by about $34,300 to approximately $67,300 and the first-time budgeting a new state/federal Preventive Health and Health Services grant of about $21,500, to fund the development a state mandated community health improvement plan. This is partially offset by the elimination of one-time State Tobacco II grant dollars, budgeted at about $34,800 in 2010. Charges for Services remain at the 2010 fee level of $2,500 for cholesterol screening, and Interdepartmental Charges of $1,440 remain at the 2010 fee level for CPR classes offered to other County departments. Tax Levy support for this program increases by about $19,000, mostly to help cover personnel cost increases.

Personnel Costs are budgeted to increase by about $94,400 to $570,800 mostly due to the cost to continue for existing staff, and the transfer in of 0.50 FTE (1,040 hours) of a Public Health Nurse from the Communicable Disease Control program, estimated to increase grant-funded personnel costs in this program by $41,200. This position is planned to assist with grant objectives such as the state-mandated community health improvement plan (mentioned previously), as well as other grant objectives related to the CDC Public Health Preparedness and City Readiness Initiative grants.

In addition, there is a net increase of a Community Health Educator position allocated to this program by 0.29 FTE (about 600 hours) or about $28,200. This increase includes 0.09 FTE (about 190 hours) transferred into this program from the Maternal Health program and an overall increase in this position by 0.20 FTE (about 420 hours) to 1.0 FTE (creating a full-time sunset position that is split 0.49 FTE/0.51 FTE between this program and the Maternal Health Program, abolishing the part-time sunset position). Most of increase is to be funded with higher City Readiness grant dollars (about $34,000), mentioned above, to help comply with increasing work required to document federal grant objectives, partially offset by the elimination of $13,000 in Tobacco II money that helped fund this position in the 2010 Budget. The remaining $6,900 of increase is budgeted to be covered with Tax Levy. Overall, across both this program and the Maternal Health program, this sunset position is to be funded with at least 90% grant revenue, with the remaining portion funded with other revenues and/or tax levy. If grant funding is reduced below 90% of direct position costs, this position will be reduced or terminated.

Operating expenses and interdepartmental charges decreased by about $37,800 mostly due to moving grant funds to cover personnel costs above and the elimination of one-time Tobacco II grant funding, mentioned above.

Activities

Workload - Output Data	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Community health screenings, family health clinic screenings and health fairs	575	600	580	600	0
Numbers of medical problems identified and remediated from health screens	41	45	43	42	-3
Adult Medical Crisis: Case Management resulting in home stabilization	40	80	35	35	-45

Activities

CDC Medical Prophylaxis/Medical Supplies Inventory Management: Trainings, Drills and Exercises

Requirements:	2009	2010	2011
Training Skill Sets	29	29	36
Drills	4	4	4
Exercises: Activation of Skill Sets	*38	*38	38

*Real-time Influenza A H1N1 Clinics

Communicable Disease Control

County-Wide Key Strategic Outcome: A safe county

Program Description

The Public Health Division executes State of Wisconsin statutes to control local communicable diseases through surveillance, prevention and implementation of control measures. Foodborne outbreaks are controlled through integrated services with the Department of Environmental Resources. The 80 national reportable communicable diseases are routinely followed up and controlled. As emergency first responders, the Public Health Division responds to all communicable disease outbreaks and is required to be trained in the Incident Command System of emergency government to control these large scale outbreaks. Public Health Immunization Clinics are provided to control the vaccine preventable childhood communicable diseases. Pneumovax and flu vaccines are provided to children and adults in Waukesha County. International traveler education and immunization against communicable diseases is also offered to residents of Waukesha County. Communicable disease assessments are provided to all age groups along with health education, counseling and referral. This area also includes the Sexually Transmitted Infection (STI) program, which is designed to identify, track and contain the spread of sexually transmitted infections. Public Health services are provided to family physicians regarding current treatment schedules. Additionally, the Public Health Division tracks incidence and prevalence rates of STIs in Waukesha County. STI clinics are available for assessment, laboratory testing and treatment and counseling. Partner notification of exposure to an STI is also provided. Anonymous Human Immunodeficiency Virus (HIV) testing is made available to identify HIV infections. Persons with AIDS disease are followed up for disease control, education and linking to community resources.

	2009 Actual (a)	2010 Budget (a)	2010 Estimate (a)	2011 Budget	Budget Change
Staffing (FTE)	**14.77**	**15.69**	**15.69**	**15.19**	**(0.50)**
General Government (a)	$344,066	$56,280	$151,007	$52,477	($3,803)
Charges for Services	$224,752	$266,230	$219,007	$248,130	($18,100)
Interdepartmental	$2,950	$2,665	$2,271	$2,665	$0
Other Revenue	$8,070	$4,900	$4,900	$4,900	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$958,975**	**$1,011,971**	**$1,011,971**	**$1,032,689**	**$20,718**
Total Revenues	**$1,538,813**	**$1,342,046**	**$1,389,156**	**$1,340,861**	**($1,185)**
Personnel Costs	$1,142,656	$1,132,485	$1,143,615	$1,146,564	$14,079
Operating Expenses	$280,330	$162,081	$179,605	$149,491	($12,590)
Interdept. Charges (a)	$105,795	$47,480	$60,161	$44,806	($2,674)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,528,781**	**$1,342,046**	**$1,383,381**	**$1,340,861**	**($1,185)**
Rev. Over (Under) Exp.	$10,032	-	$5,775	-	-

(a) For comparative purposes, 2009 actuals, the 2010 Budget and 2010 Estimate for General Government revenues and Interdepartmental Charge Expenditures are both restated lower to reflect the elimination of intradepartmental cross-charges for Health and Human Services (H&HS) Administrative cost recovery, which previously resulted in double budgeting. Instead, General Government grant revenues are now budgeted directly in the H&HS Administrative/Information Services program to help offset estimated administrative costs.

Program Highlights

General Government revenues decrease by about $3,800 due to a reduction in the Childhood Immunization Grant. Charges for Services are decreased by $18,100, mostly due to a decrease in International Traveler Immunization Clinic charges by $10,000 to $105,000, to be more in-line with 2010 estimates. In addition, regular Immunization Clinic fee revenues decrease by $8,000 to $37,000 due to the completion of the Adolescent Immunization Series, which was an effort to boost immunization rates among teens. Interdepartmental revenues remain at the 2010 budget level, mostly for the annual employee influenza vaccine campaign. Other revenue of $4,900 remains at the 2010 budget level due to anticipated continuation of community donations intended to help fund the Division's monthly immunization clinics.

Communicable Disease Control (cont.)

Personnel costs increase by about $14,100 to approximately $1,146,600 for 15.19 FTEs mostly due to the higher costs to continue existing staffing, partially offset by the transfer out of a 0.50 FTE (1,040 hours) Public Health Nurse to the Community Health program, estimated to reduce personnel costs in this program by $42,100, and several employee health plan changes estimated to decrease personnel costs approximately $8,300. Operating expenses decrease by about $12,600 to approximately $149,500, mostly due to a decrease in medical consultation services for the Influenza A H1N1 Pandemic by $5,000 and several small reductions in operating expenditure accounts.

Activities

Workload – Output Data	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Crisis CD Clients: Category I	101	*600	90	100	-500
General CD Clients: Category II	668	680	683	690	+10
Tuberculosis Clients	185	170	185	180	+10
TB Skin Tests	1,066	1,000	1,050	1,050	+50
Children Immunized	2,836	3,050	2,800	2,800	-250
Childhood Vaccines Administered	5,775	7,100	5,600	6,600	-500
Adults Immunized	2,768	3,300	3,100	3,300	0
Adults Vaccines Administered	4,042	4,500	4,284	4,500	0
Adult/Child Influenza A H1N1 Vaccine Administered	0	**1,000	0	0	-1,000

*The 2010 budget number is high due to the inclusion of projected Influenza A H1N1 illness cases expected.
**The Influenza A H1N1 new vaccine to be dispensed in 2009 and 2010 was included in this number.

Activities

Influenza A H1N1 Pandemic - Waukesha County Public Health Division (WCPHD) has been responding to 2009 Influenza A H1N1 pandemic since it was first identified as a novel virus in April of 2009. Before the production of vaccine, WCPHD was focused on surveillance and epidemiology of the new virus, disease containment and the prevention of further spread. WCPHD received reports on over 1,300 cases of H1N1 disease in the community. WCPHD held its first H1N1 mass vaccination clinic on October 13, 2009 for public health employees, and other first responders. Between October 13, 2009 and March 8, 2010, WCPHD held a total of 20 mass clinics immunizing approximately 16,000 people. WCPHD was able to create a highly refined process for opening and operating a mass clinic on a large scale

2009-2010 Influenza A H1N1 Disease Control			
Disease Control:	**2009**	**2010**	**TOTAL**
Number Diagnosed	1,099	4	1,103
Case Investigations	1,770	5	1,775
Vaccine Immunization Campaign:			
Mass Clinics	**11**	**4**	**15**
Number Immunized	13,241	1,168	14,409
Community Clinics	**0**	**5**	**5**
Number Immunized	0	795	795
Number Immunized at regular immunization clinics	52	445	497
TOTAL NUMBER OF PEOPLE IMMUNIZED	**13,293**	**2,408**	**15,701**

Workload – Sexually Transmitted Infection	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Individuals Screened by the STI Clinic	300	360	300	350	-10
Number of infections identified in the STI Clinic	68	86	70	70	-16
STI Investigations (community reported)	602	700	750	755	+55
HIV Screenings	320	340	350	350	+10

Statement of Purpose

With the support of the Chief Judge, County Executive, and County Board, the Waukesha County Criminal Justice Collaborating Council (CJCC) was established in the fall of 2002. The Council was formed with several goals in mind including better understanding of crime and criminal justice problems, greater cooperation among agencies and units of local government, clearer objectives and priorities, more effective resource allocation, and the creation of additional criminal justice programming. The Council feels that taken together, these results can increase public confidence in and support for criminal justice processes, and enhance system performance.

The mission of the Waukesha County CJCC is 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 rehabilitative services, while recognizing the rights and needs of victims.

