Health & Human Services

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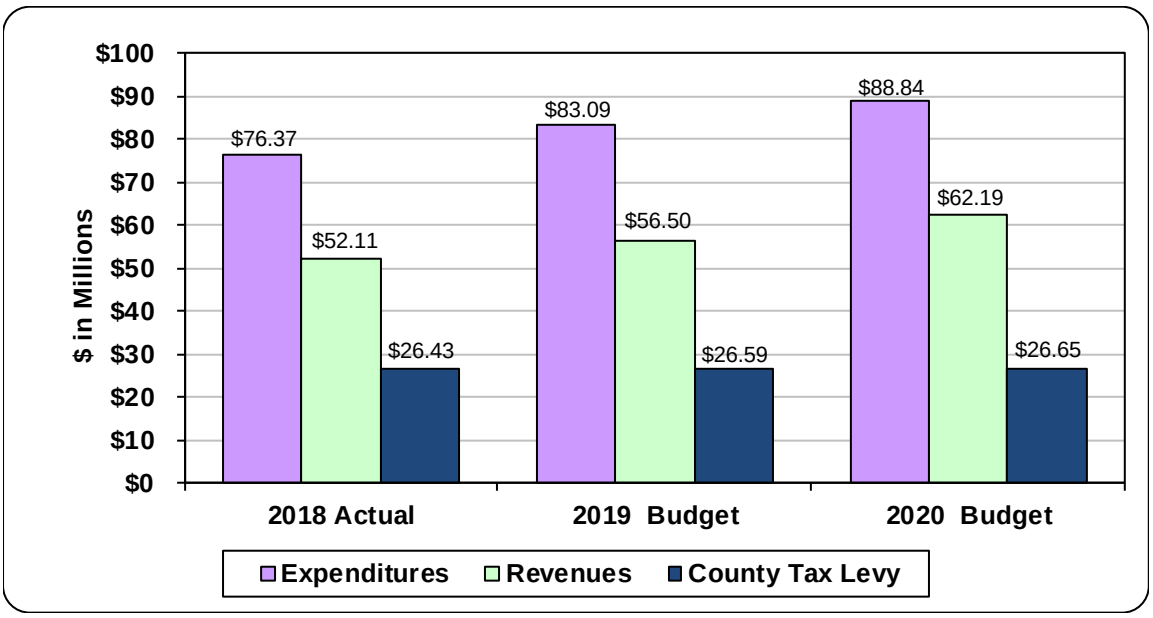
HEALTH AND HUMAN SERVICES

Functional Area Budget Highlights

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

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



The 2020 expenditure budget for this functional area totals $88,837,200, an increase of $5,748,800 or 6.9% from the 2019 Budget. Budgeted revenues include $362,900 of fund balance appropriations. Revenues budgeted in this functional area total $62,187,500, an increase of $5,684,100 or 10.1% from the 2019 budget. The Tax Levy necessary to fund this functional area totals $26,649,700, an increase of $64,600 from the 2019 Budget. Tax levy in this functional area is about 24.3% of the total county tax levy.

** HEALTH AND HUMAN SERVICES **

Functional Area Summary by Agency

	2018 Actual	2019 Adopted Budget	2019 Estimate	2020 Budget	Change from 2019 Adopted Budget $	Change from 2019 Adopted Budget %
*** TOTAL HEALTH & HUMAN SERVICES***						
Revenues (a)	$52,114,608	$56,503,389	$57,556,405	$62,187,524	$5,684,135	10.1%
County Tax Levy	$26,430,708	$26,585,074	$26,585,074	$26,649,713	$64,639	0.2%
Expenditure	$76,365,826	$83,088,463	$83,908,408	$88,837,237	$5,748,774	6.9%
Rev. Over (Under) Exp.	$2,179,490	$0	$233,071	$0	$0	N/A
BREAKDOWN BY AGENCY						
CORPORATION COUNSEL-CHILD SUPPORT						
Revenues	$2,196,339	$2,260,651	$2,220,556	$2,377,487	$116,836	5.2%
County Tax Levy	$376,730	$381,096	$381,096	$385,735	$4,639	1.2%
Expenditure	$2,495,630	$2,641,747	$2,582,198	$2,763,222	$121,475	4.6%
Rev. Over (Under) Exp.	$77,439	$0	$19,454	$0	$0	N/A
HEALTH & HUMAN SERVICES						
Revenues (a)	$49,918,269	$54,242,738	$55,335,849	$59,810,037	$5,567,299	10.3%
County Tax Levy	$26,053,978	$26,203,978	$26,203,978	$26,263,978	$60,000	0.2%
Expenditure	$73,870,196	$80,446,716	$81,326,210	$86,074,015	$5,627,299	7.0%
Rev. Over (Under) Exp.	$2,102,051	$0	$213,617	$0	$0	N/A

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

HHS Programs	HHS Fund balance appropriation	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Administrative Services	Dept.-wide Initiatives for Alternative Placement Services	$200,000	$150,000	$150,000	$50,000
Administrative Services	One-time Building Projects	$0	$8,500	$8,500	$0
Children & Family	Dept.-wide Initiatives for Alternative Placement Services	$0	$150,000	$150,000	$150,000
Mental Health Center	One-time Building Projects and Equipment Replacements	$117,460	$101,000	$101,000	$97,000
Mental Health Outpatient-Clinical	One-time Building Startup and Remodeling of Contracted Residential Care Facility	$0	$0	$355,000	$0
Criminal Justice Collaborating Council	Q4 2020 Drug Court gap in grant funding	$0	$0	$0	$46,000
Criminal Justice Collaborating Council	Judicial Training Activites	$10,000	$10,000	$14,000	$10,000
Veterans' Services	Donations for Veteran Services	$5,145	$3,645	$3,645	$2,167
ADRC - Community Services	One-time Equipment Purchases for Senior Dining	$7,700	$7,700	$7,700	$7,700
Administrative Services	Enrolled ord. 173-107 Increase related to unanticipated 2018 State Revenue allocations	$0	$0	$402,287	$0
Department Wide	Purchase Orders and Carryovers from the Prior Year	$30,944	$0	$209,070	$0
TOTAL FUND BALANCE APPROPRIATION		**$371,249**	**$430,845**	**$1,401,202**	**$362,867**

- **HHS - Administrative Services** division includes a general government revenue increase of $126,400 primarily related to increased administrative indirect costs. Also, $50,000 of appropriated fund balance is budgeted to provide one-time funding related to department wide initiatives for alternative placement services for high need clients. Personnel costs increase $914,500 or 18.4%, and includes the transfer in of 12 administrative positions and one support staff supervisor from other HHS divisions for the consolidation of administrative support within the department forming a centralized reporting structure.
- **HHS – Intake and Shared Services Program** general government revenues increase by $134,600 to $1,353,000 mostly due to an increase to the Kinship allocation revenue of $106,000 and an increase in the Child and Family allocation revenue of $105,000. This is offset by a decrease in the Child Care Administration of $75,000 due to the decline in certification of in-home childcare providers. Personnel costs are budgeted to increase $147,500, primarily due to the addition of 1.00 FTE After-Hours Human Services Supervisor. Operating expenses increase by $85,000 to $1,204,400 due to a $91,300 increase in Kinship Care payments for ongoing voluntary and new court-ordered families. This is offset by the reduction of $15,000 in childcare administration expenses, and a reduction of $15,000 for crisis day care based on trend.
- **HHS - Economic Services Administration and Support Program** general government revenues increase by $83,800 to $3,769,000. This is primarily due to a $45,000 increase in Child Day Care Administration revenue and a $49,500 anticipated increase to IM Allocation revenue. This is partially offset by a $10,700 reduction in the Foodshare and Medicaid Fraud allocation.

  Personnel costs are budgeted to decrease by about $34,500 to $3,248,900. This is primarily due to the transfer of 3.00 FTE staff due to the administrative support re-alignment.
- **HHS - Children and Family Services** general government revenues increase by $578,000 to $1,342,000, primarily due to an increase in the Child and Families state contract allocation of $550,000. This increase supports the growth in both Child Protective and Juvenile Justice cases. There is an increase of $40,000 due to the expansion of the Targeted Safety Support Services program. Also, IV-E Legal revenues are increasing $16,000 related to an increase in the state allocation. This is offset by a $28,000 decrease in Post Reunification revenue as that program has been eliminated. Fund balance appropriation remains at $150,000 to provide one-time funding related to department wide initiatives for alternative placements for children.

  Personnel costs are budgeted to increase by $265,600. This is due to cost to continue for existing 20.92 FTE. This also includes the addition of 1.00 FTE human services supervisor to assist with increased caseloads and the transfer in of 1.00 FTE senior mental health counselor from the Clinical Outpatient Intensive program to assist in alternative care placements and the Family First law, which is offset by a reduction of 0.52 FTE Extra Help.

  Operating expenses are budgeted to increase by $242,800 to $2,997,400 primarily due to an increase to contracted services of $304,000 mostly due to the addition of a contract for five case aides, as well as an increase to Targeted Safety Support Services expenses of $45,000 as a result of the expansion of the program. This is partially offset by the elimination of the Post Reunification program contracted services of $32,000. In addition, there is a $74,000 reduction to the respite services contract due to fewer children receiving services as more children are receiving respite through the Children's Long Term Support or Children's Community Option Program funding.

  The alternative out-of-home care expenses increase by $500 overall with a shift in funds based on usage including a $105,000 increase in foster care expenditures, offset by a $94,500 decrease in residential care center expenditures and a $10,000 decrease in Family Partner Initiative costs.
- **HHS - Children with Special Needs Unit - Birth to Three program -** The Children Long Term Support (CLTS) case management revenue increases $552,500 and the State's reimbursement of indirect costs increases $99,500, as a result of the state's mandate to eliminate CLTS wait lists and the subsequent increased volume of both contracted staff and CLTS Waiver clients served. This is offset by a reduction of $190,000 in Children's COP revenue based on projected usage because children are being served by the CLTS waiver.

  Operating expense is budgeted to increase by $449,000 to $3,445,000. This is mostly due to increased contracted service costs of $345,300 of which $304,000 is mostly related to the State's mandate to eliminate CLTS wait lists and the subsequent increased volume of both contracted staff and CLTS Waiver clients served. Also, the Birth to Three contract is increased $45,000. There is an increase to Children's Community Options Program (CCOP) expense of $50,000, and an increase to CLTS expenses of $40,000, which is additional P-Card purchases of adaptive equipment and supplies, which are associated with an offsetting revenue

HHS - Children with Long-Term Needs - Third Party Administrator – The pass through general government revenues and expenses increase about $3,100,000 based on an increase in the State's allocation related to an anticipated increase in the number of clients to be served.

- **HHS – Adolescent and Family Services** state Child and Families allocation increases $78,300 to $3,698,500 mostly due to an increase in revenue from the Child and Family State allocation of $135,000. This is offset by a decrease of $50,000 in the Independent Living Innovation Grant, as the grant ends in 2019. This also includes a decrease of $6,500 in Community Intervention revenues due to a change in the State contract allocation.

  Personnel costs decrease by about $403,700 to $2,999,000. This is primarily due to a realignment of the Counseling and Wellness unit from the Adolescent and Family division to Clinical Services division, which shifts 4.50 FTE (3.50 FTE clinical therapists and a 1.00 FTE human services supervisor) in an effort to align clinical services and to increase behavior health services to children.

  Operating expenses are budgeted to decrease by about $172,000. This is due to an overall reduction to contracted services of approximately $82,000 related to a new lower cost service provider. In addition, juvenile correctional placement expenses are reduced by $40,000 and out of home care expenses are reduced by $70,000 overall based on projected utilization (residential care centers decreases by $100,000, and foster care decreases by $70,000. This is offset by a $100,000 increase in group home costs).

- **HHS - Juvenile Center** operating expenses increase by about $82,000 primarily due to projected increases for contracts related to shelter care and female secure detention.

- **HHS - Aging & Disability Resource Center (ADRC) General Fund - Adult Protective Services** operating expenses decreases $250,900. This includes $70,200 for reduced placement costs at the Clearview Rehabilitation Center and a decrease of $163,800 in the annual assessment fee for the Marsh Country Health Alliance for the clients receiving ongoing residential care at the Clearview Nursing Home and Facility for Individuals with Intellectual Disabilities (IID) in Dodge County. In addition, contracted services is reduced $25,000 due to reduced contracted provider costs for annual court reviews. This is offset by increases for cell phones of $7,700 due to updated allocation methods of inter-department charges to more accurately reflect operational costs in the division.

  The HHS - Aging & Disability Resource Center (ADRC) General Fund - **Community Services** - General government revenues are budgeted to increase $158,300. This is primarily due to a $102,000 increase in the Supportive Services Title III-B grant, a $52,000 increase in the Title III-C nutrition grants, a $31,400 increase in the Caregiver Support Title III-E grant, and $23,700 increase in the Specialized Transportation grant. This is offset by a decrease of $55,000 for ADRC contract indirect revenue as a result of the administrative support re-alignment.

  Personnel costs decrease about $126,100. This includes abolishing 1.00 FTE administrative assistant, transferring 4.00 FTE (3.00 FTE administrative specialist and 1.00 FTE support staff supervisor) to the Administrative Services division due to the administrative support re-alignment . Other staff changes include the transfer of 0.09 FTE senior ADRC specialist from the ADRC Contract fund and a part time (0.60 FTE) senior dining manager sunset position is offset with the reduction of a 0.50 FTE temporary extra help -senior dining manager. Temporary extra help is also increased 1.10 FTE.

  Operating expenses are budgeted to increase about $167,900. This increase is mostly due to higher expenses in Specialized Transportation of $33,900 to $1,088,700 due to a RideLine contract vendor rate increase as well as an increase in promotional expense. Increased transportation expenses reflect the age eligibility change from 65 to 60. The senior dining program increases $55,900 due to a 5% budgeted increase in the contracted meal cost for the 173,128 meals for congregate and home delivery. In addition, in-home care increases $45,600, chore services increase $10,000, respite care increases $8,300, and contracted services increases $8,300.

  The HHS - Aging & Disability Resource Center (ADRC) Contract Fund - General government revenue for the Aging and Disability Resource Center (ADRC) Contract fund is budgeted to increase about $141,100 to $3,537,500. This includes $56,400 of new federal Dementia grant funding, a shift of $55,000 of ADRC general fund revenue for administrative indirect costs as a result of the department's centralized administrative support initiative, and a $33,400 increase in the allowable ADRC Contract revenue.

  Personnel costs are budgeted to increase $124,900. The increase is primarily due to costs to continue 33.65 FTE, offset by the transfer out to the Administrative Services division of 1.00 FTE due to the administrative support re-alignment. Decreases also include the transfer out of 0.09 FTE Senior ADRC Specialists to the ADRC General fund - Community Services.

- **HHS - Mental Health Outpatient-Clinical** revenues (excluding tax levy) increase nearly $533,000 or 12% to nearly $5.0 million, largely due to increases of $476,200 in grant revenues mainly related to increased allocations of the substance use block grant of nearly $189,700, and $100,000 for the Women's Health and Recovery Project to connect women with substance abuse disorders to all needed and available services in the county. The county also received $158,000 in new funding for the Justice and Mental Health Collaboration grant, to work towards safely reducing low-risk individuals with mental illness and substance use disorders in local jails. Charges for services revenues increase $77,200, related to increased billing for 24/7 crisis intervention services, realigning staff to more effectively provide services to children and families, and improved scheduling practices. This program increases by 9.94 FTEs to 48.87 FTE, mostly due to the realigning of 7.00 FTE (6 clinical therapists and 1 human services supervisor) to form the newly created Counseling and Wellness unit within this program, with most due to transferring in from the Adolescent and Family and Mental Health Outpatient-Intensive program areas. In addition, the budget creates 2.00 FTE clinical therapist positions, overfills from 2019, to assist with providing state mandated 24/7 crisis intervention services, as well as 1.00 FTE sunset clinical therapist to assist with the new Justice and Mental Health Collaboration grant.

- **HHS - Mental Health Outpatient-Intensive** revenues (excluding tax levy) increase $379,300 or 6% to $6.6 million largely due to increases in the Comprehensive Recovery Services (CRS) program of nearly $404,600 to $700,000. This increase is driven by higher reimbursable service revenues as identified by the state's fee for service reimbursement model.

- **HHS - Mental Health Center (MHC)** expenses increase $120,400 or 1.6% to $7.51 million. Personnel costs increase $199,600 and include the transfer in of 0.46 FTE registered nurse from the Mental Health Outpatient-Clinical program, and remaining costs to continue of 53.11 FTE. Operating expenses include a $175,000 or 62% increase in medical supply and prescription drug costs, related to higher cost and long-lasting injectable medications. This is offset by reductions of nearly $91,000 in contracted psychiatric services as HHS management will modify work plans to use existing qualified county staff, as well as reductions in consulting services of $27,000, and $21,000 due to leasing versus buying medication dispensing equipment. Interdepartmental charges decrease $89,100, mainly due to reallocating computer maintenance charges of $73,200. The budget includes several short-term building projects, funded with General Fund balance, including: $40,000 for elevator safety improvements, $25,000 as part of a multi-year facility painting project, $20,000 for the replacement of aging furniture and equipment, and $12,000 for new filtered drinking water fountains. Charges for services revenues are maintained at 2019 budgeted levels, mostly related to current estimates projecting no change to the 2019 level of 7,200 client days of care.

- **HHS - Criminal Justice Collaborating Council (CJCC)** revenues (excluding tax levy and fund balance) decrease $70,300 or 10% mainly due to the conclusion of the Substance Abuse and Mental Health Services Administration (SAMHSA) Drug Court in the 3rd quarter of 2020. The budget includes $46,000 of one-time General Fund balance to sustain the program at its current capacity in the 4th quarter, and HHS staff is exploring alternative grants and funding options for 2021. The Treatment Alternatives and Diversion (TAD) grant continues at 2019 funding levels of nearly $140,000 in the 2020 budget. These programs will continue to provide expanded case management, drug testing, medication assisted treatment, and recovery coaching for up to 60 clients in 2020.

- **HHS - Public Health** grant revenue is budgeted to decrease approximately $63,100 mainly due to a transfer of approximately $60,500 of WIC grant revenue from the Public Health to the HHS Administrative Services Division related to centralization of administrative support staff initiative that is offset by a $12,900 increase in WIC grant funding. The Maternal Child grant funding is decreased by nearly $11,000. Charges for services revenue decreases approximately $26,000 mainly due to a $15,000 decrease in Healthcheck due to lower client utilization, and a $12,000 decrease in child at-risk case management.

  Personnel costs decrease by approximately $262,400 to $2,560,900 due to the administrative support re-alignment resulting in the transfer of 5.00 FTE to the Administrative Services Division and the abolishing of 1.00 FTE Administrative Assistant position. In addition, extra help decreases 0.15 FTE resulting in a decrease of $10,000.

  Public Health operating expenses decrease by $39,900, related to consulting services decreases of $18,900, in medication and medical supplies decreases of $14,200, and office supplies costs decreases of $9,800.

- **Corporation Counsel - Child Support** federal and state funded program revenue sources increase $121,500. The State contract reimbursements increase about $88,400 to $1,580,900 based upon an increase in spending. In addition, beginning in 2020, the Division will charge fees for the provision of services to non-IV-D cases such as processing income withholding orders, performing account reconciliations, and reconciling percentage-expressed orders for additional revenue of about $3,500. County tax levy increases $4,600 or 1.2% to $385,700.

BUDGETED POSITIONS 2018-2020
SUMMARY BY AGENCY AND FUND

HEALTH AND HUMAN SERVICES

Agency	Fund	2018 Year End	2019 Adopted Budget	2019 Modified Budget	2020 Budget	19-20 Change
CORPORATION COUNSEL	Child Support	28.25	29.15	29.15	29.15	-
HEALTH & HUMAN SERVICES	General Fund					
	Administrative/Information Services	61.00	61.00	61.00	74.00	13.00
	Intake Support Services	73.00	73.00	73.00	70.00	(3.00)
	Children and Family Services	29.00	28.00	28.00	30.00	2.00
	Adolescent and Family Services	43.00	45.00	45.00	40.50	(4.50)
	Clinical Services	99.71	101.97	101.97	109.97	8.00
	Public Health	30.84	30.34	30.34	24.34	(6.00)
	Criminal Justice Collaborating Council	1.00	1.00	1.00	1.00	-
	Veterans Services	4.00	4.00	4.00	4.00	-
	ADRC	25.04	25.30	25.30	20.99	(4.31)
	Total H & HS General Fund	366.59	369.61	369.61	374.80	5.19
	Aging and Disability Resource Center	35.00	34.74	34.74	33.65	(1.09)
	H&HS Subtotal	401.59	404.35	404.35	408.45	4.10
	TOTAL REGULAR POSITIONS	429.84	433.50	433.50	437.60	4.10
	TOTAL EXTRA HELP	27.02	26.59	26.59	26.36	(0.23)
	TOTAL OVERTIME	3.45	3.44	3.44	2.88	(0.56)
	TOTAL BUDGETED POSITIONS	460.31	463.53	463.53	466.84	3.31

2020 BUDGET ACTIONS

Corporation Counsel - Child Support
None

Health and Human Services - General Fund

Create:	3.00 FTE	Clinical Therapist - (Mental Health Outpatient - Clinical)
Create:	0.50 FTE	Clinical Therapist (Outpatient Intensive)
Create:	1.00 FTE	Human Services Supervisor (Children & Family Services)
Create:	1.00 FTE	Human Services Supervisor (Intake & Shared Services)
Create:	1.00 FTE	Human Services Supervisor (Mental health Outpatient)
Create:	0.50 FTE	Human Services Support Specialist (Intake & Shared Services)
Create:	0.60 FTE	Senior Dining Manager (ADRC - Community Services)
Create:	2.00 FTE	Social Worker (Intake & Shared Services)
Abolish:	1.00 FTE	Administrative Assistant (Public Health)
Abolish:	1.00 FTE	Administrative Assistant (ADRC General Fund)
Abolish:	3.00 FTE	Human Services Support Specialist (Intake & Shared Services)
Abolish:	0.50 FTE	Social Worker
Reclassify:	0.00 FTE	Clinical Therapist from Senior Mental Health Counselor (Mental Health Outpatient - Intensive)
Reclassify:	0.00 FTE	Clinical Therapist from Senior Mental Health Counselor (Mental Health Outpatient - Clinical
Reclassify:	0.00 FTE	Health & Human Services Coord. from Human Services Supervisor (Mental Health Outpatient - Clinical)
Reduce:	0.23 FTE	Extra Help
Reduce:	0.56 FTE	Overtime
Transfer:	1.00 FTE	Administrative Assistant from ADRC Contract Fund
Transfer:	0.09 FTE	Senior ADRC Specialist from ADRC -Contract Fund

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

Transfer:	1.00 FTE	Administrative Assistant to Administrative Services
Transfer:	0.09 FTE	Senior ADRC Specialist to ADRC -General Community Services
Increase:	0.01 FTE	Extra Help

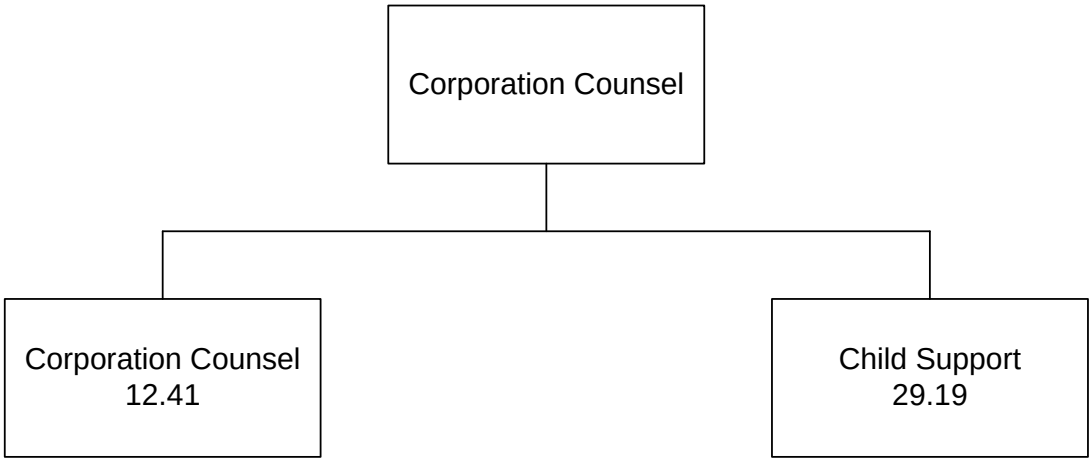
2019 CURRENT YEAR ACTIONS

None

Corporation Counsel

CORPORATION COUNSEL'S OFFICE

FUNCTION / PROGRAM CHART



41.60 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.

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Child Support

Statement of Purpose

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

Program Description

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

Financial Summary	2018 Actual	2019 Adopted Budget	2019 Estimate	2020 Budget	Change From 2019 Adopted Budget $	Change From 2019 Adopted Budget %
Revenues						
General Government (a)	$2,166,330	$2,228,951	$2,179,973	$2,332,684	$103,733	4.7%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$29,921	$31,700	$31,480	$35,700	$4,000	12.6%
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue	$88	$0	$9,103	$9,103	$9,103	N/A
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy (Credit)	**$376,730**	**$381,096**	**$381,096**	**$385,735**	**$4,639**	**1.2%**
Total Revenue Sources	**$2,573,069**	**$2,641,747**	**$2,601,652**	**$2,763,222**	**$121,475**	**4.6%**
Expenditures						
Personnel Costs	$2,115,041	$2,229,750	$2,198,496	$2,355,991	$126,241	5.7%
Operating Expenses	$211,483	$237,039	$211,138	$227,082	($9,957)	-4.2%
Interdept. Charges	$169,106	$174,958	$172,564	$180,149	$5,191	3.0%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$2,495,630**	**$2,641,747**	**$2,582,198**	**$2,763,222**	**$121,475**	**4.6%**
Rev. Over (Under) Exp.	$77,439	$0	$19,454	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	28.25	29.15	29.15	29.15	0.00	
Extra Help	0.69	0.00	0.00	0.00	0.00	
Overtime	0.05	0.04	0.04	0.04	0.00	
Total FTEs	28.99	29.19	29.19	29.19	0.00	

(a) General government revenues include the state General Purpose Revenue (GPR) of $233,402 in 2018 actual, $236,000 in 2019 adopted budget, and $244,642.in 2020 budget, which is eligible to be matched pursuant to state and county contract.

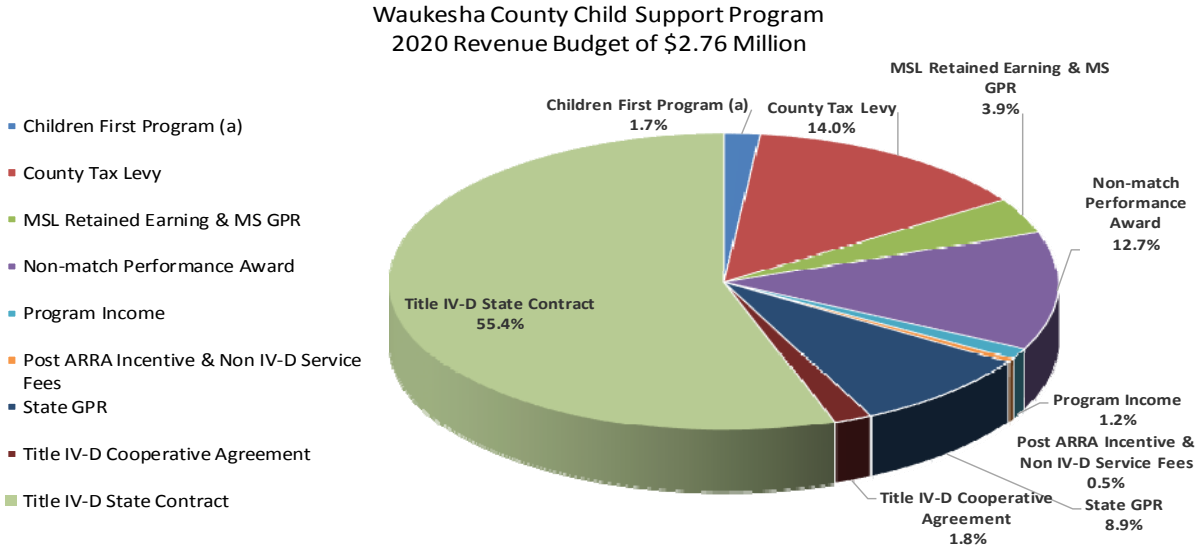
Program Highlights

Child Support Division revenues increase $121,500 or 4.6% to $2,763,200. The State contract reimbursements increase about $88,400 to $1,580,900 based upon an increase in spending. As the Division continues to improve its collection rates to surpass statewide performance targets, state-funded incentives increase $8,600 to $244,600 in State General Purpose Revenue (GPR), and $2,200 to $352,200 in non-match performance incentive. Medical Support GPR increases $5,900 to $8,900. In addition, beginning in 2020, the Division will charge fees for the provision of services to non-IV-D cases such as processing income withholding orders, performing account reconciliations, and reconciling percentage-expressed orders for additional revenue of about $3,500. A new cooperative agreement with the Sheriff's Department will provide about $600 of additional revenue. Due to a new rule that prohibits a child support agency from collecting birth expenses from "intact" families, the Division's revenue for medical support liability decreases $2,000 to $98,000. Fees for payment records will increase from $1.00 to $5.00 per case per year with an estimated revenue increase of about $500. Other revenue increases $9,100 due to the State's distribution of a CY2020 post-ARRA incentive. County tax levy increases $4,600 or 1.2% to $385,700.

Personnel costs increase $126,200 or 5.7% to $2,356,000. In addition to costs to continue for the 29.19 FTE, health insurance costs increase $53,300 mostly due to changes in employee benefit selections and insurance rate increases. Cost savings from position turnovers offset these costs.

Operating expenses decrease nearly $10,000 or 4.2% to $227,100. To align with historic spending trends, the Division decreases $5,000 in court/paternity expenses, $4,000 in lab costs, $800 in office supplies, $800 in managed print services, $400 in books, publication, and subscriptions, and $100 in outside printing. These reductions are offset by increases of $1,000 in travel costs, and $100 in membership fees for job training new hires.

Interdepartmental charges increase $5,200 or 3% to $180,100, mainly due to increases of $2,800 in computer maintenance and replacement charges, $2,100 in copier replacement charges, $200 in general/vehicle liability insurance, and $100 in telephone-fixed.



The chart above represents total estimated revenue in the 2020 Child Support program budget, which is primarily funded by the federal and state government through the Wisconsin Department of Children and Families. Included are Title IV-D state contract administrative reimbursements of $1,530,300, State GPR of $244,600, a non-match performance award of $352,200, retained earnings from Medical Support Liabilities (MSL) collection of $98,000, medical support GPR of $8,900, and post-ARRA incentive of $9,100. The IV-D cooperative agreements with Circuit Courts and the Sheriff's Department produce approximately $50,600, and the Children First program is allotted $48,000[(b)]. Non-IV-D service fees are $3,500. Program income of $32,200 includes copy fees, vital statistics fees, genetic test fees, and process service fees. The 2020 budget includes tax levy of $385,700.

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

Major Departmental Strategic Plan Objectives

Quality Pillar: High Standards of Service Excellence

Objective 1: Economic Stability
Bring increased economic stability to families in need by collecting consistent monthly child support in a cost-effective manner. The statewide goal for cost effectiveness is to collect at least $5.00 for every dollar expended. In 2018, Waukesha County exceeded this goal by collecting approximately $7.98 for every dollar expended.

In 2019, the Department of Children and Families will allocate state and federal incentive funds to the counties based on five performance measures, weighted as follows:

Court order establishment: 20%
Paternity establishment: 25%
Cases with current support collected: 20%
Cases with arrears balances collected: 15%
Adjusted caseload: 20%

For Performance Measure #3 (Current Support Collection Rate), the county will receive approximately $46.37 per case with current support collected. For Performance Measure #4 (Arrearage Collection Rate), the county will receive approximately $22.38 per case that receives a payment towards an arrears balance during the federal fiscal year. A portion of unallocated funds will be distributed to county agencies based on earnings for all five measures.

Performance Measure:	2018 Actual	2019 Target	2019 Estimate	2020 Target
Court Order Establishment Rate	92.91%	>80%	>80%	>80%
Paternity Establishment Rate	108.27%	>90%	>90%	>90%
Current Support Collection Rate	81.70%	>80%	>80%	>80%
Arrearage Collection Rate	82.53%	>80%	>80%	>80%

Performance Measure #1: Court Order Rate. This measure compares the number of IV-D cases with support orders to the total number of IV-D cases. In federal fiscal year (FFY) 2017, Waukesha County earned 100% of funding by obtaining a court order rate of 93.06%. Of the $188,325 available on this measure, Waukesha County earned the full amount.

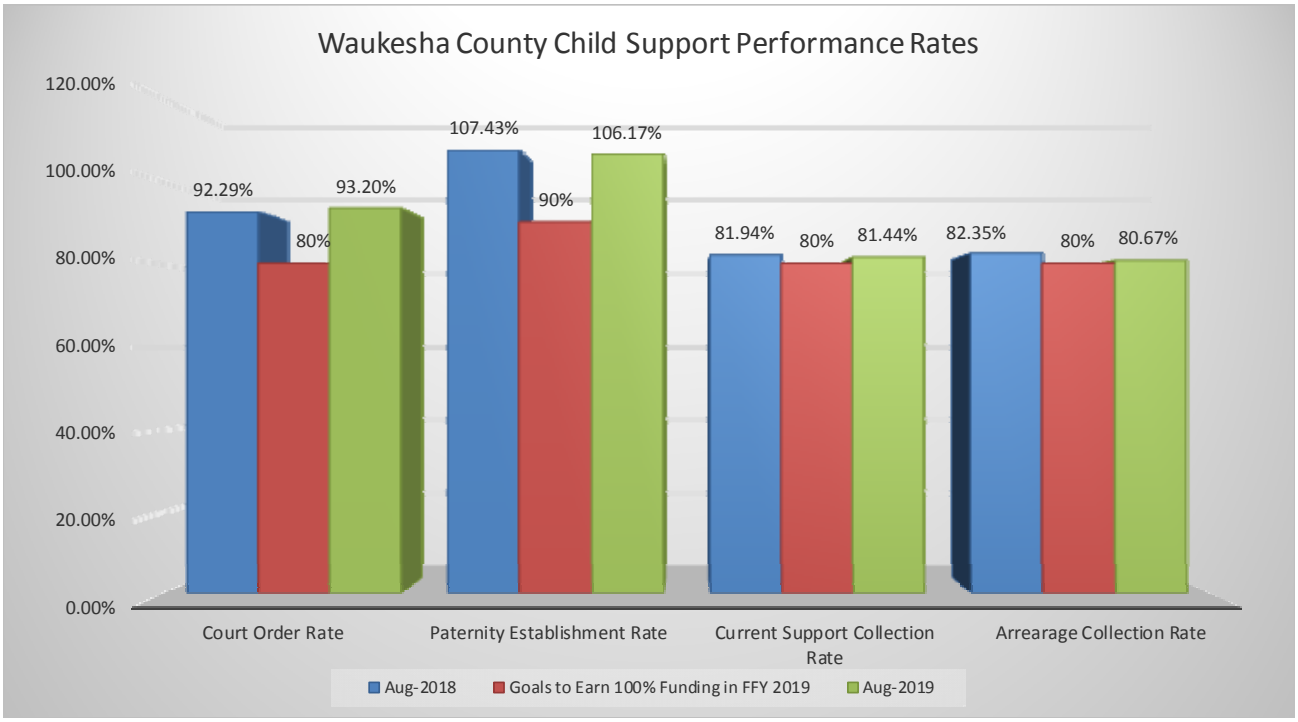
Performance Measure #2: Paternity Establishment Rate. This measure compares the total number of non-marital children for whom paternity has been established during the fiscal year to the total number of non-marital children during the preceding fiscal year. In FFY2017, Waukesha County earned 100% of funding by obtaining a paternity establishment rate of 101.33%. Of the $235,406 available on this measure, Waukesha County earned the full amount.

Performance Measure #3: Current Support Collection Rate. This measure is the ratio of the total dollar amount of child support due compared to the total dollar amount collected, and is cumulative over the Federal fiscal year. In FFY2017, Waukesha County earned 100% of funding by obtaining a current support collection rate of 81.14%. Of the $220,124 available on this measure, Waukesha County earned the full amount.

Performance Measure #4: Arrearage Collection Rate. This measure is the percentage of cases that received a payment on past due child support during the year. In FFY2017, Waukesha County achieved a rate of 81.06%. Of the $146,703 available on this measure, Waukesha County earned the full amount.

Performance Measure #5: Adjusted Caseload. This measure reviews the number of open cases with activity in the last two years. In 2019, Waukesha County earned $188,325 on this measure.

The chart below exhibits Waukesha County child support performance as of Aug 2018 compared to Aug 2019.



Customer Service Pillar: High Customer Satisfaction

Objective 2: Cooperative Communication
Maintain the highest standards of customer service excellence for the citizens of Waukesha County while continually increasing communication with the public, vendors, Child Support Division staff, and other county agencies to foster an atmosphere of cooperation. Facilitate customer-service surveys to monitor customer satisfaction and obtain feedback in areas for improvement. Participate in state and nationwide conferences and committees to represent the interests of Waukesha County, and contribute to policies and practices that affect our customers.

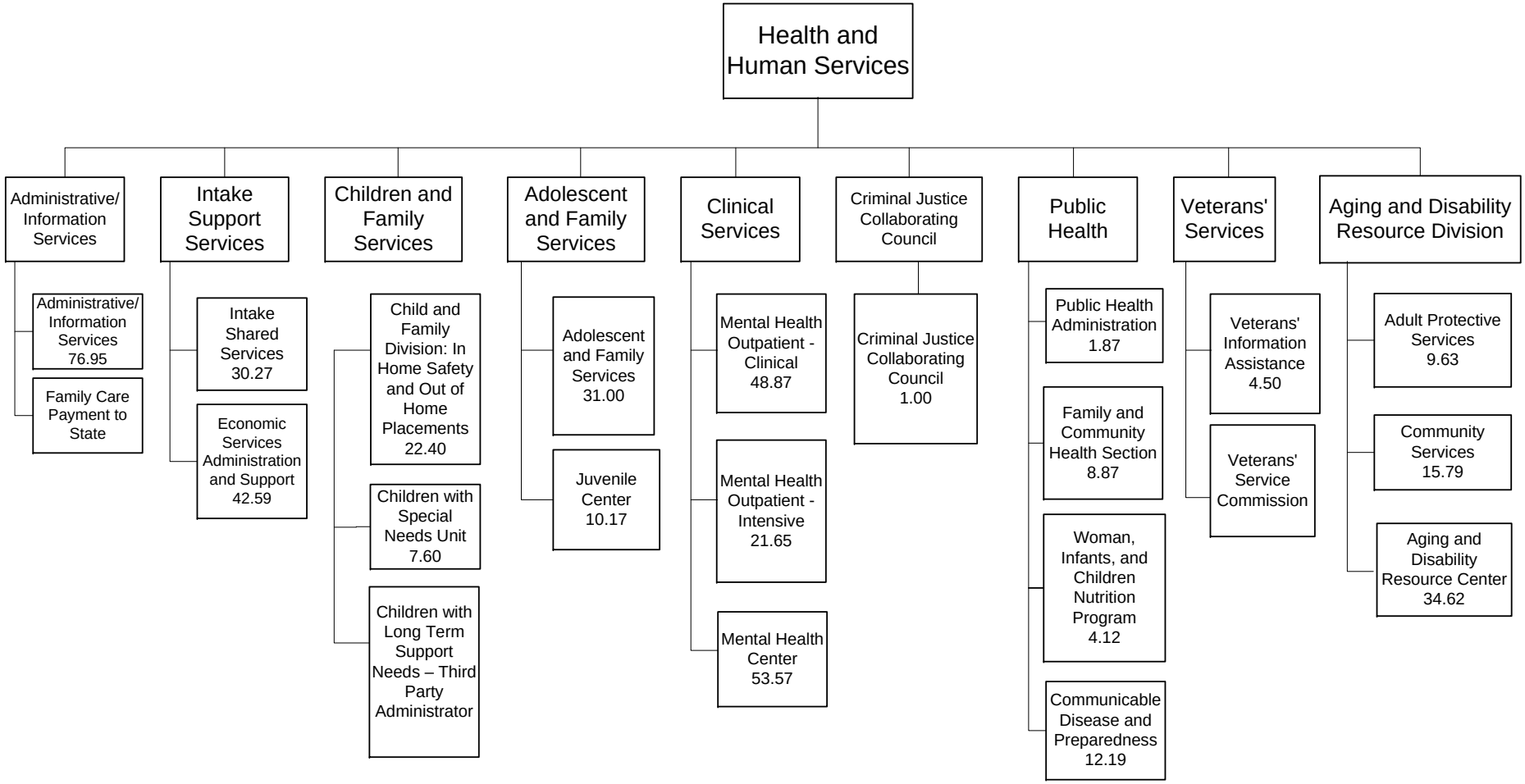
Team Pillar: Best Professionals Serving the Public in the Best Way

Objective 3: Professional Development and Employee Engagement
Ensure that all staff members receive the most up-to-date training and education in their respective areas. Utilize web-based and off-site trainings and workshops provided by the state, and collaborate with other child support agencies to obtain specialized, hands-on training, and best practices. Cross-train staff within the agency so that employees can provide services in all areas when absences or vacancies occur within the agency.

Health & Human Services

HEALTH AND HUMAN SERVICES

FUNCTION / PROGRAM CHART



437.65 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.

Statement of 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, Children with Long-Term Support (CLTS) Third Party Administrator, Adolescent and Family Services, Clinical Services, Public Health, Criminal Justice Collaborating Council (CJCC), Veterans' Services and Aging and Disability Resources Center (ADRC) Adult Protective Services and Community Services.

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

Health and Human Services - All Funds Summary

Financial Summary	2018 Actual	2019 Adopted Budget	2019 Estimate	2020 Budget	Change From 2019 Adopted Budget $	Change From 2019 Adopted Budget %
General Fund						
Revenues	$46,272,465	$50,415,436	$50,496,680	$55,909,647	$5,494,211	11%
Appr. Fund Balance	$371,249	$430,845	$1,401,202	$362,867	($67,978)	-16%
County Tax Levy/(Credit)	$26,053,978	$26,203,978	$26,203,978	$26,263,978	$60,000	0%
Expenditures	$70,595,642	$77,050,259	$77,888,243	$82,536,492	$5,486,233	7%
Rev. Over (Under) Exp.	$2,102,050	$0	$213,617	$0	$0	N/A
Aging and Disability Resource Center Contract Fund						
Revenues	$3,274,555	$3,396,457	$3,437,967	$3,537,523	$141,066	4%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy/(Credit)	$0	$0	$0	$0	$0	N/A
Expenditures	$3,274,554	$3,396,457	$3,437,967	$3,537,523	$141,066	4%
Rev. Over (Under) Exp.	$1	$0	$0	$0	$0	N/A
All Funds						
Revenues	$49,547,020	$53,811,893	$53,934,647	$59,447,170	$5,635,277	10%
Appr. Fund Balance	$371,249	$430,845	$1,401,202	$362,867	($67,978)	-16%
County Tax Levy/(Credit)	$26,053,978	$26,203,978	$26,203,978	$26,263,978	$60,000	0%
Expenditures	$73,870,196	$80,446,716	$81,326,210	$86,074,015	$5,627,299	7%
Rev. Over (Under) Exp.	$2,102,051	$0	$213,617	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	401.59	404.35	404.35	408.45	4.10	
Extra Help	26.33	26.59	26.59	26.36	(0.23)	
Overtime	3.40	3.40	3.40	2.84	(0.56)	
Total	431.32	434.34	434.34	437.65	3.31	

HEALTH AND HUMAN SERVICES (All Divisions)

Financial Summary	2018 Actual	2019 Adopted Budget	2019 Estimate	2020 Budget	Change From 2019 Adopted Budget $	Change From 2019 Adopted Budget %
Administrative/Information Services (Includes Family Care - Payments to State)						
Revenues	$12,158,622	$11,525,954	$11,995,861	$11,480,871	($45,083)	-0.4%
County Tax Levy	($2,521,834)	($2,015,329)	($2,015,329)	($790,035)	$1,225,294	N/A
Expenditures	$9,241,568	$9,510,625	$9,685,117	$10,690,836	$1,180,211	12.4%
Rev. Over (Under) Exp.	$395,220	$0	$295,415	$0	$0	N/A
Intake Support Services						
Revenues	$5,432,784	$4,941,616	$5,063,644	$5,164,986	$223,370	4.5%
County Tax Levy	$2,274,798	$2,749,350	$2,749,350	$2,785,507	$36,157	1.3%
Expenditures	$7,310,920	$7,690,966	$7,576,286	$7,950,493	$259,527	3.4%
Rev. Over (Under) Exp.	$396,662	$0	$236,708	$0	$0	N/A
Children and Family Services						
Revenues	$6,370,576	$10,773,555	$9,940,395	$14,962,890	$4,189,335	38.9%
County Tax Levy	$3,720,478	$3,527,390	$3,527,390	$3,444,571	($82,819)	-2.3%
Expenditures	$10,973,831	$14,300,945	$14,012,284	$18,407,461	$4,106,516	28.7%
Rev. Over (Under) Exp.	($882,777)	$0	($544,499)	$0	$0	N/A
Adolescent and Family Services						
Revenues	$4,029,574	$4,058,604	$4,272,495	$4,147,394	$88,790	2.2%
County Tax Levy	$3,906,879	$3,641,842	$3,641,842	$3,121,279	($520,563)	-14.3%
Expenditures	$7,119,922	$7,700,446	$7,750,324	$7,268,673	($431,773)	-5.6%
Rev. Over (Under) Exp.	$816,531	$0	$164,013	$0	-	N/A
Clinical Services						
Revenues	$13,397,489	$14,146,167	$14,929,016	$15,054,528	$908,361	6.4%
County Tax Levy	$12,637,315	$12,358,810	$12,358,810	$12,295,611	($63,199)	-0.5%
Expenditures	$25,395,852	$26,504,977	$27,350,561	$27,350,139	$845,162	3.2%
Rev. Over (Under) Exp.	$638,952	$0	($62,735)	$0	$0	N/A
Criminal Justice Collaborating Council (CJCC)						
Revenues	$554,085	$709,634	$814,121	$685,297	($24,337)	-3.4%
County Tax Levy	$1,095,467	$1,135,502	$1,135,502	$1,173,806	$38,304	3.4%
Expenditures	$1,653,378	$1,845,136	$1,957,990	$1,859,103	$13,967	0.8%
Rev. Over (Under) Exp.	($3,826)	$0	($8,367)	$0	$0	N/A
Public Health						
Revenues	$975,918	$1,075,878	$1,060,112	$986,191	($89,687)	-8.3%
County Tax Levy	$2,276,030	$2,235,001	$2,235,001	$1,959,024	($275,977)	-12.3%
Expenditures	$3,104,930	$3,310,879	$3,221,061	$2,945,215	($365,664)	-11.0%
Rev. Over (Under) Exp.	$147,018	$0	$74,052	$0	$0	N/A
Veterans' Services						
Revenues	$19,737	$16,645	$17,843	$15,167	($1,478)	-8.9%
County Tax Levy	$302,719	$310,512	$310,512	$332,835	$22,323	7.2%
Expenditures	$283,222	$327,157	$327,226	$348,002	$20,845	6.4%
Rev. Over (Under) Exp.	$39,234	$0	$1,129	$0	$0	N/A
Aging and Disability Resource Center (ADRC)						
Revenues	$6,979,484	$6,994,685	$7,242,362	$7,312,713	$318,028	4.5%
County Tax Levy	$2,362,126	$2,260,900	$2,260,900	$1,941,380	($319,520)	-14.1%
Expenditures	$8,786,573	$9,255,585	$9,445,361	$9,254,093	($1,492)	0.0%
Rev. Over (Under) Exp.	$555,037	$0	$57,901	$0	$0	N/A
Total All H&HS Divisions						
Revenues	$49,918,269	$54,242,738	$55,335,849	$59,810,037	$5,567,299	10.3%
County Tax Levy	$26,053,978	$26,203,978	$26,203,978	$26,263,978	$60,000	0.2%
Expenditures	$73,870,196	$80,446,716	$81,326,210	$86,074,015	$5,627,299	7.0%
Rev. Over (Under) Exp.	$2,102,051	$0	$213,617	$0	$0	N/A