Financial Summary	2009 Actual	2010 Adopted Budget	2010 Estimate (a)	2011 Budget	Change From 2010 Adopted Budget $	%
Revenues						
General Government	$67,867	$19,921	$19,921	$508,519	$488,598	2452.7%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$3,514	$42,000	$27,600	$44,075	$2,075	4.9%
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue (a)	$0	$0	$7,590	$0	$0	N/A
Appr. Fund Balance	$0	$0	$0	$32,000	$32,000	N/A
County Tax Levy	**$896,699**	**$932,699**	**$932,699**	**$993,666**	**$60,967**	**6.5%**
Total Revenue Sources	**$968,080**	**$994,620**	**$987,810**	**$1,578,260**	**$583,640**	**58.7%**
Expenditures						
Personnel Costs	$85,810	$95,089	$93,510	$130,198	$35,109	36.9%
Operating Expenses	$851,454	$892,404	$879,583	$1,437,271	$544,867	61.1%
Interdept. Charges	$6,447	$7,127	$7,127	$10,791	$3,664	51.4%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$943,711**	**$994,620**	**$980,220**	**$1,578,260**	**$583,640**	**58.7%**
Rev. Over (Under) Exp.	$24,369	-	$7,590	-	-	N/A

Position Summary (FTE)					
Regular Positions	1.00	1.00	1.00	1.00	0.00
Extra Help	0.00	0.00	0.00	1.00	1.00
Overtime	0.00	0.00	0.00	0.00	0.00
Total	1.00	1.00	1.00	2.00	1.00

(a) The 2010 estimate for Other Revenues include $7,590 of one-time Social Security Income (SSI) reimbursements for expenditures related to a community transition client.

Program Highlights

General Government revenue is budgeted to increase $488,598 to $508,519 mainly related to a joint Adult Drug Court Services grant from the Bureau of Justice Assistance (BJA) and the Center for Substance Abuse Treatment (CSAT) to expand the Alcohol Treatment Court. The CJCC - Alcohol Treatment Court Program has been awarded a total of $1,239,097 over a 3 year period (beginning 10/1/10) to expand the capacity of the Alcohol Treatment Court Program of which $488,000 is budgeted for in 2011. The department management estimates an additional 150 participants will be served (50 per year), which will include the addition of the 4th offense OWI offender population and eliminate the waitlist of 3rd offense OWI offenders.

Also, the State Department of Corrections cost share payment to the County (for approximately 48% of the Community Service Options Program cost budgeted at $42,660) is increasing by 3% or $598 to $20,519. (The County Tax levy budgeted for in this program in 2011 requires $22,141 or 52% of program costs).

Charges for services revenue are budgeted at $44,075, a net increase of $2,075 mainly due to new client participation fees for the Day Report Center participants estimated at $8,475, based on a flat fee scale and each participant's length of stay in the program. Also, a $5,600 increase in client fees expected from the expanded participant capacity in the Alcohol Treatment Court related to the BJA and CSAT grant programs. These revenue increases are mostly offset with an estimated revenue reduction of $12,000 (budgeted at $30,000 in 2011 down from $42,000 budgeted in 2010) from the original Alcohol Treatment Court participants due to lower revenues being experienced (expected to be at $27,000 in 2010) based on an income based fee scale with income assessments now being mandatory for all new program participants.

One time General Fund balance of $32,000 is used to fund up front temporary extra help to provide security services at the Day Report Center in 2011. The 2011 CJCC Budget reflects an additional $60,967 or 6.5% increase in tax levy mainly to expand the Day Report Center services and covers costs to continue increase of about 2% for the other existing CJCC programs.

Personnel costs are estimated to increase by $35,109 to about $130,200 which includes a $32,000 increase in temporary extra help security services at the expanded Day Report Center (as mentioned above) and cost to continue of existing staff.

Operating expenses are being increased by $544,867 or 61% to $1,437,271. CJCC program increases are noted below:

	Total Program Expenditures			
CJCC Programs	**2010 Budget**	**2011 Budget**	**Change**	**% Change**
WCS - Alcohol Treatment Court	$112,592	$611,267	$498,675	443%
WCS - Day Report Center	$115,031	$206,613	$91,582	80%
WCS - Intoxicated Driver Intervention	$141,668	$148,089	$6,421	5%
WCS - Pretrial Supervision	$121,386	$126,887	$5,501	5%
WCS - Pretrial Screening	$102,750	$107,406	$4,656	5%
Community Transition	$92,633	$82,182	($10,451)	-11%
Jail Adult Basic Education	$70,900	$72,318	$1,418	2%
WCS - Community Service Options	$40,621	$42,660	$2,039	5%
Jail AODA Services	$32,742	$33,397	$655	2%
WCS - Operating After Revocation (OAR)	$56,113	$0	($56,113)	-100%
Other Operating Expenses	$5,968	$6,452	$484	8%
Total Program costs	**$892,404**	**$1,437,271**	**$544,867**	**61%**

Operating expenses related to the Alcohol Treatment Court are budgeted to increase $498,675 to $611,267 mainly related to a $493,600 increase for the Alcohol Treatment Court grant funded expansion which includes contracted treatment services estimated at $172,700; Wisconsin Community Services (WCS) case management services estimated at $91,600; program evaluation services provided by Temple University estimated at $90,900; prescribed medications and physician counseling for program participants estimated at $91,100; training and travel costs for the Alcohol Treatment Court team estimated at $27,700; and various other small grant related operating expenditures totaling $19,600.

Also, operating expenses are budgeted to increase $91,582 for the Day Report Center which is budgeted to expand in 2011 with the program capacity estimated to increase from 75 client contacts per week (for 45 clients) to an estimated 125 clients contacts per week (for 60 clients). The budget includes additional case management, alcohol monitoring through use of SCRAM equipment, and other on-site services. The Day Report Center operating budget is expanded in the 2011 budget by $123,582 from $115,031 budgeted in 2010 to $238,613 in 2011. This includes $89,749 in operating expenditures contract services for additional case manager, employment specialist, and Community Services Coordinator services and $30,000 for Secure Continuous Remote Alcohol Monitoring (SCRAM) equipment rental costs.

Due to changes in State legislation effective on July 1, 2009, which decriminalized a majority of Operating After Revocation (OAR) offenses, the OAR Program was phased out on June 30, 2010. This program elimination reduces the base budget by $56,113 of which $15,722 was redistributed to Wisconsin Community Services (WCS) the contract service provider for increasing administrative overhead costs related to existing CJCC programs operated by WCS which include: Day Report Center, Intoxicated Driver Intervention, Pretrial Supervision; Alcohol Treatment Court, Pretrial Screening, and the Community Service Options programs.

Interdepartmental Charges increase by $3,664 primarily reflects increases for end user technology costs based on the full cost of computer ownership cost allocation recovery methodology as recommended by internal audit with tax levy provided to mitigate most of the increase.

Major CJCC Strategic Outcomes and Objectives for 2011

Countywide Key Strategic Outcome: A safe county

Objective 1: Promote the effective and efficient administration of the criminal justice system through community collaboration.

Key Outcome Indicator: Demonstrate criminal justice system cost savings/cost avoidance as a direct result of programming implemented through the CJCC.

Performance Measure:	2009 Actual	2010 Target	2010 Estimate	2011 Target
Number of Jail Days Saved – Intoxicated Driver Intervention Program (OWI Program)	15,601	16,000	15,692	16,000
Number of Jail Days Saved – Pretrial Supervision Program	6,891	6,000	6,074	6,000
Number of Jail Days Saved – Alcohol Treatment Court Program	5,004	5,000	4,010	5,000
Number of Jail Days Saved – Day Report** Center Program	6,685	6,500	11,604	12,802
Number of Jail Days Saved – Adult Community Service Options Program	541	160	858*	1,000*

**Increase due to the Creation of Inmate Work Crews in July 2010*

***Court referrals to the Day Report Center (DRC) increased in 2010. Also, 2011 reflects the DRC expansion.*

Countywide Key Strategic Outcome: A county that assists at-risk citizens

Objective 2: Provide effective programming for at-risk offenders that promote accountability while enhancing public safety.

Key Outcome Indicator: Decrease impact at-risk offenders have upon the criminal justice system resources through high rates of compliance.

Performance Measure:	2009 Actual	2010 Target	2010 Estimate	2011 Target
% of Participants Compliant with Intoxicated Driver Intervention Program Requirements	77%	75%	83%	80%
% of Participants Successful in Reinstating their Drivers License in the OAR Program **January – June 2010; ** Program ended 6/30/10*	60%	60%	49%*	N/A**

Objective 3: The Human Services (CJCC) and Sheriff's Department will cooperate with an expansion of the Day Report Center program, including one-time funding for security, with a goal of reducing the inmate population so that Sheriff's budgeted staff resources can be reallocated to support the Day Report Center in 2012 to staff security.

Criminal Justice Collaborating Council (cont.)

Objective 4: Expand the Day Report Center from 75 client contacts per week (for 45 clients) to an estimated 125 client contacts per week (for 60 clients) in 2011, as well as add on-site services, such as employment assistance and community service coordination, etc. Implement client fees for partial cost recovery of the expansion, using a flat fee scale based on participant's length of stay in the program.

Key Outcome Indicator: High rates (in the range of 80% to 95%) of compliance with Day Report Center conditions of supervision, thereby justifying an increase in the utilization of the program as an alternative to incarceration.

Performance Measure:	2009 Actual	2010 Target	2010 Estimate	2011 Target
% of Participants Successful in Completing Day Report Center Supervision Requirements *This program is seeing more difficult to serve offenders	81%	85%	76%*	75%*

Activity Workload Data

Alcohol Treatment Court

Provides intensive supervision and case management of 3rd 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 life, and contribute to a safe community.

	2009 Actual	2010 Target	2010 Estimate	2011 Target
Total Participants*	95	70	77	125
Number of Program Graduates**	40	30	30	30

** The total participants estimated to be served in 2011 is estimated to increase by 55 participants as a result of the County being awarded a three year Federal Grant to expand the Alcohol Treatment Court beginning 10/1/10.*

*** 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.

	2009 Actual	2010 Target	2010 Estimate	2011 Target
Community Service Hours Completed	19,262	21,000	24,159*	25,000*
Total Clients Served	400	275	505*	550*

Community Transition Program

** Increase Results from Creation of Inmate Work Crews in July 2010*

Provides supportive services to individuals transitioning from the jail into the community

	2009 Actual	2010 Target	2010 Estimate	2011 Target
Average Caseload	75	90	75	75
Total Served	233	340	295	300

Operating After Revocation Program (OAR)

Screens all defendants pending OAR charges for eligibility of license reinstatement and assists those who may be eligible. All information is reported to the Court to assist in determining whether a defendant will be given time to reinstate or go directly to an adjudication hearing if not eligible, with the goal of moving these cases through the court system in an efficient manner.

	2009 Actual	2010 Target	2010 Estimate	2011 Target
Total Number of Closed Cases	264	Unknown	106*	N/A**
Number of Participants Receiving Drivers License	159 (60%)	Unknown	52*(49%)	N/A**

**January – June 2010*

***This program was phased out on 6/30/10 due to the new law, effective 7/1/09, which decriminalized a majority of OAR offenses.*

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.

	2009 Actual	2010 Target	2010 Estimate	2011 Target
Inmates Interviewed	2,484	2,500	2,290	2,200
Declined Interviews	81 (3%)	75 (3%)	42	45
Reports Completed	2,565	2,575	2,332	2,300
Interviews/Reports Verified	726 (28%)	1,004 (39%)	818 (36%)	1,000 (45%)

Pretrial Supervision Program

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

	2009 Actual	2010 Target	2010 Estimate	2011 Target
Total Clients Supervised	388	340	526	450
Average Daily Caseload	143	120	170	135

Day Report Program

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.

	2009 Actual	2010 Target	2010 Estimate	2011 Target
Total Clients Supervised	198	180	266	275
Average Caseload Size	42	50	49	57
*The Day Report Center will be expanded in 2011.				*

Pretrial Program for the Intoxicated Driver (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.

	2009 Actual	2010 Target	2010 Estimate	2011 Target
Total Clients Supervised	1,256	1,200	1,626	1,500
Average Caseload Size	487	450	483	450
OWI Re-Arrests During Program Supervision	44 (3.5%)	36 (3%)	12 (<1%)	12 (1%)

Jail Alcohol and Other Drug Abuse (AODA) Services Program *

Provides alcohol and other drug abuse educational services to inmates in the Waukesha County Jail, to include:

- Anger Management *- Coping Skills*
- Relapse Prevention *-Release Planning*
-

	2009 Actual	2010 Target	2010 Estimate	2011 Target
Inmates Served	713	3,000*	650	700
Number of Program Modules Completed	117**	80	250	280

** The program and curriculum were revised in 2009 in an effort to reduce the waiting time, increase access to the program for female inmates and inmate workers, and increase successful completions of the program. The revisions may result in a decrease in inmates served; however, more inmates will be able to successfully complete the program, fewer inmates will be released prior to program completion, and the waiting time for the*
*** July – December 2009 (Began tracking these statistics in July 2009 when curriculum was revised)*

Jail Adult Basic Education (ABE) Program*

In July 1990, Waukesha County Technical College (WCTC) and the Waukesha County Sheriff's Department began a partnership to provide adult basic education, high school completion, and employability skills to inmates at the Huber facility and, later, at the County Jail, through federal funding provided by the Adult Education and Family Literacy Act for Institutionalized Individuals and local support from Waukesha County. The County increased budgeted tax levy by $25,000 in 2010 to assist with program continuation, which remains in the 2011 budget.

	2008/2009 Actual	2009/2010 Actual	2009/2010 Target	2010/2011 Target
Number of Inmates Served	183	172	180	150
Sex of Participants	134 (M) 49 (F)	134 (M) 38 (F)	130 (M) 50 (F)	
Attained General Education Diploma (GED)/High School Equivalency Diploma (HSED)	24	24	22	25
% Improving Academic Literacy Skills	81%	84%	83%	80%

HHS Veteran Services

Statement of Purpose

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

Financial Summary	2009 Actual	2010 Adopted Budget	2010 Estimate	2011 Budget	Change From 2010 Adopted Budget $	%
Revenues						
General Government	$13,000	$12,870	$13,000	$13,000	$130	1.0%
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
County Tax Levy	**$268,167**	**$280,847**	**$280,847**	**$280,847**	**$0**	**0.0%**
Total Revenue Sources	**$281,167**	**$293,717**	**$293,847**	**$293,847**	**$130**	**0.0%**
Expenditures						
Personnel Costs	$226,326	$241,997	$217,967	$240,963	($1,034)	-0.4%
Operating Expenses	$26,532	$33,383	$29,563	$34,702	$1,319	4.0%
Interdept. Charges	$16,465	$18,337	$17,441	$18,182	($155)	-0.8%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$269,323**	**$293,717**	**$264,971**	**$293,847**	**$130**	**0.0%**
Rev. Over (Under) Exp.	$11,844	-	$28,876	-	-	N/A
Position Summary (FTE)						
Regular Positions	3.70	3.70	3.70	3.70	0.00	
Extra Help	0.00	0.00	0.00	0.00	0.00	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total	**3.70**	**3.70**	**3.70**	**3.70**	**0.00**	

Major Departmental Strategic Outcomes and Objectives for 2011

County-Wide Key Strategic Outcome: A county that provides customers with quality programs and services

Objective 1: To maintain the Veterans' Services Division's ability to ensure that veterans, their dependents, and survivors receive the services to which they are entitled. (Information Assistance)

Key Outcome Indicator: Percentage of Federal and State applications and Forms processed without the need for further documentation. This ensures that veterans receive quality services by decreasing the amount of wait time regarding responses and/or benefits.

Performance Measure(s):	2009 Actual	2010 Target(c)	2010 Estimate	2011 Target
Percentage of Federal applications processed without the need for additional information	97%	97%	97%	97%
Total number of Federal applications filed (a)	3,013	N/A	3,000	2,500
Percentage of State applications processed without the need for additional information	97%	97%	97%	97%
Total number of State applications filed (b)	411	N/A	500	400

(a) Federal applications include all Federal new claim applications and forms processed to assist veterans in obtaining federal benefits.

(b) **Last year's target amounts included only loans.** State applications include applications and forms processing for all state benefits including park passes, property tax rebates, education, loans, registrations for state benefits, cemetery pre registrations, and veteran home applications. Under the WI GI Bill, the education dollars have been shifted to the UW and Wisconsin Technical College systems. Significant increases occurred because of the return of the WI National Guard troops this spring and qualification change to property tax rebate program. Previous years statistic for state applications were exclusive to only certain state veterans programs and did not reflect all applications and forms required to obtain state veterans benefits.

(c) The 2010 target was based on grant application claims for brand new veterans only. The 2009 Actual, 2010 Estimate and 2011 Targets include all forms processed for Veterans and their dependents.

County-Wide Key Strategic Outcome: A county that assists at-risk citizens

Objective 2: To assess the Waukesha County Veterans' Service Commission's budgetary requirements in determining need. To provide emergency temporary assistance to veterans, their dependents, and survivors. (Veterans Commission).

Key Outcome Indicator: Timely assistance to clients to meet their immediate short-term necessary living expenses.

Performance Measure(s):	2009 Actual	2010 Target	2010 Estimate	2011 Target
Number of applications for emergency assistance for eligible veterans processed and approved	100%	100%	100%	100%
Response time to issue temporary assistance payments, within # of business days (measures turn-around time)(a)	6 days	5 days	5 days	5 days

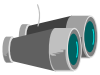
(a) Measures time when the commission meets and makes a decision regarding approval of emergency assistance to the time a check is issued to the eligible veteran.

Information Assistance

Program Description

The Veteran's Service Division counsels and assists veterans and their dependents in applying for all Federal and State veterans' entitlements. Referrals are made to other Federal, State, and local agencies for benefits from other programs. Information related to veterans' issues is collected, updated, made available on the Internet, and distributed where and when appropriate.

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Staffing (FTE)	**3.70**	**3.70**	**3.70**	**3.70**	**0.00**
General Government	$13,000	$12,870	$13,000	$13,000	$130
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	$260,267	$269,954	$269,954	$269,954	$0
Total Revenues	**$273,267**	**$282,824**	**$282,954**	**$282,954**	**$130**
Personnel Costs	$225,854	$241,104	$217,074	$240,070	($1,034)
Operating Expenses	$19,448	$23,383	$20,063	$24,702	$1,319
Interdept. Charges	$16,465	$18,337	$17,441	$18,182	($155)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$261,767**	**$282,824**	**$254,578**	**$282,954**	**$130**
Rev. Over (Under) Exp.	$11,500	-	$28,376	-	-



Program Highlight

The state grant is increased slightly since the state did not reduce the 2010 allocation by 1% and there is no projection of reduction for the next calendar year. The 2011 tax levy for this program is $269,954, which is unchanged from the 2010 Budget.

Personnel costs decrease slightly reflecting turnover cost savings related to the Veteran Services Officer position. Operating expenses increase slightly mostly for an increase in flags and grave markers and printing supplies. The existing stocks of flags and grave markers have enabled the department to keep new purchases to a minimum.

Activity - Output Indicators	2009 Actual	2010 Budget	2010 Estimate (1)	2011 Budget	Budget Change
Total dollars to Waukesha County veterans (1)	$71 mil	$85 mil	$78 mil	$82 mil	($3 mil)
Veterans referrals to other agencies for assistance	93	120	120	120	0
Clients interviewed and counseled (In Office)	4,813	4,000	4,000	4,000	0
Number of appearances on behalf of veterans (2)	96	100	45	50	(50)
Miles traveled on veterans' affairs (3)	6,142	6,000	3,200	3,500	(2,500)
Incoming phone calls answered (4)	9,929	9,000	9,100	9,000	0
Contacts by E-Mail (requiring a response) (5)	N/A	N/A	3,200	3,400	N/A

(1) The 2010 Budget estimate included the distribution of loan expenditures. However, the Veteran Administration no longer provides this information by state, county and congressional district levels. Therefore, these dollars are no longer included in the total dollars to Waukesha County veterans. Currently, all "Loan Guaranty" (Home Loan Program) expenditures are attributed to Travis, TX, where all Loan Guaranty payments are processed. The amount last reported for 2008 was $22 million.

(2) Current year estimate and the projected 2011 budget is based on the new Veteran Services Officer projections.

(3) Miles traveled to facilitate the delivery of veterans benefits has decreased. Former Service Officer was assigned to the Wisconsin Dept. of Veterans Affairs Board Committee, which required travel at least six times a year. VA databases are now accessible from CVSO Office requiring less travel to the VA Regional Office.

(4) The 2011 budget is projected to be lower than the 2009 Actuals due to more Veterans returning (approximately 120 County residents) from service in 2010; therefore, 2011 is expected to have a lower number of incoming calls.

(5) E-mail contacts were not previously tracked (prior to 2010).

Veterans' Service Commission

County-Wide Key Strategic Outcome: A county that assists at-risk citizens

Program Description

The County Executive, with the approval of the County Board, appoints three Veterans' Commissioners. The Commission is required to meet at least once a year, and as needed thereafter to estimate and provide the amount of funds required for needy veterans.