Position Summary All Funds (FTE)

Regular Positions	401.59	404.35	404.35	408.45	4.10
Extra Help	26.33	26.59	26.59	26.36	(0.23)
Overtime	3.40	3.40	3.40	2.84	(0.56)
Total	431.32	434.34	434.34	437.65	3.31

HEALTH AND HUMAN SERVICES POSITIONS (All Divisions)

Financial Summary	2018 Actual	2019 Adopted Budget	2019 Estimate	2020 Budget	Change From 2019 Adopted Budget $	Change From 2019 Adopted Budget %
Administrative/Information Services (Includes Family Care - Payments to State)						
Regular Positions	61.00	61.00	61.00	74.00	13.00	21.3%
Extra Help	2.79	2.79	2.79	2.76	-0.03	-1.1%
Overtime	0.15	0.15	0.15	0.19	0.04	26.7%
Total	63.94	63.94	63.94	76.95	13.01	20.3%
Intake Support Services						
Regular Positions	73.00	73.00	73.00	70.00	-3.00	-4.1%
Extra Help	3.66	2.55	2.55	1.98	-0.57	-22.4%
Overtime	1.10	1.10	1.10	0.88	-0.22	-20.0%
Total	77.76	76.65	76.65	72.86	-3.79	-4.9%
Children and Family Services						
Regular Positions	29.00	28.00	28.00	30.00	2.00	7.1%
Extra Help	0.52	0.52	0.52	-	-0.52	-100.0%
Overtime	-	-	-	-	0.00	N/A
Total	29.52	28.52	28.52	30.00	2.00	7.0%
Adolescent and Family Services						
Regular Positions	43.00	45.00	45.00	40.50	-4.50	-10.0%
Extra Help	0.35	0.35	0.35	0.35	0.00	0.0%
Overtime	0.70	0.70	0.70	0.32	-0.38	-54.3%
Total	44.05	46.05	46.05	41.17	-4.88	-10.6%
Clinical Services						
Regular Positions	99.71	101.97	101.97	109.97	8.00	7.8%
Extra Help	13.31	12.84	12.84	12.67	-0.17	-1.3%
Overtime	1.45	1.45	1.45	1.45	0.00	0.0%
Total	114.47	116.26	116.26	124.09	7.83	6.7%
Criminal Justice Collaborating Council (CJCC)						
Regular Positions	1.00	1.00	1.00	1.00	0.00	0.0%
Extra Help	-	-	-	-	0.00	N/A
Overtime	-	-	-	-	0.00	N/A
Total	1.00	1.00	1.00	1.00	0.00	0.0%
Public Health						
Regular Positions	30.84	30.34	30.34	24.34	-6.00	-19.8%
Extra Help	2.34	2.86	2.86	2.71	-0.16	-5.6%
Overtime	-	-	-	-	0.00	N/A
Total	33.18	33.20	33.20	27.05	-6.16	-18.6%
Veterans' Services						
Regular Positions	4.00	4.00	4.00	4.00	0.00	0.0%
Extra Help	-	0.52	0.52	0.50	-0.02	-3.8%
Overtime	-	-	-	-	0.00	N/A
Total	4.00	4.52	4.52	4.50	-0.02	-0.4%
Aging and Disability Resource Center (ADRC)						
Regular Positions	60.04	60.04	60.04	54.64	-5.40	-9.0%
Extra Help	3.36	4.16	4.16	5.40	1.24	29.7%
Overtime	-	-	-	-	0.00	N/A
Total	63.40	64.20	64.20	60.04	-4.16	-6.5%
Total All H&HS Divisions						
Regular Positions	401.59	404.35	404.35	408.45	4.10	1.0%
Extra Help	26.33	26.59	26.59	26.36	-0.23	-0.8%
Overtime	3.40	3.40	3.40	2.84	-0.56	-16.5%
Total	431.32	434.34	434.34	437.65	3.31	0.8%

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, Children with Long-Term Support (CLTS) Third Party Administrator, Adolescent and Family Services, Clinical Services, Public Health, Criminal Justice Collaborating Council (CJCC), Veterans' Services and Aging and Disability Resource Center (ADRC) Adult Protective Services and Community Services.

Health and Human Services - General Fund Summary

Financial Summary	2018 Actual	2019 Adopted Budget	2019 Estimate	2020 Budget	Change From 2019 Adopted Budget $	Change From 2019 Adopted Budget %
Revenues						
General Government	$32,383,033	$35,808,051	$36,052,498	$40,981,698	$5,173,647	14.4%
Fine/Licenses	$321,956	$378,746	$323,100	$348,100	($30,646)	-8.1%
Charges for Services	$8,566,115	$8,441,294	$8,300,820	$8,768,035	$326,741	3.9%
Interdepartmental	$530	$550	$550	$100	($450)	-81.8%
Other Revenue	$5,000,831	$5,786,795	$5,819,712	$5,811,714	$24,919	0.4%
Appr. Fund Balance	$371,249	$430,845	$1,401,202	$362,867	($67,978)	-15.8%
County Tax Levy	$26,053,978	$26,203,978	$26,203,978	$26,263,978	$60,000	**0.2%**
Total Revenues Sources	**$72,697,692**	**$77,050,259**	**$78,101,860**	**$82,536,492**	**$5,486,233**	**7.1%**
Expenditures						
Personnel Costs	$33,542,810	$34,784,917	$34,363,369	$36,604,908	$1,819,991	5.2%
Operating Expenses	$33,256,143	$38,190,877	$39,386,921	$41,920,356	$3,729,479	9.8%
Interdept. Charges	$3,796,689	$4,074,465	$4,137,953	$4,011,228	($63,237)	-1.6%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures (a)	**$70,595,642**	**$77,050,259**	**$77,888,243**	**$82,536,492**	**$5,486,233**	**7.1%**
Rev. Over (Under) Exp.	$2,102,051	$0	$213,617	$0	$0	**N/A**

Position Summary (FTE)

Regular Positions	366.59	369.61	370.61	374.80	5.19
Extra Help	26.17	25.63	25.63	25.40	(0.23)
Overtime	3.40	3.40	3.40	2.84	(0.56)
Total	396.16	398.64	399.64	403.04	4.40

(a) Expenditures are estimated to exceed revenues in 2019 related to Carryover of enrolled ord. 173-107 and the carryover of Purchase Orders from 2018 to 2019.

Fund balance appropriation	Program	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Dept.-wide Initiatives for Alternative Placement Services	Administrative Services	$200,000	$150,000	$150,000	$50,000
One-time Building Projects	Administrative Services	$0	$8,500	$8,500	$0
Dept.-wide Initiatives for Alternative Placement Services	Children & Family: In-home Safety/Out of Home Placement Svcs.	$0	$150,000	$150,000	$150,000
One-time Building Projects and Equipment Replacements	Mental Health Center	$117,460	$101,000	$101,000	$97,000
One-time Building Startup and Remodeling of Contracted Residential Care Facility	Mental Health Outpatient-Clinical	$0	$0	$355,000	$0
Q4 2020 Drug Court gap in grant funding	Criminal Justice Collaborating Council	$0	$0	$0	$46,000
Judicial Training Activites	Criminal Justice Collaborating Council	$10,000	$10,000	$14,000	$10,000
Donations for Veteran Services	Veterans' Services	$5,145	$3,645	$3,645	$2,167
One-time Equipment Purchases for Senior Dining	ADRC-Community Services	$7,700	$7,700	$7,700	$7,700
Enrolled ord. 173-107 Increase related to unanticipated 2018 State Revenue allocations	Administrative Services	$0	$0	$402,287	$0
Purchase Orders and Carryovers from the Prior Year	Department Wide	$30,944	$0	$209,070	$0
-Total		$371,249	$430,845	$1,401,202	$362,867

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HHS Strategic Plan Scorecard

County Pillars with HHS 2020-2022 Strategic Plan Objectives

Customer Service Pillar: High Customer Satisfaction

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

Quality Pillar: High Standards of Service Excellence

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

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

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

Health & Safety Pillar: Ensure the Well Being of Citizens

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

Finance Pillar: Protect Taxpayers Investment

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

An annual report will be compiled at the conclusion of first quarter 2020 that will summarize the results of the 2017-2019 Strategic Plan and outline the strategies and baseline data of the 2020-2022 Strategic Plan.

Administrative Services

Program Description

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

Major functions and responsibilities include the processing of client and provider payments, contract administration of vendor purchased services, commercial insurance carrier contract negotiation, monitor and analyze legislative initiatives, billing and service coding for Medicare, Medical Assistance, commercial insurance carriers and responsible parties, and liaison to Human Resources. Administrative Services monitors HHS compliance with the Health Insurance Portability & Accountability Act (HIPAA) Privacy Security/Health Information Technology for Economic and Clinical Health (HITECH) Act compliance, corporate compliance oversite, client medical records management and centralized administrative support. The division coordinates the annual budget process along with monitoring budget variances and reporting of business data analytics. Department specific business application support, 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.

	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Staffing (FTE)	**63.94**	**63.94**	**64.94**	**76.95**	**13.01**
General Government	$8,753,628	$8,509,758	$8,497,572	$8,636,173	$126,415
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$21,181	$23,000	$23,000	$23,000	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$667,417	$330,078	$287,080	$267,080	($62,998)
Appr. Fund Balance	$211,778	$158,500	$683,591	$50,000	($108,500)
County Tax Levy (Credit)	**($2,521,834)**	**($2,015,329)**	**($2,015,329)**	**($790,035)**	**$1,225,294**
Total Revenues	**$7,132,170**	**$7,006,007**	**$7,475,914**	**$8,186,218**	**$1,180,211**
Personnel Costs	$4,490,599	$4,979,137	$4,892,032	$5,893,680	$914,543
Operating Expenses	$1,377,620	$1,063,388	$1,339,266	$1,334,817	$271,429
Interdept. Charges	$868,731	$963,482	$949,201	$957,721	($5,761)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$6,736,950**	**$7,006,007**	**$7,180,499**	**$8,186,218**	**$1,180,211**
Rev. Over (Under) Exp.	$395,220	$0	$295,415	$0	$0

Current and Planned Capital Projects

Proj.#	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of '19	Est. Operating Impact	A=Annual T=One-Time
202014	HHS Electronic Medical Record Module Improvement	2021	$330,000	0%	TBD	A

Administrative Services (cont.)

Program Highlights

General government revenues increase by $126,400 to approximately $8,636,200. This is primarily related to an increase of $60,500 in grant funds for the Public Health WIC administrative position transferred to this division, an increase of $37,200 in the State Child Welfare Information System allocation to $52,700, an increase of $21,700 in the Basic County Allocation to $7,628,200, and additional indirect cost revenue from clinical substance use grants totaling $55,400. These increases are offset by a $46,300 decrease in the ADRC Older American grants to $23,900, and a decrease of $2,200 in Public Health Preparedness Grants to $30,700. General Government revenues that have no funding changes include indirect cost recovery from the Aging and Disability Resource Center (ADRC) State Contract of $669,800, and the Income Maintenance allocation of $115,000.

Charges for services revenue includes record copy services budgeted at $23,000, which remains unchanged from the 2019 budget.

Other revenues are budgeted to decrease by $63,000 from the 2019 budget to $267,100 mainly due to a $57,600 reduction in recoveries. Beginning in 2019, the amount of profit an agency can retain increased from 5% to 10%. Also, the Wisconsin Medical Assistance Cost Reporting (WIMCR) program reimbursements and reflects the current funding distribution between actual costs incurred in HHS programing.

Fund balance decreases by $108,500 to $50,000. The appropriated fund balance includes $50,000 to provide one-time funding related to department wide initiatives for alternative placement services for high need clients.

Personnel costs are budgeted to increase by approximately $914,500 to $5,893,700. This increase reflects the cost to continue for 76.95 FTE, and the consolidation of administrative support within the department, forming a centralized reporting structure. This results in a transfer of 3.00 FTE administrative assistants (2.00 FTE from Economic Support and 1.00 FTE from the ADRC); 9.00 FTE administrative specialist positions (5.00 FTE from Public Health; 3.00 FTE from the ADRC and 1.00 FTE from the Economic Support program) and 1.00 FTE support staff supervisor from the ADRC. In addition, overtime is increased by 0.04 FTE. Temporary extra help decreases by 0.03 FTE.

Operating expenses increase by $271,400 to approximately $1,334,800, primarily as result of an increase in contracted services of $203,100 for contracted staff for electronic medical records continued training and process improvement. Also, computer equipment increases $15,400 for an outpatient client kiosk and equipment to support the Juvenile Center, and additional expenses for cell phones and related software increases $14,600. Printing and postage increases $15,900, however it is offset by a decrease in inter-departmental postage charge as a result of contracting the printing and mailing the monthly billing statement to an outside vendor. Travel and training increases $15,000, and miscellaneous office equipment/ supplies/ repair increase by $7,400.

Interdepartmental charges decrease by $5,800 to $957,700 primarily due to a change in the method used to allocate expenses within the department to more accurately reflect the operational costs of the division. Worker's compensation increases $33,300, legal charges increase $30,500. Phone and technology fees increase $7,700 due to the additional FTEs related to the Administrative consolidation. This is offset by general vehicle and property insurance decreases of $34,100. Postage fees are lower by $16,400, offset by an increase in operating expense postage related to the outside contracting of billing statement printing and mailing. copier replacement and records decreases of $9,100, building maintenance decreases $8,500 as the 2019 budget included a project to install a white noise system in Public Health admissions. In addition, cellular phone charges decrease $7,000 and emergency communications decrease by $2,200.

Family Care Payments to the State

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

	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Staffing (FTE)	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
General Government	$2,504,618	$2,504,618	$2,504,618	$2,504,618	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$2,504,618**	**$2,504,618**	**$2,504,618**	**$2,504,618**	**$0**
Personnel Costs	$0	$0	$0	$0	$0
Operating Expenses	$2,504,618	$2,504,618	$2,504,618	$2,504,618	$0
Interdept. Charges	$0	$0	$0	$0	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$2,504,618**	**$2,504,618**	**$2,504,618**	**$2,504,618**	**$0**
Rev. Over (Under) Exp.	$0	$0	$0	$0	$0

Program Highlights

General government revenues of $2,504,618 reflect a portion of State Community Aids – Basic County Allocation (BCA) received from the State Department of Health Services. Operating expenses include the required payment back to the State Department of Health Services to meet the scheduled county contribution. The county is now at the scheduled legislated maintenance of effort (equal to 22% of the total long-term care expenditures for the final year that the county operated this program), the same amount annually hereafter to help pay for Waukesha County residents receiving benefits from the state's Family Care Program.

Program Description

Intake and Shared Services programs serve as the initial contact point for child welfare service referrals and juvenile court intake. Assessments are provided in the areas of child protective services; foster home recruitment, licensing and training; out-of-home placement requests; parent/teen family dysfunction; truancy/delinquency; funding requests for families in crisis; and information/referral services. Short-term and supportive service includes 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.

	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Staffing (FTE)	**31.60**	**30.49**	**35.49**	**30.27**	**(0.22)**
General Government	$1,100,946	$1,218,578	$1,266,517	$1,353,129	$134,551
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$148	$0	$25	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$8,413	$2,500	$4,355	$2,500	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$2,024,095**	**$2,626,880**	**$2,626,880**	**$2,781,826**	**$154,946**
Total Revenues	**$3,133,602**	**$3,847,958**	**$3,897,777**	**$4,137,455**	**$289,497**
Personnel Costs	$2,552,581	$2,643,446	$2,590,180	$2,790,897	$147,451
Operating Expenses	$1,085,453	$1,119,343	$1,213,013	$1,204,385	$85,042
Interdept. Charges	$80,552	$85,169	$86,224	$142,173	$57,004
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$3,718,586**	**$3,847,958**	**$3,889,417**	**$4,137,455**	**$289,497**
Rev. Over (Under) Exp.	($584,984)	$0	$8,360	$0	$0

Program Highlights

General government revenues are budgeted to increase $134,600 to $1,353,000. This is due to an increase to the Kinship allocation revenue of $106,000 and an increase in the Child and Family allocation revenue of $105,000. This is offset by a decrease in the Child Care administration of $75,000 due to the decline in certification of in-home childcare providers.

Other revenue remains at 2019 budget amount.

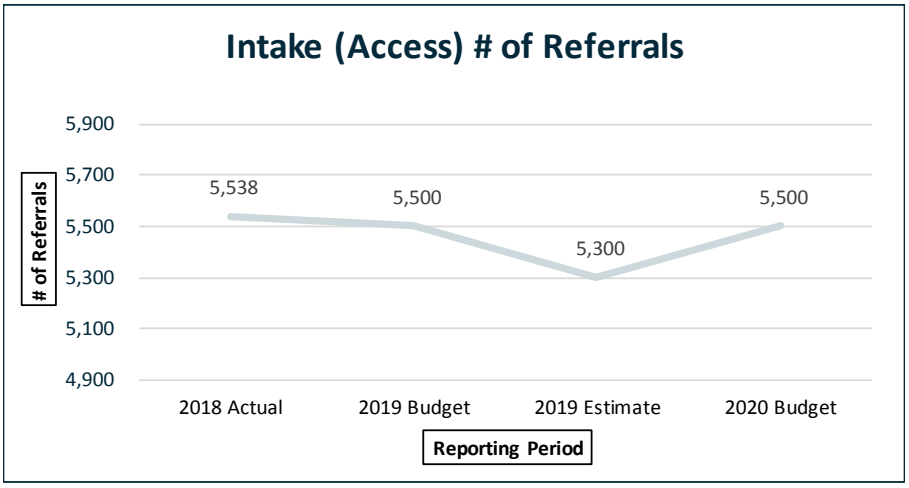
Personnel costs are budgeted to increase $147,500 to $2,790,900. This is primarily due to the addition of 1.00 FTE After-Hours human services supervisor. This position is partially offset by a reduction in OT of 0.22 FTE. There is also a shared services redesign, which results in the creation of 1.50 FTE social worker position and a decrease of 2.50 FTE human services support specialists. In addition, this includes the cost to continue for existing 30.27 FTE staff.

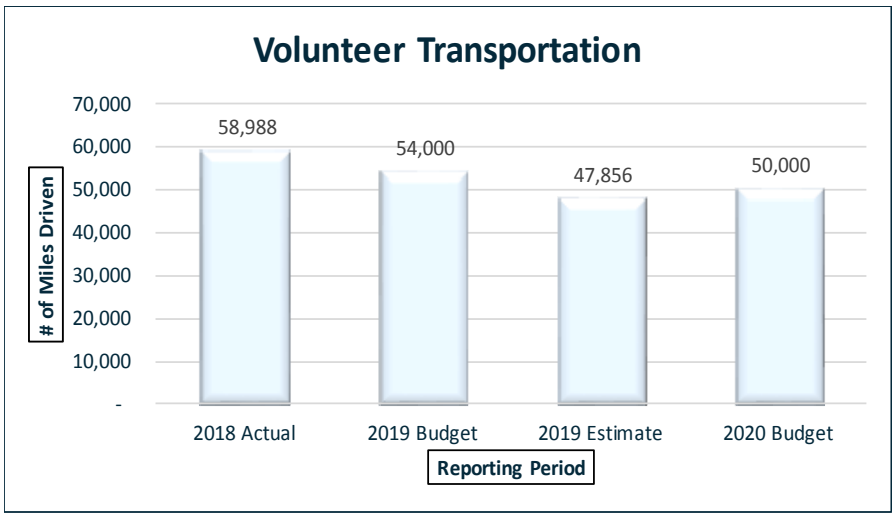
Operating expenses are budgeted to increase $85,000 to $1,204,400. This is due to a $91,300 increase in Kinship Care payments for ongoing voluntary and new court-ordered families. There is also an $18,100 increase due to the transfer of telephone charges from interdepartmental charges to operating expense. This is offset by the reduction of $15,000 in child care administration expenses. This is also due to a reduction of $15,000 for crisis day care based on trends.

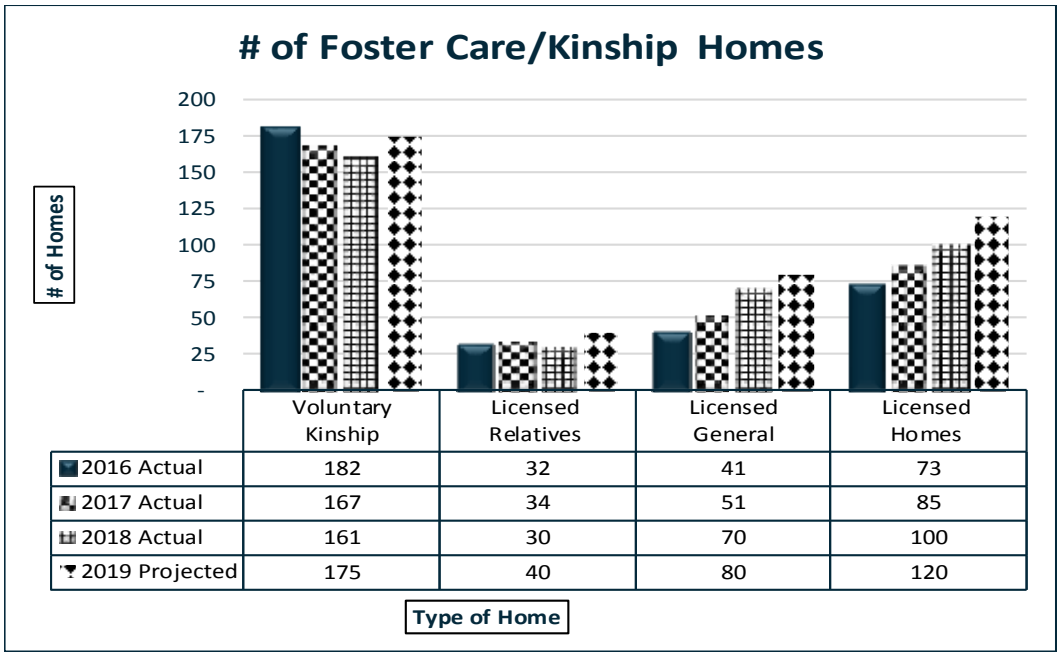
Interdepartmental charges increase $57,000 due to updated allocation methods of interdepartmental charges to more accurately reflect the operational costs in the division.