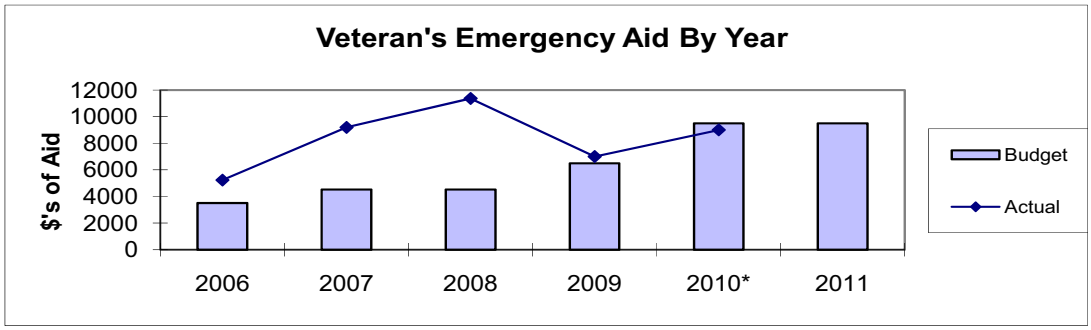
	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Staffing (FTE) (No Staff Allocated)	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$7,900**	**$10,893**	**$10,893**	**$10,893**	**$0**
Total Revenues	**$7,900**	**$10,893**	**$10,893**	**$10,893**	**$0**
Personnel Costs - Per Diem	$472	$893	$893	$893	$0
Operating Expenses	$7,084	$10,000	$9,500	$10,000	$0
Interdept. Charges	$0	$0	$0	$0	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$7,556**	**$10,893**	**$10,393**	**$10,893**	**$0**
Rev. Over (Under) Exp.	$344	-	$500	-	-

Program Highlights

The County Tax Levy supports the entire cost for the Veterans' Service Commission program. The amount of County Tax Levy support for this program in the 2011 Budget is $10,893, which is unchanged from the 2010 budget.

The Veterans' Service Commission approves funding for eligible veterans and their families that are in need of assistance. The personnel costs are on a per diem basis for Veterans' Service Commissioners, who process veteran emergency service requests. Operating expenses include veteran emergency service aid, which is budgeted at $9,500. Veterans' Services provided $12,125 in direct assistance to needy veterans in 2009. This includes $7,001 of County Commission funding and $5,124 in funds from local Veterans Service Organizations (private funding sources outside of the County budget) which assisted needy veterans. The Commission will continue to seek out non-government sources of assistance for needy veterans where possible. The majority of assistance is requested between the months of October and March.

Activity	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Number of commission meetings	4	4	4	4	0



* The basis of the 2010 actual amount is a departmental estimate and does not represent an actual amount.

Statement of Purpose

Health & Human Services – Aging & Disability Resource Center (ADRC) General Fund operations are responsible for planning, providing, and coordinating programs that address the needs of Waukesha County at-risk adults, older adults and their caregivers. These programs provide supportive services and opportunities including adult day centers, chore services, contracted community services, emergency intervention, health cost sharing, homemaker services, personal care, respite, specialized transportation, and volunteer services. The General Fund also includes activities such as the lead-reporting agency for instances of Abuse and Neglect for Adults and Elders At-Risk in Waukesha County. Programs encourage collaboration and coordination of resources, activities, and programs. Also, this fund provides services to vulnerable adults who are not eligible for the State's Family Care Benefit.

The General Fund is comprised of five program areas: Community Services, Transportation Services, Adult Protective Services (APS), Information and Assistance and Administrative Services.

Financial Summary	2009 Actual	2010 Adopted Budget	2010 Estimate	2011 Budget	Change From 2010 Adopted Budget $	%
Revenues						
General Government	$1,774,519	$1,748,293	$1,777,674	$1,767,018	$18,725	1.1%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$21,388	$12,274	$11,584	$12,274	$0	0.0%
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue	$57,019	$30,942	$60,990	$57,616	$26,674	86.2%
Appr. Fund Balance	$230,000	$0	$0	$0	$0	N/A
County Tax Levy	**$2,422,463**	**$2,499,602**	**$2,499,602**	**$2,741,885**	**$242,283**	**9.7%**
Total Revenues Sources	**$4,505,389**	**$4,291,111**	**$4,349,850**	**$4,578,793**	**$287,682**	**6.7%**
Expenditures						
Personnel Costs	$1,458,642	$1,533,323	$1,519,143	$1,548,117	$14,794	1.0%
Operating Expenses	$2,197,662	$2,606,976	$2,352,205	$2,867,954	$260,978	10.0%
Interdept. Charges	$138,849	$150,812	$145,969	$162,722	$11,910	7.9%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$3,795,153**	**$4,291,111**	**$4,017,317**	**$4,578,793**	**$287,682**	**6.7%**
Rev. Over (Under) Exp.	$710,236	-	$332,533	-	-	N/A

Position Summary (FTE)					
Regular Positions	19.14	20.14	20.14	19.49	(0.65)
Extra Help	0.44	0.44	0.44	0.44	0.00
Overtime	0.00	0.00	0.00	0.00	0.00
Total	19.58	20.58	20.58	19.93	(0.65)

Major Departmental Strategic Outcomes and Objectives for 2011

County-Wide Key Strategic Outcome: A county that assists at-risk citizens

Objective 1: Provide thorough, comprehensive and timely assessments and dispositional services. (Adult Protective Services)

Key Outcome Indicator: Percentage of court ordered comprehensive evaluations completed within 96 hours (4 days) prior to final court hearing. Department standard is 100%.

Performance Measure:	2009 Actual	2010 Target	2010 Estimate	2011 Target
Percentage of completed comprehensive evaluations within 96 hours prior to court hearing	100%	100%	100%	100%

Objective 2: Provide training to Aging and Disability Resource Center (ADRC) staff and Managed Care Organizations fulfilling Long Term Care responsibility in Waukesha County. The training will focus on proper collection and reporting of information related to reports of abuse and neglect of vulnerable adults and elders, in accordance with the recently revised protective services and guardianship law, and to enhance service coordination.

Key Outcome Indicator: The number of trainings offered to ADRC staff by the Adult Protective Services (APS) supervisor.

Work Load Activity Measure:	2009 Actual	2010 Target	2010 Estimate	2011 Target
Number of trainings	3	2	3	3

County-Wide Key Strategic Outcome: A county that provides customers with quality programs and services

Objective 3: Provide knowledgeable, timely responses to requests for information and assistance while providing useful services that meet customers' assessed needs. (Community Services, Information and Assistance/Case Management)

Key Outcome Indicator: Percent of positive responses to customer survey. Positive feedback on meeting customer needs is an indication of quality service. Based on program history, a Department standard of 95% positive response is an indicator of success.

Performance Measure:	2009 Actual	2010 Target	2010 Estimate	2011 Target
Positive responses to customer survey regarding quality and customer needs being met.	97.7%	96.0%	96.3%	96.0%

Objective 4: Maintain volunteer involvement through outreach targeted to the community and business retirees. (Community Services)

Key Outcome Indicator: Stabilization in the number of volunteers and the valuation of volunteer time. Availability of volunteers is an indication of cost-effective services delivered with competence and skill. In recent years the ADRC had experienced a decrease in the number of volunteers. This is primarily due to the availability of fewer group members, and nutrition site closures. Additionally most volunteers are over age 60 and as they age, many are now retiring from volunteering. Maintaining previous year's volunteer levels promotes stabilization of services and is an indicator of success.

Performance Measure:	2009 Actual	2010 Target	2010 Estimate	2011 Target
Number of volunteers	1,083	1,416	1,083	1,083
Percent increase/decrease (-)	(15.7%)	5.0%**	0.0%	0.0%
Valuation of volunteer hours	$343,167	$370,912	$343,167	$346,599*
Percent increase/decrease (-)	(1.8%)	3.0%**	0.0%	1.0%

*2011 volunteer valuations of $9.59/hr and $12.45/hr are based on projected Waukesha County 2011 pay ranges for unclassified and semi-skilled positions plus a 25% estimated benefit cost factor.

**Percentages based on the 2009 Estimates. Beginning with 2010 Estimate the objective is to maintain rather than increase the volunteer base and valuation. The 2010 budget estimated a higher number of group volunteers but is reduced based on current year trends.

Objective 5: Provide cost effective transportation options that allow older adults to maintain their independence. (Transportation Services)

Key Outcome Indicator: Shared-Fare taxi and shuttle services are the most cost effective specialized transportation alternatives for older people and people with disabilities in the county. Provision of technical support and guidance for service start-up of Shared-Fare taxi/shuttle service area promotes competent and skilled delivery of a cost effective service. During the start-up year, potential annual cost savings based on comparison of Shared-Fare taxi/shuttle use versus RideLine use in the new area will serve as an indicator of success. No start-ups are projected for 2011. Positive Shared-Fare taxi customer feedback on maintaining independence indicates quality service.

Performance Measure:	2009 Actual	2010 Target	2010 Estimate	2011 Target
Positive customer feedback on maintaining independence using the Specialized Transportation Program.	96.1%	95.0%	96.7%	95.0%

Community Services

County-Wide Key Strategic Outcome: A county that provides customers with quality programs and services

Program Description

Services include a wide range of short-term and long-term supportive home care, adult day center care, and intervention programs for older adults and their families. These programs provide supportive services and opportunities including adult day centers, chore services, contracted community services, emergency intervention, health cost sharing, homemaker services, personal care, respite and volunteer services.

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Staffing (FTE)	**2.77**	**2.70**	**2.70**	**2.35**	**(0.35)**
General Government	$312,916	$340,760	$363,769	$359,807	$19,047
Interdepartmental	$0	$0	$0	$0	$0
Charges for Services	$4,538	$4,624	$3,934	$4,624	$0
Other Revenue	$21,015	$21,756	$24,470	$24,491	$2,735
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	$281,007	$269,971	$269,971	$239,104	($30,867)
Total Revenues	**$619,476**	**$637,111**	**$662,144**	**$628,026**	**($9,085)**
Personnel Costs	$177,175	$190,336	$183,930	$169,478	($20,858)
Operating Expenses	$322,583	$431,135	$423,381	$444,570	$13,435
Interdept. Charges	$18,140	$15,640	$15,322	$13,978	($1,662)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$517,898**	**$637,111**	**$622,633**	**$628,026**	**($9,085)**

Rev. Over (Under) Exp.	$101,578	-	$39,511	-	-

Program Highlights

General Government revenues overall increase $19,047 mainly due to an increase from State reinstatement of Alzheimer's Family Caregiver Support Program (AFCSP) grant funding which was not budgeted for in 2010; and federal Title IIIE Family Caregiver support funding is budgeted to increase $6,800 to $71,005. These increases are partially offset by a federal Title IIIB Supportive Services funding decrease of $35,153 from $185,393 to $150,240; and Elder Abuse direct services funding decreasing by $1,133 from $75,535 to $74,404. Charges For Services budgeted at $4,624 represents workshop fees for conferences. Other revenues increase slightly due to a projected increase in client donations of $2,735 based on the 2010 estimate. County Tax levy is reduced in this program by $30,867 resulting primarily from projected increases in the revenues above and decreases in expenditures for adult day care and homemaker services based on prior year actual spending levels.

Net personnel costs decrease $20,858 mostly due to position reclassifications and the unfunding of 0.35 FTE of an account clerk II in this program of $20,546, partially offset by salaries and benefits costs to continue the remaining 2.35 FTEs allocated to this program for 2011.

Operating expenses overall increase primarily due to the State's reinstatement of the AFCSP grant funds as indicated above. Personal care/respite expenditures increase by $8,435 and home health care/bathing expenditures increase by $6,888. These increases are partially offset by a budgeted decrease of $22,552 in adult day care expenditures; $10,000 in household care/homemaker expenditures; and $8,133 in contracted services to be more in line with 2009 actual spending levels and 2010 estimated spending.

Interdepartmental charges overall decrease is mostly due to allocated End User Technology computer replacement, maintenance and support charges allocated to this program which decreases $2,083 based on the full cost of computer ownership methodology as recommended by internal audit.

Activity

Clients Receiving Community Services					
2007 Act.	**2008 Act.**	**2009 Act.**	**2010 Bud.**	**2010 Est.**	**2011 Proj.**
989	961	1,093	1,015	1,010	1,010

Transportation Services

County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill

Program Description

Contracts for accessible specialized transportation services (Shared-Fare Taxi, Shuttle Services, and RideLine) for older people and individuals with disabilities.

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Staffing (FTE)	**1.64**	**1.60**	**1.60**	**1.50**	**(0.10)**
General Government	$750,355	$754,210	$765,407	$774,845	$20,635
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	$426,208	$444,033	$444,033	$390,593	($53,440)
Total Revenues	**$1,176,563**	**$1,198,243**	**$1,209,440**	**$1,165,438**	**($32,805)**
Personnel Costs	$108,980	$113,760	$108,173	$106,665	($7,095)
Operating Expenses	$952,032	$1,073,067	$988,201	$1,047,463	($25,604)
Interdept. Charges	$12,532	$11,416	$11,606	$11,310	($106)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,073,544**	**$1,198,243**	**$1,107,980**	**$1,165,438**	**($32,805)**

Rev. Over (Under) Exp.	$103,019	-	$101,460	-	-

Program Highlights

General Government revenues are budgeted to increase based on a projected increase of $26,505, or 3.5%, in the State of Wisconsin Department of Transportation (WIDOT) Specialized Transportation grant. The increase is partially offset by reallocating $5,870 for administration cost recovery for this grant to the Administrative Services Division. The WIDOT grant requires a 20% local cash match or tax levy funding which the County significantly overmatches in order to provide more transport services to the elderly and disabled. County Tax Levy for this program area decreases in the 2011 Budget by $53,440 mainly due to the increase in revenue above and estimated decreases in shared-fare taxi and RideLine services expenditures.

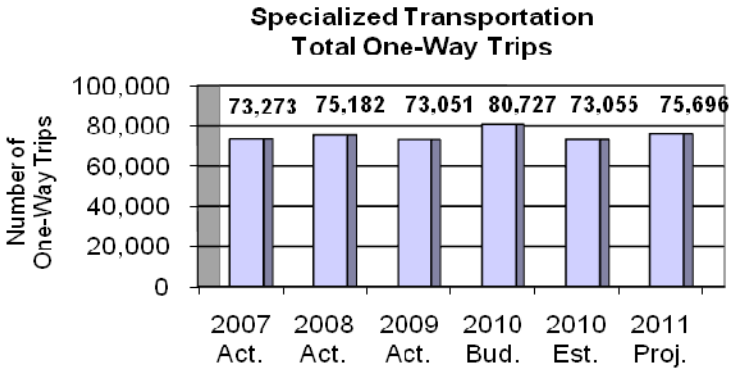
Net personnel costs are budgeted to decrease due to position reclassifications and the unfunding of 0.10 FTE of an account clerk II allocated to this program of $5,870, partially offset by salaries and benefits costs to continue increases for the 1.50 FTEs assigned to this program for 2011.

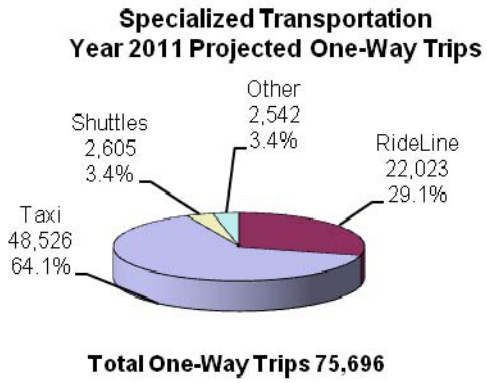
Operating expenses are budgeted to decrease overall about $25,600 primarily due to an estimated decrease of $25,500 in transportation services expenditure appropriations. This includes a decrease of $20,640 in Shared-Fare Taxi expenditures due to an anticipated decrease of 4,175 one-way trips, and a decrease of $5,386 in RideLine expenditures due to an anticipated decrease of 354 one-way trips. The number of trips budgeted is still an increase over the 2010 total year estimates. The budget includes an anticipated 3% vendor rate increase for RideLine Service. This is more than negated by the projected decrease in one-way trips.

Activity

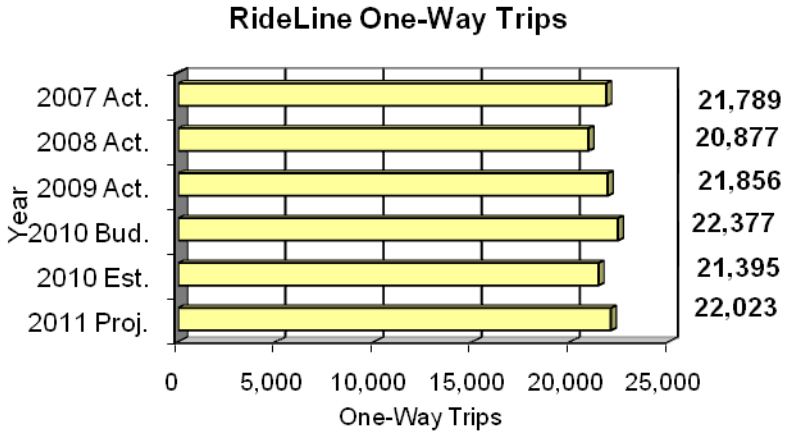
Net Average Cost Per One-Way Trip						
	2007 Act.	**2008 Act**	**2009 Act**	**2010 Bud.**	**2010 Est.**	**2011 Proj.**
Shared-Fare Taxi	$4.55	$4.82	$4.88	$5.22	$5.08	$5.24
RideLine	$24.73	$26.72	$27.78	$28.95	$28.26	$29.17

Activity, continued





Overall, the 2011 Specialized Transportation Program budget includes a 6.2% decrease of 5,031 one-way trips from the 2010 Budget (to be more in line with prior years actuals), but a 3.6% increase of 2,641 one-way trips from the 2010 Estimate, for a total of 75,696.



The number of one-way RideLine trips is expected to adjust from the 2010 Budget level, but increase from the 2010 Estimate by 628 trips or 2.9% based on the level of trips used in 2007-2009 Actuals.

Shared-fare taxi service is expected to decrease by 4,175 one-way trips to adjust from the 2010 Budget level, but increase by 1,500 one-way trips or 3.2% from the 2010 Estimate.

Adult Protective Services

County-Wide Key Strategic Outcome: A county that assists at-risk citizens

Program Description

Provides cost effective service intervention for vulnerable adults to ensure their safety and well-being, protects them from exploitation and harm, and preserves their maximum level of personal independence.

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Staffing (FTE)	**10.00**	**11.00**	**11.00**	**11.00**	**0.00**
General Government	$587,431	$486,706	$486,706	$486,706	$0
Charges for Services	$16,850	$7,650	$7,650	$7,650	$0
Other Revenue	$35,958	$9,161	$36,495	$33,100	$23,939
Appr. Fund Balance	$230,000	$0	$0	$0	$0
County Tax Levy	**$1,404,312**	**$1,505,406**	**$1,505,406**	**$1,825,084**	**$319,678**
Total Revenues	**$2,274,551**	**$2,008,923**	**$2,036,257**	**$2,352,540**	**$343,617**
Personnel Costs	$835,805	$876,288	$877,579	$918,215	$41,927
Operating Expenses	$878,784	$1,039,068	$882,319	$1,325,463	$286,395
Interdept. Charges	$76,208	$93,567	$89,398	$108,862	$15,295
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,790,797**	**$2,008,923**	**$1,849,296**	**$2,352,540**	**$343,617**
Rev. Over (Under) Exp.	$483,754	-	$186,961	-	-

Program Highlights

Budgeted general government revenues include Supportive Home Care and state Basic County Allocations funding which are unchanged in the 2011 budget. Charges for Services is budgeted at $7,650 for adults who are found to be legally incompetent and are a danger to themselves or others. The Waukesha County Department of Health and Human Services (HHS) is obligated to provide protection and services. HHS refers adults that need medical assistance to Waukesha Memorial Hospital for treatment. HHS pays for the episode and then bills the client to recapture the costs. Other revenue increases $23,939 due to an estimated increase in social security reimbursements for clients served by this program where the County is the protective payee. County Tax Levy increases $319,678 related to estimated expenditure increases outlined below.

Net personnel costs are budgeted to increase by $3,812 per FTE about 4.7% or $41,927 reflecting salaries and employee benefits continuation costs for the 11.0 FTEs allocated to this program.

Operating expenses increase $286,395 mostly due to a budgeted increase of $281,100 to $611,375 for increased costs estimated for approximately 25 Waukesha County residents at Clearview Intensive Care Facility for the Mentally Retarded (ICFMR) in Dodge County, and to an anticipated increase of $5,295 to $582,409 for contracted services for five clients at State treatment facilities.

Interdepartmental charges overall are budgeted to increase $15,295 primarily due to budgeted increases of $16,244 in assigned End User Technology computer replacement, maintenance and support charges based on the full cost of computer ownership methodology as recommended by internal audit and $1,655 for estimated higher legal services, partially offset by a decrease of $1,488 to $2,640 in telephone charges and a decrease of $1,064 to $9,190 in Sheriff's transportation charges for client transports.

Activity

	2009 Act.	2010 Bud.	2010 Est.	2011 Bud.	Change
Number of Watts Court Ordered Assessment	331	340	340	350	10
Average Caseload for six Dispositional Workers (6)	27	37	38	38	1
Emergency Protective Placements (a)	63	75	65	68	(7)

(a) Reduction in Emergency Protective placements in 2011 reflect lower 2009 Actual and 2010 Estimates.

Information and Assistance/Case Management

County-Wide Key Strategic Outcome: A county that provides customers with quality programs and services

Program Description

Provides needs assessments, counseling, assistance regarding available resources and service options, and support that empower older adults, caregivers, and the community to make informed choices. Entry point for accessing services and filing reports of elder abuse/neglect.