Program Activities

Program Activity - Intake and Shared Services	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Number of:					
Child Abuse Reports and Assessments					
Child Abuse/Neglect Reports	1,855	2,000	1,910	2,000	-
Children Assessed For Abuse/Neglect	586	850	576	600	(250)
Kinship Care					
Care Assessments/Reassessments	202	222	187	200	(22)
Funded Placements of children (Avg. Monthly)	172	200	187	200	-
Waiting List, # of children	30	20	-	-	(20)
Crisis Services					
Crisis Intervention: Child Protective/Health Welfare/ JCI # of contacts	1,430	1,400	1,418	1,400	-
Crisis Respite Child Day Care, # of children	112	110	60	75	(35)
Juvenile Intakes					
Intakes: Truancy, JIPS, Delinquency, DPA	692	750	798	750	-







	Voluntary Kinship	Licensed Relatives	Licensed General	Licensed Homes
2016 Actual	182	32	41	73
2017 Actual	167	34	51	85
2018 Actual	161	30	70	100
2019 Projected	175	40	80	120

Health & Human Services

Economic Services Administration and Support

Program Description

Waukesha County is a member of the Moraine Lakes (ML) Consortium that includes the following counties: Fond du Lac, Ozaukee, Walworth, and Washington. Fond du Lac County is the lead agency with fiscal responsibility for the ML Consortium. Waukesha County administers a variety of Economic Support (ES) programs including Medical Assistance, FoodShare (Food Stamps), Child Care, a fraud elimination program, and the Wisconsin Home Energy Assistance Program. Program benefit services are provided either directly or through a purchase of service contract based on eligibility for applicable program offerings. Additionally, Economic Support has responsibility to work closely with the FoodShare Employment and Training (FSET) agency to ensure participants are meeting the work requirements associated with the FSET program.

	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Staffing (FTE)	**46.16**	**46.16**	**46.16**	**42.59**	**(3.57)**
General Government	$4,278,376	$3,685,538	$3,749,849	$3,769,357	$83,819
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$44,901	$35,000	$42,898	$40,000	$5,000
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$250,703**	**$122,470**	**$122,470**	**$3,681**	**($118,789)**
Total Revenues	**$4,573,980**	**$3,843,008**	**$3,915,217**	**$3,813,038**	**($29,970)**
Personnel Costs	$2,975,847	$3,283,413	$3,120,504	$3,248,935	($34,478)
Operating Expenses	$422,459	$369,190	$377,046	$370,305	$1,115
Interdept. Charges	$194,028	$190,405	$189,319	$193,798	$3,393
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$3,592,334**	**$3,843,008**	**$3,686,869**	**$3,813,038**	**($29,970)**
Rev. Over (Under) Exp.	$981,646	$0	$228,348	$0	$0

Program Highlights

General government revenues are budgeted to increase by $83,800 to $3,769,000. This is primarily due to a $49,500 budgeted increase to Income Maintenance (IM) Allocation revenue, and a $45,000 increase in Child Care Administration. This is partially offset by a $10,700 reduction in the Foodshare and Medicaid Fraud allocation.

Other revenues for overpayment collection of state incentives are budgeted to increase by $5,000 based on trend.

Personnel costs are budgeted to decrease by about $34,500 to $3,248,900. This is primarily due to the transfer of 3.00 FTE staff (two administrative assistants and one administrative specialist) due to the administrative support re-alignment of reporting structure and consolidation of functions throughout all divisions in the department and is partially offset by cost to continue 42.59 FTE positions. Extra Help decreases by 0.57 FTE.

Economic Services Administration and Support (cont.)

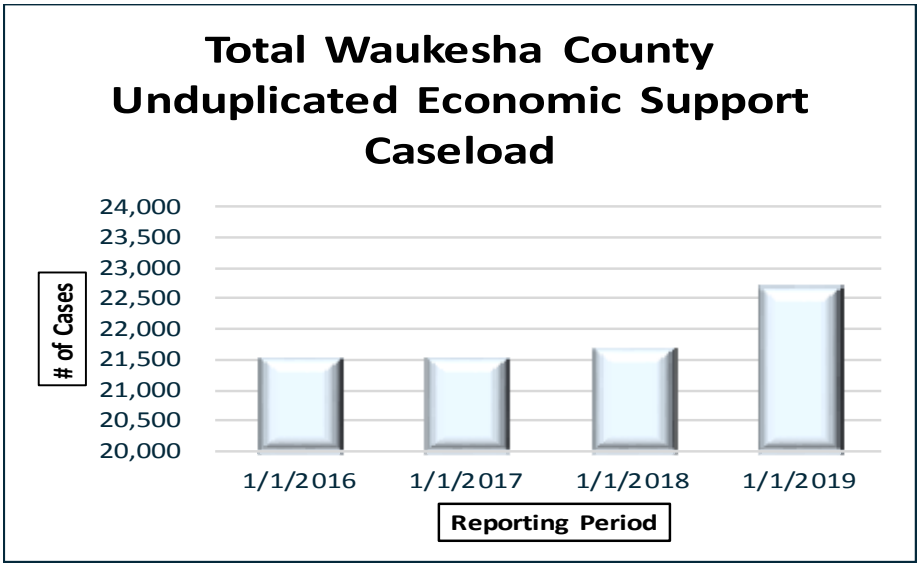
Operating expenses are budgeted to increase by $1,100 to $370,300, due to minor fluctuations in mileage, laboratory expenses, and supplies.

Interdepartmental charges increase by about $3,400, mainly due to increases in end user technology fees resulting from the re-allocation of interdepartmental expenses to more accurately reflect the operational cost of the division.

Program Activities

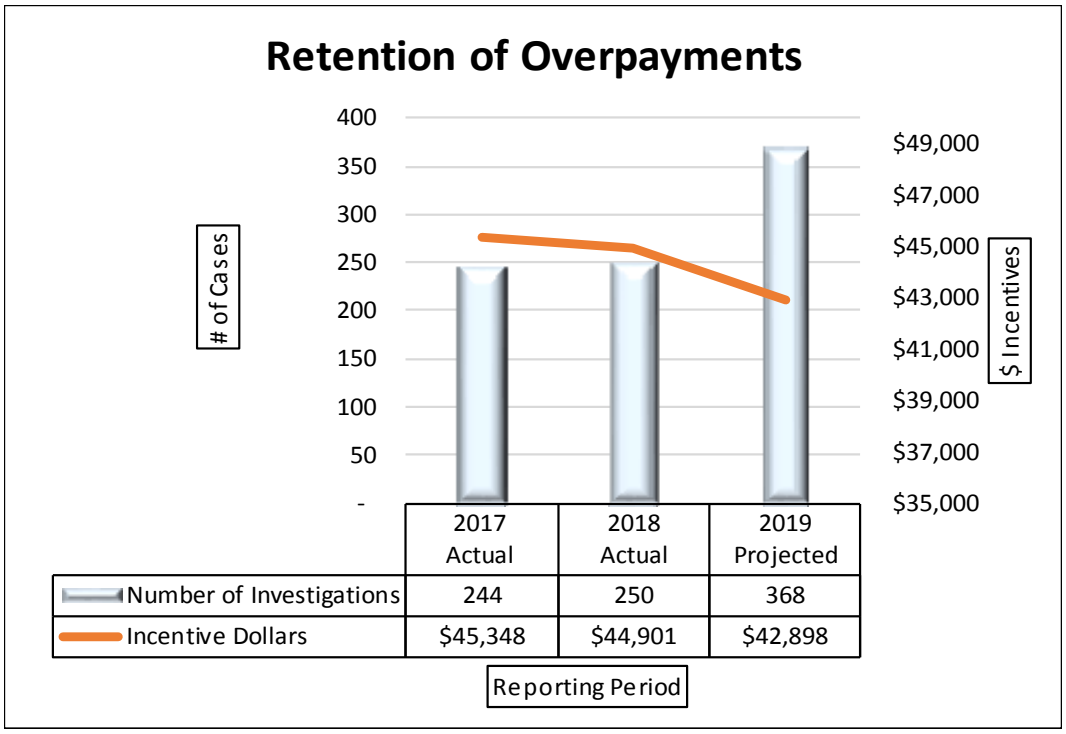
Program Activity - Economic Support	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Number of:					
Caseload Data					
Medical Assistance cases (a)	18,572	19,200	18,510	18,700	(500)
Food Share Cases (a)	7,783	8,200	7,647	7,800	(400)
W-2 Child Care Average Monthly Cases (a)	823	900	836	855	(45)
Call Center Data					
Average minutes to answer a call (b)	6.92	5.00	6.50	6.50	1.50
Application processing timeliness (c)	98.4%	95.0%	95.0%	95.0%	0.0%

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



This shows unduplicated caseload totals as opposed to the Program Activities chart where a case may appear in multiple areas if there is more than one benefit being received.

Economic Services Administration and Support (cont.)



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

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

Program Description

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

	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Staffing (FTE)	**21.77**	**20.92**	**20.92**	**22.40**	**1.48**
General Government	$745,481	$763,888	$748,891	$1,341,891	$578,003
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$164,465	$168,975	$187,459	$173,975	$5,000
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$185,108	$92,844	$92,800	$97,844	$5,000
Appr. Fund Balance	$0	$150,000	$201,196	$150,000	$0
County Tax Levy (Credit)	**$3,812,509**	**$3,690,231**	**$3,690,231**	**$3,613,925**	**($76,306)**
Total Revenues	**$4,907,563**	**$4,865,938**	**$4,920,577**	**$5,377,635**	**$511,697**
Personnel Costs	$1,892,265	$1,811,761	$1,835,420	$2,077,328	$265,567
Operating Expenses	$2,807,438	$2,754,638	$3,050,127	$2,997,388	$242,750
Interdept. Charges	$300,903	$299,539	$290,738	$302,919	$3,380
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$5,000,606**	**$4,865,938**	**$5,176,285**	**$5,377,635**	**$511,697**
Rev. Over (Under) Exp.	($93,043)	$0	($255,708)	$0	$0

Program Highlights

General government revenues increase by $578,000 to $1,342,000, primarily due to an increase in the Child and Families state contract allocation of $550,000. This increase supports the growth in both Child Protective and Juvenile Justice cases. There is an increase of $40,000 due to the expansion of the Targeted Safety Support Services program. Also, IV-E Legal revenues are increasing $16,000 due to an increase in the state allocation. This is offset by a $28,000 decrease in Post Reunification revenue as that program has been eliminated.

Charges for services revenue for billable Out of Home Care Services increases by $5,000 based on trend.

Other revenue increases by $5,000 based on trend. Other revenue includes Supplemental Security Income/Social Security (SSI/SS) collections from clients for cost of care.

Fund balance appropriation remains at $150,000 to provide one-time funding related to department wide initiatives for alternative placements for children.

Personnel costs are budgeted to increase by $265,600. This is due to cost to continue for existing 20.92 FTE. This also includes the addition of 1.00 FTE human services supervisor to assist with increased caseloads and the transfer of 1.00 FTE senior mental health counselor from Clinical Outpatient Intensive to assist in alternative care placements and the Family First law, which is offset by a reduction of 0.52 FTE Extra Help.

Operating expenses are budgeted to increase by $242,800 to $2,997,400. This is primarily due to an $304,000 increase in contracted services mostly due to the addition of a contract for five case aides, as well as an increase to Targeted Safety Support Services expenses of $45,000 as a result of the expansion of the program. This is partially offset by a $74,000 reduction to the respite services contract due to fewer children receiving services as more children are receiving respite through the Children's Long Term Support or Children's Community Option Program funding. In addition, the Post Reunification program contracted services of $32,000.

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

Out of Home Care expenses remain at the same level overall with a shift in funds based on usage. This consists of a reduction to Family Partnership Initiative expenses of $10,000, a reduction to Residential Care Center expense of $94,500, with an offsetting increase to Foster Care expense of $105,000.

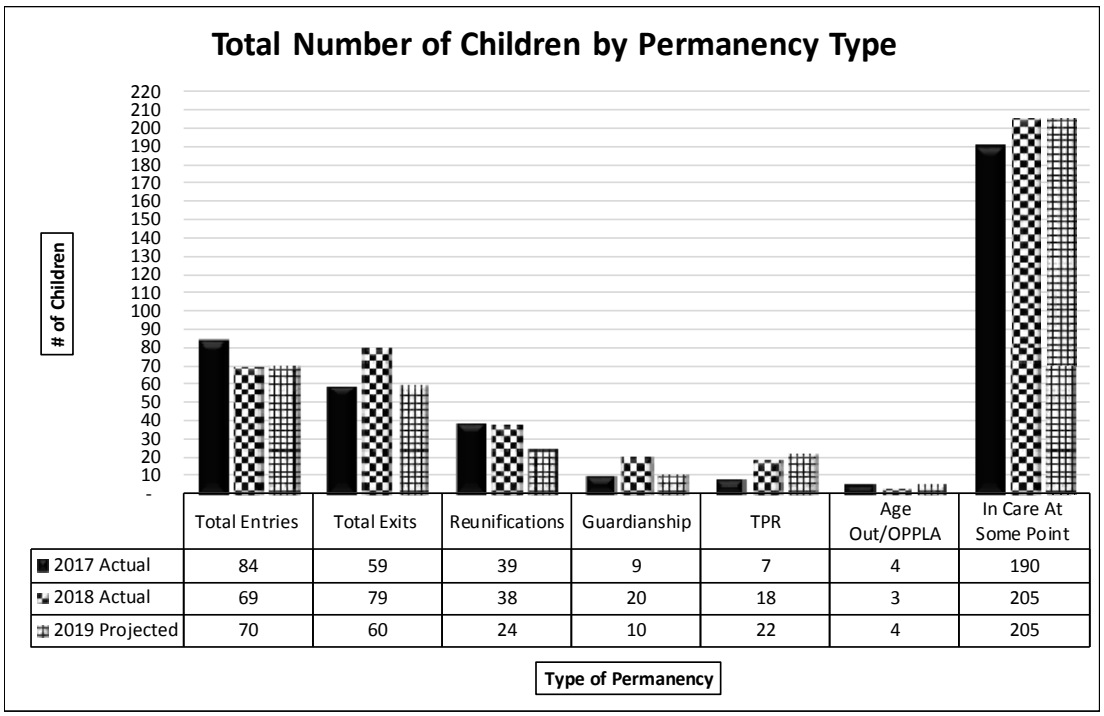
Interdepartmental charges increase by about $3,400 primarily due to changes in allocation methods of end user technology and the transfer of cell phone expenses from interdepartmental to operating expenses budget category.

Program Activities

Program Activity - Out of Home Placement	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Number of:					
Foster Care					
Children	180	175	200	185	10
Days of Care	38,859	33,493	46,136	38,556	5,063
Expenditures	899,487	750,000	1,219,087	855,000	105,000
Group Home					
Children	3	3	3	3	-
Days of Care	560	677	689	606	(71)
Expenditures	114,388	130,000	138,548	130,000	-
Residential Care Center					
Children	6	8	5	6	(2)
Days of Care	1,880	2,291	1,420	1,802	(489)
Expenditures	$ 923,716	$ 925,000	$ 652,760	$ 830,533	(94,467)
Terminations of Parental Rights (TPR)					
Cases	18	13	22	20	7

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

Program Activity - Child and Family Unit	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Number of:					
Families Served	246	235	225	235	-
New Cases					
In Home	35	40	34	40	-
Out of Home	66	60	56	60	-
Total New Cases	**101**	**100**	**90**	**100**	**-**



	Total Entries	Total Exits	Reunifications	Guardianship	TPR	Age Out/OPPLA	In Care At Some Point
2017 Actual	84	59	39	9	7	4	190
2018 Actual	69	79	38	20	18	3	205
2019 Projected	70	60	24	10	22	4	205

Children with Special Needs Unit

(Includes Birth to Three Program)

Program Description

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

Another area includes the federal/state Medicaid Home and Community Based Service Waiver for Children's Long Term Support (CLTS Waiver funding). It provides fully funded and locally-matched tax levy funding for children diagnosed with severe and chronic disabilities to purchase supports and services that enable these children to remain living safely at home and in their communities.

Finally, the Children's Community Options Program provides fully funded State dollars to parents of children with disabilities to purchase goods or services that enable the child to remain safely living at home. This funding can also be used as local match for the CLTS waiver program.

	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Staffing (FTE)	**7.75**	**7.60**	**7.60**	**7.60**	**0.00**
General Government	$2,275,963	$3,345,154	$3,177,896	$3,805,539	$460,385
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$170,395	$231,775	$224,446	$225,000	($6,775)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$186,223	$287,707	$307,707	$327,707	$40,000
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**($92,031)**	**($162,841)**	**($162,841)**	**($169,354)**	**($6,513)**
Total Revenues	**$2,540,550**	**$3,701,795**	**$3,547,208**	**$4,188,892**	**$487,097**
Personnel Costs	$687,890	$660,907	$684,324	$688,727	$27,820
Operating Expenses	$2,598,312	$2,996,018	$3,107,115	$3,444,844	$448,826
Interdept. Charges	$44,082	$44,870	$44,560	$55,321	$10,451
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$3,330,284**	**$3,701,795**	**$3,835,999**	**$4,188,892**	**$487,097**
Rev. Over (Under) Exp.	($789,734)	$0	($288,791)	$0	$0

Program Highlights

General government revenues are budgeted to increase by $460,400 to $3,805,000. This is mainly due to a $552,500 increase in Children's Long Term Support (CLTS) case management revenue and a $99,500 increase in the State's reimbursement of indirect costs, as a result of the State mandate to eliminate CLTS wait lists and the subsequent increased volume of both contracted staff and CLTS Waiver clients served. This is offset by a reduction of $190,000 in Children's COP revenue based on projected usage because children are being served by the CLTS waiver.

Charges for services revenue budget decreases by $6,800 based on trend.

Other revenue which includes reimbursement through the Third Party Administrator for the purchase of products and services made for CLTS clients increases $40,000 due to the increased volume of clients served. This revenue has an offsetting expense.

Personnel costs increase by about $27,800 which is cost to continue for the 7.60 FTE.

Children with Special Needs Unit (cont.)

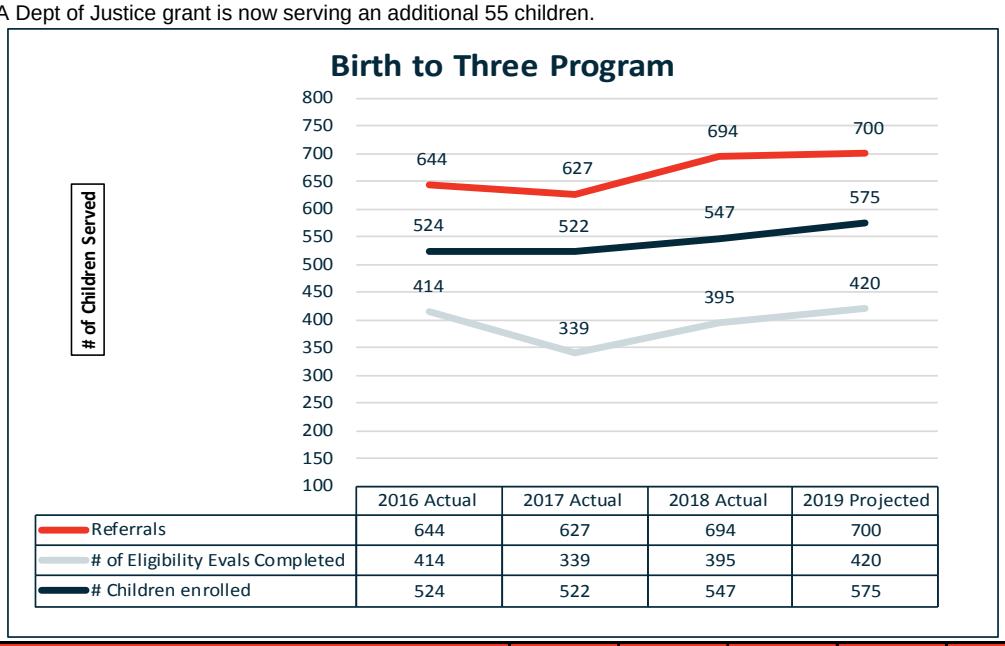
Operating expense is budgeted to increase by $449,000 to $3,445,000. This is mostly due to increased contracted service costs of $345,300 of which $304,000 mostly related to the state's mandate to eliminate CLTS wait lists by the end of 2018, and the subsequent increased volume of both contracted staff and CLTS Waiver clients served. Also, the Birth to Three contract is increased $45,000. There is an increase to the CCOP expense of $50,000, and an increase to CLTS expenses of $40,000 which is additional purchases of adaptive equipment and supplies which are associated with an offsetting revenue.

Interdepartmental charges increases by $10,500 mainly due to updated allocation of end user technology charges.

Program Activities

Program Activity - Birth to Three	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Number of:					
Children Referred	694	700	700	720	20
Children Assessed	395	425	420	432	7
Children Served	547	564	575	600	36
Children Served in Trauma At-Risk (not B-3 eligible)	55	60	55	55	(5)

*A Dept of Justice grant is now serving an additional 55 children.



	2016 Actual	2017 Actual	2018 Actual	2019 Projected
Referrals	644	627	694	700
# of Eligibility Evals Completed	414	339	395	420
# Children enrolled	524	522	547	575

Program Activity - Childrens Long Term Support (CLTS) Waiver	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Number of:					
Children Served					
CLTS Waiver	589	828	855	1,015	187
Children's COP Program (a)	132	110	110	125	15
Total Children Served	721	938	965	1,140	202
Waiver Cases					
Assessments	663	400	266	225	(175)
New cases opened	260	210	250	187	(23)
Cases closed	74	65	75	65	-
Kids on waiting list for Children's COP Program or waiver support	149	-	-	-	-

(a) Recreational and MOE

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

Program Description

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

	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Staffing (FTE)	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
General Government	$2,642,941	$5,733,212	$5,000,000	$8,840,934	$3,107,722
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$2,642,941**	**$5,733,212**	**$5,000,000**	**$8,840,934**	**$3,107,722**
Personnel Costs	$0	$0	$0	$0	$0
Operating Expenses	$2,642,941	$5,733,212	$5,000,000	$8,840,934	$3,107,722
Interdept. Charges	$0	$0	$0	$0	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$2,642,941**	**$5,733,212**	**$5,000,000**	**$8,840,934**	**$3,107,722**
Rev. Over (Under) Exp.	$0	$0	$0	$0	$0

Program Highlights

General government revenues and operating expenses are budgeted to increase $3,100,000 due to an increase to our State allocation based on an increase in the number of clients. There is no tax levy impact to this transaction as the revenue and expenses are pass-through required by the State of Wisconsin and are informational-only transactions.

Program Description

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

	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Staffing (FTE)	**33.50**	**35.50**	**30.50**	**31.00**	**(4.50)**
General Government	$3,598,039	$3,620,201	$3,843,949	$3,698,491	$78,290
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$168,643	$164,200	$170,500	$186,200	$22,000
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$59,634	$64,802	$55,145	$59,802	($5,000)
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$2,425,301**	**$2,069,704**	**$2,069,704**	**$1,396,285**	**($673,419)**
Total Revenues	**$6,251,617**	**$5,918,907**	**$6,139,298**	**$5,340,778**	**($578,129)**
Personnel Costs	$3,302,728	$3,402,232	$3,379,196	$2,998,556	($403,676)
Operating Expenses	$1,852,279	$2,237,812	$2,193,698	$2,066,045	($171,767)
Interdept. Charges	$262,959	$278,863	$287,540	$276,177	($2,686)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$5,417,966**	**$5,918,907**	**$5,860,434**	**$5,340,778**	**($578,129)**
Rev. Over (Under) Exp.	$833,651	$0	$278,864	$0	$0

Program Highlights

General government revenues are budgeted to increase by $78,300 to $3,698,500 mostly due to an increase in revenue from the Child and Family State allocation of $135,000. This is offset by a decrease of $50,000 in the Independent Living Innovation Grant, as the grant ends in 2019. This also includes a decrease of $6,500 in Community Intervention revenues due to a change in the State contract allocation.

Charges for services revenues for billable client services, such as juvenile center and supervision, will increase by $22,000 due to increasing utilization of services.

Other revenue includes projected Supplemental Security Income/Social Security (SSI/SS) collections from clients for cost of care and are budgeted to decrease by $5,000 based on trend.