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Staffing (FTE)	**3.33**	**3.33**	**3.33**	**3.23**	**(0.10)**
General Government	$123,817	$156,617	$151,792	$141,530	($15,087)
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	$141,746	$128,088	$128,088	$131,698	$3,610
Total Revenues	**$265,563**	**$284,705**	**$279,880**	**$273,228**	**($11,477)**
Personnel Costs	$204,212	$215,132	$212,975	$217,567	$2,435
Operating Expenses	$35,014	$51,609	$47,451	$38,869	($12,740)
Interdept. Charges	$16,677	$17,964	$17,149	$16,792	($1,172)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$255,903**	**$284,705**	**$277,575**	**$273,228**	**($11,477)**

Rev. Over (Under) Exp.	$9,660	-	$2,305	-	-

Program Highlights

General Government revenues decrease $15,087, including a Federal Older Americans Act Title IIIB Supportive Services funding decrease of $4,686 from $83,247 to $78,561 after reallocating $5,870 for Administrative Cost Recovery. Also, federal Title IIIE Family Caregiver Support funding decreases by $10,401 from $73,370 to $62,969. County Tax Levy for this program area increases $3,610, partially covering the federal revenue decreases mentioned above.

Net personnel costs increase mostly due to salaries and benefits continuation costs for the 3.23 FTEs allocated to this program for 2011, mostly offset by position reclassifications and reduction of 0.10 FTEs in this program.

Operating expenses decrease of $12,740 is mostly related to lower printing costs for the Senior Resource Guide shifted to the ADRC Special Revenue budget which is budgeted to decreases by $10,816. Also, office/promotional supply and postage costs are estimated to decrease by $1,000.

Interdepartmental charges decreases by $1,172 primarily due to a decrease in postage costs.

Activity

A variety of informational activities and resources are available to meet the needs of older adults and caregivers.

	2009 Act	2010 Bud.	2010 Est.	2011 Proj.	Change from 2010
Caregiver Library Items Used)	502	1,470 (a)	477	487	983
Newsletter Distribution	1,673	2,100	2,250	2,250	150
Senior Sources/ ADRC Resource Guide	11,000	13,000	12,500	15,000	2,000
Presentation/Display Audience	1,294	1,285	1,285	1,300	15

(a) The 2010 Budget reflects a higher estimated distribution that is not being realized due to reorganization of partner/ satellite agencies.

Case management may include discussion of multiple issues; assessment or establishing of a care plan only; or individual/group counseling of an older adult and/or caregivers. Clients may receive more than one type of contact.

	2009 Act.	2010 Bud.	2010 Est.	2011 Proj.	Change From 2010
Total Clients Receiving Case Management Services	1,519	1,434	1,565	1,570	136

Program Description

Along with providing overall ADRC management, Administrative Services is responsible for coordinating and providing strategic planning, liaison to Human Resources, data reporting, and operational and fiscal support.

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Staffing (FTE)	**1.95**	**1.95**	**1.95**	**1.85**	**(0.10)**
General Government	$0	$10,000	$10,000	$4,130	($5,870)
Other Revenue	$46	$25	$25	$25	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
CountyTax Levy	$169,190	$152,104	$152,104	$155,406	$3,302
Total Revenues	**$169,236**	**$162,129**	**$162,129**	**$159,561**	**($2,568)**
Personnel Costs	$132,470	$137,807	$136,486	$136,192	($1,615)
Operating Expenses	$9,249	$12,097	$10,853	$11,589	($508)
Interdept. Charges	$15,292	$12,225	$12,494	$11,780	($445)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$157,011**	**$162,129**	**$159,833**	**$159,561**	**($2,568)**

Rev. Over (Under) Exp.	$12,225	-	$2,296	-	-

Program Highlights

General Government revenue decrease of $5,870 results from moving administrative cost recovery revenues to Health and Human Services Administration from the ADRC grant.

Net personnel costs are budgeted to decrease slightly due to position reclassifications and the unfunding of 0.10 FTE of an account clerk II in this program of $5,870, partially offset by salaries and employee benefits continuation costs for the remaining 1.85 FTEs allocated to this program for 2011.

Operating expenses and interdepartmental charges decrease slightly.

Statement of Purpose

The Aging and Disability Resource Center's Senior Dining and Home Delivered Meals programs function under the provisions of the Title IIIC-1 and C-2 Older Americans Act, as amended. The programs provide low cost nutritious meals meeting one third of the recommended dietary allowance to persons age 60 or older with emphasis placed on outreaching the targeted frail, isolated, homebound and disadvantaged older population.

The Senior Dining and Home Delivered Meals programs provide nutrition services that assist older individuals to live independently, by promoting better health through improved nutrition and reduced isolation through programs coordinated with supportive services. The nutrition programs contribute significantly to helping older people remain healthy, active and independent in their homes and communities.

Note: In the 2011 budget the Nutrition Fund is changed from a special revenue fund to a general fund based on the new Governmental Accounting Standards Board (GASB) Statement No. 54 which significantly changes how governments classify and report fund balances. The new standards makes it clear that special revenue funds are created only to report revenue sources that are all restricted or committed to a specified purpose.

Financial Summary	2009 Actual	2010 Adopted Budget	2010 Estimate	2011 Budget	Change From 2010 Adopted Budget $	%
Revenues						
General Government	$682,259	$650,381	$670,848	$622,993	($27,388)	-4.2%
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	$408,508	$476,354	$458,383	$430,270	($46,084)	-9.7%
Appr. Fund Balance (a)	$24,800	$5,290	$11,540	$4,544	($746)	-14.1%
County Tax Levy	**$247,368**	**$204,320**	**$204,320**	**$269,696**	**$65,376**	**32.0%**
Total Revenue Sources	**$1,362,935**	**$1,336,345**	**$1,345,091**	**$1,327,503**	**($8,842)**	**-0.7%**
Expenditures						
Personnel Costs	$488,269	$488,446	$483,781	$482,136	($6,310)	-1.3%
Operating Expenses (a)	$775,472	$817,432	$794,013	$802,231	($15,201)	-1.9%
Interdept. Charges	$28,397	$30,467	$30,669	$43,136	$12,669	41.6%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$1,292,138**	**$1,336,345**	**$1,308,463**	**$1,327,503**	**($8,842)**	**-0.7%**
Rev. Over (Under) Exp.	$70,797	-	$36,628	-	-	N/A
Position Summary (FTE)						
Regular Positions	7.51	7.65	7.65	7.35	(0.30)	
Extra Help	2.70	2.33	2.33	2.33	0.00	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total	10.21	9.98	9.98	9.68	(0.30)	

(a) Includes Nutrition Fund Balance appropriations for one-time expenditure items.

Major Departmental Strategic Outcomes and Objectives for 2011

County-Wide Key Strategic Outcome: A county that assists at-risk citizens

Objective 1: Provide services that improve health and wellness of high risk home delivered meal recipients. (Home Delivered Meals)

Key Outcome Indicator: Annual percent reduction in average nutrition risk score. High nutrition risk impacts health and independence. Reduction of 15-20% for high-risk meal recipients shows substantial improvement in health and wellness and is an indication of assisting at-risk citizens.

Performance Measure:	2009 Actual	2010 Target	2010 Estimate	2011 Target
Percent reduction in nutrition risk score of high-risk recipients.	20.3%	15.0%	20.0%	20.0%

County-Wide Key Strategic Outcome: A county that provides customers with quality programs and services

Objective 2: Provide socialization opportunities to reduce and prevent isolation and improve quality of life. (Senior Dining)

Key Outcome Indicator: Percent of positive responses to customer survey. Positive feedback on meeting customer socialization needs is an indication of quality service. Based on program history, a Department standard of 85% positive response is an indicator of success.

Performance Measure:	2009 Actual	2010 Target	2010 Estimate	2011 Target
Positive responses to customer survey regarding socialization needs being met.	99.1%	95.0%	95.0%	95.0%

Home-Delivered Meals

County-Wide Key Strategic Outcome: A county that assists at-risk citizens

Program Description

Provides meals and support to homebound people age 60 or older who have been assessed and meet eligibility requirements. Further assistance is provided to high-risk recipients through nutrition education, nutrition counseling, home visits, and supportive service intervention.

	2009 Actual	2010 Budget	2010 Estimate (a)	2011 Budget	Budget Change
Staffing (FTE)	**5.23**	**5.25**	**5.25**	**5.05**	**(0.20)**
General Government	$324,975	$297,016	$305,506	$268,791	($28,225)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$296,961	$310,613	$294,427	$296,431	($14,182)
Appr. Fund Balance	$9,350	$2,500	$2,500	$1,944	($556)
County Tax Levy	**$247,368**	**$204,320**	**$204,320**	**$269,696**	**$65,376**
Total Revenues	**$878,654**	**$814,449**	**$806,753**	**$836,862**	**$22,413**
Personnel Costs	$251,179	$258,731	$255,969	$253,289	($5,442)
Operating Expenses (a)	$530,274	$542,772	$551,469	$562,192	$19,420
Interdept. Charges (a)	$12,208	$12,946	$14,452	$21,381	$8,435
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$793,661**	**$814,449**	**$821,890**	**$836,862**	**$22,413**

Rev. Over (Under) Exp.	$84,993	-	($15,137)	-	-

(a) 2010 operating expenses are estimated to be over the 2010 Adopted Budget due to the 2010 Estimate includes $10,635 of Federal American Recovery and Reinvestment Act (ARRA) funding carried over from the 2009 operating budget into the 2010 budget. Also, interdepartmental charges are estimated to be over the 2010 Adopted Budget due to higher unanticipated telephone costs. An intra-departmental funds transfer may be requested if the estimate materializes.

Program Highlights

General Government revenues overall are budgeted to decrease $28,225 primarily due to Federal Older Americans Act Title IIIC-1 Congregate funding provided to the Home Delivered Meals program, which is budgeted to decrease $23,079 from $48,730 to $25,651 after reallocating $11,741 to the Administrative Services Division. The Nutrition Services Incentive Program (NSIP) meal reimbursement is budgeted to decrease $5,194 from $51,933 to $46,739.

Other revenue is budgeted to decrease $14,182 due primarily to a projected decrease of $14,227 from $119,998 to $105,771 for meals delivered to Managed Care Organization (MCO) clients. Appropriated Nutrition Fund Balance of $1,944 for one-time purchase of program equipment is reduced by $556. County Tax Levy in this program increased by $65,376 mainly the result of budgeted decreases in General Government and Other revenues and increases estimated for the operating expenses and interdepartmental charges.

Net personnel costs decrease $5,442 mostly due to position reclassifications and unfunding of 0.20 FTE account clerk II in this program of $11,741, partially offset by costs to continue the remaining 5.05 FTEs allocated to this program.