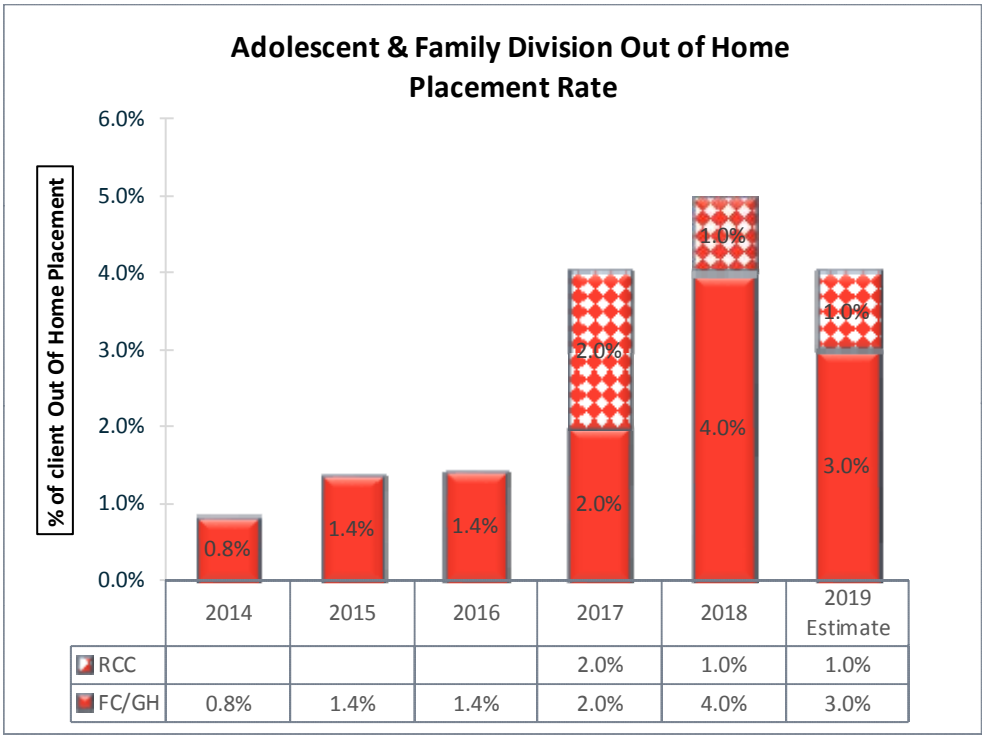
Personnel costs are budgeted to decrease by about $403,700 to $2,999,000. This is primarily due to a realignment of the Counseling and Wellness unit from the Adolescent and Family division to Clinical Services division. This realignment shifts 4.5 FTE (3.50 FTE clinical therapists and a 1.00 FTE human services supervisor) in an effort to align all clinical services in a seamless service array and to increase behavior health services to children.

Operating expenses are budgeted to decrease by about $172,000 to $2,066,000. This is due to an overall reduction to contracted services of approximately $82,000 as a result of a Request for Proposal for a new lower cost service provider. In addition, juvenile correctional placement expenses have been reduced by $40,000 and out of home care expenses have been reduced by $70,000 overall based on projected utilization (residential care centers reduce by $100,000, and foster care reduces by $70,000. This is offset by a $100,000 increase in group home costs). This is partially offset by increases due to cell phone expenses of $16,600 being moved from interdepartmental charges to operating budget area.

Interdepartmental charges decrease by approximately $2,700. This is primarily due to the reallocation of end user technology, and vehicle liability insurance expenses between HHS divisions and the cell phone costs being moved to the operating expense budget appropriation.

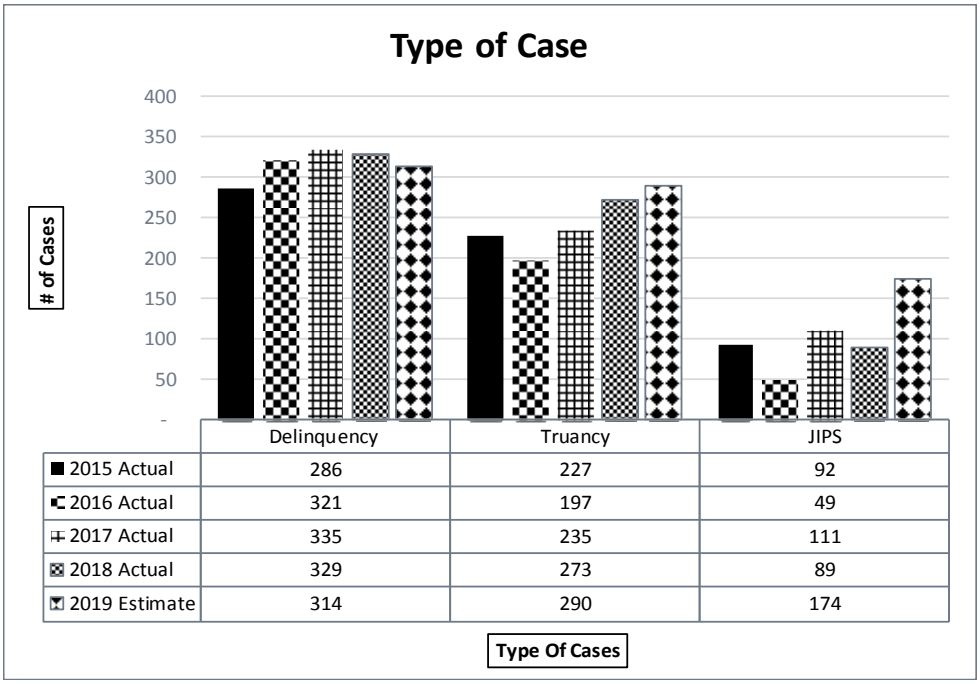
Adolescent and Family Services (cont.)

Program Activities



	2014	2015	2016	2017	2018	2019 Estimate
RCC				2.0%	1.0%	1.0%
FC/GH	0.8%	1.4%	1.4%	2.0%	4.0%	3.0%

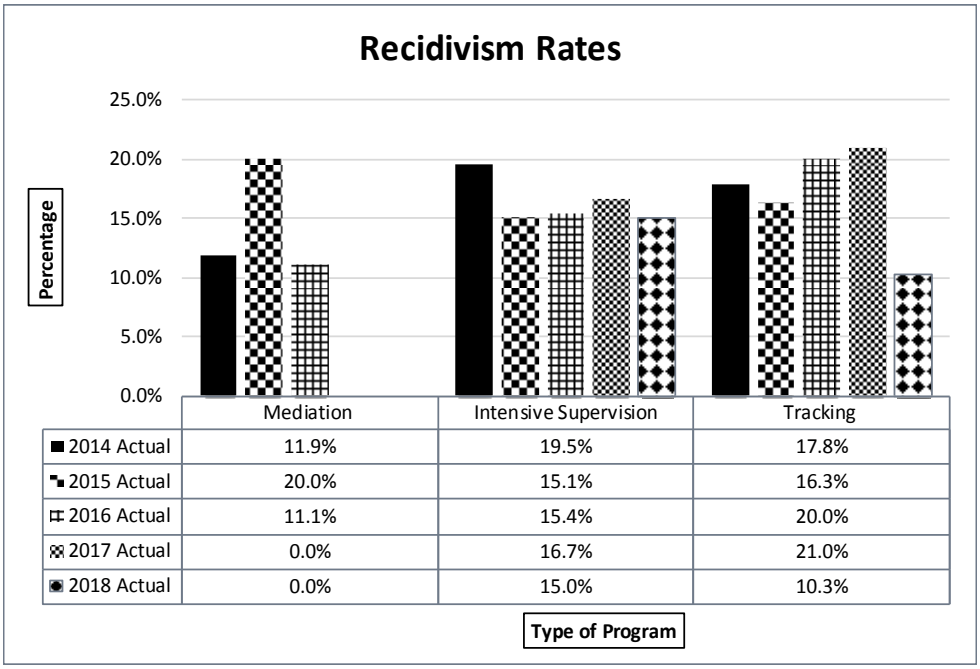
Note: Beginning in 2017 the formula for calculating out of home placement rate changed to include youth placed in residential care centers. The 2018 rate exceeds our goal of a 4% out of home placement rate. This is in part due to an increased utilization of group homes and treatment foster care settings.



	Delinquency	Truancy	JIPS
2015 Actual	286	227	92
2016 Actual	321	197	49
2017 Actual	335	235	111
2018 Actual	329	273	89
2019 Estimate	314	290	174

Note: Delinquency rates have been relatively steady for the past few years. This is consistent with national trends. Truancy and JIPS rates have been increasing for the past several years.

Adolescent and Family Services (cont.)



Note: The recidivism rate shows the percentage of youth who reoffend following intervention. The mediation rate has been zero for the past two years. Intensive supervision has remained steady. The tracking program has shown remarkable improvement in recidivism rates.

Program Activity - Alternate Care	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Number of:					
Foster Care					
Youth	23	18	22	20	2
Days of Care	2,570	3,945	3,109	3,119	(826)
Expenditures	$ 171,180	$ 289,844	$ 208,624	$ 219,844	(70,000)
Group Homes					
Youth	6	4	7	6	2
Days of Care	915	496	1,220	958	462
Expenditures	$ 194,228	$ 109,440	$ 258,264	$ 209,440	100,000
Residential Care Centers					
Youth	11	14	9	11	(3)
Days of Care	1,730	2,039	1,583	1,578	(461)
Expenditures	$ 650,461	$ 743,200	$ 603,122	$ 643,200	(100,000)
State Correctional					
Days of Care of juveniles in State correctional institutions	365	474	330	325	(149)
State charges for correctional institution placement	$ 143,638	$ 198,586	$ 143,874	$ 158,586	$ (40,000)

Juvenile Center

Program Description

Provides 24-hour care and supervision to delinquent and status offender youth who are court-ordered to be held in boy's secure detention at the Juvenile Center. Physical custody determinations are provided by Juvenile Center supervisory staff. On grounds schooling is provided, as well as daily structured activities. Nursing, dietician, and physician services are provided through contracts. Female secure detention services are purchased from the Washington County Juvenile Detention Facility. Lad Lake, Inc. provides male and female shelter care services through a contract at a licensed facility located in Dousman, WI.

	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Staffing (FTE)	**10.55**	**10.55**	**10.55**	**10.17**	**(0.38)**
General Government	$42,521	$41,401	$41,401	$41,401	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$160,737	$168,000	$161,500	$161,500	($6,500)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$1,481,578**	**$1,572,138**	**$1,572,138**	**$1,724,994**	**$152,856**
Total Revenues	**$1,684,836**	**$1,781,539**	**$1,775,039**	**$1,927,895**	**$146,356**
Personnel Costs	$751,181	$731,427	$786,893	$769,064	$37,637
Operating Expenses	$910,762	$1,004,935	$1,047,245	$1,087,295	$82,360
Interdept. Charges	$40,013	$45,177	$55,752	$71,536	$26,359
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,701,956**	**$1,781,539**	**$1,889,890**	**$1,927,895**	**$146,356**
Rev. Over (Under) Exp.	($17,120)	$0	($114,851)	$0	$0

Program Highlights

General government revenues from Youth Aids and the Child and Families Allocation remain at the 2019 budget level.

Charges for services decrease by $6,500 based on trend related to fees charged for child care days of service in shelter care and secure detention.

Personnel costs are budgeted to increase by about $37,600 due to costs to continue for the existing 10.17 FTE staff. Overtime is reduced by 0.38 FTE.

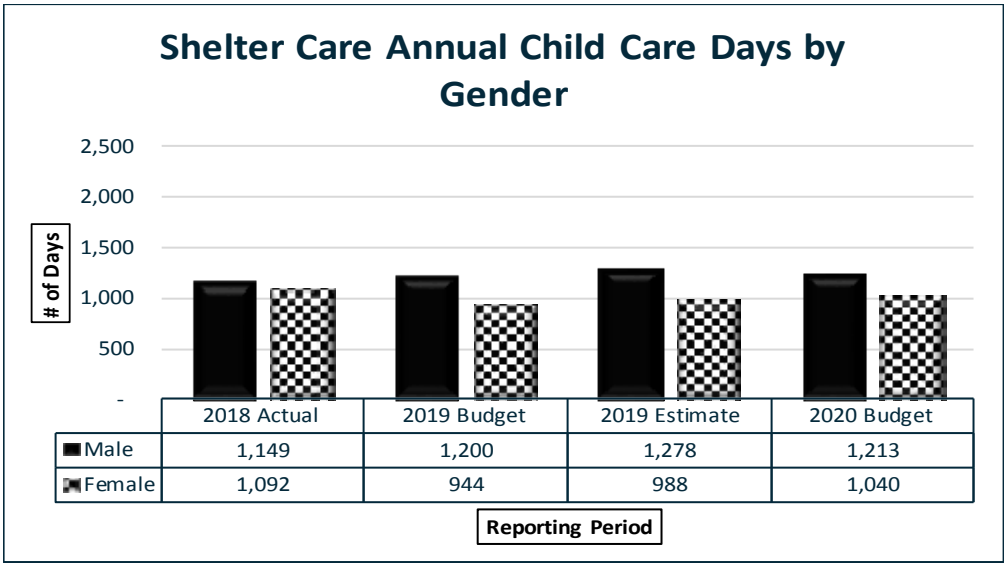
Operating expenses increase by about $82,000 primarily due to projected increases for purchase of service contracts related to shelter care and female secure detention costs.

Interdepartmental charges are budgeted to increase by $26,400. This is due to the reallocation of end user technology expenses which results in an increase of $11,300 and cell phone expenses with an increase of $3,700. This also includes an increase of $10,800 to Sheriff Department transportation costs for shelter care and female secure juveniles based on trend.

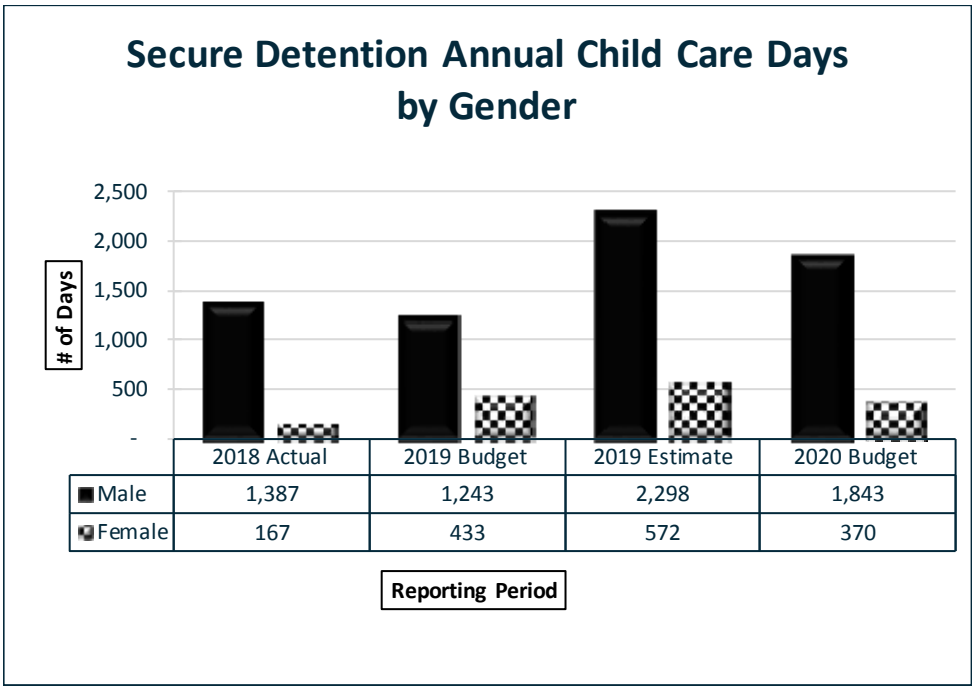
Juvenile Center (cont.)

Program Activities

Program Activity - Juvenile Center	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Number of:					
Contracted Non-Secure Detention/Shelter Care at Lad Lake					
Days of Care – County Residents	2,241	2,144	2,266	2,253	109
Days of Care– Out of County Residents	-	-	-	-	-
Total Days of Care	2,241	2,144	2,266	2,253	109
Average daily population	6.34	5.92	6.26	6.30	0.38
Secure Detention at Waukesha County Juvenile Center (Males Only)					
Days of Care – County Residents	914	915	1,604	1,259	344
Days of Care – Out of County Residents	473	328	694	584	256
Total Days of Care	1,387	1,243	2,298	1,843	600
Average daily population	2.50	2.67	4.43	3.47	0.80
Contracted Secure Detention at Washington County Facility (Females Only)					
Days of Care - County Residents	167	433	572	370	(64)
Average daily population	0.91	2.33	1.57	1.24	(1.09)



Note: The Shelter Care contract with Lad Lake is entering the fifth year. The shelter has been at capacity multiple times in 2018 and 2019.



The number of child care days has consistently been higher for males than for females. Current trends are consistent with previous years.

Mental Health Outpatient-Clinical

Program Description

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

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

	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Staffing (FTE)	**38.01**	**38.93**	**38.93**	**48.87**	**9.94**
General Government	$1,216,061	$1,065,366	$1,495,886	$1,541,567	$476,201
Fine/Licenses	$321,956	$378,746	$323,100	$348,100	($30,646)
Charges for Services	$1,431,980	$1,260,606	$1,272,506	$1,337,788	$77,182
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$2,133,915	$1,725,207	$1,778,354	$1,735,504	$10,297
Appr. Fund Balance	$0	$0	$355,000	$0	$0
County Tax Levy (Credit)	**$6,072,896**	**$5,830,601**	**$5,830,601**	**$6,110,069**	**$279,468**
Total Revenues	**$11,176,808**	**$10,260,526**	**$11,055,447**	**$11,073,028**	**$812,502**
Personnel Costs	$4,254,281	$4,182,675	$3,876,790	$5,306,007	$1,123,332
Operating Expenses	$5,032,657	$5,741,549	$6,174,751	$5,354,485	($387,064)
Interdept. Charges	$344,049	$336,302	$363,042	$412,536	$76,234
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$9,630,987**	**$10,260,526**	**$10,414,583**	**$11,073,028**	**$812,502**
Rev. Over (Under) Exp.	$1,545,821	$0	$640,864	$0	$0

Program Highlights

General government revenues increase by $476,200 to $1,541,600 due to changes in grant funding. The conclusion of the Urban Minority Grant in December 2019 results in a decrease of $100,000, as it is now a competitive grant requiring application. Funding that will continue in the 2020 budget is the Coordinated Service Teams grant of $60,000, the Mental Health Block grant of $109,469, and the Youth Crisis grant of $45,000. The State Opioid Response grant will increase by $102,900 to $154,300 and the state grant award for the Prevention of Drug Overdose will decrease by $20,400 to $205,100. The Substance Use Block grant increased by $189,663 to $611,136 due to a one-time supplemental award. New grant funding includes $100,000 for the Women's Health & Recovery Project to connect women with substance use disorders to all needed/available services in the county, as well as $50,000 for the Urban Youth Prevention grant to provide youth substance use prevention education. Also, starting in 2020 is the Bureau of Justice Assistance-Justice and Mental Health Collaboration Program grant of $158,000, which is intended to plan and implement a system-wide coordinated approach to safely reduce the prevalence of low-risk individuals with mental illnesses or co-occurring mental illness and substance use disorders in local jails.

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Mental Health Outpatient-Clinical (cont.)

Fines and license revenues decrease by $30,600 based on current and prior year revenue history pertaining to the Intoxicated Driver Program.

Charges for services are budgeted to increase $77,200 or 6.1% over the 2019 budget to $1,337,800. This is mostly attributable to an increase in clinical revenues based on current year-to-date actuals as a result of increased billing

for 24/7 crisis intervention services, the realignment of the Counseling and Wellness unit from the Family Services division to provide services to children and families, as well as continued improvements to scheduling practices to maximize client access to providers for mental health services.

Other revenue is budgeted to increase $10,300 driven by an increase in eligible expenses to be reimbursed from the Wisconsin Medicaid Cost Reporting (WMCR) settlement, largely offset by a decrease in client reimbursements for services received at the state mental health institutes at Winnebago and Mendota related to an anticipated decrease in client placements.

Personnel costs are budgeted to increase $1,123,300 to $5,306,000 driven by the costs to continue 48.70 FTE staff assigned to this program, as well as 0.17 FTE overtime costs. The budget includes the creation of 2.00 FTE overfill clinical therapist positions from 2019 to assist with providing state mandated 24/7 crisis intervention services. The budget realigns staff from several programs to form a new Counseling & Wellness unit. One of the major purposes of this unit will be providing mental health treatment to children based on program eligibility (e.g. Comprehensive Community Services). This realignment results in the transfer in of 2.00 FTE clinical therapists from the Outpatient-Intensive program, 3.50 FTE clinical therapists from the Adolescent and Family Services program, and 1.00 FTE human services supervisor from Adolescent and Family Services, and also creates 0.50 FTE regular part-time clinical therapist for CCS kids. Other adjustments include the transfer out of 0.46 FTE registered nurse to the Mental Health Center, 0.40 FTE senior clinical psychologist to Outpatient-Intensive and 0.20 FTE clinical therapist to Outpatient-Intensive. Further, a 1.00 FTE sunset senior mental health counselor is reclassified to a 1.00 FTE sunset clinical therapist based on program need and staff training/credentials, and a 1.00 FTE human services supervisor is reclassified to a 1.00 FTE human services coordinator. The budget also creates a new 1.00 FTE human services supervisor to help manage increasing caseloads in clinical programming, and 1.00 FTE sunset clinical therapist to assist with the BJA-Justice and Mental Health Collaboration Program grant.

Operating expenses are budgeted to decrease by $387,100 to $5,354,500. Expenses for adults and children at the state mental health institutes decrease by $330,000 as days of care decrease based on trends associated with a reduction in the total number of emergency detentions. No utilization of the state developmental disability centers results in a decrease of $47,800. Transcription services costs decrease by $20,000 due to the implementation of a voice activated transcription software.

Interdepartmental charges increase by $76,200 for end user technology and communications costs due to updated allocation methods of interdepartmental charges to more accurately reflect the operational cost in the division.

Program Activities

Program Activity - Mental Health Outpatient	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Number of:					
MH Outpatient Clinical					
Outpatient – MH - Unduplicated count	4,147	4,500	4,500	4,500	-
Outpatient - SU - Unduplicated count	975	1,100	1,100	1,100	-
Service Contacts					
Mental Health / Therapy	13,919	14,000	13,841	17,000	3,000
Medication Management	3,632	3,200	3,402	3,450	250
Substance Use Treatment	16,975	17,500	17,599	17,750	250
Residential and Inpatient Services					
Substance Use Residential: Days of Care	5,531	5,830	6,774	6,330	500
State Institutes: Days of Care (children)	202	353	353	224	(129)
State Institutes: Days of Care (adults)	1,947	2,058	2,058	1,886	(172)
Crisis Intervention					
In Person Risk Assessment	1,520	1,850	1,400	1,500	(350)
Crisis Inbound Calls	4,230	4,400	4,400	4,500	100

Mental Health Outpatient-Intensive

Program Description

The Mental Health Outpatient-Intensive program (located at the Mental Health Center) is comprised of two units. The Treatment and Support Services Unit (TSSU) provides an array of community based mental health services to residents of Waukesha County through the state certified program, Comprehensive Community Services (CCS). The second unit is the state certified Community Support Program (CSP). Additional services are provided through Targeted Case Management (TCM) and Community Recovery Services (CRS) benefits for eligible clients.

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

	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Staffing (FTE)	**24.12**	**24.22**	**24.22**	**21.65**	**(2.57)**
General Government	$692,352	$692,352	$744,617	$796,882	$104,530
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$2,621,247	$2,757,049	$2,657,846	$3,017,846	$260,797
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$1,289,998	$2,807,411	$2,807,411	$2,821,411	$14,000
Appr. Fund Balance	$0	$0	$89,793	$0	$0
County Tax Levy (Credit)	**$2,970,714**	**$2,599,957**	**$2,599,957**	**$2,132,867**	**($467,090)**
Total Revenues	**$7,574,311**	**$8,856,769**	**$8,899,624**	**$8,769,006**	**($87,763)**
Personnel Costs	$2,223,791	$2,380,274	$2,333,527	$2,211,624	($168,650)
Operating Expenses	$5,901,314	$6,237,564	$6,582,766	$6,362,061	$124,497
Interdept. Charges	$236,083	$238,931	$238,880	$195,321	($43,610)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$8,361,188**	**$8,856,769**	**$9,155,173**	**$8,769,006**	**($87,763)**
Rev. Over (Under) Exp.	($786,877)	$0	($255,549)	$0	$0

Program Highlights

General government revenues increase by $104,500 to $796,900. Revenues include a one-time supplemental award for the Community Mental Health Services Block grant of $104,500 to $708,230 and state funding for the Community Support Program, maintained at 2019 budgeted levels of $88,600.

Charges for services are budgeted to increase by approximately $260,800 to $3,017,800. This reflects a budgeted increase in client fee revenue for services billed to Medicaid for the CRS program by $404,600 to $700,000, based on an estimate of reimbursement available under the state's fee for service reimbursement model. CCS client fee revenue decreases by $149,236 to $1,650,000 based on prior-year actual revenues and the transfer of billable services for 2.00 FTE clinical therapists to the Counseling & Wellness Unit in the Outpatient-Clinical program. Community Support Program revenue is budgeted to remain at the 2019 budget of $567,800 based on prior-year actuals and current year trends.

Other revenue is budgeted to increases by $14,000 to reflect the prior year revenue for CCS and CRS program cost settlements. CCS prior year cost settlement is expected to increase by $8,000 to $2,142,610 based on previous years and anticipated cost settlement reimbursements in 2020. The CRS prior year cost settlement is projected to increase by $6,000 to $321,200 based on previous years and anticipated cost settlement reimbursement in 2020.

Personnel costs are budgeted to decrease $168,700 to $2,211,600. This reflects the cost to continue for existing staff of 21.65 FTE, a decrease of 2.57 FTE. Transfers out of this program include 1.00 FTE senior mental health counselor to the Child and Family division, and 1.80 FTE clinical therapists to Outpatient-Clinical related to the Counseling and Wellness unit. Transferring in to this program is 0.40 FTE senior clinical psychologist from Outpatient-Clinical. In addition, 1.00 FTE senior mental health counselor is reclassified to 1.00 FTE clinical therapist. Temporary extra help is decreased by 0.17 FTE.

Mental Health Outpatient-Intensive (cont.)

Operating expenses are budgeted to increase by $124,500 to $6,362,100, mainly due to an increase of $269,000 in residential care services for clients that do not qualify for the CCS, CRS, or any other partially reimbursable programs. Residential care and treatment for clients in the CRS program decrease by $100,000. This decrease is due to fewer clients being eligible for this benefit plan. The contracted services for CCS will decrease by $69,100 based on trend for providers rendering services for CCS kids.

Interdepartmental charges are budgeted to decrease by $43,600 for end user technology due to updated allocation methods of interdepartmental charges to more accurately reflect the operational cost in the division.

Program Activities

Program Activity – MH Outpatient Intensive	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Number of:					
Clients					
Comprehensive Community Services	145	160	160	145	(15)
Targeted Case Management	73	80	80	80	-
Community Support Program	186	185	165	160	(25)
Total Number of Clients	**404**	**425**	**405**	**385**	**(40)**
Program Days					
Comprehensive Community Services	20,299	20,400	20,400	18,400	(2,000)
Targeted Case Management	810	800	800	800	-
Community Support Program	14,635	15,000	15,000	14,500	(500)
Total Days of Care	**35,744**	**36,200**	**36,200**	**33,700**	**(2,500)**
Service Contacts					
Comprehensive Community Services	24,806	25,000	25,000	22,500	(2,500)
Targeted Case Management	4,737	4,800	4,800	4,800	-
Community Support Program	19,526	19,500	19,500	18,100	(1,400)
Total Service Contacts	**49,069**	**49,300**	**49,300**	**45,400**	**(3,900)**

Mental Health Center

Program Description

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

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

	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Staffing (FTE)	**52.34**	**53.11**	**53.11**	**53.57**	**0.46**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$3,559,554	$3,358,430	$3,358,430	$3,358,430	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$130,426	$101,000	$135,866	$97,000	($4,000)
County Tax Levy (Credit)	**$3,593,705**	**$3,928,252**	**$3,928,252**	**$4,052,675**	**$124,423**
Total Revenues	**$7,283,685**	**$7,387,682**	**$7,422,548**	**$7,508,105**	**$120,423**
Personnel Costs	$5,371,713	$5,343,740	$5,575,294	$5,543,368	$199,628
Operating Expenses	$1,199,639	$1,120,359	$1,226,703	$1,130,224	$9,865
Interdept. Charges	$832,325	$923,583	$978,808	$834,513	($89,070)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$7,403,677**	**$7,387,682**	**$7,780,805**	**$7,508,105**	**$120,423**
Rev. Over (Under) Exp.	($119,992)	$0	($358,257)	$0	$0

Program Highlights

Charges for services remains flat in the 2020 budget related to the 28-bed psychiatric hospital where days of care are expected to remain at 7,200 days based on trends. Revenue for copy and duplicating fees is budgeted to remain flat at $3,000.

General Fund balance decreases by $4,000 to $97,000. Facility projects totaling $97,000 include: $40,000 to bring the elevator to licensure code compliance based on the most recent state audit, $25,000 for wall painting, $20,000 for the replacement of aging furniture, and $12,000 for new filtered drinking water fountains.

Personnel costs are budgeted to increase by $199,600 to $5,543,400, which includes the cost to continue for 53.57 FTE staff assigned to this program. Transfers to the Mental Health Center program include 0.46 FTE registered nurse from the Outpatient-Clinical program area.

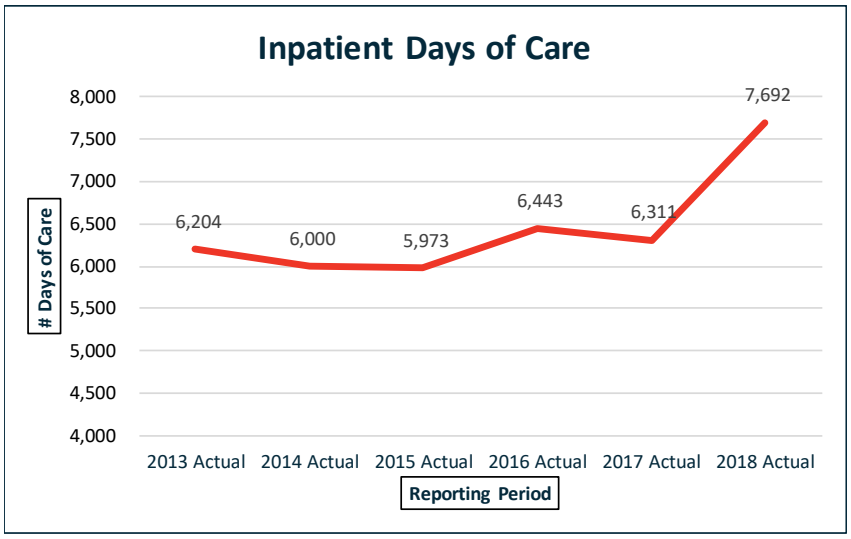
Operating expenses are budgeted to increase approximately $9,900 to $1,130,200, primarily due to prescription medication increases of $175,000 due to higher costs pertaining to long-acting injectable medications, and $7,400 increase for food service mostly based on client census. These increases are partially offset by a $90,900 decrease in contracted psychiatric services based on limited coverage availability for weekends and holidays. HHS management plan to utilize existing qualified staff to manage client needs in these instances. In addition, the budget includes decreases of $27,000 in consulting services based on prior year history, $21,000 due to lower costs for leasing rather than purchasing a medication dispensing machine, $20,000 in contract temporary help for

a registered nurse, and a $17,000 in decreased transcription services expense related to the implementation of a voice activated transcription software.

Interdepartmental charges decrease by approximately $89,100. This is mostly due to a decrease of $73,200 for computer maintenance and replacement charges due to updated allocation methods of interdepartmental charges to more accurately reflect the operational cost in the division, as well as a decrease in building maintenance charges of $28,800 related to the discontinuation of some one-time projects in 2019. This is partially offset by an increase in Sheriff transport charges by $12,500, and Collection charges of $6,600 based on prior year activity.

Program Activities

Program Activity - Mental Health Center	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Number of:					
Days of Care	7,692	7,200	7,000	7,200	-
Average Length of Stay (Days)	12.0	10.5	11.2	10.5	-
Average Daily Census	21.0	21.0	19.0	21.0	-
Admissions	641	681	625	685	4
Discharges	641	681	625	685	4



Criminal Justice Collaborating Council (CJCC)

Program Description

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.

Health and Safety Pillar: Ensure the well-being of citizens

Objective #1: Jail Study

Review recommendations of 2019 Jail Study and work towards consensus through the CJCC as to inmate screening/eligibility, future resource needs and program management of County Inmate electronic monitoring program.

Finance Pillar: Protect taxpayer's investment

Objective #2: Alternative Video Systems

Assist Justice System partners in the coordination of a pilot project alternative court appearance video system within the Jail. Funding for pilot is budgeted within Non-Departmental. Data collected from the pilot project related to use, policy and cost effectiveness will be used to determine if a broader implementation is warranted.

	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Staffing (FTE)	**1.00**	**1.00**	**1.00**	**1.00**	**0.00**
General Government	$487,220	$658,501	$757,831	$587,057	($71,444)
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$56,865	$41,133	$42,290	$42,240	$1,107
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$10,000	$10,000	$14,000	$56,000	$46,000
County Tax Levy (Credit)	**$1,095,467**	**$1,135,502**	**$1,135,502**	**$1,173,806**	**$38,304**
Total Revenues	**$1,649,552**	**$1,845,136**	**$1,949,623**	**$1,859,103**	**$13,967**
Personnel Costs	$119,563	$121,460	$128,473	$132,182	$10,722
Operating Expenses	$1,487,434	$1,597,795	$1,711,326	$1,635,804	$38,009
Interdept. Charges	$46,381	$125,881	$118,191	$91,117	($34,764)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,653,378**	**$1,845,136**	**$1,957,990**	**$1,859,103**	**$13,967**
Rev. Over (Under) Exp.	($3,826)	$0	($8,367)	$0	$0

Program Highlights

General government revenues decrease by approximately $71,400 to $587,100, mainly due to the conclusion of the Substance Abuse and Mental Health Services Administration (SAMHSA) Drug Court grant on September 30, 2020. Continuing is the Treatment Alternatives and Diversion (TAD) Drug Court grant funding of $140,000, the state Department of Corrections (DOC) revenue for the Community Service Options (CSO) program of $24,300, and the Pretrial Diversion Project grant of $224,000.

Charges for services is budgeted to increase by $1,100 to $42,200, due to an anticipated increase in OWI Treatment Court client fee revenue, based upon current trends. OWI Treatment Court fees are assessed based upon family income. Client fees from the Day Report Center Program remain flat based on trending fee collection. Day Report Center participants are charged a flat fee, which is mandatory for all program participants, based upon length of stay in the program.

CJCC (cont.)

General Fund balance will increase by $46,000 to $56,000. An additional $46,000 in Fund Balance is designated for the fourth quarter to replace funding that is expiring due to the end of the SAMHSA Drug Court grant. This will sustain the program at its current capacity. Continuing is the $10,000 for costs associated with judicial training pertaining to best practices in the operation of drug treatment courts and other CJCC initiatives.

Personnel costs increased by $10,700 or 9% to $132,200, reflecting the cost to continue for the 1.00 FTE justice services coordinator position. This position was reclassified in mid-year 2018 with a salary equity adjustment that was not included in the 2019 budget due to timing, creating a larger budget-to-budget variance.

Operating expenses are budgeted to increase approximately $38,000, mostly related to the cost to continue of contracted services for various CJCC programs of $16,800, assuming an average 1.5% increase for most vendors. In addition, there is a budgeted increase of $10,000 for the Jail Adult Basic Education Program. In 2019, this program was funded with a grant that is no longer expected to continue.

Interdepartmental charges are budgeted to decrease about $34,800, mainly due to the conclusion of the SAMHSA grant and the administrative expenses related to this grant.

Program Activities

CJCC activities include the following programs:

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

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

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

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

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

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

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

Jail Adult Basic Education (ABE) Program
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.

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

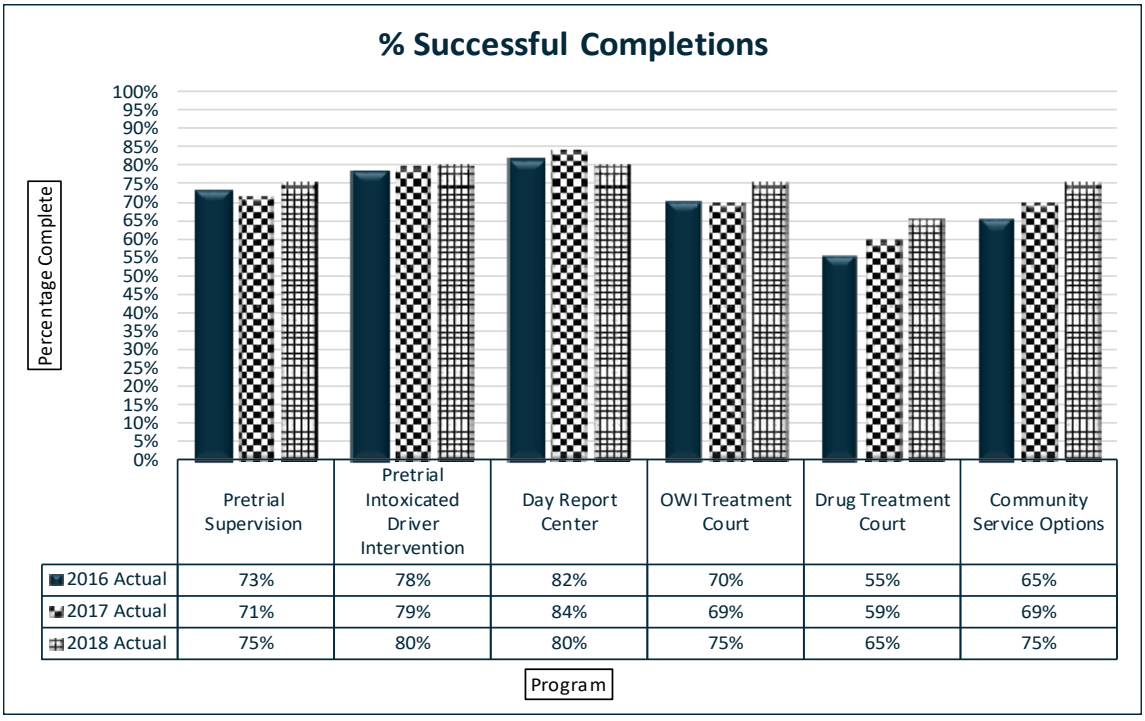
CJCC (cont.)

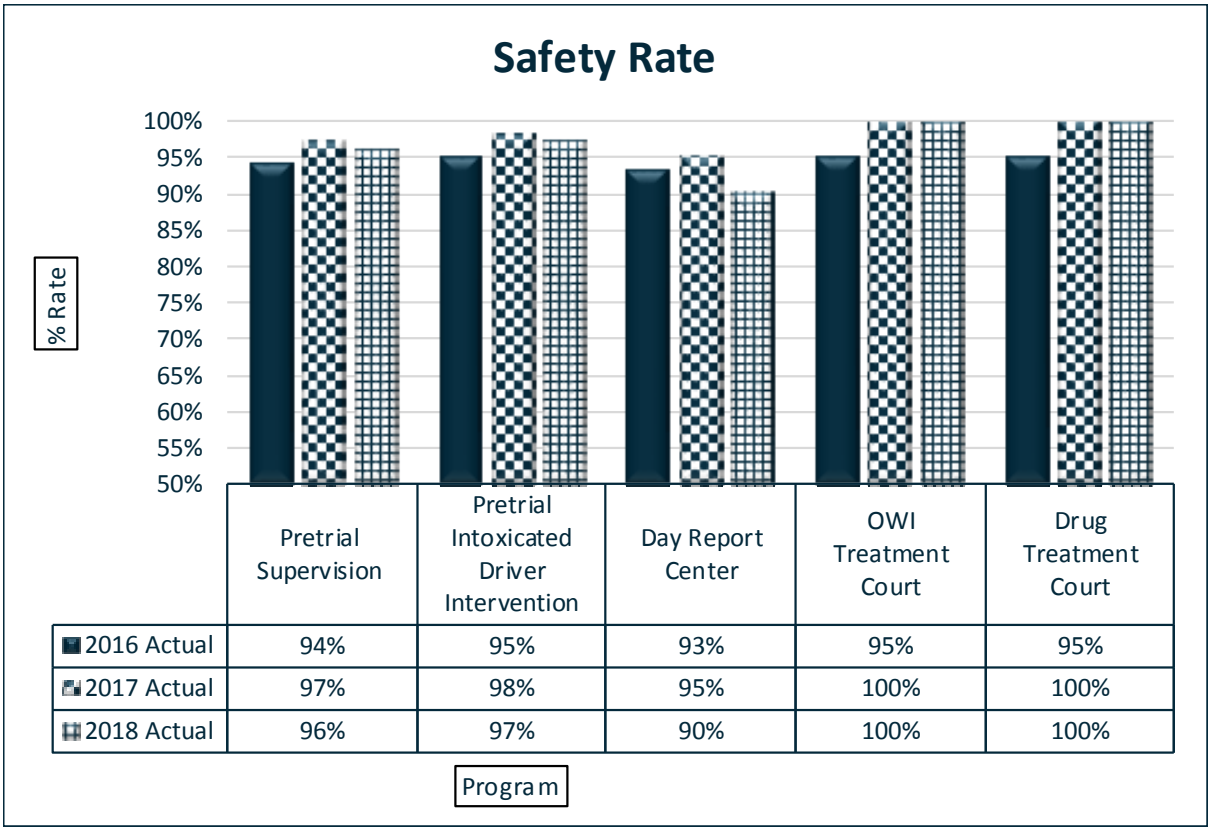
The following tables show the number of clients served, successful completion rates, and jail days diverted by CJCC programs.

Program Activity – CJCC	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Number of:					
Clients					
Pretrial Screening	2,630	2,600	2,534	2,600	-
Pretrial Supervision	427	500	412	500	-
Pretrial Intoxicated Driver Intervention	683	700	693	700	-
Day Report Center	248	250	298	275	25
OWI Treatment Court	76	75	80	80	5
Drug Treatment Court	90	90	92	80	(10)
Community Service Options	375	575	356	400	(175)
Offender Reentry Employment	205	225	254	225	-
Jail ABE/GED	217	150	150	150	-
Total Number of Clients (a)	**4,951**	**5,165**	**4,869**	**5,010**	**(155)**
Jail Days Diverted					
Pretrial Supervision	7,086	7,000	8,201	7,500	500
Pretrial Intoxicated Driver Intervention	12,213	14,000	10,320	12,000	(2,000)
Day Report Center (b)	5,942	7,000	6,591	6,500	(500)
OWI Treatment Court (b)	3,370	2,800	2,243	2,800	-
Community Service Options (b)	538	1,000	776	700	(300)
Total Jail Days Diverted	**29,149**	**31,800**	**28,131**	**29,500**	**(2,300)**

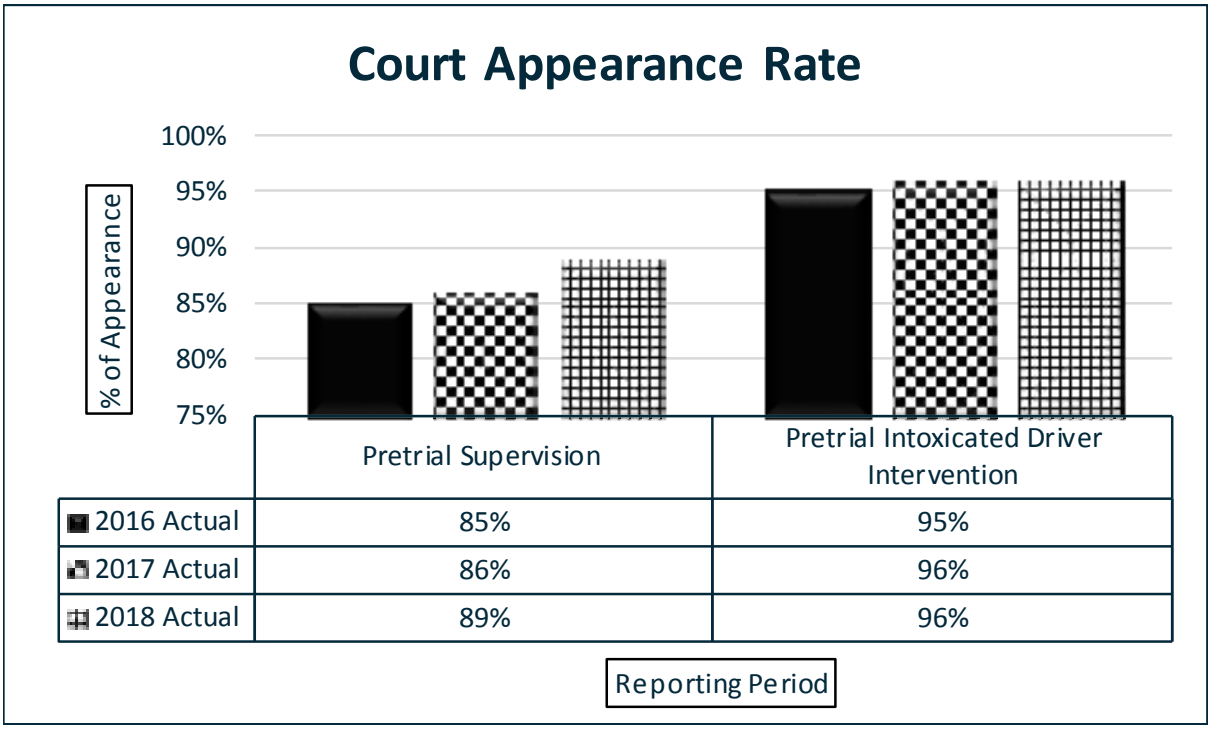
(a) Not an unduplicated total, as clients can participate in multiple programs.

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





*Safety Rate is the percentage of clients who do not re-offend while completing the service program.



Program Description

Administration Section
The Administration Section provides leadership, direction and clinical competence in the overall management of the Public Health Division's human resources, program resources, and overall budget. It assures the Division focuses on its mission to "promote health and wellness, prevent disease and to foster community environments that support an atmosphere of positive behavioral choices." This section is responsible for the Division's State of Wisconsin Administrative Code 140 certification review to maintain Level II health department status. This section will prepare the Division for national accreditation, and will maintain necessary programs for accreditation, such as quality improvement and workforce development. The section works closely with the fiscal division in ensuring corporate compliance and HIPAA maintenance. The operation of Insight, the public health electronic health record, is overseen by this section.

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

Family and Community Health Section
The Family and Community Health Section provides services directly to individuals, families and to the population collectively. This section provides various services to individuals from early childhood to late in life through clinic visits, home visits or community events. Child preventive health services can include childhood immunizations, lead poisoning screenings, child health checks, fluoride varnishing, and child neglect and abuse assessments. Adult health services consist of screenings and case management in screening areas such as cholesterol, glucose, blood pressure, pregnancy testing, as well as, prenatal and postpartum monitoring, sexually transmitted disease control, and drug testing. This section oversees the County's Community Health Assessment and Improvement Plan and Process (CHIPP), which addresses population health through community assessments to determine the county's leading health problems and collaborates with community partners for remediation strategies. Additionally, there is participation on numerous community coalitions to address health equity and health disparities.