Operating expenses overall reflect a net increase of $19,420 primarily due to an anticipated increase in food service costs of $19,909 from $468,140 to $488,049 based on the projected 1.7% increase in the number of meals and a projected 1.9% food vendor price increase. The budget also includes $67,676 of volunteer mileage reimbursement for meal delivery which is budgeted to slightly decrease by $1,509.

Interdepartmental charges overall increase of $8,435 is mostly due to allocated End User Technology computer replacement, maintenance and support charges assigned to the HDM program of $5,740 based on the full cost of computer ownership recommended by internal audit with tax levy provided to mitigate the cost increase and telephone charges budgeted increase to $2,950.

Home-Delivered Meals (cont.)

Activity

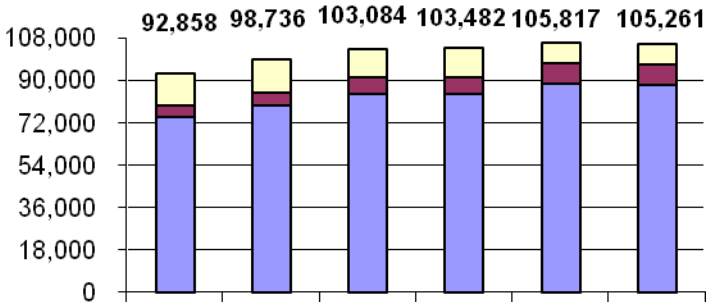
The Nutrition Screen includes Administration on Aging core nutrition risk definitions that identify nutrition problems that could impact future health and independence. A "Very High" risk score indicates a need for focused nutrition intervention. An ADRC strategic objective addresses the need to reduce high and very high risk scores. Risk is assessed annually or more frequently if warranted.

NUTRITION SCREEN

Risk	Score
Low	0 – 5
High	6 – 15
Very High	16 or more

Cost Per Meal Summary					
	2008 Act.	2009 Act.	2010 Bud.	2010 Est.	2011 Proj.
Gross Cost Per Meal	$7.48	$7.70	$7.88	$7.77	$7.95
Average Client Donation Per Meal	$2.04	$2.11	$2.17	$2.07	$2.07
Net cost Per Meal	$5.44	$5.59	$5.71	$5.70	$5.88

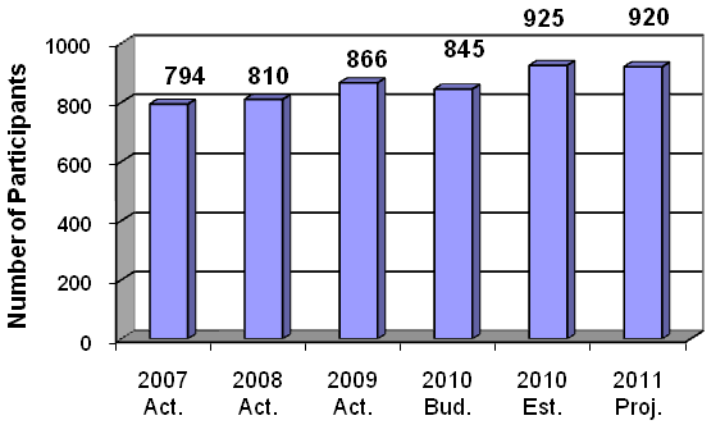
Total Home Delivered Meals Served



	2007 Act.	2008 Act.	2009 Act.	2010 Bud.	2010 Est.	2011 Proj.
Cold Meals	13,795	14,158	11,709	12,480	8,512	8,475
Frozen Meals	5,033	5,464	7,294	6,934	8,784	8,744
Hot Meals	74,030	79,114	84,081	84,068	88,521	88,042

Projected number of home delivered meals for 2011 anticipates an increase of 1,779 meals from the 2010 budgeted number of meals to be served. This increase in number of meals is based on actual experience during 2009 and the first half of 2010.

Number of Registered Home Delivered Meal Program Participants



Based on actual experience in 2009 and during the first half of 2010, the number of projected home delivered meal recipients in 2011 is expected to be at 920. This is an increase of 54 recipients from 2009 actuals, and an increase of 75 from 2010 Budgeted level.

Senior Dining

County-Wide Key Strategic Outcome: A county that provides customers with quality programs and services

Program Description

Provides a nutritious meal with socialization, education, and health/wellness programs at community Senior Dining Centers for people age 60 or older who are eligible under the Older Americans Act and Wisconsin Senior Dining.

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Staffing (FTE)	**4.98**	**4.73**	**4.73**	**4.63**	**(0.10)**
General Government	$357,284	$353,365	$365,342	$354,202	$837
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$111,547	$165,741	$163,956	$133,839	($31,902)
Appr. Fund Balance	$15,450	$2,790	$9,040	$2,600	($190)
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$484,281**	**$521,896**	**$538,338**	**$490,641**	**($31,255)**
Personnel Costs	$237,090	$229,715	$227,812	$228,847	($868)
Operating Expenses	$245,198	$274,660	$242,544	$240,039	($34,621)
Interdept. Charges	$16,189	$17,521	$16,217	$21,755	$4,234
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$498,477**	**$521,896**	**$486,573**	**$490,641**	**($31,255)**
Rev. Over (Under) Exp.	($14,196)	-	$51,765	-	-

Program Highlights

General Government revenues budgeted at $354,202 are budgeted to slightly increase by $837 mostly due to an estimated increase of $5,250 in the Federal Older Americans Act Title IIIC-1 grant allocation to be used in the Senior Dining program from $308,286 to $313,537 after reallocating $5,870 to the Administrative Services Division and allocating a portion of this grant to the Home Delivered Meals program. This revenue increase is partially offset by a budgeted decrease of $4,080 in the Nutrition Services Incentive Program (NSIP) meal reimbursements from $40,804 to $36,724.

Other Revenue is budgeted to decrease about $31,900 primarily related to lower prior year revenues and a projected decrease of $1,902 in client donations from $135,741 to $133,839. Appropriated Nutrition Fund Balance budgeted to decrease by $190 from $2,790 to $2,600, will be used for one time purchase of program equipment. No county tax levy is allocated to this program area.

Net Personnel Costs decrease $868 mostly due to position reclassifications and the unfunding of 0.10 FTE account clerk II in this program of $5,870, mainly offset by increases due to salaries and benefits costs to continue the 4.63 FTEs allocated to this program for 2011.

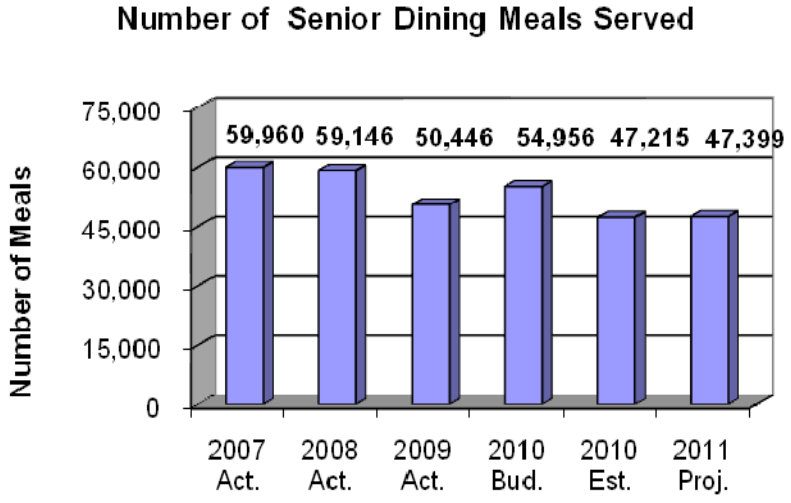
Operating expenses overall are budgeted to decrease $34,621 primarily due to a food service cost decrease of $32,534 from $251,619 to $219,085, which results from an 13.8% decrease in the estimated number of meals from the 2010 Budget due to the declining trend of meals served partially offset by an anticipated 1.9% food vendor price increase.

Interdepartmental charges overall increase of $4,234 is due to an increase of $4,887 in allocated End User Technology computer replacement, maintenance and support charges based on the full cost of computer ownership as recommended by internal audit.

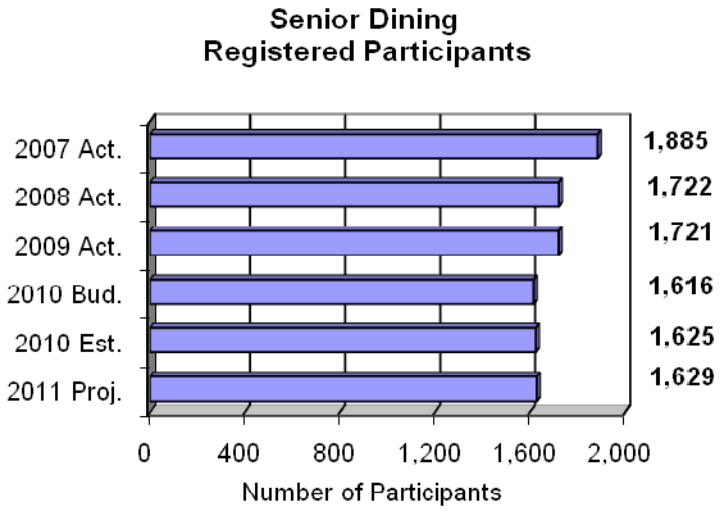
Senior Dining (cont.)

Activity

Cost Per Meal Summary					
	2008 Act.	2009 Act.	2010 Bud.	2010 Est.	2011 Proj.
Gross Cost Per Meal	$8.68	$9.88	$9.50	$10.31	$10.35
Average Donation Per Meal	$2.28	$2.58	$2.47	$2.78	$2.82
Net Cost Per Meal	$6.40	$7.30	$7.03	$7.53	$7.53



The 2011 Senior Dining program is expected to decrease by 3,047 meals from the 2009 actual level and decrease by 7,557 meals from the 2010 budget.



Based on actual experience during 2009 and during the first half of 2010, the number of Senior Dining participants, projected at 1,629 in 2011, is expecting to decrease by 92 from the 2009 actual level. This 2011 projection is a 13 participant increase from the 2010 budgeted number of participants.

Number of Nutrition/Health Educational Sessions at Senior Dining Centers

	2007 Act.	2008 Act.	2009 Act.	2010 Est.	2011 Proj.
ADRC Sessions	460	482	440	450	370
Required	48	48	48	40	40
Difference	412	434	392	410	330

The ADRC schedules at least one nutrition educational session at each senior dining center monthly, more than the state requirement of one session quarterly. A decrease in sessions for 2011 is due to projected availability of fewer volunteer presenters and less time available for senior dining center managers to coordinate the educational sessions due to increased numbers of home delivered meals.