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

	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Staffing (FTE)	**33.18**	**33.20**	**33.20**	**27.05**	**(6.16)**
General Government	$768,622	$827,202	$873,322	$764,035	($63,167)
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$205,746	$248,126	$182,818	$222,056	($26,070)
Interdepartmental	$530	$550	$550	$100	($450)
Other Revenue	$1,020	$0	$3,422	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$2,276,030**	**$2,235,001**	**$2,235,001**	**$1,959,024**	**($275,977)**
Total Revenues	**$3,251,948**	**$3,310,879**	**$3,295,113**	**$2,945,215**	**($365,664)**
Personnel Costs	$2,602,390	$2,823,297	$2,706,836	$2,560,894	($262,403)
Operating Expenses	$240,771	$257,681	$284,056	$217,765	($39,916)
Interdept. Charges	$261,769	$229,901	$230,169	$166,556	($63,345)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$3,104,930**	**$3,310,879**	**$3,221,061**	**$2,945,215**	**($365,664)**
Rev. Over (Under) Exp.	$147,018	$0	$74,052	$0	$0

Program Highlights

General government revenue is budgeted to decrease approximately $63,100 to $764,000 mainly due to a transfer of approximately $60,500 of WIC grant revenue from the Public Health to the HHS Administrative Services Division related to centralization of administrative support staff initiative, that is offset by a $12,900 increase in WIC grant funding. The Maternal Child grant funding is decreased by nearly $11,000. This is offset by a $2,800 increase in the HIV Partner Notification program grant funding.

Charges for services revenue decreases approximately $26,000 to $222,000 mainly due to a $15,000 decrease in Healthcheck due to lower client utilization, a $12,000 decrease in child at-risk case management, a $2,000 decrease in tuberculosis skin tests based on new guidance from Centers of Disease Control and Prevention on who should receive skin tests, and decreases in other fee programs of $3,000. The decreases are partially offset by an increase in Prenatal Hepatitis B revenue of $4,000. Additionally, the adoption of a cost-based pricing for travel clinic service fees that will stabilize travel clinic revenues, as well as increase other service fees by $1,900.

Interdepartmental revenues decrease $450 as tuberculosis skin tests are charged to other divisions within the department, not other departments.

Personnel costs decrease by approximately $262,400 to $2,560,900 due to the administrative support re-alignment of reporting structure and consolidation of functions throughout all divisions in the department resulting in the transfer of 5.00 FTE administrative specialists to the Administrative Services Division and the abolishing of 1.00 FTE administrative assistant position. In addition, extra help decreases 0.16 FTE resulting in a decrease of $10,000.

Operating expenses decrease by $39,900 to $217,700, which includes decreases in consulting services of $18,900, in medication and medical supplies cost of $14,200, office supplies costs of $9,800, travel and training costs of $7,900. This decrease is offset by a $10,300 increase in interdepartmental cell phone charges being shifted to operating expenses.

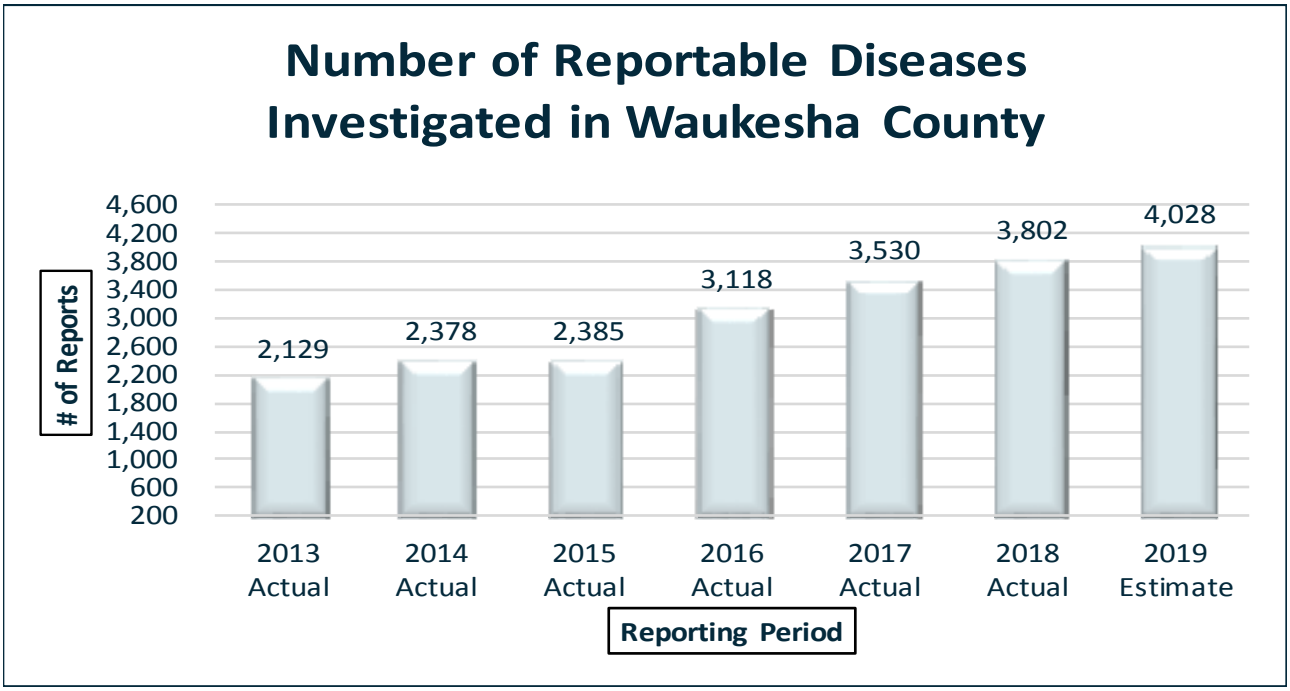
Interdepartmental charges decrease by $63,300 to $166,800 mainly related to a decrease in EUTF charges of $50,600, phone costs of $8,800, and liability insurance of $1,700. These decreases are due to updated allocation methods of interdepartmental charges to more accurately reflect the operational cost in the division. Additionally, the shifting of cell phone expenses to operating costs results in a greater variance from the 2019 Budget.

Public Health (cont.)

Program Activity - Administration	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Number of:					
Inbound Telephone calls for information/triage	7,261	8,200	7,000	7,000	(1,200)
Walk-in clients	3,768	4,000	3,800	3,900	(100)

Program Activity - Communicable Disease and Preparedness	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Number of:					
Communicable Disease Investigations					
Communicable Disease referrals investigated (a)	3,802	4,500	4,028	4,500	-
Category 1	350	450	463	450	-
Cases Identified	2,314	3,000	2,500	3,000	-
Tuberculosis Control					
Directly Observed Therapy (DOT) visits	589	750	700	750	-
TB skin tests	462	400	350	350	(50)
Immunization Program					
Vaccines Administered	2,796	3,200	3,000	3,200	-
Children Immunized	481	400	522	500	100
Adults Immunized	1,147	1,300	1,150	1,200	(100)
Travel Clinic clients	181	285	180	285	-
STD Program					
Screenings in STD clinic	353	330	375	380	50
Preparedness Program					
Preparedness trainings conducted	13	13	15	16	3

(a) Significant increase is the result of trend and state mandate of additional reportable diseases.



Public Health (cont.)

Program Activity - Family and Community Health	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Number of:					
Lead Poisoning Prevention					
Children tested for lead poisoning	1,152	1,300	1,100	1,200	(100)
Lead poisoned children that were case managed	77	80	75	80	-
Child Health Program					
Children at-risk	165	175	160	175	-
Home Visit to Children	567	625	605	625	-
Healthcheck Examinations (a)	446	650	75	75	(575)
Children receiving fluoride varnishing	308	325	200	200	(125)
Healthy Pregnancy Program					
Pregnant Women Case Managed	119	150	115	120	(30)
Home Visits to pregnant women	488	525	410	500	(25)
Percentage of case managed women who delivered full term infants of average birth weight	91%	95%	95%	95%	-
Chronic Disease Program					
Chronic disease screenings	365	850	450	850	-
Community Education Events	30	40	67	80	40
HHS Drug Screening Program					
Urine drug screening for HHS clients	1,310	900	1,700	1,700	800
Positive urine drug screening clients	36%	40%	40%	40%	-

(a) Estimated and budgeted decrease in healthcheck examinations due to decreased client utilization.

Program Activity - WIC	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Number of:					
State estimated eligible low income population per month (a)	4,483	4,300	4,483	4,483	183
Mothers, infants/children served per year in the WIC Program (b)	2,875	2,600	2,600	2,400	(200)
Total appointments completed	3,409	*	3,200	3,000	*
Total high risk visits completed	1,340	*	1,250	1,150	*
Pregnant and breastfeeding women receiving breastfeeding education support services	510	*	450	400	*
Internal and external referrals completed to assist families with unmet needs	1,353	*	1,250	1,200	*

(a) Based on the 2014 US Bureau of Census, Waukesha County Poverty Estimates.
(b) From January 1, 2018 through December 31, 2018 WIC food benefits supplemented Waukesha County retail food vendors by $1,812,890.95 and local Waukesha County farmers by $9,948.00 through Farmers' Market sales.
*New reported measure for 2019 budget

Veterans' Services

Program Description

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

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

In addition, 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 authorize and provide the amount of funds required for needy veterans.

	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Staffing (FTE)	**4.00**	**4.52**	**4.52**	**4.50**	**(0.02)**
General Government	$13,000	$13,000	$13,000	$13,000	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$1,592	$0	$1,176	$0	$0
Appr. Fund Balance	$5,145	$3,645	$3,667	$2,167	($1,478)
County Tax Levy (Credit)	**$302,719**	**$310,512**	**$310,512**	**$332,835**	**$22,323**
Total Revenues	**$322,456**	**$327,157**	**$328,355**	**$348,002**	**$20,845**
Personnel Costs	$235,637	$263,343	$264,463	$277,231	$13,888
Operating Expenses	$29,604	$46,255	$45,337	$45,825	($430)
Interdept. Charges	$17,981	$17,559	$17,426	$24,946	$7,387
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$283,222**	**$327,157**	**$327,226**	**$348,002**	**$20,845**
Rev. Over (Under) Exp.	$39,234	$0	$1,129	$0	$0

Program Highlights

General government revenues of $13,000 consist of a Wisconsin Department of Veterans' Affairs, County Veterans' Service Office Grant from the State and remains unchanged in the 2020 budget.

Fund balance decreases by $1,500 to $2,167. This represents the balance of previously received donations restricted for veteran services by various donors through ordinance. In 2019, $1,500 of the donated funds were utilized for expenses to host the Veterans Resource Fair and the same is planned and estimated for 2020.

Personnel costs are budgeted to increase $13,900 to $277,200. This reflects the cost to continue for the existing staff or 4.50 FTE and $3,100 in employee benefits.

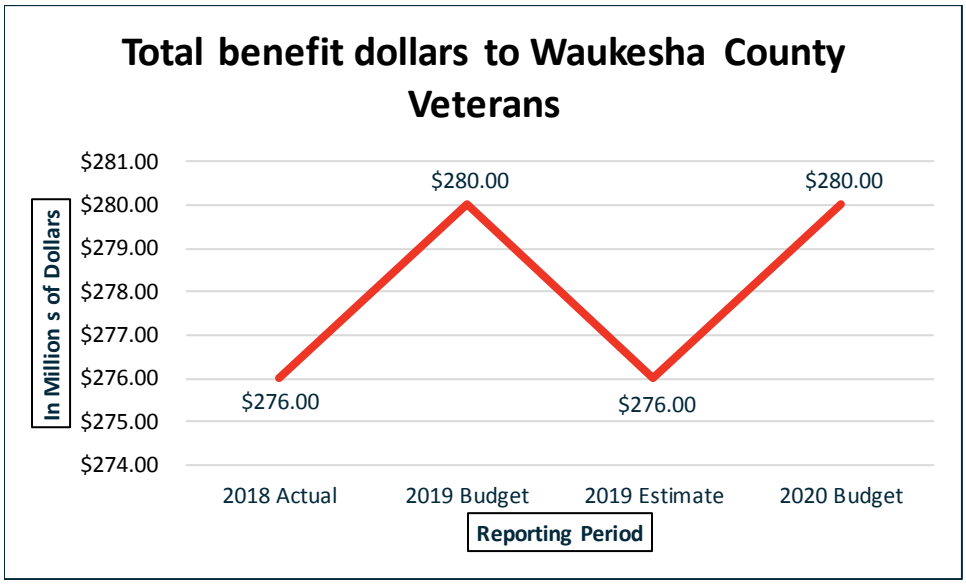
Operating expenses are budgeted to decrease $430 to $45,825 due to decreases of $765 in outside printing costs, $110 in tuition and registration costs, and $65 in membership costs. These decreases are offset by a $500 increase in telephone lines and services costs and a $25 increase in managed print services.

Interdepartmental charges are budgeted to increase approximately $7,400 due to updated allocation methods of interdepartmental charges to more accurately reflect the operational cost in the decision.

Veterans' Services (Cont.)

Program Activities

Program Activity - Veterans' Services	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Number of:					
Clients interviewed and counseled (In Office)	4,516	4,500	4,500	4,500	-
Appearances on behalf of veterans	59	60	60	60	-
Miles traveled on veterans' affairs	2,303	3,700	2,300	2,300	(1,400)
Incoming phone calls answered	13,612	10,000	11,000	11,000	1,000
Contacts by E-Mail (requiring a response)	7,542	10,500	9,700	10,000	(500)



Note: This figure reflects the value of all Federal and State benefits awarded to Waukesha county veterans. Based on the 2018 estimate data this equates to $908 of benefits returned for each tax levy dollar expended.

ADRC - Adult Protective Services

Program Description

The Adult Protective Services Unit's primary responsibility is to investigate concerns of abuse and neglect of adults and elders (ages 60 and older) in the community. The Adult Protective Services Unit performs all necessary court work for situations that require court ordered protection and services. This unit provides short-term case management and linkage to long-term care resources capable of providing a range of services and/or residential services for vulnerable adults. Staff social workers provide annual reviews of those individuals under court ordered intervention for protective placements in institutional settings. As a unit within the Aging and Disability Resource Division, the Adult Protective Service unit is in an optimal position to collaborate closely with Aging and Disability Resource Center Staff on determining any protective service needs of consumers that present for services and/or provide outreach and connection with community stakeholders associated with older adult programming in Waukesha County.

	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Staffing (FTE)	**9.00**	**9.00**	**9.00**	**9.63**	**0.63**
General Government	$486,706	$486,706	$486,706	$486,706	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$5,154	$20,000	$20,000	$20,000	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$6,724	$22,531	$22,531	$22,531	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$1,231,032**	**$1,159,388**	**$1,159,388**	**$959,672**	**($199,716)**
Total Revenues	**$1,729,616**	**$1,688,625**	**$1,688,625**	**$1,488,909**	**($199,716)**
Personnel Costs	$784,385	$804,330	$822,570	$878,994	$74,664
Operating Expenses	$477,759	$715,831	$700,755	$464,946	($250,885)
Interdept. Charges	$134,879	$168,464	$161,182	$144,969	($23,495)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,397,023**	**$1,688,625**	**$1,684,507**	**$1,488,909**	**($199,716)**
Rev. Over (Under) Exp.	$332,593	$0	$4,118	$0	$0

Program Highlights

General government includes revenues from Supportive Home Care State Basic County Allocation of $259,000, and a State Basic County Allocation of $227,700 to fund Adults-at-Risk activities and Adult Protective Services (APS). These funds remain unchanged from the 2019 budget.

Charges for services revenues remain unchanged from the 2019 budget related to a lower number of clients budgeted to be protectively placed at Waukesha Memorial Hospital. Waukesha County Department of Health and Human Services (HHS) is obligated to provide services and protection to adults found to be legally incompetent and a danger to themselves or others. Law enforcement and APS utilize Waukesha Memorial Hospital as a placement site for emergency protective placements for both adults at risk and elder adults at risk. HHS pays for the episode and then bills the client to recapture the costs.

Other revenue remains unchanged from the 2019 budget at $22,500 for Social Security reimbursements for clients served by this program where Waukesha County is the protective payee.

Personnel costs are budgeted to increase approximately $74,700 to about $879,000 due to cost to continue the 9.00 FTEs. In addition, the increase includes the cost of 0.63 LTE Social Worker to perform annual court reviews. This is offset by a reduction in contracted services.

ADRC - Adult Protective Services (cont.)

Operating expenses are budgeted to decrease approximately $250,900 to $464,900 primarily due to $70,200 of reduced placement costs at the Clearview Rehabilitation Center. These reduced costs include a decrease of $163,800 in the annual assessment fee for the Marsh Country Health Alliance for the clients receiving ongoing residential care at the Clearview Nursing Home and Facility for Individuals with Intellectual Disabilities (IID) in Dodge County. In addition, contracted services is reduced $25,000 due to reduced contracted provider costs for annual court reviews. This is offset by increases for cell phones of $7,700 due to updated allocation methods of inter-department charges to more accurately reflect operational costs in the division.

Interdepartmental charges are budgeted to decrease $23,500 to $145,000 due to updated allocation methods of inter-department charges to more accurately reflect operational costs in the division. The decrease is mainly due to $17,900 in legal fees, $4,800 in collection services, $4,600 in cell phone charges and a $3,000 decrease in transportation. The decreases are offset by a $5,400 increase in computer maintenance and a $1,300 increase in fixed telephones.

Program Activities

Program Activity - Adult Protective Services	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Number of:					
New Adult At-Risk/Elder At-Risk Investigations	316	340	310	325	(15)
Watts Court Ordered Assessment Reviews	303	300	310	325	25
Emergency Protective Placements	62	50	60	63	13
Mental Health - Chapter 51.67	24	30	25	27	(3)
Comprehensive Evaluations	24	60	25	27	(33)
Youth Transition Guardianships	36	30	33	33	3

ADRC - Community Services

Program Description

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

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

Services provided under the Older Americans Act (Title III-B Supportive Services, Title III-C-1 Congregate Nutrition, Title III-C-2 Home Delivered Meals, Title III-D Preventive Health and Title III-E National Family Caregiver Support) serve those age 60 and over with an emphasis placed on reaching the frail, isolated, homebound and disadvantaged older population, as well as their caregivers. Older Americans Act services are not means tested and mandate a request for donations towards services; therefore, no standardized fees can be charged for services. Most services in the Community Services program are provided through contracted community providers. One change of significance made within the specialized transportation program is the lowering of the age of eligibility from 65 to 60 years of age for individuals without a disability. This change was made to fill a transportation gap and to better align this service program with the other service areas.

	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Staffing (FTE)	**19.24**	**19.50**	**19.50**	**15.79**	**(3.71)**
General Government	$2,776,559	$2,642,576	$2,850,443	$2,800,918	$158,342
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$415,886	$418,715	$416,833	$437,335	$18,620
Appr. Fund Balance	$13,900	$7,700	$7,882	$7,700	$0
County Tax Levy (Credit)	**$1,131,094**	**$1,101,512**	**$1,101,512**	**$981,708**	**($119,804)**
Total Revenues	**$4,337,439**	**$4,170,503**	**$4,376,670**	**$4,227,661**	**$57,158**
Personnel Costs	$1,297,959	$1,353,475	$1,366,867	$1,227,421	($126,054)
Operating Expenses	$2,685,083	$2,690,689	$2,829,099	$2,858,615	$167,926
Interdept. Charges	$131,954	$126,339	$126,921	$141,625	$15,286
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$4,114,996**	**$4,170,503**	**$4,322,887**	**$4,227,661**	**$57,158**
Rev. Over (Under) Exp.	$222,443	$0	$53,783	$0	$0

Program Highlights

General government revenues are budgeted to increase $158,300 to $2,801,000. This is primarily due to a $102,000 increase in the Supportive Services Title III-B grant, a $52,000 increase in the Title III-C nutrition grants, a $31,400 increase in the Caregiver Support Title III-E grant, and $23,700 increase in the Specialized Transportation grant. This is offset by a decrease of $55,000 for ADRC contract indirect revenue related to the centralized administrative support initiative.

Other revenue is budgeted to increase $18,600 to $437,300 primarily due to funding of $14,900 for the new Caregiver Connection Initiative, an increase in nutrition program revenue of $2,200 from client donations and $1,600 from Managed Care Organization (MCO) meals.

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ADRC – Community Services (cont.)

Fund balance remains unchanged at $7,700 for one-time equipment purchases in 2020 for the Senior Dining program.

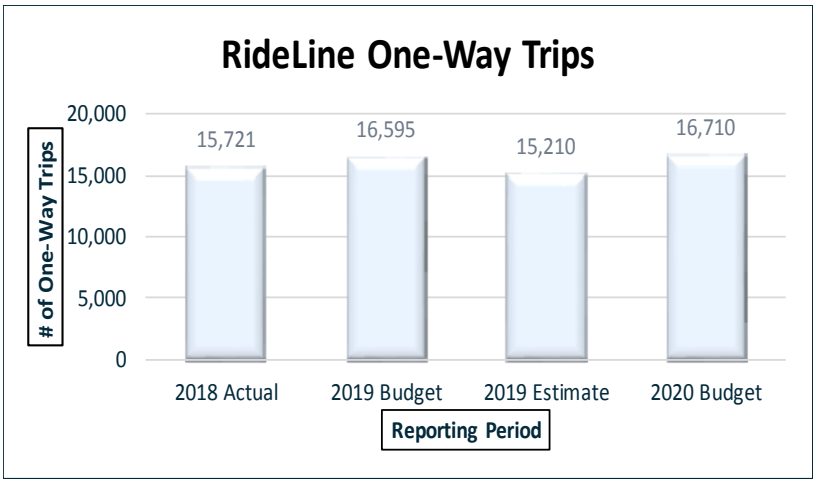
Personnel costs decrease about $126,100 to $1,227,400. This includes abolishing 1.00 FTE administrative assistant, transferring 4.00 FTE (3.00 FTE administrative specialist and 1.00 FTE support staff supervisor) to the Administrative Services division due to the administrative support re-alignment of reporting structure and consolidation of functions throughout all divisions in the department. This is offset by increases due to cost-to-continue the existing 14.50 FTE and the transfer in of 0.09 FTE senior ADRC specialists from the ADRC Contract fund. Additional increases include 0.60 FTE for a part time senior dining manager sunset position that is offset with the reduction of a 0.50 FTE temporary extra help senior dining manager. Temporary extra help is also increased 1.10 FTE.

Operating expenses are budgeted to increase about $167,900 to $2,858,600. This increase is due to higher expenses in Specialized Transportation of $33,900 to $1,088,700 due to a RideLine contract vendor rate increase as well as an increase in promotional expense. Increased transportation expenses reflect the age eligibility change from 65 to 60 mentioned in the Program Description. Senior dining program increases $55,900 due to a 5% budgeted increase in the contracted meal cost for the 173,128 meals for congregate and home delivery. In addition, in-home care increases $45,600, chore services increase $10,000, respite care increases $8,300, contracted services increases $8,300 and a $6,800 increase in cell phone charges due to updated allocation methods of inter-department charges to more accurately reflect operational costs in the division.

Interdepartmental charges are budgeted to increase by about $15,300 to $141,600 due to updated allocation methods of inter-department charges to more accurately reflect operational costs in the division. The increases are mainly due to $9,800 in liability insurance, $2,800 in postage, $2,700 in end user technology computer charges, and $2,400 in worker's compensation insurance. Increases are offset by a reduction in cell phone expense of $4,800.

Program Activities

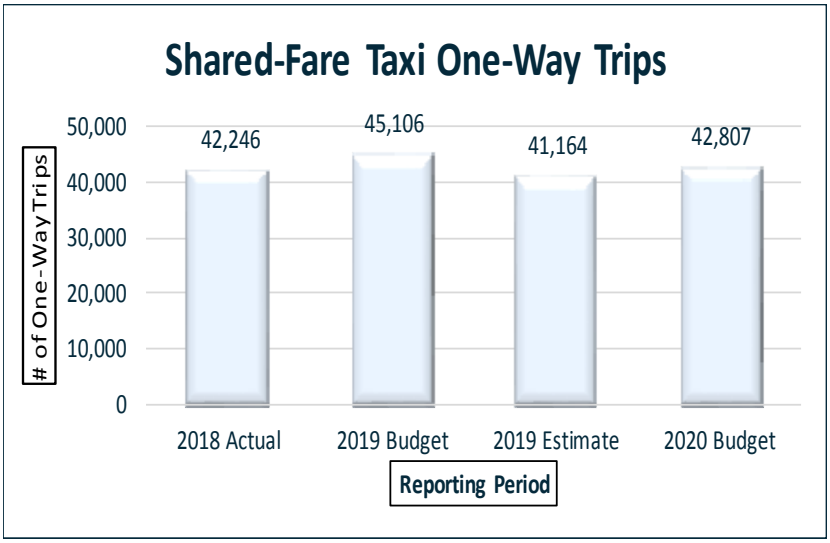
Transportation



Note: The number of one-way RideLine trips is expected to increase from the 2019 budget level, by 115 rides. This was calculated based on 2019 current trends.

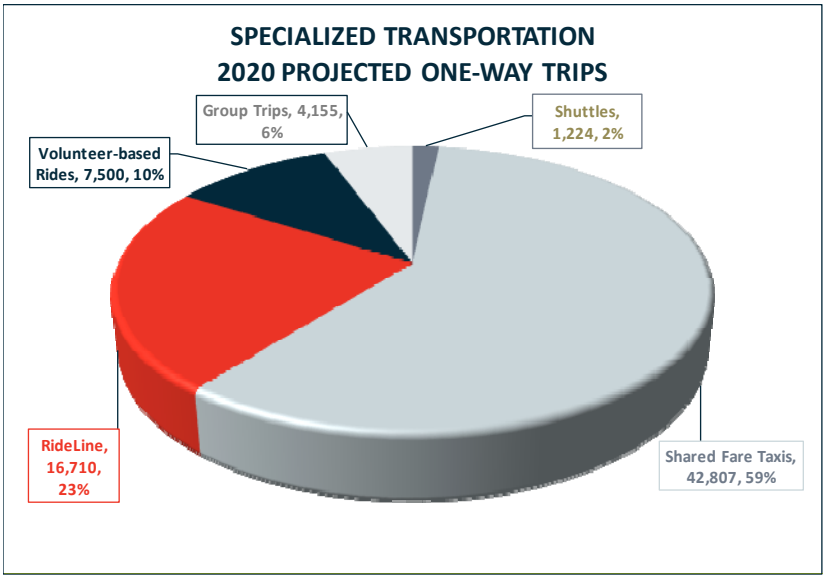
ADRC – Community Services (cont.)

Transportation (cont.)



Note: Shared-fare taxi service is expected to decrease by 2,299 one-way trips from the 2019 budget level. This was calculated based on 2019 current trends.

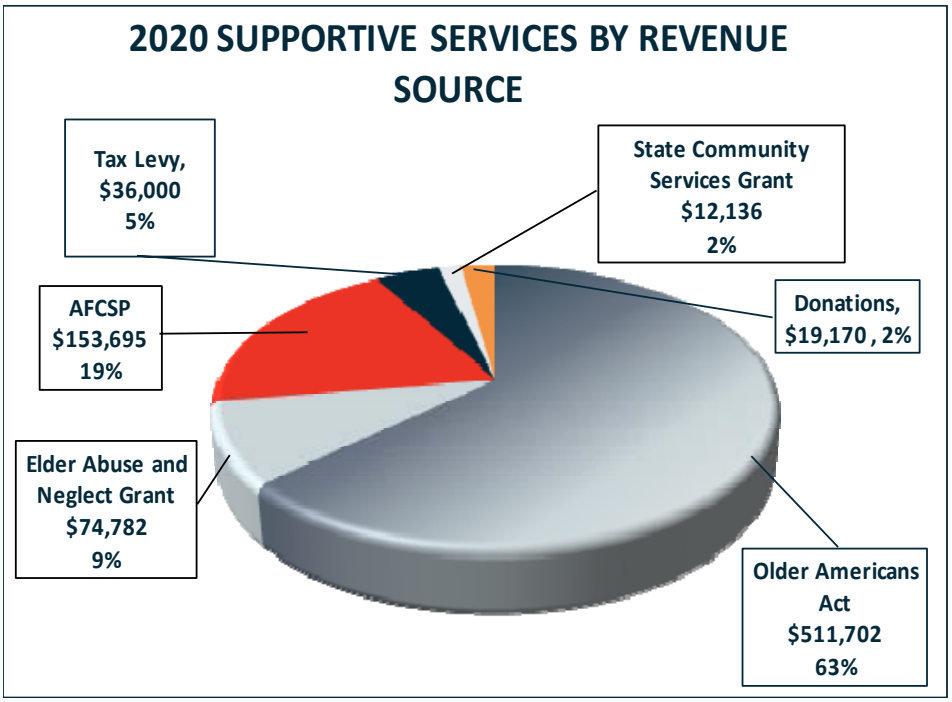
Specialized Transportation Net Average Cost Per One-Way Trip	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Shared-Fare Taxi	$ 5.89	$ 5.80	$ 5.86	$ 5.88	$ 0.08
RideLine	$ 37.65	$ 40.57	$ 40.20	$ 41.56	$ 0.99



ADRC – Community Services (cont.)

Supportive Services

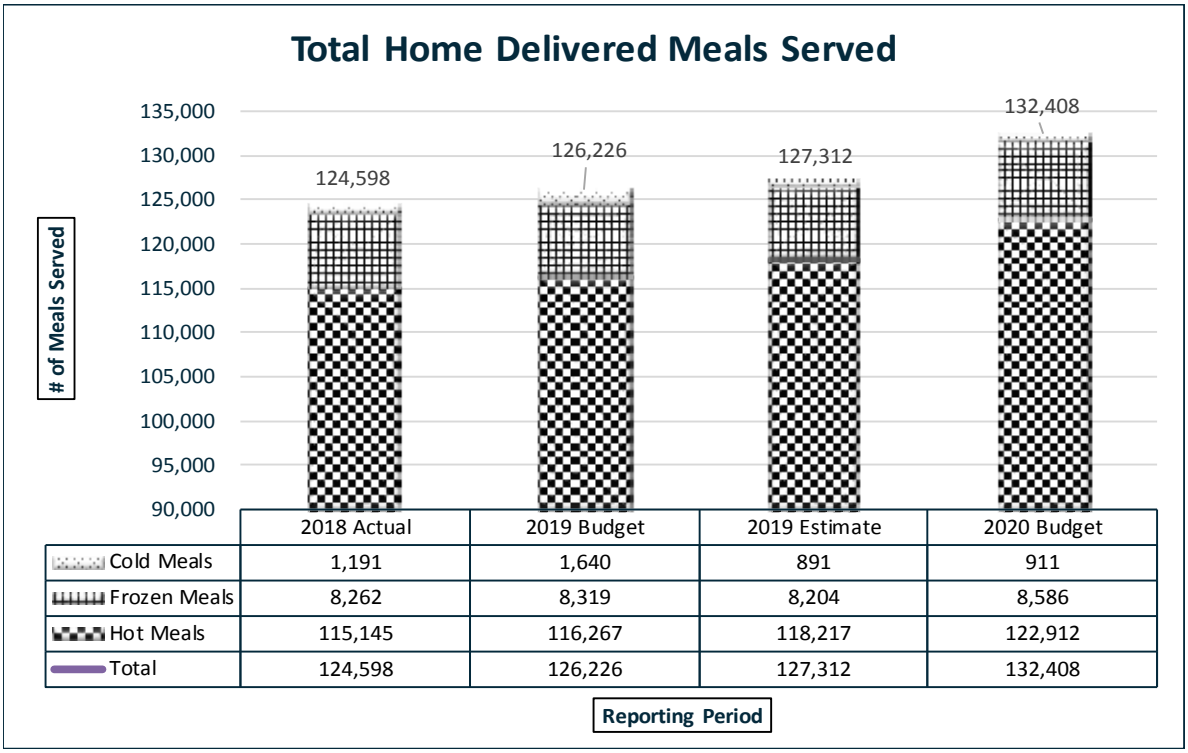
Program Activity - Supportive Services	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Number of:					
Clients	1,262	1,075	1,100	1,150	75



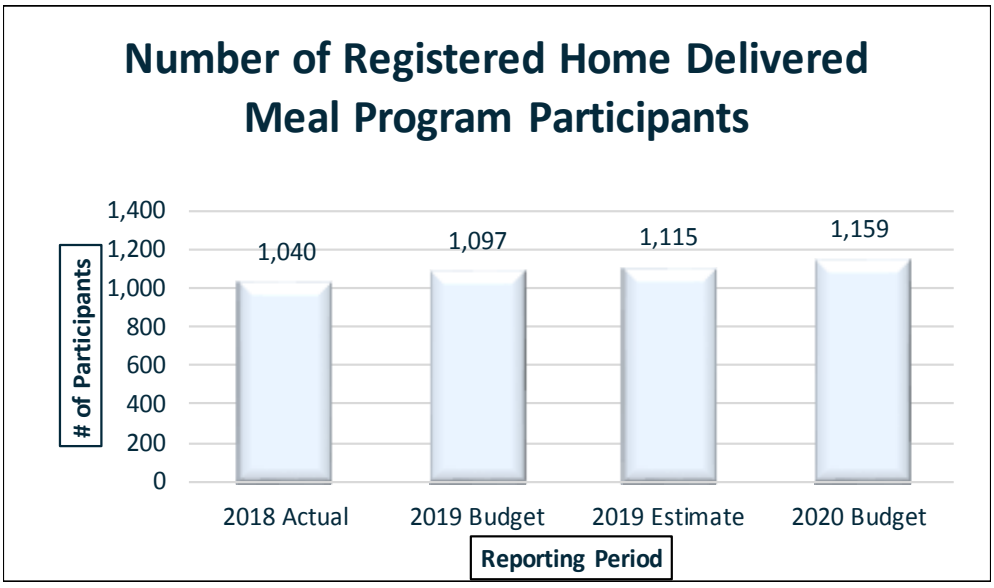
Program Activity - Volunteer	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Number of:					
Volunteers	690	638	677	682	44
Hours	36,939	40,763	36,074	37,935	(2,828)
Valuation (a)	$ 870,306	$ 960,376	$939,803	$964,308	$ 3,932

(a) The 2018 Actual and 2019 Budget hourly valuation for all Waukesha County volunteers was established at $23.56 per hour as determined by The Independent Sector. The National average of $25.42 is used for 2019 Estimate and 2020 Budget.

Home Delivered Meals



Note: The 2020 Budgeted number of home delivered meals anticipates an increase of 6,182 meals over the 2019 budgeted number of meals to be served. This projected increase in number of meals is based on actual trends for the first half of 2019.



Note: The home delivered meal participants are projected to increase by 62 consumers to 1,159 consumers in 2020. This is based on the current trends and the increased population.

ADRC – Community Services (cont.)

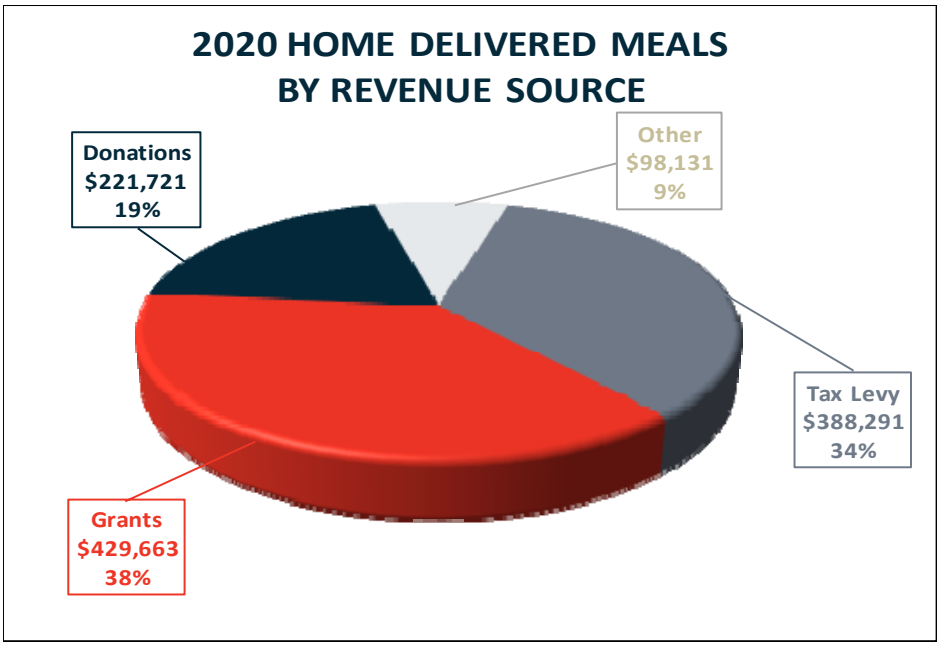
Home Delivered Meals (cont.)

Home Delivered Meal (HDM)Participant Responses to Survey Questions	2018 Actual	2019 Actual
HDMs help me live independently in home	81.6%	88.1%
Feel HDMs have improved quality of life	83.4%	85.6%
Half or more daily food intake provided by meal	58.7%	67.0%

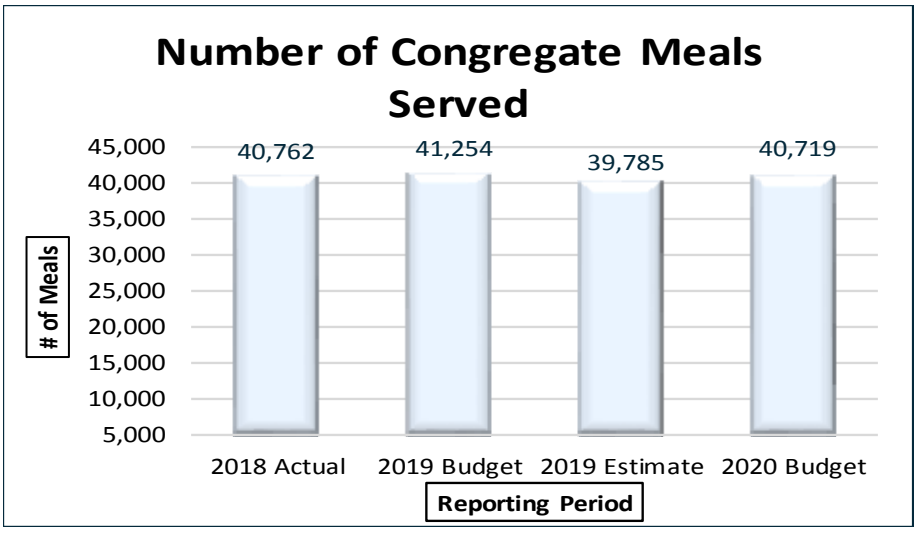
Note: Survey results based on 223 responses.

Home Delivered Meal Cost Summary	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Gross Cost Per Meal	$ 8.41	$ 8.48	$ 8.41	$ 8.63
Average Client Donation Per Meal	$ 1.89	$ 1.90	$ 1.79	$ 1.84
Net Cost Per Meal	$ 6.52	$ 6.58	$ 6.62	$ 6.79

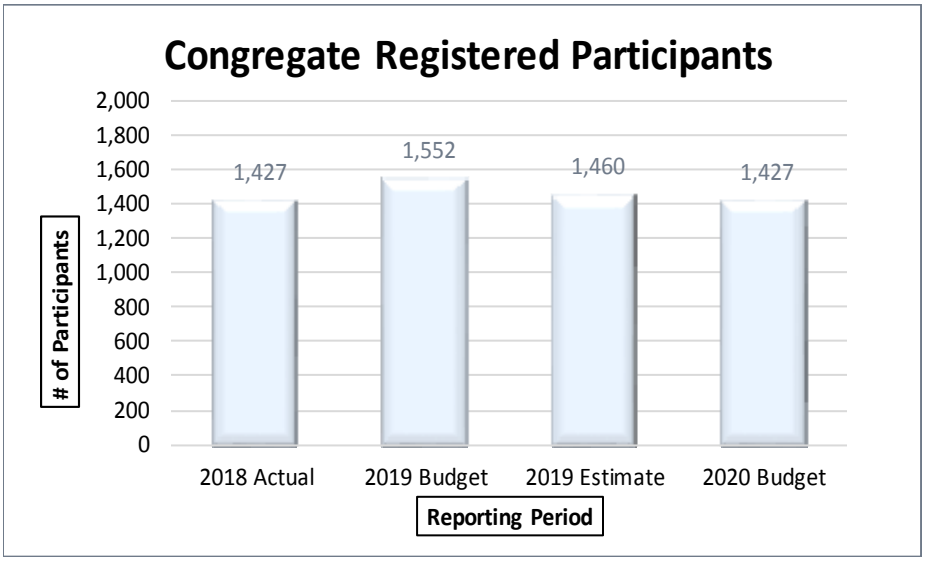
Note: Cost per meal summary for Senior Dining and Home Delivered meals are not comparable due to program offerings.



Congregate/Senior Dining Meals



Note: The Congregate Dining Program has experienced a decrease in the number of meals served at the dining centers. The 2020 budget is projected to serve 40,719 meals, a decrease of 535 meals from the 2019 budget.



Note: Based on actual experience during 2018 and during the first half of 2019, the number of Senior Dining participants is projected at 1,427 in 2020. This is a decrease of 125 participants from the 2019 budget.

ADRC – Community Services (cont.)

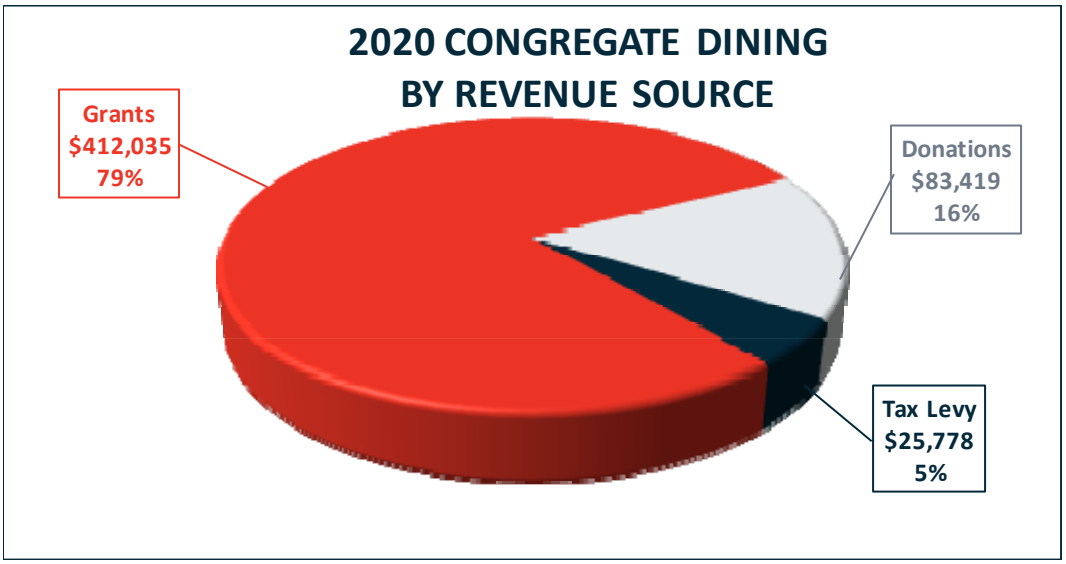
Congregate/Senior Dining Meals (cont.)

Senior Dining/Congregate Participant Responses to Survey Questions	2018 Actual	2019 Actual
Half or more daily food intake provided by meal	63.6%	63.3%
Improved Quality of Life	70.0%	88.8%

Note: Survey results based on 223 responses.

Senior Dining Center/Congregate Meal Cost Summary	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Gross Cost Per Meal	$ 12.20	$ 12.17	$ 12.18	$ 12.87	$ 0.70
Average Client Donation Per Meal	$ 2.09	$ 2.05	$ 2.04	$ 2.05	$ -
Net Cost Per Meal	$ 10.11	$ 10.12	$ 10.14	$ 10.82	$ 0.70

Note: Cost per meal summary for Home Delivered meals and Senior Dining are not comparable due to required program offerings including nutrition education and activities.



Aging & Disability Resource Center Contract Fund

Program Description

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

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

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

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

Financial Summary	2018 Actual	2019 Adopted Budget	2019 Estimate	2020 Budget	Change From 2019 Adopted Budget $	Change From 2019 Adopted Budget %
Revenues						
General Government	$3,274,555	$3,396,457	$3,437,967	$3,537,523	$141,066	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	$0	$0	$0	$0	$0	N/A
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy (Credit)	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$3,274,555**	**$3,396,457**	**$3,437,967**	**$3,537,523**	**$141,066**	**4.2%**
Expenditures						
Personnel Costs	$2,308,365	$2,739,012	$2,693,059	$2,863,864	$124,852	4.6%
Operating Expenses	$569,244	$265,388	$352,610	$293,705	$28,317	10.7%
Interdept. Charges	$396,945	$392,057	$392,298	$379,954	($12,103)	-3.1%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$3,274,554**	**$3,396,457**	**$3,437,967**	**$3,537,523**	**$141,066**	**4.2%**
Rev. Over (Under) Exp.	$1	$0	$0	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	35.00	34.74	47.70	33.65	(1.09)	
Extra Help	0.16	0.96	0.96	0.97	0.01	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total FTEs	35.16	35.70	48.66	34.62	(1.08)	

Aging & Disability Resource Center Contract Fund (cont.)

Program Highlights

General government revenue for the Aging and Disability Resource Center (ADRC) Contract fund is budgeted to increase about $141,100 to $3,537,500. This includes $56,400 of Dementia grant federal match funding. Also, $55,000 of ADRC revenue is shifted from the ADRC General fund for administrative indirect costs as a result of the department's centralized administrative support initiative, and allowable ADRC Contract revenue is increased $29,700.

Personnel costs are budgeted to increase approximately $124,900 to $2,863,900. The increase is due to the cost to continue 33.65 FTE. The increase is offset by the transfer out to the Administrative Services division of 1.00 FTE due to the administrative support re-alignment of reporting structure and consolidation of functions throughout all divisions in the department. Decreases also include the transfer out of 0.09 FTE Senior ADRC Specialists to the ADRC General fund - Community Services.

Operating expenses increase about $28,300 to $293,700 mainly due to an increase of $19,500 due to the shift of cell phone expenses from interdepartmental charge to operating expense. Also increasing is $8,700 in contracted services related to the Dementia Care grant.

Interdepartmental charges decrease $12,100 to $380,000 due to updated allocation methods of interdepartmental charges to more accurately reflect operational costs in the division. Decreases include $16,600 in cell phone expense and $1,000 in Internal Charges for Services. The decreases are offset by increases in end user technology charges of $2,800, telephones of $1,800 and postage of $1,200.

Program Activity

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

Program Activity - ADRC Contract Fund	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Number of:					
Resource Center Consumers Served (unduplicated)	10,951	14,091	11,500	12,000	(2,091)
Elder Benefits Counseling Clients Served (a)(c)	952	968	960	960	(8)
Disability Benefits Counseling Cases (b)(c)	146	525	350	350	(175)
Consumer Contact Type					
Information & Assistance	20,972	23,477	18,856	20,000	(3,477)
Options Counseling	4,639	5,066	5,080	5,000	(66)
Functional Screen Contacts	1,268	1,366	1,386	1,375	9
Medical Assistance Application Assistance	1,818	1,808	1,916	1,900	92
Long Term Care Program Enrollment Counseling	1,359	1,409	1,676	1,500	91
Other	4,383	4,834	4,560	5,000	166
Total Consumer Contacts	34,439	37,960	33,474	34,775	(3,185)

(a) For ages 60 and over.
(b) For ages 18 to 59. Includes client and third party contacts.
(c) In 2018, the elder benefit specialist helped county residents to receive $4,035,935 in benefits and the disability benefit specialist helped county residents receive $986,045 benefits.

Program Activity - ADRC Outreach and Marketing	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Number of:					
Newsletter Distribution (print & email distribution)	28,250	32,973	25,200	26,000	(6,973)
ADRC Resource Guide	10,000	10,000	10,000	10,000	0
Presentation/Display Attendees	5,085	6,050	5,500	6,000	(50)