Aging & Disability Resource Center Grant Fund

Health & Human Services

Statement of Fund Purpose

The Aging and Disability Resource Center (ADRC) Grant Fund is a Special Revenue Fund operation providing the public with accurate, unbiased information related to aging or living with a disability. Core services include: 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 emergency referrals for older adults, individuals with disabilities age 18 and above, and their families. The ADRC honors choice, supports dignity, and maximizes independence.

Financial Summary	2009 Actual (a)	2010 Adopted Budget	2010 Estimate (a)	2011 Budget	Change From 2010 Adopted Budget $	%
General Government	$2,923,089	$3,199,948	$2,817,176	$3,150,771	($49,177)	-1.5%
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 (a)	$152,383	$200	$102,833	$150	($50)	-25.0%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy	**$114,328**	**$7,033**	**$7,033**	**$0**	**($7,033)**	100.0%
Total Revenue Sources	**$3,189,800**	**$3,207,181**	**$2,927,042**	**$3,150,921**	**($56,260)**	-1.8%
Personnel Costs	$1,893,687	$2,062,029	$2,046,921	$2,130,038	$68,009	3.3%
Operating Expenses	$251,398	$736,100	$372,760	$646,026	($90,074)	-12.2%
Interdept. Charges	$381,960	$409,052	$399,109	$374,857	($34,195)	-8.4%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$2,527,045**	**$3,207,181**	**$2,818,790**	**$3,150,921**	**($56,260)**	-1.8%
Rev. Over (Under) Exp.	$662,755	-	$108,252	-	-	N/A
Position Summary (FTE)						
Regular Positions	24.26	24.26	24.26	24.21	(0.05)	
Extra Help	0.00	0.00	0.00	0.00	0.00	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total	24.26	24.26	24.26	24.21	(0.05)	
Additional Human Res. Budgeted						
Contracted DD Benefit Specialists	2.00	2.00	2.00	2.00	0.00	
Contracted ADRC Specialists	10.00	7.00	7.00	5.00	(2.00)	
					0.00	
Actual Contracted DD Benefit Specialists	2.00	2.00	2.00	N/A	N/A	
Actual Contracted ADRC Specialists	2.00	2.00	2.00	N/A	N/A	

(a) Other revenues relate to prior period revenue resulting from conservative revenue accruals in the prior year.

Major Departmental Strategic Outcomes and Objectives for 2011

County-Wide Key Strategic Outcome: A county that provides customers with quality programs and services

Objective 1: Through the Aging and Disability Resource Center (ADRC), provide knowledgeable, timely responses to requests for general and benefit information and assistance that meet customers' needs.

(ADRC, Benefit Specialist, Information and Assistance)

Key Outcome Indicator: Percent of positive responses to customer surveys. Positive feedback on meeting customer needs is an indication of successful implementation of an ADRC, and of provision of quality service. Based on program history, an ADRC standard of 95% positive response is an indicator of success for established programs and 80% positive response is an indicator of success for new programs.

Performance Measure:	2009 Actual	2010 Target	2010 Estimate	2011 Target
Positive responses to customer survey.				
Benefit Specialist	100.0%	97.0%	97.6%	97.0%
ADRC Information & Assistance	97.3%	95.0%	95.0%	95.0%

County-Wide Key Strategic Outcome: A county that assists at-risk citizens

Objective 2: Coordinate services that promote client independence and ability to remain living safely in their home.

(Case Management)

Key Outcome Indicator: Percent of positive responses to customer survey above ADRC standard of 95%. Service referrals are made to help keep at-risk, older adults safely in their homes. Positive feedback from clients on services that improve their quality of life and help them to remain living in their homes is an indication of a county that assists at-risk citizens.

Performance Measure:	2009 Actual	2010 Target	2010 Estimate	2011 Target
Positive customer responses to survey on remaining in home and usefulness of services provided.	96.8%	96.0%	96.9%	96.0%

County-Wide Key Strategic Outcome: A well planned county

Objective 3: Operate an Aging and Disability Resource Center (ADRC) in Waukesha County through collaboration with state, county, and community partners to provide a coordinated entry point for information and services for older adults and individuals with disabilities. (ADRC)

Key Outcome Indicator: The resource center provides a single coordinated point of entry for aging and disability services, which is an indication of a well-planned county. Indicator of success includes meeting the required timeframes for completion of service referrals at a 90% rate.

Performance Measure:	2009 Actual	2010 Target	2010 Estimate	2011 Target
Completion of service referrals				
Pre-Admission Consultation	50.3%	90.0%	90.0%	90.0%
Enrollment following Application Date	59.1%	90.0%	60.0%	90.0%

Objective 4: Complete the transition of clients on the wait list to Managed Care Organizations as part of the State's Family Care Program dependant on the State providing sufficient funding resources to accomplish this objective. (ADRC and Benefit Specialist)

Key Outcome Indicator: The orderly transition of clients to a managed care entity and the elimination of wait lists are indications of a well-planned county. Evidence of success includes annual transition of wait list clients to an MCO.

Performance Measure:	2009 Actual	2010 Target	2010 Estimate	2011 Target
Percent of eligible wait list clients to Family Care	36.0%	50.0%	58.0%	100.0%*

*Dependent on sufficient State funding to address wait list clients transition to the Manage Care Organizations.

Aging & Disability Resource Center

County-Wide Key Strategic Outcome: A well planned county

Program Description

Provides a centralized place for the public to get accurate, unbiased information related to aging or living with a disability. Services include: information, referral, assistance, long-term care financial and functional eligibility, long-term care options counseling, short-term case management, prevention/early intervention, health promotion, outreach/marketing, advocacy, and emergency referrals.

	2009 Actual (a)	2010 Budget	2010 Estimate (a)	2011 Budget	Budget Change
Staffing (FTE)	**22.26**	**22.26**	**22.26**	**22.21**	**(0.05)**
General Government	$2,592,461	$2,922,508	$2,559,053	$2,859,463	($63,045)
Other Revenue (a)	$152,234	$0	$74,947	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	$0	$0	$0	$0	$0
Total Revenues	**$2,744,695**	**$2,922,508**	**$2,634,000**	**$2,859,463**	**($63,045)**
Personnel Costs	$1,769,826	$1,921,456	$1,909,141	$1,985,840	$64,384
Operating Expenses	$144,862	$605,148	$263,024	$510,138	($95,010)
Interdept. Charges	$372,058	$395,904	$388,402	$363,485	($32,419)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$2,286,746**	**$2,922,508**	**$2,560,567**	**$2,859,463**	**($63,045)**
Rev. Over (Under) Exp.	$ 457,949	$ -	$ 73,433	$ -	$ -

(a) Other revenues relate to prior period revenue resulting from conservative revenue accruals in the prior year.

Program Highlights

General Government revenue decrease is due to a budgeted decrease of $63,045 in the Aging and Disability Resource Center (ADRC) State grant based on lower estimated expenditures after reallocating $116,118 for administration cost recovery of this grant to the Administrative Services Division.

Net personnel costs are budgeted to increase $64,384 due to salaries and benefits continuation costs adjusted for benefit changes for the 22.21 FTEs allocated to this program for 2011, partially offset by position reclassifications and the unfunding of 0.05 FTE of an account clerk II in this program of $2,936.

Operating expenses overall are budgeted to decrease $95,010 to $510,138 primarily due to a projected decrease of $104,000 to $321,866 in contracted ADRC specialists from 7 to 5, partially offset by increases of $8,880 in printing costs (primarily related to the printing of the Senior Resource Guide which is shifted from the Information and Assistant program in the ADRC General Fund budget).

Interdepartmental charges decrease overall by $32,419 due primarily to budgeted decreases of $27,797 in allocated End User Technology for computer replacements, maintenance and support charges and $4,788 in postage costs.

Activity

The ADRC provides customers a variety of services to help them make appropriate choices to meet their long-term care needs. Initial activities include information and referral, long-term care options counseling and conducting financial and functional eligibility screens. Beginning in 2010 the definition for Functional Screen contacts changed to one contact per functional screen, resulting in fewer of those contact activities recorded.

	2009 Act	2010 Bud	2010 Est.	2011 Proj.
Information & Assistance Contacts	18,869	18,900	20,700	21,000
Long-Term Care Options Counseling Contacts	3,470	2,835	5,240	5,500
Functional Screen Contacts	811	945	720	720

Benefit Specialist

County-Wide Key Strategic Outcome: A county that provides customers with quality programs and services

Program Description

Provides counseling, support, and options to older adults and adults with disabilities in areas related to elder and disability rights, income maintenance, housing, surrogate decision making, consumer/financial issues, legal and benefit problems, health care financing, and reverse mortgage.

	2009 Actual (a)	2010 Budget	2010 Estimate (a)	2011 Budget	Budget Change
Staffing (FTE)	**2.00**	**2.00**	**2.00**	**2.00**	**0.00**
General Government	$330,628	$277,440	$258,123	$291,308	$13,868
Other Revenue - Donations	$149	$200	$27,886	$150	($50)
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	$114,328	$7,033	$7,033	$0	($7,033)
Total Revenues	**$445,105**	**$284,673**	**$293,042**	**$291,458**	**$6,785**
Personnel Costs	$123,861	$140,573	$137,780	$144,198	$3,625
Operating Expenses	$106,536	$130,952	$109,736	$135,888	$4,936
Interdept. Charges	$9,902	$13,148	$10,707	$11,372	($1,776)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$240,299**	**$284,673**	**$258,223**	**$291,458**	**$6,785**
Rev. Over (Under) Exp.	$204,806	-	$34,819	-	-

Program Highlights

General Government revenues is budgeted to increase $13,868 due to an estimated increase in Aging and Disability Resource Center (ADRC) state grant funding allocated to this program area. County Tax Levy decreases by $7,033 in the 2011 budget and is used in other areas within the HHS department.

Net personnel costs are budgeted to increase due to salaries and benefits costs to continue for the 2.00 FTEs allocated to this program.

Operating expenses overall are budgeted to increase $4,936 mostly resulting from an increase of $10,423 in contracted disability benefit specialist services from $110,737 to $121,160, partly offset by projected decrease of $3,700 in mileage reimbursement and $1,600 in reductions of office supplies, printing, publications/ memberships.

Interdepartmental charges overall decrease mainly relates to reductions in postage and telephone charges.

Activity

Decrease in disability benefits counseling contacts for 2010 is due to staff vacancy for part of 2010.

	2009 Act.	2010 Bud.	2010 Est.	2011 Proj.
Elderly Benefits Counseling Contacts (a)	2,968	2,605	2,960	2,960
Disability Benefits Counseling Contacts (b)	5,050	3,507	4,452	5,050

(a) For ages 60 and over. Includes client contacts only.
(b) For ages 18 to 59. Includes client and third party contacts.